



Monterey County  
Community Action Partnership  
Strategic Plan

July 2022 – June 2026

## Vision

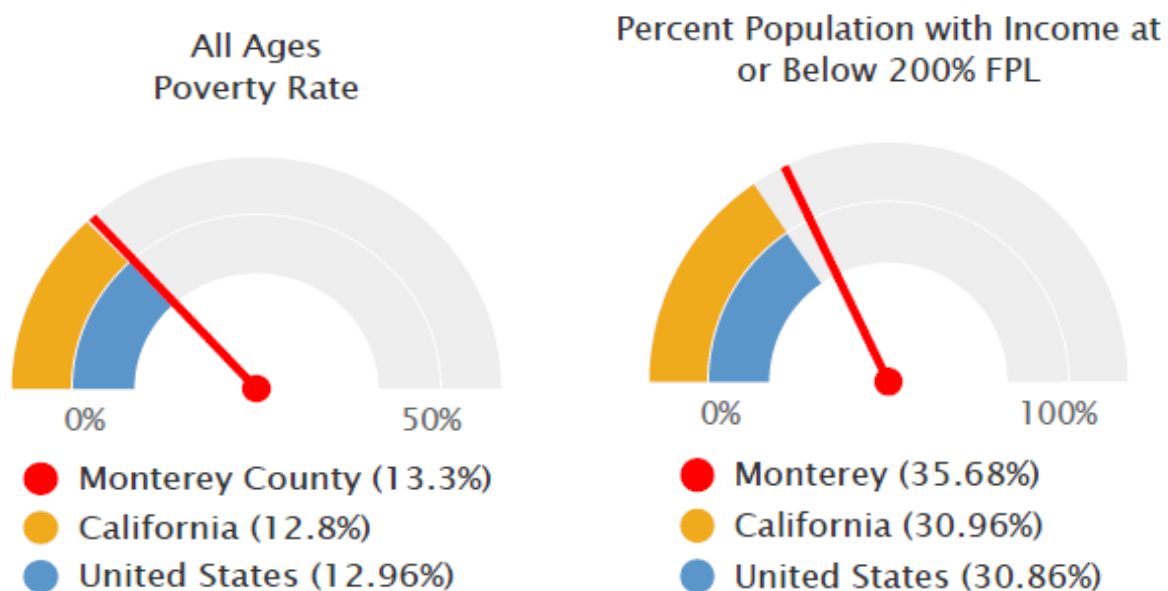
Monterey County Community Partnership Monterey County Community Partnership envisions a thriving community in which policy makers, community members, and broad representation of the public and private sectors are engaged in service delivery systems that promote self-sufficiency, reduce poverty, homelessness,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

## Mission

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

## Monterey County Poverty Profile

To develop a profile of poverty in our county, MCCAP examines poverty statistics every two years to not only understand the causes and conditions of poverty in our community, but also how poverty is distributed geographically and across subpopulations. Statistics provide a snapshot of the scope of poverty in our region and of those in our community who are most impacted. To capture what this means for individuals and families, MCCAP also surveys residents, collects testimonials, and holds public hearings to gather input on the experience and needs of low-income residents.



# MONTEREY COUNTY COMMUNITY ACTION PARTNERSHIP

Based on our 2021 needs assessment, the high cost of living, lack of affordable housing, low-levels of educational attainment, and economy based on low-wage jobs each combine and contribute to creating very real barriers to self-sufficiency. However, poverty does not affect Monterey County residents and households equally. While the county has a 13.3% overall poverty rate, people of color (16.5%), children (20%), youths, and single female led households (47%) are much more likely to experience poverty. Some of the conditions of poverty include poor access to healthcare and food insecurity, as well as a higher likelihood of suffering pandemic-related health consequences and economic dislocation. Nearly 20% of all children under 18 experience food insecurity, while 72% of all children enrolled in public school qualify for the free lunch program. Low-income residents and those living in poverty disproportionately experienced job losses and exposure during the pandemic.

Given the broader community context, MCCAP’s survey and public forums provide information on the types of services needed. Based on the 2021 Community Needs Assessment process, the top two needs expressed by low-income residents in each of the following service domains are:

<p><b>EMPLOYMENT</b> Vocational Training Job Readiness Training</p>	<p><b>EDUCATION</b> Before &amp; After School Activities Education Support</p>
<p><b>HOUSING</b> Rental &amp; Security Deposit Assistance</p>	<p><b>HEALTH</b> Mental Health Services Food Boxes &amp; Groceries</p>
<p><b>INCOME/ASSET BUILDING</b> Financial Management Benefit Coordination</p>	<p><b>CIVIC ENGAGEMENT</b> Citizenship Classes Leadership Training</p>



*Monterey County Community Action Commission Meeting*

## Community Action Commission

### District 1



Victor Caravez, *Chair*  
Low Income Representative



Grant Joel Hill  
Public Sector Representative



Connie Pineda  
Private Sector Representative

### District 2



Ronald Holder  
Low Income Representative



Cecilia Correa  
Public Sector Representative



Everett Sivils  
Private Sector Representative

### District 3



Ana Vargas  
Low Income Representative



Vacant  
Public Sector Representative



Emma Borjorquez  
Private Sector Representative

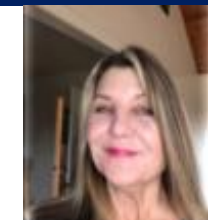
### District 4



Vacant  
Low Income Representative



Vacant  
Public Sector Representative



Donna Smith, *Vice Chair*  
Private Sector Representative

### District 5



Fernando Elizondo  
Low Income Representative



Linda Coyne  
Public Sector Representative



Jake Odello  
Private Sector Representative

## Strategic Approach

Following MCCAP’s 2021 Community Needs Assessment, the Community Action Commission appointed a strategic planning committee to evaluate the progress of the 2018-2022 strategic plan, consider the agency’s emergent operational environment, and engage stakeholders in setting strategic direction. The committee conducted a thorough assessment of the agency’s accomplishments and strengths, immediate challenges and threats created by the pandemic, and opportunities developing due to shifts in attention and resources aimed at addressing homelessness.

This process identified three top priorities centering on empowering board leadership, measuring network-wide community impact, and strengthening community engagement and advocacy, which became the focus of the goals and strategies developed for the 2022-2026 strategic plan. These goals and objectives further align within the six national ROMA community action goals that target specific family, community, and agency-level outcomes.



Monterey County  
**community Action**  
PARTNERSHIP  
Helping People Changing Lives.

**2022-2023  
MCCAP Service  
Provider Network**



## Results Oriented Management and Accountability (ROMA)

The system known as ROMA, or Results Oriented Management and Accountability, was created in 1994 by an ongoing task force of Federal, state, and local community action officials – the Monitoring and Assessment Task Force (MATF). Based upon principles contained in the Government Performance and Results Act of 1993 (GPRA), ROMA provides a framework for continuous growth and improvement, and was defined as "a performance-based initiative designed to preserve the anti-poverty focus of community action and to promote effectiveness among state and local agencies receiving Community Services Block Grant (CSBG) funds."

The premise of ROMA is built on Six National Goals. These goals for community action specifically addressed the three areas identified in the 1994 amendment, and added agency goals. The Community Services Network has been guided by these six broad anti-poverty goals since they were established by the MATF in 1994.

Goal 1: Low-income people become more self-sufficient. (Family Level)

Goal 2: The conditions in which low-income people live are improved. (Community Level)

Goal 3: Low-income people own a stake in their community. (Community Level)

Goal 4: Partnerships among supporters and providers of service to low-income people are achieved. (Agency Level)

Goal 5: Agencies increase their capacity to achieve results. (Agency Level)

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. (Family Level)



### GOAL 1: Strengthen Governance\*

#### **Objective: Increase Board Engagement and Training Opportunities**

##### ***Strategy 1: Update Community Action Commission Bylaws***

- Incorporate commissioner input.
- Define commission responsibilities.
- Create new positions, such as Secretary and Compliance Officer.
- Obtain commission and Monterey County Board of Supervisors' approval.

##### ***Strategy 2: Commissioner reports on district news, events, and issues***

- Support commissioners' ability to follow their supervisor's social media and district newsletters.
- Increase commissioner participation in district community events.
- Publish commissioner district updates in the monthly commission meeting minutes.

##### ***Strategy 3: Education and training opportunities that strengthen staff and commissioner understanding of their respective roles***

- Implement the Community Action Virtual Onboarding (CAVO) system for training and compliance.
- Increase commissioner participation in learning opportunities from CalCAPA, Legislative roundtables, and webinars.
- Record training hours in the CSBG Annual Report.
- Report commissioner training and participation at meetings, minutes, and staff reports.

*\*ROMA Goals 4 and 5: Partnerships among supporters and providers of service to low-income people are achieved and Agencies increase their capacity to achieve results.*

### GOAL 2: Data Management\*

#### **Objective: Streamline Data Collection and Measurement of Impact to the Community**

##### ***Strategy 1: Maximize Community Software Group (CSG) to collect data, ensure compliance, and report outcomes.***

- Refine components of existing CSG software to facilitate system improvements.
- Implement *Engage* “data bridge” to maximize provider network data captured.
- Implement process for domestic violence service providers to remove personal identifying information to facilitate *Engage* data entry.
- Provide *Engage* training materials for service providers.
- Streamline reporting.

##### ***Strategy 2: Measure and report impact of services provided by Community Action Partnership Service Providers.***

- Implement performance-based contracting and utilize performance data to inform and drive service goals.
- Monitor goals by incorporating metrics into the monitoring process.
- Report and promote service outcomes on Commission website, social media platforms, newsletters, updates to the Board of Supervisors and on the Community Needs Assessment.

***\*ROMA Goals 2 and 5: The conditions in which low-income people live are improved and Agencies increase their capacity to achieve results.***



### GOAL 3: Improve Community Outreach\*

#### **Objective: Engage the community through advocacy and outreach initiatives**

##### ***Strategy 1: Improve stakeholder communications with beneficiaries, CAP Community Circle network, elected officials, and the public.***

- Increase the Community Action Partnership email subscriber list.
- Publicize updates on events, community resources and program outcomes.
- Utilize social media to promote activities, community resources and program outcomes.

##### ***Strategy 2: Commissioners participate in advocacy activities to support policies and causes that effect Monterey County residents.***

- Develop an “elevator speech” that helps Commissioners explain the purpose and activities of Community Action.
- Review mission and vision statement regularly and update as needed.
- Facilitate and record commissioner participation in state association legislative webinars about policy initiatives affecting Monterey County residents.
- Review and update policy on advocacy
- Support annual commissioner meetings with their district supervisor’s policy analyst to learn about priority policies and issues and report back to the full CAC

***\*ROMA Goals 3 and 4: Low-income people own a stake in their community and Partnerships among supporters and providers of services to low-income people are achieved.***



# MONTEREY COUNTY COMMUNITY ACTION PARTNERSHIP

## Contact Us

### Community Action Partnership Office

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1000 South Main Street, Suite 301  
Salinas, CA 93901  
Ph: (831) 755-8492 Fax: (831) 755-8477  
<https://www.co.monterey.ca.us/cap>

### Community Action Commission

Community Action Commission meetings are open to the public – Please visit our website for the most current meeting calendar and event location information.

<https://www.co.monterey.ca.us/government/departments-i-z/social-services/community-action-partnership/community-action-commission#cap>

### Access Services

Community Services are provided through our network of Community Action Agencies. Check our website for a list of the most current contracted agencies, services provided, and how to get connected.

<https://www.co.monterey.ca.us/government/departments-i-z/social-services/community-action-partnership/service-providers#cap>

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**Management Analyst**

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**Management Analyst**

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**Accountant Auditor**

Teresa Pureco  
**Administrative Assistant**

