

# MONTEREY COUNTY

## STRATEGIC GRANT SERVICES PROGRAM



# 2017

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

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# STRATEGIC GRANT SERVICES PROGRAM

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## PROGRAM OVERVIEW

### Introduction

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

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

### Purpose

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

## Activities

The level of service provided for each application is dependent upon the needs of the department, application complexity, level of coordination required, department expertise/resources, and Program capacity. To facilitate priority project grant applications, Program staff engages in activities such as:

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

## Program Guidance and Administration

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

### PROGRAM CONTACTS

| COUNTY ADMINISTRATIVE OFFICE – INTERGOVERNMENTAL & LEGISLATIVE AFFAIRS DIVISION   |   |
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## **WORK PLAN**

### **EXHIBIT A**

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A result of close collaboration with County departments, the Work Plan strategically identifies priority projects and funding sources to guide Program efforts over a 12-month period. The Work Plan is designed to be flexible to adjust to the County's changing priorities, and leaves approximately 20% of Program capacity unallocated to take advantage of new or unanticipated funding opportunities. The Work Plan presents a timeline of priority grant applications which the Program will assist departments with in calendar year 2017. Work Plan projects are a subset of priority projects which have been identified by Board members and Department heads, which are also included in the Grant Needs Inventory – a comprehensive listing of County funding needs.

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## **GRANT NEEDS INVENTORY**

### **EXHIBIT B**

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

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## **POLICIES GOVERNING PROGRAM ACTIVITIES**

### **EXHIBIT C**

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

## 2017 Work Plan

This Work Plan was developed in consultation and collaboration with County departments. It identifies grant application timelines for priority projects to be undertaken in 2017. The Strategic Grant Services Program has a limited workload capacity. A 20% contingency has been allowed within the Work Plan to provide flexibility to work on new or otherwise unanticipated funding opportunities for high priority projects.

|  |                      | Application Timeline |     |     |     |     |     |     |     |     |     |     |     |
|--|----------------------|----------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|  | Lead Department      | 2017                 |     |     |     |     |     |     |     |     |     |     |     |
| Grant Program  |                      | Jan                  | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| ECONOMIC DEVELOPMENT   |                      |                      |     |     |     |     |     |     |     |     |     |     |     |
| Workforce Accelerator Fund<br><i>Workforce Development</i>   | Economic Development |                      |     |     |     |     |     |     |     |     |     |     |     |
| Housing Related Parks Program<br><i>Parks for Affordable Housing Residents</i>   | Economic Development |                      |     |     |     |     |     |     |     |     |     |     |     |
| ADMINISTRATION   |                      |                      |     |     |     |     |     |     |     |     |     |     |     |
| HEALTH AND HUMAN SERVICES  |                      |                      |     |     |     |     |     |     |     |     |     |     |     |
| Proposition 47 Grant<br><i>Mental Health and Substance Abuse Services for Those in the Criminal Justice System</i>         | Health               |                      |     |     |     |     |     |     |     |     |     |     |     |
| INFRASTRUCTURE   |                      |                      |     |     |     |     |     |     |     |     |     |     |     |
| Prop 1 Sustainable Groundwater Planning<br><i>Salinas Valley Groundwater Basin Model and Other Water Planning Projects</i> | RMA                  |                      |     |     |     |     |     |     |     |     |     |     |     |
| Prop 1 Ocean Protection Council<br><i>Carmel Lagoon Construction</i>   | RMA                  |                      |     |     |     |     |     |     |     |     |     |     |     |
| Prop 1 Coastal Conservancy<br><i>Carmel Lagoon Planning</i>  | RMA                  |                      |     |     |     |     |     |     |     |     |     |     |     |
| Prop 1 Technical Assistance<br><i>Water Planning and Design in Disadvantaged Communities</i>                               | RMA                  |                      |     |     |     |     |     |     |     |     |     |     |     |
| NRCS Conservation Innovation Grant<br><i>Salinas Valley Groundwater Basin Model</i>  | RMA                  |                      |     |     |     |     |     |     |     |     |     |     |     |

| INFRASTRUCTURE   |           |  |  |  |  |  |  |  |  |  |  |  |
|--|-----------|--|--|--|--|--|--|--|--|--|--|--|
| Active Transportation Program<br><i>Road, Bicycle, and Pedestrian Infrastructure Improvements</i>                          | RMA       |  |  |  |  |  |  |  |  |  |  |  |
| CalOES Pre-Disaster & Flood Mitigation<br><i>Carmel River Floodplain Restoration and Environmental Enhancement Project</i> | RMA       |  |  |  |  |  |  |  |  |  |  |  |
| Regional Coastal Resilience Grants<br><i>Carmel Lagoon Design and Permitting</i>   | RMA       |  |  |  |  |  |  |  |  |  |  |  |
| Federal Lands Access Program<br><i>Roadway Improvement Projects</i>  | RMA       |  |  |  |  |  |  |  |  |  |  |  |
| PUBLIC SAFETY  |           |  |  |  |  |  |  |  |  |  |  |  |
| Justice Assistance Grant<br><i>Truancy Abatement/General Enforcement</i>   | Sheriff   |  |  |  |  |  |  |  |  |  |  |  |
| Strengthening Law Enforcement and<br>Community Relations Grant<br><i>General Law Enforcement Improvements</i>              | Sheriff   |  |  |  |  |  |  |  |  |  |  |  |
| Drug Court Grant Program<br><i>Veterans/Drug Court Program Funding</i>   | Probation |  |  |  |  |  |  |  |  |  |  |  |

 *Application Period*

## Grant Needs Inventory

| Department                                       | Project / Need  | Project Description / Notes  |
|--|---|--|
| <b>ECONOMIC DEVELOPMENT AND HOUSING</b>          |   |  |
| Agricultural Commissioner, Cooperative Extension | Invasive Species Management                               | Pesticide enforcement and permitting, plant quarantine, export certification, invasive species detection and removal, nursery and seed inspection, and animal damage control management.   |
|  | Solar Power Generation                                    | Parking lot solar power generating infrastructure.   |
|  | Grant Writers   | Grant writers and grant managers for agricultural research.  |
| Economic Development                             | Affordable Housing  | Affordable housing & rental housing for veterans, seniors, farm workers, disabled, mental health housing, etc.   |
| <b>ADMINISTRATION</b>                            |   |  |
| Assessor   | Record Digitization                                       | Digitization of Assessor Parcel Number data.   |
| Auditor-Controller                               | Grant Tracking Software and Grant Audit Training          | ERP system grant management module to track grant costs. Audit training for County grant managers. Estimated cost: \$500,000.  |
| Clerk of the Board                               | Historic Records Preservation                             | Preserve and digitize 5,000+ hard copy County ordinances dating back to 1853, into a searchable database. Estimated cost: \$50,000-\$1M  |
| Elections  | Studies to Improve Voting Accessibility and Voter Turnout | Survey County polling places to ensure accessibility. Research/identify reasons for low voter turnout for local elections. Implement changes to increase voter participation. Implement a pilot project to explore feasibility of vote-by-mail only elections. |
|  | Voting System Update                                      | Replace 20-year-old voting technology with systems which accommodate those with disabilities and language challenges. Update optical vote scanners and transition to touch screen voting.  |
|  | Green Building and Civic Engagement                       | New Elections Department office space with energy efficiency improvements and a space dedicated to civic engagement.   |
|  | Voter Outreach and Education Grants                       | Outreach and education of voters, redesign of voting informational materials and staff training.   |
| Human Resources                                  | Improved HR Systems                                       | Research alternative online HR hiring systems, expand diverse population hiring/attraction through innovative employment environments, and develop anti-bullying policies.   |

| Department   | Project / Need   | Project Description / Notes  |
|--|--|--|
| <b>ADMINISTRATION</b>                                |  |  |
| IT   | Server Energy Efficiency   | Server energy efficiency assessment to reduce electric usage.  |
| Dept Head GIS Committee, IT, 911, Assessor, Planning | Countywide Mapping and Geographic Information Systems Data Updates | Countywide LiDAR data update: data capture and processing, infrastructure to host and serve up data, and overhead. Cost estimate: \$2.5-\$3.5M |
| Tax Collector  | Tax and Collections Improvements                                   | Improve property tax collection, fine/fee collections, banking, and investment services through software and staffing improvements.            |
| <b>HEALTH AND HUMAN SERVICES</b>                     |  |  |
| Child Support Services                               | Improved Outreach  | Improve outreach to more single parents in need of child support.  |
|  | Improved Ability to Pay  | Programs which improve the ability of parents under court order to pay child support such as employment training.                              |
| Health   | Early Childhood Development  | Early childhood development and anti-bullying programs for pre-kindergarten and kindergarten.  |
|  | Facility Expansion and Access Improvement                          | Expansion of existing facilities and construction of two clinics to better serve disadvantaged areas.  |
|  | Caring for the Uninsured   | Programming to provide care for the uninsured.   |
|  | Animal Services  | Expanded animal shelter and adoption services.   |
|  | Public Guardian  | Programs to assist and help place adult conservatorship patients.  |
| Library  | Book Mobile  | Book mobile to deliver books/programs to low income rural County areas. Estimated cost: \$300k   |
|  | Books and Supplies   | New books, supplies, and technology.   |
|  | Educational Programming  | Expand programs for science, technology, reading, English, art, and math (STREAM). Staff to run, coordinate and expand programs.               |
|  | Parkfield Library Construction                                     | Construct a new library in Parkfield including supplies, books, and furniture. Estimated cost: \$250,000.                                      |
| Military & Veterans Affairs                          | Outreach Events  | Veteran outreach events. Estimated cost: \$70k   |
|  | Veterans Transition Center Improvements                            | Improvement of the Veterans Transition Center including additional programming and services.   |
|  | Improved Services  | Improve/expand health, mental health, homeless, and benefit services for veterans and their families.  |



| Department                       | Project / Need   | Project Description / Notes   |
|----------------------------------|--|---|
| <b>HEALTH AND HUMAN SERVICES</b> |  |   |
| Natividad Medical Center         | Workforce Development: Nurse Education Support                         | Increase number of nurses with Bachelor degrees, and Advance Cardio Life Support certifications for pharmacy, cardiopulmonary, and ICU staff. Improve training for nurses, techs, and doctors.            |
|                                  | Workforce Development: Family Medicine Residency Program               | Improve and/or expand the Family Medical Residency program. Improve training and equipment.   |
|                                  | Medical Facility Needs and Capital Improvements                        | Equipment upgrades and facility expansion at emergency and imaging departments, clinics, main hospital, and other medical facilities. Capital funding for new construction to expand facilities.          |
|                                  | Level II Trauma Center Improvements                                    | NMC Level II Trauma Center programs: trauma prevention outreach, education, impaired driver/ distracted driver prevention education, pedestrian/ bike safety, proper use of protective equipment.         |
|                                  | Violence Prevention Program Expansion                                  | Expand hospital-linked violence prevention to serve victims of violent crimes, patients with gang-related injuries, and families.   |
|                                  | Behavioral Health, Psychiatric Crisis Services & Outreach Improvements | Improve behavioral health services: community outreach, family support, psychiatric emergency services, additional services to the jail population.   |
|                                  | Patient Communication and Education Improvements                       | Improve effective communication of treatment information to limited English proficiency patients: translators, a health information exchange, innovative approaches (e.g. video forms).                   |
|                                  | Insuring the Uninsured   | Expand coverage of the uninsurable or uninsured.  |
|                                  | Building Clinics   | Construction funding: new clinics to serve low-income/ underserved areas, especially in Salinas.  |
| Social Services                  | Senior Services  | Increased Adult Protective Services funding, improve older person care/boarding, expand adult daycare, senior transportation, etc.  |
|                                  | Children Services  | Expand child abuse prevention, child safety, access to childcare, especially in low income communities. Assist families experiencing domestic violence.   |
|                                  | Community Action Programs  | Expand nonprofit services to achieve core social services goals.  |
|                                  | Housing and Homelessness Issues  | Projects benefitting the homeless, disabled, long term illness sufferers, emancipating foster youth. Housing: farm worker, workforce, rapid re-housing, supportive housing, permanent supportive housing. |
|                                  | CalWORKS   | Expansion of the CalWORKS program to provide better opportunities to enter the workforce.   |

| Department   | Project / Need  | Project Description / Notes  |
|--|---|--|
| <b>INFRASTRUCTURE</b>                                |   |  |
| IT, Library, 911, Health, Econ. Dev. Social Services | Broadband   | Infrastructure to build out broadband and address the County's digital divide especially in Big Sur, Pajaro, Castroville, King City, and South County.   |
| Parks  | Quagga & Zebra Mussel Prevention                                  | Activities to prevent infestation of Lakes Nacimiento & San Antonio. Enforcement, education, outreach, and facility improvements.  |
|  | Sewer and Water Issues at Laguna Seca                             | New water filtration facility or alternative water provision systems. Sewer upgrades.  |
|  | Mobile Technology for Park Ranger Patrol Vehicles                 | Mobile computers to link Park Ranger patrol vehicles to Sheriff dispatch for accurate response mapping, hazardous chemical response, and critical enforcement data. Increase officer efficiency, safety, customer service. Estimated cost: \$45k |
|  | Designated Wildlife Corridor Trails                               | Construction of trails near wildlife corridors.  |
|  | Road Resurfacing, Parking Lot and Drainage Repair                 | Lake San Antonio North Shore road resurfacing, drainage system repairs, parking lot improvements. Estimated cost: \$400k   |
|  | Drinking Water, Storage, and Sanitation Upgrades                  | Water and sewer upgrades at multiple Parks (Laguna Seca, Toro Park, and Lake Nacimiento).  |
|  | ADA Upgrades  | ADA upgrades at multiple Parks facilities.   |
|  | Replacement of Fuel Dock  | Lake San Antonio fuel dock. Estimated cost: \$350k   |
|  | Vacuum Truck for Sewer Maintenance                                | New septic vacuum truck for sewer maintenance at reservoir facilities. Estimated cost: \$120,000.  |
|  | Spray Park at Nacimiento  | Construct a spray park at Lake Nacimiento to keep visitors cool and add an attraction.   |
| Resource Management Agency                           | Flood Protection / Ecological Restoration – Carmel Lagoon         | Suite of projects to protect infrastructure, public facilities, private homes, improve water quality, reduce flood risks, restore ecological functions of the Carmel Lagoon. Est. design/permits: \$20.6M  |
|  | Flood Protection / Ecological Restoration – Elkhorn Slough        | Projects to improve slough ecosystem, reduce Elkhorn Rd and rail line flood risks, reduce risk of rail-line spills. Estimated cost: \$10M  |
|  | Chualar Wastewater System   | Planning/ construction of new wastewater system in Chualar (DAC). Estimated cost: \$10M  |
|  | Carmel River Floodplain Restoration and Environmental Enhancement | Construct the Carmel River Floodplain Restoration and Environmental Enhancement (CRFREE) Project to reduce flooding hazards, restore the floodplain, provide habitat restoration, and other improvements.  |

| Department                 | Project / Need  | Project Description / Notes   |
|----------------------------|---|---|
| <b>INFRASTRUCTURE</b>      |   |   |
| Resource Management Agency | San Lucas Water project   | San Lucas-King City pipeline to provide clean drinking water. Environmental assessment, engineering, construction. Estimated cost: \$8.2M   |
|                            | Pajaro Sanitation District                                      | New pumping system to improve the sewer system in Las Lomas and other locations in the Pajaro area.   |
|                            | Flood Prevention – Countywide Drainage Maintenance              | Proactive maintenance of drainage areas prone to high flood risk (e.g. locating underground services, permitting, traffic management, on-site biology monitoring, vegetation management, debris removal, flushing culverts, excavation of sediment, bank stabilization, hauling, and reporting). Funds for permits, environmental and implementation. Countywide flood/drainage maintenance program permitting. Estimated cost: \$11.5M |
|                            | State Route 1 Corridor Marina to Moss Landing                   | Improve SR1 intersections. Improve safety between Marina and north County line including Moss Landing.  |
|                            | State Route 1 Climbing Lane Carmel                              | Construct a second northbound climbing lane on SR1 (Rio Road-Carmel Valley Road) improve traffic operations, flow, and safety. Estimated cost: \$1M   |
|                            | State Route 68 / Corral de Tierra Road Intersection Improvement | Construct a second left-turn turn lane on westbound SR 68 at Corral de Tierra intersection, improve traffic flow/safety. Estimated cost: \$2.2M   |
|                            | Davis Road Bridge & Expansion to Four Lanes                     | 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 to improve traffic flow and safety, and stop seasonal closures due to flooding.   |
|                            | Hall Rd/Werner Rd/Salinas Rd Roundabout                         | Evaluate the intersection of Hall Road, Werner Road, and Salinas Road to identify alternatives to improve traffic operations and safety.  |
|                            | Hwy 68 Improvements   | Evaluate roundabouts to improve movement and safety on Highway 68.  |
|                            | Road Maintenance  | Projects to better maintain roads, especially the 70% of County roads which do not meet State maintenance standards.  |
|                            | Moss Landing Trail Project                                      | Construct a section of the Moss Landing Trail Project. Estimated cost: \$6M   |
|                            | Los Lomas Drive Improvements                                    | Gutter, drainage, sidewalk, and bike path safety improvements. Estimated cost: \$1.3M   |
|                            | Improved Access to Pinnacles National Park                      | Road, parking, and trailhead improvements to improve access to Pinnacles National Park.   |

| Department  | Project / Need                                | Project Description / Notes  |
|---|---|--|
| <b>INFRASTRUCTURE</b>                                     |   |  |
| Water Resources Agency                                    | Interlake Tunnel                              | Construct a tunnel to connect existing reservoir facilities, increase storage, provide environmental and water conservation release efficiencies. Estimated cost: \$70M              |
|   | Salinas Valley Water Project Phase II         | Develop non-groundwater sources to offset groundwater pumping, reduce seawater intrusion into the Salinas River Groundwater Basin, and improve water supply. Estimated cost: \$200M. |
|   | Water Recycling and Treatment Systems         | Build a surface water treatment plant to improve water delivery to urban and/or agricultural customers to improve supply and reduce groundwater usage. Estimated cost: \$100M        |
|   | Salinas River Management Program              | Improve watershed management, water delivery scenarios, and Salinas River maintenance to reduce flooding and restore habitat. Estimated cost: \$30M                                  |
|   | Expansion of Existing Recycled Water Project  | Expand recycled water facilities in the coastal area of the Salinas Valley. Estimated cost: \$125M   |
|   | Jerrett Reservoir                             | New reservoir on Nacimiento River to add water storage in times of drought. Estimated cost: \$250M   |
|   | Flood Reduction Projects                      | Improve the Moss Landing flood gates, reduce Santa Rita Creek flooding, and reduce flood risks at Chualar waste treatment plant.   |
|   | Planning and Environmental Assessment Funding | Planning and environmental assessment for nearly all projects to make them eligible for construction grant funding.  |
| <b>PUBLIC SAFETY</b>                                      |   |  |
| CAO Office of Community Engagement and Strategic Advocacy | Crisis Response Team                          | Crisis response team for better response, support, debriefing, service referrals and staffing.   |
|   | Social Marketing Campaign for Literacy        | Social marketing programs to improve literacy (3 <sup>rd</sup> grade reading proficiency) and violence prevention.   |
|   | Violence Interrupters                         | Programs to assist gang members seeking a way out. Intervention to reduce the incidence of gang member families joining and participating in gangs.                                  |
| District Attorney   | Case Management System Interface              | Update case management system to interface other local law enforcement agency systems. Estimated cost: \$100k  |
|   | Computers                                     | Laptops and docking stations. Estimated cost: \$60k  |
|   | 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.             |

| Department                          | Project / Need  | Project Description / Notes   |
|-------------------------------------|---|---|
| <b>PUBLIC SAFETY</b>                |   |   |
| Emergency Communications (911)      | 911 Interoperability and Continuity of Operations                       | Mobile dispatch units to allow 911 services set up at alternative location (\$75k). Construction of a 911 dispatch center backup location (\$10M).  |
|                                     | Improved Dispatcher Talent Pipeline                                     | Programs/education to improve the availability of dispatcher talent in the job market.  |
| Office of Emergency Services        | Resiliency, Planning, Emergency Preparation, & Post-Disaster Recovery   | Program to build community/regional resiliency, planning for hazards, disasters, terrorism, emergency preparation and post-disaster recovery.   |
| Probation                           | Silver Star Resource Center   | Improve youth/family services, truancy programs, behavioral health services, mentoring programs, Partners for Peace, fund nonprofit providers. Expand service to other County locations.                |
|                                     | Infrastructure, Facilities, and Equipment                               | Improve office facilities, infrastructure, equipment (computers/software for client tracking between partner departments to improve case management   |
|                                     | 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. Additional probation eligibility workers in jail. |
|                                     | Training  | Additional training for probation staff.  |
| Public Defender                     | Improved Public Defender Services                                       | Additional staff to work on record clearance and cases, and better transition probationers back into society, and pre-trial services.   |
| Sheriff                             | Corrections Improvement Funding   | Jail upgrades: energy efficiency, ADA accessibility, security cameras, add mental health beds, expand eligibility worker staffing, and jail program staff.  |
|                                     | Anti-Drug Trafficking Boat  | SWAT dive team interdiction boat  |
|                                     | Dash Cams, Body Cams, and Bullet Proof Vests                            | Dashboard cameras, body cameras, data storage equipment to support cameras, bullet proof vests.   |
|                                     | Fleet Replacement   | Fleet replacement vehicles.   |
|                                     | Marijuana Growing Related Enforcement                                   | Increase enforcement of marijuana laws with additional staffing.  |
|                                     | 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. Improve case management, analytics, and statistical tracking.   |
|                                     | JAG Grant - Board of State and Community Corrections (BSCC)             | Sheriff, Probation, and District Attorney staffing focused on prevention, education, law enforcement related to truancy, gang related crimes, substance abuse. Estimated cost: \$2.2M over 3 years      |

## Strategic Grant Services Program

### Policies Governing Program Activities

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

The following policies shall be followed in the execution of the Program:

#### I. Board of Supervisors

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

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

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

- k. Agreement: All work undertaken by the Program shall require an agreement with the lead department(s) which identifies application requirements, critical path issues, department and community partner roles and responsibilities, identifies who is responsible for application submittal, and sets forth timelines and deliverables. The agreement shall identify the grant manager, cash or in-kind grant matching requirements and other resources issues, and the need for Board resolutions or authorizations prior to submittal of the application.

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

- l. Consult on Application Strategy: IGLA staff shall offer strategic expertise throughout the application development process aimed at putting forth a complete, compelling, and competitive application. Strategic expertise will also be offered related to framing application documents in a way that minimizes administrative resources required for the management of the project if funds are awarded.
- m. Narrative, Scope, Schedule, Budget & Exhibits: IGLA staff shall offer strategic refinements to the grant application package including narrative, scope, schedule, budget, and exhibits, when possible in consultation with grantor agency. Applications should highlight needs and benefits to make a strong case for project funding, ensure that all areas of the grant guidance are addressed and complete, ensure inclusion of appropriate exhibits, and focus the narrative to address application grading criteria to ensure the application receives the highest possible score when evaluated.
- n. Review - Internal: IGLA staff shall assist in the coordination and circulation of the application for review by County department(s) and partner(s).
- o. Review – With Grantor Agency: IGLA staff shall, if permissible and if time permits, seek to have the grantor agency review the draft application prior to submission.
- p. Letters of Support: When appropriate and desirable, IGLA staff shall coordinate the submittal of letters of support for priority grant projects from the Board of Supervisors, legislators, or other agencies as appropriate.
- q. Post-Application Adjustments: IGLA staff shall assist with post-application, pre-award adjustments to the grant application as requested by the grantor agency in collaboration with the grant applicant.
- r. Notices: IGLA staff shall monitor for notices of grant awards.
- s. Award Announcement: IGLA staff shall, in partnership with the lead department, draft and send out an announcement of grant award to the Board of Supervisors, and relevant County departments and partners.
- ***Attachment No. 3 – Grant Award Announcement - TEMPLATE***
- t. Post Award: Following grant award notification, all responsibilities related to acceptance and execution of the grant falls to the grant manager as identified in the grant application.

### **III. Departments Roles & Responsibilities**

- a. Obtaining Service: IGLA staff shall provide services in support of priority project grant applications at the request of a department head or their designee. Following initial consultation regarding the project and funding source, staff shall identify the level of assistance which can be provided and enter into an agreement with the department outlining roles, responsibilities, and timelines.



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

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

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

**Attachment No. 1 - Board Resolution No. xxx**

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

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

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**BOARD RESOLUTION**


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

**Resolution No.**

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

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

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

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

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

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

**PASSED AND ADOPTED** on this \_\_\_\_\_ day of \_\_\_\_\_, 2016 by the following vote, to wit:

**AYES:****NOES:****ABSENT:**

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

Dated:

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

By \_\_\_\_\_

## GRANT AWARD ANNOUNCEMENT – TEMPLATE

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

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

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

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

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

***Department Section:***

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

Strategic Grant Services Program Section:

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

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

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

## DEPARTMENT AGREEMENT – SAMPLE

## STRATEGIC GRANT SERVICE PROGRAM DEPARTMENT AGREEMENT – SAMPLE

GRANT NAME:

SUBMISSION DEADLINE: xx/xx/xx

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

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