

# 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

September 10, 1998

Agenda: September 22, 1998

### BOARD OF SUPERVISORS

County of Santa Cruz  
701 Ocean Street  
Santa Cruz, California

### COMMUNITY PROGRAM RESPONSES TO CORRECTIVE ACTIONS

Dear Members of the Board:

On August 20, 1996, your Board directed the Human Resources Agency to return on an annual basis to report on community programs' responses to corrective actions identified in the Human Resources Agency's annual monitoring reports. The purpose of this letter is to provide that report for Community Programs monitored in FY 97/98.

#### Responses to FY 97/98 Corrective, Actions

As you are aware, the Human Resources Agency (HRA) monitors community program contractors on a biennial basis for compliance with their contracts with the County. The monitoring visits include a review of administrative, programmatic, and fiscal issues and records. Monitoring reports are provided to the contracting agencies, and HRA also provides your Board with copies of the monitoring reports. These reports include "corrective actions" which the contractor must carry out in order to bring the program into full compliance with the contract, as well as "recommendations" which are not issues of compliance, but rather represent non-mandatory changes that HRA recommends in order to enhance the contractor's functioning.

By July 31 of each year, community programs are required to report to HRA regarding their progress in addressing any corrective actions identified in the previous fiscal year. Contractors' progress reports provided in response to the monitoring conducted in FY 97/98 are now on file with the Clerk of the Board. Attachment A provides a summary of each contractor's progress in addressing the corrective actions (i.e., issues of contract compliance) for FY 97/98. Each contractor's performance is summarized in one of three ways:

## BOARD OF SUPERVISORS

2

Agenda: September 22, 1998

## Community Program Responses to Corrective Actions

- “Completed” indicates that the contractor has satisfactorily completed all corrective actions.
- “Completed/pending” indicates that the contractor has completed some items, and has developed a satisfactory plan and time line for other items. In some cases, the pending items are ongoing issues such as board recruitment and timely submission of required reports which cannot be fully evaluated until a later date.
- “Pending” indicates that the contractor has developed a plan and time line, but that more time is required for completion of the corrective action.

It should be noted that throughout the year HRA reviews each contractor's quarterly service reports, Board agendas and minutes, insurances, and other documents in order to assess the contractor's performance in providing the contracted services. When concerns arise regarding material issues of compliance that would call into question a contractor's ability to fulfill the service requirements of their agreement with the County, HRA promptly communicates with the contractor to address these concerns. At any time during the year, HRA has the authority to withhold payment or recommend that your Board terminate a contract if problems cannot be adequately resolved, and HRA exercises this authority as circumstances require.

Summary of Responses

In FY 97/98, 39 community programs were monitored by HRA staff. In addition to reviewing of administrative, programmatic, and fiscal records, programs were also monitored on adherence to the County's Standards of Accessibility for Latino Services.

The monitoring reports include details of each agency's major achievements and challenges during FY 97/98. In general, community programs are doing an outstanding job of providing high-quality, cost-effective and critically needed services to the residents of Santa Cruz County.

The monitoring reports also include corrective actions and recommendations where appropriate. Corrective actions were identified for 29 of the contracts monitored in FY 97/98. Recommendations were made to 32 of the contractors

## BOARD OF SUPERVISORS

3

Agenda: September 22, 1998

Community Program Responses to Corrective Actions

monitored in FY 97/98.

IT IS THEREFORE RECOMMENDED that your Board accept and file this report on Community Programs' responses to corrective actions.

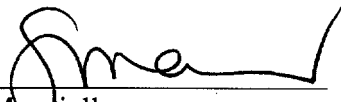
Very truly yours,



CECILIA ESPINOLA  
Administrator

CE/THP: fc  
n::\commprog\correct.978

RECOMMENDED:



Susan A. Mauriello  
County Administrative Officer

cc: County Administrative Officer  
Human Services Commission  
Contractors

## Attachment A

**COMMUNITY PROGRAMS MONITORED  
FY 97/98**

1.	After School Day Care	Completed/Pending
2.	Association of Watsonville Area Seniors	Completed
3.	Big Brothers/Big Sisters	Completed/Pending
4.	California Grey Bears	No Corrective Actions
5.	Central Coast Center for Independent Living	No Corrective Actions
6.	Central Coast YMCA/Watsonville Family Branch	Completed/Pending
7.	Citizen's Committee for the Homeless/ Homeless Garden Project	Completed/Pending
8.	Citizen's Committee for the Homeless/ Interfaith Satellite Shelter Program	Completed/Pending
9.	Community Action Board/Davenport Resource Center	No Corrective Actions
10.	Community Action Board/ Santa Cruz Immigration Project	No Corrective Actions
11.	Community Options - Court Referral	No Corrective Actions
12.	COPE Centro Familiar	No Corrective Actions
13.	Court Appointed Special Advocates	Completed/Pending
14.	Defensa de Mujeres	Completed/Pending
15.	Dientes Community Dental Clinic	Pending
16.	Familia Center	No Corrective Actions
17.	Fenix Services	Completed/Pending
18.	Food and Nutrition Services/Adelante	Completed
19.	Food and Nutrition Services/ Family Health Education Center	Completed

20.	Food and Nutrition Services/Lifeline	No Corrective Actions
21.	Food and Nutrition Services/Meals on Wheels	Completed
22.	Group Home Society	Completed
23.	Legal Aid of the Central Coast	Completed/Pending
24.	Mid-County Children's Center	Completed
25.	New Life Community Services	Completed/Pending
26.	Pajaro Valley Children's Center	Completed/Pending
27.	Pajaro Valley Shelter	Pending
28.	Parents Center	Completed/Pending
29.	Planned Parenthood Mar Monte	Completed/Pending
30.	Salud Para La Gente	Completed
31.	Santa Cruz Barrios Unidos	Completed/Pending
32.	Santa Cruz Women's Health Center	No Corrective Actions
33.	Senior Citizens Legal Services	C o m p l e t e d
34.	Senior Citizens of San Lorenzo Valley	Completed/Pending
35.	Senior Network Services	Pending
36.	Seniors Council of Santa Cruz and San Benito Counties	Completed/Pending
37.	Volunteer Center	Completed
38.	Welfare and Low Income Support Network	No Corrective Actions
39.	Women's Crisis Support	Completed

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COUNTY OF SANTA CRUZ  
HUMAN RESOURCES AGENCY  
COMMUNITY PROGRAMS  
RESPONSE TO MONITORING REPORT

CONTRACTOR	After School Day Care Inc.
DATE	July 21, 1998
YEAR	97-98
CONTRACT #	70791
ALLOCATION	\$40, 326

"Progress Report on FY 97-98 Corrective Actions-Recommendations"

Informational Note:

As of April 24, 1998 John Loyd left the position of executive director of ASDC. Dana' Rolf office manager left at the same time and Jo Ann Denbow, subsequently was appointed interim executive director of ASDC. Jo Ann Denbow is submitting this report and I will give an explanation of what has taken place with each corrective action and my plan to remediate the situation should this be necessary.

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

EXPLANATION: Since I have taken over this position I have submitted the board agenda and minutes that had been completed prior to taking over this position. A meeting was held in May but a quorum was not available so no formalized minutes were taken. An agenda and a report by the interim executive director were submitted to HRA at the completion of this meeting. If I am appointed executive director I will submit all reports, agendas, and minutes in a timely manner.

2. Contractor will actively recruit Latino Board Members and formalize its written recruitment and retention plan.

EXPLANATION: On the board of directors for ASDC was one Latino Board Member and her name was Cita Ruiz. She has since moved out of the community. The plan of action that I would institute to recruit and retain Latino Board Members would be as follows:

a. Have each of the seven site directors identify a Latino parent in their particular center and approach them with the possibility of serving on the Board.

b. ASDC has a CDE grant which serves low income families and single parents who are going back to school or seeking employment. This grant is coordinated by

Marguerite Alexander and she can identify parents who might be willing to serve on the Board of Directors for ASDC.

c. Current board members will be asked to find someone at their place of employment who is Latino and interested in child care to serve on the Board.

d. Board Members will be trained with the possibility of a grant from the Packard foundation to identify responsibilities, build cohesiveness and rapport with one another and this should help to retain them on the Board for the their term of service.

3. Contractor will complete the translation of all client related materials into Spanish by June 30, 1998.

EXPLANATION: This document is completed and is in the process of being typed.

4. Contractor will complete the County's Americans with Disabilities Act Self-Evaluation survey for its administrative office by June 30, 1998.

EXPLANATION: This document is completed and turned into the administrative office. In addition to this I have submitted maintenance grants to the State of California requesting funds to update our centers and build ramps on the centers who do not have grants. Funding has been received for the Santa Cruz Gardens Site and is awaiting the Govenor's signature on the budget. A second grant has been approved for the Soquel Site to build a ramp. I am also working with the Packard Foundation to assist us funds for building ramps at Capitola and Main Street.

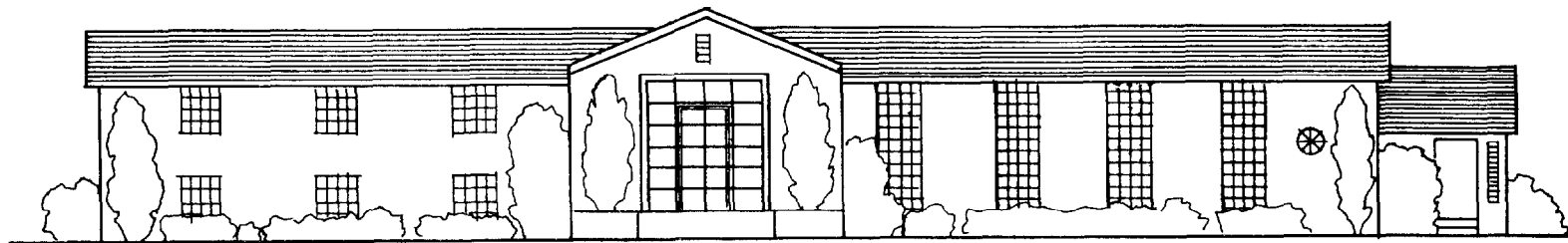
#### RECOMMENDATIONS:

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.

EXPLANATION: The agency will be hiring a bilingual student or community person to assist in this process. This person will work closely with the grant administrator and interview Latino parents to assess their needs for child care and ways to provide accessibility to these parents and children.

All of the above actions are in process and will be completed during the 98-99 calendar year.

# Association Watsonville Area Seniors Inc.

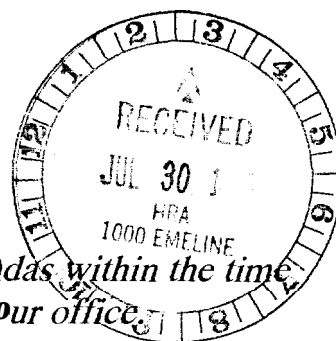


114 E. FIFTH ST., WATSONVILLE, CALIFORNIA 95076 - TELEPHONE (408) 722-1333

## **'PROGRESS REPORT ON 97/98 CORRECTIVE ACTIONS / RECOMMENDATIONS'**

### **CORRECTIVE ACTIONS:**

1. *Our Agency has corrected getting the Board Agendas within the time limits by faxing over the Board Agendas directly to your office.*



### **RECOMMENDATIONS:**

1. *A WAS is in the process of addressing this issue. We are in the process of finding someone who can help us with this issues. (If the County has someone they can recommend to us please do so.) Our plan is by the year 2000 to have an effective process of evaluating our cultural competence.*
2. *The Center has updated its fiscal procedures. (SEE ATTACHED)*



**BIG BROTHERS BIG SISTERS OF SANTA CRUZ COUNTY  
PROGRESS REPORT ON FY 97/98  
CORRECTIVE ACTIONS/RECOMMENDATIONS**

**CORRECTIVE ACTIONS**

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

Big Brothers Big Sisters had failed to submit reports and agendas within the time limits required by the contract due to an internal miscommunication between staff. This miscommunication has since been clarified, and agendas and minutes should be currently submitted within the required time limits.

**2. Contractor will continue to actively recruit Latino Board Members and increase their representation on the Board.**

Currently the Board has 17 members. Diversity on the Board is an ongoing issue, which the Board discussed at length at its annual Strategic Planning retreat last June. Of the 27 current members, 2 are Latino, 1 is Pacific Islander, and 1 is of mixed ethnicity. The Board has set a goal to have a Board which represents the demographics of our county. The Board Development Committee regularly emphasizes diversity, and specifically the recruitment of Latino Board members, during the twice annual recruitment drives. At the June retreat, it was decided that the agency would contract with a consultant to work with the Board to assist us in realizing this goal. We hope to do this in the fall,

**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.**

The agency moved again on July 1st (due to a severe rodent infestation), to a building which is accessible. Due to our impending move, the agency requested an extension until July 31st to complete the ADA Self-Evaluation Survey. This survey has been completed and submitted to the Human Resources Agency.

**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.**

The agency conducted a self-evaluation of its cultural competence and accessibility at its recent Strategic Planning Retreat. This evaluation included Board members and staff. A survey of clients and volunteers will be developed and distributed in late fall, 1998.

# CALIFORNIA GREY BEARS, INC.

27 10 Chanticleer Avenue  
Santa Cruz, CA 95065  
408•479• 1055  
408•479•8465 (FAX)

0000132

July 28, 1998

Ms. Cecilia Espinola, Administrator  
Human Resources Agency  
1000 Emeline Ave.  
Santa Cruz, CA 95060

Dear Ms. Espinola:

Grey Bears would like to update you as to the progress we have been making regarding the recommendations in our last monitoring report.

The first recommendation was that we develop and implement a systematic self-assessment to evaluate the cultural competence of agency services. With the help of Ms. Teresita Hinojosa-Pereira, Associate Analyst, from your agency, we have come up with a ten page self-assessment tool which helps us to evaluate the progress we are making toward being more culturally competent. A copy of this tool is enclosed. Our Board of Directors was given this tool at their July 22 meeting and they will return it at the next meeting. This will give them a little time to consider and deliberate upon the tool's usefulness. The staff will be given a copy, and we also expect to give a copy to volunteers and clients. We will then evaluate our findings.

The second recommendation is to increase bilingual office staffing at the point of contact. We are in the process of hiring a new Office Manager and have advertised for Spanish speaking preferred. To date there have been few applicants. If we cannot find someone who is Spanish speaking, we will try to find someone who is willing to take Spanish classes. We are continuing our recruitment of bilingual volunteers.

We hope this demonstrates our earnestness to comply with the recommendations as made by staff. Thank you for the assistance that your department has given us.

Sincerely yours, ,



Lynda Francis  
Executive Director

cc: City of Santa Cruz  
enclosure

July 27, 1998

Teresita Hinojosa-Pereira  
Associate Analyst  
Human Resources Agency  
Administration  
1000 Emeline Avenue  
Santa Cruz, CA 95060



Re: Progress report on  
FY 97/98 recommendations

Dear Teresita,

The following is the progress we have made on the items summarized in your report dated July 7, 1998.

### **CORRECTIVE ACTIONS**

None were listed.

### **RECOMMENDATIONS**

**#1: It is recommended that CCCIL continue to develop and implement a systematic self-assessment to evaluate cultural competence of agency services. Ideally, the self-assessment process should include participation from the Board of Directors and clients.**

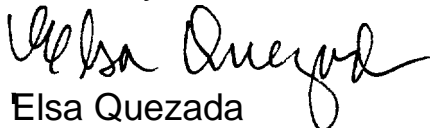
**Progress to date:** CCCIL is in the process of revising its Strategic Plan and this recommendation will be included as items to be addressed in this new fiscal year. We are working with a consultant who is guiding us through the process of "aligning" our plan and hope to have this document completed within a couple of months. When the document is complete, we will be happy to forward it to you so that you can review the strategies that are planned to address this recommendation.

**#2: It is recommended that CCCIL revise fiscal procedures to separate bank reconciliation from cash-handling functions.**

**Progress to date:** CCCIL has revised its fiscal procedures as recommended. We now have a procedure that clearly delineates separation of duties; bank reconciliation and cash-handling functions.

Please feel free to call me should you have any additional questions or need additional information.

Sincerely,



Elsa Quezada  
Executive Director

**Watsonville Family YMCA**  
27 Sudden Street, Watsonville, CA 95076  
(408) 728-9622 Fax: (408) 728-3422

04-00135

July 20, 1998

Human Resources Agency  
1000 Emeline Avenue  
Santa Cruz, Ca. 95060  
Att. Teresita Hinojosa-Pereira

Dear Teresita:

The following information is related to progress report on corrective actions/recommendations dated July 7, 1998.

**WATSONVILLE FAMILY YMCA - TEEN CHALLENGE PROGRAM**

**CORRECTIVE ACTIONS**

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

Since the review on 10/1/97, the Watsonville Family YMCA has submitted the required information within the time limits.

2. Contractor will develop a written plan to recruit and retain Latino Board members by June 30, 1998.

The Watsonville Family YMCA has recruited 3 Latinos and 1 Asian for its 1998-99 term.

3. Contractor will finalize the translation of all client-related materials into Spanish by June 30, 1998.

The Watsonville Family YMCA has all membership and flier sent to local schools done in Spanish. A few items still need to be translated and will be done in the near future.



*We build strong kids, strong families,  
strong communities.*



35

## 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 service to the Latino community.

The Watsonville Family YMCA staff and board will be looking at a model of this provided by another Human Service Agency here in Santa Cruz county.

2. It is recommended that the contractor seek funds to have its restrooms remodeled to comply with ADA requirements.

The Maintenance Director of the Watsonville Family YMCA has been directed to seek bids for the renovation of the restrooms and lockerrooms.

Sincerely,



Steve Orozco  
Executive Director

## Summary of Homeless Garden Project's response to HRA Monitoring Report

### Corrective actions:

1. Contractor will ensure that it's nondiscrimination 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,

**Action:**

Grievance/complaint procedures and non-discrimination policies are translated into Spanish and are posted in English and Spanish at both garden and office sites.

2. Contractor will submit quarterly reports to the HRA, and Board of Directors agendas and minutes (as well as any written reports to the Board of Directors) to HRA and Board of Supervisors, within the time limits **required by** the contract.

**Action:**

Quarterly reports are being sent to HRA, and agendas, minutes and written reports to HRA and Board of Supervisors within 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 been completed, this offers an excellent opportunity to recruit interested **Latinos** to the Board.

**Action:**

Three **Latino** people have been recruited. Two women from Pajaro Valley Shelter were recruited to the **WOFE** program. The women did not want to work in the garden; for other women at the shelter that were looking for work, the commute was an issue. One young **Latino** man from Hire-a-Youth has been working with the Project since the beginning of June. Board recruitment continues to emphasize **Latino** Board members.

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.

**Action:**

This action has been taken.

Sep-10-98 12:52P Homeless Garden Project

0000138 P.02



## Homeless Garden Project

Post Office Box 617  
Santa Cruz CA 95061 • 0817  
(408) 426-3609

To: Teresita Hinojosa-Pereira  
HRA

September 10, 1998

From: Rick Gladstone  
Homeless Garden Project

Subject:

### 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.

The HGP is cognizant of the importance in outreach to the Latino community. Currently staff is reviewing assessment tools and strategies including the CWLA self-assessment instrument. Because we are a new organization, Board and staff have been addressing other structural issues before completing this important assessment.

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.

The Homeless Garden Project is currently in the process of requesting funds to create a strategic plan for our next three to five years of operation. We will be assessing all aspects of our organization, including evaluations and outcome tracking



## CITIZENS COMMITTEE FOR THE HOMELESS

P.O. BOX 3138

SANTA CRUZ, CA 95063

(408)464-0729

(408)469-hope

Interfaith Satellite Shelter Program

Community House

Teresita Hinojosa-Pereira  
 County of Santa Cruz  
 Human Resources Agency  
 1000 Emeline Avenue  
 Santa Cruz, CA 95060  
 July 27, 1998

Dear Teresita,

As you know, I became the Executive Director of the Citizen's Committee for the Homeless on July 1, 1998. Therefore, I would like to respond to the corrective actions and recommendations contained within your last monitoring report:

1) On July 15, Mike Bustos was promoted to the position of Emergency Services Program Director. His duties include oversight of both the HCRC and **ISSP** programs in north **and** south county. Mike is bilingual and bicultural, and has worked in homeless services for over 10 years. One of his first assignments will be to increase the accessibility of the north county ISSP program to our **latino** clients.

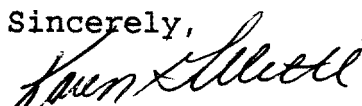
2) I will be submitting agendas and minutes for both agencies from now on, and will oversee all contract requirements. I do not anticipate any difficulty in submitting required documentation in a timely manner.

3) Prior to the merger, HCRC was unwilling to have ISSP program information posted about the site due to various identity and compliance issues. We will now ensure that program policies and grievance procedures for both HCRC and ISSP are posted prominently in English and Spanish throughout the pickup area.

4) Our newly merged agency will begin a formal self-assessment to evaluate cultural **competency** and accessibility during the second quarter of this year, once merger issues have been resolved.

I hope that this satisfactorily addresses your concerns. We will continue to update you on our progress as our management restructuring efforts come to fruition.

Sincerely,

  
 Karen Gillette  
 Executive Director

## **Progress Report on FY 97/98 Corrective Actions/Recommendations**

**1. Grievance procedure was posted in English. Grievance procedure is being translated into Spanish.**

**2. CASA has attempted to actively recruit Latino Board members through the following procedure:**

**A. Create list of potential Latino Board Members by requesting suggestions from**

- County Contracts Analyst**
- Current Board Members**
- Current Staff**
- Board or Staff members of other agencies serving children and significant Latino populations**
- Other community leaders**

**B. Conduct telephone survey of potential Board members. Determine interest. Provide explanation of requirements of Board members.**

**C. Board President, Nominations Committee members and Executive Director meet with potential member to further explain responsibilities and provide information about organization. Answer questions from prospective member.**

**D. Potential Board member attends Board of Directors' meeting to make final decision about serving on Board.**

**E. Board member provided packet with information including mission statement, strategic plan, program descriptions, current staffing, past minutes, Board membership list, current budget, committee assignments, and other important organization documents.**

**D. Assign a mentor to the new Board member. Responsibilities of the mentor are to answer questions, provide support and offer guidance to the new member.**

**E. Board member is formally nominated and approved for membership.**

**F. Determine needed Board training together with other Board members and implement the plan for training.**

**CASA believes that the agency has Board leadership which is culturally competent, aware of the special needs of the Latino community, and effective in empowering the Latino**

community.

3. The County's Americans With Disabilities Act Self-Evaluation Survey has been completed and summary documents have been forwarded to the County.

08/24/98 09:51 FAX 408 7224532

Defensa

0000143 02

**Defensa de Mujeres**  
(408) 722-4532

Teresita **Hinojosa**  
Associate Analyst  
**Human** Resources Agency  
1000 **Emeline** Avenue  
Santa **Cruz**, CA 95060

July 28, 1998

Re: **Monitoring Report**

Dear Teresita,

I am writing **in** response to your letter of July 7, 1998 regarding Defensa de Mujeres' **response** to your **FY97/98** monitoring visit.

Your Corrective Actions to Defensa de Mujeres were:

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

Response: Since we became **aware** of the problem, Defensa de Mujeres has been consistently submitting quarterly reports, Board agendas and minutes as required by our contract.

Your Recommendations to Defensa de Mujeres were:

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

Response: We have developed an office **procedures** manual which covers internal control procedures. Defensa **de** Mujeres has both a bookkeeper and accountant who are not based in the home office. Since I became Executive Director, **I have** been aware of our need to develop a new fiscal management system, but we have been in merger discussions with Women's Crisis **Support**, for about nine (9) **months** and have **hesitated making permanent** changes to our fiscal arrangement **until** that issue **is determined**.

I hope this responds to your needs as **far** as Defensa de Mujeres' response to your findings. Please feel **free** to call me should you need **further information**.

Sincerely,

Celia B. **Organista**  
Executive Director

0-00144

**CORRECTIVE ACTION YEAR-END REPORT FY97-98**  
**JULY 15, 1998**



Reference: March 3, 1998 Monitoring Report, County of Santa Cruz HRA and Dientes!  
Corrective Action Plan dated July 1998

**A. CORRECTIVE ACTIONS**

**CORRECTIVE ACTION 1**

Submit Board agendas within the time limits required by the contract. **Corrective Action Completed.**

**Actions Taken:** This has been accomplished for the months of April, May, and June, and will continue in a timely manner.

**CORRECTIVE ACTION 2**

a. Develop a written recruitment and retention plan to increase Latino representation on the Dientes! Board. **Timeline for Completion, 7/30/98.**

**Actions Taken:**

- The issue of recruitment and retention of Latino representation on the Board is a subject of discussion at every Board meeting. A written recruitment and retention plan has been drafted (see Attachment 1) and will be discussed at the July Board meeting as part of cultural competency training.
- A Latina was selected as Development Director and has become a member of the County-wide Latino Strategic Planning Collaborative to insure awareness of key issues, and to make contacts throughout the county who might also be or know prospective Board members.
- Latinos whom we thought might be good board members were contacted, but all declined the invitation. Those contacted were Dr. Nava (Migrant Ed Program), Ed Cepeda (banker), Dr. Monto (retired from SCMH).

b. Take steps to develop Board leadership which is culturally competent, aware of special needs of the Latino community, and effective in empowering the Latino community. **Timeline for Completion: 1) Identify steps by 7/30/98, and 2) Complete training by June 1999.**

**Actions Taken:**

- The contract analyst attended a Dientes! Board of Directors meeting and presented an overview of the desirable behaviors, attitudes, and policies that enable an agency to work effectively in cross-cultural situations (the definition of "cultural competence" used by the County).
- An outline of Cultural Competence Training, based on 1) the Cultural Competence Initiative of the Child Welfare League of America, and 2) the process identified under Recommendation 1, has been prepared (See attachment 2). It will be implemented throughout this year.

Continued . . .

**7/15/98 Dientes! Corrective Action Plan Year-end Report, page 2 of 2****B. RECOMMENDATIONS****RECOMMENDATION 1**

Develop and implement a systematic self-assessment to evaluate the cultural competence and accessibility of the agency's services to the Latino community. **Timeine for Completion:** 1) initial self-assessment by August 1998, and 2) Additional self-assessment at completion of training by June 1999.

**Actions Taken:**

- A self-assessment tool was developed, based on the Standards of Accessibility for Latino Services (Exhibit C) of the contract.
- The executive director has rated the agency according to a scale of effectiveness as described in the self-assessment (See Attachment 3).
- The Board members are scheduled to each complete his/her own assessment by 7/27/98, compare their results with the executive director's assessment at the July Board meeting. The results will be used to establish priorities at the August Board meeting for reaching all cultural competency goals, including standards of service, by the end of FY2000-01.
- An outline of Cultural Competency Training has been prepared (See Attachment 2) and the training will be presented by the Development Director.

**RECOMMENDATION 2**

Finalize an internal accounting control procedures manual. **Timeline for Completion, November 1998.**

**Actions Taken:** An Organization Effectiveness grant was awarded by the Packard foundation that includes a review of all fiscal reporting. A consultant is working with the Executive Director to identify a complete management information system to insure financial reporting is available in a complete, accurate, and timely manner. This will result in a new/improved management information system and accompanying written procedures by November 1998.

711 East Cliff Drive  
Santa Cruz, CA 95060  
423-5747



Un Centro de  
Recursos en la Comunidad  
A Community Resource Center

July 30, 1998  
Progress Report FY 97-98  
Corrective Actions/Recommendations

The following describes Familia Center's progress in addressing FY 97/98 Corrective Actions/Recommendations. We hope this meets your requirements.

**CORRECTIVE ACTION:** When monitored on November 5, 1997, Familia Center was found to be in compliance with corrective actions of previous monitoring report for FY 96-97.

**RECOMMENDATIONS:** Familia Center to finalize its office procedures manual by June 30, 1998.

In May 1998, Familia Center finalized its office procedures manual. Teresita Hinojosa-Pereira, Associate Analyst of the Human Resources Agency, provided helpful suggestions and guidance in the development of the manual. We appreciate her assistance.

A copy of the office procedures manual is included for your review. The manual will be reviewed annually and revised as necessary. We welcome any further suggestions that will improve this document.

Sincerely,

Ana Espinoza  
Executive Director

**SUMMARY OF MAJOR FINDINGS:**

1. **Quarterly reports, Board agendas and minutes were not always submitted in a timely manner as required by the contract.**
  - A. *We will follow as required by contract to submit quarterly reports, Board Agendas and minutes on a timely manner.*
2. **The agency's grievance/complaint procedures were not posted at the time of the monitoring visit.**
  - A. *We have posted our grievance/complaint procedures so clients/participants can clearly view and follow grievance/complaint procedures if needed.*
3. **Staff have been extensively involved in cultural competency training's for service delivery; however, the Board and clients have not been directly involved in a self-assessment to evaluate the cultural competence of the agency service.**
  - A. *We will develop in the first quarter of the 98/99 Fiscal year a self-assessment tool that will allow for our Board of Directors and interested clients to evaluate our cultural competence services.*

**CORRECTIVE ACTIONS:**

1. **Contractor will submit quarterly, Board agendas and minutes within the time limits required by the contract.**
  - A. *Fenix Services, Inc. will submit quarterly reports, Board Agendas and Board Minutes within the time limits required by the contract. The Administrative Assistant will be in charge of this and the Executive Director will oversee the process and make sure it is followed.*



**2. Contractor will visibly post its grievance/complaint procedures in both English and Spanish.**

- A. *Fenix Services, Inc. has posted visibly its grievance/complaint procedures in both English and Spanish in our front office so as to be accessible to all clients/participants that may want to use the procedure.*

**RECOMMENDATIONS:**

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

- A. *Fenix Services, Inc. will follow the recommendation and will develop a self-assessment tool in the first quarter of the 98/99 FY, that will allow for the input of both the Board and clients in order to better evaluate the cultural competence of our agency and our services we provide.*

**PROGRESS REPORT ON FY 97/98 CORRECTIVE  
ACTIONS/RECOMMENDATION  
FOOD & NUTRITION SERVICES**

**A. TRANSPORTATION**

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.

Report: The new PASS computer system went on-line on May 3, 1998, and we have been focused on the its installation and operation. Each staff has access to the software procedures manual and a short user guide has been provided to each staff person. As the new software is perfected, relevant procedures will be added to the office procedures manual by December 31, 1998.

**B. MEALS ON WHEELS**

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.

Report: A large laminated poster containing all the information required to be posted for the County, CDA and Food & Nutrition Services is now posted at all the dining sites and at the Live Oak Kitchen. In addition, the home delivered meal intake packet now contains the non-discrimination policy.

RECOMMENDATIONS:

1. Its 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.

Report: During the monitoring in November it was recommended by the County representative to include in our regular assessment questionnaire additional questions than would address issues of cultural competence. As

recommended, in December 1997 several questions were incorporated into the yearly assessment. Additionally, on October 8th & 9th, 1998, a board representative, the program manager and myself will be attending a workshop sponsored by ASA called Serving Elders of Color. The seminar examines organizational policies and procedures around governance, service delivery, staff training and assessment and evaluation as they relate to serving elders of color.

### **C. ADELANTE**

#### 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.

Report: The ADA Act Self-Evaluation Survey was completed on June 1, 1998.

#### RECOMMENDATIONS:

None.

### **D. FAMILY HEALTH & EDUCATION CENTER**

#### CORRECTIVE ACTIONS:

1. Contractor will post its non-discrimination policy and grievance/complaint procedure in Spanish.

Report: This corrective action was completed on March 3, 1998.

2. Contractor will finalize translation of its program services brochure in Spanish.

Report: This corrective action has been completed and copies are attached.

#### 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.

Report: This recommendation is still in progress and the expected timeline for completion is September 30, 1998.

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.

Report: Two additional bilingual childbirth teachers have been added. Also, classes are now being offered at the site of the former La Fonda Children's Center at Harbor High School. This site is more accessible and physically appropriate for the education courses.

# Legal Aid of the Central Coast

0000153

Administration and  
Watsonville Office  
Tel. (831) 724-2253 & 688-6535

*formerly Legal Aid Society of Santa Cruz County, Inc.*

21 Carr street  
Watsonville, CA 95076-4775  
Fax (831) 724-7530

June 1, 1998

Judy Yokel, Senior Analyst  
Human Resources Agency  
County of Santa Cruz  
1000 Emeline  
Santa Cruz, CA 95060

re: Monitoring Report

Dear Ms. Yokel:

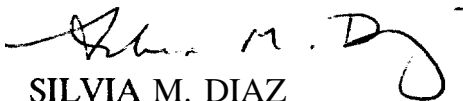
This letter is to acknowledge the monitoring report from the County of Santa Cruz, interview date November 14, 1997. We have responded to your corrective action to increase Latino Board membership by contacting Latino based organizations and Latino elected officials. We are happy to report that because of these efforts Vilma Guerrero was appointed to our Board of Directors in March 1998.

As you know, the membership of Legal Aid's Board of Directors is governed by federal regulations which require 60 % attorney membership and 33 1/3 % low income representatives. In addition, directors must be appointed by the Bar Association or similar attorney group and low income organizations. These constraints severely limit our efforts at recruitment.

However, we will increase our efforts and create a formal recruitment and retention plan for Latino representation on the Board of Directors given these limitations. In addition, we will conduct a self-evaluation of Legal Aid's cultural competence and accessibility of our services to the Latino community.

Very truly,

MARY THUERWACHTER  
Directing Attorney



SILVIA M. DIAZ  
Administrator

F:\DATA\MT\MONITOR.SCC

# Mid County Children's Center

305 ALTURAS WAY □ SOQUEL CALIFORNIA □ 408/476-8890

0000154

## “Progress Report On FY 97/98 Corrective Actions\Recommendations”

### Corrective Actions:

- 1) Contractor will work with **HRA** to improve it's utilization rate and explain more thoroughly in it's quarterly reports why it is falling below the standard required in the contract.

Corrective: In the past two quarters our utilization rate has been at **90%**, this rate complies with our contract. We are continuing to **inform HRA**, Human Care Alliance, and **Latino** Organizations of our availability.

- 2) Contractor will complete translation of all client-related materials into Spanish.

Corrective: We have completed the translation of all our client related materials in Spanish.

### Recommendations:

- 1) It is recommended that the contractor increase it's bilingual **staffing**, particularly at first point of contact.

Corrective: **Our** new Director, Diane Munoz-Oyler, is both bilingual and **bicultural**. We feel that we have met this recommendation.

- 2) It is recommended that the contractor develop and implement a systematic **self-**assessment to evaluate the cultural competence and accessibility of it's agency's services to the **Latino** Community. The self assessment should include participation **from** the Board, Staff, and Clients.

Corrective: In July 1998, at our Board and Staff meeting the Director will pass out a copy of the Standards of Accessibility For **Latino** Services and a copy of the Cultural Competency Self-Assessment Checklist which was distributed by the County of Santa Cruz and approved by the County Board of Supervisors. **In** August we will review our findings and set goals for the upcoming **fiscal** year. We will also search for a new updated assessment tool from other **HRA** organizations for the next fiscal year.

# New Life Community Services, Inc.

Programs for Families and Individuals In Need  
Addiction Treatment, Shelter and Transitional Programs for the Homeless  
707 Fair Avenue, Santa Cruz, California 95060 (408) 427-1007  
717 Fair Avenue, Santa Cruz, California 95060 (408) 458-1668

July 30, 1998

Teresita Hinojosa-Pereira  
County of Santa Cruz  
Human Resources Agency  
1000 Emeline Ave.  
Santa Cruz, CA 95060

RE: Corrective Actions/Recommendations from the 1997/98 Monitoring Report

Dear Ms. Hinojosa-Pereira,

This letter is in response to the report from your monitoring visit in November of 1997. In that report HRA recommended that our agency increase its outreach efforts to the Latino community.

At the time of the monitoring visit our agency was serving 11% Latino/a clients. As we indicated during your visit, we were then in the process of developing additional outreach. Since November of 1997 the percentage of Latino/a clients our agency serves has increased to 37%. Our agency continues to increase networking with other agencies and organizations that serve the Latino/a community. In addition, the south county outreach our agency conducts (a street kitchen serving hot meals to low-income families and individuals in Watsonville) has increased service over the last nine months.

It was recommended that the agency conduct a systematic self-assessment to evaluate the cultural competence and accessibility of its services to the Latino community. We in fact completed the Utilization Review that was in progress at the time of your visit. This self-assessment involved Board members, staff, clients, and volunteers. In addition, HRA provided our agency a copy of the Child Welfare League of America's self-assessment materials which the Cultural Diversity Committee used for adaptation.

It was also recommended that our agency raise the necessary funds to have an independent financial audit conducted on a regular basis. Our agency will make ongoing efforts to raise necessary funds to have an outside accountant audit.

Our agency was directed to submit Board of Directors agendas and minutes to the Human Resources Agency and the Board of Supervisors within the time limits required by our contract with the County of Santa Cruz. All Board of Directors agendas and minutes have been submitted to the Human Resources Agency and the Board of Supervisors within the designated time limits since the monitoring visit.

Our agency was also directed to ensure that our non-discrimination policy and grievance/complaint procedures are posted in both English and Spanish at all times. Our non-discrimination policy and grievance/complaint procedures have been posted at all times in both English and Spanish since the monitoring visit.

Please inform us if any other information or materials are needed.

Sincerely,



Emmanuel DeNike  
Administrative Director





00158

Progress Report on FY 97/98  
Corrective Actions

Corrective Actions

Pajaro Valley Children's Center has worked with HRA to accurately determine our utilization rate. The accurate formula has yielded an improved our utilization rate.

Board Agendas and minutes submitted in a timely manner-The Center is submitting board agendas and minutes in a timely manner. We continue to work to be punctual in this area.

Non-discrimination/grievance procedures have been posted in Spanish and English and are included in the parent handbook as well as in the personnel manual.

Translation of materials to Spanish - The agency has completed the translation of parent materials into Spanish. The parent handbook, as well as all other required parent materials are now available in Spanish.



0159

# **Pajaro Valley Shelter Services**

*"I was homeless and you took me in"*

## **Major Supporters:**

Granite Construction  
Granite Rock  
Bay Federal Credit Union

## **Advisory Board:**

Dr. William Hopkins

Dr. **Myrna** Medina

**Tina** Mehl

Richard **Solari**

Susan Olson, SND

Jane Barr

Linda Maldonado **Barman**

**Megan Martinelli**

Olivia Garcia

Kathy Kusanovich

Steve Janes

Jim **Belcher**

Gilbert Munoz

Betty Rather

Rev. Hirorni Yoneda

Bob Millet

Robin Dearing

Carlos Gonzales, Ph.D.

## **Board of Directors:**

**ogarita carranza**

Tom House

Jim Booth

Tony Bruscia

Carol Newton

Jan Nickerson

**Adriana Novack**

Charmaine Crismon

Maria Gonzalez

**Larry Hazen**

Chris Gallagher

Judy Kittleson

## **Executive Director:**

Kathleen Lynch

## **Development Director:**

Bonnie McDonald

7 July 1993

Teresita Hinojosa-Pereira  
HRA  
1000 Emeline Ave  
Santa Cruz, CA 95060

Dear Teresita:

This is an update of our progress toward completing the corrective actions and recommendations noted in your Monitoring Visit Report dated 2/20/98.

### **PROGRESS REPORT ON fy 97/98 CORRECTIVE ACTIONS/RECOMMENDATIONS**

#### **CORRECTIVE ACTIONS:**

*1. Contractor will submit its agendas and quarterly reports within the time limits required by the contract.*

Since the monitoring visit these agendas and reports have been sent in accordance with the contract time limits.

*2. Contractor will continue to recruit Latino Board members, and finalize consolidation of its written recruitment and retention plan for Board members.*

Since the monitoring visit Pajaro Valley Shelter Services has continued to recruit Latino Board members. The most recent prospect, Ms Sylvia Hernandez Valle, decided that she could not make the time commitment. The nominations cotnmittee is actively recruiting other prospects.

The written recruitment and retention plan for board members is still in the process of being finalized. It w-ill be complete by September, 1998.



PLANNED PARENTHOOD WESTSIDE HEALTH CENTER  
QUARTERLY AND END OF YEAR REPORT TO COUNTY OF SANTA CRUZ  
FY 97-98

PROGRESS REPORT ON FY 97/98 CORRECTIVE ACTIONS/RECOMMENDATIONS

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 at to the Latino community. Ideally, the evaluation process will include participation from Board members, staff, clients, and volunteers.

Progress:

The agency Diversity Plan, mentioned above, will give feedback and direction toward the creation of services and programs that meet the cultural needs of our staff, volunteers and clients.

Plan for FY 98-99:

Achieve the Outcomes listed in the PPMM Diversity Plan.

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.*

We are continuing to develop and implement the self-assessment tool. We will complete the first stage of the evaluation by October, 1998.

Sincerely,



Bonnie McDonald  
Development Director

lrptslcntyend.98



0000161

530 Soquel Avenue  
Santa Cruz, Ca 95062  
(408 ) 426-7322

## PROGRESS REPORT ON FY 97/98 CORRECTIVE ACTIONS ANDRECOMMENDATIONS

### CORRECTIVE AC TIONS

1. WE ARE SUBMITTING ALL AGENDAS 48HRS PRIOR TO THE BOARD MEETING
2. THE BOARD HAS RECRUITED ONE NEW LATINO BOARD MEMBER

### RECOMMENDATIONS

1. THE BOARD HAS SELECTED A COMMITTEE TO EVALUATE THE CULTURAL COMPETENCE OF THE AGENCY. THE FIRST MEETING IS JULY 27, 1998

PLANNED PARENTHOOD WESTSIDE HEALTH CENTER  
QUARTERLY AND END OF YEAR REPORT TO COUNTY OF SANTA CRUZ  
FY 97-98

**PROGRESS REPORT ON FY 97/98 CORRECTIVE ACTIONS/RECOMMENDATIONS**

**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.

**Progress:**

Planned Parenthood Mar Monte provides services in 27 California counties, encompassing communities with a wide range of cultures, ethnicities and languages. The Board of Directors is composed of members who represent that diversity. In order to keep the Board size workable, Board members are not chosen to represent certain geographic areas, such as Santa Cruz County.

Leadership Planned Parenthood (LeaPP) is a group of volunteers who provide local advice and support for Planned Parenthood programs in Santa Cruz County. LeaPP meets monthly with staff, receives updates on current programs and provides staff with a local response. This group is quite diverse and does include **Latino** membership.

The Board of Directors recently adopted a Diversity Plan for FY 97-98 (attached) and directed staff to implement it. The Plan includes Goals to increase the diversity of affiliate volunteers (which include Board volunteers).

**Plan for FY 98-99:**

Continue to recruit and retain volunteers at all levels of Planned Parenthood in Santa Cruz County, with a special emphasis on involving **Latino** volunteers in the LeaPP Steering Committee.

2. Contractor will complete the County's Americans With Disabilities Act Self-Evaluation Survey for its site in Santa Cruz.

**Progress:**

The ADA Self-Evaluation Form was completed and submitted to the county on 5/20/98.



## Salud Para La Gente, Inc.

HEALTH FOR THE PEOPLE

204 E. Beach Street  
Watsonville, CA 95076

0000164

☐ **Administration**  
408/ 728-8250  
FAX 408/ 728-8266

☐ **Medical Clinic**  
408/ 728-0222  
FAX 408/ 724-2011

☐ **Tobacco Education**  
408/ 728-8260

☐ **Proyecto Alarma SIDA**  
**AIDS Prevention Education**  
408/ 722-2988

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July 17, 1998

Teresita Hinojosa - Pereira  
Associate Analyst  
Human Resources Agency  
1000 Emeline Avenue  
Santa Cruz, CA 95060

Dear Ms. Hinojosa - Pereira,

Thank you for your letter dated July 7, 1998 regarding progress report on corrected Action /Recommendations.

Salud Para La Gente, Inc., has taken corrected action regarding the submission of Salud Para La Gente, Inc. Board agendas within contact time limits. We have established an internal procedure which has allowed a copy of correspondence be sent to your office. Silvia Gonzalez, my Administrative Assistant has made sure your agency is in the list to receive copies of the Board agendas.

Sincerely,

Arcadio Viveros  
Executive Director

AV/sg

## **Corrective Actions and Status Report for Santa Cruz Barrios Unidos FY 97-98**

The following is a status report on the corrective actions and recommendations made by the County Human Services Agency to Santa Cruz Barrios Unidos.

### **CORRECTIVE ACTIONS**

1. Submitting board minutes and agendas in timely manner
2. Posting of Greivance Procedures in **Spanisch** and English
3. Completion of ADA survey for 718 **Fredrick** Street

### **RECOMENDATIONS**

1. Finalize written office procedures manual and provide copy to Human **Resorces** agency by **6/30/98**

### **STATUS**

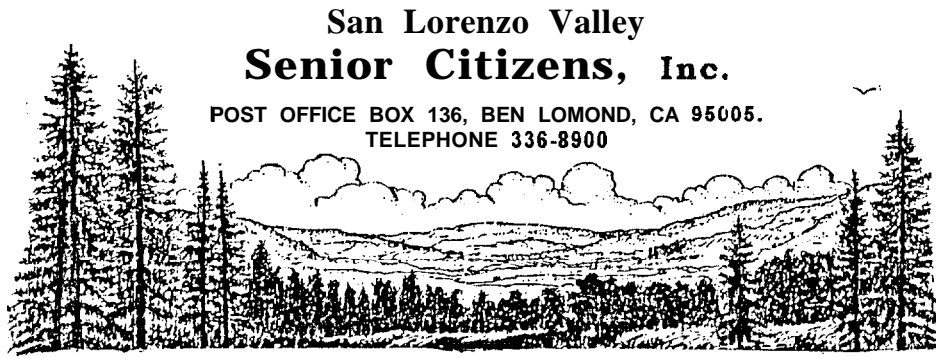
BU has turned in all minutes and agendas for FY 97-98, except May and June, pending board approval.

Grievavance Procedures Posted

Survey for 718 **Fredrick** Street completed and submitted by **6/30/98**

Financial procedures in place, procedures for programs are currently being written.





00166

## **PROGRESS REPORT ON FY 97/98 CORRECTIVE ACTIONS & RECOMMENDATIONS**

### **CORRECTIVE ACTION:**

1. SCO SLV will make sure all quarterly reports, Board agendas and minutes are submitted according to our contract.
2. Our non-discrimination policy and grievance / complaint procedure are now visibly posted in Spanish as well as English.
3. SCO SLV has completed translation of all client-related material into Spanish, except our Program Brochure. Our current brochure is not up to date and we are in the process of reformulating and upgrading . Then it will be available in English and Spanish. We hope to have this done by Oct. 1, 1998.
4. SCO SLV has developed a systematic written method of program evaluation. Our evaluation procedure is attached to this response. The evaluation form should be ready Oct. 1, 1998.

### **RECOMMENDATIONS:**

1. A revised and updated fiscal procedure including procedures to separate bank reconciliation from cash-handling functions is attached to this response.

## SENIOR CITIZENS LEGAL SERVICES

501 SOQUEL AVENUE, SUITE F • SANTA CRUZ, CALIFORNIA 95062  
TELEPHONE: (831) 426-8824  
FAX: (831) 426-3345

### Progress Report on Fiscal Year 97/98 Corrective Actions/Recommendations

#### Corrective Action Required:

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

#### Corrective Action Taken:

1. Both the non-discrimination policy and grievance/complaint procedure are now posted in both English and Spanish.

#### 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.

#### Actions Taken:

1. SCLS has successfully recruited a new **Latino** member for its Board of Directors. Currently 25% of the Board is Latino, which is slightly above the agency's percentage of Latino clients.
2. The recommended formal self-assessment has not yet been performed, although efforts have been and are being made to develop a meaningful instrument to perform the self-assessment.



AREA AGENCY ON AGING 4700168  
San Benito & Santa Cruz Counties

**FOSTER GRANDPARENT/SENIOR COMPANION PROGRAM**  
Monterey, San Benito & Santa Cruz Counties

PROGRESS REPORT

To the COUNTY OF SANTA CRUZ

Progress Report on FY 97/ 98 Corrective Actions/Recommendations

**CORRECTIVE ACTIONS:**

1. Contractor will submit its quarterly reports within the time limits required by the contract.

As reported in previous annual progress reports the availability of staff time has been cited as reason for failure to meet submittal deadlines. Although that remains an issue the new Executive Director is committed to compliance with contract requirements of all federal, state and local jurisdictional funding sources. This report concludes the previous year and with the responsive financial and staff assistance authorized by the Board of Supervisors a new year will result in timely report submittal becoming the rule rather than the exception.

2. Contractor will ensure that its up-dated non-discrimination policy is posted in both English and Spanish at all times.

This corrective action is completed. The policy statement in both English and Spanish is now posted in the Seniors Council office.

3. Contractor will translate all written volunteer materials into Spanish, particularly its Volunteer Handbook.

Although the Seniors Council has no volunteers, except Board and Advisory Council members, the Handbook is in service for the Foster Grandparent/Senior Companion Program. This program is provided as a direct rather than contracted service to seniors in the county and has its own stipend volunteers. The Handbook has been translated and distribution of copies will be accomplished by November 1, 1998.

-MORE-



# Volunteer Centers



00171

August 18, 1998

Ms. Teresita Hinojosa-Pereira  
Associate Analyst  
Community Programs  
Human Resources Agency,  
1000 Emeline Ave.  
Santa Cruz, CA 95060

Reference: Corrective Action from Monitoring Visit for 97/98.

Dear Ms. Hinojosa/Pereira,

Last year in your monitoring visit it was pointed out that we did not have an updated ADA Self Evaluation form on file. We completed a form with the information for our current facilities and submitted it to the County to be placed in our file.

If you have any questions please contact John McGuire at 427-5070.

Sincerely,

*Karen Jeffries*

for Karen Delaney  
Executive Director

## ☒ ADMINISTRATIVE OFFICES

1010 Emeline Ave. Bldg. C Santa Cruz, CA 95060  
(408) 423-0554 • FAX (408) 423-6267

## ☐ WATSONVILLE CENTER

251 E. Lake Ave. Ste. 4 Watsonville, CA 95076  
(408) 722-6708 • FAX (408) 722-1013

## ☐ VALLEY CENTER

6116 Highway 9, Ste. 4-R Felton, CA 95018  
(408) 335-6844 • FAX (408) 335-6847

CitySERVE • Community Connection • Disaster Response • Friends Outside • Friendly Visiting • Literacy •  
Graffiti Removal Project • Human Race Walkathon • Holiday Project • Mend Health Resource Center • Volunteer Referral  
Retired Senior Volunteer Program • Transportation Program • Junior Volunteers • Volunteer Initiative Program • YouthSERVE

WELFARE & LOW INCOME SUPPORT NETWORK, INC.

PROGRESS REPORT ON FY 97/98 CORRECTIVE ACTIONS/RECOMMENDATIONS

CORRECTIVE ACTIONS:

None recommended

RECOMMENDATIONS:

1. It is recommended that the contractor expand and finalize its written accounting and internal control procedures.

The bookkeeper has began further documentation of accounting and internal control procedures.  
December 31, 1998 completion goal.

2. It is recommended that the contractor develop a comprehensive personnel manual.

Documents needed for manual are being gathered from files and additional documents will be produced. December 31, 1998 completion goal.

PROGRESS REPORT ON FY 97/98 CORRECTIVE ACTIONS/RECOMMENDATIONS

Corrective Actions

Finding

Quarterly reports and Board agendas and minutes were not always submitted in a timely manner as required by the contract.

Actions

Quarterly reports: Staff responsible for preparing and submitting these reports have developed a checklist of tasks, accountabilities and timelines so that reports are prepared, checked for accuracy and submitted on time.

Board agendas and minutes: A tickler file for submission of agendas and minutes has been put in place.

Recommendations

Findings

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.

Actions

The Board has been engaged in merger discussions with Defensa de Mujeres. The process has involved extensive examination and assessment of the philosophy and commitment of the Board to cultural competence.

Public fora were conducted in two parts of the County, staff surveys, joint Board meetings and meetings between staff components have been held to secure input and assess services.

2. It is recommended that the contractor finalize its written office procedures manual, and develop written accounting and internal control procedures.

Administrative staff are systematically reviewing fiscal responsibilities and tasks and developing written procedures.

**COUNTY OF SANTA CRUZ**Progress Report on FY 97/ 98 Corrective Actions/ Recommendations

Page 2 of 2

## 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**.

The Seniors Council Board of Directors is committed to the recruitment of **Latino** members and has indicated that efforts to develop a formal plan will be addressed by a revised Board committee assignment structure in FY 98-99. As noted in the text of the monitoring report the Board is federally mandated to maintain no less than 51% senior citizens status of its membership. The combination of the two requirements poses a dilemma calling for a creative solution perhaps to be found in more age and ethnic diversity for standing and ad hoc committees.

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.**

The Seniors Council is well under way in its planning for addressing this recommendation. A new Executive Director began work at the start of the new fiscal year. The Board of Directors begins its responsibilities for the direction of the organization with new leadership in the form of new officers and several new members. The select committee on the future of the Seniors Council proposed a now Board approved staffing plan in support of the staffing plan. The goals and Objectives of the 98/99 County of Santa Cruz contract detail the timing of these plans and hopes. We look forward to reporting on the successes.

8/15/98

# SENIOR NETWORK SERVICES

1777-A Capitola Road  
Santa Cruz, CA 95062  
(408) 462-1433

---

0000170

## Progress Report on FY 97/98 Corrective Actions/Recommendation

### CORRECTIVE ACTIONS:

1. Contractor will continue to increase **Latino** Board membership, and develop a written recruitment and retention plan. Progress: **Latino** Board membership has increased from 11% (at the time of monitoring) to 20%. A draft written recruitment and retention plan has been developed which will be adopted by September 30, 1998.

2. Contractor will **finalize** translation of all client materials into Spanish. Progress: Translation of client materials will be completed by September 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 should include participation from Board, staff, and clients. Progress: Cultural competence trainings will continue to be part of agency training for both staff and Board. Clients will be asked in the new fiscal year to respond to an evaluation of agency services in relation to cultural competence. This is currently being incorporated into our existing client evaluation.

2. It is recommended that the contractor develop accounting and internal control policies and procedures to be included in its office manual. Progress: The internal control policies and procedures that are in place at the agency are in the process of being formally written and will be included in the **office** manual. A draft has been completed and the final copy will be completed by September 30, 1998.

