

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

*J. Rowe*

DEPT: Chief Executive Office

BOARD AGENDA # \_\_\_\_\_ B-14

Urgent  Routine

AGENDA DATE August 26, 2008

CEO Concurs with Recommendation YES  NO   
(Information Attached)

4/5 Vote Required YES  NO

SUBJECT:

Approval to Accept the Second Annual Report on the Strong Local Economy Goals and Performance Measures

STAFF RECOMMENDATIONS:

Accept the second annual report on the Strong Local Economy goals and performance measures.

FISCAL IMPACT:

There is no fiscal impact associated with this item.

BOARD ACTION AS FOLLOWS:

No. 2008-622

On motion of Supervisor Monteith, Seconded by Supervisor Grover

and approved by the following vote,

Ayes: Supervisors: O'Brien, Grover, Monteith, DeMartini and Chairman Mayfield

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1)  Approved as recommended

2)  Denied

3)  Approved as amended

4)  Other:

MOTION:

*Christine Ferraro*

ATTEST: CHRISTINE FERRARO TALLMAN, Clerk

File No.

## **DISCUSSION:**

### Background

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

### Overview

The Strong Local Economy Priority team consists of multiple participant departments including: Chief Executive Office – Economic Development, Alliance WorkNet, Planning and Community Development, County Library Services, Stanislaus Economic Development and Workforce Alliance, and the Public Facilities Fee (PFF) Committee.

The team recommended the following primary goals: 1) Facilitate Job Creation, 2) Promote Regional Tourism Strategies, 3) Promote Adequate/Affordable Housing.

Exhibit A outlines the outcomes that the Strong Local Economy priority team expected to achieve in Fiscal Year 2007-2008 and the actual outcomes achieved. Exhibit A also provides a discussion of Lessons Learned over the past year for each measure.

To support the **facilitate job creation** goal, the priority team emphasized business park development at the Crows Landing Air Facility, Sperry Avenue road widening (related to distribution throughput to Keystone Business Park), improvement of workforce skills and talent-to-job matching through region-wide use of the WorkKeys system, improvement in literacy rates through a partnership between the Library and the Stanislaus Literacy Center, the expansion of the Enterprise Zone throughout the County, facilitation of the Public Facility Fee Program, and promotion of the Economic Development Bank.

In support of the **promote regional tourism** goal, the priority team continued to support regional tourism via facilitation of the Regional Tourism Roundtable strategic directives, which included continued measurement of the success of local events and festivals, updating of regional kiosks, delivery of a second self guided CD tour and planning for a third CD tour, development of a new regional activities tourism brochure, and tourism promotion over the web. Local participation in regional tourism efforts was also initiated through participation in the Central Valley Tourism Association and the San Joaquin Valley Partnership's regional tourism efforts.

In support of the **promote adequate/affordable housing** goal, the priority team continued to work with developers to include affordable housing in plans for new developments consistent with the Regional Housing Needs Assessment, continued to offer and promote the First Time Home Buyer Program and Home Investment Partnership, collaborated with credit counseling agencies to qualify low income households for housing programs, applied for and obtained State CalHome funds to assist first time home buyers, and continued offering the Public Facilities Fee Deferral program to low income households. The team also initiated efforts to improve existing housing and living condition of low-income households through implementation of the Major and Minor Housing Rehabilitation Programs and Sewer Lateral Connection Program. In addition, the team partnered with agencies such as Habitat for Humanity, the Stanislaus County Affordable Housing Corporation, Gallo Glass, and Self Help Enterprises to acquire parcels for the development of single-family units using the sweat equity model. The lease-to-own program has also been successfully implemented.

#### Lessons Learned

The focus of the Strong Local Economy Team is on the preparation of the community in ways that will facilitate the development of a strong economy. The actual production of a strong economy is predominately a result of private sector activity. The expansion of existing businesses and the development of new business in the community will result in job growth in the County. The resulting new employment fuels increased spending at local grocery stores, shops, restaurants, and service providers, resulting in additional secondary job growth and an increased tax base for city and county government operations. The ultimate objective is a thriving, prosperous community. Although the partners on the Strong Local Economy team cannot directly produce this outcome, they can establish the foundation that will foster an environment that is conducive to the realization of this goal.

Over the past year, the Strong Local Economy priority team has realized several accomplishments and learned many lessons along the way:

- Crows Landing/West Park development has moved into the California Environmental Quality Act (CEQA)/Environmental Review process. Scoping sessions with affected agencies have been well attended. An open dialogue with all interested stakeholder groups, communities and residents continues to be a priority.
- The use of the WorkKeys system to improve the development of the workforce in Stanislaus County is showing great potential. There is tremendous interest by job seekers in earning a Work Readiness Certificate. The importance of the current marketing campaign targeted at educating businesses on the benefits of using WorkKeys is critical.

- There has been good success in assisting those dislocated workers from numerous business closures in obtaining new employment, however the significant downturn in the economy has made it extremely difficult to meet job placement goals that at the beginning of the year seemed reachable.
- The Connecting Stanislaus 5 year strategic planning process recently completed reflected a very strong community support for this programming. While the emphasis on access to technology has shifted considerably over the past 6 years (toward training and education), the value and impact of this community technology outreach is far reaching.
- The Library's pre-literacy activities and promotion of literacy in general dovetails well with ReadingWorks' remedial literacy efforts. This partnership has been effective for quite a few years and will continue. Working with the Stanislaus Literacy Center has brought more exposure to the Library and vice versa.
- The importance of aggressively marketing the benefits of the Enterprise Zone is another lesson learned; there is a direct correlation between the number of firms utilizing the zone benefits and a positive stimulus to the economy, i.e. local expansions, hirings, and attraction of new firms to the area.
- In addition to applications regarding the traditional use of the Economic Development Bank funds, i.e. infrastructure, discussions have begun regarding innovative uses that would translate into direct job creation projects.
- The Tourism Roundtable as vehicle for regional strategy implementation has been a very efficient and effective model. Community participation is growing - a broader range of participation including business community, museums, the university and chambers of commerce. All cities participate in initiative planning, development and implementation. Policy makers are recognizing the value and importance of this economic development driver.
- Affordable housing is necessary to accommodate the needs of workers at all income levels, however, the passage of Measure E in February 2008 may have a significant impact on the ability of the County to designate additional lands for consistency with future Regional Housing Needs Assessments.
- The housing market downturn has provided an opportunity for increased collaborative purchases and rehabilitation of single-family homes. However, with the downturn, community education regarding foreclosure prevention has also become a priority.

## Conclusion

While a worsening economy nation-wide and particularly in California made it difficult to reach targeted outcomes, the Strong Local Economy Team was successful overall in achieving its goals. The Team continues to develop and implement the programs necessary to put Stanislaus County in a strong position to benefit from the pending up turn in general economic conditions.

## **POLICY ISSUE:**

The Strong Local Economy year two status report highlights efforts to support Board directed commitment to the development and maintenance of a strong local economy.

## **STAFFING IMPACTS:**

There are no staffing impacts associated with this item.



**GOALS AND PERFORMANCE MEASURES**

**BOARD PRIORITY**

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

**In collaboration with public and private partnerships we strive for:**

**A strong local economy**

**PRIORITY TEAM**

- Alliance WorkNet
- Chief Executive Office – Economic Development
- Library
- Planning and Community Development

**GOAL 1**

**Facilitate job creation**

**MEASURE 1**

Land inventory / business park development

EXPECTED OUTCOMES FOR FISCAL YEAR 2007-2008	ACTUAL OUTCOMES THROUGH JUNE 2008
<p><b>Crows Landing;</b></p> <ul style="list-style-type: none"> <li>a) Facilitate the development of a redevelopment plan for the site;</li> <li>b) Continue to prepare pre-environmental work;</li> <li>c) Facilitate 12 month exclusive negotiation process with Master Developer candidate; and</li> <li>d) Develop Master Developer agreement and support agreements for Board consideration.</li> </ul>	<p>The Crows Landing development project made significant progress through Fiscal Year 2007-2008.</p> <ul style="list-style-type: none"> <li>a) Exclusive developer candidate negotiations completed - master developer identified.</li> <li>b) Draft Disposition and Development Agreement approved to form.</li> <li>c) Redevelopment planning on track for October 2008 draft final.</li> <li>d) California Environmental Quality Act (CEQA) process initiated (Notice of Preparation published June 2008) and;</li> </ul>

<p><b>Keystone Business Park – Sperry Road construction;</b>  This is primarily an infrastructure construction support role between County Public Works, City of Patterson, and development.</p> <ul style="list-style-type: none"> <li>a) By prioritizing this goal, over 200 acres of infrastructure ready properties will become viable and regionally competitive.</li> <li>b) Phase II (bridge widening component) in construction by October 2006.</li> <li>c) Monitor construction time line with County Public Works staff to align with January 2008 completion.</li> </ul>	<p>Sperry Road widening construction project has been completed. Final notice of completion filed January 2008.</p>
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**LESSONS LEARNED:**

Crows Landing/West Park development has moved into the CEQA/Environmental Review process. Scoping sessions with affected agencies have been well attended. An open dialogue with all interested stakeholder groups, communities, and residents continues to be a priority.

**MEASURE 2**

Increase workforce preparation and skills

<p><b>EXPECTED OUTCOMES FOR FISCAL YEAR 2007-2008</b></p>	<p><b>ACTUAL OUTCOMES THROUGH JUNE 2008</b></p>
<p><b>In coordination with the Alliance Economic Development Program;</b></p> <ul style="list-style-type: none"> <li>a) Perform 15 WorkKeys Job Profiles annually to determine the skill requirements of jobs with local employers;</li> <li>b) Assess the skill levels of 800 Job Seekers in the workforce using the WorkKeys skill assessment program;</li> <li>c) Expand the use of WorkKeys skill assessments to include 5 local area high schools;</li> <li>d) Expand the use of WorkKeys to include the 10 County Central Valley region;</li> <li>e) Develop and issue Work – Ready Certificates that can be used by Job Seekers as documentation of their work – related skills;</li> <li>f) Conduct a marketing campaign targeted at increasing employer knowledge of the Work – Ready Certificate; and</li> <li>g) Work with 1,200 Job Seekers annually to provide them with job search and vocational skills of these 1,200, place 800 in employment.</li> </ul>	<ul style="list-style-type: none"> <li>a) 10 WorkKeys Job Profiles performed for local employers.</li> <li>b) 5,281 WorkKeys skill assessments performed.</li> <li>c) 18 area high schools assessed students using WorkKeys.</li> <li>d) WorkKeys now being used by 10 counties region-wide.</li> <li>e) Region-wide Work – Ready certificates are now being issued to Job Seekers.</li> <li>f) Marketing campaign is underway and will run through September 2008.</li> <li>g) 1,198 Job Seekers were provided intensive employment services. Of these, 734 were placed in employment;</li> </ul>



<p><b>Improve literacy gap through partnership with the Library's ReadingWorks Literacy program and the Stanislaus Literacy Center by:</b></p> <ul style="list-style-type: none"> <li>a) 78% of adult students will show significant gains (3-5 points) after 50 hours or more of tutoring; and</li> <li>b) Adult students in the literacy program who are employed will be surveyed annually and asked if they improved on the job and whether they read to their child more often with results of 59% for improvement on the job and 82% for reading to their child more often.</li> </ul>	<ul style="list-style-type: none"> <li>a) All students who were tutored at least 50 hours, 83% made significant learning gain;</li> <li>b) 89% adults working on math and reading in preparation for GED (General Education Development) made significant learning gain; 83% of employed students improved their ability to do their job, 100% increased their ability to read to their children;</li> </ul>
<p><b>Facilitate the implementation strategies for Connecting Stanislaus;</b></p> <ul style="list-style-type: none"> <li>a) T3 Phase IV – Targeted Technology Training for digital divide sector of community <ul style="list-style-type: none"> <li>1) Target 1,000 participants through phase IV (20% increase);</li> <li>2) 8 pieces of core curriculum;</li> <li>3) Rotate community based locations; and</li> <li>4) Target audiences.</li> </ul> </li> <li>b) Community Portal – Increase outreach/communication <ul style="list-style-type: none"> <li>1) Target 150,000 unique visits through calendar year 2007;</li> <li>2) Add community partners – including teen and Latino information pages; and</li> <li>3) Marketing portal site to sector publications.</li> </ul> </li> <li>c) Connecting Stanislaus 5 Year Strategic Plan Update – Community wide <ul style="list-style-type: none"> <li>1) Comprehensive update of program and strategic direction – inclusive to all community sectors.</li> </ul> </li> <li>d) Update Geographical Information System (GIS) Land Inventory Database tool – GIS Alliance and City Partners <ul style="list-style-type: none"> <li>1) Revise design and usability – easier access for data update;</li> <li>2) New format launch by late fall 2007.</li> </ul> </li> </ul>	<p>Targeted Technology Training continues to be a very well attended community based workforce training /technology outreach. Through this reporting cycle, a total of 716 students were trained and 142 classes were offered. Participants completed one or more of the eight core pieces of curriculum. The communities of Riverbank and West Modesto were target locations during the current roll out cycle.</p> <p>During this performance cycle, the Community Portal web presence has continued to expand its role (and the role of information sharing through technology) in County communities. Key outcomes include:</p> <ul style="list-style-type: none"> <li>1. Portal infrastructure redesign to web 2.0 interactivity standards will be completed by September 2008;</li> <li>2. Outreach on portal to Municipal Advisory Councils (MACs) as key source of MAC information sharing;</li> <li>3. Youth participation through Waterford High School Technology ROP and Stanislaus Youth Advisory Council</li> </ul> <p>Connecting Stanislaus strategic plan update was completed. The process included all seven sectors of the community and has developed a road map for community technology outreach over the next five years.</p> <p>GIS Land Inventory Database update was completed. Enterprise Zone map layer added.</p>

**LESSONS LEARNED:**

The potential of the WorkKeys system to improve the development of the workforce in Stanislaus County is great. There is tremendous interest by job seekers in earning a Work Readiness certificate. The importance of the current marketing campaign targeted at educating businesses on the benefits of using WorkKeys is critical. The significant downturn in the economy has made it extremely difficult to meet job placement goals that at the beginning of the year seemed reachable. The Connecting Stanislaus 5 year strategic planning process recently completed reflected a very strong community support for this programming. While the emphasis on access to technology has shifted considerably over the past 6 years (toward training and education), the value and impact of this community technology outreach is far reaching. The Library's pre-literacy activities and promotion of literacy in general dovetails well with ReadingWorks' remedial literacy efforts. This partnership has been effective



for quite a few years and will continue. Working with the Stanislaus Literacy Center has brought more exposure to the Library and vice versa.

**MEASURE 3**

Managing incentives and fee programs

EXPECTED OUTCOMES FOR FISCAL YEAR 2007-2008	ACTUAL OUTCOMES THROUGH JUNE 2008
<p><b>Enterprise Zone (Stanislaus Economic Development and Workforce Alliance as Zone Administrator)</b></p> <ul style="list-style-type: none"> <li>a) Continue the Enterprise Zone expansion process to include all viable industrial/commercial areas not currently in the Enterprise Zone area;</li> <li>b) Increase marketing efforts to the County business community to include no less than 4 informational sessions in each community throughout the year, press releases, updates on business success stories related to the Zone benefits, business direct mail campaigns, and Zone promotional materials;</li> <li>c) Increase speaking engagements with community organizations providing detailed information of the benefits and process;</li> <li>d) Refine and implement current administrative procedure and policies as they relate to the vouchering process;</li> <li>e) Provide timely and accurate response to each vouchering request; and</li> <li>f) Actively represent the County with the California Association of Enterprise Zones (CAEZ) to keep informed on legislative issues impacting Zone policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>a) Waiting for State approval of expansions in Turlock and Patterson. Working with Hughson, Patterson and Waterford for additional expansions</li> <li>b) Efforts made to hold informational sessions in each of the 7 zone cities. Some have scheduled the goal of 4. Others are lagging in this effort despite requests to schedule.</li> <li>c) Speaking engagements continue with Chambers of Commerce, City Councils, Rotary Clubs, etc.</li> <li>d) The vouchering process received continual review and updates. Certain updates as mandated by the State Housing and Community Development Department (HCD). Others were result of internal review and update of processes to refine the overall vouchering system.</li> <li>e) All vouchering requests have received a response within the 10-day policy period. Those having full documentation have received approved vouchers within this 10-day period.</li> <li>f) The Alliance is an active member of the CAEZ Board of Directors. This includes lobbying efforts with the legislature regarding the overall zone program. Further, the Alliance served as the host for the 2007 Annual CAEZ conference;</li> </ul>
<p><b>Public Facility Fee (PFF) Program:</b></p> <ul style="list-style-type: none"> <li>a) Maintain the multi-year fee deferral policy as job creating development incentive option;</li> <li>b) Facilitate renamed Inter-City road fee component (RTIF), work with Stanislaus Council of Government (StanCOG), the Stanislaus Economic Development and Workforce Alliance (Alliance), development community, cities and interested parties – to ensure that the fee nexus is clear and understandable to all; and</li> <li>c) Complete update and review of fee schedule.</li> </ul>	<p>Public Facilities Fee Committee continues to oversee the PFF programming. During the current performance cycle, PFF deliverables included:</p> <ul style="list-style-type: none"> <li>a) Outreach to all departments regarding program update process, fee program protocol and facilities inventory.</li> <li>b) PFF Program Update process to draft final stages.</li> <li>c) Information sharing with community stakeholders and;</li> </ul>

<p><b>Economic Development Bank (Alliance as Administrator):</b></p> <ul style="list-style-type: none"> <li>a) Encourage County jurisdictions to utilize the Economic Development Bank funds for the improvement of infrastructure and the eventual development of “shovel ready” business sites;</li> <li>b) Emphasize the benefits available through the Economic Development Bank for economic development opportunities and job creation;</li> <li>c) Explore and develop alternative or creative uses of the Economic Development Bank to spur productive uses of the funds for economic development activities throughout the County;</li> <li>d) Improve the oversight of all Economic Development Bank loan packages through ongoing monitoring and updates on each project and repayment schedule;</li> <li>e) Explore utilizing the Economic Development Bank funding to further cooperative projects between industrial developers and the respective jurisdictions; and</li> <li>f) Per Board directed Administrative Agreement, develop a strategy to grow the bank with external funding sources beginning in year two.</li> </ul>	<ul style="list-style-type: none"> <li>a) Continue to work directly with each jurisdiction to stress the importance of identifying and preparing “shovel ready” or Tier One certified sites.</li> <li>b) Focused on the positive benefits by highlighting prior use of Bank funds for projects that assisted in the attraction or expansion of businesses and the creation of jobs.</li> <li>c) Entertained creative uses of Bank funds by the jurisdictions to retain jobs and assist firms to expand production functions</li> <li>d) Developed an improved tracking system for all loans generated through the Bank</li> <li>e) Encouraged jurisdictions to develop applications that demonstrate a direct working relationship with developers in the creation of projects that result in new jobs.</li> <li>f) Due to a current downturn of the economy and until full utilization of the Bank is realized through jurisdictions only then can an effort move forward to acquire external funding as a match (CRS funds) for future project loans through the Bank;</li> </ul>
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**LESSONS LEARNED:**

The importance of aggressive marketing of Enterprise Zone benefits; there is a direct correlation between the number of firms utilizing the Zone benefits and a positive stimulus to the economy, i.e. local expansions, hirings, and attraction of new firms to the area. In addition to applications regarding the traditional use of the Economic Development Bank funds, i.e. infrastructure, to begin consideration of innovative uses that would translate into direct job creation projects.

**GOAL 2**

**Promote regional tourism strategies**

**MEASURE**

Facilitate implementation/development of all regional tourism-marketing strategies

<b>EXPECTED OUTCOMES FOR FISCAL YEAR 2007-2008</b>	<b>ACTUAL OUTCOMES THROUGH JUNE 2008</b>
<p><b>Event/Festival survey measurement initiative (w/SCOE/education partners):</b></p> <ul style="list-style-type: none"> <li>a) Point of contact measure – 10 event minimum (target 14 events); and</li> <li>b) Increase youth group/education participation through outreach at jurisdictional level and through SCOE relationship building.</li> </ul>	<p>Event data collection and analysis provides local event planners the opportunity to improve and remain competitive with other locations. During this performance cycle, 12 events were covered by the roundtable palm survey outreach. Working with Project YES (Youth Education Services) in Ceres and the Stanislaus Office of Education (SCOE) youth volunteers collect the data via point of contact survey techniques. This data is then compiled and shared with local event planners;</p>



<p><b>Regional Kiosk placement</b> (w/private sector partners)</p> <p>a) Minimum of 2 thematic updates during performance cycle.</p>	<p>During the 2007-2008 performance cycle, the Regional Tourism Roundtable (Roundtable) developed, designed, and implemented two updates to the regional kiosk display program;</p>
<p><b>Self guided – drive tours</b></p> <p>a) Deliver self guided tour #2 (Modesto areas); and</p> <p>b) Begin pre-development process for self-guided tour #3 (Ceres/Hughson/Turlock areas).</p>	<p>During 2007-2008 performance cycle, the self-guided tour #2 (Modesto area) was completed and distributed.</p> <p>a) 200+ units have been distributed through the Convention &amp; Visitors Bureau offices, chamber offices and via the internet.</p> <p>b) The project initiative has been highlighted in local and regional media outlets;</p>
<p><b>Regional brochure – design and placement</b></p> <p>a. Design/deliver new brochure content 2007-08; and</p> <p>b. Research possible regional (Countywide) tourism guidebook development.</p>	<p>During the performance cycle, the Roundtable solicited content, design input and developed a new regional tourism activities brochure. The brochure is distributed in over 250 locations across the North State including Redding to Bakersfield, foothill/gold country and urban bay area regions. Day trip travel is the number one tourism draw. The brochure markets the multiple facets of experience offered in our communities.</p> <p>Roundtable researched Regional/Countywide tourism guidebook as potential outreach tool. This initiative may be pursued in the future;</p>
<p><b>Tourism web presence</b></p> <p>a. Maintain outreach and education to all cities – city councils</p> <p>b. 15+ Presentations to community – public/private.</p>	<p>As part of the Connecting Stanislaus community web portal project, regional tourism destination and visitor information is maintained and distributed.</p> <p>Quarterly e-newsletter is published.</p> <p>Annual Winter Tourism forum was held co-sponsored by the City of Oakdale. 100+ attendees</p> <p>6 presentations to community groups over the performance cycle;</p>
<p><b>Update multi-year Tourism strategic plan (2007 - 2009)</b></p> <p>a. Work with CSU, Stanislaus on local/regional measurement Public Policy Center as partner.</p>	<p>Regional Tourism Multi-Year Strategic Plan was updated. CSU, Stanislaus Public Policy Center is working with Roundtable membership to collect and analyze local and regional tourism related data;</p>
<p>Participate in Central Valley Tourism Association - active voice in on-going regional decision-making.</p>	<p>Roundtable maintains active participation in Central Valley discussion and;</p>
<p>San Joaquin Valley Partnership Collaborative – Tourism as Economic Development strategy.</p>	<p>Due to the fact that CVTA has existing infrastructure, long-standing relationships in the Valley, and members with extensive cumulative experience in the tourism industry, it has been proposed that the CVTA be the lead organization creating and implementing the tourism portion of the California Partnership for the San Joaquin Valley's Economic Development program.</p> <p>The Roundtable maintains an active participation in the CVTA and will continue to contribute to the development of a tourism marketing plan for the San Joaquin Valley.</p>

**LESSONS LEARNED:**

The Tourism Roundtable as vehicle for regional strategy implementation has been a very efficient and effective model. Community participation is growing - a broader range of participation including business community, museums, the university and chambers of commerce. All cities participate in initiative planning, development and implementation. Policy makers are recognizing the value and importance of this economic development driver.

**GOAL 3**

**Promote adequate/affordable housing**

**MEASURE 1**

Maintain and provide an inventory of affordable housing opportunities

<b>EXPECTED OUTCOMES FOR FISCAL YEAR 2007-2008</b>	<b>ACTUAL OUTCOMES THROUGH JUNE 2008</b>
Continue to monitor appropriately designated land for consistency with Regional Housing Needs Assessment; and	In August 2007, the BOS adopted the Salida Initiative that included adequate housing to meet current RHNA requirements. With the passage of Measure E in February 2008, the County's ability to meet future RHNA requirements may be hindered;
Discuss and negotiate with residential project developers for the inclusion of an affordable housing component in all proposals. This could include the recognition of an 'in lieu' consideration.	County staff continues to have ongoing discussions with residential developers in Salida, Denair, Keyes and East Oakdale. With the downturn in the housing market, there are currently few proposed new housing developments.

**LESSONS LEARNED:**

The passage of Measure E in February 2008 may have a significant impact on the ability of the County to designate additional lands for consistency with future Regional Housing Needs Assessments.

**MEASURE 2**

First time home buyer programming

<b>EXPECTED OUTCOMES FOR FISCAL YEAR 2007-2008</b>	<b>ACTUAL OUTCOMES THROUGH JUNE 2008</b>
Continue to include the First Time Home Buyer Program in the Redevelopment Agency - Implementation Plan and Home Investment Partnership (HOME) annual budgets;	The First Time Home Buyer (FTHB) Program remains in the Redevelopment Agency - Implementation Plan and Home Investment Partnership (HOME) annual budgets. Over \$600,000 will be available over the next 36 months from the HOME program;
Participate in annual workshops and conferences that market this program to the home-buying public;	The Planning Department was instrumental in the creation of an established monthly foreclosure prevention workshop within Stanislaus County. Participation in various meetings such as the West Modesto King Kennedy Collaborative and the Stanislaus Housing and Support Services Collaborative helped educate the community about various funded programs, and it allowed us to stay informed about what is going on within our community and how to better design program approaches to meet community needs. Other



	promotion and marketing opportunities included presentations at Municipal Advisory Council (MAC) regular meetings, the Stanislaus County's Annual Community Retreat, as well as various housing workshops;
Work with local mortgage companies and banks to facilitate twelve (12) First Time Home Buyer closings annually;	The program assisted 12 New First Time Homebuyers with their down payment and closing costs on homes situated throughout Stanislaus County's Unincorporated Areas including purchases in the communities of Denair, Empire, Keyes, and unincorporated Ceres and Modesto. This was accomplished in collaboration with banks and mortgage companies such as First American Mortgage, Ambeck Mortgage, Atlantic Mortgage, First American Mortgage, Capital Pacific Mortgage, Wachovia, Bright Development, Housing Authority of Stanislaus County, and Liberty Financial Mortgage;
Collaborate with credit counseling agencies to work toward qualifying income-eligible households that have credit-worthiness issues;	Staff continues to collaborate with agencies that provide housing counseling services to low-income individuals. These agencies include ByDesign Solutions, El Concilio, Community Housing and Shelter Services, and Visionary Home Builders. Actively refer applicants with credit worthiness issues to these agencies, which in turn work with them toward qualifying income-eligible households for housing programs;
Prepare and submit applications for loan and grant funding from State programs that will enhance the number of annual First Time Homebuyer closings; and	The Department of Planning and Community Development successfully applied for and was awarded \$600,000 in CalHome funds to assist new first time homebuyers with the purchase of their first home (this will assist five (5) more families annually over the next 30 months);
Continue offering the Public Facilities Fee Deferral Program to very low and low-income households to assist in the financial facilitation of home acquisition. [See incentives Goal One/Measure 3].	Deferral program continues to be available.

**LESSONS LEARNED:**

See lessons for Measure 4 below.

**MEASURE 3**

Improve existing neighborhood/housing stock

<b>EXPECTED OUTCOMES FOR FISCAL YEAR 2007-2008</b>	<b>ACTUAL OUTCOMES THROUGH JUNE 2008</b>
Assist in improving living conditions that have deteriorated due to the lack of household discretionary income;	Through the support of the Minor Home, Major Home, and Sewer Lateral connection programs assisted approximately 55 families, enabling them to remain in their home;
Continue implementing the Major and Minor Housing Rehabilitation program through partnerships with agencies such as the Stanislaus County Housing Authority and Disabilities Resource Agency for Independent Living. This program anticipates assisting eighteen (18) households during 2007;	Due to the transition in contractor staff the program assisted 6 families during this fiscal year. They are now fully staffed and intend on assisting a minimum of 18 families in the coming fiscal year (two families have already begun the rehabilitation process and will be completed by the first quarter of next fiscal year);



Although mobile homes in a park setting are considered personal and not real property, these rehabilitation programs recognize that mobile home living is an affordable housing resource and therefore is available to the residents living in and owning their unit;	On average, a quarter of the rehabilitation conducted in a fiscal year through the program is mobile homes. This fiscal year, two (2) of the units assisted were mobile homes;
Provide municipal services when necessary and available; and	Redevelopment Agency and Community Development Block Grant (CDBG) funding has included assistance with sewer connections in the Shackelford and Robertson Road neighborhoods. Construction has been initiated on Phase 2 of the Keyes Storm Drain facilities. Planning has been initiated for Empire Storm Drain improvements;
Continue the sewer lateral connection program in neighborhoods where major infrastructure has been constructed. During Fiscal Year 2006-2007, 300 connections in the Shackelford Neighborhood, 200 connections in the Robertson Road Neighborhood and 50 connections in the North-Ceres Neighborhood to income-eligible households will be facilitated with funds from the Community Development Block Grant Program and the Redevelopment Agency.	These numbers were to reflect the total number of possible units that could be served with our funds within the project area. Of those units, 68 connections have been completed within the Shackelford Neighborhood and 55 units have been assisted in the Robertson Road neighborhood with program dollars. The Robertson Road project area hopes to assist another 45 families during the coming fiscal year, along with health and safety related connections in the Shackelford project area;

**LESSONS LEARNED:**

See lessons for Measure 4 below.

**MEASURE 4**

Develop/maintain partnerships to create affordable housing

<b>EXPECTED OUTCOMES FOR FISCAL YEAR 2007-2008</b>	<b>ACTUAL OUTCOMES THROUGH JUNE 2008</b>
Assist in the acquisition of land to construct affordable housing;	Assisted in the acquisition of two parcels of land to construct affordable housing;
Continue collaborating with agencies such as Habitat for Humanity/Stanislaus, the Stanislaus County Affordable Housing Corporation (STANCO), and Self Help Enterprises to bring to market affordable housing utilizing the sweat-equity model. The anticipation for Fiscal Year 2006-2007 is to develop three (3) single-family residences;	Collaborating with Habitat for Humanity/Stanislaus, Self Help Enterprises, Gallo Glass and others. A total of five properties were under contract and/or completed in the Fiscal Year 2007-2008;
Assist in the acquisition of single family residences; and	Partnering with Habitat for Humanity five properties were purchased for the development of affordable single-family units;
Partner with agencies such as the Stanislaus County Housing Authority in the acquisition of existing residential units as part of a 'lease-to-own' program. This program recognizes that the resident is working toward home ownership and, as such, credits a portion of the monthly rent towards the purchase of an affordable single-family unit. This partnership has successfully assisted one household and anticipates assisting two (2) additional households during the period 2006-2008.	The first lease-to-own unit family successfully transitioned to homeownership. Now with the housing market becoming more affordable we plan to partner with the H.A. to purchase two to four lease-to-own units during the coming FY.

**LESSONS LEARNED:**

The housing market downturn has provided an opportunity for increased collaborative purchases and rehabilitation of single family homes. However, with the downturn, community education regarding foreclosure prevention has also become a priority.