



August 2019 | Adoption Draft

# Vulnerable Communities Needs Analysis

*for the City of Monterey*



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*for the City of Monterey*

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**PlaceWorks**





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## 1. EXECUTIVE SUMMARY

### 1.1 PURPOSE

The goal of every responsible local government is the betterment of the people, families, and communities that it serves. The Monterey Vulnerable Communities Needs Analysis has been a platform to gather information from the community, including specific stakeholders, and demographic data about the city to identify which public or social services in Monterey are in the highest demand and what the unmet needs in the community are related to services and housing. This information is offered here alongside strategies and best practices that have been effective in the City of Monterey and in other communities, so that the City can make calculated and strategic investments in services and programs that will best meet community priorities and improve the quality of life for its residents. Furthermore, the State of California has been intensifying its commitment of funding toward increasing the supply of housing, and this study will prepare the City to pursue competitive state grants.

*“There is no greater joy nor greater reward than to make a fundamental difference in someone’s life.”*

*– Mary Rose McGeady*

### 1.2 OUTLINE

The Monterey Vulnerable Communities Needs Analysis (the Report) consists of this executive summary, which provides an overview of the Report; an introduction, which discusses the project overview, data and methodology; an existing conditions review that includes descriptions of demographic trends; and a review of related studies and efforts, a summary of the community outreach conducted for this Report, an inventory of existing services, a housing assessment and a policy review. The Report then continues with sections on the gaps in services; strategies for addressing those gaps; and conclusions and recommendations, which includes conclusions derived from analysis of the previous chapters, and short-term and long-term public services recommendations to help improve capacity and access to services and housing in Monterey. Also included are appendices, which include additional data and information.

### 1.3 KEY FINDINGS AND RECOMMENDATIONS

The following is a summary of the key findings and recommendations from the Monterey Vulnerable Communities Needs Analysis.

- Those experiencing or at risk of experiencing homelessness and seniors were identified as the most vulnerable populations in the community. Youth, families with children, veterans, people with disabilities, people struggling with substance abuse and victims of domestic violence were also identified as vulnerable populations.

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- The most vulnerable populations in the community typically experience a heightened severity when it comes to challenges because they tend to have more limited access to resources and they are frequently facing the compounding effect of multiple, overlapping issues.
- A large majority of people experiencing homelessness locally were local residents prior to becoming homeless, rather than coming from outside of the area.
- Feedback from the public and service providers highlighted the need for expanded housing services and services for the homeless, including physical and mental health care and an emergency shelter within the City.
- Public survey takeaways:
  - More than 85 percent of the survey respondents felt that each of the types of homeless services listed in the survey were not being adequately provided.
  - Approximately half of the survey respondents thought that senior and youth services were not adequately being provided.
  - Survey respondents most frequently used the following types of services: general health services, religious services, food and hot meals and senior transportation services, as well as, recreation, education, arts and cultural services.
- Many residents are struggling with increasing costs of living and a lack of available affordable housing. Many struggle with low wages or lack of employment opportunities. Even for average, less-vulnerable residents, the high cost of housing makes it difficult to afford medical care, transportation, and healthy food. Therefore, ensuring that other types of services are adequately provided can make a significant impact on preventing homelessness.
- Many homes in Monterey are in need of repair. Additionally, accessibility upgrades that would allow seniors or people with disabilities to remain in their homes are needed
- The issue of constrained water availability is a key limitation to increasing the availability of housing.
- Opportunities for greater collaboration amongst service providers and between service providers and the City are numerous and welcomed.
- There are many promising alternative strategies and strategic approaches worth exploring in regard to supporting and providing public services and increasing access to housing.

The alternative strategies and recommendations range from broadly applicable approaches and ways of thinking about these issues, to specific adjustments that service providers and the City can make to fine-tune existing efforts, to big ideas for implementing innovative models of collaboration and creative housing solutions. The strategies and recommendations for supporting and providing public services focus on leveraging existing resources, refining operations and management methods and building relationships. Many types of policies and programs that have been successful in Monterey or other communities are summarized, so that they can be considered for reviving, maintaining or expanding.

## 2. INTRODUCTION

The City of Monterey has prepared this Report to gain a better understanding of the needs of the most vulnerable populations in Monterey and identify goals and strategies to address these issues. The City appreciates the previous and ongoing efforts of other governmental agencies and jurisdictions, nonprofit organizations, coalitions, and community groups also tackling these complex and important issues. This Report complements other research and planning efforts and will guide approaches for addressing the needs of vulnerable populations moving forward. The City understands that effectively addressing these issues will take flexible and nontraditional approaches, diverse solutions, and many regional partners, each playing important roles. The diligent and creative efforts and ideas of many are needed to make progress on this issue in the City and the surrounding region, along with the necessary funding.

*“The greatest good you can do for another is not just share your riches, but reveal to them their own.”*

*– Benjamin Disraeli*

Housing and the need for public services are inextricably linked in several ways. Many local residents who are not currently experiencing homelessness are in fact teetering on the verge of it. For some of these residents, services such as food aid and reduced cost medical care are what make it possible for them to afford their housing expenses. Many people who are chronically homeless also suffer from mental illness, substance abuse disorders, or PTSD from a history of domestic violence or military service. By ensuring that these folks have access to stable, safe, and affordable housing, their ability to address the other issues that they are facing is dramatically improved. Housing instability, substandard living conditions, and a persistent threat of becoming homeless are traumatizing for individuals and impact their ability to maintain employment and care for themselves or their families. Therefore, this Report sought to identify opportunities to improve access to housing for Monterey’s vulnerable communities.

The goal of this document is twofold. First, it is intended to form a foundation from which the City of Monterey can make effective and beneficial decisions regarding the funding, provisions, and operations of local public service providers. Second, it is designed to identify opportunities to expand access to a range of housing opportunities by looking at policies and innovative strategies. This Report can guide the City in future decisions about where to obligate public services funding and efforts. By strategically allocating resources, the City hopes to not just improve services and access to housing for those in need but help raise the quality of life for the whole community through a commitment to fiscal responsibility and transparency.

### 2.1 BACKGROUND

The City of Monterey, incorporated in 1850, is one of California’s oldest communities. Monterey is located 120 miles south of San Francisco and 320 miles north of Los Angeles on Monterey Bay, which is a national marine sanctuary. Monterey is a regional and national tourist destination and home to 28,472 people. Scenic beauty, clean air, pleasant weather, cultural attractions, economic opportunities, and a close-knit community give Monterey a high quality

## Vulnerable Communities Needs Analysis

of life, with numerous opportunities to be a municipal leader on many issues, including the provision of public services and addressing homelessness.

Understanding the demographic profile of the city is important in planning for future services needs and expectations. The majority of Monterey's population is white, and the proportion of Monterey's population that identifies as a racial minority is about 11 percent. By comparison, in Monterey County, the population identifying as a racial minority is about 30 percent, and in the state of California is almost 39 percent. 18 percent of the city's population is over the age of 65, which is higher than both Monterey County at 12 percent and the state of California at 13 percent. The city's youth (under age 18) population is substantially lower at 18 percent than Monterey County (30 percent) and the state (27 percent). Monterey has a higher percentage of households made up of one person living alone than the state and close to twice as many as the county. Conversely, the city has about one-third the percentage of households with children as Monterey County; this number is also quite a bit lower than the state percentage.

The 2017 Monterey County Homeless Point-in-Time Census and Survey included a complete enumeration of all unsheltered and publicly sheltered homeless persons in the county. On January 25, 2017, there were 2,837 individuals experiencing homelessness in Monterey County. This represented an increase of 23 percent from 2015 and the largest number recorded in the past 10 years. Of the 2,837 individuals experiencing homelessness countywide, 338 (just under 12 percent) were located in the City of Monterey. In contrast to the countywide increase, the number for the City stayed the same in 2017 as in 2015. Countywide, nearly a third of all individuals experiencing homelessness were staying in vehicles in 2017. A quarter were living on the street, and another quarter were staying in emergency shelters or transitional housing.

## 2.2 DATA AND METHODOLOGY

The Monterey Vulnerable Communities Needs Analysis uses a mixed-method (qualitative and quantitative) approach to collecting and analyzing data. Quantitative data sources include the US Census, the California Department of Finance, and the American Community Survey. Quantitative data on housing costs and availability were also gathered. Qualitative data were gathered from community members, City staff, public officials, service providers and other stakeholders. Other sources of information included adopted plans and policies—such as consolidated plans, action plans, and strategic plans—as well as research on particular populations or on topics including mental health, homelessness, poverty, healthcare, and alternative approaches to providing innovative housing solutions.

The accuracy and usefulness of demographic profiling and trending relies heavily on the type of data available for analysis. The demographic review uses multiple data sources to ensure that the data is as current and complete as possible. As these different data sources are not always congruent and do not always have the same depth of information for each topic, the following list identifies each data source, its strengths and weaknesses, and what it was used for in this analysis:

- **2012–2016 American Community Survey (ACS).** The ACS is survey data that provides population estimates based on random samples from the population at large. The ACS is available in one-year, three-year, and five-year sets; typically, the five-year sets are the most accurate (i.e., have the lowest margin of error) and the one-year sets are the least accurate (i.e., have a higher margin of error). For this analysis, only five-year data sets are used. The advantage of ACS data is that it is very comprehensive and covers a wide range of topics and situations. The disadvantage is that since ACS data is based on samples from the community, it is more accurate with larger sample sizes. For densely populated counties and metropolitan statistical areas, the ACS is fairly accurate at estimating demographics. In smaller jurisdictions, such as Monterey, the margin of error is much higher, and the data is less reliable. In this demographic review, the ACS estimates selected generally have less than a 5 percent margin of error, which is the range of error generally considered acceptable in scientific studies and academic reviews.
- **1970, 1980, 1990, 2000, and 2010 US Decennial Census.** The US Census Bureau has been collecting demographic data since the late eighteenth century and has evolved significantly through each decennial census. Census data is not sample data; it is a 100 percent survey of the entire population. This means that the data is the most accurate available. However, the census changed significantly in 2010, when the US Census changed the census forms and eliminated much of the data traditionally collected at the 100 percent survey. The reasoning was that the new ACS—introduced between 2000 and 2010—would be able to collect that information more frequently and less expensively, allowing for more current and flexible datasets. The result is that not all data available as 100 percent survey data in the earlier decennial censuses is available in the 2010 census. The US Census data is used in this analysis primarily for historical trending.
- **Association of Monterey Bay Area Governments 2014–2023 Regional Housing Needs Allocation (released June 11, 2014).** California law requires that each jurisdiction prepare a housing element to its general plan which identifies how the jurisdiction plans to address housing challenges and needs for the coming planning period. To assist in this effort, the councils of government (COG) across the state prepare regional housing needs allocations (RHNA) estimates that identify probable growth trends in the area and obligate jurisdictions to verify that they have sufficient developable capacity to meet those trends. RHNA estimates are formula-based and draw on a range of variables to improve accuracy. Jurisdictions are responsible for identifying sufficient, appropriately zoned vacant and underutilized land to meet those obligations.
- **2010–2014 Comprehensive Housing Affordability Strategy (CHAS).** CHAS data is derived from the ACS and is provided by the US Department of Housing and Urban Development (HUD) to help in planning for housing and community development needs. It is a count of the number of households (or housing units) that have certain combinations of HUD-specified characteristics, summarized for HUD-specified geographies. HUD provides this data in raw, spreadsheet formats as well as with its Community Planning and Development (CPD) mapping tool and its Affirmatively Furthering Fair Housing (AFFH) Data and Mapping Tool. Since CHAS data is frequently a combination of several different variables, it can have very high margins of error. However, HUD requires this dataset from all agencies that plan and implement projects through HUD funding. CHAS data is frequently available



### Vulnerable Communities Needs Analysis

at much smaller and more specific geographic levels (such as census tracts and block groups) than the ACS data.

- **2016 State and County Population Projections.** Projections are provided by the Department of Finance (DOF) of the state of California.

The conclusions and recommendations in this Report are also based on observations and primary data collected through the service provider interviews, a stakeholder forum, telephone interviews, and a community survey.

Recommendations address gaps in services based on the review of and input from existing service providers and the community, in addition to demographic and homelessness data. Many of the recommendations in this plan have not been tested in the Monterey region. In order to determine their effectiveness, pilot programs and tactical implementation may be necessary.

### 3. EXISTING CONDITIONS

This section on existing conditions contains a demographic review, a regional literature review, a summary of the process and results of the community outreach strategy, an existing services inventory, a housing assessment and a policy review.

#### 3.1 DEMOGRAPHIC REVIEW

Demographics play a major role in community priorities and needs. A community with a large senior population is going to have different current priorities and future needs than a community with primarily young families. Similarly, a community's race, ethnic, and cultural composition can impact how community members communicate with government agencies, such as City staff, police, and emergency services, as well as how they communicate and relate to each other as neighbors. Jurisdictions with a significantly older population that doesn't include as many children face different challenges than jurisdictions with more families or a more diverse mix of cultures.

*"Never, never, be afraid to do what's right, especially if the well-being of a person or animal is at stake. Society's punishments are small compared to the wounds we inflict on our soul when we look the other way."*

*– Martin Luther King, Jr.*

The following sections provide a review of recent demographic trends and changes in the City of Monterey. The goal of this review is to:

- 1) Assess the City's current population and compare Monterey's data with Monterey County and State of California data
- 2) Identify demographic trends
- 3) Anticipate what the community will look like in 5, 10, and 20 years
- 4) Identify Monterey demographic groups with traditionally high public service needs

##### 3.1.1 CURRENT POPULATION AND FUTURE PROJECTIONS

###### 3.1.1.1 Current Conditions

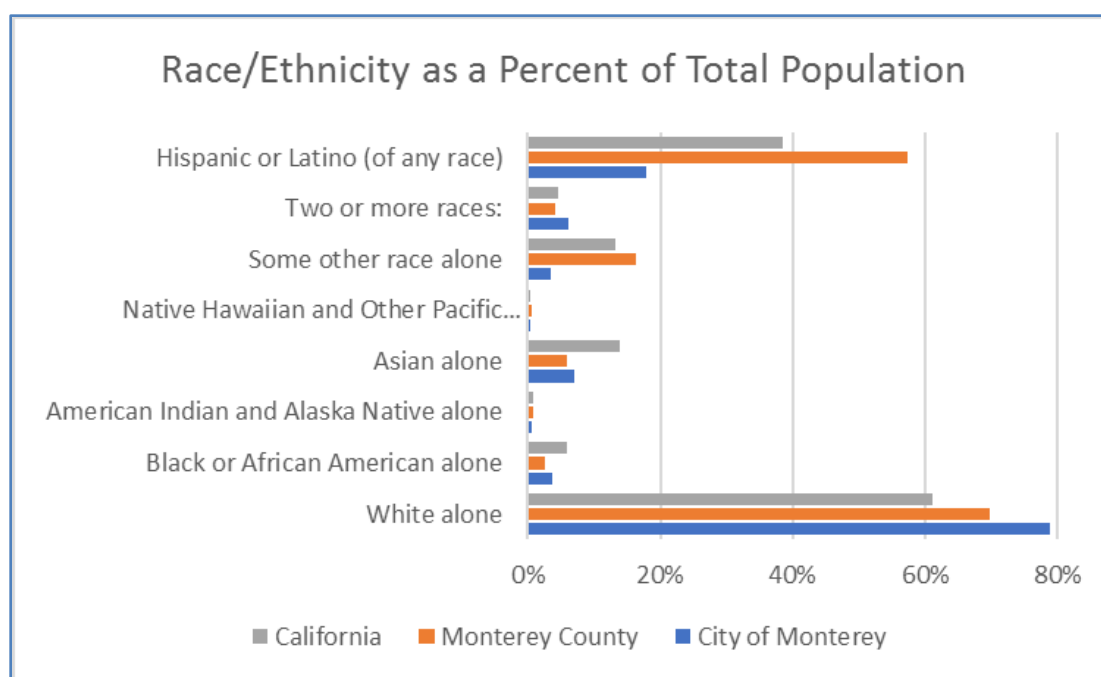
###### Race and Ethnicity

The City of Monterey demographic distribution of race and ethnic minorities is described below. According to the 2012–2016 ACS, the total population is 28,472. The majority of Monterey's population is white, and the proportion of Monterey's population that identifies as a racial minority is about 11 percent. By comparison, in Monterey County, the population identifying as a racial minority is about 30 percent, and in the state of California, is almost 39 percent.

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The ACS and the US Census both measure race and ethnicity separately. Race categories include white, black or African American, American Indian, Asian, Native Hawaiian, and combinations of two or more races. Ethnicity categories include Hispanic or Latino, including geographic subcategories, and not Hispanic or Latino. Many people who identify as Hispanic or Latino also identify as a race, such as white or black or African American. As these categories are measured separately, it is important to recognize that a table including both race and ethnicity will include a double count of individuals who identify as Hispanic or Latino. Unless otherwise specified, all racial percentages will total 100 percent of the population while ethnicity percentages will total a smaller percentage of the total population. **Figure 3.1** below compares the racial and ethnic distribution of Monterey's population in comparison to Monterey County and the state of California.

**Figure 3.1 Race/Ethnicity in Monterey, Monterey County, and California**



Source: 2012-2016 ACS.

As **Figure 3.1** shows, the largest minority population in the city is of Hispanic or Latino descent at about 18 percent of the total population. The second largest race or ethnic group in the city is that of Asian descent at about 7 percent. As stated earlier, whites make up the largest group at just under 80 percent. In the Hispanic race category, Mexicans are the largest subgroup at about 10 percent, followed by other Hispanic or Latino at about 5 percent, and Puerto Rican at just under 2 percent.

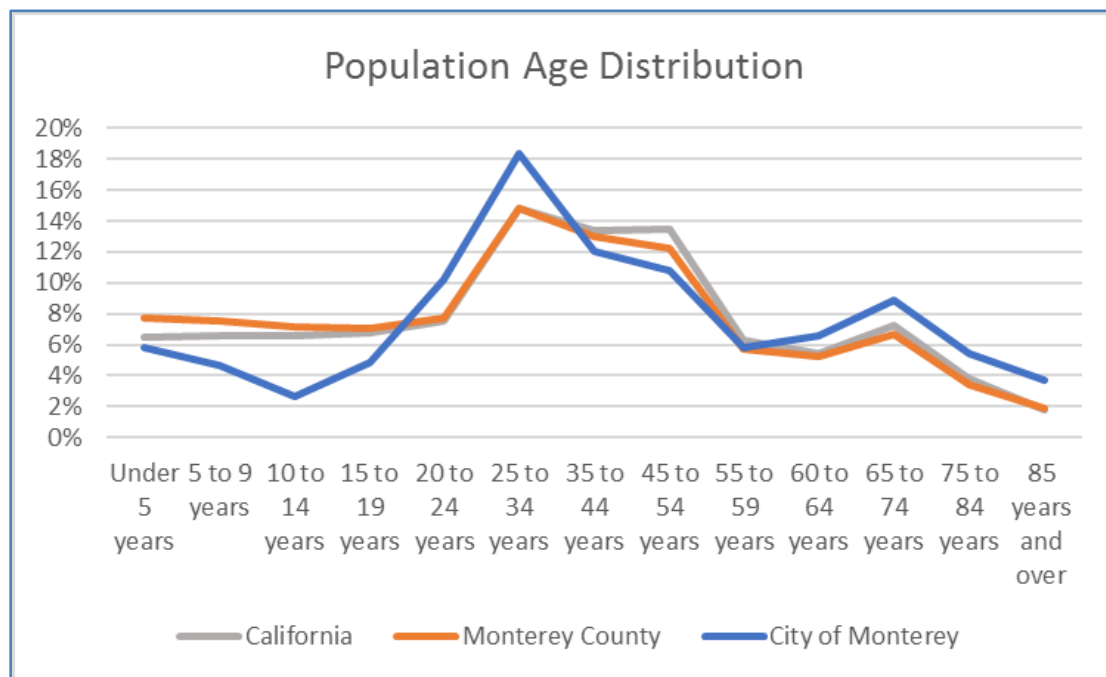
## Race and Ethnicity Population Distributions

The city is not very densely populated. In 2010, the population density was 2,364 people per square mile, which was less dense than neighboring Pacific Grove, which had 3,758 people per square mile. Salinas and San Jose were more than twice as densely populated than Monterey, with 6,480 and 5,256 people per square mile. The slightly denser areas of Monterey are in the northwest part of the city near the bay and Pacific Grove, just east of El Estero Park, and in the northeast part of the city. White residents are the majority in all census tracts. According to HUD data while there is some minority concentration in some tracts, there are no officially designated race/ethnicity concentrated areas of poverty (R/ECAPs) in the city.

## Age and Disability

It is important to understand the age and disability demographics of a community when planning for public services. People and households have different needs as they mature and change; for example, a family with young children in the home has different priorities than a family with teenagers or a retired or elderly household. Understanding the current age distribution also informs on the incidence of disability in the population. While persons of all ages can experience a disability, it is disproportionately common among older people. **Figure 3.2** is a graph of the current age demographics in the city as compared with Monterey County and the state of California.

**Figure 3.2 Age Distribution in Monterey, Monterey County, and California**

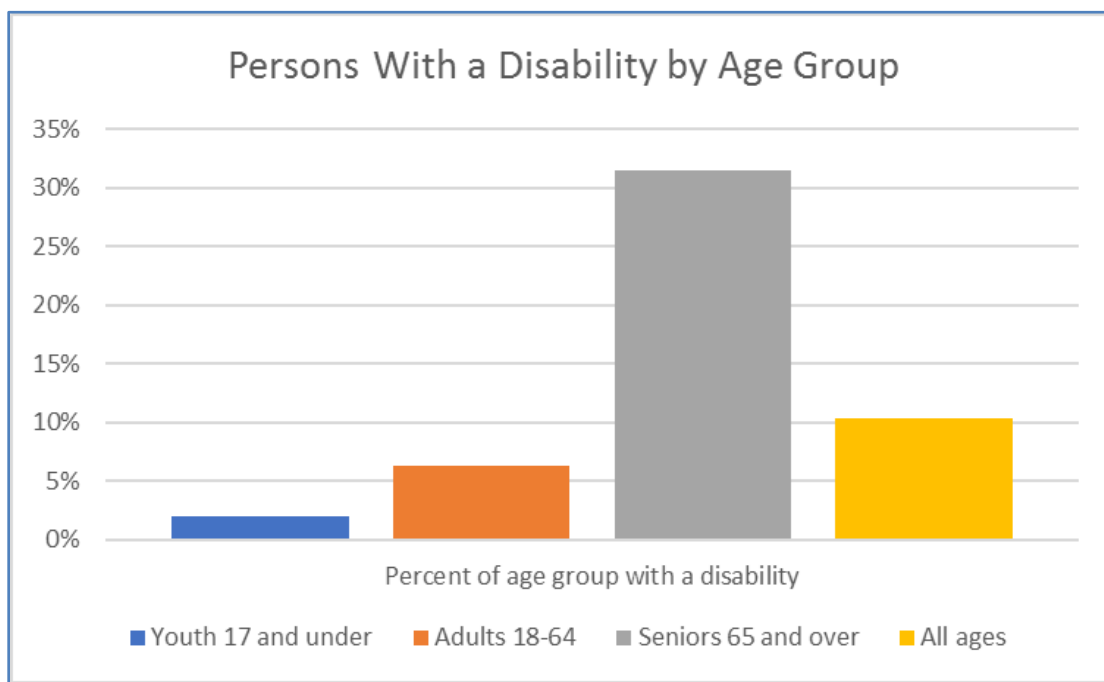


Source: 2012-2016 ACS.

According to the 2012–2016 ACS, 18.0 percent of the city’s population is over the age of 65, which is higher than both Monterey County at 12 percent, and the state of California at 13 percent. The median age in Monterey is 37 years, which is slightly higher than the county’s 34 years and the state’s 36 years. The city’s youth (under age 18) population is substantially lower (7 percent) than Monterey County (30 percent) and the state (27 percent). This distribution suggests that there will be a need for public service support across the lifetime spectrum, with more focus on services for residents over the age of 60. Ensuring opportunities for residents and families at all life stages is important in developing stability and security for residents.

**Figure 3.3** shows the distribution of Monterey residents with one or more disabilities by age group. In total, 32 percent of seniors age 65 and over have one or more disabilities.

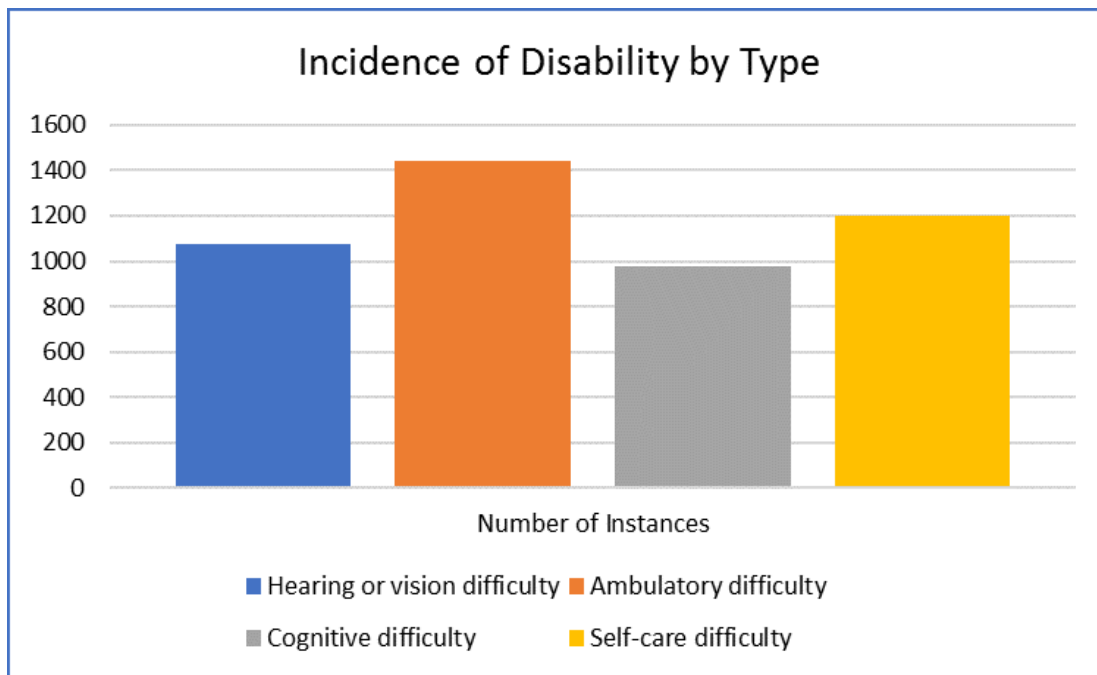
**Figure 3.3 Disability by Age in Monterey**



Source: 2012–2016 ACS.

The age group with the lowest levels of disabilities is youth under the age of 18, at only 2 percent. The age group with the highest incidence of disability is seniors aged 65 and older. Many seniors have multiple disabilities; for instance, a mobility and a hearing or vision disability at the same time. These residents benefit greatly from additional services and improved access to existing services. **Figure 3.4** shows the distribution of the different types of disabilities in Monterey.

**Figure 3.4 Disability by Type in Monterey**



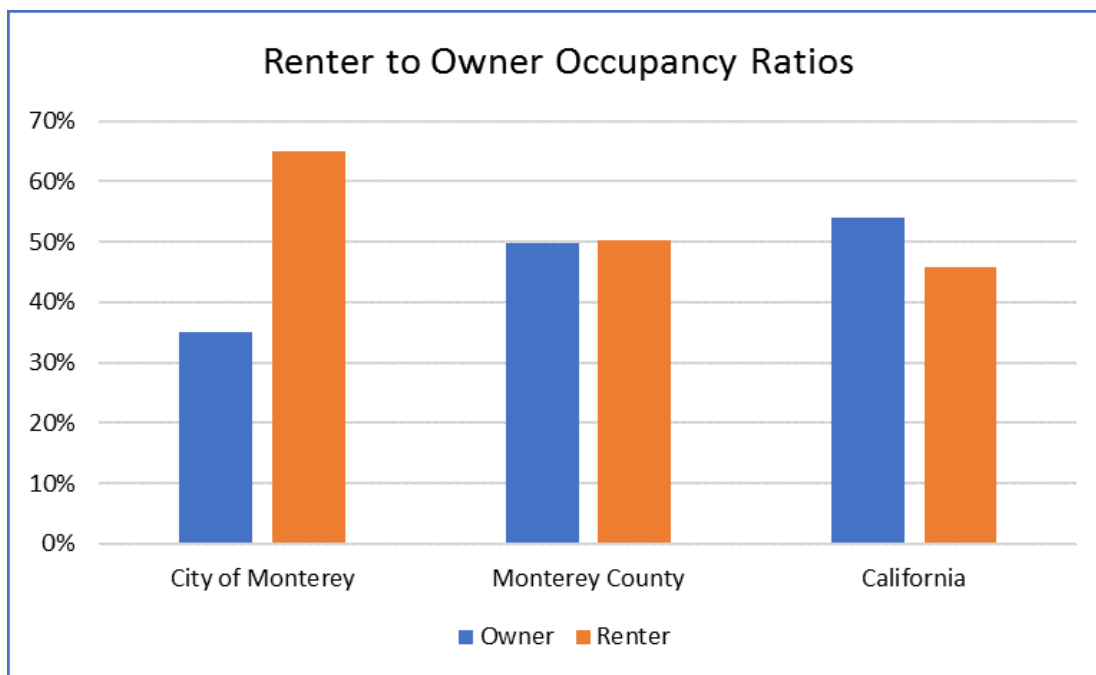
Source: 2010-2014 CHAS.

The vertical axis of the chart represents the estimated number of persons with that type of disability. The most common type of disability is an ambulatory limitation. However, many individuals have multiple disabilities—for instance, a mobility and a hearing or vision disability at the same time. (This is why **Figure 3.4** shows a higher number of instances of disability than the number of individuals with one or more disabilities that is indicated in **Figure 3.3**.) These residents benefit greatly from additional services and improved access to existing services. By evaluating **Figures 3.3** and **3.4** together, the highest support need is likely to help seniors with ambulatory difficulties understand and gain access to available services including transportation.

### Household Size and Type

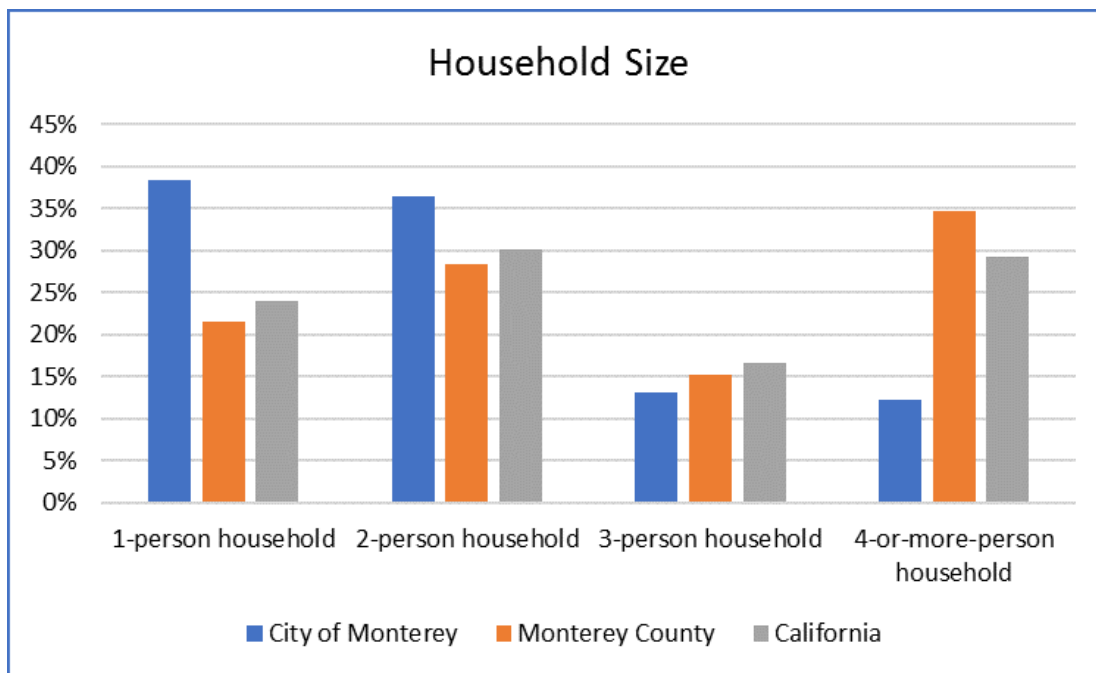
Household size and type also play a role in determining what kinds of public services are most needed. For instance, seniors living alone frequently need more support than seniors living with family members, and single-parent households with young children frequently need more support than two-parent households or multigenerational households. The following figures evaluate household characteristics in the city. According to the 2012–2016 ACS, there are about 11,914 households in the City of Monterey. **Figure 3.5** shows the rental to ownership occupancy ratios in the city, county, and state. **Figure 3.6** shows household sizes in Monterey compared to Monterey County and California. **Figure 3.7** shows the different types of households in the Monterey community.

**Figure 3.5 Tenure in Monterey, Monterey County, and California**



Source: 2012-2016 ACS.

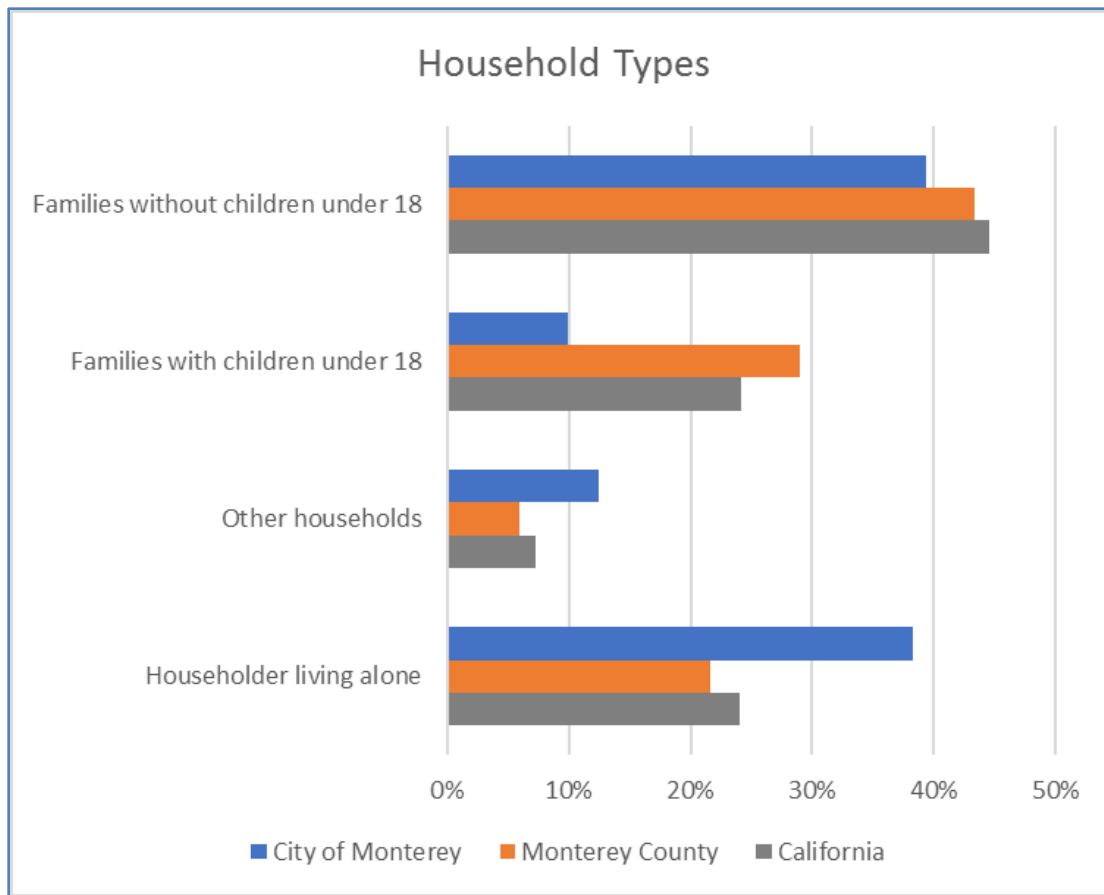
**Figure 3.6 Household Size in Monterey, Monterey County, and California**



Source 2012-2016 ACS.



**Figure 3.7 Household Type in Monterey, Monterey County, and California**



Source: 2012-2016 ACS.

Monterey stands out from both Monterey County and the state of California in the above household tenure charts (see **Figure 3.5**). Monterey has a lower percentage of owner-occupied households than Monterey County, and the county is lower than the state. Most of the households in the city are made up of one or two people (74.7 percent of households in the city). This correlates to the recent increases in seniors and decrease in children under the age of 18 (see **Figure 3.13**). The city has higher numbers of one- and two-person households than the county and state, and the county and state have higher numbers of three person or greater households. The numbers in the county for households of four or more persons were substantially higher than for the city or state, indicating a greater number of families with children and/or higher incidence of overcrowding.

Monterey has a higher number of households made up of one person living alone than the state or Monterey County as a whole, close to twice as many as the county. Conversely, the city has about one-third the number of households with children than Monterey County (see **Figure 3.7**); this number is also quite a bit lower than the state percentage.

## Household Income

Household income is a demographic that directly impacts many service providers in how they serve their clients. Some funding sources restrict services to serving only low- and moderate-income households. Some sources allow for service providers to assist clients of a certain age or disability regardless of income. Many funding sources, particularly federal and state sources, use the area median income as part of the formula to determine how much funding a local jurisdiction should receive.

While household income can be a useful metric in assessing a community's economic stability, it is also a relative metric in that higher household incomes do not necessarily equal more household wealth, particularly in areas with exceptionally high housing costs. Housing costs are the single highest cost burden for the vast majority of households, and high housing costs must be part of the formula in calculating actual household incomes in a community.

This Report evaluates two income metrics in assessing a community's economic stability. The first is the more common area median household income (AMI) provided by the US Census. The AMI is calculated from all households in the survey area and includes single-person households as well as communal or shared housing households. The AMI is available at the local jurisdiction level. The second income metric is the HUD adjusted median family income (HAMFI), which is provided annually by HUD to determine income limits for low- and moderate-income assistance. HAMFI numbers are assessed by county and determined by a formula that uses US Census data and includes inflators over time and calculations for a range of household sizes. The typical HAMFI standard is for the four-person family (related persons) household. Generally, HAMFI for four persons is higher than the AMI, which is a median of all households regardless of size. HAMFI is the metric used by nearly all funding programs.

HUD uses HAMFI to develop income limits that take into consideration cost of housing and utilities and then determines four income categories. The first is the extremely low-income household, which earns 30 percent or less of HAMFI each year. The second is the very low-income household, which earns more than 30 percent of HAMFI but does not earn more than 50 percent of HAMFI. The third category is low income, in which households earn more than 50 percent, but less than or equal to 80 percent of HAMFI. These three categories are grouped together as lower income; generally, households that fall within these income limits qualify for HUD-financed services. The fourth category is households who earn more than 80 percent but less than or equal to 120 percent of HAMFI. These households are considered moderate income and have limited access to HUD-financed services. **Table 3.1** includes the AMI, HAMFI, and income limits for Monterey and Monterey County.

**TABLE 3.1 MEDIAN HOUSEHOLD INCOME IN MONTEREY, COMPARED WITH HUD INCOME LIMITS**

2016 Median Household Income	
Monterey	\$68,511
2017 HUD Income Limits (Monterey County)	
Median Income <sup>1</sup> Monterey County	\$68,700
Extremely Low Income	\$24,600
Very Low Income	\$40,700
Low Income	\$65,100

Source: 2012-2016 ACS; 2017 HUD/HCD Income Limits for Monterey County.

Note 1: Median income in the HUD/HCD Income Limits are based on HAMFI which HCD adjusts due to California's unique cost of living situation so are comparable to HAMFI.

HUD uses a census tract-based assessment tool to determine whether or not communities have any racially or ethnically concentrated areas of poverty (R/ECAPs). To meet the definition of a R/ECAP, a census tract must have a non-white population of 50 percent or more and have a poverty rate that exceeds 40% or is three or more times the average tract poverty rate for the metropolitan/micropolitan area, whichever threshold is lower. While no census tracts in Monterey meet HUD's definition of a R/ECAP that does not mean incomes are homogeneous across the city', or across all racial and ethnic groups.

Along with R/ECAPS, HUD has two other geographic means of determining an area's socioeconomic health. The first is the low-income target areas, often called the Community Development Block Grant (CDBG) target area. The CDBG target area is generally defined at the census block group level, which means that parts of a census tract may be included in the target area without including the whole tract. The low-income or CDBG target area captures every block group where more than 50 percent of the households in that block group earn 80 percent of HAMFI or less. Identifying a well-defined CDBG target area can help HUD-funded recipients to plan activities and projects that benefit low-income areas.

The second geographic socioeconomic measurement is the Qualified Census Tract (QCT). QCTs are identified by the US Census Bureau based on specific socioeconomic variables. For a census tract to be a QCT, it must be a tract where more than 50 percent of households earn less than 60 percent AMI. As the AMI is generally lower than the HAMFI for a household of four, 60 percent of AMI is usually significantly less than 80 percent of HAMFI. This means that the majority of households in QCTs experience more severe poverty than the majority of households in low-income target areas. QCTs often have an advantage in applications for grant funds for housing and catalyst economic development projects. **Table 3.2** is derived from HUD's CHAS data and lists every census tract in Monterey by income level.

## Vulnerable Communities Needs Analysis

**TABLE 3.2 HOUSEHOLD INCOME, IN MONTEREY, BY CENSUS TRACT**

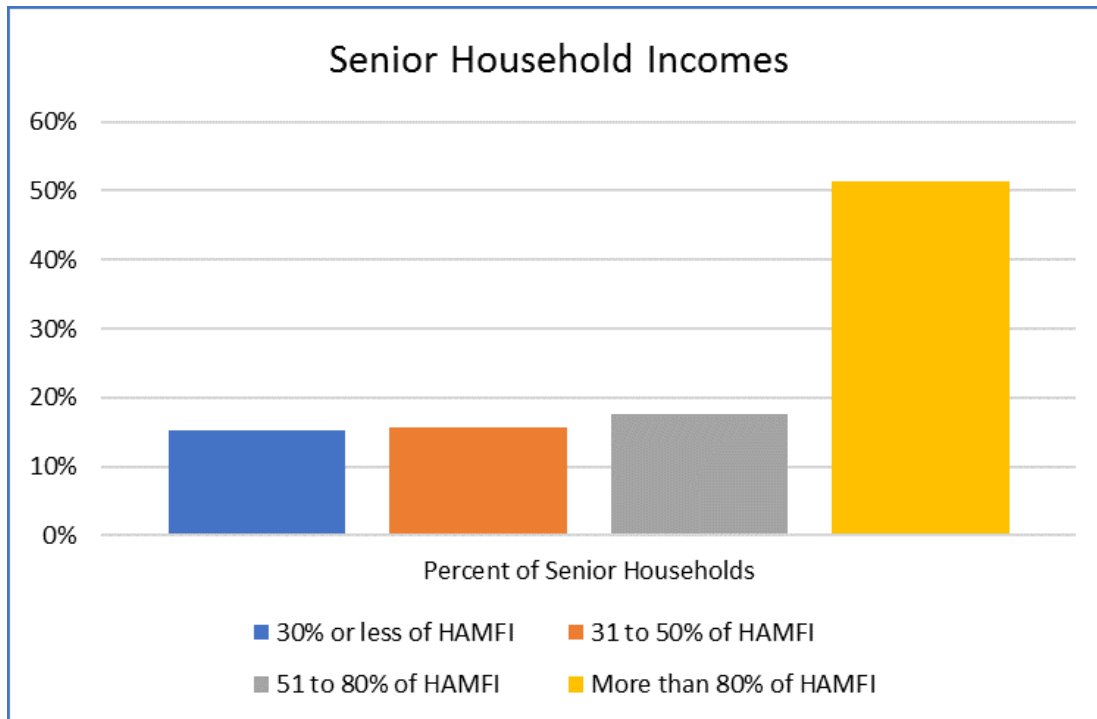
Census Tract	Percent of total occupied housing units by census tract	Household income is greater than 30% and less than or equal to 50% of HAMFI (very low income)	Household income is greater than 50% and less or equal to 80% of HAMFI (low income)	Total percent of households with income greater than 80% of HAMFI (moderate income)
Census Tract	% Total	% of households in each census tract at each income level		
125.02	19.4%	7.1%	7.5%	11.8%
126	0.5%	15.4%	21.5%	6.2%
127	12.5%	20.0%	7.2%	14.5%
128	18.2%	9.6%	5.8%	7.6%
130	14.0%	11.1%	11.7%	16.3%
131	4.2%	8.7%	0.7%	11.3%
132	12.1%	2.0%	2.7%	4.2%
133	19.1%	11.8%	10.1%	16.4%

Source: 2010-2014 ACS.

**Table 3.2** shows the percentage of the total population that lives in each census tract, and the percentage of the population in each tract according to the different HAMFI levels. Monterey does not have any census tracts that meet HUD's definition as low-income, where 50 percent or more of the households in that census tract earn 80 percent or less of HAMFI. The census tract with the highest percentage of extremely low-income households is 127.

There are three household types that frequently struggle with poverty: senior households; female-headed single-parent households with children under the age of 18; and households including a person with a disability. **Figure 3.8** displays the range of incomes for senior households while **Figure 3.9** shows incomes for female-headed single-parent households. Following that, income numbers for households with disabilities are discussed; however, data is not available at the same level of detail as for senior and female-headed households, so a table is not included.

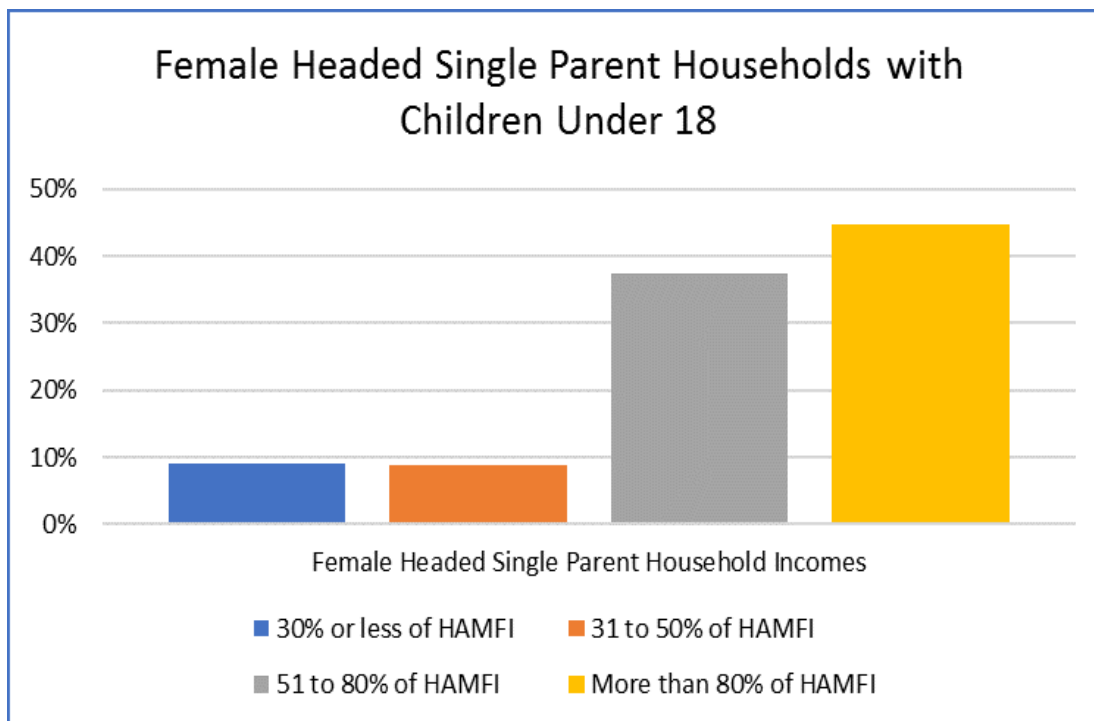
**Figure 3.8 Senior Households Incomes, Monterey**



Source: 2012-2016 ACS.

Monterey has an estimated 3,265 senior households according to the 2012–2016 ACS. This represents about 27 percent of total households in the city. As shown in **Figure 3.8**, 51 percent earn more than \$54,809 (greater than 80 percent of HAMFI), nearly 18 percent earn between \$34,256 and \$54,809 (between 51 and 80 percent of HAMFI), just under 16 percent earn between \$20,554 and \$34,256 (between 31 and 50 percent of HAMFI), and 15 percent earn less than \$20,553 (30 percent of HAMFI).

Low-income seniors can face many challenges. As they are frequently on fixed incomes, there are seldom extra funds available for unforeseen life challenges, such as health problems, family crisis, and home repairs. Seniors that have lower incomes and own their homes may be challenged by the cost of home maintenance. The combination of reduced mobility and limited resources can result in deferred maintenance that negatively impacts both the neighboring properties and the health and safety of the senior household.

**Figure 3.9 Female-Headed Single Parent Households with Children Under 18, by Income in Monterey**

Source: 2012-2016 ACS.

Female-headed single-parent households with children under the age of 18 also frequently struggle to maintain household stability. According to the 2012-2016 ACS, there are an estimated 320 female-headed single-parent households in Monterey. 9 percent of those households earn less than \$20,553 annually, while another 9 percent earn between \$20,554 and \$34,256. An estimated 38 percent earn between \$34,257 and \$54,809, and 45 percent earn over \$54,809. While female-headed single-parent households with children only make up less than 3 percent of total households in the city, the presence of children, who are frequently more vulnerable to the hardships associated with household instability and poverty, gives extra importance to the need for available social and public support services.

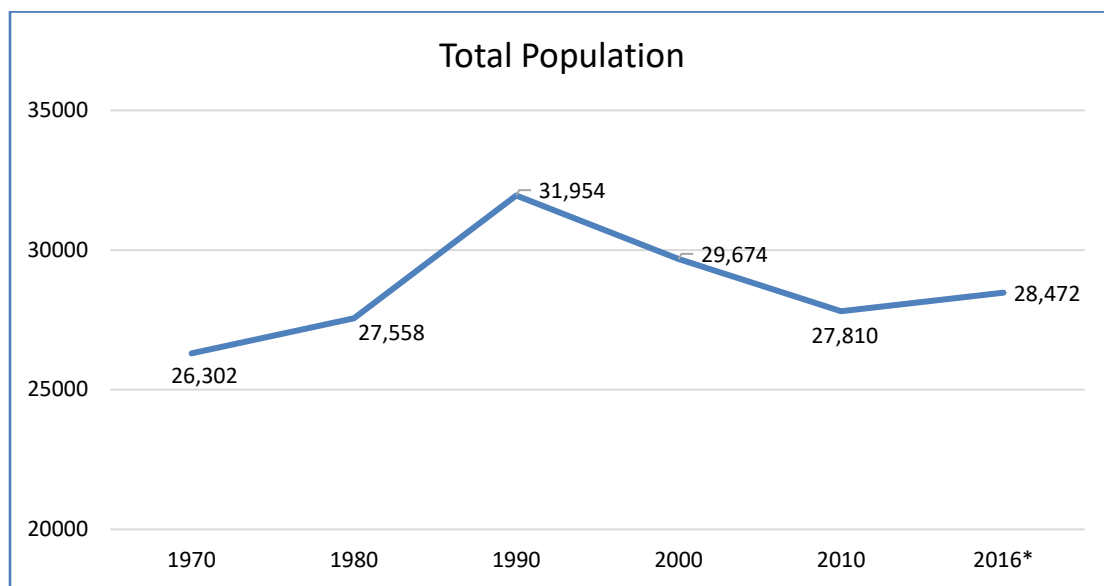
The income numbers for households with disabilities are not available at the same level as for senior and female-headed households. However, for reference, according to CHAS 2010-2014, 42 percent of those with a hearing or vision impairment, 47 percent of those with an ambulatory limitation, 46 percent of those with a cognitive limitation, and 45 percent of those with a self-care or independent living limitation in the city are lower income (80 percent or less of median income). Households with a disabled person, or single-person disabled households, also face many challenges, such as transportation and mobility, access to basic life necessities such as groceries and medical care, and housing that does not meet their accessibility needs. According to the ACS, approximately 10 percent of the Monterey population has a disability, with the vast majority of those persons being seniors (see **Figure 3.3**).

### 3.1.1.2 Demographic Trends

#### Population, Race and Ethnicity, and Age

Identifying the changes in a community's population can help to identify trends and potential needs that may not be evident in a snapshot of current demographics. For example, it is helpful to know if the senior population is growing, which may then require the provision of additional or increased services, or shrinking, which may allow a city to reduce services. The following figures review the total population and age range changes in Monterey from 1970 to 2016. These figures include data from the decennial census for 1970, 1980, 1990, 2000, and 2010, and include 2012–2016 ACS data numbers for the 2016 counts.

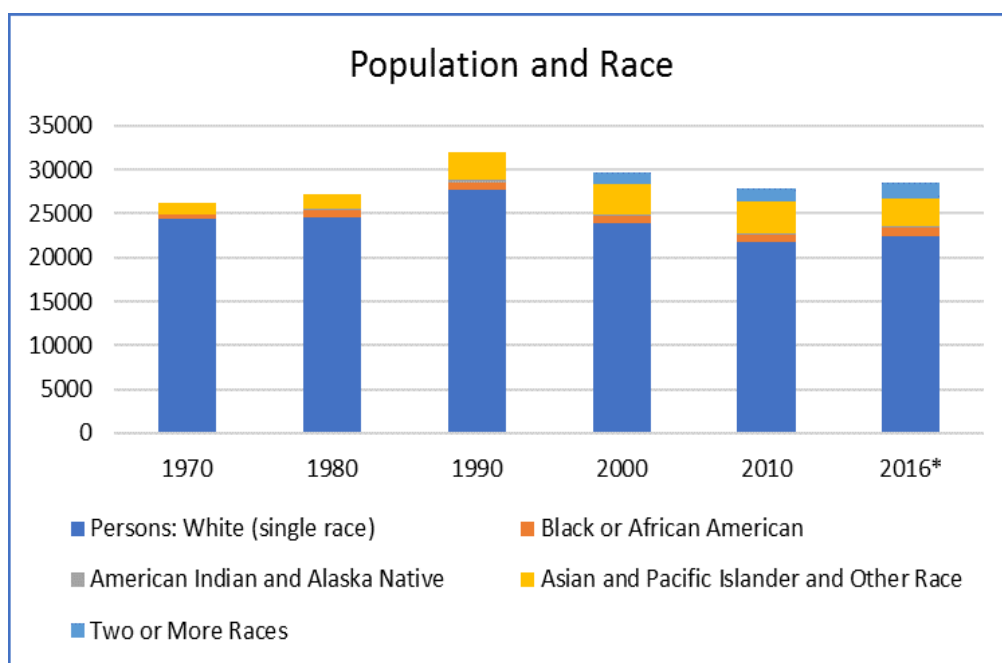
**Figure 3.10 Population Growth in Monterey**



Source 1970-2010 US Census; \*2012-2016 ACS.

As **Figure 3.10** shows, the population in Monterey increased by 8 percent between 1970 and 2016. **Figures 3.11** and **3.12** show how that population growth was distributed across race and ethnicity.



**Figure 3.11 Change in Population and Race, Monterey**

Source 1970-2010 US Census; \*2012-2016 ACS.

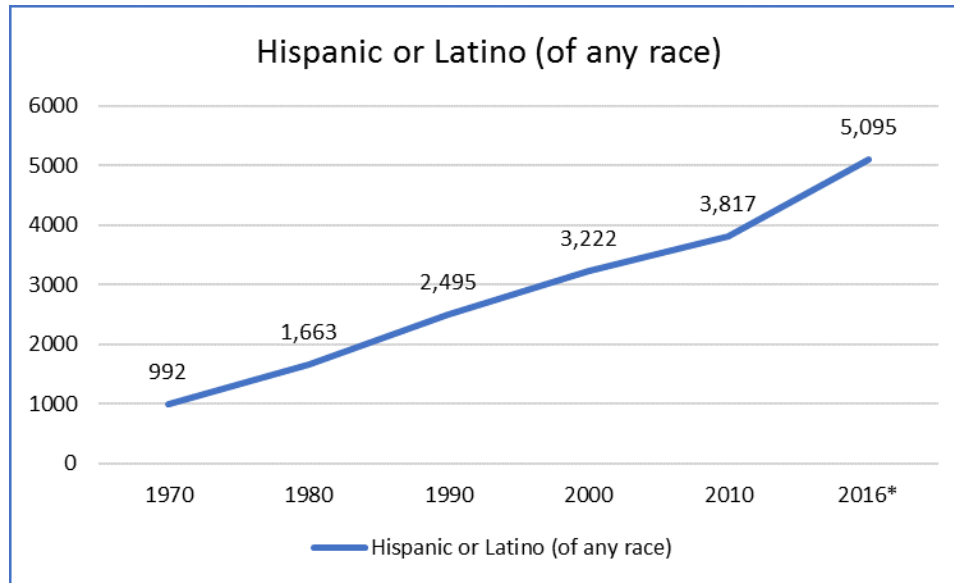
**Figure 3.11** shows the population distribution across race over the same time period. Over the years the US Census refined how race data was collected, adding some categories and splitting others to get more nuanced population counts. Multi-race categories were added in 2000, and the number of persons who identify as more than one race has been steadily, if slowly, increasing since. The most noticeable aspect of the chart above is the increase in population in 1990, including an increase in Asian and Pacific Islander households. Political unrest and a lack of economic opportunity in Asian countries encouraged immigration, especially to California, during the late 1970s and 1980s. As immigrant populations settled in cities across California, many Asian subpopulations migrated to areas and established homes where there were already family members, religious affiliations, or familiar communities.

Concentrations of first-generation immigrants bring both diversity and community character to an area but can also pose certain challenges. A lack of understanding of cultural traditions, past experiences, and limited shared language can make the provision of public services more difficult and uneven across populations. This can be even more of an issue if the public services are provided by organizations outside the community, where population distributions may be much different. Community outreach and education become vital to ensure that people who need services know where to find them, and that groups providing these services understand the needs of the different populations they serve.

**Figure 3.12** shows the changes in the Hispanic population over the last 46 years. The Hispanic population has grown threefold in Monterey since 1970. The Hispanic and Latino population of California has grown significantly during that same time frame. [Figure 3.13 displays the change](#)

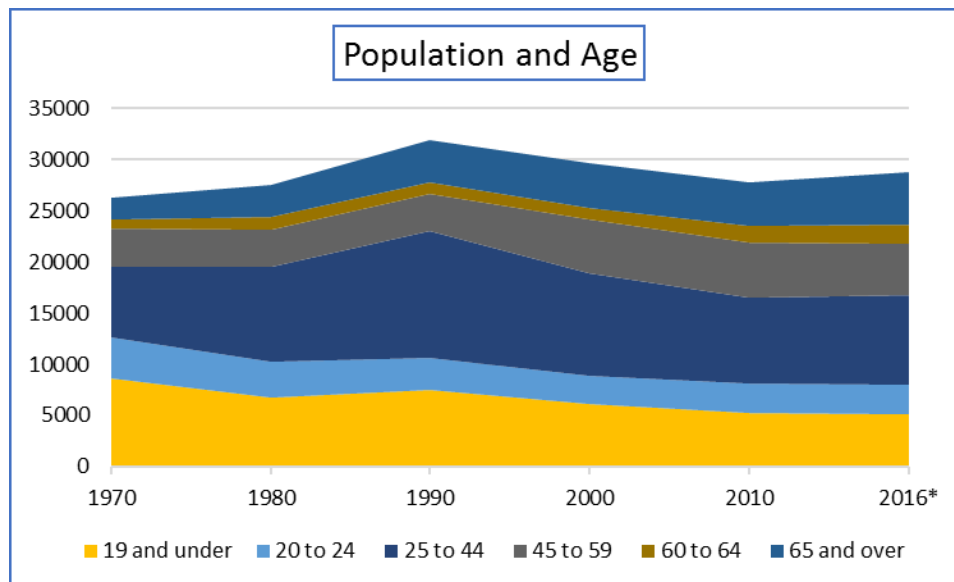
in population by age in the City between 1970 and 2016.

**Figure 3.12 Change in Hispanic or Latino Population, Monterey**



Source: 1970-2010 US Census; 2012-2016 ACS.

**Figure 3.13 Change in Population by Age, Monterey**



Source: 1970-2010 US Census; 2012-2016 ACS.

The changes in the distribution across age groups in Monterey reflect the changes seen in many semi-rural coastal cities in California. The aging baby boomer generation is apparent, and there

## Vulnerable Communities Needs Analysis

is a declining population of children under the age of 18. This is likely a combination of fewer families with children living in Monterey and possibly the result of families having fewer children in recent years. The growing over-65 population directly relates to a need for increased senior services. The decreasing under-18 population suggests that services may need streamlining or realignment, but that there is not a growing need.

**Table 3.3** looks at the changes in household type over the last several decades.

**TABLE 3.3 CHANGES IN HOUSEHOLDS BY TYPE IN MONTEREY**

Household Type		2000	2010	Percent Change
Total	Households	12,600	12,184	-3.3%
	Percent of total households	100.0%	100.0%	0.0%
Family households	Households	6,478	5,963	-7.9%
	Percent of total households	51.4%	48.9%	-2.5%
Family household with children under 18 years	Households	2,743	2,295	-16.3%
	Percent of total households	21.8%	18.8%	-2.9%
Married couple family	Households	4,981	4,690	-5.8%
	Percent of total households	39.5%	38.5%	-1.0%
Married couple family with own children under 18 years	Households	1,968	1,735	-11.8%
	Percent of total households	15.6%	14.2%	-1.4%
Female household, no husband present	Households	4,981	902	-81.9%
	Percent of total households	39.5%	7.4%	-32.1%
Female household with own children under 18 years	Households	553	403	-27.1%
	Percent of total households	4.4%	3.3%	-1.1%
Nonfamily households	Households	6,122	6,221	1.6%
	Percent of total households	48.6%	51.1%	2.5%
Householder living alone	Households	4,668	4,778	2.4%
	Percent of total households	37.0%	39.2%	2.2%
65 years and over	Households	1,387	1,432	3.2%
	Percent of total households	11.0%	11.8%	0.7%

Source: 2000, 2010 US Census.

**Table 3.3** reveals some interesting trends in household types. Between 2000 and 2010, “female household” and “female household with own children under 18” decreased dramatically (diminishing by 82 percent and 27 percent, respectively). During this period, the household type that became more prevalent at the most dramatic rate is “65 years and over,” which grew by 3 percent. Other household types which also became more prevalent during this time are “nonfamily households” and “householder living alone.” The data is not available at the same definitions in prior datasets, so it is difficult to know if this trend is new in the last 15 years, or if it has been longer in the making.

### 3.1.1.3 Projections

#### Regional Housing Needs Allocation

**Table 3.4** shows a projection of new housing units needed by income level from now until 2023. As shown, Monterey will need to build 650 new housing units to accommodate need, 378 of which would need to be affordable to moderate and low-income households.

**TABLE 3.4 REGIONAL HOUSING NEEDS ALLOCATION (RHNA) MONTEREY, 2015-2023**

	Extremely Low-Income Units <sup>1</sup>	Very Low-Income Units	Low-Income Units	Moderate-Income Units	Above Moderate-Income Units	Total Units
2015-2023 RHNA	78	79	102	119	272	650

Source: Association of Monterey Bay Area Governments, 2015-2023 Regional Housing Needs Allocation.

1. Extremely low-income allocation is equal to 50 percent of very low-income allocation.

#### Population Projections

The following section discusses population growth projections for the City that have been provided by the Association of Monterey Bay Area Governments (AMBAG) 2040 Metropolitan Transportation Plan/Sustainable Communities Strategy (“MTP/SCS”). However, the population projections are a planning tool used to help identify possible growth for the City, and are not intended to be accurate as they are only estimates. Multiple factors effect population growth. The most notable factor effecting growth for the City is the lack available water, which restricts development.

Although the City has historically grown with each decade since incorporation, the population has shown a decline in both the 2000 and 2010 census, following the closure of Fort Ord and the Great Recession, respectively. The projections discussed below show the potential for the City to grow, but the total population would still be less than the historic peak, which was reached in the 1990 census.

According to the Association of Monterey Bay Area Governments (AMBAG) 2040 Metropolitan Transportation Plan/Sustainable Communities Strategy (“MTP/SCS”), Monterey’s population is expected to grow moderately through 2040, with an average annual growth rate of 0.2 percent

between 2010 and 2035. Further, the city's population is projected to grow to 30,647 by 2035, representing an increase of 2,837 residents from the city's estimated 2010 population of 27,810.

The MTP/SCS also projects employment in the county, as divided into two areas, coastal and inland. Jobs across the coastal communities, including the city, are projected to have an increase from 52,698 jobs in 2010 to 69,903 jobs in 2035. These economic projections, like the housing projections, are subject to a number of factors, including water, and therefore are intended for planning purposes only.

**Table 3.5** shows the relationship between population and household size for Monterey and Monterey County. Monterey and the county are both projected to realize a slight increase in household size from 2010 to 2035.

**TABLE 3.5 POPULATION AND HOUSING PROJECTIONS IN MONTEREY AND MONTEREY COUNTY, 2010-2035**

Year	Monterey City			Monterey County		
	Population	Housing Units	People/Housing Units	Population	Housing Units	People/Housing Units
2010	27,810	13,584	2.0	415,057	139,048	3.0
2020	28,004	13,665	2.0	447,516	147,106	3.0
2035	30,647	14,001	2.2	495,086	157,992	3.1
2010-2035 Change	10.2%	3.1%	--	19.3%	13.6%	--

Source: 2018 Association of Monterey Bay Area Governments.

**Table 3.6** displays Monterey County population projections by age group for the years 2010 through 2030. Data on population projections by age was not available for the city alone. The California Department of Finance (DOF) prepares regularly updated population projections by county. These projections are published and used by many agencies in long-term planning efforts. According to the most recent Population Projections by Major Age Group report (2018) prepared by the DOF and available on the State Treasury department's website, the percentage of the overall population composed of younger age groups (preschool age) in Monterey County is projected to steadily decline by the year 2030, while the percentage of the older population (young retirees to seniors) are all steadily on the rise.

**TABLE 3.6 MONTEREY COUNTY POPULATION PROJECTIONS BY AGE GROUP, 2010-2030**

Age	2010		2020		2030	
	Number of People	Percent of Population	Number of People	Percent of Population	Number of People	Percent of Population
Preschool Age (0-4)	32,645	7.9%	31,245	6.9%	29,941	6.1%
School Age (5-17)	78,387	18.9%	85,225	18.7%	82,012	16.8%
College Age (18-24)	45,518	11.0%	49,568	10.9%	54,324	11.1%
Working Age (25-64)	213,572	51.5%	222,140	48.9%	232,339	47.5%
Young Retirees (65-74)	23,181	5.6%	39,038	8.6%	44,941	9.2%
Mature Retirees (75-84)	15,873	3.8%	19,754	4.3%	34,763	7.1%
Seniors (85+)	5,769	1.4%	7,629	1.7%	10,681	2.2%

Source: 2018 Department of Finance.

As described earlier in this section, the racial and ethnic composition of Monterey is markedly different than Monterey County and California. Projections for race and ethnicity were not available for the City of Monterey. Therefore, the projections for race and ethnicity which are available for Monterey County and California are not presented here.

### 3.1.2 UNIQUE NEEDS OF VARIOUS DEMOGRAPHIC GROUPS

#### 3.1.2.1 Groups Expected to Grow

According to the demographic trend data, there is one population group, which frequently need the support of public services, that can be expected to grow in the City of Monterey: seniors, aged 65 and over. The number of single-person households is also steadily increasing, according to the trend analysis. To the extent that the increase of single-person households overlaps with the increase in senior households, it can be expected that the number of seniors living alone will continue to increase. This is a population that generally benefits from access to public services, and services designed to help reduce health and safety risks faced by seniors living alone will likely see greater demand across Monterey.

#### 3.1.2.2 Unique Needs of Demographic Groups

##### Seniors

Seniors are the age group projected to grow the most over the next few years, and, if the trend of single-person households continues with the senior population as the primary driver, the need for public services and support can be expected to increase significantly. The needs of seniors overlap with the needs of some other groups; however, some needs are somewhat unique to the senior population.

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As the senior population also has a high incidence of disability, service accessibility will continue to be a major factor in successful delivery. Types of accessibility range from transportation to services and information accessible to persons with hearing and sight limitations. Those seniors who are also homeowners may have their own unique issues. As households age in place, regular household repairs and maintenance can become difficult, particularly for seniors on fixed incomes, and seniors with physical disabilities. Services that can help seniors remain in their homes for as long as possible also help save on the costs associated with institutionalization.

### 3.1.2.3 Monterey Advantages

Monterey does not have the same rates of lower-income senior households and lower-income single-mother households that many communities have. These two groups frequently need more support and assistance than other household types. The higher incomes for seniors compared with many other jurisdictions in California is likely due to their higher standard of living during their younger/non-retired years. However, despite higher incomes, the cost of living is higher in Monterey than in many other communities, which can place more of a burden on seniors, particularly those who do not own their own homes.

## 3.2 REGIONAL REVIEW

The purpose of this regional literature review is to inform the reader of research already completed on vulnerable communities in the Monterey region. It contains summaries of the existing documentation from government and academic or nonprofit sources to provide a more complete picture of the existing setting for vulnerable populations. This review will also show where gaps exist in the research for vulnerable populations, as well as which populations have previously received the most and least attention. It is desirable for all stakeholders (elected officials, business groups, community groups, citizens, etc.) and analysts involved to understand previous research on this topic. This understanding will help guide the identification of assessment strategies and the data needed to complete them.

The following sections describe what a vulnerable population is and the published work that addresses issues, services, and solutions related to vulnerable communities in Monterey.

### 3.2.1.1 What is a “Vulnerable Population”?

#### Definitions Related to Lower-Income and Vulnerable Populations

- **Extremely Low Income:** A household whose income does not exceed 30 percent of the median income for the area, as determined by the US Department of Housing and Urban Development (HUD), with adjustments for smaller or larger families.
- **Very Low Income:** A household whose income does not exceed 50 percent of the median income for the area, as determined by HUD, with adjustments for smaller or larger families.



## Vulnerable Communities Needs Analysis

- Low Income: A household whose income does not exceed 80 percent of the median income for the area, as determined by HUD, with adjustments for smaller or larger families.
- Seniors:
  - HUD definition: Persons 62 years of age or older.
  - State of California definition: Persons 62 years of age or older, or 55 years of age or older in a senior citizen housing development.
- Homeless: An individual who lacks a fixed, regular, and adequate nighttime residence; also, an individual who has a primary nighttime residence that is (i) a supervised publicly or privately operated shelter designed to provide temporary living accommodations, (ii) an institution that provides a temporary residence for individuals intended to be institutionalized, or (iii) a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.
  - Chronically homeless: A chronically homeless individual is a homeless individual with a disability who lives in a place not meant for human habitation, in a safe haven or emergency shelter, or in an institutional care facility. The individual must have lived in any of the above described places either continuously for at least 12 months or on at least 4 separate occasions in the last 3 years. Chronically homeless families are families with adult heads of households who meet the definition of a chronically homeless individual. If there is no adult in the family, the family would still be considered chronically homeless if the minor head of household meets all the criteria of a chronically homeless individual.
- AIDS patients: Individuals who are (1) HIV positive, (2) low income as defined by HUD, and (3) homeless or at risk of being homeless.
- Youth:
  - Transition Age Youth: Transition age youth are young people between the age of 16 (or 18) and 24 who are in transition from state custody or foster care and are at risk. When they turn 18, they can no longer receive the services.
  - At-Risk Youth: An at-risk youth (i) has an annual income below 30 percent of median household income for the area, as determined by HUD; (ii) does not have sufficient resources or support networks, e.g., family, friends, faith-based or other social networks, immediately available to prevent them from moving to an emergency shelter or another place; and (iii) meets one of the following conditions:
    - Has moved because of economic reasons two or more times during the 60 days immediately preceding the application for homelessness prevention assistance;
    - Is living in the home of another because of economic hardship;
    - Has been notified in writing that their right to occupy their current housing or living situation will be terminated within 21 days after the date of application for assistance;

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## Vulnerable Communities Needs Analysis

- Lives in a hotel or motel and the cost of the hotel or motel stay is not paid by charitable organizations or by federal, state, or local government programs for low-income individuals;
  - Lives in a single-room occupancy or efficiency apartment unit in which there reside more than two persons, or lives in a larger housing unit in which there reside more than 1.5 persons per room, as defined by the US Census Bureau;
  - Is exiting a publicly funded institution, or other system of care, e.g., a healthcare facility, a mental health facility, foster care or other youth facility, or correction program or institution;
  - Otherwise lives in housing that has characteristics associated with instability and an increased risk of homelessness.
- Persons with disabilities: A person with a physical or mental impairment that substantially limits one or more of the major life activities. The following are types of disabilities.
    - Cognitive: Intellectual disabilities, also known as developmental delay or mental retardation, are a group of disorders defined by diminished cognitive and adaptive development.
    - Ambulatory: This category includes people with varying types of physical disabilities including upper and lower limb(s) disability, issues with manual dexterity, and disability in co-ordination with different organs of the body. Disability in mobility can be either in-born, acquired with age, or the effect of a disease.
    - Hearing or Vision: This category includes people who are completely or partially deaf or completely or partially blind. Some other common vision impairments include scratched cornea, scratches on the sclera, diabetes-related eye conditions, dry eyes, and corneal graft.
    - Self-Care: Having any difficulty in doing any of the following activities: dressing, bathing, or getting around inside the home because of a physical, mental, or emotional condition lasting six months or more.
  - Veteran: Anyone who served or is currently serving in the military forces.

### Existing Research on Vulnerable Populations

Existing research on vulnerable populations falls into several categories:

- Gathered data, surveys, and demographic trends.
- Adopted plans and policies such as consolidated plans, action plans, and strategic plans.
- Research on particular populations or on topics including mental health, homelessness, poverty, healthcare, and academic performance.

While much of this information is available at a state, national, or international level, this literature review focuses on research specific to the City of Monterey and Monterey County.

### 3.2.1.2 Existing Literature

The existing literature on vulnerable populations in Monterey County primarily includes agency documents and academic papers. This section presents the existing literature and any key information and findings included in each.

#### Government or Agency Sponsored Literature

Housing Authority of County of Monterey Administrative Plan for the Housing Choice Voucher Program (HAMC, 2016)

This plan lays out how the Housing Authority administers the HUD Housing Choice Voucher Program, which provides rental assistance to recipients in Monterey County. It establishes policies and procedures for the program and its participants, which include low-income families and seniors.

Growing Older: A Resource Guide for Seniors (Office of Senator Anthony Cannella, no date [found on Monterey County Social Services Department website])

This resource guide was developed by State Senator Anthony Cannella's office for use by seniors in his district, which includes Monterey County and beyond. The guide provides resources and information on issues such as Social Security and Medicare, home care and housing options, legal and financial issues, and burial and bereavement.

California - Child and Family Services Review - County Self-Assessment, Monterey County (California Department of Social Services, 2014)

This report is a state-required self-assessment of the County's child welfare system. The report reviews environmental factors impacting Child Welfare/Probation and local performance data and gathers personal feedback from those most involved with Child Welfare/Probation. The goal of the self-assessment is of supporting Probation and other partners in caring for vulnerable and at-risk youth and to continue to work toward improving outcomes for those served by the child welfare system.

Housing Authority of County of Monterey 5-Year and Annual Plan (HAMC, 2015)

This plan summarizes how the Housing Authority will address the needs of extremely low-, very low-, and low-income households over the five-year period from 2015-2020. The goals addressed by the plan are:

- Expand the supply of assisted housing
- Improve the quality of assisted housing

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## Vulnerable Communities Needs Analysis

- Increase assisted housing choices
- Provide an improved living environment
- Promote self-sufficiency and asset development of assisted households
- Ensure equal opportunity and affirmatively further fair housing

### Housing Authority of County of Monterey FY 2018 Annual Plan and Supporting Documents (HAMC, 2018)

This most recent Housing Authority annual plan reports on the goals of the 5-Year Plan prepared in 2015.

### Monterey County Homeless Census and Survey Comprehensive Report (Monterey County and Applied Survey Research (ASR), 2017)

Every two years, during the last ten days of January, communities across the country conduct comprehensive counts of the local population experiencing homelessness. These counts measure the prevalence of homelessness in each community and collect information on individuals and families residing in emergency shelters and transitional housing, as well as people sleeping on the streets, in cars, in abandoned properties, or in other places not meant for human habitation.

## **Academic and Research Driven Literature**

### Aging and Disability Services Network – Monterey County 2016 Resources Guide

This guide includes contact information and a brief description of a large variety of services relevant to seniors and those with disabilities. It is available in English and Spanish. Categories in the guide include education and social services, employment services, family caregiver support services, healthcare services, housing services, financial assistance and taxes, veterans' services, and homeless services.

### Monterey County Homeless Services Resource Guide (Coalition of Homeless Service Providers/Community Action Partnership, 2016)

This is a guide to public and nonprofit homeless services in Monterey County. It includes over 50 resources including emergency shelter resources, community kitchens, transitional housing, rental support services, and ancillary services. It also specifically includes resources for AIDS patients and youth who are experiencing homelessness.

### SAM's Guide to Monterey County Family Resources (Susan A. McNelley, 2017)

This is a compilation of public and nonprofit resources for people who counsel families. The categories covered are expansive and include alcohol and drug counseling and treatment, domestic violence and sexual assault services, food distribution programs, homeless services,

job training and employment facilitation, mental health services, parent education and support, public health programs for low-income families, and special needs children.

2016/2017 Program Year Community Action Plan – Community Services Block Grant (Community Action Partnership, 2015)

This two-year plan maps out how services will be provided in Monterey County by Community Action Partnership under the Community Services Block Grant program. Community Action Partnership coordinates and collaborates with other local agencies and organizations to develop partnerships, maximize resources, and enhance existing service delivery systems. It works to identify gaps in service and advocate for the needs of low-income populations. It also serves as a lead agency on homeless issues.

Lead Me Home (Coalition of Homeless Service Providers, 2011)

A coordinated response to homelessness in Monterey and San Benito Counties. Solutions offered in the report focus on a housing first approach. The plan established the following priorities and corresponding strategies:

- Priority 1: Assure Access to Adequate Housing
  - Strategy A: Create a Comprehensive Housing Pipeline
  - Strategy B: Focus Housing Development on Target Populations
  - Strategy C: Identify New Funding Sources to Create Affordable Permanent Supportive Housing
  - Strategy D: Improve System-Level Interim Housing Outcomes
- Priority 2: Provide Services, Keep People Housed
  - Strategy A: System Level Services Integration
  - Strategy B: Enhance and Integrate Services at the Client Level
  - Strategy C: Improve Access to Mainstream Benefits
- Priority 3: Support Economic Stability
  - Strategy A: Launch Employment First Coordinated with Housing Support Services
  - Strategy B: Strengthen Job Development Capacity and Increase On-Site Support Following Job Placement
  - Strategy C: Pursue Economic and Community Development Opportunities That Will Create New Jobs for Homeless or Formerly Homeless Persons

## Vulnerable Communities Needs Analysis

- Strategy D: Enhance Access to Mainstream Benefits (GA, TANF, VA Benefits, SSI/SSDI, SNAP, CalFresh, Medi-Cal, Medicare)
- Priority 4: Return to Housing
  - Strategy A: Plan for Stability Prior to Release
  - Strategy B: Implement Alternatives to Arrest and Incarceration
  - Strategy C: Create Universal Health Care Discharge Policies
  - Strategy D: Transition Aged-Out Foster Youth to Housing and Income Stability
- Implementation: Organize Resources; Govern a Network
  - Strategy A: Develop Resources and Formalize Support for Plan Implementation
  - Strategy B: Identify Funds to Implement Plan Initiatives
  - Strategy C: Establish Outcomes Measures and Track Progress
  - Strategy D: Annually Evaluate Success in Addressing Homelessness and Progress in Plan Implementation. Use Analysis to Guide Planning and Program Development, Facilitate Continued Improvement, and Inform Funding Allocations.

### 3.2.1.3 Vulnerable Populations Knowledge Analysis

There is a substantial amount of information regarding persons experiencing homelessness and for extremely low-, very low-, and low-income residents. Some information was found for AIDS patients, youth, those with disabilities, seniors, and veterans, but adequate coverage is still lacking.

### 3.2.1.4 Conclusion

This literature review provides a baseline assessment of the research and resources available on vulnerable populations in the City of Monterey.

## 3.3 COMMUNITY OUTREACH

While local governments attempt to respond to economic and demographic changes that can have dramatic impacts on the fabric of the community, communication and public feedback are the most effective ways to evaluate whether governmental efforts are successful. That feedback helps governments identify community priorities and establish programs and projects to help address the most severe community needs.

The community outreach strategy for this analysis focused on actively engaging community stakeholders, including City and County officials; local business representatives; service

providers; public, private, and nonprofit housing development entities; and community residents. The two primary outreach approaches were a web-based community survey (also available in printed format) and stakeholder engagement, which consisted of a forum and telephone interviews.

### **3.3.1 COMMUNITY SURVEY**

A web-based community survey (also available in printed format) was used to gather feedback from a variety of community members. The survey was available in both Spanish and English and received a total of 229 responses. Key findings are described below. A copy of the survey form is available in Appendix B, more detailed survey responses are available in Appendix C, and a complete set of raw survey response data is available in Appendix D.

Most respondents lived within the City of Monterey, and also identified themselves as having a variety of other roles within the community, whether they worked in the City, volunteered, went to school there or had second homes there. The respondents tended to be older members of the community, and nearly all answered the survey in English. A majority of respondents had not accessed most of the social service types mentioned in the survey themselves, but several were aware of the services provided because of their volunteer work or because of the experiences of family members or friends.

Tensions between incomes and the cost of essential services were central to the common themes among responses. Many respondents expressed a need for increased homeless and housing services in the City. Other services that respondents felt the City needed more of included drug-abuse prevention and treatment services, medical services for seniors, and caregiver services for people with disabilities.

When asked about how they find out about available services, the responses indicated that internet searches and referrals from family members or friends were by far the most commonly used, which may inform the way service agencies choose to perform outreach.

### **3.3.2 STAKEHOLDER ENGAGEMENT**

The stakeholder engagement consisted of a forum and several telephone interviews. The forum was on March 19, 2019, in conjunction with the regular meeting of the Coalition of Homeless Service Providers (CHSP). The CHSP and its agency members serve low-income and homeless individuals and families of all races and ethnicities throughout Monterey and San Benito counties. Their mission is to eliminate homelessness in those counties by promoting interagency coordination to develop and sustain a comprehensive system of housing and support services designed to maximize the self-sufficiency of individuals and families.

At the forum, the following questions were asked of the group:

- Who has the greatest need in the City of Monterey in lower-income and other vulnerable communities?



- What gaps in services for the homeless or other vulnerable lower-income groups exist in Monterey?
- What services have been most successful in serving vulnerable communities in City of Monterey? What are those service providers doing right?
- What would success look like? What aspirational solutions would you like to see implemented?

In March and April 2019, eight telephone interviews were conducted with individual stakeholders, including CHSP members who were unable to attend the forum and representatives from organizations that are not a part of CHSP but are service providers for the City (and receive CDBG funds from the City). The same questions were asked in each telephone interview.

A summary of the most frequently represented themes that emerged from the stakeholder engagement is below.

### **3.3.2.1 Needs and Service Gaps**

#### **Housing and Homelessness**

Lack of affordable, secure, and safe housing was a dominant theme in feedback. The high cost of living in the city not only causes housing to be unstable or unavailable, but this housing cost burden also makes it difficult for residents to afford medical care, transportation, and healthy food. Landlords in Monterey don't always accept Housing Choice Vouchers (Section 8) vouchers, and housing that is available to low-income residents may not be safe or well maintained. Lower-income residents are less likely to have the resources (either time or money) available to push landlords to make improvements. Short-term and transitional rental assistance is also needed to serve immediate housing needs.

Seniors on fixed incomes may not have the resources necessary to maintain the homes they live in, which may be too large for them or may not have been adapted for people with limited mobility. Those who have moved to assisted living facilities also require assistance performing deferred maintenance on their homes.

Service provider stakeholders identified many barriers their clients face that keep them from using existing shelter services, such as having dogs or needing to store belongings. They also identified that men have a harder time accessing short-term housing such as shelters and hotels, and that those who are unsheltered have difficulty accessing safe camping spaces, showers, or laundry facilities. One stakeholder mentioned the difficulty that people from immigrant communities face in accessing services because of a fear that members of their family will be targeted by immigration officials if they attempt to access services (even if they themselves are residing in the country legally). Specific subgroups within the homeless population were identified, such as veterans and seniors, and stakeholders identified the VA service model as one to emulate. Services designed for individuals who are transient but don't identify as

homeless are also needed. One service provider also discussed the need for additional training for police officers in how to deal with chronically homeless individuals.

The lack of an emergency shelter in the City of Monterey was identified as a barrier to accessing shelter and related services, as often those who don't have access to housing also struggle with access to transportation. Service providers also identified the need to address the underlying causes of homelessness rather than just addressing its symptoms.

### **Making Services and Housing Available in the Community**

More generally, the distance residents of Monterey typically need to travel to receive services was identified as an issue that kept many groups from receiving care. Because more social services are located in Salinas, Seaside, or other cities across the county, those who live in Monterey typically need a car to access them, which is a major expense. A forum participant specifically called out the tourism industry and services for "local retirees" as employment sectors whose employees can't afford to live close to their place of work. One interviewee recommended including active transportation in the General Plan's Health Element and finding ways to improve nonautomotive transportation access, not only as a way to encourage a more active lifestyle but also to decrease transportation costs for residents.

Service providers noted the disadvantage that Monterey faces with many current program funding models, as they have a lower population than Salinas and therefore receive less funding. More support for the Monterey Homeless Exchange was also identified as a funding need.

### **Health Care**

Service providers described the difficulty that low-income seniors experience when trying to access services like assisted living, nursing homes, or in-home care. This is particularly true for those using Medi-Cal, as Medi-Cal does not currently cover assisted living, meaning that seniors would need to enter a nursing home in order to have their services covered. Stakeholders also noted that Medi-Cal and Medicare coverage gaps (and eligibility gaps) exist for those with mental illness or chronic illnesses who can't afford services on their own. This includes services for people living with Alzheimer's, ALS, and limitations caused by stroke. There is a need for more transitional care services and convalescence beds for those recovering from hospitalization. Stronger connections between the hospital and mobile clinic would also provide more access to care for those who can't or won't visit the hospital.

### **Youth Services and Childcare**

Stakeholder responses included input about the needs of lower-income youth and children, particularly those transitioning out of foster care. There aren't enough places for youth to spend time outside of school, which they need, and children/youth have trouble accessing needed health services. Additionally, students who don't have reliable access to nutritious food have decreased performance in school and other behavioral problems such as truancy. In-school services, such as mental health, were highlighted as a point of success, as were programs that

## Vulnerable Communities Needs Analysis

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provided engaging, fun places for young people to go while also making services available to those youth.

Stakeholders also identified low-income college students as a group of younger adults with unmet needs.

The need for affordable childcare was addressed during the forum and interviews. This can compound difficulties related to the time required to visit and apply for social programs. One interviewee specifically called out the expense of caring for a special-needs child as a challenge for lower-income families.

### 3.3.2.2 Successes and Aspirational Solutions

#### Homelessness and Housing

Service providers identifying successes and potential solutions also focused on housing and homelessness services. They identified policy solutions related to the construction or renovation of new units, including the development of single-room occupancy units (SROs) or boarding houses, tiny houses, accessory dwelling units, and trailers. Stakeholders recommended changes to zoning that would increase density or other policies that would increase the number of units available within the city for residents at all income levels. This included policies around conversion of buildings like motels to long-term residences and vacancy taxes on second homes to prevent home vacancy. Interim, Inc.'s "master tenant" subleasing program was called out as a particularly successful supportive housing model.

#### Coordination of Services

Stakeholders identified areas where coordination between service providers is particularly important, especially during transitional times such as when a formerly homeless person transitions into long-term housing or where health and housing programs can be interconnected. "One-stop shop" models were identified as potentially useful, as were health and housing integration programs or diversion programs in other counties.

Forum participants suggested the economic benefits of providing proactive rather than emergency services for the chronically unsheltered and would like to see more organizations represented in the Monterey Homeless Exchange.

#### Community Engagement and Local Leadership

Services located in the community and services that engaged other community members were identified as models to emulate. Several stakeholders identified the importance of hiring people who are familiar with the issues faced by the vulnerable communities due to their shared experiences (not relying on "experts" from out of town who have learned about the issues distantly). Similarly, providing services within the community or bringing the services directly to those who need them was a common element of successful programs. The Center for Independent Living was identified as having been particularly successful using this strategy.

Community engagement was also a common theme in the descriptions of success. Churches were identified as a successful organizing force for providing social services and engaging the community in the process. Face-to-face, interpersonal connection came up in many stakeholders' descriptions of successful programs. This type of engagement was identified not only as a way to keep program recipients from feeling isolated (particularly an issue among seniors) but also to change the mindset of the community overall. However, one participant warned that finding volunteer labor can be a challenge in an environment where most households require more than one income to meet their needs.

### Lowering Barriers to Access

Participating service providers described programs that intentionally lowered barriers to access (either in terms of eligibility, location, or the application process) as a point of success. A forum participant called out the "Treatment on Demand" model that is no longer in extensive use as having been successful for providing drug treatment.

## 3.4 EXISTING SERVICES INVENTORY

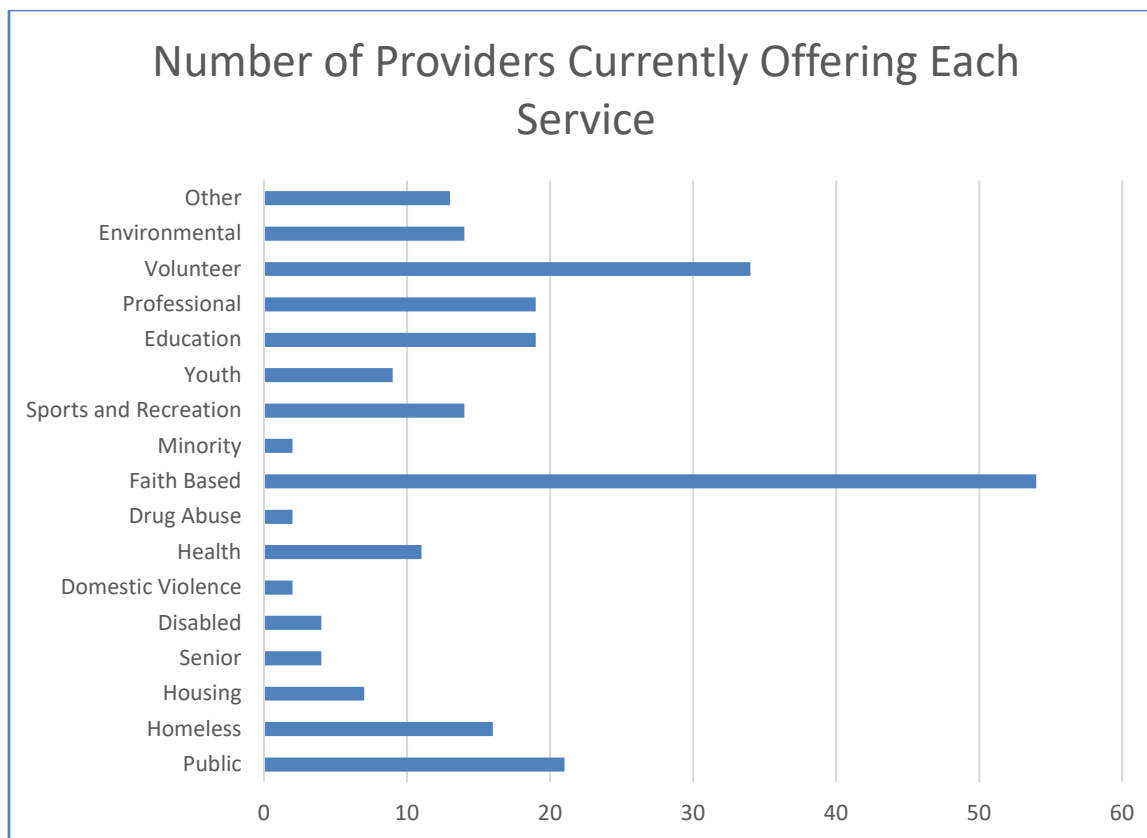
The following narratives provide an overview of 245 existing public service providers in the City of Monterey, along with information about their programs, clientele, service areas, and the location where Monterey residents are served. This information was compiled from the organizations' websites, and responses to questions via phone and email. **Appendix A, Organization Details**, includes details on each organization. After the summary of existing service providers, this section discusses geographic access, current funding sources, and partnerships.

### 3.4.1 PUBLIC SERVICE PROVIDER PAST PERFORMANCE

The City has a legacy of consistently monitoring the organizations that receive funding to ensure that they comply with all regulations governing their administrative, financial, and programmatic operations; and to ensure that they achieve their performance objectives on schedule and within budget. City staff require regular reports from federally funded public service providers. These include quarterly and annual reports that track information required by HUD for CDBG reporting.

### 3.4.2 SERVICE TYPES SUMMARY

**Figure 3.14, Services Tally**, shows the number of service providers and their particular types of services. It is a roll-up count of the information in **Appendix A**, which lists service providers by name and the types of services they provide. **Appendix A** also identifies whether each provider has a location in Monterey. As seen in **Figure 3.24**, 54 organizations are faith-based, 34 organizations offer volunteer opportunities including in the arts, and 21 are public agencies or funded by the City of Monterey. Services and opportunities focusing on professional development, education, homeless services, sports, and environmental issues are also offered by relatively high numbers of providers. There is currently only one provider offering drug abuse recovery services, and only two specifically serving ethnic minority groups.

**Figure 3.14 Services Tally**

Source: Michael Baker International 2018.

### 3.4.3 SERVICE PROVIDER GROUPS

#### 3.4.3.1 Public Services Providers

There are 21 service providers serving Monterey that are public agencies or funded by the City of Monterey. These providers administer food and meal programs, after-school and youth programs, art and sports activities, community events, and services to senior, veteran, and homeless populations. These programs are publicly funded primarily through City and County funding and grants.

#### 3.4.3.2 Homeless Service Providers

In addition to some of the public service providers above, 16 organizations that are part of the Coalition of Homeless Service Providers provide homeless services in the Monterey area. They are located in Salinas, Hollister, Foster City, Monterey, and Watsonville.

### **3.4.3.3 Housing Service Providers**

There are eight housing service providers. Housing services include Housing Choice Vouchers (Section 8) housing and senior housing as well as fair housing services and mediation. Three locations are Section 8 housing owned by Interim, Inc.

### **3.4.3.4 Senior Service Providers**

In addition to those funded by the City of Monterey and the Van Buren Senior housing, four providers specialize in serving Monterey seniors. Services include transportation, legal assistance, medical assistance, personal attendants, financial assistance, and companionship for senior residents. Most of the programs are funded through donations, sponsorships, and grants, with a few charging a modest fee for services.

### **3.4.3.5 Disabled Service Providers**

Four organizations provide services to disabled residents. Two of these specialize in a particular disability (vision impairment and Alzheimer disease), and two specialize in children and youth with disabilities. Services include financial assistance, resources, support groups and counseling, and educational programs for people with disabilities and their families or caretakers.

### **3.4.3.6 Domestic Violence Service Providers**

There are only two providers for domestic violence assistance in the Monterey area, the Rape Crisis Center and YWCA.

### **3.4.3.7 Health Service Providers**

Ten service providers specialize in health care or medical needs. Services include aid with specific diseases and disorders (AIDS and cystic fibrosis), pregnancy care, DNA screening for hereditary cancer, and general services such as medical services, financial assistance, education and support, and home health care. One organization solely provides aid to indigent people from other countries. Funding for these services is primarily secured through sponsorships, donations, and grants.

### **3.4.3.8 Drug Abuse Service Providers**

There are only two organizations providing addiction recovery services, including counseling, resources, support, and rehabilitation.

### **3.4.3.9 Faith-Based Service Providers**

There are 54 faith-based organizations in the Monterey area. These organizations provide a wide variety of services including spiritual counseling, food pantries, homeless services, and free or low-cost social events.

### **3.4.3.10 Minority Service Providers**

Two providers offer services to specific minority populations: one Chinese and one Italian.

### **3.4.3.11 Sports and Recreation Service Providers**

Fourteen sports and recreation groups organize sports teams, events, and education. Swimming, baseball and softball, and soccer teams are located in or near Monterey. Additionally, there are two organizations that provide scholarships, financial assistance, and equipment for low-income youth and teams. There is also one ballet school, a roller derby team, and an annual cycling festival serving the area. These groups all receive funding through sponsorships, registration fees, and donations.

### **3.4.3.12 Youth Service Providers**

Nine organizations support youth development and activities. Most of these include education and development, including leadership training, health education, arts and music, science, and general tutoring. After-school and summer programs are offered by two service providers. Funding for these organizations is mostly through fundraisers and donations, as well as some membership fees or sponsorships.

### **3.4.3.13 Education Service Providers**

There are 19 nonprofit schools or educational facilities serving Monterey. Many of these are educational institutions and do not offer services to residents not enrolled in their programs. Most offer scholarships and academic events, and some provide after-school programs. Four organizations provide funding for a specific school, and five provide funding, scholarships, and endowments for general education. All of these providers are funded through donations and sponsorships.

### **3.4.3.14 Professional Service Providers**

Nineteen associations and organizations serve specific professions by providing education, training, support, and networking.

### **3.4.3.15 Volunteer Service Providers**

There are 34 general volunteering or community service providers in the Monterey area. These organizations offer general community assistance and volunteer opportunities, including fundraising and financial assistance to local groups and nonprofits, grant and scholarship giving, and volunteering efforts that aid the Monterey peninsula. This group includes arts and community organizations such as choirs, symphonies, and other nonprofits that provide opportunities for youth to participate in music and arts programs. These groups rely on donations, fundraising, and membership fees for funding.



### **3.4.3.16 Environmental Service Providers**

Fourteen environmental groups advocate for sustainable practices and preservation of marine and terrestrial habitats. Environmental education, resource protection, research, and advocacy are the primary services of these groups. Two organizations manage animal shelters and fostering, and one provides pet supplies and veterinary services for low-income residents. These programs are funded through partnerships, membership and service or event fees, and donations. A few also receive grants related to research, preservation, and educational programs offered to the public.

### **3.4.3.17 Other Service Providers**

Thirteen providers offer services that do not fit into one of the above categories, including hosting community events, offering mental health services, and supporting a specific organization's efforts. Fundraising, fees, and donations fund these providers.

### **3.4.3.18 Geographic Coverage**

Of the providers researched, 167 have locations in the City of Monterey. Another 45 are in Seaside, and 21 are located in Salinas. A few providers are located in Carmel-by-the-Sea, Pacific Grove, and Hollister, and other communities in the Monterey Bay area.

### **3.4.3.19 Funding of Existing Service Providers**

Some of these service providers have a single source of funding while others compile funding from multiple sources. There are pros and cons to each method. An advantage of receiving funding from a single source is lower administrative costs associated with tracking and reporting. Another advantage is that there is only one set of requirements to learn and follow. The main disadvantage of having a single source of funding is that it is not as stable; if that source disappears, it could have grave consequences for the organization.

The pros and cons of multiple funding sources are the opposite of having a single funding source. Onerous tracking and reporting can lead to high administrative costs. Having multiple sets of requirements to learn and follow can be a burden for a nonprofit organization with a tight budget. Furthermore, sometimes those requirements can conflict with one another and reduce efficiency. The pros of multiple funding sources are similar to a diversified portfolio. The organization is not as vulnerable to the fluctuations of any given funding source. Additionally, funders often prefer organizations with diversified funding, as it suggests a more stable and regular revenue flow and will recommend these organizations for new or additional funding when it is available.

Some of the service providers summarized above have many programs and sometimes many locations. This complexity makes it difficult to parse out information and answer questions such as how much the organization spends per client.

### 3.4.3.20 Partnerships

Some organizations collaborate with a long list of other nonprofits and governmental agencies, while some operate more independently. There may be an opportunity to improve this coordination and create inter-partner leveraging. For example, if two organizations are each collaborating with a third organization independently, these relationships could be leveraged to create a three-way collaboration.

## 3.5 HOUSING ASSESSMENT

This section evaluates characteristics of the existing housing stock and housing trends, including pricing, sales, and inventory, and the affordability of housing options in Monterey. This assessment includes:

- An analysis of current housing conditions, including the extent of any housing problems and the rate and relative severity of the most common housing deficiencies, contrasting homeowners and renters.
- Comparative analysis of the population's housing needs and ability to pay for housing costs.
- Information on housing costs compared to income levels to determine appropriate rental rates, viability of homeownership projects, groups most in need, and median housing costs.
- Financing considerations, including availability of subsidized housing, down payment funds, and mortgage lending issues.

Based on this analysis of data, this section identifies unmet housing needs specific to Monterey's unique characteristics and the vulnerable populations residing in the city.

**Table 3.7** lists the types of housing in Monterey in 2018. According to the 2010 Census, there were 13,584 housing units in the city. As of January 1, 2018, the Department of Finance (DOF) estimates that there were 13,662 housing units in Monterey.

As indicated in **Table 3.7**, the majority of housing units in Monterey are single-family detached residences, representing 43 percent of all housing units. By comparison, 58 percent of the total housing units in California were single-family detached residences in 2018. Additionally, Monterey has a lower percentage of mobile homes than the state overall (0.4 percent versus 4 percent for California). Multifamily development with five or more units experienced both the greatest percentage increase between 2010 and 2018 (0.8 percent), and single-family detached units experienced the greatest numerical increase (43 units). Both of these increases were quite small. All other housing types remained unchanged.

**TABLE 3.7 HOUSING UNIT TYPE, CITY OF MONTEREY**

Housing Unit Type	2010		2018		Percentage Change, 2010–2018
	Number	Percentage	Number	Percentage	
Single-Family Detached	5,861	43.1%	5,904	43.2%	0.7%
Single-Family Attached	830	6.1%	830	6.1%	0.0%
2-4 Units	2,618	19.3%	2,618	19.2%	0.0%
5+ Units	4,226	31.1%	4,261	31.2%	0.8%
Mobile Homes	49	0.4%	49	0.4%	0.0%
<b>Total</b>	<b>13,584</b>	<b>100.0%</b>	<b>13,662</b>	<b>100.0%</b>	<b>0.6%</b>

Source: Department of Finance (DOF) 2018, Report E-5.

### 3.5.1 VACANCY RATE

The vacancy rate measures the overall housing availability in a community and is often a good indicator of how efficiently for-sale and rental housing units meet the current demand for housing. As shown in **Table 3.8**, the U.S. Census Bureau subdivides categories of vacant units to differentiate between for-sale housing and for-rent housing that are vacant, homes that are used seasonally, recreationally or occasionally and other types of vacant homes, including homes that have been sold or rented but not yet occupied, homes that are intended for migrant workers, homes that are held for occupancy by a caretaker or janitor, and units held for personal reasons of the owner.

According to the U.S. Census Bureau’s 2013-2017 5-Year American Community Survey, 12 percent of housing units in Monterey were vacant, but the homeowner vacancy rate in Monterey was 3 percent, and the renter vacancy rate was 6 percent. The difference between the overall vacancy rate and owner and renter and vacancy rates can largely be attributed to the high number of homes that are used seasonally, recreationally or occasionally, due to Monterey’s status as a vacation destination.

A vacancy rate of 2 percent for ownership housing and 5 percent for rental housing is generally considered healthy and suggests that there is a balance between the demand and supply of housing. A lower vacancy rate may indicate that households are having difficulty finding housing that is affordable, leading to overcrowding or overpayment. The City of Monterey’s ownership vacancy rate of 3 percent is slightly higher than the healthy rate of 2 percent and its rental vacancy rate of 6 percent is slightly higher than a healthy rate of 5 percent. This indicates that while some people can afford local housing prices, market-rate sale prices and rents may be unaffordable to lower-income residents.

**TABLE 3.8 HOUSING UNITS BY TYPE AND TENURE, 2017**

Housing Unit Type	City of Monterey	
	Number	Percentage
Occupied Housing Units	11,726	87.7%
Vacant Housing Units	1,645	12.3%
Vacant for Seasonal Use	800	6.0%
Other Vacant	845	6.3%
Percent Seasonal Use Units (as a percent of vacant units)	--	48.6%
Percent Seasonal Use Units (as a percent of all units)	--	6.0%
Homeowner vacancy rate	--	3.1%
Renter vacancy rate	--	6.0%
<b>Total</b>	<b>13,371</b>	<b>100.0%</b>

Source: ACS 2013–2017.

### 3.5.2 AGE OF HOUSING STOCK

Based on projections from the City’s 4th-round housing element and conversations with staff in the City’s Building Division, it is estimated that as of 2015, the city had approximately 880 units with serious deterioration, 2,140 units were clearly declining, and 4,830 units had deferred maintenance. There are two primary contributors to deterioration: age of housing stock and the number of long-term homeowners who have difficulty affording maintenance and repairs. An estimated 46 percent of the city’s housing is over 45 years old (see **Table 3.9**). The accepted standard for major rehabilitation is after 50 years. Therefore, an estimated 6,654 housing units may require rehabilitation by 2023.

**TABLE 3.9 CITY OF MONTEREY AGE OF HOUSING STOCK**

Year Built	Number of Units	Percentage of Total
1939 or earlier	1,626	11%
1940-1959	3,625	25%
1960-1969	2,466	17%
1970-1979	3,117	22%
1980-1989	1,757	12%
1990-1999	934	6%
2000-2009	846	6%
<b>Total</b>	<b>14,371</b>	<b>100%</b>

Source: U.S. Department of Commerce, Bureau of the Census, 2000 Census Report; American Community Survey, 2013.

### 3.5.3 HOUSING PROBLEMS

The cost of housing relative to the income of residents in a given area serves as an indicator of the extent of housing problems in that community. For example, if housing costs are high relative to median household income, there tends to be a prevalence of excessive cost burden and overcrowding. As mentioned earlier, the city struggles to find a balance with accommodating second homeowners and vacation homeowners while meeting the needs of its permanent residents. Natural market forces have placed significant cost burdens on local residents, limiting opportunities to both rent and own in Monterey. Cost burdens often put a strain on the ability to pay for quality housing, and some residents may tolerate poorer living conditions as a result.

As shown in **Table 3.10**, in 2015 approximately 1,145 extremely low-income households resided in the City of Monterey, representing 10 percent of the total households. The majority of extremely low-income households are renters (85 percent) according to HUD's Comprehensive Housing Affordability Strategies (CHAS) database. Extremely low-income households experience a high incidence of housing problems. For example, 74 percent of extremely low-income households faced a cost burden greater than 30 percent of income, as compared to the total population, where 42 percent of total households put more than 30 percent of their income toward housing costs.

**TABLE 3.10 COST BURDENS FOR ALL HOUSEHOLD, 2015**

	Extremely Low (30% or less of HAMFI)	Very Low (> 30% to 50% HAMFI)	Low (>50% to 80% HAMFI)	Partial Moderate (> 80% to 100% HAMFI)	Above Moderate (> 100% HAMFI)	Total Households	Lower Income Households (80% or less of HAMFI)
Ownership Households	170	290	570	230	2795	4050	1,030
Overpaying Owner Households	125	230	340	150	430	1275	695
Percentage of Overpaying Owners	73.5%	79.3%	59.6%	65.2%	15.4%	31.5%	67.5%
Renter Households	975	740	1225	935	3860	7735	2,940
Overpaying Renter Households	720	615	1045	485	835	3700	2380
Percentage of Overpaying Renters	73.8%	83.1%	85.3%	51.9%	21.6%	47.8%	81.0%
Total Households	1145	1030	1795	1165	6655	11785	3970
Total Overpaying Households	845	845	1385	635	1265	4975	3075
Percentage of Total Overpaying Households	73.8%	82.0%	77.2%	54.5%	19.0%	42.2%	77.5%

Source: U.S. Department of Housing and Urban Development, 2006-2015 CHAS Data Set.

### 3.5.4 OVERPAYMENT

Definitions of housing affordability can vary, but in general a household should pay no more than 30 percent of its monthly income on housing costs. Households that pay more than this are considered “cost-burdened,” and households that pay more than 50 percent are considered “severely cost-burdened.” Measuring the number of households paying more than these percentages helps define an area’s affordability problem. **Table 3.10** displays overpayment by tenure information. 74 percent of households earning 30 percent or less of the HAMFI spent more than 30 percent of their income on housing costs. In addition, 82 percent of households earning between 30 and 50 percent HAMFI and 77 percent of households earning between 50 and 80 percent HAMFI were also burdened by the cost of housing. More renter households were burdened by overpayment across income categories (32 percent for owners and 48 percent for renters). Overpayment is an issue for a large majority of lower-income Monterey residents.

### 3.5.5 AFFORDABILITY

The cost of borrowing money to finance the construction of housing or to purchase a house affects the amount of affordable housing in the City. Fluctuating interest rates can eliminate many potential homebuyers from the housing market or render a housing project infeasible that could have been successfully developed or marketed at lower interest rates.

**Table 3.11** illustrates the prices of a home a household may qualify for based on their annual income and the size of the household. According to the California Association of Realtors, the median sale price of an existing single-family home sold in Monterey County within June of 2019 was \$640,500. Based on the estimates of housing price affordability below, this home price would be much higher than the affordable price for a homeowner making 120 percent of the median income. These estimates also assume that the borrower has good credit and no other debts. According to the American Community Survey, in 2017, only around 17 percent of households in the City would be able to afford a home priced at \$640,500.

**TABLE 3.11 LOAN AMOUNT BY ANNUAL HOUSEHOLD INCOME**

Extremely Low-Income (Households at 30% of Median Income)				
Household Size	1	2	3	4
Annual Income Limit	\$17,050	\$20,050	\$22,550	\$25,100
Monthly Income	\$1,421	\$1,671	\$1,879	\$2,092
Maximum Purchase Price <sup>1</sup>	\$32,391	\$47,353	\$59,822	\$72,540
Very Low-Income (Households between 31 and 50% of Median Income)				
Household Size	1	2	3	4
Annual Income Limit	\$29,250	\$33,400	\$37,600	\$41,750
Monthly Income	\$2,438	\$2,783	\$3,133	\$3,479
Maximum Purchase Price <sup>1</sup>	\$92,890	\$113,510	\$134,379	\$154,999
Low-Income (Households between 51 and 80% of Median Income)				
Household Size	1	2	3	4
Annual Income Limit	\$46,800	\$53,450	\$60,150	\$66,800
Monthly Income	\$3,900	\$4,454	\$5,013	\$5,567
Maximum Purchase Price <sup>1</sup>	\$180,092	\$213,135	\$246,426	\$279,468
Moderate-Income (Households between 81 and 120% of Median Income)				
Household Size	1	2	3	4
Annual Income Limit	\$58,050	\$66,300	\$74,600	\$82,900
Monthly Income	\$4,838	\$5,525	\$6,217	\$6,908
Maximum Purchase Price <sup>1</sup>	\$235,992	\$276,984	\$318,225	\$359,467

Source: HCD Income Limits 2018.

1. Calculations based on 30-year fixed loan with a 10% down payment at a 4.21% annual interest rate.



### **3.5.6 INVENTORY OF AFFORDABLE HOUSING**

Currently, there are 540 deed-restricted housing units in Monterey (see **Table 24** of the 2015-2023 Housing Element). Of these units, 130 are owner-occupied units, and 410 are renter-occupied units. Several of these units are restricted for affordable use through the City's Inclusionary Housing Program. Another large portion of these units is owned by nonprofits that provide housing for special needs groups.

### **3.5.7 JOBS GROWTH**

The 2014 Regional Growth Forecast published by the Association of Monterey Bay Area Governments (AMBAG) provides data on job growth in Monterey County. However, it does not report data for the City of Monterey separately from the rest of Monterey County. Therefore, data for the county were used as a proxy for the industrial make-up and employment growth trends in the city. While not all industry groupings are identical to those provided by the U.S. Census, it is still a good indicator of employment growth trends in the area within certain types of industry.

Shown in **Table 3.12** below, employment projections are represented by the thousands. The region anticipates employment trends to increase, adding approximately 64,400 jobs between 2010 and 2035. Education and health services sector jobs are expected to increase by approximately 65 percent, and construction and professional and business services sectors are also expected to grow significantly—by 59 percent and 42 percent respectively. The manufacturing industry is the only sector projected to decline by 2035, decreasing by 5 percent.

**TABLE 3.12 EMPLOYMENT PROJECTIONS BY INDUSTRY (2010–2035) MONTEREY COUNTY**

Industry Type	2010	2020	2035	Percentage Change, 2010-2035
Agriculture	56.3	58.9	60.3	7.1%
Mining	0.2	0.2	0.2	0.0%
Construction	7.1	10.7	11.3	59.2%
Manufacturing	13.4	13.2	12.7	-5.2%
Wholesale Trade	8.8	9.3	9.5	8.0%
Retail Trade	28.6	32.0	32.8	14.7%
Transportation, Warehouse, and Utilities	5.1	6.2	6.7	31.4%
Information	2.7	2.8	2.9	7.4%
Financial Activities	7.8	8.3	8.5	9.0%
Professional and Business Services	21.2	26.2	30.1	42.0%
Education and Health Services	27.6	36.8	45.5	64.9%
Leisure and Hospitality	32.0	36.7	41.3	29.1%
Personal Services	8.7	10.3	11.0	26.4%
Government	55.9	59.1	65.4	17.0%
Self Employed	31.8	33.8	34.4	8.2%
<b>Total</b>	<b>307.2</b>	<b>344.5</b>	<b>372.8</b>	<b>21.4%</b>

Source: AMBAG 2014 Regional Forecast, 2014.

### 3.5.8 AVAILABILITY OF FINANCING

The availability of financing affects the ability to purchase or improve homes. In Monterey, 412 applications for conventional mortgage home loans for purchases were received in 2017, of which 62 percent were approved by lenders and accepted by applicants (see **Table 3.13**). The remainder of applications were denied, withdrawn, closed due to incompleteness, or approved but not accepted by the applicants.

In 2017, 58 government-assisted mortgage loans were sought. This could indicate that there is an increase in lower-priced homes that would be a good fit for these loan programs and/or that people are having a harder time getting approved for conventional loans and are seeking other options. In addition to mortgages, 72 loan applications were submitted for home improvements, indicating that some Monterey residents are choosing to rehabilitate the existing housing stock.

**TABLE 3.13 DISPOSITION OF HOME LOANS**

Loan Type	Home Purchase		Home Improvement		Total Purchase and Improvement	
	Total Apps	Percentage Originated	Total Apps	Percentage Originated	Total Apps	Percentage Originated
Conventional	412	62.1%	72	66.7%	471	67.5%
Government Assisted	58	68.4%				

Source: FFIEC Home Mortgage Disclosure Act data, 2017.

Note: FFIEC data are compiled by census tracts, which do not match the city boundaries precisely. Data provided includes nearly the entire city, plus an adjacent area which is large but sparsely populated.

## 3.6 POLICY REVIEW

This section summarizes existing relevant policies in the City of Monterey, including from the 2015-2023 Housing Element, the City of Monterey Five Year 2015-2019 Consolidated Plan, the 2018 Annual Action Plan, and the 2017 CAPER. This section also discusses recent policy successes and challenges in Monterey, best practices and challenges with Monterey's housing programs, best practices for housing programs and policies in other cities, and finally, a summary of the predicted impact of new housing legislation.

### 3.6.1 EXISTING CITY POLICIES

#### 3.6.1.1 Housing Element

Table 3.14 describes the policies and programs in the 2015-2023 Housing Element. The City continues to make progress in implementing them.

**TABLE 3.14 HOUSING ELEMENT POLICIES AND PROGRAMS**

Program or Policy	Description
<b>Program a.2.3</b>	Evaluate the Down Payment Assistance Program to determine if it will be practical to assign the City's purchase option to qualified buyers. Investigate opportunities to increase Down Payment Assistance loans for equity sharing for detached single-family houses.
<b>Program b.1.2</b>	Assist the Housing Authority, nonprofit agencies, and private developers in providing extremely low-, low-, and very low-income housing as opportunities become available, using the current Housing Element as a basis for action. The City will continue to provide assistance by streamlining the permit process. A staff member is assigned to coordinate City reviews. The City will also coordinate with the developer to help make the project financially feasible, such as by providing low-interest loans and other incentives when affordable housing goals are met.
<b>Program b.1.3</b>	<p>Evaluate the existing allocation of Housing Choice Vouchers and encourage and support the Housing Authority and private market landlords to expand utilization of the Housing Choice Voucher program.</p> <ul style="list-style-type: none"> <li>• Encourage the Housing Authority to grant 20 percent rent exceptions for the Monterey area to provide a greater housing choice for very low-income renters.</li> <li>• Encourage the Housing Authority to market the Housing Choice Voucher programs to Monterey landlords and post applications on the City's website.</li> </ul> <p>Encourage the Housing Authority to recruit more Monterey families assisted by Housing Choice Voucher into the Family Self-Sufficiency Program</p>
<b>Program c.1.2</b>	Encourage the Housing Authority and for-profit and nonprofit developers to build affordable housing for families with children whenever possible. The City will discuss family housing needs with potential developers and the financial and processing incentives that are available.
<b>Policy d.1</b>	Provide rehabilitation assistance to low-income households and encourage privately funded rehabilitation wherever deterioration is present.
<b>Program d.1.1</b>	Provide emergency major repair assistance to low- and moderate-income households.
<b>Program d.2.4</b>	The City will continue to explore with local non-profits and other affordable housing developers' strategies and financing alternatives that can be employed to produce new affordable extremely low, low and very low-income housing in the community.
<b>Program d.2.6</b>	Analyze the feasibility of utilizing a City-sponsored rental rehabilitation program to encourage at-risk units to be retained.
<b>Program d.2.7</b>	Implement a program to reduce, waive, or subsidize local fees associated with preservation or replacement of at-risk units.
<b>Policy e.1</b>	Assure that all persons in Monterey receive equal housing opportunities. Promote equal housing opportunities by making this information available at the city library, Housing Department office, and social service providers. Also, provide this information on the City's website.
<b>Program e.1.1</b>	Cooperate in countywide fair housing activities and federal government programs that emphasize educational and counseling activities.
<b>Program e.1.2</b>	Provide contract fair housing mediation for all fair housing complaints and questions. Advertise fair housing mediation services. Notify social service agencies of programs. Advertise programs consistent with the City's Housing Consolidated Plan.
<b>Program e.1.5</b>	Continue to provide service referrals to rental assistance, ownership assistance, homeless assistance, and general community services.
<b>Program e.1.6</b>	Continue to distribute Housing Choice Voucher applications at the City's Housing Division and have staff available to help applicants with the process.

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Program or Policy	Description
<b>Policy f.1</b>	Encourage construction of housing units that provide for special needs.
<b>Program f.1.1</b>	Provide for needs of special housing needs groups by complying with ADA regulations in reviewing private development projects and in City-assisted housing projects.
<b>Program f.1.2</b>	Market low- and moderate-income housing programs through the use of direct advertising including, but not limited to, the City's website, referrals, brochures, newspapers, and other media.
<b>Program f.1.4</b>	Develop a program of emergency grants or loans to assist low-income households that are threatened with eviction. Provide funds on a one-time basis to assist households that could remain in their rental housing units if back rent is paid.
<b>Program f.1.3</b>	Encourage the schools, students, and senior citizen groups to pursue roommate matching service to take advantage of underutilized homes in Monterey.
<b>Program f.1.5</b>	Continue to provide City assistance to nonprofit providers of services and temporary housing to Monterey homeless.
<b>Program f.1.6</b>	Amend the City's Zoning Code to provide individuals with developmental disabilities reasonable accommodation in rules, policies, practices, and procedures that may be necessary to ensure equal access to housing. The purpose of this is to provide a process for individuals with disabilities to make requests for reasonable accommodation in regard to relief from the various land use, zoning, or building laws of the City. As part of this program, the City will appoint a staff person to work with disabled persons who are proposing improvements to accommodate their needs. The purpose is to streamline the permit review process if needed.
<b>Program f.1.7</b>	Work with the San Andreas Regional Center in Salinas to implement an outreach program that informs families within the city on housing and services available for persons with developmental disabilities. Such collaboration should include development of an informational brochure and information on services on the City's website and providing housing-related training for individuals/families through workshops.
<b>Program f.1.8</b>	Develop a program to provide rental assistance to fill the gap between income levels and the cost of housing for persons with developmental disabilities. The program will include the following steps: Step One: Work with the regional center to identify the housing needs of the clients and assist in identifying available housing that meets those criteria. Step Two: Identify the gaps that limit access to housing for persons with developmental disabilities (i.e. financial, accessibility). Step Three: Develop guidelines and market program.
<b>Program f.1.9</b>	Explore models to encourage the creation of housing for persons with developmental disabilities and implement a program by 2017. Such models could include assisting in housing development through the use of set-asides, scattered site acquisition, new construction, and pooled trusts; providing housing services that educate, advocate, inform, and assist people to locate and maintain housing; and models to assist in the maintenance and repair of housing for persons with developmental disabilities. The City shall also seek state and federal monies for direct support of housing construction and rehabilitation specifically targeted for housing for persons with disabilities.
<b>Program f.1.10</b>	Pursuant to Senate Bill 2, the City will amend the zoning ordinance to allow emergency shelters as a permitted use in a newly created overlay zone along Del Monte Avenue east of the Naval Postgraduate School, which has vacant and underutilized parcels and is close to transit corridors and close to services. The City will create this overlay zone with specific development standards for emergency shelters. In addition, the City will evaluate adopting development and managerial standards that will be consistent with Government Code Section 65583(a)(4). These standards may include such items as: <ul style="list-style-type: none"> <li>• Lighting;</li> <li>• On-site management;</li> </ul>

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Program or Policy	Description
	<ul style="list-style-type: none"> <li>Maximum number of beds or persons to be served nightly by the facility;</li> <li>Off-street parking based on demonstrated need; and</li> <li>Security during hours that the emergency shelter is in operation.</li> </ul>
<b>Program f.1.11</b>	Pursuant to Senate Bill 2, the City must explicitly allow both supportive and transitional housing types in all zones that allow residential uses and treated the same as any other housing type in the same zone. The City shall update its zoning ordinance to include separate definitions of transitional and supportive housing as defined in Health and Safety Code Sections 50675.2 and 50675.14. Both transitional and supportive housing types will be allowed as a permitted use in all zones where residential uses are allowed, subject to only the same restrictions on residential uses contained in the same type of structure.
<b>Program f.1.12</b>	To support the development of housing affordable to extremely low-income households, the City shall apply for state and federal funding and grant priority to projects that include units affordable to extremely low- income households, such as SROs.
<b>Program f.1.13</b>	The City will support regional efforts to ensure that the need for farmworker housing is met at a regional level. The City will also analyze zoning ordinance on a regular basis for compliance with and Safety Code Sections 17021.5 and 17021.6. Section 17021.5. If any inconsistencies are found, amendments to achieve compliances shall be made within six months.
<b>Program f.1.14</b>	<p>The City will support regional efforts and pursue the following to create adequate supportive housing for the community:</p> <p>Collaborate with Coalition of Homeless Service Providers and Monterey Homeless Exchange to develop a target for the number of permanent supportive housing units to be developed in the city. This will be a combination of some percentage of the current homeless population plus other populations in need of supportive housing.</p> <p>Pursue Tenant Based Rental Assistance funding from HOME Program to support the operations of permanent supportive housing communities.</p> <p>Work with the medical community, including CHOMP, the County, the Central California Alliance for Health and other providers to support case management and other tenancy support funding in new supportive housing communities. Studies have shown that stable housing results in better health outcomes and that less than 10% of the population uses a disproportionate amount of health care resources ("super utilizers"). By providing those super utilizers who are unstably house (or homeless) with stable housing, hospitals and providers can save money overall.</p> <p>Encourage and facilitate integration of data between homeless service providers, medical service providers and the criminal justice system to implement more effective discharge planning for patients and inmates.</p> <p>Provide capacity grants and support for fledgling organizations</p>

### 3.6.2 HUD DOCUMENT POLICIES

#### 3.6.2.1 City of Monterey Five Year 2015-2019 Consolidated Plan

The City of Monterey's Consolidated Plan strategies related to vulnerable populations focus on decent housing and suitable living environments for low- and very-low-income households, seniors, persons with special needs, individuals experiencing homelessness, and programs for public facility improvements in the low- and moderate-income (LMI) residential areas. These strategies include the following:

- Strategies for decent housing:
  - Provide housing rehabilitation grants and loans to assist low-income households remain in their homes.
  - Seek additional partnerships to increase affordable rental housing.
  - Continue to support retention of deed-restricted LMI ownership housing units through allocation of CDBG and successor housing agency funds to opportunity purchases.
  - Support, through community services grants, local service organizations providing emergency rental assistance to allow households experiencing financial emergencies to remain in their homes.
  - Encourage the Housing Authority to continue using higher Section 8 Housing Choice Voucher Program payment standards for the Monterey Peninsula as a means to increase the availability and utilization of Section 8 subsidies to very-low-income city residents.
- Strategies for suitable living environments:
  - Investigate, through collaboration with other cities and community service organizations, the location and funding strategies for a homeless services center or emergency shelter for those experiencing homelessness.
  - Provide funding assistance for rehabilitation of LMI deed-restricted rental housing and/or social rehabilitation facilities in the city to improve the condition of existing LMI permanent and transitional housing.
  - Provide funding assistance to community service organizations for street outreach, counseling, and overnight shelter to those experiencing homelessness.
  - Assist community service organizations to address the supportive services needs of low- and moderate-income individuals, including families, elderly, and disabled.
  - Provide funds to successful best practices programs that reduce or eliminate chronic homelessness.
  - Collaborate with the Local Continuum of Care organizations.

### **3.6.2.2 2018 Annual Action Plan and 2017 CAPER**

While the needs assessment portion of the Consolidated Plan identified lack of affordable housing as a key unmet need, the Consolidated Plan also acknowledged that limited water as well as land constraints hinder the provision of new housing to address the lack of affordable housing. In addition to the strategies to support vulnerable populations outlined in the Consolidated Plan, in both PY2018 and PY2017, the City used CDBG funds to:



- Support public service organizations that provided direct services to homeless and special needs populations.
- Repair, rehabilitate, and resell City-owned affordable ownership units to qualified first-time homebuyers.
- Allocate funds for affordable housing rehabilitation loans and grants.

### **3.6.3 KEY POLICY AND PROGRAM SUCCESSES IN MONTEREY**

#### **3.6.3.1 Inclusionary Ordinance**

Monterey's inclusionary ordinance, adopted in 2004, has resulted in over 500 deed-restricted homes, which are predominantly rental homes with a smaller portion reserved as affordable ownership homes. The program, as applied for rentals, had to be suspended in 2009 due to precedent set by *Palmer v. City of Los Angeles*. However, in 2017, AB 1505, the "Palmer Fix" bill, passed, and cities and counties in California once again have the full power of inclusionary housing at their disposal. Therefore, Monterey can once again use its inclusionary ordinance to create affordable rental homes.

#### **3.6.3.2 Monterey Hotel Conversion**

The City took ownership of a portion of the Monterey Hotel building in 2013, and in 2015 entered into an agreement with Silverie Properties to develop 18 affordable housing units within the hotel. Construction on the apartment units was completed in 2017. The apartment portion of the building contains three units for very-low income households, nine units for low-income households, and six units for medium-income households. The hotel is in close proximity to the Monterey Institute of International Studies as well as downtown employment opportunities and transit.

#### **3.6.3.3 Van Buren Senior Housing**

The City completed the construction of 19 low-income senior housing units in 2018 at Van Buren Senior Housing. This project was a partnership between the City and MidPen Housing. All of the units in this project are available through the Housing Choice Voucher (Section 8) program. The project was built on City-owned land on Van Buren Avenue near the downtown area. This project was aligned with the goal to develop higher-density multifamily housing expressed in the Downtown Specific Plan and also made use of the City's density bonus.

#### **3.6.3.4 Public Service Grants Program**

The City of Monterey's Housing and Property Management Office distributes funds to nonprofit organizations providing community services to low- and moderate-income Monterey residents through its annual community services grant funding process. Each year, nonprofit organizations can apply for a Community Development Block Grant (CDBG). Agencies may be

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awarded a grant based upon the target population and services they provide. In FY16-17 over \$2,000,000 in CDBG funds were expended, including \$103,530 granted to local nonprofits through the Public Service Grant Program.

### **3.6.3.5 Home Rehabilitation Grants**

The City currently provides three home rehabilitation assistance grant programs:

- The Home Safety and Mr. Fix-It grants provide funding for small repairs that improve a home's safety, such as plumbing or electrical repairs. Home Safety grants are specifically focused on safety-related issues, which can also include chimney cleaning and the installation of hand-rails or grab bars. Eligible homes must be owner-occupied single-family homes, and households must have an income at or below 80 percent of the area median.
- For lower-income residents with disabilities, the Housing Accessibility Assistance Grant helps to fund home upgrades that remove physical, architectural barriers to mobility within the home. The grant can also fund the installation of hardware that lessens hazards related to a resident's disability as well as larger projects like doorway widening and sewer laterals.

It's worth noting that home rehabilitation programs often are targeted towards owner-occupants, so particular attention should be paid to the maintenance of the City's rental stock. Some communities offer programs to incentivize landlords in maintaining and improving their properties.

### **3.6.3.6 Emergency Shelter and Safe Parking**

The City has implemented policies and programs that increase the opportunities for those experiencing homelessness to find emergency shelter. In accordance with Senate Bill 2 of 2007, the City passed an Emergency Shelter Zoning Ordinance that defines design guidelines for emergency shelters and identifies zoning districts where emergency shelters are permitted. The City also identified the Del Monte Avenue corridor as a transit-accessible area with vacant and underutilized parcels that would be well-suited for the development of emergency shelters serving seven or more persons.

Additionally, in 2016 the City Council approved the use of a City-owned parking lot for a "safe parking" program which allows overnight use by homeless residents who sleep in their cars. The ordinance that permits the program allows for a maximum of six vehicles and requires access to portable bathroom facilities and ADA compliance.

## **3.6.4 KEY POLICY AND PROGRAM CHALLENGES IN MONTEREY**

### **3.6.4.1 Visitor Accommodation Facility (VAF) Zoning**

The VAF zoning designation has fulfilled a community-driven objective of regulating hotels. However, the regulations can be restrictive. Making changes to the use of a site in any of the

City's VAF districts requires a vote of Monterey residents. As heard during the community outreach for this Report, a nonprofit unsuccessfully tried to purchase a hotel to remodel and convert into single-room occupancy (SRO) residences. Getting a vote on the ballot to change the use of an individual site could cost approximately ten thousand dollars. At this time, there isn't a big impetus in the community to convert existing hotels in the VAF districts to residences; however, if this were to change, the City could potentially assist with the expense of placing such an initiative on a future ballot.

### **3.6.5 BEST PRACTICES IN OTHER COMMUNITIES**

The City of Monterey is far from the first jurisdiction to encounter and analyze the difficulties faced by vulnerable communities. Other local governments have attempted to tackle the unmet needs of their own vulnerable communities through local policies and programs. The programs and jurisdictions examined below are similar to Monterey in either size, demographics, employment opportunities, or geographic location, and may be appropriate for application in the City of Monterey. The descriptions below highlight particularly successful policies and programs and are not exhaustive of each city's efforts.

#### **3.6.5.1 City of Emeryville**

The City of Emeryville operates multiple ongoing housing programs to expand and diversify the housing stock for lower income households in a competitive housing market. The Affordable Rental Housing Program provides residents with resources and steps to locate and then obtain affordable rental housing developments in the city by providing a list of rental residential locations, instructions for wait list application, suggested community housing resources, and guidance for income qualification. The City of Emeryville also adopted the Affordable Housing Program Ordinance in 2014 which requires developers to allocate a percentage of new ownership developments of 10 or more units to be maintained as below market rate (BMR) units. In lieu of setting aside moderate-, low-, and very-low income housing units, the developer is required to pay an impact fee, which the City then allocates to low-income housing production. Both of these programs seek to ameliorate the shortage of affordable housing in a polarized socioeconomic environment. Most units created through this program are multifamily dwellings in high-density areas and are therefore close to amenities and transit. The close proximity to nearby services allows lower-income residents to maintain their mobility and access vital resources.

#### **3.6.5.2 City of Dublin**

The City of Dublin augments affordable housing opportunities through its Inclusionary Housing Regulations Ordinance (IHRO). The City's guidelines regulate the interpretation and administration of the ordinance to provide households with an overview of eligibility requirements, the application and screening process, restrictions on BMR homes, and the procedures for a BMR home resale. The guidelines also provide developers with steps to ensure their projects are designed in compliance with the ordinance, and then guide them during the sale and rental process for BMR units. The IHRO requires that units be mixed income

throughout the development to integrate the socioeconomic distribution of residents and prevent segregation. Affordable homes created through the IHRO are then continually monitored to ensure they are preserved as affordable long term through the BMR Program, in which the City's Community Development Department regulates the sale and resale of affordable units to eligible residents. The City of Dublin also offers the First Time Homebuyer Loan Program, which provides financial aid in the form of deferred loans to low-income first-time homebuyers. The Community Development Department approves these loans for both market rate and BMR homes to eligible households.

### **3.6.5.3 City of Berkeley**

The Berkeley Homeless Task Force implemented the Housing First Policy in 2014 to focus on maintaining households for those at risk of homelessness and rapidly rehousing the homeless. This strategy is based on the Task Force's analysis of housing successes and their finding that housing individuals first leads to a greater likelihood at getting out of homelessness. (See **Section 5. Alternative Strategies** for a general description of the Housing First model). This approach has an immediate and primary focus on helping families quickly obtain and retain housing, keeping them off the street for longer stretches of time, which can lead to trauma and further instability. The program ensures that housing placement is not time limited and provides individuals and families with a case manager to coordinate services following the placement to ensure they are continuously supported.

## **3.6.6 PREDICTED IMPACT OF NEW STATE HOUSING LEGISLATION**

### **3.6.6.1 Laws Passed in 2017**

#### **AB 1505**

As of 2018, AB 1505 re-establishes city and county authority to adopt inclusionary housing policies for proposed rental housing projects. In 2009, the California Court of Appeals repealed legislation that allowed local ordinances to require the provision of affordable rental housing. The result was that local jurisdictions were impeded in their ability to require affordable units in rental projects. This bill explicitly overrides that court decision and enables cities and counties to require that new rental projects allocate a portion of the total units to be affordable for lower-income households. This legislation augments the stock of new affordable rental housing in jurisdictions across the state.

#### **SB 1521**

This law closes some loopholes in existing California law to protect subsidized affordable housing developments from potential conversion to market-rate units. Previously, California law required that, under affordability restrictions, affordable housing units must remain subsidized through the expiration date. Upon expiration, the homes could be converted to market-rate units. This bill requires the project owners to accept a qualified offer to purchase the affordable units from a party who vows to retain the affordability restrictions of the complex.

**SB 2**

This bill identifies a new permanent source of funding for housing to bolster funds lost due to the closure of redevelopment agencies in 2012. Since that time, the provision of affordable housing has met increasing barriers due a lack of permanent funding sources. This bill imposes new real estate recording fees to be directed toward the long-term provision of affordable housing. Local governments may use the funds to encourage new affordable housing through a wide variety of methods.

**SB 3: Veterans and Affordable Housing Bonds**

SB 3 was part of a 2017 housing legislative package passed in the California State Legislature. Due to the bill's enactment of a bond issue, it was put to the voters as Proposition 1 in the November 2018 election before becoming law. This law expands two new sources of funding for housing to bolster funds lost due to the termination of redevelopment agencies in 2012. This law enacts new veterans' bonds and affordable housing bonds to be applied to affordable housing programming and grants. Under this bill, local governments may implement some or many of the following programs: acquisition, rehabilitation, and preservation of multifamily rental housing for lower income households, affordable homeownership programs for lower income households, and assisting persons who are experiencing or at risk of becoming homeless.

**3.6.6.2 Laws Passed in 2018****AB 686**

This bill was signed into law in response to a lack of federal government response or obligation to ensure affirmatively further fair housing. This California law refines fair housing discrimination laws to affirmatively further fair housing by requiring public agencies to administer their programs in ways to discourage segregation, promote fair housing choices, protect from gentrification, and focus on environmental justice.

**AB 2753**

AB 2753 amends previous density bonus laws to reflect the current best practices, requiring that local jurisdictions notify density bonus applicants whether their application is complete and of the amount of density bonus for which they are eligible. Additionally, this bill requires the local government to adjust the density bonus or parking ratio amount over the course of a project if it changes during development. This legislation increases information and decreases uncertainty for developers pursuing a density bonus.

**AB 2797**

This bill updates state-level density bonus law to explicitly allow the application of density bonuses in the Coastal Zone. This law ensures that a project cannot be found inconsistent with the Coastal Act merely because it is entitled to a density increase under the state law, and it also ensures that coastal resources remain protected. Under this new legislation, density bonus law shall be accommodated locally in a manner that is consistent with the Coastal Act.

**SB 1333**

Previously exempt from many statewide regulations regarding plans, charter cities must adopt or amend general plans by resolution and comply with all related general plan requirements. Passed in 2018, this bill amends Government Code Sections 65356 through 65869.5, which previously allowed charter cities to adopt any plans inconsistent with their existing housing element, effectively eliminating identified sites for affordable housing and compromising the goals of their state-mandated regional housing needs. This law now notes that charter cities are not exempt from meeting their regional housing needs and must make the inventory of housing sites available at all times. This law requires the city's zoning ordinances to be congruous with the city's general plan. Charter cities must now have provisions for consistency related to mobile home conversions, most development agreements, elements in the general plan, specific plans, transit village plans, low- and moderate-income housing in the Coastal Zone, and housing element law. Charter cities must also legislatively establish the protocol for adoption of a general plan. In addition, charter cities must draft legislative findings and declarations about accessory dwelling units and provisions related to local ordinances and balancing of housing needs with service.



## 4. SERVICE GAPS ANALYSIS

This section describes the unmet needs of vulnerable populations in the City of Monterey and associated challenges with meeting those needs. Alternative strategies and recommendations for meeting the needs identified here are offered in the two sections that follow.

There are 21 service providers in Monterey that are public agencies or funded by the City. These providers administer food and meal programs, after-school and youth programs, art and sports activities, community events, and services to senior, veteran, and homeless populations. These programs are publicly funded primarily through City and County funding and grants.

*“Diversity makes for a rich tapestry. We must understand that all the threads of the tapestry are equal in value, no matter their colour; equal in importance no matter their texture.”*

*– Maya Angelou*

Services and opportunities focusing on professional development, education, additional homeless services, sports and recreation, and environmental issues are also offered by many municipal programs and non-profit organizations. There is currently only one provider offering drug abuse recovery services, and only two specifically serving ethnic minority groups.

While there are many service providers that offer valuable assistance, many types of services are in demand in excess of what is available, and many types of services are not available at all. In addition, various barriers exist that limit people’s ability to access those services.

### 4.1 GROUPS WITH THE GREATEST NEEDS

#### 4.1.1 EXPERIENCING OR AT RISK OF EXPERIENCING HOMELESSNESS

Lack of affordable, secure, and safe housing was a dominant theme in the feedback from the community obtained for this Report. The high cost of living in the city not only causes housing to be unstable or unavailable, but this housing cost burden also makes it difficult for residents to afford medical care, transportation, and healthy food. Landlords in Monterey don’t always accept Housing Choice Vouchers (Section 8), and housing that is available to low-income residents may not be safe or well maintained. Lower-income residents are less likely to have the resources (either time or money) available to push landlords to make improvements. Temporary, emergency rental assistance and transitional rental assistance are also needed to serve immediate housing needs. There is no homeless shelter within the city boundaries.

Homeless individuals are among the city’s most vulnerable people. The average life expectancy for individuals experiencing homelessness is 25 years less than for those in stable housing. Without regular access to healthcare and without safe and stable housing, individuals experience preventable illness and often endure longer hospitalizations.



Many local residents who are not currently experiencing homelessness are in fact teetering on the verge of it. During the community outreach conducted for this Report, many people expressed concern about the rising costs of housing and other necessities, and how that may impact their own as well as other community members' ability to stay in their homes. Of respondents in the 2017 Monterey County Homeless Point-in-Time Census and Survey, 83 percent reported that they were living in Monterey County at the time they most recently became homeless, an increase from 78 percent in 2015. Of those, over half (61 percent) had lived in Monterey County for 10 or more years, and 7 percent had lived in Monterey County for less than one year. Four percent of respondents reported that they were living out of state at the time they lost their housing, and 10 percent reported they were living in another county in California. These results indicate that only a very small minority of local homeless individuals came from outside of the area. People experiencing homelessness locally were housed locally prior to becoming homeless. There is an unmet need when it comes to preventing homelessness.

The Monterey Peninsula Unified School District (MPUSD) tracks the number of students experiencing homelessness and the number of students who are eligible for free or reduced-price meals. Eligibility for free or reduced-price meals is an indication of financial instability, which could indicate a risk for homelessness. These numbers are shown in **Table 4.1**. The numbers indicate that there are unmet needs for many families with children in the City of Monterey.

**TABLE 4.1 STUDENTS K-12 HOMELESS AND ELIGIBLE FOR MEAL SERVICES, 2017-2018**

School Name	% Students that are homeless	% Students eligible for free or reduced-price meals
Monte Vista	3.0%	31.0%
Foothill Elementary	6.7%	66.6%
La Mesa Elementary	0.5%	15.5%
Monterey High	4.8%	44.7%
Walter Colton	11.2%	65.0%
<i>MPUSD districtwide, noncharter (includes the 5 schools listed above, which are in Monterey, as well as 5 schools in Marina and 10 schools in Seaside)</i>	9.2%	65.7%

Source: California Department of Education 2018-19 Enrollment and Student Poverty Data, via CDE Website and DataQuest.

Comparing data on the cost of housing and incomes also indicates the extent to which Monterey residents may be at risk of experiencing homelessness or would benefit from increased availability of public services and more affordable housing. Definitions of housing affordability can vary, but in general a household should pay no more than 30 percent of its monthly income on housing costs. 74 percent of households earning 30 percent or less of the AMI spent more than 30 percent of their income on housing costs. In addition, 82 percent of households earning between 30 and 50 percent AMI and 77 percent of households earning between 50 and 80 percent AMI were also burdened by the cost of housing. More renter households were burdened by overpayment across income categories than homeowners (32 percent for owners and 48 percent for renters).

### **4.1.2 SENIORS**

As described in **Section 3.1, Demographic Review**, there is one population group that frequently needs the support of public services and can be expected to grow in the City of Monterey—seniors aged 65 and over. The number of single-person households is also steadily increasing, according to the trend analysis. To the extent that the increase of single-person households overlaps with the increase in senior households, it can be expected that the number of seniors living alone will continue to increase. This is a population that generally benefits from access to public services; services designed to help reduce health and safety risks faced by seniors living alone will likely see greater demand in Monterey.

Because the senior population also has a high incidence of disability, service accessibility will continue to be a major factor in successful delivery. Types of accessibility range from transportation to care giving, to services and information accessible to persons with hearing and sight limitations. Seniors who are also homeowners may have their own unique issues. As households age in place, regular household repairs and maintenance can become difficult, particularly for seniors on fixed incomes or with physical disabilities. Services that can help seniors remain in their homes for as long as possible also help save on the costs associated with institutionalization.

### **4.1.3 OTHER GROUPS**

Men often have a harder time accessing short-term housing, such as shelters and hotels, than women and children do. Veterans have a particularly high need for assistance with housing and services. Youth and families with children are groups that benefit immensely from services and programs.

## **4.2 TYPES OF SERVICES IN DEMAND**

The most vulnerable populations in a community typically experience a heightened severity when it comes to meeting challenges because they tend to have more limited access to resources and they frequently face the compound effects of multiple, overlapping issues, so the types of services they would benefit from are wide ranging. Even for average, less-vulnerable residents, the high cost of housing makes it difficult to afford medical care, transportation, and healthy food. Therefore, ensuring that other types of services are adequately provided can make a significant impact on preventing homelessness. For example, if a senior on a fixed income has their rent raised, they may need to reduce their spending on groceries or sell their vehicle in order to maintain their housing. Having access to free hot meals or transportation to medical appointments can help buffer someone in a situation like this.

The 2017 Monterey County Homeless Point-in-Time Census and Survey asked individuals experiencing homelessness to identify the primary cause of their inability to obtain or retain housing. However, often it is the result of multiple and compounding causes. Nearly one-half (43 percent) of respondents reported financial issues as the primary cause of their homelessness. Thirty-eight percent reported drugs or alcohol, much higher than the 23 percent reported in

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2015. Twenty-four percent reported a fight or conflict was the primary cause of their homelessness, 20 percent reported divorce or separation, and 20 percent reported legal issues. This data indicates that individuals currently on the verge of losing their housing likely would benefit from services and programs aimed at providing more affordable housing; protecting renters from unaffordable increases in rent; assisting with life expenses such as childcare, prescription drugs, medical expenses and food; increasing access to economic opportunities; increased access to drug and alcohol treatment; and increased access to mediation and legal assistance services.

Survey respondents most frequently used the following types of services: general health services, religious services, food and hot meals and senior transportation services, as well as, recreation, education, arts and cultural services.

### 4.2.1 HOMELESSNESS AND AFFORDABLE HOUSING

Many community members and stakeholders provided input for this Report. Feedback highlighted the need for expanded housing services and services for the homeless. More than 85 percent of the survey respondents felt that each of the types of homeless service listed in the survey was not being adequately provided. Most wanted to see homeless services become easier to access and less restricted to certain subpopulations. Feedback also indicated a need for increased public awareness of the needs of the homeless. Demographic data and other research indicate that the demand for these services is expected to increase. Grant funding will be crucial to addressing these needs. Services and secured affordable housing are also needed for those who are currently sheltered but financially challenged.

Identified gaps include:

- More services and facilities in the city, especially an emergency shelter and a food bank
- Safe camping spaces, showers, laundry, and storage facilities
- Substance abuse treatment.
- Health care (mental and physical)
- Mediation and legal services
- Availability of housing at all income levels
- Home rehabilitation and accessibility upgrades that benefit owners and renters
- Programs that expand the use of Housing Choice Vouchers (Section 8)
- Temporary, emergency rental assistance
- Transitional rental assistance

### 4.2.2 HEALTH, DOMESTIC VIOLENCE, DRUG ABUSE, AND SENIOR SERVICES

General health care services was ranked as one of the services that was used the most. In addition, approximately half of respondents felt that more drug-abuse prevention and

treatment services, domestic violence shelters and services for seniors were needed in Monterey. Service providers described the difficulty that low-income seniors experience when trying to access services like assisted living, nursing homes, or in-home care. This is particularly true for those using Medi-Cal, as Medi-Cal does not currently cover assisted living, meaning that seniors would need to enter a nursing home in order to have their services covered. Stakeholders also noted that Medi-Cal and Medicare coverage gaps (and eligibility gaps) exist for those with mental illness or chronic illnesses who can't afford services on their own. This includes services for people living with Alzheimer's, ALS, and limitations caused by stroke. Stronger connections between the hospital and mobile clinic would also provide more access to care for those who can't or won't visit the hospital.

Although public transportation is available, including the Monterey-Salinas Transit (MST), many services are often located in Salinas, Seaside, or other cities across the county. For Monterey residents, using public transportation to access those services can be a lengthy, confusing and physically taxing process for seniors or those dealing with health issues.

Identified gaps include:

- Subsidized home care services
- Support for caregivers (both for unpaid family members and paid workers)
- Home rehabilitation and accessibility upgrades that benefit owners and renters
- Transitional care services and convalescence beds for those recovering from hospitalization
- Transportation on demand services
- Legal (such as estate planning) services
- Drug-abuse prevention services
- Domestic violence shelter

#### **4.2.3 YOUTH SERVICES AND CHILDCARE**

Approximately half of the survey respondents thought that youth services were not being adequately provided. This was also reflected in conversations with stakeholders, who indicated that youth in Monterey struggle to find positive activities outside of school hours. Responses included input about the needs of lower-income youth and children, particularly those transitioning out of foster care.

Identified gaps include:

- More places for youth to spend time outside of school
- Increased, reliable access to nutritious food
- Services for low-income college students
- Affordable childcare

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The last item, affordable childcare, was addressed by both groups. This can compound difficulties related to the time required to visit and apply for social programs. One interviewee specifically called out the expense of caring for a special-needs child as a challenge for lower-income families.

### 4.3 OPERATIONAL AND COMMUNICATION GAPS

#### 4.3.1 BARRIERS TO RECEIVING SERVICES

Various situations were identified in the feedback from the community obtained for this Report that indicate particular barriers that keep people from accessing services, including:

- Lack of knowledge of services available
- Lack of understanding of eligibility requirements for programs and services
- Perceived stigma around receiving governmental assistance
- People from immigrant communities often face difficulty in accessing services because of a fear that members of their family will be targeted by immigration officials if they attempt to access services (even if they themselves are residing in the country legally)
- Limited transportation options and the location of housing and services outside of the community
- Inability to bring dogs or belongings to temporary housing

The 2017 Monterey County Homeless Point-in-Time Census and Survey noted that just under half of the people experiencing homelessness were receiving some form of government assistance. Of those who reported they were not receiving any form of government support, the greatest percentage reported they did not think they were eligible (33 percent). Twenty-three percent indicated they had no identification, and 21 percent reported that a lack of permanent address was a barrier to receiving government assistance.

In the community survey for this Report, the two most common barriers to access identified by the respondents were a lack of awareness of where to find information about services and not meeting the minimum qualifications for assistance. Other barriers to access that respondents identified included difficulty accessing transportation, having incomes above the eligibility thresholds for social services but still perceiving a need for assistance, having difficulty with providers' office hours, and needing childcare.

### **4.3.2 CONNECTING SERVICE PROVIDERS WITH EACH OTHER AND GOVERNMENTAL AGENCIES**

Coordination between service providers and governmental agencies is particularly important, especially during transitional times such as when a formerly homeless person transitions into long-term housing or where health and housing programs can be interconnected. Increasing the availability of wraparound services and “one-stop shop” models was identified by the community as potentially useful, as were health and housing integration programs or diversion programs in other counties as models.

Gaps in communication can lead to unnecessary inefficiencies and deprive providers of opportunities to collaborate on common issues or on approaches to working with particular demographic groups. As personnel in these organizations may change, it is important to foster these connections in an ongoing manner.

### **4.3.3 ONGOING OPERATIONS**

Since community needs, the resources available, and the efficacy of various methods for implementing programs change over time, it is important for service provider organizations to maintain a legacy of reporting and achievement tracking. The City has a track record of consistently monitoring the organizations that receive funding to ensure that they comply with all regulations governing their administrative, financial, and programmatic operations; and to ensure that they achieve their performance objectives on schedule and within budget. City staff require regular reports from federally funded public service providers. These include quarterly and annual reports that track information required by HUD for CDBG reporting

## **4.4 CONSTRAINTS**

### **4.4.1 WATER AVAILABILITY**

Like many California cities, a major constraint in the development of new housing in Monterey is water availability. Water supply is even more constrained on the Monterey Peninsula than some other California locations. The Monterey Peninsula Water Management District (MPWMD) regulates the number of allowed water meters and fixtures for all properties in the city. No water meters can be installed on a lot without a permit, nor can a home be remodeled to increase the number of water fixtures without a permit from the MPWMD. Therefore, most development in the city comes from demolishing or remodeling existing buildings. This is an issue that affects other nearby communities as well. As a region, many solutions have been discussed. At this time, a desalinization plant offers the most promise for relieving this constraint.

#### **4.4.2 COMMUNITY OPPOSITION**

While residents are aware that homelessness is an issue in Monterey, some residents have an impression that increases in the rates of homelessness are due to outsiders relocating to Monterey. However, data indicates that these increases are mostly due to long-time residents becoming homeless. Among some community members, a resistance to providing services to non-residents exists, which presents a challenge to providing services to these homeless “outsiders.” For a City, it can be difficult to implement policies to provide more housing when the residents are opposed to assisting the people they do not view as part of their own community.

Concerns of community members must be taken seriously. However, numerous studies, in a variety of neighborhood contexts have shown that affordable housing, emergency shelters, and supportive housing do not have a significant effect on property values, crime, and quality of life. Of course, much depends on the context, management, and design of the developments and facilities. Design solutions can ensure that new buildings maintain the visual character of the community, and attention to proper management can mitigate perceived impacts to community character.



## 5. ALTERNATIVE STRATEGIES

The strategies in this section and the recommendations in the following section range from broadly applicable approaches and ways of thinking about these issues, to specific adjustments that service providers and the City can make to fine-tune existing efforts, to big ideas for implementing innovative models of collaboration and creative housing solutions.

*"One person can make a difference,  
and everyone should try."*

*– John Fitzgerald Kennedy*

### 5.1 STRATEGIC APPROACHES FOR SUPPORTING AND PROVIDING PUBLIC SERVICES

With the complex social challenges that communities face, service providers, stakeholders, and governmental agencies are often pulled in many directions, overwhelmed with need and yet underfunded to meet that need. Strategies for assisting vulnerable populations must be robust in addressing short-term crises and promoting positive, long-term life solutions. It is crucial that resources efficiently and quickly reach those in need, so it is important that service providers remain nimble and consider the day-to-day needs of their clients. However, it is also important to foster stability and the continued strengthening of service provider organizations, which requires making a commitment to the iterative process of goal-setting, measuring results, reviewing performance, and improving processes. The strategies for supporting and providing public services described below focus on leveraging existing resources, refining operations and management methods, and building relationships.

#### 5.1.1 LOWERING BARRIERS TO ACCESS

The following program and strategy examples are intended to lower barriers and challenges associated with accessing services and housing.

##### 5.1.1.1 Treatment on Demand

Participating service providers described programs that intentionally lowered barriers to access (either in terms of eligibility, location, or the application process) as a point of success. A forum participant called out the Treatment on Demand model as having been successful for providing drug treatment.

Treatment on Demand is a model of drug abuse treatment that provides immediate entry into treatment programs for anyone requesting them. This is in contrast to programs that focus on punishing those who use controlled substances or that prioritize stopping the movement of drugs. A 2015 New Haven-based study of an opioid Treatment on Demand program showed that patients who received immediate treatment were twice as likely to be in long-term treatment one month later than those who received an informational pamphlet.

Treatment on Demand program design focuses on barriers to treatment such as geographic location, cultural barriers, or waiting lists. However, the limitations of funding often act as an immovable barrier, and potential participants need to wait for slots to open in limited programs. A lack of doctors trained to provide withdrawal treatment drugs (especially for opioids) has also been constraint.

### **5.1.1.2 Housing First Model**

A Housing First social service model prioritizes the provision of housing placement ahead of other needs as a way to facilitate access to other supportive services. This allows people experiencing homelessness to find housing before addressing issues such as substance abuse or employment. Two common models for Housing First programs are permanent supportive housing, which focuses on providing housing and services to those with chronic illnesses or mental health issues, and rapid re-housing, which provides short-term assistance to increase the speed at which residents are housed. These strategies have been found to reduce the overall cost of services compared to shelter environments. In a Housing First pilot program in Utah that provided housing without making it conditional on seeking particular services or curtailing drug use, 88 percent of the 242 participants were still housed after five years.

### **5.1.2 PROACTIVE APPROACHES REDUCE EMERGENCY SERVICES COSTS**

The benefits of providing proactive homeless services is revealed by comparing the costs of proactive services with the costs of emergency services to chronically homeless individuals. According to a 2018 analysis by the California Institute for Local Government, populations receiving supportive housing services that used a Housing First model saw a 24 percent decrease in emergency room visits and a 29 percent decrease in hospital admissions compared to a control group.

In 2016, staff from the San Francisco Budget and Legislative Analyst's Office performed a longitudinal study of the participants in San Francisco's "Housing First" programming. As of the end of FY 2014-2015, the Direct Access to Housing (DAH) program had created 1,680 units of permanent supportive housing by the end of FY 2015. The DAH program is run by the Department of Public Health and specifically targets adults with medical or behavioral health needs. The program provides them with housing through master leases or by contracting with non-profit housing providers. This program is in addition to a separate Master Lease program run by the Homeless Services Agency that is not targeted to these populations, which had 2,526 housing units available in 2015. The analysis found that in 2012-2013, participants in the Direct Access to Housing program had a longer average stay in supportive housing (1.8 years for those exiting housing) as compared to Master Lease recipients (1.3 years). Overall service costs for adults accessing both the DAH and Master Lease programs increased upon entry to supportive housing, as participants were able to access more services for untreated medical and behavioral issues, but with each year after the total non-housing service costs for these individuals decreased. Between FY 2010-2011 and FY 2014-15, emergency and urgent care costs decreased by 58 percent for populations in both programs, and jail costs decreased by 64 percent. Behavioral Health costs also decreased by 43 percent in these years.

Project 25, a Housing First pilot run by the United Way of San Diego County and Point Loma Nazarene University, found that over a three-year period, the cost to serve the 28 individuals enrolled in the pilot decreased by 67 percent, from \$3.5 million to only \$1.1 million. At the beginning of the pilot, 64 percent of the cost to provide services to these individuals went to hospitalization, and 22 percent was spent on emergency room visits. Participants were provided with permanent housing, and those who had income were required to pay 30 percent of that income for rent. Though each of the participants had a physical disability, mental illness, substance abuse disorder, or some combination of these, the participants used emergency medical services less, experienced fewer arrests, and spent fewer days in jail. The housing program used a “scattered-site” model, meaning that participants were housed throughout the city rather than in a single building. Costs associated with the participants’ use of ambulance services, emergency room visits, hospitalization, arrests, and jail time all fell between 60 and 80 percent. At the end of the three-year period, a third of participants were using a reduced level of services, a third were anticipated to “graduate” from the program shortly, and only a third still required an intensive level of support in order to stay housed.

More than half of those surveyed in the 2017 Monterey County Point-in-Time Homeless Survey were currently experiencing some sort of long-term disability, either mental, physical, or substance-abuse related. Additionally, 22 percent of respondents had spent at least one night in jail within the past 12 months. Among those who had experienced homelessness for a year or longer, two-thirds were experiencing drug or alcohol abuse, and one-fifth were experiencing a chronic health problem or a physical disability (or both).

### **5.1.3 IMPLEMENT, REVIVE, MAINTAIN, AND EXPAND SUCCESSFUL PROGRAMS**

The following types of programs have been successful in Monterey or other communities and may warrant implementing, reviving, maintaining, or expanding, as appropriate.

- “Treatment on Demand” and “Housing First” models (see above)
- Community Human Services’ SafePlace program
  - Community Human Services’ Safe Place and Safe Passage programs provide a drop-in center for young adults ages 18-24 to access services such as temporary shelter, public health education, hot meals, recreational activities, and family counseling.
- Continue to encourage active transportation and expand nonautomotive transportation access, not only as a way to encourage a more active lifestyle but also to decrease transportation costs for residents.
  - Active transportation is currently included in the City's Multimodal Mobility Plan and Healthy Communities Plan. Complete Streets planning will also be included in the forthcoming update to the City's Circulation Element.
  - The City of Monterey is part of a coalition of 180 cities that have joined the HEAL (Healthy Eating Active Living) campaign, which includes active transportation as one of its active living strategies.

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- In-school services such as mental health care
  - By providing treatment in schools, mental health providers have the opportunity to both evaluate and treat students during the school day. This not only improves access—students do not need to be taken to a separate appointment by their parents—but teachers can integrate the interventions into the classroom environment where appropriate. Because school psychology and educating require very different skillsets and types of credentials, these services must be provided by separate mental health staff, which can present a funding issue for school administrators.
- Engaging, fun places and programs for young people
  - As noted in **Section 3.4, Existing Services Inventory**, there are many service providers already offering youth programs locally, including recreation, education, and development, with options for after-school and summer programs. However, the community survey and stakeholder input still identified youth services as an important unmet need in the community. Incorporating healthy nutrition in youth programs will have positive effects on learning, behavioral issues, and quality of life.
- Support for the Monterey Homeless Exchange
  - The Monterey Homeless Exchange is a group of representatives from homeless service providers that meets monthly to collaboratively address issues related to homelessness. In April 2019, the Homeless Exchange partnered with the City of Monterey Police Department to develop a Multi-Disciplinary Outreach Team (MDOT), a program in which social workers from partner agencies staff a desk at the police department so that police can better connect the people they meet with social assistance programs.
- Veterans Authority service model
  - The Department of Veterans Affairs in Monterey County provides health services through a community-based health center in Monterey. Also see the VA’s Collaborative Initiative to Help End Chronic Homelessness.
- Transportation services, such as Dial-a-Ride
  - Demand-response transportation services, sometimes called “Dial-a-Ride,” primarily serve senior and disabled residents and veterans who may not be able to use fixed-route bus transit for their transportation needs. At Monterey-Salinas Transit, demand-response programs are divided into ADA Paratransit Service, Senior Shuttles, and a taxi voucher program. Because of their lower ridership volume, programs such as these require a greater level of subsidy and so can be difficult for transit providers to expand. Demand-response transportation services are also provided to seniors and visually challenged people by ITN*MontereyCounty*. The service is membership-based, with costs reduced by relying on volunteer drivers and contributions from community partners, including corporate sponsors.
- Also see the current policies and summaries of policy and program successes in **Section 3.6, Policy Review**.

- Also see **Section 5.2, Strategic Approaches for Increasing Access to Housing**, for additional examples of programs, projects, and policies that have been successful in Monterey or other communities and may warrant consideration for implementing, reviving, maintaining, or expanding.

#### **5.1.4 ENHANCE EXISTING PROGRAMS**

Tips for improving existing program implementation were identified during the community engagement. They include:

- Hire people who are familiar with the issues faced by the vulnerable communities due to their shared experiences.
- Provide services in the areas with the greatest needs, or bring the services directly to those who need them, or provide transportation services.
- Publicize the availability of services more and ensure that messages are reaching a diversity of groups within the community.
- Offer assistance to moderate- and above-moderate-income residents who need it.
- Adjust office times and provide childcare in association with providing services, to reduce barriers to access.

#### **5.1.5 COMMUNITY OUTREACH AND EDUCATION**

Community outreach and education are vital to ensure that people who need services know where to find them, and that groups providing these services understand the needs of the different populations they serve. A lack of understanding of cultural traditions, past experiences, and limited shared language can make the provision of public services more difficult and uneven across populations. This can be even more of an issue if the public services are provided by organizations from outside the community, where population distributions may be much different.

Churches were identified as a successful organizing force for providing social services and engaging the community in the process. Face-to-face, interpersonal connection came up in many stakeholders' descriptions of successful programs. This type of engagement was identified not only as a way to keep program recipients from feeling isolated (particularly an issue among seniors), but also to change the mindset of the community overall. However, one participant warned that finding volunteer labor can be a challenge in an environment where most households require more than one income to meet their needs. Many of the recommendations later in this Report relate to community outreach and education.

### 5.1.6 COLLABORATION

During the forum with service providers, many expressed an interest in expanding opportunities to meet and share information. Specific opportunities in Monterey include:

- Moving the CDBG review process to a public board and a public review process.
- Currently the Monterey Homeless Exchange meets monthly to collaboratively address issues related to homelessness. During the forum, it was suggested that more people or organizations participate in those meetings.
- Independent of the Monterey Homeless Exchange meeting, a meeting to discuss the topics of quality of life and public services can be held regularly.
- See also the recommendations later in this Report, as collaboration is a prominent theme.

### 5.1.7 COLLECTIVE IMPACT MODEL

The collective impact model is a collaborative, cross-sector approach to addressing complex social and environmental challenges. It is based on creating a foundation that all participating agencies and service providers can commit to supporting. The shared foundation requires complete buy-in from participating groups and cannot succeed without support from the top management and directing boards and the line staff who keep programs running on a day-to-day basis.

The concept of collective impact has been developing steadily over the last couple of decades. The model has experienced significant evolution and boasts some incredible successes. However, it can be extremely difficult to implement, particularly in politically charged atmospheres, or areas where agencies and service providers are overwhelmed, complacent, or disillusioned.

An article in the Stanford Social Innovation Review, “Collective Impact,” identifies five components that are critical to the success of collective impact efforts.

**Common Agenda:** All participants have a shared vision for change that includes a common understanding of the problem and a joint approach to solving the problem through agreed-upon actions.

**Shared Measurement:** Agreement on the way’s success will be measured and reported, with a short list of common indicators identified and used across all participating organizations for learning and improvement.

**Mutually Reinforcing Activities:** Engagement of a diverse set of stakeholders, typically across sectors, coordinating a set of differentiated activities through a mutually reinforcing plan of action.



**Continuous Communication:** Frequent and structured open communication across the many players to build trust, assure mutual objectives, and create common motivation.

**Backbone Support:** Ongoing support by independent, funded staff dedicated to the initiative, including guiding the initiative's vision and strategy, supporting aligned activities, establishing shared measurement practices, building public will, advancing policy, and mobilizing funding. Backbone staff can all sit within a single organization, or they can have different roles housed in multiple organizations. (Kania and Kramer 2011)

Several of Monterey's existing partnerships have the foundations for effective collective impact; however, there is opportunity to expand current relationships, align metrics, and strengthen lines of communication. Collective impact initiatives work best when they include all stakeholders and providers involved in any given social issue. This means collaborating with public agencies, nonprofits, private businesses, community groups, faith-based organizations, property owners, and beneficiaries. Social problems are often so complex and interlinked that the range of providers and agencies with a stake in how problems are addressed can be surprising. The scale of collaboration for a successful collective impact effort can be daunting; however, a number of agencies and academic groups have identified and validated the strength of collective impact when addressing seemingly impossible problems. These groups have a wealth of resources and experience that can be accessed to determine if a collective impact effort would benefit Monterey and its regional neighbors.

The list of resources below is not comprehensive but does provide a starting point for further exploration as to how collective impact can address complicated social problems.

- The Stanford Social Innovation Review has a series of articles about collective impact. Most of the articles are available for free at [http://ssir.org/articles/entry/collective\\_impact](http://ssir.org/articles/entry/collective_impact).
- The Collective Impact Forum is a nonprofit community where agencies and service providers looking to implement collective impact collaborations can share information and resources. The forum has a wealth of shared resources, including videos, success stories, and best practices from agencies that have successfully implemented collective impact agendas. The forum can be accessed at <https://collectiveimpactforum.org>.
- There are also a number of mission-driven consulting firms (both for- and nonprofit) that specialize in helping agencies and service providers implement collective impact efforts. FSG (<http://www.fsg.org>) is one such nonprofit group and considered a leader in collective impact implementation.

### 5.1.8 SOCIAL IMPACT BONDS

One of the biggest challenges in addressing complicated social problems is finding the funding necessary to tackle the core issues. Much of the funding available to service providers is focused on responding to immediate symptoms of much thornier social problems. The need for many of



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these public services never diminishes because the services do not address the fundamental causes. Service providers can find themselves in a holding pattern where they repeatedly address social symptoms but do not have the resources to attack the core problem. Social impact bonds are intended to bring together public and private capital to develop programs that address these core social problems.

A common example is the use of social impact bond funds to start a program that trains inmates in needed trades and life skills so that they have support once they are released. The goal of such a program is to reduce recidivism by helping ex-convicts find stable, well-paying employment and teaching them how to handle the challenges and frustrations of successfully managing a household and interpersonal relationships. Although the initial job training and classes cost significantly more than standard incarceration, the savings identified from a dramatically reduced rate of recidivism more than cover the cost of the program. Other issues that have been successfully addressed through social impact bonds include childhood asthma and gang prevention. Social impact bonds could potentially be useful in addressing chronic homelessness.

Several resources are available that describe how social impact bonds and pay-for-performance funding programs can be successfully implemented.

- The Center for American Progress has a wealth of information about how social impact bonds work in different situations, at <https://www.americanprogress.org/series/social-impact-bonds/view>.
- The Rockefeller Foundation supports investigating social impact bonds as an opportunity to fund primary cause solutions. More information can be found at <https://www.rockefellerfoundation.org/ourwork/initiatives/social-impact-bonds>.
- Both Harvard and Forbes have published articles about how social impact bonds might be used to fund social change. The articles can be found at <http://harvardmagazine.com/2013/07/social-impact-bonds>, and <http://www.forbes.com/sites/jonhartley/2014/09/15/social-impact-bonds-are-goingmainstream/#7e3c498d17d5>.

## 5.2 STRATEGIC APPROACHES FOR INCREASING ACCESS TO HOUSING

### 5.2.1 CITY OF MONTEREY POLICIES AND PROGRAMS

Several approaches to increasing housing are described later in this section (most of which may be considered “Affordable by Design” strategies). Implementing or expanding any of those approaches in the city would require an evaluation of the limitations and opportunities of the city’s existing policies and programs. Other policy and program considerations specific to Monterey include:

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- Policies that would allow an increase in the number of units available within the city for residents of all income levels. Examples of activities to support this include:
  - Update the zoning code and general plan to increase allowable densities.
  - Review the City’s development standards and procedures for opportunities to streamline requirements, make standards more objective and provide greater certainty in the development process.
  - Allocate additional staff time to securing additional grant funding and removing barriers to residential development.
- Vacancy taxes on second homes to be used for affordable housing or other housing services to prevent home vacancy or mitigate the impacts of home vacancy.
- Just Cause for Evictions, Right to Counsel for Evictions and other renter protections.
- Landlord/tenant mediation program; expand ECHO Housing’s program and/or implement additional program(s).
- Rent review programs to assist tenants with ever-increasing rents; the City is re-instituting the voluntary rent increase program, but landlords are not obligated to cooperate.
- Maintaining and expanding the City’s infill development strategy and exploring financing options to assist owners in retrofitting their existing buildings.
- Continuing to collaborate regionally to solve the water availability constraint.
- Leveraging the opportunities at the Fort Ord property, including incorporating a robust affordable housing component in the development of the City’s 135 acres. Leveraging the value of City-owned land by finding a mechanism to capture this value to provide resources for affordable housing.
- Exploring the potential of the new state-led initiative to use vacant state-owned parcels within the city for housing development.

### 5.2.2 MASTER TENANCY AGREEMENTS

In order to ease the perceived risk of Housing Choice Vouchers (Section 8) or formerly homeless renters, or to assist renters who may not be competitive in a high-demand housing market, some nonprofit and government organizations have enacted “master lease” programs. In these programs, the organization or agency acts as the primary lessee and subleases the unit to a tenant with housing access issues. This guarantees the landlord regular income while allowing the organization to ensure fair market rent for the unit.

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One benefit to this model is that organizations can act as intermediaries to prevent eviction and promote housing stability, working directly with clients to establish payment plans. The organization can also identify and advocate for the repair of any safety or maintenance concerns.

One approach of Master Tenancy programming is “scattered-site leasing,” which places additional importance on integrating community members receiving supportive services into the greater community by disbursing the rented units among many buildings and unit types.

Interim Inc. uses this model to provide 23 beds to people experiencing homelessness across Monterey County. The McHome program, which is primarily a case management and outreach program within Interim, connects their mental health clients with housing in the community through their Shelter Plus Care voucher system (funded by HUD). While the organization has been able to work with landlords across the county to provide 23 beds in this scattered-site model, they’ve also encountered a number of landlords who weren’t willing to work with the particular difficulties of housing mentally ill tenants. Staff suggested that in some cases this may have caused faster turnover than they experience with tenants in their group supportive housing programs.

The role of the organization as master tenant has at times created some disagreement between Interim and landlords when it comes to the physical management of the property. Some landlords have wanted Interim to be more responsible for property maintenance than a standard tenant might be.

However, a number of tenants who use this Shelter + Care voucher have symptoms that don’t allow them to live in the group housing provided by most of Interim’s supportive housing programs. This master tenant system allows them to access housing that their mental illness would otherwise prevent them from using.

### **5.2.3 INFILL AND REMODELS**

Focusing on adding housing by developing on infill sites and by remodeling existing buildings is a smart strategy for several reasons. As opposed to building on an undeveloped site further out, these sites are typically closer to existing amenities, jobs, and transit and are likely to have available infrastructure.

### **5.2.4 PRESERVE NATURALLY AFFORDABLE HOUSING**

Preserve existing Naturally Occurring Affordable Housing by connecting developers and owner-operators with social impact investors or governmental resources. This would include facilitating rehabilitation when needed and balancing the prioritization of these types of units or developments with free market priorities.

### 5.2.5 ACCESSORY DWELLING UNITS

Accessory Dwelling Units (ADUs) are self-contained secondary units built alongside single-family homes. ADUs can either be attached—such as “in-law suites,” apartments above garages, or basement “garden apartments”—or detached cottages in backyards (sometimes called “casitas”). Because of their size, they can be faster to construct than other types of housing and allow for slightly denser housing without drastically changing the visual character of a neighborhood’s buildings. They can provide additional rental income to homeowners or provide a space for aging family members or adult children to live near their families.

Because of their small size, ADUs have the potential to have a lower construction cost and therefore can be rented at a more affordable rate than a new-construction unit in a multifamily building. A detached demonstration ADU built by the UC Berkeley College of Environmental Design in 2011 was constructed for \$100,000 and was rented for \$1,200, significantly less than the standard rent for a studio apartment in Berkeley. It also included energy efficiency features like solar panels and advanced insulation strategies that made the building net-zero energy.

The San Mateo County Second Unit Resources Center collected stories from homeowners across the county who had constructed ADUs. One success story was about a family with parents and an adult child with severe developmental disabilities. Constructing the second unit allowed their son to experience living semi-independently. The parents live in the ADU several nights a week, and their son’s caregivers were also able to move into the main house to provide full-time support for their son.

Within the City of Monterey, ADUs built within an existing single-family home are permitted, and ADUs that are built as an addition to existing home structures are allowed within the R-3 zoning district on lots of 5,000 square feet or more. They are not currently permitted to be used as short-term rentals (i.e., rentals of less than 30 days).

### 5.2.6 TINY HOMES

The development of tiny homes as a substitute for homeless shelters and transitional housing has received attention lately since several major cities have run pilot programs of this housing service type. By establishing tiny-house villages, cities can decrease the time to open the units compared to a standard apartment building and can use the space temporarily.

This model also allows residents to maintain a sense of independence and privacy that shelter living does not, which can be essential to homeless community members who fear assault in a shelter environment. The tiny-home villages can include individual bathroom and kitchen facilities or shared facilities.

Some critics of this strategy point to the lack of density inherent in tiny-house villages as a downside, suggesting that an apartment building or shelter would allow more people to be served on less land, particularly in cities where vacant land is scarce. Because the structures are temporary, they can be removed at the end of pilot projects, decreasing housing stability for their residents. Additionally, the quality of construction and design of these houses vary, and there is a potential for

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the houses to be substandard, earning them the nickname “sheds with beds.”

Though not yet constructed, the Veterans Transition Center is currently in the process of developing a proposal for the Fort Ord site in Marina. The proposed site would include 12 to 35 homes of approximately 400 square feet each and may also include a tiny-home construction firm that would provide jobs to veterans. VTC’s intent is also to provide wrap-around services at the site. However, Marina’s current zoning does not allow the construction of tiny homes at this site, so the project will need to clear several regulatory hurdles before being constructed.

### 5.2.7 SHARED FACILITIES

Common buildings with shared facilities, such as single-room occupancy (SRO) buildings, create an opportunity to house more residents in a smaller space. SROs differ from shared apartments in the expectation that only one resident (or group of residents) will have access to a private living space but common spaces are shared. A study of SROs in New York City concluded that the cost of construction and operation of these types of buildings can be low enough compared to traditional apartments that they may require less public subsidy in order to serve lower-income residents, while still creating investment returns for private housing providers.

Another type of shared facility housing strategy is a Home Sharing program, such as San Mateo County’s HIP program or HomeShare SLO in San Luis Obispo County. The San Mateo County program matches people who need housing with those who have a room in their home available for rent. Renters either pay rent for the room or pay a reduced rental rate and perform household tasks. This home-sharing program has been running since 1979. The program screens potential tenants, which provides some level of security for those looking to rent space in their home. In addition to providing affordable housing, the program allows all residents to share resources like common spaces as well as the cost of utilities.

### 5.2.8 CO-HOUSING

Co-housing communities can be established either as buildings with shared facilities or in buildings that more closely resemble typical apartment complexes. Co-housing developments may also include resident-driven resource sharing schemes, such as shared food purchases or carpooling arrangements. Some co-housing environments may resemble a single unit of shared housing (such as a shared house) facilitated by a nonprofit organization. This approach combines a Master Lease strategy and potentially decreases costs, allowing the residents to benefit from shared community and sense of ownership over the space.

Cohousing California lists 36 communities across the state, many of which are in northern California. New Brighton Co-Housing is a homeownership co-housing organization of 18 members (15 adults and 3 children) in Aptos. The property is made up of 11 two-story townhomes spread across three buildings, collectively owned by all the members. Residents range in age from 3 to 78 years old. The property, which was previously a rental multifamily building, was purchased by the group in 2007.

Temescal Commons Housing in Oakland is an eight-unit housing complex that houses 23 residents. It was established in 2000. The community shares two group meals per week and otherwise shares facilities such as the laundry room, bike room, and tool shed as well as a common courtyard area. They share common-area maintenance tasks through weekly “work days.” Building ownership is structured as condominiums, so each residence pays their own mortgage but also pays dues to the association.

### **5.2.9 DORMITORIES**

Like co-housing and shared-facilities buildings, dormitories rely on housing density to decrease the cost and space required to provide housing to many. Cities like Las Vegas have created “campus” environments with these dormitories, including on-site health and social services. The dormitories can either be viewed as long-term or temporary solutions as part of a rapid-rehousing strategy.

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## 6. CONCLUSIONS AND RECOMMENDATIONS

### 6.1 KEY FINDINGS

- Those experiencing or at risk of experiencing homelessness and seniors were identified as the most vulnerable populations in the community. Youth, families with children, veterans, people with disabilities, veterans, people struggling with substance abuse and victims of domestic violence were also identified as vulnerable populations.
- Community members face many complex challenges. The most vulnerable populations in the community typically experience these challenges with more severity because they tend to have more limited access to resources, and they frequently face the compounding effect of multiple, overlapping issues.
- A large majority of people experiencing homelessness locally were area residents prior to becoming homeless, rather than coming from outside of the area.
- Many residents are struggling with increasing costs of living and a lack of available affordable housing. Many struggle with low wages or lack of employment opportunities. Many community members that provided feedback for this Report are spending upwards of 70 percent of their income on rent. In 2015 approximately 1,145 extremely low-income households resided in the City of Monterey, representing 10 percent of the total households. Of these, 74 percent faced a housing cost burden greater than 30 percent of income, compared to the total population, where 42 percent of total households put more than 30 percent of their income toward housing costs.
- Landlords in Monterey don't always accept Housing Choice Vouchers (Section 8), and housing that is available to low-income residents may not be safe or well maintained.
- Availability of housing is already currently constrained; however, the region anticipates employment trends to increase, adding approximately 64,400 jobs between 2010 and 2035.
- Demographic trends indicate that seniors aged 65 and over is the age group that is expected to grow the most in Monterey. This group frequently needs the support of public services. The number of single-person households is also steadily increasing. To the extent that seniors live alone, these trends will overlap. Senior populations also have a high incidence of disability, indicating that the group of people with disabilities is also expected to increase in size.

*"What we do for ourselves dies with us. What we do for others and the world remains and is immortal."*

*– Albert Pine*

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- Many homes in Monterey are in need of repair. As of 2015, the city had approximately 880 units with serious deterioration, 2,140 units were clearly declining, and 4,830 units had deferred maintenance.
- Deterioration is due, in large part, to the age of much of Monterey's housing stock and the number of long-term homeowners who have difficulty affording maintenance and repairs. Seniors on fixed incomes may struggle to maintain the homes they live in, which may be too large for them or may not have been adapted for people with limited mobility.
- Opportunities for greater collaboration among service providers and between service providers and the City are numerous and welcomed. In particular, stakeholders identified that greater coordination is especially important during transitional times such as when a formerly homeless person transitions into long-term housing or when health and housing programs can be interconnected.
- Many community members and stakeholders provided input for this Report. However, for the most part, this feedback was presented not from the perspective of those who would receive those services, but from the perspective of residents and service providers who observe an increasing level of unmet needs amongst vulnerable populations in the city. There was feedback received across a spectrum of incomes that represented well the different socio-economic groups in the city.
- Feedback highlighted the need for expanded housing services and services for the homeless, including physical and mental health care and an emergency shelter in the city. Most wanted to see homeless services become easier to access and less punitive. Feedback also indicated a need for increased public awareness of the needs of the homeless.
- More than 85 percent of the survey respondents felt that each of the types of homeless services listed in the survey were not being adequately provided. Approximately half of respondents felt that more that senior and youth services, drug-abuse prevention and treatment services and domestic violence shelters were needed in Monterey.
- Survey respondents most frequently used the following types of services: general health services, religious services, food and hot meals and senior transportation services, as well as, recreation, education, arts and cultural services.
- The two most common barriers to accessing services identified by survey respondents were a lack of awareness of where to find information about services and not meeting the minimum qualifications for assistance. Most survey respondents learn about services through family or friends. Stakeholders indicated that community outreach and education has been successful, especially face-to-face interpersonal connections. This type of engagement was identified not only as a way to keep program recipients from feeling isolated (particularly an issue among seniors) but also to change the mindset of the community overall. These factors highlight the importance of ongoing community outreach and engagement.

- When there are high levels of unmet needs in the community, the health, public safety, and quality of life for all Monterey residents is affected, as are the education and healthcare systems. Very visible are the impacts on community spaces and the local economy—particularly the tourism industry. Furthermore, it is common for unanticipated operational and fiscal impacts from homelessness to affect multiple departments across the City.
- The key challenges in addressing homelessness have been a lack of collaborative planning efforts and the absence of: coordination of services and delivery, the necessary wraparound services, and permanent supportive housing options.
- There are many promising alternative strategies and strategic approaches worth exploring in regard to supporting and providing public services and increasing access to housing.
- The issue of constrained water availability is a key limitation to increasing the availability of housing.
- The primary challenge in making service provider recommendations is the availability of records and reports that could be used to evaluate performance and achievements over time. Without this, it is difficult to provide more than a point-in-time evaluation of service providers and their programs. Additionally, service providers in Monterey and the neighboring areas run the gamut from local volunteer-driven efforts to regional multiagency entities with complex budgets and organizational structures. The recommendations in this Report focus on what service providers can do to build capacity, improve organizational stability, leverage relationships and increase the availability of services in Monterey. The collective impact model proposes opportunities to expand on existing partnerships and foundations to improve cross-sector communication and strengthen overall service provider performance.
- Social impact bonds are a financing concept gaining recognition as an alternative to traditional grants and donations. Social impact bonds are based on the theory that a significant investment in addressing costly social problems from a preventative point of view will result in a much larger long-term savings in dealing with the externalities and community costs than would be incurred if the social problems were left untreated. The challenge with both collective impact and social impact bonds is that while the long-term benefits can be impressive, the initial set-up requires both significant effort and up-front funding.

## 6.2 RECOMMENDATIONS

This Report reveals that the most pressing unmet needs in the city are in the areas of homeless services and housing. Community members currently experiencing homelessness are vulnerable to unsafe conditions and a lack of resources to meet their most basic needs. Many homeowners and renters in the community struggle to make ends meet, which jeopardizes their ability to adapt to life changes and remain in the community as they age or expand their families. Continuing to seek and implement solutions for these issues will ensure that Monterey remains a beautiful, inclusive, and vibrant city.

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## Vulnerable Communities Needs Analysis

The recommendations first include overarching recommendations that service providers, City agencies, regional jurisdictions and agencies, stakeholders, activists, developers, and community members can consider, followed by sets of recommendations specific to service providers and then to the City.

### **6.2.1 OVERARCHING RECOMMENDATIONS**

#### **RECOMMENDATION 1. EVALUATE AND RESPOND**

This Report provides a snapshot in time, while the severity and types of needs of the community and resources available to meet those needs will continue to change. As solutions are implemented and conditions both within the community and externally change, it will be important to revisit previous findings and fine-tune approaches to ensure that the greatest needs of the community are being addressed. Evaluating and responding to these issues doesn't have to be limited to service providers and the City. There are opportunities for a wide array of folks to get involved, have their voices heard, and contribute to the solution. For example, concerned community members can volunteer with a service provider, or a developer can consider innovative design approaches that will provide housing for households at a range of income levels. Involvement from a range of community members can aid service providers and the City by providing valuable, ongoing feedback on the changing conditions of the community.

#### **RECOMMENDATION 2. REVIEW ALTERNATIVE STRATEGIES**

This Report outlines many alternative strategies for addressing the unmet needs of Monterey's vulnerable populations. These strategies should be evaluated for their feasibility and potential for impact. Since resources are limited, the costs and benefits of the strategies should be reviewed and ranked. Some strategies may promise excellent results but may be dependent on other solutions being implemented first. For example, if the water availability constraint can be alleviated, it would open the door to developing innovative housing solutions that are currently infeasible. A review of the alternative strategies should include an evaluation of what obstacles would need to be overcome in order to implement any currently infeasible solutions.

### **6.2.2 SERVICE PROVIDER RECOMMENDATIONS**

#### **RECOMMENDATION 3. ENHANCE ORGANIZATIONAL STABILITY**

Service providers should regularly evaluate organizational procedures and plans to identify opportunities to improve organizational stability and capacity. This may include preparing a long-term strategic plan that identifies how the organization will optimize operations in light of challenges such as budget cuts and staff turnover that degrade program performance. The strategic plan can also identify how to improve its services through additional funding, increased public support, and capital investment. Strategic plans should describe the service provider's goals for the next five to ten years; include both capital and operational goals; and identify realistic plans intended to improve access to services and increase participation in sponsored programs, if appropriate.

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Additional efforts to improve organizational stability may include diversifying revenue sources. Service providers that have traditionally depended on one or two funding sources may benefit from pursuing additional resources through grants, donations, or other fundraising efforts. There is significant opportunity to partner with other service providers when working toward diversifying revenues. While hiring a grant writer or a funding event organizer may be too expensive for a single service provider, if several providers group together and split the cost, the potential increase in revenues could easily offset the initial outlay. Service providers should also work with state, federal, and foundation funding agencies; City staff; and community groups to stay current on funding opportunities. Civic and community events, such as parades, festivals, and fairs, may provide both marketing and fundraising opportunities.

Organizations that alone do not have capacity to participate in civic and community events should consider partnering with like service providers and volunteer groups to increase civic participation and community presence. For many service providers, grant management and reporting is a necessary liability that detracts from the resources available to clients. Here again, providers have an opportunity to partner and leverage resources. Service providers may wish to enter into an agreement where each contributes administrative funds to hire a consultant or administrative professional to manage finances, regular reporting, bookkeeping, payrolls, or other administrative requirements. A shared-cost professional may be more cost- and time effective than training staff to perform tasks that seem tangential to the mission. Similarly, for marketing obligations, organizations could partner and engage marketing professionals who have the experience and ability to ensure that marketing efforts meet the equal opportunity requirements obligated by public funds. Organizations could also partner and fund a part- or even full-time position for a marketing/fundraising professional whose purpose is to support organizations in both increasing operating revenue and ensuring that information about available services is made available to all populations within any given community.

**RECOMMENDATION 4. ESTABLISH A FIXED LOCAL PRESENCE**

The primary challenge facing Monterey residents looking for services is figuring out how to find what is available in their neighborhood. Many of those who provide services in Monterey are either located or headquartered outside of the city itself. Many are regional providers. Others provide mobile services or telephone services that may require potential clients to have access to a telephone or to have permanent addresses to receive services. One means by which service providers could directly address the challenge facing Monterey residents trying to find help is by establishing an easily identified local intake facility.

Capital facilities are notoriously expensive, and for many service providers, operating multiple facilities does not make fiscal sense. However, this offers another chance for service providers to partner and share costs. A centralized facility that provides one-stop access to multiple providers, even if that access is limited to client intake, would allow for providers to leverage marketing, reporting, and administrative costs across multiple organizations. Monterey has community facility assets potentially available on a part-time or limited basis that might be used as centralized locations for service providers. The City also has publicly funded services and facilities that might be open to partnerships, which would improve the depth and breadth of available City services.



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Service providers should be encouraged to look for opportunities to partner with other nonprofit organizations, faith-based organizations, and local schools to find physical facilities that can host client intake or provide a fixed location where Monterey residents can find information about publicly funded services available in the area.

### **RECOMMENDATION 5. BUILD ORGANIZATIONAL CAPACITY**

A key component of strategic planning is identifying opportunities for the organization to build capacity, even if revenues are not expected to increase. Building capacity involves activities that allow service providers to increase their overall service scope or client numbers without necessarily adding new staff or additional revenues. Establishing administrative procedures and processes that streamline reporting requirements and set clear guidelines for financial management is one method by which an organization can potentially build organizational capacity. Another is establishing partnerships that share administrative or fiscal accounting burdens, thereby reducing the burden for each individual organization.

Another way is to partner with organizations and agencies that serve similar populations or have similar program goals. These partnerships might include sharing vital components such as facilities, administrative staff, program materials, or training and educational opportunities. Partnering with City agencies is another good way to build organizational capacity. City agencies often have access to resources, such as facilities and technical assistance that can significantly increase a service provider's range and visibility in the community.

### **RECOMMENDATION 6. CONNECT WITH COMMUNITY RESOURCES**

Community leaders can be an incredibly valuable resource for service providers. Not only do they generally have a good handle on the most pressing needs in their neighborhoods, but they also have direct access to residents and community members who can help spread information about available services. Community leaders can connect with community resources, such as faith-based groups, social and professional societies, and volunteers, that can prove to be incredibly valuable for service providers looking to increase organizational capacity. Without a central structure to match and assign volunteers to social causes, it can be difficult to successfully tap into the volunteer pool. However, many business, schools, and faith-based organizations have either designated volunteer programs or are at least supportive of connecting community volunteers with service providers who could benefit from the additional personnel.

Other community resources might include community facilities, events, and networking opportunities. Participation in community events is often a sound introduction to neighborhood-specific events, such as block parties, neighborhood watch programs, and night-out events. Service providers who connect locally with neighborhoods may find that while their exposure increases, and their client intake builds, so too does their access to resources in the community, including volunteers, professional assistance and pro bono help, and other valuable assets, such as facility access or ridesharing programs for clients without access to transportation.

The community survey for this Report revealed that respondents frequently learn about the availability of services through referrals from government agencies, physicians, and the Senior Center. For service organizations, ensuring that front-line providers have an awareness of the landscape of available social services in the area will allow more potential recipients to connect with the services they need.

### **RECOMMENDATION 7. IMPROVE PUBLIC OUTREACH**

One of the key findings of this assessment is that technology and referral services are not being fully utilized to help residents find necessary public services. The community survey revealed that the majority of respondents find out about available services through an internet search, which highlights the need for service providers to have an accessible, informative web presence.

The City of Monterey currently supports the United Way of Monterey County, which currently manages the region's 211-information referral system. Any free or low-cost health or human service program in the area can be added to the 211 system at no cost to the agency or provider. Service providers who are looking to diversify their client intake may wish to consider a partnership with 211, and possibly with other service providers, to help advertise the 211-referral service.

Other opportunities to improve public outreach include:

- Developing a web-based directory of services that is searchable by service type, physical location, and client intake process, not just name of provider.
- Developing a service provider collaborative group (i.e., collective impact model) to connect service providers with one another.
- Developing an inter-organizational referral system that allows service providers to directly refer clients to other service providers to help build a robust service model.
- Coordinating outreach efforts with other agencies in the city, including other service providers and governmental agencies, and with jurisdictions in the larger region.
- Providing a printed directory of public service resources for people without internet access and ensuring that these hard copies are available in places where people gather, such as community centers, places of worship, health care facilities, and libraries.

### **RECOMMENDATION 8. INNOVATION OPPORTUNITIES**

- Consider pilot grants or other small grants that could be funded from the General Fund to help service providers initiate and identify partnerships for leveraging, especially for pilot programs or other new ventures.
- Work with service providers to identify champions in the community who can help to assess cultural and ethnic needs and can connect service providers with cultural and ethnic groups that may need services.



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- Sponsor or host monthly or quarterly community outreach meetings in which community champions can provide feedback to service providers, including best practices and problem-solving assistance (this is to help address cross-cultural communication issues).
- Furnish members of the community and other potential referral services with information and contacts from other service providers to encourage inter-provider referrals. This would include teachers, doctors, school district employees, faith-based organizations, and other groups that have contact with the general community and can support people looking for services.
- Sponsor or host a volunteer program that can match up volunteers (active seniors, persons in public housing, students, etc.) with service providers and potentially with clients to help increase service provider capacity and remove client barriers.

**6.2.3 CITY OF MONTEREY RECOMMENDATIONS**

Monterey's CDBG application, review, and award process provides transparency and accountability for the use of City funds for public services. These steps include holding standard Notice of Funding Availability announcements and application processes, quarterly reporting, and clear program scoping, and work toward standardizing reporting metrics along federal grant guidelines. The following recommendations are intended to bolster existing efforts and encourage clarity for both staff and service providers regarding funding priorities, program eligibility, and performance goals.

**RECOMMENDATION 9. MAINTAIN GRANT APPLICATION PROCESS**

Continue to maintain a grant application process that requires standardized information from each service provider regarding community needs, fiscal stability, program goals, program eligibility, and similar information. This information should continue to be used to evaluate each program against a set rubric and identify which programs should receive funding and how much funding should be allocated. The applications should continue to be public documents, available for review upon request. The application process should continue to ensure that service providers can meet the funding requirements set by state and federal funding agencies. This helps the City identify which community needs would be met by the program and set specific goals with measurable achievements to identify success. The application process also provides clear and transparent means for established service providers to seek funding for new or revamped programs, as well as new service providers looking to fill a community need in Monterey.

Establishing criteria-driven bonus points in the application process helps the City support service providers that, for example, leverage funds and collaborate to expand services and improve client outreach. Other actions that might qualify for bonus points could be engagement in community and neighborhood events, coordination with volunteers and in-kind professional services, and a commitment to target services to underserved populations or racial and ethnic groups. Applications should include documentation that supports the stability and ongoing viability of the service provider. For providers whose revenues are primarily made up of public

funds or who operate with large budgets, this documentation may include audited financials for prior years, cost allocation plans, strategic plans, detailed line-item budgets, by-laws and mission statements, complete lists of board members and managing staff or organization charts, monitoring reports from other jurisdictions or agencies, profit and loss statements, and similar supporting documentation. For providers with more private or limited revenues, cost allocation plans, strategic plans, line-item budgets, profit and loss statements, and monitoring reports (if available) should still be required. When available, resumes for key program managers should be included. For agencies that do not have cost allocation plans, strategic plans, succession plans, or clear management plans, a schedule that identifies when they will prepare and submit these plans should be included in their application-supporting documentation. Plans do not need to be complicated or overly detailed, but they should provide an operating framework for the service provider to help ensure a satisfactory level of ongoing program performance.

The applications should continue to include both qualitative and quantitative requests for information. Threshold questions are also used to identify whether or not the program meets legal eligibility, community needs, and funding source requirements. Applications should continue to be reviewed by community members or City staff who are unrelated to the specific program and funding to help ensure a fair and transparent evaluation. Application assessment criteria should continue to be maintained to help simplify the evaluation process and support equitable appraisals. The City should continue to offer an application workshop during the application period in which staff can answer questions and help service providers understand what information will be required for a complete application. All service providers who are seeking grant funds from the City, regardless of agency, department (including internal departments), or program, should utilize the application process to ensure full transparency and open scoring.

#### **RECOMMENDATION 10. STANDARDIZED REPORTING REQUIREMENTS**

The City has a legacy of consistently monitoring the organizations that receive funding to ensure that they comply with all regulations governing their administrative, financial, and programmatic operations; and to ensure that they achieve their performance objectives on schedule and within budget. City staff has already taken steps toward requiring regular reports from federally funded public service providers. These include quarterly and annual reports that track information required by HUD for CDBG reporting. However, public service providers can also supply a wealth of information regarding the health and well-being of a community, as well as data that can be used to evaluate service models and new programs. Standard reporting requirements allow service providers to leverage administrative support, share reporting forms and tables, and track performance over the long term to help guide programmatic decision making and budget planning. The reporting fields required by HUD and most other community development funding agencies include, at a minimum, the following:

- Annual cumulative number of unique persons served (repeat clients should not be counted more than once).
- Household income (estimates are acceptable, and incomes can be self-verified for most public service programs).

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- Household size, including the number of household members under the age of 18 for programs that provide youth services.
- Age of householder over 62 indicates a senior household.
- Whether or not the head of the household is female (frequently used to identify female-headed single-parent households).
- The presence of persons with a disability in the household.
- The race and ethnicity of the members of the household.
- For housing assistance programs, whether the householders are renter or owner occupants.

Additional reporting fields that may be applicable to all grant-funded public service programs could include:

- Total program budget and funding source for each source of revenue.
- Total number of Monterey residents or households served, including repeat clients.
- Total number of persons or households served by the program regionally, including other jurisdictions.
- For programs that include a specific unit of service, such as meals or pounds of food, the total units provided to Monterey residents/households, and the total provided regionally.
- Number of Monterey clients that require translation services or other support for limited English proficiency.
- Marketing efforts in Monterey—such as flyers, social media posts, articles, press releases, interviews, and neighborhood outreach events—and whether or not these marketing efforts targeted a specific demographic, socioeconomic range, age, race or ethnicity, or family type.
- Operating capacity, which could help reveal which programs are undersubscribed, which are overburdened, and if there are seasons or periods of time in which programs experience temporary increases or decreases in demand.

These reports could be collected on a quarterly, semiannual, or annual basis, and could be used to measure against the goals identified in the service provider's program application. The information collected would allow for evaluation of per-client and per-service unit costs and could be used to support appeals for additional funding, reasons for reduced or eliminated funding, and requests to revisit or revamp programs to help improve performance. These metrics would also allow the City to identify changes in demand for specific services. Services that experience a measurable increased demand may benefit from additional support, while services that experience a drop-off in clients may need to improve marketing or realign their program to address other unmet needs.

**RECOMMENDATION 11. ANNUAL ACHIEVEMENT PRESENTATIONS**

The City can hold an annual forum for service providers to share achievements and challenges with public officials and elected bodies. Public presentations are opportunities for service providers to get public recognition and spread awareness about their programs and activities. Annual presentations encourage accountability as well, and, in combination with the metrics and goals discussed above, can help service providers show tangible benefit to the community. The presentations can also introduce interested community leaders to the services and providers operating in their neighborhoods. Finally, public presentations give service clients a voice, allowing them to share their experiences and benefits from the programs that the City funds, which helps to spread awareness both among City staff and the wider community.

**RECOMMENDATION 12. CONTINUE REGULAR MONITORING**

The City sets clear expectations for regular grant monitoring and implements monitoring procedures on a regular schedule. This practice helps keep service providers on track and provides opportunities for technical assistance by City staff. Monitoring agendas should continue to be aligned with the requirements established in the application and reporting recommendations and should include all funded service providers regardless of funding source. A typical monitoring might include site visits, client intake audits, budgeting reviews, and backup documentation spot checks, but could also be conducted remotely or via phone, or involve having service providers self-monitor and provide results via checklists and questionnaires. Each monitoring should include a letter that identifies the date of the monitoring and the programs that will be reviewed; include an entrance and exit interview with management and key staff; and follow up with a written report detailing any identified findings and concerns and means to resolve them. Follow-up to ensure clearance can be concluded with a final letter of completion. Monitoring results can be used in partnership with regular reports to support changes in funding amounts, as evidence of nonperformance, or to better align programs with the appropriate funding sources. They also provide good, transparent records of City oversight in the use of public funds.

**RECOMMENDATION 13. OPTIONAL PROVIDER SUPPORT**

The City can take a number of other actions to help service providers. The following list includes activities that the City can lead, require, or support to help service providers improve overall range and efficiency.

- **Comprehensive Marketing Plans.** The City can assist service providers in preparing marketing plans that help ensure all minority groups and eligible households have knowledge and access to public services. Service providers whose clientele reflects a significantly different racial and ethnic distribution than that of the city as a whole should be asked to provide equal opportunity marketing plans to help ensure that any underrepresented or underserved populations know about and have access to publicly funded services.
- **Interagency Communication.** The City can host—or support community groups interested in hosting—regular meetings intended to introduce service providers to each other and share best practices, problem solving, and community building. Each agency should have

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an opportunity to share about their programs, successes, and challenges. Outside resources, such as administrative, academic, marketing, legal, or other professional services can be invited to share information, give presentations, and lead workshops. Regular meetings could include hosted luncheons, public workshops, facility tours, education opportunities, and other events that will help providers leverage resources with each other and build overall capacity. A commitment to regular attendance and participation could be a bonus criterion in the funding application process.

- Professional Support. City staff and/or community members could provide professional support to service providers that may be struggling with administrative, financial, legal, or other operational challenges. Experienced staff or community professionals could be matched with service providers to help improve administrative capacity by assisting with setting up processes and implementing good administrative procedures. Financial experts could be tapped to help providers build sound financial management skills. Other professionals that may be of benefit, such as legal, technology infrastructure, marketing, and planning experts, can be tapped to assist with improving overall operating capacity.

### 6.2.4 PRIORITIZING RECOMMENDATIONS

This Report is intended to provide a foundation of knowledge that can be used to make calculated and strategic investments in services and programs that will best meet community priorities and improve the quality of life for its residents. Since the City and service providers won't have the resources to begin on all of the recommendations at the same time in the near term, the recommendations should be phased.

Planning for the phased implementation of recommendations should include considerations such as:

- Determining the length of time required to implement each item.
- Capitalizing on work already underway.
- Dovetailing with the City's regular cycles of budgeting and setting of work programs.
- Allowing ample time for items involving cooperation with non-City agencies or groups.
- Removing obstacles that make any recommendations presently infeasible.
- Accommodating the other priorities of the organization.

**Table 6.1** provides priority for initiating the implementation of the recommendations and identifies which recommendations are ongoing activities. .

**TABLE 6.1     PRIORITIZING RECOMMENDATIONS**

Recommendation Number	Recommendation Name	Priority: Short Term Medium Term Long Term Ongoing
1.	Evaluate and Respond	Short Term and Ongoing
2.	Review Alternative Strategies	Medium Term
3.	Enhance Organizational Stability	Medium Term
4.	Establish a Fixed Local Presence	Short Term
5.	Build Organizational Capacity	Medium Term
6.	Connect with Community Resources	Short Term
7.	Capitalize on Available Technology	Medium Term
8.	Innovation Opportunities	Long Term
9.	Maintain Grant Application Process	Ongoing
10.	Standardized Reporting Requirements	Ongoing
11.	Annual Achievement Presentations	Long Term
12.	Regular Monitoring	Short Term
13.	Optional Provider Support	Long Term

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## **APPENDIX A – Organization Details**



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NAME	SERVICES	CITY
<b>PUBLIC SERVICE PROVIDER (GOVERNMENT AGENCY OR FUNDED BY MONTEREY)</b>		
City of Monterey	All	
Meals on Wheels	Food/M meal Programs	Pacific Grove
Food Bank of Monterey County	Food/M meal Programs	Salinas
Housing Authority of the County of Monterey	Fair Housing	Salinas
Eden Council for Hope and Opportunity	Fair Housing	Monterey
Housing Resource Center	Fair Housing	Salinas
Coalition of Homeless Service Providers	Homeless Services	Marina
Interim Inc.	Homeless Services	Monterey
Community Human Services	Homeless Services and At-Risk Youth	Monterey
Salvation Army	Homeless Services	Seaside
Josephine Kernes Memorial Pool	Senior Programs	Monterey
Alliance on Aging	Senior Programs	Salinas
Legal Services for Seniors	Senior Programs	Seaside
Veterans Transition Center	Veterans Services	Marina
Veterans Resource Center	Veterans Services	Monterey
Access Support Network	AIDS	Salinas
Monterey County Public Health	Lead-Based Paint & AIDS	Salinas
Monterey Peninsula Unified School District	Youth	Monterey
<b>ADDITIONAL SERVICE PROVIDERS THAT ARE PART OF THE COALITION OF HOMELESS SERVICE PROVIDERS</b>		
Community Homeless Solutions	Homeless Services	Marina
County of San Benito	All	Hollister
Dorothy's Place	Homeless Services	Salinas
MidPen Housing	Fair Housing	Foster City
Sun Street Centers	Homeless Services	Salinas
Central Coast Center for Independent Living	Disabled Services	Salinas
Community Housing Improvement Systems and Planning Association, Inc. (CHISPA)	Fair Housing	Salinas
CSUMB Service Learning Institute	All	Seaside
GATHERING FOR WOMEN MONTEREY	Homeless shelter and services for women, emergency assistance, education, food and clothing	MONTEREY
Victory Mission	Homeless Services	Salinas
<b>ADDITIONAL SERVICE PROVIDERS</b>		
Blind and Visually Impaired Center	Disabled Services	Pacific Grove
Alzheimer's Association	Disabled Services	Monterey
Oldemeyer Center	Public	Seaside
Del Mar Caregiver Resource Center	Disabled Services	Salinas
The Gathering for Women	Homeless Services	Monterey
Gateway Center of Monterey County, Inc.	Disabled Services	Pacific Grove
Van Buren Affordable Housing	Fair Housing	
The Carmel Foundation	Senior Programs	Carmel-By-The-Sea
Pajaro Rescue Mission	Homeless Services	Watsonville
Shelter Outreach Plus	Homeless Services	Salinas, Seaside
United Way 2-1-1	Volunteer	Monterey
YWCA	Domestic Violence	
First United Methodist Church	Homeless Services	Salinas
Catholic Charities	Fair Housing	Salinas
Central Coast HIV/AIDS Services	Health/Medical	Salinas
VA (Veterans Affairs)	Public	Salinas
Clinica De Salud Del Valle De Salinas	Homeless Services	Monterey County
HEAP/REACH	Fair Housing	
Monterey County Aging and Adult Services	Senior Programs	Salinas
Monterey County Department of Social Services	Homeless Services	Salinas
Monterey County Rape Crisis Center	Domestic Violence	Salinas
Suicide Crisis Line	Health/Medical	Monterey County
First Presbyterian Church of Monterey	Homeless Services	Monterey

NAME	SERVICES	CITY
Sunrise House	Drug and Substance Abuse	Salinas
<b>CITY OF MONTEREY - RECREATION DEPARTMENT - FEE CLASSES</b>		
Afterschool and Holiday Youth Programs	stay-n-play, winter and spring holiday programs	Monterey
Arts, Crafts, Cooking Programs	watercolor, art hournaling, artastic after school, cermaics for adults, adult coloring group, scrapbooking group, art for preschoolers or kids, family art, young chefs	Monterey
Dance Programs	ballet for kids, pre-ballet for toddlers, basic square dancing, ballet, creative movement, hip hop, hula dancing, folk dancing, line dancing, modern dance, tap/jazz	Monterey
Field Sports	baseball/softball camp, sports camp, track and field, soccier, skate jam, ultimate frisbee, men's softball, co-ed softball, group golf, basketball,	Monterey
General Interest Programs	CRP & AED training, computer basics, intro to fencing or fencing club, public access computers, volunteer groups	Monterey
Gymnastics Programs	kids, toddler/parent program, tots, gymnastics camp	Monterey
Music and Drama Programs	choir, community band, vocal lessons, piano, theater for kids	Monterey
Special Events	cutting plants day, easter egg hunt, art in the park,	Monterey
Tennis	Kids program, private lessons, tennis camp	Monterey
Tots	animal safari, bonkers for books, bubble bonanza, christmas creations, eco-art, fairytale fun	Monterey
Youth and Teens	design challenge, card games, elves workshop, babysitter training, flight night, Jedi Night, NERF nights, Laser tag	Monterey
Adults and Seniors	Scholze Park Center, Alliance on Aging, Monterey Travel Program, Senior Taxi Voucher Program, AARP Smart Driver Program, Senior Produce Program, The Meal Connection, The Friday Social, Bingo, Coffee and Converation	Monterey
<b>501 (C)3 REGISTERED IN MONTEREY</b>		
<b>FAITH-BASED</b>		
CALVARY CHAPEL MONTEREY BAY	Religious activities - Food pantry, ministry services	MONTEREY
EL ESTERO PRESBYTERIAN CHURCH	Religious activities	MONTEREY
ENGLISH CONGREGATION OF JEHOVAHS WITNESSES MONTEREY CA INC	Religious activities - Facebook page only	MONTEREY
FIRST BAPTIST CHURCH OF MONTEREY	Religious activities	MONTEREY
FIRST CHURCH OF CHRIST SCIENTIST MONTEREY CALIFORNIA	Religious activities	MONTEREY
IRVINE HEBRON CHURCH INC	Religious activities	MONTEREY
LIVING HOPE CHURCH OF THE NAZARENE	Religious activities	MONTEREY
MONTEREY ASSEMBLY OF GOD	Religious activities	MONTEREY
MONTEREY CHURCH	Religious activities	MONTEREY
MONTEREY PENINSULA BUDDHIST CHURCH	Religious activities	MONTEREY
MONTEREY PENNINSULA CHURCH OF RELIGIOUS SCIENCE	Religious activities	MONTEREY
MONTEREY UNITED METHODIST CHURCH	Religious activities	MONTEREY
PASS THE WORD MINISTRY INC	Religious activities	MONTEREY
RECTOR WARDENS AND VESTRYMEN OF ST JAMES PARISH IN MONT	Religious activities	MONTEREY
SAINT MARK COPTIC ORTHODOX CHURCH OF THE MONTEREY COUNTY	Religious activities	MONTEREY
SARANG CHURCH OF MONTEREY	Religious activities	MONTEREY
ST TIMOTHY LUTHERAN CHURCHMONTEREY CALIFORNIA	Religious activities	MONTEREY
STONE HARBOR CHURCH	Religious activities	MONTEREY
THE ISLAMIC SOCIETY OF MONTEREY COUNTY	Religious activities	MONTEREY
THE ROMAN CATHOLIC BISHOP OF MONTEREY CALIFORNIA	Religious activities	MONTEREY
UNITARIAN UNIVERSALIST CHURCH OF THE MONTEREY PENINSULA	Religious activities	MONTEREY
UNITY CHURCH OF MONTEREY BAY	Religious activities	MONTEREY
WORSHIP ALLIANCE MINISTRIES	Religious activities	MONTEREY
APOSTOLIC LIGHTHOUSE CHURCH OF SEASIDE CALIFORNIA	Religious activities	SEASIDE
BETHEL MISSIONARY BAPTIST CHURCH OF SEASIDE	Religious activities	SEASIDE
BREAKING BREAD MINISTRIES LTD	Religious activities	SEASIDE
CHRISTIAN MEMORIAL TABERNACLE INC	Religious activities	SEASIDE
CHURCH OF CHRIST SEASIDE CALIFORNIA	Religious activities	SEASIDE
FAITH LUTHERAN CHURCH OF SEASIDE CALIFORNIA	Religious activities	SEASIDE
FIRST BAPTIST CHURCH OF SEASIDE	Religious activities	SEASIDE
GODS TEAM GATEKEEPERS INTERNATIONAL MINISTRIES	Religious activities	SEASIDE

NAME	SERVICES	CITY
GODS TOOTH FAIRIES	Religious activities	SEASIDE
GREATER VICTORY TEMPLE CHURCH OF GOD IN CHRIST INC	Religious activities	SEASIDE
HAYS CHRISTIAN METHODIST EPISCOPAL CHURCH A NONPROFIT RELIGIOUS CORPO	Religious activities	SEASIDE
IGLESIA BAUTISTA EL FARO	Religious activities	SEASIDE
IGLESIA DEL SENOR DE SEASIDE	Religious activities	SEASIDE
MONTEREY BAY CHRISTIAN CENTER	Religious activities	SEASIDE
MONTEREY CHINESE CHRISTIAN CHURCH INC	Religious activities	SEASIDE
MONTEREY KOREAN BAPTIST CHURCH	Religious activities	SEASIDE
NEW HOPE BAPTIST CHURCH OF SEASIDE	Religious activities	SEASIDE
OCEANVIEW BAPTIST CHURCH OF SEASIDE INC	Religious activities	SEASIDE
SEASIDE COMMUNITY CHURCH	Religious activities	SEASIDE
THE EMMANUEL CHURCH OF GOD IN CHRIST PENTECOSTAL HOLINESS O	Religious activities	SEASIDE
THE FIRST SOUTHERN BAPTIST CHURCH OF SEASIDE CALIFORNIA	Religious activities	SEASIDE
THE FRIENDSHIP BAPTIST CHURCH OF SEASIDE CALIFORNIA	Religious activities	SEASIDE
MONTEREY MINISTRIES	Religious activities	MONTEREY
MINISTERE DES BRAS OUVERTS	Religious activities	MONTEREY
IGLESIA DEL NAZARENO PALABRA DE VIDA	Religious activities	MONTEREY
BLESSED TO SERVE INC	Religious activities	MONTEREY
ARMS OF ANGELS	Religious activities	MONTEREY
I CANTORI DI CARMEL	Religious activities	MONTEREY
ST TIMOTHY FOUNDATION INC	Religious activities	MONTEREY
THE DIOCESE OF MONTEREY PARISH SCHOOL OPERATING CORPORATION	Religious activities	MONTEREY
THE ORATORIAN COMMUNITY INC	Religious activities	MONTEREY
<b>SENIORS</b>		
INDEPENDENT TRANSPORTATION NETWORK MONTEREY COUNTY	Transportation services for seniors. Registered in database as in Seaside.	SALINAS
HANDS TO HELP SENIORS INC	Personal attendant, transportation, companionship, home maintenance, financial assistance, and education for seniors	MONTEREY
<b>MINORITY</b>		
FESTA ITALIA FOUNDATION	Promote Italian heritage, tradition and culture	MONTEREY
MONTEREY BAY CHINESE ASSOCIATION	exchange and development of Chinese culture with local people and culture	MONTEREY
<b>SPORTS</b>		
ASSOCIATION OF DIVE PROGRAM ADMINISTRATORS	Networking, assistance, and support for diving programs and their administrators	MONTEREY
BALLET FANTASTIQUE	Ballet education and practice. Registered in database as in Monterey.	PACIFIC GROVE
CYPRESS SPORTS GATORS BASEBALL SOFTBALL ACADEMY INC	Financial assistance to youth for sports equipment and fees, and to support local teams	MONTEREY
MONTEREY BAY DERBY DAMES	Roller derby team	MONTEREY
MONTEREY BAY SWIM CLUB	Swim lessons and swim teams	MONTEREY
MONTEREY COUNTY FUTBOL CLUB	soccer camp, soccer teams	MONTEREY
MONTEREY PONY BASEBALLSOFTBALL INC	Youth baseball and softball league	MONTEREY
PENINSULA PILATES PROJECT INCORPORATED	Post-rehabilitative pilates	MONTEREY
CENTRAL COAST GIRLS ATHLETIC FOUNDATION	Girls competitive softball team	MONTEREY
SEASIDE AQUATICS CLUB INC	Competitive swim teams	SEASIDE
SEASIDE PONY BASEBALL INC	Baseball and softball teams	SEASIDE
JOHN SPADARO YOUTH FOUNDATION INC	Financial assistance to youth for sports equipment and fees, and to support local teams	MONTEREY
THE SEASIDE POLICE ACTIVITIES LEAGUE INC	Youth sports	SEASIDE
SEA OTTER CLASSIC FOUNDATION INC	None listed - cycling festival	MONTEREY
<b>YOUTH</b>		
JUNIOR LEAGUE OF MONTEREY COUNTY INC	Volunteer and leadership training, community voluntarism and advocacy	MONTEREY
MONTEREY COUNTY YOUTH MUSEUM	Children's museum	MONTEREY
YOUTH ARTS COLLECTIVE INC	Arts studeo and mentorship program	MONTEREY
YOUTH MUSIC MONTEREY	Youth orchestra and music lessons	MONTEREY
THE CENTRAL COAST CHILDRENS FOUNDATION INC	Resources, support non-profit entities serving youth with disabilities and low-income youth	MONTEREY
SPECIAL KIDS CRUSADE INC	Resources, community programs, support for families of children with disabilities	MONTEREY
COMMUNITY PARTNERSHIP FOR YOUTH	Afterschool tutoring and mentoring, summer program, leadership program, life skills, job preparation, visual and performing arts academy	SEASIDE
KIDSLIFE	Child nutrition and health education	MONTEREY

NAME	SERVICES	CITY
BOYS GIRLS CLUBS OF MONTEREY COUNTY	Youth development, child care, fitness, tutoring, leadership development, visual and performing arts	SEASIDE
<b>MEDICAL</b>		
MONTAGE HEALTH	full medical services	MONTEREY
HOSPICE GIVING FOUNDATION	fundraising and grants for end-of-life care	MONTEREY
INTERNATIONAL HEALTH EMISSARIES INC	Medical and dental care to indigent people worldwide	MONTEREY
CENTRAL COAST VNA HOSPICE INC	Home health care, hospice care, travel immunization	MONTEREY
COMPASSION PREGNANCY CENTER AND CLINIC OF THE MONTEREY BAY	pregnancy testing, referrals, counseling, education, outreach, supplies, and support services	MONTEREY
PROJECT DNA A NONPROFIT CORPORATION	DNA screening for hereditary cancer	MONTEREY
THE LIVING BREATH FOUNDATION	Cystic Fibrosis financial aid, scholarships, care packages, and research funding	MONTEREY
CENTRAL COAST QUALITY OF LIFE PROGRAMS	case management, support services, and educational events for low- to moderate-income persons with multiple sclerosis and their families/caregivers	MONTEREY
ASPIRE HEALTH PLAN	Medicare health plan	MONTEREY
<b>ARTS/COMMUNITY</b>		
ENSEMBLE MONTEREY	Chamber orchestra	MONTEREY
MONTEREY COUNTY FILM COMMISSION	Location library and production assistance	MONTEREY
MONTEREY COUNTY THEATRE ALLIANCE	promotes awareness and appreciation of the quality and diversity of local live theatre by acting as a liaison between venues, artists and the public.	MONTEREY
MONTEREY COWBOY POETRY MUSIC FESTIVAL	annual festival of cowboy music and poetry	MONTEREY
MONTEREY JAZZ FESTIVAL	annual jazz festival	MONTEREY
MONTEREY MUSEUM OF ART ASSOCIATION	association affiliated with museum that showcases CA regional art from 1875 to present	MONTEREY
MONTEREY OPERA ASSOCIATION INC	To foster, manage, and support live productions of diverse forms of the performing arts at the Golden State Theatre in Monterey with particular attention to operatic arias presented in concert form.	MONTEREY
MONTEREY PENINSULA CHORAL SOCIETY	community choir	MONTEREY
OCCHIATA PRODUCTIONS	opera for youth	MONTEREY
SHELTER ART FOUNDATION	helping animal shelters make a better image	MONTEREY
WHARF THEATRE CORPORATION	performance art theater	MONTEREY
MONTEREY COUNTY SYMPHONY ASSOCIATION	To engage, educate, and excite our community through the performance and continual discovery of symphonic music.	MONTEREY
DIXIELAND MONTEREY A CALIFORNIA CORPORATION	To facilitate the live performance and broader appreciation of early jazz and other historically related music of the 1920s and '30s as part of our American musical heritage, and to educate and encourage young people to learn, appreciate and perform this music.	MONTEREY
MONTEREY COUNTY FAIR HERITAGE FOUNDATION INC	To support the operations of the Monterey County Fair & Event Center and to fund community agriculture awareness activities, youth scholarships, and capital improvements to Monterey County Fair & Event Center's facilities and grounds.	MONTEREY
OPERAESSENCE PERFORMANCES	To provide school children and other audiences with an opportunity to create art by encouraging interactive participation in staged musical events.	MONTEREY
ORCHESTRA IN THE SCHOOLS INC	Provides students throughout Monterey County an opportunity to learn an instrument, be a part of an orchestra, and perform with students from other schools.	MONTEREY
MONTEREY BAY BELLES WOMENS BARBERSHOP CHORUS	Singing group dedicated to the craft of four-part a cappella harmony in the barbershop style.	SEASIDE
FIRST NIGHT MONTEREY INC	Visual and performing arts workshops and festivals	MONTEREY
MONTEREY PEACE AND JUSTICE CENTER	Service learning for students, ESL classes, library, community center	SEASIDE
<b>EDUCATION</b>		
BAY VIEW ACADEMY	None listed	MONTEREY
EDUCATION FOUNDATION FOR MPUSD	education fundraising, grants, endowments	MONTEREY
NAVAL POSTGRADUATE SCHOOL FOUNDATION INC	Funding education and research at Naval Postgraduate School	MONTEREY
SANTA CATALINA SCHOOL	None listed	MONTEREY
ST FRANCIS HIGH SCHOOL SALESIAN COLLEGE PREPARATORY INC	None listed. Registered in database as in Monterey.	WATSONVILLE
THE MONTEREY PENINSULA COLLEGE FOUNDATION	Fundraising and student assistance programs for Monterey Peninsula College	MONTEREY
THE YORK SCHOOL	None listed	MONTEREY
TRINITY CHRISTIAN HIGH SCHOOL	None listed	MONTEREY
CHARTWELL SCHOOL	Education for students with learning and language disabilities	SEASIDE
INTERNATIONAL SCHOOL OF MONTEREY FOUNDATION	Fundraising for International School of Monterey	SEASIDE
MONTEREY COLLEGE OF LAW	None listed	SEASIDE
DLI FOUNDATION	None listed	MONTEREY
MONTEREY AREA ARCHITECTURAL RESOURCES ARCHIVE	None listed	MONTEREY

NAME	SERVICES	CITY
MONTEREY BAY EDUCATIONAL CENTER	day school, tutoring, support groups, educational counseling	MONTEREY
NANCY BUCK RANSOM FOUNDATION	Funding for youth-serving programs	MONTEREY
STEM EXPO INC	None listed	MONTEREY
THE LYCEUM OF MONTEREY COUNTY	academic events, enrichment classes, summer camp	MONTEREY
MATE INSPIRATION FOR INNOVATION	education and training for students in STEM and marine sciences	MONTEREY
THE MONTEREY PENINSULA CALIFORNIA BRANCH OF THE AMERICAN ASSOCIATION	Scholarships to women, STEM education program for girls	MONTEREY
<b>HOUSING</b>		
CATALYST HOUSING INC	Section 8 housing owned by Interim, Inc. Registered in database as in Monterey.	SALINAS
LUPINE HOUSING INC	Section 8 housing owned by Interim, Inc. Registered in database as in Monterey.	SALINAS
ROCKROSE HOUSING CORPORATION	Section 8 housing owned by Interim, Inc. Registered in database as in Monterey.	MARINA
<b>DRUG ABUSE</b>		
MONTEREY COUNTY AREA NARCOTICS ANONYMOUS	Drug recovery services and support	MONTEREY
<b>PROFESSIONAL</b>		
MONTEREY PENINSULA COLLEGE TEACHERS ASSOCIATION	None listed	MONTEREY
THE MONTEREY POLICE ASSOCIATION	None listed	MONTEREY
ACCESS MONTEREY PENINSULA INC	community media, production, training, and equipment for video creation	MONTEREY
ALLIANCE OF MONTEREY AREA PRESERVATIONISTS	Education and support for historic preservation advocacy	MONTEREY
AMERICAN IMMIGRATION CONTROL FOUNDATION INC	none listed	MONTEREY
LEADERSHIP MONTEREY PENINSULA INC A CALIFORNIA NONPROFIT PUBLIC	Training and awareness for community involvement and leadership	MONTEREY
MONTEREY COUNTY VINTNERS GROWERS FOUNDATION	None listed	MONTEREY
MONTEREY FIRE SAFE COUNCIL INC	Education on and mitigation of fire hazards	MONTEREY
THE AMERICAN INSTITUTE OF WINE FOOD MONTEREY BAY CHAPTER INC	none listed	MONTEREY
THE ASSOCIATION OF FUNDRAISING PROFESSIONALS MONTEREY BAY CHAPTER	None listed	MONTEREY
THE MONTEREY BAY AQUARIUM FOUNDATION	Supporting Monterey Bay Aquarium	MONTEREY
WORLD AFFAIRS COUNCIL OF THE MONTEREY BAY AREA INC	None listed	MONTEREY
FOUNDATION OF CALIFORNIA STATE UNIVERSITY MONTEREY BAY	Support CSU Monterey Bay	SEASIDE
MONTEREY COUNTY BAR FOUNDATION INC	Support and promote legal professionals	SEASIDE
THE PANETTA INSTITUTE FOR PUBLIC POLICY	Support and education of public policy professionals	SEASIDE
UNIVERSITY CORPORATION AT MONTEREY BAY	Support CSU Monterey Bay	MONTEREY
AMERICAN COUNCIL OF ENGINEERING COMPANIES OF CALIFORNIA MONTEREY BAY	Support for planning and engineering consulting organizations. Registered in database as in Monterey.	SACRAMENTO
FISHERMANS WHARF ASSOCIATION OF MONTEREY	None listed	MONTEREY
MONTEREY BAY CHAPTER AMERICAN INSTITUTE OF ARCHITECTS INC	Support for professional architects	MONTEREY
<b>VOLUNTEER</b>		
COMMUNITY EMERGENCY RESPONSE VOLUNTEERS OF THE MONTEREY PENINSULA	Support CERT programs, improve emergency preparedness	MONTEREY
COMMUNITY FOUNDATION FOR MONTEREY COUNTY	Administers funds for nonprofits and foundations	MONTEREY
FRIENDS OF THE MONTEREY PUBLIC LIBRARY	Supplies and resources for Monterey Public Library	MONTEREY
Historic Garden League	Education and support for historic gardens	MONTEREY
MONTEREY PENINSULA FOUNDATION	Fundraising for local organizations	MONTEREY
NANCYS PROJECT	Distributes donations of clothing, food, etc to farming families	MONTEREY
SAND DOLLAR CHARITABLE FOUNDATION	General and homeless services fundraising	MONTEREY
THE MONTEREY PENINSULA FRIENDS OF CG JUNG	None listed	MONTEREY
THE ROTARY FOUNDATION OF THE ROTARY CLUB OF MONTEREY PACIFIC	Scholarships, events, international charity, grant-giving	MONTEREY
THE ROTARY FOUNDATION OF THE ROTARY CLUB OF SEASIDE	Scholarships, events, international charity, grant-giving	MONTEREY
LADIES FIRST	Mentorship, education, and academic support for girls of color	SEASIDE
MONTEREY PENINSULA VOLUNTEER SERVICES INC	Financial assistance to non-profit organizations	SEASIDE
SAVE THE WHALES	Education, funding	SEASIDE
THE VILLAGE PROJECT INC	Counseling, leadership training	SEASIDE
<b>ENVIRONMENTAL</b>		
FRIENDS OF CAMP SEA LAB	Scholarships, fundraising, education for coastal environment	SEASIDE
ANIMAL WELFARE ASSISTANCE GROUP	Education and pet supplies and services for disadvantaged families. Registered in database as in Monterey.	PACIFIC GROVE
CALIFORNIA MARINE SANCTUARY FOUNDATION	Research, resource protection, education in preserving marine protected areas	MONTEREY
CARMEL RIVER STEELHEAD ASSOCIATION	None listed	MONTEREY
GOLDEN OLDIES CAT RESCUE	Rescue shelter for older cats	MONTEREY
MONTEREY BAY FISHERIES TRUST	Research, education, preservation of fisheries, business support to fishermen.	MONTEREY

NAME	SERVICES	CITY
MONTEREY STATE HISTORIC PARK ASSOCIATION	Educational programs, special events, historic preservation	MONTEREY
OCEAN FRIENDS AGAINST DRIFTNETS	None listed	MONTEREY
SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS FOR MONTEREY COUNTY	Animal shelter, pet services, animal rescue, education, pet training	MONTEREY
THE BIG SUR LAND TRUST	Education, stewardship, and preservation of land	MONTEREY
THE OTTER PROJECT INC	Education and advocacy for sea otter protection	MONTEREY
WILDCAT CREEK FOUNDATION INC	Fundraising for environmental causes	MONTEREY
FRIENDS OF MONTEREY ACADEMY OF OCEANOGRAPHIC SCIENCE	Marine science education for high school students	MONTEREY
MARINE LIFE STUDIES	Marine education and protection	MONTEREY
<b>OTHER</b>		
BREAKTHROUGH MENS COMMUNITY	Group support, eduction, counseling, and leadership training for men	SEASIDE
LAGUNA SECA RACEWAY FUND	None listed. Registered in database as in Monterey.	SALINAS
MELALUCCA FOUNDATION	None listed	MONTEREY
MONTEREY BAY ZEN CENTER	Meditation classes and workshops	MONTEREY
MONTEREY COUNTY POPS INCORPORATED	Free orchestral performances	MONTEREY
MONTEREY HOSTEL SOCIETY	Events	MONTEREY
OLD MONTEREY FOUNDATION	Events, historic preservation	MONTEREY
PAPILLON CENTER FOR LOSS AND TRANSITION	Bereavement resources, counseling, and support	MONTEREY
REGIONAL ANALYSIS AND PLANNING SERVICES INC	None listed (non-profit part of AMBAG)	MONTEREY
SCHOOLGROWN INC	Aquaponics education, building and operating aquaponics greenhouses in schools	MONTEREY
THE HAL TROSKY MEMORIAL FOUNDATION	Sports scholarships for youth. Registered in database as in Monterey.	CARMEL
THE MONTEREY BAY OFFICERS SPOUSES CLUB INC	Scholarships and charitable fundraisers	MONTEREY
THE WILLIAM MCCASKEY CHAPMAN AND ADALINE DINSMORE CHAPMAN FOUNDATION	Funding scholarships, educational programs, and education projects	MONTEREY



## **APPENDIX B – Survey Questionnaire**

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### Monterey Needs Your Input!

This survey is also available in Spanish at the link below.

- Esta encuesta esta disponible en español

Monterey is conducting a survey of services available for lower income residents and other vulnerable communities and we need your feedback!

- What services are most helpful?
- What services do we need more of?
- And, how can we better connect people with available services?

Please take a few minutes to complete this survey and give your input. The survey will only be available until April 15, 2019, so please share your input now.

All survey responses are 100% anonymous.

Please contact Grant Leonard at (831) 646-5614 or [leonard@monterey.org](mailto:leonard@monterey.org) if you have questions about this survey or the ongoing vulnerable communities needs assessment.

If you are completing a paper version of this survey, you can mail it or drop it off at the following locations. Please ensure that it arrives by Friday April 12, 2019.

City of Monterey

580 Pacific St.

Monterey, CA 93940

City of Monterey Housing Office

353 Camino El Estero

Monterey, CA 93940

Thank you for taking this survey!

### Demographic Information – Tell Us About You

1. I am a:
  - ☐ Male
  - ☐ Female
  - ☐ Trans, Nonbinary or Other
  - ☐ Prefer not to answer
2. My age is:
  - ☐ 5-17 years
  - ☐ 18-24 years
  - ☐ 25-34 years
  - ☐ 35-44 years
  - ☐ 45-54 years
  - ☐ 55-64 years
  - ☐ 65 or older
3. I am:
  - ☐ White
  - ☐ Black/African American
  - ☐ Hispanic
  - ☐ Asian
  - ☐ Native Hawaiian/Other Pacific Islander
  - ☐ American Indian/Alaska Native
  - ☐ Multi racial
  - ☐ Other
  - ☐ Prefer not to answer
4. How many people live in your household?
  - ☐ 1 (myself)
  - ☐ 2
  - ☐ 3
  - ☐ 4
  - ☐ 5 or more
5. My household's income is:
  - ☐ Less than \$14,999
  - ☐ \$15,000-\$24,999
  - ☐ \$25,000-\$34,999
  - ☐ \$35,000-\$49,999
  - ☐ \$50,000-\$74,999
  - ☐ \$Over \$75,000
  - ☐ Prefer not to answer
6. I am a...(select all that apply):
  - ☐ I am a resident of Monterey
  - ☐ I work in Monterey
  - ☐ I am a business owner or a nonprofit based in Monterey
  - ☐ I am a municipal employee for the City of Monterey
  - ☐ Other (please specify)

### Public Service Providers

7. Which of these public service provider (or publicly funded service provider) services have you or someone in your household used?

Which services does Monterey need more of?

Which services are provided adequately in Monterey?

Leave blank if the answer does not apply.

	I or someone in my household have used this service.	Monterey needs more of this type of service.	Service is adequate in Monterey.	Not Sure.
Housing Grant Funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food and Hot Meals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Housing Authority Housing or Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Homeless Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rehabilitation Pool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior Support and Legal Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Veterans Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HIV/AIDS Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Youth Services /School District	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Do you or someone in your household receive any of the public service provider services listed above in another city?

☐ Yes

☐ No

9. If so, which city? \_\_\_\_\_

### Homeless Service Providers

10. Which of these homeless service provider services have you or someone in your household used?  
Which services does Monterey need more of?  
Which services are provided adequately in Monterey?

Leave blank if the answer does not apply.

	I or someone in my household have used this service.	Monterey needs more of this type of service.	Service is adequate in Monterey.	Not sure.
Emergency Shelter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transitional Housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled Homeless Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Addiction Services for Homeless	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Permanent Housing Solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mental Health Services for Homeless	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fair Housing Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Homeless Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Do you or someone in your household receive any of the homeless services listed above in another city?

- ☐ Yes  
☐ No

12. If so, which city? \_\_\_\_\_

### Housing Service Providers

13. Which of these housing service provider services have you or someone in your household used?

Which services does Monterey need more of?

Which services are provided adequately in Monterey?

Leave blank if the answer does not apply.

	I or someone in my household have used this service.	Service is adequate in Monterey.	Monterey needs more of this type of service.	Not sure.
Place to Live	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior Housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Apartments that Accept Housing Choice Vouchers (Section 8)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fair Housing Services & Mediation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Do you or someone in your household receive any of the housing services listed above in another city?

☐ Yes

☐ No

15. If so, which city \_\_\_\_\_



### Seniors Service Providers

16. Which of these seniors service provider services have you or someone in your household used?

Which services does Monterey need more of?

Which services are provided adequately in Monterey?

Leave blank if the answer does not apply.

	I or someone in my household have used this service.	Monterey needs more of this type of service.	Service is adequate in Monterey.	Not sure.
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal Attendants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Companionship/ Activity Partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. Do you or someone in your household receive any of the seniors services listed above in another city?

☐ Yes

☐ No

18. If so, which city\_\_\_\_\_

### Disabled Service Providers

19. Which of these services for persons with disabilities have you or someone in your household used?

Which services does Monterey need more of?

Which services are provided adequately in Monterey?

Leave blank if the answer does not apply.

	I or someone in my household have used this service.	Monterey needs more of this type of service.	Service is adequate in Monterey.	Not sure.
Independent Living Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services for the Blind	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services for those with Alzheimer's	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Caregiver Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. Do you or someone in your household receive any of the services for persons with disabilities listed above in another city?

☐ Yes

☐ No

21. If so, which city \_\_\_\_\_

### Health, Domestic Violence and Drug Abuse Service Providers

22. Which of these health, domestic violence or drug abuse services have you or someone in your household used?

Which services does Monterey need more of?

Which services are provided adequately in Monterey?

Leave blank if the answer does not apply.

	I or someone in my household have used this service.	Monterey needs more of this type of service.	Service is adequate in Monterey.	Not sure.
General Health Care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Domestic Violence Shelter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HIV/AIDS Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Abuse Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suicide Prevention Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Drug Abuse Prevention and Treatment Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hospice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reproductive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23. Do you or someone in your household receive any of the services for persons with disabilities listed above in another city?

☐ Yes

☐ No

24. If so, which city \_\_\_\_\_

### Faith-Based Service Providers

25. Which of these faith-based services have you or someone in your household used?

Which services does Monterey need more of?

Which services are provided adequately in Monterey?

Leave blank if the answer does not apply.

	I or someone in my household have used this service.	Monterey needs more of this type of service.	Service is adequate in Monterey.	Not sure.
Religious Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Homelessness Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Housing Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

26. Do you or someone in your household receive any of the faith-based services listed above in another city?

☐ Yes

☐ No

27. If so, which city\_\_\_\_\_

### Other Service Providers

28. Which of these other services have you or someone in your household used?

Which services does Monterey need more of?

Which services are provided adequately in Monterey?

Leave blank if the answer does not apply.

	I or someone in my household have used this service.	Monterey needs more of this type of service.	Service is adequate in Monterey.	Not sure.
Recreation & Sports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arts & Music	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Youth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

29. Do you or someone in your household receive any of the services listed above in another city?

☐ Yes

☐ No

30. If so, which city\_\_\_\_\_

## Obtaining Assistance

31. How do you find out about the availability of services? (Check all that apply.)

- ☐ Calling 211
- ☐ Church or Faith-based Referral
- ☐ Family or Friend Referral
- ☐ Government (City or County) Agency Referral
- ☐ Internet Search
- ☐ Senior Center Referral
- ☐ Magazine, Radio, or Billboard Advertisement
- ☐ Nonprofit Service Agency Referral
- ☐ Physician Referral
- ☐ School or Teacher Referral
- ☐ Yellow Pages or other directory

☐ Other (please specify): \_\_\_\_\_

32. What is the hardest part for you (or someone in your household) regarding getting help?

AND/OR

What are the biggest challenges preventing Monterey residents from getting the help they need?

- |   |  |
|---|--|
| <input type="checkbox"/> I don't know where to look or who to ask                         | <input type="checkbox"/> The information is not in my language   |
| <input type="checkbox"/> The services I need are not available                            | <input type="checkbox"/> The hours that the offices or phone lines are open do not work with my schedule |
| <input type="checkbox"/> I don't have transportation                                      | <input type="checkbox"/> The information is not in my language   |
| <input type="checkbox"/> I do not meet minimum qualifications                             | <input type="checkbox"/> The hours that the offices or phone lines are open do not work with my schedule |
| <input type="checkbox"/> I don't want people to know I need help                          | <input type="checkbox"/> I don't think I qualify for assistance  |
| <input type="checkbox"/> I do not have anyone to take care of my children while I am gone | <input type="checkbox"/> I have distrust or disillusionment in service providers                         |
| <input type="checkbox"/> I have had problems completing the application process           | <input type="checkbox"/> I am concerned about privacy and the protection of my personal information      |
| <input type="checkbox"/> My spouse or significant other does not want me to ask for help  | <input type="checkbox"/> I am afraid to ask for assistance because of my background/national origin      |
| <input type="checkbox"/> I do not have a permanent address                                | <input type="checkbox"/> I don't need help, and I don't need anyone who needs help                       |
| <input type="checkbox"/> I do not have a valid ID   |  |

☐ Other (please specify): \_\_\_\_\_

33. Do you have any additional comments that you would like to share with us?





## **APPENDIX C - Survey Findings**

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## APPENDIX C – SURVEY FINDINGS

### C.1 Demographics

Survey respondents were asked about living and working in the City of Monterey. They were able to select multiple responses. The majority of respondents were residents of the City of Monterey (73 percent), and almost one-quarter worked in the city. Business or nonprofit owners in the city represented 4 percent of respondents, and 2 percent were municipal employees of the City of Monterey.

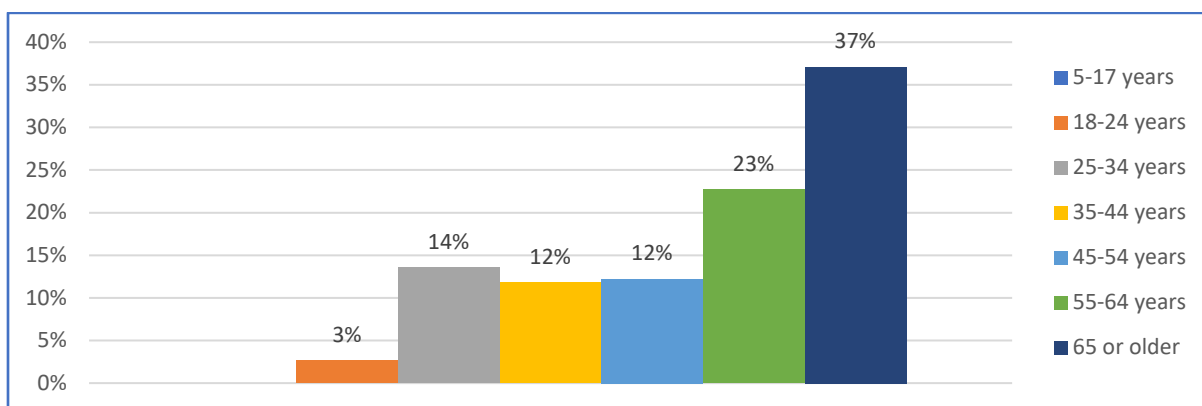
#### Gender

Compared to the overall city population, survey respondents were disproportionately female. Only 26 percent of respondents identified as male compared to 53 percent of City residents. The survey allowed for responses of “Trans, Nonbinary, or Other,” which the American Communities Survey does not, and one survey respondent identified that way.

#### Age

More than half of the survey’s respondents were over the age of 50, and 37 percent were over age 65. As shown in **Figure C.1**, respondents over 65 were overrepresented in the survey because they made up only 18 percent of the city’s population in 2017. In contrast, youth between ages 18 and 24 were underrepresented in the survey, with only 3 percent of respondents falling into that age group (compared to 13 percent of the city’s population). No responses were received from youth between ages 5 and 17, but this was expected because the survey was primarily circulated by public agencies and service providers.

**Figure C.1 Age of Survey Respondents**



#### Race

Nearly three quarters of all respondents to the survey identified as white, which is consistent with the demographic trends in the city as a whole (see **Table C.1**). Asian community members

(and Hispanic to a lesser extent) were underrepresented in the survey responses, which highlights the need to take extra measures to ensure that community outreach and education efforts are reaching a diversity of groups in the community.

**TABLE C.1 RACE OF SURVEY RESPONDENTS**

Survey Answer Options	Survey Response Percentage	Survey Response Count	City of Monterey Percentage
White	73.8%	169	78.8%
Black/African American	3.1%	7	3.6%
Hispanic <sup>1</sup>	11.8%	27	17.9%
Asian	1.3%	3	7.1%
Native Hawaiian/Other Pacific Islander	0.4%	1	0.3%
American Indian/Alaska Native	0.4%	1	0.5%
Multi-racial	4.8%	11	6.1%
Other	0.0%	0	3.5%
Prefer not to answer	4.4%	10	n/a

Source: City of Monterey Data via American Communities Survey, 2017 5-Year Estimates.

1. Within the ACS, "Hispanic" is listed as an "ethnic group" rather than as a racial category, so the above percentage of Hispanic residents in the City of Monterey also includes those who have identified as one of the other race categories.

## Household Size

Households with four or more people were slightly overrepresented within the survey, as compared to the City's population as a whole, as were two-person households (see **Table C.2**).

**TABLE C.2 HOUSEHOLD SIZE OF SURVEY RESPONDENTS**

Survey Answer Options	Survey Response Percentage	Survey Response Count	City of Monterey Percentage
1 (myself)	30%	69	38%
2	43%	99	37%
3	8%	19	12%
4	12%	27	13% <sup>1</sup>
5 or more	7%	15	-

Source: City of Monterey Data via American Communities Survey, 2017 5-Year Estimates.

1. The survey separated 4-person households and 5-person households into two different categories, but the American Communities Survey's highest category is "4 or more persons."

## Income Level

The household income levels of survey respondents tended to be slightly lower than in the City of Monterey overall, possibly due to the fact that the survey was distributed by many social service providers. However, the overall income distribution of respondents is roughly representative of the overall income level of the City's residents (see **Table C.3**). According to the 2017 American Communities Survey's five-year estimates, the median household income for the City of Monterey was \$73,942, meaning that at least 35 percent and as many as 43 percent of respondents have incomes that fall below the median.

**TABLE C.3 HOUSEHOLD INCOME OF SURVEY RESPONDENTS**

Survey Answer Options	Survey Response Percentage	Survey Response Count	City of Monterey Percentage
Less than \$14,999	5%	11	8%
\$15,000-\$24,999	10%	23	7%
\$25,000-\$34,999	9%	21	7%
\$35,000-\$49,999	11%	25	12%
\$50,000-\$74,999	8%	17	17%
Over \$75,000	43%	96	49%
Prefer not to answer	14%	31	-

Source: City of Monterey Data via American Communities Survey, 2017 5-Year Estimates.

## C.2 Types of Services Used

Survey respondents were asked about their family's use of a variety of social services, both within and outside of the City of Monterey, and their perception of the availability of those services. The questions addressed services from publicly funded agencies as well as homeless services, housing services, senior services, services for people with disabilities, health services, and other services.

### Public Services

Respondents were asked about the types of publicly funded services their families have used (see **Table C.4**). Over three-quarters of all survey respondents provided an answer to questions about public services, but significantly fewer answered that their families had been recipients of public services.

The most commonly used publicly funded services were those related to food or hot meals, with 11 percent of respondents answering that they had used these services. None of the respondents nor any members of their household had accessed HIV/AIDS services.

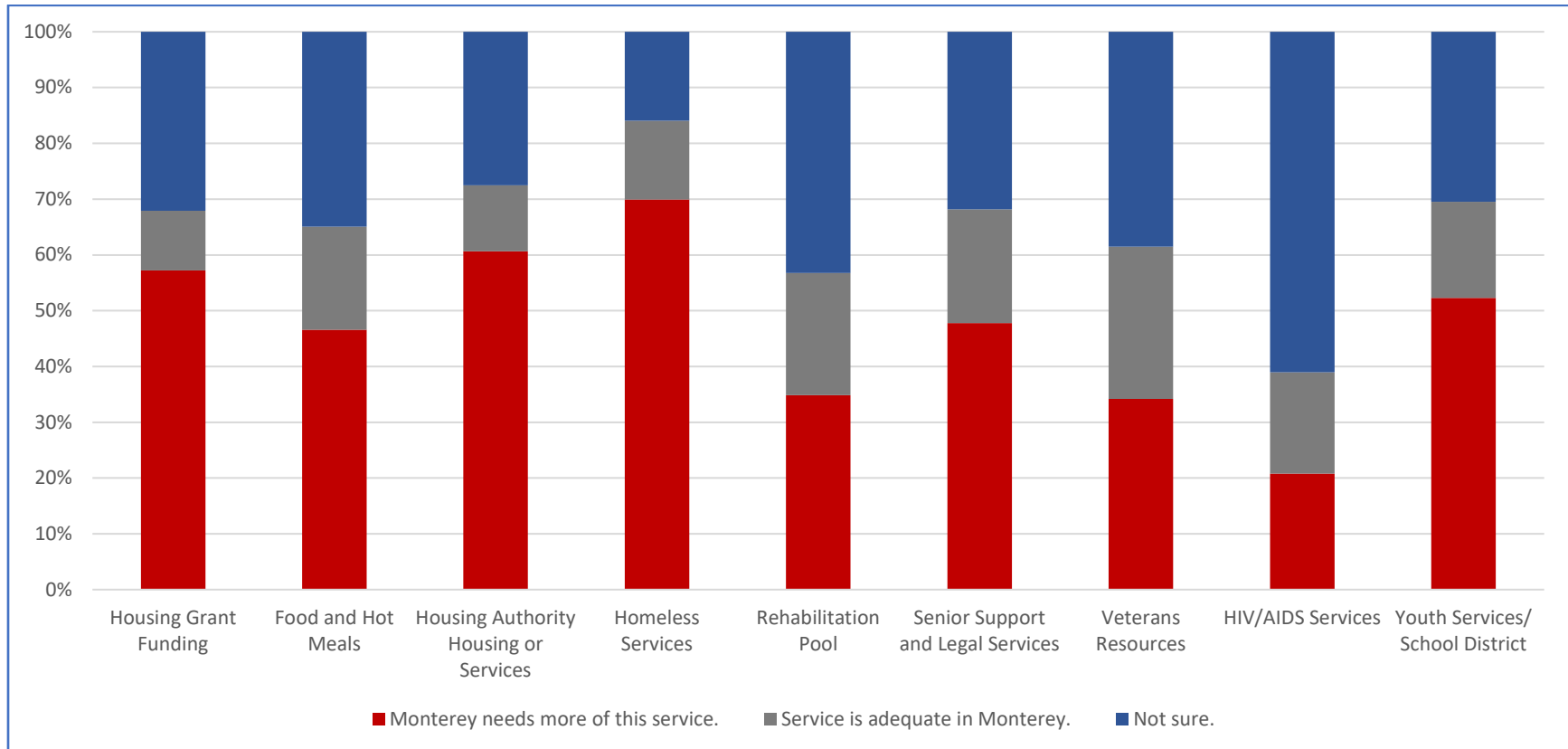
**TABLE C.4      PUBLIC SERVICES PROVIDED MOST USED**

Service	Number of Respondents	Percent of Question Respondents
Food and Hot Meals	18	11%
Rehabilitation Pool	11	7%
Senior Support and Legal Services	11	7%
Housing Authority Housing or Services	10	6%
Veterans Resources	8	5%
Youth Services/School District	7	4%
Homeless Services	5	3%
Housing Grant Funding	4	2%
HIV/AIDS Services	0	0%

The perception among more than a quarter of respondents is that resources for veterans are provided adequately. Approximately one-fifth of respondents felt that the rehabilitation pool and senior support/legal services were provided adequately.

As shown in **Figure C.2**, the perception among respondents is that public services related to housing and homelessness are those that are most needed in the area. This was a dominant theme across the survey responses.

**Figure C.2 Public Services**



## Homeless Services

Few respondents had personally accessed homeless services; those that had accessed homeless services had not accessed transitional housing or services for homeless people with disabilities. As shown in **Table C.5**, fair housing services and permanent housing solutions were the only services that more than one respondent had used.

**TABLE C.5 HOMELESS SERVICES USED**

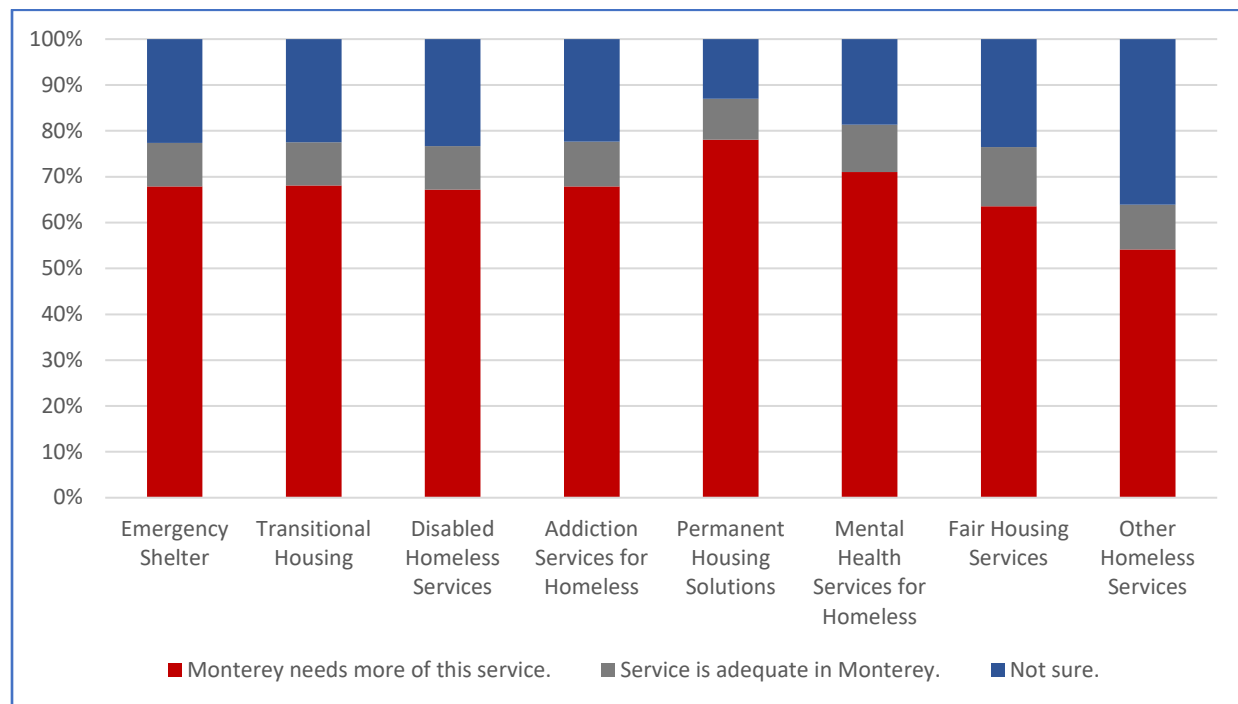
Service	Number of Respondents	Percent of Question Respondents
Fair Housing Services	3	2.1%
Permanent Housing Solutions	2	1.4%
Other Homeless Services	1	0.8%
Addiction Services for Homeless	1	0.7%
Emergency Shelter	1	0.7%
Mental Health Services for Homeless	1	0.7%
Transitional Housing	0	0.0%
Disabled Homeless Services	0	0.0%

The perception among a majority of respondents is that more access to all types of homeless services is needed. As shown in **Figure C.3**, emergency shelter was considered the highest-need homeless service, along with mental health services focusing on the needs of homeless individuals and permanent housing solutions. Although few respondents had personally accessed homeless services, they expressed a perceived need for both short-term and long-term solutions to address the issue of homelessness in Monterey as well as services that incorporate health concerns.

Fewer than 15 percent of the survey respondents felt that any type of homeless service listed in the survey was being adequately provided. Fair housing services were considered adequate by the highest percentage of respondents (13 percent).



**Figure C.3 Homeless Services**



## Housing Services

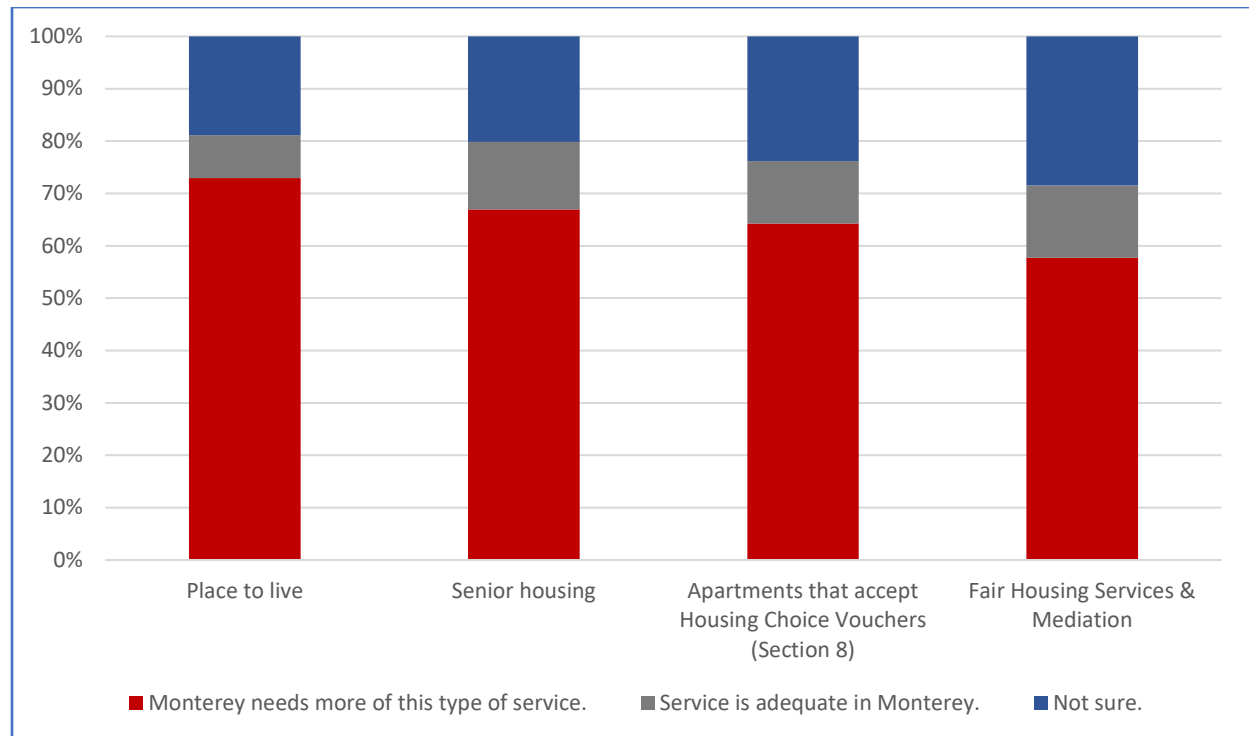
Few respondents had personally accessed any housing services (see **Table C.6**). A slightly higher number of respondents had accessed housing services other than homeless services, and those were primarily accessing a place to live. Unlike the fair housing services directed toward homeless individuals, fewer respondents had accessed fair housing services or mediation.

**TABLE C.6 HOUSING SERVICES USED**

Service	Number of Respondents	Percent of Question Respondents
Place to live	8	6.2%
Senior housing	5	3.9%
Apartments that accept Housing Choice Vouchers (Section 8)	2	1.6%
Fair Housing Services & Mediation	1	0.8%

As shown in **Figure C.4**, the perception among most respondents was that any type of housing service is needed in the City of Monterey, though few respondents had actually sought these services out themselves. More than 50 percent of respondents felt that each category of housing services was needed in the city, and fewer than 15 percent felt that any of these housing services was being provided adequately.

**Figure C.4 Housing Services**



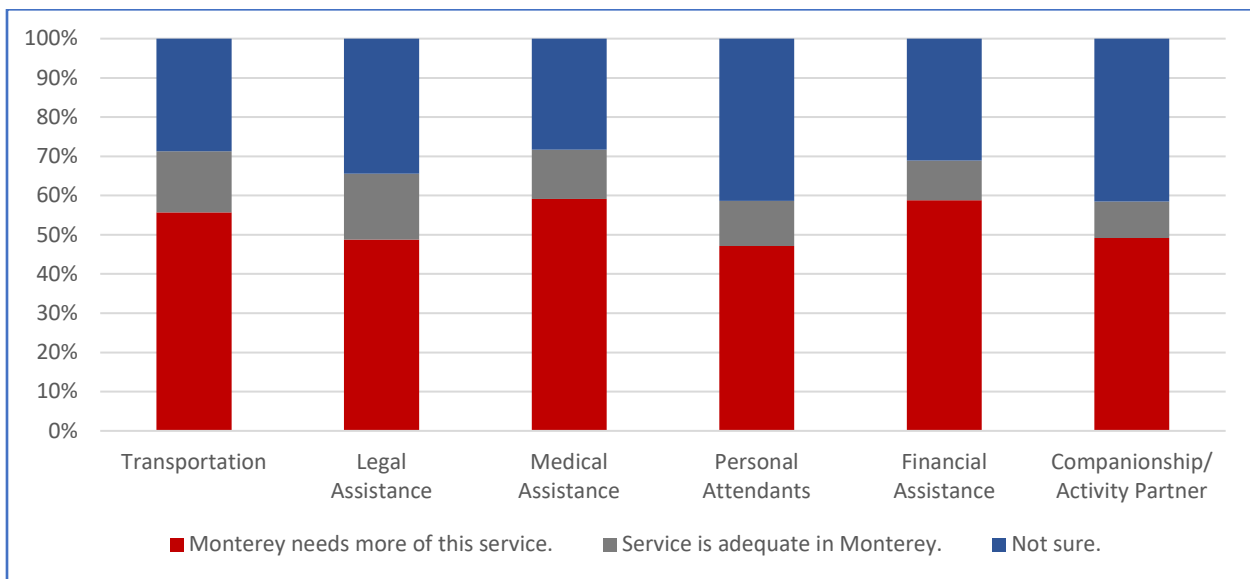
## Senior Services

As shown in **Table C.7**, the most commonly accessed senior services were transportation (9 percent of respondents) and medical assistance (8 percent).

**TABLE C.7 SENIOR SERVICES USED**

Service	Number of Respondents	Percent of Question Respondents
Transportation	12	9.0%
Medical assistance	11	8.4%
Legal assistance	7	5.3%
Companionship/ Activity Partner	4	3.3%
Financial assistance	2	1.7%
Personal attendants	2	1.6%

**Figure C.5** shows the relative perception of adequacy of the available services within Monterey. More than 45 percent of respondents felt that more of each type of senior service was needed in the city. Legal assistance was the senior service that the highest percentage (16 percent) of respondents felt was adequate at existing levels of service, and a similar percentage (14 percent) felt that transportation services were adequate.

**Figure C.5 Senior Services**

## Services for People with Disabilities

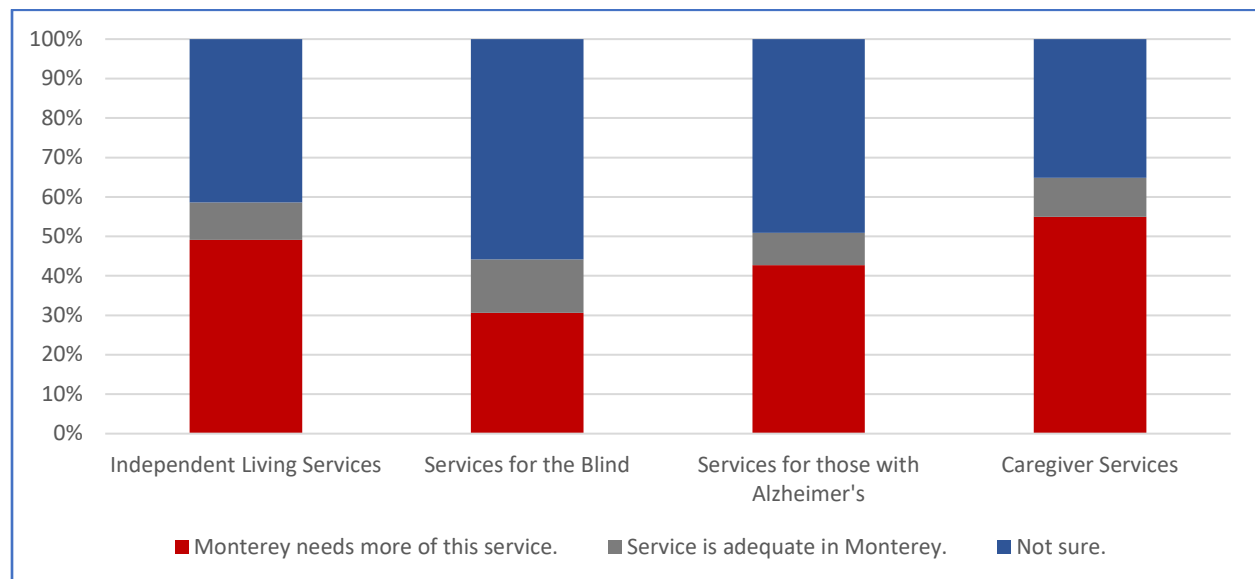
Few respondents to the survey had made use of any of the listed services for people with disabilities. As shown in **Table C.8**, independent living services had the highest rate of use among respondents, but this only represented three respondents. No respondents had used services for the blind or services for those with Alzheimer's, nor had anyone in their households.

**TABLE C.8**      **USE OF SERVICES FOR PEOPLE WITH DISABILITIES**

Service	Number of Respondents	Percent of Question Respondents
Independent Living Services	3	2.5%
Caregiver Services	2	1.8%
Services for the Blind	0	0.0%
Services for those with Alzheimer's	0	0.0%

Public perception of the availability of services for people with disabilities indicates a general lack of awareness among respondents as to the availability of many of these services. As shown in **Figure C.6**, more than a quarter answered “not sure” when asked about the availability and need for each of these services, and more than half of respondents answered that they were “not sure” whether services for the blind were being adequately provided. Caregiver and independent living services were each identified by around half of respondents as having an unmet service need (54 and 48 percent, respectively). A similarly high percentage (43 percent) indicated that more services for those with Alzheimer's were needed in Monterey. While few or no respondents had used each of these services themselves, they may be more likely to know someone in need of them compared to services for the blind.

**Figure C.6 Services for People with Disabilities**



### **Health, Domestic Violence, and Drug Abuse Services**

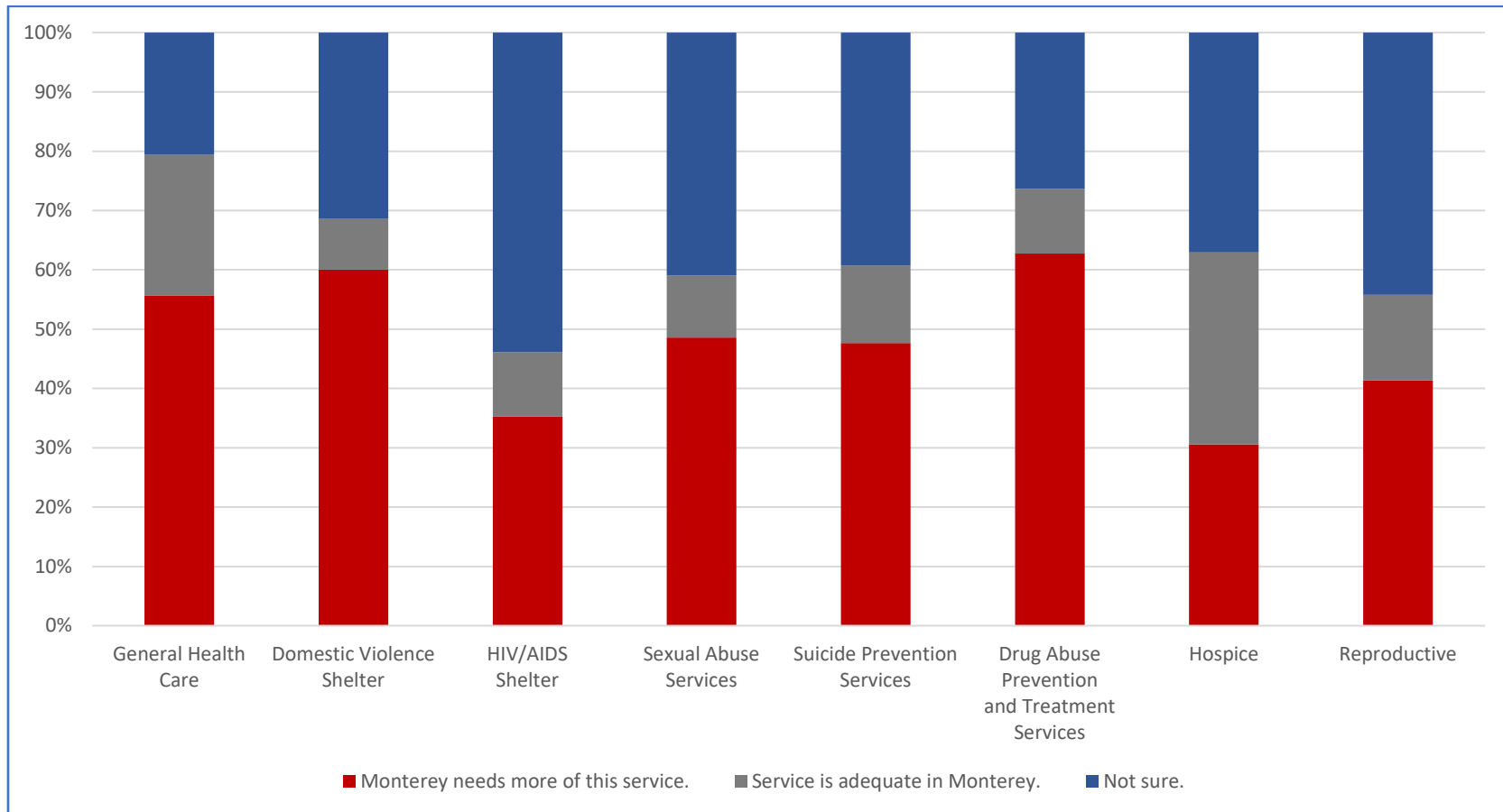
In this category, general health care services were the highest used by survey respondents, with 21 percent of respondents reporting that they or their family members had accessed these services (see **Table C.9**). However, rates of use for more specific health services were much lower, with between 4 and 6 percent of respondents using hospice, suicide prevention, or reproductive health services. Only one respondent had used an HIV/AIDS shelter, domestic violence shelter, or sexual abuse services, or had had someone in their household use those services.

**TABLE C.9     HEALTH, DOMESTIC VIOLENCE, AND DRUG ABUSE SERVICES USED**

Service	Number of Respondents	Percent of Question Respondents
General Health Care	25	20.5%
Reproductive	6	5.5%
Suicide Prevention Services	6	5.3%
Hospice	5	4.4%
Drug Abuse Prevention and Treatment Services	4	3.5%
HIV/AIDS Shelter	1	1.0%
Domestic Violence Shelter	1	0.9%
Sexual Abuse Services	1	0.9%

As shown in **Figure C.7**, more than half of respondents felt that more drug abuse prevention and treatment services (61 percent) and domestic violence shelters (59 percent) were needed in Monterey. Just under half of respondents (45 percent) identified suicide prevention services as being among the most needed service in this category, and only 12 percent of respondents felt that they were being adequately provided. Hospice services were identified as the most adequately provided service in this category, with 31 percent of respondents considering them adequate, though fewer than 5 percent of respondents had used these services or had a family member use these services. With the exception of general health care and drug abuse prevention and treatment services, more than 30 percent of respondents were unsure about how well each of the other services was being provided, suggesting a need for increased outreach.

**Figure C.7 Health, Domestic Violence, and Drug Abuse Services**



## Faith-Based Services

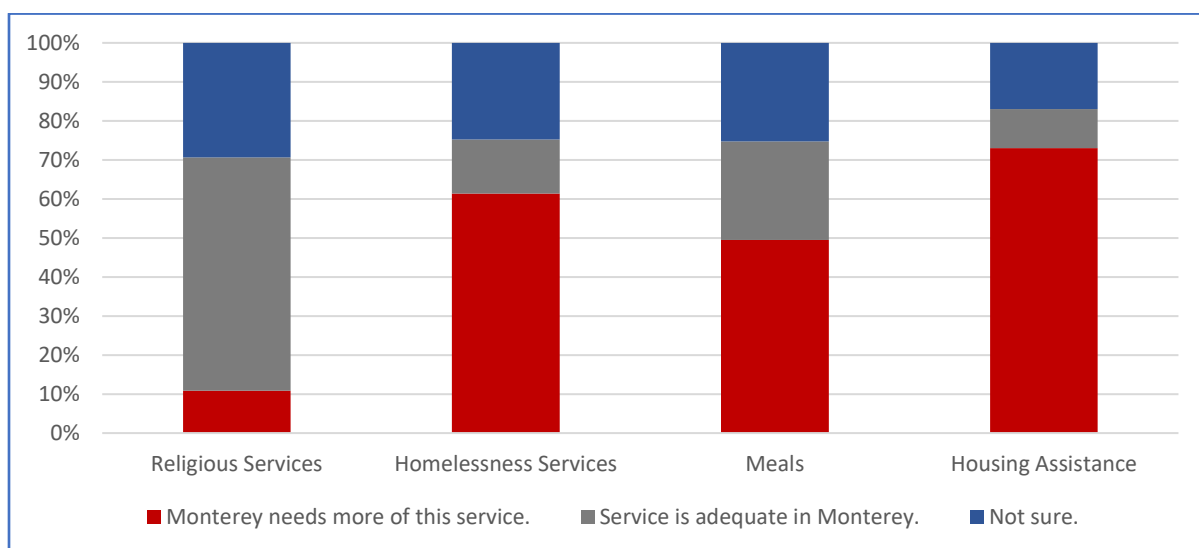
Alongside providing traditional religious services, such as sermons and communal worship, many faith-based organizations in and around Monterey provide social services as part of their mission, including housing assistance, food programs and warming shelters. Of all faith-based services available in Monterey, the highest percentage of respondents identified that they had made use of religious services (16 percent, as shown in **Table C.9**). Only three had received meals or homeless services from a faith-based provider, and only four had received housing services from a faith-based provider.

**TABLE C.9 FAITH-BASED SERVICES USED**

Service	Number of Respondents	Percent of Question Respondents
Religious Services	17	15.6%
Housing Assistance	4	3.8%
Meals	3	2.9%
Homelessness Services	3	2.9%

Half of respondents felt that religious services were being adequately provided by faith-based service providers, but that homelessness and housing assistance services were in great need. As shown in **Figure C.8**, more than two-thirds of respondents (70 percent) felt that more faith-based housing assistance programs were needed, and 60 percent of respondents felt that more faith-based homelessness services were needed. This continues the theme shown throughout the survey that respondents want to see more homelessness and housing services provided.

**Figure C.8 Faith-Based Services**





## Other Services

**Table C.10** shows that at least one-third of respondents used recreation, education, arts, and cultural services in the City. These services do not necessarily target vulnerable communities but can provide positive social benefits for members of vulnerable communities, particularly those who are at risk of being isolated and for families with children.

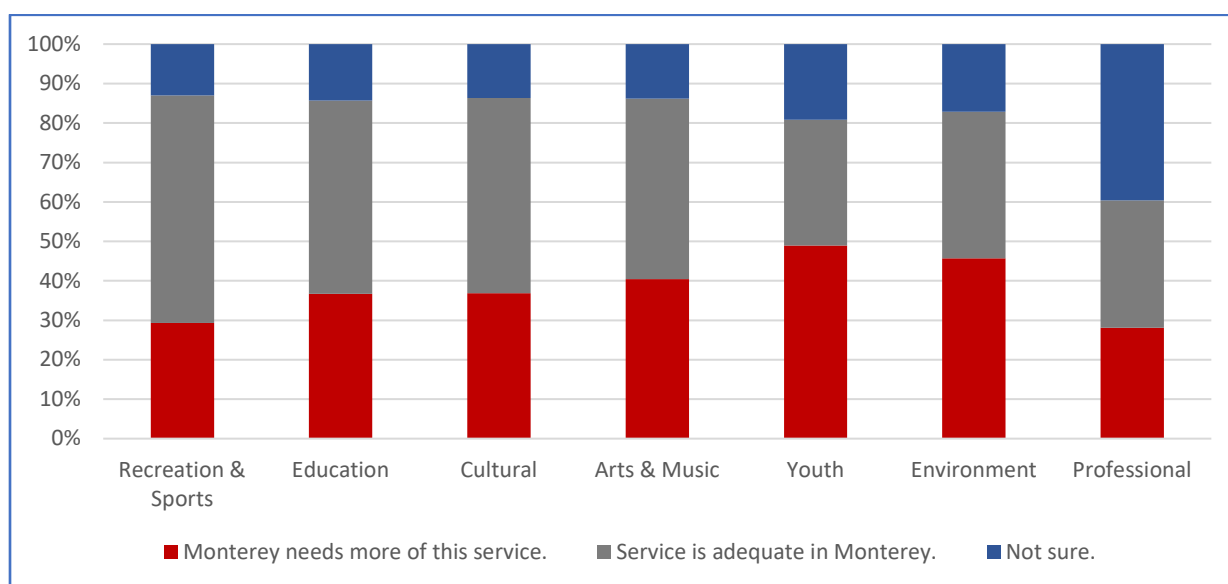
Youth services were not utilized as frequently; only 20 percent of respondents had a household member who had used these services. This may be related to the fact that more respondents were older and may not have younger children who use these services. Similarly, professional services were used less frequently by survey respondents (19 percent), but more respondents may be retired and may no longer have a need for these services.

**TABLE C.10 OTHER SERVICES USED**

Service	Number of Respondents	Percent of Question Respondents
Recreation and Sports	67	42.1%
Education	55	35.9%
Arts and Music	51	35.2%
Cultural	48	33.6%
Environment	29	21.6%
Youth	23	19.7%
Professional	22	18.6%

As shown in **Figure 3.22C.9**, youth services were identified as a significant unmet need in the community, with 48 percent of respondents counting this among the most needed services in the city. This was also reflected by conversations with stakeholders, who indicated that youth in Monterey struggle to find positive activities outside of school hours. Services related to environmental education and conservation were the other types of services where a greater percentage felt that more services were needed (42 percent) than felt that the services were adequately provided (29 percent). Respondents' perception of which other services were being adequately provided follows closely with their use of these services, with approximately one-third of respondents identifying recreation and sports (33 percent), cultural (33 percent), or education services (31 percent) as adequate, and 30 percent identifying arts and music services as adequate.

**Figure C.9 Other Services**



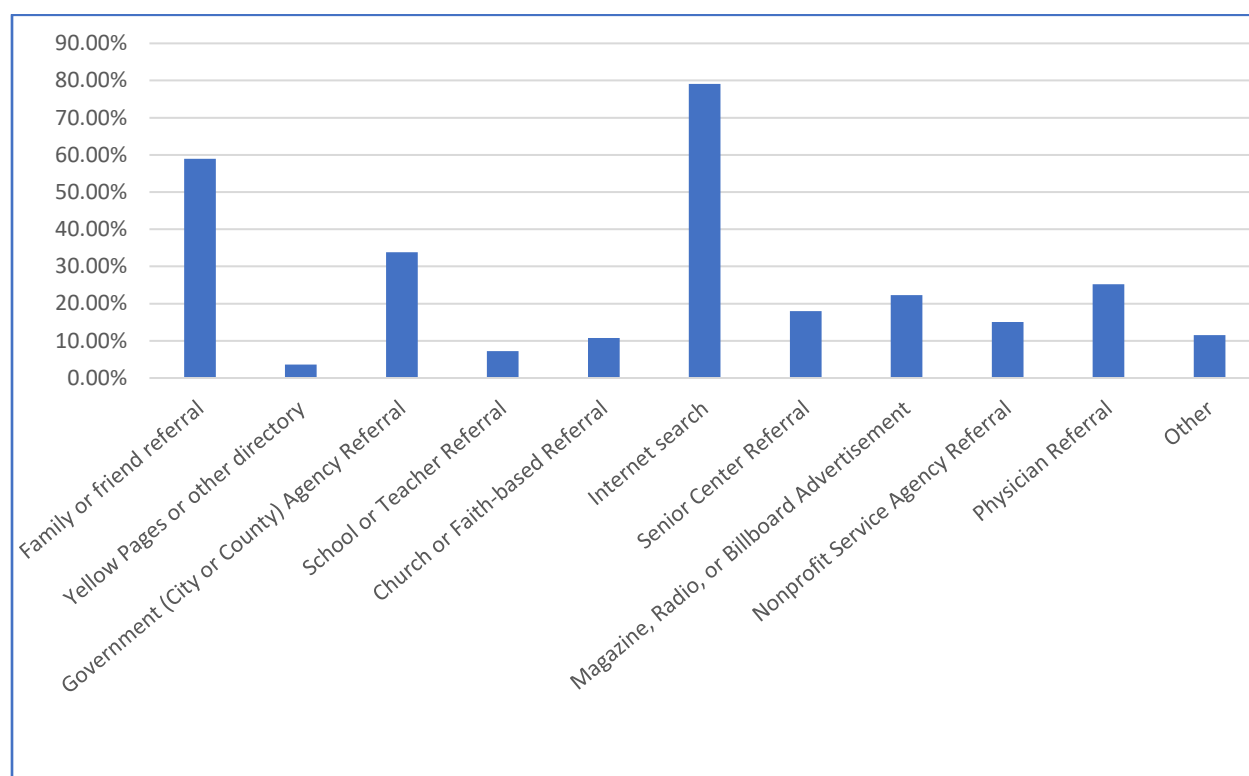
### C.3.1 Learning About Services

Survey respondents were asked about how they learn about the available services in the city, as well as what barriers they experience when trying to access those services.

As shown in **Figure C.10**, the majority of respondents find out about available services through an internet search, which highlights the need for service providers to have an accessible, informative web presence. Over half learn about services through family or friends, which points to the city's smaller size and tight-knit community.

Referrals from other government agencies and from physicians were used by 34 and 25 percent of respondents, respectively, and referrals through the Senior Center were used by 18 percent of respondents. For service organizations, ensuring that front-line providers have an awareness of the landscape of available social services in the area will allow more potential recipients to connect with the services they may need.

**Figure C.10 How Participants Learn About Available Services**



### **C.3.2 Barriers to Access**

The two most common barriers to access identified by respondents were a lack of awareness of where to find information about services and not meeting the minimum qualifications for assistance, as shown in **Table C.11**. The former suggests a need to provide regular outreach in a variety of media, particularly online media. A few respondents identified that their incomes were outside the eligibility boundaries for social services but they still felt that they could use assistance, highlighting the impact of the cost of living even for moderate- and above-moderate-income residents.

Office hours for relevant services were barriers for 10 percent of respondents, and a few also identified childcare as a barrier. This suggests that service providers need to ensure that intake appointments or other time-bound services are available at a wide variety of times during the week so that working recipients can access them in a way that fits their work or childcare schedule.

None of the respondents identified language as a barrier to service access. However, nearly all of the respondents took the survey in English; this answer may have been different if more Spanish-language responses had been received.

Among those who answered “Other,” one respondent answered that they feared the day that they would no longer be able to drive, implying that this would eventually become a barrier to accessing services. This difficulty with transportation access was also expressed by 12 percent of respondents to the survey, highlighting a need to have services provided within neighborhoods, within areas with transit access, or in a manner where services can travel to the recipient.

Of all respondents to this question, 18 percent answered that they don’t need help.

**TABLE C.11     BARRIERS TO ACCESS EXPERIENCED BY RESPONDENTS**

Service	Number of Respondents	Percent of Question Respondents
I don't know where to look or who to ask	38	35.2%
I do not meet minimum qualifications	33	30.6%
I don't think I qualify for assistance	33	30.6%
The services I need are not available	27	25.0%
I don't need help, and I don't need anyone who needs help	19	17.6%
I don't have transportation	13	12.0%
I am concerned about privacy and the protection of my personal information	12	11.1%
Other (please specify)	12	11.1%
I don't want people to know I need help	11	10.2%
The hours that the offices or phone lines are open do not work with my schedule	11	10.2%
I have distrust or disillusionment in service providers	8	7.4%
I have had problems completing the application process	8	7.4%
I do not have a permanent address	4	3.7%
I do not have anyone to take care of my children while I am gone	2	1.9%
I am afraid to ask for assistance because of my background/ national origin	2	1.9%
I do not have a valid ID	2	1.9%
My spouse or significant other does not want me to ask for help	2	1.9%
The information is not in my language	0	0.0%

### C.3.3 Where Respondents Receive Services

Few of the survey's respondents identified that they receive services outside of the City of Monterey. Of those who did, the largest percentage identified "other services," and just under 10 percent received public services in another city (see **Table C.12**).

**TABLE C.12 SERVICES RECEIVED OUTSIDE THE CITY OF MONTEREY**

Service	Number of Respondents Who Responded Yes	% Yes
Public Services	19	9.7%
Homeless Services	2	1.0%
Housing Services	6	3.6%
Senior Services	9	5.7%
Services for People with Disabilities	4	2.6%
Faith-Based Services	4	2.7%
Other Services	29	20.7%

Of those who identified that they receive services outside of Monterey, the most frequently identified city for receiving services was Salinas, followed by other cities in the Monterey County area (see **Table C.13** for a complete list). Because Salinas is the county seat and many public services are located there, this feedback suggests a need for local offices for these services in the City of Monterey. Several also identified Sacramento as the place where they have received social services.

**TABLE C.13 WHERE SURVEY RESPONDENTS RECEIVE SERVICES OUTSIDE OF MONTEREY**

City	Count of Times Mentioned by Respondents
Salinas	21
Pacific Grove	15
Seaside	11
Carmel	10
Sacramento	6
Marina	5
San Diego	3
Carmel Valley	2
Santa Cruz	2
Sand City	1
Mexico City	1
Concord	1
Berkeley	1
Del Rey Oaks	1
Modesto	1

### C.3.4 Additional Comments

When survey respondents were given the opportunity to provide additional commentary, several themes emerged.

High cost of living, low wages or lack of employment opportunities, and lack of affordable housing were dominant themes. Some specified the percentage of their income that they were spending on rent, which was upwards of 70 percent. Respondents who discussed these issues expressed their concerns for their future as residents of the city, because the high cost of living prevented them from experiencing a stable lifestyle or saving to buy a home.

A related theme across many responses was the need to provide services to homeless community members. This feedback was presented not from the perspective of those who would receive those services, but from the perspective of residents who observe an increasing level of homelessness in the city. Most respondents wanted to see homeless services become easier to access and less punitive, and some made recommendations about where shelters could be located. Others expressed a concern about the public cost of providing those services.

Among healthcare responses, the dominant issue identified by respondents was a need for mental health care, often expressed in conjunction with a need for homeless services.

Respondents also highlighted the need for city service providers to coordinate care and services,

both to make the application process easier for recipients and to make the provision of those services more efficient.

### **C.3.5 Survey Summary**

Survey respondents highlighted the need for increased housing services and services for the homeless, including health services catering specifically to homeless populations. The need to increase the public's awareness of these needs was also highlighted. For most categories of services, respondents had not used the services themselves but saw the need for increased services reflected in the needs of members of their community. In the comments at the end of the survey, a number of respondents described how their housing burden as compared to their income affected them and made them worry about their ability to stay in their community. Additionally, the intersection of the high cost of living with the income limitations of seniors and those living with disabilities may put those community members in a particularly difficult position. Service providers may also want to explore providing services, even on a partial or graduated basis, to those with more "moderate" incomes in light of the cost of living relative to incomes in the area.





## **APPENDIX D - Survey Data**

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### QUESTION 1

I am a: Survey Response Count

Male	60
Female	160
Trans, Nonbinary or Other	1
Prefer not to answer	6
<b>Answered</b>	<b>227</b>
<b>Skipped</b>	<b>0</b>

### QUESTION 2

My age is: Survey Response Count

5-17 years	0
18-24 years	6
25-34 years	31
35-44 years	27
45-54 years	28
55-64 years	52
65 or older	85
<b>Answered</b>	<b>229</b>
<b>Skipped</b>	<b>1</b>

### QUESTION 3

I am: Survey Response Count

White	169
Black/African American	7
Hispanic	27
Asian	3
Native Hawaiian/Other Pacific Islander	1
American Indian/Alaska Native	1
Multi racial	11
Other	0
Prefer not to answer	10
<b>Answered</b>	<b>229</b>
<b>Skipped</b>	<b>0</b>

### QUESTION 4

How many people live in your household? Survey Response Count

1 (myself)	69
2	99
3	19
4	27
5 or more	15
<b>Answered</b>	<b>229</b>
<b>Skipped</b>	<b>1</b>

### QUESTION 5

My household's income is: Survey Response Count

Less than \$14,999	11
\$15,000-\$24,999	23
\$25,000-\$34,999	21
\$35,000-\$49,999	25
\$50,000-\$74,999	17
Over \$75,000	96
Prefer not to answer	31
<b>Answered</b>	<b>224</b>
<b>Skipped</b>	<b>5</b>

## QUESTION 6

I am a...(select all that apply): Survey Response Count

Answer Choices	
I am a resident of Monterey	167
I work in Monterey	55
I am a business owner or a nonprofit based in Monterey	9
I am a municipal employee for the City of Monterey	4
Other (please specify)	33
Answered	229
Skipped	1

Response Date	Other (please specify)
Apr 23 2019 03:13 PM	Services provider in Salinas
Apr 23 2019 03:07 PM	I am a business owner in Marina, CA
Apr 23 2019 02:22 PM	I work in Monterey Co but live in SLO Co.
Apr 23 2019 02:06 PM	Property owner
Apr 22 2019 12:08 PM	long time employee and my husband was born in monterey although we cannot afford to rent or own there
Apr 20 2019 09:50 PM	Former Monterey resident
Apr 18 2019 11:02 PM	Monterey County
Apr 18 2019 10:17 PM	Student
Apr 18 2019 06:45 AM	I am a social worker, lives in Monterey and work in Salinas
Apr 18 2019 01:03 AM	Former resident
Apr 17 2019 08:20 PM	Looking for work in town but commuting for years.
Apr 17 2019 07:19 PM	I live in Pacific Grove
Apr 17 2019 04:55 PM	I live in Marina, I have lived in Monterey, Seaside
Apr 17 2019 04:08 PM	I work from home.
Apr 17 2019 09:00 AM	Live next to Monterey
Apr 16 2019 10:15 AM	I am a resident of Monterey County and visit Monterey several times per week.
Apr 14 2019 11:40 AM	Live in Pacific Grove
Apr 11 2019 07:09 AM	Pacific grove
Apr 10 2019 09:16 PM	I love Monterey
Apr 08 2019 09:31 AM	Second home.
Apr 07 2019 12:43 PM	active volunteer with several Monterey based orgs
Apr 06 2019 04:32 PM	Serve on boards in monterey. Live in Salinas
Apr 04 2019 06:16 AM	Seaside resident
Apr 03 2019 04:28 PM	I have a Monterey mailbox but live in Seaside
Apr 03 2019 10:00 AM	other city
Apr 03 2019 06:56 AM	Retired worker in Monterey
Apr 02 2019 09:30 PM	resident / work / employee
Apr 02 2019 04:13 PM	Moving to Monterey shortly or near distant future
Apr 02 2019 04:12 PM	Part time resident
Apr 02 2019 04:07 PM	I'm unemployed
Apr 02 2019 04:05 PM	Resident of pacific grove

## QUESTION 7

Which of these public service provider (or publicly funded service provider) services have you or someone in your household used?Which services does Monterey need more of?Which services are provided adequately in Monterey?Leave blank if the answer does not apply.

	I or someone in my household have used this service.	Monterey needs more of this service.	Service is adequate in Monterey.	Not sure..	Total
Housing Grant Funding	4	91	17	51	163
Food and Hot Meals	18	68	27	51	164
Housing Authority Housing or Services	10	97	19	44	170
Homeless Services	5	114	23	26	168
Rehabilitation Pool	11	54	34	67	166
Senior Support and Legal Services	11	75	32	50	168
Veterans Resources	8	55	44	62	169
HIV/AIDS Services	0	32	28	94	154
Youth Services/School District	7	79	26	46	158
Answered	177				
Skipped	51				

## QUESTION 8

Do you or someone in your household receive any of the public service provider services listed above in another city?

Answer Choices	
Yes	19
No	177
Answered	196
Skipped	34

## QUESTION 9

If so, which city?

*\*5 "N/A" or "None" responses*

Answered

27 have been cleaned from the data

Skipped

203

Respondents	Response Date	Responses
1	Apr 23 2019 03:14 PM	I represent a homeless services provider in Salinas
2	Apr 23 2019 02:08 PM	Salinas
3	Apr 22 2019 12:10 PM	Salinas -legal services for seniors which was useless, I was on the Board of the VTC there are adequate services and funds available to them that others cannot apply for or obtain
4	Apr 20 2019 08:42 AM	Monterey
6	Apr 18 2019 07:07 AM	Pacific Grove, Seaside
9	Apr 17 2019 07:22 PM	Pacific Grove
10	Apr 17 2019 04:10 PM	Carmel
11	Apr 17 2019 03:57 PM	Monterey
12	Apr 16 2019 03:01 PM	monterey
13	Apr 16 2019 02:52 PM	Salinas
14	Apr 16 2019 09:58 AM	Marina
15	Apr 10 2019 09:18 PM	Carmel Valley
17	Apr 04 2019 12:53 PM	monterey
18	Apr 03 2019 09:30 AM	Monterey
20	Apr 03 2019 06:59 AM	Pacific Grove
21	Apr 03 2019 02:21 AM	Monterey
22	Apr 02 2019 08:53 PM	Seaside
23	Apr 02 2019 05:07 PM	Sand City
24	Apr 02 2019 04:12 PM	Salinas,ca
25	Apr 02 2019 04:09 PM	Seaside
26	Apr 02 2019 04:09 PM	Monterey
27	Mar 29 2019 12:07 PM	CDMX

## QUESTION 10

Which of these homeless service provider services have you or someone in your household used?Which services does Monterey need more of?Which services are provided adequately in Monterey?Leave blank if the answer does not apply.

	I or someone in my household have used this service.	Monterey needs more of this service.	Service is adequate in Monterey.	Not sure.	Total
Emergency Shelter	1	93	13	31	138
Transitional Housing	0	94	13	31	138
Disabled Homeless Services	0	92	13	32	137
Addiction Services for Homeless	1	91	13	30	135
Permanent Housing Solutions	2	114	13	19	148
Mental Health Services for Homeless	1	103	15	27	146
Fair Housing Services	3	89	18	33	143
Other Homeless Services	1	66	12	44	123
Answered	148				
Skipped	82				

## QUESTION 11

Do you or someone in your household receive any of the homeless services listed above in another city?

Answer Choices	1%	2
Yes	1%	2
No	99%	174
Answered	176	
Skipped	54	

## QUESTION 12

If so, which city?

*\*Six "none" or "n/a" responses*

Answered

12 have been cleaned from this data

Skipped

218

Respondents	Response Date	Responses
1	Apr 23 2019 03:15 PM	I represent a homeless services provider in Salinas
2	Apr 23 2019 02:10 PM	Salinas
3	Apr 22 2019 12:12 PM	My son is a disable veteran who was not assisted by the VTC he was assisted by the VRC in Sacramento and Monterey. The VTC has fair housing issues with the waiting list. Also mental health services for homeless is limited to those specific groups interim serves which is inadequate and they assist out of county as does the VTC.
4	Apr 17 2019 05:40 PM	San Diego, CA
5	Apr 03 2019 04:31 PM	I write a newspaper column about homelessness but am not homeless
12	Apr 02 2019 04:13 PM	Salina,ca

### QUESTION 13

Which of these housing service provider services have you or someone in your household used?Which services does Monterey need more of?Which services are provided adequately in Monterey?Leave blank if the answer does not apply.

	I or someone in my household have used this service.	Monterey needs more of this type of service.	Service is adequate in Monterey.	Not sure.	Total
Place to live	8	89	10	23	130
Senior housing	5	83	16	25	129
Apartments that accept Housing Choice Vouchers (Section 8)	2	81	15	30	128
Fair Housing Services & Mediation	1	75	18	37	131
Answered	143				
Skipped	87				

### QUESTION 14

Do you or someone in your household receive any of the housing services listed above in another city?

Answer Choices	Combined
Yes	6
No	161
Answered	167
Skipped	63

### QUESTION 15

If so, which city?

Answered	14 *Four N/A responses were removed from the data
Skipped	216

Respondents	Response Date	Responses
1	Apr 23 2019 03:15 PM	I represent a homeless services provider in Salinas
2	Apr 22 2019 12:14 PM	All cities are extremely impacted. As noted my son a disable veteran had to be transported to the sacramento campus of the VRC
3	Apr 20 2019 09:53 PM	Seaside and marina
4	Apr 17 2019 04:12 PM	Carmel
5	Apr 17 2019 03:59 PM	Mediation through the Monterey court house
6	Apr 16 2019 09:42 PM	san diego
7	Apr 16 2019 07:08 PM	san francisco
8	Apr 16 2019 07:06 PM	Carmel
9	Apr 04 2019 12:55 PM	monterey
10	Apr 02 2019 04:14 PM	Salinas

### QUESTION 16

Which of these seniors service provider services have you or someone in your household used?Which services does Monterey need more of?Which services are provided adequately in Monterey?Leave blank if the answer does not apply.

	I or someone in my household have used this service.	Monterey needs more of this service.	Service is adequate in Monterey.	Not sure.	Total
Transportation	12	68	19	35	134
Legal assistance	7	61	21	43	132
Medical assistance	11	71	15	34	131
Personal attendants	2	57	14	50	123
Financial assistance	2	70	12	37	121
Companionship/Activity Partner	4	58	11	49	122
Answered	138				
Skipped	92				

### QUESTION 17

Do you or someone in your household receive any of the senior services listed above in another city?

Answer Choices	Combined Responses
Yes	9
No	149
Answered	158
Skipped	72

### QUESTION 18

If so, which city?

Answered	11 *Four N/A responses were removed from the data
Skipped	156

Respondents	Response Date	Responses
1	Apr 18 2019 07:10 AM	Pacific Grove, Seaside
2	Apr 17 2019 11:51 PM	Monterey - I am answering this only because the page would not let me move on, even though I answered NO to question 17
3	Apr 17 2019 04:13 PM	Carmel
4	Apr 16 2019 07:06 PM	Salinad
5	Apr 16 2019 03:03 PM	monterey
6	Apr 16 2019 11:10 AM	MEDICAL ASSISTANCE
7	Apr 11 2019 07:19 AM	Pacific grove
8	Apr 04 2019 12:56 PM	Monterey/Seaside
9	Apr 03 2019 12:15 AM	seaside
10	Apr 02 2019 09:18 PM	Monterey
11	Apr 02 2019 04:14 PM	Salinas,ca

### QUESTION 19

Which of these services for persons with disabilities have you or someone in your household used?Which services does Monterey need more of?Which services are provided adequately in Monterey?Leave blank if the answer does not apply.

	I or someone in my household have used this service.	Monterey needs more of this service.	Service is adequate in Monterey.	Not sure.	Total
Independent Living Services	3	57	11	48	119
Services for the Blind	0	34	15	62	111
Services for those with Alzheimer's	0	47	9	54	110
Caregiver Services	2	61	11	39	113
Answered	123				
Skipped	107				

### QUESTION 20

Do you or someone in your household receive any of the services for persons with disabilities listed above in another city?

Answer Choices	Combined Responses
Yes	4
No	152
Answered	156
Skipped	74

### QUESTION 21

If so, which city?

Answered 8 \*Four N/A or None responses were removed from the data  
Skipped 222

Respondents	Response Date	Responses
1	Apr 16 2019 10:00 AM	Marina
2	Apr 11 2019 07:20 AM	Pacific grove
3	Apr 04 2019 12:57 PM	Monterey
4	Apr 04 2019 03:13 AM	CONCORD

## QUESTION 22

Which of these health, domestic violence or drug abuse services have you or someone in your household used?Which services does Monterey need more of?Which services are provided adequately in Monterey?Leave blank if the answer does not apply.

	I or someone in my household have used this service.	Monterey needs more of this service.	Service is adequate in Monterey.	Not sure.	Total
General Health Care	25	54	23	20	122
Domestic Violence Shelter	1	63	9	33	106
HIV/AIDS Shelter	1	36	11	55	103
Sexual Abuse Services	1	51	11	43	106
Suicide Prevention Services	6	51	14	42	113
Drug Abuse Prevention and Treatment Services	4	69	12	29	114
Hospice	5	33	35	40	113
Reproductive	6	43	15	46	110
Answered	133				
Skipped	97				

## QUESTION 23

Do you or someone in your household receive any of the services for persons with disabilities listed above in another city?

Answer Choices	Combined Responses
Yes	4
No	147
Answered	151
Skipped	79

## QUESTION 24

If so, which city?

Answered 8 Three N/A responses have been removed  
Skipped 222

Respondents	Response Date	Responses
1	Apr 23 2019 03:16 PM	I represent a homeless services provider in Salinas
2	Apr 22 2019 12:15 PM	Salinas
3	Apr 20 2019 09:54 PM	Salinas
4	Apr 16 2019 11:11 AM	SALINAS
5	Apr 09 2019 12:57 PM	Sacramento

## QUESTION 25

Which of these faith-based services have you or someone in your household used?Which services does Monterey need more of?Which services are provided adequately in Monterey?Leave blank if the answer does not apply.

	I or someone in my household have used this service.	Monterey needs more of this service.	Service is adequate in Monterey.	Not sure.	Total
Religious Services	17	10	55	27	109
Homelessness Services	3	62	14	25	104
Meals	3	49	25	25	102
Housing Assistance	4	73	10	17	104
Answered	114				
Skipped	116				

## QUESTION 26

Do you or someone in your household receive any of the faith-based services listed above in another city?

Answer Choices	Combined Responses
Yes	5
No	137
Answered	142
Skipped	88

## QUESTION 27

If so, which city?

Answered 11  
Skipped 219

Respondents	Response Date	Responses
1	Apr 23 2019 03:16 PM	I represent a homeless services provider in Salinas
2	Apr 22 2019 12:16 PM	My son is receiving faith based services in Sacramento
3	Apr 18 2019 08:21 AM	Carmel
4	Apr 17 2019 11:59 PM	Your survey is incorrectly set up to require a text answer here.
5	Apr 17 2019 08:25 PM	Na
6	Apr 17 2019 04:02 PM	N/A
7	Apr 11 2019 07:24 AM	Pacific grove
8	Apr 09 2019 12:58 PM	Sacramento
9	Apr 04 2019 03:14 AM	BERKELEY
10	Apr 03 2019 07:43 AM	N/A
11	Apr 02 2019 11:14 PM	Pacific Grove

## QUESTION 28

Which of these other services have you or someone in your household used? Which services does Monterey need more of? Which services are provided adequately in Monterey? Leave blank if the answer does not apply.

	I or someone in my household have used this service.	Monterey needs more of this service.	Service is adequate in Monterey.	Not sure.	Total
Recreation & Sports	67	27	53	12	159
Education	55	36	48	14	153
Cultural	48	35	47	13	143
Arts & Music	51	38	43	13	145
Youth	23	46	30	18	117
Environment	29	48	39	18	134
Professional	22	27	31	38	118
Answered	139				
Skipped	91				

## QUESTION 29

Do you or someone in your household receive any of the services listed above in another city?

Answer Choices	Combined Responses
Yes	29
No	111
Answered	140
Skipped	90

## QUESTION 30

If so, which city?

Answered	33
Skipped	195

Respondents	Response Date	Responses
1	Apr 23 2019 03:18 PM	Seaside, Marina, Salinas, Carmel, Carmel Valley, Del Rey Oaks
2	Apr 22 2019 12:17 PM	Salinas and monterey
3	Apr 20 2019 11:55 PM	Salinas
4	Apr 20 2019 09:56 PM	Marina seaside Carmel salinas
5	Apr 20 2019 09:55 PM	Carmel
6	Apr 18 2019 07:12 AM	Pacific Grove
7	Apr 18 2019 12:02 AM	For the table in question 28, you need to offer examples in parentheses of each type of service. Youth, Arts, and Recreation are fairly self-explanatory, but the others are not. A respondent may wonder what "environment" service does the city offer?
8	Apr 17 2019 08:26 PM	NA
9	Apr 17 2019 07:26 PM	Pacific Grove
10	Apr 17 2019 04:32 PM	Carmel
11	Apr 17 2019 04:17 PM	Carmel, Santa Cruz
12	Apr 17 2019 04:03 PM	N/A
13	Apr 16 2019 09:45 PM	san diego
14	Apr 16 2019 07:08 PM	Salinas
15	Apr 16 2019 01:45 PM	Yes, there are limited jobs that enables me to put in practice my career; therefore, I had to seek job and educational services outside the county (Santa Clara County).
16	Apr 16 2019 01:28 PM	pacific grove
17	Apr 16 2019 10:19 AM	Pacific Grove
18	Apr 16 2019 09:31 AM	Monterey,
19	Apr 11 2019 07:26 AM	Pacific grove
20	Apr 08 2019 12:43 PM	Monterey
21	Apr 07 2019 12:53 PM	Seaside, Marina
22	Apr 05 2019 01:33 PM	Carmel
23	Apr 05 2019 12:55 PM	Modesto
24	Apr 05 2019 12:38 PM	monterey
25	Apr 04 2019 12:59 PM	Pacific grove
26	Apr 03 2019 08:00 PM	Monterey
27	Apr 03 2019 10:11 AM	Santa Cruz
28	Apr 02 2019 09:20 PM	Monterey, Seaside
29	Apr 02 2019 06:41 PM	Carmel
30	Apr 02 2019 05:53 PM	Salinas
31	Apr 02 2019 05:01 PM	Seaside
32	Apr 02 2019 04:22 PM	Sacramento area
33	Apr 02 2019 04:16 PM	Seaside, Pacific Grove

## QUESTION 31

How do you find out about the availability of services? (Check all that apply.)

Answer Choices	Combined Responses
Call 211	22
Church or Faith-based Referral	15
Family or friend referral	82
Government (City or County) Agency Referral	47
Internet search	110
Senior Center Referral	25
Magazine, Radio, or Billboard Advertisement	31
Nonprofit Service Agency Referral	21
Physician Referral	35
School or Teacher Referral	10
Yellow Pages or other directory	5
Other (please specify)	16
Answered	139
Skipped	91

Respondents	Response Date	Other (please specify)
1	Apr 23 2019 03:11 PM	I work in nonprofit so I know local services.
2	Apr 22 2019 12:19 PM	most of these referral services are inadequate especiall for homeles
3	Apr 20 2019 11:56 PM	MIIS
4	Apr 20 2019 08:52 AM	Sports center
5	Apr 17 2019 04:34 PM	you spelled search wrong.
6	Apr 17 2019 04:22 PM	Internet advertising
7	Apr 16 2019 02:47 PM	parents
8	Apr 11 2019 06:22 PM	Do not need services
9	Apr 11 2019 04:44 AM	Trying to advocate for homeless friend
10	Apr 10 2019 09:52 PM	newspaper
11	Apr 08 2019 09:35 AM	New Monterey Newsletter
12	Apr 07 2019 12:58 PM	mailer, newspaper
13	Apr 04 2019 09:44 PM	Library assist
14	Apr 03 2019 04:39 PM	As a reporter/writer I snoop a lot



## QUESTION 32

What is the hardest part for you (or someone in your household) regarding getting help?

Answer Choices	Combined Responses
I don't know where to look or who to ask	38
The services I need are not available	27
I don't have transportation	13
I do not meet minimum qualifications	33
I don't want people to know I need help	11
I do not have anyone to take care of my children while I am gone	2
I have had problems completing the application process	8
My spouse or significant other does not want me to ask for help	2
I do not have a permanent address	4
I do not have a valid ID	2
The information is not in my language	0
The hours that the offices or phone lines are open do not work with my schedule	11
I don't think I qualify for assistance	33
I have distrust or disillusionment in service providers	8
I am concerned about privacy and the protection of my personal information	12
I am afraid to ask for assistance because of my background/national origin	2
I don't need help, and I don't need anyone who needs help	19
Other (please specify)	12
<b>Answered</b>	<b>108</b>
<b>Skipped</b>	<b>122</b>

Respondents	Response Date	Other (please specify)
1	Apr 20 2019 01:44 PM	I've had my name on the waiting list at Vista Point Apartments for over 6 years; how much longer do I have to wait?
2	Apr 20 2019 08:52 AM	Fear of when I will not be able to drive
3	Apr 18 2019 10:29 PM	Monterey has a lack of help for low income Families
4	Apr 16 2019 06:13 PM	No more services are needed
5	Apr 11 2019 09:24 PM	We do not need help.
6	Apr 11 2019 06:22 PM	Do not personally need services at this time
7	Apr 11 2019 04:44 AM	Above answers on behalf of homeless friend I was trying to help receive services Working poor need more affordable rentals NOW! Monterey landlords are price gouging just because they can get away with it! Tiny, ancient apartments going for \$1500-\$3000 a month while wages remain low. Then if you commute to a "lower" rent area, you pay the difference in gas prices!
8	Apr 08 2019 08:29 PM	I don't need anyone who needs help? Second mistake in this form.You misspelled research before.
9	Apr 05 2019 11:19 AM	
10	Apr 04 2019 03:19 AM	Not allowed to bring my dog to appointments

## QUESTION 33

Do you have any additional comments that you need would like to share with us?

<b>Answered</b>	<b>45</b>
<b>Skipped</b>	<b>183</b>

Respondents	Response Date	Responses
1	Apr 23 2019 02:31 PM	Your permit for second bathrooms building new units is against locals who are not in the club with city council members I have had bad experience with you building department  The rental market is getting out of control. My husband and I earn above what is considered "moderate" income yet we are struggling to pay our bills. We cannot find an apartment to rent that does not create a financial burden for us to the point we are living pay check to pay check and cannot cover emergency or unexpected expenses. The rents are not affordable unless people cram multiple families into one unit or they receive a living stipend from the military. We are not military and are struggling. I was searching for apartments to rent in hopes of moving to a more "affordable" apartment, but I am finding studios, 1 bedrooms that are beginning at \$1700/month not including utilities and "pet rent". That means a tiny apartment or studio ends up at about \$2000/month in Monterey. Please help those of us who are not low/moderate income. I have lived and worked in Monterey for over 15 years during my life. I take pride in living here and keeping my community clean and safe. BUT it is getting to the point where greedy property owners are pushing hard-working middle class residents out of here. My husband and I cannot save money towards buying a home here, because all our money goes towards rent and bills and necessities like food and gas. Please find a solution for hard-working Monterey residents who do not fall into a "moderate" income definition. How about housing designated for long-time renters in Monterey who work for public service agencies?
2	Apr 23 2019 02:20 PM	
3	Apr 22 2019 12:19 PM	This question was answered from the perspective of my son who was a veteran/homeless/disabled/mentally ill person who I assisted through the VRC but it was a long journey  A former co-worker who is suicidal has had to beg for funding on social media to get the help they need. This is ridiculous - if the state will not move forward with rebuilding public asylum to help people, then Monterey should get started without the state's help. This goes for drug offenses as well, if the state will not reform criminalizing addiction by law enforcement and the legal system then Monterey should start and force the state to respond.
4	Apr 20 2019 11:33 PM	
5	Apr 20 2019 05:25 PM	We need more affordable housing and a homeless shelter so people are not sleeping in the parks.
6	Apr 20 2019 01:44 PM	In addition to the message I left above, I'm #86 on the list. I'll be long dead before I get in! I take care of my husband who is handicapped and we use taxi script which has been invaluable. Thank you dearly. My fear is when he will need a wheel chair or me. We want to stay in our home. We use the Senior Center on Lighthouse. Maybe they could have a flu shot clinic?
7	Apr 20 2019 08:52 AM	
8	Apr 18 2019 07:15 AM	Specifically about this survey I find it horrifying that reproductive services are listed under Disabilities. Are you saying to be female is a disability? They belong under essential services, needed by men, women, trans and other gendered.
9	Apr 18 2019 12:04 AM	This is a well-intentioned survey but you NEED to take it offline today, have 10 people in the office try it, and find the errors before you put it back up. I've put a few of the glaring errors in comment boxes. Please fix it, so it will give you the information you need. Also, 33 questions is very long for your target audience.
10	Apr 17 2019 08:27 PM	Housing is so hard to find for young professionals. My husband works at the college and we can barely afford to live hear with our student debt.
11	Apr 17 2019 08:09 PM	Food bank is needed in Monterey!
12	Apr 17 2019 07:34 PM	Monterey needs to address homelessness and start providing services instead of the current punitive approach.  Your survey is confusing. I don't use most of the service categories but answered based on my knowledge of the adequacy of various services. It wasn't clear whether you wanted only people who used/needed the services to answer. Also, why are you asking about religious services? 1st amendment! Separation of church and state. C'mon.
13	Apr 17 2019 07:29 PM	
14	Apr 17 2019 05:45 PM	It is so complicate how to give help to those who need it.

15	Apr 17 2019 04:35 PM	Where will the money come from for all of the needs in Monterey? We are already being taxed enough! How about some help for the homeless from the state and federal government's? So much money is wasted!
16	Apr 17 2019 04:22 PM	There's no centralized place, Internet or otherwise, that has all or even most of the information that's available. So when services are needed, a lot of time and energy is wasted in looking; making phone calls - people aren't necessarily helpful when I've called; it's hard to make calls during the workday and then the appropriate offices to call are closed. It's not easy.
17	Apr 17 2019 04:09 PM	Homelessness is a problem. I recommend some of the building still standing at Fort Ord be converted to at least warming shelters if not some nightly shelters. I think the east downtown is loaded with vehicles. Many converted single family dwellings have more vehicles than bedrooms with no or little off street parking.
18	Apr 16 2019 07:20 PM	I was nine dollars over the limit to qualify for food stamps. I will be 70 next month. I pay almost 70% of my Social Security to rent. Living here is becoming impossible.
19	Apr 16 2019 06:13 PM	We do not need to add more city services.
20	Apr 16 2019 01:33 PM	I have been searching for a job for 5 years and have only gotten spotty contract work such as pulling weeds. I need a job that pays for housing and other necessities (98% of my income is used for rent, everything else is paid by credit card)
21	Apr 16 2019 09:32 AM	Regarding the Homeless Situation: The more inviting a city is, the more the numbers of Homeless will grow and the City decline as a viable place to raise a family, have a business and provide safety to residents and visitors. It is, after all, the Monterey City Taxpayer who is paying for helping the Homeless in lieu of providing more help for other services ie youth, sick, disabled residents; repairing streets; providing a safe place to live. We have compassion and generosity - to a point and within reason; it is necessary to think critically.
22	Apr 12 2019 04:37 PM	Nonprofit organizations that provide services to the community are very cost effective, and contribute significantly to local employment and the economy. Robust funding for these organizations is critical to every aspect of community health and vitality.
23	Apr 11 2019 06:22 PM	Monterey is a great place to live unless you are poor, addicted to drugs, homeless etc. We offer some help, but not nearly enough, and there's way too much "nimby-ism".
24	Apr 11 2019 07:39 AM	I got this survey through association with Gathering for Women. Online and in English. I have a computer and can read. How is the target population getting the survey? I have friends who have needed help with affordable housing and have had to leave the area and family and friends just to find a community elsewhere where they could afford housing. This is a big problem but they also are vulnerable because they have to leave behind their friends, family and that emotional support.
25	Apr 11 2019 04:44 AM	Took in a homeless friend for 3 months. Realized how difficult obtaining services were for mental health challenged person with no ID or advocate.
26	Apr 10 2019 03:54 PM	Providing programs to help the mentally ill, getting people off drugs and housing are the main issues that need to be addressed in.
27	Apr 08 2019 08:29 PM	Then list all the resources in one prominent place. . See "Other" above.
28	Apr 07 2019 12:58 PM	city needs a comprehensive homeless and low income housing plan
29	Apr 05 2019 02:54 PM	It seems to me that all of the service providers should meet and decide what the goal(s) is(are) and how best to reach it(them). See David Brooks editorial in the New York Times 4/4/19
30	Apr 05 2019 11:44 AM	Our community needs coordination between groups public and private trying to help with poverty, low cost housing and homelessness.
31	Apr 04 2019 01:02 PM	there are programs in place that are supposed to assist seniors but landlords do not have to follow them.
32	Apr 04 2019 03:19 AM	Parking in Monterey ia a challenge.
33	Apr 03 2019 04:39 PM	Thank you for asking. Those who most need this info are probably not getting it--the homeless.
34	Apr 03 2019 10:30 AM	Equal pay for equal work would indicate to those without the "protection" of who you know gets to have, that is so obvious in the City's community. The underclass is vilified, this undermines motivation since it promotes hopelessness and low self-esteem. when people can't see betterment they resort to destructiveness. The anxiety in our City is palpable.
35	Apr 03 2019 08:01 AM	I would like services available to the homeless and offer solutions for those in need so that we can live in a safe City without threat of the unpredictable actions of the homeless as we live our lives in this community. Really need mental health solutions and mandated homes and health care for them so they are not taking away the rights of those in the community. Security and police action is only temporary, not a solution.
36	Apr 03 2019 07:48 AM	Monterey needs more rental units that will accept section 8 vouchers. Once someone is finally approved for a voucher, there are no landlords who will accept them. I have a client who was evicted from her section 8 unit and became homeless because she could not find a rental unit that would accept her voucher.
37	Apr 03 2019 07:00 AM	Additionally, there needs to be a program for housing the mentally ill. I have had a client who is serially evicted due to bad behavior stemming from mental illness (constantly screaming on the balcony, etc.) Her landlords are right to evict her for the safety of other residents, but she has to go somewhere.
38	Apr 02 2019 09:39 PM	I purchased my condo in Monterey through the Inclusionary Housing Program. The city needs to purchase more of this type of condo for the program. Also, city needs more Senior Housing right here in Monterey and Seaside. Rents are escalating so rapidly that it's difficult for many seniors to afford an apartment.
39	Apr 02 2019 07:44 PM	This survey was really confusing. I'm worried the results aren't going to be very useful due people interpreting the questions differently.
40	Apr 02 2019 07:37 PM	I had no idea that Monterey offers all of these services. I'm wondering how you get the word out. I will try looking on the City of Monterey website. Thank you for all you do!
41	Apr 02 2019 04:31 PM	I am very fortunate that I do not need help. The last box to check seems very unkind.
42	Apr 02 2019 04:28 PM	The availability of affordable rentals is pretty much non-existing, we are thinking about moving to a place where we can afford to spend our remaining retirement years...
43	Apr 02 2019 04:27 PM	Fix the City of Monterey Housing office. It needs to be more interactive with real residents. There is NOTHING there except Echo.
44	Apr 02 2019 04:18 PM	yes.. need more Affordable housing, midrange or LIT housing, not just low income, more Senior Community Housing from 60-80% medium.
45	Apr 02 2019 04:14 PM	How are the people who really need help supposed to to know about this survey and how will they complete it no

## **APPENDIX E - Participating Organizations**

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## PARTICIPATING ORGANIZATIONS

**The following organizations provided valuable input for this study:**

Access Support Network  
Alliance on Aging  
California State University, Monterey Bay Chinatown Learning Center  
Central Coast Center for Independent Living  
Coalition of Homeless Services Providers  
Community Homeless Solutions  
Community Housing Improvement Systems and Planning Association, Inc. (CHISPA)  
Community Human Services  
Dorothy's Place  
Eden Council for Hope and Opportunity  
Food Bank of Monterey County  
Fund for Homeless Women  
Gathering for Women  
Housing Resource Center of Monterey County  
Interim Inc  
Josephine Kernes Memorial Pool  
Meals on Wheels  
MidPen Housing Corporation  
Monterey County Department of Social Services/Community Action Partnership  
Monterey County Public Health  
Monterey Peninsula Unified School District  
Salinas League of United Latin American Citizens Council #2055  
Salvation Army  
San Benito County Health and Human Services Department  
Sun Street Centers  
Veterans Resource Center  
Veterans Transition Center  
Victory Mission





