

The background of the report cover is a collage of three photographs. The top-left photo shows a close-up of a tree with reddish-brown leaves against a blue sky. The top-right photo shows a wooden fence with horizontal rails. The bottom photo shows a road with a yellow painted arrow pointing forward. The text is overlaid on a dark red rectangular area in the center.

# 2020-2021 Annual Performance Outcomes Report

Stanislaus County  
November 16, 2021

## Introduction

Stanislaus County introduced the new mission and vision in the 2021-2022 Adopted Final Budget, unveiling it during the budget presentation before the Board of Supervisors on September 21, 2021:

*We build community.*

There is both a sense of simplicity and strength in these three words that make it at once easy to recall while also managing to encompass so much of what the organization as a whole works

to accomplish through the departments focused on meeting the goals of their respective Board priority areas. This includes supporting public safety and community health, the promotion of learning across generations, the continuous development of the economy, the maintenance of quality infrastructure, and the provision of efficient governmental services. Based on this mission, the County vision looks forward to:

*Becoming a community of choice, where people live, work, and thrive – a place worthy of calling home.*

The organization's core values are currently under construction. Evaluated as part of the visioning process, it was determined that more time would be needed to thoroughly vet existing values in light of the County's new mission and vision to ensure that they not only resonate with the organization, but also the community as well.

The **vision, mission, and values** establish the pinnacle for the County's performance visioning model, a strategic and intricately connected infrastructure used to guide the organization in its utilization of critical resources. Depicted on the following page as a pyramidal framework, each layer supports the tiers above it, with every successive section growing nearer to the vision, mission, and values of the overall organization.

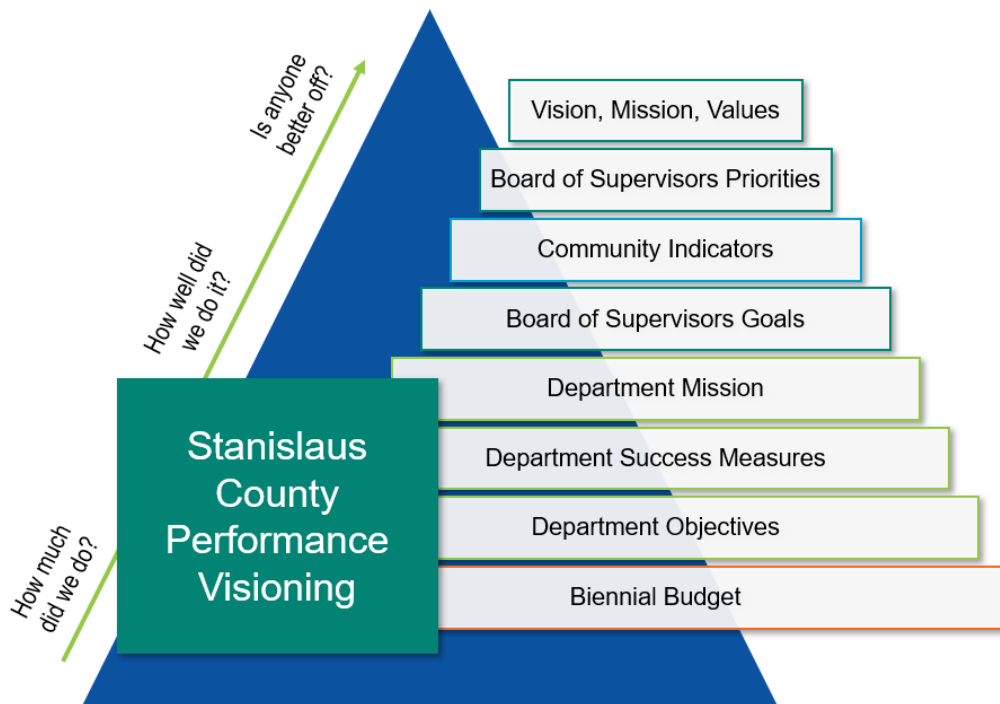
Beginning at the base of the structure is the **biennial budget**, a two-year model intended to draw performance and long-range visioning deeper into the budgeting process by providing an extended time-frame to evaluate and project needs in a thoughtful and planned manner. The County budget process provides various opportunities throughout the two-year process to update and adjust to evolving needs, but remains focused on the department objectives established at the beginning of the biennial cycle, the next tier in the performance visioning structure.

Departments identify **objectives**, those specific, measurable actions that are attainable in the two-year period and have the ability to affect positive movement on their **success measures**, those indicators selected to show progress in meeting identified needs in the community. Each of these layers flow together to support the **department's mission**, its distinct purpose within the overall County organization. These department missions in turn form a basis for meeting the **Board of Supervisors' goals**. Along with **community indicators**, those metrics that affect the organization's ability to realize its vision for the community but are not dependent on any one department alone to address, these goals serve to support the **Board's priorities**.



There are five Board priorities, with the fifth broken into two in the budget document due to its size, established to describe those significant areas of focus in the community that serve to support the County's vision, mission, and values. Each department falls within one of the following priorities (with the shortened descriptions highlighted in bold font) based on its mission and the programs and services it provides to the community:

***Supporting strong and safe neighborhoods for individuals and families to thrive***  
***Supporting community health, including physical, mental, emotional, and spiritual health***  
***Developing a healthy economy, building upon our strong agricultural foundation***  
***Promoting first-rate learning opportunities for all residents in support of community and individual prosperity***  
***Delivering efficient public services to benefit our residents and businesses***  
***Delivering community infrastructure to benefit our residents and businesses***



The pyramid design serves to promote another key component of the County performance visioning model, identifying levels of measure that indicate how well the organization is doing in meeting its objectives and goals. Beginning again at the base of the pyramid, the simplest indicator to measure is “How much did we do?” but it holds little merit in producing value. Moving upward, more challenging metrics focus on “How well did we do it?” and provides the value missing at the lower level.

However, the true measure of success is identified at the peak; while much harder to measure, this level gets at the core of what departments and the organization as a whole work towards, seeking “Is anyone better off?”

The following 2020-2021 Annual Performance Outcomes Report is designed to report out on those annual measurements that are critical to the performance visioning model. Segmented by Board of Supervisors’ priority areas, community indicators and department missions, success measures, objectives, and accomplishments serve to relay the state of progress in individual and Countywide areas of focus. The hope is that the needle of measurement shows movement in the desired direction; however, just as valuable is the clear identification of when progress has been stifled, impeded, or has outright regressed. Both positive and negative movement are extremely informative, indicating either a green light to continue ahead, a cautionary yellow serving as a warning that all may not be smooth, and a clear signal to pause and re-evaluate needs, plans, and ways to better affect positive change. Ultimately, these performance outcomes serve to inform decision makers on how to best utilize County resources for the betterment of the community, all the while working towards . . .

*Becoming a community of choice, where people live, work, and thrive – a place worthy of calling home.*





# Supporting Strong and Safe Neighborhoods

District Attorney  
Probation  
Public Defender  
Sheriff



## Supporting Strong and Safe Neighborhoods

### Introduction

Departments contained within this section support the Board of Supervisors' priority of *Supporting strong and safe neighborhoods for individuals and families to thrive*. These departments rely on robust partnerships within the County organization, supporting agencies, and community-based organizations throughout the region to maintain effective public safety programs.

The following County public safety departments remain focused on coordinated efforts to ensure a collaborative, system-wide approach to protecting the public.

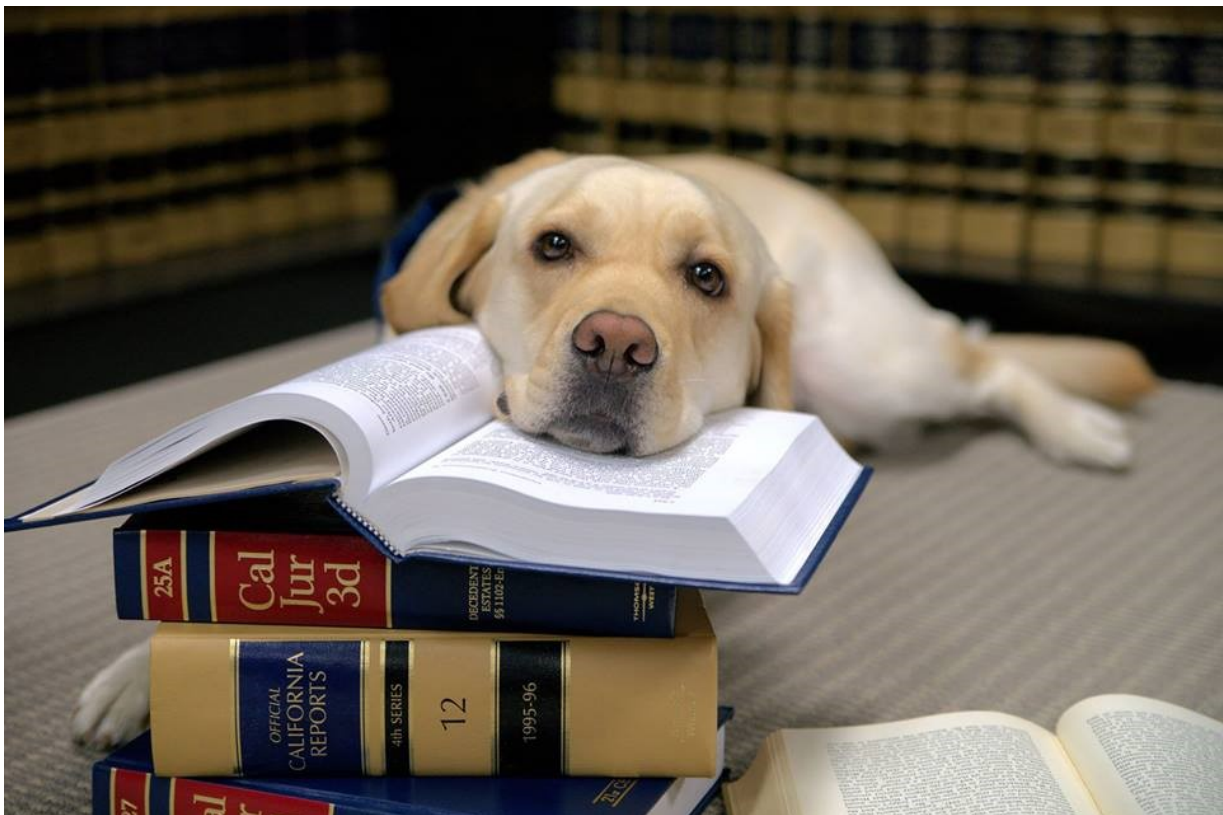
The District Attorney seeks justice through the vigorous prosecution of criminals and the provision of victim advocacy programs.

Probation provides intensive supervision to adult and juvenile offenders who are placed in the

community, and run a safe, secure custodial facility for juvenile offenders, with a focus on providing programs that reduce recidivism.

The Public Defender provides vigorous and effective legal representation for indigents who are accused of criminal offenses, appear in juvenile court proceedings, or are involved in statutorily defined civil proceedings.

The Sheriff's Department is the primary law enforcement agency for the unincorporated areas of the County and its contract cities, providing housing for incarcerated adults and security for the Courts. In Fiscal Year 2020-2021, the Office of Emergency Services/Fire Warden transferred to be a Division of the Sheriff. Services provided include emergency management services, fire and rescue mutual aid, and Countywide security services.



## District Attorney

### Board of Supervisors Priority Area



District Attorney supports the following Board of Supervisors priority:

Priority	<i>Supporting strong and safe neighborhoods for individuals and families to thrive</i>	
Mission Statement	The employees of the Stanislaus County District Attorney, in partnership with the Community we serve, are dedicated to justice, the pursuit of truth, protection of the innocent, and the prevention of crime through the vigorous, professional and ethical prosecution of those who violate the law	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Percent of cases reviewed within 30 days of Case Intake	Percent of new victims contacted within 10 calendar days of receipt of victim information
Two-Year Objectives	1. <b>Streamline</b> the eDiscovery process by continuing to submit jail calls, field interviews and evidence photos provided by the Department's Bureau of Investigations into Evidence.com	
	2. <b>Improve</b> virtual private network (VPN) security by requiring Two-Factor Authentication to log into the Department's network, enabling compliance with the Criminal Justice Information System (CJIS) which is required by the Federal Bureau of Investigations	
	3. <b>Transfer</b> applications and data into Microsoft Azure Cloud to reduce cost, improve security, and allow access to the data securely from anywhere	
	4. <b>Partner</b> with the Stanislaus Family Justice Center (SFJC) to continue to support crime victims residing in the County by providing a Victim Advocate and Criminal Investigator to be located on-site at the SFJC	

### Annual Report on Results: Fiscal Year 2020-2021

Accomplishments (Progress on Two-Year Objectives)
<ol style="list-style-type: none"> <li>1. The Department now provides all discovery in both misdemeanor and felony cases electronically except when information is provided to the Department on hard drives, by Cellebrite or in cases involving child pornography.</li> <li>2. Two-Factor Authentication was accomplished in the spring of 2020.</li> <li>3. Applications and data transfer were completed in spring of 2021 and the Department now has secure access from anywhere.</li> <li>4. The Department continues to partner with SFJC by providing a Victim Advocate and Criminal Investigator on-site to support crime victims residing in the County.</li> </ol>

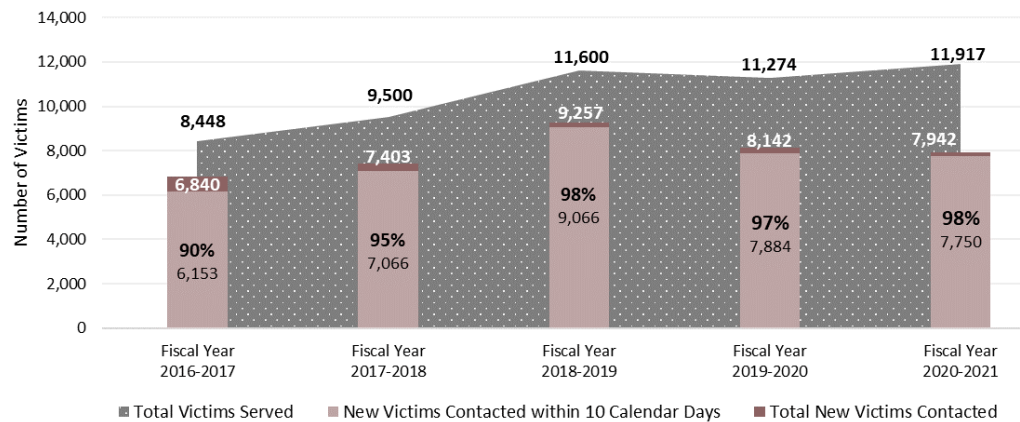
## Department Success Measures

The goal of the Victim Services Unit is to contact 90% of new victims within 10 calendar days. The law requires victims of crime to be notified of their rights by law enforcement at the earliest stage of the criminal justice process. In the adjacent chart, extracted from the data table below. The Victims Services Unit continued to meet the goal of contacting 90% of new victims within 10 calendar days by contacting 98% in Fiscal Year 2020-2021.

The Department's goal is to review a minimum of 90% of cases within 30 days of intake. Thorough review and informed decision-making are conducted to ensure the



Victims Served/Contacted



Department does not contribute to any unnecessary delay in the criminal justice system or process.

The table below shows that in Fiscal Year 2020-2021, 72.8% of the cases were reviewed. This is an 11% decrease from Fiscal Year 2019-2020 and is due in part to the transition to electronic issuance, reconfiguration of the reporting to capture the data and the impact of the COVID-19 pandemic on staffing.

Category	Fiscal Year				
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
<b>Filled General Fund Positions</b>					
<b>Total - Filled General Fund Positions</b>	<b>127</b>	<b>126</b>	<b>132</b>	<b>133</b>	<b>132</b>
<b>Cases Filed</b>					
Misdemeanors	9,722	8,627	7,876	7,638	5,961
Felonies	<u>3,627</u>	<u>3,544</u>	<u>3,548</u>	<u>3,813</u>	<u>3,949</u>
<b>Total Cases Filed</b>	<b>13,349</b>	<b>12,171</b>	<b>11,424</b>	<b>11,451</b>	<b>9,910</b>
<b>Cases Reviewed</b>					
<b>Total Misdemeanor and Felony Cases</b>	<b>19,998</b>	<b>18,028</b>	<b>18,642</b>	<b>18,138</b>	<b>16,669</b>
Average Days between Case Intake and First Review Code	9	12	14	23	20
Percentage of Cases reviewed within 30 Days	92.5%	88.7%	85.3%	83.4%	72.8%
<b>Court Appearances</b>					
<b>Total Court Appearances</b>	<b>91,591</b>	<b>86,444</b>	<b>82,003</b>	<b>74,750</b>	<b>75,470</b>
<b>Open Homicide Cases and Defendants</b>					
<b>Total Homicide Defendants</b>	<b>124</b>	<b>102</b>	<b>103</b>	<b>108</b>	<b>111</b>
<b>Total Open Homicide Cases</b>	<b>N/A</b>	<b>83</b>	<b>81</b>	<b>85</b>	<b>92</b>
<b>Victims Served and Contacted</b>					
<b>Total Victims Served</b>	<b>8,448</b>	<b>9,500</b>	<b>11,600</b>	<b>11,274</b>	<b>11,917</b>
<b>New Victims Contacted</b>	<b>6,840</b>	<b>7,403</b>	<b>9,257</b>	<b>8,142</b>	<b>7,942</b>
# New Victims Contacted within 10 Calendar Days	6,153	7,066	9,066	7,884	7,750
% of New Victims Contacted within 10 Calendar Days	90%	95%	98%	97%	98%



## Probation

### Board of Supervisors Priority Area



Probation supports the following Board of Supervisors priority:

Priority	<i>Supporting strong and safe neighborhoods for individuals and families to thrive</i>
Mission Statement	As an integral part of the criminal justice system, Probation protects our community by: Promoting responsible behavior and offender accountability; Providing objective information and recommendations to the Superior Courts; Operating safe and secure juvenile facilities and programs; and Partnering with the community to provide direct services to offenders, families and victims
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results
Success Measures	Reduce post-release recidivism of individuals exiting probation supervision
Two-Year Objectives	1. <b>Contract</b> with local community-based organizations to assist with long-term programming for the youth committed to Juvenile Hall as part of SB 823 (Department of Juvenile Justice Realignment) to rehabilitate youth, provide a successful transition to the community, and ultimately reduce recidivism and crime
	2. <b>Reduce</b> recidivism in juvenile offenders who complete programming in or out of custody
	3. <b>Partner</b> with local education institutions to get the youth under department supervision into higher or continued education prior to their dismissal
	4. <b>Develop</b> the Youth Assessment Center services through continued partnerships with Family Resource Centers
	5. <b>Reduce</b> recidivism in adult offenders who complete programming at the Day Reporting Center

### Annual Report on Results: Fiscal Year 2020-2021

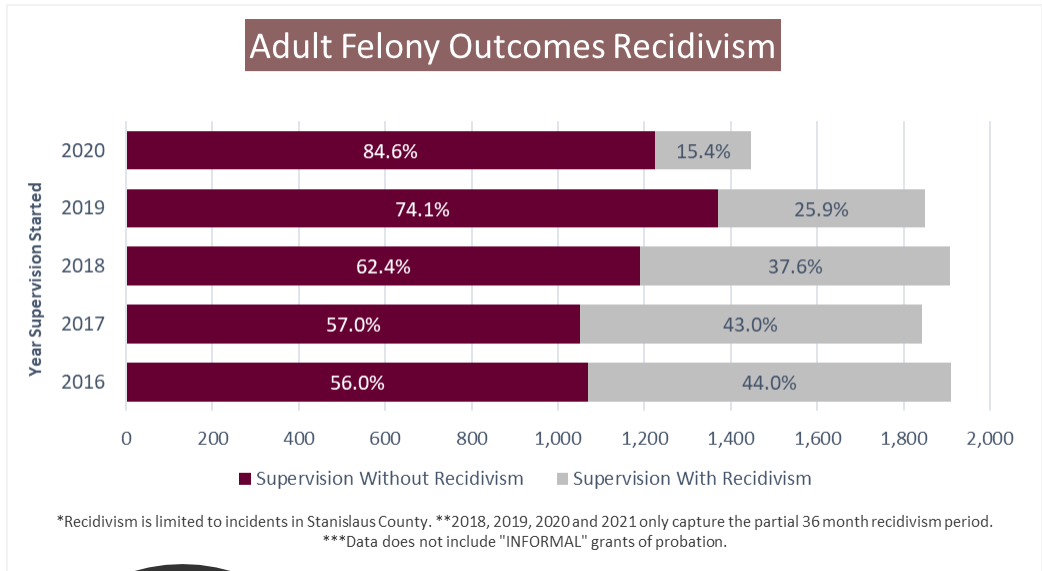
Progress on Two-Year Objectives
1-3. Contracted with Leaders in Community Alternatives (LCA) to provide long-term programming for youth committed to the Secure Track Unit (SB823). The Program goal is to rehabilitate youth and provide a successful transition to the community, ultimately reducing recidivism. Partnered with Modesto Junior College to provide Probation youth access to higher education; two in-custody youth are currently attending online classes.
4. Continued development of the Youth Assessment Center (YAC), including the launch of the YAC Mobile Referral Application allowing local law enforcement to submit referrals directly to the YAC.
5. Five Probation Officers were certified by University of Cincinnati Corrections Institute as trainers of Effective Practices in Community Supervision (EPICS) training. These five trainers trained an additional 17 Probation Officers giving them the skills to provide treatment based on the offender's specific learning style, motivations, abilities, and strengths, additionally, eight Probation Officers were certified by

University of Cincinnati Corrections Institute as trainers of the evidence-based curriculum, Choices. These eight officers trained an additional eight Probation Officers to become Choices instructors. These in-house instructors provide treatment to offenders to identify and diminish factors that led to their criminality, in order to reduce recidivism.

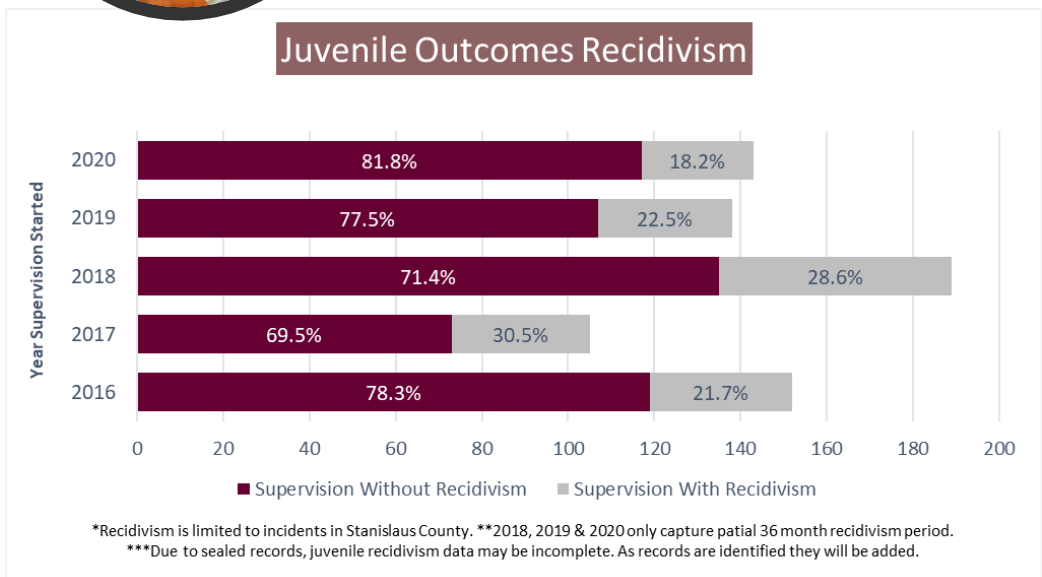
## Department Success Measures

Recidivism is defined as a conviction of a new felony or misdemeanor committed within three years of placement on probation supervision for a previous criminal conviction. These charts illustrate the number of individuals who began probation supervision within the last five calendar years and the number of those individuals who have recidivated within Stanislaus County. The individuals who began supervision in 2016 and 2017 have completed the three-year recidivism tracking period. During that time, adult and juvenile combined recidivism declined by 2.3%.

The recent decrease in recidivism can be attributed to several factors including: the 3-year recidivism period hasn't fully elapsed, emphasis on rehabilitation services and programs, and changes in the law including juvenile record sealing. Senate



Bill 666 signed into law on September 30, 2015, amended California Welfare & Institutions Code section 786 and 787 and ordered that juvenile records are automatically sealed at the time jurisdiction is terminated. As a result of these changes, some data was no longer available at the time of reporting.



## Public Defender

### Board of Supervisors Priority Area



Public Defender supports the following Board of Supervisors priority:

Priority	<i>Supporting strong and safe neighborhoods for individuals and families to thrive</i>	
Mission Statement	To ensure and promote justice, reduce recidivism, and provide zealous advocacy through client-centered high quality legal representation that protects the liberty and constitutional rights of indigent persons accused of crimes	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	New and opened files per year over the last five fiscal years	Number of expungement requests filed per year for the last five years
Two-Year Objectives	1. <b>Expand</b> the Department's postconviction relief program, enabling County residents to improve their housing and employment opportunities	
	2. <b>Transition</b> from a "paper-heavy" to a "paper-light" office, improving efficiency and reducing cost to the taxpayers	
	3. <b>Develop</b> holistic defense model of representation with the hiring of two caseworkers and embedding of a Behavioral Health and Recovery Services Mental Health clinician, to expand sentencing options, facilitate diversion, and enhance rehabilitative success for clients	
	4. <b>Expand</b> the investigation unit to achieve parity with the District Attorney's office and to come into compliance with American Bar Association guidelines and standards, with the addition of administrative support and the hiring of at least three additional special investigators, subject to Board of Supervisors' approval or the procurement of external funding	
	5. <b>Redirect</b> Department resources from representation of indigent litigants in dependency, family court, and child support matters toward murder cases (50+ active) and backlog of other criminal matters resulting from diminished court operations during the COVID-19 pandemic	

### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
1. In 2020, the Public Defender provided assistance in post-conviction relief to Stanislaus County residents through the Fresh Start and Clear your Record programs and is actively engaged in helping community members improve their future prospects and lives.
2. The Department has scanned all old closed files and is now current in its scanning process up to June 2020. Going forward the department will be on a yearly schedule and there are no backlogs. The department has successfully replaced thousands of paper files with scanned copies.
3. Two caseworkers joined the Public Defender's Office in July 2021, under the Community Corrections Partnership (CCP), and have been successful in connecting clients to services to address mental health, housing and substance use disorder issues, supporting a holistic model of representation.



4. The Department is continuing to work with CEO-HR to study the organization's staffing needs. In the 2021-2022 Final Budget, a Finance and Operations Manager position was added to support administration. In the 2021-2022 First Quarter Report, there is a recommendation to add one Special Investigator II position.
5. In the last year, the Department has given representation to all in-custody clients, starting at arraignment.

## Department Success Measures

The Public Defender is committed to rehabilitative successes and believes everyone is entitled to a "Fresh Start" in life. The Fresh Start Program offers a wide range of postconviction relief services, providing Stanislaus County residents with assistance reducing their felony convictions to misdemeanors, getting their cases dismissed after successful completion of probation, and obtaining certificates of rehabilitation, which serve as an automatic application for a gubernatorial pardon.



This program along with Clear Your Record Applications are of great value to the clients. In the last year, about 631 such applications (combined) were handled by the Public Defender's Office.

In addition to the Fresh Start Program, the Department defines success by the number of clients referred to the Department's Case Workers for assessment of their criminogenic needs and referrals to local social service agencies and community-based organizations.



Two case workers came onboard and started working in July 2021. They have worked on 101 cases, connected clients to 308 resource services and 247 services are ongoing in: Mental Health

Treatment, Substance Use Disorder Treatment, Housing and Counselling.

The Public Defender's Office has scanned about 17,000 closed case files to become more 'paper-light'. Going forward the office will not have a backlog and can follow a yearly schedule.



In addition, since July 2020, the Department has implemented a text-messaging reminder system, [UPTRUST], enabling early and easy communication between clients and their assigned attorneys.



In the last year: 6,129 clients were contacted, regarding 30,338 court appearances, 67,020 outgoing messages were sent, and 8093 incoming messages were received. In

the data analyzed, (40% of court appearances), the failure to appear rate was 11.3%.

Lastly, the Department also measures success by the number of clients contacted by Public Defender staff prior to their first court hearing. Since July 1, 2019, the Public Defender has provided legal representation to EVERY defendant who has been arraigned in the Stanislaus County Superior Court while incarcerated. Prior to the statewide shelter-in-place order, the Public Defender also counseled defendants, appearing for arraignment while out of custody, upon their request. Due to the COVID-19 pandemic emergency response since March 2020, the Public Defender has not been able to staff the out-of-custody arraignment division; however, working in collaboration with the court, the District Attorney and the Sheriff's Department, the Public Defender has continued to provide legal representation to all incarcerated defendants.



In the last year the office provided representation at arraignment in more than 20,000 cases.

## Sheriff

### Board of Supervisors Priority Area



Sheriff supports the following Board of Supervisors priority:

Priority	<i>Supporting strong and safe neighborhoods for individuals and families to thrive</i>	
Mission Statement	Protecting our communities by building trust, reducing crime, and promoting safety through enforcement, prevention and education	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Deputy Sheriff Staffing and Response Time	Average Length of Jail Stay
Two-Year Objectives	1. <b>Complete</b> the Needs Assessment and Master Plan for activation of Phase III of the Adult Detention Expansion Facility and Phase II of the REACT Facility	
	2. <b>Negotiate</b> a new Court Security agreement with the Stanislaus County Superior Court to align expenditures with revenue while still ensuring public safety	
	3. <b>Complete</b> the Technology Innovation and Implementation Plan for upgrades for detention, patrol, records, criminal investigations and fire prevention services	

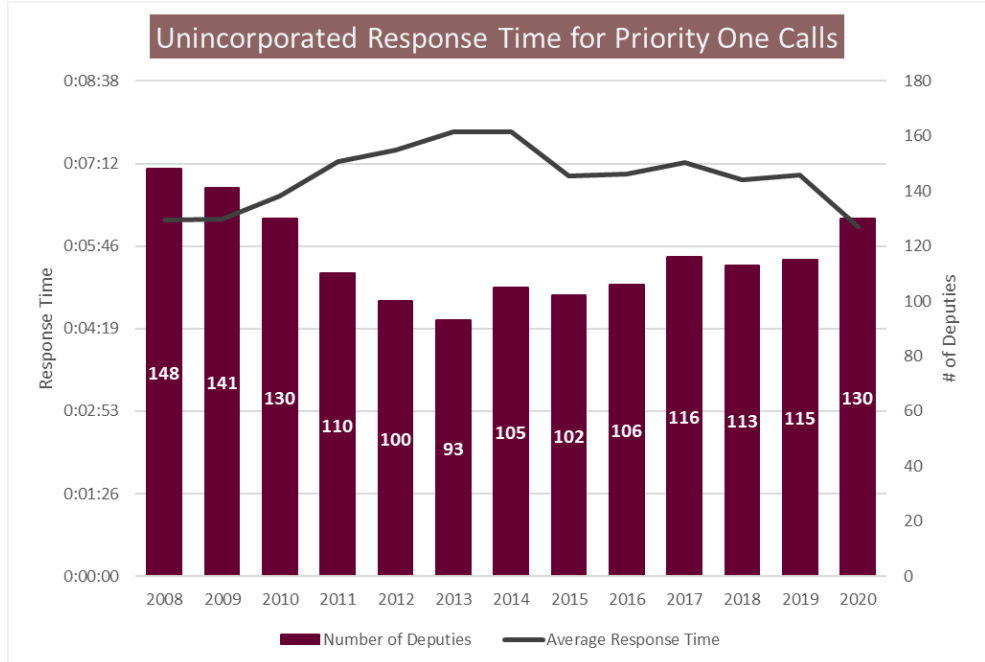
### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>Continue to work on Needs Assessment and Master Plan for activation of the Adult Detention Expansion Facility and Phase II opening of the REACT Facility.</li> <li>Continue to work towards negotiating a new Court Security agreement with the Stanislaus County Superior Court to align expenditures with revenue while still ensuring public safety. The Department anticipates negotiations to begin once the new courthouse building is in the construction phase.</li> <li>Continue to work on completing the Technology Innovation and Implementation Plan for upgrades for detention, patrol, records, criminal investigations and fire prevention services.</li> </ol>

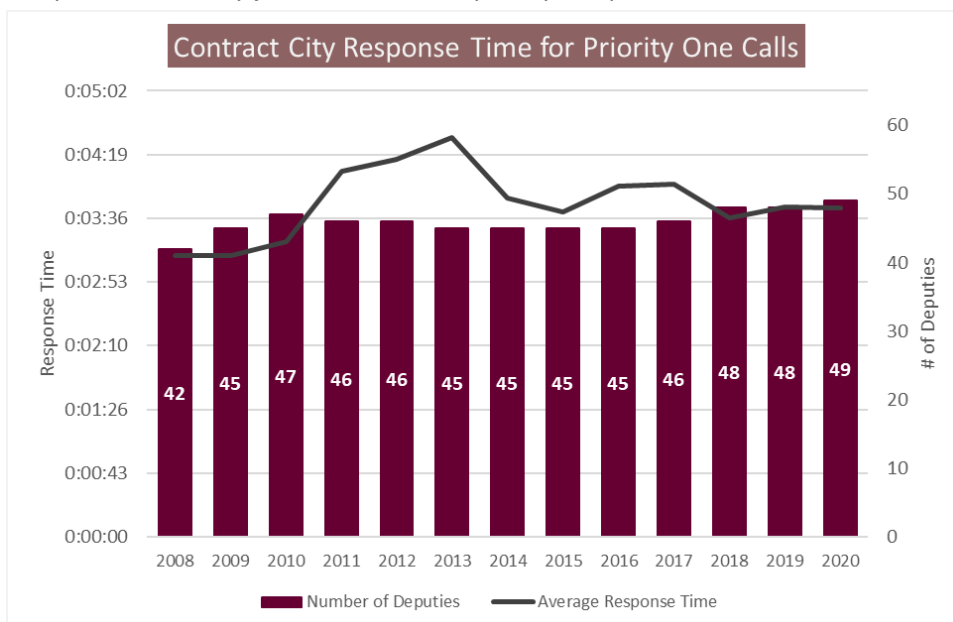
## Department Success Measures

One of the Sheriff's Office core functions is the protection of life and property. The timely arrival of a Deputy Sheriff to a reported crime in progress or other serious emergency is vital in protecting life, apprehending suspects, identifying witnesses, collecting evidence, and enhancing the ability to solve and prevent crime in County communities. Calls for service are ranked by priority upon the Stanislaus Regional 911 (SR911) call priority definition. A call is determined as priority one when the emergency requires an immediate response and there is a reason to believe that an immediate threat to life exists (e.g., shooting, kidnapping in progress, etc.).

The Sheriff's Office patrols the unincorporated areas of the County as well as the cities of Riverbank, Patterson, Waterford, and Hughson, all of which have police services contracts with the Sheriff's Department. Every jurisdiction is completely unique



and response times can vary due to geography, current call volume, and number of available deputies in the surrounding area. Since 2008, there has been a strong correlation between full-time sworn Deputies and



average response time. In 2020, the response time in the unincorporated area is seven seconds lower with 18 fewer deputies allocated to patrol than in 2008 but the calls for service were down by 2,383. Even though the Sheriff's Department is committed to responding to calls for service in a timely manner, there are variables that can affect response times such as staffing levels, attrition, crime trends, and a growing demand for public safety services.



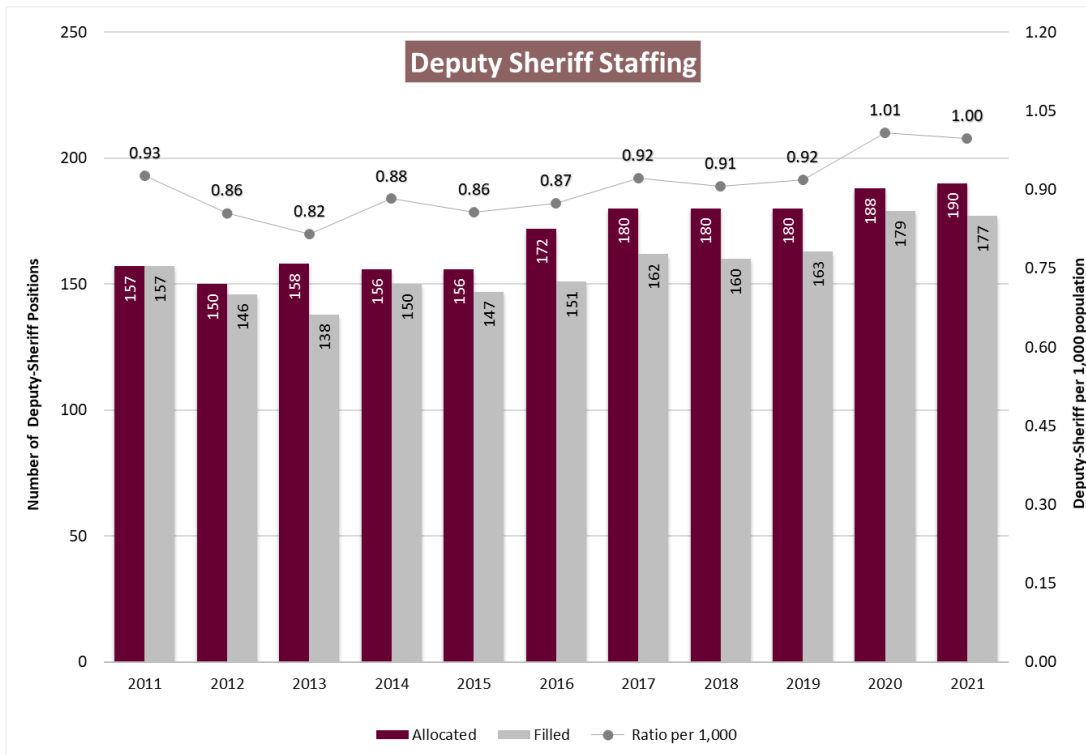
The most challenging issue at the Sheriff's Office is staffing. The Department has focused on recruitments of lateral candidates, which has deployed more experienced Deputies on the streets of Stanislaus County.

As of August 2021, the Sheriff hired nine lateral Deputy Sheriffs and has several more in the background process. Due to increased Deputy Sheriff staffing, as shown in the chart below, there are currently more services provided by the Department, bringing back the following positions: School Resource Officer



(SRO) positions; Community Resource Deputies who service areas such as Keyes, Denair, and Salida; Cannabis

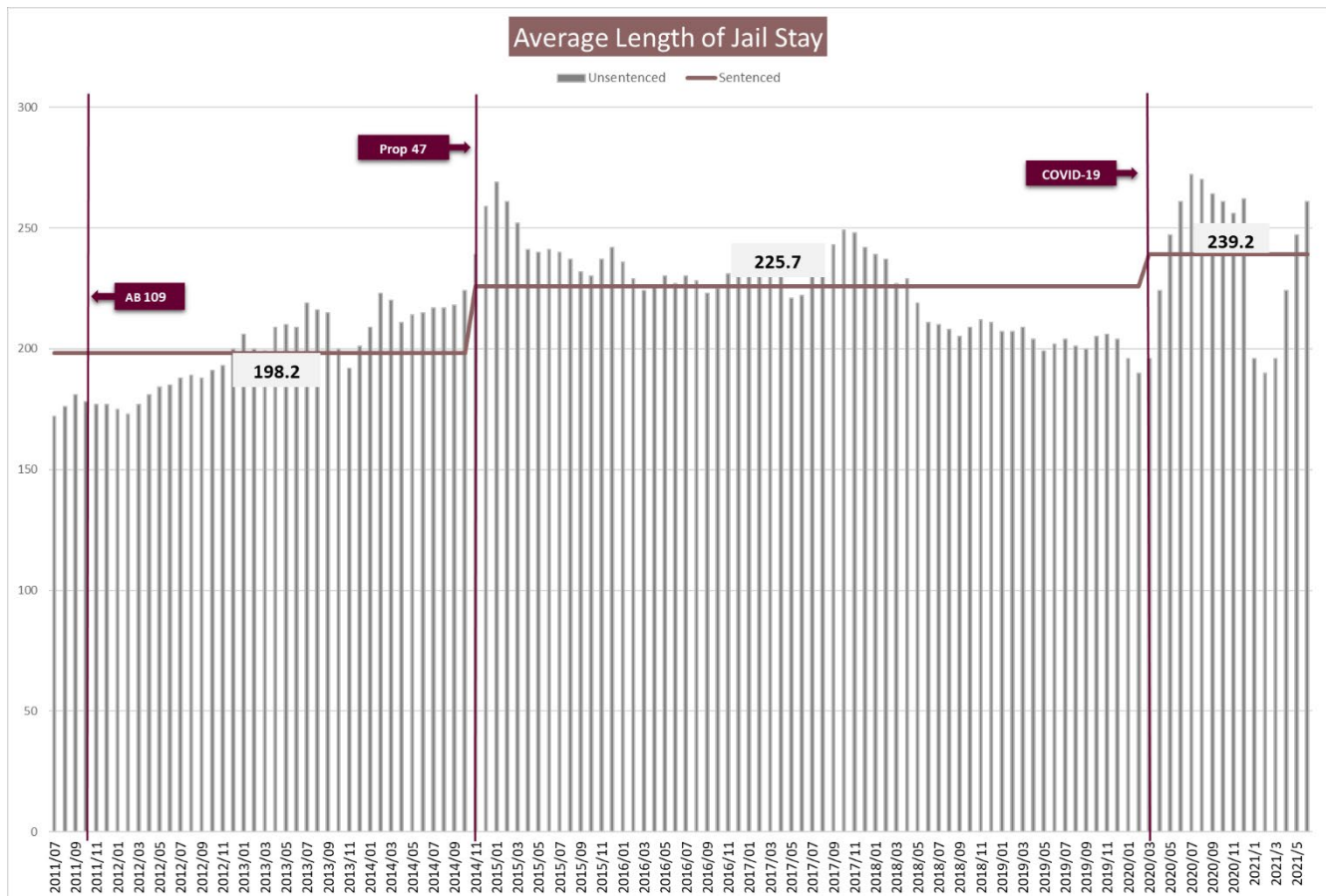
Enforcement; and additional Detective positions. The Sheriff continues to work on recruitment and retention strategies to keep experienced Deputies on the streets of Stanislaus County.



The Sheriff's Department has four correctional detention facilities capable of housing inmates ranging from minimum security to administrative segregation and includes housing for mental health offenders. The Sheriff's Department is responsible for housing both sentenced and unsentenced inmates. The chart below displays the average numbers of days spent in custody for sentenced and unsentenced inmates for the past nine years. Various factors and laws passed over the years have had a direct impact on county jails and the average length of days inmates spend in jail. Proposition 47 reduced many crimes previously charged as felonies to misdemeanors. Assembly Bill 109, also known as prison realignment, changed how offenders are sentenced. Before realignment, the maximum sentence in county jail was one year. Now that lower-level felons serve sentences in county jail, this



has changed—there is no limit on the amount of time these offenders can serve. Currently, the longest sentenced inmate is sentenced to 5,966 days to be served in the county jail. Lastly, crimes such as murder will increase the average length of stay in jail as it is not uncommon for homicide suspects to spend five plus years in custody as they navigate the criminal justice process. Due to the above-mentioned factors and their impact on facility counts, the Department on occasion has been forced to release sentenced offenders early from custody due to limited available bed space. This in conjunction with the completed AB 900 expansion and Re-Entry and Enhanced Alternatives to Custody Training (REACT) facility as well as the current COVID-19 pandemic, have impacted the Sheriff's Office with changes in the jail population.







# Supporting Community Health

Aging and Veterans Services  
Behavioral Health and Recovery Services  
Child Support Services  
Community Services Agency  
Health Services Agency

## Supporting Community Health

### Introduction

Departments assigned to the Board of Supervisors' priority *Supporting Community Health*, including physical, mental, emotional and spiritual health, rely on effective partnerships with County departments, community-based organizations, and local service providers to carry out their respective missions.

Aging and Veterans Services plans and coordinates a variety of services to seniors to promote independence and self-sufficiency. The Veteran's Services division provides assistance and advocacy for the men and women who have served in the American Armed Forces, their dependents, and survivors.



Behavioral Health and Recovery Services (BHRS) provides critical, integrated mental health services to both children and adults, along with outpatient and residential alcohol and drug treatment and prevention services to promote wellness, resilience, and recovery outcomes. BHRS also acts as the court-appointed Public Guardian for individuals who cannot care for themselves.

Child Support Services focuses its efforts on the health and well-being of families by enforcing child support orders and establishing and enforcing parentage orders, with a desire to support the family unit through the provision of employment and parenting services that improve outcomes.

The Community Services Agency (CSA) operates social welfare programs including protective services for children and adults, along with the provision of temporary financial assistance, emergency food assistance to those in need, foster care, adoptions, housing, and homeless services. The goal of CSA is to assist individuals and families towards independence and self-sufficiency.

Health Services Agency (HSA) provides required public health services including the assessment, monitoring, reporting, and assurance of the population's health, with a local focus on prevention and protection. The Agency operates a safety-net primary care and specialty clinic system and a Family Medicine and Orthopedic resident physician training program.

## Aging and Veterans Services

### Board of Supervisors Priority Area



Aging and Veterans Services supports the following Board of Supervisors priority:

Priority	<i>Supporting community health, including physical, mental, emotional and spiritual health</i>	
Mission Statement	<i>To help seniors and veterans obtain the services and benefits they need to live secure, healthy and independent lives</i>	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	New Clients Served	Benefit Claim Outcomes
Two-Year Objectives	<b>1. Establish</b> a social media presence to increase outreach efforts to seniors, caregivers and veterans, informing them about the Department of Aging and Veterans Services and measure the increase in subscribers	
	<b>2. Increase</b> the number of homeless and underserved Veterans who are connected to various Veterans Administration housing programs by 20% by providing housing services and short-term case management in collaboration with local law enforcement and the Homeless Access Center	
	<b>3. Connect</b> seniors to housing assistance programs and provide short-term case management for those seniors with special needs to maintain independence	
	<b>4. Develop</b> a Home Match/Home Share program in Stanislaus County to match home owners with seniors in need of affordable housing, working in collaboration with the Commission on Aging	

#### Progress on Two-Year Objectives

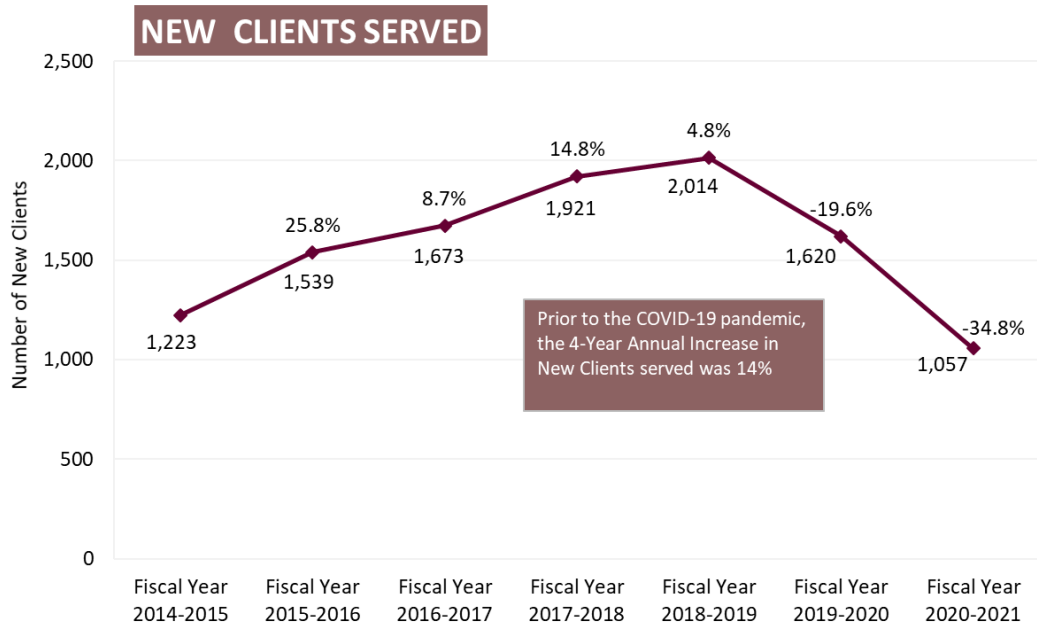
1. The Department increased outreach through the County and Veterans Services Facebook pages, as well as the Department website. Facebook followers increased by 100 in the past year for a total of 743.
2. Veterans Services facilitated permanent housing of 23 homeless Veterans and connected more than 40 other Veterans to other housing and supportive services. This is a 500% increase from Fiscal Year 2019-2020.
3. Seniors were connected to housing assistance programs through the Information and Assistance program, who received 541 calls regarding housing.
4. A Home Share program was developed and launched in June 2021 through a partnership with the Senior Advocacy Network. One match was made so far, helping two seniors directly.



# Department Success Measures

The Aging and Veterans Services Department houses two distinct divisions, the Area Agency on Aging and

that over the past seven years CVSO staff had been able to increase the number of new clients served with an average annual increase of 14%, through Fiscal Year 2018-2019. The sharp decline of 19.6% in Fiscal Year 2019-2020 and 34.8% in Fiscal Year 2020-2021 are attributed to the reduction in outreach events and office closures associated with local COVID-19 pandemic impacts that inhibited efforts to reach veterans directly. The division continues to look for opportunities to connect with local veterans, even within the confines of COVID-19 restrictions, and will resume outreach events when it is feasible and safe to do so.



Veterans Services. The County Veterans Services Office (CVSO), through partnerships with State and Federal agencies, connects eligible veterans to the benefits and services they have earned through their service to this country. By assisting veterans with health enrollment and claims initiation for monetary benefits along with referrals for housing and employment services, the CVSO works to meet the needs of veterans and fulfill the Department’s mission to help veterans live secure, healthy, and independent lives.

Identifying the total number of new clients served each fiscal year functions as a meaningful indicator on departmental progress towards meeting the needs of local veterans. The adjacent line chart illustrates

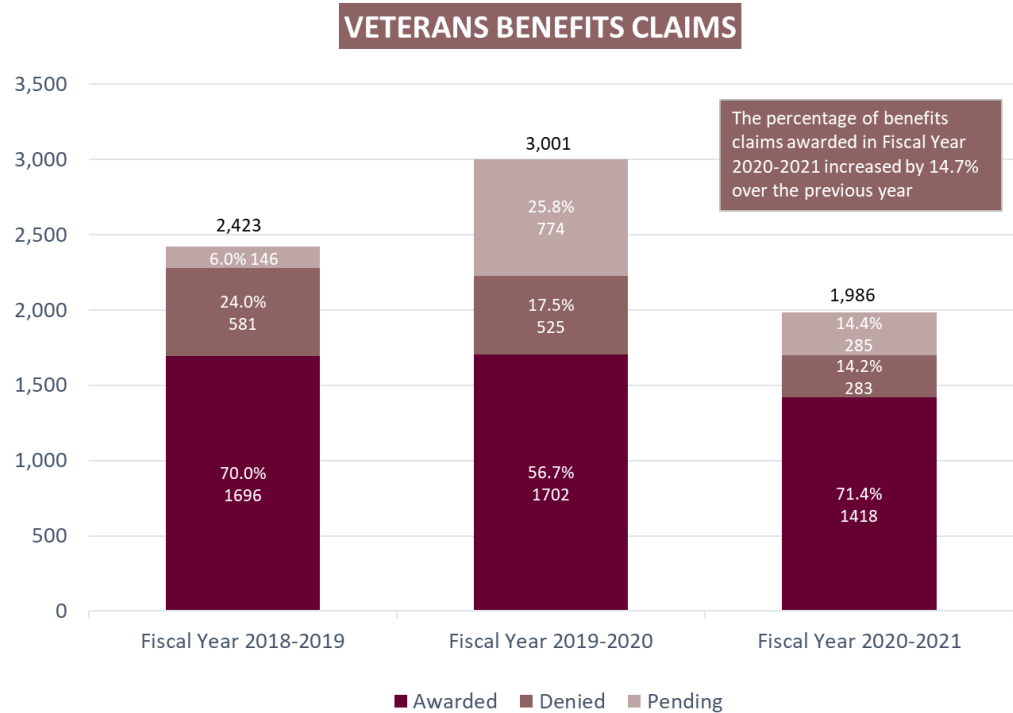


In addition to serving new clients, the CVSO tracks the progress and outcomes of the benefit claims made to the Veterans Administration on behalf of local veterans. The following chart shows overall claims filed over the last three fiscal years, noting how many claims were awarded, denied, or still pending at fiscal year-end. For Fiscal Year 2020-2021, total benefits claims filed decreased by 1,015, or 33.8%, relative to the previous year due to decreased traffic as a result of COVID-19 restrictions and office closures.

The percentage of Benefits Claims awarded in Fiscal Year 2020-2021 increased by 14.7% over the previous year while the number of claims denied decreased by 3.3% from the prior year. The percentage of benefits claims pending at year-end also decreased by 11.4%.

The type of claims tracked by this chart usually result in an ongoing monthly monetary benefit to

the veteran and are representative of one of the ways the Department helps local veterans maintain independence and financial security. While there may be various reasons for negative outcomes or denied benefit claims, common reasons include veterans or dependents who do not meet eligibility requirements for a specific program or lack sufficient evidence to support or substantiate the claim. The Department continues to track success through benefits claims to assist local veterans.



## Behavioral Health and Recovery Services

### Board of Supervisors Priority Area



Behavioral Health and Recovery Services supports the following Board of Supervisors priority:

Priority	<i>Supporting community health, including physical, mental, emotional and spiritual health</i>
Mission Statement	In partnership with the community, the mission of Behavioral Health and Recovery Services is to provide and manage effective prevention and behavioral health services that promote the community's capacity to achieve wellness, resilience, and recovery outcomes
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results
Success Measures	Adult and Children transition to Full Service Partnerships Programs
Two-Year Objectives	<b>1. Finalize</b> the Department-wide organizational review, which may involve a plan for restructuring and will include the identification of increased efficiencies to ensure the sustainability of programs and services into the future while prioritizing the provision of core services
	<b>2. Implement</b> the Core Treatment Model framework identified as a key component in the delivery of quality behavioral health care to the community
	<b>3. Align</b> prevention and early intervention, Medi-Cal managed care, and private health plan services as part of the Core Treatment Model, thereby establishing a continuum of care

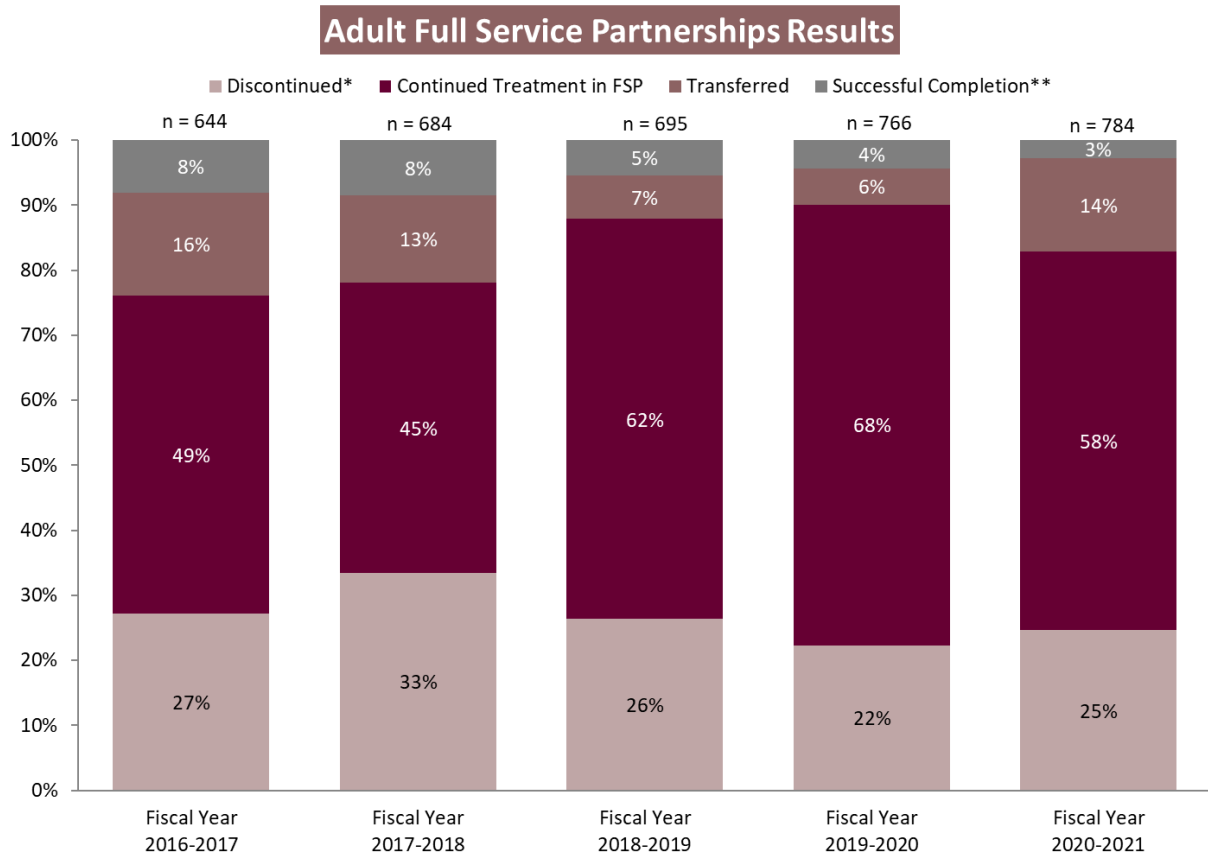
### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>BHRS finalized the Department-wide organizational review, which involved a plan for restructuring and included the identification of increased efficiencies to ensure the sustainability of programs and services into the future while prioritizing the provision of the core services. The organization review resulted in the development of the BHRS Strategic Plan, which was presented to and approved by the Board of Supervisors on March 30, 2021 (Resolution 2021-0136). The Board of Supervisors authorized BHRS to execute staffing reassignments, make the necessary adjustments to contracted service levels, negotiate new agreements, and modify existing agreements to support full implementation starting July 1, 2021.</li> <li>The Core Treatment Model framework, identified as a key component in the delivery of quality behavioral health care to the community, was included in the BHRS Strategic Plan approved by the Board of Supervisors on March 30, 2021 (Resolution 2021-0136) and the Department has begun implementation.</li> <li>The alignment of prevention and early intervention, Medi-Cal managed care, and private health plan services as part of the Core Treatment Model, thereby establishing a continuum of care, was completed with the approval of the BHRS Strategic Plan by the Board of Supervisors on March 30, 2021 (Resolution 2021-0136).</li> </ol>

## Department Success Measures

Full-Service Partnership (FSP) programs are a critical component in the BHRS continuum of care and represent an intensive level of care for hard-to-engage adults with Severe Mental Illness (SMI) and children with serious emotional disturbance (SED). The FSP programs provide direct services that focus on wellness, recovery, and resilience for the unserved and underserved populations in the

Since FSP programs provide an intensive level of care to hard-to-engage individuals with SMI/SED and oftentimes a co-occurring substance use disorder, successful results include maintaining program participation, transferring to lower levels or more appropriate levels of care, and meeting treatment goals (i.e., successful completion). These charts illustrate the results of adults, transitional age young



community. The programs' integrated services are especially targeted towards populations that are homeless or at risk for homelessness, incarceration, hospitalization, and out-of-home placement. The FSP strategy is a "whatever-it-takes" approach to engage service recipients as partners in their own self-care, treatment, and recovery. The model includes comprehensive community-based psychiatric treatment, Motivational Interviewing (MI), Assertive Community Treatment (ACT), rehabilitation, and support.

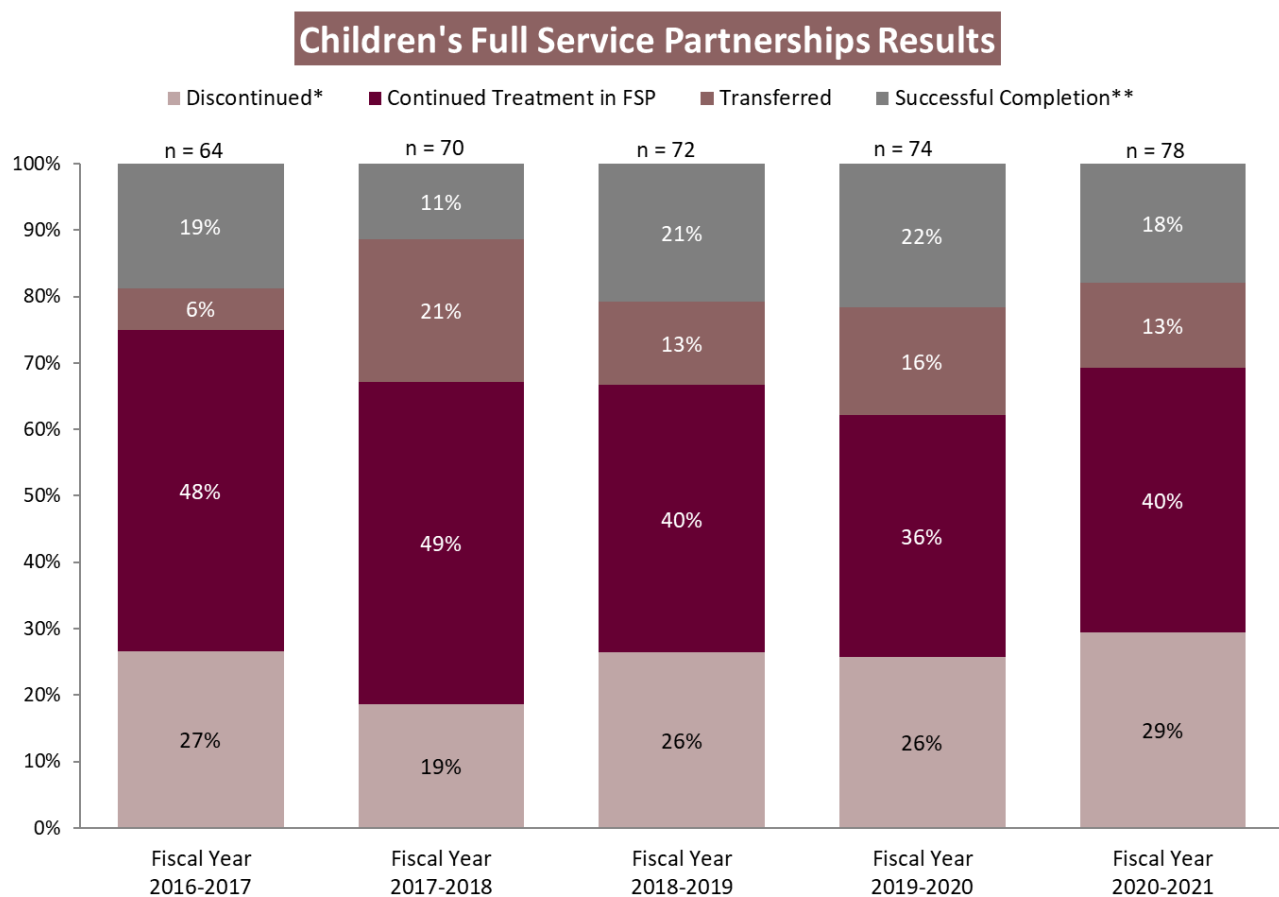
adults, and children's Full-Service Partnership (FSP) programs.

The Adult FSP Results chart illustrates successful results for an average of 73% of the individuals served each fiscal year for the past five years, meaning clients either continued treatment in FSP, transferred to a lower or more appropriate level of care, or met successful completion of their treatment goals. The data for two additional FSP programs, the Co-Occurring Disorders FSP and Assisted Outpatient Treatment (AOT) FSP, began to

be included in the results starting with Fiscal Year 2019-2020.

Although there has been a decrease in successful completion and continued treatment for the last fiscal year, there has been an increase of 8% of those who transferred to a different level of care. There was an increase of 3% of those who discontinued the program. During Fiscal Year 2020-2021, 71% of clients maintained participation, transferred to a lower or more appropriate level of care, or successfully completed the treatment program.

Children's FSP data illustrates successful results for an average of 75% of the individuals served each fiscal year for the past five years. Although there has been a decrease in successful completion and transfer for the last fiscal year, there has been an increase of 4% of those who continued treatment. There was also an increase of 3% of those who discontinued the program. During Fiscal Year 2020-2021, 71% of clients maintained participation, transferred to a lower or more appropriate level of care, or successfully completed the treatment program.



\*Discontinued: discontinued, deceased, incarcerated, moved, target criteria not met, unable to locate

\*\* Successful Completion: client met treatment goals



## Child Support Services

### Board of Supervisors Priority



Child Support Services supports the following Board of Supervisors priority:

Priority	<i>Supporting community health, including physical, mental, emotional and spiritual health</i>
Mission Statement	To promote the well-being of children by locating parents, establishing parentage, and obtaining and enforcing orders while providing the excellent level of service our customers deserve
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results
Success Measures	Collection and distribution of Child Support payments
Two-Year Objectives	<b>1. Maintain</b> collection and distribution of \$59 million of child support to families
	<b>2. Collect</b> 67% of current court-ordered support
	<b>3. Obtain</b> support orders on 96.4% of cases

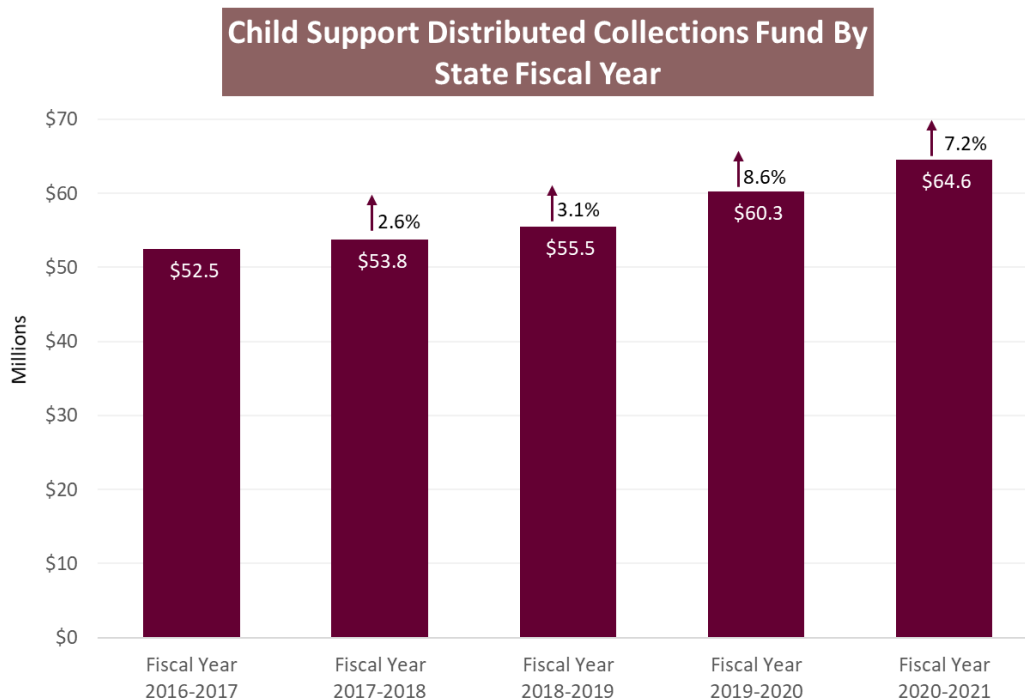
### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>For State Fiscal Year 2020-2021, the Department collected and distributed \$64.6 million in child support, surpassing its objective of collecting and distributing \$59 million by \$5.6 million.</li> <li>The Department collected 66.2% of court-ordered support, slightly below the 67% objective, for Federal Fiscal year 2020-2021.</li> <li>Support orders were obtained on 96.8% of cases surpassing the objective of 96.4%, for Federal Fiscal year 2020-2021.</li> </ol>

## Department Success Measures

The Department of Child Support Services collects and distributes child support to improve the lives of children and their families through the receipt of consistent, reliable support. The Department of Child Support Services collected \$64,629,153, in child

of processes, and shared services with another child support agency that provides call center services to child support customers at no cost to the Department, allowing staffing resources to focus on casework.



support payments during State Fiscal Year 2020-2021. The Department has steadily increased collections year over year, as shown in the chart above. Collections distributed in State Fiscal Year 2020-2021 represent the highest amount collected over the five-year period shown at \$64.6 million. Approximately 77% of child support collections went directly to families in the community. These collections support each family as they move toward or continue to maintain self-sufficiency, while potentially reducing the number of families relying upon other County public assistance programs or similar services. The remaining 23% of the money distributed repays public assistance, thereby recovering taxpayer funds.

The Department managed to maintain this level of service during this pandemic year due to its dedicated workforce, increased use of automation

After one year of increasing funding in State Fiscal Year 2019-2020, the Governor's Fiscal Year 2020-2021 May Revise cut \$933,728 and reverted child support funding to State Fiscal Year 2018-2019 levels. Since then, the legislature has provided one-time funding to local child support agencies. The Department's portion of this increase for State Fiscal Year 2021-

2022 is \$707,417. Department leadership continues to monitor the situation closely, working with the California Department of Child Support Services (CADCSS) and the California Child Support Director's Association (CSDA), while educating lawmakers and legislative staff on the importance of the child support program in serving as a social safety net, and about the real impacts of funding decisions on the vulnerable families who rely on child support as their secondary income.

The accomplishments demonstrate the strong commitment by dedicated staff to families, especially in times of need. The Department will maintain the continued focus on the families served by the child support program and continually look for innovative ways to deliver these much-needed services as it moves into, once again, a constrained budgetary time.

## Community Services Agency

### Board of Supervisors Priority Area



Community Services Agency supports the following Board of Supervisors priority:

Priority	<i>Supporting community health, including physical, mental, emotional and spiritual health</i>		
Mission Statement	The Community Services Agency serves our community by protecting children and adults and assisting families towards independence and self-sufficiency. The vision of the Department is for Safe, Healthy, and Thriving Communities.		
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results		
Success Measures	Youth in Foster Care who transition to a permanent family home	Individuals and families that transition to permanent housing through the receipt of temporary transition housing support	Individuals and families attaining self-sufficiency through job training, employment, and disability benefit management due to an increase in income
Two-Year Objectives	<b>1. Decrease</b> and maintain the percent of children who are victims of abuse or neglect and who experience a reoccurrence of abuse and neglect within the following 12 months to 9.1% or less; for comparison, 12.2% of youth had a recurrence of maltreatment in Fiscal Year 2018-2019		
	<b>2. Increase</b> the percentage of youth who transition to permanency through reunification, adoption, or guardianship within 12 months of entering Foster Care to at least 40.5%; for comparison, 32.6% transitioned to permanency within 12 months in Fiscal Year 2018-2019		
	<b>3. Increase</b> the number of General Assistance, CalFresh, and CalWORKS individuals and families attaining self-sufficiency by 10% in Fiscal Year 2020-2021 and Fiscal Year 2021-2022 through the disability benefit advocacy program, job training, housing services, and employment services		
	<b>4. Address</b> at least 40% of the priority one items related to customer and employee safety based on the Countywide Americans with Disabilities (ADA) assessment by the end of Fiscal Year 2021-2022		
	<b>5. Increase</b> the number of homeless or at-risk of homeless individuals attaining housing by 5% in Fiscal Year 2020-2021 and Fiscal Year 2021-2022 through use of the regional coordinated entry system		

### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>1. In Federal Fiscal Year 2018-2019, Stanislaus County had 1,988 children who were victims of abuse or neglect. Of those, 11.7% experienced a reoccurrence of abuse or neglect within the following 12 months, a reduction of 0.5% from the previous year approaching the objective of 9.1%.</li> <li>2. In Federal Fiscal Year 2018-2019, Stanislaus County had 338 children in Foster Care that were eligible to transition to permanency, of those, only 37% transitioned to permanency within 12 months of entering Foster Care, a 5% increase over Federal Fiscal Year 2017-2018.</li> <li>3. Fiscal year 2020-2021, 7% of CalWORKS cases were discontinued due to earnings in comparison to 14% the prior fiscal year. The decrease can be attributed to the COVID-19 pandemic and reduced employment</li> </ol>

opportunities. The percentage of CalFresh cases that were discontinued due to earnings remained flat at 9% and General Assistance at 8.5%, nearly achieving the objective of 10% of individuals and families attaining self-sufficiency.

4. In Fiscal Year 2020-2021, as part of the Countywide ADA assessment, CSA completed ADA remediation for the customer parking lot at the department's main facility on Hackett Road which represents 19% of the priority one items, 35% of the remaining priority one items were addressed through corrective action or closure of the location, for a total of 54% completion, surpassing the objective of achieving at least 40% of the priority one items on the ADA list for the Department.
5. The Housing and Homeless Division began operations in 2020, therefore Fiscal Year 2021-2022 data is being collected to establish a baseline level of individuals attaining housing that will be used as a point of reference for future years.

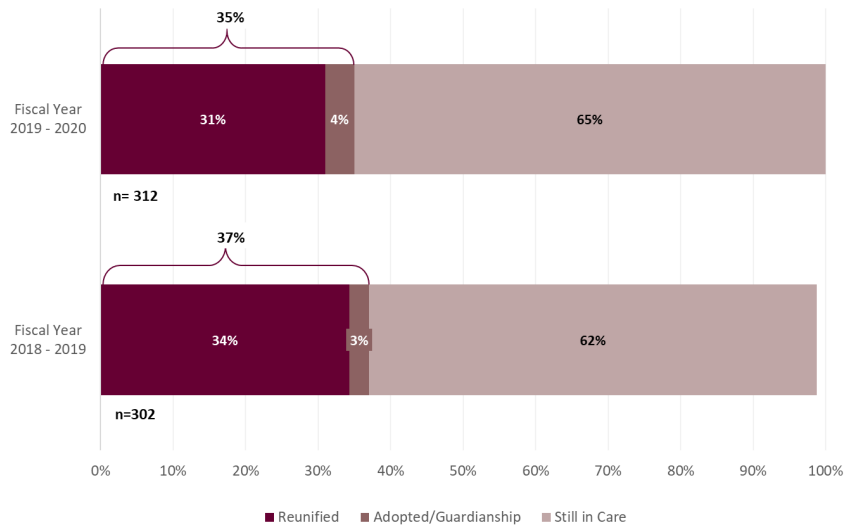


## Department Success Measures

With a focus on the health and well-being of families served by the Department, ensuring that foster children/youth transition to a permanent, stable family home is a top priority for the Community Services Agency. The goal in measuring permanency is to ensure this critical transition occurs within 12 months of a child entering Foster Care by reunifying them either with their parents, through adoption, or through guardianship. The State of California has set child welfare compliance standards such that at least 40.5% of youth transition to permanent homes within 12 months of entering into Foster Care.

The graph above represents youth who entered foster care in Fiscal Year 2019-2020 and were eligible

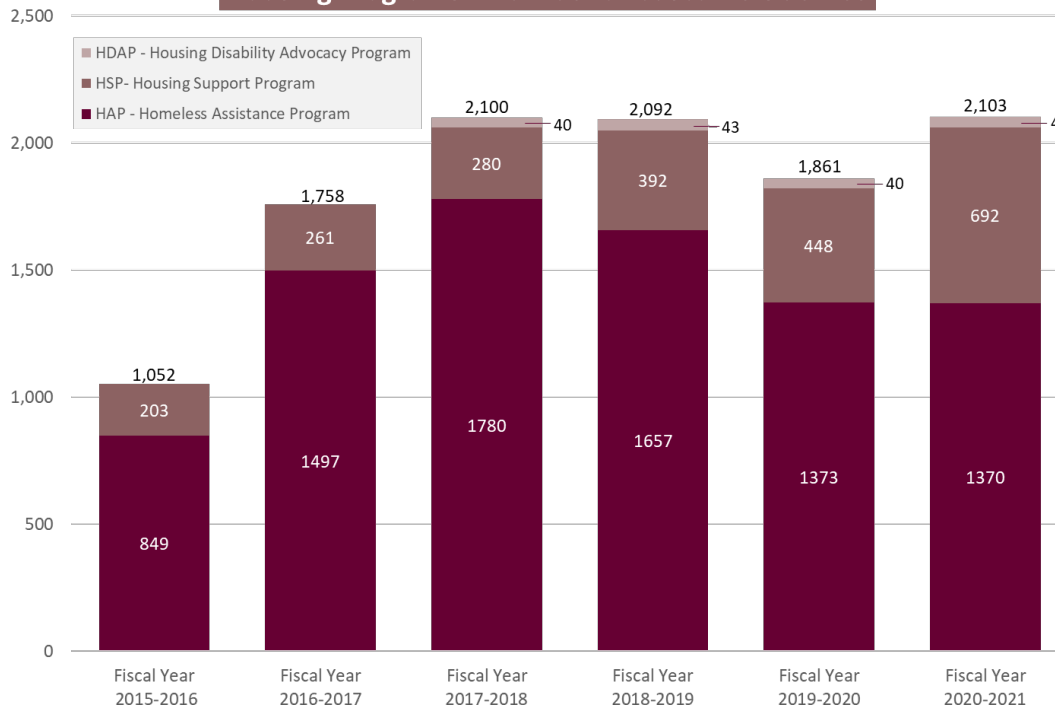
**Youth Permanency Within 12 Months**



to transition to permanency within 12 months. Of the 295 youth eligible for transition to permanency in Stanislaus County, 79 were reunified with at least

one parent and 11 were adopted or in a guardianship. In all, 31% of the foster youth transitioned to permanency during the 12-month time period. This is a 5% decrease over foster youth who entered care in Fiscal Year 2018-2019. The Department's goal is to continue to increase this percentage while building a vitally

**Housing Programs - Number of Customers Served**





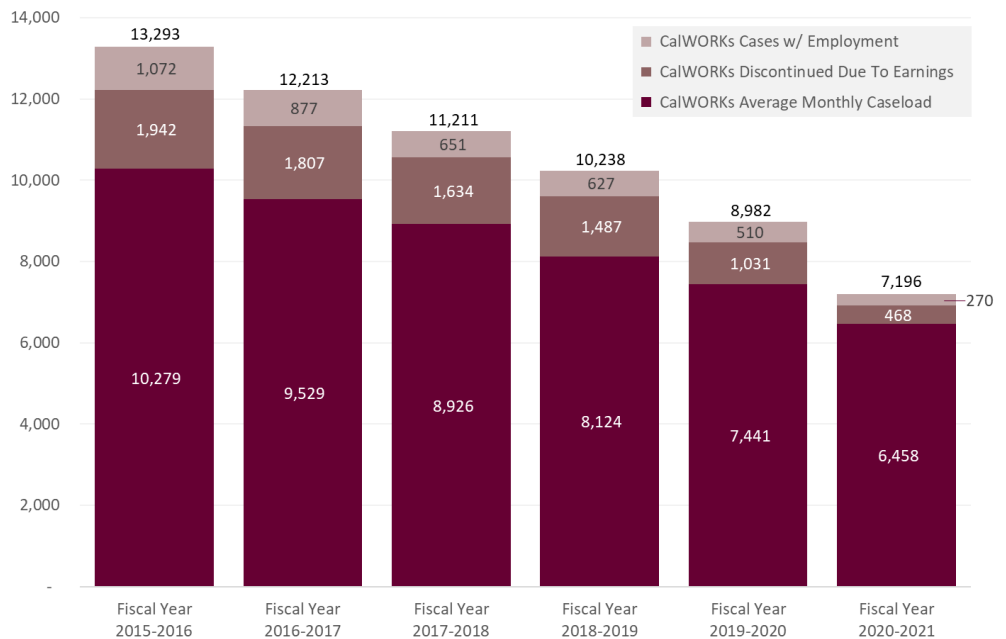
important pathway to resilience for foster care youth.

Helping vulnerable individuals and families establish safe, affordable, and permanent housing is an important foundation towards self-sufficiency, independence, and economic stability. By measuring the number of people transitioning to permanent housing, the Department seeks to increase the number of people who transition to permanent housing after receiving temporary and transitional housing support. The chart on the previous page shows the number of customers

In Fiscal Year 2019-2020, a total of 1,861 individuals and families received housing support through one of three programs; the Homeless Assistance Program (HAP), the Housing Support Program (HSP), and the Housing and Disability Advocacy Program (HDAP). Fiscal Year 2020-2021 totals were very similar with a slight increase to 2,103 families and individuals receiving housing support through these programs.

Acquiring a job is the first, critical step on the pathway to self-sufficiency. The chart above measures the number of families who transition to self-sufficiency who are no longer eligible to receive benefits through CalWORKs because of an increase in their monthly income.

**CalWORKS Caseloads - An Indicator of Self-Sufficiency**



served by various housing programs over the past five years.

The number of cases continued to decline in Fiscal Year 2020-2021 likely due to the impact of COVID-19 stimulus packages and additional unemployment benefits. In Fiscal Year 2020-2021, an average of 7% of CalWORKS cases were discontinued due to earnings when compared to 14% the prior fiscal year. CalWORKS cases with employment went from 7% in Fiscal Year 2019-2020 down to 4% in Fiscal Year 2020-2021 which was expected due to the pandemic. The Department is committed to assisting families impacted by COVID-19 and will work diligently to connect individuals to training and employment so they can attain self-sufficiency.

## Health Services Agency

### Board of Supervisors Priority Area



Health Services Agency supports the following Board of Supervisors priority:

Priority	<i>Supporting community health, including physical, mental, emotional and spiritual health</i>		
Mission Statement	To promote improved health and wellness through service and collaboration for all people in Stanislaus County		
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results		
Success Measures	Most Stanislaus County adults are vaccinated against COVID-19	Increased rates of controlled diabetes and of non-smoking adults	Reduced number of young people under the age of 24 who are homeless
Two-Year Objectives	<b>1. Complete</b> a best practices analysis to address COVID-19 vaccine hesitancy, particularly among disproportionately impacted populations by June 2021		
	<b>2. Achieve</b> a COVID-19 vaccination rate of residents in the lowest California Healthy Places Index (HPI) quartile that is within 5% of Stanislaus County's overall COVID-19 vaccination rate by December 2021		
	<b>3. Increase</b> the percentage of non-smoking adults in Stanislaus County from the 2019 rate of 86.9% by June 2022		
	<b>4. Increase</b> the percentage of diabetic HSA Clinic patients with well-controlled diabetes (Hemoglobin A1c less than or equal to 9) from 67% to 68% by June 2022		
	<b>5. Complete</b> the Whole Person Care grant-funded gap analysis, environmental scan, and asset mapping analysis of available housing resources and needs in Stanislaus County by December 2021		

### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<p>1. HSA's community engagement team administered 212 Vaccine Public Opinion surveys to Stanislaus County residents. The survey found the most common reason people were not vaccinated was due to side effects (47%), followed by waiting for other people to get it first (37%). Respondents stated they were more likely to get the vaccine if they knew more about the side effects/symptoms (29%) and more information about the safety and effectiveness of the vaccine (21%). A majority of respondents who stated they were neutral about getting the vaccine (71%), said they could be swayed by clergy getting the vaccine and 67% said they would more likely be swayed by a lotto or raffle prize. This information has been used to guide vaccination outreach efforts including the offering of incentives and partnering with local</p>

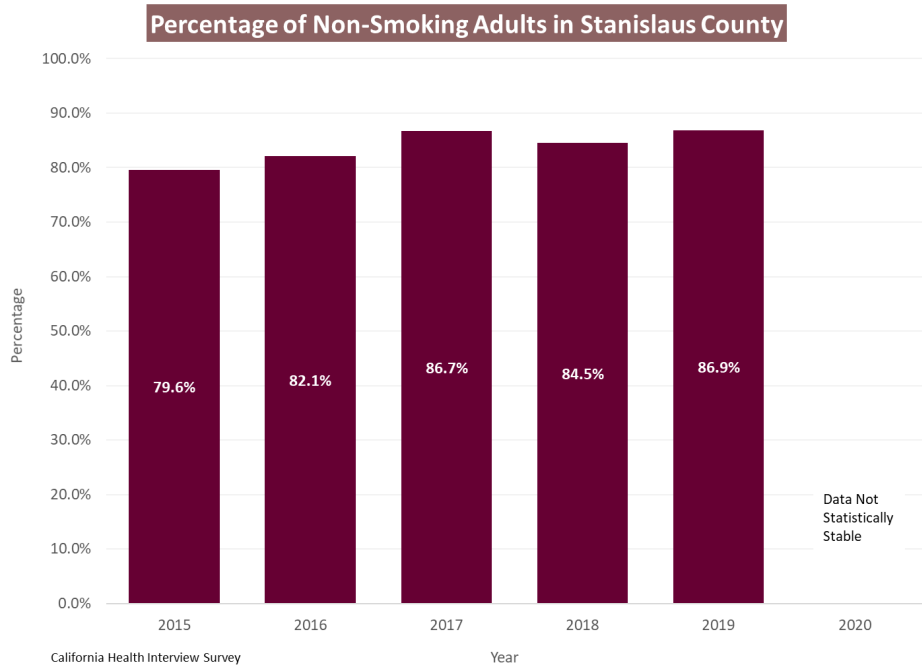
religious institutions. In the next phase of analysis, listening sessions will be held with underserved populations to further identify vaccine outreach strategies.

2. As of October 18, 2021, 53.6% of residents living in the lowest HPI quartile are fully vaccinated compared to 56.6% of Stanislaus County population, which is within the 5% goal. Community outreach efforts continue to be prioritized in the lowest HPI quartile.
3. The percentage of non-smoking adults in Stanislaus County as of June 2019 was 86.9%. Increased from 84.5% in 2018. 2020 Community Health Interview Survey (CHIS) data is statistically unstable for the single year value.
4. The percentage of diabetic HSA Clinic patients with well-controlled diabetes (Hemoglobin A1c less than or equal to 9) increased from 67% to 70% as of June 2020, surpassing the objective of 68% by 2% in year one of the two-year objective.
5. Department demands due to the COVID-19 pandemic have delayed the Whole Person grant-funded gap analysis. The new objective is to complete the Whole Person Care grant-funded gap analysis, environmental scan, and asset mapping analysis of available housing resources and needs in Stanislaus County by December 2022.



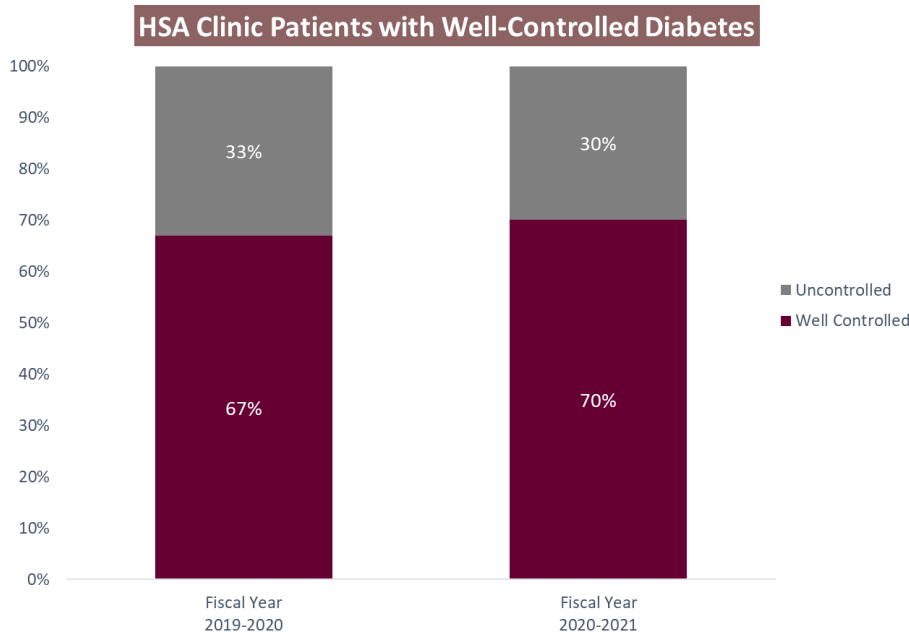
## Department Success Measures

The Health Services Agency Clinic system provides primary care, specialty care, and ancillary services that support the provision of care to approximately 22,000 unique patients. The Public Health Division has the responsibility of assessing, measuring, reporting, and monitoring the health of the community. Aligned with our Community Health Assessment and Community Health Improvement Plan prioritization of chronic disease management, HSA collaboratively works to improve the health outcomes related to diabetes and tobacco use.



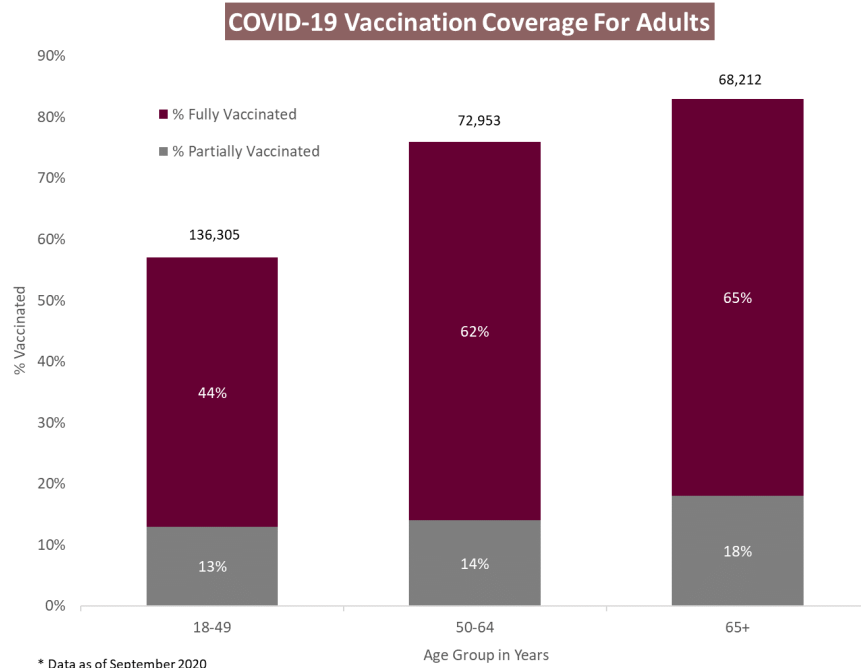
The percentage of non-smoking adults in Stanislaus County increased from 84.5% to 86.9% between 2018 and 2019. 2020 Community Health Interview Survey (CHIS) data is statistically unstable for the single year value therefore the chart was not updated. The Tobacco Prevention Program completed its

Communities of Excellence Assessment to identify needs of the community. This resulted in the development and execution of objectives for the Tobacco Prevention Program to enhance programing to educate our community on the dangers of smoking as well as the impacts of mentholated/flavored tobacco product marketing.



HSA Clinic patients with well controlled diabetes increased from 67% to 70% between Fiscal Years 2019-2020 and 2020-2021. Implementation of a diabetes clinic staffed with a specialty physician diabetologist, preventative care clinics focused on diabetes education and care gap closure. Outreach efforts through use of electronic medical record technology and texting communication platform have contributed to health outcome improvements.

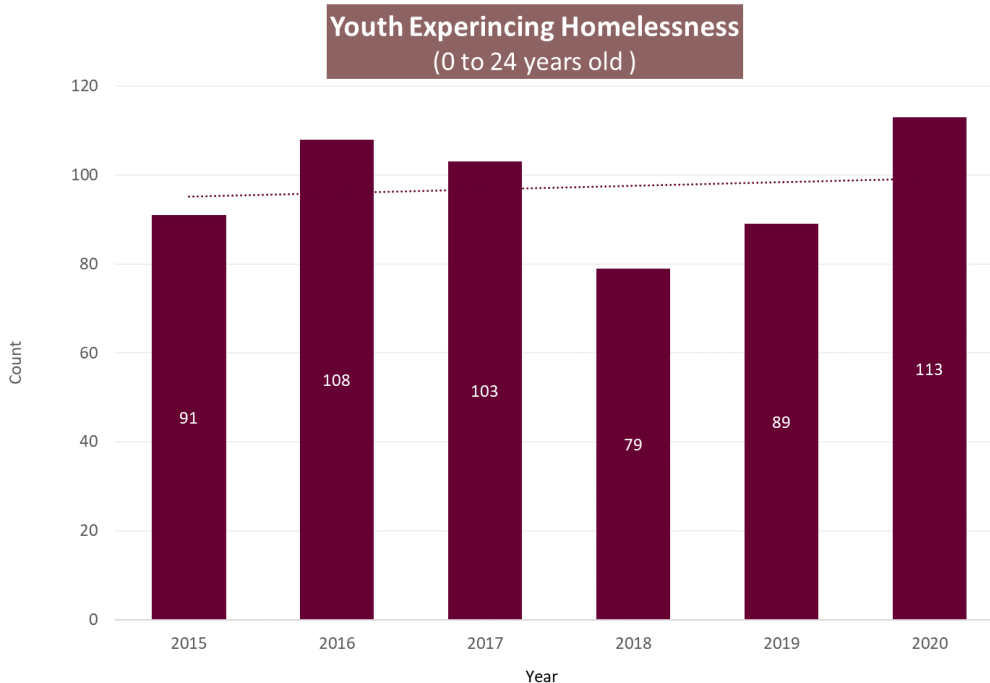
The Health Services Agency, through a coordinated Emergency Operations Center (EOC) response, established mass vaccination sites and community-based vaccination clinics at strategic locations throughout the County. The Vaccine Team coordinated the vaccine inventory and distribution to ensure providers in the County had the vaccine supplies needed to meet patient demand. Building on strong community relationships, we were successful in ensuring wide and equitable access to COVID-19 vaccines and education to reduce vaccine hesitancy. Through these efforts a total of 277,470 adults in Stanislaus County have been fully or partially vaccinated as of September 2020. For those between 18-49 years of age, 44% are fully vaccinated and 13% partially vaccinated. For those between 50-64 years of age, 62% are fully vaccinated and 14% partially



vaccinated. For those 65 years of age and older, 65% are fully vaccinated and 18% partially vaccinated.

In 2020 there were 113 youth ages 0-24 experiencing homelessness, an increase of 21% from 2019. In collaboration with the Community Services Agency

and Behavioral Health and Recovery Services, the Health Services Agency has identified this vulnerable transitional youth population for our Whole Person Care initiative. Department demands due to the COVID-19 pandemic have delayed our work in this area. Our new goal is to complete the Whole Person Care grant-funded gap analysis, environmental scan, and asset mapping analysis of available housing resources and needs in Stanislaus County by December 2022.



U.S. Dept. of Housing and Urban Development, Point-In-Time Estimates of Homelessness in the U.S. (April 2021)





# Developing a Healthy Economy

Agricultural Commissioner  
University of California Cooperative Extension  
Workforce Development

## Developing a Healthy Economy

### Introduction

Departments within this priority area support the Board of Supervisors' priority of *Developing a Healthy Economy, building upon our strong agricultural foundation* with the primary focus of identifying and developing opportunities that contribute to the long-term viability of a healthy local economy. Key goals include job creation, upskilling the local workforce, increasing economic diversity, and increasing efficiency, profitability and competitiveness of the local agricultural industry.

One in eight jobs is directly tied to agriculture or the related food manufacturing sector. Placing the economic viability of the County on a limited number of sectors puts the County at risk. Diversification

strengthens the local economy and provides for a better, more stable, quality of life for residents. The departments within this priority area facilitate the creation of jobs for the people of Stanislaus County which is imperative for the community to prosper and grow.

The following departments support the priority of *Developing a Healthy Economy*.

The Agricultural Commissioner supports and protects the well-being of agriculture, agri-business, and the community through a variety of inspection services programs.

University of California (UC) Cooperative Extension is a statewide, off-campus research and education delivery program, bringing the resources of the UC system to County residents.

Workforce Development collaborates with businesses to develop a skilled workforce for in-demand occupations that contribute to the economic success of the community.



## Agricultural Commissioner

### Board of Supervisors Priority Area



Agricultural Commissioner supports the following Board of Supervisors priority:

Priority	<i>Developing a healthy economy, building upon our strong agricultural foundation</i>	
Mission Statement	<i>To Support and Protect the Well-being of Agriculture, Business, and the Community</i>	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Number of Pest Detection traps serviced in a one-hour time period	Increase the number of Phytosanitary Certificates issued within a 30-minute time period
Two-Year Objectives	<b>1. Implement</b> the use of electronic time cards, transitioning away from paper time cards to the online system	
	<b>2. Implement</b> an online reservation system for Harvest Hall rentals where customers input their requests online, including all the necessary reservation details such as date, time, number of people, and room set up	
	<b>3. Implement</b> a mobile application designed to track all field-related pest detection activities (CalTrap)	

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>1. Implemented the use of electronic timecards, transitioning away from paper timecards to the online system.</li> <li>2. Developed an online reservation system for Harvest Hall rentals where customers input their requests online including all the necessary reservation details such as date, time, number of people, and room setup. Testing will begin upon the reopening of Harvest Hall.</li> <li>3. Received the mobile application, CalTrap, for tracking all field-related pest detection activities from the State of California. The application is being tested in the field and full implementation of this program is scheduled for the 2022 trapping season.</li> </ol>

## Department Success Measures

The Agricultural Commissioner provides a variety of services to the community including pest inspection and exclusion programs that protect the local agricultural industry. One indicator of the Department's ability to protect this critical industry is the number of pest detection traps the Agricultural Commissioner's Office can service in one hour. This metric is used to help describe the Department's capacity to complete trap inspections in an efficient manner, to calculate contract amounts, and identify staffing needs.

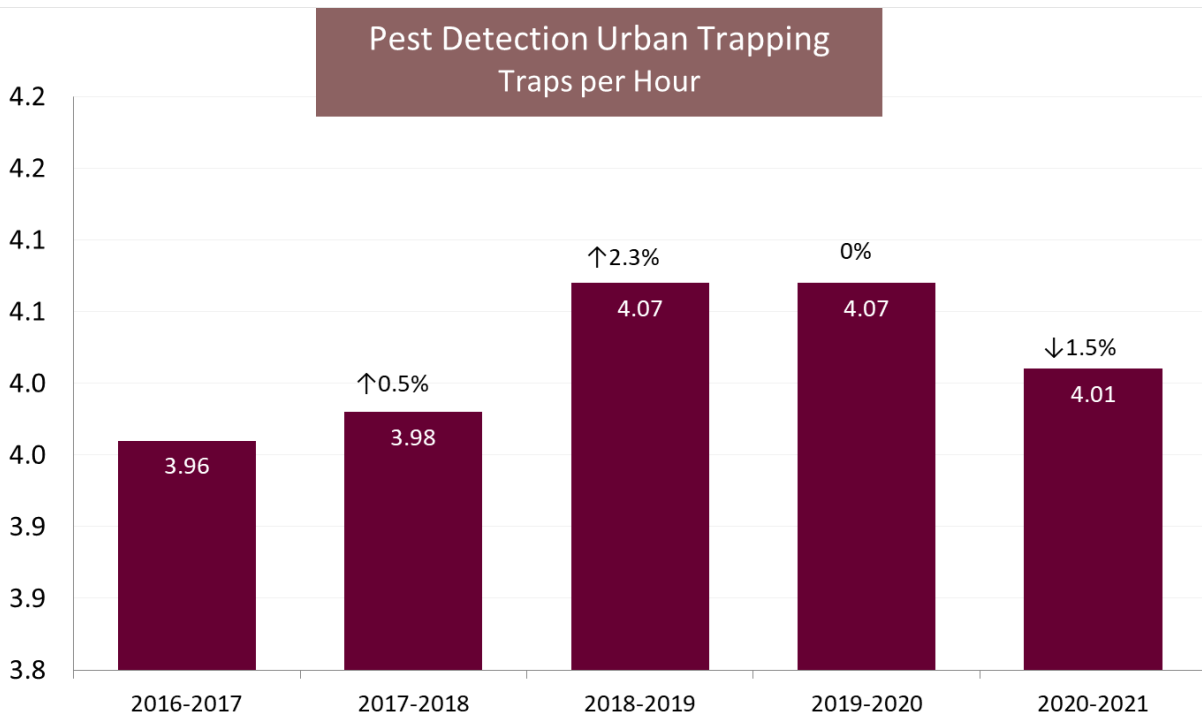
This metric also provides a mechanism to evaluate any technological improvements in the trapping program.



Data is generated from the servicing of urban traps that capture Gypsy Moths, Japanese Beetles, Mediterranean Fruit Flies, Oriental Fruit Flies, and

other Exotic Fruit Flies. The Department has an aspirational goal to achieve an 8.5% increase in the number of traps serviced per hour. The way the metric is presented was changed this year from using a simple average to arrive at the traps per hour to using a weighted average. This change should more accurately represent the number of traps serviced per hour. In 2021, CalTrap, the State of California mobile application used to track all field-related pest detection activities, was rolled out to the Department. CalTrap will be fully implemented at the start of the 2022 trapping season. It is anticipated that there will be some loss productivity while trappers work through learning the application, but long-term the application should improve efficiency.

Efficiency improved from Fiscal Years 2016-2017 through Fiscal Year 2018-2019 with the number of traps serviced per hour increasing from 3.96 to 4.07. After a year of no change there was a slight decrease in Fiscal Year 2020-2021. This decrease can likely be attributed to the field testing of the CalTrap mobile application.





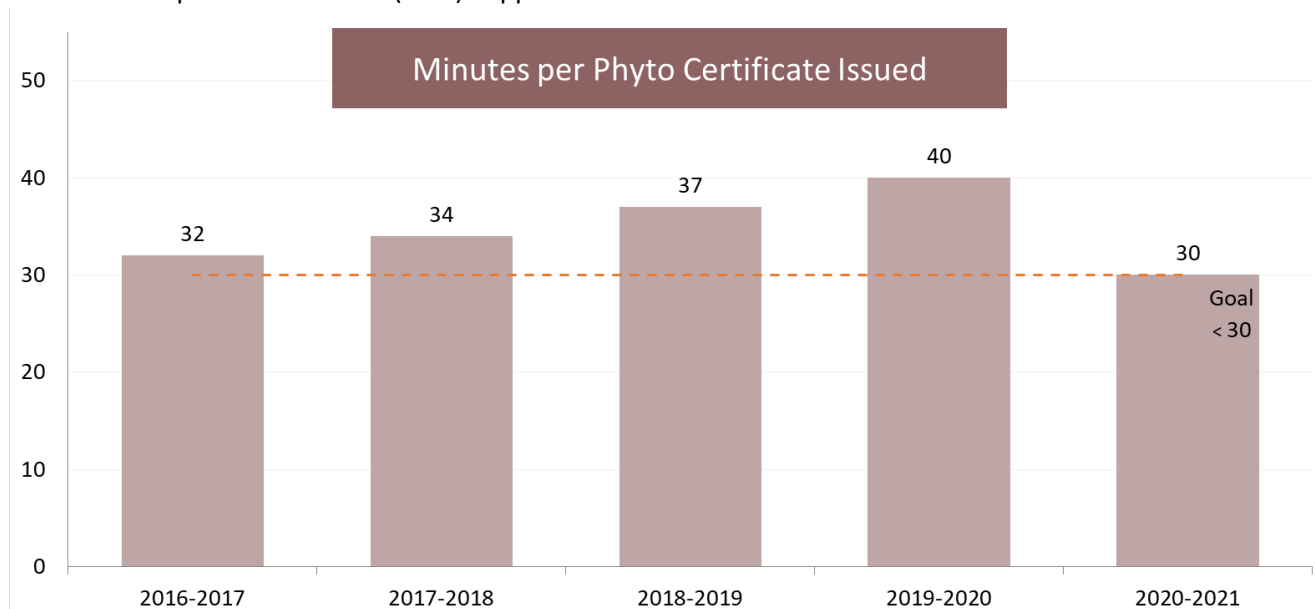
Another service provided to the community by the Department is the issuance of phytosanitary (phyto) certificates. The Agricultural Commissioner's Office issues over 11,000 phyto certificates each year for shipments going to foreign countries which attest to the commodities' ability to meet the importing country's requirements. Phytosanitary certificates help facilitate international trade.



The Department determined that an increase in the number of phyto certificates issued and a simultaneous decrease in the amount of time required to do so while remaining thorough would serve to measure success in providing this service timely and effectively. The Department's goal is to process phyto certificates in less than 30 minutes, thus saving money for the customer (shipper) who pays for each issued certificate.

The chart below indicates the time it takes the Department to issue these certificates, measured as minutes per phyto certificate issued. In 2019, an in-house mobile application for recording all the data associated with performing the inspections and issuing the phyto was deployed. The Export Certification Inspection Record (ECIR) app was

designed to improve the efficiency of the whole phyto process from the field to the office. The Department had time to work through the learning curve and to adjust the mobile application to record and invoice phyto inspections. The minutes per phyto show an improvement in Fiscal Year 2020-2021. During this fiscal year it took the Department 30 minutes per phyto certificate issued; a ten-minute decrease from the previous year, and is in line with the Department's goal. Fiscal Year 2020-2021 also saw a 22% increase in the number of phytos issued, which is believed to have contributed to the decrease in the number of minutes per phyto.



## University of California Cooperative Extension

### Board of Supervisors Priority Area



University of California Cooperative Extension supports the following Board of Supervisors priority:

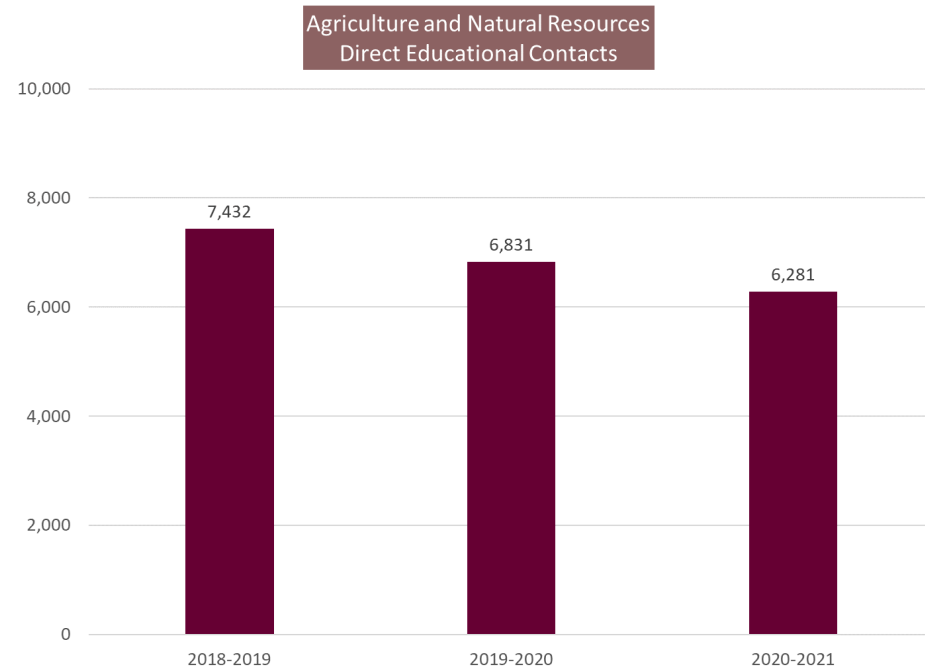
Priority	<i>Developing a healthy economy, building upon our strong agricultural foundation</i>	
Mission Statement	To develop and deliver research-based information to the people of Stanislaus County in the areas of agriculture and natural resources, 4-H youth development, and family and consumer sciences which supports the continued economic viability of the agricultural industry, a safe and reliable food supply, clean air and water, and healthy communities	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Educational events and consultations by Agricultural Advisors	Master Gardener Contacts and Volunteer Hours
Two-Year Objectives	<b>1. Initiate</b> planting of a "concept almond orchard of the future," designed for novel harvest methods to substantially reduce harvest dust	
	<b>2. Educate</b> dairy farmers through a series of webinars, farm tours, articles, and videos on manure and water management practices that reduce greenhouse gas emissions, allow better management of manure nutrients on cropland, improve water use efficiency, and ultimately improve water quality	
	<b>3. Investigate</b> the effects of cover crops on mite pests and their predators in walnut orchards and educate farmers about the economic benefits of integrating cover crops in walnut production	
	<b>4. Reduce</b> water use in walnut orchards by developing protocols for irrigating based on water needs and delayed irrigation	
	<b>5. Install</b> a demonstration garden at the Ag Center that acts as an attractive, teaching landscape to promote reductions in residential water use, green waste, and pesticide usage	

### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>1. Planted a four-acre "concept almond orchard of the future" utilizing high-density planting of experimental, dwarf almond trees for off-ground harvesting to reduce harvest dust.</li> <li>2. Educated dairy farmers through three educational videos, two worksheets, and one webinar on manure management practices that reduce greenhouse gas emissions, allow better management of manure nutrients to cropland, improve water use efficiency, and ultimately improve water quality.</li> <li>3. Installed cover crop experiments and evaluation of mite and predator populations in walnut orchards continue.</li> <li>4. Continued research on the development of reduced water use in walnut orchards and extended information developed from this research.</li> </ol>

5. Installed two demonstration gardens with dripline to reduce water lost to evaporation and plants that require less water than typical lawn settings.

## Department Success Measures



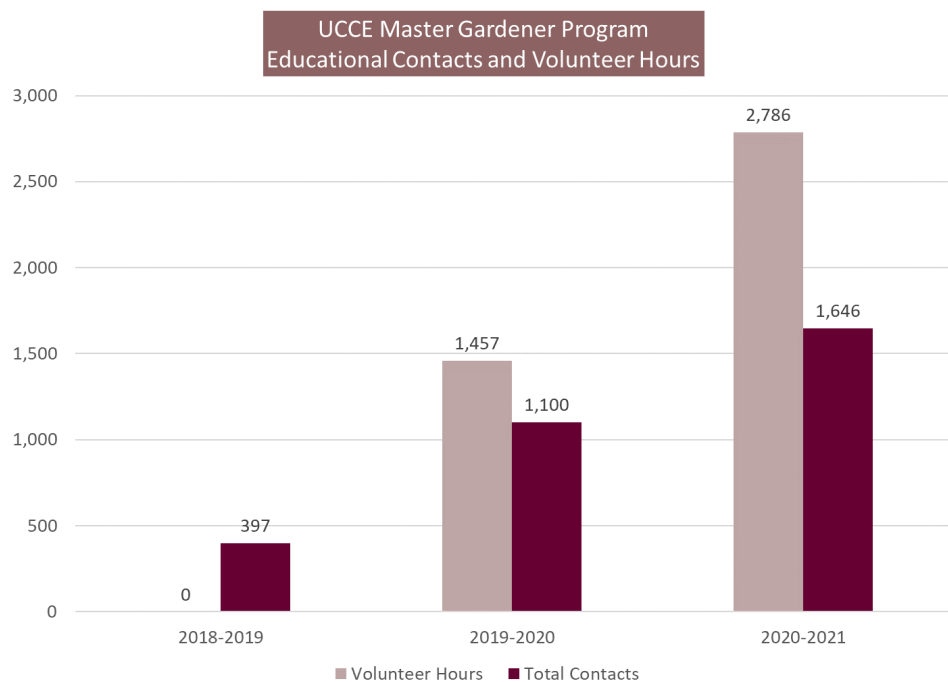
methods, including mailed newsletters or popular press articles, and do not reflect participation in the 4-H Youth Development Program or UC Cal Fresh Nutrition Education Program. UC Cooperative Extension does not offer permits, licenses or monetary incentives.

Stanislaus County agricultural producers utilize our services because the research-based information we provide makes their farming operations economically sustainable. The high number of in-person contacts demonstrates how successful UC Cooperative

These data represent clientele who have participated in UC Cooperative Extension group educational events, one-on-one in-field consultations, office visits, and webinars by our agricultural advisors. Due to changes in reporting with the University of California, only the last three years of data are available, and now accurately reflect the County fiscal year rather than the UC reporting year.

In Fiscal Year 2020-2021, despite restrictions on meetings for most of the fiscal year, farm advisors reached 6,281 clients via in-field demonstrations, requested farm visits, online meetings, and webinars. These numbers do not include other outreach

Extension is in supporting the economic viability of the agricultural industry, a safe and reliable food



supply, clean air and water, and healthy communities.

The UC Cooperative Extension Master Gardener program has demonstrated noteworthy growth under guidance of the supervising UC Farm Advisor and the County coordinator, who was contracted in October 2018. Growth in outreach is a direct reflection of the growth in volunteer hours provided by a dedicated, volunteer base. Volunteer hours in 2020-2021 include public education via farmers'

volunteers contributed 2,786 hours of their time to the Master Gardener program, with 1,646 total contacts.

Despite restrictions beginning in March 2020, Master Gardeners have transitioned seamlessly to deliver science-based gardening information to the public via webinars, social media, and the Stanislaus County Master Gardener YouTube channel. Master Gardeners have also begun work on a demonstration garden at the Ag Center, with a focus on water wise



markets, newsletters, a public help line, and in-person and online classes. The first 24 Master Gardeners to graduate in June 2019 logged 1,457 volunteer hours in Stanislaus County with 1,000 total contacts. In year two, the Master Gardener program graduated another 32 volunteers. In year three, 55

landscapes and growing fruits and vegetables. These topics are always high priorities for the State of California. Learning opportunities provided by the Master Gardener program lead to a healthier community and environment for Stanislaus County residents.



## Workforce Development

### Board of Supervisors Priority Area



Workforce Development supports the following Board of Supervisors priority:

Priority	<i>Developing a healthy economy, building upon our strong agricultural foundation</i>
Mission Statement	Work with businesses to determine the needs of in-demand occupations and develop a skilled workforce that strengthens businesses and contributes to the economic success of our community
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results
Success Measures	Job Placement and Retention
Two-Year Objectives	<b>1. Create</b> workshops with businesses by sector to identify skill gap needs
	<b>2. Track</b> long-term participant employment retention for all programs
	<b>3. Develop</b> future talent through work-based learning and training activities with businesses, which will develop foundational and technical skills

### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>Held twelve workshops with businesses in healthcare, manufacturing, warehouse/logistics, and the agricultural sectors.</li> <li>Tracked that 647 participants retained employment for one year. This equates to 68% of all participants enrolled in department programs. This is an increase of 11 percentage points over the previous years.</li> <li>Business Services had a decrease in work-based learning and training activities with businesses this last fiscal year by 21% and a decrease of 70% of total businesses served.</li> </ol>

## Department Success Measures

Workforce Development is focused on understanding the needs of businesses in Stanislaus County and developing a skilled local workforce to assist those seeking employment in the community. Job placements and retention continues to be one of the main indicators of the Department's ability to meet this need. Job placements vary as a result of the fluctuation in the economy and unemployment rate. A low unemployment rate, which the County was experiencing prior to COVID-19, leads to lower number of jobseekers looking for employment.

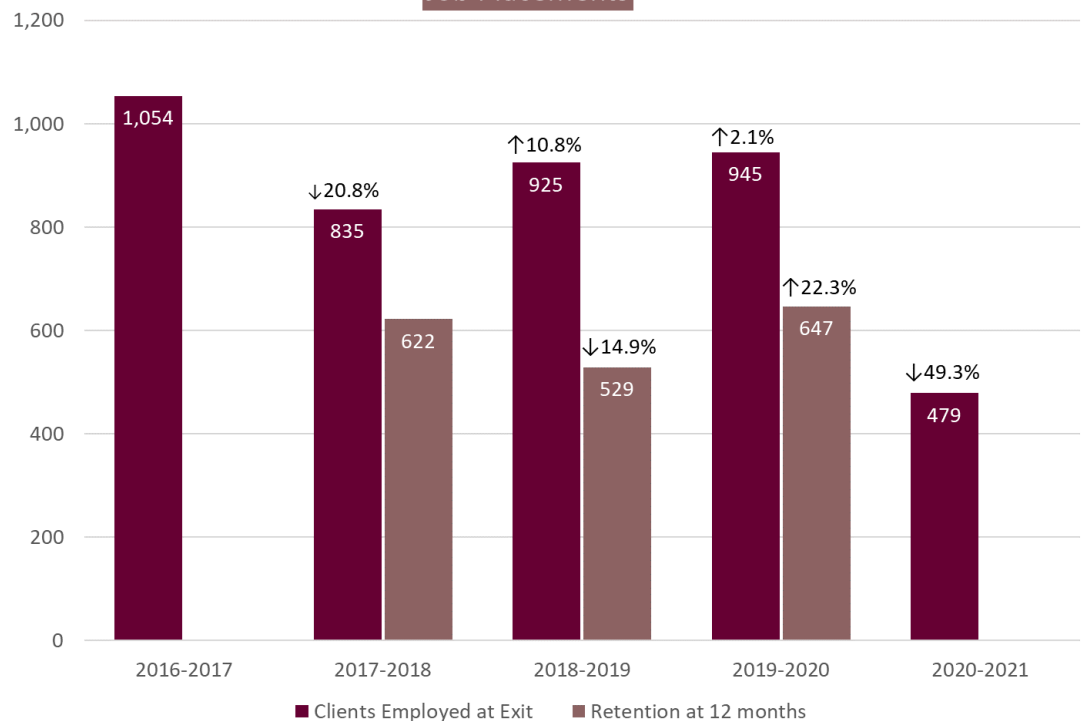


The Department began tracking long-term retention of employment in Fiscal Year 2017-2018, which is the retention of employment for one year after placement. From Fiscal Year 2017-2018 to Fiscal Year 2019-2020, clients employed at exit increased 13%, but Fiscal Year 2020-2021 saw a 49% decrease, mainly as a result of decreased services caused by COVID-19.

The continued tracking of long-term retention assists with understanding the business needs of a skilled workforce and allows the Department to provide needed resources for job seekers to remain employed. It is anticipated that the

2021-2022 Fiscal Year will start to see changes in the needs of businesses and the availability of skilled labor as a result of the COVID-19 pandemic.

### Job Placements





# Promoting First-Rate Learning

Library

## Promoting First-Rate Learning

### Introduction

The Department contained within this section supports the Board of Supervisors' priority of *Promoting First-Rate Learning*, with the primary focus on advancing children's and young adults' learning capability. Additional focus of this priority area is centered around the desire to serve members of the community and provide valuable services to local agencies and other County departments. In *Promoting first-rate learning opportunities for all residents in support of community and individual prosperity*, the Stanislaus County Library engages members of the community and offers access to information, knowledge, and the tools for innovation and personal development.

The Stanislaus County Library System includes 13 community libraries providing educational and recreational services that enlighten and empower residents. The Library offers early literacy programs

for children, basic literacy services to adults, resources for veterans and their families, and outreach services beyond the physical walls of the libraries, including online e-resources and community outreach activities such as home delivery service for customers who are unable to come to the Library due to advanced age, injury or illness. The Library also offers unique services such as the Veterans Resource Center, passport application processing, and citizenship information sessions.

The Library is primarily funded by a voter-approved 1/8-cent sales tax, which represents approximately 91% of the Library's total estimated revenue to support Library operations in Fiscal Year 2021-2022. The voter-approved 1/8-cent sales tax was extended for 12 years when Measure S passed in the November 7, 2017 election





## Library

### Board of Supervisors Priority Area



Library supports the following Board of Supervisors priority:

Priority	<i>Promoting first-rate learning opportunities for all residents to advance community and individual prosperity</i>	
Mission Statement	Stanislaus County Library engages all members of the community and offers access to information, knowledge, and the tools for innovation and personal development.	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results.	
Success Measures	Early Childhood Literacy Attendance	eResources as a % of Total Circulations
Two-Year Objectives	<b>1. Complete</b> construction and open the renovated and expanded Turlock Library to better serve the needs of the Turlock community	
	<b>2. Complete</b> construction and open the new Empire Library, adjacent to the Empire Community Park and Pool to better serve the needs of the Empire community	
	<b>3. Develop</b> and implement Science, Technology, Engineering and Math (STEM) programming, offering customers an opportunity to experience STEM learning, with a focus on the newly completed Modesto and Turlock Maker Spaces	
	<b>4. Review</b> , refresh, and relaunch Early Childhood Programming to support parents and caregivers as children's first and best teachers, in support of children starting kindergarten ready to succeed	

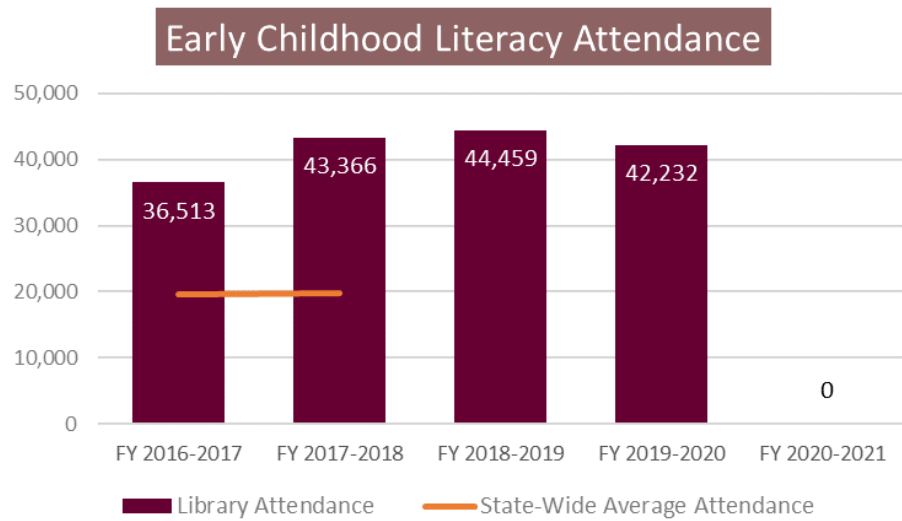
### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>Continued construction on the Turlock Library expansion and renovation project with the project near completion by the end of Fiscal Year 2020-2021.</li> <li>Completed construction and opened the new Empire Library on June 9, 2021. The new Library is adjacent to the Empire Community Park and Pool to better serve the needs of the Empire community.</li> <li>Distributed over 12,000 Science, Technology, Engineering, and Arts (STEAM) Challenge Bags in conjunction with school lunch distribution programs.</li> <li>Established a Youth Services Leadership Team to coordinate, review, and refresh Early Childhood offerings. In addition, implemented Read-to-Me kits to support at-home learning for pre-readers.</li> </ol>

## Department Success Measures

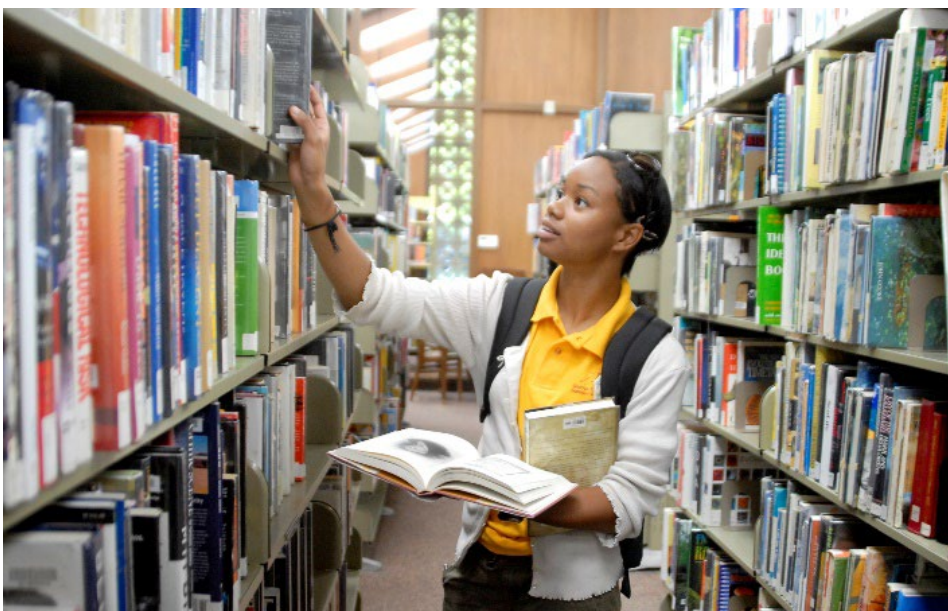
Early literacy is a significant focus for the Library. Success in this area is for all Stanislaus County children to enter kindergarten with the knowledge and skills necessary for successful participation in school, and empowering parents to be their children's first teacher. Investing early in school readiness helps ensure children succeed in meeting the 3rd grade reading milestone and supports a brighter future for all County residents. The Library collects data on the number of children and caregivers who participate in early literacy programs, internally and in the community.

The bar graph above depicts the Library's annual customer attendance of preschool programming or early childhood literacy programs in comparison to the average attendance of all libraries, with similar programs, throughout California. The County's preschool programming attendance nearly doubled the statewide average from Fiscal Year 2016-2017 to



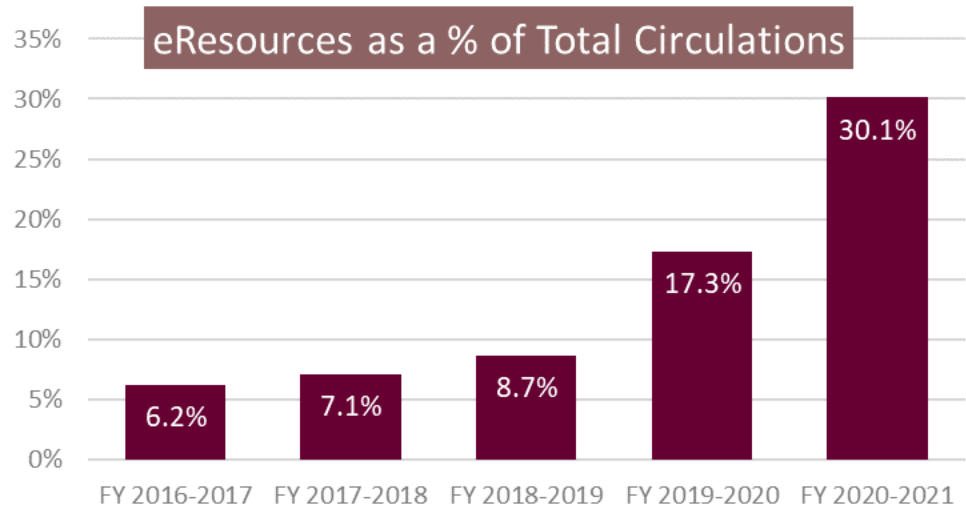
Fiscal Year 2017-2018. California State Library stopped collecting data for this statistic in Fiscal Year 2018-2019. Due to the COVID-19 emergency, in-person programming, including early literacy programming, was paused in March 2020, and remained paused through Fiscal Year 2020-2021. For that reason, there was no in-person attendance in Fiscal Year 2020-2021. During Fiscal Year 2020-2021, the Library provided support for early learning at home in a number of different ways: storytimes, bedtime story breaks, and other family programs streamed online; parent education workshops delivered virtually; themed sets of picture books available for easy curbside checkout; and Read-to-Me kits. The grant-funded Read-to-Me kits, each built on a theme popular with preschoolers, include books, music and a puppet to enable parents and caregivers to provide early learning experiences at home.

A second key statistic for the Library is the percentage of eResources available as a percentage of total circulation. The Department records



circulation statistics for various Library media types borrowed by customers. As customer interests shift toward digital formats, the Library offers expanded 24/7 access to innovative electronic resources, including eBooks, eMagazines, online language learning, downloadable audiobooks, movies, and music. The library also offers expanded training opportunities to assist customers in making the most of these resources with a series of online tutorials developed by staff.

The chart above displays electronic resources circulated by the Library. In Fiscal Year 2020-2021 30.1% of the more than 800,000 items circulated by the Library were eResources. While physical



materials remained available through curbside service and home delivery throughout the Library's COVID-19 emergency closure, demand for eResources continued to increase in Fiscal Year 2020-2021.







# Delivering Efficient Public Services

Assessor  
Auditor-Controller  
Chief Executive Office  
Clerk-Recorder  
County Counsel  
General Services Agency  
Information Technology Central  
Treasurer-Tax Collector



## Delivering Efficient Public Services

### Introduction

Departments within this section support the Board of Supervisors' priority *Delivering efficient public services and community infrastructure to benefit our residents and businesses*. These departments serve members of the community while also providing valuable services to local agencies and other County departments.

Some of the critical and supportive functions provided by this priority area include Countywide property assessment, financial management and The following departments support the delivery of efficient public services through daily operations.

The County Assessor produces the annual assessment roll of tangible property within Stanislaus County, generated with fair, accurate, and timely property valuations.

The Auditor-Controller provides effective fiscal oversight, ensuring fiscal integrity in reporting, policies and procedures, systems, internal controls, and compliance with accounting standards for the benefit of the County and local cities, school districts, and special districts.

The Board of Supervisors provides the governing, administrative, and legislative direction to County departments and directs overall policy guidance for Stanislaus County.

The Chief Executive Office provides overall leadership and management of County government, including the management of finite County resources, long-range financial modeling, organizational planning, economic development, liability claims/insurance, and performance visioning.

The Chief Executive Office – Human Relations Division manages the health, safety, and well-being of Stanislaus County employees through the administration of employee benefits, safety programs, and disabilities management.

oversight, human relations, employee health and safety, legal representation, elections facilitation, facilities and vehicle maintenance, public records retention, investment of local funds, technological support, and overall County operational responsibility. Providing services online has vastly improved the way the County interacts with the public, with access to Countywide information and services now widely available online at [www.stancounty.com](http://www.stancounty.com).



The County Clerk-Recorder processes all records related to marriage licenses, vital statistics, document filings, the recording of real property, processes passports, officiates civil wedding ceremonies, and conducts elections.

County Counsel serves as the principal legal counsel for the Board of Supervisors and provides legal advice to all County offices, departments, and commissions.

The General Services Agency provides Countywide facilities maintenance and management, capital projects administration, all purchasing policies and procedures, procurement, and preservation of vehicles to support County departments in their daily operations.

Information Technology Central serves as the County's central information technology department and supports the technology and web-based needs of County departments by providing help desk and desktop support services, email services, technology security, and County website services.

The Treasurer-Tax Collector collects property taxes and a variety of other revenues that help multiple public agencies meet their respective financial goals and issues various licenses, including business licenses.

## Assessor

### Board of Supervisors Priority Area



Assessor supports the following Board of Supervisors priority:

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>
Mission Statement	To produce a fair, accurate and timely assessment roll while providing excellent customer service
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results
Success Measures	Timely process a change in ownership
Two-Year Objectives	1. <b>Maintain</b> time needed to complete appraisal of changes in ownership and enter new values into Megabyte Property Tax System
	2. <b>Continue</b> scanning paper appraisal records and business account files within the two-year budget period by using extra-help employees
	3. <b>Process</b> all Assessor Map changes using the geographic information system (GIS) Parcel Fabric Layer and seek funding for conversion of existing maps

### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>1. The department converted all data necessary to implement the new Commercial/Industrial Valuation software with an anticipated go live date in Fiscal Year 2021-2022.</li> <li>2. As part of the ongoing scanning project extra help staff scanned a total of 134,857 appraisals. All residential appraisals were made paperless. Efforts then turned to creating paperless appraisals for the more complex property appraisal files such as rural and commercial/industrial.</li> <li>3. Successful in creating new Assessor map pages in the Parcel Fabric for all with most minor changes to existing cadastral and paper maps.</li> </ol>

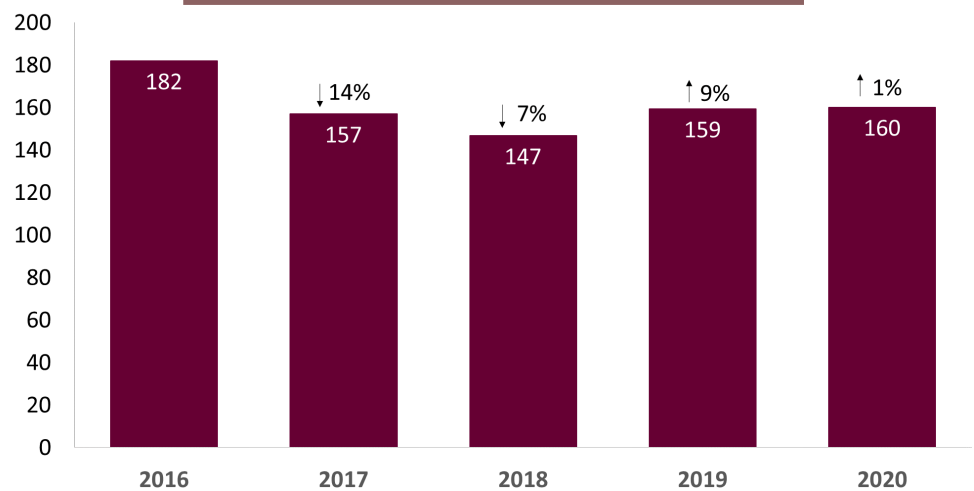
## Department Success Measures

A meaningful indicator of Department success is its ability to meet customer needs, specifically the timely and efficient processing of change in ownership deeds. We measure the elapsed time from deed recording to the time the Assessor sends a value notice to the taxpayer. The Assessor has made significant progress in reducing this processing time and continues to identify ways to streamline processes to reduce the number of days between the recording date and the date a new valuation notice is mailed to the property owner.

As shown in the chart above, the Assessor has steadily improved on this metric by implementing new procedures along with concerted efforts dedicated to providing quality training for staff. The unique challenges presented by the COVID-19 pandemic emergency and the significant turn-over in staff have affected operations and the

Assessor's average increased by one day from 159 days for the 2019 calendar year to 160 days for the 2020 calendar year. This increase was primarily due to the challenges presented in deploying staff to telework environments and the impact of the pandemic on overall production time. Notwithstanding the challenges presented, the Department maintained an annual average that is below the five-year average of 161 days.

**Average Days from Recording Date to Value Notice**



Cloth map of Knights Ferry

## Auditor-Controller

### Board of Supervisors Priority Area



Auditor-Controller supports the following Board of Supervisors priority:

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>
Mission Statement	To provide effective fiscal monitoring, reporting, safeguarding of resources through accounting policies, procedures, systems, internal controls, legal and professional standards for the benefit of the citizens of Stanislaus County
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results
Success Measures	Customer Experience
Two-Year Objectives	1. <b>Continue</b> to lead the Enterprise Resource Planning (ERP) efforts and solicit proposals for a System Integrator (SI) to implement the County's financial management system of the future
	2. <b>Increase</b> efficiencies by assessing services and staffing levels
	3. <b>Provide</b> education and training to Countywide fiscal staff to standardize financial reporting practices

### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>1. The Department continues to be the lead on the project to upgrade the County's Financial management system. Bids have been solicited and evaluated to select a vendor for the System Integrator.</li> <li>2. Staff have created a successful process to track, report and claim all Federal Emergency Management Agency (FEMA) and Coronavirus Aid Relief and Economic Security claiming for the County. Staff are also diligently working to implement New Government Accounting Standards Board Statement No. 87 – Leases which will improve accounting and financial reporting for leases.</li> <li>3. Staff continue to provide training and support to County Departments, such as the Year-End training conducted in partnership with the General Services Agency.</li> </ol>



## Department Success Measures

The County has implemented Performance Visioning to promote a focus on outcomes and community impact. Departments with a primary mission to provide services to internal customers utilize an annual Customer Experience Questionnaire to measure progress on a variety of success measures.

These critical success measures include how well the department listens and responds to customer requests, how timely, accurate and efficient the department work products are, and ultimately if the service department is progressing on their own mission, while assisting the department customer in achieving their own mission. Customers were asked to rate the services provided in ten specific metrics, on a scale of one to four, with four - strongly agree identified as the "best" or top score, and one - strongly disagree,

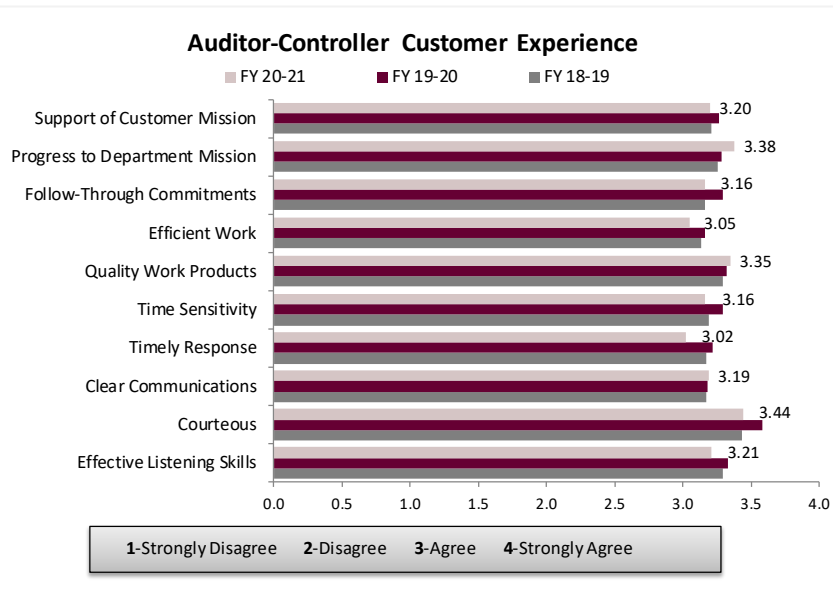


as the lowest score. The following chart displays the results of the Customer Experience Questionnaire for the Auditor-Controller Department, for 2020-2021, with an overall positive score of 3.2. The current rating is lower than the average rating of 3.3 for the previous four fiscal years.

The total average score decreased marginally from the prior year, specifically in the areas of support, follow through, and turnaround time of work. The decreases can be attributed to increased workloads due to the Coronavirus pandemic and less staff to perform the

increased workloads. The Department will strive to provide excellent customer service and increase its customer experience ratings.

Rating				
16-17	17-18	18-19	19-20	20-21
3.44	3.32	3.21	3.26	3.20
3.52	3.42	3.25	3.28	3.38
3.29	3.38	3.16	3.29	3.16
3.44	3.15	3.13	3.16	3.05
3.46	3.27	3.29	3.32	3.35
3.40	3.24	3.19	3.29	3.16
3.32	3.24	3.17	3.22	3.02
3.31	3.21	3.17	3.18	3.19
3.47	3.47	3.43	3.58	3.44
3.35	3.24	3.29	3.33	3.21
<b>3.4</b>	<b>3.3</b>	<b>3.2</b>	<b>3.3</b>	<b>3.2</b>



## Chief Executive Office

### Board of Supervisors Priority Area



Chief Executive Office supports the following Board of Supervisors priority:

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>		
Mission Statement	To guide the organization and serve the public interest, implement the Board of Supervisors' priorities, and support County departments in achieving their missions		
	To create an environment that attracts, cultivates, and retains a world-class workforce		
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results		
Success Measures	Customer Experience	Strong financial capacity to ensure sustainability of operations, balancing service delivery with healthy reserves	OSHA Incident Rate
Two-Year Objectives	1. <b>Align</b> and implement the community and County organizational structure to carry out the Focus on Prevention work plan, inclusive of annual outcome reporting on key priority areas		
	2. <b>Lead</b> the community stakeholder process in developing, recommending, and implementing the Redistricting Plan for the County upon completion of the final 2020 Census		
	3. <b>Implement</b> the new Vision, Mission, Values in the County organization, adopt any operational changes needed to embed these principles in the County culture, and communicate the changes and outcomes to the community		
	4. <b>Partner</b> with the Auditor-Controller and IT Central to design and implement Oracle Cloud Financials with new budget modules, effective Fiscal Year 2022-2023		
	5. <b>Develop</b> and execute a new city/County property tax sharing agreement that incentivizes partnership on regional housing strategies and solutions		
	6. <b>Lead</b> the organization with real-time HR and safety directions, training, and support while developing forms, materials, and resources for guidance throughout the pandemic emergency response and thereafter		
	7. <b>Develop</b> a workforce development program for Countywide senior leadership succession planning to ensure stability and sustainability of critical operations and services		
	8. <b>Develop</b> and implement a comprehensive recruitment and retention plan that ensures continuity of quality services and reduces the Countywide vacancy rate		

## Annual Report on Results: Fiscal Year 2020-2021

### Progress on Two-Year Objectives

1. Developed the Youth and Child Well-Being Spotlight to begin to track community indicators.
2. Completed the Census 2020 marketing and outreach campaign, which resulted in a high self-response rate of 71.1%, surpassing the State response rate of 69.6%.
3. Implemented the new Vision and Mission for the County to align with the published 2021-2022 Final Budget. Initiated conversation with the Countywide Leadership Team on the Values for which dialog indicates the potential for update/expansion/definition of the County values to ensure common understanding; this will be a focus during the coming year.
4. Partnered with the Auditor-Controller and Information Technology Central to procure an eight-year subscription for Oracle Cloud Financials and Enterprise Planning/Budget. Initiated the RFP for Systems Integrator support to transition the organization to the Cloud in 2022-2023.
5. The Chief Executive Office continued to work with the incorporated cities to explore the restructuring of existing master property tax sharing agreements. This included evaluating a newer tax sharing model implemented in Merced, Kern and Placer counties and working with a City Manager committee to examine the current agreements and key provisions.
6. CEO-HR Team has provided consistent guidance and training on the many orders and regulations related to COVID by creating and disseminating all necessary forms, standard procedures guidelines, and official COVID Prevention Plans.
7. CEO-HR is in the process of establishing a new HR structure, including the addition of a new Assistant Director position, to provide significantly enhanced HR Management development and succession planning opportunities for Human Resources within the organization.
8. CEO-HR staff developed a Job Search Toolkit on the Stanislaus Jobs webpage with guides on how to complete an application, interviewing skills, written test preparation, as well as test study guides with practice tests. The page also includes information on how to apply for a job, how an eligibility list works as well as tips and tricks for the overall application process.

## Department Success Measures

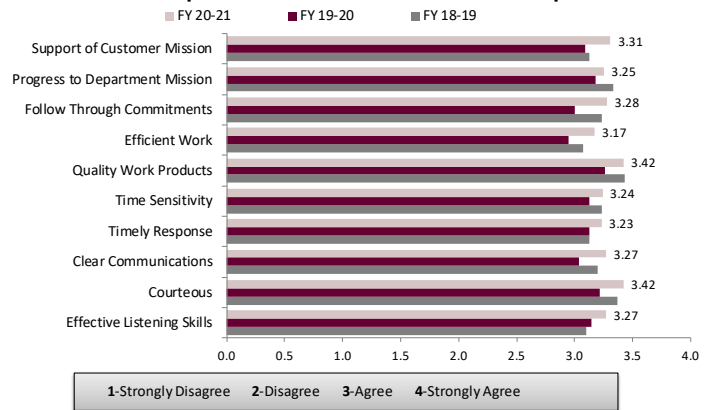
The County has implemented Performance Visioning to promote a focus on outcomes and community impact. Departments with a primary mission to provide services to internal customers utilize an annual

Rating				
16-17	17-18	18-19	19-20	20-21
3.25	3.36	3.13	3.09	3.31
3.32	3.45	3.33	3.18	3.25
3.36	3.55	3.23	3.00	3.28
3.12	3.29	3.07	2.95	3.17
3.39	3.36	3.43	3.26	3.42
3.25	3.24	3.23	3.13	3.24
3.25	3.36	3.13	3.13	3.23
3.14	3.24	3.20	3.04	3.27
3.46	3.62	3.37	3.22	3.42
3.25	3.38	3.10	3.14	3.27
3.3	3.4	3.2	3.1	3.3

Customer Experience Questionnaire to measure progress on a variety of success measures. These critical success measures include how well the department listens and responds to customer requests, how timely, accurate and efficient the department work products are, and ultimately if the service department is progressing on their own mission, while assisting the department customer in achieving their own mission.

Customers were asked to rate the services provided in ten specific metrics, on a scale of one to four, with four - strongly agree identified as the "best" or top score, and one - strongly disagree, as the lowest score. The chart above displays the results of the Customer Experience Questionnaire for CEO-Operations and Services, for 2020-2021, with an

### CEO Operations and Services Customer Experience



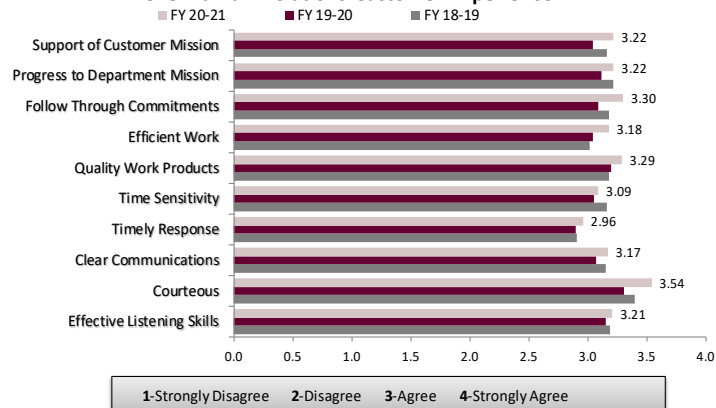
overall positive score of 3.3. This score is higher than the average rating of 3.25 for the previous four fiscal years. The highest scores received were in the areas of quality work product and being courteous. Operations staff will continue to maintain high standards in these strength areas while increasing focus on efficient work and follow through on commitments.

The chart below displays the results of the Customer Experience Questionnaire for the CEO-Human Relations division, for 2020-2021, with an overall positive score of 3.2. The current rating is higher than the average rating of 3.0 for the previous four fiscal years. Fiscal Years 2016-2017, 2017-2018, 2018-2019 and 2019-2020 represent a combined average score for the Human Relations and Risk Management

divisions which became one division in Fiscal Year 2020-2021.

Rating				
16-17	17-18	18-19	19-20	20-21
2.96	2.89	3.11	2.97	3.22
2.96	2.94	3.17	3.03	3.22
3.08	2.77	3.07	3.06	3.30
2.88	2.70	2.96	2.89	3.18
3.16	3.11	3.20	3.13	3.29
2.88	2.89	3.14	3.03	3.09
2.64	2.66	2.63	2.94	2.96
2.88	2.95	3.10	3.00	3.17
3.31	3.19	3.40	3.19	3.54
3.08	3.05	3.17	3.03	3.21
3.0	2.9	3.1	3.0	3.2

### CEO Human Relations Customer Experience





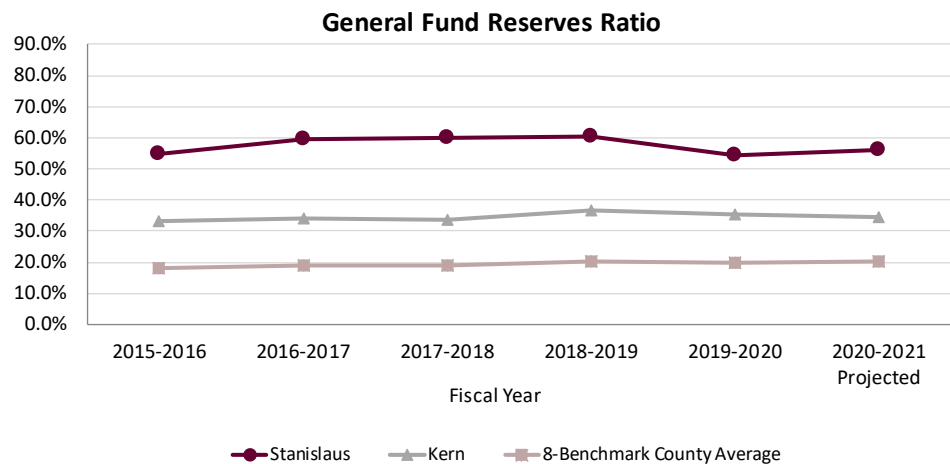
As the department charged with managing County resources, the Chief Executive Office continually works to protect the financial capacity of the organization to ensure the sustainability of operations while also balancing quality service delivery with the preservation of healthy reserves. A measure of the success in meeting this need is the General Fund Reserves Ratio, or the unreserved fund balance as a percentage of actual expenditures. Unreserved fund balance refers to the combined unassigned, assigned, and committed fund balance that is not reserved by State law, charter, or contractual obligation; essentially that which is available to balance the budget at either the Board's discretion or the CEO's direction. By tracking the General Fund Reserves Ratio, Stanislaus County can monitor General Fund savings and agency-wide expenditure trends, observe practices of similar counties, and develop policies that will direct future organizational actions.

The Government Finance Officers' Association (GFOA) recommends that general-purpose governments regardless of size maintain unreserved fund balance of no less than two months of expenditures or 16% in reserves, noting that anything below 8% could be problematic. Furthermore, GFOA advises that the adequacy of the fund balance should take into account and increase reserves for unique local circumstances including: vulnerability to natural disasters (such as flood, fire); dependence on volatile revenue sources (sales tax); subject to cuts in State and/or Federal grants; exposure to significant one-time outlays (capital needs); and impact of other funds dependent on match, as well as funds assigned for specific purpose identified in long-range planning. As Stanislaus County is subject to all of the above criteria, a

healthy fund balance is critical to sustain future operations.

Using data from the Comprehensive Annual Financial Report for Stanislaus County and eight comparison counties, the chart below depicts the General Fund Reserves Ratio as of June 30 of each fiscal year for the past six years. Stanislaus County is tracking well above the eight-county average, hovering between 54% and 60% while the comparison county composite ranged between 18% and 20%. A few of the benchmark comparison counties have low scores that skew the average downward, so Kern County is highlighted as a benchmark county that more closely resembles the level and trend realized by Stanislaus.

In Fiscal Year 2019-2020 Stanislaus County reported an increase in expenditures due to a change in accounting methodology in response to Government Accounting Standards Board (GASB) Statement 84, Fiduciary Activities. To remain in compliance with GASB, the County began reporting funds formerly included in the Trust and Agency category of the Comprehensive Annual Financial Report as General Fund. All eight benchmark counties opted to implement GASB 84 changes at a later date, so for comparison purposes the chart above doesn't reflect the change in reporting for Stanislaus County.

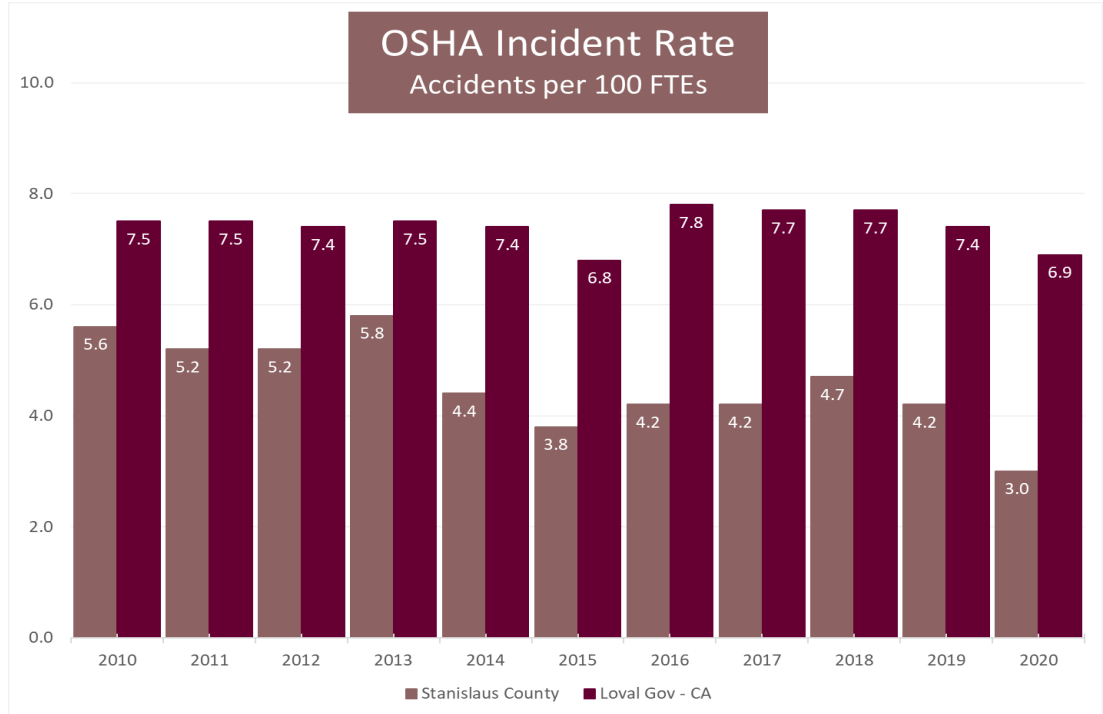


8 Benchmark Counties: Fresno, Kern, Madera, Merced, Monterey, Sacramento, San Joaquin, Tulare

**Note:** Stanislaus County implemented GASB 84 effective with Fiscal Year 2019-2020 while the other 8 benchmark counties have opted to implement at a later date. Upon implementation, many fiduciary funds were reclassified as General Fund for financial statement presentation, resulting in a significant increase in General Fund revenues and expenditures in 2019-2020. For consistent presentation purposes, the clearing funds were excluded from the Stanislaus County 2019-2020 expenditures when preparing the GF ratio for this chart.

Stanislaus County is committed to keeping its employees, its most valuable asset, safe and well. The Occupational Safety and Health Administration (OSHA) Incident Rate is used as a tracking tool to gauge and evaluate the effectiveness of the County's workplace safety program. It also provides a benchmark

comparison of the number of OSHA reportable injuries or illnesses that occurred in Stanislaus County versus other local governments in the State. The chart below identifies the trends over the past ten years, comparing the OSHA Incident rate for all self-insured California local governments to the Stanislaus County rate. An incident rate of 7.0 means that for each 100 equivalent employees who worked during the year, seven of them experienced an OSHA recordable injury or illness. A recordable injury or illness is one that requires medical treatment beyond basic first aid. Stanislaus County has



consistently rated below the local government benchmark, and in the past five years has experienced one of the lowest rates in the State. Stanislaus County continues to strive to reduce the number of injuries and illnesses and support employee safety and wellness.



## Clerk-Recorder

### Board of Supervisors Priority Area



Clerk-Recorder supports the following Board of Supervisors priority:

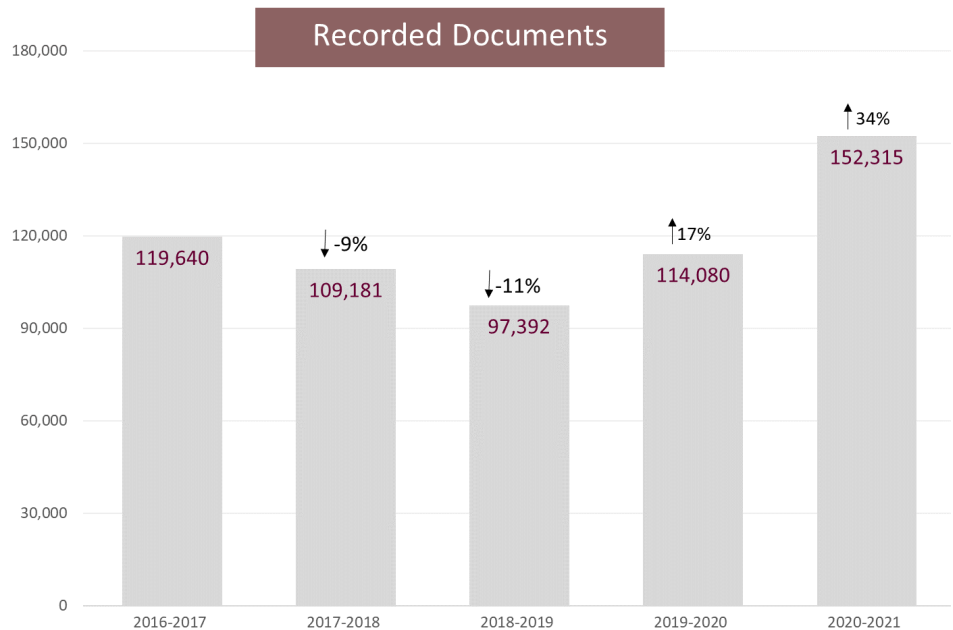
Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>	
Mission Statement	To serve Stanislaus County by providing essential records management and election services in a fair, accessible and transparent manner	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Uniform District Election Law (UDEL) Election	Statewide Direct Primary Election
Two-Year Objectives	1. <b>Conduct</b> the November 2020 General Presidential Election and June 2022 Statewide Gubernatorial Election successfully by ensuring staff are fully trained using the latest equipment and informed on the latest mandates	
	2. <b>Improve</b> voter knowledge of relevant changes in election processes through education and outreach	
	3. <b>Install</b> and train staff on a new document retrieval system	

### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>1. The Department successfully conducted the November 2020 General Presidential Election and is currently preparing for the June 2022 Statewide Gubernatorial Primary Election.</li> <li>2. The Clerk Recorder/ Registrar of Voters has visited dozens of local community groups to discuss important election legislative changes in conducting elections.</li> <li>3. A new document retrieval system has been installed in the Clerk Recorder Division.</li> </ol>

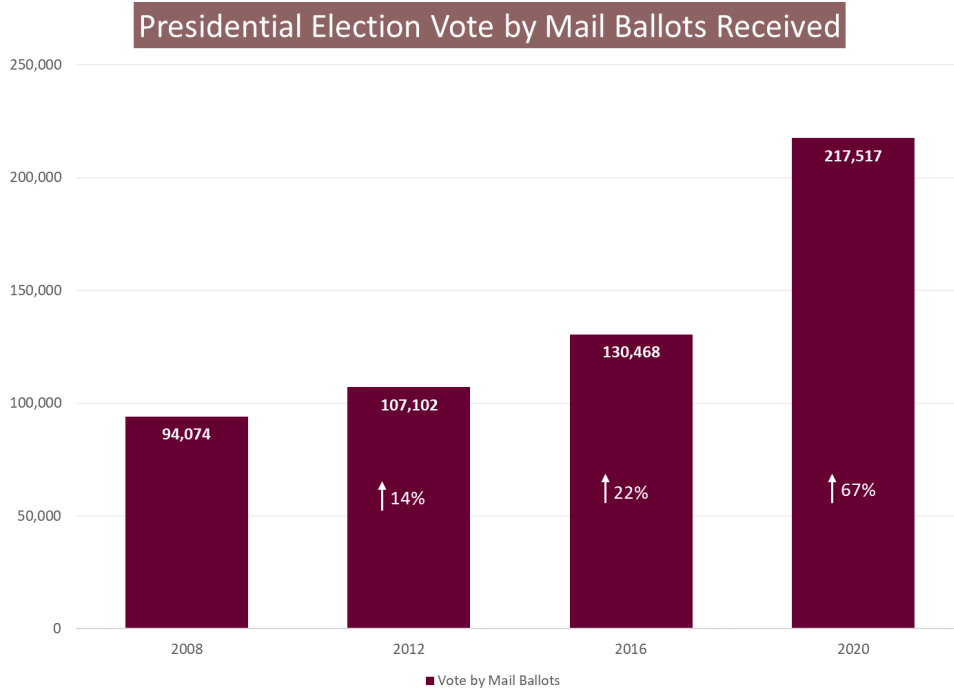
## Department Success Measures

The Clerk Recorder Department experienced a significant increase in recorded documents for Fiscal Year 2020-2021 which resulted in increased revenues. The adjacent chart displays the five-year trend of recorded documents. The increase in recordings was most likely driven by low interest rates and a decrease in home inventory, which appeared to accelerate home purchases. In the upcoming fiscal year, it remains unknown if this trend will continue. If interest rates stabilize and increase and developers invest in new housing projects, it would be difficult to predict if this high number of recordings will continue.



As noted in the adjacent chart, the Clerk Recorder - Elections Division experienced a sharp increase in

Vote by Mail Ballots received for the 2020 Presidential General Election. This increase is attributed to the high number of new voters who registered in advance of the Presidential Election due to the Motor Voter Law, as well as the mandates to vote by mail in consideration of the COVID pandemic. Despite these challenges, the Elections Division was able to successfully conduct the 2020 General Presidential Election and is well positioned to conduct the June 2022 Gubernatorial Primary Election.





## County Counsel

### Board of Supervisors Priority Area



County Counsel supports the following Board of Supervisors priority:

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>
Mission Statement	To provide high quality and cost-effective legal services to our clients in a timely manner consistent with the highest ethical standards
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results.
Success Measures	Customer Experience
Two-Year Objectives	1. <b>Provide</b> highly competent legal advice to clients on matters related to their duties and responsibilities, aligning services to available resources to maintain fiscal stability
	2. <b>Implement</b> and customize a new case management system
	3. <b>Deliver</b> legal services to client departments efficiently and economically
	4. <b>Provide</b> State-mandated training on ethics for elected and appointed officials and the prevention of workplace harassment and bullying to County staff
	5. <b>Maximize</b> revenue and interfund reimbursements by focusing on full-cost recovery through accurate billable rates to chargeable client departments and by streamlining timekeeping tasks

### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>The Department continues to provide highly competent legal advice to clients and demonstrated fiscal stability with a healthy carry-over savings identified for the year ended Fiscal Year 2020-2021.</li> <li>A new case management system was implemented, and customization is ongoing. A contract is being secured with a vendor to assist with further customization in Fiscal Year 2021-2022.</li> <li>The Department has confirmed through a customer survey that the rating received in the category of "Efficient Work" improved in Fiscal Year 2020-2021 over that of the prior two years.</li> <li>Ethics training required by AB 1234 for elected and appointed officials was completed in April. Staff participation in County workplace harassment training is ongoing.</li> <li>The Department maximized revenue exceeding the Final Budget revenue recoupment estimate of approximately 50% of expenses and achieved an actual 58.6% recoupment level in Fiscal Year 2020-2021.</li> </ol>

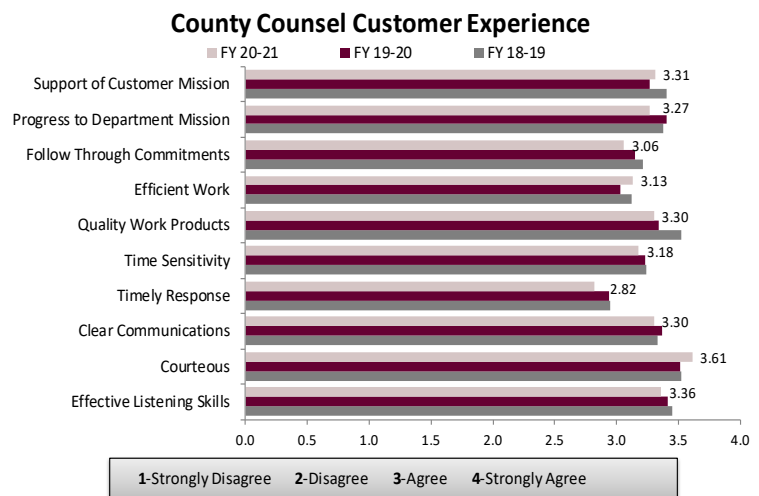
## Department Success Measures

The County has implemented Performance Visioning to promote a focus on outcomes and community impact. Departments with a primary mission to provide services to internal customers utilize an annual Customer Experience Questionnaire to measure progress on a variety of success measures. These critical success measures include how well the department listens and responds to customer requests, how timely, accurate and efficient the department work products are, and ultimately if the service department is progressing on their own mission, while assisting the department customer in achieving their own mission. Customers were asked to rate the services provided in ten specific metrics, on a scale of one to four, with four - strongly agree identified as the "best" or top score, and one - strongly disagree, as the lowest score. The

	Rating				
	16-17	17-18	18-19	19-20	20-21
3.36	3.33	3.40	3.27	3.31	
3.50	3.41	3.38	3.40	3.27	
3.43	3.27	3.21	3.15	3.06	
3.46	3.24	3.12	3.03	3.13	
3.43	3.52	3.52	3.34	3.30	
3.57	3.27	3.24	3.23	3.18	
3.36	3.00	2.95	2.94	2.82	
3.57	3.40	3.33	3.37	3.30	
3.64	3.43	3.52	3.51	3.61	
3.43	3.50	3.45	3.41	3.36	
	3.5	3.3	3.3	3.3	3.2

following chart displays the results of the Customer Experience Questionnaire for the County Counsel Department, for 2020-2021, with an overall positive score of 3.2. This is slightly lower than the average rating of 3.35 for the previous four fiscal years.

The total average score decreased marginally from the prior year, largest decreases were specifically in the areas of progress to department mission, follow through and timely response. County Counsel staff is committed to providing excellent customer service and will continue to focus on improving the customer experience in the rating areas.



## General Services Agency

### Board of Supervisors Priority Area



General Services Agency supports the following Board of Supervisors priority:

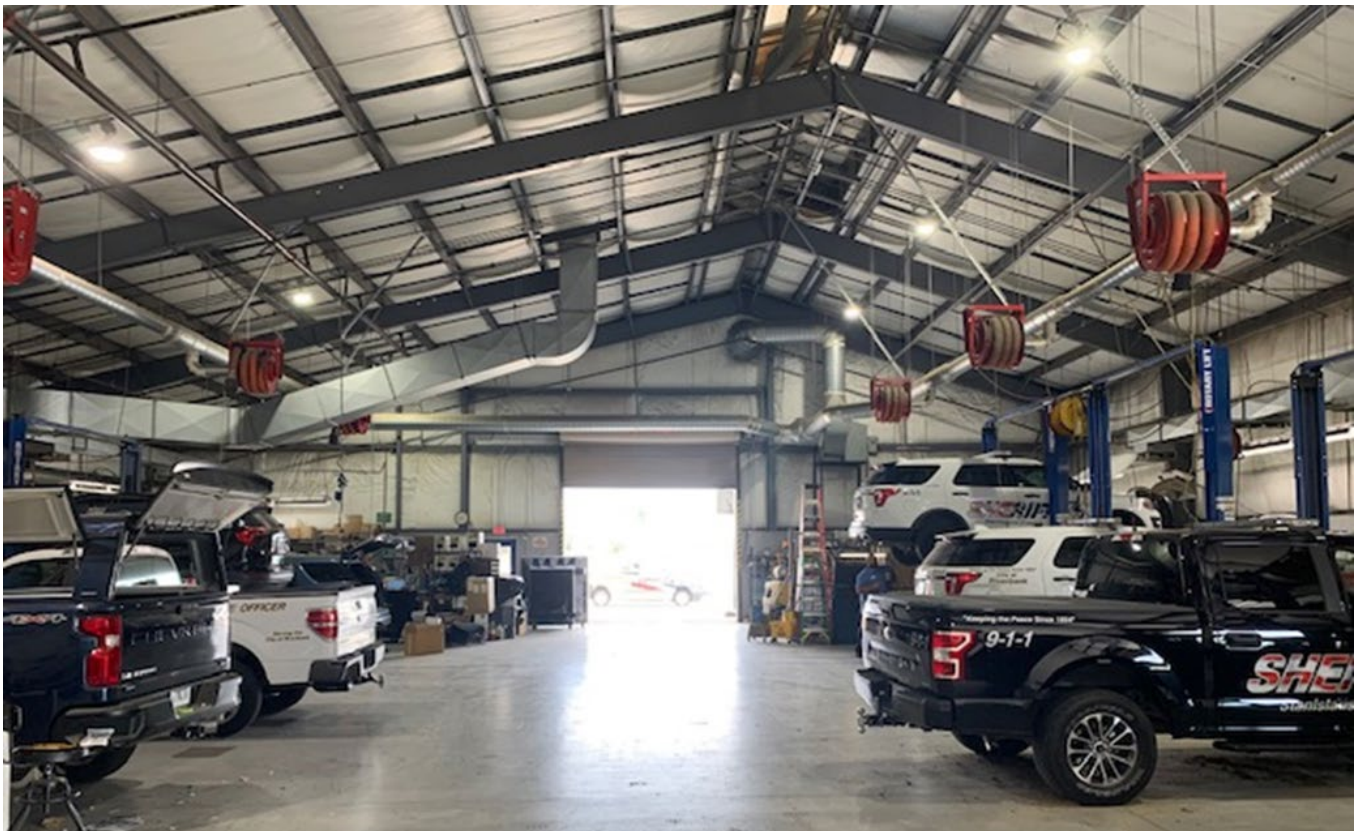
Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>	
Mission Statement	The General Services Agency provides a wide range of internal services for our customer departments. Supporting their good works with our own – so that they may each successfully deliver for our community. Service, after all, is our middle name...	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Customer Experience	Negotiated Savings of Procurement Services
Two-Year Objectives	<b>1. Respond</b> to customer billing inquiries within 24 hours and resolve any billing inquiries within 10 business days	
	<b>2. Deliver</b> procurement services that provide overall value to the County efficiently, including increasing cost savings by a targeted 10% from the start of Fiscal Year 2019-2020 through the end of Fiscal Year 2020-2021, as measured by existing purchasing reporting practices	
	<b>3. Complete</b> a Countywide building, equipment and staffing analysis to evaluate whether current staffing levels are within industry standards based on County facility square footage maintained by the division	
	<b>4. Close</b> 100% of work orders in the fleet services work order system by the end of each month which will ensure timely billing of fleet services maintenance costs	
	<b>5. Prioritize</b> and coordinate the completion of \$500,000 annually in repairs to meet Americans with Disability Act (ADA) requirements for the County's 27 departments and present the results annually to the Board of Supervisors' Capital Facilities Committee	

### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>Responses to customer billing inquiries are made within 24 hours and resolution of any billing issues are completed as quickly as possible and typically within 10 business days. Some billing issues may require routing to other County departments who bill customers through the General Services Agency which are immediately forwarded to the respective department for resolution.</li> <li>Achieved an overall cost savings of \$6.6 million for goods and services procured for all county departments from the start of Fiscal Year 2019-2020 through the end of Fiscal Year 2020-2021, approximately 17% above the target goal of 10%, which is primarily due to completion of several county-wide master agreements including janitorial services, generator maintenance and repair services, and grant administration services.</li> <li>Several facility studies are in process to determine the current lifecycle of equipment and facilities. The County's Deferred Maintenance program has also been prioritized to replace outdated infrastructure. A</li> </ol>

study to compare current staffing levels with industry standards is in the pre-planning process and anticipated for completion in the current two-year budget cycle.

4. Fleet Services closed approximately 93% to 95% of work orders by the end of each month. Approximately 15-20 work orders remained open each month-end due to various reasons including, but not limited to, awaiting parts on order and awaiting completion of outsourced repairs and services. Each fiscal year-end, 100% of work orders are closed with any remaining in-process work carried forward into the new fiscal year on new work orders.
5. Transferred \$422,126 of Americans with Disability Act (ADA) funding to the Clerk-Recorder's Public Services Lobby and Counter Remodel and Renovation Project, Bonita Pool Project, and Community Services Facility Customer Parking Lot Improvement Project for repairs to meet ADA requirements. Completed an additional \$116,767 of ADA repairs at the Modesto Reservoir and Modesto Library, surpassing the goal of completing \$500,000 in annual ADA related repairs. The Board of Supervisors' Capital Facilities Committee convened once during Fiscal Year 2020-2021 to tour the Health Services Agency Scenic Campus. The General Services Agency is in the process of developing an Annual Report for the Americans with Disabilities activities and will submit this to the Capital Facilities Committee at a future date.



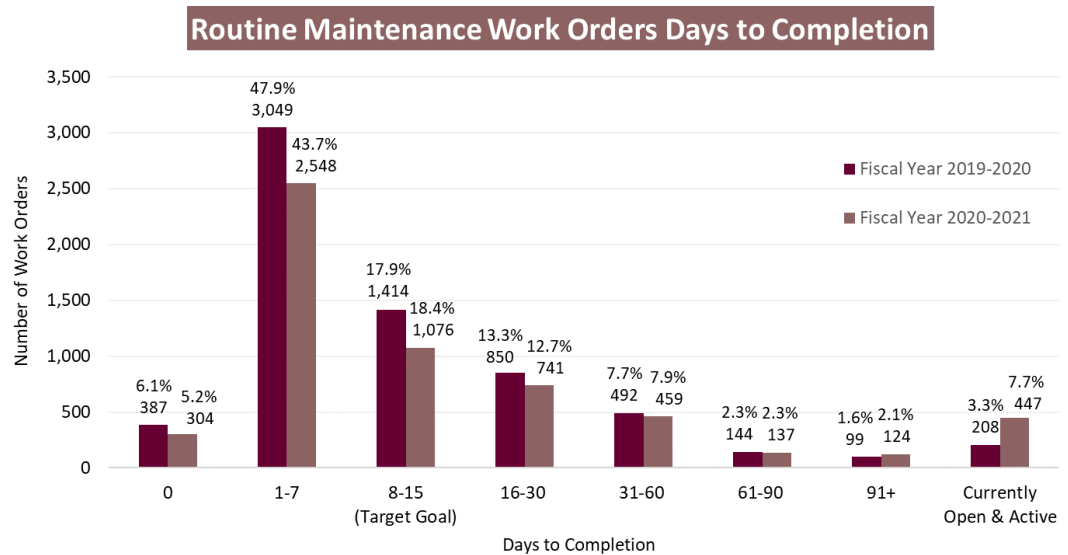


## Department Success Measures

The General Services Agency contains several divisions with distinct functions, including the Facilities Maintenance division, which provides maintenance and custodial services to the 27 County departments. The Maintenance Services unit maintains and operates building systems and equipment for 2 million square feet of County-owned facilities. Facilities Maintenance division has identified the completion of routine maintenance work orders within 15 days from receipt for County departments as a meaningful measure of success.

In Fiscal Year 2020-2021, the Facilities Maintenance division had a total of 5,836 new and pending routine calls for services from County departments, a decrease of 807 (12.1%) from the previous year. Of that

total, 3,928 (67.3%) were completed within 15 days from receipt, which is 12.7 percentage points below the target goal of 80%. These delays are primarily due to reduced staffing levels as a result of COVID-19 leaves of absences, vacancies within the division, and temporarily restricted access to facilities that were locked down due to COVID-19. Of note, 2,852 (48.9%) of all calls for service in Fiscal Year 2020-2021 were completed within seven days or less, well in advance of the target response time.



The County has implemented Performance Visioning to promote a focus on outcomes and community impact. Departments with a primary mission to provide services to internal customers utilize an annual Customer Experience Questionnaire to measure progress on a variety of success measures. These critical success measures include how well the department listens and responds to customer requests, how timely, accurate and efficient the department work products are, and ultimately if the service department is progressing on their own mission, while assisting the department customer in achieving their own mission. Customers were asked to rate the services provided in ten specific metrics, on a scale of one to four, with four - strongly agree identified as the "best" or top score, and one - strongly disagree, as the lowest score.



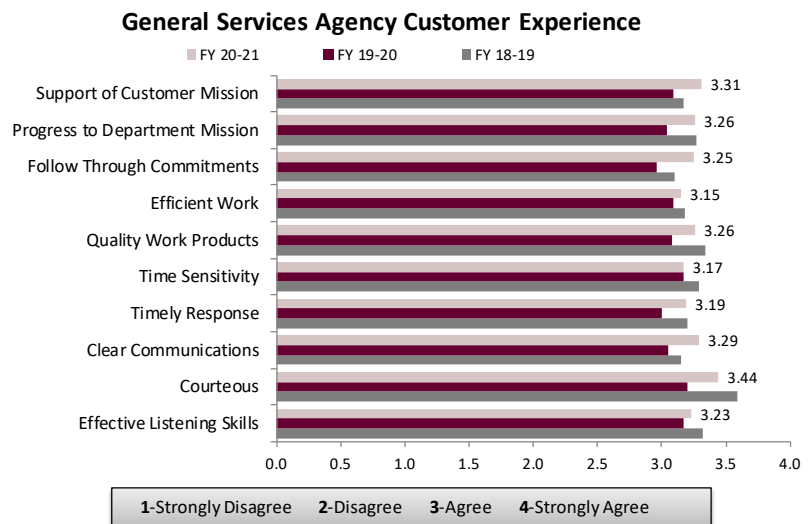
The chart below displays the results of the Customer Experience Questionnaire for the General Services Agency Department, for 2020-2021, with an overall positive score of 3.3. The current rating is higher than the average rating of 3.1 for the previous four fiscal years.

Rating				
16-17	17-18	18-19	19-20	20-21
3.10	2.97	3.17	3.09	3.31
2.91	3.05	3.27	3.04	3.26
2.91	2.92	3.10	2.96	3.25
2.90	2.82	3.18	3.09	3.15
3.05	3.14	3.34	3.08	3.26
2.91	3.05	3.29	3.17	3.17
2.71	2.89	3.20	3.00	3.19
3.14	2.92	3.15	3.05	3.29
3.36	3.26	3.59	3.20	3.44
3.18	3.00	3.32	3.17	3.23
<b>3.0</b>	<b>3.0</b>	<b>3.3</b>	<b>3.1</b>	<b>3.3</b>

The Agency saw an increase in customer satisfactions in all rating categories for Fiscal Year 2020-2021. This is encouraging that the Agency is making significant progress to listen to customers and implement positive process improvements. Annual evaluation of customer satisfaction serves as a measurement and reminder of how the County's 27 departments rank its services. Annual evaluation of services assists the Agency with where it needs to focus training of staff.

There was a total of 36 survey respondents and the overall average score increased compared to that measured in the prior year, up 0.2 year over year. The Agency had experienced significant staffing deficiencies during the COVID-19 pandemic, which was a factor in the customer service response for Fiscal Year 2020-

2021. The survey serves as a reminder of the standard yet crucial practices impacting customer services in daily functions, core to the Agency's mission to provide a wide range of internal services to its Customer departments.



## Information Technology Central

### Board of Supervisors Priority Area



Information Technology Central supports the following Board of Supervisors priority:

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>	
Mission Statement	To help departments successfully implement and manage technologies that address their business challenges in a responsive, progressive and friendly way	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Customer Experience	Total System Down Time
Two-Year Objectives	<b>1. Update</b> the County's Information Technology Strategic Plan, informed by results of the Countywide Information Technology Assessment	
	<b>2. Implement</b> prioritized recommendations identified in the Information Technology Strategic Plan	
	<b>3. Implement</b> a standardized Countywide remote work platform	

### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>The update to the IT Strategic Plan was delayed due to the COVID-19 response. The Information Technology Steering Committee, to be re-formed with a formal governance role as recommended by IT consulting firm Gartner, Inc., will begin meeting the 3rd Quarter of 2021 to complete the IT strategic planning effort in Fiscal Year 2021-2022.</li> <li>While the IT Strategic Plan is not yet complete, the following accomplishments arose out of the draft plan. The Department implemented an IT Security training program based on the KnowBe4 platform. The latest element, "The Inside Man" training series, was completed by over 2,700 County staff in Fiscal Year 2020-2021. "CONNECT!", the SharePoint-based Countywide Intranet platform, was launched initially (in early 2020) primarily to support internal COVID-19 communications; the launch of CONNECT! as the official Countywide Intranet was completed in July 2021. A Countywide software applications catalog was compiled as an element of the IT Countywide assessment with Gartner, Inc.; on-going updates and ownership of applications within the catalog will be an element to be considered with implementation of IT assessment recommendations.</li> <li>System components for the Countywide remote work platform have been implemented and is in limited production use at IT Central. Build-out of virtual machines to be used by remote workers is currently being implemented; however, each department, and likely different functions within departments, may need unique virtual machine templates to complete implementation.</li> </ol>

## Department Success Measures

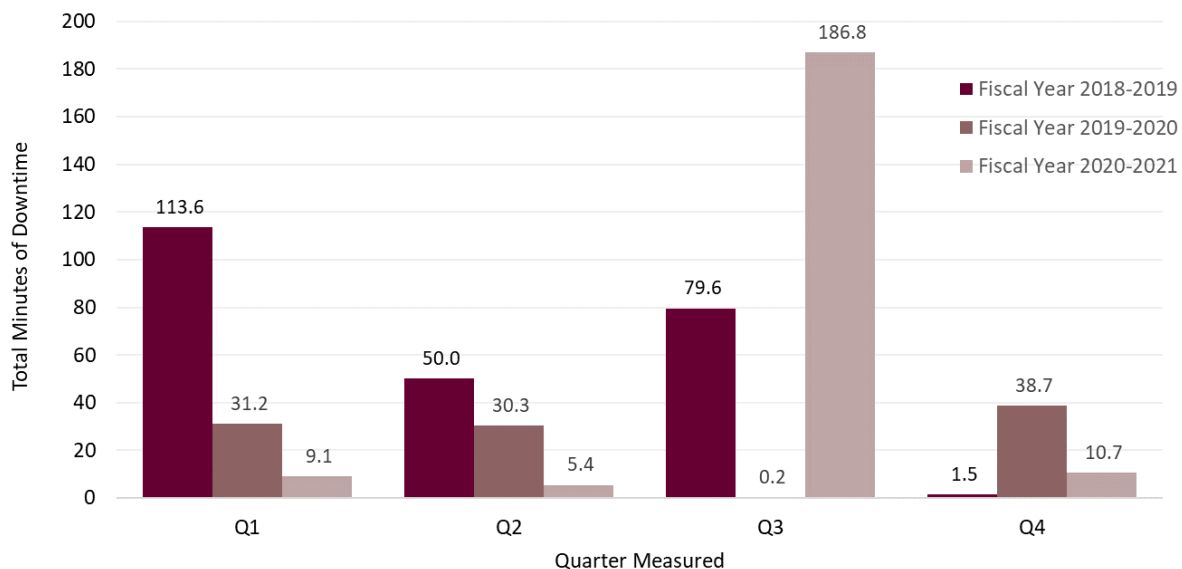
Information Technology Central (ITC) provides information technology services and support to customer County departments. One important basis to measure quality service is performance on minimizing disruptions to staff and the public caused by outages of systems. The chart below indicates overall system availability by displaying total minutes of downtime experienced for all systems that fall under ITC management, most of which are customer-facing.



As the chart below shows, system downtime for Fiscal Year 2020-2021 has continued to improve. However, a brief issue with a server hosting multiple virtual servers resulted in as much as 30 minutes of downtime for some systems during the 3rd Quarter

of the Fiscal Year. Once again this indicates the importance of redundancy, and also reflects on how even brief outages show up as significant events, against the backdrop of weeks and months of uninterrupted uptime.

### Total System Downtime



Note: Q3 19-20 data reflected less than one minute of downtime, which was the result of an application error since fixed by the vendor; as a result, data for that quarter is not reliable.



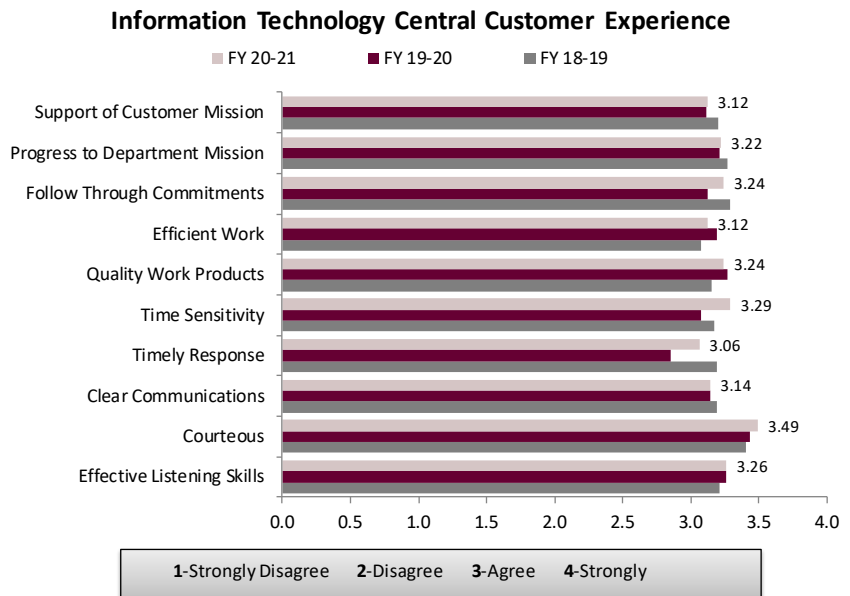
The County has implemented Performance Visioning to promote a focus on outcomes and community impact. Departments with a primary mission to provide services to internal customers utilize an annual Customer Experience Questionnaire to measure progress on a variety of success measures. These critical success measures include how well the department listens and responds to customer requests, how timely, accurate and efficient the department work products are, and ultimately if the service department is progressing on their own mission, while assisting the department customer in achieving their own mission.

Customers were asked to rate the services provided in ten specific metrics, on a scale of one to four, with four - strongly agree identified as the "best" or top score, and one - strongly disagree, as the lowest score. The following chart displays the results of the Customer Experience Questionnaire



for the Information Technology Central Department, for 2020-2021, with an overall positive score of 3.2. This is the same as the average rating of 3.2 for the previous four fiscal years. There was a total of 35 survey respondents.

Rating				
16-17	17-18	18-19	19-20	20-21
3.26	3.12	3.20	3.11	3.12
3.32	3.19	3.27	3.21	3.22
3.32	3.00	3.29	3.12	3.24
3.22	3.06	3.07	3.19	3.12
3.39	3.18	3.15	3.27	3.24
3.26	3.00	3.17	3.07	3.29
3.16	2.86	3.19	2.85	3.06
3.32	3.12	3.19	3.14	3.14
3.58	3.51	3.40	3.43	3.49
3.37	3.09	3.21	3.26	3.26
<b>3.3</b>	<b>3.1</b>	<b>3.2</b>	<b>3.2</b>	<b>3.2</b>



## Treasurer-Tax Collector

### Board of Supervisors Priority Area



Treasurer-Tax Collector supports the following Board of Supervisors priority:

Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>	
Mission Statement	To serve the citizens of Stanislaus County by collecting property tax and other revenues to help a variety of public agencies meet their financial goals	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Revenue Recovery Outstanding Fees Balance Collection	Treasury Pool Earnings Rate
Two-Year Objectives	1. <b>Establish</b> an online business licensing system in the Property Tax division to enable citizens to apply and pay for various licenses and permits	
	2. <b>Complete</b> the evaluation of proposals submitted to Stanislaus County for banking and other financial services, establish new contracts, and transition departments into new services, which may include all new bank accounts	
	3. <b>Transition</b> the tax-defaulted property tax auction to an online real estate auction website with the intent of improving sale prices and providing a larger return to parties of interest	

### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>1. Established new e-payment services with Point and Pay for credit card and e-check payments in Property Taxes. Improved pricing to taxpayers will be available with the Fiscal Year 2021-2022 tax roll and bills will include a QRC code for an easy payment link.</li> <li>2. Completed the evaluation of proposals for banking, purchasing cards, and online payments; finalizing contract with new bank, preparing for business process reviews and implementation of new banking services in Treasury and County-wide.</li> <li>3. Planning the County's first online tax-defaulted property tax auction for early 2022 with Bid4Assets after delays due to the recommendation of the State Controller's Office to postpone all property tax sales, consistent with the Governor's moratorium on foreclosures and evictions during the COVID-19 crisis.</li> </ol>

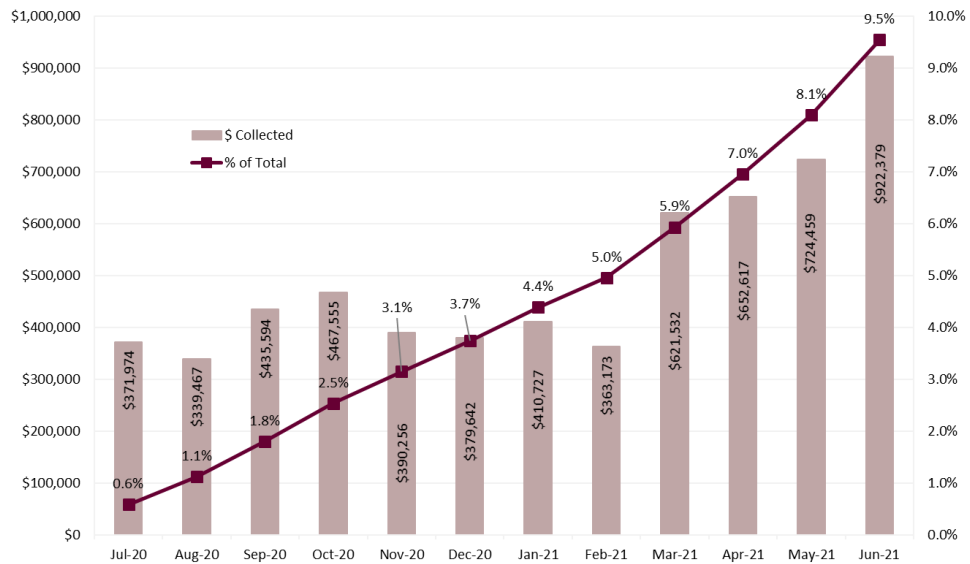
## Department Success Measures

The Revenue Recovery Division collects outstanding debts owed to County departments, Courts, and other agencies by personal contact with the debtor in addition to enhanced collection methods. The adjacent chart shows the monthly collection amounts received by the division. The division faced challenges throughout the year due to the suspension of enhanced collections by the State of California due to COVID-19. Collection staff focused on worklists and direct contact with debtors to increase collection revenue and many debtors took the opportunity to pay down debt after receiving stimulus checks.

The collection percentage rate is based on a cumulative monthly collection total over Fiscal Year 2020-2021 as a percentage of the beginning collectible balance of \$63.7 million. The division collected outstanding debts of \$6.1 million throughout the year with an overall collection rate of 9.5% of the beginning balance which is a small improvement of 0.3% over the previous fiscal year.

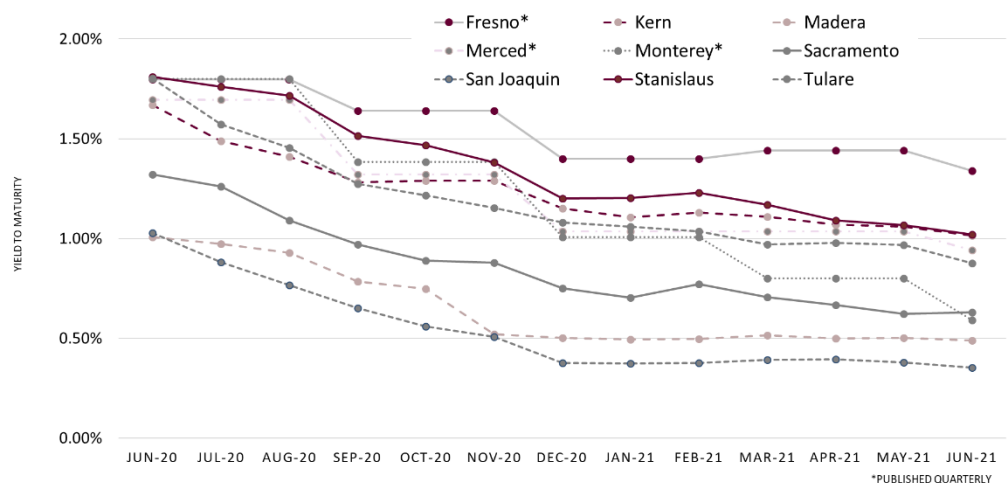
Treasury Division completes banking and investment activity for the County, Schools, and other agencies. Understanding that each County's portfolio size, cash flow and needs are unique, the Stanislaus

Monthly Revenue Collected and Cumulative Collected as a Percentage of Prior Year Collectible Balance



County Treasury Pool's yield to maturity has been compared to surrounding counties to observe overall trends. Although all counties are currently experiencing a declining interest rate environment, Stanislaus has consistently remained in the top 3 highest earning portfolios. In the chart below, trends show similar rates of return and indicate the Stanislaus County portfolio has earned a competitive rate of return while neither being too risky nor too conservative.

Stanislaus County Treasury  
Comparison of Yield to Maturity for Eight Comparable





# Delivering Community Infrastructure

Environmental Resources  
Parks and Recreation  
Planning and Community Development  
Public Works



## Delivering Community Infrastructure

### Introduction

Departments contained within the Board of Supervisors' priority of *Delivering efficient public services and community infrastructure to benefit our residents and businesses*, focus primarily on delivering community infrastructure. Departments within this priority area meet the infrastructure needs of the community and protect natural resources to improve the quality of life for County residents while enabling the expansion of a robust economy.



The following departments support the delivery of efficient public services through their daily operations.

Environmental Resources promotes a safe and healthy environment and improves the quality of life in our community through a balance of science, education, partnerships, and environmental regulation.

Parks and Recreation manage a variety of parks and recreation facilities, including five regional parks and ten community parks that provide the community an opportunity to enjoy the outdoors at a reasonable cost.

Planning and Community Development promotes economic development through diverse land use, enhancing community infrastructure, improving public services, and providing streamlined permit processing services.

Public Works facilitates the safe and efficient movement of people, goods, and services throughout the County by designing, building, and maintaining a regional public transportation system.





## Environmental Resources

### Board of Supervisors Priority Area



Environmental Resources supports the following Board of Supervisors priority:

Priority	<i>Delivering community infrastructure to benefit our residents and businesses</i>	
Mission Statement	We protect our community by promoting a safe and healthy environment	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Timely code enforcement compliance	Maintain and exceed 50% waste diversion
Two-Year Objectives	<b>1. Develop</b> Groundwater Sustainability Plans for the Modesto and Turlock (East and West) Groundwater Subbasins and bring to the Board of Supervisors for consideration of approval and adoption	
	<b>2. Develop</b> and implement an Organics Waste Recycling Program pursuant to the mandates of SB 1383 Short-lived Climate Pollutants and a new County Ordinance including program enforcement provisions	
	<b>3. Complete</b> Geer Road Landfill projects required by the new Waste Discharge Requirements of the California Regional Water Quality Control Board	

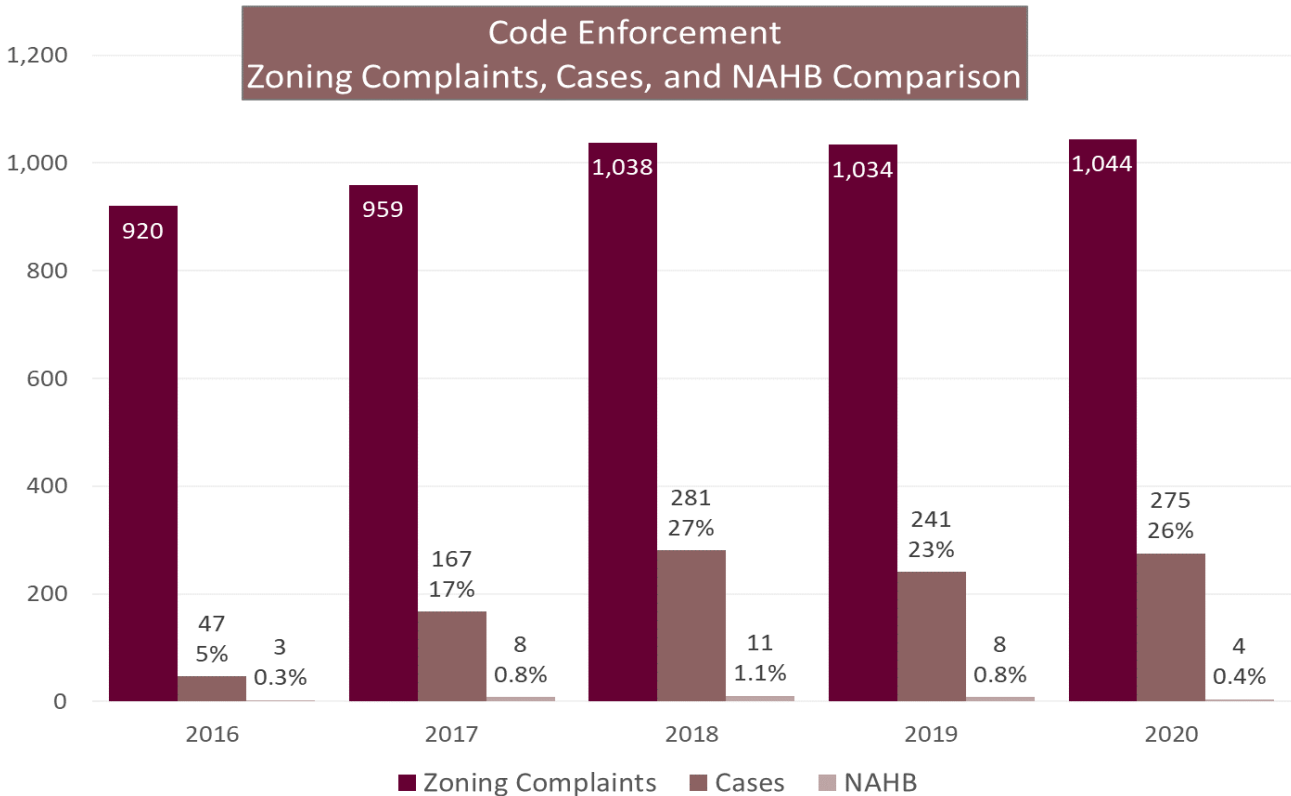
### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>1. Developing the Groundwater Sustainability Plans for the Modesto and Turlock Groundwater Subbasins with a completion date of December 2021, in order to meet the legislative deadline of January 31, 2022.</li> <li>2. Developing an Organics Waste Recycling Program pursuant to the mandates of SB 1383. The Board approved the franchise haulers' collection systems, and the Department is making progress on the ordinance and food recovery planning required by SB 1383.</li> <li>3. Completed several projects at the Geer Road Landfill required by the California Regional Water Quality Control Board including Operations and Maintenance plans for the Landfill Gas Extraction System, an updated Groundwater Extraction and Treatment System and Infiltration Area Plan, and a Facility Liquids Plan. Additionally, a work plan was submitted identifying areas of settlement of the Low Hydraulic Conductivity and geomembrane layers in the final cover and implemented necessary repairs in accordance with the repair plan. This Final Cover Cap Repair construction project, as well as the V-ditch replacement work will be completed in fall 2021.</li> </ol>

## Department Success Measures

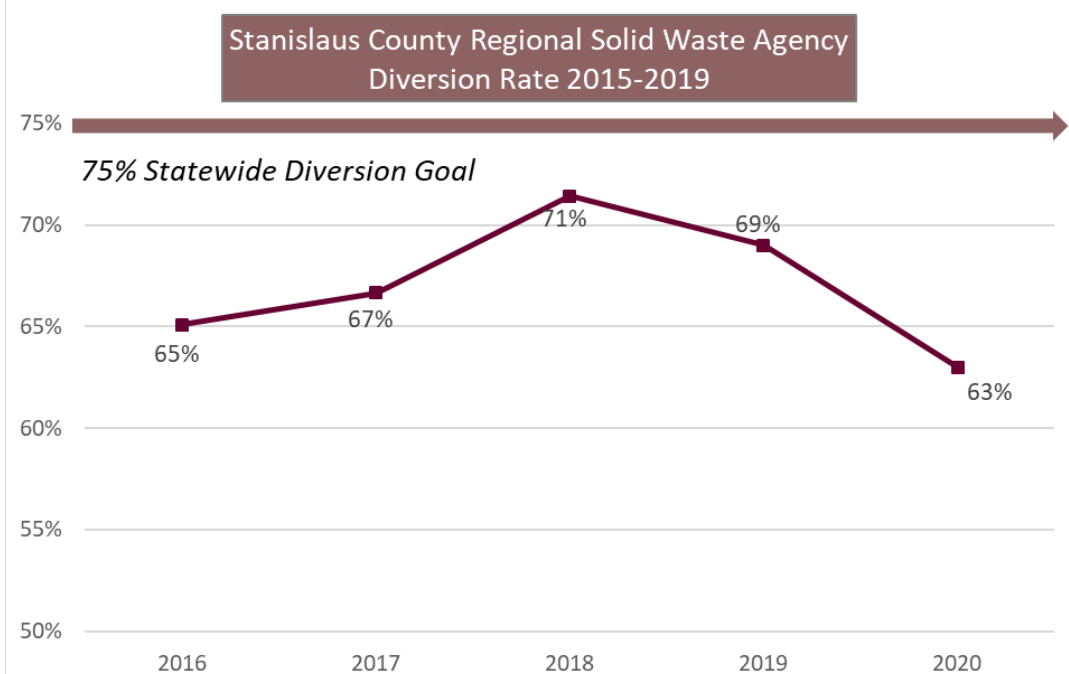
The Code Enforcement (CE) Division strives to achieve voluntary compliance through education and personal contact. A CE case is opened when a service request (zoning violation) is confirmed and voluntary compliance is not achieved within a reasonable time, typically within 30 days of the complaint being received. If enforcement becomes necessary, a Notice and Order to Abate and subsequent citations are issued. In these instances, staff continue to work with the property owner via compliance inspections to ensure a good faith effort is made to correct violations within reasonable time; typically, 45 days of opening a CE case. If violations remain after staff efforts and citations, then Nuisance Abatement Hearing Board (NAHB) enforcement may be utilized as a last resort. Stanislaus County has seen a steady rise in the number of zoning related complaints over the past five years. The following chart identifies trends over the past five years from 2016-2020. During this time period, the CE Unit was restored to full staffing, but

has since experienced a reduction in staff due to vacant positions. As such, the trend reflects that the CE unit is able to efficiently and effectively respond to the overall growing number of complaints and cases. Complaints that resulted in cases increased by three percentage points between 2019 (23%) and 2020 (26%), while the number of cases taken to the NAHB were cut in half. More complaints were converted into cases to better document contacts and extensions granted. Most of these cases were repeat offenders where more time was dedicated to help deter future issues. A majority of cases are closed by gaining compliance without the need of issuing citations. Staff is able to provide the time and focus on each individual case which increases compliance and maintains a low number of NAHB hearings. These trends will guide Departmental activities in managing County Ordinance-related complaints and educating the community about the County Ordinance.



Assembly Bill 341, enacted in 2011, declared that “it is the policy goal of the State that not less than 75% of solid waste generated be source reduced, recycled, or composted by the year 2020.” This dove-tailed with earlier legislation, AB 939, requiring that local jurisdictions divert at least 50% of waste generated from landfill disposal by the year

2000. At that time, eight of the nine local cities of Stanislaus County, excluding Modesto, joined together to form the Stanislaus County Regional Solid Waste Planning Agency (RA) to work and report efforts collectively towards meeting the State 50% diversion mandate. The chart above identifies trends from 2016-2020. Stanislaus County RA did



not meet the State’s new 75% diversion mandate in 2020. The trend shows a decreasing diversion rate, likely due to the COVID-19 emergency and an increase in shipping materials, clean-ups, and population growth. These trends and data will guide Departmental activities to engage the community to recycle and further enhance outreach efforts.



## Parks and Recreation

### Board of Supervisors Priority Area



Parks and Recreation supports the following Board of Supervisors priority:

Priority	Delivering community infrastructure to benefit our residents and businesses	
Mission Statement	<p>Enrich. Inspire. Experience. Create.</p> <p><i>Enrich</i> the Stanislaus County community through parks and recreation by providing recreational opportunities for all local residents. <i>Inspire</i> our residents to not only improve their overall physical and mental health and wellness but to recreate close to home. Provide the local residents with the best public recreation <i>experience</i> possible by creating events, programming, activities, and park spaces for them to maximize their enjoyment in Stanislaus County. <i>Create</i> a different kind of experience for residents when navigating local government. Working with our customers to help streamline our processes and ease of use.</p>	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Annual visitation to Regional Parks	Online Reservation Count
Two-Year Objectives	<p><b>1. Integrate</b> a new inventory software system that will streamline the maintenance and inventory processes to improve incident response with a proactive approach</p>	
	<p><b>2. Integrate</b> a new online reservation system that will provide more control over the reservation process, the money collected, and customer service issues; it will also allow the Department to start selling tickets to County-hosted events and programs</p>	
	<p><b>3. Complete</b> the Bonita Pool Project giving residents of Crows Landing access to a public pool which has not been available for over a decade</p>	
	<p><b>4. Initiate</b> the Parks After Dark Program that will bring low-cost activities to residents at some of the County's high-risk parks with the goal of improving neighborhood and park cohesiveness, reducing vandalism, and growing the Department's community outreach</p>	
	<p><b>5. Expand</b> recreational opportunities at Modesto Reservoir by offering a rental system that will include water sport equipment</p>	

### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>1. Integrated a new inventory software system that will streamline the maintenance and inventory processes to improve incident response with a proactive approach.</li> <li>2. Procured a new online reservation system that will provide more control over the reservation process. Full integration of the new system will take place across the second and third quarter of Fiscal Year 2021-2022.</li> </ol>

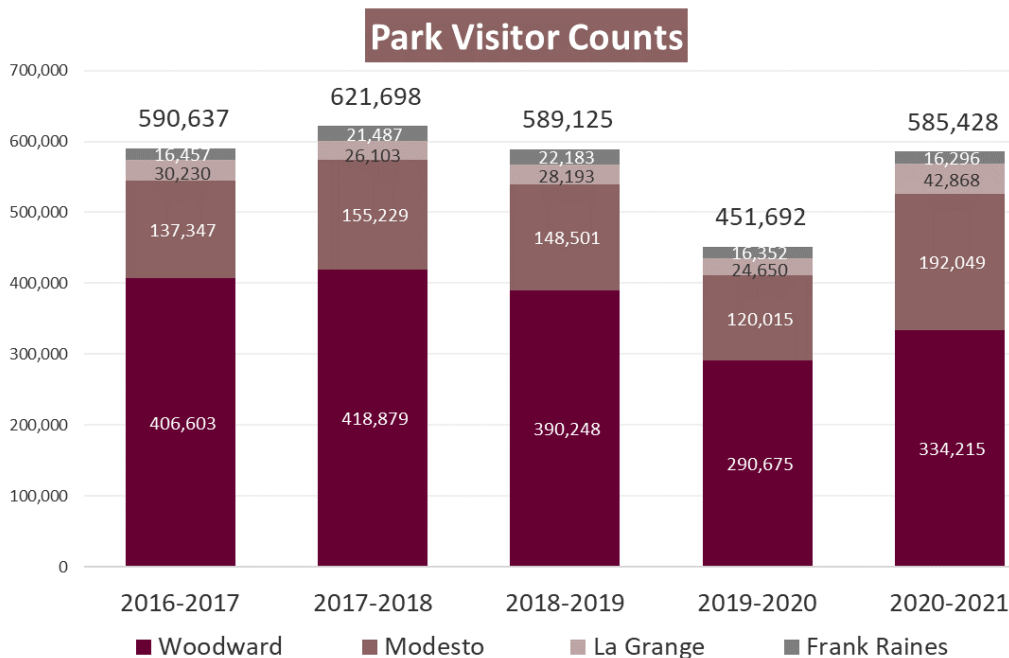
3. Paused the Bonita Pool Project due to construction costs being higher than expected. Determination on how to proceed will occur in Fiscal Year 2021-2022. In Fiscal Year 2020-2021, the Department refurbished the Empire Pool Structure to provide a fun and safe experience.
4. Delayed the Parks After Dark Program due to the COVID-19 emergency. The Department intends to start the program in summer 2022.
5. Expansion of recreational activities at Modesto Reservoir has been put on hold; however, Americans with Disabilities Act (ADA) upgrades were made to the parking stalls at the Reservoir.

## Department Success Measures

The total number of visitors to parks maintained by the Department of Parks and Recreation has a direct impact on Department revenue and community health. Park visitors spend time outdoors enjoying nature, family, and friends, physical activities, fresh air and sunshine, and comradery. The chart reflects

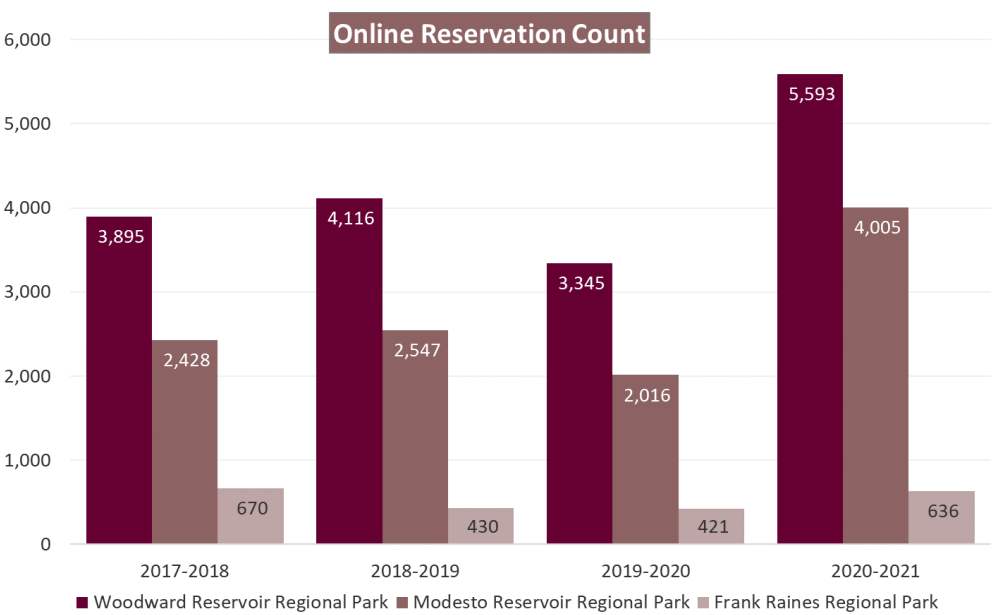
visitors by park with the highest annual visitor counts at Woodward Reservoir, followed by Modesto Reservoir. Variance in overall park attendance occurs due to weather, water levels, dates of the “Body to Water Restriction,” holiday dates falling during mid-week, and misinformation publicized in

the media. Visitation in Fiscal Year 2020-2021 recovered and increased following the impacts of COVID-19 in late Fiscal Year 2019-2020 and early Fiscal Year 2020-2021. The Department’s response to the emergency included cancelling the Fourth of July fireworks celebration, restricting access to county residents only for August 2020 through September 2020, and opened day use only for December 2020 through February 2021.





In February 2016, the Department successfully implemented an online reservation system. This system allows for campsites to be reserved online, up to six months in advance, at Woodward Reservoir, Modesto Reservoir, and Frank Raines Regional Park. The online system has been successful with increasing the Department's revenue through additional campsite reservations, while also providing a simple method for out-of-state residents to visit the facilities. As shown in the charts, Woodward and Modesto Reservoir experienced a year-over-year increase in online reservations between 2016 and 2019. The decrease in reservations shown in Fiscal



Year 2019-2020 is related to the parks' three-month closure and cancellation of 1,741 camping reservations due to the Covid-19 emergency. Fiscal Year 2020-2021 shows a strong recovery of online reservations.



## Planning and Community Development

### Board of Supervisors Priority Area



Planning and Community Development supports the following Board of Supervisors priority:

Priority	<i>Delivering community infrastructure to benefit our residents and businesses</i>	
Mission Statement	To promote community and economic development by providing a diverse land use base focused on promoting and protecting local agriculture, enhancing community infrastructure and public services, and providing high quality, streamlined permit processing services for the benefit of all our customers	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Increase online permit applications	Number of days to process applications
Two-Year Objectives	<b>1. Implement</b> grant management software for online grant submittals, paperless grant reviews, and funding reimbursement requests for U.S. Department of Housing and Urban Development and State Housing and Community Development grant programs administered by the Department by June 30, 2021	
	<b>2. Complete</b> the surveying and community outreach needed for State Water Board funding of the West Modesto Sewer Infrastructure Project and submit application for funding by neighborhood if survey results reflect eligibility by December 31, 2021	
	<b>3. Implement</b> an online customer guide for building permit and land use applications to give property owners, design professionals, and developers access to comprehensive information 24/7 and to reduce phone and counter inquiries for general permitting information by June 30, 2022	
	<b>4. Develop</b> an Affordable Housing Plan/Housing Policy Framework and make available for use by property owners Accessory Dwelling Unit plans funded by State SB 2 Year One Planning Grant and State Local Early Action Planning Grant Program by June 30, 2022	

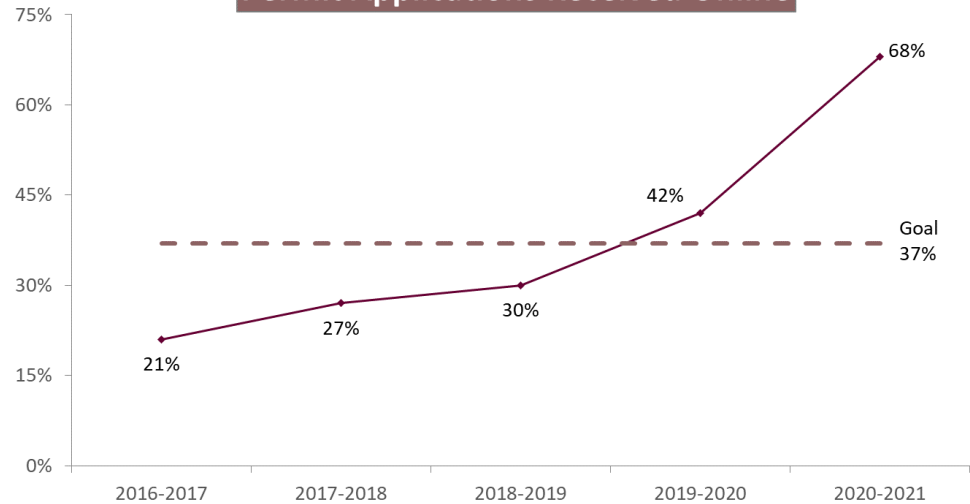
### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>1. Implementation of the Grant management software for online grant submittals, paperless grant reviews, and funding reimbursement request for U.S. Department of Housing and Urban Development and State Housing and Community Development grant programs has begun. The first Notice of Funding Availability (NOFA) has occurred. Full implementation should be completed by June 30, 2022.</li> <li>2. Completed surveys of two of the three Project area neighborhoods of the West Modesto Sewer Infrastructure Project. Due to the low survey return rate for the Spencer/Marshall and Rouse/Colorado neighborhoods, a door-to-door survey was also undertaken for the Spencer/Marshall Neighborhood in Fiscal Year 2020-2021. The third area, Beverly/Waverly is still pending an initial survey. The application for the Spencer/Marshall Neighborhood is being updated to reflect survey results and will be resubmitted to the State Water Board for reconsideration in Fiscal Year 2021-2022.</li> <li>3. Implementation for an online customer guide for building permit and land use applications will be completed by June 30, 2022. Contract negotiations have been completed and implementation will begin later in 2021.</li> <li>4. Development of the Affordable Housing Plan/Housing Policy Framework and Accessory Dwelling Unit plans have an anticipated completion date of June 30, 2022. Contracts have been executed and both efforts are underway.</li> </ol>

# Department Success Measures

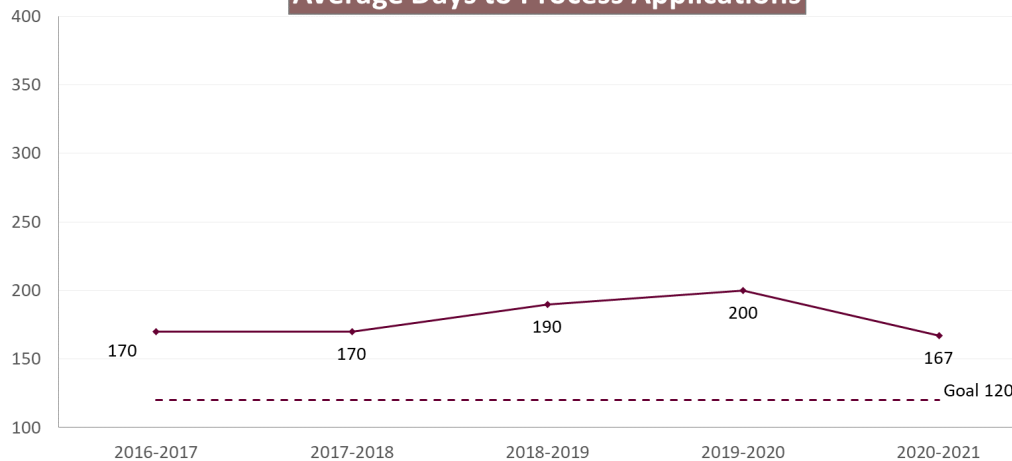
The Planning and Community Development Department continued to make significant strides in online permitted activities in Fiscal Year 2020-2021. Of the 3,111 building permit applications received in Fiscal Year 2020-2021, 68% were received online, an increase of 26 percentage points over Fiscal Year 2019-2020. Prior to the COVID-19 outbreak, the Department's goal was to maintain the number of online building permit applications/electronic plan submittals at or above 37% to reduce over-the-counter visits and customer printing costs. COVID-19 has changed the Department's service delivery model resulting in the need for the Department to reassess its goal during Fiscal Year 2021-2022.

Permit Applications Received Online



days the applications are on hold pending applicant action. Prior to Fiscal Year 2019-2020, the Department estimated the active processing time averaged 170 days, but only had statistics for the total processing times, including days when the applications were on-hold pending applicant action.

Average Days to Process Applications



In Fiscal Year 2020-2021, the average number of days to process a Use Permit or Parcel Map application, the two most common application types requiring Planning Commission approval, was 167 days, excluding days when the applications were on hold pending applicant action. The Department has implemented a process for tracking the number

The Planning and Community Development Department is working to reduce the average application processing time to 120 days, excluding

of active days to process applications and will continue to track the metric in its efforts to meet the 120-day average processing time goal.



## Public Works

### Board of Supervisors Priority Area



Public Works supports the following Board of Supervisors priority:

Priority	<i>Delivering community infrastructure to benefit our residents and businesses</i>	
Mission Statement	To manage and improve infrastructure through safe and efficient use of resources and assets, for the benefit of our citizens	
Two-Year Strategies	Strategies are defined in the Department's two-year objectives, established to support progress on the success measures, with program services and annual performance outcomes monitored to affect desired results	
Success Measures	Pavement Condition Index rating	Increase StaRT Ridership
Two-Year Objectives	<b>1. Resurface</b> 150 miles of roads to facilitate the safe and efficient movement of people, goods, and services throughout Stanislaus County, benefiting residents and businesses	
	<b>2. Re-stripe</b> 750 miles of road centers and edges for the benefit and safety of residents and businesses	
	<b>3. Implement</b> efficiency opportunities in contracting, service deployment, and service integration for Stanislaus Regional Transit (StaRT)	

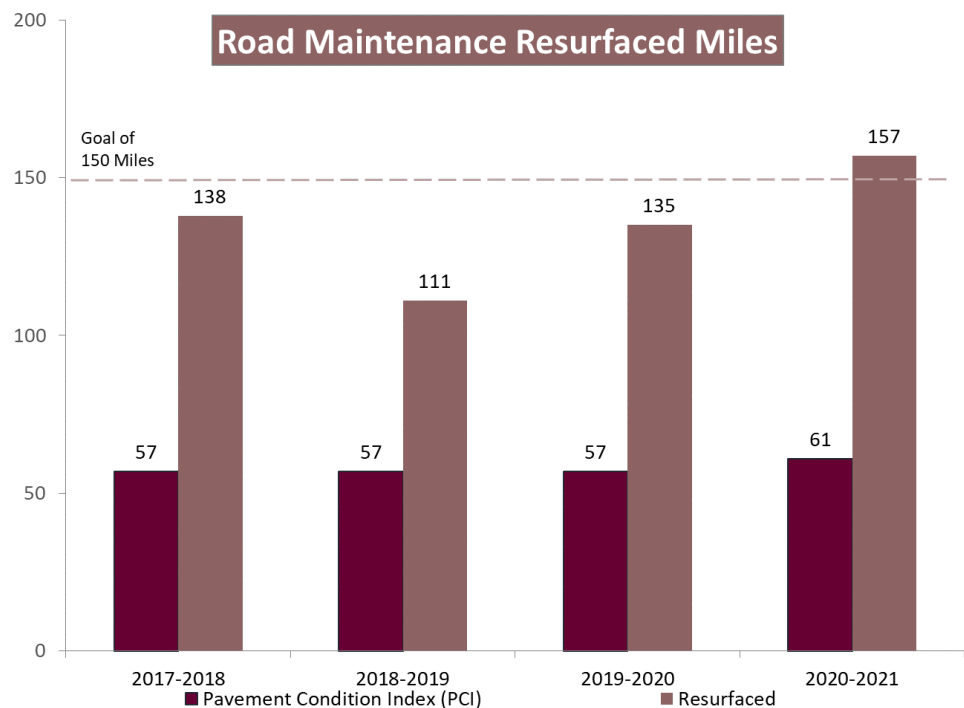
### Annual Report on Results: Fiscal Year 2020-2021

Progress on Two-Year Objectives
<ol style="list-style-type: none"> <li>Performed resurfacing maintenance on approximately 157 miles of County roads to ensure the safe and efficient movement of goods and services.</li> <li>Striped 1,021 miles of road centers and edges for the benefit and safety of its residents and businesses.</li> <li>Implemented efficiency opportunities and provided ridership to 1,231 Bay Area Rapid Transit (BART) Commuters.</li> </ol>

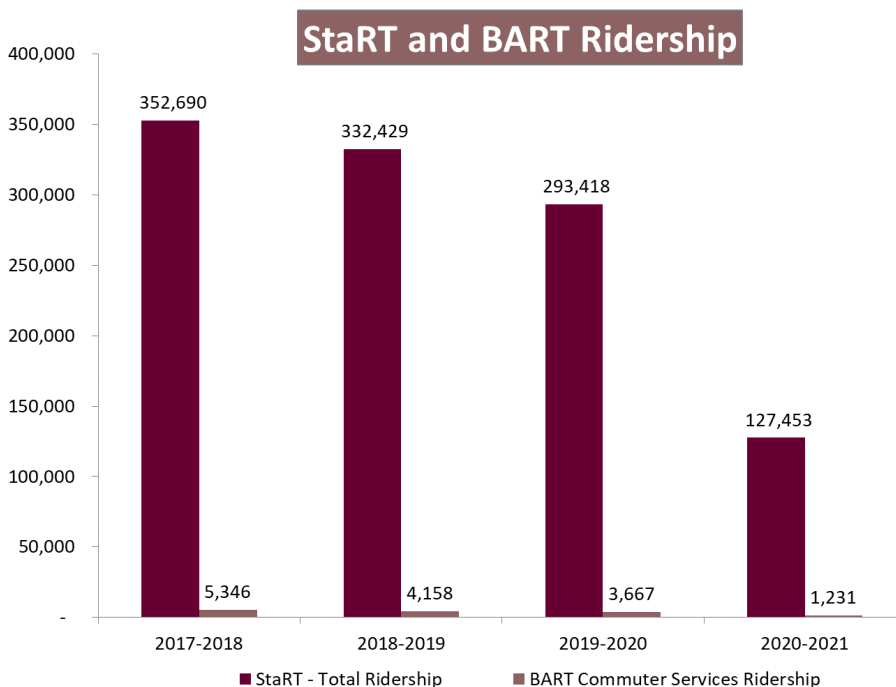
## Department Success Measures

The total miles in Fiscal Year 2020-2021 resurfaced (sealed, overlaid, or rehabilitated) was more than prior Fiscal Year 2019-2020. The Department was able to increase roads resurfaced by 16% over the prior year and achieve its goal of 150 miles per year. Public Works is working to increase the number of resurfaced roads each year, but road conditions have reduced the overall mileage achieved in prior years. During the preparatory work each year, Public Works continues to find the

roads to be in worse condition. Due to these conditions, it is expected the first round of road treatments throughout the County will take more preparation and time, resulting in fewer overall miles



resurfaced per year. This consistent progress in resurfacing and restriping has led to an increase Pavement Condition Index (PCI) by seven percent.



Total ridership counts for the Stanislaus Regional Transit (StaRT) system continue to decline for fixed and deviated-fixed routes. The Transit Department was beginning to see increases in ridership for all modes of transportation until March of 2020 when StaRT experienced a 77% decrease in ridership due to COVID-19. Total ridership for Fiscal Year 2020-2021 was 57% lower than prior year with BART Commuter also experiencing a 66% decrease. This will be the last year this metric will be reported. As of July 1, 2021, the Transit division became part of the Stanislaus Regional Transit Authority (StanRTA).