

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

DEPT: Chief Executive Office

BOARD AGENDA # \*B-4

Urgent

Routine

CEO Concurs with Recommendation YES  NO   
(Information Attached)

AGENDA DATE September 18, 2007

4/5 Vote Required YES  NO

SUBJECT:

Consideration and Approval of Response to the Remainder of the 2006-2007 Stanislaus County Civil Grand Jury Final Report

STAFF RECOMMENDATIONS:

1. Accept the responses to the Grand Jury Final Report, with any modifications made after consideration by the Board of Supervisors, and authorize the Chairman to forward the response to the Presiding Judge of the Superior Court.
2. Direct the Chief Executive Officer to ensure that the recommended actions approved by the Board of Supervisors be followed and completed by each County Department and report back to the Board as appropriate.

FISCAL IMPACT:

There is no direct fiscal impact associated with this response.

BOARD ACTION AS FOLLOWS:

No. 2007-750

On motion of Supervisor Monteith, Seconded by Supervisor Mayfield  
and approved by the following vote,

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

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1)  Approved as recommended

2)  Denied

3)  Approved as amended

4)  Other:

MOTION:



ATTEST:

CHRISTINE FERRARO TALLMAN, Clerk

File No. M-39-K-8

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**DISCUSSION:**

This year the Final Report of the Civil Grand Jury included three case findings associated with Stanislaus County government that require a response from the Board of Supervisors. California Penal Code Section 933(c) states that the Board of Supervisors has 90 days to comment to the Presiding Judge of the Superior Court on the findings and recommendations of the Civil Grand Jury. This agenda item is in response to Case #07-34 and Case #07-40 regarding Stanislaus County Fire and Life Saving Services and Stanislaus County Disaster Preparedness. The Board of Supervisors' response to these two cases is due by September 27, 2007.

A response to Case #07-38 regarding the Stanislaus County Office of Public Guardian was approved by the Board on August 28, 2007 and submitted to the Presiding Judge of the Superior Court within the required 90-day period. Additionally, Case #07-35/07-44 regarding Stanislaus County State of Law Enforcement was received by the County and required no response.

The investigations conducted by the Civil Grand Jury into issues associated with County departments represented by elected officials are addressed under separate cover by those elected officials. California Penal Code Section 933(c) requires elected officials to provide a response to the Presiding Judge of the Superior Court within 60 days of the final report of the Civil Grand Jury. The Stanislaus County Sheriff-Coroner responded to Civil Grand Jury Case #07-40 on July 25, 2007 and a copy of the response is included with this agenda item as Attachment A.

**Civil Grand Jury Case #07-34 (Stanislaus County Fire and Life Saving Services)-**  
The 2006-2007 Stanislaus County Civil Grand Jury conducted a review and assessment of the fire and life saving services, which are provided to the citizens of Stanislaus County. The Board of Supervisors is submitting a response to all findings and recommendations as requested by the Civil Grand Jury.

**RESPONSE OF FINDINGS**

**GENERAL**

Fire and life savings services in Stanislaus County are provided by 18 separate autonomous fire safety organizations. Each organization has its own governance and financial base.

**Response:** Agree.

**Findings:**

**Finding #1:** There is variation in the quality of training provided to staff.

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**Response:** Agree.

**Finding #2:** There are varying response times and professional capabilities. Minimal standards cannot always be met.

**Response:** Agree.

**Finding #3:** Increasing population, new technology, legal mandates, rising equipment costs and unnecessary administrative staff duplication add to the financial burden.

**Response:** Agree with clarification. Increasing emergency call volume due to population growth, the rising cost of technology and equipment, and the burden of legal mandates such as AB1127, AB2118 and SB1207 have all impacted the districts financially. However, of the 14 fire districts, more than half rely on all volunteers, including the chief, who may receive a small stipend. Most districts have very minimal paid administrative staff, if any.

**Finding #4:** New disaster planning requirements have expanded responsibilities and liabilities requiring closer coordination in the areas of planning and performance.

**Response:** Agree.

**Finding #5:** City expansion by annexation has markedly weakened the financial base of some rural fire districts making it increasingly difficult for these districts to meet their responsibilities.

**Response:** Agree. There are 13 fire districts with contiguous boundaries with six cities; these cities all have expanding spheres of influence. Where the city and districts spheres of influence overlap, the district's sphere will give way to that of the city, per LAFCO policy. Each annexation causes a shift in property tax revenue allocation; this loss in revenue erodes the district's ability to provide service to the remaining area.

**Finding #6:** State training mandates have made recruitment and retention of volunteer firefighters more difficult. Costly full time staff must be used to fill the formerly volunteer positions.

**Response:** Agree in part. There are several factors that have led to the decline of volunteer firefighters in this county as well as all over the United States. Recruiting volunteers has historically been based on the need for a community to protect itself. Most people lived and worked in the same community, this is no longer true. Recruiting firefighters must be a

continuous, on-going effort. Retaining volunteers is also becoming more difficult. Although the volunteer provides labor at no cost, there is a significant cost to equipping and training them. The hours needed to acquire the mandated training, as well as the personal commitment of time to respond to the ever increasing number of calls, is imposing a burden on the volunteer's personal and professional life. However, the cost of full time paid staffing is prohibitive to virtually all of the current volunteer departments. It is estimated that the cost to appropriately staff a station full time is between \$900,000 and \$1.5 million dollars per year. It is impossible to provide full-time fire service without an adequate funding base.

**Finding #7:** The merger of several smaller districts into fewer but larger areas would offer several benefits. Among them:

- Lower Administrative costs. The merger of many boards would lower total salary costs of both administrative and professional staff.
- More efficient deployment of expensive equipment. Some pieces of equipment would become unnecessary.
- More efficient location of fire stations. Given larger areas to protect, stations could be more efficiently placed.
- Standardized recruitment and training of personnel. All staff would be held to the same standards of training and competence.
- Better use of specialized staff. Specialist in such areas as hazardous materials and fire investigation could be more efficiently deployed.

**Response:** Agree, in part and with clarification.

- Lower Administrative cost. Agree in part. The volunteer districts in Stanislaus County have a relatively small payroll for administrative and professional staff. Many provide a small stipend for their board members for meeting attendance and have part time administrative staff. Although combining administrative staff would not necessarily produce a significant cost savings, it would most likely increase the efficiency of the administrative function, and reduce the burden on the volunteer chiefs.
- More efficient deployment of expensive equipment. Agree. If a regional plan were implemented, the resources may be deployed in a more efficient and effective manner. Antiquated equipment could then be retired.
- More efficient location of fire stations. Agree, in part. If a regional plan was developed, and funding was available, a plan could be implemented that would place full time staffed stations in strategic locations along with volunteer stations.

- Standardized recruitment and training of personnel. Agree. The standardized recruitment and training of personnel is a critical component to the success of all fire agencies in the County, whether volunteer or paid.
- Better use of specialized staff. Agree with clarification. Currently specialists are being used to provide many of the special operations services. There is a regional hazardous materials response team, and swift water rescue team and confined space rescue teams have been organized. The Fire Warden's Office is currently recruiting a Special Operations Coordinator, through the Fire Authority, to coordinate these activities. Additionally, the City of Modesto Fire Department provides fire investigations regionally through a contract with the Stanislaus County Fire Authority.

**Finding #8:** There is need for an unbiased outside facilitator / mediator to work with all districts to change the current delivery system.

**Response:** Agree. The Stanislaus County Fire Chief's Association has made a request of the County to fund a comprehensive study of the fire service in Stanislaus County. LAFCO suggested, through their municipal service review, that there is a need for a study to evaluate alternative government structure for the districts and for strategic planning. It is widely recognized by the fire service, that forcing consolidation, mergers, or regional platforms will not lead to successful delivery systems. However, if an open process is established and departments/districts chose to participate for appropriate reasons, then a well respected facilitator could provide benefit in achieving the objectives of those participating.

**Finding #9:** No government body has fully accepted the overall responsibility of addressing the need for change in fire and life saving services available to the citizens of Stanislaus County.

**Response:** Agree, with clarification. No one governmental body in Stanislaus County has sole authority or responsibility for the provision of fire and life saving services. Six fire districts have passed resolutions formally requesting the Stanislaus County Board of Supervisors to engage in strategic planning efforts and participate in the exploration of options to ensure the future of fire protection in this county.

**Finding #10:** The Civil Grand Jury believes that any consolidation should occur only after full consideration of financial impact, proper planning, and consultation / involvement from all concerned parties including the public.

**Response:** Agree.

## **RECOMMENDATIONS**

The following is the County's response to the recommendations of the Civil Grand Jury Report 07-34:

1. The County Board of Supervisors assume the leadership role of solving multiple problems in fire and life saving services.

**Response:** Fire Agencies are independent and autonomous. Just as cities are governed by City Councils who operate independently of the County Board of Supervisors, each Fire District is governed by a local Board of Directors with both the responsibility and authority to direct the actions and activities of their respective agencies.

The Board of Supervisors has appointed an ad-hoc Board Committee to meet with Fire Agencies to explore options that may be available to them. The intent of the Board is to support a forum for discussions that could lead to the development of solutions to address funding and operational issues. The Board has directed staff from the Chief Executive Office and Fire Warden's Office to work with and assist the fire agencies in their efforts to identify sustainable solutions to ongoing operational and funding issues.

2. The County Board of Supervisors work with the Stanislaus County Fire Chiefs Association and various district boards to achieve appropriate consolidation of present districts consistent with the most effective use of manpower and resources.

**Response:** As indicated in the previous response, Fire Agencies are independent and autonomous and are governed by a local Board of Directors with both the responsibility and authority to direct the actions and activities of their respective agencies. The Board of Supervisors therefore does not have the authority to direct the consolidation of Fire Districts. The Board of Supervisors does support and will participate with Fire Agencies in the development of the most effective use of manpower and resources in the delivery of fire and emergency services throughout the County. To this end, the Board has directed staff from the Chief Executive Office and Office of the Fire Warden to work with and assist the fire agencies in these efforts.

3. The County Board of Supervisors share equally the cost of outside expert consultation and/or mediation with various districts.

**Response:** The Board of Supervisors supports the concept of retaining outside expert consultants to work with fire agencies and the County in an effort to define a sustainable fire and emergency service platform. The Board further supports, as recommended by the Grand Jury, the sharing of the cost of consultant services.

**Civil Grand Jury Case #07-40 (Stanislaus County Disaster Preparedness)-**

**General:** The 2006-2007 Stanislaus County Grand Jury conducted a review and assessment of the Stanislaus County Emergency Operations Plan (EOP). The purpose was to determine the scope and readiness of the County's plan to meet the needs of its citizens if and when a disaster occurs, such as flood, fire, earthquake, civil disorder, terrorism, agricultural terrorism, hazardous materials, et al.

**Findings:**

**Finding #1:** The County of Emergency Services coordinates citizen/community/County disaster preparedness.

**Response:** Agree.

**Finding #2:** The Emergency Operations Plan is an all-risk document that addresses natural and man-made disasters. It addresses four phases of emergency management: mitigation, preparation, response, and recovery.

**Response:** Agree. The Emergency Operations Plan establishes the emergency management organization required mitigating any significant emergency or disaster affecting Stanislaus County. It identifies the policies, responsibilities and procedures required protecting the health and safety of Stanislaus County communities. The plan establishes the operational concepts and procedures associated with field response, County Emergency Operations Center activities and the recovery process

**Finding #3:** The Emergency Operations Plan does not address how to serve the needs of those relocated after a disaster in their region of residence.

**Response:** Disagree. Care and Shelter responsibilities are identified within the Emergency Operations Plan with the Stanislaus County Community Services Agency (CSA) assigned primary responsibility. Stanislaus County through CSA coordinates with American Red Cross and other volunteer organizations to meet the care and shelter needs of disaster victims. American Red Cross has identified 65 pre-arranged facilities, which have a total capacity of 7,720. In an event that exceeds pre-identified care and shelter facility capacity, the Stanislaus Operational Area (County) can mission task the State of California Office of

Emergency Services and request the fair grounds and other facilities be made available during a disaster event. The care and shelter facilities may be utilized for local residents and/or those relocated to the County after a disaster.

**Finding #4:** The Approval Authority for Homeland Security Grant Administration Committee is responsible for administrative oversight of the Homeland Security grants, which total about \$1,000,000 annually. The committee consists of:

- County Public Health Officer
- Assistant Director of the Office of Emergency Services/Fire Warden
- Stanislaus County Sheriff
- City of Modesto Police Chief
- City of Modesto Fire Chief

**Response:** Agree.

**Finding #5:** Each of the County's nine incorporated cities is responsible for its own emergency plan. City representatives serve on the County Operational Area Council. A designee from the County Office of Emergency Services chairs the committee.

**Response:** Agree.

**Finding #6:** There is a lack of centralized coordination and implementation of services provided by volunteer organizations.

**Response:** Agree. The County is reevaluating the process and agreements for volunteer management and formalizing agreements with Faith Based Organizations and Non-governmental Organizations.

**Finding #7:** The County Department of Public Health publishes yearly results of disaster preparedness and public health monitoring of reportable diseases and biological incidents. The results are available on-line at [www.schsa.org](http://www.schsa.org)

**Response:** Agree.

**Finding #8:** The Coroner's Facility has inadequate space for autopsies, storage of corpses and supplies and for meetings with staff and greeting families. The ventilation system is inadequate. The data processing, record keeping, computer equipment and communication systems are inadequate. Despite these limitations the Coroner's Facility personnel are meeting guidelines of the Emergency Operations Plan.

**Response:** Agree, with clarification. The County Board of Supervisors has recognized that difficulties exist in the current Coroner's Facility. During the Fiscal Year 2006-2007, the County committed approximately \$46,000 to several upgrades of the Coroner's Facility including \$28,000 for a new HVAC system, \$2,500 for an overlay of flat roof areas, and \$16,000 for security fencing. Additionally, in Fiscal Year 2007-2008 the County has added a full-time Forensic Pathologist to the Department to replace the contract with Forensic Consultants Medical Group, Inc. The County has budgeted from the General Fund approximately \$310,000 in Fiscal Year 2007-2008 for the purchasing of equipment and furnishings and to make structural upgrades to improve space constraints. The Department intends to use this funding to improve and update the data processing, record keeping, computer equipment, and structural upgrades (such as flooring, workstations and autopsy equipment). Also, committed this fiscal year is approximately \$17,000 for exterior painting to the Coroner's Facility. Finally, a longer term commitment has been made by the County to build a new Coroner's Facility located at the main criminal justice center, this process is in the beginning stages. However, it is important to note this effort is underway.

## **RECOMMENDATIONS**

The following is the County's response to the recommendations of the Civil Grand Jury Report 07-40:

1. Seek methods to improve the level of collaboration with volunteer organizations.

**Response:** The recommendation requires further analysis. However, it is the intention of the County to reevaluate the formal process and agreements involving volunteer management. Additionally, the County will also strive to formalize Faith Based and Non-Government organizations (FBO's and NGO's).

2. Develop a plan to meet the needs of evacuees coming from surrounding regions when a state of emergency arises.

**Response:** The recommendation requires further analysis and requires development and coordination by the State of California Office of Emergency Services. Once a Statewide evacuation plan is developed, Stanislaus County will incorporate the State guidance in a local plan. The State will guide how Operational Areas (counties) will coordinate resources during a major disaster.

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3. Update data processing, record keeping, computer equipment and communication systems in the coroner's office.

**Response:** The recommendation is in the implementation process. As noted above, the Sheriff's Department has been provided the authority to utilize \$310,000 in Fiscal Year 2007-2008 to improve and update the data processing, record keeping, computer equipment, and structural upgrades (such as flooring, workstations and autopsy equipment).

Additionally, the Civil Grand Jury Report noted, "it is also recommended that the master plan for an upgrade of the Coroner's Facility become a high priority."

**Response:** It is a high priority of the County to build a new Coroner's Facility located at the main criminal justice center, this process is in the beginning stages. As noted above, while this effort is still in the beginning stages it is currently underway.

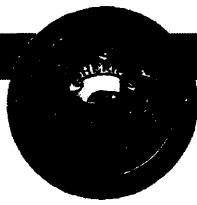
Civil Grand Jury Case #07-40 requires responses from the Stanislaus County Board of Supervisors, Stanislaus County Sheriff, Stanislaus County Office of Emergency Services and Stanislaus County Public Health. The Stanislaus County Chief Executive Officer serves as the County Director of Emergency Services. The responses included in this agenda item represent the Chief Executive Officer's response to Case #07-40. A copy of the response from the Stanislaus County Sheriff is included as Attachment A. A copy of the response from the County Public Health Director is included as Attachment B.

**POLICY ISSUE:**

Pursuant to California law, the Board of Supervisors must respond to the Presiding Judge of the Superior Court no later than 90 days after submittal of the Final Report of the Civil Grand Jury. Adoption of this response meets this requirement.

**STAFFING IMPACT:**

There is no staffing impact associated with this report.

**SHERIFF'S DEPARTMENT**

Adam Christianson, Sheriff-Coroner

**ADMINISTRATION  
DIVISION**

July 25, 2007

The Honorable Donald Shaver, Presiding Judge  
Stanislaus County Superior Court  
P.O. Box 3488  
Modesto, CA 95353

Re: Response to Grand Jury Report 07-40

Dear Judge Shaver:

Pursuant to Penal Code Sections 933(c) and 933.05, the following is our response to Grand Jury Report 07-40 (as amended).

Finding #8

The Sheriff's Department concurs with Finding #8 regarding the Coroner's Facility. We look forward to working with the County Chief Executive Office in upgrading the Coroner's Facility. In the meantime, we have made significant improvements to the physical space and ventilation system.

Recommendation #3

With respect to Recommendation #3 to upgrade the data processing, record keeping, computer equipment and communications systems, we are in the process of evaluating the entire information technology infrastructure throughout the Sheriff's Department. The Coroner's Facility recently upgraded the "Hub" to a "Switch" which improved the overall performance of the computer network system and allows for an increase in the number of computers operating on the system. One new computer was added during fiscal year 2006-2007 and three new computers are slated for the current fiscal year



250 East Hackett Rd. • Modesto, CA 95358  
(209) 525-7216 • FAX (209) 567-4417  
[www.StanislausSheriff.com](http://www.StanislausSheriff.com)

The Honorable Donald Shaver  
Re: Response to Grand Jury Report 07-40

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Since the Grand Jury's visit we have done an evaluation of our data processing and record keeping functions and have developed a plan to automate these functions.

Please extend my appreciation to the 2006-2007 Grand Jury for their work.

Sincerely,



ADAM CHRISTIANSON  
Sheriff-Coroner

cc: Judith Mahan, Foreperson  
Stanislaus County Civil Grand Jury



**HEALTH SERVICES AGENCY**

**Public Health Services**

820 Scenic Drive, Modesto, CA 95350-6194

**John A. Walker, M.D.**

Public Health Officer

Phone: 209.558.8804 Fax: 209.558.7286

[www.hsahealth.org](http://www.hsahealth.org)

September 10, 2007

William O'Brien, Chairman  
Stanislaus County Board of Supervisors  
1010 10<sup>th</sup> Street, Suite 6500  
Modesto, CA 95354

**Subject: Response to Stanislaus County Disaster Preparedness  
Civil Grand Jury Case No. 07-40**

Dear Supervisor O'Brien:

This is a response to the Civil Grand Jury report of June 29, 2007.

**Recommendation #1:** Seek methods to improve the level of collaboration with volunteer organizations. It is our opinion that the Health Services Agency has been implementing this recommendation and continues to enhance vital community collaborations. Please find attached a chronology of initiatives within the Public Health Division of the Health Services Agency regarding this recommendation.

**Recommendation #2:** Develop a plan to meet the needs of evacuees coming from surrounding regions when a state of emergency arises. The response to this recommendation will come from the Office of Emergency Services.

**Recommendation #3:** Update the data processing, record keeping, computer equipment and communication systems in the coroner's office. The Sheriff's Department has responded to this recommendation.

Please let us know if you need additional information or clarification.

Most sincerely,

John A. Walker, M.D.  
Public Health Officer

Attachment (1)

C: Rick Robinson, CEO  
Dean Wright, Deputy County Counsel  
Mary Ann Lee, Managing Director, HSA  
Cleopathea Moore, Assoc. Director, HSA  
Renee Cartier, Emergency Preparedness Manager, HSA  
Chief Gary Hinshaw, Asst Dir., County OES  
Sheriff Adam Christianson

## **STANISLAUS COUNTY DISASTER PREPAREDNESS CIVIL GRAND JURY CASE #07-40**

### Health Services Agency/Public Health Response

#### ***Grand Jury Recommendation #1: Seek methods to improve the level of collaboration with volunteer organizations.***

The following is a chronologic listing of initiatives within Stanislaus County since September 11, 2001 that include volunteer organizations in emergency preparedness planning and response.

##### **1. Partnership for the Public's Health 2002-2004**

The grant was funded by the California Endowment and created a partnership between Public Health and three community-based organizations: Airport Neighbors United, the West Modesto King-Kennedy Collaborative, and Ceres Partnership for Healthy Children. The successful partnership with these community collaboratives served to allow the Public Health Department to expand that relationship to seven community based organizations and then to ten (10). The major focus was on health and safety issues. Following 9/11, emergency preparedness was added to the agenda.

##### **2. Mobilizing for Action through Planning and Partnership (MAPP) 2002 - Present**

For the past four years the Public Health Division of the Health Services Agency has coordinated a comprehensive effort to create public-private-community collaborations. A segment has focused on emergency preparedness beginning in June 2006. In October 2006 the County Office of Emergency Services teamed with Public Health to provide this broad group of stakeholders an overview of strategic planning for avian influenza and human pandemic preparedness. Exhibit A is a list of the participating organizations and community groups.

##### **3. Katrina Evacuees Workgroup September & October 2005**

Following Katrina the County Office of Emergency Services convened a multi-agency workgroup that included city and county government representatives, the Red Cross, as well as the faith community. The objective was to provide coordinated services to affected persons and families who self-evacuated here.

##### **4. Extreme Heat Response July 2006 – Present**

During the extreme heat incident of 2006 city and county departments teamed with the Red Cross to provide cooling centers and assist the public in minimizing the risk of heat-related illness. In June 2007 the county Office of Emergency Services (OES) convened the Heat Preparedness Taskforce. It was clear that liaison with the faith community would aid the outreach to the highest risk population: elderly residents who live alone.

Soon thereafter the Public Health Officer and a representative of the Community Services Agency addressed the City Ministries Group and recruited assistance with door-to-door notification that was extremely helpful during the heat wave of July 4<sup>th</sup> week. In addition, Public Health and OES re-established liaison with the faith-based volunteer organization Advancing Vibrant Communities. This same local organization of 900 volunteers was key during the Katrina evacuees' initiative of 2005.

##### **5. Special Populations Initiative September 2006 – Present**

The Health Services Agency/Public Health has been actively planning to address the special needs of vulnerable county residents during a local disaster. At risk groups include:

- pregnant women
- preschool children
- chronically ill and medically frail
- the elderly
- county residents with mental, emotional, and physical disabilities
- those who are non-English speaking

Below is a list of participants at the inaugural meeting of the special populations workgroup during August 2007:

##### **County Government Agencies**

- Health Services Agency/Public Health
- Office of Emergency Services
- Behavioral Health and Recovery Services
- Valley Mountain Regional Center
- Community Services Agency
- Stanislaus County CEO's Office/ Public Information Officer
- Area Agency on Aging

##### **Volunteer or Community-Based Organizations**

- United Cerebral Palsy
- American Red Cross
- Catholic Charities
- Stanislaus Community Assistance Program (SCAP)
- Christian Berets
- DRAIL (Disability Resource for Independent Living)
- Community Hospice/Samaritan Village

Exhibit A

**Mobilizing for Action through Planning and Partnership (MAPP)**  
**Stanislaus County**

**Stakeholders:**

Memorial Medical Center

Blue Cross

Sutter Gould Medical Foundation

Oak Valley Hospital

Kaiser Permanente

Golden Valley Health Centers

Del Puerto Hospital District

Health Net

\* West Modesto King Kennedy Neighborhood Collaborative

\* Airport Neighbors United

\* Ceres Partnership for Healthy Children

\* Riverbank Casa Del Rio

\* Oakdale Family Support Network

Doctor's Medical Center

\* Grayson Family Resource Center

\* Hughson Family Resource Center

\* Newman Family Resource Center

\* Turlock Family Resource Center

Modesto Bee

Doctor's Medical Center Foundation

\* Center for Human Services

\* United Way

\* volunteer or community-based organization

California Highway Patrol

Modesto Police Department

Ceres Police Department

\* Vine House

\* Medical Ambassadors

\*Valley Heart Association

\* Youth for Christ

Modesto City Council

\* Christ Unity Baptist Church

\* Christian Love

\* Central Baptist Church

Save Mart Food Stores

Franklin Healthy Start

Mark Twain Healthy Start

\* Congregations Building Communities

Modesto City Schools

Modesto Parks and Recreation

MAX Transportation

\* Haven Women's Center

\* First Step

\* El Concilio

\* HICAP (Health Insurance Counseling and Advocacy Program - for seniors)

Policy Institute

\* Arbor Career Center for Seniors

California State University- Stanislaus

Families in Partnership

\*Community Diabetes Education Services

Weed and Seed Program/West Modesto

Regional Migrant Health

Participating Stanislaus County Government Agencies:

- Health Services Agency/Public Health
- Board of Supervisors
- Office of Education
- Community Services Agency
- Office of Emergency services
- Chief Executive Office
- Library System
- Animal Services
- Children and Families Commission
- Behavioral Health and Recovery Services
- Sheriff's Department
- Probation
- Area Agency on Aging
- Public Works