

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS  
ACTION AGENDA SUMMARY

DEPT: A Safe Community Priority Team

BOARD AGENDA # B-13

Urgent

Routine

CEO Concurs with Recommendation YES  NO   
(Information Attached)

AGENDA DATE 10/24/2006

4/5 Vote Required YES  NO

SUBJECT:

Approval to Accept the First Annual Report on a Safe Community Goals and Performance Measures

STAFF RECOMMENDATIONS:

Accept the first annual report on A Safe Community goals and performance measures.

FISCAL IMPACT:

There is no fiscal impact associated with this item.

BOARD ACTION AS FOLLOWS:

No. 2006-855

On motion of Supervisor Grover, Seconded by Supervisor O'Brien

and approved by the following vote,

Ayes: Supervisors: O'Brien, Grover, and Chairman Simon

Noes: Supervisors: Mayfield, DeMartini

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1)  Approved as recommended

2)  Denied

3)  Approved as amended

4)  Other:

MOTION: THIS ITEM WAS AMENDED TO REQUEST THE NEW SAFE COMMUNITY PRIORITY AND GOAL COMMITTEE TO INCLUDE APPROPRIATE MEASUREMENTS AND GOALS

ATTEST:

  
CHRISTINE FERRARO TALLMAN, Clerk

File No.

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**DISCUSSION**

**Background**

The Board of Supervisors adopted new priorities for Stanislaus County in April 2005. Department heads were assigned to teams responsible for developing goals and performance measures to successfully support the priorities. The teams identified measures of success for one year, five years and ten years. The one-year measures included implementation steps to initiate the work required by the goals. The Board of Supervisors adopted the goals and performance measures in October 2005 and directed the priority teams to present an annual report on their performance.

**Overview**

The Board of Supervisors adopted A Safe Community as their top priority to ensure that essential and critical public protection services are available for all members of and visitors to Stanislaus County. Department heads and representatives of the following departments comprise A Safe Community priority team: Animal Services, Chief Executive Office—Office of Emergency Services/Fire Warden, District Attorney, Probation, Public Defender, and Sheriff. This priority team recommended four goals to the Board of Supervisors: 1) Coordinate stable funding and operational issues across all public safety agencies; 2) Balance resources between prevention/intervention and enforcement; 3) Reduce gang and drug activity; and 4) Ensure local and regional disaster preparedness. Measures and expected outcomes were identified for each goal as a method for determining whether the team was successful in achieving the goals.

The priority team began by gathering baseline data and benchmarked other counties to develop a conceptual funding model. Extensive fee data was gathered that will result in the departments re-evaluating their fee structures and opportunities to further the goal of stable funding for the public safety departments. The team also prepared and distributed two employee surveys. The team developed a communication satisfaction survey. The objective was to establish a baseline measure of the effectiveness of communication between the public safety departments. The second survey was an employee satisfaction survey. Again the objective was to measure overall employee satisfaction to determine the factors that will foster employee satisfaction, retention and stable staffing resources. Data was also gathered on employee turnover and vacancies for the past six years. An inventory of existing prevention/intervention programs currently funded in the departments was prepared.

The team also gathered baseline data of gang-related offenses and pounds of drugs seized from January through September 2006 in Stanislaus County. Baseline data of

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the capacity of drug treatment programs was also gathered as well as data reflecting the effectiveness of drug treatment through the Adult Drug Court Program.

In the goal area of ensuring local and regional disaster preparedness an Avian Influenza Task Force was established. An inventory of equipment needs and potential funding was completed and Emergency Alerting System equipment has been purchased in partnership with the Health Services Agency and a Phase 1, distribution plan was established.

Exhibit A outlines the outcomes A Safety Community priority team expected to achieve in the first year and the actual outcomes achieved. Exhibit A also provides a discussion of Lessons Learned over the past year for each measure.

### **Accomplishments**

During the past year, A Safe Community priority team realized several accomplishments. The team will continue efforts to develop a conceptual funding model and plan that regular meetings among this group occur to ensure better planning and collaboration to meet overall public safety needs. A Commission for the Integrated Public Safety Information System (ICJIS) is now in place that will provide on going oversight and management of the development of this system and exchange of information.

Approximately 1,140 employees in the six departments were sent the Communications and Employee Satisfaction surveys. Two hundred and eighty-eight employees responded to the Communications survey. The overall results indicate that 73.7% of the respondents believe that they can easily contact other public safety agencies by phone and 61.1% of the respondents believe there is open communication within their department . Approximately 74% of the employees believe the information obtained from the ICJIS system is useful to their jobs. The employees provided extensive written comments and suggestions that will provide the team with an excellent resource to make improvement in public safety communications.

The Employee Satisfaction survey received a much larger response from employees with over 631 responding or 55% of those receiving the survey. The survey tool indicates that 87% of those responding to the question are satisfied with their job and the kind of work they do; 81% believe they are expected to deliver high-quality work, 72% indicate they feel secure in their job and 72.4% of the respondent believe their supervisor treats them in a fair and consistent manner. On the other hand, 39.4% believe management employees are good role models. Approximately 39% of the employees responding and believe that managers are consistent in how they enforce

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County and departmental policies, and that management's decision concerning employees are fair and 34% believe that transfers and promotions are handled fairly. The team plans to address the areas of greatest concern as a method to ensure stable staffing resources.

The number of increased gang operations outcome was met and exceeded with a total of 13. As of September 3,849.4 pounds of actual drugs were confiscated, well on the way to meeting the 5,295 pound objective. Due to the Mental Health Services Act funding (Prop 63) 10 additional "Mental Health Treatment" slots have been added to expand Drug Court to include mental health issues.

The Incident Management Team was established as part of Goal 4 to Ensure local and regional disaster preparedness and this team was used during the four Emergency Operations Center (EOC) activations that occurred this past year. The inventory of audio/visual equipment requirements has been completed to connect the EOC and 10<sup>th</sup> Street Place and 200 Emergency Alerting System receivers have been purchased in partnership with the Health Services Agency. A draft of the "all-risk" Agriculture Response Plan has been prepared with completion planned for January 2007. A Fire Authority was established to include Stanislaus County Fire Chiefs in partnership with the Board of Supervisors. A business plan was developed to provide fire prevention, investigation, finance/administration, communications, training and special operations.

### **Conclusions**

While there have been many successes, the priority team has also identified several Lessons Learned and opportunities for improvement. The team has determined that it cannot rely on a funding model alone and believes that greater cooperation among the Safe Community departments will more realistically achieve the Board's priorities. Concern for the critical loss of personnel and major challenges in recruiting qualified candidates, training and retaining them exists and addressing the staffing shortages is the primary goal for the law enforcement agencies. While not all of the issues raised in the two employee surveys can realistically be addressed the team is committed to addressing the most significant issues in the coming year.

The team found challenges in establishing consensus on what programs qualify as intervention/prevention versus enforcement and that looking at a ratio of resources does not achieve the expected outcome. The team intends to modify this Goal and wants to ensure that the Animal Services Programs are included in their future year planning efforts.

The team believes that the amount of drugs confiscated does not directly correlate with an increase or decrease in drug activity and believe that a better measure may be per

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capita crime rate and trends of drug related offenses. The team would like to pursue measurement of recidivism rates for participants who complete drug treatment.

The team has discovered that to achieve a number of the outcomes associated with local and regional disaster preparedness they are reliant on a number of outside local, State and Federal agencies. In addition, the ability to sustain fiscally sound fire suppression services remains a challenge in this County and options will need to be developed through consensus, particularly as fire district funding continues to be diminished.

**POLICY ISSUE**

The report on the goals and performance measures for A Safe Community provides the Board of Supervisors with a progress report on the efforts to support the Board commitment to ensuring A Safe Community as the number one priority of this Board.

**STAFFING IMPACT**

There are no staffing impacts associated with this item.

## EXHIBIT A

### STANISLAUS COUNTY, CALIFORNIA

Fiscal Year 2006-2007

### CRIMINAL JUSTICE/PUBLIC PROTECTION

## GOALS AND PERFORMANCE MEASURES

### BOARD PRIORITY

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

In collaboration with public and private partnerships we strive for:

### A safe community

### PRIORITY TEAM

Animal Services  
Chief Executive Office—Office of Emergency Services/Fire Warden  
District Attorney  
Probation  
Public Defender  
Sheriff

### GOAL 1

Coordinate stable funding and operational issues across all public safety agencies

### MEASURE 1

Increase stable funding across all public safety agencies.

| ONE YEAR RESULTS                                 |  |
|--|--|
| Expected Outcomes for Fiscal Year 2006-2007      | Actual Outcomes through September 2006   |
| Establish baseline;                              | Review of budgets of public safety departments within this county, and in our comparison counties, of FY '04-'05.  |
| Establish benchmarks;                            | Unable to find any county or public sector group that has established a formal model or even attempted to establish such a formula.  |
| Develop a Conceptual Funding Model               | Attempted to establish a conceptual model that would show a predictable relationship for allocation of funding between the agencies in public safety.  |
| Review State Code/Statutes for fines/forfeitures | Data has been collected and reviewed. This includes fine and fee data for a number of other counties. The data was collected by Chief Executive Office staff and distributed to each of the departments in the priority team. The data is available from all of the above. |

Review Countywide fee structure and breakdown of how fees are distributed.

Each department will review annually and, as appropriate, bring before the Board or the Court a request to make fee or fine adjustments. A comprehensive fee schedule comparing Stanislaus County other counties will be prepared.

**Lessons Learned:** There are no industry-wide standards that support a conceptual funding model to show a direct and predictable correlation between funding of one member of the criminal justice system and another. The Safe Community team will continue to work toward development of a funding model for at least one more budget cycle to determine if it is feasible and reflective of a realistic financial and operational relationship between the departments. The group is not in favor of relying on a funding model alone but believes that greater cooperation among the safe community departments will more realistically achieve the Board's priorities.

We will expand a Public Safety Committee to include all A Safe Community departments. This Committee will meet regularly to review issues and consider future budget requests. Coordination and discussion among the county departments in the public safety sector creates a better understanding of how funding and staffing in one department will directly affect the efficiency and productivity of the other departments.

In the year since these goals and measures were adopted by the Board, there have been significant changes in the criminal justice field. Over 50% of the team membership has changed, and there are operational issues that have risen to the forefront across all law enforcement agencies. These issues primarily relate to a critical loss of personnel and major challenges in recruiting qualified candidates, training them and retaining them. This has become the primary goal for law enforcement agencies in this county.

**MEASURE 2A**

Streamline operational issues across all public safety agencies by...improving communication.

| <b>ONE YEAR RESULTS</b>  |   |
|--|---|
| <b>Expected Outcomes for Fiscal Year 2006-2007</b>   | <b>Actual Outcomes through September 2006</b>   |
| Ongoing development of ICJIS;  | In progress; Probation went "live" on Sept. 18, 2006. ICJIS Commission now in place to provide on-going oversight and management. The development costs will have been recovered, and ongoing fees will help cover the costs of continued development and expansion.  |
| Ongoing participation by all public safety agencies in the Criminal Justice Coordinating Council (Calif. Rule of Court 227.8) and Juvenile Justice Coordinating Council; and | Participation in both Councils is ongoing and supports effective partnerships with allied law enforcement agencies for access to ICJIS and to facilitate the exchange of real-time information.   |
| Development of communication satisfaction survey and establish baseline measure of public safety department heads and staff.   | A communication satisfaction survey was developed and distributed among 1,140 employees within the Safe Community departments. A total of 288 employees responded to the communication satisfaction survey. Survey ratings show 73.7% of the respondent believe they can easily contact other public safety agencies by phone and 61.1% believe there is open communication within their department. Approximately 74.4% are satisfied with the ICJIS system. Only 17.3% of the employee responding believe there are rarely communication breakdowns between public safety agencies. |

**Lessons Learned:** There was previously a lack of effective communication and management in relation to ICJIS. Formalization of the process through the ICJIS Commission has increased the level of communication and confidence among the various partners. The survey results indicate that only 20.3% of the employees responding believe there is effective communication at all levels between public safety agencies. While all the issues noted cannot be addressed the Safe Community group plans to address two to three significant issues in the coming year.

**MEASURE 2B**

Streamline operational issues across all public safety agencies by...ensuring stable staff resources.

| <b>ONE YEAR RESULTS</b>   |  |
|---|--|
| <b>Expected Outcomes for Fiscal Year 2006-2007</b>                                | <b>Actual Outcomes through September 2006</b>  |
| Establish baseline of staff vacancy rates, staff retention, and job satisfaction. | The data was obtained and reviewed which includes turnover and vacancy data back to July 2000. All of the departments have this data for their respective departments and it is also available in the Chief Executive Office.<br>An employee satisfaction survey was distributed to all employees in A Safe Community departments. Each department will review the results to identify areas that require attention within that department.<br>With 631 responses, employees report that they are very satisfied with their jobs, job security, the fair and consistent treatment by supervisors. They report that they are less pleased with management's treatment of employees, enforcement of county policies and decisions concerning transfers/promotions. |

**Lessons Learned:** Overall, employees are satisfied with their jobs and would recommend their departments as good places to work. This tool was an effective measure of employee satisfaction and reflects that there is a lot of work to do in this area. Critical areas of employee concern that will be addressed include: management recognition and reward of employees; consistent enforcement of County and departmental policies; and fair handling of transfer and promotions.

**GOAL 2**

**Balance resources between prevention/intervention and enforcement**

**MEASURE**

Shift resources from enforcement activities to prevention/intervention programs.

| <b>ONE YEAR RESULTS</b>  |  |
|--|--|
| <b>Expected Outcomes for Fiscal Year 2006-2007</b>                 | <b>Actual Outcomes through September 2006</b>  |
| Establish baseline and inventory prevention/intervention programs; | Baseline established and inventory completed of our public safety agencies. The data was compiled by the District Attorney's Office and reflects that the Sheriff offers 11 programs; the DA is involved in 12 programs; Animal Services 6 programs; Probation 22, the Public Defender 4 programs and OES 13 programs. |
| Establish benchmarks; and  | Input requested from all DA's offices statewide; only two responded. Animal Services surveyed the 8 comparison counties; none measured prevention/intervention vs.   |

|   |   |
|---|---|
|   | enforcement. Probation and the Public Defender were unable to obtain any consensus as to the measurable criteria from other agencies. |
| 40% prevention/intervention to 60% enforcement—this includes % of all programs. | This ratio of programs has been obtained in this county.  |

**Lessons Learned:** There are major challenges in establishing consensus on what programs qualify as intervention/prevention vs. enforcement. One program that may be characterized as intervention (eg. Intensive supervision of probationers), is equally categorized as enforcement.

The balance between these programs is more appropriately considered in Goal 3. It is recommended that this current Goal 2 be subsumed into Goal 3, and that a new Goal 2 addressing the needs, challenges and programs of Animal Services be substituted.

The team has concluded that looking at a ratio of resources does not achieve the expected outcome. The members of this team have determined that this particular goal and measurement is not an effective way to assess progress in the law enforcement area on a long-term or substantive basis. As resources shift, our focus shifts. Our ability to put resources into prevention/intervention programs is essentially cyclical and dependent on resources: financial and personnel. We intend to re-evaluate goals and measurements in this area. One specific function that has not been addressed in the current goals/measures is the operation of Animal Services--an area where prevention/intervention programs are clearly of primary concern and much more susceptible of measurement. Other potential area is sprinkler systems ordinances.

**GOAL 3**

**Reduce gang and drug activity**

**MEASURE 1**

Reduce gang-related offenses.

| <b>ONE YEAR RESULTS</b>   |   |
|---|---|
| <b>Expected Outcomes for Fiscal Year 2006-2007</b>                    | <b>Actual Outcomes through September 2006</b>   |
| Establish baseline data;  | The team obtained local crime statistics . Historical crime rate statistical data is available with the State Department of Justice.  |
| Increase the number of gang operations by 6;                          | Goal met and exceeded. There were 13 additional gang operations throughout the county   |
| Dedicate an additional 3,500 hours of staff resources to gang issues. | Probation had an additional 489 hours dedicated to gang suppression. The Sheriff estimates that 500 hours were dedicated, however the current vacancy rate has had a significant impact on meeting this goal. |

**Lessons Learned:** The dedication of additional hours to gang suppression/intervention is extremely dependent on staffing levels. For both Probation and the Sheriff's Department, there is a need to have experienced personnel available to staff specialized units. Filling vacancies with qualified personnel has been virtually impossible and is a challenge currently faced by law enforcement agencies throughout the county. While staffing shortages exist, the team is committed to working on this goal, although the team intends to re-evaluate this measurement strategy.

**MEASURE 2A**

Reduce drug-related offenses by...seizing drugs manufactured or transported in Stanislaus County.

| ONE YEAR RESULTS                                  |   |
|---|---|
| Expected Outcomes for Fiscal Year 2006-2007       | Actual Outcomes through September 2006  |
| Baseline data— 5,295 pounds (three year average); | This includes Marijuana, Methamphetamine, Cocaine, Heroin etc. and the actual drugs confiscated were 3,849.4 pounds for three quarters of the calendar year. This data is maintained and tracked by the Stanislaus Drug Enforcement Agency. |
| Implement drug interdiction team.                 | Highway Interdiction Team (HIT) – a Sheriff's task force was formed in September 2005.  |

**Lessons Learned:** Amount of drugs confiscated does not necessarily correlate with an increase or decrease in drug activity in the county. A better measure may be to consider the per capita crime rate and trends over time of drug related offenses.

**MEASURE 2B**

Reduce drug-related offenses by...increasing the capacity of drug treatment programs.

| ONE YEAR RESULTS                                   |  |
|--|--|
| Expected Outcomes for Fiscal Year 2006-2007        | Actual Outcomes through September 2006   |
| Establish baseline data; and                       | The baseline data for the County's Drug Court Program and residential drug and alcohol treatment program capacity is maintained by Behavioral Health and Recovery Services (BHRS). This data indicates that there are 90 Adult Drug Court slots and 60 Juvenile Drug Court slots. The Stanislaus Recovery Center provides 72 adult and 13 perinatal beds available for more intensive treatment of drug offenders. |
| Expand Drug Court to include Mental Health issues. | Adult Drug Court has expanded its capacity through use of Prop 63 funding, 10 additional "Mental Health Treatment" slots in BHRS Integrated Forensic Team  |

**MEASURE 2C**

Reduce drug-related offenses by...increasing the effectiveness of drug treatment programs by reducing new crimes.

| ONE YEAR RESULTS   |  |
|--|--|
| Expected Outcomes for Fiscal Year 2006-2007                | Actual Outcomes through September 2006   |
| Establish baseline data;                                   | At this point the baseline data of these outcomes is not available as it is obtained through the California Department of Justice and has not been reported. |
| Decrease new crimes by 2%; and                             | Whether or not this outcome was achieved will be determined once the Department of Justice Information is available.   |
| Decrease new crimes for those completing treatment by 50%. | Actual statistics from the Adult Drug Court program show that 66% of the graduates do not re-offend.   |

## MEASURE 2D

Reduce drug-related offenses by...increasing the effectiveness of drug treatment programs by reducing drug use.

| ONE YEAR RESULTS  |   |
|---|---|
| Expected Outcomes for Fiscal Year 2006-2007                 | Actual Outcomes through September 2006  |
| Establish baseline data;                                    | 86% of individuals who completed treatment reported reduced or elimination of drug use as reported by BHRS. |
| Decrease in drug use by 2%; and                             | This data is not available and at this point it cannot be determined whether this outcome will be achieved. |
| Decrease in drug use for those completing treatment by 40%. | This data is not available and at this point it cannot be determined whether this outcome will be achieved. |

**Lessons Learned:** Outcome measurements in the drug treatment and use area are difficult to accurately assess. Individuals completing treatment may or may not accurately report drug use prior to or after treatment due to fear they may face additional sanctions or scrutiny. This might cause underreporting. A more relevant measure may be recidivism rates for participants who complete drug treatment. The historical data of the County's Drug Court Program demonstrates this fact.

Tracking of drug related offenses is also difficult because some qualifying offenses may not be accurately included. For example individuals are arrested on multiple offenses, however, they may not be charged with and/or categorized as a drug related offense. Additionally, we are unable to conclusively state that an increase OR decrease in drug related offenses is due to more or less drug use and not effected by staffing or other external factors. For example, high vacancy rates of law enforcement may actually result in fewer arrests due to the lack of adequate personnel to make the arrest. While this would show a decrease in arrests it would not necessarily mean there are fewer drug-related offenses. A drug offense is typically not reported by the public in the same manner that a burglary is, so while the offense occurs, it is not reported unless an arrest is made.

Lastly, the goals in the area of treatment are more accurately contained in the healthy community area in that resources for treatment and responsibility for treatment programs are not contained in the Safe Community group.

## GOAL 4

**Ensure local and regional disaster preparedness**

## MEASURE 1

Establish an incident management team.

| ONE YEAR RESULTS                            |  |
|---|--|
| Expected Outcomes for Fiscal Year 2006-2007 | Actual Outcomes through September 2006   |
| One trained core team.                      | Established the Avian Influenza Task Force that includes an Incident Management Team.  |
| Use of the Team.                            | Utilized core team members (local fire agencies) to provide Incident Management Team for four Emergency Operations Center (EOC) activations and three emergency proclamations during 2006 weather related disasters. |

**Lessons Learned:** The County is highly dependent upon local Fire District/Department resources to fill "command and general staff" positions in our "E.O.C. Incident Management Team". We should consider additional state and federal Incident Management Team training opportunities to enhance our local state of readiness. Approximately two weeks per year per team member is the minimum commitment to maintain competency of skills. Initial team member training can require up to four weeks to acquire. Sustainability of an EOC team is dependent on long-term commitments and relationships with districts/departments providing personnel, including the time required to participate.

**MEASURE 2**

Develop emergency communication and information sharing system.

| <b>ONE YEAR RESULTS</b>  |  |
|--|--|
| <b>Expected Outcomes for Fiscal Year 2006-2007</b>   | <b>Actual Outcomes through September 2006</b>  |
| Inventory of equipment needs and identified funding; and   | The inventory of audio/visual equipment requirements has been completed for connection between EOC and 10th Street Place. Funding for the equipment has been identified through our Homeland Security Grants.                              |
| Functional connection between Emergency Operations Center (EOC) and 10 <sup>th</sup> Street Place. | The connection is dependent upon installation of fiber optics and necessary upgrades to the current computer system at the EOC. Once installation is complete, then equipment purchases will begin to provide the audio/visual connection. |

**Lessons Learned:** Time-lines for this project are governed by public and private agencies. We will proceed as soon as the required fiber optic connections are in place.

**MEASURE 3**

Develop a public emergency alerting and notification system.

| <b>ONE YEAR RESULTS</b>  |  |
|--|--|
| <b>Expected Outcomes for Fiscal Year 2006-2007</b>   | <b>Actual Outcomes through September 2006</b>  |
| Fully functional Emergency Alerting System and 200 receivers distributed to emergency personnel; and | Two-hundred Emergency Alerting System (EAS) receivers have been purchased in partnership with Health Services Agency. A phase I distribution list for the receivers has been established. Currently negotiating for the use of County Local Government Channel #1 to broadcast EAS information to the receiver system. This frequency change will provide greater reliability indoors without the use of external antennas. Signal strength testing with the existing frequency does not provide an acceptable level of reliability to activate the receivers. Distribution will begin as soon as frequency change occurs. |
| Functional public and internal County notification system.   | The RFP process for a County Internal/External Notification System is complete. Final negotiations with vendor is underway. Current schedule includes installation of the system in October 2006.  |

**Lesson Learned:** The old EAS system required several system enhancements to become the communications tool as designed. Again, we are dependent on the State Office of Emergency

Services, local radio and television stations, and County Departments for participation to complete the EAS project to create the desired level of reliability. With the County Notification System, two RFP processes were required due to the rapidly changing technology in this area. There are many new vendors with a variety of products specific to emergency notification systems creating a complex selection process.

**MEASURE 4**

Establish All-Risk Response Plans.

| <b>ONE YEAR RESULTS</b>   |  |
|---|--|
| <b>Expected Outcomes for Fiscal Year 2006-2007</b>  | <b>Actual Outcomes through September 2006</b>  |
| Strategy for All-Risk Response Plans;   | Partnered in a two-County (Stanislaus/Fresno/California Department of Food & Agriculture) pilot program to develop an Agriculture Response Plan for "all-risk". A draft of the plan is now being reviewed with completion scheduled by January 2007.   |
| Partners identified;  | Partners identified would include County-Wide departments and agencies, City Emergency Managers, CDFA, USDA, State Office of Emergency Services, Public Information Officers and Office of Homeland Security.  |
| Workshops, table top and functional exercises identified to support plan development; and | Stanislaus County OES has activated the Emergency Operations Center on four occasions this year with three of these events declared local disasters. The four activations/events will serve as full functional exercises. As a result, our EOC activations will provide the required "after action reports" providing corrective action recommendations to identify system improvements as outlined by State Office of Emergency Services. |
| NIMS adopted and implemented to be compliant with Federal mandates.                       | Currently on schedule to meet FY05/06 requirements to be NIMS compliant by September 30, 2006. Board of Supervisor adoption of NIMS Resolution and mandated training (SEMS/NIMS/ICS) in progress. County Team has provided over 70 classes on SEMS/NIMS/ICS to County and cities.  |

**Lessons Learned:** Stanislaus County has never experienced three declared emergency/disaster events in one year. Our OES staff members have provided Incident Management leadership and support with three local disasters related to weather events. We are currently working through the recovery period and the mandated "after action reporting" requirements. The efforts committed to the Avian Influenza Task Force and subsequent planning process contributed to the successes of our team relative to the heat emergency for the Agriculture response. Trying to accomplish the Federal requirement to train all city and county employees who may have a role in an emergency response to a disaster by September 30, 2006 has been a significant challenge. The plan put in place this year will assist with next year's Federal training requirements. Training requirements will increase over the next few years to include certifications and qualifications for local government agencies and their emergency responders.

**MEASURE 5**

Create a Countywide fire delivery system.

**ONE YEAR RESULTS**

| Expected Outcomes for Fiscal Year 2006-2007  | Actual Outcomes through September 2006   |
|--|--|
| Develop conceptual regional fire service plan (including funding plan); and          | Stanislaus County Fire Chiefs in partnership with the Board of Supervisor's created the Stanislaus Fire Authority. The Fire Authority developed a business plan to provide six service levels. Services included are Fire Prevention, Fire Investigation, Finance/Administrative, Communications, Training, and Special Operations. Contracts for the first three services have been awarded with the remaining three scheduled by January 2007. All service levels include performance and reporting requirements. All fire departments /districts and fire warden each have one voting seat in directing the service levels and financial aspects. |
| Explore business opportunities with emergency service agencies in Stanislaus County. | Fire agencies in Stanislaus County are currently exploring options to maintain fire services which include fire agency status and exploring possible contracting/consolidation opportunities.  |

**Lessons Learned:** While much has been accomplished and the fire chief's have created a consensus in how these support services are provided, the ability to sustain fiscally sound fire suppression services remains the greatest challenge. LAFCO Municipal Service Reviews (draft edition) for fire services will be completed by the end of September 2006. Options will need to be developed through a consensus process as future fire district funding will diminish with city annexations, annual operational costs will continue to increase, and the recruitment and retention of adequate firefighter forces will be more difficult to achieve.