



County of Santa Cruz

HUMAN RESOURCES AGENCY

1000 EMELINE ST., SANTA CRUZ, CA 95060
(831) 454-4130 OR 454-4045 FAX: (831) 454-4642

CECILIA ESPINOLA, ADMINISTRATOR

May 10, 2001

AGENDA: May 22, 2001

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 00/01 have been completed. A list of the programs that were monitored is attached (Attachment A). The monitoring visits included a review of administrative, and programmatic records. The monitoring reports which are attached have been reviewed by the contractors.

As part of the ongoing evaluation of progress toward the most equitable distribution of these funds given the demographics of the County, these programs were monitored on adherence to the Standards of Accessibility for Latino Services 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 99/00, 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 31 agencies were monitored including a total of 42 programs. A listing of corrective actions and recommendations is attached (Attachment B). In general, community programs are doing extremely 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 22, 2001

Community Programs' Monitoring Reports

In their final quarterly reports for FY 00/01, 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 2001 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 00/01 .

Very truly yours,



CECILIA ESPINOLA
Administrator

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Attachments

RECOMMENDED:



Susan A. Mauriello
County Administrative Officer

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

Attachment A

COMMUNITY PROGRAMS MONITORED
FY 00/01

Agency/Program

1. Big Brothers Big Sisters of Santa Cruz County
2. Cabrillo College Stroke Center
3. Campus Kids Connection
4. Children's Center of San Lorenzo Valley
5. Citizen's Committee for the Homeless/Interfaith Satellite Shelter Project
6. Community Action Board/The Shelter Project
7. Community Action Board/Women Ventures Project
8. County Office of Education/Child Development Resource Center
9. Court Appointed Special Advocates
10. **Doran** Center for the Blind and Visually Impaired
11. Emeline Child Care Center
12. Families In Transition
13. Family Service Agency of the Central Coast/Counseling
14. Family Service Agency of the Central Coast/I-You Venture
15. Family Service Agency of the Central Coast/Senior Outreach
16. Family Service Agency of the Central Coast/Suicide Prevention
17. Family Service Association of Pajaro Valley
18. Food & Nutrition Services /Child Development Division
19. Food & Nutrition Services/Family Health Education Center
20. Food & Nutrition Services/Long Term Care Division
21. Food & Nutrition Services/Translation Services
22. Food & Nutrition Services/Transportation Services Division
23. Food & Nutrition Services/Women, Infants & Children
24. Glen Arbor School
25. Homeless Garden Project
26. Mid-County Children's Center
27. Ombudsman/Advocate
28. **Planned** Parenthood Mar Monte/Westside Health Center
29. Santa Cruz Community Counseling Center /River Street Shelter
30. Santa Cruz Community Counseling Center/Si Se Puede
31. Santa Cruz Toddler Care Center
32. Santa Cruz Women's Health Center
33. Second Harvest Food Bank Serving Santa Cruz and San Benito Counties
34. Senior's Council of Santa Cruz County/AAA
35. SLV Youth First!
36. Survivors Healing Center
37. Walnut Avenue Women's Center/Child Care Division

Attachment A

38. Walnut Avenue Women's Center/Family Support Services
39. Welfare & Low-Income Support Network
40. **WomenCARE**
41. Valley Resource Center
42. YWCA of Watsonville

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**COMMUNITY PROGRAMS MONITORED
FY00/01**

	Agency/Program	Corrective Actions	Recommendations
1.	Big Brothers Big Sisters of Santa Cruz County	None	1
2.	Cabrillo College Stroke Center	1	None
3.	Campus Kids Connection	4	2
4.	Children's Center of San Lorenzo Valley	None	1
5.	Citizen's Committee for the Homeless/ISSP	None	1
6.	Community Action Board/The Shelter Project	None	None
7.	Community Action Board/Women Ventures Project	1	1
8.	COE/Child Development Resource Center	1	None
9.	Court Appointed Special Advocates	2	2
10.	Doran Center for the Blind and Visually Impaired	1	3
11.	Emeline Child Care Center	1	2
12.	Families In Transition	2	1
13.	FSA of the Central Coast/Counseling	1	1
14.	FSA of the Central Coast/I-You Venture	None	1
15.	FSA of the Central Coast/Senior Outreach	None	1
16.	FSA of the Central Coast/Suicide Prevention	None	1
17.	Family Services Association of Pajaro Valley	None	1
18.	Food and Nutrition Services/Child Development Division	1	2
19.	Food and Nutrition Services/Family Health Education Ctr.	1	2
20.	Food and Nutrition Services/Long Term Care Division	None	2
21.	Food and Nutrition Services/Translation Services	None	None
22.	Food and Nutrition Services/Transportation Services Div.	None	2
23.	Food and Nutrition Services/Women, Infants & Children	None	1
24.	Glen Arbor School	2	2

**COMMUNITY PROGRAMS MONITORED
FY00/01**

	Agency/Program	Corrective Actions	Recommendations
25.	Homeless Garden Project	1	1
26.	Mid-County Children's Center	2	2
27.	Ombudsman/Advocate	None	1
28.	Planned Parenthood Mar Monte/Westside Health Center	2	1
29.	S.C. Community Counseling Center/River Street Shelter	None	None
30.	S.C. Community Counseling Center/Si Se Puede	None	None
31.	Santa Cruz Toddler Care Center	1	1
32.	Santa Cruz Women's Health Center	1	1
33.	Second Harvest Food Bank Serving Santa Cruz County	1	1
34.	Senior's Council of Santa Cruz County/AAA	1	1
35.	SLV Youth First!	1	2
36.	Survivors Healing Center	2	2
37.	Walnut Avenue Women's Center/Child Care Division	None	None
38.	Walnut Avenue Women's Center/Family Support Services	None	None
39.	Welfare & Low Income Support Network	1	1
40.	WomenCARE	1	2
41.	Valley Resource Center	None	1
42.	YWCA of Watsonville	2	2
TOTAL		34	49

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Big Brothers Big Sisters of Santa Cruz County

REVIEW DATE: 1/24/01 CONTRACT PERIOD: FY 00/01

CONTRACT # 00784 ALLOCATION: \$ 34,131

PROGRAM SUMMARY: Big Brothers Big Sisters (BBBS) of Santa Cruz County provides mentoring/casework services to single-parent families by matching children with screened, trained adult volunteers in long-term one-to-one matches, and the consistent supervision of these matches. Other services provided include sexual abuse prevention training, discussion groups, group activities for both waiting and matched clients, and information and referral. These supportive services to clients and families have proven to help children stay in school and out of the criminal justice system. Additionally, BBBS provides an after-school Tutoring and Mentoring Program for youth ages 5-14 in Watsonville, to keep at-risk children in school.

AGENCY STAFF INTERVIEWED:

Marie L. Cubillas, Executive Director

FACILITIES VISITED: 1000 41st Avenue, Suite 1, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Interim Executive Director was hired in July 2000, and was made permanent in February 2001. The previous Executive Director had been with the agency for 10 years, and the current Interim Executive Director had been on the Board of Directors for seven years. Being part of the Board made the transition rather smooth, as staff were familiar with her, and because of her intricate knowledge of the agency. Additionally, the previous director trained and transitioned her position over a period of two weeks, and was available by phone for questions and consultations as needed.
2. A major accomplishment was receive a three-year Juvenile Mentoring Program (JUMP) grant in the amount of \$210,000 from the Department of Justice Office of Juvenile Justice and Delinquency Prevention. This JUMP grant is a juvenile mentoring program to provide mentoring services in partnership with the County Office of Education at their alternative education programs. Mentors will be provided for high risk adolescents at their alternative education school sites, and the goal of the project is to keep these

targeted youth in school, provide alternatives to violence, drugs and alcohol, and provide alternative mentoring strategies.

3. Another major accomplishment was to receive a three-year grant in the amount of \$112,000 from the David and Lucille Packard Foundation. These funds have allowed the agency to hire a part-time public relations/recruitment coordinator, who will develop and implement a comprehensive recruitment plan to increase the number of male volunteers, as historically, women have been the primary volunteers. The major challenge is the on-going recruitment of Big Brothers in order to make matches, and the agency continues to advertise, and conducts monthly orientations for those interested in its programs, to address this challenge.
4. The agency successfully transitioned its after-school tutoring program to a site located in a low-income housing complex in Watsonville. This was the first time a BBBS agency has done this, and as a result, Monterey County BBBS is now offering a similar program in their area. The tutoring program targets children ages 5-14, and all subjects and general development are pursued. It is a challenge, however to permanently sustain this program at this site after this fiscal year.
5. In October 2000, the agency initiated its First Mentor Program, matching older 12-14 year old children with college students, in partnership with UCSC. The program goal is to make 10 matches by the end of the year, in hopes that these matches will lead to higher education for these youth, and that students will participate in the community and make a difference.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with corrective actions of the previous monitoring report.
2. The agency Board of Directors, staff, and mentors have reviewed the Standards of Accessibility for Latino Services, and have developed annual goals. Additionally, the Board and staff receive annual training that relates to development of agency-wide policies reflective of the populations being served.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

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

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Cabrillo College Stroke Center

REVIEW DATE: 4/18/01 CONTRACT PERIOD: FY 00/01

CONTRACT # 00418 ALLOCATION: \$ 43,940

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 has been to install a new forced air heating system in the facility at a cost of \$30,000, which was paid for by Cabrillo College improvement funds. The facility is a World War II era building and had an old boiler system which was often problematic and costly to maintain.
2. Another major accomplishment was to bring all Instructional Aides up to a living wage as recommended by the Living Wage Consortium as of the fall 2000. Part of the motivation to seek additional funding was the difficulty in recruiting not only qualified staff, but quality staff and retaining them. Also staff was underpaid and underemployed. The challenge was to obtain additional funds from the City of Santa Cruz and the County, and \$15,000 through additional annual fundraising, in order to meet the goal to implement

these wages. The entire staff and participants organized an annual bowling event fundraiser which has been a tremendous success.

3. The agency started a new program called the “Garage Gang”, for graduate students of the program, those who have completed four years. The Garage Gang meet twice weekly to do exercises, leisure activities, hear guest speakers, field trips, and rank local restaurants according to their ability to handle disabled patrons. In order to accommodate this new program staff was adjusted and redistributed, and the former garage was transformed into the new classroom.
4. A major challenge was to address the ongoing service needs of the “Garage Gang”, and what the agency could do with these graduates who wanted to continue participating in the Center, as there were no other programs available after graduation. Through creative work with the Gang and staff, the Garage Gang was established to everyone’s satisfaction. The Director states that undergraduates are now eager to get into Garage Gang activities.

SUMMARY OF MAJOR FINDINGS:

1. Contractor had no corrective actions or recommendations in the previous monitoring report. Quarterly reports were not always received in a timely manner as required by the contract.

CORRECTIVE ACTIONS:

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

RECOMMENDATIONS:

None.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Campus Kids Connection

REVIEW DATE: 11/9/00 CONTRACT PERIOD: FY 00/01

CONTRACT # 00791 ALLOCATION: \$ 50,493

PROGRAM SUMMARY:

Campus Kids Connection provides child care services to children five to twelve years of age, for approximately 550 children in Santa Cruz, Capitola, and Soquel. Sites include Branciforte Elementary, Capitola Elementary School, Delaveaga School, Gault School, Main Street Elementary School, Santa Cruz Gardens School, Soquel Elementary School, and Westlake School.

AGENCY STAFF INTERVIEWED:

Gloria Simpson, Chair, Board of Directors
JoAnn Denbow, Executive Director

FACILITIES VISITED:

1500 41st Avenue, Suite 17, Capitola

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment was for the agency to change its name in the fall of 1999 from After School Day Care to Campus Kids Connection in order to project a more professional image, and also because the Centers provide before and after school day care. A community process was developed that included site staff, children, parents, and Board members to come up with this new name.
2. Another accomplishment was to add a new school site at Branciforte Elementary in September 1999. This school approached the agency desiring a kindergarten program in order to serve preschool children, and the agency was able to take over the after school program previously operated by the City of Santa Cruz Parks and Recreation Department. Due to lack of space at this location, the agency was able to add only the kindergarten program, and the after school program.

3. The Board of Directors held an annual retreat in March 2000 and developed a five year strategic plan, provided Board training, and helped to boost Board morale. The Board reiterated its commitment to providing quality child care, to expanding care by adding more sites, and to accreditation of as many sites as possible. Additionally, the Board would like to expand program within the sites to include music, dance, art, self-esteem, literacy, and training tutors to help with homework in the sites. The challenge for the Board has been the turnover in the last two years of its membership, with only one remaining member, and recruitment of Latinos has also been a challenge.
4. The agency has been able to attain accreditation from the National School Age Care Alliance (NSACA) for two of its school, Delaveage and Capitola Elementary schools. Other campus sites have not been accredited yet due to cost, approximately \$5000 for two schools, and the lengthy process. The process involves parents, community, principals, and staff. NSACA was chosen for accreditation as it works closely with school age children instead of preschool issues, and its standards are more appropriate to the school age children being served by these sites.
5. The David and Lucille Packard Foundation awarded the agency \$220,000 to purchase a portable for Westlake and Branciforte schools, and to make upgrades for other sites that were needed. The agency is working closely with Santa Cruz City Schools to integrate these mobile units into the schools. In addition, the Department of Education Child Development Division awarded a grant in the amount of \$60,000 to refurbish the Soquel and Capitola sites including windows, ramps, flooring, replacing damaged walls due to leaks, and retrofitting both these buildings. Part of this grant also included \$5,000 to purchase books, and various program materials.
6. A major challenge has been for the agency to hire qualified staff on a limited budget and in a competitive job market. The agency salary ranges cannot compete with larger institutions, and their wages are lower than other providers, resulting in the tuition being raised. Part of the staffing issues have affected administrative operations resulting in a reduction of four full-time positions to two part-time positions, and transferring these savings to operational staff. This reduction in administrative staff has also resulted in staff turnovers, and the lack of ability to train new staff. The agency is looking to centralize all its training activities and to develop a position for this need.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is not in compliance with corrective actions and recommendations of the previous monitoring report. Board agendas were not always received in a timely manner as required by the contract. Additionally, the Board has eight members of which none are Latino. The agency serves 15 % Latino clients and has 8% (4 of 48) staff who are Latino.

2. Although the contractor has a non-discrimination policy, language needed to be updated to current standards, and the grievance/complaint procedure was not posted.
3. Quarterly reports reflect the contractor is not meeting the child care utilization rate of 85% established by the contract. Although, during the monitoring visit staff found that the formula was not being used correctly and may have contributed to these low reported rates.
4. The agency has not presented the Standards of Accessibility for Latino Services to its current Board of Directors. In addition, the agency has not completed a formal self-assessment to determine whether its services are culturally competent and accessible to the Latino community.
5. The contractor has not finalized its office procedures manual including accounting and fiscal control procedures, and the agency has received a formal CPA audit that pointed out this matter as one that needs to be resolved.

CORRECTIVE ACTIONS:

1. Contractor will submit Board agendas within the time limits as required by the contract. Additionally, contractor will develop a written recruitment and retention plan that includes Board orientation and training objectives for new and on-going Board members.
2. Contractor will update its non-discrimination policy, and post the grievance/complaint procedure in English and Spanish.
3. Contractor will work closely with HRA to correct its monthly child care utilization rate by June 30, 2001.
4. Contractor will provide its Board of Directors a copy of the Standards of Accessibility for Latino Services, and develop a systematic self-assessment to evaluate the cultural competence of agency services. Ideally, the assessment would include Board members, staff, and 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.

RECOMMENDATIONS:

1. It is strongly recommended that the contractor increase its bilingual staffing, particularly a first point of contact.
2. It is strongly recommended that the contractor finalize its office procedures manual including accounting and fiscal control procedures by June 30, 2001.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Children's Center of San Lorenzo Valley

REVIEW DATE: 4/11/01 CONTRACT PERIOD: FY 00/01

CONTRACT # 00102 ALLOCATION: \$ 82,045

PROGRAM SUMMARY:

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

AGENCY STAFF INTERVIEWED:

Janine Canada, Co-Executive Director/Administration
Karla Kleinsasser, Interim Co-Executive Director/Programs

FACILITIES VISITED:

8500 Highway 9, Ben Lomond

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A significant accomplishment has been the major building improvements made to the facility. Funds were received from the David and Lucille Packard Foundation in the amount of \$91,000, and County of Santa Cruz HRA Child Care Developer Fee Program in the amount of \$35,000, for the development of an additional room for nap space and a staff room. County's Parks, Open Space & Cultural Services awarded a grant of \$60,000 to remodel decks and roofs. These improvements are expected to be completed by October 2001.
2. Another major accomplishment was to receive over \$5,000 in an in-kind gift from the Hewlett Packard company for a new Compasspoint computer, digital camera, and fax machine.
3. The agency has initiated a Longevity Fund for retention of staff by gathering donations from parents and fundraising. This fund will give bonuses to staff at the end of each

fiscal year based on the number of years employed. The major challenge for the Board is to restructure the salary scale to meet the living wage ordinance, in the same spirit, as set by the City of Santa Cruz.

4. A major challenge is the recruitment and retention of staff. Recruitment of teachers has usually taken 3-4 months; the agency has been advertising for a Co-Executive Director since February with only one inquiry. As of April 1, 2001 an Interim Co-Executive Director was hired who will also teach in the afternoons until a qualified pool of applicants can be collected.

SUMMARY OF MAJOR FINDINGS:

1. Contractor had no corrective actions in the previous monitoring report.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence of agency services. Ideally, the assessment process will include participation from Board, staff, parents, and volunteers. 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: Citizens Committee for the Homeless/Interfaith Satellite Shelter Program

REVIEW DATE: 4/16/01 CONTRACT PERIOD: FY 00/01

CONTRACT # 00116 ALLOCATION: \$ 11,094

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. From November to mid-April, the program's capacity is more than 200 beds per night. From May to October, a 42-bed program is provided, with priority given to women, children, and disabled persons.

AGENCY STAFF INTERVIEWED:

Ken Cole, Executive Director
Jeremy Jilke, Deputy Director

FACILITIES VISITED:

Homeless Services Center, 115 Coral St., Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. In July, 1998 ISSP functionally merged with the Homeless Community Resource Center, although each entity maintained its individual corporate identity. Full completion of the merger under one corporate umbrella, the Homeless Services Center, shall be accomplished by July 1, 2001 and shall eliminate the double reporting and fiscal record keeping required for the two agencies, and reduce operating costs.
2. 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. Programmatically, the quality and efficient operation of ISSP services to the homeless has improved. There is now bus service directly for the Homeless Services Center to and from the Armory, and the Armory allows the facility to be used until 8:00 a.m., allowing for a more orderly closing of the facility each day it is in operation. The summer shelter operation now includes one site

dedicated to use for families with small children, which provides shelter to 19 women and children a night. South County shelter services are now provided through the Salvation Army.

3. The transition from winter shelter services to the limited number of bed space in the summer months remains difficult, and results in turnaways a kind of “triage” to determine who is most in need of shelter. The state system of claim reimbursement often results in cash flow difficulties, since revenues follow expenses.

SUMMARY OF MAJOR FINDINGS:

1. Approximately 20% of the shelter’s clients are Latino. Of the 27 paid staff, 3 members (11%) are Latino as well as bilingual/bicultural. There is currently no Latino members on the Board of Directors, and the agency has no formal recruitment plan, although the agency continues to work diligently working to recruit Latino representation. Recruiting and retaining Latino Board members is a constant challenge.
2. Contractor has incorporated a formal self-assessment of the cultural competence and accessibility of its services to the Latino community in its S-year strategic plan process, which shall be complete by June 30, 2001.

CORRECTIVE ACTIONS:

None

RECOMMENDATIONS:

1. It is recommended that contractor complete its formal self-assessment to evaluate the cultural competence and accessibility of its services to the Latino community, consistent with the Child Welfare League of America self-assessment model provided by HRA, by no later than June 30, 2001. The assessment should include Board members, staff, clients, church volunteers, and perhaps other community agencies. As part of the assessment process, it is recommended that the Contractor develop a formal board recruitment and retention plan.

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Community Action Board/The Shelter Project

REVIEW DATE: 10/30/00 CONTRACT PERIOD: FY 00/01

CONTRACT # 00729 ALLOCATION: \$ 197,721/13,640

PROGRAM SUMMARY:

The Community Action Board of Santa Cruz County operates The Shelter Project, the Davenport Resource Center, the Santa Cruz County Immigration Project, and the Women Ventures 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 through its offices in Santa Cruz and Watsonville.

AGENCY STAFF INTERVIEWED:

Paul Brindel, The Shelter Project Program Director

FACILITIES VISITED:

501 Soquel Avenue, Suite E, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment was to increase sustainable funding for the Emergency Medical Voucher Hospital Release program, an accomplishment which took 10 years of funding through grants and different sources of temporary funding. The City of Santa Cruz contributes \$40,000, and the County provides approximately \$4,700 annually. These vouchers are provided to persons referred by hospitals, to those with contagious diseases, and in exceptional situations to persons suffering from mental or physical health issues. The challenge is to reach the \$17,000 gap to cover the need in motel vouchers for this population. This project also works with the Homeless Person Health Project of the Health Services Agency.
2. The staff assisted in the creation of the "Santa Cruz County Homeless 2000 Census and Needs Assessment" which measured street and shelter census counts, assessed the needs

of the homeless people in the County, and surveyed and counted local existing shelter resources. Four jurisdictions, the United Way, and various community based organizations paid for the 2000 homeless survey. Currently, staff is helping in the distribution of this survey to public policy makers in local municipalities and the County, so this information can be utilized in a coordinated homeless planning approach.

3. A major challenge was the reduction in funding from the Emergency Food and Shelter Board, and the difficulty in trying to identify additional funding. In addition, the increased costs in the rental market, and local hotel costs have significantly increased during the past summer. No financial breaks were given on vouchers, fewer rooms were available during the high season, and especially on weekends and holidays.
4. In previous years, the project has been the beneficiary of an anonymous donor who has contributed over the last eight years approximately \$50,000 to \$75,000 annually. This donor has now advised the project that the next calendar year (2001) will be the last year of annual contributions. The loss of these funds, which pay for program staffing and operations, will significantly impact the Project's ability to provide services. The project application to the County and Cities for Community Programs funding for FY 01/02 will reflect an increase to supplement this loss of funding.

SUMMARY OF MAJOR FINDINGS:

1. Contractor had no previous corrective actions.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

None.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Community Action Board/Women Ventures Project

REVIEW DATE: 11/13/00 CONTRACT PERIOD: FY 00/01

CONTRACT # 00729 ALLOCATION: \$ 197,721/59,028

PROGRAM SUMMARY:

The Community Action Board of Santa Cruz County operates The Shelter Project, the Davenport Resource Center, the Santa Cruz County Immigration Project, and the Women Ventures Project to serve low-income residents. The Women Ventures Project provides a wholistic approach to job training that includes technical and interpersonal training, workforce preparation, support and guidance, job referral and placement assistance, and follow-up services in non-traditional employment for women. The project targets low-income women with significant barriers to employment.

AGENCY STAFF INTERVIEWED:

Chris Johnson-Lyons, Executive Director
Barbara Cox, Program Director

FACILITIES VISITED:

406 Main Street, Suite 202, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The most significant accomplishment was to implement an innovative non-traditional occupational pre-apprenticeship project in June 1999. The project has 30 graduates, of whom 22 are employed in non-traditional occupations for women. The average starting wage for unsubsidized non-traditional employment is \$12.38 per hour. The project's wholistic approach to case management and participant support assists participants during training sessions and continues as graduates transition to employment.
2. A major accomplishment for the program was to receive first time funding from the County's Community Programs. In addition, the program was designated as a qualified community based organization by the Northern California Carpenters Training

Committee which places their graduates at the top of the carpenters union apprenticeship work list. The curriculum provided by this training automatically qualifies women in this field of work.

3. The program has translated its first training manual into Spanish through Reliable Translation of Watsonville, and this is the first training in Spanish offered that focuses on construction and technical skills designed for women. Also, the program was able to attain a qualified training provider status through Community Options/Court Referral and is able to offer community service to women with traffic fines up to 150 hours by providing job training to pay off their fines.
4. The Packard Foundation awarded a grant in the amount \$175,000 for two years (to 12/00) to develop and launch the project. In addition, a California Endowment grant was received in the amount of \$46,000 to provide training for staff for two years through 6-01.
5. A major challenge is to assist low-income women with many barriers who are transitioning into self-sufficient employment. Some of these challenges include acquiring suitable transportation and housing. The project also faces the logistical challenge of operating from several sites around the County and sharing workshop space with other CAB programs. The project needs to develop its own centralized location.
6. Another challenge for the project is to provide individualized case management and specialized services to support job retention for graduates. Additional staff are needed to continue this component of the project, especially as clients continue to return for follow-up services and support after finding new employment.

SUMMARY OF MAJOR FINDINGS:

1. This was the first monitoring visit with this program.

CORRECTIVE ACTIONS:

1. Contractor will post its non-discrimination grievance procedure in English and Spanish. In addition, contractor will finalize translation all client related materials into Spanish.

RECOMMENDATIONS:

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

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: County Office of Education/Child Development Resource Center

REVIEW DATE: 4/20/01 CONTRACT PERIOD: FY 00/01

CONTRACT # 00112 ALLOCATION: \$ 6,694

PROGRAM SUMMARY: The County Office of Education (COE) 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 Bay Avenue, Suite H, Capitola

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment was to complete a five-year strategic plan which will be implemented beginning in July 2001. A consultant was hired through a Packard grant in the amount of \$7,000 to work with an advisory committee and staff, which developed client surveys including business, policy makers, parents, providers, and community based organizations. The strategic planning process took approximately 18 months, was completed in February 2001, and has been approved by the Superintendent of Schools.
2. Another major accomplishment has been the restructuring of the department and alignment with COE structure in preparation for staff becoming part of the collective bargaining unit, and as of July 2000 it became part of the Service Employees International Union Classified Collective Unit. The challenge is to raise an 8% COLA which impact's CDRC's budget, as salaries and benefits will increase as a result of being part of the bargaining unit.
3. The program has been able to modernize due to implementation of a new computer program system, which upgraded the child referral process, and allowed for expanded statistical record keeping and identification of child care trends. Staff has been trained, cross-trained, and as a result of the new software, is able to produce reports more efficiently, and in a timely fashion. With this system, staff is able to import into Excel,

have improved capacity to gather data, request varied reports, and surprisingly, is finding that they are able to gather data and construct reports in a whole new fashion.

4. An exciting new accomplishment has been the Local Investments in Child Care (LINCC) project which was funded by the Packard Foundation for the last four years and currently has a two-year grant in the amount of \$500,000 pending. This was one of four pilot counties originally funded by Packard, and the project has grown to nine counties. The LINCC Project or Business Skills and Facility Development Project produced an Economic Impact of Child Care in Santa Cruz County, and document for affordable housing developers, "Making Room for Children." It encourages family child care in multi-family affordable housing structures. The project has supported many child care businesses through workshop offerings. As a result of this project a Child Care Facilities Development Intermediary Collaborative has been formed that includes CDRC, Small Business Development Center at Cabrillo College, El Pajaro Community Development Corporation, Pajaro Valley Housing Corporation, Santa Cruz Community Credit Union, and HRA to help move this concept forward and to speed its development and implementation in Santa Cruz County.
5. The major challenge is to maintain a sound agency budget, and to keep pace with COE's wage structure, while receiving little or no increase in its state contract. No increase in the base amount of the state contract combined with the complexity of child care referrals creates a challenge. Additionally, new projects bring in additional funds to the agency which also require staff time and resources.
6. Another challenge is to provide outreach to all community segments. A recently completed survey revealed unexpected results which indicated that were segments of the population unaware of CDRC's services. As a result, the agency has requested funding from the Children's and Families Commission to update its manual, to train community based organizations on countywide child care resources, as well as develop new outreach strategies for families needing childcare.

SUMMARY OF MAJOR FINDINGS:

1. Contractor had no corrective actions in the previous monitoring report. Board agendas were not always received in a timely manner as required by the contract.

CORRECTIVE ACTIONS:

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

RECOMMENDATIONS:

None.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Court Appointed Special Advocates

REVIEW DATE: 2/28/01 CONTRACT PERIOD: FY 00/01

CONTRACT # 00929 ALLOCATION: \$ 40,442

PROGRAM SUMMARY:

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

AGENCY STAFF INTERVIEWED:

Patrice Keet, President, Board of Directors
Susan Shinofield True, Executive Director

FACILITIES VISITED:

726 Water Street, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Interim Executive Director was hired in July 2000, and then was appointed Executive Director in September 2000. This person previously worked in the agency for three years as a case supervisor and program manager. There was no transition period with the former Executive Director, and the new Executive Directors states that the transition had been difficult as many reports were due, contracts needed to be negotiated, and staffing was limited. The Office Manager was able to provide continuity for administrative functions, and the work of the advocates continued throughout this time period without interruptions.

The Executive Director states frankly that staff morale was stretched very thin during this period, and the Board responded by acknowledging the staff for their dedication through paid part-time off due to excess hours worked, and the Board encouraged staff to participate at Board meetings. This open process helped both the Board and staff to understand clearly their roles, how the agency functions, and a great deal of training has

been provided to this end. As a result, a strong level of trust exists between the Board and staff.

2. A major accomplishment was to successfully launch a Latino Outreach program through initial funding from a Packard grant, and is now part of the County contract for 20 hours per week. This grant enabled the agency to recruit advocates, and to expand its capacity to serve Latino children. The number of Latino advocates continue to grow, but there is a constant need for more bilingual volunteer advocates. As a result of this program, the agency is able to match children sooner, and has cut the waiting period from 6 months to 3 months.
3. A major accomplishment and challenge for the agency has been establishing permanent sources of funding, in order to maintain an infrastructure and build capacity at the same time. To this end, the agency Board of Director's has developed a Friends of CASA auxiliary committee to build community support, and establish successful annual fundraisers, and raised \$20,000 its first year. The agency is fully aware that it needs to raise further funds through events, but is looking toward long term solutions.

, SUMMARY OF MAJOR FINDINGS:

1. Agency Board agendas were not always received in a timely manner as required by the contract.
2. The agency has a non-discrimination policy and grievance/complaint procedure that was posted in English and Spanish, however, it was not included as part of the personnel manual.
3. With the transition to a new Executive Director, follow-up on the self-assessment to determine whether services are culturally competent and accessible to the Latino community has not been completed.
4. Although the agency has an office procedures manual, it did not include accounting and fiscal control procedures. Additionally, the bank reconciliation is being done by the person who also makes the bank deposits.

CORRECTIVE ACTIONS:

1. Contractor will submit Board agendas within the time limits as required by the contract.
2. Contractor will add its non-discrimination grievance/complaint procedure to its personnel manual.

RECOMMENDATIONS:

1. It is recommended that the contractor provide its Board of Directors a copy of the Standards of Accessibility for Latino Services, and develop a systematic self-assessment to evaluate the cultural competence of agency services. Ideally, the assessment would include Board members, staff, and volunteers, and perhaps other community agencies. HRA has provided contractor with a copy of the Child Welfare League of America self-assessment instrument for possible adaptation.
2. It is recommended that the contractor add accounting and fiscal control procedures to its office procedures manual, and revise its fiscal procedure to separate bank reconciliation from can-handling functions.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Doran Center for the Blind and Visually Impaired

REVIEW DATE: 10/04/00 CONTRACT PERIOD: FY 00/01

CONTRACT # 02235 ALLOCATION: \$ 17,200

PROGRAM SUMMARY: The Doran Center for the Blind and Visually Impaired has been providing and meeting the special needs of the blind for 21 years, and is the only agency in Santa Cruz County providing these services. The Center provides services to the blind and visually impaired of all ages, as well as individuals in their support network, such as family and friends. Services include evaluation, training in independent living skills and orientation mobility, resources, outreach, and support programs.

AGENCY STAFF INTERVIEWED: Sheila Vaughn, Director, Lesley Franz, Board Member

FACILITIES VISITED: 413 Laurel Street, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment of the agency was to obtain for the first time a County grant from Community Programs funding in the amount \$17,200. The Executive Director states that the Human Care Alliance (HCA) was a major supporter of this agency's grant funding, and thus referrals from the HCA membership have increased.
2. Another major accomplishment of the agency has been to develop fiscal stability in the last few years. This was accomplished through the donation of the building to the agency by one of the original founders, free and clear, thus providing the ability to pay off the agency debt.
3. A major accomplishment has been to retain an Executive Director for 8.5 years, develop 6 full time positions, and 2 part-time positions. The agency has revised its salary schedule, has been able to raise staff salaries, and has revised its personnel policies.

SUMMARY OF MAJOR FINDINGS:

1. This was the first monitoring visit with this agency. Although the agency has a non-discrimination policy and grievance/complaint procedure, it was not available in Spanish

or posted at the time of the monitoring visit. In addition, not all client-related materials were translated into Spanish.

2. The agency serves 15 % **Latino** clients, utilizes volunteers or former clients to provide translation services, and currently no office or professional staff are bilingual in Spanish. The Executive Director states that current recruitment for an outreach position is designated bilingual, although it's extremely difficult to recruit professional and specialized eye care professionals who are bilingual, and recruitment has to be nationwide. In addition, competition with larger organizations such as hospitals and rehabilitation centers creates a highly competitive wage market which a non-profit cannot compete with. Agency staff is 17 % **Latino** (1 of 6 employees who is an 8-hour per week maintenance worker), and there is no staff at the first point of contact who speaks Spanish. The Board of Directors has 11 board members of which none is currently **Latino**, although extensive efforts are underway to recruit **Latino** board members.
3. The agency has not completed a formal self-assessment to determine whether services are culturally competent and accessible to the **Latino** community.
4. The agency has various policies and procedures, but no formal office manual has been developed, and there are accounting and fiscal control procedures. Additionally, bank reconciliation is being done by the person who also makes the bank deposits.

CORRECTIVE ACTIONS:

- 1 Contractor will ensure that its non-discrimination policy is posted in Spanish, finalize translation of all client related materials into Spanish, and it is recommended that the contractor increase its bilingual staffing, particularly at first point of contact.

RECOMMENDATIONS:

1. It is recommended that the contractor actively recruit **Latino** Board members.
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 process will include participation from Board, staff, clients, and volunteers. HRA has provided contractor with a copy of the Child Welfare League of America self-assessment instrument for possible adaptation.
3. It is recommended that the contractor further develop 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: Emeline Child Care Center

REVIEW DATE: 10-4-00 CONTRACT PERIOD: FY 00/01

CONTRACT # 00944 ALLOCATION: \$ 17,586

PROGRAM SUMMARY:

The Center opened in 1992 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:

Heidi Bierman, Director

FACILITIES VISITED:

1030 Emeline Avenue, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new director was hired in July 2000, succeeding the former Center Director who had held the position since the inception of the Center. The transition to a new director was difficult, but has gone smoothly, as the former director is still working at the Center as a teacher, and is available for assistance, and provided a two week transition training period. Staff morale has improved, and there has been no staff turnover.
2. A major accomplishment and challenge was to receive \$45,000 from the County of Santa Cruz Health Services Agency for safety repairs and improvements to the facility. The agency continues to work with the General Services Department to move these improvements forward, and the challenge is to have this work completed by the end of the calendar year.
3. Another major accomplishment has been to remain open as a child care center serving County employees and the community at large. The on-going challenge has been to find appropriate and qualified staff, due to competitive wages and the lack of qualified child care providers with the minimum state licensing requirements.

4. Other major accomplishments were to finalize and implement an office procedures manual, although fiscal and accounting control procedures are still not completed. In addition, automated office functions such as payroll, reporting, and all fiscal and administrative functions.

SUMMARY OF MAJOR FINDINGS:

1. The agency has six Board members of which one (16%) is Latino, there is no written recruitment or retention plan, and no Board orientation and training policies have been developed for new and on-going Board members. The agency serves eight percent Latino children, and has two bilingual/bicultural staff members (16%).
2. Due to leadership changes in the agency, the new staff has not been able to follow-up with the self-assessment to evaluate the cultural competence and accessibility of its services to the Latino community.
3. At the time of the monitoring visit, an office procedures manual was presented, although cash-handling and bank reconciliation functions were being performed by the same personnel.

CORRECTIVE ACTIONS:

1. Contractor will develop a written Board recruitment and retention plan that includes Board orientation and training objectives for new and on-going Board members. It is also recommended that the contractor finalize the translation of all client related materials.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence of agency services. Ideally, the assessment process will include participation from the Board, staff, and clients. 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, in particular its fiscal and accounting 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: Families In Transition

REVIEW DATE: 1/31/01 CONTRACT PERIOD: FY 00/01

CONTRACT # 01947 ALLOCATION: \$ 17,306

PROGRAM SUMMARY: Families In Transition (FIT) provides comprehensive case management, housing assistance, employment training and educational opportunities, and other vital supportive services. Services are provided to families with children who are homeless or at imminent risk of homelessness, and to low-income working families. Many are single mothers with one to four children who have Temporary Assistance to Needy Families/CalWORKs as their source of income. FIT also provides low interest loans to families working themselves off of welfare, and participates in the Family Resource Center which includes the Answers Benefiting Children Program.

AGENCY STAFF INTERVIEWED:

Patty Mendoza, Member, Board of Directors
Desiree Vierra, Executive Director
Ariana Luevanos, Office Manager

FACILITIES VISITED: 210 High Street, Room 105, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Executive Director was hired in August 2000, who had been with the agency as a Senior Social Worker for 1.5 years, and a Case Manager for 3.5 years. Therefore, transition time was easy, and has gone smoothly. The former Executive Director is available for a six month period as a consultant, via phone and E-mail. The difficulty was in maintaining a full case load until December 2000, while also taking on the full time duties of the new position, losing three staff who returned to graduate school, and recruiting new staff. Staff morale is high, and a lot of support from the new Executive Director to staff has helped with this transition, although the challenge has been difficult with short staffing, and while training a new case manager.
2. A major accomplishment was to receive a grant of \$40,000 from the County's Redevelopment Agency to provide rental assistance to low-income families in the

unincorporated areas of Santa Cruz County. Additionally, the United Way of Santa Cruz County awarded the agency \$17,000 to support low-income families through comprehensive case management services for families at risk for homelessness or who are homeless.

3. The Federal Emergency Management Agency, through the local FEMA Board awarded \$20,000 to the agency to provide eviction prevention, first month's rental assistance, and move-in costs. These are funds to be used directly by families to be able to stay in homes who are at risk of losing their housing.
4. The major challenge has been the demand for services; currently the agency has 400 families on their waiting list who must wait 5-6 months for an appointment, a situation exacerbated by the local high cost housing market, and the shortage of rental units.

SUMMARY OF MAJOR FINDINGS:

1. Quarterly reports were not always received in a timely manner as required by the contract.
2. The agency has 12 Board members of which 2 (16%) are Latino, and although the agency has recently been successful in recruiting Latinos to its Board, there is no written recruitment or retention plan. The agency serves 43 % Latino clients, and has 70% (7 of 10) Latino staff who are bilingual.
3. The agency has not completed a formal self-assessment to determine whether its services are culturally competent and accessible to the Latino community, although staff has been reviewing potential models to be used for this process.

CORRECTIVE ACTIONS:

1. Contractor will submit quarterly reports within the time limits as required by the contract.
2. Contractor will actively recruit Latino Board members and formalize its written recruitment and retention plan.

RECOMMENDATIONS:

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

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Family Services Agency of the Central Coast

REVIEW DATE: 2/21/01 CONTRACT PERIOD: FY 00/01

CONTRACT # 00416 ALLOCATION: \$ 76,400

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

AGENCY STAFF INTERVIEWED: David Bianchi, Executive Director; Jane Miller, Counseling Services Program Director; Judith Punch, I-You Venture Program Director; Rita Flores, Senior Outreach Program Director; Diane Brice, Suicide Prevention Program Director

FACILITIES VISITED: avenue, Suite 208, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

Agencywide:

1. A major accomplishment of the agency was to maintain and strengthen its existing programs, to ensure that basic infrastructure needs were being met. In addition, the agency was able to acquire first time funding for its Counseling Services component.
2. A separate "Continuing Education" component has been developed by staff to provide local on-going continuing education credits for mental health professionals. The agency provides a conference six times a year to approximately 120 mental health professionals.
3. The agency in collaboration with Families in Transition, developed a Ways to Work family loan program through a Packard grant and a contract with HRA in the amount of \$60,000. This emergency loan program provides help to low-income families in order to help them maintain work and school experience.
4. The major challenge for the agency is to attract entry level staff, especially in light of the cost of living in Santa Cruz County. The agency also has to raise additional funds to cover the increasing program costs. Additionally, the agency has no retirement funds for

employees and would like to provide these benefits to its employees, as part of its incentive to recruit new staff.

Counseling Services:

1. A major accomplishment has been to double the size of domestic violence groups for women batterers, which is the only service for female batterers in Santa Cruz County. These groups have grown from eight people last year, with an expectation of 16-20 this year. Additionally, another major accomplishment was to be able to add Medi-Cal clients to its services through a contract with the Health Services Agency.
2. A major challenge has been to keep client fees affordable, be able to generate revenues to cover program costs. Fees were raised after a six-year period without increases, although scholarship fees are available for low-income clients and covers approximately 25% of clients utilizing services. Additionally, the program is experiencing difficulties in recruiting licensed therapists to the program.

I-You Venture:

1. A major accomplishment has been the development of a sponsor/donor campaign to help support the program which started two years ago. The first year \$2500 was raised, and the amount has increased to \$5,000 annually. These funds are used to increase staff hours, and to provide funds to grass roots organizations such as the Ageless Art Project. This project provides fine art classes at skilled nursing facilities, and at assisted living and residential care facilities.
2. A major challenge for this program is that it has a minimum of staff hours available to continue providing these services to an underserved population, and is heavily reliant on volunteers.

Senior Outreach:

1. A major accomplishment has been to attract a large number of new volunteers due to publicity efforts. The program has seen an increase in the number of professionals who are newly retired, and a more diverse group of volunteers. The number of male volunteers increased from one to eight, and the number of volunteers increased from 30 to 40 per year. Five of the volunteers are bilingual and bicultural. The Program Director attributes these increases partially due to the hiring of an assistant for 10 hours per week, who promotes the program and provides additional community outreach.
2. A major challenge has been to retain and support volunteers, as they experience their own age related problems, are forced to resign because of health issues, but also because it may be depressing for aging volunteers to participate in peer counseling.

Suicide Prevention:

1. A major accomplishment has been the development of youth education and outreach services, by increasing a staff position to full-time as of January 2001 in the education

outreach services component of the program. Staff has been able to conduct 218 presentations to 6,093 students and 401 school personnel, develop and train a team of eight volunteer presenters (three of which are bilingual), translate all youth and senior outreach materials into Spanish, provide presentations for all Watsonville High School health classes (a required course), and develop a comprehensive school and youth organization data base. The program has seen teen suicide rates drop in Santa Cruz County in the last two years, as there has been only one suicide, down from a previous average of three per year.

2. A major challenge has been to secure sustainable funding for the increased need in 'education and outreach to youth, and to recruit and retain a large number of volunteers to meet the growing demand for services and program expansion. The program has seen an increase in demand from schools (public, private, and charter), community based organizations, service organizations, and hospital staff for training on suicide prevention education and outreach materials. The Program Director states that the current housing market is affecting its volunteer pool, and that they see many volunteers leaving the area because they don't want to have to work three jobs in order to live here.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with corrective actions of the previous monitoring report.
2. The agency has completed its self- assessment with clients to determine whether its services are culturally competent and accessible to the Latino community. Additionally the Board of Directors has developed a committee that involved members and staff to develop an agencywide survey tool. This tool has been reviewed by staff and it is expected that by June 2001 staff will have completed this survey, and by December 2001, volunteers will have completed the survey.
3. The agency has a non-discrimination policy and grievance/complaint procedure, but it was not posted at the time of the monitoring visit in the Counseling Services division.

CORRECTIVE ACTIONS:

1. Contractor will ensure that its non-discrimination policy and grievance/complaint procedure is visibly posted in English and Spanish, and include the policy as part of its intake procedures. Additionally, it is recommended that the contractor increase its outreach efforts to the Latino community in its Counseling Services division.

RECOMMENDATIONS:

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

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Family Service Association of Pajaro Valley

REVIEW DATE: 00793 CONTRACT PERIOD: FY 00/01

CONTRACT # 3/1/01 ALLOCATION: \$ 14,517

PROGRAM SUMMARY:

The Family Service Association of the Pajaro Valley provides individual, family, male batterer group therapy, counseling sessions on a sliding scale basis, and provides services in English and Spanish. The agency provides approximately 16,000 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 of the agency has been to increase the number of therapeutic hours delivered to clients. In particular, the male batterer group has more than quadrupled in the number attending, and the number of sessions being provided. Since FY 97-98, the agency has seen an increase in services from 7,539 hours with 2,762 clients in domestic violence groups, to 14,298 hours and 8,059 clients in domestic violence groups in 1999-00. This year's projected totals include approximately 16,000 hours and 11,000 clients in domestic violence groups. As a result of the increase in these groups, the agency's Latino client base has grown to 85% of total clients, of which 25% are Spanish speaking. The agency provides these domestic violence services to County residents on a sliding scale with no financial support from the Court system that refers the participants. The challenge is to continue to provide this important and much needed service.
2. A special accomplishment was to receive the Zoe Ann Orr Marcus Endowment in the amount of approximately \$140,000. This endowment was received through the Community Foundation of Santa Cruz County. In addition, the Pajaro Valley

Community Health Trust awarded the agency \$5,000 to remodel and enlarge spaces for its domestic violence group counseling sessions. Additionally, the agency repainted the inside and outside of its building, refurbished carpets and furniture, and purchased new play therapy equipment for children, through Board fundraising efforts.

3. Another accomplishment of the agency has been the Board of Director's reactivation of the Auxiliary in order to increase fundraising efforts. Recruiting Board members is an on-going challenge, but the Board hopes that former Board members will participate in the Auxiliary.
4. A major challenge for the agency has been to increase salaries in order to retain and replace staff. The immediate challenge will also be to raise the funds to hire a new Executive Director in the fall of 2001, who has been with the agency since 1996. Additionally, it is a continuing challenge to recruit professionally trained staff to conduct the domestic violence groups because they are currently employed at higher salaries that the agency can't compete with, in particular bilingual therapists.
5. Another challenge is to expand services to children and families as a permanent part of agency services. The agency has submitted a grant to the Children and Families Commission to try and obtain funding to hire an Early Child Development Specialist. An on-going challenge for the agency is space, especially for the increased number of group sessions, and the coordination of meeting space.

SUMMARY OF MAJOR FINDINGS:

1. Contractor had no corrective actions on its previous monitoring report.
2. The agency has completed its self-assessment to determine whether services are culturally competent and accessible to the **Latino** community with Board and staff.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

1. It is recommended that the contractor finalize the development and implementation of a systematic self-assessment to evaluate the cultural competence of agency services, and include clients.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Food and Nutrition Services/Child Development Division

REVIEW DATE: 12/13/00 CONTRACT PERIOD: FY 00/01

CONTRACT # 00223 ALLOCATION: \$ 968,073/55,373

PROGRAM SUMMARY: Food and Nutrition Services Child Development Division provides child care at three sites, Swift Street Child Development Center, and Sycamore Street Child Development Center, and Good Beginnings Toddler Center which serves children ages 1 - 3 years. The two Child Development Centers provide child care for children ages 3 to 5 years.

AGENCY STAFF INTERVIEWED: Marilyn Moore, Division Director

FACILITIES VISITED: Good Beginnings Toddler Center, 111 Errett Circle, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment and challenge of the division was to completely merge the Good Beginnings Toddler Center, and to find a permanent new location. The major accomplishment in this transition was to retain all the families from the former location, even though families had to move into a temporary locations for a five-week period. The transition was difficult for the children, parents and staff, and the agency participated in parent and staff meetings, providing an opportunity to help resolve questions and fears families and staff may have had during this transition period. Additionally, the financial situation of the Center created difficulties and instability, but it has recovered sufficiently now to have a positive operating budget.
2. The challenge for the new Center was that it did not meet licensing and safety standards, thus the agency had to raise \$90,000 to make significant renovations and repairs. Part of the challenge included children being present during construction at the new site. The David and Lucille Packard Foundation awarded the Center \$50,000 for relocation and renovation costs. In addition, the County's Child Care Developer Fees program awarded the program \$35,000 to pay for additional renovations.
3. A major accomplishment was to implement a dental health program at the two pre-school sites at Sycamore and Swift Street Centers. The agency found that 25% of children entering the program had significant dental decay, and a program was developed to

provide the children with an annual check-up by a volunteer dentist, completes a followed by an educational meeting with parents at both Centers. Additionally, the Division has engaged the County's Happy Tooth Program which provides free toothbrushes, and free fluoride tablets for children at all its Centers, allowing them to brush teeth daily while at the Center.

4. A major challenge is the recruitment and retention of qualified staff, a direct result of the low salary ranges which has driven child care providers into other professions. Some incentives such as a \$300 bonus have been added to attract staff, and entry wages have been raised to \$9.00 per hour.

SUMMARY OF MAJOR FINDINGS:

1. The agency has a non-discrimination policy and grievance/complaint procedure, which however, was not visibly posted in English and Spanish at the time of the monitoring visit. Additionally, the parent handbook did not contain the non-discrimination grievance/complaint procedure.
2. The agency Board of Directors and staff have conducted a self-assessment to determine whether its services are culturally competent and accessible, and a process is currently being developed to include clients.
3. The current location where the child development center is located is in a religious facility, built prior to ADA requirements, which is exempt from ADA compliance. However, the Program Director felt that they could work with the landlord to try and make these improvements.

CORRECTIVE ACTIONS:

1. Contractor will ensure that its non-discrimination policy and grievance/complaint procedure is visibly posted in English and Spanish, and that the grievance/complaint procedure be added to the parent handbook.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence of program services to the Latino community, and will include staff and clients.
2. It is recommended that the contractor work with the landlord to develop handicapped designated parking, accessible bathrooms for disabled adults, and accessible wheelchair ramps located next to the child care center.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Food and Nutrition Services/Family Health Education Center

REVIEW DATE: 11/29/00 CONTRACT PERIOD: FY 00/01

CONTRACT # 00223 ALLOCATION: \$ 968,073/6,810

PROGRAM SUMMARY: Family Health Education Center (FHEC), a program of Food and Nutrition Services, provides childbirth preparation classes, parent education classes, teen parent support groups, information and referral, child care to participate in other programs, TrustLine Project, and other family support activities. The Watsonville site is a Family Resource Center.

AGENCY STAFF INTERVIEWED:

Nancy Sherrod, Deputy Director, FNS
Blanca Luna, Program Director
Lorrie Bornstein, North County Program Manager

FACILITIES VISITED: 323 La Fonda Avenue, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Program Director was hired in February 2000. According to both the Deputy Director and the new Program Director, the transition to new management has gone smoothly as the former Program Director stayed on for several months during this period. During this time the Parent Outreach Coordinator was promoted to a newly created position of North County Program Manager. The major challenge was to create a position without having a full-time Program Director to manage a two-site program, due to the administrative functions in both areas.
2. Another accomplishment was to receive a \$430,000 grant from the S.H. Cowell Foundation for three years to fund a full-time Program Director position, an Administrative Assistant, a part-time Special Project Coordinator. All of these positions will assist in the development of the Watsonville Family Resource Center (FRC).
3. Another major accomplishment and challenge was to finalize the governance structure for the FRC in Watsonville which includes Adelante, Answers Benefitting Children

(including HRA and HSA staff), WIC, and Translation Services. A consultant was hired, and an executive committee was created to develop the initial draft which is revised monthly to ensure that structure is refined as it is implemented, not duplicative, and coordinates efforts of the collaborative. This governance structure is considered an living document, and the challenge will be to get the leadership to approve a final document. Part of the major challenge also includes the development of a work plan which sets a direction for the work of the Center, staff, and committees.

4. A major challenge for the North County site, currently located at Harbor High School, is that the facility will be lost in the spring or summer of 2002, and the program is currently looking at potential FRC co-location possibilities that are affordable.

SUMMARY OF MAJOR FINDINGS:

1. The contractor has a parent handbook, but it does not include the agency non-discrimination policy and grievance/complaint procedure, or other relevant policies and procedures for client access to services.
2. The agency Board of Directors and staff have conducted a self-assessment to determine whether its services are culturally competent and accessible, and a process is currently being developed to include clients.
3. Although the agency has an office procedures manual, it does not include a policy concerning cash handling functions by staff or volunteers.

CORRECTIVE ACTIONS:

1. Contractor will include in its parent handbook the agency non-discrimination policy and grievance/complaint procedures, in addition to general policies and program procedures, services, and relevant fee schedules, and will ensure that this handbook is translated into Spanish, as well as any other client related materials.

RECOMMENDATIONS:

1. It is recommended that the contractor finalize development and implementation of a systematic self-assessment to evaluate the cultural competence of program services to the Latino community, and will include clients and volunteers.
2. It is recommended that the contractor develop a cash handling policy for staff and volunteers, and include it in its office procedures manual and accounting and fiscal control procedures.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Food and Nutrition Services/Long Term Care Division

REVIEW DATE: 12/13/00 CONTRACT PERIOD: FY 00/01

CONTRACT # 00223 ALLOCATION: \$ 968,073/130,536

PROGRAM SUMMARY:

The Long Term Care Division, a division of Food and Nutrition Services, provides elder day adult health care centers, and advocates for public policy and legislative changes, program development, and fund development at a local, state, and federal level. Elderday in Santa Cruz 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, Division Director, Long Term Care
Joan Grewohl, Program Director

FACILITIES VISITED:

1410 Ocean Street, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment of the program has been to receive \$250,000 from the Health Services Agency toward the development of a South County site for adult day health care, which includes the renovation of a facility and start-up costs. Additionally, these funds will pay for staff including the Division Director and staffing at the new site. The facility is expected to open in the spring of 2001, will provide services for a minimum of 40 unduplicated seniors, and will provide the same level of services as currently offered at the Santa Cruz site.
2. The agency has been involved in a countywide needs assessment on long term care needs which has been completed by the County's Long Term Care Integration Task Force. Santa Cruz County is one of 18 Counties to be participating in this statewide Long Term Care Integration Project, and Elderday is the local representative on this statewide board.

3. A major challenge has been to recruit and retain qualified skilled staffing for the Center, as the Center cannot compete with private doctors, the medical community and institutions, who provide a competitive wage scale. This program cannot compete as Elderday's wages are based on the Medi-Cal reimbursement rate, which is the primary source of funding, and cannot compete with the wages paid by local private medical providers.
4. Another challenge has been to create a fund to help maintain the physical plant, and other needs of the program such as daily operating expenses, and the fund development plan includes the potential to raise funds in order to hire a part-time maintenance position. Additionally, repairing the leaking roof of 10 years was a major challenge. The agency was able to work with the landlord when the lease was renewed to replace the roof in the main room and gym areas. The program was also able to install new rugs throughout the building.

SUMMARY OF MAJOR FINDINGS:

1. The agency has conducted a self-assessment with Board members, the program has yet to implement a self-assessment to evaluate the cultural competence of its services, that includes clients and staff in the process.
2. The program serves 32% **Latino** clients and has a staff of 36% who are Latino, and 39% who are bilingual; professional staff such as the social worker, however, is not bilingual. The Division Director states that it is difficult to recruit and retain social workers as the agency is unable to offer higher wages, especially for bilingual staff who are in great demand.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

1. It is recommended that the contractor finalize implement of a systematic self-assessment to evaluate the cultural competence of its program services to the **Latino** community, and will include staff and clients no later than December 2001.
2. It is recommended that the contractor make efforts to increase bilingual staffing, particularly with professional staff.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Food & Nutrition Services/Translation Services

REVIEW DATE: 12-6-00 CONTRACT PERIOD: FY 00/01

CONTRACT # 00223 ALLOCATION: \$ 978,073/47,774

PROGRAM SUMMARY:

Translation Services, a program of Food & Nutrition 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 services of complicated and technical documents for a fee.

AGENCY STAFF INTERVIEWED:

Gerardo Velasquez, Translation Services Coordinator

FACILITIES VISITED:

18 W. Lake Avenue, Suite B, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment of the program was to provide tax return assistance to over 197 residents in Santa Cruz County, which was more than a 25% increase over the previous fiscal year. This is the only site providing fully bilingual income tax preparation services for free, in addition to providing year-round assistance with tax materials, tax counseling, and assistance with the Internal Revenue Service.
2. Another accomplishment has been to see an increase of approximately 25 % in the request for translation services due to client increased needs, population increases, and due to the number of services now located at the same location including the Watsonville Family Resource Center, ABC, and other program referrals. The major challenge has been to keep up with the increased demand for program services with limited resources, and the need to increase the cost of services. The perception of the market value of these services is much less than the actual cost to continue providing these services.

3. The program has received various awards including the 1999 Certificate of Recognition from the California Franchise Tax Board for Outstanding Participation in the Volunteer Income Tax Assistance Program. Specifically, this award was for providing the most income tax preparations for Spanish speaking residents, and being available 40 hours per week during the tax season. Additionally, the program received an award from the Internal Revenue Service and Franchise Tax Board for its continued commitment to providing services to the Volunteer Income Tax Assistance, and Counseling for the Elderly Service program. Also, letters of Commendation for Superior Translation Services were awarded from the State Department of Food and Agriculture, as well as various non-profits, and other state agencies.
4. An additional accomplishment was to purchase a new computer which facilitates translating services in various formats, and which makes its final product more compatible with other agencies computer programs.

SUMMARY OF MAJOR FINDINGS:

1. Contractor had no corrective actions in 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/Consolidated Transportation Services Division

REVIEW DATE: 11/27/00 CONTRACT PERIOD: FY 00/01

CONTRACT # 00223 ALLOCATION: \$ 968,073

PROGRAM SUMMARY: Food and Nutrition Services operates the local designated Consolidated Transportation Services Agency (CSTA) for the County, including the Lift Line Program, and which provides coordinated van and taxi transportation for seniors and persons with disabilities, such as transportation to the Elderday Adult Day Health Care Center. Additionally, the division provides transportation services for Welfare-to-Work participants throughout the County known as the Connections Shuttle.

AGENCY STAFF INTERVIEWED: Mark Hartunian, CSTA Division Director

FACILITIES VISITED: u z A v e n u e , A p t o s

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The CSTA Division Director position was vacant from July 2000 to mid-October 2000, when a new Division Director was hired. The Division Director states that the transition has been relatively easy since his career background is in paratransit issues. Change for the staff has been difficult, but the Division Director states he is working very closely with staff through on-going meetings and continued communication with employees. The Division Director has recently seen a dramatic improvement in staff productivity, and continues to build relationships with other transit authorities.
2. A major accomplishment of the agency has been the completion in September 2000 of the strategic planning process, of which 60% is reflective of the division's goals and objectives for the next five years. Implementation has already begun, and will result in reorganization of staff positions to create two new Program Directors, one for Liftline and one for the Connections Shuttle program. Additionally, a Risk Manager position will be created to work with liability, to train management in risk awareness, and to enforce sub-contractor compliance issues.
3. Another major accomplishment of the CSTA was to participate in a third party assessment to conduct a comprehensive operational and financial audit of paratransit

services by Lifeline and its sub-contractors. This assessment included a comprehensive organizational assessment which reviewed internal and external systems, a public input process, and the final report which recommended four areas for improvement, to be addressed by June 30, 2001. These changes will improve service ability by increasing units of service by 20%, and will increase performance levels by 20% over the previous operating year. A major recommendation is to move to a “100% live” scheduling component, which builds capacity through automated systems instead of the traditional manual systems. This automated system will result in automated manifest for drivers, and will also result in administrative savings, and maximizing capacity.

4. A new service started in the last year and one-half was accomplished through a grant from HRA in the amount of \$225,000, to implement its Welfare-to-Work Connections Shuttle service for participants needing transportation to and from employment training and temporary work service sites.
5. A major challenge for the program is the need to integrate its data base system with the Santa Cruz Metropolitan Transit District, in order to create paratransit system for ADA users coordinated under one system, so that a one point of entry system will be provided to all ADA users. In addition, another challenge includes meeting the demand to increase hours of service to nights and weekends, and to expand services in Watsonville.

SUMMARY OF MAJOR FINDINGS:

1. Due to changes in staffing in this program, contractor was not able to complete the previous monitoring report recommendation. The program has an office manual, but is updating various components due to new procedures, and will update its accounting section.
2. Although the agency has conducted self-assessment with Board members and staff, the program has yet to implement a self-assessment to evaluate the cultural competence of its services, that includes clients in the process.

CORRECTIVE ACTIONS: None.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence of agency services to the Latino community. Ideally, the assessment would include clients. 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 modify its office procedures manual including accounting and fiscal control procedures.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

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

REVIEW DATE: 12/6/00 CONTRACT PERIOD: FY 00/01

CONTRACT # 0 0 2 2 3 ALLOCATION: \$ 968,073/4,980

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, breast-feeding, or postpartum, and for infants and children under the age of five.

AGENCY STAFF INTERVIEWED: Cathy Cavanaugh, WIC Program Director

FACILITIES VISITED: 18 West Lake Avenue, Suite A, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Program Director was hired in July 1999, and the transition has gone smoothly due to the leadership and cooperation of staff. The Program Director had previously worked as the registered dietician for the program for three years and was very familiar with the program and staff. In fact, staff encouraged her to apply for this position, and have supported her through the transition. The first order of business was for the new Program Director to reorganize and restructure the chain of command within the program, to clarify leadership roles, and to delegate more responsibility to all staff. The result has been the development of a greater sense of team building and work with the staff. More staff meetings and trainings have occurred, increasing communication and increasing productivity.
2. A major accomplishment was to open a new satellite at the Davenport Family Resource Center (FRC), where one day a month staff provides full bilingual WIC services. This new service started in October 2000 with five clients, and within one month had increased to 15 clients, due to Davenport FRC staff picking-up clients and bringing them in for this important service. The program also hopes to extend its services to the 13 outlying ranches in the North Coast areas. The WIC services are held during the food distribution day in order to make services more accessible to potential client populations.

3. Another major accomplishment was to open a Lactation Center in Watsonville, called “Regalo de Amor” which is the first center of its kind in South County, and is the only lactation support center in the County outside of Santa Cruz. Since approximately 70% of mothers delivering babies at the Watsonville Hospital are WIC clients, this provided an opportunity to fill a gap in services in promoting lactation for underserved Spanish speaking populations. Currently, it operates as a pilot drop-in center of 10 hours per week, and is not part of WIC’s core services, as the program is not receiving funding from WIC. The challenge is to seek infrastructure funding of approximately \$200,000 a year to provide full-time sustainable services and staffing in both South and North County. A consultant has been hired to establish this center, develop the program, and direct client services until March 2001. Approximately \$25,000 in WIC salary savings was used to implement this pilot project, and the State was supportive of this WIC Plus Activity (activities above and beyond mandated core services).
4. Another major accomplishment and challenge has been to maintain caseloads due to overall statewide reduction in WIC cases. Locally, the program has seen a reduction in participation due to the economy forcing poor families to move out of the county, the increase in working families, CalWORKs program regulation impacts, and shifts in population case loads from Santa Cruz to Watsonville. This shift has resulted in the need to extend hours during the work week by staying open at the lunch hour, working collaboratively with Migrant Head Start, and exploring ways to access clients outside the office environment.
5. A major challenge has been the recruitment of bilingual dietitians. Historically, the local County WIC offers salaries at a much lower rate and can’t compete with Monterey or Santa Clara WIC programs, and Monterey WIC offers a 25% higher salary range.

SUMMARY OF MAJOR FINDINGS:

1. Contractor had no previous corrective actions. The agency Board of Directors and staff have conducted a self-assessment to determine whether its services are culturally competent and accessible, and a process is currently being developed to include clients.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

1. It is recommended that the contractor finalize development and implementation of a systematic self-assessment to evaluate the cultural competence of program services to the Latino community that will include clients.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Glen Arbor School
REVIEW DATE: 10/19/00 CONTRACT PERIOD: FY 00/01
CONTRACT # 00792 ALLOCATION: \$ 54,988

PROGRAM SUMMARY:

Glen Arbor School is a licensed pre-school and after-kinder care program located in the San Lorenzo Valley, serving 32 children, ages 2.5 to 6 years.

AGENCY STAFF INTERVIEWED:

Rhyli Esser, Vice-President, Board Member
Tanya Fuentes, On-Site Teaching/Director

FACILITIES VISITED:

9393 Glen Arbor Road, Ben Lomond

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment for the agency was to hire a new Teacher/Director in September 2000, who has been with the Center for over six years as a teacher and substitute. It was a difficult transition from the Classroom to the office , as there was no office staff available to help with training. The challenge for the agency has been the constant turn-over in Directors during the last five years; the agency has experienced five different Directors during this time period. This constant change in leadership has also affected staff morale, and the ability to maintain qualified personnel. Both the Director and the Board member stated that efforts were under way to provide team building efforts to help improve staff morale. At the time of the monitoring visit, a waiting list was still in existence and the agency was having difficulty in filling teaching positions to maintain the 8: 1 ratio of children to teachers.
2. Another major accomplishment during this difficult transition period was the ability to continue to send all staff to Early Childhood Education (ECE) classes at Cabrillo College. This incentive was to help staff continue their own education as well as

providing better quality child care at the Center. The challenge for the agency is to recruit qualified teachers with adequate ECE units, and to offer a salary that is competitive with other child care centers. The Director stated that recruitment of staff has been a primary problem for the agency and continues to be.

3. The agency was able to install new wall-to-wall carpeting was in the Center. Fundraising has continued with community efforts such as the Highland Games where the agency raised \$400. The challenge is for the agency to raise \$7,000 to fix a partial portion of the center's roof.

SUMMARY OF MAJOR FINDINGS:

1. Board of Director agendas were not always received in a timely manner as required by the contract.
2. Quarterly reports reflected the contractor had not met the 85% child care utilization rate for the first two quarters of this fiscal year, which is required by the contract.
3. Although the agency has an office procedures manual, it does not include clear responsibility of banking functions, and the bank reconciliation is being done by the person who also makes the bank deposits. Additionally, supervisory approval of staff time cards was not being performed at the time of the monitoring visit.
4. During the monitoring visit, it was apparent that the Board of Directors is not aware of its fiduciary obligations, and roles and responsibilities. In addition, the staff and Board were unclear as to their relationship to the Redwood Mountain School for which they are the fiscal agent, and had no legal records available to identify ownership of the agency building for which they are owners.

CORRECTIVE ACTIONS:

1. Contractor will submit Board agendas within the time limits as required by the contract.
2. Contractor will work closely with HRA to correct its monthly child care utilization rate.

RECOMMENDATIONS:

1. It is recommended that the contractor revise its fiscal procedures to separate bank reconciliation from cash-handling functions, and ensure that staff time cards are signed by the appropriate supervisor.
2. It is recommended that the agency obtain a Management Effectiveness Grant, and for the Board of Directors to acquire training on the Board's role and responsibilities.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Homeless Garden Project

REVIEW DATE: 4/20/01 CONTRACT PERIOD: FY 00/01

CONTRACT # 00917 ALLOCATION: \$ 2,307

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, small business development, and other job skills, provides information and referral for substance abuse counseling, and refers clients to potential job opportunities.

AGENCY STAFF INTERVIEWED:

Jane Petroff, Executive Director
Darrie Ganzhorn, Worker Services and Outreach Director

FACILITIES VISITED:

127 Washington Street, Santa Cruz, CA 95060

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. During the last two years, the Homeless Garden Project (HGP) has taken a number of steps to achieve greater fiscal and programmatic stability. The agency recently received a Buck Trust grant to hire a new Executive Director. Following a five month national search, Jane Petroff was hire as the new Executive Director. The transition has proceeded smoothly, and there have already been a number of positive developments under the new Executive director. Donations and gifts have increase by more that 40% over the last year, and both staff and Board members have participated in fundraising ans strategic planning workshops. HGP has designed a new evaluation tool which enables staff to measure worker, trainee progress, and this program is forming linkages to other homeless service providers to strengthen its comprehensive job skill development program. The Women's Organic Flower Enterprise enjoyed a great deal of publicity and financial success over the holidays, while providing valuable business skills to homeless women.
2. Gaining a firm financial footing for the agency remains a significant challenge. While the new executive director has seen greater proceeds through increased fundraising efforts, the

agency fiscal planning must take into consideration the expiration of the grant funding the executive director's position, and the eventual move of the agency to the Pogonip. The agency is included in the master plan for conversion of the City-owned property to park space, but it is anticipated that HGP will have to provide for all or nearly all facility cost. Compounding this situation is the City's decision to raze the building where the agency's office space is currently located. HGP anticipates having to relocate within the next 12 months.

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 currently has no established written office procedures handbook or manual although it has obtained the services of a consultant to develop the handbook by summer, 2001.
4. The program reports 10% Latino clients, a significant increase over the previous monitoring report. Although the agency has diligently attempted to recruit Latino Board members, it has not developed a formal recruitment plan, and currently there are no Latinos on the Board. The program has commenced the process to complete the systematic self-assessment to evaluate the cultural competency and accessibility of its services, and it is slated to be completed by September 1, 2001.

CORRECTIVE ACTIONS:

1. Contractor shall continue to make aggressive efforts to increase outreach to the Latino community, and to increase Latino representation among its clients, staff, and Board members. Contractor shall develop a written recruitment and retention plan, and shall attempt to recruit interested Latinos as Board vacancies occur.

RECOMMENDATIONS:

1. It is strongly recommended that the contractor complete systematic self-assessment to evaluate the cultural competence and accessibility of its services to the Latino community by no later than September 1, 2001. It is suggested that this self-assessment 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: 1/24/01 CONTRACT PERIOD: FY 00/01

CONTRACT # 00138 ALLOCATION: \$ 63,476

PROGRAM SUMMARY: The Mid-County Children's Center provides pre-school (ages 2 1/2 - 5) and toddler (ages 1 - 2 1/2) 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: Cathy Lusk, Director; Sara Miller, Office Manager

FACILITIES VISITED: 305 Alturas Way, Soquel

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Director was hired in June 2000, and there had been no Director from October 1999 through May 2000, during which time a Head Teacher was Interim Director. Between the Head Teacher, Office Manager, and Board members, they were able to manage the daily operations and administration of the Center. Staff morale during this transition was relatively good, and most of the staff had been with the Center for 5 years to 15 years, which provided consistency for children and parents. Since a new Director was hired, the transition has gone rather smoothly and staff morale has increased, and the Director states that the staff really proved themselves in the absence of permanent leadership, and were very supportive of each other, as well as the children, and parents.
2. A major accomplishment has been to have the staff trained by the State Department of Education Child Development Division, WestEd Training Program for Infant Toddler Caregivers. This program provides training in all areas of child care giving for infants and toddlers, and for this Center, it was expanded for pre-school children. This training is a new approach to child care with this age group and has the newest research training techniques included.
3. Another accomplishment was to complete the National Association for the Education of Young Children self-study, and the staff is expecting that the Center will be reaccredited during the validation visit in the winter of 2001.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with corrective actions of the previous monitoring report. Although the contractor is meeting its 85% utilization rate to provide child care services, it has consistently failed to meet the 30% low-income family participation rate as required by the contract.
2. The agency has a non-discrimination policy which was posted in English and Spanish at the time of the monitoring visit, however, the grievance/complaint procedure was not posted in English or Spanish.
3. The agency Board has no Latino members and serves approximately 4% Latino children, and a staff who is 8 % (1 of 13) Latino. The Board has not developed training or recruitment plans to recruit Latinos. The agency recognizes this issues as an on-going challenge to recruit Latino Board members.
4. The Board has reviewed the Standards of Accessibility for Latino Services, and has participated in a self-assessment to determine whether services are culturally competent and accessible to the Latino community. Additionally, they have taken action to ensure that all client related materials are in Spanish, that staff hired be bilingual, and have completed revision of its agency personnel manual.

CORRECTIVE ACTIONS:

1. Contractor will work closely with HRA to improve its 30% low-income family participation rate.
2. Contractor will ensure that its non-discrimination policy grievance/complaint procedure is visibly posted in English and Spanish.

RECOMMENDATIONS:

1. It is recommended that the contractor actively recruit Latino Board members, and develop a written recruitment and retention plan.
2. It is recommended that the contractor finalize development and implementation of a systematic self-assessment to evaluate the cultural competence of agency services, and will include staff and clients. 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: _____ Ombudsman/Advocate _____

REVIEW DATE: _____ 4/13/01 _____ CONTRACT PERIOD: _____ FY 00/01 _____

CONTRACT # _____ 00454 _____ ALLOCATION: \$ _____ 47,926 _____

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:

Kathleen Johnson, Executive Director
Gary Bathurst, Vice-President, Board of Directors

FACILITIES VISITED:

265 Water Street, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Executive Director was hired in January 2001, and was previously the Program Coordinator for the agency for 2 1/2 years prior to accepting the position. The transition included one week between the two directors, and the former director was available on a consulting basis. Both the Executive Director and the Board member stated that staff morale has been good, and have responded well to the leadership change.
2. A major accomplishment and challenge was to fill three vacancies. These position are difficult to fill due to the nature of the job of working with elderly, frail, disabled, and mentally ill patients. The challenge is finding qualified staff who can manage the large caseloads, and in particular the difficulty, and complex cases. The number of

complaints, which can vary month to month, greatly impact staff workload because they must be responded to in a timely manner, creating a great deal of stress. Additionally, the major challenge has been the staff turnover, and the lack of being able to offer an affordable wage. The agency is attempting to increase funding resources, and diversifying its budget with permanent sources of funding.

3. Another major accomplishment was to add four staff positions including a part-time volunteer coordinator for the Ombudsman, a 32-hour for a patient advocate, a part-time Ombudsman, and one full-time Staff Ombudsman. Three of these positions were created through the Medical Administrative Claim (MAA) funds, and the City of Santa Cruz paid for the other volunteer coordinator position. Additionally, Community Programs funding paid for increasing the Staff Ombudsman to full-time. As a result of prolonged staff participation in the MAA process, the agency budget has increased by 1/3 with permanent funds. Two staff positions are bilingual and are able to provide translation throughout the agency.
4. A major accomplishment is to move the agency to a newer facility in downtown Santa Cruz, which will increase the office space to 2000 square feet, and increase its monthly rent from \$750 to \$3,000. This move allows for easier access for its target population, because the facility will provide a physically accessible ground floor, a healthier environment for the staff. The new facility also offers safe and appropriate temperatures within the building, additional meeting space for meeting, and private office space required for staff to meet in a confidential environment with clients. The agency will share common costs with other non-profits in this office, common conference rooms, common kitchen, and bath facilities. The challenge for staff will be parking, as no designated parking is available to them.

SUMMARY OF MAJOR FINDINGS:

1. Contractor had no corrective actions in the previous monitoring report. The agency Board and have reviewed the Standards of Accessibility for Latino Services, and are currently providing training for staff who will then develop goals. The annual client survey includes questions related to cultural competence.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

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

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Planned Parenthood Mar Monte/Westside Heath Center

REVIEW DATE: 2/14/01 CONTRACT PERIOD: FY 00/01

CONTRACT # 01176 ALLOCATION: \$ 81,143/5,000

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, 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 Kaplan, Regional Health Services Director
Ann Hethcock, Development Director

FACILITIES VISITED: Westside Heath Center, 1119 Pacific Avenue, Suite 200, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment of the agency has been a 20% growth at its Westside clinic, expanded hours to 54 hours per week, increased providers to implement new programs such as vasectomies and medical abortions (commonly know as RU486, the morning after pill). As a result, staff has increased from 21-23 to 31-33 positions, with continued emphasis on a mix of bilingual and bicultural employees. Currently 21 employees including clinicians are bilingual.
2. The agency has successfully increased its funding from 1999 to 2000 as follows: from \$85,000 to \$92,000 from donors; from \$14,000 to \$20,000 in special events; from \$6,000 to \$6,200 from local businesses; from \$55,000 to \$55,000 in general operating expenses from Packard Foundation; and from \$92,000 to \$96,000 from the City of Santa Cruz. The challenge has been to obtain medical care for undocumented or monolingual clients, especially for specialty care. Many of these indigent cases cannot access medical care, do not have the resources, and may be afraid of seeking medical assistance. Community based clinics have limited funds to help these clients out, and further sustainable sources of fund development needs to be addressed.

3. Another major accomplishment was to implement an electronic scheduling system in July 2000. This implementation has had a major impact, and has been a tremendous challenge to schedule clients via the computer. Staff had to participate in a lot of training, computers had to be purchased, and had to close down one day in order to go live. The benefits of this system is that it has increased computer availability to staff, increased productivity, and it assists in the utilization of all the possible hours available of clinic staff. The challenge within this transition was to convert the overall agency computer network, which has created breakdowns, impacting staff down time, delays, failure to be able to access patient information when needed, processing clients at a slower pace, receiving delayed statistical reports and compromising the scheduling system.
4. The agency received a 99% rating in 2000 from the Central Coast Alliance for Health which was one of the highest ratings received in the Central Coast. An annual audit was conducted of the Center and it was found that the clinic was in compliance with all requirements of the local Medi-Cal Managed Care system.

SUMMARY OF MAJOR FINDINGS:

1. Quarterly reports and Board agendas were not always received in a timely manner as required by the contract,
2. The agency has a non-discrimination policy and grievance/complaint procedure, although at the time of the monitoring visit, it was not posted.
3. The agency staff has participated in a self-assessment to determine whether services are culturally competent, and a plan has been developed with goals for staff to accomplish.

CORRECTIVE ACTIONS:

1. Contractor will submit quarterly reports and Board agendas within the time limits as required by the contract.
2. Contractor will ensure that its non-discrimination policy and grievance/complaint procedure is visibly posted in English and Spanish.

RECOMMENDATIONS:

1. It is recommended that the contractor provide its Board of Directors a copy of the Standards of Accessibility for Latino Services, and develop a systematic self-assessment to evaluate the cultural competence of agency services. Ideally, the assessment would include Board members, and 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.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Santa Cruz Community Counseling Center/River Street Shelter

REVIEW DATE: 10/13/00 CONTRACT PERIOD: FY 00/01/99

CONTRACT # 00864 ALLOCATION: \$ 84,471

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 reserved for mental health clients.

AGENCY STAFF INTERVIEWED:

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. A major accomplishment for the program has been the ability to hire 2 extra night supervisors to make sure every night at the shelter is adequately supervised, providing greater safety and security for the 32 sheltered clients. These positions were funded through increases in revenues from both HRA and HSA.
2. The shelter enjoys a positive working relationship with the other service providers located at the River Street/Coral Street site, including the Homeless Services Center, Page Smith House, and the Homeless Persons Health Project. The entire complex has a zero tolerance policy for drug use and physical violence, and the atmosphere and organization of the common areas has improved noticeably. The shelter works closely with the Homeless Persons Health Project to link clients to need health services and advocacy.
3. Although the shelter has enjoyed the services of existing Program Manager for more than two years, the Community Support Services Director expressed great concern about high staff turnover. Five staff members were intending to leave the program, and agency-wide, Santa Cruz Community Counseling has experienced a 40% turnover rate. Much of this can

be attributed to high housing costs, and the fact that better wages are available in other sectors of the economy.

SUMMARY OF MAJOR FINDINGS:

1. 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 recruitment and service delivery system. 22% of the staff is bilingual and bicultural, and 44% of the Board is Latino.
2. The shelter cooperative relationship with other shelter/homeless providers co-located on the site, has resulted in coordination of service delivery, and improved safety and security issues at the site.

CORRECTIVE ACTIONS:

None

RECOMMENDATIONS:

None

riverst.01

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Santa Cruz Community Counseling Center/Si Se Puede

REVIEW DATE: 11-15-00 CONTRACT PERIOD: FY 00/01

CONTRACT # 00864 ALLOCATION: \$ 144,665/60,194

PROGRAM SUMMARY:

Si Se Puede, a program of the Community Recovery Services component of the 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 re-entry support into the community. It is the only long-term 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. A new component of this program is licensed residential treatment for adolescents ages 14-17 receiving educational, recreational, and family services.

AGENCY STAFF INTERVIEWED:

Manuel Perez, Director of Community Recovery Services
Nathalie Medeiros, Program Assistant
Rocio de la Torre, Program Assistant

FACILITIES VISITED:

161 Miles Lane, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment of the program has been to obtain a waiver from the State Department of Alcohol and Drug Treatment to accept adolescents into its current treatment program for adults, to service kids 14-17 years of age, and to provide up to three beds. This is the only treatment center of this type in Santa Cruz County that provides complete culturally competent services for monolingual Spanish-speaking adolescents.

2. Another significant accomplishment has been the integration of other work and life skills program activities such as the Mentorship program, Life Skills Training for Interns, Graffiti Abatement program, and the recycling center. While integrating these activities, the program has been able to conserve its primary focus on treatment while utilizing these activities to enhance the current structure and maintain high standards of quality treatment and training.
3. A major challenge has been to retain staff and attract new staff due to the local cost of living, agency salary structure, competition from local and private sector employers, and movement of staff out of the area. Community Recovery Services has seen a 25% turnover rate in the last year. Additionally, local rental leases have increased and are expected to continue to increase, creating additional challenges to meet financial restraints of the programs and productivity goals.
4. Another major challenge has been that the waiting list to enter the program is regularly up to three-months long. This is due to the limited number of beds that are funded. Potential clients, who are bilingual, are referred to other programs such as Sunflower House. Other clients end up waiting in jail or on the streets before they can enter the program. Continual efforts are being made to increase the number of beds which are funded. The program has more capacity but the funds to support additional clients is limited.
5. A continuing challenge has been the lack of Food Stamp eligibility by residents due to welfare reform restrictions, creating an impact on the program budget, which forced the program to modify its food budget, and increase its fund raising activities.

SUMMARY OF MAJOR FINDINGS:

1. Contractor had no corrective actions in 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: 4/23/01 CONTRACT PERIOD: FY 00/01

CONTRACT # 00122 ALLOCATION: \$ 85,099

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

FACILITIES VISITED:

1736 16th Avenue, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment was for the Center to complete payment of all its loans from its 1995 remodel, which brought the Center up to safety code, and ADA compliant. Additionally, a sand box was rebuilt, and the front yard remodeled to meet safety standards.
2. Another major accomplishment and challenge was to hire a new Program Director, after the previous one was hired, left on parental leave, and subsequently did not return. Since then, another Program Director was hired. In addition, the current Program Director is enrolled in the State Department of Education Child Development Division, Program for Infant Toddler Care Givers which will result in a certificate that will allow her to provide training to staff in infant/toddler care to improve quality of child care throughout the State.

3. The agency's Administrative Director was appointed as a member of the Santa Cruz County Child Care Planning Council, a state mandated council that interfaces with the State and the County regarding child care issues. In addition, the agency received a Certificate of Appreciation for Contributing to the Success of the UCSC Career Center.
4. The agency received a grant in the amount of \$3,300 from the Community Foundation of Santa Cruz County to market its book One, Two, Three... The Toddler Years, which is utilized as an Early Childhood Education text, and a parent resource nationally. This book was originally developed by the Center, and published in 1986, and has provided revenues for the Center.
5. The Hewlett Packard and the David and Lucille Packard Foundation awarded the agency office equipment which included a fax machine, computer and printer. The computer included child care administration software. The new equipment has enabled the agency to streamline its administrative functions and bookkeeping.
6. A major challenge for the agency is recruiting and retaining qualified staff, and providing incentives to retain the staff. The staff turnover rate for the past two years has been at approximately 30%, which is unusual for this Center, as previous staff usually stayed for many years. The Administrative Director states that its salary rates are not affordable to live in Santa Cruz County, and that most qualified staff move on to educational positions in K-12 grade.

SUMMARY OF MAJOR FINDINGS:

1. Board agendas were not always received in a timely manner as required by the contract.
2. The agency Board of Directors has nine members of which one (11%) is Latino, agency staff is 17% (2 of 12) Latino, with 8% bilingual in Spanish, and Latino children make up 21% of its participants. The Board has developed a recruitment and retention plan, and has made aggressive efforts to recruit Latinos and other diverse representation to its Board.

CORRECTIVE ACTIONS:

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

RECOMMENDATIONS:

1. It is recommended that the contractor continue to actively recruit Latino Board members.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING, REPORT

CONTRACTOR: Santa Cruz Women's Health Center

REVIEW DATE: 00930 CONTRACT PERIOD: FY 00/01

CONTRACT # 2/14/01 ALLOCATION: \$ 25,763

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

AGENCY STAFF INTERVIEWED:

Dorian Seamster, Executive Director
Susan Barrabee, Clinic Manager

FACILITIES VISITED: 250 Locust Street, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Executive Director was hired in March 2000, and had been with the agency one year as the Clinic Manager. A Packard Foundation grant in the amount of \$25,000 was provided to fund the Executive Director search and hiring process. The transition period went very smoothly, and there was overlap of the former director and the new director for a six week period, although the new Executive Director states that it's been a challenge to fill the position which was occupied for 15 years by a community leader. Staff morale has been very good throughout the change in leadership, the clinic is well staffed, is financially solid, and the Board of Directors has grown in the last year. The challenge was to transition key positions such as the Clinic Manager, Billing Manager, Front Office Coordinator, and Prenatal Program Coordinator vacancies which were filled by in-house staff creating other vacancies.
2. The agency has received various grant awards including: \$75,000 from the Packard Foundation to fund the new positions of Associate Director, Administrative Assistant, and a Women's Health Specialist through June 30, 2000. The agency has been able to maintain two of these three positions through general operating funds and additional grants. The agency secured \$60,000 from the Tides Foundation to create a technological strategic plan, to purchase computer equipment, to connect the agency to the Internet, a

new phone system, and provide training to staff. Additionally, \$5,000 was secured from the State Department of Health Services, Breast Cancer Early Detection Program to target outreach efforts to Lesbian women for breast exams and mammograms.

3. Another major accomplishment was in March 2000 to start providing subsidized family planning and reproductive health services through the state Department of Health Services, Family Prevention Access Care & Treatment program. This is a new program which expanded the clinic's ability to serve the community and offer an alternative to Planned Parenthood. In addition, the clinic expanded its hours in January 2001 to provide greater accessibility to its clients.
4. A major challenge for the agency has been to offer competitive wages in a community where the cost of living is so high. The agency is moving towards a living wage at all staff levels. The challenge is to be able to implement this change, especially in an environment where reimbursements from clinic payors are not increasing. Additionally, the agency is committed to providing health services to all women and children regardless of the individual's ability to pay for those services, or their ineligibility for state funded programs. The challenge is to acquire sustained funding through fundraising for these cases.

SUMMARY OF MAJOR FINDINGS:

1. Contractor had no corrective actions or recommendations in the previous monitoring report. Quarterly reports were not always received in a timely manner as required by the contract.
2. The agency staff are required to participate in orientation, on-going trainings such as cross cultural communication, diversity training, as well as participate in a self-assessment. Since change in leadership, the new Executive Director wants to implement a formalized system to evaluate the cultural competence of agency services with Board and clients.

CORRECTIVE ACTIONS:

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

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence of agency services. Ideally, the assessment would include Board members, and 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.

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: 2/7/01 CONTRACT PERIOD: FY 00/01

CONTRACT # 00551 ALLOCATION: \$ 194,240

PROGRAM SUMMARY:

Established as a USDA commodities distributor in 1972, the Second Harvest Food Bank's (SHFB) mission is to educate, involve individuals to end hunger, and alleviate malnutrition in the communities it serves. SHFB acts as a clearinghouse 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, child care 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:

Willie Elliott-McCrea, Executive Director
Fay Bolick, Assistant Executive Director

FACILITIES VISITED: 15 Errington Road, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment was to receive a Food Stamp Outreach contract with HRA to encourage those calling the Food Bank to apply for Food Stamps. This new service allows calls to be immediately transferred from the Community Food Hotline directly to Food Stamp eligibility staff who then can begin the application process and initial sign-up with one phone call. The Community Food Hotline is open from 9-5, Monday through Friday, at a phone number which is well advertised, and accessible to all County residents.
2. Another accomplishment of the agency was to install at the distribution center grocery shelving system that makes it easier to distribute retail salvage and bread. Member

shoppers benefit from this new system, as they can quickly access the items they need, and reduce the amount of time it takes to shop. Another physical improvement of the distribution center was to enclose the 40 x 60 area where volunteers sort and pack food, thus making working conditions better, and protecting the volunteers from the elements.

3. Another major accomplishment of the agency was to install voice mail, which has resulted in increased staff productivity and customer service. Customer response has been positive, and employee productivity has been enhanced.
4. A major accomplishment of the Board of Directors has been to adopt its first 3-year strategic business plan, with the goal of increasing food distribution by 30% over the next three years. In order to accomplish this goal, SHFB will have to acquire and expand its warehouse and offices. The challenge will be to raise the sufficient funds to expand the programs, and manage the capital campaign. The challenge includes increasing the annual campaign by \$200,000 more per year, and \$2-3 million for facilities improvements.
5. A major challenge has been to recruit new mid-level skilled employees, because candidates are reluctant to relocate due to the housing cost, and because most of the entry-level work is done by volunteers, therefore there are no entry-level jobs available.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with corrective actions of the previous monitoring report. Quarterly reports were not always received in a timely manner as required by the contract.
2. The agency's annual survey to clients includes questions that address the cultural competence of services, although the agency has not conducted with, Board and staff, a formal self-assessment to determine whether services are culturally competent.

CORRECTIVE ACTIONS:

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

RECOMMENDATIONS:

1. It is recommended that the contractor finalize development and implementation of a systematic self-assessment to evaluate the cultural competence of agency services, that includes the Board and staff.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Seniors Council of Santa Cruz and San Benito Counties

REVIEW DATE: 4/16/00 CONTRACT PERIOD: FY 00/01

CONTRACT # 00007 ALLOCATION: \$ 68,744

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:

Clay Kempf, Executive Director
Clayton Johnston, Chief Fiscal Officer

FACILITIES VISITED:

Administration Office, 234 Santa Cruz Avenue, Aptos

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. It has continued to be a period of significant change for the Seniors Council, however steps have been taken to strengthen fiscal and administrative functions of the agency. A new Executive Director was hired in early 2000, the fourth person in that position in a two year period. Since the new Executive Director took over, there have been dramatic changes in the agency staffing, administration, and fiscal procedures. New positions include a chief fiscal officer, a fiscal assistant, and an associate director. This reorganization has brought much needed additional staffing skills to the agency, particularly in the area of fiscal management.
2. A major accomplishment and challenge was to resolve an eight-year dispute with the State Department of Aging over the Intrastate Funding Formula, which determines how much money is tunneled to the local Area Agencies on Aging such as the Seniors Council. The resolution has resulted in additional funding to the local Area Agency on Aging, which is then allocated to the 10 senior programs that the Seniors Council funds and operates.
3. The Seniors Council continues to address a series of audit issues raised by the FY 97/98 audit completed by the Auditor-Controller of Santa Cruz County, as well the 1999 program audit conducted by the State Department of Aging. The audit findings indicated that the Seniors

Council is out of compliance in several areas of its fiscal and administrative responsibilities as the Area Agency on Aging (AAA). To address these deficiencies, the Seniors Council set a course to enhance internal accounting and internal controls through local technical assistance grants, and developed a collaborative working relationship with the Department of Aging. The agency converted its fiscal systems to a new and more efficient computerized accounting system. All fiscal transactions since July, 1998 were entered into this system. The agency has secured an auditor who has commenced audits for both FY 98/99 and FY 99/00. The agency is also working closely with the Department of Aging and has received training and technical support to assist in resolving 1999 program audit concerns. The Department of Aging also conducted a fiscal review of all 1997 financial transactions, and found all expenditures to be reported accurately.

4. This year, the Seniors Council has 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 being used this year to update the four-year Area Plan. Seniors Council also completed a comprehensive senior needs assessment for Santa Cruz and San Benito Counties.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with the corrective actions of the previous monitoring report.
2. The agency staff is 33% Latino (3 of 9 staff members), and the Board of Directors is 7% Latino (1 of 15 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 be noted that the membership, which by regulation must be composed of more than 51% senior citizens, selects the nominating committee which selects board candidates for election.

CORRECTIVE ACTIONS:

1. Contractor shall 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 process will include participation from Board, staff, clients, and volunteers. HRA has provided contractor with a copy of the Child Welfare League of America self-assessment instrument for possible adaptation. In the context of this assessment, Contractor shall develop a formal board recruitment and retention plan.

RECOMMENDATIONS:

1. It is recommended that the contractor continue its progress in working with the California Department of Aging to resolve fiscal and program deficiencies as identified in the FY 97/98 fiscal audit, and the 1999 program audit.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: SLV Youth First!

REVIEW DATE: 10/19/00 CONTRACT PERIOD: FY 00/01

CONTRACT # 02234 ALLOCATION: \$ 60,112

PROGRAM SUMMARY: SLV Youth First! provides services to pre-teens and teens ages 11-19 in the San Lorenzo Valley. Services include a Teen Center open Monday - Friday, 12 - 6 p.m., for supervised recreation, academic support, skills in job training, community service opportunities, and life skills mentoring and workshops. Activities include sports, arts and crafts, technology training, skate boarding, BMX bikes, and evening events including dances and karaoke. Other groups utilize the facility offering youth opportunities to participate in youth Narcotics Anonymous, ALA-Teen, Planned Parenthood, girls groups, and Teen Power, a violence prevention program.

AGENCY STAFF INTERVIEWED:

Barbara Springer, Secretary, Board Member
Pam Faulke, Development Director
Cassie Springer, Program Director

FACILITIES VISITED: 6433 Graham Hill Road, Felton

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment of the agency has been to incorporate and attain funding from the County of Santa Cruz for the Teen Center. The Center was transitioned from the previous contractor at the beginning of this fiscal year, the YMCA of the Redwoods (YMCA), and two of the managers remained and staff assisting in the smooth transition from the previous contractor to the new agency. This change in leadership occurred in order to have more local control and immediate responsiveness to issues and needs in the local community, as the YMCA was a Santa Clara agency and administered from San Jose. The current Board of Directors is made up of local San Lorenzo Valley residents, who are directly involved in programmatic planning, funding, and support.
2. Another major accomplishment was to increase Teen Center membership dramatically from 75 participants the first year to over 175 current members in its third year of

operation. Over 100 of these teens are returning participants, and the average daily attendance at the Center has increased from approximately 25-30 students daily to 30-75 daily. As a result, hours of supervision have also increased from 10 hours in the first year to 30 hours in the third year.

3. A major accomplishment of the agency was to assist the Lompico Community Association to advocate for extended bus service through added routes and hours to the Zayante Transit Center. Previously, bus service to this area ended daily at 3 p.m., and the service was added every hour until 11p.m. daily, so that teens in that area can get to and from the Center.
4. An additional accomplishment was to institute a Homework Center beginning February 2000, which includes a credentialed teacher who provides tutoring, homework assistance, study skills, special adaptive learning skills, and tutoring English as a Second Language. This was accomplished through a grant awarded by the Cisco Foundation for \$20,000 to help establish this study center and funds the technology training, academic support, and salary for the credentialed teacher.
5. The agency was awarded two Community Foundation of Santa Cruz County grants in the amounts of \$600 and \$1,000, to fund a mural for an outside wall at the Center, and to fund a skate board event. This grant was prepared and implemented by teens at the Center. Additionally, a \$20,000 "Access Grant" was received from the Foundation to fund a position, program supplies, transportation, and operational cost.
6. A major challenge has been to hire and increase paid part-time and full-time supervision staff. The lack of funding and the need for consistent volunteer hours has made this difficult to recruit volunteers and retain, especially due to transportation issues and location. The challenge is also to increase staffing at the Homework Center with trained tutors and mentors.
7. Another major challenge is the sustainable funding for the Center. Currently, half of the funding is County, and all other funds are from grants, and fundraising. Staff is searching for a diversified funding base, including corporate donations, and developing a fundraising campaign. The operations portion of the budget is the most difficult to sustain.

SUMMARY OF MAJOR FINDINGS:

1. As a new Community Program, this report is the agency's first monitoring visit. This agency is taking responsibility for the previous monitoring report under the YMCA of the Redwoods that had the contract for the Teen Center the previous funding year, and is in compliance with all corrective actions in the previous monitoring report.

2. The agency has an intake form for all teens participating in program activities, although not all client related forms are translated into Spanish.
3. The agency has not completed a formal self-assessment to determine whether its services are culturally competent and accessible to the Latino community. Although, the agency reports that its Board of Directors reviewed the Standards of Accessibility at its annual meeting, but have not adopted any goals and objectives. A consultant has been hired and is currently reviewing assessment tools to be brought back to the agency for implementation.
4. The agency has an office procedures manual including accounting and internal control procedures that is continuing to be developed. Additionally, the bank reconciliation is being done by the person who also makes the bank deposits.

CORRECTIVE ACTIONS:

1. Contractor will complete translation of all client related materials into Spanish.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence of agency services. Ideally, the assessment would include Board members, staff, clients, and perhaps other community agencies. HRA provided a copy of the Child Welfare League of America self-assessment instrument for possible adaptation.
2. It is recommended that contractor revise fiscal procedures to separate bank reconciliation from cash-handling functions.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Survivors Healing Center

REVIEW DATE: 10/11/00 CONTRACT PERIOD: FY 00/01

CONTRACT # 02236 ALLOCATION: \$ 5,200

PROGRAM SUMMARY:

The Survivors Healing Center provides a wide array of services to survivors of child sexual abuse and their supporters by providing workshops, classes, therapy groups, retreats, speakers series, and special events. The primary goals are to empower those victimized by sexual abuse through a healing process and to prevent sexual abuse of children. The Center also provides space for peer support groups, a lending library, and information and referral.

AGENCY STAFF INTERVIEWED:

Dana Scruggs, Board Member
Beth Love, Executive Director

FACILITIES VISITED:

2301 Mission Street, Suite C-1, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment was to receive County Community Programs funding for the first time. In addition, the City of Santa Cruz also awarded the agency a \$4,000 Social Services grant.
2. Another accomplishment has been to keep the program in operation primarily through the service of volunteers. The agency has seen an increase in the demand for services over the past two years, predominantly from male clients, and a more ethnically diverse population. As a result of the increased demand, the center has had to increase center hours, and hire an administrative assistant position to help with front office procedures and client reception. Additionally, the volunteer pool has increased in the last two years from no regular center volunteers to an average of three to four weekly. Also, the agency has more than 100 volunteers that participate in special events and outreach.

3. The agency participated in its first long range planning retreat in July 2000. The three year plan created two new Board committee's including fund development and public relations/outreach committee, and resulted in a vision and philosophy that will change its mission statement. A significant change in the mission statement will lead to removing the word "adult" to clearly define that the agency will provide services to all age ranges as part of its future program planning and implementation activities.
4. The agency received a grant from UCSC in the amount of \$1,000, \$700 from a supporter, and \$2,000 in in-kind donations to renovate its therapy room, which included a new carpet, blinds, covers for furniture, and furniture donations. In addition, the agency has received donations which included three computers which are all networked, and a fax machine.
5. The major challenge for the agency has been the lack of sufficient staff and revenue. Staff are unable accomplish all the goals set out by the Board of Directors, and are constantly reprioritizing the work, and seem to work on a crisis management basis. Staff would like to be able to do more planning, and increase services at the same time as increasing resources for the agency; both staff and the Board of Directors see this as part of the growing pains of a new agency.
6. Another challenge for the agency Board of Directors has been to recruit Board members. The current Board is made up of five members of which one is Latino (20%), and the agency serves 23% Latino clients. In addition, the Board experienced a great deal of membership turnover, has had five new members in the last two years, the program lost the last executive director, and the difficulty in recruiting qualified staff and retaining the staff.

SUMMARY OF MAJOR FINDINGS:

1. This was the first monitoring visit with this agency. This agency has been providing services since 1987 through volunteers. In November of 1996, the Center hired its first long term permanent staff member and opened its doors on its first physical site. Since 1996, the agency has been developing and attempting to build its capacity in order to continue to provide services.
2. The agency intake procedures are accomplished verbally, and no set standard has been established for all agency service related intakes, in order to make all agency services accessible. Specific screening questions have been developed for assessment of clients once the client has been referred to a service.
3. The agency provides in-service trainings to staff and volunteers, but has yet to implement a self-assessment to evaluate the cultural competence and accessibility of the agency's services to the Latino community. At the time of the monitoring visit, only one program

was available to the Latino community, and not all services are accessible. The director states that this is due to the lack of bilingual capacity, space, and staffing capability, but the intention is to add staffing and additional bilingual services as the agency grows.

4. This agency is relatively new and is currently in its early developmental stages of producing administrative policies and procedures.

CORRECTIVE ACTIONS:

1. Contractor will ensure that its non-discrimination policy and grievance/complaint procedure are posted in Spanish, and develop and post in English and Spanish its general written complaint procedures. Additionally, contractor will translate all client related materials into Spanish by June 30, 2001.
2. Contractor will develop and implement a systematic intake procedure that provides equal access to all its agency services. It is also recommended that contractor make efforts to increase bilingual staffing, particularly at first point of contact.

RECOMMENDATIONS:

1. It is recommended that the contractor conduct a formal self-assessment to evaluate the cultural competence and accessibility of its services to the Latino community. Ideally, the assessment would include Board members, staff, clients, and volunteers. HRA has provided contractor with a copy of the Child Welfare League of America self-assessment instrument for possible adaptation.
2. It is recommended that the contractor develop personnel policies, and office procedures manual including accounting and fiscal control procedures.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Walnut Avenue Women's Center/Child Care Division & Family Support

REVIEW DATE: 4/21/01 CONTRACT PERIOD: FY 00/01

CONTRACT # 00797 ALLOCATION: \$ 16,208

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. Family Support Services provides multiple services to women, children, and families to help them move to a healthy and thriving lifestyle. Services include domestic violence related legal services, family court, support groups for women, children, and teen boys and girls.

AGENCY STAFF INTERVIEWED:

Dee O'Brien, Executive Director

FACILITIES VISITED:

303 Walnut Avenue, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

Child Care Division

1. A major accomplishment of the TAM Center was to expand its Newborn Baby Center facility by taking the infants into a separate room, in order to separate toddlers from infants 0 - 4 months. This shift enabled TAM mom's to be closer to their newborns, as they're physically closer to the classrooms, and it's much easier to access the babies at feeding times. The Santa Cruz High School administration has been very supportive of the Center on campus, and has offered to expand the Newborn Baby Center to a larger space with access to an outdoor play area for children.

2. A significant accomplishment was the retention of bilingual/bicultural child care staff, 75% of which come from Watsonville. This is significant in that the majority of children being served are Latino; 78% at TAM, and 64% at DCC. The Executive Director states that it is important that the staff represents their culture, speaks their language, and can meet their needs. The staff support children in school readiness in their native language while learning English at the same time. Staff incentives include paying for staff to attend Cabrillo College Early Childhood Education courses, attend conferences, and to be involved in the development of structure and implementation of programs in the pre-school child care centers.
3. Another major accomplishment was to receive a grant from the David and Lucille Packard Foundation in the amount of \$15,000, to support a feasibility study to put a toddler center at the main office site next door to the DCC. Additionally, the Santa Cruz Community Credit Union provided a \$15,000 low interest loan to assist with this feasibility study. The feasibility study will also include the possibility of adding a second story that would be offered to staff as low-income housing, and as an incentive to remain employed with the child care centers.
4. A major challenge has been to replace Program Director's for both child care centers. The agency is recruiting a qualified bilingual staff person who will direct both programs and the floater teacher will handle the administrative paperwork for both centers. There is difficulty in finding a qualified candidate given high local housing costs. Although the agency wages are competitive with other child care centers, they are not competitive with larger programs and institutions.
5. Another major challenge is to hire enough teachers and substitutes as the market is very limited, the supply of teachers is low due to wages, and child care teachers are now eligible to teach in school settings, reducing the pool of eligible child care providers. The agency was successful in hiring a floater teacher for 30 hours per week who assists in the child care centers as a substitute.

Family Support Services

1. A major accomplishment was to receive a three-year grant of \$150,000 from the State Department of Health Maternal and Child Division to provide domestic violence services. This grant was non-competitive, as it was for agencies who had not previously received funding from this source. This is significant for the agency, as these funds had previously been limited to shelter based organizations only. There was a shift in state policy, as the State has now added safe homes (individual homes) to their definition of a shelter, which is the primary target population the agency serves. These funds will provide an increase in direct domestic violence services staff, and will pilot a home-visiting program to identified domestic violence homes which will help strengthen the family.

2. Another major accomplishment is the number of interns and advocates that have completed 60 hours of state certified domestic violence training to work with families and children impacted by domestic violence, which includes a total of 54 local residents. As a result of the training, the agency has experienced an increase in the number of males volunteering with pre-adolescent boys. The agency has initiated male support groups for adolescents who are at high risk, because they come from domestic violent families, to encourage the adolescents to talk about their issues in a safe and confidential environment.
3. The agency has received funding of approximately \$5,000 from the FEMA Shelter Board to assist victims of domestic violence and family members into emergency shelters such as hotels via a voucher system. Additionally, these funds will be used to purchase food for its food pantry, and dry goods such as diapers that Food Stamps do not allow.
4. A major challenge for the agency is to keep up with the demand for domestic violence legal services. In the last year, assistance requests have increased by 20%. The agency employs a part-time paralegal, but the number of hours is insufficient. The Executive Director states that the increased demand for services is coming from increased referrals from the Courts, Police Officers, Victim Services, and private attorneys. Additionally, the Executive Director states that staff have a excellent relationships with judges in Family Court, and these referrals have increased.
5. An on-going challenge and major concern is the lack of space for administrative and direct services staff, in particular confidential one-on-one meeting space. The resale shop was eliminated in order to make space for a private meeting room with clients, therapists, and home visitors. The agency is exploring avenues to expand its facilities.

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: Welfare & Low Income Support Network

REVIEW DATE: 10/12/00 CONTRACT PERIOD: FY 00/01

CONTRACT # 00726 ALLOCATION: \$ 18,441

PROGRAM SUMMARY: The Welfare & Low Income Support Network (WELISN) provides peer support and advocacy to low-income families and CalWORKs recipients. In addition, the agency provides information and referral, a food pantry, job skills enhancement, volunteer opportunities, and document translation.

AGENCY STAFF INTERVIEWED:

Gloria Iaci, Executive Director

Lisa Colvig-Amir, Board of Director Member

FACILITIES VISITED: 529 Broadway, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Executive Director was hired in August 2000. The new Executive Director states that the transition has gone very well, especially since the previous Program Coordinator is still on staff in a grant writer capacity and continues to provide technical assistance. The current Executive Director was in interim status for six months while she was being trained.
2. A major accomplishment was to create the grant writer position, as the grant writer will directly pursue funding resources and options for the agency, a luxury it has not had in the past. Also, having a grant writer that is intimately knowledgeable about the organization gives the agency an advantage. Additionally, it allows for the new Executive Director to pursue other organizational needs and the further development of programs.
3. A major challenge has been to recruit volunteers which the Executive Director states is becoming more difficult. Traditionally, volunteers have been primarily recipients of welfare, but due to welfare reform, and their Welfare to Work activities and requirements, ~~volunteers limited in their availability.~~

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COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Welfare & Low Income Support Network

REVIEW DATE: 10/12/00 CONTRACT PERIOD: FY 00/01

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AGENCY STAFF INTERVIEWED:

Gloria Iaci, Executive Director
Lisa Colvig-Amir, Board of Director Member

FACILITIES VISITED: 529 Broadway, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A new Executive Director was hired in August 2000. The new Executive Director states that the transition has gone very well, especially since the previous Program Coordinator is still on staff in a grant writer capacity and continues to provide technical assistance. The current Executive Director was in interim status for six months while she was being trained.
2. A major accomplishment was to create the grant writer position, as the grant writer will directly pursue funding resources and options for the agency, a luxury it has not had in the past. Also, having a grant writer that is intimately knowledgeable about the organization gives the agency an advantage. Additionally, it allows for the new Executive Director to pursue other organizational needs and the further development of programs.
3. A major challenge has been to recruit volunteers which the Executive Director states is becoming more difficult. Traditionally, volunteers have been primarily recipients of welfare, but due to welfare reform, and their Welfare to Work activities and requirements, the availability of volunteers is limited. Low-income volunteers have been

impacted by the local economy and are unable to pursue volunteer activities due to having two and three jobs. Lack of transportation is also a major barrier, and the agency has seen fewer working class families involved in volunteering of time.

4. Another challenge for the agency has been the increased need for advocacy efforts. The Executive Director states that the agency is heavily involved in local and statewide initiatives and advocacy efforts related to welfare reform.
5. A continuing challenge has been to participate in the increased number of HRA orientations for CalWORKs recipients, because the agency only has a 1.5 hour per week employee that provides this service and few volunteers. The Executive Director states that increased funding for this position is critical in order to meet the increased demand for orientation participation. Additionally, the ability to continue public education efforts and outreach goals such as sending out fliers on a regular basis, participating in community speaking, tabling, and outreach continues to be a challenge.

SUMMARY OF MAJOR FINDINGS:

1. Contractor has no corrective actions in the previous monitoring report.
2. Although the agency has a written non-discrimination policy, no grievance/complaint procedure was developed or posted in English and Spanish.
3. The agency staff and Board of Directors have reviewed the Standards of Accessibility for Latino Services, and have developed annual goals based on a self-assessment of the agency's cultural competence. At the time of the monitoring visit, all clients and volunteers had not yet participated in a self-assessment, although the agency is developing tool for these groups.

CORRECTIVE ACTIONS:

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

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 that it include clients and volunteers in this process.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: WomenCARE

REVIEW DATE: 11/9/00 CONTRACT PERIOD: FY 00/01

CONTRACT # 02237 ALLOCATION: \$ 10,000

PROGRAM SUMMARY:

WomenCARE is a community of women which provides advocacy, resources, education, and support to all women with cancer, their families, friends and health practitioners throughout diagnosis, healing, surviving, and dying. Services include a crisis hotline, one-on-one support, support groups, home visits for Spanish speaking clients, and a library and Internet access.

AGENCY STAFF INTERVIEWED:

Carolyn Bliss-Isberg, Vice-Chair, Board of Directors
Connie Batten, Director
Kim Eabry, Office Assistant

FACILITIES VISITED:

617 Water Street, Suite B, Santa Cruz

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. A major accomplishment of the agency was to receive funding from the County's Community Programs, but more importantly, the founding and the funding of the Latina Outreach Program, a Latina cancer support project. Additionally, the agency received \$5,000 funding from each of the following sources: the Susan G. Komen Foundation, and the Watsonville Community Hospital to provide start-up funds for this project; and \$5,000 from the City of Santa Cruz and the City of Capitola to fund outreach and support groups. Another major funding accomplishment was to have the annual "Bowling Bash" benefit which raised over \$37,000.
2. The agency is collaborating with Familia Center and Salud Para La Gente who assist in the advisory committee that includes medical providers, and community representatives. Salud is providing office space for one-to-one support, and a crisis hotline.

3. Another major accomplishment was to become a member of the Human Care Alliance, whereby resources can be shared with other community based organizations, and to benefit from other potential collaborative ventures.
4. The agency is participating in a collaborative project, the Navigator Project, sponsored by Stanford University Department of Psychiatry in the amount of \$100,000. The agency has received \$40,000 to assist in a feasibility study to measure whether Peer Navigation improves the quality of life at diagnosis. Peer Navigation or Navigator sojourners are people who have previously been diagnosed with cancer and provide support for recently diagnosed women with the same type of cancer (sojourners). If the study can prove that this is a significant question to be asked, then on-going funds will be made available to pursue the actual study. This study began in July 2000 and is expected to be completed by May 2001.
5. A major challenge is to provide permanent funding for the organization, which has survived for approximately eight years with partially funded seed money and donations. The current challenge is to create a healthy infrastructure to be able to continue providing services, and to build and expand organizational capacity. In addition, developing full-time staffing for a volunteer coordinator and crisis support line, which are currently filled by volunteers, who also coordinate events, outreach and other program activities is critical to program expansion.
6. Another challenge for the agency is that as program services increase, service availability is being impacted by the need to increase office space for support groups. Since much of the work of the agency is done by volunteers in the office, this limits the availability of the crisis line and support group meeting space which is physically conducted where support groups meet and office functions are performed.

SUMMARY OF MAJOR FINDINGS:

1. This was the first monitoring visit with this agency. The agency has been providing services since 1992, primarily through volunteers.
2. Board agendas were not always received in a timely manner as required by the contract. Although the agency has a non-discrimination policy and grievance/complaint procedure, it is not included in any intake materials for clients.
3. The agency has a Latina Outreach program, but has not reviewed the Standards of Accessibility for Latino Services, or conducted a formal self-assessment to determine whether its services are culturally competent and accessible to the Latino community.
4. Although the agency has an office procedures manual, it does not include accounting and fiscal control procedures.

CORRECTIVE ACTIONS:

1. Contractor will submit Board agendas within the time limits as required by the contract. Additionally, the contractor will add its non-discrimination policy and grievance/complaint procedure to its agency brochure.

RECOMMENDATIONS:

1. It is recommended that the contractor develop and implement a systematic self-assessment to evaluate the cultural competence and accessibility of its program services to the Latino community. Ideally, the assessment would include Board members, staff, clients, volunteers, and perhaps other community agencies. HRA has provided contractor with a copy of the Child Welfare League of America self-assessment instrument for possible adaptation.
2. It is recommended that the contractor add accounting and fiscal control procedures to its office procedures manual.

COUNTY OF SANTA CRUZ
HUMAN RESOURCES AGENCY
COMMUNITY PROGRAMS
MONITORING REPORT

CONTRACTOR: Valley Resource Center

REVIEW DATE: 4/17/01 CONTRACT PERIOD: FY 00/01

CONTRACT # 00798 ALLOCATION: \$ 28,149

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

M A J O R

1. A major accomplishment of the agency was to change its name to Mountain Community Resources effective February 2001. The initial idea of changing the agency name began about 10 years ago, and was reinitiated by the Board and staff approximately eight months ago. This process involved a community contest for suggestions of new names, and 51 entries were received. The Executive Director states that the agency is different, has grown extensively in its programs and services, and there is a need to increase marketing to bring about awareness of the agency in the community. The goal is to generate community awareness that it is a Family Resource Center for everyone, not just low-income families, and that its scope of work is not limited to disasters only.

During this process the agency's mission statement was also updated, which was included in a marketing campaign to increase the agency's visibility in the community. This effort has also increased contribution and donations from the community. The agency has received its first major donation of \$10,000, and secured a business sponsor.

2. Another major accomplishment was to receive a renewable grant from the Office of Criminal Justice Planning through the County's Sheriff's Office in the amount of \$26,000 for three years. This collaborative grant also includes the Sheriff's office, Triad Counseling Center, and San Lorenzo Valley Unified School District. This grant will fund approximately 2/3 of the Prevention Program and support a .25 Healthy Start Advocate. This grant is significant in that it will help in the sustainability of these programs, and will provide drug suppression and prevention tailored to cluster campuses (San Lorenzo Valley Elementary, San Lorenzo Valley Jr. High, and San Lorenzo Valley High School). Additionally, the grant will fund drug arrests for drug possession and sales, drug suppression education for teachers, development of drug curriculum, parent support through forums and support groups, and youth activities.
3. A major challenge is to replace exhausted grants funds that awarded to start projects which have become a part of the services offered by the Center. Sustaining the Prevention, Volunteer Coordination, and Healthy Start programs is a significant challenge. In 1998, the agency's income tripled, and increased staffing. Finding ways to diversify its permanent base of funding for these programs is an on-going challenge.
4. Another challenge the agency has had to face is that of rapid growth, and the difficulties that the agency encounters to stabilize and solidify its organizational structure, and to develop policies and procedures that meet the need of a larger organization, while providing services and operating the organization.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is in compliance with corrective actions of the previous monitoring report. The agency has worked with a peer review organization that works primarily with Latinos to review its accessibility to services, including staff, volunteers, and program participants.

CORRECTIVE ACTIONS:

None.

RECOMMENDATIONS:

1. It is recommended that the contractor continue to finalize development and implementation of a systematic self-assessment to evaluate the cultural competence of agency services, and will include its Board of Directors. 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: YWCA of Watsonville

REVIEW DATE: 11/21/00 CONTRACT PERIOD: FY 00/01

CONTRACT # 00795 ALLOCATION: \$ 29,897

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 program 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:

Lisa Brinton, Chair, Board of Directors
Jean Bourbeau, Executive Director

FACILITIES VISITED:

340 East Beach Street, Watsonville

MAJOR PROGRAM ACCOMPLISHMENTS/CHALLENGES:

1. The agency hired a new Executive Director in January 2000 to replace an interim Executive Director who had temporarily managed the agency since September 1999. During the transition to a permanent position, a one week overlap occurred between the two executives in order to orient the new Executive Director with the agency. The Executive Director states that at the time she took over, staff was nervous due to the changes and lack in leadership, although she felt at the time of the monitoring visit that staff morale was good and staff salaries had increased helping the situation as well. Staff has works closely with management, management team meetings and child care division meetings are being held regularly, and the Executive Director meets weekly with the Board chairperson. Additionally, review and changes in job descriptions, clarification

and revisions of agency policies and procedures, and personnel policies have been completed and approved by the Board of Directors.

The Board Chairperson stated that she felt the agency was in a healthier and stronger position as compared to a year ago. During the leadership change, the Board was very involved in the day-to-day operations, and worked closely with the interim Executive Director to establish solid administrative policies and procedures, to develop a solid budget, and to provide training and implementation of new policies and procedures for the staff.

2. A major accomplishment and challenge was to once again receive a \$256,000 grant from the State Department of Education Child Development Division for subsidized child care slots for its Second Street Child Care Center, which was returned to the YWCA in June 2000 for operational purposes. This site provides 96 pre-school slots which are 100% funded through this grant, so that low-income parents don't have to pay for child care. Eligible children attend pre-school for 175 days per year and four hours per day. The Executive Director states that this Center is running well and staff morale is high. However, the major challenge is to hire child care center staff due to low wages, and competition in this area of employment. The Executive Director pointed out that once staff is hired, they're happy with the agency and tend to stay.
3. Another major accomplishment was to refurbish the approximately 60 year old building with new paint, carpeting, decorations, curtains, and upgraded furnishings. As a result of these improvements, there has been increased building rental revenues from weddings, and community activities.
4. The Board has been working diligently to increase its board membership and to provide orientation and trainings, and held a retreat with the new Executive Director. The Board currently has eight members of which four are Latino (50%). The Board has also initiated its strategic planning process and is working to access a Packard grant to fund a diversity training for its board and staff.
5. A major challenge for the agency is to focus on fundraising with one signature event per year, in addition to one smaller event. To this end, the agency is dedicating itself to the "Run Against Racism", which will help promote the mission within the community, help educate the community about the YWCA's goals, while raising funds. This event includes working with high school track and country coaches, and a committee has been established to pursue this major event.
6. Another challenge and major accomplishment for the agency had been to balance its budget, as there were insufficient funds to maintain the operation of the entire organization. Previous lack of fiscal controls and overstaffing forced the agency to

significantly cut expenditures, lay-off staff, and keep only those positions critical to the operation of the centers and agency. The agency budget is now balanced.

SUMMARY OF MAJOR FINDINGS:

1. Contractor is not in compliance with corrective actions and recommendations of the previous monitoring report. Quarterly reports and Board agendas were not always received in a timely manner as required by the contract.
2. The agency has a written non-discrimination policy and grievance/complaint procedure, although at the time of the monitoring visit, it was not posted.
3. Due to changes in agency leadership, the contractor has been unable to complete its self-assessment to determine the cultural competence of its agency services.
4. The agency has an office procedures manual, although it was not completed at the time of the monitoring visit, as the agency is reviewing all its manuals, procedures and policies. The accounting and fiscal control procedures had been reviewed by the agency accountant and were in the midst of being added to the manual.

CORRECTIVE ACTIONS:

1. Contractor will submit quarterly reports and Board agendas within the time limits as required by the contractor.
2. Contractor will ensure that its non-discrimination grievance/complaint procedure is visibly posted in English and Spanish.

RECOMMENDATIONS:

1. It is recommended that the contractor ensure that its Board of Directors is given a copy of the Standards of Accessibility for Latino Services, and that a systematic self-assessment be developed and implemented to evaluate the cultural competence of agency services to the Latino community. Ideally, the assessment will include Board members, staff, clients, volunteers, and perhaps other community agencies. HRA has provided contractor with a copy of the Child Welfare League of America self-assessment instrument for possible adaptation.
2. It is recommended that the contractor finalize its office procedures manual, and ensure that its accounting and fiscal control procedures be added this manual.