

County of Monterey – 2023 CSAC Challenge Award Entry
Issue Area: Administration of Justice & Public Safety
Population: Suburban County Category

Camp Esperanza

Overview: Camp Esperanza is a District Attorney’s Office led weeklong summer camp for child victims of crime in Monterey County. This year was a surf camp.

Challenge: Children who are victims of crime or who witness crimes against others are more likely to have long term negative emotional, social and behavioral impacts. Some effects of the crime and violence include depression, anxiety, substance abuse, lack of school attendance, gang membership, incarceration, having physically abusive relationships, and becoming a victim of sexual assault. Family violence is commonly generational, and the youth do not have positive adult role models or have examples of healthy relationships. Violence is all they have been subjected to and they do not have appropriate coping skills to deal with their environment and turn to negative or destructive behaviors.

Solution: The Monterey County District Attorney’s Office is establishing it’s first Family Justice Center. The Alliance for Hope, an umbrella organization, introduced the concept of Camp Hope. Camp Hope in other areas of the country is a weeklong overnight camp for children who were victims of crime. The Monterey County District Attorney’s Office along with the Monterey County Rape Crisis Center, YWCA of Monterey County and Monterey County Behavioral Health decided to create a similar weeklong day camp for child victims in Monterey County called Camp Esperanza. Camp Esperanza allows the youth to be in a safe space with positive role models and positive experiences. It models how adults should interact with them, in a caring and respectful way. It shows healthy boundaries between adults and youth. The camp offers a support system with peers who have been exposed to similar situations and even if they do not discuss their experiences with each other, they know they are not alone. Camp Esperanza 2023 consisted of a surfing camp with the assistance of the Wahine Project, a local community-based agency who met all the needs of Camp Esperanza. The Wahine Project increases access to ocean sports to a diversity of youth,

builds a relationship with the ocean and forms a community. The youth not only spent time in the water learning to surf and kayak, but also participated in circle time where they were able to reflect, journal and join in discussions. They started the week as strangers but were able to form a strong bond that included celebrating each other's successes, encouraging one another in new tasks, making sure everyone felt included and asking each other to stay in touch even after camp.

Innovation: Child victims of crimes are identified from the different partner agencies and are brought together to experience something new. The youth bond with each other through the course of the week and maintain healthy relationships with staff, which include surfing instructors, District Attorney Investigators, Victim Advocates and Therapists. This camp allows the youth to challenge themselves by taking them out of their comfort zone, build self-awareness and practice positive communication skills. All of which can be applied to their everyday lives and help them to lead a productive future.

Results: For the past four years of Camp Esperanza, about fifty child victims have been given the opportunity to attend either horse camp or surf camp for one week. Many of the children had not been exposed to horses or the ocean. It was a chance for them to learn about something different and try something new. Surveys conducted after each camp indicated the campers enjoyed their experiences, enjoyed meeting new people, felt comfortable and respected by the staff, and would return to camp again if given the opportunity.

Replicability: Camp Esperanza can be replicated by government and community-based agencies who work with child victims of crime. The most challenging aspect would be identifying a summer camp that promotes team building, self-growth and is interesting to the youth, but most importantly, ensuring the staff of the camp provide trauma informed care while interacting with the youth.

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County of Monterey – 2023 CSAC Challenge Award Entry

Issue Area: Health & Human Services

Population: Suburban County Category

Pajaro River Encampment Resolution Project

Overview: The Pajaro River encampment resolution project is a multi-jurisdictional partnership that puts chronically homeless individuals living on the Pajaro River on a pathway to housing.

Challenge: There is a large encampment of 75-200 individuals that is located along the Pajaro River near the City of Watsonville (Santa Cruz County) and unincorporated town of Pajaro (Monterey County). Due to health and safety concerns, each year both Counties and the City of Watsonville independently clear encampments within their jurisdictions in preparation for the rainy season. However, encampment occupants return within weeks after the clean-ups. This encampment was prioritized due to the vulnerability of the residents. Many have significant physical and behavioral health challenges, and their immigration status increases the complexity of access to housing and services. The area surrounding the encampment is a “service desert” with minimal resources for people experiencing homelessness and there was a general perception that the people “choose homelessness” and “didn’t want housing”. Moreover, this site is slated for a major levee construction project that will require the current residents to move. The levees have broken multiple times, causing hundreds of millions of dollars in damages in 1997 and 2023. The US Army Corps of Engineers and the State have agreed to jointly invest more than \$400 million to expand and repair the levee in upcoming years.

Solution: In 2022, the County of Monterey convened a meeting with the County of Santa Cruz, the City of Watsonville, and the Pajaro Regional Flood Management Agency (PRFMA) to coordinate the annual clean-up. While it was necessary to enforce the removal of the encampment, it was mutually agreed that an alternate option was necessary to break the cycle. The question was posed “without regard to jurisdictional boundaries, how can we help the people living in this encampment?”. The County of Monterey then deployed an outreach team to interview individuals living along both sides of the river to answer that question. Virtually all of them indicated they would prefer to move to interim housing, provided it was non-congregate, low-barrier, and allowed them to bring their partners, pets, and belongings. They voiced a need for services related to substance-use disorder, mental health,

employment, and housing navigation, and agreed to move-in if such a program was created. All three jurisdictions sought out locations for a site on either side of the county line to host such a project and eventually agreed to pursue a partnership with a church in Watsonville to convert their property into a tiny village of modular units; and in June 2023, the County of Monterey was awarded \$8 million to move the project forward. The County of Santa Cruz leveraged the grant with over \$1 million in services.

Innovation: In communities where encampments overlap jurisdictional boundaries, tension often lies between the governing bodies. Fear of assuming the responsibility for the entire encampment may lead to disjointed efforts that can harm the well-being of encampment occupants as they bounce between invisible lines, while losing their belongings, medications, and vital documents in the process. Because individuals return to encampments shortly after a clean-up occurs, the assumption that people don't want help persists. However, allowing individuals to have authentic and significant influence on the design of the program that is intended to serve them proves otherwise. The residents lovingly named the project *Recurso de Fuerza*, or Resource of Strength, and the partners agreed to honor that name.

Results: While the Counties are still working on implementation of the project, the housed and unhoused community has been very vocal about their deep appreciation for the solutions-oriented, people-centered approach to a complex issue that has plagued the area for decades. The project will fill a service desert for two counties, addresses a concern that could have stalled the levee expansion project, and will assist individuals that have been experiencing homelessness for many years.

Replicability: The entire project was built on the framework of the U.S. Interagency Council on Homelessness *7 Principles for Addressing Encampments* and can be replicated by communities where jurisdictional boundaries hinders solutions. No one entity can address homelessness alone and deep commitments and collaborations are needed to have collective impact.

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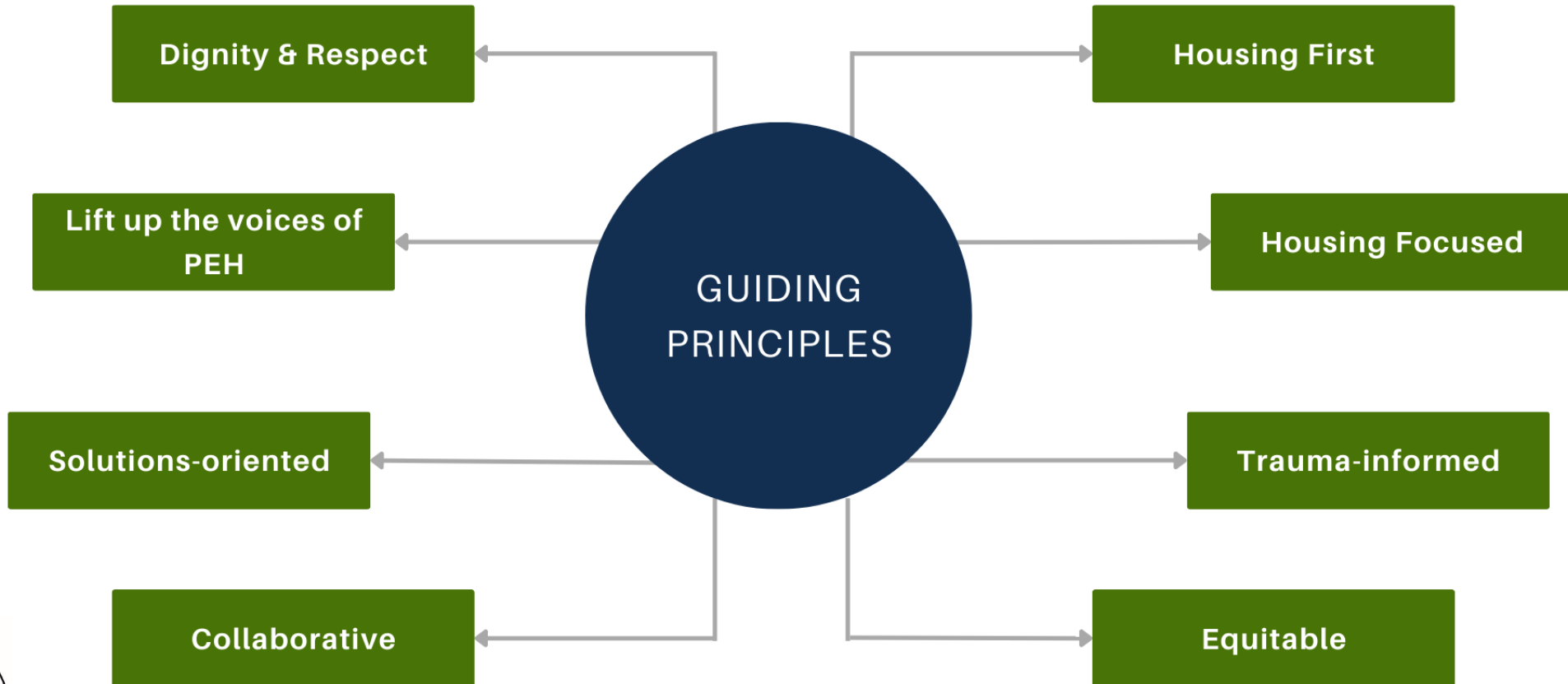
PROJECT OVERVIEW

ROXANNE V. WILSON

Homeless Services Director, County of Monterey



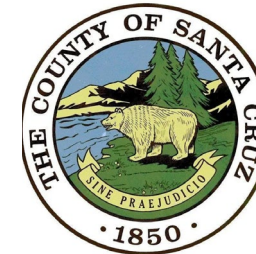
COUNTY OF MONTEREY'S HOMELESS SERVICES PROGRAM





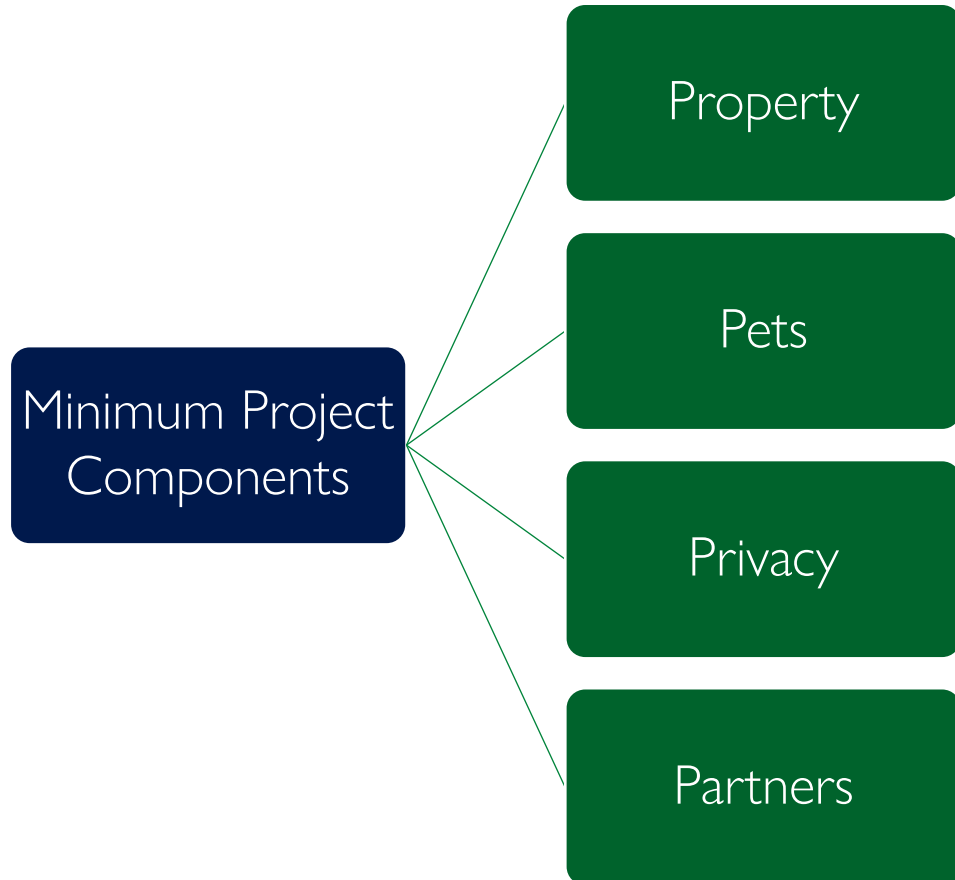
PAJARO RIVER

- People are subjected to annual clean-ups due to safety concerns surrounding floods
- Large amounts of waste & debris flow into the marine sanctuary
- \$400 million levee project, enforcement will be necessary
- Shared population



PROJECT DESIGN

- Must be in collaboration with other impacted jurisdictions
- Interviews took place by Community Health Engagement with more than 45 encampment occupants from approx. Sept.- Nov. 2022
- Occupants identified their needs, such as immigration and citizenship assistance, job development, mental health services, substance abuse, etc.)
- 45+ Interest List
- Occupants named the project: Recurso de Fuerza (Resource of Strength)
- Potential sites were visited in both N. Monterey County and S. Santa Cruz Counties



CONTINUUM OF SERVICES

Outreach & Engagement

- Mobile Case Management
- Vital Document Recovery
- Street Medicine
- Voluntary Trash Mediation
- Understanding the people and their complex needs

Housing Navigation Center/Emergency Shelter/Interim Housing

- Health Services
- Substance Use Disorder
- Pet Services (Shots, Records, Spay/Neutered)
- Transportation
- Relocation
- Immigration & Citizenship Services
- Job Placements
- Non-Congregate
- Housing Navigation

Permanent Housing

- **Rapid Re-Housing (Market Rentals)**
- Emergency Housing Vouchers (MC)*
- Homeless Set-Aside Vouchers (MC)
- Homekey (SCC)
- Shared Housing
- CES (MC/SCC)
- Reunification
- Retention Services

RECURSO DE FUERZA

- Westview Presbyterian Church
- 34 Non-congregate units (4 ADA)
- Storage facilities
- Indoor and outdoor dining areas
- Showers
- Dog Run
- Laundry Room
- Offices
- Fencing to block off access to Cherry Court



DIGNITY MOVES

Similar Projects in:

- San Francisco
- Rohnert Park
- City of Alameda
- Santa Barbara
- Santa Maria

Units are by Boss Cubez

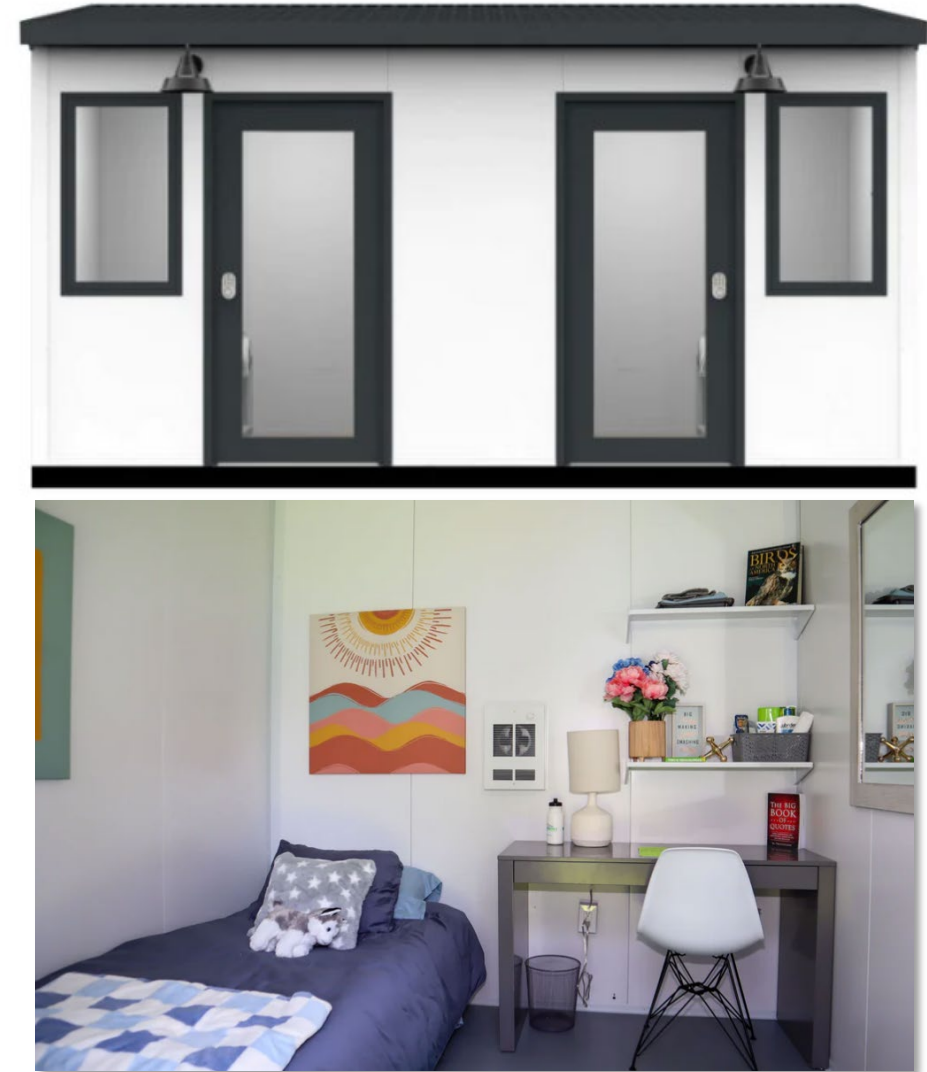



DIGNITYMOVES
REIMAGINING SCALABLE SOLUTIONS TO HOMELESSNESS

WWW.DIGNITYMOVES.ORG

BOSS CUBEZ

- Class 1 Fire Safety Rating
- Fast and efficient
- Cube144 Two Room
- Assembly: 48 man hours
- Lifiable Foundation: Yes
- Lifespan: 20+ Years
- Windows
- Insulation
- Power outlets, junction box, interior and exterior light, etc.
- AC/Heater
- Movable by forklift



HOMEFIRST

Mission: Every day HomeFirst works to end homelessness by providing a full spectrum of services to help people find a home, improve their lives & stay housed.

Vision: A community in which everyone has a home.

Guiding Principles:

- Housing First
- Harm Reduction
- Low Barrier

Wrap-around services:

- Case Management
- Housing Navigation
- Service Coordination (Immigration/Citizenship, Mental Health, Substance Abuse, Jobs, etc)



Operator of Homelessness Prevention, Outreach, Emergency Shelter, Interim, and Permanent Housing Programs (including similar project in Rohnert Park)

HOMEFIRST
Where Homelessness Ends.

GRANT AWARD \$ 7,986,354.26

Activity	Amount
Site Development (34 Units, Dining Area, Dog Run, Showers, Laundry, Design, Permits, Paving, etc.)	\$ 3,914,459.00
Services (2 yrs)	\$ 301,463.00
Operations (2 yrs)	\$ 3,048,130.26
Meals (2 yrs)	\$ 292,000.00
Contingencies	\$ 50,000.00
Admin (2.5 yrs)	\$ 380,302.00

NEXT STEPS

Activity	Responsible Entities
Finalize contract with Cal ICH	County of Monterey
Memorandum of Understanding	Counties of Monterey & Santa Cruz, City of Watsonville, PRFMA
Community Engagement	Westview Presbyterian Church, HomeFirst
Contract Negotiations	County of Monterey
Permits	City of Watsonville, Westview Presbyterian Church, Dignity Moves
Santa Barbara Site Tour	County of Monterey
Construction	Westview Presbyterian Church, Dignity Moves
Begin intakes and encampment mitigation	Community Health Engagement, HomeFirst, PRFMA



THANK YOU

County of Monterey – 2023 CSAC Challenge Award Entry
Issue Area: Government Finance, Administration & Technology
Population: Suburban County Category

Monterey County Environmental Public Health Leadership Institute ([MEPHLI](#))

Overview: The Monterey County Environmental Public Health Leadership Institute (MEPHLI) is a leadership program that strengthens professionalism, skill and developmental capabilities of environmental health specialists/support staff.

Challenge: Practitioners of environmental health are responsible for providing county services whose goal is the protection of public health through education and when needed through enforcement. For these routine service tasks, we have learned that subject matter expertise is only a part of what it takes to effectively get the job done. To meet expectations of providing excellent service with the goal of protecting public health, an investment in environmental health staff professional development had to be made.

Solution: The U.S. Centers for Disease Control and Prevention’s Environmental Public Health Leadership Institute ([EPHLI](#)) was a yearlong program that offered selectees exposure to environmental and public health principles in a workshop and coach style setting. EPHLI fellowship cohorts consisted of local, state, and federal environmental health leaders and fostered professional growth through coaching and networking. Unfortunately, EPHLI was discontinued back in the 2010’s. In 2012 our organization’s former Director, John Ramirez along with his then Assistant Director, Ric Encarnacion, created a local internal operational leadership program, the Monterey County Environmental Public Health Leadership Institute (MEPHLI) which focused on environmental and public health principles, individual professional development, and project management. Both John and Ric were graduates of separate EPHLI cohorts and decided to adopt EPHLI’s basic elements into MEPHLI.

Innovation: Knowing that resources for environmental health specific leadership training is rare and limited, the founders of MEPHLI relied on developing a curriculum that would incorporate basic principles

of leadership development that was incorporated in the CDC's EPHLI program as well as gathering readily available resources, such as a local subject matter expert in Systems Thinking and organizational management, as well as the incorporation of county trainers and teaching content.

Results: Some MEPHLI projects were adopted into practice or evolved into the foundations of ongoing efforts. The goal of relating MEPHLI cohort member projects to the 10 Essential Services has been apparent: of the 10 Essential Public Health Services, MEPHLI has successfully implemented or examined implementation of solutions. Examples of cohort member projects and further details regarding the program are attached.

Replicability: The basic elements of the MEPHLI program have been well established within the Bureau: professional development planning, essential services of environmental public health, project management and presentation. The leaders and mentors of the prior cohorts remain today as the current leadership of the organization and are preparing the next cohort of our newer staff. There usually is enough in-house expertise in any organization to develop leadership within their own ranks to fill the outline we have prepared for MEPHLI. The outline can be modified to include an organization or trade profession's standards and practices, to ensure replicability to other service type organizations.

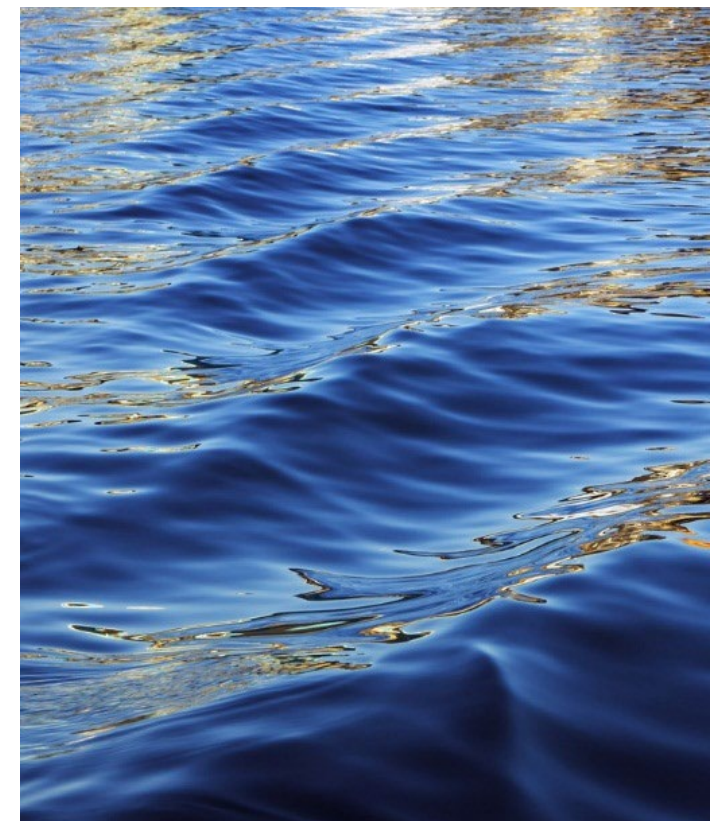
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Introduction of CSIP Monitoring Program to Protect Irrigated Food Crops and Prevent Foodborne Outbreaks

Isaiah Tuazon, R.E.H.S. II
MEPHLI 2018-2019



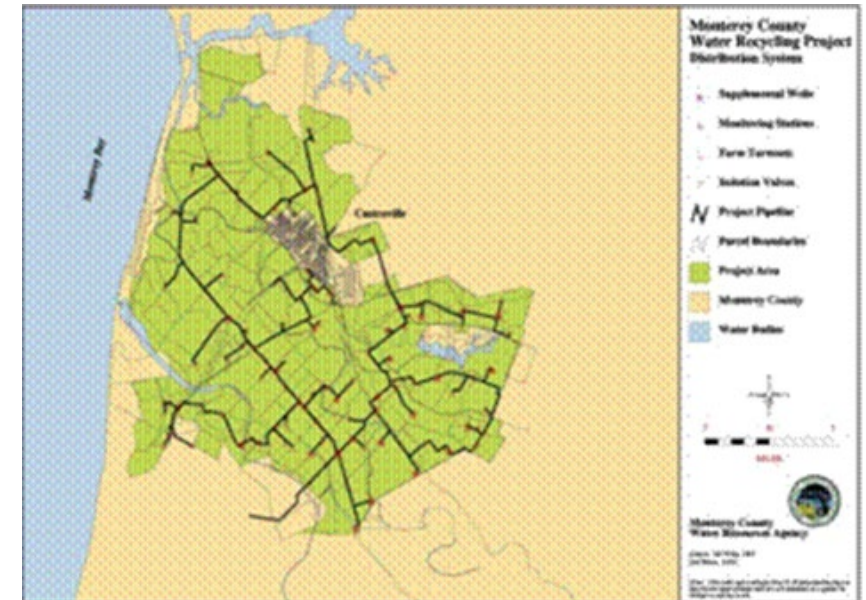
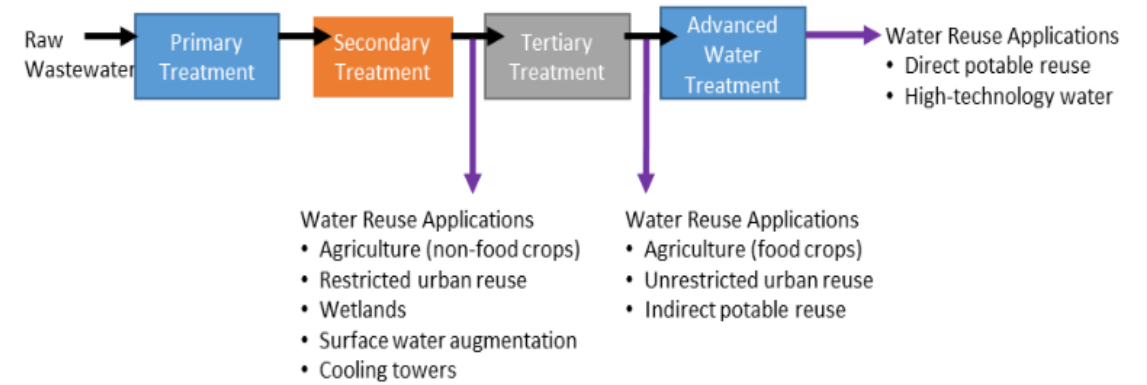
Background

What is Water Recycling?

How Can Recycled Water Benefit Us?

Recycled Water for Food Crops?

Castroville Seawater Intrusion Project (CSIP)



Castroville Seawater Intrusion Project (CSIP) distribution system located on 12,000 acres of farmland in Northern Salinas Valley.

Current Issues

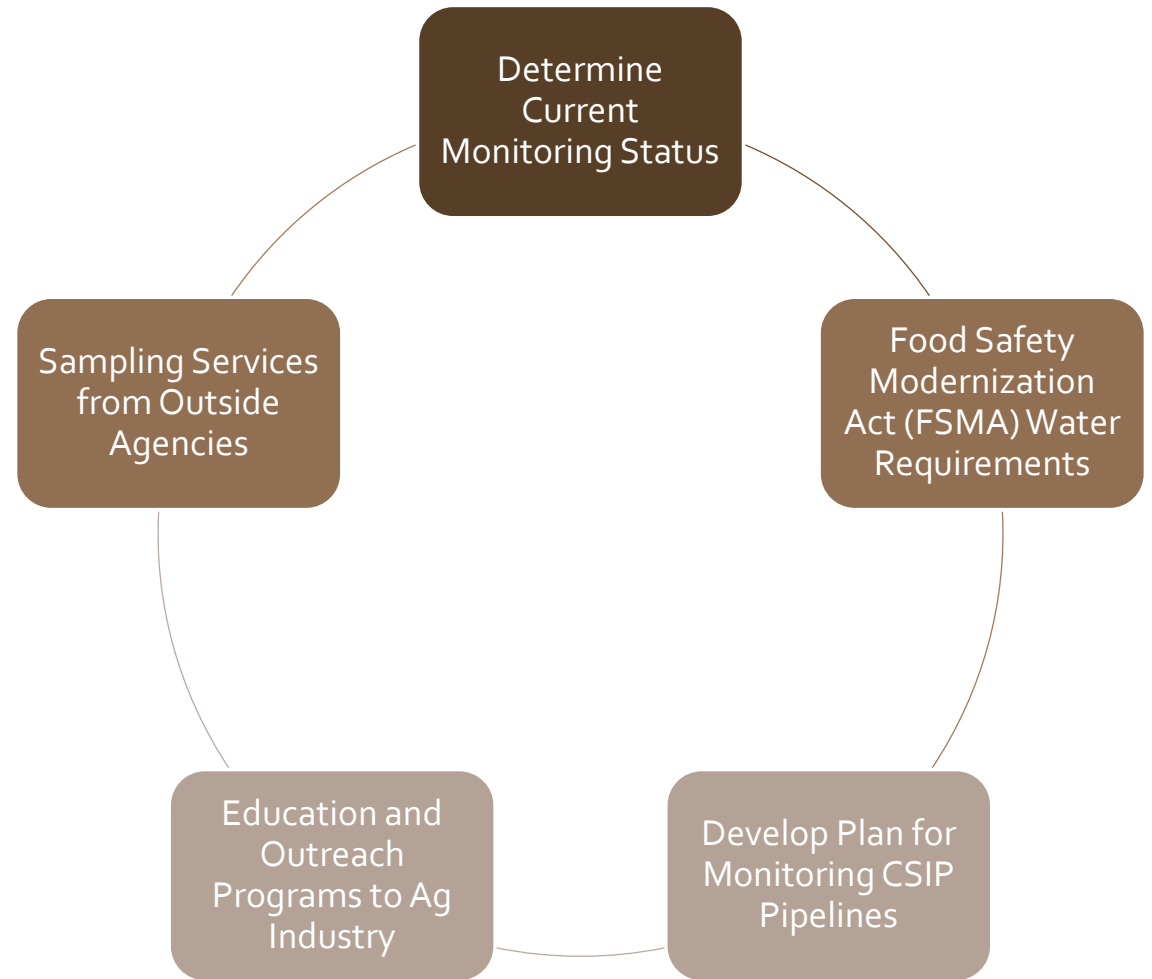
Water
Quality
Issues at
Treatment
Plants

Recent
E.coli
o157:H7
Outbreaks

Lack of
monitoring
along CSIP
Distribution
System



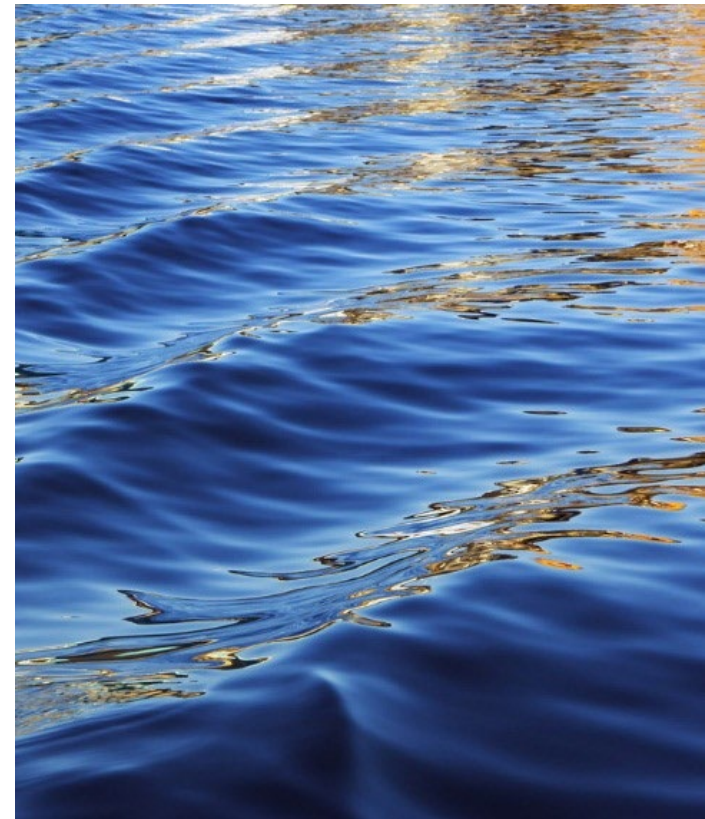
Project Plan





Pure Water Project

<https://www.youtube.com/watch?v=vrRpzV6p1C8>





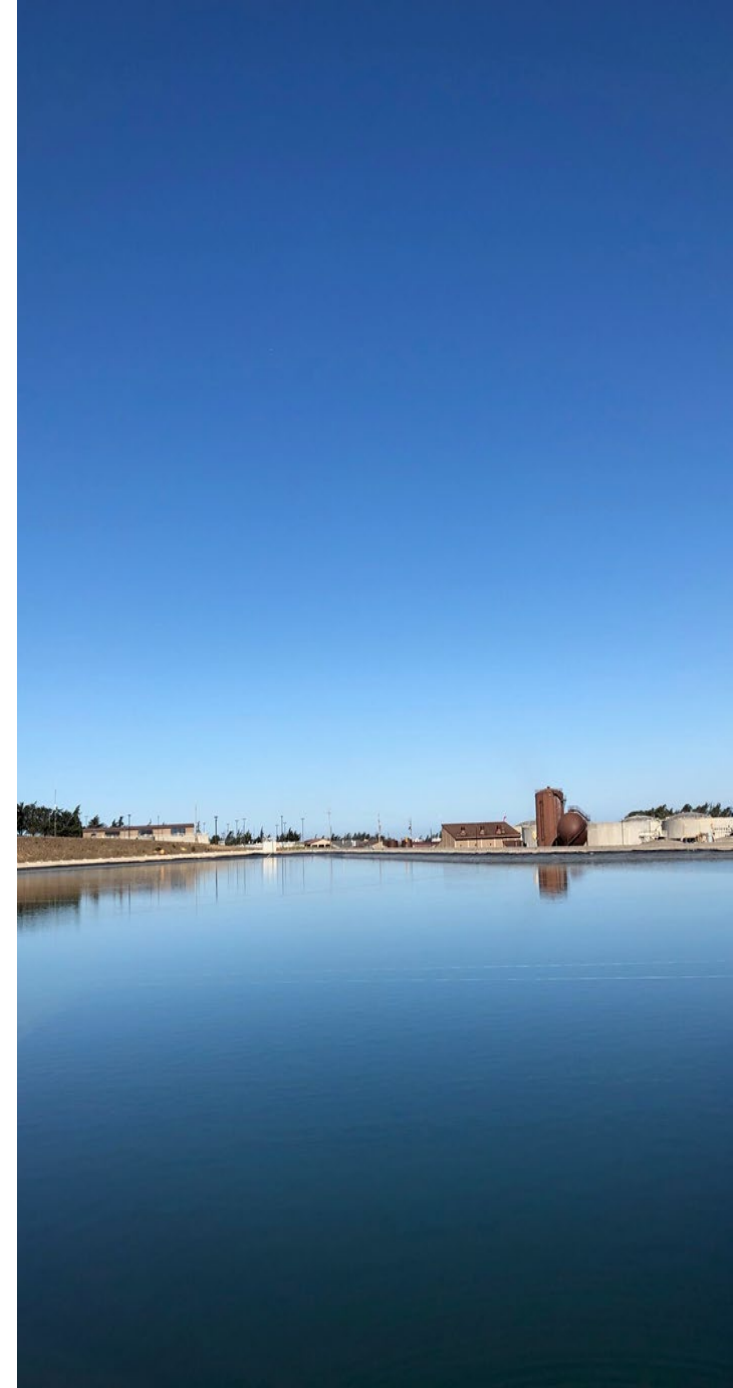


“You have brains in your head. You have feet in your shoes. You can steer yourself any direction you choose. You're on your own. And you know what you know. And YOU are the one who'll decide where to go...”

“You're off to Great Places!
Today is your day!
Your mountain is waiting,
So... get on your way!”

— Dr. Seuss, [Oh, The Places You'll Go!](#)

Thank you!



Environmental Public Health Performance Standards (Version 2.0)

Updated May 2014

National Center for Environmental Health
Division of Emergency and Environmental Health Services



Environmental Public Health Performance Standards

(Version 2.0)

Updated May 2014

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Foreword

Environmental health programs can use the Environmental Public Health Performance Standards (EnvPHPS) to improve environmental health services delivered in their community. This document provides background information on the standards and instructions for completing the assessment.

The EnvPHPS establish a set of standards that describe the level of performance and capacity to which all environmental health systems (EH System) and programs should aspire. The standards describe activities, actions, and processes an EH System or program should perform to optimally provide the Essential Environmental Public Health Services. The assessment results can be used to determine action needed to improve capacity to perform the essential services. The instrument is designed to be used at multiple levels. For instance, it can be used to

- focus on a particular programmatic area of shared concern such as safe drinking water or vector control,
- assess a division or department, or
- assess the environmental health system as a whole, involving health department organizations, other government agencies, and external organizations such as nonprofit groups, industry, academia, and community groups.

The primary goal of the EnvPHPS is to promote continuous improvement of environmental public health. Implementation of the EnvPHPS is intended to foster improvement at the state, tribal, local, territorial, and national levels by building

- Capacity to provide the ten Essential Environmental Public Health Services,
- Community accountability for environmental public health services, and
- Consistency of services across EH Systems or programs.

Acknowledgments

CDC received input on the EnvPHPS from organizations representing the nation's leadership for environmental public health, including the following:

- American Public Health Association (APHA)
- Association of Environmental Health Academic Programs (AEHAP)
- Association of Schools of Public Health (ASPH)
- Association of State and Territorial Health Officials (ASTHO)
- National Association of County and City Health Officials (NACCHO)
- National Association of Local Boards of Health (NALBOH)
- National Environmental Health Association (NEHA)
- National Conference of Local Environmental Health Administrators (NCLEHA)
- National Conference of State Legislators (NCSL)

The instrument was developed in collaboration with an expert panel of environmental health managers and practitioners led by CAPT Patrick O. Bohan, MSEH, MS, PhD, USPHS (Ret), Assistant Professor, East Central University, Ada, Oklahoma.

The panel of experts who contributed to the creation of this instrument in 2010 includes

- Gerry Barron, MPH, Associate Professor, Department of Health Policy and Management, University of Pittsburgh Graduate School of Public Health and former Deputy Director, Allegheny County Health Department, Pittsburgh, Pennsylvania
- Rob Blake, MPH, Chief, Environmental Health Services Branch, Division of Emergency and Environmental Health Services, National Center for Environmental Health, Centers for Disease Control and Prevention, and former Director of Environmental Health Services for the State of Georgia
- Scott Holmes, MPH, Director, Environmental Health, Lincoln-Lancaster County, Nebraska
- Sarah Kotchian, EdM, MPH, PhD, former Research Assistant Professor, Institute for Public Health, University of New Mexico and former Director of the Albuquerque Environmental Health Department

Carl Osaki, MPH, Clinical Associate Professor, School of Public Health and Community Medicine, University of Washington and former Environmental Health Director of the Seattle/King County Health Department

Ken Sharp, Director, Division of Environmental Health, Iowa Department of Public Health

Peter Thornton, MPH, retired Director, Environmental Health, Volusia County, Florida

Charles Treser, MPH, Senior Lecturer, School of Public Health and Community Medicine, University of Washington

Members of the Environmental Health Services Branch, within the National Center for Environmental Health at the Centers for Disease Control and Prevention (CDC), have been valuable partners and advisors throughout this project including Dr. Sharunda Buchanan, former Environmental Health Services Branch Chief and current Director, Division of Emergency and Environmental Health Services; CAPT John Sarisky, Senior Environmental Health Scientist; CAPT Charles Otto, Senior Environmental Health Scientist; and Dr. Hugh Mainzer, Epidemiologist. Liza Corso and Teresa Daub from the CDC NPHPS program have provided important feedback to ensure that the EnvPHPS are effectively linked to the NPHPS.

In addition, numerous federal, state, local, and tribal agencies and universities reviewed the draft instrument and provided valuable feedback for its improvement.

Background

The EnvPHPS were developed in cooperation with the National Public Health Performance Standards Program (NPHPSP) at the Centers for Disease Control and Prevention (CDC) to complement those standards.

The organizational framework for the EnvPHPS is the Ten Essential Environmental Public Health Services (<http://www.cdc.gov/nceh/ehs/Home/HealthService.htm>). The Essential Public Health Services were developed by the Core Public Health Functions Steering Committee in 1994 to describe the core functions of public health—assessment, policy development, and assurance—as identified in the 1988 Institute of Medicine Report *The Future of Public Health*. The Essential Public Health Services were later used as a guide for developing the NPHPSP. The Essential Environmental Public Health Services were derived from the Essential Public Health Services and provide the basis for the EnvPHPS.

The EnvPHPS enable a deeper assessment of an EH System's or program's capacity to provide the Essential Environmental Public Health Services. This instrument will also enable a broader exploration and understanding of the relationships among public and private entities, individuals, and informal associations that contribute to the delivery of environmental public health services within an EH System or program.

Value and Benefits of the Environmental Public Health Performance Standards

EH Systems and programs that use the EnvPHPS may expect the following benefits:

- Participants educated about environmental health and the range of services and partners needed to improve the public's health.
- Improved collaboration among partners to enhance communication, improved coordination of activities and resources, and reduced duplication of services.
- Identified strengths and gaps that can be addressed through quality improvement efforts.
- A benchmark for environmental public health practice improvements through establishment of optimal standards and measures.
- Information and data that EH Systems and programs can use to better advocate for changes in policy or resource allocation to improve community environmental health status.

The EnvPHPS can be used to enhance the practice of environmental public health in several additional ways:

- The EnvPHPS can be used to orient new or existing staff unfamiliar with environmental public health.
- The standards provide an excellent description of what is meant by performing the Essential Environmental Public Health Services.
- Data can be collected from those who complete the instrument and aggregated to identify gaps and set an agenda to improve environmental public health capacity for a multicounty jurisdiction, state, or region.

The standards and the self-assessment process are intended to provide a valid and reliable tool for measuring and continuously improving environmental health services and performance. The standards are being used in a variety of practice settings (to assess activities, programs, departments, and agencies), and also in entire systems (to improve the quality of environmental public health services).

10 Essential Environmental Public Health Services

The Essential Environmental Public Health Services provide the framework for the self-assessment instrument. These services describe the collective set of capacities and activities necessary in an EH System or program to effectively support the provision of services and programs needed to improve and protect environmental health.

1. **Monitor** environmental and health status to identify and solve community environmental health problems.
2. **Diagnose and investigate** environmental health problems and health hazards in the community.
3. **Inform, educate, and empower** people about environmental health issues.
4. **Mobilize** community partnerships and actions to identify and solve environmental health problems.
5. **Develop policies and plans** that support individual and community environmental health efforts.
6. **Enforce** laws and regulations that protect environmental health and ensure safety.
7. **Link** people to needed environmental health services and assure the provision of environmental health services when otherwise unavailable.
8. **Assure** a competent environmental health workforce.
9. **Evaluate** the effectiveness, accessibility, and quality of personal and population based environmental health services.
10. **Research** for new insights and innovative solutions to environmental health problems and issues.

Instructions for Using the EnvPHPS

The standards are divided into ten sections—one for each essential service. The instrument is intended to be applied in totality to assess an EH System or program's performance. Each section begins with a description of the essential service. The instrument then presents a set of standards that describe the optimum performance of the essential services. Each standard is presented along with a narrative description and a brief list of the key actions needed to accomplish the standard. These actions are assessed through a series of questions to measure the performance of that standard.

The assessment process is described in three phases: pre assessment, assessment, and post assessment. These phases along with corresponding tools from an online toolkit are described below. (<http://www.cdc.gov/nceh/ehs/EnvPHPS/resources.htm>).

Pre-assessment

1. Determine whether the assessment will be of a particular programmatic area, a department, or the EH System as a whole.
2. Identify the individual or core team responsible for coordinating the assessment and identify other team members who will be involved in completing the instrument. This may include environmental health staff, program managers, and other relevant partners from public agencies, private entities, and voluntary organizations that contribute to environmental health activities within a given area.

The team should appropriately represent the breadth of individuals or agencies involved with providing the relevant environmental health services. For instance, if the assessment focuses on a food program, you may wish to include environmental health specialists, supervisors, members of the regulated food community, consumers, individuals from food programs at another level of government, etc. If the assessment will focus on the broad multiagency environmental health system in the jurisdiction, include representatives from those groups that also provide environmental health services in that area. The size and constituency of the group will vary, but, in general, a group size of 5-15 allows time for discussion of various viewpoints as the group completes the instrument.

3. Orient the group to the assessment documents and process. Have a brief discussion of the core functions of public health (assessment, policy development, and assurance), the Essential Services of Public Health, the Essential Environmental Public Health Services, EnvPHPS, and the value of completing the assessment.

It may be useful for the group to review the training course on the Ten Essential Services of Environmental Health, developed by Carl Osaki and available at no charge at <http://www.wvdhhr.org/envhealth/index.htm>. Have the group review the EnvPHPS Version 2.0 document before beginning work on the self-assessment instrument.

4. Set a time to conduct the assessment. Groups have generally been able to complete the assessment in a day (or less); however, your group will decide what schedule works best.

Supporting resources for the pre-assessment phase [available in the online assessment toolkit]:

- EnvPHPS Factsheet
- EnvPHPS Frequently Asked Questions
- Invitation Letter Template
- Stakeholder List
- Stakeholder Mapping Venn Diagram

http://www.cdc.gov/nceh/ehs/envphps/assessment_toolkit.htm

Assessment

5. Review the two parts to the self-assessment instrument:

- Part I requests general information about the environmental health program. This includes some demographic information about the population served, the environmental health staff who provide the services, and budget data.
- Part II includes questions (measures) that assess the capacity of the EH System or program to provide the Essential Environmental Public Health Services. The responses to these questions serve as a measure of the level of performance.

6. Discuss the five possible responses to each question in Part II. As each question is discussed, the team should determine the response that best fits the current level of activity and record responses on the self-assessment form. Do not leave a response blank. Improvement will not occur unless the self-assessment team is brutally honest with their responses. If a partial service is provided, it should be indicated as such.

The response options are

- **NO ACTIVITY** - 0% or absolutely no activity.
- **MINIMAL ACTIVITY** - greater than zero but not more the 25% of the activity described within the question is met within the EH System or program.
- **MODERATE ACTIVITY** - greater than 25% but not more than 50% of the activity described within the question is met within the EH System or program.
- **SIGNIFICANT ACTIVITY** - greater than 50% but not more than 75% of the activity described within the question is met within the EH System or program.
- **OPTIMAL ACTIVITY** - greater than 75% of the activity described within the question is met within the EH System or program.

Supporting resources for the assessment phase (available in the online assessment toolkit):

- Facilitator's Guide
- Recorder's Guide
- Voting Cards

http://www.cdc.gov/nceh/ehs/envphps/assessment_toolkit.htm

Post-assessment

7. Enter each response into the self-assessment response analysis tool in the online assessment toolkit. The tool will calculate the level of activity for each of the ten essential services and the overall self-assessment. (You can also use the response analysis tool during the discussion to keep track of responses as you go along.)
8. Reconvene the assessment team to consider next steps once the members have the self-assessment results.

A jurisdiction may have low levels of activity on several of the essential services. The group should review the gaps revealed by the self-assessment, set priorities, and develop an improvement plan for identified gaps. For each gap, the group should first consider why the gap exists, what circumstances allow this gap to exist, whether previous attempts have been made to address this gap, and why these fixes did not work.

After fully understanding why a gap exists, the team is ready to begin developing an improvement plan. The team should consider all options and select the most appropriate and reasonable intervention. The team will then develop a plan to implement the intervention. Processes such as Protocol for Assessing Community Excellence in Environmental Health may be useful for setting priorities and action plans.

The group may also wish to establish a schedule for periodically reviewing progress on the action plan and for reassessing the program or jurisdiction after a specified time to assess progress. There may also be opportunities to integrate the findings with broader public health improvement efforts such as community health improvement plans or strategic plans, both of which are prerequisites for public health accreditation. Results can then be entered into the report template also available in the assessment toolkit.

Supporting resources for the post-assessment phase (available in the online assessment toolkit):

- Assessment Report Template
- Follow-up Letter Template
- Response Analysis Tool
- Root Cause Analysis Tool

http://www.cdc.gov/nceh/ehs/envphps/assessment_toolkit.htm

Essential Service #1: Monitor Environmental and Health Status to Identify and Solve Community Environmental Health Problems

This service includes

- Accurate assessment of the community's environmental health status:
 - Identification of community environmental health problems;
 - Identification of the environmental factors contributing to environmental health problems and data on environmental quality (air quality, water quality).
- Utilization of appropriate methods and technology, such as geographic information systems, to collect, store, manage and interpret data.
- Communication of data to diverse audiences.
- Collaboration among all environmental health system partners to share data in order to track changes in environmental conditions that potentially impact environmental and human health.

Model Standard 1.1: Community Environmental Health Profile

The community environmental health profile (CEHP) summarizes data collected in a community assessment and describes the current status of a range of environmental health factors in a community. This information can be used to establish priorities, direct resources, and provide a baseline against which improvement is measured.

The CEHP includes broad-based surveillance data and measures related to environmentally-related illness, disease, and injury and environmental health risks at individual and community levels including such information as: demographic and socioeconomic characteristics; environmental indicators (such as air quality data, drinking water quality); environmental health indicators (such as frequency of critical violations from food inspections, underground storage tanks); risk factors; and health status (such as death, illness, injury and infectious disease).

The CEHP displays information about community trends overall, as well as about population disparities in health status and hazard exposure. Local measures are compared with peer, state, and national benchmarks. Data are prepared and displayed in multiple formats so they are easily understood by diverse audiences, such as the media, community-based organizations and policy makers.

To accomplish this, the EH System or program

Conducts community environmental health assessments approximately every 3 years to monitor progress towards environmental health-related objectives.

- Compiles and periodically updates a community environmental health profile using community environmental health assessment data.
- Assures that profile (assessment) data can be easily understood and accessed by the community.

Please answer the following questions related to Standard 1.1:

1.1A Has a community environmental health assessment been completed?

1.1B Is the community environmental health assessment updated at least every 3 years?

1.1C Are existing and potential environmental health trends identified by comparing analysis results to relevant benchmarks?

1.1C Discussion Toolbox: In considering 1.1C, are data compared with data from

- Peer (demographically similar) communities?
- The region?
- The state?
- The nation?

1.1D Have the data from the community environmental health assessment been compiled into an updated profile?

1.1D Discussion Toolbox: The profile may include the following elements:

- Environmentally related illness
- Environmentally related disease
- Environmentally related injury
- Environmental factors contributing to environmental health problems (such as frequency of code violations, air and water quality indicators, etc.)
- Community perceptions and other information from the community environmental health assessment

- 1.1E** Are environmental health data prepared in a format that allows for the clear communication and interpretation by the public and policy makers?
- 1.1F** Is information about the community environmental health status easily available to individuals, community groups, and other organizations in a printed and web-based version?

Model Standard 1.2: Current Technology for Data Collection, Storage, and Analysis (e.g., GIS, surveys and databases)

The EH System or program develops plans to create and support data and information systems to assure accurate and timely reporting. The EH System or program identifies sources of the necessary data and contact information for obtaining the data. EH System or program utilizes current state-of-the-art technology to support data plans and information systems.

To accomplish this, the EH System or program

- Identifies and uses current technology for collecting, storing, and analyzing environmental health data.
- Uses geographic information systems (GIS).

Please answer the following question related to Standard 1.2:

1.2A Are appropriate tools, such as GIS, used to support the profile databases?

1.2A Discussion Toolbox: In considering 1.2A, is current technology, such as GIS, used to

- Collect data?
- Manage data?
- Integrate databases?
- Analyze data?

Model Standard 1.3: Enhanced Environmental Health Databases and Plan

The EH System or program develops and implements a data collection plan to help with the assessment process. Data included in the community environmental health profile are accurate, reliable, and consistently interpreted according to the science and evidence-base for public health practice. Environmental health databases are maintained and linked with disease registries, environmental hazard/pollutant databases and exposure registries.

To accomplish this, the EH System or program

- Collects data from other agencies and organizations involved in environmental and health protection.
- Creates a plan for addressing gaps in data needed.

Please answer the following questions related to Standard 1.3:

1.3A Are data collected from a range of sources involved in environmental and public health protection (e.g., epidemiology, disease registries, tracking partners, local and state departments of environmental quality)?

1.3B Have plans been made to address gaps in information and data needed?

Essential Service #2: Diagnose and Investigate Environmental Health Problems and Health Hazards in the Community

This service includes

- Investigation of patterns and outbreaks of environmentally-related illness, disease, injury, environmental hazards, environmental risk factors, and other environmental health threats.
- Investigation and response to emergencies.
- Access to a public health laboratory capable of conducting rapid screening and high volume testing.

Model Standard 2.1: Identification and Surveillance of Environmental Health Threats

A surveillance system is in place to identify patterns and/or outbreaks of environmentally-related illness, disease, injury, environmental risk factors, and other environmental health hazards. Epidemiological and environmental health investigation techniques are used to collect data to identify environmental risk factors for environmentally-related health threats. Surveillance data, which can include frequency of critical food safety violations, results from inspections of various types of facilities, and air and water quality data, are used to track environmental health problems and hazards. Surveillance data are also used to examine the impact of environmental health hazards and risk factors on illness and mortality. Surveillance data provide information necessary to develop interventions aimed at stopping an outbreak, preventing future outbreaks or reversing the patterns of disease and environmental risk factors. The surveillance system is also critical in alerting a jurisdiction to unusual events or patterns that require immediate response.

To accomplish this, the EH System or program

- Participates in a surveillance system to identify patterns of environmentally-related illness, disease, injury, environmental risk factors, and other environmental health hazards that require a response.
- Uses timely information from variety of environmental and health data sources to identify patterns.
- Employs key environmental health staff trained in the application of epidemiology and statistics, or has access to Masters and/or Doctoral level statistical and epidemiological expertise to assess, investigate, and analyze environmental health threats and hazards.

Please answer the following questions related to Standard 2.1:

- 2.1A** Does the EH System or program operate or participate in an environmental health surveillance system that uses timely information from a variety of sources?
- 2.1B** Does the EH System or program use protocols to investigate patterns and/or outbreaks of environmentally-related illness, disease, injury, environmental hazards, and risk factors?
- 2.1C** Does the EH System or program have access to expertise in epidemiology and statistics such as Masters and/or Doctoral level statistical and epidemiological expertise?
- 2.1D** Is key environmental health staff trained in the application of epidemiology and statistics?

Model Standard 2.2: Investigation and Response to Environmental Health Threats and Emergencies

Environmental health is integrated into the EH Systems and programs' all-hazards emergency response plan. The EH System or program has a written plan that details the roles and responsibilities for the local environmental health staff in a natural disaster or other public health emergency. The EH System or program maintains a roster of personnel with the technical expertise to respond to potential natural disasters, biological, chemical, or radiological public health emergencies.

To accomplish this, the EH System or program

- Defines roles and responsibilities of environmental health staff in emergencies.
- Develops written protocols for immediate investigation of public health threats and emergencies.
- Regularly updates roster of personnel.

Please answer the following questions related to Standard 2.2:

- 2.2A** Are roles and responsibilities of the local environmental health staff integrated into the all hazards emergency response plan?
- 2.2B** Are written protocols available to guide immediate investigation of and response to public health threats and emergencies?
- 2.2C** Does the EH System or program regularly update the roster of personnel with technical expertise to respond to potential natural disasters, biological, chemical or radiological public health emergencies?

Model Standard 2.3: Laboratory Accessibility

EH System or program has access to approved laboratories (e.g., credentialed, licensed) capable of supporting investigations of environmental health problems, hazards, and emergencies. EH System or program has written agreements and/or procurement processes in place to access services in emergency situations. In some communities, the actual testing of environmental samples may be performed outside the traditional public and environmental health system. However, the environmental health program retains the responsibility for ensuring that proper testing and timely results are available to the community.

To accomplish this, the EH System or program

- Has agreements with laboratory (ies) capable of meeting routine and emergency diagnostic and surveillance needs.
- Maintains guidelines or protocols to address handling of laboratory samples as well as reporting of findings.

Please answer the following questions related to Standard 2.3:

- 2.3A** Does the EH System or program have established agreements and/or procurement processes to access (24 hours-per-day/7 days-per-week) approved laboratories capable of supporting investigations of environmental health problems, hazards and emergencies?
- 2.3B** Are guidelines or protocols in place to address handling of laboratory samples and reporting of findings?

Essential Service #3: Inform, Educate, and Empower People and Communities about Environmental Health Issues

This service includes

- Communicating the status of environmental health and environmentally-related illness, disease, and injury to the community.
- Designing culturally appropriate environmental health information, environmental health education, and environmental health promotion activities to reduce environmental health risk and promote better health.
- Maintaining accessible environmental health information and educational resources.
- Targeting environmental health education activities to specific groups as necessary (children, septic tank installers and owners, community water systems operators, etc.).
- Establishing emergency risk communication processes designed to inform and mobilize the community regarding environmental health threats or crises.

Model Standard 3.1: Health Education, Health Promotion and Health Communications

There is a plan and system in place to routinely educate and inform the community about environmental health issues. The system recognizes the important role of health education and promotion in ensuring that all community members have the opportunity to become informed about and participate in environmental health decisions. Effective community-based environmental health education uses targeted and culturally appropriate language, materials, and processes. Health communications activities include media campaigns, social marketing, entertainment education and interactive health communication. The EH System or program chooses among a variety of communication channels including interpersonal, small group, organizational, community and mass media to most effectively reach specific segments of the community.

To accomplish this, the EH System or program

- Provides the public, policy makers and stakeholders with information on community environmental health status and needs, as well as information on policies and programs that can improve environmental health.
- Collaborates with various entities in the community on health education and promotion activities.
- Utilizes appropriate communication channels and tools to reach and address the needs of various target audiences.

Please answer the following questions related to Standard 3.1:

- 3.1A** Does the EH System or program have a health communications plan that routinely provides the community (general public, policy makers, and public and private stakeholders) with EH information to enable effective individual, community and policy action?
- 3.1B** Does the EH System or program work with the community to identify health education needs of different segments of the community?
- 3.1C** Does the EH System or program develop appropriate and targeted messages for various segments of the community (e.g., vulnerable, sensitive or disproportionately impacted populations)?
- 3.1D** Are broad-based partners (such as health department, planning and zoning, public works, building, environmental advocacy groups, and the media) working together on environmental health education and promotion activities?
- 3.1E** Does the communications plan provide guidance on creating messages and materials appropriate to the differing communication channels (e.g., Internet, print, radio, and television)?

Model Standard 3.2: Crisis Communications

Crisis communication is the provision of information by public officials to allow individuals, stakeholders, or an entire community to make the best possible decisions about their safety and well-being during a crisis or emergency.

To accomplish this, the EH System or program:

- Develops emergency communications plan(s) and procedures to coordinate governmental alerts to the community about possible environmental health threats and disease outbreaks.

Please answer the following question related to Standard 3.2:

- 3.2A** Does the EH System or program have emergency communication plan(s) to share information among key responders and the public in the event of potentially serious environmental health threats, disease outbreaks and other emergencies?

3.2A Discussion Toolbox: In considering 3.2A, does the emergency communications plan

- Integrate with other emergency communications plans and partners?
- Identify procedures for inter-agency coordination?
- Include procedures for alerting all subpopulations in the community?

Essential Service #4: Mobilize Community Partnerships to Identify and Solve Environmental Health Problems

This service includes

- Identifying potential stakeholders who contribute to or benefit from environmental health, and increase their awareness of the value of environmental health.
- Building coalitions to draw upon the full range of potential human and material resources to improve the community's environmental health.
- Convening and facilitating partnerships among groups and associations (including those not typically considered to be environmental health-related) in undertaking defined environmental health improvement projects.

Model Standard 4.1: Constituency Development

The comprehensive identification and effective solution of environmental health problems can best be accomplished with the assistance or input from constituents and stakeholders within the community. Establishing two-way channels to provide the community with information about the status of environmental health (both environmental and health) and solicit input from the community is essential in addressing environmental health issues in a comprehensive manner. Constituents of the EH System or program include all persons and organizations that directly contribute to or benefit from environmental health. These may include members of the public served by the EH System or program, the governmental bodies it represents, and other health, environmental, and non-health-related organizations in the community. Constituency development is the process of establishing collaborative relationships among other entities charged with environmental health protection and among current or potential stakeholders.

To accomplish this, the EH System or program

- Establishes a process to identify key constituents, stakeholders and partners for community environmental health in general (e.g., improved environmental health conditions at the community level) or for specific environmental health concerns (e.g., drinking water, vector-borne disease, food safety).
- Establishes and maintains a comprehensive directory of community organizations and agencies with an interest in environmental health issues and services.
- Encourages constituent participation in environmental health decisions and policy development.

Please answer the following questions related to Standard 4.1:

- 4.1A** Does the EH System or program maintain an up-to-date directory of key constituents and stakeholders for environmental health?
- 4.1B** Does the EH System or program have a plan and process that employs a variety of methods to involve constituents in key decisions and policy development for environmental health issues?

Model Standard 4.2: Community Partnerships

Community partnerships describe a range of relationships (e.g., networking, coordination, cooperation and collaboration) that foster the sharing of information, resources, and/or accountability in undertaking community environmental health improvement. For example, several groups in the jurisdiction with an interest in food safety (such as restaurant owners, producers and consumers) may partner to address concerns particular to the food protection program.

Multi-sector collaboration can be defined as: a voluntary strategic alliance of public, private, and nonprofit organizations to enhance each other's capacity to achieve a common purpose by sharing risks, responsibilities, resources, and rewards. Multi-sector partnerships can contribute greatly to effective community environmental health improvements.

To accomplish this, the EH System or program

- Establishes partnerships among government agencies (e.g., health, environment, agriculture) and the private sector (e.g., professional associations, trade associations, advocacy groups and universities).

Please answer the following question related to Standard 4.2:

- 4.2A** Are partnerships among government agencies and the private sector used to enhance environmental health program effectiveness?

Essential Service #5: Develop Policies and Plans That Support Individual and Community Environmental Health Efforts

This service includes

- An effective governmental presence at the local level.
- Development of policy that protects the health of the public from environmental factors, promotes the ecological balances important to human health and guides the practice of environmental health within the community.
- Systematic community-level and state-level planning for environmental health improvement and emergency response and preparedness.
- Alignment of local environmental health program resources and strategies with a community environmental health improvement plan.

Model Standard 5.1: Governmental Presence at the Local Level

Every community must be served by a governmental environmental health entity. As the line of first defense, the local governmental environmental health entity plays an especially vital role in ensuring the safety, health, and well-being of communities. The governmental environmental health entity works in partnership with the community to assure the development and maintenance of a flexible and dynamic environmental health system that provides the Essential Environmental Health Services. In many places, the local health or environmental health department or a local branch of the state health agency serves as the local governmental environmental health entity.

To accomplish this, the environmental health system

- Provides a designated governmental environmental health entity to assure the delivery of the Essential Environmental Health Services to the community.

Please answer the following question related to Model Standard 5.1:

- 5.1A** Does the environmental health system provide a governmental environmental health entity (i.e. local environmental health department or local office of a state health or environmental health department) to assure the delivery of the Essential Environmental Health Services to the community?

Model Standard 5.2: Public Health Policy Development

The governmental entity works well with its community partners to develop necessary policy and program resources. Policy development is a process that enables informed decisions to be made concerning issues related to environmental health. “Policy development” involves the means by which problem identification, technical knowledge of possible solutions, and societal values join to set a course of action. Policy development is not synonymous with the development of laws, rules, and regulations (which are the focus of Essential Service # 6). Laws, rules, and regulations may be adopted as tools to implement policy, but good policies must precede good legislation.

To accomplish this, the EH System or program

- Uses data from various environmental health sources and assessments to make recommendations on establishing priorities for policy development to address critical environmental health issues.
- Contributes to the development and/or modification of public and environmental health policy by facilitating community involvement and engaging in activities that inform the public and environmental health policy development process.
- Advocates for policies and plans to ensure consistent and equitable services within all geographic areas and segments of the community to ensure social and environmental equity.
- Advocates for policies and plans directed toward protecting populations who bear a disproportionate burden of mortality or morbidity or are particularly sensitive to some environmental health threats.
- Alerts policymakers and the public regarding the potential environmental health impacts (both intended and unintended) from current and/or proposed policies
- Reviews existing policies at least every two years.

Please answer the following questions related to Model Standard 5.2:

- 5.2A** Has the EH System or program developed a community environmental health improvement process in which environmental health policy needs are identified?
- 5.2B** Does the system/program advocate for prevention and protection policies for those in the community who bear a disproportionate burden of mortality or morbidity, or that are particularly sensitive to some environmental health issues?
- 5.2C** Is a process in place to review existing policies every two years?

Model Standard 5.3: Community Environmental Health Improvement Process and Strategic Planning

The community environmental health improvement process involves an ongoing collaborative, community-wide effort by the local EH System or program to anticipate, recognize, evaluate, and address environmental health problems including issues classified within traditional environmental health, as well as other community issues that indirectly affecting the community's environmental health including business and economic development, housing, and land use planning. The key steps in a community environmental health assessment process include: assess applicable data; inventory community environmental health assets and resources; identify community perceptions about environmental health; develop and implement coordinated strategies; develop measurable objectives and indicators; identify entities accountable; and cultivate community "ownership" of the entire process. The community environmental health improvement process provides the opportunity to develop a community-owned plan that will ultimately lead to a healthier community. The community environmental health improvement process is further strengthened by the organizational strategic planning activities of key environmental health agencies and partners to achieve community environmental health improvement objectives and identify entities accountable to achieve each objective.

To accomplish this, the EH System or program

- Establishes a community environmental health improvement process which includes broad-based participation and uses information from community environmental health assessments.
- Develops organizational strategic plans to identify goals, objectives, outcome measures, and a plan of action to address needs identified through the community improvement process. The strategic plan is updated periodically.

Please answer the following question related to Model Standard 5.3:

- 5.3A** Has the EH System or program incorporated the Community Environmental Health Assessment and stakeholder input into a community environmental health improvement plan which identifies environmental health priorities, policies and resources?

Model Standard 5.4: Plan for Environmental Health Emergencies

An essential community plan is an “All Hazards” emergency preparedness and response plan which describes the roles, functions and responsibilities of local partners in the event of one or more types of environmental health emergencies. These plans describe community interventions necessary to prevent, monitor and control an incident or emergency event.

To accomplish this, the EH System or program

- Develops a plan that defines environmental health disasters and emergencies that might trigger implementation of the emergency response plan, describes organizational responsibilities, establishes standard operating procedures, and clearly outlines alert and evacuation protocols.

Please answer the following question related to Model Standard 5.4:

- 5.4A** Does the EH System or program have an all-hazards emergency preparedness and response plan?

Essential Service #6: Enforce Laws and Regulations that Protect Health and Ensure Safety

This service includes

- Reviewing, evaluating, and revising laws and regulations designed to protect health, environmental quality, and safety to assure that they reflect current scientific knowledge and best practices for achieving compliance.
- Educating persons and entities obligated to obey or to enforce laws and regulations designed to protect health, environmental quality, and safety in order to encourage compliance.
- Assuring compliance with environmental health and protection laws, regulations, ordinances, and policies.

Model Standard 6.1: Review and Evaluation of Current Laws, Regulations and Ordinances

The EH System or program reviews and assesses the impact of state and local laws, regulations, and ordinances on the environmental health of the community including those which govern food safety, clean water and air, as well as those which affect environmental health and protection more broadly, including but not limited to land use, community design, transportation, and agriculture. The review includes scientific merit, best practices for achieving compliance, and opinions of constituents. Through this process, EH System or program determines whether existing laws need updating.

To accomplish this, the EH System or program

- Reviews and assesses the impact of existing laws, regulations and ordinances at least every five years.

Please answer the following question related to model standard 6.1:

- 6.1A** Are state and local laws, regulations, and ordinances reviewed, at least once every five years, to assess their impact on the environmental health of the community and determine whether they need updating?

Model Standard 6.2: Involvement in Improvement of Laws, Regulations and Ordinances

The EH System or program identifies gaps in public health and environmental laws, regulations, ordinances, or policies for problems and issues that can only be addressed through these means. The EH System or program participates in the modification of existing laws, regulations, and/or the formulation of new laws, regulations, and ordinances designed to assure and improve the public's health and the quality of the environment that may impact human health. Participation can include drafting proposed legislation, regulations, and ordinances, or providing technical assistance to others involved in policy review and development.

To accomplish this, the EH System or program

- Identifies public health and environmental issues that are not adequately addressed through existing laws, regulations and ordinances.
- Participates in the modification of existing laws, regulations and ordinances and policy development to address identified gaps.

Please answer the following questions related to model standard 6.2:

- 6.2A** Are gaps identified in public health and environmental laws, regulations, or ordinances?
- 6.2B** Does the EH System or program participate in the updating and/or modification of existing, or the formulation of new laws, regulations, and ordinances designed to assure and improve the public's health and the quality of the environment that may impact human health?

Model Standard 6.3: Enforcement of Laws, Regulations, and Ordinances

The authority of the governmental organization within the EH System or program to enforce public health and environmental quality laws, regulations, and ordinances varies from state to state and between jurisdictions within states. In many communities, the local public health agency exercises regulatory enforcement that is delegated or contracted to it by federal, state, county, or municipal government entities. In other communities, enforcement authority may be retained by the state or delegated to one or more governmental agencies outside of the local public health agency. Some communities have local environmental health enforcement created through home rule authority. Regardless of which governmental entity or entities is vested with authority and responsibility, the EH System or program as a whole must ensure effective and equitable enforcement of laws, regulations and ordinances.

To accomplish this, the EH System or program

- Assures that all its enforcement activities are conducted in a timely manner in accordance with laws, regulations, and ordinances.
- Performs education, enforcement and compliance activities consistently and equitably within all geographic areas and segments of the community to ensure social and environmental equity.
- Informs and educates individuals, organizations, and regulated entities of the meaning and purpose of public health and environmental quality laws, regulations, and ordinances.
- Evaluates the compliance and responsiveness of regulated organizations and entities and makes appropriate adjustments.

Please answer the following questions related to model standard 6.3:

- 6.3A** Does the EH System or program provide timely, consistent and equitable enforcement of environmental health protection laws, regulations, ordinances, and policies within all segments of the jurisdiction?
- 6.3B** Does the EH System or program provide information about the meaning and purpose of public and environmental health laws, regulations and ordinances to the individuals and organizations that are required to comply with them?
- 6.3C** Has the compliance and responsiveness of regulated organizations and entities been evaluated in the past five years?

Essential Service #7: Link People to Needed Environmental Health Services and Assure the Provision of Environmental Health Services When Otherwise Unavailable

This service includes

- Identifying populations with limited access or barriers to environmental public health services.
- Identifying environmental public health service needs of populations with limited access or barriers to a coordinated environmental health system.
- Assuring the linkage of people and the community to appropriate environmental public health services through coordination of services and development of interventions that address barriers to service (e.g., culturally and linguistically appropriate staff and materials).

Model Standard 7.1: Identification of Environmental Public Health Service Needs of the Population

There may be populations that have difficulty with obtaining services. The EH System or program has a responsibility to ensure all constituents have equal access to environmental health services by identifying populations with limited access to a coordinated environmental health system, anticipating some of their needs, and addressing the barriers to service (e.g., poverty, language or culture).

To accomplish this, the EH System or program

- Identifies populations in the community that may experience barriers to the receipt of environmental public health services.
- Defines environmental health service needs for the general population and for those who may experience barriers to obtaining these services.

Please answer the following question related to model standard 7.1:

7.1A Are populations with limited access or barriers to a coordinated environmental public health services identified?

Model Standard 7.2: Assuring the Linkage of People to Environmental Public Health Services

The EH System or program provides services to address identified needs by assuring a program delivery system that is timely and responsive to its constituents. In some instances, environmental health responsibilities have been fragmented and assigned to several different agencies. The EH System or program should take steps to ensure that all the agencies and entities within the environmental health system are linked through a referral network and that all constituents have equal access to all services; regardless of which governmental entity is assigned responsibility. The EH System or program supports and coordinates partnerships and referral mechanisms among the community's environmental health and protection programs to optimize access for the entire population to needed environmental public health services. Additionally, the EH System or program seeks to create innovative partnerships with other organizations—such as professional associations, trade associations, and advocacy groups—that will help to enhance the effectiveness and accessibility of local environmental public health and environmental protection services.

To accomplish this, the EH System or program

- Develops referral mechanisms among the community's environmental public health and protection programs to link populations to needed services and to optimize access by populations that may experience barriers to needed environmental health services.
- Convenes periodic meetings among agencies responsible for environmental public health and protection to coordinate activities and agree on roles and responsibilities.

Please answer the following questions related to model standard 7.2:

- 7.2A** Does the EH System or program have an active outreach and referral mechanism in place to link constituents to environmental public health and protection services?
- 7.2B** Are there memorandums of understanding, or some other written agreements, among the entities with responsibility for aspects of environmental health protection within the EH System or program?
- 7.2C** Does the EH System or program periodically convene the multiple agencies with responsibility in areas of environmental health in order to assure a program delivery system that is coordinated, timely and responsive to all constituents?

Essential Service #8: Assure a Competent Environmental Health Workforce

This service includes

- Assessment of the workforce (including agency and non-governmental workers such as private septic and water well contractors, food service managers, and others) to meet community needs for environmental public health services.
- Maintenance of environmental health workforce standards, including efficient processes for licensure/credentialing of professionals and incorporation into personnel systems of core competencies needed to provide the Essential Environmental Health Services (EssEnvHS).
- Adoption of continuous quality improvement and life-long learning programs for all members of the environmental health workforce, including opportunities for formal and informal public health and environmental health leadership development.

Model Standard 8.1: Workforce Assessment, Planning and Development

It is vital to have a well prepared environmental health workforce which has a fundamental understanding of environmental health and public health and which has the capacity to carry out the essential environmental health services (EssEnvHS). Workforce assessment is the process of determining the competencies, skills, and knowledge of workers and the training needed to achieve community environmental health goals. It is a community process that includes the identification of those available to contribute to the provision of the essential environmental health services and the particular strengths and assets that each brings. Workforce assessment includes the projection of optimal numbers and types of personnel and the formulation of plans to address identified workforce shortfalls or gaps. Particular attention needs to be paid to diversification of the workforce to reflect the diversity of the community it serves.

To accomplish this, the EH System or program

- Periodically determines the competencies, composition, demographics, and size of the environmental health workforce that provides the EssEnvHS.
- Identifies and addresses gaps in training and competence.
- Creates a workforce plan that includes documentation of findings from the workforce determination, a projection of optimal workforce numbers and the types of personnel required, and development of a plan to address environmental health needs.
- Distributes information from the workforce assessment to community organizations, including governing bodies, advisory groups, academic institutions, and public and private agencies, for use in strategic and operational plans.

Please answer the following questions related to Model Standard 8.1:

8.1A Are gaps within the workforce relative to the needs of the community identified?

8.1A Discussion Toolbox: In considering 8.1A, does the EH System or program have information on shortfall or gaps related to workforce?

- Composition?
- Size?
- Skills and/or experience?
- Recruitment and retention?

8.1B Is a workforce development plan in place to address gaps in workforce?

8.1.B Discussion Toolbox: In considering 8.1B, does the plan address workforce

- Composition?
- Recruitment?
- Competency requirements?
- Performance expectations?
- Retention incentives?
- Succession?
- Training?

8.1C Has the EH System or program established requirements for licensure, registration and certification of the environmental health workforce for relevant areas of environmental public health services such as the requirement for the REHS or RS credential?

8.1D Does the plan encourage and/or give preference to graduates of accredited undergraduate and/or graduate programs of environmental health or public health and/or to candidates with RS or REHS credentials?

8.1E Are gaps within the workforce (including but not limited to workforce training and staffing needs) communicated to key stakeholders including governing bodies, advisory groups, academic institutions, and public and private agencies?

Model Standard 8.2: Environmental Health Workforce Standards

Clear standards are established for workforce performance and are incorporated into personnel systems. Environmental health workforce qualifications include certifications, licenses, and education required by law or established by local, state, or federal policy guidelines. Additional core and specific competencies that are needed to provide the essential environmental health services are incorporated in written position descriptions and regular performance evaluations.

To accomplish this, the EH System or program

- Establishes requirements for licensure, registration and certification of the environmental health workforce for relevant areas of environmental public health services. such as the requirement for the REHS or RS credential

- Develops, uses, and reviews job standards and position descriptions that incorporate specific competency and performance expectations for providing the essential environmental health services and performing the technical aspects of the position.
- Evaluates members of the environmental health workforce on their: demonstration of core competencies for performing their duties and responsibilities; understanding and applying the essential environmental health services; and understanding of the competencies specific to the principles of environmental health and public health.
- Develops plans to enhance individual skills and competencies through continuing education and training opportunities.

Please answer the following questions related to Model Standard 8.2:

8.2A Are environmental health workforce standards linked to job performance through clearly written position descriptions?

8.2B Is workforce performance routinely evaluated?

8.2B Discussion Toolbox: In considering 8.2B, does the evaluation assess workers'

- Knowledge and understanding of the Essential Environmental Health Services?
- Skills related to the Environmental Public Health Competencies?
- Technical competency related to job function?

8.2C Are specific plans made to enhance individual skills and competencies?

Model Standard 8.3: Life-Long Learning through Continuing Education, Training, and Mentoring

The EH System or program benefits from a workforce engaging in lifelong learning provided through continuing education, job-related training and mentoring. Continuing education may encompass distance learning, workshops, seminars, national and regional conferences, and other activities intended to strengthen the professional knowledge and skills of employees contributing to the provision of the EssEnvHS. Experienced mentors and coaches are available to less experienced staff to provide advice, assist with skill development, and offer other needed career resources. Opportunities are available for staff to work with academic and research institutions, particularly those connected with schools of public health, accredited undergraduate and graduate programs of environmental health science, and public administration. Through these academic linkages, the environmental health workforce, faculty, and students are provided opportunities for relevant interaction which enriches both settings.

To accomplish this, the EH System or program

- Identifies continuing education and training needs and encourages opportunities for environmental health workforce development.
- Provides incentives (e.g., improvements in pay scale, release time, tuition reimbursement) for the environmental health workforce to pursue education and training.
- Evaluates the impact of training on workforce skills and competencies, and modifies individual training plans accordingly.
- Please answer the following questions related to Model Standard 8.3:

8.3A Are there continuing education opportunities available that address the specific needs of the environmental health workforce?

8.3B Are there incentives provided (e.g., improvements in pay scale, release time, tuition reimbursement) for the workforce to pursue education and training?

Model Standard 8.4: Environmental Health Leadership Development

Leadership for improvement in community environmental health may be provided by the governmental public health entity, state/local environmental quality and environmental protection agencies, and may emerge from the public and private sectors or the community, or may be shared by multiple stakeholders. The governmental environmental health entity encourages the development of leadership capacity that is inclusive, representative of community diversity, and respectful of the community's perspective.

To accomplish this, the EH System or program

- Provides formal (e.g., educational programs, leadership institutes) and informal (e.g., coaching, mentoring) opportunities for leadership development for environmental health among potential emerging leaders at all organizational levels.
- Recognizes the importance of succession planning for critical leadership positions.

Please answer the following questions related to Model Standard 8.4:

8.4A Are there formal or informal opportunities for leadership development?

8.4B Does the EH System or program actively identify and invest in future environmental health leaders?

Essential Service #9: Evaluate the Effectiveness, Accessibility, and Quality of Personal and Population Based Environmental Health Services

This service includes

- Assessing the accessibility and quality of services delivered and the effectiveness and accomplishment of programs provided.
- Providing information necessary for allocating resources and reshaping programs and/or services.

Model Standard 9.1: Evaluation of Environmental Public Health Services

There is a process in place for continually improving environmental public health services. This process includes an evaluation of the effectiveness, accessibility, and quality of services as well as progress toward program goals. The EH System or program establishes its own benchmarks and criteria for performance (e.g., related to the EH System or program's strategic and operational plans) and/or uses externally established performance criteria (e.g., Healthy People 2010 objectives) to evaluate local conditions against a set of specific indicators for environmental public health services. The evaluation of environmental public health services includes analysis of environmental health outcomes—including environmentally-related illness, environmental indicators, and environmental risk factors known to contribute to illness and injury— service utilization, and community satisfaction in order to assess program effectiveness, and to provide information to allocate resources and reshape programs.

To accomplish this, the EH System or program

- Evaluates environmental public health services against established criteria for performance, including the extent to which program goals and objectives are achieved for these services with a focus on outcome and improvement (e.g., decreased rate of illness and injury, decrease in critical factors, decrease in exposure) in addition to the number of services/inspections provided.
- Routinely assesses or evaluates its activities to seek improvement in services and outcomes; this process includes determining the effectiveness, accessibility, and quality of services.
- Assesses community satisfaction with environmental public health services and programs through a broad-based process, which includes stakeholders and residents who are representative of the community and groups at increased risk of environmental exposures and negative health outcomes.
- Utilizes findings of the evaluation to modify plans and program activities to address identified deficiencies.

Please answer the following questions related to Model Standard 9.1:

9.1A Are environmental public health programs and services routinely evaluated with a focus on accomplishments and achievement of program goals?

9.1A Discussion Toolbox: In considering 9.1A, does the evaluation include a review of

- Health outcomes?
- Environmental quality?
- Environmental indicators?
- Frequency of violations (other than the number of inspections)?
- Targets for effectiveness?
- Goals for access to services?
- Quality standards for service (e.g., state licensure)?

9.1B Is an assessment completed that measures the satisfaction of stakeholders and residents with environmental public health services?

9.1B Discussion Toolbox: In considering 9.1B, does the assessment

- Gather input from broad cross-segment of the community?
- Determine if needs are being met, including the groups at increased risk?
- Determine satisfaction with responsiveness to complaints or concerns?
- Identify areas where services could be improved?

9.1C Is an action plan in place and implemented to address needed improvements to services and policies identified through evaluations?

Model Standard 9.2: Evaluation of Local Environmental Health System

A range of public, private, and voluntary entities, as well as individuals and informal associations, contribute to the delivery of the Essential Environmental Health Services within an EH System or program. The EH System or program evaluates the performance of these entities in working together to address environmental health issues and outcomes. The governmental environmental health entity takes a lead role in convening a collaborative evaluation process.

To accomplish this, the EH System or program

- Identifies public and private entities that contribute to the delivery of the Essential Environmental Health Services.
- Assesses the effectiveness of communication, coordination and linkage among the various entities that contribute to the delivery of the Essential Environmental Health Services in an EH System or program.

Please answer the following question related to Model Standard 9.2:

9.2A Has the EH System or program evaluated the effectiveness of the multiple agencies with responsibility in areas of environmental health in terms of their coordinated and timely responses to all constituents?

9.2A Discussion Toolbox: In considering 9.2A, does the evaluation consider effectiveness of

- Communication and information exchange?
- Coordination of services?
- Linkage between programs and/or agencies?
- Use of resources?

Essential Service #10: Research for New Insights and Innovative Solutions to Environmental Health Problems and Issues

This service includes

- Identification of research needs and a continuum of innovative solutions to environmental health problems including practical field-based efforts to foster change in environmental public health practice and to develop best practices of environmental public health services.
- Establishing linkages with institutions of higher learning and research.
- Maintaining capacity to undertake timely policy analyses and systems research.

Model Standard 10.1: Fostering Innovation

The EH System or program fosters innovation by adopting a philosophy of learning and encouraging employee involvement in research through awards and other forms of recognition.

To accomplish this, the EH System or program:

- Enables staff to identify research needs and new solutions to environmental health problems in the community by being given the time and resources to pilot test or measure the effectiveness of new or existing practices.
- Researches and monitors best practice information from other agencies and organizations at the local, state, and national level; applies information or best practices to program activities.
- Initiates and/or participates in research that contributes to improved environmental health system performance including best practices research.

Please answer the following questions related to model standard 10.1:

10.1A Are environmental health staff encouraged and supported to identify new or innovative solutions to environmental health problems?

10.1A Discussion Toolbox: In answering 10.1A, consider the following, does the EH System or program

- Provide time and resources for staff to pilot test or conduct studies to determine new solutions?
- Publish results of staff research?
- Recognize staff (e.g., in performance reviews or through awards)?

10.1B Is environmental health staff encouraged and supported in identifying areas needing additional research to improve services and conditions?

10.1C Are best practices for environmental public health services routinely identified and applied to program activities?

10.1D Does the EH System or program initiate and/or participate in research that contributes to improved environmental health system performance?

Model Standard 10.2: Linkage with Institutions of Higher Learning or Research

The EH System or program establishes a wide range of relationships with institutions of higher learning and research organizations. These relationships are mutually beneficial for research, continuing education, and practical training. Research relationships can occur with schools and programs of public health or with schools and programs of environmental health science as well as the public. Linkages are established with other research organizations, such as federal and state agencies, associations, research organizations, institutions of higher learning and research departments or divisions of business firms. Links are established with one or more institutions of higher learning and/or research organizations to cosponsor continuing education programs.

To accomplish this, the EH System or program

Partners with institutions of higher learning or research organizations as well as the public to conduct research activities related to the essential environmental health services and to improvements to the practice of environmental health.

Please answer the following question related to model standard 10.2:

10.2A Does the EH System or program partner with institutions of higher learning or research organizations as well as the public to conduct research related to environmental health?

10.2A Discussion Toolbox: In considering 10.2A, does the research

- Relate to the essential environmental public health services?
- Aim to improve the practice of environmental public health?
- Include the community in discussions about environmental health research?



January -June 2019

Professional Development Plan

(Name Here)



Specific Goal

Specific Goal (stated in clear assessable terms)

Timeline for completion

Action steps:

1. Modifying behavior - - - What will I do differently:

2. Modeling others - - - who I will observe and when I will observe them:

3. Practice - - - how I will use new or modified behaviors on the job:

Specific Goal

4. Collecting ongoing feedback - - - how I will monitor my progress through others:

5. Reading/classes - - how I will add to my knowledge base:

Expected outcomes:

1. When I achieve this goal, I will know I have been successful because:

2. The other people who will notice and be impacted by this are:

Specific Goal

3. *The difference they will notice is:*

Specific Goal

Specific Goal (stated in clear assessable terms)

Timeline for completion

Action steps:

1. Modifying behavior - - - What will I do differently:

2. Modeling others - - - who I will observe and when I will observe them:

3. Practice - - - how I will use new or modified behaviors on the job:

Specific Goal

4. Collecting ongoing feedback - - - how I will monitor my progress through others:

5. Reading/classes - - how I will add to my knowledge base:

Expected outcomes:

6. When I achieve this goal, I will know I have been successful because:

7. The other people who will notice and be impacted by this are:

Specific Goal

8. *The difference they will notice is:*

Specific Goal

Specific Goal (stated in clear assessable terms)

Timeline for completion

Action steps:

1. Modifying behavior - - - What will I do differently:

2. Modeling others - - - who I will observe and when I will observe them:

3. Practice - - - how I will use new or modified behaviors on the job:

Specific Goal

4. Collecting ongoing feedback - - - how I will monitor my progress through others:

5. Reading/classes - - how I will add to my knowledge base:

Expected outcomes:

6. When I achieve this goal, I will know I have been successful because:

7. The other people who will notice and be impacted by this are:

Specific Goal

8. *The difference they will notice is:*

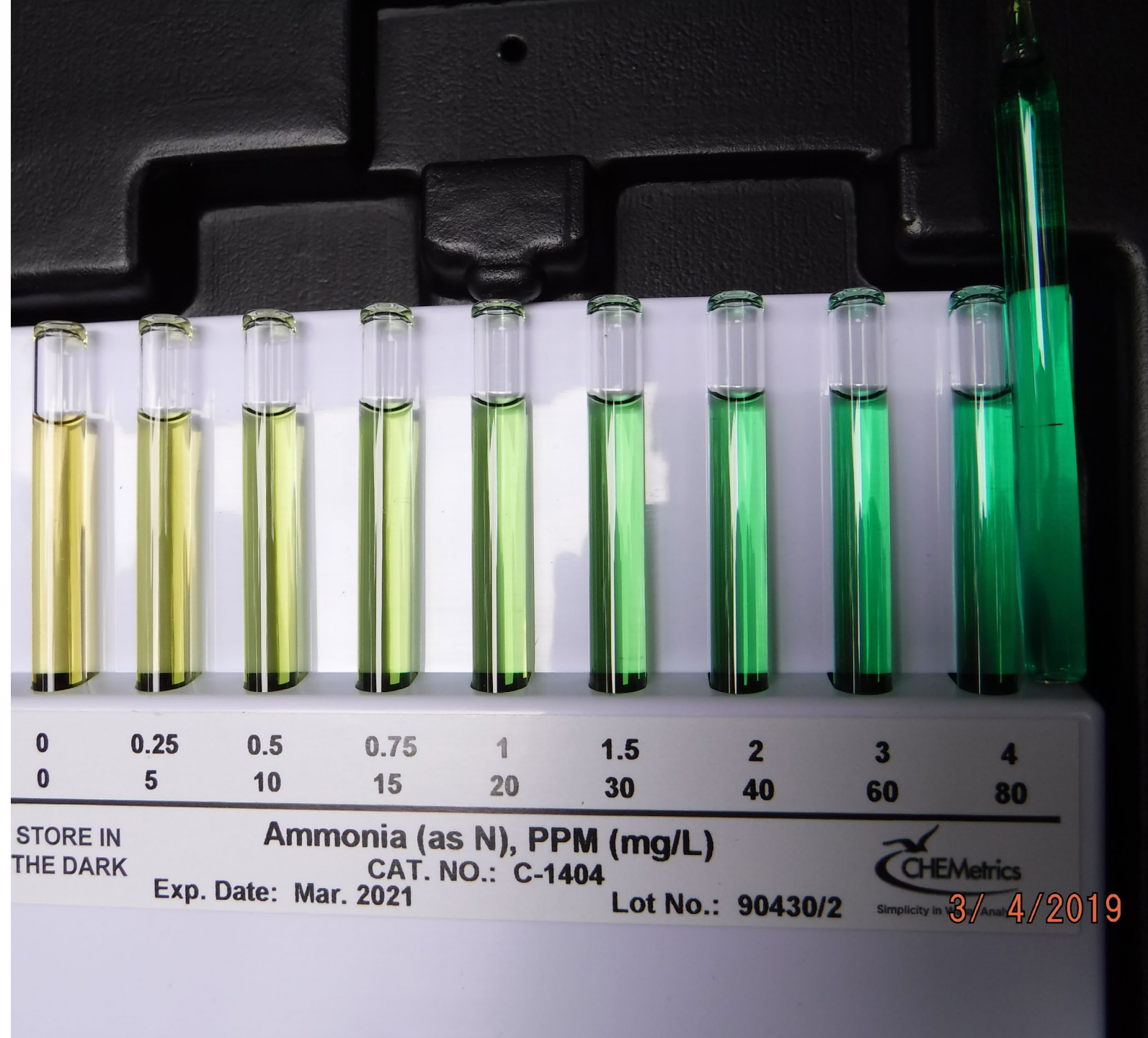
Employee's Signature _____

Manager's Signature _____

Demonstrating the Effectiveness of Ammonia and Surfactant Field Test Kits

Monterey County Environmental
Public Health Leadership Institute
(MEPHLI) 2018-2019

Rachel Rodrigues
Environmental Health Specialist I
Monterey County Health Department
(831) 755-4557
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What is the Problem? What kits?

- **Problem statement:** Investigating OWTS complaints utilizing environmental indicators leads to subjective determinations, extend complaint investigation time, and increase in distrust with the public.
- **How the kits solve the problem:** Utilizing in the field test kits can yield scientific and unbiased results within minutes of taking the sample. With a negative result, we can quickly determine that there is no wastewater contamination, close out the complaint, and save the owner hundreds of dollars. With a positive result, we can swiftly move forward with a repair or replacement OWTS to mitigate impacts to public health and safety.

What I Found Was.....

Methods

- Interviews with EHRS staff to understand their experience with utilizing the kits verses environmental indicators.
- K-Drive to determine how often EHRS staff utilized the kits.



Results

- From January 2019 to September 2019 alone, EHRS staff have utilized the kits on 6 OWTS complaint investigations. Each grab sample came back as testing positive for ammonia and/or surfactants.
- Staff report that they feel more confident during investigations, members of the public appreciate the transparency and unbiased determination, and timeliness in determinations have increased.

How Kits Reinforce Essential Services

1. Essential Service #2: Responsiveness

- Utilizing environmental indicators can delay both the closing of the complaint and the timeliness of a replacement system or repair to remove the surfacing wastewater as property owners can disagree.
- The kits increase responsiveness when diagnosing and investigating health problems and hazards in the community by moving forward with a solution faster and reduced site visits from EHRS staff.

2. Essential Service #3: Transparency

- The kits demonstrate to the public that we are being fair with OWTS complaint assessments, in other words being transparent, by removing biasness.
- Increasing transparency makes it easier for staff to inform, educate, and empower people about health issues as they become more willing to listen.

3. Essential Service #8: Confidence in Staff

- Staff feel more confident in making a determination by being unbiased in our determinations.
- The public then see us as working with them rather than against them.

Demo of kits

- <https://www.youtube.com/watch?v=G3V3c9ZoDr0>

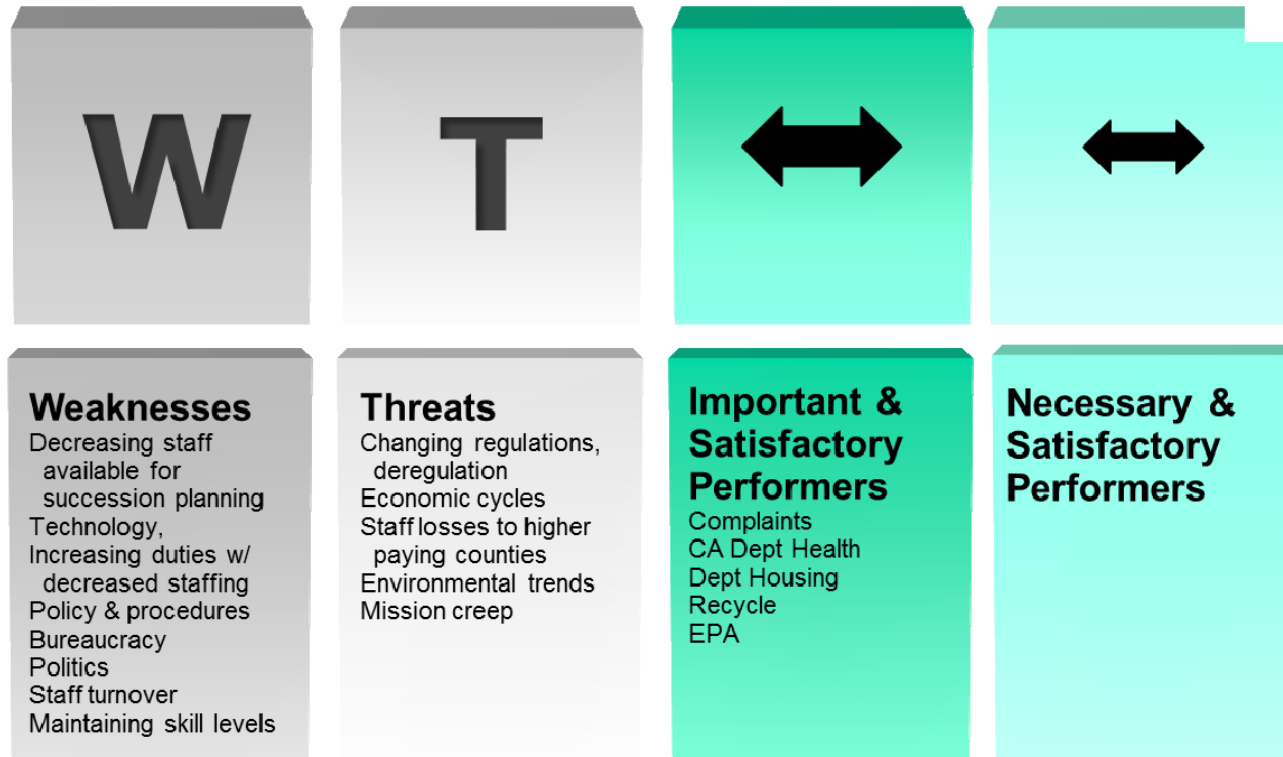


Thank you!

Special thanks to Susan Rimando, Nicki Fowler, and all those who assisted with the project's success!



**Environmental Health Bureau
SWOT ANALYSIS
Identify Strategic Challenges**



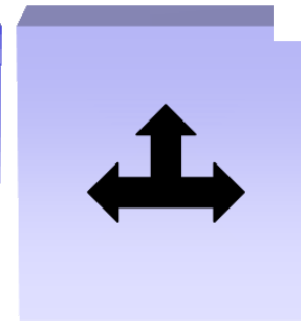
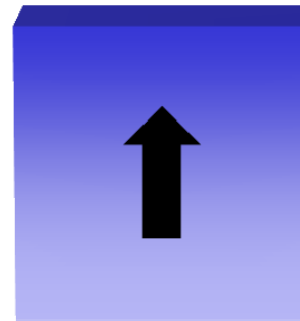
Significant bureaucracy slows operational processes and makes it difficult to rapidly respond to changes in the competitive environment.

Keeping pace with regulations, public health concerns and emerging trends.

Fee for service with impacts on revenues and staff resources.

Information technology deficiencies and challenges.

**Environmental Health Bureau
SWOT ANALYSIS**
Identify Strategic Advantages



Strengths
Strong mission
authority, revenue,
expertise
Strong leadership,
political savvy,
revenue, teamwork,
invest in staff
Dependable,
responsive,
credibility, excellent
reputation

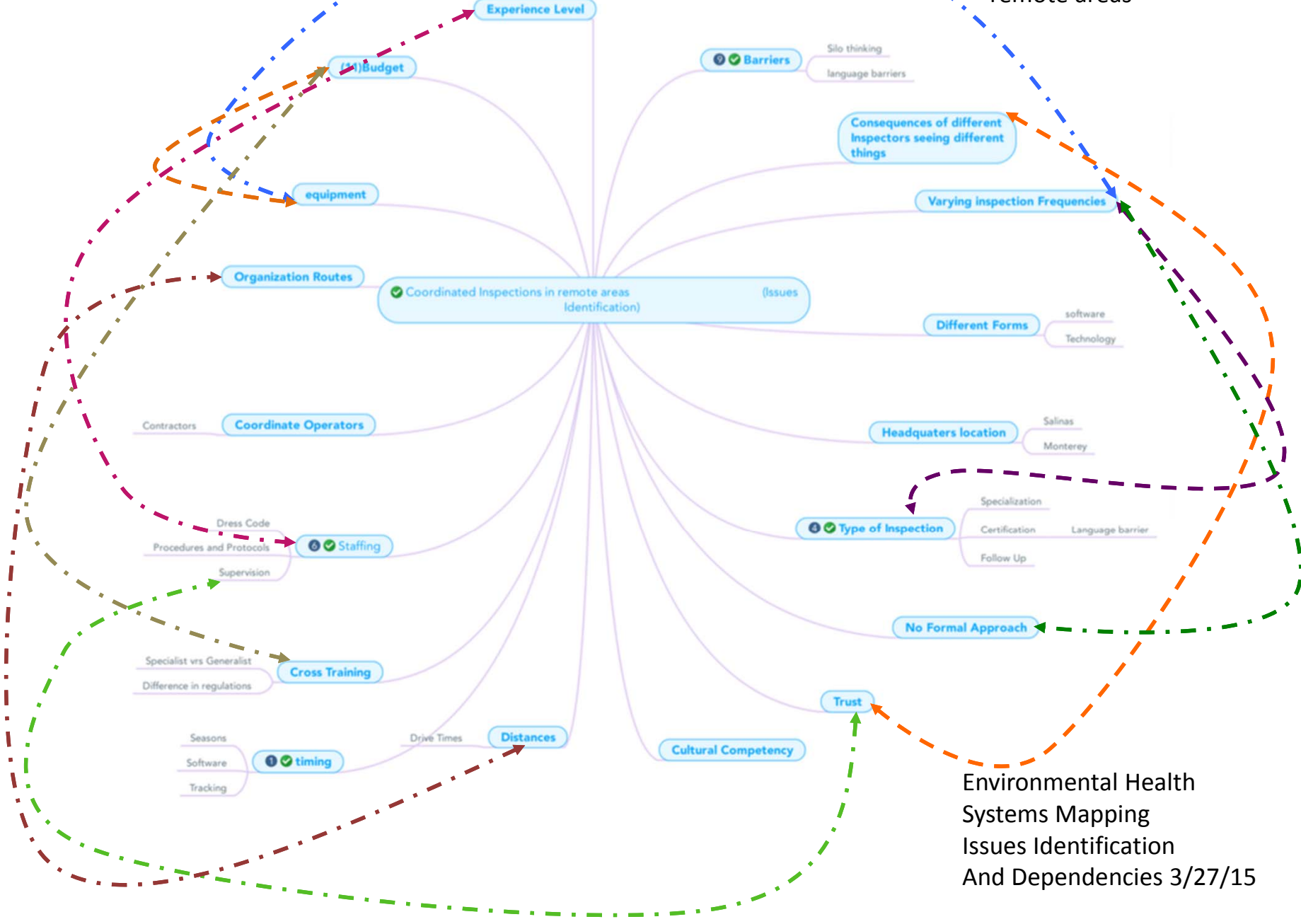
Opportunities
Meet community
needs
Strategic alliances
Technology
improvements
Reorganization
Proactive
implementation of
laws and regulations

**Important &
High
Performers**
Inspections
Emergency response
Public Education &
Outreach

**Necessary &
Strong
Performers**
Permits

- Demonstrated ability to establish and maintain respect of clients and constituents.
- Demonstrated practices of fairness and objectivity.
- Continuing commitment to working upstream to prevent or proactively influence environmental health issues.
- Established record of efficient operations and maximizing resources.
- Jurisdiction and the authority to regulate on behalf of State of California.

Coordinated inspections in remote areas



Environmental Health
Systems Mapping
Issues Identification
And Dependencies 3/27/15

Monterey County Environmental Public Health Leadership Institute (MEPHLI)

Information for Final Leadership Project Report

The following General Rules and Template should be used for your final report.

General Rules

1. Please number all of your pages.
2. Do not insert pictures on the cover page but you are welcome to include any picture, graph, chart or diagram to help describe your project.
3. Do not change the margins of this template.
4. Do not change the font or font size of this template.
5. Do not insert a table of contents.
6. Use only the footer provided in this guideline.
7. References shall follow the AMA Manual for Style Guidelines. Note: number references in the order they fall within the document. References should always be on a new page.
8. Tables and charts may be inserted within the document or at the end.
9. Report will be from 10 to 20 pages in length max.
10. If you have a project plan instead of a final project, you have the option to change the sections titled “results” or “conclusions” to “next steps” or “expected outcomes.”

**Monterey County Environmental Public
Health Leadership Institute
(MEPHLI)**

Project Title

2014-15

Name and Title

Monterey County Health Department

1270 Natividad Rd.

Salinas CA 93906

(831) 755-

email@co.monterey.ca.us

(Acknowledgements):

Optional: List anyone who you want to recognize that assisted you or provided you guidance during the yearlong development of the project or training.

Name

Title, Affiliation

Name

Title, Affiliation

EXECUTIVE SUMMARY:

An executive summary, or management summary, is a short document or section of a document that summarizes a longer report in such a way that readers can rapidly become acquainted with a large body of material without having to read it all.

An Executive Summary usually contains:

- A brief statement of the problem or proposal covered in the major document(s)
- Background information
- Concise analysis
- Main conclusions.

An executive summary is intended to provide a neutral overview or orientation rather than being a condensed version of the full document.

INTRODUCTION/BACKGROUND:

Problem Statement:

A problem statement is a concise description of the issues that need to be addressed by a problem and should be presented before the problem is solved. The statement of the problem should briefly address the question: What is the problem that the research will address?

A good problem statement will answer these questions:

1. What is the problem? This explains why the team is needed.
2. Who has the problem or who is the client/customer? This explains who needs the solution and who will decide that the problem has been resolved.
3. What form can the resolution be? What is the scope and limitations (in time, money, resources and technologies) that can be used to solve the problem?

10 Essential Environmental Health Services:

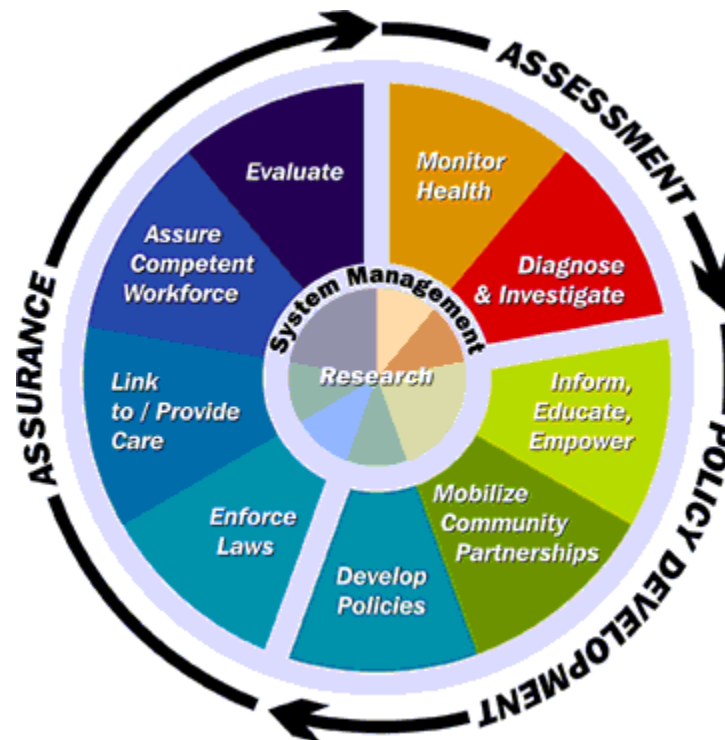


Figure 4: Ten Essential Services of Environmental Health-as developed by Carl Osaki, RS, MSPH, Northwest Center for Public Health Practice.

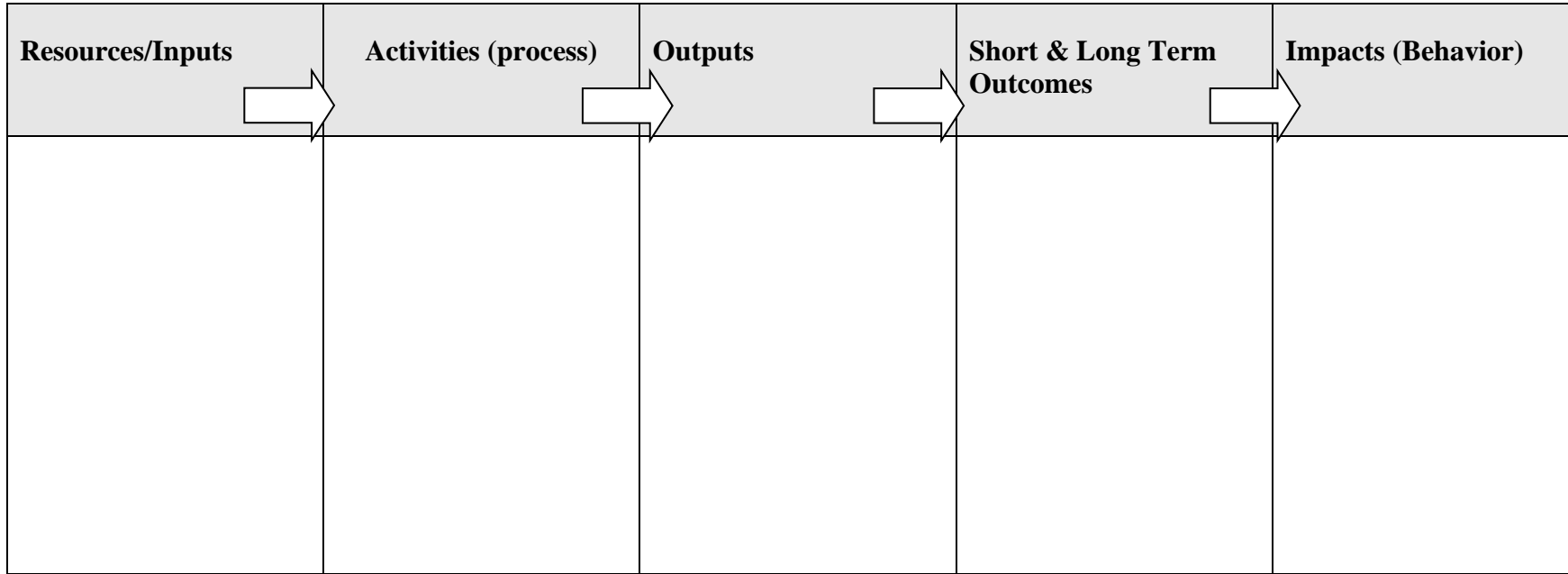
10 Essential Environmental Health Services:

1. Describe how your project seeks to enhance or fulfill one or more of the 10 Essential Environmental Health Services and/or the three (3) functions: assessment, policy development and assurance.
2. Describe how your project seeks to support the Healthy People 2020 Objectives (<http://healthypeople.gov/2020/topicsobjectives2020/default.aspx>)
3. Describe how you have used SWOT in development of your project
4. Describe how Systems Thinking was used in development of your project goals and objectives and how you will use Systems Thinking to help you meet your project goals.

Describe Resources, Activities, Outputs and Outcomes and expected Impacts and Behavior changes using Project Logic Models:

Resources/Inputs	Activities (process)	Outputs	Short & Long Term Outcomes	Impacts
<p>Example <u>Funding</u></p> <ul style="list-style-type: none"> California Dept. of Transportation <p>List several Resources/inputs</p>	<p>Program Design and Development</p> <ul style="list-style-type: none"> Increase participation in state Adopt-a-Highway program <p>List several Activities</p>	<p>Actions</p> <ul style="list-style-type: none"> Issue 50 vouchers by 12-31-07 <p>List several Outputs</p>	<p>Learning</p> <ul style="list-style-type: none"> Increased awareness of illegal dumping and littering impacts <p>List several long and short term outcomes</p>	<p>Behavior</p> <ul style="list-style-type: none"> Increased awareness of alternatives to illegal disposal of solid waste <p>List several impacts</p>

Resources/Inputs	Activities (process)	Outputs	Short & Long Term Outcomes	Impacts
<p>Example <u>Educational Awareness Program</u></p>	<p>Training</p> <ul style="list-style-type: none"> Conduct assessment of available training materials littering 	<p>Actions</p> <ul style="list-style-type: none"> Complete at least 12 training sessions in local schools, businesses and organizations evaluations of the materials presented 80 % range of competency 	<p>Learning</p> <ul style="list-style-type: none"> Public gains knowledge of illegal dumping alternatives 	<p>Behavior</p> <ul style="list-style-type: none"> Increased awareness of environmental and health impacts



PROJECT OBJECTIVES/DESCRIPTION/DELIVERABLES:

Program Goal

Describe what your project goal hopes to provide you, your program or the Bureau to improve, establish or implement.

Health Problem

Describe in detail how your project will address a specific health problem that is the basis of your program goal. Provide details and examples of the health problem as it relates to Environmental Health or Public Health. Describe prior issues/concerns that will provide you guidance in addressing the health problem.

Outcome Objective(s)

Establish a date you estimate to meet milestones to meet your goals and/or to implement your project. For example by (date) 50% of X will result to reduce the impacts to the environment and public health by (list the outcome).

Determinant

1. List those factors (data, reports, studies, surveys etc.) that will indicate you are or have achieved your outcomes (i.e., reduction in the amount or extent of agricultural flooding), etc.
2. List several factors, there should be many.

Impact Objective

What significant objective will need to take place for your project to demonstrate success? By what date do you anticipate this to occur? Who or what list of stakeholders will you need to work with to attain this?

Contributing Factors

1. List and describe factors that will impact your projects success or failure. (i.e. economic, departmental support, stakeholder buy in, etc.)
2. List several factors, as there will be many.

Process Objectives

1. What internal or external processes will be improved or increased as a result of your project implementation?
2. List several, as there will be many.

METHODOLOGY:

Describe your systematic, theoretical analysis of the methods you applied to your project.

List events and activities and dates completed or goal dates.

1. **Event:**

Activities:

- a.
- b. Etc.

By (month), (year) you will have?

2. **Event:** Monterey County Clean Up Day.

Activities:

- a.
- b. Etc.

By (month), (year) you will have?

List multiple events, activities and dates.

RESULTS:

Describe the results you have attained to date or what you expect to attain and denote the dates you estimate you will attain them:

- Description
- Etc.
- Etc.

CONCLUSIONS:

Describe your conclusions based on your work to date and what you expect the study to accomplish based on your project description.

List the “next steps and future goals” of your project, you will have multiple next steps as your project may develop over time or require other contributing factors to take place or develop.

- The Environmental Health Division (or your program) will ...
- The Environmental Health Division (or your program) will ...
- The Environmental Health Division (or your program) will ...

LEADERSHIP DEVELOPMENT OPPORTUNITIES:

Name

Development Paragraph(s):

Please include a description of self-reflection on how the Institute Curriculum, the Leadership Project, the Personal Development Plan, DISC, SkillScope and the instructors, coaches, and networking with others has helped in your personal leadership development process. How you will utilize any portion of the training and/or skills you have gained to enhance your leadership skills?

ABOUT THE MEPHLI COHORT MEMBER

Please provide a biographical sketch about yourself. List your goals in your career and how participation in MEPHLI will help you in reaching your goals. This will be one page or less.

REFERENCES

Example:

1. Osaki, C. *Essential Services of Environmental Health*. Northwest Center for Public Health Practice, University of Washington School of Public Health and Community Medicine, Seattle, WA. July 2004.
2. Next reference

County of Monterey – 2023 CSAC Challenge Award Entry
Issue Area: Government Finance, Administration & Technology
Population: Suburban County Category

Public Wi-Fi Project

Overview: Three key factors impact digital equity – availability, affordability, and adoption. The County of Monterey has taken significant steps to address availability through the Public Wi-Fi project.

Challenge: Residents without broadband services face several challenges in today's connected world. They may experience limited access to information and online resources, hindering their ability to stay informed, access educational materials, acquire telehealth services, or pursue online job opportunities. Communications becomes more challenging as they may have limited access to email, video calls, or social media, isolating them from friends and family who heavily rely on digital communication. Furthermore, residents without Wi-Fi may find it difficult to participate in e-commerce, online banking, or other digital services that have become increasingly prevalent, affecting their access to convenient and time-saving solutions. Finally, during emergencies or disasters, they may lack access to critical information and resources that are often disseminated through online channels, putting them at a disadvantage in times of crisis.

Solution: The County of Monterey Board of Supervisors approved the funding to deploy 463 wireless access points (WAPS) strategically placed at 56 locations in and around county sites to provide internet access to residents, clients, and patients. The County of Monterey Information Technology Department (ITD) coordinated with site administrators and landlords to support the installation and configuration of access points for individuals to connect to the internet conveniently, improving their accessibility to online resources and opportunities. By actively involving site administrators and landlords, the ITD department ensured seamless integration of the access points into existing infrastructure while minimizing potential disruptions. The utilization data of the publicly accessible wireless access points over a six-month period indicates the value and impact of this project.

Innovation: WAP installs for public access are innovative because they provide widespread internet connectivity in public spaces, promoting digital inclusion and enhancing accessibility to information and online resources for users. These installations enable individuals to stay connected on-the-go, fostering productivity and communication even in public places like parks, libraries, and county locations. By offering seamless internet access, WAP installations facilitate real-time interactions, encourage the use of mobile applications, leading to a more connected and efficient community.

Results: Over a six-month period after implementation, 30,268 unique end users accessed the WAPs across the implementation sites.

Replicability: The replicability of public WAP installations is a significant advantage as it allows standardized Wi-Fi deployment across diverse locations. Since the initial set up has been established, it can be easily replicated in other public spaces, ensuring consistent and reliable internet access. This streamlines implementation, saving time and resources while promoting uniformity in connectivity, security, and user experience.

Contacts:

Sarah House, Information Technology Manager, 1590 Moffett Street, Salinas, CA 93905

(831) 759-6992 | HouseSD@co.monterey.ca.us

Alex Zheng, Deputy CIO, 1590 Moffett Street, Salinas, CA, 93905

(831) 759-6991 | ZhengA@co.monterey.ca.us

Additional Program Materials:

Link to the Wi-Fi use data can be found below.

<https://www.co.monterey.ca.us/government/departments-i-z/information-technology/csac-challenge-submittal-public-wifi-project>

County of Monterey – 2023 CSAC Challenge Award Entry
Issue Area: Government Finance, Administration & Technology
Population: Suburban County Category

Zoom Rooms – Video Meetings Beyond Covid-19

Overview: Design, implement and adopt a hybrid work environment solution that fosters seamless collaboration and enhances remote workforce business interactions and for continuity of business.

Challenge: In the ever-evolving landscape of remote work, the County of Monterey faced a myriad of challenges to adopting and leveraging technology that supported a hybrid workforce for continuity of business. The shift to remote work has undeniably presented hurdles, as government agencies strive to maintain productivity without significant interruptions. The utilization of existing technology required an organizational culture shift that included procedures, implementation plan, and standardization across all County agencies and programs. It was vital to address the immediate challenges but also lay the groundwork for a future-proof work environment.

Solution: The adoption of Zoom as our collaboration platform has been transformative for our organization. It provided an easy-to-use and flexible video conferencing solution that proved robust and intuitive. Embracing Zoom enabled swift integration into daily business operations, accelerating productivity and facilitating effective communication among teams, whether in the office or remote. To enhance video conferencing capabilities further, we established a standardized approach, ensuring a consistent and unified experience across all conference rooms. This streamlining of processes and interactions, regardless of meeting location or scale, strengthened collaboration and fostered meaningful connections among teams across different offices or remote locations. Implementing Zoom-based video conferencing solutions bridged the gap between physical and remote teams, supporting ongoing information exchange and project updates, creating a cohesive work environment that remains agile, resilient, and responsive to the dynamics of the modern workplace. The adoption of Zoom played a pivotal role in empowering our organization to thrive in a hybrid work environment.

Innovation: Innovation played a pivotal role as our in-house talent developed a cutting-edge video conferencing solution for Monterey County. We crafted an easy-to-use platform, streamlining meeting controls, ensuring crystal-clear sound transmission, and creating an immersive visual experience.

Standardizing on this comprehensive solution instilled confidence in our users, empowering them to embrace the technology effortlessly and achieve their collaborative goals.

Results: Based on a comprehensive data analysis covering the previous year, our Zoom platform has exhibited remarkable usage, boasting more than 2,000 active users. These users have collectively hosted an impressive tally of 55,089 meetings, which has resulted in a cumulative duration of approximately 211,225.13 hours. To effectively facilitate County business and interactions with the esteemed Monterey County constituents, we have thoughtfully provided over 97 bookable Zoom rooms, ensuring smooth and seamless operations for official engagements and communication. By embracing adaptable technologies and fostering a culture of flexibility, the County successfully accommodated a hybrid workforce, ensuring smooth business operations and empowering employees to thrive with the demands of the services essential for the community.

Replicability: Our video conferencing standards are designed for seamless replication through the standardization of platforms, devices, and implementation guidelines. By establishing a uniform framework, we ensure consistency and ease of use across the County. This approach allows for effortless replication of our video conferencing setup in various settings, empowering teams to collaborate efficiently and effectively without the need for extensive customization or adaptation. The standardized approach fosters a user-friendly experience, promoting widespread adoption and maximizing the benefits of our video conferencing solutions.

Contacts:

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Additional Program Materials:

Link to the example Zoom rooms can be found below.

<https://www.co.monterey.ca.us/government/departments-i-z/information-technology/csac-challenge-submittal-zoom-use-and-zoom-rooms>

County of Monterey – 2023 CSAC Challenge Award Entry
Issue Area: Government Finance, Administration & Technology
Population: Suburban County Category

Temporary Emergency Shelter Case Management System

Overview: Monterey County's Temporary Emergency Shelter Application cross references the needs of disaster evacuees with shelters and services provided by the County and community services agencies.

Challenge: In March 2023, a devastating event occurred in Pajaro Valley as an atmospheric river caused flooding, breaching the Pajaro River's levee and compelling more than 1,700 residents to evacuate their homes. This community is predominantly made up of low-income farmworkers, constituting a small and disadvantaged community. Their only option was to seek refuge in evacuation centers provided by the County and local agencies. The County of Monterey in conjunction with community partners had an urgent task at hand – to swiftly gather information about the affected residents, find suitable shelters and local hotels for them, and assist in their relocation. To achieve this, close collaboration with FEMA, the Red Cross, and various local and state agencies was crucial. The coordination aimed to efficiently match evacuees with FEMA assistance, consider their specific needs, including pets, adults over 65, household compositions, and their pre-disaster and post-disaster situations.

Solution: The County's Department of Social Services (DSS), Department of Emergency Management (DEM), and Information Technology Department (ITD) worked together to create a case management system. This system allows for the coordination of evacuee requirements with the resources available and streamlines the process of moving families from shelters to nearby hotels or motels. The case management system was designed with a focus on addressing the unique needs of evacuees, including:

- Home repairs
- Home rebuilds
- Information & Referral
- Elder Outreach
- Disability Outreach
- Mental Health / Counseling Services
- Medical Needs

- Transportation Assistance
- Childcare Services
- Mediation
- Immigration / Refugee Assistance

Innovation: In addition to the case management system, the Information Technology Department (ITD) introduced a referral website to facilitate the submission of information to support Pajaro Valley residents in need of assistance. The website leads users through a series of questions, ultimately generating a case in the case management system. This system not only equips County Disaster Workers with the necessary information to place evacuees in temporary housing and monitor their whereabouts in real-time but also provides essential details for assisting displaced residents in applying for support from FEMA and/or the Red Cross.

Results: By leveraging the Temporary Emergency Shelter Application, which incorporates both the case management system and the referral website, the County of Monterey and community partners provided aid to more than a thousand displaced individuals, addressing various essential requirements such as financial assistance, food, transportation, housing, and support for their animals and other needs. This application served as a centralized repository of data, initiating the application process for FEMA and the Red Cross. Additionally, it stored valuable family contact details and demographic information, enabling County DSS and DEM to make informed decisions in handling future disasters.

Replicability: The Temporary Emergency Shelter Application was developed to be repurposed for future disasters and it can be tailored to be used by other counties and agencies.

Contacts:

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County of Monterey – 2023 CSAC Challenge Award Entry
Issue Area: Government Finance, Administration & Technology
Population: Suburban County Category

Housing & Community Development Land Use Fee Estimator

Overview: The County of Monterey’s Housing and Community Development (HCD) Land Use Fee Estimator application simplifies access to permitting fee information through a user-friendly web interface.

Challenge: Similar to other websites, the County of Monterey offered information about Permit Fees through downloadable documents. However, some members of the public might not have the appropriate applications to open these files, and they may lack the know-how to interact with them effectively. Furthermore, the fees are subject to change, and occasionally, users retain previously downloaded files, leading to inaccurate fee estimates.

Solution: The County of Monterey Housing and Community Development (HCD) Department and Information Technology Department (ITD) joined forces to create the HCD Land Use Fee Estimator application, replacing the traditional permit files on the website. This user-friendly application offers real-time information and is designed to be intuitive and easy to navigate. Users encounter a drop-down list with fee types and a “yes” or “no” question to assist in sorting through HCD’s fees matrix. Once users make their selections, the application fetches the most up-to-date data and presents a comprehensive estimate, which includes other relevant department fees that may apply to their permit request.

Innovation: Fee schedules are stored in a Microsoft SharePoint List which HCD staff updates. The data is fed directly to the Land Use Fee Estimator application on the County’s website via APIs (application programmable interfaces). This design ensures that the public receives the most up to date information. The use of APIs eliminates the need to manually update the website with the latest fee information.

Results: The introduction of the HCD Land Use Fee Estimator application significantly enhanced the way the public interacts with information. Prior to its launch, users had to download a file, enable editing, and

navigate through components within the file, while also potentially dealing with outdated documents leading to incorrect fee estimates. However, the application now enables direct interaction with the webpage, providing real-time data and delivering accurate fee estimates. During the month of July 2023, there were 87 visits to the page, and notably, no negative feedback has been reported so far, indicating a positive reception from the public.

Replicability: Counties can replicate this solution if they are using Microsoft SharePoint or a similar product that allows for an API to interact with their website.

Contacts:

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(831) 759-6930 | PatelP1@co.monterey.ca.us

Additional Program Materials:

Link to the online estimator can be found below.

<https://www.co.monterey.ca.us/government/departments-a-h/housing-community-development/permit-center/permits-fees-types/land-use-fee-estimator-including-other-departments>

County of Monterey – 2023 CSAC Challenge Award Entry
Issue Area: Government Finance, Administration & Technology
Population: Suburban County Category

Leadership Learning Exchange

Overview: The Leadership Learning Exchange is a comprehensive online platform for leadership development, informal learning, career development and coaching resources - supporting employee engagement and retention.

Challenge: The County of Monterey's annual employee engagement survey results consistently reveal our employees' desire for training, career development, and promotional opportunities. Due to budget cuts, the County's Learning and Organizational Development Division was disbanded, resulting in departments now having to rely on external vendors for leadership development training. This situation has caused disparity amongst the workforce, as some departments have the resources to allocate towards leadership development programs, while others do not. Additionally, heavy workloads and/or long working hours may deter some employees from participating in formal leadership training.

Solution: The County of Monterey developed, through a collaboration between its Human Resources and Information Technology Departments, the Leadership Learning Exchange. This tool provides access to a comprehensive selection of credible resources for leadership and career development at no or low cost. County Employees and the general public have access to more than 500 vetted informal learning resources such as videos, podcasts, articles, and books that cater to all learning styles and align with 15 leadership topics, including Emotional Intelligence, Critical Thinking, Diversity and Inclusion, among others.

The Leadership Learning Exchange Career Development portal also offers resources that align with various facets of career planning, such as self-assessment, goal setting, and the individual development plan. Links to free assessments and career planning tools can help employees identify their work values, interests,

and skills, and take charge of their careers while providing managers and supervisors support to grow their staff. The Leadership Learning Exchange can be accessed at:

<https://www.co.monterey.ca.us/government/departments-a-h/human-resources/leadership-learning-exchange#lle>

Innovation: The Leadership Learning Exchange is an affordable solution that helps overcome obstacles in learning and career development; most notably, time and money. Employees have flexibility and autonomy over their learning as they can access informal learning resources on-demand, on any electronic device, and at a time that is most convenient for them. For current and aspiring leaders, it provides a platform to post video recordings, expressing how they take the lead in their role, which fosters idea and information exchange amongst employees. Users have the option to select topics that are most relevant to achieving their goals and choose resources that match their preferred learning style. They can also invest as much or as little time as they desire, whether it's a brief two-minute TED Talk video or a fifteen-minute podcast.

Results: Since its launch in Spring 2022, the Leadership Learning Exchange has received more than 1,800 webpage views, and more than 100 County employees have committed to completing at least five informal learning resources at their own pace. In addition, employees are provided an opportunity to attend Countywide webinars and/or department-specific virtual sessions. These events aim to provide them with an overview of the Leadership Learning Exchange and offer ideas on how to leverage the various resources for their personal career growth and their staff's development.

Replicability: The Leadership Learning Exchange can be easily replicated by other California counties. A list of titles and URLs of over 500 vetted informal leadership and career resources is available upon request.

Contact:

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County of Monterey – 2023 CSAC Challenge Award Entry
Issue Area: Health and Human Services
Population: Suburban County Category

WellScreen Monterey – Web-Based Mental Health Screening and Referral Tool

Overview: WellScreen Monterey is a confidential web-based tool that screens individuals ages 16+ for various mental health conditions and refers to relevant local and online resources.

Challenge: From FY2012/13 through FY2018/19, the number of individuals seeking mental health and substance use disorder services through Monterey County Behavioral Health (MCBH) funded programs nearly doubled, from 7,279 to 13,509, while the number of clinical providers to care for them remained unchanged. This challenge of demand for services outpacing capacity of providers has only worsened since COVID-19, with demand remaining high and the workforce dwindling due to burnout and fatigue. The result is then a greater risk of clients not receiving care in a timely manner and overburdening an already taxed and limited mental healthcare staff.

Solution: Utilizing Mental Health Services Act (MHSA) Innovation funds, and partnerships with the California Mental Health Services Authority (CalMHSA) and CredibleMind, MCBH developed “WellScreen Monterey” to deliver efficiencies to both consumers and providers. WellScreen Monterey is a free, anonymous web-based mental health screening tool that identifies potential mental health conditions and connects users with relevant local and online resources. The tool leverages validated mental health assessment scales, offers dynamic question sequencing to minimize screening time, and is available in English and Spanish. The goal is to have users be directed and/or navigate to the most appropriate resource for their needs (mental health condition, demographics, insurance status, etc.) at the earliest stage of their journey in seeking care. This tool may aid consumers in getting care sooner, minimize the staff time allocated to linkage/referral, and maximize the staff time available for triage and treatment. Going further, consumers may share their results with providers to compliment and expedite the intake/assessment process, again potentially maximizing time available for therapeutic services.

Additional scope of this project includes training MCBH clinical staff on the tool and integrating its relevance into intake and assessment workflows. MCBH also invested in marketing the tool via digital and print materials, and purchased web-enabled devices to distribute to workers and locations that reach individuals throughout the county with limited access to the internet and mental health resources.

Innovation: The WellScreen Monterey tool and project is innovative for being a mental health screening and resource referral tool that is unique and customizable to a geographical region. When researching technological solutions to the stated challenge, it was discovered that the many mental health applications and tools in the marketplace support direct therapy or offer guided meditations and the like. There was no tool discovered that offered mental health screening based on validated assessment scales, nor offered localized resource information unique to an individual's unique location and needs.

Results: In the 7.5 months since WellScreen Monterey went live to the time of this writing (11/15/2022-7/31/2023), there have already been 21,316 users of the WellScreen Monterey site, with 5,287 assessments being completed. The rate of 22% of users of the site completing at least one assessment is significant! Evaluation of the impact of WellScreen Monterey utilization on the domains of accessibility of mental health resources and clinical staff time is on-going (due December 2023). Anecdotally, local mental and physical healthcare providers are pleased with the availability of offering this tool to persons in need of mental health and substance use disorder services, and MCBH and CredibleMind believe the high utilization of the tool and site must be generating positive impacts in the community.

Replicability: The WellScreen tool may be modified to serve any county or region as desired. MCBH and CalMHSA have produced several reports that may act as a blueprint for other counties to adopt the tool.

Contact:

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Additional Materials:

<https://wellscreenmonterey.crediblemind.com/>; [NACCHO Conference slide deck](#)

County of Monterey – 2023 CSAC Challenge Award Entry
Issue Area: Government Finance, Administration & Technology
Population: Suburban County Category

Public Relations and Social Media Outreach

Overview: The County of Monterey's innovative public relations and social media outreach efforts focus on post-pandemic public safety/disaster response and showcase best practices and exceptional results.

Challenge: The County of Monterey faced the challenge of ensuring public safety and effective disaster response in the post-pandemic era. With diverse communities to reach, that included communities where neither English or Spanish are spoken, we needed a comprehensive communication strategy that could provide timely and accurate information during emergencies. Critical factors such as the potential for natural disasters and the need to keep citizens informed prompted us to develop this project.

Solution: To address the challenge, the County Communications Bureau spearheaded an exemplary, multi-dimensional public relations and social media outreach campaign that combined the power of both traditional media and social media including the use of over 100 Community Based Organizations to amplify our messaging. Our approach included releasing over 500 captivating stories to traditional media outlets in our county as well as over 3,000 unique stories published and amplified across dozens of social media platforms to maintain transparent and frequent communication with our community. 75 news briefings and 15 major press conferences (including indigenous languages) focused on public safety during natural disasters, reassuring citizens during challenging times.

Innovation: Our program stands out as an innovative model among California counties due to its multifaceted approach. We employed bilingual messaging and incorporated indigenous languages, ensuring inclusivity for diverse communities. The utilization of social media as a primary platform helped us engage citizens effectively and foster interaction. Additionally, the revamp of the CAO's Newsletter, the CAO Rundown, became a valuable source of information for our community members. Finally, we launched a proactive outreach program aimed at local media, which ensured our community would remain informed and ready to act.

Results: Our social media engagement was impressive, with over 3,000 unique stories published, accumulating more than 5.6 million likes and generating over 33,000 post engagements. These

engagement metrics highlighted the effectiveness of our outreach efforts in fostering interaction with our community members. Furthermore, the success of our social media outreach had a positive ripple effect on our web analytics, recording nearly 7 million page visits during the evaluation period, setting a record for the County of Monterey. Additionally, our social media presence flourished, with a notable 58% growth in activity, gaining us 24,433 followers compared to the previous fiscal year's 10,305. Several of our stories went viral, significantly increasing attention to our county and strengthening our connection with our citizens.

Our campaign's unique strategies included bilingual messaging and the use of indigenous languages when possible, ensuring inclusivity and accessibility for diverse communities. We ran almost 9,000 public service announcements, resulting in over 10 million impressions. One of the highlights of our outreach efforts was the revamp of the CAO's Newsletter, the CAO Rundown. Publishing 12 issues, featuring 75 unique articles, and earning over 65,700 impressions, the newsletter became a valuable source of information for our community members.

Replicability: Our program showcases innovative practices that can be replicated by other California counties. The use of social media as a primary communication tool, bilingual and indigenous messaging, and strategic public relations initiatives can be adopted by others. Additionally, the revamping of newsletters to disseminate critical information effectively can serve as a best practice.

Contact:

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Additional Materials:

Communications Annual Report – attached.

Mixteco Messaging - <https://vimeo.com/792036085?share=copy>

Mixteco San Martine Messaging - <https://vimeo.com/806896332?share=copy>

Triqui San Lorenzo Messaging - <https://vimeo.com/788081738?share=copy>

Triqui Salinas Messaging - <https://vimeo.com/788081606?share=copy>

English Messaging - <https://vimeo.com/713812383?share=copy>

Spanish Messaging - <https://vimeo.com/716600318?share=copy>

English Messaging - <https://vimeo.com/768752750?share=copy>

Spanish Messaging - <https://vimeo.com/768751175?share=copy>

Facebook Landing Page - <https://www.facebook.com/MontereyCoInfo>

Social Media Graphics Developed - <https://www.facebook.com/MontereyCoInfo/photos>



Annual Report

County Communications Bureau - Annual Report

July 1, 2022 – June 30, 2023





Public Relations

PR Results

- ~ **506** Stories Released
- 75 News Briefings and 15 Press Conferences
- Editorial Coverage (print/digital)
- Broadcast Coverage (TV/radio)

Source: County Communications





Public Relations

Total Mentions Over Time

- **32,589** total mentions: County of Monterey, July 1, 2022, thru June 30, 2023
- **27,550** total mentions: Pajaro, January 1, 2023, thru June 30, 2023
- Both spiked around 3/15/2023

Source: Cision. Does not include social reporting.





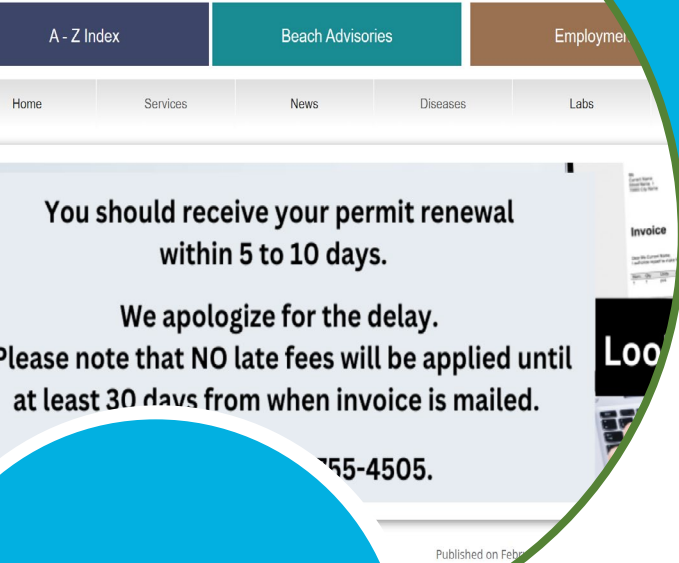
Public Relations

Value Equivalency: **\$3,000,000+**

- **\$2,210,000** online news content
- **\$1,100,000** Television
- **\$525,000** Blogs

Source: Cision. Does not include social reporting.



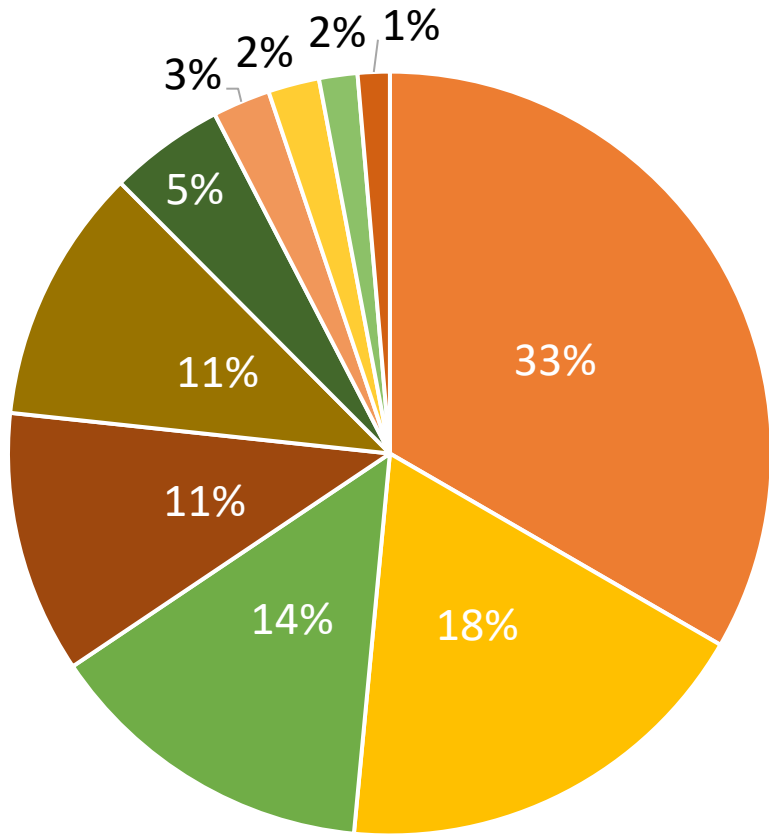


Public Relations

Source: Cision. Does not include social reporting.

Department Mentions by %

- Health
- Housing
- OES/DEM
- Parks
- DA
- Library
- Ag Comm
- Elections
- Probation
- Communications



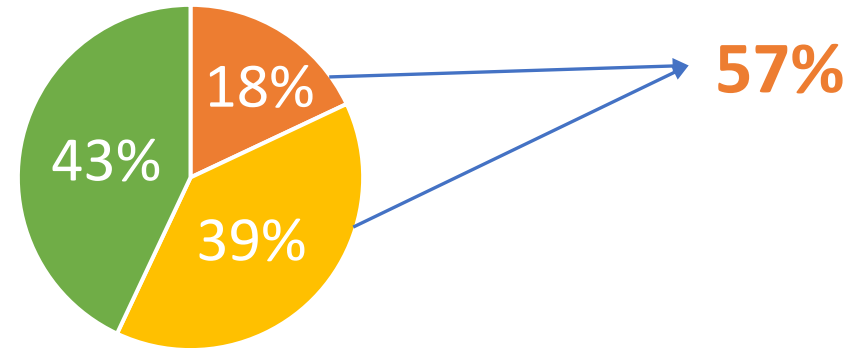


Public Relations

Sentiment

The sentiment graph shows the breakdown of Positive, Neutral, and Negative sentiments from the coverage obtained through the selected media monitoring search. The sentiment for each article is determined by a Natural Language Processing (NLP) tool that analyzes the key themes and subjects to assign sentiment. Essentially NLP uses artificial intelligence to subjectively analyze the reporters use of words to determine the sentiment of a news report. Negative sentiment takes into consideration editorial opinion.

- Positive
- Neutral
- Negative



Source: Cision. Does not include social reporting.





Social Media Growth **+58%**

- **18,649 Facebook** followers as compared to past year 6,578
- **5,042 Instagram** followers as compared to past year 3,126
- **742 YouTube** followers as compared to past year 601
- **24,433 All Platform** as compared to past year 10,305

Source: Meta

Note-Twitter Data not available following the release of Twitter API v2.02 analytic





Social Media Results

- **3,042** Published Posts/Stories to IG/FB
- **5,070,719** Likes (impressions are how many times people liked content)
- **5,623,465** Facebook/Instagram Reach (the number of times a unique account saw any content from or about our Page)
- **33,435** Comments

Source: Meta



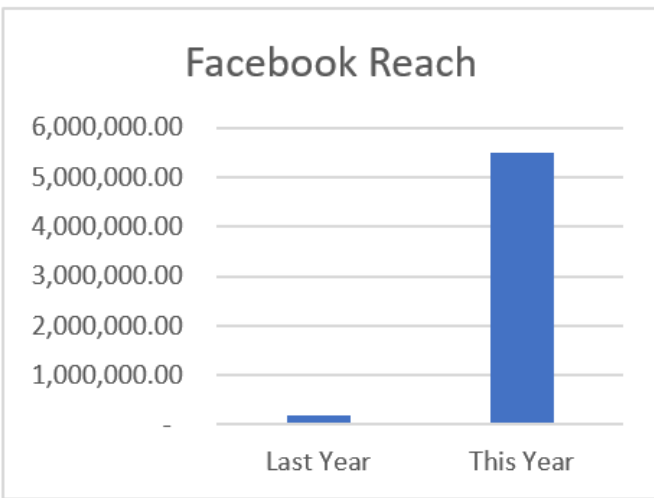


Social Media & Web

Source: Meta

Social Media Results

FaceBook			
	Previous Year		Current Year
Posts:	600.00	Posts:	1,925.00
Reach:	189,568.00	Reach:	5,497,940.00



96.55% increase

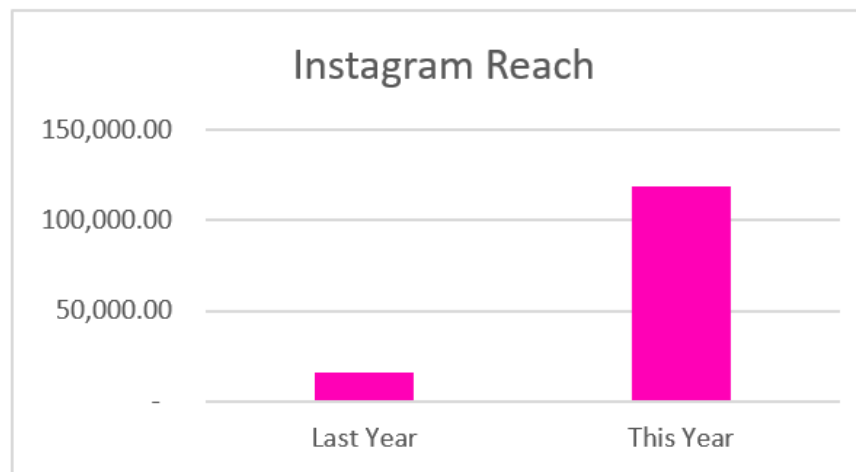




Social Media Results

Instagram			
	Previous Year		Current Year
Posts:	192.00	Posts:	1,047.00
Reach:	15,432.00	Reach:	119,116.00

Reach



87.04% increase

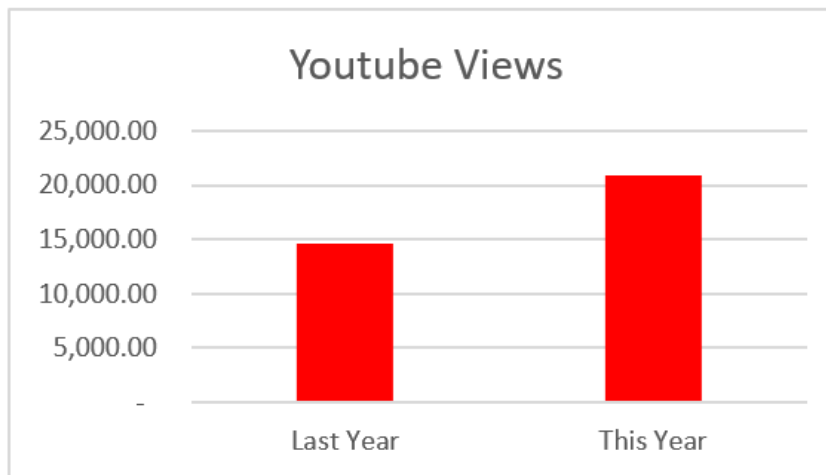
Source: Meta





Social Media Results

Youtube			
	Previous Year		Current Year
Videos:	36.00	Videos:	70.00
Views:	14,700.00	Views:	20,900.00



Source: Google Analytics

29.67% increase



Top FB/IG Social Post



County of Monterey,
California

18K followers • 41 following



Photo

Social Media &
Web

County of Monterey, California
Published by Maia Carroll Liddle · July 7, 2022

The ladies bathroom at the Harris Creek launch ramp at Lake San Antonio is closed for repairs for the time being. Last night, a curious but uninvited 250 pound wild pig was able to push open the bathroom door which closed behind it. The result: three sinks and two toilets destroyed. A good example of why we recommend people give these animals wide berth, they are extremely powerful.



County of Monterey, California
Published by Maia Carroll Liddle · March 1

Here is a look behind those road closure signs at low river crossings in Monterey County. The Salinas River is going over the bridge at Davis Road, same situation at other low crossings in the County. Be sure to heed those closure signs - they are for your safety.

County of Monterey, California
Published by Nicholas Pasculli · January 14

Caltrans Update 1/14/2023 1:30 pm. Read the press release and check out the Caltrans quick map for information.
<https://quickmap.dot.ca.gov/>

State of California • Department of Transportation

News Release

Date: Saturday, January 14, 2023, at 12:30 p.m.
District: 05 - Santa Barbara, San Luis Obispo, Monterey, San Benito, and Santa Cruz Counties
Contact: Kevin Drabinski or Alexa Bertola
Phone: (805) 549-3138 or (805) 549-3237

FOR IMMEDIATE RELEASE

HIGHWAY 68 AND HIGHWAY 1 REMAIN OPEN UNDER CONTINUOUS MONITORING DURING HIGH FLOW EVENT

MONTEREY COUNTY – Highway 68 near Spreckels in Monterey County is open and is expected to stay open during the current high flow event. Crews this morning have inspected the bridges and roadway that could potentially have been affected by the high flow event in the Salinas River. They have determined that there is little risk that Highway 68 will flood.

Highway 1 between Marina and Castroville remains open. Based on current information, it is unlikely that a closure on Highway 1 will be needed.

However, due to the uncertainty of the peak flow, the current rain event, tides, and the behavior of local drainage patterns, Caltrans crews will be actively monitoring Highway 1 with staff in the field.

Updates on these highways will be provided as additional information becomes available.

In order to keep up to date about state highways that may be affected by weather conditions, the Caltrans' QuickMap mobile app and website provides travelers with continuous updates on lane and road closures, construction and maintenance activities, and emergency incidents: <https://quickmap.dot.ca.gov/>

Road information and updates can also be found on Caltrans District 5 Social Media platforms: Twitter at: @CaltransD5, Facebook at: Caltrans Central Coast (District 5) and Instagram at: Caltrans_D5.

Our crews deserve to get home safely too.
Drive slowly and carefully in work zones.

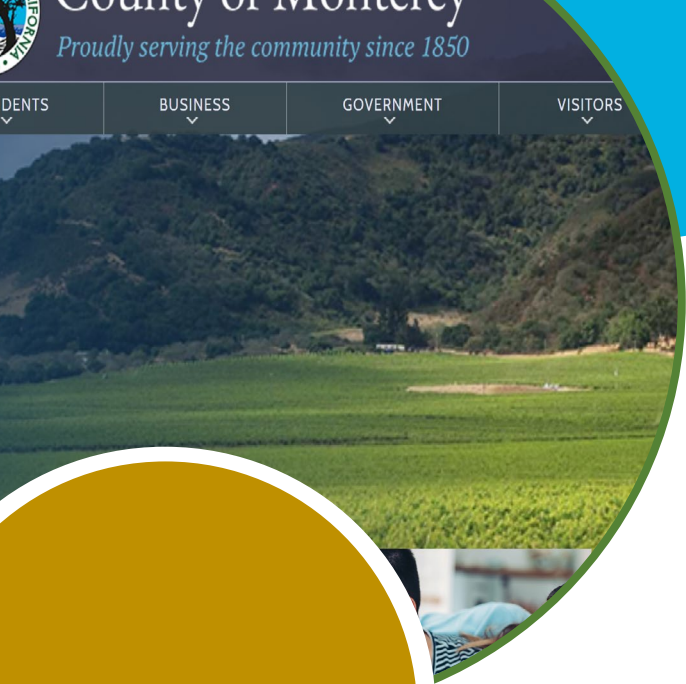
CHP Traffic Incident Information Page: <http://cad.chp.ca.gov/>
Traveler information at: <https://quickmap.dot.ca.gov/>

| #BeWorkZoneAlert | Twitter | Facebook | YouTube

853,607 Post Reach with just these 3 posts.

Source: Meta





Social Media &
Web

Website Results

- **6,963,695** co.Monterey.ca.us sessions
 - Top visited pages
 - Laguna Seca/WeatherTech-Raceway
 - Library
 - Health
 - Public Works
 - Winter Storms
 - Top referral sources: **1. Google, 2. FB, 3. SLO Co Water, 4. KSBW, 5. our old server**

Source: Google Analytics





Social Media &
Web

Website Results

- **218,900** Spanish page results
- Top visited pages opened using a device set to Spanish
 - Behavioral Health
 - Library
 - Health
 - Ag Commissioner
- Top referral sources: **1. Google, 2. Facebook**

Source: Google Analytics





Paid & PSA
Placement

Ad (PSA) Impressions: 10 Million +

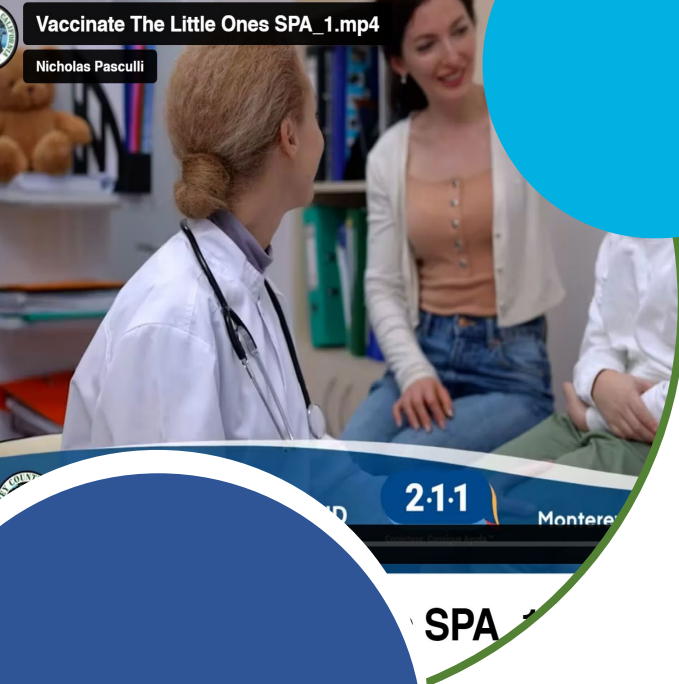
Advertising impressions are the number of times people saw content.

- Includes PSA (ads) created in Spanish, English and in many cases Indigenous language (when at all possible and within budget and time constraints)

- Print 256,506
- Television 5,085,670
- Digital 27,894
- Radio 5,493,601

Source: Nielson Data and Tapscan



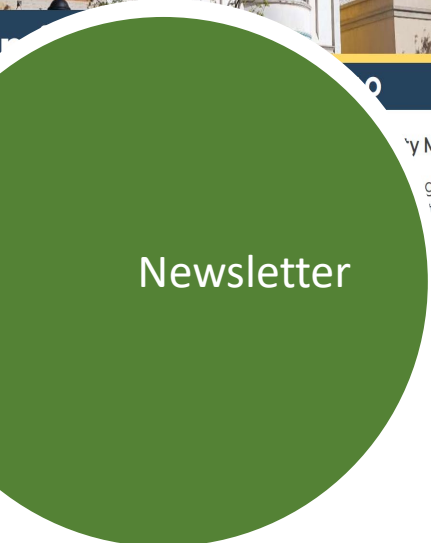


Paid & PSA Placement

Highlights

- COVID -19 (4 spots produced)
- Disaster Service Workers post disaster (2 spot produced)
- County Day-use Parks (1 spot produced)
 - Total spots **8,770**
 - Fully half were no charge

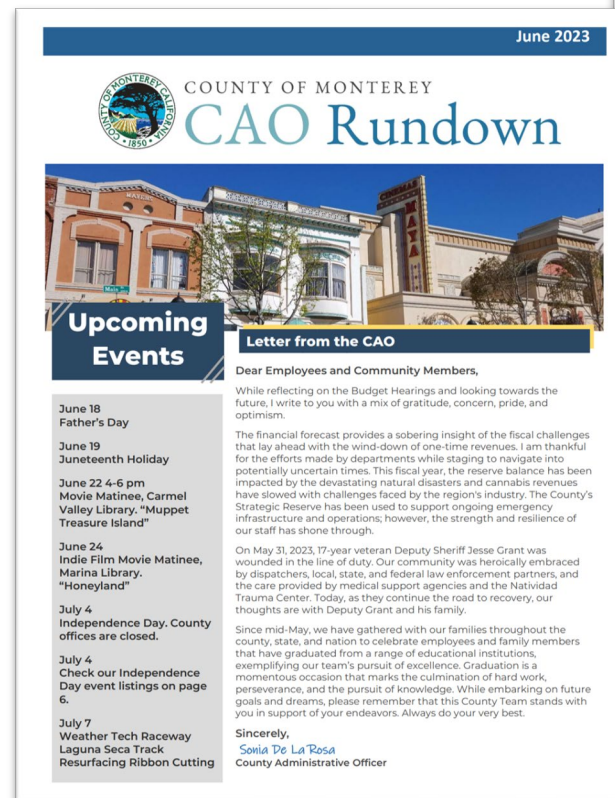




CAO Rundown

- 12 monthly issues published
- 12 CAO messages and over 75 articles or news topics
- Total impression in 12 months: 65,700

Source: County Communications





Outreach

Community Relations Reach

Partial listing of events and outreach. More than 50 events attended.

- Carnegie Hero's Awards (lead for Natividad)
- Pajaro Job Fair
- Pajaro Town Hall meetings (3)
- 2023 Wildfire Season Meeting
- San Lucas Groundbreaking
- MCBC Elected Leaders Luncheons
- Laguna Seca Season Kick-off
- CAPIO & CSAC Annual Conf
- Mural Ribbon Cutting

Source: County Communications





THANK YOU for your Commitment to County Communications

July 1, 2022 – June 30, 2023, Annual Report



County of Monterey – 2023 CSAC Challenge Award Entry
Issue Area: Administration of Justice / Public Safety
Population: Suburban County Category

Monterey County Emergency Operations Center Equity Officer Position

Overview: The County of Monterey established an Equity Officer position within the Command Staff of the Monterey County Operational Area Emergency Operations Center organizational structure.

Challenge: The COVID-19 pandemic highlighted the disparate impacts disasters have on populations that do not have access to adequate nutrition, housing, medical care, education, and equal treatment under the law. Long-standing systemic health and social inequities have put some members of racial and ethnic minority groups at increased risk of experiencing disasters and even further inability to access emergency and recovery services. Some racial and ethnic minority groups that have been disparately impacted include non-Hispanic black persons, Hispanics and Latinos, and American Indians/Alaska Natives.

Solution: As a lesson learned from the COVID-19 pandemic, the County has been working to better meet the needs of disparately impacted communities as it pertains to disasters. In addition to the Access and Functional Needs Unit within the Care and Shelter Branch of the Operations Section, the Monterey County Department of Emergency Management, in collaboration with the Monterey County Administrative Office and Health Department established an Equity Officer position within the Command Staff of the Monterey County Operational Area Emergency Operations Center organizational structure. The purpose is to provide direct guidance to County leadership and technical guidance to response operations to ensure emergency services provided to the community are equitable and meet the needs of the whole community. The result of which was to reduce the disproportionate impacts the disasters have on an already disenfranchised and underserved communities and increase overall community resilience.

Innovation: The Monterey County Operational Area Emergency Operations Center Equity Officer position is not a standard position outlined in local, regional, state, and federal emergency management doctrines

and as such is rarely, if ever, seen in local, state, and federal Emergency Operations Centers across the country.

Results: An atmospheric river event brought heavy rain across Monterey County leading to a breach of the Pajaro Levee on March 10, 2023. This breach led to life-threatening flooding across the community of Pajaro and caused more than 3,000 residents to evacuate their homes. The community of Pajaro is a rural, low income, minority community that is traditionally underserved and majority Spanish speaking, with 18% of the population living below the poverty line. The effects on the population are significant as this community is considered highly vulnerable to recent disaster impacts, ranking in the 98th percentile for overall social vulnerability. Throughout the duration of the emergency, the Equity Officer position was staffed by four Disaster Service Workers from the Department of Emergency Management, Health Department, and the County Administrative Office Homeless Services Program. This position worked to advocate for community needs and ensure language equity; 20 interpreters and translators were mobilized to provide information in Spanish and indigenous languages of Spanish, Mixteco Alto, Mixteco Bajo, Triqui , and Zapotec in the dissemination of emergency alerts, press conferences, media briefings, Santa Cruz County Fairgrounds emergency shelter, Pajaro Comfort and Hygiene Hubs, Local Assistance Center, Community Based Resource Center, and Community Listening Sessions/Town Halls. Additionally, the Equity Officer coordinated “VIDA” (Virus Integrated Distribution of Aid) volunteer base to conduct door to door canvassing to connect directly with 2,000 residents regarding flood hazard information prior to the flooding and recovery resources; and coordinated non-government services and community based resources at the Community Based Resource Center.

Replicability: This program could be replicated by individual municipalities, counties, states, and/or federal agencies.

Contact:

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