

2026/2027 Community Needs Assessment and Community Action Plan

Redwood Community Action Agency



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Introduction

The Department of Community Services and Development (CSD) has developed the 2026/2027 Community Needs Assessment (CNA) and Community Action Plan (CAP) template for the Community Services Block Grant (CSBG) Service Providers network. CSD requests agencies submit a completed CAP, including a CNA, to CSD on or before **June 30, 2025**. Changes from the previous template are detailed below in the “What’s New for 2026/2027?” section. Provide all narrative responses in 12-point Arial font with 1.15 spacing. A completed CAP template should not exceed 65 pages, excluding the appendices.

Purpose

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

Federal CSBG Programmatic Assurances and Certification

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

State Assurances and Certification

As required by the CSBG Act, states are required to submit a State Plan as a condition to receive funding. Information provided in agencies’ CAPs will be included in the CSBG State Plan. Alongside Organizational Standards, the state will be reporting on [State Accountability Measures](#) in order to ensure accountability and program performance improvement. A list of the applicable State Assurances is provided in this template. CSBG agencies should review these assurances and confirm that they are in compliance. Signature of the board chair and executive director on the Cover Page certify compliance with the State Assurances.

Compliance with CSBG Organizational Standards

As described in the Office of Community Services (OCS) [Information Memorandum \(IM\) #138](#) dated January 26, 2015, CSBG agencies will comply with the Organizational Standards. A list of Organizational Standards that are met by an accepted CAP, including a CNA, are found in the Organizational Standards section of this template. Agencies are encouraged to utilize this list as a resource when reporting on the Organizational Standards annually.

What's New for 2026/2027?

Due Date. The due date for your agency's 2026/2027 CAP is June 30, 2025. However, earlier submission of the CSBG Network's CAPs will allow CSD more time to review and incorporate agency information in the CSBG State Plan and Application. CSD, therefore, requests that agencies submit their CAPs on or before May 31, 2025.

ROMA Certification Requirement. CSD requires that agencies have the capacity to provide their own ROMA, or comparable system, certification for your agency's 2026/2027 CAP. Certification can be provided by agency staff who have the required training or in partnership with a consultant or another agency.

Federal CSBG Programmatic and State Assurances Certification. In previous templates, the federal and state assurances were certified by signature on the Cover Page and by checking the box(es) in both federal and state assurances sections. In the 2026/2027 template, CSD has clarified the language above the signature block on the Cover Page and done away with the check boxes. Board chairs and executive directors will certify compliance with the assurances by signature only. However, the Federal CSBG Programmatic Assurances and the State Assurances language remain part of the 2026/2027 template.

Other Modifications. The title page of the template has been modified to include your agency's name and logo. Please use this space to brand your agency's CAP accordingly. CSD has also added references to the phases of the ROMA Cycle i.e. assessment, planning, implementation, achievement of results, and evaluation throughout the 2026/2027 template. Additionally, there are a few new questions, minor changes to old questions, and a reordering of some questions.

Checklist

- ☐ Cover Page
- ☐ Public Hearing Report

Part I: Community Needs Assessment Summary

- ☐ Narrative
- ☐ Results

Part II: Community Action Plan

- ☐ Vision and Mission Statements
- ☐ Causes and Conditions of Poverty
- ☐ Tripartite Board of Directors
- ☐ Service Delivery System
- ☐ Linkages and Funding Coordination
- ☐ Monitoring
- ☐ ROMA Application
- ☐ Federal CSBG Programmatic Assurances
- ☐ State Assurances
- ☐ Organizational Standards

Part III: Appendices

- ☐ Notice of Public Hearing
- ☐ Low-Income Testimony and Agency's Response
- ☐ Community Needs Assessment

Cover Page

Agency Name:	Redwood Community Action Agency
Name of CAP Contact:	
Title:	
Phone:	
Email:	

Date Most Recent CNA was Completed: (Organizational Standard 3.1)	
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Board and Agency Certification

The undersigned hereby certifies that this agency will comply with the [Federal CSBG Programmatic Assurances \(CSBG Act Section 676\(b\)\)](#) and [California State Assurances \(Government Code Sections 12747\(a\), 12760, and 12768\)](#) for services and programs provided under the 2026/2027 Community Needs Assessment and Community Action Plan. The undersigned governing body accepts the completed Community Needs Assessment. (Organizational Standard 3.5)

Name: Val Martinez		Name: Zurreti Goosby	
Title:	Executive Director	Title:	Board Chair
Date:		Date:	

ROMA Certification

The undersigned hereby certifies that this agency's Community Action Plan and strategic plan document the continuous use of the Results Oriented Management and Accountability (ROMA) system or comparable system (assessment, planning, implementation, achievement of results, and evaluation). (CSBG Act 676(b)(12), Organizational Standard 4.3)

Name: LOREY KEELE

ROMA Title:	Community Service Director
Date:	5/13/25

CSD Use Only

Dates CAP		Accepted By
Received	Accepted	

Public Hearing(s)

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

State Statute Requirements

As required by California Government Code Section 12747(b)-(d), agencies are required to conduct a public hearing for the purpose of reviewing the draft CAP. Testimony presented by low-income individuals and families during the public hearing shall be identified in the final CAP.

Guidelines

Notice of Public Hearing

1. Notice of the public hearing should be published at least 10 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 should 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 10 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 should be made available for public review and inspection approximately 30 days prior to the public hearing. The draft CAP may 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 in Part III: Appendices as Appendix A.

Public Hearing

1. Agencies must conduct at least one public hearing on the draft CAP.
2. Public hearing(s) must be held in the designated CSBG service area(s).
3. Low-income testimony presented at the hearing or received during the comment period should be memorialized verbatim in the Low-Income Testimony and Agency's Response document and appended to the final CAP as Appendix B in Part III: Appendices.
4. The Low-Income Testimony and Agency's Response document should include the name of low-income individual, his/her 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

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 based on community need at the time of the hearing.

Public Hearing Report

Date(s) the Notice(s) of Public Hearing(s) was/were published	
Date Public Comment Period opened	
Date Public Comment Period closed	
Date(s) of Public Hearing(s)	
Location(s) of Public Hearing(s)	
Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels)	
Number of attendees at the Public Hearing(s)	

Part I: Community Needs Assessment Summary

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

Helpful Resources

A community needs assessment provides a comprehensive “picture” of the needs in your service area(s). Resources are available to guide agencies through this process.

- CSD-lead training – “Community Needs Assessment: Common Pitfalls and Best Practices” on Tuesday, September 10, 2024, at 1:00 pm. [Registration is required](#). The training will be recorded and posted on the Local Agencies Portal after the event.
- Examples of CNAs, timelines, and other resources are on the [Local Agencies Portal](#).
- [Community Action Guide to Comprehensive Community Needs Assessments](#) published by the National Association for State Community Service Programs (NASCS).
- [Community Needs Assessment Tool](#) designed by the National Community Action Partnership (NCAP).
- National and state quantitative data sets. See links below.

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
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 Health and Human Services Data Portal
CSD Census Tableau Data by County		Population Reference Bureau KidsData
Data USA National Public Data	National Equity Atlas Racial and Economic Data	Census Reporter Census Data

Sample Data Sets		
Urban Institute SNAP Benefit Gap	Race Counts California Racial Disparity Data	Rent Data Fair Market Rent by ZIP
UC Davis Center for Poverty & Inequality Poverty Statistics	University of Washington Center for Women's Welfare California Self-Sufficiency Standard	University of Wisconsin Robert Wood Johnson Foundation County Health Rankings
Massachusetts Institute of Technology Living Wage Calculator	Nonprofit Leadership Center Volunteer Time Calculator	Economic Policy Institute Family Budget Calculator

Narrative

CSBG Act Section 676(b)(9)

Organizational Standards 2.2, 3.3

ROMA – Assessment

Based on your agency's most recent CNA, please respond to the questions below.

1. 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.

Humboldt County, located on the far north coast, is one of the largest counties in California by geography, covering 3,572 square miles. Humboldt is located on the Northern coast of California in a densely forested and mountainous region. The population is approximately 133,985 (US Census) or 37.7 people per square mile. California averages 239.1 residents per square mile and is classified as rural, since there are 52 residents or fewer per square mile. The county is about 250 miles north of San Francisco, and remote from larger highways such as Interstate 5. There are seven incorporated cities, and the population size ranges from approximately 369 to 27,120 residents. Approximately half of the population lives in these incorporated communities. Forty-three percent of the residents live in the area surrounding Humboldt Bay, in the cities of Arcata (19,012), Fortuna (12,285), and Eureka (25,734). These incorporated cities are the chief population growth areas for Humboldt County and follow Highway 101, the major connector of services along the North Coast. According to the 2023 Census, Humboldt County's racial structure is 14.4% Hispanic or Latino of any race, 82.3% White, 1.5% Black or African American, 6.4% American Indian and Alaskan Native, 3.1% Asian, .4% Native Hawaiian and Other Pacific Islander, and 0.3% other. It is home to eight federally recognized tribes, including the Yurok Tribe, with the most members living on a reservation in California, and the Hoopa Valley Tribe, the largest Reservation by size in the State. There are eight federally recognized tribes located in Humboldt County: Cher-Ae Heights Indian Community of the Trinidad Rancheria, Wiyot Tribe, Bear River Band of the Rohnerville Rancheria, Yurok Tribe, Big Lagoon Rancheria, Hoopa Valley Tribe, Blue Lake Rancheria, and the Karuk Tribe.

2. Indicate from which sources your agency collected and analyzed quantitative data for its most recent 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 Equity Atlas
- ☐ 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
- ☒ Other

Surveys

- ☒ Clients
- ☐ Partners and other service providers
- ☒ General public
- ☒ Staff
- ☐ Board members
- ☐ Private sector
- ☐ Public sector
- ☐ Educational Institutions
- ☐ Other

Agency Data Sets

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

3. Indicate the approaches your agency took to gather qualitative data for its most recent 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**

4. Confirm that your agency collected and analyzed information from each of the five community sectors below as part of the assessment of needs and resources in your service area(s). Your agency must demonstrate that all sectors were included in the needs assessment by checking each box below; a response for each sector is required. (CSBG Act Section 676(b)(9), Organizational Standard 2.2)

Community Sectors

- ☒ Community-based organizations
- ☒ Faith-based organizations
- ☒ Private sector (local utility companies, charitable organizations, local food banks)
- ☒ Public sector (social services departments, state agencies)
- ☒ Educational institutions (local school districts, colleges)

Results

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

Organizational Standards 4.2

State Plan Summary and Section 14.1a

ROMA – Planning

Based on your agency's most recent CNA, please complete Table 1: Needs Table and Table 2: Priority Ranking Table.

Table 1: Needs Table					
Needs Identified	Level (C/F)	Agency Mission (Y/N)	Currently Addressing (Y/N)	If not currently addressing, why?	Agency Priority (Y/N)
HOUSING – AFFORDABILITY & AVAILABILITY	C/F	Y	Y	Choose an item.	Y
HEALTHCARE – ACCESSIBILITY	C/F	N	Y	Choose an item.	Y
EMPLOYMENT – JOB OPPORTUNITIES & LIVING WAGE	C/F	Y	Y	Choose an item.	Y
FOOD – AFFORDABILITY & ACCESSIBILITY	F	Y	Y	Choose an item.	Y
HOMELESSNESS – LACK OF RESOURCES TO ESCAPE & SUPPORTIVE HOUSING PROGRAMS	C/F	Y	Y	Choose an item.	Y

Needs Identified: Enter each need identified in your agency's most recent CNA. Ideally, agencies should use ROMA needs statement language in Table 1. ROMA needs statements are complete sentences that identify the need. For example, "Individuals lack living wage jobs" or "Families lack access to affordable housing" are needs statements. Whereas "Employment" or "Housing" are not. Add row(s) if additional space is needed.

Level (C/F): Identify whether the need is a community level (C) or a family level (F) need. If the need is a community level need, the need impacts the geographical region directly. If the need is a family level need, it will impact individuals/families directly.

Agency Mission (Y/N): Indicate if the identified need aligns with your agency's mission.

Currently Addressing (Y/N): Indicate if your agency is addressing the identified need.

If not currently addressing, why?: If your agency is not addressing the identified need, please select a response from the dropdown menu.

Agency Priority: Indicate if the identified need is an agency priority.

Table 2: Priority Ranking Table

	Agency Priorities	Description of programs, services, activities	Indicator(s) or Service(s) Category
1.	HOUSING – AFFORDABILITY & AVAILABILITY	Develop affordable housing opportunities for low-income individuals and families.	FNPI4B, FNPI4C, FNPI4D
2.	HEALTHCARE – ACCESSIBILITY	Provide access to healthcare through case management services that include referrals, transportation to and from medical visits, and obtaining and retaining medical coverage..	SRV3H, SRV7C, SRV7D, SRV7A
3.	EMPLOYMENT – JOB OPPORTUNITIES & LIVING WAGE	Create jobs with a living wage for agency staff. Assist clients in searching for and applying for job opportunities. Assist clients (youth and adults) in obtaining jobs with benefits and opportunities for advancement and working toward a living wage.	FNPI1A, FNPI1B, FNPI1C, FNPI1D, FNPI1H.1, FNPI1H.2, FNPI1H.3, FNPI1Z, SRV1I, SRV1J, SRV1K, SRV1L, SRV1M, SRV1Q
4.	FOOD – AFFORDABILITY & ACCESSIBILITY	Grow affordable produce in client accessible locations. Provide prepared meals and food boxes for homeless youth. Assist clients by accessing, obtaining, and retaining Cal Fresh applications and benefits.	SRV3L, SRV7A, SRV5II, SRV5JJ.
5.	HOMELESSNESS – LACK OF RESOURCES TO ESCAPE & SUPPORTIVE HOUSING PROGRAMS	Provide resources, referrals, and supportive housing services for clients. Provide rental assistance and security deposits for clients who are homeless. Develop affordable housing opportunities for homeless individuals and families.	FNPI4B, FNPI4C, FNPI4D, SRV4C, SRV4D, SRV4O, SRV7A, SRV7C
<p>Agency Priorities: Rank the needs identified as a priority in Table 1: Needs Table according to your agency's planned priorities. Ideally, agencies should use ROMA needs statement language. Insert row(s) if additional space is needed.</p> <p>Description of programs, services, activities: Briefly describe the program, services, or activities that your agency will provide to address the need. Including the number of clients who are expected to achieve the indicator in a specified timeframe.</p> <p>Indicator/Service Category: List the indicator(s) (CNPI, FNPI) or service(s) (SRV) that will be reported on in Modules 3 and 4 of the CSBG Annual Report.</p>			

Part II: Community Action Plan

CSBG Act Section 676(b)(11)

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

California Code of Regulations Sections 100651 and 100655

Vision and Mission Statements

ROMA – Planning

1. Provide your agency's Vision Statement.

The vision of Redwood Community Action Agency involves several aspects and includes this focus:

Community:

All people should be treated with dignity and respect and should be included in every aspect of our community life to the fullest extent of their abilities. Opportunities for earning a living wage should be made available to people of differing skill levels and other employment limitations. Volunteer opportunities should be available to all wishing to give of their time and talents for the betterment of society. The ethnic and socio-economic diversity of our community is a strength from which it must draw energy and wisdom to build a better future for all its members.

Families & Individuals:

Redwood Community Action Agency is committed to a vision of service, coordinated planning, economic development, and advocacy activities that will give people the motivational, material, and financial support necessary to maximize the use of their personal and intellectual and material resources, and those of the community, to achieve self-sufficiency. For people with physical and/or mental, or economic barriers to self-sufficiency, the vision is to work with them to obtain stable access to food, personal care resources, housing, and supportive services, thereby facilitating as much opportunity as possible to lead independent lives.

Agency:

A community action agency should be responsive to the needs of its participants and community. The agency should be a catalyst for empowering people with the capacity to become self-sufficient and involved members of the community. It should be fully integrated into networks of community organizations, collaborating and cooperating to help people achieve self-sufficiency. In all its activities with participants, staff, organizations, and community members, the agency should strive to be fair, supportive, efficient, and effective.

2. Provide your agency's Mission Statement.

Redwood Community Action Agency's Mission is to:

- Provide leadership and advocacy.
- Develop community-based coordinated services and activities.

The purpose of these goals is designed to enable low-income and/or disadvantaged persons to gain the necessary skills, education, and motivation to become self-sufficient in a healthy, sustainable environment.

Our Vision:

The vision of RCAA is to reach a time when our services and supports are no longer needed to maintain a good quality of life for the community and all of its inhabitants. We plan to pursue this as an agency by:

- Maintaining effective programs at the current or increased level
- Establishing succession-focused development activities
- Building capacity through discretionary funding streams
- Creating a more visible and strategically aligned role in the community at large
- Aligning our current mission and practices with the needs of the community, state, and nation

Causes and Conditions of Poverty

Organizational Standards 1.1, 1.2, 3.2, 3.4

ROMA – Planning

1. Describe the key findings of your analysis of information collected directly from low-income individuals to better understand their needs. (Organizational Standards 1.1, 1.2)

Humboldt County is the primary service area for RCAA. This is a sparsely populated, rural region of far Northern California that has many valuable community assets, yet still has major unmet needs, which particularly impact those living with limited means. In assessing community needs, RCAA researches traditional demographic information as well as collaborates with partners in community-based and faith-based organizations, the private sector, and public sectors, as well as local educational institutions to collect appropriate data and/or results of these partners' recent needs assessments.

2. Describe your agency's assessment findings specific to poverty and its prevalence related to gender, age, and race/ethnicity for your service area(s). (Organizational Standard 3.2)

RCAA programs receive customer satisfaction input in a variety of ways to assess program strengths, community needs and challenges, and develop more effective strategies for service delivery; these inputs continue to be developed as RCAA collects and evaluates data and expands sources of input. As part of the Community Needs Assessment, RCAA looks at information collected directly from various sources, including low-income individuals. This analysis includes results of surveys received directly from clients, during community organization forums, workshop evaluations, interviews, surveys, and Thank You cards received following services or contact with RCAA. Additionally, relevant raw data from agencies like the Census Bureau, the Bureau of Labor Statistics, Department of Housing and Urban Development, U.S. Department of Health and Human Services, CA Department of Finance, CA Department of Public Health, the CA Attorney General, and the CA Department of Education is gathered and analyzed. The governing board of Directors receives reports during regular monthly Board meetings and within board meeting packets. This information helps to guide program direction, determine best practices, and lead towards continuous improvements. Customer satisfaction data and input collected during the community needs assessment process are also presented during RCAA Board updates and their tie to the agency's strategic plan.

3. "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 your needs assessment data, describe the causes of poverty in your agency's service area(s). (Organizational Standard 3.4)

Humboldt County is comprised of many rural, isolated communities with a high rate of generational poverty, low wages, a severe lack of housing (especially affordable housing), very limited to no public transportation, as well as high rates of mental illness and drug abuse. RCAA works with community partners to tackle these challenges and develop creative solutions in a rural, isolated

County with a very low population. In researching the causes and conditions of poverty in RCAA's service area, we find a strong correlation between the high cost of living and low-paying jobs. Available affordable housing is difficult to find, and often, renters pay a significant amount of their income towards rent, leaving little for utility bills, healthcare costs, food, and other household necessities. According to the National Low Income Housing Coalition, in California there is a shortage of affordable rental homes and availability to extremely low-income households (ELI), whose incomes are at or below the poverty guideline or 30% of their area median income (AMI), with a deficit of nearly 1 million units statewide. Many of these households are severely cost-burdened, spending more than half of their income on housing. Severely cost-burdened poor households are more likely than other renters to sacrifice other necessities like healthy food and healthcare to pay the rent, and to experience unstable housing situations like evictions.

Economic Insecurity is exacerbated by low-paying jobs in Humboldt County. While the unemployment rate is currently very low, workers lack the skills and training to compete in the tight labor market. According to the Living Wage Calculator, finding a living wage job (\$28.72/hr for a single adult with no children, \$38.53/hr for two adults with one working and no children, and \$19.27/hr for two adults both working and no children, these amounts increase significantly when children are added to the household) is very difficult, especially for those facing challenges stemming from homelessness, mental illness, substance use, childhood trauma and/or generational poverty. The need for training in building career paths and business support has been identified by the local Workforce Development Board and informed by employer interviews and focus groups.

In part, the current labor market and its impact on the causes and conditions of poverty in Humboldt County can be traced to a couple of historical and environmental factors. The forest products industry has long been the basis of the local economy, resulting in many low-skilled/high paying jobs. Unfortunately, the long-term consequences of over-cutting, soil erosion, and underplanting of trees during the last 150 years have resulted in a degraded and less productive natural environment.

Over-cut timber land and poorly maintained roads have caused landslides, which have silted up rivers, destroyed spawning beds for fish, and reduced water quality. This environmental degradation continues as large-scale marijuana production continues to be a strong economic force in the county, and large amounts of illegal water diversions, coupled with dangerous diesel and chemical spills, contribute to harming our watersheds. Another staple industry for our region, Commercial Fishing, relied on these healthy watersheds to keep the salmon fisheries strong. Environmental degradation and fishing regulations eliminated more lucrative jobs available to those who had maintained a comfortable lifestyle, sometimes for generations. Another limiting factor for Humboldt County residents is the ability to get to their jobs or access other essential services. Unfortunately, safe and affordable transportation options are very limited, which prevents many from gaining and maintaining employment. Public transportation often only serves the main highway corridors, operates on a limited schedule, and is often cost-prohibitive. This has been identified in local assessments of unmet transit needs and points out the very limited bus routes and infrequent bus stops (including a complete lack of weekend service in some communities or no service at all). In addition, gasoline prices in Humboldt County continue to be

one of the highest in the Country, with an average of \$2.50 more per gallon than the national average (currently \$5.80+/gallon compared to the US average of \$3.15). These exorbitant gas prices only add to the expense of maintaining a working vehicle driving on rugged, rural, and un-maintained roads.

4. “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 your needs assessment data, describe the conditions of poverty in your agency’s service area(s). (Organizational Standard 3.4)

Humboldt County has one of the highest rates of hunger in California. Many of our county’s residents face food insecurity (not knowing where their next meal will come from), with understandably little thought of whether their next meal will be nutritious or not. 18.9% of the population for whom poverty status is determined in Humboldt County, CA (25.1k out of 133k people) live below the poverty line, a number that is higher than the national average of 12.4%. Over 18.5% of Humboldt County Children (youth under 18 years) are living below the poverty level. The St. Joseph Health System’s Community Health Needs Assessment listed “Food and Nutrition (as influenced by Economic Insecurity)” as one of the top priority areas based on resident and provider focus groups, collected data, and input during community forums.

Another challenge to the working poor is the cost and availability of childcare across Humboldt County. This issue continues to be a key concern in our area; not only might childcare be unaffordable based on average wages, but in many cases, it is just not available, especially for anyone not working a 9-5 job Monday through Friday. In Humboldt County for 2024, the median cost of childcare for an infant ranged from \$10,915-\$14,941 (family childcare home vs. childcare center) per year, and the cost for a preschooler ranged from \$9,331-\$10,105 (family childcare home vs. childcare center) per year. This is a problem for families in rural and incorporated areas alike and prevents many from maintaining (or even getting) employment and/or education. Access to education now also includes the ability to use online resources. Many of our rural community members are disenfranchised by limited or no access due to a lack of broadband and wireless resources in extremely rural areas. There are also limited resources and access to childcare subsidy programs that may help alleviate the cost for many families.

In our region, the lack of housing for people at all income levels is an increasing challenge, but especially for those living in poverty. Not surprisingly, the most recent Homeless Point-in-Time count registered an increase in those surviving unsheltered on our streets, in wetlands and forests, as well as in cars and other precarious situations. In 2024, Humboldt County had 1,573 individuals experiencing homelessness, with the highest concentration in Arcata. This includes 533 unhoused residents in Arcata alone. Eureka, which had led the count in previous years, saw its number drop to 323. The county also counted 38 individuals experiencing homelessness in McKinleyville.

Affordable housing is almost impossible to find and even to get on some waiting lists, potential tenants must pay high application fees for each rental they are being considered for. Humboldt County is additionally experiencing more elderly people living on a fixed income getting squeezed out of the housing market into smaller rentals due to increasing costs. There is also a growing

number of people living in the area on SSI, SSDI, and other fixed incomes.

Local community organizing groups have also identified housing and homelessness as key issues throughout Humboldt County. Safety concerns are another issue including transportation (walking, biking, speeding); preparation for natural disasters (Earthquakes and Tsunamis, Wildland Fires, Sea Level Rise, etc.); as well as concerns of police/law enforcement tactics resulting in abuse or mistreatment (particularly as focused on immigrants, native peoples, and other people of color). Other top needs that have arisen from neighborhood discussions include a lack of mental health services and equality in the educational system.

As documented in Humboldt County's Community Health Assessment (CHA), issued by County Public Health, there continues to be a correlation between economic status and overall health. This correlation expresses itself in Humboldt County when comparing areas within the county based on median household income and average age at death. Generally, those areas with higher median income have a corresponding higher average age at death. Conversely, those areas with lower median income see lower average age at death. Research has shown repeatedly that health is tied to your income and where you live.

5. Describe your agency's data and findings obtained through the collecting, analyzing, and reporting of customer satisfaction data.

RCAA Programs receive customer satisfaction input in a variety of ways to assess program strengths, community needs and challenges, and develop more effective strategies for service delivery. These inputs continue to be developed as RCAA collects and evaluates data and expands sources of input. This data is collected through exit interviews, customer satisfaction surveys and direct input from clients enrolled in RCAA programs. As part of the Community Needs Assessment, RCAA looks at information collected directly from various sources, including low-income individuals. This analysis includes results of community organizing forums, workshop evaluations, interviews, surveys, and Thank You cards and letters received following services of contact with RCAA. The governing board of Directors receives reports during regular monthly Board meetings and within Board meeting packets. This information helps to guide program direction, determine best practices, and lead towards continuous improvements. Customer satisfaction data and customer input collected during the community needs assessment process are also utilized during the RCAA Board's update to the agency's strategic plan.

Tripartite Board of Directors

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

Organizational Standards 1.1. 3.5

ROMA – Evaluation

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), Organizational Standard 1.1)

As a non-profit community-based organization and Community Action Agency, RCAA has a tripartite Board of Directors including: three board member positions from the low-income community, three public member positions from varying districts in Humboldt County, as well as three member positions from the private sector, typically selected for their expertise, personal experience and/or community involvement. RCAA Bylaws confirm the commitment to including representatives from all sectors, especially the low-income sector. Board members representing the low-income sector are annually certified as meeting the criteria to serve in this role on the RCAA Board of Directors.

Procedures for establishing this adequate representation include the Executive Director's review of the Board's composition and transition expectations monthly with the RCAA Board Executive Committee. During these conversations, the Executive Director and Board members discuss potential candidates and, if appropriate, candidates are scheduled for follow-up interviews. RCAA is a very visible organization and well-known in the community. Board meetings are announced and open to the public. When Board vacancies become available, nominations can be made, and potential candidates can apply.

2. Describe your process for communicating with and receiving formal approval from your agency board of the Community Needs Assessment (Organizational Standard 3.5).

Agency staff in charge of completing the CNA start by creating a timeline and schedule of activities, along with which staff members need to perform each task to achieve a successful outcome. Once the Scope of Work and timeline are completed, the Executive Director reviews the document, and once approved, the ED sends it to the BOD Executive Committee. After the Executive Committee's review and approval, the CNA is sent out with our board packet and added to the next meeting agenda for approval. Throughout the CNA process, the board is updated on current results.

Service Delivery System

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

State Plan 14.3a

ROMA - Implementation

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 14.3a)

As a private non-profit, Redwood Community Action Agency's (RCAA) role in the community is unique in directly serving the low-income and disadvantaged members of our region through a wide variety of flexible, responsive programs. RCAA is a multi-faceted community action agency that provides comprehensive direct human services and advocacy as well as watershed restoration, enhancement, and preservation; neighborhood planning improvements and preservation; and economic development in Humboldt County. Projects are designed to meet community needs and work with partners from all sectors. The Community Service Block Grant (CSBG) enhances the lives of low-income individuals and families by providing direct support for RCAA's service delivery model to improve community conditions.

RCAA's core administrative structure provides information and referral 5 days a week at the central office in downtown Eureka. Community members can receive referrals to RCAA programs or other services throughout our region to help assist and guide them in meeting immediate and long-term needs. RCAA's service delivery model enables community members to access a variety of services through many entry points. The service delivery may begin at this "front door" or include any of the other following avenues for service: through one of RCAA's Division offices, via the Raven Outreach project, family resource centers, word of mouth from clients served, or a referral from one of our partner organizations. RCAA programs also provide direct outreach to the hard-to-reach low-income populations in our service areas. Outreach efforts include the use of brochures; advertisements; website/social media postings; posters/flyers; partner referral systems; conducting outreach and intake sessions in remote locations to assist the hard to reach (including homebound seniors and disabled households via a targeted intake process via the mail to enroll these clients), as possible; and inter-division agency referrals – all to provide wrap-around services to the clients we serve.

Each RCAA program has specific client intake procedures tailored to the requirements of its funding sources. Many services for individuals are based on various factors, including income eligibility and household size, age, health conditions, employment, or housing status. These direct services cover a wide range such as: transitional housing and case management for domestic violence survivors and families involved with Child Welfare Services who are struggling with reunification and housing; employment counseling for youth exiting the Foster Care system; repairing and building bikes through the Community Bike Kitchen to promote independence and non-motorized transportation; to, assistance with paying utility costs, weatherization and home repairs made on eligible client homes. The required program forms are completed to determine eligibility, and documentation is verified and maintained in the client's file. During this intake process, clients are often referred to other services that are provided by RCAA or otherwise available in the community. Clients are

screened for eligibility over the phone, as needed, due to the remote and rural nature of our community.

Another aspect of RCAA's work that differs from other service providers is the ability to serve the broader community through economic development projects, environmental restoration programs, and financial literacy education. Some of these RCAA programs also may have requirements that go beyond an individual client's situation and be geared more toward compliance. For example, RCAA programs may be subject to prevailing wage, lead hazard mitigation, historical preservation, and/or specific environmental regulations. RCAA services differ from other providers due to our staff's ability to work with project partners across all sectors to improve conditions for those living in our low-income rural communities.

2. Describe how the poverty data related to gender, age, and race/ethnicity referenced in Part II: Causes and Conditions of Poverty, Question 2 will inform your service delivery and strategies in the coming two years?

Humboldt County's poverty-related data tells us that our services need to always target those living in some of the most rural, isolated, and hard-to-reach regions of the county. The incorporated areas of our county make up approximately 22% of our service area, leaving 78% in those outlying areas. Providing services to these outlying areas must be built into funding applications, which always need to include the cost of serving those populations where so many of our tribal members, Latino families, and young and older community members live. They also need to include specific strategies appropriate for that population. Information related to who and how services are delivered is gleaned in many ways, including focus groups, surveys, community needs assessments, etc. Example: Local poverty-related data, including the (Point In Time) PIT count, tell us that youth under the age of 24 who are experiencing homelessness/houselessness are extremely vulnerable to predators once they are on the streets, unprotected and without supportive services. As a result, RCAA's service delivery strategies prioritize community outreach and drop-in services 5 days a week. In addition, youth are offered safety, food, housing assistance, and placement, and ongoing supportive services in an effort to reduce their risk and exposure to the significant danger they encounter on the streets.

Linkages and Funding Coordination

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

California Government Code Sections 12747(a), 12760

Organizational Standards 2.1

State Plan 9.3b, 9.4b, 9.5, 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)(9); Organizational Standard 2.1; State Plan 14.1c)

In our small rural communities, resources are very scarce, coordination of services is essential, and sometimes coalitions are the only method to attain outside resources. RCAA staff meet routinely with community partners, and RCAA is represented at several coalition tables and community forums. RCAA coordinates funding with other providers in our service area by working in partnerships informally and in several formalized coalitions. The coalitions include: the Humboldt Housing and Homeless Coalition; First 5 Humboldt Commission; Child Abuse Prevention Coordinating Council; Humboldt Bay Watershed Council; Northern California Association of Nonprofits; First 5 Humboldt; Prevent Child Abuse California; Live Well Humboldt; CalFresh Task Force; Humboldt County Association of Governments; Humboldt Network of Family Resource Centers; Dental Advisory Group; Oral Health Initiative Leadership Group; North Coast Garden Collaborative; Humboldt Trail Stewards; as well as many others. All these groups are comprised of providers from various sectors, community members, advocates, elected representatives, and/or jurisdictional authorities. For example, Humboldt Housing and Homeless Coalition is Humboldt County's Continuum of Care (CoC) and includes the following representatives: housing and health providers; developers; County and City representatives; interested members of the public; youth organizations; schools; elected officials; housing advocates; educators; law enforcement officials; and social workers, among others with interest or experience in the community issue. Participants in these coalitions include representatives from all sectors at varying levels (e.g., single parents, elected officials, students, Doctors/Dentists, national service organizations, and teachers). Most meet quarterly or sometimes monthly and communicate electronically between meetings. The methods used to coordinate services and funding vary depending on the goals of the collaborative partners and the nature of the community's need. RCAA staff members participate in these forums regularly from the various Divisions, depending upon the subject and potential community impact. Providers are always working together on the front line to create solutions and overcome challenges to best provide services for clients. Likewise, RCAA's coalition partners work together in efforts to create change and coordinate funding in our service area.

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

RCAA has approximately 100 Memorandums of Understanding (MOU) and/or service agreements with hundreds of other entities regarding the coordination of services and/or funding. MOUs are common for many RCAA projects and service activities. These agreements are often part of formal contracts or can be letters endorsed by organizational leaders. Examples include MOUs with other community non-profits like Arcata House Partnership, First 5 Humboldt, and Two Feathers Tribe, or contracts with Prevent Child Abuse California or the Office of Child Abuse Prevention. RCAA projects can also include agreements with funders or between partners in informal neighborhood organizing groups. Another main source of service agreements RCAA has in place are those with the County of Humboldt Department of Health and Human Services; examples include partnerships with divisions such as Mental Health, Child Welfare Services, Adult Protective Services, and Public Health. RCAA also has dozens of MOUs and/or service agreements with other local jurisdictions as well as departments in the state and federal government.

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), California Government Code 12760)

RCAA programs provide direct outreach to the low-income populations in our service area. We do our best to ensure that eligible households are aware of services in case they are needed. A household crisis can arise with the loss of one paycheck or an unexpected natural disaster. RCAA outreach efforts include: the use of tailored brochures; websites and social media postings that include current or up-to-date information; partner referral systems; posting flyers in key locations where eligible populations congregate or to referring partners; and inter-division agency referrals for wrap-around services. For specific projects, outreach may be targeted to households such as Weatherization or Utility Assistance. Projects might also focus on targeting low-income neighborhoods, resources, or senior centers or schools reporting very high rates of free and reduced lunch program participants.

To serve the needs identified in our community, RCAA operates and advocates for programs and services that help remove barriers to promote self-sufficiency. The programs and services provided directly include: weatherization and utility assistance; affordable housing rentals; transitional housing for homeless families and individuals; a 24-hour youth crisis telephone hotline and youth runaway shelter; street and community outreach for homeless youth; supportive case management services; community gardening; creating safe pedestrian transportation and recreation opportunities; environmental mitigation projects; financial literacy assistance and community planning projects. RCAA projects also include partnerships in areas that face high rates of poverty within our service area. For example, in Humboldt County, additional projects are developed to provide watershed health, clean drinking water, and safe transportation, including paths for walking and biking that are also accessible to those with limited mobility.

RCAA coordinates services with a vast network of local government and non-profit community agencies. At RCAA's main office, information and referral services are provided to assist community

members in meeting their needs on a walk-in basis or over the phone. RCAA staff attend meetings regularly with partners, and RCAA is represented at several coalition tables and community forums. Outreach events, community organizing meetings, and direct client service interaction also help RCAA staff connect with low-income individuals and families. RCAA will continue to develop community linkages to streamline service delivery, develop new needed services, and ensure funds are not used to duplicate services.

4. Describe how your agency will leverage other funding sources and increase programmatic and/or organizational capacity. (CSBG Act Section 676(b)(3)(C))

RCAA utilizes CSBG funds to leverage millions of dollars in other public and private resources; CSBG funding is only 3% of the yearly budget. RCAA currently manages more than 100 different contracts that complement each other and are in keeping with the Agency's Mission. CSBG provides the necessary funding umbrella to keep programs operational. Overall funding shifts year to year as new grants or contracts are acquired but overall, RCAA leverages CSBG funding significantly. RCAA coordinates programs and services with both public and private organizations to best utilize resources. RCAA's core structure, supported through CSBG, enables staff to work with other partner organizations to plan effective programs and secure funding to develop and operate these programs.

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

Should a reduction of funding become a reality, RCAA management staff and Board of Directors have developed a contingency plan. The agency will utilize the following steps to ameliorate any significant funding reduction.

All divisions will prepare an impact report, to include the following:

- Amount of current funds and projected shortfall
- Impact of loss on service users
- Ability to sustain service with reduced funding
- Possibilities of restructuring to sustain service levels
- Identified potential sources of funding to cover gaps

The Executive Director, Finance Director, and Senior staff, in consultation with the Board's Executive Committee, will develop an agency-wide plan to address the impacts of the reduction, which may include service reductions, restructuring of programs and staff, program elimination; adjusting of staff hours, and fund development planning. The RCAA Board of Directors will perform a final review and approve the implementation of the plan.

In the event of a reduction of CSBG funding, RCAA will need to charge a higher percentage for

administrative costs, resulting in specific reductions in direct service in the community. The net effect could include fewer homeless families and youth will be able to enter transitional living programs, get job training, save money towards rental deposits and have access to nutritional food; a reduction in the number of homes weatherized resulting in greater consumption of fossil fuel and higher utility payments for those on limited incomes; fewer opportunities for creating access to healthy living alternatives resulting in decreased nutrition and an increase in obesity rates; and other potential project elimination. RCAA will also not have the opportunity to engage low-income neighborhoods in community organizing efforts to improve their quality-of-life resources and sustainability of the surrounding environment.

6. 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)

RCAA supports a broad range of youth development programs, and these are central to our current programming within the various divisions of the agency. These programs include a wide range of services such as environmental education, oral health and wellness education, behavioral wellness, job training, street and community outreach, drop-in services, permanent supportive housing, subsidies for rent and security deposit, and transitional living programs. The NRS division works with youth through field trips and environmental education, including hands-on projects like storm drain marking and gardening. Equally important is the work RCAA does around safety for youth, especially as it pertains to safe walking and biking paths to school. All the RCAA divisions support healthy food choices and education through CalFresh outreach, enrollment, and retention of benefits. RCAA also works in partnership with other service providers, educators, family resource centers, and local law enforcement to help provide safe and enriching development opportunities for Humboldt County youth.

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

As the name implies, RCAA's Youth Service Bureau (YSB) provides focused youth development programs. YSB operates an emergency shelter, permanent supportive housing services, rental and security deposit services, transitional living program, and a 24-hour hotline for youth in crisis. These programs have expanded in recent years to allow more transition-age foster youth to be served. The YSB Raven Project provides street and community outreach services, a financial literacy program, education, and a drop-in facility for runaway homeless youth, youth groups geared toward specific populations that have opportunities for homeless youth to serve as Youth Educators.

RCAA's YSB and Community Services Division (CSD) provides case management and life skills training, as mentioned above, at several scattered sites and transitional living facilities. These programs, such as Parents and Children in Transition (PACT), THPP-NMD, and THP+, are

enriched by trauma-informed best practices with attention to Adverse Childhood Experiences (ACEs). RCAA's CSD also supports the TOOTH Oral Health and Education projects, which address one of the critical health needs of low-income children and youth in our region – severe tooth decay. This program works with the local public health department, dental providers, educators, and other advocates for prevention and solutions. In addition, RCAA's CSD AFACTR AmeriCorps program provides children throughout Humboldt County support and prevention activities meant to keep families from entry or re-entry into the Child Welfare System. AmeriCorps members assist at school and Family Resource Centers and support many afterschool programs. They work with youth and families, providing resources, referrals and direct case management alongside educators and social workers. The 10-12 AmeriCorps positions present great work opportunities for individuals to learn hands-on skills working with youth and families.

8. Describe your agency's 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)

RCAA provides employment and training activities as part of many of our projects. Training activities take place in the form of internships or AmeriCorps member placements for those interested in social work or the education field. In addition, RCAA's Natural Resources Services division regularly works with the California Conservation Corps members on projects and also employs entry-level field crew members as part of work/training in the Natural Resources industry. Furthermore, the Energy Services division of RCAA utilized the services of our partner's adult on-the-job training and work programs to seek out, hire, and train new employees both in the office and as weatherization crew members.

RCAA's YSB provides case management services to youth 12-24 years of age. Staff meet with youth aged 16-24 to identify areas of interest, create resumes, conduct mock job interviews, determine the next steps needed to obtain or pursue specific jobs of interest, and how to search and apply for jobs. Staff accompany youth in need of additional support and direction. Once a youth receives a job, they can prepare by participating in job training classes, buying appropriate clothing/uniforms, planning out their bus routes, etc.

RCAA program staff have worked directly with various community partners including: the County Employment Training Department; Veteran's Training Services; Employment Development Division; College of the Redwoods; Adult Education Programs; Department of Rehabilitation; Humboldt Literacy Project; Regional Occupational Programs; Humboldt County Office of Education; and many other organizations to best integrate client services.

9. 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)

Information and referral to emergency services are available to the homeless, youth, and the public by telephone or walk-in to RCAA's main office or with referrals to other appropriate agencies able to provide specific services or supplies. RCAA staff work to provide immediate food, shelter, medical referrals, and other services during crises. For example, YSB's Raven project provides specific emergency services to homeless youth through both a Street and Community Outreach Project and a drop-in center where they can get food, flashlights, safety whistles, tents, sleeping bags, personal hygiene products, and referrals to other services in the community. In addition, we provide ongoing service support for families and youth to attain stability as they participate in community programs.

Serving low-income community members in one of the most food-insecure counties in California is a job we take seriously. We work in partnership with many local providers, including the Food Bank and local food pantries, Senior Resource Centers, Family Resource Centers, the Garden Collaborative, and others. RCAA provides emergency food through the Raven Project, which serves youth who are homeless and living on the street. Our Abuelita's Garden and other RCAA-supported community gardens produce nutritious fresh food, which is donated to RCAA's shelter, Raven drop-in center, and the RCAA homeless transitional housing programs, as well as the Food for People food bank for distribution to food pantries countywide and those in need. RCAA also provides CalFresh outreach and enrollment to get people the necessary resources to purchase food.

RCAA's Energy Services helps low-income households make emergency utility payments, as well as programs that provide free firewood, propane, or kerosene for home heating. Not only does this program help enable people to buy food on their very limited incomes, but they can also continue to cook their food at home, resulting in more affordable and nutritious choices.

10. Is your agency a dual (CSBG and LIHEAP) service provider?

☒ Yes

☐ No

11. For dual agencies:

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), State Plan 9.5)

For all other agencies:

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

Coordination between anti-poverty programs is essential and commonplace in the small, remote communities served by RCAA. Working together to help meet prioritized needs with very limited resources is the only way to make an impact in a rural area. Humboldt County is home to a variety of diverse populations, including six federally recognized American Indian tribes; seasonal workers; ranchers; loggers; fishermen; environmentalists; entrepreneurs; and family farms. RCAA is a key partner that local, State, and Federal organizations and government agencies look to as a leader, facilitator, and community advocate on a broad range of areas that serve the most vulnerable

community members. For example, RCAA currently manages various, complex weatherization programs in two Northern California Counties. These programs include the Low-Income Home Energy Assistance Program (LIHEAP in Humboldt and Modoc Counties) block grant; the Department of Energy Weatherization Assistance Programs (DOE WAP in Humboldt and Modoc Counties); **the PG&E funded Refrigerator Replacement Program (Humboldt County only)**; the Pacific Power funded energy efficiency retrofit program (Modoc County only); the PG&E CARE low-income rate discount program (Humboldt County only).

The Energy Services Division continually seeks out program opportunities to garner new resources for low-income residents and, at times, administers regional outreach and consumer education programs. In addition, the RCAA Executive Director plays a critical role in the formulation of statewide, regional and national program development and policy through her leadership role in the following committees: The LIHEAP Service Provider Committee; President of the Association of Rural California Energy Providers; member of the Board of Directors of the Association California Community and Energy Services (ACCES); member of the Board of Directors of Energy OutWest (a national consortium of energy contractors, state energy officials and energy technical experts); a member of the CSD Energy Council; a member of the CSD Weatherization Improvement Project (WIP) committee; a member of the CSD WPO workgroup; and a member of CalCAPA.

Additionally, Public Safety Power Shut Offs (PSPS) Emergency Preparedness Program under LIHEAP; RCAA's Executive Director is the president of the Board of Directors of the Association California Community and Energy Services (ACCES); member of the National Energy and Utility Affordability Coalition.

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

RCAA is a strong local community provider for programs aimed at strengthening families and supporting neighborhood initiatives. RCAA's ability to manage complex programs, its proven track record of excellence, and commitment to helping residents achieve self-sufficiency encourage other organizations and entitle them to seek out RCAA for leadership and partnership in community-led projects.

Another identified need in the community focused on efforts to build affordable housing. RCAA applied to the Partnership HealthPlan California's Local Innovation Grant on Housing for \$1,250,000 in partnership with Providence/St. Joseph's Health System, Arcata House Partnership, local housing developers and contractors, Strombeck Properties, and LDH Construction. Those funds provided RCAA the opportunity to build 10 units of family housing and renovate a 7-unit house for congregate living. These units were for low-income homeless families, individuals, and youth.

In addition, YSB has successfully maintained a much-needed 24-hour crisis hotline for more than 30 years and an emergency youth shelter since 1987, which offers a safe place to come when disruptions occur in their home situation. This service is followed up, when possible, with successful

reunification with parents or guardians with the assistance of intervention work to improve parenting skills. YSB and CSD's transitional living programs and permanent supportive housing projects have goals of family and individual development with ongoing case management services and classes on-site or through referrals. These programs, such as Parents and Children in Transition (PACT), are enriched by best practices in the field, including trauma-informed care with attention to Adverse Childhood Experiences (ACEs). RCAA will continue to be a leader in supporting innovative community-based initiatives to strengthen families and individuals, create permanent supportive housing projects, and provide safe shelters for homeless youth.

The California wildfires and the Public Safety Power Shut off (PSPS) events in Northern California in late 2019 caused many households to worry about their health and safety and that of the frail elderly and medically vulnerable members of the community. Although necessary to prevent the loss of lives and property due to wildfire, the PSPS events negatively impacted the lives of community members dependent upon medical devices to protect their health. RCAA has a strong, long-standing commitment to working with these vulnerable households and in the fall of 2019, RCAA proposed to work with Pacific Gas and Electric (PG&E) company and the California State Department of Community Services and Development to find solutions to safeguard their healthcare needs and prevent the loss of life. The project leveraged the PG&E and federal Low-Income Home Energy Assistance Program (LIHEAP) funds and the Severe Weather Energy Assistance and Transportation Services (SWEATS) funds to support the project's outreach, deployment, and education activities throughout the contract period.

The Emergency Preparedness and Response pilot project strengthened Humboldt County's ability to respond to the medically challenged or compromised CARE/Medical Baseline households. RCAA achieved this objective through several important outcomes which benefited the overall community as follows:

- Improved communication and coordination among local service providers which maximized community resources to assist the target population efficiently.
- Improved emergency preparedness by providing education to over 900 low-income and medically compromised households. This helped clients to be better prepared for an emergency or power outage.
- Installation of up to 2 power stations for a total of 185 units in the homes of low-income, medically compromised households to power their essential medical device(s) based upon a tailored Energy Usage Plan. This helped ensure the safety and maintenance of their health during an emergency event. This approach also reduced the need for emergency calls, hospital visits, and the loss of essential health support devices during an emergency event.

RCAA installed 168 YETI batteries purchased under the PG&E funded and CSD LIHEAP PSPS pilot programs, which have been extended through the end of June 2021. RCAA has received a positive response from clients who rely on their medical devices to maintain their health. These

devices included: nebulizers; CPAP and BPAP machines; portable oxygen; electric wheelchairs; electric scooters for mobility; and an electric feeding tube.

13. 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)

RCAA staff continue to be actively involved in many community collaboratives, networks, and partnerships. During these gatherings or meetings, staff can get vital information about new and/or expanded services being provided locally. Once new or expanded services are identified, the information is distributed to program managers whose clients could qualify and benefit from those services. Program managers often request that service providers with new projects join a staff meeting to educate staff on who meets the criteria for services, how to gain access, and what forms need to be filed and with whom. This benefits the community by connecting qualified clients to new programs.

Monitoring

ROMA – Planning, Evaluation

1. 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, issuance of formal monitoring reports, and emergency monitoring procedures.

RCAA does not currently subcontract out any CSBG funds.

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ROMA Application

CSBG Act Section 676(b)(12)

Organizational Standards 4.2, 4.3

ROMA – Planning, Evaluation



1. Describe how your agency will evaluate the effectiveness of its 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)

RCAA regularly monitors systems and programs to maintain overall integrity and adjust practices or direction if needed. The extent of RCAA's ongoing internal monitoring crosses several key administrative areas and program operations. Oversight examples include RCAA's established management supervision and monthly Board fiscal and program review practices.

The Executive Director meets each week with the division directors to discuss the various programs, issues, and to troubleshoot potential problems. She also meets with the fiscal director each week to assess the financial health of the organization and each division using program cost reports and a Dashboard report, which provides a fiscal overview of all the programs by division. The Finance Director also meets with each division director every month to review program cost reports, assess expenditure trending, and troubleshoot potential problems. If a problem is identified, the Executive Director and the Finance Director will meet with the division director to seek a solution.

Another example of planning, monitoring, and evaluation is that each year, an annual projected budget is presented to the Board representing each RCAA Division's expectations of revenue and expenses for the upcoming calendar year. This budget is adjusted mid-year via a budget recast to align funding projections with current contract expenditures and updated projections, which are then presented to the Board. This allows the Board to review the agency's overall progress, and by Division, with the Executive Director and Finance Director offering their analysis for Board consideration. Lastly, each year, an independent third-party financial audit is performed to review the finances of the organization. In addition, RCAA projects receive site visits, program and fiscal audits, and negotiate contracts from funding sources regularly.

The Board also has an opportunity to hear directly from each Division during their monthly meeting. This allows the Board to stay informed of program services and activities provided by RCAA, ask questions, and ensure performance is of a high standard. Staff also help the Board understand how their program objectives and activities are helping meet the overarching goals of our agency-wide strategic plan. Each year, a summary of overall organization services is compiled, which also allows RCAA to reflect and plan for ongoing services under the CSBG

program objectives. The California State Department of Community Services and Development also monitors RCAA's accomplishments in providing services under the CSBG programs and conducts regular reviews of financial and programmatic reports. In addition, Community Services and Development performs site visits and desk audits.

Each division has programs that are implemented based on funding criteria and compliance with grant requirements. Each has identified ways of documenting and tracking programmatic data, which are used to develop and measure specific outcomes. Those are all given varying lengths of time to reach those goals set in agreement with the program and funder. Data, stories, and objectives are highlighted in reports provided to the funding source regularly.

Once reports are created, staff are able to gain a better picture of the effectiveness and efficiency of the project and use that information to revise, change, or adjust activities in an effort to improve our service delivery and program successes for our community, our agency, but most of all, our clients.

2. Select one need from Table 2: Priority Ranking Table and describe how your agency plans to implement, monitor progress, and evaluate the program designed to address the need. (Organizational Standard 4.2)

Each division has programs that are implemented based on funding criteria and compliance with grant requirements. Each has identified ways of documenting and tracking programmatic data, which are used to develop and measure specific outcomes. Those are all given varying lengths of time to reach those goals set in agreement with the program and funder. Data, stories, and objectives are highlighted in reports provided to the funding source regularly.

Administrative and management staff are identified and tasked with the job of monitoring a program's process and progress for grant compliance and accuracy. They work regularly with front-line staff to evaluate and ensure that each of the services implemented is addressing the identified need and that receiving the services are the population agreed to in the program's contract with the funding source.

Once reports are created, staff are able to gain a better picture of the effectiveness and efficiency of the project and use that information to revise, change, or adjust activities in an effort to improve our service delivery and program successes for our community, our agency, but most of all, our clients. These reports are submitted to our funders, who further evaluate our compliance to the contract requirements, the appropriateness of the services themselves, the accuracy of the reports provided, and our ability to reach the agreed-upon goals and objectives of the programs.

Optional

3. Select one community level need from Table 2: Priority Ranking Table or your agency's most recent Community Needs Assessment and describe how your agency plans to implement, monitor progress, and evaluate the program designed to address the need.

n/a

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Federal CSBG Programmatic Assurances

CSBG Act Section 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--

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

Needs of Youth

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

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

Coordination of Other Programs

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

Eligible Entity Service Delivery System

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

Eligible Entity Linkages – Approach to Filling Service Gaps

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

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

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

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

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

Eligible Entity Emergency Food and Nutrition Services

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

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

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

State Coordination/Linkages and Low-income Home Energy Assistance

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

Community Organizations

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

Eligible Entity Tripartite Board Representation

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

Eligible Entity Community Action Plans and Community Needs Assessments

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

State and Eligible Entity Performance Measurement: ROMA or Alternate System

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

Fiscal Controls, Audits, and Withholding

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

State Assurances

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.

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.

Organizational Standards

Category One: Consumer Input and Involvement

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

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

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.

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 4.2 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.

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Part III: 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, the Low-Income Testimony and the Agency's Response document, and a copy of the most recent community needs assessment as appendices A, B, and C, respectively. Other appendices as necessary are encouraged. All appendices should be labeled as an appendix (e.g., Appendix A: Notice of Public Hearing) or separated by divider sheets and submitted with the CAP.

Document Title	Appendix Location
Notice of Public Hearing	A
Low-Income Testimony and Agency's Response	B
Community Needs Assessment	C