



County of Santa Cruz

COUNTY ADMINISTRATIVE OFFICE

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SUSAN A. MAURIELLO, J.D., COUNTY ADMINISTRATIVE OFFICER

January 21, 1999

Agenda: February 2, 1999

BOARD OF SUPERVISORS

County of Santa Cruz
701 Ocean Street
Santa Cruz, California

LATINO EQUITY FUNDING PROCESS

Dear Members of the Board:

On December 15, 1998, your Board discussed the process used to develop funding recommendations for Latino Equity. At that time, your Board expressed its intention to make final decisions on Latino Equity funding in a similar manner to other community program funding and directed the County Administrative Office to return on February 2, 1999 with recommendations regarding the Latino Equity funding process. The purpose of this letter is to delineate proposed modifications to the evaluation and recommendation process for Latino Equity funding requests to include additional community participation and timely Board review and approval as part of annual budget hearings.

EXISTING LATINO EQUITY REVIEW PROCESS

In previous years, review and evaluation of Latino Equity funding requests have proceeded in the following manner. The Community Programs application generally is distributed during the month of February and is due to the Human Resources Agency (HRA) by March of each year. The County Addendum to the application includes the request for Latino Equity funding. HRA staff prepares a brief analysis (Attachment A) of Latino Equity funding requests for the Ad-Hoc Latino Equity Subcommittee, which is composed of three members of the Human Services Commission, three members of the Latino Affairs Commission, and the HRA Administrator.

The Sub-Committee then evaluates the applications based on the Board approved **Latino** Equity funding criteria (Attachment B), including the Standards of Accessibility (Attachment C), 10 Questions (Attachment D), the most recent monitoring report (Attachment E), and considers whether the agency addresses the Community Assessment Project and **Latino** Strategic Plan goals (summarized in Attachments F and G). After this evaluation the entire Sub-Committee makes recommendations for **funding** premised on availability of \$60,000, \$90,000, or \$120,000 for **Latino** Equity funding. In the past, this recommendation has been forwarded directly to your Board as part of I-IRA's supplemental budget recommendation in mid-June.

PROPOSED MODIFICATIONS TO THE PROCESS

In response to your Board's directive we have reviewed the existing **Latino** Equity funding process and recommend the following modifications. We believe the proposed changes will assist in **clarifying** the process and evaluation criteria for the community and will provide for consideration of the **Latino** Funding recommendations by your Board in a timely manner as part of the total County budget.

- Public Presentation on Community Programs and Latino Equity: It is recommended that the County implement a new procedure in conjunction with the release of the Community Programs application. There will be a public presentation by HRA for the Human Care Alliance members and other interested parties to review and highlight the 1999-00 Community Programs application process. This presentation will include information on the Board approved **Latino** Equity criteria, with a description of proposals that have been funded in the past.
- Program Evaluation: It is also recommended that the County continue its extensive review process, including the utilization of program evaluation data, consideration of the latest monitoring report, and whether the Agency requesting **Latino** Equity funding addresses the Community Assessment Project and **Latino** Strategic Plan Goals. The program evaluation process involves an examination of a number of variables which provides for an objective assessment of program performance. HRA will also continue to develop enhanced program evaluation tools for all community program and agency funding recommendations to assist in the review and evaluation process.
- Board of Supervisors' Review and Approval: To provide for a timely review of the **Latino** Equity funding recommendations by your Board, we are recommending that the **Latino** Equity recommendations be included in the CAO Proposed Budget which is presented to your Board in late May. This would require the Sub-Committee's funding recommendations, along with the completed evaluation forms to be forwarded to the CAO's Office for a final staff recommendation as part of the community programs budget. This time frame will provide the Board with the opportunity to review and

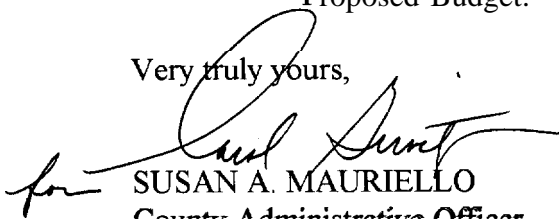
consider the **Latino** Equity funding recommendations as part of the total proposed County budget. We are also recommending that the County Administrative Office participate as a member of the Sub-Committee to provide for the **CAO's** involvement in the early evaluation and review stage of the **Latino** Equity recommendations.

In summary we believe that a revised **Latino** Equity funding process, which incorporates the changes discussed above, will address the issues raised by your Board, provide for additional community involvement, maintain an objective evaluation and review process and provide for the final consideration of **Latino** Equity funding recommendations by your Board prior to budget hearings.

IT IS THEREFORE RECOMMENDED that your Board take the following actions:

1. Accept and file this report on the **Latino** Equity funding process; and
2. Direct the **CAO**, in conjunction with I-IRA, to implement the revised procedures for evaluation and recommendation of **Latino** Equity funding as part of the 1999-00 **CAO** Proposed Budget.

Very truly yours,


for
SUSAN A. MAURIELLO
County Administrative Officer

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Attachments

cc: Coalition of **Latino** Agencies and Programs
Human Care Alliance

REQUEST FOR LATINO EQUITY FUNDING - FY 99100

NAME OF AGENCY/-PROGRAM

Executive Director:

| | | | |
|--------------------------------|-----------|------------------------------------|-----------|
| FY 98/99 Funding: | \$ | Agency Budget FY 98/99: | \$ |
| COLA Requested: | | Unrestricted Fund Balance: | \$ |
| Supplemental Request: | \$ | Administrative Percent: | % |
| FY 99100 Total Request: | \$ | Direct Services Percent: | % |
| Proposed Service Units: | | Cost/Service Unit FY 99/00: | \$ |

| POINT OF SERVICE: | COUNTY | CAP | SC | SV | WAYS | OTHER |
|--------------------------|---------------|------------|-----------|-----------|-------------|--------------|
| Clients' Residence: | % | % | % | % | % | % |
| 99/00 Fund Request: | % | % | % | % | % | % |

| ETHNIC COMPOSITION: | CAUCAS | LATINO | AFRIC AMER. | ASIAN AMER. | NATIVE AMER. | PACIFIC ISLAND | OTHER UNKN. |
|----------------------------|---------------|---------------|--------------------|--------------------|---------------------|-----------------------|--------------------|
| Clients: | % | % | % | % | % | % | % |
| Staff: | % | % | % | % | % | % | % |
| Board: | % | % | % | % | % | % | % |

| CLIENT ANNUAL HOUSEHOLD INCOME: | |
|--|---|
| Less than 100% poverty | % |
| 100-199 % poverty | % |
| 200% poverty and above | % |

Service Provided:

Latino Equity Analysis:

Previous Latino Equity Funding:

CRITERIA FOR LATINO EQUITY FUNDING

1. **Minimum qualifications for Latino Equity funding.** To be considered for Latino Equity funding, applicants must meet the following two criteria:
 - A. Agencies or programs that provide the majority of services and resources in areas with a high percentage of people at or below 200% of poverty level and whose primary language is other than English. At least 70% of the applicant's client population must reflect these characteristics, in accordance with the County's Standards of Accessibility sections D and I;
 - B. Agencies or programs that maintain a majority of bilingual, bicultural, culturally competent staff, in accordance with the Standards of Accessibility sections C, E, and F.

2. **Additional considerations for Latino Equity funding.** Meeting the minimum qualifications in #1 does not guarantee that an applicant will be recommended to receive Latino Equity funds. Applicants which meet the minimum qualifications will be evaluated according to additional criteria which include, but are not limited to, the following:
 - A. The degree to which the agency or program's leadership (Board of Directors and administration) is culturally competent and effective at empowering the client population;
 - B. The agency or program's past performance in meeting the County's Standards of Accessibility; and
 - C. The degree to which the agency or program meets critical needs of the Latino community as identified in the Community Assessment Project and the Latino Strategic Plan.

(The Standards of Accessibility for Latino Services, adopted by the Board of Supervisors in April, 1992 and revised in December, 1994, are attached.)

Approved: October 7, 1997
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STANDARDS OF ACCESSIBILITY FOR LATINO SERVICES

All programs contracting with the County are expected to comply with the following standards if providing services in areas with a significant Latino population.

- A. All materials are available in Spanish and are culturally sensitive and appropriate.
- B. Services are actively marketed to the Latino community.
- C. All services - and the entry points to services (reception, information and referral, etc.) - have bilingual capability with equal levels and quality of service.
- D. Services are located in areas readily accessible to the Latino community.
- E. Services are culturally competent¹.
- F. Agency leadership is culturally competent, aware of the special needs of the Latino community, and effective in empowering the Latino community.
- G. When recruiting new staff, the agency advertises vacant positions in locations and publications readily accessible to the Latino community, and actively conducts outreach to ensure equal employment opportunities for Latinos.
- H. The Latino community is adequately represented on agency policy and advisory boards.
- I. Services are evaluated annually, in part, according to these standards of accessibility. It is assumed that if services are accessible and appropriate, the client population will reflect the needs in the Latino community.
- J. Client demographics are representative of the agency's service and geographic areas.
- K. HRA's Monitoring of agencies will include compliance with these standards and conformance in service provision with the demographic characteristics of the geographic area in which they are located.

¹ The concept of "cultural competence" is drawn from a model which has been used in the provision of mental health and social services to indicate a set of behaviors, attitudes, and policies enabling an agency to work effectively in cross-cultural situations.
(Revised 12/94)

LATINO EQUITY

10 QUESTIONS

- 1) Does the program serve a significant number of Latinos?
- 2) Are the services being provided important to vulnerable, at-risk people in the Latino community?
- 3) Does the program serve a significant number of clients in the unincorporated area?
- 4) Are the services proposed unavailable at acceptable quality from other sources?
- 5) To the extent that significant numbers of clients living in the cities are being served, are the appropriate cities making a significant investment in the program?
- 6) Does the program's monitoring report indicate compliance with County contract terms and standards?
- 7) Is the County's investment in the program well leveraged against other funds?
- 8) Is the program's administration/direct service/expenditure ratio appropriate?
- 9) Does the agency's leadership, including staff and board of directors members, indicate significant policy-making direction from members of the Latino community?
- 10) If applicant agencies were previously funded under Latino Equity, do agency and monitoring reports indicate significant expansion in services to the Latino community?

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: _____

REVIEW DATE: _____ CONTRACT PERIOD: FY 97/98

CONTRACT # _____ ALLOCATION: \$ _____

PROGRAM SUMMARY:

AGENCY STAFF INTERVIEWED:

FACILITIES VISITED:

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

SUMMARY OF MAJOR FINDINGS:

CORRECTIVE ACTIONS:

RECOMMENDATIONS:

**COMMUNITY ASSESSMENT PROJECT GOALS
(Summary)**

I. Economic Issues:

1. By the year 2000, the number of jobs in Santa Cruz County in proportion to the work force will increase by 5%.
2. By the year 2000, all residents of Santa Cruz County will be housed in safe and uncrowded conditions.

II. Education Issues:

3. By the year 2000, Santa Cruz County students will graduate high school job-ready or prepared for higher education.
4. By the year 2000, in Santa Cruz County active parental participation in childrens primary and secondary education programs will increase by 30%.

III. Health Issues:

5. By the year 2000, 100% of Santa Cruz County residents will have a primary health care provider.
6. By the year 2000, Santa Cruz County youth alcohol and marijuana use will decrease to the national average.

IV. Public Safety Issues:

7. By the year 2000, the Santa Cruz County crime rate will have decreased by 2% a year so that residents will have increased confidence in their personal safety at home and in the community.
8. By the year 2000, the arrest rate for violent juvenile crimes will have decreased 1% a year in proportion to the juvenile population.

V. Social Environment Issues:

9. By the year 2000, civic involvement will improve by increasing both voter participation and overall volunteerism by 3% a year.
10. By the year 2000, reports of racism and discrimination in Santa Cruz County will decrease.

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**LATINO STRATEGIC PLAN GOALS
(Summary)**

I. Economic Issues:

1. To provide both academic and family counselors for all grade levels, Pre-K-12.
2. To create partnerships and alliances with all educational institutions in the county that would rebuild the educational system to raise the percent of Latino students in college prep courses by beginning with an aggressive Pre-K-8th academic preparedness program.
3. To increase community participation by making the schools accessible beyond traditional school hours. Encouraging parents to participate in all curriculum development, teacher evaluation, and school-based committees. Additionally, to ensure that parents have an informed choice in their children's placement in bilingual education, ESL or English Only programs.

II. Education Issues:

4. To encourage job creation, career development, and employment opportunities by promoting job readiness skills that meet the future needs of Santa Cruz County.
5. To expand the provision of quality and affordable child care by developing alliances between the private and public sector.
6. To promote and support small business development.

III. Health Issues:

7. To ensure that everyone in Santa Cruz County, regardless of immigration status, has access to quality and affordable health, dental and vision care and culturally competent providers.
8. To reduce the incidence of at risk behavior that results in teen births, STD's, alcohol, tobacco and drug use among Latino youth. These health concerns may impact Latino youth for the rest of their lives.
9. To promote comprehensive and innovative health education and prevention programs in Santa Cruz County which includes drug and alcohol abuse, domestic violence, sexual assault, accident and injury prevention.

IV. Leadership Issues:

10. To promote neighborhood-based leadership councils and increase civic participation.
11. To create new avenues for leadership development including mentoring and internship opportunities for individuals of all ages.

12. To increase Latino participation in leadership development programs which will prepare them for service on school site councils, nonprofit and corporate boards, governmental advisory and elected offices.

V. Public Safety Issues:

13. Expand alternative family oriented activities, recreation, “hang-outs” for youth, such as social clubs and youth run coffee houses.
14. Develop neighborhood improvement programs that empower residents to become active participants in the planning and development of their neighborhoods and the larger community.
15. To develop a culturally competent resource model that provides families and residents with the tools to learn about public safety issues, crime reporting, conflict resolution, community policing, and disaster preparedness.

VI. Social Environment Issues:

16. To create safe and affordable housing, keeping a balance between meeting basic human needs, growth, development, and the environment.
17. To increase Latino civic participation in the community in areas such as citizenship, voting, and volunteerism.
18. To decrease racism and discrimination by insuring that all sectors- public, private and service groups- address the needs of the Latino community and provide culturally competent services.

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