

# MONTEREY COUNTY

## STRATEGIC GRANT SERVICES PROGRAM



# 2018

**DRAFT – FOR NOVEMBER 13, 2017 LEGISLATIVE COMMITTEE MEETING**

APPROVED BY THE BOARD OF SUPERVISORS ON xx/xx/xx

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# STRATEGIC GRANT SERVICES PROGRAM

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## PROGRAM OVERVIEW

### Introduction

The Strategic Grants Service Program was created by the Board of Supervisors to concentrate funding efforts on the County’s highest priority project needs, and projects which require a high level collaboration among County departments and community partners. The Program works to support the Board’s Strategic Initiatives (Economic Development, Administration, Health and Human Services, and Public Safety), and in close collaboration with the Board’s Legislative Program in order to advocate for maximum funding for state and federal programs which translate into local grant funding opportunities.

<b>BOARD OF SUPERVISORS’ STRATEGIC INITIATIVES</b>
<p><b>Economic Development</b> <i>“Enhancing the Well-Being and Prosperity of Monterey County Residents”</i> Through collaboration, strengthen economic development to ensure a diversified and healthy economy.</p>
<p><b>Administration</b> <i>“Efficient and Effective Government Operations”</i> Promote an organization that practices efficient and effective resource management and is recognized for responsiveness, strong customer orientation, accountability and transparency.</p>
<p><b>Health &amp; Human Services</b> <i>“Health and Wellness for Monterey County Residents”</i> Improve health and quality of life through County supported policies, programs and services; promoting access to equitable opportunities for healthy choices and healthy environments in collaboration with communities.</p>
<p><b>Infrastructure</b> <i>“Meeting our Facilities, Water, Technology and Transportation Needs”</i> Plan and develop a sustainable physical infrastructure that improves the quality of life for County residents and supports economic development initiatives.</p>
<p><b>Public Safety</b> <i>“Creating Safe Communities”</i> Reduce violent crime, create a safe environment for people to achieve their potential, leading business and communities to thrive and grow.</p>

### Purpose

In close collaboration with County departments, the Strategic Grant Services Program coordinates, facilitates and provides strategic expertise from the identification of a grant funding opportunity for a high priority project, through application submittal and award. Priority projects must align with the Board’s Strategic Initiatives and Legislative Program goals; have an available funding source, and meet all grant requirements in order to submit a strong and competitive application.

## Activities

In order to facilitate priority project grant applications, Program staff engages in a number of activities such as:

- Continuously updates the inventory of County grant funding needs;
- Conducts research to identify and analyze grant opportunities to meet priority needs;
- Notifies departments of funding opportunities;
- Conducts initial consultations with County departments and grantor agencies to determine project eligibility and competitiveness;
- Partners with County departments on the application process, including the development of an agreement outlining roles, responsibilities and timeline for application development and submittal;
- Provides strategic expertise throughout the application development process aimed at putting forth a complete, compelling and competitive application;
- Offers strategic advice related to framing the application in a way that minimizes administrative resources required for post-award grant management;
- Provides strategic advice during the development of the grant application package – including project narrative, scope, schedule, budget and exhibits;
- Provides and coordinates internal review of the draft application, including review with the grantor agency if allowable;
- Provides assistance with post-application adjustments as requested by the grantor agency;
- Monitors grant award announcements;
- Announces grant awards in partnership with the lead department.

The level of service provided for each application is dependent upon the needs of the department, complexity of the application, level of coordination required, available department expertise and resources, and Program capacity.

## Program Guidance and Administration

The Program has a limited workload capacity which is directed by the Board of Supervisors through an annually adopted Work Plan. Following Work Plan adoption, routine Program guidance and direction is provided by the Board's Legislative Committee. The Program is administered by the County Administrative Office - Intergovernmental & Legislative Affairs Division, which receives expert advice from the County's grant consultants at Nossaman LLP.

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## PROGRAM CONTACTS

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**WORK PLAN**  
**EXHIBIT A**

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A result of close collaboration with County departments, the Work Plan strategically identifies priority projects and funding sources to guide Program efforts over a 12-month period. The Work Plan is designed to be flexible in order to adjust to the County's changing priorities, and leaves approximately 20% of Program capacity unallocated in order to take advantage of new or unanticipated funding opportunities. The Work Plan presents a timeline of grant applications which the Program will assist departments with in calendar year 2018.

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**GRANT NEEDS INVENTORY**  
**EXHIBIT B**

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In coordination with the Board of Supervisors and department heads a comprehensive Grant Needs Inventory has been compiled, organized by Board Strategic Initiative, to provide an all-inclusive listing of County projects which require a source of grant funding. The Grant Needs Inventory guides the research of Strategic Grant Program Staff and the County's grant consultant on funding opportunities.

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**POLICIES GOVERNING PROGRAM ACTIVITIES**  
**EXHIBIT C**

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The Strategic Grant Services Program is executed by the County Administrative Office – Intergovernmental & Legislative Affairs Division (IGLA) with the assistance of the County's grant consultants, and with a high level of collaboration with County departments. The Policies Governing Program Activities outlines the roles of the Board of Supervisors, Program staff/County grant consultants, and County departments in the execution of the Program.

**EXHIBIT A**  
**Strategic Grant Services Program**  
**Work Plan**

This Work Plan was developed in consultation and collaboration with County departments. It identifies grant application priority projects to be undertaken in 2018. The Strategic Grant Services Program has a limited workload capacity. A 20% contingency has been allowed within the Work Plan to provide flexibility to work on new or otherwise unanticipated funding opportunities for high priority projects.

<b>Grant Program</b>	<b>Lead Department</b>
<b>ECONOMIC DEVELOPMENT</b>	
Workforce Development <i>Workforce Development for Healthcare or Agricultural Technology</i>	County Administrative Office - Intergovernmental and Legislative Affairs Division
<b>ADMINISTRATION</b>	
<b>HEALTH AND HUMAN SERVICES</b>	
Active Transportation Program <i>Health Related Active Transportation Project</i>	Health
<b>INFRASTRUCTURE</b>	
Carmel River Flood Reduction and Environmental Enhancement Project <i>Construction Funding</i>	RMA
Carmel Lagoon Construction or Planning <i>Construction or Planning Funding</i>	RMA
San Lucas Water Supply Replacement <i>Construction or Planning Funding</i>	RMA
Special Districts <i>Construction or Planning Funding for Improvements to County Managed Special Districts</i>	RMA

<b>INFRASTRUCTURE</b>	
Active Transportation Program <i>Road, Bicycle, and Pedestrian Infrastructure Improvements</i>	RMA
SB 1 Congested Corridors Grant <i>Davis Road Improvements</i>	RMA
Endangered Species Habitat Conservation Planning Grant Program <i>Continued Operation of Reservoirs</i>	MCWRA
Interlake Tunnel <i>Planning or Construction Funding</i>	MCWRA
<b>PUBLIC SAFETY</b>	
Justice Assistance Grant <i>Truancy Abatement/General Enforcement</i>	Sheriff
CalOES Grant for Victim/Witness Assistance <i>Victim/Witness Assistance</i>	DA
Drug Court Grant Program <i>Veterans/Drug Court Program Funding</i>	Probation

**EXHIBIT B**  
**Strategic Grant Services Program**  
**Grant Needs Inventory**

Department	Project / Need	Project Description / Notes
<b>Economic Development and Housing</b>		
Agricultural Commissioner and Cooperative Extension	Invasive Species Management	Projects for pesticide enforcement/permitting, plant quarantine, export certification, invasive species detection and removal, nursery/seed inspection, and animal damage control management.
	Solar Power Generation	Solar power generating infrastructure in the parking lot at the Agricultural Commissioner’s main office.
	Fast Charger	Purchase and installation of a fast charger for electric vehicles. Needed to make the existing EV fleet more functional for staff inspection routes since current charging system is too slow.
	Grant Writers	Grant writers and grant managers for agricultural research at the Cooperative Extension.
Economic Development	Affordable Housing	Affordable housing for veterans, seniors, farm workers, disabled, mental health housing, etc.
	Coastal Visitor Service Improvements	Improve visitor services in Coastal Areas in Monterey County including additional restrooms, improved and safety improvements for pull out areas along Highway 1.
<b>Administration</b>		
Assessor-County Clerk-Recorder	Core Assessor Tasks	General funding to expedite assessment of property taxes and replace funding associated with the reduction of State assessor funding through the SCAPAP grant program.
Auditor-Controller	Grant Tracking Software Improvements and Grant Audit Training	Grant management add-on module for the ERP system for tracking costs for Federal and State grant programs. Training for County grant writers on audit issues. Estimated project costs: \$500,000.
Clerk of the Board	Historic Records Preservation	Preserve and digitize up to 5,000 Monterey County ordinances that are in hard copy only, dating back to 1853. Preserve documents, and scan into searchable database. Estimated project cost: \$50,000-\$1M.

Department	Project / Need	Project Description / Notes
Elections	Studies to Improve Voting Accessibility and Voter Turnout	Survey County polling places to ensure accessibility. Research/identify reasons for low voter turnout for local elections. Implement changes to increase voter participation. Implement a pilot project to explore feasibility of vote-by-mail only elections.
	Voting System Update	Replace 20 year old voting technology with systems which accommodate those with disabilities and language challenges.
	Wayfinding Signage	Wayfinding signage to Government Center at Schilling Place from major streets and highways (artistic and traditional).
	Voter Outreach and Education Grants	Outreach and education of voters, redesign of voting informational materials and staff training.
	Public Transit for Government Center – Schilling Place Campus	Public transportation is needed to and from the Government Center at Schilling Place to accommodate voters and staff.
	Art/Historical Displays	Funding to support art (may double as wayfinding) and historical displays to support outreach and education efforts for voters.
Equal Opportunity Office	Language Access Services	Improve services to Limited English Proficiency (LEP) Persons, develop a staff interpreter training program, expand County abilities in document translation and in-person interpretation.
	Community Engagement for Traditionally Underrepresented Communities	Increase organizational capacity to develop relationships with and solicit input from traditionally underrepresented communities.
Human Resources	Improved HR Systems	Feasibility study of alternative online HR hiring systems, expansion of hiring for diverse populations, innovative employment environments to attract a wider variety of employees, and development of anti-bullying policies.
Information Technology	Server Energy Efficiency	Server energy efficiency assessment to identify how to reduce electricity usage rates.

Department	Project / Need	Project Description / Notes
Department Heads GIS Subcommittee, Assessor, IT, Planning, 911	Countywide Mapping and Geographic Information Systems Data Updates	LiDAR data updates needed for the entirety of Monterey County, the southern reservoirs and an area around the County's boundary. Costs estimates for data capture, data processing, infrastructure to host and serve up data, and overhead costs are \$2.5M-\$3.5M.
Tax Collector	Tax and Collections Improvements	Improvement of property tax collection, fine/fee collections, banking, and investment services through software and staffing improvements.
<b>Health and Human Services</b>		
Child Support Services	Improved Outreach	Improved outreach to reach more single parents in need of child support.
	Improved Ability to Pay	Programs which improve the ability of parents under court order to pay child support such as employment training.
Health	Early Childhood Development	Programming for early childhood development and anti-bullying for pre-kindergarten and kindergarten students.
	Facility Expansion and Access Improvement	Expansion of existing facilities and construction of two clinics to better serve disadvantaged areas.
	Caring for the Uninsured	Programming to provide care for the uninsured.
	Animal Services	Expanded animal shelter and adoption services.
	Public Guardian	Programming to assist adult conservatorship patients and help place them.
	Mental Health	Construction of Residential Placement facilities for Mentally Ill Youth
	Health Integration	Integration of Primary Care, Mental Health, and Substance Use Disorders
	Transportation	Changes to built environment to promote active life styles
Library	Book Mobile	Purchase of a book mobile to deliver books and programming to more low income rural areas in the County. Estimated project cost: \$300,000.
	Books and Supplies	New books, supplies, and technology.

Department	Project / Need	Project Description / Notes
Library	Educational Programming	Expand programming for science, technology, reading, English, art, and math (STREAM). Staff to run, coordinate and expand programming.
	Parkfield Library Construction	Construct a new library in Parkfield including supplies, books and furniture. Estimated project cost: \$250,000.
Military & Veterans Affairs	Outreach Events	Outreach events to benefit veterans. Estimated project cost: \$100,000 annually.
	Mentor Program Coordinator	Funding for a veterans mentor program coordinator.
	Improved Services	Improve and expand health, mental health, homelessness, veterans treatment court support, and benefit services for veterans and their families.
Natividad Medical Center	Workforce Development: Nurse Education Support	Increase number of nurses with Bachelor's degrees. Get Advance Cardio Life Support (ACLS) certification for all ICU/Pharmacy/Cardiopulmonary staff. Improve training for all nurses, techs, and doctors.
	Workforce Development: Family Medicine Residency Program	Improve Family Medical Residency program. Improve training and equipment. Potentially expand program.
	Medical Facility Needs and Capitol Improvements	Equipment upgrades and facility expansions at Emergency Department, Imaging Department, Clinics, main hospital, and other medical facilities. Capital funding for new construction to expand these facilities.
	Level II Trauma Center Improvements	Programming to support NMC's Level II Trauma Center's including trauma prevention outreach, education, impaired driver prevention education, bicycling and pedestrian safety, proper use of protective equipment, and distracted driving education.
	Violence Prevention Program Expansion	Expansion of hospital-linked violence prevention to serve victims of violent crimes, patients with gang-related injuries, and families.
	Behavioral Health, Psychiatric Crisis Services and Outreach Improvements	Improve behavioral health services including community outreach, family support, psychiatric emergency services, and provision of additional services to the jail population.

Department	Project / Need	Project Description / Notes
Natividad Medical Center	Patient Communication and Education Improvements	Natividad needs methods to communicate effectively with patients with limited English proficiency to better communicate treatment related information. Needs include translators, a health information exchange and innovative approaches such as video forms.
	Insuring the Uninsured	Expand coverage of the uninsurable or uninsured.
	Building Clinics	Construct additional clinics to serve low-income and underserved areas, especially in Salinas.
Social Services	Seniors' Services	Increased funding for Adult Protective Services, improve older person care and boarding, expand adult daycare, senior transportation, and other programs.
	Children's Services	Expansion of child abuse prevention, child safety, and improved access to childcare, especially in low income communities. Assistance to families experiencing domestic violence.
	Community Action Programs	Expansion of nonprofit services to achieve core social services goals.
	Housing and Homelessness Issues	Projects benefitting the homeless, disabled, long term illness sufferers, and for emancipating foster youth. Farm worker housing, rapid re-housing, supportive housing, permanent supportive housing, workforce housing, homeless shelters, safe parking programs, and transitional housing.
	CalWORKS	Expansion of the CalWORKS program to provide better opportunities to enter the workforce.
Health, Social Services, Public Safety	Data Exchange for Whole Person Care, Data Warehouse	Infrastructure for data warehouse or data exchange to provide a technology platform to track individuals throughout the County's various health, social and public safety services and improve service delivery.
<b>Infrastructure</b>		
IT, Library, 911, Economic Development, Health, Social Services	Broadband	Infrastructure to build out broadband and address the County's digital divide especially in Big Sur, Pajaro, Castroville, King City, and South County.

Department	Project / Need	Project Description / Notes
Resource Management Agency	Priority Level 1 Flood Protection / Ecological Restoration – Carmel Lagoon	Suite of projects to protect infrastructure, public facilities, and private homes. Projects to improve water quality and restore ecological functions of the Carmel Lagoon as well as reduce flood risk of structures. Estimated design and permitting costs: \$20.6M.
	Priority Level 1 Flood Protection / Ecological Restoration – Elkhorn Slough	Projects to improve the ecosystem of the slough, improve Elkhorn Road from flood risk, remove the rail line from flooding, and reduce risk of rail-line spills in the slough. Estimated project cost: \$10M.
	Priority Level 1 Chualar Failing Wastewater System	Planning and construction of a new wastewater system in the disadvantaged community of Chualar. Estimated project cost: \$10M.
	Priority Level 1 Carmel River Floodplain Restoration and Environmental Enhancement	Construct the Carmel River Floodplain Restoration and Environmental Enhancement (CRFREE) Project to reduce flooding hazards, restore the floodplain, provide habitat restoration, and other improvements.
	Priority Level 2 San Lucas Water project	Complete environmental assessment, engineering, and construction work on a pipeline from King City to the disadvantaged community of San Lucas to provide a clean source of drinking water. Estimated project cost: \$8.2M.
	Priority Level 3 Pajaro Sanitation District	New pumping system to improve the sewer system in Las Lomas and other locations in the Pajaro area.
	Flood Prevention – Countywide Drainage Maintenance	Proactively complete maintenance work along drainage areas within Monterey County which are prone to higher than normal flood risk. Work may include locating underground services, permitting, traffic management, on-site biology monitoring, vegetation management, debris removal, flushing culverts, excavation of sediment, bank stabilization, hauling, and reporting. Includes permitting/environmental plus implementation costs. May want to consider a Countywide flood/drainage maintenance program permitting. Estimated project cost: \$11.5M.
	State Route 1 Corridor Improvements, Marina to Moss Landing	Improve intersections on Highway 1 to improve safety between Marina, north to the County line, including Moss Landing.

Department	Project / Need	Project Description / Notes
Resource Management Agency	State Route 1 Climbing Lane in Carmel	Construct a second northbound climbing lane on State Route 1 from Rio Road to Carmel Valley Road, improving traffic operations, flow, and safety. Estimated project cost: \$1M.
	State Route 68 / Corral de Tierra Road Intersection Improvement	Construct a second left-turn turn lane on westbound State Route 68 at Corral de Tierra intersection, improving traffic flow and safety. Estimated project cost: \$2.2M.
	Davis Road Bridge & Four-laning	Project is to replace existing bridge on Davis Road near City of Salinas and convert a segment of Davis Road from Reservation Road to Blanco Road to four lanes. Project will improve traffic flow, traffic safety, and stop seasonal closures due to flooding.
	Hall Rd/Werner Rd/Salinas Rd Roundabout	Evaluate the intersection of Hall Rd, Werner Rd, and Salinas Rd to identify alternatives to improve traffic operations and safety in the area.
	Hwy 68 Improvements	Evaluation of roundabouts to allow better movement and improve safety along Highway 68.
	Road Maintenance	Projects to improve road maintenance, especially the 70% of County roads which do not meet State maintenance standards.
	Moss Landing Trail Project	Construction of a section of the Moss Landing Trail Project. Estimated project cost: \$6M.
	Los Lomas Drive Improvements	Gutter, drainage, sidewalk and bike path improvements to improve safety. Estimated project cost: \$1.3M.
	Improved Access to Pinnacles National Park	Road, parking, and trailhead improvements to improve access to Pinnacles National Park.
Resource Management Agency - Parks	Quagga & Zebra Mussel Prevention	Quagga and Zebra Mussel prevention activities to prevent infestation of Lakes Nacimiento & San Antonio. Enforcement, education, outreach, and facility improvements.
	Sewer and Water Issues at Laguna Seca	New water filtration facility or alternative water provision systems. Sewer upgrades.
	Mobile Technology for Park Ranger Patrol Vehicles	Mobile computers in 12 park ranger patrol vehicles to link to the Sheriff's Department dispatch for accurate response mapping, hazardous chemical response, and critical enforcement data. Increased officer efficiency, safety and customer service. Estimated project cost: \$45,000.

Department	Project / Need	Project Description / Notes
Resource Management Agency - Parks	Designated Wildlife Corridor Trails	Construction of trails near wildlife corridors.
	Road Resurfacing, Parking Lot and Drainage Repair	Lake San Antonio North Shore road resurfacing, parking lot improvements, and drainage system repairs. Estimated project cost: \$400,000.
	Drinking Water, Storage, and Sanitation Upgrades	Water and sewer upgrades at multiple Parks locations, especially Laguna Seca, Toro Park, and Lake Nacimiento.
	ADA Upgrades	ADA upgrades at multiple Parks facilities.
	Replacement of Fuel Dock	Replacement of fuel dock and marina at Lake San Antonio. Estimated project cost: \$350,000.
	Vacuum Truck for Sewer Maintenance	New septic vacuum truck for sewer maintenance at reservoir facilities. Estimated project cost: \$120,000.
	Spray Park at Nacimiento	Construct a spray park at Nacimiento Lake to keep visitors cool and add an attraction.
Water Resources Agency	Interlake Tunnel and Spillway Modification Project	Construction of a tunnel to connect existing reservoir facilities, increase storage, and provide environmental and water conservation release efficiencies. Estimated project cost: \$80M.
	Salinas Valley Water Project Phase II	Develop non-groundwater sources to offset groundwater pumping, reduce seawater intrusion into the Salinas River Groundwater Basin, and improve water supply. Estimated project cost: \$200M.
	Water Recycling and Treatment Systems	Build a surface water treatment plant to improve water delivery to urban and/or agricultural customers to improve supply and reduce groundwater usage. Estimated project cost: \$100M.

Department	Project / Need	Project Description / Notes
Water Resources Agency	Salinas River Management Program	Improve watershed management, water delivery scenarios, and maintenance of the Salinas River to reduce flooding and restore habitat. Estimated project cost: \$30M.
	Expansion of Existing Recycled Water Project	Expand recycled water facilities in the coastal portion of the Salinas Valley. Estimated project cost: \$125M.
	Jerrett Reservoir	New reservoir on the Nacimiento River that would provide additional storage for use in times of drought. Estimated project cost: \$250M.
	Flood Reduction Projects	Improve the Moss Landing flood gates, reduce Santa Rita Creek flooding, and reduce flood risks at waste treatment plant near Chular.
	Planning and Environmental Assessment Funding	Planning and environmental assessment for nearly all projects to make them eligible for construction grant funding.
	Habitat Conservation Plan	Develop a habitat conservation plan for facility operations and maintenance for compliance with the Endangered Species Act. \$4M
<b>Public Safety</b>		
CAO - Community Engagement and Advocacy	Crisis Response Team	Crisis response team to better respond to crimes affecting the community. Crisis support and debriefing, service referrals, and staffing.
	Social Marketing Campaign for Literacy	Social marketing programs to improve literacy, especially third grade reading proficiency, and promote violence prevention.
	Violence Interrupters	Programming to assist gang members seeking a way out and intervention to reduce the incidence of gang member families joining and participating in gangs.
	Training and Professional Development	Training and professional development for providers of gang and system impacted youth to increase cultural competency, implement healing and trauma informed approaches to services and programs
District Attorney	Case Management System Interface	Update case management system to interface with the systems of other local law enforcement agencies. Estimated project cost: \$100,000.

Department	Project / Need	Project Description / Notes
District Attorney	Digital Handheld Radios	Investigators require new handheld radios with dual bank capacity. \$33,600 per year for 6 years.
	Staffing for Truancy and Victims Programs	Victim’s Advocate position to provide services to additional victims of crime, Legal Assistant for the truancy program to improve outreach to schools around the County.
Emergency Communications (911)	911 Continuity of Operations	Mobile dispatch center to allow 911 services set up at alternative location (\$75k). Construction of a 911 dispatch center backup location (\$10M).
	Enhance Emergency Response to Schools, Public Buildings, and Businesses	Provide on-site personnel at schools, public buildings, and business with alerting capability to notify 9-1-1 and send localized alerts during emergency situations. (School safety/anti-terrorism technology) (\$50K)
CAO - Intergovernmental and Legislative Affairs Division - Office of Emergency Services	Resiliency, Planning, Emergency Preparation, & Post-Disaster Recovery	Programming for community and regional resiliency building, planning for hazards, disasters, terrorism, emergency preparation and post-disaster recovery.
	State Homeland Security Grant Program	Funding to protect against, mitigate, respond to and recover from acts of terrorism and other catastrophic events.
	Emergency Management Program Grant	Funding for preparing for all hazards to protect life and property. This grant must go through the Operational Area identified by the state.
	UASI- Grant - Urban Area Strategic Initiative	To Build and Enhance and sustain capability to prevent and protect against the acts of terrorism.
Probation	Silver Star Resource Center	Improve youth/family services, truancy programs, behavioral health services, mentoring programs, Partners for Peace, fund nonprofit providers. Expand service to other County locations.
	Infrastructure, Facilities, and Equipment	Improve office facilities, infrastructure, equipment (computers/software for client tracking between partner departments to improve case management.

Department	Project / Need	Project Description / Notes
Probation	Improved Programming for Probation Population, Improved Client Services	Programs for in-custody/reentry adults/juveniles. Deputy probation officer for First 5. Expand Child Advocate Program into a Family Advocate Program.
	Training	Additional training for probation staff.
Public Defender	Improved Public Defender Services	Funding for attorneys, investigators, social workers, and legal support staff to process post sentence relief, perform community outreach, address dramatic increase in misdemeanor filings related to Prop 47, and provide other services. Funding for equipment to transition to a paperless office.
Sheriff	Corrections Improvement Funding	Upgrades to the jail to improve energy efficiency, improve ADA accessibility, improve security cameras, add mental health beds, expand eligibility worker staffing, and staff for jail programming.
	Anti-Drug Trafficking Boat	Interdiction boat needed for new SWAT dive team to combat drug trafficking
	Dash Cams, Body Cams, and Bullet Proof Vests	Dashboard cameras, body cameras, data storage equipment to support cameras, and bullet proof vests.
	Fleet Replacement	Fleet replacement vehicles.
	Cannabis Cultivation Related Enforcement	Increase enforcement of cannabis laws with additional staffing.
	Staffing Expansion	Staffing: Deputies for program escorts, staff for record keeping, and crime scene lab technicians.
Sheriff District Attorney	Case Management System Interface	Improve information sharing between justice related departments and the Courts system for sharing client information and better case management. Improvement should include better analytics and statistical tracking.
Probation	JAG Grant - Board of State and Community Corrections (BSCC)	Staffing for the Sheriff's Department, District Attorney's Office, and the Probation Department focused on prevention, education, and law enforcement related truancy, gang related crimes, and substance abuse. Estimated project cost: \$2.2M over 3 years.

The County of Monterey recognizes the need to pursue grant opportunities to fund projects and programs to serve our community. Many County departments routinely pursue grant funding from state and federal sources, and private foundations. The Strategic Grants Services Program was created by the Board of Supervisors to concentrate funding efforts on the County's highest priority needs and projects which require a high level of collaboration among County departments and/or community partners. The Program has a limited workload capacity which is directed by the Board through an annually adopted Work Plan. The Program works in close collaboration with the County's Legislative Program, which aims to maximize funding opportunities through state and federal sources which translate into possible County funding opportunities. The Program is executed by the County Administrative Office – Intergovernmental & Legislative Affairs Division (IGLA) with the assistance of the County's grant consultants, and with a high level of collaboration with County departments. The following policies shall be followed in the execution of the Program:

**I. Board of Supervisors**

- a. Strategic Grant Services Program Work Plan: The Board of Supervisors shall annually adopt a Strategic Grant Services Program Work Plan which guides program efforts and provides authority to pursue identified funding opportunities. The Work Plan includes priority projects identified by County departments in consultation with Strategic Grant Services Program staff and the County's grant consultants. The Work Plan includes a 20% contingency allowing for unanticipated funding opportunities.
- b. Legislative Committee: Following Work Plan adoption by the Board, routine Program guidance and direction shall be provided by the Board's Legislative Committee.
- c. Authority to Submit Grant Applications – No County Funding Commitment: The Board of Supervisors has adopted a Resolution providing blanket authorization to the County Administrative Officer to submit grant applications which do not require a commitment of County funds, beyond what is included in an adopted County Budget.
  - ***Attachment No. 1 – Board Resolution No. 16-319 – adopted 12/6/2016***
- d. Authority to Submit Grant Applications – With a County Funding Commitment: Grant applications which require financial commitments beyond those approved in an adopted County Budget require Board preauthorization. The lead department shall produce reports to gain Board approval prior to application submittal. If the deadline does not permit preauthorization, the lead department shall seek Board approval after application submittal, and if the Board denies application permission the lead department shall contact the grantor agency to withdraw the application.
- e. Authority to Accept Grant Awards: The Board of Supervisors must take action to approve the acceptance of grant awards. The lead department shall produce reports to gain Board acceptance of the grant award before entering into any contract or work related to the award.

**II. County Administrative Office - Intergovernmental & Legislative Affairs Division (IGLA)**

- a. Program Management: The Strategic Grant Services Program is executed by the County Administrative Office – Intergovernmental & Legislative Affairs Division. The Program operates in direct alignment with the Board’s Legislative Program to advocate for state and federal program funding which may translate into County funding opportunities.
- b. Priority Projects: For purposes of the Program, priority projects must align with Board Strategic Initiatives and Legislative Program goals; have an available funding source, and meet all grant requirements in order to submit a strong and competitive application.
- c. Grant Consulting Contract: IGLA staff shall administer the grant consulting contract and direct the efforts of the County’s grant consultants.
- d. Work Plan: IGLA staff shall develop an annual Strategic Grant Services Program Work Plan under the guidance of the Legislative Committee, and present the Work Plan to the Board of Supervisors for approval. The Work Plan shall identify priority projects and funding sources to guide Program efforts for a 12-month period. The Work Plan is designed to be flexible in order to adjust to the County’s changing priorities, and to take advantage of new or unanticipated funding opportunities.
- e. Grant Needs Inventory: In consultation with the Board and department heads, IGLA staff shall maintain a Grant Needs Inventory (included in the Program Work Plan) which identifies projects which require a source of grant funding, and utilize the inventory to guide research on possible funding opportunities.
- f. Research & Monitoring Funding Opportunities: IGLA staff shall, on an ongoing basis, research and monitor funding opportunities which align with projects identified in the grant needs inventory.
- g. Notification of Funding Opportunity: IGLA staff shall provide direct notification to County department(s), and when appropriate, community partner(s), of potential funding opportunities which match projects identified in the Grant Needs Inventory. The notification shall include a summary of the funding opportunity, relevant timelines and general requirements.
- h. Initial Department Consultation: IGLA staff shall, if a County department(s) deems a funding opportunity worthy of further investigation, schedule and meet directly with department head(s) or their designee(s) to discuss the proposed project, application requirements and potential partners in order to evaluate if a competitive project application can be developed.
- i. Initial Consultation with Grantor Agency: IGLA staff shall conduct an initial consultation regarding a proposed project with the grantor agency to further analyze and determine project eligibility and competitiveness.
- j. Partnering with County Department(s) on the Application Process: IGLA staff shall provide strategic services in the development and submittal of grant applications for a limited number of projects, with priority given to projects included in the Strategic Grant Services Program Work Plan, and those that meet the priority project classification as identified above (see item e.). The level of service provided for each application is dependent upon the needs of the department, application complexity, level of coordination required, available department expertise and resources, and Program capacity.
- k. Agreement: All work undertaken by the Program shall require an agreement with the lead department(s) which identifies application requirements, critical path issues, department and community partner roles and responsibilities, identifies who is responsible for application submittal, and sets forth timelines and deliverables. The agreement shall identify the grant

manager, cash or in-kind grant matching requirements and other resources issues, and the need for Board resolutions or authorizations prior to submittal of the application.

- **Attachment No. 2 – Department Agreement - SAMPLE**

- i. Consult on Application Strategy: IGLA staff shall offer strategic expertise throughout the application development process aimed at putting forth a complete, compelling, and competitive application. Strategic expertise will also be offered related to framing application documents in a way that minimizes administrative resources required for the management of the project if funds are awarded.
- m. Narrative, Scope, Schedule, Budget & Exhibits: IGLA staff shall offer strategic refinements to the grant application package including narrative, scope, schedule, budget and exhibits, when possible in consultation with grantor agency. Applications should highlight needs and benefits to make a strong case for project funding, ensure that all areas of the grant guidance are addressed and complete, ensure inclusion of appropriate exhibits, and focus the narrative to address application grading criteria in order to ensure the application receives the highest possible score when evaluated.
- n. Review - Internal: IGLA staff shall assist in the coordination and circulation of the application for review by County department(s) and partner(s).
- o. Review – With Grantor Agency: IGLA staff shall, if permissible and if time permits, seek to have the grantor agency review the draft application prior to submission.
- p. Letters of Support: When appropriate and desirable, IGLA staff shall coordinate the submittal of letters of support for priority grant projects from the Board of Supervisors, legislators, or other agencies as appropriate.
- q. Post-Application Adjustments: IGLA staff shall assist with post-application, pre-award adjustments to the grant application as requested by the grantor agency in collaboration with the grant applicant.
- r. Notices: IGLA staff shall monitor for notices of grant awards.
- s. Award Announcement: IGLA staff shall, in partnership with the lead department, draft and send out an announcement of grant award to the Board of Supervisors, and relevant County departments and partners.

- **Attachment No. 3 – Grant Award Announcement - TEMPLATE**

- t. Post Award: Following grant award notification, all responsibilities related to acceptance and execution of the grant falls to the grant manager as identified in the grant application.

### III. Departments Roles & Responsibilities

- a. Obtaining Service: IGLA staff shall provide services in support of priority project grant applications at the request of a department head or their designee. Following initial consultation regarding the project and funding source, staff shall identify the level of assistance which can be provided and enter into an agreement with the department outlining roles, responsibilities, and timelines.
- b. Services Available: IGLA staff shall provide departments with assistance with grant applications for priority projects, notify departments of grant applications for priority projects, strategically evaluate grants to determine the odds of award, advise on technical

questions about grant applications, communicate with grantor agencies to expedite the resolution of questions about the grant program, coordinate letters of support, coordinate between grant application partners to expedite applications, streamline grant applications, and review draft application materials.

- c. Department Responsibilities: Applicant departments/subject matter expert staff or consultants shall design the project. Departments shall provide application material; prepare the project narrative, tasks, deliverables, schedules, budgets, partner agreements, board reports, final application, and other application requirements. SGSP may provide support on preparing this application material. The applicant department is responsible for including all relevant staff and partners in the grant application process.
- d. Permissions with Partnership Projects: When working on grant applications where the applicant is a non-County organization that provides service to the County, the Strategic Grant Services Program shall obtain approval from the department which oversees this non-County organization's services before providing assistance.
- e. Partner Agreements: The applicant department shall secure agreements with partners prior to the application deadline if the grant project application requires participation from other departments, agencies, non-profits, or other organizations. Agreements shall include partner and County roles, the resource requirements of each grant participant, and shall be memorialized in writing. The applicant department is also responsible for compliance with all County contract and purchasing policies before disbursing any grant funding.

#### **IV. Support for Outside Agencies Grant Applications**

- a. Letters of Support: IGLA staff shall coordinate letters of support from the Board of Supervisors for outside agency grant applications when requested if the project is consistent with the Board of Supervisors Strategic Initiatives or identified priorities.

**Attachment No. 1 - Board Resolution No. 16-319**

**Attachment No. 2 - Department Agreement - SAMPLE**

**Attachment No. 3 - Grant Award Announcement – TEMPLATE**

**Before the Board of Supervisors in and for the  
County of Monterey, State of California**

**Resolution No. 16-319**

Resolution authorizing the submittal of grant )  
applications that do not require the )  
authorization of unbudgeted financial )  
resources..... )

WHEREAS, many state and federal grants/grantor agencies require a Resolution approved and signed by the Board of Supervisors authorizing the County of Monterey to submit a grant application; and,

WHEREAS, grant application deadlines frequently do not afford sufficient time for the Board of Supervisors to approve a Resolution authorizing the submittal of an application, thereby preventing the County of Monterey from taking advantage of some funding opportunities; and,

WHEREAS, a process is needed to assure that grantor agency requirements for adopted Board Resolutions allowing grant application submittal do not prevent the County of Monterey from meeting grant application requirements or deadlines thereby preventing the County from submit applications for grant funding opportunities; and,

WHEREAS, the Strategic Grants Services Program focuses on identifying funding for the County of Monterey's highest priority funding needs as defined by the Board of Supervisors' Strategic Initiatives, the Board of Supervisors' Legislative Priorities, the availability of grant funding, the ability to meet grant submittal requirements, and a strategic analysis of the County of Monterey's ability to submit a competitive grant application, and is managed by the County Administrative Office - Intergovernmental and Legislative Affairs Division with assistance from a grant consultant; NOW, THEREFORE,

BE IT RESOLVED by the Board of Supervisors of the County of Monterey, that the County Administrative Officer, or his/her designee, is authorized to (1) submit grant applications for Federal, State, and local sources of funding on behalf of the Board of Supervisors, so long as said grants do not require any unbudgeted financial contribution from the County of Monterey; and (2) to take further actions as may be necessary to give effect to this resolution, such as executing amendments and certification for funding applications.

**PASSED AND ADOPTED** upon motion of Supervisor Potter, seconded by Supervisor Armenta carried this 6th day of December 2016, by the following vote, to wit:

AYES: Supervisors Armenta, Phillips, Salinas, Parker and Potter  
NOES: None  
ABSENT: None

I, Gail T. Borkowski, Clerk of the Board of Supervisors of the County of Monterey, State of California, hereby certify that the foregoing is a true copy of an original order of said Board of Supervisors duly made and entered in the minutes thereof of Minute Book 79 for the meeting on December 6, 2016.

Dated: December 13, 2016  
File Number: 16-1322

Gail T. Borkowski, Clerk of the Board of Supervisors  
County of Monterey, State of California

By *Dennis Hancock*  
Deputy

**From:** Department(s) \_\_\_\_\_  
CAO-IGLA – Strategic Grant Services Program

**To:** Board of Supervisors  
CAO, Assistant CAOs, others ...

**Date:** \_\_\_\_\_

**Re:** *Announcement of Grant Award*  
*Grant Amount \$*  
*Grant Agency*  
*Grant Title*  
*Grant Project*

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We are pleased to announce that the County of Monterey has been awarded a grant in the amount of \$ \_\_\_\_\_ from the \_\_\_\_\_ ***Insert Grant Agency & Grant Program Title*** \_\_\_\_\_ to fund the \_\_\_\_\_ ***Insert Project Title*** \_\_\_\_\_. This project will \_\_\_\_\_ ***Insert Project Description*** \_\_\_\_\_. The project provides funding for \_\_\_\_\_ ***Insert Project/Activities and Implementation Dates.*** \_\_\_\_\_.

***Department Section:***

***Insert paragraph from the department further describing the grant and their involvement.***

Strategic Grant Services Program Section:

The CAO-Intergovernmental and Legislative Affairs Division - Strategic Grant Services Program, in cooperation with Nossaman LLC, \_\_\_\_\_ ***Describe Role in Application*** \_\_\_\_\_. Under this grant funding will be provided to \_\_\_\_\_ ***Insert County Departments/Partners and Funding Amounts*** \_\_\_\_\_. The award will be managed by the \_\_\_\_\_ ***Insert Managing Department*** \_\_\_\_\_.

***Insert message of thanks to all involved in application development and submittal.***

The Strategic Grants Services Program focuses on identifying funding for the County’s priority funding needs. Priorities are defined by the Board of Supervisors' Strategic Initiatives and Legislative Priorities, availability of grant funding, ability to meet grant requirements, and a strategic analysis of the County’s ability to submit a competitive grant application. The program is managed by the County Administrative Office, Intergovernmental and Legislative Affairs Division, with assistance from Nossaman LLP.

**STRATEGIC GRANT SERVICE PROGRAM  
DEPARTMENT AGREEMENT – SAMPLE**

GRANT NAME:

SUBMISSION DEADLINE: xx/xx/xx

TASK	*TARGET DATE	DUE DATE	RESPONSIBLE PARTY	NOTES
Project Summary	4-6 weeks before deadline	xx/xx/xx	Lead Department	Project summary. Include location, why the project is needed, and identify internal/external partners.
First Project Partner Meeting	4-6 weeks before deadline	xx/xx/xx	Strategic Grant Services Program	Include all grant-required and optional project partners required by to make the project successful.
Project Scope	3-5 weeks before deadline	xx/xx/xx	Lead Department	Problem statement, detailed project description, and list all tasks which will be undertaken by the project.
Project Budget		xx/xx/xx	Lead Department	Detailed line-item project budget, including cash or in-kind match requirements with identified source.
Agreement(s) to Participate from Project Partners		xx/xx/xx	Lead Department	Agreements in writing from all grant-required and optional project partners. Agreement must include partner roles and resources commitments.
Final Draft Application	*2 days to 3 weeks before deadline	xx/xx/xx	Lead Department & Strategic Grant Services Program	Circulation of the final draft application for final internal review, grantor review, and identification of any gaps in the application.
Board Report <b><u>IF REQUIRED</u></b>	TBD by Board Meeting Date	xx/xx/xx	Lead Department	Grant submittals which require the commitment of unbudgeted resources require Board approval prior to submittal.
Submit Application	Deadline	xx/xx/xx	TBD	Final application submitted to grantor agency.

*\*Earlier deadline is for grants which require Board approval prior to submission*