



# County of Santa Cruz

0371

## HUMAN RESOURCES AGENCY

1000 EMELINE ST., SANTA CRUZ, CA 95060  
(831) 454-1130 OR 454-4045 FAX: (831) 454-4642

**CECILIA ESPINOLA, ADMINISTRATOR**

August 30, 2000

Agenda: September 12, 2000

### BOARD OF SUPERVISORS

County of Santa Cruz  
701 Ocean Street  
Santa Cruz, California

### COMMUNITY PROGRAM RESPONSES TO CORRECTIVE ACTIONS

Dear Members of the Board:

On August 20, 1996, your Board directed the Human Resources Agency to return on an annual basis to report on Community Programs' responses to corrective actions identified in the Human Resources Agency's annual monitoring reports. The purpose of this letter is to provide that report for Community Programs monitored in FY 99/00.

#### Responses to FY 99/00 Corrective Actions

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

By July 31 of each year, community programs are required to report to HRA regarding their progress in addressing any corrective actions identified in the previous fiscal year. Attachment A provides a summary of the contractors' progress in addressing the corrective actions (i.e., issues of contract compliance) for FY 99/00. In addition, each contractor's progress report is attached. The contractor's performance is summarized in one of two ways:

## BOARD OF SUPERVISORS

2

Agenda: September 12, 2000

## Community Program Responses to Corrective Actions

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

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

Summary of Responses

In FY 99/00, 38 agencies were monitored by HRA staff including a total of 41 programs. In addition to reviewing of administrative, programmatic, and fiscal records, programs were also monitored on adherence to the County's Standards of Accessibility for Latino Services. These monitoring reports were submitted to your Board on May 23, 2000.

The monitoring reports include details of each agency's major achievements and challenges during FY 99/00. Community Programs continue to do an outstanding job of providing high-quality, cost-effective and critically needed services to the residents of Santa Cruz County. The issues raised in the corrective actions point to continued improvement and operating efficiency.

The monitoring reports also include corrective actions and recommendations where appropriate. Corrective actions were identified for 30 programs

## BOARD OF SUPERVISORS

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Agenda: September 12, 2000

Community Program Responses to Corrective Actions

monitored in FY 99/00.

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

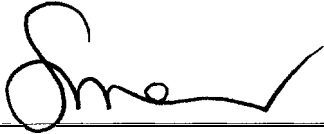
Very truly yours,



CECILIA ESPINOLA  
Administrator

CE/THP  
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RECOMMENDED:



Susan A. Mauriello  
County Administrative Officer

cc: County Administrative Officer  
Contractors

## ATTACHMENT A

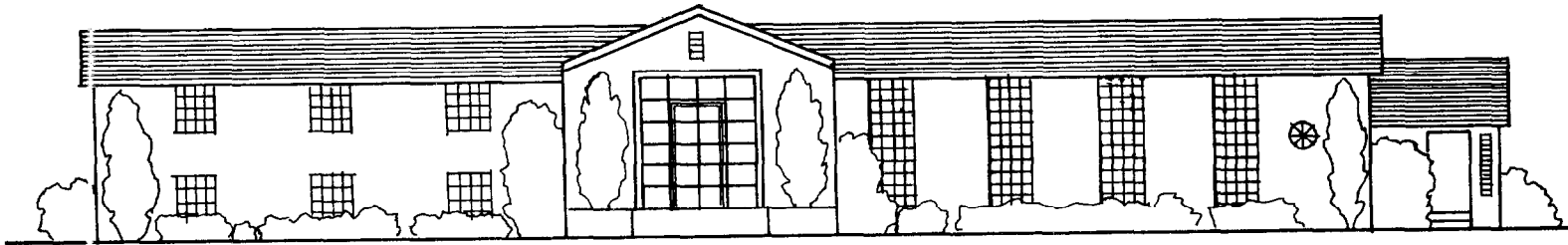
**COMMUNITY PROGRAMS MONITORED  
FY99/00**

Agency/Program	Corrective Actions	Progress-To-Date	
		Pending	Completed/ Pending
1. Association of Watsonville Area Seniors	3		✓
2. Big Brothers Big Sisters	1		✓
3. California Grey Bears	None		
4. Central Coast Center for Independent Living	2		✓
5. Central Coast YMCA/Watsonville	3		✓
6. Community Action Board/Davenport Resource Center	None		✓
7. Community Children's Center	1		✓
8. Community Options/Court Referral	None		
9. COPE Centro Familiar	1		✓
10. Court Appointed Special Advocates	3		✓
11. Defensa de Mujeres	1		✓
12. ¡Dientes! Community Dental Clinic	2		✓
13. Familia Center	3		✓
14. Families In Transition	3		✓
15. Fenix Services	2		✓
16. Food and Nutrition Services/Administration	1		✓
17. Food and Nutrition Services/Adelante	2		✓
18. Food and Nutrition Services/Family Health Education Ctr.	2		✓
19. Food and Nutrition Services/Meals on Wheels	None		
20. Glen Arbor School	1		✓
21. Group Home Society	1		✓

**COMMUNITY PROGRAMS MONITORED  
FY99/00**

Agency/Program		Corrective Actions	Progress-To-Date	
			Pending	Completed/ Pending
22.	Homeless Community Resource Center	1		✓
23.	Legal Aid of the Central Coast	1		✓
24.	New Life Community Services	1		✓
25.	Pacific Pre-School	None		
26.	Pajaro Valley Children's Center	3		✓
27.	Pajaro Valley Shelter Services	4		✓
28.	Parent's Center	3		✓
29.	Project Scout	4	✓	
30.	Salud Para La Gente	1		✓
31.	Salvation Army of Watsonville	2		✓
32.	Santa Cruz AIDS Project	3		✓
33.	Santa Cruz Barrios Unidos	1		✓
34.	Santa Cruz Women's Health Center	None		
35.	Senior Citizens of San Lorenzo Valley	None		
36.	Senior Citizens Legal Services	None		
37.	Senior Network Services	None		
38.	Volunteer Center	None		
39.	Welfare & Low Income Support Network	None		
40.	Women's Crisis Support	1		✓
41.	YMCA of the Redwoods (SLV Youth First)	4	✓	
<b>TOTAL</b>		61	2	28

# Association of Watsonville Area Seniors, Inc.



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

## ***" PROGRSS REPORT ON 99/00 CORRECTIVE ACTIONS / RECOMMEDATIONS"***

### **CORRECTIVE ACTIONS:**

- 1. Our agency has corrected getting the Board Agendas in within the time limits by faxing them over directly to your office.***
- 2. AWAS has a written Board recruitment and retention plan. (SEE ATTACHED)***
- 3. AWAS has developed a tracking system. (SEE ATTACHED)***

### **RECOMMENDATIONS:**

- 1. AWAS has not yet found someone to help us with this issue. (If the County has someone they can reccomend to us please do so).***



**BIG BROTHERS BIG SISTERS**  
of Santa Cruz County

1000 4 1st Avenue, Suite 1  
Santa Cruz, CA 95062

P.O. Box 2688  
Santa Cruz, CA 95063

**0377**

(83 1) 464-8691 Phone  
(83 1) 464-8693 Fax

postmaster@santacruzbbbs.org  
www.santacruzbbbs.org

July 27,2000

To: Teresita Hinojosa Pereira  
Senior Department Administrative Analyst  
Santa Cruz County Human Resources Department

From: Marie Cubillas  
Interim Executive Director  
Big Brothers Big Sisters of Santa Cruz County

Re: **Progress on Corrective Actions**

In the Monitoring Report summarizing our site visit of November, 1999, the agency had two corrective actions.

**Corrective Action:**

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

The agency's failure to consistently submit Board agendas within the time limits was due to staff turnover - specifically the administrative assistant position. The position has been stable for the past seven months. The agency will now submit all documents within the time limits required by the contract.

**Corrective Action:**

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

Progress:

Since the monitoring visit, the agency's Board expanded to 17 members, 4 of whom were Latino (23%). Last month, Marie Cubillas left the Board to assume the position of interim Executive Director. Therefore the Board currently has 16 members, 3 of whom are Latino (18%). The agency will continue to actively recruit Latino Board Members.

Respectfully Submitted,

Marie Cubillas  
Interim Executive Director



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# CALIFORNIA GREY BEARS, INC.

2710 Chanticleer Avenue • Santa Cruz, CA 95065-I 812 • (831) 479-I 055 • Fax (831) 479-8465

**July 31, 2000**

**Ms. Teresita Hinojosa-Pereira  
Senior Departmental Administrative Analyst  
Human Resources Agency  
1000 Emeline Ave.  
Santa Cruz, CA 95060**

**Re: Progress Report on Recommendation**

**Dear Teresita,**

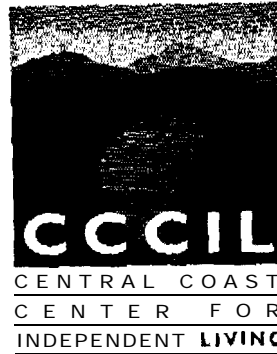
**Our final quarterly report was mailed to you under separate cover; we hope you have received it.**

**Your monitoring recommendation was that we continue our systematic self-assessment to evaluate the cultural competence of agency services with clients. Our plan is to send out a short Spanish client evaluation form in September after we have had ample time to distribute Brown Bags during the summer. This will help us get feedback. If we do the evaluation too early in the season, we have found that people have little to say. After four months of distribution, we should be able to get meaningful input.**

**Sincerely yours,**  
*Lynda Francis*

**Lynda Francis  
Executive Director**





0379

County of Santa Cruz  
Human Resources Agency  
Community Programs  
MONITORING REPORT

CONTRACTOR: Central Coast Center for Independent Living

REVIEW DATE: 10/27/99 CONTRACT #: 90284

CORRECTIVE ACTIONS:

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

PROGRESS TO DATE: CCCIL is sending agendas and minutes within the time limits. CCCIL is sending certified mail and is requiring signature of receipt from County to verify that the County is receiving on time.

2. Contractor will actively recruit Latino Board members and develop a written recruitment and retention plan.

PROGRESS TO DATE: CCCIL Board members are in the process of developing a written recruitment and retention plan. The board has scheduled its annual board/staff retreat to review its 3-year Strategic Plan which includes board recruitment. The retreat is scheduled for October 13, 2000. Judy Sulsona, who is a local consultant and is the Management Assistance Coordinator with the Community Foundation for Monterey County will be facilitating the discussion.

August 18, 2000

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

Dear Teresita:

The following information is related to the Watsonville Family YMCA progress report on corrective actions/recommendations for the FY99/00.

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

The Watsonville Family YMCA has submitted the required information within the time limits.

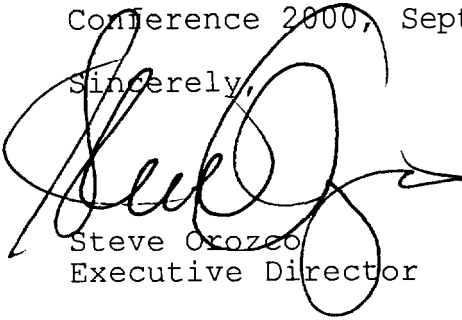
2. Contractor will actively recruit Latino Board members and formalize its written recruitment plan.

The Watsonville Family YMCA has recruited 1 Latino for the 2000-01 term. The Central Coast YMCA Board of Directors will adopt a written recruitment plan at its September 27, 2000 meeting.

3. Contractor will develop a systematic self-assessment for staff and clients to evaluate the cultural competence and accessibility of the agency's services to the Latino community.

The Watsonville Family YMCA has met with Teresita Hinojosa-Pereira regarding setting up a survey to evaluate our staff/board/volunteers/clients on the YMCA's effort in the cultural competence area. This will be completed by December 31, 2000. In addition, the YMCA will be attending the YMCA Diversity Conference 2000, September 21-23, 2000.

Sincerely,

  
Steve Orozco  
Executive Director



YMCA

We build strong kids,  
strong families, strong communities.



**COMMUNITY CHILDREN'S CENTER**  
**301 Center Street**  
**Santa Cruz, CA 95060**  
(831) 4258668

0381

**Progress Report on N 99/00 Corrective Actions/Recommendations**

**Corrective Actions:**

1. Contractor will actively recruit **Latino** Board members and develop a written Board recruitment and retention plan.

We invited two members of the **Latino** community to serve on our board. Both agreed, but at the last minute one changed her mind and the other moved out of the County. We are currently actively seeking at least one member from the **Latino** Community. We discussed a recruitment and retention plan, which will be written up by September.

**Recommendations:**

1. It is recommended that the contractor develop a formal self-assessment to evaluate the cultural competence and accessibility to the **Latino** community. Ideally, the assessment would include Board members, staff, and clients.

The board and staff have reviewed and **Child** Welfare League of America self-assessment instrument and have adapted it to our program. Based on the review several recommendations were made.

2. It is recommended that the contractor raise the necessary funds to have an independent financial audit conducted at least every five years.

Our accountant was contacted regarding an audit. He recommended that we not have one at this time. We will review the possibility of an audit with him each year.

Community Options  
COURT REFERRAL PROGRAM  
501 Cedar St., Suite A, Santa Cruz and 42 A Brennan St., Watsonville

0382

**PROGRESS REPORT ON F/Y 99/00 HRA SITE VISIT RECOMMENDATIONS**

Corrective Actions

None required.

Recommendations

1. It is recommended that the contractor continue its self-assessment to evaluate the cultural competence and accessibility of its program services to the Latino community, and will include staff and clients.

Response

The Community Options Board of Directors will continue working with staff to improve the self-assessment of the Court Referral Program in providing culturally competent and accessible services to the Latino community by examining self-assessment procedures of other programs that work within the Latino community, especially those in criminal justice. We will then incorporate those steps which seem appropriate into our self-assessment procedures.

**Executive Director**  
Luis Villacreces  
e-mail: luisv@cruzio.com

**Administrative Coordinator**  
Elizabeth Saldaña-Chavez  
e-mail: saldanachavez@yahoo.com

**Bookkeeper**  
Jack Castro  
e-mail: jcastro00@yahoo.com

**Director's Assistant**  
Dr. Joseph Sekon  
e-mail: sekonjoe@yahoo.com

**Board of Directors**  
**Community Representatives**  
Margie M. Biddick, Secretary  
Miguel A. Soriano, Treasurer  
Javier Naranjo  
Carmen Zuniga  
Cirila Ramirez

**Parent Representatives:**  
Guadalupe Mendoza, President  
Tomás Rodriguez, Vice President  
Alicia Sayas

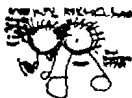
**COPE Centro Familiar**  
**Child Care Center**  
2667 Fact Lake Ave.  
Watsonville, CA 95076  
(831) 761-6295  
Fax: (831) 761-6298  
Center Director: Luis Villacreces  
Site Supervisor: Amy Rather  
Center Secretary: To be hired.

**Mission Statement:**  
COPE Centro Familiar is dedicated to provide affordable high quality, culturally and developmentally appropriate child care services in their home language for children from low income families in Santa Cruz County, allowing their parents to work, study or be trained.

**Louise Blanchard**  
**Child Care Center**  
175 Lawrence Ave.  
Watsonville, CA 95076  
(831) 724-9234  
Fax: (831) 724-4170  
Center Director: Luis Villacreces  
Site Supervisor: Maria Clara Mangoo  
Center Secretary: Kimarie Araya

**Mission Statement:**  
We are dedicated in providing high quality childcare services by offering a developmentally and culturally appropriate learning environment for children. For the families, the Center is also a community: a group of parents, and teachers who work as partners to share common hopes, struggles, and ideas in raising children.

## COPE CENTRO FAMILIAR CHILD CARE SERVICES



0383

(mailing address for all centers)  
P.O. Box 633, Watsonville, CA 95076  
(831) 761-8295 fax (831) 761-6298  
www.gate.cruzio.com/cope-

8-25-2000

**Teresita Hinojosa-Pereira**  
**Human Resources Agency**  
1000 Emeline  
Santa Cruz, CA 95060

### Progress Report on FY 99/00 Corrective Actions/Recommendations

#### Corrective Actions

COPE Centro Familiar has had changes in staff in the past 8 months and now that we have successfully hired a secretary we will provide reports on a timely basis,

Luis Villacreces, Executive Director, will submit Quarterly Reports to HRA every quarter, as well submit Board Agendas 48 hours prior to board meetings.

All reports for fiscal year 1999-2000 have been submitted.

#### Recommendations

None.

Sincerely,

Elizabeth Saldaña-Chavez  
Administrative Coordinator



0384

Court Appointed Special Advocates  
Of Santa Cruz County

County of Santa Cruz Human Resources Agency Community Programs  
**Response to Monitoring Report - Corrective Actions :**

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

**Master calendar has been created with due dates of all grant quarterlies and financial reports. Due dates of agenda and minutes are also included on Master Calendar. Approved minutes with agenda will be submitted the first week of every month. Example: agenda for 9/11 and minutes from 7/10 will be sent by 9/8. CASA board meetings are held the second Monday of each month.**

- 2) Contractor will ensure that its non-discrimination policy is visibly posted in English and Spanish.

**Non-discrimination policy has been translated to Spanish, to be posted by 7/31/00.**

- 3) Contractor will actively recruit Latino Board members, and it is recommended that the agency take steps to develop Board leadership which is culturally competent, aware of the special needs of the Latino community and effective in empowering the Latino community.

**Board members and staff have actively worked to recruit Latino Board members, as a result two candidates are currently in the decision making process. Board will become members of Latino Chamber of Commerce as well as contact the Latino Affairs Commission and the Latino Strategist Planning Group to gain more resources for Board recruitment. Board members will participate in a Cultural Competency training and make the above mentioned contacts by October 31, 2000.**

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

Dear ~~Teresita~~, *Teresita*

This is in response to FY 99/00 Monitoring Report for Defensa de Mujeres.

Corrective Actions:

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

Attached you will find the surveys that have been developed and are used to evaluate client services and satisfaction. One survey is a telephone survey that is administered quarterly, and an in-person survey that is provided quarterly in person to clients.

If you have any further questions on this matter, please feel free to contact me.

Sincerely,  
  
Celia B. Organista  
Executive Director

Dientes! Community Dental Clinic

Progress Report on Corrective Actions/Recommendations as of June 2000  
Response to monitoring report dated 1/27/00

0386

Corrective Action #1: Contractor will submit quarterly reports and Board agenda within the time limits required by the contract.

Response: Dientes! has established an internal monitoring system under the control of the Associate Director to assure that quarterly reports and Board minutes and agendas are submitted in a timely manner. Board agendas will be mailed to the County at the same time they are mailed to Board members (generally 5 days prior to the Board meeting). Board minutes will be mailed to the County as soon as they are typed (generally within 2 weeks after the Board meeting).

Corrective Action #2: Contractor will develop and implement a written information fact sheet for clients that describes agency fee, policy, procedures and rules.

Response: A patient information sheet (*Welcome to Dientes!*) has been developed and is now under revision. It will be translated to Spanish as well. It will be provided to patients at the time of initial registration and also at all subsequent appointments. The information sheet is included in this report (Attachment #1).

Recommendation: It is recommended that the contractor finalize its systematic self-assessment to evaluate the cultural competence and accessibility of the agency's services to the Latino community. Ideally, the assessment would include Board members, staff, patients, 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.

Response: Dientes! began a self-assessment process two years ago, but it was not completed because the employee that had responsibility for it (Chris Ballin) left for other employment. Chris has now been hired in a consultant capacity to complete the self-assessment and to work with Dientes! to implement the changes needed to become a more culturally competent agency.

Chris has adapted the self-assessment instrument of the Child Welfare League of America. She will administer the instrument to members of the Dientes! Board, to staff, and to patients. Chris will present the results to the Board and discuss what actions are necessary. Chris will be available to work with the Board and staff to implement these actions. One year from now, Chris will conduct a re-assessment, to determine if there has been improvement. A copy of the contract between Dientes! and the consultant is presented in Attachment #2.



### **CORRECTIVE ACTIONS:**

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

Familia Center has been submitting quarterly reports, Board agendas and minutes in a timely manner. After speaking to Patty Jara about recent requests received by our agency for late minutes/agendas that had already been faxed. We learned that these items had been mistakenly lost or misplaced by HRA personnel.

2. **Contractor will insure that its non-discrimination policy is visibly posted at all times in both English and Spanish, and will include these written policies in its client intake packets.**

Our non-discrimination policy is now visibly posted at all times in both English and Spanish. Clients are currently being given intake packets, which include the written policies.

3. **Contractor will complete translation of all client related materials into Spanish by June 30, 2000.**

All client materials have been translated into Spanish and are now available in both languages to our clients. Specifically, the CDBG low-income certification.

### **RECOMMENDATIONS:**

1. **That the contractor develops and implements a systematic self-assessment to evaluate the cultural competence and accessibility of the agency's services to the Latino community.**

A client survey was implemented in May by Familia Center volunteers to Pantry clients both in English and Spanish. The survey included questions about the quality of our service, accessibility and pantry needs. A total of 51 questionnaires were completed and results are available upon request.

2. **It is recommended that the contractor ensure that ADA signage be visibly displayed to indicate the location of its disabled parking.**

The disabled parking sign (ADA) has been visibly posted indicating the location of the disabled parking.



Families in Transition, Inc.  
OF SANTA CRUZ COUNTY

210 High Street, Suite 103, Santa Cruz, California 95060

0388

July 31, 2000

Teresita Hinojosa-Pereira  
Sr. Department Administrative Analyst  
Human Resources Agency, County of Santa Cruz

Dear Ms. Hinojosa-Pereira

Families in Transition of Santa Cruz County, Inc. is taking the following steps to address the corrective actions and recommendations detailed in HRA's Community Programs monitoring report for FY 99/00

Corrective Actions:

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

Action: Families in Transition is currently in compliance with this requirement. The staff Administrative Assistant has been assigned the task of ensuring that this requirement continues to be met.

2. Contractor will include its non-discrimination and grievance/complaint procedure as part of its intake process.

Action: Effective 8/1/00 all incoming clients will receive a copy of the Families in Transition non-discrimination and complaint procedure at the first appointment with a case manager. Notices will be provided in English and in Spanish.

3. Contractor will actively recruit Latino Board members and formalize its written recruitment and retention plan.

Action: Families in Transition has begun active recruitment for Latino Board Members through staff recommendation and solicitation of possible interested candidates through community based agencies, business contacts and graduates of the program. By 11/1/00 Families in Transition plans to have recruited additional Latino Board Member candidates. The Families in Transition Board of Directors will address the issue of a written recruitment and retention plan beginning at the 10/00 board meeting. A formal plan is projected to be approved by 12/31/00.



Recommendations:

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

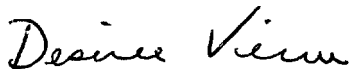
Action: Families in Transition will be reviewing the Child Welfare League self-assessment instrument provided by HRA and evaluating the feasibility of adaptation by the agency by 10/1/00. A self-assessment of accessibility will be begun by 12/1/00.

2. It is recommended that the contractor update its office procedures manual, including accounting and fiscal control procedures.

Action: The office procedures manual will be reviewed and updated during the course of fiscal year 00/01. Sections relating to accounting procedures will be reviewed by appropriate staff and board members.

If you need further information please feel free to contact me at 458-7 125.

Sincerely,



Desiree Vierra  
Executive Director  
Families in Transition



## FENIX SERVICES, INC.

0390

☐ **Administration**  
10 Alexander Street  
Watsonville, CA 95076  
(831) 722-5914  
FAX (831) 722-8311

☐ **Out-Patient Services**  
☐ **Youth Program**  
10 Alexander Street  
Watsonville, CA 95076  
(831) 722-5914  
FAX (831) 722-8311

☐ **Hermanas Recovery Program**  
640 Rodriguez Street  
Watsonville, CA 95076  
(831) 722-2471  
FAX (831) 722-2471

August 21, 2000

Dear Teresita Hinojosa-Pereria

**"Progress report on FY 99/00 Corrective Actions/Recommendations"****Corrective Actions:**

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

Contract has submitted the quarterly report on time and plans to meet all future deadline in a manner consistent with the conditions of the contract. Fenix Services currently has one agenda (August 10, 2000) agenda outstanding.

The outstanding Board minutes are being given a final review before submission. I expect them to be forwarded to you this week.

2. Contractor will develop and implement a systematic written method of program evaluation for each program to determine the effectiveness of services and report evaluation results to the agency Board on at least an annual basis.

Fenix Services will implement an evaluation method and provide written reports to the agency Board on a semi- annual basis.

**Recommendations:**

It is recommended that the contractor continue the development of a self-assessment to evaluate the cultural competence and accessibility of the agency's services, ideally this will include Board and clients.

Fenix Services management agrees and will comply with the recommendation.

Respectfully,

Donald Mitchner  
Administrative Analyst

## **Progress Report on FY 99/00 Corrective Actions/Recommendations**

Program: Food and Nutrition Services, Inc. /Administration

### **Corrective Actions:**

*1. Contractor will actively recruit Latino Board members and formalize its written recruitment and retention plan.*

FNS has initiated outreach efforts to the Latino community to recruit Board members. The Executive Director has actively recruited Latino Board members and has worked with the Adelante Program Director to do outreach in the Latino community. As well, we are completing our strategic plan which provides for the recruitment and retention of a diverse, representative Board of Directors. The Cultural Competency Assessment committee will assist with the recruitment and retention of Latino Board members by assuring that the agency is representative of and sensitive to the cultures of its customers.

### **Recommendations:**

*I. It is strongly recommended that the contractor finalize its systematic self-assessment to evaluate the cultural competence and accessibility of the agency's services to the Latino community, June 30, 2000. Ideally, the self-assessment process will include the Board and clients.*

FNS adopted a modified version of the Child Welfare League of America's Cultural Competence Self-Assessment Instrument July 21, 2000. An Assessment Committee, chaired by Executive Director Sam Storey, is being formed. It will be comprised of representatives of the board, administrative staff, management staff, service staff, volunteers and our clients. The committee will finalize the procedures and tools for this comprehensive self-assessment of the agency's cultural competence. Its charge will be to oversee the administration of the tool and report the findings and recommendations.

<b>Task</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>
Convene Assessment Committee	Executive Director	August
Process, time frames & tool finalized	Assessment Committee	September
Programs complete self-assessment	Program Directors	October
Management self-assessment completed	Executive Director, board	October
Analyze & record findings	Assessment Committee & Senior Analyst	November
Report findings to board, Management Team & Workers Council	Executive Director & Assessment Committee chair	December
Adopt future action plan	Executive Director & Assessment Committee	January
Review corrected actions	Assessment Committee	April

## **Progress Report on FY 99/00 Corrective Actions/Recommendations**

Program: Food and Nutrition Services, Inc. /Adelante

Page 1 of 2

### **Corrective Actions:**

*1. Contractor will develop its intake procedure for all clients in order for clients to have equal access to all services.*

As a preliminary step, Adelante's intake procedure has been modified for all drop-in and citizenship clients to include a verbal description of the range of services offered at our center to establish equal access to all services. All other clients fall into our outreach service contacts and all already receive this information. As one component of a broad revision of the general Adelante intake form, an additional space will be included for staff to verify that this information is communicated.

*2. Contractor will develop and conduct a formal selfassessment to evaluate the cultural competence and accessibility of its services to the Latino community.*

FNS adopted a modified version of the Child Welfare League of America's Cultural Competence Self-Assessment Instrument July 21, 2000. An Assessment Committee, chaired by Executive Director Sam Storey, is being formed. It will be comprised of representatives of the board, administrative staff, management staff, service staff, volunteers and our clients. The committee will finalize the procedures and tools for this comprehensive self-assessment of the agency's cultural competence. Its charge will be to oversee the administration of the tool and report the findings and recommendations. (See table next page.)

## Progress Report on FY 99/00 Corrective Actions/Recommendations

Program: Food and Nutrition Services, Inc./ Adelante

Page 2 of 2

(Corrective Action #2 response continued.)

Task	Person(s) Responsible	Timeline
Convene Assessment Committee	Executive Director	August
Process, time frames & tool finalized	Assessment Committee	September
Programs complete self-assessment	Program Directors	October
Management self-assessment completed	Executive Director, board	October
Analyze & record findings	Assessment Committee & Senior Analyst	November
Report findings to board, Management Team & Workers Council	Executive Director & Assessment Committee chair	December
Adopt future action plan	Executive Director & Assessment Committee	January
Review corrected actions	Assessment Committee	April

### **Recommendations:**

*1. It is recommended that the contractor develop cash/donation policy and procedure for staff at all its mobile sites as well as its office site.*

We do not accept donations at mobile sites. We have reviewed and disseminated FNS' organizational procedures for handling cash, and are monitoring compliance with this policy.

## **Progress Report on FY 99/00 Corrective Actions/Recommendations**

Program: Food and Nutrition Services, Inc./ Family Heath & Education

Page 1 of 3

### **Corrective Actions:**

*1. Contractor will review, revise, ad implement a data gathering process that ensures an unduplicated count of clients served. Additionally, the contractor will develop a written information sheet for new clients to be distributed during the intake process explaining program services, fees, policies and procedures.*

We have reviewed, revised and implemented our data gathering process to ensure an accurate count of unduplicated clients served. FHEC implementations: **1)** An intake form must be completed for all new clients; **2)** Intake form will be kept on file to eliminate duplication count; **3)** All new clients will receive a Client Identification number; **4)** All new clients will be entered in to our data system; and **5)** Existing clients from a prior year will be rolled over to the new fiscal year and counted as a new client for the new fiscal year. Currently we have developed and implemented a fee schedule. We are still working on the procedures manual. We anticipate completion of our procedures manual by September 30, 2000. A copy will be made available at both our Santa Cruz and Watsonville FHEC office.

*2. Contractor will continue to develop and implement a systematic self-assessment to evaluate the cultural competence and accessibility of program services to the Latino community. Ideally, the assessment would include staff, clients, 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.*

FNS adopted a modified version of the Child Welfare League of America's Cultural Competence Self-Assessment Instrument July 21, 2000. An Assessment Committee, chaired by Executive Director Sam Storey, is being formed. It will be comprised of representatives of the board, administrative staff, management staff, service staff, volunteers and our clients. The committee will finalize the procedures and tools for this comprehensive self-assessment of the agency's cultural competence. Its charge will be to oversee the administration of the tool and report the findings and recommendations. (See table on next page.)



## Progress Report on FY 99/00 Corrective Actions/Recommendations

Program: Food and Nutrition Services, Inc./ Family Heath & Education  
Page 2 of 3

(Corrective Action #2 response continued.)

Task	Person(s) Responsible	Timeline
Convene Assessment Committee	Executive Director	August
Process, time frames & tool finalized	Assessment Committee	September
Programs complete self-assessment	Program Directors	October
Management self-assessment completed	Executive Director, board	October
Analyze & record findings	Assessment Committee & Senior Analyst	November
Report findings to board, Management Team & Workers Council	Executive Director & Assessment Committee chair	December
Adopt future action plan	Executive Director & Assessment Committee	January
Review corrected actions	Assessment Committee	April

### **Recommendations:**

*1. Contractor will develop and implement marketing strategies to reach the Latino community, and provide bilingual services at all level of staffing, particularly at the first point of contact.*

FHEC is aware of the importance of reaching the Latino population. In efforts to reach this population we now publish all of our written outreach information in Spanish. We are also consulting with other programs who reach out to the Latino population such as Si Se Puede, Fenix Services, Defensa de Mujeres, and Familia Center. Both our FHEC office have a bilingual/bicultural program assistant, who assist all clients with entry to our program services. Our new Director, Blanca Luna, is bilingual/bicultural and has **10** years of experience working with the Latino population and in an all Latino residential program.

**Progress Report on FY 99/00 Corrective Actions/Recommendations**

Program: Food and Nutrition Services, Inc./ Family Heath & Education

Page 3 of 3

(Recommendations continued.)

*2. It is recommend that the contractor finalize its office procedure manual including accounting and fiscal control procedures, in particular, the development of a cash handling policy.*

FHEC will finalize it office procedures manual by September 30, 2000. However, we have completed the section on accounting and fiscal control (cash handing policy). A copy of the procedure has been available to all staff handling FHEC cash.

*3) It is recommended that the contractor develop an organizational chart for its program.*

An organization chart has been developed; please see attached.

## Progress Report on FY 99/00 Corrective Actions/Recommendations

Program: Food and Nutrition Services, Inc./ Meals on Wheels

### **Corrective Actions:**

None.

### **Recommendations:**

1. *It is recommended that the contractor continue its development and implementation of a systematic self-assessment to evaluate the cultural competence and accessibility of program services to the Latino community. Ideally, the self-assessment process will include staff,*

FNS adopted a modified version of the Child Welfare League of America's Cultural Competence Self-Assessment Instrument July 21, 2000. An Assessment Committee, chaired by Executive Director Sam Storey, is being formed. It will be comprised of representatives of the board, administrative staff, management staff, service staff, volunteers and our clients. The committee will finalize the procedures and tools for this comprehensive self-assessment of the agency's cultural competence. Its charge will be to oversee the administration of the tool and report the findings and recommendations.

<b>Task</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>
Convene Assessment Committee	Executive Director	August
Process, time frames & tool finalized.	Assessment Committee	September
Programs complete self-assessment	Program Directors	October
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Analyze & record findings	Assessment Committee & Senior Analyst	November
Report findings to board, Management Team & Workers Council	Executive Director & Assessment Committee chair	December
Adopt future action plan	Executive Director & Assessment Committee	January
Review corrected actions	Assessment Committee	April



## G L E N A R B O R S C H O O L

9393 Glen Arbor Road ♦ Ben Lomond, CA 95005 ♦ Phone (831) 336-2932 ♦ California License # 440701591

PROGRESS REPORT ON FY 99/00  
CORRECTIVE ACTIONS/RECOMENDATIONS

1) CORRECTIVE ACTIONS:

Glen Arbor School will submit Board Agendas within the time limits as required by the contract.

Glen Arbor School Director is submitting the Board Meeting Agendas within the time limits (rather than waiting for a volunteer Board Secretary to submit it.)

RECOMMENDATIONS:

1. It is recommended that the contractor finalize its systematic self assessment to evaluate the cultural competence and accessibility of agency services to the **Latino** community. Ideally, the evaluation process will include participation from its Board, staff, and parents. HRA has provided contractor with a copy of the Child Welfare League of America self-assessment instrument for possible adaptation.

2. It is recommended that the contractor finalize its office procedures manual including accounting and fiscal control procedures by June 30, 2000.

RECOMMENDATIONS WERE ADDRESSED AS FOLLOWS:

1. Glen Arbor School has completed a systematic self-assessment evaluating cultural competence and accessibility of agency services to the **Latino** Community. It was based on the Child Welfare League of America self assessment instrument. It was completed in April and is on file.

2. The office procedure manual including accounting and fiscal control procedures was located. (it was not found during the monitoring visit)

# **Group Home Society, Inc.**

**0399**

**2941 Park Avenue - Suite C Soquel, CA 95073**

**(831) 462-3970**

**Fax (831) 462-0277**

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Progress Report on FY **99/00** Corrective Actions/Recommendations

## **CORRECTIVE ACTIONS:**

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

Corrective Action: Contractor will FAX quarterly reports prior to their due date, in addition to mailing them, to ensure that they are received within the required time limits.

## **RECOMMENDATIONS:**

None.



# Homeless Community Resource Center

115 Coral Street  
Santa Cruz, CA 95060

(83 1) 458-6020      (83 1)-458-6023 (FAX)

July 28, 2000

Ms. Teresita Hinojosa-Pereira  
Senior Departmental Administrative Analyst  
Human Resources Agency  
1000 Emeline Avenue  
Santa Cruz, Ca 95060

Dear Ms. Hinojosa-Pereira,

As you know, your department recently completed an annual monitoring report on the Homeless Community Resource Center. In this report several items were identified as needing attention. The purpose of this letter is to document the steps we have taken to correct these deficiencies.

## **Corrective Actions:**

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

## **HCRC Response:**

HCRC administrative staff has reviewed the reporting requirements and time limits. One past problem has been the process by which the agency's Board Secretary produced the board minutes. The Board Secretary has agreed to change this process and have the minutes available the week following each meeting. We anticipate that all quarterly reports and board materials will be submitted on time from this point forward.

## **Recommendations:**

It is recommended that contractor continue with its efforts to develop and implement a formal plan for recruitment and retention of **Latino** Board members.

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.

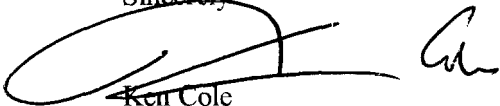
HRA Letter  
Page two

HCRC Response:

Like many other community agencies in Santa Cruz County we have had difficulty recruiting Latinos to our Board of Directors. The Governance Committee of our Board, which is responsible for recruitment, has made this issue their number one priority. This issue and the need to develop a method of assessing the agency programs in regard to cultural competency and accessibility to the **Latino** community is part of a five-year strategic planning process currently underway. HCRC has contracted with E.G. Hammond Consulting to complete this plan and we expect to have the plan and to begin implementation no later than November of this year.

Please let me know if you require any further information regarding our effort to achieve full compliance with HRA standards.

Sincerely

A handwritten signature in black ink, appearing to be "Ken Cole", written over a horizontal line.

Ken Cole  
Executive Director

# Legal Aid of the Central Coast 0402

Administration and  
Watsonville Office

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

Tel. (831) 724-2253 & 68806535

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

July 21, 2000

## PROGRESS REPORT ON FY 99/00 CORRECTIVE ACTIONS/RECOMMENDATIONS

Corrective Actions: The monitoring report found that quarterly reports and Board minutes were not always received timely. To address this issue, Legal Aid of the Central Coast will submit quarterly reports timely. Rather than rely on Board members for preparation and submission of the minutes on a timely basis, a staff member shall be assigned to take and prepare the minutes to ensure their prompt submission.

Recommendations: The County recommended that Legal Aid continue its self-assessment to evaluate the cultural competence and accessibility of agency services to the Latino community and that the self-assessment include clients. Legal Aid will prepare a survey by July 31, 2000 to be made available in each office and mailed to Latino clients to determine the level of client satisfaction with existing services and to address any issues raised in the responses. Legal Aid will continue to recruit and hire bilingual and bicultural staff wherever possible to fill vacancies.

F:\DATA\GR\PROG.REP



# New Life Community Services, Inc.

0403

Programs for Families and Individuals In Need  
Addiction Treatment, Shelter and Transitional Programs for the Homeless  
707 Fair Avenue, Santa Cruz, California 95060 (831) 427-1007  
717 Fair Avenue, Santa Cruz, California 95060 (831) 458-1668

June 19, 2000

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

## **RE: Corrective Actions/Recommendations from the 1999/2000 Monitoring Report**

Dear Ms. Hinojosa-Pereira,

This letter is in response to the report from your monitoring visit in May of 2000. In that report HRA recommended that our agency develop and implement a formal recruitment and retention plan to increase Latino representation on our Board of Directors.

We have continued our planned recruitment of an additional Latino board representative who is slated to join the board within two months. Recruitment and retention of Latinos remains as a standing agenda item in the board diversity committee.

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

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

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

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

Sincerely,



Emmanuel DeNike  
Administrative Director

*Pacific School*

---

Davenport, California 95017  
(831) 4257002

Date: 8/22/00

To: County of Santa Cruz  
Human Resources Agency  
Community Programs

Re: Monitoring Report FY 99/00

From: Pacific Pre-School, Contract # 90959

**Progress Report on FY 99/00 Corrective Actions/Recommendations**

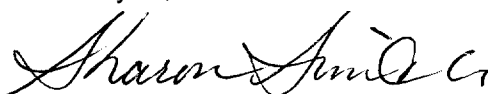
The recommendation that we received on the Monitoring Report in October, 1999 advised us to "continue self-assessment to determine whether services are culturally competent and accessible to the **Latino** community" including Board members and staff.

I sent you a response to that monitoring report on 5/4/00 in which I reported the approved funding for Spanish classes for preschool staff. We are continuing to fund staff development to aid increased communication with our **Latino** community. One staff member has completed an intensive Spanish Emersion course and we are providing funding for the second portion of that program. We also continue to provide a **Latina** teaching assistant in the preschool and have been very successful with promoting **Latino** volunteers. We have also added a bilingual Title I teacher who has begun spending time with our **Latino** families through tutorials and home visits.

Our Board is publicly elected and we have no control over the ethnical **background** of its members, however, we feel that our present Board is extremely sensitive to cultural issues and have been willing to fund staffing and staff development that promote stability and diverse cultural needs.

Our preschool teacher has attempted to expand her cultural program through labeling in Spanish as well as English, and pictures, posters, and activities that are designed to make a greater connection with our Spanish speaking children and families. This is a process that we realize can be continually improved.

Thank you,



Sharon Smith  
Principal/Superintendent  
Pacific School District



**Final Report from the Pajaro Valley Children's Center**  
**234 Montecito St., Watsonville**

Subject: Corrective Actions and Recommendations:

The following actions have been completed in response to the Corrective Actions report sent to our Center from the County Human Resource Agency:

- Board Agendas and Meeting Minutes/Financial Reports: The Pajaro Valley Children's Center has been sending meeting minutes within the time limits as required by the Contract, within 30 days after the meetings. Also, the Center's Director, Sandra Lara, has been submitting monthly financial reports to the Board of Directors and sending a financial report on a quarterly basis to the Human Resource Agency's Senior Departmental Administrative Analyst.
- Board of Directors Written Recruitment and Retention Plan: A committee formed by two Board of Director members and the Center's Director have been working to develop a written recruitment and retention plan for the PVCC Board of Directors. The committee includes Linda Bennett (Secretary), Ken Hendry (Officer) and Sandra Lara (Executive Director). Currently, the committee is researching other plans from local non-profit organizations in order to obtain samples which we can use to format our Plan from. Once the Plan has been finalized, it will be made available in both English and Spanish. The anticipated date of completion is August 31, 2000.

Recruitment will take place through the following measures:

- 1) We will work with the Methodist Church to obtain potential new Board members;
- 2) We will advertise for new members through local news publications, including the Chamber of Commerce newsletter, the Pajaronian Newspaper, and the local community service station which broadcasts through Charter Communications;
- 3) Additional measures will be taken as identified through the research done by committee members.

A Training Manual will be developed which will include the following elements:

- 1) History and purpose of the Children's Center;
- 2) Duties of Board members, including length of service, meeting times, and obligations of each officer;
- 3) Procedures and Bylaws.

Recommendations:

- The PVCC developed and adopted an organizational chart reflecting the current organization of the Center. A copy of the new chart of organization was included in the grant proposal for the year 00/01.
- The PVCC Director has been working to find a professional to conduct a fiscal audit.

**Paiaro Valley Shelter Services**  
**Progress Report on N 99/00 Corrective Actions/Recommendations**

0407

**CORRECTIVE ACTIONS**

1. We have had a system in place since August 1999 to ensure that agendas and minutes are mailed to the Board of Supervisors and HRA staff the week prior to the Board of Directors meeting. This system appears to have broken down, however, when our Board of Directors changed the day and time of its meetings and we didn't send a new list of meeting times to supercede the one in the original grant application. In the future, if the schedule of meetings changes we will submit a written list of the new schedule.

2. At the current time, three (30%) of the ten members of the Board of Directors are Latino. We continue to actively recruit more Latinos, including former clients, for the Board. The Board's Nominating Committee is finalizing the recruitment and retention plan. We will send a copy of the written plan when it is formally approved by the Board of Directors.

3. The agency non-discrimination policy is posted in Spanish and English at all program sites and is included in the written materials we provide to clients in all our programs.

We have nearly finished a complete reworking of all the client-related and case management forms for all three of our programs and are translating them as we go. We have determined a prioritized order for the forms used in each program to ensure that the materials provided to, or used directly by, clients are translated first. Until the time translations of all the new forms and materials are available, we will continue to work one-on-one with clients to ensure complete understanding of the materials.

4. Each of our programs has a formal process for assessing and tracking the ability of our clients to reach specific goals. A recent assessment of the ability of agencies to evaluate program effectiveness -- conducted for the Family Resource Center Network by Applied Survey Research -- scored PVSS very well in our capacity to assess program outcomes. Each of the programs has a different way of surveying the clients to determine their satisfaction with the services.

**KidSpace Child Care Center**

**Evaluation of Program Effectiveness**

The effectiveness of our child care program is determined by whether the children advance in their physical and psycho-social skills while attending KidSpace. Each child is tested at entry and every 6 months thereafter. The effectiveness of the programs ability to provide parents the opportunity to find secure housing and improve their economic self-sufficiency is also assessed twice per year.

**Client Satisfaction**

In order to assess our child care program in a systematic way, we have developed a bilingual questionnaire (copy enclosed) distributed to all parents two times each year. The questionnaire is revised as needed. This is in addition to the two ways we have traditionally assessed parent satisfaction with KidSpace. First, for the more than 50% of the children who are from families in PVSS programs, we assess parent satisfaction with the care their children receive at KidSpace through the case management processes in our Shelter and Transitional Housing programs. Second, parents of all the children at KidSpace are encouraged to provide input at the twice-yearly meeting each family has with the KidSpace Director. These assessment activities will continue.

## **Emergency Shelter and Transitional Housing Programs**

### **Evaluation of Program Effectiveness**

The goal of the Emergency Shelter and Transitional Housing programs is to help families stabilize the crisis which led to their being homeless, break the cycles which led to the crisis, improve their economic future, and secure stable housing. Progress toward meeting the specific goals set by each family to meet these ends are tracked at regular meetings with their case manager (weekly for the Shelter, monthly for Transitional Housing) and at the time the family leaves the program.

**Client Satisfaction** The Emergency Shelter tracks client satisfaction with a questionnaire (copies in Spanish and English enclosed) which clients are asked to complete once per month during their (maximum 3 month) stay and at the time they leave the Shelter. Client feedback is solicited from Transitional Housing clients during their monthly in-home visits with their case manager and at the time they leave the program.

### **RECOMMENDATIONS**

1. The information provided to HRA staff at this review visit concerning the Cultural Competence self-assessment was incorrect. Our former Executive Director conducted a cultural competence review, using the Child Welfare League of America's self-assessment tool, in early 1999. Files show that this process included the Board of Directors, staff, and agency clients. Since more than 90% of our client families are Latino, and because this issue is so important, we have developed a bilingual version of the questionnaire for clients (copy enclosed) and have integrated it into our regular client-interview and case management procedures. We will revisit the other sections of the survey periodically.



0409

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

I-IRA ADMINISTRATION  
TERESITA HINOJOSA-PEREIRA  
1000 EMELINE  
SANTA CRUZ, CA.

JULY 26TH 2000

DEAR TERESITA;

I AM WRITING TO TELL YOU THAT ALL OF YOUR CONCERNS IN OUR MONITORING REPORT HAVE BEEN ADDRESSED BY THE BOARD OF DIRECTORS.

CORRECTIVE ACTIONS

1. WE WILL SUBMIT QUARTERLY REPORTS, BOARD AGENDAS AND MINUTES WITHIN THE TIME LIMITS REQUIRED BY THE CONTRACT.
2. WE WILL CONTINUE TO ACTIVELY RECRUIT LATINO BOARD MEMBERS, THE BOARD HAS DEVELOPED A WRITTEN RECRUITMENT AND RETENTION PLAN.
3. THE NON-DISCRIMINATION POLICY AND GRIEVANCE/COMPLAINT PROCEDURE ARE POSTED IN ENGLISH AND SPANISH AT ALL SITES.

RECOMMENDATIONS

1. THE BOARD DEVELOPED A CLIENT SATISFACTION SURVEY WHICH WAS GIVEN TO CLIENTS IN BOTH OFFICES IN JUNE OF 2000. THIS IS THE FIRST STEP IN OUR SYSTEMATIC SELF-ASSESSMENT FOR CULTURAL COMPETENCE.

IF YOU HAVE ANY QUESTIONS, PLEASE DO NOT HESITATE TO CONTACT ME.

SINCERELY,

  
CAROL FRANKL

# Project Scout

0410

Human Resources Agency  
County of Santa Cruz

Attn: Teresita Hinojosa-Pereira

July 3 I, 2000

## Corrective Actions

- 1) Monitoring report was submitted to the Board of Directors of Project Scout and was discussed at length.
- 2) It is a continuing challenge for Project Scout to recruit Latinos to the Board of Directors as well as the volunteer staff. Notices have been **placed** in twelve newspaper publications serving Santa **Cruz** County. In addition, notices were sent to radio and television stations within Santa **Cruz** County. Applications and brochures were available at our table during "Make a Difference Day" October 23, 1999 at the **Capitola** Mall.  
Revision of the Project Scout brochure and additional information on the Organization will be placed in **folders** to aid in Board Orientation.  
Having the Board meetings in various locations was presented to the Board of Directors. The members felt that the present location of the meetings at Live Oak Senior Center is the best place at this time. As the Board expands further Discussion will be considered.
- 3) Personnel Policies are still being revised as the review of our needs are fine tuned.
- 4) The complaint procedure for clients was developed. However this needs further revising as we feel it is not as clear cut as it should be.

## Recommendations

- I) Project Scout initiated an assessment process at the client level to determine if services are culturally competent. A review of the responses to the questionnaire Revealed that the clients were made to feel comfortable and shown respect. They all thought that good service was given to everyone. A weakness was seen in the blood pressure program where a few clients felt they were not made to feel comfortable. Scanning of the responses indicated that this was not an ethnic issue but more a result of Seniors concern over their health.



**Salud Para La Gente, Inc.  
2045 East Beach St.  
Watsonville, Ca 95076**

**RE: HRA Contract # 00921**

**Introduction:**

This represents a corrective action to Salud Para La Gente Inc., (Salud) for compliance to the major findings in the monitor report for Fiscal Year 1999/2000.

**Corrective Action:**

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

Salud has hired Mr. Roy Jimenez, Research & Development Director and Program Manager to be up to date with program reporting requirements. A list of programs with report due dates has been implemented so that deadlines are not missed.

Fiscal Officer will prepare for Research and Development all necessary financial and patient encounter information two weeks prior to quarterly report due dates.

Executive Director will establish an internal monitoring system to assure that reports are submitted timely.



# The Salvation Army

0412

FOUNDED IN 1865

232 UNION STREET • P.O. BOX 538 • WATSONVILLE, CALIFORNIA 95077 • (831) 724-3922 FAX: (831)761-3620

**WILLIAM BOOTH**  
*Founder*

**JOHN COWANS**  
*General*

**DAVID EDWARDS**  
*Territorial Commander*

**LT. COL. RICHARD  
E. LOVE**  
*Divisional Commander*

**JESUS & REBECA  
SANTOS**  
*Corps Officers*

**ADVISORY BOARD  
MEMBERS**

**JIM POWELL**  
*Chairman*

**ELENA ONTIVEROS**  
*Vice Chairman*

**ALICIA CORNEJO**  
*Secretary*

**GARY SMITH**  
*Treasurer*

**HARRY WIGGINS**  
*Past Chairman*

**CHUCK ALLEN**  
*Past Chairman*

**MARIA ALEJO  
BRUCE BURNETT  
DAN JOZOVICH  
LARRY LEASE  
MINNIE LEDESMA  
FRANK MARTINEZ  
GEORGE PIELENZ  
BECKY SANTANA  
MAFLENE SIGMUND  
CATHERINE STEWART  
BRENDA WOOD**

July 31, 2000

**Teresita Hinoso-Pereira**  
**County of Santa Cruz**  
**Staff Analyst**  
**1000 Emeline Avenue**  
**Santa Cruz, California 95060**

**RE: Contract corrections and recommendations, 1999/00**

**Dear Teresita:**

This letter is to address our two corrections and one recommendation as determined by your monitor on April 6, 2000.

The corrections are as follows:

The May 1996 copy of our Non Discrimination Policy in Spanish is in place and enclosed in this communication.

The other correction addresses timely submission of Board adjendas and minutes. I am requesting these reports be sent certified with a return signature. This way I will be able to more closely monitor the timing of our submissions.

The one recommendation is addressed on the following page.

THE SALVATION ARMY  
232 UNION STREET  
WATSONVILLE, CALIFORNIA 95076

## RECOMMENDATION:

The Salvation Army is concerned with providing a responsive and culturally competent environment that is respectful of family customs, perspectives and cultural history.

We are currently using the assessment tool provided by your office and the Child Welfare League of America. It is expected this assessment process will take three to four more months to complete.

Sincerely,



Lee Kanellis

Programs Administrator

**SANTA CRUZ AIDS PROJECT**

**PROGRESS REPORT ON FY 99/00 CORRECTIVE  
ACTIONS/RECOMMENDATIONS**

Corrective Actions

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

Action: We now have a system in place for ensuring reports and agendas are submitted within the time limits required by the contract. The Executive Director oversees the report writing process and the President of the Board of Directors is responsible for submitting agendas on time.

2. Contractor will ensure that its non-discrimination policy and grievance/complaint procedures are visibly posted in both English and Spanish at its administrative offices as well as posting it at all outreach sites.

Action: Non-discrimination policy and grievance/complaint procedure have been posted in both English and Spanish at SCAP's administrative offices as well as at its two current outreach sites. When our third outreach site (in Watsonville) opens in October 2000 they will be posted there as well.

3. Contractor will actively recruit Latino Board members and formalize its written recruitment and retention plan.

Action: SCAP has brought on a Latino Board member since the time of the HR4 monitoring visit. We are continuing to recruit additional Latino members. A recruitment and retention plan that spells out our intention in this area will be reviewed and approved by the Board at our August meeting.

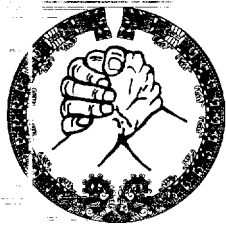
Recommendations

1. It is strongly recommended that the contractor increase its bilingual staffing, particularly at first point of contact

Action: In the last few months we have hired an outreach worker who is Latino as well as an interim front desk receptionist who is Latino. We are currently recruiting for a Benefits Advocate and Social Worker, both of whom we hope will be Spanish-speaking; who we hire depends on all of the qualifications of the candidates for the positions. In addition, we have changed our voice mail message so that it states clearly in Spanish what assistance is available for monolingual Spanish speakers.

2. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence and accessibility of the agency's services to the Latino community. Ideally, the assessment would include Board members, staff, clients, volunteers, and perhaps other community agencies. HRA has provided the contractor with a copy of the Child Welfare League of America's self-assessment instrument for possible adaptation.

Astipart of the strategic planning process, the agency is evaluating its cultural competence and accessibility of its services to the Latino community. The planning process includes the gathering of input from Board members, staff, clients, volunteers and community agencies. Another part of the process will be to put into place a system for evaluating our cultural competency on a regular basis.



# **SANTA CRUZ BARRIOS UNIDOS**

## **NATIONAL COALITION OF BARRIOS UNIDOS**

0416

### BOARD OF DIRECTORS

**WALTER GUZMAN**  
PRESIDENT

**MARY LOU RANGEL**  
TREASURER

**LORENZA RAMIREZ**  
SECRETARY

**JOHN BROWN CHILDS**  
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**VICTOR M. CAMPOS**  
MEMBER

**CHRISTY CONROY-LUCIO**  
MEMBER

**DANIEL ALEJANDREZ**  
EXECUTIVE DIRECTOR

July 14, 2000

Teresita Hinojosa-Pereira  
Senior Departmental Administrative Analyst  
Santa Cruz County Human Resource Agency  
1000 Emeline Avenue  
Santa Cruz, CA 95060

Dear Teresita Hinojosa-Pereira:

I would like to take this opportunity to thank the County of Santa Cruz and yourself for the support, guidance and assistance you have provided over the years. In response to your letter, we have taken the following steps to respond and correct the actions as stated in your letter:

1. Santa Cruz Barrios Unidos has recently initiated a annual development calendar and will post all required deadlines for reports and documentation requirements for Santa Cruz County.
2. Santa Cruz Barrios Unidos has recently hired a Development Specialist which will be responsible for submitting all agenda, minutes, and reports on a timely manner as stated in the contract.

If you should have any questions, please feel free to call me. I look forward to a prosperous and successful year.

Sincerely,

Otilio "O.T." Quintero  
Assistant Director, Santa Cruz Barrios Unidos

LAW OFFICES OF  
**SENIOR CITIZENS LEGAL SERVICES**

0417

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

## Memorandum

Date: July 20, 2000  
To: Santa Cruz County Board of Supervisors  
From: Ellen Pirie, Directing Attorney  
Re: Progress Report OR FY 99/00 Recommendations

Senior Citizens Legal Services (SCLS) was monitored by the County in the 99/00 program year. No issues or items requiring corrective actions were identified. However, the County made two recommendations which have been addressed as follows:

<u>Recommendation</u>	<u>Status</u>
1. It is recommended that contractor complete its efforts to develop and implement a formal recruitment and retention plan to increase Latin0 representation on its Board of Directors.	The SCLS Board has adopted a formal recruitment and retention plan to increase Latino representation on the Board.
2. It is recommended that contractor conduct a formal self-assessment of the cultural competence and accessibility of its services to the Latin0 community.	SCLS has not yet conducted a formal "self-assessment" of its cultural competency. However, all points of access to services, all communications with clients and all materials are provided in Spanish, as well as English. Our goal is to make legal advice and the legal system available to our clients, regardless of their ethnicity or language.

# ***SENIOR NETWORK SERVICES***

***1777-A Capitola Road  
Santa Cruz, CA 95062  
(831) 462-1433***

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0418

July 28, 2000

## **Progress Report on FY 99/00 Corrective Actions/Recommendations**

### **Corrective Actions**

**None**

### **Recommendations**

1. It is recommended that the contractor explore options and the program feasibility of participating in the Medi-Cal Administrative Activities which enhance Medi-Cal utilization, in order to enhance agency revenues.

Progress: Senior Network Services has implemented this recommendation. Effective **7/1/00** this agency will begin participating in the Medi-Cal Administrative Activities claiming program.





August 21, 2000

County of Santa Cruz  
Human Resources Agency  
Community Programs

**RE: MONITORING PROGRESS REPORT**

**1. CORRECTIVE ACTIONS:**

NONE SUGGESTED

**2. RECOMMENDATIONS:**

1. It is **recommended** that the **contractor** continue the **development** of a systematic self-**assessment** to evaluate the cultural **competence** of the agency services, which will include clients and **volunteers**.

**This matter was** brought up **at our** board meeting **of** August, 2000. The **Cultural Competency Self-assessment Questionnaire** will be incorporated in **our** board retreat in spring of 2000. We will invite **clients** and **volunteers**. **Those** who **cannot** attend will have the opportunity to fill out a **questionnaire** at their **convenience**.

2. It is **recommended** that the **contractor** **raise** the **necessary funds** to pay for an independent **financial audit** to be conducted at **least every five** years.

**This matter was** brought up **at our last** board meeting of August, 2000. The board will be **planning a fundraising event** this **f/y** year, which **a** portion will go toward a audit. We will also be **researching inkind services** for a **audit** this **f/y** year. It was suggested that may start by audit one program at a time.



# **Women's Crisis Support ~ Defensa de Mujeres**

0420

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

Dear Teresita,

This is in response to FY 99/00 Monitoring Report for Women's Crisis ~ Defensa de Mujeres.

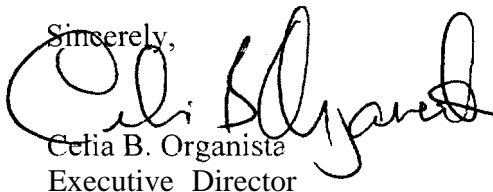
**Corrective Actions:**

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

Attached you will find the surveys that have been developed and are used to evaluate clients. One is a telephone survey that is administered quarterly-, and an in-person survey that is provided quarterly in person to clients.

If you have any further questions on this matter, please feel free to contact me.

Sincerely,



Celia B. Organista  
Executive Director



0421

**SLV Teen Center**  
A program of SLV Youth First, Inc.  
6433 Graham Hill, Rd. Felton, CA 95018

831.335.9760 • fax: 831.335.976  
e-mail: slvteens@ihwy.com

Human Resources Agency

County of Santa Cruz

SLV Teen Center (formerly YMCA of the Redwoods)

Corrective actions/r&commendations

Submitted: July 24, 2000

Program contact: Pam Falke • 831-336-3393

#### Corrective actions

1. Submission of Board agendas and minutes  
see attached, Mike Wentz, YMCA of the Redwoods  
Please advise if you have not received the documents
2. Non-discrimination and grievance/complaint policies and procedures enclosed.  
These documents are posted at each program location and given to participants during sign-up process.
3. Complaint procedure enclosed, posted at sites and given to participants during sign-up process.
4. Method of program evaluation  
Program evaluation survey developed and implemented including input from teens, parents, volunteers. Evaluation results for phase 1 (membership surveys) were presented to the board of directors. The rest of the evaluations will be completed and submitted by Jan. 1, 2001

#### Recommendations:

1. Self-assessment to evaluate the cultural competence of agency services.  
The SLV Teen Center has created a collaborative agreement with the *Community Understanding and Equity Committee (of San Lorenzo Valley)* in order to address and evaluate our competency in serving our clients and community relating to issues of racism, sexism, ageism, elitism, harassment based on sexual orientation or any other such unacceptable behaviors.