North Coast Opportunities, Inc.
2020-2021 Community Action Plan

California Department of
Community Services and Development

Community Services Block Grant

Contents

2020/2021 Community Action Plan Checklist

The following is a check list of the components to be included in the CAP. The CAP is to be received by CSD no later than June 30, 2019:

☒ **Cover Page and Certification**

☒ **Vision Statement**

☒ **Mission Statement**

☒ **Tripartite Board of Directors**

☒ **Documentation of Public Hearing(s)**

☒ **Community Needs Assessment**

☒ **Community Needs Assessment Process**

☒ **Community Needs Assessment Results**

☒ **Service Delivery System**

☒ **Linkages and Funding Coordination**

☒ **Monitoring**

☒ **Data Analysis and Evaluation**

☒ **Appendices (Optional)**

COMMUNITY SERVICES BLOCK GRANT (CSBG)
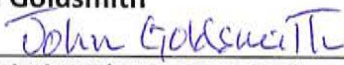## 2020/2021 Program Year Community Action Plan
Cover Page and Certification

Submission Date:	30 June 2019

Agency Contact Person Regarding the Community Action Plan:

Name:	Patty Bruder
Title:	Executive Director
Phone:	707-462-1956
Email:	pbruder@ncoinc.org

Certification of Community Action Plan and Assurances

The undersigned hereby certify that this agency complies with the Assurances and Requirements of this FFY 2020/2021 Community Action Plan (CAP) and the information in this CAP is correct and has been authorized by the governing body of this organization.

John Goldsmith		
John Goldsmith	*[signature]*	6/28/19
Board Chair (printed name)	Board Chair (signature)	Date

Patty Bruder		
Patty Bruder	*Patty Bruder*	6/28/19
Executive Director (printed name)	Executive Director (signature)	Date

Certification of ROMA Trainer
(If applicable)

The undersigned hereby certifies that this organization'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).

NCO does not have a certified ROMA trainer at this time.	NOT APPLICABLE	NOT APPLICABLE
NCRT/NCRI (printed name)	NCRT/NCRI (signature	Date

CSD Use Only:

Date CAP Received:	Date Accepted:	Accepted By:

Vision and Mission Statement

> 1. **Vision Statement**
>   Provide your agency's Vision Statement below

At NCO, we envision healthy, vibrant, compassionate, and strong communities.

> 2. **Mission Statement**
>   Provide your agency's Mission Statement below:

NCO develops and provides services that strengthen our communities, one person at a time. As the region's Community Action Agency, we resolve to:

- Advocate on the behalf of low-income and disadvantaged people.
- Encourage people to increase their participation in the community as well as all activities of North Coast Opportunities, Inc.
- Encourage and facilitate the development of training and educational opportunities that increase the available resources to assist people in becoming more self-sufficient.
- Facilitate cooperation among organizations, agencies, and groups who share a common goal with North Coast Opportunities.

Tripartite Board of Directors

(Organizational Standards 5.1, 5.2, CSBG Act Section676(b) (10))

> 1. Describe your agency's procedures for establishing adequate board representation under which a low-income individuals(s), community organization, religious organizations, 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 agency to petition for adequate representation. Please place emphasis on the *low-income individuals* on your board. (Organizational Standards 5.2, CSBG Act Section 676(b) (10))

NCO embraces the tripartite Board requirement. When a member vacancy occurs, the Board Membership Committee encourages members to personally recruit individuals meeting the vacancy criteria; notifications of the vacancy are also sent to eligible government officials, low-income and general community organizations, and newspapers and radio stations. If no applicants meet the criteria for the vacant membership slot, an applicant is required to present 20 signatures as evidence that they are working with or affiliated with a group or community that meets the criteria.

Board policies provide a process for organizations or individuals to petition if they feel their group or community is not adequately represented on the Board.

| 2. | Please describe how the individuals on your Advisory or Governing Board are involved in the decision-making process and participate in the development, planning, implementation and evaluation of programs funded under CSBG to meet the requirements listed above. (Organizational Standard 5.1) |

NCO Board members are fully involved in the organization's decision-making processes throughout program design, planning, implementation, and evaluation phases. Through a scheduled rotation, NCO Program Directors make regular presentations at monthly Board meetings and submit monthly reports on the status of their programs as well as challenges, future plans, and evaluation data demonstrating progress and accomplishments. Board members respond to the presentations with questions and suggestions that may then be incorporated for program improvement. The Board Finance Committee reviews monthly financial statements and reports back to the full Board.

Documentation of Public Hearing(s)

The agency shall conduct at least one public hearing and provide for a public comment period.

Note: Public hearing(s) shall not be held outside of the service area(s)

The agency has made (or will make) the plan available for review using the following process:

☒ **Public Hearing**

Date: 26 JUNE 2019

Location: LAKEPORT

☒ **Public Comment Period**

Inclusive Dates for Comment: 12 June – 26 June 2019

When and where was/will be the Public Hearing Notice(s) published or posted? List the dates and where below:

Date	Where (name of newspaper, website, or public place posted)
June 12 and June 19, 2019	Ukiah Daily Journal
June 12 and June 19, 2019	Lake County Record Bee
June 6, 2019	NCO website (www.ncoinc.org)
June 20, 2019	NCO Facebook page (https://www.facebook.com/wearenco/)

See Appendix A for Published Public Hearing Notices and public comments received on the CAP.

Community Needs Assessment

Please see Community Needs Assessment documents in Appendix B and Appendix C.

North Coast Opportunities (NCO) is the Community Action Agency for Lake and Mendocino Counties in rural Northern California, which are shown highlighted on the California map in Figure 1 below.

The two-county area is home to 154,080[1] people and covers 4,763 square miles of mostly mountainous terrain. In terms of geographical size, the area is nearly as large as the state of Connecticut, although in population density it is closer to the state of Nevada. The California Department of Finance projects an increase of 7% in the population of the two-county area by 2040, which would bring the total population to 164,820.[2]

Lake County's 65,071 residents occupy an area of 1,257 square miles, with a population density of

Figure 1
State of California

52 persons per square mile. Approximately 30% of Lake County residents live in the cities of Clearlake and Lakeport, while the remainder live in unincorporated parts of the county. The county is about 100 miles long by about 50 miles wide, with Clear Lake, the largest natural freshwater lake in California, at its center. The county is surrounded by mountain ranges and bordered by Mendocino, Sonoma, Napa, and Colusa counties. Lake County's rugged rural geography, winding two-lane roads, and widely-separated towns limit access to services, including health care, social support, employment, and recreation.

Mendocino County lies on the Pacific coast 100 miles north of San Francisco. Humboldt, Trinity, Tehama, Glenn, Lake, and Sonoma Counties encircle the county to the north, east, and south. Mendocino County's vineyard-covered hillsides, towering redwoods, deep fertile valleys, and rugged mountains comprise 3,506 square miles, only 3% of which is flat. Although Mendocino County is the 15th largest of California's 58 counties, its 89,009 residents represent less than one-quarter of one percent (0.22%) of the state population. Mendocino County is equal in size to the states of Delaware and Rhode Island combined but has a population density of only 25 persons/square mile, compared with 249 persons per square mile statewide.

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[1] California Department of Finance, Demographic Research, Unit 2019 Estimates, Table E-1 (www.dof.ca.gov/Forecasting/Demographics).
[2] California Department of Finance, Demographic Research Unit Projections, Table P-1.

Both counties continue to grow increasingly diverse. According to the American Community Survey Five-Year Estimates (2013-2017), 71.7% of Lake County and 65.9% of Mendocino County residents are White/non-Hispanic, while Hispanics represent 19.4% of the Lake County population and 24.5% of Mendocino County residents.[3] The area's increasing diversity is reflected in local kindergarten classes, where 38.8% of 2018-2019 Lake County and 46.5% of Mendocino County students are Hispanic.[4] Lake County's Hispanic population is projected to reach 16,805 (24%) by 2040; in Mendocino County, the Hispanic population is projected to rise to 27,844 (29%) by 2040.[5] Both counties also have significant American Indian populations—4.8% in Lake County and 7.4% in Mendocino County.

In Lake County, 21.1% of residents are age 65 or older and 19.7% of Mendocino County residents are in the senior age group, compared with 13.2% statewide. Mendocino County's rapidly changing ethnic composition is due in part to the aging white population and the more youthful Hispanic population. The California Department of Finance has projected that the older age group will increase markedly over the next two decades—by 2040, the number of seniors age 65 and older will reach 40,920, almost one-quarter of the population (23.4% of Lake County residents and 25.9% of Mendocino County residents).[6]

The scenic beauty of the area belies the realities of life faced by many Lake and Mendocino County residents. According to the US Census, the poverty rate for the area is 22.8% in Lake County and 19.1% in Mendocino County, compared with 15.1% statewide. Among Lake County's female-headed families with children of any age, the poverty rate is 44.5% and it is 49.1% in female-headed families where the children are under the age of 5 (compared with 37.4% statewide). In Mendocino County, the rates are 47.0% for female-headed families with children of any age and 69.0% for female-headed families with children under the age of 5. Lake County's median household income is $40,446 (60.2% of the statewide median of $67,169) and Mendocino County's median is $46,528 (69.3%).

On the Robert Wood Johnson Foundation Health Rankings website for 2019,[7] Lake County ranks lower than all other California counties in health outcomes and length of life, and lower than all but five in health behaviors. In Mendocino County, health outcome rankings are higher, but far from stellar. Mendocino County's ranking of 41 in overall health outcomes is places it lower than 40

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[3] US Census, American Community Survey Five-Year Estimates 2013-2017.

[4] California Department of Education Dataquest (http://data1.cde.ca.gov/dataquest).

[5] California Department of Finance, Demographic Research Unit Projections, Table P-2.

[6] California Dept. of Finance, Demographic Research Unit Projections, Table P-2.

[7] Robert Wood Johnson Foundation, County Health Rankings, 2017 (www.countyhealthrankings.org).

counties, and the county is ranked 45th in length of life, worse than all but 13 counties, and 42nd in health behaviors.

The local economy is struggling under the impact of numerous challenges, including changes in the cannabis industry, a freeway bypass of a small town, and recent wildfire disasters. Together, the two counties have experienced ten major wildfires over the past four fire seasons. In 2018 alone, the Mendocino Complex Fire consumed more than 459,000 acres and destroyed 280 structures in what became the largest wildfire in state history. Over the past four years, more than half of Lake County's land area has been burned by wildfires.

Community Needs Assessment Process
(Organizational Standards 1.1, 1.2, 1.3, 2.2, 3.2, 3.3, 3.4, 3.5)
Please indicate which combination of activities were used in completing the CNA, including when and how these activities occurred in the spaces below. If the activity was not used, please type N/A or Not Used.

Focus Groups	Five focus groups were held in Lake County (senior males, senior females, transitional age youth, tribal women, and white males age 25-55).
Asset Mapping	Not Used.
Surveys	Healthy Mendocino worked with community partners to conduct a comprehensive community survey in 2019; survey results are still being analyzed. In Lake County, 674 community surveys were collected.
Community Dialogue	Five community forums were held in communities throughout Lake County in April and May,2019.
Interviews	Lake County's assessment process included 11 interviews with key stakeholders. Mendocino conducted interviews with 90 key stakeholders.
Public Records	Data on a wide range of topics was extracted from public databases, reports, and other records.

Date of most recent completed CNA:

June 30, 2017

Date CNA approved by Tripartite Board (most recent):
(Organizational Standard 3.5.)

June 28, 2017

1. For each key sector of the community listed below, summarize the information gathered from each sector and how it was used to assess needs and resources during the needs assessment process (or other planning process throughout the year). These sectors should include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions. (Organizational Standard 2.2)

NCO conducted the community assessment process through a variety of strategies, many of which (e.g., community forums, community surveys) were carried out in partnership with community partners. However, while the assessment strategies reached all sectors of the community, partners did not seek to collect data separately by community sector. For example, assessments did not seek to isolate data from the public sector from data collected from faith-based organizations, although both were included in the process. Raw data from the surveys has been compiled but final reports will not be released until later in the summer of 2019.

2. Describe the causes and conditions that contribute to poverty affecting the community in your service area. (Organizational Standard 3.4)

Lake and Mendocino County have experienced changes over decades that have impacted local poverty, including the demise of the logging industry. More recently, the local economy has been hit especially hard by a series of annual wildfire disasters and regulatory changes to the cannabis industry.

Since the summer of 2015, ten major wildfires have devastated more than half of Lake County's 1,256 square miles as well as significant portions of Mendocino County, destroying some 3,000 homes and other structures and wreaking havoc on individuals, families, businesses, communities, and the environment. In the summer of 2018, the Mendocino Complex Fire blazed through both counties to become the largest fire in California history, burning 459,000 acres.

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

Each of NCO's programs has developed their own systems and processes to ensure that programs are informed by customer input. For example, some programs conduct annual customer satisfaction surveys, while others gather input from a consumer advisory board. Data collected through these processes is compiled by program staff and presented to Board members during their regularly scheduled meetings.

4. 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)

Rates of poverty disaggregated by gender, age, and race/ethnicity were drawn from US Census American Community Survey data. These data will be summarized in the Community Needs Assessments that will be finalized this summer.

5.	Briefly summarize the type of both qualitative and quantitative data collected and analyzed as part of the needs assessment process. (Organizational Standard 3.3)	

Community needs assessment strategies included community surveys, community forums, focus groups, and key stakeholder interviews. Draft assessment documents can be found in Appendix B (Lake County) and Appendix C (Mendocino County). Note that final versions of these draft documents are scheduled for public release by late summer 2019.

6.	Describe how the agency analyzes information collected from low-income individuals as part of the community needs assessment process. (Organizational Standard 1.1, 1.2)

Data collected from low-income individuals is not managed differently from data collected from the general public. For example, the community surveys are collected from the broadest possible audience, including low-income individuals. Efforts to ensure the participation of low-income individuals in these processes include broad outreach through newspaper and radio PSAs, email blasts, social media posts, and direct outreach by partners to their constituents.

Community Needs Assessment Results

(Organizational Standard 3.4, 4.2, 4.3, CSBG Act Section 5.76(b)(12))
Utilize the table below to list the needs identified in your Community Needs Assessment. If additional space is needed, insert a new row.

Needs Table

Needs Identified	Integral to Agency Mission (Yes/No)	Currently Addressing (Yes/No)	Agency Priority (Yes/No)
Collaboration and alignment of services	YES	YES	YES
Health, access to services, and prevention	YES	YES	YES
Community engagement	YES	YES	YES
Housing and homelessness	YES	YES	YES
Economic and employment issues	YES	YES	YES
Mental health and substance use	YES	YES	YES

For needs marked "no" in "Agency Priority", please describe how the gap was identified, (CNA, surveys, focus groups, etc.) and why the gap exists (Federal rules, state rules, lack of funding/resources, etc.) Explain how your agency plans to coordinate services and funding with other organizations to address these service gaps. Include how you ensure that funds are not used to duplicate services. If you will not be coordinating services to address the service gaps, please explain why. (CSBG Act Section 676b(3)(B),(5), State Assurance 12760)

Through partnerships, advocacy, support, and direct services, NCO will directly or indirectly address all of the priority needs identified through the assessment process

Refer to Needs Table. For needs marked "yes" in "Agency Priority", please stack rank according to priority, and complete the table below. If additional space is needed, insert a new row.

Priority Ranking Table. NOTE: See NPI Reference List in Appendix D.

Agency Priorities:	Description of programs/services /activities	Community/Family & Individual	Indicator/Service Category (CNPI, FNPI, SRV)
1. Collaboration and alignment of services	• Hope Rising • Healthy Mendocino • Continuums of Care	• Community needs • Community needs	• B5, Capacity Building Module 2
2. Housing and homelessness	• New Digs case management and financial support for rapid rehousing • Team Lake County (TLC) and Mendocino: Rebuilding Our Community (MROC) for permanent supportive housing development • AmeriCorps program for rebuilding homes for fire survivors	• Family needs • Community needs • Family needs	• FNPI 4a-e • FNPI 4g-h • SRV 4b-k • SRV 4m-t
3. Community engagement	• Emergency preparedness trainings, LISTOS, and CERT • Volunteer Network	• Community, family, and individual needs • Community, family, and individual needs	• FNPI 6a • FNPI 6a-1 • SRV 6f
4. Health and prevention	• Gardens Project for community gardens, food production workshops • Caring Kitchen • Walk and Bike Mendocino	• Family and individual needs • Family and individual needs • Individual needs	• FNPI 5a-d • FNPI 5f • FNPI 5h • SRV 5ff-gg • SRV 5ii-jj
5. Economic issues	• Food Hub, to support farmers in building capacity to access local markets • Caring Kitchen, training at-risk youth to prepare meals for cancer patients. • VITA tax preparation assistance	• Community and individual needs • Community and individual needs • Family and individual needs	• FNPI 3d • SRV 4b-c • SRV 3f • SRV 3o
6. Mental health and substance use	• Life skills training for homeless families • ACEs training for childcare providers and Head Start staff	• Family and individual needs • Family and individual needs	• FNPI 5c

Refer to the Priority Ranking Table. Complete the table below to identify the reporting strategies for each Indicator/Service Category as identified in the Priority Ranking Table. If additional space is needed, insert a new row.

Reporting Strategies Table

Indicator/ Service Category (CNPI, FNPI, SRV)	Measurement Tools and Indicators	Data Source, Collection Procedure, Personnel	Frequency of Data Collection and Reporting
CNPI B5, Capacity Building Module 2 (Collaborative activities)	Number of collaborative partners and programs	Meeting minutes and program records tracked by leadership staff (CAP60)	At time of activity
FNPI 4a-d (Housing support)	Number of homeless people who are able to secure/retain housing	Intake Form data completed by Case Managers (CAP60)	At time of intake and quarterly
FNPI 4a-d (Housing support)	Number of fire survivors accessing housing	Intake Form data completed by Case Managers (CAP60)	At time of intake and quarterly
FNPI 6a (6a1-3) (Emergency preparedness)	Number of individuals reached with information, number of trainings	Training and outreach summaries completed by staff (CAP60)	At time of trainings or events
SRV 6f (Volunteerism)	Number of volunteers, number of hours contributed	Sign-in sheets, reports (CAP60)	At time of intake and ongoing
FNPI 5a-c SRV 5ff-gg (Gardens Project)	Number of gardens, number of trainings, number of participating gardeners	Annual garden survey completed by community gardeners and administered by Gardens Project Coordinator (CAP60)	Annual
FNPI 5d-f FNPI 5h SRV 5ii-jj (Caring Kitchen)	Number of volunteers, number of clients, number of youth chefs-in-training	Sign-in sheets, reports (CAP60)	Annual
FNPI 5b-c (Walk & Bike)	Number of events, number of youth participants	Sign-in sheets, reports (CAP60)	Annual
SRV 3b SRV 3f (Food Hub trainings)	Number of farmers trained, number of farmers building capacity	Food Hub online ordering system, completed by Food Hub Manager and participating buyers and producers (CAP60)	Weekly
FNPI 5c (Life skills and ACES trainings	Number of trainings, number of participants	Sign-in sheets collected by partners (CAP60)	At time of trainings

Service Delivery System
(CSBG Act Section 676(b)(3)(A))

1. Describe the overall Service Delivery System for services provided with CSBG funds and describe how your agency's services enhance and/or differ from those offered by other providers, i.e. bundled services—please include specific examples.

Direct services provided by NCO with CSBG funds include disaster case management and loan processing (for fire survivors), rapid rehousing support, Head Start programming, youth development and food distribution (through the Caring Kitchen Project), food production training and nutrition education (through the Gardens Project), tax preparation assistance, and volunteer coordination. In addition to direct services, CSBG funding supports NCO's collaborative efforts. For example, in each county NCO plays a leading role in collaborative groups that seek to identify needs and collaboratively determine the best ways in which they can be addressed while minimizing duplication of services.

2. Please describe the agency's service delivery system. Include a description of your client intake process or system. Also specify whether services are delivered via direct services or subcontractors, or a combination of both.

Most of the direct service programs operated by NCO are delivered directly by agency staff, rather than through subcontracts. For direct service programs, NCO is in the process of standardizing an intake form for use across programs. When the intake process has been completed, staff enter the information into CAP60, the database used to track numbers served and client demographics, quantity and type of services delivered, and client needs and outcomes.

3. Please list your agency's programs/services/activities funded by CSBG, including a brief description, why these were chosen, how they relate to the CNA, and indicate the specific type of costs that CSBG dollars will support (examples: staff salary, program support, case mgmt., T/TA, etc.)

For the programs described below, CSBG funds will be used for leveraging resources; program planning, development, and administration; securing funding; service alignment; and staffing and occupancy costs.

Hope Rising, Healthy Mendocino, Continuums of Care for the Homeless. Development of collaborative partnerships to build community capacity to address issues related to poverty is a primary focus of NCO activities.

Housing and Homeless Services. NCO has developed a broad portfolio of housing-related services, ranging from case management for fire survivors, to financial support to prevent homelessness, to loan processing for fire survivors, to rebuilding homes for fire survivors and development of permanent supportive housing. CSBG funds will help support a Housing Navigator position that will work with landlords and local jurisdictions to develop housing resources, and with

Case Managers who are working with clients to address social and medical barriers to securing and retaining housing. Strategies focused on this result include relationship restoration, tenancy care, and landlord support, including covering home repair costs (in order to make a home suitable for renting), security deposits, or reimbursement for damages.

Emergency Preparedness. NCO is partnering with County Offices of Emergency Services and community-based organizations to deliver emergency preparedness information and training to a wide range of residents using the CalOES English/Spanish curricula, and to offer CERT trainings.

Volunteer Network. Through the Volunteer Network, NCO builds community capacity by working with a wide range of community partners to promote volunteer opportunities, recruit volunteers, and provide general volunteer trainings to people who would like to become volunteers.

Gardens Project. The Gardens Project works with schools, communities, and neighborhoods to develop community and school gardens; the project also offers food production workshops on a wide range of topics.

Caring Kitchen. The Caring Kitchen provides weekly delivery of wholesome foods for people who are undergoing treatment for cancer and for their family members. Nutrient-dense meals are primarily plant-based and families receive enough prepared food for 3-5 meals per week. NCO recruits and trains at-risk youth to assist with food preparation, and more than 50 volunteers contribute their time to help with cooking, meal delivery, and follow-up.

Walk and Bike Mendocino. Walk and Bike Mendocino promotes walking and biking as primary transportation choices and advocates for economic equity and improved safety in transportation infrastructure. This program also provides traffic safety education to children and adults at events such as bike rodeos.

MendoLake Food Hub. The Food Hub uses a web-based ordering portal to aggregate and distribute foods produced by local farmers and ranchers. Through this program, NCO provides extensive support and technical assistance to farmers to ensure their ability to participate in the Food Hub and access local markets.

VITA Tax Assistance. This program supports low-income families by providing no-cost assistance with completing and filing tax returns.

Life Skills Trainings. NCO works with its partners to offer life skills trainings to homeless clients and to people who are experiencing challenges related to mental health and/or substance use.

ACEs Trainings. NCO programs such as Head Start and Rural Communities Child Care ensure that teachers, staff, and child care providers are informed about Adverse Childhood Experiences (ACEs) and understand how ACEs can affect the children in their care.

Linkages and Funding Coordination

(Organizational Standards 2.1-2.4)
(CSBG Act Section 676b(1)(B), (1)(C), (3)(C), (3)(D), (4), (5), (6), (9))
(State Assurance 12747, 12760, 12768)

> 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, please list the coalitions by name, who participates, and methods used by the coalition to coordinate services/funding. (Organizational Standard 2.1, CSBG Act Section 676(b)(1)(C),(3)(C))

NCO plans and coordinates programs with a wide number of organizations, community groups, businesses, and governmental agencies that deal with the reduction of poverty. Community linkages are developed through a continuum of collaboration and referral efforts with partner agencies who work together to identify and address gaps in services and coordinate service delivery. Two of the collaboratives with which NCO works are described below.

Hope Rising is an Accountable Community for Health collaborative focused on improving the health and wellness of Lake County. The organization's Governing Board and Leadership Team consist of CEO-level executives and program directors and coordinators from health systems, Medicaid payer organizations, behavioral health organizations, criminal justice, education, elected officials, housing, long term care, payers, public health department, providers, philanthropy, county agencies, non-profit organizations, elected officials, workforce development, and community members. Hope Rising operates through four program areas, identified through the collaboratively-developed Community Health Needs Assessment. The four goals are health and prevention, community engagement, housing and homelessness, and alcohol and drug misuse.

Healthy Mendocino works to improve quality of life in Mendocino County by encouraging informed dialogue about the actions local residents and organizations can take to improve community health. The Healthy Mendocino initiative was launched in 2013, bringing together a coalition of 20 founding partners that came together to create and fund the project. Under NCO's fiscal sponsorship, the group develops and maintains HealthyMendocino.org, a data source providing current information on a broad range of factors that affect health and well-being—from air quality to student achievement to poverty.

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)

NCO and its programs enter into MOUs with a wide range of organizations and other entities. For example, Team Lake County (TLC) and Mendocino: Rebuilding Our Community (MROC) are collaborative efforts developed in response to the area's recent wildfire disasters. NCO's Head Start program has MOUs with 44 entities in Mendocino County alone, ranging from tribal agencies to school districts, to volunteer organizations such as Foster Grandparents. Also in Mendocino County, Healthy Mendocino partners have demonstrated their commitment to supporting informed dialogue about the actions local residents and organizations can take to improve community health in their MOU. In Lake County, the members of the Hope Rising Collaborative have entered into an MOU demonstrating their commitment to working together to address local needs.

3. Describe how your agency utilizes information gathered from key sectors of the community, and how your agency will coordinate and partner with other organizations in your service area. (Organizational Standard 2.2, CSBG Act Section 676(b)(3)(C), (9))
    a. Community-Based
    b. Faith-Based
    c. Private sector (local utility companies, charitable organizations, local food banks)
    d. Public Sector (social services departments, state agencies
    e. Educational Institutions (local school districts, colleges)

NCO's strategy when gathering information from key sectors of the community is to use as large a net as possible, so that information is gathered from all sectors. Examples include the community surveys conducted in each county, and the community forums held as part of the community needs assessment process. Strategies targeting specific sectors include the following:

- Key informant interviews target community leaders representing specific sectors of the community.
- In collaborative groups, members representing specific sectors of the community are tasked with reaching out to their clients and constituents to ensure that their input is included in the process. The collaborative groups in which NCO participates have been developed to include broad community representation.

4. Describe how services are targeted to low income individuals and families and indicate how staff is involved, i.e. attend community meetings, I&R, etc. Include how you ensure that funds are not used to duplicate services. (CSBG Act Section 676(b)(3)(C), 676(b)(9), State Assurance 12760)

All NCO programs and services are developed in alignment with the organization's mission of serving low-income individuals, families, and communities. Programs are designed in response to needs observed in the community and those revealed through the community assessment process. NCO staff participate in a wide range of groups that include other organizations and agencies whose work is focused on low-income communities, ensuring that NCO is informed about other efforts and opportunities for collaboration to avoid duplication of services.

5. If your agency is a Migrant and Seasonal Farmworker (MSFW) agency, describe how you will coordinate plans and activities with other agencies funded by the department to avoid duplication of services and to maximize services for all eligible beneficiaries. If your agency is not a MSFW, please mark N/A.   (State Assurance 12768)

N/A

6. Describe how your agency will leverage other funding sources and increase programmatic and/or organizational capacity. Describe your agency's contingency plan for potential funding reductions. (State Assurance 12747)

NCO is currently administering a $546,506 Community Service Block Grant (CSBG), which has been supplemented with $30,000 in Discretionary Funds for garden development and database upgrade. During the project period, NCO will continue to use CSBG dollars to leverage major grants from federal, state, and foundation funders. Selected current grants listed below demonstrate NCO's ability to use CSBG funds to leverage other resources.

CalOES Emergency Preparedness Campaign ($1,023,694). NCO received two grants from the California Office of Emergency Services (CalOES) to deliver emergency preparedness training to vulnerable groups in Lake and Mendocino Counties.

Community Development Commission CalHome Loan Program ($50,000). NCO serves as Program Operator to administer the CDC's grant-funded program that provides no-interest, deferred-payment loans to people that lost their homes in the Mendocino County fires.

California for All CERT/LISTOS Target County Support ($253,577). Funding from California Volunteers will support the training of Community Emergency Response Teams in Lake County, as well as providing Spanish-language LISTOS emergency-preparedness trainings.

New Digs Rapid ReHousing Project ($583,900). NCO is providing a range of support and services to homeless people throughout Lake County with funding from the California Department of Housing and Community Development's Emergency Solution Grants (ESG) Program and California Emergency Solutions and Housing (CESH) Program and the Lake County Department of

Social Services. Program goals are to help people who are homeless or at risk of homelessness to quickly move into and/or retain stable housing by providing assistance ranging from help with utility payments to 12 months of rental assistance, coordinated through case management.

First Step, Midway, and Home Stretch ($120,000). The Community Foundation of Mendocino County awarded NCO six $20,000 grants to provide support to fire surviving families, including seniors and youth, at various stages of the recovery process.

USDA Food Insecurity Nutrition Incentive Project ($60,000). NCO partners with the Ecology Center California Market Match Program to strengthen food stamp match at farmers markets.

NCO communicates its activities, progress, challenges, and accomplishments to the community through a variety of media and outreach strategies and has created a new Director of Communications and Administration position to coordinate these activities. Strategies include: social media posts, radio PSAs and newspaper articles; reports to partners through collaborative groups; and tabling at community events.

During 2018, 1,778 volunteers contributed their time through NCO programs: Volunteer Network (1,120 volunteers); Head Start (564 volunteers); Caring Kitchen (57 volunteers); and Clearlake Community Food Pantry (37 volunteers). In all, volunteers contributed 264,214 hours. Calculated at the 2018 California rate of $29.95 the hours donated by volunteers represent a contribution valued at $7,913,209 (https://independentsector.org).

NCO involves youth in violence-free, positive alternative activities through programs that teach life skills and develop youth assets and resiliency. Such programming will include teen cooking and nutrition classes delivered through the Caring Kitchen and the Power of Produce projects. NCO will work with partner agencies to develop and enhance after school programs that incorporate nutrition, gardening, and cooking skills. Through NCO's Rural Communities Child Care program, NCO will support parents in need of child care and provide training to child care providers. Through partnerships with other youth-serving agencies, youth will have access to recreation, sports, homework help, computer access, cultural enrichment, and mentoring during after school hours.

9. Describe how your agency will provide employment and training activities. 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))

NCO is working with Hope Rising to identify opportunities to strengthen workforce development for disenfranchised groups. To develop workforce skills among clients served through the New Digs Rapid Rehousing Program, NCO may work with community partners such as the Lake County Resource Conservation District to offer paid internships where clients will learn skills (e.g., tree trimming, stream maintenance) and build their capacity to access future employment opportunities. Youth working with the Caring Kitchen project will gain hands-on experience in the kitchen, an opportunity to make a difference, and opportunities to learn healthy eating, leadership, and job-readiness skills.

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

NCO collaborates with agencies that provide emergency support services and coordinates with food policy councils, food advocacy groups, and community gleaner groups that provide food to low-income people. NCO has established multiple community gardens and has also been a key player in making food stamp purchases possible at local farmers markets and offering food stamp match. NCO will provide nutrition education and support through its Nutrition Basics programming. NCO's Caring Kitchen project brings nutritious, organic meals and a community of caring to low-income cancer patients, while at-risk youth gain hands-on experience and develop new skills as they work to prepare the meals that are then delivered to their clients. Through the CalOES Emergency Preparedness Campaign grants, NCO will provide mini-grants to community-based organizations, who will be trained and then conduct outreach and trainings for the vulnerable groups that they serve. NCO will also coordinate CERT and LISTOS trainings to strengthen community emergency response capacity.

11. Describe how your agency will ensure coordination between antipoverty programs in each community in the State, and ensure where appropriate, that the emergency energy crisis intervention programs under title XVI (relating to low-income home energy assistance) are conducted in the community. (CSBG Act Section 676(b)(6))

NCO will coordinate with other communities through its participation in the statewide California Community Action Partnership Association and other statewide and regional bodies, such as the Partnership HealthPlan of California. NCO will also coordinate with and refer clients to North Coast

Energy Services, which is the LIHEAP agency for seven northern California counties (Lake, Marin, Mendocino, Napa, Solano, Sonoma, and Yolo).

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))

CSBG funds will be used to support projects that have the greatest potential to maximize impact and leverage resources. Family strengthening is broadly defined to include programs that support the family economy and build family self-reliance. Programs meeting this description that will be supported through CSBG funding are described below:

Healthy Mendocino. Healthy Mendocino is a coalition of 20 partners that came together to create Healthy Mendocino's on-line data resource and work to improve quality of life throughout Mendocino County by encouraging informed dialogue about the actions local residents and organizations can take to improve community health. Healthy Mendocino conducts community assessments every two years and provides ready access to a wide range of current data that support planning and evaluation. NCO became the fiscal agent for the program in 2014.

Hope Rising. Hope Rising is Lake County's Accountable Community for Health. It brings together CEO-level executives, program directors, and coordinators from health systems, public health, county departments, non-profits and other entities to partner on current and future population health improvement initiatives that address health, economic development, education, and a healthy environment. Hope Rising serves as a neutral convener to identify issues, develop innovative solutions, and implement agreed-upon actions with accountability and measurable outcomes.

Monitoring

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

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

NCO conducts program evaluations, including periodic client surveys, partner surveys, and surveys of other community members, to inform program planning and development. NCO's Director of Communications and Administration works with NCO Program Directors to develop monitoring and data collection processes and collect data to document all work supported by CSBG dollars, including participant numbers and demographics, services provided and units of service, and client satisfaction. Project data is entered into the CAP60 database. Data collected by each project or program is compiled by the Project Director or Coordinator, summarized for comparison with target goals and objectives, and shared with appropriate staff. This process provides staff with data for completion of required reports to CSD and other funders and enables them to understand and address any barriers.

> 2. If your agency utilizes subcontractors, please describe your process for monitoring the subcontractors. Include the frequency and type (i.e., onsite, desk review, or both)

NCO does not use CSBG funds for subcontracting.

> 3. Describe how your agency ensures that cost and accounting standards of the Office of Management and Budget (OMB) are maintained.   (CSBG Act Section 678D(a)(1)(B))

NCO manages 250 employees and has successfully managed major grants from federal, state, and foundation funders. NCO tracks and evaluates all activities and programs, using data for accountability and program improvement, and manages an annual budget of $18 million. NCO uses Generally Accepted Accounting Principles to accurately reflect fiscal transactions with necessary controls and safeguards, furnish good audit trails, and provide accounting data so that total cost and cost effectiveness of projects can be readily determined.

The Executive Director is responsible for ensuring that all program reports are prepared and submitted in a timely manner. The NCO Accounting Department is responsible for submitting all fiscal reports. At the time reports are submitted, the Executive Director or the Chief Financial Officer signs and approves the reports.

Data Analysis and Evaluation

(Organizational Standards 4.3, 4.4)
(CSBG Act Section 676(b)(12))

1. Describe your methods for evaluating the effectiveness of programs and services, including the frequency of evaluations. (Organizational Standard 4.3)

Evaluation methods vary from project to project, depending on funder requirements and project needs. Data collection methods may include: pre/post surveys for assessment of changes in knowledge and behavior; workshop and training assessments; client satisfaction surveys; and/or staff surveys. Evaluation strategies include trend analysis of changes in data indicators over time; counts of activities, units of service, and number of people served; demographics; etc. Evaluation reporting varies from project to project, depending on funder requirements and project needs, but customarily includes an annual report of evaluation activities and findings.

2. Describe how your agency ensures that updates on the progress of strategies included in your CAP are communicated to your board annually. (Organizational Standard 4.4)

NCO Board members are fully involved in the organization's decision making processes throughout the program design, planning, implementation, and evaluation phases. Through a scheduled rotation, NCO Program Directors prepare monthly reports for the Board and make regular presentations at Board meetings to report on the status of their programs as well as challenges, future plans, and evaluation data demonstrating progress and accomplishments. Board members respond to the presentations with questions and suggestions that may then be incorporated for program improvement.

3. Provide 2-3 examples of changes made by your agency to improve service delivery to enhance the impact for individuals, families, and communities with low-incomes based on an in-depth analysis of performance data. (CSBG Act Section 676(b)(12))

Examples of NCO's use of program data to plan and guide program improvement are provided below.

- As NCO struggled to establish case management protocols in the midst of responding to the wildfire disasters of the past four years, it became clear that a better data collection system would be essential to understanding what was working and what needed to be changed to ensure high quality program services. As a result, NCO has developed and standardized data collection and reporting systems.
- A review of data collected from fire survivor families through the case management process made it clear that while many families did have some resources, most were uninsured or underinsured and many were not eligible for single programs that would be sufficient to fund

their rebuilding processes. As a result, NCO has worked to identify and access additional sources of funding that can be combined in resource packages to meet family needs. This process also resulted in requesting and receiving permission to raise the ceiling amount that families could receive through specific funding programs.

- Review of data collected through NCO's MendoLake Food Hub made it clear that the program could only reach the stage of self-sufficiency if it expanded its operations to include a wider range of products and services. These changes are now in the planning stage and will be implemented in the near future.

Appendices

Appendix A. Notices of Public Hearing and public comments received at Public Hearing.

Appendix B. Lake County Community Needs Assessment Documents
    B-1. Lake County Community Health Needs Assessment Overview
    B-2. Lake County Community Health Needs Assessment Prioritization Matrix

Appendix C. Mendocino County Community Needs Assessment Documents
    C-1. Mendocino County Community Health Needs Assessment Indicators
    C-2. Mendocino County Community Health Needs Assessment Report (Draft)

Appendix D. NPI Reference List