

COMMUNITY SERVICES BLOCK GRANT

2018/2019 PROGRAM YEAR COMMUNITY ACTION PLAN

COVER PAGE AND CERTIFICATION

TO: Department of Community Services and Development
Attention: Field Operations Unit
2389 Gateway Oaks Drive #100
Sacramento, CA 95833

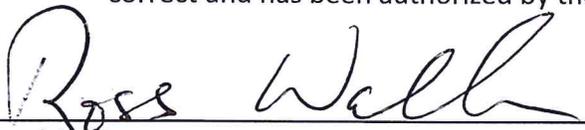
FROM: North Coast Opportunities, Inc. (NCO)

Agency Contact Person Regarding Community Action Plan

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CERTIFICATION OF COMMUNITY ACTION PLAN AND ASSURANCES

The undersigned hereby certifies that this agency complies with the Assurances and Requirements of this 2018/2019 Community Action Plan and the information in this CAP is correct and has been authorized by the governing body of this organization.



Board Chairperson

6-28-17

Date



Executive Director

6-28-17

Date

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COMMUNITY ACTION PLAN CHECKLIST

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VISION STATEMENT

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

NCO VALUES

Focus our energy for greatest impact

We collaborate to make a difference in the lives of the people we serve.

Learn from challenge and change

We look for opportunities to work differently and forge new paths.

Demonstrate respect and integrity

We treat individuals - including their ideas and expressions - with dignity, honesty, and fairness.

Embrace excellence

We provide high-quality service through the dedicated efforts of our team.

Welcome diversity

We value diversity and everyone is welcome, no matter a person's ethnicity, religion, country of origin, language, abilities, sexual orientation, or gender.

MISSION STATEMENT

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

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

COMPREHENSIVE COMMUNITY NEEDS ASSESSMENT

Acronyms used in this document

ABC	California Department of Alcoholic Beverage Control
AOD	Alcohol and Other Drugs
BMI	Body Mass Index
CAASP	California Assessment of Student Performance and Progress
CAHSEE	California High School Exit Exam
CCC	Child Care Centers
CCFP	Clearlake Community Food Pantry
CDC	US Centers for Disease Control
CERT	Community Emergency Response Team
CHIS	California Health Interview Survey
CHKS	California Healthy Kids Survey
CoC	Homelessness Continuum of Care
CSBG	Community Service Block Grant
EBT	Electronic Benefit Transfer (food stamps)
EDFC	Economic Development and Financing Corporation
EITC	Earned Income Tax Credit
FCCH	Family Child Care Homes
FEMA	Federal Emergency Management Agency
FMR	Fair Market Rent
FoodPREP	Produce + Rural Enterprise for Prosperity Project
FPL	Federal Poverty Level
FQHC	Federally-Qualified Health Center
FRC	Family Resource Center
FRPM	Free and Reduced Price Meal Program
HFZ	High Fitness Zone
HHS	Mendocino County Health and Human Services Agency
HPSA	Health Professional Shortage Area
LTA	Lake Transit Authority
MCFARM	Mendocino County Farmers Market Association
MPIC	Mendocino Private Industry Council
mRFEI	Modified Retail Food Environment Index
MSSA	Medical Service Study Area
MTA	Mendocino Transit Authority
MUA	Medically Underserved Area
MUP	Medically Underserved Population
NCCC	National Civilian Community Corps
NCO	North Coast Opportunities, Inc.
PICH	CDC Partnerships to Improve Community Health
POP	Power of Produce
R&R	Resource and Referral
RCCC	Rural Communities Child Care
RCRC	Redwood Caregiver Resource Center
RHC	Rural Health Clinic
RSVP	Retired Senior Volunteer Program
RWJF	Robert Wood Johnson Foundation
SPM	Supplemental Poverty Measure
TLC	Team Lake County
WIB	Workforce Investment Board
WIC	Women, Infants, and Children Supplemental Nutrition Program

NORTH COAST OPPORTUNITIES

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COMMUNITY DESCRIPTION

Overview

NOTE: Please see Appendix A for listing of data sources used to compile this assessment.

North Coast Opportunities (NCO) is the Community Action Agency for Lake and Mendocino Counties in rural Northern California, which are shown highlighted on the California map in Figure 1 below. The two-county area is home to 154,079¹ people and covers 4,763 square miles of mostly mountainous terrain. In terms of geographical size, the area is nearly as large as the state of Connecticut, although in population density it is more similar to the state of Nevada. The California Department of Finance projects an increase of 6.3% in the population of the two-county area by 2035, which would bring the total population to 163,812.²

Lake County's 64,945 residents occupy an area of 1,257 square miles, with a population density of 51.7 persons per square mile. Approximately 30% of Lake County residents live in the cities of



Figure 1
State of California

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

Mendocino County lies on the Pacific coast about 100 miles north of San Francisco. Humboldt, Trinity, Tehama, Glenn, Lake, and Sonoma Counties encircle the county to the north, east, and south. Mendocino County's vineyard-covered hillsides, towering redwoods, deep fertile valleys, and rugged mountains comprise 3,506 square miles, only 3% of which is flat. Although

Mendocino County is the 15th largest of California's 58 counties, its 89,134 residents represent less than one-quarter of one percent (0.22%) of the state's population. Mendocino County is equal in size to the states of Delaware and Rhode Island combined but has a population density of only 25 persons/square mile, compared with 249 persons per square mile statewide.

Both counties continue to grow increasingly diverse. According to 2016 American Community Survey estimates, 71.5% of Lake County and 65.8% of Mendocino County residents are White/non-Hispanic, while Hispanics represent 19.6% of the Lake County population and 24.5% of Mendocino County residents. The area's increasing diversity is reflected in local kindergarten classes, where 35.4% of 2016-2017 Lake County and 42.6% of Mendocino County students are Hispanic.³ Lake County's Hispanic population is projected to reach 15,784 (23%) by 2035; in Mendocino County,

¹ California Department of Finance, Demographic Research Unit Estimates, Table E-1 (www.dof.ca.gov/Forecasting/Demographics).

² California Department of Finance, Demographic Research Unit Projections, Table P-1.

³ California Department of Education Dataquest (<http://data1.cde.ca.gov/dataquest>).

the Hispanic population is projected to rise to 26,600 (28%) by 2035.⁴ Both counties also have American Indian populations—4.9% in Lake County and 7% in Mendocino County.

In Lake County, 19.8% of residents are age 65 or older and 18.1% of Mendocino County residents are in that age group, compared with 12.5% statewide. Mendocino County's ethnic composition is changing rapidly due in part to the aging white population and the more youthful Hispanic population. More than 71% of the Hispanic population is under the age of 35. In contrast, 66% of the White population is over the age of 35. The California Department of Finance has projected that the older age group will increase markedly over the next two decades—by 2035, the number of seniors will reach 41,931, more than one quarter of the population (25.3% of Lake County residents and 25.8% of Mendocino County residents).⁵

The scenic beauty of rural Northern California belies the realities of life faced by many Lake and Mendocino County residents. According to the US Census, the poverty rate for the area is 24.7% in Lake County and 20.4% in Mendocino County, compared with 16.3% statewide. Among female-headed families with children, the poverty rate is 45.1% in Lake County and 59.6% in female-headed families where the children are under the age of 5 (compared with 40.6% statewide). In Mendocino County, the rates are 50.2% for female-headed families with children and 73.0% for female-headed families with children under the age of 5. Lake County's median household income is \$35,578 (57.5% of the statewide median of \$61,818) and Mendocino County's median is \$42,980 (69.5%). In 2011 Lake County was ranked the 13th most stressed economy of American counties with populations over 25,000.⁶

On the Robert Wood Johnson Foundation Health Rankings website for 2017,⁷ Lake County ranks lower than all but one of California's 58 counties in health outcomes, lower than all but three in length of life, and lower than all but nine in health behaviors. In Mendocino County, health outcome rankings are higher, but not stellar. Mendocino County's ranking of 43 in overall health outcomes is below the middle, and the county is ranked 48th in length of life, worse than all but 10 other counties, and 31st in health behaviors.

Population Profile

Population and population change

Approximately 31% of Lake County's 64,945 residents live in the county's two incorporated cities—Lakeport, the county seat of government, and Clearlake, the county's largest community—which are situated 28 miles apart on opposite sides of Clear Lake. Scattered around the lake's 100-mile shoreline and in the surrounding foothills there are also 16 small towns⁸ as well as 7 American Indian settlements.⁹

⁴ California Department of Finance, Demographic Research Unit Projections, Table P-2.

⁵ California Dept. of Finance, Demographic Research Unit Projections, Table P-2.

⁶ Associated Press Economic Stress Index (http://hosted.ap.org/specials/interactives/national/stress_index).

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

⁸ Blue Lakes, Clearlake Oaks, Cobb, Finley, Glenhaven, Hidden Valley Lake, Kelseyville, Loch Lomond, Lower Lake, Lucerne, Nice, Middletown, Spring Valley, Anderson Springs, Upper Lake, and Witter Springs.

⁹ Lake County Tribal Health Consortium, 2011 Needs Assessment. Rancherias include: Big Valley Rancheria Pomo, Elem Indian Colony of Pomo Indians of the Sulphur Bank Rancheria, Habematolel Pomo of Upper Lake, Koi Nation (Lower Lake Tribe), Middletown Rancheria of Pomo and Lake Miwok Indians, Scotts Valley Band of Pomo Indians, and Robinson Rancheria Pomo Indians.

Table 1. 2017 population estimates for Lake County¹⁰

Area	Population
Lake County	64,945
City of Clearlake	15,531
City of Lakeport	4,786
Unincorporated areas	44,628

Mendocino County’s population is 89,134. There are four incorporated cities in Mendocino County—Ukiah, Fort Bragg, Point Arena, and Willits—none larger than 17,000 people. In addition to larger unincorporated towns (e.g., Boonville, Hopland, Gualala, Mendocino, Laytonville, Covelo), which include four state-designated frontier communities and eight federally designated rural communities,¹¹ there are at least 30 unincorporated “pocket” and “unofficial” communities in isolated parts of the county.¹² Mendocino County also has 11 American Indian Tribes lying within its borders.¹³

Table 2. 2017 population estimates for Mendocino County

Area	Population
Mendocino County	89,134
City of Fort Bragg	7,772
City of Point Arena	452
City of Ukiah	16,314
City of Willits	4,928
Unincorporated areas	59,668

Population changes and projections from 2010-2050 are shown in Table 3 below. Since 2010, the population of the report area has grown by 1% (compared with statewide growth of 5.5%), increasing from 152,566 in 2000 to 154,079 in 2017. Mendocino County’s population grew by 1.7%, while the population of Lake County increased by only 40 persons. The California Department of Finance Demographic Research Unit predicts a population of 69,030 in Lake County and a population of 94,782 in Mendocino County by 2035, for a total area population of 163,812.¹⁴

Table 3. Population changes and projections (2010 – 2050)

Geographic Area	2010	2020	2030	2040	2050
Lake County	64,905	65,484	67,718	70,275	73,015
Mendocino County	87,661	90,380	93,657	95,329	95,608
Report Area	152,566	155,864	161,375	165,604	168,623

¹⁰ California Dept. of Finance, Demographic Research Unit Estimates, Table E-1.

¹¹ National Center for Frontier Communities (<http://frontierus.org/mapping-process-and-data>).

California Office of Statewide Planning and Development defines “Frontier” as a Medical Service Study Area (MSSA) with a population density equal or less than 11 persons per square mile.

¹² Pocket communities are recognized but unincorporated towns and villages with populations of less than 1,000.

Pocket communities include Albion, Anchor Bay, Bell Springs, Branscomb, Caspar, Cleone, Comptche, Dos Rios, Elk, Hales Grove, Inglenook, Leggett, Little River, Longvale, Manchester, Navarro, Noyo, Old Hopland, Philo, Piercy, Pine Grove, Rockport, Westport, Whale Gulch, and Yorkville. Unofficial communities are communal settlements that are not found on any map and are isolated not only geographically, but also by tradition and choice.

¹³ American Indian settlements in Mendocino County include: Coyote Valley Reservation, Guidiville Rancheria, Hopland Rancheria, Laytonville Rancheria, Manchester-Point Arena Rancheria, Noyo River Indian Community, Pinoleville Rancheria, Potter Valley Tribe, Redwood Valley Rancheria, Round Valley Reservation, and Sherwood Valley Rancheria (www.kstrom.net/isk/maps/ca/california.html).

¹⁴ California Dept. of Finance, Demographic Research Unit.

Demographics: Race and ethnicity

In both counties, the population continues to grow increasingly diverse. According to 2016 American Community Survey estimates, 71.5% of Lake County and 65.8% of Mendocino County residents are White/non-Hispanic, while Hispanics represent 19.6% of the Lake County population and 24.5% of Mendocino County residents (compared with 38.8% statewide).¹⁵ The area’s increasing diversity is reflected in local kindergarten classes, where 35.4% of 2016-2017 Lake County and 42.6% of Mendocino County students are Hispanic.¹⁶ Lake County’s Hispanic population is projected to reach 15,784 (22.8%) by 2035. In Mendocino County, the Hispanic population is projected to rise to 26,600 (28.1%) by 2035.¹⁷

Table 4. Population by race alone or in combination with one or more races, 5-year estimates (2011-2015)

Geographic Area	White (of any ethnicity)	African-American	American Indian	Asian	Native Hawaiian / Pacific Islander	Some Other Race or Multiple Races
Lake County	52,614	1,896	3,168	1,264	351	4,865
	82.0%	3.0%	4.9%	2.0%	0.5%	7.6%
Mendocino County	75,862	1,403	6,152	2,312	427	1,388
	86.7%	1.6%	7.0%	2.6%	0.5%	1.6%
Report Area	128,476	3,299	9,320	3,576	778	6,253
	84.7%	2.2%	6.1%	2.4%	0.5%	4.1%

Both counties have significant numbers of American Indian residents—the 2011-2015 American Community Survey reports 4.9% in Lake County and 7.0% in Mendocino County, including those who identified as a single race as well as those with mixed ancestry that included American Indian. Lake County is home to tribal people from at least 111 different tribes, including 20 of the state’s 22 Pomo tribes. Mendocino County’s significant American Indian population is drawn primarily from indigenous Pomo tribes, although Round Valley Indian Tribes in Covelo, the county’s northeastern most community, includes 1,200 tribal members representing Concow, Nomlaki, Wailacki, Yuki, and Pit River, as well as Pomo Indian tribes. The Round Valley reservation is the second largest reservation in the state.

Demographics: Age

With a median age of 35.8, Californians as a whole are younger than the national average. By comparison, Lake County’s median age is 45.5, and 21.1% are age 65 or older (compared with 13.5% statewide). In Mendocino County, the median age is 42.2, and 19.3% are age 65 or older. The California Department of Finance projects that the percentage of residents age 65 and older will increase markedly over the next two decades—by 2035, the number of seniors will reach 41,931, more than one quarter of the population (25.3% of Lake County residents and 25.8% of Mendocino County residents).¹⁸ Among the senior population over the age of 65 in Lake and Mendocino

¹⁵ US Census, American Community Survey (<http://quickfacts.census.gov/>).

¹⁶ California Department of Education DataQuest.

¹⁷ California Dept. of Finance, Demographic Research Unit.

¹⁸ California Dept. of Finance, Demographic Research Unit Projections.

Counties, more than 40% have a disability. The incidence of multiple disabilities doubles by age 75, indicating an increased need for in-home systems of care and caregiver support services.¹⁹

Table 5 below details local residents by age. As the table shows, 29.3% of the population in the two-county area is under the age of 25 (compared with the statewide rate of 35.2%), while 28,572 (18.9%) members of the community are age 65 or older (compared with 13.5% statewide).

Table 5. Population by age, 5-year estimates (2011-2015)²⁰

Geographic Area	Preschool	School Age	College Age	Working Age	Young Retirees	Mature Retirees	Seniors
	(0-4 years)	(5-17)	(18-24 years)	(25-64 years)	(65-74 years)	(75-84 years)	(85+ year)
Lake County	3,657	9,495	4,940	33,426	7,571	3,657	1,411
	5.7%	14.8%	7.7%	52.1%	11.8%	5.7%	2.2%
Mendocino County	5,078	14,007	7,179	45,348	9,717	4,202	2,014
	5.8%	16.0%	8.2%	51.8%	11.1%	4.8%	2.3%
Report Area	8,735	23,502	12,119	78,774	17,288	7,859	3,425
	5.8%	15.5%	8.0%	51.9%	11.4%	5.2%	2.3%

Demographics: Veteran status

Table 6 below shows the number of veterans in the two-county report area, with the highest percentage (11.9%) living in Lake County. In the combined two-county area, 10.8% of the adult population are veterans, almost double the state average of 6.1%.

Table 6. Veteran census (2011 – 2015)²¹

GEOGRAPHIC AREA	VETERANS (NUMBER)	VETERANS (PERCENT)
Lake County	6,060	11.9%
Mendocino County	6,887	10.1%
Report Area	12,947	10.8%
California	1,777,410	6.1%

Poverty and Family Economics

The US Census American Community Survey 5-year estimates for 2011-2015 show 24.7% of Lake County residents living below the federal poverty level (FPL) and 20.4% of Mendocino County residents (compared with 16.3% statewide). For the same period of time, Lake County’s median household income was \$35,578 (57.6% of the statewide median of \$61,818) and Mendocino County’s median was \$42,980 (69.5%). Census data for 2011-2015 show that 36% of Lake County households and 30% of Mendocino County households live on incomes of less than \$25,000, compared with 11% statewide.²²

Table 7 below provides the poverty rates overall and by age group, gender, and ethnic group for each county and for the state.

¹⁹ Area Agency on Aging of Lake and Mendocino Counties, *2016-2020 Area Plan* (www.co.lake.ca.us/Assets/Social+Services/AAA/2016-2020+Area+Plan.pdf).

²⁰ US Census Bureau, American Community Survey, 2011-2015 five-year estimates (Table S0101).

²¹ US Census Bureau, American Community Survey, 2011-2015 5-year average (Table S2101).

²² US Census Bureau, American Community Survey, 2011-2015 five-year estimates (Tables DP03 and S1703).

Table 7. Poverty data from the American Community Survey (2011-2015)²³

Demographic	Percent living in poverty		
	Lake County	Mendocino County	California
GENERAL POPULATION			
• <50% of federal poverty level	9.4%	8.4%	7.1%
• <100% of federal poverty level	24.7%	20.4%	16.3%
• <125% of federal poverty level	31.5%	26.6%	21.5%
By AGE			
• Children under 5 years	34.3%	26.7%	23.8%
• Children under age 18 years	32.8%	28.1%	22.5%
• People age 18-64	26.8%	21.0%	15.1%
• People age 65 and older	9.8%	9.1%	10.3%
By RACE/ETHNICITY			
• Hispanic	35.2%	29.0%	22.7%
• American Indian	41.7%	33.8%	23.4%
• White/non-Hispanic	20.7%	16.1%	10.3%

Although Census data show that seniors in both counties experience the lowest levels of poverty compared with other age groups, a recent report from the Kaiser Family Foundation assesses poverty among the elderly using the Supplemental Poverty Measure (SPM). The SPM differs from the official poverty measure in a number of ways to reflect available financial resources, including liabilities (such as taxes), the value of in-kind benefits (such as food stamps), out-of-pocket medical spending (which is generally higher among older adults), geographic variations in housing expenses, and other factors. According to the Census Bureau, about one in seven people ages 65 and older (15%) have incomes below the SPM poverty thresholds, compared to one in ten (10%) under the official measure. Furthermore, the share of seniors living in poverty is larger in every state under the SPM than under the official measure, and more than twice as large in California (21% versus 10%).²⁴

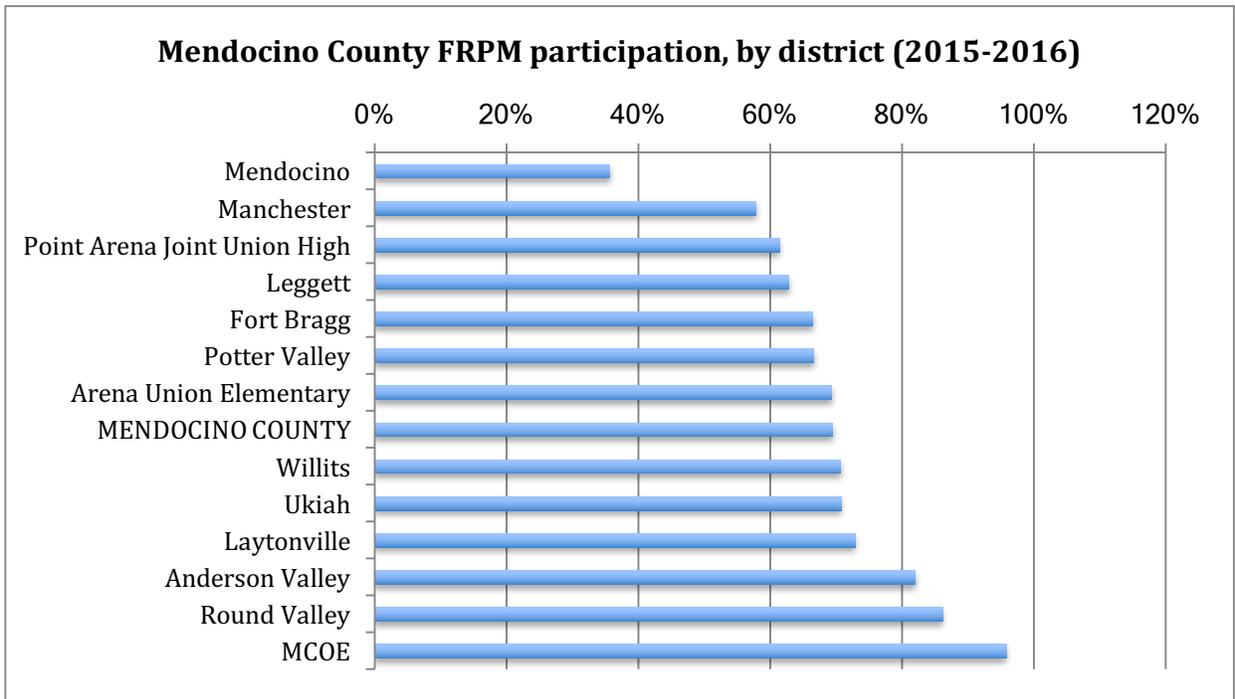
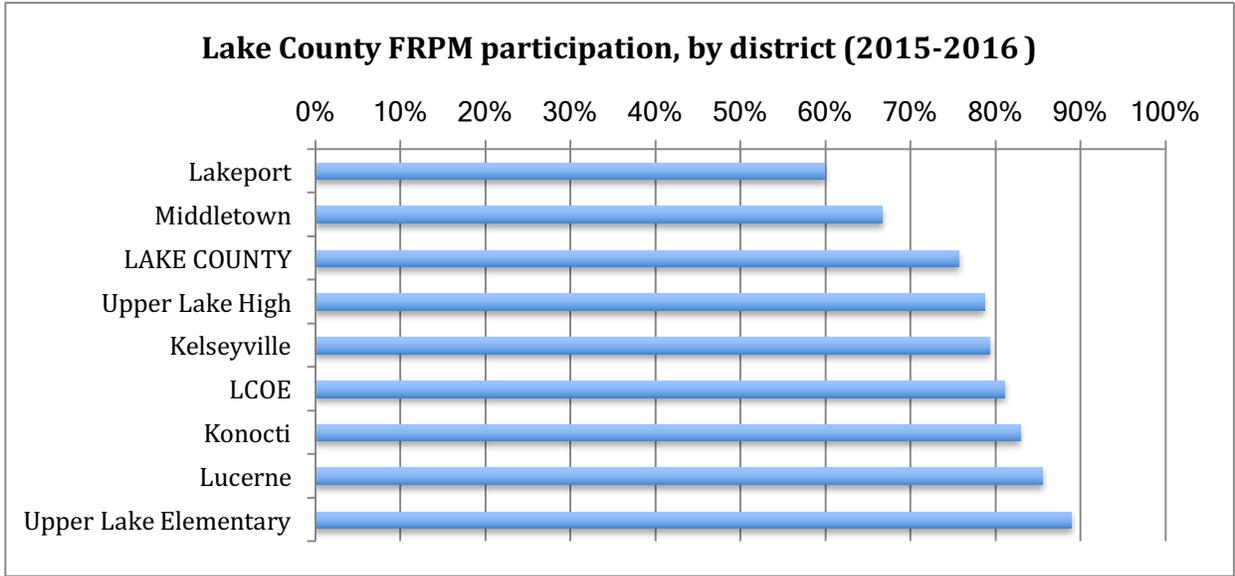
Countywide, 69.6% of Mendocino County students participated in Free and Reduced Price Meal (FRPM) Programs during the 2015-2016 school year, with participation ranging from a low of 35.7% in Mendocino Township to 86.2% in Round Valley and 95.8% at the Mendocino County Office of Education. In Lake County schools, 75.7% of students participated in FRPM Programs during the 2015-2016 school year, ranging from a low of 59.9% in Lakeport to 89% at Upper Lake Elementary.²⁵ Details are shown in Figure 2 below.

²³ US Census Bureau, American Community Survey, 2011-2015 five-year estimates (Tables S1701, and S1703).

²⁴ Levinson Z et al (2013). A State-by-State Snapshot of Poverty Among Seniors: Findings From Analysis of the Supplemental Poverty Measure, Kaiser Family Foundation (<https://kaiserfamilyfoundation.files.wordpress.com/2013/05/8442-state-by-state-snapshot-of-poverty-among-seniors-may.pdf>).

²⁵ California Dept. of Education DataQuest. To participate in the program, family income must be at 100% of the federal poverty level for free meals and 185% of the FPL for reduced price meals.

Figure 2



Employment and Unemployment

There are 68,860 people in the area workforce, 45% of the two-county population.

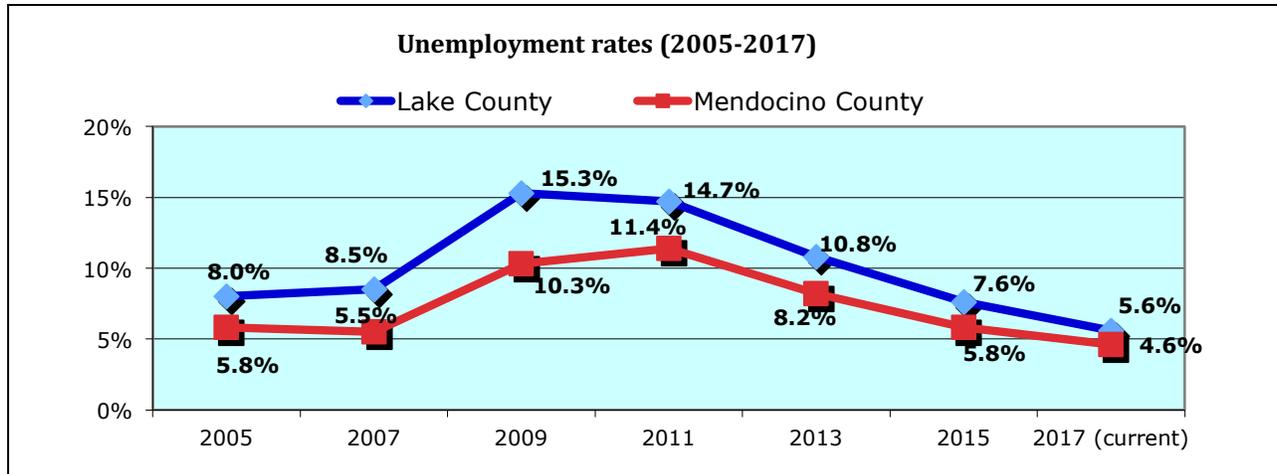
Lake County’s economy relies largely on tourism and recreation, largely due to the accessibility and popularity of its lakes, numerous recreational areas, and superior air quality. However, unemployment is high. From a 2000 average of 7%, unemployment rates had more than doubled by 2012. In April 2017, unemployment stood at 5.6% (compared with 4.5% statewide) and ranged as high as 11.7% in Lower Lake.²⁶ A major contributor to the high unemployment rate in Lower Lake

²⁶ California Employment Development Dept., Labor Market Information (www.labormarketinfo.edd.ca.gov).

was the devastation wreaked by wildfires in 2015 and 2016. During the summer of 2015, residents of Lake County experienced a series of devastating wildfires that consumed more than 268 square miles—21% of the county’s total land area. The fires caused more than \$2 billion in damage, left at least 1,400 families homeless, destroyed hundreds of other buildings, and left behind charred landscapes and devastated lives to mark one of the worst fire seasons in memory. Nearly everyone in Lake County was affected by the 2015 summer of fire, and residents were horrified when fires broke out again in 2016, this time consuming 300 structures, including 190 homes and 8 businesses in and around the community of Lower Lake.

Other factors that affect unemployment include the seasonal fluctuation inherent in the tourism and agricultural sectors of the economy. A large portion of the county’s workforce is employed in one of these two sectors, which results in many residents being able to work for only four to six months a year. The income repercussions of such seasonal labor are further compounded by the relatively low average pay rates of both the tourism and agriculture sectors. Over the past decade, Lake County’s agricultural industry has undergone a shift that includes an increase in wine grape production and a drastic reduction in pear acreage due to downward price pressure from Lake County’s relatively late pear harvest and year-round availability of imported pears. This shift has forced many local pear farmers to sell, plow under, or abandon acres of pear orchards while others converted to other crops, including wine grapes, walnuts, and other fruits, vegetables, and grains.²⁷

Figure 3



Although Mendocino County once boasted a prime commercial fishery and was a major timber producer, low-wage tourism and service jobs have mostly replaced these industries. Compared with a 2000 average of 5.6%, the countywide unemployment rate stood at 4.6% in April 2017, ranging as high as 11.2% in Laytonville. The Redwood Coast Targets of Opportunity Report (2012) delineates opportunities for entrepreneurship, employment, and business growth for Mendocino County and the entire northern coast of the state. Targets of Opportunity industries are those areas of the Redwood Coast regional economy that demonstrate the greatest opportunity in new jobs, rising wages, new businesses, and career possibilities. These are: Diversified Health Care; Specialty Agriculture, Food, and Beverages; Building and Systems Construction and Maintenance; Investment Support Services; Management and Innovation Services; and Niche Manufacturing. Together, Targets of Opportunity industries account for close to 42% of private sector employment and over half of private sector wages and have grown faster than the region as a whole, despite economic

²⁷ Lake County, Comprehensive Economic Development Strategy (2016) (<http://www.co.lake.ca.us/Assets/Economic+Development/Docs/2016+CEDS+Report.pdf?method=1>).

fluctuations. They also represent a sustained, structural shift in the Redwood Coast economy, from predominantly resource-based industries to a diversified mix of industries that features a stronger knowledge-based component.²⁸

Table 8. Unemployment (April 2017)²⁹

Geographic Area	Labor Force	Employment	Unemployment	Unemployment Rate
Lake County	29,510	27,860	1,650	5.6%
Mendocino County	39,350	37,540	1,810	4.6%
Report Area	68,860	65,400	3,460	5.0%
California	19,084,500	18,222,000	862,500	4.5%

Education

US Census estimates for 2011-2015 show that 84.4% of the Lake County population age 25 years and older hold at least a high school diploma (compared to 81.8% statewide), and 15.9% hold a four-year college level or higher degree (compared to 31.4% statewide).³⁰ Lake County is served by two community colleges: Mendocino College operates a campus in Lakeport, and Yuba College operates a campus in Clearlake. Marymount California University began instruction at its seven-acre campus in Lucerne in 2013, offering upper-division and graduate students a unique setting to advance or complete their academic degrees. Programs of study include bachelor’s programs in business, psychology, early childhood education, and criminal justice; master’s programs focus on community psychology, leadership and global development, and business administration.

For Mendocino County, US Census estimates show that 86.8% of the adult population hold a high school diploma, while 23.7% hold a four-year college level or higher degree. Mendocino College campuses in Ukiah, Willits, and Fort Bragg offer two-year associate degrees. Sonoma State University, the nearest four-year university, also offers classes in Ukiah and Dominican University of California offers teacher preparation programs for local residents through Master of Science in Education Programs, student teaching, and teacher internships.

Table 9. Adult educational levels, American Community Survey (2011-2015)³¹

Geographic Area	No High School Diploma	High School Graduates Only	Some College, No Degree Only	Associate’s Degree Only	Bachelors Bachelor’s Degree	Graduate or Professional Degree Only
Lake County	15.6%	28.4%	28.4%	11.7%	10.8%	5.1%
Mendocino	13.2%	26.6%	28.9%	7.7%	15.7%	7.9%
Report Area	14.2%	27.4%	28.7%	9.4%	13.6%	6.7%
California	18.2%	20.8%	21.8%	7.8%	19.8%	11.6%

There are seven school districts in Lake County and 13 in Mendocino County. In 2016-2017, the combined enrollment for the two counties was 22,609. In each county, all districts are linked to individual communities, with the exception of County Office of Education Alternative Education Programs, which serve students who have been expelled, are on probation, are habitual truants, have substance use disorders, or are pregnant or parenting. Although school enrollment in both counties has fallen markedly since peaking at the turn of the century, it has now begun to increase, as shown in Figure 4 below. English learners comprise 13.6% of Lake County students and 21.8% of Mendocino County students (compared with 21.4% statewide).

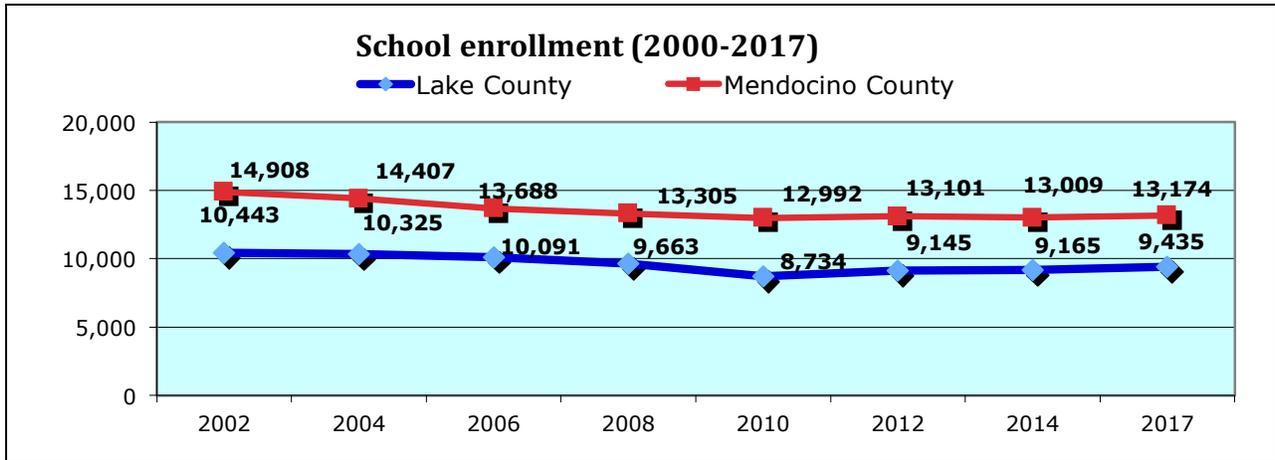
²⁸ Humboldt County Workforce Investment Board (2012). Redwood Coast Targets of Opportunity (<http://northcoastprosperity.com>).

²⁹ California Employment Development Dept., Labor Market Information.

³⁰ US Census Bureau, American Community Survey, 2011-2015 5-year average (Quick Facts).

³¹ US Census Bureau, American Community Survey, 2011-2015 5-year average (Table S1501).

Figure 4



Forty-three percent (43%) of Mendocino and Lake County 3- and 4-year olds attend preschool, compared with 47% statewide.³² Table 10 below provides enrollment and demographic details for grades K-12 in the two counties.

Table 10. Demographics in schools, 2016-2017 school year³³

	Kindergarten	Elementary (grades 1-5)	Middle (grades 6-8)	High (grades 9-12)	TOTAL
LAKE COUNTY					
Total Enrollment	884	3,533	2,194	2,824	9,435
• African American	1%	1%	2%	2%	2%
• American Indian	4%	5%	5%	4%	5%
• Asian/Pacific Islander	<1%	1%	1%	2%	1%
• Hispanic	36%	37%	36%	33%	35%
• White/not Hispanic	53%	49%	51%	54%	51%
• Other or Multiple	5%	6%	4%	4%	5%
• Not Reported	1%	1%	1%	1%	1%
MENDOCINO COUNTY					
Total Enrollment	1,175	4,911	3,033	4,055	13,174
• African American	1%	1%	1%	1%	1%
• American Indian	6%	7%	8%	6%	7%
• Asian/Pacific Islander	2%	1%	1%	1%	1%
• Hispanic	46%	44%	42%	40%	43%
• White/not Hispanic	40%	42%	44%	48%	44%
• Other or Multiple	3%	4%	3%	3%	3%
• Not Reported	2%	1%	1%	1%	1%

At the end of the 2015-2016 school year, 28.4% of Lake County’s 557 high school graduates and 28.0% of Mendocino County’s 913 graduates met University of California entrance requirements (compared with 45.4% statewide). Table 11 below provides data for other academic indicators.

³² Children Now California County Scorecard, 2016-2017 (<http://pub.childrennow.org/2016>).

³³ California Department of Education DataQuest.

Table 11. Academic indicators (2015-2016)

Indicator	Lake County		Mendocino County		California	
Cohort Graduation Rate	84.8%		84.7%		83.2%	
Cohort Dropout Rate	11.6%		11.0%		9.8%	
Truancy Rate (2014-2015) ³⁴	39.85		40.20		30.85%	
Suspension Rate (2014-2015)	7.4		7.8		3.8	
California Assessment of Student Performance and Progress (CAASPP): Percent Meeting and Exceeding Standard in ENGLISH	5 th	30%	5 th	36%	5 th	49%
	8 th	28%	8 th	37%	8 th	48%
	11 th	46%	11 th	46%	11 th	59%
CAASPP: Percent Meeting and Exceeding Standard in MATH	5 th	15%	5 th	22%	5 th	33%
	8 th	21%	8 th	21%	8 th	36%
	11 th	16%	11 th	21%	11 th	33%
CAASPP: Percent Meeting and Exceeding Standard in SCIENCE	5 th	42%	5 th	41%	5 th	54%
	8 th	49%	8 th	52%	8 th	61%
	10 th	44%	10 th	49%	10 th	50%
California High School Exit Exam (CAHSEE) percent 10 th graders passing (2014-2015)	ENG	MATH	ENG	MATH	ENG	MATH
• All students	79%	76%	79%	81%	85%	85%
• Hispanic students	76%	70%	74%	77%	80%	80%
• American Indian students	52%	45%	62%	65%	81%	80%
• Economically disadvantaged	75%	70%	75%	76%	79%	79%

Health and Social Functioning

Health: Children and youth

Lake and Mendocino County children are ranked lower than children in other California counties in several health indicators, as shown below.

Table 12. Lake County Children Now Scorecard, Health Indicators (2016-2017)³⁵

(Note: a rank of “1” indicates the best health outcomes; higher numbers indicate poorer outcomes.)

Indicator	Rank	Percent			Trend (since 2014)
		All Children	Latino Children	White Children	
1. Women who receive early prenatal care.	45/58	70%	68%	71%	↘ -4%
2. Newborns who are exclusively breastfed while in hospital.	35/58	66%	55%	75%	↗ +2%
3. Children who have health insurance for the entire year.	46/58	88%	83%	92%	↘ -5%
4. Children with a usual source of health care.	45/58	90%	95%	87%	↘ -2%
5. Children who have visited a dentist in the last year.	19/58	36%	NA	NA	↘ -3%
6. Asthmatic children with an asthma management plan.	2/58	46%	NA	NA	NA
7. Children who are in a healthy weight zone.	26/58	63%	62%	64%	↗ +7%
8. Students who are low-income and eat free or reduced price breakfasts during the school year.	24/58	37%	NA	NA	↘ -5%
9. Students who are low-income and eat free or reduced price meals during the summer.	29/58	89%	NA	NA	NA
10. Adolescents who are not at risk for depression.	57/58	64%	60%	66%	NA

³⁴ Truancy Rate = number of students with 3 or more unexcused absences ÷ total enrollment.

³⁵ Children Now 2016-2017 County Scorecard.

Table 13. Mendocino County Children Now Scorecard, Health Indicators (2016-2017)
(Note: a rank of “1” indicates the best health outcomes; higher numbers indicate poorer outcomes.)

Indicator	Rank	Percent			Trend (since 2012)
		All Children	Latino Children	White Children	
1. Women who receive early prenatal care.	49/58	68%	67%	72%	No change
2. Newborns who are exclusively breastfed while in hospital.	27/58	74%	63%	83%	↘ -1%
3. Children who have health insurance for the entire year.	20/58	93%	95%	89%	↗ +1%
4. Children with a usual source of health care.	16/58	93%	91%	95%	No change
5. Children who have visited a dentist in the last year.	12/58	38%	NA	NA	↗ +4%
6. Asthmatic children with an asthma management plan.	NA	NA	NA	NA	NA
7. Children who are in a healthy weight zone.	51/58	54%	48%	58%	↗ +2%
8. Students who are low-income and eat free or reduced price breakfasts during the school year.	34/58	34%	NA	NA	↘ -3%
9. Students who are low-income and eat free or reduced price meals during the summer.	52/58	78%	NA	NA	NA
10. Adolescents who are not at risk for depression.	27/58	69%	69%	70%	NA

In 2016, Mendocino County’s rate of substantiated child abuse was 17.7/1,000, more than double the statewide rate of 7.8/1,000, and as of July 2016 the foster care rate of 13.9/1,000 was also more than double the statewide rate of 5.9/1,000.^{36,37} At 23%, Mendocino County is fifth highest in the state for the percentage of children who have experienced two or more adverse childhood experiences (ACE).³⁸ Together, Mendocino County and Humboldt County have one of the highest rates of ACE in the state, with 75.1% of residents reporting ACE. In Lake County, the 2016 substantiated child abuse rate was 7.0/1,000, just under the statewide rate, although at 9.9, the foster care rate is higher than the statewide rate.

Health: Mortality and morbidity

The 2017 Robert Wood Johnson Foundation (RWJF) County Health Rankings place Lake County at 56 for overall health outcomes, worse than all but one other county, and 55 for length of life. Mendocino County is ranked at 43 overall and 48 for length of life, worse than all but 9 other counties. RWJF Health Rankings look at a variety of measures (e.g., the rate of people dying before age 75, high school graduation rates, access to healthier foods, air pollution levels, income, and rates of smoking, obesity, teen births) to help counties understand the factors that influence resident health. Selected rankings are shown below.

Table 14. RWJF Health Rankings (2017)
(Higher numbers indicate worse outcomes, in comparison with California’s 57 counties)³⁹

Geographic Area	Health Outcomes			Health Factors				
	Overall	Mortality (premature death)	Morbidity (poor or fair health)	Overall	Health Behaviors (smoking, diet)	Clinical Care (insurance, physician ratio)	Social and Economic Factors	Physical Environment (air and water)
Lake County	56	55	47	49	49	49	50	36
Mendocino County	43	48	31	31	30	26	33	23

³⁶ UC Berkeley Center for Social Services Research (http://cssr.berkeley.edu/ucb_childwelfare/RefRates.aspx).

³⁷ UC Berkeley Center for Social Services Research (http://cssr.berkeley.edu/ucb_childwelfare/InCareRates.aspx).

³⁸ Center for Youth Wellness (2014). A Hidden Crisis: Findings on Adverse Childhood Experiences in California (<https://app.box.com/s/nf7lw36bjr5kdfx4ct9>).

³⁹ RWJF 2017 Health Rankings. Note that, although there are 58 counties in the state, Alpine County is not included in the data, making 57 the worst possible ranking.

Cancers and coronary heart disease are the most frequent causes of death in Lake and Mendocino County. Lake County’s 2013-2015 age-adjusted death rate of 912.9 per 100,000 population is higher than any other county in the state, while Mendocino County’s death rate of 724.20 falls in the mid-range. Both counties rank poorly compared with most other counties for several causes of death, with Lake County ranking in the bottom five for deaths caused by: all cancers, lung cancer, female breast cancer, coronary heart disease, chronic lower respiratory disease, chronic liver disease/cirrhosis, accidents, motor vehicle crashes, suicide, homicide, firearm-related deaths, and drug-induced deaths. Both counties rank at 57 for infant mortality. Death rates for the counties are contrasted with statewide rates and Healthy People 2020 targets in Table 15 below.

Table 15. Deaths by cause, 2013-2015 average (rankings are in comparison to other California counties, with higher rankings equating to higher death rates. NOTE: Asterisk indicates unreliable data due to population size)⁴⁰

Cause of Death	Lake County Age-Adjusted Death Rate and Ranking		Mendocino County Age-Adjusted Death Rate and ranking		California Age-Adjusted Death Rate	Healthy People 2020 National Objective
	Rate per 100,000	Rank	Rate per 100,000	Rank	Rate per 100,000	Rate per 100,000
All Causes	912.9	58	724.2	40	616.2	Not established
All Cancers	189.2	57	163.6	49	143.8	161.4
Colorectal Cancer	*14.4	42	*14.6	46	13.2	14.5
Lung Cancer	49.0	55	38.8	48	30.6	45.5
Female Breast Cancer	*28.3	56	*23.6	50	19.8	20.7
Prostate Cancer	*22.9	44	*25.9	54	19.3	21.8
Diabetes	*14.4	17	15.7	22	20.6	Not established
Alzheimer’s Disease	28.7	28	*14.2	14	32.1	Not established
Coronary Heart Disease	126.1	55	96.1	37	93.2	103.4
Cerebrovascular Disease	41.0	46	38.9	41	34.7	34.8
Influenza/Pneumonia	*17.1	44	*14.1	30	15.2	Not established
Chronic Lower Respiratory Disease	65.2	56	40.2	33	33.3	Not established
Chronic Liver Disease and Cirrhosis	25.9	56	*14.2	32	12.1	8.2
Accidents/Unintentional Injuries	91.0	58	56.2	47	29.1	36.4
Motor Vehicle Crashes	*22.8	55	*14.2	39	8.3	12.4
Suicide	*27.2	54	23.6	49	10.3	10.2
Homicide	*13.8	57	*4.6	31	4.8	5.5
Firearm-Related Deaths	*23.5	55	*15.3	48	7.6	9.3
Drug-Induced Deaths	48.3	58	23.3	50	11.8	11.3

Health: Insurance coverage

The uninsured population is calculated by estimating the number of persons eligible for insurance (generally those under 65) minus the estimated number of insured persons. In 2015, the percentage of uninsured persons was 10.3% in Lake County and 12% in Mendocino County, significantly lower than the rates of uninsured in 2013.

⁴⁰ California Dept. of Public Health, County Health Status Profiles 2017 (<https://archive.cdph.ca.gov/programs/ohir/Pages/CHSPCountySheets.aspx#>).

Table 16. Health insurance coverage (2015)⁴¹

Geographic Area	2013 Percent Uninsured	2015 Percent Uninsured	Difference
Lake County	20.3%	10.3%	-10.0%
Mendocino County	22.1%	12.0%	-10.1%
Report Area	21.3%	11.3%	-10.0%
California	19.4%	9.7%	-9.7%

As of April 2017, Medi-Cal Managed Care enrollment in the two-county area stood at 68,196 (44% of the population): 30,446 in Lake County (47% of the population) and 37,750 in Mendocino County (42% of the population).⁴² As shown in Tables 12 and 13 above, Lake County reports 88% of children having full-year health insurance coverage, compared with 93% in Mendocino County. In the two-county area, a total of 38,662 persons were receiving Medicare in March 2017, accounting for slightly over a quarter of the population.

Table 17. Medicare enrollment by county (April 2017)⁴³

Geographic Area	Persons Receiving Medicare	Percent of Population
Lake County	16,845	25.9%
Mendocino County	21,874	24.5%
Report Area	38,719	25.1%

Health: Access to care

The US Health Resources and Services Administration has designated five Lake County census tracts as Medically Underserved Areas (MUA). There are also 16 designated Health Professional Shortage Areas (HPSA) for primary health care in the county, 10 dental HPSAs, and 11 mental health care HPSAs. Mendocino County’s Medicaid-Eligible Population has been designated a Medically Underserved Population (MUP) and there are also 25 designated HPSAs for primary health care, 15 for dental care, and 13 for mental health care.⁴⁴

A 2011 survey conducted by the California Health Care Foundation found that Mendocino County physicians were, as a group, among the oldest in the state, with half of the county’s physicians over the age of 56. In Lake County, 45% are over the age of 56.⁴⁵ However, a new family medicine residency program is being established by Adventist Health Ukiah Valley with the goal of increasing the number of primary care providers in the area. According to the Council on Graduate Medical Education, the national commission that publishes physician supply requirements, the appropriate

⁴¹ US Census Bureau, Small Area Health Insurance Estimates, 2015 (www.census.gov/did/www/sahie/data/index.html).

⁴² California Dept. of Health Care Services, Research and Analytical Studies Section (www.dhcs.ca.gov/dataandstats/reports/Pages/MMCDMonthlyEnrollment.aspx).

⁴³ US Dept. of Health and Human Services, Centers for Medicare and Medicaid Services, 2012 Medicare Aged and Disabled by State and County Report (www.cms.hhs.gov/MedicareEnrpts/).

⁴⁴ US Dept. of Health and Human Services, Health Resources and Services Administration, (<http://hpsafind.hrsa.gov/HPSASearch.aspx>). HPSAs are designated by HRSA as having shortages of primary medical care, dental or mental health providers and may be geographic (a county or service area), population (for example, low income or Medicaid eligible) or facilities (for example, federally qualified health center or other state or federal prisons). MUAs and MUPs are areas and populations designated by HRSA as having too few primary care providers, high infant mortality, high poverty or a high elderly population.

⁴⁵ California Health Care Foundation, Center for Health Reporting (www.chcf.org/publications/2009/06/fewer-and-more-specialized--a-new-assessment-of-physician-supply-in-california).

range for the primary care physician supply is 60-80 generalists per 100,000 population.⁴⁶ The extent to which the physician supply in the two counties meets recommendations is shown below.

Table 18. Health care provider supply (2015)

Geographic Area	Primary Care Physicians ⁴⁷	Primary Care Physician to Population Ratio
Lake County	42	1:1,540
Mendocino County	96	1:915
Report Area	138	1:1,113
California		1:1,280
RECOMMENDED⁴⁸		1:1,428

In regard to dental care, there is 1 dentist per 2,230 residents in Lake County (compared with 1:1,230 statewide), a rate worse than all but six other counties, and 1 dentist per 1,270 residents in Mendocino County.⁴⁹

There are two hospitals in Lake County, both of which are Critical Access Hospitals: Sutter Lakeside Hospital in Lakeport and Adventist Health Clear Lake. Six organizations provide community clinic services in Lake County: Mendocino Community Health Clinic, Lake County Tribal Health, Sutter Lakeside Hospital, Adventist Health Clear Lake, Planned Parenthood, and San Francisco Veterans Administration Medical Center. Each of the agencies provides primary care services and many offer mental health, dental care and specialty services. In Lake County, mental health services are provided by the Lake County Mental Health Department, the Lake County Office of Education, nonprofit providers, and four of the clinics listed above (Lakeview Health Center, Lake County Tribal Health, St. Helena Family Health Centers, and Veterans Administration Outpatient Clinic).

Lakeport

- Lakeview Health Center
- Lake County Tribal Health (satellite clinics in Clearlake and Middletown)
- Sutter Lakeside Community Clinic
- Sutter Lakeside Hospital Family Medicine Clinic
- Lakeport Dialysis Center

Clearlake

- Adventist Health Clear Lake (family health centers in Middletown, Kelseyville, Hidden Valley Lake, and Konocti School-Based Wellness Center in Lower Lake)
- Planned Parenthood
- Clearlake Veterans Admin. Outpatient Clinic
- Clearlake Dialysis Center

There are three hospitals in Mendocino County: Adventist Health Ukiah Valley, Adventist Health Frank R. Howard Memorial in Willits, and Mendocino Coast District Hospital in Fort Bragg. Mendocino County also has seven Federally Qualified Health Centers (FQHCs) and “look-alikes” (clinics with somewhat different reimbursement rates and restrictions), as well as 10 Rural Health Clinics (95-210 RHCs) that are designated by the federal government to provide Medi-Cal subscribers and other low-income patients with core primary care services (e.g., medical, pediatric, obstetrics/gynecology, dental, mental health, and substance abuse treatment).⁵⁰ There are also

⁴⁶ Council on Graduate Medical Education, in Institute for the Future’s Health and Health Care 2010 (www.iftf.org/our-work/body-mind/health-horizons/health-and-health-care-2010-the-forecast-the-challenge/).

⁴⁷ Graham Center Physician Mapper (www.graham-center.org/rgc/maps-data-tools/interactive/primary-care-physician.html).

⁴⁸ Merritt Hawkins (A Review of Physician-to-Population Ratios (<https://www.merrithawkins.com/pdf/Merritt-Hawkins-Physician-to-Population-Ratios.pdf>)).

⁴⁹ RWJF Health Rankings.

⁵⁰ Medical clinics designated as FQHCs are Long Valley Health Center in Laytonville, Mendocino Coast Clinic in Fort Bragg, Mendocino Community Health Clinic in Ukiah and Willits, and Redwood Coast Medical Services in Point Arena and Gualala. The FQHC “Look-Alikes” are Consolidated Tribal Health Project in Calpella, Round Valley Indian

three dialysis clinics in the county and a Planned Parenthood clinic.⁵¹ In Mendocino County, mental health services are delivered by network of subcontractors under the coordination of Redwood Quality Management Services and by Mendocino Community Health Center.

Health: Substance use disorders

For decades, substance abuse has been one of the most far-reaching problems in the area, which lies in the heart of the rugged Emerald Triangle that provides convenient cover for the clandestine growth of marijuana and the production and sale of methamphetamines. Outside elements have exploited remote wilderness areas to establish commercial operations, and many residents have themselves turned to these illegal activities to supplement low incomes, creating patterns of multigenerational substance use and leaving children caught in conflict between home and school values.

Marijuana legalization was passed by California voters in 2016. The impact of legalization on the local economy and on individual health will not become clear until the new laws are fully implemented. However, the current property market has been described as a modern-day gold rush, with land that under normal circumstances would sell for \$1,500 an acre now going for up to \$4,000 an acre as buyers rush to profit from the new laws.

It times of economic difficulty, alcohol and drug use increases, while people who are at risk for substance use disorders have even greater need for life-saving prevention, treatment, and recovery support services. The California Health Interview Survey (2015) found that 28% of Lake County adults reported binge drinking in the past year (compared with 35% statewide), down from 40% in 2012. In Mendocino County, 39% of adults reported binge drinking in the past year, down from 44% in 2012. As shown below, tobacco use is high in Lake County in comparison with Mendocino County and with the state as a whole.⁵²

Table 19. History of adult tobacco use (2015)

Geographic Area	Current smoker	Former smoker	Never smoked
Lake County	20.9%	35.0%	44.1%
Mendocino County	11.6%	39.9%	48.5%
Report Area	15.6%	37.8%	46.6%
California	12.8%	21.6%	65.6%

Alcohol and drug treatment services are a cost-effective approach to this debilitating social problem. Taxpayers save \$7 for every \$1 spent on treatment, both through increased productivity and through reduced health care, criminal justice, and social services costs.⁵³ In the report area, treatment for alcohol and drug abuse is provided by County Public Health Departments, clinics, and nonprofit organizations.

In 2016, Lake County Department of Behavioral Health Services provided substance use disorder treatment to 846 individuals, representing a rate of 1,305/100,000. By comparison, the Department reported an admission rate of 1,078/100,000 in 2008. By age group, clients treated by the program were under the age of 18 (4%); age 18-24 years (12%); age 25-34 (31%); age 35-44 (19%); age 45-54 (19%); age 55 and older (15%). Of the clients, 108 (13%) were Hispanic. The substances for

Health Center in Covelo, and Anderson Valley Health Center in Boonville. The 10 clinics designated as 95-210 RHCs include 5 clinics under Ukiah Valley Primary Care Medical Group (UVPC) and Dr. Rushton Clinic in Ukiah; Baechtel Creek Medical Clinic in Willits; and Women’s Health Medical Center, Mendocino Coast Pediatric Medical Group, and Mendocino Medical Associates in Fort Bragg.

⁵¹ Health Care Atlas (<http://gis.oshpd.ca.gov/atlas/places/list-of-clinics/county/mendocino>).

⁵² California Health Interview Survey (CHIS), 2015.

⁵³ National Institute on Drug Abuse (NIDA) (http://archives.drugabuse.gov/NIDA_Notes/NNVol10N2/CASStudy.html).

which treatment was provided most frequently were: methamphetamine (28%); marijuana (21%); alcohol (19%); heroine (3%), and other opiates 2%). Drugs for which fewer than 10 clients received treatment included cocaine, inhalants, and OxyContin. Of the 846 clients, 422 clients received treatment through the drinking under the influence (DUI) program.⁵⁴

In Mendocino County, 295 individuals received substance use disorder treatment in 2016. Admissions due to methamphetamine use accounted for 38% of all admissions, admissions due to alcohol use accounted for roughly 26%, marijuana for 18%, opiates for 9% percent, and crack/cocaine for <1%. By ethnicity, clients were 62% white/non-Hispanic, 19% Hispanic, and 13% American Indian. By age, the highest rate of admissions was for 25 to 34 year olds (41%). The next highest age groups were 35 to 44 year olds, at 33%, and 45-54 year olds (15%).

California’s Alcoholic Beverage Control (ABC) reports that there were 82 wholesale and off-sale and 200 retail/on-sale alcohol licenses in Lake County as of June 2016, equal to 1 off-sale outlet for every 790 residents and 1 on-sale outlet for every 324 residents. In Mendocino County, there were 242 wholesale and off-sale and 408 retail/on-sale alcohol licenses as of June 2016, equal to 1 off-sale outlet for every 367 residents and 1 on-sale outlet for every 218 residents.⁵⁵ These levels are far above the density allowed by ABC policy, which allows 1 off-sale general license for each 2,500 persons and 1 on-sale general license for each 2,000 persons in a county.⁵⁶ If Lake County conformed to ABC policy, there would be only 26 off-sale and 32 on-sale alcohol licenses in the county. In Mendocino County, licenses would be limited to 36 off-sale and 44 on-sale outlets.

The number of alcohol outlets in a community (outlet density) is an indicator of readily available alcohol to the public and an indicator of overall alcohol consumption. While local governments may be inclined to grant approval to alcohol license applicants in attempts to bolster local business and the economy, a high density of outlets corresponds with a proportional increase in alcohol-related violence, underage drinking, unprotected sex, and driving after drinking.⁵⁷

The area’s culture of acceptance of alcohol and other drug (AOD) use has a powerful impact on local youth. CHKS data show that rates for most Mendocino County AOD indicators are dismal when compared with statewide rates, as the examples shown in Table 20 below demonstrate.

Table 20. Lake County (2015-2016) and Mendocino County (2014-2015) CHKS data on past 30-day substance use and perception of harm by 7th, 9th, and 11th graders⁵⁸

Geographic Area	At least 1 drink of alcohol in past month	5+ drinks in a couple of hours (binge drinking) in past month	Perceived binge drinking as great or moderate harm	Smoked marijuana in past month	Perceived frequent marijuana as great or moderate harm	Smoked cigarettes in past month
Lake County (2015-2016)	18%	9%	59%	13%	57%	5%
Mendocino (2014-2015)	26%	14%	68%	18%	53%	5%
California (2013-2015)	20%	11%	77%	14%	64%	7%

⁵⁴ Lake County Department of Behavioral Health Services.

⁵⁵ California Department of Alcoholic Beverage Control (www.abc.ca.gov/Annualreports/Annual_Reports.html). Off-sale licenses are for outlets where alcohol is sold to be consumed off site, such as liquor and grocery stores, while on-sale licenses are for locations such as bars and restaurants where alcohol is consumed on the premises.

⁵⁶ ABC Act, California Business and Professions Code (www.abc.ca.gov/cbnp.html).

⁵⁷ Mendocino County Health and Human Services Agency (2013). Alcohol outlets and our community: a health impact assessment of the harms of high alcohol outlet density in Mendocino County, California (www.co.mendocino.ca.us/hhsa/pdf/hia_alcohol_report_01-13.pdf).

⁵⁸ California Healthy Kids Survey, 2013-2016.

Child Care

Census data show that 13.3% of Lake County residents are under the age of 12, with 3,700 (5.7%) under the age of 5. In Mendocino County, 14.5% of residents are under the age of 12 and 5,170 (5.8%) are age 0-5. The child dependency ratio is 34.2 in Lake County and 36.3 in Mendocino County, compared with 37.5 statewide.⁵⁹ On average, about 75% of the parents of children age 0-12 are in the labor force (80% in Lake County and 70% in Mendocino County), compared with 63% statewide.⁶⁰

The Packard Foundation KidsData website reports that child care availability in the area is in line with statewide rates. In Lake County, child care is available for 18% of children with parents in the workforce (compared with 25% statewide); in Mendocino County, the rate is 22%.⁶¹ Between 2012 and 2014, the availability of child care slots dropped by 6.5% in Lake County and by 7.9% in Mendocino County. The number of sites also fell, from 96 to 80 (17%) in Lake County and from 134 to 112 (16%) in Mendocino County. In many of the more isolated communities in the two counties there are no centers or licensed child care homes available or there are no slots available. Other families are unable to access available care because they lack transportation, work non-traditional hours, lack linguistic or cultural compatibility, have special needs, or cannot afford the prohibitive costs. For example, only 44% of Lake County and 33% of Mendocino County family child care homes (FCCH) provide evening, weekend, and/or overnight care, and no child care centers (CCC) in either county provide care during these hours.⁶²

Table 21. Availability of licensed child care (2015)⁶³

Child Care Supply	Lake County		Mendocino County	
	CCC	FCCH	CCC	FCCH
Total number of sites	23	57	37	75
Total number of slots	719	606	1,358	756
• Infant slots (0-2)	86		36	
• Preschool slots (2-5)	555		1,061	
• School-age slots (6+)	78		261	

Child care, especially for younger children, consumes significant amounts of family income and without subsidies, many families could not afford child care. To be affordable, child care should cost no more than 10-13% of family income. However, working families with two children in child care can easily spend more than \$1,200 per month on child care. In Lake County, with only one wage earner working full time at California’s minimum wage of \$10.50 per hour (\$21,840/year), full-time center-based care for one preschool child would account for 35% of annual income, and infant care for 57%; in Mendocino County, the percentages would be 41% for a preschool child and 60% for an infant.⁶⁴ Furthermore, 38% of Lake County and 27% of Mendocino County families with children age 0-5 live in poverty, putting quality child care out of reach without subsidies. According to the KidsData website, child care costs in both counties are at or slightly below statewide rates, although in Mendocino County costs are slightly higher, as shown in Figure 5 below.

⁵⁹ US Census, American Community Survey, 2011-2015 five-year estimates (Table S0101). The child dependency ratio is derived by dividing the population under 18 years by the 18 to 64 population and multiplying by 100.

⁶⁰ California Child Care Resource & Referral Network, 2013 Child Care Portfolio (www.rnetwork.org).

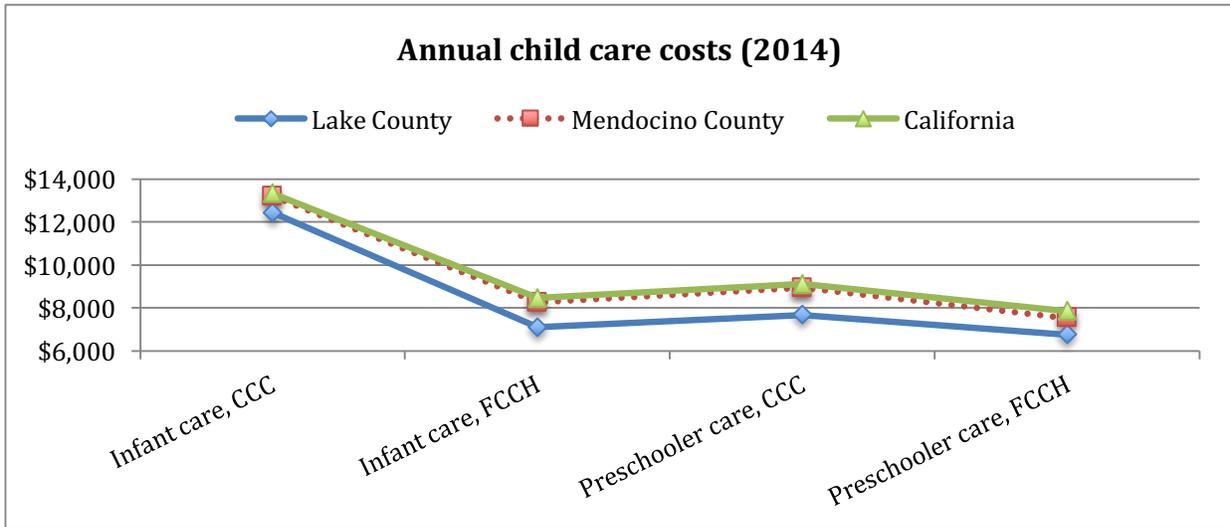
⁶¹ Packard Foundation KidsData (<http://www.kidsdata.org>).

⁶² California Child Care Resource & Referral Network, 2015 Child Care Portfolio.

⁶³ Packard Foundation KidsData (<http://www.kidsdata.org>).

⁶⁴ California Child Care Resource & Referral Network.

Figure 5



Nutrition and Food Security

According to Feeding America, the food insecurity rate in Lake County is 18.1% and is 15.7% in Mendocino County.⁶⁵ The 2015 California Health Interview Survey (CHIS) found that 57% of Lake County families with incomes below 200% of the federal poverty level had difficulty reliably putting food on the table in the previous year. This is significantly higher than the 38% that reported food insecurity in 2011. In Mendocino County, the percentage was 28% in both 2011 and 2015.⁶⁶ Statewide, 42% of the population is food insecure.

In Lake County, food stamp enrollment has more than doubled over the past nine years, increasing from 2,825 households in July 2008 to 6,452 of the county’s 26,993 households (24%, representing 12,110 individuals) in March 2017. Food Stamp enrollment in Mendocino County rose by 102% from 2008 to March 2017, increasing from 3,100 to 6,272 households (18% of the county’s 34,017 households, representing 11,840 individuals). By comparison, the current state average is just under 16%.⁶⁷ Research conducted by the California Food Policy Advocates shows that low participation of food-stamp eligible families results in an estimated \$6,890,000 loss in federal benefits and associated economic activity in Lake County and \$4,240,000 in Mendocino County.⁶⁸ Although the reasons eligible people do not apply for food stamps are not well understood, several factors are acknowledged: the stigma associated with utilizing food stamps, misunderstandings about eligibility requirements, and concerns about immigration and other legal issues.

At mild and moderate levels, food insecurity contributes to anxiety and worry, and often results in adjusting the household budget to forego other basic needs in order to make sure that family members are fed. Very low food security results in the disruption of eating patterns and reduced food intake. Ironically, poverty and food insecurity are associated with increased obesity, due in part to the fact that cheaper and more readily available food is often of lower quality, more processed, and less nutritious.

⁶⁵ Feeding America, 2014 Overall Food Insecurity (www.feedingamerica.org/).

⁶⁶ California Health Interview Survey, 2015 (<http://www.chis.ucla.edu>).

⁶⁷ California Department of Social Services, Food Stamp Participation and Benefit Issuance Report DFA-256 for March 2017 (<http://www.cdss.ca.gov/inforesources/Research-and-Data/CalFresh-Data-Tables/DFA256>).

⁶⁸ California Food Policy Advocates, 2013. Lost Dollars, Empty Plates (<http://cfpa.net/lost-dollars-empty-plates-2013>).

- 67% of Lake County adults and 59% of Mendocino County adults are obese or overweight (compared with 63% statewide).⁶⁹ Of these, an estimated 31,000 (13,000 in Lake County and 18,000 in Mendocino County) are obese, representing obesity rates of 26.4% and 26.5%, respectively, compared with 24.8% statewide.⁷⁰
- A complex mix of socioeconomic factors and lifestyle choices have contributed to increased rates of diabetes, which is the leading cause of blindness, amputations, and kidney failure and is a major contributor to heart attacks and strokes. 2013 rates of diabetes in Lake and Mendocino Counties were 10.1% and 8.4%, respectively, compared with 9.9% statewide (in 2014), ranking the counties at 50 and 22, respectively.⁷¹ In responding to the California Health Interview Survey, 17.4% of Lake County and 7.1% of Mendocino County respondents answered yes to the question, “Has a doctor ever told you have borderline or prediabetes?”, compared with 13.5% statewide.⁷²
- The physical inactivity rate (2013) is 21% in Lake County (ranked worse than all but 5 other counties) and 16.5% in Mendocino County (ranked 22), compared with 23.5% statewide.⁷³

The USDA interactive Food Access Atlas provides data on the number and percent of people who live within specified distances of a supermarket. The data show that 11,380 local residents have low-access to a grocery store, and of these 5,000 (7.7%) are from low-income families. In Mendocino County, 18% of residents have low access and more than 6,500 of these (7.5% of the population) are from low-income families. Data from the USDA Food Access Atlas (2015) are provided below. Note that two of Lake County’s 15 census tracts and 6 of Mendocino County’s 20 tracts are considered low-income/low-access tracts, areas where there are no nearby supermarkets or large grocery stores within 10 miles for some residents.

Table 22. USDA food deserts in Lake and Mendocino Counties (2010-2015)⁷⁴

Community	Census Tract	Pop.	Poverty Rate	Median Family Income	Households without vehicles more than ½ mile from nearest supermarket	Low-income people with low access at ½ mile (urban) and 10 miles (rural)
Lake County						
Lakeport	06033000400	5,574	19.6%	\$50,304	83 (3.5%)	837 (15%)
Lucerne	06033000501	3,222	39.2%	\$34,898	141 (9.8%)	
Nice	06033000502	2,703	26.2%	\$42,760	106 (8.7%)	1,386 (51%)
Clearlake Oaks	06033000600	3,957	35.4%	\$42,854	129 (6.8%)	
Clearlake	06033000701	4,343	22.7%	\$41,352	164 (9.1%)	
Kelseyville	06033001000	6,045	24.6%	\$52,339	163 (7.4%)	
Mendocino County						
Laytonville and Round Valley	06045010200	4,155	27.5%	\$54,044	81 (4.4%)	505 (12%)
Willits	06045010600	6,917	15.9%	\$52,665	115 (4%)	3,024 (44%)
Willits	06045010700	6,203	26.4%	\$49,425	83 (3.4%)	908 (15%)
Redwood Valley	06045010900	4,332	13.1%	\$51,776	138 (8.3%)	

⁶⁹ California Food Policy Advocates, 2016 County Profiles (<http://cfpa.net/county-profiles>).

⁷⁰ Diabetes Coalition of California (<http://diabetescoalitionofcalifornia.org/diabetes-stats>).

⁷¹ US Centers for Disease Control and Prevention (<https://gis.cdc.gov/grasp/diabetes/DiabetesAtlas.html>).

⁷² California Health Interview Survey, 2015.

⁷³ US Centers for Disease Control and Prevention.

⁷⁴ USDA Food Desert Locator (www.ers.usda.gov/data/fooddesert).

Community	Census Tract	Pop.	Poverty Rate	Median Family Income	Households without vehicles more than ½ mile from nearest supermarket	Low-income people with low access at ½ mile (urban) and 10 miles (rural)
Anderson Valley	06045011200	3,293	23.2%	\$39,679	37 (3%)	329 (10%)
Ukiah	06045011300	5,972	30.6%	\$45,511	126 (6%)	2,780 (47%)
Hopland	06045011800	2,082	16.4%	\$50,966	35 (4.4%)	479 (23%)

According to Children Now, only 63% of Lake County children and 54% of Mendocino County children are in a healthy weight zone (compared with 62% statewide).⁷⁵ School-based physical fitness testing is used to identify students that are in the high fitness zone (HFZ), and those that are in need of improvement and at high risk, in six specific physical fitness areas. The results for body composition, detailed in Table 23 below, show the imperative of working to improve the fitness of local children and youth. Note, however, that the percentage of Lake County students who are at health risk has fallen slightly for all grade levels since the 2013-2014 report. However, in Mendocino County these rates have risen for all grade levels.

Table 23. Physical fitness testing: body composition (2015-2016)⁷⁶

Geographic Area	5 th graders				7 th graders				9 th graders			
	HFZ		Health Risk		HFZ		Health Risk		HFZ		Health Risk	
	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016
Lake County	59%	58%	23%	21%	62%	61%	18%	15%	64%	60%	23%	16%
Mendocino County	55%	52%	24%	26%	56%	55%	21%	24%	59%	57%	23%	24%
California	60%	60%	21%	21%	62%	62%	19%	19%	64%	64%	17%	18%

Research has shown that fast food and energy-dense foods (those containing more calories per volume) are more available in lower-income and minority neighborhoods, and that residents in these neighborhoods are more likely to be overweight or obese and have higher rates of diabetes. Various cross-sectional and longitudinal studies show a positive association between the density of fast-food restaurants and/or convenience stores and a high Body Mass Index (BMI), obesity, and overweight rates and a negative association with fruit and vegetable intake.⁷⁷

There is a connection between the availability of healthful products in stores and the reported healthfulness of individuals' diets. People who have grocery stores near their homes tend to eat more fruits and vegetables, and are less likely to be obese or have diabetes. People with no supermarkets near their homes are 25%-46% less likely to consume a healthy diet than people with nearby access to supermarkets.⁷⁸

The Modified Retail Food Environment Index (mRFEI), an environmental measure of access to healthy food, is derived from a formula that divides the number of healthy food retailers by the total number of retailers. Healthy food retailers include supermarkets, larger grocery stores, supercenters, and produce stores within census tracts or ½ mile from the tract boundary. Less healthy food retailers include fast food restaurants, small grocery stores, and convenience stores. In California, adults living in cities or counties with 16.7% healthy food retailers or less had a 20 percent higher prevalence of obesity and a 23 percent higher prevalence of diabetes than adults

⁷⁵ Children Now 2016-2017 California County Scorecard.

⁷⁶ California Dept. of Education/DataQuest.

⁷⁷ Larson NI, Story MT, and Nelson MC (2009). Neighborhood environments: disparities in access to healthy foods in the US. American Journal of Preventive Medicine (www.ncbi.nlm.nih.gov/pubmed/18977112).

⁷⁸ Moore LV et al (2008). Associations of the local food environment with diet quality – a comparison of assessments based on surveys and geographic information systems. Am J Epidemiol. 2008; 167(8):917-924.

living in areas with 25% healthy food retailers or more; this relationship held true regardless of household income, race/ethnicity, age, gender, or the physical activity levels of respondents.⁷⁹

In Mendocino County, there are an average of two fast food restaurants and convenience stores for every one place to buy fresh fruits and vegetables. In the county's largest cities—Fort Bragg, Ukiah, and Willits—the ratio ranges from more than 2:1 in Fort Bragg to more than 5:1 in Willits. Analysis of Mendocino County's food environment, conducted by the Mendocino County Health and Human Services Agency in 2010, revealed a moderate positive correlation between the percentage of the population living below the poverty level and the ratio of fast food and convenience stores to healthy food outlets. There was also a moderate positive correlation between the percentage of Hispanic residents in a census tract and the ratio of fast food and convenience stores to healthy food outlets. These data mean that there is a tendency for there to be more fast food and convenience stores in Hispanic and lower-income neighborhoods, and fewer grocery stores and farmers markets.⁸⁰ This situation can promote unhealthy diets that are higher in fats and sugars and lower in fresh fruits and vegetables.

Residents in both counties are demonstrating an increasing interest in developing strong localized economies that produce healthy food for local use. However, localization efforts are hampered by insufficient local production, which is the greatest gap in local food systems. According to the Mendocino County Agriculture Commissioner, 340 of Mendocino County's more than 2 million acres were under vegetable cultivation in 2015, slightly up from the 320 acres cultivated in 2012. Of the 340 acres, 35 (10%) were dedicated to organic cultivation, down from 16% in 2013. Vegetable production accounted for only 1% of the county's 2015 agricultural value. For the same year, Lake County reported 21 acres under vegetable cultivation, down from 32 acres in 2013. In 2015, 10 Lake County farms dedicated 15 acres to organic vegetable production, down from 16 farms and 22 acres in 2013.⁸¹ Other challenges to the local food security systems include:

- Individual food security—limited understanding of nutrition, minimal cooking skills, and limited access to fresh local produce.
- Market coordination—local production designed for markets outside the area, while local markets import food grown in other areas, resulting in un- and under-developed relationships between producers, buyers, and consumers. Market analysts say that a single bite of food has traveled, on average, 1,500 miles before it is eaten.
- Community food security—school and business policies that inhibit purchasing from local producers, and a workforce that therefore does not consider production for local use a viable economic option. Surveys of local markets to determine the extent to which markets are selling local produce, as well as their capacity to feed their communities in the event of blocked delivery routes, have found that most of the food sold locally is trucked in from other areas and that, in smaller communities, food supplies would last for less than a week if deliveries were disrupted.
- Drought—prior to the 2016-2017 rains, the agriculture in the area had been severely impacted by the on-going drought.

⁷⁹ California Department of Public Health, Healthy Communities Data and Indicators Project: Modified retail food environment index (www.cdph.ca.gov/programs/Documents/HCI_RetailFoodEnvironment.pdf).

⁸⁰ Mendocino County Health and Human Services Agency (www.co.mendocino.ca.us/hhsa/pdf/chs_prevention_RetailFood_2011.pdf).

⁸¹ Mendocino County Agriculture Commissioner, 2015 Mendocino County Crop Report (www.mendocinocounty.org/government/agriculture) and Lake County Agriculture Commissioner, 2015 Lake County Crop Report (www.co.lake.ca.us/Government/Directory/Ag/Agprograms/Crop.htm).

Housing

Housing prices in Lake County have risen significantly over the past two years. As of April 2017, the median purchase price of a house in Lake County was \$248,470, up 24% from the April 2015 median of \$200,000 and 58% from the 2013 median of \$156,670. In Mendocino County, the median purchase price was \$358,000 in April 2017, down from the 2015 median of \$379,170, but slightly above the April 2013 median of \$350,000.⁸² Each year, maximum affordable housing costs fall far below actual local Fair Market Rent (FMR) in both counties. This has local significance because of the high percentage of renter households in the area: 37% in Lake County and 43% in Mendocino County. For 2017, the FMR for a two-bedroom apartment is \$915 in Lake County (up from \$853 in 2015) and \$1,031 in Mendocino County (down from \$1,147 in 2015). The annual income required to afford FMR plus utilities, without paying more than 30% of income on housing, is shown in Table 24 below, along with required hourly wages to generate this income.⁸³

Table 24. Fair market rents and wages (2016)⁸⁴

Geographic Area	2-bedroom FMR	Minimum income/hourly wage to afford 2-bedroom FMR	Mean renter hourly wage	2-bedroom housing wage	Rent affordable at Area Median Income (AMI)	Rent affordable at minimum wage	Rent affordable with full-time job at mean renter wage	Hours per week/Full-time jobs at minimum wage to afford 2-bedroom FMR	Full-time jobs at mean renter wage to afford 2-bedroom FMR
Lake County	\$972	\$38,800/ \$18.69	\$10.58		\$1,268	\$520	\$550	76 hours/ 1.9 jobs	1.8 jobs
Mendocino County	\$1,056	\$42,240/ \$20.31	\$10.43		\$1,340	\$520	\$542	80/hours 2.0 jobs	1.9 jobs
California	\$1,487	\$59,464/ \$19.22	\$19.22	\$28.59	\$1,817	\$520	\$999	114 hours/ 2.9 jobs	1.5 jobs

By contrast, in 2014 the Insight Center for Community Economic Development calculated the Lake County self-sufficiency wage for a single adult to be \$10.05/hour (\$1,769/month) and for a family of four (2 adults, one preschooler, and 1 school age child) to be \$14.15 for each adult, equal to an annual income of \$59,755 (up from \$59,530 in 2011). For Mendocino County, the 2014 self-sufficiency wage for a single adult was calculated to be \$10.52/hour (\$1,851/month) and for a family of four (2 adults, one preschooler, and 1 school age child) to be \$15.54 for each adult, equal to an annual income of \$65,623 (up from \$61,843 in 2012).⁸⁵ However, US Census results show that 60% of Lake County and 54% of Mendocino County renters spend 30% or more of their household income on rent, and about one-third (33% in Lake County and 31% in Mendocino County) spend more than half of their household income on rent.⁸⁶ Many area residents live in substandard housing in remote areas. For example, the 2011-2015 five-year American Community Survey estimates report 1,133 housing units (1.5%) in the two-county area that lack complete plumbing facilities (388 units in Lake County and 745 in Mendocino County).⁸⁷ Although some people are

⁸² California Association of Realtors, *Current Sales and Price Statistics* (<http://www.car.org/marketdata/data/countysalesactivity>).

⁸³ National Low Income Housing Coalition (<http://nlihc.org/oor>).

⁸⁴ US Department of Housing and Urban Development (www.huduser.org/portal/datasets) and National Low Income Housing Coalition.

⁸⁵ Insight Center for Community Economic Development (www.insightccd.org/communities/besa/besa-ca/calculator.html).

⁸⁶ US Census Bureau, American Community Survey 2011-2015 five-year estimates (Table B25070).

⁸⁷ US Census Bureau, American Community Survey 2011-2015 five-year estimates (Table B25047).

living an alternative life style by choice and have adapted systems for their needs, others are living without utilities or running water because they cannot afford these amenities.

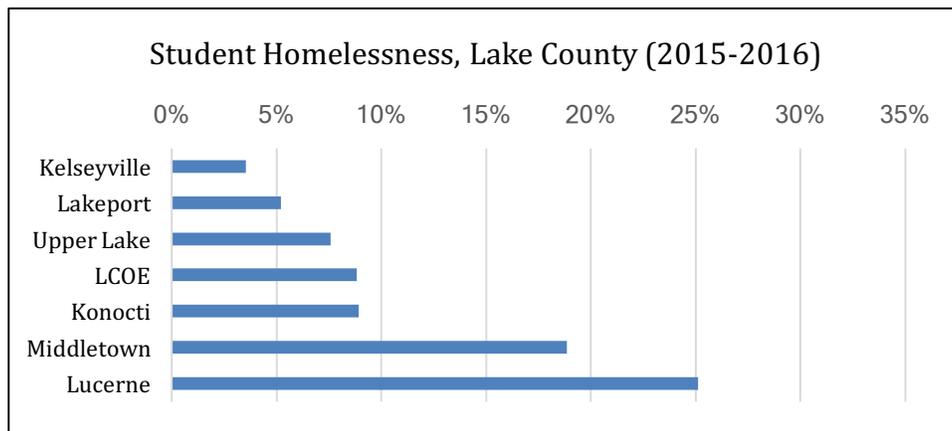
Homelessness

Lake County

In January 2017, Lake County conducted its third point-in-time Homeless Census, identifying 401 homeless individuals, 504 homeless students, and 72 homeless on Rancherias, for a total of 977 individuals (about 1.5% of the county population). However, this number is widely believed to be an undercount, and it should be noted that there are only 67 shelter beds in the county. Census takers reported the following details:⁸⁸

- **LOCATION:** Most of the homeless (92%) have been living in Lake County for at least one year, and 68% were long-time county residents, having lived in Lake County for at least five years.
- **HOUSING:** At the time of the count, only 28 (7%) of the people included in the count were housed in a shelter.
- **FREQUENCY:** About half (52%) of those counted were homeless for the first time, while 40% had been homeless for a period of 1-12 months and almost half (47% had been homeless for 2-5 years.
- **AGE:** By far the largest age group was 25-59 (69%), with 12% age 60 and over, 8% between 18 and 24, and 12% under the age of 18.
- **CAUSE OF HOMELESSNESS:** One of every five homeless people (18%) reported that they lost their housing as a result of the Lake County fires.
- **NEEDS:** People reported unmet needs for food (50%), employment and/or job training (42%), health care (38%), and transportation (7%).
- **STUDENT HOMELESSNESS:** During the 2015-2016 school year, Lake County Office of Education reported 869 homeless students, about 9.4% of the total enrollment for that year. Homeless students by district as shown in Figure 6 below: Kelseyville 3.5%; Konocti 8.9%, Lakeport 5.2%; LCOE 8.8%, Lucerne 25.1%, Middletown 18.9%, and Upper Lake 7.6%.⁸⁹

Figure 6



⁸⁸ Lake County Department of Social Services, Point-in-Time Homeless Count, 2017.

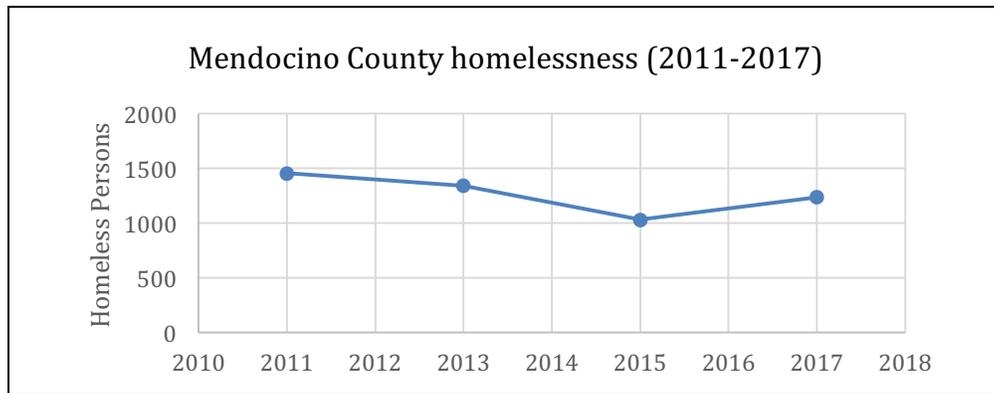
⁸⁹ Lake County Office of Education.

Mendocino County

In January 2017, Mendocino County’s bi-annual point-in-time Homeless Census identified 1,238 homeless individuals, 206 (20%) more than in 2015. Of these, 97 (8%) were considered chronically homeless.⁹⁰ The high turnover in the homeless population means that as much as 2.66 times this figure—3,293 people, almost 4% of the county population—may be experiencing homelessness during the year.⁹¹ The 2017 count provided the following demographic information for the county’s homeless population.

- GENDER: 411 (33%) female; 824 (66%) male; and <1% transgender or other.
- RACE: 1,026 (83%) White; 152 (12%) American Indian; 34 (3%) Black; and 26 (2%) of other, multiple, or unreported ethnicity.
- ETHNICITY: 1,121 (91%) non-Hispanic and 117 (9%) Hispanic.
- AGE: 32 (3%) under age 18; 47 (4%) age 18 to 24; and 1,159 (94%) age 25 or older.
- VETERAN STATUS: 24 (2%) of the persons counted reported beings veterans.
- MENTAL HEALTH: 54 (4%) of the persons counted reported serious mental illnesses.
- SUBSTANCE USE: 25 (2%) of the persons counted reported substance use disorders.
- LOCATION: Half (50%) of Mendocino County’s homeless people were living in the south inland area that includes the City of Ukiah, with 272 (22%) living in north inland communities and 347 (28%) living in coastal communities.
- SHELTER: Of the total homeless population counted, 113 (9%) were housed in an emergency shelter; 47 (4%) were housed in a transitional shelter; and 1,078 (87%) were unsheltered.

Figure 7



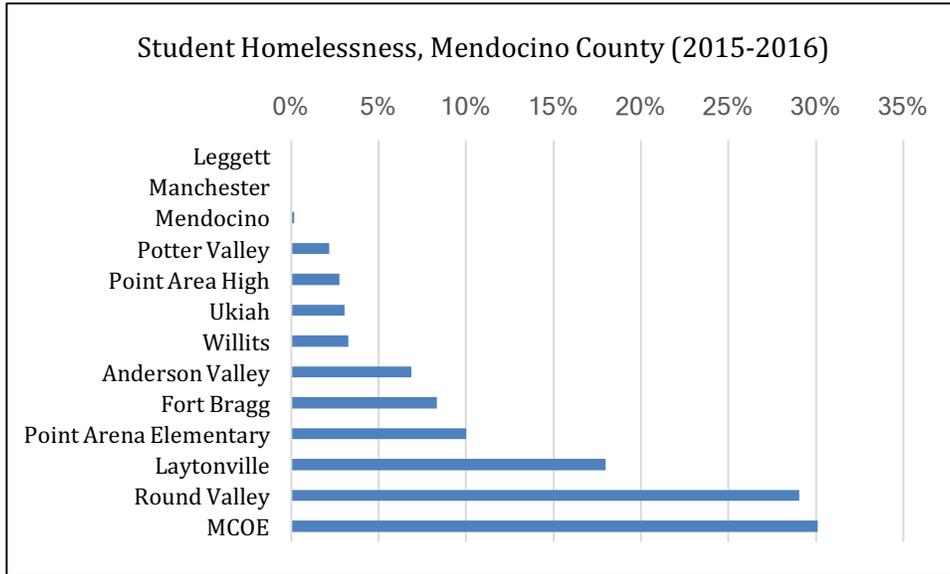
- STUDENT HOMELESSNESS: During the 2015-2016 school year, county school districts reported serving 751 homeless students, representing 5.7% of the county’s total student

⁹⁰ According to the HUD definition, person who is "chronically homeless" is an unaccompanied homeless individual with a disabling condition and who has either been continuously homeless for a year or more OR has had at least four episodes of homelessness in the past three years.

⁹¹ Applied Survey Research (2005). 2004 Santa Clara County Homeless Census and Survey (<https://www.sanjoseca.gov/DocumentCenter/View/14560>). Survey data regarding the average length of homelessness indicates that the homeless population renews itself approximately 2.66 times every year. In other words, for every one person who experiences homelessness at a given point in time, 2.66 people experience homelessness annually.

enrollment for that year. Homelessness percentages reported by Mendocino County Office of Education (MCOE) for each school district are shown in Figure 7 below (Anderson Valley 36 (6.9%); Arena Union Elementary 34 (10%); Fort Bragg 161 (8.3%); Laytonville 71 (17.9%); Leggett 4 (3.4%); Manchester 0; MCOE 28 (30%); Mendocino 1 (0.2%); Point Arena Joint Union High 0; Potter Valley 6 (2%); Round Valley 124 (29%); Ukiah 200 (3.1%); Willits 61 (3.3%).⁹²

Figure 8



Crime and Delinquency

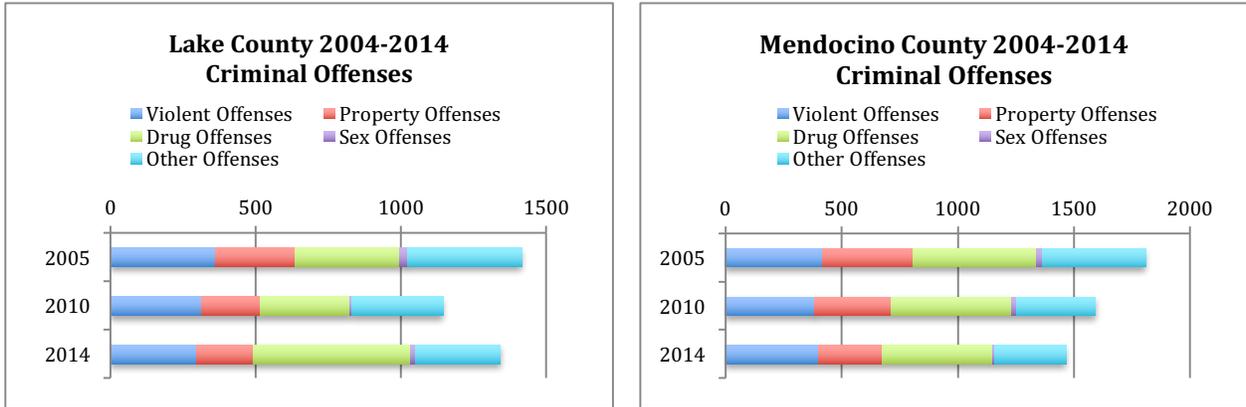
The 2014 adult arrest rates for Lake County and Mendocino County were 6,187/100,000 population and 5,434 respectively, compared with 3,161 statewide. Lake County law enforcement agencies reported 4,007 arrests in 2014 (the most recent year for which data are available). Of these, 1,343 (33.5%) were for felony offenses and 2,657 (66.5%) were for misdemeanors. These figures represent a decrease of 5.7% from the 4,241 arrests reported in 2005. The Lake County Probation Department reported a caseload of 759 in 2015 (the most recent year for which data are available), up by 26% from the 602 cases reported in 2006. Of the 759 cases, 618 (81%) were for felony offenses.

In Mendocino County, law enforcement agencies reported 4,816 arrests in 2014. Of these, 1,466 (30.4%) were for felony offenses and 3,348 (69.6%) were for misdemeanors. These figures represent a decrease of 17.3% from the 5,818 arrests reported in 2005. In Mendocino County, the probation caseload in 2015 was 764, down by 43% from the 1,338 cases carried in 2006. Of the 2015 cases, 635 (83%) were for felony offenses.⁹³ Historical data are shown below.

⁹² Mendocino County Office of Education.

⁹³ California Department of Justice (<https://openjustice.doj.ca.gov/crime-statistics>).

Figure 9. Historical crime data (2004-2014)



The juvenile arrest rates for both counties are significantly higher than the statewide rate of 5.3/1,000, with Lake County at 8.0/1,000 and Mendocino County at 9.6/1,000. However, county as well as statewide rates are less than half what they were in 2010, when the statewide rate was 12.3, Lake County was 12.3, and Mendocino County was 17.9.⁹⁴ The Lake County Juvenile Hall closed in 2015; Lake County now contracts with Mendocino County for juvenile detention services.

The California Healthy Kids Survey (CHKS) measures youth assets as well as crime and safety indicators and is administered to students in grades 7, 9, and 11 in alternate years. As shown below, results for safety indicators in the report area are fairly aligned with statewide results.

Table 25. Lake County (2015-2016) and Mendocino County (2014-2015) CHKS safety and gang data⁹⁵

Geographic Area	Self-identify as a gang member	Felt “very safe” at school	Have been in a fight in school in past year	Bullied or harassed at school	School connectedness: % scoring “high”
Lake County (2015-2016)	4.6%	63.7%	12.3%	37.3%	51.7%
Mendocino County (2014-2015)	5.6%	59.8%	13.9%	35.4%	43.1%
California (2013-2025)	6.3%	62.4%	13.4%	35.3%	45.1%

Transportation and Traffic Safety

Mendocino and Lake County both feature many barriers to physical mobility, including rugged mountain ranges and, in Lake County, Clear Lake itself, which lies in the center of the county and occupies 5% of the county’s total area. Isolated communities are reached by winding two-lane mountain highways, some more than a two-hour drive from commercial centers. Many local and regional roads are in poor condition and not fully maintained during winter months. Even in Clearlake and Lakeport, streets revert to unpaved, unlit, and unmarked roads just blocks from town centers. Although Lake Transit Authority (LTA) and Mendocino Transit Authority (MTA) provide regular service in and between larger communities, public transportation outside incorporated areas is minimal, exacerbating the barrier to accessing services and employment.

LTA operates ten routes connecting to Ukiah in Mendocino County and to larger Lake County communities. LTA also provides dial-a-ride, Flex-Stop, deviated-fixed route, and paratransit services for the disabled and elderly. However, services are limited in frequency, coverage, and service span. Geographically, service is focused primarily in Lakeport and Clearlake, and LTA services are not provided in most smaller communities. Furthermore, many routes end operation at

⁹⁴ Packard Foundation KidsData.

⁹⁵ California Healthy Kids Survey (<http://chks.wested.org/reports/search>).

6:00 pm and weekend services are also limited.⁹⁶ Similarly, MTA routes connect Mendocino County’s larger communities as well as providing transportation within the three largest cities, while there are no services of any kind north of Willits.⁹⁷

Many Lake County households (35.7%) have access to two vehicles, although 7.6% have no vehicle. In Mendocino County, 36.4% of households have access to two vehicles, while 7.6% have no vehicle.⁹⁸ Table 26 below shows the mode of transportation local workers use to travel to work. Of the 57,814 workers in the two-county area, 84% use private automobiles to travel to work. Of these, 74% drive to work alone while almost 11% carpool. Fewer than 1% of all workers commute via public transportation, while almost 5% walk and just under 1% bike to work. Lake County workers experience an average commute time of 25.4 minutes (compared with 27.3 minutes statewide). For Mendocino County workers, the average commute time is 17.5 minutes.⁹⁹

Table 26. Method of transportation to work (2011 – 2015)¹⁰⁰

Geographic Area	Working Age Population	Method of Transportation to Work (Percent)					
		Drive Alone	Carpool	Public Transportation	Bicycle	Walk	Work at Home
Lake County	21,914	73.6%	10.5%	0.7%	0.1%	3.3%	11.2%
Mendocino County	35,690	73.7%	10.9%	0.5%	1.4%	5.5%	7.5%
Report Area	57,604	73.6%	10.7%	0.6%	0.9%	4.7%	8.9%
California	16,869,052	73.4%	10.8%	5.2%	1.1%	2.7%	5.3%

In 2014, 313 Lake County residents were killed or injured in traffic collisions. Of these collisions, 61 (19.5%) were alcohol-related. According to the California Office of Traffic Safety, these figures represent an alcohol-related accident rate that ranks 22 among California’s 58 counties. In 2012, Lake County’s rate was ranked 9, higher than all but 8 of California’s 58 counties. When considering drivers who were between the ages of 21-34 who had been drinking, Lake County’s rate has improved from a rank of 6 in 2012 (worse than all but 5 counties) to a rank of 19. Compared with other counties, Lake County also ranks poorly in the number of hit and run accidents, at 15th among the 58 counties (in both 2012 and 2014).

Mendocino County reported 487 residents killed or injured in traffic collisions, 103 (21%) of which involved alcohol. This places Mendocino County higher than all but 5 other counties in the rate of alcohol-involved collisions. When considering drivers who were between the ages of 21-34 who had been drinking, Mendocino County’s rate is worse than all but 10 other counties (compared with 2012, when the county ranked worse than all but one other county).¹⁰¹ Compared with other counties, Mendocino County also ranks poorly in the number of hit and run accidents, at 14th among the 58 counties.

COMMUNITY RESOURCES

Both Mendocino County and Lake County benefit from a large number and variety of organizations that work to alleviate suffering and ameliorate poverty. NCO has established and maintains strong connections with these community resources.

⁹⁶ Lake Transit Authority (<http://laketransit.org>).

⁹⁷ Mendocino Transit Authority (<http://mendocinotransit.org>).

⁹⁸ US Census Bureau, American Community Survey 2011-2015 five-year estimates (Table B08201).

⁹⁹ Data USA (<https://datausa.io/profile>).

¹⁰⁰ US Census Bureau, American Community Survey 2011-2015 five-year estimates (Table B08006).

¹⁰¹ California Office of Traffic Safety, 2010 OTS Rankings (www.ots.ca.gov/media_and_research/Rankings/default.asp).

Local Governments and Agencies

- Area Agency on Aging of Lake and Mendocino Counties
- City and County Governments
- Colleges: Marymount California University, Mendocino College, and Woodland College campuses in Lake County and Dharma Realm Buddhist University, Dominican University of California, Mendocino College, and Sonoma State University campuses in Mendocino County.
- Continuum of Care for the Homeless (both counties)
- County Offices of Education, school districts, and local schools
- Employment and Vocational Rehabilitation Services (both counties)
- FIRST 5 Commissions (both counties)
- Mendocino County Child Care Planning Council
- Mendocino County Policy Council on Children and Youth
- Social Services, Public Health, and Mental Health Services Agencies (both counties)
- Tribal Governments

Nonprofit Organizations and Community-Based Groups

Table 27. Community partners

LAKE COUNTY	MENDOCINO COUNTY
Adventist Health Clearlake	Adventist Health Howard Memorial
California Human Development Corporation	Adventist Health Ukiah Valley
Catholic Charities	Arbor Youth Resource Center
Churches and faith-based groups	California Conservation Corps
Community Care, serving individuals with HIV/AIDS	Churches and faith-based groups
Hammers for Hope	Community Care, serving individuals with HIV/AIDS
Hope City	Community Foundation of Mendocino County
Hope Rising	Easter Seals of Northern California
Hospice of Lake County	Economic Development and Finance Corporation
Kelseyville Food Pantry	Ford Street Project
Lake County Co-op	Grateful Gleaners
Lake County Health Leadership Network	Hospice of Ukiah
Lake County Hunger Task Force	Legal Services of Northern California, Inc.
Lake County Office of Education and local districts	Mayacama Industries
Lakeport Gleaners	Mendocino Coast Hospitality Center
Legal Services of Northern California, Inc.	Mendocino College
North Coast Energy Services	Mendocino Office of Education and local school districts
Northlake Adult Day Center	North Coast Energy Services
Northlake Community Services	Our Daily Bread
Parents and Community for Kids	Phoenix Hospice
Redbud Health Care District	Plowshares Peace and Justice Center
Redwood Children’s Services	Project Sanctuary
Redwood Coast Regional Center	Redwood Children’s Services
Redwood Community Services	Redwood Coast Regional Center
Redwood Empire Food Bank	Redwood Empire Food Bank
Rural Communities Child Development Corporation	Rural Communities Child Development Corporation
Safe Rx Lake County Opioid Coalition	Safe Rx Mendocino County Opioid Coalition

NORTH COAST OPPORTUNITIES

LAKE COUNTY	MENDOCINO COUNTY
Salvation Army, Goodwill Industries, Vincent de Paul	Salvation Army, Goodwill Industries, Vincent de Paul
Senior Centers	Senior centers
Service clubs (Soroptimists, Lions Club, Rotary, Kiwanis)	Service clubs (Soroptimists, Lions Club, Rotary, Kiwanis)
Sutter Wellness Foundation	Ukiah Natural Foods Co-op
Thrive! Lake County	United Way
United Way	West Company

Community Centers, Food Banks, and Community Kitchens

- In Lake County, food distribution is coordinated through the Clearlake Community Food Pantry and the Kelseyville Food Pantry.
- Mendocino County nonprofits providing housing and other services for homeless individuals and coordinating food commodity distribution include the Arbor Youth Resource Center, Ford Street Project, Mendocino Coast Hospitality Center, Our Daily Bread, Plowshares, and Redwood Community Services.

Family Resource Centers (FRCs)

- Communities throughout Lake and Mendocino Counties have established FRCs offering a range of parent education, after-school programs, information and referrals, health insurance application assistance, and other community support for families. Most centers offer child care and some form of transportation. Currently there are eight FRCs in the Mendocino County Family Resource Center Network and there are 14 FRCs in Lake County, as listed below.

Table 28. Family Resource Centers¹⁰²

FRC Name	Location	Target Population
LAKE COUNTY		
Lake Family Resource Center	Lakeport and Kelseyville	Low-income and Hispanic
Lake County Office of Education, Healthy Start Resource Centers	Sites at 10 schools throughout the county	Low-income students and families
The Hub ¹⁰³	Upper Lake and Lower Lake	Low-income students and families
MENDOCINO COUNTY		
ARC Family Resource Center	Ukiah	Low-income and Hispanic
Action Network	Gualala and Point Arena	Low-income
Arbor Youth Resource Center	Ukiah	At-risk youth
Laytonville Healthy Start	Laytonville	Low-income
Nuestra Alianza	Willits	Low-income and Hispanic
Potter Valley Youth and Community Center	Potter Valley	Low-income
Round Valley Family Resource Center	Round Valley	Low-income
Safe Passage	Fort Bragg	Low-income and Hispanic

¹⁰² FIRST 5 Mendocino (<http://www.mendochildren.org/family-support/family-resource-centers>) and Lake County Healthy Start (www.lake-coe.k12.ca.us/programs/lake-county-office-of-education-healthy-start).

¹⁰³ The Hub is a Lake County Community Schools partnership between educators, community partners and service providers—provides coordinated one-stop-shop educational, health and social services support for children and families (www.lakecoe.org/departments/program-subpages/lake-county-office-of-education-healthy-start/436).

Mendocino Private Industry Council (MPIC)

- In both counties, MPIC provides employment development services that include job search, soft job skills training, job placement, and, for eligible individuals, subsidized salaries for limited periods of time. In Mendocino County, the program is known as MendocinoWorks; in Lake County, as Workforce Lake.

Senior Centers

- Seven senior centers in Lake County (Highlands Senior Center in Clearlake, Kelseyville Seniors Inc., Lakeport Senior Activity Center, Live Oak Senior Center in Clearlake Oaks, Lucerne Alpine Seniors, Middletown Senior Center, and Triple S Institute Senior Support Services in Upper Lake) and eight senior centers in Mendocino County (Anderson Valley Senior Center in Boonville, Coastal Seniors Inc. in Point Arena, Harrah Senior Center in Willits, Indian Senior Center in Ukiah, Manchester-Point Arena Indian Senior Center, Redwood Coast Senior Center, Round Valley Indian Tribes Senior Center, and Ukiah Senior Center) support low-income elders by providing low-cost meals and no-cost socialization opportunities, as well as serving as a resource for information on available services.

NCO PROGRAMS

As a Community Action Agency, NCO works to provide innovative solutions to community issues with an emphasis on prevention while working toward family and community self-sufficiency. Programs and projects are designed to address needs specific to local communities while maximizing partnerships and leveraging resources. In this section programs are presented by type of programming, although many programs could be included in multiple categories.

Child Development Programming

Head Start, Early Head Start, and State Preschools

- Head Start provides comprehensive early education and support services for low-income children ages 3 to 5 and their families. Services are focused on the “whole child,” including early education addressing cognitive, developmental, and socio-emotional needs; medical and dental screenings and referrals; nutrition services; parental involvement; and referrals to social service providers for the entire family. State Preschool programs are braided with Head Start and general child care funds to create full-day/full-year services for low-income families. Early Head Start provides comprehensive early education and support services for low-income children ages 3 months to 3 years.
- NCO has received Head Start funding since 1968 and currently administers \$5.4 million in Head Start funds each year. In 2008, NCO received the Head Start Gold Certificate of Excellence for its compliance with federal regulations, an honor awarded to fewer than 10% of Head Start programs nationwide.
- In 2015-2016, NCO Head Start served 473 children age birth through 4 and their families at four Head Start centers located in Lake County, six Head Start/Early Head Start centers located throughout Mendocino County, and three Early Head Start Home Based programs located in Fort Bragg, Ukiah, and Willits. Five pregnant women were served in the Early Head Start home base program. Overall, NCO Head Start served approximately 20% of the eligible population. NCO has also helped to establish on-site gardens and nutrition education for children and parents at many Head Start centers.

Rural Communities Child Care (RCCC)

- **Subsidized Child Care.** RCCC pays child care costs for low-income parents who are working or going to school and have children age birth to 13 years. There are 1,356 child care spaces with family child care homes (606 in Lake County and 750 in Mendocino County). RCCC provides subsidized payments for 781 children who are cared for in these child care spaces. RCCC administers an Eligibility List that connects eligible families with subsidized child care in each county.
- **Resource and Referral (R&R).** R&R improves the quality of child care through training and technical assistance. During 2016, NCO provided 24 workshops through R&R, 12 in each county. Currently, there are 15 trainees in Lake County and 18 trainees in Mendocino County. Through R&R, NCO also offers support and technical assistance to providers and parents and publishes a community resource directory. The program maintains data on licensed child care facilities and unlicensed family child care providers, provides data for child care needs assessments, and administers Trustline, an application and background check service for unlicensed exempt care providers.
- **Child Care Food Program.** RCCC manages the Child Care Food Program for Family Child Care Homes by providing reimbursements for meals that comply with USDA regulations. This program provides training and on-site monitoring of 72 family child care providers who participate or have participated in the child care food program, making 180 site visits during the past year (93 site visits to 37 providers in Lake County and 87 site visits to 35 Mendocino County providers).

Economic Programming

Thrive! Lake County

- Thrive! Lake County is a group of businesses, organizations, and supporting individuals, that are working to create a sustainable local living economy. Thrive! works with local businesses and organizations to make transformational change in their operations by examining where they buy their goods and services and how they consume energy, grow and distribute food, and build homes.
- Thrive! provides local forums, peer-to-peer mentoring, educational services and webinars, project management services, marketing consulting, and business plan development.

VITA Earned Income Tax Assistance (EITC) Program

- In partnership with United Way, NCO coordinates with family resource centers, senior centers, banks and credit unions, and community volunteers to offer tax preparation assistance to low-income families. While tax return preparation appointments are only scheduled between late January and mid-April, clients are assisted year-round.
- During the past year, 28 volunteers assisted 850 Lake and Mendocino County taxpayers to file their e-returns.

Educational Programming

The Oak Granary

- The Oak Granary is located in Potter Valley on a 305-acre ranch. Its mission is to regenerate ecosystems and communities through nature-based learning. The project is supported through workshop tuition, AirBNB rentals, and donations.

- The Oak Granary offers a variety of learning opportunities for adults to gain practical skills in ecology, permaculture, and wild-tending. The property also hosts summer camps for youth and research projects.

Schools of Hope

- Schools of Hope is an early reading intervention model for at-risk students who are struggling with reading. Since 2015, Schools of Hope volunteer reading tutors have been working with six elementary schools in Lake and Mendocino Counties. From October to May, tutors meet with students in sessions that last 30 minutes, usually twice per week. Currently the program has 60 volunteers and is continuing to grow.

Emergency Response and Recovery Programming

Community Emergency Response Team (CERT) Trainings

- NCO began its focus on disaster preparedness in 2006, with the initiation of Community Emergency Response Team (CERT) trainings, working in collaboration with local law enforcement and emergency response agencies. During the past year, NCO offered 6 CERT trainings and currently has 75 active CERT members. CERT training has been offered more than 60 times in Lake and Mendocino County communities since the beginning of the program.
- Beginning with Lake County's Valley fire in 2015 and continuing through the subsequent disasters, NCO recruited and placed more than 1,350 volunteers (e.g., individuals, community-based and faith-based groups, schools, and other organizations) who contributed some 10,000 hours assisting with disaster relief efforts.

Team Lake County (TLC)

- Following the 2015 fires, the Federal Emergency Management Agency (FEMA) worked with NCO and other non-profits, churches, and community-based organizations to guide the development of a long-term recovery group, is known as Team Lake County (TLC). TLC brings together organizations and people with money, materials, and manpower to address unmet needs, with a focus on long-term support for vulnerable families that experienced losses as a result of the fires. TLC manages incoming donations, distributes financial support to families, coordinates volunteer placements, and provides case management to connect families with the resources they need.
- As the Community Action Agency, NCO's role in the TLC is critical. Throughout the months of disaster response and recovery, NCO developed a number of new partnerships and strengthened existing partnerships to address the needs of the fire survivors. NCO is a charter member of TLC and a member of its Executive Committee as well as the group's fiscal sponsor. Other members include a broad range of county agencies, churches, and local, state, and national nonprofits with the money, materials, and/or manpower to assess and address unmet needs, including family-level case management.
- In spite of the efforts of NCO and TLC, housing has remained a seemingly insurmountable barrier to stability and security for many fire survivors. Lake County's stock of low-rent housing has always been limited, and is now further challenged. Many low-rent properties were destroyed, while many properties that were previously rented have been purchased by fire survivors, reducing the stock of rental properties even further and leaving very few homes and apartments available for rent.

- TLC is coordinating with Lake County housing efforts (described below) by using the case management process to identify individuals and families with the greatest needs. Two VISTA members are assigned to assist with this effort, one working with the Lake County Continuum of Care for the Homeless and one assigned to the TLC Case Management Team.

Food-Related Programming

Brookside Demonstration Farm

- In 2005, NCO partnered with Willits Unified School District to establish and develop the Brookside Demonstration Farm, which is located adjacent to Brookside Elementary School. Since 2013, the school district has contracted with a local farmer to operate and manage the farm as a business that is continuing to provide fresh produce for school cafeterias.

Clearlake Community Food Pantry

- In October 2011, NCO's Clearlake Community Food Pantry (CCFP) began biweekly distribution of food purchased through the Redwood Empire Food Bank to 72 low-income families and individuals in and beyond the Clearlake community. By the end of 2016, NCO was distributing food to 1,059 low-income families representing 2,534 individuals. NCO insures that participants meet low-income criteria by requiring them to complete family income statements and show proof of income.
- NCO coordinates with the Redwood Empire Food Bank in Santa Rosa and other Lake County food pantries and food banks to arrange delivery of surplus commodities and other foods from Santa Rosa to Lakeport and Clearlake. NCO also purchases fresh produce from local farmers for distribution to Food Pantry clients.
- Operating out of NCO's office and storage space in Clearlake, the Food Pantry distributes food to families and individuals during scheduled distribution times, with recipients choosing the food items that they need. Each family receives, on average, at least 30 pounds of food twice a month, supplemented with fresh produce purchased from local farmers and/or the Redwood Empire Food Bank. In addition, Food Pantry clients are able to harvest fresh produce from the Food Pantry vegetable garden. NCO coordinates with community partners to conduct outreach and promotion in the community, so that residents are aware of this valuable community resource.
- In 2016, NCO began offering a new food distribution service in response to the 2015 wildfires. This program, the Friday Produce Pantry, has eight delivery points for monthly distribution of fresh, canned, and frozen food. During the summer of 2016, 13,640 people comprising 3,998 households benefitted from the Friday Produce program. Of the 2016 beneficiaries, 782 (20%) were fire survivors.
- Each week during the school year, NCO delivers 260 grocery-filled backpacks to schools for distribution to low-income families.

Farmers Market Partnerships

- NCO has worked with farmers markets to adopt acceptance of electronic food stamp payments and food stamp matching programs that double the value of food stamps used at farmers markets.
- NCO, the Good Farm Fund, and local farmers markets are partnering with the Ecology Center's California Market Match Program to strengthen food stamp match programs at local farmers markets by providing incentives for low-income shoppers. The Market Match

program, funded by a USDA Food Insecurity Nutrition Incentive (FINI) grant, offers incentives to CalFresh shoppers at certified farmers markets.

Farm to School Programming

- Through a three-year Specialty Crop grant from the California Department of Food and Agriculture, the Lake County Farm to School Project is working with Lake County schools to address barriers to utilization of local produce in school meals by: assessing school food service needs, upgrading equipment, and adapting kitchen space; training food service staff in procuring and processing local produce; building farmer capacity to comply with school purchasing requirements; and introducing farmers to food service directors, so that they can plan production around school needs.
- NCO is the North Coast Regional Lead for the California Farm to School Network
- Each year, NCO sponsors “Feeding Our Future” conferences, which provide culinary training to school cooks, kitchen managers, and food service directors and celebrates the unsung heroes who plan, cook, and serve meals in local schools.
- NCO has assigned a FoodCorps member to assist with marketing meals to students, creating a stronger institutional market for local produce, and offering new opportunities for students to learn about farming and nutrition, including experiential garden education linked to classroom learning.
- NCO partnered with Konocti Unified School District to create its 2017 Farm to School Action Plan through a USDA Farm to School Planning Grant.

Food Policy Councils

- In 2010, NCO funded an economic analysis of the local farm and food economy and partnered with county government and others to create the Mendocino County Food Policy Council, which has since published the Mendocino County Community Food System Assessment (2012) and the Mendocino County Food Action Plan (2014).
- NCO staff sit on the Mendocino County Food Policy Council and, with funding from the Mendocino County Board of Supervisors, NCO contracts with a Coordinator for the Mendocino Food Policy Council.
- NCO is working with local partners to establish a Food Policy Council in Lake County.
- NCO participates on the California Food Policy Council to promote policies that improve food security.

Gardens Project

- The Gardens Project creates access to local produce by organizing and supporting school and community gardens. Since 2007, the Gardens Project has created 46 new gardens and cultivated a gardening network that links some 90 low-income neighborhoods, schools, and senior housing developments with existing public gardens or the desire to create new gardens, working with them to increase food production, develop new community gardens, and strengthen leadership skills. Community and school gardens contribute to community food security while tackling issues of nutrition and obesity. NCO involves community members in garden planning and management, using an approach that responds to the unique needs and resources in each community while building local leadership capacity.
- In Lake County, NCO is in the second year of a three-year USDA Community Food Projects grant that has thus far created eight new community gardens in low-income Lake County communities. During the past harvest season, 36 Lake County garden members produced

2,500 pounds of produce. The project has also delivered eight food production workshops in Lake County communities this year. The project will be delivering garden leadership training for 24 Garden Leaders next year.

- Through a three-year USDA Community Foods Projects grant (2011-2014), NCO developed 13 new community gardens in Mendocino County, provided leadership training for 64 garden coordinators representing 32 gardens, and delivered 24 food production workshops throughout the county.

Good Farm Fund

- Fiscally-sponsored by NCO, the Good Farm Fund supports local farmers in two ways. Good Farm volunteers conduct a variety of fundraising efforts to generate food stamp matching funds for farmers markets, and the Good Farm Fund also provides direct support through the mini-grants that it makes to local farmers to increase their production capacity and their capacity to sell their produce through local farmers markets. Grants may be used to fund specific projects or to purchase building materials, seeds, equipment, or livestock. During the past year, the Good Farm Fund disbursed \$20,000 in grants to 14 Mendocino County farmers.

Local Food Local Places Project

- NCO worked with local communities to include the development of community kitchens as a priority in the newly-released Sonoma Mendocino Economic Development District Plan.
- NCO received a technical assistance award from the US Environmental Protection Agency Local Food, Local Places Program. Through a facilitated planning process, NCO and its partners will create an integrated, collaborative plan for a network that links existing economic development and food security activities for greater impact; develops new strategies to revitalize the community economy by connecting local farmers with local businesses; and creates stronger connections and access points for low-income communities. One strategy included in the plan will be a community kitchen that functions as a community wellness hub by creating a community space for processing local foods; develops and incubates value-added food businesses; and teaches people to grow and process food.
- Local Foods, Local Places is an opportunity to connect the community's numerous projects through an integrated plan focused on creating a healthier and more prosperous environment for residents and an attractive destination for tourists. The planning process will help to educate the community about existing programs and engage them in the process, identify gaps that need to be addressed, and connect new partners. Working with the Environmental Protection Agency will ensure that the planning effort is seen as a community-owned effort, rather than the project of a single organization or entity.

Mendo-Lake Food Hub

- Now in the fourth year of funding through the California Department of Food and Agriculture's Specialty Crop Block Grant Program, the Mendo-Lake Food Hub is working with local farmers to expand its sales and distribution network to facilitate safe, efficient, and less-costly distribution of local foods. The Food Hub is also supported by a \$75,000 grant from the Wells Fargo Foundation.
- The Food Hub utilizes a unique decentralized model that connects local food producers with buyers by facilitating production planning, purchasing, storage, and distribution. As of May 2017, the Food Hub is working with 32 farmers and other food producers and 82 buyers.

NCO is also working with local farmers and other food producers to develop a business plan that will lead to a fully self-sustaining business by the completion of the current grant (2019).

- NCO is conducting an educational marketing campaign targeting consumers and buyers to promote the purchase and consumption of local produce.
- The Food Hub is providing training and technical assistance for farmers who lack the experience or technical capacity to deal directly with wholesale and institutional buyers and/or lack the resources and information to promote and market local food to their customers.
- NCO hosts an annual Farmer Convergence, a meet-and-greet event that has been attended by as many as 140 growers, distributors, and institutional buyers who make new connections and share skills to celebrate the vital profession of farming.

Nutrition Basics

- The Nutrition Basics Program coordinates and collaborates with USDA-funded wellness activities in Mendocino County. Activities include sharing Cal-Fresh information with low-income residents and budget-friendly meal planning activities at farmers markets, grocery stores, libraries, family resource centers, and other community venues. Through Nutrition Basics, NCO plays a key role in shaping the County Nutrition Action Plan (CNAP) by participating in goal-setting processes, action updates, and quarterly informational meetings. Staff collaborate with the Food For All Mendocino Coalition to support and promote community-wide health and wellness initiatives. Nutrition Basics also hosts dietetic interns and provides them with hands-on community nutrition management experience. Nutrition Basics reaches more than 5,000 low-income people per year.
- The Caring Kitchen Project brings nutritious, organic meals and a community of caring to the clients of the Cancer Resource Center of Mendocino County. The project works with a youth group to prepare and deliver healthy meals for cancer patients. Participating teens gain hands-on experience in the kitchen, an opportunity to make a difference in their community, and opportunities to learn healthy eating, leadership, and job-readiness skills. This new project will launch in the summer of 2017 and is an affiliate of the Ceres Community Project based in Sebastopol.
- Through a three-year Specialty Crop grant from the California Department of Food and Agriculture (2013-2016), the FoodPREP Project taught low-income people to process local produce, working in partnership with safety net providers, granges, and other groups. These workshops are still being delivered in coordination with community partners.
- The Power of Produce (POP) Program develops, conducts, and coordinates nutrition education and cooking classes for low-income families and delivers nutrition-related lessons and activities to children who accompany their low-income parents to farmers markets. Children age 5 to 12 learn about and sample nutritious fruits and vegetables while carrying out food-related activities. For example, one weekly activity focused on making newspaper pots, filling them with soil, and planting radish seeds in them. In addition, every participating child receives a wooden market token that can be redeemed for \$4 worth of farmers market produce. During 2016, an unduplicated total of 417 children participated in POP activities, with an average of 100 or more participating each week during the spring and summer. POP was delivered at farmers markets in three locations (Redwood Valley, Ukiah, and Willits), with 8 to 10 sessions in each location. In all, POP visited these farmers markets 28 times during the year. In 2016, NCO applied and received a VISTA member

assignment to expand the program from the current three to seven farmers markets in Lake and Mendocino Counties.

School of Adaptive Agriculture (formerly the Grange Farm School)

- The School of Adaptive Agriculture provides hands-on experience and classroom education focused on sustainable food production, enhanced with industrial arts, business, and marketing strategies. The program is designed to equip the next generation of food producers with the skills to make responsible and smart choices about how to responsibly manage land, people, and money. Established in 2013, the program offers a practicum program for up to 10 students per 14-week residential term on a 5,000-acre working ranch, with two terms per year. Since opening the school, 19 students have completed the program and 300 people have participated in food production workshops.

Willits Granary

- NCO established an organic granary that is now operated by Little Lake Grange in Willits.

Health Care, Prevention, and Health Information Programming

Hope Rising

- Hope Rising is an Accountable Community for Health collaborative in Lake County that brings together CEO-level executives, program directors, and coordinators from health systems, public health, county departments, non-profits and other relevant entities to partner on current and future health improvement initiatives that also address economic development, education, and a healthy environment. Hope Rising is formalizing partnerships such as that formed for PICH (described below) and serves as a neutral convener to identify issues, develop innovative solutions, and implement agreed-upon actions with accountability and measurable outcomes.

Partnerships to Improve Community Health (PICH)

- Partnerships to Improve Community Health (PICH) is a local initiative working in alignment with Hope Rising. Through a US Centers for Disease Control (CDC) grant, PICH is utilizing a multi-level, aligned approach to create cross-sector policy and implement best practices related to tobacco cessation, physical activity, mental health, nutrition, and active living throughout key sectors of the service system (e.g., workplace, schools, and healthcare).
- PICH worked with partner grocery stores to increase healthy food offerings and provide nutrition education through food demonstrations aligned with the Farm to School Harvest of the Month program.
- PICH partnered with a well-known chef to train chefs and staff of local restaurants to prepare and serve healthier meals through menu changes, displays, ingredient choices, and changes to their kitchen set-up. Ten restaurants identified by staff as having implemented healthy changes have been featured in blog posts, social media posts, and Yelp reviews and have received Lake County Eat Well stickers for their restaurant windows, as well as a professional photoshoot.
- PICH worked with local primary care providers to establish the Veggie RX program.
- PICH's outreach and marketing activities have included a monthly recipe video highlighting a Harvest of the Month recipe made with local produce; radio ads on five radio stations and Pandora and movie theater ads at Lakeport Cinema 5; development and updates to the Lake County Be Well website and Facebook page; and distribution of print materials developed

as part of the Be Well promotional campaign (e.g., I Am Lake County rack cards, Be Well Lake County rack cards in English and Spanish, Harvest of the Month recipe cards, Be Well maps).

Walk & Bike Mendocino

- Walk & Bike Mendocino promotes walking and biking as a primary transportation choice and advocates for economic equity and improved safety in transportation infrastructure.
- In 2016, staff provided traffic safety education to children and adults at more than 50 events including bike rodeos, bike mechanic trainings, classrooms and on school playgrounds, festivals, and community gatherings. Approximately 500 elementary school students received on-the-bike training. In addition, staff contributed significantly to, and successfully lobbied for, updates to the Ukiah Bike and Pedestrian Master Plan and the Fort Bragg Safe Routes to School Plan.

Healthy Mendocino

- Healthy Mendocino was initiated in 2011 by the Mendocino County Health and Human Services Agency Advisory Board. Under their leadership, a coalition of 20 funding partners came together to create an on-line resource to connect people and information for better community health. Healthy Mendocino provides ready access to a wide range of current data that support planning, evaluation, and grantwriting efforts and can be used by anyone interested in community health and community health data, including hospitals and healthcare providers, health departments, health coalitions, nonprofits, city planners, policy makers, community educators, local service providers, and students. NCO became the fiscal agent for the program in 2014. During the past year, Healthy Mendocino partners completed a broad Community Health Needs Assessment, identified five priority areas, and are now in the process of developing a Community Health Improvement Plan for each identified need.

Housing and Homelessness Programming

CalHome Project

- NCO has contracted with Hammers for Hope to serve as the Program Operator for the disbursement of more than \$4 million in interest-free loans to Lake County residents who lost their homes in the county's 2015 and 2016 wildfires. The program runs from 2017 - 2020 and expects to make more than 60 loans of \$60,000-\$80,000 each.

New Digs Rapid ReHousing Project

- Through an Emergency Solutions grant from the California Department of Housing and Community Development, NCO is providing a range of support and services to homeless people throughout Lake County. Participants receive services of varying levels of intensity—people with fewer barriers to housing stability receive less intensive interventions, while people with higher risk and more barriers receive more intensive services. Assistance is coordinated through case management and ranges from help with utility payments to 12 months of rental assistance.
- The goal of the project is to help people who are homeless to quickly move into and retain stable housing. Over the 24-month grant period, the project plans to house 13 individuals and/or families who are homeless. In addition, the project will reach at least 20 homeless families through street outreach. To date, five homeless families have been placed in rented apartments.

Hope City AmeriCorps National Civilian Community Corps (NCCC) Project

- In the wake of Lake County's 2015 and 2016 wildfires, new housing stock is desperately needed. Given the county's dismal economic situation, a successful effort to address the housing needs of fire survivors relies on volunteers. NCO applied for and received NCCC teams to assist Hope City in building homes for Lake County fire survivors. Hope City is a program of Hope Crisis Response Network that has assisted more than 20,000 families in hundreds of communities nationwide, providing resources to help recover from the impact of man-made or natural disasters.
- Hope City assists communities in the rebuilding process using volunteer labor from throughout the US and Canada. Dedicated volunteer teams serve for one week at a time and expect to build 120 homes for Lake County fire survivors over the next 5 years. NCCC team members are working side-by-side with volunteers recruited by Hope City in constructing new homes for fire survivors and have completed six houses to date, with four more under construction.

Outreach and Case Management Programming

Redwood Caregiver Resource Center (RCRC)

- RCRC helps people cope when a loved one is suffering serious memory or other functional losses resulting from Alzheimer's disease or other chronic brain-impairing conditions or injury. RCRC supports the caregiver's efforts to keep the impaired individual at home and maintain their quality of life as long as possible. RCRC assists with care planning, individual and group support, education and training, legal and financial consultations, and respite care.
- RCRC currently has 104 open cases in Lake and Mendocino Counties.

Volunteer Programming

Foster Grandparent Program

- The Foster Grandparent Program recruits low-income seniors to work with local schools to give supportive individual attention to children with special needs. In return, low-income seniors receive a small stipend and travel allowance.
- Approximately 56 Foster Grandparents serve 15-40 hours a week, working with 170 children in 30 sites, including Head Start Centers, pre-schools, elementary schools, and juvenile detention centers in Lake and Mendocino Counties, as well as Del Norte, Humboldt, and Sonoma Counties. Community support is received from a variety of professionals who provide monthly in-service trainings for volunteers.

Leadership Mendocino

- Leadership Mendocino creates opportunities to educate and inspire local people who believe in the future of Mendocino County and who are ready to make a difference, with up to 30 participants each year. Since its founding in 1992, Leadership Mendocino has graduated more than 600 people representing hundreds of different businesses, organizations, and agencies from the public, private, and nonprofit sectors. Leadership Mendocino is fundamentally a self-sustaining program, generating funding through participant tuition, local business sponsorships, and private donations.

Volunteer Network and Retired and Senior Volunteer Program (RSVP)

- RSVP and Volunteer Network volunteers enrich communities by serving as tutors, senior center workers, drivers, disaster preparedness workers, botanical garden staff, museum and library aides, peer counselors, sheriff sub-station staffers, and many other interesting and challenging positions. Volunteers also help with maintaining hiking trails and rural airports, assisting cancer patients with transportation and meal preparation, and working together to beautify local parks. Volunteers 55 and older (for RSVP) and all ages (for the Volunteer Network) serve without compensation in nonprofit and public community organizations.
- During the past year the Volunteer Network, including RSVP, worked with 1,100 active volunteers in Del Norte, Humboldt, Lake, Mendocino, and Sonoma Counties. Together, these volunteers contributed a total of 111,000 hours working with 27 organizations.
- Working with senior centers and other community partners, volunteers provide nutrition and companionship through in-home meal deliveries and dining room meals. Currently, approximately 300 volunteers are providing these services.

ASSESSMENT PROCESS AND FINDINGS

To assess community needs, NCO drew on recent assessments in both counties. In addition, NCO completed a comprehensive internal needs assessment, which is also described in this section.

Lake County

In Lake County, the assessment process was conducted by the Lake County Collaborative of Health and Community-Based Organizations, which includes the county’s two hospitals. Two primary data sources were used in the assessment: the most recently-available demographic, socioeconomic, and health indicator data commonly examined in community health needs assessments; and data from a broad community engagement process. The community input process used a widely-distributed survey, six focus groups with 96 participants, and 12 key informant interviews to solicit opinions, health concerns, and suggestions for improvement. The survey was distributed in community locations throughout Lake County in hard copy as well as online. A total of 768 surveys was collected.

As can be seen in Table 29 below, the priority needs identified through these diverse strategies revealed remarkable similar results.

Table 29. Lake County priority health needs (2016)¹⁰⁴

Community Survey	Community Focus Groups	Key Informant Interviews
Alcohol and drug related (including prescription meds)	Affordable mental health services (for depression, anxiety, coping)	Alcohol and drug related (including prescription meds)
Affordable mental health services (for depression, anxiety, coping)	Alcohol and drug related (including prescription meds)	Affordable mental health services (for depression, anxiety, coping)
Homelessness/housing	Homelessness /housing	Prevention education to reduce chronic disease
Prevention education to reduce chronic disease	Affordable, accessible medical services, including specialists	Affordable, accessible medical services, including specialists
Hunger/nutrition	Affordable, accessible dental services, particularly Denti-Cal	Transportation assistance

¹⁰⁴ Lake County Collaborative of Health and Community-Based Organizations (2016). Identifying Priority Health Needs: Lake County Community Health Needs Assessment (<http://www.sutterlakeside.org/CHNA/slh-2016-chna.pdf>).

Guided by the findings from the community health needs assessment process, the Collaborative identified four priority areas for focus over the next three years. With so many competing needs, priority was given to the needs that repeatedly rose to the top, while considering additional criteria such as impact, feasibility, and urgency. The selected priority areas are:

- Mental health
- Substance use disorders
- Access to programs and services
- Housing and homelessness

Mendocino County

In Mendocino County, the assessment process began in 2014, when six Mendocino County agencies initiated a collaborative community health assessment process. The Alliance for Rural Community Health, Frank R. Howard Memorial Hospital, Mendocino County Health and Human Services Agency (HHSA), NCO, and Ukiah Valley Medical Center provided funding and representatives to the Planning Group. The process was coordinated by Healthy Mendocino.

The purpose of the assessment was to identify the most pressing health priorities facing Mendocino County residents and commit to a coordinated set of strategies to improve community health and well-being. This assessment differed from previous efforts in that it was community-driven, with several local agencies collaborating on a single community health needs assessment rather than each agency conducting their own separate assessments. Besides being more efficient, this collaboration made it possible to involve a wide array of community members and local public health system partners. The process included three different components: a Community Themes and Strengths Assessment, a Community Health Status Assessment, and a Local Public Health System Assessment.¹⁰⁵

In late 2015, the process collected data via a countywide survey and through key informant interviews. A total of 1,486 residents completed the Community Health Survey (1,402 in English and 84 in Spanish). Interviews with 16 key community leaders (e.g., representatives of county and city government, healthcare, the courts, nonprofits, media, health and human services, and private business) were conducted in person or by phone. After survey responses had been compiled and analyzed, results were presented at a community workshop held in June 2016 that identified five priority issues:

- Poverty
- Mental health
- Childhood obesity and family wellness
- Childhood trauma
- Housing

With these priorities identified, HHSA initiated a Community Health Improvement Planning process by forming community-based teams focused on these issues. The teams began meeting in the summer of 2016 to clarify objectives in solving their focus problems and are now in the process of developing action plans to address them, working under the aegis of Healthy Mendocino. Healthy Mendocino anticipates completing the Community Health Improvement Plan by the fall of 2017.

¹⁰⁵ Healthy Mendocino 2015 Community Health Status Needs Assessment (www.healthymendocino.org).

NCO Internal Assessment

As part of the 2017 strategic planning process, the NCO Board of Directors conducted a comprehensive Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis that highlighted the opportunities and challenges shown below.

Table 30. NCO opportunities and challenges, 2017 Strategic Plan

Most significant opportunities for NCO:	Most significant challenges for NCO:
<ul style="list-style-type: none"> • Development of existing staff • Stepping up and providing resources lacking in our rural communities • Increased and continued partnerships with government, faith-based, and non-profit agencies • Positive reputation in the communities we serve • Early childhood care and education • Continued development of local food infrastructure and support • Housing and homelessness issues • Volunteer outreach in vital areas from disaster response to income tax preparation and student support • Working with seniors and caregivers 	<ul style="list-style-type: none"> • Recruiting, retaining, and developing the right personnel • Management/supervisor training for leaders promoted from within • Aging and inadequate facilities • Communication—no consistent strategy, not everyone has access to the same information • Outlying areas feel disconnected/forgotten/isolated • Perception of unfairness among and within programs related to pay, hiring, and promotions • Financial stability of agency and its programs • Not enough support services staff • Outdated processes (i.e. paper-based, not streamlined) need to be evaluated and updated

To inform development of the 2017 Strategic Plan, NCO also conducted a staff survey to assess employee satisfaction and identify staff needs and concerns. Employees were asked to rate their satisfaction in numerous areas, using a five-point Likert scale in which 1 represented a problem issue and 5 a strength. Overall, the survey found a mean response of 3.97, with 73% of staff giving their workplace experience a favorable rating. Mean results by category are provided below.

- Work conditions: 4.20
- Pay and promotion: 3.12
- Effective supervision: 4.11
- Teamwork: 4.20
- Communication: 3.68
- Organization culture and values: 3.90
- Organizational commitment: 4.17

Overall, 98% of employees reported a belief that the work they do is meaningful, giving NCO a solid foundation on which to build a stronger organization. Other organizational strengths identified by the survey:

- 95% of employees find their work interesting.
- 91% of employees enjoy working with their co-workers.
- 89% of employees believe that their job contributes to NCO’s broader mission.
- 88% of employees said they are willing to go above and beyond to help NCO succeed.

Slightly more than half (53%) of employees expressed a belief that NCO management would take action in response to the results of the survey. Developmental issues identified by the survey included the following:

- Pay and promotion were identified by more than one-third (37%) of employees when asked what one thing they would like to change about the organization.
- Only 27% of employees believe that pay increases are given fairly.
- Only 34% of employees believe that they are paid fairly compared to what similar organizations pay for similar work.
- Only 35% of employees believe that promotions are awarded fairly.
- Less than half (43%) of employees said they were satisfied with their pay.
- Only 45% of employees said the NCO benefits package meets their needs.

Armed with these survey results, NCO has embarked on a strategic planning process that has developed the following goals:

- Create a culture of highly satisfied and effective employees.
- Develop and implement a comprehensive communication strategy.
- Assess the current organizational structure, and develop and implement a strategy to improve the efficacy of the organization.
- Ensure that NCO is financially sustainable.

Priority Community Needs

The needs listed in the following table are drawn from those identified by the two counties through the assessment processes described above.

Table 31. Listing of priority community needs

Top Needs	Agency Priority (Yes/No)	Description of Programs/Services Directly Provided by Agency	Coordination Efforts	Page
Access to services, networking, and emergency response	YES	<ul style="list-style-type: none"> • RCCC Information and Referral • TLC Case Management • New Digs Rapid ReHousing Program • Food Hub • Leadership Mendocino • Volunteer Network and RSVP • CERT Trainings 	<ul style="list-style-type: none"> • Hope Rising • Local city and county governments • Lake County Health and Social Services Departments 	18 and throughout
Nutrition, childhood obesity, and family wellness	YES	<ul style="list-style-type: none"> • Nutrition Basics and POP • Walk & Bike Mendocino • Head Start and Early Head Start • Clearlake Community Food Pantry • Gardens Project • Farm to School • Food Stamp Match • Buy Local campaign • Veggie Rx program • Mendo-Lake Food Hub • Grange Farm School • Food Corps • VISTA members • Mendocino County Food Policy Council 	<ul style="list-style-type: none"> • Hope Rising • Local city and county governments • Lake County Health and Social Services Departments • Mendocino County Dept. of Health and Human Services • Family Resource Centers • Willits Kids Club 	26-30

NORTH COAST OPPORTUNITIES

Top Needs	Agency Priority (Yes/No)	Description of Programs/Services Directly Provided by Agency	Coordination Efforts	Page
Childhood trauma	YES	<ul style="list-style-type: none"> • Head Start and Early Head Start • Team Lake County 	<ul style="list-style-type: none"> • Hope Rising • Lake County Healthy Start • Family Resource Centers • Policy Council on Children and Youth • Lake County Dept. of Behavioral Health • Mendocino County Dept. of Health and Human Services • Team Lake County • Arbor Youth Resource Center • First 5 Lake and Mendocino 	18-19
Housing and Homelessness	YES	<ul style="list-style-type: none"> • New Digs Rapid ReHousing Program • Hammers for Hope CalHome Loan Program • TLC Case Management • Hope City AmeriCorps • VISTA members 	<ul style="list-style-type: none"> • Adventist Health Clear Lake Project Restoration • Continuum of Care, both counties • Hammers for Hope • Hope City 	30-33
Mental Health	YES	<ul style="list-style-type: none"> • Gardens Project • TLC Case Management 	<ul style="list-style-type: none"> • City and county governments • Lake County Dept. of Behavioral Health • Mendocino County Dept. of Health and Human Services • Redwood Community Services • Hope Rising 	23
Poverty	YES	<ul style="list-style-type: none"> • Clearlake Community Food Pantry • VITA EITC • Foster Grandparents • Healthy Mendocino • Head Start and Early Head Start • Food Stamp Match • RCCC • Redwood Caregiver Resource Center • Nutrition Basics • Good Farm Fund • Volunteer Network and RSVP 	<ul style="list-style-type: none"> • Redbud Health Care District • Redwood Empire Food Bank • United Way • Salvation Army • Catholic Charities 	12-16
Substance use disorders	NO		<ul style="list-style-type: none"> • Hope Rising • Lake County Dept. of Behavioral Health • Mendocino County Dept. of Health and Human Services 	23-25

[Insert Narrative \(Explain why need will not be met.\)](#)

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

GOALS AND OBJECTIVES (2018-2019)

The following plan for 2018-2019 Community Action activities has been developed with community input through the assessment strategies described previously, which encompassed an extensive data review, community surveys, focus groups, and key informant interviews.

The proposed activities were selected based on a number of criteria, including: the potential impact on participants, the existence of strong partnerships, organizational strengths and capacity, potential for leveraging additional funding, the extent to which the activity complements existing NCO programming, and the extent to which the need is being addressed by other agencies. Because not all areas of concern can be clearly demarcated, many proposed strategies address multiple needs. In implementing the objectives, NCO will continue working with local partners and complementary internal NCO programs to develop and support programs that help low-income people build the capacity to provide for themselves. Strategies in support of the goals outlined below are provided as examples of possible activities and may be implemented in either or both counties.

Goal 1. HOUSING: Develop housing resources, including resources for homeless people.

- **Explore innovative models for addressing housing and homelessness issues.** With local partners, advocate for access to public lands and/or facilities for use as emergency shelters or transitional housing (*e.g.*, tiny homes).
- **Hammers for Hope CalHome Loan Program.** Work with Hammers for Hope and other partners to provide deferred-payment loans for reconstruction of houses destroyed by Lake County fires.
- **Hope City AmeriCorps.** Manage AmeriCorps National Civilian Community Corps teams to assist Hope City in building homes for Lake County fire survivors.
- **Lake County Homeless Continuum of Care.** Support and play a leadership role in the Homeless Continuum of Care (CoC) for Lake County to: raise community awareness of the extent and causes of homelessness in the area; plan, fund, and develop emergency shelter and low-income and transitional housing units; and carry out biannual point-in-time homeless counts.
- **New Digs Rapid ReHousing Project.** Provide a range of support and services to homeless people to help them quickly move into and retain stable housing.

Goal 2. FOOD: Increase community and family food security.

- **Caring Kitchen Project.** Recruit and train youth to prepare and deliver healthy meals for cancer patients, expanding the program to reach new communities as resources become available.
- **Commercial Kitchen.** Work with community partners to carry out a comprehensive planning process to fully understand the needs of local producers and consumers; determine the most appropriate shared-use kitchen model and location and the most effective branding and marketing strategies; and develop a business plan for moving forward with the development of a shared-use kitchen.
- **Community and school gardens.** Support development of community and school gardens and advocate for access to public and private lands for community gardens, focusing on gardens in low-income communities such as Rural Communities Housing Development Corporation (RCHDC) housing complexes.

- **Farm to School.** As Regional Farm to School lead, continue to develop local and regional farm to school programming through training for school food service staff, annual Feeding Our Future conferences for networking and training, linking schools with local farmers, and placement of FoodCorps member(s).
- **Food pantries.** Continue to operate the Clearlake Community Food Pantry and work to develop and support other local food pantries.
- **Food stamp (CalFresh) enrollment.** Continue community outreach and promotion to increase food stamp enrollment and reduce stigma of food stamp participation.
- **Food stamp match for farmers markets.** Conduct outreach to promote the food stamp match program and partner with Lake County Farmers Finest and MCFARM to distribute food stamp match for farmers market purchases.
- **Local food marketing campaign.** Work with Chambers of Commerce, local farmers, local food retailers, institutional buyers, and farmers market associations to promote local food production and consumption.
- **Local Food Policy Councils.** Participate on the Mendocino County Food Policy Council and support the development a Food Policy Council in Lake County. Participate on the California Food Policy Council to promote policies that improve food security by utilizing Lake and Mendocino Counties' natural resources.
- **Mendo-Lake Food Hub.** Continue to expand the Food Hub distribution system by adding additional producers, buyers, and distribution nodes as appropriate and develop and implement a plan to transfer ownership to ensure long-term sustainability.
- **Nutrition Basics.** Work with partners to implement and expand Nutrition Basics activities (e.g., sharing Cal-Fresh information with low-income residents; conducting budget-friendly meal planning activities at farmers markets, grocery stores, libraries, family resource centers, and other community venues; conducting SNAP outreach).
- **Nutrition education.** Deliver hands-on food preservation classes in low-income communities. In partnership with Head Start, family resource centers, and local school districts, plan and deliver nutrition education and cooking classes to low-income children and parents.
- **Power of Produce (POP).** Continue to partner with farmers markets to develop, conduct, and coordinate nutrition education and cooking classes for low-income families and nutrition-related lessons and activities for children who accompany their low-income parents to farmers markets.
- **School of Adaptive Agriculture.** Support the continued development of the School of Adaptive Agriculture (previously called the Grange Farm School).
- **Veggie Rx program.** With local partners, support continued implementation of Veggie Rx program that provides low-income people with vouchers for purchase of fresh fruit and vegetables prescribed by a health care provider.

Goal 3. POVERTY: Develop safety net systems and programming to address poverty.

- **Head Start Parent Engagement and Support.** Work with Head Start staff and parents to develop and implement programming that engages them more fully in Head Start activities, and develop strategies to increase their parenting and job skills.
- **Hope Rising.** Work with partners to continue strategies for creating cross-sector policy and implementing best practices for health and wellbeing throughout Lake County.

- **Partner to develop infrastructure.** Partner with California Conservation Corps, schools, and colleges to develop infrastructure for proposed activities, as appropriate (e.g., working with partners to involve youth in constructing tiny houses, community gardens, and small farm development).
- **Promote and create new job opportunities.** Work with local governments, WIB, MPIC, County Offices of Education Career Technical Education Programs, and community groups and/or businesses to promote and create new jobs, such as business incubators, green manufacturing programs, commercial kitchen and local food industries (e.g., culinary institute, meat processing plant, Food Hub, expanding food production, food processing facilities, incubation farmland for new farmers).
- **Tax preparation assistance.** In partnership with United Way, coordinate with family resource centers, senior centers, banks and credit unions, and community volunteers to offer tax preparation assistance to low-income families.

Goal 4. ORGANIZATIONAL CAPACITY: Develop and strengthen NCO’s internal and external systems and communications.

- **Organizational culture.** To create a culture of highly-satisfied and effective employees, develop internal communication and feedback streams and develop pay incentive initiatives and support.
- **External marketing.** Develop and implement an external marketing and development position.
- **Organizational efficiency.** Increase capacity for excellent IT, build sustainable capacity, and engage in succession planning.
- **50th anniversary.** Establish a 50th Anniversary committee to develop and carry out a year-long program of internal and external events and a biennial report highlighting the anniversary.

Connections between identified needs, the proposed goals and activities, and anticipated outcomes are depicted in the Logic Model that is shown below.

Table 32. CAP Logic Model

Challenges and Needs	Goals	Programs	Anticipated Outcomes
<ul style="list-style-type: none"> • High rates of homelessness • Limited availability of low-income housing 	<p>1. HOUSING: Develop housing resources, including resources for homeless people.</p>	<ul style="list-style-type: none"> • Hammers for Hope CalHome Loan Program • New Digs Rapid ReHousing Project • AmeriCorps National Civilian Community Corps teams to assist Hope City in building homes • Support to Lake County Homeless Continuum of Care (CoC) • Advocacy for access to public lands and/or facilities for use as emergency shelters or transitional housing (e.g., tiny homes) 	<ul style="list-style-type: none"> • Decreased homelessness • Increased community capacity to address homelessness

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Challenges and Needs	Goals	Programs	Anticipated Outcomes
<ul style="list-style-type: none"> • Inadequate local food production • Limited understanding of nutrition and utilization of healthy foods 	<p>FOOD: Increase community and family food security.</p>	<ul style="list-style-type: none"> • Caring Kitchen Project • Shared-use Commercial Kitchen • Food stamp match for farmers markets • Community outreach and promotion to increase food stamp enrollment • Food Hub development and sustainability • Annual Farmer Convergence • School of Adaptive Agriculture • Local food marketing campaign • Nutrition education outreach and programming, including POP • Farm to school programs and support • Community-based nutrition education and food processing classes • Community and school gardening • Local food policy councils • Community food pantry support • Veggie Rx program 	<ul style="list-style-type: none"> • Increased food production • Increased nutritional knowledge • Increased access to healthy local foods • Increased community capacity to address food security issues
<ul style="list-style-type: none"> • Struggling economic environment • Low median household income • Lack of job paying living wage 	<p>3. POVERTY: Develop safety net systems and programming to address poverty.</p>	<ul style="list-style-type: none"> • Head Start parent engagement and support • Hope Rising • Infrastructure development (e.g., tiny houses, community gardens, and small farms) • Promote and create new job opportunities. (e.g., business incubators, green manufacturing programs, culinary institute, meat processing plant, Food Hub, food processing facilities, incubation farmland) • Tax preparation assistance 	<ul style="list-style-type: none"> • Increased coordination and collaboration • Stronger community infrastructure • Increased family income
<ul style="list-style-type: none"> • Inconsistent communications • Uncertain financial stability • Outdated processes 	<p>4. ORGANIZATIONAL CAPACITY: Develop and strengthen organizational internal and external systems and communications.</p>	<ul style="list-style-type: none"> • Development of internal communication streams and pay incentive initiatives • Create an external marketing and development position • Increase capacity for excellent IT • Build sustainable capacity • Engage in succession planning • Carry out a year-long program of internal and external events and a biennial report highlighting NCO's 50th anniversary 	<ul style="list-style-type: none"> • Increased employee satisfaction • Increased operational efficiency • Financial stability • Increased community awareness and support

DOCUMENTATION OF PUBLIC HEARING PROCESS

PUBLIC HEARING PROCESS

A public hearing was held on June 28, 2017 in Ukiah at NCO’s regularly scheduled Board of Directors meeting. The hearing was publicized through notices on NCO’s Facebook page and website. See Appendix B for public hearing notice published on NCO website.

Table 33. Community comments

Comment/concern	Was concern addressed in the CAP?	Page #	If not, indicate the reason
NCO received no comments on the CAP from the public.			

FEDERAL ASSURANCES

1. Programmatic Purposes

(A) to support activities that are designed to assist low-income families and individuals, including families and individuals receiving assistance under part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.), homeless families and individuals, migrant or seasonal farm workers 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, (including self-sufficiency for families and individuals who are attempting to transition off a State program carried out under part A of title IV of the Social Security Act);

Utilizing a “whole person” approach that addresses mental, emotional, social, and physical needs, NCO collaborates with agencies, organizations, and community groups to refine and develop activities and programs that assist individuals, families, and the community to become and remain more self-sufficient. Selected approaches to the problems and causes of poverty include the following strategies and activities: 1) Through the Gardens Project, NCO develops and supports school and community gardens, including Head Start gardens, to increase access to fresh local produce, generate opportunities to increase physical activity, deliver nutrition education, and stimulate income patching activities; 2) NCO offers cooking and nutrition classes for low-income families served by family resource centers and residents in other community venues; 3) NCO works in partnership with other organizations to develop job training and job creation programs and opportunities; 4) NCO partners with local government and nonprofits to increase access to housing for homeless people and families that lost their homes in Lake County fires; and 5) Partnering with local economic development agencies, NCO is working to develop creative financing approaches to support local businesses and services.

(ii) secure and retain meaningful employment;

NCO collaborates with appropriate workforce and economic development agencies to build strong local economies shaped by the democratic participation of citizens with the goal of achieving greater self-sufficiency. NCO also works with community groups to foster a climate of consumer support for local producers and refers clients to employment-related services and resources. Partners include: Department of Social Services; AmeriCorps, VISTA, HealthCorps, and FoodCorps, which train and place members in service positions; Mendocino Private Industry Council’s Workforce Lake and Mendocino Works, which offer employment counseling, vocational testing, and other services; JobZone, a public-private partnership with the Lake County Department of Social Services, providing one-stop career center-type services for welfare-to-work clients; and County Offices of Education, which offer General Education Development (GED) preparation classes and Career Technical Education programming.

(iii) attain an adequate education, with particular attention toward improving literacy skills of low-income families in the communities involved, which may include carrying out family literacy initiatives;

NCO partners with key agencies to develop and refer people to education and family literacy opportunities. Key referral partners include: adult literacy programs, county offices of education, adult schools operated by local school districts, after school programs that include family literacy components, Yuba College (Clearlake campus) and Mendocino College (Ukiah, Willits, and Lakeport campuses), and county public libraries.

(iv) make better use of available income;

NCO partners with key agencies to build life skill components into projects and programs to assist families and individuals with asset development through stretching existing dollars, budgeting, and finding new ways of covering basic needs. Food processing classes include information on bulk purchasing of local produce for cost savings, and the food stamp match program doubles the value of food stamp dollars spent at local farmers markets. NCO also partners to develop projects through collaborative program development and grant writing.

(v) obtain and maintain adequate housing and a suitable living environment;

NCO plays a leading role in the Lake County Continuum of Care for the Homeless and is an active member of the Mendocino County Continuum of Care for the Homeless. Currently, NCO is working with the Lake County Social Services Department to implement a Rapid ReHousing grant and with Hammers for Hope to provide CalHome loans for families left homeless by Lake County fires. NCO also participates with housing agencies on committees and other projects that work toward addressing housing needs to reduce homelessness.

(vi) obtain emergency assistance through loans, grants or other means to meet immediate and urgent family and individual needs; and

NCO participates with agencies on committees and other projects that work toward addressing emergency needs and refers clients to these resources as appropriate. This includes playing a leading role in Team Lake County (TLC). TLC brings together organizations and people that have money, materials, and manpower to address unmet needs and long-term support for vulnerable families that experienced losses as a result of Lake County fires. TLC manages incoming donations, distributes financial support to families, coordinates volunteer placements, and provides case management to connect families with the resources, including housing. NCO also provides direct emergency assistance through the Clearlake Community Food Pantry.

(vii) achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partners to;

(l) document best practices based on successful grassroots intervention in urban areas, to develop methodologies for widespread replication; and;

NCO tracks outputs and outcomes and carries out cross-trainings for staff so that effective strategies can be replicated in multiple internal programs and by local partners and/or agencies in other communities. In addition, NCO's evaluation efforts include documenting program implementation and sharing best practices throughout the agency.

(II) strengthen and improve relationships with local law enforcement agencies, which may include participation in activities such as neighborhood or community policing efforts;

NCO works directly with community members and groups to develop projects to address community issues. These include bringing law enforcement and other relevant programs together with community members. Developing these relationships builds trust and has positive results as community members become empowered to advocate for themselves.

Please indicate the activities your agency sponsors to satisfy the Federal Assurance listed in #1 above (check all that apply):

- Disaster Preparedness and Relief**
- Energy Support
- Job Training
- Asset Development Programs
- Educational Support
- Career Development
- Volunteer Coordination Efforts**
- Food Resources**
- Health Education**
- Tax Preparation /Tax Credit Information**
- Mentoring
- Parent Support**
- Child Development Information**
- Medical Service Access
- Home Visiting/Case management**
- Childcare Services/Head Start**

2. Needs of Youth

(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

Please select the types of programs your agency sponsors to address the needs of youth:

- Youth Mediation Programs
- Youth Mentoring Programs
- Tutoring

- Life Skills Training**
- Youth Employment**
- Entrepreneurship Programs for Youth

NCO involves youth in violence-free activities through programs that teach life skills and develop youth assets and resiliency. Such programming includes teen cooking and nutrition classes, the Caring Kitchen project, leadership training, and youth entrepreneurial projects with partner agencies.

(ii) after-school childcare programs

NCO works with partner agencies to develop, maintain, and enhance after school programs that incorporate nutrition, gardening, and cooking skills. Through NCO's Rural Communities Child Care program, NCO supports parents in need of child care as well as child care providers. Through partnerships with other youth-serving agencies, youth have access to recreation, sports, dances, homework help, computer access, cultural enrichment, and mentoring during after school hours.

3. Coordination of Other Programs

(C)To make more effective use of, and to coordinate with, other programs (including State welfare reform efforts)

Please indicate the types of programs your agency coordinates services with:

- Local Workforce Investment Boards**
- Social Service Departments**
- CSBG MSFW Agency
- One-Stop Centers**
- Child Care Centers**
- Faith-Based Organizations**
- Community Based Organizations**

By participating in a range of advisory boards and committees, NCO maintains close working relationships with agencies and programs, including those responsible for carrying out State welfare reform efforts.

4. Emergency Food and Nutrition

Describe how your agency will provide emergency supplies and services, nutritious foods, and related services to counteract conditions of starvation and malnutrition among low-income individuals.

NCO collaborates with agencies that provide emergency support services and coordinates with food policy councils, food advocacy groups, and community gleaner groups that provide food to low-income people. NCO has established multiple community gardens and has also been a key player in making food stamp purchases possible at local farmers markets and offering food stamp match. In Lake County, NCO operates the Clearlake Community Food Pantry. NCO also provides a range of nutrition education and support through its Nutrition Basic programming, which includes: classes on food preservation for low-income communities, using local produce purchased in bulk; fresh-cooked meals for cancer patients; and nutrition education and activities for children at farmers markets. The Lake County Farm to School Program, funded through a California Department of Agriculture Specialty Crop grant from 2014-2017, has provided training for food service staff in districts throughout the county to help them increase utilization of fresh, local produce in school meals.

5. Employment and Training

Describe how your agency will coordinate with, and establish linkages between, governmental and other social services programs to assure the effective delivery of services and avoid duplication; and describe coordination of employment and training activities under the Workforce Investment Act of 1998.

Please indicate the types of entities your agency coordinates services with:

- Workforce Investment Boards**
- Social Service Departments**
- One-Stop Centers**
- Child Care Centers**
- Faith-Based Organizations**
- Local Colleges**
- Adult Education programs
- Job Training Organizations**
- CSBG MSFW Agency
- CalWORKS**
- Community Based Organizations**
- Substance Abuse Treatment Providers

Partnership, collaboration, and stretching community resources are the NCO way of doing business, and NCO has well-established relationships with safety net service providers throughout both counties. NCO has a history of creating new programs that grow and develop and are eventually spun off as independent organizations. NCO also serves as fiscal agent for many small groups that lack capacity and/or nonprofit status. NCO staff members sit on boards and advisory committees for a wide variety of local programs and organizations.

6. Low-Income Home Energy Assistance

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

NCO coordinates with antipoverty programs through extensive networking with both public agencies and private nonprofits. Poverty-focused partners include: the Department of Social Services, the Hunger Task Force, the California Association of Food Banks, the Women, Infants, and Children Supplemental Nutrition Program (WIC), the Homeless Continuum of Care, Healthy Start, and the McKinney-Vento Homeless Student Program. NCO also works with local energy providers, such as the Renewable Energy Development Institute (REDI) in Willits, to develop innovative ways of partnering for the good of families and the community.

7. Faith-Based Organizations, Charitable Groups, and Community Partnerships

Describe how your agency 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.

Please select the various organizations that your agency forms partnerships to serve low-income residents in your service area, check all that apply:

- Local school districts**
- Social Service Departments**
- State agencies
- Colleges**
- Faith-Based Organizations**
- Community Based Organizations**
- Local Utility Companies
- Charitable Organizations**
- Homeless Programs**
- Participant in County Taskforce**
- Local Food Banks**

NCO coordinates and collaborates at every opportunity, working with unincorporated community groups, faith-based groups, and granges as well as more traditional 501(c)(3) organizations. NCO often serves as fiscal agent for organizations that are not yet incorporated and works through coordination and partnership to leverage core funding and develop programs that meet the changing needs and priorities of the community.

8. Establishment of Procedures for Adequate Board Representation

Describe your agency’s procedures for establishing adequate board representation 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 the board (or other mechanism).

NCO embraces the tripartite board requirement. There is a process in place that allows individuals to pursue a grievance if they feel they are unfairly represented or wish to be heard on issues regarding programs or how programs have been delivered.

9. Cost and Accounting Standards

Describe how your agency will ensure that cost and accounting standards of the Office of Management and Budget apply to a recipient of the funds.

NCO's Fiscal Department uses Generally Accepted Accounting Principles (GAAP), following all federal and state regulations. An annual independent audit verifies compliance with cost and accounting standards.

10. Service Delivery System

- a. Provide a description of your agency's service delivery system, for services provided or coordinated with CSBG funds targeted to low-income individuals and families in communities within the State.
- b. Provide 2-3 examples of changes made by your agency to improve service delivery to enhance the impact for individuals, families, and communities with low-incomes based on in-depth analysis of performance data.

Direct services provided by NCO's Community Action Agency include food distribution, nutrition education, skills training in the areas of food preparation and food production, tax preparation assistance, case management, loan processing, and volunteer coordination.

Food distribution. NCO coordinates with the Redwood Empire Food Bank in Santa Rosa and other Lake County food pantries and food banks to arrange delivery of surplus commodities and other foods from Santa Rosa to Lakeport. In October 2011, NCO's Clearlake Community Food Pantry began distributing food items purchased through the Redwood Empire Food Bank and from local farmers to low-income families and individuals in the Lakeport and Clearlake communities.

Nutrition education. Nutrition education and cooking classes are provided to Head Start parents, farmers market customers, clients of family resource centers, and children, through POP.

Food processing classes. NCO provides classes and demonstrations of food processing skills in low-income communities.

Food production. Direct services delivered by the Gardens Project include trainings on nutrition, cooking, gardening strategies, and garden start-up for community members and garden leaders; provision of garden inputs such as fertilizer, compost, and fencing; and technical assistance with gardening challenges.

Case management. Case management is provided through TLC for fire survivors and other homeless people. Case Managers assist with coordination of necessary services and resources to address complex disaster recovery needs in order to re-establish normalcy. Working in partnership with each client, Case Managers assess client needs in the range of life domains, help them identify barriers, and work with them to develop creative solutions. In addition to housing, case management efforts may cover employment, financial management, emotional trauma, and more, depending on individual and family needs. The Case Manager also works with families to help them access mainstream resources (e.g., benefits and cash assistance, supportive services, housing assistance, health care, job training, food and nutrition services, etc.).

Loan processing. NCO has contracted with Hammers for Hope to serve as the Program Operator for the disbursement of more than \$4 million in interest-free loans to Lake County residents who lost their homes in the county's 2015 and 2016 wildfires. The program runs from 2017 – 2020 and expects to make more than 60 loans of \$60,000-\$80,000 each.

Tax preparation and benefit application assistance. NCO offers Earned Income Tax Credit (EITC) tax return preparation assistance, and works with other community agencies and organizations to ensure people get the assistance they need to complete applications for public benefit programs.

Child care support. NCO assists individuals with information and referral, through Rural Communities Child Care and other programs, and offers access to subsidized child care.

Physical activity and walkability. The rural isolated nature of Lake and Mendocino Counties contains many barriers to mobility (including walkability issues). NCO works with Lake Transit, Mendocino Transit Authority, Public Health Departments, and other agencies to improve and enhance transportation options and promote walking and biking.

Volunteer coordination. The Volunteer Network works with a wide range of community partners to promote volunteer opportunities, recruit volunteers, match volunteers, and provide general volunteer trainings to people who would like to become volunteers.

11. Linkages

Describe how linkages will be developed to fill identified gaps in services, through the provision of information, referrals, case management, and follow-up consultations.

Linkages are developed through a continuum of collaboration and referral efforts with partner agencies.

12. Funds Coordination

Describe how CSBG funds will be coordinated with other public and private resources.

NCO plans and coordinates programs with a wide number of organizations, community groups, businesses, and governmental agencies that deal with the reduction of poverty. NCO manages \$543,873 in Community Service Block Grant (CSBG) funds each year, using these dollars to leverage major grants from federal, state, and foundation funders. Some current grants that NCO has leveraged with CSBG funds include the following:

FoodCorps. NCO has been assigned a FoodCorps member who is working on farm to school efforts in Lake County.

Hammers for Hope CalHome Loan Program (\$440,000). Through this new grant, NCO will serve as Program Operator to administer a grant of \$4.6 million that will provide no-interest, deferred-payment loans to people that lost their homes in the Lake County fires.

Mendo-Lake Food Hub, California Department of Food and Agriculture Specialty Crop Block Grant Program (\$438,699). With the second Specialty Crop grant for the Food Hub, NCO is continuing to work with local farmers to expand the network and its offerings by adding more farmers, more delivery nodes, and more buyers. In addition, the project is researching ownership models to ensure that the project becomes self-sustaining by the end of the three-year grant, which ends in 2019. A grant of \$75,000 from the Wells Fargo Foundation is also providing support for the Food Hub.

New Digs Rapid ReHousing Project (\$200,000). Through an Emergency Solutions grant from the California Department of Housing and Community Development, NCO is providing a range of support and services to homeless people throughout Lake County. Participants receive services of varying levels of intensity—people with fewer barriers to housing stability receive less intensive interventions, while people with higher risk and more barriers receive more intensive services. The goal of the project is to help people who are homeless to quickly move into and retain stable housing by providing assistance ranging from help with utility payments to 12 months of rental assistance, coordinated through case management. Over the 24-month grant period, the project plans to house 13 individuals and/or families who are homeless. In addition, the project will reach at least 20 homeless families through street outreach. Since beginning the project, five homeless families have been placed in rented apartments.

Partnerships to Improve Community Health (PICH, \$1,418,310). Now in its final year, NCO and Lake County partners have developed a multi-level, aligned approach to create cross-sector policy related to tobacco cessation, physical activity, and systems and environmental change in key sectors of the service system.

Redwood Health Care District (\$30,000). In Lake County, the Redwood Health Care District provides funding for purchasing produce from local farmers and the Redwood Empire Food Bank for distribution through the Clearlake Community Food Pantry.

USDA Food Insecurity Nutrition Incentive (FINI) Project (\$60,000). NCO is partnering with the Ecology Center's California Market Match Program to strengthen and expand food stamp match programs in four farmers markets.

13. Innovative Community and Neighborhood Initiatives

Describe how your agency will use funds to support innovative community and neighborhood-based initiatives related to the purposes of this subtitle which may include fatherhood and other initiatives with the goal of strengthening families and encouraging effective parenting.

Please select the community and neighborhood initiatives your agency will use to fulfill the purpose of this subtitle:

- Fatherhood Strengthening Classes
- Counseling
- Non-court-ordered parenting classes**
- Co-parenting communication skills
- Classes assisting incarcerated or recently paroled men
- Job training and employment assistance**

Funds are used to support projects that have the greatest potential impact and that maximize and leverage resources. Many projects initiated by NCO involve innovative strategies and partnerships. Over the past ten years, NCO has become the focal point for local food issues in Lake and Mendocino Counties, leading partners in planning and implementing numerous innovative projects to strengthen the local food system:

- Hope Rising is an Accountable Community for Health collaborative in Lake County that brings together CEO-level executives, program directors, and coordinators from health systems, public health, county departments, non-profits and other relevant entities to partner on current and future health improvement initiatives that also address economic development, education, and a healthy environment. Hope Rising is formalizing partnerships such as that formed for PICH and serves as a neutral convener to identify issues, develop innovative solutions, and implement agreed-upon actions with accountability and measurable outcomes.
- The Mendo-Lake Food Hub uses innovative strategies to address market and food needs that are unique to the large area and scattered communities of the two-county area.
- With NCO support, the School of Adaptive Agriculture’s farmer education program on Ridgewood Ranch in Mendocino County has graduated 19 students since 2015.
- Healthy Mendocino is a coalition of 20 partners that came together to create Healthy Mendocino’s on-line resource center. Healthy Mendocino provides ready access to a wide range of current data that support planning, evaluation, and grantwriting efforts and can be used by anyone interested in community health and community health data, including hospitals and healthcare providers, health departments, health coalitions, nonprofits, city planners, policy makers, community educators, local service providers and students. NCO became the fiscal agent for the program in 2014.
- In 2011, NCO entered into a new partnership with the California Conservation Corps, which is providing help with planning and developing new community gardens.
- In May 2010, NCO invited food economist Ken Meter of the Crossroads Resource Center to provide a customized analysis of the county’s agricultural economy, including evidence of the benefits to the county economy and public health that would result from increased investments in producing and buying local foods. More than 140 individuals and county policymakers attended the public presentation of the data.
- NCO leadership led to the creation of Mendocino County’s Food Policy Council, which has conducted a countywide food assessment to identify existing and potential ways to increase food production and developed a community food action plan.

STATE ASSURANCES

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

The 2018-2019 Community Action Plan emphasizes using federal funds to support indirect services to community-based collaborative projects and programs. To the extent that NCO funnels its CSBG funding into indirect services and capacity building, it enables beneficiary agencies to secure funds to operate services. Should CSBG funds be reduced, the NCO Community Action Committee and the Governing Board will convene to review all affected projects and programs. Other appropriate groups (*e.g.*, agency advisory boards and community focus groups) will be invited to assist in this process, with NCO's Governing Board making final decisions.

[California Government Code § 12760](#): Community action agencies funded under this article shall coordinate their plans and activities with other eligible entities 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.

NCO is committed to utilizing dollars and resources as efficiently as possible and accordingly NCO collaborates and coordinates with public and private agencies to develop complementary services and avoid duplication of effort. CSBG funding gives NCO the time and resources to coordinate and collaborate with other service providers through memberships in collaboratives, planning groups, and networks, and via extensive one-to-one contacts.

[California Government Code §12768](#): Migrant and Seasonal Farmworker (MSFW) entities funded by the department shall coordinate their plans and activities with other eligible entities funded by the department to avoid duplication of services and to maximize services for all eligible beneficiaries. If you are not an MSFW, write "not applicable".

NOT APPLICABLE

INDIVIDUAL AND COMMUNITY ELIGIBILITY REQUIREMENTS

Describe how your agency verifies participant income eligibility:

- Pay Stubs
- Social Security Award Letters
- Bank Statements
- Tax Statements
- Zero-income Statements
- Unemployment Insurance Letters
- Qualification for other need-based program, describe

NCO insures that participants meet low-income criteria by requiring them to complete family income statements and show proof of income, as appropriate to each program.

Other, describe

NOT APPLICABLE

Income eligibility for general/short term services: For services with limited in-take procedures (where individual income verification is not possible or practical), describe how your agency generally verifies income eligibility for services? An example of these services is emergency food assistance.

Food pantry clients are asked to state their income, eligibility for other needs-based programs, such as Medi-Cal, and/or proof of income to verify their eligibility for participation in food distributions.

Community-targeted services: For services that provide a community-wide benefit (*e.g.*, development of community assets/facilities; building partnerships with other organizations), describe how your agency ensures the services target low-income communities?

As described in the needs assessment section, both Lake and Mendocino County are low-income areas, with median household incomes of 57.5% and 69.5%, respectively, of the statewide median household income and high poverty rates (24.7% in Lake County and 20.4% in Mendocino County). However, these countywide statistics do not capture the level of need that is experienced by some communities in the two-county area. For example, in the City of Clearlake, the median household income is \$25,404 (41% of the state median) and 37.5% of residents live below the federal poverty level. NCO focuses its efforts on communities that demonstrate the greatest need through data such as these.

MONITORING AND EVALUATION

1. Describe your methods for evaluating programs and services.

Evaluation methods vary from project to project, depending on funder requirements and project needs. They may include: pre/post surveys for assessment of changes in knowledge and behavior; workshop and training assessments; client surveys; staff surveys; trend analysis of data indicators over time; counts of activities; units of service; number of people served; demographics; etc.

2. Describe the frequency of evaluations conducted.

Evaluation frequency also varies from project to project, depending on funder requirements and project needs, but normally includes an annual report of evaluation activities and findings.

3. Describe specific monitoring activities and how they are related to establishing and maintaining the integrity of the CSBG program.

As with evaluation methods and frequency, monitoring activities are also dependent on funder requirements and project needs. For example, monitoring of the VITA tax preparation assistance program includes review by Site Coordinators of all returns prior to submission using the VITA Quality Review Checksheet and review and discussion of any errors or omissions with the volunteer.

DATA COLLECTION

Describe the data collection process.

NCO conducts program evaluations, including periodic client surveys and surveys of agencies and other community members, to inform program planning and development. It is the responsibility of Program Directors to collect data and document all work supported by CSBG dollars, including participant numbers and demographics; services provided and units of service; and client satisfaction. The Community Action Committee periodically reviews progress to ensure success of the work carried out through Community Action and proposes program revisions as appropriate.

Describe the data reporting process.

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

Describe how the data is used, analyzed and acted on to improve agency programs and services.

Data collected by each NCO project or program is compiled by the Project Director or Coordinator, summarized for comparison with target goals and objectives, and shared with appropriate staff. This process provides staff with data for completion of required reports to CSD and project funders and enables them to understand progress and address any barriers.

APPENDIX A. DATA SOURCES

Data Source	Content
Area Agency on Aging of Lake and Mendocino Counties, 2016-2020 Area Plan (www.co.lake.ca.us/Assets/Social+Services/AAA/2016-2020+Area+Plan.pdf).	Senor demographics and disability rates
Associated Press Economic Stress Index (http://hosted.ap.org/specials/interactives/national/stress_index)	Economic stress indicator ranking
California Association of Realtors, Current Sales and Price Statistics (http://www.car.org/marketdata/data/countysalesactivity)	Home sale data
California Child Care Resource and Referral Network, 2013 Child Care Portfolio (www.rnnetwork.org/)	Child care availability and utilization
California Department of Alcoholic Beverage Control (www.abc.ca.gov/Annualreports/Annual_Reports.html) and (www.abc.ca.gov/cbnp.html)	Off-sale alcohol licenses and licensing policies
California Dept. of Education/DataQuest (http://data1.cde.ca.gov/dataquest/)	Student indicators
California Department of Finance, Demographic Research Unit (www.dof.ca.gov/Forecasting/Demographics)	Population demographic estimates and projections
California Department of Health Care Services, Research and Analytical Studies Section (www.dhcs.ca.gov/dataandstats/reports/Pages/MMCDMonthlyEnrollment.aspx)	Medi-Cal enrollment
California Department of Justice (https://openjustice.doj.ca.gov/crime-statistics)	Crime statistics
California Department of Public Health 2017 County Health Status Profiles (https://archive.cdph.ca.gov/programs/ohir/Pages/CHSPCountySheets.aspx#)	Health indicators
California Department of Public Health, Healthy Communities Data and Indicators Project: Modified retail food environment index (www.cdph.ca.gov/programs/Documents/HCI_RetailFoodEnvironment.pdf)	Modified retail food environment index
California Department of Social Services, Food Stamp Participation and Benefit Issuance Report DFA-256 for March 2017 (http://www.cdss.ca.gov/inforesources/Research-and-Data/CalFresh-Data-Tables/DFA256).	Food stamp participation
California Employment Development Dept., Labor Market Information (www.labormarketinfo.edd.ca.gov)	Employment updates, workforce data
California Food Policy Advocates, 2013. Lost Dollars, Empty Plates (http://cfpa.net/lost-dollars-empty-plates-2013)	Economic loss related to low food stamp participation
California Food Policy Advocates, 2016 County Profiles (http://cfpa.net/county-profiles)	Nutrition indicators, obesity rates
California Health Care Foundation, Center for Health Reporting (www.chcf.org/publications/2009/06/fewer-and-more-specialized--a-new-assessment-of-physician-supply-in-california)	Number and age of physicians
California Health Interview Survey (CHIS) (http://www.chis.ucla.edu/)	Health status, behaviors, and conditions
California Healthy Kids Survey (http://chks.wested.org/reports/)	Student data: resiliency, substance use, violence
California Office of Traffic Safety (http://www.ots.ca.gov/media_and_research/Rankings/default.asp)	Collision data
National Center for Frontier Communities (http://frontierus.org/mapping-process-and-data).	Frontier designations

NORTH COAST OPPORTUNITIES

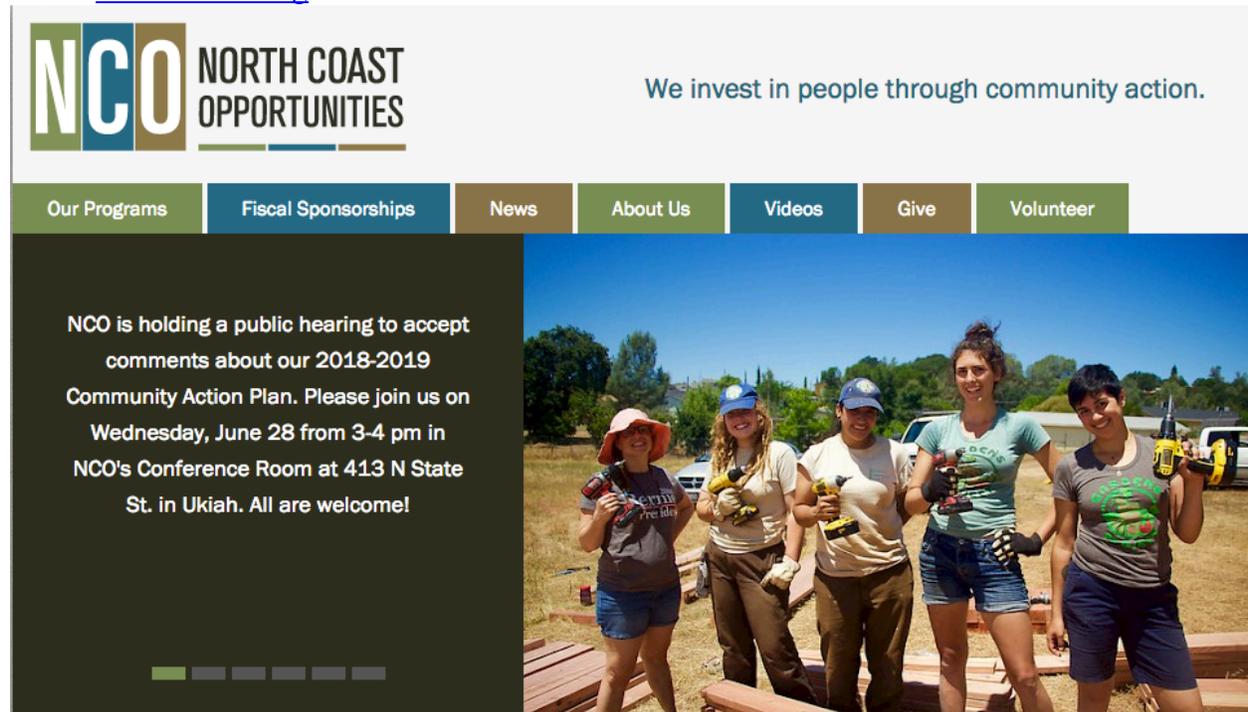
Data Source	Content
Center for Youth Wellness (2014). A Hidden Crisis: Findings on Adverse Childhood Experiences in California (https://app.box.com/s/nf7lw36bjr5kdfx4ct9)	Adverse Childhood Experiences data
Children Now, 2016-2017 California County Scorecard (http://pub.childrennow.org/2016)	Indicators of child well being
Council on Graduate Medical Education, in Institute for the Future's Health and Health Care 2010: The Forecast, The Challenge (www.iff.org/our-work/body-mind/health-horizons/health-and-health-care-2010-the-forecast-the-challenge/)	Physician census
Diabetes Coalition of California (http://diabetescoalitionofcalifornia.org/diabetes-stats)	Diabetes data
Feeding America, 2014 Overall Food Insecurity (www.feedingamerica.org)	
FIRST 5 Mendocino (http://www.mendochildren.org/family-support/family-resource-centers)	Family resource centers
Graham Center Physician Mapper (www.graham-center.org/rgc/maps-data-tools/interactive/primary-care-physician.html)	Physician census
Health Care Atlas (http://gis.oshpd.ca.gov/atlas/places/list-of-clinics/county/mendocino).	Listing of hospitals and clinics
Healthy Mendocino 2015 Community Health Status Needs Assessment (www.healthymendocino.org/index.php?module=ResourceLibrary&controller=index&action=view&id=73906054117995555&forceshow=1)	Community health indicators
Humboldt County Workforce Investment Board (2012). Redwood Coast Targets of Opportunity (http://northcoastprosperity.com)	Economic and employment indicators
Insight Center for Community Economic Development (www.insightccd.org/communities/besa/besa-ca/calculator.html)	Economic self-sufficiency standard by county
Kaiser Family Foundation (2013). A State-by-State Snapshot of Senior Poverty: Findings From Analysis of the Supplemental Poverty Measure, (https://kaiserfamilyfoundation.files.wordpress.com/2013/05/8442-state-by-state-snapshot-of-poverty-among-seniors-may.pdf).	State and national poverty levels among seniors
Kstrom.net (www.kstrom.net/isk/maps/ca/california.html)	Listing of federally-recognized tribes
Lake County Agriculture Commissioner, Lake County 2015 Crop Report (www.co.lake.ca.us/Government/Directory/Ag/Agprograms/Crop.htm)	Agricultural statistics
Lake County Collaborative of Health and Community-Based Organizations (2016). Identifying Priority Health Needs: Lake County Community Health Needs Assessment (http://www.sutterlakeside.org/CHNA/slh-2016-chna.pdf)	Health assessment
Lake County Comprehensive Economic Development Strategy (2016) (http://www.co.lake.ca.us/Assets/Economic+Development/Docs/2016+CE+DS+Report.pdf?method=1)	Economic indicators
Lake County Department of Behavioral Health Services	Substance use disorder treatment data
Lake County Department of Social Services, 2017 Homelessness Point-in-Time Census	Homelessness indicators
Lake County Office of Education (www.lakecoe.org/departments/program_subpages/lake_county_office_of_education_healthy_start/436)	Family and school resource centers, student homelessness
Lake Transit Authority (http://laketransit.org/)	Transportation routes and schedules
Lake County Tribal Health Consortium, 2011 Needs Assessment	Tribal listing and tribal data
Larson NI, Story MT, and Nelson MC (2009). Neighborhood environments: disparities in access to healthy foods in the US. American Journal of Preventive Medicine (www.ncbi.nlm.nih.gov/pubmed/18977112)	Food availability in low-income neighborhoods

NORTH COAST OPPORTUNITIES

Data Source	Content
Mendocino County Agriculture Commissioner, Mendocino County 2015 Crop Report (www.mendocinocounty.org/government/agriculture)	Agricultural statistics
Mendocino County Health and Human Services Agency, 2017 Homelessness Point-in-Time Census	Homelessness indicators
Mendocino County Health and Human Services Agency (2013). Alcohol outlets and our community: a health impact assessment of the harms of high alcohol outlet density in Mendocino County, California (www.co.mendocino.ca.us/hhsa/pdf/hia_alcohol_report_01-13.pdf)	Alcohol outlet density
Mendocino County Health and Human Services Agency (2010) Retail Food Landscape in Mendocino County (www.co.mendocino.ca.us/hhsa/pdf/chs_prevention_RetailFood_2011.pdf)	Access to healthy food
Mendocino Transit Authority (http://mendocinotransit.org/)	Transportation routes and schedules
Merritt Hawkins (A Review of Physician-to-Population Ratios (https://www.merrithawkins.com/pdf/Merritt-Hawkins-Physician-to-Population-Ratios.pdf).	Physician census
Moore LV et al (2008). Associations of the local food environment with diet quality – a comparison of assessments based on surveys and geographic information systems. Am J Epidemiol. 2008; 167(8):917-924	Food environments relationships to food quality
National Institute on Drug Abuse (NIDA) (http://archives.drugabuse.gov/NIDA_Notes/NNVol10N2/CASstudy.html)	Economic benefit of AOD treatment
National Low Income Housing Coalition (http://nlihc.org/or)	Homelessness indicators
Lucile Packard Foundation for Children’s Health KidsData (www.kidsdata.com)	Child care indicators, homelessness indicators
Robert Wood Johnson Foundation, County Health Rankings, 2017 (www.countyhealthrankings.org).	Health indicators, dental and physician census, diabetes rate
UC Berkeley Center for Social Services Research (http://cssr.berkeley.edu/CWSCMSreports)	Child abuse and foster care data
US Census Bureau, Small Area Health Insurance estimates, 2015 (www.census.gov/did/www/sahie/data/index.html)	Health insurance coverage
US Census Bureau, American Community Survey, 2011-2015 estimates: Tables B08006, B08201, B25047, B25070, DP03, S0101, S1701, S1501, S1703, S2101 (https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml)	Demographics, population estimates, poverty data, education level, veteran status, vehicle ownership, and commute times
Centers for Disease Control and Prevention (https://gis.cdc.gov/grasp/diabetes/DiabetesAtlas.html)	Obesity and diabetes data
US Department of Agriculture, USDA Food Desert Locator (www.ers.usda.gov/data/fooddesert).	Food desert data
US Dept. of Health and Human Services, Centers for Medicare and Medicaid Services (www.cms.hhs.gov/MedicareEnrpts/)	Medicare enrollment
US Dept. of Health and Human Services, Health Resources and Services Administration (http://hpsafind.hrsa.gov/HPSASearch.aspx)	MUA/P and HPSA designations
US Department of Housing and Urban Development (www.huduser.org/portal/datasets)	Housing vacancies

APPENDIX B. NOTICE OF PUBLIC HEARING

From: www.ncoinc.org



The screenshot shows the North Coast Opportunities website. At the top left is the logo with 'NCO' in large letters and 'NORTH COAST OPPORTUNITIES' below it. To the right of the logo is the tagline 'We invest in people through community action.' Below the logo and tagline is a navigation menu with seven items: 'Our Programs', 'Fiscal Sponsorships', 'News', 'About Us', 'Videos', 'Give', and 'Volunteer'. The main content area is split into two parts. On the left, a dark grey box contains the following text: 'NCO is holding a public hearing to accept comments about our 2018-2019 Community Action Plan. Please join us on Wednesday, June 28 from 3-4 pm in NCO's Conference Room at 413 N State St. in Ukiah. All are welcome!'. Below this text is a decorative horizontal line with five colored segments. On the right, a photograph shows five people (three women and two men) standing outdoors at what appears to be a construction site. They are wearing casual work clothes and holding power tools like drills and saws. The background shows trees and a clear blue sky.