





2021-2022 Annual Performance Outcomes Report

Stanislaus County
April 25, 2023



Introduction

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

We build community.

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

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

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

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

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

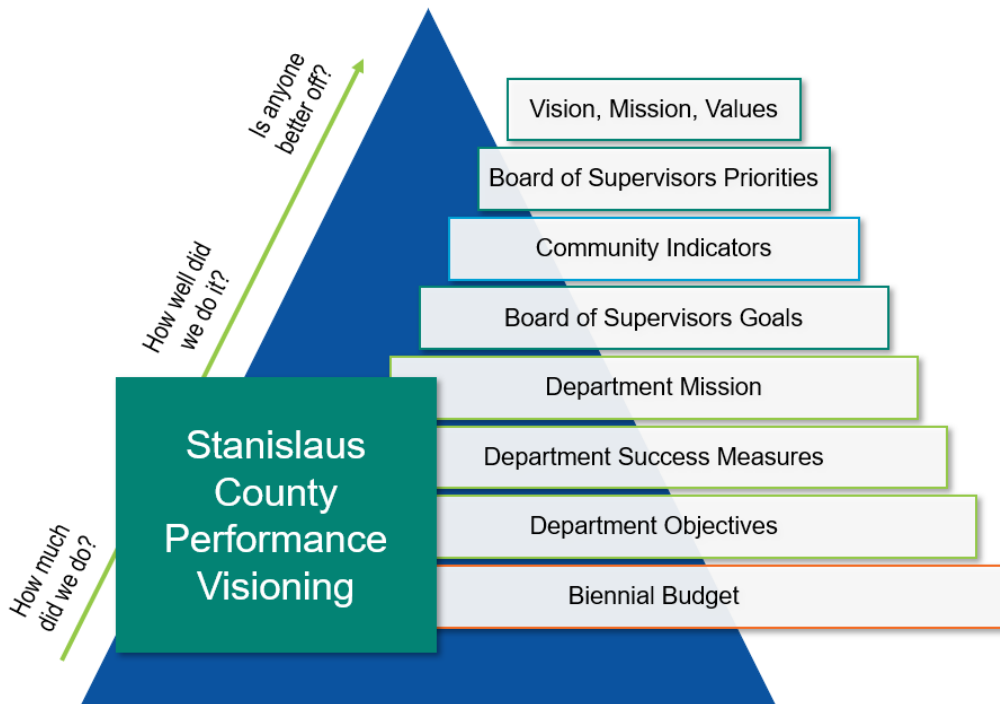
Beginning at the base of the structure is the **biennial budget**, a two-year model intended to draw performance and long-range visioning deeper into the budgeting process by providing an extended time-frame to evaluate and project needs in a thoughtful and planned manner. The County budget process provides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

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



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

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



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

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

The following 2021-2022 Annual Performance Outcomes Report is designed to report out on those annual measurements that are critical to the performance visioning model. Segmented by Board of Supervisors’ priority areas, community indicators and department missions, success measures, objectives, and accomplishments serve to relay the state of progress in individual and Countywide areas of focus. The hope is that the needle of measurement shows movement in the desired direction; however, just as valuable is the clear identification of when progress has been stifled, impeded, or has outright regressed. Both positive and negative movement are extremely informative, indicating either a green light to continue ahead, a cautionary yellow serving as a warning that all may not be smooth, and a clear signal to pause and re-evaluate needs, plans, and ways to better affect positive change. Ultimately, these performance outcomes serve to inform decision makers on how to best utilize County resources for the betterment of the community, all the while working towards . . .

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



Supporting Strong and Safe Neighborhoods

District Attorney
Probation
Public Defender
Sheriff

Supporting Strong and Safe Neighborhoods

Introduction

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

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

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

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

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

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

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



District Attorney

Board of Supervisors Priority Area



District Attorney supports the following Board of Supervisors priority:

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

Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
1. The Clerical Division has eliminated COVID-related backlogs and increased efficiency through process automation, imaging files and the ability to process new cases and discovery upon receipt from law enforcement agencies.
2. The Bureau of Investigation completed 476 follow-up investigations, resulting in a 9% increase from Fiscal Year 2020-2021 and served 2,321 subpoenas.
3. The District Attorney Information Technology (IT) Department continues to advance security and continuity of operations for the office, implementing Microsoft multi-factor authentication for all DA staff, adding Duo two-factor authentication to all production servers, replacing passwords with facial recognition or fingerprint authentication and completing phase two of Azure Cloud for failover operations.
4. Successfully continued a partnership with the Stanislaus Family Justice Center (SFJC) by providing a Victim Advocate and Criminal Investigator located on-site at the SFJC.
5. The Department expanded partnerships to address crime and changes in the law, joining with the Public Defender and the Courts to develop and implement a post-plea misdemeanor diversion program which

has held offenders accountable while mitigating the potential for COVID-related dismissals and standing up a Mental Health Court working group to explore implementation of a reinvigorated Mental Health Court based on the Sacramento Superior Court model.

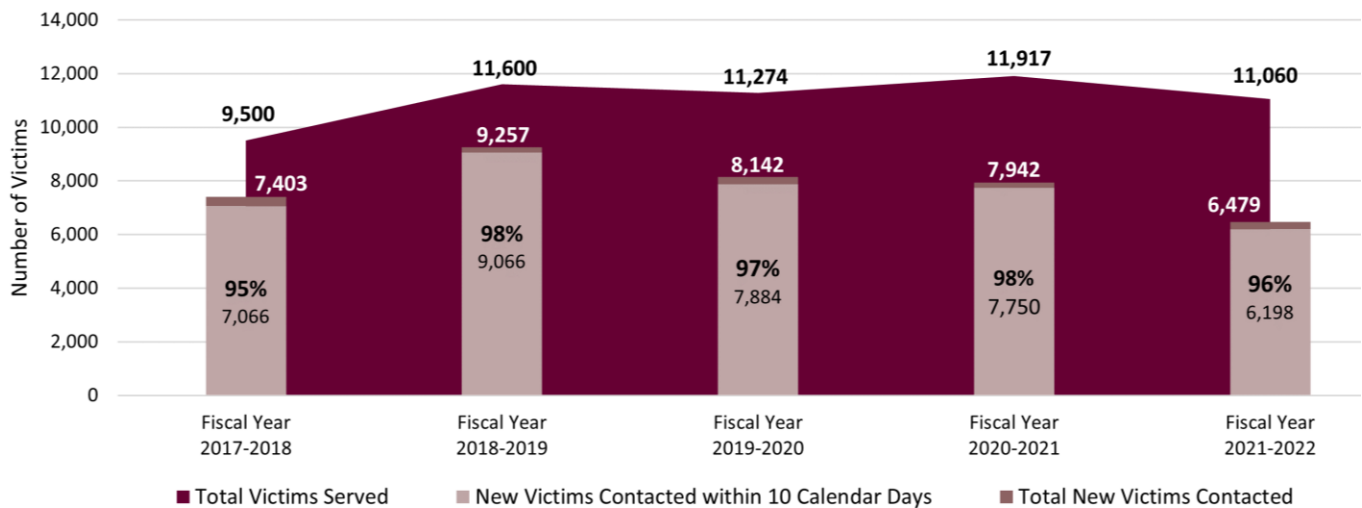
- 6. Awarded a Bureau of Justice Assistance grant - Prosecuting Cold Cases Using DNA to help solve violent cold cases with DNA evidence.

Department Success Measures

The goal of the Victim Services Unit is to contact 90% of new victims within 10 calendar days. The law requires victims of crime to be notified of their rights by law enforcement at the earliest stage of the criminal justice process. The Victim Services Unit contacted 96% of new victims within 10 calendar days. This 2% decrease from Fiscal Year 2020-2021 is due in part to staff turnover and resulting caseload reassignment during Fiscal Year 2021-2022.



Victims Served/Contacted



The Department's goal is to review a minimum of 90% of cases within 30 days of intake. Thorough review and informed decision-making are conducted to ensure the Department does not contribute to any unnecessary delay in the criminal justice system or process. The table below shows that in Fiscal Year 2021-2022, 58.4% of the cases were reviewed within 30 days of intake. COVID accelerated the transition from paper case review packets to a totally electronic/digital review process. With virtually all cases for review now uploaded directly into Integrated Criminal Justice Information System (ICJIS) by law enforcement agencies, the department is now able to track and differentiate the true count of cases to be processed by clerical versus the number of cases awaiting Deputy District Attorney



(DDA) review. COVID also caused significant staffing shortages in clerical, including Intake. By December 2021, cases that had been in the Intake queue for processing had shifted to the DDA pre-issuance queue for review. By virtue of this backlog, there was a built-in delay which prevented from achieving the goal of review within 30 days for at least the first 6 months of the review period. Now that Intake has been fully staffed and there is no backlog, staff have been able to process in real-time the 300-400 cases on average received each week from law enforcement. The backlog now resides in the DDA pre-issuance queue and is being methodically reduced. Once this remaining backlog is eliminated, the department anticipates meeting its 30-day review goal moving forward.

Category	Fiscal Year					
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Filled General Fund Positions						
Total - Filled General Fund Positions	127	126	132	133	132	134
Cases Filed						
Misdemeanors	9,722	8,627	7,876	7,638	5,961	7,629
Felonies	3,627	3,544	3,548	3,813	3,949	4,327
Total Cases Filed	13,349	12,171	11,424	11,451	9,910	11,956
Cases Reviewed						
Total Misdemeanor and Felony Cases	19,998	18,028	18,642	18,138	16,669	19,916
Average Days between Case Intake and First Review Code	9	12	14	23	20	28
Percentage of Cases reviewed within 30 Days	92.5%	88.7%	85.3%	83.4%	72.8%	58.4%
Court Appearances						
Total Court Appearances	91,591	86,444	82,003	74,750	75,470	84,678
Open Homicide Cases and Defendants						
Total Open Homicide Cases	N/A	83	81	85	92	85
Total Homicide Defendants	124	102	103	108	111	96
Victims Served and Contacted						
Total Victims Served	8,448	9,500	11,600	11,274	11,917	11,060
New Victims Contacted	6,840	7,403	9,257	8,142	7,942	6,479
# New Victims Contacted within 10 Calendar Days	6,153	7,066	9,066	7,884	7,750	6,198
% of New Victims Contacted within 10 Calendar Days	90%	95%	98%	97%	98%	98%

Probation

Board of Supervisors Priority Area



Probation supports the following Board of Supervisors priority:

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

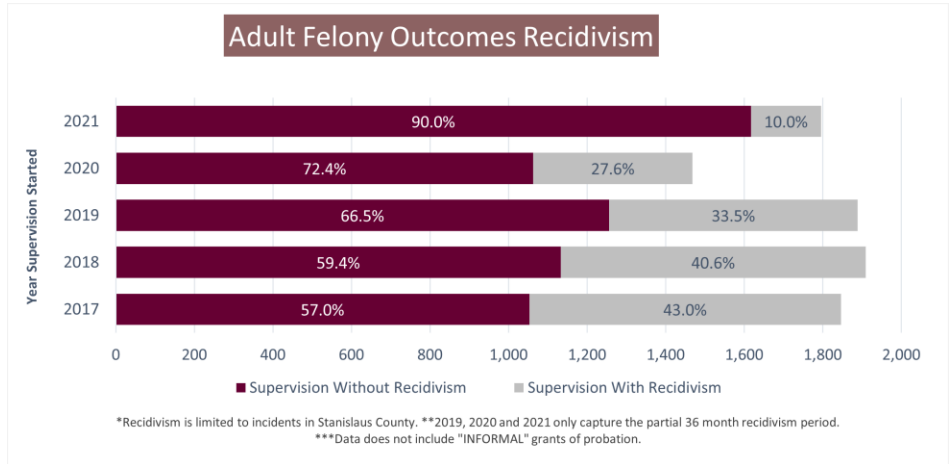
Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
<ol style="list-style-type: none"> Contracted with Leaders in Community Alternatives (LCA) to expand programming for youth serving extended commitments of incarceration in the Juvenile Hall that do not meet the criteria for SB 823. The goal of programming is to rehabilitate youth and provide a successful transition to the community, ultimately reducing recidivism. In addition, LCA staff are providing Cognitive Behavioral Intervention - Core Youth (CBI-CY) to both maximum security units in the facility, three times per week. Partnered with Modesto Junior College to provide Probation youth access to higher education; five in-custody youth attended online classes. Continued development of the Youth Assessment Center (YAC) by expanding services to the City of Turlock. In recognition of the barriers faced by offenders with visible tattoos, the Probation Department partnered with Ink Doctors to offer offenders an opportunity to have tattoos on their head, neck, face, hands, and

fingers removed. In addition, seven Probation Officers received training in Effective Practices in Community Supervision (EPICS) giving them the skills to provide treatment based on the offender's specific learning style, motivations, abilities, and strengths.

Department Success Measures

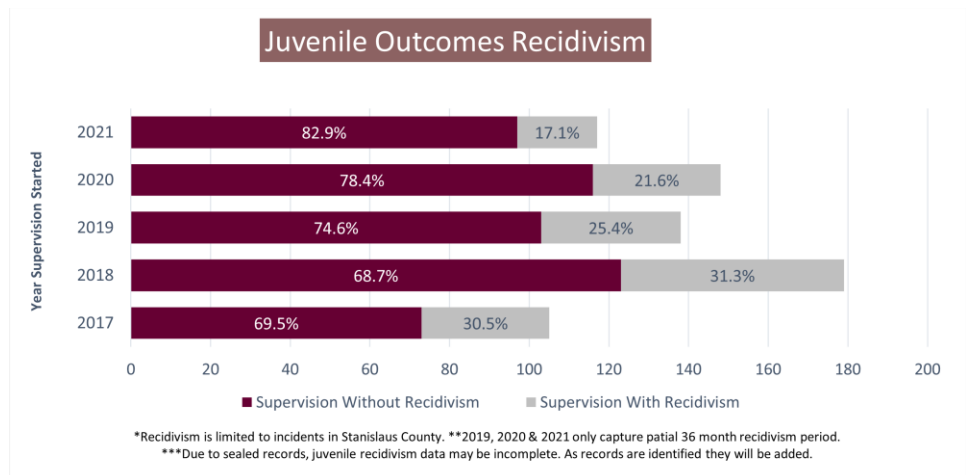
Recidivism is defined as a conviction of a new felony or misdemeanor committed within three years of placement on probation supervision for a previous criminal conviction. These charts illustrate the number of individuals who began probation supervision within the last five calendar years and the number of those individuals who have recidivated within Stanislaus County.



The individuals who began supervision in 2017 and 2018 have completed the three-year recidivism period. During that period, recidivism declined by 2.1%.



The recent decrease in recidivism can be attributed to several factors including: 3-year recidivism period has not elapsed, emphasis on rehabilitation services and programs, and changes in the law including juvenile record sealing. Senate Bill 6661, signed into law on September 30, 2015, amended California Welfare & Institutions Code section 786 and 787 and ordered that juvenile records are automatically sealed at the time jurisdiction is terminated. As a result of the changes, some data was no longer available at the time of reporting.



Public Defender

Board of Supervisors Priority Area



Public Defender supports the following Board of Supervisors priority:

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

Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
1. In 2022, the Public Defender provided assistance in post-conviction relief to Stanislaus County residents through the Fresh Start program and is actively engaged in helping community members improve their future prospects and lives.
2. The Department established the Alternate Defender's Office (ADO) which opened in July 2022, to ensure zealous, high-quality advocacy for all low-income people facing criminal charges. The ADO is appointed when the Public Defender's Office cannot properly represent the client's interest due to a conflict or otherwise. While the ADO is formally a branch of the Public Defender's Office, it operates as a separate and distinct law office.
3. The Public Defender's Office is dedicated to serving the whole client, addressing needs that contribute to legal involvement or arise from contact with the legal system. The Department's Client Support Services

Unit has been successful in connecting clients to supportive community services to address mental health, housing, and substance use disorder issues, supporting a holistic model of representation.

4. The Budget Act of 2021 (Senate Bill 129) established the Public Defense Pilot Program (PDP) and provided funding for indigent criminal defense. These changes have created a substantial number of cases in which clients are eligible for relief in post-conviction matters. The Department used PDP funding to hire experienced, highly skilled staff to handle its complex post-conviction work including a dedicated attorney, paralegal, and investigator. The department has received and is working on approximately 175 applications for relief.
5. The department continues to work with the Chief Executive Office Human Resources Division to recruit and retain hard-to-fill positions. The department has a high vacancy rate, and is continuing to work diligently to fill positions.

Department Success Measures

The Public Defender is committed to rehabilitative successes and believes everyone is entitled to a “Fresh Start” in life. The Fresh Start Program offers a wide range of postconviction relief services, providing Stanislaus County residents with assistance reducing their felony convictions to misdemeanors, getting their cases dismissed after successful completion of probation, and obtaining certificates of rehabilitation, which serve as an automatic application for a gubernatorial pardon. This program, along with Clear Your Record Applications, is of great value to the clients. In the last year, approximately 650 such applications (combined) were handled by the Public Defender’s Office.



In addition to the Fresh Start Program, the Department defines success by the number of clients referred to the Department’s Case Workers for assessment of their criminogenic needs and referrals to local social service agencies and community-based organizations. Two full time and two part time Client Support Specialists came onboard and started working diligently to support clients. They have worked on 457 cases, connected clients to 1,137 resource services and 368



services are ongoing in: Mental Health Treatment, Substance Use Disorder Treatment, Housing and Counselling.



In addition, since July 2021, the Department has continued to utilize a text-messaging reminder system [UPTRUST], enabling early and easy communication between clients and their assigned attorneys. In the last year: 10,738 clients were contacted, regarding 56,185 court appearances, 61,044 outgoing messages were sent, and 14,384 incoming messages were received. In the data analyzed (92% of court appearances), the failure to appear rate was approximately 4%.



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.



Sheriff

Board of Supervisors Priority Area



Sheriff supports the following Board of Supervisors priority:

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

Annual Report on Results: Fiscal Year 2021-2022

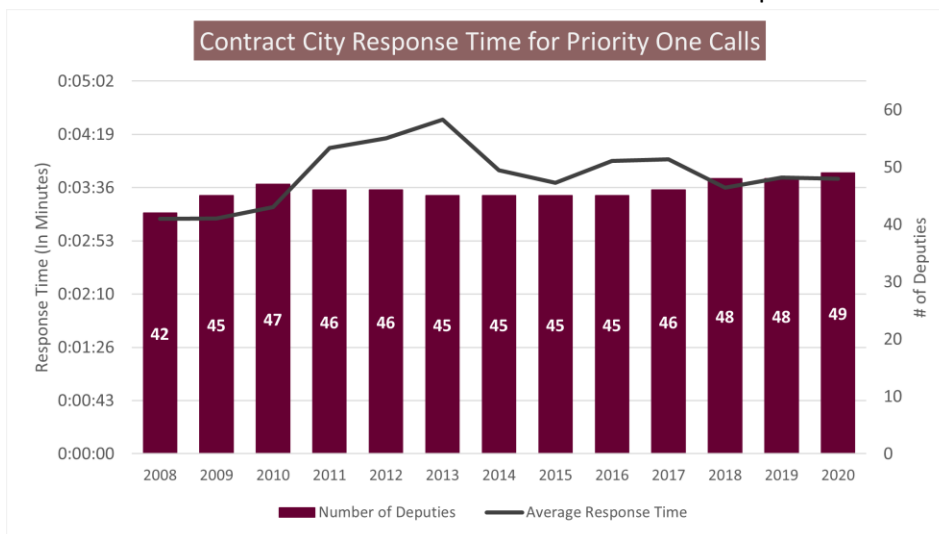
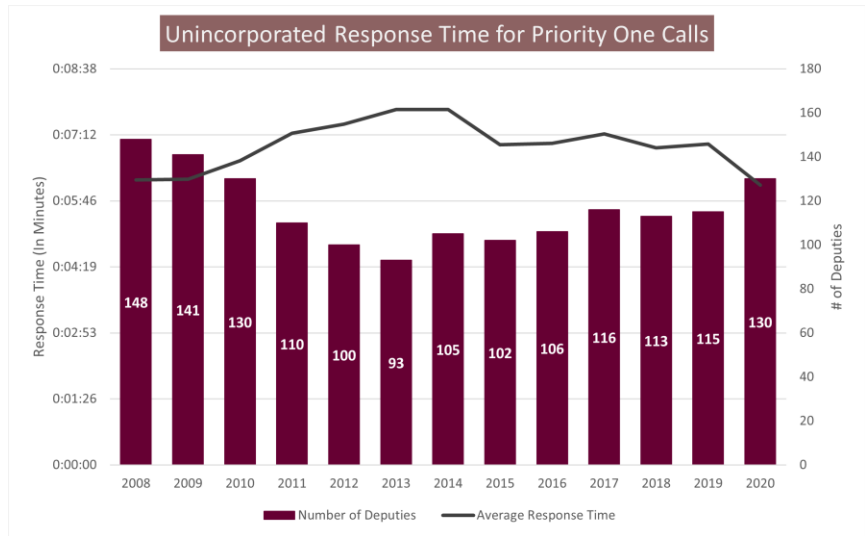
Accomplishments
<ol style="list-style-type: none"> 1. The two-year objectives noted above are ongoing projects of the Sheriff's Department. 2. Increased the law enforcement presence and provided a greater level of service by successfully re-establishing a substation in the community of Salida. 3. Increased the investigative services the Department provides by reinstating the Deputy Coroner classification to allow the Deputy Sheriff position to move into critical investigative positions. 4. Implemented a local fire service training program for the smaller fire agencies in the County by increasing staffing at the Fire Warden's Office.

Department Success Measures

One of the Sheriff’s Department 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 Department patrols the unincorporated areas of the County as well as the cities of Riverbank, Patterson, Waterford, and Hughson, all of which have police services contracts with the Sheriff’s Department. Every jurisdiction is completely unique and response times can vary due to geography,

current call volume, and number of available deputies in the surrounding area. Since 2008, there has been a strong correlation between full-time sworn Deputies and average response time. In 2020,

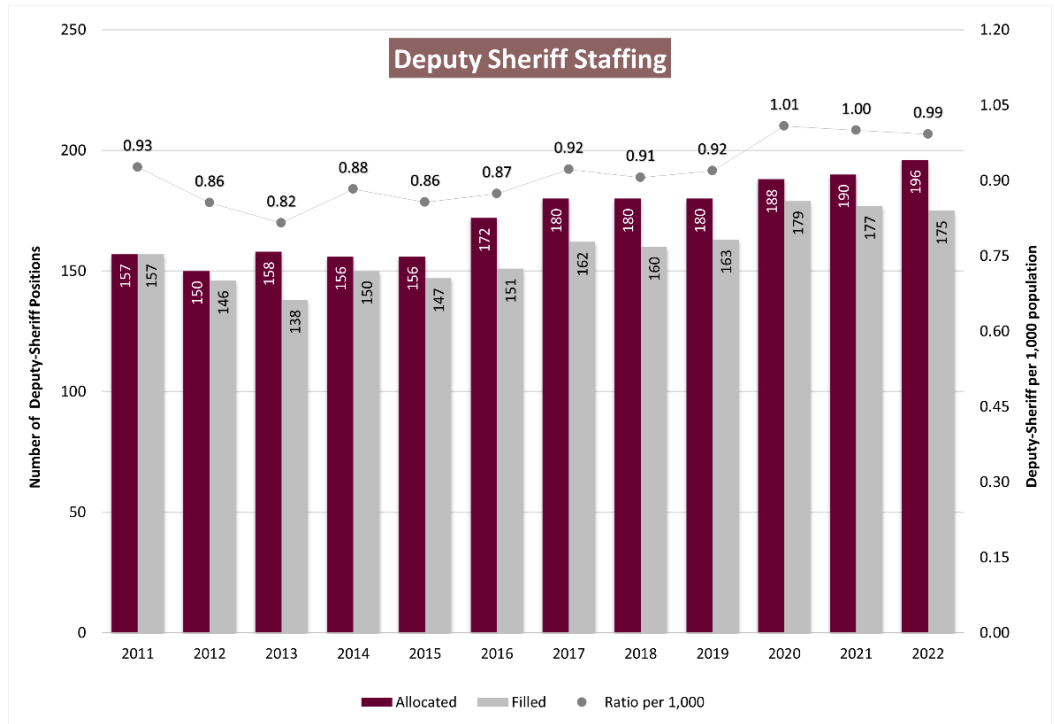


the response time in the unincorporated area was seven seconds less with 18 fewer deputies allocated to patrol than in 2008 but the calls for service were down by 2,383. Even though the Sheriff’s Department is committed to responding to calls for service in a timely manner, there are variables that can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

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

As of October 2022, the Sheriff hired 13 lateral Deputy Sheriffs and several more are in the background process. Due to increased Deputy Sheriff staffing, as shown in the chart below, there are currently more services

provided by the Department, bringing back the following positions: School Resource Officer (SRO) positions; Community Resource Deputies who service areas such as Keyes, Denair, and Salida; Cannabis Enforcement; Threat Assessment and



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

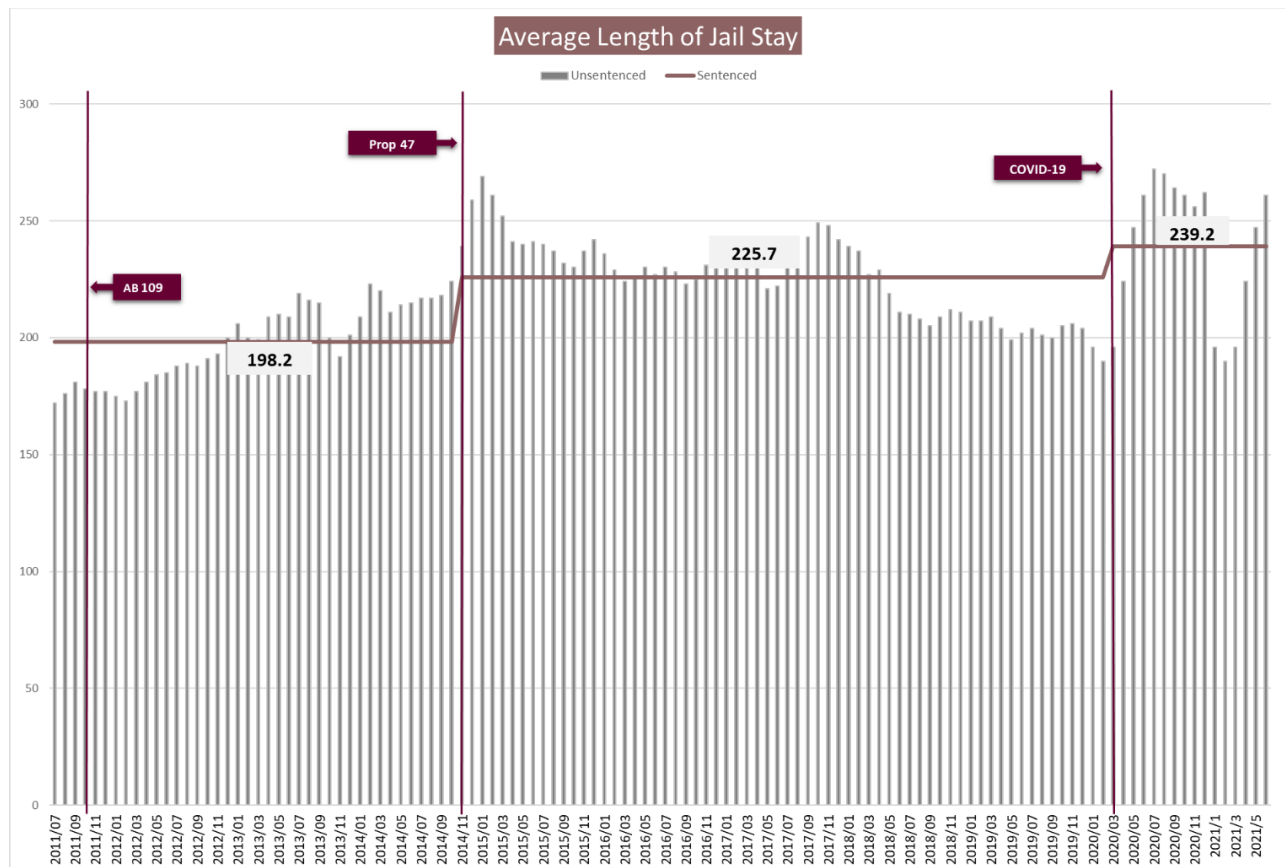


The Sheriff’s Department has four correctional detention facilities capable of housing inmates ranging from minimum security to administrative segregation and includes housing for mental health offenders. The Sheriff’s Department is responsible for housing both sentenced and un-sentenced inmates. The 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, community-based organizations, and local service providers to carry out their respective missions.

Aging and Veterans Services plans and coordinates a variety of services to seniors to promote independence and self-sufficiency. The Veterans Services division provides assistance and advocacy for the men and women who have served in the American Armed Forces, their dependents, and survivors. As of Fiscal Year 2021-2022, this includes operational oversight of the Stanislaus Veterans Center.

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 is an important part of the social safety net for families in Stanislaus County. With an overarching focus on customer service, performance, and communication, the Stanislaus County Department of Child Support Services, works diligently to fulfill our core duties to establish



parentage, establish child support orders, and to collect on both current child support obligations and past due arrears.

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

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

Aging and Veterans Services

Board of Supervisors Priority Area



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

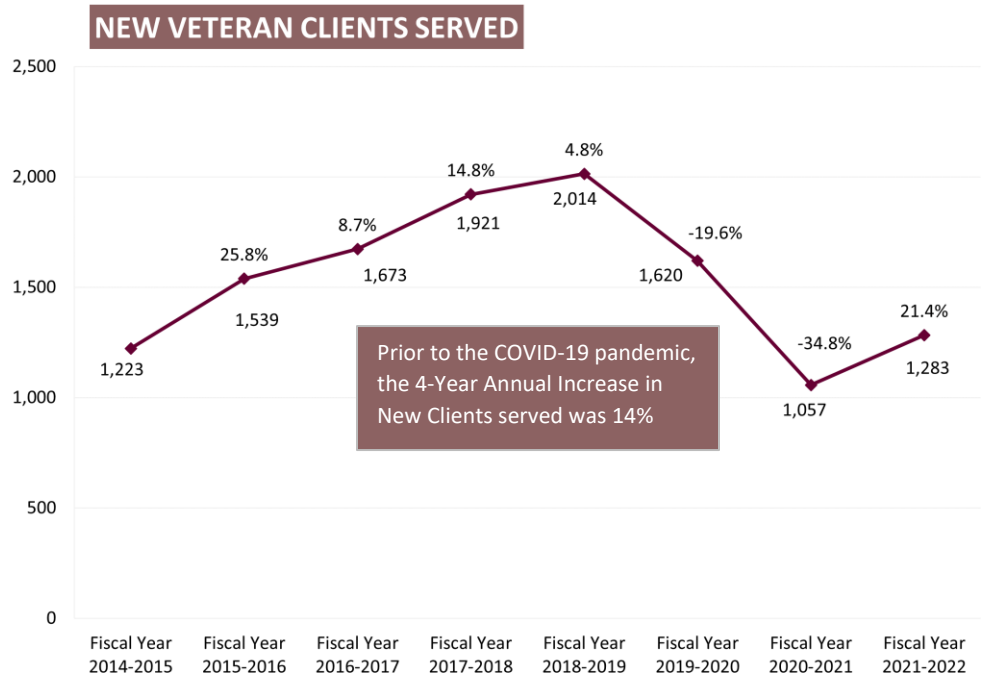
Priority	<i>Supporting community health, including physical, mental, emotional and spiritual health</i>	
Mission Statement	To help seniors and veterans obtain the services and benefits they need to live secure, healthy and independent lives	
Two-Year Strategies	Strategies are defined in the Department's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

Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
<ol style="list-style-type: none"> 1. The Department increased outreach and accessibility by implementing a Virtual Office that allows clients to connect with their Veterans Services Representative online from our website. 2. Veterans Services facilitated permanent housing of 14 homeless Veterans and connected more than 25 additional Veterans to other housing and supportive services. 3. Seniors were connected to housing assistance programs through the Information and Assistance program, who received 493 calls regarding housing. 4. A Home Share program was developed and launched in June 2021 through a partnership with the Senior Advocacy Network. To date, 12 matches have been made through 9/30/22.

Department Success Measures

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



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

over the past seven years CVSO staff had been able to increase the number of new clients served with an average annual increase of 14%, through Fiscal Year 2018-2019. The sharp decline of 19.6% in Fiscal Year 2019-2020 and 34.8% in Fiscal Year 2020-2021 are attributed to the reduction in outreach events and office closures associated with local COVID-19 pandemic response that inhibited efforts to reach veterans directly. As COVID-19 impact begins to subside, the Department has resumed and implemented new outreach and accessibility improvements that have resulted in an increase of service to new veterans of 21.4% during Fiscal Year 2021-2022.

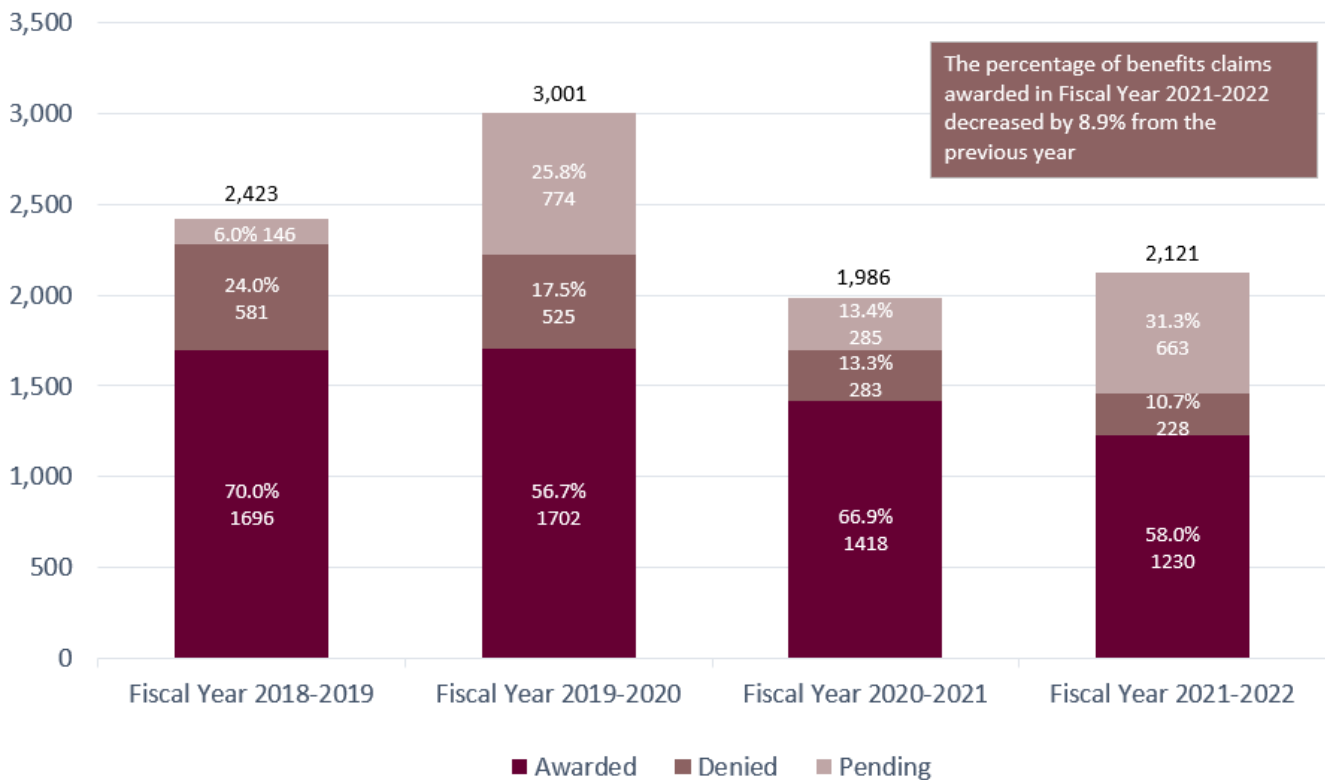


In addition to serving new clients, the CVSO tracks the progress and outcomes of the benefit claims made to the Veterans Administration (VA) on behalf of local veterans. The following chart shows overall claims filed over the last three fiscal years, noting how many claims were awarded, denied, or still pending at fiscal year-end. For Fiscal Year 2021-2022, total benefits claims filed increased by 135, as a result of waning COVID-19 restrictions and office closures. The percentage of benefits claims awarded in Fiscal Year 2021-2022 decreased from 66.9% to 58% from the previous year while the number of claims denied decreased by 2.6% from the prior year. The award and denial numbers are slightly skewed due to the dramatic 17.9% increase in claims that remain in a pending status. This is in large part due

to the extended time it is taking the VA to adjudicate specialized claims related to Agent Orange and other environmental exposures.

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.

VETERANS BENEFITS CLAIMS



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	1. Finalize the Department-wide organizational review, which may involve a plan for restructuring and will include the identification of increased efficiencies to ensure the sustainability of programs and services into the future while prioritizing the provision of core services
	2. Implement the Core Treatment Model framework identified as a key component in the delivery of quality behavioral health care to the community
	3. Align prevention and early intervention, Medi-Cal managed care, and private health plan services as part of the Core Treatment Model, thereby establishing a continuum of care

Annual Report on Results: Fiscal Year 2021-2022

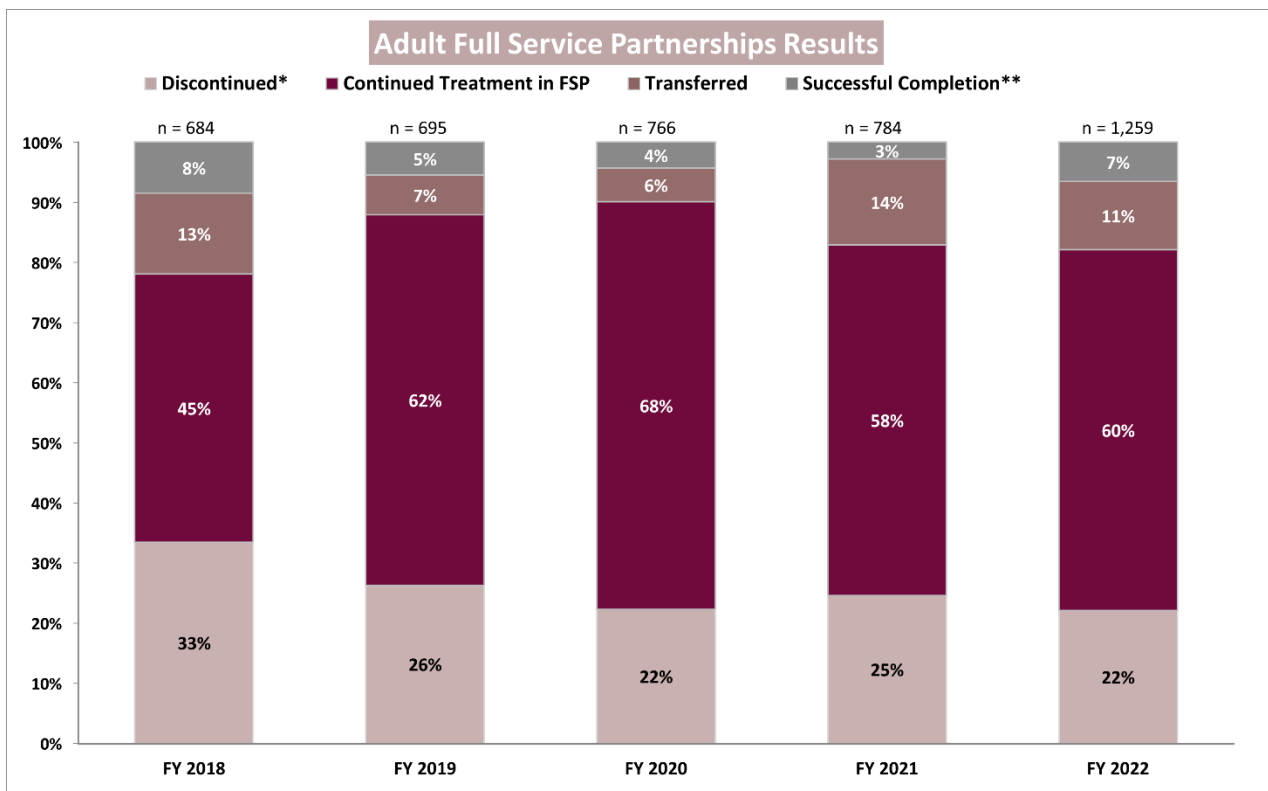
Accomplishments
<ol style="list-style-type: none"> BHRS finalized the Department-wide organizational review in Fiscal Year 2020-2021, which involved a plan for restructuring and included the identification of increased efficiencies to ensure the sustainability of programs and services into the future while prioritizing the provision of the core services. The organization review resulted in the development of the BHRS Strategic Plan, which was presented to and approved by the Board of Supervisors on March 30, 2021 (Resolution 2021-0136). BHRS completed implementation of the Strategic Plan in Fiscal Year 2020-2022. The Core Treatment Model (CTM) framework, identified as a key component in the delivery of quality behavioral health care to the community, was included in the BHRS Strategic Plan. Implementation of the CTM was completed in Fiscal Year 2021-2022 and the Department has implemented several strategic initiatives to strengthen it in Fiscal Year 2022-2023. The alignment of prevention and early intervention, Medi-Cal managed care, and private health plan services as part of the Core Treatment Model, thereby establishing a continuum of care, was completed with the approval of the BHRS Strategic Plan. In Fiscal Year 2021-2022, BHRS continued to work with partners in the continuum of care to begin implementation of California's Advancing and Innovating Medi-Cal (CalAIM) initiatives, which is designed to make Medi-Cal a more consistent and seamless system for enrollees to navigate by reducing complexity and increasing flexibility to improve quality outcomes and reduce health disparities.

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 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 participation, transferring to lower levels or more appropriate levels of care, and meeting treatment goals (i.e., successful completion). These charts illustrate the results of adults, transitional age young adults, and children’s Full-Service Partnership (FSP) programs.

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



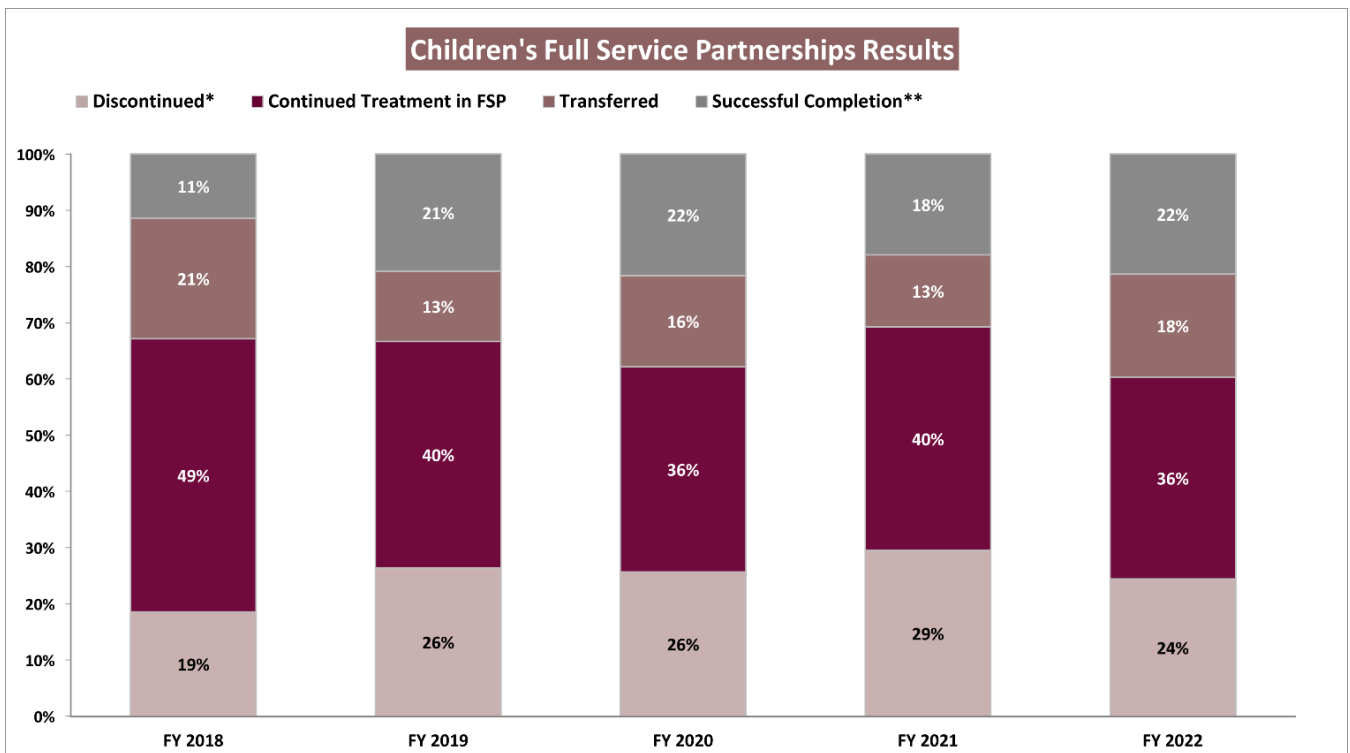
*"Discontinued" includes: discontinued, deceased, incarcerated, moved, target criteria not met, unable to locate

**"Successful Completion": client met treatment goals

Assisted Outpatient Treatment (AOT) FSP, began to be included in the results starting with Fiscal Year 2019-2020.

Although there has been a decrease in successful completion and continued treatment for adult FSP's for the last fiscal year, there has been an increase of 8% of those who transferred to a different level of care. There was an increase of 3% of those who discontinued the program. During Fiscal Year 2020-2021, 75% of clients maintained participation, transferred to a lower or more appropriate level of care, or successfully completed the treatment program.

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



*"Discontinued" 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



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	1. Maintain collection and distribution of \$59 million of child support to families
	2. Collect 67% of current court-ordered support
	3. Obtain support orders on 96.4% of cases

Annual Report on Results: Fiscal Year 2021-2022

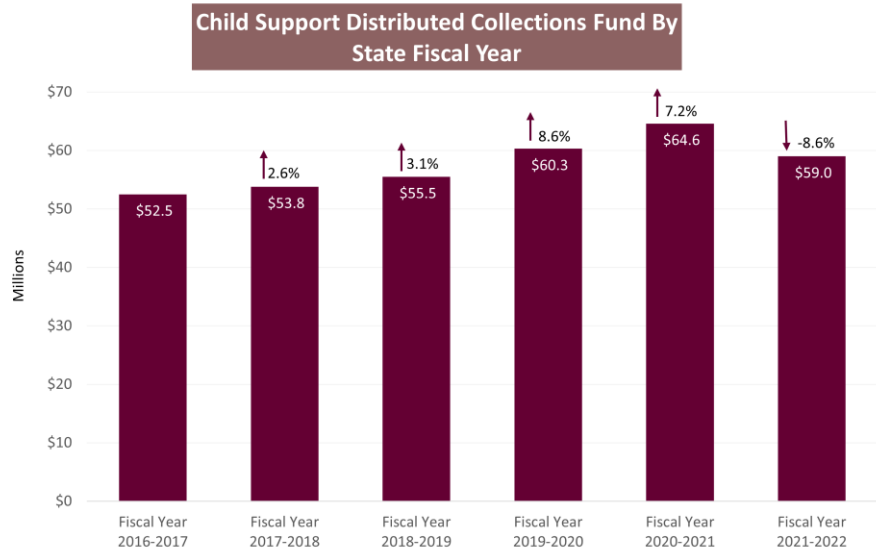
Accomplishments
<ol style="list-style-type: none"> 1. For State Fiscal Year 2021-2022, the Department collected and distributed \$59 million in child support. 2. The Department collected 62.1% of court-ordered support, for Federal Fiscal Year 2021-2022. 3. Support orders were obtained on 95.3% of cases for Federal Fiscal Year 2021-2022.

Department Success Measures

The Department of Child Support Services collects and distributes child support payments to improve the lives of children and their families with a goal of providing consistent and reliable support. The Department of Child Support Services collected \$59,060,556 in child support payments during State Fiscal Year 2021-2022. This amount reflects the reduction of payments that were received during the pandemic, being directly related to high levels of IRS tax and stimulus offsets and unemployment payments, both of which have subsided to pre-pandemic levels. Accounting for the two anomaly years, State Fiscal Year 2021-2022 collections amounts show a growth of 6.4% higher than pre-COVID collections. Approximately 77% of child support collections went directly to families in the community. These collections support each family as they move toward or continue to maintain self-sufficiency, while potentially reducing the number of families relying upon other County public assistance programs or similar services. The remaining 23% of the money distributed repays public assistance; thereby, recovering taxpayer funds.

The Department continued to maintain this level of service during this year due to its dedicated workforce, increased use of automation of processes, and shared services with another child support agency that provides call center services to child support customers at no cost to the Department, allowing staffing resources to focus on casework.

After one year of increasing funding in State Fiscal Year 2019-2020, the Governor’s Fiscal Year 2020-2021 May Revise cut \$933,728 and reverted child support funding to State Fiscal Year 2018-2019



levels. Since then, the legislature has provided one-time funding to local child support agencies. The Department’s portion of this increase for State Fiscal Year 2021-2022 was \$707,417. This increase will be predominantly absorbed by higher costs of doing business, in particular labor costs, and therefore will not serve the original purpose the funding was intended, that of increasing staffing levels. Department leadership continues to monitor the situation closely, working with the California Department of Child Support Services (CADCSS) and the California Child Support Director’s Association (CSDA), while educating lawmakers and legislative staff on the importance of the child support program in serving as a social safety net, and about the real impacts of funding decisions on the vulnerable families who rely on child support as their secondary income.

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

Community Services Agency

Board of Supervisors Priority Area



Community Services Agency supports the following Board of Supervisors priority:

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

Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
<ol style="list-style-type: none"> In Federal Fiscal Year 2020-2021, Stanislaus County had 1,848 children who were victims of abuse or neglect. Of those, 12.6% experienced a reoccurrence of abuse or neglect within the following 12 months. In Federal Fiscal Year 2020-2021, Stanislaus County had 224 children in Foster Care that were eligible to transition to permanency. Of those children, only 27.2% transitioned to permanency within 12 months of entering Foster Care. In Fiscal year 2021-2022, the percentage of CalWORKs cases discontinued remained relatively flat at 6.5% in comparison to 7% the prior fiscal year. The percentage of CalFresh cases that were discontinued due to

earnings decreased to 6% in comparison to 9% the prior fiscal year. General Assistance had a sharp decline in discontinuances due to employment, only 4% compared to 8.5% the prior fiscal year as a result of COVID-19 related good cause and lack of customer engagement in employment activities.

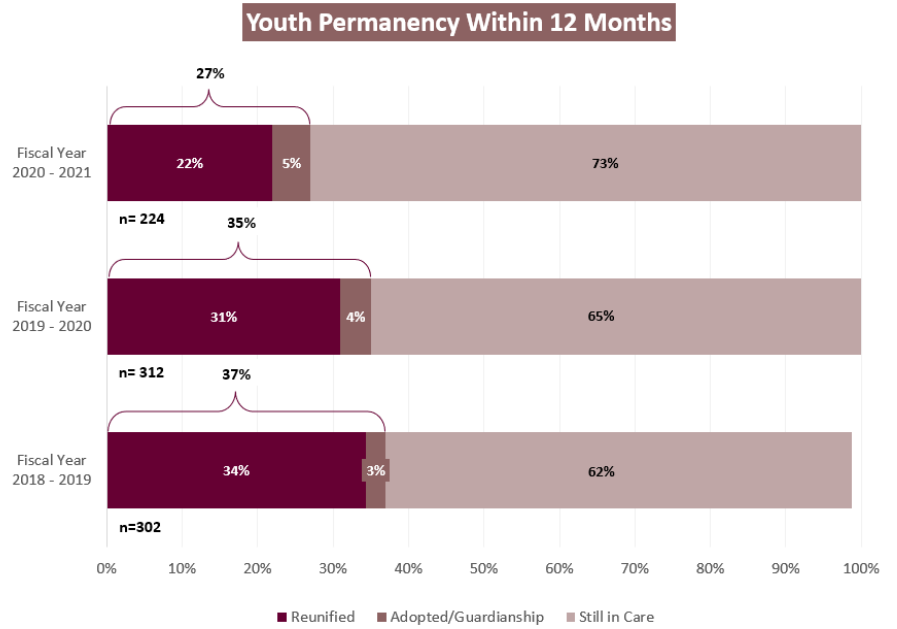
4. A Countywide ADA assessment was completed in Fiscal Year 2017-2018 that included ADA remediation for the Hackett Road facility customer parking lot. There was no additional ADA remediation in Fiscal Year 2021-2022.
5. The Housing and Homeless Division was established at CSA in October 2019 with operations in 2020. Fiscal Year 2021-2022 data is being collected to establish a baseline level of individuals attaining housing that will be used as a point of reference for future years. The Division operates two family shelters: the Family Housing Facility, a year-round transitional shelter, and the Empire Cold Weather Shelter, a seasonal shelter. Both shelters have a permanent housing success rate of 80%.



Department Success Measures

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

The graph above presented represents youth who entered foster care in Federal Fiscal Year 2020-2021 and were eligible to transition to permanency within 12 months. Of the 224 youth eligible for transition to permanency in Stanislaus County, 50 were reunified with at least one parent and 11 were adopted or in a



guardianship. In all, 27% of the foster youth transitioned to permanency during the 12-month time period. This is an 8% decrease over foster youth who entered care in Fiscal Year 2019-2020. The decreased rate can be attributed to the impacts of the COVID-19 pandemic for the past two fiscal years, including court delays, parents unable to find stable housing, and community service disruptions. The Department's goal is to continue to increase this percentage while building a vitally important pathway to resilience for foster care youth.

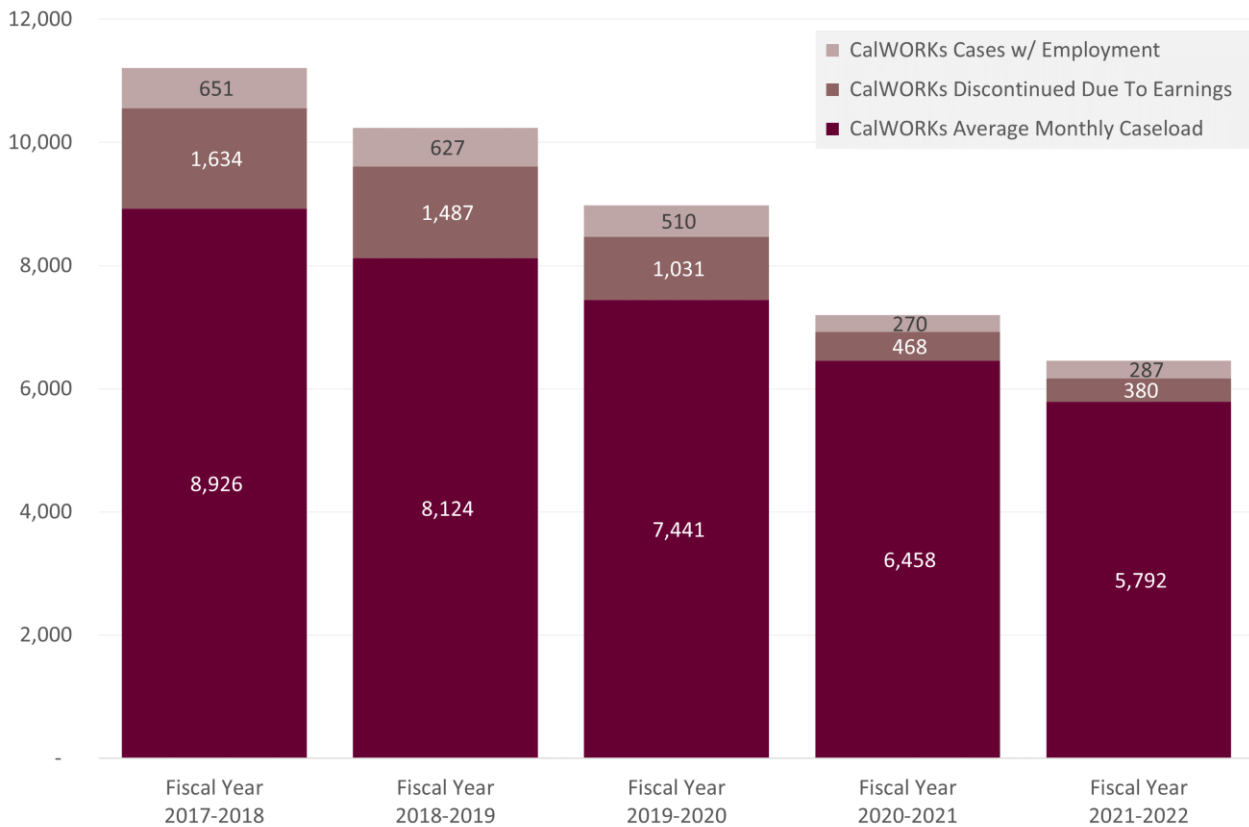


In Fiscal Year 2020-2021, a total of 2,103 individuals and families received housing support through one of three programs: the Homeless Assistance Program (HAP), the Housing Support Program (HSP), and the Housing and Disability Advocacy Program (HDAP). Fiscal Year 2021-2022 totals show a decrease to families served under the Housing Assistance Program (HAP) which

is a reflection of overall decreasing CalWORKs caseloads, and the COVID-19 eviction moratorium and rental assistance programs. The Housing Support Program (HSP) also reflects a decrease due to the decrease in need as shelters and programs serving families re-opened as the COVID pandemic eased. The Housing and Disability Advocacy Program (HDAP) program experienced an increase in persons served as individuals exiting from the Modesto Hotel Non-Congregate COVID protection shelter and Project Roomkey were connected directly to HDAP.

The number of CalWORKs cases continued to decline in Fiscal Year 2021-2022 likely due to the improved job market. In Fiscal Year 2021-2022, an average of 6.6% of CalWORKs cases were discontinued due to earnings when compared to 7.2% in the prior fiscal year. CalWORKs cases with employment went up from 4.2% in Fiscal Year 2020-2021 to 5% in Fiscal Year 2021-2022, which speaks to the active job market. The department is committed and working diligently to assist CalWORKs eligible families attain self-sufficiency by connecting them to services, training, and employment opportunities.

CalWORKS Caseloads - An Indicator of Self-Sufficiency



Health Services Agency

Board of Supervisors Priority Area



Health Services Agency supports the following Board of Supervisors priority:

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

Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
<p>1. HSA's community outreach and engagement team administered 69 Vaccine Public Opinion surveys to Stanislaus County residents. 22% of respondents reported that they do not plan on getting vaccinated. The survey found the most common reason people were not vaccinated were due to concerns about side effects (55%) or long-term effects from getting the vaccine. 51% reported that it is better to be protected by getting infected with COVID than by getting the vaccine. 70% reported that they get the majority of their information about the COVID-19 vaccine from the internet.</p> <p>2. As of October 11, 2022, 58.7% of residents living in the lowest HPI quartile are fully vaccinated compared with 56.6% of the broader Stanislaus County population, which exceeds the goal for this priority area. Community outreach efforts continue to be prioritized in the lowest HPI quartile.</p>

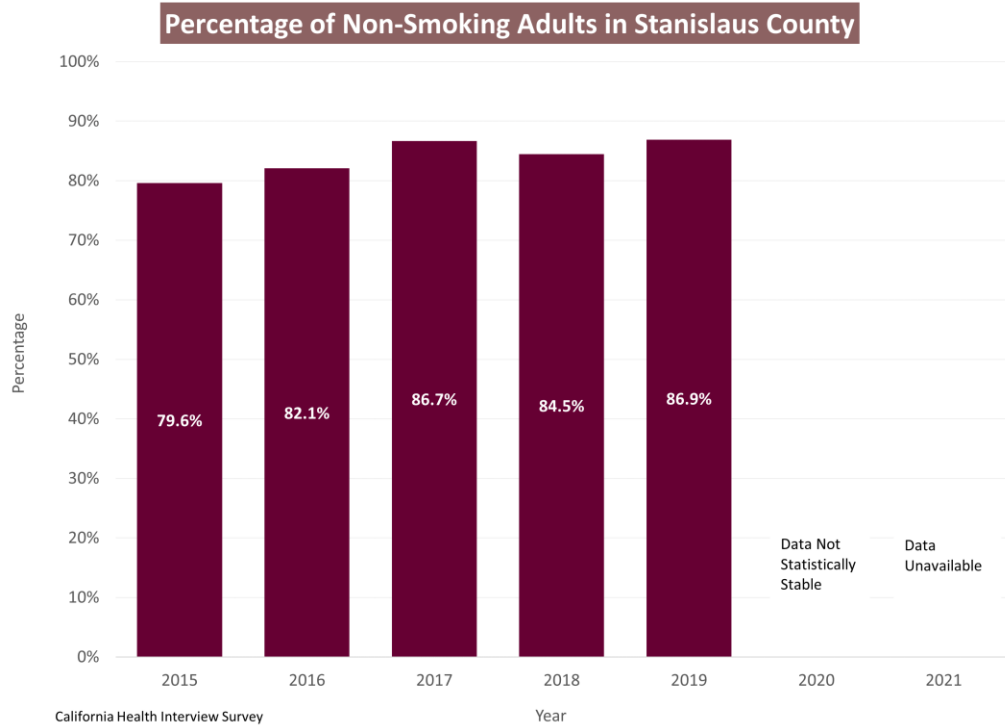
3. The percentage of non-smoking adults in Stanislaus County as of June 2019 was 86.9%, which increased from 84.5% in 2018. The 2020 Community Health Interview Survey (CHIS) data is statistically unstable for the single year value and data for 2021 is unavailable.
4. The percentage of diabetic HSA Clinic patients with well-controlled diabetes (Hemoglobin A1c less than or equal to 9) decreased from 70% in Fiscal Year 2020-2021 to 67% in Fiscal Year 2021-2022. This objective was not met as there was a decrease in patients with well-controlled diabetes.
5. Stanislaus County previously applied for and was awarded one-time funding to Initiate Whole Person Care (WPC) capacity. Due to the timing of its award (which was approved by Department of Health Care Services in December 2019) and the COVID 19 Public Health Emergency (PHE), the County was unable to proceed with implementation. With the California Advancing and Innovating Medi-Cal (CalAIM) initiative, HSA will determine the best pairing of the two initiatives to serve Stanislaus County populations and meet objectives.



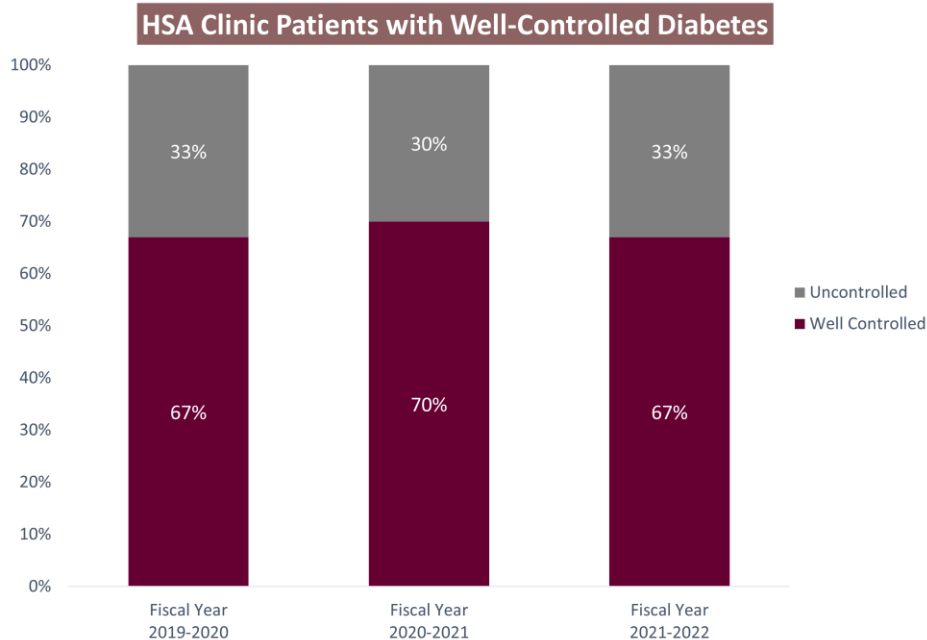
Department Success Measures

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

The percentage of non-smoking adults in Stanislaus County increased from 84.5% to 86.9% between 2018 and 2019. The 2020 Community Health



Interview Survey (CHIS) data is statistically unstable for the single year value and data for 2021 is currently unavailable. The Tobacco Prevention Program completed retail, sidewalk, and parks observations and are conducting opinion polls regarding tobacco use and behavior.

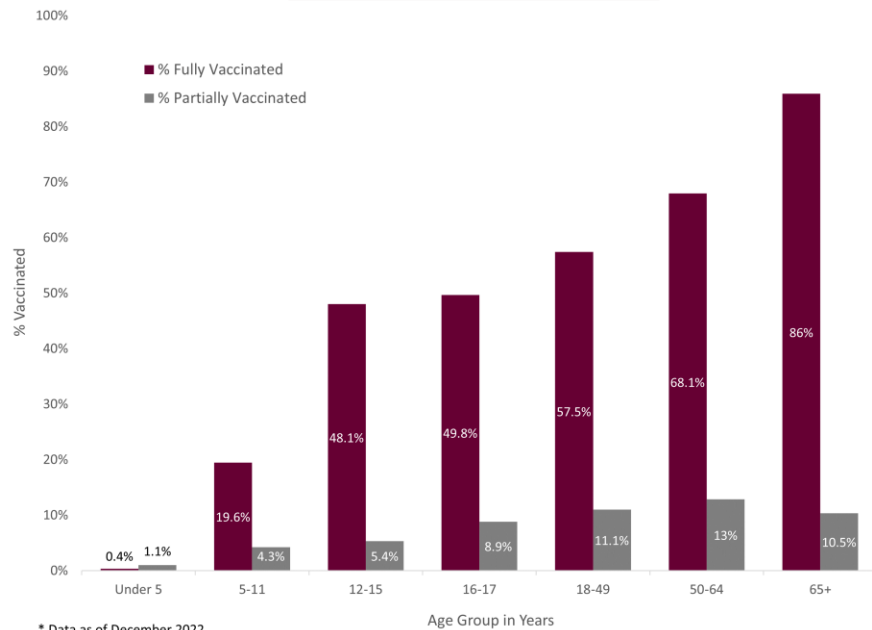


HSA Clinic patients with well controlled diabetes decreased from 70% to 67% between Fiscal Years 2020-2021 and 2021-2022. During Fiscal Year 2022, HSA implemented a diabetes clinic staffed with a specialty physician diabetologist, preventative care clinics focused on diabetes education and care gap closure. Outreach efforts through use of electronic medical record technology and texting communication platforms have contributed to health outcome improvements.

The Health Services Agency, through a coordinated Department Operations Center (DOC) response, continued community-based vaccination clinics at strategic locations throughout the County. The COVID-19 vaccine was also available at the Public Health Immunization Clinic located at 401 Paradise Road. The COVID team coordinated the inventory and distribution of COVID-19 vaccines, over-the-counter antigen test kits, personal protective equipment (PPE), and additional resources. Vaccine access and outreach increased as additional groups became eligible for the primary series and booster doses. The focus on education and outreach to the vaccine hesitant population continued throughout Fiscal Year 2021-2022. Additionally, HSA continued to focus on supporting the health care systems sector, schools, businesses, and congregant settings.

Through these efforts a total of 353,853 adults have been partially or fully vaccinated as of December 2022. For those between 18-49 years of age, 11.1% are partially vaccinated and 57.5% are fully vaccinated; for those between ages 50-64, 13% are

COVID-19 Vaccination Coverage

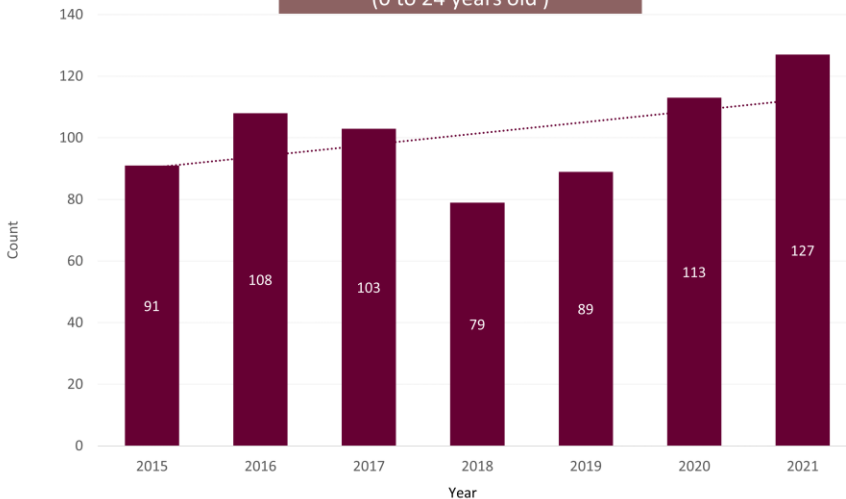


* Data as of December 2022

partially vaccinated and 68.1% are fully vaccinated; and those ages 65+ are 10.5% partially vaccinated and 86% fully vaccinated. Among youth, 1.5% of children under age 5 have received at least one dose; 24% of those ages 5-11 have received at least one dose; 53.5% of 12-15 year-olds and 58.7% of 16-17 year-olds have received at least one dose.

In 2021 there were 127 youth ages 0-24 experiencing homelessness, an increase of 12.4% from 2020. In collaboration with the Community Services Agency and Behavioral Health and Recovery Services, the Health Services Agency has identified this vulnerable transitional youth population for the Whole Person Care initiative. Stanislaus County previously applied for and was awarded one-time funding to initiate Whole Person Care (WPC) capacity. Due to the timing of its award (which was approved by DHCS in December 2019) and the COVID 19 PHE, the County was unable to proceed with implementation. With the CalAIM initiative, HSA will determine the best pairing of the two initiatives to serve Stanislaus County populations and meet objectives.

Youth Experiencing Homelessness (0 to 24 years old)



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



Developing a Healthy Economy

Agricultural Commissioner
University of California Cooperative Extension
Workforce Development

Developing a Healthy Economy

Introduction

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

One in eight jobs is directly tied to agriculture or the related food manufacturing sector. Placing the economic viability of the County on a limited number of sectors puts the County at risk. Diversification strengthens the local economy and provides for a better, more stable, quality of life for residents. The departments within this priority area facilitate the creation of jobs for the people of Stanislaus County which is imperative for the community to prosper and grow.

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

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

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

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



Agricultural Commissioner

Board of Supervisors Priority Area



Agricultural Commissioner supports the following Board of Supervisors priority:

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

Annual Report on Results: Fiscal Year 2021-2022

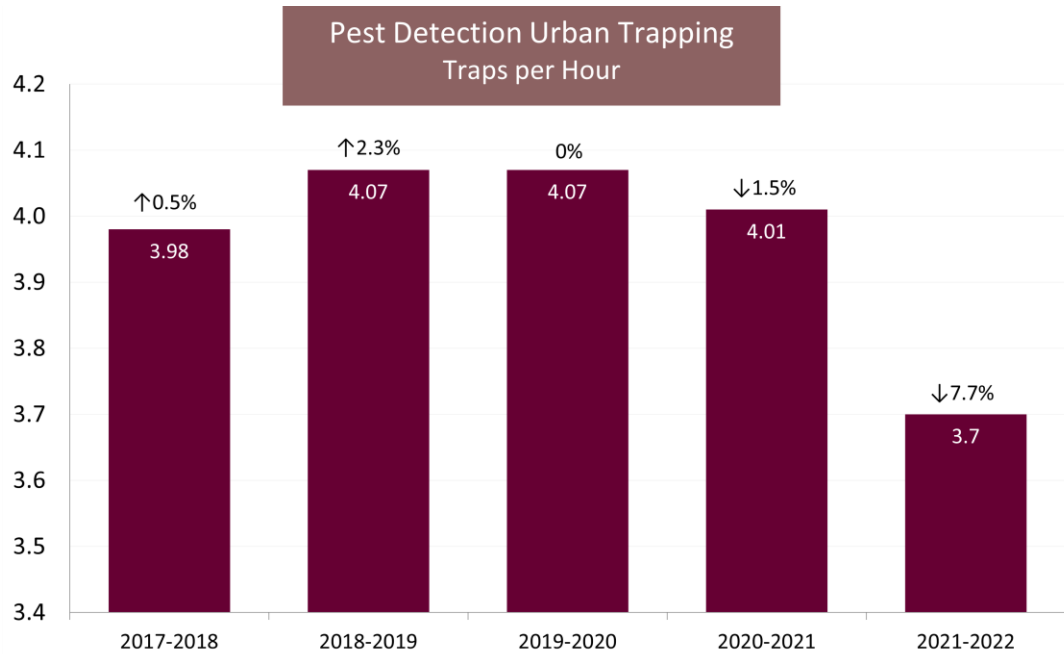
Accomplishments
<ol style="list-style-type: none"> 1. The implementation of electronic timecards this fiscal year has significantly increased the accuracy and efficiency of the submittal process. It has improved communication between the employee and supervisor to ensure any changes in the timecard is clarified before approval. The continued use of this system greatly reduces the time and effort the payroll administrator needs to process the department's payroll. 2. The Department developed an online reservation system for Harvest Hall room rentals. The system has had setbacks due to implementation of new features such as the ability to make changes and updates to reservations. These additional elements required more time to beta test before the application could be deployed. With the current reservation program in place, the department is still able to accommodate rental customers until the system is fully tested and on-line. 3. After initial testing of the application in FY 2020-2021, CalTrap was fully deployed in the Pest Detection program for the 2021-2022 season. The Department rigorously tested the application through the first full season of use while working through a few software bugs and training needs of new trappers. With the new CalTrap mobile application in place, the Detection program shows the potential to increase efficiency, simplify scheduling, and streamline data collection and reporting for both new and experienced staff.

Department Success Measures

The Agricultural Commissioner provides a variety of services to the community including pest inspection and exclusion programs that protect the local agricultural industry. One indicator of the Department's ability to protect this critical industry is the number of pest detection traps the Agricultural Commissioner's

Office can service in one hour. This metric is used to help describe the Department's capacity to complete trap inspections in an efficient manner, calculate contract amounts, and identify staffing needs. This metric also provides a mechanism to evaluate any technological advancements in the trapping program.

The long-term goal is for the application to increase efficiency and simplify scheduling, while streamlining data collection and reporting. Data is generated from the servicing of urban traps used to



detect *Spongy Moth*, *Japanese Beetle*, *Mediterranean Fruit fly*, *Oriental Fruit fly*, and other exotic fruit flies. In 2021, the State of California introduced a new mobile application called CalTrap. The new application is used to track all field-related pest detection activities performed. The Department tested the new application in 2021 and fully implemented it at the start of the 2022 trapping season. As anticipated, there was a small loss of productivity due to redundancy of maintaining backup records through former methods and as employees learned the new application. The 2022 trapping season posed an additional challenge as several newly-hired team members also required initial pest detection training. These contributing factors led to a decrease in the number of traps serviced hourly as indicated on the bar graph. With a few CalTrap enhancements anticipated this winter and the Department working diligently to retain new team members, the department is aligned to return to previous efficiency levels and surpass previous recorded numbers as CalTrap becomes a more reliable and seasoned application in the coming years.

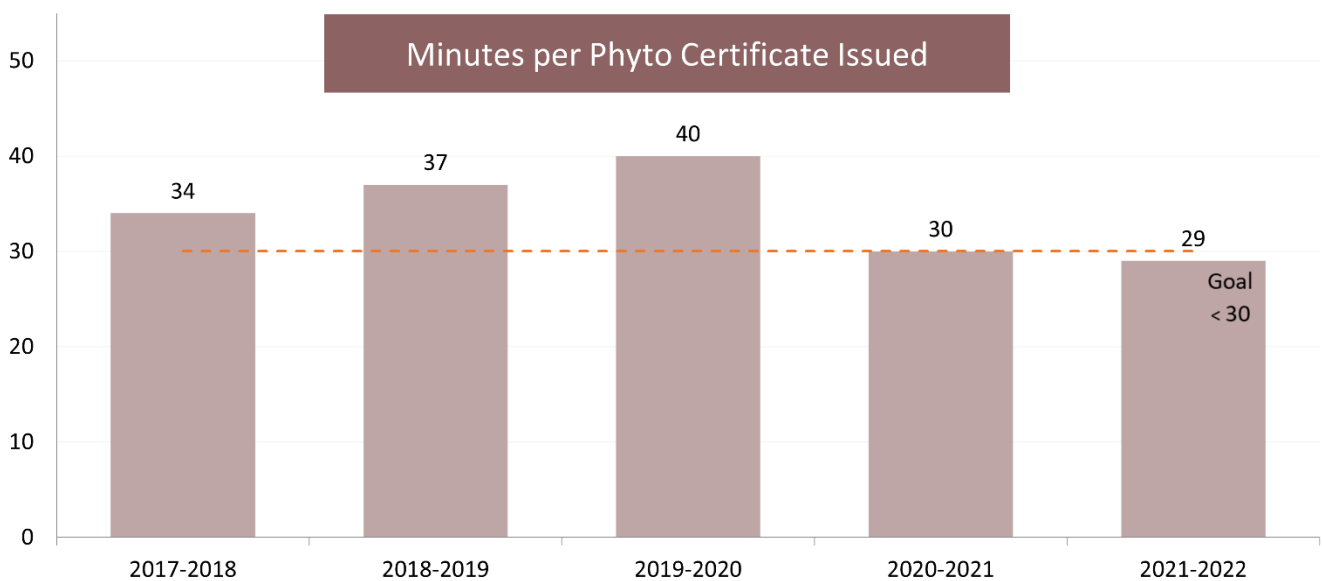
The Department provides a necessary service to the agricultural community and its stakeholders by issuing phytosanitary (“phyto”) certificates. This program involves inspection and issuance of a document for plant material being delivered to other states and countries around the world. Phytosanitary certificates ensure products that ship from this county meet the strict destination requirements and help facilitate international trade. The Department issued over 13,000 phyto certificates this past fiscal year which attests to the ability of the Department to meet industry needs.



The Department determined that a single phyto certificate issued in 30 minutes would be an ideal benchmark to measure whether the service provided is efficient, timely, and cost-effective to the customer. The Department’s goal is to use all tools available to accomplish this level of service; thus, saving money for the customer (shipper) who pays for each certificate.

mobile application's statistics are used consistently to instruct and advise field inspectors of the Department's benchmark goal of issuing a certificate in 30 minutes. The minutes per phyto shown on the bar chart indicate a small improvement in Fiscal Year 2021-2022. During this time period it took the Department 28.75 minutes per phyto issued, a small improvement from the previous year. Although the improvement was minor, it does indicate that the department is progressing in the positive direction; thus, meeting our goal of 30 minutes per phyto.

The bar chart below indicates the time it takes the Department to produce a single certificate, measured as Minutes per Phyto Certificate Issued. The Export Certification Inspection Record (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	Master Gardener Contacts and Volunteer Hours
Two-Year Objectives	1. Initiate planting of a "concept almond orchard of the future," designed for novel harvest methods to substantially reduce harvest dust	
	2. Educate dairy farmers through a series of webinars, farm tours, articles, and videos on manure and water management practices that reduce greenhouse gas emissions, allow better management of manure nutrients on cropland, improve water use efficiency, and ultimately improve water quality	
	3. Investigate the effects of cover crops on mite pests and their predators in walnut orchards and educate farmers about the economic benefits of integrating cover crops in walnut production	
	4. Reduce water use in walnut orchards by developing protocols for irrigating based on water needs and delayed irrigation	
	5. Install a demonstration garden at the Ag Center that acts as an attractive, teaching landscape to promote reductions in residential water use, green waste, and pesticide usage	

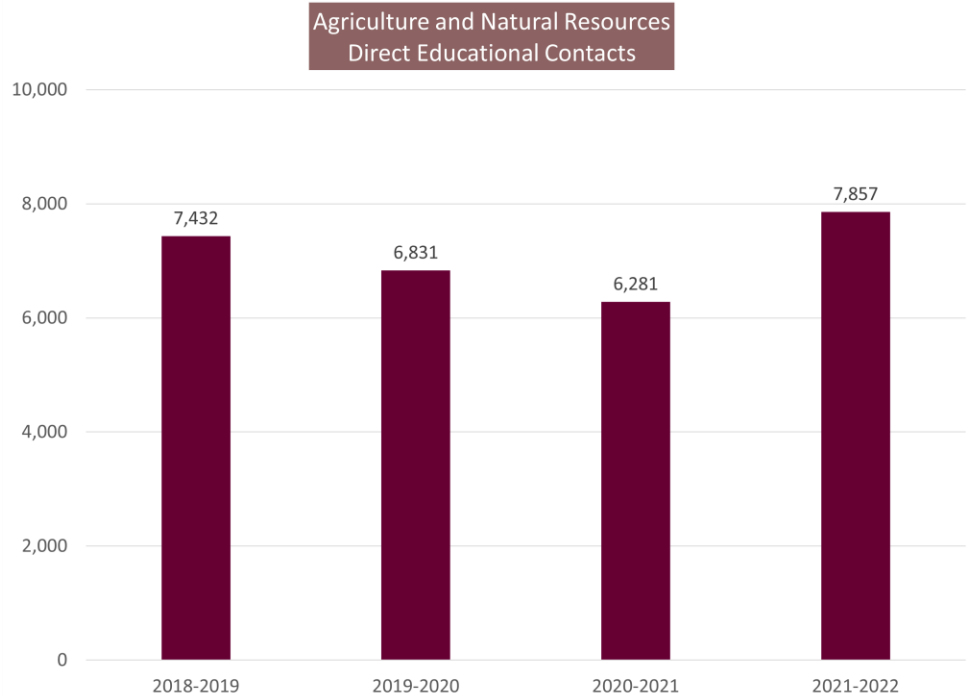
Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
<ol style="list-style-type: none"> Evaluation of dwarfing rootstocks for a novel, catch-frame almond harvest system is in progress; preliminary results indicate four (4) of the eight (8) experimental rootstocks are promising. Developed and extended educational materials describing manure management practices that reduce greenhouse gas emissions, allow better management of manure nutrients to cropland, improve water use efficiency, and ultimately improve water quality: https://cdgap.org/amp-outreach-project/. Research demonstrated that integrating cover crops in walnut orchards decreased the spider mite pest population by providing habitat for spider mite predators; the practice can help to manage spider mites, thus, reducing costs associated with pesticide usage. Continued data collection and extended preliminary findings on reduced water use in walnut orchards.

5. Master Gardener volunteers installed the drip system for a low-water-use sensory demonstration garden.

Department Success Measures

Stanislaus County agricultural producers and allied industries utilize the department’s services because the research-based information provided assists with the economic sustainability of producers’ farming operations. In 2021-2022, Stanislaus County Farm Advisors conducted more than 50 applied research projects to inform best practices within the farming community. Farm Advisors’ work informed the creation of 21 unique newsletter editions, reaching an average of 890 subscribers per newsletter. The high level of voluntary engagement with University of California Cooperative Extension (UCCE) demonstrates the ability to support and inform the economic viability of the agricultural industry, a safe and reliable food supply, clean air and water, and healthy communities.



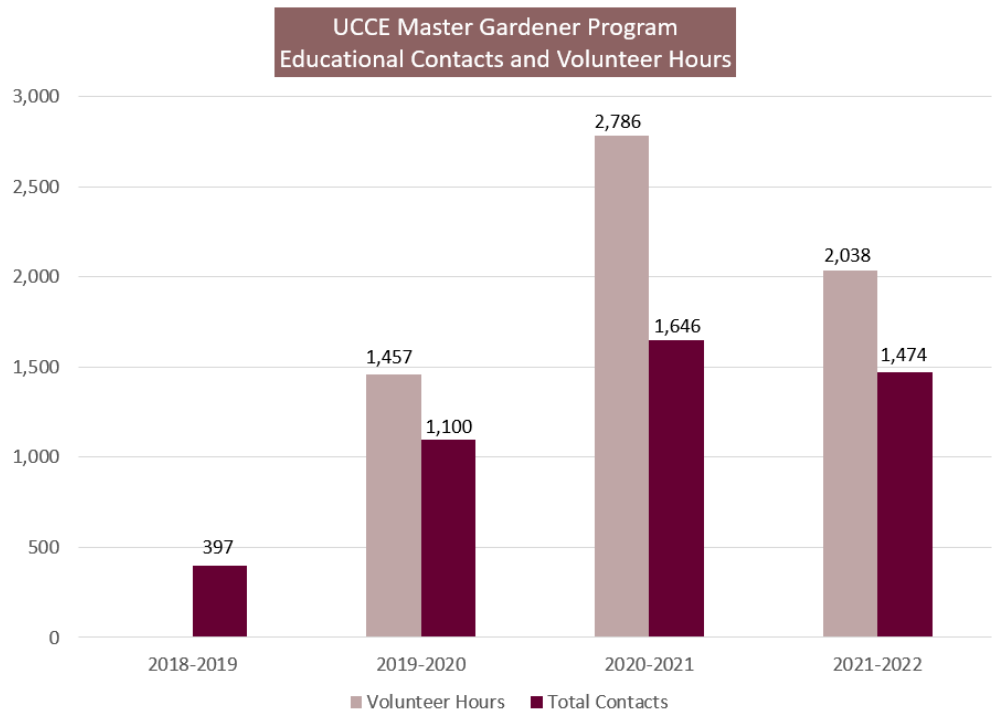
Youth Development Program, Master Gardener or UC Cal Fresh Nutrition Education Program. UC Cooperative Extension does not offer permits, licenses or monetary incentives; these contacts are all voluntarily engaging with agricultural programs.

Presented data represent clientele who have participated in UC Cooperative Extension group educational events, one-on-one in-field consultations, office visits, and webinars by agricultural Farm Advisors. In Fiscal Year 2021-2022, Farm Advisors reached 7,857 clients via in-field demonstrations, requested farm visits, in-person meetings/conferences and webinars. This marks a return to normal clientele contact numbers after two consecutive years of reductions due to COVID. These numbers do not include other outreach methods, including mailed newsletters or popular press articles, and do not reflect participation in the 4-H



The UC Cooperative Extension Master Gardener Program was initiated in 2018 and has demonstrated noteworthy growth under the guidance of the County Coordinator. Since its inception, the program has held classes on subjects such as low-water use gardening, composting, and growing fruits and vegetables. The program numbers from 2018-2021 showed a growth in volunteer hours and contacts provided by a dedicated volunteer base. In 2020-2021, the increase in volunteer hours was in part related to COVID-19 exception hours created by the Statewide Program. This exception was created to help retain volunteers who may have otherwise left because of the lack of options associated with COVID-19. These exception hours were lifted in 2021, which explains the decrease in volunteer hours in 2021-2022. There was also some attrition in Master Gardener volunteer participation due to illness, passing, and

shifting volunteer priorities. The total number of Master Gardeners is now 56, including a new class that graduated in June 2022. Volunteer hours for 2022-2023 are expected to rebound due to local organizations reopening to volunteers. Volunteers are returning to farmers' markets, County libraries, community gardens, senior centers, County Fair, and other outreach events.



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	1. Create workshops with businesses by sector to identify skill gap needs
	2. Track long-term participant employment retention for all programs
	3. Develop future talent through work-based learning and training activities with businesses, which will develop foundational and technical skills

Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
<ol style="list-style-type: none"> 1. Held 12 workshops with businesses in healthcare, manufacturing, warehouse/logistics, and the agricultural sectors. 2. Tracked that 289 clients retained employment for one year. This is a decrease of 358 clients from the previous year. 3. Business Services had a decrease in services provided to businesses in this last fiscal year by 121%, and an increase from the prior year by 51%. The decrease this last year is due to the increased need of COVID-19 assistance the prior year. There is an increase of 7% of total businesses served over last year.

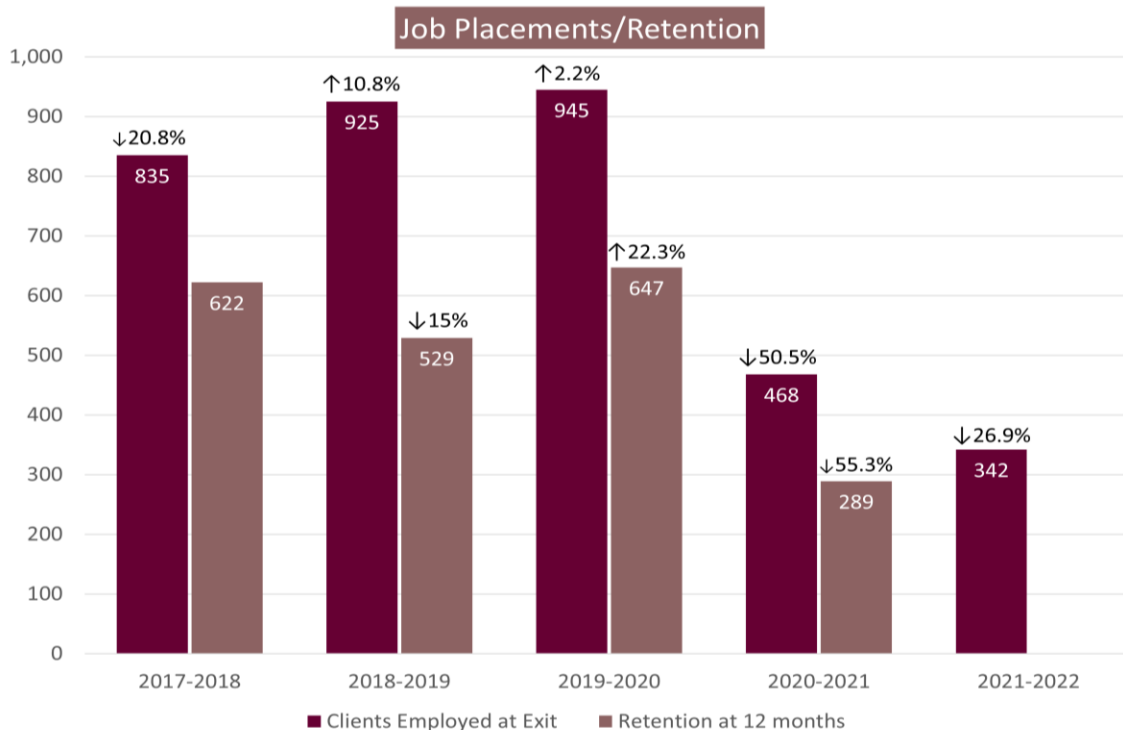
Department Success Measures

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



The Department began tracking long-term retention of employment in Fiscal Year 2017-2018, which is the retention of employment for one year after placement. From Fiscal Year 2017-2018 to Fiscal Year 2021-2022, clients employed at exit decreased by 59%, 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 2022-2023 Fiscal Year will start to see changes in the needs of businesses and the availability of skilled labor.





Promoting First-Rate Learning

Library

Promoting First-Rate Learning

Introduction

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

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

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

The Library is primarily funded by a voter-approved 1/8-cent sales tax, which represents approximately 88% of the Library's total estimated revenue to support Library operations in Fiscal Year 2021-2022. The voter-approved 1/8-cent sales tax was extended for 12 years when Measure S passed in the November 7, 2017 election.



Library

Board of Supervisors Priority Area



Library supports the following Board of Supervisors priority:

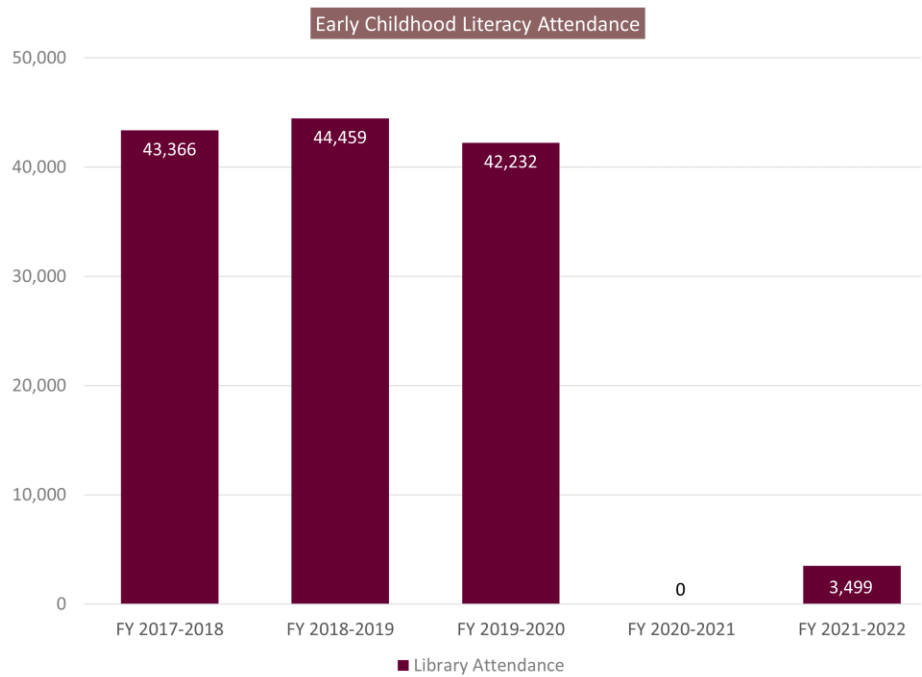
Priority	Promoting first-rate learning opportunities for all residents to advance community and individual prosperity	
Mission Statement	Stanislaus County Library engages all members of the community and offers access to information, knowledge, and the tools for innovation and personal development.	
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	1. Complete construction and open the renovated and expanded Turlock Library to better serve the needs of the Turlock community	
	2. Complete construction and open the new Empire Library, adjacent to the Empire Community Park and Pool to better serve the needs of the Empire community	
	3. Develop and implement Science, Technology, Engineering and Math (STEM) programming, offering customers an opportunity to experience STEM learning, with a focus on the newly completed Modesto and Turlock Maker Spaces	
	4. Review , refresh, and relaunch Early Childhood Programming to support parents and caregivers as children's first and best teachers, in support of children starting kindergarten ready to succeed	

Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
<ol style="list-style-type: none"> 1. Completed and opened the Turlock Library on August 10, 2021. The expanded library, with larger spaces for children and teens, a quiet reading room, and a new community room, is better serving the needs of the community. Note, the Empire Library was completed on June 8, 2021, and included in the prior year report. 2. Implemented grant funded "We Stan STEAM" programming, including virtual coding, robotics, augmented reality programs, and programs offered in conjunction with the Great Valley Museum. Distributed 2,500 STEAM kits for exploration at home. 3. Distributed over 12,000 Science, Technology, Engineering, and Arts (STEAM) Challenge Bags in conjunction with school lunch distribution programs. 4. Implemented grant funded "Reading Pathways" program, which included creating and lending "Welcome to Reading" emerging literacy kits, catalog improvements to support parents looking for literacy materials, print and digital pieces promoting the Library's early literacy programs and services, and staff training.

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.



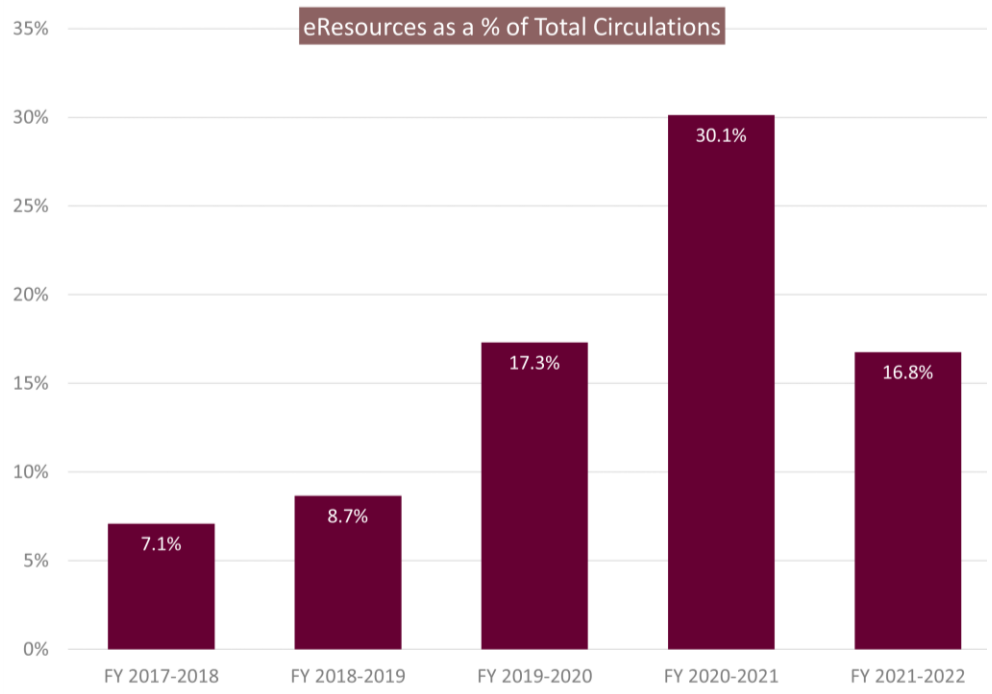
The bar graph above depicts the Library’s annual customer attendance of preschool programming or early childhood literacy programs.

The County’s preschool programming attendance nearly doubled the statewide average from Fiscal Year 2016-2017 to Fiscal Year 2017-2018. Due to the



COVID-19 emergency, in-person programming, including early literacy programming, was paused in March 2020, and remained paused through Fiscal Year 2020-2021. In-person story time resumed at large libraries in February 2022, but at reduced frequency due to limited staffing, and reduced capacity, due to COVID mitigations still in place. More libraries resumed in-person story times in April and May (with reduced frequency and capacity). Story time pauses in June for Summer Reading.

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 displays circulation of electronic resources as a percentage of total circulation of all materials. In Fiscal Year 2021-2022 the demand for



eResources declined only slightly. The sharp decrease in the percentage illustrated by this graph is due to the increased checkout of physical materials during this period. Library facilities re-opened to the public in March of 2021, and circulation of physical materials in Fiscal Year 2021-2022 rebounded to nearly pre-COVID levels.





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

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

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



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

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

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

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

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

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

Assessor

Board of Supervisors Priority Area



Assessor supports the following Board of Supervisors priority:

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

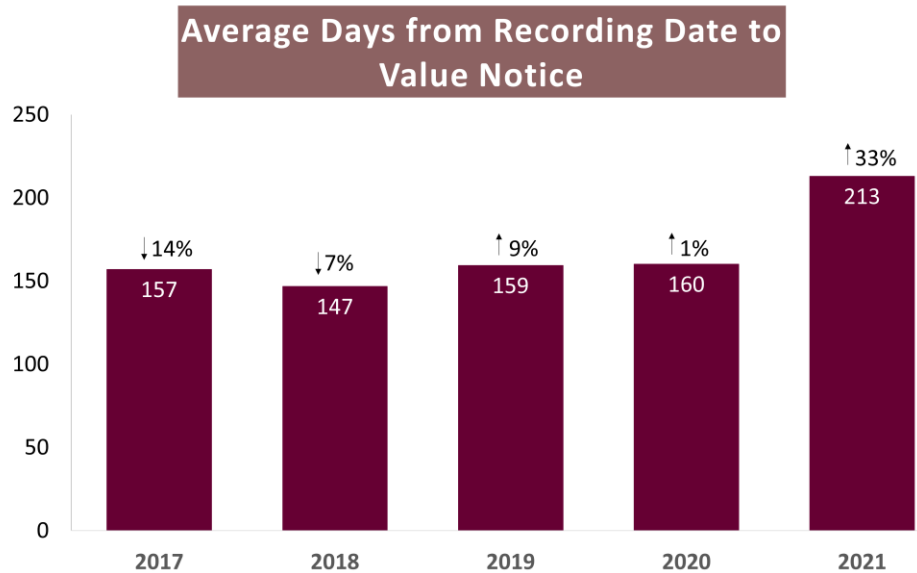
Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
1. Successfully implemented the new Tyler Technologies Commercial/Industrial Valuation software.
2. Procured a new software program that uses optical scanning and artificial intelligence to read deeds and significantly automate data entry. The anticipated go-live date is early 2023.
3. As part of the ongoing scanning project, extra-help staff have now scanned a total of 137,483 appraisals. All residential appraisals were made paperless. Efforts have turned to create paperless appraisals for the more complex property appraisal files such as rural and commercial/industrial.
4. Created new Assessor map pages in the Parcel Fabric when significantly altering maps. Existing Cadastral maps with minor changes are not being drawn into the fabric now due to workload demands.

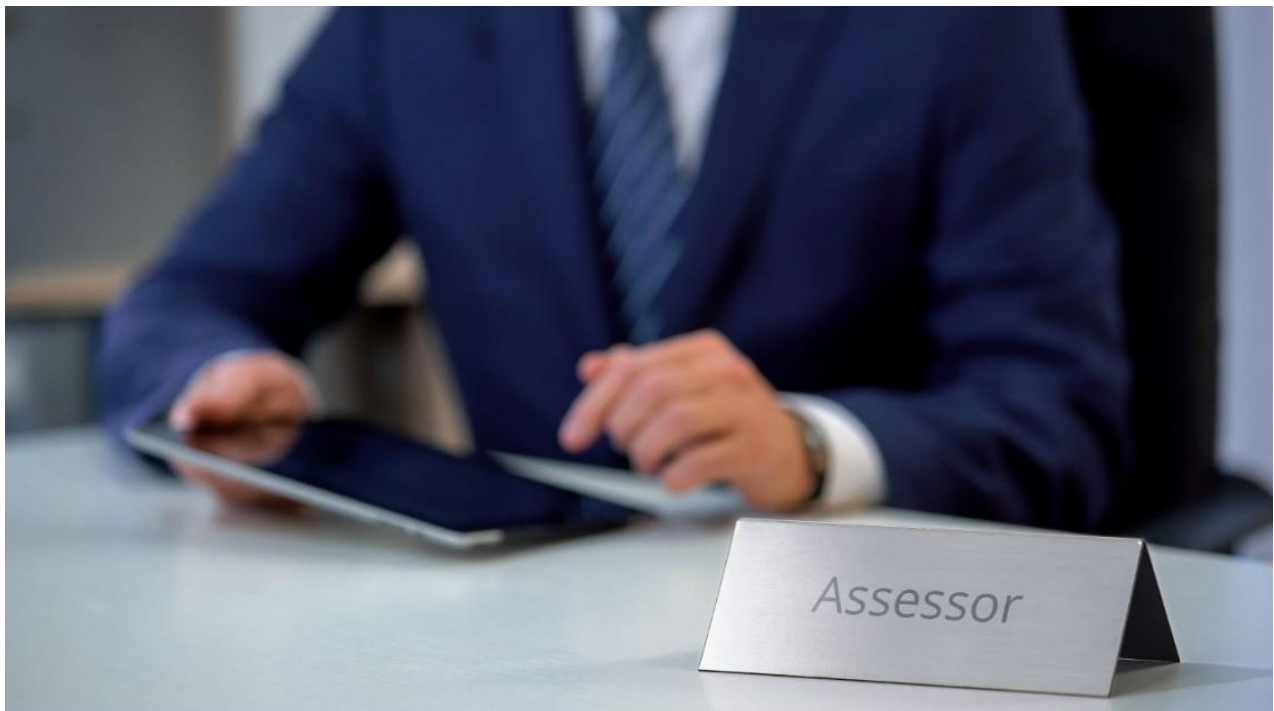
Department Success Measures

A meaningful indicator of Department success is its ability to meet customer needs, specifically the timely and efficient processing of change in ownership deeds. We measure the elapsed time from deed recording to the time the Assessor sends a value notice to the taxpayer. Over the past 5 years, the Assessor has made significant progress in reducing this processing time.

As shown in the chart, recent shifts in the job market and high vacancies experienced by the Department across all positions have extended the average days from the recording date. In addition, in the calendar year 2021, the number of recorded grant deeds was 15% above the average, resulting in the highest number of processed change in



ownership deeds in the past ten years. The increased workload for both deed processing and parcel valuation caused an average increase of time from recording date to supplemental value notice.



Auditor-Controller

Board of Supervisors Priority Area



Auditor-Controller supports the following Board of Supervisors priority:

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

Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
<ol style="list-style-type: none"> The Department led the implementation of the County's new Financial Management System, Oracle Cloud. The Department sought to increase efficiencies by implementing best practices and process improvements relating to the chart of accounts, employee reimbursements, electronic approval processes for expenditures, an automated budget system, and a new cash management system to account for cash activities with the new bank. The Department is actively recruiting an Accounting Training Manager to provide County-wide education and training on financial reporting, accounting practices, and the use of the new Financial Management System. In addition, during the Enterprise Resource Planning implementation, Department leads provided various levels of training.

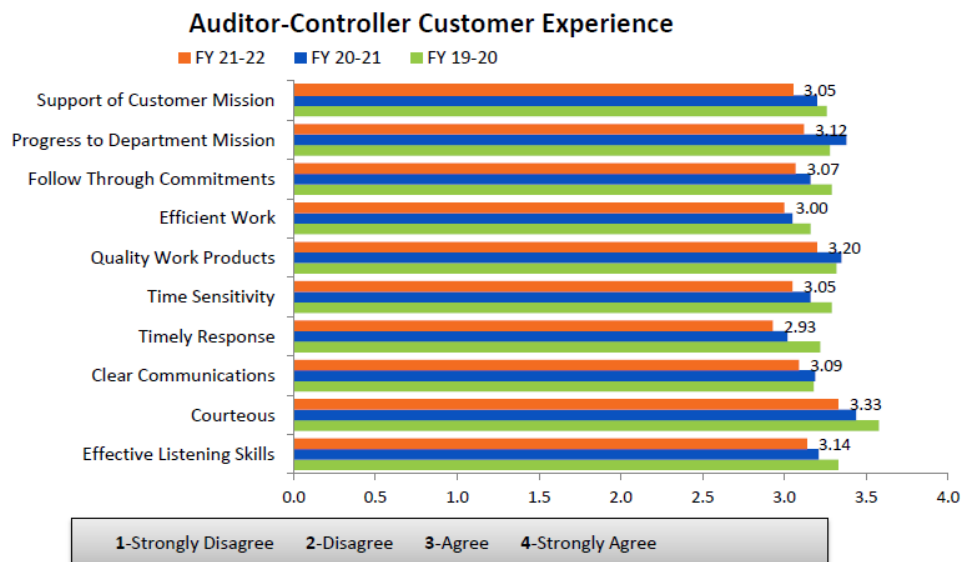
Department Success Measures

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's work products are, and ultimately if the service department is progressing on its own mission, while assisting the department's customers in achieving their own mission. Customers were asked to rate the services provided in 10 specific metrics, on a scale of one to four, with four – strongly agree identified as the "best" or top score, and one – strongly disagree, as the lowest score. The following chart displays the results of the Customer Experience Questionnaire for the Auditor-Controller Department, for Fiscal Year 2021-2022, with an overall positive score of 3.1. The current rating is lower than the average rating of 3.3 for the previous two fiscal years.



The scores for individual success measures, as well as the total average score, decreased from the prior year. The decreases can be attributed to increased workloads due to the Coronavirus pandemic, changes in banking services, and implementation of Oracle Cloud, along with less staff to perform the increased workloads. It is noted that the highest-rated success measures are in the areas of courteous service, quality work products, and effective listening skills.

	Rating		
	19-20	20-21	21-22
3.26	3.20	3.05	
3.28	3.38	3.12	
3.29	3.16	3.07	
3.16	3.05	3.00	
3.32	3.35	3.20	
3.29	3.16	3.05	
3.22	3.02	2.93	
3.18	3.19	3.09	
3.58	3.44	3.33	
3.33	3.21	3.14	
3.3	3.2	3.1	



Chief Executive Office

Board of Supervisors Priority Area



Chief Executive Office supports the following Board of Supervisors priority:

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

Annual Report on Results: Fiscal Year 2021-2022

Accomplishments

1. Developed the Youth and Child Well-Being Spotlight to begin to track community indicators, annual outcome reporting on key priority areas in the Focus on Prevention work plan and provided results-based accountability training to County departments.
2. Completed the Census 2020 marketing and outreach campaign, which resulted in a high self-response rate of 71.1%, surpassing the State response rate of 69.6%.
3. Implemented the new Vision and Mission for the County with the published 2022 Adopted Budget along with updated Board Priorities completed for the 2023 Adopted Budget; ongoing collaboration with the Countywide Leadership Team on the Values is planned for completion during Fiscal Year 2023.
4. Partnered with the Auditor-Controller and Information Technology Central to procure an eight-year subscription for Oracle Cloud Financials with Enterprise Resource Planning and Enterprise Performance Management for budget and initiated implementation with Systems Integrator support to transition the organization to the Cloud in Fiscal Year 2023.
5. Developed and implemented a Master Property Tax Revenue Agreement between Stanislaus County and the County's nine cities in June 2022.
6. CEO-HR Team continued providing consistent guidance and training on the many orders and regulations related to COVID by creating and disseminating all necessary forms, standard procedures guidelines, and official COVID Prevention Plans.
7. CEO-HR established a new HR structure, including the addition of a new Assistant Director position and Departmental Support Unit, to provide significantly enhanced HR Management development and succession planning opportunities for Human Resources within the organization.
8. CEO-HR staff developed and negotiated the implementation of a recruitment and retention package including compensation increases and the Employee Choice Bonus Plan with the aim of stabilizing the organization's vacancy rate.

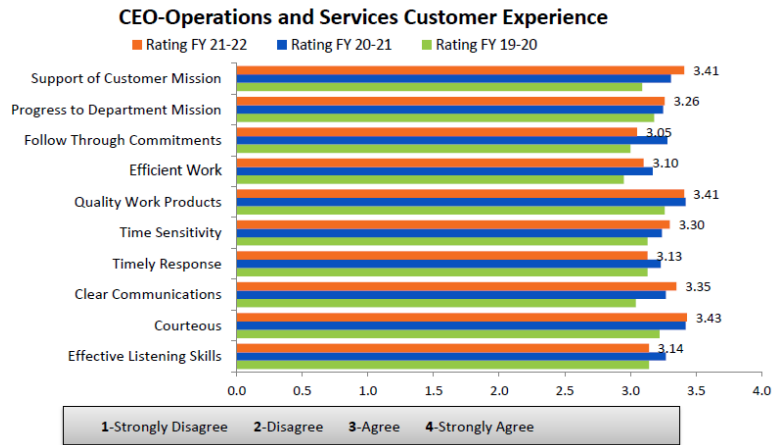
Department Success Measures

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

Rating		
19-20	20-21	21-22
3.09	3.31	3.41
3.18	3.25	3.26
3.00	3.28	3.05
2.95	3.17	3.10
3.26	3.42	3.41
3.13	3.24	3.30
3.13	3.23	3.13
3.04	3.27	3.35
3.22	3.42	3.43
3.14	3.27	3.14
3.1	3.3	3.3

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's work products are, and ultimately if the service department is progressing on its own mission, while assisting the department's customers in achieving their own mission.

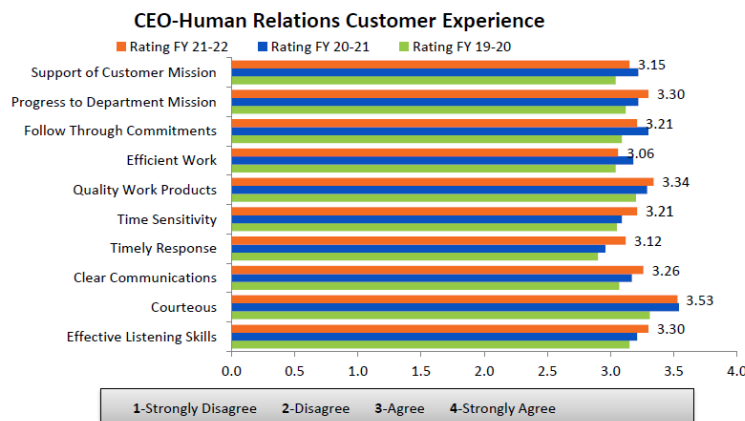
Customers were asked to rate the services provided in 10 specific metrics, on a scale of one to four, with four – strongly agree identified as the "best" or top score, and one – strongly disagree, as the lowest score. The chart above displays the results of the Customer Experience Questionnaire for CEO-Operations and Services, for 2021-2022, with an overall positive score of 3.3. This score is higher than



the average rating of 3.2 for the previous two fiscal years. The highest scores received were in the areas of support of customer mission, quality work products, and being courteous. Operations staff will continue to maintain high standards in these strength areas while increasing focus on efficient work and following through on commitments.

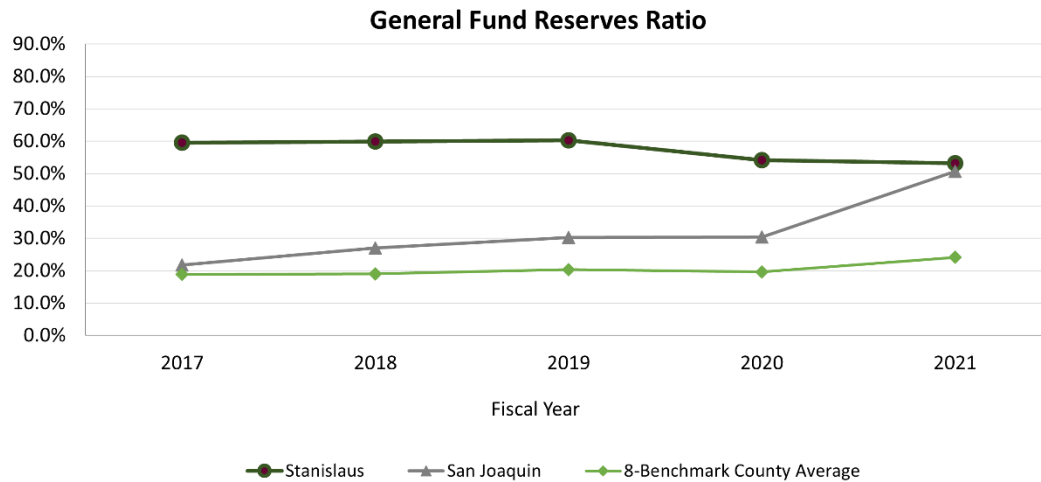
The chart below displays the results of the Customer Experience Questionnaire for the CEO – Human Relations division, for 2021-2022, with an overall positive score of 3.2. The current rating is higher than the average rating of 3.1 for the previous two fiscal years. Fiscal Year 2019-2020 represents a combined average score for the Human Relations and Risk Management divisions which merged to become one division in Fiscal Year 2020-2021. The highest scores received were in the areas of progress to department

Rating		
19-20	20-21	21-22
2.97	3.22	3.15
3.03	3.22	3.30
3.06	3.30	3.21
2.89	3.18	3.06
3.13	3.29	3.34
3.03	3.09	3.21
2.94	2.96	3.12
3.00	3.17	3.26
3.19	3.54	3.53
3.03	3.21	3.30
3.0	3.2	3.2



mission, quality work products, being courteous, and effective listening skills. HR staff will continue to maintain high standards in these strength areas while increasing focus on efficient work and timely response.

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 success in meeting this need is the General Fund Reserves Ratio or the unreserved fund



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

Note: San Joaquin experienced a significant increase in cash balance between the two years, due to cost savings and COVID-related funds. A majority of this cash balance was unreserved.

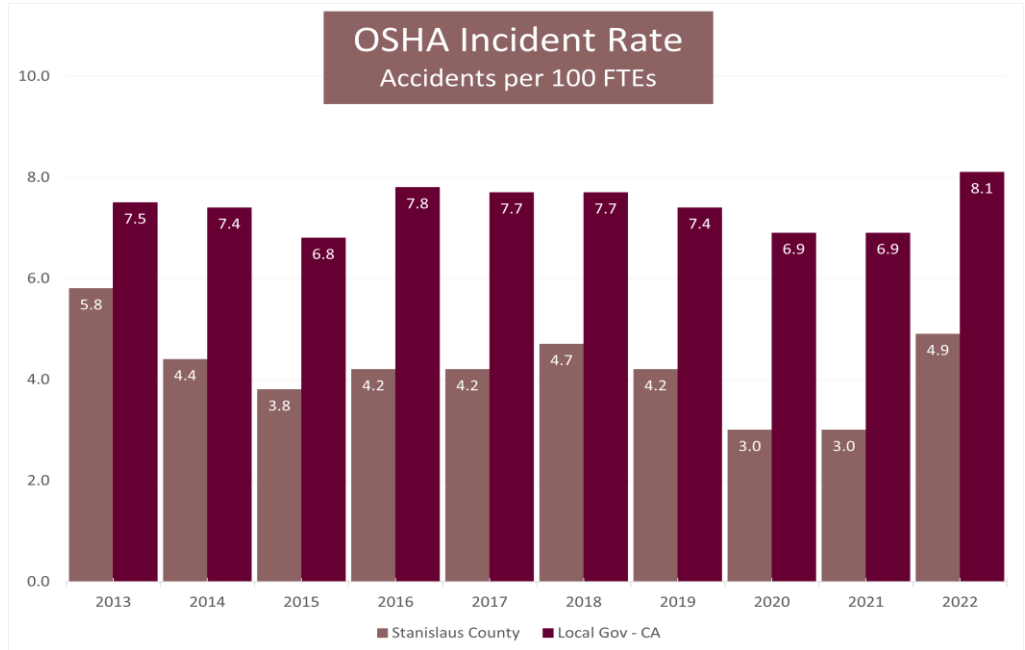
balance as a percentage of actual expenditures. Unreserved fund balance refers to the combined unassigned, assigned, and committed fund balance that is not reserved by State law, charter, or contractual obligation; essentially that which is available to balance the budget at either the Board’s discretion or the CEO’s direction. By tracking the General Fund Reserves Ratio, Stanislaus County can monitor General Fund savings and agency-wide expenditure trends, observe practices of similar counties, and develop policies that will direct future organizational actions.

The Government Finance Officers’ Association (GFOA) recommends that general-purpose governments regardless of size maintain unreserved fund balance of no less than two months of expenditures or 16% in reserves, noting that anything below 8% could be problematic. Furthermore, GFOA advises that the adequacy of the fund balance should take into account and increase reserves for unique local circumstances including: vulnerability to natural disasters (such as flood, fire); dependence on volatile revenue sources (sales tax); subject to cuts in State and/or Federal grants; exposure to significant one-time outlays (capital

needs); and impact of other funds dependent on match, as well as funds assigned for specific purposes identified in long-range planning. As Stanislaus County is subject to all of the above criteria, a healthy fund balance is critical to sustain future operations.

Using data from the Annual Financial Report 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 five years. Stanislaus County is tracking well above the eight-county average, hovering between 52.9% and 60.2% while the comparison county composite ranged between 18.9% and 25.3%. A few of the benchmark comparison counties have low scores that skew the average downward, so San Joaquin County is highlighted as a benchmark county that more closely resembles the level and trend realized by Stanislaus. However, it is important to note that until recently, San Joaquin County had an average considerably lower in prior years; San Joaquin has identified additional cash since 2021 due to cost savings and additional COVID-related funds placed in unreserved fund balance impacting recent totals.

Stanislaus County is committed to keeping its employees, its most valuable asset, safe and well. The Occupational Safety and Health Administration (OSHA) Incident Rate is used as a tracking tool to gauge and evaluate the effectiveness of the County’s workplace safety program. It also provides a benchmark comparison of the number of OSHA reportable injuries or illnesses that occurred in Stanislaus County versus



other local governments in the State. The chart above identifies the trends over the past ten years, comparing the OSHA Incident rate for all self-insured California local governments to the Stanislaus County rate. An incident rate of 7.0 means that for every 100 equivalent employees who worked during the year, seven of them experienced an OSHA-recordable injury or illness.

A recordable injury or illness is one that requires medical treatment beyond basic first aid. Stanislaus County has consistently rated below the local government benchmark, and in the past five years has experienced one of the lowest rates in the State. Stanislaus County continues to strive to reduce the number of injuries and illnesses and support employee safety and wellness.



Clerk-Recorder

Board of Supervisors Priority Area



Clerk-Recorder supports the following Board of Supervisors priority:

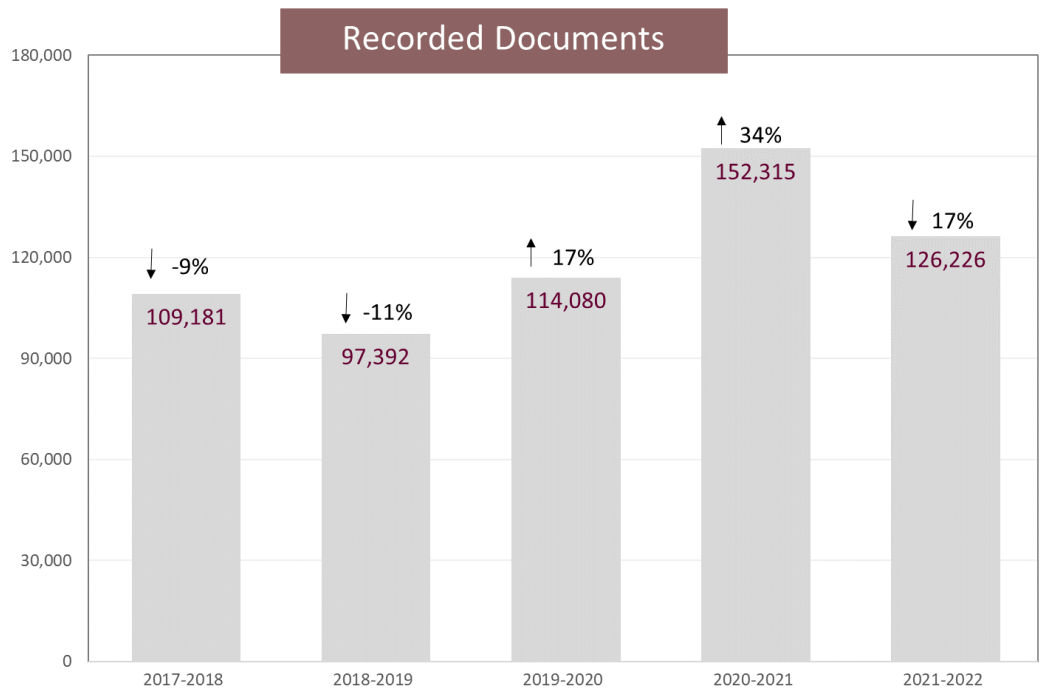
Priority	<i>Delivering efficient public services to benefit our residents and businesses</i>	
Mission Statement	To serve Stanislaus County by providing essential records management and election services in a fair, accessible and transparent manner	
Two-Year Strategies	Strategies are defined in the Department's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

Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
<ol style="list-style-type: none"> 1. The Department successfully conducted the June 2022 Direct Primary Election. 2. The Clerk-Recorder has contacted and made dozens of presentations to community groups throughout the county during the 2021-2022 fiscal year to share information regarding upcoming elections and relevant legislation. 3. Staff have been successfully trained and is conducting daily public business on our new document retrieval system.

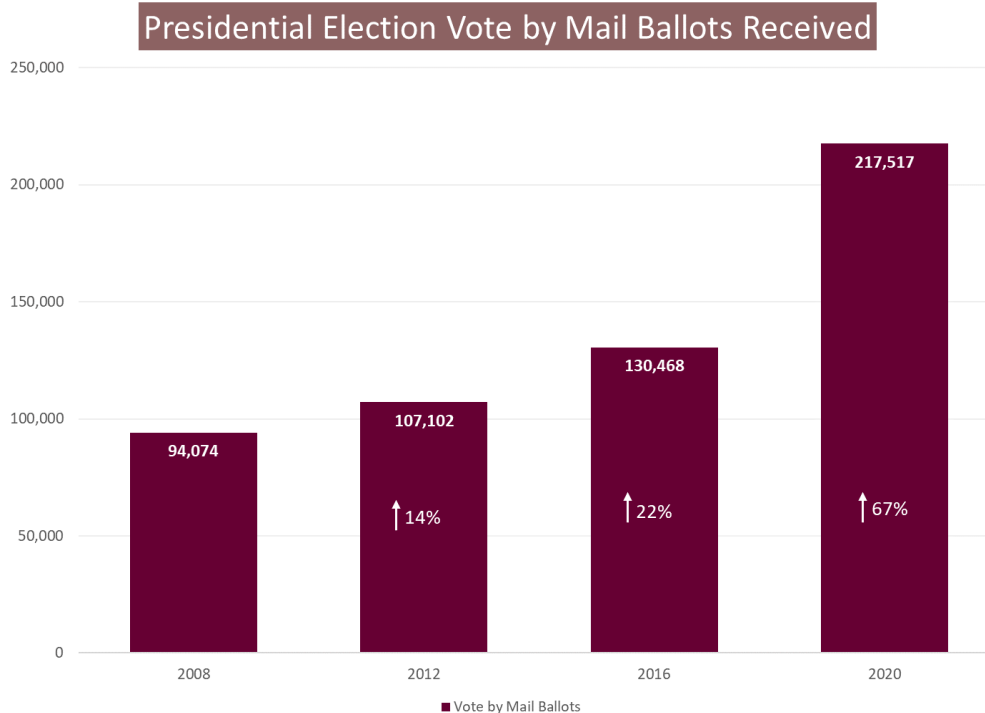
Department Success Measures

The Clerk-Recorder Department experienced an approximate 17% decrease in recorded documents for Fiscal Year 2021-2022. The adjacent chart displays the total number of recorded documents over the last five fiscal years. Looking at the past years, the 2021-2022 fiscal year is the second highest over that five-year period. The decrease in recordings from the 2020-2021 fiscal year is most likely due to rising interest rates and an overall slowing economy. Projections for the 2022-2023 fiscal year are that if interest rates continue to rise and an expected economic slowdown takes place,



the overall number of recordings will continue to decrease.

As noted in the chart below, the Clerk-Recorder – Elections Division experienced a sharp increase in Vote by Mail Ballots received for the 2020 Presidential General Election. This increase is attributed to the high number of new voters who registered in advance of the Presidential Election due to the Motor Voter Law, as well as the mandates to vote by mail in consideration of the COVID pandemic. Despite these challenges, the Elections Division was able to successfully conduct the 2020 General Presidential Election.



County Counsel

Board of Supervisors Priority Area



County Counsel supports the following Board of Supervisors priority:

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

Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
1. The Department continues to provide highly competent legal advice to clients and demonstrated fiscal stability with healthy carry-over savings identified for the year-ended Fiscal Year 2021-2022.
2. A new case management system was implemented, and customization is nearing completion, with a completion date anticipated in December 2022.
3. The Department has confirmed through a customer survey that the rating received in the category of "Efficient Work" improved in Fiscal Year 2021-2022 compared to the prior two years.
4. Department Attorneys have provided several training opportunities to client departments, including training on Public Records Act and new developments in law to CSA.
5. The Department maximized revenue exceeding the Final Budget revenue recoupment estimate of approximately 47% of expenses and achieved an actual 53.9% recoupment level in Fiscal Year 2021-2022.

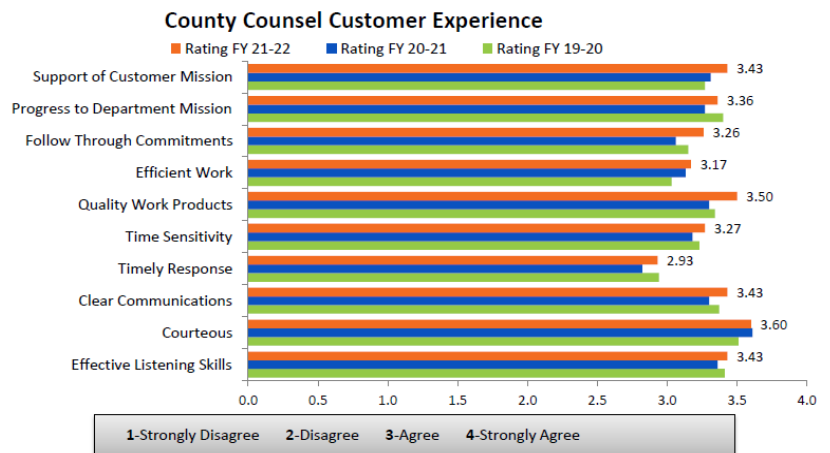
Department Success Measures

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's work products are, and ultimately if the service department is progressing on its own mission, while assisting the department's customers in achieving their own mission. Customers were asked to rate the services provided in 10 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

	Rating		
	19-20	20-21	21-22
	3.27	3.31	3.43
	3.40	3.27	3.36
	3.15	3.06	3.26
	3.03	3.13	3.17
	3.34	3.30	3.50
	3.23	3.18	3.27
	2.94	2.82	2.93
	3.37	3.30	3.43
	3.51	3.61	3.60
	3.41	3.36	3.43
Average	3.3	3.2	3.3

the results of the Customer Experience Questionnaire for the County Counsel Department, for Fiscal Year 2021-2022, with an overall positive score of 3.3. This is the same as the average rating of 3.3 for the previous two fiscal years.

The highest scores received were in the areas of support of customer mission, quality work products, clear communications, and being courteous. Operations staff will continue to maintain high standards in these strength areas while increasing focus on efficient work and timely response.



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	<p>1. Respond to customer billing inquiries within 24 hours and resolve any billing inquiries within 10 business days</p> <p>2. Deliver procurement services that provide overall value to the County efficiently, including increasing cost savings by a targeted 10% from the start of Fiscal Year 2019-2020 through the end of Fiscal Year 2020-2021, as measured by existing purchasing reporting practices</p> <p>3. Complete a Countywide building, equipment and staffing analysis to evaluate whether current staffing levels are within industry standards based on County facility square footage maintained by the division</p> <p>4. Close 100% of work orders in the fleet services work order system by the end of each month which will ensure timely billing of fleet services maintenance costs</p> <p>5. Prioritize and coordinate the completion of \$500,000 annually in repairs to meet Americans with Disability Act (ADA) requirements for the County's 27 departments and present the results annually to the Board of Supervisors' Capital Facilities Committee</p>	

Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
<ol style="list-style-type: none"> Responses to customer billing inquiries are made within 24 hours and resolution of any billing issues are completed as quickly as possible and typically within 10 business days. Some billing issues may require routing to other County departments who bill customers through General Services Agency which are immediately forwarded to the respective department for resolution. Achieved an overall cost savings of \$6.6 million for goods and services procured for all county departments from the start of Fiscal Year 2019-2020 through the end of Fiscal Year 2020-2021, approximately 17% above the target goal of 10%, which is primarily due to completion of several county-wide master agreements including janitorial services, generator maintenance and repair services, and grant administration services.

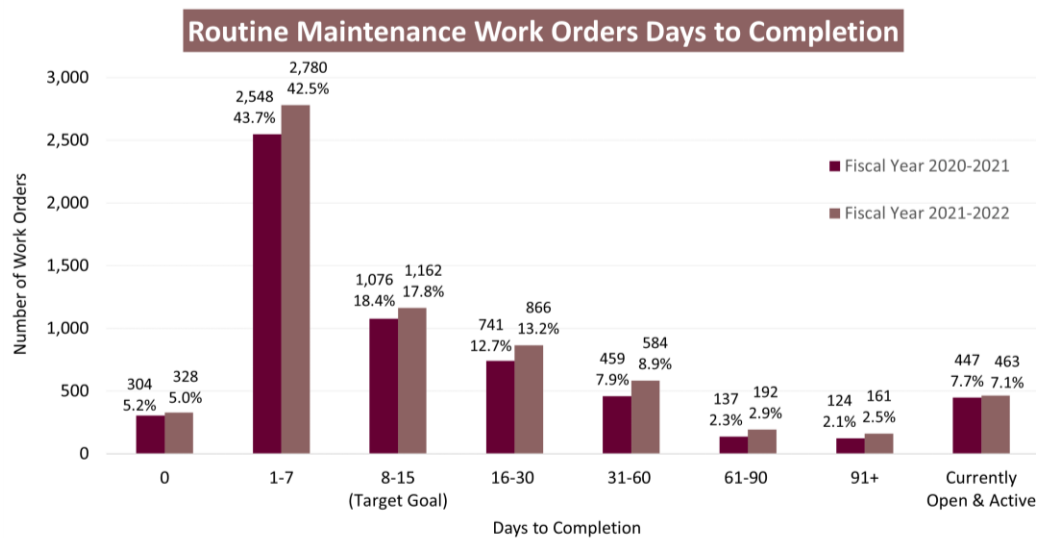
3. The Department successfully completed facility studies at 801 11th Street in Modesto, Learning Institute, and Modesto 12th Street Office Building. These studies are being used to prioritize the Department's appropriations. Deferred Maintenance has also implemented a new strategic planning process for the use of Deferred Maintenance funds. A county-wide Lifecycle Study for all County-owned facilities is planned for Fiscal Year 2023.
4. Fleet Services closed approximately 93% to 95% of work orders by the end of each month. Approximately 15-20 work orders remained open each month-end due to various reasons including, but not limited to, awaiting parts on order and awaiting completion of outsourced repairs and services. Each fiscal year-end, 100% of work orders are closed with any remaining in-process work carried forward into the new fiscal year on new work orders.
5. Managed multiple Americans with Disabilities Act (ADA) projects, including County Center III upgrades to parking areas and path of travel, Tenth Street Place lactation room upgrades, accessible seating in the Tenth Street Place Chambers Room, Agricultural Center parking lot and path of travel upgrades, Tuolumne Building interior upgrades, and upgrades to the General Services Agency Warehouse office, restroom, and path of travel. The Department completed the ADA Findings Database in Fiscal Year 2022. In Fiscal Year 2023, the Department will present the database to the County's 27 departments and be able to share status reports with departments and leadership.

Department Success Measures

The General Services Agency contains several divisions with distinct functions, including the Facilities Maintenance division, which provides maintenance and custodial services to the 27 County departments. The Maintenance Services unit maintains and operates building systems and equipment for 2 million square feet of County-owned and leased 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 2021-2022, the Facilities Maintenance division had a total of 6,536 new and pending routine calls for services from County departments, an increase of 700 (12.0%)

from the previous year. Of that total, 4,270 (65.3%) were completed within 15 days from receipt, which is 14.7 percentage points below the target goal of 80%. These delays are primarily due to reduced staffing levels as a result of COVID-19 leaves of absence. Of note, 3,108 (47.6%) of all calls for service in Fiscal Year 2021-2022 were completed within seven days or less, well in advance of the target response time.



The County has implemented Performance Visioning to promote a focus on outcomes and community impact. Departments with a primary mission to provide services to internal customers utilize an annual Customer Experience Questionnaire to measure progress on a variety of success measures. These critical success measures include how well the department listens and responds to customer requests, how timely, accurate, and efficient the department's work products are, and ultimately if the service department is progressing on its own mission, while assisting the department's customers in achieving their own mission. Customers were asked to rate the services provided in 10 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 2021-2022, with an overall positive score of 3.1. The current rating is lower than the average rating of 3.2 for the previous two fiscal years.

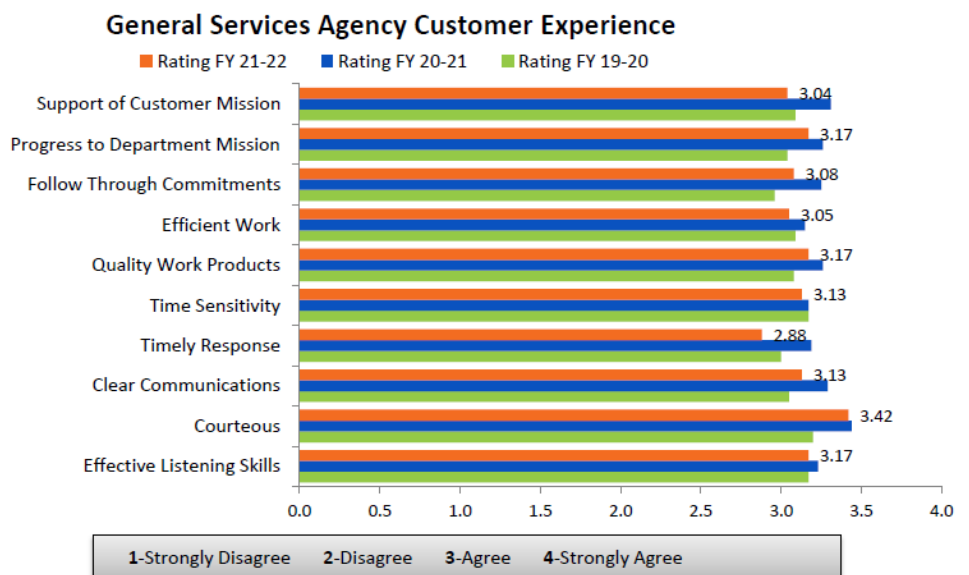
The Agency saw a decrease in customer satisfaction in all rating categories for Fiscal Year 2021-2022. Annual evaluation of customer satisfaction serves as



a measurement and reminder of how the County's 27 departments rank its services. Annual evaluation of services assists the Agency with where it needs to focus training of staff.

There was a total of 24 survey respondents and the overall average score decreased compared to that measured in the prior year, down 0.2 over prior year. The Agency had experienced staffing deficiencies during the COVID-19 pandemic, which was possibly a factor in the customer service response for Fiscal Year 2021-2022. The survey serves as a reminder of the standard yet crucial practices impacting customer services in daily functions, core to the Agency's mission to provide a wide range of internal services to its customer departments.

	Rating		
	19-20	20-21	21-22
	3.09	3.31	3.04
	3.04	3.26	3.17
	2.96	3.25	3.08
	3.09	3.15	3.05
	3.08	3.26	3.17
	3.17	3.17	3.13
	3.00	3.19	2.88
	3.05	3.29	3.13
	3.20	3.44	3.42
	3.17	3.23	3.17
Average	3.1	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	1. Update the County's Information Technology Strategic Plan, informed by results of the Countywide Information Technology Assessment	
	2. Implement prioritized recommendations identified in the Information Technology Strategic Plan	
	3. Implement a standardized Countywide remote work platform	

Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
<ol style="list-style-type: none"> 1. Information Technology Central, working with the Chief Executive Office, convened the County Information Technology Steering Committee (ITSC) to develop an IT Strategic Action Plan based on the findings of the Gartner Assessment. Several meetings of the ITSC were held; however, a consensus was not reached on how best to proceed. The planning process has been temporarily placed on hold. 2. While the IT Strategic Plan is not yet complete, IT Central and the County have proceeded with one of the key elements of the draft planning process: the IT Staff Reclassification. The new structure was presented by the Chief Executive Office to the Board of Supervisors in May of 2022 and was approved for implementation. The CONNECT! SharePoint Intranet platform continues to see broader use, including playing a key role in the recent "LEAP" Enterprise Resource Planning implementation project. 3. The Remote Work Platform implemented by IT Central is now in use in multiple departments and continues to be rolled out on a per-user basis. It has now reached a phase of operations and maintenance.

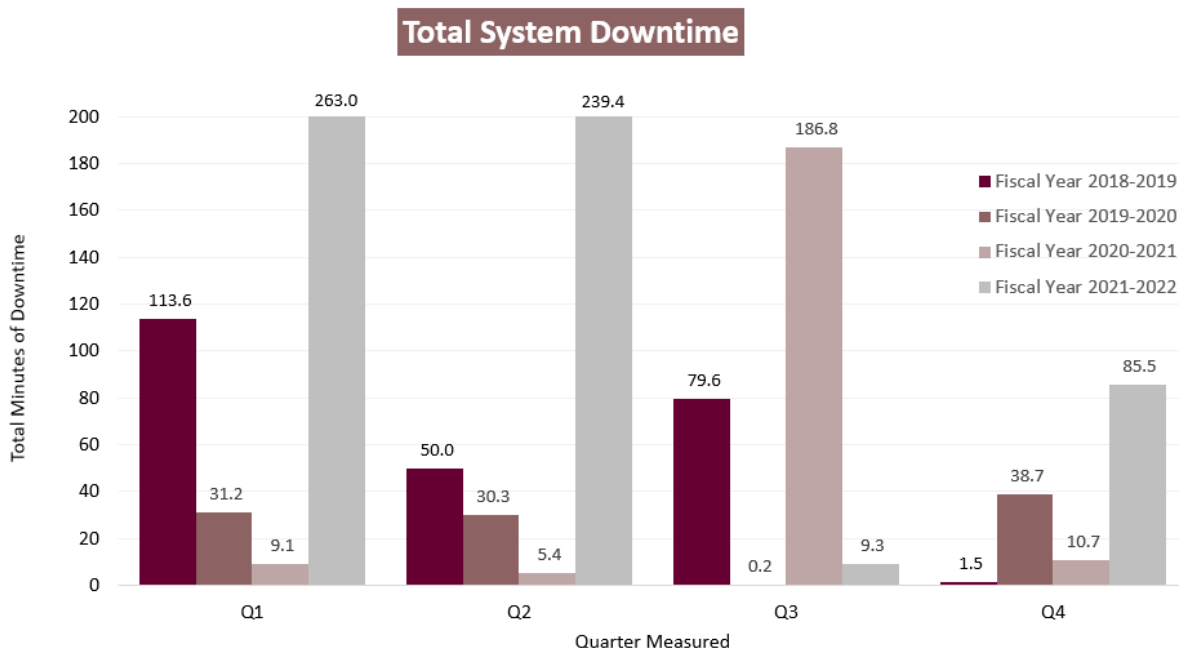
Department Success Measures

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 the total minutes of downtime experienced for all systems that fall under ITC management, most of which are customer-facing.



As the chart below shows, while “typical” system downtime remains quite low (less than 10 minutes of total downtime across all systems in Q3), discrete interruptions can have significant impacts. The higher-than-typical downtime totals reflect separate incidents in Q1 and Q2 stemming from a vendor

connectivity outage and a failure of the backup air conditioning unit, respectively. Once again this indicates the importance of redundancy, and also reflects on how even brief outages show up as significant events, against the backdrop of weeks and months of uninterrupted uptime.



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

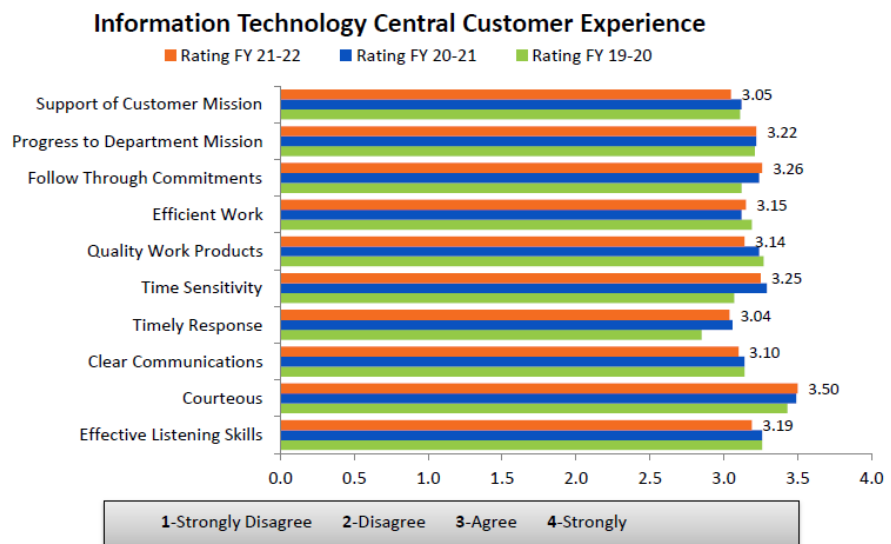
The County has implemented Performance Visioning to promote a focus on outcomes and community impact. Departments with a primary mission to provide services to internal customers utilize an annual Customer Experience Questionnaire to measure progress on a variety of success measures. These critical success measures include how well the department listens and responds to customer requests, how timely, accurate, and efficient the department's work products are, and ultimately if the service department is progressing on its own mission, while assisting the department's customers in achieving their own mission. Customers were asked to rate the services provided in 10 specific metrics, on a scale of one to four, with four – strongly agree identified as the "best" or top score, and one – strongly disagree, as the lowest score. The following chart displays the results of the Customer Experience Questionnaire for the Information Technology Central Department, for Fiscal Year 2021-2022, with an overall positive score of 3.2. This



is the same as the average rating of 3.2 for the previous two fiscal years.

The highest scores received were in the areas of progress toward department's mission, following through on commitments, time sensitivity, and being courteous. Operations staff will continue to maintain high standards in these strength areas while increasing focus on efficient work and following through in a timely manner.

Rating		
19-20	20-21	21-22
3.11	3.12	3.05
3.21	3.22	3.22
3.12	3.24	3.26
3.19	3.12	3.15
3.27	3.24	3.14
3.07	3.29	3.25
2.85	3.06	3.04
3.14	3.14	3.10
3.43	3.49	3.50
3.26	3.26	3.19
3.2	3.2	3.2



Treasurer-Tax Collector

Board of Supervisors Priority Area



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

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

Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
1. Completed the first online auction with Bid4Assets for the sale of tax-defaulted properties. A total of thirteen properties were included on the auction list with minimum bids totaling more than \$408,000. Eleven properties were sold, generating more than \$690,000 in excess proceeds.
2. Implemented the use of a QR code on the front and back of all printed annual property tax bills to facilitate the use of easy and convenient electronic payment methods. The QR code also appears on the back of all reminder notices as a quick link to payment options.
3. Processed all timely property tax payments within 3-4 business days after the December 10 and April 10 tax deadlines.
4. Collected \$7 million in outstanding debts owed to County departments, Courts, and agencies which is a \$921,000 or 2.1% improvement from the prior Fiscal Year 2020-2021.
5. Transitioned multiple County departments, schools, and special districts to new banking services with JPMorgan including new check stock and new processes for positive pay and direct deposits; reduced the banking relationship number of accounts from 58 to 26; onboarded 109 users to the JPMorgan banking platform.

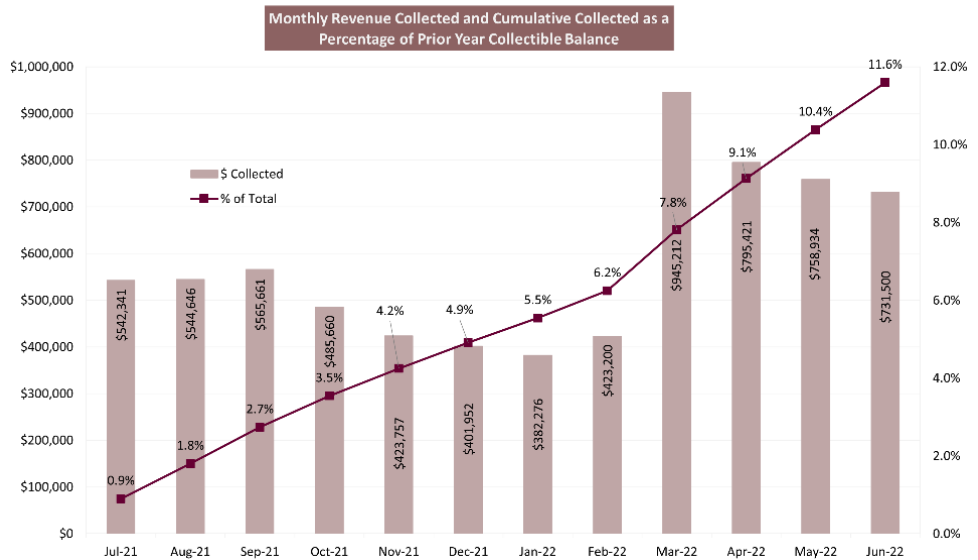
Department Success Measures

The Revenue Recovery Division collects outstanding debts owed to County departments, Courts, and other agencies through enhanced collection methods, including direct personal contact with the debtor. Fiscal Year 2021-2022 was transformational for Revenue Recovery. Management collaborated with ITC to automate and improve the efficiency of various processes related to daily business practices.

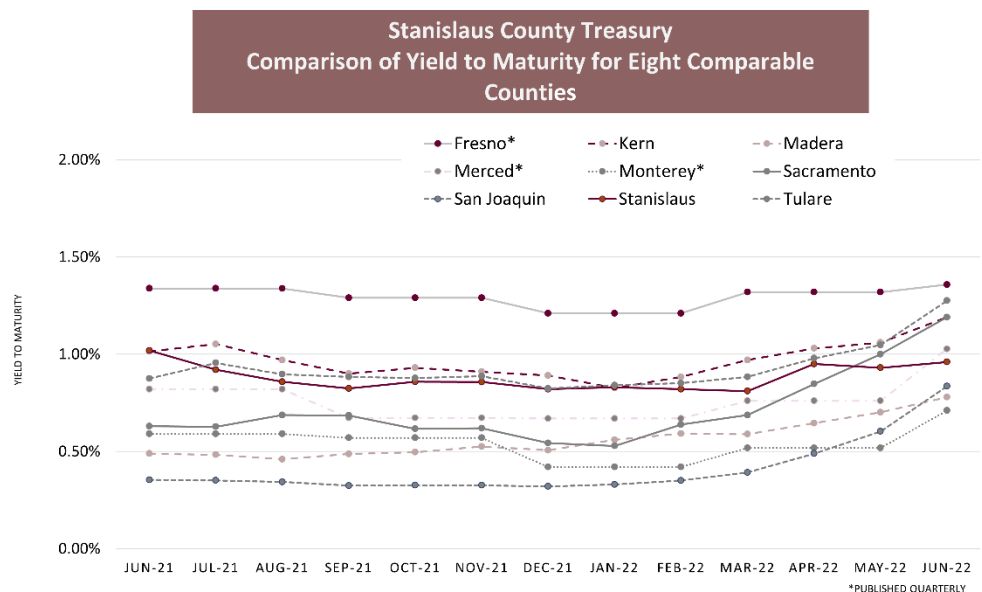
The collection team mitigated staffing issues by focusing on new worklists and procedures and the fiscal team collaborated to eliminate a backlog of court transmittals.

The adjacent chart shows the monthly collection amounts received by the division. The collection percentage rate represents a cumulative monthly total over Fiscal Year 2021-2022 as a percentage of the beginning collectible balance of \$60.4 million. The division collected outstanding debts of \$7 million, \$921,000 over the previous year, an overall collection rate of 11.6% of the beginning balance, and an improvement of 2.1% from the previous fiscal year.

The Treasury Division completes banking and investment activity for the County, Schools, and other agencies. Understanding that each County's portfolio size, cash flow, and needs are unique, the Stanislaus County Treasury Pool's yield to maturity has been compared to surrounding counties to observe overall trends. Counties are currently



experiencing an increasing interest rate environment due to increases by the Federal Reserve to the Federal Funds Rate. There have been five interest rate hikes in 2022 through September 2022 for an overall increase of 3%. This presents an opportunity to invest new money at higher yields, but it also decreases the value of lower-yielding investments already in the portfolio. In the chart below, trends show similar rates of return and indicate the Stanislaus County portfolio has earned a competitive rate of return while neither being too risky nor too conservative.





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 Community Infrastructure* to benefit our residents and businesses, focus primarily on delivering community infrastructure. Departments within this priority area meet the infrastructure needs of the community and protect natural resources to improve the quality of life for County residents while enabling the expansion of a robust economy.



Focused on the environment and infrastructure, some of the supportive functions of 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 promotes a safe and healthy environment and improves the quality of life

in our community through a balance of science, education, partnerships, and environmental regulation.

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

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

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



Environmental Resources

Board of Supervisors Priority Area



Environmental Resources supports the following Board of Supervisors priority:

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

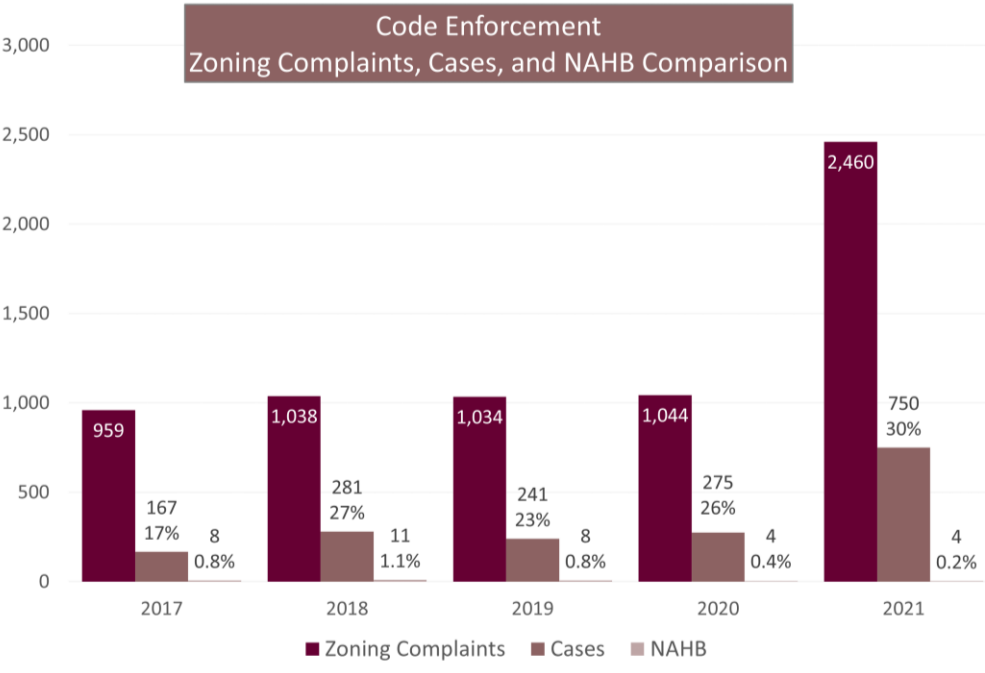
Annual Report on Results: Fiscal Year 2021-2022

Accomplishments
<ol style="list-style-type: none"> 1. Adopted the Groundwater Sustainability Plans for the Modesto and Turlock Groundwater Subbasins and adopted Groundwater Well Siting and Construction Guidelines to assist with well permitting. 2. The Department implemented organic waste recycling programs in line with the requirements of SB 1383. Residential and commercial waste generators in non-exempt areas are all provided with increased recycling services to help meet the State requirements. 3. Completed several projects at the Geer Road Landfill required by the California Regional Water Quality Control Board including Operations and Maintenance plans for the Landfill Gas Extraction System, an updated Groundwater Extraction and Treatment System and Infiltration Area Plan, and a Facility Liquids Plan. Additionally, the Final Cover Cap Repair construction and V-ditch replacement project was completed in 2021. Groundwater separation investigative work was conducted in preparation of the upcoming drilling and installation of six Piezometers which will be used to collect water data, and the abandonment of fourteen Groundwater Monitoring Wells. The Project will be completed in fall of 2022. 4. Completed several projects at the Fink Road Landfill including completion of a Master Plan for future vertical expansion at the Fink Road Landfill, installation of a Heavy Equipment Wash Station at the Fink Road Landfill, and the purchase of a Dozer and an Excavator to help with daily landfill activities.

Department Success Measures

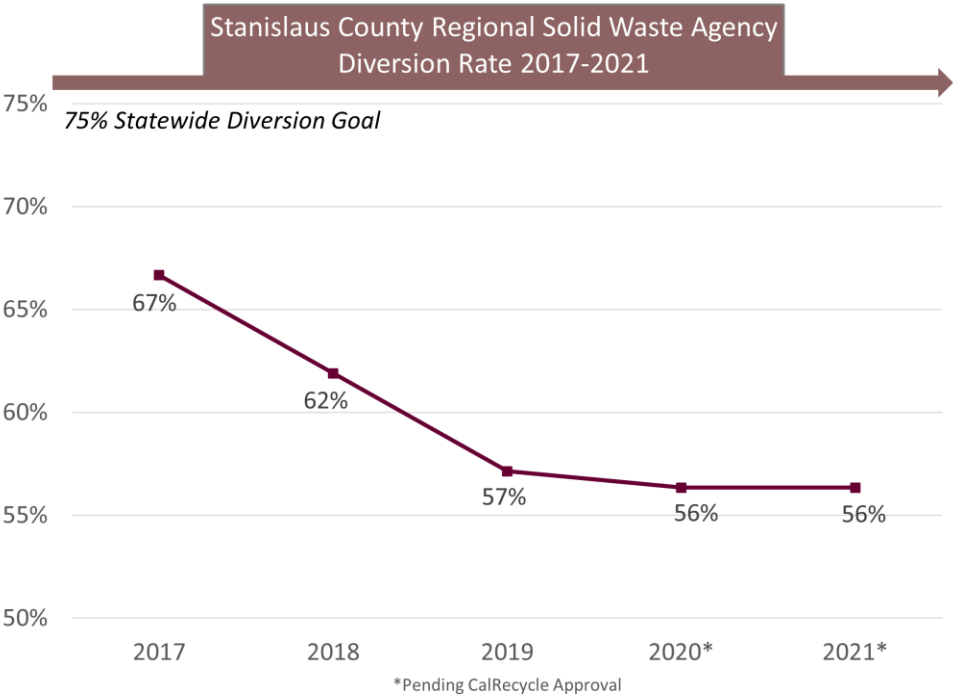
The Code Enforcement (CE) Division strives to achieve voluntary compliance through education and personal contact. A CE case is opened when a service request (code violation) is confirmed, and voluntary compliance is not achieved within a reasonable time; typically, 30 days of the complaint being received. If enforcement becomes necessary, we will issue a Notice and Order to Abate. If the cases were in non-compliance after this, issuing of subsequent

citations would be the next step. 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 a reasonable time; typically, 45 days of opening a CE case. If violations remain after staff efforts and citations, then Nuisance Abatement Hearing Board enforcement may be utilized as a last resort. Stanislaus County has seen a similar number of zoning related complaints during this period this year from last year. Some Abandoned Vehicle cases became zoning cases once the investigation started. These cases were added to the zoning complaints. The chart identifies trends over the past five years from 2017-2021. Data for 2021 includes 991 Graffiti Abatement Cases (Graffiti Abatement Cases were not previously reported). Regular zoning cases increased by 417 cases year over year. This is due to Code Enforcement receiving increased complaints for Commercial Truck Parking, Non-Permitted Building and Structure and Non-Permitted Land Use for Businesses and Special Events. In addition, Code



Enforcement also handles illegal cannabis complaints. The increase in cases can also be attributed to additional community outreach and promotion of the Stan Connect mobile phone application. A higher percentage of complaints were converted into cases in 2021 to help keep better documentation of the contacts and extensions that were being granted. Most of these cases were repeat offenders where we dedicated more time to than in the past to help deter future issues. As in previous years, a large majority of cases were closed by gaining compliance without the need of issuing citations. Staff had an increase in administrative citations issued in 2021. A total of 390 administrative citations were issued due to non-compliance. Staff was still able to provide more time and focus on each individual case, which increases compliance and maintains a low number of NAHB hearings. These trends will guide departmental activities in managing County Ordinance-related complaints and educating the community about the County Ordinance.

Assembly Bill 341, enacted in 2011, declared that “it is the policy goal of the State that not less than 75% of solid waste generated be source reduced, recycled, or composted by the year 2020.” This dove-tailed with earlier legislation, AB 939, requiring that local jurisdictions divert at least 50% of waste generated from landfill disposal by the year 2000. At that time, eight of the nine local cities of Stanislaus County, excluding Modesto, joined together to form the Stanislaus County Regional Solid Waste Planning Agency (RA) to work on and report efforts collectively towards meeting the State 50% diversion mandate. The chart above identifies trends from 2017-2021. Stanislaus County RA did not meet the State’s new 75% diversion goal in 2021. The trend shows a decreasing diversion rate, due in



part to the COVID-19 pandemic, an increase in consumption and shipping materials, and population growth. These trends and data will guide Departmental activities to engage the community to recycle and further enhance outreach efforts.



Parks and Recreation

Board of Supervisors Priority Area



Parks and Recreation supports the following Board of Supervisors priority:

Priority	Delivering community infrastructure to benefit our residents and businesses	
Mission Statement	<p 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	<p>1. Integrate a new inventory software system that will streamline the maintenance and inventory processes to improve incident response with a proactive approach</p> <p>2. Integrate a new online reservation system that will provide more control over the reservation process, the money collected, and customer service issues; it will also allow the Department to start selling tickets to County-hosted events and programs</p> <p>3. Complete the Bonita Pool Project giving residents of Crows Landing access to a public pool which has not been available for over a decade</p> <p>4. Initiate the Parks After Dark Program that will bring low-cost activities to residents at some of the County's high-risk parks with the goal of improving neighborhood and park cohesiveness, reducing vandalism, and growing the Department's community outreach</p> <p>5. Expand recreational opportunities at Modesto Reservoir by offering a rental system that will include water sport equipment</p>	

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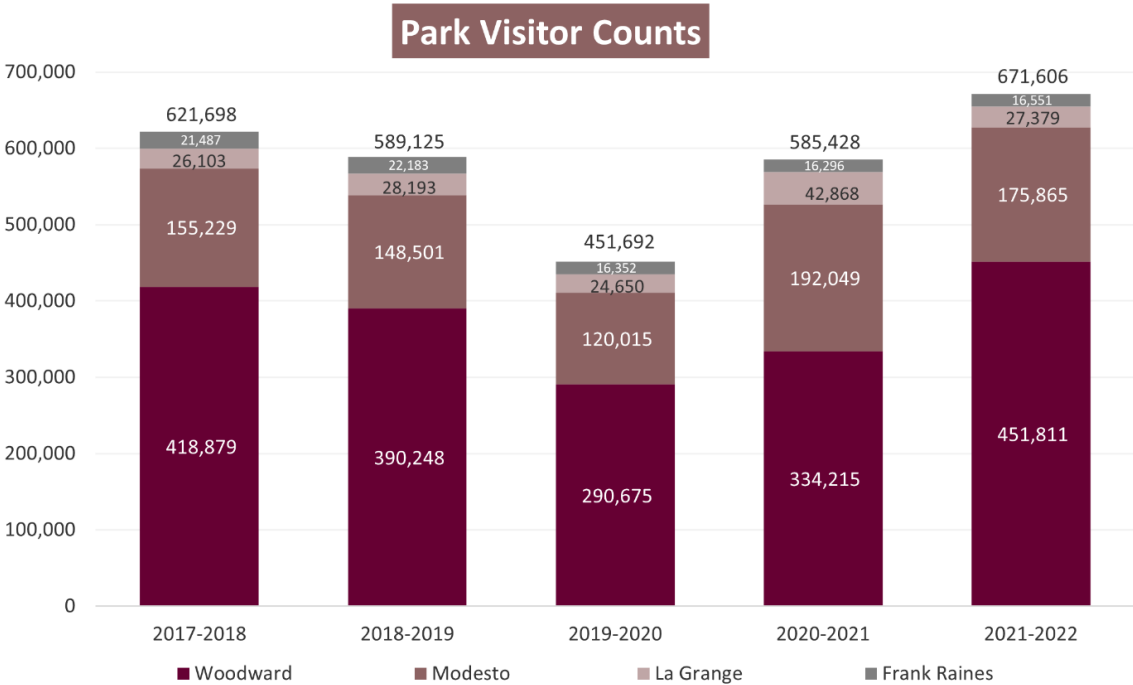
Accomplishments
<ol style="list-style-type: none"> 1. Implemented tree-plotter software system and began to inventory trees and amenities of all County parks. 2. Implemented RecTrac, to enhance the use of a County online reservation system, which allows the Department to provide more online reservation opportunities to the community. 3. Received a State funding commitment of \$3 million for Bonita Pool and Leroy F. Fitzsimmons Memorial Park improvement projects for Fiscal Year 2022-2023, which will move to design phase.

4. Expanded summer recreational programming at Parklawn Park in partnership with the Police Activities League (PAL).

Department Success Measures

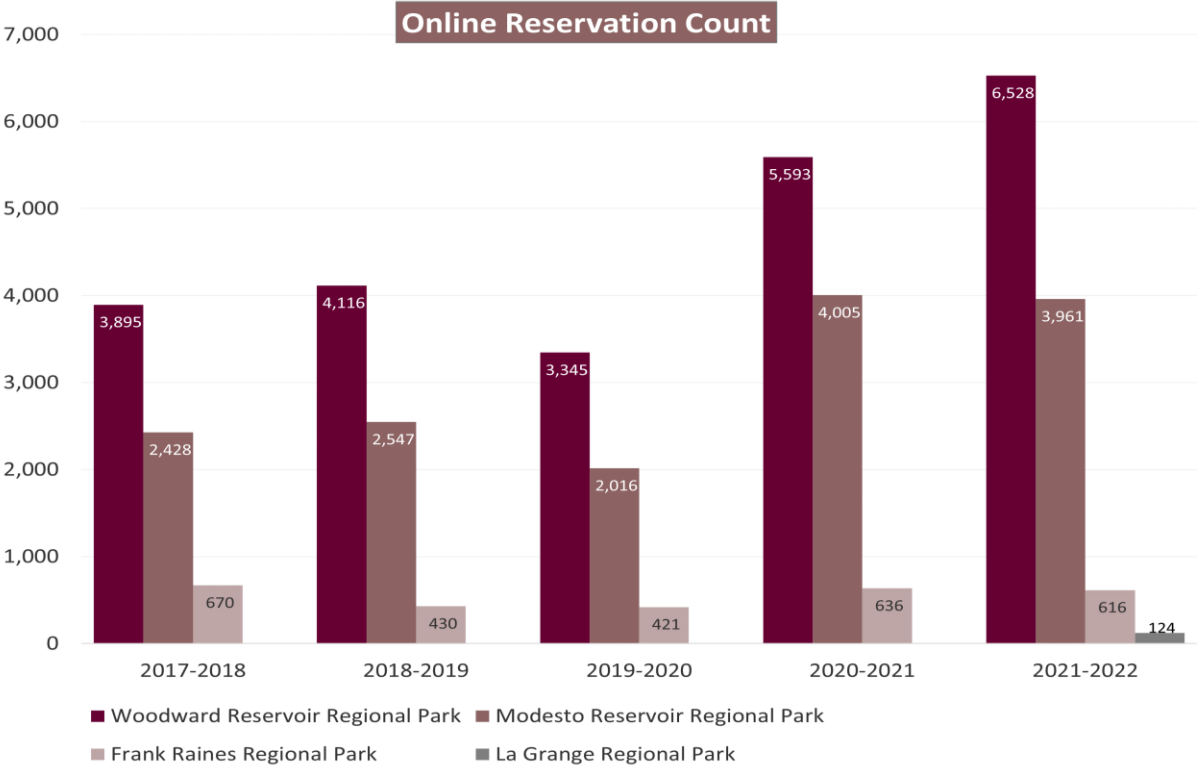
The total number of visitors to parks maintained by the Department of Parks and Recreation has a direct impact on Department revenue and community health. Park visitors spend time outdoors enjoying nature, family, and friends, physical activities, fresh air and sunshine, and comradery. The chart reflects visitors by park with the highest annual visitor counts at Woodward Reservoir, followed by Modesto Reservoir. Variance in overall park attendance occurs due to weather, water levels, dates of the “Body to Water Restriction” at Woodward Reservoir,

holiday dates falling during mid-week, and misinformation publicized in the media. Visitation in Fiscal Year 2020-2021 recovered and increased following the impacts of COVID-19. The COVID-19 emergency provided insight to the link between open park spaces and mental health for the community. The strong recovery continued in FY 2021-2022 setting a new record of visitation to our parks due to good weather and an early body to water contact at Woodward Reservoir.



In October 2021, the Department successfully implemented the new reservation system RecTrac. The Department was able to enhance the use of a County online reservation system, which allows the Department to provide more online reservation opportunities to the community. The new system has been successful with providing more control

over the reservation process and added the ability to make reservations at La Grange Regional Park. The ease of the new system provides a more engaging experience with the customer. Fiscal Year 2021-2022 shows a continued recovery of online reservations following the Covid-19 emergency.



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	<p>1. Implement grant management software for online grant submittals, paperless grant reviews, and funding reimbursement requests for U.S. Department of Housing and Urban Development and State Housing and Community Development grant programs administered by the Department by June 30, 2021</p> <p>2. Complete the surveying and community outreach needed for State Water Board funding of the West Modesto Sewer Infrastructure Project and submit application for funding by neighborhood if survey results reflect eligibility by December 31, 2021</p> <p>3. Implement an online customer guide for building permit and land use applications to give property owners, design professionals, and developers access to comprehensive information 24/7 and to reduce phone and counter inquiries for general permitting information by June 30, 2022</p> <p>4. Develop an Affordable Housing Plan/Housing Policy Framework and make available for use by property owners Accessory Dwelling Unit plans funded by State SB 2 Year One Planning Grant and State Local Early Action Planning Grant Program by June 30, 2022</p>	

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Accomplishments
<p>1. Implementation of the Grant management software for online grant submittals, paperless grant reviews, and funding reimbursement requests for U.S. Department of Housing and Urban Development and State Housing and Community Development grant programs is near full implementation. Notices of Funding Availability (NOFA) have occurred using the Grant management software. The Department is working towards implementing request for funds (RFFs), grant expenditure and reimbursement tracking and reporting. Full implementation should be completed by January 31, 2023.</p> <p>2. The application for the Spencer/Marshall Neighborhood was updated and resubmitted to the State Water Board for reconsideration in June 2022 by the County Public Works Department. Review of the application is ongoing by the State Water Board. No further surveying has occurred. The Planning Department is working with the Public Works Department on an application for State Water Board funding for the Rouse/Colorado neighborhood. Surveying will commence as required to meet State Water Board requirements for funding.</p> <p>3. The online customer guide for building permit and land use applications is in development. The Accessory Dwelling Unit (ADU) project type is in the final review stages and will be implemented March 1, 2023.</p>

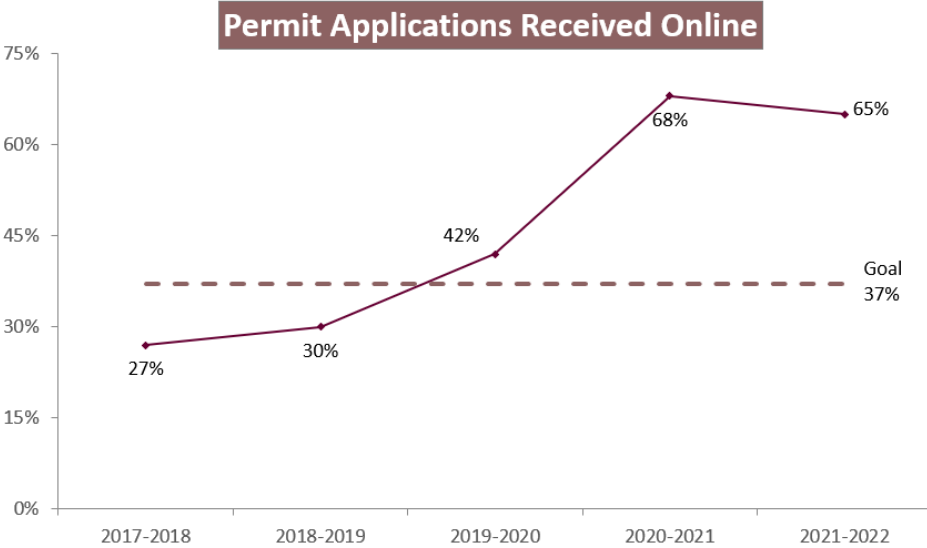
4. Development has begun on the Affordable Housing Plan/Housing Policy Framework and Accessory Dwelling Unit plans. The Housing Policy Framework plan is anticipated to be completed by January 1, 2023. The Affordable Housing Plan has an anticipated completion date of May 31, 2023.

Department Success Measures

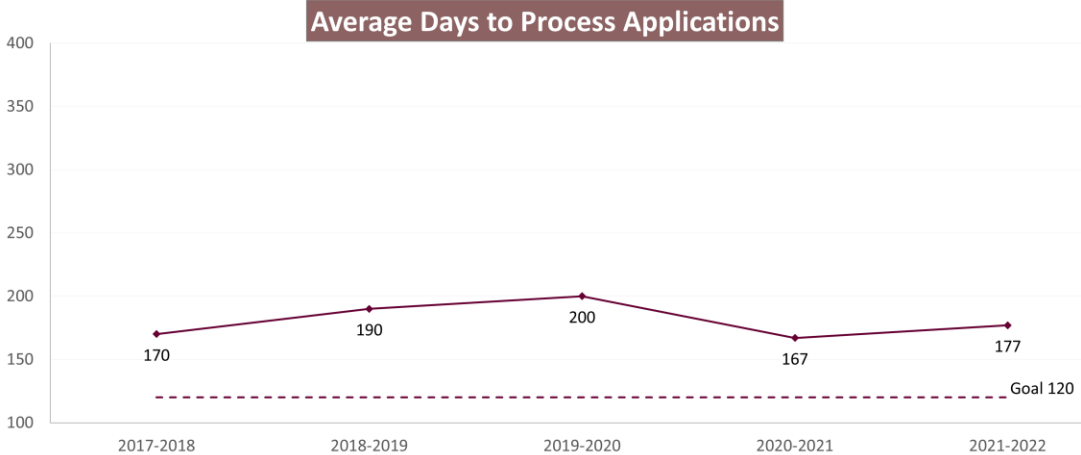
The Planning and Community Development Department continued to receive a significant amount of building permit applications online. Of the 3,190 building permit applications received in Fiscal Year 2021-2022, 65% were received online, a slight decrease of 3 percentage points under Fiscal Year 2020-2021. Prior to the COVID-19 outbreak, the Department’s goal was to maintain the number of online building permit applications/electronic plan submittals at or above 37% to

reduce over-the-counter visits and customer printing costs. The Department will pursue a new goal in Fiscal Year 2022-2023.

The Planning and Community Development Department continues to work on reducing the average application processing time to 120 days, excluding days the applications are on hold pending applicant action. In Fiscal Year 2021-2022, the average number of days to process a Use Permit or



Parcel Map application, the two most common application types requiring Planning Commission approval, was 177 days, a slight increase of seven days over Fiscal Year 2020-2021. Delays in processing times include varying complexity in projects and project volumes that cannot be anticipated or controlled by the Department. The Department will be pursuing a new goal in Fiscal Year 2022-2023, but will continue to monitor processing time.



Public Works

Board of Supervisors Priority Area



Public Works supports the following Board of Supervisors priority:

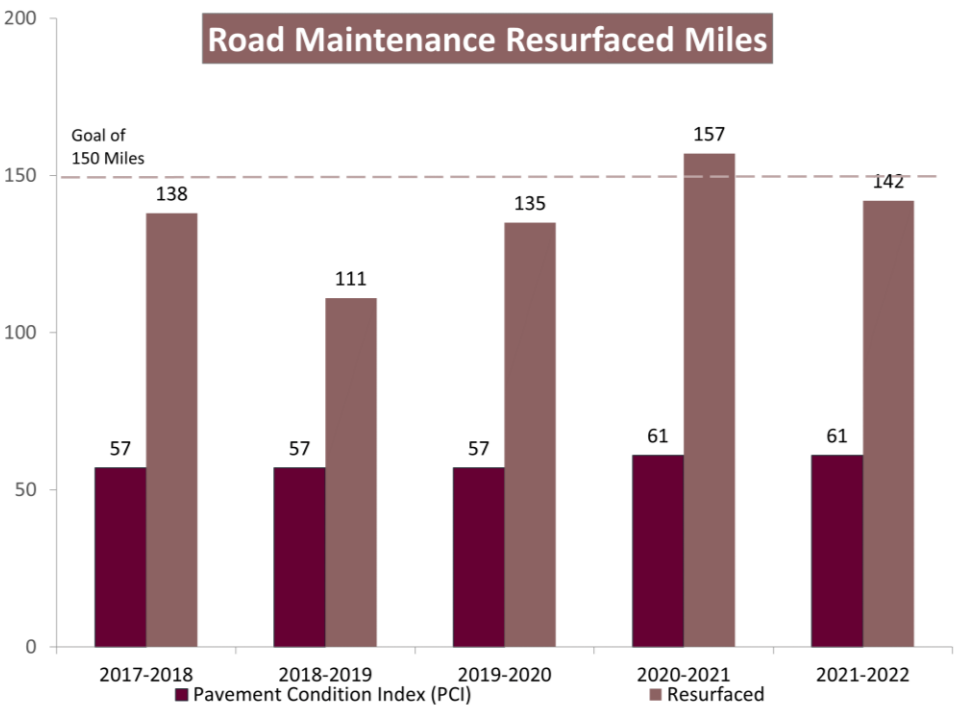
Priority	<i>Delivering community infrastructure to benefit our residents and businesses</i>	
Mission Statement	To manage and improve infrastructure through safe and efficient use of resources and assets, for the benefit of our citizens	
Two-Year Strategies	Strategies are defined in the Department's two-year 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	1. Resurface 150 miles of roads to facilitate the safe and efficient movement of people, goods, and services throughout Stanislaus County, benefiting residents and businesses	
	2. Re-stripe 750 miles of road centers and edges for the benefit and safety of residents and businesses	
	3. Implement efficiency opportunities in contracting, service deployment, and service integration for Stanislaus Regional Transit (StaRT)	

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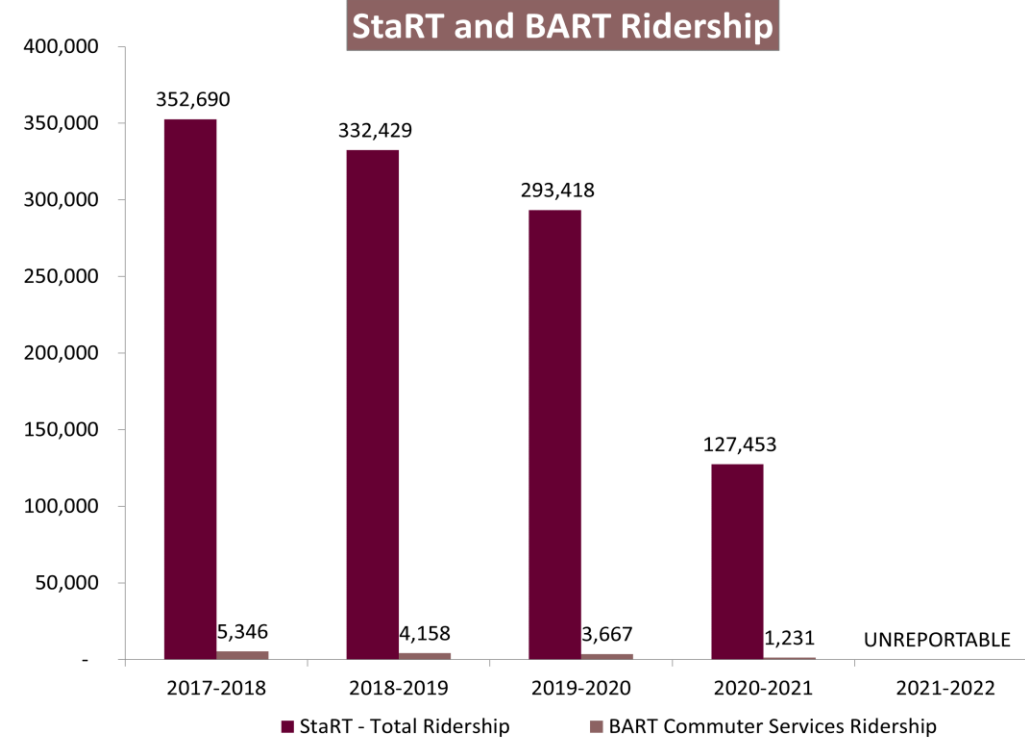
Accomplishments
<ol style="list-style-type: none"> 1. Performed resurfacing maintenance on approximately 142 miles of County roads to ensure the safe and efficient movement of goods and services. 2. Public Works Department striped 1,866 road centers and edges for the benefit and safety of its residents and businesses. 3. Beginning July 1, 2022, the Public Works Transit division, which oversaw Stanislaus Regional Transit (StaRT) became part of the Stanislaus Regional Transit Authority (StanRTA).

Department Success Measures

The total miles in Fiscal Year 2021-2022 resurfaced (sealed, overlaid, or rehabilitated) was less than prior Fiscal Year. The Department resurfaced 9.5% less than the prior year and missed achieving its goal of 150 miles-per-year. Public Works continues towards increasing the number of resurfaced roads each year, but road and economic conditions have reduced the overall mileage achieved. During the preparatory work each year, Public Works has found the roads to be in worse condition that expected. Due to these conditions, it is anticipated the first round of road treatments throughout the County will take more preparation and time resulting in fewer overall miles



per year. Public Works will continue to strive for increased mileage each year to achieve the 150-mile goal. Public Works continues to surpass the 750 miles of striping on County roads. This consistent progress in resurfacing and restriping has led to an increased Pavement Condition Index (PCI) of 7% from Fiscal Year 2020 and has kept the PCI at 61 for the past two fiscal years.



Beginning July 1, 2021, the Public Works Transit division became part of the Stanislaus Regional Transit Authority (StanRTA) and is no longer part of the County.