



# FOCUS ON PREVENTION

SUMMARY REPORT  
2018-2020

February 2020



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# Focus on Prevention Overview

## History

Stanislaus County has a proud history of nurturing strong families and resilient communities. Like many counties in the Central Valley and across California, the challenges are profound.

When the Board of Supervisors unanimously endorsed Focus on Prevention in late 2014, Supervisors made clear they wanted to inspire a new way. Following the Board of Supervisors' action, then County CEO Stan Risen and Supervisor Terry Withrow conducted dozens of individual and small group conversations to explore the willingness of key stakeholder groups and leaders to join and help guide this initiative.

They wanted to change the focus of local government and its partners from treating symptoms to addressing root causes. They wanted to change the perception that little could be done to improve the lives of families in the county, and that whatever could be done was the sole responsibility of government. As a result, Stanislaus County embarked upon a 10-year journey toward community transformation and prosperity.



## What is Focus on Prevention?

Focus on Prevention is a county-wide initiative that aims to improve the quality of life for all Stanislaus County residents and families through coordinated prevention efforts that work across multiple sectors to promote health and wellbeing. These sectors include government; business; health; non-profit; philanthropy; education; faith; neighborhood; media; and arts, entertainment, and sports.

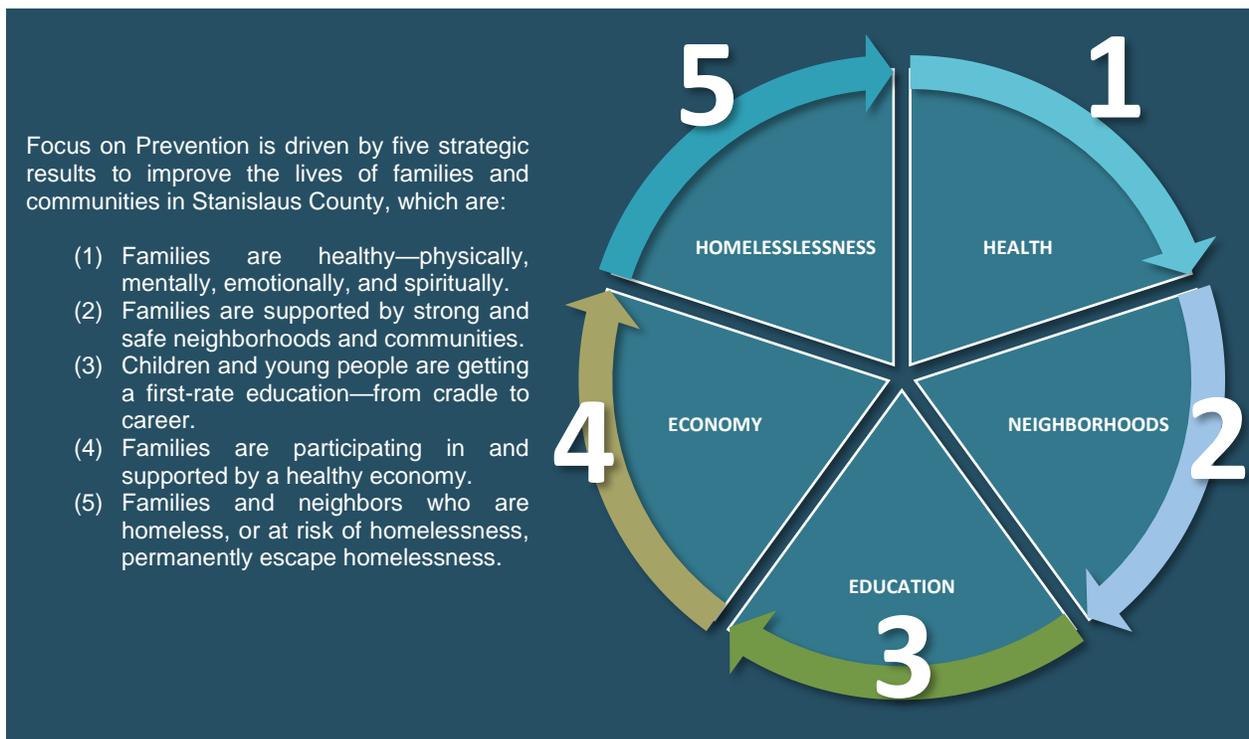
Focus on Prevention extends beyond a simple initiative and leads to a shared community vision and lays the foundation for ongoing transformation and culture change that inspire deeper connections and tangible improvements in the lives of Stanislaus County residents. To see positive community outcomes in Stanislaus County, then all ten sectors must come together and align intentions and objectives around shared goals. This alignment comes from authentic relationships, mutual trust, continuous communication, a willingness to be accountable to measurable outcomes, and a commitment to on-going learning about what works and does not work for the community.

## Results and Indicators

Unlike a business, where everyone understands that success is measured by profit and shareholder value, one of the first tasks of this movement is to clarify what success means and how it will be measured. This is one of the principal responsibilities of the Stewardship Council. The Stewardship Council—the volunteer leadership group that includes representatives from various sectors—initially articulated five priority results with associated indicators to guide coordinated efforts through Focus on Prevention.

They also wanted to help disparate efforts across the county become more effective, breaking out of silos and old habits and focusing more intentionally on results that matter. And, they wanted to galvanize action for the long haul, recognizing that the intended results will not be achieved in a few months or even in a year or two. The intended results require sustained engagement by ever-growing numbers of people across the county.

The bulk of the work by Focus on Prevention has been spent on the fifth result area, which focused on homelessness. Now that the County's homelessness infrastructure has been solidified through the Community System of Care, as well as the new Stanislaus Homeless Alliance, Focus on Prevention will direct its efforts to the other result areas.



# MOVING FORWARD IN THE SAME DIRECTION



Focus on Prevention is committed to collaboration over ownership, engaging the community across all sectors, sharing knowledge and strategic planning considerate of all stakeholders to influence the priority results, and helping families in Stanislaus County not only to survive, but thrive.

Stanislaus County and its residents have a long history of coming together when it matters. The Focus on Prevention initiative builds on this spirit of community. Many efforts have preceded this initiative and there are efforts currently underway to improve the lives of families and communities. Unfortunately, while substantial resources are spent each year addressing the symptoms of challenges, the progress hoped for has not yet been attained. Too many families struggle to make ends meet. Too many children are not succeeding in school and are underprepared for success when they graduate.

Focus on Prevention is about doing better, much better. How? First, by focusing on prevention, by moving more resources and attention to addressing root causes and the long-term conditions that lead to individuals and families struggling in the County.

Second, by working together. Local government acting alone cannot create the future that is hoped for in the County. Businesses by themselves cannot strengthen and expand the economy. Hospitals and health care workers by themselves cannot improve the physical and emotional wellbeing of families and communities. Community and faith leaders, by themselves, cannot help neighborhoods thrive and become even more safe and vibrant. Teachers and school administrators by themselves cannot improve the graduation rates and reading levels of children. To significantly improve the wellbeing and futures of County families and communities, residents and leaders from across the County must act together.



*Brad Hawn*

Brad Hawn  
Neighborhoods, Inc.

*Cindy Duenas*

Cindy Duenas  
Executive Director, Center for Humans Services

# STEWARDSHIP COUNCIL LEADERSHIP

## 10 Community Sectors Working in Collaboration for Change

### 01 - ARTS, ENTERTAINMENT, AND SPORTS

**Lynn Dickerson, Chief Executive Officer**  
Gallo Center for the Arts

### 02 - BUSINESS

**Tim Byrd, Deputy Counsel**  
E. J. Gallo

### 03 - EDUCATION

**Kim Greer, Vice President/Provost**  
Stanislaus State

**Scott Kuykendall, Superintendent**  
Stanislaus County Office of Education

### 04 - FAITH

**Jim Applegate, Pastor**  
Redeemer Church

**Marvin Jacobo, Executive Director**  
City Ministry Network

**Ross Lee, Principal**  
Ross Lee Corporation

### 05 - GOVERNMENT

**Jeff Dirkse, Sheriff**  
Stanislaus County Sheriff's Department

**Mike Hamasaki, Chief Probation Officer**  
Stanislaus County Probation Department

**Joe Lopez, City Manager**  
City of Modesto

### 06 - HEALTH

**Warren Kirk, President/Chief Executive Officer**  
Doctor's Medical Center, Modesto

**Michelle Tetreault, Chief Financial Officer**  
Health Plan of San Joaquin

**Tony Weber, Chief Executive Officer**  
Golden Valley Health Centers

### 07 - MEDIA

**Christine Schweininger, Executive Director**  
Valley Builders Exchange, Inc

### 08 - NEIGHBORHOODS

**Brad Hawn**  
Neighborhoods, Inc.

### 09 - NON-PROFITS

**Cindy Duenas, Executive Director**  
Center for Human Services

**Karen Williams, Executive Director**  
LearningQuest

### 10 - PHILANTHROPY

**Francine DiCiano-Foley, President/CEO**  
United Way of Stanislaus County

**Marian Kaanon, President/CEO**  
Stanislaus Community Foundation

### 11 - EX OFFICIO MEMBERS

**Terry Withrow, Supervisor, District 3**  
Stanislaus County Board of Supervisors

**Jody Hayes, Chief Executive Officer**  
Stanislaus County Chief Executive Office

### 12 - MEMBER AT LARGE

**Stan Risen, Retired Chief Executive Officer**  
Stanislaus County Chief Executive Office

## STEWARDSHIP COUNCIL STEERING COMMITTEE

The Focus on Prevention Stewardship Council is led by its Steering Committee. The Steering Committee meets monthly to develop the agenda, vet proposals, and form recommendations to bring forward to the Stewardship Council.



**Cindy Duenas**



**Francine DiCiano**



**Brad Hawn**



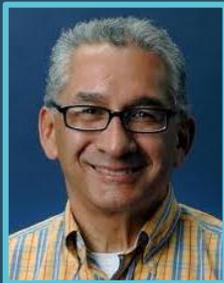
**Jody Hayes  
(Ex Officio)**



**Ruben Imperial  
(Ex Officio)**



**Marian Kaanon**



**Marvin Jacobo**



**Stan Risen  
(Member At-Large)**



**Michelle Tetreault**



**Terry Withrow  
(Ex Officio)**

## FOCUS ON PREVENTION STAFF

### **Becky Meredith**

Deputy Executive Officer  
Stanislaus County Chief Executive Office

### **Kyle DeJesus**

Management Consultant  
Stanislaus County Chief Executive Office

### **Damian Martinez**

Senior Management Consultant  
Stanislaus County Chief Executive Office

### **Michelle Arender**

Confidential Assistant IV  
Stanislaus County Chief Executive Office

### **Lisa Clifton**

Management Consultant  
Stanislaus County Chief Executive Office

# 2018

## HIGHLIGHTS

### Cradle-to-Career Launch

The Stanislaus County Office of Education with the support of the Stanislaus Community Foundation launched the Cradle-to-Career initiative to improve outcomes for kids in the community.

### First Outreach and Engagement Center (OEC) Learning Session

Discussed and identified effective program strategies for outreach and engagement.

27  
FEB

Permanent Access Center Vision Adopted by Stanislaus County Board of Supervisors

The Stanislaus County Board of Supervisors adopted the vision of a Permanent Access Center strategy, as a one-stop location for services for those at-risk or experiencing homelessness.

01  
APR

### Official Launch of CARE

The full CARE Team launched which was comprised of the following staff: Case Manager, Firefighter – Paramedic, Mental Health Clinician, Police Officer, Police Sergeant, Probation Officer, Public Health Nurse, Social Worker and CARE Team Manager.

06  
AUG

13  
AUG

### Helping Others Sleep Tonight (HOST) House

The Stanislaus County Board of Supervisors approves \$50,000 to support the City of Patterson HOST House Kitchen Improvement project. Funding to come from County Focus on Prevention funds.

28  
AUG

# 2019 HIGHLIGHTS

01

February 7, 2019  
Downtown Streets Team held its first orientation for Team Members

02

February 15, 2019  
Opening of the Modesto Outdoor Emergency Shelter

03

April 2019  
Love Our Neighbors Website was Launched

04

May 5, 2019  
The United Way of Stanislaus County entered into a contract with Applied Survey Research to produce the Youth and Family Well-Being Spotlight Report

01

Through a funding partnership with the Stanislaus County Workforce Development Department, City of Modesto, and the Stanislaus Community Foundation, with contract support from the United Way, Downtown Streets Team (DST) began operation in Modesto. DST is a non-profit that engages homeless and low-income persons on a volunteer basis to work collaboratively on litter abatement and beautification projects. The official start date was February 18, 2019 with 6 Team Members starting at Beard Brook Park. As of December 31, 2019, DST had 35 Team Members and is working with the DST Oversight Committee and partners on expansion efforts. Team Members receive a basic needs stipend and case management services.

02

In response to public safety, health issues, and weather, the Beard Brook Park outdoor temporary emergency shelter for camping for homeless individuals was relocated to the Tuolumne River Regional Park area under the 9<sup>th</sup> Street Bridge. The City of Modesto partnered with the County, Stanislaus Community Foundation, and Focus on Prevention to facilitate a mu-sector partnership and funding approach to complete the needed site improvements to open the Modesto Outdoor Emergency Shelter (MOES) and support ongoing operations. Private sector partners made the improvements at the site, a local logistics company donated its trucks and services to pick up 300 donated tents, a local storage company donated a storage container, and the United Way of Stanislaus County actively started an online fundraising effort. On February 20, 2019, MOES opened with an initial registration of 97 homeless individuals. Turning Point Community Programs supported operations through an agreement that was funded through contributions by the Stanislaus Community Foundation and Focus on Prevention.

03

Supported by the Focus on Prevention Stewardship Council, City Ministry Network and Love Our Cities collaborated to launch the Love Our Neighbors website (<https://www.loveourneighbors.org>). With funding provided by the United Way of Stanislaus County, the Love Our Neighbors platform was developed to connect the community's most valuable resources with neighbors in need through donations and volunteer opportunities.

04

Applied Survey Research began work on the Youth and Family Well-Being Spotlight Report with a community survey and secondary data collection/analysis.

# 2019 HIGHLIGHTS

05

May 7, 2019

The first Stanislaus Homeless Alliance Meeting was held

06

November 6, 2019

United Way of Stanislaus County in partnership with TCC Group and Stanislaus Community Foundation launched “Build United”

07

December 11, 2019

Closure of the Modesto Outdoor Emergency Shelter

08

December 2, 2019

Opening of the New Access Center Emergency Shelter

05

The Stanislaus Homeless Alliance (SHA) was established to strategically align current and new funding streams to support homelessness projects and efforts. Representatives from all the cities in Stanislaus County, the County, and non-profit and shelter operators sit as Members. SHA meetings are held on the Second Wednesday of every month in the Board Chambers at 1010 10<sup>th</sup> Street, Modesto, CA 95354 from 5:30 p.m. to 7:30 p.m.

06

The “Build United” Initiative has been created to help nonprofits in our community build capacity to increase organizational effectiveness, achieve greater impact and sustainability for years to come. Because of the homeless crisis in our county and our ongoing commitment to addressing this crisis, we will first engage the homeless service providers for our pilot program. United Way of Stanislaus County partnered with the TCC Group, a mission-driven consulting firm based in New York to help launch the initiative. They provide the strategy, capacity building, initiative design, strategic communication, management, and evaluation to a wide range of clients to advance social change. By investing in the homeless service network at an organizational level, providers will be better positioned to acquire and sustain funding, better equipped to respond to the needs of homeless neighbors, and ultimately move the needle on the homelessness crisis in the community.

07

The Modesto Outdoor Emergency Shelter (MOES) closed with more than 500 individuals on site. County staff along with the City of Modesto, Salvation Army, Turning Point Community Programs, and community partners devoted intensive outreach and social work services to individuals camping at MOES from February of 2019 until its closure in December of 2019. These same partners did the intensive work of transitioning individuals from MOES to the new Access Center Emergency Shelter at the Salvation Army campus at 330 S. 9<sup>th</sup> Street in Modesto, CA.

08

In partnership with the Salvation Army, Stanislaus County constructed and opened the new Access Center Emergency Shelter in December of 2019. Within two weeks of opening, the shelter reached full capacity with 182 individuals. The County contracted with the Salvation Army to operate the new emergency shelter, which includes case management and other programming. Also, located on the campus is the Access Center, which opened in February 2020 and provides a one-stop program-based location for services for individuals experiencing or at risk for homelessness.

# WHAT'S NEXT STARTING IN 2020

## YOUTH AND FAMILY WELL-BEING SPOTLIGHT REPORT

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The Steering Committee in partnership with Applied Survey Research will release the Youth and Family Well-Being Spotlight Report in 2020. The spotlight will provide an actionable report into the health and well-being of youth and families in Stanislaus County using measurable indicators. Using this as a tool, Focus on Prevention and their multi-sector partners will be able to better understand and respond in a coordinated manner to the prevention needs of youth and families in Stanislaus County.

## CARE 2.0

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The initial CARE MDT was formed on August 4, 2018 to provide on-going identification of the priority population, engagement, and coordinate “warm hand-off.” Through an internal analysis, it was discovered that case management services do not exist in the current service system for the non-severe mentally ill CARE population. CARE 2.0 will add the case management component to assist individuals with navigating the various systems to help them avoid “falling through cracks.”

## SCHOOL CONNECT

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a café where the Principal pitches community engagement plan and the village works together to execute the plan, and continues engagement throughout the school year, ensuring the village is executing the plan and tracking results.

Love Our Cities with the support of Stanislaus County, United Way of Stanislaus County, and Stanislaus County Office of Education will launch School Connect. The School Connect Model works with 500+ schools in Maricopa County and is recognized as best practice by the US Department of Education and Arizona Department of Education. Through School Connect, Love Our Neighbors will work with Principals to create a plan for Community Engagement, help Principals develop a village of multi-sector stakeholders in their local neighborhood, create



S T A N I S L A U S  
**CRADLE to CAREER**  
P A R T N E R S H I P

Since the official launch of Cradle-to-Career in Spring 2018, the Stanislaus Cradle to Career Partnership has worked hard behind the scenes to develop the necessary infrastructure to sustain collective impact efforts over time. The Partnership has created a diverse leadership body that represents multiple sectors from

education, business, government, faith, and community. The program consists of five action teams, which have been created to focus specific work on targeted areas in the County—StanReady, StanReads, StanMath, StanFutures, and Stan Careers. The action teams consist of representatives from Stanislaus County, and several cities and school districts. The Partnership is supported by a blended backbone team between Stanislaus Community Foundation and Stanislaus County Office of Education that provides ongoing coordination, resource development, and data support. Also, the Partnership joined the national StriveTogether Network connecting Stanislaus County to cradle to career resources and best practices from communities across the country.

In 2020, the Partnership will launch their partnership promise, which stems from a shared belief that no single program, organization, or institution can single-handedly solve the complex, large-scale, education, and workforce readiness challenges facing our community. Improving outcomes at scale requires innovative and sustained collaboration across organizations and sectors to achieve significant and lasting change. In addition, an inaugural Community Summit will be held in the fall of 2020 to educate community partners about their efforts to support children and young adults at critical gateways in their lives, include: kindergarten readiness, third-grade reading, math success, college completion, and career sustainability.

# STRATEGIC DIRECTION: A PATH FORWARD

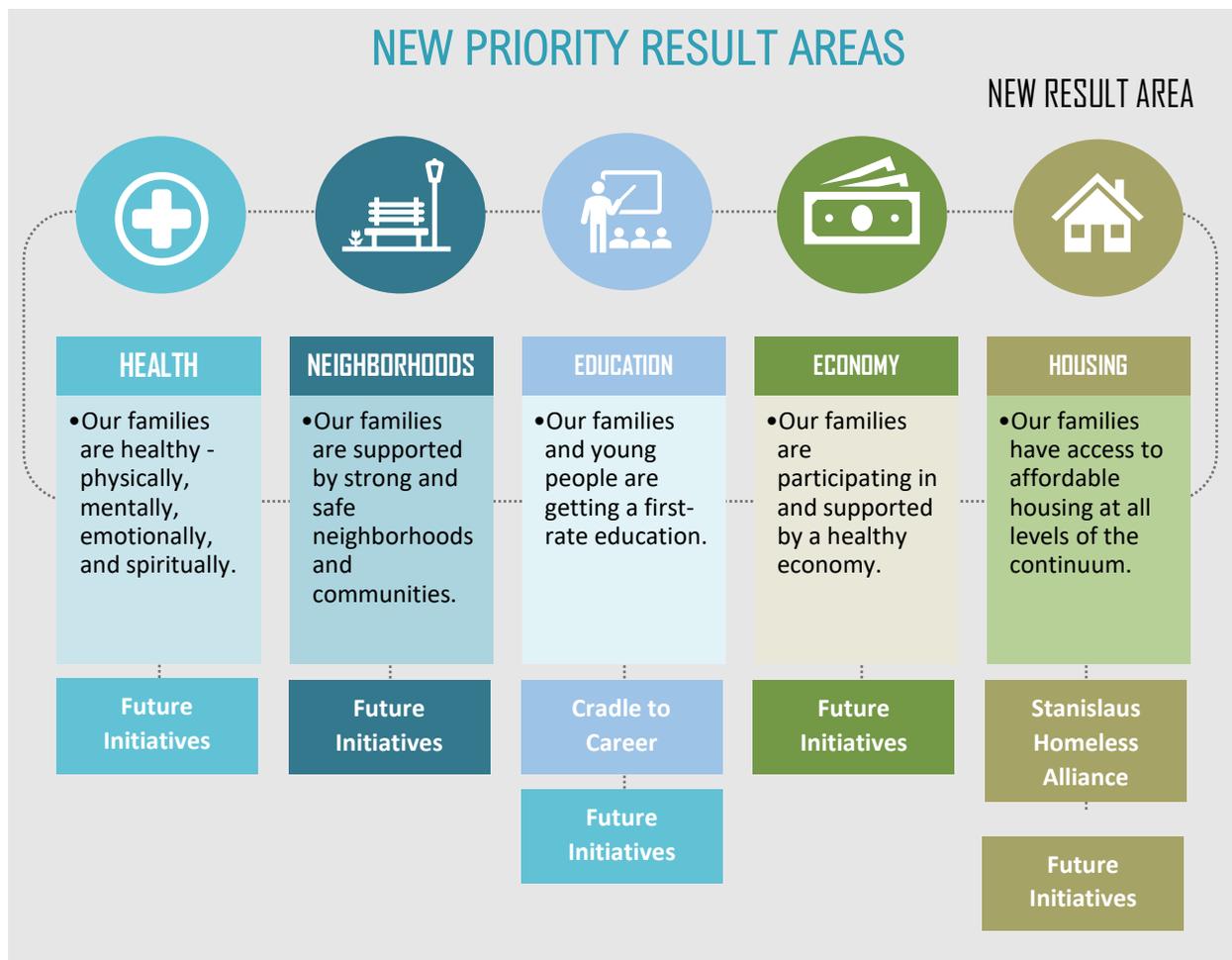
The bulk of the work by Focus on Prevention has been spent on the fifth result area, which focused on homelessness and emergency shelter programs and services. Now that the County's homelessness infrastructure has been solidified through the Community System of Care, as well as the new Stanislaus Homeless Alliance, Focus on Prevention is entering a new planning phase to focus on the other result areas.

## New Mission

Support and align local leaders in long-term movements across sectors and systems so that all residents experience well-being.

## NEW Vision

Stanislaus County is a community of choice where people choose to live, work, and thrive.



## STEWARDSHIP COUNCIL'S ROLE

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The Stewardship Council is comprised of sector leaders committed to the mission and vision of Focus on Prevention. Their role is to partner with key stakeholders and agencies working to advance each priority result area. Stewardship Council members help align resources, provide leadership support, ensure resident engagement, and connect to the community.

## STRATEGIES

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Advocate and Support Policy and Programmatic Work as it Aligns with the Result Areas



Support Backbone Agencies in Each Result Area



Develop Systems Leaders and Resident Champions at All Levels of Community



Align Sectors and Map Sector Assets to Support Result Areas



Utilize Communication Vehicles and Data to Gain Consensus and Engagement