




2019-2020 Annual Performance Outcomes Report

Stanislaus County
November 24, 2020



Introduction

When staff began developing a new two-year model for the Stanislaus County budget process, performance visioning was identified as a critical element of the design. Performance visioning takes a developed goal and tracks the progress made towards carrying that goal to fruition. It points to a responsibility to the community in meeting its needs and encourages a focus on continuous improvement.

Driven by the overriding question, “what does success look like?” a tiered approach guides staff to identify goals that support departmental missions and Board of Supervisors’ priorities (see diagram at right). This support structure directs staff to develop department goals and objectives that are aligned with their mission and programs. Success measures that serve as indicators of departmental progress toward their respective objectives have been vetted through collaborative workshops to ensure compatibility with and reinforcement to Board priorities, focus areas deemed critical to County operations and the provision of programs and services to the community.

The first step toward implementation of performance visioning into the budget document began with the initial presentation of performance outcomes in the 2017-2018 Adopted Final Budget. Upon transition to two-year budget cycles, departments experienced an extended time frame in which to meet goals with the opportunity to report out on progress each September in the Final Budget document. With operational adjustments implemented to prioritize the COVID-19 pandemic emergency response, the reporting on performance has transitioned to become an attachment to the 2020-2021 First Quarter Financial Report.



As the County continues to ingrain performance into the annual budget process, departments look to move up the performance pyramid at left to better realize their vision of what success looks like. Moving from measuring what was done to how well it was done will help determine whether anyone is better off.

Ultimately, departments work to provide quality programs and services to the public and reporting on performance provides the opportunity to reflect on progress. While results may or may not move in the desired direction, performance outcomes serve to inform decision makers on how to best utilize County resources for the betterment of the community.



Supporting Strong and Safe Neighborhoods

District Attorney
Probation
Public Defender
Sheriff

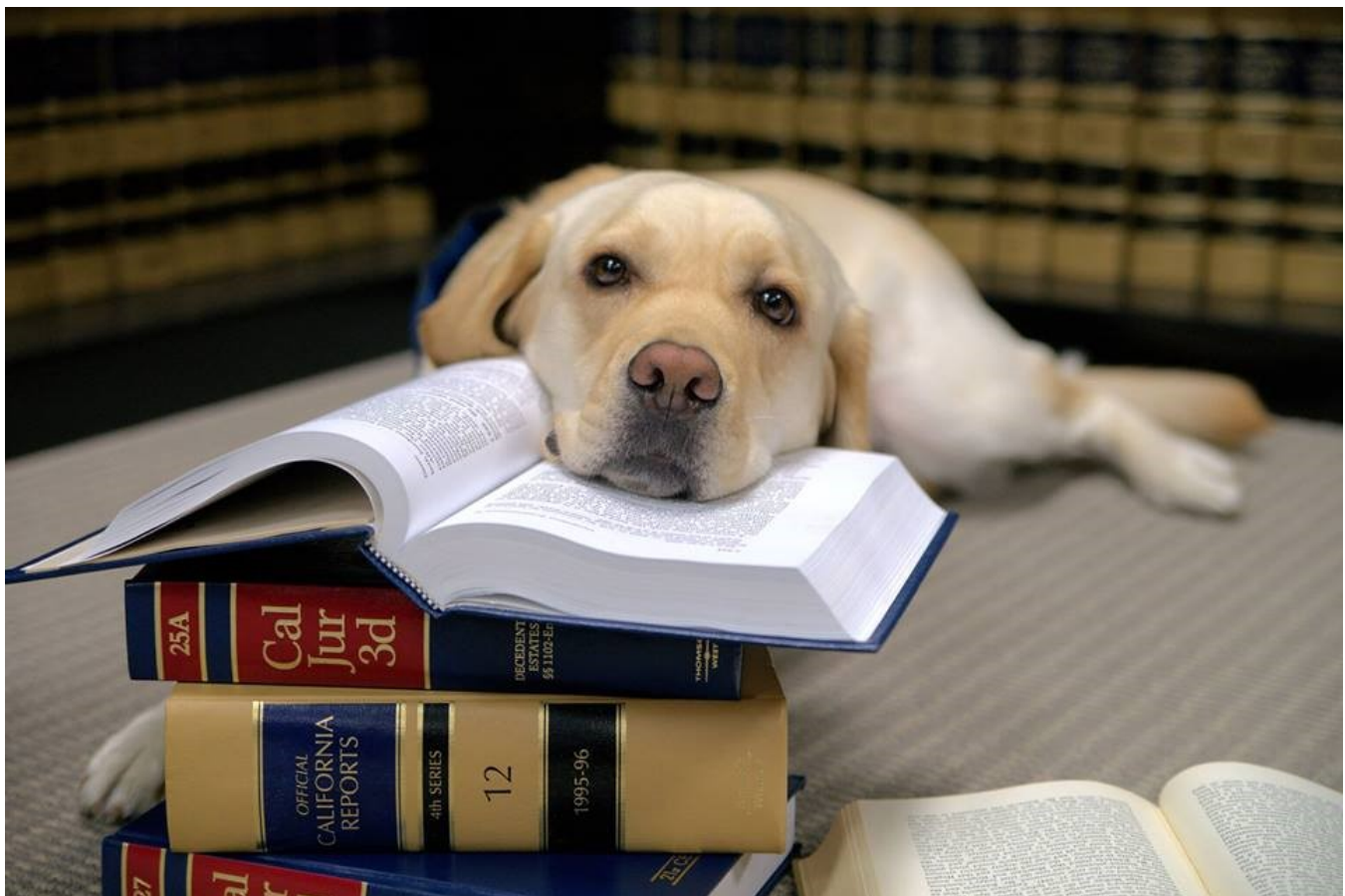
Supporting Strong and Safe Neighborhoods

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 runs 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; and
- ◆ 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. New in Fiscal Year 2020-2021, the Office of Emergency Services/Fire Warden is 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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Continue to expand the eDiscovery process so that all misdemeanor and felony cases (excluding digital media) are provided electronically ◆ Identify the obstacles and provide solutions that will allow digital media to be provided electronically in the eDiscovery process ◆ Expand electronic submission of reports from local law enforcement agencies ◆ Continue to reduce the backlog of murder cases (79 defendants' cases resolved during 2015 through 2017, 37 in 2018)

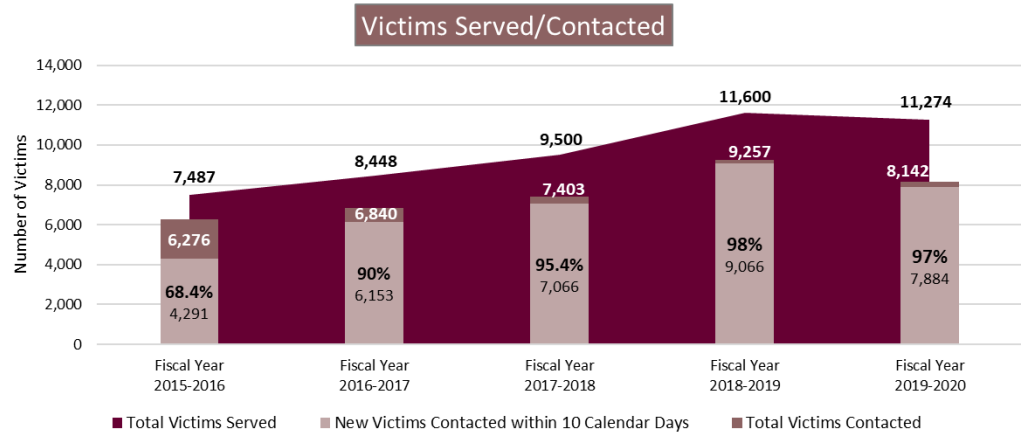
Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ The Department expanded the eDiscovery process and is now providing eDiscovery for all misdemeanor and felony cases ◆ Digital media can now be provided electronically primarily through Evidence.com ◆ All local law enforcement agencies are now able to submit their reports electronically to the District Attorney's Office and a site-to-site interface was built by the Department's Information Technology Unit to allow the California Highway Patrol access to upload cases directly into the Integrated Criminal Justice Information System ◆ Maintained the reduction in the number of murder cases (In Fiscal Year 2019-2020, 25 new homicide cases were filed and a total of 23 cases were resolved)

Department Success Measures

The Department aims to consistently review at least 90% of cases within 30 days of intake. Thorough review and informed decision-making are conducted to ensure the Department does not contribute to any unnecessary delay in the criminal justice system or process.

The percentage of cases reviewed in 30 days has fallen slightly short of this goal in the last few years. There are several variables that impact how quickly cases are reviewed, which include staffing levels; completeness of reports by law enforcement; and factors beyond the control of the District Attorney’s Office, such as timely forensic analysis by the Department of Justice criminal laboratory and the COVID-19 pandemic emergency response.



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. Although there was a 1% decrease from 98% in Fiscal Year 2018-2019 to 97% in Fiscal Year 2019-2020, the Victims Services Unit continued to meet the goal of contacting 90% of new victims within 10 calendar days.

Category	Fiscal Year				
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Filled General Fund Positions					
Total - Filled General Fund Positions	121	127	126	132	133
Case Filed					
Cases Filed - Misdemeanors	10,113	9,722	8,627	7,876	7,638
Cases Filed - Felonies	<u>4,236</u>	<u>3,627</u>	<u>3,544</u>	<u>3,548</u>	<u>3,813</u>
Total – Cases Filed	14,349	13,349	12,171	11,424	11,451
Cases Reviewed					
Total - Misdemeanor and Felony Cases	20,465	19,998	18,028	18,642	18,138
Average Days between Case Intake & First Review Code	10	9	12	14	23
Percentage of Cases reviewed within 30 Days	92.1%	92.5%	88.7%	85.3%	83.4%
Court Appearances					
Total - Court Appearances	92,820	91,591	86,444	82,003	74,750
Open Homicide Cases and Defendants					
Total - Open Homicide Cases	<i>N/A</i>	<i>N/A</i>	83	81	85
Total - Homicide Defendants	121	124	102	103	108
Victims Served and Contacted					
Total - Victims Served	7,487	8,448	9,500	11,600	11,274
Total - Victims Contacted	6,276	6,840	7,403	9,257	8,142
# New Victims Contacted within 10 Calendar Days	4,291	6,153	7,066	9,066	7,884
% of New Victims Contacted within 10 Calendar Days	68.4%	90%	95.4%	98%	97%

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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Reduce recidivism in adult offenders who complete programming at the Day Reporting Center ◆ Assist offenders and their family members, through the Focus on Prevention initiative, to become law abiding and experience an overall healthier lifestyle by connecting them to resources ◆ Partner with local education institutions to get those youth under department supervision into higher or continued education, prior to their dismissal

Annual Report on Results: Fiscal Year 2019-2020

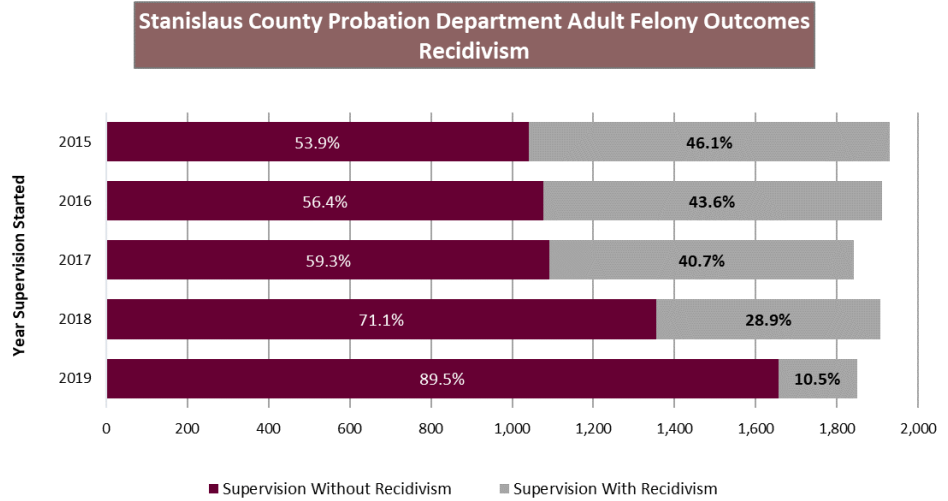
Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ Probation Officers completed Effective Practices in Community Supervision (EPICS) training, giving them the skills to provide treatment based on the offender's specific learning style, motivations, abilities, and strengths ◆ Probation Officers were trained in the evidence-based curriculum, Choices, by the University of Cincinnati Corrections Institute; Choices is a cognitive-behavioral intervention and technique being taught to in-custody youth three days a week to help reduce recidivism ◆ Partnered with Modesto Junior College to provide Probation youth access to higher education; two in-custody youth are currently attending online classes

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. The 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 in Stanislaus County within three years of their supervision start date.

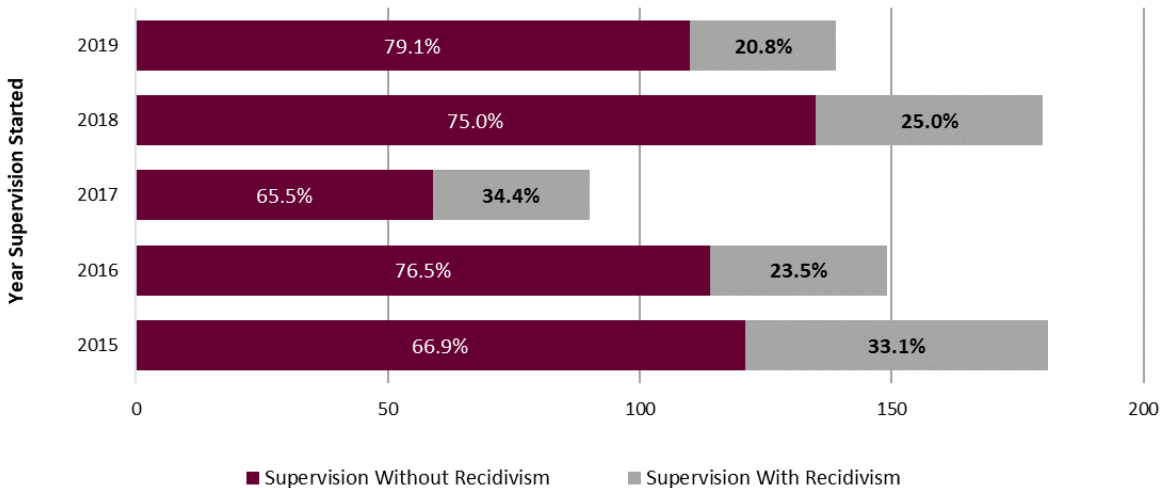
The recent decrease in recidivism can be attributed to several factors including: 3-year recidivism period hasn't elapsed; utilization of a new assessment model; emphasis on rehabilitation services and programs; and changes in the law including juvenile record sealing. As a result

of amendments to California Welfare & Institutions Code section 786, which went into effect January 1, 2017, juvenile records are automatically sealed at the time jurisdiction is terminated. Therefore, some 2017 data was no longer available at the time of reporting.



*Recidivism is limited to incidents in Stanislaus County. **2017, 2018 and 2019 only capture the partial 36 month recidivism period. ***Data does not include "INFORMAL" grants of probation

Stanislaus County Probation Department Juvenile Outcomes Recidivism



*Recidivism is limited to incidents in Stanislaus County. **2017, 2018, & 2019 only capture partial 36 month recidivism period. ***Due to sealed records, juvenile recidivism data may be incomplete

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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Maximize opportunities for residents to obtain relief they are legally entitled to under Propositions 47 and 64 and assist clients in expungement requests so County residents are eligible for more employment and better housing opportunities ◆ Work with the criminal justice partners to increase Department efforts to increase participation in collaborative courts (Drug Court, Homeless Court, Mental Health Court and Veterans Treatment Court), so Department clients can better connect to services and counseling, and increase the number of service-connected clients ◆ With a fully staffed investigations unit the Department will look to create a new investigative review service where attorneys will work closely with investigators in analyzing cases; this review service will provide better results for clients in a more cost-effective manner ◆ Implement a “Social Worker Program” with the hiring of two Social Workers who will assess and advocate on behalf of clients, humanizing them within the context of the criminal justice system; they will also create re-entry plans and advocate for alternatives to incarceration for many clients suffering from disorders underlying their criminal conduct, including substance abuse and mental health disorders; in Fiscal Year 2019-2020, embracing the philosophy “Reentry begins at arrest”, the Department anticipates restructuring its model of holistic defense, working with clients’ family members, existing nonprofit organizations in the region, other County agencies, and the community, so that clients’ criminogenic needs and risk factors are identified as early as possible in the criminal justice process, with the goal of developing individualized treatment plans designed to foster rehabilitation ◆ Continue to promote the Department’s efforts to go paperless by scanning all closed files and working with the criminal justice partners in creating an electronic case management system; this project will increase the efficiency and cost effectiveness of services by storing case-related information electronically; in Fiscal Year 2019-2018, the Department will scan all of its closed civil commitment and conservatorship files and its misdemeanor files from 2016 to present, with the goal of becoming a “paper-light” Department by year’s end

Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments

- ◆ In 2019, the Public Defender streamlined its Fresh Start Program and added a second paralegal to its staff; the Outreach Team was represented at several community functions (e.g., Mo-PRIDE, Veteran’s Stand Down, Dia de los Muertos Festival) to provide information about Postconviction relief to Stanislaus County residents and the Public Defender gave a presentation to the staff at County Workforce Development about the Fresh Start Program
- ◆ The Public Defender employed two extra help part-time special investigators who assisted the Department in clearing some backlog caused by a historic deficiency in the Department’s Investigative staffing resources and provide attorneys with earlier, more prompt, results to their investigation requests, enabling earlier resolution of many criminal cases
- ◆ Administrative support was secured on a re-conceptualized “Social Worker Unit” based on a multi-county survey conducted; the Community Corrections Partnership executive committee unanimously voted to approve and fund the Public Defender’s Social Worker Program, which can now be implemented in a manner consistent with County policies, State law, and the California Rules of Professional Conduct
- ◆ The Department has made great strides in its goal of becoming paperless (or “paper-light”) in the near future and the scanning project at the Adult Criminal Division is nearly completed; the existing case management system was equipped with “Uptrust,” a text messaging court hearing reminder system to streamline attorney-client communication and reduce the rate of failures to appear

*All accomplishments were affected by the COVID-19 pandemic response and altered court operations

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.

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. Due to demands on the County because of the COVID-19 pandemic emergency response, the Department was not able to recruit for (and fill) these positions in Fiscal Year 2019-2020. It is anticipated that recruitment will begin within the

next month and that the Public Defender’s Case Worker program will be up and running by March 2021.

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, even

prior to their initial arraignment hearing. In addition, since July 2020, the Department has implemented a text-messaging reminder system, enabling early and easy communication between clients and their assigned attorneys. It is anticipated that this new

system will facilitate early resolution of resolvable cases and reduce the rate of failures to appear.

Due to the new metrics used, data is not available at this time.



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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Complete Needs Assessment and Master Plan for activation of Phase III of the Adult Detention Expansion Facility and Phase II of the REACT Facility ◆ Work with partners to increase educational and vocational programming opportunities for inmates to assist with their re-entry into the community ◆ Complete Phase III of the Public Safety Radio Project that will expand the radio footprint of the Sheriff and Probation communication systems ◆ Negotiate new Court Security agreement with the Stanislaus County Superior Court to align expenditures with revenue while still ensuring public safety ◆ Increase recruitment efforts through hard-to-recruit incentives for sworn classifications to help fill Department vacancies

Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ Completed Phase III of the Public Safety Radio Project that expanded the radio footprint of the Sheriff and Probation communication systems by procuring new radios for all staff and putting up new radio towers in the City of Patterson and Waterford to increase coverage to both sides of the County ◆ Increased recruitment efforts using hard-to-recruit incentives for sworn classifications to help fill Department vacancies and focused on hiring lateral Deputy Sheriff candidates, which has assisted with filling critical vacancies with skilled candidates; the hard-to-recruit incentives program is expected to continue through 2022 and the Department expects to be fully staffed in the next fiscal year ◆ 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

- ◆ Continue to work with partners to increase educational and vocational programming opportunities for inmates to assist with their re-entry into the community
- ◆ 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

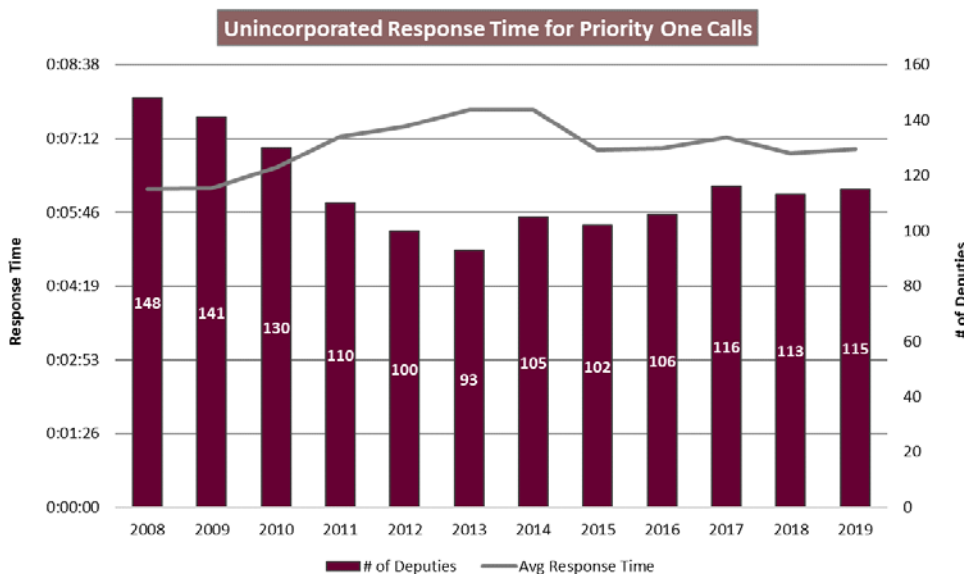
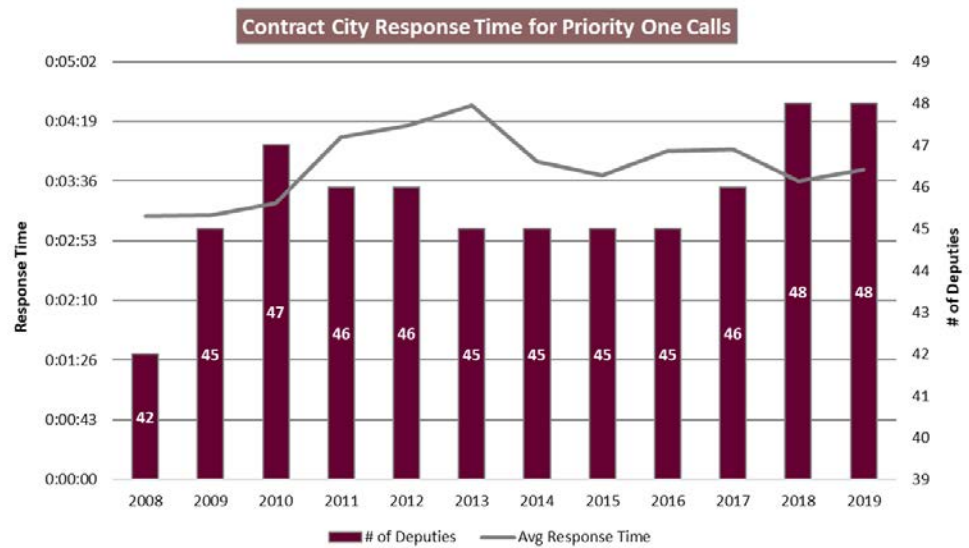
Department Success Measures

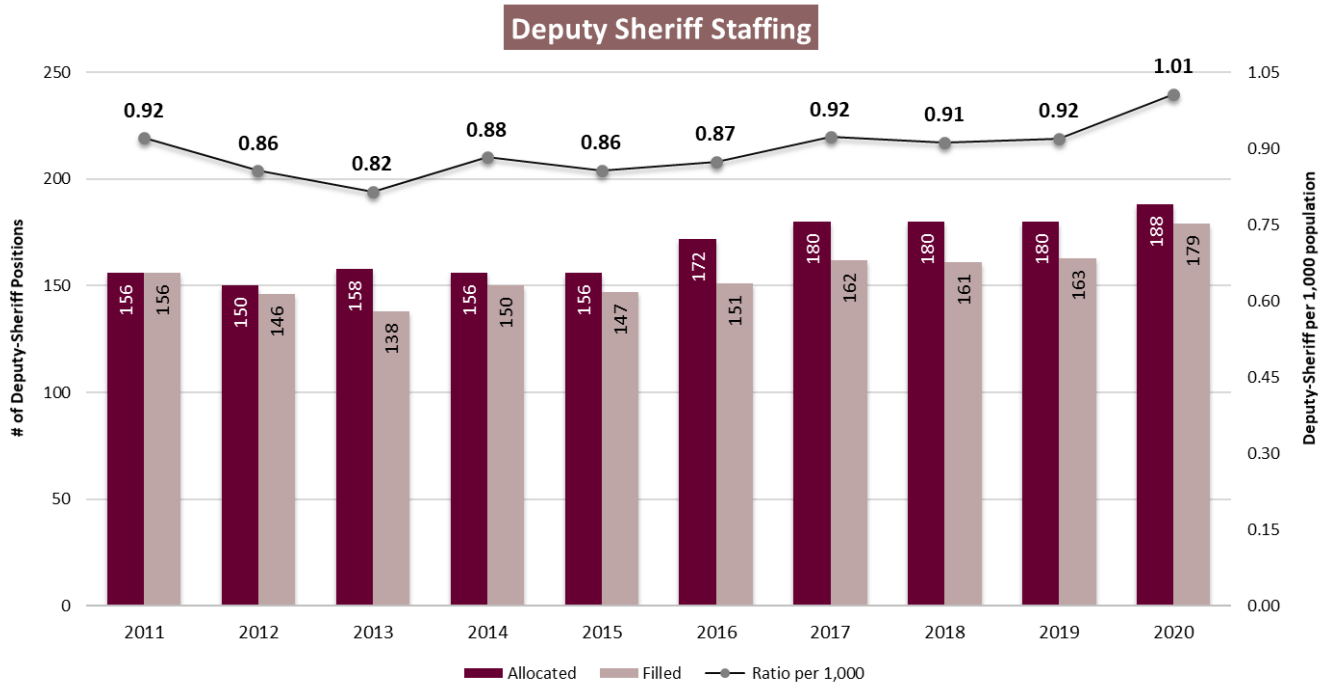
One of the Sheriff's Office core functions is the protection of life and property. The timely arrival of a Deputy Sheriff to a reported crime in progress or other serious emergency is vital in protecting life, apprehending suspects, identifying witnesses, collecting evidence, and enhancing the ability 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 2019, the response time in the unincorporated area is 47 seconds higher with 33 less deputies allocated to patrol than in 2008. 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 issues 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. In 2020, the Sheriff hired six lateral Deputy Sheriffs and has several more in the background process. Due to the increased Deputy Sheriff staffing, as shown in the chart above, 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 un-sentenced

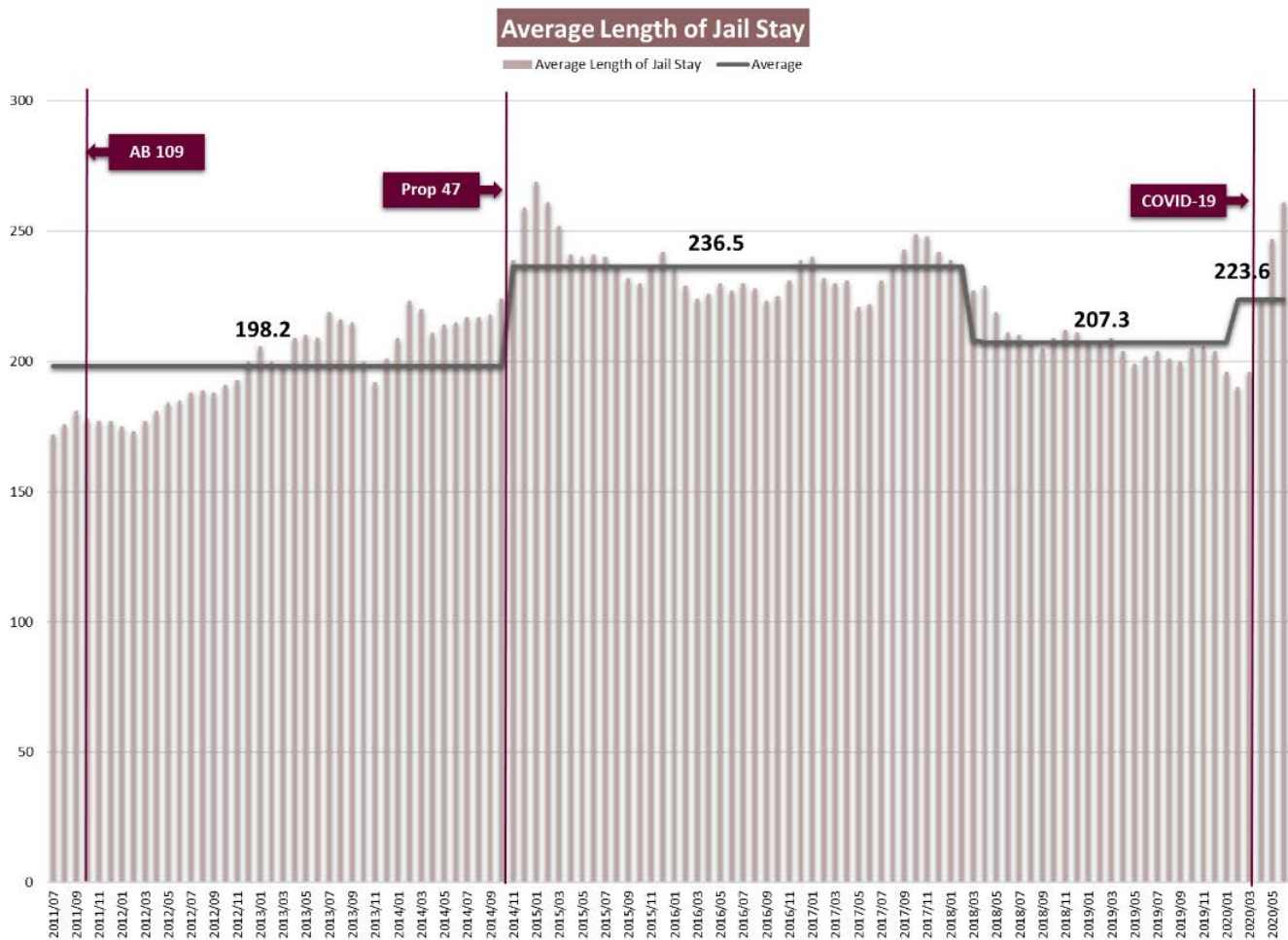


inmates. The chart below displays the average numbers of days spent in custody for sentenced and un-sentenced inmates for the past nine years.

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, local service providers, and community-based organizations to carry out their respective missions.

- ◆ Aging and Veterans Services plans and coordinates a variety of services to seniors as a means to promote independence and self-sufficiency. The Veterans 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 and emergency food assistance to those in need, foster care, adoptions, housing, and homeless services with the goal of assisting 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 also operates a safety-net primary care and specialty clinic system, operating 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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Increase outreach efforts to senior citizens, caregivers, and veterans, informing them about the Department of Aging and Veterans Services by establishing social media accounts and increasing participation in community events by 20% each year ◆ Coordinate with community partners through the Supplemental Nutrition Assistance Program-Education (SNAP-Ed) and Green Bag programs, providing education about healthful eating and distributing fresh fruits and vegetables at four new locations by June 2020 ◆ The Veterans Services Office (VSO) in collaboration with County law enforcement agencies and service providers will increase by 20% the number of homeless or underserved veterans who are connected to the various Veterans Administration services and programs

Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ Due to the COVID-19 pandemic, outreach events were cancelled beginning in March 2020, impeding the ability to connect with local senior citizens, caregivers, and veterans; the Department continues to work towards establishing social media accounts to reach more community members ◆ The Green Bag fruit and vegetable distribution continues at six sites throughout the County, with food distributed via a drive-through system until COVID-19 pandemic restrictions are reduced ◆ The Veterans Services Office continues to collaborate with law enforcement agencies and service providers to assist veterans who are experiencing homelessness or are unaware of benefits for which they may be eligible that could improve their lives

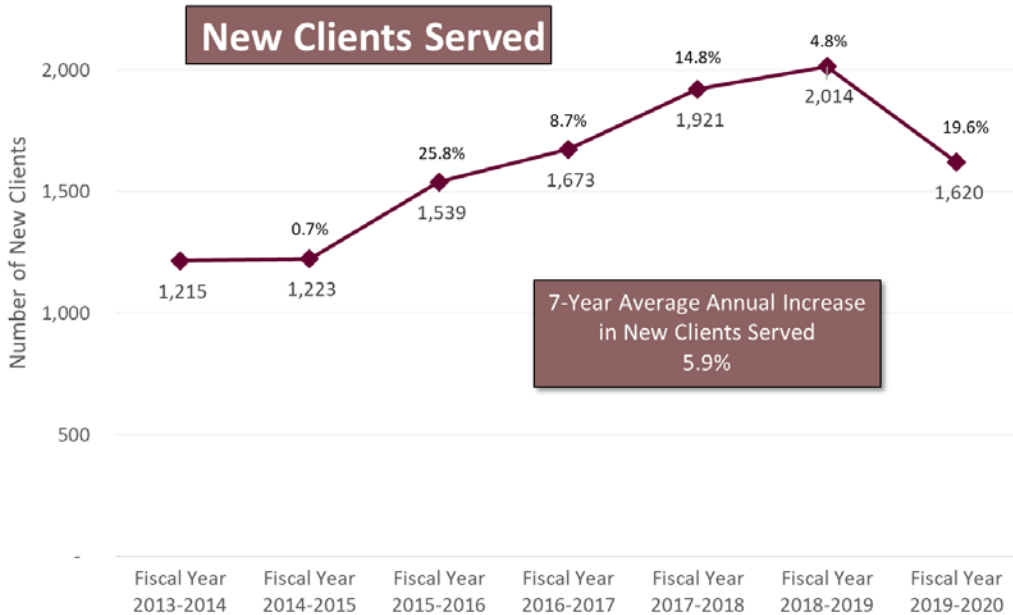
Department Success Measures

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

served each fiscal year functions as a meaningful indicator on departmental progress towards

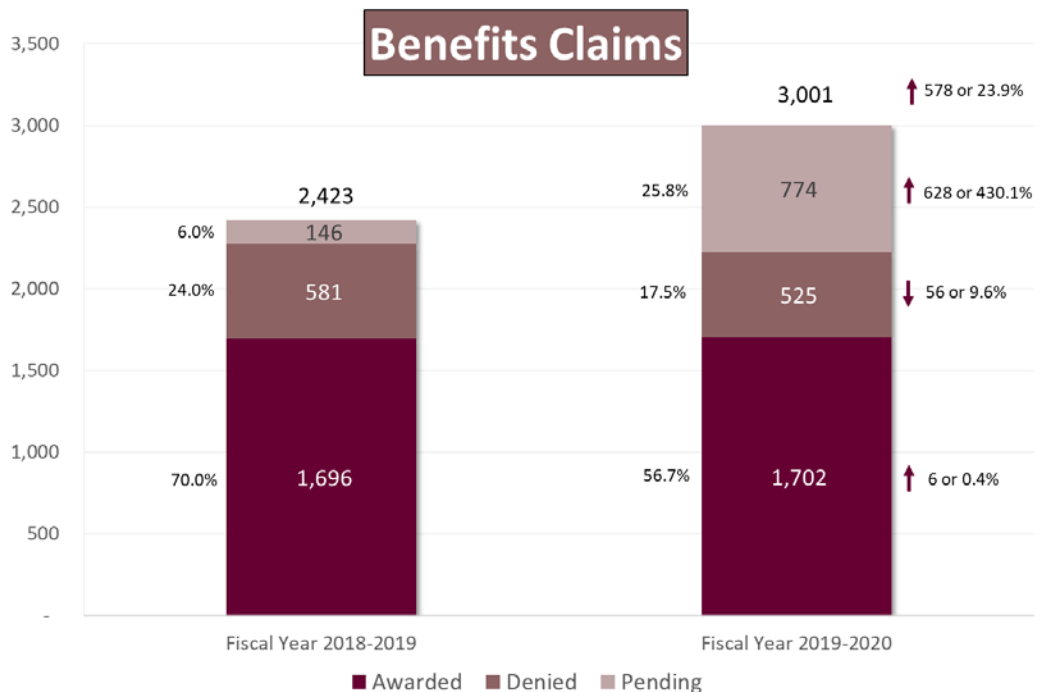
meeting the needs of local veterans. The line chart below illustrates that over the past seven years CVSO staff has been able to increase the number of new clients served with an average annual increase of 5.9%, with steady increases through Fiscal Year 2018-2019. The sharp decline of 19.6% in Fiscal Year 2019-2020 can be 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



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



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.

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 indicates the results of benefit claims filed in Fiscal Years 2018-2019 and 2019-2020, noting how many claims were awarded, denied, or still pending at fiscal year-end. For Fiscal Year 2019-2020, total benefits claims filed increased by 578 claims, or 23.9% over those of the previous year. While awarded claims increased slightly over the prior period, these represented a smaller proportion of overall claims, 56.7% compared to 70%, largely due to the significant

increase in cases pending at the end of the fiscal year, which increased by 430.1%. Of importance is the reduction of claims that were denied, down 9.6% from the prior year.

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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Ensuring that clients receive timely services, Behavioral Health and Recovery Services (BHRS) will increase the percentage of clients who receive a mental health assessment within 10 business days to 80% by June 30, 2020 ◆ Enhancing community health and promoting a connection between physical and mental health, Behavioral Health and Recovery Services will increase the percentage of clients with an identified Primary Care Physician to at least 90% by June 30, 2020 ◆ Ensuring an efficient behavioral health service delivery system to enhance community mental health, Behavioral Health and Recovery Services will maintain a Consumer Satisfaction rating above 90% over the next two fiscal years as measured by the State Consumer Perception Survey

Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ BHRS continued to utilize the Children's Mobile Assessment Team (CMAT), a dedicated team implemented in Fiscal Year 2018-2019, to increase the percentage of clients who received a mental health assessment within 10 business days to 82% in Fiscal Year 2019-2020, an increase of 17% from Fiscal Year 2018-2019 and a 30% increase from Fiscal Year 2017-2018 ◆ Recognizing the importance of identifying a Primary Care Physician (PCP) for all clients, BHRS has implemented a new method to track this information and expanded the focus to include Substance Use Disorder clients; of the clients being tracked with the new system, 92% had identified a PCP in Fiscal Year 2019-2020 ◆ BHRS maintained a consumer satisfaction rating of 91% for both Mental Health and Substance Use Disorder consumers in Fiscal Year 2019-2020 according to the State Consumer Perception Survey, which serves as a primary indicator of whether clients' needs are being met

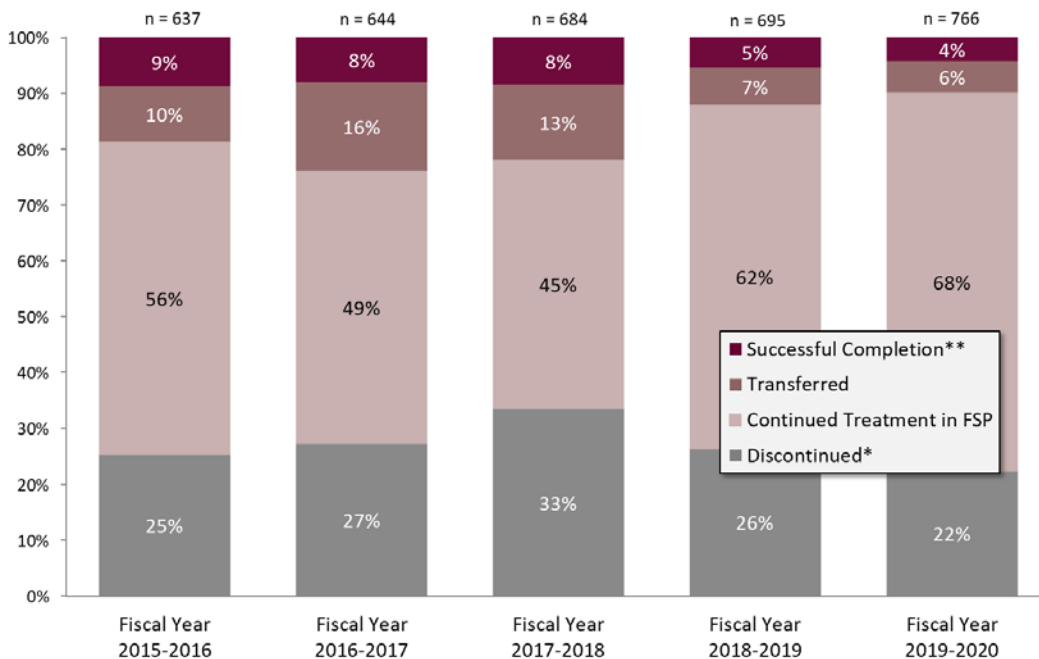
Department Success Measures

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 community. The programs’ integrated services are

participation, transferring to lower levels or more appropriate levels of care, and meeting treatment goals (i.e., successful completion).

The Adult FSP Results chart below illustrates successful results for close to 75% 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 from two other FSP programs, the Co-Occurring Disorders FSP and Assisted Outpatient Treatment (AOT) FSP, were included in the results for Fiscal Year 2019-2020.

Adult Full Service Partnerships Results



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.

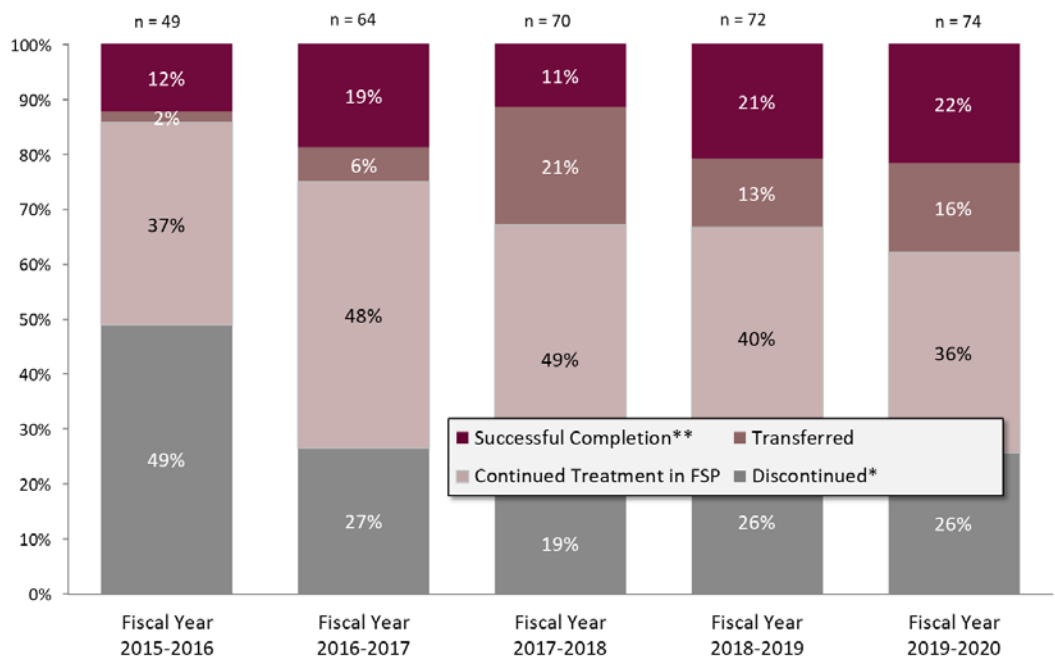
Since FSP programs provide an intensive level of care to hard-to-engage individuals with SMI/SED and oftentimes a co-occurring substance use disorder, successful results include maintaining program

Although there has been a slight decrease in successful completion and transfer for the last two fiscal years, there has been a 21% increase in those who maintained program participation since Fiscal Year 2015-2016. Over the same time period there was also a corresponding 12% decrease in the percentage of those who discontinued the program. Fiscal Year 2019-2020 realized the highest percentage of success over the five-year period, with 78% of clients maintaining participation, being transferred to a lower or more appropriate level of care, or successfully completing the treatment program.

The Children’s FSP Results chart on the following page illustrates Fiscal Year 2019-2020 represents an increase of 45% in the number of children successfully participating in FSP programs when

compared to Fiscal Year 2015-2016, much of which can be attributed to the addition of a Children's FSP program in Fiscal Year 2016-2017. There has also been an 83% increase in those who have successfully completed FSP treatment goals in the last five fiscal years. During the last four fiscal years, about 75% of the children served in FSP programs realized successful results. During the most recent two fiscal years, 74% of the clients either maintained treatment participation, were transferred to a lower

Children's Full Service Partnerships Results



or more appropriate level of care, or successfully completed the treatment program.

*"Discontinued" includes: discontinued, deceased, incarcerated, moved, target criteria not met, unable to locate
 ** "Successful Completion": client met treatment goals



Child Support Services

Board of Supervisors Priority Area



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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Maintain collection and distribution of \$52.6 million of child support to families ◆ Collect 68% of current court-ordered support ◆ Continue to obtain support orders on 95.3% of cases ◆ Continue to offer enhanced services through the Sustainability Plan to non-grant customers including elements of employment and parenting services

Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ Exceeded goal to maintain collection and distribution of \$52.6 million in child support to families by \$11 million, collecting and distributing \$63.6 million ◆ Exceeded goal by collecting 79.5% child support arrears obligations ◆ Exceeded support order goal by obtaining orders on 96.2% of cases ◆ The Department created a SharePoint webpage accessible by all staff to view the information and share with customers as needs were identified, including those related to employment, unemployment, parenting classes, and housing services as well as other community resources, with monthly notifications sent to all staff to also highlight County partners and services available to families; this holistic approach increases the likelihood shared customers will become more self-sufficient and enables them to support their families and children

Department Success Measures

The Department of Child Support Services collects and distributes child support in an effort to improve the lives of children and their families through the receipt of consistent, reliable support. The Department has steadily increased collections year over year, as shown in the chart below. Collections distributed in Fiscal Year 2019-2020 represent the highest amount collected over the five-year period shown at \$63.7 million, a 14% increase over the previous year and a 23.4% increase over Fiscal Year 2015-2016.

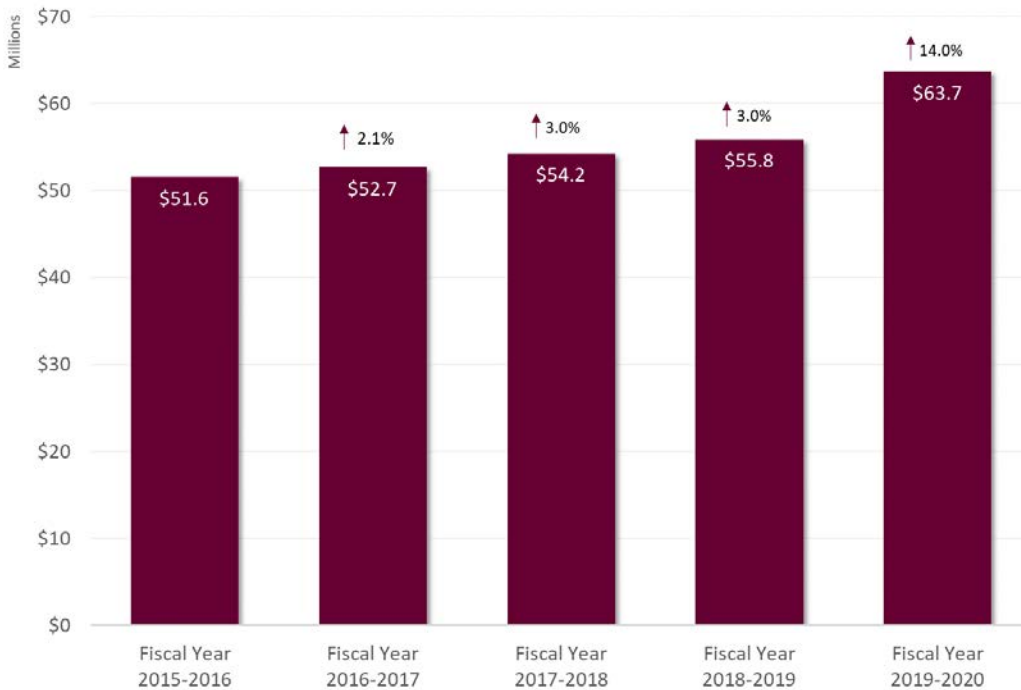
The Department has maintained this level of service during this pandemic year due to its dedicated workforce and increased use of automated processes. A cooperative arrangement with another child support agency provides call center services to customers at no cost to the Department, allowing staffing resources to focus on casework.

Flat or reduced funding since Fiscal Year 2002-2003 has been an ongoing concern for the Department. The 2019 Budget Bill included a \$1 million allocation increase for Stanislaus County for Fiscal Year 2019-2020, providing the means to fill some of the positions left vacant to balance the budget in previous years.

The Governor’s Fiscal Year 2020-2021 May Revise reverted child support funding to Fiscal Year 2018-2019 levels, which equates to a reduction in actual funding of \$933,728 to Stanislaus County Department of Child Support Services. The COVID-19 Pandemic has had a significant impact to everyone including

those in the community. The above 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 period of budgetary constraint.

Child Support Distributed Collections Fund



Approximately 77% of child support collections went directly to families in the community, assisting families as they move toward or continue to maintain self-sufficiency, potentially reducing the number of those relying on other County public assistance programs or similar services. The remaining 23% of the money collected repays public assistance, thereby recovering taxpayer funds.

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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Decrease and maintain the percent of children who are victims of abuse or neglect and who experience a reoccurrence of abuse or neglect within the following 12 months to no more than 9.1%, in accordance with the California State Child Welfare Compliance Standard; for comparison, in Federal Fiscal Year 2016, Stanislaus County had 2,026 children who were victims of abuse or neglect, of those, 9.3% experienced a reoccurrence of abuse or neglect within the following 12 months ◆ Increase 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%, in accordance with the California State Child Welfare Compliance Standard; for comparison, in Federal Fiscal Year 2016, Stanislaus County had 330 children in Foster Care that were eligible to transition to permanency, of those, only 29.5% transitioned to permanency within 12 months of entering Foster Care ◆ Increase and maintain the percentage of IHSS applications and annual reassessments that are completed within the State specified time frame to no less than 80% as directed in the Department’s corrective action compliance plan; applications are required to be processed within 45 days from the time of submission and annual reassessments are to be completed within 12 months from the previous assessment to ensure timely and accurate authorized cases ◆ Increase the percentage of General Assistance, CalFresh, and CalWORKs individuals and families attaining self-sufficiency by 10% in Fiscal Year 2018-2019 and Fiscal Year 2019-2020 through the disability benefit advocacy program, job training, housing services, and employment services ◆ Assess each Department office, in partnership with the Countywide Safety Team, to evaluate customer and employee safety and develop an action plan to address areas for improvement, including results from the Countywide Americans with Disability Act (ADA) assessment, and begin implementation in Fiscal Year 2018-2019

Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments

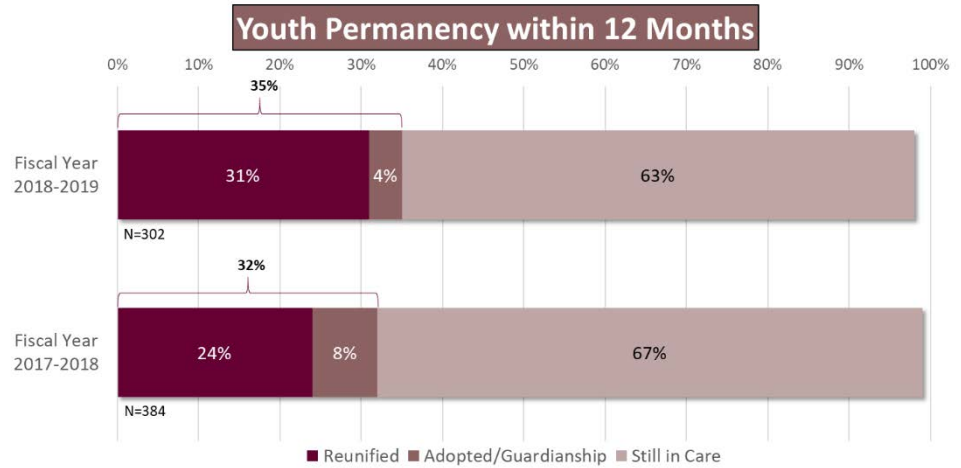
- ◆ In Federal Fiscal Year 2017-2018, Stanislaus County had 1,676 children who were victims of abuse or neglect; of those, 10.3% experienced a reoccurrence of abuse or neglect within the following 12 months
- ◆ In Federal Fiscal Year 2017-2018, Stanislaus County had 302 children in foster care who were eligible to transition to permanency; of those, only 32.1% transitioned to permanency within 12 months of entering foster care
- ◆ In Fiscal Year 2019-2020, the California Department of Social Services recognized Community Services Agency (CSA) In-Home Supportive Services (IHSS) staff with an achievement award for attaining the 91.7% compliance rate for timely reassessments; 85.7% of applications were processed within 90 days from the time of submission and 91.7% of annual reassessments were completed within 12 months from the previous assessment
- ◆ In Fiscal Year 2019-2020, progress in helping families attain self-sufficiency was noted in the 14% of CalWORKs cases that were discontinued due to increased earnings realized through job training and employment services
- ◆ In Fiscal Year 2019-2020, CSA initiated compliance activities associated with the Countywide ADA assessment by obtaining quotes and architectural plans for the customer parking lot at the department's main facility on Hackett Road; the parking lot construction project is scheduled for completion in Fiscal Year 2020-2021



Department Success Measures

With a focus on the health and well-being of families served by the Department, ensuring that foster children 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.

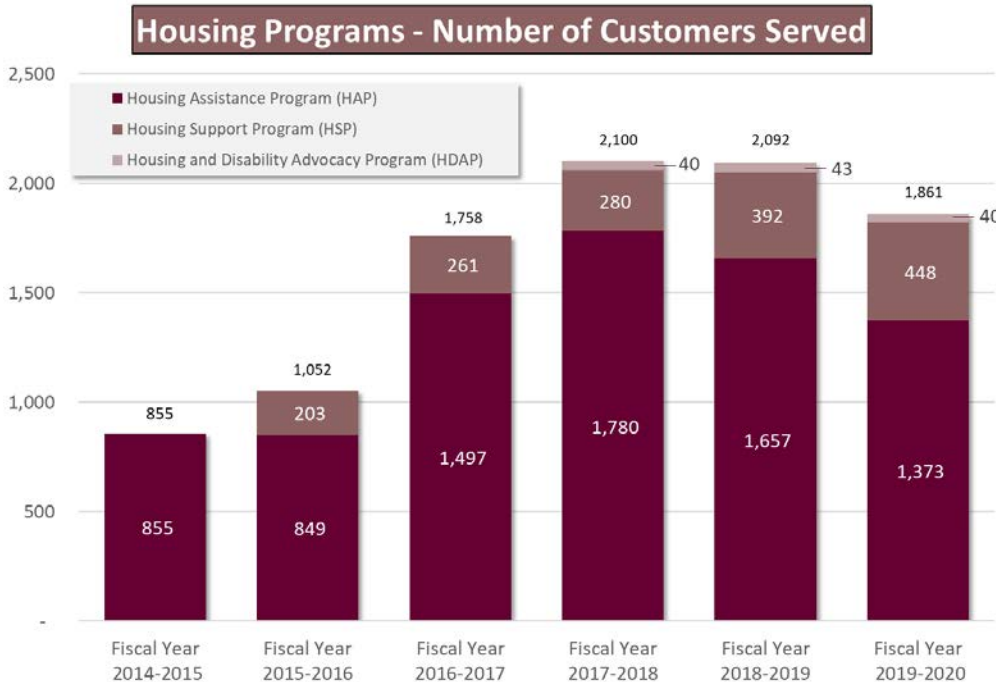
The graph above represents youth who entered foster care in Fiscal Year 2018-2019 and were eligible to transition to permanency within 12 months. Of the 302 youth eligible for transition to permanency in Stanislaus County in last fiscal year, 93 were reunified with at least one parent, eight were



adopted, and four obtained guardianships. In all 35% of the foster youth transitioned to permanency during the 12-month time period. This represents a 3% increase over foster youth who entered care and then transitioned to permanency in Fiscal Year 2017-2018. The Department’s goal is to continue to increase this percentage while building a vitally important pathway to resilience for foster care youth in Stanislaus County.

Helping vulnerable individuals and families establish safe, affordable, and permanent housing is an important foundation towards self-sufficiency, economic stability, and independence. CSA seeks to increase the number of those who make this transition after receiving temporary and transitional housing support.

The chart at left shows the number of customers served by various housing programs over the past five years. As the chart indicates, the number of customers served in Fiscal Year 2019-2020 declined from



the previous fiscal year by 11% following years of steady increase.

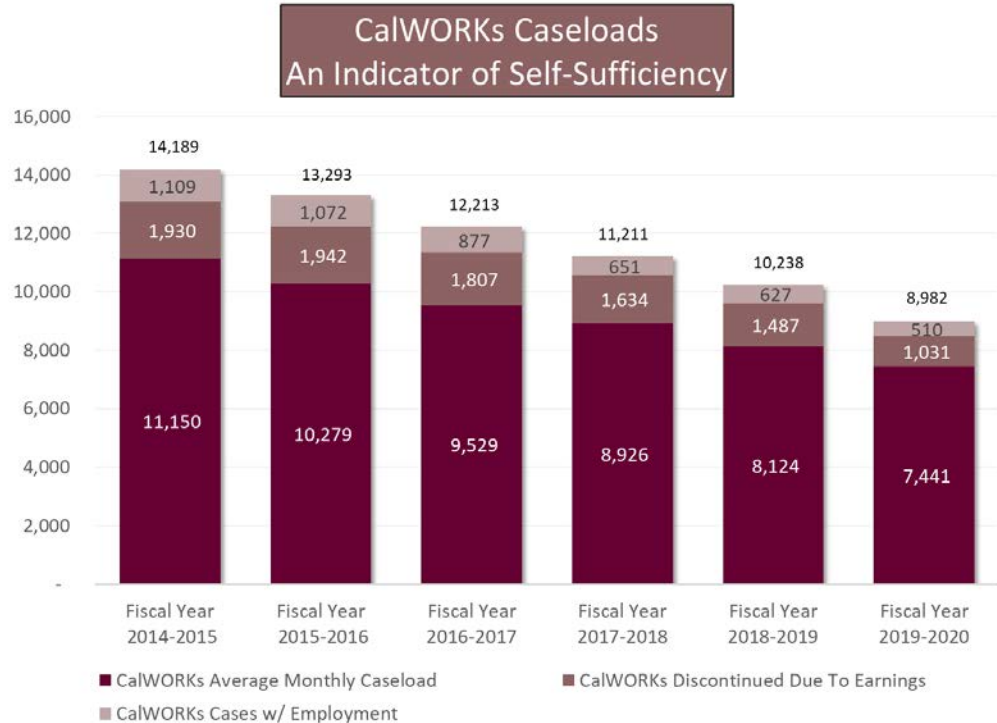
In Fiscal Year 2019-2020, a total of 1,861 individuals and families received housing support through one of three programs: Housing Assistance Program (HAP), Housing Support Program (HSP), and Housing and Disability Advocacy Program (HDAP). The 11% decrease from those assisted in Fiscal Year 2018-2019 is likely attributable to the COVID-19 pandemic and related impacts affecting program services in Fiscal Year 2019-2020.

Acquiring a job is the first, critical step on the pathway to self-sufficiency, a key element in the Department’s mission.

The chart above measures CalWORKs caseloads as an indicator of success in helping families transition to self-sufficiency, the point when they are no longer eligible to receive benefits through CalWORKs because of an increase in their monthly income.

The number of CalWORKs cases has continued to decline in Fiscal Year 2019-2020, as individuals were

successful in securing employment, with an average annual 8.4% decrease in caseloads over the six years shown. In Fiscal Year 2019-2020, an average of 14% of CalWORKs cases were discontinued due to earnings. The full impact of the COVID-19 pandemic



is not yet known, including effects to families and their ability to maintain employment and steady income. The Department is committed to assisting families impacted by COVID-19 and will work diligently to connect these individuals to training and employment so that they may attain and maintain 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	Promote wellness and healthy lifestyles; Prevent illness and injury; Provide quality care and treatment; and Preserve access to healthcare for the underserved Through leadership, continuous improvement and teamwork	
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	Monthly Clinic Visits	Public Health Immunizations

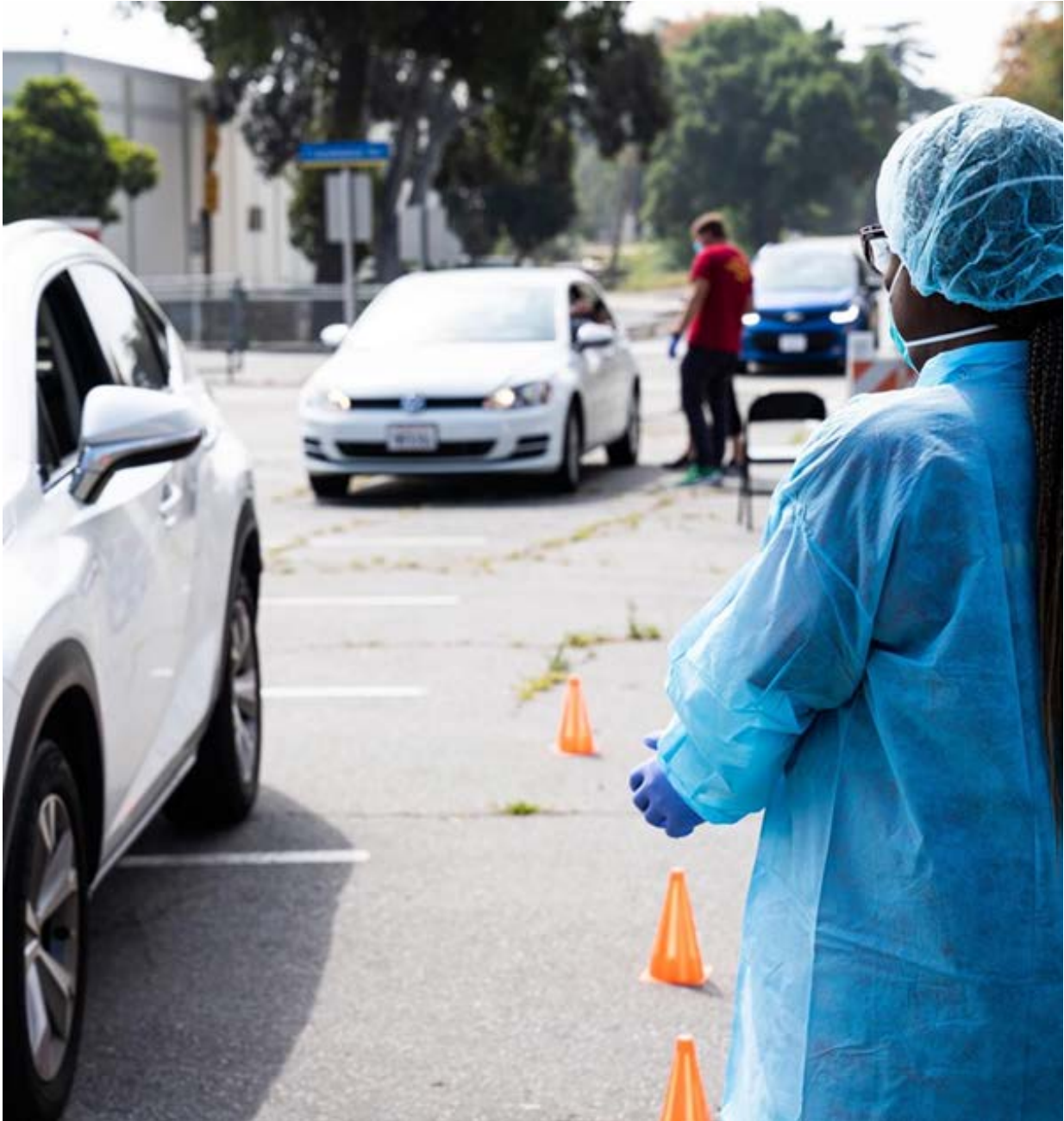
Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Complete a Community Health Assessment (CHA) and a Community Health Improvement Plan (CHIP) utilizing the Mobilizing for Action through Planning and Partnerships (MAPP) process to achieve a 20% increase in community partnerships by June 30, 2020 ◆ Develop a culture of quality improvement by training 60% of Department staff on Results-Based Accountability by June 30, 2020 ◆ Improve health outcomes performance in four of the 16 Health Resources and Services Administration (HRSA) clinical performance measures by June 30, 2020

Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ The Community Health Assessment (CHA) is in its final draft and will be ready for dissemination early 2021 and the Community Health Improvement Plan (CHIP) will be completed by March 2021; Mobilizing Actions through Planning and Partnership (MAPP) activities were well attended, showing an increase in community partnerships of 50% with 25 additional participants when compared to the 2016 MAPP process, exceeding our target of 20%, with the last phase of the MAPP process culminating with the development of strategies and identification of workgroups to support implementation of the CHIP with a participation rate of about 40% ◆ Developing a culture of quality is an ongoing effort and to date, approximately 35% of Public Health staff have been trained on Results Based Accountability (RBA); for the initial phase, the training was provided to Public Health leadership, managers and coordinators, RBA and Quality Improvement Champions, and the next rollout will expand and be inclusive of all HSA staff, at which time it is expected to exceed the target of 60%

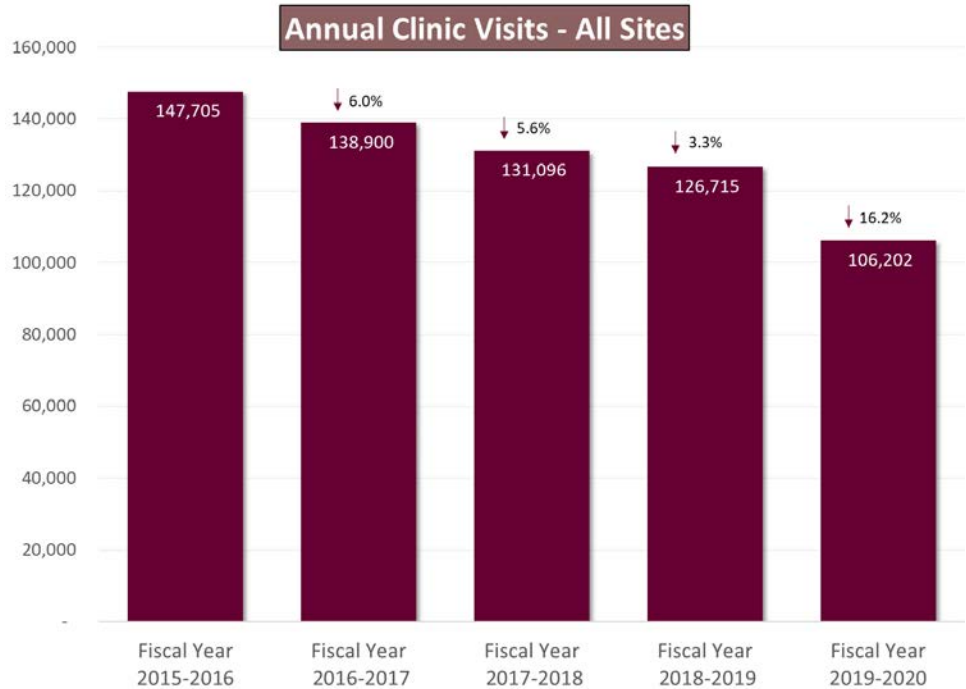
- ◆ The Health Services Agency Clinic System has exceeded the performance expectation in Fiscal Year 2019-2020 with improvement in eight of the 16 clinical performance measures surpassing national benchmarks in: low birth weight, cervical cancer screening, tobacco screening and intervention, colorectal cancer screening, coronary artery disease use of lipid lowering medications, ischemic vascular disease use of aspirin, hypertension controlled high blood pressure; this improvement in clinical performance has contributed to 1) establishment of quality of care as an organizational priority, 2) implementation of Care Manager, a population management software system integrated with our electronic medical records system, and 3) implementation of a quality incentive sharing program with contracted physician group



Department Success Measures

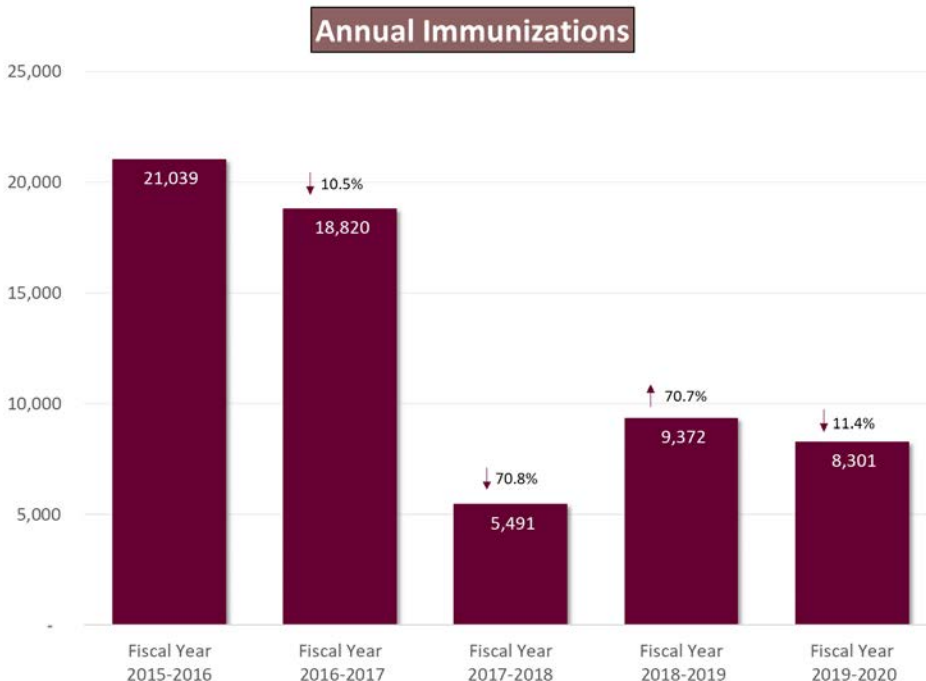
The Health Services Agency (HSA) Clinic System provides primary care, specialty care, and ancillary services that support the provision of care to approximately 22,000 unique patients. The chart at right measures clinic visits over the past five fiscal years. Visits have steadily decreased over this period, averaging an annual 7.8% decline. Patient visit counts decreased further in Fiscal Year 2019-2020 to 106,202 visits, a decrease of 20,513, or 16.2%, from the prior fiscal year.

The most recent decrease is directly related to the clinic consolidation and transfer of Ceres Medical Office, Hughson Medical Office, and Turlock Medical Office operations to Federally Qualified Health Center (FQHC) partners. The consolidation has allowed for the strengthening of retained County clinics with a focus on the Valley



Consortium for Medical Education (VCME) family medicine residency program, various operational efficiencies, quality of care, and fiscal viability.

The HSA Public Health Division has the responsibility of assessing, measuring, reporting, and monitoring the health of the community. Public Health provided a total of 8,301 immunizations during Fiscal Year 2019-2020. This figure represents an overall decrease of 1,071, or 11.4%, from the prior year level of 9,372, which experienced a rebound after years of declining immunizations. The recent decline is a result of decreased nursing staff resources and the closure of schools and the immunization clinic due to the COVID-19 pandemic. Vaccinations for school-age children make up a good proportion of the vaccines administered.





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, and increasing economic diversity.

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, agribusiness, and the community through a variety of inspections service programs;
- ◆ The Economic Development Bank funds economic development projects to implement the Board of Supervisors' priorities and to support departments;
- ◆ University of California (UC) Cooperative Extension is a statewide, off-campus research and education delivery program, bringing the resources of the UC 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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Convert existing warehouse space into a multifunctional space capable of supporting Department functions, as well as an emergency response effort ◆ Implement a mobile application designed to track all field-related pest detection activities (CalTrap) ◆ Design an electronic daily system to track all Department time by program ◆ Expand customer payment options for Department services ◆ Improve the reservation process for Harvest Hall

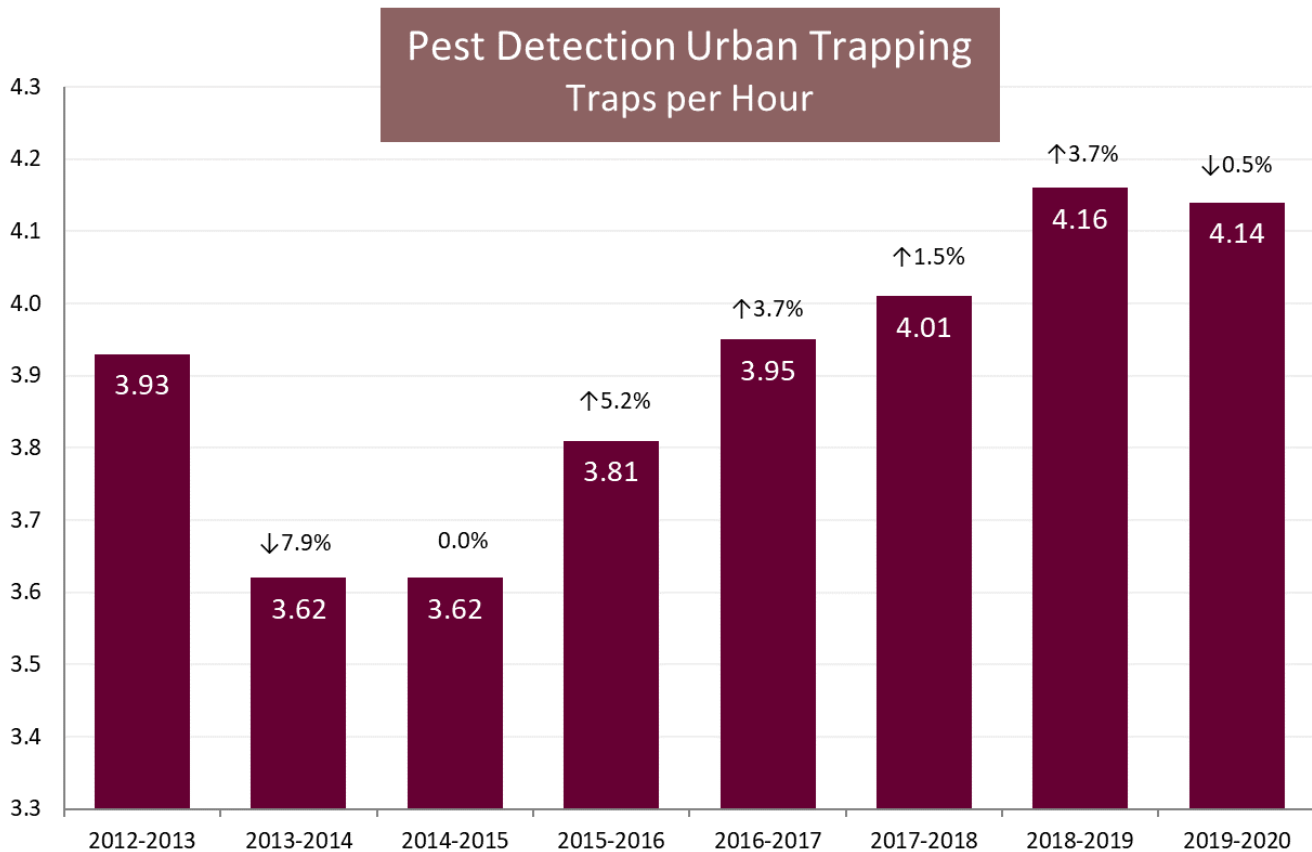
Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ The conversion of existing warehouse space into a multifunctional space capable of supporting Department functions, as well as an emergency response effort, is nearing design completion and the cost of the project is being estimated ◆ Application development for the mobile platform to track all field-related pest detection activities (CalTrap) is reaching completion; user acceptance testing has generally gone well ◆ The existing system to track all Department time by program was upgraded to make data entry more efficient; the time required to enter daily activities was reduced by approximately 50% ◆ An application to improve the reservation process for Harvest Hall has been developed and will be tested when Harvest Hall is able to reopen for in-person meetings

Department Success Measures

The Department 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 and has made progress towards that end over the past several years with an average annual increase of 3.5% over that time. However, Fiscal Year 2019-2020 saw a 0.5% decrease from Fiscal Year 2018-2019 due to complications from COVID-19 restrictions. As the chart indicates, in Fiscal Year 2019-2020 an average of 4.14 traps were serviced per hour.



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

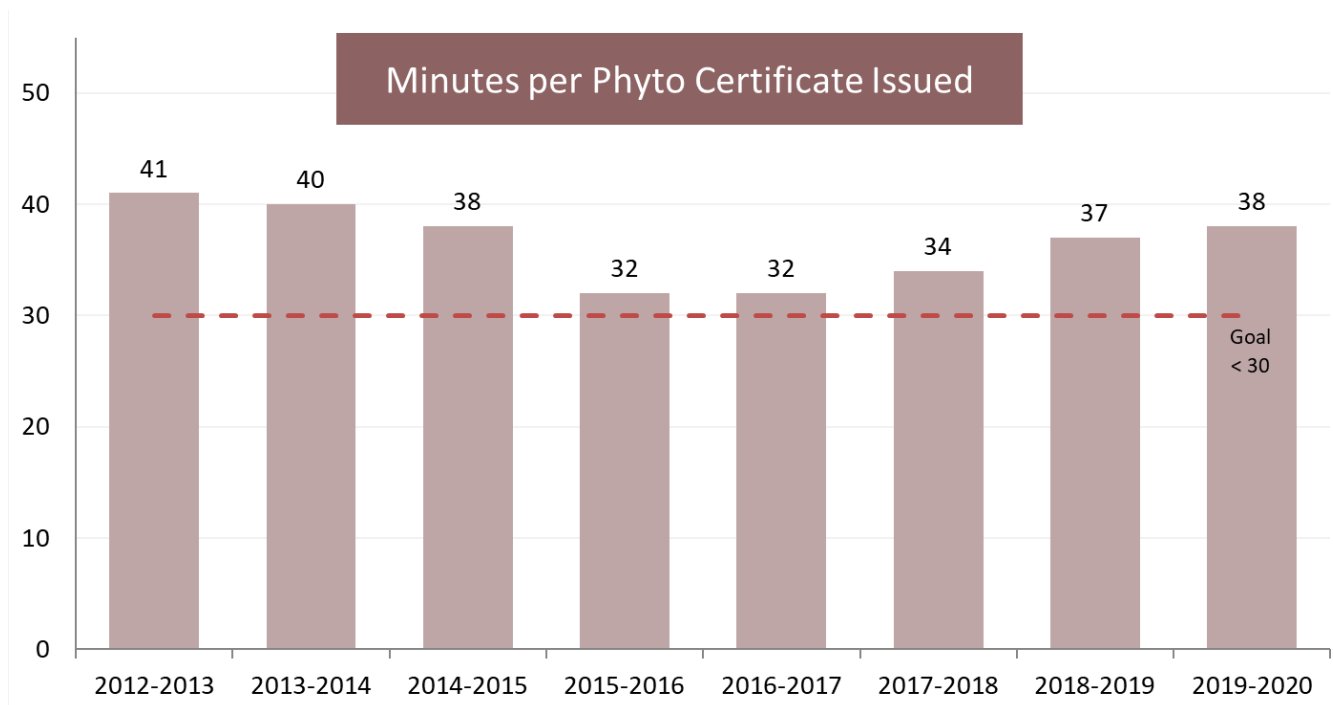
country’s requirements. Phytosanitary certificates help facilitate international trade.

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 indicates the time it takes the Department to issue these certificates, measured as minutes per phyto certificate issued, over the past eight years. In July of 2019 an in-house mobile application for recording all the data associated with performing the

inspections and issuing a 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. It is believed that the learning curve associated with implementing a new process, combined with the impacts of COVID-19, mask the efficiency gains associated with ECIR. Although the minutes per phyto increased by one in Fiscal Year 2019-2020, this number would have been even higher if it were not for the efficiencies gained from ECIR.



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	4-H Youth Membership

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Implement a research and education program to improve soil health and fertility practices for local agronomic and vegetable crop growers, while being protective of surface and ground water resources ◆ Build partnerships with local community college agriculture departments to promote higher education, applied research, and potential careers in extension and public service ◆ Implement a research and extension program directed towards Stanislaus County vegetable crop growers, with an emphasis in irrigation efficiency ◆ Refine monitoring tools for invasive and emerging insect pests, develop integrated control measures and extend the information to growers and pest control professionals through workshops, newsletters, and electronic media ◆ Initiate a volunteer-based UC Master Gardener program to preserve and encourage healthy environments with sustainable gardening, green waste reduction, and water conservation ◆ Increase the diversity of membership in 4-H Youth Development program to more accurately reflect the population of Stanislaus County by doubling membership of underrepresented youth by 2020

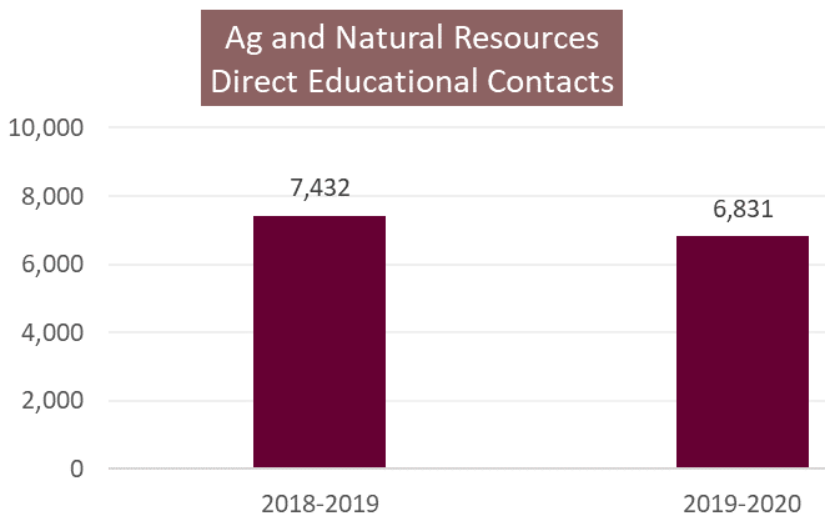
Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ Determined mating disruption control methods can reduce crop loss by approximately 48% in average-sized almond orchards; mating disruption is a green method of insect control, meaning it does not present risks to employees or the environment ◆ Initiated a project to improve nutrient management on dairies to support adoption of advanced manure treatment technologies

- ◆ Limited term, paid positions were offered to three of the student interns from the two-year Modesto Junior College mentoring project, which concluded in June 2020
- ◆ Initiated an Ag Center demonstration garden to serve as a teaching facility for Master Gardener volunteers and the public on topics such as installation of water wise landscapes
- ◆ Continued a program to grow 4-H enrollment, particularly among minority youth, that saw increased participation of Hispanic youth by 65% in the first two years

Department Success Measures

The data represents 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 two years of data are available, but now accurately reflect the County fiscal year rather than the UC reporting year.

In Fiscal Year 2018-2019, a total of 7,432 clients attended in-field demonstrations, classroom workshops, or requested on-farm visits to receive science-based information helping to improve their agricultural operations. In Fiscal Year 2019-2020, despite restrictions on meetings from March through June 2020, farm advisors reached 6,831 clients. A total of 16 meetings/in-person events were cancelled in the last four months of the fiscal year, which would have reached an estimated additional 1,210 clientele. Due to office closures and shelter-in-place orders, this time period also saw reduced on-

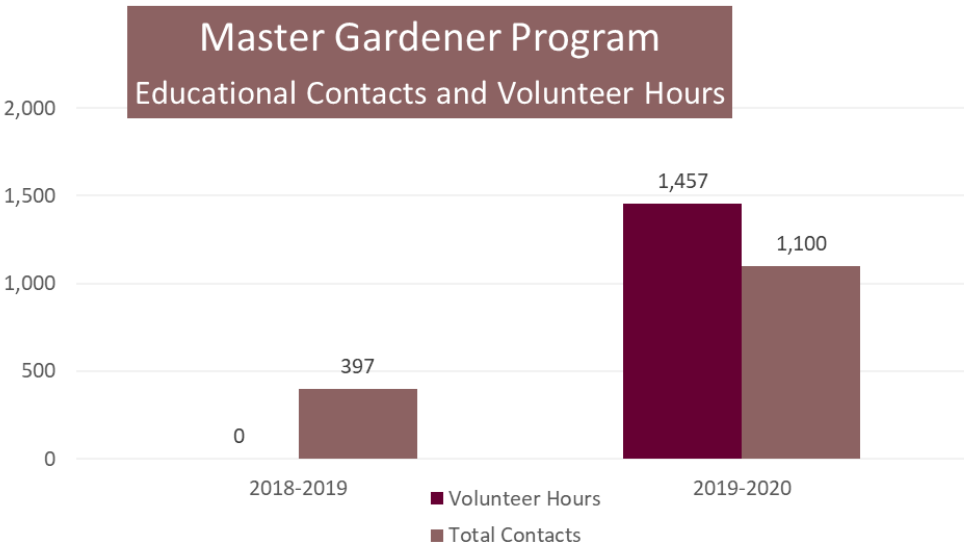
farm visits and counter calls. These numbers do not include the participation in our 4-H Youth Development Program, Master Gardener Program, or UC Cal Fresh Nutrition Education Program. UC Cooperative Extension does not offer permits, licenses or monetary incentives.

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 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 2019-2020 include public education via farmers' markets, the Stanislaus County Fair, newsletters, hands-on workshops, 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. In year two, the Master Gardener program graduated another 32 volunteers.

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 their own YouTube channel. Master Gardeners have also begun work on a demonstration garden at the Ag Center, with a focus on water wise landscapes and growing fruits and vegetables. These topics are always high priorities for the State of California, but demand for this content has increased given the events of 2020. The 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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Track job center visits each Fiscal Year ◆ Track long-term participant employment retention for all programs ◆ Strengthen the current workforce by providing skills development opportunities to priority populations such as Veterans and previously incarcerated participants ◆ Over the course of the next years, start offering services such as orientations online ◆ Develop future talent through work-based learning and training activities with businesses, which will develop foundational and technical skills of the workforce

Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ Job Center visits for Fiscal Year 2019-2020 were 17,983; this is a decrease of 31% over last year which is a result of the Job Centers closure due to COVID-19 for three and a half months ◆ The Department placed 529 clients in permanent employment for one year or more ◆ The Previously Incarcerated Program was implemented during Fiscal Year 2019-2020 and the Department hosted a Veteran Job Fair ◆ Online orientations and workshops were implemented this Fiscal Year to assist job seekers with receiving job search services ◆ 1,135 businesses were served, a 142% increase over Fiscal Year 2018-2019

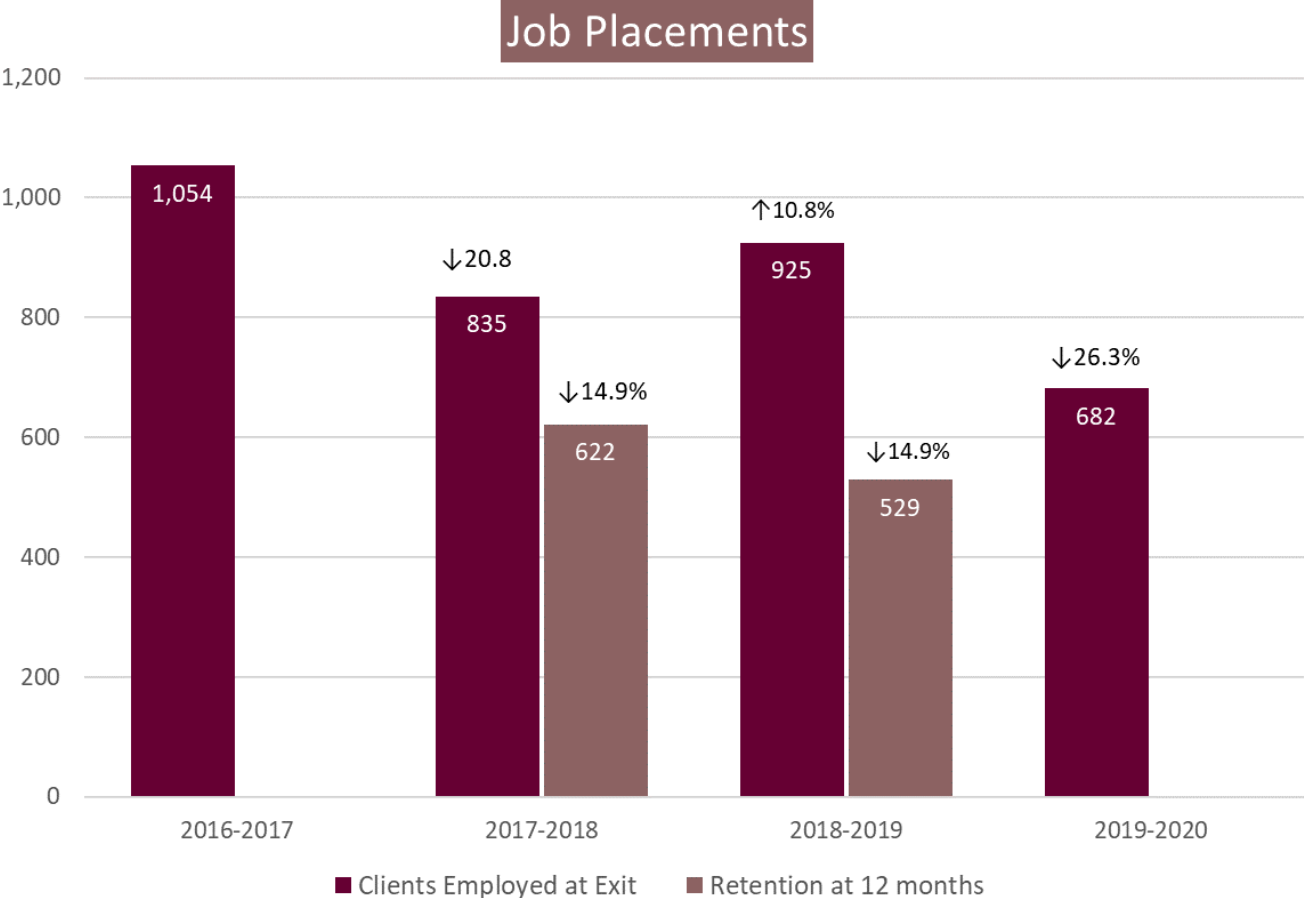
Department Success Measures

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 fluctuate as a result of the economy and historically low unemployment rate, which 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 2018-2019, clients employed upon exit increased 11%, but Fiscal Year 2019-2020 saw a 26% 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 2020-2021 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.





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. The focus of this priority area is to serve members of the community and provide valuable services to local agencies and other County departments.

The Library is responsible for implementing the Board of Supervisors' priority of *Promoting first-rate learning opportunities for all residents to advance 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 local residents. The Library offers early literacy programs for children, basic literacy services to adults, workforce readiness programs, 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 92% of the Library's total estimated revenue to support Library operations in Fiscal Year 2020-2021. 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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Expand the Turlock Library to better serve the needs of a growing Turlock Community ◆ Relocate and construct a new Empire Library, at the former site of the Empire Community Hall Association, near schools and Empire Community Park ◆ Develop a Maker Space at the Modesto Library, offering customers an opportunity to explore and develop 21st century skills and experience STEM (Science, Technology, Engineering and Math) learning in a self-directed and informal hands-on environment ◆ Establish Grayson Pop-up Library at the Grayson United Community Center to extend library services to the Grayson and Westley communities ◆ Combine the Modesto Library circulation and reference desk to improve entrance and exit traffic flow, provide expanded efficiencies in customer service, and enhance public space for reading and learning in support of 21st century library services

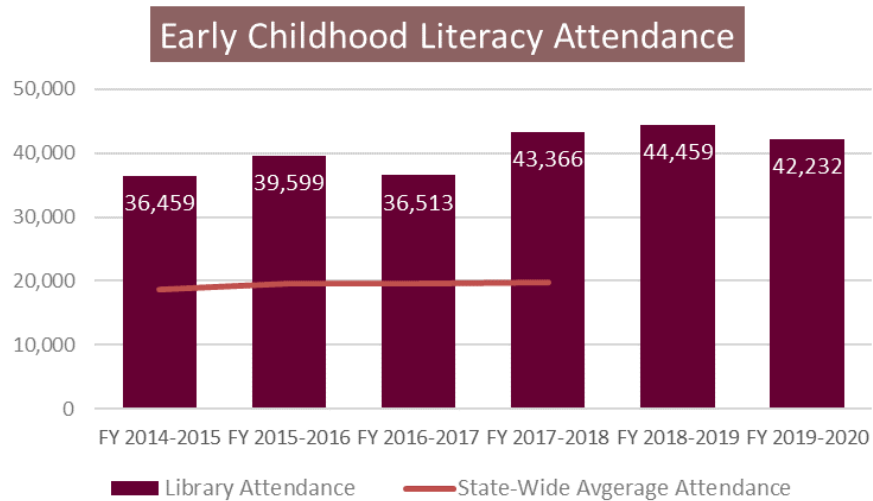
Annual Report on Results: Fiscal Year 2018-2019

Fiscal Year 2018-2019 Accomplishments
<ul style="list-style-type: none"> ◆ Began construction on the Turlock Library Expansion Project in May 2020; the project is expected to be completed in Spring 2021 and will increase the size of the library by 60%, with larger spaces for children's and teen collections, a community room, a makerspace and outdoor spaces for library programming ◆ Began construction on the new Empire Library in August 2020; construction is expected to be completed in early 2021 and will increase in space from 2,000 to 4,700 square feet as it is re-located to more desirable area adjacent to the Empire Pool, park and schools

Department Success Measures

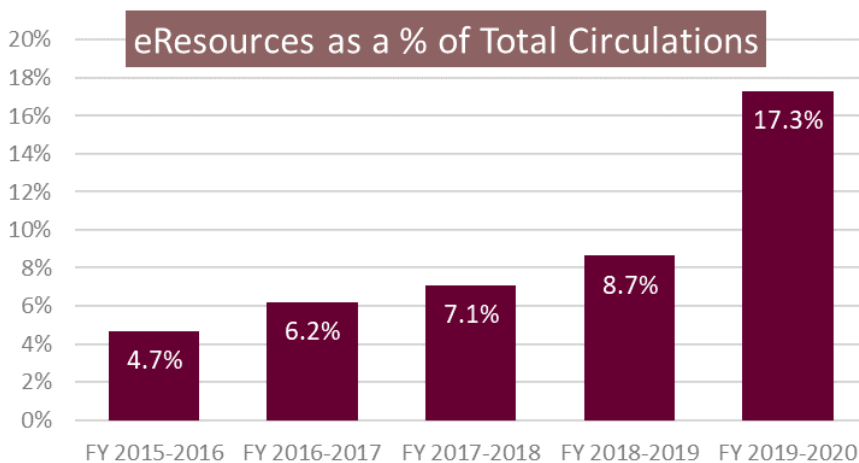
Early literacy is a significant focus for the Library. Success in this area is for all Stanislaus County children to enter kindergarten with the knowledge and skills necessary for successful participation in school, and empowering parents to be their children’s first teacher. Investing early in school 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 2014-2015 to Fiscal Year 2017-2018. The California State Library stopped collecting data for this statistic in Fiscal Year 2018-2019. The trend of higher-than-average attendance is likely to have continued into Fiscal Year 2018-2019 and 2019-2020. The Stanislaus County Library’s high volume of attendance is a direct result



of offering preschool programming to the community at a rate of nearly three times the State average over the past six years.

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 below displays electronic resources circulated by the Library. Approximately 17% of the 1.3 million media types circulated by the Library were eResources. While physical materials remained available via curbside service and home delivery throughout the Library’s COVID-19 emergency closure, demand for eResources doubled in Fiscal Year 2019-2020 compared to Fiscal Year 2018-2019.



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

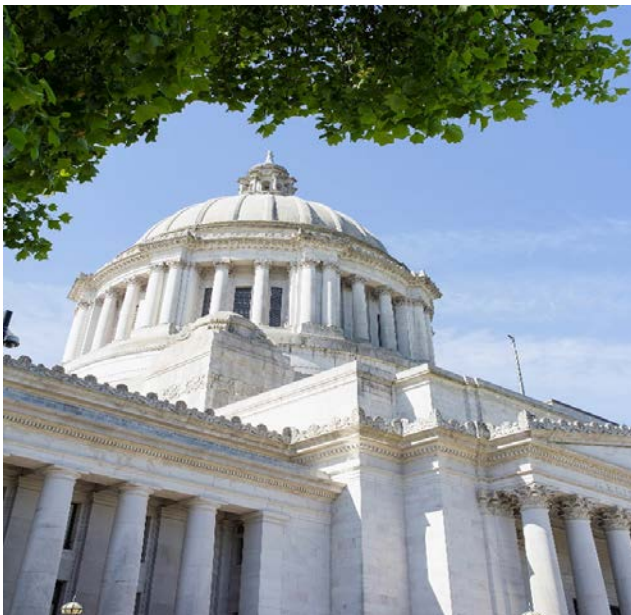
Introduction

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 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.

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 the effective fiscal monitoring, reporting, procedures, systems, controls, and quality professional standards for the benefit of the County and local cities, school districts, and special districts;
- ◆ 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, 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, liability claims/insurance, safety programs, and disabilities management;
- ◆ The County Clerk-Recorder processes all records related to marriage licenses, vital statistics, document filings, and 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 (GSA) 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 (ITC) 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; and
- ◆ 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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Complete the transition to 100% paperless workflow for the appraisal of residential properties ◆ Reduce the required time to analyze change-in-ownership deeds and enter new owner information into the Megabyte Property Tax System ◆ Reduce time needed to complete appraisal of changes in ownership and enter new values into the Megabyte Property Tax System ◆ Continue scanning of residential paper appraisal records with a goal of completing scanning within the two-year budget period by using extra-help employees ◆ Process all Assessor Map changes using the GIS Parcel Fabric Layer and seek any available funding for conversion of existing maps

Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ As part of the on-going scanning project, extra-help staff scanned an additional 34,912 residential appraisal records during the fiscal year completing that phase of the project with a total of 127,294 scanned residential appraisals ◆ With the completion of the residential phase of the scanning project, the residential workflow is nearly 100% paperless; although the appraisal valuation process is paperless, the office is still working to provide for a paperless value entry process to enter final assessed values into the Megabyte Property Tax System ◆ Reduced the time to analyze change-in-ownership deeds and enter the new owner information into the Megabyte Property Tax System for most transfers from four weeks to two weeks, with overall time from recording of deeds to entry into the system decreasing from 56.6 to 53 days year over year ◆ After steady decreases in appraisal processing time in each of the prior five years, the Department had an increase in overall time to complete change in ownership appraisals; appraisal processing time increased 18% from approximately 90 days to 106 days because of increases in both time required to value and time

required to review due to the disruptions caused by the initial COVID-19 shutdown and time lost in the initial transition to remote work

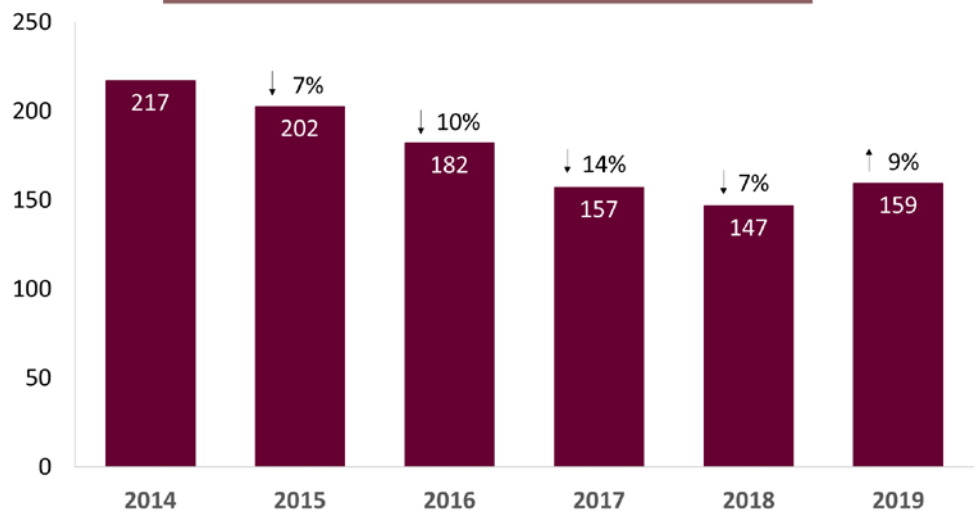
- ◆ Successful in creating new Assessor map pages in the Parcel Fabric for all but the most minor changes to existing cadastral and paper maps

Department Success Measures

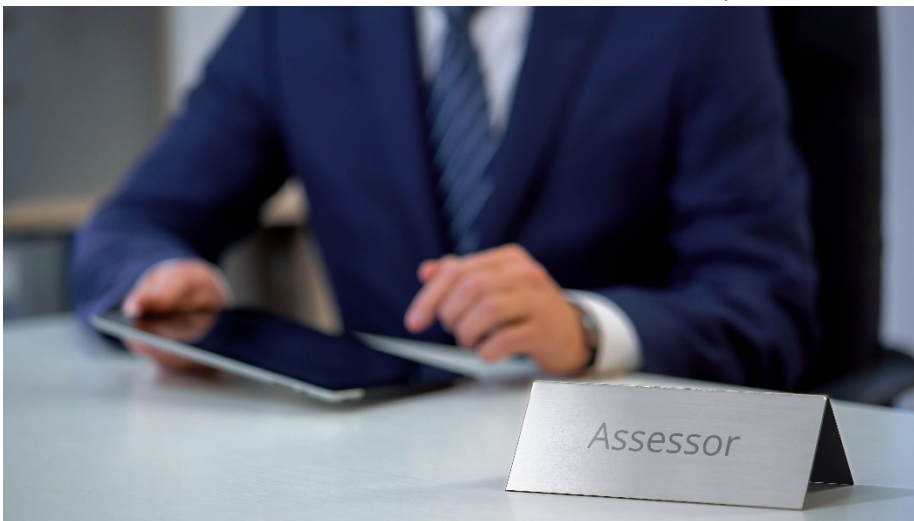
A meaningful indicator of Department success lies in its ability to meet customer needs, specifically the timely and efficient processing of change in ownership deeds. This activity is measured from the time a deed is recorded to the time the Assessor sends a value notice to the taxpayer. The Assessor 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

Average Days from Recording Date to Value Notice



new procedures along with concerted efforts dedicated to providing quality training for staff. The unique challenges presented by the COVID-19 pandemic emergency have affected operations and the Assessor’s average increased by 9% to 159 days for the 2019 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 well below the five-year average of 181 days.



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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Enhance accounting training programs provided to County departments and agencies to strengthen financial reporting; planned training topics include sub-recipient criteria and monitoring practices, fiscal year-end process, Accounts Payable and General Ledger updates ◆ Lead the Enterprise Resource Planning (ERP) effort to evaluate Countywide financial management systems (FMS) and the Human Resources Management System (HRMS); objective is to assess the current needs of the County and explore available applications ◆ Establish and administer the Consolidated Oversight Board to oversee the Successor Agencies as directed by SB107 ◆ Complete the implementation of PeopleSoft Absence Management module and set up the Template-Based Hire process related to the electronic Personnel Action Forms (PAF) in coordination with the Chief Executive Office and Risk Management ◆ Implement Government Accounting Standards Board pronouncement effective through Fiscal Year Ending June 30, 2020

Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ Provided training to County Departments related to determination of Sub-recipient versus Contractor agreements ◆ Continuing to lead the Countywide Enterprise Resource Planning project to upgrade the County's financial management system ◆ Established the Consolidated Oversight Board to oversee the Successor Agencies as directed by SB 107 ◆ Implemented Government Accounting Standards Board Statement No. 84, to expand guidance on the reporting of fiduciary activities ◆ Reconciliation of approximately 300 Fiduciary Funds were completed for the first time

- ◆ Lead County agency for all Federal Emergency Management Agency (FEMA), Coronavirus Aid Relief and Economic Security CARES Act claiming
- ◆ Provided dedicated Department staff to support the Clerk-Recorder, Treasurer-Tax Collector, Chief Executive Office departments and the Tenth Street Place Joint Powers Association

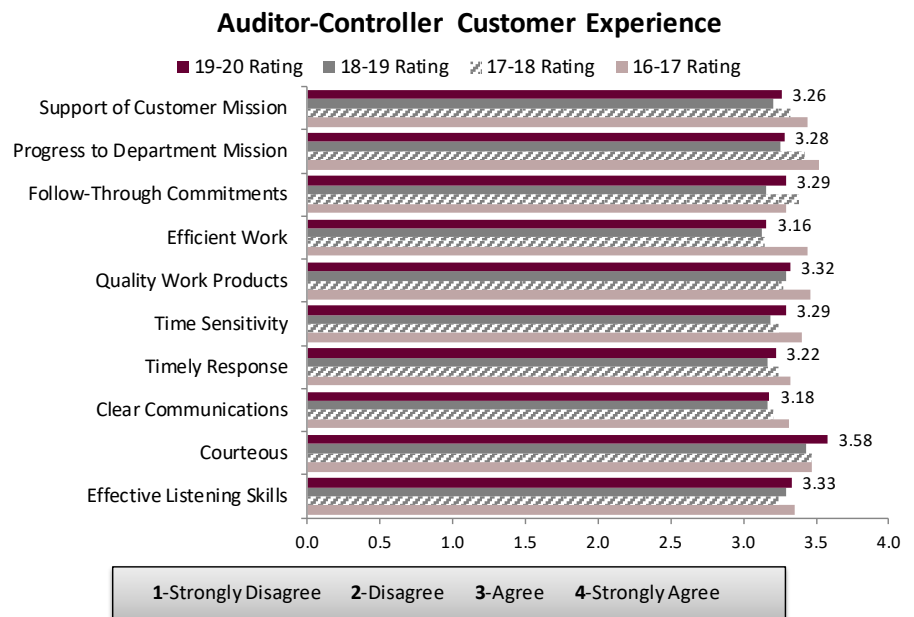
Department Success Measures

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 chart below displays the results of the Customer Experience Questionnaire for the Auditor-Controller Department, for Fiscal Year 2019-2020, with an overall positive score of 3.3. The current rating is the same as the average rating of 3.3 for the previous three fiscal years.

The total average score increased marginally from the prior year. This is due to the Department's ongoing efforts to provide quality work products and great customer service as shown by increases in rating across all categories. The Department will continue to strive to maintain and increase its customer experience ratings.

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



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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Monitor and continuously improve the County's first two-year budget model, aligned with reporting financial performance outcomes and performance visioning metrics, and complete a needs assessment to plan for enterprise-wide financial systems to ensure integrity and sustainability of operations ◆ Continue Turlock and Empire Library expansion projects, establish alternate Emergency Operations Center locations in diverse geographic areas of the County, engage in several new capital projects, and update the Capital Improvement Plan for the next 20 years ◆ Implement new technologies to ensure public access to information, Board agendas and actions, provide support for the Board of Supervisors and strategies to carry-out ADA improvements in a phased approach ◆ Build community capacity through expanded support to the Municipal Advisory Councils, rebuild the County Tourism platform, enhance mentoring and training programs, develop a best practice cannabis program, and promote the development of the Crows Landing Industrial Business Park ◆ Support the Focus on Prevention Stewardship Council implementation of strategies that will improve the quality of life in the community, focused on preventing homelessness and strengthening families, report on performance, and establish a temporary Low-Barrier Emergency Shelter and Day Center while planning for the Permanent Access Center ◆ Gather and grow a talented and prepared workforce capable of meeting rapidly evolving community needs through targeted branding, including a phased-in approach to a five-year strategic plan, high-impact streamlining of processes, and on-demand training ◆ Increase awareness and knowledge of all employee benefits and wellness initiatives to motivate employees to adopt healthier habits by providing opportunities and a supportive environment to create positive lifestyle changes

- ◆ Finalize the development of the Contract and Insurance Management System (CIMS) and roll out to all County departments to streamline the vendor insurance approval process and greatly reduce the time spent verifying whether a vendor is currently approved to do business with the County
- ◆ Establish a safety audit schedule rotation plan and implement a comprehensive compliance audit tool that allows departments to identify areas that are out of compliance and identify steps for improved safety in all work areas
- ◆ Leverage the expertise of the new local Workers' Compensation Third-Party Administrator to increase the timeliness and frequency of file review, to benefit customer support for employees and enhance communication with departments

Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments

- ◆ The Department completed the second year in the County's first two-year budget cycle, testing the model's flexibility through adjustments in preparation of Year One of the second two-year budget cycle to accommodate the strain placed on resources to address local COVID-19 pandemic response activities, and continues to evaluate the two-year budget design for opportunities to improve processes through after-action discussions, departmental feedback, and internal analysis; County-wide process mapping to identify enterprise-wide financial system needs has been completed
- ◆ Establishment of an alternate Emergency Operations Center is in progress and construction began for both the Empire and Turlock Library Projects in Fiscal Year 2019-2020, with anticipated completion in Spring 2021
- ◆ Implemented new solutions to ensure public access to Board proceedings when meetings were closed to in-person attendance due to the COVID-19 local health emergency; with approval from the County's Board of Supervisors, approved the County's Americans with Disabilities Act Self-Evaluation Report and Transition Plan, and authorized a full-time Stanislaus County ADA Coordinator position
- ◆ Increased community capacity by offering training courses to Municipal Advisory Council (MAC) members, developing a MAC-specific website; completed baseline marketing research by the Regional Tourism effort and began development of a regional brand and comprehensive marketing strategy; promoted the Crows Landing Industrial Business Park through the development of a prospectus and video to promote the site, the County Employee Mentor program reached a milestone of 21 years; and Cannabis continued in the implementation of the program
- ◆ The Focus on Prevention team has been engaged in a process to identify specific strategies for Stewardship Council members to support them in long-term movements across sectors and systems so that all residents experience well-being; the Youth and Family Well-Being Spotlight was commissioned to assess the health and well-being of children and families in Stanislaus County and results were published in May 2020
- ◆ Implemented Emotional Intelligence Training for County management and supervisory staff to continue to develop the County leadership team and optimize the performance of the organization; replaced Lynda.com on-demand training with LinkedIn Learning to enhance workforce knowledge and capabilities
- ◆ Completed the rebranding and blending of Human Resources, Benefits and Risk Management units including the development of a new Mission, Vision and Values statements in alignment with the five-year strategic plan

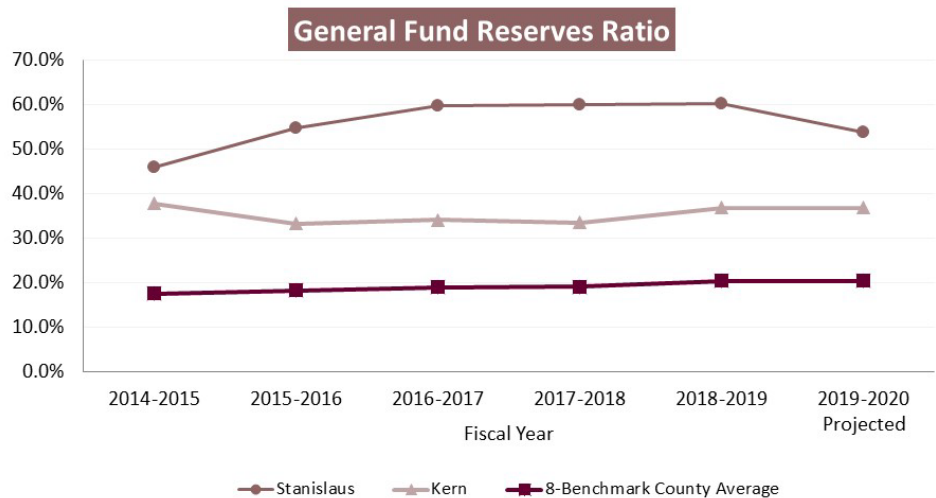
- ◆ Held the grand opening of the new Human Relations area, including the new innovative County Recruitment Center and on-site Training room for meeting community needs
- ◆ Developed a new COVID-19 employee information website to meet rapidly evolving conditions
- ◆ Worked closely with our health plan benefit partners to make required plan changes and ensure covered plan participants continued to have access to healthcare during the COVID-19 pandemic; CEO-HR also offered a premium assistance program for employees who were directly impacted and offered new employee benefit orientation virtually
- ◆ Departments scheduled for audits have been identified with priority given to high incident rates and high-risk exposure; safety staff have begun working with high risk departments to identify hazards, improve training programs, and meet or exceed overall Cal/OSHA compliance standards
- ◆ County Workers' Compensation claims management staff have started regular monthly claim reviews with the Claims Administrator and Defense Counsel; these meetings target challenging claims and are designed to bring team focus and accountability to the claim's management process and have yielded approximately 25% increase in claim movement

Department Success Measures

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.

Using data from the Comprehensive Annual Financial Report (CAFR) for Stanislaus County and eight comparison counties, the chart 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 45.7% and 60.2%; the comparison county



8 Benchmark Counties: Fresno, Kern, Madera, Merced, Monterey, Sacramento, San Joaquin, Tulare
Note: 2019-2020 Projection is based on preliminary year-end balance for Stanislaus County and was held to 2018-2019 levels for the 8 Benchmark Counties pending availability of data.

composite ranges between 17.4% and 20.3%. A few of the comparison counties have low scores that skew the average downward, so Kern County is highlighted as a comparison county that more closely resembles the level and trend realized by Stanislaus. The overall trend for Stanislaus County is a gradual, upward progression.

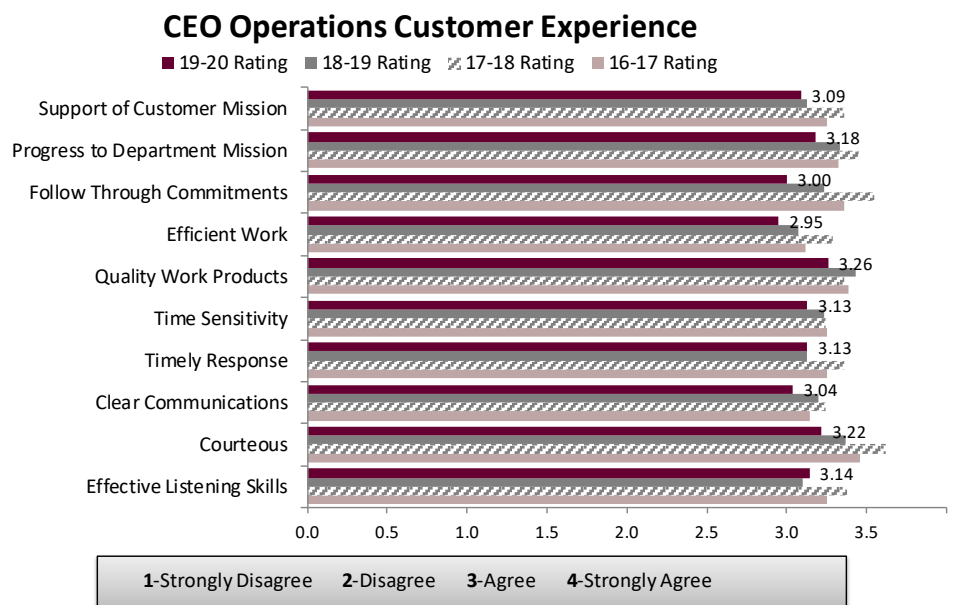
The Government Finance Officers’ Association (GFOA) recommends that general-purpose governments regardless of size maintain unreserved fund balance of no less than two months of expenditures or 16% in reserves, noting that anything below 8% could be problematic. Furthermore, GFOA advises that the adequacy 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.

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 current position reflects the leveraging of General Fund Reserves during Fiscal Year 2019-2020 to benefit the Community during the COVID-19 pandemic response.

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 CEO-Operations and Services, for Fiscal Year 2019-2020, with an overall positive score of 3.1. This score is slightly lower than the average rating of 3.3 for the previous three 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.

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



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



The chart above displays the results of the Customer Experience Questionnaire for CEO-Human Relations, for Fiscal Year 2019-2020, with an overall positive score of 3.0. The current rating is the same as the average rating of 3.0 for the previous three fiscal years. CEO-Human Relations received the highest scores in the areas of quality work product and being courteous. Human Relations staff will continue to maintain high standards in these strength areas

while increasing focus on efficient work and timely response.

The chart below displays the results of the Customer Experience Questionnaire for the CEO – Risk Management Department, for Fiscal Year 2019-2020, with an overall positive score of 3.3. This is slightly lower than the average rating of 3.4 for the previous three fiscal years.

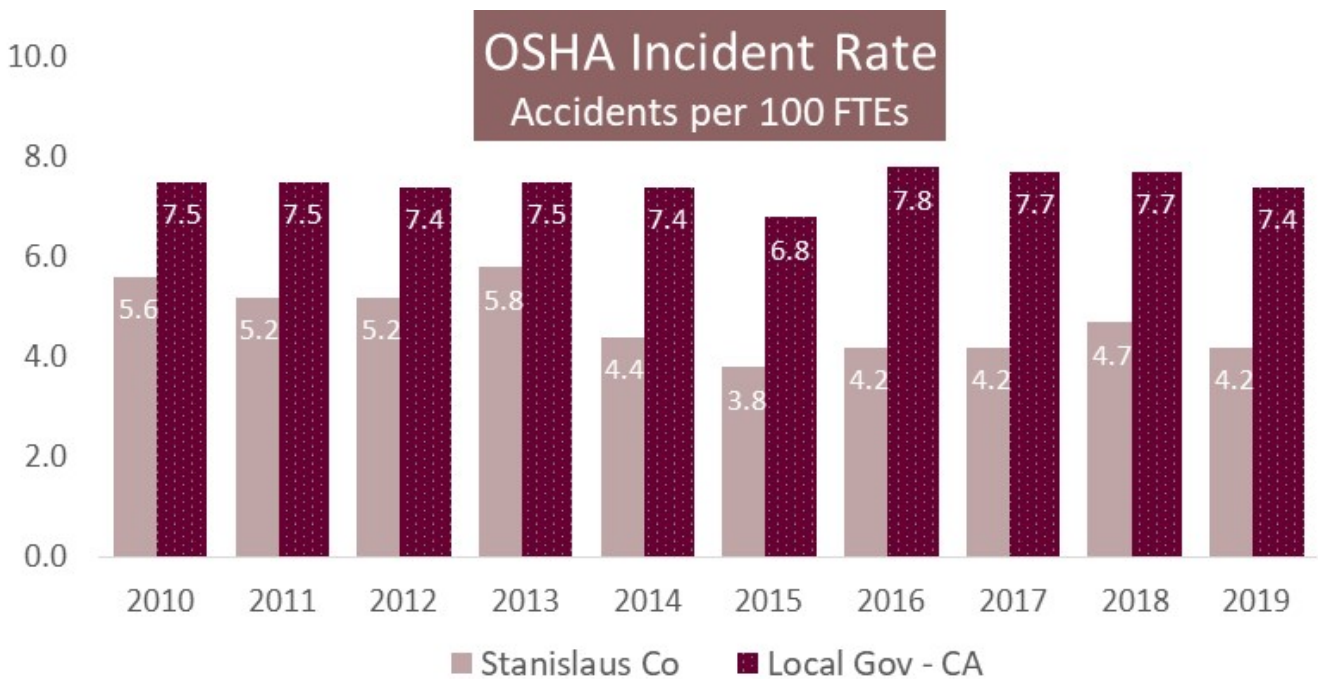
Rating			
16-17	17-18	18-19	19-20
3.15	3.18	3.49	3.31
3.27	3.19	3.46	3.30
3.27	3.24	3.50	3.27
3.2	3.23	3.53	3.28
3.19	3.27	3.47	3.28
3.35	3.39	3.70	3.35
3.23	3.13	3.58	3.29
3.23	3.18	3.39	3.18
3.5	3.42	3.68	3.45
3.46	3.32	3.57	3.33
3.3	3.3	3.5	3.3



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 have occurred in Stanislaus County versus other local governments in the State. The chart below identifies the trends over the past nine 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 of California. Stanislaus County continues to strive to reduce the number of injuries and illnesses in the workplace and works to 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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Obtain and implement a new software system to access official public records ◆ Install an online application and kiosk system to enable the public to request official public records ◆ Conduct the November 2018 Statewide General Election as mandated by State and Federal law ◆ Conduct the November 2019 Uniform District Election Law election ◆ Conduct the March 2020 Presidential Primary Election as mandated by State and Federal law

Annual Report on Results: Fiscal Year 2019-2020

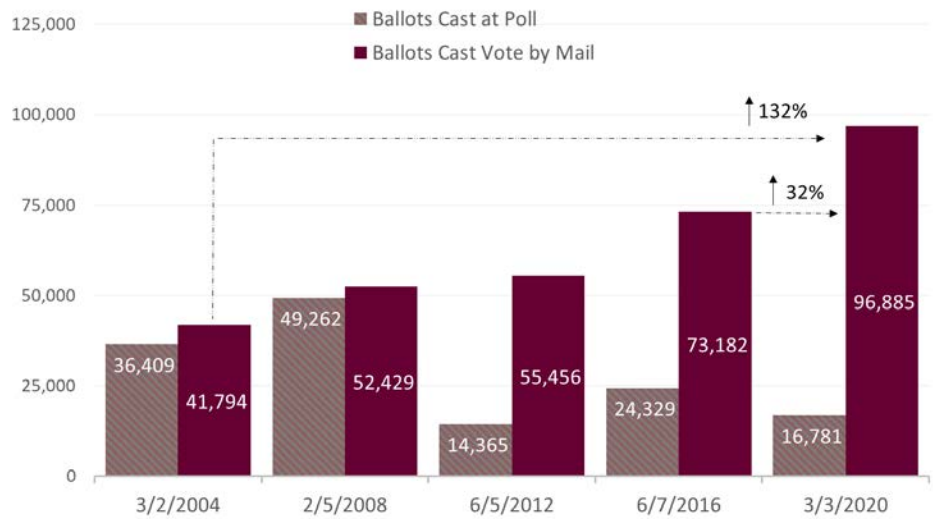
Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ Identified a software provider and in the process of implementing a new document retrieval system to access public records ◆ A new online application and kiosk will be implemented as part of the new document retrieval system ◆ Successfully conducted the November 2019 Uniform District Election Law election ◆ Successfully conducted the March 2020 Presidential Primary Election

Department Success Measures

The California Voter’s Choice Act (VCA) passed in 2016, expands voters’ options for how, when and where they cast their ballots. The goal of VCA is to increase participation in elections by providing greater flexibility for the voter. Under the VCA, a ballot is mailed to each registered voter.

The Department successfully conducted the March 3, 2020 Primary Election. As outlined in the adjacent chart, vote by mail continues to increase. In the 2020 Presidential Primary Election 96,885 ballots were cast by mail, an increase of over 32% from the 2016 Presidential Primary and an increase of over 132% from the 2004 Presidential Primary. Conversely, as the chart indicates, the number of voters choosing to vote at a poll were reduced by over 31% and 54% over the same time periods. The unmistakable pattern of voters choosing to increasingly vote by mail will

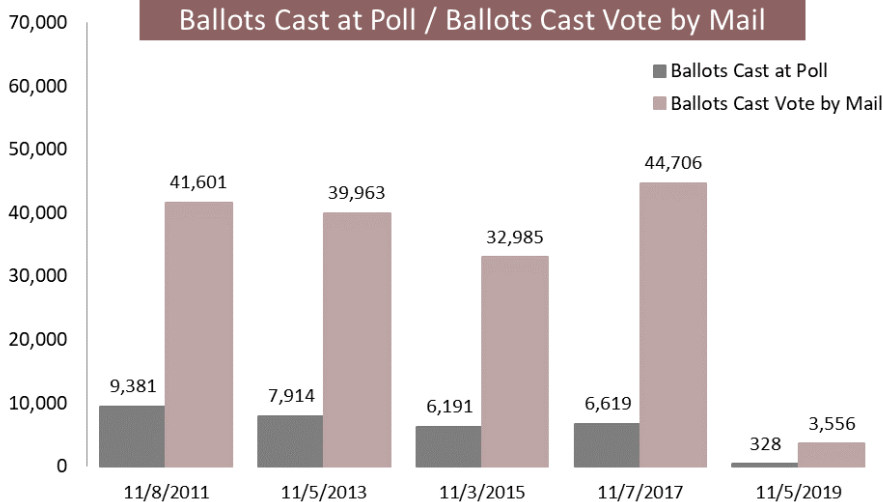
Presidential Primary Elections
Ballots Cast at Poll / Ballots Cast Vote by Mail



allow for the transition to the Voter’s Choice Act to take place smoothly, as more voters in Stanislaus County continue to gravitate towards voting by mail.

The Department successfully conducted the November 5, 2019 Uniform District Election Law (UDEL) election. As indicated in the adjacent chart bottom right, vote by mail continues upward. However, the turnout for this election shows a sharp decrease in both ballots cast at the poll and vote by mail from prior UDEL elections. Over the past years, a very large majority of districts moved from holding their elections in odd years to even years to reduce election costs by sharing the ballot with other entities in the larger even year cycles. A decrease was anticipated for 2019, as the election was limited to smaller districts and two city measures.

Uniform District Election Law Election--UDEL
Ballots Cast at Poll / Ballots Cast Vote by Mail



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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Provide highly competent legal advice to clients on matters related to their duties and responsibilities, aligning services to available resources to maintain fiscal stability ◆ Deliver legal services to client departments in as efficient and economical manner as possible ◆ Maximize revenue and interfund reimbursements by focusing on full cost recovery through accurate billable rates to chargeable client departments and by streamlining timekeeping tasks ◆ Provide modern document management and storage infrastructure to increase productivity and ensure superior service to County Counsel customers ◆ Provide State mandated training on ethics for elected and appointed officials and the prevention of workplace harassment and bullying

Annual Report on Results: Fiscal Year 2019-2020

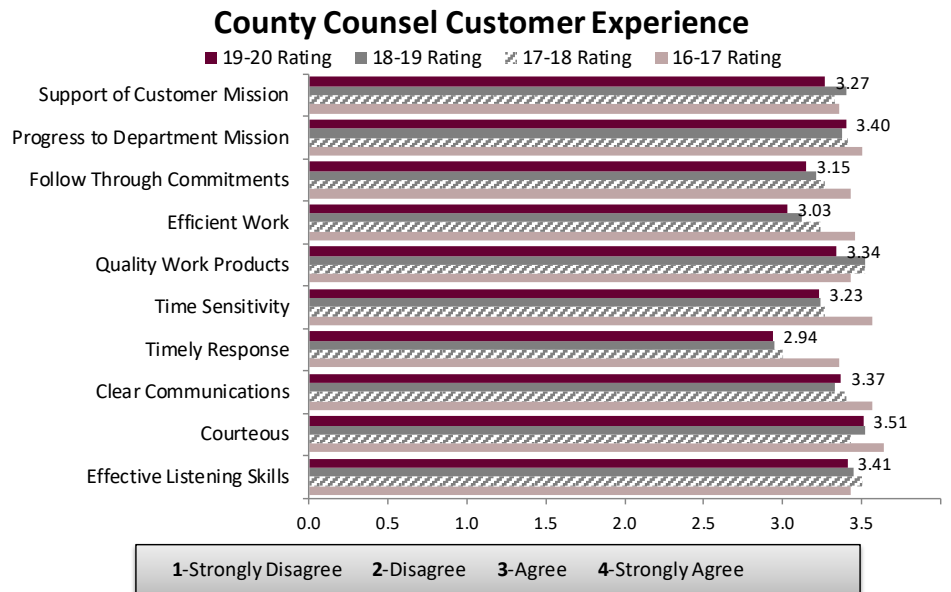
Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ County Counsel provided highly specialized legal services to 26 departments, 9 commissions, 4 boards, 6 special districts, 3 Joint Powers Authorities, and 19 committees, agencies and other entities ◆ Assisted County departments in effectively navigating legal issues to help them accomplish their missions and achieve the outcomes reported as their business highlights efficiently and economically ◆ The Department is currently in the process of installing office management software that combines document management with advanced accounting software specifically designed for law firms, including the ability to track attorney time spent on a matter, to maximize revenue reimbursements; this software will increase productivity and will assist attorneys with their caseload ◆ Due to the COVID-19 pandemic, the Department was unable to provide training opportunities as planned

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 County Counsel Department, for 2019-2020, with an overall positive score of 3.3. This is slightly lower than the average rating of 3.4 for the previous three fiscal years.

Rating			
16-17	17-18	18-19	19-20
3.36	3.33	3.40	3.27
3.50	3.41	3.38	3.40
3.43	3.27	3.21	3.15
3.46	3.24	3.12	3.03
3.43	3.52	3.52	3.34
3.57	3.27	3.24	3.23
3.36	3.00	2.95	2.94
3.57	3.40	3.33	3.37
3.64	3.43	3.52	3.51
3.43	3.50	3.45	3.41
3.5	3.3	3.3	3.3



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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Administration: Submit billing reports to Information Technology Central for posting on the County Billing Website within five business days of Oracle close by the end of June, providing more timely information to County departments ◆ Central Services: Efficient delivery of procurement services that provide overall value to the County, including a target of increasing cost savings by 10% from the start of Fiscal Year 2018-2019 through the end of Fiscal Year 2019-2020, as measured by existing Purchasing reporting practices ◆ Facilities Maintenance: To provide maintenance services to county Departments, and handle any and all emergency calls for service and to complete routine calls for service within 15 days from receipt ◆ Fleet Services: Remove obsolete smog test equipment and relocate 4-post vehicle lift for quicker and safer access, which will reduce vehicle setup time by 5-10 minutes per service activity

Annual Report on Results: Fiscal Year 2019-2020

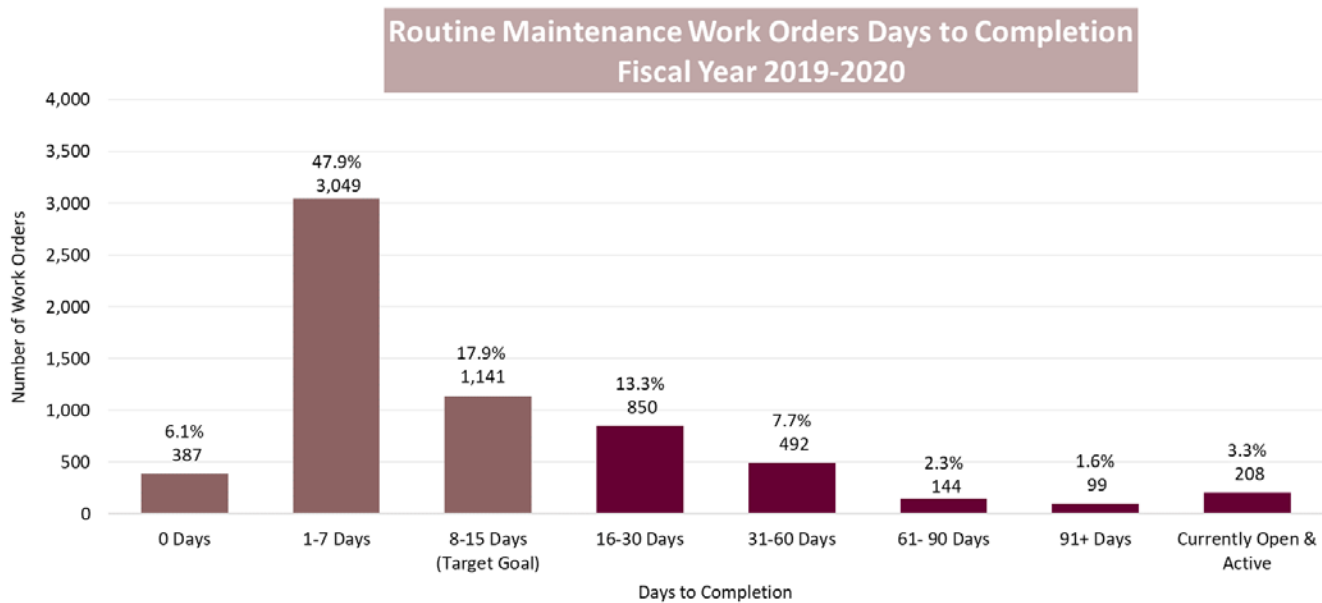
Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ Successfully completed and passed audit for Caltrans Division of Local Assistance Americans with Disabilities Act (ADA) Section 504 of the Rehabilitation Act of 1973 (Section 504) which ensure ADA compliance with State transportation funding guidelines ◆ Constructed the \$5.1 million Access Center Emergency Shelter in Modesto, California, offering shelter for up to 182 individuals experiencing homelessness in our community ◆ Completed procurement of a Design-Build Contractor for the Empire Branch Replacement Project (\$4.8 million) and Turlock Branch Renovation and Expansion Project (\$13 million) ◆ Completed \$3.5 million in Deferred Maintenance projects, including replacement of heating, ventilation and air conditioning (HVAC) projects including the 1021 I Street and Stanislaus Agriculture Center office buildings, office remodels, installation of new carpeting, and well upgrades at County parks

- ◆ Achieved an overall cost savings of \$4.5 million for goods and services procured for all County departments through the end of Fiscal Year 2019-2020, approximately 31% below the target goal of \$5.7 million
- ◆ Completed 6,370 routine calls for facilities services, with 72% completed within 15 days of receipt
- ◆ Completed 3,600 vehicle work orders, with 88% completed within 72 hours of receipt

Department Success Measures

The General Services Agency contains several divisions with distinct functions, including the

resulting from the onset of COVID-19. Of particular note, 3,436 (53.9%) of all calls for service in Fiscal



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 two 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 2019-2020, the Facilities Maintenance division had a total of 6,370 new and pending routine calls for services from County departments. Of that total, 4,577 (71.9%) were completed within 15 days from receipt, which is 8.1% below the target goal of 80%. These delays are primarily due to reduced availability of staff and partial facility closures

Year 2019-2020 were completed within 7 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,

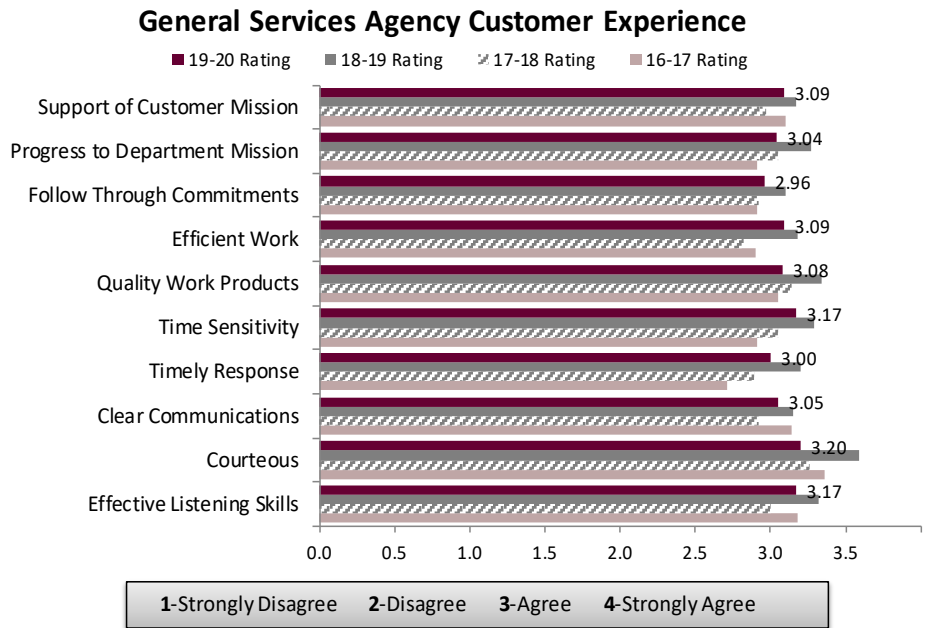
on a scale of one to four, with four - strongly agree identified as the "best" or top score, and one - strongly disagree, as the lowest score.

The chart below displays the results of the Customer Experience Questionnaire for the General Services Agency Department, for Fiscal Year 2019-2020, with an overall positive score of 3.1. The current rating is the same as the average rating of 3.1 for the previous three fiscal years.

The Agency struggled during COVID-19 due to staffing deficiencies to maintain or increase customer satisfaction with increased demands for services associated with high touch cleaning standards established by the Centers for Disease Control and Prevention and the California Department of Public Health. The total average

score dropped marginally compared to that measured in the prior year, down 0.3 year over year. The Department has experienced significant staffing deficiencies during the COVID-19 pandemic, which was a factor in the customer service response for Fiscal Year 2019-2020. Following through on commitments will be the focus for the upcoming year as the Agency restructures to include Capital Projects and multiple County Operations legal budget units. Annual evaluation of customer satisfaction serves as a measurement and reminder of how our 27 departments rank our services and assists the Agency with where it needs to focus training of staff. 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 our Customer departments.

Rating			
16-17	17-18	18-19	19-20
3.10	2.97	3.17	3.09
2.91	3.05	3.27	3.04
2.91	2.92	3.10	2.96
2.90	2.82	3.18	3.09
3.05	3.14	3.34	3.08
2.91	3.05	3.29	3.17
2.71	2.89	3.20	3.00
3.14	2.92	3.15	3.05
3.36	3.26	3.59	3.20
3.18	3.00	3.32	3.17
3.0	3.0	3.3	3.1



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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Implement a County-wide IT security training program led by the Cyber Security Officer ◆ Develop a County Intranet based on Office 365 technologies ◆ Inventory all entry-points to the County network and conduct an external Information Technology (IT) Security Audit ◆ Work with County departments and IT Steering Committee to update the IT Strategic Plan, to be finalized no later than June 2020 ◆ Implement a comprehensive internal software catalog

Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ Launched “Connect!” the Microsoft SharePoint-based collaboration platform to replace the existing County Intranet ◆ Conducted IT Security Audit in partnership with Department of Homeland Security ◆ Created draft IT Strategic Plan, which was reviewed by IT Steering Committee. Due to COVID-19 response, the IT Strategic Plan has not yet been finalized

Department Success Measures

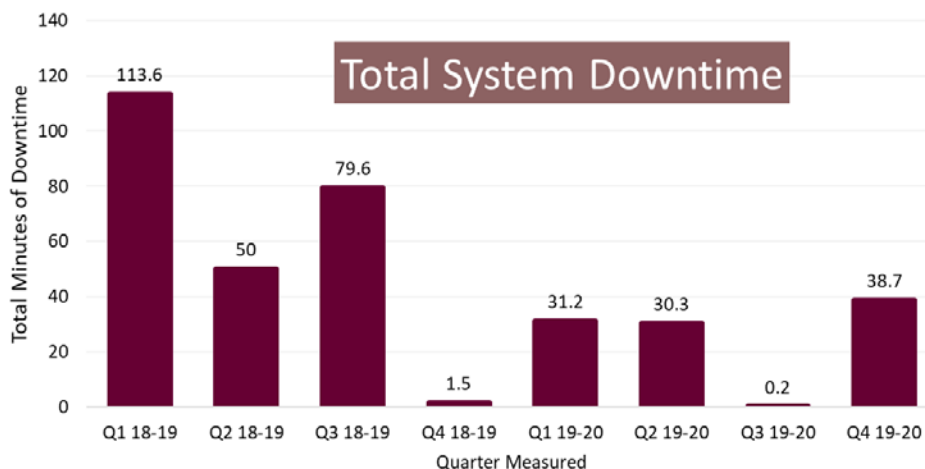
Information Technology Central (ITC) provides information technology services and support to customer County departments. One important basis to measure quality service is performance on minimizing disruptions to staff and the public caused by outages of systems. The chart below indicates overall system 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 2019-2020 has continued to improve from the levels experienced at the beginning of Fiscal Year 2018-2019. From an initial average value of 81.1 minutes of downtime for the first three quarters of Fiscal Year 2018-2019, system downtime did not exceed 40 minutes in any quarter of Fiscal Year 2019-

highlight how critical it is for downtime to remain minimal. The ongoing minimization of total experienced downtime is the result of increased focus and emphasis on proactively avoiding system outages.

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 department customers in

achieving their own missions. 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.



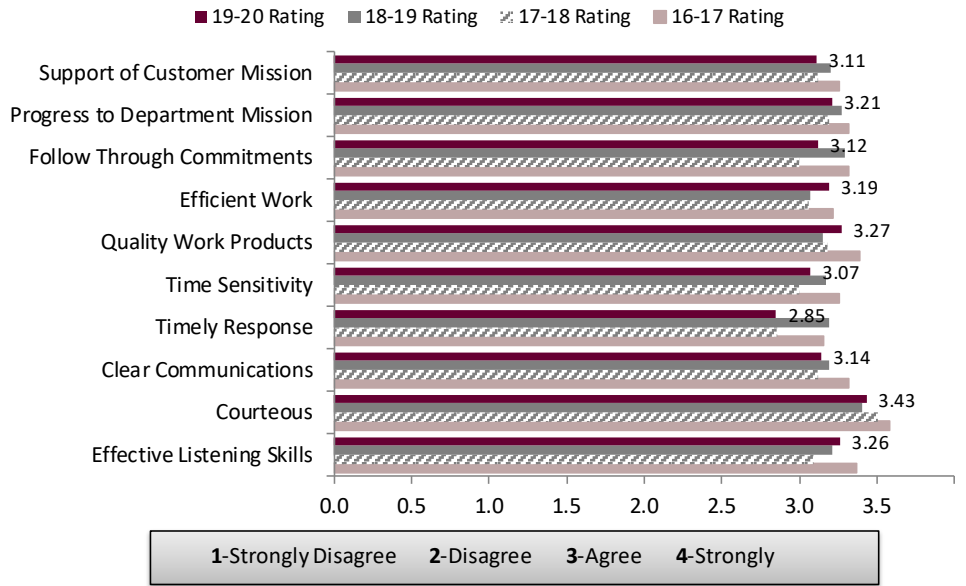
Note: Q3 19-20 data reflected less than one minute of downtime, which was the result of an application error since fixed by the vendor; as a result, data for that quarter is not reliable.

2020. In the third quarter of Fiscal Year 2018-2019, two systems began to experience failures and were ultimately upgraded, which resolved those downtime periods. This demonstrates how even relatively minor disruptions (an average of 15 minutes of downtime for two systems) can have a significant impact on this success measurement. Put another way, the issues with those two systems

Central Department, for Fiscal Year 2019-2020, with an overall positive score of 3.2. This is well in line with the overall average ratings for the previous three fiscal years. Of particular note, Information Technology Central is particularly proud of the consistently high ratings in the Courteous category, reflecting the department's commitment to friendly customer service.

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

Information Technology Central Customer Experience



Department Success Measures

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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Improve banking efficiencies in Treasury through Check 21 electronic remote deposit to the County bank and positive pay services ◆ Increase the interest rate of return on the Treasury Pool through strategic investment purchases and the addition of a sweep investment account and increase the number of broker/dealers ◆ Reconfigure second floor office layout to provide a more efficient and conducive working environment ◆ Implement new collection software purchased in Fiscal Year 2017-2018 to enhance collection efforts ◆ Explore the e-payable process for property tax collections and provide on-line property tax bills for property owners on the County website thereby providing efficiencies and conveniences to Stanislaus County taxpayers

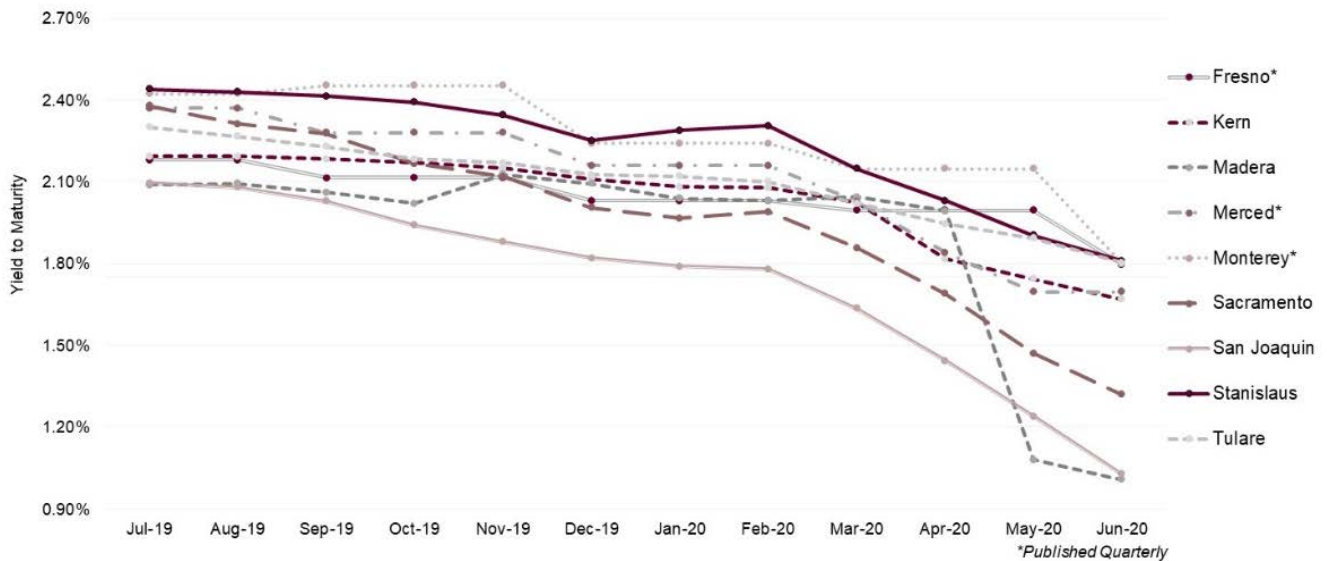
Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ Improved banking efficiencies in Treasury through Check 21 electronic remote deposit to the County's bank, thereby reducing physical handling of paper check deposits ◆ Increased the net distribution of interest earnings to Treasury Pool participants through strategic investment purchases and a sweep investment account despite a declining interest rate environment and added additional broker dealers; maintained a competitive yield to maturity on Treasury investments and consistently placed in the top three highest earning counties in the comparable area ◆ Reconfigured second and fifth floor office layout to provide a more efficient and conducive working environment ◆ Implemented new collection software in Revenue Recovery which offers improved technology and capability to integrate with third-party services for enhanced collections

- ◆ Added additional features to the Property Tax website; taxpayers can now print a duplicate tax bill and search a parcel by address, forms have been updated to PDF-fillable and include Spanish versions
- ◆ Initiated preparation of the Request for Proposal (RFP) for Stanislaus County Financial Services which includes banking, purchasing cards, online credit card/e-check services for property tax collections as well as a Countywide solution; RFP will be open in the fourth quarter of calendar year 2020

Department Success Measures

**Stanislaus County Treasury Pool
Comparison of Yield to Maturity for Eight Comparable Counties**



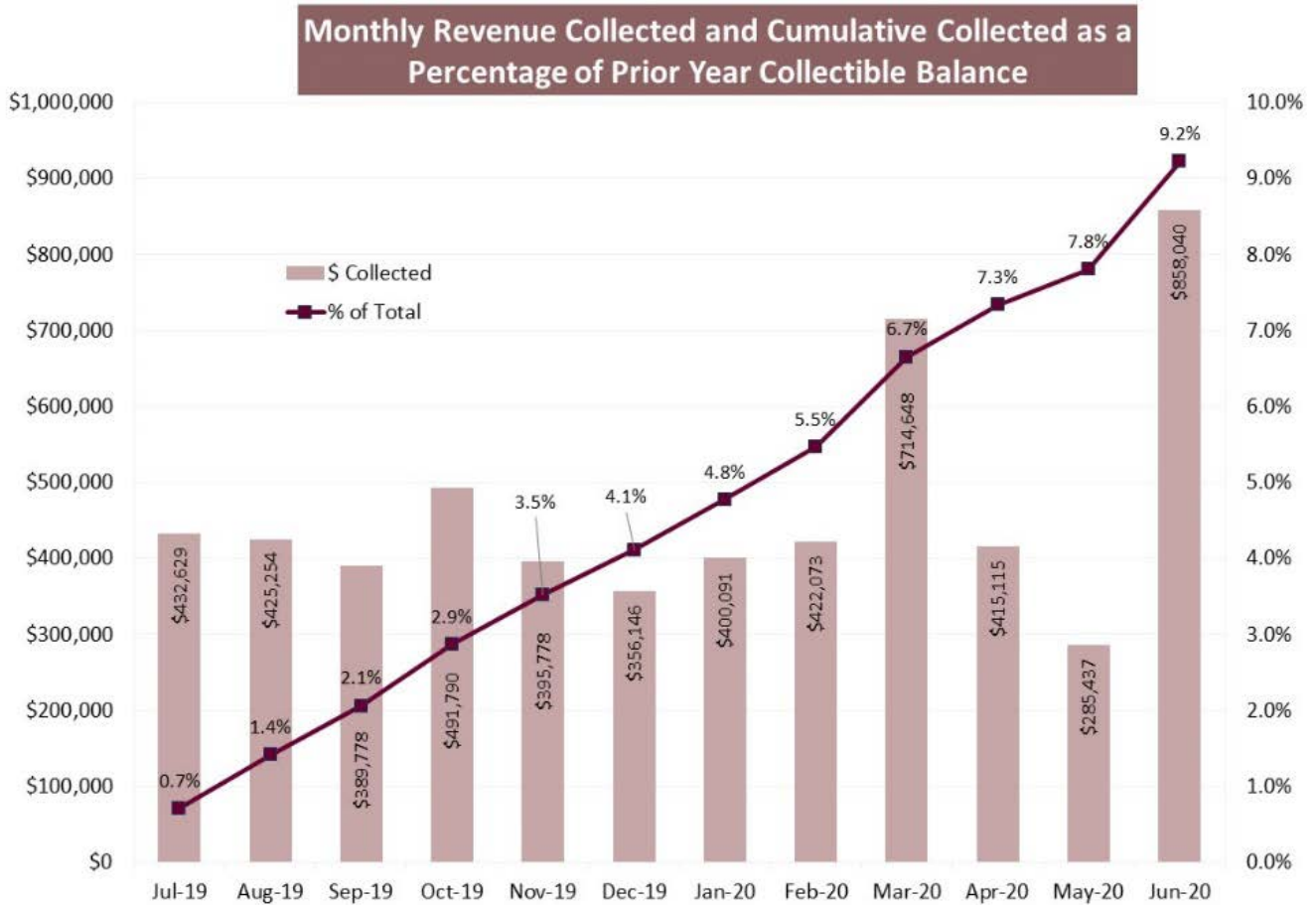
The Treasurer-Tax Collector Treasury Division completes the banking and investment activity for the County, schools, and other agencies. Understanding that each County’s portfolio size, cash flow and needs are unique, the Stanislaus County Treasury Pool’s yield to maturity has been compared to surrounding counties to observe overall trends. Although all counties are currently experiencing declining interest rates in the current economic environment, Stanislaus County has consistently remained in the top three highest earning portfolios, as shown in the chart above. The 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.

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 graph on the following page shows the monthly collection amounts received by the division. Fluctuations in collections can be attributed to timing of enhanced collections such as tax intercept, bank seizure and wage garnishments.

The collection percentage rate is based on a cumulative monthly collection total over Fiscal Year 2019-2020 as a percentage of the beginning collectible balance of \$60.5 million. The division collected outstanding debts of \$5.6 million throughout the year with an overall collection rate of 9.2% of the beginning balance. This is an

improvement of 3.7% from the previous fiscal year and can be attributed to the discharge of accountability on \$55.6 million in uncollectible

accounts in June 2019. The database cleanup has allowed Collectors to focus on accounts that are collectible and within the statute of limitations.





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 expansion of a robust economy.

Focused on the environment and infrastructure, some of the supportive functions provided by this priority area include protecting and promoting the health, safety, and welfare of persons and property throughout the County.

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

- ◆ Environmental Resources protects the community by promoting a safe and healthy environment.
- ◆ Parks and Recreation manages 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.
- ◆ The Public Works department 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 the 50% waste diversion

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Collaborate with County Stakeholders to finalize the Programmatic Environmental Impact Report which facilitates the implementation of its Groundwater Ordinance, streamlines the well permitting process, and supports the preparation and implementation of the Groundwater Sustainability Plans under the Sustainable Groundwater Management Act ◆ Evaluate the County's "evergreen" Franchise Refuse Agreements and determine alternatives ◆ Complete the design plans and bid for the In-fill Project at the Fink Road Landfill and obtain a revised Solid Waste Facility Permit in order to begin construction of the onsite expansion of landfill capacity for solid waste disposal ◆ Complete the construction of the new Groundwater Extraction and Treatment System at the Geer Road Landfill in order for the Cease and Desist Order to be lifted and obtain a new permit from the Regional Water Quality Control Board which will ensure the maximum protection to groundwater quality available ◆ Complete the construction of Municipal Solid Waste Cell 6 at the Fink Road Landfill to increase available capacity for solid waste disposal

Annual Report on Results: Fiscal Year 2019-2020

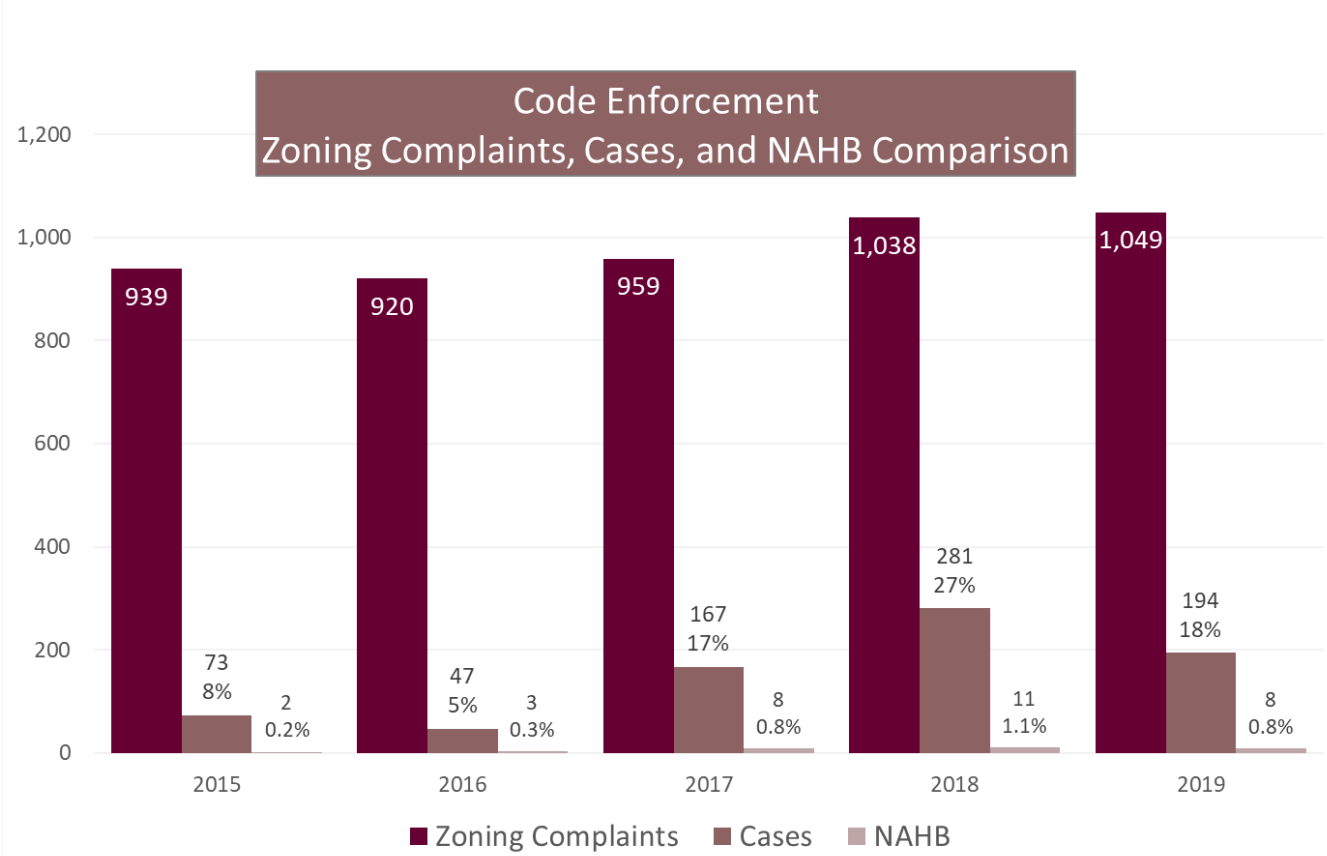
Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ The Department's Two-Year Objectives were achieved in Fiscal Year 2018-2019; additional accomplishments achieved in Fiscal Year 2019-2020 include the following: ◆ The Board of Supervisors adopted the Groundwater Sustainability Plans for 1) the Eastern San Joaquin Groundwater Sub-basin and 2) the Northern and Central Region of the Delta-Mendota Groundwater Sub-basin ◆ Expanded the existing Gas Collection and Control System (GCCS) by adding 33 vertical wells and 14 horizontal wells, which will help eliminate emissions and potential groundwater contamination at the Fink Road Landfill

- ◆ Obtained the new waste discharge requirements from the Regional Water Control Board for the Geer Road Landfill, eliminating the cease and desist order from 2011

Department Success Measures

The Code Enforcement Division strives to achieve voluntary compliance through education and personal contact. A code enforcement case is opened when a service request (zoning violation) is confirmed and voluntary compliance is not achieved

Stanislaus County has seen a steady rise in the number of zoning related complaints. The chart below identifies trends over the past five years from Fiscal Year 2015 through Fiscal Year 2019. During the beginning of this time period, the Code Enforcement

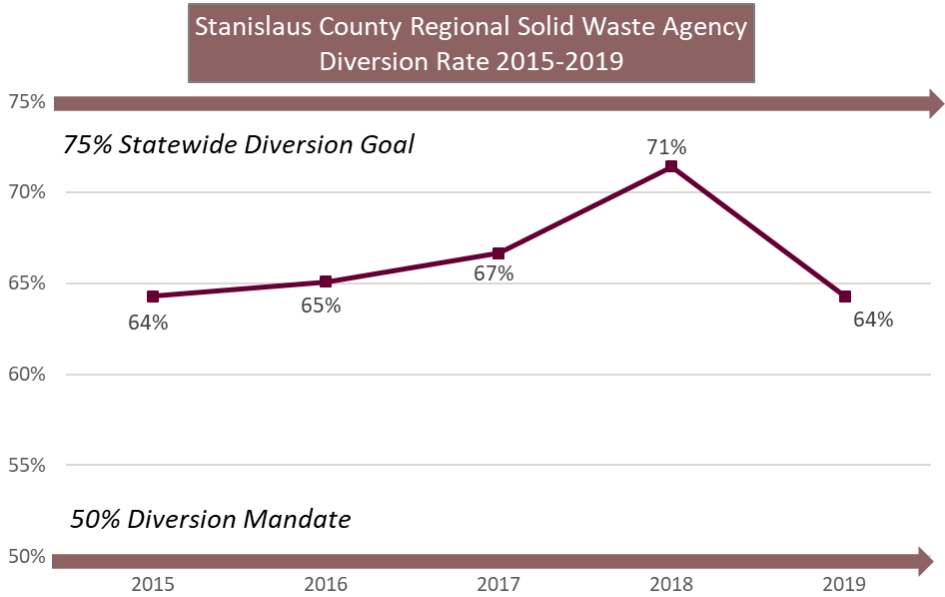


within a reasonable time, typically 30 days of the complaint being received. If enforcement becomes necessary, a Notice and Order to Abate and subsequent citations are issued. In these instances, staff continue to work with the property owner via compliance inspections to ensure a good faith effort is made to correct violations within reasonable time; typically, 45 days of opening a code enforcement case. If violations remain after staff efforts and citations, then Nuisance Abatement Hearing Board (NAHB) enforcement may be utilized as a last resort.

Unit was restored to full staffing, but this last year the unit experienced a reduction in staff due to vacant positions. As such, the trend reflects that the Code Enforcement Unit is able to efficiently and effectively respond to the overall growing number of complaints and cases. Complaints that resulted in cases decreased by nine percentage points between 2018 (27%) and 2019 (18%), while the number of cases taken to the NAHB stayed fairly steady. 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 the ongoing management of County Ordinance-related complaints and educating the community about the County Ordinance.

With the enactment of AB 341 in 2011, legislation 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 on and report out its collective efforts towards meeting the State-mandated 50% diversion rate.



The chart identifies trends from Fiscal Years 2015 through 2019. The Stanislaus County RA clearly meets the State 50% diversion mandate. The trend shows a decreasing diversion rate which is attributed to an improved economy and population growth. These trends and data will guide departmental activities to engage the community to recycle and further enhance our outreach efforts.



Parks and Recreation

Board of Supervisors Priority Area



Parks and Recreation supports the following Board of Supervisors priority:

Priority	<i>Delivering community infrastructure to benefit our residents and businesses</i>	
Mission Statement	<p style="text-align: center;">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	<p>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</p>	
Success Measures	Annual visitation to Regional Parks	Online Reservation Count

Two-Year Objectives

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Complete a biological study and a site survey for the CEQA process in order to continue the development of an additional event venue at the north side of Woodward Reservoir Regional Park ◆ Complete the Grayson Road Firing Range Site Cleanup Project to restore it to its natural environment ◆ Complete the Modesto Reservoir Fuel Pump Project that will update existing fuel pumps from the 1970's to safely and conveniently provide fuel to recreational visitors ◆ Complete the Frank Raines Potable Water Project in order to supply a new restroom with clean drinking water at the Day Use area

Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ The Department's Two-Year Objectives were achieved in Fiscal Year 2018-2019; additional accomplishments achieved in Fiscal Year 2019-2020 include the following: ◆ Completed the installation of an inclusive playground, vaulted restroom, solar lighting, cameras, ADA-compliant paved walkways, parking, and picnic amenities at Laird Park ◆ Completed the La Grange Regional Off-Highway Vehicle campsite development project, which included 15 paved campsites plumbed with water and prepped for a future electrical upgrade along with solar lighting, cameras, and an ADA-compliant pathway

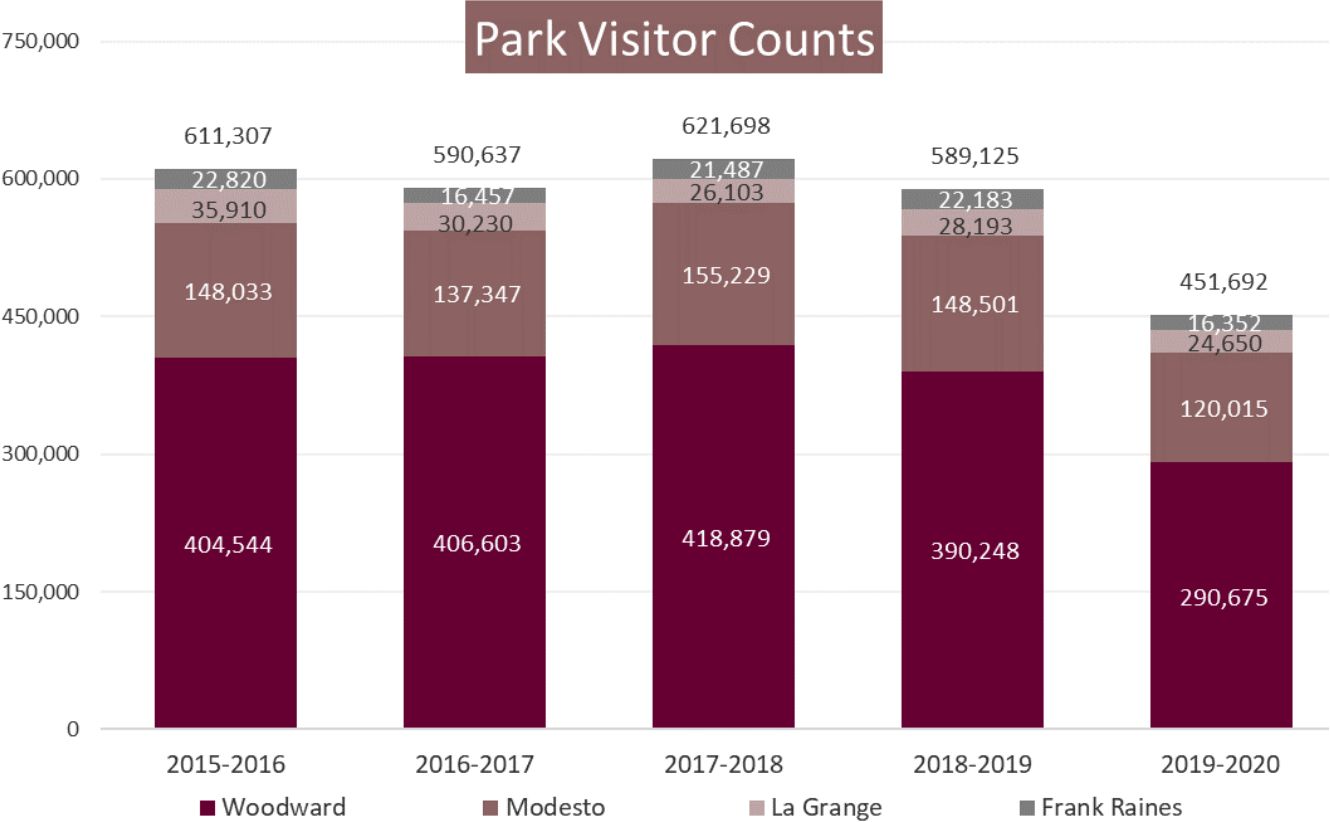
- ◆ Completed the Phase 1 Frank Raines Regional Off-Highway Vehicle Park electrical upgrade to reduce power outages, prevent continued interruption of service, and provide adequate electrical for customer campsites
- ◆ Successfully awarded multiple grants through the State of California to upgrade Bonita Park, Burbank-Paradise Park, Oregon Park, and various small park projects

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, they participate in physical activities, and they take in the fresh air, sunshine, and a lot of comradery. The chart reflects visitors by park with the highest annual visitor counts

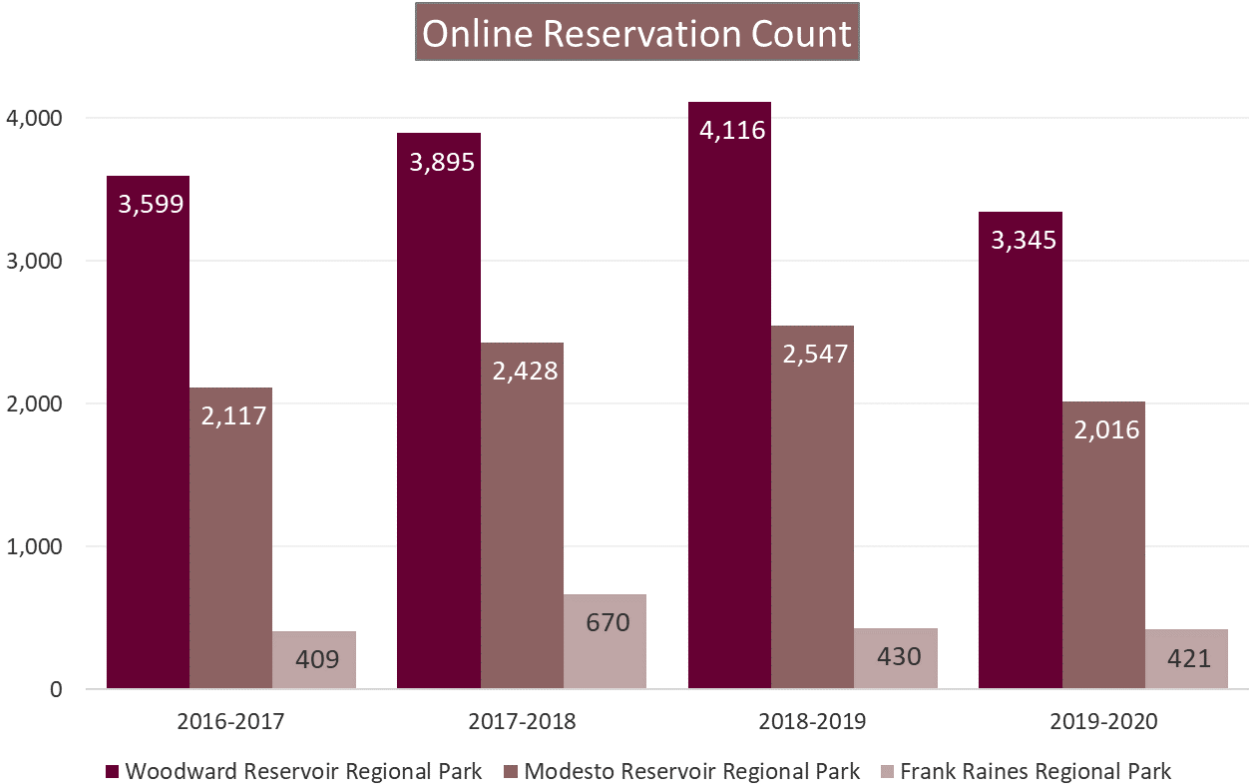
dates of the “Body to Water Restriction,” holiday dates falling during mid-week, and misinformation publicized in the media.

Visitation in Fiscal Year 2019-2020 was severely impacted due to the COVID-19 emergency. The Department’s response to the emergency included: a complete closure of Woodward Reservoir from



at Woodward Reservoir, followed by Modesto Reservoir. In Fiscal Year 2019-2020, the Dirtybird Campout returned to Modesto Reservoir for the second year in a row. Variance in overall park attendance occurs due to weather, water levels,

March 19, 2020, until June 5, 2020, and Modesto reservoir from March 19 until May 15; restricting day-use activities at Modesto Reservoir from May 16, 2020, until June 5, 2020; and, limiting camping at both reservoirs for the remainder of June 2020.



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.



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

Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ By June 30, 2019, complete the environmental assessment for the entire West Modesto Sewer Infrastructure Improvement Project and initiate phased design, engineering, and construction of the project based on available State and Federal funding beginning in Fiscal Year 2019-2020 ◆ By June 30, 2020, increase the number of online building permit applications/electronic plan submittals by 10% over the Fiscal Year 2017-2018 baseline which will result in the reduction of approximately 260 in-line over-the-counter visits and reduce customer plan set printing costs ◆ By June 30, 2020, complete and obtain recertification as an entitlement jurisdiction by the United States Department of Housing and Urban Development to ensure eligibility to continue Federal funding for Budget Years 2020-2025 ◆ By June 30, 2020, attain a four-month (120-day) average timeframe, based on days when an application is active and not on-hold pending applicant action, for the processing of use permit and parcel map applications, and other similar land-use applications, requiring Planning Commission approval ◆ By June 30, 2019, coordinate with partnering jurisdictions and agencies on the establishment of a plan for the use of SB 2 (Building Homes and Jobs Act) funding to address persons experiencing or at risk of experiencing homelessness and for the creation of mixed income multi-family residential housing for lower to moderate income households

Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ Increased the number of online building permit applications/electronic plan submittals by 12% over Fiscal Year 2018-2019 volumes resulting in a reduction of 332 in-line over the counter visits in Fiscal Year 2019-2020 ◆ Completed a comprehensive update of the Building Permit Services fees, which had last been updated in 2010; completed and presented to the Board of Supervisors for adoption the Regional Consolidated Plan

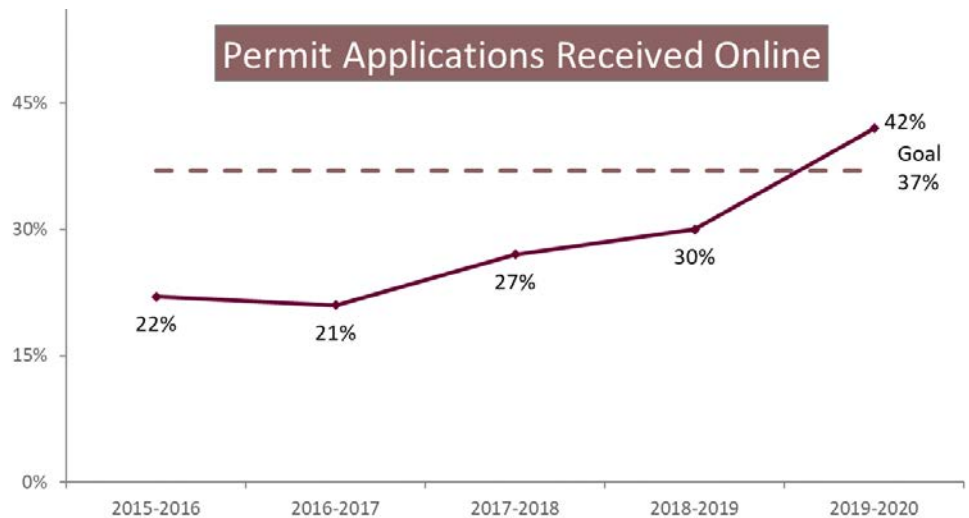
and Analysis of Impediments for Fair Housing needed for continued receipt of United States Department of Housing and Urban Development funding

- ◆ Implemented a process for tracking the number of active days to process land-use entitlement applications and will continue efforts to meet the goal of a 120-day average processing time
- ◆ Awarded Senate Bill 2 Funding to develop plans and ordinances related to the development of housing and coordinated with the Stanislaus Community System of Care to allocate California Emergency Solution and Housing program funding
- ◆ Partnered with Stanislaus Regional Housing Authority to complete the construction of six in-fill housing sites in the unincorporated Airport Neighborhood and began construction of the 56-unit Oak Leaf Meadows Affordable Housing Project in the City of Oakdale



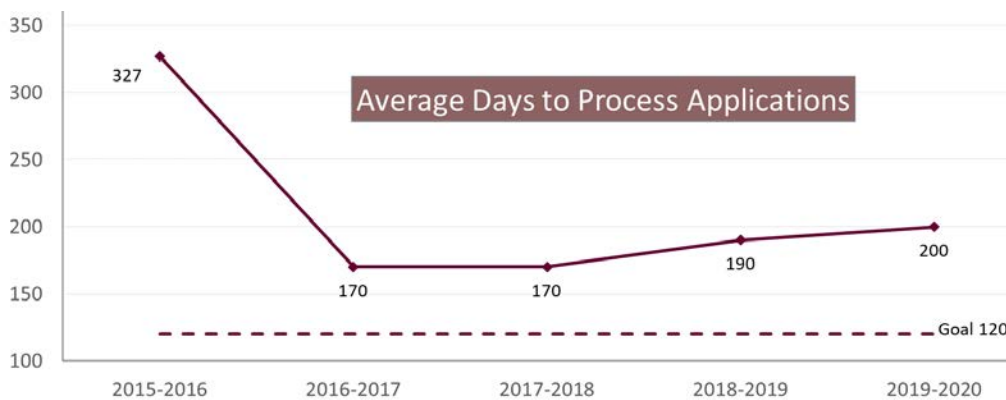
Department Success Measures

The Planning and Community Development Department continued to make significant strides in online permitted activities in Fiscal Year 2019-2020. Of the 2,811 building permit applications received in Fiscal Year 2019-2020, a total of 42% were received online, an increase of 12 percentage points over Fiscal Year 2018-2019. This resulted in 332 fewer in-line customers. In Fiscal Year 2019-2020, the Department expanded online applications to all types of applications and now provides the option to customers to submit electronic plans online. The Department's goal is to maintain the number of online building permit applications and electronic plan submittals at or above 37% during Fiscal Year 2020-2021, which would result in a continued reduction of in-line over-the-counter visits and reduced customer plan set printing costs.



days the applications are on hold pending applicant action. Prior to Fiscal Year 2019-2020, the Department projected active processing time at an average of 170 days, but only had statistics for the total processing times which included days when the applications were on hold pending applicant action. In Fiscal Year 2019-2020, the average number of days to process a Use Permit or Parcel Map application,

the two most common application types received by the Department requiring Planning Commission approval, was 200 days, excluding days when the applications were on hold pending applicant action. The Department has implemented a process for tracking the number of active days to



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

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

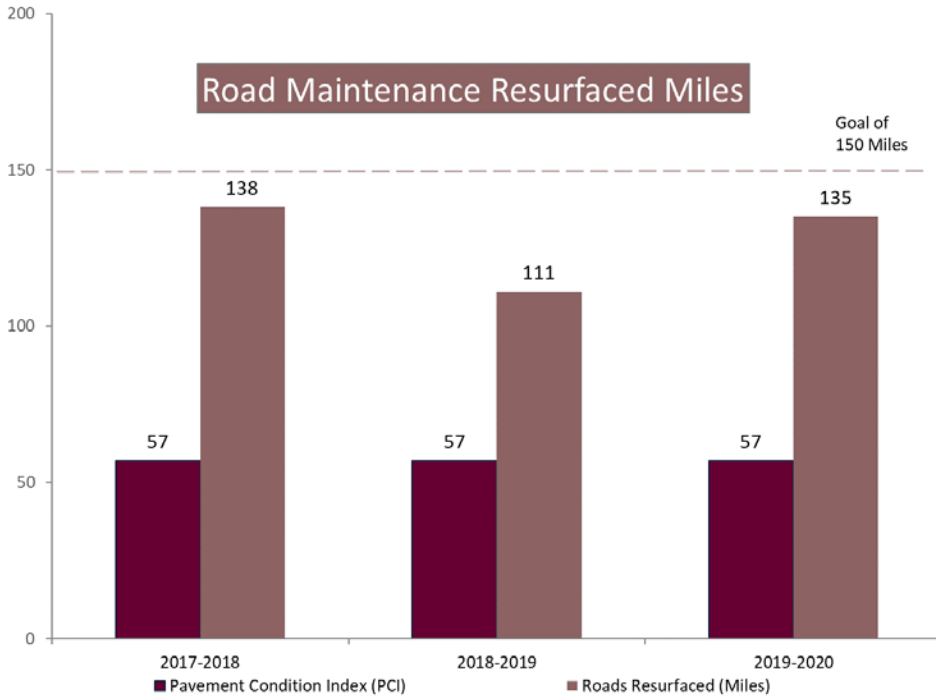
Fiscal Years 2018-2019/2019-2020 Objectives
<ul style="list-style-type: none"> ◆ Facilitate the safe and efficient movement of people goods and services throughout Stanislaus County by resurfacing 185 miles of roads for the benefit and safety of its residents and businesses; due to initial condition of the roads, this goal was changed to 150 miles for Fiscal Year 2019-2020 ◆ Re-stripe 750 miles of road centers and edges for the benefit and safety of its residents and businesses ◆ Increase the Public Works Transit Division’s marketing efforts within Stanislaus County to promote and increase its BART Commuter ridership by 3% annually

Annual Report on Results: Fiscal Year 2019-2020

Fiscal Year 2019-2020 Accomplishments
<ul style="list-style-type: none"> ◆ Performed resurfacing maintenance on approximately 135 miles of County roads to ensure the safe and efficient movement of goods and services; however, the goal of 150 miles was not met due to the COVID-19 emergency ◆ Striped 988 road centers and edges for the benefit and safety of its residents and businesses ◆ Provided ridership to 3,667 Bay Area Rapid Transit (BART) Commuters, which represents a 11.8% decrease from the prior fiscal year, attributable to the COVID-19 emergency

Department Success Measures

The total miles in Fiscal Year 2019-2020 resurfaced (sealed, overlaid, or rehabilitated) was more than prior Fiscal Year 2018-2019. While this was a 21.61% increase, it was still less than the goal of 150 miles per year. Public Works is working to increase the number of resurfaced roads each year, but several factors have reduced the overall mileage achieved. 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. The other factor contributing to lower mileage achieved was the delay of the annual Urban Pavement Preservation project (typically between 20-30 miles/year) until



the following year. Those miles will be reported in the next fiscal year’s accomplishments.

Total ridership counts for the Stanislaus Regional Transit (StaRT) system continue to decline for fixed and deviated-fixed routes. The Transit division was beginning to see increases in ridership for all modes of transportation until March of 2020 when StaRT experienced a 77.3% decrease in ridership due to COVID-19. In April of 2020, the Department implemented Free Fares through June 30, 2020, allowing for rear bus boarding and alighting, a safety measure for the well-being of our drivers. The Department will continue to focus on safety measures by increasing public awareness and providing Personal Protective Equipment (PPE) to staff and riders.

