Appendix 3

OUTREACH SUMMARY

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INTRODUCTION

The community outreach process included four community workshops, one stakeholder meeting, a print and online survey, and agency phone and email consultations. Overall, more than 600 people provided their feedback on the Fiscal Year 2015-2020 Stanislaus Urban County/City of Turlock Regional Consolidated Plan (Con Plan) and Fiscal Year 2015–2023 Stanislaus County Housing Element. The following is a summary of the responses received during each portion of the outreach process. Overall trends and themes identified are located in the Community Themes section at the end of this summary. The Community Themes section takes into account results and feedback from all input events and methods. Complete meeting notes, sign-in sheets, survey data, and agency consultations are provided following this summary.

COMMUNITY WORKSHOPS

The workshops each began with a presentation; then, workshop participants were invited to provide their feedback at four activity stations set up around the room. The stations included posters where participants were asked to place dots (stickers) on the posters to prioritize issues and needed services and funding. The full dot voting results for all workshops are included at the end of this appendix.

COMMUNITY WORKSHOP 1 – CITY OF CERES (OCTOBER 15, 2014)

The following feedback was provided at the four activity stations set up around the room:

Station 1 – Consolidated Plan: Housing

Generally participants felt that unsafe neighborhood conditions and homelessness were very common and important to address. Emergency shelters, transitional housing, new affordable housing units, and improvements to the existing rental housing stock were all seen as very important to fund.

Station 2 – Consolidated Plan: Public Service and Facilities

Participants felt that funding for homeless prevention assistance, services for at-risk youth, and employment skills training were important to fund. Curbs and gutters as well as lighting improvements were are also identified as very important to fund.

Station 3 – Consolidated Plan: Fair Housing

Participants felt that the greatest barrier to accessible housing was cost. Race and ethnicity was seen as the most common form of discrimination.

Station 4 – Housing Element

Building code enforcement and conserving and improving the existing housing stock were seen as important goals in the Housing Element.

Complete workshop materials, notes, and sign-in sheets are provided following this summary.

COMMUNITY WORKSHOP 2 – CITY OF TURLOCK (OCTOBER 20, 2014)

The following feedback was provided at the four activity stations set up around the room:

Station 1 – Consolidated Plan: Housing

Participants at Workshop 2 felt that new affordable rental housing and transitional housing for the homeless should be a priority for the next five years. Funding priorities were housing for lower-income households, mentally ill persons, and seniors. Services for homeless families with children and youth were also seen as very important to fund by workshop participants.

Station 2 – Consolidated Plan: Public Service and Facilities

In the public services category, participants felt services for low-income households, at-risk youth, and a job creation and retention program were very important to fund. Improvements including neighborhood facilities and street improvements were also categorized as very important to workshop participants.

Station 3 – Consolidated Plan: Fair Housing

Cost, accessibility, and supply were all identified as common barriers to finding housing. Discrimination based on race and ethnicity was identified as the most common form of discrimination. In addition, workshop participants felt that consumers were not aware of their rights under fair housing law.

Station 4 – Housing Element

Workshop participants identified first-time homebuyers programs, energy conservation, assistance for special needs housing, and conserving and improving existing housing as important goals for the Housing Element update.

Complete workshop materials, notes, and sign-in sheets are provided following this summary.

COMMUNITY WORKSHOP 3 – CITY OF OAKDALE (OCTOBER 22, 2014)

No participants attended this workshop.

COMMUNITY WORKSHOP 4 – CITY OF PATTERSON (OCTOBER 29, 2014)

The following feedback was provided at the four activity stations set up around the room:

Station 1 – Consolidated Plan: Housing

Rental housing affordability and overcrowding were identified as the most common housing concerns. Services for homeless families with children as well as individuals without children were very important to fund over the next five years.

Station 2 – Consolidated Plan: Public Service and Facilities

Participants identified facilities serving youth, child care facilities, street improvements, and improving the water supply as important to fund. Programs including homeless services, parent education, and financial literacy were also important to fund. Economic development funds should focus on technical assistance for businesses and employment skills training.

Station 3 – Consolidated Plan: Fair Housing

The most common barriers to housing were identified as cost, accessibility, and type of housing. Participants felt that reasons for discrimination include that consumers are not aware of their rights and landlords/owners are not aware of the law.

Station 4 – Housing Element

Workshop participants identified energy conservation, assistance for special needs housing, development of second units, conservation and improvement of existing housing, encouraging mixed-use development, and working with Habitat for Humanity and other agencies as very important for the Housing Element.

STAKEHOLDERS MEETING – STANISLAUS HOUSING AND SUPPORT SERVICES COLLABORATIVE COMMITTEE (STANISLAUS COC) (OCTOBER 16, 2014)

Generally participants felt that the collaborative programming between the County, cities, and nonprofits contributed to the success of Con Plan programs. Other things identified as working well included capital improvements, HOME Investment Partnership Program (HOME) and Neighborhood Stabilization Program (NSP) units, some programs for the chronically homeless (including comprehensive case management with a transition period before housing placement, supportive housing, and programs emphasizing home visits), and nonprofit capital facilities (i.e., shelters and transitional housing).

Participants identified that funding gaps were most common for extremely low-income households, chronically homeless, homeless youth, and those living in transitional shelters because they are not considered homeless by HUD.

Although some programs for the chronically homeless were noted amongst the successes, more participants felt there were barriers and funding gaps to providing enough services to the chronically homeless. It was noted that housing homeless youth is challenging because they are often not ready or willing to live in permanent housing. More transitional or emergency housing for homeless youth would be helpful. Another homeless subgroup identified as having a great need is homeless families with children.

Another question was regarding the top barriers to sustaining permanent housing. The group identified the demise of the redevelopment agencies, long waiting lists, lack of funding for case management, mental health issues, bad credit or rental history, projects not being able to pencil out for developers, and job development as some of the top barriers. Some of the top obstacles to housing placement were long waiting lists, drug and GED requirements for applicants, lack of employment, income documentation, timing considerations for the NSP program, and the lack of affordable housing units. Sheltered employment or employment that provides on-the-job training is needed.

Other comments included a discussion on economic development, NSP, coordination and referrals, and homeless prevention services.

Challenges to the success of homeless prevention services included income targeting requirements that are too low and too difficult to meet, uninhabitable substandard housing stock, cost of utility bills, insufficient mental health services, participants terming out of programs, lack of financial literacy and life skills amongst participants, inability of participants to document homeless status, need for willing landlords and employers, and the need to educate those in

substandard housing regarding available resources. Also, sufficient funding from a variety of funding programs for housing as part of homeless prevention programs was identified as a funding gap for homeless prevention. Prevention truly needs to be the focus for homeless prevention programs.

An overall greater level of funding for services and programs was mentioned repeatedly. Staffing the Stanislaus CoC was one suggestion related to funding. Funding for people to afford housing was mentioned repeatedly and lack of funding and overcrowding of emergency shelters was mentioned by several respondents.

The discussion questions, complete workshop notes, feedback forms, and attendance information are provided following this summary.

PRINT AND ONLINE SURVEY

An online survey was provided on the Stanislaus County website from October 20, 2014, to December 1, 2014. The option was also available to complete a written hard copy survey during this same time period. A total of 587 completed surveys were received: 585 English surveys and 2 Spanish surveys. The following survey results section includes results from both the online and print surveys completed.

Of those who indicated their affiliation or role when completing the survey, many worked for the government or a nonprofit organization. Others roles included agriculture, education, and concerned citizens.

SURVEY RESULTS BY QUESTION

Demographics

The first set of questions in the survey was regarding demographics. The majority of survey respondents identified themselves as homeowners (54%), followed by interested resident (41%) and public service provider (21%). Please note that respondents were able to select more than one category.

I am completing this survey as a(n)				
Answer Options	Response Percent	Response Count		
Interested resident	40.7%	239		
Homeowner	54.2%	318		
Renter	14.8%	87		
Public/subsidized housing consumer	0.3%	2		
Homeless individual	0.5%	3		
Business owner	3.7%	22		
Subsidized housing provider	0.7%	4		
Landlord	5.1%	30		
Public service provider	21.1%	124		
Homeless service provider	4.3%	25		
Housing advocate	2.6%	15		
Health service provider	8.3%	49		
Educator	7.2%	42		
Municipal employee	10.1%	59		
Other (please specify)	7.7%	45		
Total	100%	587		

Survey responses came from incorporated cities and unincorporated County, as well as outside of the County. The largest number of responses came from Modesto (34%), followed by Turlock (17%) and Salida (11%). Note that survey respondents that indicated that they are from Modesto may be from unincorporated areas of the County.

Parks and Community Centers

A majority of survey respondents felt it was important to fund facilities serving youth/after school programs (82%), facilities serving seniors (71%), improvements to parks (55%), and improvements to accessibility for seniors and disabled persons (61%). Respondents felt that neighborhood facilities and improvements to technology were maybe OK to fund. Other suggestions included facilities for the homeless and community service centers.

Please indicate the importance of investing funds in parks and community centers in your community.				
Answer Options	Yes, Important to fund	Maybe, OK to fund	No, Do not fund	Response Count
Facilities serving youth/after school programs	456	90	9	555
Facilities serving seniors	392	147	11	550
Neighborhood facilities	231	264	41	536
Facilities for child care	258	203	76	537
Improvements to parks	299	211	34	544
Improvements to accessibility for seniors and disabled persons	333	181	28	542
Improvements to technology	187	267	81	535
Other	45	14	29	88

Streets, Sewers, and Storm Drains

A majority of survey respondents felt it was important to fund street improvements (72%), install or repair curb and gutter (54%), install or improve sewer (59%) and storm drainage (62%), improve water supply (73%), install or repair sidewalks (57%), and install or improve street lighting (73%).

Please indicate the importance of investing funds for streets, sewer, and storm drainage related improvements in low-income communities throughout Stanislaus County.				
Answer Options	Yes, Important to fund	Maybe, OK to fund	No, Do not fund	Response Count
Street improvements	392	131	18	541
Install or repair curb and gutter	286	209	37	532
Install or improve sewer	314	191	28	533
Install or improve storm drainage	332	180	23	535
Improve water supply	388	127	16	531
Install or repair sidewalks	304	191	36	531
Install or improve street lighting	394	123	22	539
Other	29	8	21	58

Public Services Programs

Survey participants were asked to rank the importance of providing grant funds to programs that provide public services to low-income persons in their community. Respondents felt that the highest priority should be given to services for at-risk children/youth, seniors, and physically/mentally disabled persons. Lowest priority was to persons recently incarcerated or on parole, persons with substance abuse problems, and for financial literacy.

Economic Development and Business Assistance

Survey participants felt it was important to fund job creation/retention (79%), employment skills training (66%), start-up business assistance (five or fewer employees) (46%), and small business lending (45%). Participants felt it was maybe OK to fund commercial rehabilitation/ facade improvement, commercial infrastructure, technical assistance for business expansion/improvement, and economic development studies, specific plans, and program development.

Top Concerns

Participants were asked to rank 21 potential areas or issues to prioritize in terms of housing choices and affordability, cost of living, special needs groups (seniors, those with disabilities, large families, homeless), energy conservation, housing conditions and safety, and infrastructure. Only one of the print surveys was filled in for this question and all issues were ranked equally. The three concerns receiving the largest percentage of the vote on the online survey were (in order of ranking):

- 1. Providing shelters and transitional housing for the homeless, along with services, to help move persons into permanent housing.
- 2. Establishing special needs housing for seniors.
- 3. Ensuring that children who grew up in Stanislaus County can afford to live in Stanislaus County.

your community.		-		
Answer Options	Yes, Important to fund	Maybe, OK to fund	No, Do not fund	Response Count
Commercial rehabilitation/facade improvement	98	275	122	495
Commercial infrastructure	119	274	104	497
Small business lending	225	215	55	495
Technical assistance for business expansion/improvement	133	266	92	491
Start-up business assistance (5 or fewer employees)	227	213	55	495
Employment skills training	332	138	31	501
Job creation/retention	394	89	15	498
Economic development studies, specific plans, and program development	156	258	79	493
Other	18	6	21	45

Please indicate the importance of investing funds in the following economic development activities in your community.

Homeless Needs

Survey participants were asked to rank the importance of meeting the needs of certain subpopulations of homeless persons in their community. Households with children was ranked as the highest priority followed by homeless veterans and then unaccompanied youth.

Participants were then asked to identify the greatest needs of certain homeless subpopulations in their community. For households with children, the greatest need was housing followed by case management and temporary rental assistance. For households/individuals without children, the greatest need identified was transitional housing followed by emergency shelter. Mental health services were identified as the highest priority for the chronically homeless. Case management was considered to be most important for unaccompanied youth. Permanent supportive housing was identified as being the most important for homeless veterans. Families and individuals at risk of becoming homeless were in greatest need of temporary rental assistance.

Housing Assistance Needs

Survey participants were asked to identify which housing assistance needs were important to fund. Health- and safety-related home repair (53%), energy efficiency improvements (50%), low-income housing acquisition (45%), and first-time homebuyer assistance (45%) were identified by participants as important to fund. Rehabilitation of public housing, lead-based paint abatement, homeownership/credit counseling, and fair housing/tenant landlord mediation were identified as maybe OK to fund.

In addition, 67 percent of survey respondents felt that providing shelters and transitional housing for the homeless, along with services to help move persons into permanent housing, was very important to fund. Other concerns that were very important included ensuring that children who grew up in Stanislaus County can afford to live in Stanislaus County when they become adults (66%) and establishing special needs housing for seniors (66%).

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Answer Options	Yes, Important to Fund	Maybe, OK to Fund	No, Do Not Fund	Response Count
Rehabilitation of public housing	205	225	46	476
Energy efficiency improvements	237	179	62	478
Lead-based paint abatement	167	201	107	475
Low-income housing acquisition	215	181	78	474
Health- and safety-related home repair	256	176	47	479
First-time homebuyer assistance	216	178	83	477
Homeownership/credit counseling	187	198	88	473
Fair housing/tenant landlord mediation	186	219	68	473
Other	13	3	11	27

Please indicate the importance of investing funds for the following housing-related activities in your community.

Housing Types

Participants were asked to identify housing types that were important to fund during 2015–2020. Participants identified emergency shelters (68%), permanent housing for special needs (57%), and transitional housing for the homeless (57%) as the highest priorities.

Please indicate the importance of investing funds in the following housing-related activities in your community.				
Answer Options	Yes, Important to fund	Maybe, OK to fund	No, Do not fund	Response Count
Emergency shelter	304	126	16	446
Transitional housing for the homeless	254	164	31	449
Permanent housing for special needs	257	162	29	448
Affordable rental housing	226	154	62	442
Affordable for-sale housing	189	154	100	443
Improvements to existing rental housing	136	205	99	440
Improvements to existing ownership housing	134	196	113	443
Other	8	4	12	24

Housing Populations

Participants were asked to identify which housing populations grant funds should be invested in. Survey respondents identified housing for senior persons (70%), housing for disabled persons (69%), and housing for aging-out foster youth (59%) as the highest priority.

community.				
Answer Options	Yes, Important to fund	Maybe, OK to fund	No, Do not fund	Response Count
Housing for senior persons	310	113	18	441
Housing for disabled persons	305	124	11	440
Housing for homeless persons	224	166	45	435
Housing for large families (5 or more)	105	183	151	439
Housing for very low-income persons	202	173	61	436
Housing for aging-out foster youth	261	141	37	439
Housing for mentally ill persons	240	166	32	438
Housing for persons recently in jail or on parole	76	206	156	438
Other	7	2	12	21

Please indicate the importance of investing funds in housing for the following populations in your

Barriers to Equal Access to Housing

Cost was identified as the number one barrier to equal access to housing with 70 percent of respondents indicating that this is very common. Participants also felt that accessibility (for seniors and disabled persons) was also a barrier with 59 percent of the votes.

Please indicate how common and important it is to address the following barriers to equal housing in your community.					
Answer OptionsVery Common, Important to AddressSomewhat Important to AddressRare, Not Important to AddressResponse Count					
Cost	304	88	40	432	
Accessibility (seniors and disabled persons)	260	146	35	441	
Supply (new housing)	140	186	115	441	
Proper size/type of housing	136	189	116	441	

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Fair Housing

Other

The next group of questions was regarding fair housing in Stanislaus County. Participants identified that discrimination was common and should be addressed in rental housing and mortgage lending. Discrimination was most common in regard to race/ethnicity and disability. The most common types of discrimination included deception regarding availability or price of housing and variation in price, rent, fees, or deposit information. Lack of enforcement, lack of reporting, consumers not being aware of their rights, and sellers/landlords not being aware of the law were all seen as reasons for unfair housing practices. Education was identified as the best method to combat housing discrimination.

Please indicate how common and important it is to address the following areas of housing discrimination in your community.				
Answer Options	Very Common, Important to Address	Somewhat Important to Address	Rare, Not Important to Address	Response Count
Rental housing	197	157	82	436
Housing for sale	154	169	111	434
Mortgage lending	171	152	110	433
Other	6	7	9	22

Please indicate how common and important it is to address the following areas of housing discrimination in your community.

Answer Options	Very Common, Important to Address	Somewhat Important to Address	Rare, Not Important to Address	Response Count
Race/ethnicity	154	127	148	429
Language	141	141	146	428
National origin	107	156	165	428
Gender	91	142	192	425
Disability	193	134	102	429
Familial/marital status	99	149	180	428
Sexual orientation	97	133	198	428
Other	7	8	17	32

Please indicate how common and important it is to address the following areas of housing discrimination in your community.

Answer Options	Very Common, Important to Address	Somewhat Important to Address	Rare, Not Important to Address	Response Count
Refusal to rent/sell	120	144	158	422
Refusal to show	90	145	184	419
Deception regarding availability or price	169	126	123	418
Different price, rent, fees or deposit	184	113	121	418
Other	5	5	15	25

Please indicate why housing discrimination might still happen in your community.				
Answer Options	Yes, This is One Reason	Maybe, Might be the Reason	No, Not the Reason	Response Count
Lack of enforcement	188	155	71	414
Lack of reporting	221	136	57	414
Consumers are not aware of rights	227	136	52	415
Sellers/landlords are not aware of the law	167	153	95	415
Other	13	3	10	26

Please indicate which are effective ways to combat housing discrimination in your community.				
Answer Options	Yes, This is Effective	Maybe, Might be Effective	No, Would Not be Effective	Response Count
Education	304	101	26	431
Enforcement	283	115	31	429
Reporting	277	124	27	428
Other	8	1	9	18

SURVEY RESULTS BY JURISDICTION

Survey results were further broken down based on location of the participant. The following is a summary of the responses received for Ceres, Hughson, Newman, Oakdale, Patterson, Turlock, and Waterford, as well as other areas of the county including Salida and Modesto.

Ceres

There were a total of 68 survey participants responding from Ceres. Participants from Ceres felt that the following programs and services are most important to fund:

- Job creation/retention
- Facilities serving youth/after school programs
- Housing for senior persons
- Facilities serving seniors
- Install or improve street lighting

Hughson

Thirteen survey participants indicated that they were from Hughson. The following programs and services were most important to fund for Hughson participants:

- Improve water supply
- Ensuring that children who grew up in Stanislaus County can afford to live in Stanislaus County
- Job creation/retention

Newman

A total of seven survey participants were from Newman. Participants indicated the following were most important to fund:

- Facilities serving youth/after school programs
- Facilities for child care
- First-time homebuyer assistance
- Job creation/retention
- Housing for senior persons and disabled persons

Oakdale

There were a total of 18 survey participants responding from Oakdale. Participants from Oakdale felt that the following programs and services are most important to fund:

- Facilities serving youth/after school programs
- Job creation/retention
- Providing shelters and transitional housing for the homeless, along with services, to help move persons into permanent housing
- Emergency shelter
- Housing for senior persons and disabled persons

Patterson

Of the survey participants, 30 were from Patterson. Participants from Patterson felt that the following programs and services are most important to fund:

- Street improvements
- Install or improve street lighting
- Job creation/retention
- Improve water supply
- Facilities serving youth/after school programs

Turlock

A total of 99 survey participants indicated they were from Turlock. Participants from Turlock felt that the following programs and services are most important to fund:

- Facilities serving youth/after school programs
- Job creation/retention
- Improve water supply
- Employment skills training
- Facilities serving seniors

Waterford

A total of 28 participants indicated that they were from Waterford. Results of the survey show that the program and services that are most important to fund are:

- Facilities serving youth/after school programs
- Establishing special needs housing for seniors
- Improve water supply

Other Areas

The remaining 329 survey participants were from Modesto, Salida, Riverbank, the unincorporated county, and a few were from other counties.

Salida

A total of 72 participants indicated that they were from Salida. Results of the survey in Salida show that the program and services that are most important to fund are:

- Install or improve street lighting
- Street improvements

Modesto and Surrounding Area

Of the survey participants, 203 indicated that they were from Modesto or unincorporated areas of the County adjacent to Modesto. Participants from this area felt that the following programs and services are most important to fund:

- Facilities serving youth/after school programs
- Street improvements
- Facilities serving seniors
- Improve water supply
- Job creation/retention

CONSULTATIONS

The primary trends in the input received during the consultations included:

- Need for more mental health services.
- As the economy recovers the people most likely in need will be those with fewer skills and less education.
- Shortage of experienced staff and lack of funding to employ experienced staff persons continues to be a problem.

COMMUNITY THEMES

The outreach effort for the Fiscal Year 2015-2020 Stanislaus Urban County/City of Turlock Regional Consolidated Plan and Fiscal Year 2015–2023 Stanislaus County Housing Element reached more than 600 interested participants and more than 40 local agencies. Overall, some general themes emerged throughout the process that will help guide the development of the Consolidated Plan and Housing Element. The themes can be broken down into the following six topic areas.

HOUSING FOR SENIORS, DISABLED PERSONS, AND YOUTH/FAMILIES

Housings for seniors, disabled persons, and youth/families were seen as a priority to both participants at the workshops and survey participants. Many participants agreed that homelessness was a priority to address in the next five years. Participants identified providing shelters and transitional housing for the homeless as important to fund.

PUBLIC SERVICES AND FACILITIES FOR YOUTH, SENIORS, AND DISABLED PERSONS

Respondents felt that the highest priority should be given to services for at-risk children/youth, seniors, and physically/mentally disabled persons. Facilities serving youth/after school programs were also identified as very important to many of the county's jurisdictions and was identified as a top priority overall.

HOMELESS SERVICES

Homeless services and needs were emphasized in the various forums. It was a focus of input from the Stanislaus CoC and was the top concern of the 21 issues ranked in the online survey. Homeless issues were identified as concerns and priorities at all three of the workshops where input was received. Eight percent of the "fill in the blank" comments on the survey in addition to the multiple choice responses were on the subject of homelessness.

HOUSING FOR HOMELESS HOUSEHOLDS WITH CHILDREN

Participants felt that homeless households with children were in the greatest need for support. Many felt that permanent supportive housing and temporary rental assistance was in great need for this subpopulation.

JOB CREATION AND RETENTION

The recession hit a lot of people in Stanislaus County at all educational and skill levels. Participants felt that job creation and retention was very important to fund over the next five years in almost all of the jurisdictions.

FAIR HOUSING

Cost and accessibility were generally identified as the most common barriers to finding housing. Discrimination based on race and ethnicity was identified as the most common form of discrimination.



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STANISLAUS COUNTY 2015–2023 HOUSING ELEMENT UPDATE



The City of Turlock (Turlock/Stanislaus County HOME Consortium) and the County of Stanislaus invite you to attend a series of community workshops to help identify neighborhood needs and priorities and to share your concerns and suggestions!

Please also complete a short survey to assist with this effort. The survey can be found online (in English and Spanish) at:

http://www.stancounty.com/planning/

For questions, please contact Juan Gonzalez at gonzalezj@stancounty.com (209) 525-6330 or Kristin Doud at doudk@stancounty.com (209) 525-6330

FOUR OPPORTUNITIES TO PARTICIPATE:





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PLAN CONSOLIDADO DEL 2015–2020 DE TURLOCK/CONDADO DE STANISLAUS DEL CONSORCIO DEL PROGRAMA HOME

ACTUALIZACIÓN DEL ELEMENTO DE VIVIENDA DEL 2015–2023 DEL CONDADO DE STANISLAUS

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iLa Ciudad de Turlock (Turlock/Condado de Stanislaus Consorcio HOME) y el Condado de Stanislaus Io(a) invita a asistir a una serie de talleres comunitarios para ayudar a identificar las necesidades y prioridades de la vecindad y a compartir sus inquietudes y sugerencias!

Por favor también complete una breve encuesta para ayudar con este esfuerzo. La encuesta se encuentran en el Internet (en inglés y español) en:

http://www.stancounty.com/planning/

Para preguntas, por favor póngase en contacto con Juan Gonzalez en gonzalezj@stancounty.com (209) 525-6330 o con Kristin Doud en doudk@stancounty.com (209) 525-6330





El Condado de Stanislaus proporcionará acomodaciones razonables hacia la inclusión de todos los participantes.