

2020-2021 Community Action Plan

California Department of Community Services and Development

Community Services Block Grant



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Purpose

The Community Action Plan (CAP) serves as a two (2) year roadmap demonstrating how Community Services Block Grant (CSBG) agencies plan to deliver CSBG services. The CAP identifies and assesses poverty related needs and resources in the community and establishes a detailed plan, goals and priorities for delivering those services to individuals and families most affected by poverty. CSBG funds may be used to support activities that assist low-income families and individuals, homeless families and individuals, migrant or seasonal farm workers and elderly low-income individuals and families by removing obstacles and solving problems that block the achievement of self-sufficiency. Community Action Plans must comply with Organizational Standards and state and federal laws, as outlined below.

Compliance with CSBG Organizational Standards

As described in the Office of Community Services (OCS) [Information Memorandum \(IM\) #138 dated January 26, 2015](#), CSBG agencies will comply with implementation of the Organizational Standards. CSD has identified the Organizational Standards that provide guidance for the development of a comprehensive Community Needs Assessment. The following is a list of Organizational Standards that will be met upon completion of the CAP and CNA. This section is informational only, and narrative responses are not required in this section. Agencies are encouraged to utilize this list as a resource when completing Organizational Standards annually (Appendix A).

State Assurances

As required by the CSBG Act, Public Law 105-285, states are required to submit a state plan as a condition to receive funding. Information provided in the CAP by agencies is included in California's State Plan. Alongside Organizational Standards, the state will be reporting on [State Accountability Measures](#) in order to ensure accountability and improve program performance. The following is a list of state assurances that will be met upon completion of the CAP. This section is informational only, and narrative responses are not required in this section (Appendix B).

Federal Assurances and Certification

Public Law 105-285, s. 676(b) establishes federal assurances agencies are to comply with. CSD, in its state plan submission, provides a narrative describing how the agencies in California will comply with the assurances. By completing and submitting this Community Action Plan, your agency certifies that it will comply with all Federal Assurances and any other laws, rules, and statutes in the performance of the activities funded through this grant. [\(Federal Assurances can be found in the CSBG Act Section 676\)](#)

The following is a list of federal assurances that will be met upon completion of the CAP. This section is informational only, and narrative responses are not required in this section (Appendix C).

2020/2021 Community Action Plan Checklist

The following is a check list of the components to be included in the CAP. The CAP is to be received by CSD no later than June 30, 2019:

- Cover Page and Certification**
- Vision Statement**
- Mission Statement**
- Tripartite Board of Directors**
- Documentation of Public Hearing**
- Community Needs Assessment**
- Community Needs Assessment Process**
- Community Needs Assessment Results**
- Service Delivery System**
- Linkages and Funding Coordination**
- Monitoring**
- Data Analysis and Evaluation**
- Appendices**

**COMMUNITY SERVICES BLOCK GRANT (CSBG)
2020/2021 Program Year Community Action Plan
Cover Page and Certification**

Submission Date:

Agency Contact Person Regarding the Community Action Plan:

Name:	Lauren Suwansupa
Title:	Community Affiliation Manager
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Certification of Community Action Plan and Assurances

The undersigned hereby certify that this agency complies with the Assurances and Requirements of this FFY 2020/2021 Community Action Plan (CAP) and the information in this CAP is correct and has been authorized by the governing body of this organization.

Board Chair (printed name) **Board Chair (signature)** **Date**

Executive Director (printed name) **Executive Director (signature)** **Date**

Certification of ROMA Trainer
(If applicable)

The undersigned hereby certifies that this organization’s Community Action plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation).

NCRT/NCRI (printed name) **NCRT/NCRI (signature)** **Date**

CSD Use Only:

Date CAP Received:	Date Accepted:	Accepted By:

Vision Statement

Monterey County Community Action Commission and the Community Action Partnership envisions a thriving community in which policy makers, community members and a broad representation of the public and private sectors are engaged in service delivery systems that promote self-sufficiency, reduce poverty and homelessness, and build community spirit for the low-income population in Monterey County.

Mission Statement

The mission of the Monterey Community Action Partnership is to assess the needs of the low-income people in Monterey County and develop, maintain, and evaluate community services that empower low-income individuals and families to improve their quality of life.

The following agency activities are tools used to accomplish this mission:

- Developing a Community Action Plan based upon strategic planning;
- Coordinating and collaborating with other community-based efforts to develop partnerships, maximize resources, and enhance existing service delivery systems;
- Identifying service gaps;
- Advocating for the needs of the low-income population;
- Developing needed community services and leverage funds to support them
- Serving as lead agency for homeless issues; Encouraging accessible, culturally sensitive, family-friendly, and responsive services.

Tripartite Board of Directors

(Organizational Standards 5.1, 5.2, CSBG Act Section 676(b)(10))

Section 676B of the Community Services Block Grant Reauthorization Act of 1998 requires that, as a condition of designation, private nonprofit entities and public organizations administer their CSBG program through tripartite boards that *“fully participate in the development, planning, implementation, and evaluation of the program to serve low-income communities.”*

1. Describe your agency’s procedures for establishing adequate board representation under which a low-income individual(s), community organization, religious organizations, or representative of low-income individuals that considers its organization or low-income individuals to be inadequately represented on the board (or other mechanism) of the agency to petition for adequate representation. Please place emphasis on the *low-income individuals* on your board.

(Organizational Standards 5.2, CSBG Act Section 676(b)(10))

The Monterey County Community Action Commission aims for a culturally diverse tripartite composition with five (5) members representing each of three constituencies: public, private, and low-income sectors. The Monterey County Board of Supervisors may serve on the Commission or they may choose representatives to serve on their behalf. Since Monterey County has 5 districts and 5 elected supervisors, each supervisor may appoint 3 commissioners—one commissioner to represent each sector—amounting to a total of 15 commissioners. The representatives need not be public officials themselves so long as they are entitled to speak and act for the Supervisors whom they represent in connection with the Commission’s business. Nominations of such representatives will be appointed by the Board of Supervisors. Commissioners may recommend officials or members of business, industry, agricultural, religious, welfare, education, or other major organizations and interests in the community, as needed. Nominees are solicited through recruitment efforts. Applicants are notified of the date, time, and place to appear before the Commission to discuss their personal interest and ability in contributing to the success of the Community Action Partnership. The recommended nominee is appointed by the Board of Supervisors.

In accordance with California Government Code, Chapter 9, Article 6, Section 12751(b), one third of the Commissioners represent the local low-income population. Within each of the five supervisorial districts, one (1) representative will be chosen in accordance with democratic selection procedures. Although representatives of the low-income residents need not themselves be poor, they must nevertheless, be selected in a manner which ensures they truly represent persons of low-income. The election procedures are detailed in Commission Policies and Procedures. Low-income representatives are elected by their community and the election is confirmed by the Monterey County Board of Supervisors.

MCCAP follows a formal endorsement process established for the low-income representative. The public endorsement is accomplished by scheduling and publicizing an election in the press and among agencies servicing the low-income. At the election, nominations are taken from the floor, and any resident of that district may also nominate someone, including themselves. The endorsed

representative for the low-income must still be appointed by the Board of Supervisors following the election process. Elections for representatives of the poor will be conducted as follows:

- The Monterey County Community Action Partnership (MCCAP), in coordination with the Community Action Commission (CAC), will establish a date, time, and place for an upcoming election at least 30 days in advance.
 - When possible, the election will be held in conjunction with another community meeting/event to help assure widespread citizen participation.
 - MCCAP staff will prepare press releases, public service announcements, and public notices for distribution to the media at least two weeks prior to the election. These notices should be made accessible to low-income residents within the district.
 - Notices of the election will be posted in agencies providing services to low-income people and in designated focal points at least two weeks prior to the election.
 - Where appropriate, notices will be posted in a second language.
 - District Commissioners will conduct the election with staff assistance. MCCAP staff will prepare an election agenda and voting ballots. Information regarding low-income services provided by MCCAP should be distributed to voters and all present.
2. Please describe how the individuals on your Advisory or Governing Board are involved in the decision-making process and participate in the development, planning, implementation and evaluation of programs funded under CSBG to meet the requirements listed above.
(Organizational Standard 5.1)

The purpose of the Community Action Commission is to serve and represent the low-income population in Monterey County. In general, the function of the Community Action Commission is to provide input into assessing needs and providing services for Monterey County's low-income population. Commissioner participate in a range of activities involving the development, planning, implementation, and evaluation of the partnership, and partners, serving low-income county residents. The Commission accomplish this by staying current on poverty issues in their district and assisting and participating in the following general activities:

- Identifying needs in community
- Assisting MCCAP staff in determining service priorities for the Community Action Plan
- Recommending funding allocations
- Assisting with program evaluation

The Community Action Commission also plays a key role in the following more specific functions:

- Represent and advise the County Board of Supervisors on issues related to poverty in Monterey County.
- Support administration of funding related to services for low-income people.
- Advocate and participate in community activities that support the low-income community.
- Engage in collaborations with community groups to promote the mission of the agency

- Strive to develop, maintain, and evaluate community services that empower low-income persons and improve their quality of life.
- Partner with the MCCAP staff, community members, and local service agencies to promote activities that lead to growth and self-sufficiency for the most vulnerable populations within Monterey County.
- Participate in evaluation and monitoring of service providers.
- Participate in the main agency activities such as development of Request for Service Proposals and Allocation of Funding.
- Represent the Community Action Commission and its mission when interacting with the community and providing feedback to the rest of the Commission.
- Participate in the Commission meetings to endorse activities in support of issues that affect the low-income population.
- Work with staff to follow up on issues resulting of Commission endorsement during Commission's public meetings.

Documentation of Public Hearing

[California Government Code 12747\(b\)-\(d\)](#) requires all agencies to conduct a public hearing in conjunction with their CAP. In pursuant with this Article, **agencies must prepare and present the completed CAP for public review and comment.** The public hearing process must be documented to include how the hearing was advertised and all testimony presented by the low-income and identify whether the concerns expressed by that testimony are addressed in the CAP.

The agency shall conduct at least one public hearing and provide for a public comment period.

Note: Public hearing(s) shall not be held outside of the service area(s)

1. The agency has made (or will make) the plan available for review using the following process:
Public announcements attached as Appendix D.

Public Hearing

Date: February 7, 2019 5:00-8:00 PM

Location: Food Bank for Monterey County 353 Rossi St. Salinas, CA

Public Comment Period

Inclusive Dates for Comment: December 18, 2018 – April 1, 2019

2. When and where was/will be the Public Hearing Notice(s) published or posted? List the dates and where below:

Date	Where (name of newspaper, website, or public place posted)
1/24/2019 – 2/7/2019	91.3 FM KAZU Public Radio for Monterey County Community Calendar
1/29/2019 – 2/7/2019	Monterey County Office of Education Facebook Page
12/18/2018 – 4/1/2019	Flyers Posted at MCDSS Branches & Service Provider Office Locations
12/18/2018 – 3/31/2019	Press release print media event calendars: Monterey Herald’s “Go calendar”; Monterey County Weekly’s “Pubic Citizen”; The Californian; Register-Pajaronian; Monterey County Weekly’s Calendar; South County Newspapers
2/5-6/2019	Press Releases on-air: KION; KSBW; Clear Channel; Intravision; Radio Bilingual

***Submit a copy of published notice(s) with the CAP Application for documentation purposes.**

Community Needs Assessment

The complete Monterey County Community Needs Assessment attached as Appendix E.

Public law 105-285 requires the state to secure from each agency, as a condition to receive funding, a CAP which includes a Community Needs Assessment (CNA) for the community served. Additionally, state law requires each CSBG agency to develop a CAP that assess poverty-related needs, available resources, feasible goals and strategies, and that yields program priorities consistent with standards of effectiveness established for the program (*California Government Code 12747(a)*).

As part of the CNA process, each organization will analyze both qualitative and quantitative data to provide a comprehensive “picture” of their service area. To assist the collection of quantitative data, CSD has provided a link to a dashboard with the latest Census data with easily available indicators at the county level.

https://public.tableau.com/profile/benjamin.yeager#!/vizhome/Cap_Assessment/CAPData

The link gives agencies access to the five-year American Community Survey (ACS) data for every county in the state. By clicking on a county, the user will have access to quantitative data such as the poverty rate, median income information, and unemployment rate.

Helpful Resources		
United States Census Bureau Poverty Data click here	State of California Department of Justice Statistics by City and County click here	U.S. Department of Housing and Urban Development Homelessness Assistance click here
Employment Development Department Unemployment Insurance Information by County click here	California Department of Education Facts about California Schools Using DataQuest click here	California Department of Public Health Statistical Data click here
Bureau of Labor Statistics Labor Data click here	California Department of Finance Various Projections/ Estimates click here	Community Action Partnership Community Action guide to develop a CNA click here
A Comprehensive Community Needs Assessment (CCNA) Tool Statistical Data to assist CNA development click here		

Community Needs Assessment Process

(Organizational Standards 1.1, 1.2, 1.3, 2.2, 3.2, 3.3, 3.4, 3.5)

The CNA captures the problems and conditions of poverty in the agency’s service area based on objective, verifiable data and information gathered through various sources. Identified problems and conditions must be substantiated by corroboration through public forums, customer questionnaires, surveys, statistical data, evaluation studies, key informants, and/or other reliable sources. The CNA should be comprehensive and serve as the basis for the agency’s goals, and program delivery strategies as reported on the CSBG Annual Report. The CNA should describe local poverty-related needs and be used to prioritize eligible activities offered to low-income community members over the next two (2) years.

Focus Groups	N/A
Asset Mapping	N/A
Surveys	MCCAP conducts a biennial community needs assessment (CNA) survey. The 2019 survey was administered from January through March. To reach a representative sample of low-income residents across the county, surveys were disseminated online and in person through Monterey County Department of Social Services’ branch offices, MCCAP’s network of service providers, and Salvation Army locations. Short, nine-question surveys asked low-income county residents to identify their most needed services, as well as income information and demographic data.
Community Dialogue	<p>MCCAP’s network and staff participate in a variety of regular and ongoing community dialogue committees, regular working groups, and ad hoc working groups to monitor and assess community needs. These groups are composed of key individuals from public, private, faith-based, and community-based organizations. They are convened to stimulate strategies with respect to identifying service needs, gaps in service, and methods for improving data and information sharing.</p> <p>Information gleaned from these ongoing interactions helps MCCAP to both identify important local issues and corroborate statistical data and survey responses. MCCAP is actively involved in the following groups organized to promote community dialogue: bimonthly Collaborative Community partnership meetings; Safe Parking round-tables; “Impact Monterey” Community Needs Assessment working group, United Way and Middlebury College; Chinatown Homeless Action Team (CHAT); Whole person care clinical care committee; Active Referral Network working group, United Way; Census 2020 Complete Count committee; Health, Housing and Human Services Committee (HHH), Monterey County and County Board of Supervisors; Aging and Adult Services HOME Collaborative; Coalition of Homeless Service Providers’ (CHSP) Housing Pipeline Leadership Council; Interfaith Homeless Lodging Program’s (IHELP) monthly working board; The Salvation Army, Bethel Church and Catholic Charities <i>Emergency Food & Shelter Program’s</i> (EFSP) local board</p>
Interviews	N/A
Public Records	To monitor how Monterey County’s changing economic, education, and demographic landscape is affecting the face of poverty, MCCAP collects a broad range of data and information from the following sources: The U.S. Census Bureau, American Community Survey (2013-2017); Monterey County Workforce Development Board’s Industry and Economic Overview; United Way’s Real Cost Measure in Monterey California, Center for Community and Economic Development’s Family Needs Calculator; Pivot

	Learning and National Center for Youth Law Study; Monterey Bay Economic Partnership (MBEP) housing data, Monterey County Office of Education; and Public Policy Institute of California's immigration data
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Date of most recent completed CNA: April 12, 2019

Date CNA approved by Tripartite Board (most recent): April 29, 2019
(Organizational Standard 3.5.)

1. For each key sector of the community listed below, summarize the information gathered from each sector and how it was used to assess needs and resources during the needs assessment process (or other planning process throughout the year). These sectors should include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions. (Organizational Standard 2.2)

The complete Monterey County Community Needs Assessment is attached as Appendix E.

MCCAP's 2019 Community Needs Assessment (CNA) is based on analysis of a broad range of qualitative and quantitative data to provide a comprehensive "picture" of our service area and establish priorities for Monterey County's 2020-2021 Community Action Plan. MCCAP began the CNA process with a survey of the low-income community (Appendix F). Next, MCCAP collected information and data from a wide range of public and private sources to provide the context necessary to explain survey results. Much of the data collection was informed by work MCCAP does throughout the year in collaboration with many community and faith based organizations that directly serve the low-income community. After findings were presented at the public hearing, public comments and written testimonials were incorporated into the CNA prior to its endorsement by the Community Action Commission.

The CNA is the result of a process that entails a survey, public comments, and information garnered from community partnerships, and key sources of research-based data. The survey was administered in-person, and online through outreach by Monterey Department of Social Services and MCCAP's community network of service providers. Survey results added insight to the information MCCAP staff gathers from regular planning sessions with community and faith-based organizations, which supply essential operational-level knowledge of the causes and conditions of poverty in the county. Additional data was aggregated from multiple public and private sources to establish area demographics, as well as statistical trends relating to poverty rates, income, cost-of-living, housing, homelessness, employment, education, and health.

Information gathered from planning groups and partnerships is relevant to the experiences of service recipients and service providers. MCCAP's network and staff participate in a variety of regular and ongoing community dialogue committees, working groups, and ad hoc working groups to monitor and assess community needs. These groups are composed of key individuals from public, private, faith-based, and community-based organizations. They are convened to stimulate strategies with

respect to identifying service needs, gaps in service, barriers to access services, service-provider limitations, and methods for improving data and information sharing. This work also directs attention to changing conditions in the community and directed our attention to increasing stressors surrounding housing and cost of living that are leading to a growing number of struggling families and children.

To monitor and explain how Monterey County's changing economic, education, and demographic landscape is affecting the face of poverty, MCCAP collected a broad range of data and information from the following sources: The U.S. Census Bureau, American Community Survey (2013-2017); Monterey County Workforce Development Board's Industry and Economic Overview; United Way's Real Cost Measure in Monterey California, Center for Community and Economic Development's Family Needs Calculator; Pivot Learning and National Center for Youth Law Study; Monterey Bay Economic Partnership (MBEP) housing data, Monterey County Office of Education; and Public Policy Institute of California's immigration data

The CNA process draws on data and information from all sectors of our community to describe our specific regional challenges and local poverty-related needs. As such, the CNA will be used to prioritize eligible activities offered to low-income community members over the next two years.

2. Describe the causes and conditions that contribute to poverty affecting the community in your service area. (Organizational Standard 3.4)

There are several interacting factors that contribute to the causes and conditions of poverty in our area. In Monterey County, there is a very high cost of living, an extreme shortage of affordable housing, an economy based on low-wage, low-skill jobs, poor education outcomes, a large immigrant population, and a growing homeless problem, particularly amongst families with children. Many low-income residents are working poor who struggle to earn enough income to maintain a stable level of self-sufficiency. Additionally, a large percentage of farmworkers living in the county are married couples and couples with children who have inadequate housing.¹

Monterey County, like many California counties, has an extreme shortage of affordable housing that is driving the area's high cost of living. Rent burden and housing scarcity are a major factor making struggling households vulnerable to an economic shock. In fact, rent burden contributes to economic instability and is cited as the primary reason for homelessness.² Fifty-six percent of renters in the county spend more than 30% of their income on rent.³ Moreover, rent increases are far outpacing

¹ Farmworker Housing Study and Action Plan for Salinas Valley and Pajaro Valley (June 2018). California Institute of Rural Studies

² Melnicore, H. (November, 2018). Crisis on the Coast: The Bay Foster Youth and Homeless Populations. Pivot Learning and the National Center for Youth Law <https://www.pivotlearning.org/crisis-on-the-coast/>

³ Monterey County Housing Charts (January, 2019). Monterey Bay Economic Partnership. Housing infographic https://mbep.biz/wp-content/uploads/2018/11/MBEP_INFOGRAPHIC_FINAL_LINKS-1.pdf

growth in incomes with the median income rising 5.8% as compared to a 9.9% increase in median rent.⁴

Poverty statistics alone do not fully capture the true extent of poverty in our area because federal poverty thresholds fail to account for the true cost of living. Based strictly on federal definitions, Monterey County has an overall poverty rate of 14.67%.⁵ Poverty rates are higher in Salinas and South County. Poverty also greatly impacts women-led households, children, and non-white residents of the county. U.S. Census data poverty rates provide a starting point, or a baseline, for assessing who is affected by poverty in our community.

According to the Cost of Living Index, the cost of living in Monterey County is 33.1% higher than the U.S. average.⁶ The United Way's real cost measure (RCM) calculates the minimum income levels required to meet basic needs and attain self-sufficiency in Monterey County. According to the real cost measure, two adults and two children living and working in Monterey County need an income 290% above the poverty threshold in order to simply make ends meet. In public hearings and community round-tables, many of MCCAP's service providers felt compelled to share their first-hand observation that the clients they serve consistently struggle with food insecurity and without a broader network of social support.

Those experiencing hunger live in a constant state of stress, and nutrition directly impacts quality of life and health outcomes. Over 100,000 county residents seek food assistance from the local foodbank.⁷ For children, food insecurity is a barrier to learning while education is essential to one's ability to overcome poverty. In Monterey County, 22% percent of children under the age of 17 live in poverty⁸, and 72% of our 55,793 public school students are enrolled in the free lunch program.⁹

Notably, Monterey County experienced a 23% overall increase in homelessness between 2015-2017 and an extremely high-level of student homelessness. Over 7,000—or one out of every ten—students in our county is homeless, which surpasses San Francisco (3.4%) and Alameda County (1.4%). In 12 county schools, homeless students comprise a staggering 20-36% the schools entire student body.¹⁰ Additionally, MCCAP's monthly shelter occupancy report indicates that the emergency shelter has been running at, or above, full occupancy every month since it became operational in Winter of 2017.

The effects of the high cost of living in Monterey County and lack of affordable housing on the low-income community are exacerbated by the local economy, poor education outcomes, and unpredictable political environment surrounding immigration. The region's economy is rooted in

⁴ Monterey County Housing Charts (January 2019). Monterey Bay Economic Partnership.

⁵ U.S. Census Bureau. American Fact Finder. 2013-2017 American Community Survey (ACS) 5-Year Estimates.

⁶ Industry and Economic Overview, June 2017, The Monterey County Workforce Development Board.

⁷ FBMC www.thefoodbankformontereycounty.org

⁸ U.S. Census Bureau. American Fact Finder. 2013-2017 American Community Survey (ACS) 5-Year Estimates.

⁹ CA Department of Education (2017-2018) County-level data

¹⁰ Ibid. (November, 2018).

industries that produce predominately low-wage, low skilled jobs. Access to quality jobs depends on education and job skills, as well as the availability of well-paying jobs.

The economy of Monterey County is specialized in Agriculture, Forestry, Fishing, Hunting, Arts, Entertainment, Recreation, and Public Administration. The median household income in Monterey County is 63,876.00. However, the average annual income is \$44,986, indicating that local career opportunities skew toward lower income level jobs. Employment in the agricultural industry, for example, is dominated by low-wage jobs. The average job in the agricultural industry pays \$24,267 per year.¹¹ These income levels fall well short of self-sufficiency standards.¹²

As noted above, job skills and education levels are ultimately tied to better paying jobs. However, 28% of county residents have less than a high school education, while 21% have a high school diploma, and only 14.4% have a bachelor's degree. And, although our county has an 85% high school graduation rate, a high percentage of high school grads are neither college, nor career ready meaning these students are destined for low-skill jobs. To subsist on low-skill, low-income jobs in Monterey County, a family of two adults and two children would need to work more than four full-time minimum wage jobs to make ends meet.¹³

In sum, simply looking only at the county's poverty rate fails to capture full extent to which residents are struggling to make ends meet. Statistics used to determine the number of people living in poverty are based on the federal poverty threshold and is meant to capture those unable to afford minimum needs such as food, clothing and housing. Federal definitions of poverty, however, only provide a baseline and they do not account for regional barriers to attaining self-sufficiency. The area's cost of living, educational attainment, quality of jobs, and access to housing are factors that interact to affect the causes and conditions of poverty specific to our county, as well as the barriers to becoming—and remaining—self-sufficient.

3. Describe your agency's approach or system for collecting, analyzing, and reporting customer satisfaction data to the governing board.
(Organizational Standard 1.3)

Monterey County Community Action Partnership (MCCAP) is a public agency housed within the Monterey County Department of Social Services. As such, MCCAP does not provide any direct services; rather, it facilitates network collaboration and allocates resources for service priorities through our network of community-based service providers. MCCAP collects customer satisfaction data as part of the annual service provider evaluation process. All service providers are required to distribute MCCAP customer service surveys at least twice a year—between January through June and

¹¹ Monterey County Workforce Development. Labor market Information
<http://www.montereycountywdb.org/policies/labor/>

¹² Family needs calculator (2018). Insight: Center for Community Economic Development. <https://insightcced.org/2018-family-needs-calculator/>

¹³ Family needs calculator (2018). Insight: Center for Community Economic Development.
<https://insightcced.org/2018-family-needs-calculator/>

again between July through December. Service providers distribute the same survey to clients for consistency. To ensure client confidentiality and genuine responses, clients are provided with a stamped envelope addressed to MCCAP county staff. MCCAP collates and records client satisfaction surveys and uses them both to inform the service providers' semi-annual reviews and provide specific client-centered feedback. Additionally, MCCAP staff produces an annual report summarizing service provider performance reviews and client evaluations to present to the Community Action Commission (CAC). Commissioners use this report to evaluate the performance of services relative to the CAP plan and as the basis for decision-making for the subsequent CAP plan.

4. Describe how your agency collected and included current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for your service area.
(Organizational Standard 3.2)

MCCAP's Community Needs Assessment (CNA) process included a survey which collected demographic information specific to income, gender, age, and race/ethnicity. Furthermore, a comprehensive literature review was completed using available resources and data collected through the US Census, American Community Survey. MCCAP examined these general demographics about poverty and investigated further as to the extent of poverty for different subpopulations in the community. Research and reports from the Office of Education, United Way, Pivot Learning, and the Farmworker Study, added more complete data about how poverty affects families, single mothers, students, and farm workers.¹⁴ This information was reviewed and included in the needs assessment document and organized to assess the unique needs of the various subpopulations and regions within our broader service area.

5. Briefly summarize the type of both qualitative and quantitative data collected and analyzed as part of the needs assessment process.
(Organizational Standard 3.3)

MCCAP's Community Needs Assessment (CNA) process involves collecting information about the expressed needs of low-income residents alongside quantitative data and population demographics from multiple sources to paint a clearer picture of poverty in Monterey County. The results of the needs assessments are then vetted at our public hearing and reported to our Community Action Commission (CAC) for approval prior to writing our biennial Community Action Plan (CAP), which establishes the basis for prioritizing and directing CSBG funds toward services deemed most impactful for our community.

In order to gather relevant qualitative data to assess and prioritize the needs of low-income residents, MCCAP undertakes several activities annually including administering a survey to low-income residents, collecting written testimonials, holding a public hearing, recording public comments, and documenting data from service providers.

¹⁴ Complete list of sources listed in the "Community Needs Assessment Process" section

MCCAP reviews public responses and service-provider information in relation to local, state and federal data to understand the economic trends and conditions that explain these first-hand accounts. Thus, in addition to the poverty rate, MCCAP also collects a wide-range of additional statistics relevant to explaining the causes and conditions of poverty specific to our region. U.S. Census data, particularly the 2013-2017 American Community Survey's 5-year estimate, is a starting a starting point for grasping the extent, breakdown and distribution of poverty across our county. To add context, MCCAP collects county-level economic, housing, health, homeless, and education data. The Monterey County Workforce Development Office and Monterey Bay Economic Partnership are valuable sources of data on labor market information, income levels, and workforce housing. The United Way of Monterey County and Monterey County Office of Education reports were utilized not just assess educational attainment, but also to examine the extent of student homelessness and percentage of students enrolled in free lunch programs.

6. Describe how the agency analyzes information collected from low-income individuals as part of the community needs assessment process.
(Organizational Standard 1.1, 1.2)

MCCAP examined survey results in relation to local research & census data with respect to social and economic conditions. The CNA is further refined once survey results are presented at a public hearing and public comments can be incorporated. Survey results and public comments were essential to interpreting poverty statistics and service provider data according to the experience and perspective of our low income residents.

MCCAP's CNA survey was a nine-question survey distributed to low-income residents throughout Monterey County. In addition to demographic and income information, the survey directed respondents to first identify the service domain, based on their own situation and needs, that they considered most important and then choose two specific services within that category. Surveys were distributed widely throughout the county at Department of Social Service locations, service-provider program sites, through targeted outreach efforts, and online. MCAAP collected over 600 surveys that were completed and submitted in-person, electronically, and by mail.

Survey results and service rankings were explained in the context of U.S. Census data, local research reports, and service-provider data. The CNA process produced outcomes that were shown to be consistent with trends noted by various local research efforts and service-provider data. Although the survey was intended identify the single most important service domain from the perspective of each respondent, many articulated needs across multiple domains. Thus, instead of producing a discrete ranking of service domains, the survey suggested high demand for mutually supportive services across multiple domains. Comments collected at public hearing and from written testimonials helped further support and explain survey results.

In addition to a public hearing, MCCAP solicited written testimonials to explore and validate the results of the survey. The public hearing and written testimonials helped to elucidate survey results. At the 2019 public hearing, an unusual number of service providers were compelled to share their

observations of client experience and articulate challenges they face in serving clients who demonstrate a high level of need across multiple service domains. Service providers expressed two general concerns. One concern was that an increasing number of clients struggle to satisfy basic needs especially with respect to food security. The other concern was that clients have multiple needs and they feel increasingly ill-equipped to help them connect with and navigate the service network outside their programmatic area. At the same time, written testimonials from low income residents underscored the interdependence of multiple supportive services. For example, afterschool and youth programs support working parents by not only providing a safe environment for kids, but also by making it possible for parents retain employment and ensure social-academic advancement of their families.

Community Needs Assessment Results

(Organizational Standard 3.4, 4.2, 4.3, CSBG Act Section 5.76(b)(12))

Needs Identified	Integral to Agency Mission (Yes/No)	Currently Addressing (Yes/No)	Agency Priority (Yes/No)
Employment	Yes	Yes	Yes
Education and Cognitive Development	Yes	Yes	Yes
Income & Asset building	Yes	No	No*
Housing	Yes	Yes	Yes
Health & Social/Behavioral Development	Yes	Yes	Yes
Civic Engagement and Community Involvement	Yes	No	No*
Multi-Service Coordination	Yes	Yes	Yes

For needs marked “no” in “Agency Priority”, please describe how the gap was identified, (CNA, surveys, focus groups, etc.) and why the gap exists (Federal rules, state rules, lack of funding/resources, etc.) Explain how your agency plans to coordinate services and funding with other organizations to address these service gaps. Include how you ensure that funds are not used to duplicate services. If you will not be coordinating services to address the service gaps, please explain why. (CSBG Act Section 676b(3)(B),(5), State Assurance 12760)

*Through MCCAP’s biennial CNA survey, services that fall within the Income & Asset Building and Civic Engagement & Community Involvement domains were identified as additional needs. MCCAP embodies and promotes civic engagement and community involvement through its network of partners, the enactment of its mission, and its tripartite governing board. However, MCCAP does not directly fund services relating to civic engagement. MCCAP does fund financial education, promote and engage partner support and outreach for the VITA free tax prep, and support the development of an active referral network (ARN). Although MCCAP does fund United Way financial education programs, these programs and corresponding FNPIs are technically accounted for in the Education domain. For other financial services within this domain, MCCAP serves on a working committee to support United Way’s ARN and currently funds United Way’s 2-1-1 directory, which has a directory of financial services with the intention of upgrading the directory to its active referral network. MCCAP actively promotes, recruits, and makes referrals to VITA for tax prep and makes referrals to Consumer Action for financial and debt support.

Priority Ranking Table

Agency Priorities	Description of programs/services /activities	Community /Family & Individual	Indicator/Service Category (CNPI, FNPI, SRV)
1. Housing	<ul style="list-style-type: none"> • Housing Resource Center of Monterey County: Case management and direct financial assistance for families on CalWORKs actively experiencing homelessness. <i>Estimate: 80 households or 240 individuals annually.</i> 	Family & Individual	FNPI 4a, 4b SRV 4c, 4d, 4m, 4o, 7a
	<ul style="list-style-type: none"> • Community Human Services: programs for runaway and homeless youth that includes individual, group, and family counseling to help resolve crises and reunited youth with their families, emergency shelter, and street outreach. <i>Estimate: Serve approximately 270 households or 150 individuals annually.</i> 	Family & Individual	FNPI 4a, 4b SRV 4m, 4n, 4o, 7a, 7n
	<ul style="list-style-type: none"> • Community Homeless Solutions: Outreach, emergency shelter, and case management to low-income residents of Monterey County effected by domestic violence or homelessness. <i>Serve approximately 270 households or 150 individuals annually.</i> 	Family & Individual	FNPI 4a, 4b SRV 4m, 4n, 4o, 7a
2. Health & Social/ Behavioral Developments	<ul style="list-style-type: none"> • Access Support Network: Operation of a Healthcare Navigation program that assists low-income persons living with HIV or Hep C in understanding and navigating complex health insurance programs. <i>Estimate: Serve approximately 60 households or 75 individuals annually.</i> 	Family & Individual	FNPI 4e, 5b, 5f, 5h SRV 4f, 5j, 4n, 4o
	<ul style="list-style-type: none"> • Food Bank for Monterey County: Countywide direct distributions, free farmers' markets, mobile produce pantries, child weekend nutrition, direct delivery programs, and emergency pantries. <i>Estimate: 100000 individuals receive food distribution</i> 	Family & Individual	SRV 5jj
	<ul style="list-style-type: none"> • Community Human Services: Supervised Visitation program which includes a home-like setting for non-custodial parents and children to interact. <i>Estimate: Serve approximately 270 households or 150 individuals annually.</i> 	Family & Individual	FNPI 5d SRV 5t, 7a
	<ul style="list-style-type: none"> • Community Homeless Solutions: Outreach, emergency shelter, and case management to low-income residents of Monterey County effected by domestic violence or homelessness. <i>Serve approximately 270 households or 150 individuals annually.</i> 	Family & Individual	FNPI 5b, 5c SRV 5u, 5v, 5w, 5x, 5z, 5oo, 7a

3. Multi-Service Coordination	<ul style="list-style-type: none"> • Gathering for Women: Daily services that are designed to reduce immediate harm, to keep women safe, and to help women transition out of homelessness. <i>Estimate: Serve approximately 400 individuals annually.</i> 	Family & Individual	FNPI 1b, 5b, 7a SRV 1h, 5ii, 5jj, 7a, 7c, 7d
	<ul style="list-style-type: none"> • United Way 2-1-1: Operations of the toll-free, 24/7, Telephone Information and Referral System (2-1-1) for Monterey County. <i>Estimate: Serve approximately 10,000 individuals annually.</i> 	Family & Individual	SRV 7c
4. Education and Cognitive Development	<ul style="list-style-type: none"> • The Village Project, Inc: Operation of the Academic Academy, providing after school enrichment activities to low-income students including multi-faceted services that provide varying levels of emotional and academic support at various grade levels. <i>Estimate: Serve approximately 60 households annually.</i> 	Family & Individual	FNPI 2c, 2d, 5e SRV 2e, 2h, 2l, 2m, 2n, 2o, 2p, 7a
	<ul style="list-style-type: none"> • United Way Monterey County: Financial Education and Child Care workshops for parents that address community resources and cover asset growth, credit maintenance and repair, and banking as well as how to identify quality child care and utilization of available subsidies. <i>Estimate: Serve approximately 360 households annually.</i> 	Family & Individual	FNPI 2f SRV 2f
	<ul style="list-style-type: none"> • North County Recreation & Parks District: Academic assistance and after school enrichment activities including multicultural education, annual events, and active sports. <i>Estimate: Serve approximately 60 households or 75 individuals annually.</i> 	Family & Individual	FNPI 5b SRV 2l, 2m, 2n
5. Employment	<ul style="list-style-type: none"> • Turning Point of Central California: Operation of a youth employment program providing work experience opportunities and job placement for low-income youth ages 16-24. Mentorship that supports job success and exposure to work, workplace culture, and other important occupational skills. <i>Estimate: Serve approximately 40 individuals annually.</i> 	Family & Individual	FNPI 1a, 1b, 1c SRV 1a, 1b, 1e, 1f, 1i, 1j, 1k, 1l, 1p, 7a, 7h, 7i, 7j

Reporting Strategies Table

Indicator/Service Category (CNPI, FNPI, SRV)	Measurement Tool	Data Source, Collection Procedure, Personnel	Frequency of Data Collection and Reporting
FNPIs	Outcomes and objectives to be met by each service provider are outlined in all contracts; each contract has a corresponding reporting tool/monthly report to track and measure requirements.	Dependent on the service provider and outcomes, a variety of databases and data collection mechanisms are utilized. Examples include but are not limited to client case files and notes with documentation to support various outcomes.	Collected and reported biannually by service providers and provided to the County based on individual contractual requirements.
SRVs	Outcomes and objectives to be met by each service provider are outlined in all contracts; each contract has a corresponding reporting tool/monthly report to track and measure requirements.	Dependent on the service provider and outcomes, a variety of databases and data collection mechanisms are utilized. Examples include agendas and sign-in sheets for workshops, trainings, and/or events, and case documentation.	Collected and reported biannually by service providers and provided to the County based on individual contractual requirements.

Indicator/Service Category: Refer to Indicator/Service Category in last column of the Priority Ranking Table.

Measurement Tool: Identify the type of tool used to collect or measure the outcome.

Data Source, Collection Procedure, Personnel: Describe the source of data, how it is collected, and staff assigned to the task(s). Be specific and provide detail for activity both internal and external to the agency.

Frequency of Data Collection and Reporting: Describe how often data is collected and reported internally and externally. Include documentation available

Service Delivery System

(CSBG Act Section 676(b)(3)(A))

Describe the overall Service Delivery System for services provided with CSBG funds and describe your agency's services enhance and/or differ from those offered by other providers, i.e. bundled services—please include specific examples.

1. Please describe the agency's service delivery system. Include a description of your client intake process or system. Also specify whether services are delivered via direct services or subcontractors, or a combination of both.

Monterey County Community Action Partnership (MCCAP) is a public agency housed within Monterey County Department of Social Services. As such, MCCAP does not provide any direct services; rather, it facilitates network collaboration and allocates resources for service priorities through our network of community-based service providers. Guided by the Community Needs Assessment (CNA) process and in partnership with the Community Action Commission (CAC), MCCAP subcontracts community-based service providers for service delivery. MCCAP administers and evaluates contracts through the Department of Social Services. However, other than stipulating performance standards and expectations, MCCAP defers to individual service providers for the implementation of client intake systems most appropriated for facilitating the unique types of services they provide.

2. Please list your agency's programs/services/activities funded by CSBG, including a brief description, why these were chosen, how they relate to the CNA, and indicate the specific type of costs that CSBG dollars will support (examples: staff salary, program support, case mgmt., T/TA, etc.)

Consistent with the intent and spirit of CSBG and CAP program, MCCAP funding is directed by community priorities and according to the required time-line dictated by the 2020-2021 CAP planning process. To date, MCCAP has completed the community needs assessment which has been endorsed by the Community Action Commission (CAC). Upon completion of the Community Action Plan (CAP), MCCAP and the CAC solicit proposals from the community for services that are in-line with MCCAP's mission and service priorities outlined in the CNA. Notably, MCCAP's 2019 CNA produced different results than our 2017 CNA; and, given the current phase of the 2020-2021 CAP process, it would be premature and irresponsible to report how CSBG funds will be directed for 2020-2021 service provider contracts.

Linkages and Funding Coordination

(Organizational Standards 2.1-2.4)

(CSBG Act Section 676b(1)(B), (1)(C), (3)(C), (3)(D), (4), (5), (6), (9))

(State Assurance 12747, 12760, 12768)

1. Describe how your agency coordinates funding with other providers in your service area. If there is a formalized coalition of social service providers in your service area, please list the coalitions by name, who participates, and methods used by the coalition to coordinate services/funding.
(Organizational Standard 2.1, CSBG Act Section 676(b)(1)(C),(3)(C))

Monterey County Community Action Partnership (MCCAP) is a public agency housed within Monterey County Department of Social Services (MCDSS). As such, MCCAP does not provide any direct services; rather, it facilitates network collaboration and allocates resources for service priorities through our network of community-based service providers. The focus of network coordination is to leverage resources in order to maximize community impact. Additionally, MCCAP staff works closely with community-based organizations (CBO), municipalities, and the Community foundation to coordinate funding from private sources and local, state, and federal government.

MCCAP staff within MCDSS are actively engaged as a Community Advisor for the Coalition of Homeless Services Providers (CHSP), the local Continuum of Care (COC) Coordinator, in addition to sitting on boards and committees of local non-profit and philanthropic funding organizations. CHSP, as the CoC Coordinator administers state and federal funding, develops and releases RFP's, and allocates funding throughout the continuum. MCCAP staff assisted in development of the original "10-Yr Plan to end homelessness in Monterey County" and is participating in developing an update to the Plan. MCCAP, as MCDSS staff, are also members of the Leadership Council, the CoC planning body which consists of community based organizations, jurisdictional entities, philanthropic leaders, and faith based organizations. MCCAP/DSS is often looked to regarding local funding decisions and direction. MCCAP subcontractors provide services designed to remove obstacles and assist individuals and families to move into self-sufficiency. Recently, MCDSS partnered with Community Foundation of Monterey County to conduct a series of community meetings to address homeless service provision in Monterey County.

2. Provide information on any memorandums of understanding and/or service agreements your agency has with other entities regarding coordination of services/funding.
(Organizational Standard 2.1).

MCCAP engages in several productive MOUs between the County Health Department, Monterey County Behavioral Health and the City of Salinas to coordinate services and service provision.

MCDSS/MCCAP partners with the Monterey County Health Department to provide Community Based Case Management and Technical Support and Interface Development for the Whole Person Care (WPC) infrastructure. MCCAP staff administers the agreement that leverages WPC funds with 50% of MCDSS funding to provide comprehensive case management, housing, and health services to a very vulnerable homeless population at the Dorothy's Place Drop-In Center in Salinas' Chinatown. The Chinatown Health Services Center receives referral from the Drop-In Center.

MCCAP/MCDSS also partners with the Monterey County Behavioral Health Division to finance the biennial Monterey County Homeless Census. The Homeless Census is mandated by HUD for communities receiving federal dollars to provide homeless services.

In an important partnership for our County, MCCAP/MCDSS and the City of Salinas have partnered for the past six years to provide a warming shelter in downtown Salinas for homeless families and individuals. Both the City and the County share 50% of shelter costs. An MOU is currently in effect through April 2020. Additionally, an MOU between Monterey County and the City of Salinas was developed to apply for state Homeless Emergency Aid Program (HEAP) funding for a permanent emergency shelter within Salinas city limits. The permanent emergency shelter will be located on county property. City and County will cover any funding not provided through HEAP.

3. Describe how your agency utilizes information gathered from key sectors of the community:
 - a. Community-Based: MCCAP coordinates with community-based organizations on a regular and ongoing basis. As a result, has access to various types of information, such as updates about programming, conditions facing service recipients, solutions or problems with service delivery, and performance data. MCCAP staff subcontract CBOs for service provision, participate in community dialogues with CBOs, are members of regular and ad-hoc work groups with CBOs. MCCAP receives several agency newsletters with resource information that is frequently requested from MCCAP by community members. MCCAP coordinates with the Coalition of Homeless Services Providers to develop, publish, and distribute the Monterey County Homeless Services Resource Guide annually.
 - b. Faith-Based: MCCAP staff serve with faith-based representatives serve together on several services organizations. MCCAP staff works with the faith-based Organizations (FBO) on outreach or service strategies that present barriers for local government and nonprofit groups. FBO are an important resource because

of their direct involvement in the community and ability to identify problems and solutions. Information and updates are regularly shared with respect to service coordination, gaps in services and needs in the community.

- c. Private sector: MCCAP and its network of service providers work closely with community foundations as a source of funding and to convene public meetings. This is a key avenue for connecting with individuals and organizations in the community with respect to the information and resources need to address local issues related to the low-income community. MCCAP also includes private sector in meetings convened to solve local issues like our safe homeless vehicle parking project. This is an important avenue for sharing information on both sides that has been key overcoming project barriers related to misunderstanding programs, clientele, and stakeholder requirements. Representatives of local utility companies, such as PG&E and CalAm water, frequently attend community meetings providing MCCAP staff can network.
- d. Public Sector: MCCAP is a public agency housed within Monterey County Department of Social Services. As such, MCCAP staff works closely with CSD, Cal CAPA, across county departments, internal DSS offices, and local cities. MCCAP staff engages in information-sharing with respect to political decisions, resources, and administration in order to collaborate on intergovernmental projects and to comply with federal, state, and local funding requirements. In addition, MCCAP participate in state and county legislative committees to learn and share information about the legislative, budget, and regulatory decisions affecting our community.
- e. Educational Institutions: MCCAP utilizes information gathered from educational institutions to make informed decisions regarding services. Monterey County and the California Department of Education's education reports and data provide an important source of data for our biennial needs assessment, particularly with respect to educational outcomes, student hunger and homelessness, barriers poverty presents for educational attainment, and the distribution of homelessness across districts. MCCAP works with Middlebury Institute of International Studies (MIIS) and California State University, Monterey Bay (CSUMB) on research and community surveys pertaining to the low-income community. MCCAP also collaborates on a regular basis with the Monterey County Office of Education (MCOE) with respect to the McKinney Vento Act. MCCAP has organized housing program presentations for MCOE's homeless

liaisons, and the MCOE McKinney-Vento Program Coordinator has presented to the Community Action Commission.

4. Describe how your agency will coordinate and partner with other organizations in your service area. (Organizational Standard 2.2, CSBG Act Section 676(b)(3)(C), (9))

MCCAP partners extensively across all sectors within our community. MCCAP staff is housed in the Monterey County Department of Social Services (MCDSS). In addition to our network of CBO service providers, MCCAP partners within DSS internally, across county departments, and with municipalities. MCCAP staff also collaborate closely with many CBOs that work directly with the low-income community in our service area.

MCCAP's network and staff participate in a variety of regular and ongoing community dialogue committees, regular working groups, and ad hoc working groups to monitor and assess community needs. These groups are composed of key individuals from public, private, faith-based, and community-based organizations. They are convened to stimulate strategies with respect to identifying service needs, gaps in service, and methods for improving data and information sharing.

Information gleaned from these ongoing interactions helps MCCAP to both identify important local issues and corroborate statistical data and survey responses. MCCAP is actively involved in the following groups organized to promote community dialogue: bimonthly Collaborative Community partnership meetings; Safe Parking round-tables; "Impact Monterey" Community Needs Assessment working group, United Way and Middlebury College; Chinatown Homeless Action Team (CHAT); Whole person care clinical care committee; Active Referral Network working group, United Way; Census 2020 Complete Count committee; Health, Housing and Human Services Committee (HHH), Monterey County and County Board of Supervisors; Aging and Adult Services HOME Collaborative; Coalition of Homeless Service Providers' (CHSP) Housing Pipeline Leadership Council; Interfaith Homeless Lodging Program's (IHELP) monthly working board; The Salvation Army, Bethel Church and Catholic Charities *Emergency Food & Shelter Program's* (EFSP) local board

5. Describe how services are targeted to low income individuals and families and indicate how staff is involved, i.e. attend community meetings, I&R, etc. Include how you ensure that funds are not used to duplicate services.
(CSBG Act Section 676(b)(3)(C), 676(b)(9), State Assurance 12760)

MCCAP has formed networks with several community organizations that serve low-income people. Agency staff meets with local community funders and agencies to exchange information regarding services being provided. This information exchange leads to better

leveraging of available funding for the services provided to the low-income population and reduces duplication of services. Funders and agencies are also able to stay current on county population trends that may affect services needed. MCCAP sub-contractors utilizing CSBG funding must collect documentation validating federal poverty level income for those customers receiving their services. MCCAP and the MCDSS continue to support and collaborate with the telephone referral system, 2-1-1. This service connects people with important community services and volunteer opportunities. It also provides callers with information about social services available in the county and provides referrals to these services for every day needs and during times of emergencies. Information and referral is a required component of all MCCAP providers. Since funding for MCCAP direct service providers can be limited, the coordination with other providers to meet service needs is critical.

6. If your agency is a Migrant and Seasonal Farmworker (MSFW) agency, describe how you will coordinate plans and activities with other agencies funded by the department to avoid duplication of services and to maximize services for all eligible beneficiaries. If your agency is not a MSFW, please mark N/A.
(State Assurance 12768)

Not Applicable

7. Describe how your agency will leverage other funding sources and increase programmatic and/or organizational capacity. Describe your agency's contingency plan for potential funding reductions.
(State Assurance 12747)

Every MCCAP partnership involves extensive discussions of funding sources, funding responsibilities, and drafting budget projections, as well as contingency plans for funding. MCCAP networks with local funders and public private non-profit organizations, to assist in leveraging funds for identified services in the community. This includes providing information on other available funding and providing technical assistance to subcontracting agencies in the area of fund leveraging. The agency is actively identifying funding opportunities for direct service agencies through the local, state, and national network system of resources. In the event of reduced funding, MCCAP will work with the Community Action Commission, the Monterey County Board of Supervisors, local funders and other stakeholders to review service priorities and funding options. Service funding will initially focus on the most critical priorities and service needs of the low-income population. Leveraging of funding and use of collaborative arrangements will be maximized to meet these priorities. MCCAP staff will meet with subcontractors to ascertain the impact of reduced funding, their ability to leverage other funding to meet service needs as much as possible, and to develop a coordinated effort to move forward.

8. Describe how your agency communicates its activities and its results to the community, including how the number of volunteers and hours are documented.
(Organizational Standard 2.3, 2.4)

MCCAP reports CNA findings and CAP plans at public hearings, public CAC commissioner meetings, and to the County Board of Supervisors. MCCAP publishes information to the community on a regular basis on a dedicated webpage. Monthly meeting agendas, current service directories, special community events and special reports, such as the Monterey County Homeless Census and the Community Action Plan, are posted on a public website. MCCAP also publishes and releases a Monterey County Homeless Services Resource Guide annually. MCCAP staff also provides agency updates at community meetings attended and documents volunteer hours at CAC Board meetings and other CAC and MCCAP activities.

9. Describe how your agency will address the needs of youth in low-income communities through youth development programs and promote increased community coordination and collaboration in meeting the needs of youth. Describe how your agency will contribute to the expansion of innovative community-based youth development programs that have demonstrated success in preventing or reducing youth crime, such as: programs for the establishment of violence-free zones that would involve youth development and intervention models like youth mediation, youth mentoring, life skills training, job creation, and entrepreneurship programs.
(CSBG Act Section 676(b)(1)(B))

MCCAP is committed to continued assessment of the needs of the low-income people in Monterey County and ensuring that the Community Services Block Grant funds are allocated to culturally responsible and diverse subcontracting agencies that further the purpose of these funds. During the 2017 community needs assessment process, services for youth including recreation and education focused programs, were identified as priorities. As such, MCCAP sought out service providers with youth services as a primary focus. During the 2018-2019 funding cycle, MCCAP contracted with new partners that provide specific youth focused activities. Furthermore, other long-time partners shifted focus to increase services on programs that provide youth related activities. Based on continued identification of this need, MCCAP will continue to keep youth-oriented services a priority in our CAP Community Circle of providers.

10. Describe how your agency will provide employment and training activities. If your agency uses CSBG funding to provide employment and training services, describe the coordination of employment and training activities as defined in Section 3 of the Workforce and Innovation and Opportunity Act [29 U.S.C. 3102].
(CSBG Act Section 676(b)(5))

MCCAP subcontracts with a local community-based agency to provide employment and training utilizing CSBG funding. As a program under the auspices of the MCDSS, MCCAP collaborates and

coordinates with CalWORKs Employment Programs, more specifically the Welfare to Work component of Welfare Reform, Community Benefits Branch, Aging and Adult Services Branch, the Military and Veteran's Services, and the Family and Children's Services Branch. An MOU agreement with the Monterey County Workforce Development Board coordinates MCCAP subcontractors with respect to Workforce Investment Opportunity Act (WIOA) Partner Referrals.

11. Describe how your agency will provide emergency supplies and services, nutritious foods, and related services to counteract conditions of starvation and malnutrition among low-income individuals.

(CSBG Act Section 676(b)(4))

MCCAP has several direct and indirect mechanisms for recognizing and addressing hunger in the county. MCCAP staff serve on community work groups, in partnership with service providers and cities, and interdepartmental projects across county government. Through this network, partners recognize and address basic needs that arise when implementing related service projects or programs. For example, MCCAP represents Monterey County in partnership with the City of Salinas with respect to an emergency shelter, but also monitors whether the shelter operator can sustain regular food and meal donations. In addition, MCCAP directly subcontracts with The Food Bank for Monterey County (FBMC), a certified Feeding America Food Bank to distribute approximately 10 million pounds of food annually to low-income individuals, families with children, and the elderly. FBMC programs include mobile produce pantries, child weekend nutrition, direct delivery programs, and emergency pantries. MCCAP has also holds public hearings and community roundtables at the FBMC because many of our service providers need to address hunger and basic needs of their clients in addition to their primary program/service.

12. Describe how your agency will ensure coordination between antipoverty programs in each community in the State, and ensure where appropriate, that the emergency energy crisis intervention programs under title XVI (relating to low-income home energy assistance) are conducted in the community.

(CSBG Act Section 676(b)(6))

MCCAP provides information and referral services countywide to requests for information regarding home energy assistance programs. Central Coast Energy Services (CCES) coordinates two energy bill assistance programs for low-income residents in Monterey County--they are Home Energy Assistance Program (HEAP) and Relief for Energy Assistance through Community Help (REACH). MCCAP coordinates with CCES and lists them in the county resource guide and on the MCCAP website.

13. Describe how your agency will use funds to support innovative community and neighborhood-based initiatives, which may include fatherhood and other initiatives, with the goal of strengthening families and encouraging effective parenting.

(CSBG Act Section 676(b)(3)(D))

Through TVPI, MCCAP supports parent education and empowerment based on their youth services and emotional emancipation curriculum to use culture and community to deepen understanding of historical forces on emotional lives, relationships, and community. Additionally, MCDSS works closely with the Child Support Services Department to encourage parental responsibility. Through MCDSS's Family Maintenance and Family Reunification units, case management plans often include parenting classes. These programs are available to low-income families in Monterey County, and are funded through various school districts and the Monterey County Department of Social Services, Family and Children's Services Branch. MCCAP requires subcontracting agencies to provide child support information to families they serve.

Monitoring

(CSBG Act Section 678D(a)(1)(B))

1. Describe your agency's specific monitoring activities and how they are related to establishing and maintaining the integrity of the CSBG program, including your process for maintaining high standards of program and fiscal performance.

MCCAP undertakes several monitoring activities throughout the entire service contract period beginning with proposal selection. As a Community Action Agency housed within MCDSS, MCCAP undertakes a highly systematic approach to accountability that combines the ROMA framework and the Monterey County Contactor Monitoring Tool (CMT). While MCCAP staff and commissioners are ROMA informed and subscribe to ROMA principles, MCCAP staff also serve as contract-managers for Monterey County.

Combining ROMA principles and County performance standards, MCCAP staff monitor program effectiveness and outcomes, fiscal performance, and contract compliance. Monitoring activities include bimonthly CAP updates and partner reviews, subcontractor site visit with commissioners, a formal desk review, CSD annual reporting, MCCAP's monthly internal fiscal and contract review, collecting customer evaluations, and monthly review of invoices and documentation.

MCCAP monitors and evaluates program and fiscal performance in accordance with the objectives in the Community Action Plan by coordinating with member agencies, the Community Action Commission, and MCDSS' fiscal branch to conduct annual site visits. Subcontractor site visits are an opportunity to monitor performance and assess how well agencies within the network function together in each region to provide services to low-income people. Site visits are also a vehicle to showcase services to the Community Action Commissioners participating in each of the site visits.

MCCAP, the Community Action Commission, and the accountant-auditor conduct annual program and fiscal monitoring of each contracting agency using a standardized contract monitoring tool. After the site visit, a written report is sent to each agency with information about the site visit that includes recommendations, suggestions and/or findings along with a corresponding deadline to respond.

2. If your agency utilizes subcontractors, please describe your process for monitoring the subcontractors. Include the frequency and type (i.e., onsite, desk review, or both)

MCCAP is a public agency housed within MCDSS. As such, MCCAP does not provide any direct services; rather, it facilitates network collaboration and allocates resources for service priorities through our network of community-based service providers. MCCAP monitors subcontractors

through bimonthly CAP updates and partner reviews, biennial site visits with commissioners, comprehensive biennial desk review, annual CSD reporting, MCCAP's monthly internal fiscal and contract review, semi-annual customer evaluations, and monthly review of invoices and documentation.

Once services and providers are selected and two-year service contracts are secured, MCCAP conducts a form of service-provider effectiveness every six months of the contract period. The methods employed by MCCAP to monitor performance include site visits, desk reviews, customer service evaluations, and bimonthly meetings with network partners. MCCAP's bimonthly meetings with service providers serve as a mechanism for regularly checking in with providers regarding progress, problems, adjustments, and/or administrative updates. To ensure quality of services and ongoing provider feedback, customer service evaluations are collected, recorded, and reported every six months during the 2-year contract period. MCCAP conducts formal performance and outcome reviews semi-annually. At the end of the first six months of a service contract, MCCAP completes site visits to conduct performance and outcome reviews for each subcontractor. The following year, MCCAP conducts mid-year desk reviews to monitor performance and outcomes. In addition, annual CSD reporting is performed at the end of each calendar year over the course of the contract period.

MCCAP staff meets every two months with all subcontracting agencies to provide updates and to encourage networking and collaboration through a convening referred to as the CAP Community Circle (CCC). At scheduled CCC meetings, service agencies share information related to service capacity and outcomes. These meetings serve as a mechanism by which MCCAP can review and monitor agency goals and program activities. MCCAP also incorporates formal, structured mechanisms for monitoring providers' programs, service-delivery, fiscal and contract performance.

MCCAP sub contracts with agencies in a biennial cycle corresponding to implementation of each new Community Action Plan. In year one, MCCAP conducts onsite monitoring of each member agency guided by the Monterey County Contractor Monitoring Tool (Appendix G). MCCAP utilizes this tool to ensure a reliable and consistent evaluation process, adequate documentation and reporting, and satisfactory resolution of issues. MCCAP staff evaluate subcontractors on the basis contract compliance, program administration, scope of service, program performance, and budget and fiscal standards. Budget and fiscal requirements are based on accounting standards with respect to financial reporting, budget control, allowable costs, internal controls, property management, accounting records, and program income. In year two, a desk review is performed using the same contract monitoring tool, and the evaluation process measures the same indicators as in the year-one site visit.

In accordance with CSD's ROMA principles and MCDSS's risk management practices, MCCAP undertakes a thorough and consistent monitoring and evaluation process that combines CSD performance standards and MCDSS contract monitoring requirements. The evaluation data collected as a result of monitoring activities is compiled into a consolidated report that is presented to, and reviewed by, the full tripartite board.

3. Describe how your agency ensures that cost and accounting standards of the Office of Management and Budget (OMB) are maintained.
(CSBG Act Section 678D(a)(1)(B))

The County of Monterey adheres to the highest standards of fiscal accountability and fully complies with the standards of the Office of Management and Budget (OMB). The County imposes two levels of controls with respect to the management of funds; there are accounting controls that relate to the administrative level and to the contracting level. At the administrative level, the County follows OMB requirements in the management of funds and ensures that single audits are conducted in accordance with the Single Audit Act (1984), which imposes a single audit requirement for non-federal entities that expend \$500,000 or more a year in federal awards. Audits must comply with the Government Auditing Standards issued by the Comptroller General of the United State and OMB Circular A-133.

The County Auditor and Controller ensures that financial transactions in all County departments conform with generally accepted accounting principles and requirements prescribed by the CA State Controller. In addition, MCDSS's Internal Contracting and Administrative Services branch conducts fiscal reviews of MCCAP's contractors and their adherence to MCDSS's contract administration policies. Contractor reviews cover specific contract terms and conditions, as well as cost principles established by OMB A-122. Contractors are required to demonstrate that they have systems in place to ensure that invoices submitted to the County are for allowable, reasonable and verifiable costs or outcomes specified in their contracts. The County verifies funds paid to contractors for service provision are properly claimed and documented.

Data Analysis and Evaluation

(Organizational Standards 4.3, 4.4)

(CSBG Act Section 676(b)(12))

1. Describe your methods for evaluating the effectiveness of programs and services, including the frequency of evaluations.

(Organizational Standard 4.3)

MCCAP evaluates the effectiveness of programs and services throughout the entire service contract period beginning with proposal selection. As a Community Action Agency housed within Monterey County Department of Social Services, MCCAP undertakes a highly systematic approach to accountability that combines the ROMA framework and the Monterey County Contactor Monitoring Tool (CMT). While MCCAP staff and commissioners are ROMA-trained and subscribe to ROMA principles, MCCAP staff also serve as contract-managers for Monterey County.

MCCAP tailored the CMT to coordinate evaluations according to ROMA principles and the ROMA cycle. As such, evaluations conducted during the assessment, planning, implementation, results and outcome/evaluation stages are based on community needs and impact. MCCAP employs several different methods for evaluating performance that begins with subcontractor selection and continues every six-month following the procurement of services. Once service priorities have been determined via the CNA process, the CMT is used to assess the financial, managerial, and programmatic soundness of the community-based organizations that submit proposals for service provision. The CMT further supports contract adherence and performance.

Once services and providers are selected and two-year service contracts are secured, MCCAP conducts reviews of service-provider effectiveness every six months of the contract period. The methods employed by MCCAP to monitor performance include site visits, desk reviews, customer service evaluations, and bimonthly meetings with network partners. MCCAP's bimonthly meetings with service providers serve as a mechanism for regularly checking in with providers regarding progress, problems, adjustments, and/or administrative updates. To ensure quality of services and ongoing provider feedback, customer service evaluations are collected, recorded, and reported every six months during the 2-year contract period. MCCAP conducts formal performance and outcome reviews semi-annually. At the end of the first six months of a service contract, MCCAP completes site visits to conduct performance and outcome reviews for each subcontractor. The following year, MCCAP conducts mid-year desk reviews to monitor performance and outcomes. In addition, annual CSD reporting is performed at the end of each calendar year over the course of the contract period.

2. Describe how your agency ensures that updates on the progress of strategies included in your CAP are communicated to your board annually.
(Organizational Standard 4.4)

MCCAP staff present monthly staff reports to the Community Action Commission (CAC) with respect to progress on strategic initiatives and the community action plan. Commissioners receive agendas prior to meetings and a designated staff representative presents CAP related updates and progress reports at every CAC meeting. For comprehensive semi-annual evaluations, which entail either a formal site-visit or desk review, MCCAP staff prepare comprehensive board reports covering the performance findings for all service providers. At each regular and executive committee meeting, MCCAP staff members are present in order to be available and responsive to board member comments and questions.

Since the commissioners are involved in the needs assessment process, reports include a timeline of activities as well as status updates regarding the results these activities. Thus, in addition to updates on strategic initiatives and CAP administration, staff reports summarize survey results and comments submitted via public hearings, written testimonials, and customer evaluations. In addition, MCCAP staff prepares a formal presentation on the biennial community needs assessment for the board. The board's approval initiates staff preparation of the CAP plan and prepares commissioners for engagement in the procurement of service providers, subsequent site visits, and outcome reports. Reviewing proposals in response to the RFP process is an opportunity to evaluate service provider program and fiscal performance prior to contract selection.

3. Provide 2-3 examples of changes made by your agency to improve service delivery to enhance the impact for individuals, families, and communities with low-incomes based on an in-depth analysis of performance data.
(CSBG Act Section 676(b)(12))

To magnify our impact for individuals, families and our community, MCCAP has engaged in three capacity building projects to strengthen the overall MCCAP network and enhance the capacity individual service providers. As mentioned, MCCAP is a public agency that provides services through subcontractors. Thus, improving effectiveness of services is derived from efficient reporting and monitoring, obtaining and sharing information and data, and supporting provider impact.

The three initiatives recently undertaken by MCCAP include a new contract for data management software, securing ROMA certification scholarships for 2 staff members, and engaging in a partnership to expand and improve CNA data collection. First, MCCAP is applying its 2018 and 2019 CSD discretionary funds to procure CSG software, fund subcontractor licenses, and annual fees. Since MCCAP and its provider network have limited resources and

capacity, the addition of software will improve monitoring and reporting allowing MCCAP staff and services providers to direct precious staff time toward improving and expanding services.

Second, two of MCCAP staff members received scholarships for ROMA certification beginning June 2019. Although MCCAP staff adheres to ROMA principles and the ROMA cycle, many of our service providers are community-based organizations with limited capacity. Obtaining certification will not only enhance MCCAPs ability to support, measure and monitor network partner performance, it will enhance our ability to support provider in their efforts to identify and report impact.

A third initiative undertaken by CAP is to expand our outreach and data collection for future needs assessments by partnering with United Way Monterey County. Since United Way conducts their own needs assessments of low-income community, we are attempting to create synergies through data collection and information sharing. Middlebury College has offered United Way dedicated college students to help administer a county-wide survey and focus groups. MCCAP staff has been involved in reviewing survey questions and research workshops with facilitators. Although MCCAP conducts its own biennial needs assessment, United Way's project has the potential to broaden our outreach to the low-income community both in terms the number of residents reached and their geographical distribution.

Appendix A

Organizational Standards

MAXIMUM FEASIBLE PARTICIPATION

CATEGORY ONE: CONSUMER INPUT AND INVOLVEMENT

Standard 1.1 The organization/department demonstrates low-income individuals' participation in its activities.

Standard 1.2 The organization/department analyzes information collected directly from low-income individuals as part of the community assessment.

Standard 1.3 The organization/department has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the governing board.

CATEGORY TWO: COMMUNITY ENGAGEMENT

Standard 2.1 The organization/department has documented or demonstrated partnerships across the community, for specifically identified purposes; partnerships include other anti-poverty organizations in the area.

Standard 2.2 The organization/department utilizes information gathered from key sectors of the community in assessing needs and resources, during the community assessment process or other times. These sectors would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions.

Standard 2.3 The organization/department communicates its activities and its results to the community.

Standard 2.4 The organization/department documents the number of volunteers and hours mobilized in support of its activities.

CATEGORY THREE: COMMUNITY ASSESSMENT

Private Agency - Standard 3.1: Organization conducted a community assessment and issued a report within the past 3-year period.

Public Agency - Standard 3.1: The organization/department conducted a community assessment and issued a report within the past 3-year period, if no other report exists.

Standard 3.2: As part of the community assessment the organization/department collects and analyzes both current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for their service area(s).

Standard 3.3: The organization/department collects and analyzes both qualitative and quantitative data on its geographic service area(s) in the community assessment.

Standard 3.4: The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed.

Standard 3.5: The governing board or tripartite board/advisory body formally accepts the completed community assessment.

VISION AND DIRECTION

CATEGORY FOUR: ORGANIZATIONAL LEADERSHIP

Standard 4.2: The organization's/department's Community Action Plan is outcome-based, anti-poverty focused, and ties directly to the community assessment.

Standard 4.3: The organization's/department's Community Action Plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle. In addition, the organization documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.

Standard 4.4: The tripartite board/advisory body receives an annual update on the success of specific strategies included in the Community Action Plan.

CATEGORY FIVE: BOARD GOVERNANCE

Standard 5.1: The organization's/department's tripartite board/advisory body is structured in compliance with the CSBG Act

Standard 5.2: The organization's/department's tripartite board/advisory body either has:

1. Written procedures that document a democratic selection process for low-income board members adequate to assure that they are representative of the low-income community, or
2. Another mechanism specified by the State to assure decision-making and participation by low-income individuals in the development, planning, implementation, and evaluation of programs.

Appendix B

State Assurances

[California Government Code 12747](#) (a): Community action plans shall provide for the contingency of reduced federal funding.

[California Government Code § 12760](#): CSBG agencies funded under this article shall coordinate their plans and activities with other agencies funded under Articles 7 (commencing with Section 12765) and 8 (commencing with Section 12770) that serve any part of their communities, so that funds are not used to duplicate particular services to the same beneficiaries and plans and policies affecting all grantees under this chapter are shaped, to the extent possible, so as to be equitable and beneficial to all community agencies and the populations they serve.

[California Government Code §12768](#): Migrant and Seasonal Farmworker (MSFW) entities funded by the department shall coordinate their plans and activities with other agencies funded by the department to avoid duplication of services and to maximize services for all eligible beneficiaries.

Appendix C

Federal Assurances and Certification

CSBG Services

676(b)(1)(A) *The State will assure “that funds made available through grant or allotment will be used –*

(A) to support activities that are designed to assist low-income families and individuals, including families and individuals receiving assistance under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), homeless families and individuals, migrant or seasonal farm workers and elderly low-income individuals and families, and a description of how such activities will enable the families and individuals—

- (i) to remove obstacles and solve problems that block the achievement of self-sufficiency, (including self-sufficiency for families and individuals who are attempting to transition off a State program carried out under part A of title IV of the Social Security Act);*
- (ii) secure and retain meaningful employment;*
- (iii) attain an adequate education, with particular attention toward improving literacy skills of low-income families in the communities involved, which may include carrying out family literacy initiatives;*
- (iv) make better use of available income;*
- (v) obtain and maintain adequate housing and a suitable environment;*
- (vi) obtain emergency assistance through loans, grants or other means to meet immediate and urgent family individual needs; and*
- (vii) achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partners to;*

- (I) document best practices based on successful grassroots partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partners to;*
- (II) strengthen and improve relationships with local law enforcement agencies, which may include participation in activities such as neighborhood or community policing efforts;*

Needs of Youth

676(b)(1)(B) *The State will assure “that funds made available through grant or allotment will be used-*

(B) to address the needs of youth in low-income communities through youth development programs that support the primary role of the family, give priority to the prevention of youth problems and crime, and promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs that have demonstrated success in preventing or reducing youth crime, such as--

- (i) programs for the establishment of violence-free zones that would involve youth development and intervention models (such as models involving youth mediation, youth mentoring, life skills training, job creation, and entrepreneurship programs); and*
- (ii) after-school child care programs;*

Coordination of Other Programs

676(b)(1)(C) *The State will assure “that funds made available through grant or allotment will be used to make more effective use of, and to coordinate with, other programs related to the purposes of this subtitle (including State welfare reform efforts*

Eligible Entity Service Delivery System

676(b)(3)(A) *a description of the service delivery system, for services provided or coordinated with funds made available through grants made under section 675C9(a), targeted to low-income individuals and families in communities within the State*

Eligible Entity Linkages – Approach to Filling Service Gaps

676(b)(3)(B) *a description of “how linkages will be developed to fill identified gaps in the services, through the provision of information, referrals, case management, and follow up consultations.”*

Coordination of Eligible Entity Allocation 90 Percent Funds with Public/Private Resources

676(b)(3)(C) a description of “how funds made available through grants made under 675C(a) will be coordinated with other public and private resources.”

Eligible Entity Innovative Community and Neighborhood Initiatives, Including Fatherhood/Parental Responsibility

676(b)(3)(D) a description of “how the local entity will use the funds [made available under 675C(a)] to support innovative community and neighborhood-based initiatives related to the purposes of this subtitle, which may include fatherhood initiatives and other initiatives with the goal of strengthening families and encouraging parenting.”

Eligible Entity Emergency Food and Nutrition Services

676(b)(4) “An assurance that eligible entities in the State will provide, on an emergency basis, for the provision of such supplies and services, nutritious foods, and related services, as may be necessary to counteract conditions of starvation and malnutrition among low-income individuals.”

State and Eligible Entity Coordination/linkages and Workforce Innovation and Opportunity Act Employment and Training Activities

676(b)(5) “An assurance that the State and eligible entities in the State will coordinate, and establish linkages between, governmental and other social services programs to assure the effective delivery of such services, and [describe] how the State and the eligible entities will coordinate the provision of employment and training activities, as defined in section 3 of the Workforce Innovation and Opportunity Act, in the State and in communities with entities providing activities through statewide and local workforce development systems under such Act.”

State Coordination/Linkages and Low-income Home Energy Assistance

676(b)(6) “An assurance that the State will ensure coordination between antipoverty programs in each community in the State, and ensure, where appropriate, that emergency energy crisis intervention programs under title XXVI (relating to low-income home energy assistance) are conducted in such community.”

Coordination with Faith-based Organizations, Charitable Groups, Community Organizations

676(b)(9) *“An assurance that the State and eligible entities in the State will, to the maximum extent possible, coordinate programs with and form partnerships with other organizations serving low-income residents of the communities and members of the groups served by the State, including religious organizations, charitable groups, and community organizations.”*

Eligible Entity Tripartite Board Representation

676(b)(10) *“An assurance that “the State will require each eligible entity in the State to establish procedures under which a low-income individual, community organization, or religious organization, or representative of low-income individuals that considers its organization, or low-income individuals, to be inadequately represented on the board (or other mechanism) of the eligible entity to petition for adequate representation.”*

Eligible Entity Community Action Plans and Community Needs Assessments

676(b)(11) *“An assurance that the State will secure from each eligible entity in the State, as a condition to receipt of funding by the entity through a community services block grant made under this subtitle for a program, a community action plan (which shall be submitted to the Secretary, at the request of the Secretary, with the State plan) that includes a community-needs assessment for the community served, which may be coordinated with community-needs assessments conducted for other programs.”*

State and Eligible Entity Performance Measurement: ROMA or Alternate system

676(b)(12) *“An assurance that the State and all eligible entities in the State will, not later than fiscal year 2001, participate in the Results Oriented Management and Accountability System, another performance measure system for which the Secretary facilitated development pursuant to section 678E(b), or an alternative system for measuring performance and results that meets the requirements of that section, and [describe] outcome measures to be used to measure eligible entity performance in promoting self-sufficiency, family stability, and community revitalization.”*

Appendix D
Public Hearing Notices

PUBLIC HEARING



& COMMUNITY NEEDS ASSESSMENT

FOOD BANK FOR MONTEREY COUNTY
353 ROSSI STREET, SALINAS, CA
THURSDAY, FEBRUARY 7, 2019
5:00 PM - 8:00 PM

TRADUCCIÓN EN
ESPAÑOL

ENGAGE IN IDENTIFYING AND PRIORITIZING NEEDS AND SERVICES FOR
THE LOW-INCOME RESIDENTS OF MONTEREY COUNTY

A decorative graphic at the bottom of the page consists of numerous hands of various colors (red, orange, yellow, green, blue, purple) raised in a gesture of participation or support.

SUBMIT YOUR INPUT ONLINE
[HTTP://MCDSS.CO.MONTEREY.CA.US/CAP/](http://MCDSS.CO.MONTEREY.CA.US/CAP/)

AUDIENCIA PUBLICA



Y ENCUESTA DE EVALUACION SOBRE LAS NECESIDADES DE
LA COMUNIDAD

BANCO DE COMIDA DEL CONDADO DE MONTEREY
353 ROSSI STREET, SALINAS, CA
JUEVES, 7 DE FEBRERO 5:00 PM - 8:00 PM

TRADUCCIÓN EN
ESPAÑOL

PARTICIPA EN LA IDENTIFICACION Y PRIORIZACION DE LAS NECESIDADES Y
SERVICIOS PARA LOS RESIDENTES DE BAJOS INGRESOS DEL CONDADO DE
MONTEREY

A decorative graphic at the bottom of the page consists of numerous hands of various colors (red, orange, yellow, green, blue, purple) raised in a gesture of participation or support.

ENVIA TU RESPUESTA EN LINEA
[HTTP://MCDSS.CO.MONTEREY.CA.US/CAP/](http://MCDSS.CO.MONTEREY.CA.US/CAP/)

COMMUNITY NEEDS ASSESSMENT

ENGAGE IN IDENTIFYING AND PRIORITIZING NEEDS AND SERVICES FOR
THE LOW-INCOME RESIDENTS OF MONTEREY COUNTY

COMMUNITY SURVEY SITES

GOOD SAMARITAN CENTER
800 SCOTT ST, SAND CITY
TUESDAY, DECEMBER 18, 2018

NORTH COUNTY RECREATION CENTER
11261 CRANE ST CASTROVILLE
THURSDAY, DECEMBER 20, 2018

DEPARTMENT OF SOCIAL SERVICES, SALINAS BENEFITS OFFICE
1000 S. MAIN ST, SALINAS
MONDAY, JANUARY 14, 2019

DEPARTMENT OF SOCIAL SERVICES, KING CITY BENEFITS OFFICE
116 BROADWAY ST, KING CITY
WEDNESDAY, JANUARY 16, 2019

SURVEY AVAILABLE ONLINE 24/7
IN ENGLISH EN ESPAÑOL

PUBLIC HEARING TRADUCCIÓN EN ESPAÑOL DISPONIBLE
FOOD BANK FOR MONTEREY COUNTY
353 ROSSI STREET, SALINAS, CA

THURSDAY, FEBRUARY 7, 2019
5:00 PM - 8:00 PM



FOR MORE INFO, CALL MCCAP @ (831) 796-1553



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Community Action Partnership: 2019 Public Hearing & Community Needs Assessment

FEBRUARY 7

Food Bank for Monterey County, Salinas

February 7, 2019

Category: Community



Event Details

February 7, 2019
5:00 pm - 8:00 pm
Free

Venue

Food Bank for Monterey County
353 Rossi Street
Salinas, CA 93907

Event Description

Community Action Partnership: 2019 Public Hearing & Community Needs Assessment

FEBRUARY 7

Food Bank for Monterey County, Salinas

February 7, 2019

Category: Community



Event Details

February 7, 2019
5:00 pm - 8:00 pm
Free

Venue

Food Bank for Monterey County
353 Rossi Street
Salinas, CA 93907

Event Description



Event Flyer

The Monterey County Community Action Partnership (MCCAP) mission is to assess the needs of the low-income people in Monterey County and develop, maintain, and evaluate community services that empower low-income individuals and families to improve their quality of life. To this end, we are proud to announce our 2019 Community Needs Assessment and Public Hearing. Every two years, MCCAP works to gather input from the community to help determine service priorities. We are currently working on gathering input for our 2020-2021 Community

Action Plan through an online survey and public hearing. This is your opportunity to inform MCCAP about gaps in services, local project/programs that need support and the general needs for the low-income residents of our community. We welcome you to take the survey and take us to the public hearing on February 7, 2019 from 5-8 pm at the new Food Bank



Event Description



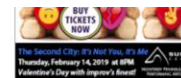
Event Flyer

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EVENT PRESENTED BY:

Monterey County Community Action Partnership
(831) 796-1553
suwansupal@co.monterey.ca.us
<http://mccaps.co.monterey.ca.us/cap/>





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Monterey County Office of Education

January 29 at 10:10 AM · 🌐 · 🌐

The Monterey County Community Action Partnership (MCCAP) mission is to assess the needs of the low-income people in Monterey County and develop, maintain, and evaluate community services that empower low-income individuals and families to improve their quality of life.

To this end, they are proud to announce their 2019 Community Needs Assessment and Public Hearing. Every two years, MCCAP works to gather input from the community to help determine service priorities. They are c... [See More](#)

PUBLIC HEARING



& COMMUNITY NEEDS ASSESSMENT

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353 ROSSI STREET, SALINAS, CA

TRADUCCIÓN EN
ESPAÑOL DISPONIBLE

THURSDAY, FEBRUARY 7, 2019
5:00 PM - 8:00 PM

ENGAGE IN IDENTIFYING AND PRIORITIZING NEEDS AND SERVICES FOR
THE LOW-INCOME RESIDENTS OF MONTEREY COUNTY



START BY TAKING OUR ONLINE SURVEY

IN ENGLISH

Appendix E

Monterey County CAP Community Needs Assessment 2019

Monterey County
Community Action Partnership

COMMUNITY NEEDS ASSESSMENT 2019



Community Action Partnership

Every two years, the Community Action Plan (CAP) serves as a roadmap demonstrating how Community Services Block Grant (CSBG) agencies, such as the Monterey County Community Action Partnership, plan to deliver CSBG services. The Community Action Plan identifies and assesses poverty related needs and resources in the community and establishes a detailed plan, goals and priorities for delivering those services to individuals and families most affected by poverty. A central component of the plan is to conduct a Community Needs Assessment (CNA) to determine the community's particular set of poverty-related needs, available resources, and realistic goals and strategies in order to update biennial priorities consistent with program standards of effectiveness (California Government Code 12747(a)).

CAPTURING THE PROBLEMS & CONDITIONS OF POVERTY

This 2019 Community Needs Assessment (CNA) analyzes both qualitative and quantitative data to provide a comprehensive “picture” of our service area and directs the priorities for the 2020-2021 Community Action Plan. The information was gathered through a CNA survey administered in-person, online, and through our community network of service providers, as well as public comments, customer evaluations, statistical data, evaluation studies, and key sources of research-based data. The CNA describes our local poverty-related needs and will be used to prioritize eligible activities offered to low-income community members over the next two years.



Vision Statement

Monterey County Community Action Commission and the Community Action Partnership envisions a thriving community in which policy makers, community members and a broad representation of the public and private sectors are engaged in service delivery systems that promote self-sufficiency, reduce poverty and homelessness, and build community spirit for the low-income population in Monterey County.

Mission Statement

The mission of the Monterey Community Action Partnership is to assess the needs of the low-income people in Monterey County and develop, maintain, and evaluate community services that empower low-income individuals and families to improve their quality of life.

The following agency activities are tools used to accomplish this mission:

- Developing a Community Action Plan based upon strategic planning
- Coordinating and collaborating with other community-based efforts to develop partnerships, maximize resources, and enhance existing service delivery systems
- Identifying service gaps
- Advocating for the needs of the low-income population
- Developing needed community services and leverage funds to support them
- Serving as lead agency for homeless issues; Encouraging accessible, culturally sensitive, family-friendly, and responsive services.



Community Profile and Comprehensive Community Needs Assessment

The Monterey County Community Action Partnership's (MCCAP) biennial Community Needs Assessment (CNA) is an opportunity to update how our unique community characteristics interact with the causes and conditions of poverty and explain the needs expressed by our most vulnerable residents. The CNA process is valuable for identifying trends and challenges underlying our community profile that affect MCCAP's strategies for achieving its goal with respect to reducing poverty and homelessness and promoting self-sufficiency.



MONTEREY COUNTY'S POVERTY PROFILE

Regional demographics and economic data support the needs communicated to MCCAP by the low-income community via annual surveys, written testimonials, and public hearings. To further understand stated needs and how poverty affects our community, MCCAP examined poverty statistics in relation to the region's unique economic and demographic characteristics and identified how poverty is distributed geographically and across subpopulations. The inquiry revealed a much larger portion of county residents struggling to attain, or maintain, self-sufficiency, than what is depicted by poverty data, particularly with respect to families and children.

Monterey County, like many California counties, has an extreme shortage of affordable housing that is driving the area's high cost of living. Statistics used to determine the number of people living in poverty are based on standard income levels that are meant to capture those unable to afford minimum needs such as food, clothing and housing. Federal definitions of poverty, however, only provide a baseline and they do not account for regional barriers to attaining self-sufficiency. The area's cost of living, educational attainment, quality of jobs, and access to housing are factors that interact to affect the causes and conditions of poverty, as well as the barriers to becoming—and remaining—self-sufficient. Community input within this context informs MCCAP not only about the

type of services low-income residents request, but also the extent of need in our community and structural challenges to our mission.

Based strictly on federal definitions, Monterey County has an overall poverty rate of 14.67%.¹ Poverty rates are higher in Salinas and South County. Poverty also greatly impacts women-led households, children, and non-white residents of the county. U.S. Census data poverty rates provide a starting point, or a baseline, for assessing who is affected by poverty in our community.

Figure 1. County-wide and regional poverty rates

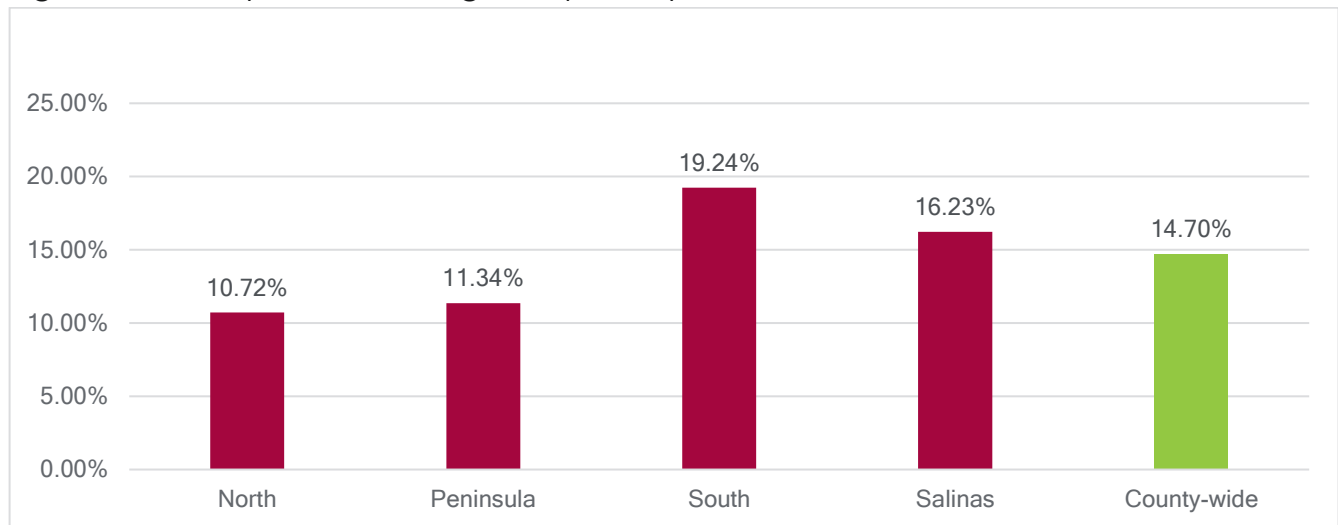
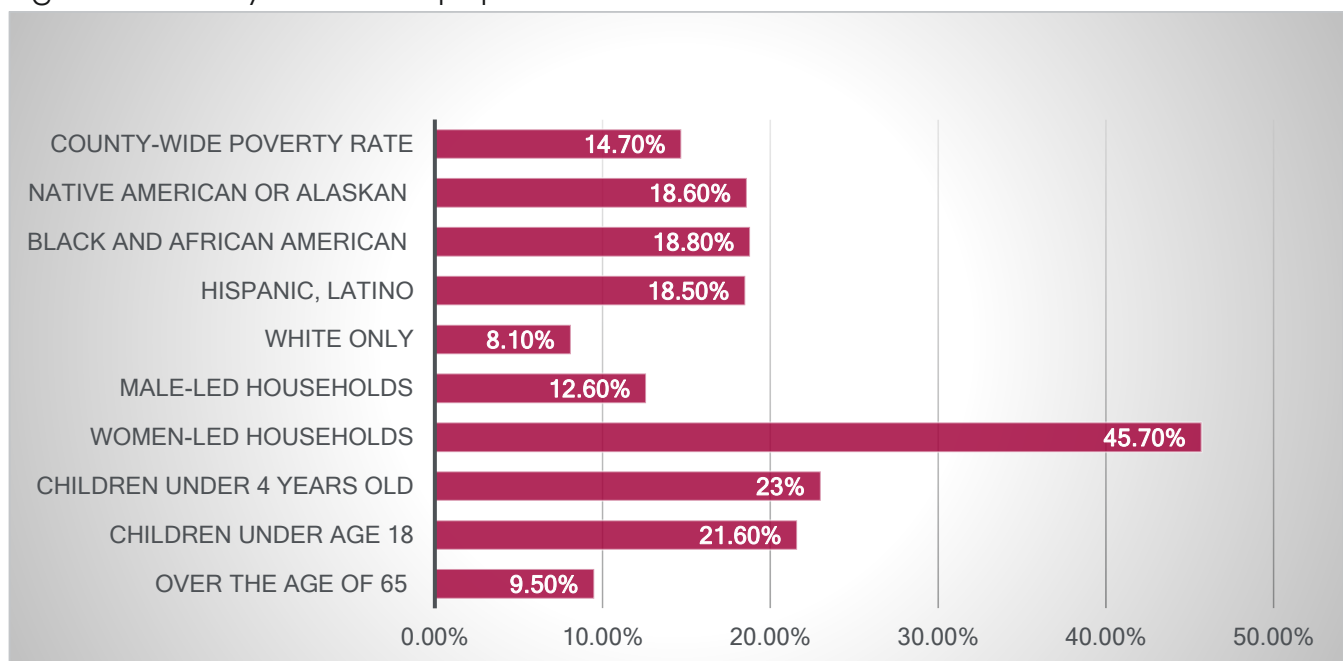


Figure 2. Poverty Across Subpopulations



¹ U.S. Census Bureau. American Fact Finder. 2013-2017 American Community Survey (ACS) 5-Year Estimates.

COST OF LIVING CHANGES THE POVERTY PICTURE

Poverty statistics alone do not fully capture the true extent of poverty in our area because federal poverty thresholds fail to account for the true cost of living. According to the Cost of Living Index, the cost of living in Monterey County is 33.1% higher than the U.S. average.² The United Way's real cost measure (RCM) calculates the minimum income levels required to meet basic needs and attain self-sufficiency in Monterey County. According to the real cost measure, two adults and two children living and working in Monterey County need an income 290% above the poverty threshold in order to simply make ends meet. For perspective, this means a family of four would need at least 4 full-time minimum wage jobs to meet this basic level of economic self-sufficiency.

Figure 3. Comparison between poverty thresholds and real cost of living

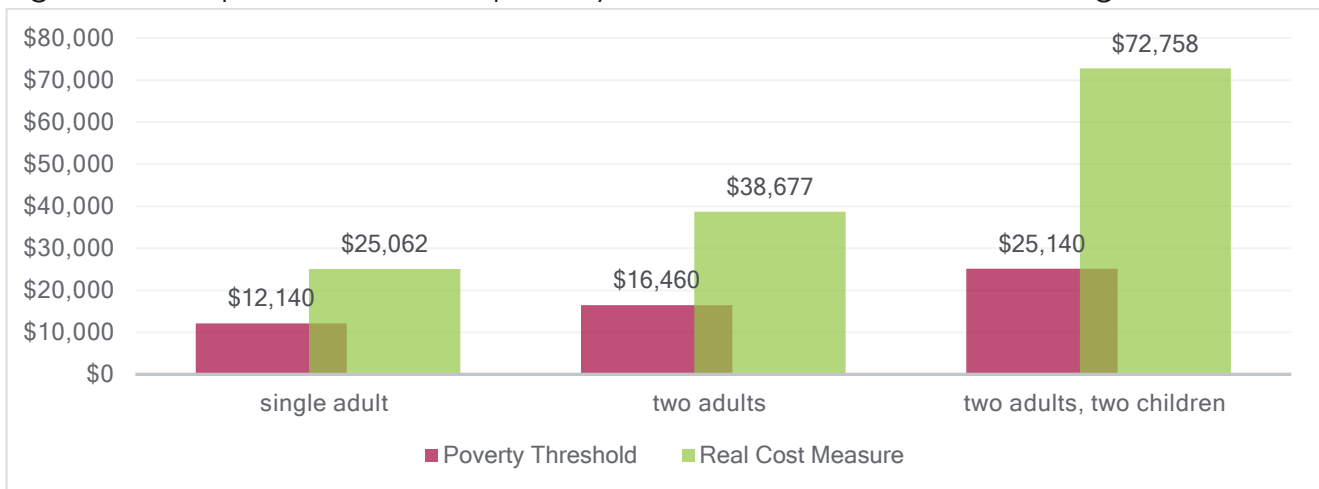
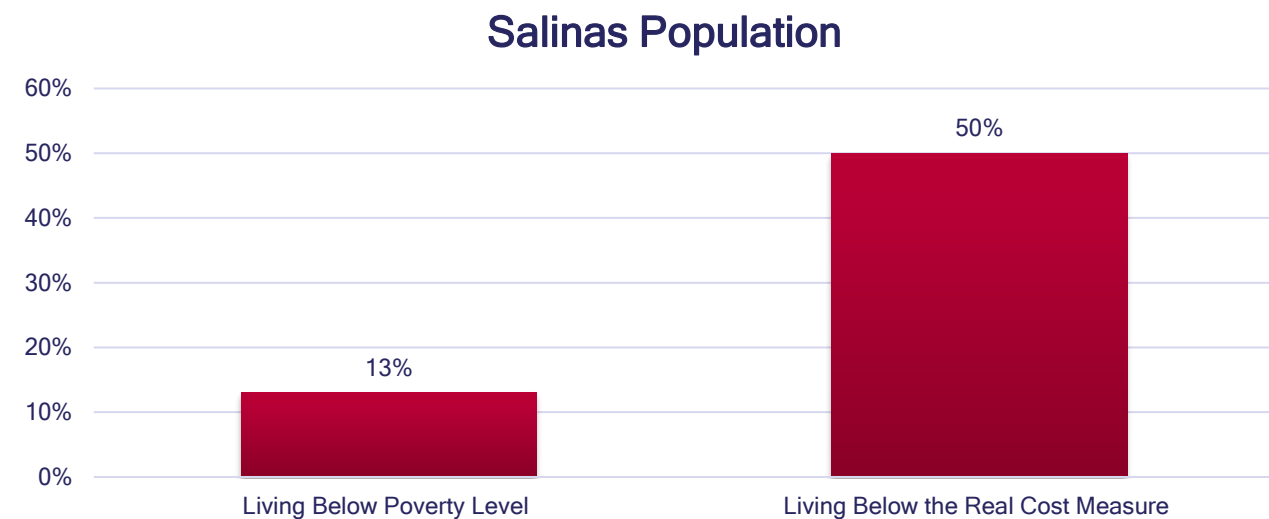


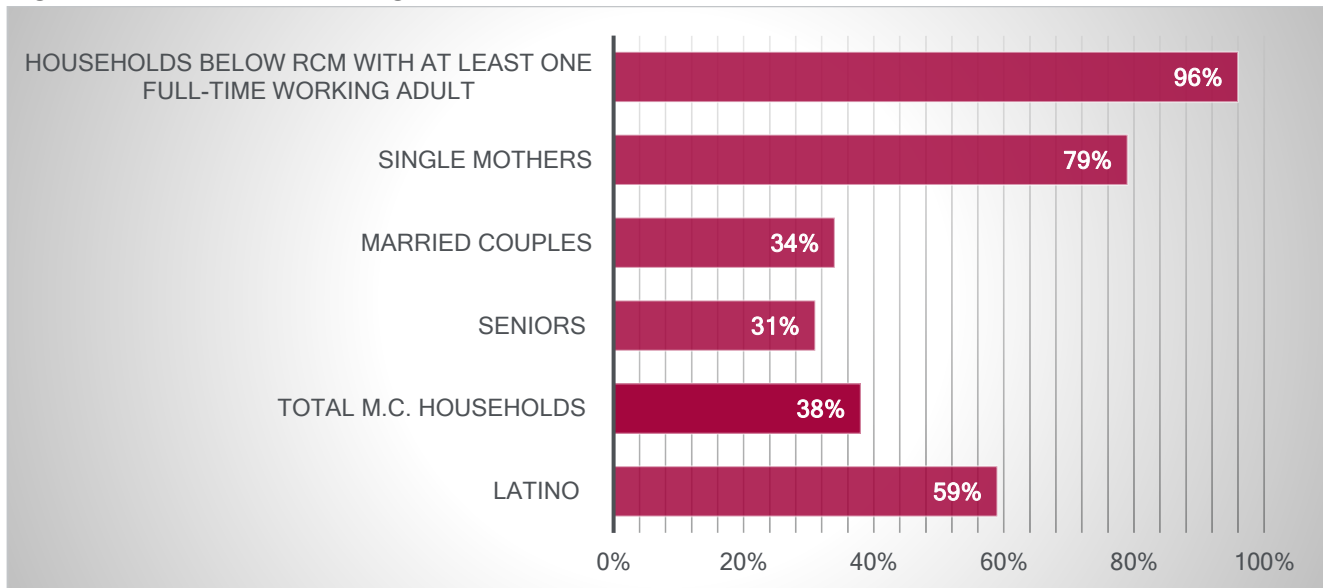
Figure 4. Salinas population living below the RCM versus federal poverty level



² Industry and Economic Overview, June 2017, The Monterey County Workforce Development Board.

Adjusting for the cost of living sheds light on a more accurate number of individuals and families whose incomes are technically above the poverty threshold but still below what they need for meeting the standard for self-sufficiency. Taking the true cost of living into account provides a clearer perspective on poverty statistics, as well as a more realistic sense of the actual proportion of county residents that struggle to attain and sustain economic self-sufficiency.

Figure 5. Households living below the real cost measure



In consideration of the specific issues and costs of living in Monterey County, various methods of gathering community assessment information were utilized to collect valuable information that is brought to the attention of the Community Action Commission and MCCAP staff and then compiled into this report and the biennial Community Action Plan. Commissioners then act in an advisory capacity to help influence where future funding for safety net resources should be invested. The following in-depth descriptions of the process and findings provide a comprehensive summary of the problems and conditions of poverty in our service area which directly reflect the current priorities of the low-income population. All MCCAP service agreements planned for 2020-2021 will be based on these priorities and require that outcome goals that are reflective of these findings.



Design and Data Collection Methods:

The CNA process involves collecting information about the needs of low-income residents alongside contextual data and demographics to paint a picture of poverty in Monterey County. The results of the needs assessments are used to direct CSBG funds toward services that will have the most impact for our community. In order to gather sufficient qualitative data to assess and prioritize the needs of low-income residents, MCCAP undertakes several activities annually including the administration of surveys to service recipients, holding public hearings and recording comments, collecting written testimonials, and documenting data from service providers. MCCAP reviews public responses and service-provider information in relation to local, state and federal data to understand the economic trends and conditions supporting these first-hand accounts.



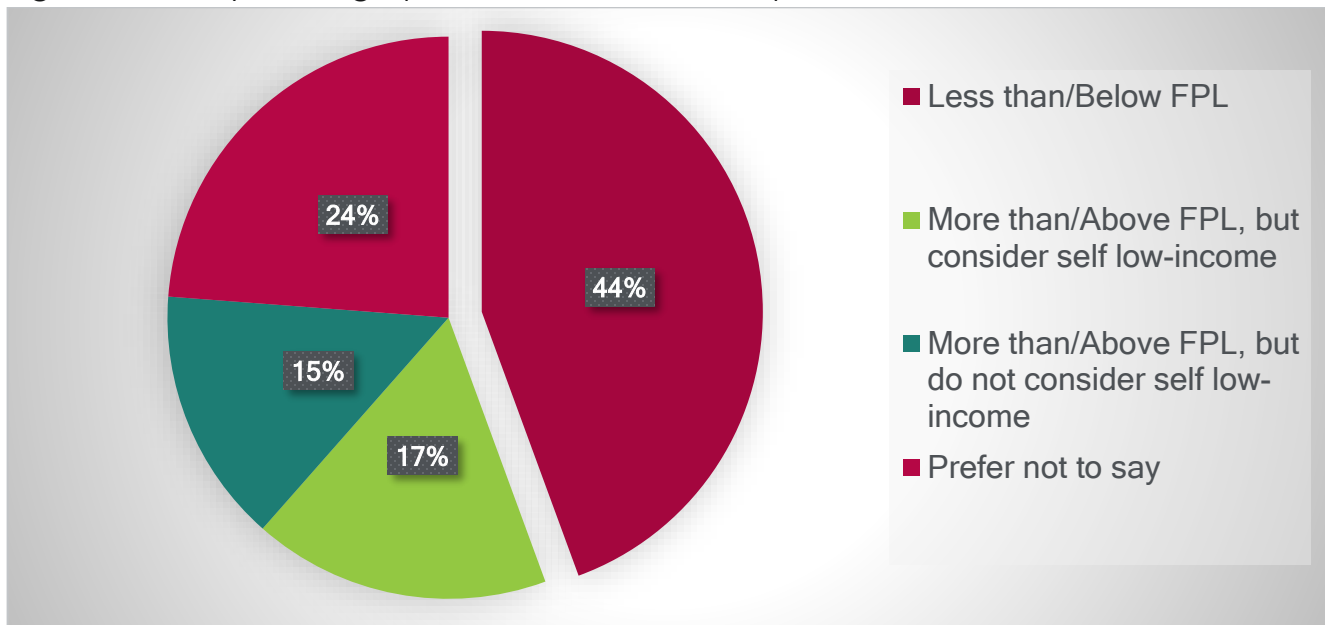
MCCAP's CNA survey was a nine-question survey that targeted low-income residents of Monterey County. Surveys were distributed widely throughout the county at Department of Social Service locations, service-provider program sites, through targeted outreach efforts, and online. MCAAP collected over 600 surveys that were completed and submitted in person, electronically, and by mail.

To corroborate research and survey results, MCCAP held a public hearing and solicited written testimonials to explore and validate the results of the survey. The public hearing and written testimonials helped to elucidate survey results. At the 2019 public hearing, an unusual number of service providers were compelled to share their observations of client experience and articulate challenges they face in serving clients who demonstrate a high level of need across multiple service domains. Service providers expressed two general concerns. One concern was that an increasing number of clients struggle to satisfy basic needs especially with respect to food security. The other concern was that clients have multiple needs and they feel increasingly ill-equipped to help them connect with and navigate the service network outside their programmatic area. At the same time, written testimonials from low income residents underscored the interdependence of multiple supportive services. For example, afterschool and youth programs support working parents by not only providing a safe environment for kids, but also by making it possible for parents retain employment and ensure social-academic advancement of their families.

SURVEY DEMOGRAPHICS

Survey respondents were asked to complete a section of demographic information on community/region of Monterey County, age group, gender, race/ethnicity, and income level. The survey was intended to collect information from individuals and families living at or below the federal poverty line (FPL), and results indicate that survey administration reached its targeted population. Over 44% of the total respondents said their incomes are either at or below the federal poverty level, and 17% indicated that while their incomes are technically above the poverty, they experience the effects of poverty. A quarter of respondents chose to decline the question.

Figure 6. Survey Demographics: Income Level Responses



The survey was distributed regionally at specific locations identified as most likely to draw individuals and families from the low-income population. The locations selected for in-person survey collection were the Salvation Army Good Samaritan Hospitality Center in Sand City, North County Recreation and Parks District's 2018 Snow Day event in Castroville, Monterey County Department of Social Services' community benefits offices in Salinas and King City.

Figure 7. Survey Demographics: Community of Residence

Region	Percentage
North County (Castroville, Pajaro, Aromas, Royal Oaks, Moss Landing)	16.8%
Salinas Region (Salinas, Toro Park, Spreckels,)	54.4%
South County (Gonzales, Greenfield, King City, San Ardo, Soledad)	10.1%
Peninsula/Coastal (Seaside, Marina, Monterey, Carmel, Pacific Grove, Big Sur, Carmel Valley)	18.3%
Other (outside Monterey County)	0.5%
	100.0%

Most respondents fell within the 25-44 and 45-64 age groups, suggesting surveys favorably represented working age adults. Additionally, over 70% of respondents self-reported as female and nearly 65% as Hispanic or Latino.

Figure 8. Survey Demographics: Age of Respondents

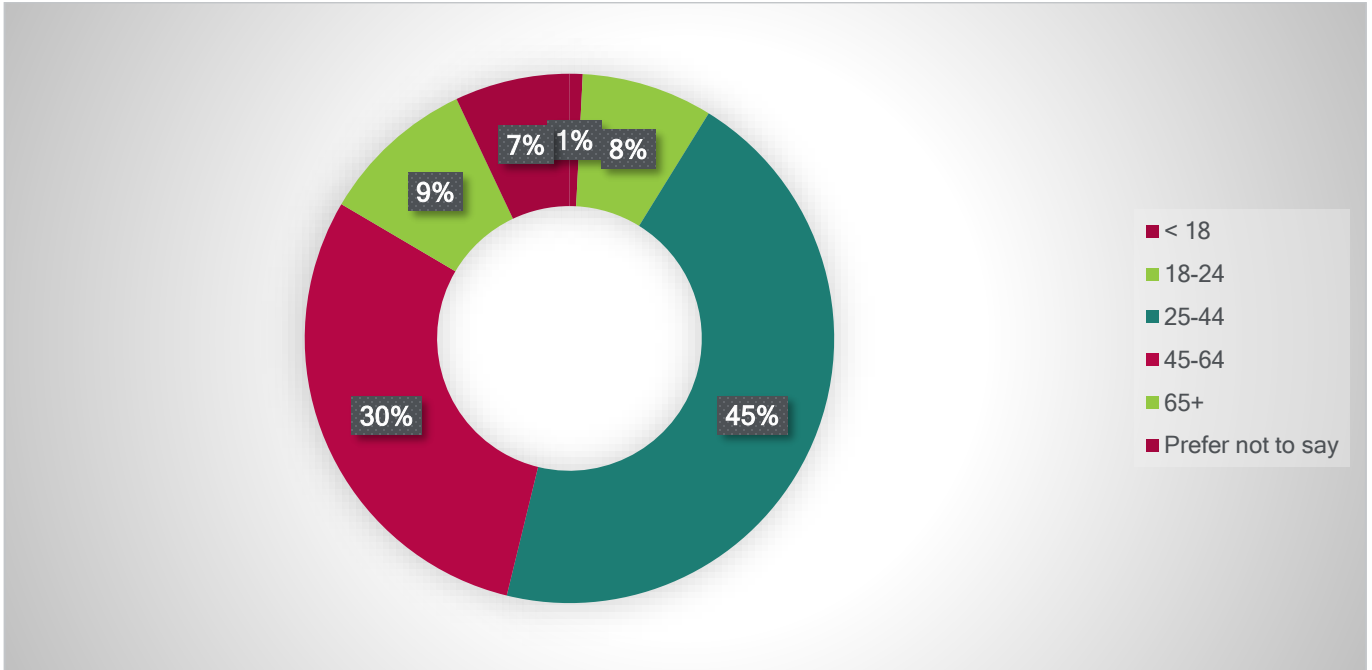


Figure 9. Survey Demographics: Gender of Respondents

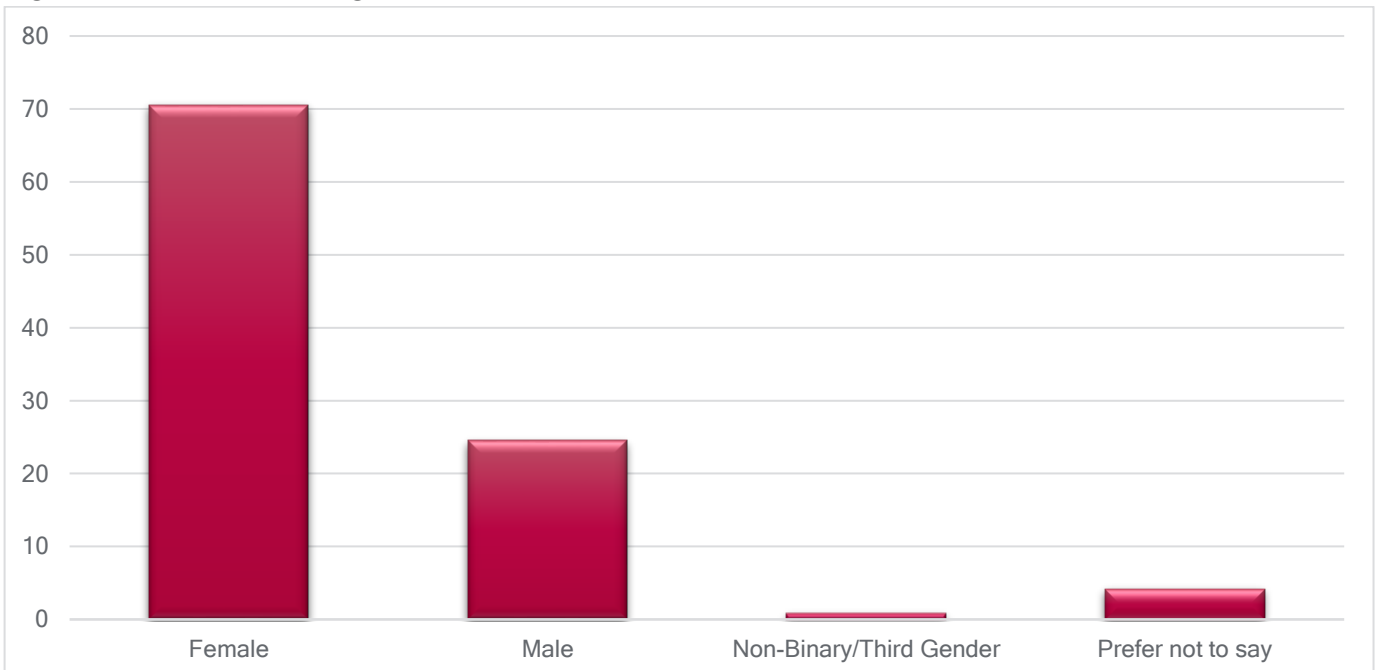
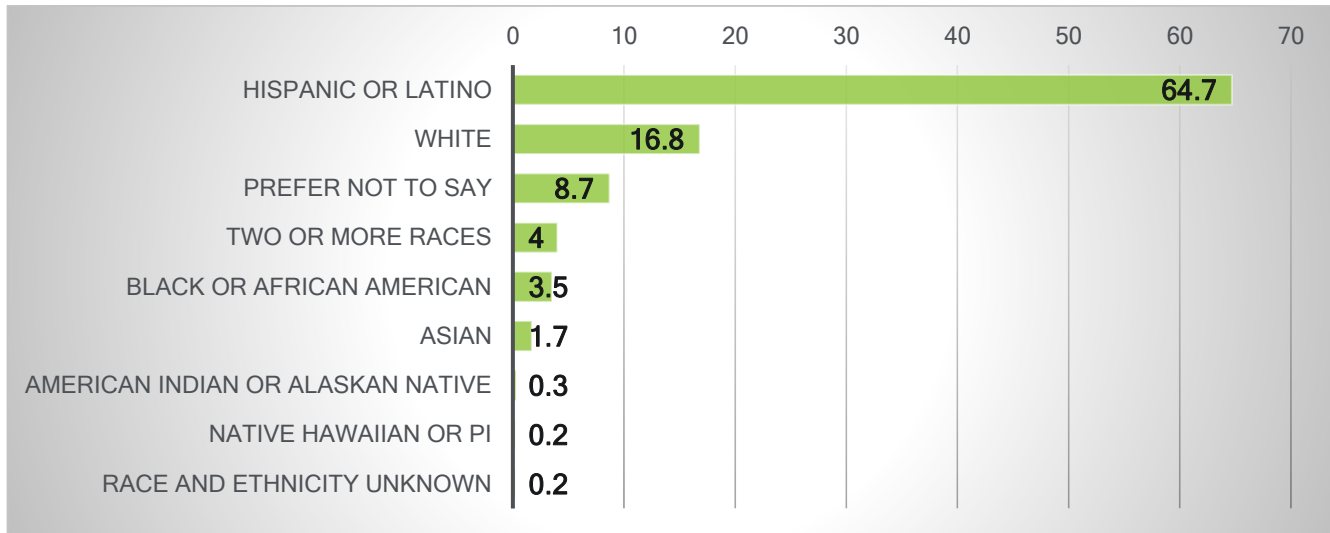


Figure 10. Survey Demographics: Race and Ethnicity of Respondents



Prioritized Findings

In addition to demographic information, the survey first asked respondents, based on their own situation, to identify the service domain that should receive increased funding and then asked them to choose two specific services within that category.

Respondent could choose from six service domains, which are broad categories meant to capture and organize a wide-range of more specific services and programs. The main service domains include: Employment & Jobs; Finance, Budgeting, and Tax Preparation; Health & Behavior, Education & Recreation; Housing & Shelter; Community Involvement & Engagement. Figure 11 illustrates a ranking of responses by service domain, which comports with local research with respect to cost of living, housing and homelessness.

After identifying the service category of most importance to them, respondents were asked to choose specific services most relevant to their own specific needs. Figure 12 is a ranking of the top service needs selection. These 13 services accounted for nearly 60% of survey responses. It is, however, important to note that even though respondents were asked to only choose two specific services that fell within the “service domain” they identified in the previous question, many respondents chose several services across multiple service categories. Although results challenge clear service rankings, they are consistent with other research suggesting that achieving sustained self-sufficiency in our high-cost of living community depends on mutually supportive services across multiple service domains.

Figure 11. Survey Results: Categories of services based on low-income resident and service-recipient rankings

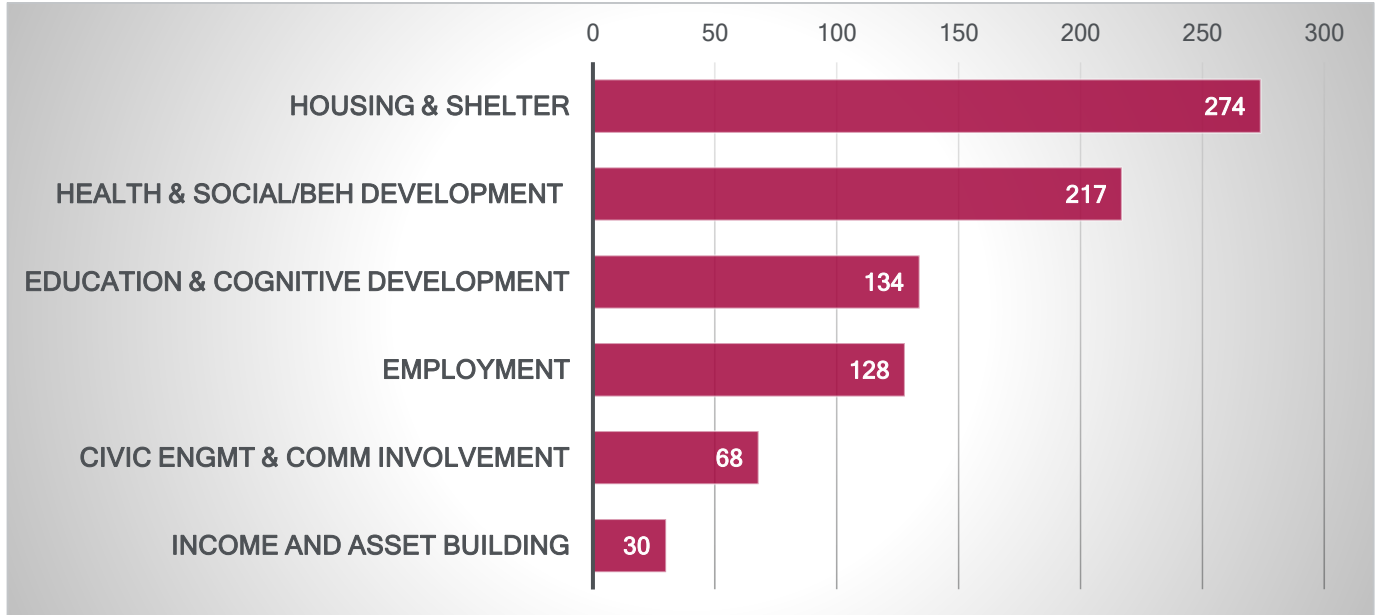


Figure 12. Survey Results: Top service priorities based on low-income resident and service-recipient rankings



Outcomes produced by the CNA process were consistent with trends noted by various local research efforts. Although the survey was intended identify the single most important service domain from the perspective of each respondent, many respondents articulated needs across multiple domains. Thus, instead of producing a discrete ranking of service domains and services within those domains, the survey suggests high demand for mutually supportive services. Comments collected at public hearing and from written testimonials helped support and explain survey results.

1. HOUSING & SHELTER

According to the 2018 Community Needs Assessment, housing related support services are in the most demand, and Table 1 lists specific services in order of priority. County-level data on the cost and availability of housing, and the extent of homelessness supports this finding. Like many other counties in California, the high cost of living in Monterey County presents a significant challenge for low-income residents, as well as for MCCAP's model for supporting strategies that promote self-sufficiency.



THE COST OF HOUSING IN MONTEREY COUNTY

The shortage of affordable housing options is a major contributor to the area's high cost of living and presents a significant barrier to achieving and sustaining self-sufficiency. Most families struggling to make ends meet are working. In Monterey County, ninety-six percent of households living below the RCM have one or more working adults. Households with children are struggling at the highest rate with sixty-eight percent of households with children—and 79% of single-mother households—falling short of this basic level of income.³ Depending on the economic calculator used, a family of four needs the equivalent of 3 to more than 4 full-time minimum wage jobs just to meet basic needs.⁴

Rent burden and housing scarcity are a major factor making struggling households vulnerable to an economic shock. In fact, rent burden contributes to economic instability and is cited as the primary reason for homelessness.⁵ Fifty-six percent of renters in the county spend more than 30% of their income on rent.⁶ Moreover, rent increases are far outpacing growth in incomes with the median income rising 5.8% as compared to a 9.9% increase in median rent.⁷

Notably, Monterey County experienced a 23% overall increase in homelessness between 2015-2017 and an extremely high-level of student homelessness. Over 7,000—or one out of every ten—students in our county is homeless, which surpasses San Francisco (3.4%) and Alameda County (1.4%). In 12 county schools, homeless students comprise a staggering 20-36% the schools' entire student body.⁸

The monthly occupancy report from Monterey County Winter Warming Shelter also depicts the effects of rent burden and housing scarcity. The MCCAP monthly shelter occupancy report indicates

³ The Real Cost Measure in California, Monterey County (2019). United Way.

⁴ Family needs calculator (2018). Insight: Center for Community Economic Development. <https://insightcced.org/2018-family-needs-calculator/>

⁵ Melnicore, H. (November, 2018). Crisis on the Coast: The Bay Foster Youth and Homeless Populations. Pivot Learning and the National Center for Youth Law <https://www.pivotlearning.org/crisis-on-the-coast/>

⁶ Monterey County Housing Charts (January, 2019). Monterey Bay Economic Partnership. Housing infographic https://mbep.biz/wp-content/uploads/2018/11/MBEP_INFOGRAPHIC_FINAL_LINKS-1.pdf

⁷ Monterey County Housing Charts (January 2019). Monterey Bay Economic Partnership.

⁸ Ibid. (November, 2018).

that the shelter has been running at and even slightly above full occupancy every month since it became operational in Winter of 2017.

Photo 1: The Salinas Winter Warming Shelter, February 2019



Housing security interacts with other elements of self-sufficiency such as the ability to sustain employment or succeed in school. The CSBG Network assists individuals with finding and maintaining safe and reliable housing as a path toward self-sufficiency. These services help individuals and families experiencing homelessness locate more affordable housing options and those with access to insufficient or unsafe housing options to improve and maintain their standard of housing and stability.

Table 1: The community needs assessment survey results indicated the following top service needs within this domain

Housing & Shelter	
Rent Payment Assistance	41.4%
Emergency Shelters & Housing Placement/Rapid Re-Housing	19.0%
Deposit Payment Assistance	17.5%
Utility Payment Assistance	9.5%
Housing Location/Outreach	5.5%
Landlord/Tenant Mediations	4.0%
Eviction Counseling	3.2%
	100.0%

2. HEALTH & SOCIAL/BEHAVIORAL DEVELOPMENT (INCLUDES NUTRITION)

According to the 2019 CNA, health-related services were the second most cited category of need, and Table 2 outlines specific types of services cited by survey respondents. This is a broad category that includes a wide range of health-related areas, such as access to healthcare, mental and physical healthcare, social-emotional support, fitness, life skills, and nutrition. The subsequent public hearing and written testimonials added context and contributed important insights to survey responses with respect to the health, as well as the education, category.



HEALTH RISKS IN POVERTY

Mental or physical health problems are often a consequence of living in poverty, but these problems can also cause problems that impede self-sufficiency. Access to health care is limited by the availability and distribution of health services throughout the county. There is only one mental health provider per 310 residents.⁹ Health care facilities tend to be more concentrated on the peninsula, presenting challenges of proximity for low-income residents living further away or with limited transportation options. Additionally, 11% of residents do not have health insurance. Most of the uninsured are low-income individuals and families who are technically above the poverty line.¹⁰

Many service providers felt compelled to share their first-hand observation that many of the clients they serve consistently struggle with food insecurity and without a broader network of social support. Those experiencing hunger live in a constant state of stress, and nutrition directly impacts quality of life and health outcomes. Over 100,000 county residents seek food assistance from the local foodbank.¹¹ For children, food insecurity is a barrier to learning while education is essential to one's ability to overcome poverty. In Monterey County, 22% percent of children under the age of 17 live in poverty¹², and 72% of our 55,793 public school students are enrolled in the free lunch program.¹³

Many Community Action Agencies (CAA) serve as health access navigators who provide referrals and linkages to health coverage options. In addition to health care, the CSBG Network is committed to creating and maintaining adequate environments for the developmental well-being of children and adults, providing nutrition, mental, social, physical, and emotional support. CAAs provide additional developmental support programs, such as those designed to decrease violence, substance abuse, child neglect and domestic abuse. In written testimonials collected by MCCAP, many teens and

⁹ Monterey County Demographics, County Health Rankings and Roadmaps

¹⁰ Census Bureau American Community Survey. Center on Budget and Policy Priorities.

¹¹ FBMC www.thefoodbankformontereycounty.org

¹² U.S. Census Bureau. American Fact Finder. 2013-2017 American Community Survey (ACS) 5-Year Estimates.

¹³ CA Department of Education (2017-2018) County-level data

parents underscore the importance of peer mentoring, social-emotion support, drug and alcohol education, and the development of life skills for being able to navigate life challenges, obtain and secure jobs, or set and meet life goals.

Table 2: The community needs assessment survey results indicated the following top service needs within this domain

Health & Social/Behavioral Development	
Improve Health Insurance Access & Options	24.8%
Physical Health Services, Screening and Assessments	12.7%
Exercise & Fitness	9.5%
Mental/Behavioral Health Support	9.5%
Family Mentoring Sessions	6.5%
Substance Abuse Support	6.3%
Family Planning Classes	6.0%
Domestic Violence Support	5.2%
Wellness Education	5.0%
Nutrition Skills (Gardening, Cooking, Nutrition)	5.0%
Food Distribution/Boxes	4.7%
Hygiene Facility Use (Showers, Toilets, Laundry)	2.2%
Hygiene Kits (Toiletry Access)	1.5%
Prepared Meals	1.3%
	100.0%

3. EDUCATION & COGNITIVE DEVELOPMENT (INCLUDES EXTRA-CURRICULAR PROGRAMS)

Services falling into the education category were another clear priority according to MCCAP's 2019 needs assessment. Passionately written testimonials by parents detail the justification for these services, as well as the challenge gaining access to after-school programs, indicating a demand for increasing the capacity and availability of these programs. Parents, single mothers, and grandparents alike indicated that services in this category are critically important to supporting working parents and for building a social-emotional foundation for their children's' future success and educational attainment. Many parents noted they worked long hours and that having transportation and a safe place for their children to go after school was key to their ability to work the long hours required to support their families. Many of these working parents, and guardians, also spoke about the value of tutoring, social-emotional support, and recreational activities.

EDUCATION AS A PATHWAY OUT OF POVERTY

Educational attainment is linked with health outcomes, poverty rates and lifetime earnings. While the number of college-educated residents living below the RCM is too small to measure, three out of four county residents living below the RCM have a high school degree or less.¹⁴ County-wide, twenty-eight percent of county residents have less than a high school education, 21% have a high school diploma, and only 14.4% have a bachelor's degree. Although the county reports an 85% high school graduation rate, only 40% of these graduates are career or college ready.¹⁵

County demographics suggest a need for educational support systems that can ensure pathways to success for children and adults. Early learning and parental support determines educational success. However, thirty-nine percent of students are English learners, 19% of adults are not fluent in English, and 28% of adults lack literacy skills. Written testimonials underscored the importance of tutoring, mentoring, and job readiness skills for educational attainment and job readiness.



The CSBG Network provides educational opportunities intended to benefit both children and adults. CAAs make education more accessible to individuals with low-incomes through ABE or GED courses, college scholarships, skills training, and a multitude of other support options based on local need.

Table 3. The community needs assessment survey results indicated the following top service needs within this domain

Education & Cognitive Development	
Child/Young Adult Education Programs	22.8%
Before and After School Activities	18.6%
Summer Youth Recreational Activities	11.1%
Summer Education Programs	11.1%
Behavior Improvement Programs	8.6%
Adult Education Programs	8.1%
Parenting Support Programs	7.5%
English Language Classes	7.2%
Mentoring/Tutoring	5.0%
	100.0%

¹⁴ The Real Cost Measure in California, Monterey County (2019). United Way.

¹⁵ Ibid. (November, 2018).

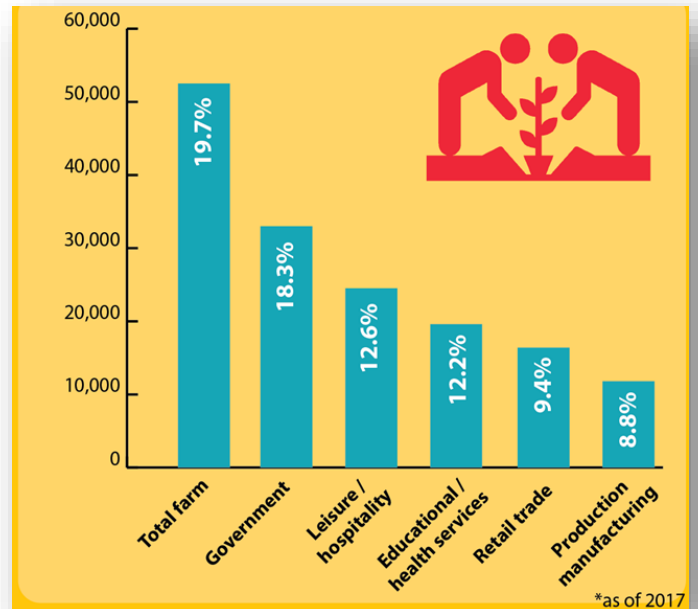
4. EMPLOYMENT

The services requested by survey respondents that fall within the employment domain are listed on Table 4. Stable employment is central to economic independence and depends as much on individual skills as it does on general economic conditions and the local economy. Although Monterey County is currently experiencing low unemployment, the county is dominated by industries with predominately low wage jobs. The demand for supportive services in this domain is unsurprising given the region's education outcomes, high cost of living, and affordable housing shortage. The combination of these factors makes adequate employment particularly important for the low-income residents in our community.



ACCESS TO JOBS

Access to quality jobs depends on job skills, as well as the availability of well-paying jobs. The economy of Monterey County is specialized in Agriculture, Forestry, Fishing, Hunting, Arts, Entertainment, Recreation, and Public Administration. The median household income in Monterey County is 63,876.00. However, the average annual income is \$44, 986, indicating that local career opportunities skew toward lower income level jobs. Employment in the agricultural industry, for example, is dominated by low-wage jobs. The average job in the agricultural industry pays \$24,267 per year.¹⁶ These income levels fall well short of self-sufficiency standards.¹⁷ Importantly, job skills and education levels are ultimately tied to better paying jobs. As noted above, 28% of county residents have less than a high school education, while 21% have a high school diploma, and only 14.4% have a bachelor's degree. To subsist on low-skill, low-income jobs, a family of two adults and two children would need to work more than four full-time minimum wage jobs to make ends meet.¹⁸



¹⁶ Monterey County Workforce Development. Labor market Information
<http://www.montereycountywdb.org/policies/labor/>

¹⁷ Family needs calculator (2018). Insight: Center for Community Economic Development.
<https://insightcced.org/2018-family-needs-calculator/>

¹⁸ Family needs calculator (2018). Insight: Center for Community Economic Development.
<https://insightcced.org/2018-family-needs-calculator/>

The Community Service Block Grant (CSBG) network assists individuals with finding and maintaining employment, as well as increasing wages or benefits. By partnering with local businesses to provide job training, certifications or by subsidizing positions, individuals gain critical access to skills needed to find, obtain, and maintain employment. Community Action Agencies work to reduce and remove challenges facing job seekers. Aside from job seeking and training assistance, CAAs can provide services that address barriers to employment, such as limited education attainment, safe and reliable housing, or access to transportation.

Table 4: The community needs assessment survey results indicated the following top service needs within this domain

Employment	
Job Readiness Training	32.9%
Job Search	21.5%
Career Counseling	13.5%
Vocational Training	12.1%
On-the-Job and Other Work Experience	10.0%
Internship/Apprenticeship	10.0%
	<hr/> 100.0%

5. CIVIC ENGAGEMENT & COMMUNITY INVOLVEMENT

Survey results show citizenship and civic engagement to be an area of importance for low-income residents with specific services detailed on Table 6. Many low-income people empowered by the CSBG Network are invested not only in their own advancement, but also in the success of their communities and peers. Community participants attend public hearings, advisory boards and community planning meetings to support the implementation of strategies that address the conditions of poverty in their own communities. In doing so, individuals gain leadership positions and skills while expanding their social and professional networks.



Table 5: The community needs assessment survey results indicated the following top service needs within this domain

Civic Engagement and Community Involvement	
Citizenship Classes	29.5%
Volunteer Training	28.1%
Voter Education & Access	20.5%
Leadership Training	20.5%
Service Coordination	1.4%
	<hr/> 100.0%

A PATH TO CITIZENSHIP

Research performed by the Public Policy Institute of California found that California has more unauthorized immigrants than any other state with approximately 2.6 million of the nation's 11 million, which comprises 7% of the total state population.¹⁹ Within California, the region with the largest percent based on population live within the Monterey/San Benito County, which is 13.5% of the county's total population. Aligning with these statistics, the top service priority within this domain is access to citizenship classes.



Citizenship classes help prepare naturalization candidates for the English and civics tests, which are part of the U.S. Citizenship and Immigration Services naturalization process. In Monterey County, classes are offered and conducted primarily through adult education providers. The Free Libraries' Adult Literacy Program reports that 25% of the adult population reads below the 4th grade level, 24% reads below the 8th grade level. Notably, 43% of the people with the lowest literacy skills live in poverty while 70% of this group have no full or part time job. Access and referral to citizenship classes create opportunities for better jobs, education, self-esteem, and community engagement.

6. INCOME, INFRASTRUCTURE, AND ASSET BUILDING



The CSBG network expands opportunities for low-income residents by providing additional resources and support systems within a community. Table 6 lists the financial and asset building services of most interest to MCCAP survey respondents.

The complexities of the financial system often make it difficult for low-income residents, particularly members of immigrant communities, to identify and navigate available resources. Gaining knowledge and skills regarding income, asset building, and the U.S. financial system builds confidence set a path toward economic self-sufficiency. Financial knowledge and resources help encourage sound financial decisions and reduce vulnerabilities to risky economic decisions and predatory lending practices.

¹⁹ Hill & Johnson (2011). Unauthorized Immigrants in California. Public Policy Institute of California.

Table 6: The community needs assessment survey results indicated the following top service needs within this domain

Income, Infrastructure & Asset Building	
Financial Management Programs	41.2%
VITA, EITC, or other Tax Preparation Programs	36.9%
Benefit Coordination and Advocacy	11.2%
Asset Building & Savings Accounts	10.7%
	100.0%

SERVICES IN ACTION



VITA VOLUNTEERS

completed 2,595 tax returns and helped workers claim more than \$3.4M in refunds and credits, an economic stimulus of \$5.4 million to our local economy.

MCCAP is a longtime partner of the Volunteer Income Tax Preparation Assistance (VITA) program. Under the management of the United Way Monterey County, VITA offers free income tax preparation services to low-income families and individuals who qualify. Free preparation helps low-income families keep more of their hard-earned money and guard against predatory tax preparation services that charge interest and fees for advancing refunds. VITA also ensures tax filers receive quality service that comply with state and federal rules and regulations. Proper filing is key to preventing potential audits or liens and ensuring families receive the maximum allowable benefits. The Earned Income Tax Credit (EITC) is an anti-poverty program which benefits low to moderate income

working individuals and families by providing a standardized tax credit based on income earned. As a standard requirement of receiving CSBG funds, MCCAP requires all agencies within its network include information and referrals on eligibility and access to state and federal EITC.

In tax year 2017, Monterey County residents using the VITA program received more than \$3.4 million in refunds and credits. As a result, families and individuals have an increased capacity to contribute to the local economy and move towards greater self-sufficiency. United Way of Monterey County estimates that the effect of these refunds result is a \$5.4 million stimulus to the local economy.

Conclusion

MCCAP gathered information from the public regarding personal experiences as a result of the causes and conditions of poverty in their service area. Some of the critical issues conveyed included a lack of access to affordable housing, sufficient healthy food, affordable quality health care, accessible education.

MCCAP has documented the concerns and struggles of our low-income community and these issues will be incorporated into the 2020-2021 community action plan. MCCAP currently operates as a public agency based within the Monterey County Department of Social Services. MCCAP realizes the limits of serving the community in each area of concern but strives to support and advocate for resources to address these areas directly and indirectly. MCCAP leverages limited resources by supporting efforts and services that are most impactful in reducing barriers to self-sufficiency.

The full 2020-2021 Community Action Plan will be available and accessible on our website summer 2019. It will include additional information regarding the critical issues identified as a result of the comprehensive community needs assessment process and complete documentation of the survey, survey results, public hearing, public testimony, and written testimonials. A subsequent Request for Proposal process will be released in order to seek out service providers willing and able to fill some of these critical needs for the term of the action plan.



Appendix F

Monterey County CAP Community Needs Assessment Survey 2019

Monterey County Community Action Partnership 2020-2021

Community Needs Assessment Survey

Monterey County Community Action Partnership is responsible for administering approximately \$500,000 for services in Monterey County that support residents living in poverty. Please help our organization identify the top service needs for our 2020-2021 program by sharing your experience and opinion.

1. What region of Monterey County do you consider your community? (where you primarily live, work or play and will focus all answers for this survey) Select only ONE

- North County (Aromas, Castroville, Elkhorn, Moss Landing, Prunedale, Royal Oaks, etc)
- Salinas Region (City of Salinas, Spreckels, Toro Park, Las Palmas, etc)
- South County (Chualar, Gonzales, Soledad, Greenfield, King City, San Ardo, etc)
- Peninsula/Coastal (Marina, Seaside, Sand City, Monterey, Pacific Grove, Carmel, Big Sur, etc)
- Other _____

2. What type of service do you think needs the most increased support in your community identified above?

***PLEASE CHOOSE ONLY ONE

- Employment & Jobs
- Finance, Budgeting, & Tax Preparation
- Health & Behavior
- Other _____
- Education & Recreation Activities
- Housing & Shelter
- Community Involvement & Engagement



3. Within the category chosen from Question 2, what do you believe is the top services needed? You may select up to 2 services within ONE category:

EMPLOYMENT & JOBS

- Job Readiness Training
- Career Counseling (workshops or coaching)
- Job Search Support
- Work Experience
- Apprenticeship/Internship
- Vocational Training

FINANCE, BUDGETING & TAX PREPARATION

- Financial Management (budgeting, credit repair)
- Benefit Coordination/Advocacy
- Asset Building (savings account)
- Tax Prep Programs (free or reduced cost)

HEALTH & BEHAVIOR

- Physical Healthcare Access
- Family Planning & Reproductive Healthcare Access
- Wellness Education (stress reduction, Rx management)
- Exercise & Fitness
- Substance Abuse Support Groups
- Mental Health Support Groups
- Domestic Violence Programs/Support Groups
- Nutrition Skills
- Prepared Meals
- Food Boxes/Bags of Groceries
- Family Mentoring/Parenting Classes
- Emergency Hygiene Kits/Boxes (toiletries, soap, feminine products)
- Emergency Hygiene Facility Use (showers, toilets, sinks)

EDUCATION & RECREATION

- Child/Youth Education Support
- Before/After School Activities
- Youth Recreation Activities
- Summer Program
- Mentoring/Tutoring
- Behavior Improvement (self-esteem)
- Adult Education
- Parenting Support
- English Language Classes

HOUSING & SHELTER

- Rent Payment Assistance
- Deposit Payment Assistance
- Eviction Counseling
- Landlord/Tenant Mediation
- Utility Payment Assistance

COMMUNITY INVOLVEMENT

- Voter Education & Access
- Leadership Training
- Citizenship Classes
- Volunteer Training

OTHER

Other: _____

2018			
100% of Federal Poverty Guidelines			
Family Size	Annual	Monthly	Weekly
1	\$ 12,140	\$ 1,012	\$ 253
2	\$ 16,460	\$ 1,372	\$ 343
3	\$ 20,780	\$ 1,732	\$ 433
4	\$ 25,100	\$ 2,092	\$ 523
5	\$ 29,420	\$ 2,452	\$ 613
6	\$ 33,740	\$ 2,812	\$ 703
7	\$ 38,060	\$ 3,172	\$ 793
8	\$ 42,380	\$ 3,532	\$ 883
Each Additional Person +	\$ 4,320	\$ 360	\$ 90

The Federal Poverty Level (FPL) is a measure of income set by the Department of Health and Human Services each year that is used to determine whether a person or family is eligible for assistance through various federal programs. Please use the chart above to assist in answering the income level question below.

4. What is your income level?

- Less than/below the Federal Poverty Level
- More than/above the Federal Poverty Level, but I consider myself low-income
- More than/above the Federal Poverty Level and I would not consider myself low-income
- Prefer not to say

5. What is your age group?

- <18
- 18-24
- 25-44
- 45-64
- 65+
- Prefer not to say

6. What is your gender identity?

- Female
- Male
- Non-Binary/Third Gender
- Prefer not to say

7. What is your race/ethnicity

- Hispanic or Latino or Spanish origin
- American Indian or Alaskan Native
- Asian
- Native Hawaiian or other Pacific Islander
- Black or African American
- White
- Two or more races
- Race and ethnicity unknown
- Prefer not to say

8. Do you work for any of these key sectors that provides services to low-income residents of Monterey County?

- Community Based Organization (non-profit agency)
- Faith Based Organization (church)
- Private Sector (for profit-business)
- Public Sector (government entity, elected official)
- Educational Institution (schools, universities)
- No—I do not work for any agency that provides services to low-income residents

THANK YOU!

Your input is valuable and will be used to help determine what services should be funded to best support the needs of those living in deep poverty in Monterey County. If you would like to stay informed on Monterey County Community Action Partnership activities, please provide an email address to be added to our distribution list or visit our website for more information <http://mcdss.co.monterey.ca.us/cap/>

Email Address (optional) _____

9. How did you find our survey?

- Monterey County CAP Website
- By Email
- Survey Site—Good Samaritan Center, Sand City
- Survey Site—North County Rec Center, Castroville
- Survey Site—Dept of Social Services, Salinas
- Survey Site—Dept of Social Services, King City
- Public Hearing—Food Bank for Monterey County
- Other _____



Please mail your completed survey to:
Monterey County Community Action Partnership
1000 S. Main Street, Suite 301
Salinas, CA 93901

Monterey County Community Action Partnership 2020-2021

Encuesta de Evaluación sobre las Necesidades de la Comunidad

Monterey County Community Action Partnership es responsable de administrar aproximadamente \$500,000 en servicios en el Condado de Monterey que apoyan a los residentes que viven en la pobreza. Por favor ayude a nuestra organización a identificar las necesidades de servicio más importantes para nuestro programa del 2020-2021 compartiendo su experiencia y opinión.

1. ¿Qué región del Condado de Monterey considera su comunidad? (donde principalmente Vives, trabajas o juegas y concentras todas las respuestas para esta encuesta) Selecciona sólo una

- Norte del Condado (Aromas, Castroville, Elkhorn, Moss Landing, Prunedale, Royal Oaks, etc)
- Región de Salinas (City of Salinas, Spreckels, Toro Park, Las Palmas, etc)
- Sur del Condado (Chualar, Gonzales, Soledad, Greenfield, King City, San Ardo, etc)
- Península/Costa (Marina, Seaside, Sand City, Monterey, Pacific Grove, Carmel, Big Sur, etc)
- Otro _____

2. ¿Qué tipo de servicio crees que necesita el mayor apoyo en tu comunidad identificada anteriormente?

***SOLO ELIGE UNO

- Empleos
- Educación y Actividades Recreativas
- Finanzas, Presupuesto y Preparación de Impuestos
- Vivienda y Refugio
- Participación y Compromiso de la Comunidad
- Salud y Comportamiento
- Otro _____



3. ¿Dentro de esta categoría, cuál crees que es el servicio principal necesario? Favor de seleccionar 1 o 2.

Empleo

- Entrenamiento de Preparación para Trabajo
- Asesoría Profesional (talleres o coaching)
- Apoyo de Búsqueda de Empleo
- Experiencia de Trabajo
- Practicas Profesionales de Aprendizaje
- Entrenamiento Vocacional

FINANZAS, PRESUPUESTO Y PREPARACION DE IMPUESTOS

- Administración Financiera (Presupuesto, administración y Reparación de Crédito, Consejería de Crédito)
- Coordinación de Beneficios y Abogacía
- Creación de bienes (Cuenta de Ahorros)
- Programas de Preparación de Impuestos (Gratis o a Precios Reducidos)

SALUD Y COMPORTAMIENTO

- Acceso a Salud Física
- Ejercicios y Aptitud Física
- Grupos de Apoyo de Abuso Substancias
- Grupos de Apoyo de Salud Mental
- Comidas Preparadas
- Cajas de Comida/Bolsas de Comestibles
- Tutoría Familiar/Clases para Padres
- Programas y Grupos de Apoyo de Violencia Doméstica
- Habilidades Nutricionales (Jardinería, Cocina, Nutrición)
- Acceso a Planificación Familiar y Salud Reproductiva
- Educación de Bienestar Personal (reducción de estrés, manejo de medicamentos, etc.)
- Cajilla de higiene de emergencia (artículos de tocador, jabón, productos femeninos)
- Uso de instalaciones de higiene de emergencia (duchas, aseos, lavabos)

EDUCACION Y ACTIVIDADES RECREATIVAS

- Apoyo a la Educación Infantil/Juvenil
- Actividades Antes y Después de Escuela
- Actividades Recreativas Juveniles
- Programas de Verano
- Mentor/Tutor
- Mejora de Comportamiento (Autoestima)
- Educación para Adultos
- Apoyo para Padres
- Clases de Ingles

VIVIENDA Y REFUGIO

- Asistencia con el Pago de Vivienda
- Asistencia con Pago de Deposito
- Consejería en Desalojos
- Mediación de Arrendador/Inquilino
- Asistencia con Pago de Servicios Públicos
- Colocación de Vivienda (incluye Refugio temporal y de Emergencia)

PARTICIPACION Y COMPROMISO DE LA COMUNIDAD

- Educación y Acceso a Votar
- Entrenamiento de Liderazgo
- Clases de Ciudadanía
- Entrenamiento para Voluntarios

OTRO: _____

2018			
100% of Federal Poverty Guidelines			
Family Size	Annual	Monthly	Weekly
1	\$ 12,140	\$ 1,012	\$ 253
2	\$ 16,460	\$ 1,372	\$ 343
3	\$ 20,780	\$ 1,732	\$ 433
4	\$ 25,100	\$ 2,092	\$ 523
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7	\$ 38,060	\$ 3,172	\$ 793
8	\$ 42,380	\$ 3,532	\$ 883
Each Additional Person +	\$ 4,320	\$ 360	\$ 90

El nivel federal de pobreza (FPL) es una medida de ingresos establecida por el Departamento de Salud y Servicios Humanos cada año que se utiliza para determinar si una persona o familia es elegible para recibir asistencia a través de diversos programas federales. Por favor, utiliza la tabla para ayudar a responder a la pregunta de nivel de ingresos a continuación.

4. ¿Que es tu nivel de ingresos?

- Menos de/por debajo del nivel federal de pobreza
- Más que/por encima del nivel federal de pobreza, pero me considero de bajos ingresos
- Más que/por encima del nivel federal de pobreza y no me considero de bajos ingresos
- Prefiero no decir

5. ¿Cuál es su edad?

- <18
- 18-24
- 25-44
- 45-64
- 65+
- prefiero no decir

6. ¿Cuál es tu identidad de género?

- Mujer
- Hombre
- No-Binario/Tercer Género
- Prefiero no decir

7. ¿Cuál es tu raza/origen étnico?

- Hispano o Latino o de Origen Español de cualquier raza
- Indio Americano o Nativo de Alaska
- Asiático
- Nativo de Hawái o de otra Isla del Pacífico
- Negro o Afroamericano
- Blanco
- Dos o mas razas
- No sabes tu raza o origen étnico
- Prefiero no decir

8. ¿Trabajas para alguno de estos sectores clave de nuestra comunidad que brinda servicios a los residentes de bajos ingresos del Condado de Monterey?

- Organización Basada en la Comunidad (agencia sin fines de lucro)
- Organización basada en la fe (iglesia)
- Sector privado (negocio con fines de lucro)
- Sector público (entidad gubernamental, funcionario electo)
- Institución educativa (escuelas, universidades)
- No, no trabajo para ninguna agencia que brinde servicios a residentes de bajos ingresos

GRACIAS!

Su aportación es valiosa y se utilizará para ayudar a determinar qué servicios deben financiarse para satisfacer mejor las necesidades de quienes viven en la pobreza extrema en el Condado de Monterey. Si desea mantenerse informado sobre las actividades de Monterey County Community Action Partnership, proporcione una dirección de correo electrónico que se agregará a nuestra lista de distribución o visite nuestro sitio red para obtener más información <http://mcdss.co.monterey.ca.us/cap/>

Correo Electrónico (opcional) _____

9. ¿Cómo encontraste nuestra encuesta?

- Página red de CAP del Condado de Monterey
- Por Correo Electrónico
- Sitio de la Encuesta - Good Samaritan Center, Sand City on 12/18/2018
- Sitio de la Encuesta - North County Rec Center, Castroville on 12/20/2018
- Sitio de la Encuesta - Departamento de Servicios Sociales, Salinas on 1/14/2019
- Sitio de la Encuesta - Departamento de Servicios Sociales, King City on 1/16/2019
- Audiencia Pública - Banco de Comida del Condado de Monterey on 2/07/2019
- Otro: _____



Por favor envía encuesta complete a:
Monterey County Community Action Partnership
1000 S. Main Street, Suite 301
Salinas, CA 93901

Appendix G

Monterey County Contractor Monitoring Tool

MONTEREY COUNTY CONTRACTOR MONITORING TOOL

AGENCY: _____ **PROGRAM:** _____ **DATE:** _____

SECTION 1: CONTRACT COMPLIANCE AND PROGRAM ADMINISTRATION

Community Action program staff will review these materials and document contractor's compliance.

SECTION 1A - CONTRACTOR WILL BE REQUIRED TO PROVIDE THE FOLLOWING FOR REVIEW AT THE SITE VISIT:

<input type="checkbox"/>	Agenda	
<input type="checkbox"/>	Minutes	
<input type="checkbox"/>	Bylaws	
<input type="checkbox"/>	Board Roster	
<input type="checkbox"/>	Organizational Chart	
<input type="checkbox"/>	Policies & Procedures Manual	
<input type="checkbox"/>	Personnel Handbook	
<input type="checkbox"/>	Written Disaster Plan	
<input type="checkbox"/>	Recruitment Materials	
<input type="checkbox"/>	Volunteer Recruitment & Training Materials	
<input type="checkbox"/>	Agency Bilingual Capacity	

COUNTY USE ONLY

MONTEREY COUNTY CONTRACTOR MONITORING TOOL

SECTION 1B - CAP STAFF WILL REVIEW THREE (3) PROGRAM CASE FILES. REVIEW WILL INCLUDE INCOME DOCUMENTATION, EITC INFORMATION AND REFERRAL, CHILD SUPPORT REFERRAL, AND OTHER REFERRALS AND CASE MANAGEMENT PROVIDED.

1.
<input type="checkbox"/> Income Documentation <input type="checkbox"/> EITC I&R <input type="checkbox"/> Child Support Referral (If appropriate) Other Referrals Made:
2.
<input type="checkbox"/> Income Documentation <input type="checkbox"/> EITC I&R <input type="checkbox"/> Child Support Referral (If appropriate) Other Referrals Made:
3.
<input type="checkbox"/> Income Documentation <input type="checkbox"/> EITC I&R <input type="checkbox"/> Child Support Referral (If appropriate) Other Referrals Made:

COUNTY USE ONLY

MONTEREY COUNTY CONTRACTOR MONITORING TOOL

SECTION 1C - CAP STAFF WILL REVIEW THREE (3) NPI DATA ELEMENTS. REVIEW WILL MATCH PROJECTIONS AND DATA REPORTED BACK TO CASE DOCUMENTATION THAT SUPPORTS THE INFORMATION PROVIDED. A CLIENT SAMPLE WILL BE TAKEN TO REVIEW CASE DOCUMENTATION VERIFYING COMPLETION OF THE INDICATOR.

Review of NPI:	Agency Data Provided:
Case Sample Name: <input type="checkbox"/> Data matches total number reported <input type="checkbox"/> Case sample accurately documented achievement of indicator <input type="checkbox"/> Income requirement documented Notes:	
Review of NPI:	Agency Data Provided:
Case Sample Name: <input type="checkbox"/> Data matches total number reported <input type="checkbox"/> Case sample accurately documented achievement of indicator <input type="checkbox"/> Income requirement documented Notes:	
Review of NPI:	Agency Data Provided:
Case Sample Name: <input type="checkbox"/> Data matches total number reported <input type="checkbox"/> Case sample accurately documented achievement of indicator <input type="checkbox"/> Income requirement documented Notes:	

COUNTY USE ONLY

MONTEREY COUNTY CONTRACTOR MONITORING TOOL

SECTION 1D – PARTICIPATION: REVIEW CONTRACTOR’S PARTICIPATION IN COMMUNITY ACTION ACTIVITIES, TASKS, AND MEETINGS.

<input type="checkbox"/>	CCC Meetings	Attended out of meetings	Contract Required? <input type="checkbox"/> Yes <input type="checkbox"/> No	Participation Score:
Comments:				
<input type="checkbox"/>	Commission Meetings	Attended out of meetings	Contract Required? <input type="checkbox"/> Yes <input type="checkbox"/> No	Participation Score:
Comments:				
<input type="checkbox"/>	CAP Events	Attended out of events	Contract Required? <input type="checkbox"/> Yes <input type="checkbox"/> No	Participation Score:
Comments:				
<input type="checkbox"/>	Customer Evaluations	Received out of requested	Contract Required? <input type="checkbox"/> Yes <input type="checkbox"/> No	Participation Score:
Comments:				
<input type="checkbox"/>	CAP Mid-Year Report	Date Received: Date Due:	Contract Required? <input type="checkbox"/> Yes <input type="checkbox"/> No	Participation Score:
Comments:				
<input type="checkbox"/>	CAP Invoice Submission	# Received On time: # Received Late:	Contract Required? <input type="checkbox"/> Yes <input type="checkbox"/> No	Participation Score:
Comments:				
Total Participation Score:				

- Score:
- 1 = low/no participation or several unexcused late submissions
 - 2 = minimal participation or some unexcused late submissions
 - 3 = moderate participation or timely submissions with few excused late submissions
 - 4 = high participation or timely submissions with very few excused late submissions
 - 5 = consistent high participation or consistently timely submissions with no late submissions

COUNTY USE ONLY

MONTEREY COUNTY CONTRACTOR MONITORING TOOL

SECTION 1E – OUTREACH METHODS: REVIEW METHODS OF OUTREACH UTILIZED AND VERIFY CONTRACTOR’S USE OF COMMUNITY ACTION LOGO ON OUTREACH MATERIALS.

OUTREACH METHOD	UTILIZED	CAP LOGO
Standard Press Release	<input type="checkbox"/>	<input type="checkbox"/>
Radio/TV Public Service Announcements	<input type="checkbox"/>	<input type="checkbox"/>
Inter-Program Referral	<input type="checkbox"/>	<input type="checkbox"/>
Newsletters	<input type="checkbox"/>	<input type="checkbox"/>
Social Media (Facebook, Twitter, etc)	<input type="checkbox"/>	<input type="checkbox"/>
Other: _____	<input type="checkbox"/>	<input type="checkbox"/>

COUNTY USE ONLY

MONTEREY COUNTY CONTRACTOR MONITORING TOOL

SECTION 2: BUDGET AND FISCAL REQUIREMENTS

MCDSS Fiscal Staff will review these materials and document contractor’s compliance.

SECTION 2A: OVERVIEW OF PRIOR MONITORING FOR FISCAL RECOMMENDATIONS, CORRECTIVE ACTION PLANS, AND RESOLUTION

		COUNTY USE ONLY	
EVALUATION QUESTION	AGENCY COMMENTS	TYPICAL DOCUMENTATION	COUNTY FEEDBACK
1. What is the date of the last audit the Agency has submitted to the County?		Contract guidelines, agency audit	
2. Are there any <u>prior</u> audit findings that apply to this program? Was a corrective action plan completed and resolved?		Audit and corrective action plan (attach details) Review any issues identified by the County	
3. Are there any fiscal recommendations from a prior monitoring? If so, have they been resolved?		Prior monitoring on file	

MONTEREY COUNTY CONTRACTOR MONITORING TOOL

SECTION 2B: FINANCIAL REPORTING: THE AGENCY SHALL ESTABLISH AND MAINTAIN A FINANCIAL REPORTING SYSTEM THAT REFLECTS ACCURATE, CURRENT, AND COMPLETE DISCLOSURE OF FINANCIAL ACTIVITIES. (COMMON RULE SECTION 20(B1) STANDARDS FOR FINANCIAL MGMT. SYSTEMS)

EVALUATION QUESTION	AGENCY COMMENTS	COUNTY USE ONLY	
		TYPICAL DOCUMENTATION	COUNTY FEEDBACK
4. Are invoices submitted in accordance with the contract? Were they accurate?		County invoice control log	
5. What financial records are used to create the monthly billing? Are they adequate? Trace one month's billing back to the records identified.		Month reviewed: _____ Invoice, time sheets, general ledger, back-up for expenses, etc.	
6. Are the Agency files clear and concise, having back-up filed with the reports submitted?		Agency's File	
7. Does the Agency quickly reconcile any corrections? If corrections are returned by hard-copy, are they corrected so that they do not keep recurring in the Year-to-Date?		Revised invoices	

MONTEREY COUNTY CONTRACTOR MONITORING TOOL

SECTION 2C: BUDGET CONTROL: THE AGENCY SHALL MAINTAIN A SYSTEM THAT COMPARES ACTUAL EXPENDITURES WITH BUDGETED AMOUNTS FOR EACH CONTRACT OR SUBCONTRACT. (COMMON RULE SECTION 20(B4) STANDARDS FOR FINANCIAL MANAGEMENT SYSTEMS)

EVALUATION QUESTION	AGENCY COMMENTS	COUNTY USE ONLY	
		TYPICAL DOCUMENTATION	COUNTY FEEDBACK
8. Is the budget reasonable in comparison to what is being invoiced?		Contract budget, invoices submitted	
9. Does the Agency have a process to compare actual expenditures to budgeted amounts for each grant award by funding source?			
10. Is the budget information shared with program managers (or other staff with spending authority)?			

MONTEREY COUNTY CONTRACTOR MONITORING TOOL

SECTION 2D: ALLOWABLE COSTS: THE AGENCY SHALL ESTABLISH A SYSTEM THAT USES APPLICABLE OMB COST PRINCIPLES, AGENCY PROGRAM REGULATIONS, AND THE TERMS OF SUB-GRANT AWARDS IN DETERMINING THE REASONABLENESS, PERMISSIBLE, AND ACCEPTABLE COSTS. (COMMON RULE SECTION 20(b5) STANDARDS FOR FINANCIAL MANAGEMENT SYSTEMS). (FOR THE COSTS OF STATE, LOCAL, OR NATIVE AMERICAN TRIBAL GOVERNMENT, USE THE PRINCIPLES IN OMB CIRCULAR A-87. FOR THE COSTS OF A PRIVATE NONPROFIT ORGANIZATION OTHER THAN AN INSTITUTION OF HIGHER EDUCATION OR HOSPITAL, USE THE PRINCIPLES IN OMB CIRCULAR A122)

		COUNTY USE ONLY	
EVALUATION QUESTION	AGENCY COMMENTS	TYPICAL DOCUMENTATION	COUNTY FEEDBACK
11. Determine how the Agency ensures contract funds are used only for allowable expenditures necessary for activities of the grant program. Do individuals (authorized to approve purchases) review for acceptable and budget authority/capacity?			
12. Does the Agency allocate costs? 1. Is there a written cost allocation plan? 2. Obtain and review for any approvals and reasonableness.		Cost Allocation Plan	
13. Does the Agency record actual staff time worked (by program)?		Monthly timesheets for staff working on program.	

MONTEREY COUNTY CONTRACTOR MONITORING TOOL

EVALUATION QUESTION	AGENCY COMMENTS	COUNTY USE ONLY	
		TYPICAL DOCUMENTATION	COUNTY FEEDBACK
14. Does the Agency maintain records that document in-kind contributions and volunteer services reported for each grant program? Do such records identify how the value used for in-kind contributions was determined and is it reasonable?		Balance sheet, audits, budget	

MONTEREY COUNTY CONTRACTOR MONITORING TOOL

SECTION 2E: INTERNAL CONTROL: THE AGENCY MUST MAINTAIN EFFECTIVE CONTROL AND ACCOUNTABILITY FOR ALL CASH PROPERTY AND OTHER ASSETS. THE AGENCY MUST ADEQUATELY SAFEGUARD ALL SUCH PROPERTY AND MUST ASSURE THAT IT IS USED SOLELY FOR AUTHORIZED PURPOSES. (COMMON RULE SECTION 20(B3) STANDARDS FOR FINANCIAL MANAGEMENT SYSTEMS.)

		COUNTY USE ONLY	
EVALUATION QUESTION	AGENCY COMMENTS	TYPICAL DOCUMENTATION	COUNTY FEEDBACK
15. Did the last Agency audit identify any weaknesses or reportable conditions? If so, identify what they were and the status. Was the audit qualified?		Agency's Audit, CPA's management letter	
16. Perform an internal control review of the following: 1. Are there clearly assigned duties and responsibilities for the fiscal employees? 2. Are accounting procedures and fiscal processes documented in an accounting and/or desk manual? 3. Is there adequate segregation of responsibilities in the		Agency's Audit, CPA's management letter	

MONTEREY COUNTY CONTRACTOR MONITORING TOOL

EVALUATION QUESTION	AGENCY COMMENTS	COUNTY USE ONLY	
		TYPICAL DOCUMENTATION	COUNTY FEEDBACK
check preparation and approval functions? 4. Are checks submitted for authorization and signature accompanied by a requisition and invoice? 5. Are blanks checks properly safe-guarded? How? 6. Are accounts payable checks written to staff? Under what circumstances?			

MONTEREY COUNTY CONTRACTOR MONITORING TOOL

SECTION 2F: PROPERTY MANAGEMENT: THE AGENCY MUST MAINTAIN EFFECTIVE CONTROL AND ACCOUNTABILITY FOR ALL REAL AND PERSONAL PROPERTY AND OTHER ASSETS. THE AGENCY MUST ADEQUATELY SAFEGUARD ALL SUCH PROPERTY AND MUST ASSURE THAT IT IS USED SOLELY FOR AUTHORIZED PURPOSES. (COMMON RULE SECTION 20(B3) STANDARDS FOR FINANCIAL MANAGEMENT SYSTEMS)

		COUNTY USE ONLY	
EVALUATION QUESTION	AGENCY COMMENTS	TYPICAL DOCUMENTATION	COUNTY FEEDBACK
17. Do property records include the following: a. A description of the property b. Acquisition date and cost c. Location, use, and condition d. Fund source for the acquisition e. Manufacturer’s serial number		Review this section only if equipment was purchased with grant or program income related funds.	
18. Is a periodic physical inventory performed? How often? Is the last physical inventory documented?			
19. Does the grant provide equipment? If so, compare Agency and DSES equipment listings. Are there variances?		County and Agency Equipment Listings, if applicable	

MONTEREY COUNTY CONTRACTOR MONITORING TOOL

EVALUATION QUESTION	AGENCY COMMENTS	COUNTY USE ONLY	
		TYPICAL DOCUMENTATION	COUNTY FEEDBACK
20. What is the Agency’s process for disposition of property no longer in use? Does the Agency retain information on the disposed equipment?		If yes, request the following: Request to Dispose of Property, proceeds from distribution, disposition of proceeds	*Remind Agency of County/State policy on grant purchased equipment
21. Is there a written policy for handling shortages or damaged property? If so, did they follow their policy the last time they conducted a physical inventory?			
22. Was an Equipment Report for items purchased by contract funds provided with the final invoice? What is the date of the last Equipment Report submitted?		If Agency is required to match grant funds, equipment purchased with matching funds would have to be included.	

MONTEREY COUNTY CONTRACTOR MONITORING TOOL

SECTION 2G: ACCOUNTING RECORDS: THE AGENCY SHALL MAINTAIN ACCOUNTING RECORDS WHICH ADEQUATELY IDENTIFY THE SOURCE AND APPLICATION OF FUNDS. THESE RECORDS MUST CONTAIN INFORMATION PERTAINING TO GRANT AWARDS, OBLIGATION BALANCES, ASSETS, LIABILITIES, EXPENDITURES, AND INCOME.
 (COMMON RULE SECTION 20(B2) STANDARDS FOR FINANCIAL MANAGEMENT SYSTEMS)

EVALUATION QUESTION	AGENCY COMMENTS	COUNTY USE ONLY	
		TYPICAL DOCUMENTATION	COUNTY FEEDBACK
23. Does the Agency's accounting system maintain separate cost centers for each grant program?		Accounting system generated report	
24. Does the Agency have a records retention policy that is in accordance with contract and federal grant requirements?			

MONTEREY COUNTY CONTRACTOR MONITORING TOOL

SECTION 2H: PROGRAM INCOME: THE AGENCY SHALL ESTABLISH PROCEDURES FOR PROPER DOCUMENTATION OF PROGRAM INCOME.
 (COMMON RULE SECTION 20(B7) STANDARDS FOR FINANCIAL MANAGEMENT SYSTEMS)

EVALUATION QUESTION	AGENCY COMMENTS	COUNTY USE ONLY	
		TYPICAL DOCUMENTATION	COUNTY FEEDBACK
25. Are there adequate controls in place for the counting, handling, depositing and recording of program income?			
26. Are procedures adequate to provide confidentiality over donations made by program participants?			
27. Does management compare actual program income received to expectations and follow up on any variances?			

Additional Comments: