

2022/2023
Community Needs Assessment and
Community Action Plan

California Department of
Community Services and Development

Community Services Block Grant



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Introduction

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

Purpose

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

Federal CSBG Programmatic Assurances and Certification

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

State Assurances and Certification

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

Compliance with CSBG Organizational Standards

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

What's New For 2022/2023?

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

Part I: Community Needs Assessment (CNA); and

Part II: Community Action Plan (CAP).

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

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

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

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

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

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

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

Checklist

- Cover Page and Certification
- Public Hearing(s)

Part I: Community Needs Assessment

- Narrative
- Results

Part II: Community Action Plan

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

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

Agency Name	Redwood Community Action Agency
Name of CAP Contact	Cinnamon McIntosh
Title	Senior Planner
Phone	(707) 269-2022
Email	cmcintosh@rcaa.org

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

Board and Agency Certification

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

Zuretti Goosby		
Board Chair (printed name)	Board Chair (signature)	Date
Val Martinez		
Executive Director (printed name)	Executive Director (signature)	Date

Certification of ROMA Trainer/Implementer (If applicable)

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

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

CSD Use Only

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

Public Hearing(s)

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

State Statute Requirements

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

Public Hearing Guidelines

Notice of Public Hearing

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

Public Hearing

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

Guidance for Public Hearings During COVID-19

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

Public Hearing Report

Date(s) of Public Hearing(s)	
Location(s) of Public Hearing(s)	
Dates of the Comment Period(s)	
Where was the Notice of Public Hearing published? (agency website, newspaper, social media channels)	
Date the Notice(s) of Public Hearing(s) was published	
Number of Attendees at the Public Hearing(s) (Approximately)	

Part I: Community Needs Assessment

CSBG Act Section 676(b)(11)

California Government Code Section 12747(a)

Helpful Resources

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

The National Community Action Partnership has [resources](#) such as an online Community Needs Assessment Tool and information about conducting a needs assessment during the COVID-19 pandemic. The Partnership also has a [Data Hub](#) designed specifically for the community needs assessment process.

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

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

Community Needs Assessment Narrative

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

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

State Plan

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

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

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

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.

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

served by your agency.

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 coast of California in a densely forested and mountainous region about 250 miles north of San Francisco. The population is approximately 133,302 (US Census) or 37.5 people per square mile¹. California averages 239.1 residents per square mile and classifies rural as 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.

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

Federal Government/National Data Sets

- Census Bureau
- Bureau of Labor Statistics
- Department of Housing & Urban Development
- Department of Health & Human Services

Local Data Sets

- Local crime statistics
- High school graduation rate
- School district school readiness
- Local employers
- Local labor market

Services

- National Low-Income Housing Coalition
- National Center for Education Statistics
- Other online data resources
- Other

- Childcare providers
- Public benefits usage
- County Public Health Department
- Other

California State Data Sets

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

Agency Data Sets

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

Surveys

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

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

Local Non-Profit data sets

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

Surveys

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

Focus Groups

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

Interviews

- Local leaders
- Elected officials

Community Forums

Asset Mapping

- Partner organizations' leadership
 - Board members
 - New and potential partners
 - Clients
- Other**

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

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

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 also 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.

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

A. Community-based organizations

RCAA works closely with community-based organizations in all areas of operations, including community leadership groups, and the Workforce Investment Board. As an active part of the local 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.

B. Faith-based organizations

Faith-based organizations work with RCAA both through the Continuum of Care as well as outside of the partnership. Examples like the local Salvation Army and local churches working to help the same low-income target populations. One of our current Board Members is actively involved with Faith Lutheran Church. RCAA consistently seeks faith based organizations' input and recommendations on all related programs.

C. 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 Food Bank and smaller food pantries, and serves as part of the Garden Collaborative with Community Gardens and garden 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.

D. 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. RCAA also works with the Family Resource Centers throughout Humboldt County, including some which are staffed through RCAA's AFACTR AmeriCorps program. 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.

E. Educational institutions (local school districts, colleges)

RCAA's TOOTH program is partnered with Humboldt State University's California Center for Rural Policy and works directly with local schools, school districts, and the County Office of Education. Further both RCAA and the County Office of Education's Foster/Homeless Youth Coordinator serve on the Humboldt Housing and Homelessness Coalition. RCAA interfaces with the local Community College, College of the Redwoods, through the Workforce Investment Board. RCAA consistently seeks various educational institutions' data, input, and recommendations on all related programs.

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

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 over 50% of income towards rent, leaving little for utility bills and food.

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 (which would be at \$17.25/hr, compared to minimum wage at \$12/hr.) is very difficult, especially for those facing challenges stemming from homelessness, mental illness, or generational poverty. The need for trainings in building career paths and business supports 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 had long been the basis of the local economy, resulting in many low-skill/high paying jobs. Unfortunately, the long-term consequence of over-cutting, soil erosion, and under-planting of trees during the last 150 years has 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 actually 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- over \$1.00 more per gallon than the national average (currently \$3.69/gallon compared to the US average of \$2.67). These exorbitant gas prices only add to the expense of maintaining a working vehicle driving on rugged rural and un-maintained roads.

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

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 22% of Humboldt County children 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 for the working poor is the cost and availability of child care across Humboldt County. This issue continues to be a key concern in our area; not only might child care be unaffordable based on average wages, in many cases it is just not available. 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.

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 of 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 have to 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.

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: 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.

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

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

Community Needs Assessment Results

CSBG Act Section 676(b) (11)

California Government Code Section 12747(a)

Table 1: Needs Table

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

Needs Identified	Level	Integral to Agency Mission (Y/N)	Currently Addressing (Y/N)	Agency Priority (Y/N)
Housing/Homelessness and Housing Support	Family & Individual	Y	Y	Y
Transportation/Trails	Community, Family & Individual	Y	Y	Y
Health – Food and Nutrition/Mental Health and Substance Abuse	Community, Family & Individual	Y	Y	Y
Safety – Transportation, Natural Disasters, Abuse	Community, Family & Individual	Y	Y	Y
Employment Support – Job Development/Training, Childcare	Community, Family & Individual	Y	Y	Y

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

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

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

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

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

Table 2: Priority Ranking Table

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

Agency Priorities	Description of programs, services, activities	Indicator(s)/Service(s) Category (CNPI, FNPI, SRV)
1.Housing/Homelessness and Housing Support	Affordable Rental Housing; PACT - Transitional Living Programs and mental health services for youth and families; YSB – Transitional Living Programs, Emergency Youth Shelter; RAVEN street outreach and drop-in center for homeless youth; Energy – Utility Assistance, heating, Weatherization and home repair services; Information, Education, and Referrals; Advocacy and Planning	Employment; Education and Cognitive Development; Income and Asset Building; Housing; Health and Social/Behavioral Development; Civic Engagement and Community Involvement
2.Transportation/Trails (Combined with Safety – Natural Disasters)	NRS – Public Transportation, accessible trail and Roadway Safety planning, Safe Routes to School, Community Bike Kitchen to promote non-motorized transportation and health living; Natural Resources Interpretation, Environmental Education, Community-led organizing; YSB/CSD – Rides/van to work, school, and appointments; bus passes for clients; Information and Referrals	Employment; Education and Cognitive Development; Income and Asset Building; Housing; Health and Social/Behavioral Development; Civic Engagement and Community Involvement
3.Health – Food and Nutrition/Mental Health and Substance Abuse (Combined with: Safety – Abuse)	All RCAA Divisions – CalFresh outreach and enrollment, community gardens and Abuelita’s Garden which feeds homeless families and individuals; CSD - TOOTH Dental Education Project, meals/food and nutrition education for clients, Parents and Children in Transition (PACT), Mental health case	Employment; Education and Cognitive Development; Income and Asset Building; Housing; Health and Social/Behavioral Development; Civic Engagement and Community Involvement

	management for children and families, AFACTR AmeriCorps; YSB – Shelter and Hotline, RAVEN Garden and Food program; NRS – Environmental Education, Water Quality; Information and Referrals.	
4. Employment Support – Job Development/Training, Childcare	NRS – Trails to Employment Accessible trail creation, Bike Kitchen, Safe Routes to Schools, Community Organizing, Wetland Restoration training, Community Gardens; Energy – Training/skill development, employment; YSB/CSD – Rides/vans to interviews, work, school and Bus Passes for clients, internships/service positions; CSD – AFACTR AmeriCorps afterschool and child care programs, Transitional Living programs case management, Parents and Children in Transition (PACT/ACES); YSB – Transitional Living programs case management, RAVEN Youth employment opportunities; Information and Referrals	Employment; Education and Cognitive Development; Income and Asset Building; Housing; Health and Social/Behavioral Development; Civic Engagement and Community Involvement
5. Health – Food and Nutrition/Mental Health and Substance Abuse (Combined with: Safety – Abuse, see #3 above)	See # 3 Above	See # 3 Above

Agency Priorities: Rank your 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 (CNPI, FNPI, SRV): List the indicator(s) or service(s) that will be reported in annual report.

Part II: Community Action Plan

CSBG Act Section 676(b)(11)

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

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

Vision and Mission Statement

1. Provide your agency's Vision Statement.

The Vision of 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 with 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 intellectual and material resources, and those of the community, to 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 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); 676(b)(10)

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

State Plan

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

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

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

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

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

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

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

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

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

Service Delivery System

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

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

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 Services 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 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 at this "front door" or include any of the other following avenues for service: through each of RCAA's Division offices; via the 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: 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.

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; 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. **DELETE Clients are served face-to-face in person, in small groups, and/or by the phone or internet, if available (Humboldt County has limited if broadband access).** 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 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 towards 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 health 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.

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

As illustrated above, RCAA's core administrative structure supports a variety of programs, services and activities. RCAA utilizes CSBG funds to leverage millions in other state, federal, local government, private, and foundation resources to provide direct services for low-income individuals and families as well as improve conditions in the community. Funds support staff salaries and benefits for program operations, evaluation, monitoring, project development, and oversight. The funding leveraged through CSBG partnerships also brings millions of dollars into the local rural economy and directly supports small businesses.

RCAA programs and services to improve living conditions are targeted at advocating for and directly providing service to the low-income residents of Humboldt County. Examples of RCAA programs that respond directly to the needs identified in the most recent CNA include:

- "RCAA's many Energy and Environmental Service Division programs for safety, efficiency, utility assistance, education and advocacy
- AFACTR AmeriCorps programs
- Youth Services Bureau shelter and transitional living services and case management programs
- TOOTH's oral health and education outreach services
- RCAA's Adult and Family services programs which include short-term housing and supportive services"
- RCAA's Natural Resources Division focuses on environmental enhancements and the promotion of healthy communities through active living programs and community planning efforts.

These projects were developed by staff in response to the specific needs that the community identified as most critical in our region. These projects also directly tie to the top ranked issues identified in RCAA's Strategic Plan.

Linkages and Funding Coordination

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

California Government Code Sections 12747, 12760

Organizational Standards 2.1, 2.4

State Plan

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

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; 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 of 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 (Coe) 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 includes representatives from all sectors at varying levels (i.e. single parents, elected officials, students, Doctors/Dentists, teachers). Most meet quarterly or sometimes monthly and communicate electronically between meetings. The methods used to coordinate services and funding vary dependent on the goals of the collaborative partners and the nature of the community 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. (Organizational Standard 2.1, State Plan)

RCAA has approximately 100 Memorandums of Understanding (MOUs) 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 and Westside Community Improvement Association or contracts with the Humboldt County Workforce Development Board. 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 services are targeted to low-income individuals and families and indicate how staff is involved, i.e. attend community meetings, provide information, make referrals, etc. Include how you ensure that funds are not used to duplicate services. (CSBG Act Section 676(b)(9), California Government Code Section 12760, State Plan)

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

Applies to all: RCAA recognizes the impacts of Covid 19 and follows all CDC and public health protocols to protect our staff and the public.

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

RCM utilizes CSBG funds to leverage millions of dollars in other public and private resources; CSBG funding is only 3% of the yearly budget. RCM 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 RCM leverages CSBG funding significantly. RCM coordinates programs and services with both public and private organizations to best utilize resources. RCM'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, State Plan)

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

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

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

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

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

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

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

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

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 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 utilizes the services of our partners' 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; Veterans 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. RCAA is a member of the local Workforce Development Board and one of three Consortium partners as the main leads for the local One- Stop Job Market (Americas Job Center of California). RCAA provides in-kind match to support WIOA in our region and links this with various employment and training opportunities funded through several different sources and programs.

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

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

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

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

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

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

Same as prior. Additionally: PSTS 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 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)

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

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

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

Another community need focused effort to build skills for effective parenting and help 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 gained RCAA 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 County of Humboldt Child Welfare Services to encourage effective parenting through a program placing 10 trained AmeriCorps members throughout the Humboldt County in Family Resource Centers to work directly with families. These AmeriCorps members work in partnership with community organizations and families to help them strengthen their personal resources and prevent families from entering the Child Welfare Services system.

In addition, RCAA's Youth Service Bureau (YSB) has successfully maintained a much-needed 24 hour youth crisis hotline for 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 re-unification with parents or guardians with the assistance of intervention work to improve parenting skills. RCAA's YSB and Community Services Divisions' (CSD) transitional housing programs also all have goals of family development and provide case management with 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, 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 Public Safety Power Shut-off (PSPS) events negatively impacted the lives of community members dependent upon medical devices to protect their health. Redwood Community Action Agency (RCAA) has a strong, long standing commitment to working with these vulnerable households and in the fall of 2019 we proposed to work with the Pacific Gas and Electric Company (PG&E) and the California State Department of Community Services and Development (CSD) to find solutions to safeguard their health care needs and prevent the loss of life.

The project leveraged the PG&E and federal Low-Income Home Energy Assistance Program 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 four important outcomes which benefited the overall community as follows:

- (1) Improved communication and coordination among local service providers which maximized community resources to assist the target population efficiently;
- (2) 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;

(3) Installation of up to two (2) power station(s) 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 which were purchased under the PG&E funded and CSD LIHEAP PSPS pilot programs which has been extended into June 2021.

We are proud of the services provided and received such a positive response from the clients served who rely on their medical devices to maintain their health. These devices included: nebulizers; CPAP and BPAP machines; portable oxygen; electric chairs; electric scooters for mobility; and an electric feeding tube. The following photos are a small sampling of the very grateful people who received the Emergency Preparedness Program Services.

Monitoring

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

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

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 utilizing 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 costs 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 out 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 at mid-year via a budget re-cast to bring funding projections into alignment with current contract expenditures and updated projections which is presented to the Board for their information. This allows the Board to review the Agency's progress overall, 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 and audits 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. Each year a

summary of overall organization services is compiled which allows RCAA to reflect and plan for ongoing services under the Community Services block Grant (CSBG) program. The California State Department of Community Services and Development (CSD) also monitors RCAA's accomplishments in providing services under the CSBG programs and conducts regular reviews of financial and programmatic reports. In addition CSD performs site visits and desk audits.

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's Fiscal Handbook outlines the many requirements and monitoring of subcontractors at length. Through the RFP process and on the potential subcontractors are told they will be expected to adhere to RCAA's Fraud Policy, Non-Discrimination Policy, Tax Identification and IRS form requirements, and where applicable the Copeland "anti-Kickback" Act, the Davis-Bacon Act, compliance with 40 U.S.C. 3702 and 3704, 37 CFR part 401, Clean Air Act, Federal Water Pollution Control Act, and more.

In all cases of sub-recipients and subcontractors, due diligence must be adhered to ensure that they are capable of performing the contracted work. The Division Director shall determine an appropriate level of pre-award inquiry that shall be performed. The purpose of such inquiry is to gain assurance that a potential sub-recipient has adequate resources and capacity to ensure compliance with all applicable laws, regulations and award provisions. The Director shall work with the Finance Director and Executive Director to assure that all necessary prerequisite requirements are met.

These assurances will vary based upon the type of contract work being performed.

The following documents are examples of documents that may be required from sub-recipients dependent upon the type and scope of work:

- 1) Determination letter from the IRS (recognizing the sub-recipient as exempt from income taxes under IRS section 501(c)(3))
- 2) Last 3 years' Forms 990 or 990-EZ, including all supporting schedules and attachments (also Form 990-T, if applicable)
- 3) Copies of the last 3 years' audit reports and management letters received from sub-recipient's independent auditor (including all reports associated with audits performed in accordance with

OMB Circular 2 CFR Part 200, if applicable)

- 4) Copy of the most recent internally-prepared financial statement and current budget
- 5) Copies of DUNS reports, licenses or certifications from governmental agencies.

When RCAA utilizes Federal or state funds to make sub-awards to sub-recipients or subcontractors, RCAA is subject to a requirement to monitor each sub-recipient in order to provide reasonable assurance that sub-recipients are complying, in all material respects, laws, regulations, and award provisions applicable to the program as outlined in RCAA's contract with the awarding agency. A copy of the master contract shall be attached and material sections noted in the sub-award agreement that details the requirements that must be met.

-) Sub-awards shall require that sub-recipients submit financial and program reports to RCAA in the sub-award agreement.
-) RCAA will follow up with all sub-recipients to determine whether all required audits have been completed. RCAA will cease all funding of sub-recipients failing to meet the requirement to undergo an audit in accordance with OMB Circular 2 CFR Part 200. For sub-recipients that properly obtain an audit in accordance with OMB Circular 2 CFR Part 200, RCAA shall obtain and review the resulting audit reports for possible effects on RCAA's accounting records or audit.
-) The Division Director is directly responsible for monitoring of each sub-recipient on an ongoing basis, during the period of performance by the sub-recipient and shall work closely with the Finance Director to monitor the fiscal activities of that grant.

Ongoing monitoring of sub-recipients by RCAA will inherently vary from sub-recipient to sub-recipient, based on the nature of work assigned to each sub-recipient. However, ongoing monitoring activities shall involve any or all of the following:

- ✓ Regular contacts with sub-recipients and appropriate inquiries regarding the program;
- ✓ Reviewing programmatic and financial reports prepared and submitted by the sub-recipient and following up on areas of concern;
- ✓ Monitoring sub-recipient budgets/expenditures;
- ✓ Performing site visits to the sub-recipient to review financial and programmatic records and assess compliance with applicable laws, regulations, and provisions of the sub-award, as appropriate.
- ✓ Offering sub-recipients technical assistance where needed;
- ✓ Maintaining a system to track and follow up on deficiencies noted at the sub-recipient in order to assure that appropriate corrective action is taken;
- ✓ Establishing and maintaining a tracking system to assure timely submission of all reports required of the sub-recipient.
- ✓ Documentation shall be maintained in support of all efforts associated with RCAA's monitoring of sub-recipients including documentation of any corrective action plans or

reasons for termination of the sub-award agreement.

Data Analysis and Evaluation

CSBG Act Section 676(b)(12)

Organizational Standards 4.2, 4.3

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

RCAA reviews the fiscal and programmatic services provided by programs and services to assess their efforts to meet and address persistent or emerging community needs per the organization's CSBG work plan goals and Strategic Vision goals. Evaluation methods vary from Division to Division within RCAA based on the type of programs they are operating. Examples illustrating the wide range of programs RCAA operates include: building trails; weatherizing homes; helping someone get a job; teaching children how to brush their teeth; or preventing someone's energy services from being cut-off. As you might expect, each of these activities require differing modes of data collection, fiscal monitoring and goals' attainment assessment. Division Directors are responsible for recording these outcomes and reporting to their various funding sources with assistance from the finance department. They also report their results on a periodic basis to RCAA's Planning staff for assessing the CSBG annual results.

Analysis of outcomes often results in programmatic shifts in order to better meet the need at hand, achieve more positive outcomes, or to streamline services. The Executive Director discusses each Division's programs with the Division Director each week to continue the cycle of evaluation by helping to analyze the outcomes and direction of each program. Overall, RCAA utilizes a method which includes frequent information and report sharing between the Executive Director, Finance Director and Division Directors, Senior Staff meetings with directors from each division, and reports to RCAA Board of Directors. It is through these avenues that programs are evaluated through data collection, reflection and appropriate action.

RCAA's Executive Director meets each weekly with each Division Director as well as the Sr. Planner and Fiscal Director for ongoing evaluation. Highlights of these reports are shared with the RCAA Board's Executive Committee and areas of note summarized during monthly Board meetings. The RCAA Strategic Plan is reviewed by the Board of Directors on

an annual basis and results of program impact are included in this review. Rotating monthly in-person reports to the Board of Directors from each RCAA division allows for understanding and evaluation of specific programs provided by the Community Action Agency. Furthermore, the RCAA Finance Committee meets quarterly with the Finance Director to review and evaluate the agency's financial standing and ability to maintain programs within budget parameters; this information is shared at regularly scheduled RCAA Board meetings. illustrating the wide range of programs RCAA operates include: building trails; weatherizing homes; helping someone get a job; teaching children how to brush their teeth; or preventing someone's energy services from being cut-off. As you might expect, each of these activities require differing modes of data collection, fiscal monitoring and goals' attainment assessment. Division Directors are responsible for recording these outcomes and reporting to their various funding sources with assistance from the finance department. They also report their results on a periodic basis to RCAA's Planning staff for assessing the CSBG annual results.

Analysis of outcomes often results in programmatic shifts in order to better meet the need at hand, achieve more positive outcomes, or to streamline services. The Executive Director discusses each Division's programs with the Division Director each week to continue the cycle of evaluation by helping to analyze the outcomes and direction of each program. Overall, RCAA utilizes a method which includes frequent information and report sharing between the Executive Director, Finance Director and Division Directors, Senior Staff meetings with directors from each division, and reports to RCAA Board of Directors. It is through these avenues that programs are evaluated through data collection, reflection and appropriate action.

RCAA's Executive Director meets each weekly with each Division Director as well as the Sr. Planner and Fiscal Director for ongoing evaluation. Highlights of these reports are shared with the RCAA Board Executive Committee and areas of note summarized during monthly Board meetings via staff reports. The RCAA Strategic Plan is reviewed by the Board of Directors on an annual basis and results of program impact are included in this review. Rotating monthly in-person reports to the Board of Directors from each RCAA division allows for understanding and evaluation of specific programs provided by the Community Action Agency. Furthermore, the RCAA Finance Committee meets quarterly with the Finance Director to review and evaluate the agency's financial standing and ability

to maintain programs within budget parameters; this information is shared at regularly scheduled RCAA Board meetings.

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

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

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

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

Additional Information (Optional)

Disaster Preparedness

1. Does your agency have a disaster plan in place that includes strategies on how to remain operational and continue providing services to low-income individuals and families during and following a disaster?

Yes

No

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

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

Agency Capacity Building

1. Although the CNA focused on Community and Family Level needs, if your agency identified Agency Level need(s) during the CNA process, list them here.

2. Describe the steps your agency is planning to take to address the Agency Level need(s).

Federal CSBG Programmatic Assurances and Certification

CSBG Act 676(b)

Use of CSBG Funds Supporting Local Activities

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

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

Needs of Youth

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

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

Coordination of Other Programs

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

Eligible Entity Service Delivery System

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

Eligible Entity Linkages – Approach to Filling Service Gaps

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

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

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

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

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

Eligible Entity Emergency Food and Nutrition Services

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

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

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

State Coordination/Linkages and Low-income Home Energy Assistance

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

Community Organizations

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

Eligible Entity Tripartite Board Representation

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

Eligible Entity Community Action Plans and Community Needs Assessments

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

State and Eligible Entity Performance Measurement: ROMA or Alternate System

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

Fiscal Controls, Audits, and Withholding

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

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

State Assurances and Certification

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

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

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

For MSFW Agencies Only

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

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

Organizational Standards

MAXIMUM FEASIBLE PARTICIPATION

Category One: Consumer Input and Involvement

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

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

Category Two: Community Engagement

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

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

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

Category Three: Community Assessment

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

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

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

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

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

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

VISION AND DIRECTION

Category Four: Organizational Leadership

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

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

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

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

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

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

Category Six: Strategic Planning

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

Appendices

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

Document Title	Appendix Location
Copy of the Notice(s) of Public Hearing	A
Low-Income Testimony and Agency's Response	B