

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.

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Checklist

- ☐ Cover Page and Certification
- ☐ Public Hearing(s)

Part I: Community Needs Assessment

- ☐ Narrative
- ☐ Results

Part II: Community Action Plan

- ☐ Vision Statement
- ☐ Mission Statement
- ☐ Tripartite Board of Directors
- ☐ Service Delivery System
- ☐ Linkages and Funding Coordination
- ☐ Monitoring
- ☐ Data Analysis 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	Del Norte Senior Center
Name of CAP Contact	Charlaine Mazzei
Title	Executive Director
Phone	(707) 464-3812
Email	cmazzei@dnsc1.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)

Martha McClure		
Board Chair (printed name)	Board Chair (signature)	Date
Charlaine Mazzei		
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)

DNSC is using the 2019 Community Needs Assessment with an appendix to update for needs that emerged during the pandemic. Organizational Standard 3.1 requires that a community assessment must be conducted once every three years. The survey and report completed in 2019 falls within this three-year period. Because of pandemic conditions and the agency's focus on meeting essential needs during those conditions, completing formal data collection, surveys, focus groups and analysis was simply not possible.

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.

Del Norte County

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
- ☐ Childcare providers

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

California State Data Sets

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

Surveys

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

- ☐ Public benefits usage
- ☐ County Public Health Department
- ☒ Other

Agency Data Sets

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

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

See Community Needs Assessment page 22

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

Interviews

- ☐ Local leaders
- ☐ Elected officials
- ☐ Partner organizations' leadership

Focus Groups

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

☐ Community Forums

☒ Asset Mapping

☒ Other

- ☐ Board members
- ☐ New and potential partners
- ☐ Clients

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

Participation in ongoing, community-wide pandemic/emergency response coalitions and workgroups.

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)

Analysis of qualitative information gathered involved making immediate program service decisions based on the need to continue providing essential services throughout the pandemic. Very little formal data collection or analysis was possible due to pandemic conditions and the need to attend to emergency needs.

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: Please see pages 14-19 of the Community Needs Assessment.

B. Faith-based organizations: Please see pages 14-19 of the Community Needs Assessment.

C. Private sector (local utility companies, charitable organizations, local food banks): Please see pages 14-19 of the Community Needs Assessment.

D. Public sector (social services departments, state agencies): Please see pages 14-19 of the Community Needs Assessment.

E. Educational institutions (local school districts, colleges): Please see pages 14-19 of the Community Needs Assessment.

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)

Please see pages 6-8 and 20-21 of the Community Needs Assessment. As stated throughout the CNA, Del Norte County is, overall, an economically disadvantaged community. As such, the causes and effects of poverty are more complex and intertwined than might be the case in a relatively well-off community in which some members were living in poverty. Traditional activities targeted at moving individuals out of poverty may have limited effect if there is nowhere within the community to go.

According to the U.S. Census Bureau Small Area Income and Poverty Estimate (SAIPE), Del Norte County’s overall poverty rate of 24.6%, and its 32.5% rate of poverty among those ages 5-17 are the highest in the state. The rate of poverty among all those under age 18 is 33.9%, second only to Alpine County as the highest in the state. Del Norte County’s median income of \$39,996 is the lowest in the state. Del Norte County ranks similarly poorly among California counties for almost every measure of poverty available.

Del Norte County’s story is typical of rural areas whose historic economies were based on natural resources that are either dwindling or no longer available. In general, a lack of living-wage job opportunities and lower educational attainment combine to create a community with overall high poverty rates and low median income. Youth must leave the area to obtain a college degree and the lack of opportunity often keeps them from coming back. The lack of a trained, competent workforce conversely makes it difficult to fill jobs or develop new economic sectors when opportunities arise. Del Norte County’s isolated location away from major transportation arteries; its high proportion of publicly-owned land; and the lack of a skilled talent pool for entrepreneurship and labor make it difficult to establish, develop and maintain businesses and industry capable of significantly impacting poverty. Homelessness, housing insecurity and substandard housing have become increasingly prevalent in the community over the last five to ten years. Del Norte County’s low population (roughly 28,000) mean that there are too few people to sustain specialty medical care practices and other professional services. Residents must travel between 90 and 120 miles to access specialty services, which is a significant challenge for seniors and low-income families. State and Federal resources and supports that are allocated or limited according to population, including Del Norte’s current CAA funding, are insufficient to support meaningful programs to address systemic causes and effects of poverty.

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)

See answer to question 10 above.

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.
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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)
Senior food insecurity and risks to healthy aging.	All needs have both an individual and community level component. Immediate services focus on individual interventions while coalition work focuses on community systems change.	Yes	Yes	Yes
Low-income families and individuals do not have sufficient resources to meet the cost of living.	Same as above.	Yes	Yes	Yes
Access to affordable housing.	Same as above.	Yes	Yes	Yes
Homeless individuals and families have poor access to basic essentials of daily life, including food, shelter and hygiene	Same as above.	Yes	Yes	Yes
Low access to and/or utilization of broadband Internet among seniors and other isolated or low-income individuals and families.	Same as above.	Yes during pandemic conditions	No	In process
Low access to medical care.	Same as above.	Yes	Partially for senior populations	
The childcare system is fragile and relies heavily on schools to provide social-emotional support to children and families in addition to basic education.	Same as above	Yes	No	Not possible with current resources.

Housing stock is deteriorated beyond the capacity for traditional weatherization to address.	Same as above.	Yes	No	Not possible with current resources
Low levels of meaningful youth participation in school; high reported alcohol/drug use among 9 th and 11 th grade students; high reported depression-related feelings among gender nonconforming students; low levels of college preparedness.	Same as above.	Not at this time.	No	Not possible with current resources.
High teen birth rates compared to other counties.	Same as above.	Not at this time.	No	Not possible with current resources.
There is a lack of living wage employment opportunities to address the increasing gap in income and poverty rates between Del Norte County and the rest of the state.	Same as above	Not at this time.	No	Not possible with current resources.
There is ongoing inability to recruit and retain college-educated individuals to fill professional and paraprofessional positions that are available.	Same as above.	Not at this time	No.	Not possible with current resources.

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.

DNSC objects to the idea that it must “rank” its activity priorities and wishes to make clear that the major areas in which DNSC provides services – Senior Nutrition & Healthy Aging; Energy Assistance & Weatherization; and Housing & Homeless Services – are of equal importance. In addition, the community collaborations listed as “priority” 8 are just as essential to addressing the causes and effects of poverty in Del Norte County as the direct services DNSC provides. Similarly, agency capacity building and maintenance is an essential activity without which services could not be reliably provided. All listed activities will be pursued simultaneously and with equal attention. In the event of funding reductions, DNSC will make strategic decisions regarding which activities will be scaled back and in what way. DNSC will not simply cut the lowest listed “priority” from its portfolio.

Agency Priorities	Description of programs, services, activities	Indicator(s)/Service(s) Category (CNPI, FNPI, SRV)
1. Provide services to address senior hunger and food insecurity.	Senior onsite and home delivered meals for those age 60 and older; space for senior food box distribution; participation in food councils and coalitions.	FNPI's 5F (home delivery age 65 and older); 5z.1 Age 60 to 64 who maintain independent living (home delivery); and 5z.2 Age 60 and older who experience increased access to healthy meals (congregate meals and food boxes). SRV 5ii and 5jj.
2. Provide services to support healthy aging, community engagement and independent living.	As allowable and safe during pandemic conditions, provide a venue and staff support as necessary for educational presentations; support groups; exercise classes; social and recreational groups and activities; information and referral; and volunteer recruitment, both of community members to serve seniors and of seniors to work in the community. Special focus will be placed on digital skill-building among vulnerable populations to decrease isolation and increase	FNPI's 5c; 5b; 5d; 5z3 (individuals who decreased social isolation through acquisition of computer literacy skills.) SRV 5a; 5p; 5q; 7c

	accessibility to vital information during pandemic or other disaster conditions.	
3. Provide and maintain affordable housing for seniors.	Management of a 39-unit HUD-subsidized independent living complex for seniors aged 62 or older.	FNPI 4b; 4c; 4d SRV 4o
4. Provide access to income support programs such as utility assistance, weatherization services, rental assistance, water utility assistance and other programs as may become available to assist low-income households meet their basic needs.	Administration of LIHEAP and local utility company energy assistance and weatherization programs; facilitation of access to housing and rental assistance programs; administration of water assistance programs; administration and/or access assistance for other low-income support programs as may become available.	FNPI 4h; 4z Maintain safe housing through energy assistance. SRV 4i, 4q, 4t
5. Provide services to assist individuals and families preserve financial resources.	To the extent feasible during pandemic conditions, operate a volunteer tax preparation site in collaboration with United Way of Wine Country.	FNPI 3z (receive EITC and other tax credits) SRV 3o
6. Increase access for seniors to health care and grocery shopping.	To the extent feasible during pandemic conditions, manage a volunteer driver program, which provides rides to medical appointments and grocery shopping for seniors without other transportation options. Alternatively, provide delivery of essential groceries to the homes of vulnerable individuals as appropriate.	FNPI 7z (individuals with reduced barriers to accessing health care and shopping) SRV 7d
7. Assist those struggling with homelessness.	Operate a mobile shower unit to bring hygiene services to the homeless. Maintain and strengthen an administrative partnership with Del Norte Mission Possible to operate a transitional house for homeless women; establish and operate a 52-bed homeless shelter; provide essential survival supplies to the unhoused living	FNPI 4a; 4b; 5c SRV 4m, 4n; 5o

	in the open; and engage the homeless in environmental cleanup activities. Conduct other programs to support the homeless as may be necessary and appropriate.	
8. Participate in community collaborations, partnerships and working groups to address the causes and effects of poverty and strengthen local service networks.	Continue to be an active member of the Del Norte Non-Profit Alliance and provide financial support as appropriate; continue staff participation in Family Assistance Network, Community Food Council, Homeless Continuum of Care and other appropriate community groups and coalitions.	Module 2, B.5
9. Increase and maintain agency capacity to administer programs that meet community needs.	Continue to comply with organizational standards and best practices; improve staff training and professional development opportunities; maintain tri-partite board; secure and maintain infrastructure to support service provision and regulatory compliance.	NPI 6a Serv 6c Module 2, B.2 Organizational Standards Reporting
10. Increase resources available to address the causes and effects of poverty in Del Norte County.	Continue to work with CSD administration and Del Norte County's legislative representatives to secure full CAA designation and funding consistent with other service areas with similar poverty population and percentages without surrendering DNSC's current LPA designation and funding.	Module 2, B.5.d
11. Maintain flexibility to address emerging community needs as necessary and appropriate.	DNSC's CNA and CAP provide the flexibility to add, modify or delete priorities during the planning period as needed to take advantage of new opportunities or abandon unsuccessful strategies.	All NPI's and services.

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.

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Part II: Community Action Plan

CSBG Act Section 676(b)(11)

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

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

Vision and Mission Statement

1. Provide your agency's Vision Statement.

The vision of the Del Norte Senior Center is a community where all individuals, regardless of income, are able to live and age independently and with dignity and meaning.

2. Provide your agency's Mission Statement.

The mission of the Del Norte Senior Center is to provide the widest range of opportunities for seniors and other low-income residents of Del Norte County to live dignified and productive lives by developing resources to help meet their physical, mental, social and financial needs.

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)

DNSC provides direct services through paid staff. When pandemic conditions allow for social, recreational, health and educational activities, they are generally volunteer-led or self-organized. Health and support services are generally provided by third-party providers who come to our site to provide their own services. DNSC helps refer clients to other agencies when they need a service not provided by DNSC. The services provided directly by DNSC are unique in the community. No other provider offers them. Those services provided by third-parties using DNSC facilities are uniquely able to provide access through DNSC for clients who might otherwise not be able to receive services. This is especially true for services based outside of Del Norte County. Examples of such services include Senior Legal Services, Caregiver Support Group and HICAP services, which are administered by organizations based in other areas. If not for DNSC, they would not have a place to provide their services in the county.

DNSC's intake process differs depending on the specific program being accessed. In general, a client is asked to fill out an intake form/application, is interviewed during an intake process or both. Eligibility for most direct-benefit services is either age-based (for senior services), income-based (for LIHEAP) or both income and age-based (subsidized senior housing). Most recreational, social, and supportive services are open and do not have eligibility limitations, but most participants in these services are eligible for one or more of our other services. DNSC's CSBG-funded services are delivered directly and not by subcontractors.

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)

Please see the CNA Needs Table and Priority Ranking Table. DNSC provides senior nutrition; information and referral; social, recreational, educational and health-related activities; senior housing management; and Low-Income Household Energy Assistance Program (LIHEAP) services. DNSC has recently begun providing services targeted to homeless individuals and families through partnerships with the County of Del Norte and Del Norte Mission Possible.

All services are supported either directly or indirectly by CSBG funding. Senior housing management and LIHEAP are supported by CSBG because CSBG contributes a portion of shared administrative and direct program supervision staff, without which the positions would be difficult to sustain. CSBG funds provide basic administrative and operating support that allows us to operate our facility and offer it to our partners for their use to reach our clients.

DNSC has been in existence since 1976 and has been providing most of these services for

decades. DNSC's services relate to the CNA in that they meet the basic needs of the senior and low-income members of our community for food, shelter, and social connections. Our partnership activities relate to the CNA in that our low-resourced service sectors must work together to meet the needs of the community as none of us can do so alone.

CSBG funds are used for administrative salaries and benefits; direct service staff salaries and benefits; program support operating costs; general operating costs; allocated administrative overhead; minor equipment costs and staff training and technical assistance costs.

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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)

DNSC's Executive Director participates in the Del Norte Non-Profit Alliance as a founding member and member of the steering committee. The Executive Director also serves on the School Site Council of a local K-8 public school and on the Del Norte Unified School District Board of Trustees. DNSC staff participate in the Family Assistance Network coalition of both public and private-sector service organizations and on the Del Norte and Tribal Lands Food Security Council. Our Service Coordinator was recently accepted as a member of the county-level Homeless Continuum of Care committee for the Redding/Shasta, Siskiyou, Lassen, Plumas, Del Norte, Modoc, Sierra Counties CoC and we have been invited to participate in local Office of Emergency Services and Vaccine Task Force activities.

Coalition members generally do not coordinate "funding", but instead seek to understand the services provided by each member, strengthen areas in which members can coordinate services provided to common clients, and improve knowledge of resources and needs. The methods used include presentations at coalition meetings and individual networking among service provider directors and staff. These methods are effective in small, close-knit communities such as Del Norte County.

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)

Unless funding is involved, DNSC does not generally require MOU's to make its facilities available to other entities. When pandemic conditions allow on-premises activities, partners are asked to schedule their services/activities in advance and provide us with participant sign-in information for our reporting. DNSC has a formal lease agreement with Area 1 Agency on Aging to rent an office in our facility to provide its HICAP services in Del Norte County. DNSC has recently approved a sub-lease to allow use of that office for Tri-County Independent Living one day a week to bring additional services to Del Norte County. DNSC recently approved a written agreement with a local car club to act as a non-profit fiscal sponsor for a fundraising effort for technical school scholarships for low-income youth.

DNSC has written management agreements with the partner non-profit organizations Redwood Cove Senior Apartments and Del Norte Mission Possible; an agreement with the County of Del Norte to provide mobile hygiene services and various informal agreements with other agencies to facilitate access to services.

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.

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

DNSC leverages Older Americans Act Title III funds, Low-Income Household Energy Assistance Program funds, and management fees from a HUD-subsidized housing program to operate its services. CSBG provides essential funding to stabilize and supplement the funding of these sources, as well as to provide additional opportunities for community services as funding is available. Del Norte County is a generally low-income community and cannot support significant services without outside funding support. DNSC is also piloting the idea of leveraging its administrative capacity to support other non-profits through management agreements. CSBG has the potential to stabilize the services provided by these organizations.

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.

Volunteers have been scarce during pandemic conditions due to the fact that most volunteers are in high-risk groups. As vaccinations allow more safe interaction, prior procedures for documenting volunteer participation will be re-implemented.

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)

Our agency does not provide employment & training services.

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

☒ 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.

DNOSC is the only provider of home energy assistance in Del Norte County.

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.

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Monitoring

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

1. Describe how your agency's monitoring activities are related to establishing and maintaining the integrity of the CSBG program. Include your process for maintaining high standards of program and fiscal performance.
DNSC has extensive policies and procedures in place to insure separation of duties and adherence to funding contract requirements. All of these policies are available upon request and are monitored annually by the Area 1 Agency on Aging and our independent auditors and every three years by CSD.
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.
N/A

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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)

DNSC is a small agency and management is in constant contact with line staff and program participants. Feedback is evaluated on a daily basis to determine needed programmatic and administrative improvements. Minor adjustments can be made on an ongoing basis. Policy changes are brought to the Board of Directors at monthly meetings. Monthly meetings also include regular reports on program accomplishments and challenges. DNSC conducts a formal satisfaction survey of meal program participants annually and reports the results to the Board of Directors.

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.

We maintained, and in some areas significantly increased services to vulnerable individuals during a worldwide pandemic.

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)

N/A

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?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. If so, when was the disaster plan last updated?
2020
3. Briefly describe your agency's main strategies to remain operational during and after a disaster.
Staff are set up to work remotely as needed; documents are scanned to shared drives to be accessible to all staff regardless of location; potential service recipients are given online options for application; shelf-stable meals will be stocked to provide food in the event kitchen facilities are unusable until alternate arrangements can be made.

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.
Strengthening client accessibility to online resources during a pandemic or other disaster will continue to be a capacity-building as well as a community and family need.
2. Describe the steps your agency is planning to take to address the Agency Level need(s).
Assessment of individual client capacity and desire to obtain computer literacy skills; assessment of training delivery models that would be successful with the target population.

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 underpart 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

APPENDIX A

DEL NORTE SENIOR CENTER 2019 COMMUNITY NEEDS ASSESSMENT

COMMUNITY PROFILE AND SIGNIFICANT INDICATORS

The Del Norte Senior Center (DNSC) serves Del Norte County, which is located in the far northwestern corner of California approximately 350 miles north of San Francisco. The County covers a total area of 1,008 square miles. Del Norte County is bordered by the state of Oregon to the north, the Pacific Ocean to the west and Humboldt County to the south. On the map, Del Norte County's eastern neighbor is Siskiyou County, but the two counties are divided by the Siskiyou Mountain Range. There is no route between the two counties that does not require traveling either northeast into Oregon, then south over 4,311-foot Siskiyou Summit or south, east and north through Humboldt and Shasta counties.

Only 22.4% of Del Norte County's land is held privately, with hundreds of acres of public lands designated as State and National Parks and Wilderness areas. The primary effect of taking land out of private ownership is that it is taken off the tax rolls. County property tax revenue, already limited by Proposition 13, is further diminished by governmental ownership of such larger amounts of land. Services that require either full county support or a county share (including all social service safety net programs) are often not fully funded due to lack of local revenue. The lack of county revenue to support services to low-income individuals can result in a greater burden being placed on the private non-profit sector.

Historically, the local economy was supported by the logging and fishing industries. Both of these industries have declined dramatically over the last three to four decades leaving the County without a firm economic base outside of governmental employers. In addition to the decline in fishing, Crescent City Harbor suffered \$48,000,000 in damages from a tsunami resulting from the March 2011 Japanese earthquake. A previous tsunami in 1964 destroyed the entire downtown area of the city. Although the Harbor received Federal disaster assistance and state CDBG infrastructure funding to rebuild its inner boat basin, the Harbor District itself continues to wrestle with insufficient ongoing economic stability.

Demographics:

According to the U.S. Census Bureau 2013-2017 American Community Survey (ACS), Del Norte County the county's estimated population in was approximately 27,442, a decrease of 0.24% from the 2010 census. In contrast, California's overall population grew by 15.09% during the same time period.

According to the ACS, approximately 15.9% of Del Norte County's residents were estimated to be age 65 or older in 2017, compared to 13.2% in California as a whole.

A comparison of 2000 and 2010 Census data indicate the over-55 population in Del Norte County grew by more than 30%, with the most significant growth in the groups aged 55 to 64 (58.1%) and 85 years and older (21.9%). Growth in the over-55 population in Del Norte County

far exceeded the growth in the population under age 55, with some of the younger age groups actually showing declines.

The 2013-17 ACS estimated that approximately 62.8% of residents in Del Norte County classified themselves as white alone, which was significantly higher than California's 37.9%. Individuals who identified themselves as Hispanic or Latino represented the next largest group, with 19.2% of the population, compared to 38.8% statewide. Those identifying themselves as American Indian (7.9%) and black/African American (1.8%) were the next largest groups. Those identifying as Asian or Pacific Islanders (2.8% and 0.1% respectively) were Del Norte County's smallest census-classified groups. Those identifying themselves as two or more races were estimated to make up approximately 7.3% of the population, an increase of 2.1% over the 2016 ACS.

While Del Norte County's Hispanic population as a percentage is less than that of California as a whole, the county experienced a larger percentage growth in its Hispanic community between 2000 and 2010. In Del Norte County, the Hispanic population grew by 33%, as opposed to approximately 28% statewide. Del Norte County also experienced higher than statewide growth in its Native American, Asian, Pacific Islander and "Other or Multiracial" groups.

Education

The Community Action Partnership's Comprehensive Community Needs Assessment (CAP-CCNA) Online Tool reported that in the years 2013-2017, an average of 32.1% of Del Norte County residents had earned a high school diploma as their highest degree. Residents with only a high school diploma remain the largest educational group in the area. The next highest group, those who had attended some college, was reported at 26.3%. Both of these statistics are higher than both the state and national averages.

The brightest spot in Del Norte's education averages is the number of people reporting an Associate's Degree as their highest educational attainment. At 8.5%, Del Norte's average is higher than both the state and national averages and represents an increase of .5% over statistics available two years ago.

The average of those attaining a Bachelor's degree or a graduate/professional degree increased from the statistics available two years ago, from 15.1% to 24.4% which may reflect the greater availability of online degree programs as well as community recruitment efforts in the health care and other professional fields. Even with this increase, Del Norte County's population with a Bachelors or graduate degree remains far below the state average of 32.6% and the national average of 30.9%.

Though there was a decline of 1.6% from two years ago, those reporting less than a high school diploma still made up 18.44% of the population, which remains much higher than the state average of 17.51% and the national average of 12.69%. The good news is that the trend for this statistic is down for all three geographic areas.

According to the Kids Count Data Center, a project of the Annie E. Casey Foundation, 52% of Del Norte County's three- and four-year-olds attended preschool in 2014, an increase of 3% over

data available in 2010 and a 4% increase over state averages. Over the past two years, the availability of state preschools for low-income households has increased in the Del Norte County Unified School District, which may account for the increase in attendance.

The Kids Count Data Center reported that in 2013, only 42% of Del Norte County third-graders scored proficient or better on reading tests, slightly lower than the state average of 46%.

According to the California Department of Education (CDE), there were 4,266 students enrolled in Del Norte County schools in the year 2018-19. Of these, approximately 7.1% were considered English Learners.

CDE data indicates that for the 2018-19 school year, the statewide high school graduation rate was 83.0%, while Del Norte's was 81.0% a significant improvement over statistics available for the 2015-16 school year. Del Norte County's high school dropout rate for the 2016-17 school year was 5.7%, again a significant improvement over the 9.3% rate reported for 2015-16.

There continues to be a disparity when comparing graduation rates within Del Norte County's two educational district divisions. Graduation rates for 2017-18 in Del Norte County Unified School District (DNCUSD) schools were reported at 91.4%. For the same period, graduation rates for Del Norte County Office of Education (DNCOE) schools, which include district-run charters and education programs for juvenile offenders, were at 56.5%. DNCOE's graduation rates did improve by 1.0% from 2015-16 rates.

The CDE no longer provides dropout rates for County Offices of Education schools, which they characterize as "high mobility", "alternative" or "dropout recovery" schools. Because of this, it is unclear whether one could calculate whether diversion of potential dropouts from the DNCUSD schools into DNCOE charter and alternative programs may impact overall dropout and graduation rates for Del Norte County's youth. How this impacts CDE statistics would depend on how individual students who transfer from a traditional high school to a charter are tracked with the cohort on which statistics are based. Increased resources for at-risk children are clearly needed. Even if improved, a 56.5% graduation rate from schools serving at-risk children means nearly half are not getting a complete education.

Of ongoing concern is the percentage of students who are not prepared to enter a four-year college upon graduation, though this statistic is also improving. In 2017-18, only 19.2% of the graduating cohort were reported to meet University of California or California State University entrance requirements compared to 43.3% of students statewide. Although Del Norte County's current college preparation rate is a significant improvement over the 11.9% rate in 2015-16, it still means that fewer than 1 in 5 graduating seniors are prepared for four-year college. This statistic has steadily declined in recent years, with a full 3.6% drop from 2013-14. The usual response to concerns about this are that not everyone is cut out for college. While this may be true, we do not do youth a service by limiting their options because of an unchallenging high school curriculum.

According to CDE data, in 2017-18, Del Norte County had a suspension rate of 4.2%, a 2.3% drop from 2014-15. Only two students were reported being expelled during the 2017-18 year,

which translates to a 0.04% expulsion rate, half of California's overall expulsion rate of 0.08%. While still higher than the state suspension/expulsion average of 3.58%, Del Norte is closing the gap. In 2013-14, Del Norte's suspension/expulsion rate was nearly double the state average. In 2017-18, it was only 0.66% higher.

The improvement in suspension/expulsion rates can reasonably be linked to the adoption of a Positive Behavioral Intervention Strategies (PBIS) model that began at the elementary level approximately 5 years ago and has now been adopted for all schools. PBIS focuses on positive intervention, restorative justice and consistent messages regarding safe, responsible and respectful behavior throughout all county schools.

Kidsdata.org, a program of the Lucile Packard Foundation for Children's Health, indicates that during the 2013-15 period, 88.4% of 9th and 11th grade students in Del Norte County had medium or high levels of positive relationships with adults at school, slightly higher than the statewide average of 84.6%. These feelings drop significantly for non-gender-conforming students, none of whom reported feeling high levels of caring relationships with adults at school and 40% of whom reported feeling low levels of such relationships.

Approximately 93% of Del Norte students reported high to medium feelings that adults at school had high expectations of them, also higher than the statewide average of about 89.7%. Again, no gender-non-conforming students reported high feelings that adults had high expectations of them; however, 81% reported medium feelings. The differences between the perceptions of expectations reported by gender-non-conforming students and the level of support they feel can be a significant source of stress. 71.5% of gender-non-conforming students in Del Norte County reported depression-related feelings compared to 33.9% of straight students.

Approximately 87.5% of Del Norte 9th and 11th grade students reported high to medium levels of school connectedness, but only 60.8% reported high or medium levels of meaningful involvement in school. Not surprisingly, those who reported a low level of connectedness to school also reported higher depression-related feelings.

Kidsdata.org reported that in 2013-15, 37.4% of 9th grade students and 60.3% of 11th grade students reported some alcohol or drug use within the previous month. Female 9th grade students were slightly less likely to report use (35.1%) than male 9th grade students (39.8%); however, by 11th grade, female students were reporting some alcohol/drug use in the past month at 70.2%, while male students were reporting use at 52.3%. Reported alcohol and drug use among Del Norte County students was between 10 and 35 percentage points higher than statewide averages.

Students with a high level of reported connectedness to school were less likely to report drug or alcohol use (48.4%) as opposed to those with low levels of connectedness (71.4%); however even among those with high feelings of school connectedness almost half reported using alcohol or drugs in the past month. These rates are a significant increase over rates reported in 2011-13. For the same period, 15% of students reported using drugs or alcohol on school property. Again, this is an increase over the 2011-13 reported rate of 12.4%

The Kidsdata.org breakdown of the number of days of alcohol use in the month before the survey indicates that approximately 5.8% of students reported using alcohol 10 or more days, with 25.8% reporting fewer than nine days of use.

Kidsdata.org contains reports on poverty levels, but none of the data is related to student-reported feelings or school performance.

Transportation

The U.S. Highway 101 corridor is the main artery running parallel to the coast through Del Norte County from Southern Oregon in the north to Humboldt County in the south. The densest concentration of homes, businesses and service agencies lies along this route in Crescent City and the adjacent areas known as the urban services areas. In addition to Highway 101, U.S. Highway 199 travels northeast into Oregon and provides access to some of the less densely populated areas in the county. Ground access into and out of the County is limited to these two main arteries.

Highway 199 follows the banks of the Smith River for a long distance through the mountainous Coastal Range. Highway 101 often parallels the cliffs overlooking the Pacific Ocean. Both roads are very narrow and winding in sections. Both are also prone to accidents and landslides, especially during the rainy winter months in a county with average rainfall of 66 inches per year.

Del Norte County is currently served by a regional airline with one daily non-stop flight to Oakland and one daily flight to Santa Barbara. Greyhound Bus Lines closed its Crescent City terminal several years ago. Redwood Coast Transit, the local transit provider, offers three trips a day Monday through Saturday between Crescent City and Arcata in Humboldt County to the south, as well as a connection to Curry Public Transit, serving coastal southern Oregon to the north. The SouthWest POINT offers bus transportation from Crescent City to Medford, Oregon. These are the only public transportation services out of the county.

The most significant impact of limited public transportation comes when combined with the lack of medical care, especially specialist and higher-level emergency care. Del Norte County residents must often travel out of county for medical care, sometimes being flown out or transported by ambulance for emergency care in Medford, Oregon (110 miles) or Eureka, California (86.5 miles). Once discharged from the facilities in these areas, many low-income residents, especially seniors, have no way to safely return home.

For work-related transportation, the CAP-CCNA report indicated that the vast majority of Del Norte workers (88.2%) drive to work. Of those, 73.7% drive to work alone, compared to 73.6% percent throughout California. In the county, 14.5% of drivers carpool, an increase from statistics available two years ago. This is also a higher rate than California as a whole at 10.4%. Only 0.6% of county commuters take public transportation. Approximately 4.7% of Del Norte County's employed residents walked or bicycled to work, while 0.8% took a taxi or other form of transportation. According to the report, 5.6% of Del Norte County workers do so from home. As a benefit of living in a small, rural area, Del Norte County's average commute time to work is 13.56 minutes compared to the statewide average of 27.23 minutes.

As in past years, the greatest transportation issue reported by respondents to DNSC's community survey was the cost of gasoline, followed by the cost of maintaining an automobile.

Employment

According to the CAP-CCNA, Del Norte County's unemployment rate grew from 6% in March 2018 to 6.4% in March 2019. During the same period, California's overall unemployment rate went from 4.4% in March 2018 to 4.6% in March 2019. Oddly, the CAP-CCNA 5 Year Unemployment Rate table puts Del Norte County's March 2018 unemployment rate at 8.84% and its March 2019 unemployment rate at 7.26%.

According to the California Employment Development Department's, county profile, Del Norte County had an estimated labor force of 9,670 in May 2019, an increase of 160 from May 2017. Of this labor force, 460 were unemployed, giving the county an unemployment rate of 4.7%, a full percentage point lower than May 2017.

According to the EDD's May 2019 data for Del Norte County, the total number of private sector jobs (4,480) exceeded government employment (3,810); however all levels of government combined formed the largest single employment sector in the county. Educational and Health Services made up the second largest sector with 1,640 jobs followed by Trade, Transportation and Utilities with 1,000 jobs. Although the natural beauty of the parklands in Del Norte County should foster a robust tourist industry, the Leisure and Hospitality sector only accounted for 950 jobs in the County. Farming accounted for 350 jobs, while Goods Producing and Manufacturing combined provided 550 jobs. All sectors added jobs between May 2016 and May 2019 with the exception of Trade, Transportation and Utilities and Goods Producing and Manufacturing.

Respondents to DNSC's community survey indicated that a lack of good paying jobs was the primary difficulty with employment in Del Norte County, followed by workers lacking skills to get jobs.

Income, Poverty, and Use of Income Support Programs

According to information from the U.S. Bureau of Economic Analysis, Del Norte County's 2017 total per capita income was \$36,179, the second lowest in the state.

BEA information for 2015, the most recent available, indicated that less than half (45.7%) of Del Norte's total personal income comes from work earnings. Del Norte County's 2015 per capita net earnings were \$15,160, less than half of California's. At 43.5% of state per capita earnings, Del Norte County's is the second lowest in the state. Only Trinity county had a lower per capita earned income level than Del Norte.

In contrast, Del Norte County's per capita income maintenance benefits, which include Supplemental Security Income (SSI), Earned Income Tax Credit, Additional Child Tax Credit, Supplemental Nutrition Assistance Program benefits, Cal-Works family assistance, and general assistance, ranked third highest in the state at \$1,512. Overall, income maintenance benefits accounted for 4.6% of Del Norte County's total personal income in 2015.

Income designated as Personal Current Transfer Receipts made up the second largest source of personal income after earnings at 36.9% of personal income. This income is defined as receipts from government and business for which no current services are performed and include Social Security, medical, veterans' and unemployment insurance benefits. In 2015, Del Norte County ranked 8th highest in the state for per capita income of this kind. The fact that retirement income accounts for the third largest source of personal income in Del Norte County at 31.9% indicates that a large proportion of the County's residents are dependent on fixed-income sources.

Investment income, including dividend, interest and rental income, accounted for 17.3% of personal income.

The BEA Profile estimated the 2015 average earnings per job in Del Norte County at \$47,790, which is an increase of almost \$5,000 over the 2013 average. This increase moved Del Norte from 7th lowest in the state to 19th lowest. Overall wages and salaries also saw an increase from 2013 to 2015 from \$36,231 to \$37,169. Despite the increase, Del Norte's average wages and salaries rank dropped from 9th lowest in the state in 2013 to 6th lowest in 2015. Again, these statistics no longer appear to be available from the BEA for periods later than 2015. Although the specific dollar amounts may have changed, there is no reason to believe that the overall high rate of non-wage income compared to wage income has significantly changed in Del Norte County.

According to the CAP-CCNA, whose source for income data is the American Community Survey, Del Norte County's average per capita personal income for the period 2013-2017 was \$20,809, a slight increase from previous years' estimates. It remains one of the lowest in the state and more than \$12,000 less than the statewide per capita income of \$33,128.

The Robert Wood Johnson Foundation and the University of Wisconsin 2019 County Health Rankings Report estimated Del Norte County's 2017 median household income at \$40,000, the lowest in the state and more than \$31,800 less than the state average of \$71,800. The University of Washington Center for Women's Welfare estimated Del Norte County's 2018 average self-sufficiency standard for a family of two adults and an infant was approximately \$53,975, about \$13,975 more than the county's median household income. For a single parent with two infants, the estimated self-sufficiency standard was \$62,300.

Del Norte County's poverty rate is among the highest in the state, whether measured by household or individual poverty. The CAP-CCNA report, which was based on the Census Bureau's Annual Community Survey (ACS) indicated that 21.5% of Del Norte County's households were estimated to be in poverty in 2017, compared to the state average of 13.8%. Del Norte County's household poverty rate is 3rd highest in the state.

The Census Bureau's 2017 Small Area Income and Poverty Estimate (SAIPE) report put Del Norte County's individual poverty rate at 24.6%, which is now the highest in the state. By comparison the SAIPE figures for 2015 were 13.3% for California as a whole.

Children in general experience a higher poverty rate than the general population, but the difference is more dramatic in Del Norte County. The Census Bureau's 2017 SAIPE Report

estimated that 33.9% of Del Norte County children under the age of 18 were living in poverty. Statewide, childhood poverty decreased from 21.2% in 2015 to 18.1% in 2017. Del Norte County's ranking for childhood poverty has slipped from 7th highest in the state in 2013 to 5th highest in 2015 and now to 2nd highest in 2017.

The Robert Wood Johnson Report stated that for the years 2013-2017, an average of 44% of Del Norte County's households were single-parent households, the second-highest rate in the state. The estimated number of children in single-parent households statewide was 31%.

As would be expected given higher poverty rates, Cal-WORKs participation rates in Del Norte County are significantly higher than the state average per 1,000 children. According to Kidsdata.org, in 2018 the Del Norte County's rate of children participating in the CalWORKs program was 200.7 per 1,000 children. Statewide, the CalWORKs participation rate was 90.2 per 1,000. Del Norte County's Cal-Works caseload percentage is now the highest of any county in the state. In some ways, this is a positive statistic, as it means families are accessing supports to help with the cost of living. It is still unfortunate that so many families need to access income supports to make ends meet.

According to the CAP-CCNA report, 2017 ACS data indicates that 15.75% of Del Norte County households were receiving Cal-Fresh/SNAP (formerly food stamps) benefits. The overall state average for Cal-Fresh recipients as a percentage of population is 9.34%. In general, SNAP participation is considered a measure of access to food, so the fact that the report estimates that there are still 1,264 households below poverty who do not utilize SNAP benefits is concerning.

Respondents to DNSC's Needs Assessment Survey cited a lack of income sufficient to cover expenses as the most important income-related challenge, followed by a lack of knowledge about benefits that could help and a lack of savings or budgeting knowledge.

Housing

The 2010 U.S. Census reported Del Norte County's population density as 28.4 persons per square mile in Del Norte County compared to 239.1 persons per square mile in California as a whole. In 2010, Del Norte County was reported to have 11,186 housing units with only 14.6% in multi-family structures (compared to 30.7% statewide). Homeownership was reported at 60.9% as compared to 57.4% statewide.

The Federal Department of Housing and Urban Development (HUD) reported 2019 fair market rent for a two-bedroom unit in Del Norte County as \$945, an increase of \$110 over 2015 levels. Kidsdata.org estimates that 37.4% of households in Del Norte County have a high housing cost burden compared to 43.1% statewide. In this statistic, Del Norte is better off than many other California Counties, ranking better than 41 other counties. Unfortunately, statistics about children living in crowded households are not available for Del Norte County, so it isn't possible to investigate whether housing burden is being mitigated by families sharing housing.

According to the U. S. Department of Health and Human Services, Centers for Disease Control and Prevention, Community Health Status Indicators report for 2015, 11.8% of Del Norte

County's housing stock was built prior to 1950, with another 41% built between 1950 and 1979. More than half of Del Norte County's housing stock has potential lead-based paint exposure.

A 2011 California Center for Rural Policy Report stated that over 20% of Del Norte County's housing units are mobile homes, and 56% of the County's housing units were built before 1979. 48% of homes used electricity for heating compared to 23.4% statewide. The predominant use of electricity for heating in Del Norte County may contribute to Del Norte County's much higher than average residential electricity consumption per capita, though the CCRP Report cited some sources as attributing the increase to medical marijuana growing activity. 48.2% of households reported using wood, fuel oil, kerosene, or propane for heating. Natural gas, which appears to be the most common heating source statewide, is not available in Del Norte County.

Respondents to DNSC's Community Survey cited the high cost of rent or house payments as the most significant barrier to adequate housing, followed by the lack of available affordable housing. Also cited was the cost of utility or rental unit deposits. These responses would tend to contradict the statistical estimates cited by kidsdata.org that show Del Norte families do not face high housing cost burdens.

Homelessness

It is difficult to quantify homelessness in Del Norte County. Any attempt at counting the homeless population is met with several obstacles. First is the distinction between 'warm' and 'cold' homeless persons. Warm homeless is often defined as persons who are staying with friends or relatives temporarily or persons living in substandard conditions such as a trailer without heat or living in a vehicle. Cold homeless are defined as people who are literally living on the street or in the woods and finding shelter at night in makeshift tents, temporary shelters, building entrances or wooded areas.

In addition to definition, there is the challenge of homeless persons making themselves available to be counted. Many homeless persons have mental health or addiction issues and the accompanying mistrust or lack of desire to be known or involved in mainstream society. Homeless persons typically may move around often as weather changes or different accommodations present themselves.

In spite of these obstacles the Del Norte County Department of Health and Human Services conducts an annual homeless census as part of the national Point in Time survey overseen by the U.S. Department of Housing and Urban Development. According to a February 8, 2018 article published by the Del Norte Triplicate, the homeless population showed a steady increase over the years 2016 to 2018. Surveys counts increased from 139 in 2016 to 178 in 2018.

The Triplicate article indicated that 96 surveys were conducted in-person. Of these, more than 1/3rd of those surveyed reported either physical disabilities, mental health disabilities or both. Despite the stereotypes of homeless drug and alcohol addicts that still prevail among some Del Norte County residents, only 21 of the individuals surveyed admitted to having addiction issues. Of course, the actual rate of drug and alcohol use may be higher than admitted. Fifteen surveyed individuals reported past military services.

Kidsdata.org reports that an estimated 3.9% of Del Norte County students are homeless, which is one statistic in which Del Norte County fairs slightly better than the state average of 4.4%. If there are 4,266 students enrolled in Del Norte schools in 2018-19, that would mean approximately 166 homeless students. Of these students, 52.4% are estimated to be “doubled-up” with friends or relatives; 3.7% living in a hotel or motel; 37.2% in a temporary shelter; and 6.7% unsheltered.

Respondents to DNSC’s Community Survey identified improved services for the homeless second most important community service that needs to be improved. Only access to medical care was ranked slightly higher as a community improvement need.

Health

According to the California Department of Public Health (DPH) 2019 County Health Status Profile data for 2015-2017, Del Norte County averaged 305 deaths per year an increase of 22 deaths per year over statistics available two years ago. All cancers remain the leading cause (57.3), followed by coronary heart disease (36.0). Chronic lower respiratory disease now ranks as the third-leading cause of death at 25.3 per year, followed by accidents at 21.3 per year. Drug-induced deaths accounted for only an average of 6.3 per year. Statistical data from 2015-2017 reported by the Robert Woods Johnson Health Rankings puts Del Norte County’s drug overdose mortality rate at 18 per 100,000 population with 15 overdose deaths reported for the period.

DPH data from 2017 indicate that Del Norte County’s infant mortality rate was 4.3%, slightly lower than the statewide average of 4.6%. Del Norte County also continues to outperform the state with respect to infant birthweight. The Robert Woods Johnson County Health Rankings reported that in the period 2011-2017 only 6% of infants were reported as being low birth weight as compared to 7% statewide.

The Robert Woods Johnson report indicates that the 2011-2017 teen birth rate in Del Norte County was 44 per 1,000 female population. Although this is a decrease of 9 births per 1,000 from statistics two years ago, Del Norte County has moved from the fourth highest teen birth rate in the state to being nearly tied with Imperial County as having the highest teen birth rate. In 2013, the most recent year available, DPH reports that there were 14 births to teen mothers under the age of 18, with an additional 25 births to mothers aged 18 to 19. These statistics represent a slight decline over 2010 statistics, in which there were 19 births to mothers under the age of 18 and 46 births to mothers age 18 to 19.

In November 2018, the most recent period for which data is available from the California Department of Health Care Services, certified Medi-Cal beneficiaries in Del Norte County numbered 11,683. Of these, 3,017 are listed as eligible adults age 19 to 64 under the Affordable Care Act expansion, 4,601 are listed as Parent/Caretaker and child and 73 are listed as undocumented.

The Robert Wood Johnson Health Rankings reports that number of uninsured in the County was 8% in 2016, a huge drop from 23% in 2009 and 13% in 2015. Del Norte County’s uninsured rate is not equal to the state average.

Access to health care, even for those with health insurance or Medi-Cal is difficult and many Del Norte County residents must go out of the area for medical care. Del Norte County is designated as both a Health Professional Shortage Area (HPSA) and a Medically Underserved Area (MUA), according to a report titled, Specialty Access on the North Coast: Mental, Dental and Medical Access in Humboldt, Del Norte, Trinity and Mendocino Counties (Access Report) published by the CCRP.

The medically underserved designations provide Del Norte County with the ability to recruit National Health Service Corps scholars, who repay their medical school costs and loan obligations through service to a designated community. While a positive factor for initial physician recruitment, physician turnover can be significant, as providers move on after their service obligation is fulfilled.

According to the Access Report, in 2010, Del Norte County had only 13.4 full-time-equivalent (FTE) practicing primary care physicians, with 3.7 FTE's serving the low-income population. Population-to-provider ratios were estimated at 1,800 persons per primary care FTE for the general population and 2,900 persons per FTE for the low-income population.

Dental care is even more difficult to find, with an estimated 7.2 FTE dentists serving the general population and only 1.3 FTE serving low-income residents. The population to dentist ratio is estimated at 3,349 persons per FTE for the general population and 6,052 persons per FTE serving the low-income population.

There is one Federally Qualified Health Center serving all of Del Norte County. With the exception of some pediatric and obstetrical services, this is the only medical and dental provider available to Medi-Cal beneficiaries. United Indian Health Services operates two clinics in Del Norte County, but their services are only available to tribal members and their immediate families. Both the FQHC and UIHS are administered by organizations based in Humboldt County.

A significant amount of primary care, especially for the low-income population, is provided by mid-level practitioners, including Family Nurse Practitioners and Physician Assistants. For all levels of medical care providers, the high population ratios mean high patient loads and increased physician burnout from attempting to meet the demand for services with too few providers.

The Robert Wood Johnson Report ranks counties based on health outcomes and health factors. Health outcomes represent how healthy a county is, while health factors are what influences the health of the county. Overall, Del Norte County ranked 45th out of 58 California counties in terms of health outcomes. Two years ago, Del Norte ranked 40th out of 57 counties. Del Norte County ranked 50th of 58 in Health Factors, the same ranking as two years ago. In 2013, the county ranked 34th in Health Factors.

Many of the factors indicating poor community health, including adult obesity, inactivity, unemployment, childhood poverty and violent crime showed increasing trends during the period between 2006 and 2014.

Nutrition

An individual or household with limited or uncertain access to adequate food are considered to be food insecure. Very low food security is a measure of food security severe enough to result in reduced food intake, disrupted eating patterns or hunger. Food insecurity is associated with numerous poor health outcomes including obesity, diabetes, heart disease, high blood pressure, and poor cognitive, academic and psychosocial outcomes.

The Robert Wood Johnson report estimated that 14% of Del Norte County's population had limited access to healthy food, while 17% experienced food insecurity according to 2015-2016 data. Del Norte County's Food Environment Index score of 6.4 is second-lowest in the state and is significantly lower than the statewide index of 8.9.

The United States Department of Agriculture has designated much of Del Norte County as a "Food Desert", defined by low access to grocery stores, supercenters or other sources of fresh and healthy foods. Much of the county is considered to be either low-income or low-access, with significant areas, especially around Crescent City, being both. Access to healthy foods has become even more difficult with the closure of three of the County's major supermarkets in the past few years, including the only grocery store serving the northern county area of Smith River.

As of 2015, only two major retail grocery stores, Safeway and Wal-Mart Supercenter, serve the entire Del Norte County area. Both stores are located in Crescent City, making access from outlying areas of the county difficult. A small health-food grocery located in Crescent City is expanding; however, the prices for healthier food tend to be higher than many low-income families can afford. The outlying township areas have mini-mart type stores which carry only limited fresh foods at much higher prices.

Respondents to DNSC's Community Survey indicated an inability to afford food as the most significant nutritional barrier, followed by not being eligible for food stamps. Food stamps benefits running out, no nearby grocery store and a lack of transportation to the grocery store were also cited by a number of respondents.

A reliable statistic regarding food insecurity specifically among seniors in Del Norte County was not available for this assessment. A study by the National Foundation to End Senior Hunger (NFESH) reported that in 2016 13.6% of seniors were marginally food insecure, 7.7% were food insecure and 2.9% were very low food secure nationwide. California's senior hunger rates for the same categories were estimated to be 14.1%, 8.2% and 2.9% respectively, higher than the national average. If senior hunger statistics follow those of other low-income groups, Del Norte's senior hunger rate could reasonably be expected to be much higher than both national and state averages.

In calendar year 2018, the Del Norte Senior Center served 15,514 meals in its on-site meal program and 23,332 meals in its home delivered meals program. The Senior Nutrition program

directly addresses senior food insecurity and is by far the most essential program operated by the Senior Center. DNSC's Limited Purpose Agency funding is an essential foundational source of support for this program. More than 700 individuals participated in the Senior Nutrition Program in 2018. Respondents to DNSC's Community Survey identified the Senior Nutrition Program as one of the two most utilized services provided by the Center along with the LIHEAP Energy Assistance Program.

Alcohol and Drug Use

Current statistics on alcohol and drug use are difficult to find. The Robert Wood Johnson Health Rankings report indicates that in 2016, approximately 19% of the Del Norte County adult population engaged in binge or heavy drinking based on estimates and statistical modeling from CDC survey data. This puts Del Norte somewhat in the midrange compared to other counties in California, and at only a slightly higher rate than California as a whole (18%). Anecdotal information about Del Norte County makes this statistic somewhat questionable, as alcohol use has always been a significant problem.

County-level statistics on drug use are difficult to find. The California Department of Public Health Opioid Overdose Surveillance Dashboard for Del Norte County indicates that in 2017, there were nearly 34,000 prescriptions for opioids written, a significantly high number considering the county population is less than 28,000. Even so, only 4 deaths, 5 emergency room visits, and 7 hospitalizations related to opioid overdoses were reported for 2017.

In many ways, the opioid crisis in other parts of the nation have overshadowed serious problems with other drugs. While the DPH has a dashboard for opioid surveillance, there is almost no available data for heroin or methamphetamine use, which are anecdotally much more problematic in Del Norte County.

Crime Rates

According to data from the California Department of Justice, there were 151 violent crimes reported in Del Norte County in 2017, down from 168 in 2016. There were 692 Property crimes reported, up from 608 in 2016.

The 608 property crimes reported in 2017 consisted of 193 non-residential and 28 residential burglaries; 96 motor vehicle thefts; and 375 larcenies, including 62 incidents of shoplifting, 15 thefts of bicycles, 53 thefts from motor vehicles, 30 thefts from buildings and 215 other thefts. Of the 375 larceny crimes, 173 were of items with a value of less than \$50, while 88 were of items valued at over \$400. Del Norte County also experienced 19 incidents of arson in 2017.

Domestic violence is reported separately by the Department of Justice and is a significant problem in Del Norte County. In 2017, there were 1,389 domestic-violence-related calls for assistance in Del Norte County, an increase over 2015 and 2016 rates, making it the highest rate in 10 years.

Significant outreach has been conducted by the local domestic violence shelter, especially in the area of teen date violence. The upward trend in reported domestic violence calls may be a function of both increased incidents and increased awareness. Regardless of the cause, Del

Norte County's reported domestic violence rate has consistently been one of the highest in the state. Kidsdata.org reports that Del Norte County's 2014 domestic violence call for assistance rate of 45.9 per 1,000 persons was the highest in the state at 7.5 times the statewide average of 6.0 calls per 1,000 persons and more than twice the next closest county rate.

In addition to domestic violence, child maltreatment is a significant problem in Del Norte County. Kidsdata.org reported Del Norte County's 2015 rate of child abuse allegations at 148.9 per 1,000 children, the second highest in the state behind Modoc County, while its rate of 22.8 child abuse substantiations per 1,000 children is second highest behind only Trinity County. This is a significant increase from 2013 substantiation rates, when Del Norte's reported rate was approximately 18 per 1,000, the sixth highest. Both measures far exceed the state averages of 55.0 allegations and 8.2 substantiations per 1,000 children.

COMMUNITY RESOURCES

County Government

In Del Norte County, low-income individuals are served by a combination of governmental and private-sector services. Within the governmental sector, the Del Norte County Department of Health and Human Services provides local administration for all state-funded income maintenance, adult and child welfare, mental health and substance abuse services, as well as public health and local general assistance services.

Law enforcement in Del Norte County consists of the California Highway Patrol, County Sheriff's Department and the Crescent City Police Department, as well as the Del Norte County Probation Department, District Attorney's office and Del Norte Superior Court. These agencies provide some services to low-income individuals in the areas of drug court, domestic violence response, and victim-witness assistance; however, most law enforcement involvement in low-income services consists of task force partnerships and referrals to community-based services.

Public Education

The Del Norte County Unified School District (DNCUSD) is responsible for Kindergarten through 12th grade public education in Del Norte County. The district maintains five elementary schools (Kindergarten through 5th grade), one middle school (6th through 8th grade) three schools with Kindergarten through 8th grade, one traditional high school and one "continuation" or alternative high school. The Del Norte County Office of Education, which consists of the same administrative staff and structure as the DNCUSD, operates non-traditional and alternative schools, including two charter schools, the juvenile hall education program, and the education program for Bar-O Boys Ranch, a juvenile justice facility operated by the Del Norte County Probation Department.

Private Non-Profit Sector

County-level statistics on non-profits are less available now than in 2015 and 2017. The National Center for Charitable Statistics (NCCS) no longer provides county-level data. Current data from the California Attorney General Registry of Charitable Trusts indicate that there were 90 charities currently registered, exempt from registration or with incomplete registrations in Del Norte County as of June 11, 2019. Of these, 31 were religious organizations. There were an

additional 32 organizations listed as “delinquent” and 3 listed as “revoked” in their registry filings. The AG-RCT also lists 12 organizations as mutual benefit and another 9 not registered. Mutual benefit organizations generally are not considered to serve the public interest and it is unclear whether the nine unregistered organizations are operational.

The largest non-profit in the county, as indicated by annual revenue, is Sutter Coast Hospital. As Del Norte County’s only hospital, Sutter Coast’s role in serving the low-income population is critical. Its recent exploration of reclassifying itself from an acute care facility to a critical care facility has caused a great deal of local controversy, as concerns have been raised about the potential for decreased capacity, limits on stays and increased transportation out-of-county for medical care. To date, Sutter Coast has put its reclassification move on hold, but concerns remain that the subject may be revisited in the future.

The largest local private non-profit organizations providing broad-based services to low-income families and individuals in Del Norte County are, the Del Norte Child Care Council, the Del Norte Senior Center/Redwood Cove Senior Apartments, Rural Human Services, Family Resource Center of the Redwoods and Court Appointed Special Advocates of Del Norte.

The Del Norte Child Care Council reported slightly under \$2.7 million in 2018 revenues and provides subsidized child care; child care information and referral; child care provider recruitment and training; and advocacy for children and families. The Child Care Council also operates a latch-key after-school program at two elementary school sites, as well as the County’s only non-faith-based private preschool program. All of these programs struggle with financial sustainability and face competition from programs funded by the school district.

The Del Norte Senior Center (at nearly \$1.4 million) and Redwood Cove Senior Apartments (\$358,000) had combined 2018 revenues of close to \$1.7 million. Though they are two legally separate non-profit organizations, the two organizations share management and operating staff and some operating costs.

Redwood Cove is a 39-unit HUD-Subsidized apartment facility for low-income individuals aged 62 and older. The Senior Center operates a Senior Nutrition program for individuals aged 60 and older, which includes on-site meals and home-delivered meals. The Senior Center also provides facilities and support for social, educational and recreational activities targeted to seniors.

The Senior Center is designated under the Community Services Block Grant statutes as a Limited Purpose Agency and receives CSBG Discretionary funding specifically to serve the targeted senior population. In addition, the Senior Center was designated by the County Board of Supervisors in December 2005 to receive the County’s “uncapped service area” allocation of Community Action Agency funds, and has done so under separate contract since that time.

The Senior Center is also the designated provider of Low-Income Household Energy Assistance Program funding for Del Norte County.

In 2017 and 2018, Rural Human Services (RHS) experienced challenges related to internal and executive weaknesses. The resulting losses of Workforce Investment Act and Community

Development Block Grant funding for its food bank services reduced its revenue from more than \$2.2 million in 2016 to about \$1.4 million in 2018. RHS still provides food bank services, including USDA commodities and California Food Assistance Program distributions; domestic violence shelter and advocacy services; supported living services for adults with intellectual and developmental disabilities; and a natural resources program. They are doing so, however, in isolation from the larger non-profit community and without an executive director.

Since 2017, Workforce Investment Act services and workforce center activities have been administered the Siskiyou County Training and Employment Program.

The Family Resource Center of the Redwoods is supported by funding from First 5 Del Norte, but also from fundraising, office space rentals to companion organizations and other grants. They recently were selected by the City of Crescent City to take over CDBG food bank funding when RHS was no longer able to fulfill its grant agreement. Although most FRCR services are open to the entire community, their role in helping low-income families is critical. In 2018, FRCR reported approximately \$339,000 in revenue.

Court Appointed Special Advocates of Del Norte reported receiving approximately \$165,00 in revenue for 2015, the last year for which a registry submission was accepted. The 2017 and 2018 registry filings are listed as “rejected.” The 2017 filing shows revenues of \$246,000, while the 2018 filing shows no revenue.

While by the measure of annual revenue, CASA is a smaller and more targeted non-profit, it is of critical importance for the most vulnerable members of the low-income community, abused and neglected children. CASA provides support for volunteer advocates to work with and provide an independent voice to the courts for children in the juvenile dependency system. Not only are these children currently considered low-income, they are at substantially greater risk of remaining in poverty into adulthood. Although more successful at local fundraising than many non-profits, CASA still receives approximately 80% of its revenue from sources outside the local community. Most of these sources are not sustained funding and CASA regularly struggles with financial instability.

The Del Norte Association for Cultural Awareness (DNACA) is another small non-profit (2018 revenues of about \$139,000) with critical services. DNACA brings cultural music and art presentations to the local community, artists in residence programs to local schools and conducts art and writing workshops and drum circle social events specifically targeted to veterans.

Other local non-profit organizations serve low-income individuals in more targeted ways. As example, two local non-profits provide educational, job training and supportive services to individuals with developmental disabilities. The Del Norte Economic Development Corporation provides non-traditional loans for local businesses. The Hoh-Kue-Moh Corporation provides support and advocacy to preserve and protect Yurok tribal culture, language, traditions, natural resources and ancestral lands. Many more non-profits have carved out unique niches to serve the community. All struggle with too few resources to meet the need.

Financial stability is a key challenge for all non-profit entities in Del Norte County. Local fundraising must be done from a limited donor base, and the majority of funding for ongoing services comes from outside of the community in the form of governmental grants and contracts or outside foundation support. The larger non-profit services have historically depended heavily on Community Development Block Grant funding secured through either the City of Crescent City or the County of Del Norte. Because both entities are non-entitlement jurisdictions, funding through CDBG is competitive at the state level. Both reduced funding and more restrictive state regulations implemented in the last seven years have made these funds less stable and more difficult to obtain and administer. All of those organizations providing public services through CDBG funding have had or will have to cut services due to unsuccessful applications or restrictions on future applications.

Aside from funding instability, local control of low-income services is further challenged by the fact that many of those services are not provided by locally-based organizations. Private-non-profit services for low-income individuals in Del Norte County are often provided by organizations that are based in Humboldt County, a very different geographic and demographic area.

Examples of non-profit services based outside of Del Norte County include non-tribal Head Start; Area Agency on Aging senior services; the Del Norte Community Health Center (the only adult primary care provider that accepts Medi-Cal); Regional Center services for developmentally impaired children, families and adults, College of the Redwoods community college and United Indian Health Services.

Even though these organizations seek Board members from Del Norte County and establish local facilities in Del Norte, both administrative and governance decisions are made outside of the county by a majority of individuals who do not live in the area. Board and advisory council meetings are regularly held in Humboldt County. Del Norte County Board members and advisory council members must travel three hours for meetings that may last half as long.

The huge population disparity between Humboldt and Del Norte (134,000 vs. 27,000) often means that Del Norte's portion of shared program revenue – and its portion of organizational time and attention – is insufficient to provide even basic services for some minimally-funded programs. Though without these organizations, Del Norte would likely struggle to provide many low-income services on its own, the arrangements rarely provide Del Norte with sufficient resources or local control to make effective impacts on the causes or effects of poverty in the community.

Faith-Based Sector

According to the Attorney General RCT, there are approximately 31 faith-based organizations in Del Norte County. The faith-based community does provide some services for low-income individuals which are often limited by available funds and administrative capacity. Aside from the single preschool operated by the Del Norte Child Care Council, faith-based organizations offer the only private education options in Del Norte County. In addition, many homeless and food pantry services are provided by faith-based organizations.

Daily Bread Ministries is the primary source of services targeted specifically for the homeless. While they lack the administrative capacity to manage significant funding, they will be an essential partner to any expansion of services to the homeless population. Overall, partnerships between the larger non-profits and the faith-based community could be better explored to increase service capacity.

Tribal Governments

There are four federally recognized tribal entities in Del Norte County: the Yurok Tribe, the Elk Valley Rancheria, the Tolowa Dee-ni' Nation (formerly the Smith River Rancheria) and the Resighini Rancheria. The three large tribal governments, Yurok, Elk Valley and Tolowa, all provide varying degrees of social services to tribal members, including tribal courts, tribal head-start Tribal TANF and other services. All of the local non-tribal services also serve tribal members. Strengthening partnerships with the tribal services would be beneficial to insure the most is being made of limited resources; however, sustaining these partnerships has been challenging in the past.

California Endowment

Since about 2009, Del Norte County and its adjacent tribal lands have been one of 14 communities targeted as part of the California Endowment's Building Healthy Communities initiative. According to its website, the stated purpose of the Building Healthy Communities initiative is to "work on a local scale to create broad, statewide impact" and to "reshape the places that shape us—our neighborhoods." To create the envisioned change, the California Endowment committed to investing \$10 million in each community over a 10-year period.

Del Norte County was the only rural community selected to participate in the project, largely due to its poor rankings in so many health outcome areas. For the last several years, BHC has been supporting efforts by the non-profit leaders in the community to form a lasting coalition to strengthen the ability of the non-profit sector to work together, maximize resources, and better serve the community. The resulting Del Norte Non-Profit Alliance is in the initial stages of organizing a more formal relationship and securing staff that would be housed with the Wild Rivers Community Foundation to provide support, direction and resources for local non-profits.

Because the majority of the members of the Non-Profit Alliance serve low-income individuals and families in some way, DNSC will continue to include participation in and support for this activity in its priority list for the 2020-21 Community Action Plan.

CSBG and Community Action

Del Norte County is in a unique position in the state with respect to Community Services Block Grant funds and Community Action in general. First, the Del Norte Senior Center is one of only four entities in the state designated as a Limited Purpose Agency (LPA). Government Code Section 12775 (a) defines a "Limited purpose agency" as a private nonprofit organization or public agency which in federal fiscal year 1981 received direct funding under Section 221 or 222 of the federal Economic Opportunity Act of 1964 from Region IX of the Community Services Administration, and has operated continuously as a limited purpose agency since 1981.

DNSC receives a specific allocation and contract as an LPA and provides services identified in Government Code Section 12745 (Eligible Activities) to the specifically-targeted senior population. In general, DNSC's services are focused on providing services to help seniors secure and maintain affordable housing; make better use of available income; achieve greater participation in the affairs of the community; and make more effective use of other available programs. DNSC also provides services to counteract conditions of starvation and malnutrition among seniors; and participates in and coordinates or participates in linkages among governmental and other social service agencies serving seniors to insure effective delivery of services. DNSC's LPA allocation is not intended to serve the broader low-income population of Del Norte County, nor would it be sufficient to do so.

With respect to Community Action Agency (CAA) designation and funding, Del Norte County is again in a unique situation. The county is currently one of only two counties designated as uncapped service areas. Government Code Section 12730 defines an "uncapped area" as any county or portion of a county for which no community action agency has been designated and recognized. This status was apparently solidified into state law via Chapter 9 of Government Code Title 2 as part of the state's implementation of the Omnibus Reconciliation Act of 1981, which converted direct federal funding for CAA's to a state block grant formula.

The effect of "uncapped" designation was that Del Norte County was left out of the original funding formula for state CSBG funds, which at one time targeted a minimum funding level of \$250,000 regardless of service area total population or poverty percentages. Del Norte County has been historically prevented from changing its status by the Government Code's prohibition against the formation of new CAA's in areas of less than 50,000 total population without special findings by the Director of Community Services and Development.

As an uncapped service area, Del Norte County was allocated a CAA amount, which in the last several years has been between \$45,000 and \$55,000 annually. From available information, it appears the County Board of Supervisors traditionally passed the CAA allocation on to the Senior Center to supplement its LPA funds. In 2005, the County of Del Norte requested that its CAA allocation be directly provided to DNSC without annual action on the part of the Board of Supervisors. Since then, DNSC has received a separate direct contract with CSD for CAA funds, putting it in a historical position similar to Campesinos Unidos, which received funding as both an LPA and a CAA, though with full CAA designation and significantly higher allocation amounts.

By nearly every objective measure available, Del Norte County is one of the poorest communities in the state of California. By every measure, including per capita income; median income; SAIPE individual poverty; household poverty; and public assistance beneficiaries, Del Norte ranks as either the most or second-most disadvantaged county in the state.

As a result of legislative and political decisions made 34 years ago, Del Norte County currently receives 1/5th of the funding to address poverty and its causes as service areas with similar – or even fewer – members of their populations in poverty. Even though Del Norte County is one of the poorest and most economically disadvantaged areas in the state, and even while the Inyo/Mono and Calaveras/Mariposa service areas have far more favorable overall poverty

statistics and measures, Del Norte receives fewer resources for reasons that remain difficult to justify. Were the Del Norte Senior Center not a Limited Purpose Agency able to address some poverty factors in the limited senior population, Del Norte County would have no significant CSBG assistance at all.

CONCLUSIONS AND PRIORITIES

The Del Norte Senior Center is primarily funded through CSBG as a Limited Purpose Agency serving seniors. As such, its first priority is to preserve and support the expansion of services to seniors. The primary conclusion reached through this needs assessment process, which included a Community Survey, a public hearing and discussions with key community leaders, is that services to the senior population are critical to the health of the entire community.

Respondents to DNSC's Community Survey indicated that the Senior Nutrition Program is one of the most utilized served offered by the Senior Center. Preservation of this service will continue to be a priority in 2020 and 2021 as a means to combat food insecurity, malnutrition, poor health outcomes and unnecessary institutionalization among those age 60 and older.

Other services offered by the Senior Center, including educational presentations; blood pressure and flu shot clinics; diabetes support group; exercise classes; and social and recreational activities are also priorities to foster community engagement, decrease social isolation and improve health outcomes for the senior population. Tax preparation services, budgeting workshops and referral to income support programs also help seniors make the best use of their income. A priority for 2020 and 2021 will be to continue these programs as well as to support additional workshops, information and referral services, volunteer recruitment, and service coordination in these and other areas.

DNSC will also continue to strengthen the volunteer driver program begun in 2016 and 2017 that attempts to address the need for non-emergency medical transportation identified in DNSC's Community Survey.

Access to affordable housing was identified in DNSC's Community Survey as a significant barrier to adequate housing. DNSC will continue to manage a 39-unit, HUD-subsidized apartment complex for low-income seniors age 62 and older as a strategy to provide affordable housing and will seek opportunities to increase its services in the area of low-income housing.

With respect to services beyond those provided to seniors, DNSC will continue to administer the LIHEAP Utility Assistance and Weatherization programs. DNSC will also seek out opportunities to provide other low-income services, including homeless services and services to youth as its limited funding allows. Without full CAA designation and funding, DNSC will be restricted to a more limited capacity and role that will be unlikely to effectively address the causes and effects of poverty in the non-senior population.

As stated throughout this narrative, Del Norte County is, overall, an economically disadvantaged community. As such, the causes and effects of poverty are more complex and intertwined than might be the case in a relatively well-off community in which some members were living in

poverty. Traditional activities targeted at moving individuals out of poverty may have limited effect if there is nowhere within the community to go. For example, Del Norte County's overall educational attainment levels are below state averages. Low educational attainment is linked to poor financial outcomes. The obvious strategy to address this would be to implement programs to increase access to college education and job training. Indeed, efforts need to start as early as elementary and middle school, where students in the Del Norte County Unified School District report concerning levels of depression-related feelings, low levels of meaningful school participation, mediocre feelings of support from adults in school and high levels of alcohol use.

Strategies to address academic achievement, motivation and skills acquisition are vital and are likely to be successful on an individual basis. They will be of limited success on a community level, however, if the strengthened, educated and trained individuals must move out of the county to find employment. Therefore, a focus on the creation of a variety of meaningful, living-wage jobs is also required. The questions then become much larger and more difficult to tackle. What industries/employers could be attracted to such a remote region with its significant transportation difficulties? Given the limitations on traditional natural resource harvesting and processing, what can Del Norte County produce that can be exported? How can the County take advantage of its parklands and natural beauty without ruining them through overuse? How can the County diversify its economy to attract and retain a variety of skilled and educated citizens?

While living-wage job creation cannot be ignored when trying to address poverty in Del Norte County, it is beyond the scope of DNSC's LPA mission and limited CAA funding to tackle these problems. Although DNSC's Executive Director will continue to participate in coordinated activities with community leaders who are also involved in job creation activities, DNSC's limited administrative support and resources will not allow this to be a priority.

What does need to be a priority is resolving the inequity in CAA funding Del Norte County currently experiences. There is no reasonable logic for basing an area's eligibility for CAA funding or designation on its total population rather than on its poverty population or poverty population percentages. Whether deliberately or unintentionally, the California legislation that implemented and has maintained California's CSBG program since 1981 unfairly excludes an area of the state in desperate need of resources to combat both the causes and effects of poverty. If not resolved prior to 2016, correcting the funding imbalance through administrative or legislative action, while preserving DNSC's LPA designation and funding, will be a community priority during this Community Action Plan period.

Full CAA designation and funding would open a number of other opportunities to participate in strengthening child and family supports in the community. Partnerships with CASA and the Del Norte Child Care Council could support new initiatives targeting at-risk, low-income families or provide foster children with tools to avoid poverty as adults. Even within the realm of senior services, DNSC could strengthen services for the significant number of seniors who are raising their grandchildren through foster care or guardianship arrangements. Given Del Norte County's high incidence of both reported and substantiated child abuse and neglect, children's services will be critical to the community's future. DNSC will continue to pursue these partnerships and opportunities to improve school and community support for children to the extent possible but cannot make them priorities with its current funding.

Based on conversations with key leaders in the human services arena, there is reason to be optimistic about the opportunity for non-profit leaders in Del Norte County to come together in partnerships that might not have been possible even in the recent past. DNSC will participate in these ongoing efforts to the greatest extent possible and will continue to look for opportunities to serve both the senior and non-senior low-income populations in ways that might not be apparent at this time. The annual contracting process for CSBG should allow for the flexibility to add or modify activities and performance indicators as needs arise.

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