2024/2025

Community Needs Assessment and Community Action Plan

California Department of Community Services and Development

Community Services Block Grant

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## 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

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| 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) | |
| RCAA programs receive customer satisfaction input in a variety of ways in order 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 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 received following services or contact with RCAA. Additionally, relevant raw data from agencies like Census Bureau, 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 leads towards continuous improvements. Customer satisfaction data and customer input collected during the community needs assessment process is also utilized during RCAA Board's update to the agency's strategic plan. | |
| 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. | |
| 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 133,302 (US Census) or 37.5 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 ranging in population size 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 (17,963), Fortuna (12,123) and Eureka (26,699). 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 2020 Census, Humboldt County’s racial structure is 11.1% Hispanic or Latino of any race, 74.9% White, 1.0% Black or African American, 4.6% American Indian and Alaskan Native, 2.9% Asian, 0.3% 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. | |
| 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 |

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| **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 |
| 4. If you selected “Other” in any of the data sets in Question 3, list the additional sources. | |
| California Center for Rural Policy, Homeless Management Information System, Corporation for National and Community Services - AmeriCorps | |
| 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** |

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| 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) |
| 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 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. The specific sources are further detailed in the Table at the start of this section. |
| 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) |
| 1. Community-based organizations   RCAA works closely with community-based organizations in all areas of operations, including community leadership groups. As an active part of the local Emergency Food and Shelter Program through FEMA, Child Abuse Coordinating Council, First 5 Humboldt, Continuum of Care and Humboldt Housing and Homelessness Coalition, RCAA interfaces with staff at a variety of other community-based organizations working with the same target populations and consistently seeks their data, input, and recommendations on all related programs. |
| 1. Faith-based organizations   Faith-based organizations work with RCAA both through the Emergency Food and Shelter Program, Child Abuse Coordinating County, and Continuum of Care as well as outside of the partnership. Examples include the Salvation Army, Temple Beth El and local churches working to help the same low-income target populations. RCAA consistently seeks faith-based organizations’ input and recommendations on all related programs. |
| 1. Private sector (local utility companies, charitable organizations, local food banks)   RCAA is actively engaged with the various entities in the private sector, especially with our Energy Division work with Pacific Gas and Electric and other utilities. RCAA also collaborates with local food distribution programs like the Food Bank and 19 smaller food pantries, the League of Women Voters of Humboldt County, Arcata House Partnership, and serves as part of the Garden Collaborative with Community Gardens and gardens that provide food to the homeless. RCAA is a member of the local Chamber of Commerce. RCAA consistently seeks the private sector’s input and recommendations on all related programs. |
| 1. Public sector (social services departments, state agencies)   RCAA works closely with Humboldt County Department of Social Services and their network to coordinate intake and referrals as well as other programs as needed. RCAA also works with the Family Resource Centers throughout Humboldt County, including some which are staffed with RCAA’s AFACTR AmeriCorps program service members. RCAA is also working with CSD at the State level, the California Public Utilities Commission, and California Energy Commission. RCAA consistently seeks public sector data, input, and recommendations on all related programs. We are also in close contact with elected officials, municipalities and school districts through our various programs and regularly gather input from these sources. |
| 1. Educational institutions (local school districts, colleges)   RCAA’s TOOTH program works directly with 95% of local schools, school districts, the County Office of Education, Eureka City Schools and Cal Poly Humboldt’s California Center for Rural Policy. Further, both RCAA and the County Office of Education’s McKinney-Vento Foster / Homeless Youth Coordinator serve on the Humboldt Housing and Homelessness Coalition and work closely with mutual youth clients. RCAA interfaces with the local Community College, College of the Redwoods, and Cal Poly Humboldt. Our Youth Service Bureau division works hand in hand with our network of court and community schools. RCAA consistently seeks various educational institutions’ data, input, and recommendations on all related programs as seen in our collaboration with Cal Poly Humboldt and the California Center for Rural Policy. |
| 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) |
| Humboldt County is comprised of many rural, isolated communities with a high rate of poverty, low wages, a severe lack of housing (especially affordable housing), very limited 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 and food. According to the National Low Income Housing Coalition, in California, 89% of low-income renters pay over 30% of their income to household expenses and for extremely low-income households, 76% have a severe cost burden and pay more than 50% of their income to household expenses.  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. Finding a living wage job ($16.51/hr for a single adult with no children, $20.09/hr for two adults with one working and no children, and $13.54/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 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 skill/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 harm 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 that had maintained a comfortable lifestyle, sometimes for generations. Another limiting factor for Humboldt County residents is the ability to get to their job 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 explicitly 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- almost $2.00 more per gallon than the national average (currently $5.39/gallon compared to the US average of $3.67 and the State average of $4.90). These exorbitant gas prices only add to the expense of maintaining a working vehicle driving on rugged rural and un-maintained roads. |
| 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) |
| 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. Over 20% 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, in many cases it is just not available, especially for anyone not working a 9-5 job Monday through Friday. In Humboldt County for 2023, 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 on-line resources. Many of our rural community members are disenfranchised by incomplete access due to limited broadband and wireless resources. There are also limited resources and access for childcare subsidy programs that may help alleviate the cost for many families.  In our region, lack of housing for people of 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. 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 are also a growing number of people living in the area on SSI and SSDI.  Local community organizing groups have also been identifying housing and safety as key issues throughout Humboldt County, especially for those living in poverty. Safety concerns include 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 arising 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 is 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. As a result of the CHA findings, RCAA worked with over 30 partner organizations and 300 individuals to conduct a collaborative community health improvement plan (CHIP) to improve health outcomes that lead to premature death. |
| 11. Describe your agency’s approach or system for collecting, analyzing, and reporting customer satisfaction data to the governing board. (Organizational Standard 1.3) |
| 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 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 leads towards continuous improvements. Customer satisfaction data and customer input collected during the community needs assessment process is also utilized during RCAA Board’s update to the agency’s strategic plan. |

## 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.

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| --- | --- | --- | --- | --- |
| Needs Identified | Level | Agency  Mission (Y/N) | Currently Addressing (Y/N) | Agency Priority (Y/N) |
| Housing/Homelessness and Housing Support | Family & Individual | Y | Y | Y |
| Transportation/Trails | Community, Family & Individuals | Y | Y | Y |
| Health – Food and Nutrition; Mental Health and Substance Abuse | Community, Family & Individuals | Y | Y | Y |
| Safety – Transportation, Natural Disasters and Abuse | Community, Family & Individuals | Y | Y | Y |
| Employment Support – Job Development, Training and Childcare | Community, Family & Individuals | Y | Y | Y |
| **Needs Identified:** List the needs identified in your most recent CNA.  **Level:** List the need level, i.e., community or family. Community Level: Does the issue impact the community, not just clients or potential clients of the agency? For example, a community level employment need is: There is a lack of good paying jobs in our community. Family Level: Does the need concern individuals/families who have identified things in their own life that are lacking? An example of a family level employment need would be: Individuals do not have good paying jobs.  **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.

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| Agency Priorities | Description of  programs, services, activities | Indicator(s) or Service(s) Category | Why is the need a priority? |
| 1. Housing / Homelessness and Housing Support | * Affordable housing – assist families, youth and individuals with rental assistance; finding and maintaining housing; ongoing supportive services * Utility assistance - heating, weatherization home repair; information and referrals. * **RCAA Programs Providing Services**:   Parents and Children In Transition; AFACTR AmeriCorps; Housing and Homeless Assistance for Adult Protective Services referrals & runaway and homeless youth; RCAA low income housing rentals; Office of Emergency Services Program; RAVEN Project; Utility Assistance and Weatherization. | Employment; Education and Cognitive Development; Income and Asset Building; Housing; Health and Social/Behavioral Development; Civic Engagement and Community Involvement | Housing availability is scare and rent is very high and unattainable for low income families, youth and individuals.  Low income community members require ongoing support in order to stay permanently housed.  Housing for homeless clients is very difficult to access because of little to no or bad credit history, not enough money to pay for security deposit and first months rent, no employment history, etc. |
| 1. Transportation / Trails | * Public transportation, accessible trails and Roadway Safety planning, Safe Routes to School, Community Bike Kitchen to promote nonmotorized transportation and health living. * **RCAA Programs**  **Providing Services**   Natural Resources –  Public Transportation, accessible trail and Roadway Safety planning, Safe Routes to School, Community Bike Kitchen; Natural Resources Interpretation, Environmental Education, Community-led organizing; | Employment; Education and Cognitive Development; Income and Asset Building; Housing; Health and Social/Behavioral Development; Civic Engagement and Community Involvement | Community identifies need for safe routes to schools and roads, and accessible and safe access to trails. |
| 1. Health – Food and Nutrition; Mental Health and Substance Abuse | * CalFresh outreach and enrollment, community gardens which feeds homeless families and individuals. * Case management support and access to mental health care providers and substance abuse treatment for adults, youth and children. * **RCAA Programs Providing Services:**   CalFresh services – 5 divisions (NRS, AFS, YSB, TOOTH, Energy)**,** Parents and Children In Transition; AFACTR AmeriCorps; TOOTH Oral Health and Wellness; Housing and Homeless Assistance for Adult Protective Services referrals & runaway and homeless youth; Office of Emergency Services Program; RAVEN Project. | Employment; Education and Cognitive Development; Income and Asset Building; Housing; Health and Social/Behavioral Development; Civic Engagement and Community Involvement | High rate of mental health and substance using community members who need appropriate referral and support services. High of communities members cannot access fresh produce and health foods. |
| 1. Employment Support – Job Development,Train-ing and Childcare | * Provide training, skills and professional development, education and employment to adults and youth. * **RCAA Programs Providing Services:**   Parents and Children In Transition; AFACTR AmeriCorps; Housing and Homeless Assistance for Adult Protective Services referrals & runaway and homeless youth; Office of Emergency Services Program; RAVEN Project; Energy Services. | Employment; Education and Cognitive Development; Income and Asset Building; Housing; Health and Social/Behavioral Development; Civic Engagement and Community Involvement | Community needs employment training and professional development opportunities. |
| 1. Safety – Transportation, Natural Disaster, Abuse | * Public transportation, accessible trails and Roadway Safety planning, Safe Routes to School. * Assist medically needy dependent on medical devices to continue providing power during power outages. * Provide safe and confidential housing and shelter for children, youth, families and individuals experiencing or are in danger of abuse and trauma. * **RCAA Programs Providing Services:**   Parents and Children In Transition; AFACTR AmeriCorps; Housing and Homeless Assistance for Adult Protective Services referrals & runaway and homeless youth; Office of Emergency Services Program; RAVEN Project; Energy Services, Public Transportation, accessible trail and Roadway Safety planning, Safe Routes to School, Community Bike Kitchen; Natural Resources Interpretation, Environmental Education, Community-led organizing. | Employment; Education and Cognitive Development; Income and Asset Building; Housing; Health and Social/Behavioral Development; Civic Engagement and Community Involvement | Medically needy must access reliable power during a natural disaster, planned power outages in order to continue to operate their medical devices, mobility devices and/or refrigerator to keep their insulin safe.  Community identifies need for safe routes to schools and roads, and accessible and safe access to trails.  County has one of the highest rates of child abuse in California. |
| **Agency Priorities:** Rank your agency’s planned programs, services and activities to address the needs identified in Table 1 as agency priorities.  **Description of programs, services, activities:** Briefly describe the program, services or activities that your agency will provide to address the need. Identify the number of clients to be served or the number of units offered, including timeframes for each.  **Indicator/Service Category:** List the indicator(s) (CNPI, FNPI)or service(s) (SRV) that will be reported in CSBG Annual Report.  **Why is this need a priority:** Provide a brief explanation about why this need has been identified as a priority. Connect the need with the data. (CSBG Act Section 676(b)(3)(A)) | | | |

# Part II: Community Action Plan

CSBG Act Section 676(b)(11)

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

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

## Vision and Mission Statement

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| 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 ability. 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, the achieve self-sufficiency. For people with physical and/or mental barriers to self-sufficiency, the vision is to work with them to obtain stable access to food, personal care resources, housing and needed supportive services, thereby obtaining 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 participating 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 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. |

## 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

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| 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 non-profit community-based Community Action Agency, RCAA has a tripartite Board of Directors including: five board members from the low-income community, five public representative members from the five districts of Humboldt County, as well as five members from the private sector, typically selected for their expertise and 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 Board composition and transition expectations monthly with the RCAA Board Executive Committee and the Senior Planner. 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 publicly announced and open to the public. When Board vacancies become available, nominations can be made. |

## Service Delivery System

CSBG Act Section 676(b)(3)(A) State Plan 14.3

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| 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) |
| 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 following local Public Health Covid-19 safety and precaution protocols. Community members can receive referrals to RCAA programs or other services throughout our region to help assist them in meeting immediate and long-term needs. RCAA’s service delivery model enables community members to access a variety of services through one entry point. The service delivery may begin as this “front door” or include any of the other following avenues for service: through one of RCAA’s Division offices, via the Raven Street 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, as possible. Outreach efforts include the use of brochures; advertisements; website/social media; 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 funding sources and Covid-19 precautions. 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 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, weatherization and home repairs made on eligible client homes. Required forms are completed to determine eligibility and documentation is certified for files. During this intake process clients are often referred to other services either 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 renovation of affordable housing. 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.  A note on Covid-19 safety protocols and precautions: RCAA follows all CDC and public safety precautions and protocols to protect staff and the public. Client services have been modified due to the pandemic impacts, in various programs. Shelter programs continue to meet one on one, while other programs have been impacted significantly by following current safety-based Covid-19 protocols and safety practices. |
| 1. 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? |
| 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, 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 are gleaned in many ways, including: focus groups, survey’s, community needs assessments, etc. Example: Local poverty related data including the 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 6 days a week which include the most rural and outlying areas of our county. 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); (3)(B), (C) and (D); 676(b)(4), (5), (6), and (9)

California Government Code Sections 12747, 12760

Organizational Standards 2.1, 2.4

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

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| 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) |
| 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 meets 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 partnership informally and in several formalized coalitions. The coalitions include: the Humboldt Housing and Homeless Coalition; Workforce Development Board; Whole Child Committee; 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 (HCAOG); Humboldt Network of Family Resource Centers; Dental Health Task Force; 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; elected officials; housing advocates; educators; 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 participates in these forums on a regular basis from the various Divisions dependent 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 676(b)(9), Organizational Standard 2.1; State Plan 14.1c, 9.6, 9.7) |
| RCAA has approximately 100 Memorandums of Understanding (MOU) and/or service agreements with hundreds of other entities regarding coordination of services/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 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, and Public Health. RCAA also has dozens of MOUs and/or service agreements with other local jurisdictions as well as departments in 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), State Plan 9.3a, California Government Code 12760) |
| RCAA programs provide direct outreach to the low-income population 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 projects outreach efforts include: the use of tailored brochures; website and social media; partner referral systems; posting flyers in key locations where the eligible population congregates 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 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; youth runaway shelter and street 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, faith based 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 attends meetings regularly with partners and RCAA is represented at several coalition tables and community forums. Outreach events, community organization 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. (California Government Code Section 12747) |
| 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 110 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) |
| Should a reduction of funding become a reality, RCAA 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 Executive Committee, will develop an agency wide plan to address the impacts of the reduction, which may include service reductions; restructuring of programs; program elimination; 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 reduced 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 documents the number of volunteers and hours mobilized to support your activities. (Organizational Standard 2.4) |
| Each RCAA project tracks volunteers and hours through sign in sheets and timecards. Each project tracks volunteer information independently and reports those RCAA staff to inform the yearly CSBG Annual Report. Once compiled, these numbers show the additional contributions that go beyond cash funds that increase the impact of services in our community. RCAA projects may utilize the following volunteers: Master or Bachelor level Social Work Interns; community garden volunteers from the community; students; veterans; AMERICORPS Members; and homeless volunteers. |
| 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) |
| RCAA supports a broad range of youth development programs, and these are central to several programs 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 outreach; drop-in services; 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 pertains to safe walking and biking paths to school. All the RCAA divisions support healthy food choices and education through CalFresh outreach and enrollment. RCAA also works in partnership with other service providers, educators, and local law enforcement to help provide safe and enriching youth development opportunities for Humboldt County youth. |
| 8. Describe how your agency will promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs such as the establishment of violence‐free zones, youth mediation, youth mentoring, life skills training, job creation, entrepreneurship programs, after after-school childcare. (CSBG Act Section 676(b)(1)(B), State Plan 14.1b) |
| As the name implies, RCAA’s Youth Service Bureau (YSB) provides focused youth development programs. YSB operates an emergency shelter, 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 and include a youth mentoring component. The YSB Raven Project provides street outreach services, education and a drop-in facility for runaway youth, youth groups geared toward specific youth populations and has opportunities for street 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 addresses one of the critical health needs of low-income children and youth in our region – severe tooth decay. This program works with local dental providers, educators, public health 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. |
| 1. 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) |
| RCAA provides employment and training activities as part of many of our projects. Training activities take place in the form of internships or AmeriCorps members placements for those interested in social work or education fields. 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 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. |
| 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) |
| Information and referral to emergency services are available to the homeless, youth and general public by telephone or walk-in to RCAA’s main office. RCAA staff work to provide immediate food, shelter, medical referrals, and other needs during crisis situations. For example, YSB’s Raven project provides specific emergency services to homeless youth through both a Street Outreach Project and a drop-in center where youth can get food, hygienic necessities, 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, Senior Resource Center, the Garden Collaborative, and others. RCAA provides emergency food through the Raven Project which serves youth that 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 those in need. RCAA also provides CalFresh outreach and enrollment to get people the necessary resources to purchase food.  RCAA’s Energy Services provides assistance to low-income households to 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. |
| 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)) |
| 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 new 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. THIS IS FROM THE 2020-2021 CAP  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 coordinates services with your local LIHEAP service provider? |
| Currently, RCAA is the only LIHEAP provider of services to the non tribal low income population in Humboldt County. |
| 13. Describe how your agency will use funds to support innovative community and neighborhood-based initiatives, which may include fatherhood and other initiatives, with the goal of strengthening families and encouraging effective parenting. (CSBG Act Section 676(b)(3)(D), State Plan 14.3d) |
| 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 encourages other organizations and entitles to seek out RCAA for leadership and partnership in community-led projects.  Another identified need in the community focused on efforts to build skills for effective parenting and help to prevent health problems throughout Humboldt County, is the TOOTH Oral Health Program. This RCAA program provides direct services to children and education for parents and caregivers. This project’s success has led to RCAA having an active role in the Local Dental Health Initiative to help combat the many facets of this community need. RCAA’s CSD has also been working closely with the Humboldt County’s Child Welfare Services division to encourage effective parenting through a program that places 10-12 trained AmeriCorps members throughout the Humboldt County Family Resource Centers to work directly with families. These AmeriCorps members work in partnership with community organizations and families to help them strengthen their access to local resources and ideally prevent families from entering the Child Welfare Services system.  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 individuals’ development with ongoing case management services and classes on-site or through referrals. These programs, such as Parents and Children in Transition (PACT) or The Launch Pad (TLP), 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, encourage effective parenting, and help neighborhoods succeed.  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 safety and the 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 served 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. |
| 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) |
| RCAA staff continue to be actively involved in many community collaboratives, networks and partnerships. During these gatherings or meetings, staff are able to glean 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 may benefit from those services. Program managers often-times 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

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

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| 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. |
| RCAA is responsible for ensuring that the agency contracted to provide the CSBG-funded services meets all contract objectives and maintaining the integrity of the CSBG program. Agency staff review and monitor CSBG regulations and eligibility criteria regularly and have a detailed process to review each client’s and staff members files prior to approving CSBG-funded services to ensure compliance with all CSGB requirements. RCAA also prepares and submits mandatory reports to the CAA on progress in meeting program goals. |
| 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. |
| RCAA does not currently subcontract out any CSBG funds. |

## Data Analysis, Evaluation, and ROMA Application

CSBG Act Section 676(b)(12) Organizational Standards 4.2, 4.3

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| 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) |
| 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 each 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 bring funding projections into alignment with current contract expenditures and updated projections which is 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 on a regular basis.  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 agencywide 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. |
| 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) |
| During the power outages in Northern California, RCAA’s Energy Services identified the urgent need for a Portable Battery Program which was created to assist medically needy clients whose medical devices would not work during a power outage because of their reliance on electricity to power them. Clients with respiratory, mobility and refrigeration needs (for medication) need access to reliable power during a natural disaster, planned power outage or a storm related power outage to operate their medical devices, mobility devices and/or refrigerator to keep their insulin safe. |
| 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) |
| The Energy programs have been inundated with calls for help with water and energy bills utilizing multiple funding sources. The Director analyzed the contracts, due dates, production and expenditures requirements to develop a production plan for service delivery taking into consideration all the programmatic factors. At the conclusion of the most recent production benchmark, we met all of our major goals and clients received services to meet their needs. |

## Response and Community Awareness

Diversity, Equity, and Inclusion

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| 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. |
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Disaster Preparedness

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| 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? |
| RCAA Agency wide disaster plan was last updated in 2018 and is in the process of being updated for 2023.  Community Services Division’s disaster plan was last updated in 2020. |
| 3. Briefly describe your agency’s main strategies to remain operational during and after a disaster. |
| After an assessment of its current level of preparedness, Redwood Community Action Agency decided that a plan covering the four phases of emergency preparedness was needed. These four phases are: Response, Recovery, Mitigation and Preparedness. This plan establishes procedures for each of these phases. It is designed to support and aid Redwood Community Action Agency to effectively perform in their area of responsibility during any emergency situation or catastrophic event.   1. Emergency Management policy: County and City emergency response plans are based upon the Incident Command System. To assure a coordinated response during a disaster, RCAA has designed this plan using the Incident Command System. 2. Authority and Responsibility of personnel: The Board of Directors has designated the Executive Director to become the Incident Commander during a disaster. The Executive Director shall take all necessary and prudent actions in response to a community disaster. The Executive Director shall inform the Board of such action in a timely manner. The Executive Director has appointed Disaster Coordinators and Alternates for each facility. These Coordinators, working under the direction of the Executive Director, will oversee all phases of planning, response and recovery at their facilities. The Disaster Coordinators will closely follow directives outlined in this plan and any directives from the Executive Director of Redwood Community Action Agency.   The Disaster Coordinator and personnel will work closely with all emergency response agencies to ensure the safety of employees and protection of property.  As long as safety is allowed all employees will remain on site until released by the Disaster Coordinator. There will be a Disaster Response Binder for each facility. It will be the employees’ responsibility to familiarize themselves with this binder and their roles and responsibilities during a disaster.   1. Types of disasters covered in the plan: The types of disasters most likely to happen in Humboldt County are: earthquake, tsunami, flood, fire, hazardous material spills and severe winter storms. As earthquakes pose the greatest threat, this plan is designed for earthquake response, but can be adapted for any type of disaster. 2. Where disaster operations will be managed: Whenever possible, disaster operations will be managed on site at the affected facility. When that is not possible, the facility’s Disaster Coordinator will choose a relocation site. The Coordinator will notify the Executive Director of RCAA of the relocation. 3. Interagency coordination: As coordination between disaster relief agencies is essential, RCAA will work closely with “VOAD” Volunteer Organizations Active in Disasters. It is made up of representatives of disaster relief and response agencies. This coordinated effort assures on efficient response to those in need during a disaster. RCAA is represented in this organization. 4. Disaster preparedness for low-income residents: In the assessment of this area, it was noted that there was little to no education geared to the low-income residents. To ensure that the needs of low-income residents are being served, RCAA will have a representative on the Community Disaster Education Advisory Board. This board is sponsored by Humboldt County Office of Emergency Services to coordinate disaster education in its community. Some of the services that this Advisory Board can provide are: Video Library, Disaster Preparedness Materials, Presentations and Training.   Low Income Home Energy Assistance Program, LIHEAP, will distribute disaster preparedness materials to their clients. This will assist some low-income residents during an emergency. |