

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

DEPT: Chief Executive Office

BOARD AGENDA # B-12

Urgent

Routine

AGENDA DATE August 11, 2009

CEO Concurs with Recommendation YES  NO

4/5 Vote Required YES  NO

(Information Attached)

SUBJECT:

Approval to Accept the Third Annual Report on A Strong Local Economy Priority Goals and Performance Measures

STAFF RECOMMENDATIONS:

Accept the Third Annual Report on A Strong Local Economy Priority Goals and Performance Measures.

FISCAL IMPACT:

The stated Board priorities identify seven core areas: a safe community, a healthy community, a strong local economy, effective partnerships, a strong agricultural heritage and economy, well planned infrastructure, and an efficient delivery of public services. These priorities guide all fiscal planning and budgetary preparation. The Board priorities impact the focus and priority of work and influence our fiscal approach, providing an important framework for continued process improvements and the strategic use of limited resources.

BOARD ACTION AS FOLLOWS:

No. 2009-542

On motion of Supervisor Monteith, Seconded by Supervisor Grover

and approved by the following vote,

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

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1) X Approved as recommended

2) \_\_\_\_\_ Denied

3) \_\_\_\_\_ Approved as amended

4) \_\_\_\_\_ Other:

MOTION:



ATTEST: CHRISTINE FERRARO TALLMAN, Clerk

File No.

## Approval to Accept the Third Annual Report on A Strong Local Economy Priority Goals and Performance Measures

### DISCUSSION:

Stanislaus County has adopted the vision "to be the Best County in America". To assist in achieving that vision, in 2005 the County Board of Supervisors defined seven priority areas of focus for Stanislaus County. These seven Board priorities serve as the foundation for operational and strategic planning for the organization. To ensure implementation, each Board priority has a team of department heads that work together to develop goals, measures and expected outcomes for that priority. Each team is responsible for monitoring results and reporting those results annually to the Board of Supervisors. This agenda item represents the third annual report on actual outcomes achieved for Fiscal Year 2008-09 for A Strong Local Economy priority team.

#### Overview:

A healthy economy is crucial for any community to thrive. The Stanislaus County Board of Supervisors adopted this priority to support the development of a strong local economy through collaboration with the development and business sectors. The following departments comprise the Strong Local Economy priority team: Alliance Worknet, Chief Executive Office - Economic Development, Library, Planning and Community Development and the Stanislaus Economic Development and Workforce Alliance (Alliance).

For Fiscal Year 2008-2009, the priority team recommended the following goals: 1) Facilitate job creation, 2) Promote regional tourism strategies, and 3) Promote adequate/affordable housing. Measures and expected outcomes were identified for each goal as a method for determining successful achievement of the goals.

To facilitate job creation, the team focused on land inventory and business park development; increasing workforce preparation and job skills through WorkKey programs, literacy initiatives and Targeted Technology Training; and, managing incentives and fee programs.

To promote regional tourism strategies, event/festival survey measurement initiatives were conducted; additional self guided drive tours were developed; and tourism outreach, marketing and web presence were expanded.

To promote adequate affordable housing, the team facilitated community participation in first time home buyer programs, improved existing neighborhoods and housing conditions, and developed and/or maintained collaborative partnerships to support and promote affordable housing opportunities in Stanislaus County.

A Strong Local Economy priority team successfully achieved many of the expected outcomes for this fiscal year.

## Approval to Accept the Third Annual Report on A Strong Local Economy Priority Goals and Performance Measures

The Crows Landing Development area has entered the environmental review process which includes a draft Airport Layout Plan and revised preliminary redevelopment plan.

The economic downturn has resulted in a significant increase in the number of dislocated workers and other unemployed individuals seeking assistance from the Alliance Worknet. There were 10,000 more visits to the Alliance Worknet Career Resource Centers and the numbers of individuals receiving intensive services increased by almost 500 from the previous year. In addition, the demand for WorkKeys testing and work readiness certification continue to be high. While the employer demand for services has decreased, local businesses still placed 448 job orders with the Alliance and Worknet staff directly assisted 769 Stanislaus County residents in finding employment.

Another critical component of this Board priority is closing the literacy gap. It is estimated that one in four people in Stanislaus County are functionally illiterate and read at the lowest level. The library's ReadingWorks literacy program, in partnership with the Stanislaus Literacy Center, utilizes volunteer tutors to teach adult learners to read and improve their literacy skills. ReadingWorks served over 1,000 adults and 250 children this year with programs that include basic literacy tutoring, Pre-GED and GED tutoring, English classes and family literacy programs emphasizing the importance of reading to children.

The regional tourism agenda continues to be facilitated by the Regional Tourism Roundtable, a public/private consortium of cities, chambers of commerce, convention and visitor bureaus and business interests. During the past performance cycle, the Roundtable successfully completed the development of a visitor self-guided drive tour of the south side communities of Turlock, Hughson and Ceres. This is the third in a series of regional excursions. In addition, the Roundtable continued to provide customer satisfaction feed back to event planners of 14 local fairs and festivals, promoted our communities throughout Northern California through a strategic activities brochure distribution and designed and coordinated the annual County exhibit at the State Fair which resulted in a gold medal recognition.

Safe and affordable housing is critical to the success of the local economy. Planning and Community Development implemented several initiatives to promote adequate and affordable housing. Leveraging federal, state and local dollars to expand the First Time Home-buyer and Down Payment Assistance Program supported the minor and major Housing Rehabilitation Program. One of the largest accomplishments this year was to obtain approximately \$9.7 million for the Community Development Block Grant (CDBG) Consortium's Neighborhood Stabilization Program. Foreclosed homes are purchased, rehabilitated and then made available to low to moderate income residents through either down-payment assistance or "sweat equity" programs. Approximately \$669,134 in CDBG-R (Recovery Act) funds were utilized to add energy efficiency improvements to these homes.

## Approval to Accept the Third Annual Report on A Strong Local Economy Priority Goals and Performance Measures

### Conclusion:

While there have been many successes, the priority team has also identified several lessons learned and opportunities for improvement.

Stanislaus County is one of the hardest hit communities in the Country. Businesses are laying off employees or not hiring, thus WorkKeys job profiling and overall hiring goals were difficult to meet. The expected outcomes adopted for 2009-2010 were adjusted in accordance with the current economic realities.

Regional Tourism strategies help to generate export dollars (revenue that comes in to our communities from other external locations - not local dollars re-circulated) and promotes our regional image directly and indirectly to improve community perception. Improving our image and how we are perceived enhances business retention, expansion and attraction efforts, thus strengthening the local economy.

The Housing programs were retooled in Fiscal Year 2008-2009 to take advantage of the Neighborhood Stabilization Program funding offered by HUD. Planning and Community Development remains flexible in its ability to rapidly respond to funding opportunities as they arise, allowing it to ultimately meet or exceed program goals.

Attachment A outlines the outcomes that this priority team expected to achieve in Fiscal Year 2008-2009 and the actual outcomes achieved with lessons learned.

### **POLICY ISSUE:**

The Board of Supervisors' priorities establish the future direction for Stanislaus County. Approval of the recommended goals and proposed outcomes for each priority provides a focused direction for County departments and staff in support of the Board of Supervisors' directives.

### **STAFFING IMPACT:**

The work required by implementing the goals and measures associated with the Board priorities will be absorbed by existing staff. There is no staffing impact 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
- 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 2008-2009	ACTUAL OUTCOMES FOR FISCAL YEAR 2008-2009
<p><b>Crows Landing</b></p> <ul style="list-style-type: none"> <li>a) Facilitate the development of a redevelopment plan for the County owned air facility site;</li> <li>b) Redevelopment Plan to be adopted by Board acting as Redevelopment Agency;</li> <li>c) Identify Master Developer;</li> <li>d) Develop Master Developer agreement and Disposition support agreements for Board consideration;</li> <li>e) Begin preparation of environmental work/ CEQA process;</li> <li>f) Property Management Issues – potential Ag lease extension negotiated;</li> </ul>	<ul style="list-style-type: none"> <li>a/b) Crows Landing Revised Preliminary Redevelopment Plan updated and approved forward (to be included as part of project EIR analysis) by Board of Supervisors, County RDA, and Planning Commission;</li> <li>c) Master Developer has been identified. Pre development agreement established for third party analysis contribution;</li> <li>d) DDA negotiations on-going;</li> <li>e) CEQA process started. NOP complete;</li> <li>f) Ag lease extension 2009 established. 2010 Ag lease extension in development. All property management issues – including site security agreement maintained; and</li> </ul>
<p><b>Salida Community Plan - Business Park Development</b></p> <ul style="list-style-type: none"> <li>a) Prepare Draft Environmental Impact Report;</li> <li>b) Complete Infrastructure Master Plans,</li> </ul>	<p>There has been no progress on this activity due to the lack of action by the Salida Developers Group.</p>

including identification of water and sanitary sewer providers; and c) Develop Infrastructure and Services Financing Plan.	
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## MEASURE 2

Increase workforce preparation and skills

EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009	ACTUAL OUTCOMES FOR FISCAL YEAR 2008-2009
<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 1,000 Job Seekers in the workforce using the WorkKeys skill assessment program;</li> <li>c) Expand the use of WorkKeys skill assessments to include 8 local area High Schools;</li> <li>d) Issue 1,000 Work-Ready Certificates that can be used by Job Seekers as documentation of their work related skills;</li> <li>e) Conduct a marketing campaign targeted at increasing employer knowledge of the Work-Ready Certificate, enlisting 20 area employers as users of the WorkKeys system;</li> <li>f) Work with 1,200 Job Seekers to provide them with job search and vocational skills and to place 800 in employment;</li> </ul>	<ul style="list-style-type: none"> <li>a) Performed three WorkKeys Job Profiles;</li> <li>b) Assessed the skill levels of 5,016 Job Seekers using the WorkKeys skill assessment program;</li> <li>c) 15 local area high schools assessed students using WorkKeys;</li> <li>d) Issued over 4000 Work-Ready Certificates;</li> <li>e) Marketing campaign completed. 81 employers enlisted as users of the WorkKeys system;</li> <li>f) Provided 1,694 adult, dislocated worker, and youth customers with intensive case management, job search, and training services. Placed 769 of them in employment;</li> </ul>
<p><b>Improve the 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) 79% of adult students show significant gains (3-5 points) after 50 hours or more of tutoring;</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 60% for improvement on the job and 83% for reading to their child more often;</li> <li>c) The Library and ReadingWorks will develop a literacy awareness campaign;</li> </ul>	<ul style="list-style-type: none"> <li>a) 79% of adult students showed a significant gain after at least 50 hours of tutoring;</li> <li>b) 80% reported improvement on the job and 83% reported reading more to their child;</li> <li>c) The literacy awareness campaign is underway with bus signs, flyers, public service announcements, and public presentations;</li> </ul>
<p><b>Facilitate the implementation strategies for Connecting Stanislaus</b></p> <ul style="list-style-type: none"> <li>a) Targeted Technology Training (T3) Phase VI – Community Technology Training: <ul style="list-style-type: none"> <li>1) Target 6,500 total participants through phase VI (10% increase);</li> <li>2) Eight pieces of core curriculum;</li> <li>3) Rotate community based locations;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a) 8,173 total participants through cycle VI – exceeding our target goal by an additional 27%; Continue to provide eight core pieces of curriculum (English/Spanish) in multiple locations countywide; primary funding for this effort is through partnerships with Cities via CDBG funds;</li> </ul>



<p>4) Target audiences: digital divide [Under-employed, unemployed, seniors, non-profits];</p> <p>5) Continue and strengthen CDBG partnerships with cities;</p> <p>b) Community Portal – Technology outreach/facilitate e-civic communication:</p> <p>1) Develop and implement web 2.0 format;</p> <p>2) Add community partners – including Municipal Advisory Councils (MAC);</p> <p>c) Connect Stanislaus Five Year Strategic Plan Updated – Community wide Strategy:</p> <p>1) Publish comprehensive program update and strategic direction;</p> <p>2) Work with Chambers/Business Community to develop Business/Technology Summit; and</p> <p>d) Develop technology summit outreach model with all community sectors.</p>	<p>b) Community web portal 2.0 upgrade has been implemented – portal opportunities shared with MACs;</p> <p>c) Strategic plan updated with partner input; and</p> <p>d) Held two technology summits with small business and agriculture sectors – Chambers of Commerce and Farm Bureau as sponsors.</p>
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### MEASURE 3

Manage incentives and fee programs.

<b>EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009</b>	<b>ACTUAL OUTCOMES FOR FISCAL YEAR 2008-2009</b>
<p><b>Enterprise Zone (Alliance)</b></p> <p>a) Continue to monitor and survey the financial benefits received by County businesses that have taken the credits available through the program;</p> <p>b) Continue marketing of the program to existing and new firms to the area;</p> <p>c) Review all policies for timeliness and accuracy in the administration of the program;</p> <p>d) Prepare for eventual audits conducted by the California Department of Housing and Community Development;</p>	<p>a) Enterprise Zone extended to Waterford and Newman. All nine cities are now participant to the Zone benefits;</p> <p>b) Alliance continues to monitor program and Enterprise Zone benefit;</p>
<p><b>Public Facility Fee (PFF) Program</b></p> <p>a) Modified the multi-year fee deferral policy to include business expansion option;</p> <p>b) Expanded Development Incentive;</p> <p>c) Facilitated and completed PFF Program update;</p>	<p>a) PFF Update in progress;</p> <p>b) Extensive stakeholder outreach;</p> <p>c) Program update anticipated fall 2009; and</p>
<p><b>Economic Development Bank (Alliance as Administrator):</b></p> <p>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;</p> <p>b) Emphasize the benefits available through the Economic Development Bank for economic development opportunities and job creation;</p> <p>c) Explore and develop alternative or creative uses of the Economic Development Bank to</p>	<p>In light of the current fiscal environment, the Economic Development Bank program has been limited to monitoring existing allocated projects and loan repayments. Additional new loan funding has been suspended.</p>

<p>spur productive uses of the funds for economic development activities throughout the County;</p> <p>d) Improve the oversight of all Economic Development Bank loan packages through ongoing monitoring and updates on each project and repayment schedule;</p> <p>e) Explore utilizing the Economic Development Bank funding to further cooperative projects between industrial developers and the respective jurisdictions; and</p> <p>f) Develop a strategy to grow the bank with external sources per Board Administrative Agreement.</p>	
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**Lessons Learned:**

- Significant outreach and transparent approach continues to serve the Crows Landing development project well.
- In regards to the recession, Stanislaus County is one of the hardest hit communities in the Country. Businesses are laying off or not hiring, thus WorkKeys job profiling and overall hiring goals were difficult to meet. 2009-10 goals were adjusted in accordance with the current economic realities.
- Targeted Technology Training has successfully aligned with workforce training partners. Community interest and City investment remains very high for this programming.

**GOAL 2**

**Promote regional tourism strategies**

**MEASURE**

Facilitate implementation/development of all regional tourism-marketing strategies

<b>EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009</b>	<b>ACTUAL OUTCOMES FOR FISCAL YEAR 2008-2009</b>
<p><b>Event/Festival survey measurement initiative</b> (w/Stanislaus Office of Education/education partners):</p> <p>a) Increase event participation to 14 events;</p> <p>b) Increase youth group/education participation at the local level;</p> <p>c) Track event data and share with community event planners to improve festival event;</p> <p>d) Survey 5,300 event attendees per season (10% increase);</p>	<p>a) 15 community events were surveyed during the past performance cycle – data was shared with each event coordinating group;</p> <p>b) Youth participation is consistent - survey data collection;</p>
<p><b>Self guided tourism – drive tours</b></p> <p>a) Finalize and publish self guided tour #3 (Turlock/Ceres/Hughson areas);</p> <p>b) Begin pre-development process for self guided tour #4 (West Side communities);</p>	<p>a) Southside self guided tour completed and distribution per CVBs, Chambers and Roundtable affiliates;</p> <p>b) West Side project pre-development completed;</p>
<p><b>Regional Kiosk placement</b> (w/private sector partners):</p> <p>a) Minimum of 2 thematic updates during performance cycle;</p> <p>b) Continue partnership with Regional Mall and</p>	<p>a) Two updates annually;</p> <p>b) Information distribution successful;</p>



local communities for the distribution of 10,000 <i>Spend the Day</i> brochures;	
<b>Tourism outreach/marketing/web presence</b> a) Maintain outreach and education to all cities – city councils; b) Distribute Countywide tourism via brochure content 590 locations throughout CA; c) Develop (with cities and convention and visitor bureaus) regional (countywide) tourism guidebook; d) Develop tourism presence on community portal; e) Coordinate State Fair Exhibit; f) Conduct Winter Tourism Forum – Annual Summit – with city, chamber, Convention and Visitors Bureau (CVB) and business sector partners; and g) Participate in Central Valley Tourism Association (CVTA) and California Travel industries of America Associations (CaTIA) – rural tourism advocacy.	a) Conducted multiple presentations regarding Tourism Roundtable programming; b) Brochure distribution maintained throughout CA; c) Countywide guidebook concept suspended per Regional Roundtable decision – per economic downturn; d) Stanislaus tourism presence on web portal established; e) State Fair Exhibit won the Gold Award in County competition; f) Annual Tourism Forum draws 105 attendees from tourism sector, small business, media, and public policy makers; and g) Regional and State memberships have not been renewed due to fiscal cut backs are reprioritizing.

**Lessons Learned:**

- Regional Tourism is economic development.
- Tourism generates pure export dollars i.e. revenue that comes in to our communities from other external locations – not local dollars re-circulated.
- Tourism promotes our regional image and works directly and indirectly to improve our perception.
- Improved regional perception enhances business retention, expansion and attraction efforts.

**GOAL 3**

**Promote adequate/affordable housing**

**MEASURE 1**

Maintain and pursue affordable housing opportunities

<b>EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009</b>	<b>ACTUAL OUTCOMES FOR FISCAL YEAR 2008-2009</b>
Monitor appropriately designated land for consistency with Regional Housing Needs Assessment;	This is a continuous activity, based on housing industry activity;
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; and	Limited or no activity by residential housing developers over the past year; and
Begin revision of the Housing Element in 2008, for adoption by mid 2009. The new Housing Element consists of a "menu" of affordable housing tools that can be used to maximize affordable housing opportunities and reflect updated methods and	The Housing element is expected to come before the Board of Supervisors for approval in early 2 <sup>nd</sup> Quarter 2009-2010.

funding sources that may be utilized to achieve desired results.	
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**MEASURE 2**

Expand participation in first time home buyer programs

<b>EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009</b>	<b>ACTUAL OUTCOMES FOR FISCAL YEAR 2008-2009</b>
Increase funding for the First Time Home Buyer Program in the Redevelopment Agency - Implementation Plan and Home Investment Partnership (HOME) annual budgets; and	Received funding from CAHOME from HCD for First Time Homebuyer program (\$600,000). Funds are currently frozen by the State and it is unknown when (or if) they will be unfrozen and available; and
Work with local mortgage companies and banks to facilitate 12 closings annually.	Five closings completed in Fiscal Year 2008-2009. Remaining funds were reserved this year to leverage under NSP Program.

**MEASURE 3**

Improve existing neighborhoods and housing conditions

<b>EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009</b>	<b>ACTUAL OUTCOMES FOR FISCAL YEAR 2008-2009</b>
Increase the level of participation in the Major and Minor Housing Rehabilitation program to 18 households through partnerships with agencies such as the Stanislaus County Housing Authority and Disabilities Resource Agency for Independent Living;	20 households assisted through this program;
Assist in the rehabilitation of five mobile homes for targeted income households;	Seven mobile homes rehabilitated;
Begin construction of Phase II Keyes Storm Drain Project and complete design of Empire Infrastructure Project;	Construction of Keyes Storm Drain Project groundbreaking occurred on February 7, 2009. Design of Empire Infrastructure Project completed in July 2009;
50 additional households in the Shackelford and Robertson Road areas will participate in the sewer lateral connection program; and	Only 11 households participated in the Robertson Road sewer connections program due to program saturation. The program is now completed; and
Develop a strategy to eliminate two County Islands in partnership with cities.	Working with the City of Modesto, the Shackelford area is planned for imminent annexation. Carver/ 9 <sup>th</sup> Street area annexed in May 2009. Staff continues to strategize with the Cities of Modesto, Riverbank, Ceres, and Turlock to expedite annexations of islands.

**MEASURE 4**

Develop/maintain partnerships to create affordable housing

EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009	ACTUAL OUTCOMES FOR FISCAL YEAR 2008-2009
Assist in the acquisition of five lots to construct affordable housing;	Five lots acquired in Airport Neighborhood in partnership with Habitat for Humanity;
In collaboration with Habitat for Humanity/ Stanislaus, the Stanislaus County Affordable Housing Corporation (STANCO), and Self Help Enterprises assist two households in becoming homeowners through a sweat equity program; and	Four households assisted through sweat equity program in partnership with Habitat for Humanity; and
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 to assist two households.	No "lease-to-own" units were acquired. Partnered with Housing Authority to acquire units allowing for further leveraging in concert with NSP funds.

**Lessons Learned:**

The Housing programs were retooled in Fiscal Year 2008-2009 to take advantage of the Neighborhood Stabilization Program funding offered by HUD. \$9.7 million was granted to the CDBG Consortium in Fiscal Year 2008-2009. The County and other Consortium members are currently implementing this program. The Department remains flexible in our ability to rapidly respond to funding opportunities as they arise, allowing us to ultimately meet or exceed program goals.