

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

DEPT: Chief Executive Office

BOARD AGENDA: 5.B.1  
AGENDA DATE: May 5, 2026

**SUBJECT:**

Approval to Accept the 2028 Performance Visioning Plan

**BOARD ACTION AS FOLLOWS:**

**RESOLUTION NO. 2026-0208**

On motion of Supervisor Withrow ----- Seconded by Supervisor B. Condit -----  
and approved by the following vote,

Ayes: Supervisors: B. Condit, Withrow, Grewal, C. Condit, and Chairman Chiesa -----

Noes: Supervisors: None -----

Excused or Absent: Supervisors: None -----

Abstaining: Supervisor: None -----

1) X Approved as recommended

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

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

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

**MOTION:**

  
ATTEST: MARY E. HARTSFIELD, Clerk of the Board of Supervisors

File No.

**THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS  
AGENDA ITEM**

DEPT: Chief Executive Office

BOARD AGENDA:5.B.1  
AGENDA DATE: May 5, 2026

CONSENT:

CEO CONCURRENCE: YES

4/5 Vote Required: NO

**SUBJECT:**

Approval to Accept the 2028 Performance Visioning Plan

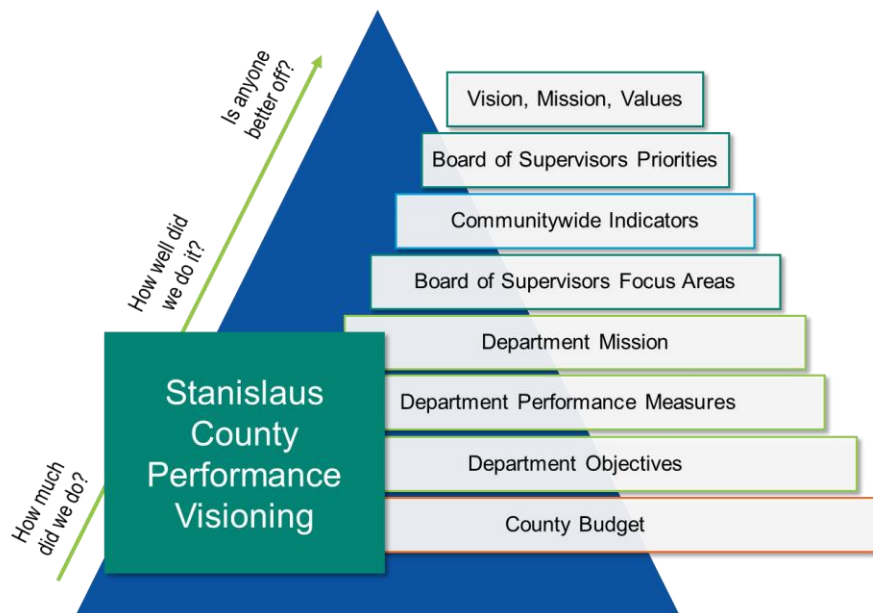
**STAFF RECOMMENDATION:**

1. Accept the Stanislaus County 2028 Performance Visioning Plan.

**DISCUSSION:**

The Board of Supervisors adopted the County's Vision and Mission as part of the 2022 Adopted Budget on September 21, 2021, through [Board Resolution 2021-0445](#); updated the Board Priorities as a component of the 2023 Adopted Budget on September 20, 2022 through [Board Resolution 2022-0511](#); and updated the Values as a separate Board Item on April 18, 2023 through [Board Resolution 2023-0168](#). The County's mission statement, We Build Community, reflects collaboration, partnership, and positive impact.

To support the County's Vision, Mission, Values, and Board Priorities, County Leadership practices Performance Visioning to identify, measure, and communicate the essential performance outcomes of each County department. The Stanislaus County Performance Visioning model challenges our organization to answer one straightforward, but complex question: *What does success look like?*



The pyramid design on the preceding page serves to promote another key component of the County Performance Visioning model, identifying performance measures that indicate how well the organization is doing in achieving overall success and answering the most important question: *Is anyone better off?* Department performance measures are evaluated as contributions to their respective missions and in alignment with the Board of Supervisors' focus areas.

Beginning at the base of the pyramid, the simplest indicator to measure is "How much did we do?" This is a quantitative measure and while it provides relevant information, it does not reflect the value of the work performed. Moving upward, the next indicator, introduces the qualitative assessment that is absent at the lower level by asking "How well did we do it?"

The true measure of success is found at the peak of the pyramid. Although more challenging to assess, this level reflects the real outcomes of County programs and services, those that improve the overall well-being of the community, by asking, "Is anyone better off?"

### Performance Visioning

Performance Visioning is a Countywide framework designed to strengthen organizational performance by embedding Results-Based Accountability™ into departmental operations. This approach supports continuous improvement by helping departments develop, refine, and assess performance that demonstrate how County programs and services contribute to improved outcomes for the community. Through this approach, departments focus on biennial strategies and objectives to continuously improve performance.

### Current Performance Cycle

The County is currently operating in the two-year performance cycle covering July 1, 2024, through June 30, 2026. A Biennial Performance Outcomes Report summarizing departmental performance during this period will be presented to the Board in November 2026. The report will include actual results for each performance measure, along with written analysis to explain trends, key findings, and lessons learned.

### 2028 Performance Visioning Plan

The 2028 Performance Visioning Plan will guide the next two-year performance cycle, spanning July 1, 2026, through June 30, 2028 (attached). The Plan provides departments with a structured process to align goals, strategies, and performance measures with the Board of Supervisors' priorities and Countywide desired outcomes.

This approach supports continuity in performance management by building on prior results and creating a roadmap for departments to track and report Fiscal Years 2027 and 2028 performance outcomes.

### **POLICY ISSUE:**

Per Section 2.08.050(15) of the Stanislaus County Code, the Chief Executive Officer is required to prepare and submit to the Board of Supervisors, at the end of each calendar year, a report on the finances and administrative activities of the County for the preceding year, together with such recommendations as may be appropriate to provide for the betterment of public services. The Performance Visioning Plan serves as a tool

to identify the areas of focus to best meet the needs of the community, and through which a subsequent 2028 Performance Outcomes Report will be issued in November 2028 to identify progress and actual results.

**FISCAL IMPACT:**

There is no fiscal impact associated with the acceptance of the 2028 Performance Visioning Plan. However, the Plan may serve as a guide to inform County Leaders in decision-making for the use of resources and is closely tied to the annual budget process.

**BOARD OF SUPERVISORS' PRIORITY:**

Acceptance of the 2028 Performance Visioning Plan supports the Board of Supervisors' priorities of *Supporting a Strong and Safe Community, Supporting a Healthy Community, Developing a High-Performing Economy, Promoting Lifelong Learning, Delivering Efficient Public Services, and Enhancing Community Infrastructure* by utilizing County resources for the betterment of the community.

**STAFFING IMPACT:**

Existing County staff will continue to support implementation of the County Performance Visioning model aligned with departmental missions in support of the Countywide vision, mission, and values.

**CONTACT PERSON:**

Jewel Warr, Assistant Executive Officer  
Telephone: (209) 525-6333

**ATTACHMENT(S):**

1. 2028 Performance Visioning Plan

# 2028 Performance Visioning Plan



## Table of Contents

|  |    |
|--|----|
| Message from the Chief Executive Officer .....                 | 4  |
| Stanislaus County Board of Supervisors .....                   | 5  |
| Vision, Mission, Values, and Priorities .....                  | 6  |
| Introduction.....  | 7  |
| Current Framework.....   | 8  |
| Communitywide Indicators.....                                  | 9  |
| County Organization Current Progress .....                     | 12 |
| Performance Visioning Plan.....                                | 14 |
| Supporting a Strong and Safe Community .....                   | 15 |
| District Attorney.....   | 16 |
| Office of Emergency Services .....                             | 18 |
| Probation .....  | 19 |
| Public Defender .....  | 20 |
| Sheriff.....   | 21 |
| Supporting a Healthy Community.....                            | 22 |
| Aging and Veterans Services .....                              | 23 |
| Behavioral Health and Recovery Services .....                  | 24 |
| Child Support Services.....                                    | 25 |
| Community Services Agency .....                                | 26 |
| Health Services Agency .....                                   | 27 |
| Developing a High- Performing Economy .....                    | 28 |
| Agricultural Commissioner/Sealer of Weights and Measures ..... | 29 |
| University of California Cooperative Extension.....            | 30 |
| Workforce Development.....                                     | 31 |
| Promoting Lifelong Learning .....                              | 32 |
| Library.....   | 33 |
| Delivering Efficient Public Services .....                     | 34 |
| Assessor.....  | 35 |
| Auditor-Controller.....  | 36 |
| Chief Executive Office.....                                    | 37 |
| Clerk-Recorder.....  | 38 |
| County Counsel .....   | 39 |
| General Services Agency.....                                   | 40 |

Information Technology Central ..... 41  
Treasurer-Tax Collector ..... 42  
Enhancing Community Infrastructure ..... 43  
    Environmental Resources ..... 44  
    Parks and Recreation..... 45  
    Planning and Community Development ..... 46  
    Public Works ..... 47  
Glossary ..... 48

## Message from the Chief Executive Officer

### What does success look like?

As an organization, we ask ourselves this particular question often. Developing a shared understanding of success is fundamental to ensuring daily operations align with our core values and support our overall mission. This question guides our decisions by helping us prioritize what matters most; supporting and building community. This approach is at the heart of the County’s Performance Visioning (PV) model, a strategic focus and interactive practice used to identify, measure, and communicate the essential performance outcomes for each County department.



Using the data-driven, decision-making framework of Results-Based Accountability™ (RBA), we ask three simple, but vital questions to evaluate our most important performance measures. At the base level, we ask ourselves, “How much did we do?” Moving up the qualitative scale leads us to question, “How well did we do it?” The most challenging question, “Is anyone better off?” is the true measure of success, the gold standard we aspire to answer.

In this PV Plan, we continue to build upon the foundation set in previous iterations, seeking and embracing continuous improvement as we work to answer these fundamental questions. The Plan identifies what success looks like for each of our departments, along with descriptions of performance measures, the data tracking methodology that will be used to monitor progress, and the two-year objectives that will focus efforts on activities to move performance in the desired direction. Reporting on performance measures and progress on objectives will occur annually through the Adopted Budget process, initiated in September 2025, further driving PV into budget and operations. Final outcomes for the biennial PV reporting period are targeted for presentation to the Board of Supervisors in November 2028.

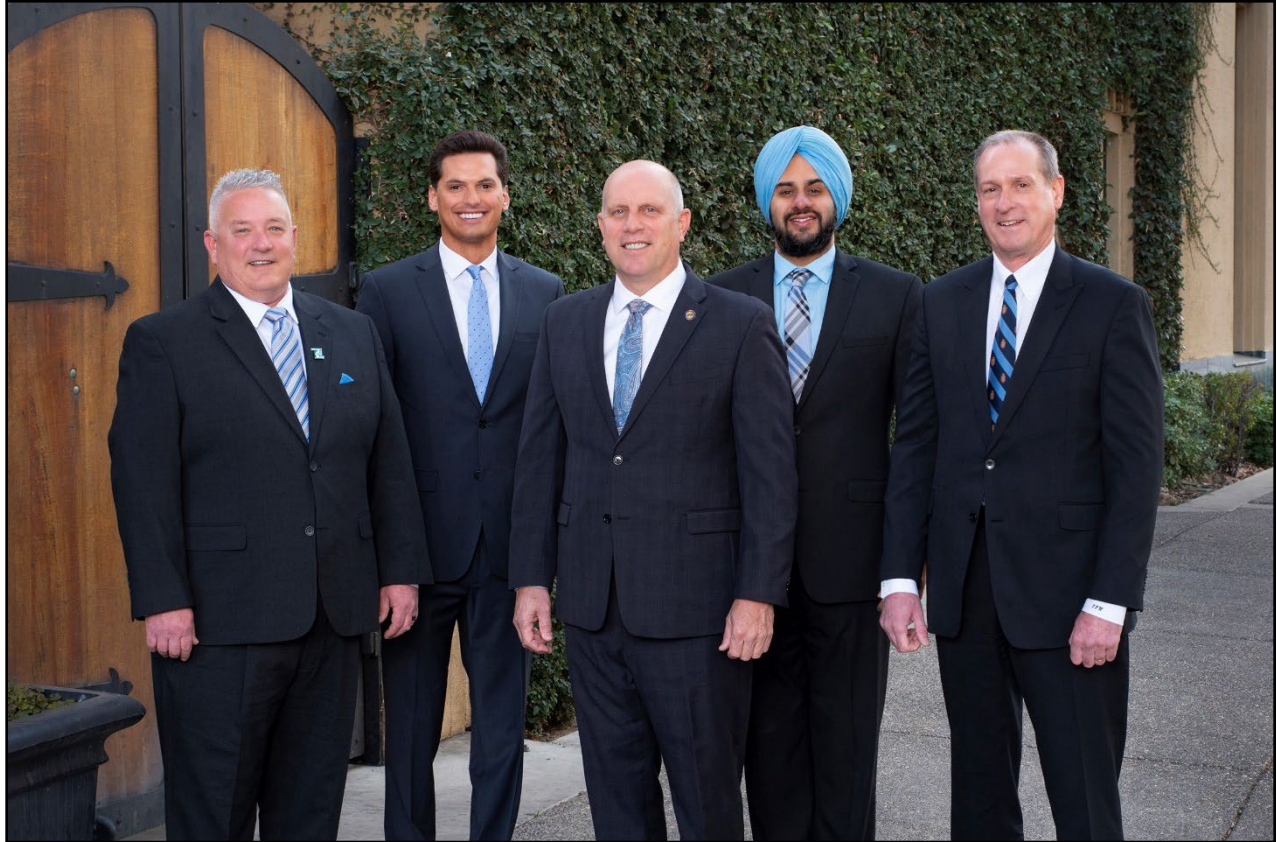
It is my pleasure to present the 2028 Performance Visioning Plan for Budget Years 2027 and 2028. It provides valuable insight into the work our departments carry out to provide quality, effective programs and services to the community. It speaks to our values and shows commitment to our mission. It records our collective identification of what success looks like and guides our progress for the next few years. I cannot wait to see what we can accomplish together.

Respectively,



Jody L. Hayes

## Stanislaus County Board of Supervisors



Left to right:

Supervisor Buck Condit, Supervisor Chance Condit, Supervisor Vito Chiesa (Chair),  
Supervisor Mani Grewal, and Supervisor Terry Withrow (Vice-Chair)

### Supervisory Districts and Cities

**Buck Condit**

District 1 | 2029  
Oakdale, Riverbank, and Modesto  
(portions thereof)  
Unincorporated Eugene, Knights Ferry, and  
Valley Home

**Vito Chiesa**

District 2 | 2029  
Hughson, Turlock, and Waterford  
Unincorporated Denair, Hickman,  
and La Grange

**Terry Withrow**

District 3 | 2027  
Modesto (portions thereof)  
Unincorporated Salida

**Mani Grewal**

District 4 | 2027  
Modesto (portions thereof)

**Chance Condit**

District 5 | 2029  
Ceres, Modesto (portions thereof),  
Newman, and Patterson  
Unincorporated Crows Landing, Grayson,  
Empire, Keyes, and Westley

Vision, Mission, Values, and Priorities



**VISION**  
Stanislaus County

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

**MISSION**

**WE BUILD COMMUNITY**

**VALUES**

- We believe **EACH PERSON MATTERS**
- We work every day to earn people's **TRUST**
- We are **GOOD PARTNERS**
- We encourage **INNOVATION**
- We deliver **RESULTS**

**PRIORITIES**

- Supporting a **Strong & Safe Community**
- Supporting a **Healthy Community**
- Developing a **High-Performing Economy**
- Promoting **Lifelong Learning**
- Delivering **Efficient Public Services**
- Enhancing **Community Infrastructure**

## Introduction

Stanislaus County’s Vision, Mission, and Values (VMV) serve as the foundation upon which the County organization operates to deliver services and programs: ***We Build Community!*** Performance Visioning (PV) challenges our organization to answer one straightforward, but complex question:

### What does success look like?

**Our Future Direction** – We are committed to focusing on our future. This effort will provide the framework necessary for developing a shared vision of success between the Board of Supervisors and County Departments.

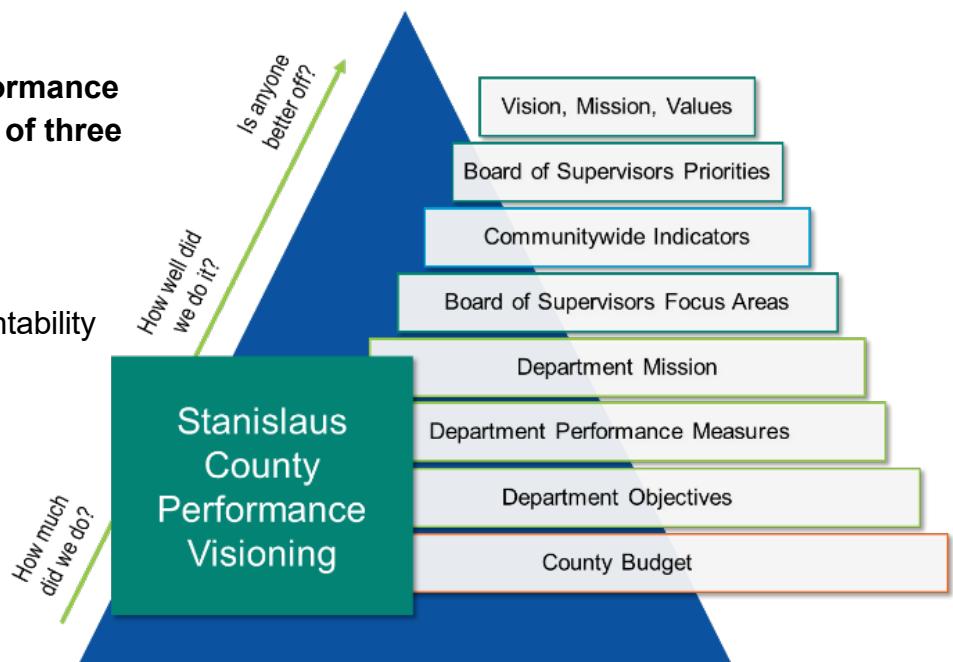
**The Big Picture** – We take time to step back and focus on our business . . . what do we see? What are we driven to accomplish on behalf of the organization and the community?

**Opportunity** – We want to connect department staff to this shared vision of success; to ensure the whole team is rowing one direction; to tell our story to the community; to evaluate our performance and the allocation of County resources in a new way; to leverage creativity; and bet on the future.

**A Journey** – The road between today and our future vision of success is long, and that’s okay! Our focus is on the long-term trends; what matters the most is what direction we are moving in together, not how far we may have moved in any given day, month, or year, but in decades.

**Stanislaus County's Performance Visioning model consists of three vital components:**

1. Leadership Direction
2. Strategic Plan (VMV)
3. Results-Based Accountability



## Current Framework

### Results-Based Accountability™ (RBA)

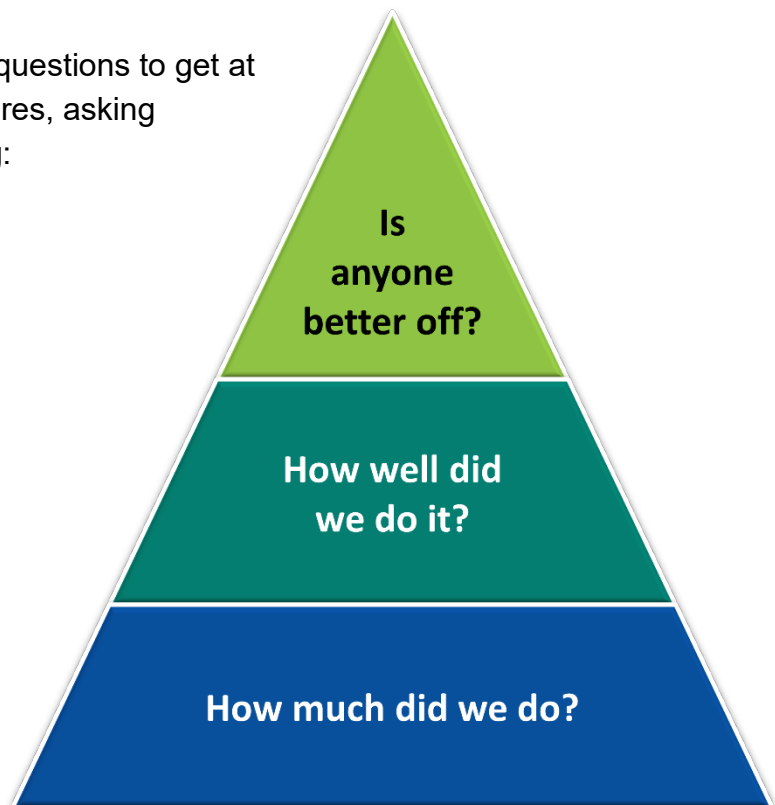
To begin to understand the journey of Performance Visioning, we ask each department's leadership team to address these challenging questions:

- What are you (and your department) striving to achieve?
- What is really at the heart of your service to our community?
- If your department has a great — or not-so-great — year, how will you know?
- How do you “move the needle” in a positive direction?
- What “needle” (or indicators of success) are you trying to move?

The framework the County is using to assess the answers to these questions is Results-Based Accountability™ (RBA), which is “a disciplined way of thinking and acting to improve entrenched and complex social problems . . . [it] uses a data-driven, decision-making process to help communities and organizations get beyond talking about problems to taking action to solve problems.” While the goal is to “move the needle” in a positive direction, data indicating the opposite is still valuable information; it lets us know when something is not working or some external factor is at play and drives us to address the issue more readily, pivoting where and when needed.

RBA seeks the answer to three simple questions to get at the most important performance measures, asking departments to respond to the following:

- 1. How much did we do?**
- 2. How well did we do it?**  
**and most important of all:**
- 3. Is anyone better off?**



## Communitywide Indicators

### What are communitywide indicators?

Communitywide indicators are measures that refer to population groups rather than individuals. They indicate what is occurring at the community level, rather than the individual level.

### Why are communitywide indicators important?

Communitywide indicators are useful in evaluating how the efforts of the County contribute to and influence the overall health of the community. They also identify what goals inspire and influence the County for the betterment of the community.

### What are the County’s communitywide indicators?

The following table, organized by [Board Priority Area](#), identifies the County’s communitywide indicators (and how they will be measured), which will be listed in each biennial Performance Visioning Plan. The data and progress on these indicators, will be presented, analyzed, and discussed in each biennial Performance Outcomes Report. The ultimate goal of using communitywide indicators is to work toward achieving long-term trends in the positive direction in all these areas.

### How do communitywide indicators relate to County’s Performance Visioning Program?

The primary goal of the County’s Performance Visioning Program is to continue to “turn the dial” on performance, specifically identifying, monitoring, and improving upon the performance measures selected by County Departments. The progress on departmental measures should aspire to and be contributing factors toward improving the County’s communitywide indicators.

### Supporting a Strong and Safe Community

| Communitywide Indicators | Metric  |
|--------------------------|---|
| Crime Rate               | Number of violent and property crimes reported to law enforcement agencies for every 100,000 persons within a population. |
| Jail Population          | Combined average of sentenced and unsentenced population incarcerated.  |
| Juvenile Detention Rate  | Number of youths detained in the year divided by the number of youths living in the County.                               |

**Supporting a Healthy Community**

| Communitywide Indicators            | Metric   |
|-------------------------------------|--|
| Emotional Well-Being                | Telephone survey of a sample of the State’s population on the likelihood of having psychological distress during the past year.  |
| Chronic Disease Rate                | California Health Interview Survey is the nation’s largest state health survey, which uses a telephone survey of a sample of the State’s population. Data reported are based on ever being diagnosed with diabetes and heart disease rate. |
| Homeless Point-in-Time Count        | Number and percent of homeless individuals who are unsheltered, living on the streets, or in places not meant for human habitation.  |
| Opioid and Fentanyl Overdose Deaths | Number and percent of opioid and fentanyl overdose deaths annually.  |

**Developing a High-Performing Economy**

| Communitywide Indicators              | Metric  |
|---------------------------------------|---|
| Unemployment Rate                     | Labor force and unemployment rate for California Counties, State of California Employment Development Department, which provides monthly data on the unemployment rate, specifically for Stanislaus County.   |
| Poverty Rate                          | American Community Survey 5-Year Estimates, U.S. Census Bureau, which provides data on the poverty status (i.e., percent below poverty level) in the past 12 months.  |
| Job Growth Rate                       | Quarterly Census of Employment and Wages, Bureau of Labor Statistics, which provides data on the percent change of all employees in total for all industries for all establishment sizes.   |
| Agriculture Harvested Acres and Value | Stanislaus County Annual Agricultural Report. Data show the number of harvested acres for the following categories: apiary products, field crops, fruit and nut crops, livestock and poultry, livestock and poultry products, nursery products, organic products, seed crops, vegetable crops, aquaculture, and firewood. |

**Promoting Lifelong Learning**

| Communitywide Indicators    | Metric  |
|-----------------------------|---|
| High School Graduation Rate | Percent of public-school students from the graduating class who receive a high school diploma.  |
| Early Literacy Rate         | 3rd Grade California Assessment of Student Performance and Progress (CAASPP) percent (Reading at grade level = Standard Exceeded + Standard Met; Reading Below Grade Level = Standard Nearly Met + Standard Not Met). |

**Delivering Efficient Public Services**

| Communitywide Indicators                  | Metric  |
|---|---|
| Budgeted Discretionary Revenue per Capita | Budgeted Discretionary Revenue per Capita for the most recent five years for Stanislaus County.                               |
| County Staff per Thousand Residents       | Department of Finance Report E-4 as of January 1, 2020 (population estimates) and Budget document.                            |
| Citizen Engagement and Accessibility      | Number and percent of inquiries responded to and closed out on Customer Relations Management (CRM) system on an annual basis. |

**Enhancing Community Infrastructure**

| Communitywide Indicators   | Metric   |
|--|--|
| Air Quality Index  | Stanislaus County Outdoor Air Quality Data, Air Quality Index Report, U.S. Environmental Protection Agency, which is an indicator of overall air quality, as it considers all the criteria for air pollutants measured within a geographic area. |
| Water Quality Risk (by all contaminants)                             | Domestic wells (less than five service connections) and state small water systems (between five and 14 service connections) may be accessing groundwater that does not meet safe drinking water standards (maximum contaminant level).           |
| Housing Affordability Index  | California Association of Realtors Historical Housing Affordability Index, which measures the percent of households that can afford to purchase the median priced home.  |
| Cost Burden Based on Median Home Sale Price and Median Rental Amount | Reflected in hourly wage needed to afford ownership and/or rent and median rental amount.  |

## County Organization Current Progress

The primary goal of the County’s Performance Visioning Program—and for all 26 County departments—is to continue to “turn the dial” on performance, further embedding Results-Based Accountability™ (RBA) into department operations, with the goal of continued process improvement and the delivery of greater results for the community. Continuous improvement requires continuous learning, and we are committed to this journey!

RBA will help the County organization and its departments continue to identify the role they play in communitywide impact by identifying specific customers and community members who benefit from the services the organization provides. In this effort, we will use performance measures to determine whether the community is better off because of County departmental services. We are continuously asking County departments to examine and evaluate the quality and efficiency of these services. In essence, RBA asks three simple questions to get at the most important performance measures: (1) How much did we do, (2) How well did we do, and (3) Is anyone better off?

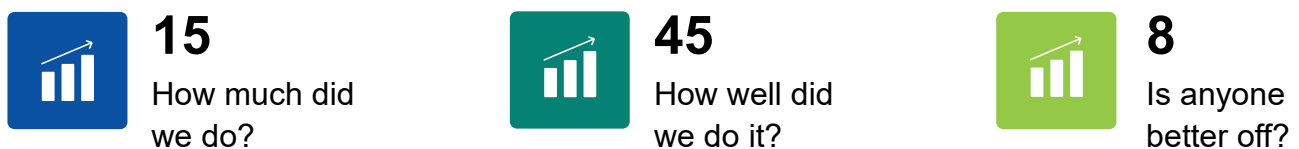
Optimally, department performance measures will progress from “How much did we do” to “How well did we do” to eventually, “Is anyone better off?” This progression challenges us to think critically about the ways in which we can measurably improve the lives of clients, customers, and the community. Using these categories, the chart titled, “Department Performance Measures Analysis,” on the following page outlines where departments are currently focusing their efforts.

Please note that a department can have more than one measure listed in more than one category with a maximum of three performance measures per department.

### Percent of Departments in Each Category



### Total Metrics



## Department Performance Measures Analysis<sup>1</sup>

| Department                                     | How much did we do? | How well did we do it? | Is anyone better off? |
|--|---------------------|------------------------|-----------------------|
| Aging and Veterans Services                    | 3                   | 0                      | 0                     |
| Agricultural Commissioner                      | 1                   | 2                      | 0                     |
| Assessor                                       | 0                   | 1                      | 0                     |
| Auditor-Controller                             | 1                   | 2                      | 0                     |
| Behavioral Health and Recovery Services        | 0                   | 3                      | 0                     |
| Chief Executive Office                         | 0                   | 3                      | 0                     |
| Child Support Services                         | 1                   | 1                      | 0                     |
| Clerk-Recorder                                 | 0                   | 2                      | 0                     |
| Community Services Agency                      | 0                   | 2                      | 1                     |
| County Counsel                                 | 0                   | 3                      | 0                     |
| District Attorney                              | 0                   | 0                      | 3                     |
| Environmental Resources                        | 0                   | 3                      | 0                     |
| General Services Agency                        | 0                   | 3                      | 0                     |
| Health Services Agency                         | 0                   | 1                      | 1                     |
| Information Technology Central                 | 1                   | 2                      | 0                     |
| Library  | 0                   | 2                      | 1                     |
| Office of Emergency Services                   | 1                   | 2                      | 0                     |
| Parks and Recreation                           | 0                   | 3                      | 0                     |
| Planning and Community Development             | 0                   | 3                      | 0                     |
| Probation                                      | 0                   | 0                      | 2                     |
| Public Defender                                | 3                   | 0                      | 0                     |
| Public Works                                   | 1                   | 2                      | 0                     |
| Sheriff  | 1                   | 0                      | 0                     |
| Treasurer-Tax Collector                        | 0                   | 2                      | 0                     |
| University of California Cooperative Extension | 0                   | 2                      | 0                     |
| Workforce Development                          | 2                   | 1                      | 0                     |

<sup>1</sup> The numbers listed in the table represent the performance measure in each category.

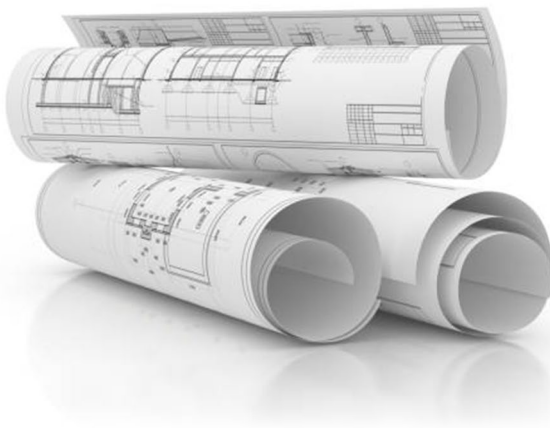
## Performance Visioning Plan

Stanislaus County’s performance visioning process spans two fiscal years, providing sufficient time for departments to make meaningful progress on their objectives and outcomes. Each cycle begins with the creation of the Performance Visioning Plan, targeted to go before the Board of Supervisors every other April, preceding each two-year period. Annually, outcomes will be tracked and published in the Adopted Budget in September, providing regular updates on progress. At the completion of the two-year period, staff compile results and produce the Performance Visioning Outcomes Report, presented to the Board every other November.

This is the 2028 Performance Visioning Plan. It serves as the performance blueprint for the organization, establishing department performance measures, data tracking methodology, and objectives for Fiscal Years 2027 and 2028. The document also identifies communitywide indicators, Board of Supervisors focus areas, and County initiatives by Board priority.

The beginning of each performance visioning period provides departments with the opportunity to evaluate pre-existing performance measures and fine tune as needed. Because the focus is on continuous improvement, slight adjustments at this juncture can guide positive movement in the coming years. This “turning of the dial” is balanced against the desire to maintain quality metrics that can be observed over time to demonstrate trends and long-term progress.

The following 2028 Performance Visioning Plan is organized by Board priority area:



- Supporting a Strong and Safe Community*
- Supporting a Healthy Community*
- Developing a High-Performing Economy*
- Promoting Lifelong Learning*
- Delivering Efficient Public Services*
- Enhancing Community Infrastructure*

# Supporting a Strong and Safe Community

## Departments

District Attorney  
*Jeff Laugero*

Office of Emergency Services  
*Erik Klevmyr*

Probation  
*Mark Ferriera*

Public Defender  
*Jennifer Jennison*

Sheriff  
*Jeff Dirkse*

## Communitywide Indicators (Whole Population Metrics)



Crime Rate



Jail Population



Juvenile Detention Rate

## Board of Supervisors Focus Areas

- Build on the strength of our neighborhoods to increase the safety of our community
- Demonstrate responsiveness to reported trends in criminal justice
- Enhance criminal justice system partnerships to more effectively and efficiently provide services
- Ensure local and regional disaster preparedness
- Enhance communications to increase public awareness of safety, resources and services

## County's Initiatives

- Reduce Recidivism
- Diversion
- Emergency Medical Services (EMS)/Local EMS Agencies (LEMSA)
- Stanislaus Regional 911 Joint Powers Authority (JPA)

## District Attorney

### Department Mission Statement

*We Build Community* by promoting a strong and safe Stanislaus County by pursuing justice with integrity and respect for the rights of all.

### What does success look like for the department?

Success for the Stanislaus County District Attorney's Office is achieved by implementing effective and innovative prosecution strategies to reduce crime and recidivism; ensuring public trust and confidence through engagement, outreach and transparency; providing support for crime victims; upholding high ethical standards and professionalism; managing resources effectively; and making a positive long-term impact on the safety, well-being, and quality of life for residents.

### Department Performance Measures

1. Number and percent of defendants successfully completing diversion programs, including Incompetent to Stand Trial (IST), Veteran's Court, Mental Health Court, Drug Court and a new "Collaborative Court".
2. Number and percent of total cases received and reviewed during the fiscal year to identify crime trends and evaluate appropriate responses and allocation of resources.
3. Number and percent of victims served, and community members engaged through outreach efforts during the fiscal year to improve outcomes for victims and identify any unmet needs.

### Data Tracking

Data will be tracked using Sicuro Data Analysis and Integrated Criminal Justice Information System (ICJIS).

### Department Objectives for Budget Years 2027 and 2028

1. Hold violent criminals accountable and increase the successful completion rate of defendants participating in diversion and collaborative court programs, including Incompetent to Stand Trial (IST), Veterans Court, Mental Health Court, and Drug Court, by enhancing program coordination, monitoring compliance, and strengthening partnerships with treatment providers to reduce recidivism and improve long-term rehabilitation outcomes.
2. Ensure that 100% of cases received during the fiscal year are reviewed and appropriately categorized to identify emerging crime trends, inform prosecutorial priorities, and guide the equitable allocation of investigative and prosecutorial resources to maximize operational efficiency and public safety outcomes.
3. Develop victim services and community outreach efforts to increase the number and percent of victims served and community members engaged during the fiscal year with

the goal of improving victim satisfaction, addressing unmet service needs, and strengthening public trust in the justice system through proactive communication and education initiatives.

## Office of Emergency Services

### Department Mission Statement

*We Build Community* by coordinating and supporting emergency response, mutual aid, and disaster preparedness and safety for all residents.

### What does success look like for the department?

Success in the Office of Emergency Services (OES) is achieved by strengthening the County's capacity to prepare for, respond to, and recover from emergencies and disasters. OES promotes collaboration among fire, Emergency Medical Services (EMS), and public safety partners to ensure coordinated response efforts, efficient operations, and improved community resilience.

Through effective planning, research, outreach, and emergency coordination, OES enhances readiness across the County ensuring that residents and partner agencies are equipped with the knowledge, resources, and communication needed to safeguard lives, property, and the community.

### Department Performance Measures

1. Number of contacts reached through Emergency Management Outreach events.
2. Percent of Fire Prevention plan reviews completed within five business days at the Building Permits Division One-Stop Shop.
3. Percent of ambulance patient offload times (APOT), within the 90th percentile, that meet both Assembly Bill (AB) 40 and LEMSA standards within Stanislaus County.

### Data Tracking

Data will be tracked using internal records maintained by the Emergency Management Division for outreach and other performance measures, reports generated from the Accela platform to monitor Fire Prevention plan review turnaround times, and the FirstWatch real-time monitoring system for APOT.

### Department Objectives for Budget Years 2027 and 2028

1. Enhance public safety outreach and education by expanding Emergency Management Division participation in community events, presentations, and training opportunities to increase the number of residents reached through preparedness and awareness campaigns.
2. Improve efficiency of Fire Prevention plan reviews by maintaining a five-business-day turnaround goal at the Building Permits Division One-Stop Shop and streamlining coordination with partner departments to ensure timely processing and feedback.
3. Advance patient care efficiency within the EMS system by monitoring and improving APOT to meet the 90th percentile compliance targeted by AB 40 and LEMSA standards.

## Probation

### Department Mission Statement

*We Build Community* by providing public safety through accountability and opportunity.

### What does success look like for the department?

Success in the Probation Department is achieved by offering high-level, evidence-based rehabilitative services and supervision. Adult offenders, youth on probation, and detained youth are given opportunities, through a host of programs and services, to truly change their lives and become productive members of society.

### Department Performance Measures

1. Number and percent of adults placed on felony probation supervision who are convicted of a new felony or misdemeanor offense within three years of supervision commencing.
2. Number and percent of juveniles placed on probation supervision who are adjudicated and/or convicted of a new felony or misdemeanor offense within three years of supervision commencing.

### Data Tracking

Data will be tracked using Integrated Criminal Justice Information System (ICJIS).

### Department Objectives for Budget Years 2027 and 2028

1. Improve the vacancy rates in the Probation Corrections Officer, Deputy Probation Officer, and Probation Technician classifications to enhance supervision services in the Juvenile Institutions and in the community.
2. Implement new or technological enhancements that will improve supervision services to individuals on some form of probation in the community.
3. Expand vocational programming for incarcerated youth detained in the Juvenile Institutions to provide them with greater opportunities upon their release from custody.

## Public Defender

### Department Mission Statement

*We Build Community* by ensuring and promoting justice, reducing recidivism, and providing zealous advocacy through client-centered high-quality legal representation that protects the liberty and constitutional rights of indigent persons accused of crimes.

### What does success look like for the department?

Success for the Public Defender's Office is achieved through providing holistic, client-centered representation rooted in dignity, integrity, and tenacity. It is reflected in our ability to empower clients, build strong partnerships, and lessen the burdens of incarceration. Success is measured through community trust, improved client outcomes, and reduced recidivism.

### Department Performance Measures

1. Number of cases opened and closed.
2. Number of expungements, post-conviction relief efforts, and reentry services completed that support client stability and successful reintegration.
3. Number of clients connected to supportive services, including housing, treatment and employment.

### Data Tracking

Data is tracked through eDefender, the department's Case Management System (CMS), which records case activity, client demographics, service connections, and outcomes. eDefender allows the department to monitor caseloads, track client services, and evaluate case resolutions accurately and efficiently.

### Department Objectives for Budget Years 2027 and 2028

1. Increase staffing and decrease caseloads while enhancing case management efficiency and data accuracy through full utilization of eDefender and related analytic tools, aligning staffing and resource levels with partner agencies to promote balance across the legal system.
2. Expand post-conviction and reentry services to increase the number of clients receiving relief and long-term stabilization support.
3. Strengthen holistic defense delivery and promote public safety by deepening collaboration between attorneys, client support staff, and community partners, while advancing public awareness through proactive outreach and communications that highlight available services and client success.

## Sheriff

### Department Mission Statement

*We Build Community* by building trust, reducing crime, and promoting safety through enforcement, prevention, and education.

### What does success look like for the department?

Success in the Sheriff's Office is achieved by protecting and serving the community and having the capacity to quickly identify, respond to, and address any threat to the safety of the community decisively.

### Department Performance Measures

1. Percent of allocated positions filled for sworn-operations and sworn-adult detention.

### Data Tracking

Data will be tracked using the Peoplesoft allocation report as of January 1 of each year.

### Department Objectives for Budget Years 2027 and 2028

1. Fill all current vacancies to 100%.
2. Retain qualified staff and leaders by maintaining a healthy work environment.
3. Continue to develop select and promote the most qualified leaders.

# Supporting a Healthy Community



## Departments

Aging and Veterans Services

*Jose Michel*

Behavioral Health and Recovery Services

*Ruben Imperial*

Child Support Services

*Marissa De Almeida*

Community Services Agency

*Christine Huber*

Health Services Agency

*Heather Duvall*

## Communitywide Indicators (Whole Population Metrics)



Emotional Wellbeing



Chronic Disease Rate



Homeless Point-in-Time Count



Opioid and Fentanyl Overdose Deaths

## Board of Supervisors Focus Areas

- Support the physical, mental, emotional, spiritual and financial health and wellbeing of our families
- Promote and provide access to services that support protection, continued health, accountability, and independence
- Promote access to health care for individuals and families to thrive

## County's Initiatives

- Strengthening Families
- Homeless/Housing
- Westside Health Care Access

## **Aging and Veterans Services**

### **Department Mission Statement**

*We Build Community* by helping older adults and veterans obtain the services and benefits they need to live safe, secure, healthy, and independent lives.

### **What does success look like for the department?**

Success for the Area Agency on Aging division is achieved by providing direct and indirect services to older adults in Stanislaus County and connecting them to resources that support our department mission statement, while serving them with compassion and respect. Success for the Veterans Services Division is achieved through partnerships with state and federal agencies, connecting veterans and their dependents to the benefits they have earned while serving them with compassion and respect.

### **Department Performance Measures**

1. Number of annual congregate meals and number of annual home-delivered meals served.
2. Number of monthly Multipurpose Senior Services Program (MSSP) participants receiving case management and maintaining independent living, while avoiding institutionalization.
3. Number of annual applications submitted for Veterans Administration (VA) Health Benefits.

### **Data Tracking**

Data will be tracked using reports from “Well Sky” and Assure Care database, a contracted vendor Trio, and VetPro data platform.

### **Department Objectives for Budget Years 2027 and 2028**

1. Enhance access to nutritious meals by maintaining or increasing the number of annual congregate and home-delivered meals served, improving delivery efficiency and ensuring participant satisfaction through surveys.
2. Strengthen MSSP service capacity by maintaining or modestly increasing the number of active clients receiving monthly case management, improving timelines of care plan completion, and supporting clients in maintaining independence.
3. Strengthen veteran healthcare outreach by tracking the Military Verification and Referral Form (MC05) referrals, integrating them into targeted outreach, and increasing the number of veterans successfully connected to VA health benefits.

## Behavioral Health and Recovery Services

### Department Mission Statement

*We Build Community* by providing and managing effective prevention and behavioral health services that promote the community's capacity to achieve wellness, resilience, and recovery outcomes.

### What does success look like for the department?

Success for the Behavioral Health and Recovery Services (BHRS) Department is achieved when individuals are able to access and receive timely behavioral health services for mental illness and substance use disorders, resulting in improved functioning through effective treatment interventions and supportive services.

### Department Performance Measures

1. Percent of members who receive a follow up within 30 days after an emergency department visit for mental illness.
2. Percent of members who receive a follow up within 30 days after an emergency department visit for alcohol and other drug abuse or dependence.
3. Rate of adults found Incompetent to Stand Trial.

### Data Tracking

BHRS will use data from the following sources: the BHRS electronic health record, Medi-Cal Managed Care Plans, the Stanislaus County Superior Court, and the Department of State Hospitals.

### Department Objectives for Budget Years 2027 and 2028

1. Collaborate with Medi-Cal Managed Care Plans and local hospitals to implement data-sharing agreements and system-wide strategies that improve access to behavioral health services for Medi-Cal members following emergency room discharges for untreated behavioral health conditions.
2. Partner with the Courts, District Attorney, and Public Defender's Office to implement the Collaborative Court program and the Department of State Hospitals grant program to reduce Incompetent to Stand Trial (IST) rates.
3. Implement the Behavioral Health Services Act–required Integrated Plan to identify strategies, programs, and services aimed at addressing untreated behavioral health conditions and reducing IST determinations.

## Child Support Services

### Department Mission Statement

*We Build Community* by promoting the well-being of children by locating parents, establishing parentage, and obtaining and enforcing orders while providing the excellent level of services our customers deserve.

### What does success look like for the department?

Success for the Department of Child Support Services is achieved by collecting and distributing child support payments to families so they may move toward or continue to maintain self-sufficiency and reduce their reliance on other County public assistance programs. Collected child support payments also repay public assistance funds and therefore, recover taxpayer funds. Success is also achieved by the quality-of-service delivery.

### Department Performance Measures

1. Collection and distribution of child support payments.
2. Percent of child support and health insurance orders obtained on open cases.

### Data Tracking

Data will be tracked by analyzing the total collection and distribution of child support, and total number of child support and health insurance orders obtained.

### Department Objectives for Budget Years 2027 and 2028

1. Increase collections and payment reliability.
2. Enhance program performance by contributing to the financial health and well-being of families.

## Community Services Agency

### Department Mission Statement

*We Build Community* by cultivating safety, stability, and resiliency – strengthening the foundation for all.

### What does success look like for the department?

Success is achieved when those children who have had a substantiated allegation of abuse or neglect, do not have a subsequent substantiated allegation of abuse or neglect in the following 12 months; when the most vulnerable families with children who are homeless enter into secure permanent housing and do not return to experience homelessness; and when CalFresh applications are processed within 30 days to provide food benefits to those who qualify for the program.

### Department Performance Measures

1. Percent of children who did not experience a subsequent substantiation for abuse or neglect in the following 12 months.
2. Percent of families with children who transitioned from the Housing Support Program (HSP) to permanent housing.
3. Percent of CalFresh applications processed within the 30-day application processing timeline to ensure access to food benefits to those who qualify.

### Data Tracking

Data will be tracked by monitoring county performance data collected from the California Child Welfare Indicators Project (CCWIP) website; the California Statewide Automated Welfare System (CalSAWS), HSP14 Report, Homeless Management Information System (HMIS); and County Application Detail and Summaries Report, CalFresh Monthly Caseload movement Statistical Report (CF 296), and the Exemplar Report Executive Dashboard.

### Department Objectives for Budget Years 2027 and 2028

1. Implement California's new foster care Tiered Rate Structure to ensure foster children and caregivers receive appropriate levels of support and services, regardless of placement type, while promoting greater stability for children in care.
2. Redesign the Coordinated Entry system and strengthen the Community System of Care (CSOC) governance and capacity, enhancing overall Continuum of Care (CoC) system performance and accountability.
3. Strengthen the County Operational Redesign Effort (CORE) by continuously evaluating and improving workflows, while providing ongoing staff training to ensure accurate and efficient CalFresh intake and eligibility determinations.

## Health Services Agency

### Department Mission Statement

*We Build Community* by promoting health and wellness through service and collaboration for all people in Stanislaus County.

### What does success look like for the department?

Success in the Health Services Agency (HSA) is achieved by a community with a decline in uncontrolled diabetes and low birth weight infants, indicating overall health improvements as these health indicators are linked to health literacy, access to care, healthy eating, and physical activity.

### Department Performance Measures

1. Number and percent of healthy weight infants at birth by race/ethnicity.
2. Number and percent of HSA Clinics' patients with uncontrolled diabetes (average level of blood sugar > 9 over the last 2-3 months) by race/ethnicity and gender.

### Data Tracking

Data will be tracked using birth data in Vital Records Business Intelligence System (VRBIS) and diabetes/A1c levels in HSA Clinics' Electronic Health Record.

### Department Objectives for Budget Years 2027 and 2028

1. Strengthen diabetes care through focused initiatives that promote patient engagement, coordinated care delivery, and appropriate integration of continuous glucose monitoring to improve outcomes among individuals with uncontrolled diabetes.
2. Collaborate with Medi-Cal Managed Care Plans, obstetric care providers, and community partners to deliver coordinated prenatal education and referrals.
3. Lead Community Health Improvement Plan strategy implementation around access to care.

# Developing a High-Performing Economy



## Departments

Agricultural  
Commissioner/Sealer of  
Weights and Measures  
*Linda Pinfold*

University of California  
Cooperative Extension  
*Jennifer Heguy*

Workforce Development  
*Doris Foster*

## Communitywide Indicators (Whole Population Metrics)



Unemployment Rate



Poverty Rate



Job Growth Rate



Agricultural Harvested Acres and Value

## Board of Supervisors Focus Areas

- Create a path to economic self-sufficiency
- Determine the needs of businesses to develop a skilled workforce
- Support and promote agricultural efficiencies through education, technology, and innovation
- Promote, protect, and support agricultural resources and equity in the marketplace

## County's Initiatives

- Stanislaus 2030
- Crows Landing Industrial Business Park (CLIBP)
- BEAM Circular

## **Agricultural Commissioner/Sealer of Weights and Measures**

### **Department Mission Statement**

*We Build Community* by supporting our thriving agricultural economy and protecting of human health, property, natural resources, and the environment and by promoting and protecting both equity and confidence in the marketplace.

### **What does success look like for the department?**

Success for the Agricultural Commissioner's Office is achieved by ensuring the safe and effective use of pesticides while safeguarding people, property, and the environment from the risks associated with irresponsible use, and that all commercial weighing and measuring devices in the County are annually registered, tested, and sealed as required by law to ensure equitable transactions and confidence in the marketplace necessary to support a thriving local economy.

### **Department Performance Measures**

1. Number of continuing education sessions per calendar year on pesticide use training provided to growers, pest control businesses, and pest control advisers.
2. Completion rate of all pesticide use-related investigations pertaining to incidents of property damage, human illness or injury, and environmental effects within one year of being reported.
3. Test completion rate of all commercial weighing and measuring devices in accordance with annual testing schedules.

### **Data Tracking**

Data in the Pesticide Use Enforcement Division will be tracked using CalAgPermits (California's Agricultural Online Permit System), which provides pesticide permit, use report, notices of intent, private applicator certification, business registrations, and school notification data; the California Pesticide Enforcement Activity Tracking System (CalPEATS), which provides inspection, investigation, compliance, violation, and enforcement action data; and continuing education and outreach data. Data in the Weights and Measures Division will be tracked by the testing and sealing of devices database.

### **Department Objectives for Budget Years 2027 and 2028**

1. Provide at least eight continuing education events (in person and/or virtual) for a minimum of 550 total participants per calendar year.
2. Complete at least 95% of all Worker Health and Safety Investigations within 120 days, and all other investigations within one year.
3. Achieve an annual 95% test completion rate of all commercial weighing and measuring devices within the County.

## University of California Cooperative Extension

### Department Mission Statement

*We Build Community* by developing and delivering 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.

### What does success look like for the department?

Success at the University of California Cooperative Extension (UCCE) is achieved by generating and extending research data and information to improve production efficiencies and resource use while promoting sustainable management (economic, environmental, social) on farming operations throughout Stanislaus County and the State.

### Department Performance Measures

1. Percent of agricultural clientele who indicated that they gained knowledge from a UCCE program.
2. Percent of agricultural clientele who indicated using UCCE information (research) in their agricultural operations/businesses.

### Data Tracking

Data will be tracked by deploying two survey questions at extension education events (field-days, meetings, webinars, etc.) to track the prioritized department performance measures.

### Department Objectives for Budget Years 2027 and 2028

1. Conduct high-caliber, applied, on-farm research in cooperation with farming clientele to address current and future needs.
2. Disseminate information to educate farm owners, employees, and allied industries on new and emerging research data through traditional extension methods (meetings, field days, newsletters, etc.).

## Workforce Development

### Department Mission Statement

*We Build Community* by working 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 the community.

### What does success look like for the department?

Success is achieved by ensuring the effectiveness of foundational and vocational skills training, employment counseling, business engagement, work-based learning, and evidence-based programming.

### Department Performance Measures

1. Percent of individuals who obtained a job or received educational skills.
2. Number of services provided to job seekers and businesses.
3. Number of individuals and businesses served.

### Data Tracking

Data will be tracked by analyzing clients who retain employment after ceasing services, businesses served, and clients enrolled for all programs using the State-administered CalJOBS system and Departmental DETNET system.

### Department Objectives for Budget Years 2027 and 2028

1. Support business growth through communication with regional and local employers to identify in-demand sectors, skill gaps, and connecting work-based training opportunities to in-demand occupations.
2. Strengthen the current workforce by working with individuals with barriers to employment.
3. Develop future talent, which includes developing foundational skills and vocational training.

# Promoting Lifelong Learning



## Department

Library

*Sarah Dentan*

## Communitywide Indicators (Whole Population Metrics)



High School Graduation Rate



Early Literacy Rate

## Board of Supervisors Focus Areas

- Provide materials, resources, programs, and spaces to promote lifelong learning and personal development

## County's Initiatives

- Cradle to Career

## Library

### Department Mission Statement

*We Build Community* by creating opportunities and providing resources for connection, learning, exploration, and innovation.

### What does success look like for the department?

Success in the Library is achieved by supporting a vibrant community of readers of all ages; by ensuring easy access to materials, resources, and programs which improve community members' lives; and by connecting residents to their neighbors and the larger community.

### Department Performance Measures

1. Percent of survey respondents who reported they were "satisfied" or "very satisfied" with the library overall.
2. Percent of survey respondents who indicated they agree or strongly agree they learned something they can share with their children after attending an early childhood program at the library.
3. Percent increase in registered users of the collection (i.e., people with cards who are using the collection).

### Data Tracking

Data will be tracked using the Annual Customer Satisfaction Survey in September, post story time survey administered monthly or quarterly, and data from the Integrated Library System.

### Department Objectives for Budget Years 2027 and 2028

1. Maintain current service levels amid rising costs and flat revenue, while managing staffing and operational impacts associated with multiple ongoing capital projects aimed at improving facilities.
2. Reopen Keyes Library and identify projects and funding for facility improvements needed to maintain current service levels.
3. Evaluate success of marketing plan and revise accordingly.

# Delivering Efficient Public Services



## Departments

Assessor

*Don H. Gaekle*

County Counsel

*Thomas Boze*

Auditor-Controller

*Mandip Dhillon*

General Services Agency

*Andy Johnson*

Chief Executive Office

*Jody L. Hayes*

Information Technology Central

*Eric McLoughlin*

Clerk-Recorder

*Donna Linder*

Treasurer-Tax Collector

*Donna Riley*

## Communitywide Indicators (Whole Population Metrics)



Budgeted Discretionary Revenue per Capita



County Staff per Thousand Residents



Citizen Engagement and Accessibility

## Board of Supervisors Focus Areas

- Improve engagement and transparency in County government
- Maintain healthy reserves
- Ensure integrity of fiscal systems
- Ensure safe, secure, and accessible County facilities, systems, and operations
- Increase business efficiency through use of modern technology and best practices
- Invest in recruitment and retention of individuals with passion for government service

## County's Initiatives

- Capital Improvement Plan
- Risk Management
- Information Technology Central Strategic Plan
- Building Community Services Investment

## Assessor

### Department Mission Statement

*We Build Community* by producing a fair, accurate, and timely assessment roll while providing excellent customer service.

### What does success look like for the department?

Success for the Assessor's Office is measured by its ability to effectively address customer needs, with a focus on the timely and efficient processing of change in ownership deeds. This success is quantitatively measured by the duration between the recording of a deed and the issuance of a value notice to the taxpayer. This timeframe reflects the department's efficiency in handling administrative tasks, ensuring that property values are updated promptly and accurately, thereby facilitating smooth and effective communication with taxpayers.

### Department Performance Measures

1. Reduce the average processing time for changes in ownership from receipt of deeds from the Recorder's Office to taxpayer receipt of their Supplemental Value Notice on a fiscal year basis.

### Data Tracking

Data will be tracked by systematically extracting relevant information from the Assessor's existing databases at the conclusion of each fiscal year. Specifically, this extraction will focus on transfer records from the preceding calendar year.

### Department Objectives for Budget Years 2027 and 2028

1. Redesign the document intake workflow to reduce manual handling, improve tracking, and increase processing speed.
2. Convert the Exemptions Division to a fully digital workflow.
3. Shorten the time required to complete appraisal reviews without compromising quality.

## Auditor-Controller

### Department Mission Statement

*We Build Community* by providing transparent and 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.

### What does success look like for the department?

Success in the Auditor-Controller's Department is achieved by prescribing and exercising general supervision over the accounting forms and methods of keeping the accounts of all offices, departments, and institutions under control of the Board of Supervisors and of all districts whose funds are kept in the County Treasury. The Auditor-Controller is also responsible for maintaining all basic accounting reports, supplying information, and formulating appropriate recommendations relating to the County's financial condition. Cost effectiveness and efficient business operations are emphasized with a current focus on wire payment transactions.

### Department Performance Measures

1. Percent of respondents who indicated a score of 3.0 or higher on the Customer Experience Questionnaire.
2. Number and percent of timely and accurate financial reports.
3. Number and percent of County One Cards.

### Data Tracking

Data will be tracked by reviewing responses from Annual Customer Experience Questionnaire provided by the Chief Executive Office and relevant internal databases.

### Department Objectives for Budget Years 2027 and 2028

1. Provide quality customer service that supports County departments and upholds our department's mission.
2. Prepare timely and accurate financial reports in compliance with accounting standards, laws, and County policies.
3. Monitor and evaluate the post-implementation use of the Purchasing Card (P-Card) program to ensure compliance, effectiveness, and alignment with County policies, while ensuring appropriate risk mitigation.

## Chief Executive Office

### Department Mission Statement

*We Build Community* by guiding the organization, serving the public interest, implementing the Board of Supervisors' priorities, creating an environment that attracts and sustains a world-class workforce, and supporting County departments in achieving their missions.

### What does success look like for the department?

Success for the Chief Executive Office is reflected in sound financial stewardship, a healthy and supported workforce across departments, and the trust and satisfaction of the Board of Supervisors and the constituents we serve. Our ultimate success is measured by the sustained wellbeing, resilience, and quality of life of all who call Stanislaus County home.

### Department Performance Measures

1. Percent of respondents who indicated a score of 3.0 or higher on the Customer Experience Questionnaire.
2. Healthy reserves (unreserved fund balance as a percent of net expenditures).
3. Number and percent of vacant allocated positions (vacancy rate).

### Data Tracking

Data will be tracked using the Customer Experience Questionnaire of County department customers; annual charting of reserves alongside benchmark counties' comparison; and annual charting of vacant allocated positions (vacancy rate).

### Department Objectives for Budget Years 2027 and 2028

1. Establish and report on the General Fund reserves in alignment with a target range to ensure financial stability and the County's ability to respond to emergencies or economic changes.
2. Review and right-size allocated staff positions by assessing and deleting long-standing vacant County positions, in pursuit of better position control and accurate workforce composition.
3. Focus on completing a comprehensive update of the County's Public Facilities Fees program to ensure long-term infrastructure readiness that supports current and future development.

## Clerk-Recorder

### Department Mission Statement

*We Build Community* by providing essential records management and election services in a secure, accessible, and transparent manner.

### What does success look like for the department?

Success for the Department is achieved when customers have confidence that their voting choices and recording and vital record needs will be addressed in a professional and confidential manner.

### Department Performance Measures

1. Time to process voter verification and registration requests.
2. Time to process document requests via the e-recording system.

### Data Tracking

Data in the Elections Division will be tracked by reviewing voter record updates, including voter verification and registration forms received after the 15-day voter registration cut-off date; and continue to track records received in the upcoming months, separate by request, and record the processing time for each to create a per-document average that can be utilized to forecast daily, weekly, and monthly performance expectations. Data in the Clerk-Recorder Division will be tracked by quantifying the total amount of customer requests to record real property transactions received via U.S. mail on a regular basis and the number of e-recording requests received on a regular basis.

### Department Objectives for Budget Years 2027 and 2028

1. Establish a daily/weekly time and error rate for the purpose of forecasting labor time for future elections and scheduling the necessary staff to complete these responsibilities on time to ensure efficient delivery of voter materials.
2. Establish a training plan to cross-train additional staff on indexing official records to reduce turnaround time of availability of recorded documents to public.

## County Counsel

### Department Mission Statement

*We Build Community* by delivering high quality and cost-efficient legal solutions to the Board of Supervisors, all County departments, offices, agencies and commissions, adhering to the utmost ethical guidelines.

### What does success look like for the department?

Success within the County Counsel's office is achieved by providing legal services that align with and support the Board of Supervisor's objectives, concurrently safeguarding the County against potential losses.

### Department Performance Measures

1. Percent of survey respondents who indicated a score of 4.0 that staff communications are clearly understandable for the purposes of performing job functions.
2. Percent of survey respondents who indicated a score of 4.0 that work is performed in an efficient manner.
3. Percent of survey respondents who indicated a score of 4.0 that staff produce quality work products.

### Data Tracking

Data will be tracked using the Annual Customer Experience Questionnaire.

### Department Objectives for Budget Years 2027 and 2028

1. Monthly evaluation of County Counsel time spent on matter type, to ensure that County Counsel has allocated sufficient resources to each department based on historical use and current trends.
2. Implement a robust cross training program for support staff (Confidential Assistants) and allow them access to all areas of law, to create a more efficient, effective and cohesive unit, alleviate clerical redundancies and improve response times.
3. Launch an internal department case/contract tracker to quantify request volumes and response times, allowing County Counsel to pivot resources as needed to ensure that requests are addressed comprehensively.

## General Services Agency

### Department Mission Statement

*We Build Community* by providing the foundation that supports Countywide departments so that they may successfully deliver services to the community.

### What does success look like for the department?

Success for the General Services Agency (GSA) is achieved by providing County departments with safe, secure, accessible, and valuable resources to support the community.

### Department Performance Measures

1. Percent of survey respondents who indicated a score of 3.0 or higher on GSA's support of customer mission within past year.
2. Completion and response rate for fleet services work orders.
3. Completion and response rate for facility routine maintenance work orders.

### Data Tracking

Data will be tracked by the Annual Customer Experience Questionnaire, utilizing the Fleet Division's Assetworks system to report on number of work orders completed during fiscal year compared to prior fiscal year, and utilizing Facilities Maintenance Cost Accounting Management System to obtain work order details to compile number of work orders completed and number of days to complete.

### Department Objectives for Budget Years 2027 and 2028

1. Close Fleet Services work orders in a timely manner.
2. Complete facility routine maintenance orders within 15 days.
3. Deliver strategic procurement services that provide overall value to the County.

## Information Technology Central

### Department Mission Statement

*We Build Community* by helping departments successfully implement and manage technologies that address their business challenges in a responsive, progressive, and friendly way.

### What does success look like for the department?

Success in the Information Technology Central (ITC) Department is achieved by supporting the information technology needs of the County and its departments in support of their mission for the citizens of Stanislaus County.

### Department Performance Measures

1. Number of work orders completed in prior 12 months.
2. Percent of work orders completed within one day of creation.
3. Average ITC satisfaction rating from quarterly customer survey.

### Data Tracking

Data will be tracked using the ITC ticketing system, SD+, for work orders received and tracked for resolution. Data will also be tracked using the quarterly survey to evaluate the ITC Team responsiveness, professionalism and how effectively the issue was addressed.

### Department Objectives for Budget Years 2027 and 2028

1. Focus on staffing – integration, retention, and development of staff to improve ITC service levels as we work towards effectively consolidating and standardizing technology support.
2. Continue to improve change management strategies for critical systems that ITC supports to improve service response times by reducing the resources spent on routine work order requests.
3. Reduce service outage impact and frequency by improving overall County baseline Cyber Security posture, focusing on the development, promotion, and adoption of Countywide information technology standards for products and practices.

## Treasurer-Tax Collector

### Department Mission Statement

*We Build Community* by collecting property tax and other revenues to help a variety of public agencies meet their financial goals.

### What does success look like for the department?

Success in the Property Tax Division is achieved by maximizing funds collected on behalf of the County, Schools, and Special Districts, allowing them to provide direct services to their constituency. Success in the Revenue Recovery Division is achieved by maximizing funds collected on behalf of County departments, Superior Court, and partner agencies, allowing them to provide direct services to their constituency.

### Department Performance Measures

1. Percent and dollar amount of property tax revenue paid versus taxes billed, by revenue type.
2. Percent of dollars collected and distributed to County departments, Superior Court, and partner agencies, versus dollars submitted for collection.

### Data Tracking

Data will be tracked by the Megabyte Property Tax System – Tax Stats Inquiry by Revenue Type, and by Rev Q Collection Software – Collection Reports.

### Department Objectives for Budget Years 2027 and 2028

1. Minimize time spent on non-value-added services to maximize time spent assisting taxpayers needing additional assistance.
2. Reduce payment option costs.
3. Increase revenue distributed to County departments, Superior Court, and partner agencies.

# Enhancing Community Infrastructure

## Departments

Environmental Resources  
*Robert Kostlivi*

Planning and Community Development  
*Angela Freitas*

Parks and Recreation  
*Tera Chumley*

Public Works  
*David Leamon*

## Communitywide Indicators (Whole Population Metrics)



Housing Affordability Index



Air Quality Index



Water Quality Risk



Cost Burden on Median Home Sale Price and Median Rental

## Board of Supervisors Focus Areas

- Ensure quality and quantity of reliable water sources
- Maintain effective solid waste disposal
- Improve transportation network
- Ensure infrastructure equity throughout the County
- Implement a comprehensive flood control strategy
- Position the County as a regional and statewide destination
- Promote adequate affordable housing

## County's Initiatives

- Housing Stanislaus
- Protect our Water
- North County Corridor
- County Islands

## Environmental Resources

### Department Mission Statement

*We Build Community* by promoting a safe and healthy environment.

### What does success look like for the department?

Success is achieved by transforming employee and public perceptions about the Department and local governmental interactions, while still maintaining the Board of Supervisors' goals and prioritizing equity-centered enforcement; a reasonable reduction in the appearance of illegal food vendors in the County and guiding operators to conduct their operations legally; and achieving federal ratings above 90 out of 100 for dairy operations involving cows, goats, and sheep; the Department aims to excel in both Compliance and Enforcement scores for each animal species, demonstrating a commitment to high standards in every work aspect.

### Department Performance Measures

1. Number and percent of illegal food vendor complaint inspections.
2. Average time of reported out-of-compliance complaint to compliance status.
3. Percent of federal sampling requirements and dairy scoring met annually.

### Data Tracking

Data will be tracked via the reporting system provided by GoGov; Accela Platform and California Environmental Reporting System (CERS); electronic database for lab results and sanitary issues; and federal inspections obtained by the FDA.org website.

### Department Objectives for Budget Years 2027 and 2028

1. Develop and implement a proactive outreach and education campaign targeting food vendors, property owners, and regulated businesses to promote understanding of health, safety, and environmental compliance requirements.
2. Upgrade inspection and reporting systems to streamline processes, track compliance trends, and improve timeliness in responding to complaints and inspections across Environmental Health, Code Enforcement, and Dairy programs.
3. Decrease illegal disposal and promote responsible waste management across the County.

## Parks and Recreation

### Department Mission Statement

*We Build Community* by enriching lives through outdoor experiences that inspire lifetimes, promoting community health and wellness.

### What does success look like for the department?

Success in the Parks and Recreation Department is achieved by developing and maintaining recreation areas that maximize use of open space and engage the community in outdoor recreation to promote community health and wellness, while improving park standards to meet the needs of a diverse community in ways that will provide a positive, all-inclusive experience for people to enjoy the outdoors at a reasonable cost.

### Department Performance Measures

1. Percent of visitors indicating a rating of 4.0 or above on the cleanliness of park facilities.
2. Percent of visitors indicating a rating of 4.0 or above for park amenities and features.
3. Percent of visitors indicating a rating of 4.0 or above for overall experience.

### Data Tracking

Data will be tracked monthly and annually by using Reservation Software (RecTrac), Point of Sales (POS) data, and customer survey responses.

### Department Objectives for Budget Years 2027 and 2028

1. Develop and maintain clean, well-equipped parks that deliver positive outdoor experiences and boost community health and wellness.
2. Increase recreational programming at Community and Neighborhood parks.
3. Develop a park improvement and deferred maintenance plan.

## Planning and Community Development

### Department Mission Statement

*We Build Community* by focusing on a built environment supporting a healthy economy, community wellbeing, and resource protection.

### What does success look like for the department?

Success in the Planning and Community Development Department is achieved by delivering effective customer service that balances customer needs (understanding, time, and cost) with County requirements and procedures.

### Department Performance Measures

1. Percent of building permits reviewed by One-Stop-Shop partners within 15 days of initial submission.
2. Percent of Planning Service responses to customer inquiries within 24 hours.
3. Percent of Community Development Request for Funds (RFF) reviewed and processed within five days of receipt.

### Data Tracking

Data will be tracked using permit volumes (applications received and permits ready to be issued involving a review process) and permit review times sourced from software databases and department logs; inquiry volumes and response times sourced from department logs, records, and software databases; and RFF volumes and processing times sourced from department logs, and databases.

### Department Objectives for Budget Years 2027 and 2028

1. Maintain an adequate staffing capacity to effectively handle permit/request/inquiry levels.
2. Provide the resources (training and technology) needed to support and enhance the delivery of customer services.
3. Enhance the customer's interaction and experience by investing in innovative technological advancements.

## Public Works

### Department Mission Statement

*We Build Community* by managing and improving infrastructure through safe and efficient use of resources and assets, for the benefit of our citizens.

### What does success look like for the department?

Success for the Public Works Department is achieved by ensuring that the County transportation system can safely and efficiently move people and goods, and that Stanislaus County Road conditions continue to improve.

### Department Performance Measures

1. Percent of County roads resurfaced annually.
2. Average age of County bridges.
3. Percent of County roads that were treated in accordance with accepted industry standards (i.e., right treatment at the right time).

### Data Tracking

Data will be tracked using the Pavement Condition Index (PCI) and average age of bridges.

### Department Objectives for Budget Years 2027 and 2028

1. Complete construction of Phase 1 of the North County Corridor, 7th Street Bridge, Hills Ferry Bridge, Tim Bell Bridge, Crabtree Bridge, Kilburn Rd Bridge, American Rescue Plan Act (ARPA) funded Community Infrastructure Projects and ARPA funded Crows Landing Industrial Business Park.
2. Preserve and maintain Stanislaus County's Pavement Condition Index rating.
3. Collaborate with the Stanislaus County Board of Supervisors to develop a prioritized funding matrix for road and bridge projects.

## Glossary

**Accomplishments** - Viewed annually, provide greater accountability through the reporting of performance measures and outcomes.

**Baseline** - A visual display of the history and/or forecast(s) for an indicator or performance measure.

**Board of Supervisors Priority Result Area** - A condition of well-being the Board of Supervisors has prioritized for a group of people in a geographic location. Something no one person/organization can do alone.

**Critical Partners** - What local partners will be critical to the department's success? With whom will the department need to work closely to make progress on performance measures and/or towards the desired result?

**Data Collection Plan** - How and where departments plan to obtain the data behind the performance measures they have selected.

**Data Agenda Development** - Data that will tell a powerful and important story but is not consistently or easily available. Data that will require some work to find and generate in a useful way.

**Department Mission** - What the department exists to do. The department's core function. This should start with "We Build Community by . . ."

**Department Programs** - Planned, coordinated group of activities, procedures, services, etc., often for a specific purpose, or a facility offering such a series of activities. The different programs that departments operate that make the strategies and mission come to life.

**Department Success** - What department clients/customers/community experience if we do our job well.

**Indicator** - A measure which helps quantify the achievement of a result.

**Inquiry** - Inquiring into the thinking and reasoning of others.

**Mission** - The purpose of an organization.

**Objectives** - The components of an action or strategic plan.

**Performance Accountability/Measure** - A measure of how well a program, agency, or service system is working.

**Population Accountability** - A measure which helps quantify the achievement of a result.

**Result/Goal** - A condition of well-being for children, adults, families, or communities.

**Strategies** - A coherent set of actions that has a reasoned chance of “turning the curve” of an indicator or performance measure.

**Turning the Curve** - Doing better than the forecasted part of the baseline.

**Vision** - A picture of a desired future, one that is hard but possible to attain.