



county of Santa Cruz

317

HUMAN RESOURCES AGENCY

CECILIA ESPINOLA, ADMINISTRATOR

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May 18, 1999

Agenda: May 25, 1999

BOARD OF SUPERVISORS

County of Santa Cruz

701 Ocean Street

Santa Cruz, CA 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 98/99 have been completed. A list of the programs that were monitored is attached (Attachment A). 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 areas needing attention 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 98/99, 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, generally by the end of the fiscal year. "Recommendations" refer to suggested improvements that are not mandatory under the terms of the contract.

This year 27 agencies were monitored including a total of 39 programs. A listing of corrective actions and recommendations is attached. (See Attachment B). In general, community programs are doing very well in providing services to the community, however, most agencies are still having difficulty recruiting Latinos to their Board of Directors.

BOARD OF SUPERVISORS

Agenda: May 25, 1999

Community Programs' Monitoring Reports

In their final quarterly reports for FY 98/99, 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 1999 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.

IT IS THEREFORE RECOMMENDED that your Board accept and file this report on the performance of the Community Programs that were monitored in FY 98/99.

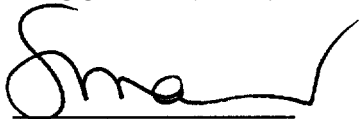
Very truly yours,



CECILIA ESPINOLA
Administrator

CE/THP:monirpts.99\bosmoni.rpt
Attachments

RECOMMENDED:



Susan A. Mauriello
County Administrative Officer

cc: Auditor's Office
County Administrative Office
Clerk of the Board
Human Services Commission
Latino Affairs Commission
Contractors

COMMUNITY PROGRAMS MONITORED
FY 98/99

1. After School Day Care
2. Cabrillo College Stroke Center
3. Children's Center of San Lorenzo Valley
4. Citizen's Committee for the Homeless/Interfaith Satellite Shelter Program
5. Community Action Board/Santa Cruz County Immigration Project
6. Community Action Board/Shelter Project
7. County Office Of Education/Child Development Resource Center
8. Emeline Child Care Center
9. Family Service Association of the Central Coast/I-You Venture
10. Family Service Association of the Central Coast/Senior Venture
11. Family Service Association of the Central Coast/Suicide Prevention
12. Family Service Association of Pajaro Valley
13. Food and Nutrition Services/Administration
14. Food and Nutrition Services/Child Development Division
15. Food and Nutrition Services/Elderday
16. Food and Nutrition Services/Translation Services
17. Food and Nutrition Services/Transportation Division
18. Food and Nutrition Services/Women, Infant & Children
19. Glen Arbor School
20. Homeless Community Resource Center
21. Homeless Garden Project
22. Mid-County Children's Center
23. Ombudsman Advocate
24. Pacific Pre-School
25. Pajaro Valley Unified School District/Healthy Start
26. Planned Parenthood Mar Monte/Westside Clinic
27. Planned Parenthood Mar Monte/Mariposa Clinic
28. Project Scout
29. Santa Cruz AIDS Project
30. Santa Cruz Community Counseling Center/River Street Shelter
31. Santa Cruz Community Counseling Center/Si Se Puede
32. Santa Cruz Toddler Care Center
33. Second Harvest Food Bank Serving Santa Cruz and San Benito Counties
34. Seniors Council of Santa Cruz and San Benito Counties
35. Valley Resource Center
36. Walnut Avenue Women's Center/Downtown Children's Center
37. Walnut Avenue Women's Center/TAM Infant Toddler Center
38. YWCA of Watsonville/Day Care Division
39. YWCA of Watsonville/YW Teens

**COMMUNITY PROGRAMS MONITORED
FY98/99**

Agency/Program		Corrective Actions	Recommendations
1.	After School Day Care	1 3	1 3
2.	Cabrillo College Stroke Center	None	None
3.	Children's Center of San Lorenzo Valley	None	1
4.	Citizen's Committee for the Homeless Interfaith Satellite Shelter Program	None	1
5.	Community Action Board Santa Cruz County Immigration Project	None	None
6.	Community Action Board - The Shelter Project	None	None
7.	County Office of Education Child Development Resource Center	None	None
8.	Emeline Child Care Center	2	2
9.	Family Service Association of the Central Coast	1	1
10.	I-You Venture	2	
11.	Senior Venture		
11.	Suicide Prevention		
12.	Family Service Association of Pajaro Valley	None	3
13.	Food and Nutrition Services/Administration	None	1
14.	Food and Nutrition Services/Child Development Division	None	1
15.	Food and Nutrition Services/Elderday	None	1
16.	Food and Nutrition Services/Translation Services	None	None
17.	Food and Nutrition Services/Transportation Division	None	1
18.	Food and Nutrition Services/Women, Infant & Children	None	1
19.	Glen Arbor School	1	2
20.	Homeless Community Resource Center	None	3
21.	Homeless Garden Project	1	1
22.	Mid-County Children's Center	1	None

**COMMUNITY PROGRAMS MONITORED
FY98/99**

	Agency/Program	Corrective Actions	Recommendations
23.	Ombudsman/Advocate	None	2
24.	Pacific Pre-School	1	None
25.	Pajaro Valley Unified School District/Healthy Start	2	None
26.	Planned Parenthood Mar Monte	2	1
27.	Mariposa Clinic Westside Clinic		
28.	Project Scout	2	2
29.	Santa Cruz AIDS Project	1	2
30.	Santa Cruz Community Counseling Center River Street Shelter	None	2
31.	Santa Cruz Community Counseling Center/Si Se Puede	None	None
32.	Santa Cruz Toddler Care Center	2	2
33.	Second Harvest Food Bank Serving Santa Cruz and San Benito Counties	1	1
34.	Seniors Council of Santa Cruz and San Benito Counties	1	1
35.	Valley Resource Center	1	None
36.	Walnut Avenue Women's Center	1	None
37.	Downtown Children's Center TAM Infant Toddler Center		
38.	YWCA of Watsonville	2	2
39.	Day Care Division YW Teens		
TOTAL		27	37

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

322

CONTRACTOR: After School Day Care

REVIEW DATE: 2/18/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80791 ALLOCATION: \$ 41,536

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:

JoAnn Denbow, Executive Director

FACILITIES VISITED:

1500 41st Avenue, Suite 17, Capitola

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Executive Director was hired in May 1998. A major challenge was for the new executive director to take over with no transition period with the former executive director or bookkeeper, and to continue at the same time in the position of Program Manager for the agency. During this time, high staff turnover required the hiring of six new site directors, and the stabilization of staff salaries and benefits for all staff, resulting from Board's adoption of a new salary schedule and approved increases in holidays. The Executive Director states that considering the challenges, staff morale has continued to be good.
2. The agency received a \$60,000 grant from the Packard Foundation to purchase a triple-wide portable trailer to create a kindergarten classroom, and Santa Cruz City Schools has agreed to match this grant. This space will be specifically used for K-5 students for before and after school child care. Additionally, each center received \$300 grants from the Packard Foundation for specific center needs such as musical equipment, replacing books, games, and educational materials.
3. The State Department of Education Child Development Division awarded the agency \$22,700 to remodel its Santa Cruz Gardens Center, which will include new walls, windows, carpeting, foundation work, termite damage repair, repainting, repairing minor damages, and other minor facility upgrades. Maintenance of seven facilities is an on-going challenge, as the agency has no maintenance position, therefore having to sub-contract out the work, making it costly and time consuming for staff to spend many hours on collecting bids.

4. A major challenge for the agency has been to meet the increasing demand for services, and to create a system to fill existing vacancies throughout the programs. Currently, staff is reviewing its system and will be developing solutions. Additionally, staff turnover has proven costly to the agency in terms of time, recruitment and training, and retention of trained staff. Retention of staff is an on-going issue as salaries are low. Additionally, the agency is unable to retain substitutes, as they are competing with school systems which offer higher wages.

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. Although the agency has a written non-discrimination policy, it was not posted in Spanish at its administrative offices at the time of the monitoring visit. Additionally, the Executive Director was unable to confirm that its posted at all child care centers.
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 five members of which none is currently Latino. Agency staff is three percent **Latino** (1 of 36 employees), and there is no staff at the first point of contact who speaks Spanish. The agency serves 10% **Latino** children, of which 15% are monolingual in Spanish.
4. The agency has not completed a formal self-assessment to determine whether its services are culturally competent and accessible to the **Latino** community.
5. At the time of the monitoring visit, the Executive Director was unable to locate its office procedure manual.

CORRECTIVE ACTIONS:

1. Contractor will submit all quarterly reports, Board agendas and minutes within the time limits required by the contract.
2. Contractor will post its non-discrimination policy in Spanish at its administrative offices as well positing it in a visible location at all its child care centers in English and Spanish.
3. Contractor will actively recruit **Latino** Board members and formalize its written recruitment and retention plan.

RECOMMENDATIONS:

1. It is strongly recommended that the contractor increase its bilingual staffing, particularly at first point of contact.
2. 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.
3. It is strongly recommended that the contract develop an office procedures manual including accounting and fiscal control procedures.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAM
MONITORING REPORT

CONTRACTOR: Cabrillo College Stroke Center

REVIEW DATE: 10/28/98 CONTRACT PERIOD: FY 98/99

CONTRACT # 80418 ALLOCATION: \$ 34,463

PROGRAM SUMMARY:

The Cabrillo College Stroke Center is a post-hospital educational center for physically challenged adults. Classes provide a small group setting in which students work toward self-determined goals in physical and social rehabilitation. Students attend up to 20 hours per week of classes according to their goals and levels of competence. Staff and program aides provide support and education toward rehabilitation. Cabrillo College's Nursing and Allied Health Preparation programs place program students at the Center for clinical practicum.

AGENCY STAFF INTERVIEWED:

Caroline Bliss-Isberg, Director

FACILITIES VISITED:

501 Upper Park Drive, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment was the passing of the Cabrillo College Bond (Measure C) which has provided \$2.7 million in funds for a new facility which will either be located on campus, or would provide funding to renovate the existing center which is a World War II era building. If it is determined to build a new facility on campus, this would combine all services and provide access to the swimming pool for participants.
2. A major accomplishment and challenge has been the agency's full integration into the Allied Health Preparation Programs team at Cabrillo College, which has the fastest growing programs on campus. This program includes medical assisting, physical therapy, occupational therapy, nursing, dental assisting, and radiological technology.
3. A major challenge for the agency has been to replace retiring staff who were previously considered adjunct staff (temporary employees with some employee paid benefits) with contracted personnel paid a competitive wage. As a result of the Center's efforts to

upgrade employee wages and benefits, the Center is now able to hire contract personnel in each department, and one adjunct staff in each department. The Center also worked closely with the Disabled Students office to lobby for more funds to provide more programs and services.

SUMMARY OF MAJOR FINDINGS:

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

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

None.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Children's Center of San Lorenzo Valley

REVIEW DATE: 10/21/98 CONTRACT PERIOD: FY 98/99

CONTRACT # 80102 ALLOCATION: \$ 76,591

PROGRAM SUMMARY:

The Children's Center of San Lorenzo Valley is a licensed facility which provides care to toddlers 1 - 4 years old in the San Lorenzo Valley. The Center emphasizes parent involvement with the children and offers scholarships for families in need.

AGENCY STAFF INTERVIEWED:

Janine Canada, Co-Director
Christina Olsen, Co-Director

FACILITIES VISITED:

8500 Highway 9, Ben Lomond

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The agency's major accomplishment has been to obtain County approval for the concept to add a new nap room for children ages 2 1/2 - 4. Part of this new addition would also include structural roof repairs.
2. The agency received the Community Volunteer Award from the Santa Cruz County Transition Task Force for providing opportunities primarily for student volunteers from San Lorenzo Valley High School and Scotts Valley Middle School, to provide community support to child care classrooms.
3. The agency received two grants from the Community Foundation of Santa Cruz County in the amounts of \$1,200 and \$1,000. The \$1,200 grant will be used to provide hands-on training in babysitting (child care in the home) for 10 boys and girls ages 11 - 14 from San Lorenzo Valley area middle and high schools. The \$1,000 grant will be used to hire a consultant to provide training to the Board of Directors on fund development.
4. The agency produced its first yearbook put together by parents and staff to acknowledge

the Center's children, staff and donors. The yearbook helps with children's self-esteem by depicting each child's potential for the future.

5. Although the agency's staff stability has been fairly good and have had very little turnover in recent years, a major challenge has been to upgrade wage scales. A particular problem area is with substitute teachers, as wages are too low to attract, and with the trend in the reduction in class sizes, the pool of substitute teachers has diminished. A Co-Director stated that this substitute teacher problem seems to be a trend countywide.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with all recommendations of the previous monitoring report.
2. Contractor is currently rewriting its personnel handbook and policies.
3. Although the agency has a written office procedures manual, it did not have sufficient accounting and internal control procedures.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

1. It is recommended that the contractor develop written accounting and internal control procedures.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

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

REVIEW DATE: 1/28/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80116 ALLOCATION: \$ 6,393

PROGRAM SUMMARY:

The Interfaith Satellite Shelter Program is a program of the Santa Cruz Citizens Committee for the Homeless, which merged with the Homeless Community resource Center in July 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:

Karen Gillette, Executive Director
Wendy Butler, Deputy Director

FACILITIES VISITED:

Homeless Services Center, 115 Coral St., Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. In July, 1998 ISSP merged with the Homeless Community Resource Center. While both agencies still maintain their separate corporate identities, they now share the same Board of Directors, and the administration of the two programs has been combined, strengthening the administrative capacity of both programs. The umbrella organization for the merged groups is called the Homeless Services Center.
2. The merger has proceeded smoothly. Karen Gillette is the Executive Director for both programs, and fiscal, operational, and personnel procedures and manuals have been coordinated. Although the merger has eliminated duplication of administrative effort, it has resulted in a shortage of space for operations of the two combined staffs.

3. 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. These efforts have been supported this year by the establishment of the Winter Shelter Advisory Board, which was instrumental in establishing a cost sharing formula among the five county jurisdictions to pay for expenses related to keeping the armory open.
4. For a second year in a row, the Salvation Army facility in Watsonville was used as an alternative to the south county armory site, a successful collaborative effort among ISSP, the Salvation Army staff, the City of Watsonville, and the downtown Watsonville community. ISSP and Salvation Army are currently negotiating to divide Community Programs contractual obligations and funding between the two agencies to assure the same live of services in south county.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with corrective actions from the previous monitoring report.
- 2.. Approximately 24% of the shelter's clients are Latino. Of the 14 paid staff, four members (29%) are **Latino** as well as **bilingual/bicultural**. Bilingual staffing appears to be adequate in south county, and bilingual staff has increased as a result of the in house appointment of a **bilingual/bicultural** staff member as ISSP project director. There is one **Latino** member (8%) on the Board of Directors, and the agency continues to work diligently working to recruit **Latino** representation, but has been turned down by many promising candidates who were already over committed. Recruiting and retaining **Latino** Board members is a constant challenge.
3. Due to the merger, contractor has not conducted a formal self-assessment of the cultural competence and accessibility of its services to the **Latino** community.

CORRECTIVE ACTIONS:

None

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.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Community Action Board/Santa Cruz County Immigration Project

REVIEW DATE: 2/24/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80729 ALLOCATION: \$ 65,787/27,346 (SCCIP)

PROGRAM SUMMARY:

The Santa Cruz County Immigration Project (SCCIP), a project of the Community Action Board, provides legal services to low-income residents of Santa Cruz County including legalizing family members, renewal and replacement of green cards, attorney referrals, workplace discrimination complaints, consumer complaints, free income tax assistance, correction of Social Security records, full spectrum of immigration assistance, assistance with the Immigration and Naturalization Service, amnesty and naturalization applications, Border Patrol abuse monitoring, and advocacy. Over 96% of SCCIP clients are Latino.

AGENCY STAFF INTERVIEWED:

Doug Keegan, Program Director
Christine Johnson-Lyons, Executive Director

FACILITIES VISITED:

406 Main Street, Suite 217, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Program Director was hired in November 1998. A major accomplishment was the hiring of a full time attorney as the Program Director, as well as a full time paralegal. The Director states that staff morale is very good, staff is working together as a team, is very committed to the mission of the program, and all staff have fully participated in system changes within the program. Some of these changes include the processing of cases, a newly instituted filing system, and a physical reorganization of the office.
2. A continuing challenge of the program is the continuation of the Immigration and Naturalization Service' mobile team, which provides services on-site at SCCIP. Through Congress Member Sam Farr's office and local human service providers, these efforts have resulted in the on-going provision of immigration services locally in Watsonville, so residents don't have to go to San Jose for services.

3. A major external challenge for the program has been to address decisions made by the Immigration and Naturalization Service on individual cases, keeping up with the constant changing of INS rules, regulations and policies, and the program's ability to respond effectively and in a timely manner to these changes.
4. A major accomplishment was a new computerized data base. Staff and student interns have assisted in the entries of all cases into the data base system. A challenge of the program is the networking of all the office systems.
5. A major challenge for the agency has been to expand services prior to the new fee increases in January, 1999 from \$95 to \$225 for the processing of new citizenship applications, and other immigration fees. A further challenge will be how to provide follow-up services for the 493 low-income Santa Cruz county residents that SCCIP has assisted in filing for citizenship since January of 1997.

SUMMARY OF MAJOR FINDINGS:

1. The program is in need of funding at all levels in order to operate, in particular at the state and federal levels, in order to provide legal services for low-income residents and immigrants.

~~NORRECTIVE ACTIONS:~~ .

RECOMMENDATIONS : None.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Community Action Board - The Shelter Project

REVIEW DATE: 10/6/98 CONTRACT PERIOD: FY 98/99

CONTRACT # 80729 ALLOCATION: \$ 65,787 / 5,694 (Shelter)

PROGRAM SUMMARY:

The Community Action Board operates The Shelter Project, the Davenport Resource Center, and the Santa Cruz County Immigration Project to serve low-income residents. The Shelter Project has provided services for homeless persons since 1983. The project administers emergency rent assistance, motel vouchers, voice mail services, and a shelter hot-line.

AGENCY STAFF INTERVIEWED:

Chris Johnson Lyons, Executive Director
Paul Brindel, Program Director

FACILITIES VISITED:

501 Soquel Avenue, Suite E, Santa Cruz

MAJOR ACCOMPLISHMENTS / CHALLENGES:

1. The agency's major accomplishment was to renegotiate contracts in the area of Emergency Rental Assistance Program from the Cities of Capitola and Santa Cruz. These funds are used to prevent eviction and provide rental assistance for up to two months. This funding comes at a time when Emergency Food and Shelter Board (FEMA) funding has been reduced, and it continues to be a major challenge for the project to find permanent sources of funding. Additionally, case management services are provided to help families, in particular with budgeting. The project is working closely with the City of Watsonville, as this community is in the greatest need of assistance. The Emergency Rental Assistance Program has requested funding from the County Redevelopment Agency and from the City of Watsonville Redevelopment Agency.
2. The Emergency Medical Voucher program continues to receive funding from the Emergency Food and Shelter Board (FEMA) to provide vouchers to persons referred by hospitals, to those with contagious diseases, and in exceptional conditions to persons suffering from mental or physical health issues. The Emergency Medical Motel Voucher

program requested funding for motel voucher expenses during the recent round of Community Service funding applications. The City of Santa Cruz provided \$25,000 for motel vouchers, and the program is seeking similar contributions from other local jurisdictions.

3. The program has been awarded \$20,000 for three years from the Housing Opportunities for People With AIDS, through the Santa Cruz AIDS Project, via the Housing Authority (Housing and Urban Development granting authority) to provide dual diagnosis. Also, the project receives funding from the Public Health Department's HIV Consortium (Ryan White Act) to provide emergency shelter for HIV clients referred by Santa Cruz Aids Project. The Shelter Project also received funding from the County's Health Services Agency to provide medical vouchers to people with tuberculosis.
4. The Shelter Project Message Center has expanded services for mono-lingual Spanish speaking clients.
5. A grant writer researched long-term sustainable funding opportunities for the motel voucher program, in particular for sick individuals being released from hospitals who can't be housed in shelters or live in the street. Funding for this on-going emergency service is very limited.

SUMMARY OF MAJOR FINDINGS:

1. The program has a data base system which allows intakes to be taken directly which generates reports for all funding sources. Additionally, as of 1997, the project is required to report goals based on an outcomes management system.
2. The project has expanded its bilingual/bicultural eligibility staff for its direct services (the motel voucher, rental assistance, voice mail, and hotline services).

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

None.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: County Office of Education/Child Development Resource Center

REVIEW DATE: 1/12/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80112 ALLOCATION: \$ 5,738

PROGRAM SUMMARY:

The County Office of Education operates the Child Development Resource Center (CDRC), which offers support services, including a bilingual switchboard to assist adults living with, caring for, and educating young children. The switchboard is a centralized child care referral source for County residents.

AGENCY STAFF INTERVIEWED:

Marcia Meyer, Coordinator, Child Development Programs

FACILITIES VISITED:

809-H Bay Avenue, Capitola

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The agency's major accomplishment was to be selected one of five national pilot sites for the Wheelock Family Child Care Accreditation Project, piloting a national accreditation tool for developing quality standards for family child care accreditation. Thirty local family child care providers participated in the pilot project, of which 18 were Spanish speaking. Each of the participants took two Cabrillo College Early Childhood Education classes, participated in support groups, trainings, self-assessments, and mock validation visits. At the time of the monitoring visit, the project was still in the process, although the Coordinator stated that local outcomes will help revise national standards for family child care centers. To date 19 have been accredited, nine English speaking and ten Spanish speaking. This project was **funded** through a one-year grant from Packard Foundation in the amount of \$107,000.
2. The Child Care Facilities and Business Development Project of the National Economic & Law Center of Oakland, has developed an economic statement for the child care sector's impact on Santa Cruz County economic development. A low interest micro-lending program for child care center facilities was expanded, and several lenders have made their first child care loans. CDRC is working with the County of Santa Cruz Human Resource Agency, Parks, Open Space & Cultural Services, and Planning Departments, on the implementation of development activities for child care facilities in the Santa Cruz

County General Plan. The project is providing ongoing business skills training for family child care providers, and center-based programs, including marketing, developing a business plan, how to apply for a loan, and tax preparation. This project was funded for two years through a subcontract with the National Economic & Law Center for approximately \$110,500.

3. CDRC was awarded \$8,000 from the Philanthropic Ventures Foundation to assist with the implementation of child care for CalWORKs participants. A "Guide to Assisting Families with Child Care Needs in Santa Cruz, 1998" was developed, and was distributed through a training to approximately 130 HRA staff, Cabrillo Fast Track To Work and UCSC Women's Re-entry staffs. Additionally, through this grant two facilitated meetings were held on the feasibility of a centralized eligibility system for subsidized child care in Santa Cruz County.
4. CDRC received a grant in the amount of \$27,000 from the Quality Child Care Initiative, to look at leadership development, to work with Cabrillo College to offer a family care leadership development class for credit, and to revise its existing Early Childhood Education administration class. Additionally, Cabrillo College Center Director Protege Program will be recruiting five non-administrative center-based staff to job shadow a child care center mentor/director.
5. CDRC finds that its major challenge is to keep up with its financing, as state funding has not kept-up with inflation and the increased demand for services. The Coordinator is finding that the agency cannot keep up with all the community expectations such as satellite offices. Part of the agency's challenges include maintaining the six existing staffing positions and salaries, and due to lower salaries than offered in Santa Clara County, they are often unable to recruit **bilingual/bicultural** staff. Additionally, due to the limited space availability at the facility which they receive rent free, its becoming more difficult to add new programs in the existing space.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with corrective actions from the previous monitoring report.
2. The Child Care Switchboard does not gather statistics on its caller, therefore it is unable to gather ethnic data. Of the eight paid staff, five (62.5 %) are **Latino** and bilingual. The Board of Education is an elected body and has no **Latino** representation, although the agency has an advisory committee that has 21 members, of which six (20 %) are Latinos.

CORRECTIVE ACTIONS

None.

RECOMMENDATIONS:

None.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING R T

CONTRACTOR: Emeline Child Care Center

REVIEW DATE: 11/5/98 CONTRACT PERIOD: FY 98/99

CONTRACT # 80944 ALLOCATION: \$ 16,417

PROGRAM SUMMARY:

The Center opened in FY 92/93 and serves up to 23 toddler and pre-school children ages 2 - 5. Based on a sliding fee schedule, the center serves county employees and community members.

AGENCY STAFF INTERVIEWED:

Nancy Samsel, Director

FACILITIES VISITED:

1030 Emeline Avenue., Bldg. 0, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment for the Center was to become firmly established in the community after five years, as many referrals are from community members as well as County employees. County employees have first priority in obtaining enrollment, and the Center is balanced with low-income families in order to serve the required 30% low-income ratio of families. The center has a waiting list of 40 children, and the wait to enroll can be as long as one year, depending on the criteria established for enrollment.
2. Another major accomplishment included the restructuring of the Center Director position to dedicate 25 hours per week to administrative duties and support, where previously the director only spent 10-15 hours per week in the office, and the rest of the position was dedicated to teaching in the Center. Another challenge for the Center was the loss of a five-year staff person and a teacher; due to the Center's high standards for its personnel, it took most of the year to replace both of these positions. As a result of this delay, the Center's involvement in the accreditation process with the National Association for the Education of Young Children (NAEYC) has been postponed by one year.
3. Another major accomplishment was for the center to have its first fiscal review by a certified public accountant. The center had reserves of \$10,000 and used \$2500 for a partial audit, of which the center was found to be within all legal fiscal practices and

compliances as of March 1997.

4. A major challenge for the Center has been to maintain consistent enrollment, especially that of **Latino** children and families; the Center is committed to having a minimum of 10% **Latino** families (currently 4%), but the Center's fee structure is a challenge for low-income families.

SUMMARY OF MAJOR FINDINGS:

1. Quarterly reports, and Board agendas and minutes were not always received in a timely manner as required by the contract.
2. In the agency's previous monitoring report, it was recommended that a recruitment and retention plan be developed to increase **Latino** representation on its Board. This recommendation was not completed. The Board has five directors of which none are Latinos, although at the time of the last monitoring visit the agency had one of five Board members who was Latino.
3. The agency has made efforts to recruit **Latino** families to the Center, yet a formal marketing plan and strategy have not been developed to increase **Latino** enrollment. Of the 25 children enrolled at the center, one child is **Latino** (4%), and no staff is bilingual/bicultural, although at the time of the last monitoring visit the agency had just hired a bilingual/bicultural teacher's aide.
4. The Center is participating in the National Association for the Education of Young Children accreditation process, which includes some issues relating to diversity, yet the Center has not completed developing a formal self-assessment to determine the cultural competence of its services and accessibility to the **Latino** community.

CORRECTIVE ACTIONS:

1. Contractor will submit quarterly reports, Board agendas and minutes within the time limits as required by the contract.
2. Contractor will develop a written Board recruitment and retention plan that includes working with **Latino** agencies and associations to recruit Latinos to its Board.

RECOMMENDATIONS:

1. It is recommended that the contractor develop a marketing plan to increase enrollment of **Latino** families to the Center, possibly to include consideration of modifying the fee scale or exploring other alternatives, and that the provision of bilingual services be made available to potential enrolled Spanish-speaking families.
2. It is recommended that the contractor continue to formalize its self-assessment to evaluate the cultural competence and accessibility of agency services to the **Latino** community.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Family Service Agency of the Central Coast

REVIEW DATE: 12/16/98 CONTRACT PERIOD: FY 98/99

CONTRACT # 80416 ALLOCATION: \$ 52,278

~~PROGRAM~~ A R Y :

The Family Service Agency of the Central Coast operates three programs under its contract with the County: the Senior Outreach Program offers peer counseling for seniors; I-You Venture trains and sends youth and adults to visit with residents of nursing homes and long-term residential care facilities; and Suicide Prevention operates a multi-lingual hotline staffed by volunteers and provides outreach, preventive education, and survivor's groups.

AGENCY STAFF INTERVIEWED:

David Bianchi, Executive Director
Judith Punch, I-You Venture Program Director
Rita Flores, Senior Outreach Program Director
Diane Brice, Suicide Prevention Program Director

FACILITIES VISITED:

104 Walnut Avenue, Suite 208, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment of the agency has been to merge with Suicide Prevention (Monterey) and the Crisis Center of Monterey and San Benito County, operating since July 1, 1998, as the Family Service Agency of the Central Coast. This merger means that FSA is now a u-i-county mental health provider. A major accomplishment of this merger, which took two years to negotiate and to reorganize, was to not lay off any staff of any of the agencies, and reorganizing the three agencies with one administration. This merger was part of FSA's strategic planning goals, which provided a growth opportunity for the agency to expand its services beyond Santa Cruz County.
2. A major challenge for the agency has been to stabilize its fee based programs which includes Counseling Services and the Renaissance Program, so as not to drain the fundraising efforts for the rest of the agency. Part of the agency's strategy to stabilize finances in this area over the last two to three years has been to close its Capitola office, changing paid internships to volunteer, recovering Renaissance Medicare costs, and by changing some of the professional

staff positions from licensed clinical social workers to psychologists.

3. One of the agency's challenges is to maintain sufficient funding for its mental health counseling component. The agency is committed to serving low-income clients, but does not receive jurisdictional Community Programs funding from the County for its professional counseling components. The agency's counseling component annually serves up to 45% unincorporated residents who are clients of the program. The agency does provide counseling services through a contract with the Health Services Agency Santa Cruz County Mental Health Plan to Medi-Cal clients. This fiscal year was the first time the City of Santa Cruz awarded funding in the amount of \$10,000, for the agency to provide counseling services.
4. A major accomplishment for the I-You Venture program has been for its volunteer artists to provide art classes in facilities, and to create art shows both at the facilities and in the community at large. The program received funding from the Cultural Council of Santa Cruz County in the amount of \$750 to start a volunteer arts program. Additionally, the Community Foundation of Santa Cruz County awarded the program a grant in the amount of \$8700 for a 12 hour a-week staff position to train and recruit volunteer art teachers, and to provide on-going support and facilitation, which will increase access to residents of nursing facilities as well as in the community.
5. A major challenge of the I-You Venture program continues to be the increased need for more in-depth volunteer orientation and training. The program is finding that the type of person being admitted into care facilities is in a much more fragile state, and needing more supervised care than those previously admitted. As a result, recruitment for volunteers is changing to a one-on-one orientation, and volunteers are needing more extensive training. Additionally, the program is finding the need to increase its emotional support to volunteers dealing with the increased level of frail residents, the process of dying, and the environment in which they are working.
6. A major accomplishment of the Senior Outreach program was to move its training center to a better facility and location in Aptos, making it more accessible for countywide volunteers, and to recruit professional counselors and therapists to provide training for its volunteers.
7. A major challenge for the Senior Outreach program is to recruit volunteers. The Program Director states that many volunteers have moved out of county, and that many seniors who once volunteered are going back to work due to the high cost of living in this area. Also, volunteers may have problems with death and dying, or elderly issues, and that the required 40-hour training and minimum one year volunteer commitment may also be a barrier to recruitment.
8. A major accomplishment of the Suicide Prevention program was to add an 800 toll free phone number for its multi-line suicide hotline, so that if a caller has no money available to make a phone call, the 800 phone number can be used. The program is able to voluntarily staff the hotline 96% of the time, and have been able to utilize the Health Services Agency Mental Health staff 4% of the time when hotline volunteers are not available. Additionally, of its

109 volunteers, 22 are bilingual in Spanish, of which 11 are bilingual/bicultural. Volunteer recruitment efforts included outreach to USCS, community based organizations, and public announcements on Spanish language radio stations.

9. Another major accomplishment of the Suicide Prevention program was to receive a grant in the amount of \$8,000 from the RNR Foundation for its Senior and Teen Outreach Project (STOP), which provides suicide education by both teens and seniors. Additionally, the program established a new individual grief support service for survivors of suicide, and is staffed by trained volunteers.

SUMMARY OF MAJOR FINDINGS:

1. Board agendas and minutes were not always received in a timely manner as required by the contract.
2. Although the agency has a non-discrimination policy, it was determined that the I-You Venture and Suicide Prevention program's do not include this policy as part of the training for volunteers. Additionally, it was determined that the I-You Venture programs' volunteer training did not include training on sexual harassment.
3. Not all client related materials of the I-You Venture program are translated into Spanish.
4. The agency's Board passed a policy in January of 1998 regarding its position on the Standards of Accessibility for **Latino** Services. The staff and volunteers will be asked to review these standards in the winter of '99. Although, the agency has taken this step, it has yet to establish a formal and systematic self-assessment to determine the **cultural** competence of its services and accessibility to the **Latino** community.

CORRECTIVE ACTIONS:

1. Contractor will submit Board agendas and minutes within the time limits required by the contract.
2. Contractors' I-You Venture and Suicide Prevention program's will add the non-discrimination policy to its volunteer training materials. Contractors' I-You Venture program will include the contractors' sexual harassment policy as part of its volunteer training materials.
3. Contractor's I-You Venture program will **finalize** translation of all client related materials into Spanish.

RECOMMENDATIONS:

1. It is recommended that the contractor continue to formalize its systematic self-assessment, and to include clients and staff in the evaluation of the cultural competence and accessibility of agency services to the **Latino** community.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Family Service Association of Pajaro Valley

REVIEW DATE: 11/5/98 CONTRACT PERIOD: FY 98/99

CONTRACT # 80793 ALLOCATION: \$ 13,552

PROGRAM SUMMARY: The Family Service Association of Pajaro Valley provides individual, family, and group counseling sessions on a sliding scale basis, and provides services in English and Spanish. The program provides approximately 8,000 hours of direct services to Pajaro Valley families annually, and provides services for Medi-Cal referrals.

AGENCY STAFF INTERVIEWED:

Seena Frost, Executive Director

FACILITIES VISITED:

233 East Lake Avenue, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment for the agency was to dramatically increase the number of clients being referred and the ability to provide services due to increases in staff hours, as a result of increases in Medi-Cal referral and K-12 grade school referrals. **Spanish-speaking** referrals have increased partly due to an improved tracking system, but also because of Medi-Cal referrals, and increases from school referrals. The increases in referrals have resulted in additional bilingual staffing hours. The program is seeing not just individuals, but is also providing family treatment.
2. Domestic violence groups for males-only have increased, resulting in more requests for couples counseling for these men. These increases have created the need to hire additional high quality therapists, resulting in better services and outcomes. Due to the increases in staffing, high quality of therapists, and minor wage increases, staff morale is quite high.
3. Another major accomplishment for the agency was to increase the number of **Latino** Board members to 27%. Previously the Board included 12 members of which one (8 %) was Latino, whereas now the Board's membership has increased to 15 with 4 (27%) members being Latino.

4. The Board of Directors has been very actively involved in the last year in major fundraising efforts resulting in the agency having savings of approximately \$30,000. The Executive Director believes this is the first time in recent history that the agency has had this size of savings due to Board efforts in fundraising.
5. A major challenge for the agency has been to refer low-income families who are not eligible for Medi-Cal to services for health related issues, but also for more advanced psychiatric needs. The agency is working closely with health facilities in the area, but psychiatric referrals are more difficult due to the lack of availability or costs.
6. Equipment upgrading and replacement continues to be a challenge, in particular computer technology will need to be updated in order to be on-line with other County contracts.

SUMMARY OF MAJOR FINDINGS:

1. The agency has developed a formal self-assessment tool for its Board of Directors to evaluate the cultural competence of its services.
2. The agency has not had a formal audit in 11 years, and no independent audit is currently planned due to lack of funds. The Executive Director pointed out that one of its Board Directors is a certified public accountant, and reviews monthly fiscal reports, and banking receipts.
3. Although the agency has an office procedure manual, its procedures need to be updated as well as its accounting and fiscal control procedures. Additionally, bank reconciliation is being done by the person who also makes the bank deposits.

CORRECTIVE ACTIONS:

1. None.

RECOMMENDATIONS:

1. It is recommended that the contractor continue the development of a systematic self-assessment to evaluate the cultural competence of agency services, which will include staff and clients.
2. It is recommended that the contractor raise the necessary funds to have an independent financial audit conducted on a regular basis.
3. It is recommended that the contractor update its office procedures manual, including accounting and fiscal control procedures, and that fiscal procedures be revised to separate bank reconciliation from cash-handling functions.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Food and Nutrition Services/Administration

REVIEW DATE: 11/12/98 CONTRACT PERIOD: FY 98/99

CONTRACT # 80223 ALLOCATION: \$ 836,412/58,968

PROGRAM SUMMARY:

The Food and Nutrition Services agency provides fourteen different programs under its contract with the County, including Administration, Home Delivered Meals, Congregate Meals, Non-Senior Home Delivered Meals, Transportation (Lifeline), Elderday Adult Day Health Care Center, WIC (Women, Infants and Children), Child Care Food Program, Translation Services, the Adelante Program, Swift Street Child Development Center, Sycamore Child Development Center, Family Health Education Center, and the Summer Food Service Program.

AGENCY STAFF INTERVIEWED:

Bob Garcia, Executive Director

FACILITIES VISITED:

236 Santa Cruz Avenue, Aptos

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment was to successfully merge the Family Health Education Center (FHEC) into the agency. A major challenge for FHEC has been to find a suitable location for its program due to shortages of funds. Additionally, the agency has successfully opened the new Sycamore Street Child Development Center and transitioned the former La Fonda Child Care Center families into the new site.
2. The agency was a successful bidder in attaining the Americans with Disabilities Act (ADA) contract with the Santa Cruz Metropolitan Transit District in the amount of \$1.5 million per year for three years to provide on-going ADA transportation. In addition, the agency has successfully completed the computerization of its Transportation Division that included a new scheduling and dispatcher system. A major challenge for the Transportation Division has been to expand Lifeline due to growth, reorganization, hiring of a new program director, and new and increased program tasks.

3. A major accomplishment and challenge was to move the Wilder Hall dining center in Ben Lomond to Senior Citizens of San Lorenzo Valley at Highlands Park in Ben Lomond, resulting in increased numbers attending the dining center, and a tremendous increase in the quality of location and environment.
4. The agency initiated for the first time a Hispanic/Latino Leadership Institute which provides leadership training, alcohol, tobacco, and other drug abuse prevention and education, with hopes to develop youth leaders that will volunteer in community organizations. This institute is a weekend retreat for 80 youth and 20 mentors from the Pajaro Valley.
5. The agency continues to participate in the Santa Cruz County Citizenship Expansion Task Force, and is on target in meeting its two year goal of serving 500 people through the citizenship process.
6. Another challenge for the agency has been to increase funding to a number of its programs, including the Women, Infant & Children Program, as funding has been stagnant for four years, and for its Meals on Wheels program which has had no significant increase for 6-7 years. The Executive Director stated that the Meals on Wheels program receives less money than it did in 1984, yet is serving 20,000 more meals than in 1984.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with all corrective actions from the previous monitoring report.
2. Although the agency staff has participated in various diversity trainings, and reviewed the Standards of Accessibility, a systematic self-assessment to determine the cultural competence of its services and accessibility to the Latino community has not been developed that includes Board and clients. Additionally, the staff has a Latino Advisory Committee that reviews issues such-as accessibility to services, recruitment, retention, and promotion of staff.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

1. It is recommended that the contractor continue to develop its systematic self-assessment, and to include Board and clients in the evaluation of the cultural competence and accessibility of agency services to the Latino community.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Food and Nutrition Services/Child Development Division

REVIEW DATE: 2/17/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80223 ALLOCATION: \$ 51,692

PROGRAM SUMMARY:

Food and Nutrition Services Child Development Division provides child care at two sites, Swift Street Child Development Center (formerly Intergenerational Child Care Center) and Sycamore Street Child Development Center (formerly La Fonda Child Care Center and previously located at Harbor High School). The Centers provide child care for children ages 3 to 5 years.

AGENCY STAFF INTERVIEWED:

Marilyn Moore, Program Manager

FACILITIES VISITED:

Sycamore Street Child Care Center, 121 Sycamore Street, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Program Director was hired in December of 1998 who was a former member of the Board of Directors for the last two and 1/2 years. The Program Director states that the transition period, although short in length, has been smooth, and that staff morale is high.
2. A major accomplishment and challenge was for the child development division to open its Sycamore site one year ago. This center was previously known as La Fonda Child Care Center and was located at Harbor High School. The planning, moving, and transition of the center took two years. Eighty percent of the families from the former center were transitioned to the new center. The remaining families were supported and assisted in locating new child care. The Sycamore site is a brand new state of the art child development facility with a kitchen, office for site director and staff, teacher resource room, and a playground with safe developmental playground equipment.

3. The Swift Street Child Development Center (formerly known as Intergenerational Child Care Center) has historically had flooding and drainage problems at its site. The child development division received a grant in the amount of \$35,000 from the State Department of Education Child Development Division, to develop, design, engineer, and install a new storm drainage system, catch basins, re-do channels, foot bridge, landscaping, and paving. This will make the entrance to the center a much safer passage, especially during the winter season.
4. The child development division was able to award new sub-contracts to Cabrillo College and Walnut Avenue Women's Center for a total of 12 free state subsidized child care slots, due to a grant received from the State Department of Education Child Development Division. FNS was able to fill its needs with this grant, and with the excess funds was able to negotiate with the State to keep these fund locally, sub-contracting them out to local child care providers. Additionally, due to a surplus from unexpected income from the State Department of Education Child Division, staff will be receiving new computers and training on the new equipment.
5. The child development division is currently involved in merger discussions with Good Beginnings Infant-Toddler Center in Santa Cruz. Both programs' Boards of Directors have agreed to move forward on a merger to be effective July 1, 1999.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with corrective actions from the previous monitoring report.
2. Although the contractor is a new program director, she stated that the former director had reviewed the Standards of Accessibility with staff, and was to include culturally relevant questions within the parent survey.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

1. It is recommended that the contractor continue to formalize its systematic self-assessment to evaluate the cultural competence and accessibility of agency services to the **Latino** community.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Food and Nutrition Services/Elderday

REVIEW DATE: 11/13/98 CONTRACT PERIOD: FY 98/99

CONTRACT # 80223 ALLOCATION: \$ 121,859

PROGRAM SUMMARY:

Elderday is a licensed adult day health care center which offers physical therapy, counseling, transportation and enrichment-based socialization for frail elderly persons.

AGENCY STAFF INTERVIEWED:

Majel Jordan, Director of Long Term Care

FACILITIES VISITED:

1410 Ocean Street, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment has been the advocating for and the acquisition of statewide funding for the Long Term Care Integration Pilot Project, for which the Director has played a lead role. This pilot project is to develop a local long-term care plan that would bring together federal, state, and local funds, and which would allow the local planning group to decide how these funds would be used. The Director states that she has been advocating for AB 1040 Long Term Care Integration Pilot Project legislation for the last 1 1/2 years, which would provide the funds to develop this project. The major challenge on this project has been to redirect funds to where they are best utilized in the community, which includes home and community based services. One project goal includes giving people in our local community better choices, and more flexibility in accessing services. The Director stated that the availability of beds for elderly, or those on Social Security Income or Medi-Cal are minimal, usually occupied, and there are less options for the poor.
2. The program has increased its Average Daily Attendance (ADA) from 47 people in FY 95/96 to 58 in the first quarter of this fiscal year. Increases in ADA are due to Santa Cruz Community Health Options (SCCHO) case management, and the result of having direct contact with the medical community. The Director states that SCCHO has become

more effective, knowledgeable, and is better at referring clients to the program. Also, with changes in the system and reimbursement rate for home health care, patients are accessing services more readily. Additionally, there is more public information at a national level for the elderly, and due to changes in demographics, the elderly population is increasing, and the elderly are utilizing the available services.

3. Another major challenge for the program is the planning and implementation of an Elder Night for families who care for their elderly parents or for a disabled family member to give them a night off, by providing a place to take the elderly to spend the night. Part of the plan includes renovations to the back section of its building, including a 10-bed area for respite care, and a kitchen. Feasibility studies and plan development of this program are expected in the spring of 1999. Additionally, an element of Elderday's strategic planning includes the opening of a Watsonville center that offers an adult day health care center.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with corrective actions from the previous monitoring report.
2. Contractor has a staff of 27 employees, and since the last monitoring visit, Latino staffing has increased from 23 % to 41% . Although, the program still is unable to hire bilingual professionals as they are unable to afford these wages, bilingual assistants are utilized in translating for professional staff.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

1. It is recommended that the contractor continue to formalize its systematic self-assessment to evaluate the cultural competence and accessibility of agency services to the Latino community, in particular with staff and clients.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Food and Nutrition Services/Translation Services

REVIEW DATE: 11/19/98 CONTRACT PERIOD: FY 98/99

CONTRACT # 80223 ALLOCATION: \$ 34,991

PROGRAM SUMMARY:

Food and Nutrition Services/Translation Services offers low-income Latino residents written and oral translations, completion of forms, information, advocacy and referral, and free income tax preparation services. The program also offers agencies and non-profits translation for a fee of complicated and technical documents.

AGENCY STAFF INTERVIEWED:

Gerardo Velazquez, Translation Services Coordinator

FACILITIES VISITED:

18 W. Lake Avenue, Suite B, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment of the program was for the Coordinator to be certified by the Internal Revenue Service (IRS) and the California Franchise Tax Board (FTB), in order to provide year round tax preparation services for free to low and lower-middle income clients. The Coordinator states that since certification, requests for assistance have increased by 15 % . The major challenge for the Coordinator was to be able to attend the training for certification as classes were for eight weeks on Saturdays, and for six hours in addition to testing sessions. The Coordinator also states that this program is the only free certified Spanish-speaking tax service in the County. The tax program was also commended by the IRS and the FTB for 16 years of Volunteer Service.
2. A major challenge for the Coordinator is to provide the best quality service in a minimal time, and for as many clients as possible. On average, the Coordinator is able to manually do 15 sets of taxes within a three hour period. It is important to note that this program is a one person operation.

3. The program has been experiencing changes in its translation requests to more “reading translations”, which means that an increased number of illiterate clients are accessing this service. The Coordinator estimates these requests have increased by approximately 25% over the last two years. Most of these referrals are coming from other FNS programs, and other community based organizations in the County.
4. The program office moved to a new location which is more accessible, and provides a confidential environment for sensitive matters. Additionally, the office now has a larger waiting room which is used during the tax season to provide space for the Income Tax Program to provide services.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with corrective actions from the previous monitoring report.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

None.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Food and Nutrition Services/Transportation Division

REVIEW DATE: 11/13/98 CONTRACT PERIOD: FY 98/99

CONTRACT # 80223 ALLOCATION: \$ 11,454

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:

Scott Bugental, Director of Transportation

FACILITIES VISITED:

236 Santa Cruz Avenue, Aptos

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Program Director was hired in June, 1998. The Program Director states that the transition has been relatively smooth, given that there was no period of overlap with the former Program Director. Staff morale has improved, especially with rapid growth within the program, the computerization of the transportation system, and with the many programmatic changes that have occurred during this transition time. The Program Director states he has spent many hours talking with the staff, and held a series of meetings with department heads within the Transportation Division. These meetings have helped to focus on broader issues, review of all systems to help the Program Director connect with a staff of 51, and to work together in the planning for system changes.
2. A major accomplishment for the program was to be selected as the top applicant in the Santa Cruz Metropolitan Transit District's (SCMTD) request for proposals for Americans With Disabilities Act (ADA) service. In February of 1998, the SCMTD Board of Directors voted to enter into a three year agreement with the Transportation Division to continue to provide ADA paratransit services.

3. A major challenge and success for the program has been the implementation of a new scheduling program, Trapeze Software's Paratransit Assisted Scheduling System. This program offers many features which has improved the divisions ability to provide rides. Vans used for rider service will have upgraded mobile data terminals installed in order to interface with the new system, which will allow drivers to receive updated schedules directly via the computer system, increasing efficiency, coordination, and making better use of vans.
4. The program continues to see ridership at high levels. During FY 97-98, the program provided 150,396 rides. ADA rides increased by approximately 29% over the prior year, and overall ridership was up by 19%. The continuing increase in demands on the system provides challenges of meeting the rapid growth while maintaining a high quality of service. The Program Director states these increases are due to greater awareness of ADA service and availability in the community. Additionally, demographic changes with the aging population has increased the need.
5. The program has obtained six new full-sized vehicles, to be used for both fleet expansion and replacement of current stock. These vehicles were paid with a grant of approximately \$160,000 from the Federal Transportation Division (FTA). Funding for two additional vehicles has been approved, and FTA has also agreed to fund two more vehicles for a new Community Vehicle program within the Consolidated Transportation Services Agency (CTSA).
6. As the local CTSA, the program has been working closely with the County to develop a plan to help families transitioning from welfare to work to meet their transportation needs. Part of the plan includes CTSA training Welfare-to-Work participants as drivers and dispatchers, and hiring these drivers to provide transportation for other participants and their children to training centers, job sites, schools, and child care centers.

SUMMARY OF MAJOR FINDINGS:

1. The contractor's office procedures manual needs to be updated to incorporate changes made to the computerized scheduling system. The Program Director states that this project was put on hold due to personnel changes in the management of the program.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

1. It is recommended that the contractor finalize its office procedures handbook by June 30, 1999.

COUNTY OF SANTACRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Food and Nutrition Services/Women, Infant & Children

REVIEW DATE: 11-19-98 CONTRACT PERIOD: FY 98/99

CONTRACT # 80223 ALLOCATION: \$ 1,205

PROGRAM SUMMARY:

Women, Infants & Children is a program of Food and Nutrition Services, which provides a supplemental food, nutrition, and preventive health care program for women who are pregnant, breastfeeding, or postpartum, and for infants and children under the age of 5.

AGENCY STAFF INTERVIEWED:

Wendy Bowers-Gachesa, Program Director

FACILITIES VISITED:

18 W. Lake Ave., Suite A, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment and challenge has been for the program to completely automate its systems which included converting 7,000 files. In January, 1996 the staff started being trained on certification, voucher issuance, and scheduling of appointments, and staff was fully automated by August, 1996. Additionally, all nutrition and education plans, and documentation had to be computerized. The State Department of Health Services, Women, Infants & Children (WIC) Branch, awarded the program approximately \$13,000 for infrastructure cabling, and electrical upgrades. All the computers were provided by the State.
2. In January of 1998, the program became part of a study being conducted by Pennsylvania State University to review the effectiveness of treatment groups which are facilitated with a discussion format, versus a didactic lecture format. To date, the Program Director states that the staff and participants are enjoying the discussion groups much more with the new format structure. The program is still participating in the study which is expected to be concluded in July, 1999.

3. The program received a new one year grant in July of 1998 in the amount of \$23,000 from the State Department of Health Immunization Branch, to review immunization records of children two years old and below. If it was found that a child was not immunized, the child was referred to an immunization provider.

SUMMARY OF MAJOR FINDINGS:

1. The program has extensive outreach strategies to inform residents of Santa Cruz County about their services. Many of their materials are developed by the State, and all materials are in English and Spanish. The program serves approximately 90% Latino clients of which 80% are monolingual, and has a staff of 78% Latinos, of which 100% are bilingual in Spanish.
2. Although the program staff is required to take an annual non-discrimination training from the State, the program has not completed a formal self-assessment to determine whether its services are culturally competent and accessible to the Latino community.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

1. It is recommended that the contractor develop a systematic self-assessment, including clients and staff, to evaluate the cultural competence and accessibility of agency services to the Latino community.

COUNTY OF SANTACRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Glen Arbor School

REVIEW DATE: 1/25/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80792 ALLOCATION: \$ 51,333

PROGRAM SUMMARY:

Glen Arbor School is a licensed pre-school program located in the San Lorenzo Valley, serving 32 children, ages 2.5 to 5 years.

AGENCY STAFF INTERVIEWED:

Eleanor Carolan, Director

FACILITIES VISITED:

9393 Glen Arbor Road, Ben Lomond

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. In July 1998, the agency hired a new director who was formerly a staff teacher for three years. The transition has been smooth as the former director assisted during the initial change in directorship, and children, parents, staff, and Board are pleased and supportive of the new director. Overall, the 75 % of the Center staff has been employees for five or more years, and they are very dedicated and committed to the Center's mission.
2. A major accomplishment of the Center has been to bring finances back in line with its projected budget. This was attained through raising Center fee's, fundraising efforts, grants, increasing the distribution of its newsletter, and social events to increase parent participation. Additionally, no children have recently dropped-out of the program, the Center has been able to collect 6% of fees that were in arrears, and parents were given opportunities to pay off debt through co-op jobs or work opportunities at the Center.
3. A challenge of the Center has been to replace resigning members of its Board of Directors, as turnover has increased due to many of the Board Directors being parents of children in the Center, and their children moving on to kindergarten. Since then, new members were recruited, 'and at the time of the monitoring visit there existed one vacancy on a board of nine directors. Another challenge for the Board has been to procure Board

training, and to understand their role in fundraising.

4. All the Center's teachers are participating in educational program at either Cabrillo College, or weekend courses offered by the County Office of Education, Conflict Resolution, or obtaining continuing education credits through other institutions.

SUMMARY OF MAJOR FINDINGS:

1. The Center has written non-discrimination policies and grievance procedures, but they were not posted in English or Spanish at the administrative offices.
2. Although the Center has a non-bias curriculum, and staff have received in-service diversity training, the agency has not finalized the development of its self-assessment to determine whether services are culturally competent and accessible to the **Latino** community.
3. It was unknown at the time of the monitoring visit, whether a certified public accountant has ever audited the Center's financial records, and it was stated by the Director that there are no funds available to acquire these costly services.

CORRECTIVE ACTIONS:

1. Contractor will post its non-discrimination policy and grievance procedures in English and Spanish.

RECOMMENDATIONS:

1. It is recommended that the contractor continue to formalize its systematic self-assessment that includes Board, parents, and staff, to evaluate the cultural competence of agency services, and accessibility to the **Latino** community.
2. It is recommended that the contractor raise the necessary funds to have an independent financial audit conducted on a regular basis.

COUNTY OF SANTACRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Homeless Community Resource Center

REVIEW DATE: 1/28/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80850 ALLOCATION: \$ 16,279

PROGRAM SUMMARY:

The Homeless Community Resource Center is a program of the recently established Homeless Services Center, an entity formed as result of the July, 1998 merger of the Homeless Community Resource Center and the Citizens Committee for the Homeless. The Homeless Community Resource Center provides daytime shelter, meals, lockers, showers, laundry facilities, and limited case management for up to 300 homeless people on a daily basis.

AGENCY STAFF INTERVIEWED:

Karen Gillette, Executive Director
Wendy Butler, Deputy Director

FACILITIES VISITED:

Homeless Services Center, 115 Coral St., Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. In July, 1998 the Homeless Community Resource Center (HCRC) merged with Citizens Committee for the Homeless. While both agencies still maintain their separate corporate identities, they now share the same Board of Directors, and the administration of the two programs has been combined, strengthening the administrative capacity of both programs. The umbrella organization for the merged groups is called the Homeless Services Center.
2. The merger has proceeded smoothly. Karen Gillette is the Executive Director for both programs, and fiscal, operational, and personnel procedures and manuals have been coordinated. Although the merger has eliminated duplication of administrative effort, it has resulted in a shortage of space for operations of the two combined staffs. The merger of the two agencies has not alleviated HCRC's challenge to fund raise. Donations and foundation funding is necessary to avoid a sizable deficit in operation costs were HCRC to rely solely on federal and local funding sources.

3. HCRC's case management approach to providing services is producing positive results. Last year, more than 280 clients got jobs as a result of the agency's counseling and job readiness program. The agency notes a trend that a larger percentage of its client population is from the local area. HCRC has also reconfigured its limited space to provide a separate area to provide daytime shelter for families with children. There is only one entrance, at Coral Street for all the services provided at the site, and this has simplified intake and reception.

SUMMARY OF MAJOR FINDINGS:

1. HCRC' merger with Citizen's Committee for the Homeless has resulted in better coordination and efficiency in the delivery of homeless services, although there is a constant challenge to secure additional funding to avoid a budget deficit.
2. There is one **Latino** member (8 %) on the Board of Directors, and the agency continues to work diligently working to recruit **Latino** representation, but has been turned down by many promising candidates who were already over committed. Recruiting and retaining **Latino** Board members is a constant challenge.
3. The agency's self-assessment of its cultural competence and accessibility to the **Latino** community has been primarily informal, based on client feedback and discussions with staff. HCRC has applied for and anticipates receiving a Packard grant for strategic planning for the agency as it enter the millennium.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

- 1 . It is recommended that contractor develop and implement a formal plan for recruitment and retention of **Latino** Board members.
2. It is recommended that contractor develop and implement a formal process for self-assessment of the cultural competence and accessibility of its services to the **Latino** community. This process can be included in the strategic planning funded through the Packard grant.
3. It is recommended that the contractor institute and participate in quarterly meetings with other shelter/homeless providers co-located at the site to improve coordination in delivery of services, and site safety and security issues.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Homeless Garden Project

REVIEW DATE: 1/19/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80917 ALLOCATION: \$ 2,153

PROGRAM SUMMARY:

The Homeless Garden Project is a former program of the Santa Cruz Citizens Committee for the Homeless, which split off from the parent organization and incorporated as an independent nonprofit corporation in April, 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:

Peter Katzleberger, Board President and Acting Executive Director
Darrie Ganzhorn, Assistant Project Director

FACILITIES VISITED:

127 Washington Street, Santa Cruz, CA 95060

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. It has been a year of transition for the Homeless Garden Project (HGP). It is almost a year since the HGP spun off from its parent organization, to form an independent nonprofit organization. The separation is the result of a year-long process of discussions and planning. HGP has successfully managed this change, and adopted a mission statement, established an independent Board of Directors, filed its Articles of Incorporation, and received its federal tax exempt status. Administrative policies have been adapted from those used by the parent organization.
2. In 1999 HGP must grapple with loss of foundation revenues resulting in unfilled positions and staff turnover. The former salaried project director position is now filled by two volunteers (both board members), and HGP is also adjusting to the scaled back involvement of AmeriCorp volunteers, due to a change in AmeriCorp's program goals. HGP and its Board are pursuing various strategies to establish self-sufficiency. A positive development is total sales of products and flowers created through the Women's Organic

Flower Enterprise have more than exceeded projected expectations.

3. Although HGP has adjusted and adapted to the move of the garden from the Pelton Street site to a smaller site located near Natural Bridges School, the project looks forward to moving to the Pogonip property, land owned by the City of Santa Cruz and slated to be converted to park space. HGP's garden is included in the park master plan, but must complete and Operations and Management Report for the City, and raise development funds prior to a move. HGP does not anticipate relocating to the Pogonip location for at least two years.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with some, but not all, of the corrective actions of the previous monitoring report.
2. The contractor's quarterly reports, as well as Board agendas and minutes, were submitted to the Human Resources Agency and the Board of Supervisors within the time limits required by the contract.
3. The program's non-discrimination and grievance/complaint procedures are now translated into Spanish. The non-discrimination policy and the grievance/ complaint procedure was posted in a conspicuous place at the time of the monitoring visit. Clients are advised of the policies as part of the intake process.
4. The program continues to report almost no Latino clients. The four-member staff includes one Latino, and one staff member is bilingual in Spanish. Only one of nine (11%) of the board members are Latino. The lack of Latino clients continues to raise 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. Given the many transitions the contractor has experienced in the last year, it was not able to comply with a similar recommendation made last year.

CORRECTIVE ACTIONS:

1. 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 Board vacancies occur, the contractor shall attempt to recruit interested Latinos to the Board, and develop a written recruitment and retention plan.

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. It is suggested that this self-assessment be in the next year, and should involve Board members, staff, clients, volunteers, and perhaps other community agencies.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Mid-County Children's Center

REVIEW DATE: 11/4/98 CONTRACT PERIOD: FY 98/99

CONTRACT # 80138 ALLOCATION: \$ 59,257

PROGRAM SUMMARY:

The Mid-County Children's Center provides pre-school (ages 3 - 5) and toddler (ages 1 - 2/12) care to children in Santa Cruz County on a full-time and part-time basis. The Center is accredited by the National Association for the Education of Young Children.

AGENCY STAFF INTERVIEWED:

Diane Munoz-Oyler, Director
Sara Miller, Office Manager

FACILITIES VISITED:

305 Alturas Way, Soquel

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new director was hired in March 1998. The Director reports that considerable staff changes have occurred since she took over, and that this has been a positive transition for staff, and has provided opportunities for revitalization and upgrading of the pre-school program, curriculum, environmental changes, and the implementation of National Association for the Education of Young Children (NAYEC) requirements. The Director stated that administrative systems were already in place and were sufficiently set-up, which made for a very smooth transition, and staff morale is very good.
2. A major accomplishment for the agency is to have a 90% utilization rate. Staff believes that welfare reform has had an impact on the Center and resulted in increased enrollments. Parent's are happy and satisfied with services, and are recommending the Center to other parents. The Center has a waiting list of 24 children, primarily toddlers. The Center Director sees an increase in the demand for infant and toddler care occurring at her Center. The Director states that the 10% underutilization is low due to schedule of Center hours available to parents.

3. An accomplishment and challenge for the agency has been to remodel the toddler yard area. The Center received a grant of \$25,000 from the Packard Foundation to remodel its pre-school yard, and some of these funds were used to also construct a new fence in the toddler play yard area, as well as to add a new sand box, canopy, new exit door, new grass, and deck. As a result of these physical changes, children have an enlarged area in which to run, and in which to have play activities. A continuing challenge for the agency is to raise funds to finish the toddler yard upgrades, which include covering areas with cement as well as foam pads to protect children in the climbing structure area.
4. A major challenge for the agency is to purchase computer related equipment, replacement of its copier, and the purchase of a fax machine which the agency does not have.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with all recommendations of the previous monitoring report.
2. Board agenda and minutes were not always submitted to the County in a timely manner as required by the contract.

CORRECTIVE ACTIONS:

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

RECOMMENDATIONS:

None.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: _____ Ombudsman/Advocate _____

REVIEW DATE: _____ 2/10/99 _____ CONTRACT PERIOD: _____ FY 98/99 _____

CONTRACT # _____ 80454 _____ ALLOCATION: \$ _____ 25,844 _____

PROGRAM SUMMARY:

The Ombudsman/Advocate investigates allegations and all complaints of client abuse in skilled nursing facilities and residential long term care facilities for the State Department of Aging and Office of Patient Rights. The agency provides paralegal services and advocates for clients in locked facilities, and on-call services for mental health clients. The agency provides training to these facilities and to the public on patient rights, elder abuse, and quality of care. Additionally, the agency helps families select facilities for loved ones in Santa Cruz County and San Benito County.

AGENCY STAFF INTERVIEWED:

Kerry Heaps, Executive Director

FACILITIES VISITED:

265 Water Street, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. Expanded outreach activities have increased the overall awareness of agency services and its mission. Staff have participated in several public presentations, increased public service announcements, distributed a biannual newsletter, and increased outreach at facilities. These efforts are the result of taking a 32-hour position, increasing it by eight hours, and then splitting it into two part-time positions for the Ombudsman Program, which has resulted in the increased number of visits by staff to all facilities in the area provide long-term care for seniors.
2. A major accomplishment for the agency was the installation at a new multi-line phone system to respond to the increase volume of calls, which guarantees confidentiality for both programs via a voice mail system for individual staff members and programs. Additionally, all staff now wear pagers, and the automated phone system allows for paging access 24-hours per day.

3. Another major accomplishment of the agency has been to exceed all of its program goals and objectives in the last two years. The net increase in calls has increased the need for another full-time Ombudsman Volunteer Coordinator, and a Patient Rights Advocate, at a projected cost of approximately \$75,000 per year for these new positions. The challenge for the agency has been the increase in complaints which they are required to investigate, increasing the demand for at least four to five more positions. Since funding is not available, and until these funds can be raised either through grants or permanent sources of funding, volunteers are being utilized.
4. The Executive Director stated that as a result of his advocacy on the Willow Brook adult residential home and day treatment facility, the County Planning Commission approved the use permit, ultimately increasing the services to chronically mental ill health adults.
5. A major challenge of the agency has been to recruit and retain minority staff, Board, and volunteers. Also, fundraising is a major obstacle, and the staff is constantly applying for grants and responding to proposals, while also providing technical assistance on case management, and managing the administration of the programs. An on-going challenge has been the maintenance of the facility, which is old and in constant need of repairs.

SUMMARY OF MAJOR FINDINGS:

1. The agency has one half-time position that is bilingual, but has no one at the first point of contact who is bilingual; Latinos comprise 5% of clients. All staff utilize a standard written statement to try to answer any inquiries in Spanish, and the State Ombudsman has an "800" number that has 24-hour translation capacity. The Board of Directors has six directors of which one (17 %) is Latino, and no staff are bilingual/bicultural.
2. The agency has not finalized its formal self-assessment to determine whether its services are culturally competent and accessible to the Latino community, although the Executive Director stated that when it is completed, it will include clients, staff, and Board.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

1. It is strongly recommended that contractor make efforts to increase bilingual staffing, particularly at first point of contact.
2. It is recommended that the contractor continue its systematic self-assessment to evaluate the cultural competence of agency services and accessibility to the Latino community.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Pacific Pre-School

REVIEW DATE: 3/2/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80959 ALLOCATION: \$ 23,448

PROGRAM SUMMARY:

Pacific Pre-school is a licensed facility of the Pacific School District, which serves a maximum of 24 children ages 3-5. The center offers a sliding fee scale for low-income families.

AGENCY STAFF INTERVIEWED:

Joy Monahan, Administrator/Director

FACILITIES VISITED:

50 Ocean Street, Davenport

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment for the Center was that its accreditation site visit with the National Academy of Early Childhood (NAYEC), was very successful. The Center completed its in-depth self-study of every three years, and is awaiting its reaccreditation certification. Since the monitoring visit, the contractor has reported that it has received certification from NAYEC.
2. The Center received a renovation grant of \$25,000 from the State Department of Education Child Development Division, to renovate health and safety issues, shelving, and to add a sink to the facility for after-hours care.

SUMMARY OF MAJOR FINDINGS:

1. Board agendas were not always received in a timely manner as required by the contract.
2. The Center has written non-discrimination policies and grievance/complaint procedures, they were visibly posted.
3. The Center serves 17% Latino children, with a staff of 25 % Latino (1 of 4), and has no Latino representation on its elected Board of Trustees.

CORRECTIVE ACTIONS:

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

RECOMMENDATIONS:

None.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Pajaro Valley Unified School District/ Healthy Start

REVIEW DATE: 1-21-99 CONTRACT PERIOD: FY 98/99

CONTRACT # 81585 ALLOCATION: \$ 10,156

PROGRAM SUMMARY:

Healthy Start is a program of the Pajaro Valley Unified School District (PVUSD) which provides school-based/service-linked for children and families at identified elementary, middle, and high schools through a collaborative approach with multiple County agencies and community based organizations. Schools include Salsipuedes Elementary, Freedom Elementary, Watsonville High School, and three schools in the Pajaro/Las Lomas area. Services include on-site physical exams, comprehensive dental program, information and referral, case management, Food For Children program, Lice Busters program, linkages to after-school programs, pregnancy prevention program for teen moms, counseling groups for various issues (e.g. domestic violence, eating disorders, gay and lesbian, and ALA-Teen), and support groups for identified issues at the high school campus.

AGENCY STAFF INTERVIEWED:

Bonnie Gutierrez, Healthy Start Specialist
Colleen Bugayong , Staff Accountant

FACILITIES VISITED:

Pajaro Valley Unified School District Office, 165 Blackburn Street, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment for the program was to form the Healthy Start Steering Committee in FY 97/98 to conduct strategic planning, and develop goals and objectives for the program for FY 98/99. Four areas of focus were identified: improved health status; improved student academic performance; increased access to services; and increased school safety and Childhood Injury Prevention Programs. These focus areas streamlined Healthy Start's goals and objectives, and focused the program resources on developing sustainability of core Healthy Start programs.

2. A major challenge is the sustainability of the program now budgeted at approximately \$400,000 annually. The program has been able to link multiple resources such as grants, Local Education Agency Medi-Cal reimbursements, medical administrative activities, and some PWSD categorical and school site funds. Another challenge is to develop programs utilizing categorical school funding which would help stabilize the program finances, and provide direct district services into preventative approaches.
3. In 1995 the program created a bi-county collaborative with Monterey County as PVUSD provides education in two counties. As a result of this collaborative, communication increased, cross-county problems were solved such as Medi-Cal eligibility issues for children and families, and barriers of access to services were alleviated.
4. The PVUSD/Healthy Start program was selected as one of four Healthy Start programs in the State which will be highlighted in the State Department of Education promotional video for Healthy Start programs that provide role models of excellence.
5. The program in collaboration with ¡Dientes! Community Dental Clinic began a comprehensive school-based dental program to provide dental screenings, cleanings, fluoride treatments, sealants, and comprehensive treatment for extreme dental decay, abscesses, and dental education in classrooms. Alleviation of dental hygiene issues has reduced the number of school day absences, increased self-esteem, and class performance.

SUMMARY OF MAJOR FINDINGS:

1. Quarterly reports and Board minutes were not always submitted to the County in a timely manner as required by the contract.
2. The agency has a written non-discrimination policy in English and Spanish, but it was not posted.

CORRECTIVE ACTIONS:

1. Contract will submit all quarterly reports and Board minutes within the time limits required by the contract.
2. Contractor will ensure that its non-discrimination policy is posted in both English and Spanish.

RECOMMENDATIONS:

None.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Planned Parenthood Mar Monte

REVIEW DATE: 3/4/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 81176 ALLOCATION: \$ 10,380

PROGRAM SUMMARY: Planned Parenthood Mar Monte (PPMM) Westside Health Center in Santa Cruz, and Clinica Mariposa in Watsonville offer a full range of medical services including general medical care, birth control, sexually transmitted infection and HIV testing, pregnancy testing, teen pregnancy prevention and education program, prenatal care, menopausal and well child care, pediatric care, immunizations, school and sports physicals, educational outreach programs, and satellite clinic services at Valley Resource Center and Cabrillo College. Sterilizations and abortions are only offered at the Santa Cruz clinic.

AGENCY STAFF INTERVIEWED:

Sharon J. Kaplan, Area Supervisor
Theresa Ontiveros, Center Manager, Clinica Mariposa
Elizabeth Nilsen, Development Coordinator

FACILITIES VISITED:

90 Mariposa, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major challenge has been the departures of both the former Director of Managed Care and the Center Manager for the Westside Clinic. These positions have now been combined into one Area Supervisor for both clinics. The new Area Supervisor reports that there was a four month transition period, staff morale is excellent, some turnover has occurred due to attrition, training is on-going with all staff, the clinics have seen an increase in clients, and the national Planned Parenthood Federation has recertified PPMM for four years with high marks.
2. PPMM is a major provider for Santa Cruz County Health Options (SCCHO) in Santa Cruz County. The agency has recently received reports that its good management of patients has resulted in being eligible to receive withheld funds and risk pool dollars. Westside Clinic provides 63 hours weekly of direct service to Medi-Cal patients.
3. Another major challenge for PPMM has been to obtain medical care for monolingual or undocumented clients, especially when the clinics have to refer patients out to specialized

care where translators are not available, creating an access problem for these patients. Finding nutritional service referrals for this population is a major concern, as diabetes is a major health risk factor for the Latino population. Additionally, indigent medical care is a barrier as well, as many patients do not qualify for medical programs, and the clinics are challenged in trying to provide services.

4. **Westside Clinic** received a grant from Boston Hospital for approximately \$1,000, to institute a reading program called "Reachout and Read". Program volunteers will read to children ages six months to five years old. Volunteers will read to children in waiting rooms, and books will be provided by physicians and mid-level clinicians. The Area Supervisor stated that there is clear documented evidence of the relationship between lack of education and teen pregnancy, and the purpose of this program is to help children learn how to read through early literacy efforts.
5. The agency provides primary care and pediatric services one day a week at the Valley Resource Center (VRC) in San Lorenzo Valley, and is a participant in the San Lorenzo Valley Collaborative. As a result of providing services over the last two years, some minor increases in positive HIV cases have shown up, whereas, the San Lorenzo Valley generally has very few reported cases of HIV. The VRC has requested that the clinic consider increasing its days of service at the center.
6. A new program was instituted by both clinics called Hormones with Optional Pelvic Exam (HOPE), which will provide hormonal contraceptives without requiring a pelvic exam. Through education the patient is encouraged to return for pelvic exam and cancer screening. The clinics are hoping to be able to take this program out to rural areas of the county, and especially to isolated populations.
7. Mariposa Clinic is part of a collaborative that includes Dominican Hospital Mobile Quickscreen, Breast Cancer Early Detection Program of Salinas, and local private ranches. The collaborative sets up clinics at farms and ranches to provide mammograms and clinical breast exams to female workers.
8. A Mariposa Clinic doctor is providing medical services to homeless teens at Above the Line, and helping to develop education programs.
9. A challenge for the Mariposa Clinic is that the current facility is not meeting the increased needs and demands for services, and is limiting the growth potential of the clinic. Facility space has been found on Penny Lane and the site is being renovated to add two exam rooms. The clinic plans to move-in to its new facility by the summer of 1999.
10. Another challenge for the Mariposa Clinic is to enroll patients into the Healthy Families program for children up to 19 years of age. The primary challenge is that most of these children are undocumented, and/or may have immigration eligibility concerns, as well as fears due to welfare reform issues.

11. An on-going challenge is to recruit bilingual/bicultural clinicians, as the agency recognizes the need to hire bilingual/bicultural personnel. The Mariposa Clinic consistently advertises in Spanish speaking newspapers, radio, and television media, and provides bilingual pay and stipends. Part of PPM's staff development plan includes a new program instituted for medical assistants, who may receive \$2,000 annually to continue their education to become clinicians (e.g. registered nurses, nurse practitioners, physicians assistant).

SUMMARY OF MAJOR FINDINGS:

1. Contractor is not in compliance with all corrective actions of the previous monitoring report.
2. The Board of Directors of Planned Parenthood Mar Monte includes 25 representatives from two states, 27 counties, and geographic location is not a basis for representation. The Board has a 15 % (3 of 19 directors) Latino membership, of which none are from Santa Cruz County, has a Latino client population of 24%, with 51% Latino staff representation, and 72% are bilingual. The agency has a local advisory committee that includes Latino representation.
3. The agency has not established a systematic self-assessment to determine whether its services are culturally competent and accessible to the Latino community. Although, the agency reports that it has done some work in this area with its staff, volunteers, and clients.

CORRECTIVE ACTIONS:

1. Contractor will submit Board agendas within the time limits required by the contract.
2. Contractor will actively recruit Latino Board members representing Santa Cruz County, and develop a written recruitment and retention plan for its Board.

RECOMMENDATIONS:

1. It is strongly 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 its Board.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Project Scout

REVIEW DATE: 1/4/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80756 ALLOCATION: \$ 1,808

PROGRAM SUMMARY:

Project Scout provides volunteer income tax assistance and tax counseling for elderly, low-income and disabled residents of the County, homeowner/renter assistance and property tax postponement programs, blood pressure check, fishing license applications for low-income seniors or disabled veterans, information and referral services, and financial/estate planning services.

AGENCY STAFF INTERVIEWED:

Rosemarie Berri, Board Chair
Dorothy Ames, Office Manager

FACILITIES VISITED:

114 Fifth Street, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment for the project was to be funded a 20 hour per week position through the American Association of Retired Persons to provide administrative assistance and support. Additionally, the project has increased its Spanish-speaking pool of volunteers for the tax preparation assistance season, and was given an award by the Internal Revenue Service in recognition of its volunteer tax service program.
2. The project received an Appreciation Award from the Scotts Valley Senior Center for its Bingo and blood pressure activities offered at their center. Additionally, the California Franchise Tax Board gave the project a Certificate of Appreciation for its "Homeowner's and Renter Assistance Volunteer Program" which offers rebates to homeowner/renters which meet state requirements.
3. A major challenge will be for the project to change from a manual oriented tax preparation service to a computerized service by the year 2000. Internal Revenue Service

(IRS) is requiring all tax preparers to have electronic capacity. Portable computers will need to be purchased and training will need to be revised to meet the new electronic requirements. The project is currently working with the local Seniors Council/AAA utilizing its e-file service computer; volunteers will be recruited to process manual forms into this system for this year. The project has not developed a plan to obtain funding to purchase computers, and it is uncertain at this time whether IRS will be assisting with the purchase of lap-top computers.

4. A continuing challenge for the project has been to recruit Latinos to its Board, although previously, the Board did have two Latino Board members.

SUMMARY OF MAJOR FINDINGS:

1. The agency's Board of Directors has 9 members of whom one (11%) is Latino, and serves a total of 35% Latino client population. The agency acknowledges that recruitment of Latinos has been a challenge, yet there is still no formal process for recruitment and retention of Latino Board members, nor a formal orientation or training plan for Board members.
2. The agency has a written grievance/complaint procedure, but it is not displayed at tax preparation sites.
3. The agency has initiated a formal self-assessment process at the Board and staff levels to determine whether its services are culturally competent, but has not included clients in the process.
4. The agency's personnel policies are not updated, and it is unclear if they are in compliance with current personnel law, practices, and are reflective of policies adopted by the Board in recent years.

CORRECTIVE ACTIONS:

1. Contractor will actively recruit Latino Board members, develop a written recruitment and retention plan, and develop formal Board orientation and training plan and materials.
2. Contractor will ensure that its grievance/complaint procedure is posted at all its tax preparation sites.

RECOMMENDATIONS:

1. It is recommended that the contractor continue to develop a self-assessment to evaluate the cultural competence of agency services, in particular with clients.
2. It is recommended that the contractor review and update its personnel policies.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Santa Cruz AIDS Project

REVIEW DATE: 2/18/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80006 ALLOCATION: \$ 16,554

PROGRAM SUMMARY:

The Santa Cruz AIDS Project provides effective HIV prevention strategies, advocacy, and comprehensive support services to people living with HIV and all those affected by the epidemic.

AGENCY STAFF INTERVIEWED:

George Hurd, Executive Director

FACILITIES VISITED:

1070 Emeline Avenue, Building G, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment for the agency has been to be completely out of debt. Additionally, the agency reorganized in order to create a more efficient service delivery system, discontinued staff furloughs, restructured its finances, job descriptions, salary scales, organizational policies and procedures, and rewrote its bylaws and personnel policies.
2. Another major accomplishment of the agency was to launch its Multiple Diagnosis Initiative a Special Project of National Significance, funded by HUD's Housing Opportunities for People With AIDS. This three year project to develop a model for the provision of housing and supportive services for people with AIDS who have a second or third diagnosis, e.g., mental disability or history of substance abuse. This project is a collaboration between SCAP, the Housing Authority, the County's Homeless Peoples' Health Project, and the Community Action Board. The program currently has 40 participants and is meeting their housing needs. A major challenge for this very successful program is to find replacement funding for continuity after the three year contract expires.

3. In October 1997, the agency in collaboration with six other agencies in the tri-county area of Santa Cruz, Monterey, and San Benito, started a new project funded by the California Endowment for \$700,000. SCAP will receive \$124,000 for two years to provide education and prevention efforts to primarily **Latino** migrant farmworkers, injection drug users, with services to be focused in the Pajaro Valley area. As a result of this project, the National AIDS Minority Council has invited the collaborative to make a poster presentation at its annual meeting. The challenge for the agency is to find permanent sources of funding for this very successful project.
4. The agency's Drop-In Center in Santa Cruz has received national acknowledgment from the State Office of AIDS, which has invited SCAP to a national leadership conference to present its model program on education and prevention to teach other programs how to reach difficult populations such as intravenous drug users, homeless, sex workers, and youth.
5. The agency's Equinox education and outreach program for bisexual, gay, and questioning youth was relocated to a more accessible location, and program services were expanded due to a higher demand and accessibility to services.

SUMMARY OF MAJOR FINDINGS:

1. Quarterly reports, agendas and minutes were not received in a timely manner as required by the contract.
2. The agency has not completed a formal self-assessment to determine whether their services are culturally competent and accessible to the **Latino** community.
3. Due to agency organizational restructuring, fiscal system changes, and system-wide changes in policies and procedures over the last two years, the agency has not completed updating its written office manual including accounting and internal control procedures.

CORRECTIVE ACTIONS:

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

RECOMMENDATIONS:

1. It is recommended that the contractor develop its systematic self-assessment, including clients, staff, and Board in the evaluation of the cultural competence of agency services.
2. It is recommended that the contractor finalize its written office procedures manual, including accounting and fiscal control procedures.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Santa Cruz Community Counseling Center/River Street Shelter

REVIEW DATE: 3/24/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80864 ALLOCATION: \$ 49,170

PROGRAM SUMMARY:

The River Street Shelter, operated by Santa Cruz Community Counseling Center's Community Support Services division, provides 32 beds of temporary shelter services to homeless clients, of which 60% are targeted for mental health clients.

AGENCY STAFF INTERVIEWED:

Terry Moriarty, Executive Director
Paul O'Brien, Director, Community Support Services
Lavon Anderson, Program Manager
Carolyn Coleman, Accounting Manager

FACILITIES VISITED:

River Street Shelter, 733 River St., Santa Cruz, CA 95060

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. Since the last monitoring, the agency has a change in program managers. The new program manager has fully integrated the River Street Shelter into the County's Mental Health Services, and counseling services are now paid for with Medi-Cal revenues. Occupancy at the shelter is generally at capacity. Due to new intake and data collection systems, it is now possible to track outcomes, and over the last year there has been a 35 % increase in "housing" outcomes, in which clients successfully transition from the shelter to permanent housing.
2. The shelter has coordinated with other social services providers at the River Street site to streamline reception procedures, and to assure personal safety and security for the clients. The installation of a fence on the River Street side of the property (in front of the shelter), has resulted in fewer safety and security issues at and around the shelter.
3. The sheltered has conducted a successful outreach program to the Latino community, and consequently the percentage of Latino clients has increased from the numbers served in

previous years. This is the result of targeted outreach effort, including a bilingual brochure, and a client survey in both English and Spanish which included the responses of monolingual Spanish speaking clients. One of the findings of the survey was that the need for shelter services in the Latino community can be seasonal, and that the program will be responsive to these seasonal needs.

SUMMARY OF MAJOR FINDINGS:

1. Contractor has modified its written non-discrimination policy, to include language required by the contract, it is available in English and Spanish and posted at all points of contact.
2. Contractor has made conscientious efforts to more effectively serve Latino clients and to make the shelter more “culturally friendly” to Latinos. Last year, the program completed a formal self-assessment to determine whether its services are culturally competent and accessible to the Latino community. The results and findings have been integrated into the program’s service delivery system.
3. The shelter has worked cooperatively with other shelter/homeless providers co-located on the site, which has improved coordination in client access and delivery by all providers.

CORRECTIVE ACTIONS:

None

RECOMMENDATIONS:

1. It is recommended that the contractor continue to incorporate the results of its formal self-assessment to evaluate the cultural competency and accessibility of its services to the Latino community, in its service delivery system, in an effort to increase the numbers of Latino clients accessing the service.
2. It is recommended that the contractor institute and participate in quarterly meetings with other shelter/homeless providers co-located at the site to improve coordination in delivery of services, and site safety and security issues.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Santa Cruz Community Counseling Center/Si Se Puede

REVIEW DATE: 3/10/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80293 ALLOCATION: \$ 82,517/33,347 (SSP)

PROGRAM SUMMARY:

Si Se Puede, a program of Santa Cruz Community Counseling Center, is a residential treatment program that provides comprehensive and culturally relevant rehabilitation services to drug and alcohol abusing **Latino** men. The program consists of approximately 5-6 months of residential treatment followed by approximately 3-6 months of transition. It is the only licensed and certified drug treatment program in Northern California designed specifically for this target population. All aspects of the program are fully bilingual and bicultural and it is intended as an alternative to incarceration for men whose substance abuse has involved them in the criminal justice system.

AGENCY STAFF INTERVIEWED:

Manuel Perez, Program Director
Blanca Luna, Administrative Coordinator

FACILITIES VISITED:

161 Miles Lane, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment of the program was to continue and increase the amount of its sub-contract with the City of Watsonville' graffiti abatement and recycling center. These contracts provide job opportunities for participants, which in turn helps provide revenue support for the program.
2. The program, in collaboration with the Pajaro Valley Prevention and Student Assistance Program, developed a mentorship program to help high risk youth (primarily boys ages 10 - 16), referred from the Probation Department or from Pajaro Valley Unified School District (PVUSD) schools. PVUSD's La Escalera Mentorship Program brings together long-term members of Si Se Puede or graduates of the program into mentorship relationships with the youth, who then participate in group discussions, activities,

fundraising, field trips. The primary objective of the program is to help keep the youth out of trouble.

- 3 Case management reviews include all staff involved in the program, which incorporates behavioral and clinical assessments. Clinical development of staff has improved as well as expertise of the staff, as many are hired after graduation from the program.
- 4 A major challenge of the program has been the replacement of Food Stamp losses due to welfare reform. Prior to welfare reform, the program had **approximately** \$20,000 annually in Food Stamp assistance, whereas, post welfare reform, its Food Stamp revenues fell to a low of \$7,800. This drop in Food Stamp assistance was directly attributed to participants of the program losing eligibility. The program has had to increase fundraising activities, and increase workforce contracts to help subsidize its food bank commodities.
5. Another challenge for the program has been to keep up with the demand for additional beds to meet the needs in the community. The facility has the capacity to serve 22 people, but only has the funds to provide 15-16 beds. The current waiting list is six to seven weeks long; and the program director believes if another position were funded, then the number of beds could be increased as space at the facility is available.
6. The program is working with the State Administration of Drug and Alcohol Programs to provide up to two to three residential treatment beds for youth ages 15-17. However, the waiver process is complex and requirements are extensive; in particular, the ratio of staff to youth is higher and would require more staffing. The program hopes to have waiver approvals by May of 1999.

SUMMARY OF MAJOR FINDINGS:

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

CORRECTIVE ACTIONS :

None.

RECOMMENDATIONS:

None.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Santa Cruz Toddler Care Center

REVIEW DATE: 1/12/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80122 ALLOCATION: \$ 79,443

PROGRAM SUMMARY:

The Santa Cruz Toddler Care Center provides child care for 35 children 1 to 3 years of age. Services are provided on a sliding scale basis to working parents or parents who are in job training programs. Free respite care services also target families whose children are at risk of abuse or neglect.

AGENCY STAFF INTERVIEWED:

Sandy Davie, Administrative Director

Jude Rose, Program Director

FACILITIES VISITED:

1738 16th Avenue, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The Center is acting as a model of quality child care, and receives many visitors from all over the world who visit this child care center, including local, state, national and international visitors such as teachers, child care directors, and university professors. The Center is viewed as a model for child care based on the Rie Program model. The recent challenge has been personnel turnover affecting the Center's ability to maintain quality. Up to two years ago, there has been a stable staff who averaged five to seven years with the agency. The directors see less qualified care givers available due to the reduction in elementary school class sizes, which draw potential Early Childhood Education teachers because of the large pay differential. The result is a limited pool of teachers in child care.
2. The agency's publication "1,2,3... The Toddler Years", written by Irene Vander Zande together with the Santa Cruz Toddler Care Center Staff, was published in 1986 and continues to be a big seller, particularly as a textbook for early childhood education courses, as well as for parents. The Center receives many personal letters from readers who praise and support what the book has to offer to parents, families, students, and teachers. The Rie Institute, which provides the early childhood education curriculum philosophy used at Cabrillo College, published a book using the Toddler Center's publication as the model. The Toddler Center was consulted on the development of a book entitled "Dear Parent", by Magda Gerber and Allison Johnson, published in 1998.
3. The Center received a grant from the City of Santa Cruz Commission for the Prevention of

Violence Against Women to help support its respite program. One slot is used for parents of toddlers who are in need of free child care because of life crisis, and who are referred from the Parents Center.

4. The Toddler Center received a certificate of appreciation from the University of California, Santa Cruz Career Center. The Toddler Center was one of five nonprofit's recognized.

SUMMARY OF MAJOR FINDINGS:

1. Quarterly reports, Board agenda and minutes were not always received in a timely manner as required by the contract. The Administrative Director states this was an oversight due to staffing changes.
2. Currently, the Center serves 22 % Latino clients, and has made diligent efforts to hire **bilingual/bicultural** staff. Of the 14 member staff, one member (7%) is bilingual/bicultural, and three (21%) are bilingual. The Center has a diverse Board of Directors which includes one (13 %) Pacific Islander, one (13 %) Native American, and six (74 %) Caucasians, but no Latinos. The Center recruits Board members primarily from staff, parents, and former parents of the Center, has been working diligently to focus on outreach and community involvement on the Board.
3. The Center staff and parents have participated in annual in-service trainings on cultural diversity, multi-culturalism, anti-bias curriculum, ethnic food focus, and the NAEYC evaluation process. The Center has been involved in initial steps of self-assessment to evaluate the cultural competence of its services with its staff and parents.
4. Although the Center has personnel policies, they have not been updated since the 1980's. The agency Board is currently in the process of establishing a committee that will identify areas that need changing, and consult with a professional to determine that these policies are in keeping with current industry standards.

CORRECTIVE ACTIONS:

1. Contractor will submit quarterly reports, agendas and minutes within the time limits required by the contract.
2. Contractor will continue to recruit **Latino** Board members.

RECOMMENDATIONS:

1. It is recommended that the continue its systematic self-assessment including Board in the evaluation of the cultural competency of agency services.
2. It is strongly recommended that the contractor revise and update its personnel manual by December, 1999.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Second Harvest Food Bank Serving Santa Cruz and San Benito Counties

REVIEW DATE: 2/4/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 8055 1 ALLOCATION: \$ 157,771

PROGRAM SUMMARY:

Established as a USDA commodities distributor in 1972, the Second Harvest Food Bank's (SHFB) mission is to involve the community in the alleviation of hunger and malnutrition throughout the Pajaro Valley, Santa Cruz, and San Benito Counties. SHFB acts as a clearing house which receives and sorts 4.5 million pounds of food products annually. The Food Bank distributes over \$5 million worth of food and basic necessities through a network of 100 neighborhood emergency food pantries, shelters, soup kitchens, group homes, substance abuse rehabilitation centers, childcare programs, and senior programs. Additionally, the Food Bank operates a Community Food Bank Hotline which provides bilingual referrals to neighborhood emergency food pantries and other needed services.

AGENCY STAFF INTERVIEWED:

Willy Elliott-McCrea, Executive Director

FACILITIES VISITED:

15 Errington Road, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment of the agency was to produce in April, 1998, a comprehensive hunger study of clients and agencies, in Santa Cruz and San Benito Counties. This study was co-sponsored by the Packard Foundation (\$12,000), the County of Santa Cruz (\$1,000), the City of Santa Cruz (\$1,000), and Food and Nutrition Services. This study documented who the agency serves, and gave feedback from clients and agencies on services. This hunger study provided countywide opportunities to make presentations to service groups such as rotary clubs and elected officials, resulting in an increased visibility of the Food Bank. This study also helped bring about understanding of hunger in our County, and in particular the relationship between poverty, single parents, low wages, and the rise of childhood hunger.

As a result of this survey, a "Food For Children Program" was established at nine new sites, which distributes food through schools. To reach the working poor, this program

distributes food to low-income neighborhoods during evenings and weekends, resulting in an increase of 1,000 families (approximately 4,000 - 5,000 people) receiving food assistance.

2. Another major accomplishment of the agency was that its community, employee, and business food drive increased by approximately 40%, during the 1998 Holiday Food Drive, which the Food Bank attributes to its increased visibility in the community.
3. As a result of the flooding during the winter of 1998, the Food Bank has been working with United States Department of Agriculture to change its distribution method of "standing in line" to "drive-through" for south county residents. This disaster created an opportunity for the Food Bank to increase the quality of service and accessibility, in particular for seniors and disabled clients.
4. Another accomplishment for the agency was to have its parking lot paved and a fence installed around the complex, which increased security and allows for additional storage area of goods. Yet, a major challenge continues to be adequate space for storage as the agency moves twice as much food per square foot through its warehouse than the national average. Also, the on-going need to upgrade equipment, increase staffing, and increase funding efforts are constant challenges.

SUMMARY OF MAJOR FINDINGS:

1. Some of the agency's programs undergo extensive performance reviews by external funding sources such as the United States Department of Agriculture. The agency has a systematic reporting system in which each program reports monthly or quarterly on progress made towards its goals and objectives. However, some of the agency programs have no systematic program evaluation in place to determine the effectiveness of services.
2. The agency serves 54% Latino clients, and has a staff of 19, of whom 12 (63 %) are Latino. All materials are in Spanish, and the agency has bilingual/bicultural capacity, however, the agency has not developed a formal self-assessment for all its programs to determine whether its services are culturally competent.

CORRECTIVE ACTIONS:

1. Contractor will develop and implement program evaluation tools for each agency program to determine the effectiveness of services.

RECOMMENDATIONS:

1. It is recommended that the contractor continue to implement a systematic self-assessment to evaluate the cultural competence of all agency services.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Seniors Council of Santa Cruz and San Benito Counties

REVIEW DATE: 3/19/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80007 ALLOCATION: \$ 56,508

PROGRAM SUMMARY:

The Seniors Council is the local Area Agency on Aging (AAA) 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:

Mitsu Kumagai, Executive Director
Tom Holland, Contracts Officer
Connie Benson, Business Office Supervisor

FACILITIES VISITED:

Administration Office, 234 Santa Cruz Avenue, Aptos

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. It has been a year of significant change for the Seniors Council. Mitsu Kumagai was hired as Executive Director in July, 1998, bringing new leadership style and perspective to the position he took over from the previous Executive Director, who had held the job for sixteen years. A new fiscal officer position and a half-time contracts manager have been added as part of a Board driven restructuring plan in order to effectively manage the eight senior programs funded through the California Department of Aging. Two new programs were just added this year adding to the agency's administrative workload.
2. Seniors Council has resolved a series of audit deficiencies raised by the State Department of Aging for in audits for FY 90/91 through FY 95/96. The audit findings indicated that the Seniors Council is out of compliance in several areas of its administrative responsibilities as the Area Agency on Aging (AAA). The deficiencies stated in the audits have been satisfied, although Seniors Council hopes to pursue an appeal of the findings with the new state administration. The agency believes that the new staffing will strengthen the agency's fiscal and administrative capacity, and will remedy the problems exposed by the audit.

3. Seniors Council has also streamlined payroll, coordinated its fiscal services, and hired a planner/program assistant specifically for the Foster Grandparent Program/Senior Companion (FG/SCP), partially in response to concerns raised by a funding source that the Senior Council's fiscal services were not adequate to keep up with the anticipated growth of the FG/SCP programs. Seniors Council was also able to successfully resolve an IRS levy on the agency's bank account due to failure to timely submit an IRS reporting form, although the agency had requested an extension. Through the intervention of the County Auditor's office, the penalties were reversed, and the funds returned to the agency.
4. This year, the Seniors Council also conducted a series of public hearings in the Tri-County region to define seniors' needs for services, and to identify any gaps in services. The public hearings are held each year as part of the process of the AAA to update its Area Plan. Seniors Council has also developed a comprehensive plan for monitoring its grantee programs.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with some, but not all, of the corrective actions of the previous monitoring report.
2. The agency's quarterly reports were not received within the time limits required by the contract.
3. The agency's non-discrimination policy was posted in both English and Spanish at the time of the monitoring visit. 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. The volunteer handbook has been translated into Spanish.
4. The agency staff is 25 % **Latino** (2 of 8 staff members), and the Board of Directors is 13 % **Latino** (2 of 13 members). Efforts are underway to recruit and retain additional **Latino** Board members, but Board member composition is determined by a vote of the entire Seniors Council membership, not by a vote of the Board. It should also be noted that the agency is required by regulations to maintain 51% senior citizen membership on its Board.

CORRECTIVE ACTIONS:

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

RECOMMENDATIONS:

1. It is recommended that the Seniors Council pursue a technical assistance grant from foundation sources in order to strengthen and incorporate proven fiscal procedures into the agency's fiscal systems.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Valley Resource Center

REVIEW DATE: 1/14/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80798 ALLOCATION: \$ 13,491

PROGRAM SUMMARY:

Valley Resource Center (VRC) provides San Lorenzo Valley residents with a variety of human services including information and referral, in-home visiting, neighborhood coordination, community organizing, and Healthy Start services at all school sites in San Lorenzo Valley. The center provides space and coordination for community agencies that offer assistance in the areas of family counseling, after school recreation/tutoring, health education, veteran services, senior services, dental care services, and auto repair.

AGENCY STAFF INTERVIEWED:

Evelyn Hengeveld-Bidmon, Executive Director

FACILITIES VISITED:

231 Main Street, Ben Lomond

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Executive Director was hired in June 1998. The Executive Director states that the transition has proceeded remarkably smoothly, especially since the former director stayed on for a one month transition period. During this time, the staff has increased by 1/3, and a new program, Healthy Start, was implemented. Infrastructure changes have been a major challenge to address due to increases in staffing, and the expansion of services. Some of these changes have included staff communication issues, decision making roles, accountability, development of a new organization chart, clarification and the development of new policies.
2. A major accomplishment was to receive a grant in the amount of \$370,000 for three years from the San Lorenzo Valley Unified School District for the Healthy Start Initiative, funded through the Department of Education Healthy Start Division. VRC will provide Healthy Start sites at all schools in the district which includes four elementary, one junior high, and one high school. A total of eight family advocates will provide direct services to children and families, and an information and referral position will be placed 3/4 time at the secondary schools. The Healthy Start program is a project of the San Lorenzo

Collaborative which includes community based organizations, community members, County, school, and business representatives. The collaborative's mission is to provide a broad scope of services in the San Lorenzo Valley. A major challenge of the collaborative is to continue establishing working relationships with the San Lorenzo Valley School District, as all the partners have various systems, policies, and communicate differently. It is also a challenge to ensure that the community is involved in the process, in order to build bridges with all the partners of the collaborative.

3. The Information and Referral component expanded its services to include Medi-Cal outreach through a contract with the Health Service Agency in the amount of \$12,000. These funds increased the part-time intake specialist to full time, who now spends one day a week in the community providing intake on Medi-Cal in the streets, accessing homeless, daily community events, isolated low-income people, working poor, local businesses, parks, churches, and child care centers. As a result of this expanded service it has increased the number of people accessing VRC services.
4. The Family Resource Center Network selected VRC as one of its three pilot sites to be evaluated on how preventative activities save governmental funds, and to track success rates on prevention of high cost back-end services such as foster care, juvenile delinquency, social services, counseling, and mental health services. Additionally, this program has been involved in development of the Family Matrix measurement tool used to evaluate movement of families from high-risk status to thriving and self-sufficiency.
5. A major challenge for the agency is to financially sustain all the current services, and to strategically plan for the Board's involvement in fund development, and growth and capacity of the agency.
6. VRC has received several grants including an 1 **8-month** grant of \$21,000 from the Health Care Outreach Coalition to provide health care outreach to children to increase their access to health services. Additionally, during the 1998 flooding season, VRC received a Packard grant in the amount of \$32,000 to help displaced families of the **Felton** Grove area, and to repair roads and remove mud.

SUMMARY OF MAJOR FINDINGS:

1. The 20 member Board of Directors includes one Native American (5 %), and one **Latino** (5 %) representative. The Board has taken some steps to formalize its recruitment process and provides a mentoring plan for new members.

CORRECTIVE ACTIONS:

1. Contractor will finalize its Boards written recruitment and retention plan.

RECOMMENDATIONS:

None.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Walnut Avenue Women's Center/Child Care Center's

REVIEW DATE: 1/21/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80797 ALLOCATION: \$ 10,463

PROGRAM SUMMARY:

The Walnut Avenue Women's Center operates two child care centers for children ages 2 to 6 years at its Downtown Children's Center (DCC), and infant care for newborns through 30 months at its Teenage Mother's Infant/Toddler Center (TAM) located at Santa Cruz High School, and also provides child care to the general community. DCC is licensed to provide 16 child care slots, but chooses to serve 12-14 children at one time. TAM provides 25 slots for infant care for teenage mothers, and is one of the few center-based infant care programs for teens in the north county area. The Centers provide a nurturing, caring, and supportive environment for children and parents.

AGENCY STAFF INTERVIEWED:

Dee O'Brien, Executive Director
Cathy Lusk, DCC Director/Teacher
Sandra Paiva, TAM Director

FACILITIES VISITED:

303 Walnut Avenue, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The Downtown Children's Center (DCC) has had a new Director since November 1998. The Director states that the transition has been very smooth, staff morale is high, and that she is rapidly learning the center's systems and procedures.
2. A major accomplishment of DCC has been to integrate 15.5 new subsidized slots through a contract with Food and Nutrition Services, which received funding from the Department of Education Child Development Division.
3. Another major accomplishment of DCC's program is the ability to provide seamless child care to its Teenage Mothers (TAM). As TAM children grow, they are given priority to

be transferred to the DCC center, so that teenage mothers don't lose out on educational opportunities. Since both of the centers' policies and procedures are the same, and they are within one block of each other, there is no break in the provision of child care services.

4. A major challenge for DCC and TAM is to develop a toddler program for children ages 14 months through 36 months. Both the DCC Director and the Executive Director believe the children between these ages need a different curriculum as they are not ready to transition to the older children's curriculum, and may benefit by a separate program for their age group. Also, when the TAM Center transfers its children that are two-years old, staff are finding that these children are at a different emotional and developmental stage, and TAM needs to shift its curriculum to meet their needs. The Executive Director states that creating a separate program for these children is part of the agency's long term planning.
5. DCC has refurbished the inside of its center by painting, carpeting, and some minor remodeling, creating a brighter and cleaner looking environment for children.
6. A major accomplishment of the TAM Center has been to receive a grant from the Department of Education Child Development Division in the amount of \$149,379 to provide 25 full-time infant/toddler subsidized slots. These slots are not only available for TAM moms countywide, but also for low-income families in the community, of which CalWORKs clients will have priority. The center is also targeting low-income children in the Beach Flats area. These subsidized slots have resulted in the growth of services to additional families, and longer hours in the afternoons, especially for working parents. The grant also includes funds for technical assistance, training materials, and building renovations.
7. TAM Center expanded its facilities at Santa Cruz High School by creating space for nursing mothers, so that TAM moms can continue nursing with some degree of privacy while attending classes.
8. TAM Center received a grant from the Fund for Non-violence in the amount of \$15,800 to provide weekly interactive and empowering workshops, and activities for TAM moms and their children. The project promotes the teen mom's participation, encourages involvement in their child's development, and fosters leadership, decision-making, and advocacy. The funds will also be used to develop a program that integrates mentoring, career planning, setting goals and objectives, and tutoring. Additionally, these funds will allow staff to attend the California Alliance Concerned with School Age Parents national conference on teen mothers, and to also purchase three computers, including technical training.
9. The Executive Director states that finding locally qualified personnel, in particular substitutes and bilingual staff, has affected the agency's ability to hire permanent staff. Staff believe this problem is due in part to low wages, and the elementary school system

hiring more teachers due to the decrease in classroom size, and paying better wages.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with corrective actions of the previous monitoring report.
2. Quarterly reports were not always submitted in a timely manner as required by the contract.
3. The agency has hired a bilingual/bicultural receptionist who is the first point of contact, and has an overall Latino staff of 56% (9 of 16 employees). Additionally, its Board of Directors has 20% (3 of 15 directors) Latino representation, and serves 43% Latino clients.

CORRECTIVE ACTIONS:

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

RECOMMENDATIONS:

None.

COUNTY OF SANTACRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: YWCA of Watsonville

REVIEW DATE: 3/8/99 CONTRACT PERIOD: FY 98/99

CONTRACT # 80795 ALLOCATION: \$ 23,055

PROGRAM SUMMARY:

The YWCA of Watsonville operates child care centers for school aged children (ages 6-11), and pre-schoolers (ages 2-5), at three sites in Watsonville. YWCA offers Teen Programs (ages 11-18), education and prevention programs including pregnancy prevention, leadership development, career-development, and other positive life choices. Additionally, YWCA offers community education, family entertainment, training in cultural diversity, health and fitness, and special community recognition programs.

AGENCY STAFF INTERVIEWED:

Sharon Green, Executive Director
Chris Ballin, Program Director

FACILITIES VISITED:

340 East Beach Street, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The agency hired a new Executive Director in August, 1998, and a new Program Director in October, 1998. The new Executive Director reports that the transition period has gone well, especially in light of the staff being without a permanent executive for nine months, resulting in the need to reinvigorate the staff. In the last six months, the staff morale has stabilized, and all staff are participating in a review of the organizational structure to determine what changes may need to be made. Executive management is modifying the traditional role of the YWCA, reviewing its mission statement in order to meet the changing local community needs, and in particular, with special emphasis on meeting its' mission of eliminating racism in the community. Additionally, management is reviewing fundraising strategies and distributions, reassessing contracts, and was able to obtain a line of credit with the Santa Cruz Community Credit Union for \$50,000.

2. The agency received a grant from the State Department of Education Child Development Division for approximately \$33,000 to renovate its Marinovich Center, including new flooring, carpeting, vinyl, blinds, light fixtures, equipment, making doors wheelchair accessible, and bringing bathrooms up to ADA standards. Additionally, in collaboration with the City of Watsonville, a portion of the ADA work will be provided by City staff who will provide support for design and bidding.
3. In collaboration with Santa Cruz County Headstart (a program of the Santa Cruz Community Counseling Center), the Beach Street Child Care Center was designed to meet the needs of parents participating in the Welfare to Work program by providing ancillary services, and 20 subsidized quality child care slots for children 3 - 5 years old. Headstart provided the building, playground equipment, and support staff, while the YWCA staff operates and owns the property, and is responsible for the administrative and fiscal management of the site.
4. Major challenges for the agency have been to find qualified bilingual/bicultural management personnel for child care centers and staffing. A major barrier to finding qualified staff is the costs of training, fingerprinting, and related recruitment costs. Also, sustainability of programs is of major concern; the agency is a dues based membership, has a thrift store that brings in revenue, fee based child care centers, receive grants from government and foundations, and holds various fundraising events throughout the year. Part of the challenge is with membership growing old, and with the changing demographics in the area creating a larger youth, low-income, and immigrant population, the challenge for the agency is to meet the changing needs of this community and meet its fiscal obligations.
5. The YW Teens program was recognized by the national YWCA as one of 17 national youth programs, as a model in a publication to be provided to all YWCA's throughout the country. The YW Teens program is a collaborative including Salud Para La Gente, Fenix Services, Planned Parenthood, Health Services Agency, that provides after-school program for youth ages 11-15 to stay drug and alcohol free, stay out of gangs, avoid early sexual activity, and sexually transmitted diseases and pregnancy. The YW Teens involved in the program have designed their own mission statement in order to define programs and vision of programs.
6. The YW Teens received a grant from the Packard Foundation in the amount of \$100,000 for three years for both girls and boys, to provide a second day of activities at all four participating schools in the program. These schools include Lakeview, Pajaro, E.A. Hall, and Rolling Hills Middle schools.

SUMMARY OF MAJOR FINDINGS:

1. Board agendas were not always received in a timely manner as required by the contract.

2. The agency has a recruitment and retention plan for its Board of Directors, and has developed a comprehensive orientation packet for new directors. Currently, the Board has eight members of whom two (25%) are Latino. Latinos comprise 68% of clients. The receptionist (first point of contact) is bilingual/bicultural, 87% of staff are Latino, and 80% bilingual in Spanish.
3. Agency staff have been extensively trained in diversity issues, and through the agency, diversity training programs are offered. One of the agency's missions is to eliminate racism, so program objectives are being developed in this area. The previous director had initiated a self-assessment tool to be used by staff, but at the time of the monitoring visit, current staff were unable to locate these assessments. Staff plan to develop a formal systematic self-assessment that will include clients, staff, Board, and volunteers, in the evaluation of its cultural competence and accessibility of agency services.
4. Although the agency has an office procedures manual, and has accounting and fiscal control procedures, these items are not set-up in a comprehensive manner for efficient use by staff.

CORRECTIVE ACTIONS:

1. Contractor will submit Board agendas within the time limits required by the contract.
2. Contractor will continue to actively recruit Latino Board members.

RECOMMENDATIONS:

1. It is recommended that the contractor develop a systematic self-assessment to evaluate the cultural competence of agency services.
2. It is recommended that the contractor finalize the organization of its office procedures manual, including accounting and fiscal control procedures.