



# County of Santa Cruz

0129

---

## HUMAN RESOURCES AGENCY

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

CECILIA ESPINOLA, ADMINISTRATOR

August 29, 2001

Agenda: September 11, 2001

### BOARD OF SUPERVISORS

County of Santa Cruz  
701 Ocean Street  
Santa Cruz, California

### COMMUNITY PROGRAM RESPONSES TO CORRECTIVE ACTIONS

Dear Members of the Board:

On August 20, 1996, your Board directed the Human Resources Agency to return on an annual basis to report on Community Programs' responses to corrective actions identified in the Human Resources Agency's annual monitoring reports. The purpose of this letter is to provide that report for Community Programs monitored in FY 00/01.

#### Responses to FY 00/01 Corrective Actions

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

By July 31 of each year, Community Programs are required to report to HRA regarding their progress in addressing any corrective actions identified in the previous fiscal year. Attachment A provides a summary of the contractors' progress in addressing the corrective actions (i.e., issues of contract compliance) for FY 00/01. In addition, each contractor's progress report is attached. The contractor's performance is summarized in one of two ways:

## BOARD OF SUPERVISORS

2

Agenda: September 11, 2001

## Community Program Responses to Corrective Actions

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

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

Summary of Responses

In FY 00/01, 31 agencies were monitored by HRA staff including a total of 42 programs. In addition to reviewing of administrative, programmatic, and fiscal records, programs were also monitored on adherence to the County's Standards of Accessibility for Latino Services. These monitoring reports were submitted to your Board on May 22, 2001.

The monitoring reports include details of each agency's major achievements and challenges during FY 00/01. Community Programs continue to do an outstanding job of providing high-quality, cost-effective and critically needed services to the residents of Santa Cruz County. The issues raised in the corrective actions point to continued improvement and operating efficiency. The monitoring reports also include corrective actions and recommendations where appropriate.

BOARD OF SUPERVISORS

Agenda: September 11, 2001

Community Program Responses to Corrective Actions

3<sup>0131</sup>

IT IS THEREFORE RECOMMENDED that your Board accept and file this report on Community Programs' responses to corrective actions, **as** recommended by the ~~Human~~ Resources Agency Administrator

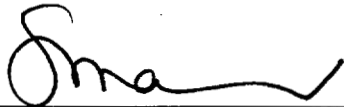
Very truly yours,



CECILIA ESPINOLA  
Administrator

CE/THP\n::monitor.01\correct.01

RECOMMENDED:



---

Susan A. Mauriello  
County Administrative Officer

cc: County Administrative Officer  
Contractors

## ATTACHMENT A

**COMMUNITY PROGRAMS MONITORED  
FY00/01**

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

**COMMUNITY PROGRAMS MONITORED  
FY00/01**

Agency/Program		Corrective Actions	Progress-To-Date	
			Pending	Completed/ Pending
23.	Food and Nutrition Services/Women, Infants & Children	None		
24.	Glen Arbor School	2		<i>JJ</i>
25.	Homeless Garden Project	1	<i>J</i>	
26.	Mid-County Children's Center	2		<i>JJ</i>
27.	Ombudsman/Advocate	None		
28.	Planned Parenthood Mar Monte/Westside Health Center	2		<i>✓✓</i>
29.	S. C. Community Counseling Center/River Street Shelter	None		
30.	S. C. Community Counseling Center/Si Se Puede	None		
31.	Santa Cruz Toddler Care Center	1		<i>J</i>
32.	Santa Cruz Women's Health Center	1		<i>J</i>
33.	Second Harvest Food Bank Serving Santa Cruz County	1		<i>J</i>
34.	Senior's Council of Santa Cruz County/AAA	1		<i>J</i>
35.	SLV Youth First!	1		<i>✓</i>
36.	Survivors Healing Center	2	<i>J</i>	<i>J</i>
37.	Walnut Avenue Women's Center/Child Care Division	None		
38.	Walnut Avenue Women's Center/Family Support Services	None		
39.	Welfare & Low Income Support Network	1		<i>J</i>
40.	WomenCARE	1		<i>✓</i>
41.	Valley Resource Center/Mountain Community Resources	None		
42.	YWCA of Watsonville	2	<i>J</i>	<i>J</i>
<b>TOTAL</b>		<b>34</b>	<b>4</b>	<b>30</b>

monirpts.01/caharta.01



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

0134

1000 41st Avenue, Suite 1  
Santa Cruz, CA 95062

P.O. Box 2688  
Santa Cruz, CA 95063

(831) 464-8691 Phone  
(831) 464-8693 Fax

postmaster@santacruzbbbs.org  
www.santacruzbbbs.org

July 23, 2001

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

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

**Re: Progress on Recommendations**

In the Monitoring Report summarizing our site visit of January 24, 2001, the agency had one recommendation.

**Recommendation:**

*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*

**Progress:**

The agency is continuing its self-assessment to evaluate the cultural competence and accessibility of its services to the Latino community on an ongoing basis. We have updated our most recent Outcome Questionnaires to include input from our clients.

Respectfully Submitted,

Marie L. Cubillas  
Executive Director

**Cabrillo College Stroke Center**  
 501 Upper Park Road, De Laveaga Park, Santa Cruz, CA 95065  
 Phone (031) 425-0622 ♦ Fax (031) 425-0223

August 20, 2001


**Teresita Hinojoso-Pereira**  
 Senior Analyst  
 Human Resources Agency  
 County of Santa Cruz  
 1000 Erneline Avenue  
 Santa Cruz, CA 95060

Dear Teresita,

I'm writing in response to the corrective actions noted in your agency monitoring report. Last year we were late on several occasions in getting all sections of our Quarterly Reports to you. Our Board of Trustees minutes were not always available to us on time because of the constant construction and moving of departments on the Cabrillo College main campus. They were packed in boxes on a couple of occasions! I was also late in compiling the final drafts of at least one of the reports. My secretary and I have both installed tickler systems to remind me to get them to you on time in the future.

I apologize for any inconvenience that I cause you or your staff.

Sincerely,

  
 Caroline Bliss-Isberg  
 Director


Servina Santa Cruz County since 1974


STROKE CENTER

8314250622  
 FAX 8314250622

08/27/01 23:20

84

To: Terecita Hinojosa-Pereira

From: Jo Ann Denbow-Executive Director-Campus kids Connection, Inc. 

Re: **“Progress Report on FY 00/01 Corrective Actions/Recommendations”**

Date: 7-5-01

### **“Corrective Actions”**

1. Contractor will submit Board agendas within 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.

**Response:**

The contractor has updated its schedule of board meetings. The Board of Directors meet every other month; therefore there are not monthly meetings. The contractor faxes to HRA its agenda the same day that the packets are mailed to the Board of Directors. (See attached for recruitment and retention plan 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.

**Response:**

The non-discrimination policy has been updated, and the grievance /complaint procedure is posted in English and Spanish.

3. Contractor will work closely with HRA to correct its monthly child care utilization rate by June 30, 2001.

**Response:**

The monthly childcare utilization rate has been corrected,

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 adaption.

**Response:**

On January 17, 2001 the Board of Directors of CKC, Inc. was given a copy of the Child Welfare League of America self-assessment instrument. (See attached for self-assessment completed by the Board and staff of CKC)

**“Recommendations”**

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

**Response:**

CKC, Inc. actively recruits bilingual applicants. As a non-profit childcare agency we pay very low wages to our employees. Therefore we are frequently understaffed and our managers (site directors) and our administrative staff (executive director and program director ) must provide teaching support at the eight sites. We will continue to recruit bilingual staff, but these are the obstacles that we encounter in our community:

Limited number of bilingual applicants

Salaries too low to attract staff, including bilingual applicants

We do have a staff member at first point of contact who is Spanish speaking at these locations:

Administrative Office-Branciforte-Delaveaga-Main Street  
& Westlake

2. It is strongly recommended that the contractor finalize its office procedures including accounting and fiscal control procedures by June 30, 2001.

**Response:**

The office procedures manual has been completed.



*Children's Center  
San Lorenzo Valley*

8500 Highway 9  
at Highlands Park  
Ben Lomond  
CA 95005

(831) 336 2857  
(831) 336 3860 fax  
ccslv@sasquatch.com  
www.ccslv@ccslv.org

August 16, 2001

Dear Terisita,

In response to the recommendation made after the April 4, 2001 site monitoring visit; I have been working with our Program Committee to implement the Child Welfare League of America Self-Assessment Instrument **as a part** of our program evaluation. We presently do 1 to 2 surveys as **part** of program evaluation for our NAEYC accreditation; which includes parents, staff and administration. We also do annual staff evaluations. Our Program committee includes Board Members, parents, staff; community members and the Director.

Thank you for the Child Welfare League Of America model to work with. It provides *us* a clear framework for our committee to become familiar with education around Cultural Competency and the mission of the CWLA. We will be able to make our action plan to implement their survey tool at the appropriate points of service of our program.

We have set the following timeline to evaluate our program:

- |  |                |
|--|----------------|
| 1. Presentation to the Board of Directors regarding the Cultural Competency Assesment Process at next regular meeting. | Aug. 22, 2001  |
| 2. Program Committee to evaluate program documents to meet cultural diversity criterion                                | Sept. 10, 2001 |
| 3. Staff and volunteers will receive Section I for self-evaluation.  | Sept. 17, 2001 |
| 4. Program Committee will receive Section II for self-evaluation.  | Sept. 17, 2001 |
| 5. Board Members to receive Section III for self-evaluation:   | Sept. 17, 2001 |
| 6 Director to receive Section IV for self-evaluation   | Sept. 17, 2001 |
| 7. Board Members, Office Manager and Director to receive Section V for self-evaluation                                 | Sept. 24, 2001 |
| 8. Staff, Volunteers, Office Manager and Director to receive Section VI for self-evaluation.                           | Oct. 1, 2001   |



- |  |               |
|--|---------------|
| 9. Alumni to receive Section VII for self-evaluation.  | Oct. 1, 2001  |
| 10 Program Committee to receive Section VIII for self-evaluation.  | Oct. 29, 2001 |
| 11 Program Committee will analyze and record findings.   | November 2001 |
| 12 Program Committee and Director will report to the Board of Directors.   | December 2001 |
| 13 Program Committee and Director will develop a corrective plan of action to address the identified weaknesses that came out of the analysis of this program evaluation.          | January 2001  |
| 14 Final report of our outcome, implementation of goals and future plans will be presented to our HRA/ Community Programs of Santa Cruz County analyst, Terisita Hinojosa-Pereira. | February 2002 |

If these **tasks** require more time than we have projected, we will advise your office and we will update you of our progress **as** part of our quarterly report.

Please know that we have also implemented the County Seal symbol on our program brochure and Parent Handbook; where we acknowledge the finding we receive from the County of Santa Cruz.

We are looking forward to working on this recommendation as a collaborative project. We recognize the benefit of spending this time together will also be part of building the community we have and serve here.

Sincerely,

  
Karla Lynn Kleinsasser  
Executive Director

## Homeless Services Center

0140

115 Coral Street  
Santa Cruz, CA 95060  
(831) 458-6020 (831) 458-6023 (FAX)

Interfaith Satellite Shelter ~~Program~~

Page Smith Community House

Progress Report on **FY 00/01** Corrective Actions/Recommendations

**Program:** Interfaith Satellite Shelter Program

**Corrective Actions:** None

**Recommendations:**

1. ~~It is recommended that contractor compete 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.~~

The Homeless Services Center volunteer **Board** of Directors **has** initiated **both** the self-assessment **and** the board recruitment **and** retention plan. Both items **were** discussed **at** the board's **annual planning** retreat in June. Long time Santa Cruz business leader Linda Steinau, who **is** the current HSC Board Secretary, will head up the self-assessment committee. Staff members have been assigned to gather the needed **program** information. **The** committee is being formed and both **tasks** are to be accomplished by October 31, 2001.



Established 1965

# COMMUNITY ACTION BOARD

of Santa Cruz County, Inc. 0141

<http://members.cruzers.com/cab/>

## Santa Cruz Service Center

501 Soquel Ave., Suite E, Santa Cruz, CA 95062

- ☐ Administration
  - ☐ Campaign for a Living Wage
  - ☐ Natural Resources & Employment Program
  - ☐ The Shelter Project
- (831) 457-1741 • Fax (831) 457-0617

## Watsonville Service Centers

406 Main Street, Watsonville, CA 95076

- ☐ Santa Cruz County Immigration Project, Suite 217  
(831) 724-5667 • Fax (831) 724-3447
- ☐ The Shelter Project, Suite 220 (831) 728-4634
- ☐ Youth Community Restoration Project, Suite 221  
(831) 724-4771 • Fax (831) 724-0200
- ☐ Women Ventures, Suite 202 (831) 724-0206 • Fax (831) 724-0200

723 East Lake Ave. Suite F, Watsonville, CA 95076

- ☐ Energy Services (831) 761-7080 • Fax (831) 761-1747

## ☐ Davenport Resource Service Center

P.O. Box 97

100 Church Street

Davenport, CA 95017

(831) 425-8115 • Fax (831) 425-8156

July 30, 2001

Teresita Hinojosa-Pereira  
Senior Human Services Analyst  
Human Resources Agency  
1000 Emeline St.  
Santa Cruz, CA 95060

## Re: Progress Report on FY 00/01 Corrective Actions/Recommendations

Dear Teresita,

The following is the Community Action Board of Santa Cruz County, Inc.'s (CAB) Women Ventures Project response to the Monitoring Report conducted by the Human Resources Agency in November, 2000 and conveyed to the program in May, 2001. The report contained one corrective action, and one recommendation.

### Corrective Action:

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

### CAB Response:

1. The non-discrimination grievance procedure has been posted in English and Spanish in the Women Ventures Project (WVP) office at 406 Main Street, Suite 202, Watsonville, in plain view of clients. Additionally, during FY 00/01, the WVP contracted with translator Victoria B. Sorensen to translate the remainder of its documents (career assessment forms, intake forms, training manual, etc.) that clients use into Spanish.

### Recommendation:

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.

### CAB Response:

1. Based on the client surveys that other CAB programs conduct, the Women Ventures Project has created its own client survey in English and Spanish, that includes questions regarding the cultural competence of the program (example: "Were you treated with courtesy and respect?" / "¿Se le trató a usted con cortesía y respecto?"). This survey will be sent to clients of the program annually and results will be collected and presented to the CAB Board of Directors, WVP Advisory Board, CAB Executive Director, and WVP Program Director and staff in order to assess services and make any changes, if needed. Additionally, the question in the example above has been added to the evaluation form given to program participants at the end of each WVP training session and the results of this evaluation are reviewed by WVP & CAB staff in order to improve services. The program and the agency are also staying current on other ways to strengthen the cultural competency of our services through training and evaluation.

If you should have any questions regarding the above responses, please feel free to contact Women Ventures Project Director Helen Ewan at 724-0206.

Sincerely,



Christine Johnson-Lyons  
CAB Executive Director



Helen Ewan  
WVP Program Director

## **County Office of Education/ Child Development Resource Center**

3142

### **Progress Report on FY 00/01 Corrective Actions/Recommendations**

#### Corrective Actions

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

The Child Development Resource center has addressed the corrective action and the following procedure has been developed and implemented to ensure timely submission of the board meeting agendas:

- Board meetings are held the third Thursday of the month.
- The Administrative Assistant to the Superintendent provides the Agenda to CDRC secretary, Sarah Nava, by the second Thursday of the month.
- The agenda will then be faxed or delivered in person to HRA/ Community Programs office at least 48 hours prior to the scheduled Board Meeting.
- The CDRC Program Manager, Denise McCoy is notified when the agenda is delivered.
- A chart and checklist of dates due for both the agenda and meeting minutes (see attached) has been developed and will include a record of when each is actually sent.

#### Recommendations

none



A child's voice in court.®

Court Appointed Special Advocates  
of Santa Cruz County

## PROGRESS REPOT ON FY 00/01 CORRECTIVE ACTIONS/RECOMMENDATIONS

### 1) Corrective Actions

- A) *Contractor will submit Board agendas within the time limits as required by the contract:* Corrective action has been completed. CASA of Santa Cruz County now submits all Board agendas and minutes to the Human Resources Agency at the same time as our Board packets go out to all voting members. Agendas are submitted within contracted time limits.
- B) *Contractor will add its non-discrimination grievance/complaint procedure to its personnel manual:* Corrective action has been completed. The Board of Directors adopted the non-discrimination policy and complaint procedure as recommended by the Human Resources Agency at its July 9, 2001 meeting.

### 2) Recommendations

- A) *Contractor provide its Board of Directors a copy of Standards of Accessibility for Latino Services and develop a systematic self-assessment to evaluate the cultural competence of agency services:* Recommendation has been adopted by the Board. The Board of Directors has been given the Standards at its July Board meeting and has begun the Child Welfare League of America's self-assessment in July 2001.
- B) *Contractor add accounting and jscal control procedures to its manual and revise its jscal procedure to separate bank reconciliation from cash handling functions:* This recommendation has been completed. New internal fiscal controls were adopted by the Board of Directors at the May 2001 Board meeting and are in place for day to day operations.

Respectfully submitted,

Susan True  
Executive Director

## **DORAN CENTER FOR THE BLIND AND VISUALLY IMPAIRED**

Monitoring Report  
Fiscal Year 2000 – 2001

0144

### 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.

### RESPONSE

The Doran Center's non-discrimination policy is posted in a visible location at our facility in both English and Spanish. All client related materials have been translated into Spanish, and are available to those clients who need them. A bilingual (English/Spanish) staff member has been hired, and is now available full time.

### RECOMMENDATION

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

### RESPONSE

The Board of Directors made it a high priority to **try** to recruit at least one Latino Board member this past year. They identified approximately 10 key individuals to talk to, including church leaders, a Latino Chamber of Commerce member, several community leaders, a UCSC professor, and a Cabrillo College professor. These individuals were **asked** to 1) consider board membership themselves, 2) attend a focus group to help us develop a recruitment strategy, and 3) suggest others whom we could contact.

We held a focus group, but unfortunately, were only able to get two individuals to agree to attend. Neither of those individuals was interested in/able to join our board, nor could they suggest anyone else. After much discussion, it was determined that the best strategy for us was to continue to concentrate on providing quality services to the Latino population, and to **look** for Board members among family and friends of those clients.

### RECOMMENDATION

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.

RESPONSE

At this time, a self-assessment has not been implemented. However, with the recent hiring of a full time bilingual staff member, the oversight of implementing the assessment has been delegated to her. It is our goal to complete it by the end of 2001.

RECOMMENDATION

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.

RESPONSE

Our Office Procedures Manual is under development, with much of it already completed. However, we find that just when we think we have it finalized, another area comes to light that should be incorporated. Upon the recommendation of this monitoring report, our fiscal procedures were changed to separate bank reconciliation from cash handling functions. The Administrative Assistant, rather than the Bookkeeper, who does the bank reconciliation, now handles deposits. In addition, all cash and checks are logged in when received, and the logs are checked and reconciled by the Bookkeeper each time a deposit is made.



**EMELINE  
CHILD CARE:  
CENTER**

3146

1030 Emeline Ave., Santa Cruz, CA 95060  
(831) 459-8866  
ecc@got.net

**PROGRESS REPORT ON FY 00/01 CORRECTIVE  
ACTIONS/RECOMMENDATIONS**

July 31, 2001

**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.

After considerable research, Emeline Child Care Center has developed a Board Recruitment and Retention plan and submitted it to HRA. Contractor is still in the process of assembling the Board of Directors orientation packet.

Contractor has translated the "Waiting List" form, which is crucial as it is usually the first form parents need to fill out. We have also ordered all the licensing forms (that are available) in Spanish. Finally, we had our brochure translated and are in the final revision stage to assure all the information fits.

**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.

ECCC is still in the process of addressing this issue. The plan is to have a self-assessment tool in place by the end of this fiscal year.



**Families in Transition, Inc.**  
OF SANTA CRUZ COUNTY

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

0148

July 19, 2001

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

Dear **Ms.** Hinojosa Pereira

Pursuant to the report issued following **your** monitoring visit Families **In** Transition is taking the following steps to address the concerns raised by your evaluation of our program.

Corrective Actions:

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

Action: Families In Transition is currently in compliance with this requirement. One quarterly report was received one **day** late during the past fiscal year, this was due to our office mailing (prior **to** the deadline) **the** report. **All** subsequent reports have been faxed **or** delivered by hand to ensure that they are received on time.

2. Contractor will actively recruit Latino Board members and formalize its written recruitment and retention **pian**.

Action: Families In **Transition** is actively recruiting Latino Board **members**, this process has been hampered by a generally low **turn out** and lack **of** quorum at several board **of** directors meetings in the past fiscal year. Currently 2 out **of** 10 (**20%**) Board Members are Latino/a. Another perspective **Latina** Board Member will be meeting with the Board President later **this** month and is **expected** to be accepted **to the Board of Directors at** the next meeting. Materials regarding Board Recruitment and Retention have been given to all active **Board** Members and adoption of a formal policy is expected at the **next Board of Directors Meeting (9/01)**.

Recommendation:

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



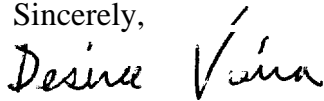
**\$4**

Action: Families In Transition **staff members have** completed the **Child Welfare League** self-assessment instrument provided by the Human Resources Agency. Participating families are also **being** surveyed **with** this tool **as** part **of** an evaluation process being undertaken by **an** intern. Board Members have been given the assessment **and** will be returning it at the **next** Board Meeting.

0149

Your input into our program needs and suggestions for increasing effectiveness are greatly appreciated. If you need any further information please feel free **to** contact me at **458-7125**.

Sincerely,



**Desiree Vierra**  
Executive Director  
Families In Transition



# Family Service Agency of the Central Coast

Counseling Services  
 I-You Venture Program  
 Senior Outreach Program  
 Suicide Prevention Service

104 Walnut Ave. #208 Santa Cruz, CA 95060  
 104 Walnut Ave. #208 Santa Cruz, CA 95060  
 104 Walnut Ave. #208 Santa Cruz, CA 95060  
 PO. Box 1222 Santa Cruz, CA 95061  
 PO. Box 52078 Pacific Grove, CA 93950  
 104 Walnut Ave. #208 Santa Cruz, CA 95060

(831) 423-9444 Fax: (831) 423-1532  
 (831) 459-8917 Fax: (831) 423-1532  
 (831) 459-9351 Fax: (831) 423-1532  
 (831) 459-9373 Fax: (831) 459-6617  
 (831) 375-6966 Fax: (831) 375-2731  
 (831) 459-9351 Fax: (831) 423-1532

Renaissance Program

June 22, 2001

0150

## Progress Report on FY 00/01 Corrective Actions / Recommendations

### CORRECTIVE ACTIONS:

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.

### RESPONSE:

Non-discrimination policy and grievance/complaint procedure has been posted in English and Spanish in the Counseling Services waiting room and added to client intake materials. We intend to increase our outreach to the Latino community regarding our Counseling Services program throughout the coming fiscal year July 1, 2001 through June 30, 2002. We feel that we have built a good foundation with the Latino community since our services are available in Spanish and 10.5% of our clients last year were Latinos. This program only covers Mid and North Santa Cruz County.

### RECOMMENDATIONS:

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.

### RESPONSE:

The agency has developed an extensive plan for Latino Accessibility and Cultural Competence covering all agency programs, staff, clients and volunteers. The survey and self assessment will be on going throughout the next fiscal year July 1, 2001 to June 30, 2002.

David A. Bianchi  
 Executive Director



# Family Service Association of Pajaro Valley Servicios Familiares del Valle del Pajaro

233 East Lake Avenue  
Watsonville, California 95076

(831) 724-7123 / FAX: (831) 724-7291

0151

---

## PROGRESS REPORT ON FY 00/01 CORRECTIVE ACTIONS/RECOMMENDATIONS

The County of Santa Cruz, Human Resources Agency made the recommendation that Family Services Association of Pajaro Valley (FSAW) "finalize the development and implantation of a systematic self-assessment to evaluate the cultural competence of agency services, and include clients."

FSAPV has adopted the following measures to comply with the above recommendation:

1. We are currently ensuring that all written material a b u t the agency is in English and Spanish. We will *have* our *final* brochure ready for print by August 31, 2001.
2. Our Client Evaluation Form has been revised to include the following questions:
  - a) Was therapy provided in the language of your choice; and
  - b) Was the therapist culturally sensitive to your issues?
3. A suggestion box has been placed in the lobby for clients to write comments and/or suggestions on how FSAW can be more culturally sensitive.
4. A bilingual/bicultural Clinical Supervisor has been hired to develop training on cultural competency for staff and board members.
5. FSAW will submit a report to the County of Santa Cruz by January 31, 2002 and provide statistics of Latino and other minorities who receive services from FSAW, and include client comments from evaluations.

## Progress Report on FY 00/01 Corrective Actions/Recommendations

0152

Program: Community Bridges/Child Development Division

### **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.*

Now posted at all three sites in both English and Spanish.

### **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.*

In the past year action has been taken on this recommendation. An agency Cultural Competency Committee, chaired by Executive Director Sam Storey, was formed. It is comprised of management and staff representatives. A RFP was sent out to procure cultural competence consulting services. Blanca Tavera of Matrix Consulting was retained to assist the Committee in developing self-assessment tools. Cultural competency training was provided to program managers and Committee members. The Committee met at least monthly to develop a preliminary staff survey. The survey was administered and the findings were incorporated in the finalized procedures and tools for the comprehensive self-assessment of the agency's cultural competence.

The next steps in the process of assessing cultural competence include administering the tools, collating and analyzing the findings, reporting the findings, and determining next steps. Below is the timeline to accomplish these tasks.

<b>Task</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>
Clients/Volunteers Surveyed	Program Directors	September
Programs complete self-assessment	Program Directors	September
Management self-assessment completed	Executive Director, Board	September
Analyze & record findings	Senior Analyst	October
Report findings to Board, Management Team & Workers Council	Executive Director & Committee chair	October

Adopt future action plan	Executive Director & Committee	October
Review corrected actions	Committee	Ongoing

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.*

A process has begun with initial conversations with the church deacon who will bring this to the church Board ~~of~~ Directors.

## **Progress Report on FY 00/01 Corrective Actions/Recommendations**

Program: Community Bridges/ Family Health Education Center

### **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.*

The parent handbook is in progress, near completion, and will include all the components listed in the corrective action description. What remains to be completed includes updated information to reflect program changes and additions given the recent merger of Family Health Education Center programs with Live Oak Family Resource Center and translation of the revision into Spanish. The Live Oak Family Resource Center Program Director, Elizabeth Schilling, and Program Coordinator, Lorrie Bornstein, will be producing the revised and updated handbook this Fall.

### **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.*

In the past year action has been taken on this recommendation. An agency Cultural Competency Committee, chaired by Executive Director Sam Storey, was formed. It is comprised of management and staff representatives. A RFP was sent out to procure cultural competence consulting services. Blanca Tavera of Matrix Consulting was retained to assist the Committee in developing self-assessment tools. Cultural competency training was provided to program managers and Committee members. The Committee met at least monthly to develop a preliminary staff survey. The survey was administered and the findings were incorporated in the finalized procedures and tools for the comprehensive self-assessment of the agency's cultural competence.

The next steps in the process of assessing cultural competence include administering the tools, collating and analyzing the findings, reporting the findings, and determining next steps. Below is the timeline to accomplish these tasks.

<b>Task</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>
Clients/Volunteers Surveved	Program Directors	September
Programs complete self-assessment	Program Directors	September
Management self-assessment completed	Executive Director, Board	September
Analyze & record findings	Senior Analyst	October
Report findings to Board, Management Team & Workers Council	Executive Director & Committee chair	October
Adopt future action plan	Executive Director & Committee	October
Review corrected actions	Committee	Ongoing

*2. It is recommend 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.*

Our cash handling policy has been revised, incorporating the suggestions received during the monitoring review of November 29, 2000. This revised policy is included in the procedures manual. **All** on site and off site program staff and volunteers are now implementing this policy.

## Progress Report on FY 00/01 Corrective Actions/Recommendations

Program: Community Bridges/ Long Term Care Division

### 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, and will include staff and clients no later than December 2001.*

In the past year action has been taken on this recommendation. An agency Cultural Competency Committee, chaired by Executive Director Sam Storey, was formed. It is comprised of management and staff representatives. A RFP was sent out to procure cultural competence consulting services. Blanca Tavera of Matrix Consulting was retained to assist the Committee in developing self-assessment tools. Cultural competency training was provided to program managers and Committee members. The Committee met at least monthly to develop a preliminary staff survey. The survey was administered and the findings were incorporated in the finalized procedures and tools for the comprehensive self-assessment of the agency's cultural competence.

The next steps in the process of assessing cultural competence include administering the tools, collating and analyzing the findings, reporting the findings, and determining next steps. Below is the timeline to accomplish these tasks.

Task	Person(s) Responsible	Timeline
Clients/Volunteers Surveied	Program Directors	September
Programs complete self-assessment	Program Directors	September
Management self-assessment completed	Executive Director, Board	September
Analyze & record findings	Senior Analyst	October
Report findings to Board, Management Team & Workers Council	Executive Director & Committee chair	October
Adopt future action plan	Executive Director & Committee	October
Review corrected actions	Committee	Ongoing

2. *It is recommended that the contractor make efforts to increase bilingual staffing, particularly with professional staff.*

Elderday is in the process of expanding our services to the Watsonville area. We expect to open our new center in the fall of 2001. It is our intention that all staff will be bilingual or bicultural. As you now, any professional who is bilingual or bicultural is in high demand and can command very good wages in many other fields. The advantage that Elderday has over other institutions, i.e. hospitals, clinics, nursing homes, therapy programs, etc. is that we are a program that welcomes children and pets in a relaxed family atmosphere. We expect to be able to attract local bilingual/bicultural line staff and professionals to our center. Elderday, located in north county, has about 30% of our staff that are bilingual or bicultural including our R.N. and physical therapist.

## Progress Report on FY 00/01 Corrective Actions/Recommendations

Program: Community Bridges/Consolidated Transportation Services Div.

### 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.*

In the past year action has been taken on this recommendation. An agency Cultural Competency Committee, chaired by Executive Director Sam Storey, was formed. It is comprised of management and staff representatives. A RFP was sent out to procure cultural competence consulting services. Blanca Tavera of Matrix Consulting was retained to assist the Committee in developing self-assessment tools. Cultural competency training was provided to program managers and Committee members. The Committee met at least monthly to develop a preliminary staff survey. The survey was administered and the findings were incorporated in the finalized procedures and tools for the comprehensive self-assessment of the agency's cultural competence.

The next steps in the process of assessing cultural competence include administering the tools, collating and analyzing the findings, reporting the findings, and determining next steps. Below is the timeline to accomplish these tasks.

Task	Person(s) Responsible	Timeline
Clients/Volunteers Surveyed	Program Directors	September
Programs complete self-assessment	Program Directors	September
Management self-assessment completed	Executive Director, Board	September
Analyze & record findings	Senior Analyst	October
Report findings to Board, Management Team & Workers Council	Executive Director	October
Adopt future action plan	Executive Director & Committee	October
Review corrected actions	Committee	Ongoing

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

Note: To understand the program's attempts to address this recommendation, it is vital to understand the dramatically changed program context, as follows:

2000-01 has been a year of significant change for the Consolidated Transportation Services Agency (CTSA). During this year, the CTSA has made a transition to a new standard of operation, and has recognized a number of important program accomplishments. These accomplishments include implementing new programs, making significant progress in the areas of efficiency and greater work quality, and the development of a new standard of procedure.

With the above in mind, the Summary of Major Findings stated the following:

"Due to changes in staffing in this program, contractor was not able to complete the previous monitoring report recommendation..."

However, at this point, the CTSA can declare confidently that all staffing requirements have been met. In addition, during the first quarter of 2001, action had been taken on the above recommendation, but the process of updating various components of the program's policy and procedure manuals ceased due to the potential that the CTSA would enter into negotiations with the United Transportation Union, Local **23**. This potential was recognized, and the process of establishing a collective bargaining agreement begun during the second quarter of 2001.

The CTSA expects to conclude the negotiation process with the United Transportation Union, Local **23** (UTU), and recognize the ratification of the collective bargaining agreement by August 1, 2001. As a result of the negotiation process, the CTSA has determined that a new policy and procedure standard must be established. As such, all issues pertaining to policy and procedure maintain the highest priority. Therefore, task requirements have been distributed to all staff-mangers, and the process of implementing new systems has already begun. In fact, the CTSA, in conjunction with the UTU, is currently involved in establishing a strategic plan, so all policy statements, and procedural manuals can be revised and published within the next few months.

Lastly, the CTSA recognizes that the draft-proposals mentioned above were prepared on contributions by the entire collective bargaining unit, as well as

considerable effort on the part of CTSA's technical and clerical staff. Also, the CTSA would like to acknowledge the efforts of the HRA in this development process, for the guidance received from the HRA has proven to be invaluable.

With these efforts in mind, the CTSA is optimistic that it will have completed the modification process, and that all revised policy and procedure manuals will be published within the next few months.

Respectfully Submitted,  
Mark L. Hartunian, CTSA Division Director

## Progress Report on FY 00/01 Corrective Actions/Recommendations

Program: Community Bridges/Women, Infants & Children (WIC)

### 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.*

In the past year action has been taken on this recommendation. An agency Cultural Competency Committee, chaired by Executive Director Sam Storey, was formed. It is comprised of management and staff representatives. A RFP was sent out to procure cultural competence consulting services. Blanca Tavera of Matrix Consulting was retained to assist the Committee in developing self-assessment tools. Cultural competency training was provided to program managers and Committee members. The Committee met at least monthly to develop a preliminary staff survey. The survey was administered and the findings were incorporated in the finalized procedures and tools for the comprehensive self-assessment of the agency's cultural competence.

The next steps in the process of assessing cultural competence include administering the tools, collating and analyzing the findings, reporting the findings, and determining next steps. Below is the timeline to accomplish these tasks.

<b>Task</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>
Clients/Volunteers Surveyed	Program Directors	September
Programs complete self-assessment	Program Directors	September
Management self-assessment completed	Executive Director, Board	September
Analyze & record findings	Senior Analyst	October
Report findings to Board, Management Team & Workers Council	Executive Director & Committee chair	October
Adopt future action plan	Executive Director & Committee	October
Review corrected actions	Committee	Ongoing

### **Progress Report on Fy 00/01 Corrective Actions/Recommendations**

Glen Arbor School, Inc.  
9393 Glen Arbor Rd.  
Ben Lomond, Ca. 95005  
(831)336-2932  
glenarborschool@cruzio.com

#### **Corrective Actions**

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

At the time of the monitoring visit the director was unaware that there was a time frame to work in. Since the time of the visit Glen Arbor School and its Board of Directors has submitted agendas and minutes from Board meetings on time, every time.

2. Contractor will work closely with HRA to correct its monthly child care utilization rate.

At the time of this monitoring visit Glen Arbor School was not working to it's full capacity, but upon fall enrollment we were so full that our utilization rate was no longer a concern.

#### **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.

At the time of the monitoring visit the director and the bookkeeper were in the process of learning who would complete which task. Now it is such that the bookkeeper handles that cash and the director reviews and signs time cards, as well as, makes the deposits.

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.

At the time of the monitoring visit Glen Arbor School applied for the Management Effectiveness Grant, but did not receive it. Glen Arbor School's Board Officers attended a few classes and seminars that pertained to the responsibilities and management of Board operations. The director as well attended administrative classes that related to Board run facilities and how to work with a board effectively.

Sincerely,

Tanya Fuentes, Executive Director



# Homeless Garden Project

Post Office Box 617  
Santa Cruz, CA 95061-0617  
(831) 426-3609

0163

---

## Progress Report on FY 00/01 Corrective Actions and Recommendations

### **Corrective Actions**

“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.”

Since our monitoring visit, HGP Executive Director, Jane Petroff has made outreach efforts to the Latino community especially with regard to recruiting new Board members and committee members. Jane made a presentation to a small group of Latino community leaders by special invitation of the Latino Chamber of Commerce. In addition existing HGP Board members continue to nominate contacts to the Board Recruitment committee and are aware of the need to increase Latino representation on the Board.

Linda Campos, a Latina, has recently joined our board. Linda sits on the state cultural competency committee. Two members of the Latino community, Luis Mendez and Cecilia Gutierrez, have indicated an interest in becoming members of committees of the board (Luis, specifically, will be joining our development and marketing committee).

### **Recommendations**

“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 12001. It is suggested that this self-assessment involve Board members, staff, clients, volunteers, and perhaps other community agencies.”

The Homeless Garden Project has been selected as a field site for two full time intern/hunger fellows by the Mickey Leland-Bill Emerson Hunger Fellows Program of the Congressional Hunger Center. One of these interns is Latina, and in addition to her other responsibilities, will serve as Cultural Competence Assessment coordinator. The interns are scheduled to arrive August 22; the Assessment can begin after the interns receive adequate orientation.

# Mid County Children's Center

305 Alturas Way, Soquel, Ca. 95073 Phone: 476-8890 Fax: 476-8256 E-mail: midconntycc@Yahoo.com

July 18, 2001

## Community Programs Monitoring Report

### Corrective Actions Taken

1. Contractor ~~will~~ work closely with HRA to improve its **30%** low-income family participation rate.

The Director has sent bilingual flyers with a cover letter to all agencies serving low-income families in Santa Cruz County. (See attached list of agencies that received this letter and flyers) The same information was sent the Childcare Switchboard. Further, she ~~has~~ posted childcare openings and placed brochures at Cabrillo College and other public places frequented by the underserved population of the county. Our low-income rate ~~has~~ remained constant at 25%. Mid County Children's Center will continue to keep in close contact with the local agencies that provide support to low-income.

2. Contractor ~~will~~ ensure that its non-discrimination policy and grievance/complaint procedures are visibly posted in Spanish.

The non-discrimination policy and grievance/complaint procedure were posted in Spanish and English. But through further discussions with Teresita, the Director discovered that required language was missing from the documents. This language was added and the Board of Directors approved the new wording and the new versions of the policy and procedures were posted in both Spanish and English. See attached documents.

### Actions Taken on Recommendations

1. **It** is recommended that the contractor actively recruit Latino Board members, and develop a written recruitment and retention plan.

A plan was developed and approved by the board **of** Directors for Latino recruitment and retention of Board Members in 1996. See attached document.

2. It is recommended that the contractor finalizes development and implementation of a systematic self-assessment to evaluate the cultural competence of the agency services and will include staff and clients.

A system was already in place and was used annually. We revised the parent (client) portion of the survey to more user friendly. The Board, staff and the clients in April/May of this year completed the self-assessment tool.

  
Cathy Lusk



# Ombudsman/Advocate, Inc.


333 Front Street, Suite 101  
Santa Cruz, California 95060  
(831)429-1913 (831)636-1638 Fax 429-9102

0166

---

*Rights Protection and Advocacy for Facility-Placed Seniors and Mental Health Clients*

To: Teresita Hinojosa-Pereira

From: Kathleen Johnson, Executive Director 

Date: August 17, 2001

Re: Progress Report on FY 00/01 Recommendations

RECOMMENDATION: 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.

RESPONSE: The Board of Directors reviewed the Self-Assessment tool at its May meeting. This item was agendaized as a goal to be completed by the end of FY 2002. Members recommitted themselves to the continued effort of the Agency to recruit Latino community members for Board participation.

Staff will continue to evaluate policies and procedures to ensure cultural competency. Every effort will be made to recruit culturally diverse staff when positions become available.

...  
... ..

---

Supported by: Individual Contributions • City of Capitola • City of Santa Cruz • City of Scotts Valley • City of Watsonville  
Mental Health of San Benito County • Mental Health of Santa Cruz County • Santa Cruz County  
Seniors Council of Santa Cruz & San Benito Counties • United Way of San Benito County & United Way of Santa Cruz County



# Planned Parenthood'

Mar Monte

0167

1119 Pacific Avenue  
Suite 210  
Santa Cruz, CA 95060  
831.425.1551  
831.425.0217 fax

To: Teresita Hinojosa-Pereira  
From: Ann Hethcock  
Date: 7126101  
Re: Progress Report and 4<sup>th</sup> Quarter Report

Enclosed you will find the Progress Report on FY 00/01 Corrective Actions Recommendations and the 4<sup>th</sup> Quarter report. Board minutes and agenda will be sent under a separate cover from the CEO's office.

## Corrective Actions

1. Quarterly reports from Planned Parenthood Mar Monte (PPMM) will be sent on time to HRA and the Board agenda and minutes will be sent from the CEO directly to HRA in a timely manner.
2. PPMM has posted the non-discrimination policy and grievance/complaint procedure in English and Spanish in the waiting room of the clinics. A copy is enclosed.

## Recommendations

1. HRA provided PPMM with a copy of the Child Welfare League of America Self-Assessment instrument for possible adaptation. This has been sent to the CEO of PPMM. Enclosed you will find a cultural competency Self-Assessment Questionnaire in Spanish and English that is currently given to clients.

July 30,2001

Santa Cruz Toddler Center  
Progress Report on from FY 00/01 Corrective Actions/Recommendations

Corrective Actions:

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

The center will fax Board Agendas to HRA 24 hours prior to the meeting.

Recommendations:

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

We continue to actively recruit Latino Board members. Currently 14% of our Board members are Latino. 16% of our clients are Latino.

**Progress Report on FY 00/01 Corrective Actions/Recommendations**

**Corrective Actions**

Contractor will submit quarterly reports within the time limits as required by the contract.  
All quarterly reports were submitted within the time limits.

**Recommendations**

Develop and implement a systematic self-assessment to evaluate the cultural competence of agency services.

The Diversity Committee of the Board has been re-established. The Committee is using the self-assessment instrument provided as an example by the County to conduct a self-assessment. One hundred clients have been surveyed already to assess their perception of the Women's Health Center's cultural competence.

Dorian Seamster  
Santa Cruz Women's Health Center  
[dorianseamster@hotmail.com](mailto:dorianseamster@hotmail.com)  
831 427-3582

0170

PO Box 990 15 Errington Road, Watsonville CA 95077 phone 722-7110 fax 722-0435

## Second Harvest Food Bank

*Fax Memorandum 454-4642***Date:** August 17, 2001**To:** Terrasita Hinojosa-Pereira**From:** Willy Elliott-McCrea, Executive Director **Re:** *Corrective Action Report.*

Second Harvest Food Bank will fax our quarterly reports to help ensure timely submission. Even though we had a slight delay in June 30 report because of staff turnover, that issue has been resolved and the rest of this year reports' will be on time.

In addition, Second Harvest will finalize development of a systematic self-assessment to evaluate cultural competence of agency services including full participation by the Board of Directors as well as Staff by February 15<sup>th</sup> and implement that assessment by May 15, 2002.

Please contact me if you have any further questions. Thank you.

0171



AREA AGENCY ON AGING  
San Benito & Santa Cruz Counties

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

August 23, 2001

Teresita Hinojosa-Pereira  
Senior Analyst - HRA  
1000 Emeline Ave., Bldg. A  
Santa Cruz, CA 95060

Re: Corrective Action Progress Report

Dear Ms. Hinojosa-Pereira;

HRA staff visited our program on April 20, 2001 to review our compliance with County standards regarding the delivery of services under our Community Programs Contract. The ensuing report had one recommended action and one corrective action. This letter is written to report our progress on those two items.

**Recommended action:** *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).*

The A M continues to work closely with the CDA to resolve the above items. CDA conducted an on-site program review of the AAA during the week of August 20, with six members of CDA staff spending three days at the agency. CDA staff noted the many new systems implemented in the past year and provided valuable training in how to proceed with resolving remaining challenges. A report from CDA is expected sometime in the next 120 days.

Meanwhile, we are in the process of conducting independent financial for two years at once, 1998-99 and 1999-2000. Auditors have completed the financial component of the audit and are now working on the compliance section of their work. Prior to arrival of the auditors, the Seniors Council completely revamped its accounting systems, including retroactively entering all financial records from July 1, 1998 forward, into the new system. While we expect to have some audit findings from those two years, we're confident the new system will result in a superior audit for 2000-2001.

**Corrective Action:** *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,*

234 Santa Cruz Avenue • Aptos, California 95003  
PHONE: AAA - (831)688-0400 • FG/SCP - (831)475-0816 • FAX: (831)688-1225



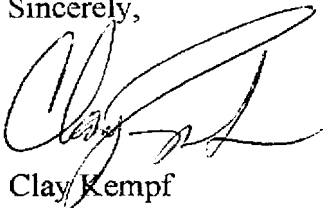
0172

*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.***

**The** Seniors Council Board of Directors established a subcommittee to work on this matter. To date, the subcommittee **has** completed ~~the~~ Child Welfare League of America self-assessment instrument, and is actively **working** to fill the two vacancies on its Board with members of the Hispanic Community. Seniors Council staff are working with its network of service providers to develop strategies of increasing the cultural diversity of the boards, **staff** and service delivery systems **of** all the agencies involved in **A M** activities. Our Area Plan includes conducting a "Best Practices" workshop in this area for our service providers, which the service providers enthusiastically support. We are inviting representatives **from** a variety of organizations, (Latino Executive Directors, the Latino Chambers of Commerce, staff of Jovenes de Antaño, etc.) to assist us in this **project**. Our October 10, 2001 Providers Meeting agenda's main topic will be discussion of these best practices.

Should you, other HRA staff, or the Board of Supervisors **have** any questions or suggestions regarding this report, feel free to contact me at 688-0400, extension 15.

Sincerely,



Clay Kempf  
Executive Director



# SLV Youth First

SLV Teen Center Program. 6433 Graham Hill Road-Felton CA 95018- Phone (831) 335-9760 • Fax (831-335-976) • email [admin@slvyouthfirst.com](mailto:admin@slvyouthfirst.com) • [www.slvyouthfirst.com](http://www.slvyouthfirst.com)  
Fed. Tax ID # 77-054-4493

0173

## SLV Youth First Monitoring Report

Contract Number **02234**

1. Corrective Action: Contractor will complete translation of all client related materials into Spanish.
  - a. SLV Youth First has their application forms, hold harmless forms and grievance policies written in Spanish and English and available upon request.
2. Recommendation: ~~Our~~ members and parents have taken a survey which includes questions regarding cultural competencies. (A copy is included here. Board members have reviewed the Child Welfare material and are compiling a list of recommendations for our agency.
3. Recommendation: *It is recommended that the contractor revise fiscal procedures to separate bank reconciliation from cash handling functions.* We have reviewed are fiscal procedures and we now have an outside bookkeeper who reviews our books monthly and reconciles the bank statements.

If you have **any** questions please feel free to call me at (831) 335-9760

Cassandra Sprenger  
Director, SLV Youth First

**Survivors Healing Center  
Santa Cruz County Community Programs  
Progress Report on FY 2000/01  
Corrective Actions/Recommendations**

**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.

Corrections completed.

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.

Corrective Actions Taken: All intake documents have been translated into Spanish. Systematic intake procedure is in the initial stages of implementation. Expected timetable for having the bugs worked out: September 28, 2001. Efforts taken to increase bilingual staff: A bilingual intern is currently volunteering 25 hours per week at the center. She has worked with center staff to develop a list of appropriate phrases in Spanish which is accessible to all workers who answer the telephone and/or greet visitors. Some funding has been obtained and more is sought to hire a permanent staff member who is bilingual/bicultural.

**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.

Corrective Actions Taken: No concrete plans to conduct this assessment currently exist, however there is general agreement to work toward such an assessment. Funding is being sought for a collaborative project to create more education, outreach and prevention and intervention programs targeting the Latino community. One of the collaborative partners, Matrix Consulting Institute, will provide training and consulting in cultural competency issues for all project partners. An application has been submitted to the California Endowment to fund this project. The project is scheduled to begin in the fall of 2001 if funded.

2. It is recommended that the contractor develop personnel policies and office procedures manual including accounting and fiscal control procedures.

Corrective Actions Taken: A volunteer with experience in creating office procedures manuals has begun working with center staff to write down procedures. These are being collected and a manual will be created by 1/31/02. Personnel policies will be drafted by the newly forming personnel committee. No completion date has been set at this time.

**WELFARE & LOW INCOME SUPPORT NETWORK, INC. (WeLISN)**  
**509 BROADWAY SANTA CRUZ, CA 95060 (831) 458-9070**  
*Celebrating over 25 Years of Service*

August 15,2001

**Progress Report on FY 00/01 Corrective Actions/Recommendations**

**Corrective Actions**

WeLISN has developed and posted a non-discrimination grievance/complaint procedure in both English and Spanish, Copies are enclosed.

**Recommendations**

WeLISN has continued to evaluate the cultural competency and accessibility of our program services to the Latino community by conducting a survey. Clients and volunteers were involved in the process. We are pleased to report that overall satisfaction with our services were reported.

\*VOLUNTEER OPPORTUNITIES \* SUPPORT & ADVOCACY FOR WELFARE PROGRAMS ISSUES \* EMERGENCY FOOD  
 DISTRIBUTION \* COMMUNITY ORGANIZING & EDUCATION \* NETWORKING \* INFORMATION & REFERRAL \*  
 SUPPORT & ADVOCACY FOR HOMELESS

0176

## **WomenCARE's Progress Report of FY 00/01 Corrective Actions / Recommendations**

### 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.*

WomenCARE will make every effort to keep to the deadline for submitting Board agendas. In addition, we are currently in the process of creating a new agency brochure that covers our non-discrimination policy as well as the grievance procedures. We estimate this will be complete within a month's time. In the meanwhile, both of these policies are posted in a prominent place in our office for clients to read.

### 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.*

We hired a Volunteer Coordinator at the beginning of the month who has experience working at the Santa Cruz AIDS Project (SCAP). She will be adapting SCAP's cultural competency assessment tool, and this will be administered to Board members and our incoming volunteer pool. Meanwhile, WomenCARE's Latina Outreach Program has been recognized as the most successful Spanish speaking support program in Northern California. Our Director has been invited to Washington D.C. to speak at the annual Komen Foundation conference to speak about using our program as a model nationwide.

2. *It is recommended that the contractor add accounting and fiscal control procedures to its office procedures manual.*

We have completed writing approximately 50% of the accounting and fiscal control procedures manual, and the remainder is currently in progress. We estimate that this will be complete within one month.



0197  
177

July 30, 2001

Mountain Community Resources

Teresita Hinojosa-Pereira  
Human Resources Agency  
Community Programs  
1000 Emeline Avenue  
Santa Cruz, CA 95062

### **Response to Progress on Recommendation**

Recommendation:

*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 it Board of Directors. HRA has provided the contractor with a copy of the Child Welfare League of America self-assessment instrument for possible adaptation.*

On April 28, 2001 at the annual retreat of Mountain Community Resources' Board of Directors, and on the May 10, 2001 regular meeting, the Board discussed the procedures for recruiting, training, and retaining Board members. A special emphasis was made to determine the best ways to recruit minority members. An ad hoc Nominating Committee was formed to develop a list of potential candidates and follow through on the board recruitment procedures established in 1999. This topic will remain a standing item on the Board's agendas until new members are recruited.

In June and July 2001 we updated our agency survey (distributed annually to program participants, and available in the lobby year round) to include some of the questions/statements from the CWLA self-assessment tool (see attached). This survey will be distributed throughout programs in June 2002 and will continue to be in the lobby for any/all walk-in clients to fill out while they are waiting to receive services.

Additionally, we periodically revisit the recommendations made through the Peer Review project we participated in, to see what progress we have made toward becoming more culturally competent in serving the Latino community.

Please feel free to call me if you have need of any further information or documentation.

Respectfully,

Evelyn Hengeveld-Bidmon  
Executive Director



0178

340 East Beach Street  
Watsonville, CA 95076  
Tel: (831) 724-6078  
Fax: (831) 724-3245  
Email: [ywcawatsonville@msn.com](mailto:ywcawatsonville@msn.com)

Date: July 30, 2001  
To: **Human Resources Agency**  
From: **YWCA of Watsonville**  
Regarding: Progress Report on Corrective  
Action / Recommendations

### **CORRECTIVE ACTIONS:**

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

Contractor will address the need for timely submission of reports to staff at our All Staff meeting in September. Strict timelines will be calendarized for fiscal, program and staff that handle transmission. Staff will then be required to note date and time of submission. The Executive Director will monitor all staff for progress on this corrective action.

2. Contractor will ensure **that its non-discrimination grievance/complaint procedure is visibly posted in English and Spanish.**

**This corrective action is in progress and will be completed by 9/30/01.**

### **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 Service**, 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.

Mission Statement: The YWCA is a women's membership movement nourished by its roots in the Christian faith and sustained by the richness of many beliefs and values. Strengthened by diversity, we draw together members who strive to create opportunities for growth, leadership and power in order to attain a common vision: peace, justice freedom and dignity. We will thrust our collective power toward the elimination of racism wherever it exists and by any means necessary.



**United Way**  
of Santa Cruz County



0179

340 East Beach Street  
Watsonville, CA 95076  
Tel: (831) 724-6078  
Fax: (831) 724-3245  
Email: [ywcawatsonville@msn.com](mailto:ywcawatsonville@msn.com)

**The self-assessment to valuate the cultural competence of agency services to the Latino community is scheduled to take place in the Spring of 2002 with completion by 6/30/02.**

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.**

**The office procedures manual including accounting and fiscal control procedures is in progress with an anticipated completion date of 6/30/02.**

Mission Statement: The YWCA is a women's membership movement nourished by its roots in the Christian faith and sustained by the richness of many beliefs and values. Strengthened by diversity, we draw together members who strive to create opportunities for growth, leadership and power in order to attain a common vision: peace, justice freedom and dignity. We will thrust our collective power toward the elimination of racism wherever it exists and by any means necessary.

Funded in part by:



United Way  
of Santa Cruz County