



county of Santa Cruz

HUMAN RESOURCES AGENCY CECILIA ESPINOLA, ADMINISTRATOR

1000 EMELINE ST., SANTA CRUZ, CA 95060
(408) 454-4130 OR 4544045 FAX: (408) 454-4642

April 23, 1998

Agenda: May 5, 1998

Board of Supervisors
County of Santa Cruz
701 Ocean Street
Santa Cruz, California 95060

COMMUNITY PROGRAMS' MONITORING REPORTS

Dear Members of the Board:

As you are aware, the Human Resources Agency is responsible for monitoring Community Programs on a biennial basis for compliance with their contracts with the County. The purpose of this letter is to inform you that the monitoring visits for FY 97/98 have been completed. A list of the programs that were monitored is attached. The monitoring visits included a review of administrative, programmatic, and fiscal records. The monitoring reports which are attached have been reviewed by the contractors.

As part of the ongoing evaluation of progress toward Latino Equity, these programs were monitored on adherence to the Standards of Accessibility adopted by your Board, and all programs were asked to submit data on the number of clients, staff, and board of directors members who are Latino. Changes and deficiencies regarding service to the Latino population were noted in the reports, as you will see.

In addition, the monitoring reports include details of each agency's major achievements and challenges during FY 97/98, corrective actions and recommendations where appropriate. For your information, "corrective actions" refer to issues of contract compliance which require action on the part of the contractor. "Recommendations" refer to suggested improvements that are not mandatory under the terms of the contract.

In their final quarterly reports for FY 97/98, community programs will report to HRA regarding their progress in addressing any corrective actions identified in the monitoring reports. HRA will provide a report to your Board in September 1998 regarding community programs' responses to corrective actions.

I would like to take this opportunity to thank the staff, directors, and board members of the agencies for continuing to provide critically needed services to the community.

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BOARD OF SUPERVISORS
Agenda: May 5, 1998
Community Programs' Monitoring Reports

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IT IS THEREFORE RECOMMENDED that your Board accept and file this report on the performance of the Community Programs that were monitored in FY 97/98.

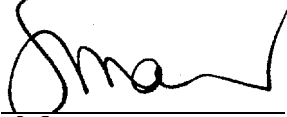
Very truly yours,



CECILIA ESPINOLA
Administrator

CE/THP:admin\commprog\monirpts.bos
Attachments

RECOMMENDED:



Susan A. Mauriello
County Administrative Officer

cc: Auditor's Office
County Administrative Office
Human Services Commission
Latino Affairs Commission
Contractors

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COMMUNITY PROGRAMS MONITORED
FY 97/98

Program

After School Day Care
Association of Watsonville Area Seniors
Big Brothers/Big Sisters
Community Action Board/Davenport Resource Center
Community Action Board/Santa Cruz Immigration Project
California Grey Bears
Citizen's Committee for the Homeless/Homeless Garden Project
Citizen's Committee for the Homeless/Interfaith Satellite Shelter Program
Central Coast Center for Independent Living
Central Coast YMCA/Watsonville Family Branch
Community Options - Court Referral
COPE Centro Familiar
Court Appointed Special Advocates
Defensa de Mujeres
Dientes Community Dental Clinic
Familia Center
Fenix Services
Food and Nutrition Services/Adelante
Food and Nutrition Services/Family Health Education Center
Food and Nutrition Services/Lifeline
Food and Nutrition Services/Meals on Wheels
Group Home Society
Legal Aid of the Central Coast
Mid-County Children's Center
New Life Community Services
Pajaro Valley Children's Center
Pajaro Valley Shelter
Parents Center
Planned Parenthood Mar Monte
Salud Para La Gente
Santa Cruz Barrios Unidos
Santa Cruz Women's Health Center
Senior Citizens Legal Services
Senior Citizens of San Lorenzo Valley
Senior Network Services
Seniors Council of Santa Cruz and San Benito Counties
Volunteer Center
Welfare and Low Income Support Network
Women's Crisis Support

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: _____ After School Day Care

REVIEW DATE: _____ 10/1/97 CONTRACT PERIOD: _____ FY 97/98

CONTRACT # _____ 70791 ALLOCATION: \$ _____ 40,326

PROGRAM SUMMARY: After School Day Care provides child care services to children six to twelve years of age, for approximately 375 families in Santa Cruz and Capitola. Sites include Capitola Elementary School, Delaveaga School, Gault School, Main Street Elementary School, Santa Cruz Gardens School, Soquel Elementary School, and Westlake School.

AGENCY STAFF INTERVIEWED:

John Loyd, Executive Director

FACILITIES VISITED:

1500 41st Avenue, Suite 17, Capitola

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment for the agency has been to hire bilingual staff at five of its seven child care sites, and at its administrative offices. The Executive Director states that it is a continual challenge to recruit bilingual/bicultural staff who have taken the

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AGENCY STAFF INTERVIEWED:

John Loyd, Executive Director

FACILITIES VISITED:

1500 41st Avenue, Suite 17, Capitola

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment for the agency has been to hire bilingual staff at five of its seven child care sites, and at its administrative offices. The Executive Director states that it is a continual challenge to recruit bilingual/bicultural staff who have taken the required units in Early Childhood Education, and who wish to work in a center-based program rather than a family day care home.
2. The agency moved its offices to a more accessible location with lower rent, improved work environment for staff, and upgrades in technology. The agency purchased new computers for administrative staff and now has the funds in place to network all administrative office computers. With a grant of approximately \$8,000 from the State Department of Education, the agency was able to purchase six new computers for its child care sites. The agency has its own web page at www.asdc.org and can receive e-mail. Approximately 150 on-line inquiries are received per week regarding agency services.
3. The agency has experienced an improved financial situation. A grant from the Department of Education in the amount of \$210,000 per year has enabled the agency to stabilize its finances, increase the number of children served by approximately 60, and increase agency reserves to approximately \$20,000. The agency is now reviewing its fee schedule as tuition rates have not been increased in six years.

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SUMMARY OF MAJOR FINDINGS:

1. Contractor has complied with the majority of the corrective actions and recommendations made in the previous monitoring report, and it is important to note that significant improvements have been made.
2. Quarterly reports and Board agendas and minutes were not always submitted to the County in a timely manner as required by the contract.
3. Contractor has not completed a written Board recruitment and retention plan to increase Latino representation, although the Board does have an informal process to recruit Board members. The Board of Directors has six members of which none is currently Latino. The Executive Director states that Board turn-over is frequent, creating a lack of continuity, and that efforts have been made to recruit Latinos, but without success. Outreach efforts have been made to other community agencies, and in particular to Latino based organizations, and Latino parents who utilize the centers. Agency staff is 15 % Latino (5 of 33 employees), serving 15 % Latino clients.
4. Not all client-related materials are translated into Spanish, and the agency has not completed a formal self-assessment to determine whether its services are culturally competent and accessible to the Latino community.

CORRECTIVE ACTIONS:

1. Contractor will submit all quarterly reports, Board agendas and minutes within the time limits required by the contract.
2. Contractor will actively recruit Latino Board members and formalize its written recruitment and retention plan.
3. Contractor will complete the translation of all client related materials into Spanish by June 30, 1998.
4. Contractor will complete the County's Americans With Disabilities Act Self-Evaluation survey for its administrative office by June 30, 1998.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence and accessibility of the agency's services to the Latino community.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Association of Watsonville Area Seniors

REVIEW DATE: 9/23/97 CONTRACT PERIOD: FY 97/98

CONTRACT # 70622 ALLOCATION: \$ 5,014

PROGRAM SUMMARY:

The Association of Watsonville Area Seniors operates the Watsonville Senior Center in downtown Watsonville. The center provides a lunch program sponsored by Food and Nutrition Services (FNS), social activities, health-related services, exercise, citizenship, Spanish, arts and crafts classes, and a site for the offices of Project Scout, the Family Service Senior Outreach Program, Senior Network Services, American Association of Retired Persons, and Food and Nutrition Services/Meals on Wheels nutrition services.

AGENCY STAFF INTERVIEWED:

Glen Jones, Board Treasurer
Jana DuRon, Director
Valerie Rivera Nuiiez, Office Assistant

FACILITIES VISITED:

114 E. Fifth Street, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. In July 1997, the Center merged its meal program with Food and Nutrition Services (FNS) Meals on Wheels meal program, which was previously located at the Watsonville International Seniors Center. An FNS Meals on Wheels staff person is now located at the Center for five hours per day to ensure that the transition is successful. A challenge associated with the transition was the need to provide additional transportation assistance for seniors utilizing the lunch time meal program. AWAS has small vans that were not sufficient to serve the increased number of seniors, so FNS's Lift Line program instituted new routes to transport seniors for the lunch program.
2. The transition has been difficult for some seniors, particularly in relation to changes in seating arrangements and the Center's physical set-up. However, problems and conflicts

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have recently declined, and some of the seniors who had stopped coming to the Center are beginning to return.

3. A major challenge for the agency has been to continue to provide services after losing \$45,000 per year in funding from the Seniors Council/Area Agency on Aging. These funds paid for the meals program. Fortunately, the merger with FNS program has resolved this issue. Additionally, the Center is very active in its fundraising efforts, and continues to have many activities that bring in revenue such as Bingo, bake sales, rummage sales, annual BBQ, dances, and private rental of the facility.
4. Another challenge for the agency has been to provide parking for the increased number of seniors using the site. AWAS has made arrangements with the neighboring Baptist Church, which provides additional parking spaces, and the AWAS vans are providing shuttle service from the church to the Center.

SUMMARY OF MAJOR FINDINGS:

1. Board agendas were not always received in a timely manner as required by the contract.
2. The contractor has not developed and implemented a self-assessment to determine whether its services are culturally competent and accessible to the Latino community.
3. The contractor has an office procedures manual including accounting control procedures, but the manual needs to be updated to reflect changes associated with the merger.

CORRECTIVE ACTIONS:

1. Contractor will submit Board agendas within the time limits required by the contract.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence of agency services.
2. It is recommended that the contractor update its fiscal policies and procedures manual to reflect changes associated with the merger.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Big Brothers/Big Sisters of Santa Cruz County

REVIEW DATE: 11 /20/97 CONTRACT PERIOD: FY 97/98

CONTRACT # 70784 ALLOCATION: \$ 8,275

PROGRAM SUMMARY:

Big Brothers/Big Sisters (BB/BS) of Santa Cruz County provides mentoring/casework services to single-parent families by matching children with screened, trained adult volunteers in long-term one-to-one matches. Services provided include sexual abuse prevention training, discussion groups, group activities for both waiting and matched clients, and information and referral. These supportive services to clients and families have proven to help children stay in school and out of the criminal justice system. Additionally, BB/BS provides an after-school Tutoring and Mentoring Program for youth ages 10-14 in Watsonville, to keep at-risk children in school.

AGENCY STAFF INTERVIEWED:

Siri M. Vaeth, Executive Director

FACILITIES VISITED:

3660-B Soquel Drive, Soquel

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The agency has experienced successful program growth in its long-term one-to-one match program for BB/BS, as well as its tutoring programs at E. A. Hall Middle School in Watsonville. The program has volunteer tutors in all subjects and recruits interns from UCSC, local companies, and Watsonville High School. Many new long-term one-to-one matches have developed from relationships that began in the tutoring program.
2. As a result of the successful tutoring program at E. A. Hall, Lakeview Middle School requested that a tutoring program be initiated at their school. As a result of this program expansion in Watsonville, 1520% of BB/BS matches are now in Watsonville.

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3. A major on-going challenge for the agency has been to recruit volunteers and BB/BS. Nevertheless, last year the agency had excellent volunteerism and was able to make 80 matches, which exceeded the goal of 72 for the year.

SUMMARY OF MAJOR FINDINGS:

1. Contractor did not always submit Board agendas and minutes within the time limits required by the contract. Contractor states that this has been a problem due to staff misunderstanding of the contract requirements, and changes in the agency's office location.
2. The percentage of Latino Board members has increased from 5 % to 11% (2 of 16). This figure is somewhat low in relation to the client base, which is 23 % Latino.
3. The agency has implemented an annual review by the Board and staff of its cultural competence and accessibility of services. A self-assessment tool has not yet been developed for clients or volunteers.
4. The agency has moved its office from Santa Cruz to Soquel. Although the new office is more suitable to the agency's staffing needs, this facility is upstairs and is not accessible to all clients. However, the office is not a primary service site. Program accessibility is maintained by taking program activities to private homes, public meeting places, and other locations. Primary client contact with the program is through the telephone and at locations in the community.

CORRECTIVE ACTIONS:

1. Contractor will submit Board agendas and minutes within the time limits required by the contract.
2. Contractor will continue to actively recruit Latino Board members and increase their representation on the Board.
3. Contractor will complete the County's Americans With Disabilities Act Self-Evaluation Survey by June 30, 1998, as the program has moved to a new location.

RECOMMENDATIONS:

1. It is recommended that the contractor continue to develop and implement a systematic self-assessment to evaluate the cultural competence and accessibility of the agency's services to the Latino community. Ideally, the evaluation process will include participation from Board, staff, clients, and volunteers.
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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: California Grey Bears

REVIEW DATE: 10/22/97 CONTRACT PERIOD: FY 97/98

CONTRACT # 70245 ALLOCATION: \$ 46,241

PROGRAM SUMMARY:

The California Grey Bears provide brown bags of food gleaned from agricultural fields post-harvest to 2,700 seniors over 55, and to adults over 50 who are physically impaired, of whom 800 are homebound. The agency operates a large-scale recycling site, using volunteer senior labor, to generate funds for its program. The agency also holds an annual Christmas Dinner, Harvest Picnic, and a volunteer recognition luncheon.

AGENCY STAFF INTERVIEWED:

Lynda Francis, Executive Director

FACILITIES VISITED:

2710 Chanticleer Avenue, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The Executive Director considers being able to maintain revenue sources as a major accomplishment. As a result of increased visibility in the community, in-kind donations have increased. Additionally, rummage sales were reinstated due to community interest, resulting in the creation of a Grey Bears jacket that is a popular item being sold at these events.
2. In October of 1997, the agency took over the Buena Vista Recycling Center located at the County landfill for the County Department of Public Works, and hired one full-time staff person, and two part-time students to run the facility. The agency is sharing revenues with the County on a 50/50 basis, and expects to collect approximately \$20,000 this year. This should compensate, in part, for a decrease in recycling revenues as a result of county-wide curbside recycling.
3. Grey Bears, along with Women's Crisis Support, were featured on national public television in conjunction with the Non-profit Insurance Alliance Corporation's (NIAC)

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“Visionaries” documentary. This documentary was about insurance rates and how the NIAC has helped non-profits stay in business.

4. A major challenge for the agency is the unusable foods and goods that people drop off at the recycling program or Thrift Store. The waste is costly for the agency to remove. Thus, the agency is working with Seagate to obtain a compactor.
5. The agency is working with Santa Cruz City Council members and the Beach Flats Community Center to do further outreach to the Latino community. Additionally, inquiries have been made to recruit bilingual work-study students for the reception area.

SUMMARY OF MAJOR FINDINGS:

1. The Board of Directors and staff annually review the County’s Standards of Accessibility for Latino services, but the agency has not conducted a self-assessment with volunteers and clients to evaluate the cultural competence of its services.
2. The agency serves 5.3 % Latino clients, and has 9% Latino bilingual/bicultural staff. In addition, an eight hour a week volunteer has the ability to translate in Spanish. A staff truck driver and a paper rolling volunteer are available to translate as the need arises.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence of agency services. Ideally, the assessment process will include participation from Board, staff, clients, and volunteers.
 2. It is recommended that the contractor make efforts to increase its bilingual office staffing, particularly at the initial point of contact.
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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Central Coast Center for Independent Living

REVIEW DATE: 12/16/97 CONTRACT PERIOD: FY 97/98

CONTRACT # 70284 ALLOCATION: \$ 24,180

PROGRAM SUMMARY: The Central Coast Center for Independent Living (CCCIL) is directed by persons with disabilities whose purpose is to advance the civil rights and independent living opportunities of all people with disabilities living in the Counties of Santa Cruz, Monterey, and San Benito. Services provide individuals with information and referral, individual advocacy, housing assistance, personal assistance services, peer support, independent living skills training, and systems advocacy to promote increased access to services, facilities, and activities. Services are provided in English, Spanish, and American Sign Language.

AGENCY STAFF INTERVIEWED:

Elsa Quezada, Executive Director
Liz Sparks, New Options Project Director

Barbara Vautier, IL Prgm. Mgr.
Edy Rhodes, Executive Assistant

FACILITIES VISITED:

1395 41st Avenue, Suite B, Capitola

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The agency is in a stronger financial position since receiving an augmentation of \$84,500 from the State of California, allowing for an increase in of its administrative staff.
2. A major accomplishment and challenge for the agency has been to be awarded funding from the State Department of Mental Health to support CCCIL's New Options Traumatic Brain Injury Consortium in Santa Cruz County. CCCIL serves as the coordinator for a dozen organizations participating in this consortium, and coordinates services for Traumatic Brain Injury (TBI) clients. The funding from the Department of Mental Health is approximately \$117,000 per year, in addition to \$80,000 from the State Department of Rehabilitation. The project also provides facilitation at events throughout the year that bring together the disabled community for group discussions, and is also involved in statewide initiatives and legislation. CCCIL's work was crucial in bringing together the State Department of Rehabilitation and the State Department of Mental Health to make this collaborative effort work, and thus increased the funding base for this local project. CCCIL is one of four agencies in the state to receive this funding.

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3. CCCIL brought together the City of Capitola, the In-Home Supportive Services program of the Human Resources Agency, and the National Handicap Housing Institute to develop a 25 unit state of the art accessible apartment complex in Capitola. Ground is expected to be broken in 1998, and 24-hour supportive services are planned to be available to residents of the complex.
 4. A \$10,000 grant was received from the Pacific Disabilities Business and Technical Assistance Center, resulting in the agency's disabilities awareness program being expanded. The grant funds allow the agency to provide technical assistance and training workshops about the Americans with Disabilities Act, to other agencies, individuals, organizations, government entities, and businesses. Only two agencies in the state received this grant, and this is the second year CCCIL has received it.
 5. The agency received a grant from the California Foundation of Independent Living Centers to cover 75 % of the cost of an "Empowerment Team Leader" (ETL) position, to help implement the statewide Independent Living Center network for systems change and advocacy. The Harden Foundation awarded CCCIL the additional 25 % of the cost to make this a full-time position. The ETL will use technology to teach how to use the political process, learn systems to impact legislation, and to increase consumer awareness. The ETL's work will also help empower members of the disabled community to advocate for themselves.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with all corrective actions and recommendations in the previous monitoring report.
2. Contractor reports that the process of self-assessment to determine whether services are culturally competent is an on-going task in the agency, and has included consumer, staff and management in these assessments.
3. Contractor has the same staff posting cash receipts, depositing, and reconciling the bank statements. This is not consistent with the separation of fiscal duties needed to maintain appropriate internal control.

CORRECTIVE ACTIONS: None.

RECOMMENDATIONS:

1. It is recommended that the contractor continue to develop and implement a systematic self-assessment to evaluate the cultural competence of agency services. Ideally, the self-assessment process should include participation from the Board of Directors and clients.
 2. It is recommended that the contractor revise fiscal procedures to separate bank reconciliation from cash-handling functions.
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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Central Coast YMCA/Watsonville Family YMCA Branch

REVIEW DATE: 10/1/97 CONTRACT PERIOD: FY 97/98

CONTRACT # 70534 ALLOCATION: \$ 7,624

PROGRAM SUMMARY: The Central Coast YMCA Watsonville Branch has a 34,000 square foot facility offering activities for youth, families, adults, and seniors. These activities include health enhancement, youth development, family enrichment, school age child care, and day camp programs. County funds support the Teen Challenge Program, which provides a basketball program for boys and girls in middle and high school grades, and a variety of workshops in job training, youth drug prevention, family communication, ideas and activities, role modeling, and disaster preparedness. Additionally, a "Youth and Government Program" for high school students provides the opportunity to understand and participate in state government.

AGENCY STAFF INTERVIEWED:

Sharon L. Gish, President/CEO
Steve Orozco, Executive Director

FACILITIES VISITED:

27 Sudden Street, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The agency's major accomplishment has been to balance the budget, which previously had not been balanced since 1990. The Executive Director states that the agency is now more fiscally responsible, and that fundraising is a priority.
2. The Teen Challenge "Saturday Night Hoops" basketball program has increased its number of teams from seven to 16, a 112 % increase in the number of participating youth. The agency has also collaborated with Together In Pajaro, City of Watsonville Parks and Recreation Department, YWCA of Watsonville, Fenix Services Hermanas Program, Defensa de Mujeres, and Pajaro Valley Shelter Services to provide and expand its services to youth and increase after school activities including swimming lessons, open swim, basketball, In-line Roller Hockey, and summer day camp.
3. The agency's major challenge is the daily operation of the facility, in particular its maintenance and equipment upkeep, which is costly. The building is a large facility,

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old, and in need of constant repair. Any expenditures for maintenance and repairs come directly out of agency operational funds.

4. The agency is experiencing an increase in requests for scholarships for children and adults to be members and program participants at the Center. In 1997, the agency spent \$37,000 in scholarships as compared to \$19,125 in 1996. Scholarships are funded primarily by the agency's annual fundraiser "Community Support Campaign."

SUMMARY OF MAJOR FINDINGS:

1. Quarterly reports, Board agendas and minutes were not received in a timely manner as required by the contract.
2. The agency has 53 % Latino clients, 48 % Latino staff (22 of 46 employees agency-wide), and 17% Latinos (two members) on its 14-member Board of Directors. Although the Board has increased Latino representation by one Board member since the last monitoring visit, Latino Board representation remains low relative to the client population. Progress has been made in hiring bilingual/bicultural staff members for the Teen Challenge program which the County funds, from 50 % in 1996/97 to 66 % in 1997/98.
3. Not all client related materials are translated into Spanish, in particular the basic membership application, and forms utilized for some of the programs.
4. A self-assessment to evaluate the cultural competence and accessibility of services for Latino consumers has not been implemented. Although there have been some discussions at a Board level, no formal action has taken place.
5. Although the facility is wheelchair accessible, the restrooms used by the members are not.

CORRECTIVE ACTIONS:

1. Contractor will submit all quarterly reports, agendas and minutes within the time limits required by the contract.
2. Contractor will develop a written plan to recruit and retain Latino Board members by June 30, 1998.
3. Contractor will finalize the translation of all client-related materials into Spanish by June 30, 1998.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence and accessibility of the agency's services to the Latino community.
 2. It is recommended that the contractor seek funds to have its restrooms remodeled to comply with ADA requirements.
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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Citizens Committee for the Homeless/Homeless Garden Project

REVIEW DATE: 2/12/98 CONTRACT PERIOD: FY 97/99

CONTRACT # 70917 ALLOCATION: \$ 2,090

PROGRAM SUMMARY:

The Homeless Garden Project is a program of the Santa Cruz Citizens Committee for the Homeless, which also operates the Interfaith Satellite Shelter Program and Community House, a transitional housing program scheduled to open in the spring of 1998. The Garden Project provides re-entry jobs to homeless people, trains clients in sustainable organic agriculture and other job skills, provides information and referral for substance abuse counseling, and refers clients to potential job opportunities.

AGENCY STAFF INTERVIEWED:

Carole Shannon, Executive Director
Rick Gladstone, Project Director
Darrie Ganzhorn, Assistant Project Director
Peter Katzleberger, Board President

FACILITIES VISITED:

127 Washington Street, Santa Cruz, CA 95060

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

- 1 . The Homeless Garden Project is currently in the process of separating from its parent organization, the Santa Cruz Citizens Committee for the Homeless (CCH) in order to form an independent nonprofit organization. The separation is the result of a year-long process of discussions and planning. It has been mutually agreed to by the Garden Project and CCH, because the Garden Project differs from the parent organization's other programs in terms of its mission, philosophy, and other characteristics. The Garden Project has adopted a mission statement, established an independent Board of Directors, filed its Articles of Incorporation, and received its federal tax exempt status. Administrative policies are being adapted from those used by the parent organization. The Garden Project is pursuing various funding sources in order to establish economic self-sufficiency. It is anticipated that the separation from CCH will officially take effect on April 1, 1998.

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2. A major challenge for the program has been the loss of its Pelton Avenue site, which is being sold by the City of Santa Cruz. The program moved from the Pelton site in late January, and is currently operating at a temporary site that is about half the size of the former site. It is possible that services will have to be reduced while at the temporary site, as the smaller land area will not support as many workers. Eventually, the Garden Project hopes to relocate to a new site in the Pogonip, and is participating in the City of Santa Cruz process to develop a master plan for the Pogonip. It is the program's hope that the Pogonip site will be approved by the City within the next six months.
 3. In October 1997, the Garden Project initiated a new component of its program in collaboration with United Services Agency and funded by the federal AmeriCorps program. Under this program, eight homeless workers are employed full-time in gardening activities at community and school sites, receiving a stipend from AmeriCorps as well as opportunities for educational benefits and child care reimbursement.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with some, but not all, of the corrective actions in the previous monitoring report.
2. The program's non-discrimination and grievance/complaint procedures are not translated into Spanish. The non-discrimination policy is posted in English, but the grievance/complaint procedure was not posted at the time of the monitoring visit. Clients are advised of the policies as part of the intake process.
3. The program reports almost no Latino clients. The five-member staff includes no Latinos, but one staff member is bilingual in Spanish. The lack of Latino clients raises questions about the program's accessibility to the Latino community. The program has not conducted a systematic self-assessment to evaluate the cultural competency and accessibility of its services.
4. The contractor's quarterly reports, as well as Board agendas and minutes, were not submitted to the Human Resources Agency and the Board of Supervisors within the time limits required by the contract.
5. In connection with a grant from the Kellogg Foundation, the program is developing more systematic methods of program evaluation to evaluate the effectiveness of its services, focusing on clients' development of job readiness skills, completion of occupational training objectives, and other outcomes associated with increased self-reliance.

CORRECTIVE ACTIONS:

1. Contractor will ensure that its non-discrimination policy and grievance/complaint procedures are posted at all times in both English and Spanish at the program office as well as the garden site.
2. Contractor will submit quarterly reports to the Human Resources Agency (HRA), and Board of Directors agendas and minutes (as well as any written reports to the Board of ors) to HRA and the Board of Supervisors, within the time limits required by the contract.
3. Contractor will make aggressive efforts to increase outreach to the Latino community, and to increase Latino representation among its clients, staff, and Board members. As recruitment of members for the new Board of Directors has not yet been completed, this offers an excellent opportunity to recruit interested Latinos to the Board.
4. Contractor will inform the Human Resources Agency as soon as the official date of its separation from the Citizens Committee for the Homeless is known, so that the necessary contract amendment can be prepared and executed.

RECOMMENDATIONS:

1. It is strongly recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence and accessibility of its services to the Latino community. Ideally, this self-assessment should be completed in the next year, and should involve Board members, staff, clients, volunteers, and perhaps other community agencies. HRA has provided contractor with a copy of the Child Welfare League of America self-assessment instrument for possible adaptation.
2. It is recommended that the contractor continue to develop and refine its program evaluation efforts, including, where possible, follow-up tracking to determine client outcomes over time.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Citizens Committee for the Homeless/Interfaith Satellite Shelter Program

REVIEW DATE: 2/9/98 CONTRACT PERIOD: FY 97/98

CONTRACT # 70116 ALLOCATION: \$ 6,207

PROGRAM SUMMARY:

The Interfaith Satellite Shelter Program is a program of the Santa Cruz Citizens Committee for the Homeless, which also operates the Homeless Garden Project and Community House, a transitional housing program scheduled to open in the spring of 1998. The Interfaith Satellite Shelter Program (ISSP) provides emergency shelter, transportation, and food to homeless persons in Santa Cruz County. Shelter sites are located at 30 churches countywide, at the Santa Cruz National Guard armory, and at the Salvation Army headquarters in Watsonville. From November to March, the program's capacity is more than 200 beds per night. From April to October, a 42-bed program is provided, with priority given to women, children, and disabled persons.

AGENCY STAFF INTERVIEWED:

Carole Shannon, Executive Director
Wendy Butler, Program Director
Eric Wright, Accountant

FACILITIES VISITED:

Administrative office, St. Stephen's Lutheran Church, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. ISSP has continued to provide the largest emergency shelter program in Santa Cruz County, including a year-round church program, as well as the cold-weather armory program and expanded church capacity from November through March.
2. Until 1997, the program's parent organization, the Santa Cruz Citizens Committee for the Homeless, had operated without an Executive Director, utilizing an organizational structure in which three Program Directors reported directly to the Board. Under this structure, the Program Directors received insufficient administrative supervision and guidance, which contributed to administrative and financial difficulties for the agency.

In April 1997, the agency hired an Executive Director. In the ensuing year, the organization has centralized and overhauled its administrative, fiscal, and personnel policies and procedures. As a result, the agency's overall administrative functioning has improved significantly.

3. ISSP continues to maintain excellent community relations. The Program Director regularly speaks at participating churches, which creates increased visibility and support for the program. As a result, private donations have increased from their previous level of \$8,000 per year to a new level of approximately \$13,000 per year.
4. Due to new costs imposed by the State, the Watsonville National Guard armory was not used as a shelter site in FY 97/98. The Salvation Army facility in Watsonville was used as an alternative, and the site change required extensive adjustments and coordination with the Salvation Army staff, the City of Watsonville, and the downtown Watsonville community.
5. The Citizens Committee is currently engaged in negotiations with the Homeless Community Resource Center to pursue a potential merger between the two organizations, in order to achieve more coordinated management and operation of homeless services in Santa Cruz. Although negotiations have not been concluded, it appears likely that the merger will take effect by July 1, 1998. The Human Resources Agency, as well as the City of Santa Cruz, are very supportive of the proposed merger.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with corrective actions from the previous monitoring report.
2. Approximately 35% of the shelter's clients are Latino. Of the 22 paid staff, four members (18%) are Latino as well as bilingual/bicultural. Bilingual staffing appears to be adequate in south county, but there are no bilingual staff in the north county component of the program. It should be noted that most staff are hired from the client population itself, which limits the pool of available candidates. Two members (15%) of the 13-member Board of Directors are Latino.
3. Contractor has not conducted a formal self-assessment of the cultural competence and accessibility of its services to the Latino community.
4. Board of Directors agendas and minutes were not submitted to the Human Resources Agency and the Board of Supervisors within the time limits required by the contract.
5. Although the contractor's non-discrimination policy and grievance/complaint procedure are posted in the vans used to transport clients to shelter sites, they are not currently posted in the program office or at the south county shelter site, to which clients are not transported by van and thus do not have daily access to these policies. Clients are, however, given copies of the policies at intake.

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CORRECTIVE ACTIONS:

1. Contractor will make aggressive efforts to hire bilingual staff for its north county program as well as its south county component.
2. Contractor will submit its Board of Directors agendas, minutes, and any written reports to the Board of Directors, to the Human Resources Agency and the Board of Supervisors within the time limits required by the contract.
3. Contractor will ensure that its non-discrimination policy and grievance/complaint procedures are posted in both English and Spanish in the program office, as well as other locations to ensure that all clients, including those who do not travel by van, have daily access to the posted policies.

RECOMMENDATIONS:

1. It is recommended that contractor conduct a formal self-assessment to evaluate the cultural competence and accessibility of its services to the Latino community. Ideally, the assessment would include Board members, staff, clients, church volunteers, and perhaps other community agencies. HRA has provided contractor with a copy of the Child Welfare League of America self-assessment instrument for possible adaptation.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Community Action Board/Davenport Resource Center

REVIEW DATE: 10/30/97 CONTRACT PERIOD: FY 97/98

CONTRACT # 70729 ALLOCATION: \$ 30,825

PROGRAM SUMMARY:

The Community Action Board operates the Davenport Resource Service Center, the Santa Cruz County Immigration Project, the Shelter Project, Energy Services, and the Natural Resources and Employment Program which serve low-income Santa Cruz County residents. The Davenport Resource Service Center provides a variety of free programs for North Coast residents, including information and referral, health education, food and clothing distribution, ESL classes, translation services, recreation programs for children, social/recreational programs for senior citizens and cultural events, form assistance, transportation assistance, outreach to elderly and the bedridden, and a site for use by other service providers, including Grey Bears, EDD, Project Scout, Defensa de Mujeres, Alcoholics Anonymous, and Dominican Hospital. The center serves over 300 people per month, of whom 45 % are Latino.

AGENCY STAFF INTERVIEWED:

Chris Johnson Lyons, Executive Director
Marc Wennberg, Program Director

FACILITIES VISITED:

100 Church Street, Davenport

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. Outreach services to the Latino community have increased by providing direct information, advocacy, ESL and citizenship classes, food, clothing, and transportation. As a result of the outreach efforts, the Center has expanded its services to the homeless community as the need has increased. Additionally, the center provides Citizenship Services bi-weekly, including information and assistance with applications. The Center has extended its hours to include evenings which has resulted in more families and clients having access to the Center services. The Food Pantry has been modified from the traditional approach of giving individuals or families a bag of food to the individual selecting what they need and what best fits their diet. This change has resulted in a better selection process and less waste.
2. The Center's advisory board has been reinvigorated, and participation is active. The advisory board has helped in the development of direction for the Center, and also

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supports many of the activities at the Center. As a result of an advisory board member's assistance, the Center now has a bilingual library which can be used by all ages. This library has also become a community day center for social interaction. Additionally, the Center's newsletter has changed its format to include more information, and has a broader distribution and wider readership in the area.

3. The Center facilitates senior potlucks and community potlucks every other month. These potlucks generally coincide with the Oral History Project, which features local Davenport residents, and brings in a broad variety of community members. A written collection and video of these oral histories are being developed in conjunction with UCSC Regional History Project, and it is expected that these will become part of the Santa Cruz public libraries. The interviews will also be broadcast on local cable television beginning in April 1998.
4. The Center received a grant for \$1,000 from the Cultural Council of Santa Cruz County for cultural and educational activities for a Cinco de Mayo event. Additionally, the Center is developing a fund-raising calendar with photos of Davenport to be sold in the community.
5. A major challenge for the Center is to increase its staffing hours as the demand for services has increased. Additionally, the Center has experienced difficulty in recruiting ESL volunteers to come to the Center. UCSC and the Volunteer Center are the primary source for their ESL teachers. Currently, the Resource Center has placed teachers at some of the local ranches where they teach groups of 15 or more students.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with all corrective actions and recommendations of the previous monitoring report.
2. Contractor has implemented an annual survey to evaluate services provided to clients, and includes a direct outreach component. Local community members are recruited to help complete the survey, especially in isolated areas that are hard to reach.

C O R R E C T I V E :

None.

RECOMMENDATIONS:

None.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Community Action Board/Santa Cruz County Immigration Project

REVIEW DATE: 11/13/97 CONTRACT PERIOD: FY 97/98

CONTRACT # 70729 ALLOCATION: \$ 24,994

PROGRAM SUMMARY: The Community Action Board operates the Santa Cruz County Immigration Project, the Davenport Resource Service Center, the Shelter Project, Energy Services, and the Natural Resources and Employment Program which serve low-income Santa Cruz County residents. The Santa Cruz County Immigration Project (SCCIP) provides supportive services to low-income residents who have applied for legal amnesty in the U.S., including assistance with the Immigration and Naturalization Service, amnesty and naturalization applications, translation, interpretation of rules and regulations, and advocacy. A new service includes helping mono-lingual clients file consumer complaints with the District Attorney's office. Over 96% of SCCIP clients are Latino.

AGENCY STAFF INTERVIEWED:

Jane Yokoyama, Program Director
Christine Johnson-Lyons, Executive Director

FACILITIES VISITED:

406 Main Street, Suite 217, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. As a result of the program's long term efforts and credible reputation, the Immigration and Naturalization Service (INS) is now providing citizenship interviews to applicants at the SCCIP offices. Additionally, the INS has a mobile team of officers who come to Watsonville three times per month to provide general services which include answering questions, discussing benefits of naturalization, and assistance with the application process. As a result of these services, many Santa Cruz County residents no longer have to go to San Jose for these services. These services provided by the INS have significantly increased the number of people accessing SCCIP, and the program's visibility has increased both locally and across the country.
2. SCCIP provided citizenship application assistance to approximately 1500 individuals during FY 96/97. A portion of these applications were "adjustment status" applications,

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which allow non-citizen family members to apply for citizenship. Some of these applicants include the husbands of teen mothers, who are sometimes able to avoid going on public assistance when their spouses become citizens and are able to work locally. Many of the clients that are served are very poor and receive no public assistance, yet anecdotal information suggests that they do not want public assistance as they fear that it may affect their qualifying for citizenship.

3. A major challenge for the program is to meet the growing demand for citizenship assistance. As a result of this increase, the INS has exceeded its ability to serve all those requesting services. Requests from community organizations for information and technical assistance have also increased dramatically. Due to the increased demand for services, SCCIP must carefully prioritize its activities.
4. As a result of outreach efforts, SCCIP has had requests from the farmers Strawberry Association and a local cannery for technical assistance, fliers for employees, assistance in identifying appropriate documents, and the opportunity to refer employees to SCCIP. Additionally, many of the requests for housing, energy, legal and other benefits have increased. SCCIP also provides citizenship services at the Davenport Resource Center, the City of Santa Cruz, and at local schools and community organizations. SCCIP is an active member of the Citizenship Expansion Task Force that is coordinating citizenship activities in the county.
5. Another challenging area for SCCIP is its lack of State funding. Although SCCIP received a \$40,000 one year grant from the Department of Community Services, this grant expired on 12/31/97, thus impacting its paralegal services, which have been a critical part of the program. Additionally, SCCIP does not yet have a strong data base system to manage case information, nor portable computers to enhance the provision of mobile services to the elderly, frail, isolated, or physically disabled.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with all corrective actions and recommendations of the previous monitoring report.

CORRECTIVE ACTIONS: None.

RECOMMENDATIONS: None.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Community Options/Court Referral

REVIEW DATE: 2/19/98 CONTRACT PERIOD: FY 97/98

CONTRACT # 70873 ALLOCATION: \$ 122,223

PROGRAM SUMMARY:

Community Options/Court Referral Program provides placement and monitoring of all the court ordered community service sentences for Santa Cruz County Municipal and Superior Courts and Probation Department. Court Referral develops and arranges placements for offenders, including felony and misdemeanor referrals, as well as traffic, juvenile, federal probation, and out-of-county transfers. Court Referral is the only agency offering this service in the county, and has offices in Santa Cruz and Watsonville.

AGENCY STAFF INTERVIEWED:

Mary Grace, Executive Director

FACILITIES VISITED:

501 Cedar Street, Ste. A, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The agency has enhanced its computer systems, which improved its efficiency and service to clients. The technical enhancements have improved communication between the agency's Santa Cruz and Watsonville offices and the courts. However, a major challenge for the agency has been to meet the increased placement demands of its Watsonville office, as many of its clients lack adequate language and job skills.
2. An accomplishment was to finalize the translation of client-related materials into Spanish.
3. A major accomplishment for the agency was to provide improved staff training opportunities in both public policy regarding alternative sentencing, and program evaluation techniques. Staff also received training on diversity, time management, and how to handle difficult clients.

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4. Another challenge for the agency has been to create more linkages and coordinate services within the criminal justice system including the courts, probation, clients, placement sites, and the community at large.

SUMMARY OF MAJOR FINDINGS:

1. The contractor has reviewed a self-assessment process with its Board of Directors, although a systematic self-evaluation to determine whether services are culturally competent has not been implemented.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

1. It is recommended that the contractor implement a systematic self-assessment to evaluate the cultural competence and accessibility of its program services to the Latino community. Ideally, the evaluation process will include Board members, staff, and clients.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: COPE Centro Familiar

REVIEW DATE: 1 0/29/97 CONTRACT PERIOD: FY 97/98

CONTRACT # 70121 ALLOCATION: \$ 90,079

PROGRAM SUMMARY: COPE Centro Familiar is a licensed center for 45 children ages 2 1/2 to 6 years which provides child care primarily to Latino farmworker families residing in the Pajaro Valley. The program is a model of an educationally-oriented bilingual child care center. Fifty percent of the families using COPE's services are single parents.

AGENCY STAFF INTERVIEWED:

Luis Villacreces, Executive Director

FACILITIES VISITED:

2667 E. Lake Avenue, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new resource center and bilingual library were developed within the center for use by children, parents and teachers. The center provides bilingual multimedia materials in childhood education; videos, TV and VCR video clips of COPE's children; a computer with Internet access and linkages to Spanish-speaking resources world wide; audio-visual materials; and local community resources. The Center director states that the resource center for parents and educators is the only one in South County. A challenge for the agency has been to find funding for a part-time position to maintain the resource center and to provide the training and technical assistance to those utilizing this service.
2. The agency has initiated a new process of mainstreaming children with physical disabilities into the center's program. The agency is working collaboratively with the Pajaro Valley Unified School District (PVUSD) SELPA program to serve children with disabilities such as cerebral palsy, spina bifida, and low muscle tone. The curriculum is being adapted to meet the children's needs, and efforts are being made with PVUSD to get the children transported to physical therapy, language therapy, and other services. Additionally, PVUSD is providing training to Center staff. The center director states that this is the only child care facility in the county that provides these specialized services in a bilingual-bicultural environment.
3. The agency Director states that COPE is the only Mentor and Director Mentor program in the county being used by Cabrillo College and Monterey Peninsula College for their

Early Childhood Education programs. Under the California State Department of Education Mentor Program, two teachers are assigned to the Center, and are mentored and trained as part of their field placement requirements to receive their credential in Early Childhood Education. Additionally, under the Director Mentor Program any director in the County needing technical assistance in developing policies, curriculum, or evaluation tools, may use the services of this program. The Center is currently in the planning process of providing on-line technical support to other child care directors in the region and California for the Director Mentor Program.

4. The agency involves its parents in a variety of ways at the center. Parents receive a complete orientation before their children enter the center. Parents also participate in educational/training nights, workshops in parenting skills, fundraising events, and are surveyed annually to find out their interests for in-service training for staff and training topics for themselves. Parents each receive a hands-on-training on how to use the computer, an introduction to the Internet, and how to use the Resource Center and Home Library.
5. The agency's challenge has been to keep up with the increased number of children and families, and the need for expansion of child care services in the Pajaro Valley; currently the Center's waiting list has 200 families.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with all corrective actions and recommendations of the previous monitoring report.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

None.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Court Appointed Special Advocates

REVIEW DATE: 1/26/98 CONTRACT PERIOD: FY 97/98

CONTRACT # 70929 ALLOCATION: \$ 20,793

P R O G R A M :

Court Appointed Special Advocates (CASA) provides specially trained volunteer advocates for abused children who are dependents in the juvenile court system. CASA screens, trains, and supports volunteer advocates who work with children on a one-to-one basis.

AGENCY STAFF INTERVIEWED

Gloria h-by, Executive Director
Gene Wright, Chairperson, Board of Directors

FACILITIES VISITED:

1047 Water Street, Suite B., Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Executive Director was hired in June 1997. The Director states that the transition period has gone well, although the agency is underfunded and staff are overworked. An Assistant Director position was eliminated and replaced by a Case Supervisor position, and \$39,000 was received from the Packard Foundation for a one-year outreach position to assist in increasing, maintaining, and supporting volunteer advocates. Additionally, the agency received \$13,000 from Catholic Healthcare West to supplement the outreach position to develop a child sexual abuse support project which will help train and support volunteer advocates.
2. A major accomplishment for CASA has been to conduct a feasibility study to support the development of a plan to improve outreach and services to Latino children and monolingual or bilingual Latino families. This feasibility study was funded by the Community Foundation of Santa Cruz County in the amount of \$3,000. As a result of the study, a model was developed to meet the needs of the Latino population, which indicates that an increase in targeted outreach, specialized case supervision, and translation of materials is needed. A multiple strategy approach was also developed to most effectively serve Latino children referred to CASA by the Juvenile Court.
3. An on-going accomplishment and challenge is for the agency to continue to develop and maintain better working relationships with the Human Resources Agency's Child Protective Services Division. The Director believes that this is an important aspect of the agency's function, and that CASA wants to be a team player.

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4. A major challenge for the agency has been to create an adequate funding base that is more stable, and has consistent revenue, so as not to be dependent on grants from foundations. The Board of Directors is actively involved in corporate and business fundraising.

SUMMARY OF MAJOR FINDINGS:

1. Contractor had not posted its grievance/complaint procedure in English and Spanish.
2. Recruitment of Latino Board members continues to be a difficulty for the agency, which currently has 11% Latino Board members (1 out of 9) and serves 36 % Latino clients. The agency Director states that efforts have continually been made to attract Latino community members to its Board with no success.
3. The agency will be moving its offices in early spring, and has not yet completed the County's Self-Evaluation Survey to determine whether its services are accessible under the Americans With Disabilities Act for its new site.
4. The agency has provided in-service trainings for staff, and participated in surveys and a feasibility study relating to services to the Latino community. However, a formal self-assessment has not been conducted to evaluate the cultural competence of agency services.
5. The agency has five staff members, of which none is bilingual/bicultural (in Spanish/Latino); however, the agency does have bilingual volunteers who return calls and provide assistance in translating.

CORRECTIVE ACTIONS:

1. Contractor will ensure that its grievance/complaint procedures are visibly posted in English and Spanish.
2. Contractor will actively recruit Latino Board members and develop a written Board recruitment and retention plan. It is also recommended that the agency take steps to develop Board leadership which is culturally competent, aware of the special needs of the Latino community, and effective in empowering the Latino community.
3. Contractor will complete the County's Americans With Disabilities Act Self-Evaluation Survey for its new site by June 30, 1998.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence of agency services. Ideally, the assessment process will include participation from Board, staff, clients, and volunteers.
 2. It is recommended that the contractor make efforts to increase its bilingual office staffing, particularly at the initial point of contact.
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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Defensa de Mujeres

REVIEW DATE: 3/13/98 CONTRACT PERIOD: FY 97/98

CONTRACT # 7063 1 /70908 ALLOCATION: \$ 106,737/\$16,380

PROGRAM SUMMARY:

Defensa de Mujeres provides domestic violence and sexual assault services to women and children, with a focus on culturally competent services to Latinas. With offices in Watsonville and Santa Cruz, services include a 24-hour crisis line, drop-in crisis intervention, legal services including Temporary Restraining Order assistance, professional counseling services including individual and group counseling for women and children, information and referral, accompaniment and advocacy, translation, outreach, and assistance in obtaining shelter. The agency also has a confidential battered women's shelter for women and their children. A new prevention services component provides domestic violence education, supervised activities for children, trainings, public presentations, and home visits. This review also includes Marriage License Fees contract.

AGENCY STAFF INTERVIEWED:

Celia Organista, Executive Director
Nicole Young, Assistant Director

FACILITIES VISITED:

406 Main Street, Suite 326, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Executive Director was hired in July 1997. The Director states that the transition period has been a challenge, but has progressed rather smoothly, and staff morale is high. Organizational and systems changes have occurred, as well as changes in policy and procedures. The Director also states that as a result of the implementation of regular staff meetings, management meetings, case management and supervision meetings, communication has greatly improved among staff and management.

During this transition phase, the agency has been holding discussions with Women's Crisis Support about potentially merging the two organizations. The Director states that these discussions are moving forward. Efforts are on-going to conduct meetings together with the staff from both agencies, and to be sensitive to staff concerns during the merger

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process. The Board of Directors has responded very positively during this merger process, and continues to advocate on behalf of the agency. Also, the Board has increased its fundraising activities and public relations on behalf of the agency.

2. The agency received the "1998 Organization of the Year" award from the Pajaro Valley Chamber of Commerce for its domestic violence based services.
3. The agency received a grant of \$270,000 for two years from the State's Maternal Child Health division to continue supporting the operation of its domestic violence shelter for women and children in Santa Cruz County, and to support its administrative staffing and offices. The confidential shelter provides food and lodging for up to 30 days, counseling and support groups, intervention strategies for women, and education and support groups for children. Additionally, outreach efforts are made to inform the community about the shelter's services.
4. The agency received a grant of \$300,000 for three years from the State's Maternal Child Health division for the Healthy Families Project. The funds will be used to develop a collaborative dedicated to providing culturally competent domestic violence prevention services. As the lead agency for the Healthy Families Project, Defensa has created an outreach component to target neighborhoods, provide education on domestic violence, and is providing a series of education workshops that promotes healthy families to be offered three times a year.
5. A major challenge for the agency has been to meet the increasing demand for domestic violence services, in particular legal services, education, outreach and public relations. The agency does not have the sufficient resources or staff to obtain further funding, implement new ideas and projects, or increase services to meet the demand.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with all recommendations of the previous monitoring report.
2. Quarterly reports and Board agendas and minutes were not always submitted in a timely manner as required by the contract.
3. The agency has an office procedures manual, but has not completed its written accounting and internal control procedures which are currently being revised.

CORRECTIVE ACTIONS:

1. Contractor will submit quarterly reports, Board agendas and minutes within the time limits required by the contract.

RECOMMENDATIONS:

1. It is recommended that the contractor finalize its office procedures manual including accounting and internal control procedures.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: _____; Dientes! Community Dental Clinic

REVIEW DATE: _____ 11 /6/97 _____ CONTRACT PERIOD: _____ FY 97/98

CONTRACT # _____ 70047 _____ ALLOCATION: \$ _____ 12,812

PROGRAM SUMMARY: chair dental clinic serving the urgent need for dental care among low-income residents of Santa Cruz County. The clinic provides diagnostic services, restorative and preventive care, and hands-on dental education programs.

AGENCY STAFF INTERVIEWED:

Dr. Jay A. Balzer, Executive Director

FACILITIES VISITED:

930 Mission Street, Suite No. 2, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Executive Director has been hired, and a transition phase has occurred over the last eight months. The clinic has improved its management practices, program services, and the financial health of the organization. The current Executive Director is a former Board member and retired non-practicing dentist. The Executive Director reports that the communication between the agency Board and staff has improved greatly, that the Board is better informed of clinic practices, and has a better sense of how the clinic should be operated.
2. Through a strategic planning process the Board has decided to expand the clinic's role to provide countywide dental services. The Board would like to expand services to other areas in the county that have not been adequately served in the past. To develop this new direction, the clinic has become involved in the Healthy Start collaborative, and is in the midst of planning a portable unit to serve five of the six Healthy Start schools in the South County area, beginning in the spring of 1998. The agency received a grant of \$20,000 from the Packard Foundation to plan for the Healthy Start dental services at the five sites in Watsonville. Additionally, the agency was awarded a grant from The Dental Health Foundation in the amount of \$25,000, to hire a Program Manager for the Healthy Start dental services component. The Dental Health Foundation will also donate the portable equipment and supplies to be used by the mobile unit.

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3. The agency received a grant from the California Endowment in the amount of \$115,000 to increase the clinic hours from three days per week to five days per week, thus significantly increasing the number of patients being seen.
4. A major challenge has been to stabilize the agency's financial situation and to improve its fundraising efforts. An additional challenge has been the need to increase staffing and services in order to meet community needs for dental care.
5. The agency has received a multi-year grant from the Expanded Access to Primary Care (EAPC) tobacco tax funds from the State Department of Health Services, in the amount of \$38,000 per year. This grant will provide funds to serve low-income patients who are not covered by Medi-Cal. This grant is a major accomplishment and will provide on-going funds to serve low-income patients.

SUMMARY OF MAJOR FINDINGS:

1. Although quarterly reports and minutes have been received in a timely manner, Board agendas have not consistently been received within the time limits required by the contract.
2. Recruitment of Latino Board members continues to be a difficulty for the clinic, which currently has 11% Latino Board members (1 out of 9) and serves 22% Latino clients.
3. A self-assessment to evaluate cultural competence and accessibility of services for Latino clients has not yet been implemented, although it is important to note the change in agency leadership and other critical priorities during this period.
4. The clinic has written medical protocols and an office procedures manual, but the fiscal control procedures have not been completed.

CORRECTIVE ACTIONS:

1. Contractor will submit Board agendas within the time limits required by the contract.
2. Contractor will develop a written recruitment and retention plan to increase Latino representation on its Board. It is also recommended that the agency take steps to develop Board leadership which is culturally competent, aware of the special needs of the Latino community, and effective in empowering the Latino community.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence and accessibility of the agency's services to the Latino community.
2. It is recommended that the contractor finalize its internal accounting control procedures manual.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Familia Center

REVIEW DATE: 11 /5/97 CONTRACT PERIOD: FY 97/98

CONTRACT # 70822 ALLOCATION: \$ 55,899

PROGRAM SUMMARY: Familia Center, a bilingual/bicultural family resource center, provides and coordinates supportive and advocacy services to the Latino community in Beach Flats, Santa Cruz, and Live Oak areas. Services include information and referral, case management, food distribution program as an affiliate of the Second Harvest Food Bank, citizenship services, clothing distribution, art and educational programs for children and adults, health screenings for children by the County's Health Department, HIV testing provided by the Santa Cruz AIDS Project, dental screenings provided by ¡Dientes! Community Dental Clinic, and cultural events in the community. Youth programs include an after-school tutorial program and English literacy program for children ages K-8th grade, Programa Para Niñas (co-sponsored by UCSC) to help develop leadership of 7-14 year old Latina girls, and Kids Exploring Nature, a UCSC program managed by volunteer interns to work with 5-16 year old children in exploring and learning about the local environment. Adult programs include English as a Second Language classes, English writing workshops (co-sponsored by UCSC) and various workshops on parenting skills, safety, and health.

AGENCY STAFF INTERVIEWED:

Ana Espinoza, Executive Director

FACILITIES VISITED:

711 E. Cliff Drive, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The financial stability of the agency is in a healthy position. Board of Directors fundraising efforts have increased as a result of their commitment and dedication to the programs offered at the Center, resulting in capturing more dollars for the agency. The Directors also acknowledge that the agency needs to diversify its funding base to more private funding sources. The agency has also been successful in obtaining various grants, and a private donation of \$20,000 from the Karl E. and Lynn R. Prickett Fund. With the additional Latino Equity funding received from the County, the agency has been able to increase client services.

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2. As a result of outreach, the number of people using the agency's food pantry has increased by 66 % . Previously 450 families received assistance from the food pantry, and now it serves approximately 750 families.
 3. The agency has been involved in many collaborative efforts throughout the County such as the Citizenship Expansion Task Force, Citizenship Facil, Together for Youth, Breast Cancer Early Detection Program (tri-county effort), Santa Cruz Food Security Project, Latino Strategic Planning Collaborative, the United Way Community Assessment Project, and the Family Resource Network.
 4. A major challenge for the agency has been to increase its space for current programs and staff. The current facility is inadequate, and thus limits the agency's ability to increase services and programs, impacting service accessibility. The agency is seeking funds to conduct a feasibility study to review its current and future facility needs.
 5. Another challenge for the agency has been to increase the number of volunteers, especially volunteers that will stay on a longer term basis. The children's programs are especially in need of volunteers that can provide literacy classes, tutoring, recreation, leadership development and role modeling, and special events.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with all corrective actions of the previous monitoring report.
2. Contractor is developing an office procedures manual and expects to complete it by the end of FY 97198.

CORRECTIVE ACTIONS :

None.

RECOMMENDATIONS:

1. It is recommended that the contractor finalize its office procedures manual by June 30, 1998.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Fenix Services

REVIEW DATE: 2/27/98 CONTRACT PERIOD: FY 97/98

CONTRACT # 70770 ALLOCATION: \$ 33,387

PROGRAM SUMMARY:

Fenix Services provides a comprehensive program of alcohol and substance abuse recovery services to a primarily Spanish-speaking population. The agency operates the Hermanas Program, a residential treatment facility for women; the BASTA program, a gang prevention and intervention program; the Pajaritos After-school Prevention program, a youth prevention and self-esteem building program; Helping Our Youth (HOY), an early release from Juvenile Hall day treatment program; Fostering Interventions, Respect, Motivation, and Empowerment (FIRME), a street outreach and support program for youth involved in at-risk behaviors; and a Curfew Program which helps operate a curfew center on weekends. Additionally, a domestic violence program is offered primarily for male perpetrators referred by the courts.

AGENCY STAFF INTERVIEWED:

Alejandro Vidales Chavez, Interim Executive Director

FACILITIES VISITED:

406 Main Street, Suite 403, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A staff member of the agency was promoted to Interim Executive Director in September 1997. The agency had been going through a major transition at the time of the change in leadership, thus the transition period has been a challenge for the Director. Many staff changes were occurring at the time, as well as the addition of three new youth programs and staff. The Director states that overall staff morale has been good, although there has been some difficulty for staff to adjust to so many changes in the agency, but that in the last four months, the situation has improved and the staff is settling into the daily routine.
2. A major accomplishment and challenge has been for the agency to add three new youth programs. Helping Our Youth (HOY) received for the second year a grant in the amount of \$150,000 from the Santa Cruz County Probation Department, to provide an alternative early release program for youth from Juvenile Hall. Fostering Intervention, Respect,

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Motivation, and Empowerment (FIRME) received a second year grant in the amount of \$60,000 from the City of Watsonville Violence Reduction Programs to provide street outreach, curbside counseling, individual and group counseling, recreational activities which focus on drug and alcohol issues, and to assist in the reduction of youth violence, particularly focusing on gangs within the Enterprise Zone of the City of Watsonville. The Curfew Program received approximately \$10,000 for a second year from the Office of Criminal Justice Planning to provide a staff counselor at the local curfew center to conduct intakes with youth being brought in for curfew violations, and to communicate to parents the consequences of curfew violations.

3. The agency has moved its Hermanas program to a new and larger six bedroom home, and has hired and trained new staff. Volunteers and staff worked together to make the move and paint the new home, and staff worked with the landlord to fulfill the program's physical accessibility requirements.
4. The agency received the "Speaker of the Year" award from the United Way for FY 1997. Additionally, the agency's Summer Lunch program was awarded the "Outstanding Work Site Supervisor for Santa Cruz County" by the Job Training Partnership Act for 1997.

SUMMARY OF MAJOR FINDINGS:

1. Quarterly reports, Board agendas and minutes were not always submitted in a timely manner as required by the contract.
2. The agency's grievance/complaint procedures were not posted at the time of the monitoring visit.
3. Staff have been extensively involved in cultural competency trainings for service delivery; however, the Board and clients have not been directly involved in a self-assessment to evaluate the cultural competence of agency services.

CORRECTIVE ACTIONS:

1. Contractor will submit quarterly reports, Board agendas and minutes within the time limits required by the contract.
2. Contractor will visibly post its grievance/complaint procedures in both English and Spanish.

RECOMMENDATIONS:

1. It is recommended that the contractor continue to develop and implement a systematic self-assessment, including input from Board and clients, to evaluate the cultural competence of agency services.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Food and Nutrition Services/Adelante

REVIEW DATE: 12/11/97 CONTRACT PERIOD: FY 97/98

CONTRACT # 70223 ALLOCATION: \$ 68,296

PROGRAM SUMMARY:

Adelante is an information and referral program which assists low-income clients with translations, filling out forms, citizenship assistance, advocacy, and mentoring. Additional community services provided at the site are English as a Second Language (ESL), Spanish literacy, SHARE food distribution, Pro-Clean (a training program for cleaning businesses), Renters Certification workshops, and art classes for youth.

AGENCY STAFF INTERVIEWED:

Bob Garcia, Agency Administrator
Julia Albores, Program Director

FACILITIES VISITED:

18 W. Lake Avenue, Suite G, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The program has a new Director who, at the time of the monitoring visit, had been in her position for two months. The Program Director had previously worked with Adelante's Citizenship Facil program. The Program Director and Executive Director state that the transition is going smoothly, staff have responded cooperatively, and are working with the Program Director to review program operations and consider what changes should be made.
2. The program was awarded a \$30,000 grant from the Packard Foundation, \$31,360 from the Emma Lazarus Fund, and \$5,000 from the Community Foundation of Santa Cruz County to fund its Citizenship Facil program. The program was created to provide citizenship outreach, assistance in filling out forms for citizenship, mentoring in civics and English as well as classes in these subjects, and follow-up with clients who had previously applied for citizenship. Additionally, the program is part of the Citizenship Expansion Task Force collaborative which is coordinating citizenship services in the

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County, and has also received approximately \$1,000 through the collaborative to provide direct assistance to individuals on Supplemental Security Income and/or Non-Assistance Food Stamps.

3. Adelante has been a sponsor of the Summer Food Service Program (also known as the Summer Lunch program) for the last two summers, and serves five sites in South County.
4. The program moved its offices within the same facility, to an office that fits the staffing needs of the program and will continue to provide space for a classroom environment. The Program Director states that due to the move from a front street office to the rear of the center, physical visibility of the program has declined, and this may be impacting client access. However, efforts have been made to advertise the move, including signs in English and Spanish on the doors and in the center's courtyard areas.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with all corrective actions and recommendations of the previous monitoring report.

CORRECTIVE ACTIONS:

1. Contractor will complete the County's Americans With Disabilities Act Self-Evaluation Survey by June 30, 1998, as the program has moved to a new location.

RECOMMENDATIONS:

None.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Food and Nutrition Services/Family Health Education Center

REVIEW DATE: 11/12/97 CONTRACT PERIOD: FY 97/98

CONTRACT # 70223 ALLOCATION: \$ 6,172

PROGRAM SUMMARY:

Family Health Education Center, a program of Food and Nutrition Services, provides childbirth preparation classes, parent education classes, teen parent support groups, information and referral, childcare to participate in other programs, TrustLine registry, and other family support activities.

AGENCY STAFF INTERVIEWED:

Sam Storey, Deputy Agency Administrator
Sara Wood Smith, Program Director


FACILITIES VISITED:

532 Palm Street, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment and challenge has been for the contractor to merge the Family Health Education Center (FHEC) with Food and Nutrition Services (FNS), a merger which became effective on January 1, 1997. As a result of the merger, the program has expanded its ability to provide services due to the support of FNS administrative, legal, grants management, and organizational development services. The FNS management team structure also provides support and opportunities to strengthen program services.
2. Another major accomplishment for the program was to bring internationally acclaimed Berry Brazelton, M.D., as the key note presenter for a conference held in November 1996 in Santa Cruz for parents, educators and health care professionals, and for agencies countywide. The purpose of the conference was to build community by focusing on children and strengthening families.

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3. The program received a \$50,000 grant from the David and Lucile Packard Foundation to provide information and referral for families, expand staffing, and to hire a consultant to design a feasibility study for the development of a one-stop family services center.
 - 4 . Funding and marketing continue to be a challenge due to limited resources. The contractor recognizes the need to diversify its funding base, and the need to broaden and mainstream its services to Santa Cruz County residents.


SUMMARY OF MAJOR FINDINGS:

1. Contractor has posted its non-discrimination policy and grievance/complaint procedure in English, although it was not posted in Spanish.
2. Contractor developed a brochure for clients to orient them to agency policies, procedures, and rules, although at the time of the monitoring visit, it was not completely translated into Spanish.
3. Although the agency has a Latino Advisory Committee made up of staff members, and the Board has reviewed issues related to cultural competence, a formal self-assessment has not been conducted to determine whether services are culturally competent and accessible to the Latino community.
4. Contractor has identified the need to increase the number of bilingual teachers for its courses. There is also a need to increase the number of training/educational facilities throughout the County that provide space for childcare and diaper changing areas.

CORRECTIVE ACTIONS:

1. Contractor will post its non-discrimination policy and grievance/complaint procedure in Spanish.
2. Contractor will finalize translation of its program services brochure into Spanish.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence and accessibility of its services to the Latino community. Ideally the evaluation process will include Board members, clients, volunteers, and service providers.
 2. It is recommended that the contractor increase its number of bilingual teachers for courses offered, and find additional sites that are physically appropriate for its education courses.
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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Food and Nutrition Services/Meals on Wheels

REVIEW DATE: 11/17/97 CONTRACT PERIOD: FY 97/98

CONTRACT # 70223 ALLOCATION: \$ 443,349

PROGRAM SUMMARY: Food and Nutrition Services operates the Meals on Wheels Program (formerly known as Golden Age Nutrition Program), which includes Meals on Wheels for seniors and homebound adults with disabilities and people with HIV/AIDS, and six congregate dining centers throughout the County (Ben Lomond, Capitola, Elderday, Santa Cruz, Live Oak, Watsonville), and the Food Stamp vending program.

AGENCY STAFF INTERVIEWED:

Lisa Berkowitz, Program Director
Kathy Milam, Program Manager

FACILITIES VISITED:

1777-A Capitola Road, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment for the program has been to combine and integrate into one site the formerly separate meal programs operated by the Watsonville International Senior Center and the Association of Watsonville Area Seniors. The Program Director states that although the transition has been challenging, it has been very successful. The areas of greatest concern have been with client and staff adjustment to new seating patterns, new location, transportation and parking issues, and changes in program operations. Both the agencies have worked aggressively to ensure that the transition would be successful, and to serve the Watsonville community more efficiently and effectively.
2. An important change in the last year has been the program's name change from "Golden Age Nutrition" to the more familiar "Meals on Wheels," as well as the integration of program duties and responsibilities for the Meals on Wheels program and congregate dining sites. The program was renamed to improve visibility, foster community awareness, and increase donations and volunteers. As a result, all transportation vehicles have been painted with the new "Meals on Wheels" logo, and each individual congregate meal site has been decorated to reflect the identity of the local neighborhood.

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3. A major challenge for the program has been a recent switch from hot home delivered meals to chilled meals that are prepared to be heated in a home microwave or conventional oven. Both the recipients and the meal truck drivers had a difficult time with the transition due to the change in the type of meals being delivered, after 20 years of delivering hot meals. This change was made in order to maintain quality and presentation of food, as well as for food safety.
 4. It has also been a challenge for the program to maintain services with budgets decreasing and expenses increasing. The USDA has lowered the cost of reimbursement per meal, and participant donations have decreased on average from \$1.50 to .94 cents per meal. Additionally, the program has a waiting list of approximately 50 seniors, and a three-year waiting list of approximately 40 individuals who are non-senior disabled (homebound) persons with disabilities such as diabetes, mental disorders, strokes, cancer, and multiple sclerosis.

SUMMARY OF MAJOR FINDINGS:

1. The contractor did not have its non-discrimination policy or grievance/complaint procedure posted in Spanish at the sites visited (Live Oak dinning center, kitchen, and administrative offices). Additionally, the intake packet for home delivered meals does not include a non-discrimination policy statement.
2. Although the agency has a Latino Advisory Committee made up of staff members, and the Board has reviewed issues related to cultural competence, a formal self-assessment has not been conducted with program clients and volunteers to determine whether services are culturally competent and accessible.

CORRECTIVE ACTIONS:

1. Contractor will post its non-discrimination policy and grievance/complaint procedure in Spanish at its dining site, kitchen and administrative offices in Live Oak. Contractor reports that this corrective action has already been implemented. Additionally, the contractor will include its non-discrimination policy in its home-delivered meals intake packet.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence and accessibility of its program services to the Latino community. Ideally, the evaluation process will include Board members, staff, clients and volunteers.
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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Food and Nutrition Services/Transportation Division

REVIEW DATE: 12/15/97 CONTRACT PERIOD: FY 97/98

CONTRACT # 70223 ALLOCATION: \$ 11,121

PROGRAM SUMMARY:

Food and Nutrition Services operates the local designated Consolidated Transportation Services Agency (CTSA) for the County, which includes the Lift Line Program, and provides coordinated van and taxi transportation for seniors and persons with disabilities, including transportation to the Elderday Adult Day Health Care Center.

AGENCY STAFF INTERVIEWED:

Clay Kempf, Director of Transportation

FACILITIES VISITED:

236 Santa Cruz Avenue, Aptos

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment for the program has been to obtain an additional 10 new vans with a grant of approximately \$400,000 from the Federal Transportation Administration, Section 5310 funds. A major challenge was the program's successful efforts to advocate for keeping the awards process for these Section 5310 funds competitive rather than formula based.
2. A major challenge and success for the program has been to merge transportation services for the two senior centers in Watsonville (Watsonville International Seniors Center and the Association of Watsonville Area Seniors (AWAS)), into one centralized program now located at the AWAS Center on 5th Street in Watsonville.
3. The program has seen increases in its annual ridership from 104,237 in FY 94/95 to 126,888 FY 96/97, a 22% increase in utilization of services. The program continues to provide para-transit rides through a contract with the Santa Cruz Metropolitan Transit District (SCMTD) to meet the SCMTD's Americans With Disabilities Act requirements.

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4. The program, in conjunction with the Elderly and Disabled Transportation Advisory Committee, produced an award winning video called "Accessible Transportation Reaching all Members of Our Community." The award was given by the Santa Cruz County Regional Transportation Commission.

SUMMARY OF MAJOR FINDINGS:

1. The contractor's office procedures manual needs to be updated to incorporate changes being made to the computerized scheduling system.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

1. It is recommended that the contractor update its office procedures handbook upon completion of the upgrading of the computerized scheduling system.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Group Home Society

REVIEW DATE: 12/3/97 CONTRACT PERIOD: FY 97/98

CONTRACT # 70113 ALLOCATION: \$ 17,656

PROGRAM SUMMARY:

The Group Home Society operates group homes for girls ages 12 - 19, an on-site school for youth, which teaches basic academic and life skills, and a treatment foster care program for children from birth to age 18.

AGENCY STAFF INTERVIEWED:

Suzanne Stone, Executive Director

FACILITIES VISITED:

2941 Park Avenue, Suite C., Soquel

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment and challenge for the agency has been to define more concretely its goals and objectives in serving its client population. The agency's staff, teens, parents, social workers, therapists, psychologists, and other health professionals involved with the children, worked together over the last two years in a collaborative effort to redefine goals and objectives, and to develop an assessment tool to evaluate children's progress while in the program. As a result of this intense review and redefinition, an assessment tool was developed, and a workbook was created to assist teens in their personal growth and development. The workbook includes information, guidelines and exercises in a variety of areas such as basic skills, educational goals, drugs and alcohol, sexuality, money management, relationships, housing, emotional and physical care, school, career and work.
2. An agency Task Force was developed to help students determine how to prepare for employment. The Task Force placed teens in the restaurant industry, where they learned skills and responsibilities including basic cooking, ordering, sanitation, and cleaning. Cisco Systems of Santa Cruz donated \$4,000 for this pilot project. The teens that successfully completed the program received \$100 and a certificate. At the end of the

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program, the teens prepared a formal dinner for residents, parents, staff, and community members.

3. A major challenge for the agency is to raise approximately \$200,000 as part of their capital campaign for more classrooms, multi-purpose room, counseling offices, and bathrooms. The current facility does not meet the expanding needs of the children, the programs, the staff, or outside professionals that work with the children and youth.

SUMMARY OF MAJOR FINDINGS:

1. Agency staff and management are involved in program evaluation through staff meetings and reports to the agency Board, but no systematic program evaluation process has been developed.
2. Agency staff and management are aware of cultural competency issues and the need to make services accessible, although a formal self-assessment has not been completed to determine whether services are culturally competent and accessible.
3. Contractor has 14 % (1 of 7) Latino Board members, and 7 % Latino staff (2 of 27 staff members), while serving 35% Latino clients. Although the agency has developed Board recruitment and orientation materials, recruitment and retention of Latino Board members and staff are low in relation to the percentage of Latinos receiving services.

CORRECTIVE ACTIONS :

1. Contractor will develop and implement a systematic written method of program evaluation, including input from clients and parents, and report evaluation results in writing to the agency Board.
2. Contractor will develop and implement a written plan for Board development, with particular attention to recruitment and retention of Latino members.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a written self-assessment to determine whether services are culturally competent and accessible to the Latino community. Ideally, the self-assessment process should include participation from Board, staff, clients, parents, and volunteers.
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COUNTY ADMINISTRATIVE OFFICE
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Legal Aid of the Central Coast

REVIEW DATE: 11/14/97 CONTRACT PERIOD: FY 97/98

CONTRACT #: 7015.1 CONTRACT AMOUNT: \$ 26.786

PROGRAM SUMMARY:

The Legal Aid Society provides legal services to low-income residents of Santa Cruz County in civil matters primarily in the areas of public entitlements, housing law, unemployment insurance benefits, and consumer laws. The Human Resources Agency's contract with Legal Aid provides for services in the area of benefits advocacy, including both short-term preventive services and representation in administrative hearings and court proceedings.

AGENCY STAFF INTERVIEWED:

Mary Thuerwachter, Directing Attorney

FACILITIES VISITED:

21 Carr Street
Watsonville, CA 95076

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. As of January 1, 1997, the former Legal Aid Society of Santa Cruz County merged with Monterey County Legal Services to become Legal Aid of the Central Coast. The agency's total budget is now approximately \$630,000, of which \$430,000 is utilized for services in Santa Cruz County and \$200,000 in Monterey County. The merger, which was accomplished after a year-long process, has enabled the agency to provide legal services to residents of both Counties while maximizing administrative efficiency.
2. In FY 96/97, the agency experienced the reduction of approximately \$85,000 in federal funds from its budget. As a result of this funding cut, the agency had to eliminate an attorney position and two part-time clerical positions. In spite of this challenge, Legal Aid has continued in its role as the major provider of legal services to low-income residents of the County.
3. The agency continues to provide a very high level of service to Spanish-speaking clients. Eight of the 14 staff members are bilingual, Latinos are well represented on

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the staff, services are culturally appropriate, and all agency brochures and forms are printed in English and Spanish. Services are actively marketed to the Latino community through community forums and outreach to other agencies.

4. The agency has begun to offer a weekly housing clinic where clients may receive legal advice on housing problems. This has proven to be an efficient method of providing housing-related services.
5. Legal Aid played an important role in advocating for residents of the Murphy's Camp farmworker housing development, and was instrumental in helping to preserve the housing at that site.

SUMMARY OF MAJOR FINDINGS:

1. The contractor is in compliance with corrective actions in the previous monitoring report, and is, in general, performing well in satisfying the requirements of its contract with the county.
2. The agency serves 29% Latino clients, with a staff that is 29% Latino and 57% bilingual. Although the agency has had Latino Board members in the past, currently there are no Latinos on the 12-member Board of Directors. It should be noted that Legal Aid's Board membership is governed by federal regulations, and must include 60% attorneys. The small number of Latino attorneys in the community makes recruitment difficult. The agency is making efforts to recruit Latinos to its Board, but has no formal recruitment and retention plan.
3. Although the level and quality of Legal Aid's services to Latinos appears to be quite high, the agency has not conducted a formal self-assessment to evaluate the cultural competence and accessibility of its services to the Latino community.

CORRECTIVE ACTIONS:

1. The contractor will develop and implement a formal recruitment and retention plan to increase Latino representation on its Board of Directors.

RECOMMENDATIONS:

1. It is recommended that the contractor conduct a formal self-assessment to evaluate the cultural competence and accessibility of its services to the Latino community. Ideally, the self-assessment would involve Board members, staff, clients, volunteers and perhaps other community agencies. HRA has provided contractor with a copy of the Child Welfare League of America self-assessment instrument for possible adaptation.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Mid-County Children's Center

REVIEW DATE: 12/10/97 CONTRACT PERIOD: FY 97/98

CONTRACT # 70138 ALLOCATION: \$ 57,531

PROGRAM SUMMARY:

The Mid-County Children's Center provides pre-school and toddler care to children in Santa Cruz County on a full-time and part-time basis.

AGENCY STAFF INTERVIEWED:

Emily Spring, Director
Sara Miller, Office Manager

FACILITIES VISITED:

305 Alturas Way, Soquel

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment for the agency has been to complete its accreditation process with the National Association for the Education of Young Children. This process has also been a major challenge to the agency in that it took approximately four years to complete.
2. A continuing challenge for the agency has been to retain quality staff with limited resources, and to continue to provide quality care for young age groups. The agency has made many efforts to recruit bilingual/bicultural staff, yet has not been successful.
3. The agency has made many physical improvements to its facilities. The Packard Foundation awarded the agency \$25,000 for its pre-school yard remodel, to purchase a new playground structure that is wheelchair accessible, change the playground flooring, and change the fence. Additionally, the inside of the Center was partially painted, and the outside of the facility was completely painted. A volunteer from the Community Options/Court Referral Program repaired several minor maintenance problems at the Center.

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SUMMARY OF MAJOR FINDINGS:

1. Contractor has not recently been meeting the 85 % utilization rate required by the contract. Only one of the last five quarters was at 85% or above, and the lower utilization rate has not been adequately explained in quarterly reports.
2. Contractor has not completed translation of all client-related materials into Spanish, in particular its intake forms.
3. Contractor has informally discussed diversity issues at the Board of Directors level, but has not implemented a formal self-assessment to determine whether agency services are culturally competent and accessible to the Latino community.
4. The agency currently serves 5 % Latinos, which is somewhat low considering the service area. There are no Latino administrative staff or teachers who are bilingual or bicultural, and the Board of 11 members has one Latino representative (9 %).
5. The agency has the same staff person performing cash-handling functions and deposits as well as reconciliation of bank statements.

CORRECTIVE ACTIONS :

1. Contractor will work with HRA to improve its utilization rate and explain more thoroughly in its quarterly reports why it is falling below the standard required in the contract.
2. Contractor will complete translation of all client-related materials into Spanish.

RECOMMENDATIONS:

1. It is recommended that the contractor increase its bilingual staffing, particularly at first point of contact.
2. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence and accessibility of its agency's services to the Latino community. The self-assessment should include participation from the Board, staff, and clients.
3. It is recommended that the contractor revise its fiscal procedures to separate bank reconciliation from cash-handling functions, and have the Director and/or a Board member review the monthly bank reconciliation.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: New Life Community Services

REVIEW DATE: 11/10/97 CONTRACT PERIOD: FY 97/98

CONTRACT # 7008 1 ALLOCATION: \$ 4,138

PROGRAM SUMMARY:

New Life Community Services provides shelter and food for homeless individuals and families, as well as substance abuse treatment services, at its facility on Fair Ave. New Life's contract with the County is specifically to provide shelter and services to homeless families with children.

AGENCY STAFF INTERVIEWED:

Emmanuel DeNike, Administrative Director
Cheryl Finch, Financial Director

FACILITIES VISITED:

New Life Community Services, 707 Fair Ave., Santa Cruz CA 95060

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. New Life has purchased an additional house adjacent to its main facility, which it utilizes to provide clean and sober housing for people that have completed residential substance abuse treatment. The new house is able to accommodate up to 11 people.
2. The agency has increased its shelter capacity and is now able to accommodate 38 adults and 19 children at a time.
3. Administrative and management procedures have been improved so that the utilization of beds is more efficient. In general, no more than one bed is empty at any given time.
4. Changes in administrative leadership have been a major challenge for the agency, which has had three different directors in the last two years.

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SUMMARY OF MAJOR FINDINGS:

1. Board of Directors agendas and minutes were not submitted to the County within the time limits required by the contract.
2. At the time of the monitoring visit, the non-discrimination policy and grievance/complaint procedure were posted in English but not in Spanish. The Administrative Director stated that the Spanish versions had been temporarily removed to undergo revisions. In addition to posting them, New Life provides these policies to all clients as part of the intake process, and to all staff as part of the agency's personnel procedures.
3. Contractor serves 11% Latino clients, with a paid staff that is 12 % Latino (2 of 16 staff members) and a Board of Directors that is 29% Latino (2 of 7 members). The percentage of Latino clients remains somewhat low for the service area. A Cultural Diversity Committee, including representation from the Board, staff, and volunteers, meets quarterly to address issues of cultural competence and accessibility.
4. Although the Cultural Diversity Committee reviews issues of cultural competence, the agency has not conducted a systematic self-assessment to evaluate the cultural competence and accessibility of its services to the Latino community.
5. Due to the cost of an independent financial audit, New Life has not had an audit conducted since 1992.

CORRECTIVE ACTIONS :

1. Contractor will submit Board of Directors agendas and minutes to the Human Resources Agency and the Board of Supervisors within the time limits required by the contract.
2. Contractor will ensure that its non-discrimination policy and grievance/complaint procedures are posted in both English and Spanish at all times.

RECOMMENDATIONS:

1. Given that the percentage of Latino clients remains relatively low, it is recommended that the agency increase and expand its outreach efforts to the Latino community.
2. It is recommended that the agency conduct a systematic self-assessment to evaluate the cultural competence and accessibility of its services to the Latino community. Ideally, the self-assessment would involve Board members, staff, clients, and volunteers. HRA has provided to the contractor a copy of the Child Welfare League of America's self-assessment materials for possible adaptation.
3. It is recommended that the agency raise the necessary funds to have an independent financial audit conducted on a regular basis.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Pajaro Valley Children Center

REVIEW DATE: 1-20-98 CONTRACT PERIOD: F Y 97/98

CONTRACT # 70427 ALLOCATION: \$ 19,590

PROGRAM SUMMARY:

The Pajaro Valley Children's Center is licensed to provide full-time child care for 8 infants and 24 pre-schoolers ages three months through six years. The Center is open Monday through Friday, from 7 am to 6pm.

AGENCY STAFF INTERVIEWED:

Andrea Garcia, Board Member
Karen Hernandez, Director
Emma Enriquez-Boerger, Consultant

Ken Hendry, Board Member
Cristina Carrillo, Program Administrator

FACILITIES VISITED:

234 Montecito Avenue, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment of the agency was to receive a Packard Management Assistance Grant in the amount of \$10,000 for staff development. A consultant was hired for a six month period, and has assisted with staff recruitment, analyzed staff goals and organizational development, and surveyed parents. Additionally, the grant has supported staff attendance at meetings and workshops, and grant writing by the consultant.
2. The Center received \$50,000 from the Packard Foundation to develop the Cradle Project, a consortium of community members in the educational field who have developed bilingual workshops including parenting skills, nutrition, conflict resolution, and anger management. The benefit of this program to the Center is that it is offered to the staff at no charge, and has given the Center more visibility and connections in the community.
3. A major challenge for the agency is to maintain the desired level of enrollment and to adjust staff hours based on child care enrollment. Following a review of staffing hours,

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it was determined that staff hours were not being adequately reduced as enrollments were dropping. Additionally, finances continue to be a struggle for the agency.

4. Another challenge for the agency is that the Board of Directors is not involved in fundraising, although the current Board members are more active than in the past. Board recruitment and retention is a constant challenge.

SUMMARY OF MAJOR FINDINGS:

1. The agency has not been performing at 85 % utilization rate for the last two years, as required by the contract. It appears that the contractor may be misunderstanding the formula for computing the utilization rate. HRA staff will work with the contractor to clarify this issue and determine whether remedial action is needed.
2. Although Board minutes are received within the time limits required by the contract, contractor continues not to send Board agendas in a timely manner as required by the contract.
3. Although the agency has a written non-discrimination policy and grievance/complaint procedure, it was not posted in English or Spanish at the time of the monitoring visit. Additionally, neither the parent handbook nor the personnel manual had these policies included for parents and staff to review.
4. Contractor has failed to complete translation of all client related materials into Spanish, including its parent handbook.
5. The agency has no established recruitment or retention plan for Board members, and does not provide systematic training or orientation for Board members.
6. Although some staff have been involved in diversity training, no self-assessment has been conducted to determine whether services are culturally competent and accessible to the Latin0 community.
7. Contractor has not had an audit since 1990 and does not have an audit planned at this time due to cost. However, the contractor does use a CPA firm to do its monthly accounting.
8. The agency has worked with the landlord to make improvements to the site, yet disabled access to the Center continues to be an issue. The Center staff did contact HRA to determine whether Child Care Developer Fees Loans could be used to make facility improvements for this purpose, and plan to apply for these funds.

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CORRECTIVE ACTIONS:

1. Contractor will work with HRA staff to determine accurately its utilization rate, improve its utilization rate by June 30, 1998, and take further corrective action if needed.
2. Contractor will submit Board agendas within the time limits required by the contract.
3. Contractor will post its non-discrimination policy and grievance/complaint procedure in English and Spanish, and will include these policies in its parent handbook as well as its personnel manual.
4. Contractor will finalize translation of all client materials, including the parent handbook, into Spanish.

RECOMMENDATIONS:

1. It is recommended that the contractor develop a written recruitment and retention plan for its Board of Directors, and provide orientation and training.
2. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence and accessibility of its services to the Latin0 community. Ideally the evaluation process will include Board, staff, clients, and volunteers.
3. It is recommended that the contractor obtain a fiscal audit, and pursue financing the audit through grants or fundraising.
4. It is recommended that the contractor continue to work with its landlord and its Board of Directors to develop a plan to make its facility accessible to persons with disabilities.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Pajaro Valley Shelter Services

REVIEW DATE: 2/20/98 CONTRACT PERIOD: FY 97/98

CONTRACT # 70923 ALLOCATION: \$ 26,250

PROGRAM SUMMARY:

Pajaro Valley Shelter Services (PVSS) provides shelter, transitional housing at five sites, case management services, parenting classes, home ownership workshops, and child care for homeless families and other families in Watsonville.

AGENCY STAFF INTERVIEWED:

Kathleen Lynch, Executive Director

FACILITIES VISITED:

115 Brennan Street, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment and challenge for the agency has been to raise funds for its one million dollar endowment campaign. The agency has received a \$100,000 challenge grant from the Solari family of Watsonville, who have challenged the agency to match these funds. PVSS has raised \$89,000 to date. Additionally, the agency was awarded \$37,000 from the Housing and Urban Development Continuum of Care grant for a three-year extension of its transitional housing program.
2. The agency received the 1996 Business Excellence Award from the Pajaro Valley Chamber of Commerce in the nonprofit category.
3. PVSS was able to arrange a \$35,000 long-term loan from the City of Watsonville to rehabilitate its emergency shelter, and raised \$10,000 from the local community for this purpose. Additionally, roofing was replaced for all buildings at its administrative site. A new play area was created for shelter children with donations from various businesses, churches, and associations.

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4. A major challenge for PVSS has been to maintain current funding levels. The agency lost Federal Emergency Management Agency funding of \$12,000, which was an important funding source for its emergency shelter. However, PVSS did receive a first-time Federal Emergency Shelter Grant from the State in the amount of \$60,000 to support the emergency shelter for a two year period.
 5. The agency's major fundraiser, the Mothers Day Run, continues to be a successful annual event and raises more funds each year.

SUMMARY OF MAJOR FINDINGS:

1. Board agendas and quarterly reports were not always received in a timely manner as required by the contract.
2. The agency Board of Directors has 12 members, of whom three (25 %) are Latino, while serving a Latino client population of 93 %. The Board has approved policies that affect Board orientation, training, recruitment and retention, and are currently in the process of consolidating these policies into the Board orientation manual.
3. Since the last monitoring visit, the agency staff have discussed the cultural competence and accessibility of its services; however, no formal self-assessment model has been developed and implemented. The agency is currently reviewing various self-assessment tools.

CORRECTIVE ACTIONS:

1. Contractor will submit its agendas and quarterly reports within the time limits required by the contract.
2. Contractor will continue to recruit Latino Board members, and finalize consolidation of its written recruitment and retention plan for Board members.

RECOMMENDATIONS:

1. It is recommended that the contractor continue to develop and implement a systematic self-assessment to evaluate the cultural competence of agency services. Ideally, the assessment process will include participation from Board, staff, and clients.
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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Parents Center

REVIEW DATE: 2/26/98 CONTRACT PERIOD: FY 97/98

CONTRACT # 70034170 114 ALLOCATION: \$ 22,304/\$16,852

PROGRAM SUMMARY:

The Parents Center provides a variety of services to prevent and treat child abuse. Services include a 24-hour crisis line, individual, family and group counseling, and home visits. Parenting classes are a part of overall treatment strategies with families.

AGENCY STAFF INTERVIEWED:

Carol Frankl, Executive Director

FACILITIES VISITED:

530 Soquel Avenue, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The agency received a grant in the amount of \$182,000 for one year from the Health Services Agency, as part of the Children's Mental Health Collaborative, which also includes Child Protective Services. The grant funds are being utilized for a family preservation program which reunifies families following the children's release from foster care or kinship care.
2. Parents Center and the Families in Transition agency received a grant from Catholic Healthcare West in the amount of \$25,000. These funds were utilized to provide case management services to prevent families from becoming homeless. The target population includes Child Protective Services and other Human Resources Agency clients.
3. For the first time, the agency is providing services at the Valley Resource Center for San Lorenzo Valley residents. Through the Healthy Families collaborative, and Family Preservation and Family Support projects, a sub-contract was awarded to Parents Center to provide a home visiting program for the prevention of child abuse in the San Lorenzo Valley. In the past, clients had to come to Santa Cruz to receive counseling and classes. As a result of the successful San Lorenzo Valley project, the Parents Center received a

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portion of a California Endowment Foundation grant through the Together For Youth collaborative to replicate the home visiting program in Santa Cruz.

4. An accomplishment for the agency was to successfully work with the City of Santa Cruz to install a disabled parking space in front of its building.
5. A major and continuing challenge for the agency is to recruit bilingual/bicultural licensed or masters level professional counselors. Recruitment for these positions is challenging as the Parents Center is unable to pay the salary that qualified counselors can earn in larger organizations.

SUMMARY OF MAJOR FINDINGS:

1. The contractor has improved in submitting its minutes in a timely manner, but agendas were not received in a timely manner as required by the contract.
2. The agency's Board of Directors has 10 members of which 20% are Latino, and the client population is 34% Latino. The Board has attended trainings in the past, but there is no formal training, recruitment or retention plan for Board membership.
3. The Board of Directors reviewed the County's Standards of Accessibility for Latino Services when they were originally approved in 1992. Since that time, the Standards have been reviewed primarily at the staff level.

CORRECTIVE ACTIONS:

1. Contractor will submit all agendas within the time limits required by the contract.
2. Contractor will continue to actively recruit Latino Board members, develop a written recruitment and retention plan, and develop an on-going Board training plan.

RECOMMENDATIONS:

1. It is recommended that the contractor expand its efforts to implement a systematic self-assessment to evaluate the cultural competence and accessibility of the agency's services to the Latino community. Ideally, the assessment should include Board members, staff, clients, and volunteers.
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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Planned Parenthood Mar Monte (Westside Health Center)

REVIEW DATE: 1 /26/98 CONTRACT PERIOD: FY 97/98

CONTRACT # 71176 ALLOCATION: \$ 5,224

PROGRAM SUMMARY: Planned Parenthood Westside Health Center offers a full range of medical services including general medical care, birth control, sterilization, sexually transmitted infection and HIV testing, pregnancy testing, prenatal care, abortions, menopausal and well child care, immunization, and school and sports physicals.

AGENCY STAFF INTERVIEWED:

Kathleen Morkert, Associate Vice-President of Medical Services
Dorian Seamster, Center Manager, Santa Cruz
Theresa Ontiveros, Center Manager, Watsonville

FACILITIES VISITED:

90 Mariposa, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment of the clinic has been to become a Santa Cruz County Health Options (SCCHO) provider. The agency has successfully implemented managed care, and achieved savings in its SCCHO funding as a result of good management of patients. Additionally, the agency has increased the number of patients it serves, increased its pediatric patients, and maintained its high patient retention level. The results of audits by the State Department of Health Services, SCCHO and local funders have been excellent, in particular with respect to the agency's service protocols, follow-up with patients, and patient materials.
2. The agency now provides primary care and pediatric services one day a week at the Valley Resource Center in San Lorenzo Valley. Additionally, the agency is involved in the Healthy Start collaborative in San Lorenzo Valley.
3. The clinic is now the only community clinic in Santa Cruz County that is able to conduct tubal ligations, a service that was previously not available to many Medi-Cal patients.
4. Outreach efforts have increased, including a prenatal outreach program in Watsonville. The agency will also provide family planning services at Cabrillo College starting in

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January 1998. Additionally, a camper was purchased to provide mobile services and is expected to visit Davenport, Boulder Creek, and farm labor camp areas in Santa Cruz County.

5. A challenge for the agency has been to maintain funding for its education component, as grants previously received from the State were for outreach to high schools, but now only allow targeting to high-risk teens. As a result of this change, a staff person was laid-off, and the need to fundraise is greater, in order to maintain the broader school-based services.
6. The agency has outgrown its current facility and is in need of additional exam rooms, primarily due to the increase in primary and pediatric care services. The clinic is expanding within its current location in Santa Cruz, and has added space for two exam rooms, lab, offices, medical records, and reception area. The agency is currently negotiating for a new location in Watsonville as well.

SUMMARY OF MAJOR FINDINGS:

1. The Board of Directors of Planned Parenthood Mar Monte includes 25 representatives from three counties (Santa Clara, Santa Cruz, and San Benito). The Board has a 12 % (3) Latino membership, of which none are from Santa Cruz County, and has a Latino client population of 24 % . The agency has a local advisory committee that includes Latino representation.
2. The Santa Cruz facility is completely accessible, although the agency has not completed its Self-Evaluation Survey as required by the Americans With Disabilities Act.
3. The agency has not established a systematic self-assessment to determine whether its services are culturally competent and accessible to the Latino community. The agency reports that it is currently holding discussions with a consultant on reviewing the cultural competence of its services.

CORRECTIVE ACTIONS:

1. Contractor will actively recruit Latino Board members representing Santa Cruz County, and develop a written recruitment and retention plan for its Board.
2. Contractor will complete the County's Americans With Disabilities Act Self-Evaluation Survey for its site in Santa Cruz.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence and accessibility of the agency's services to the Latino community. Ideally, the evaluation process will include participation from Board members, staff, clients, and volunteers.
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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Salud Para La Gente

REVIEW DATE: 3/4/98 CONTRACT PERIOD: FY 97/98

CONTRACT # 7092 1 ALLOCATION: \$ 134,235

PROGRAM SUMMARY:

Salud Para La Gente is a comprehensive primary health care clinic serving the Watsonville/Pajaro Valley area. Salud provides bilingual&cultural health education, HIV/AIDS counseling/outreach, and a community-based mental health component, primarily serving Latinos, farmworker families, and low-income residents.

AGENCY STAFF INTERVIEWED:

Arcadio Viveros, Executive Director

FACILITIES VISITED:

204 E. Beach Street, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Executive Director was hired in December of 1997. The Director states that when he arrived, he made it a point to talk to every individual employee in the organization, to set individual goals, to support each employee, and to motivate the staff to turn the clinic around, which inspired hope in the employees. Within three months, the productivity of employees improved greatly, especially when the rate of patients seen per hour was raised from 2.0 to 3.1. (The expected standard for each medical provider is to see three patients per hour .)
2. Major accomplishments include the development of a 15-month financial recovery plan approved and adopted by the Board of Directors, which will put the agency in the black by June 1999. Part of this recovery plan includes the reduction of the overall debt of the agency, increased productivity, and increases in staffing. A new financial director was hired in June 1997, and accounting staff changes have occurred as well as training. The Director recently reported that a major lending institution has forgiven an outstanding debt of \$216,000 in order to support Salud's financial recovery efforts. A new medical director will begin working in April 1998, whose first priority will be to implement a

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new computerized system of quality assurance for all programs and medical services within the clinic as well as implementing a required evaluation of patient satisfaction with services.

3. The Director has met with all funding agencies and foundations including State of California Department of Health, federal Public Health Service, California Wellness Foundation, Packard Foundation, California Endowment, and the Community Foundation of Santa Cruz County to ensure the continued healthy management of the clinic. The Public Health Service will be lifting its "exceptional" status (probationary period) by May 1998, and has increased the clinic grant from \$374,615 to \$468,269, a 13 % annual increase. Additionally, the State Department of Health Services increased the agency's farmworker grant from \$60,000 to \$120,000.
4. The agency's Niños Sanos Jovenes Listos program will be recognized by the national Journal of Preventive Medicine as a model of effective prevention services. The Niños Sanos Jovenes Listos program offers 5th grade children and parents educational workshops on lifestyles, parenting skills, health, gangs, violence, and other topics related to creating healthy families.
5. The agency received a \$20,000 grant from the National Coalition of Hispanic Health and Human Services (COSMHHO) to set-up a youth teatro (theater) based media project for educating youth in the community on healthy life styles. This teatro will be presented at the national COSMHHO conference in Puerto Rico in the spring of 1998.

SUMMARY OF MAJOR FINDINGS:

1. Although quarterly reports and Board minutes were submitted on time, Board agendas were not always received in a timely manner.

CORRECTIVE ACTIONS:

1. Contractor will submit Board agendas within the time limits required by the contract.

RECOMMENDATIONS:

None.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Santa Cruz Barrios Unidos

REVIEW DATE: 10/28/97 CONTRACT PERIOD: F Y 97/98

CONTRACT # 70524 ALLOCATION: \$ 36,934

~~PROGRAM SUMMARY~~ (U) is the Santa Cruz Chapter of the California Coalition of Barrios Unidos, and headquarters for the National Coalition of Barrios Unidos. Barrios Unidos is a multi-cultural non-profit organization dedicated to the prevention of youth/gang violence through outreach, prevention education, leadership development and job training.

AGENCY STAFF INTERVIEWED:

Daniel Alejandre, Executive Director
Otilio Quintero, Assistant Director
Yvonne de la Rosa, Administrative Assistant
Alejandro Vilchez, Development Specialist

FACILITIES VISITED:

313 Front Street, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The agency successfully worked with Assembly Member Keeley to sponsor state legislation (AB963) to create the Crime and Violence Prevention Partnership, which will provide funding to community based organizations to work on violence prevention. The agency notes that this is the first time in the history of the State of California that legislation has been passed to award funds for community based violence prevention efforts. The agency also worked with Senator Tom Hayden to sponsor legislation (SB980) to create a Peace Gang Truce Task Force, which was approved by the House and Senate, but was vetoed by the Governor.
2. The agency's alternative school, the Cesar E. Chavez School of Social Change, has received accreditation from the State Department of Education. The County Office of Education (COE) provides teachers, teaching assistants, materials and equipment for the school. Basic math, English, science, and core courses are taught. One of the program goals is to transition the students back to mainstream schools. Referrals are received from Probation, COE, and Santa Cruz City Schools.

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3. The agency is involved in the County's Juvenile Hall Supportive Transitional Program which helps youth make the transition from Juvenile Hall back to the community. BU provides support through advocacy, group and individual support sessions, and educational seminars on health, teen pregnancy, employment, communication skills, and conflict resolution. BU services have been integrated into the Juvenile Hall program. Additionally, the California Endowment Foundation granted BU \$99,500 to assist with this transition program.
 4. A major challenge for the agency has been to maintain a balance between BU's non-traditional approach to community organizing, and the need to develop stronger organizational capacity to manage the growth of the agency. BU has received a grant of \$25,000 from the Packard Foundation for technical assistance in this area.
 5. Barrios Unidos' work has been featured in "Youth Today", an international youth magazine, and the agency has been featured on the A&E television network as a result of its many accomplishments over the last few years. Additionally, it has been the recipient of an award from the "Education Committee for Mexican Culture" of the Tracy prison for three years, a recognition of the contributions, support, and cultural awareness the agency brings to its inmates.
 6. The agency opened a new site for its silk screening component in March of 1996.

SUMMARY OF MAJOR FINDINGS:

1. Contractor does not submit Board agendas and minutes in a timely manner as required by the contract.
2. Contractor has not posted its grievance/complaints procedure.
3. Although the contractor has developed a fiscal accounting and controls procedures manual, the office procedures manual is incomplete.

CORRECTIVE ACTIONS:

1. Contractor will submit Board agendas and minutes within the time limits required by the contract.
2. Contractor will ensure that its grievance/complaint procedure is posted at all service sites in English and Spanish.
3. Contractor will complete the County Americans With Disability Act Self-Evaluation Survey for its new silk screening site by June 30, 1998.

RECOMMENDATIONS:

1. It is recommended that the contractor finalize its written office procedures manual, and provide a copy to the Human Resources Agency no later than June 30, 1998.
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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Santa Cruz Women's Health Center

REVIEW DATE: 1-12-98 CONTRACT PERIOD: FY 97/98

CONTRACT # 70930 ALLOCATION: \$ 5,224

PROGRAM SUMMARY:

The Santa Cruz Women's Health Center provides bilingual health care services for women, including prenatal and pediatric services, to low-income residents and Medi-Cal recipients.

AGENCY STAFF INTERVIEWED:

Ciel Benedetto, Executive Director

FACILITIES VISITED:

250 Locust Street, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. As a result of strategic planning and community input, the agency decided to participate in Managed Care, to expand geriatric services to older women, to add pediatric and mental health services, and to increase physician hours. (Prior to these decisions in 1996, the clinic focused primarily on reproductive health and limited Child Health Disease Prevention services for school age children.) As a result of these changes, the clinic has expanded its scope of medical practice to provide full primary care to children and women of all ages.
2. The agency made a successful administrative and clinical transition to operate under the new managed care system, and is in its second year as a provider for the local Santa Cruz County Health Options managed care consortium. Under the new managed care system, the agency has continued to train staff and adapted to new needs of its clientele. The Executive Director states that the Center is one of the County's top providers of primary care services, and continues to receive grants that allow the agency to provide high quality medical care.
3. A major accomplishment of the agency has been to purchase its facility in October of 1997. This has paved a way for the agency to build capacity and to secure its future. A

challenge has been to determine how large the agency should grow, reviewing the facility's capacity to accommodate agency activities, and to continue to provide high quality medical services. Additionally, the agency has upgraded its administrative procedures, and added medical staffing, a nutritionist, a nurse/case manager, and administrative support staff.

4. A major challenge for the agency has been to keep up with the changes in public policy due to welfare reform, which has impacted the agency in determining client eligibility for services under the changing laws and regulations.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with all corrective actions and recommendations in the previous monitoring report.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

None.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Senior Citizens of San Lorenzo Valley

REVIEW DATE: 3/10/98 CONTRACT PERIOD: FY 97/98

CONTRACT # 70420 ALLOCATION: \$ 13,549

PROGRAM SUMMARY:

The Senior Citizens Organization of San Lorenzo Valley provides a center-based activity program including seminars related to legal services and general interest, exercise classes, various card games, and art programs. A minibus provides transportation of seniors to health-related activities, other appointments, and cultural and recreational events. Additionally, Food and Nutrition Services Meals on Wheels program provides meals Monday through Friday, for seniors (60 years and older) in the San Lorenzo Valley.

AGENCY STAFF INTERVIEWED:

Don McQuillan, President, Board of Directors
Grace Reichert, Vice-President, Board of Directors
Patti Smith, Acting Director/Bus Driver

FACILITIES VISITED:

Highlands Park, 8500 Highway 9, Ben Lomond

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major challenge for the agency has been the change in staffing of the Director position three times over the last year. Currently, the Bus Driver of eight years, and the only other paid staff position at the Center, is also acting as the Director. In addition, Board members have assisted with the management of the day-to-day operation of the Center throughout the past year, as well as volunteers. The Board members interviewed state that these changes have caused difficulty, but that programs and activities continue to be provided, and have not been directly impacted.

Another major challenge has been to maintain the financial stability of the organization. As a result of having to pay for two directors during one of its transition phases, memberships dropping over the last five years due to deaths, and difficulty in attracting younger seniors to participate in center activities, the agency's revenues have dropped.

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The contractor has been operating under a deficit and using its reserves. Board members state that the financial situation has recently improved and is operating in the black once again. The Board is reviewing program operations, and will implement cost savings measures that do not affect activities and programs offered at the Center.

2. A major accomplishment for the agency has been for the Food and Nutrition Services (FNS) Meals on Wheels program to offer daily noon-time meals at its Center since March of 1998. FNS previously provided these meals at Wilder Hall in Ben Lomond, and has now moved its meal service to the Senior Citizens Organization of San Lorenzo Valley Center. FNS has a permanent manager on site at the Center to supervise the meal program. Additionally, the FNS Lifeline transportation service is being utilized to bring seniors to the Center for dining. At the time of the monitoring visit, the meal program had been in effect for one week, and Center staff were focusing on transition issues such as assisting seniors in adapting to the new program.

As a result of the Meals on Wheels program being located at the Center, early morning program participants are now staying later at the Center in order to take advantage of the meal, and the social activity that it provides. It is also hoped that new visitors who come to the Center for meals will begin to participate in other Center activities.

3. Agency volunteers have upgraded the Center's computer system, and a new computer printer has been purchased. Additionally, a much needed fax machine has also been purchased, resulting in vastly improved communication capabilities.

SUMMARY OF MAJOR FINDINGS:

1. Quarterly reports and Board agendas and minutes were not always submitted to the County in a timely manner as required by the contract.
2. At the time of the monitoring visit, the contractor's non-discrimination policy and grievance/complaint procedures were posted in English only.
3. Contractor has not completed translation of all client-related materials into Spanish.
4. Although the contractor requests suggestions from its membership through its newsletter, and receives verbal comments daily, no systematic program evaluation has been developed or implemented.
5. Contractor has the same staff/volunteer making bank deposits, and reconciling the bank statements. This is not consistent with the separation of fiscal duties needed to maintain appropriate internal accounting controls.

CORRECTIVE ACTIONS:

1. Contractor will submit all quarterly reports, Board agendas and minutes within the time limits required by the contract.
2. Contractor will ensure that its non-discrimination policy and grievance/complaint procedure are visibly posted in Spanish as well as English.
3. Contractor will complete the translation of all client-related materials into Spanish.
4. Contractor will develop and implement a systematic written method of program evaluation, including input from clients and volunteers, and report evaluation results in writing to the agency Board on at least an annual basis.

RECOMMENDATIONS:

1. It is recommended that the contractor revise fiscal procedures to separate bank reconciliation from cash-handling functions.

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COUNTY ADMINISTRATIVE OFFICE
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Senior Citizens Legal Services

REVIEW DATE: 2/5/98 CONTRACT PERIOD: FY 97/98

CONTRACT #: 70246 CONTRACT AMOUNT: \$ 47,376

PROGRAM SUMMARY:

Senior Citizens Legal Services provides legal advice and representation to the elderly. The agency specializes in legal problems affecting basic needs, such as housing, income, health care, and physical and financial safety. SCLS services are directed towards low-income and most vulnerable seniors.

AGENCY STAFF INTERVIEWED:

Ellen Pirie, Executive Director

FACILITIES VISITED:

Santa Cruz office, 501 Soquel Ave., Suite F, Santa Cruz, CA 95062

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. In March 1997, the agency utilized funds received through a bequest from a former client to establish the Elder Abuse Prevention Project, which is currently staffed by a half-time attorney. The project provides voluntary conservatorship services in order to prevent financial abuse of seniors. An additional goal of the project is to develop a pool of volunteers so that each conservatee can be matched with a volunteer to provide support and companionship. The agency hopes to develop this project to the point where it will generate sufficient client fees to become self-supporting.
2. A major challenge for the agency is attempting to meet the client demand, which significantly exceeds the agency's capacity given its level of resources. Agency staffing is limited by the budget, which remains approximately \$200,000 per year. Currently, clients must wait approximately one month for an initial appointment.

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SUMMARY OF MAJOR FINDINGS:

1. At the time of the monitoring visit, the contractor's non-discrimination policy was not posted, and the grievance/complaint procedure was posted in English only.
2. Contractor serves 18 % Latino clients with a staff that is 38 % Latino and bilingual/bicultural (2 of 5.2 FTE's), and a Board of Directors that is 14% Latino (1 of 7 Board members). The Executive Director is responsible for most Board recruitment activities, as the Board members are not active in this regard. There is no formal plan for the recruitment and retention of Latino Board members.
3. The contractor has made conscientious efforts to provide culturally competent services to Latino clients, and sends out an annual evaluation form to clients in both English and Spanish. However, the agency has not conducted a formal self-assessment of the cultural competence and accessibility of its services to the Latino community.

CORRECTIVE ACTIONS :

1. Contractor will ensure that its non-discrimination policy and grievance/complaint procedure are posted in both English and Spanish at all times.

RECOMMENDATIONS:

1. It is recommended that contractor develop and implement a formal recruitment and retention plan to increase Latino representation on its Board of Directors.
2. It is recommended that contractor conduct a formal self-assessment of the cultural competence and accessibility of its services to the Latino community. Ideally, the assessment would include Board members, staff, clients, and volunteers. HRA has provided contractor with a copy of the Child Welfare League of America self-assessment instrument for possible adaptation.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Seniors Council of Santa Cruz and San Benito Counties

REVIEW DATE: 3/3/98 CONTRACT PERIOD: FY 97/98

CONTRACT # 70007 ALLOCATION: \$ 13,850
(plus one-time mid-year allocation of \$9,515)

PROGRAM SUMMARY:

The Seniors Council is the local Area Agency on Aging which administers federal and state funds to support a wide range of programs for senior citizens. The Council also directly operates the Foster Grandparent and Senior Companion programs, Tax Counseling for the Elderly, and a program of professional musical entertainment in nursing homes.

AGENCY STAFF INTERVIEWED:

Jennifer Davis, Executive Director
Will Hogan, Board President

FACILITIES VISITED:

Administration Office, 234 Santa Cruz Avenue, Aptos

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. During FY 96/97, the Seniors Council successfully carried out a community process to develop a comprehensive needs assessment, goals and objectives, and funding priorities for senior services. The Council also issued a Request for Proposals for four years of funding, and awarded contracts to 11 providers of senior services.
2. In FY 97/98, the Seniors Council assumed responsibility for the administration of six new state funding streams, adding significantly to the agency's administrative workload.
3. Recently, the Seniors Council has faced a major challenge in the form of a series of audits by the State Department of Aging for FY 90/91 through FY 95/96. The audit findings indicate that the Seniors Council is out of compliance in several areas of its administrative responsibilities as the Area Agency on Aging (AAA). The State has disallowed funding in the amount of \$115,478, citing a lack of appropriate documentation of items such as staff time, matching funds and in-kind contributions, as

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well as improper allocation of costs to expenditure categories. The Seniors Council disputes many of the audit findings, and believes that the problems are almost entirely a result of insufficient administrative staffing due to a lack of funds. The Council plans to appeal the findings in an effort to reduce its liability significantly. The agency will utilize private funds from an anonymous donor to satisfy any audit liability that cannot be resolved through an appeal.

4. In response to the audit crisis, the Seniors Council has taken several steps in an effort to resolve the situation and improve agency functioning. The agency has added a part-time Contracts Officer and has received in-kind administrative support from the Human Resources Agency. The Council has requested and received extensive technical assistance from the County in responding to the State audits. Recently, the Board of Directors established a Committee on the Future of the Seniors Council to review the agency structure and make recommendations for a reorganization to enable the agency to function as required by the laws and regulations governing AAA's. The Board of Directors has also established an active Finance Committee to oversee the agency's fiscal functioning.
5. The Senior Council's Executive Director has submitted her resignation effective June 30, 1998, and the agency has initiated a search for a new Executive Director.

SUMMARY OF MAJOR FINDINGS:

1. The agency's quarterly reports were not received within the time limits required by the contract.
2. Although the agency has updated its non-discrimination policy to include the language required by the County contract, the updated policy was not posted in English or Spanish at the time of the monitoring visit.
3. In its contracts with direct service providers, the Seniors Council includes the County's Standards of Accessibility for Latino Services as part of the contract requirements. The Council requires its contractors to target services to Latinos, and monitors their performance in this regard.
4. The Seniors Council has not yet translated into Spanish its Volunteer Handbook for the Foster Grandparent/Senior Companion Program, citing a lack of funds for this purpose. (The Executive Director points out that Spanish is not the most common language among volunteers whose first language is not English; various Asian dialects are spoken by a larger number of program volunteers than is Spanish.)
5. The agency staff is 25% Latino (2 of 8 staff members), and the Board of Directors is 13 % Latino (2 of 13 members). Efforts have been made to recruit and retain additional Latino Board members, but this has been a challenge. It should be noted that the agency is required by regulations to maintain 5 1% senior citizen membership on its Board.

CORRECTIVE ACTIONS:

1. Contractor will submit its quarterly reports within the time limits required by the contract.
2. Contractor will ensure that its updated non-discrimination policy is posted in both English and Spanish at all times.
3. Contractor will translate all written volunteer materials into Spanish, particularly its Volunteer Handbook.

RECOMMENDATIONS:

1. It is recommended that the contractor continue to actively recruit Latino Board members and develop a formal recruitment and retention plan for this purpose.
2. It is recommended that the Seniors Council complete the planning process it has initiated for organizational restructuring, and that the Council continue to work with local government agencies and other interested parties to resolve audit issues and determine the most appropriate course for the future of the agency.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Senior Network Services

REVIEW DATE: 3/11/98 CONTRACT PERIOD: FY 97/98

CONTRACT # 70742 ALLOCATION: \$ 12,285

PROGRAM SUMMARY:

Senior Network Services provides comprehensive information and referral services, respite registry, money management, and health insurance counseling for seniors 55 and older, and administers shared housing and senior employment programs through its offices in mid-county and at the Association of Watsonville Area Seniors center in Watsonville.

AGENCY STAFF INTERVIEWED:

Brenda Moss, Executive Director

FACILITIES VISITED:

1777-A Capitola Road, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment and challenge has been for the Senior Employment program to integrate with the Respite Registry program (a care givers relief assistance service). As a result of this integration, more seniors are becoming employed as respite care givers.
2. A major accomplishment has been for the agency to implement fingerprinting requirements for those individuals working in seniors' homes.
3. Because revenue from Medi-Cal Administrative Claims is no longer available, the agency's budget has decreased, resulting in the reduction of staff hours. Operating costs have increased as rent at its facilities in Watsonville and Live Oak have increased. The agency continues to raise private funds, but has been unable to increase the level of funding over the last two years.
4. The agency's 1998 Santa cruz County Senior Resource Directory is now available to the public.

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SUMMARY OF MAJOR FINDINGS:

1. Currently the Board of Directors has nine members of whom one is Latino (11%), and 25% of the agency's clients are Latino. Although the Board has a nominating committee, no formal plan is in place for the recruitment and retention of Board members.
2. The majority of communication with clients is over the telephone, although clients are required to sign agreement forms for services, which are not translated into Spanish. 10% of clients are monolingual Spanish speakers.
3. The contractor reports that its staff, management, and Board have been involved in reviewing the Standards of Accessibility for Latino services, but no formal self-assessment has been conducted.
4. The agency has an office manual, but it does not include accounting and internal control procedures.

CORRECTIVE ACTIONS:

1. Contractor will continue to increase Latino Board membership, and develop a written recruitment and retention plan.
2. Contractor will finalize translation of all client-related materials into Spanish.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence of agency services. Ideally, the assessment process should include participation from Board, staff, and clients.
2. It is recommended that the contractor develop accounting and internal control policies and procedures to be included in its office manual.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Volunteer Center of Santa Cruz County

REVIEW DATE: 3/6/98 CONTRACT PERIOD: FY 97/98

CONTRACT # 70094170 125 ALLOCATION: \$ 41,279/\$12,318

PROGRAM SUMMARY: The Volunteer Center coordinates a variety of volunteer services in the community, including medical transportation, literacy programs, friendly visiting programs, a middle and high school project, mental health resources, support and referral for families involved in the criminal justice system, retired senior volunteer program, volunteer disaster response program, volunteer graffiti removal, volunteer initiative program, volunteer referral program, and holiday projects.

AGENCY STAFF INTERVIEWED:

Karen Delaney, Executive Director

FACILITIES VISITED:

1010 Emeline Avenue, Building C., Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major achievement of the agency was to celebrate 30 years of service in Santa Cruz County in 1997. The agency has provided 3.8 millions hours of volunteer service to 95,000 people.
2. A major accomplishment for the agency has been to expand its outreach efforts to recruit volunteers. In FY 95/96, the agency had 1,748 volunteers, as compared to 3,456 volunteers in FY 96/97, a 50% increase. Outreach efforts have concentrated on recruiting youth, Latinos, and families.
3. In collaboration with the County's Health Services Agency Mental Health Division, and the State Department of Rehabilitation, the agency has increased its services in the area of mental health. The Department of Rehabilitation awarded the agency a one-year grant in the amount of \$50,000 to assist mental health clients in training for jobs and in retaining them. As a result of the successes of this pilot project, the State Department of Rehabilitation awarded the agency an additional \$95,000 to open a Watsonville site, in order to target Latinos who have mental health problems and are dealing with employment issues. Counselors hired are bilingual/bicultural, and 16 job placements

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were made in the first six-months of this year, with a goal of placing 20 clients in jobs this year in Watsonville.

4. The agency is a partner in the Together for Youth Collaborative, which has resulted in the expansion of its youth programs in middle schools, and the inclusion of high schools as part of its targeted population. Additionally, a summer component has been added in San Lorenzo Valley and Watsonville that will involve 15 volunteer youth in a leadership development program. These youth will be placed in the community, have opportunities for pre-employment and job training, field trips, workshops, and come away with letters of recommendation at the end of the program. The program has generated much enthusiasm from both youth and parents, leading to its expansion into a year round program. The agency had no youth programs five years ago, and now works with 500 students annually.
5. A new after-school pilot program was initiated in the summer of 1997, in collaboration with the Youth Coalition of Santa Cruz, for middle and high school students. Adult and youth mentors provide leadership training, retreats, self-esteem assessments, special projects, and service activities. Youth are providing service activities to teens in other schools, including workshops for elected officials on youth needs, fundraising to attend Leadership Teen Allies, and the development and creation of their own committees related to specific activities.
6. A major challenge for the agency has been to continue to manage a county-wide organization with limited financial resources. The challenges including the County's geographical differences, heavy dependence on volunteers to provide program services and activities, the maintenance and equipping of three offices, the struggle to maintain a balanced and diverse Board of Directors that is representative of the County, and the struggle to continue fundraising. The agency's budget limits its administrative capability, but it continues to keep administrative costs low, and has increased its fundraising efforts. Over the last ten years, the agency went from raising \$11,000 per year to \$130,000 last year through fund raising events and letter writing campaigns.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with all recommendations of the previous monitoring report.
2. The agency has moved its offices but has not completed the County's Americans With Disabilities Act Self-Evaluation Survey for its new site.

CORRECTIVE ACTIONS:

1. Contractor will complete the County's American With Disabilities Act Self-Evaluation survey for its administrative office by June 30, 1998.

RECOMMENDATIONS:

None.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Welfare & Low Income Support Network

REVIEW DATE: 1/12/98 CONTRACT PERIOD: FY 97/98

CONTRACT # 70726 ALLOCATION: \$ 16,716

PROGRAM SUMMARY:

The Welfare & Low Income Support Network (formerly known as the Welfare Parents Support Group) provides peer support and advocacy to low-income families and CalWorks recipients. In addition, the agency provides information and referral, a food pantry, job skills enhancements, volunteer opportunities, and document translation.

AGENCY STAFF INTERVIEWED:

Elaine Parker, Executive Director

FACILITIES VISITED:

509 Broadway, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The agency changed its name from Welfare Parents Support Group to Welfare & Low Income Support Network (WeLISN), in light of welfare reform policies and their potential impact on low-income families. The agency has broadened its network of clients to include all low-income families. WeLISN continues to work with HRA to advocate for the right of participants under the new CalWorks program.
2. A major challenge for the agency has been to keep abreast of the on-going changes associated with welfare reform and its effects on clients, and to organize the community to advocate at the local and state level. As a result of the many changes, and with the help of a \$14,000 grant from the Tides Foundation, a new project was created called "Motivate, Organize, and Mobilize" (MOM). MOM's purpose is to document individual experiences and help recipients advocate for themselves. In addition, the grant is providing funds for Board development, fundraising development, and general operating expenditures. This is the fifth year of support by the Tides Foundation.

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3. Board development has been a major challenge for the agency, and the Board has experienced many changes of membership in the last few years. Currently, the agency Board has 40% (2 of 5 board members) who are Latina, and serves 29% Latino clients, with 33 % (1 of 3) of its staff being bilingual/bicultural.
 4. An agency volunteer received the J.C. Penny Award for Volunteer Work in the Community for this past year, and the agency received \$1,000 for the volunteer's work.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with all corrective actions in the previous monitoring report.
2. Although the agency has an office procedures manual, its written accounting and internal control procedures need to be expanded and provide more detail. In addition, contractor has not completed its personnel manual.
3. Contractor continues to discuss physical accessibility issues with its landlord, but as these have not been resolved, ensures program accessibility by providing services to clients at other locations as the need arises.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

1. It is recommended that the contractor expand and finalize its written accounting and internal control procedures.
2. It is recommended that the contractor develop a comprehensive personnel manual.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Women's Crisis Support

REVIEW DATE: 3/11/98 CONTRACT PERIOD: FY 97/98

CONTRACT # 70014170899 ALLOCATION: \$ 44,562/\$16,107

PROGRAM SUMMARY: Women's Crisis Support (WCS) provides shelter for battered women and their children, a 24-hour hotline and in-person emergency response for women who have been battered or raped, assistance to women in obtaining Temporary Restraining Orders (TRO's), information and referral, accompaniment and advocacy in the court process, prevention and education, and counseling services, including substance abuse counseling. WCS has recently added two major components: in-person crisis intervention with women who are domestic violence survivors (in collaboration with the Santa Cruz Police Department and County Sheriff's office), and intervention with children in domestic violence situations (in collaboration with CPS, Defensa de Mujeres, County Sheriff's office, and Watsonville Police Department).

AGENCY STAFF INTERVIEWED: Bea Lopez, Executive Director

FACILITIES VISITED:

1658 Soquel Drive, Suite A, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Executive Director was hired in November 1997. The Director states that the transition phase has been a challenge, but many significant accomplishments have been achieved. A major accomplishment was to successfully negotiate, approve, and finalize a union contract for the agency in January 1998. Additional major challenges and accomplishments have included increasing staff salaries, balancing the budget, eliminating two management positions, and restructuring the organization, all of which were completed prior to the union contract being signed. The Board of Directors considers having gone through the leadership transition, unionization, and stabilization of the agency budget as major accomplishments that have had positive outcomes for the agency and its mission.

The Director also states that as a result of increased access to management, staff involvement in planning and evaluation, and union/management team meetings, staff morale has improved significantly. Staff commitment, professionalism, and loyalty to

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the agency's mission has continued, and no staff have left the agency due to the transition.

2. WCS and Defensa de Mujeres were recently awarded \$10,000 from the Community Foundation of Santa Cruz County, to pay a leading authority on non-profit mergers to facilitate on-going discussions regarding a potential merger between these two agencies.
3. The agency received a \$58,000 grant from the State Office of Criminal Justice, which expanded its crisis intervention staffing from two to three bilingual positions, who staff emergency phone lines 16 hours a day, and work with walk-in crisis cases.
4. WCS will be sponsoring its 9th annual fundraiser in May 1998, and for the first time is being completely underwritten by Chaminade At Santa Cruz, which is approximately equivalent to a \$10,000 gift.

SUMMARY OF MAJOR FINDINGS:

1. Quarterly reports and Board agendas and minutes were not always submitted in a timely manner as required by the contract.
2. Due to the changes in leadership over the last year, the agency has been unable to conduct any further efforts that include its Board and clients, to evaluate the cultural competence and accessibility of its services to the Latind community.
3. The agency's bookkeeping services were previously performed by a sub-contractor, and are now performed in-house. No written accounting and internal control procedures have been developed, and the agency's office procedures manual is not completed.

CORRECTIVE ACTIONS:

1. Contractor will submit quarterly reports, Board agendas and minutes within the time limits required by the contract.

RECOMMENDATIONS:

1. It is recommended that the contractor continue to develop a systematic self-assessment, including input from Board and clients, to evaluate the cultural competence of agency services.
2. It is recommended that the contractor finalize its written office procedures manual, and develop written accounting and internal control procedures.

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