

MONTEREY COUNTY

STRATEGIC GRANT SERVICES PROGRAM



2023

For Consideration by the Board of Supervisors January 10, 2023

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STRATEGIC GRANT SERVICES PROGRAM

The Board of Supervisors created the Strategic Grants Service Program to assist in grant funding efforts on some of the County's high priority projects. The Program works to support the Board's Strategic Initiatives (Economic Development, Administration, Health and Human Services, and Public Safety), and in close collaboration with the Board's Legislative Program to advocate for maximum funding for state and federal programs which translate into local grant funding opportunities.

The Strategic Grant Services Program is resourced to work on a small number (10-15) of grants each year, varying depending on their complexity. Therefore, by design, the Program can only work on a small number of the County's grant applications each year and should not be construed to represent the County's overall grant funding efforts, priorities, or needs. Several County departments have staff with extensive grant expertise and therefore do not request assistance or guidance from the Program.

Purpose

Working with County departments, the Strategic Grant Services Program coordinates, facilitates and provides strategic expertise from the identification of grant funding opportunities through application submittal. Priority projects must align with the Board's Strategic Initiatives and Legislative Program goals and meet all grant requirements to submit a strong and competitive application.

Typical Activities

The level of service provided for each application is dependent upon the needs of the department, complexity of the application, level of coordination required, available department expertise and resources, and Program capacity. To facilitate priority project grant applications, Program staff engages in activities such as: continuously updating the Grant Needs Inventory; research to identify and analyze grant opportunities to meet priority needs; notify departments of funding opportunities; consultation with departments and grantor agencies to determine project eligibility and competitiveness; partners with departments on the application process, including the development of an agreement outlining roles, responsibilities and timeline for application development and submittal; partner with outside organizations on projects critical to the County (e.g. partner with the Transportation Agency for Monterey County on road, rail, and transit projects); provide strategic expertise throughout the application development process aimed at putting forth a complete, compelling, and competitive application; offer strategic advice related to framing the application in a way that minimizes administrative resources required for post-award grant management; provide strategic advice during the development of the grant application package – including project narrative, scope, schedule, budget, and exhibits; provide and coordinates internal review of the draft application, including review with the grantor agency if allowable; aid with post-application adjustments as requested by the grantor agency; monitor grant award announcements; and announce grant awards in partnership with the lead department.

Program Guidance and Administration

The Strategic Grant Services Program has a limited workload capacity which is directed by the Board of Supervisors through an annually adopted Program. Following adoption, the Board of Supervisors Legislative Committee provides routine Program guidance and direction. The County Administrative Office – Intergovernmental & Legislative Affairs (CAO-IGLA) Division administers the Program, which receives assistance and expert advice from the County's grant consultant at Nossaman LLP. The Program includes a Work Plan and a Grant Needs Inventory.

2023 Work Plan

A result of collaboration with County departments, the Work Plan strategically identifies priority projects and funding sources to guide Program efforts during 2023. The Work Plan is designed to be flexible to adjust to the County's changing priorities and leaves approximately 20% of Program capacity unallocated in order to take advantage of new or unanticipated funding opportunities. The Work Plan presents a timeline of grant applications which the Program will assist departments during calendar year 2023.

2023 Grant Needs Inventory

In coordination with the Board of Supervisors and department heads, a Grant Needs Inventory has been compiled, organized by Board Strategic Initiative, to provide a listing of County projects which require a source of grant funding. The Program also relies upon project information included in the Monterey County 5-year [Capital Improvement Program](#). The Grant Needs Inventory guides the research of the Strategic Grant Program staff and the County's grant consultant in identifying funding opportunities.

Grant Writing Pilot Project

As part of the FY 2022-23 budget, the Board of Supervisors approved a \$50,000 grant writing and technical assistance pilot project geared toward assisting County departments in providing grant writing, technical assistance, cost benefit analysis, economic benefit analysis, or other needed services to complete infrastructure project grant applications. In July 2022, the County contracted with Harris & Associates, a firm that specializes in providing these services. The project is an expansion of the work of the Strategic Grant Services Program.

Policies Governing Program Activities

The CAO-IGLA Division executes the Strategic Grant Services Program with the assistance of the County's grant consultants at Nossaman LLP, and with a high level of collaboration with County departments. The Policies Governing Program Activities outlines the roles of the Board of Supervisors, CAO-IGLA staff, the County's grant consultants, and County departments in the execution of the Program. These policies can be found at this link: [Policies - Strategic Grant Services Program](#)

California Grants Portal – Grants.ca.gov

he California Grants Portal (a project by the California State Library) is a one-stop destination to find all grants and loans offered on a competitive or first-come basis by California State agencies. The Grant Information Act requires state agencies to provide summaries of each of their grant or loan opportunities, including information about how to apply and links that grant seekers can follow for more details. Visit [Grants.ca.gov](https://grants.ca.gov)



Federal Grants Portal - Grants.gov



Grants.gov provides a centralized location for grant seekers to find and apply for federal funding opportunities. The Grants.gov system houses information on over 1,000 grant programs and vets grant applications for federal grant-making agencies. It provides a common website for federal agencies to post discretionary funding opportunities and for grantees to find and apply to them. Using the Grants.gov system makes it faster, easier and more cost effective for grant applicants to electronically interact with federal grant-making agencies. Visit [Grants.gov](https://grants.gov)

PROGRAM CONTACTS

COUNTY ADMINISTRATIVE OFFICE – INTERGOVERNMENTAL & LEGISLATIVE AFFAIRS DIVISION	
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NOSSAMAN LLP · GRANT CONSULTANTS	
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STRATEGIC GRANT SERVICES PROGRAM 2023 WORK PLAN

This Work Plan was developed in a consultation and collaboration with the County departments. It identifies priority projects and potential grant programs the County will likely focus on in 2023. Due to the fluctuating nature of grant funding availability and County project modifications, this Work Plan is considered a “living document” that will be updated throughout the year.

DEPARTMENT	PRIORITY PROJECT / GRANT PROGRAM OR FUNDING SOURCE
Housing & Community Development (planning) Public Works, Facilities and Parks (construction)	<p>Carmel Lagoon Adaptive Management – Scenic Road Protective Structure, Ecosystem Protective Barrier, Sandbar Management Plan</p> <p><i>Multiple Sources for Planning and Construction Funding</i></p>
Housing & Community Development (planning/regulatory) Public Works, Facilities and Parks (construction)	<p>San Lucas Sustainable Drinking Water Supply Project</p> <p><i>State Water Resources Control Board and other sources</i></p>
Housing & Community Development (planning & funding) Public Works, Facilities and Parks (construction)	<p>Carmel River Flood Reduction and Environmental Enhancement (CRFREE) Project</p> <p><i>Multiple Sources for Construction Funding</i></p>

DEPARTMENT	PRIORITY PROJECT / GRANT PROGRAM OR FUNDING SOURCE
Sustainability Program Health/Environmental Health Public Works, Facilities and Parks	<p align="center">Drought Related Projects</p> <p align="center"><i>Urban and Multi-benefit Drought Relief Grant Program and Small Community Drought Relief Program</i></p>
Public Works, Facilities and Parks	<p align="center">Habitat Management in County Parks</p> <p align="center"><i>Habitat Conservation Fund</i></p>
Public Works, Facilities and Parks	<p align="center">Old Jail Rehabilitation Project</p> <p align="center"><i>TBD</i></p>
Public Works, Facilities and Parks	<p align="center">Road, Bicycle and Pedestrian Infrastructure Improvements</p> <p align="center"><i>Caltrans Active Transportation Program (ATP)</i></p>
Public Works, Facilities and Parks	<p align="center">Toro Park, Fort Ord, San Lorenzo Park, Lake San Antonio and 855 East Laurel, Salinas</p> <p align="center"><i>California Department of Parks and Recreation Funding Programs</i></p>
Sustainability Program	<p align="center">Electric Vehicle Readiness Project</p> <p align="center"><i>Strategic Growth Council or TBD</i></p>
Sustainability Program	<p align="center">Project to Implement SB 1383 Food Waste Recovery Goal of 20%</p> <p align="center"><i>CalRecycle Food Waste Prevention and Rescue Grant Program</i></p>
Sustainability Program	<p align="center">Workforce Training for Electrification and Energy Efficiency in Buildings</p> <p align="center"><i>Federal Economic Development Agency (EDA) and Central Coast Community Energy (3CE)</i></p>
Water Resources Agency	<p align="center">Interlake Tunnel & Fish Screens</p> <p align="center"><i>California Department of Fish & Wildlife, I-Bank</i></p>
Water Resources Agency	<p align="center">Lake San Antonio and Lake Nacimiento Dams and Reservoirs Infrastructure Projects</p> <p align="center"><i>State Budget \$100 Million Grant Program and other sources</i></p>
Water Resources Agency	<p align="center">Salinas River Management Program and Habitat Conservation Plan</p> <p align="center"><i>Federal Section 6 Grant</i></p>

**STRATEGIC GRANT SERVICES PROGRAM
2023 GRANT NEEDS INVENTORY**

DEPARTMENT	PROJECT	DESCRIPTION
Economic Development		
Agricultural Commissioner	Fumigation Notification Pilot Project	Continuation of Fumigation Notification Pilot Project. Funding by the California Department of Pesticide Regulation ended 6/30/20.
Agricultural Commissioner	Invasive Species and Invasive Weeds Management	Projects for plant quarantine, export certification, invasive species detection and removal, nursery and seed inspection, and animal damage control management.
Agricultural Commissioner	Farmers Markets	Funding for farmers market programs.
Agricultural Commissioner	Agricultural Education	Funding for agricultural education programs.
Economic Development	Affordable Housing	Affordable housing for veterans, seniors, farm workers, disabled, mental health housing, etc.
CAO - Economic Development	Coastal Visitor Service Improvements	Improve visitor services in County coastal areas including additional restrooms and safety improvements for pull out areas along Highway 1.
Administration		
Assessor-County Clerk-Recorder	Core Assessor Tasks	General funding to expedite assessment of property taxes and replace funding associated with the reduction of State assessor funding through the SCAPAP grant program.
Civil Rights Office Health	Language Access Services	Improve services to Limited English Proficiency (LEP) persons, develop a staff interpreter training program, and expand County abilities in document translation and in-person interpretation, including indigenous languages.
Civil Rights Office Health	Community Engagement for Underrepresented Communities	Increase organizational capacity to develop relationships with and solicit input from traditionally underrepresented communities.
Civil Rights Office	Equitable Access to Government for Persons with Different Abilities	Increase the County's capacity to accommodate individuals with disabilities using adaptive or assistive technologies to promote equitable access to County government.

DEPARTMENT	PROJECT	DESCRIPTION
Civil Rights Office	Conflict Management and Alternative Dispute Resolution	Improve the County's ability to conduct conflict management and/or alternative dispute resolution methods for our residents and workforce by developing a peer-to-peer conflict management program by training existing County staff to manage workforce and community disputes.
Civil Rights Office CAO – IGLA Health	Diversity, Equity, Inclusion, and Discrimination Education	Collaborate with local school districts to develop and provide an educational program for middle and high school students regarding the importance of diversity, equity and inclusion in society and the negative effects of discrimination.
Civil Rights Office Probation	Diversity, Equity, Inclusion, and Discrimination Education	Support efforts to collaborate with the Probation Department to develop and provide educational programs for youth involved in the justice system regarding the importance of diversity, equity, and inclusion in society and the negative effects of discrimination.
Civil Rights Office	Diversity, Equity, Inclusion, and Discrimination Training Partnerships	Collaborate with local agencies and non-profits to develop and provide training in the area of implicit biases, cultural competency and cultural humility, and governing or providing services in an equitable manner.
Civil Rights Office Human Resources	Equitable Access to Government	Support and improve the County's efforts to recruit and retain a workforce that demographically represents Monterey County residents to provide better government services.
Clerk of the Board	Historic Records Preservation	Preserve and digitize up to 5,000 Monterey County ordinances that are in hard copy only, dating back to 1853. Preserve documents, and scan into searchable database.
Elections	Voting System and Technology Update	Support the continued update of voting technology to effectively manage elections, outreach efforts, and improve service to voters.
Elections	Wayfinding Signage	Wayfinding signage to Government Center at Schilling Place from major streets and highways (artistic and traditional).
Elections	Voter Outreach and Education	Support outreach and education of voters, via funding for outreach materials, PSAs, and staffing.

DEPARTMENT	PROJECT	DESCRIPTION
Elections	Alternative Voting Locations	Support new, flexible, voting locations to ensure equitable access to voting and voter information. Funding to support the operation of the Elections mobile voting unit, cradle point technology, and outreach efforts in addition to the potential implementation of alternative pop-up satellite voting locations.
Human Resources	Improved HR Systems	Feasibility study of alternative online HR hiring systems, expansion of hiring for diverse populations, innovative employment environments to attract a wider variety of employees, and development of anti-bullying policies.
Tax Collector	Tax and Collections Improvements	Improvement of property tax collection, fine/fee collections, banking, and investment services through software and staffing improvements.
Health and Human Services		
Child Support Services	Improved Outreach	Provide funding that will allow the program, as part of the social safety net, to reach unserved families and grow the program.
Health Social Services	Early Childhood Development	Programming for early childhood development and anti-bullying for pre-kindergarten and kindergarten students. Bright Beginnings Early Childhood Development Initiative priority strategies.
Health	Facility Expansion and Access Improvement	Expansion of existing facilities and construction of new integrated clinics to better serve disadvantaged communities.
Health	Mental Health Rehabilitation Facility	Conversion of the old jail to a 110-bed locked facility providing mental health rehabilitation services, with a focus on bringing individuals home from locked Institutes of Mental Disease (IMD), a wing focused on serving Transition Aged Youth (18+ years), misdemeanor restoration of competency.
Health	Marina Health Clinic	New clinic to better meet physical health needs of Marina residents. Construction of 5,000 sq ft to support the Medi-Cal and uninsured population in this community, double number of exam rooms and providers and expand services to include OB/GYN.

DEPARTMENT	PROJECT	DESCRIPTION
Health Natividad	Caring for the Uninsured	Programming to provide preventive care for the uninsured.
Health	Animal Services	Expand animal shelter and adoption services, paid volunteer coordinators, technology improvements, behavioral health/therapy animals.
Health	Animal Services	Tenant Improvements for the expansion of kennel capacity at Hitchcock Road Animal Services to better meet the needs of residents and their pets.
Health	Public Guardian	Programming to assist adult conservatorship patients and help place them.
Health	Public Guardian / Behavioral Health	Expansion of bed capacity for LPS conservatees across the State.
Health	Behavioral Health	Construction of Residential Placement facilities for youth with behavioral health conditions.
Health	Health Integration	Integration of primary care, mental health, and substance use disorder prevention and treatment services.
Health	Transportation	Changes to built environment to promote active lifestyles.
Health	Community Engagement	Develop a community engagement program with specialist and generalist community health workers to engage with underrepresented communities (VIDA or similar programs).
Health	Laboratory	Expand public health laboratory capacity to provide testing in response to outbreaks, epidemics, and pandemics.
Health	Case Management	Expansion of case management services for individuals with multiple chronic diseases who struggle with homelessness, substance use and mental illness.
Health	Data Sharing	Develop data sharing mechanisms across service providers in order to proactively support clients with social determinants of health needs.
Health	Communicable Disease Prevention	Expand capacity among public health system partners including schools and health care providers to conduct case investigation and contact tracing.

DEPARTMENT	PROJECT	DESCRIPTION
Health	Chronic Disease Prevention	Improve access to affordable health food and nutrition education services.
Health	Chronic Disease Prevention	Support legislative bodies, regulators, and businesses in developing and implementing policies to reduce tobacco use, secondhand smoke exposure, and cannabis use among those at risk of harm.
Health	Farmworker Resource Center	Establish Farmworker Resource Centers to provide services and programs designed to address the needs of farmworkers and their families.
Health	Workforce Development	Paid professional internships in public health and mental health services, loan forgiveness, funding for positions, hiring bonuses, and other financial stipends.
Health	Behavioral Health	Construction of residential placement facilities for adults with serious mental illness.
Health	Behavioral Health	Expand Mobile Crisis Services offerings by partnering with City of Salinas Police Department (SPD) to start a co-responder program where a Behavioral Health Clinician embedded at SPD will partner with officers to provide joint responses.
Health	Behavioral Health	Expand and enhance programs and services under Sober Living Environments, Primary Substance Use Disorder Prevention services and expansion of Friday Night Live (FNL) Services in Monterey County.
Health Sheriff/Coroner	Behavioral Health	Expand upon existing programming for First Episode Psychosis (FEP), Medication Assisted Treatment (MAT) in the County jail, and Early Intervention.
Health	Behavioral Health	Expand the current mobile crisis services offerings in the County by developing a centralized Mobile Crisis Call Center to take Crisis calls from the community 24/7.
Health	Behavioral Health	Create a 4-bed Crisis Stabilization Unit (CSU) co-located with a 4-bed Crisis Residential Treatment (CRT) program for children and youth under 18 years of age.

DEPARTMENT	PROJECT	DESCRIPTION
Health	Healthy Lifestyles	Support leveraging of case management and health education/lifestyle change programs to improve community conditions.
Health	Injury Prevention	Strategies to support healthy aging in place including coordination of services, education, and infrastructure improvements to prevent injuries and falls amongst in our elderly population.
Health	Injury Prevention	Vehicle, pedestrian, bicyclist injury prevention programming and infrastructure improvements (lights, bike lanes, sidewalks, etc.).
Health	Behavioral Health	Expansion of outpatient behavioral health services in the city of Salinas.
Health	Clinic Services/Primary Care	Establishment of an urgent care clinic in Salinas.
Health Social Services	Integrated Services	Co-location of Health and Social Services operations on the Natividad/Laurel Campus. Construction of new facility to provide access for North Salinas and Alisal residents.
Natividad	Demolition	Demolition of old hospital wing.
Public Works, Facilities and Parks Natividad Health	Master Plan	Development of a County Master Facility Plan for maximizing utilization of Natividad/Laurel/Creekbridge County Property.
Health	Violence Prevention	Teen dating, youth violence, and domestic violence prevention strategies including funding for infrastructure projects.
Health CAO	Crisis Response Team	Crisis response team to better respond to crimes affecting the community. Crisis support and debriefing, service referrals, and staffing.
Library	Archival Preservation	Scanning, storing, digitizing, and archiving materials of County historical and archival importance. Upgrade addition, expansion, and maintenance of appropriate physical storage locations for physical materials.
Library	Automated Service Points	Material vending machines, service kiosks, hold lockers, and other automated service delivery options installed in communities not near a branch library facility.

DEPARTMENT	PROJECT	DESCRIPTION
Library	Libraries as Disaster and Emergency Community Hubs	Infrastructure upgrade, equipment, and training for Branch Libraries and Library staff to serve as community hubs and service points in a disaster or emergency including utility disruption, natural disaster evacuation, information delivery points, and recovery centers.
Library	Library Facility Remodel and Modernization	Remodels, upgrades, and modernization of Library facilities including furniture, shelving, utilities, accessibility, flexibility, energy efficiency, and expansion.
Library	Books and Supplies	New books, supplies, and technology.
Library	Educational Programming	Expand programming for science, technology, reading, English, art, and math (STREAM). Staff to run, coordinate and expand programming.
Military & Veterans Affairs	Outreach Events	Outreach events to benefit veterans and families.
Military & Veterans Affairs	Veteran Treatment Court	Funding to enhance veteran treatment court and the mentorship program.
Military & Veterans Affairs	Improved Veterans Services	Improve and expand health, mental health, homelessness, veterans' treatment court support, and benefit services for veterans and their families.
Military & Veterans Affairs Public Works, Facilities and Parks	Veterans Home	Assistance and County support TBD to establish a new CalVet Veterans' Home in Monterey County.
Natividad	Workforce Development: Nurse Education Support	Increase number of nurses with bachelor's degrees. Get Advance Cardio Life Support (ACLS) certification for all ICU, pharmacy, and cardiopulmonary staff. Improve training for all nurses, technicians, and doctors.
Natividad	Workforce Development: Family Medicine	Improve Family Medical Residency program. Improve training and equipment. Potentially expand program.
Natividad	Medical Facility Needs and Capital Improvements	Equipment upgrades and facility expansions at emergency department, imaging department, clinics, main hospital, and other medical facilities. Capital funding for new construction to expand these facilities.

DEPARTMENT	PROJECT	DESCRIPTION
Natividad	Level II Trauma Center Improvements	Programming to support NMC's Level II Trauma Center including trauma prevention outreach, education, impaired driver prevention education, bicycling and pedestrian safety, proper use of protective equipment, and distracted driving education.
Natividad	Violence Prevention	Expansion of hospital-linked violence prevention to serve victims of violent crimes, patients with gang-related injuries, and families.
Natividad	Behavioral Health, Psychiatric Crisis Services and Outreach Improvements	Improve behavioral health services including community outreach, family support, psychiatric emergency services, and provision of additional services to the jail population.
Natividad	Patient Communication and Education Improvements	Natividad needs methods to communicate effectively with patients with limited English proficiency to better communicate treatment related information. Needs include translators, a health information exchange, and innovative approaches such as video forms.
Natividad	Insuring the Uninsured	Expand coverage of the uninsurable, uninsured or underinsured.
Natividad	Building Clinics	Construct additional clinics to serve low-income and underserved areas, especially in Salinas.
Natividad	Midwifery	Funding to provide midwifery services to pregnant and birthing women.
Natividad	Family Centered Care	Funding to provide services after an inpatient stay or emergency room visit that assists patients with social needs, chaplain services, end of life assistance, transportation, medical care not covered by insurance.
Social Services	Aging & Adult Services	Funding for Adult Protective Services, In-Home Supportive Services, the Monterey County Aging and Disability Resource Connection, affordable housing and eviction protection resources, expand adult daycare, transportation, and build upon Area Agency on Aging programs.

DEPARTMENT	PROJECT	DESCRIPTION
Social Services	Children’s Services	Expansion of a consistent and thorough mandated report training, expansion of prevention and family safety efforts. Expansion of intensive, individualized services for children, youth, and families, especially those of poverty and/or high risk. Building a families first prevention infrastructure and extending foster care eligibility redeterminations.
Social Services	Community Action Programs	Expansion of community needs driven non-profit services to achieve the overall goal of moving individuals and families out of poverty and into self-sufficiency.
Social Services	Seaside Social Services Center	Maximize the County-Owned property on the corner of Broadway and Noche Buena in Seaside as a one-stop service center for social services and employment services serving the entire Monterey Peninsula - and assess opportunity to expand multi-unit affordable housing, library facilities, and Women Infant and Children’s (WIC) programing in addition to preserving the Casa De Noche Buena homeless program.
Social Services Housing and Community Development CAO – Homeless Services	Housing and Homelessness Issues	Projects benefitting the homeless, disabled, long-term illness sufferers, emancipating foster youth, and transitional aged youths (aged 18-24). Farm worker housing, rapid re-housing, supportive housing, permanent supportive housing, workforce housing, homeless shelters, homeless youth housing campus, safe parking programs, transitional housing, prevention programs and outreach services.
Public Works, Facilities and Parks Water Resources Agency Social Services CAO – Homeless Services	Homeless Encampment Cleanup	Funding to address public health, safety, and environmental hazards related to homeless encampment cleanup and related services to homeless individuals.
Social Services	CalWORKs	Expansion of the CalWORKs program to provide better opportunities to enter the workforce.

DEPARTMENT	PROJECT	DESCRIPTION
Infrastructure		
Agricultural Commissioner	South County Access (Greenfield, King City, San Ardo, San Lucas)	Construction of a new office and warehouse to provide the southern region of Monterey County with a modern, secure, full-service facility. The facility will provide expanded pesticide use compliance and enforcement, and plant protection services through increased capacity.
Information Technology, Library, Economic Development, Health, Social Services	Broadband	Infrastructure to build out broadband technology to address the County's digital divide especially in unserved and underserved areas.
Sustainability Program Public Works, Facilities and Parks	Decarbonization of County facilities	Upgrades to building infrastructure and HVAC systems, energy efficiency projects, renewable energy generation and asset management software.
Sustainability Program	Net Zero Facilities Energy Plan	Funding for a fellow or organization to create a net zero facilities energy plan.
Sustainability Program Public Works, Facilities and Parks	Charging Stations or Electric Vehicles for County Fleet and Employees	Installation or hardware for Electric Vehicle charging stations and electric vehicles.
Sustainability Program	Civic Spark Fellow	Graduate level fellowship to work on Climate Action Plan.
Sustainability Program	Equity index Tool	Funding to assess climate action and environmental justice through an equity index tool, funding for the CBOs to attend Climate Action engagements.
Sustainability Program	Healthy Soils Grants and Carbon Farm Plans	Funding for the development of incentives and tools to sequester carbon in the soils on farms and ranches in the County.
Sustainability Program	On Farm Compost Program	Funding for the development of on-farm composting programs to reduce the burden of organic wastes on farms and assist in carbon sequestration activities.
Sustainability Program	Zero Emissions Shared Mobility Study	Funded for 2023, but funding for 2024 and beyond is needed.

DEPARTMENT	PROJECT	DESCRIPTION
Sustainability Program Public Works, Facilities, and Parks	Electrification Rebate Program	Rebates for retrofits or new construction with all electric infrastructure.
Sustainability Program	Electrification Reach Code Development	Funding for a fellow or organization to assess the feasibility of an electrification reach code
Sustainability Program Fleet Management Program	Fleet Electrification Study	Funding for a fellow or organization to create a fleet electrification plan
Sustainability Program Office of Emergency Services	Prescribed Burns	Funding to assist in research and assessment for prescribed burns to reduce wildfire intensity and contain carbon in forests.
Sustainability Program	Electric Rideshare	Funding to research mobility and create an electric rideshare program for disadvantaged communities
Sustainability Program Public Works, Facilities and Parks	Bike Lanes	Funding for creating and making safe County bike lanes.
Sustainability Program	Electric bikes	Incentive for the purchase and installation of electric bikes in Monterey County.
Sustainability Program Social Services	Food recovery research	Funding for recovering edible food waste from the waste stream or for improving food supply chains.
Sustainability Program	Solar Power Generation	Solar power generating infrastructure at County facilities (e.g., Agricultural Commissioner's Office).
Housing and Community Development	Fire Fuel Mitigation	MOU with Monterey County Resource Conservation District (RCD) to act on behalf of the County as Fire Mitigation Officer to pursue projects that reduce fire fuel loads in high fire hazard areas.

DEPARTMENT	PROJECT	DESCRIPTION
Housing and Community Development	General Plan Implementation/Updates	Implementation of the Long-Range Planning and General Plan (Inland/Coastal) Implementation 5-Year Work Program (2021-2027) and begin work on forthcoming updates both required by new State Law (Environmental Justice Element, Safety Element) and as needed due to the age of the existing General Plans.
Housing and Community Development Public Works, Facilities and Parks	Carmel Lagoon Flood Protection / Ecological Restoration	Suite of projects to protect infrastructure, public facilities, and private homes. Projects to improve water quality and restore ecological functions of the Carmel Lagoon as well as reduce flood risk of structures.
Housing and Community Development Public Works, Facilities and Parks	Carmel River Floodplain Restoration and Environmental Enhancement (CRFREE)	Project to reduce flooding hazards, restore the floodplain, provide habitat restoration, and other improvements. Includes Cooperative Agreement with Caltrans for State Route 1 improvements.
Housing & Community Development Public Works, Facilities and Parks	San Lucas Clean Drinking Water	Design, environmental assessment, engineering, and construction work on a pipeline from or consolidation with King City to the disadvantaged community of San Lucas to provide a clean, long-term, reliable source of drinking water to meet current and future needs.
Public Works, Facilities and Parks	Computerized Maintenance Management System (CMMS) and Asset Management Plan	Modern work order and time tracking tools for use by staff for better time and resource management. Asset prioritization from the master plans to help focus the County on funding and project priorities. <i>* Note: From the Citygate Associates report on the recommendations for the former Resource Management Agency.</i>
Public Works, Facilities and Parks	Former Ft Ord Lands Management	Funding and resources to develop long-term plan/strategy and maintain several thousand acres of trails, habitat restoration, and fuel management at the former U.S. Army lands/base dedicated to the County.
Public Works, Facilities and Parks	Pajaro Park Maintenance	Funding for ongoing maintenance for Pajaro Park, a park maintained by the Pajaro Sunny-Mesa Community Services District but lacks adequate funding for maintenance.

DEPARTMENT	PROJECT	DESCRIPTION
Public Works, Facilities and Parks	Davis Road Bridge & Lane Expansion	Replace existing bridge on Davis Road near City of Salinas and convert a segment of Davis Road from Reservation Road to Blanco Road to four lanes. Project will improve traffic flow, traffic safety, and stop seasonal closures due to flooding.
Public Works, Facilities and Parks	Rossi St Extension	Funding for a new road that serves as additional access into and out of the unincorporated community of Boronda, an economically disadvantaged and underserved community. With the move of the solid waste authority to Madison Lane in the community, the need for another access has become pronounced. Though some property owners and public agencies express willingness to contribute, there needs to be funding for project approval, design, environmental documents/CEQA review, and construction
Housing and Community Development Public Works, Facilities and Parks CAO - Homeless Services	Homeless Navigation Shelters and Innovative Housing Solutions	Construct regional homeless navigation shelters and housing solutions that will expand services to the homeless population, address emergency shelter needs, and provide navigation services to move people into permanent housing. Identify regional innovative solutions to expand housing opportunities for those experiencing homelessness with a focus on areas in the Count that are lacking these resources (e.g., South County).
Social Services Housing and Community Development CAO – Homeless Services	Safe Parking and Navigation Services	Identify and prepare designated area(s) for safe parking countywide to address emergency homeless needs and provide navigation services to move people into permanent housing.
Social Services Housing and Community Development Public Works, Facilities and Parks CAO – Homeless Services	Homeless Youth Housing Campus & Resource Center	Identify and acquire a designated location(s) for a homeless youth housing campus and resources center to meet the unique needs of the youth population transitioning out of the foster care system.

DEPARTMENT	PROJECT	DESCRIPTION
Housing and Community Development	Affordable Housing	Identify sites to provide (or improve/expand existing) additional affordable housing throughout the County. Prepare environmental analysis documents (CEQA) for identified sites. Supporting infrastructure, facilities, and programs as needed (e.g., East Garrison, East Laurel Drive in Salinas, Kents Court in Pajaro). Apply for funding solutions to create a Housing Trust Fund to ensure funding resources are readily available to expedite tax credit applications. Collaborate with the Housing Authority to ensure project-based vouchers are available for housing developments.
Housing and Community Development Social Services Health CAO – Homeless Services	Permanent Supportive Housing	Identify opportunities to partner and develop permanent supportive housing for those most vulnerable countywide to end homelessness.
Public Works, Facilities and Parks	South County Court Access (Greenfield, King City)	Construction of a new courthouse to provide the southern region of Monterey County with a modern, secure, full-service facility. The facility will provide expanded court services through increased judicial-proceedings capacity, returning needed civil and small claims case processing.
Public Works, Facilities and Parks	State Route 1 Corridor Improvements, Marina to Moss Landing	Work with Caltrans on safety improvements to intersections on Highway 1 (SR 1) between Marina, north to the County line, including Moss Landing.
Public Works, Facilities and Parks	G-12 Pajaro to Prunedale Corridor Study	Safety Improvements along the G-12 corridor from US 101 to the Santa Cruz County border, in the North County. Roads consist of San Miguel Canyon, Hall Road, Elkhorn Road, Salinas Road, and Porter Drive.
Public Works, Facilities and Parks	Fuel Management	Fuel management on undeveloped County parcels to reduce fire fuel loads in high fire hazard areas.
Public Works, Facilities and Parks	US 101 South of Salinas Corridor Study	Work with TAMC on safety improvements along the US 101 corridor from the southerly border of the City of Salinas to the City of Gonzales and beyond. Possible solutions include new interchanges, new intersection controls, and new frontage roads.

DEPARTMENT	PROJECT	DESCRIPTION
Public Works, Facilities and Parks	Elkhorn Road/Werner Road/Salinas Road Roundabout	Evaluate the intersection of Elkhorn Road, Werner Road, and Salinas Road to identify alternatives to improve traffic operations and safety in the area. Note that this is also part of the G-12 Pajaro to Prunedale Corridor Study.
Public Works, Facilities and Parks	Highway 68 Improvements	Coordinate with Caltrans to evaluate roundabouts that could allow better movement and improve safety along Highway 68.
Public Works, Facilities and Parks	Jolon Road	County road that is frequently used by the military for maneuvers at Fort Hunter Liggett, possibly eligible for Defense Access Roads (DAR) grant. Scope is safety upgrades and road repairs.
Public Works, Facilities and Parks	Palo Colorado Road MP 4.0-7.4	County road that travels from SR 1 through USFS land, past a State Park, to a Boy Scout Camp. Only access road to area. Road was severely damaged by 2017 Winter Storms and qualified for FEMA reimbursement, but a funding gap remains of \$13 million. Scope is to perform debris removal, slide repairs, soil nail wall construction, retaining wall construction, and culvert rehabilitation.
Public Works, Facilities and Parks	Nacimiento-Fergusson Road	Repair and repave Nacimiento-Fergusson Road. Caltrans SR 1 was damaged by the 2017 Winter Storms and made impassable. While Caltrans repaired the road, traffic was diverted down the U.S. Forestry Service (USFS) owned and County maintained road, Nacimiento-Fergusson Road, for over 1.5 years. The USFS road was impacted and further damaged by the additional traffic. This road was damaged by the 2020 Dolan Fire, along most of its length and the January 2021 Winter Storms caused extensive storm damages, landslides, and compromised areas along the road. Despite County crews making an emergency access path through the area and restoring local traffic service, the road remains closed to through traffic and its tenuous condition is a concern for local residents who feel they will be landlocked if another storm precipitates. County staff estimate of repairs is approximately \$25 million, and the USFS is working with FHWA on design and funding. Construction is tentatively 2023.

DEPARTMENT	PROJECT	DESCRIPTION
Public Works, Facilities and Parks	Carmel Valley Village Utility Undergrounding	Replace existing overhead electric facilities with underground electric facilities along public streets and roads, Carmel Valley Road: Garland Regional Park to Pilot Road.
Public Works, Facilities and Parks	Old Monterey County Jail	Seek funding for preservation and reuse of the historic Old Monterey County Jail.
Public Works, Facilities and Parks	Salinas Soccer Complex	Support City of Salinas construction of regional indoor and outdoor soccer facilities with supporting amenities.
Public Works, Facilities and Parks	BMX pump track/skate park	Funding for a BMX pump track, skate park, and trail enhancements on East Laurel Drive in Salinas.
Public Works, Facilities and Parks	San Lucas / San Ardo Neighborhood Parks	Construct neighborhood parks in communities where recreational amenities are currently lacking. Seek landowners willing to donate land for the purpose of constructing parks.
Public Works, Facilities and Parks	De Anza Trail	Funding for historic De Anza Trail project.
Public Works, Facilities and Parks	Monterey Bay Sanctuary Scenic Trail (Moss Landing Segment)	Construct a .85-mile path and 386' bridge for pedestrians and bicyclists – the MBSST Moss Landing Segment.
Public Works, Facilities and Parks	Playground Safety Compliance	Funding for projects to meet mandated requirements for playground safety at County parks.
Public Works, Facilities and Parks	Blight Removal	Regional approach to address abandoned structures that need toxic remediation and removal in former Fort Ord.
Public Works, Facilities and Parks	Vehicle Replacement: Public Works and Parks	Replace (purchase or lease) old heavy equipment (e.g., stripers and patch trucks) with vehicles which meet air quality standards. New light duty equipment replacement due to age and usage. Continue pursuit of new technologies/methods. New septic vacuum truck for sewer maintenance at Parks (reservoir) facilities.
Public Works, Facilities and Parks (construction) Sustainability Program & OES (planning)	Elkhorn Slough Flood Protection / Ecological Restoration	Projects to improve the ecosystem of the slough, improve Elkhorn Road from flood risk, remove the rail line from flooding, and reduce risk of rail-line spills in the slough.

DEPARTMENT	PROJECT	DESCRIPTION
Public Works, Facilities and Parks	Flood Prevention – Countywide Drainage Maintenance	Proactively complete maintenance work along drainage areas within Monterey County which are prone to higher-than-normal flood risk. Work may include locating underground services, permitting, traffic management, on-site biology monitoring, vegetation management, debris removal, flushing culverts, excavation of sediment, bank stabilization, hauling, and reporting. Includes permitting/environmental plus implementation costs. May want to consider a Countywide flood/drainage maintenance program permitting.
Public Works, Facilities and Parks	Litter Abatement	Supplemental funding and resources for removing illegal litter dumping in the County Road Right-of-Way.
Public Works, Facilities and Parks	Lockwood-San Lucas Bridge	Replacement of an aged truss bridge crossing the Salinas River. Project will enhance traffic safety.
Public Works, Facilities and Parks	Road and Bridge Maintenance	Projects to improve road and bridge maintenance, especially the 70% of County roads which do not meet State maintenance standards.
Public Works, Facilities and Parks	Laguna Seca Recreation Area Facility Improvements	A \$60M suite of projects at Laguna Seca Recreation area and Raceway (racetrack overlay project; start/finish bridge; hardwire track video cameras; radio upgrade; pavilion/downtown area; lakebed expansion of asphalt and turf; public address system; drinking water distribution system; restrooms; campground improvements).
Public Works, Facilities and Parks	Improved Park Access	Road, parking, restroom and trailhead improvements to improve access to Pinnacles National Park, Fort Ord National Monument, Toro Park, and Lake San Antonio.
Public Works, Facilities and Parks	Sustainable Park Maintenance	See funding for funding the ongoing parks and lakes maintenance, through grants, assessment districts or County Service Areas, sales tax initiative, etc.
Public Works, Facilities and Parks	Mobile Technology for Park Ranger Patrol Vehicles	Mobile computers in 12 park ranger patrol vehicles to link to the Sheriff's Department dispatch for accurate response mapping, hazardous chemical response, and critical enforcement data. Increased officer efficiency, safety, and customer service.

DEPARTMENT	PROJECT	DESCRIPTION
Public Works, Facilities and Parks	Road Resurfacing, Parking Lot and Drainage Repair	Lake San Antonio North Shore road resurfacing, parking lot improvements, and drainage system repairs.
Public Works, Facilities and Parks	Drinking Water, Storage, and Sanitation Upgrades	Water and sewer upgrades at multiple Parks locations, especially Laguna Seca, Toro Park, and Lake Nacimiento.
Public Works, Facilities and Parks	ADA Transition Plan Implementation	Implement ADA upgrades per the completed ADA Transition Plan at multiple Parks facilities.
Public Works, Facilities and Parks Water Resources Agency	Quagga & Zebra Mussel Prevention	Quagga and Zebra Mussel prevention activities to prevent infestation of Lakes Nacimiento & San Antonio. Enforcement, education, outreach, and facility improvements. Update quagga and zebra mussel prevention plan.
Water Resources Agency	Interlake Tunnel and Spillway Modification Project	Construction of a tunnel and associated components (e.g.: fish screens) to connect existing reservoir facilities, increase storage, and provide environmental and water conservation release efficiencies.
Water Resources Agency	San Antonio & Nacimiento Dams: High Priority Capital Projects	San Antonio and Nacimiento capital asset projects included in the WRA Capital Asset Management Plan (CAMP). \$160M.
Water Resources Agency	Nacimiento Lake Drive Repairs	Road repairs and partial replacement to ensure vehicle traffic does not jeopardize the dam's safety, security and stability.
Water Resources Agency Pajaro Regional Flood Management Agency	Pajaro River Flood Risk Management Project	A combination of structural measures along the lower Pajaro River, Salsipuedes Creek and Corralitos Creek to reduce flood risk in Pajaro and Watsonville.
Water Resources Agency	Salinas River Management Program	Improve watershed management, water delivery scenarios, and maintenance of the Salinas River to reduce flooding and restore habitat.
Water Resources Agency	Salinas River Habitat Conservation Plan	Develop a habitat conservation plan for facility operations and maintenance for compliance with the Endangered Species Act.
Water Resources Agency	Salinas Valley Water Project Phase II	Develop non-groundwater sources to offset groundwater pumping, reduce seawater intrusion into the Salinas River Groundwater Basin, and improve water supply (Permit 11043).

DEPARTMENT	PROJECT	DESCRIPTION
Water Resources Agency	Destruction of Abandoned Wells	With implementation of a recycled water source, wells in seawater intruded areas need to be destroyed so the well casings do not become conduits for seawater to move from upper to lower aquifers.
Water Resources Agency	Expansion of Recycled Water Project	Expand recycled water facilities in the coastal portion of the Salinas Valley.
Water Resources Agency	Flood Reduction Projects	Improve the Moss Landing tide gates, reduce Santa Rita Creek flooding, and reduce flood risks at waste treatment plant near Soledad.
Water Resources Agency	Castroville Seawater Intrusion Project	Expand CSIP footprint to increase water supply from new sources and reduce groundwater pumping in the seawater intruded area.
Water Resources Agency	Planning and Environmental Assessment Funding	Planning and environmental assessment for nearly all projects to make them eligible for construction grant funding.
Water Resources Agency	Rebuild/Replace Pump Stations	Rebuild/replace pump stations (e.g., Santa Rita, upper and lower Merritt, Gonzales, and Hebbroon) for flood control, safety, environmental, and energy efficiency.
Water Resources Agency	Nacimiento Hydroelectric Plant Upgrade	Upgrade existing hydroelectric plant to enable power production through a greater range of reservoir releases.
Public Safety		
CAO Health	Crisis Response Team	Crisis response team to better respond to crimes affecting the community. Crisis support and debriefing, service referrals, and staffing.
CAO	Social Marketing Campaign for Literacy	Social marketing programs to improve literacy, especially third grade reading proficiency, and promote violence prevention.
CAO	Victim Services	Expansion of Sexual Assault Response Team and Advocacy Center to South Monterey County for forensic examinations, law enforcement interviews with victims and witnesses of sexual assault and domestic violence.
CAO	Youth Diversion	Youth diversion programs that provide youth who commit first low-level crimes the opportunity to address the root causes of their actions and prevent juvenile justice involvement.

DEPARTMENT	PROJECT	DESCRIPTION
CAO	Youth Employment and Mentorship	Funding that will create youth employment opportunities paired with mentorship support designed for gang and system impacted youth.
CAO	Violence Interrupters	Programming to assist gang members seeking a way out and intervention to reduce the incidence of gang member families joining and participating in gangs.
CAO	Training and Professional Development	Training and professional development for providers of gang and system impacted youth to increase cultural competency, implement healing and trauma informed approaches to services and programs.
District Attorney Social Services	Family Justice Center	Funding to establish a Family Justice Center to provide a one-place justice and services center for victims and their families.
District Attorney	Cold Case Task Force DNA Testing	Funding to underwrite DNA genealogy testing for investigations in the Cold Case Homicide Unit (\$50,000 annually)
District Attorney	Case Management System Interface	Update case management system to interface with the systems of other local law enforcement agencies.
District Attorney	Digital Handheld Radios	Investigators require new handheld radios with dual bank capacity.
District Attorney	Staffing for Truancy and Victims Programs	Victim's Advocate position to provide services to additional victims of crime, Legal Assistant for the truancy program to improve outreach to schools around the County.
Emergency Communications 911	Technology for Computer Aided Dispatch	Replace existing CAD system that allows for improved functionality, interoperability and economies of scale. As technology improve, cloud based dispatching solutions are needed.
Emergency Communications 911	Public Safety Communications Center	Construct a new, or remodel the current, Public Safety Communications Center to increase the size, capacity of the facility to accommodate full staffing during emergencies.

DEPARTMENT	PROJECT	DESCRIPTION
Emergency Communications (911)	911 Continuity of Operations	Expand dispatch center to allow 911 services set up at alternative location and/or assistance with maintaining a 911 dispatch center backup location to include emergency phone lines, Computer Aided Dispatch (CAD) and Radio Communication. Create more remote options for Next Generation 911 access to emergency phone lines, CAD and Radio (NGEN). The COVID-19 Pandemic has demonstrated the need for more physical distance between workstations, improved filtration, and when needed remote access.
Emergency Communications (911) Information Technology	NGEN Public Safety Radio	NGEN radio tower and NGEN system upgrades to improve public safety communications and interoperability.
Office of Emergency Services	Enhance Emergency Response to Schools, Public Buildings, and Businesses	Provide on-site personnel at schools, public buildings, and business with alerting capability to notify 911 and send localized alerts during emergency situations. School safety/anti-terrorism technology.
Office of Emergency Services	Resiliency, Planning, Emergency Preparation, Recovery	Programming for community and regional resiliency building, planning for hazards, disasters (i.e., drought, wildfire, flood, etc.), terrorism, emergency preparation, and post-disaster recovery.
Office of Emergency Services	State Homeland Security Grant	Funding to protect against, mitigate, respond to and recover from acts of terrorism and other catastrophic events.
Office of Emergency Services	Emergency Management Program Grant	Funding for preparing for all hazards to protect life and property. This grant must go through the Operational Area identified by the state.
Office of Emergency Services	UASI Grant - Urban Area Strategic Initiative	To build, enhance, and sustain capability to prevent and protect against acts of terrorism.
Office of Emergency Services	Emergency Management Activities	Funding for emergency management activities involving preparedness, prevention, mitigation, and recovery (e.g., PSPS or hazard mitigation).
Office of Emergency Services	Post Ranch Public Radio Site	Replace aging radio and antenna equipment to provide critical radio communications for first responders.

DEPARTMENT	PROJECT	DESCRIPTION
Probation	Silver Star Resource Center	Improve youth/family services, truancy programs, behavioral health services, mentoring programs, Partners for Peace, fund nonprofit providers. Expand service to other County locations.
Probation	Rancho Cielo	Funding to expand/enhance vocational programs.
Probation	Infrastructure, Facilities, and Equipment	Improve office facilities, infrastructure, equipment (computers/software for client tracking between partner departments to improve case management).
Probation	Improved Programming for Probation Population, Improved Client Services	Programs for in-custody/reentry adults/juveniles. Deputy probation officer for First 5. Expand Child Advocate Program into a Family Advocate Program.
Probation	Training	Additional training for probation staff.
Public Defender	Improved Public Defender Services	Funding for attorneys, investigators, social workers, and legal support staff to process post sentence relief, AB 1810 evaluations, Franklin hearings, social reports for serious felony matters, perform community outreach, address dramatic increase in misdemeanor filings related to Prop 47, and provide other services. Funding for equipment to transition to a paperless office.
Sheriff	Corrections Improvement Funding	Upgrades to the jail to improve energy efficiency, improve ADA accessibility, improve security cameras, add mental health beds, expand eligibility worker staffing, and staff for jail programming.
Sheriff	Anti-Drug Trafficking Boat	Interdiction boat needed for new SWAT dive team to combat drug trafficking
Sheriff	Dash Cams, Body Cams, and Bullet Proof Vests	Dashboard cameras, body cameras, data storage equipment to support cameras, bullet proof vests.
Sheriff	Fleet Replacement	Fleet replacement vehicles.
Sheriff	Cannabis Cultivation Related Enforcement	Increase enforcement of cannabis laws with additional staffing.
Sheriff	Staffing Expansion	Staffing: Deputies for program escorts, staff for record keeping, and crime scene lab technicians.
Sheriff District Attorney Probation	Case Management System Interface	Improve information sharing between justice related departments and the Courts system for sharing client information and better case management. Improvement should include better analytics and statistical tracking.

DEPARTMENT	PROJECT	DESCRIPTION
CAO with public safety, health, social services departments	JAG Grant - Board of State and Community Corrections (BSCC)	Staffing for Sheriff, District Attorney, and Probation focused on prevention, education, and law enforcement related truancy, gang related crimes, and substance abuse.