



TOGETHER
A HEALTHY SAFE
THRIVING
MONTEREY COUNTY



The logo for Impact Monterey County features the word "Impact" in a white serif font, with the "I" in green, "m" in blue, and "pact" in orange. Below it, "monterey county" is written in a black script font.



REPORT TO THE COMMUNITY





Together, a healthy, safe, thriving Monterey County.

This vision is the summation of what more than 7,000 people from across Monterey County told us they want for our community through Impact Monterey County, the most comprehensive assessment ever undertaken locally.

This report represents the highlights of what we learned and will help steer our future decisions. It's a moving tribute to the voices of our community and the high value we place on calling Monterey County "home".

We trace the concept of Impact Monterey County back to 2012 when Capital One decided to close operations locally. Knowing there would be major ramifications due to the closure, they granted \$300K to United Way Monterey County to invest in a broad, countywide approach to addressing community needs.

What began with the simple idea of a community needs assessment conducted by United Way quickly grew

into a multi-sector collaborative that engaged Monterey County residents of all ages in a dialogue about our collective future. We were inundated with support, interest, and participation.

We cataloged existing data and captured people's aspirations. We asked people how they felt about their lives today and what they want for tomorrow. Almost 7,400 responded to the survey. Additionally some 400 people shared their hopes, dreams and frustrations at kitchen table conversations. These personal stories added authenticity and validated survey responses and other data.

We were gratified at the response and are honored to be able to share out the results. I hope you will join us as we carry forward the vision we share for Monterey County.

Katy Castagna

President and CEO

United Way Monterey County

Impact Monterey County and this report could not have been accomplished without the efforts of these community members.

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Shared Values

COLLECTIVE PRIORITIES, SHARED VALUES

Responses to the Impact Monterey County community conversations and survey, together with the study of existing data on local conditions, revealed some fundamental shared community values and a series of priorities that could help improve the quality of life. Impact Monterey County distilled these into a single vision statement:

TOGETHER, A HEALTHY, SAFE, THRIVING MONTEREY COUNTY

As the data revealed, a good deal of work will be required to move toward that ideal. We developed a blueprint for what respondents collectively said it will take in the key areas of economic self-sufficiency, education, health and safety. These can be seen as imperatives: community priorities that must be met if Monterey County is to make headway in attaining a better quality of life for all. Impact Monterey County offers these in the form of a pledge. We will strive to ensure that these priorities are met:

COMMUNITY PRIORITIES

People are economically self-sufficient, with opportunities for more prosperity

- Quality housing is affordable, accessible and available throughout the county

- Quality childcare is affordable, accessible and available throughout the county
- Quality transportation is affordable, accessible and available throughout the county
- Local industry is more diversified and offers high demand, high wage jobs
- Well paying jobs that employ local residents are available throughout the county
- Local workers increase their knowledge and skills to improve their employability

People's educational achievement supports career aspirations and lifelong learning

- High quality education is accessible throughout the county
- High quality and affordable education for early childhood, college and career training is accessible throughout the county
- Children and youth are supported to achieve grade-level proficiency in each grade
- Children and youth are physically, emotionally, socially and academically prepared to learn
- Parents, caregivers and youth have the support, skills, and knowledge to navigate education systems
- Parents and caregivers have support to develop parenting skills
- People have support to pursue their own and their children's education goals

People are mentally and physically healthy

- Affordable health and mental health services are accessible throughout the county
- Health and mental health services can be accessed quickly and conveniently
- The built and natural environments are designed and cared for to support healthy living throughout the county
- Information and resources empower people to live healthy lives
- People choose healthy eating, active living and drug free lives

People are safe

- People *feel* safe throughout the county
- Social ties within neighborhoods are strengthened
- The community promotes peace and equity
- People are protected from crime or abuse
- Neighborhoods are safe places to live, work and play

In addition to these priorities, we heard respondents voice several shared values for our community. They want to live in a place where

- Relationships are based on respect, caring, cultural sensitivity and fairness;
- Everyone works together to foster a connected and engaged community;
- Community voices drive the design and implementation of services and policies.



Realizing the Vision

Challenges and Aspirations

WE ASKED

People and the institutions that serve them should operate from a shared vision and common set of goals. But how do we know what a large and highly differentiated community like Monterey County truly wants and needs? In 2013, United Way Monterey County launched an effort to find answers. It began with the creation of Impact Monterey County, which was led by a task force of community leaders. IMC set out to capture the hopes and dreams, fears and aspirations of the diverse community of Monterey County, and to mine data banks for clues as to where attention might be directed to help reach community goals.

Impact Monterey County enlisted researchers from California State University Monterey Bay's Institute for Community Collaborative Studies to conduct an intensive listening and number-crunching project. The work included reviewing existing data, conducting surveys of adults and youth, and a series of community conversations. To add structure to the task, IMC borrowed a template from United Way for coming to terms with community assessments based on three broad, high-priority categories that can be viewed as the building blocks for quality of life: Education, Income and

Health. The data mining, a survey questionnaire and the community conversations were built around these three categories. To fill gaps left by this framework respondents were offered the opportunity to extemporaneously express their views about the problems they faced in their communities and what improvements could be made.

“There is a brain drain as people leave the county to get jobs. We need to grow our own workforce and keep them.”

–Comment from a community conversation

YOU RESPONDED

4,220 adults responded to the 86-question survey (about 7% of the surveys were submitted in Spanish; the rest in English). An additional 2,905 youth surveys were collected, primarily from 16- and 17-year-olds. 80 community conversations brought more than 400 people together in meetings of five to 15 people. These took place in libraries, schools, homes, community meeting rooms and other locations throughout the county, where attendees talked openly about their needs, wants and hopes. What residents

said was matched to statistical and demographic data to obtain a more thorough and nuanced diagnosis of our situation and of how we might harness the voices of Monterey County to shape strategic priorities and then goals.

The results of the past two years of work can be found in project data banks and several thick binders filled with the details of the listening efforts along with demographic data and research. It is also available on the website impactmontereycounty.org.

YOUR HOPES & DREAMS

What emerged was a portrait of a community bursting with hope and dreams: a populace eager to work at satisfying careers; a desire to enjoy the benefits of comfortable and affordable homes and communities where people feel safe and have support to make healthy lifestyle choices; the attainment of affordable health care; and, to have access to educational opportunities that can lead to rewarding and stable jobs and that can enrich lives.

But, we also heard about palpable fear of crime; frustration at roadblocks to decent-paying jobs and





affordable housing; concerns over gaps in education; and a strong desire for institutions – from police to schools to politicians to non-profits – to do a better job of listening and responding to constituents.

I see a community where diversity is celebrated and where everyone has an equal place.

–Comment from a community conversation

There was often a disconnect between people's aspirations and the reality of their situations as reflected in the data. For example, educational and job goals voiced by teens were densely clustered at the professional level, including medicine and engineering. But most students are currently ill-prepared for higher education, with less than one-third of county high school graduates having completed the requirements to enter either the University of California or the California State University system (according to statistics from the California Department of Education). Both teens and adults see education and training as a means to higher

paying jobs, yet county employment data shows that 48% of private sector employment is in agriculture and hospitality, where the majority of jobs do not have educational requirements and pay lower wages.

I wish someone had talked to me earlier about the importance of education. I'm mad at myself for not getting involved.

–Comment from a community conversation

Impact Monterey County found a community filled with both optimism and despair, but with the scale tipped convincingly toward optimism. Indicative of that positive slant was that many of those who provided input thanked us for listening, a humbling expression of gratitude that suggests a community poised to engage. Their message was loud and clear. The people of Monterey County appreciate the chance to speak out, and hope and expect our voices will be heard; we want to shape the future and improve our lives and those of our children.

OUR SHARED VISION

Months spent pouring over the data and discussing the findings led to conclusions about respondents' top priorities in four broad categories:

Economic

Self Sufficiency – Employment that treats workers respectfully while enabling them to earn a living wage so they can afford good housing and child care.

Education – Opportunities that embrace the whole person, are high quality, are locally accessible and culturally sensitive, are taught with competence and caring, support economic stability, and serve all stages of life.

Health – Timely, factual information and quality services; environments and neighborhoods that enable people to live healthy lives; access to low-cost/no-cost facilities and services, as needed.

Personal Safety – Communities that allow people to feel safe from crime and violence.



Economic Self Sufficiency

It should come as no surprise that residents want to improve their financial well being. They desire well-paying jobs sufficient to allow them to afford suitable housing, care for themselves and their children, attain educational goals, and retire comfortably. But what may not be well recognized is the level of economic need that prevails in Monterey County and the roadblocks to an improved standard of living. Census and economic indicators reveal that one in four children in the county lives in a home where the earning level is below the federal poverty line, and that 17% of the total population ranks there. Estimates from the Insight Center for Community Economic Development shows that almost 60% of all households with children do not earn enough to be economically self-sufficient.

My pay is not enough to get a place to live, so I live with 24 other people in one house to get by.

—Comment from a community conversation

When asked about their current financial situation, 40% said they were unsatisfied or very unsatisfied. Almost half reported difficulty paying for child care, one-third said they had trouble paying their children's education costs, and 20% reported difficulty paying consumer debt. Not surprisingly, satisfaction with one's

financial situation improved as income went up. In households earning \$150,000 or more annually, 85% reported being satisfied or very satisfied with their current financial situation. By contrast, 26% of those earning less than \$25,000 were satisfied.

While struggling county residents expressed a yearning to improve their economic situation, employment data suggests it may be a difficult climb. About 48% of private sector jobs are concentrated in agriculture and hospitality, where work tends to be seasonal and yearly income levels lower.

People don't leave their jobs because there is nowhere to go. Employers want experience but don't want to pay for it.

—Comment from a community conversation

The proportion of agriculture employment in Monterey County is 11 times higher than it is in California as a whole. The heavy concentration in agriculture creates distinct peaks and valleys of employment each year, with unemployment levels rising in the fall and winter and dropping in the spring and summer.

Meanwhile, Monterey County struggles in its ability to produce higher paying jobs compared to the rest of California. For example, only 3.6% of county jobs are in manufacturing, compared to 9.5% statewide. About 3.6% of county workers are in

professional and technical services, compared to almost 9% statewide. Thus, while respondents yearn for education that can prepare them for higher level, more skilled jobs, the county continues to lag in providing those types of job opportunities.

Residents have aspirations for their retirement years that are as ambitious as their job and earning goals. For example, 70% mention travel plans in retirement. Again, lower earning levels may leave many without the financial ability to realize those retirement goals. Many will no doubt continue the struggle for self sufficiency into retirement.

With the cost of two kids in day care, it may not make sense for me to stay in the workforce.

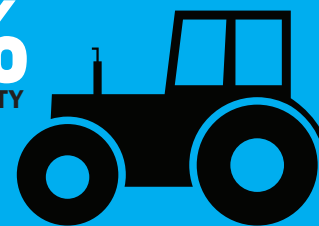
—Comment from a community conversation

Economic considerations were among the top issues cited by respondents when they were asked to express their views on what they considered the most pressing community problems and what could be done to make things better. Among the issues cited: the high cost of living in Monterey County, the lack of affordable housing and the need for better jobs. Spanish-speaking respondents noted the lack of well-paying jobs for youth as a major concern. Those responses indicate a level of awareness of the challenges facing those on the quest to fulfill economic aspirations.

PERCENT OF JOBS
BY ECONOMIC SECTOR
**AGRICULTURE,
FORESTRY, FISHING**

34%
MONTEREY COUNTY

3%
VS CALIFORNIA



THE PROPORTION OF AGRICULTURE
EMPLOYMENT IN MONTEREY COUNTY
IS 11 TIMES HIGHER THAN CALIFORNIA

PERCENT OF
INDIVIDUALS
UNDER THE FEDERAL
POVERTY LINE
MONTEREY COUNTY

17%

PERCENT OF ALL
HOUSEHOLDS
THAT ARE
SELF-SUFFICIENT

58%

MEDIAN HOUSEHOLD INCOME

\$59,168

ALL HOUSEHOLDS

\$63,669

HOUSEHOLDS WITH CHILDREN

\$39,923

HOUSEHOLDS WITHOUT CHILDREN



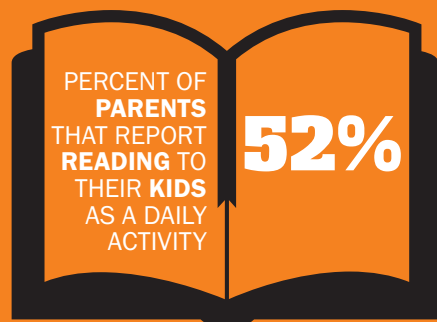
PERCENT OF
INDIVIDUALS WHO
SPEND MORE THAN
35% OF INCOME
ON HOUSING

35% **48%**
HOME OWNERS VS RENTERS
(W/ MORTGAGE)

PERCENT OF PEOPLE EARNING
\$50,000 - \$75,000/YEAR WHO
ARE **UNSATISFIED** OR VERY
UNSATISFIED WITH CURRENT
FINANCIAL SITUATION

42%

Education



PERCENT OF STUDENTS UNDER SIX WHO ATTEND SOME FORM OF PRESCHOOL

46%

87% OF PARENTS WITH CHILDREN THAT ARE NOT ENROLLED WHO EXPRESSED A DESIRE FOR PRESCHOOL

PERCENT OF 8TH GRADE STUDENTS TESTING PROFICIENT OR ABOVE IN ALGEBRA

46%

MONTEREY COUNTY VS CALIFORNIA

57%

PERCENT OF STUDENTS GRADUATING WITH CSU / UC REQUIREMENTS

32%

MONTEREY COUNTY

39%

VS CALIFORNIA



PERCENT OF STUDENTS ENROLLED IN HIGHER EDUCATION 16 MONTHS AFTER HIGH SCHOOL GRADUATION

66% **74%**

MONTEREY COUNTY VS CALIFORNIA

PERCENT OF FIRST-TIME-FRESHMEN STUDENTS GRADUATING IN 6 YEARS



38%

We need to start early with quality child care and pre-school.

—Comment from a community conversation

A common refrain in the surveys and community conversations was the desire for more and better educational opportunities. Adults without high school diplomas said they yearned to have them; others said they wanted to obtain some level of higher education, ranging from additional training to undergraduate degrees to advanced degrees. Adults had similar aspirations for their children, and those desires were echoed in the youth survey. The recognition of the value of education was powerful and pervasive through age, income and demographic groups.

Some distinct hurdles emerged that stand in the way of those ambitious education goals. As stated, the disparity between the high percentage of youth who desire careers requiring degrees or advanced college training, and the low percentage who have actually completed the requirements for admission to the state's university systems, is striking. While this is a statewide problem, it appears to be somewhat worse in Monterey County, with 32% graduating high school with the necessary requirements for admission to a state university, compared to 39% statewide.

There are similar disconnects in educational areas that reach back to pre-school. Of adults who responded

to the survey and had children under six years old, 87% expressed a desire for their children to attend some form of child care or preschool. But only about half said their children were enrolled in such programs. The most cited reason for lack of attendance at daycare: financial concerns.

The lack of preparation for entrance to a state university has not prevented a solid majority of students from going on to some form of higher education. The data shows that 66% of the county's high school students were enrolled in some form of education 16 months after graduation. The state average is 74%.

Student performance and readiness for college tracked higher in some wealthier Monterey Peninsula schools and dropped off in some Salinas Valley schools serving more economically disadvantaged populations. However, across the county and in any one school, economically disadvantaged students showed nearly identical rates of being enrolled in higher education after high school as their overall graduating classes.

We are a family of four choosing to live in a one-bedroom apartment in a community we can afford so our kids can get a better education.

—Comment from a community conversation

While encouraging, this isn't uniform across the county. Post high school attendance is lower for students outside the Peninsula, and the

gap widens with age. For example, 89% of Peninsula 19-year-olds were enrolled in schools of some type, compared to about 42% for the rest of the county.

The desire for a college degree ranked high for both adults and youth. In our adult survey, 60% of respondents said they would like to attain at least a bachelor's degree if given the chance, and 70% of parents would like their children to achieve at least a bachelor's degree. Not many residents are reaching that goal. Census estimates reveal that 23% of adults age 25 or older have a bachelor's degree (8% lower than California as a whole).

I never thought my kids would be in private school and they shouldn't be.

—Comment from a community conversation

What is evident is that Monterey County residents have a strong interest in education from pre-school to college, but that many are unable to attain those goals. Furthermore, Monterey County appears to be lagging the state in its educational attainment. One of the more telling statistics to emerge came from residents with little or no schooling. Of those, 87% said they wanted to obtain an education. If the high level of interest in education is any indication, county residents would welcome initiatives that seek to fill the gaps.

Health

When asked about their health and physical well-being, 57% cited overweight/obesity issues as their top concern. Residents went further with their aspirations, saying they find it important that the environment around them is designed to support their efforts to live healthily. Around a third of survey respondents indicated that they are motivated to exercise regularly by having access to low cost exercise classes or facilities, while access to nature or parks was also a motivating factor for almost half of respondents.

Diet and exercise were recurring themes in health concerns raised by respondents. In addition to the high %age citing obesity as a serious issue, about a third were also concerned about having enough access to healthy food and too much access to junk/fast food. These concerns aligned with county health statistics that indicate low income groups are at higher risks for overweight/obesity. Students, especially those in Seaside, Salinas and Soledad, exhibit much higher rates of weight problems than the state averages. Of other health concerns cited by respondents, alcohol abuse ranked near the top (nearly

half said it was a significant community health problem).

I want to feel safe at the bus stop and have streets with good enough lighting to walk in the evening and night.

—Comment from a community conversation

Teen pregnancy continues to be a troubling issue, with about a third of respondents citing it as a significant community problem. The county rate of 52.5 pregnancies per 1,000 teens is considerably higher than the statewide average of 29.4.

There was a clear and consistent desire expressed by respondents for more and better access to health care in general and mental health care, as well as more health education and information. About a third of adults reported a need for more medical, dental and mental health care.

I don't have the right to get sick.

—Comment from a community conversation

These aspirations reflect a gap in service that affects county residents, who have less access to health insurance and medical care than state-

wide and national averages. About 27% of county residents have no usual or regular source of health care, compared to 14% statewide and 13% nationally.

This access problem was most acute for Latinos, with 39% lacking regular health sources compared to 19% for whites. The ethnic split was also reflected in overall health statistics. About 63% of whites were in excellent to very good health, compared to 40% of Latinos.

There's not a big supermarket in our city and for those who don't have reliable transportation, it makes it really hard to eat healthy food.

—Comment from a community conversation

When residents do visit doctors or medical facilities, they often encounter language barriers that hamper their ability to interact with care givers. Close to half of Monterey County residents (44%) speak English “not very well” or “not at all,” compared to a statewide average of about 35%. More than one in every 10 respondents reported needing someone else to help them understand their doctors.

PERCENT OF PEOPLE WHO HAVE
NO USUAL SOURCE OF HEALTH CARE

28%
MONTEREY COUNTY

14%
VS CALIFORNIA

PERCENT OF PEOPLE WHO HAD
ZERO DOCTORS VISITS
IN THE LAST YEAR

24%
MONTEREY COUNTY VS CALIFORNIA

18%
U.S. BORN

11%
NATURALIZED

53%
UNDOCUMENTED



44%

OF RESPONDENTS
SAID
**ACCESS
TO NATURE**
IS IMPORTANT IN
CONTRIBUTING TO
THEIR LEVEL OF
EXERCISE

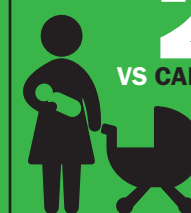
**BIRTH RATES
TO TEEN
MOTHERS**
(AGE 15 TO 19)
PER 1,000

53

MONTEREY COUNTY

29

VS CALIFORNIA



PERCENT OF ADULTS
WHO ARE **OVERWEIGHT OR OBESE:**

62% **56%**

MONTEREY COUNTY VS CALIFORNIA

TOP CONCERNS FOR OVERALL HEALTH AND WELL-BEING

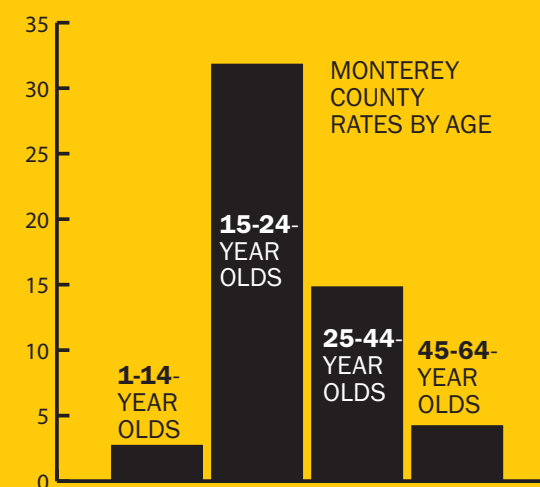
60% FEARS OF GANGS AND VIOLENCE

57% OBESITY

HOMICIDE RATES PER 100,000

10 MONTEREY COUNTY

5 CALIFORNIA



41% REPORTED BULLYING AS A SIGNIFICANT PROBLEM



15% OF YOUTH REPORTED THEY HAD FELT THREATENED OR BEEN HARMED BY SOMEONE IN THEIR COMMUNITY



9% MALE

18% FEMALE



EXPERIENCED DOMESTIC VIOLENCE SINCE THE AGE OF 18

Safety

A particularly telling result of the surveys and community conversations emerged when respondents were given the opportunity to voice their concerns without the structured categories. Violence and gangs immediately rose to the top of the list, indicating how much it weighs on the minds of our neighbors and may inhibit their ability to focus on other aspects of life. But equally telling was what happened when people were asked what they liked about Monterey County. They responded with a Valentine to the place they call home, saying they liked the county's people, its natural beauty, its friendliness, its small-town character, its weather, its diversity. Despite their anxiety over gangs and crime, people celebrate the unique and endearing qualities of Monterey County. They like living here.

A 15-year-old Salinas resident said, "People need to communicate with one another instead of just calling the cops."

—Comment from a community conversation

Fear of gangs and violence topped all other health and well-being issues, with 60% citing it as their top concern. The focus on gang violence as the top health issue over what might be a more common health concern (obesity) was striking. The

gang problem may also work its way into other health and personal safety issues such as drug and alcohol abuse and homicide. Monterey County has a homicide rate of 10.2 per 100,000 residents, double the statewide average of 5.3. About a third of respondents said homicide was a significant community problem.

Sometimes I don't feel safe going to the store or walking around by myself.

—Comment from a community conversation

There are distinct differences in the profile of homicide victims by race and age. The problem is increasingly centered on the young. Those 15-24 years old were nearly three times more likely to be victims of homicide than the overall county rate, according to data for 2005-2010. Hispanics and blacks were more likely to be homicide victims than whites or Asian/Pacific Islanders.

Another frequently cited concern was bullying of children, with about 41% saying it was a significant problem. That level of bullying is slightly more than the state average but considerably more than the national average and the 18% target set by Healthy People 2020, a health promotion and disease awareness prevention initiative.

Even the issue of exercise was touched by the problem of violence and concerns about security and safety. More than half of respondents said the most important factor that would help them exercise regularly would be having a safe neighborhood.

I want a community that comes together to build parks and keep them clean and maintained so we all have an invested sense of community, sense of safety.

—Comment from a community conversation

Not surprisingly, respondents said dealing with violence, gangs and crime would be a top priority when asked what could be done to make the community a better place to live. An interesting difference showed up between those who responded to the English survey and those who responded to the Spanish survey. The English survey respondents cited education most often as the top way to make the community more livable, followed by actions to address gang issue and police actions. The Spanish survey said addressing security issues was the most important action to be done to make the community more livable, followed by policing and then community activities and programs. Education was in 10th place among Spanish speakers.



Lasting Impact

Good Work is Already Happening

GOOD WORK

Impact Monterey County is excited to share a *snapshot* of the good work happening at the county, regional and city levels that aligns with priorities articulated through the assessment. Throughout Monterey County, community leaders, foundations, businesses, schools and universities are coming together with innovative approaches to collaborating and solving problems.

In education, the Bright Futures Education Partnership, anchored at CSU Monterey Bay (CSUMB), is fostering progress in education outcomes, from cradle to career, for students across the county.

At a local level, the North Monterey County Community Alliance serves North Monterey County including Castroville, Prunedale and Moss Landing, building pathways to success for all from cradle to career. Additionally, the Gonzales Youth 21st Century Success Initiative is leading the cradle to career charge there.

Addressing outcomes across the priorities, the Early Childhood Development Initiative (ECDI), launched by the Monterey County Children's Council brings our community together to ensure that young children, from the prenatal stage through age eight, have what they need to succeed. Research confirms that investment in early childhood development, especially for children from socio-economically disadvantaged families, pays extremely high returns.

Guided by the PIER strategy – Prevention, Intervention, Enforcement and Re-entry – multiple efforts are underway to ensure people are safe throughout Monterey County. These efforts are being led by the County of Monterey with its Gang Violence Prevention Initiative; City of Salinas, which coordinates the Community Alliance for Safety and Peace; City of Seaside, through its Blue Ribbon Panel; and a collaboration of the Cities of Gonzales, Soledad, Greenfield and King City known as Four Cities for Peace. There is a commitment to ongoing communication and coordination among the initiatives.

Efforts to improve mental and physical health of community members are being led by the Monterey County Health Department, which in addition to traditional services, is working to incorporate health considerations into decision making in all sectors. The approach, known as Health in All Policies (HiAP) brings together cross-sector partners to consider how their work influences health. Focusing on East Salinas, Building Healthy Communities (BHC) works to optimize community resources and skills to increase health outcomes.

COLLECTIVE IMPACT

The common thread in the work highlighted here is an embrace of the collective impact model for solving complex social problems. Unlike traditional collaboration and loose networks that often focus on information sharing, collective impact

requires the commitment of people and organizations from different sectors to align under a common agenda to solve a specific social problem.

The overarching framework of collective action was crystalized by John Kania and Mark Kramer in the Stanford Social Innovation Review and has become a model throughout the world.

At its core, there are five fundamental components to successful collective impact models:

- Common Agenda – which you helped set by participating in the Impact Monterey County survey and community conversations.
- Shared measurement – data are used to make decisions and everyone working on the problem uses the same data to measure progress
- Mutually reinforcing activities that are differentiated, but complementary and purposefully coordinated.
- Continuous communication that is consistent and open, building trust and appreciating common motivation.
- Backbone support – an organization or group of people with the skills and time to coordinate and drive work forward.

WHAT'S NEXT

The findings here are just a taste of the rich data amassed through IMC – there is much more online for you to explore and use to inform future decisions.



We invite you to be a part of the solution –

- Ask decision makers, “How will this further the Community Vision?”
- Get involved with the work already underway.
- Share your ideas of what it would take to make the community priorities a reality.
- Ask your elected representatives how they are bringing the priorities to life.
- Volunteer to help someone learn to read, look out for your neighbor and listen to our young people.

Armed with deep knowledge and understanding of community aspirations, Impact Monterey County will:

- Champion community priorities to local leaders.
- Connect the dots between existing efforts to accelerate results and improve lives.
- Catalyze leadership where there are gaps.

The result we seek - the thriving, connected community you told us you want to live in. It will take time and sometimes it might feel like change isn't possible but we will persist and, together, shape the future of our community.

JOIN THE CONVERSATION • READ THE DATA
Visit impactmontereycounty.org