



# County of Santa Cruz

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## HUMAN RESOURCES AGENCY

Cecilia Espinola, Administrator

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April 9, 2002

AGENDA: April 23, 2002

### BOARD OF SUPERVISORS

county of santa Cruz

701 Ocean Street

Santa Cruz, CA. 95060

### **Status Report on Implementing Cultural Competence Standards in Community Programs and County Departments**

Dear Members of the Board:

As you will recall, on November 6, 2001 following a study session on Community Programs, your Board directed the Human Resources Agency (HRA) Administrator to report back to your Board in April, 2002 on progress made regarding the following items:

- Collection of information on how Community Programs services are addressing community-wide goals and strategies;
- Efforts to work with other community initiatives to build outcomes measurement into the monitoring of County funded programs;
- Collaboration with the Latino Affairs Commission, Human Services Commission, Human Care Alliance, Latino Executive Directors, and all other appropriate Boards and Commissions on developing a protocol for implementing cultural competence in Community Programs; and
- Incorporation of cultural competency standards into FY 2002-03 Community Programs contracts, including guidelines, training, timelines, and consequences;

In addition, your Board directed the County Administrative Officer (CAO) to report back on the status of the County's adoption of cultural competency, including financial and problematic implications for all County departments in order to be more inclusive of cultural competency standards in delivering services to the general public.

The purpose of this letter is to provide your Board with a report on the progress HRA, the CAO and Personnel Department have made in implementing your Board's directives.

## Community Programs

### Service Alignment

As was highlighted in the Community Programs study session, services delivered through these County-funded agencies impact a number of community wide goals and strategies. In order to begin a process for determining which community goals agencies are striving to achieve, and to collect baseline data, the FY 2002-03 Community Programs Application was revised to include an addendum in which programs report on the community goals their services are designed to impact, as well **as** how their services support the mission of the Human Resources Agency (see Attachment 1). This information will allow the Community Programs, HRA, and your Board to identify which community outcomes the agencies work toward achieving, and to recognize the impact County investments are making in the community.

### Outcomes Measurement

As you know, efforts to implement client outcomes measurement in Santa Cruz County have been progressing over several years through a variety of initiatives including the Community Assessment Project (CAP), Investing in Children and Families - What Works, and the Children and Families Commission, among others. Most recently, the Common Application work group, in which HRA is an active participant, has incorporated requests for client outcomes information into jurisdictional and other local funding applications. In order to align its efforts with these community initiatives, and in anticipation of including outcomes measurement in Community Programs monitoring, HRA contracts for FY 2001-02 require agencies to participate in outcomes training as the first step in incorporating this type of evaluation into their work.

While projects such **as** CAP have established methods for monitoring broad community wide goals, assessing individual client progress must be done at the program level. **As** noted during your Board's discussion during the November 6, 2001 Community Programs Workshop, attaining quality outcomes for clients requires the services they receive to be culturally competent. Therefore, the establishment of cultural competence standards to which programs will be accountable goes hand in hand with identifying and monitoring client outcomes.

### Cultural Competence

**On** January 17, 2002 the Human Resources Agency convened an initial planning meeting of the Community Programs Cultural Competency Advisory Committee. In preparation, HRA enlisted the expertise of JTR & Associates, a nationally recognized expert in developing culturally competent services. JTR conducted a presentation and engaged participants in a discussion of the various aspects of implementing cultural competency standards in human services. The chairs or designees of nine Commissions or community groups, as well as representatives of the County Personnel Department, attended (See Attachment 2). The outcome included an agreement by the participants to continue meeting in order to develop an implementation plan for enhancing cultural competence. It might also

be noted that participation by HRA and the County Personnel Department ensures the development of a similar process for cultural competence implementation within County Departments.

In its second meeting on March 25, 2002, the Advisory Committee met and worked to establish definitions for terms related to cultural competency. With common definitions agreed upon, the Advisory Committee then reviewed and discussed a draft work plan for implementing cultural competency into Community Programs. The Advisory Committee unanimously agreed to adopt the plan and recommended that it be submitted to your Board for approval (see Attachment 3). The work plan is based on the premise that a thorough process, which includes assessing data and seeking input from consumers and other stakeholders, as well as Community Programs, is necessary in order to determine guidelines and standards for implementing cultural competency. Additionally, the plan focuses on identifying programs' training needs and defining components of accountability to ensure successful implementation. Based on input from the consultant, the Advisory Committee has tentatively established an April 2003 target date for returning to your Board with final recommendations for implementing Cultural Competence standards into Community Programs contracts. In order to keep your Board informed, the HRA will return to your Board with a status report in November 2002.

### **County Departments – Cultural Competence**

Using the Community Programs Cultural Competency Work Plan as a model, a plan for County departments has also been developed, allowing for engagement in a similar process (See Attachment 4). It has a tentative timeline contingent on the availability of budgetary and staffing resources. The process of implementing cultural competency standards in both County departments and community-based agencies allows for full participation of stakeholders, and ensures that all the essential steps in the process may be completed in a thorough yet timely manner. The County plan will utilize information, definitions, data and input gathered through the Community Programs Work Plan process, thereby eliminating redundancy of effort. Representatives from the Equal Employment Opportunity division have attended and will continue to attend the Community Programs Cultural Competency Advisory Committee meetings to ensure that activities are coordinated where possible. An update on County progress will be included in the November status report referenced above.

IT IS THEREFORE RECOMMENDED that your Board:

1. Accept and file this report;
2. Adopt the proposed Cultural Competency Work Plans for use by Community Programs and County departments; and
3. Direct the HRA Administrator and the CAO to return to your board with a progress report in November 2002.

BOARD OF SUPERVISORS

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Agenda: April 23, 2002

Status Report on Implementing Cultural Competence Standards in  
Community Programs and County Departments

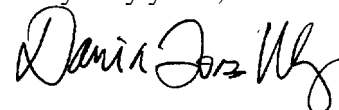
0184

Very truly yours,



CECILIA ESPINOLA  
Director

Very truly yours,

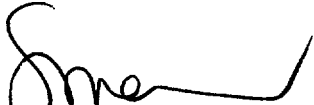


DANIA TORRES WONG  
Personnel Director

Attachments:

CE\N\admin\comprog\culturalcompetenceApril2002Boardletterfinal

RECOMMENDED:



SUSAN A. MAURIELLO  
County Administrative Officer

CC: County Administrative Office  
Personnel Department  
Community Programs Cultural Competence Advisory Committee

**County Addendum Attachment B**  
**Human Resources Agency Mission Statement Alignment**

0185

Agency Name: \_\_\_\_\_

FY 02/03

**Human Resources Agency Mission Statement**

We Strive to strengthen families by assuring safety, promoting self sufficiency, eliminating poverty, and improving the quality of life in our community.

We Serve children, youth, families and individuals who may be job seekers, veterans, disabled, medically uninsured, abused or neglected, vulnerable or frail, or in need of support.

We Value:

Compassion - We are motivated by the recognition that each person we assist is an individual with worth and dignity. Everyone is treated with absolute courtesy and fairness, and is involved, to the greatest extent possible, in the decisions affecting her or his life.

Partnership - We join with public and private partners to provide leadership for and support to the wider human services movement, and facilitate workforce preparation and economic vitality. We recognize the interdependence upon which our partnerships are built, and we value businesses, employers, and other governmental and community agencies as essential to our success.

Excellence - We value quality service, professionalism, integrity and mutual respect. We are committed to continuous learning, and promote teamwork and creativity.

Please read the above HRA Mission Statement and describe how your program supports the agency mission. For example: How does your work promote self-sufficiency or improve the quality of life in our community? Please be specific.

### County Addendum Attachment C Strategic Plan Alignment Form

 Agency Name: \_\_\_\_\_ Program: \_\_\_\_\_ FY 02/03

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 Describe your program's overall function. Please be clear and concise (i.e. Provide affordable dental care to County residents):
 

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1. Read attached summaries of community wide strategic plans.
2. Check up to two primary services this program provides.
3. Note which strategic plan goal each service checked most closely aligns with and write the goal number (and letter when applicable) in the corresponding strategic plan column. See example below.

Check up to 2 services	Typical Strategies, Services and Activities to Achieve Results or Positive Change	Community Assessment Project	Children & Families Commission Strategic Plan	Children's Network Strategic Plan	Latino Strategic Plan	Child Care Planning Council Master Plan	Together for Youth Prevention Plan	2001-2005 Area Plan on Aging
X	Example: Dental Care	3A						
	Child Care/Enrichment (0-5) &/or After School/ Youth Dev. (K-18)							
	Seniors Support/Care							
	Parent Education/Support/Leadership Development							
	Case Management – Ind., Family, Seniors, Disabled, Etc.							
	Basic Needs support (general and homeless)							
	Transportation							
	Food distribution &/or Nutritional counseling and support							
	Legal Services							
	Immigration							
	Translation Services & English as a Second Language							
	Application Completion (IRS, Health ins., etc)							
	Shelter/Housing And Homeless – All Ages							
	Counseling/Mental Health							
	Drug & Alcohol – Treatment/Counseling/Other							
	Employment training/support/placement							
	Self Sufficiency support							
	Health & Dental Care/Support							
	Community Development/Organizing & Volunteerism							
	Advocacy – Ind./Child/Family, Constituency- DV, Homeless, Etc.							
	Information and Referral							
	Family Resource Center Coordination & Support							
	General Operations/Agency Infrastructure							
	Other:							
	Other:							

Please describe how the services checked align with the strategic plans' goals selected above:

Example: This program provides free or low cost dental clinics throughout the county to low income individuals of all ages to ensure that County residents will have access to primary dental care.

1. \_\_\_\_\_
2. \_\_\_\_\_

## Summary of County Wide Strategic Plans and Community

0187

**Community Assessment Project  
(CAP)**

Community Goals (each goal statement beginning "By the Year 2004,"):

1. Economic Issues

- A. The number of jobs in SC County will increase in proportion to the workforce.
- B. The County's unemployment rate will be at or below the state rate.
- C. More residents of Santa Cruz County will have access to housing they can afford.

2. Education Issues

- A. More Santa Cruz County students will graduate from high school job-ready or prepared for higher education.
- B. Elementary and middle school students will meet or succeed the average statewide scores for academic success.
- C. Santa Cruz County children will enter kindergarten healthy and ready to learn.

3. Health Issues

- A. Santa Cruz County residents will have access to primary medical and dental care.
- B. Santa Cruz County youth alcohol and other drug use will be at or below the statewide average.
- C. Santa Cruz County residents over age 60 will live healthy and independent lives.

4. Public Safety Issues

- A. Crime in Santa Cruz County will continue to decrease, and residents will have increased confidence in their personal safety at home and in the community.
- B. Children in Santa Cruz County will live in safer families and communities.

5. Social Environment Issues

- A. More residents will be engaged in community involvement to make Santa Cruz County a better place to live.
- B. Racism and discrimination in Santa Cruz County will be reduced.
- C. Children in Santa Cruz County will have access to affordable, high quality childcare, after school/summer enrichment & recreational opportunities.

6. Natural Environment Issues - Natural environment goals are not included here. See full CAP for these goals.

- A. The water demand and supply will be in balance (sustainable yield).
- B. Environmental stewardship will increase within Santa Cruz County.
- C. Open space, wetlands and protected habitats will be increased and improved.

**Unidos Para Nuestro Futuro / United For Our Future -  
Latino Strategic Plan**

Recommendations:

1. Education

- A. Provide both academic and family counselors for all grade levels, Pre K - 12
- B. Create partnerships and alliances with all educational institutions in the county that would rebuild the educational system to raise the percent of Latino students in college prep courses by beginning with an aggressive PreK - 8<sup>th</sup> academic prep. program.
- C. Increase community participation by making the schools accessible beyond traditional school hours. Encouraging parents to participate in all curriculum development, teacher evaluation and school-based committees. Ensure parents have an informed choice in their children's placement in bilingual education, ESL, or English Only programs.

2. Economy

- A. Encourage job creation, career development, & employment opportunities by promoting job readiness skills that meet the future needs of Santa Cruz County.
- B. Expand the provision of quality & affordable childcare by developing alliances between private & public sectors.
- C. Promote and support small business development.

3. Health

- A. Ensure that everyone in SC Cnty, regardless of immigration status, has access to quality and affordable health, dental, and vision care and culturally competent providers.
- B. Reduce the incidence of at risk behavior resulting in teen births, STDs, alcohol, tobacco & drug use among Latino youth.
- C. Promote comprehensive and innovative health education & prevention programs in SC Cnty, which includes drug & alcohol abuse, domestic violence, sexual assault, accident and injury prevention.

4. Leadership

- A. Promote neighborhood-based leadership councils and increase civic participation.
- B. Create new avenues for leadership development including mentoring and internship opportunities for individuals of all ages.
- C. Increase Latino participation in leadership development programs which will prepare them for services on school site council, nonprofit and corporate boards, governmental advisory and elected offices.

5. Public Safety

- A. Expand alternative family oriented activities, recreation, "hang-outs" for youth (social clubs/ youth run coffee houses).
- B. Develop neighborhood improvement programs that empower residents to become active participants in the planning and development of their neighborhoods and the larger community.
- C. Develop a culturally competent resource model that provides families and residents with the tools to learn about public safety issues, crime reporting, conflict resolution, community policing and disaster preparedness.

6. Social Environment

- A. Create safe and affordable housing, keeping a balance between meeting basic human needs, growth, development and the environment.
- B. Increase Latino civic participation in the community in areas such as citizenship, voting and volunteerism.
- C. Decrease racism and discrimination by insuring that all sectors - public, private, and service groups - address the needs of the Latino community and provide culturally competent services.

## Summary of County Wide Strategic Plans and Community Reports

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### Children and Families Commission Strategic Plan

#### Goals:

1. Healthy Children  
Children are born healthy  
Children remain healthy
2. Strong Families  
Children live in safe and supportive environments
3. School Ready Children  
Children will have accessible and high quality childcare

### Together for Youth / Unidos Para Nuestros Jovenes – A Comprehensive Prevention Plan

#### Seven Essential Components

1. Increasing Knowledge & Raising Awareness
2. Building Skills and Competencies of Individuals and Families
3. Increasing Involvement in Alcohol and Drug-Free Healthy Alternatives
4. Increasing Access Through Early Identification and Intervention Services and Referrals
5. Changing Social Policies
6. Enforcing Regulations, Ordinances & Laws
7. Increasing the community's Ability & Commitment to Respond to Alcohol and Drug Problems

### Children's Network Strategic Plan - To Improve Elementary School Attendance

(note: the Children's Network Strategic Plan focuses on an indicator of the CAP Goal: Students will graduate from high school job-ready or prepared for higher education.)

#### Four Essential Components:

1. Reinforcing Positive Community Norms
  - A. Develop & implement a public information & media campaign to promote elementary school attendance
  - B. Develop promotional materials & resource info. To be distributed to families by Network members
  - C. Incorporate the importance of school attendance & positive family/school relations in all parent education curricula offered by members of the Children's Network
2. Reinforcing Positive Student Norms
  - A. Conduct comprehensive countywide positive incentive program for schools, teachers and students.
3. Improving School Environments
  - A. Offer staff training & resources on ways to increase student safety, addressing issues such as: bullying, gang involvement, conflict resolution, self defense and cultural sensitivity.
  - B. Provide school based & neighborhood based recreation, tutoring and enrichment programs
  - C. Advocate for improved physical plants by support of bond measures & other capital improvement funds for school campuses.
  - D. Advocate for countywide coordination of school year scheduling to decrease absenteeism due to parent and student scheduling difficulties.
4. Providing Social and Health Interventions
  - A. Develop an attendance visitor & telephone check-in program for families of absent children
  - B. Incorporate into health & social services intake & assessment forms questions about student attendance
  - C. Seek potential foundation support for a demonstration project to test effectiveness of school based MDTs to work with families of students who have chronic attendance problems.
  - D. In association w/ Healthy Start programs and FRCs, distribute a model "Lice Buster" program that utilizes parent volunteers.
  - E. Link the members of Children's Network and all schools with Health Care Outreach Coalition to enroll all SC County children in health insurance.



## Summary of County Wide Strategic Plans and Community Reports

### **Child Care Planning Council Master Plan for Child Care and School Age Rec. Programs**

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#### **Principles:**

1. Build capacity for high quality childcare and after school recreation programs
2. Assure that families of all socio-economic levels have access to affordable childcare and after school recreation programs.
3. Involve the private sector in building resources for childcare assistance to an increased number of working families.
4. Link child care and school age recreation to other services families need
5. There must be a formal system to plan and evaluate local investments in child care and school age recreation programs.

### **2001-2005 Area Plan on Aging**

#### **Goals:**

##### **1. Health Care**

Seniors will have access to necessary health care, through increased benefit & payment programs or through controlling costs, or a combination of both.

##### **2. Affordable Housing**

An adequate supply of various types of housing will be available & affordable for seniors w/ attention to special needs & an emphasis on allowing seniors to live as independently as possible.

##### **3. Transportation**

All seniors will have adequate and accessible transportation for medical appointments, shopping, social services and personal needs.

##### **4. Income and Rights of Seniors**

Seniors will have sufficient income to meet their basic living costs. Seniors will have access to high quality legal services and will be protected from elder abuse. Seniors residing in residential care and long term facilities will benefit from Ombudsman and Elder Abuse Prevention programs.

##### **5. Aging in Place**

Seniors and those living with disabilities will be assisted to stay in their own homes, through the provision of a wide array of services for clients and their caregivers.

##### **6. Social/Mental Health**

Elder people will have regular contact with individuals and will have access to recreational and social activities, and will thereby avoid feeling lonely, isolated or depressed.

##### **7. Access To Services/Targeting**

Seniors & entire community will be aware of & know how to access services for seniors. Services targeted to meet the special needs of seniors who are low-income, minority, and those living in rural areas.

##### **8. Community Leadership, Coordination, and Collaboration**

Seniors will benefit from the community leadership and coordination efforts of the Seniors Council/Area Agency on Aging on their behalf.

## Community Programs Cultural Competency Advisory Committee Members

Long Term Care Interagency Commission  
*Liz Sparks, Vice-Chair*

Women's Commission  
*Evelyn Hall, Co-Chair*

Human Services Commission  
*Phyllis Wasserstrom, Chair*

Children & Youth Commission  
*Patty Quillan, Chair and/or*  
*Jim Marshall, Staff*

Latino Affairs Commission  
*Yolanda Perez-Logan, Chair*

Seniors Commission  
*Priscilla Lowewenstein, Chair*

Commission on Disabilities  
*Jim Lewis, Vice-Chair*

Latino Executive Directors  
*Celia Organista, Chair*

Human Care Alliance  
*Beth Love, Chair*

The Santa Cruz County Child Care Planning Council  
*Marilyn Moore, Chair*

LGBT Diversity Center  
*Bob Correa, Executive Director* (Attended 3/25meeting)

Central Personnel  
*Ajita Patel, Equal Employment Opportunity Officer*  
*Dania TorresWong, Director*

Human Resources Agency  
*Cecilia Espinola, Director*  
*Ellen Timberlake, Assistant Director*  
*Gary McNeil, Senior Analyst*  
*Teresita Hinojosa-Pereira, Senior Analyst*  
*Linda Kerner, Senior Analyst*  
*Evelyn Hengeveld-Bidmon, Senior Analyst*