



BIENNIAL
PERFORMANCE
OUTCOMES

REPORT

2024



Two-Year Period Ending June 30, 2024



August 5, 2025

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Introduction

[Stanislaus County's Vision, Mission, and Values \(VMV\)](#) are 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?



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**

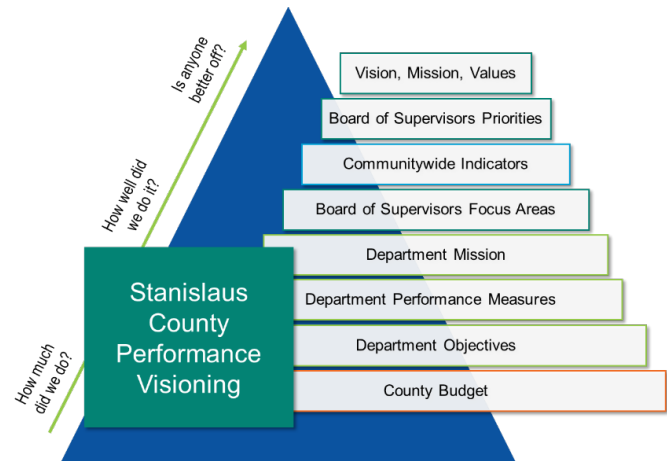
PRIORITIES



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

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

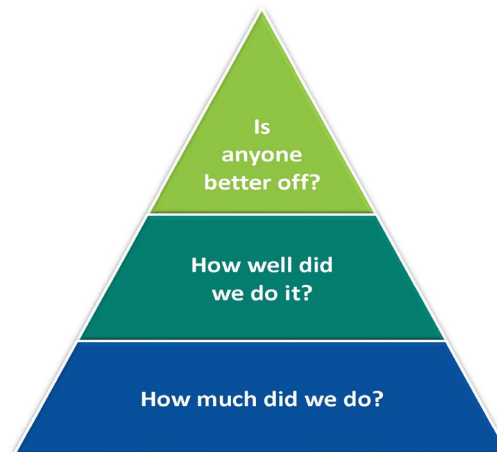
1. Leadership Direction
2. Strategic Plan (VMV)
3. Results-Based Accountability



We are committed to focusing on our future. PV uses [Results-Based Accountability \(RBA\)](#) as the framework necessary for developing a shared vision of success between the Board of Supervisors and County Departments. RBA is “a disciplined way of thinking and acting to improve entrenched and complex social problems . . . [and it] uses a data-driven, decision-making process to help communities and organizations get beyond talking about problems to taking action to solve problems.”

RBA asks three simple questions to get at the most important performance measures and we are asking the departments to respond to the following:

1. **How much did we do?**
2. **How well did we do it?**
- BUT MOST IMPORTANT OF ALL:**
3. **Is anyone better off?**



We want to connect department staff to this shared vision of success; to ensure the whole team is rowing in 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. The road between today and our future vision of success is long, and that is okay!

Our focus in this report, the 2024 Biennial Performance Outcomes Report, is to describe the performance measures that departments identified in the [2024 Performance Visioning Plan](#). The goal is to report on long-term trends; what matters the most, though, 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.

Report Structure and Format

This 2024 Biennial Performance Outcomes Report is organized by Board Priority Area and includes write ups on each of the County departments. Each Board Priority section begins with an analysis of the County's communitywide indicators, which are measures that refer to the overall health and general wellbeing of Stanislaus County residents at large. The progress on departmental measures should aspire to and be contributing factors toward improving the County's communitywide indicators. Following each Board Priority section and communitywide indicators are departmental write ups. Each departmental write up is organized in the following manner.

- **Departmental Photo**
Photos were either provided by the department or were taken and selected by Chief Executive Office staff. All photos are reflective of the staff, operations, and/or services that the department delivers.
- **Department Mission Statement**
This section begins with the County's Mission statement, We Build Community, which is followed by the department's mission statement.
- **What Does Success Look Like for the Department?**
The information contained in this section reflects how the department evaluates their success. they will achieve their best outcomes by engaging in these activities.
- **Department Performance Measures Analysis for Fiscal Years 2020-2024**
 - The first chart lists the fiscal years for which departments have historically reported on their performance measures. It is organized by the Results-Based Accountability (RBA) categorization framework: How much did we do, how well did we do it, and is anyone better off? The colors reflect which question the department analyzed and the number reflects how many performance measures are listed in each category. The numbers and categories do not reflect the quality of services a department provides, but rather provides a visual depiction of which category their measures fall in.
 - The second table labeled, Performance Measures, identifies the actual performance measures a department has reported on over the years, including for this current year, Fiscal Year 2024.
- **Department Performance Measures for Fiscal Year 2024**
 - This numerical list identifies the department performance measures that were listed in the [2024 Performance Visioning Plan](#) and those which the department is currently reporting out on.
- **Department Objectives for Fiscal Year 2024**
 - This section lists the main objectives that each department identified as wanting to accomplish for the fiscal year.
- **Department Accomplishments for Fiscal Year 2024**
 - This section lists the status of whether and/or to what extent the objectives were accomplished and how they were accomplished (these are also listed the [County's 2025 Adopted Budget](#)).
- **Department Performance Measures**
 - This section lists each department's performance measures, the narrative explaining progress on each performance measure, and the associated graph/chart displaying trend data (please note that some departments included new measures, in which case only one year's worth of baseline data was reported).



Supporting a Strong & Safe Community

District Attorney
Office of Emergency Services
Probation
Public Defender
Sheriff

Introduction

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

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

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

Office of Emergency Services coordinates and supports emergency response, mutual aid, and disaster preparedness and safety for all residents.

Probation provides intensive supervision to adult and juvenile offenders who are placed in the community, and runs a safe, secure custodial facility for juvenile offenders, with a focus on providing programs that reduce recidivism.

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

The Sheriff's Department is the primary law enforcement agency for the unincorporated areas of the County and its contract cities, providing housing for incarcerated adults and security for the Courts.

Communitywide Indicators

Protecting the safety of Stanislaus County residents continues to be the top priority of the Board of Supervisors. The effect of gangs, drugs, and vagrancy directly contributes to the decline of the physical, economic, and social health of the County. Reducing these effects allows residents to live and prosper in safe local communities and neighborhoods.

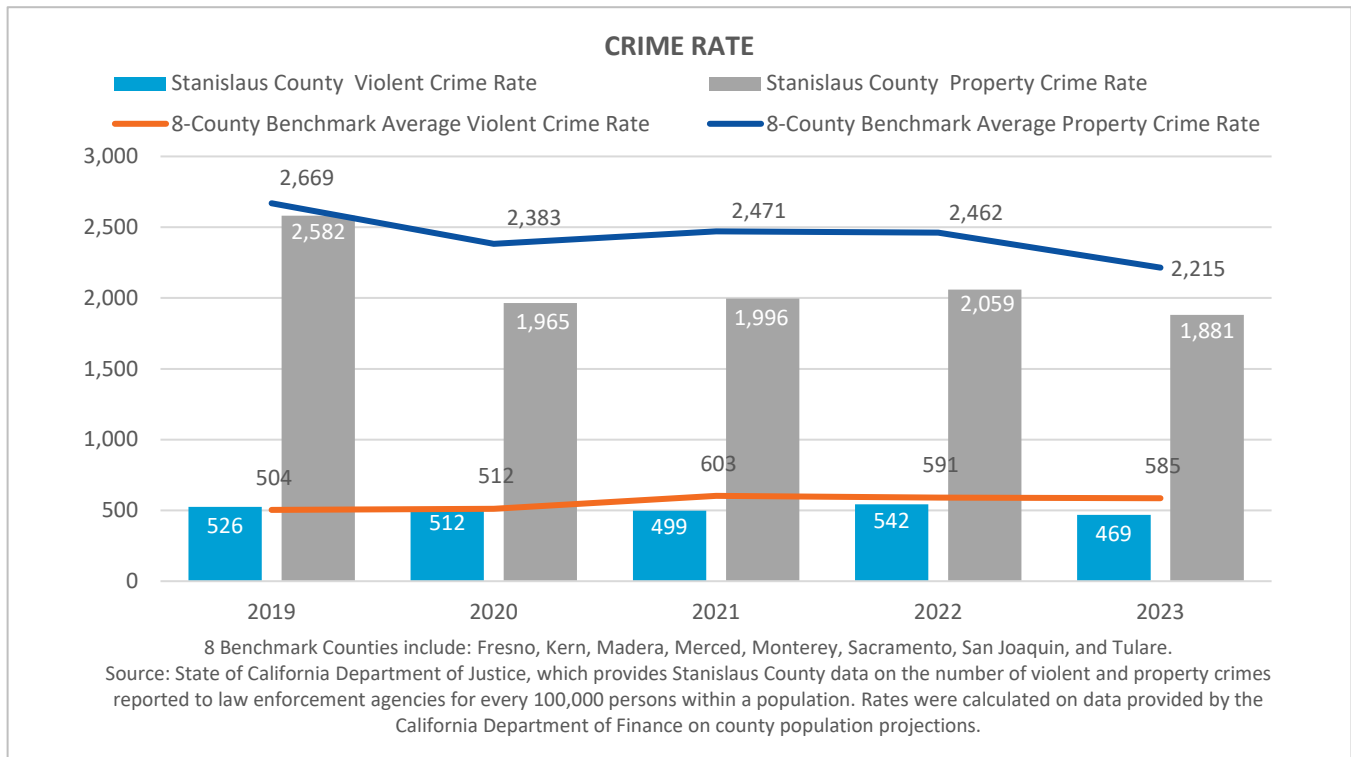
The three communitywide indicators that were identified as capable of assessing the County's ability to support strong and safe neighborhoods are: Crime Rate, Jail Population Rate, and Juvenile Detention Rate. These indicators address both the level of crime and level of incarceration represented by this Board priority area.

Crime Rate

Strong and safe neighborhoods are essential components of community life. The desire and ability to be engaged with one's community members and participate and thrive in one's neighborhood sets the foundation for overall community satisfaction. With strong and safe neighborhoods, Stanislaus County residents will be able to express and feel a sense of connection to their neighbors, which will help improve their quality of life and enhance various relationships and activities with their friends and families.

A major impediment toward maintaining and enhancing strong and safe neighborhoods involves whether residents are—or perceive others as—victims of crime, which also affects other community members' perceptions of safety. In addition, data on crime contributes to the overall characterization of a neighborhood as strong and safe or not.

The amount of crime in the County is best measured by the crime rate. It is just one indication of how safe residents are in their community. The crime rate, as calculated from the State of California Department of Justice and the State of California Department of Finance, is defined as the number of violent and property crimes



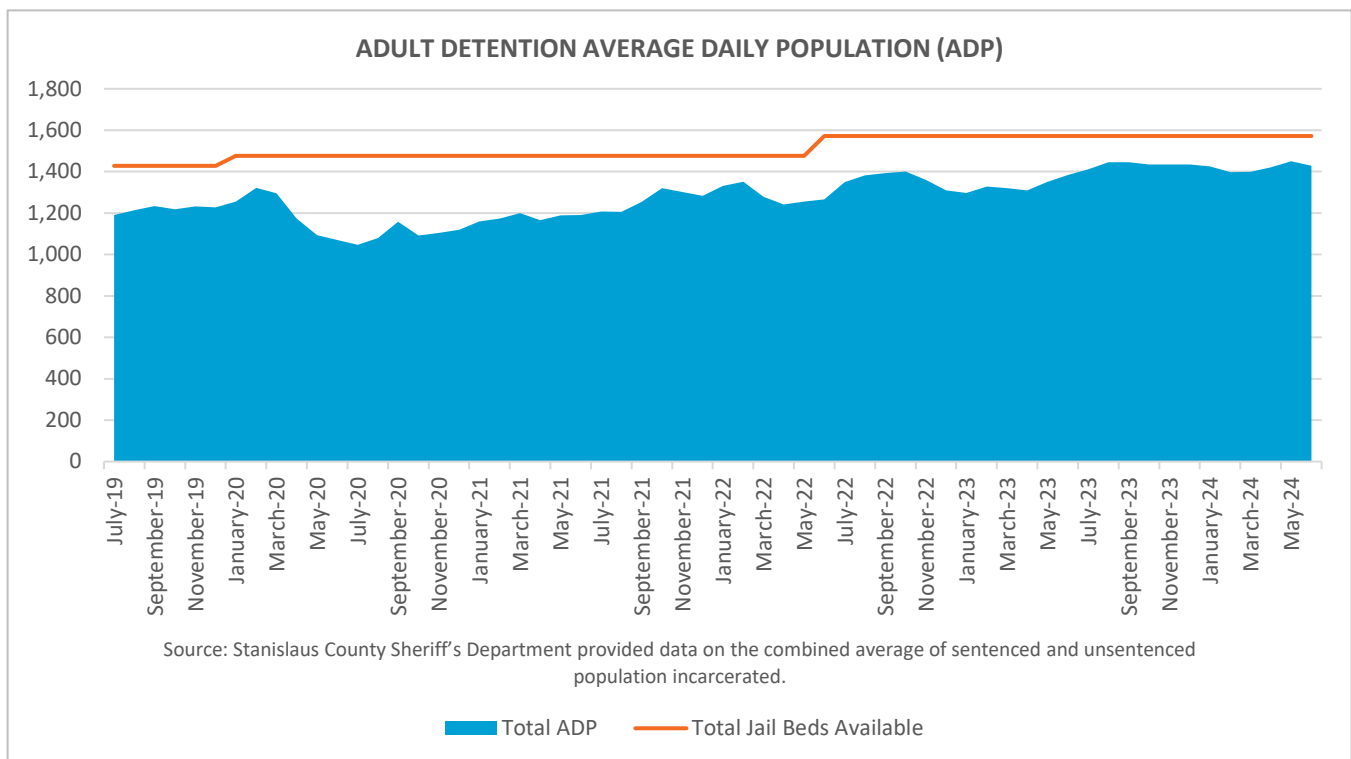
reported to law enforcement agencies for every 100,000 persons within a population. Overall, in Stanislaus County, property crime rates have declined. In 2019 2,582 property crimes (for every 100,000 persons) were reported to Stanislaus County law enforcement, whereas, in 2023, 1,881 property crimes were reported. This downward trend has resulted in a 27% decline. The eight-county benchmark average property crime rate has continuously remained higher than Stanislaus County's rate.

The violent crime rate is defined as the number of violent crimes reported to law enforcement agencies for every 100,000 persons within a population. It is important to note that the violent crime rate is based on *reported* crimes not necessarily crimes that result in arrest, incarceration, or conviction. In 2023, 469 violent crimes (for every 100,000 persons) were reported to Stanislaus County law enforcement. From 2021 to 2023, Stanislaus County had a lower violent crime rate than the average of the eight benchmark counties and the trend data indicate that Stanislaus County's violent crime rate has decreased 11% since 2019. However, again, these data reflect *reported* crimes and are affected by many variables, which are not necessarily controlled by law enforcement.

Jail Population and Juvenile Detention Rate

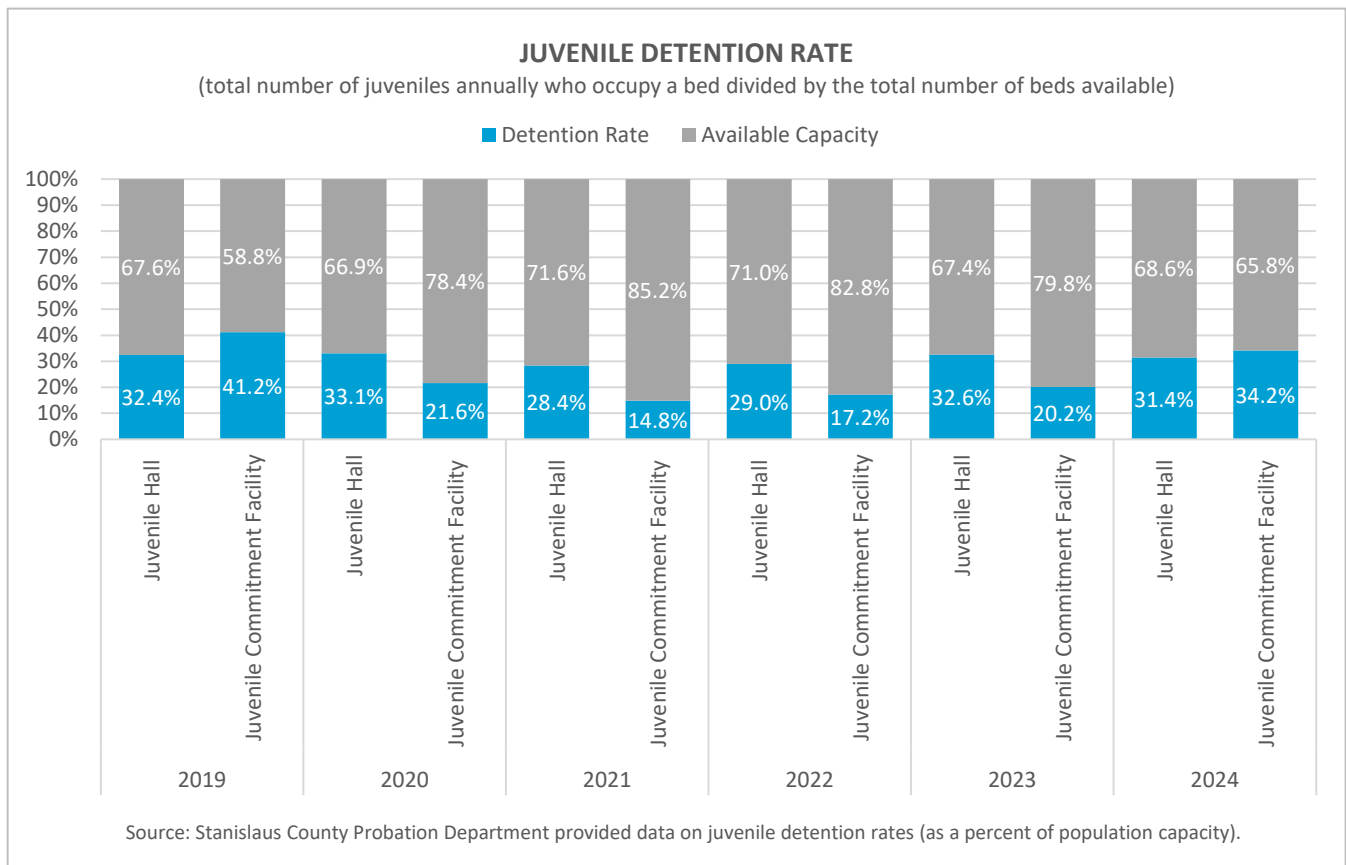
The two other communitywide indicators that relate to strong and safe neighborhoods are the average jail population and juvenile detention (occupancy) rate. Those individuals who commit crimes are in many ways affecting the stability of the County's communities. Ensuring that individuals who commit crimes are held accountable is essential for safe communities.

In June 2024 the combined average of sentenced and unsentenced population incarcerated in Stanislaus County was 1,428. From July 2019 through May 2024 the lowest incarcerated population was in July 2020 (with an average daily population of 1,047 or 70.9%) whereas the highest was in May 2024 (average daily population of 1,450 or 92.2%). The trend data show that from mid-2019 through mid-2024, the average jail population growth rate was 20%, which indicates an upward trend in the average jail population.



The juvenile detention rate is displayed below for both Juvenile Hall and the Juvenile Commitment Facility. From 2019 until 2022, the Juvenile Hall-rated bed capacity was 158 beds (on September 20, 2023, the Board of State and Community Corrections reduced the department's rated bed capacity from 158 beds to 150 beds; two rooms were converted for non-custodial purposes). The Juvenile Commitment Facility has a maximum capacity of 60 beds.

In 2019, the juvenile detention rate for Juvenile Hall was 32.4% (51.25) and in 2024, it declined slightly to 31.4% (47.1). The juvenile detention rate for the Juvenile Commitment Facility, rather, showed a more significant decline. In 2019, the juvenile detention rate for the Juvenile Commitment Facility was 41.2% (24.72) and in 2024, it declined to 34.2% (20.5). The decrease in the juvenile detention rate is consistent with statewide trends. It is difficult to identify a single cause for this decline, as there are several contributing factors, such as individual behavior and institutional and operating policies and procedures.



Future Directions

The indicators used in this section represent a general overview of relevant criminal justice data. There are additional data sources such as the recidivism rate that can be analyzed to provide a more comprehensive picture of the County's public safety environment. Moving forward, the County will work with its various public safety departments to achieve this goal.



District Attorney

Supporting a Strong & Safe Community



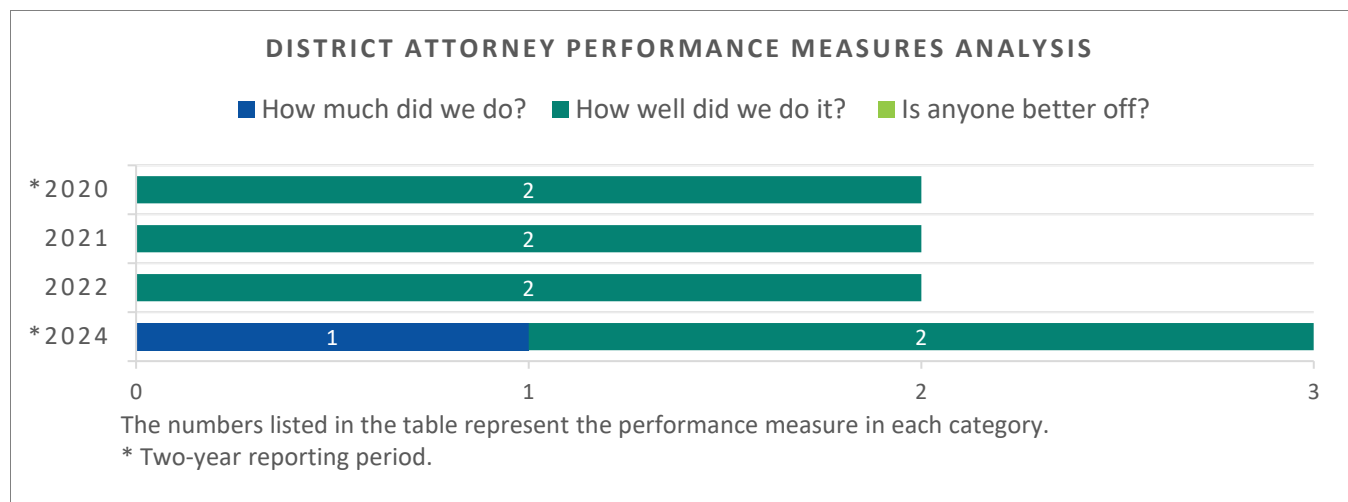
Department Mission Statement

We Build Community by being dedicated to justice, the pursuit of truth, protection of the innocent, and the prevention of crime through the vigorous, professional, and ethical prosecution of those who violate the law.

What Does Success Look Like for the Department?

Success in the District Attorney's Office is achieved by efficient case processing—from initial review/filing decisions through ultimate case dispositions, whether by diversion, conviction, or dismissal; and being a trusted partner with all law enforcement agencies in the county while maintaining complete independence with the ability to conduct independent investigations. The following section summarizes the department's selected performance measures over time, demonstrating progress in evaluation of metrics recognizing both quantity and quality of performance.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	DISTRICT ATTORNEY PERFORMANCE MEASURES		
*2020 2021 2022	Percent of cases reviewed within 30 days of Case Intake	Percent of new victims contacted within 10 calendar days of receipt of victim information	
*2024	Number of criminal case submissions and outcomes (file, reject, divert, etc.)	Number and Percent of victims contacted within stated goal timeframes	Number and Percent of Bureau of Investigation follow-ups completed on schedule

Department Performance Measures for Fiscal Year 2024

1. Number of criminal case submissions and outcomes (file, reject, divert, etc.).
2. Number and percent of victims contacted within stated goal timeframes.
3. Number and percent of Bureau of Investigation follow-ups completed on schedule.

Department Objectives for Fiscal Year 2024

1. Increase efficiency in overall case processing.
2. Attain and maintain full staffing.
3. Enhance partnerships and community engagement.

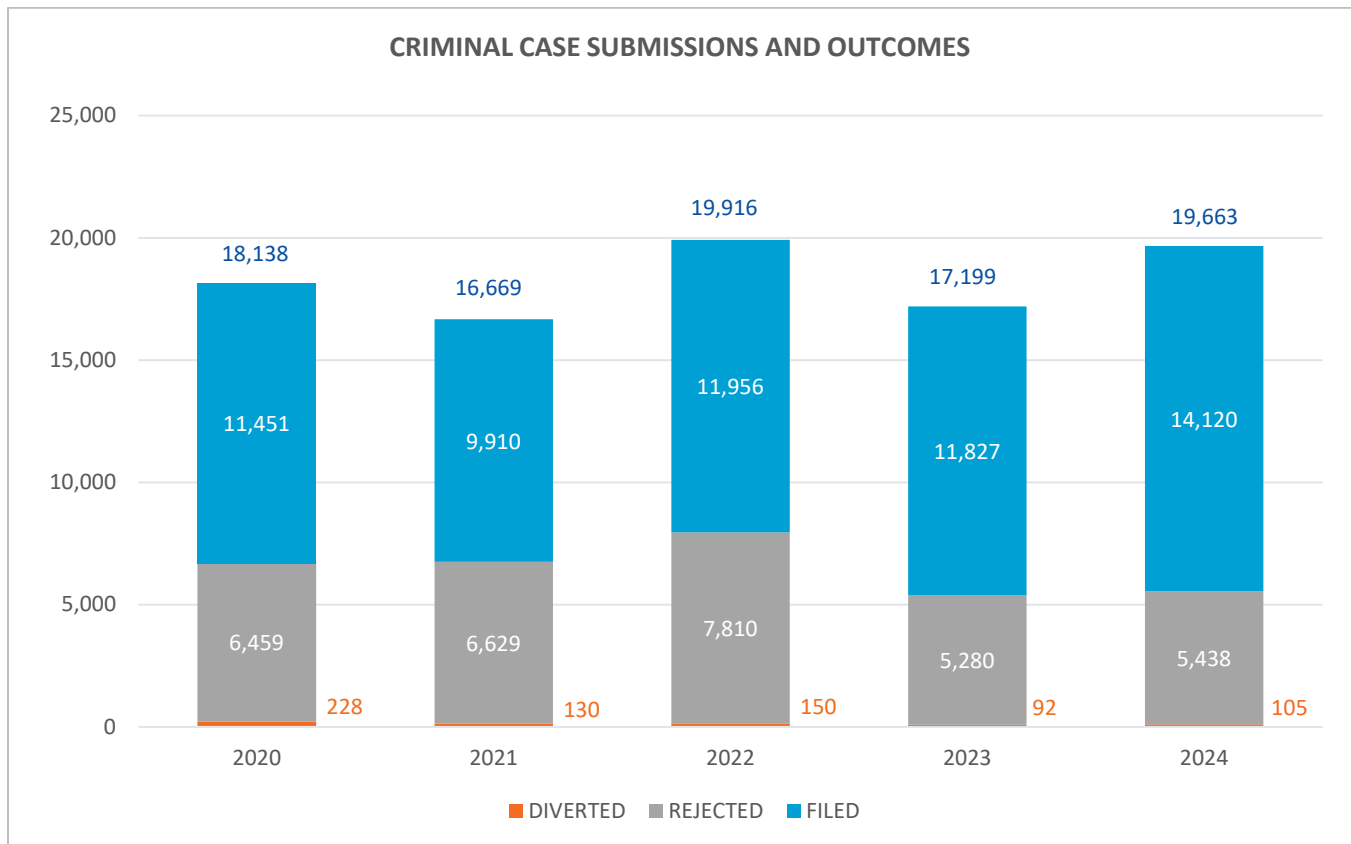
Department Accomplishments for Fiscal Year 2024

1. Achieved improved efficiency in overall case processing with near real-time intake of cases from partner agencies and a reduced overall average time from case intake to review for charging decision. The addition of a Chief Deputy District Attorney (DDA) to oversee homicide cases has helped reduce the overall number of open homicide cases and provided an efficient and consistent review process.
2. Achieved an overall increase in staffing through creation of a supportive, professional work environment leveraged by a competitive benefit and salary package, and the Employee Choice Bonus Plan. The addition of Attorney Trainees and Assistant Chief DDA's has provided a steady stream of local law school students and graduates to fill the attorney ranks with the courtroom supervision they need to be successful. Internships have provided opportunities for high school, college, and law students to gain experience and work with many of the teams and units that make up the DA's Office. Designating a training Chief DDA has allowed for coordination of training and evaluating attorneys and providing support and opportunities for them to develop necessary prosecutorial skills through an organized and consistent training program.
3. Increased community engagement through a number of venues, including: presentations to a variety of professional organizations and business groups; hosted meetings for local businesses to discuss challenges facing the retail space; regularly attended meetings of community-based organizations; meeting with local community leaders; attended local rotary and service clubs meetings; participated in speaking engagements; and supported local students and student activities including Mock Trial, student speaker contests, Miracle League, and internships.

Department Performance Measures

- Number of criminal case submissions and outcomes (file, reject, divert, etc.).

In Fiscal Year 2024, the 148 staff members of the District Attorney's Office continued to deliver justice with integrity and respect for the rights of all. Improved staffing improved efficiency. The total number of cases reviewed in Fiscal Year 2024 totaled 19,663. The number of cases filed increased to 14,120. An additional 105 cases were reviewed and diverted through the pre-filing diversion program (DVP) and 5,348 cases were rejected after review. The average number of days between case intake and first review decreased to 14 days and overall, there was a 10.8% increase in the number of cases reviewed within 30 days of being received by the office. The number of open homicide cases decreased as well to 62 cases involving 70 defendants, down year after year since the five-year high of 92 open cases with 111 defendants in Fiscal Year 2021.



- Number and percent of victims contacted within stated goal timeframes.

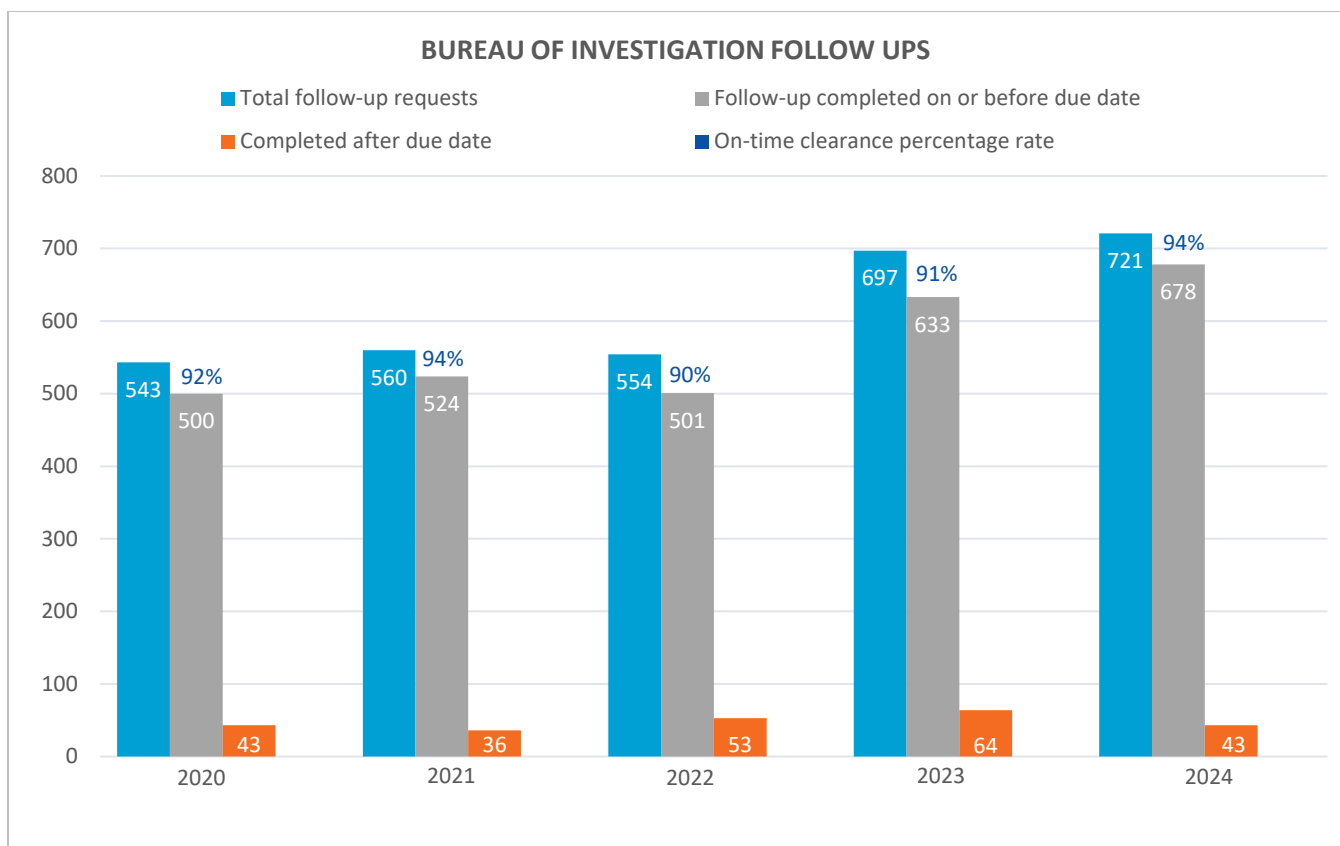
In Fiscal Year 2024 the victim services unit served a total of 15,700 victims of crime in Stanislaus County, delivering more than 98,500 mandatory and optional services per Penal Code Section 13835. This total includes new victims of crime assigned during the fiscal year as well as existing victims previously assigned and continuing to receive services. Of the 15,700 individual victims served during the reporting period, 10,556 were entered into the department's case management system during Fiscal Year 2024 and 10,265 (or 97%) of the newly entered victims were contacted within 10 calendar days.



- Number and percent of Bureau of Investigation follow-ups completed on schedule.

The Bureau of Investigation (BI) is a specialized unit that plays a crucial role in criminal investigations. Composed of experienced sworn peace officers and support staff, the BI works closely with prosecutors to gather evidence, interview witnesses, and build strong cases against suspects. Their work involves a range of tasks, including surveillance, forensics, locating witnesses, and executing search and arrest warrants. Criminal investigators often work complex and high-profile cases, such as organized crime, fraud, homicides, and public corruption. A big portion of the work Criminal Investigators conduct involve follow-up investigations on cases submitted to the District Attorney's Office for prosecution by other law enforcement agencies. In Fiscal Year 2024, the BI was tasked with 721 follow-up investigations. These follow-up requests from prosecutors often involved picking up the investigation where the arresting agency left off to help prepare the case for court. Of those 721 follow-up requests, 678 were completed on or before the due date with an on-time clearance rate of 94%. The remaining 43 follow-up requests were late and were completed within two to five days after the due date.

The District Attorney's BI often collaborates and has strong relationships with local, state, and federal law enforcement within Stanislaus County. This collaboration allows for a comprehensive approach to solving crimes that cross jurisdictional boundaries. In addition, the BI has Criminal Investigators embedded with our federal partners as Task Force Officers working large scale investigations. Their work is vital in ensuring justice is served while maintaining the integrity of the legal process. By bridging the gap between law enforcement and the courtroom, the BI ensures cases are handled with thoroughness and professionalism while remaining focused on building strong and safe communities within Stanislaus County.





Office of Emergency Services

Supporting a Strong & Safe Community



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?

On July 23, 2024, the Stanislaus County Board of Supervisors approved an ordinance change to make the Fire Warden the Director of the Office of Emergency Services (OES). The amended ordinance takes effect on the thirtieth day after its passage, or August 22, 2024.

On August 20, 2024, the Stanislaus County Board of Supervisors approved the appointment of Erik Klevmyr as the Stanislaus County Fire Warden, Director of the Office of Emergency Services effective August 22, 2024. The Stanislaus County Fire Warden, Director of the Office of Emergency Services, is the emergency organization's chief of staff and leads this department's significant safety efforts countywide ([Board Resolution 2024-0447](#)).

The new stand-alone department will be developing its Performance Visioning metrics over the next several months.



Probation

Supporting a Strong & Safe Community



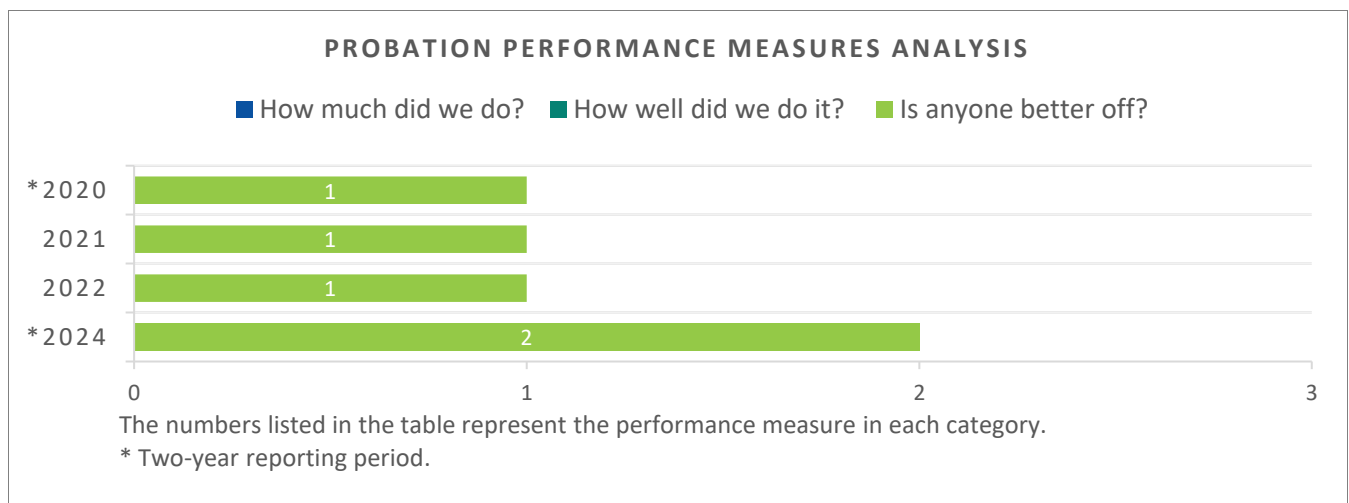
Department Mission Statement

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. The following section summarizes the department's selected performance measures over time, demonstrating consistent commitment to ensuring customers are better off from experiencing Probation services.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	PROBATION PERFORMANCE MEASURES	
*2020 2021 2022	Reduce post-release recidivism of individuals exiting probation supervision	
*2024	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	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

Department Performance Measures for Fiscal Year 2024

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 adjudicated and/or convicted of a new felony or misdemeanor offense within three years of supervision commencing.

Department Objectives for Fiscal Year 2024

1. Improve the department's vacancy rates to provide the appropriate level of supervision services to offenders.
2. Work with community-based organizations to justice partners to reduce recidivism and increase pro-social attitudes in adult and youthful offenders who complete programming at the Day Reporting Center and at the Juvenile Programming Center.

Department Accomplishments for Fiscal Year 2024

1. Partnered with Chief Executive Office – Human Relations on increased recruitment media presence and outreach efforts, in addition to implementation of a simplified process for applicants. Despite these efforts, the vacancy rate for sworn personnel increased by 3%, climbing from 23% to 26% over a 5-year period. Vacancy rates continue to be a challenge for the Department.
2. Synchronized in-custody schedules with out-of-custody schedules to ensure services and programming are as seamless as possible, allowing youth to continue their programs, education, or services without a significant time lapse.
3. Implemented new housing, programming, and services for youth prior to the closure of Department of Juvenile Justice (DJJ) on June 30, 2023, in accordance with Senate Bill 823. This legislation transitioned the responsibility of housing youth, adjudicated of the most serious felony offenses and with the most acute rehabilitative needs, from the State level at the DJJ to the County level in Secure Youth Treatment Facilities (SYTF).

Since the closure, youth have entered a Less Restrictive Program at the Pine Grove Fire Camp and into transitional housing with wraparound services. Stanislaus County Probation has partnered with the Youth Navigation Center (YNC) through the Center for Human Services (CHS) and with Leaders in Community Alternatives (LCA) to provide case managers, peer navigators, housing, barrier removal, income support, counseling, and treatment programs to youth entering back into the community, as well as partnering with Modesto Junior College to enable postsecondary school to continue out of custody. The department also maintains a contract with the Pine Grove Fire Camp, which enables youth the opportunity to learn and earn several certificates, as well as work around wildfires.

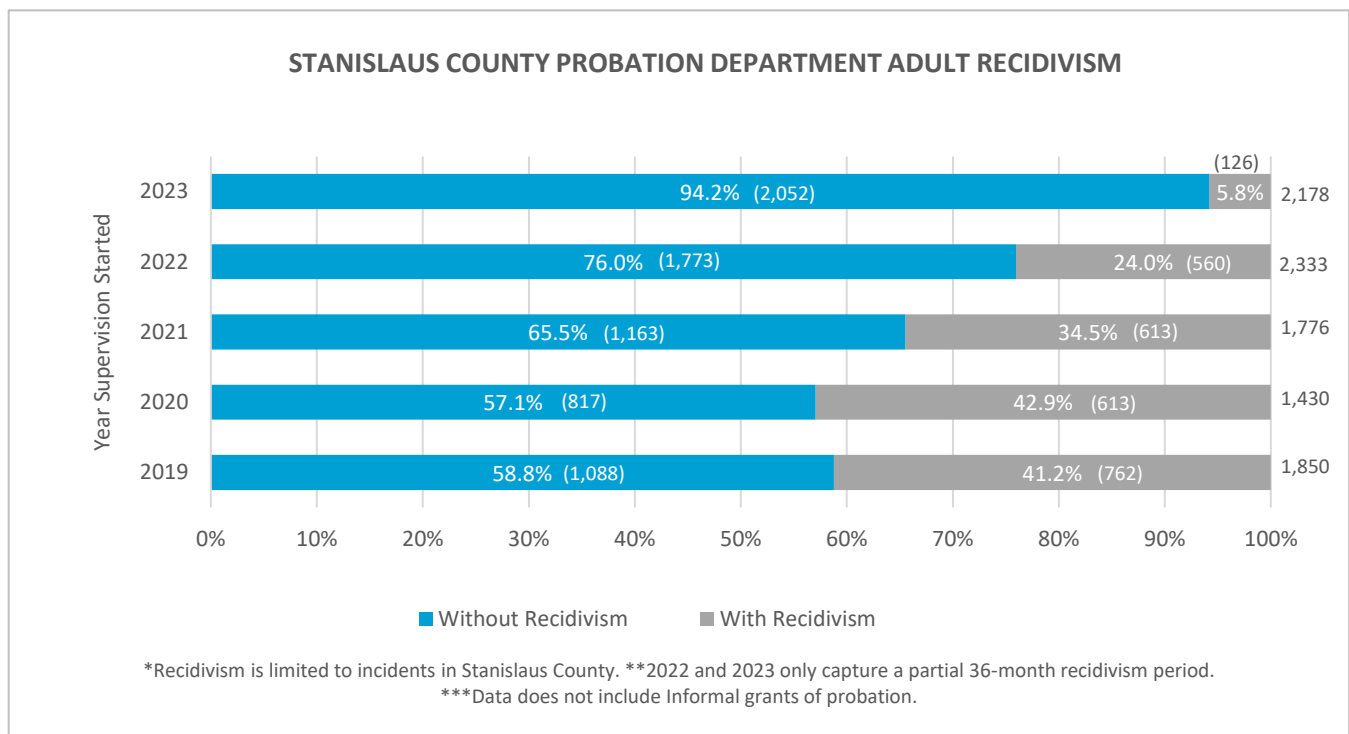
Since the implementation of the SYTF in Probation facilities, vocational programs for youth have expanded. Currently, the youth can participate in a truck driving school with an on-site instructor and on-site driving simulator, as well as participate in the Northern California Construction Training (NCCT) program where students learn various construction techniques and participate in a hands-on curriculum. In October 2024, Volt Institute will be on-site to provide courses on manufacturing.

In partnership with the Stanislaus County Office of Education, the department also provides the youth with culinary services, digital arts, financial literacy, and Student Repair Academy.

Department Performance Measures

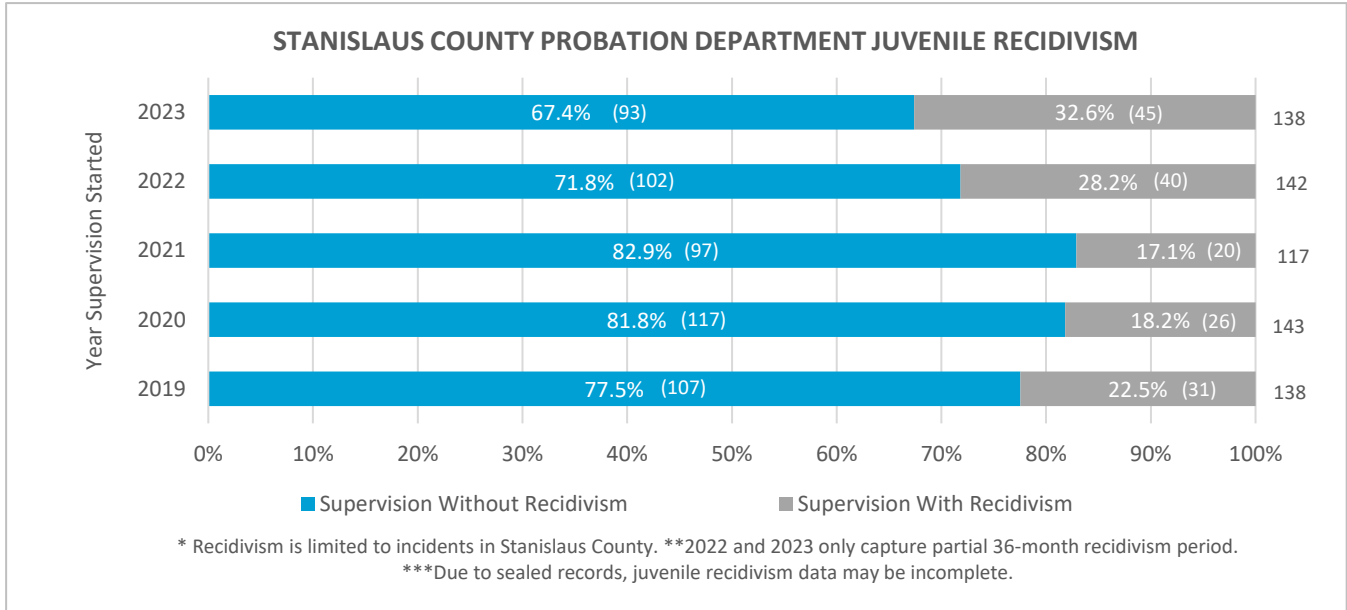
- Number and percent of adults placed on felony probation supervision who are convicted of a new felony or misdemeanor offense within three years of supervision commencing.

Recidivism is defined as a conviction of a new felony or misdemeanor offense committed within three years of starting probation supervision. Over the last five years, an average of 1,913 individuals started felony probation supervision per year. Of those individuals who started probation, an average of 535 individuals recidivated (or 28%) of those who started probation. This means that 1,379 (72%) of individuals on probation did not recidivate. Calendar years 2022, 2023, and part of 2021 only capture a partial thirty-six (36) month recidivism period.



- Number and percent of juveniles placed on probation supervision adjudicated and/or convicted of a new felony or misdemeanor offense within three years of supervision commencing.

The Probation Department is working toward improving this performance measure through its programming and services. To ensure services and programming are as seamless as possible, the Department has synchronized in-custody schedules with out-of-custody schedules, allowing youth to continue their programs, education, or services without a significant time lapse. From 2019 through 2023, an average of 136 juveniles have begun probation supervision. During that period an average of 32 juveniles, or 24% of those served, have recidivated and 103 (76%) did not.





Public Defender

Supporting a Strong & Safe Community



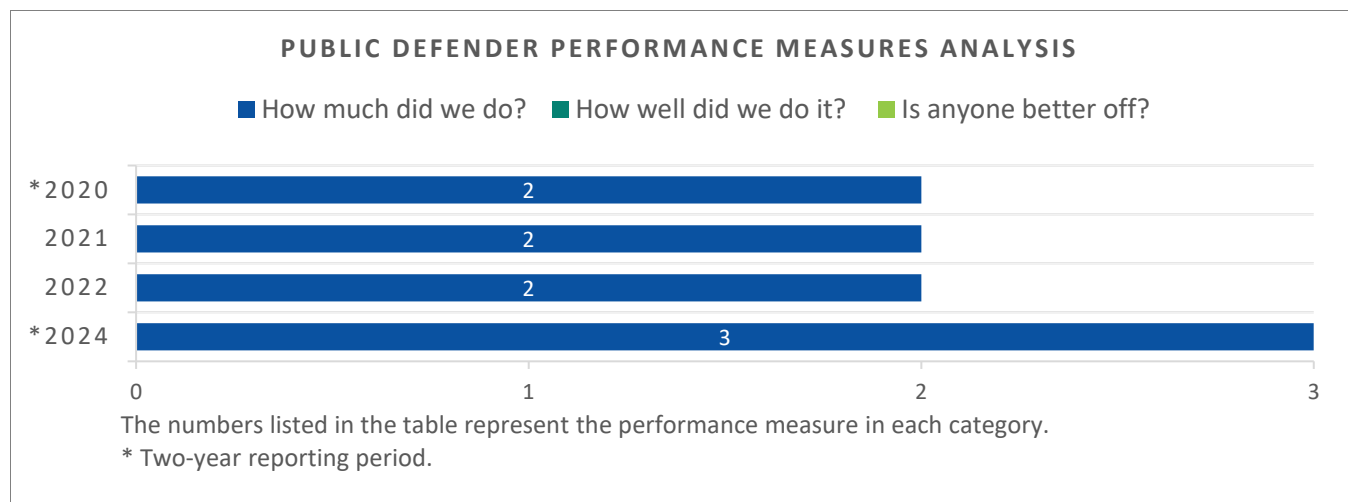
Department Mission Statement

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 in the Public Defender's Office is achieved by providing representation to indigents accused of crimes in a vigorous and cost-effective manner. The following section summarizes the department's selected performance measures over time, demonstrating current focus on evaluation of metrics recognizing quantity of service performance.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	PUBLIC DEFENDER PERFORMANCE MEASURES		
*2020 2021 2022	New and opened files per year over the last five fiscal years	Number of expungement requests filed per year for the last five years	
*2024	Number of cases opened and closed	Number of expungements granted and closed, and post-conviction relief provided	Number of clients connected to services

Department Performance Measures for Fiscal Year 2024

1. Number of cases opened and closed.
2. Number of expungements granted, and post-conviction relief provided.
3. Number of clients connected to services.

Department Objectives for Fiscal Year 2024

1. Maintaining a thorough record of services provided by Client Support Specialist, providing an opportunity to track progress towards the goal of holistic client services and better client outcomes.
2. Improving client service delivery leading to fundamentally improving clients' experiences, encouraging greater engagement and better client outcomes.
3. Conducting client surveys to understand their experiences with access to their attorneys and defense team.
4. Changing the way legal advocates relate to clients and collect information allowing for better client experiences and meeting the clients' needs successfully.
5. Collaborating with justice partners to share differing perspectives and develop strategies to improve outcomes.
6. Building a training program to support growth and development in all roles of the defense team.

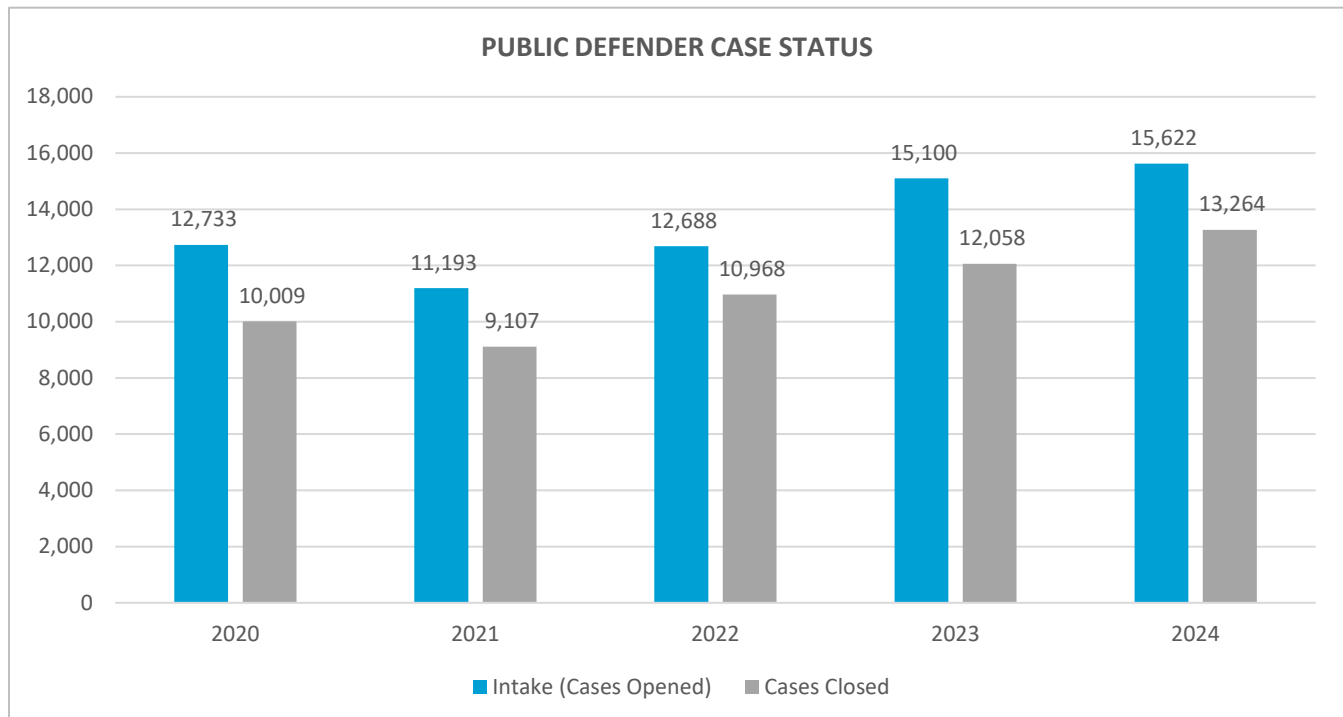
Department Accomplishments for Fiscal Year 2024

1. Maintained a thorough record of social services provided by Client Support Specialist caseworkers to track client engagements, services provided, and outcomes.
2. Implemented a framework for client-led representation to improve client service delivery to address the underlying causes and challenges; this approach may prevent negative consequences of system involvement, leading to improved outcomes.
3. Progressed in the process of formulating and disseminating client surveys including life quality surveys and client satisfaction surveys to ensure clients' expressed goals and priorities are met.
4. Enhanced services with jail-embedded client support staff and early access to counsel, which positioned staff to screen for and identify social service needs, provide case navigation, build trust, and empower clients to accept services to meet their needs.
5. Collaborated with the District Attorney's Office, Sheriff's Department, Behavioral Health and Recovery Services and other justice partners to develop innovative strategies to reduce recidivism, improve outcomes and enhance public safety.
6. Initiated Leadership staff discussions to build a comprehensive internal training program; this work is ongoing with a goal to build out training that will focus on litigation skills, holistic representation, client services, and principles of collaborative defense.

Department Performance Measures

- Number of cases opened and closed.

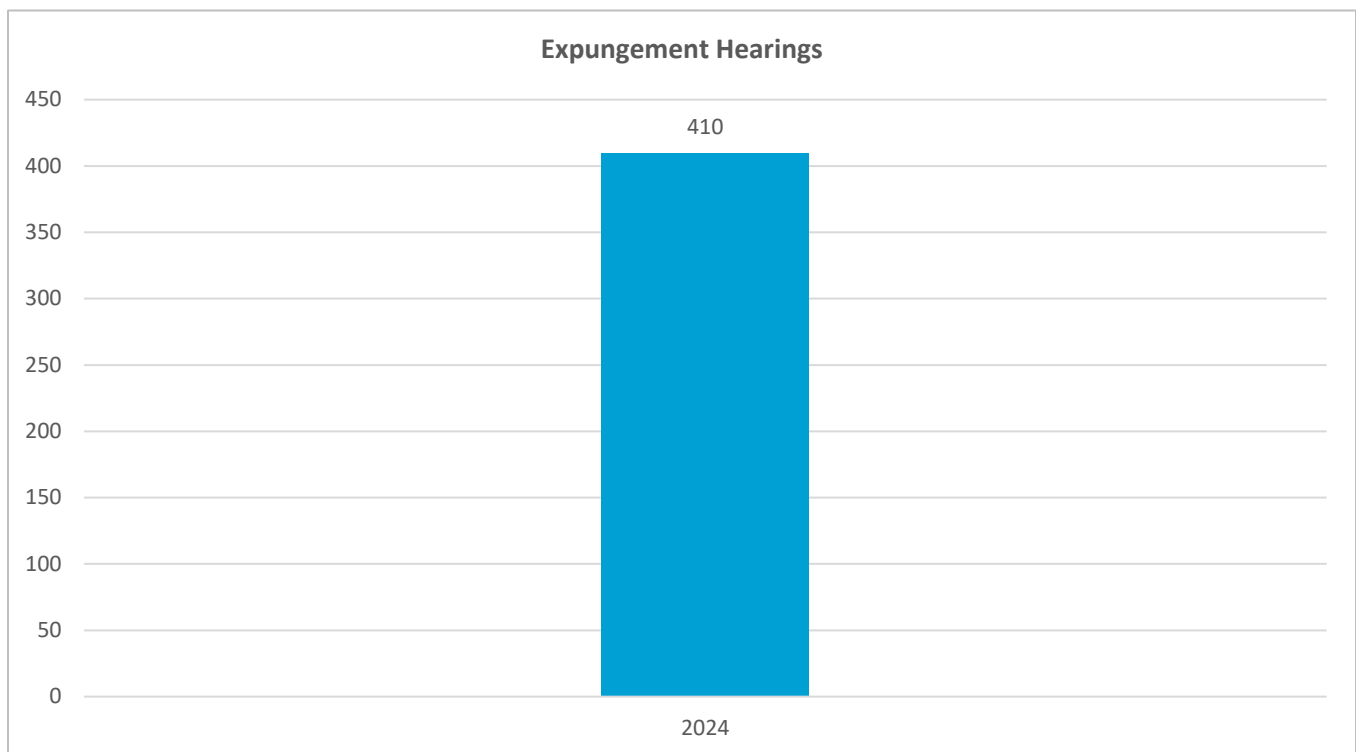
The Public Defender represents many individuals involved in the criminal legal system. In Fiscal Year 2024 the Public Defender opened 15,622 cases and closed 13,264 cases. The Department is committed to providing zealous legal defense and advocacy while supporting the empowerment of our clients. The department measures success by helping clients meet their goals both inside and outside the courtroom. Strengthening partnerships with the department's justice partners and the community allows the department to better serve clients by addressing underlying needs and encouraging independence and success moving forward.



Expungements

- Number of expungements granted, and post-conviction relief provided.

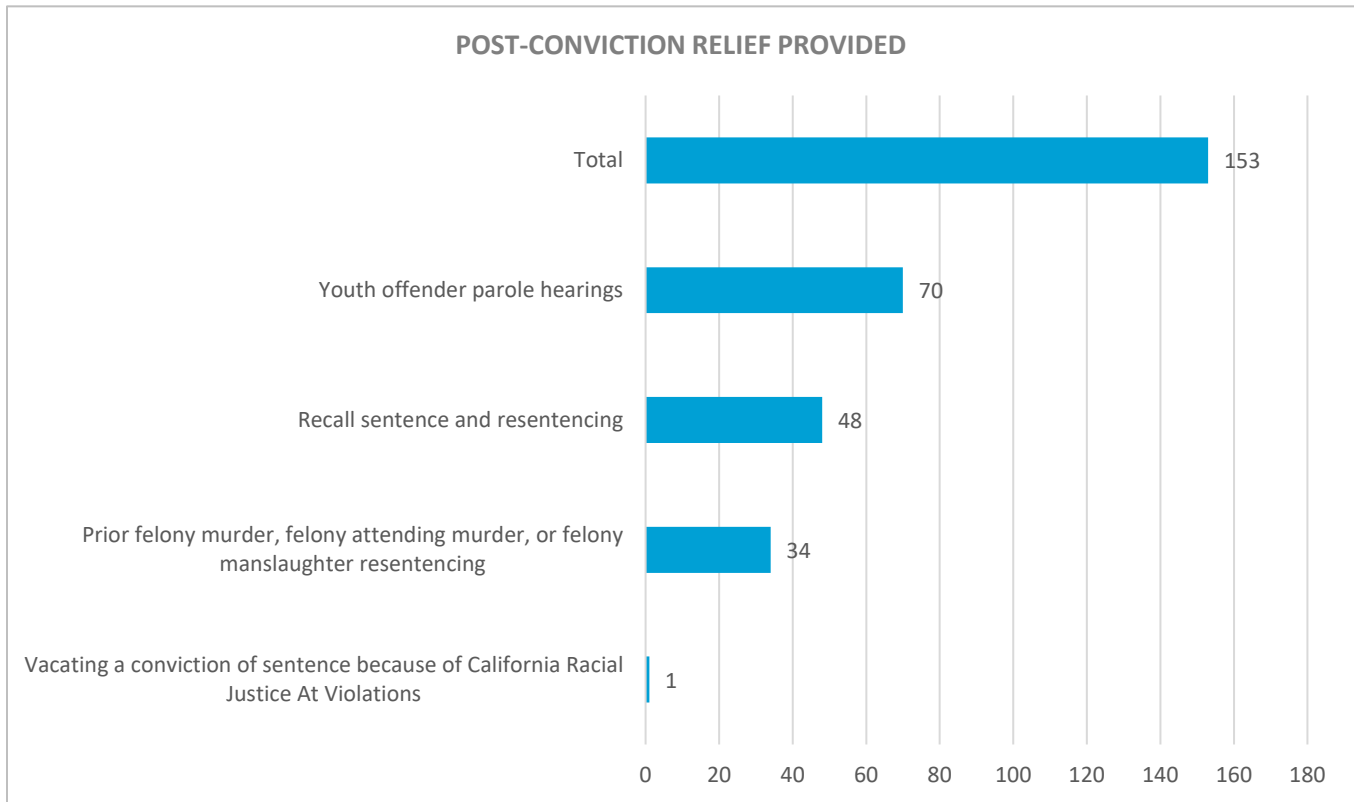
The Public Defender is committed to rehabilitative success and understands that a criminal conviction often creates barriers to future success. The department's Clean Slate program offers a wide range of postconviction relief services, providing Stanislaus County residents with assistance reducing their felony convictions to misdemeanors, getting their cases dismissed after successful completion of probation, and obtaining certificates of rehabilitation, which serve as an automatic application for a gubernatorial pardon. With dedicated attorney and paralegal support, this program served 410 clients in the last year and is actively engaged in helping community members improve their prospects and lives by eliminating barriers to success in areas such as housing and employment (this is a new measure for the department and Fiscal Year 2024 provides the base year to build upon in the future).



Post-Conviction Relief

- Number of clients connected to services.

The department's post-conviction unit complements this program by serving clients after conviction with resentencing, vacating convictions due to Racial Justice Act violations, and preparation for youthful offender parole hearings. This unit, which includes a dedicated attorney and investigator, served 153 clients last year.





Sheriff

Supporting a Strong & Safe Community



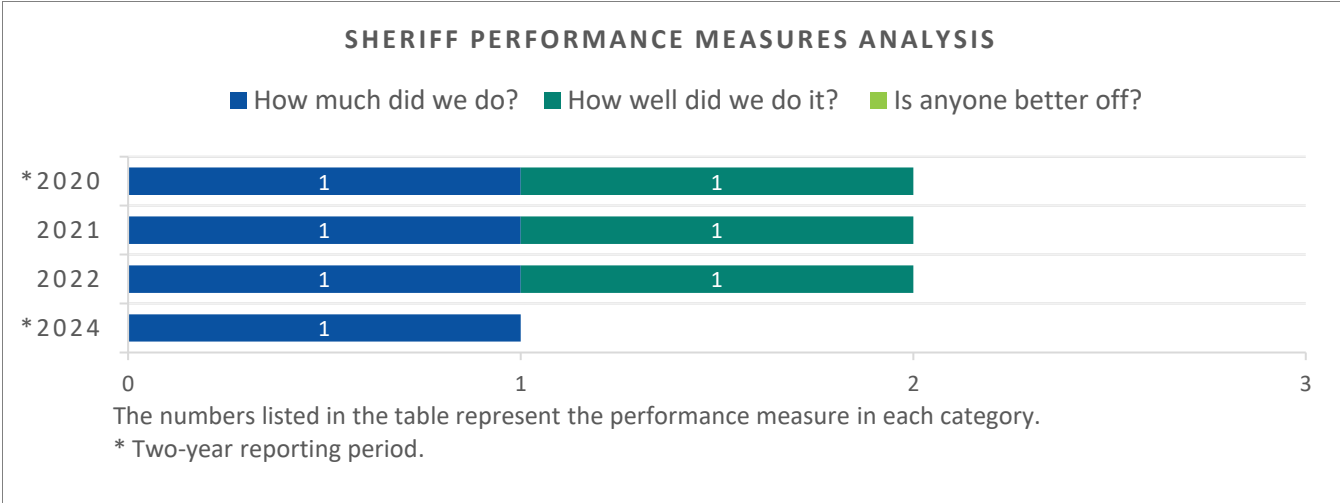
Department Mission Statement

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. The following section summarizes the department's selected performance measures over time, demonstrating evaluation of metrics recognizing both quantity and quality of performance.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	SHERIFF PERFORMANCE MEASURES	
*2020 2021 2022	Deputy Sheriff Staffing and Response Time	Average Length of Jail Stay
*2024	Percent of allocated positions filled for sworn-operations and sworn-adult detention	

Department Performance Measures for Fiscal Year 2024

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

Department Objectives for Fiscal Year 2024

1. Fill all current vacancies to 100%.
2. Add positions to support current operations or fill gaps in services.
3. Retain qualified staff and leaders by maintaining competitive salaries and a healthy work environment.
4. Continue to develop, select, and promote the most qualified leaders.

Department Accomplishments for Fiscal Year 2024

1. Decreased department vacancy rate from 9.08% to 7.50%, filling the most vacancies in Sworn-Adult Detention classifications.
2. Added five full-time positions adding to the investigative and support functions of the gun violence reduction and cannabis programs through grant funds.
3. Continued to retain qualified staff and leaders by maintaining competitive salaries and a healthy work environment.
4. Continued to develop, select, and promote the most qualified leaders through the succession plan program.

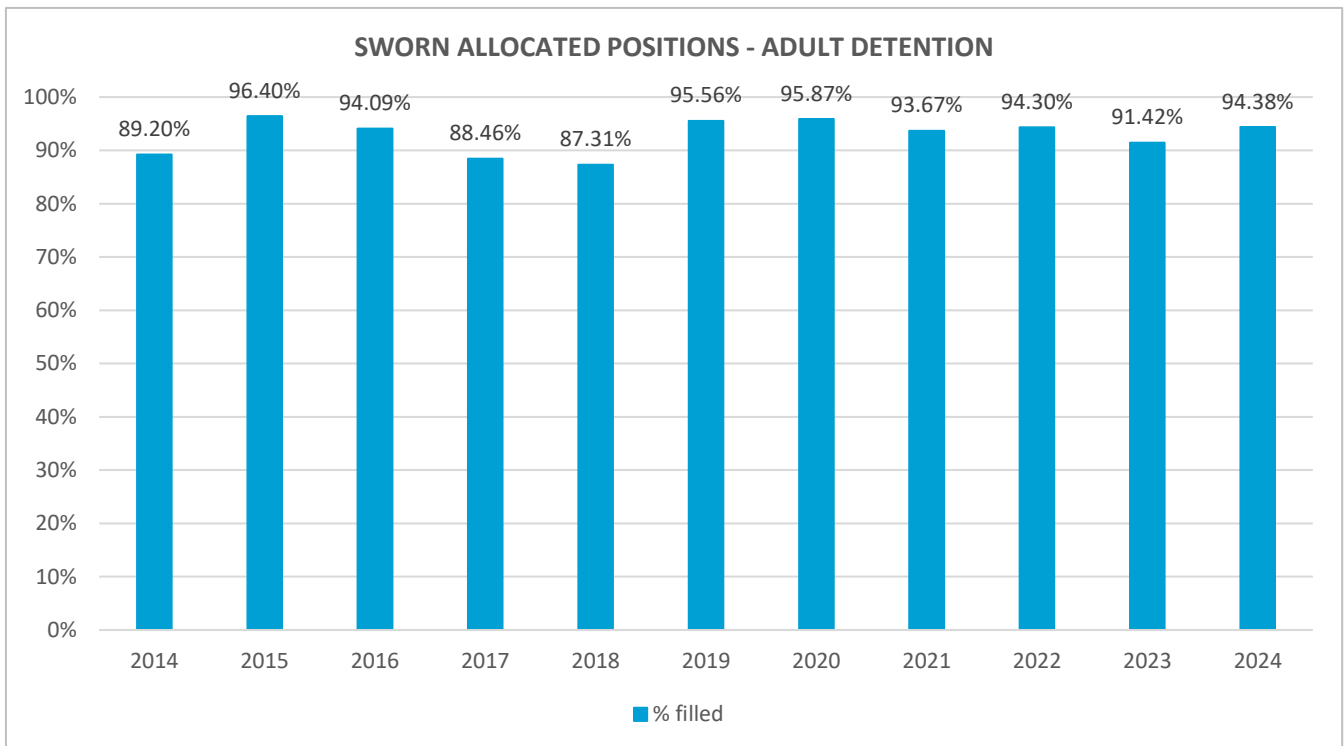
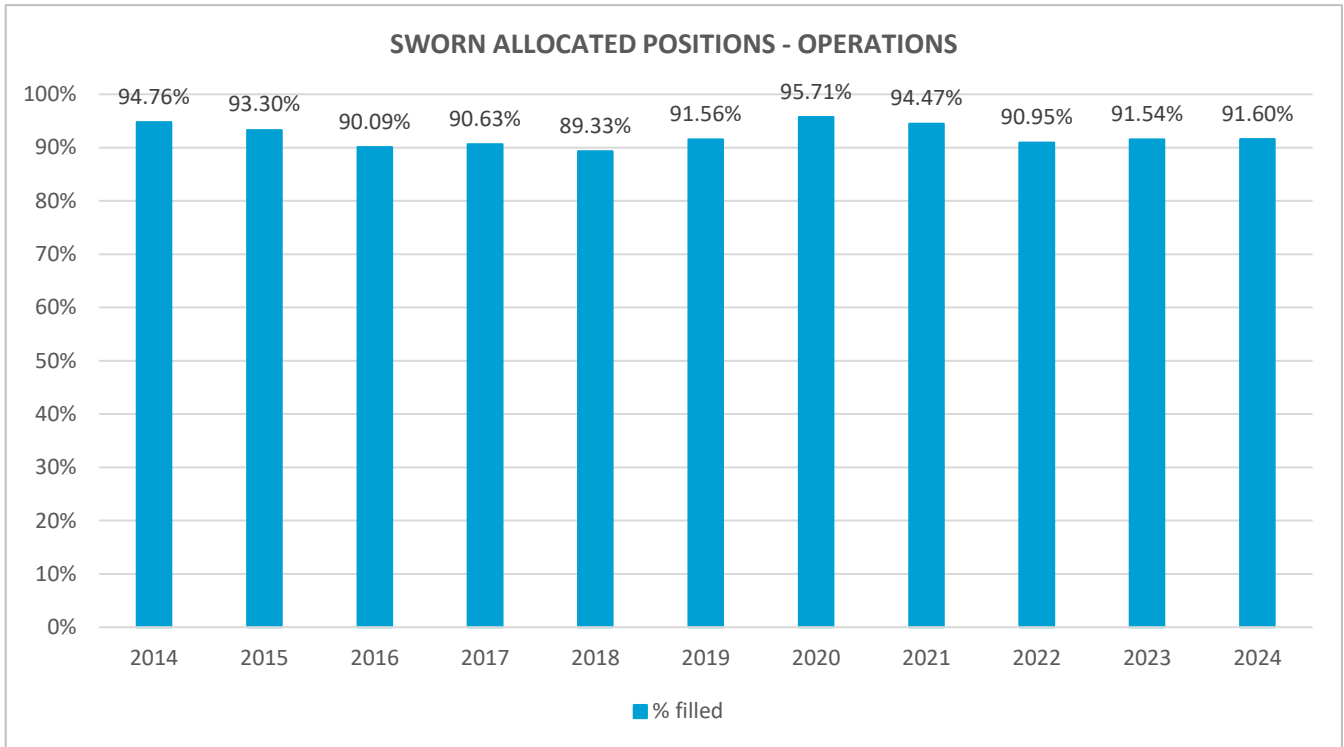
Department Performance Measures

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

The Sheriff has created several initiatives that help with retaining qualified staff and recruiting more applicants. These include a very robust wellness program that not only addresses physical health, but also mental health, financial health, and overall wellness. The Sheriff has also created a succession plan program for deputies, sergeants, and lieutenants to ensure that there are prepared candidates available when promotional opportunities present themselves. The Sheriff's Office has lowered its vacancy rate from 9.08% to 7.50%. which can be attributed to these initiatives, staying updated on current and innovative technologies and safety equipment, and maintaining an overall great department culture.

The Sheriff's Office added five full time positions from January 1, 2023, to December 31, 2023. These include two sworn operations and three civilian positions, which increase investigative capabilities and support functions toward gun violence reduction and illegal cannabis operations.

The Sheriff's Office will continue to work towards filling all allocated positions and add positions to support current operations or fill gaps in service to provide protection and safety to the citizens of Stanislaus County.





Supporting a Healthy Community

Aging & Veterans Services

Behavioral Health & Recovery Services

Child Support Services

Community Services Agency

Health Services Agency

Introduction

Departments assigned to the Board of Supervisors' priority *Supporting a Healthy Community* rely on effective partnerships with County departments, community-based organizations, and local service providers to carry out their respective missions.

Aging & Veterans Services plans and coordinates a variety of services to seniors to promote independence and self-sufficiency. The Veteran's Services division provides assistance and advocacy for the men and women who have served in the American Armed Forces, their dependents, and survivors.

Behavioral Health & Recovery Services (BHRS) provides critical, integrated mental health services to both children and adults, along with outpatient and residential alcohol and drug treatment and prevention services to promote wellness, resilience, and recovery outcomes. BHRS also acts as the court-appointed Public Guardian for individuals who cannot care for themselves.

Child Support Services focuses its efforts on the health and well-being of families by enforcing child support orders and establishing and enforcing parentage orders, with a desire to support the family unit through the provision of employment and parenting services that improve outcomes.

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

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

Communitywide Indicators

A healthy community is vital to the quality of life for residents. The primary focus on protecting and promoting the physical health and safety of county residents includes preventing disease, disability, and death. Protecting emotional safety focuses on social problems that include homelessness, incarceration, and fragmented families with financial and emotional needs. Resources dedicated to prevention provide for services to a broader population than the resources required for direct services.

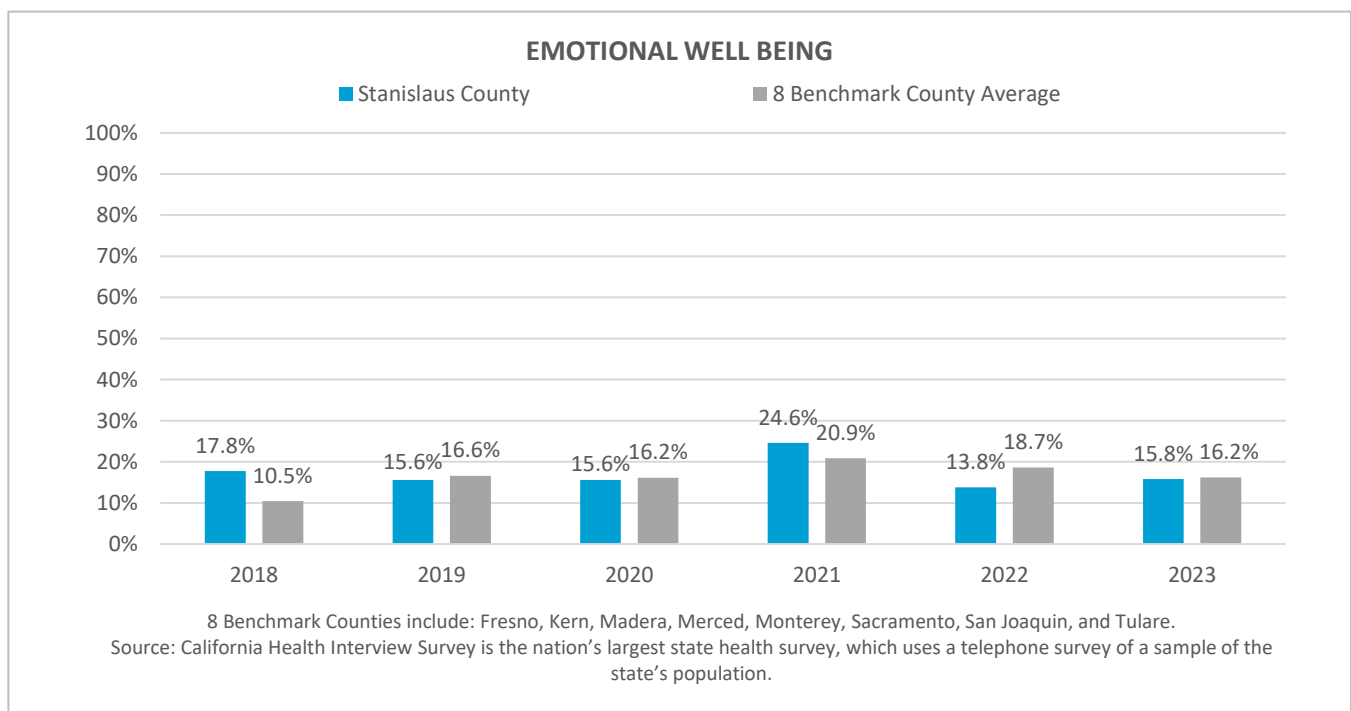
The two communitywide indicators that were identified as capable of assessing the County's ability to support community health are: Emotional Well-Being and Chronic Disease Rate. These two indicators focus on mental health and selected chronic disease conditions represented by this Board priority area.

Emotional Well-Being

The overall mental health of County residents is generally difficult to ascertain as it is quite subjective and can be defined in myriad ways by the individual, members of the individual's social network, professional mental health staff, researchers, and policymakers. In addition, a person's mental health can be assessed through a variety of measures and a variety of mental health conditions and statuses.

Through the California Health Interview Survey (CHIS), the nation's largest state health survey, which is conducted via telephone, emotional well-being is the most recognized indicator to ascertain the mental health of Stanislaus County residents. The CHIS is one of the only surveys that questions a sample of County residents and that collects and reports county-level trend data. Emotional well-being, just one proxy for mental health status, can be defined in several different ways. One way to assess this area is to ask individuals, through the CHIS, about the likelihood of having experienced psychological distress during the past year.

According to this survey, in 2022, Stanislaus County, when compared to the eight benchmark counties—Fresno, Kern, Madera, Merced, Monterey, Sacramento, San Joaquin, and Tulare—had the lowest rate of the likelihood of having psychological distress during the past year at 13.8. However, the trend is inconsistent over time. County

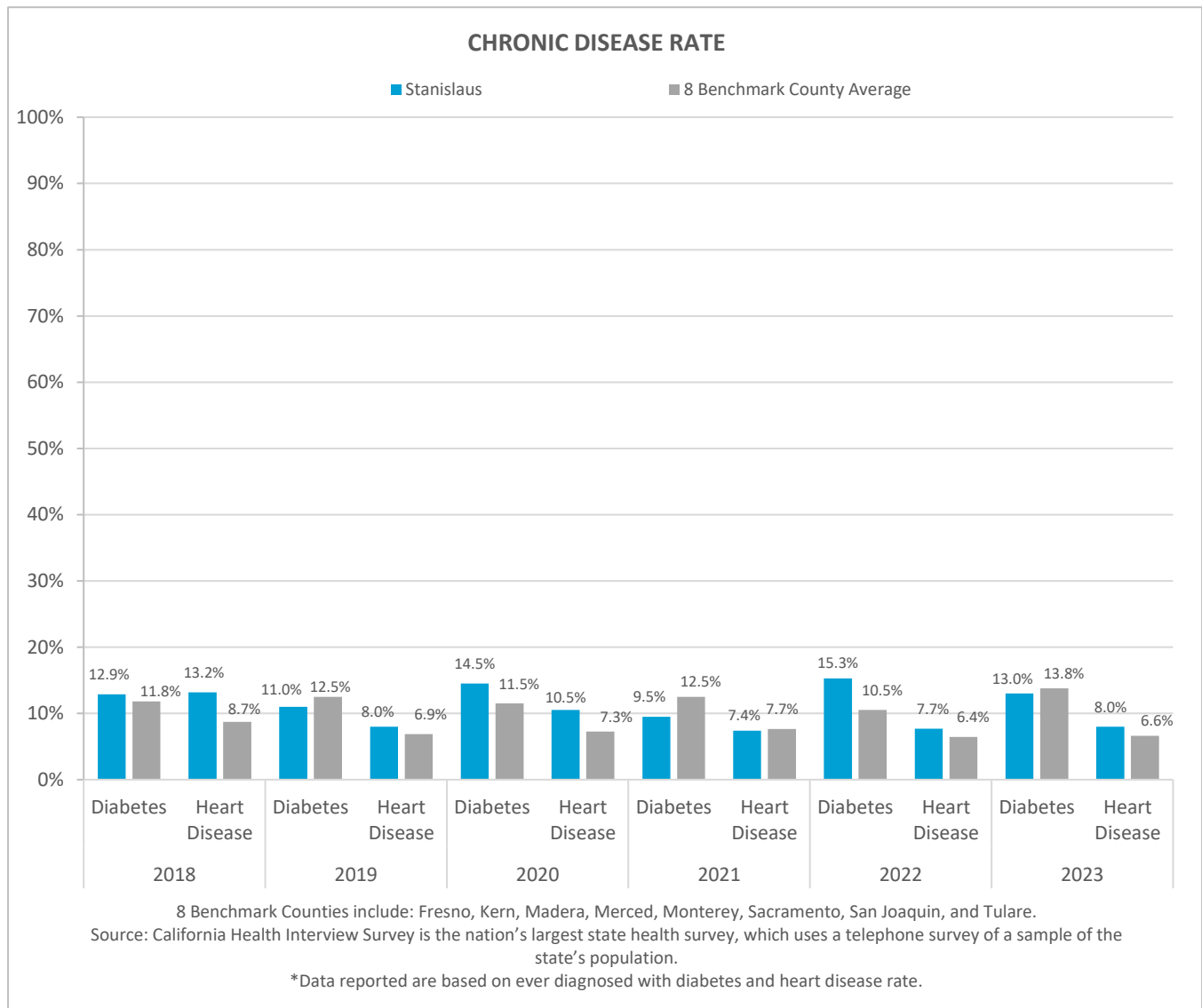


residents' emotional well-being improved overall by 2% from 2018 until 2023. These self-report data indicate that County residents' emotional well-being has fluctuated.

Chronic Disease Rate

The leading cause of death in the United States is chronic disease. According to the American Public Health Association, chronic diseases, such as diabetes and heart disease, can be improved by “promoting physical activity, improving access to health, affordable foods and expanding science-based ways to kick the tobacco habit.”

In Stanislaus County, the CHIS indicated that self-reported diabetes has fluctuated since 2018; whereas heart disease (chronic disease conditions) has decreased steadily since 2021. The data collected is self-reported, lending to great variability.



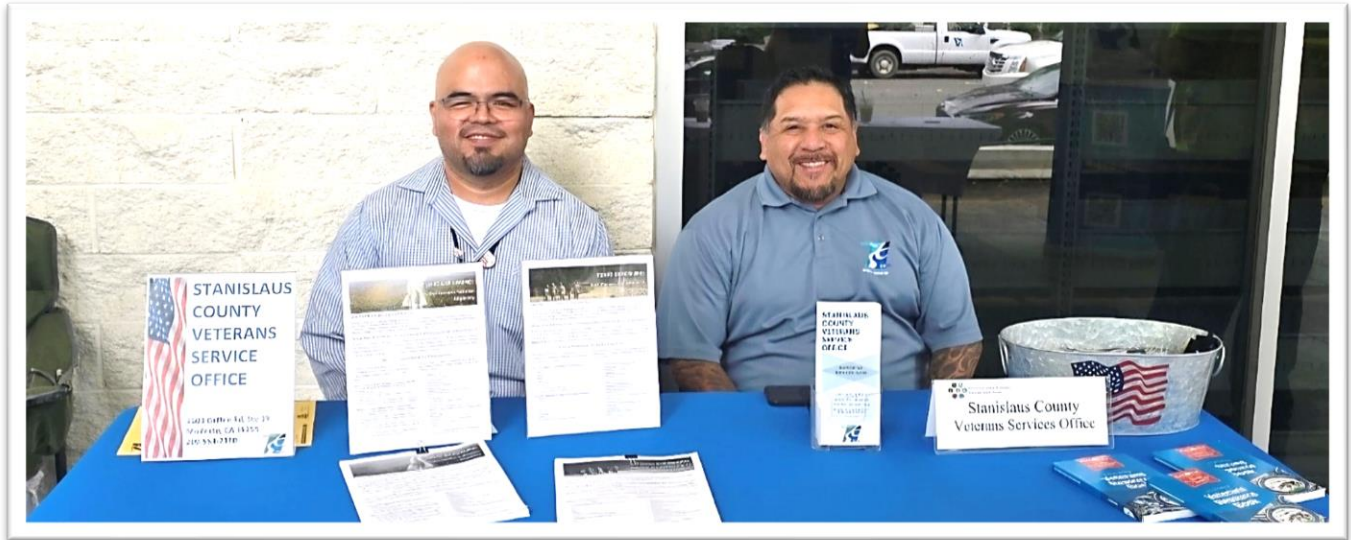
In comparison to the eight benchmark counties, in 2023 Stanislaus County reported a lower rate of diabetes compared to five other counties: Stanislaus County (13.0%) had a lower rate of diabetes than Fresno (13.9%), Kern (14.1%), Monterey (18.7%), Sacramento (13.3%), and Tulare (18.0%), but a higher rate when compared to the other counties with Madera (10.9%), Merced (11.0%), and San Joaquin (10.5%).

As for heart disease, the County has seen an overall decrease from 2018. That is, there has been a decreasing percent of residents who self-reported a heart disease condition. In 2018 the heart disease rate was 13.2% and in 2023 the rate was 13.2%. However, over the past few years heart disease reporting has increased from 7.4% in 2021 to 8.0% in 2023.



Aging & Veterans Services

Supporting a Healthy Community



Department Mission Statement

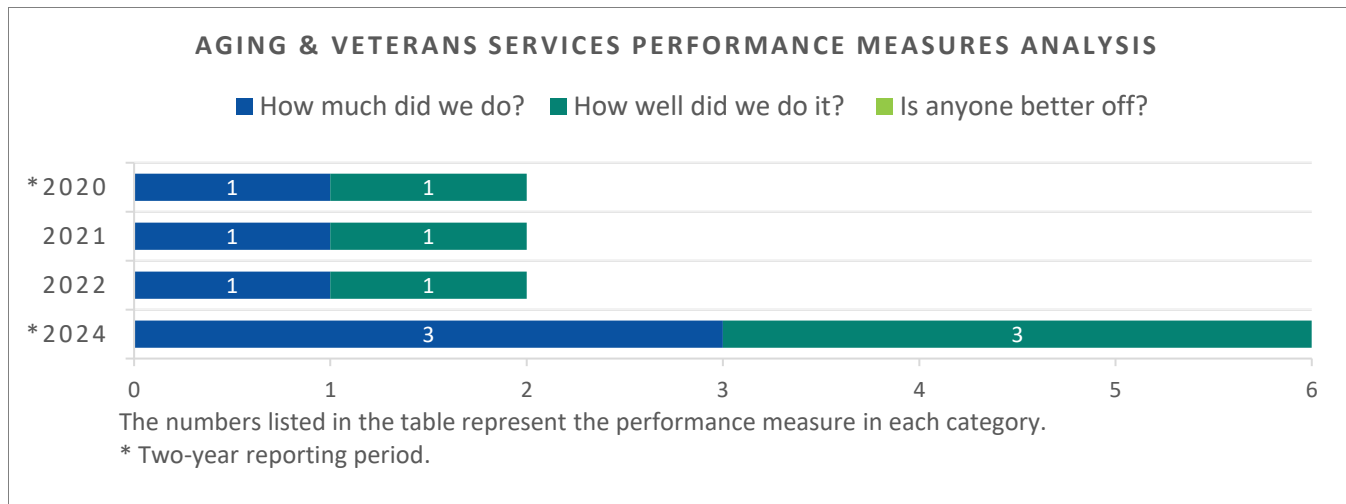
We Build Community by helping seniors and veterans obtain the services and benefits they need to live secure, healthy, and independent lives.

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 older adults 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 Analysis for Fiscal Years 2020-2024



FISCAL YEAR	AGING & VETERANS SERVICES PERFORMANCE MEASURES		
*2020 2021 2022	New clients served		Benefit claim outcomes
*2024	Percent of eligible seniors (who reported being low income at or below the Federal Poverty Level) who received home-delivered meals per month	Percent of senior home-delivered meal recipients who indicated that they are eating healthier	Percent of senior home-delivered meal recipients who indicated that having home-delivered meals reduces their worry about being able to remain in their home
	Number of applications for Veterans Administration (VA) Health Benefits	Number of new veterans to visit and conduct business with the office	Number of claims filed, and the number of awarded benefit claims

Department Performance Measures for Fiscal Year 2024

1. Percent of eligible seniors (who reported being low income at or below the Federal Poverty Level) who receive home-delivered meals per month.
2. Percent of senior home-delivered meal recipients who indicated that they are eating healthier.
3. Percent of senior home-delivered meal recipients who indicated that having home-delivered meals reduces their worry about being able to remain in their home.
4. Number of applications for Veterans Administration (VA) Health Benefits.
5. Number of new veterans to visit and conduct business with the office.
6. Number of claims filed, and the number of awarded benefit claims.

Department Objectives for Fiscal Year 2024

1. Increase outreach efforts to older adults, caregivers, and veterans about the Department of Aging & Veterans Services by establishing social media accounts and increasing participation in community events by 20% each of the next two fiscal years.
2. Collaborate with county law enforcement agencies and service providers, to increase by 20% the number of homeless or underserved veterans who are connected to the various Veterans Administration services and programs.
3. Provide social work case management and assistance to at-risk veterans and their families to help them access benefits.
4. Conduct targeted outreach efforts to surviving spouses who are now eligible for survivor benefits due to newly passed legislation.

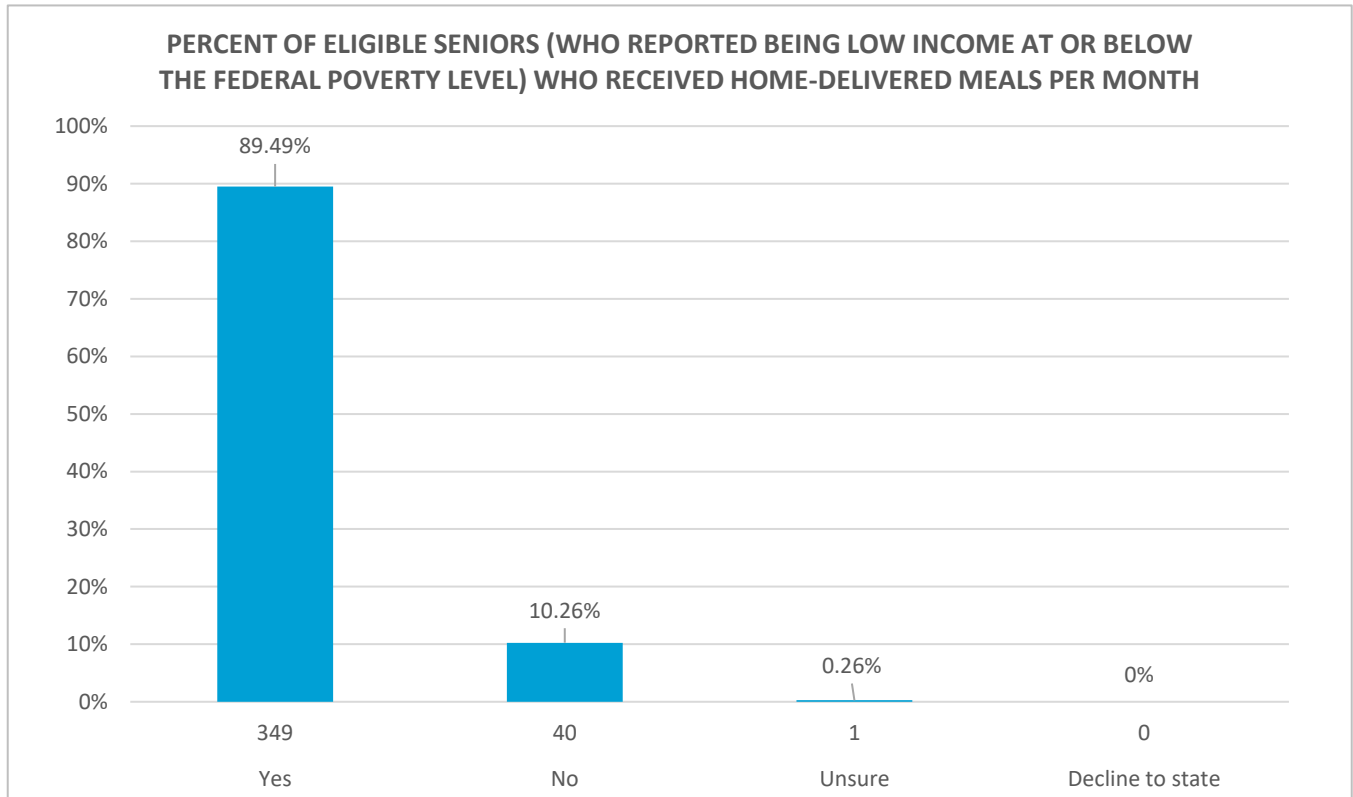
Department Accomplishments for Fiscal Year 2024

1. Increased outreach efforts to older adults, caregivers, and veterans by establishing an Area Agency on Aging division Facebook page; both the Aging and Veterans Services divisions now have a strong social media presence. In addition, both divisions increased participation in outreach events by 100% since many events were held and attended for the first time in-person since COVID-19. Over 900 older adults attended the Healthy Aging Summit in October 2023; this outreach event was last held in 2019. Those in attendance obtained outreach services. The department connected over 120 veterans and veteran families to benefits, including housing, disability compensation, low-income pension benefits, and housing during Fiscal Year 2023 in collaboration with county law enforcement agencies and service providers. This was an increase of nearly 90% from the previous year. Fiscal Year 2024 decreased slightly to 84 veterans and veteran families. This can be attributed to a variety of factors including loss of funding streams among some of the community partners, as well as a decrease in the number of homeless veterans in Stanislaus County over the past few years as a direct result of the Focus on Prevention and efforts of Stanislaus County, the City of Modesto, and other stakeholders in the endeavor to end homelessness in Stanislaus County.
2. Continued to provide case management and assistance to at-risk veterans and their families to help them access benefits, mental health support, and housing services. The Veterans Service Organization (VSO) Mental Health Counselor also continued to provide individual and group counseling sessions to veterans suffering from combat and military related traumas.
3. Continued to explore opportunities for remote office locations in the rural areas to better educate veterans and their families about benefits available to them.

Department Performance Measures

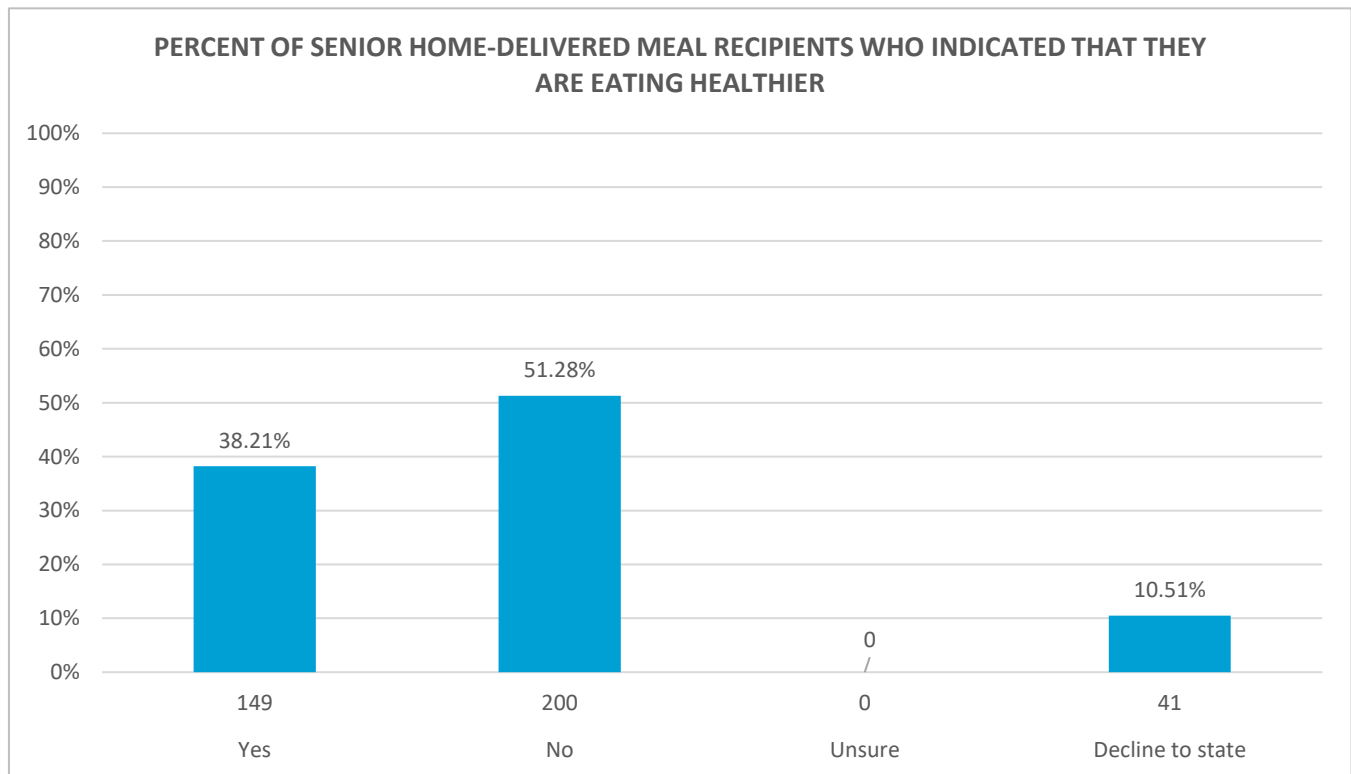
- Percent of eligible seniors (who reported being low income at or below the Federal Poverty Level) who received home-delivered meals per month.

The home-delivered meals program plays a vital role in supporting 390 older adults who live in Stanislaus County. Among these individuals, homebound participants are particularly at risk. During Fiscal Year 2024, reassessments of all participants were conducted. A significant percent of participants (89.4%) reported having incomes below the federal poverty level and greatly appreciated the provision of a daily meal, which provided crucial assistance.



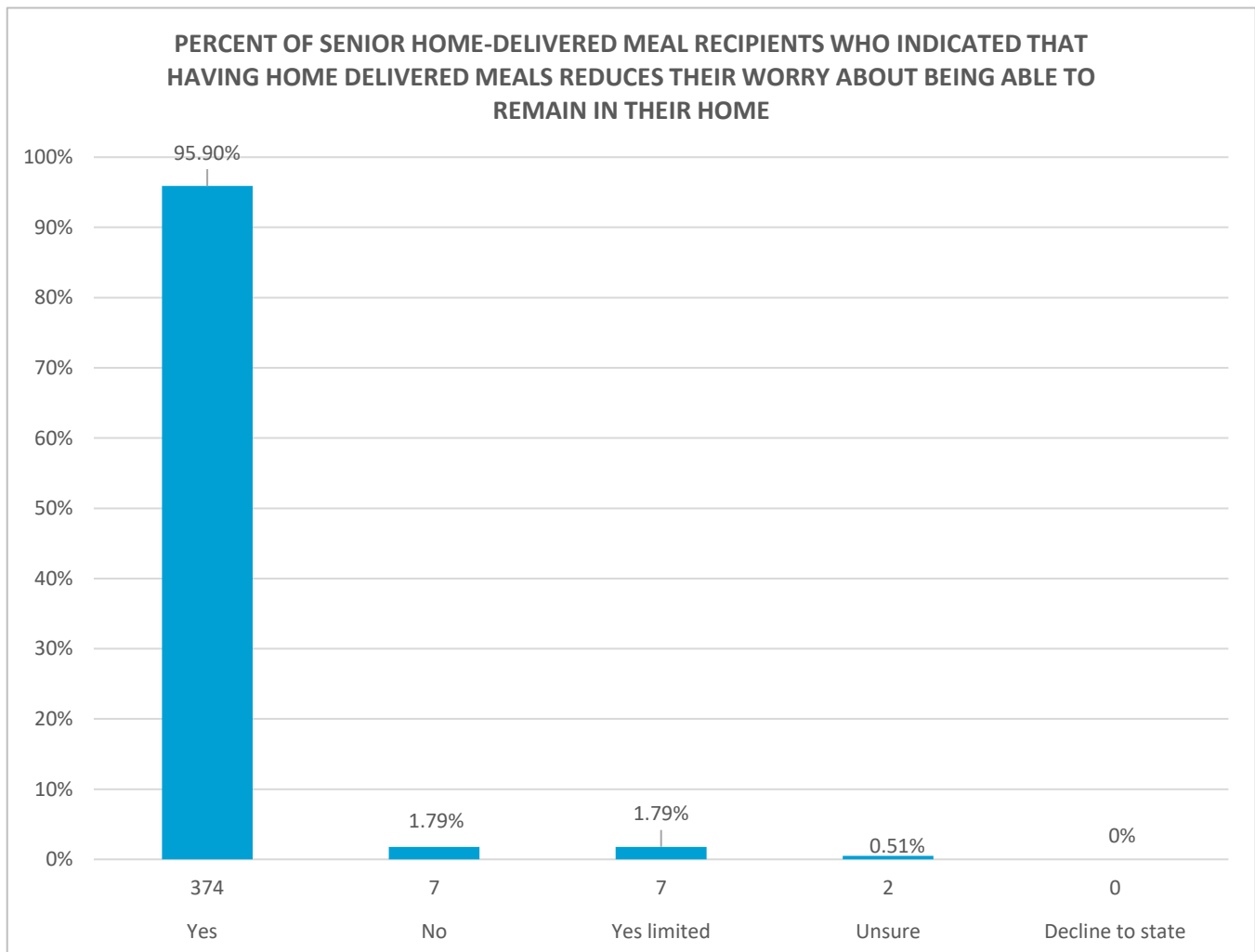
- Percent of senior home-delivered meal recipients who indicated that they are eating healthier.

In Fiscal Year 2024, the department conducted a comprehensive survey involving 390 recipients of home-delivered meals. They were asked to reflect on the impact of home-delivered meals on their dietary habits, specifically focusing on whether these meals contributed to healthier eating. Many seniors receiving home delivered meals are experiencing positive changes with 38.21% reporting healthier eating habits because of the program. While 51.28% did not report a change, 10.51% declined to respond. This highlights opportunities to enhance nutrition education.



- Percent of senior home-delivered meal recipients who indicated that having home-delivered meals reduces their worry about being able to remain in their home.

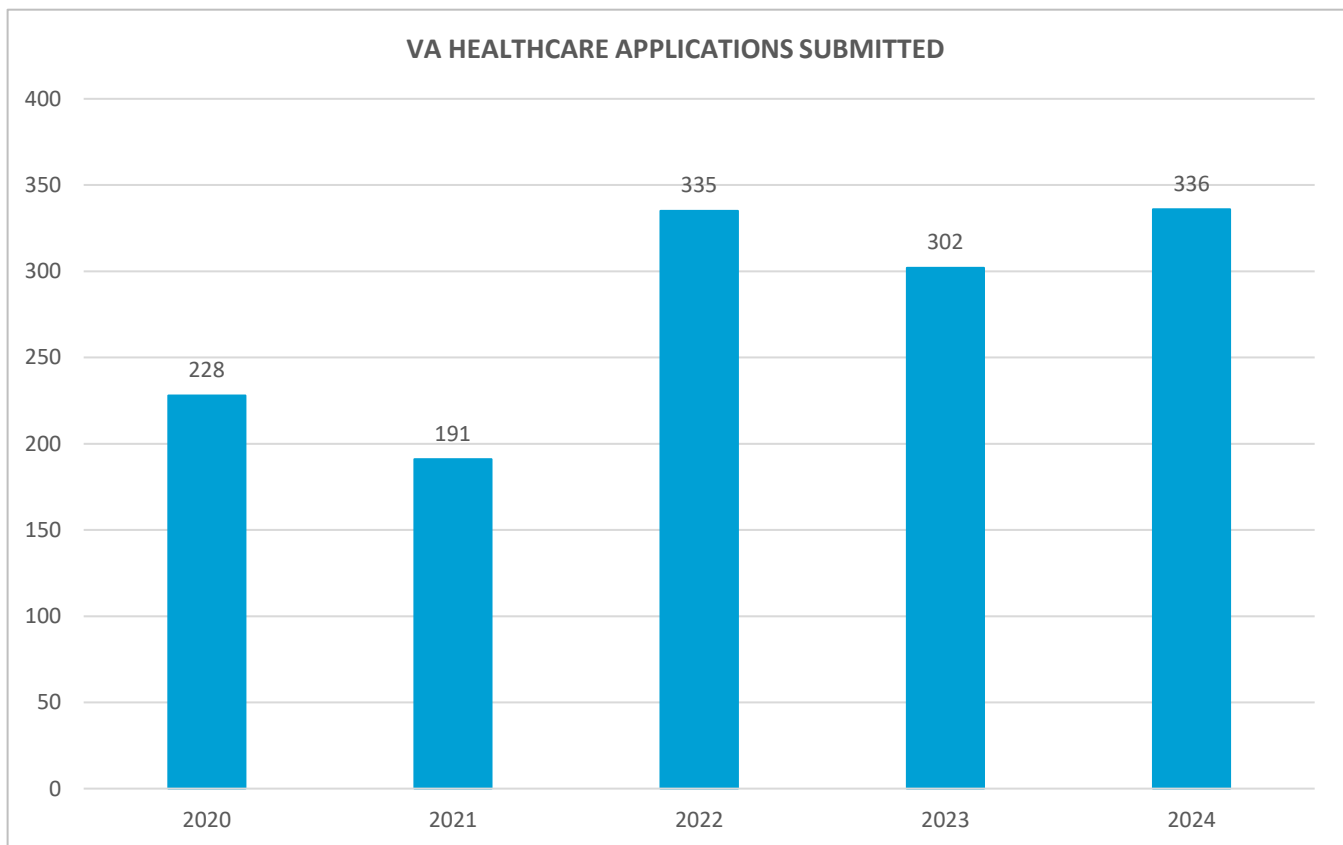
The provision of home-delivered meals may seem straightforward, but they are incredibly important for older adults living alone. These meals do much more than just provide nourishment; they offer crucial comfort and security to a vulnerable population. A survey of 390 home-delivered meal recipients showed that 95.9% of older adults rely on these meals for their sense of security and ability to maintain their independence and continue to live independently.



- Number of applications for Veterans Administration (VA) Health Benefits.

In Fiscal Year 2024 336 veterans were enrolled into Veterans Administration (VA) Health Benefits, which is crucial for ensuring they receive the comprehensive healthcare they deserve. Access to VA health benefits not only provides veterans with essential medical services, but also connects them to a network of specialized care tailored to their unique needs. This includes mental health support, rehabilitation services, and preventive care, which are critical for veterans' overall well-being. By facilitating their enrollment, the department helps veterans overcome barriers to accessing healthcare, allowing them to lead healthier, more secure lives.

The department tracks the number of applications completed for veterans to receive healthcare from the Department of Veterans Affairs. In Fiscal Year 2023, the Veterans Service Office (VSO) completed 302 applications, and in Fiscal Year 2024, this number increased to 336. This increase highlights the commitment to expanding access to vital healthcare services for local veterans. By continuously improving outreach and support efforts, the department ensures that more veterans can benefit from the comprehensive care provided by the VA, ultimately enhancing their quality of life and honoring their service to our country.

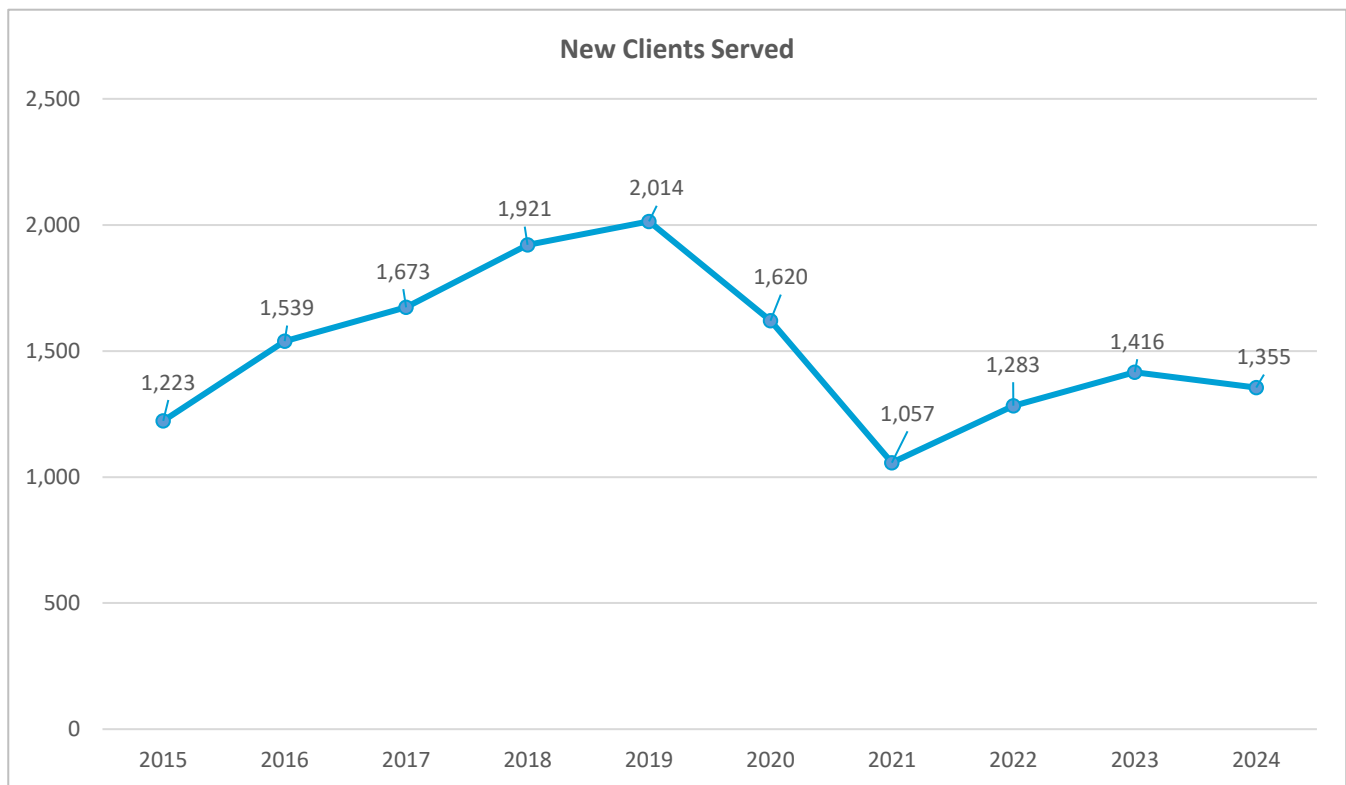


- Number of new veterans to visit and conduct business with the office.

In Fiscal Year 2024 the department had 1,355 new veterans contacted and served by the Veterans Service Office (VSO). The County Veterans Services Office (CVSO), through partnerships with State and Federal agencies, connects eligible veterans to the benefits and services they have earned through their service to this country. By assisting veterans with health enrollment and claims initiation for monetary benefits along with referrals for housing and employment services, the CVSO works to meet the needs of veterans and fulfill the Department's mission to help veterans live secure, healthy, and independent lives.

Identifying the total number of new clients served each fiscal year functions as a meaningful indicator on departmental progress toward meeting the needs of local veterans. The line chart provided illustrates that over the past seven years CVSO staff had been able to increase the number of new clients served with an average annual increase of 14%, through Fiscal Year 2019. The sharp decline of 19.6% in Fiscal Year 2020 and 34.8% in Fiscal Year 2021 are attributed to the reduction in outreach events and office closures associated with local COVID-19 pandemic impacts that inhibited efforts to reach veterans directly.

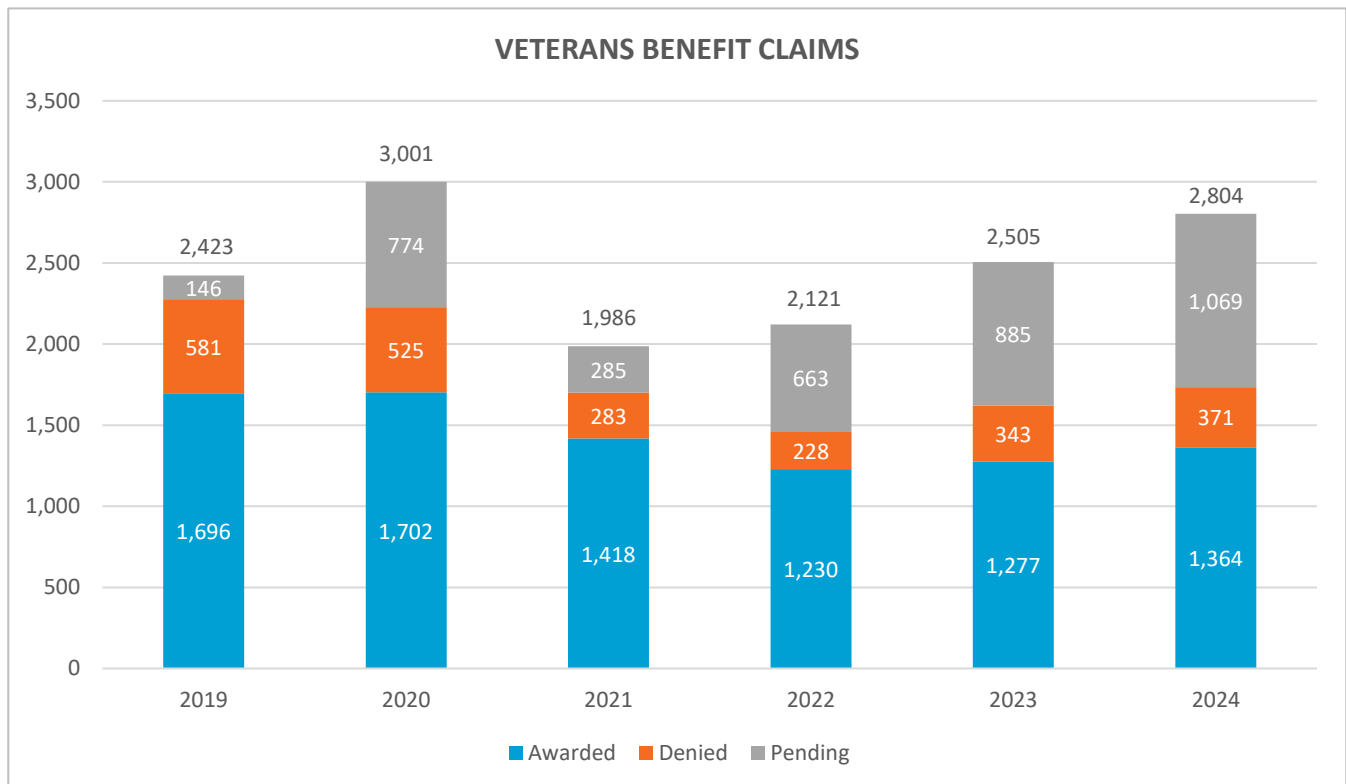
As the County recovers from the impact of COVID-19, the division is seeing a steady increase in the number of new veterans served each year. In Fiscal Year 2023, the division served 1,416 new veterans, an increase of 10.4% over the previous year. Fiscal Year 2024 saw a slight decline of 4.3% serving 1,355 new veterans. The department has resumed and implemented new outreach and accessibility improvements that have resulted in a continued increase in service to new veterans, including staffing of a Veterans Services Representative twice per month at the Family Resource Center in Newman to provide better access to services for veterans that live in the west county.



- Number of claims filed, and the number of awarded benefit claims.

In Fiscal Year 2024 the number of claims filed reached 2,804, representing an increase from the 2,505 claims filed in the previous fiscal year. Out of the claims filed in Fiscal Year 2024, 1,364 were awarded, while 371 were denied. This leaves a total of 1,069 claims pending for Fiscal 2024. Comparatively, Fiscal Year 2023 saw 1,277 claims awarded and 343 claims denied, resulting in 885 pending claims for that year.

The significant number of pending claims can be partially attributed to the Department of Veterans Affairs (VA) processing times. However, the primary reason for the high number of pending claims is the dramatic increase in foot traffic over the past 18 months and sheer volume of claims filed. As the number of claims continues to grow, the pending caseload also increases, leaving limited time to follow up on and finalize awards. This backlog has strained the system, making it increasingly challenging to manage and resolve claims in a timely manner.





Behavioral Health & Recovery Services

Supporting a Healthy Community



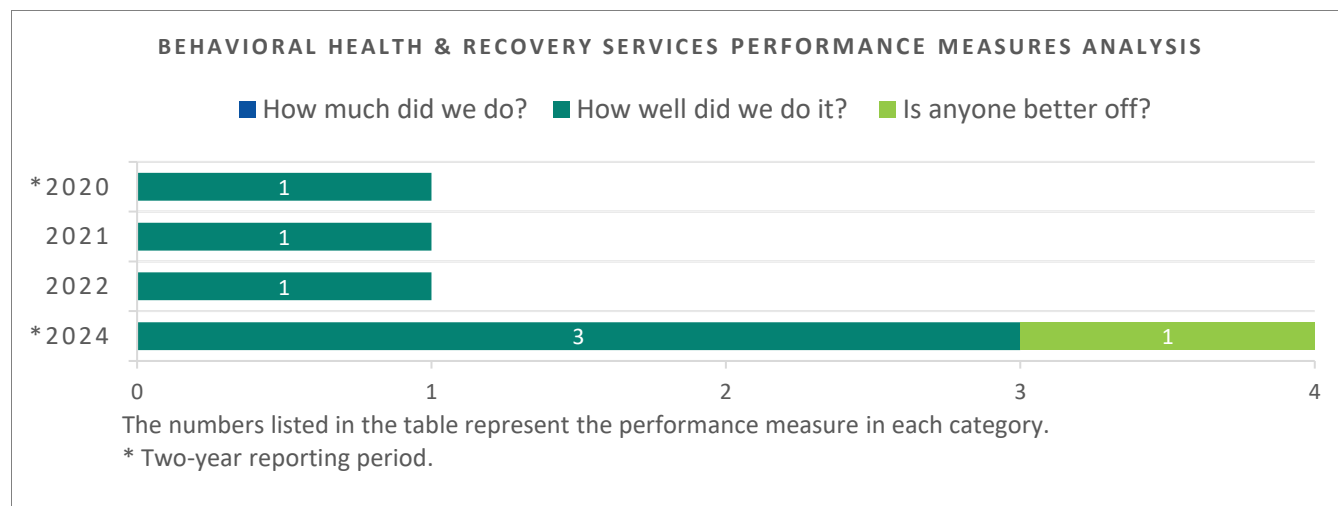
Department Mission Statement

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 is achieved for the Behavioral Health & Recovery Services (BHRS) Department by clients receiving behavioral health services for mental illness and substance use disorders to improve functioning because of behavioral health treatment intervention and supportive services.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	BEHAVIORAL HEALTH & RECOVERY SERVICES PERFORMANCE MEASURES		
*2020 2021 2022	Adult and children transition to Full Service Partnerships (FSP) Programs		
*2024	Number and percent of adults and children enrolled in FSP programs who successfully completed treatment	Number and percent of adults and children enrolled in FSP programs who continued in treatment at an appropriate level of care	Number and percent of adults and children enrolled in FSP programs who transferred to an appropriate higher or lower level of care
	Number and percent of adults and children enrolled in FSP programs who experienced a decrease in acute medical hospitalizations, psychiatric hospitalizations, incarceration, and homelessness		

Department Performance Measures for Fiscal Year 2024

1. Number and percent of adults and children enrolled in FSP programs who successfully completed treatment.
2. Number and percent of adults and children enrolled in FSP programs who continued in treatment at an appropriate level of care.
3. Number and percent of adults and children enrolled in FSP programs who transferred to an appropriate higher or lower level of care.
4. Number and percent of adults and children enrolled in FSP programs who experienced a decrease in acute medical hospitalizations, psychiatric hospitalizations, incarceration, and homelessness.

Department Objectives for Fiscal Year 2024

1. Develop the Core Treatment Model (CTM) for Substance Use Disorder System of Care.
2. Manage access, outpatient, and residential behavioral health care treatment resources based on current and emerging treatment needs.
3. Increase workforce clinical capabilities through increased training, team development and shared learning opportunities.
4. Develop strategic partnerships and leverage State/Federal funding to increase permanent supportive housing units for BHRS clients currently in treatment and experiencing homelessness.

Department Accomplishments for Fiscal Year 2024

1. The Department continues to operationalize new modalities and service lines in the Drug Medi-Cal Organized Delivery System (DMC-ODS) under expansions driven by the California Advancing and Innovating Medi-Cal (CalAIM) initiative. CalAIM's bold and sweeping changes have led to rapid growth in the DMC-ODS; while this growth has benefitted the community of Stanislaus County by providing improved access and treatment options, the changes have required ongoing redefinition of the SUD CTM and Results-Based Accountability (RBA) framework. The DMC-ODS and SUD System of Care have a working draft of its CTM and RBA framework based on the most recent Standard Terms and Conditions and will continue to make modifications as new modalities and service lines are implemented under future initiatives, including Justice Involved Reentry Initiative, Senate Bill (SB) 43, and the Board-approved Integrated Care Center.

2. BHRS continues to assess the Department's treatment capacity to meet the needs of the community and ensure timely access to services for Stanislaus County residents, making strides in Substance Use Disorder and Mental Health adult and child programs.
3. The BHRS Workforce Development and Training division has been focusing on ongoing strategic initiatives to increase workforce and staff retention, collaborating with California State University, Stanislaus and Modesto Junior College to expand the internship program, expanding the Crisis Intervention Training Program in collaboration with Modesto Police Department to include other law enforcement partners, partnering with California Mental Health Services Authority (CalMHSA) to partake in a Loan Repayment and Retention Program, implementing a Training Academy program for all interns, and collaborating with Relias, an online training platform to create customized training programs and streamline tracking and reporting of staff trainings.
4. BHRS was awarded Behavioral Health Bridge Housing funding used for Supportive Housing (42 units at Dignity Village Modesto) and Board and Care Patch Rates for Adult Residential Facilities (ARFs).

Department Performance Measures

Due to the transition to a new Electronic Health Record (EHR) system and updated data reporting processes, the department is currently unable to replicate the existing performance visioning data using the current performance metrics. This temporary gap is the result of significant changes in how client information, service delivery, and outcomes data are collected, integrated, and reported. However, BHRS is working to develop reporting that could align with the previous Performance Visioning measures and will update the Performance Visioning document if that data becomes available and viable.

In addition, BHRS is actively developing and implementing new performance measures mandated under the Behavioral Health Services Act (BHSA) and will work towards establishing BHSA-based performance measures in the next Performance Visioning cycle. BHRS remains committed to aligning its future performance measures with BHSA requirements while strengthening its performance visioning framework as new data capabilities come online.



Child Support Services

Supporting a Healthy Community



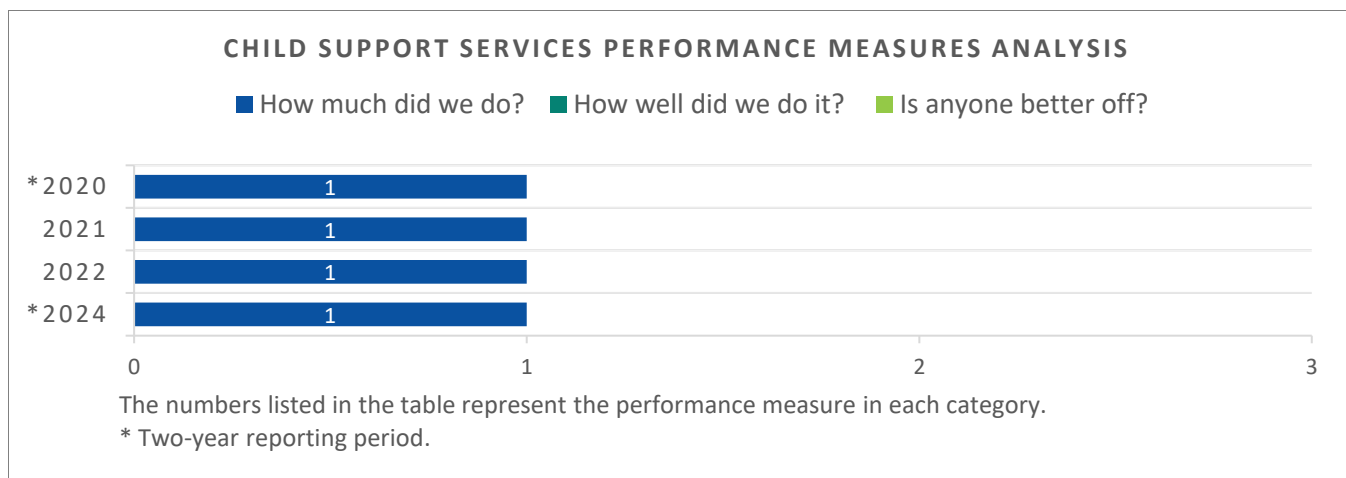
Department Mission Statement

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 (DCSS) lies in the collection and distribution of child support payments to assist families so they may move toward or continue to maintain self-sufficiency and may reduce their reliance on other County public assistance programs or similar services. Collected child support payments also repay public assistance funds and therefore, recover taxpayer funds. Success is measured by the amount of collections distributed and the quality of our service delivery. The following section summarizes the department's selected performance measures over time, demonstrating focus on quantity metrics of performance.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	CHILD SUPPORT SERVICES PERFORMANCE MEASURES
*2020 2021 2022	Collection and distribution of child support payments
*2024	Total dollars collected and distributed during the fiscal year

Department Performance Measures for Fiscal Year 2024

1. Total dollars collected and distributed during the fiscal year.

Department Objectives for Fiscal Year 2024

1. Collect and distribute \$57.5 million in child support payments.
2. Obtain a child support order on 93.5% of opened cases.
3. Establish parentage for all eligible children.
4. Provide customer service training to further improve quality of customer service.

Department Accomplishments for Fiscal Year 2024

1. Collected and distributed \$57.1 million in child support payments.
2. Obtained 94.2% child support orders on open cases.
3. Established parentage for 3,910 children.
4. Provided customer service training to all employees.

Department Performance Measures

- Total dollars collected and distributed during the fiscal year.

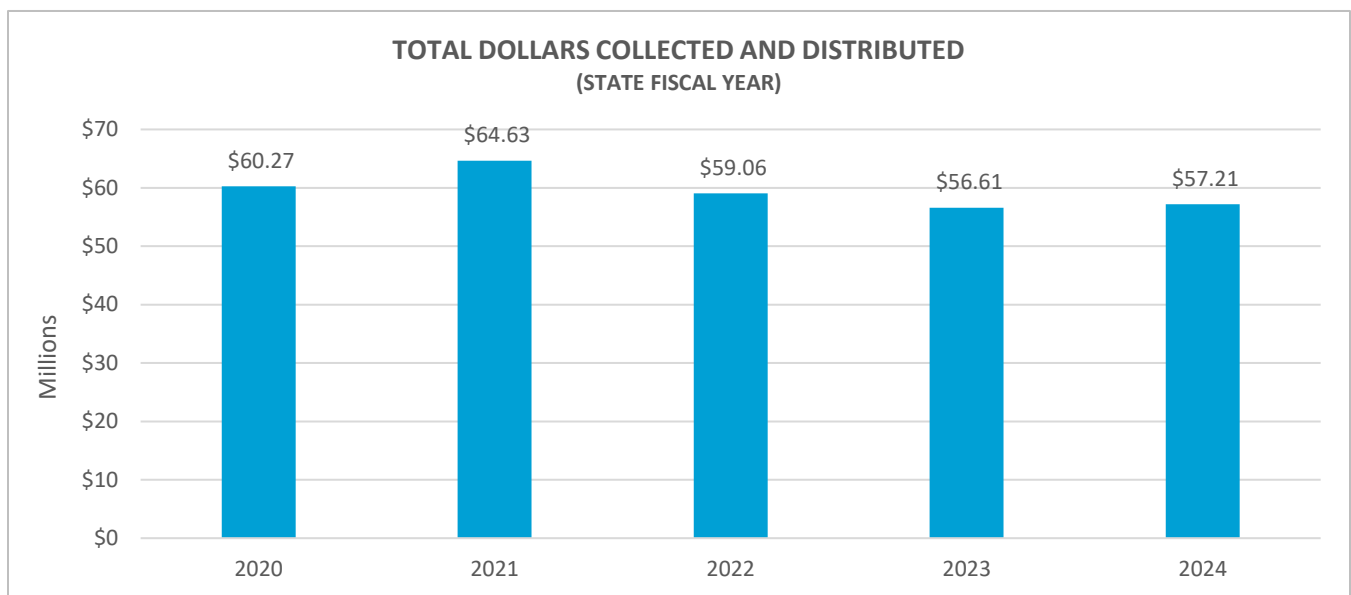
DCSS collects and distributes child support to improve the lives of children and their families through the receipt of consistent, reliable support. DCSS collected \$57.1 million, in child support payments during State Fiscal Year 2024. Approximately 77% of child support collections went directly to families in the community. These collections support each family as they move toward or continue to maintain self-sufficiency, while potentially reducing the number of families relying upon other County public assistance programs or similar services. The remaining 23% of the money distributed repays public assistance, thereby recovering taxpayer funds. The Department continued to maintain consistent levels of service delivery due to its dedicated workforce, continued use of automation of processes, and shared services with another child support agency that provides call center services to child support customers at no cost to the DCSS, allowing staffing resources to focus on casework.

The department obtained 94.2% court orders and established parentage for 3,910 children. The department also delivered customer service training to all employees to ensure quality service is provided to customers. The training included a specialized skill-building training for supervisors and managers to ensure employees deliver the high-quality customer service skills learned.

After one year of increasing funding in State Fiscal Year 2020, the Governor's Fiscal Year 2021 May Revise cut \$933,728 and reverted child support funding to State Fiscal Year 2019 levels. Since then, the legislature has

provided one-time funding to local child support agencies. The Department’s portion of this increase for State Fiscal Year 2022 is \$707,417.

The Department has remained flat funded for Fiscal Years 2023 and 2024 and experienced a reduction in funding for State Fiscal Year 2025 by \$424,000. Department leadership continues to monitor the situation closely, working with the California Department of Child Support Services (CADCSS) and the California Child Support Director’s Association (CSDA), while educating lawmakers and legislative staff on the importance of the child support program in serving as a social safety net, and about the real impacts of funding decisions on the vulnerable families who rely on child support as their secondary income. The accomplishments demonstrate the strong commitment by dedicated staff to families, especially in times of need. The Department will maintain the continued focus on the families served by the child support program and continually look for innovative ways to deliver these much-needed services as it moves into, once again, a constrained budgetary time.





Community Services Agency

Supporting a Healthy Community



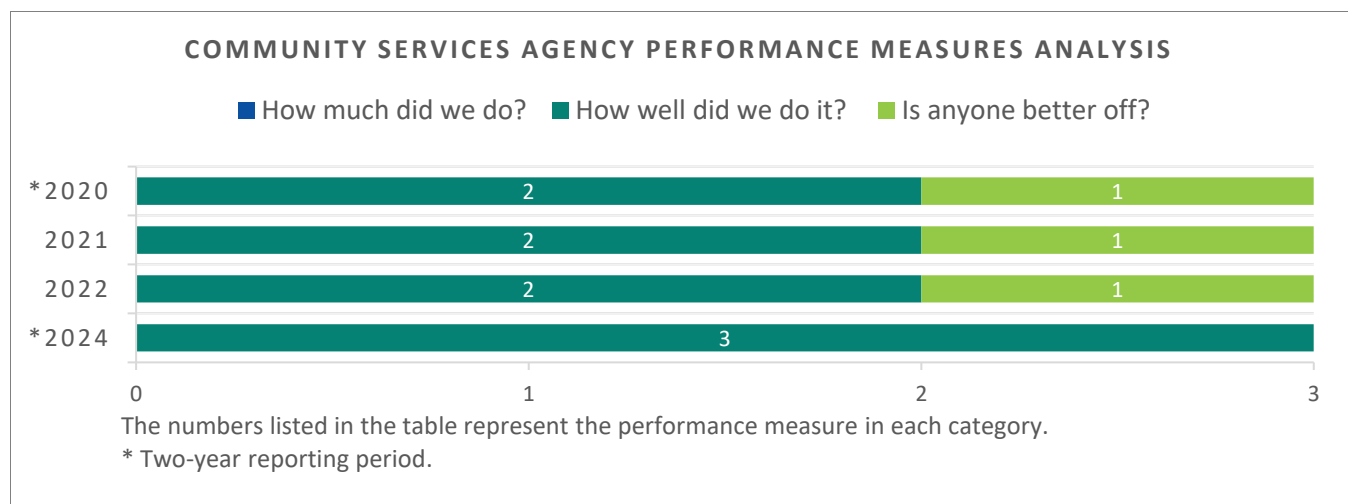
Department Mission Statement

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

What Does Success Look Like for the Department?

Success in the Community Services Agency (CSA) is achieved when the most vulnerable families with children who are chronically homeless enter into secure permanent housing and do not return to experience homelessness; CalFresh applications are processed timely to provide food benefits to those who qualify for the program; and individuals who experience elder or dependent adult maltreatment are able to live their lives without a repeat incident of abuse. The following section summarizes the department's selected performance measures over time, demonstrating progress in evaluation of metrics recognizing both quantity and quality of performance.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	COMMUNITY SERVICES AGENCY PERFORMANCE MEASURES		
*2020 2021 2022	Individuals and families that transition to permanent housing through the receipt of temporary transition housing support	Youth in foster care who transition to a permanent family home	Individuals and families attaining self-sufficiency through job training, employment, and disability benefit management due to an increase in income
*2024	Number and percent of families who entered stable/permanent housing placement after exiting the Family Housing Facility (FHF)	Number and percent of CalFresh applications processed within the 30-day application processing timeliness standard	Number and percent of elder/dependent adults (EDA) returning annually into the Adult Protective Services (APS) program

Department Performance Measures for Fiscal Year 2024

1. Number and percent of families who entered stable/permanent housing placement after exiting the Family Housing Facility (FHF).
2. Number and percent of CalFresh applications processed within the 30-day application processing timeliness standard.
3. Number and percent of elder/dependent adults (EDA) returning annually into the Adult Protective Services (APS) program.

Department Objectives for Fiscal Year 2024

1. Implement Coordinated Entry System as the referral source for Housing Support Program (HSP) and the FHF.
2. Provide intensive housing-focused case management, linkage to traditional permanent housing.
3. Sponsor Landlord Engagement events and partnership with housing non-profits.
4. Engage in multiple home visits with families in housing plans.
5. Offer housing support strategies and rent subsidies to families for at least 6 months after entering permanent housing.
6. Build staffing level at intake by redirecting resources and filling vacant Family Services Specialists (FSS) positions by:
 - Partnering with Chief Executive Office Human Relations Marketing and Talent Acquisition Manager on recruitment strategies to fill Family Services Specialist I/II vacant positions;
 - Participating in the newly formed California Welfare Directors Association (CWDA) Human Resources Committee that will be a working body to assist and support county human service agencies in recruitment, retention, and support of county staff to perform critical county functions; and
 - Implementing recommended aggressive hiring plan in the StanWORKs division.
7. Follow through with the County Operational Redesign Effort (CORE). A collaboration between the county and the State CalFresh County Technical Assistance Team with the goal of identifying opportunities for adjustments and creating or enhancing sustainable and consistent processes to meet timeliness goals and improve the customer experience.
8. Provide training and technical assistance to staff to build a foundation for sustainability of new practices and management techniques.
9. Communicate monthly reporting of CalFresh Compliance Data outcomes to staff as a way of staff engagement.
10. Add the Identification, Services, Outcomes (ISO) Matrix for APS as a risk assessment management tool and to evaluate case and program outcomes.

11. Implement Strengthening Seniors, a collaborative partnership between APS, Family Resource Centers, and the Senior Advocacy Network.
12. Implement Home Safe.
13. Monitor novel interventions mentioned above.

Department Accomplishments for Fiscal Year 2024

1. Implemented the Coordinated Entry System as the referral source in 2022 allowing the CSA Housing and Homeless Services Division (H&HS) to better serve families who were homeless and to prioritize the most vulnerable.
2. Assisted a combined total of 97 people in achieving permanent housing in Fiscal Years 2023 and 2024 through intensive housing-focused case management and linkage to traditional permanent housing.
3. Partnered with Stanislaus Regional Housing Authority enabling H&HS to assist families to apply for the Housing Choice Voucher Program and in-place housing vouchers. Low-income housing was also offered through the Stanislaus Regional Housing Authority.
4. Continued to build staffing levels at intake by redirecting resources and filling vacant FSS positions. StanWORKs implemented an aggressive hiring plan resulting in a 10% improvement in the FSS I/II vacancy rate, from 24% in June 2023 down to 14% in June 2024. As of August 2024, the FSS I/II vacancy rate is 7%.
5. Implemented the CORE successfully on May 6, 2024, optimizing efficiencies, and streamlining processes between the County and the California Department of Social Services CalFresh County Technical Assistance Team, improving timeliness and customer experiences.
6. Continued to engage CSA staff by sharing monthly reporting of CalFresh compliance data outcomes to encourage staff engagement.
7. Implemented Strengthening Seniors, a partnership between APS, Family Resource Centers, and the Senior Advocacy Network in the summer of 2022. To date, 154 APS clients have been enrolled, of which 107 clients have reached case closure and approximately 16 of the remaining 47 cases are open for case management.
8. Implemented the ISO Matrix for APS as a risk assessment management tool, which measures three possible risk outcomes at the start of services: In Crisis; Vulnerable; No Immediate Concern. Since implementation, 87% of clients were either In Crisis or Vulnerable at the start of services and at case closure, only 16% of clients were In Crisis or Vulnerable, indicating a combined overall improvement and reduction of risk by 71%.
9. Implemented the Home Safe program in the summer of 2022 with 216 individuals enrolled in the program of which 109 cases have been closed. At case closure, 97 participants secured permanent new housing or maintained their current housing resulting in an 89% housing success rate.

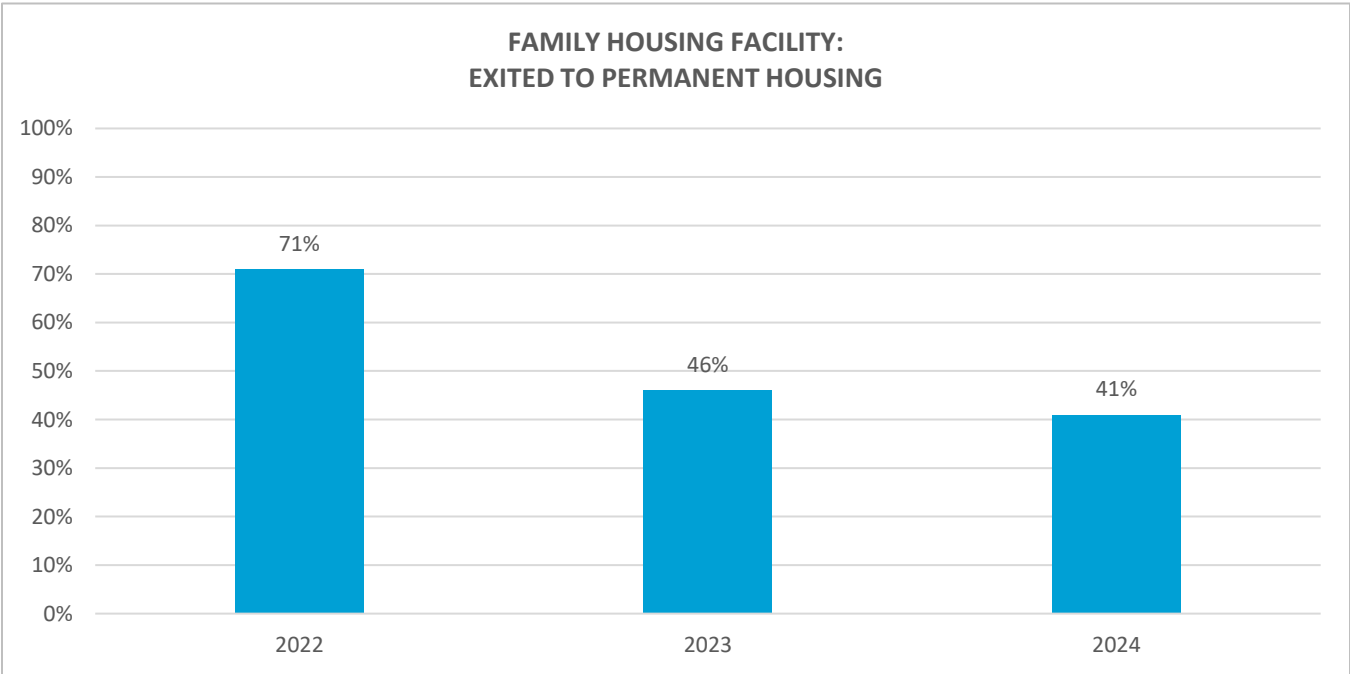
Department Performance Measures

- Number and percent of families who entered stable/permanent housing placement after exiting the Family Housing Facility (FHF).

The HSP serves families experiencing homelessness who are eligible for the California Work Opportunity and Responsibility to Kids (CalWORKs) Program. HSP families receive intensive housing-focused case management and supportive services such as motel vouchers, rent subsidies, move-in assistance, rental and utility deposits.

The FHF a transitional shelter for parents with minor children, has 21 single room units. The Department receives funding from the California Department of Social Services to pay for the facility and for supportive services. These services include intensive case management services, rental subsidies, rental deposit assistance, and assistance with navigating rental and housing program applications.

In Fiscal Year 2022, 71% (41 families) were served at FHF and 29 were able to secure permanent housing. In Fiscal Year 2023, 46% of families (no number of families available) transitioned into permanent housing. In Fiscal Year 2024, 41% (51 families) were served and 21 secured housing. From Fiscal Year 2023 to 2024, there was a decrease of 5% in FHF families that transitioned to permanent housing and reflects the lack of available permanent housing vacancies for low income families.

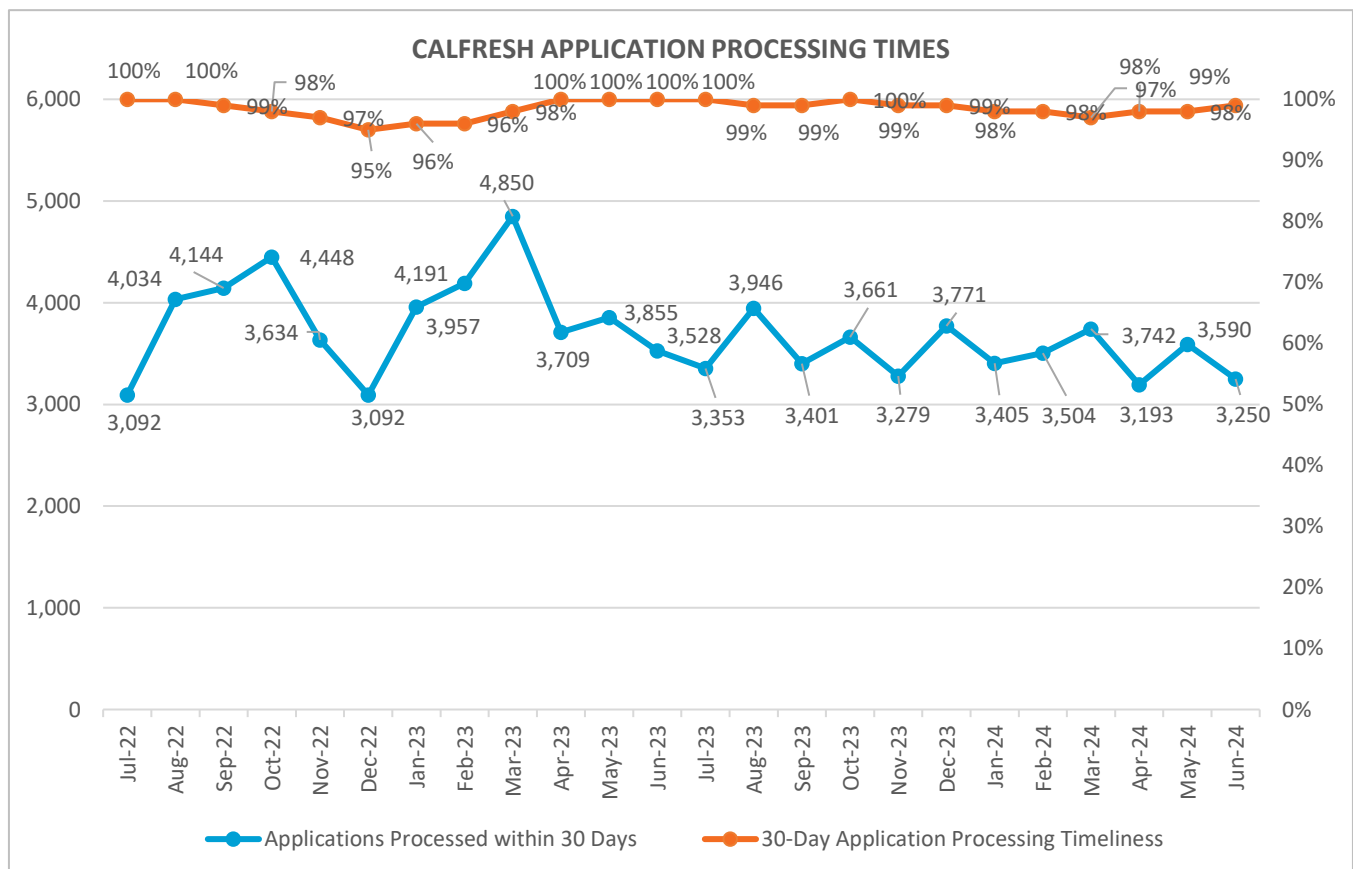


- Number and percent of CalFresh applications processed within the 30-day application processing timeliness standard.

The CalFresh program, known federally as the Supplemental Nutrition Assistance Program (SNAP), supports low-income families and individuals by supplementing food budgets and encouraging nutritious diets. CalFresh is federally mandated and in California, is state-supervised and county-operated. To reduce barriers to food access, the Department strives to complete a timely application determination process. Families must meet federal and state program guidelines to have applications processed no later than 30 days from their application date.

Based on the California Department of Social Services (CDSS) CalFresh Data dashboard, during Fiscal Years 2023 and 2024, Stanislaus County consistently met the State's 30-Day Application Processing Timeliness (APT) requirement of 90%. The Department processed an average of 3,739 CalFresh applications per month within 30 days.

To meet these timeliness outcomes, Family Services Specialists must be available to process the applications. The Department continues to build the staffing level at intake by redirecting resources and filling vacant FSS positions. StanWORKs implemented an aggressive hiring plan, resulting in a 10% improvement in the FSS I/II vacancy rate, from 24% in June 2023 down to 14% in June 2024. As of August 2024, the FSS I/II vacancy rate is 7%. Additionally, the StanWORKs division continues to engage department staff by sharing monthly reporting of CalFresh Compliance Data outcomes to encourage staff engagement.



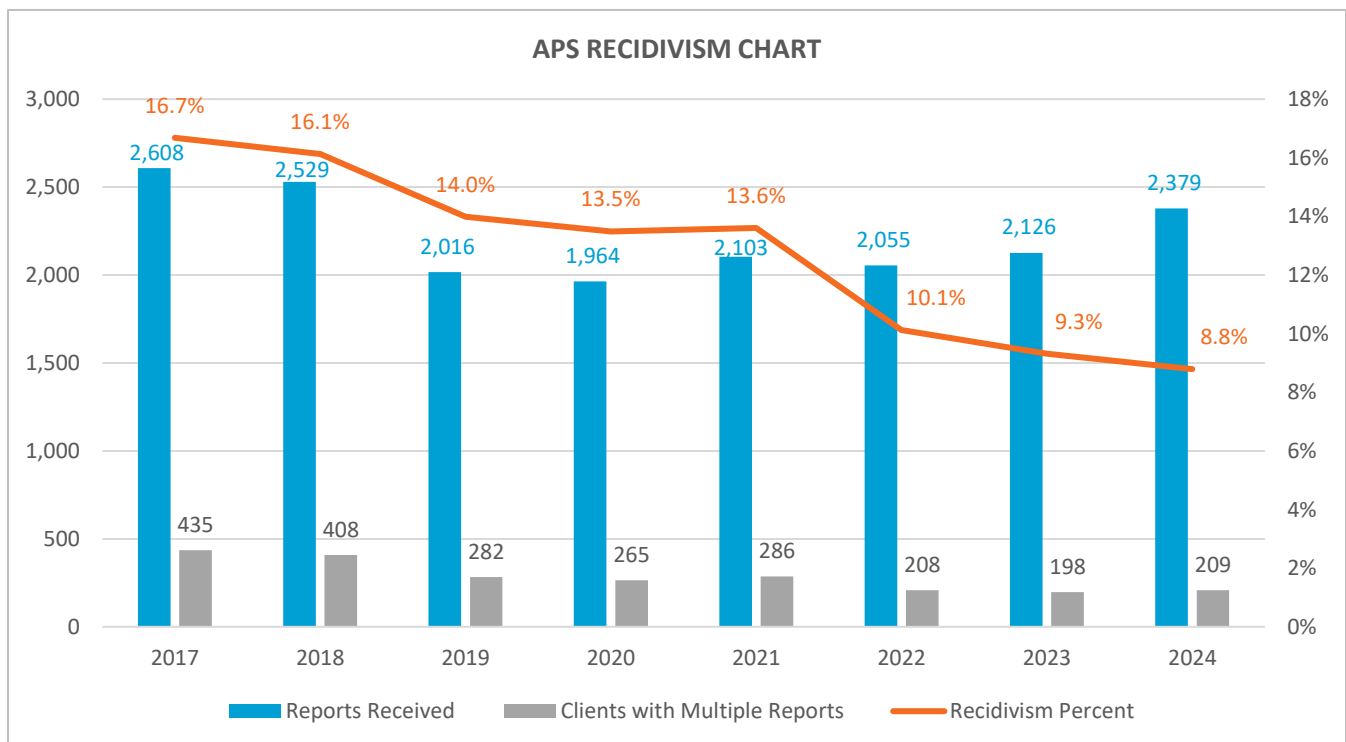
- Number and percent of elder/dependent adults (EDA) returning annually into the Adult Protective Services (APS) program.

Adult Programs' goal is that individuals who experience elder or dependent adult abuse can live their lives without a repeat incident of abuse. Therefore, reducing repeated incidents of EDA is a way to increase a person's quality of life. The California APS program defines repeated incidents of EDA as recidivism, specifically a client who had a repeat finding within 12 months. In August of 2022, the average recidivism rate over the previous five full fiscal years for CSA APS clients was 14%.

Stanislaus County APS implemented two new programs since August 2022, Strengthening Seniors and Home Safe, as strategies to reduce recidivism by providing case management. Strengthening Seniors, a \$1 million Federal competitive grant, was awarded to Stanislaus County CSA to pilot a new community case management model by partnering with four Family Resource Centers and one community-based organization (CBO). Home Safe is a pilot program to address APS clients at risk of losing their housing or those already unhoused. The program extended the time frame for APS clients by adding a housing case management component. APS partnered with the Senior Advocacy Network to assist with housing navigation.

The ISO Matrix was also implemented to measure client risk factors when services begin and then again at case closure. This helps to prioritize services by determining which clients are in crisis, vulnerable, or in no immediate concern. After having completed case management, clients are transitioned to long-term services and supports in the community, thereby demonstrating a measurable improvement in a reduction of risk factors.

Over the last two fiscal years, the number of reports received have increased yet the recidivism rate decreased significantly. From Fiscal Year 2017 to Fiscal Year 2024 there was a 52% reduction in the number of repeated incidents of abuse and a 47% decrease in recidivism over the same period.





Health Services Agency

Supporting a Healthy Community



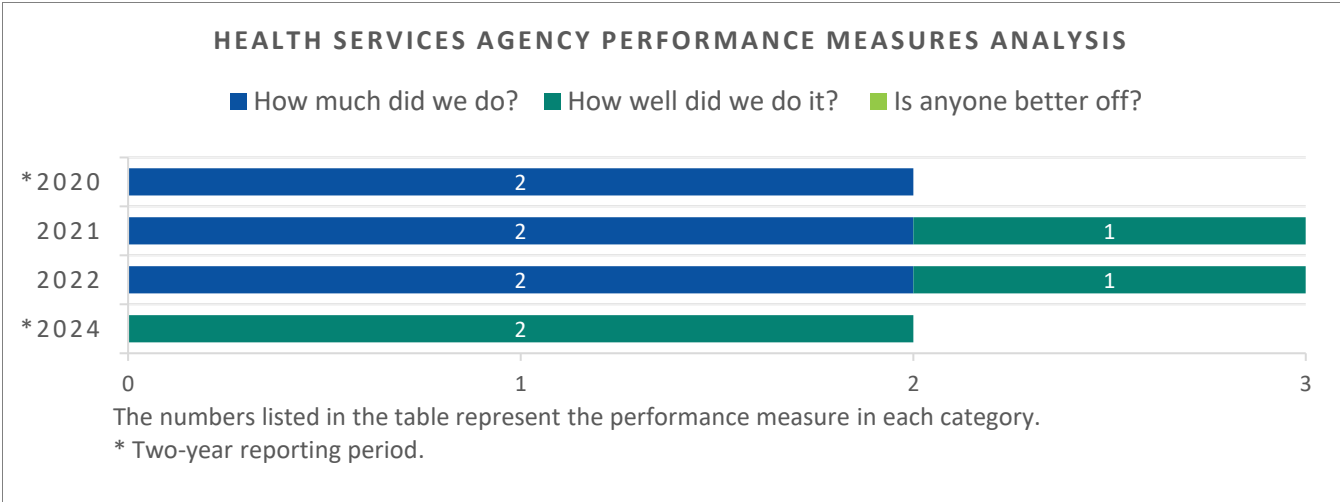
Department Mission Statement

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

What Does Success Look Like for The Department?

The population of Stanislaus County suffers from poor health indicators such as preterm and low birth weight births and high rates of diabetes. Success for the Health Services Agency (HSA) are health-related metrics trending in the right direction for all population segments. The following section summarizes the department’s selected performance measures over time, demonstrating progress in evaluation of metrics recognizing both quantity and quality of performance.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	HEALTH SERVICES AGENCY PERFORMANCE MEASURES		
*2020	Monthly Clinic Visits		Public Health Immunizations
2021 2022	Most Stanislaus County adults are vaccinated against COVID-19	Increased rates of controlled diabetes and of non-smoking adults	Reduced number of young people under the age of 24 who are homeless
*2024	Number and percent of healthy weight babies at birth		Number and percent of HSA Clinics' diabetic patients with uncontrolled A1c (average level of blood sugar over the last 2-3 months)

Department Performance Measures for Fiscal Year 2024

1. Number and percent of healthy weight babies at birth (between 2,500 grams to 3,999 grams at birth, or about 5.5 pounds to 8.8 pounds).
2. Number and percent of HSA clinics' diabetic patients with uncontrolled A1c (average level of blood sugar over the last 2-3 months).

Department Objectives for Fiscal Year 2024

1. Work with the healthcare community to expand referrals to the Women, Infant, and Children and Home Visiting programs for education, support, and nutritious foods.
2. Encourage pregnant clients to see their medical provider for prenatal care early and throughout their pregnancy.
3. Target outreach and educational messaging to patients with uncontrolled diabetes through population management texting and email technology.
4. Promote dedicated diabetes clinic with special care team of a physician diabetologist, resident physician, and nurse practitioner to provide focused diabetes care, medication management, and healthy lifestyle education.

Department Accomplishments for Fiscal Year 2024

1. Implemented three key strategies to expand program referrals to healthcare settings through the Women, Infants, and Children (WIC) Program. In early Fiscal Year 2023, WIC began discussions with HSA clinics to explore an internal referral system using HSA's Electronic Medical Record (EMR) System. In collaboration with HSA's clinic EMR Team, an integrated referral process which aligned data from the Comprehensive Perinatal Services Program (CPSP) questionnaire and WIC's data system was added to the EMR. During Fiscal Year 2024, the WIC program successfully implemented its first full year of referrals through the EMR. In addition to EMR referrals, WIC's Regional Breastfeeding Liaison expanded referrals to WIC and increased access to prenatal education and resources by strategically partnering with local hospitals and OB clinics to coordinate efforts. Lastly, a Didactic Seminar was provided to the medical residents on the WIC referral process for prenatal and postpartum participants. As a result of these efforts, first trimester enrollment in the WIC Program has tripled from 16% in March 2023 to 45% of all pregnancies in March 2024.
2. Served 7,647 prenatal women with WIC services during Fiscal Year 2024. Prenatal care is discussed during enrollment for each pregnant participant and all participants who are not receiving prenatal care are then referred to care. Due to the increase in first trimester enrollment, referrals to prenatal care can be done

earlier in the pregnancy. In October 2023, WIC reestablished the Breastfeeding Peer Counseling Program, which actively engages prenatal participants through case management, ongoing peer support, and proactively ensuring participants follow-up with prenatal appointments. Of the 163 prenatal women served in the Breastfeeding Peer Counseling Program, 91% of births were normal birth weight.

3. In Fiscal Year 2024, Family Health Services provided home visiting services to 57 pregnant women. Home visits provide a comprehensive, strength-based assessment of medical, psychosocial, and resource needs. In partnership with the individual being served, a care plan is developed, and the client receives assistance with accessing prenatal care, social services, identified social and community supports, and education on how to have a healthy pregnancy, parenting, and child development. Clients have access to Public Health Nurses who can answer medical questions related to their pregnancy and advocate for the pregnant individual if they have concerns. Case managers utilize motivational interviewing to assist families in meeting their identified goals of supporting healthy birth outcomes, including furthering their education, obtaining a living wage job, and ensuring family safety. Case managers also work with families on birth spacing, as having children too close together can worsen the birth outcome of subsequent children.
4. Identified patients with uncontrolled or pre-diabetes (A1C > 7) through HSA's population management technology platform "Care Manager." Focused on those identified patients, outreach campaigns were conducted, utilizing Teletask text messaging and email blasts, encouraging patients to schedule appointments with their primary care practitioner.
5. Engaged Practitioners from the primary care clinics to identify and referred those patients needing additional attention and guidance to manage their condition effectively to the HSA diabetic specialty clinic. The Diabetologist physician and specialized Advanced Practice Nurse held weekly clinics and provided treatment and education to 250 referred patients.

Department Performance Measures

- Number and percent of healthy weight babies at birth.

The two graphs highlight the trends in the percent of healthy weight babies born in Stanislaus County from Fiscal Years 2019-2024. The first graph focuses on the overall percent of healthy weight babies across the county. Over this five-year period, the percentage of healthy weight births remained consistently high, ranging from 83% to 84%. Despite slight fluctuations in the total number of births each year, the proportion of babies born at a healthy weight has held steady.

The second graph displays these percentages across different racial and ethnic groups over time. The data shows that while overall percentages are high across all groups, racial and ethnic disparities persist, with some notable year-to-year fluctuations, particularly among smaller population groups.

Among the Hispanic population, the percentage of healthy weight births remained consistently high (between 84% and 85%) throughout the entire five-year period. The White population also experienced relatively steady outcomes, with percentages hovering between 82% and 85%, ending at 83% in Fiscal Year 2024.

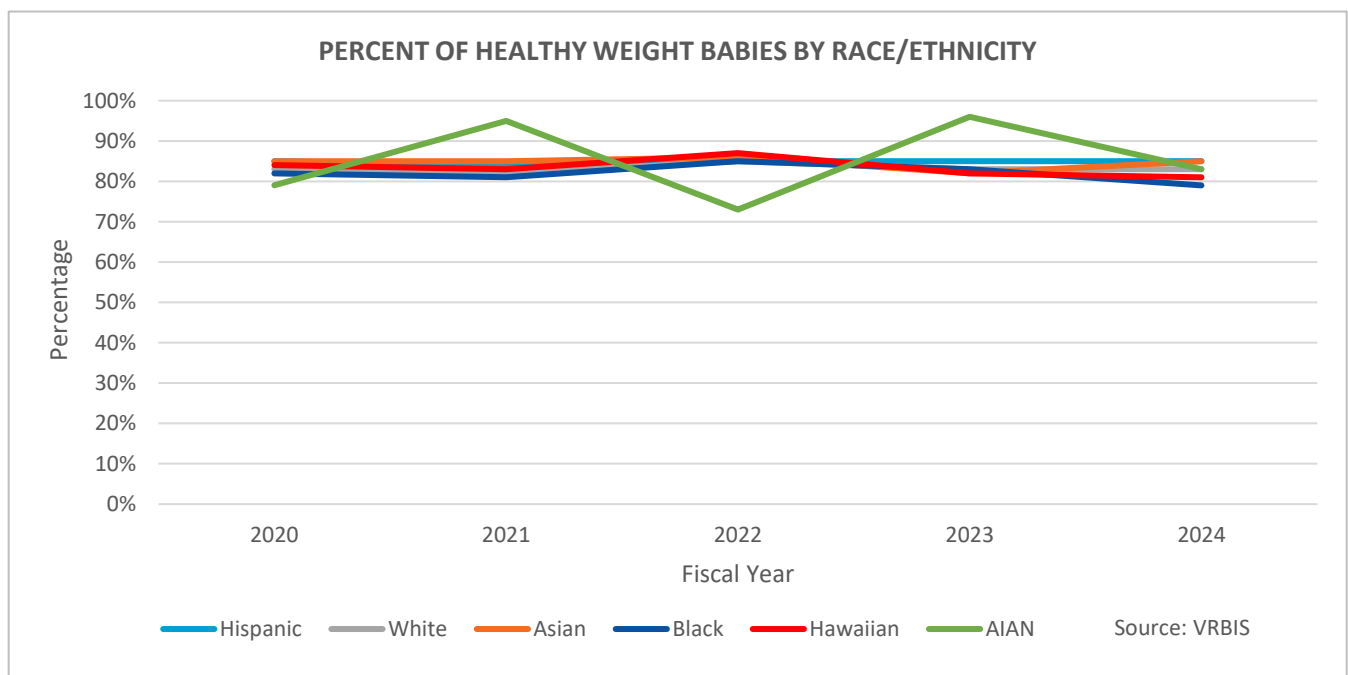
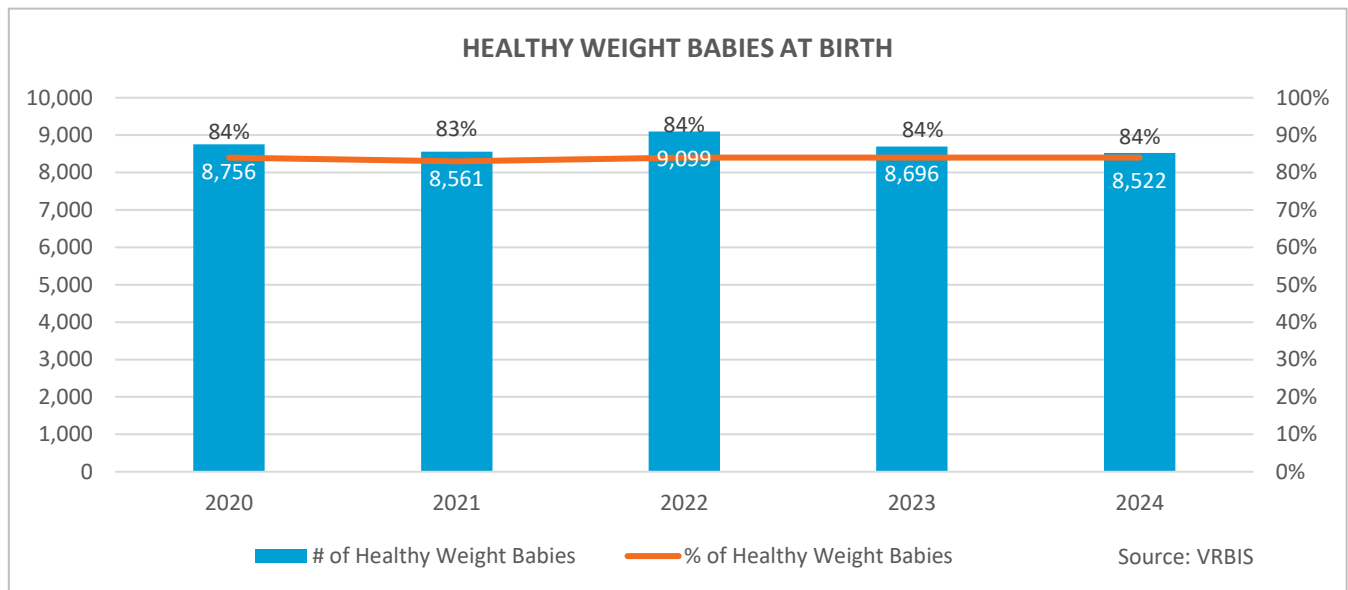
The Asian population maintained high percentages, peaking at 86% in Fiscal Year 2022, briefly dipping to 82%, and returning to 85% in Fiscal Year 2024. Overall, their trend has been stable.

For the Black population, healthy weight birth percentages showed modest variation, rising from 82% in Fiscal Year 2020 to a peak of 85% in Fiscal Year 2022, before falling slightly to 79% in Fiscal Year 2024, a potential indicator of emerging disparities that may warrant closer monitoring.

The Hawaiian population experienced more variability, with a high of 87% in Fiscal Year 2022 followed by a steady decline to 81% by Fiscal Year 2024.

The American Indian/Alaska Native (AIAN) population showed the most extreme year-to-year swings, ranging from a low of 73% in Fiscal Year 2022 to peaks of 95% and 96% in Fiscal Year 2021 and 2022, respectively. The group ended the period at 83% in Fiscal Year 2024. These large fluctuations likely reflect the small sample size, where individual cases can significantly impact percentages.

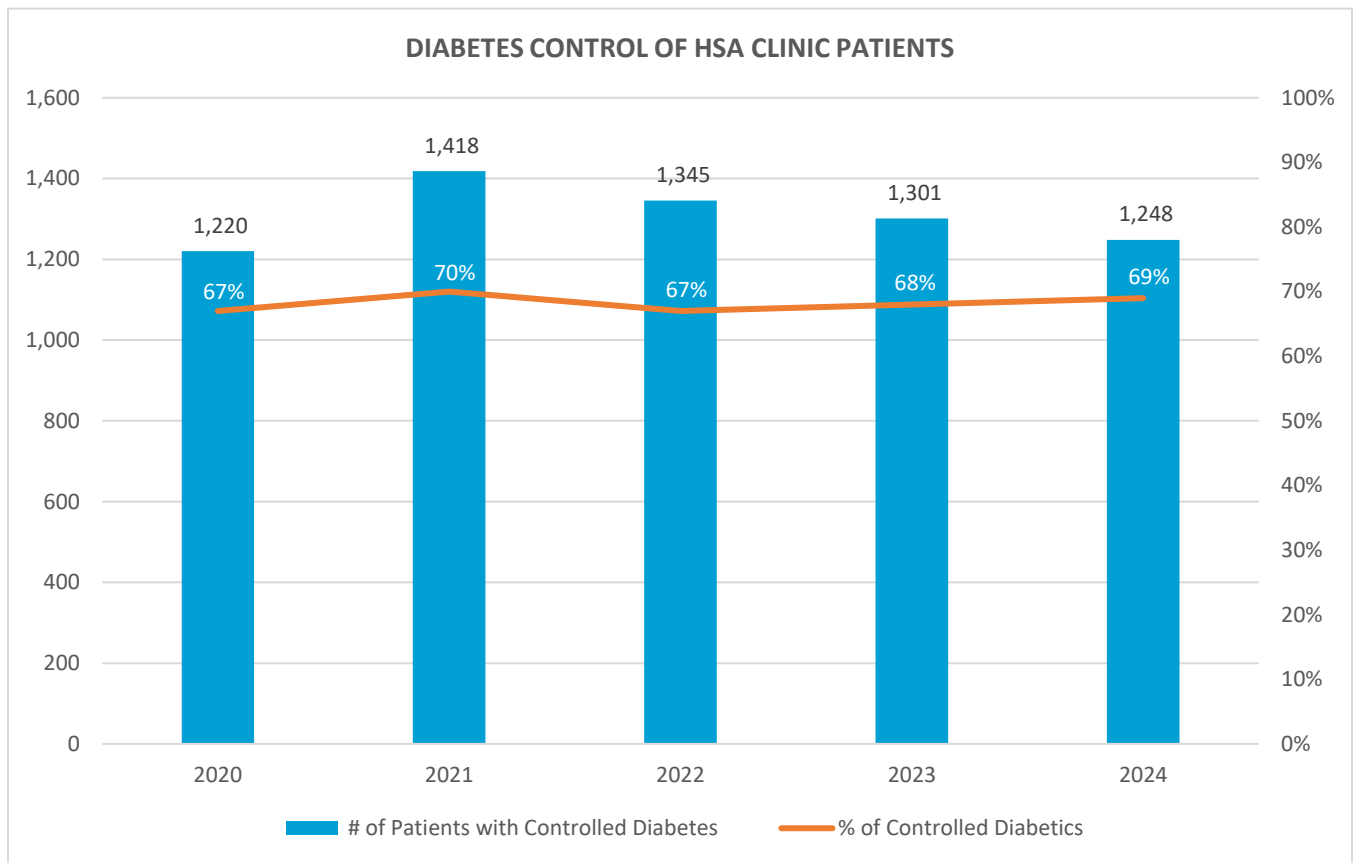
In summary, while overall rates of healthy birthweight remain high across all groups, the data reveals small but meaningful racial and ethnic differences, as well as some year-over-year volatility. This underscores the importance of ongoing monitoring and culturally responsive strategies to promote equitable birth outcomes.



- Number and percent of HSA clinics' diabetic patients with uncontrolled A1c (average level of blood sugar over the last 2-3 months).

In Fiscal Year 2024, the HSA clinics provided care to 1,809 patients diagnosed with Diabetes Mellitus, accounting for almost 10% of the HSA patient population. Of those patients diagnosed as diabetic, 69% were considered well-controlled, a slight improvement from the previous fiscal year, and indicating a three-year trend in the right direction. The A1c is reported as a percent and indicates the blood glucose level over the previous two to three months. Above 7% is concerning and above 9% is considered uncontrolled diabetes.

While the trend indicates an improvement, timely lab testing by HSA diabetic patients continues to be a challenge, indicating further need for patient education and engagement to support effective diabetes management.





Developing a High-Performing Economy

*Agricultural Commissioner/Sealer of Weights & Measures
University of California Cooperative Extension
Workforce Development*

Introduction

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

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

The following departments support the priority of *Developing a High-Performing Economy*.

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

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

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

Communitywide Indicators

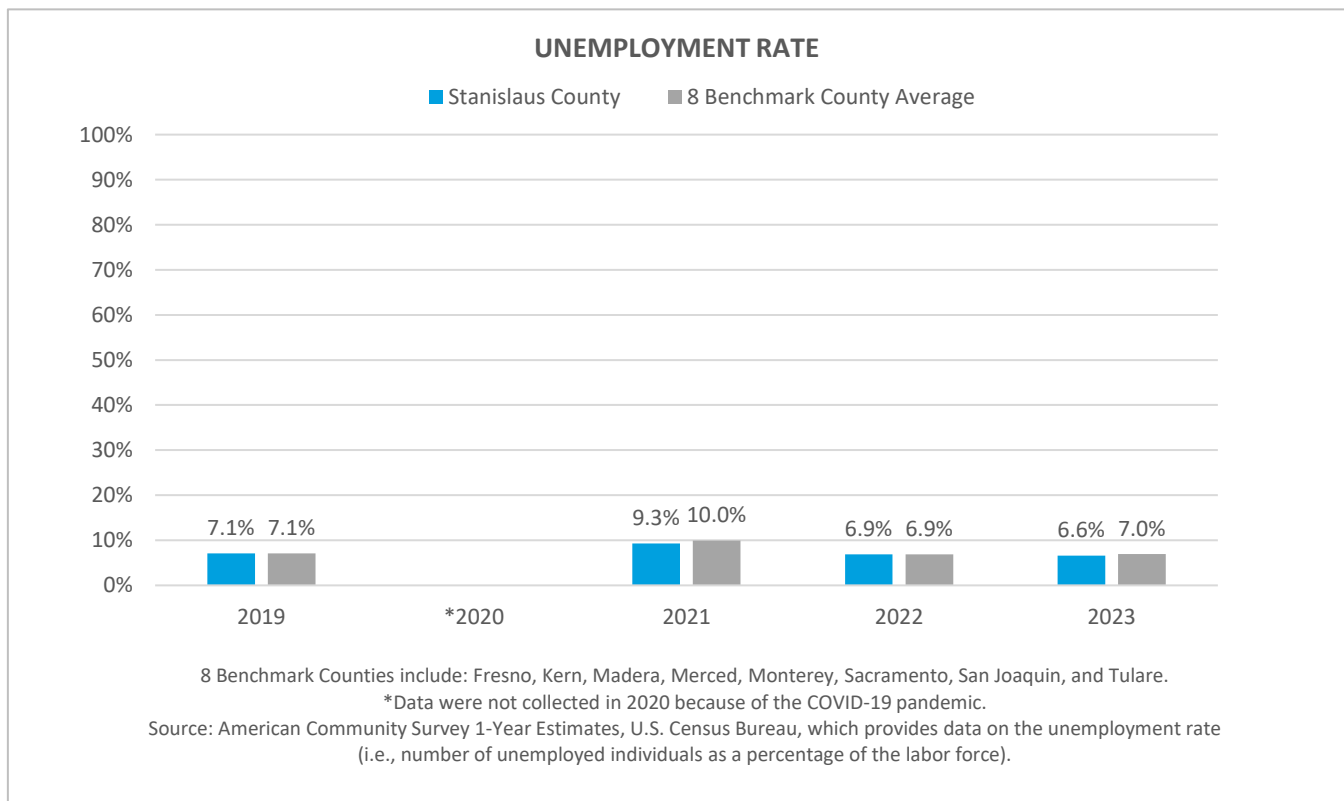
An important role that Stanislaus County government plays in creating a healthy and thriving economy is to promote, protect, and sustain agricultural economies while providing for broader, more diversified economic opportunities.

Four community-wide indicators that were identified to gauge the County's ability to develop a healthy economy are: Unemployment Rate, Poverty Rate, Job Growth Rate, and Agricultural Harvested Acres and Value. These indicators address the overall economic health of the County and its residents.

Unemployment Rate

Employment is a key factor in determining the health of an economy, both for the individual employed and for the employer. As for unemployment, high unemployment over an extended period will generally contribute to a lower standard of living and a multitude of social problems. In addition, the more individuals who are out of work, the less income exists to support their families financially and the less these families will have resources to purchase products and contribute to the wider economy. These individuals are also less likely to have confidence in the economy. Therefore, lower unemployment rates are desirable.

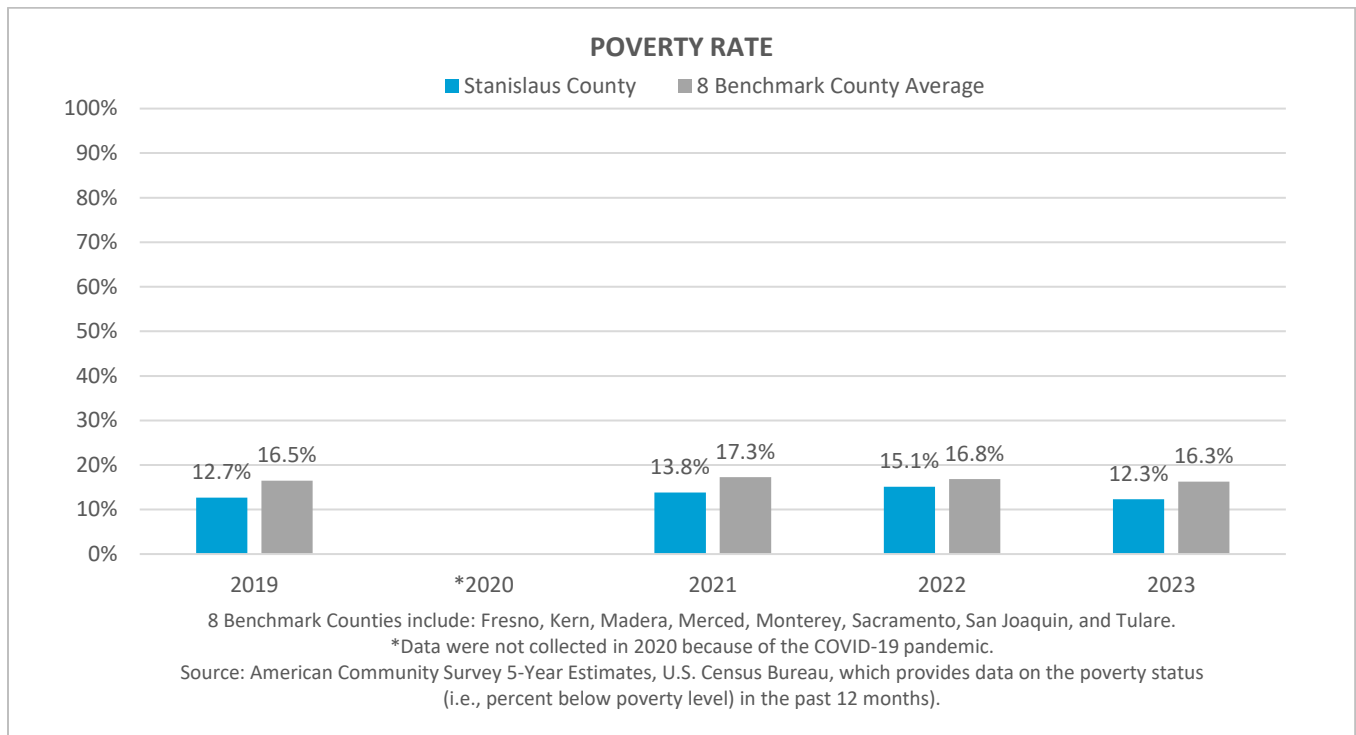
The unemployment rate is defined as the percentage of the labor force who is jobless. In Stanislaus County, from 2019 to 2023, the unemployment rate decreased slightly from 7.1% to 6.6%. From 2021 through 2023, the unemployment rate decreased from 9.3% to 6.6%, a significant decrease and lower than the benchmark county average. In 2023, Stanislaus County's unemployment rate ranked 4th when compared to the eight benchmark counties. With the decline in unemployment, Stanislaus County has consistently experienced a lower unemployment rate compared to Madera and Merced County for all years analyzed but had a consistently higher rate when compared to Monterey, Sacramento, and San Joaquin County.



Poverty Rate

As defined by the U.S. Census Bureau, the poverty rate is the percent of people whose family's total income is less than the family's threshold; simply, the minimum level of income deemed adequate to live. The poverty rate in Stanislaus County has fluctuated slightly since 2019. In 2019, the poverty rate was 12.7% and in 2023 it was 12.3%.

In 2023, except for Sacramento County, Stanislaus County had the lowest poverty rate, and its rate has been lower than the eight-benchmark county average (2019-2023). Stanislaus County experienced an increase in its poverty rate in 2021 and 2022, but it decreased 2.8% from 2022 to 2023. Historical trend data indicate a downward trend in the poverty rate for Stanislaus County from a high of 20.3% in 2013 to its current rate of 12.3% in 2023, the largest decrease in all eight benchmark counties for the past 10 years.

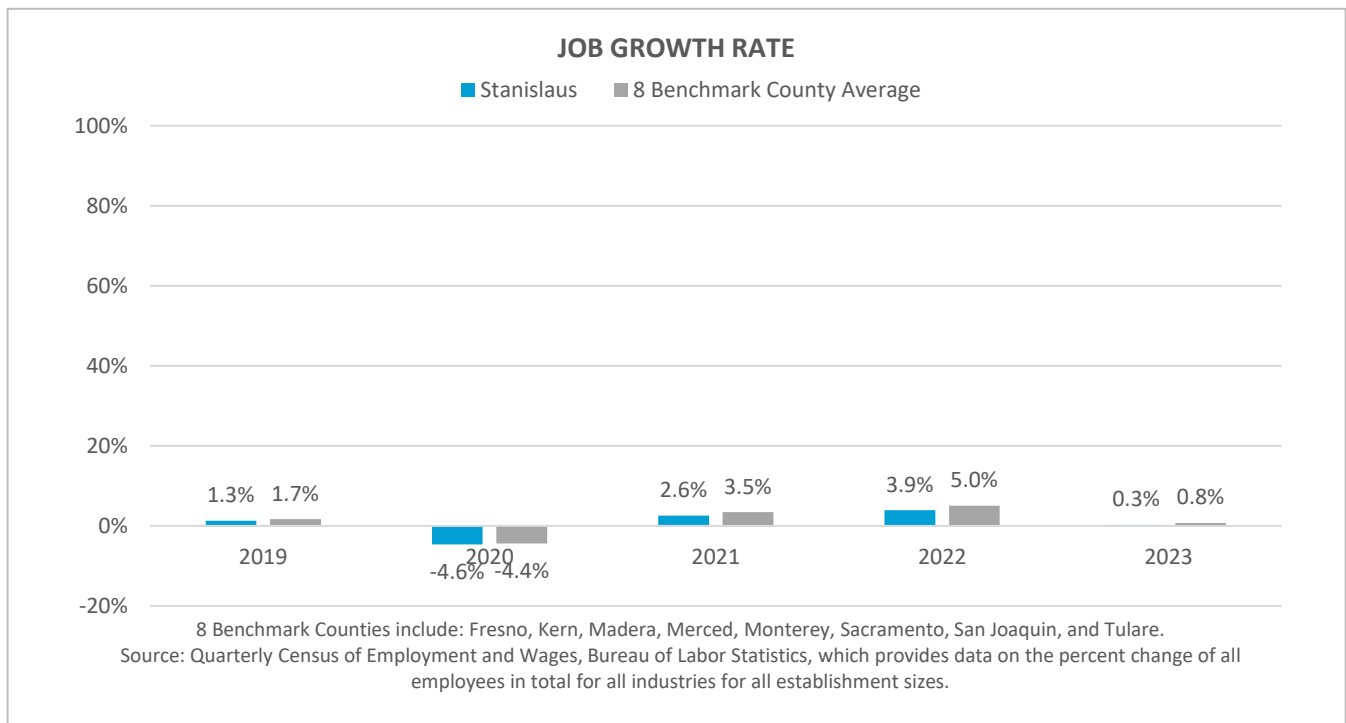


Job Growth Rate

In a healthy economy, there should be expanded opportunity and employment, and shared prosperity for advancing community residents' well-being. The Rockefeller Foundation defines a healthy economy as an inclusive economy that has the following characteristics: participation, equity, growth, stability, and sustainability.

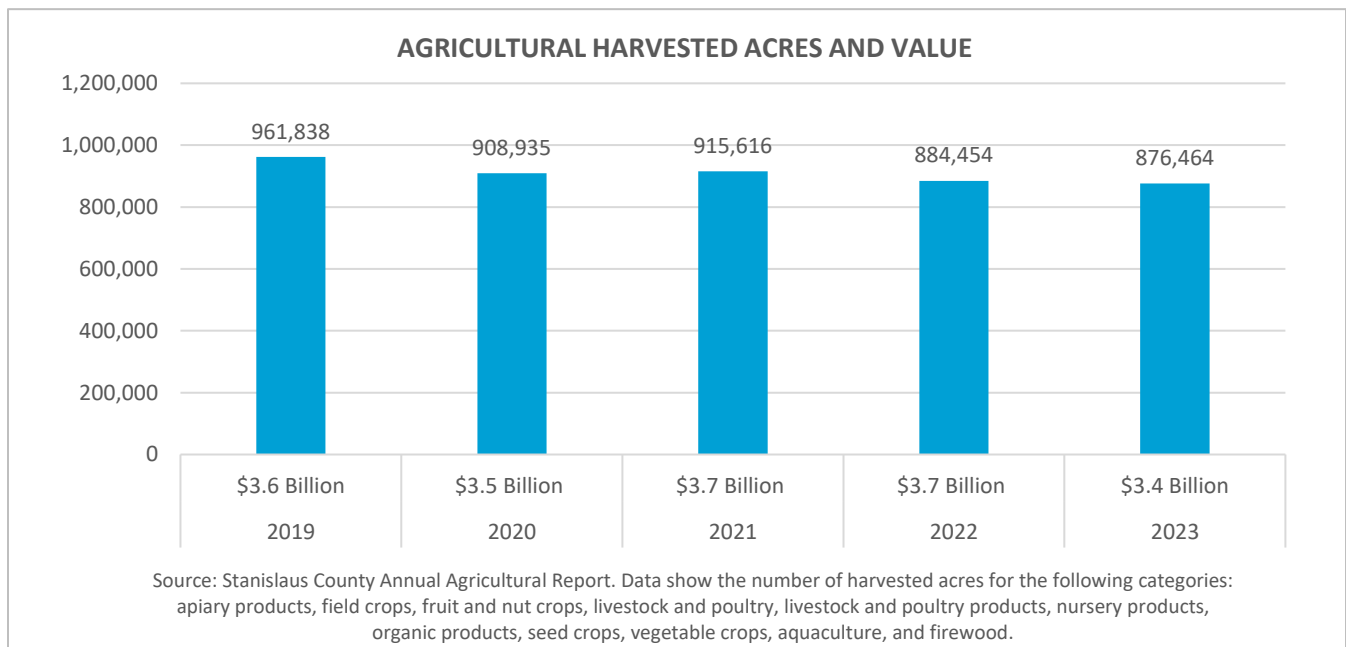
One way to assess the health of Stanislaus County's economy is to analyze the job growth rate; that is, the percent change of all employees in total for all industries for all establishment sizes in the County. Through an analysis of the quarterly census employment and wages by the Bureau Labor of Statistics, the job growth rate has showed a downward, negative trend. Stanislaus County experienced a downward job growth rate. Stanislaus County had a job growth rate of 1.3% in 2019, just prior to the COVID-19 pandemic and like the County's benchmark counties, the job growth rate decreased in 2020. It rebounded in 2021 (2.6%) and increased to 3.9% in 2022 but declined to .3% in 2023. This decrease was partly a result of national economic factors such as labor force reduction, an aging workforce, retirements, decline of new businesses, and livelihood alteration because of the COVID-19 pandemic.

Compared to the eight benchmark counties, Stanislaus County has fluctuated in the low range in terms of its job growth rate. Apart from Monterey County in 2023, Stanislaus County has had the lowest job growth rate compared to the 8-benchmark county average (2021-2023). Stanislaus County recorded its highest job growth rate of 3.9% in 2022.



Agricultural Harvested Acres and Value

The agricultural industry is a vital element in the County's economy. This industry defines its Harvested Acres categories as fruit and nut crops, vegetable crops, field crops, seed crops, nursery products, organic products, apiary products, livestock and poultry, livestock and poultry products, aquaculture, and firewood. In 2023, harvested acres in Stanislaus County totaled 876,464 and the total value of agricultural commodities produced in the County was \$3.4 billion. Since 2019, there has been decrease of 85,374 harvested acres (a 9% decrease) and similarly, the total value of agricultural commodities has decreased by \$232 million (a 6% decrease). The total value varies from year to year because of weather and soil, market factors, regulatory changes, and various agricultural policies. Factors affecting commodity value include the adjustment of acreage, per unit pricing, reduction in values of commodities, and the significant impact the drought had on water usage and availability in the community.





Agricultural Commissioner/ Sealer of Weights & Measures

Developing a High-Performing Economy



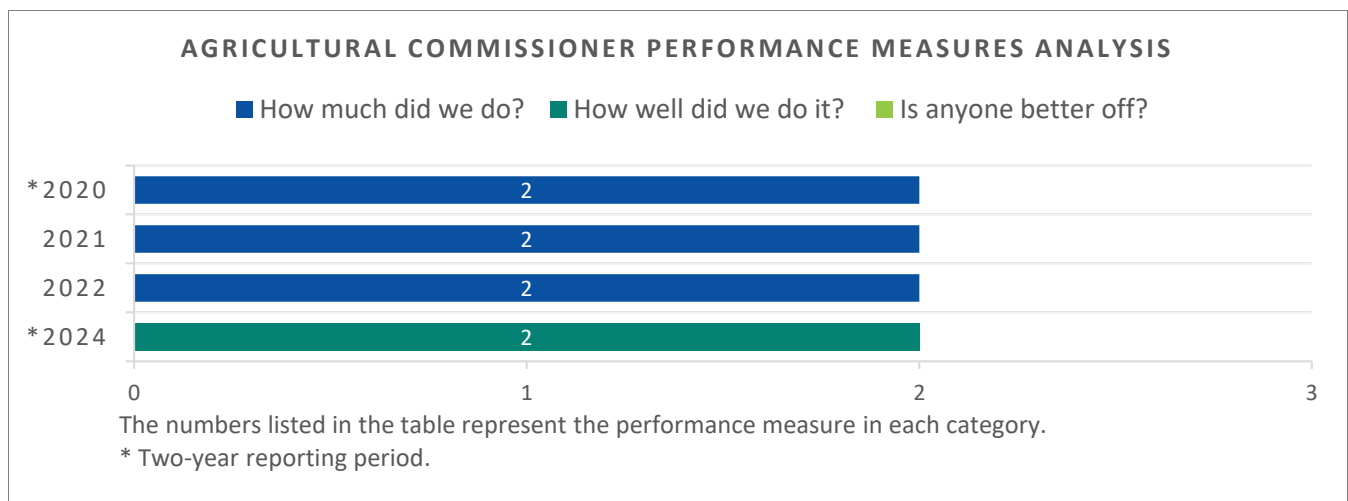
Department Mission Statement

We Build Community by supporting and protecting the well-being of agriculture, business, and the environment.

What Does Success Look Like for the Department?

Success for the Agricultural Commissioner/Sealer of Weights & Measures' Office is achieved by supporting the partners of the local agricultural businesses to legally conduct business in a more expedient and effective manner. The following section summarizes the department's selected performance measures over time, demonstrating progress in evaluation of metrics recognizing both quantity and quality of performance.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	AGRICULTURAL COMMISSIONER PERFORMANCE MEASURES	
*2020 2021 2022	Number of pest detection traps services in a one-hour time period	Increase the number of phytosanitary certificates issued within a 30-minute time period
*2024	Registration turnaround within 2 business days after adapting online credit card payment system	Permit renewal: 80% or higher to be complete by first week of February of the issuance year to facilitate pest management and pesticide use and maintain profitable crop yields

Department Performance Measures for Fiscal Year 2024

1. Registration turnaround within 2 business days after adapting online credit card payment system.
2. Permit renewal: 80% or higher to be complete by first week of February of the issuance year to facilitate pest management and pesticide use and maintain profitable crop yields.

Department Objectives for Fiscal Year 2024

1. Efficient customer service.
2. Promote and sustain compliant pesticide use.
3. Support overall community well-being by facilitating compliant pesticide use.

Department Accomplishments for Fiscal Year 2024

1. Implemented the online credit card payment system which has greatly improved the efficiency and accuracy of fee payments by customers. The new payment method is a convenient option, saving customers time and money to complete licensee and business registrations, and other services performed by the department. The Weights and Measures Division's annual device registration also accepts online payments making it more expedient, reliable, and effective than mailing. This is especially true for companies headquartered outside California.
2. Sustained a 79% rate of 2024 permit renewal by the first week of February 2024, despite a major regulatory overhaul affecting private applicator certification, due to department planning and execution. Private Applicator Certification Study and Exam Sessions began in August of 2023 and aimed to properly prepare and certify growers for timely permit renewal. Due to the consequential nature of the regulatory changes, live permit renewal appointments were crucial to ensure the grower and permittee requirement comprehension. All live permit appointments led to a reduction in the previous years' renewal rate metric; however, it was important to remain steadfast on department compliance through education philosophy and to remain focused on safe and legal pesticide use in Stanislaus County.
3. Completed the new Weights and Measures testing laboratories designed and built to fit in the existing agricultural warehouse located at the Stanislaus County Agricultural Center. The new labs were constructed to replace the old, outdated labs that were built when the Agricultural Center was first developed. These laboratories are used to test and certify customer's utility sub-meters used to measure and invoice tenant utility usage. Once completed, the labs underwent a certification to ensure they met the National Institute of Standards and Technology's regulations.
4. Conducted a four-county agricultural pesticide take-back collection event October 11-13, 2023, held at the Stanislaus County Agricultural Center. The event was established and coordinated by the Stanislaus County Agricultural Commissioner's Office and included Merced, Tuolumne, and Mariposa County Agriculture Departments. The event offered agricultural growers and businesses within the four-county region the opportunity to dispose of unwanted or unused pesticides safely and effectively. The event was

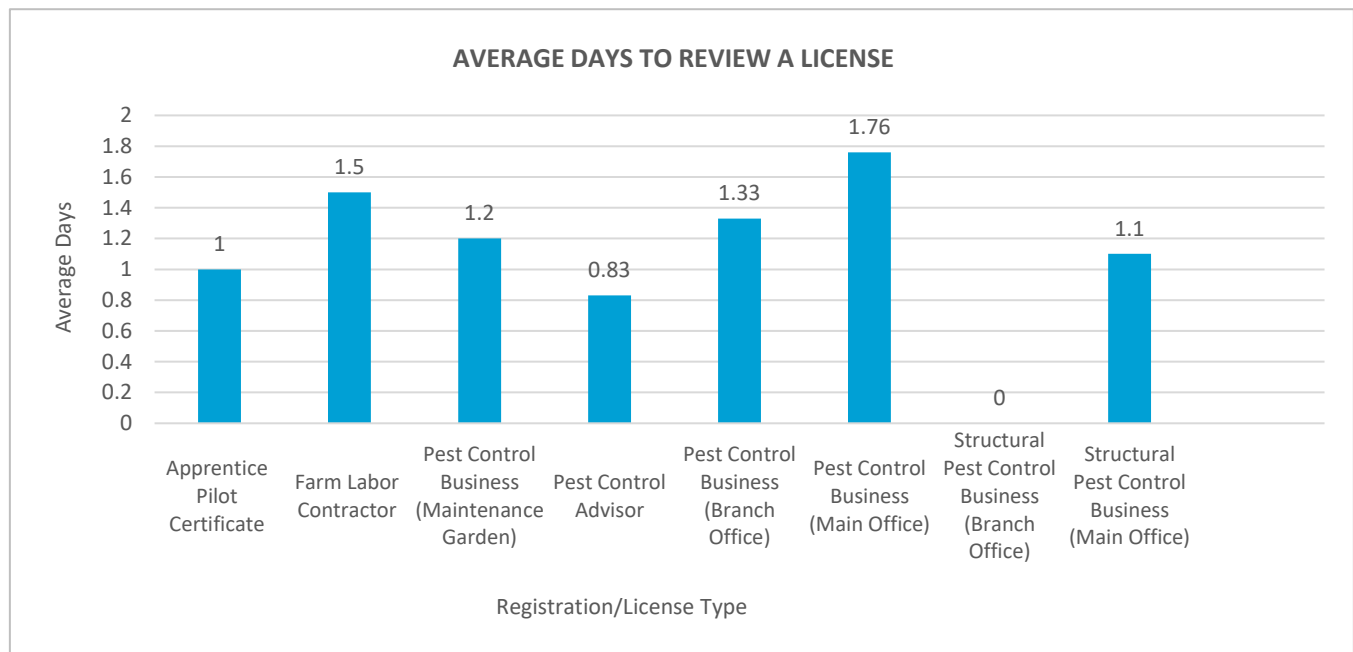
offered free of charge to local growers and ranchers. It took the counties a year to plan, organize, and secure funding for the event. A total of 71,215 pounds of unwanted, unused, and obsolete pesticides were collected from 95 growers and pesticide businesses from the four counties.

Department Performance Measures

- Registration turnaround within 2 business days after adapting online credit card payment system.

The online credit payment system and the release of the CalAgPermits registration module enabled the department to better understand the potential to improve registration of professional pesticide licensees and pest control businesses. While there remains effort to be made for users to adapt the new CalAgSystem, encouraging use of it will continue to improve in reduction of lead time and minimize the resources the department expends in completing registrations and following up on missing requirements.

Continuing to promote efficient processes in pesticide registrations will aim to sustain the fee costs without change or minimal change, of particular importance considering the uncertain economic conditions and recent state licensing fee increases. During Fiscal Year 2024, as shown by the data collected, the weighted average was 1.47 days from payment received to registration issuance. The department will continue to make efforts to encourage the adoption of these two systems to continue to enhance the registrant experience and maintain operational costs to a minimum.

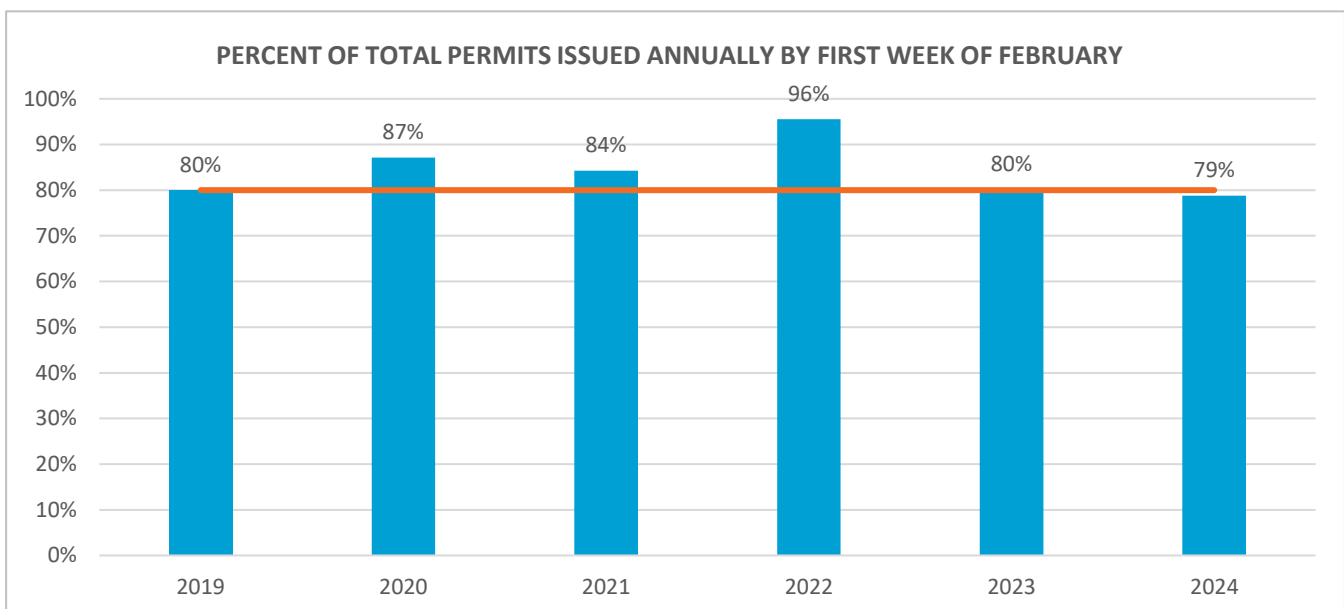


- Permit renewal: 80% or higher to be complete by first week of February of the issuance year to facilitate pest management and pesticide use and maintain profitable crop yields.

In Stanislaus County, the timely renewal of permits is crucial for agricultural producers and processors. The Agricultural Commissioner's Office has continued to streamline the permit renewal process, ensuring that 80 percent of permits are renewed by first week of February of the permit year. To do so, the department begins preparations in late September of the expiration year to begin upcoming year issuance by the first week of November. This efficiency is also vital for commodity processors who require active permits at the start of the year for pest mitigation and to meet international export requirements.

Additionally, the increase in pest control needs during spring for forage crops and orchards is critically important. Therefore, prioritizing permit renewals through first week of February prevents delays in agricultural pest management operations, allowing for timely treatments that when paired up with an efficient Integrated Pest Management Program may lead to reduced pesticide use. The implementation of the self-serve appointment scheduling system and the dedicated Private Applicator Certification study and Exam session program further demonstrates the department's commitment to streamline and maintain permit renewal efficiency and customer experience. These initiatives have not only facilitated permit renewals but have also ensured the department is able to facilitate a seamless regulatory transition and ensure that the community maintains compliance with new state certification mandates.

However, due to the regulatory changes in the Private Applicator Certification requirements, a particular challenge was uncovered during the fall 2023. Since 2018, permittees were given the option to automatically renew permits (Q-Renewal) without a live appointment if they met qualifications: (1) No compliance issues in the previous two years, (2) no updated certification required, and (3) no permit changes. Due to the regulatory certification changes during the past permit renewal season, all permit renewals were completed with a live appointment which gave the department the opportunity to educate and reinforce regulatory changes. This, in turn, shows a slight downward trend on the department's 80 percent target renewal of permits by the first week of February, but also reveals the department's capacity to remain resilient and not compromise the quality of compliance education of growers and processors when required due to major regulatory overhauls.





University of California Cooperative Extension

Developing a High-Performing Economy



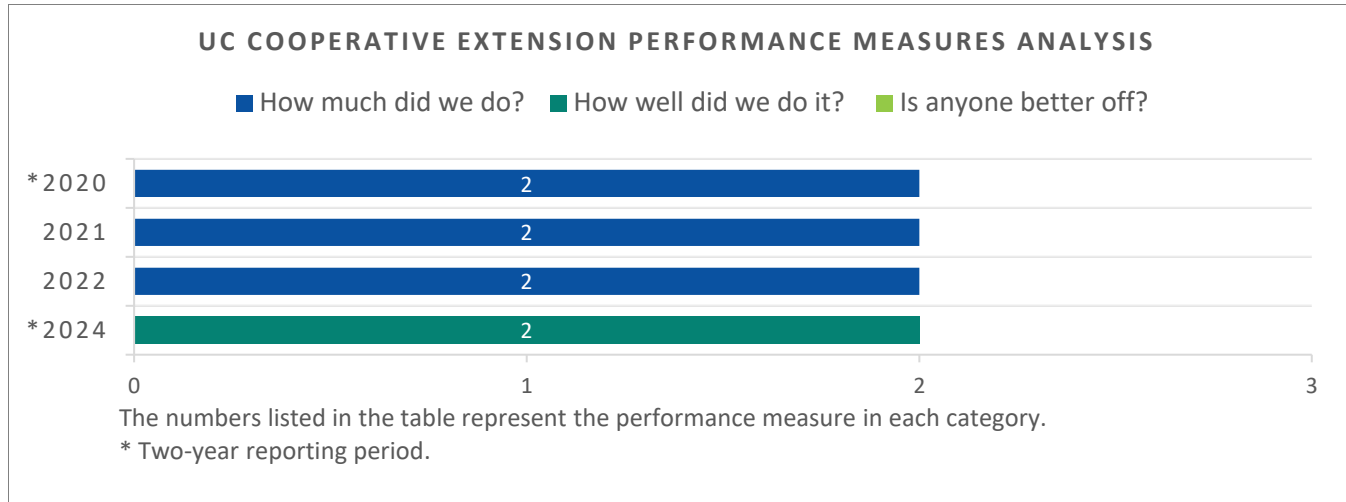
Department Mission Statement

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 in the University of California Cooperative Extension (UCCE) is achieved by generating and extending research data/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 Analysis for Fiscal Years 2020-2024



FISCAL YEAR	UC COOPERATIVE EXTENSION PERFORMANCE MEASURES	
*2020	Educational events and consultations by agricultural advisors	4-H Youth Membership
2021 2022	Educational events and consultations by agricultural advisors	Master Gardener contacts and volunteer hours
*2024	Percent of agricultural clientele who indicated that they gained knowledge from a UCCE program	Percent of agricultural clientele who indicated using UCCE information (research) in their agricultural operations/businesses

Department Performance Measures for Fiscal Year 2024

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.

Department Objectives for Fiscal Year 2024

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 industry on new and emerging research data through traditional extension methods (meetings, field days, newsletters, etc.).

Department Accomplishments for Fiscal Year 2024

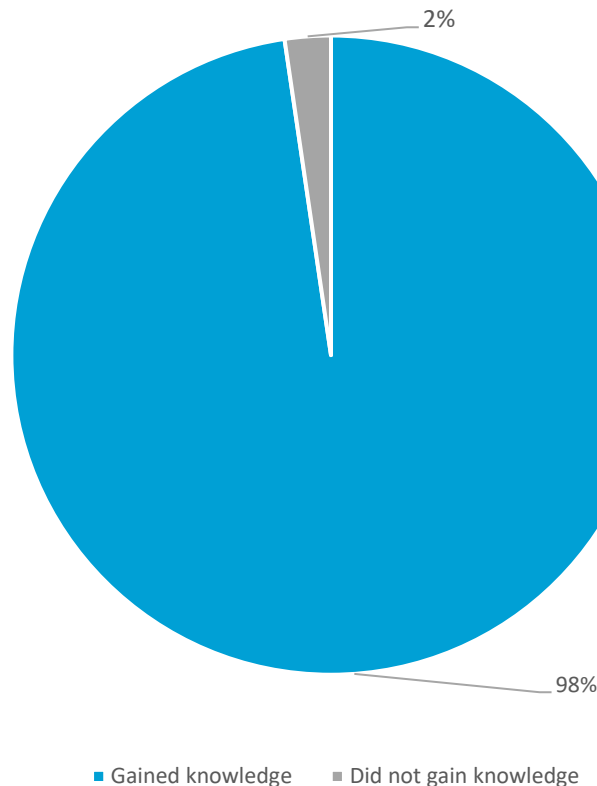
1. Conducted 72 research projects led by Farm Advisors in cooperation with Stanislaus County (and surrounding counties) farmers and ranchers.
2. Held 136 educational events (meetings, field days, webinars, etc.) in which Farm Advisors reached more than 7,500 attendees. Farm Advisors authored 103 unique articles and produced 21 newsletter editions that reached, on average, 1,950 subscribers per edition.

Department Performance Measures

- Percent of agricultural clientele who indicated that they gained knowledge from a UCCE program.

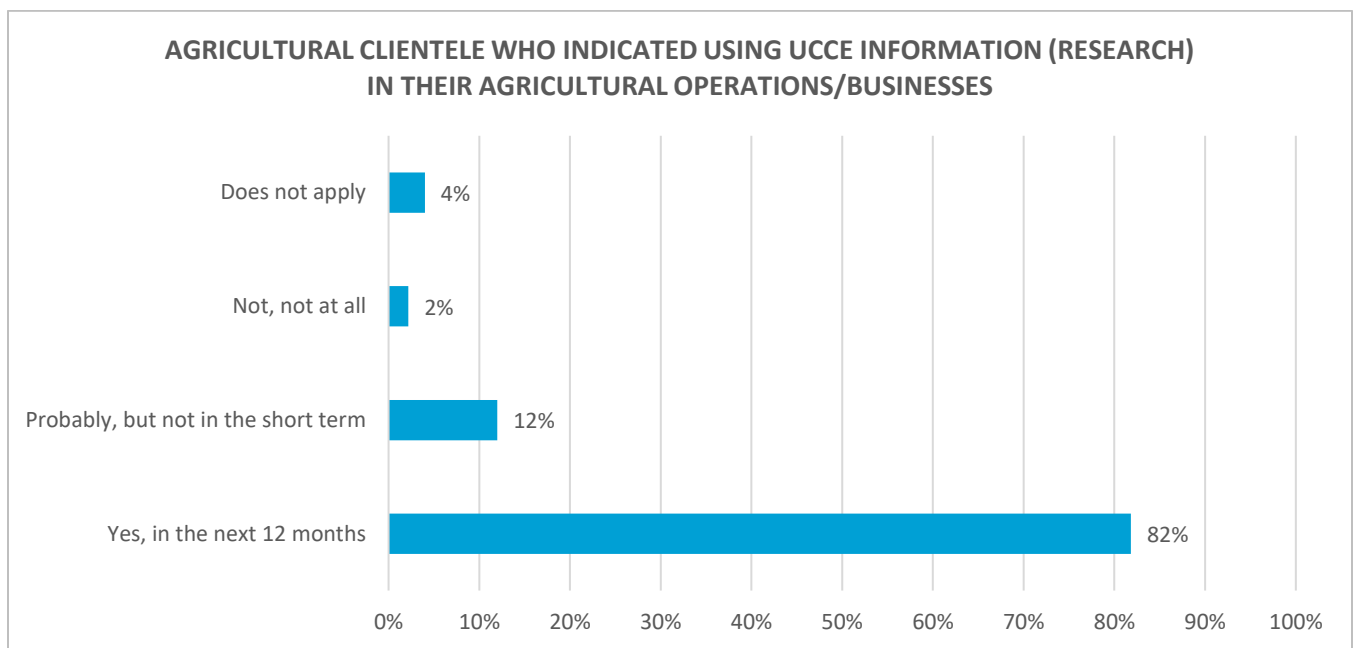
UCCE brings the resources of the University of California to Stanislaus County residents by conducting high-priority applied research, and educational programs. Most of UCCE's agricultural research is conducted via field trials in cooperation with local farmers and ranchers. Information derived from this research is delivered to agricultural clientele to inform and improve on-farm production practices and efficiencies. Extension methods include classroom and in-field workshops, one-on-one consultations, online education, and clientele-directed publications. In Fiscal Year 2024 clientele surveys found that 98% of participants gained knowledge from UCCE Stanislaus County agricultural programs. Knowledge transfer indicates successful research programs that are producing new and innovative information. This is baseline data that the department will continue to track and evaluate on an annual basis.

AGRICULTURAL CLIENTELE GAINING KNOWLEDGE FROM UCCE PROGRAMS



- Percent of agricultural clientele who indicated using UCCE information (research) in their agricultural operations/businesses.

In Fiscal Year 2024 agricultural clientele were surveyed to measure the impact of UCCE research and extension programs in Stanislaus County. Ninety-eight percent of agricultural clientele indicated knowledge gained from UCCE programs. Knowledge utilization is equally important, as the intent of applied research is to improve on-farm efficiencies through adoption of new and innovative practices. Eighty-two percent of survey responses indicated that information gained through UCCE extension programs would be utilized in their work in the next 12 months; another 12% would likely utilize the information, but not in the short term. The high rate of information utilization (94%) across agricultural programs indicates relevant and timely research informing on-farm practices and improving the local, agricultural landscape. This is baseline data that the department will continue to track and evaluate on an annual basis.





Workforce Development

Developing a High-Performing Economy



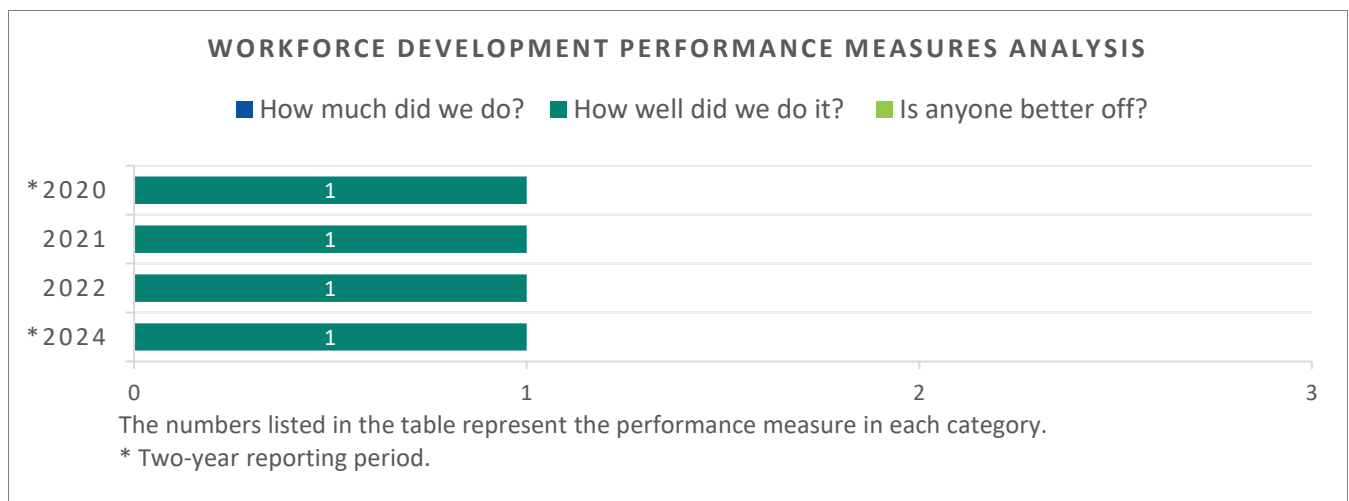
Department Mission Statement

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 our community.

What Does Success Look Like for The Department?

Success in Stanislaus County Workforce Development is achieved by working with businesses to identify skill gaps, assisting job seekers to overcome workforce-related barriers, providing economic mobility, and contributing to the economic success of the community. The following section summarizes the department's selected performance measures over time, demonstrating focus on metrics recognizing quality performance.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	WORKFORCE DEVELOPMENT PERFORMANCE MEASURES
*2020 2021 2022	Job placement and retention
*2024	Percent of clients who retained employment twelve months after initial hire

Department Performance Measures for Fiscal Year 2024

1. Percent of clients who retained employment twelve months after initial hire.

Department Objectives for Fiscal Year 2024

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

Department Accomplishments for Fiscal Year 2024

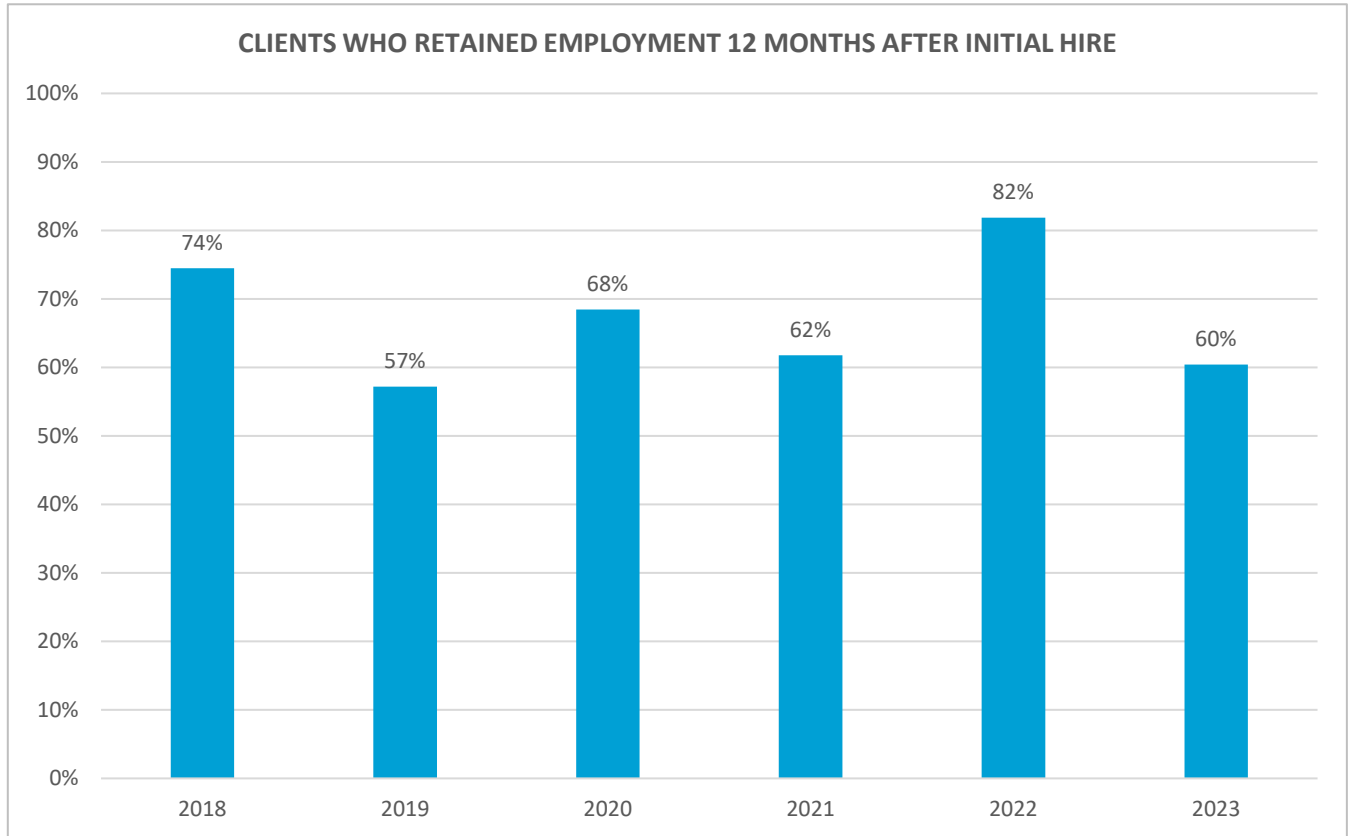
1. Enrolled 1,358 clients for services.
2. Provided 111 clients with vocational training and workshops for 2,399 clients who received assistance in developing foundational skills.
3. Worked with 624 individual businesses that received 4,470 services; an average of 7 services per business.
4. Measured program employment success to identify 480 clients reported employment at exit and 145 have reported still working 12 months after exit.

Department Performance Measures

- Percent of clients who retained employment twelve months after initial hire.

Workforce Development is focused on understanding the needs of businesses in Stanislaus County and developing a skilled local workforce to assist those seeking employment in the community. Job placements and retention continues to be one indicator of the Department's ability to meet this need. Job placements vary because of the fluctuation in the economy and unemployment rate. A low unemployment rate, which the County has been experiencing, leads to lower number of jobseekers available for employment.

The Department began tracking long-term retention of employment in Fiscal Year 2018, which is the retention of employment for one year after placement. From Fiscal Year 2021 to Fiscal Year 2023, clients employed at exit decreased due to the impact of COVID-19. This last fiscal year the Department started to see an increase of job seekers looking for employment. The continued tracking of long-term retention assists with understanding the business needs of a skilled workforce and allows the Department to provide needed resources for businesses and job seekers to remain employed. It is anticipated that the 2025 Program Year will start to see changes in the needs of businesses and the availability of more skilled labor.





Promoting Lifelong Learning

Library

Introduction

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

The Stanislaus County Library System includes 13 community libraries providing educational and recreational services that enlighten and empower residents. The County Library offers early literacy programs for children, basic literacy services to adults, resources for veterans and their families, and outreach services beyond the physical walls of the libraries, including online e-resources and community outreach activities such as home delivery service for customers who are unable to come to the library due to advanced age, injury, or illness. The library also offers unique services such as the Veterans Resource Center, passport application processing, and citizenship information sessions.

The library is primarily funded by a voter-approved 1/8-cent sales tax, which represents approximately 91% of the library's total estimated revenue to support library operations in Fiscal Year 2022. The voter-approved 1/8-cent sales tax was extended for 12 years when Measure S passed in the November 7, 2017, election.

Communitywide Indicators

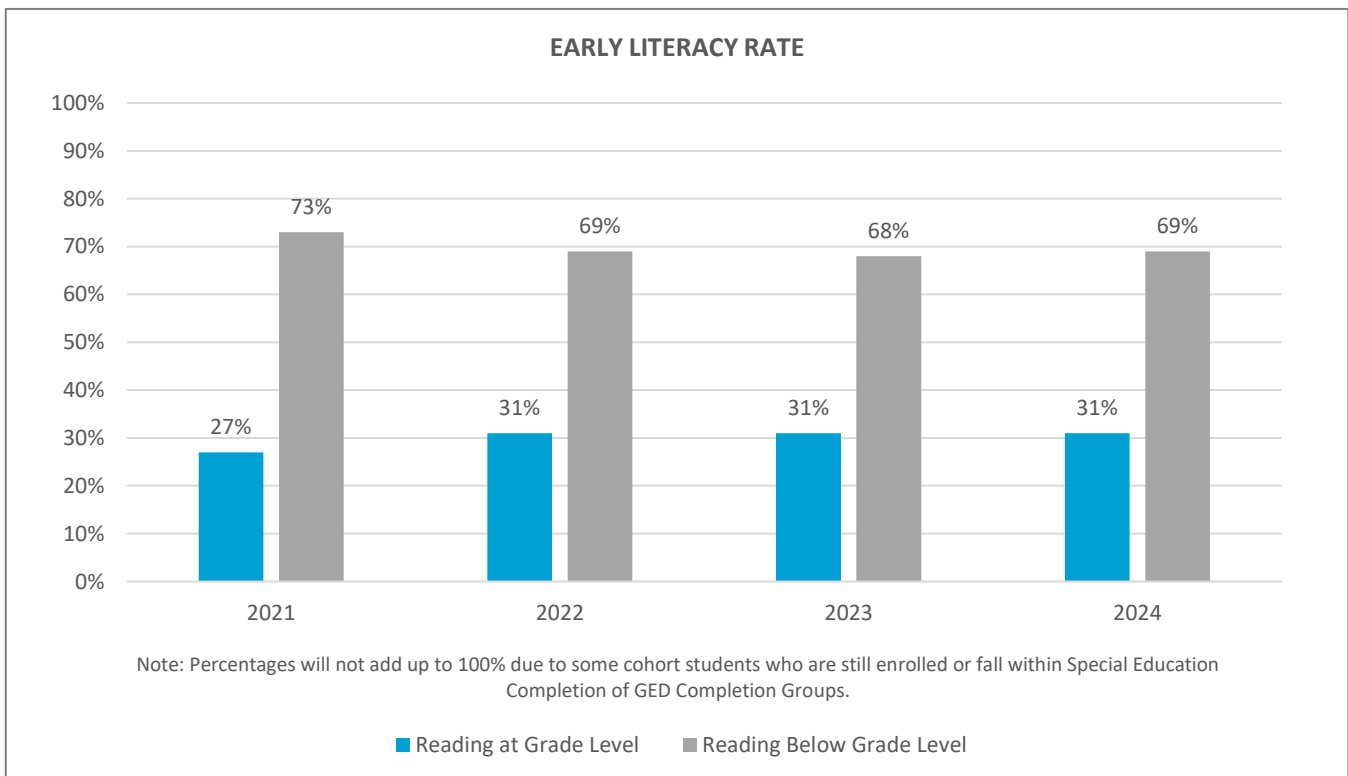
Education and life-long learning are important for each individual person's development and success, as well as for the social and economic development of the County. Access to books, information, and technology resources to enhance the learning provided in traditional and non-traditional school settings is critical. Providing equitable and individualized educational services has contributed to improvements in learning and educational attainment with students.

A quality education lays the foundation for children and youth to become productive, contributing adults. Engagement in early education and proficiency in reading are both tied to positive educational outcomes. High school graduation serves as a strong predictor of employment and adult earning potential.

Two community-wide indicators that were identified to gauge the County's ability to promote first-rate learning are: Early Literacy Rate and High School Graduation Rate.

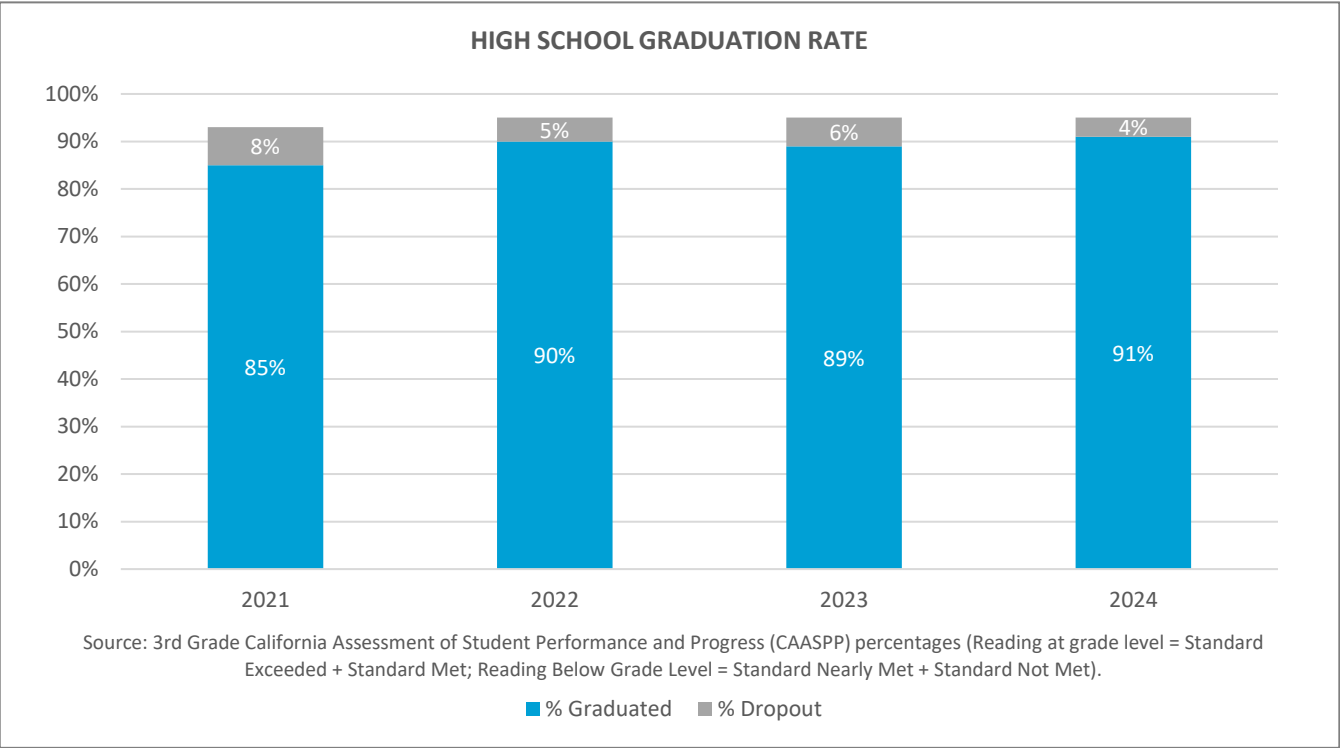
Early Literacy Rate

According to the American Academy of Pediatrics, when children are introduced to reading early in their childhood, they tend to read earlier and excel faster in school compared to other children. An important indicator of early literacy is a child's reading proficiency in the 3rd grade. The Stanislaus County Office of Education (SCOE) analyzed data from the California Assessment of Student Performance and Progress (CAASPP) results, which identified what percent of 3rd graders in the County are reading at grade level. From 2021 to 2024, students reading at grade level in the 3rd grade was stable at 31% in the County.



High School Graduation Rate

Higher salaries are typically available to high school graduates compared to non-high school graduates. The U.S. Census Bureau finds that high school graduates earn approximately \$10,000 more annually than non-high school graduates. According to SCOE’s analysis of the California Longitudinal Pupil Achievement Data System, as reported by DataQuest, from 2020 through 2024, the high school graduation rate increased from 85% in 2020-2021 to 91% in 2023-2024.



Future Directions

The County will work with local school districts and the Stanislaus County Office of Education to determine the best mechanism to measure kindergarten and college readiness. Collecting comparable County data related to the Early Literacy Rate will require dedicated resources and collaboration with schools and education partners. The Stanislaus County Library will work to develop a mechanism for measuring children’s reading levels who participate in their respective reading programs.



Promoting Lifelong Learning



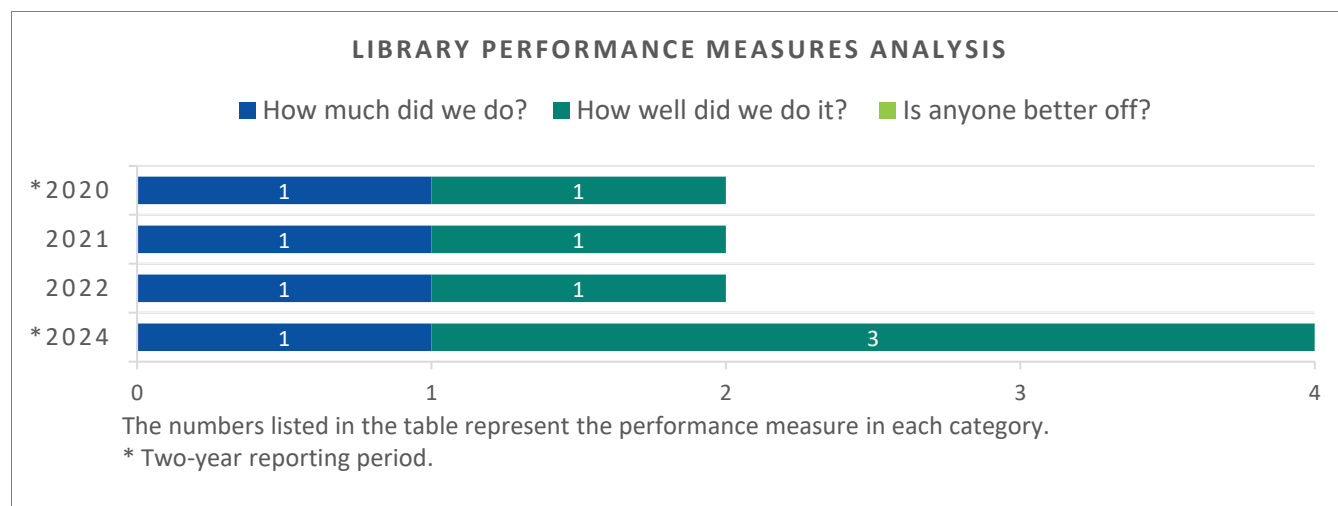
Department Mission Statement

We Build Community by engaging all members of the community and offering access to information, knowledge, and the tools for innovation and personal development.

What Does Success Look Like for The Department?

Success in the Library is achieved by supporting a vibrant community of readers; 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 Analysis for Fiscal Years 2020-2024



FISCAL YEAR	LIBRARY PERFORMANCE MEASURES			
*2020 2021 2022	Early childhood literacy attendance		eResources as a percent of total circulations	
*2024	Percent of survey respondents who reported they were "satisfied" or "very satisfied" with the library overall	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	Percent of survey respondents who indicated they agree or strongly agree they are more confident helping their children learn after attending an early childhood program at the library	Percent of active card holders (i.e., people who have used their cards within 3 years) who have used their cards within the last 12 months

Department Performance Measures for Fiscal Year 2024

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 of survey respondents who indicated they agree or strongly agree they are more confident helping their children learn after attending an early childhood program at the library.
4. Percent of active card holders (i.e., people who have used their cards within 3 years) who have used their cards within the last 12 months.

Department Objectives for Fiscal Year 2024

1. Ensure the library is a welcoming environment that customers want to visit and where staff want to work.
2. Provide responsive and creative collections, programs, and services.
3. Expand the reach of the library, particularly to key populations including children and families, seniors, Latino/a community members, and economically disadvantaged and other underserved communities.
4. Maintain a robust Story Time schedule, including bilingual and Spanish Story Time.
5. Continue to develop Youth Services Outreach program.
6. Maintain a high-quality children's book collection.

Department Accomplishments for Fiscal Year 2024

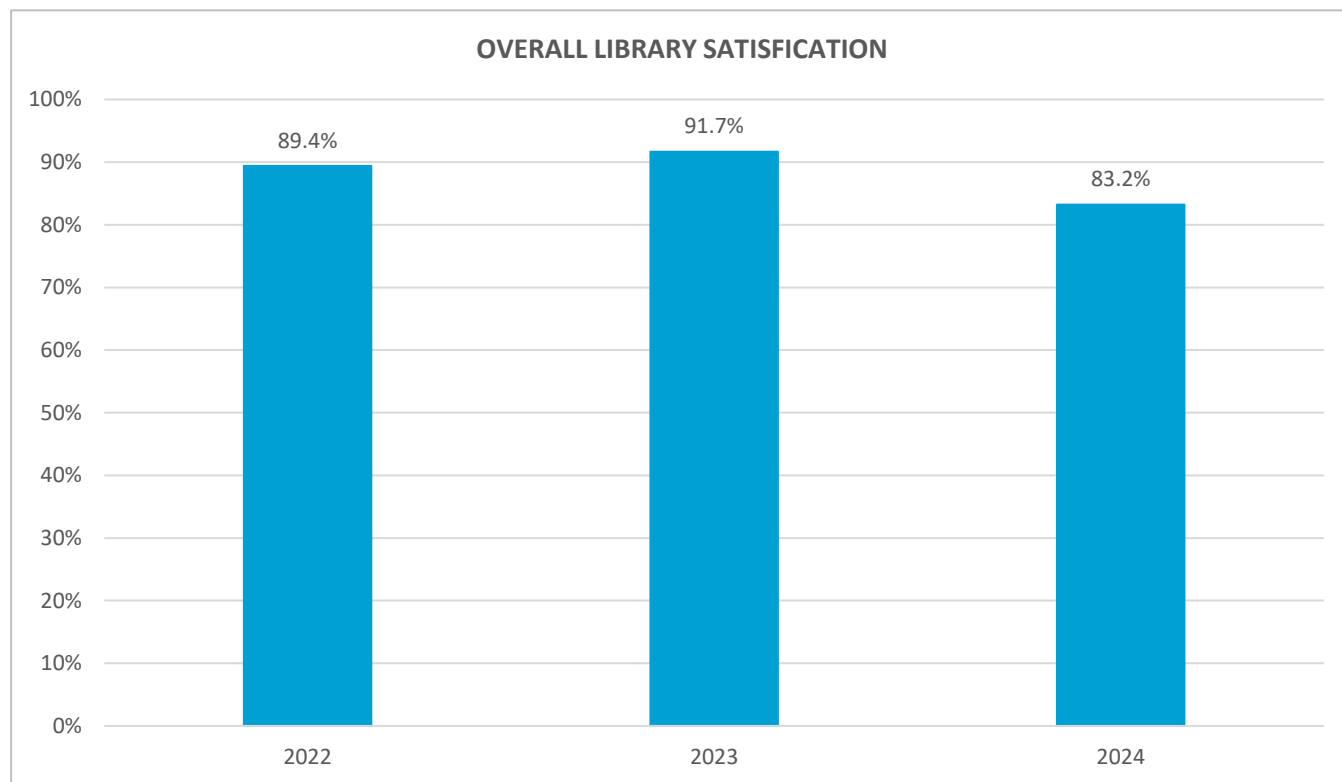
1. Planned for a significant upgrade of the Modesto Library and the Keyes Library, as well as smaller improvements at the Riverbank and Newman Library. These improvements are possible thanks to Building Community Services Investment (BCSI) funding provided by the Board of Supervisors.
2. Gathered customer data to identify community libraries were visited 777,198 times, an increase of 20% over the previous year. This indicates the draw of library collections, programs and services is increasing.
3. Focused on recruitment efforts in support of the community. In Fiscal Year 2024, the library hired nine new bilingual staff, bringing the total number of bilingual staff to 29, a 31% increase over the previous year, 26 of these staff speak Spanish, two speak Mandarin, and one speaks Hindi. Spanish-speaking staff are regularly involved in bilingual programming as well as outreach.
4. Presented 708 Story Times, reaching 20,114 attendees in Fiscal Year 2024; this represents a 39% increase over the previous year.

5. Expanded services to youth in Fiscal Year 2024 as the Youth Services Outreach team resumed in-person services at both the Grayson Community Center and the Juvenile Justice Center. Additionally, extra-help staff have been trained to provide services when full-time staff are unavailable, avoiding service interruptions.
6. Added more than 17,000 children's books countywide in Fiscal Year 2024, at a cost of \$159,600.

Department Performance Measures

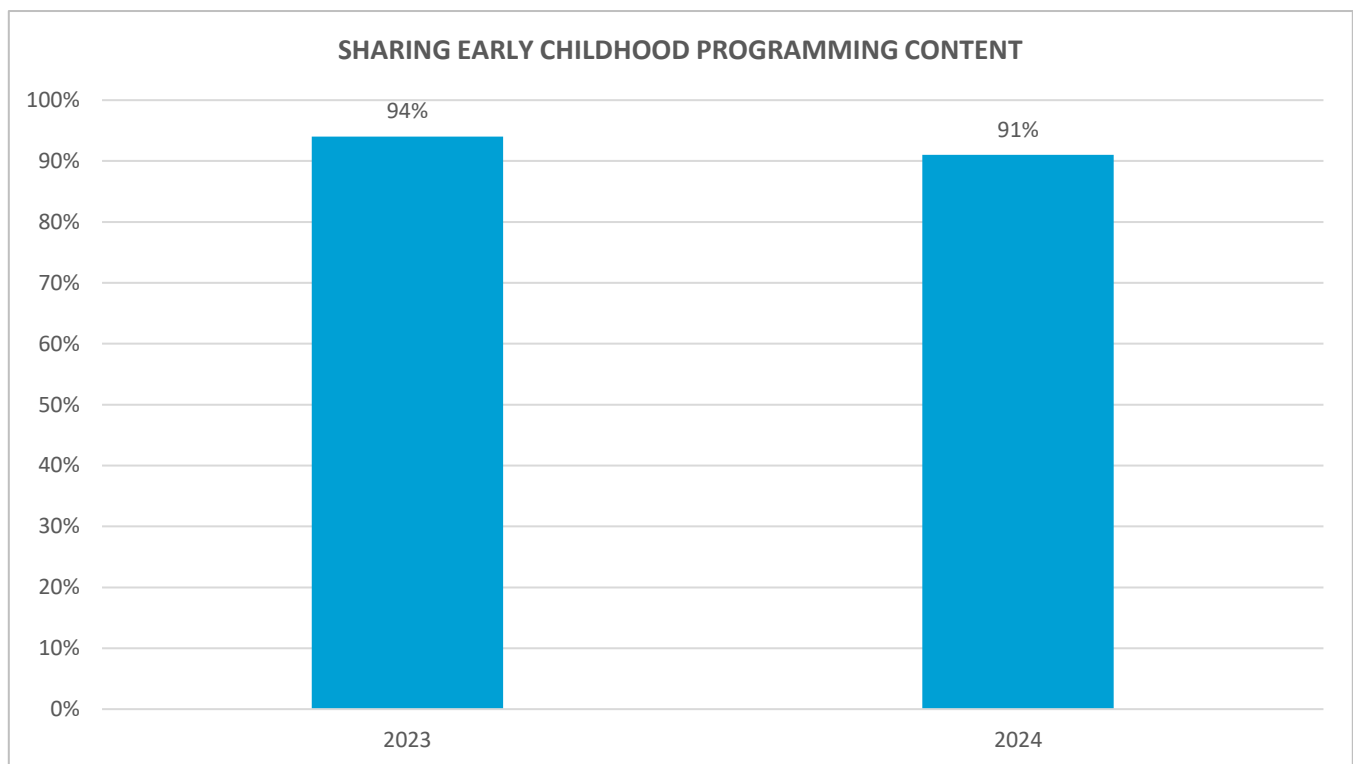
- Percent of survey respondents who reported they were "satisfied" or "very satisfied" with the library overall.

Since 2021, the Stanislaus County Library has surveyed patrons annually during the month of September (National Library Card Sign Up Month). For Fiscal Year 2024, one indicator of the library's performance is measured by the percent of survey respondents who reported being "satisfied" or "very satisfied" with the library overall. Print and online surveys are administered annually in September. The satisfaction rate for Fiscal Year 2024 stands at 83.2%, reflecting a decrease from previous years, where the satisfaction rates were 91.7% in Fiscal Year 2023 and 89.4% in Fiscal Year 2022. The respondent profile in Fiscal Year 2024 differed significantly from previous years, as paid social advertising significantly increased the number of infrequent library users completing the survey. While analysis indicated these new respondents account for many of the less-satisfied responses, it is important to acknowledge this decline may indicate a shift in patron satisfaction. The library is currently finalizing a new Strategic Plan and is assessing areas where service and experience may fall short, to engage and reengage new or infrequent users.



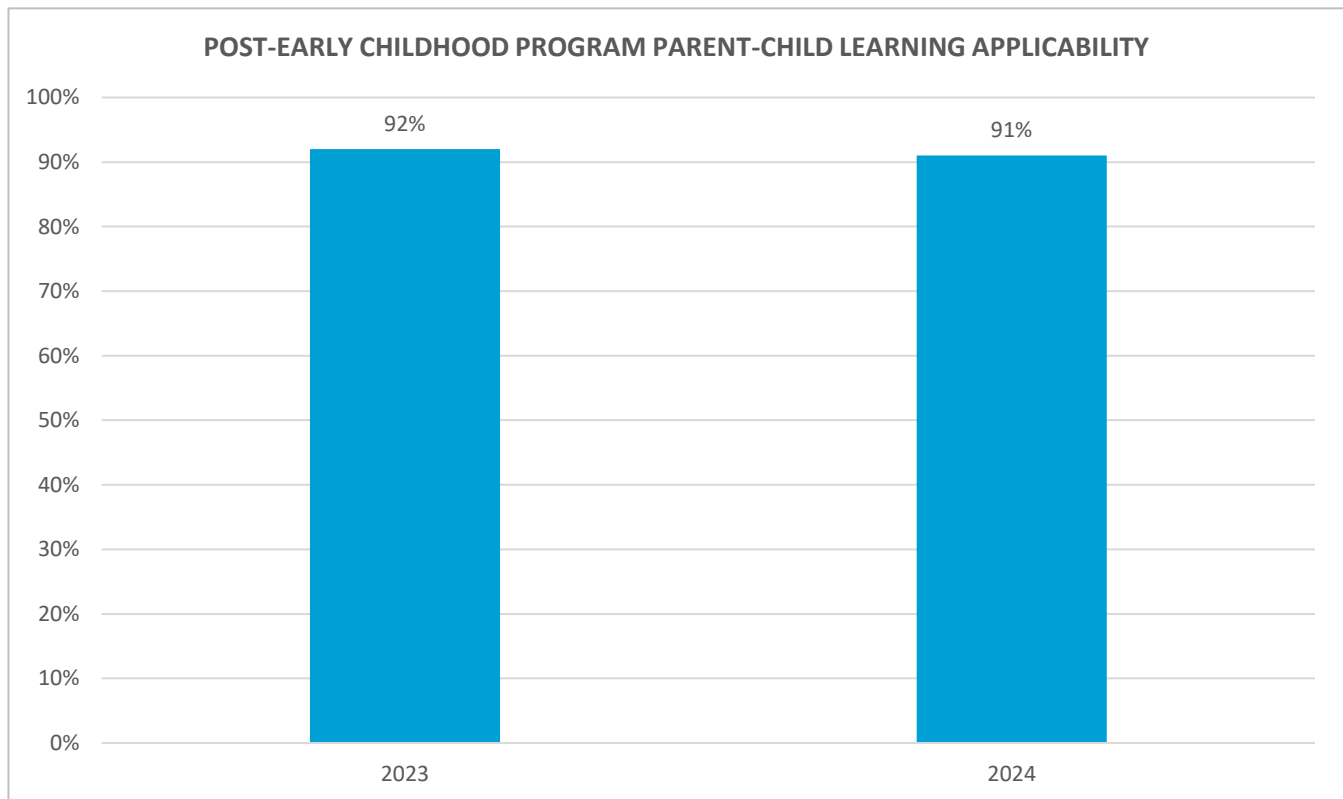
- Percent of survey respondents who indicated they agree or strongly agree they learned something they can share with their children after attending an early childhood program at the library.

For Fiscal Year 2024, the library's performance in early childhood programs is measured by the percent of survey respondents who indicated they "agree" or "strongly agree" that they learned something they can share with their children after attending a program. Parents are surveyed in Story Time and Wiggle Worms programs throughout the year. In Fiscal Year 2024, this measure stands at 91%, reflecting a slight decline from the 94% recorded in Fiscal Year 2023. While the satisfaction rate remains high, the slight decrease suggests that there may be opportunities to enhance the educational impact of these programs. The library will use this feedback to refine its early childhood offerings, ensuring that they continue to provide valuable learning experiences for parents and caregivers to share with their children.



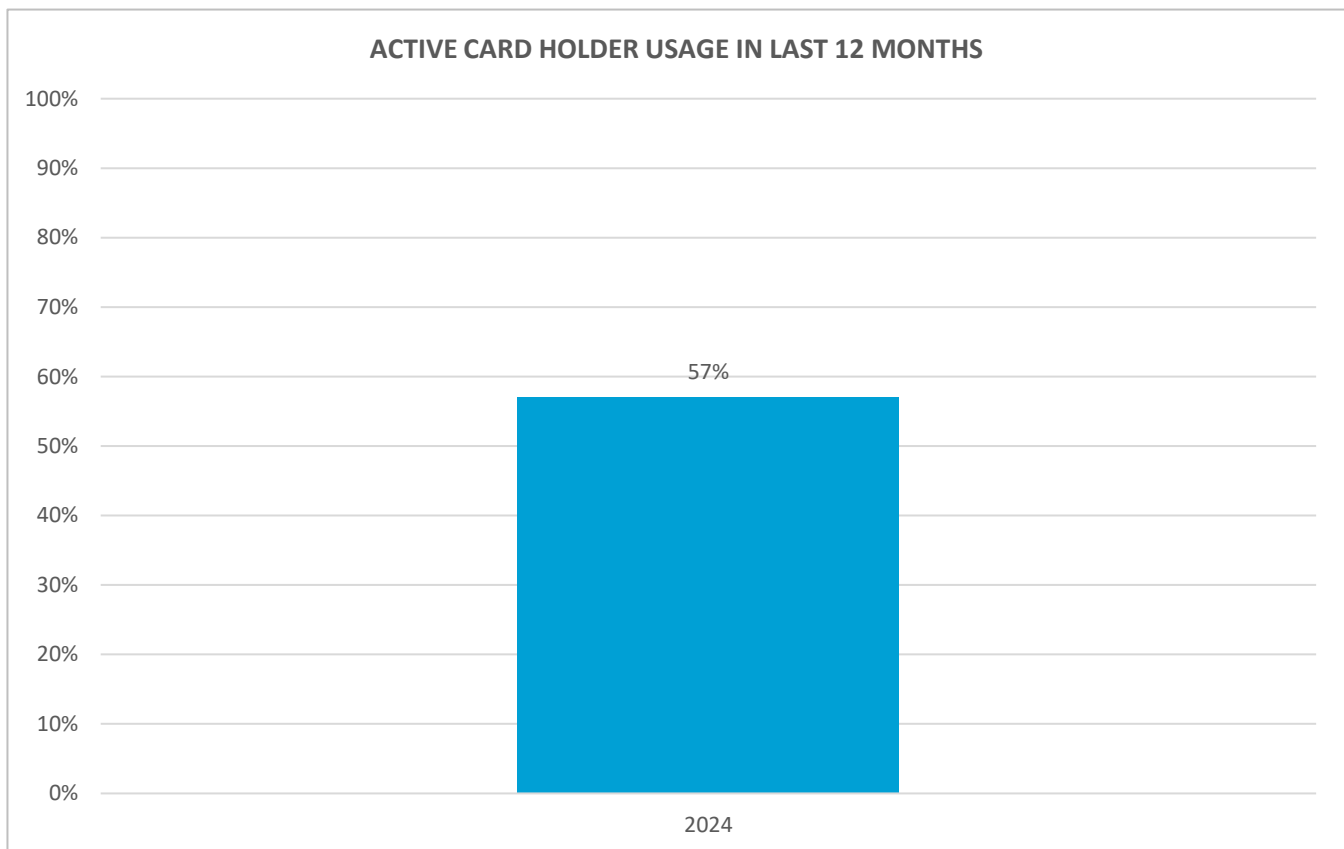
- Percent of survey respondents who indicated they agree or strongly agree they are more confident helping their children learn after attending an early childhood program at the library.

For Fiscal Year 2024, the library's performance in supporting early childhood learning is measured by the percent of survey respondents who indicated they "agree" or "strongly agree" that they are more confident helping their children learn after attending an early childhood program. Parents are surveyed in Story Time and Wiggle Worms programs throughout the year. In Fiscal Year 2024, this confidence level is reported at 91%, which is slightly lower than the 92% recorded in Fiscal Year 2023. Although the decrease is minimal, the library recognizes a need to continually assess and enhance the effectiveness of these programs. The library is committed to ensuring that its early childhood initiatives empower parents and caregivers with the confidence and tools necessary to support their children's learning and will use these insights to refine and improve future offerings.



- Percent of active card holders (i.e., people who have used their cards within 3 years) who have used their cards within the last 12 months.

To assess library performance for Fiscal Year 2024, the library measured percent of cardholders—defined as individuals who have used their cards within the past three years—who also used their cards within the last 12 months. This metric reflects the library’s effectiveness in maintaining user engagement and ensuring that cardholders are consistently utilizing library resources. It provides insight into the library's success in fostering ongoing patron activity and satisfying user needs over the most recent year, allowing for a deeper understanding of overall service impact and engagement trends. Because this is a point-in-time count, Fiscal Year 2024 was the first year this metric was available. 57% of cardholders who used their cards in Fiscal Year 2021 were still using cards in Fiscal Year 2024. Circulation increased overall during that same period, so it appears lost borrowers have been replaced by new users; at the same time, it is clear there are opportunities to improve user retention. This is baseline data that the department will continue to track and evaluate on an annual basis.





Delivering Efficient Public Services

Assessor

Auditor-Controller

Board of Supervisors

Chief Executive Office

Clerk-Recorder/Registrar of Voters

County Counsel

General Services Agency

Information Technology Central

Treasurer/Tax Collector

Introduction

Departments within this section support the Board of Supervisors' priority *Delivering Efficient Public Services* to benefit our residents and businesses. These departments serve members of the community while also providing valuable services to local agencies and other County departments.

Some of the critical and supportive functions provided by this priority area include Countywide property assessment, financial management and oversight, human relations, employee health and safety, legal representation, elections facilitation, facilities and vehicle maintenance, public records retention, investment of local funds, technological support, and overall County operational responsibility. Providing services online has vastly improved the way the County interacts with the public, with access to Countywide information and services now widely available online at www.stancounty.com.

The following departments support the delivery of efficient public services through daily operations.

The County Assessor produces the annual assessment roll of tangible property within Stanislaus County, generated with fair, accurate, and timely property valuations.

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

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

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

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

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

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

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

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

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

Communitywide Indicators

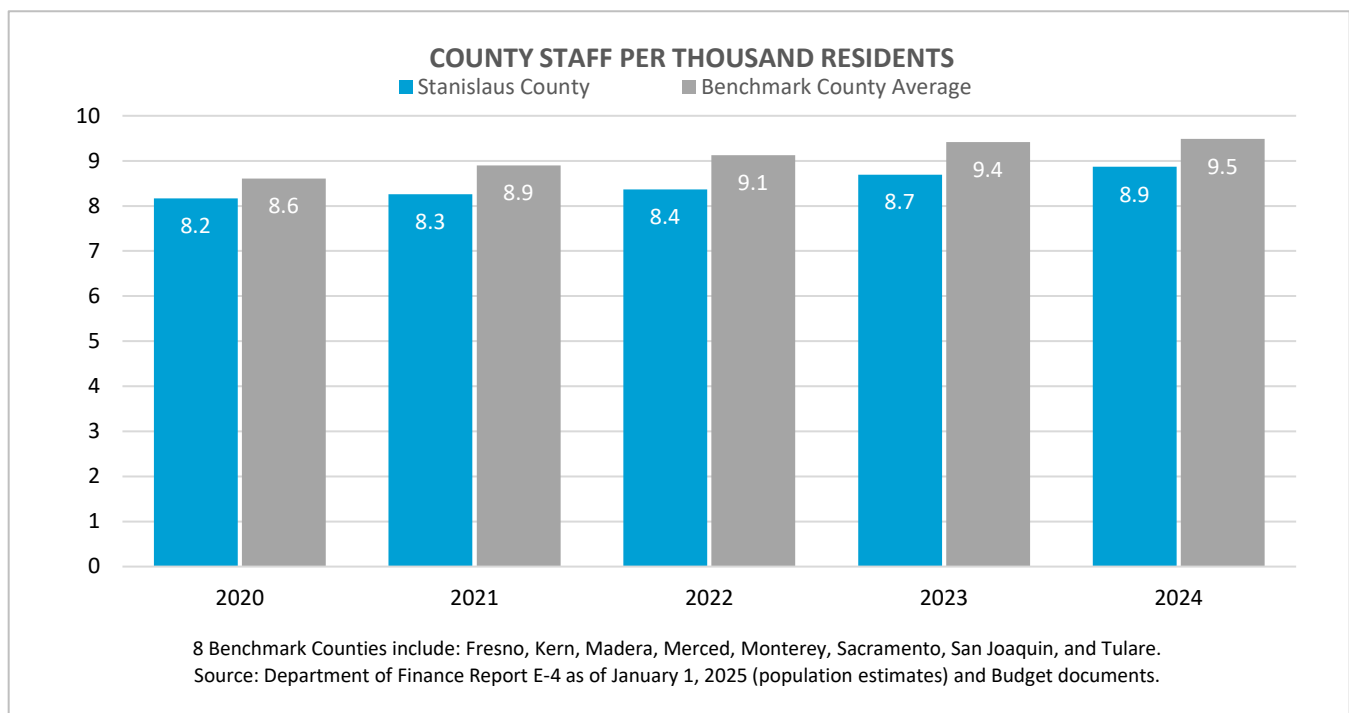
Efficiency is a critical element in the effective operation of government agencies and allows for the sustained provision of valuable services to the community. Conducting business online provides a convenient point of access for many residents and has vastly improved the way the County interacts with the public, with access to Countywide information and a variety of services available at www.stancounty.com.

Two community-wide indicators help gauge the County's ability to deliver efficient public services: County Staff per Thousand Residents and Budgeted Discretionary Revenue per Capita. These indicators address both the public access component, and the financial health segment represented by this Board priority area.

County Staff per Thousand Residents

Sufficient staffing levels are critical to the County's ability to deliver quality, efficient services to the public. Staff provide direct services to the community and internal customers, ensuring that their questions are addressed, payments are posted, applications are duly processed, properties are assessed, calls are answered, and safety and support are provided, all of which use the most valuable County resource, personnel. While automation has simplified processes and increased efficiencies, it is the human element that is critical to customer satisfaction.

County staff, measured per thousand residents, serves as an indicator of the level of service provided to meet customer needs. Over the past five years, the ratio of staff per thousand residents in Stanislaus County has averaged a 2.1% percent year-over-year increase, with most growth seen in Fiscal Years 2023 and 2024, when it increased 3.6% and 2.3%, respectively (see preceding chart). While the County's staffing allocation has averaged a 1.9% annual increase over that same five-year period, increasing from 4,516 positions in Fiscal Year 2020 to 4,866 positions in Fiscal Year 2024, the County population has experienced an average annual decrease of 0.2%, moving from 552,878 to 548,744 residents during that same period (data per California Department of Finance). The result is a combined effect that suggests there are more human resources available to meet the public's needs now than there were five years ago, with the most recent fiscal year indicating 8.9 staff per thousand County residents.



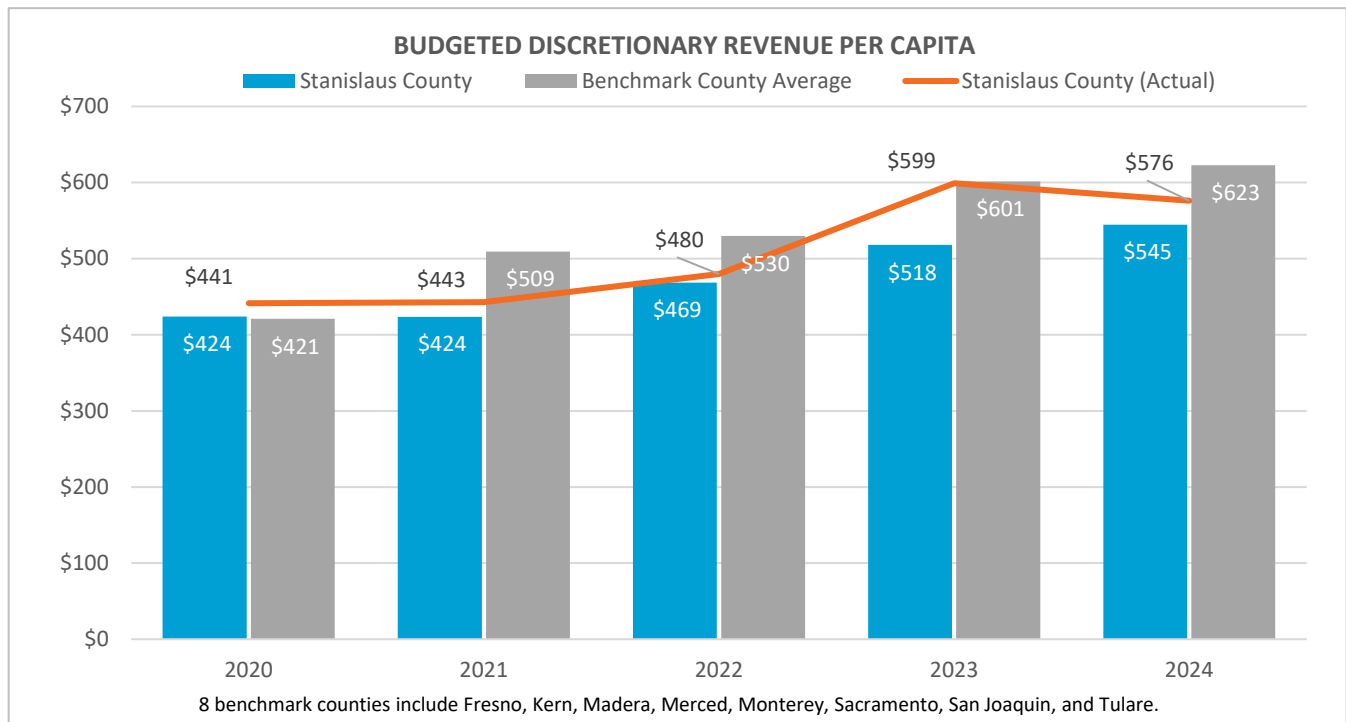
To provide context, staffing data per thousand residents was gathered for eight comparable counties: Fresno, Kern, Madera, Merced, Monterey, Sacramento, San Joaquin, and Tulare. Using the composite average for these counties, a comparison can be drawn against Stanislaus County. In the aggregate, these comparison counties have realized an average year-over-year increase of 2.5%, slightly higher than that experienced in Stanislaus County. However, this trend slowed recently, increasing only 1.1% from Fiscal Year 2023 to Fiscal Year 2024, ending with 9.5 staff per thousand residents. Madera County experienced the highest year-over-year growth during this time, averaging a 4.8% annual increase, moving from 9.1 to 11 staff per thousand residents.

While Stanislaus County has shown steady increases in staffing levels over recent years, Stanislaus County trails behind most of its peers, except for Fresno, Merced, and Sacramento counties, which range from 8.3 to 8.6 staff per thousand residents. Currently, Monterey County has the highest ratio, with 13.4 staff per thousand residents, followed by Madera County with 11, Tulare with 10.5, San Joaquin with 10.2, and Kern with 9.7. The eight-county average composite rate of 9.5 staff per thousand residents can be a helpful reference for future staffing considerations.

Budgeted Discretionary Revenue per Capita

Discretionary Revenue represents revenue the County receives that can be used to fund programs and services in the community at the Board of Supervisors' discretion. This revenue consists predominantly of property taxes, sales taxes, and Proposition 172 revenue along with several other funding sources. Most County Discretionary Revenue is dedicated to support public safety, criminal justice, and a variety of government-related services that the County is responsible to provide.

Discretionary Revenue is considered an indicator of overall financial health as it contributes to the County's General Fund. Stanislaus County budgeted Discretionary Revenue has increased over the past several years with a five-year average increase of 6.4%, ranging from \$234.3 million in Fiscal Year 2020 to \$298.9 million in Fiscal Year 2024. To provide context in how this relates to community size and needs, Discretionary Revenue is being



monitored and reported here as budgeted Discretionary Revenue per capita; as the County population grows, so too does the need for resources, community programs and services, and revenue.

The following chart depicts the budgeted Discretionary Revenue per capita for Stanislaus County for the most recent five years along with an eight-county composite average. Since Fiscal Year 2020, Stanislaus County has experienced an increase (27.6%) in per capita revenue growth with higher-than-average growth experienced in Fiscal Years 2023 and 2024. This is largely due to temporary increases to sales tax revenue realized post COVID-19 pandemic due to changes in local spending affecting the County's statewide pool rate. Most recent years' receipts have shown a leveling out of this trend and movement towards slower revenue growth; Fiscal Year 2024 budgeted Discretionary Revenue per capita was \$545, a 5.2% increase over the prior fiscal year. The seven-county benchmark average indicates a similar upward trend, with an average year-over-year increase of 10.5%. Combined, these counties identified budgeted Discretionary Revenue per capita of \$623 for Fiscal Year 2024, \$78 per capita over that budgeted for Stanislaus County. The closest comparable counties to Stanislaus County are Sacramento County at \$551 and Kern County at \$585 per capita. The highest budgeted Discretionary Revenue per capita was identified by Monterey County at \$708, followed by Merced County at \$681 and Madera County at \$609 per capita.

The line in the chart identifies the actual Discretionary Revenue received per capita for Stanislaus County, inclusive of one-time revenue receipts. The County has consistently realized Discretionary Revenue per capita above that budgeted over the past five years. This is primarily due to the benefit realized through the American Rescue Plan Act (ARPA) Standard Allowance for revenue loss.

Like the measure of staff per thousand residents, budgeted Discretionary Revenue per capita is affected by population growth and the overall economic health of the community.



Assessor

Delivering Efficient Public Services



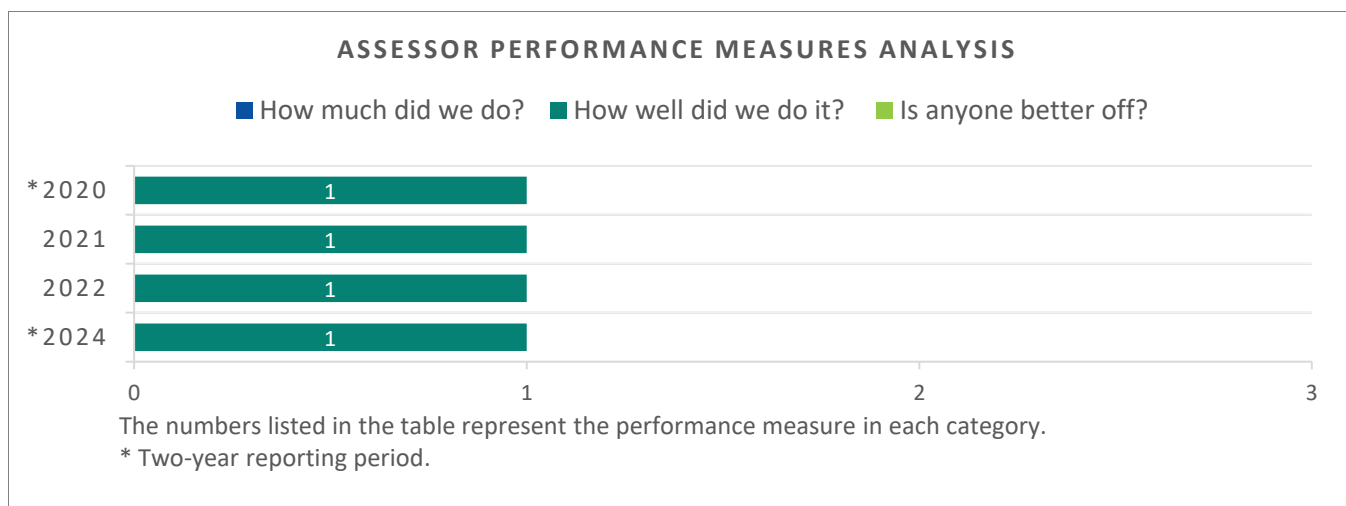
Department Mission Statement

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 Department is achieved when customer needs are met, specifically the timely and efficient processing of change in ownership deeds, which is a measure of the elapsed time from deed recording to the time the Assessor sends a value notice to the taxpayer.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	ASSESSOR PERFORMANCE MEASURES
*2020 2021 2022	Timely process a change in ownership
*2024	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

Department Performance Measures for Fiscal Year 2024

1. 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.

Department Objectives for Fiscal Year 2024

1. Implement (Go Live) Tyler Commercial/Industrial valuation program for 2022 roll completion.
2. Obtain and implement Just Appraised optical scan deed processing software to more automate deed processing and eliminate the need for much of the current data entry required.
3. Move one Assessment Technician and one Senior Appraiser to the Standards Division for more efficient processing and review of more complex changes in ownership and more efficient valuation of specialty properties.
4. Implement Megabyte Property Tax System Residential Comp Sales Appraisal tool once a unified database is finalized. This will eliminate Access Database programs in use since the 1990's.

Department Accomplishments for Fiscal Year 2024

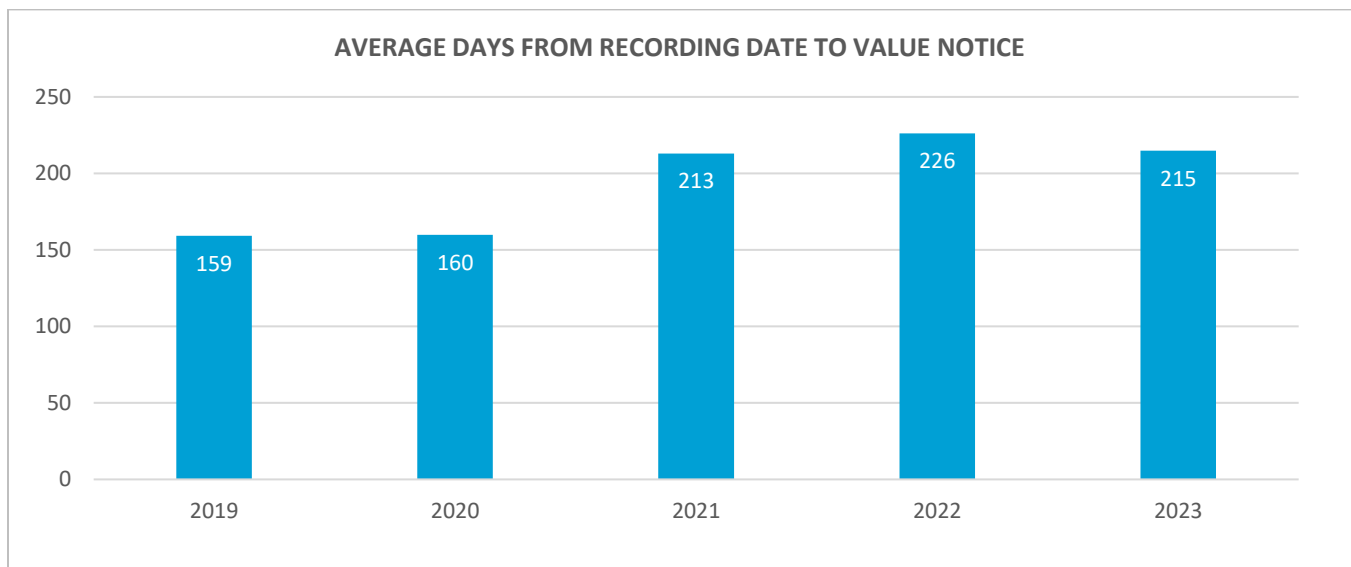
1. Analyzed technology systems benefits to operations. In May 2022, the Assessor went live with the Tyler Commercial Industrial valuation database. Since then, the Commercial division has reviewed 786 properties using this advanced technology, ensuring that Proposition 8 market values for Commercial and Industrial properties are assessed in a timely, fair, and accurate manner.
2. Embedded Results-Based Accountability into Department culture. Beginning in January 2024, the Assessor held evaluation meetings with both primary and secondary users of the Just Appraised program. The objective was to address the key question: "Are we better off with Just Appraised?" Users were asked to provide feedback on what aspects were working well, what challenges they were encountering, and what additional benefits they believed Just Appraised could offer. The evaluation committee then compiled these findings to determine whether the identified issues were inherent to the Just Appraised system or could be addressed by adjusting office procedures.
3. Enhanced services on July 1, 2024, when the Assessor took the first step in expanding the Standards division by assigning one Senior Appraiser. The additional staff resource is intended to create a division that will help the office be more efficient and uphold the Board of Equalizations standards and practices and support the department's mission statement of a timely, fair, and accurate assessment.
4. Continued to work with the vendor Megabyte Property Tax Systems on process improvement. While progress has been made, it has not been sufficient to make a switch to their Comparable Sales database. The Assessor will replace the Access database with the system once it has been changed to accommodate local needs.

Department Performance Measures

- 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.

In Fiscal Year 2019 the Assessor's Office the average days from recording date to value notice was 159. In Fiscal Year 2022, the time required to process change of ownership requests increased to its highest point, primarily due to the loss of 23 of its 62 employees during the COVID pandemic. From Fiscal Year 2019 to 2023, the average days from recording date to value notice increased 35% (from 159 to 215 days).

Although the Assessor has successfully filled all vacant positions, the office is still working to regain its previous level of productivity due to the significant loss of institutional knowledge. To address these challenges, the Assessor is focusing on comprehensive staff training to navigate the effects of the extended vacancies and is actively seeking technological innovations to enhance processes and improve workflows.





Auditor-Controller

Delivering Efficient Public Services



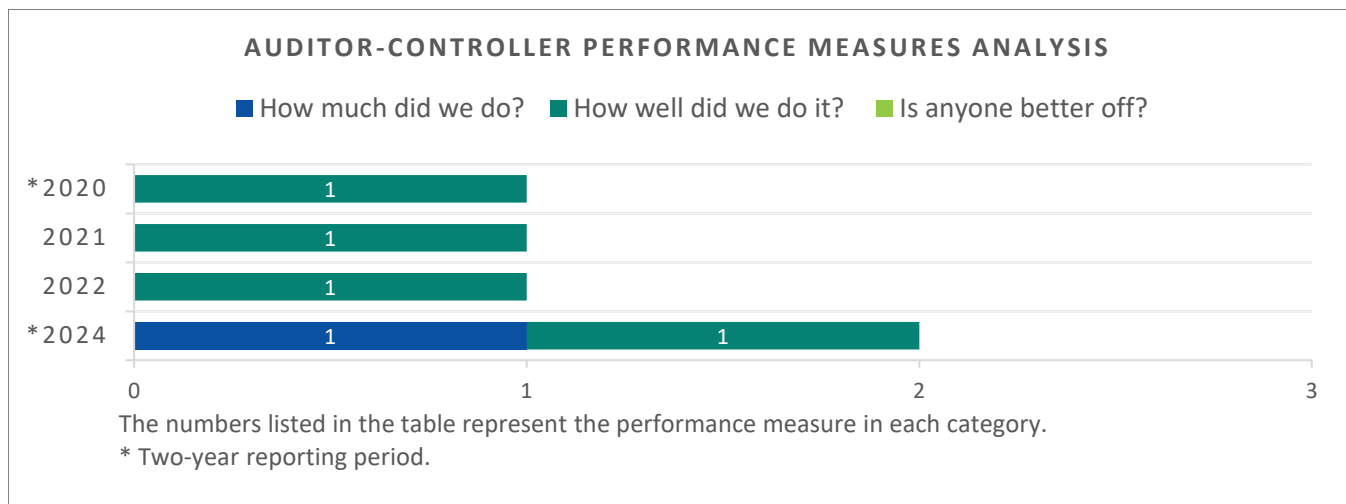
Department Mission Statement

We Build Community by providing 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 Analysis for Fiscal Years 2020-2024



FISCAL YEAR	AUDITOR-CONTROLLER PERFORMANCE MEASURES	
*2020 2021 2022	Customer experience	
*2024	Number of wires	Percent of survey respondents who indicated a score of 3.0 or higher that services provided demonstrate support towards meeting a department's mission

Department Performance Measures for Fiscal Year 2024

1. Number of wires.
2. Percent of survey respondents who indicated a score of 3.0 or higher that services provided demonstrate support towards meeting a department's mission.

Department Objectives for Fiscal Year 2024

1. Reduce the number of wires through another form of payment which is less costly.
2. Work with vendors to consolidate the number of wires.
3. Enhance accounting training support for customers.

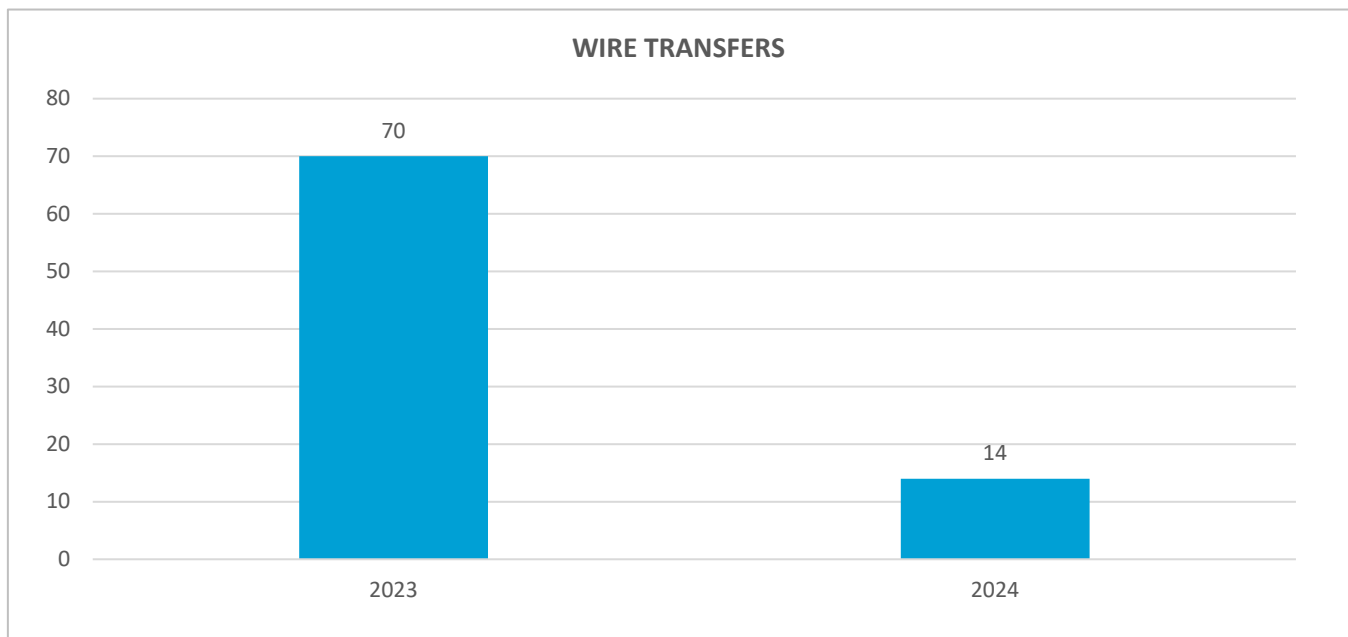
Department Accomplishments for Fiscal Year 2024

1. Implemented a new vendor payment process utilizing the new Oracle Cloud financial management system (FMS) and the County's new bank, JPMorgan Chase (JPMC), with JPMC's Single-Use Accounts (SUA) platform, where participating vendors can electronically receive funds with a virtual credit-card type account number, resulting in less physical checks and wire transfers while promoting greater efficiencies and security in the payment process.
2. Worked in collaboration with the Treasurer-Tax Collector's Office to review payment methodology for school bonds and developed an improved, cost-efficient payment process where wire payments were able to be consolidated, reducing wire payments from 70 to 14 while still providing the detailed information required.
3. Provided training across County departments related to financial reporting, accounting practices, and the use of the new Oracle Cloud FMS, facilitated by a newly dedicated Accounting Training Manager, ensuring consistent and accurate financial reporting by various department users in accordance with the Generally Accepted Accounting Principles (GAAP) and Federal guidelines as outlined by the Office of Management and Budget (OMB).
4. Continued to develop reports and deploy functions of the Oracle Cloud FMS for improved fiscal accountability and customer experience.
5. Completed a full cash reconciliation from July of 2022 forward to validate the accountability of systems supporting the Treasury functions and Enterprise Performance Management (EPM), and documented procedures for continued cash reconciliation to occur daily through implementation of the Oracle Cash Management module of FMS.

Department Performance Measures

- Number of wires.

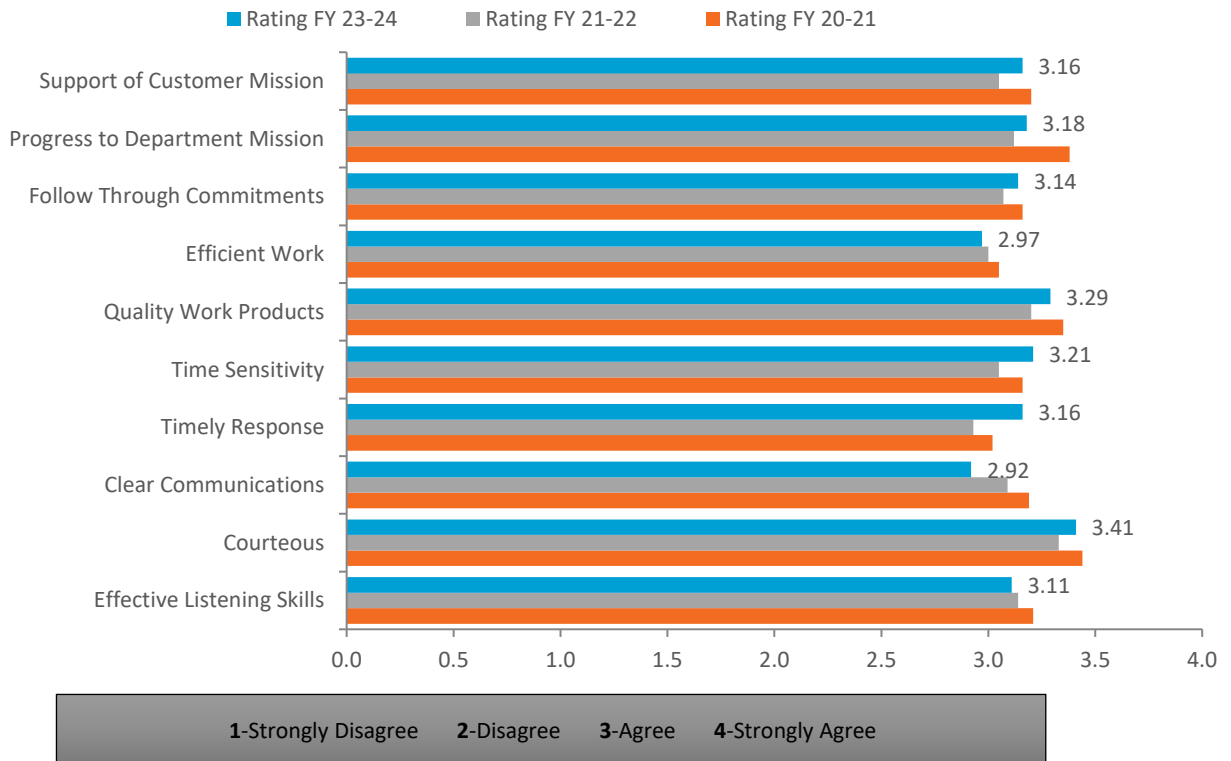
The Property Tax Division of the Auditor-Controller's (AC) Office distributes debt service payments related to Stanislaus school bonds. Due to the limitations of Automated Clearing House (ACH) electronic payments, these payments must be made via wire transfer, which can be costly to the County. The AC Property Tax Division worked in collaboration with the Treasurer-Tax Collector's Office to review payment methodology for the school bonds and developed an improved, cost-efficient payment process where wire payments were able to be consolidated. From Fiscal Year 2023 to 2024, the number of debt service wire payments was reduced from 70 to 14, while still being able to provide the required, detailed information for each bond.



- Percent of survey respondents who indicated a score of 3.0 or higher that services provided demonstrate support towards meeting a department's mission.

The AC Department strives to provide support to departments that enables them to effectively carry out their mission. The AC Department uses the annual Customer Experience Questionnaire (CEQ) to measure progress. In Fiscal Year 2024 the AC Department recorded an overall score of 3.2. The AC Department is reporting on the answers from internal customers to the following statement: "Services provided by the Auditor-Controller demonstrate support towards meeting my department's mission." A response score of "4-strongly agree" indicates the highest satisfaction with services. In Fiscal Year 2024, a total of 35.1% of respondents provided the score of "4" relating to this specific measure. This is the second highest percent of respondents who strongly agree with this statement since Fiscal Year 2019. Furthermore, 83.8% of the Fiscal Year 2024 CEQ responses to this specific measure were favorable with respondents indicating a score of "3-agree" or "4-strongly agree." The Department is committed to delivering quality services to internal customers and will continue to seek opportunities to improve services.

AUDITOR-CONTROLLER CUSTOMER EXPERIENCE





Chief Executive Office

Delivering Efficient Public Services



Department Mission Statement

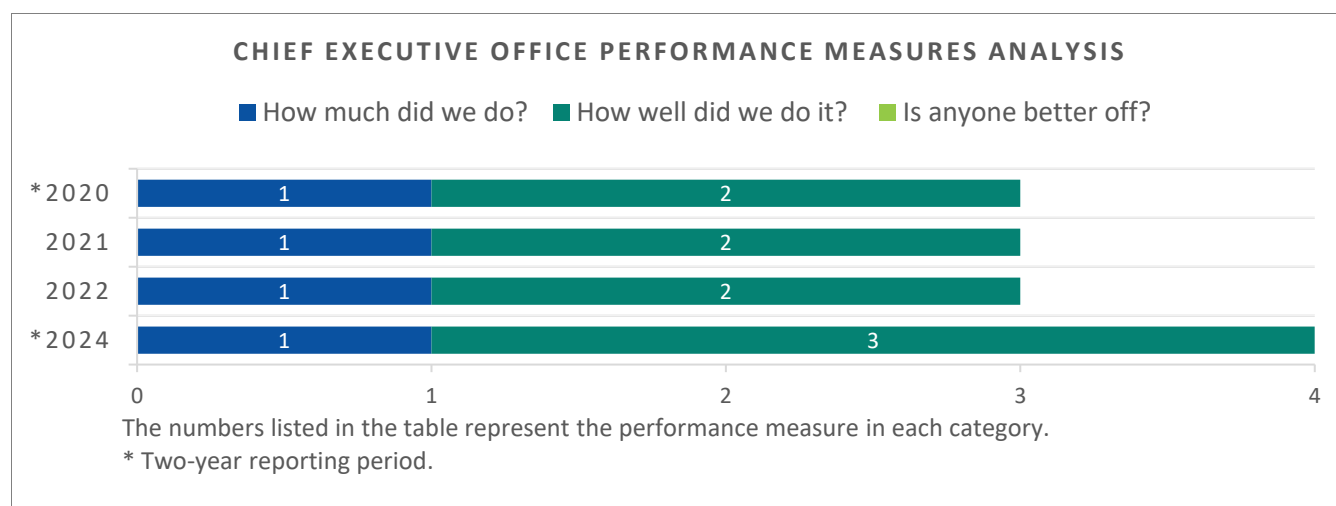
We Build Community by guiding the organization, serving the public interest, implementing the Board of Supervisors' priorities, creating an environment that attracts and sustains a world-class workforce, and supporting County departments in achieving their missions.

What Does Success Look Like for The Department?

Success in the Administration Division is achieved by efficiently providing programs and services to fulfill the County mission, providing exceptional customer service, and managing the County financial capacity to ensure sustainability of operations, balancing service delivery with healthy reserves.

Success in the Human Relations (HR) Division is achieved by providing exceptional customer service and efficient systems for recruitment, retention, workforce development, benefits administration, succession planning, safety, and risk management.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	CHIEF EXECUTIVE OFFICE PERFORMANCE MEASURES			
*2020 2021 2022	Customer experience		Strong financial capacity to ensure sustainability of operations, balancing services delivery with health reserves	Occupational Safety and Health Administration incident rate
*2024	Percent of reserves in fund balance in the fiscal year operating budget	Percent of survey respondents who indicated a rating of 3.0 or higher for support of the customer's mission	Occupational Safety and Health Administration (OSHA) incident rate	Percent of survey respondents who indicated a rating of 3.0 or higher for support of the customer's mission

Department Performance Measures for Fiscal Year 2024

1. Percent of reserves in fund balance in the fiscal year operating budget.
2. Percent of survey respondents who indicated a rating of 3.0 or higher for support of the customer's mission.
3. Occupational Safety and Health Administration (OSHA) incident rate.
4. Percent of survey respondents who indicated a rating of 3.0 or higher for support of the customer's mission.

Department Objectives for Fiscal Year 2024

1. Implement the American Rescue Plan Act (ARPA) projects approved by the Board, delivering tangible and sustainable improvements in the quality of life in Stanislaus County.
2. Leverage the strong fiscal health of the County to implement the Building Community Services Investment strategy with targeted and direct investment in County parks, libraries, infrastructure, and the County workforce.
3. Increase community connection and civic engagement through implementation of the Stanislaus County Diversity, Equity, and Inclusion Program, to include the Chambers Closed Captioning Project and coordination of the Equal Rights Commission.
4. Lead, participate, and collaborate in Housing Stanislaus, Stan 2030, Focus on Prevention, and other economic development/collective impact forums to advance the Board priorities.

5. Improve service to the community by integrating Results-Based Accountability at the operations level of the organization, aligned with Performance Visioning reports of data and community outcomes.
6. Assess the current organization communications/public information program, evaluate options for enhancement, and implement best practices to inform staff and the public of County Vision, Mission, and Values, services, programs, opportunities, and successes.
7. Develop and implement a comprehensive recruitment and retention plan that ensures continuity of quality services and reduces the Countywide vacancy rate.
8. Develop a workforce development program for Countywide senior leadership succession planning to ensure stability and sustainability of critical operations and services.
9. Embed HR Management Consultants in departments to provide real-time HR and safety direction, training, support, and guidance to County departments.
10. In partnership with departmental stakeholders, develop and implement an internal investigations strategy and dedicated team to build staff knowledge and capacity for organizational investigations.

Department Accomplishments for Fiscal Year 2024

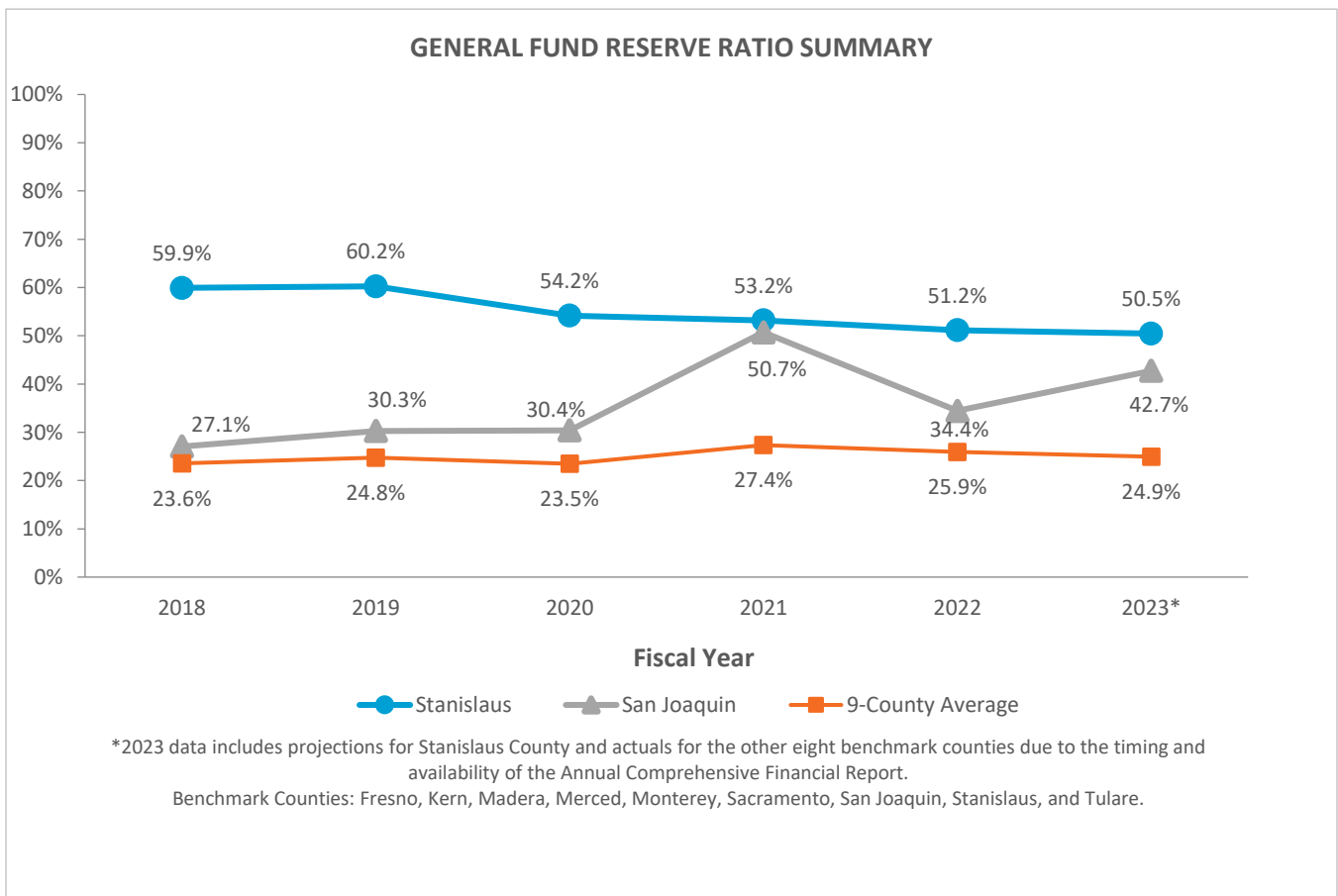
1. Implemented ARPA projects approved by the Board, delivering tangible and sustainable improvements in the quality of life in Stanislaus County.
2. Leveraged the strong fiscal health of the County to implement the Building Community Services Investment strategy, a commitment of \$60 million spread over three budget years ending in Fiscal Year 2025 with targeted and direct investment in County parks, libraries, infrastructure, and the County workforce.
3. Led, participated in, and collaborated with Housing Stanislaus, Stan 2030, Focus on Prevention, and other economic development/collective impact forums to advance Board priorities.
4. Supported leadership and staff engagement through a variety of communications strategies, including the monthly StanWorthy employee newsletter, the all-County Managers' Annual Summit each summer focused on networking, culture, and setting common direction in support of the Board's priorities, and the all-County Leadership Kickoff each winter celebrating the success of County services making a difference in the Community.
5. Continued to share stories and public information through communications channels, the County's internet, and various forms of social media to educate, engage, and improve access to County services and programs.
6. Expanded the model for embedded HR Management Consultant support in departments to provide real-time HR and safety direction, training, support, and guidance to County departments.

Department Performance Measures

- Percent of reserves in fund balance in the fiscal year operating budget.

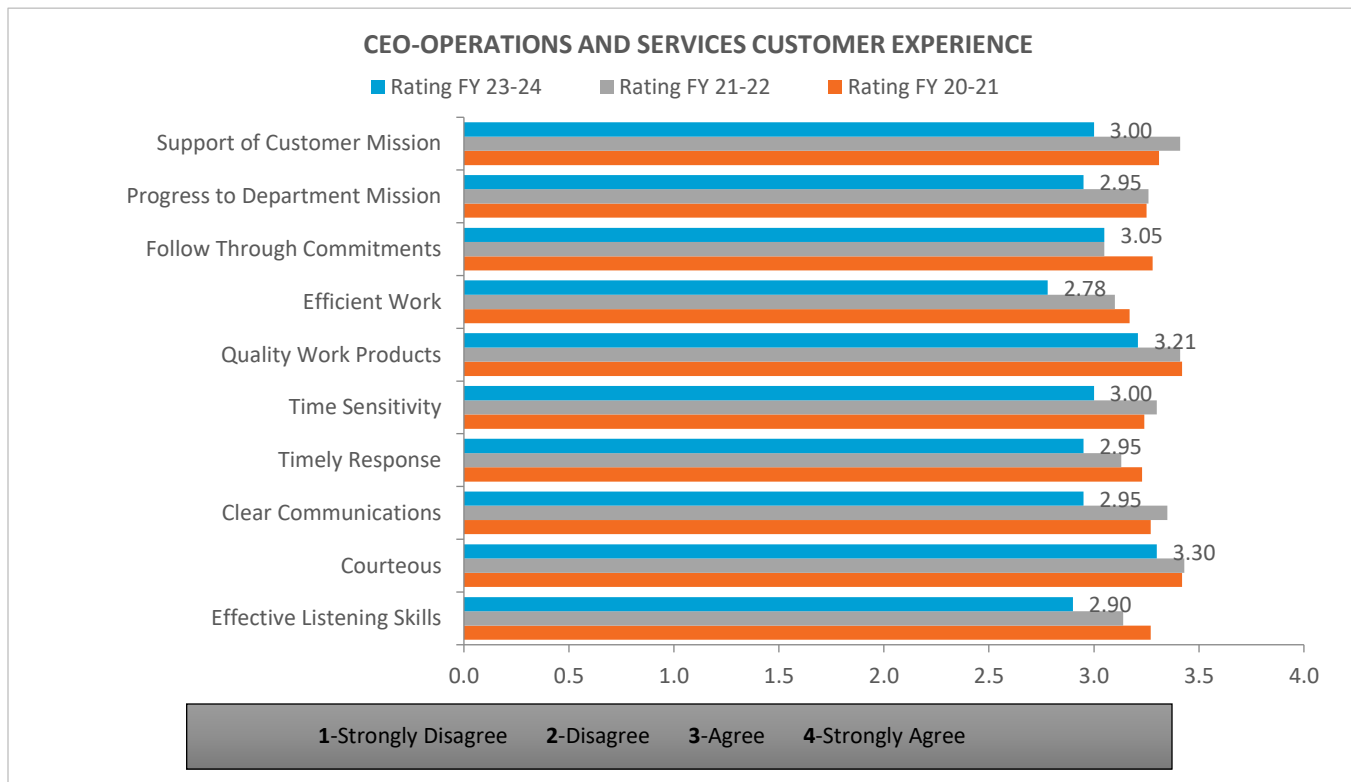
The Chief Executive Office of Stanislaus County is committed to maintaining financial strength while delivering quality services and healthy reserves. These reserves serve as a safety net, or a risk reserve account, against financial shocks like recessions, natural disasters, and funding changes from federal or state sources. A key measure of financial health is the account's unreserved fund balance, which is the portion of a governmental fund's balance that is not restricted or committed for specific purposes, allowing for flexibility in spending.

From Fiscal Years 2018 to 2023, the unreserved fund balance has consistently exceeded the average of approximately 25% among similar counties. The Government Finance Officers Association recommends maintaining at least 16.7% of the budget in unrestricted reserves, enough to cover two months of expenses, with higher reserves advised due to revenue fluctuations and other risks. By tracking this metric, the County can make informed budget decisions that sustain operations and enhance community services.



- Percent of survey respondents who indicated a rating of 3.0 or higher for support of the customer's mission.

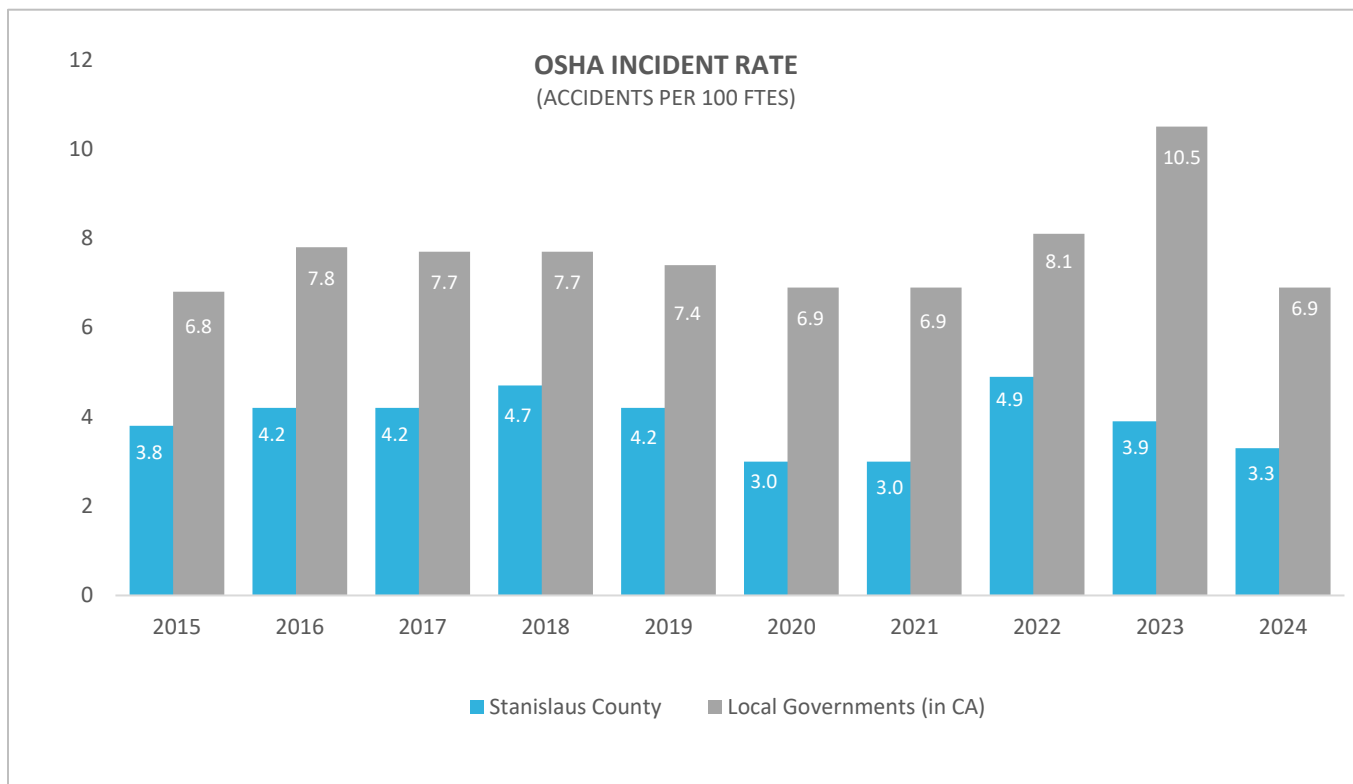
The County has implemented Performance Visioning to promote a focus on outcomes and community impact. Departments with a primary mission to provide services to internal customers utilize an annual Customer Experience Questionnaire to measure progress on a variety of success measures. These critical success measures include how well the department listens and responds to customer requests; how timely, accurate, and efficient the department's work products are; and ultimately, if the service department is progressing on its own mission, while assisting the department's customers in achieving their missions. Customers were asked to rate the services provided on 10 specific metrics, on a scale of one to four, with four—strongly agree—identified as the "best" or top score, and one—strongly disagree—as the lowest score. The following chart displays the results of the Customer Experience Questionnaire for CEO-Operations and Services, for Fiscal Year 2024, with an overall positive score of 3.0. This score is lower than the average rating of 3.3 for the previous two fiscal years. The highest scores received were in the areas of courteous, quality work products, and follow through commitments. Operations staff will continue to maintain high standards in these strength areas while increasing focus on efficient work and effective listening skills.



- Occupational Safety and Health Administration incident rate.

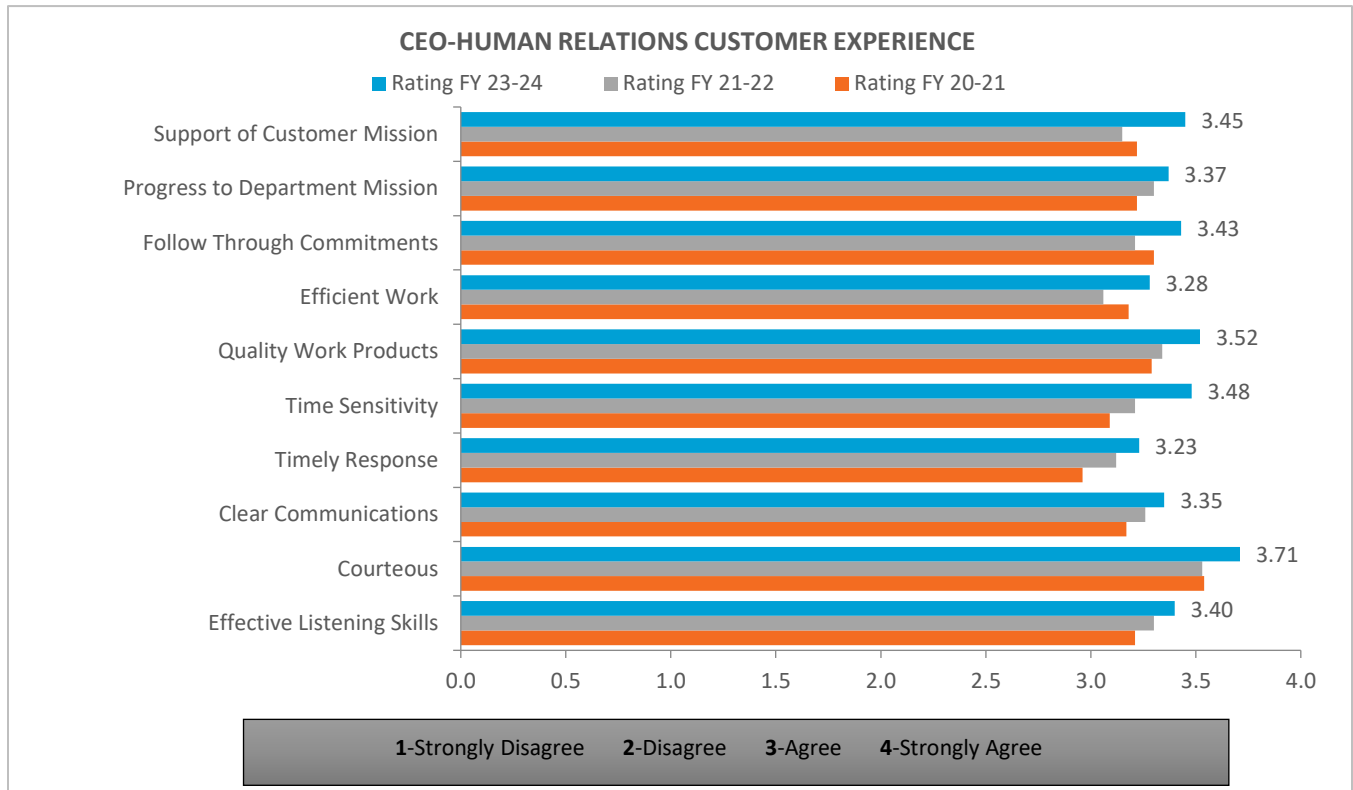
Stanislaus County is committed to keeping its employees, its most valuable asset, safe and well. The OSHA Incident Rate is used as a tracking tool to gauge and evaluate the effectiveness of the County’s workplace safety program. It also provides a benchmark comparison of the number of OSHA reportable injuries or illnesses that occurred in Stanislaus County compared to other local governments in the State. The following chart identifies the trends over the past 10 years, comparing the OSHA Incident rate for all self-insured California local governments to the Stanislaus County rate. An incident rate of 3 means that for each 100 equivalent employees who worked during the year, three of them experienced an OSHA recordable injury or illness.

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



- Percent of survey respondents who indicated a rating of 3.0 or higher for support of the customer's mission.

Similar to CEO-Operations and Services, CEO-Human Relations uses the Customer Experience Questionnaire to measure success. The following chart displays the results of the Customer Experience Questionnaire for the CEO-Human Relations Division for Fiscal Year 2023-2024 with an overall positive score of 3.4. The current rating is higher than the average rating of 3.2 for the previous two fiscal years. The highest scores received were in the areas of being courteous, quality work products, time sensitivity, support customer mission, and follow through commitments. Operations staff will continue to maintain high standards in these strength areas while increasing focus on the support for customer mission.





Clerk-Recorder/Registrar of Voters

Delivering Efficient Public Services



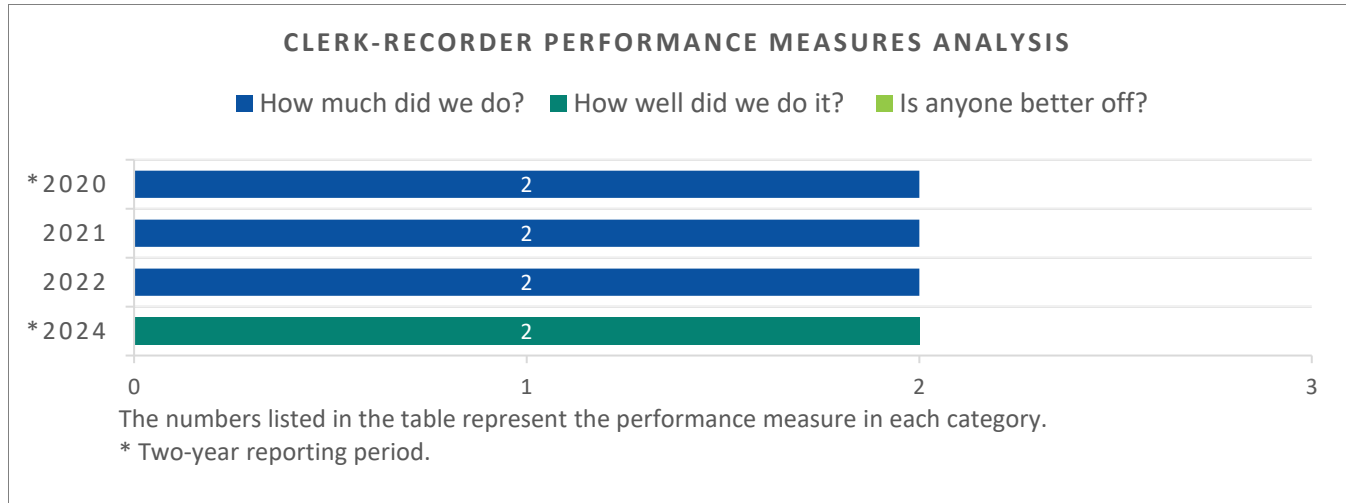
Department Mission Statement

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?

The Clerk-Recorder's Office has two primary divisions, the Clerk-Recorder Division and Elections Division. Success in the Clerk-Recorder Division is achieved by reducing the processing time for customers mailing in title documents for recording. For the Elections Division, the County's adoption of the Voters' Choice Act has prompted changes in elections processes. These changes allow staff at vote centers to directly address many voting eligibility questions and concerns, greatly reducing the use of provisional voter ballots, which was an onerous, time-consuming process in the past. Success with this process will result in a reduced canvass period, the official process of determining that the votes have been counted and tabulated correctly to authenticate election results and associated extra help and overtime costs.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	CLERK-RECORDER PERFORMANCE MEASURES	
*2020 2021 2022	Uniform District Election Law Election	Statewide direct primary election
*2024	Average processing time for customers who mail in title property documents for recording during the calendar year	Average release time of election results during each election cycle

Department Performance Measures for Fiscal Year 2024

1. Average processing time for customers who mail in title property documents for recording during the calendar year.
2. Average release time of election results during each election cycle.

Department Objectives for Fiscal Year 2024

1. Eliminate the wait time for recording documents, both in office and via mail.
2. Reduce the workload for existing staff by allowing vetted individuals the opportunity to submit documents online or by mail, rather than visiting the office to record in person.
3. Install the e-recording program and institute Department of Justice (DOJ) clearance for qualified users.
4. Reach out to eligible customers to take advantage of online recording.
5. Implement the Voter's Choice Act to resolve voter concerns on site, rather than utilizing the time-consuming, labor intensive provisional voting process.
6. Continue to train staff and election workers to address and resolve voter concerns as a strategy to reduce the number of provisional ballots.

Department Accomplishments for Fiscal Year 2024

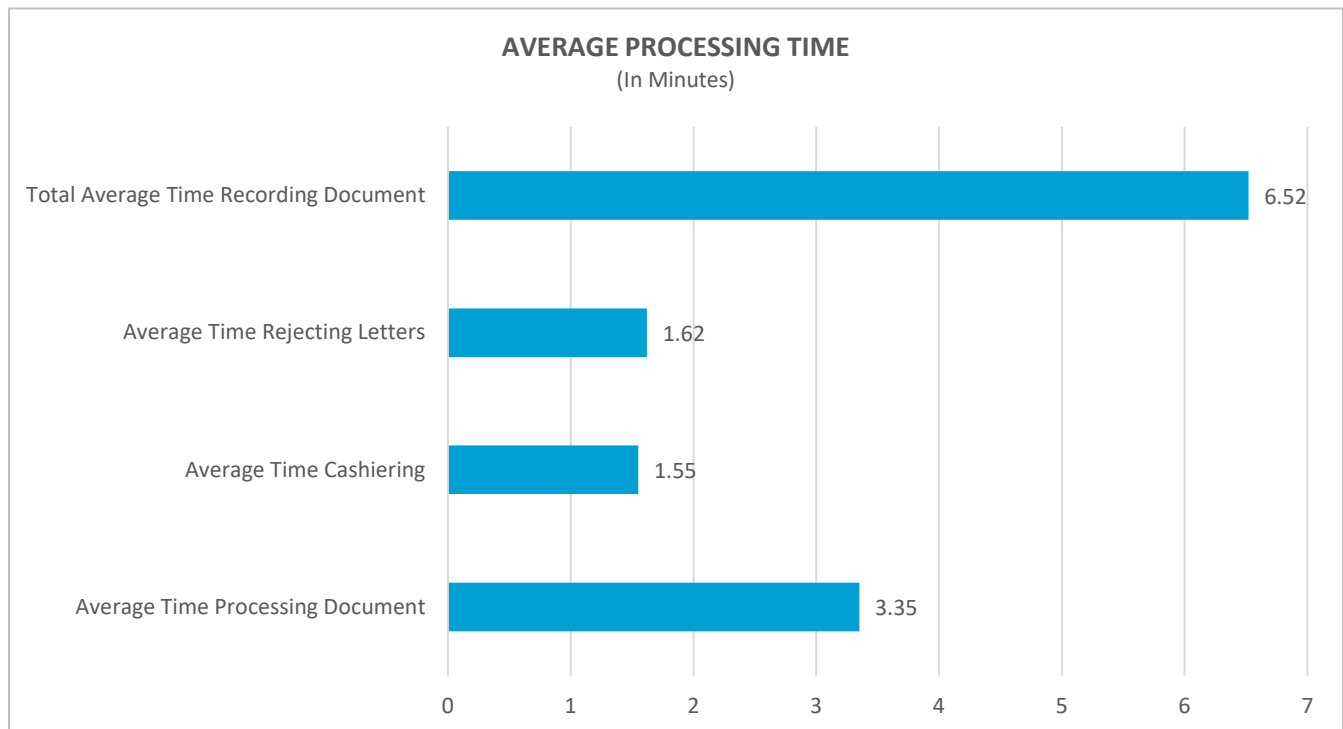
1. Reduced the overall processing time for recording real property documents via electronic recording, therefore reducing customer wait times.
2. Streamlined the workflow to record documents received via electronic Recording.

3. Each staff person in the Recorder's Unit received Department of Justice clearance.
4. Eligible customers were informed of the new online recording service during stakeholder meetings throughout the County.
5. Reduced the number of provisional ballots, resulting in more efficient delivery of certified election results.
6. Implemented a more extensive election worker training program; election workers are required to attend trainings prior to each election.

Department Performance Measures

- Average processing time for customers who mail in title property documents for recording during the calendar year.

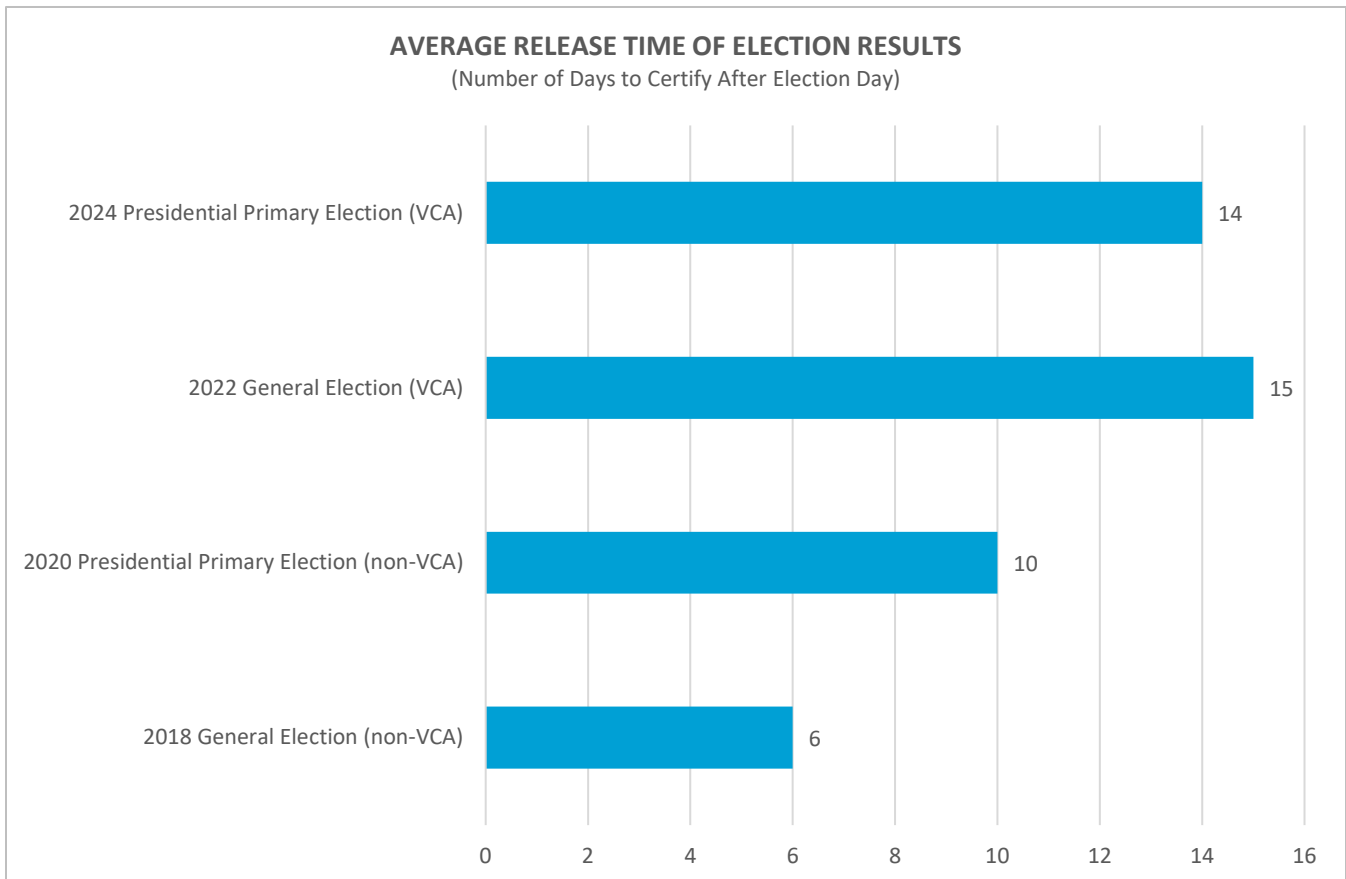
The Clerk Recorder staff maintained data to record how much time it took to record a real property document received via U.S. mail. A mailed package of real property documents to be recorded takes days to reach the office. The package is then processed and sorted in our office before arriving at the Recording Unit. Once received, the documents are sorted and placed in the work area. In Fiscal Year 2024, the actual processing time to record a document averages 3 minutes 21 seconds. Cashiering the document adds an additional 1 minute 33 seconds. If the document contains errors and must be rejected pursuant to law, an additional 1 minute 37 seconds is required to formally reject and return the document with a cover letter explaining the reason for rejection. This totals 6 minutes 31 seconds to record and cashier a mailed document, including the additional 1 minute 37 seconds if rejected. The electronic recording (e-recording) process takes an average of 1 minute 28 seconds per document. One of the added benefits to the e-recording system is that the cashiering and document rejection features are included in the recording module and are part of the overall average. This is baseline data that the department will continue to track and evaluate on an annual basis.



- Average release time of election results during each election cycle.

The department first implemented the Voters Choice Act (VCA) in January 2022, which permitted among other things, early in-person voting sites called "vote centers." In the traditional polling place model, high numbers of provisional ballots were utilized for voters who went to the wrong polling place. When this occurred, election workers had to issue a provisional ballot due to the inability to see all registered voters in the County and determine eligibility to vote. The technology at vote centers allows voters to visit any vote center within the County and gives Election Clerks the ability to update their registration. Additionally, election workers can issue the appropriate ballot for which the voter is eligible, whereas in the past, voters who went to the wrong poll were limited to vote on the precinct ballot available at that polling place. This meant the voter may have received a ballot that did not have all the contests in which they were eligible to vote based on residence. With the services at vote centers, the Registrar of Voters Office has received thousands less provisional ballots.

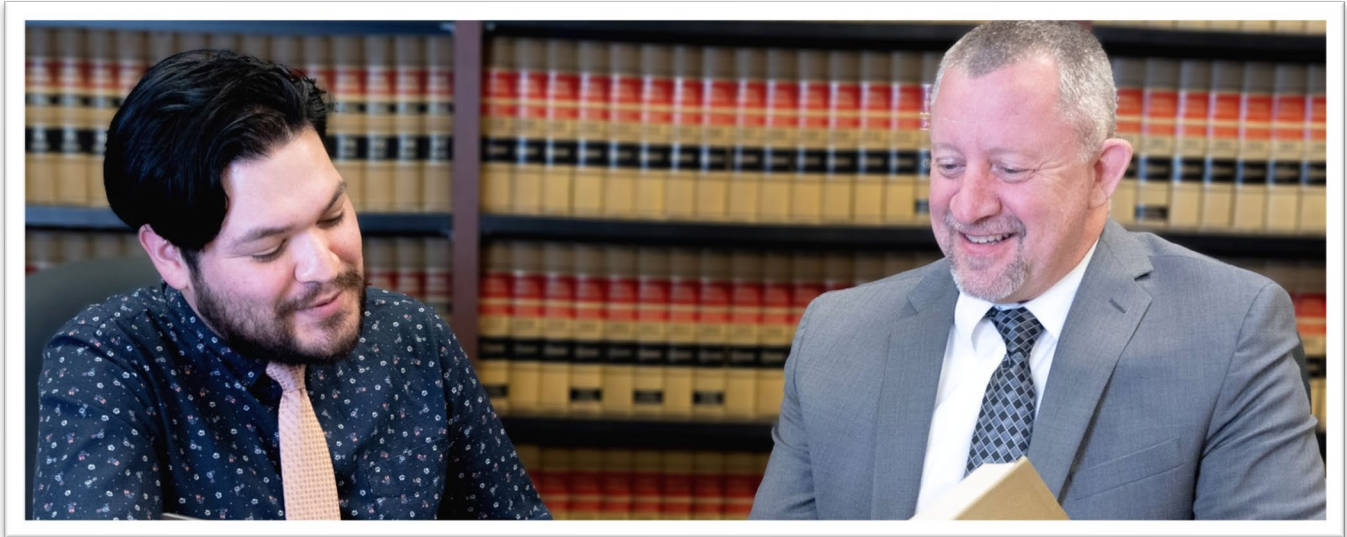
The average release time of election results was measured after review of labor-intensive and time-consuming process of canvassing to determine election results. The Election Division took two types of elections, Gubernatorial General Elections and Presidential Primary Elections, and compared the differences when the election was conducted using traditional polling places and early in-person vote centers. In elections conducted after VCA implementation, the Election Division found a significant reduction in the use of provisional ballots. Each provisional ballot requires close review to determine its eligibility. With the reduced number of provisional ballots, the election results have been released as early as two weeks prior to the deadline. This is baseline data that the department will continue to track and evaluate on a biennial basis.





County Counsel

Delivering Efficient Public Services



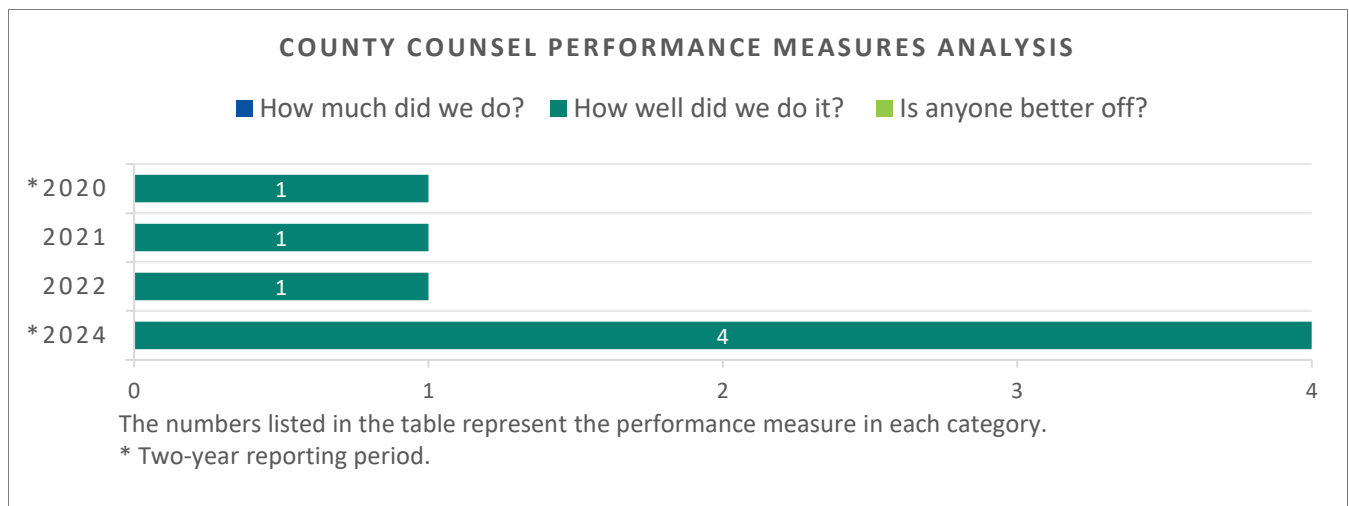
Department Mission Statement

We Build Community by providing high quality and cost-effective legal services to clients in a timely manner consistent with the highest ethical standards.

What Does Success Look Like for The Department?

Success in the County Counsel’s Office is achieved by offering legal services that promote the Board's Priorities, while protecting the County from risk of loss.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	COUNTY COUNSEL PERFORMANCE MEASURES			
*2020 2021 2022	Customer experience			
*2024	Percent of survey respondents who indicated a score of 3.0 (or higher) that staff communications are clearly understandable for the purposes of performing job functions	Percent of survey respondents who indicated a score of 3.0 (or higher) that work is performed in an efficient manner	Percent of survey respondents who indicated a score of 3.0 (or higher) that services provided demonstrate support towards meeting a department's mission	Percent of survey respondents who indicated a score of 3.0 (or higher) that staff produce quality work products

Department Performance Measures for Fiscal Year 2024

1. Percent of survey respondents who indicated a score of 3.0 (or higher) that staff communications are clearly understandable for the purposes of performing job functions.
2. Percent of survey respondents who indicated a score of 3.0 (or higher) that work is performed in an efficient manner.
3. Percent of survey respondents who indicated a score of 3.0 (or higher) that services provided demonstrate support towards meeting a department's mission.
4. Percent of survey respondents who indicated a score of 3.0 (or higher) that staff produce quality work products.

Department Objectives for Fiscal Year 2024

1. Meet with client department heads at least once each year to review their legal service needs and whether those needs are being met.
2. Ensure that legal services are delivered via a team concept within County Counsel.
3. Ensure that each client department has a well-established relationship with at least one attorney in County Counsel.
4. Provide targeted training to County Counsel attorneys to establish a high level of legal competence in one or more legal practice areas.
5. Implement a periodic review of department procedures for streamlining and implementation of new technologies.

Department Accomplishments for Fiscal Year 2024

1. Adopted a client-focused approach, ensuring the needs and goals of clients are at the forefront of every legal strategy developed.
2. Embraced a collaborative team concept in providing legal services, forming specialized teams for different legal domains to improve the efficiency and integrity of the department's legal work, addressing complex issues more effectively.
3. Made considerable efforts to build trust and improve communication with clients, recognizing the importance of a strong attorney-client relationship.
4. Continued weekly all-Attorney Staff Meetings as a best practice for cross-training, team building, and knowledge transfer, providing specialized training for our attorneys to further their expertise in key legal areas.

5. Identified opportunity for the County to participate in national action-generating opioid settlement payments, which the Board approved for use by Behavioral Health and Recovery Services to benefit the community in need of substance use disorder services.

Department Performance Measures

- Percent of survey respondents who indicated a score of 3.0 (or higher) that staff communications are clearly understandable for the purpose of performing job functions.

For Fiscal Year 2024, the overall customer experience score for the department was 3.14, a 6% decrease (from 3.34) from the last time the Customer Experience Questionnaire was administered in Fiscal Year 2022. A significant majority of respondents (87.2%) agreed or strongly agreed that County Counsel staff demonstrated effective listening skills and courteous behavior, with only 10.3% disagreeing on these points. This indicates a generally positive perception of staff professionalism and interpersonal skills.

- Percent of survey respondents who indicated a score of 3.0 (or higher) that work is performed in an efficient manner.

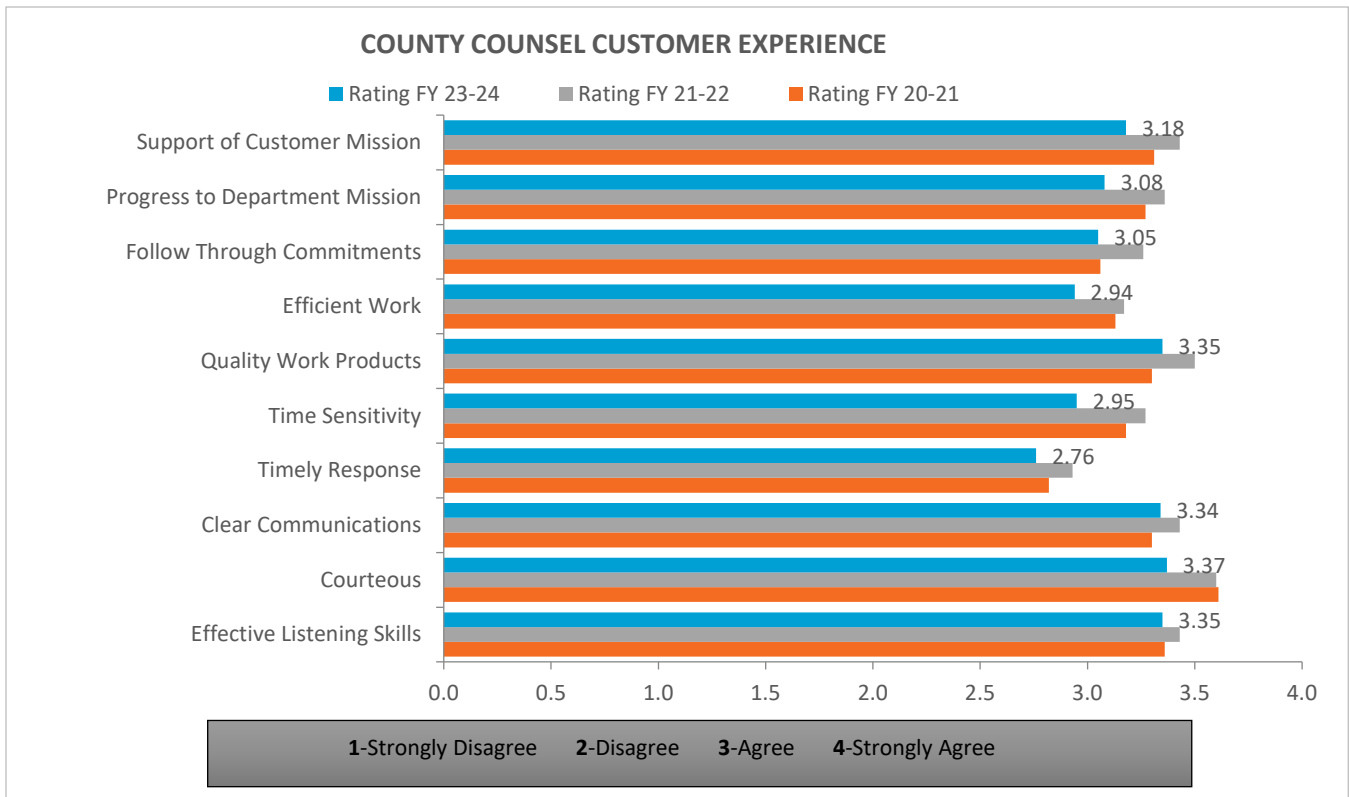
Most respondents (64.1%) agreed or strongly agreed that County Counsel staff performed work in an efficient manner while only 23.1% felt the work was not performed efficiently. This indicates most respondents were believed the Department worked efficiently.

- Percent of survey respondents who indicated a score of 3.0 (or higher) that services provided demonstrate support towards meeting a department's mission.

There is strong support for the office's mission, with 76.9% agreeing or strongly agreeing that services provided by County Counsel demonstrated progress towards meeting the department's mission. Similarly, 82.1% of respondents felt that the services provided supported their department's mission.

- Percent of survey respondents who indicated a score of 3.0 (or higher) that staff produce quality work products.

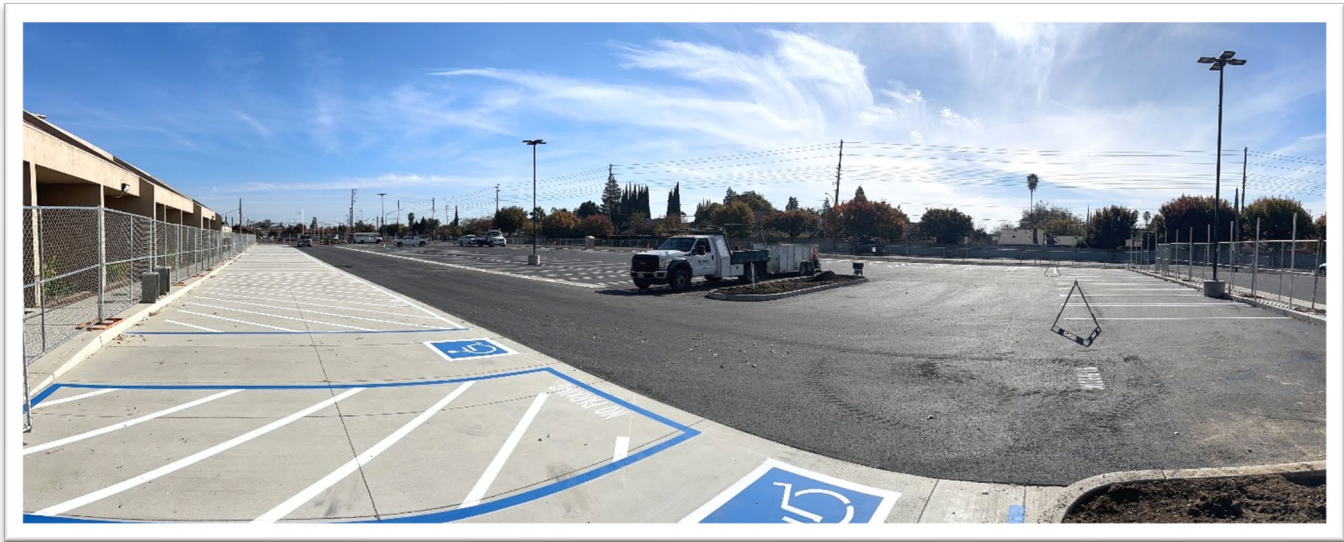
A significant percent (84.6%) of respondents awarded a 3.0 or 4.0 score to the quality of work products produced by the County Counsel's office. These respondents were highly satisfied with the thoroughness, accuracy, and professionalism of the legal documents and advice provided. The high score reflects their confidence in the work produced by the County Counsel team.





General Services Agency

Delivering Efficient Public Services



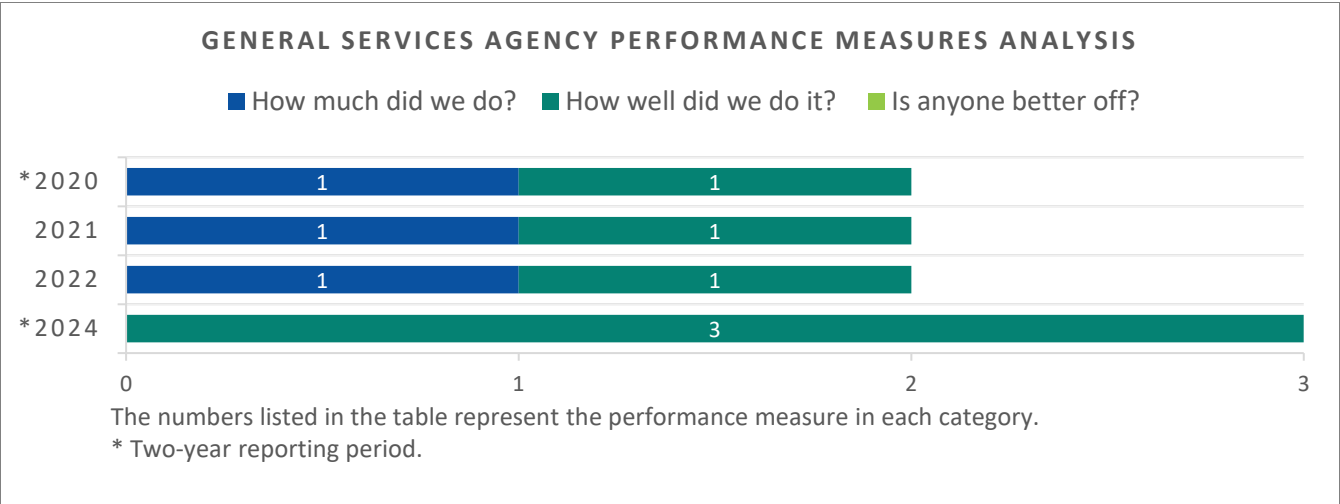
Department Mission Statement

We Build Community by providing the foundation to support Countywide operations; we get it done!

What Does Success Look Like for The Department?

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

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	GENERAL SERVICES AGENCY PERFORMANCE MEASURES		
*2020 2021 2022	Customer experiences		Negotiated savings of procurement services
*2024	Percent of survey respondents who indicated a score of 3.0 (agree) or higher on the General Services Agency's support of customer mission within past year	Percent of survey respondents who indicated a score of 3.0 (agree) or higher on the General Services Agency's progress on its mission	Percent of survey respondents who indicated a score of 3.0 (agree) or higher on the General Services Agency's ability to produce quality work products

Department Performance Measures for Fiscal Year 2024

1. Percent of survey respondents who indicated a score of 3.0 (agree) or higher on the General Services Agency's support of customer mission within the past year.
2. Percent of survey respondents who indicated a score of 3.0 (agree) or higher on the General Services Agency's progress on its mission.
3. Percent of survey respondents who indicated a score of 3.0 (agree) or higher on the General Services Agency's ability to produce quality work products.

Department Objectives for Fiscal Year 2024

1. Prioritize, coordinate, and remediate deferred maintenance and Americans with Disabilities Act (ADA) accessibility barriers to provide safe, secure, and well-maintained facilities for all County departments. (Capital Facilities)
2. Design and construct the Health Services Agency/Public Health Building by Spring 2025, relocate the GSA Facilities Maintenance/Custodial staff to a new facility, complete the construction of the Sheriff's Office Salida Substation, design and construct the Sheriff's Office Firearms Facility and major mechanical upgrades to the 801 11th Street facility. (Capital Facilities)
3. Prioritize, design, and implement the Building Community Services Investment strategy to restore County properties and enhance community parks and libraries before 2026. (Capital Facilities)
4. Conduct a Countywide building, equipment, and facility staffing analysis to evaluate whether current staffing levels are within industry standards based on County facility square footage maintained by the division. (Capital Facilities)
5. Implement recommendations from the assessment by Fleet Services to increase business efficiencies using modern technology and best practices. (Fleet Services)
6. Deliver procurement services that provide overall value to the County and increase cost savings. (Purchasing)

Department Accomplishments for Fiscal Year 2024

1. Implemented/completed the following deferred maintenance and ADA projects successfully to provide safe, secure, well-maintained, and accessible facilities:
 - 801 11th Street Building Fire Smoke Damper Replacement
 - Gallo Center for the Arts Roof Recoating
 - Salida Library Roof Replacement
 - County Center III Roof Repairs
 - Sheriff's Operating Center HVAC and Controls Replacement
 - Newman Library HVAC and Controls

- 12th Street Boiler Replacement
- Probation's Administration Building Roof Replacement
- Modesto Library Boiler Replacement
- Gallo Center for the Arts AC No. 6 Replacement
- Gallo Center for the Arts Roof Repairs
- 801 11th Street Building Masonry Repairs
- Agricultural Center Warehouse Roll-Up Door Replacement
- Sheriff's Support Services Kitchen Roof Recoating
- Tenth Street Place Chiller Coil Replacement
- Juvenile Hall Parking Lot and Security Fence
- Juvenile Hall Probation HVAC Pod 5, 6, 7, and 8 Replacement
- 801 11th Street Probation Carpet and Paint
- Oregon Park ADA Upgrades
- Burbank Park ADA Upgrades
- County Center III Lighting Upgrades
- Probation Parking Lot ADA Upgrades
- Fink Road Landfill Parking Lot Upgrades

In addition, significant work was completed during the period for the following projects:

- Sheriff Ray Simon HVAC and Controls Replacement
 - Sheriff Support Services Kitchen Boiler System Replacement
 - 801 11th Street Building Mechanical System Upgrades
 - Juvenile Hall Emergency Generator
2. Continued work on the future Health Services Agency/Public Health Building which is currently in the design phase. The GSA Facilities Maintenance Custodial staff were successfully relocated to a new facility. The Sheriff's Salida Substation was completed. The Department continues to search for a new facility for the GSA Maintenance staff and the Sheriff's Office Firearms Facility has been postponed.
 3. Completed several projects supported by the Building Community Services Investment strategy to restore County facilities:
 - 12th Street Boiler Replacement
 - Fleet Services HVAC Replacement
 - Juvenile Justice Center Facility Parking Lot Restoration and Security Fence Repairs/Upgrades
 - Juvenile Hall Administration Roof Repair/Replacement
 - Sheriff Support Services Roof Repair/Replacement

The following active projects are currently in the construction phase:

- 801 11th Street Major Mechanical and Building Repairs/Replacement
- Sheriff Operations Center HVAC and Controls Replacement Project
- Salida Library Roof Repairs/Replacement
- Gallo Center for the Arts Repairs and Restoration

The following active projects are currently in the design phase:

- Sheriff Ray Simon HVAC and Controls Replacement
 - Sheriff Support Services Boiler Replacement
 - Agricultural Center Parking Lot and Lighting Repairs/Upgrades
 - Agricultural Center Roof Repairs/Replacement
 - Agricultural Center Exterior Siding/Repairs
 - Juvenile Hall Security Electronics and Camera Repairs/Replacement
4. Updated the plan for the Countywide building, equipment and facility staffing analysis to occur concurrently/following facility mechanical assessments. While the facility staffing analysis has not yet been started, the following mechanical assessments have been completed:
 - 12th Street Building
 - 801 11th Street Building
 - Mancini Hall
 - Keyes Community Center
 - Grayson Community Center
 - County Center III Learning Institute
 - Probation Modular Buildings
 - Agricultural Center Buildings
 5. Implemented recommendations from the Fleet Services assessment to increase business efficiencies and best practices, including installation of a tire carousel, installation of security features to limit access to the facility and entrance, contracting upfitting services through the Request for Proposal (RFP) process, and the addition of one administrative staff and one equipment technician.
 6. Achieved an overall cost savings of \$13.8 million for goods and services procured for all County departments during the two-year period. The cost savings are approximately 78% more than the prior two-year period and result primarily from several large one-time orders for office furniture procured in Fiscal Year 2023.

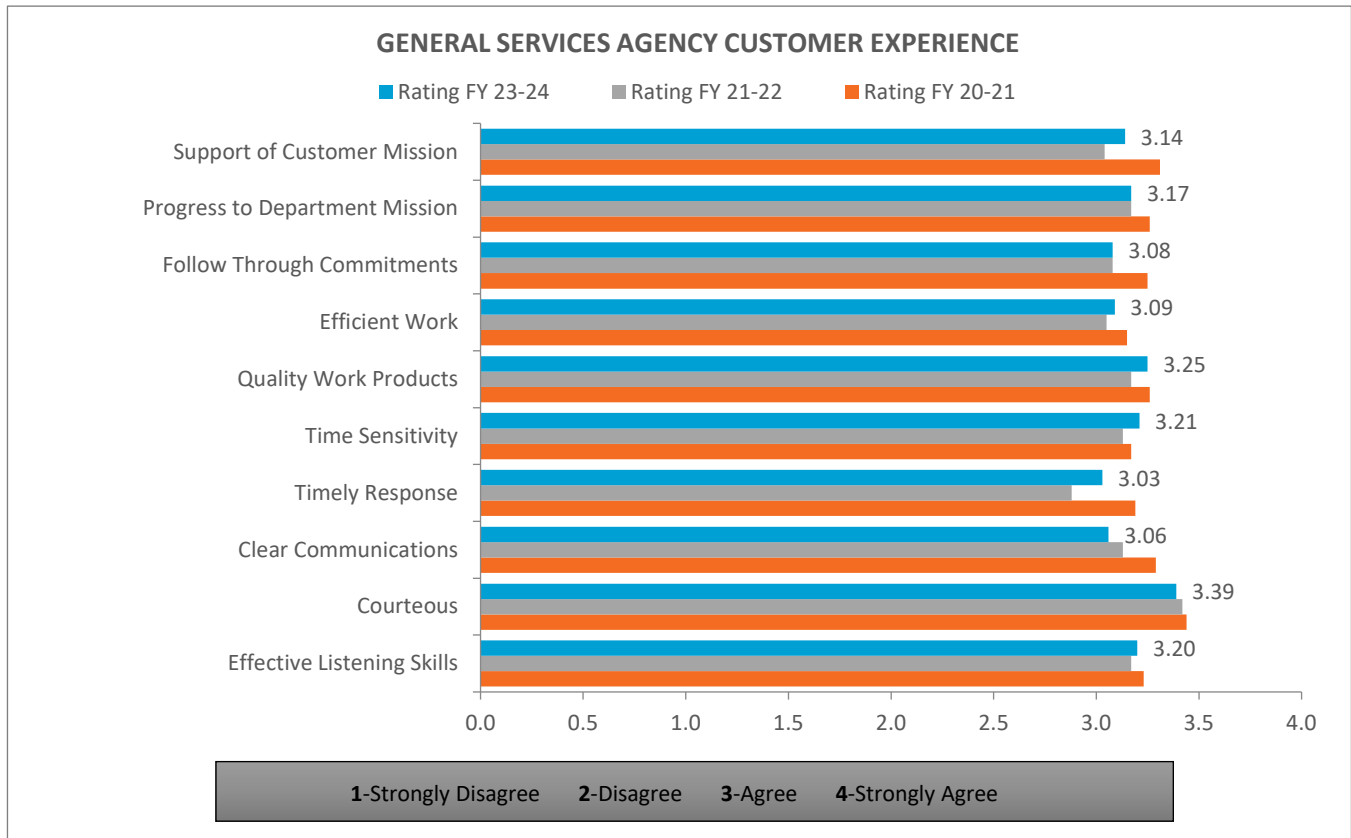
Department Performance Measures

- Percent of survey respondents who indicated a score of 3.0 (agree) or higher on the General Services Agency's support of customer mission within the past year.
- Percent of survey respondents who indicated a score of 3.0 (agree) or higher on the General Services Agency's progress on its mission.
- Percent of survey respondents who indicated a score of 3.0 (agree) or higher on the General Services Agency's ability to produce quality work products.

All categories were rated above the performance measure rating of 3.0 for Fiscal Year 2023-2024. The Department saw an increase in customer satisfaction in 9 of 10 rating categories and the overall rating for the Department increased from the previous year. Annual evaluations of customer satisfaction serve as a measurement and reminder of how the County's 27 departments rank its services. Annual evaluation of services assists the Department by identifying where it needs to focus staff training.

There was a total of 36 survey respondents and the overall average score increased 0.1 compared to that measure in the prior year. Of the ten questions asked, the Department scored above 3.0 or higher on all

questions. Even more encouraging is that of the 36 responses, an average of 87% agreed or strongly agreed. GSA received 15 comments from the respondents. The Department is in the process of reviewing each comment and will incorporate feedback into future planning.





Information Technology Central

Delivering Efficient Public Services



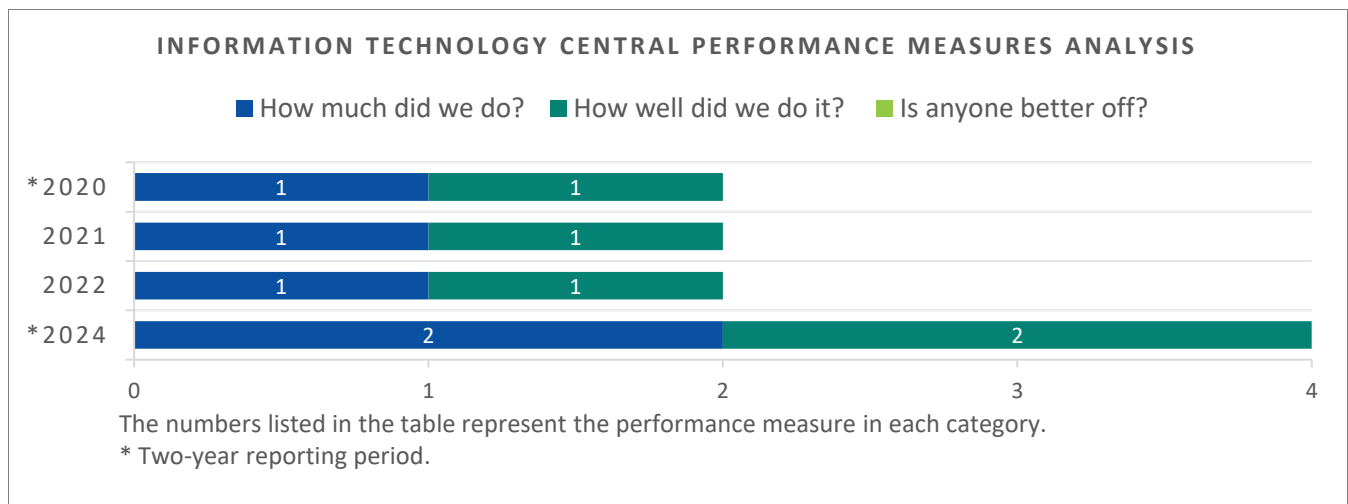
Department Mission Statement

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 Analysis for Fiscal Years 2020-2024



FISCAL YEAR	INFORMATION TECHNOLOGY CENTRAL PERFORMANCE MEASURES				
*2020 2021 2022	Customer experience		Total system down time		
*2024	Number of minutes critical systems were down	Percent of time critical systems managed by ITC were available	Number of work orders completed in prior 12 months	Percent of work orders completed within one day of creation	Percent of survey respondents who indicated an overall score of 3.0 or higher

Department Performance Measures for Fiscal Year 2024

1. Number of minutes critical systems were down.
2. Percent of time critical systems managed by ITC were available.
3. Number of work orders completed in prior 12 months.
4. Percent of work orders completed within one day of creation.
5. Percent of survey respondents who indicated an overall score of 3.0 or higher.

Department Objectives for Fiscal Year 2024

1. Focus on staffing – attraction, retention, and advancement as strategies to improve the ITC service levels and counter the challenge of high salaries offered in the private sector and neighbor counties.
2. Implement change management strategies for critical systems 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 IT standards for products and practices.

Department Accomplishments for Fiscal Year 2024

1. Monitored the final phase of the prior IT Strategic Plan through full implementation. As part of the IT Strategic Plan, the Board of Supervisors approved the IT Staff Reclassification in May of 2022. Effective September 24, 2022, staff in IT positions were transitioned to the new IT structure and received updated salary rates accordingly.
2. Focused on staff recruitment and retention. By the end of June 2024, ITC was over 95% staffed. Over the past year, ITC experienced 11 internal promotions and 13 staff members achieving permanent status, either as new hires or through promotions within their classification. Staff are actively encouraged to engage in County-provided training and are supported in obtaining their professional certifications.
3. Started the implementation of Multi-Factor Authentication (MFA) across all County IT systems considering the growing cybersecurity threats and the paramount importance of safeguarding the County network. MFA adds an extra layer of security beyond the traditional username and password, ensuring enhanced protection against malicious attacks. This initiative, along with other departmental efforts, is supported by thorough communication and implementation plans as part of the ITC change management strategy.

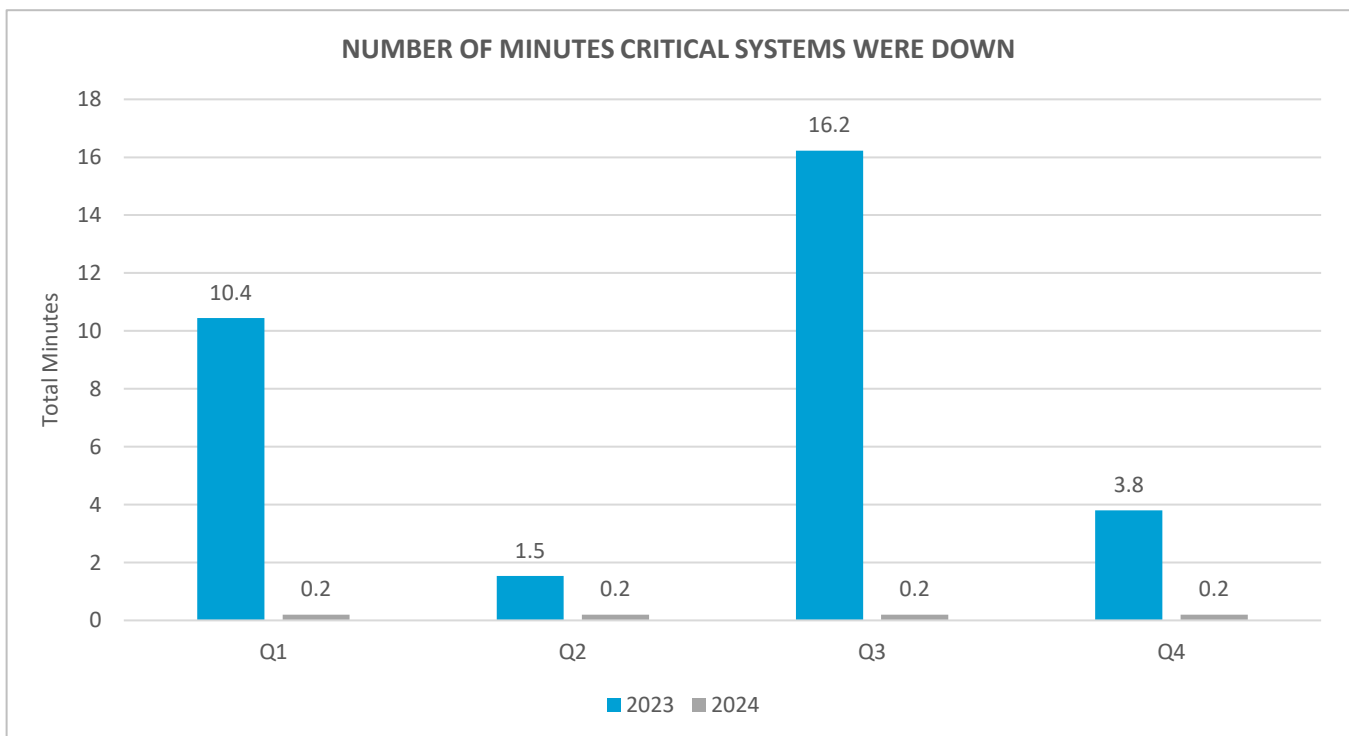
Department Performance Measures

- Number of minutes critical systems were down.

ITC is committed to delivering reliable services and support to customer County departments. A key indicator of service quality is the ability to minimize disruptions caused by system outages, which can impact both staff and the public. The chart below illustrates overall system availability by showing the total minutes of downtime experienced across all ITC-managed systems, most of which are customer-facing.

As the chart demonstrates, typical system downtime remains low, with less than 10 minutes of total downtime across all systems in Fiscal Year 2023. However, isolated incidents can have a significant impact on these totals. For example, the higher-than-usual downtime in Q3 resulted from a vendor connectivity outage and a backup air conditioning unit failure, respectively. These incidents highlight the importance of redundancy and show how even brief outages can be significant against the backdrop of otherwise continuous uptime.

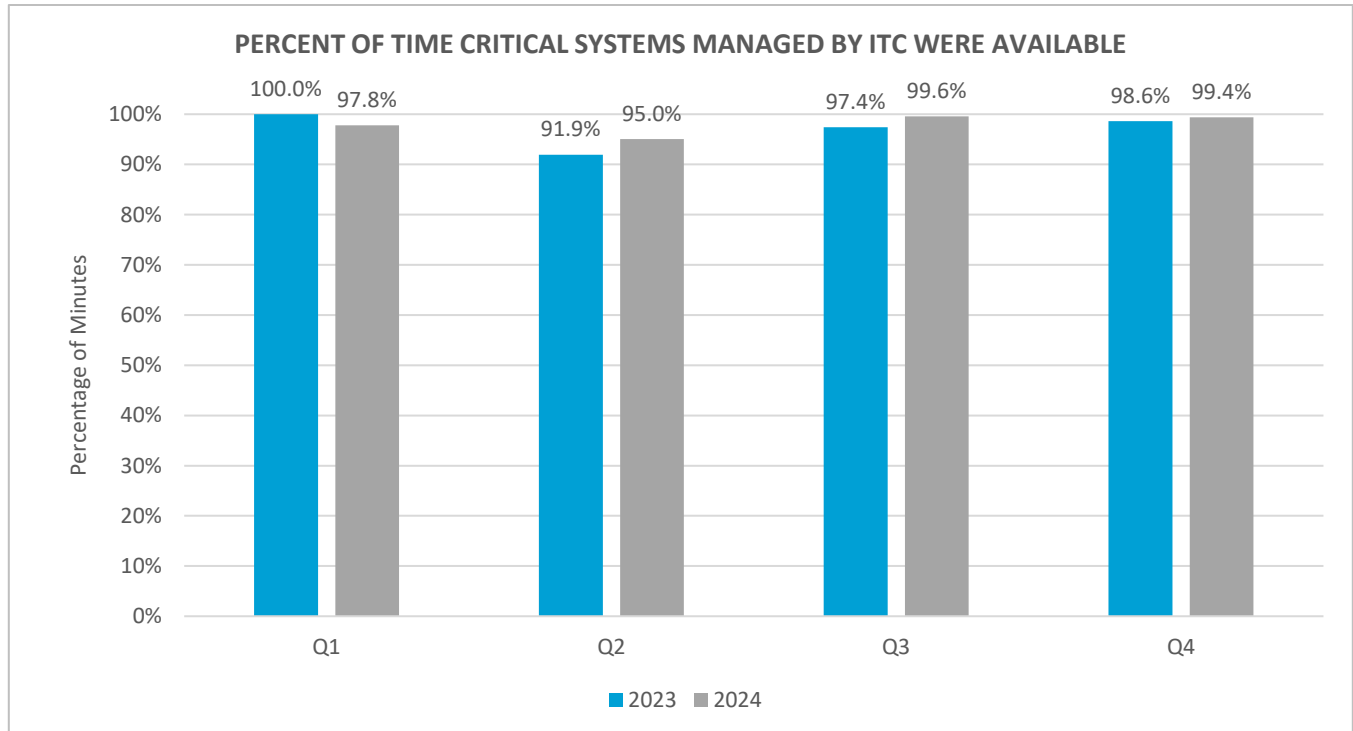
In spring of Fiscal Year 2023, ITC replaced an old and unreliable system with top-of-the-line Dell EMC equipment. Since then, there have not been any server crashes, and the new storage quickly responds such that after updates, the servers restart almost instantly—in just a few seconds. This quick restart does not show up as downtime in the system's reports. As a result, the Fiscal Year 2024 report shows that there has not been any server downtime at all. This report focuses solely on server and storage data; it does not include application availability, which is tracked separately.



- Percent of time critical systems managed by ITC were available.

Another key indicator of service quality is the ability to minimize disruptions caused by system outages, which can impact both staff and the public. Aside from scheduled system and application maintenance, ITC strives to maintain systems as close to 100% availability as possible.

As shown in the chart below, average system and application availability improved from 97% in Fiscal Year 2023 to 98% in Fiscal Year 2024. This slight increase may be attributed to factors such as the frequency of system updates required by external vendors and the need for unscheduled hotfixes to address vulnerabilities. To minimize disruption, most planned updates are scheduled outside of regular business hours.

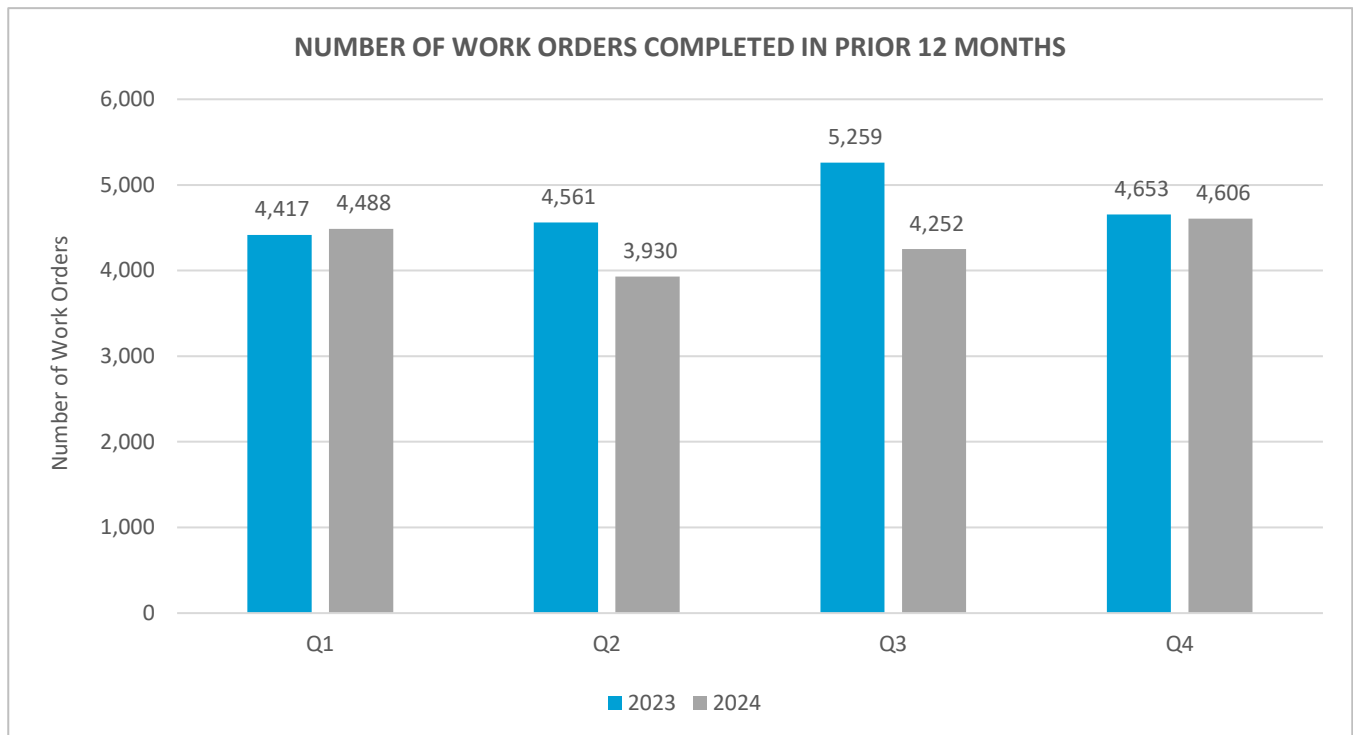


- Number of work orders completed in prior 12 months.

ITC is committed to providing timely assistance to departments. By tracking customer requests and evaluating department response times, the department aims to identify efficiencies and continually enhance service delivery.

In Fiscal Year 2023, ITC staff completed a total of 18,890 work orders. These work orders spanned a range of service levels, from basic troubleshooting at Tier 1, requiring minimal expertise, to more complex issues at Tiers 3 and 4, where advanced technical skills were essential to resolve requests and problems.

In Fiscal Year 2024, ITC staff completed a total of 17,276 work orders. This represents a reduction of 8.5% over the year. These work orders also spanned a range of service levels, from basic troubleshooting at Tier 1 to more complex issues at Tiers 3 and 4.



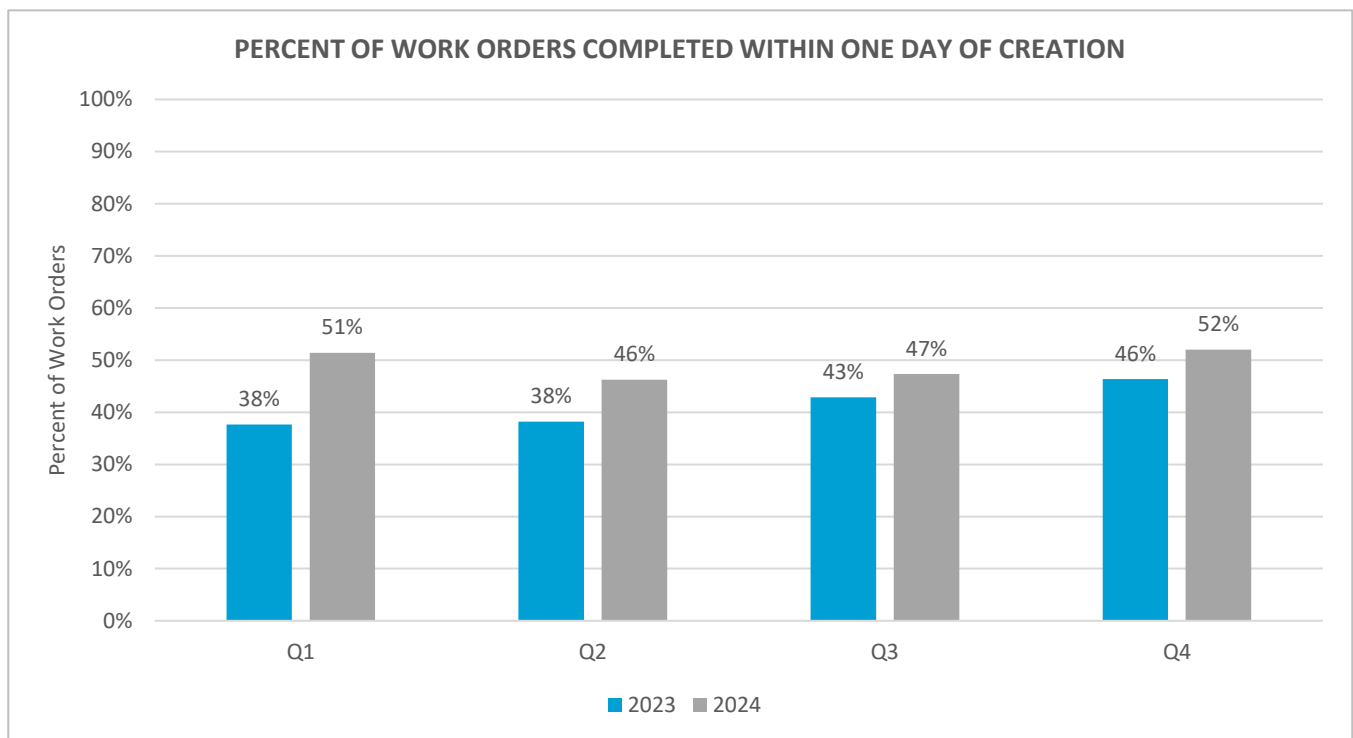
- Percent of work orders completed within one day of creation.

Another way ITC provides quality service to departments is by ensuring work orders are completed timely.

In Fiscal Year 2023, ITC staff were able to complete a total of 7,819 work orders within one day of creation. This represents 41% of the total number of work orders completed in that fiscal year. These work orders spanned a range of service levels, from basic troubleshooting at Tier 1, requiring minimal expertise, to more complex issues at Tiers 3 and 4, where advanced technical skills were essential to resolve requests and problems.

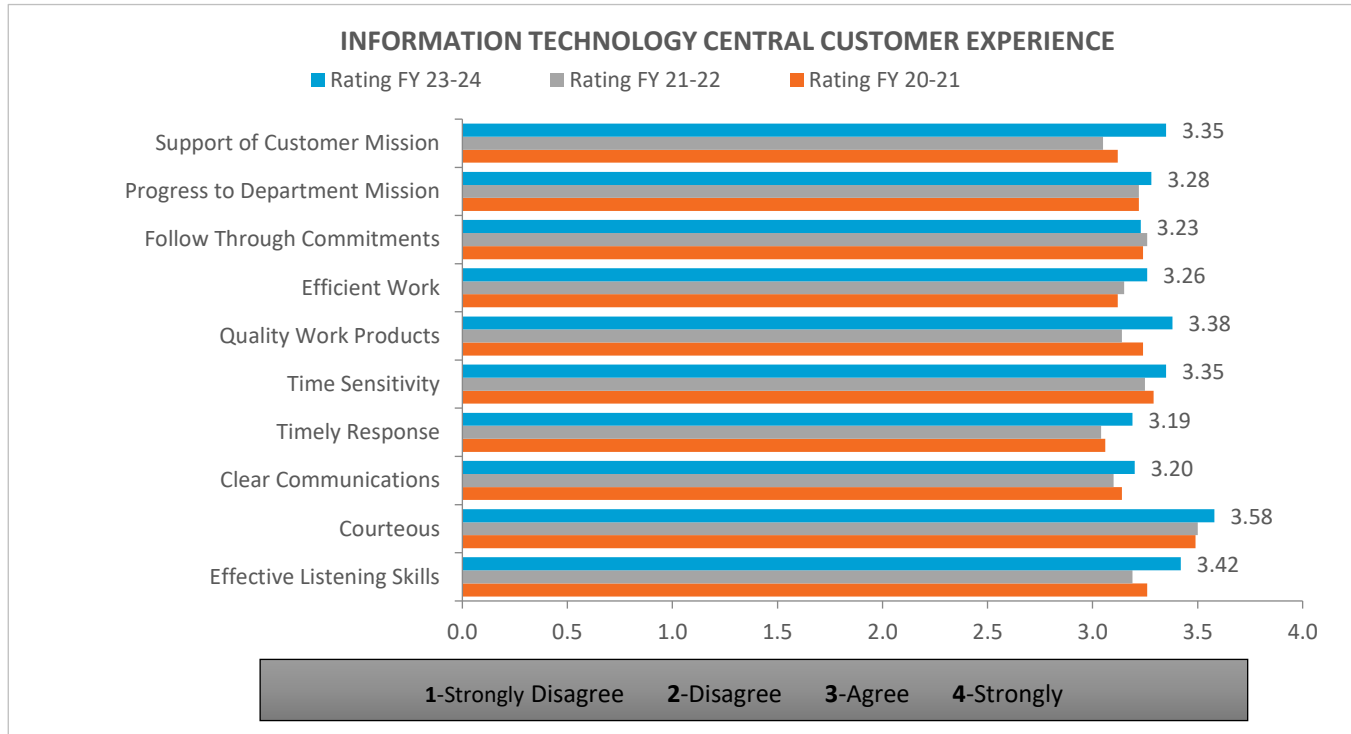
In Fiscal Year 2024, ITC staff completed a total of 8,534 work orders within one day of creation. This represents 49% of the total number of work orders completed in that fiscal year. These work orders also spanned a range of service levels, from basic troubleshooting at Tier 1 to more complex issues at Tiers 3 and 4.

Although the total number of work orders completed in Fiscal Year 2024 decreased by 8.5%, the percent of work orders resolved within one day of creation increased by 9.1%. These calculations exclude holidays and weekends.



- Percent of survey respondents who indicated an overall score of 3.0 or higher.

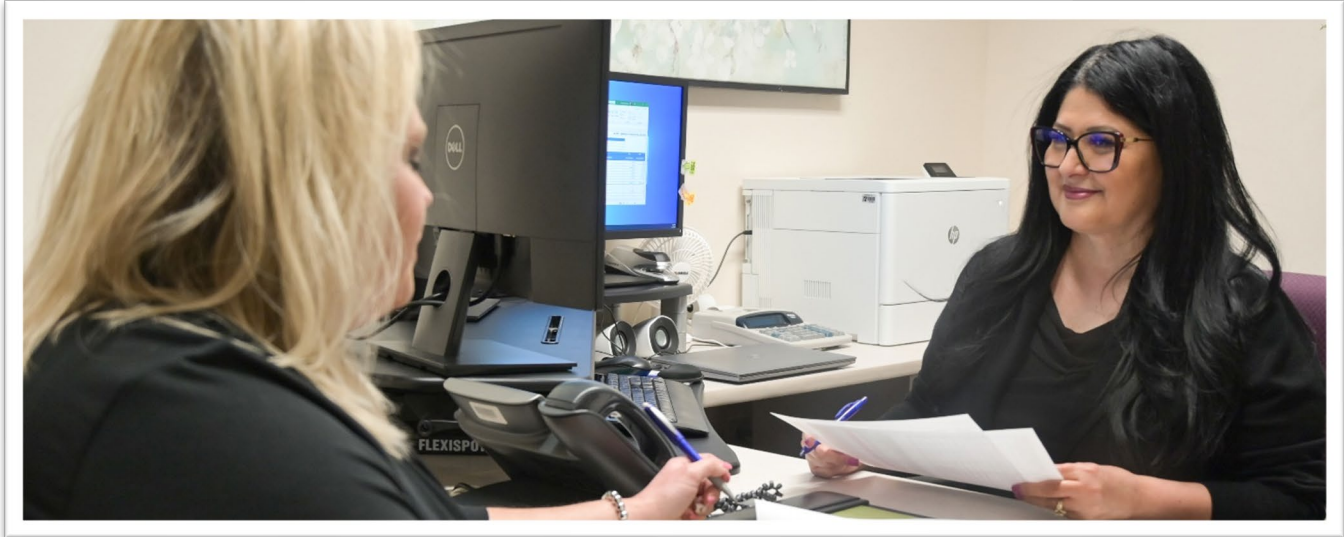
Annual evaluations of customer satisfaction serve as a measurement and reminder of how the County's 27 departments rank its services. Annual evaluation of services assists the Department by identifying where it needs to focus staff training. There was a total of 26 survey respondents and the overall average score in Fiscal Year 2024 was 3.32. Of the ten questions asked, the Department scored above 3.0 or higher on all questions. Even more encouraging is that of the 26 responses, an average of 94% agreed or strongly agreed. ITC received 11 comments from the respondents. The Department has reviewed each comment and is incorporating feedback into future planning.





Treasurer Tax-Collector

Delivering Efficient Public Services



Department Mission Statement

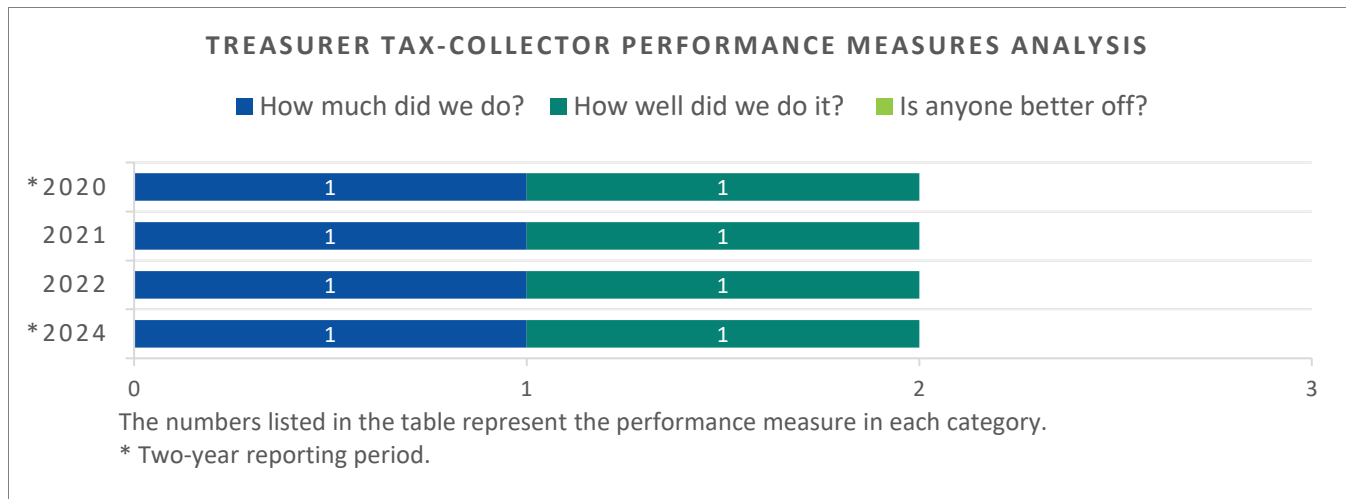
We Build Community by collecting property tax and other revenues to help a variety of public agencies meet their financial goals.

What Does Success Look Like for The Department?

Success in the Property Tax Division is achieved when taxpayers can receive their desired type and level of service when making property tax payments.

Success is achieved in the Revenue Recovery Division by providing a robust debt recovery program for County departments, Superior Court, and partner agencies and returning revenue back to these clients to continue their programs and services.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	TREASURER TAX-COLLECTOR PERFORMANCE MEASURES	
*2020 2021 2022	Revenue recovery outstanding fees balance collection	Treasury pool earnings rate
*2024	Percent of property tax transactions processed online	Percent of dollars collected and distributed to courts, agencies, and departments

Department Performance Measures for Fiscal Year 2024

1. Percent of property tax transactions processed online.
2. Percent of dollars collected and distributed to courts, agencies, and departments.

Department Objectives for Fiscal Year 2024

1. Provide additional, cost-effective services online with the goal to allow citizens flexibility in where, when, and how they interact with the department, reduce the cost of providing services, and minimize time spent on non-value-added services to maximize time spent helping those who need additional assistance.
2. Increase revenues collected on behalf of client agencies and departments by lowering the cost of providing collection services, and improving processes, internally and with clients, to support improved collections.

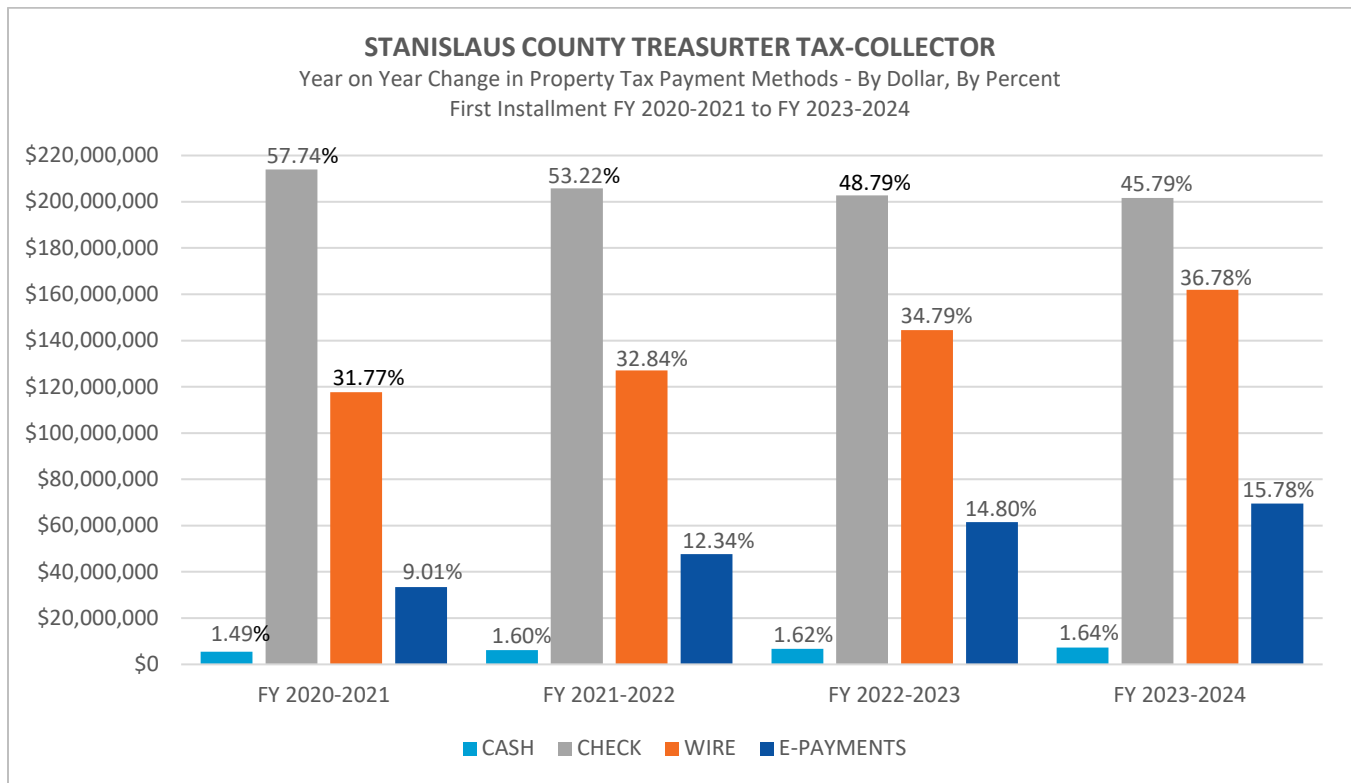
Department Accomplishments for Fiscal Year 2024

1. Conducted the second online auction with Bid4Assets for the sale of tax defaulted properties which included 15 properties with minimum bids totaling over \$525,000; sale resulted in 13 properties sold, which generated over \$1.1 million in excess proceeds and returned properties to tax paying status.
2. Processed all timely property tax payments within 3-4 business days following the December 10 and April 10 tax deadlines.
3. Expanded the use of Quick Response (QR) codes across all billing types: secured, supplemental, and unsecured tax bills. By incorporating QR codes on both the front and back of tax bills, as well as on reminder notices, the department has streamlined and promoted the use of convenient electronic payment methods, improving accessibility and ease of use for our customers.
4. Added a new process server to serve small claims and wage garnishment orders in the previously unserved counties of San Mateo and Santa Clara.
5. Improved in-house court collections after a required software upgrade resulted in the inability to generate a file to the Franchise Tax Board for enhanced collections on court-ordered debt, as well as other system worklist issues.

Department Performance Measures

- Percent of property tax transactions processed online.

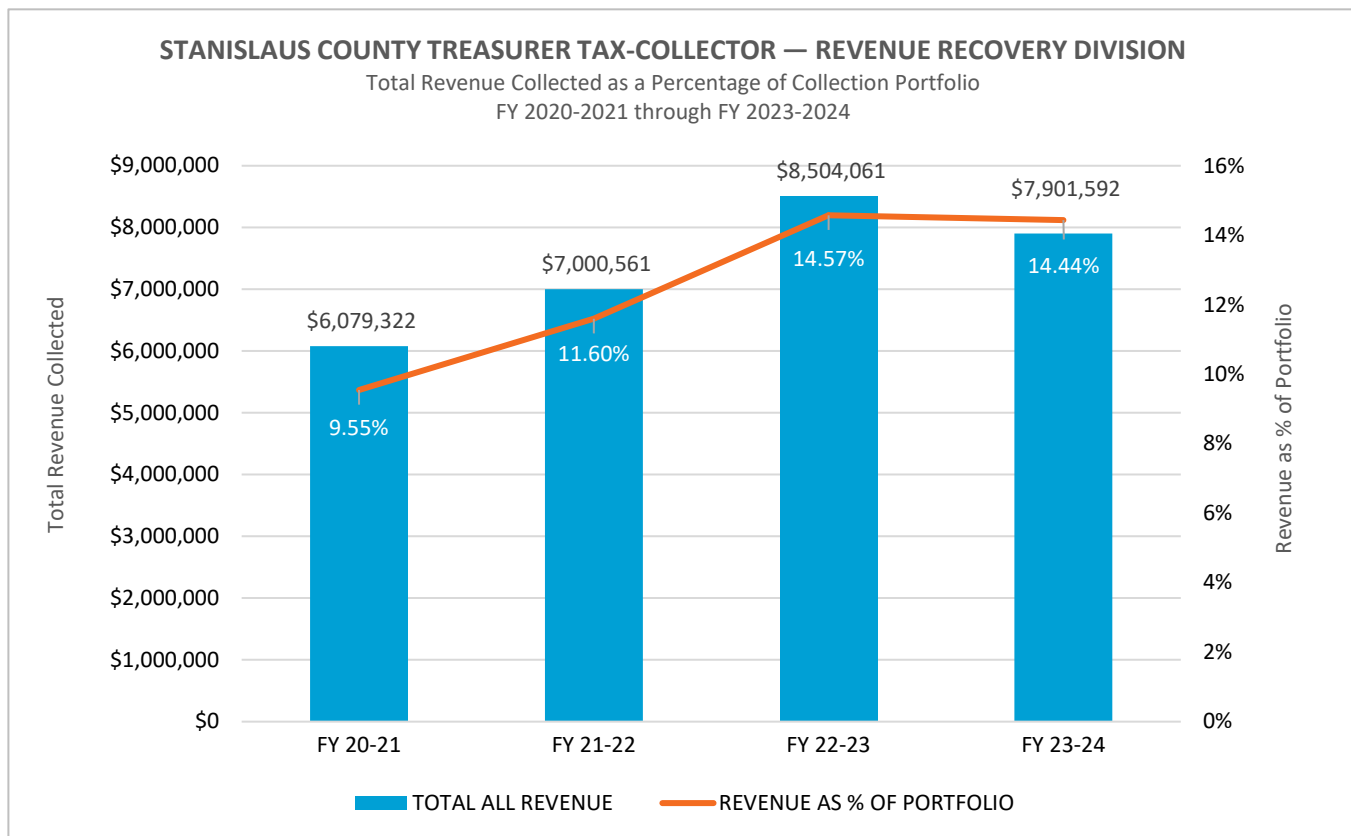
The Property Tax Division utilizes four primary payment methods: cash, check, wire, and electronic payments. In tracking the transaction data across the last four fiscal years and reviewing the payment methods utilized, the division is witnessing an increase in taxpayers utilizing e-payment methods for Property Tax Division transactions which includes payments made online using debit, credit card, and e-check. There is a small increase in cash transactions, and a steady decline in taxpayers utilizing paper checks as a payment method. Lastly, the electronic wire payments received from mortgage companies has steadily increased over the same number of years, which coincides with the common mortgage requirement to have an impound account for purposes of paying property taxes and insurance.



- Percent of dollars collected and distributed to courts, agencies, and departments.

The Revenue Recovery Division faced challenges with its collection software during Fiscal Year 2024 following a required system upgrade in December 2023. The system was unable to generate a referral file to the Franchise Tax Board for new collection accounts on court-ordered debt. This also impacted the ability to receive files from the Franchise Tax Board to update account balances and to process the annual discharge of accountability. Information Technology Central (ITC) has been working with the vendor to ensure these errors are resolved.

Despite the software challenges and inability to submit new court-ordered debt accounts to the Franchise Tax Board, the Revenue Recovery Division improved court collections by nearly 5% from Fiscal Year 2021 to Fiscal Year 2024. Overall, revenue collected as a percent of the entire portfolio balance (court and non-court) was 14.4%, just slightly down from the prior year of 14.6%. The division collected \$7.9 million during Fiscal Year 2024, which was returned to courts, agencies, and departments for use to meet operational needs. This was a 7% decrease from revenues collected in the prior record-breaking year but was still a 10% improvement over the average of the past three years.





Enhancing Community Infrastructure

Environmental Resources

Parks & Recreation

Planning & Community Development

Public Works

Introduction

Departments contained within the Board of Supervisors' priority of *Delivering efficient public services and community infrastructure to benefit our residents and businesses*, focus primarily on delivering community infrastructure. Departments within this priority area meet the infrastructure needs of the community and protect natural resources to improve the quality of life for County residents while enabling the expansion of a robust economy.

Focused on the environment and infrastructure, some of the supportive functions of this priority area include protecting and promoting the health, safety, and welfare of persons and property throughout the County.

The following departments support the delivery of efficient public services through their daily operations.

Environmental Resources promotes a safe and healthy environment and improves the quality of life in our community through a balance of science, education, partnerships, and environmental regulation.

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

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

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

Communitywide Indicators

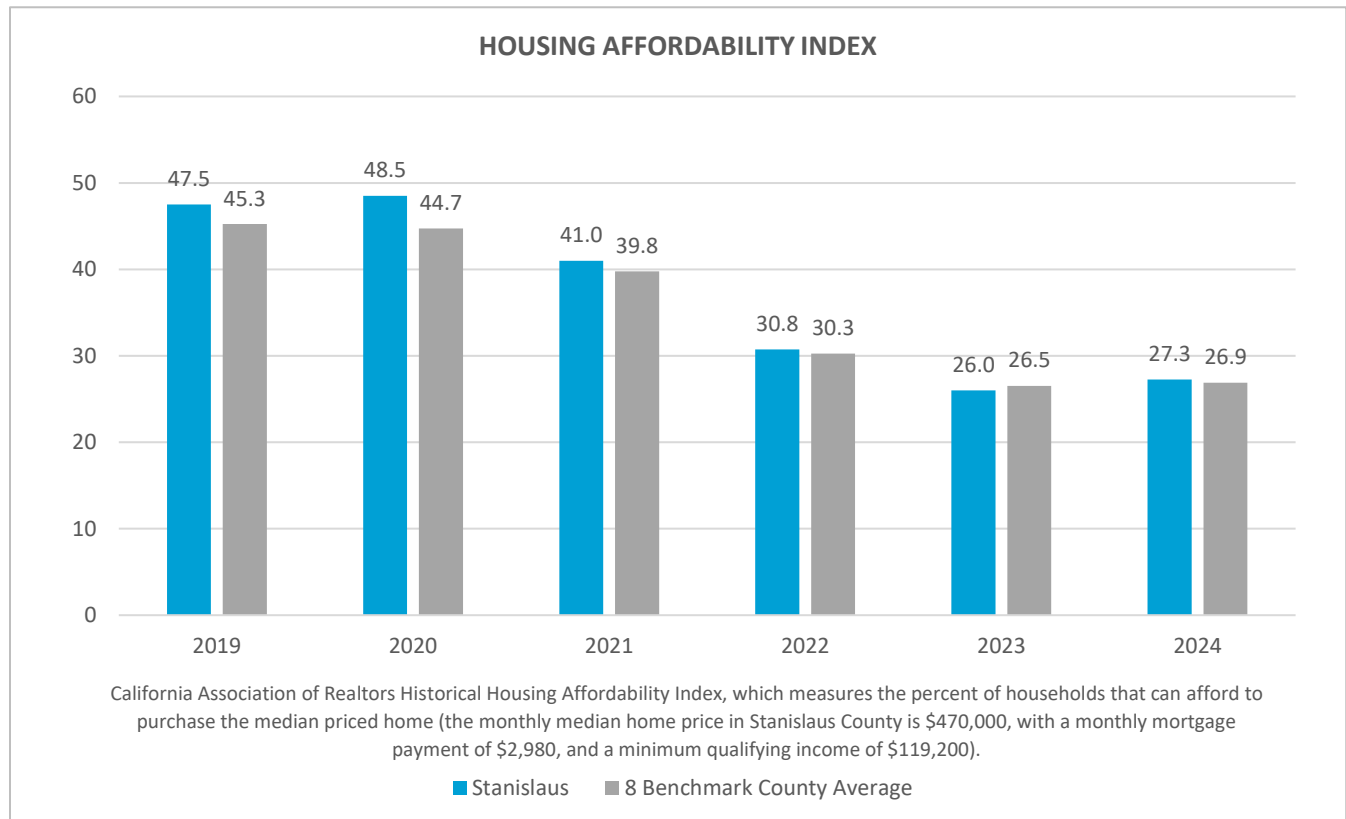
A well-planned community infrastructure system is essential to the quality of life for Stanislaus County residents, and to the maintenance and expansion of a robust economy. A clean water source is critical for community health and sustaining agricultural and industrial economies, as well as for the natural environment. Improving air quality, water quality/availability, and promoting effective liquid and solid waste disposal are key priorities. Developing a regional approach to transportation circulation will help improve residents' ability to navigate through the community and support the movement of goods and services. Finally, infrastructure needs include access to available housing to support basic needs for living.

Community infrastructure is inclusive of both public and privately provided facilities and services, including government facilities, which are required to accommodate and support community services, programs, and activities. It is essential that community infrastructure be effectively and efficiently configured so that service providers can respond to changing local community needs flexibly over time.

Two communitywide indicators that were identified that are representative of the County's ability to deliver community infrastructure are: Housing Affordability Index and Air Quality Index. These indicators address housing affordability and the general air quality to which residents are exposed.

Housing Affordability Index

Housing affordability is one of the most concerning issues in the County. Being able to afford and purchase a home is the cornerstone of working toward financial stability and advancement. There are several factors that can influence the affordability of a home not the least of which include lack of income, personal debt, job availability, and the economy. These factors on whether a home is affordable are not directly related to any one County



department, but rather, taken together, the County seeks to make a positive contribution in this regard alongside the many other macro-level influences.

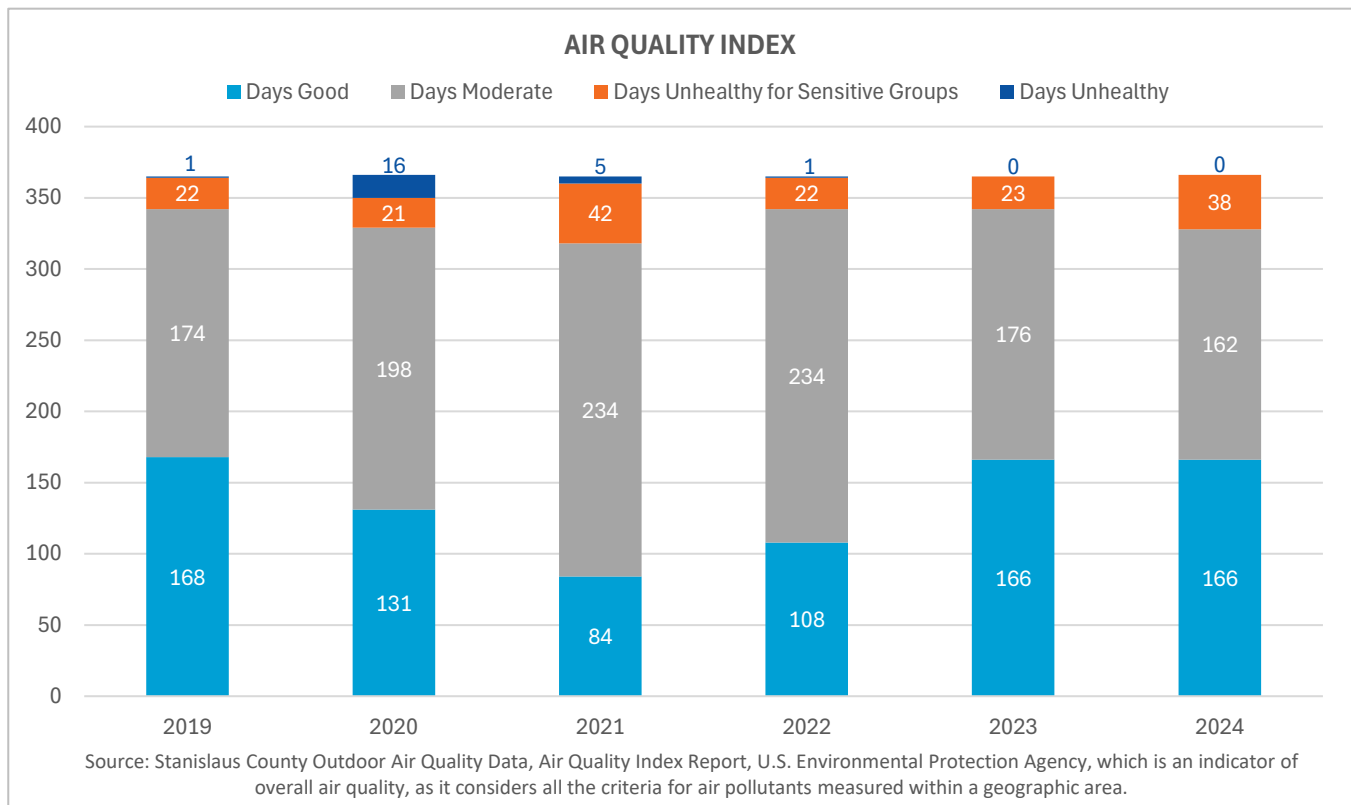
While housing affordability can be defined in numerous ways, the California Association of Realtors Historical Housing Affordability Index is an appropriate community indicator, as it measures housing affordability at the county level over time based on those who want to purchase a home. This index measures the percent of households that can afford to purchase the median priced home (the current monthly median home price in Stanislaus County is \$470,000, with a monthly mortgage payment of \$2,980, and a minimum qualifying income of \$119,200).

Data available from 2019 to 2024 compares Stanislaus County with the eight benchmark counties — Fresno, Kern, Madera, Monterey, Merced, Sacramento, San Joaquin, and Tulare. According to the index, the County's housing affordability, measured by the percent of households that can afford a home, has decreased significantly from 47.5% in 2019 to 27.3% in 2024.

During this same period, except for 2023, Stanislaus County had a higher affordability index when compared to the eight benchmark counties. The housing affordability crisis not only has affected Stanislaus County, but also other counties throughout the State of California.

Air Quality Index

The various facilities operated, and services delivered in Stanislaus County contribute to and have collateral effects on its residents. One of the most basic elements of navigating and using community infrastructure is the air residents breathe. County government operations and its community infrastructure do not have a direct causal relationship to overall air quality, but they can have a role regarding pollutants in the air.



The U.S. Environmental Protection Agency provides county-level outdoor air quality data, in the form of the Air Quality Index Report. For Stanislaus County, it has fluctuated somewhat, as indicated by 168 good days in 2019 and 166 good days in 2024 with the highest year of good days occurring in 2019.

As the chart indicates, for 2024, County residents experienced more days defined as good than days defined as moderate, whereas, from 2020 to 2023, there were more days of moderate air quality than good. The overall County air quality was good to moderate from 2019 to 2024.

Both the housing affordability index and air quality index are indicators that provide a cursory assessment of quality of life as residents navigate the County's community infrastructure. That is, it is vitally important that the County deliver community infrastructure in a way that recognizes residents' daily lives. Although delivering community infrastructure does not directly affect housing affordability or air quality, it *does* and *can* play a necessary role in facilitating how County residents navigate and are satisfied with County services.



Environmental Resources

Enhancing Community Infrastructure



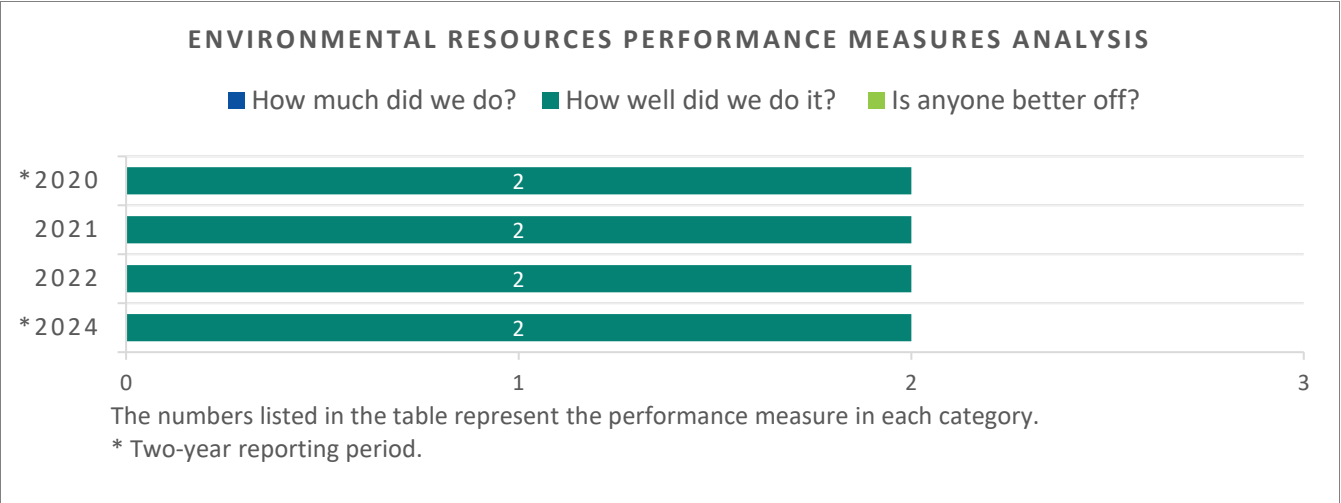
Department Mission Statement

We Build Community by promoting a safe and healthy environment.

What Does Success Look Like for The Department?

Success in the Department of Environmental Resources is achieved by transforming employee and public perceptions about the Department and local governmental interactions, while still maintaining the Board of Supervisors’ priority goals.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	ENVIRONMENTAL RESOURCES PERFORMANCE MEASURES	
*2020 2021 2022	Timely code enforcement compliance	Maintain and exceed 50% waste diversion
*2024	Percent of survey respondents who indicated a rating of 4.0 (out of 5.0) for overall customer satisfaction	Percent of out-of-compliance properties from the time of report to the time of compliance (cradle to grave) within the calendar year

Department Performance Measures for Fiscal Year 2024

1. Percent of survey respondents who indicated a rating of 4.0 (out of 5.0) for overall customer satisfaction.
2. Percent of out-of-compliance properties from the time of report to the time of compliance (cradle to grave) within the calendar year.

Department Objectives for Fiscal Year 2024

1. Revitalize employees by providing them training, which will give them the tools needed to go above and beyond past expectations.
2. Create an environment where customer service is a priority.
3. Identify customer/employee interface pros and cons.

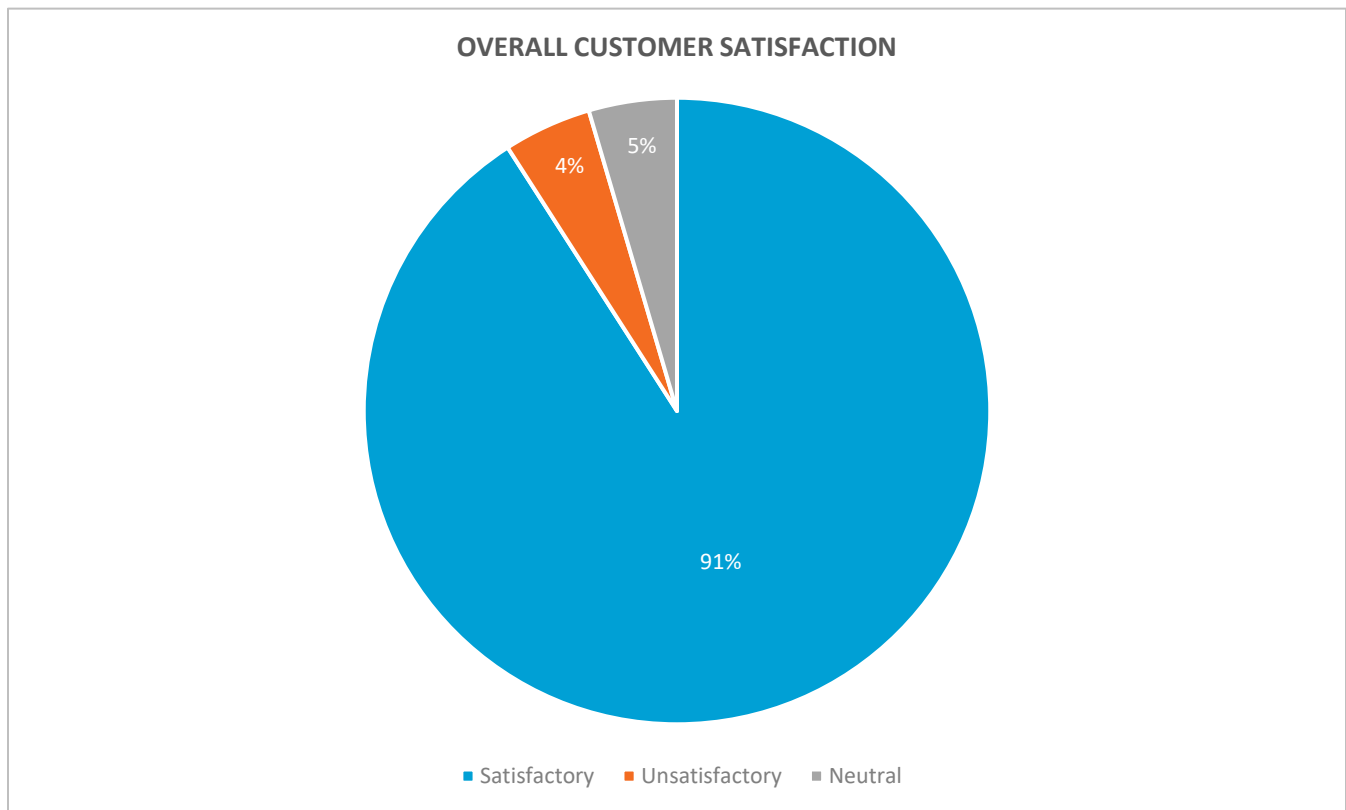
Department Accomplishments for Fiscal Year 2024

1. Provided employee training with a focus on improving each employee's toolkit, allowing them to exceed past expectations.
2. Created a customer-service oriented environment for the department.
3. Catalogued existing pros and cons of the customer-employee interface.

Department Performance Measures

- Percent of survey respondents who indicated a rating of 4.0 (out of 5.0) for overall customer satisfaction.

For Fiscal Year 2024, the department aimed to assess overall customer satisfaction through a survey, focusing on the quality of customer and employee interactions. The results showed that 91% of respondents indicated satisfactory ratings, while 4% provided unsatisfactory feedback, and 5% offered neutral responses. Based on these results, the department achieved a high satisfaction rate, with most customers rating their experience at 4.0 out of 5.0 or higher. These findings highlight the effectiveness of current customer service practices while also identifying opportunities for improvement in areas where feedback was less positive. Moving forward, the department plans to analyze the specific areas where interactions could be enhanced, ensuring continuous improvement in service delivery.

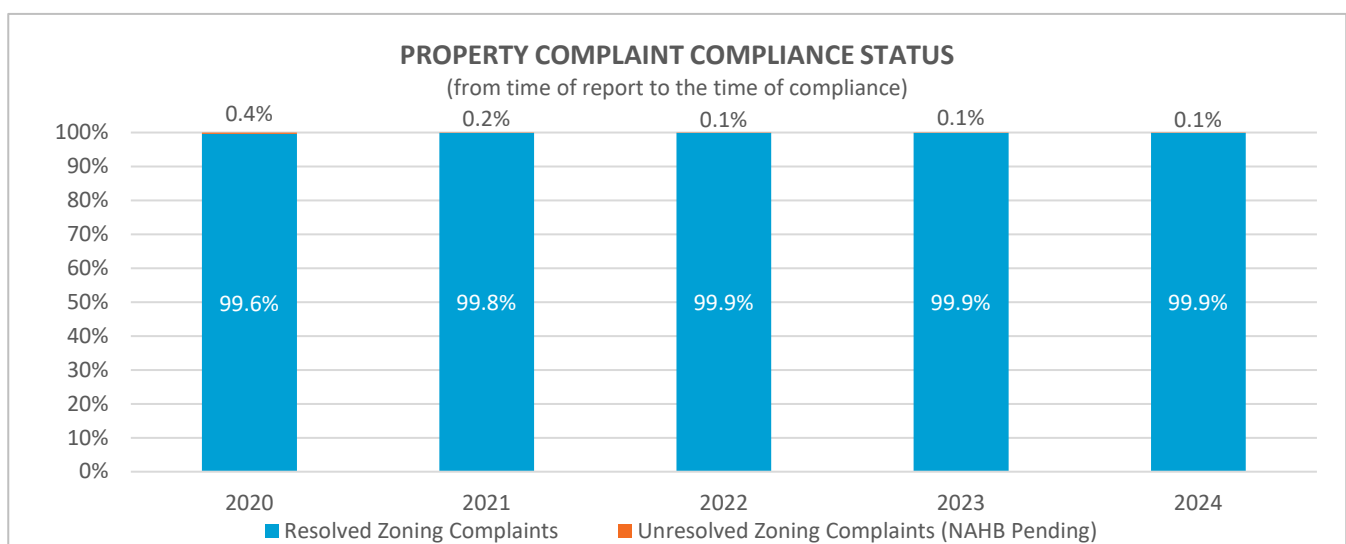


- Percent of out-of-compliance properties from the time of report to the time of compliance (cradle to grave) within the calendar year.

The Code Enforcement (CE) Division strives to achieve voluntary compliance through education and personal contact. A CE case is opened when a service request (code violation) is confirmed, and voluntary compliance is not achieved within a reasonable time; typically, 30 days of the complaint being received. If enforcement becomes necessary, a Notice and Order to Abate will be issued. If the cases were in non-compliance after this, issuing of subsequent citations would be the next step. In these instances, staff continue to work with the property owner via compliance inspections to ensure a good faith effort is made to correct violations within a reasonable time; typically, 45 days of opening a CE case. If violations remain after staff efforts and citations, then Nuisance Abatement Hearing Board (NAHB) enforcement may be utilized as a last resort. Stanislaus County has seen a similar number of zoning-related complaints during this period this year from last year. Some Abandoned Vehicle cases became zoning cases once the investigation started. These cases were added to the zoning complaints.

The chart identifies trends over the past 5 years from Fiscal Year 2020 to Fiscal Year 2024. Code Enforcement has seen a decrease in illegal cannabis complaints but a similar number of responses to the illegal cannabis cases that the Sheriff's Department has handled. There has been a continued increase in complaints in Commercial Truck Parking on non-commercial parcels, Non-Permitted Buildings and Structures, and Non-Permitted Land Use for Businesses and Special Events. Code Enforcement is still a complaint-driven division where many complaints and zoning cases contribute to the public having more knowledge of the Stan Connect App. Code Enforcement officers have been very proactive in informing the public that requests/complaints can be logged into this system anytime of the day or week and that the concern will be assigned to the correct department and investigated. The Department also added the 1,104 Graffiti Abatement cases to zoning stats for Fiscal Year 2024. There has been approximately a 10% increase every year in the last three years of graffiti cases.

More complaints were converted into cases in Fiscal Year 2024 to help keep better documentation of the contacts and extensions that were being granted. Most of these cases were repeat offenders where staff dedicated more time than in the past to help deter future issues. As in previous years, a large majority of cases were closed by gaining compliance without the need of issuing citations. Staff had an increase in administrative citations issued in Fiscal Year 2024. A total of 864 administrative citations were issued due to non-compliance. Staff were still able to provide more time and focus on each individual case, which increases compliance and maintains a low number of NAHB hearings. These trends will guide departmental activities in managing County Ordinance-related complaints and educating the community about the County Ordinance.





Parks & Recreation

Enhancing Community Infrastructure



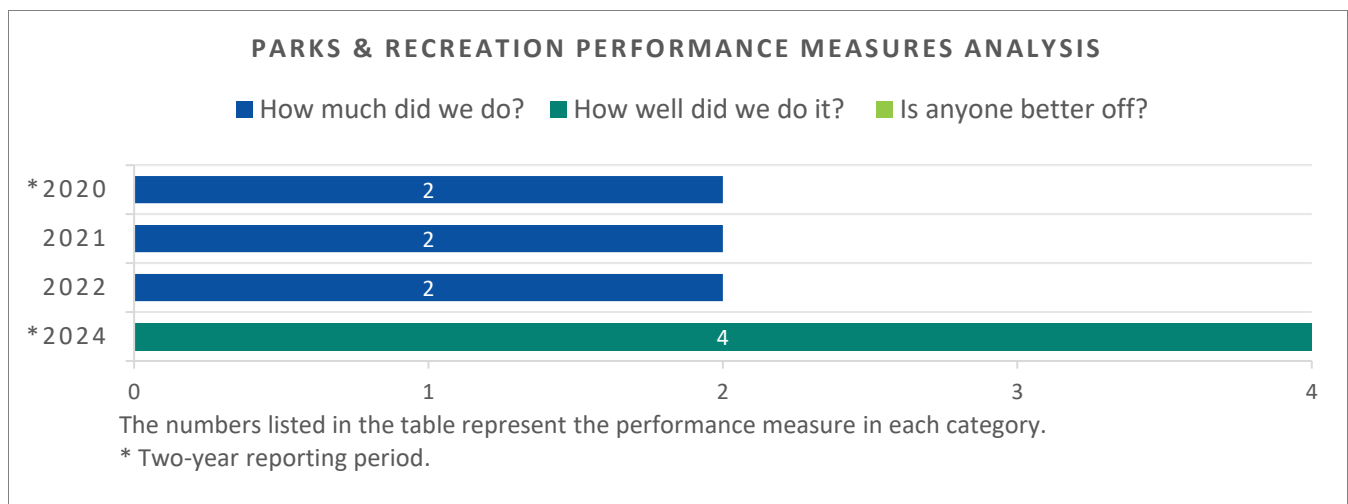
Department Mission Statement

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

What Does Success Look Like for The Department?

Success in the Parks & Recreation Department is achieved by acquiring, developing, and maintaining recreation areas serving every segment of society, including the disabled and the economically disadvantaged, in ways that will provide the best possible experience for people to enjoy the outdoors at a reasonable cost.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	PARKS & RECREATION PERFORMANCE MEASURES			
*2020 2021 2022	Annual visitation to Regional Parks		Online reservation count	
*2024	Percent of visitors indicating a rating of 4.0 (out of 5.0) or above for experience with park staff	Percent of visitors indicating a rating of 4.0 (out of 5.0) or above on the cleanliness of park facilities	Percent of visitors indicating a rating of 4.0 (out of 5.0) or above for park amenities and features	Percent of visitors indicating a rating of 4.0 (out of 5.0) or above for overall experience

Department Performance Measures for Fiscal Year 2024

1. Percent of visitors indicating a rating of 4.0 (out of 5.0) or above for experience with park staff.
2. Percent of visitors indicating a rating of 4.0 (out of 5.0) or above on the cleanliness of park facilities.
3. Percent of visitors indicating a rating of 4.0 (out of 5.0) or above for park amenities and features.
4. Percent of visitors indicating a rating of 4.0 (out of 5.0) or above for overall experience.

Department Objectives for Fiscal Year 2024

1. Develop and manage regional parks to provide positive experiences for the community to enjoy the outdoors.
2. Identify areas to continue to offer technology improvements to enhance a positive customer experience.
3. Seek digital resources that will create a better user experience: email/text updates about reservations, electronic (e-mail, QR codes), customer feedback surveys; and increase efficiencies to access parks.

Department Accomplishments for Fiscal Year 2024

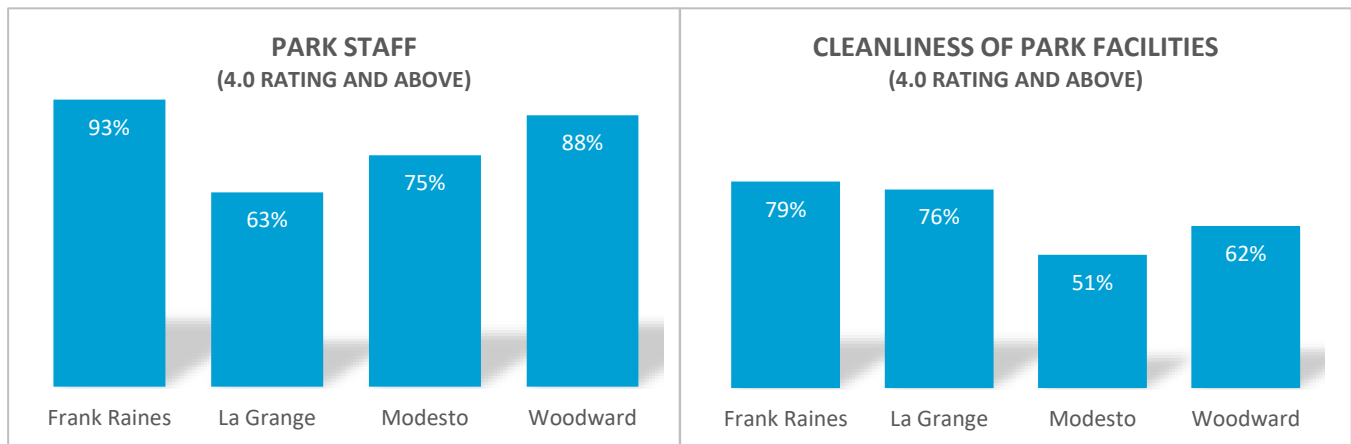
1. Completed the Oregon Park Improvement project including the following: replaced two playgrounds, renovated a splash pad, added an exercise area and walking path, improved shade shelters and various park amenities, and replaced the restroom facility with an improved vandalism resistant Portland-loo.
2. Completed Regional Park improvements this year which included: enhanced tree-trimming and maintenance, replacing and adding new concrete picnic tables and fire pits, road paving inside regional parks, replacing groundwater monitoring wells at the reservoirs, and preparing Habitat Management Plans for the Off-Highway Vehicle Parks. Developed a three-tier camping structure for Modesto and Woodward Regional Parks that include Basic, General, and RV/Trailer Hook-up. General campsites were added as a new reservable option offering an additional 104 reservable campsite options at the reservoirs.
3. Held first Spartan Race at Woodward Reservoir, which featured military style obstacles designed to test participants strength, stamina, and mental grit. The event was held over a period of two days and included over 6,300 participants, including employees of the Parks and Recreation team.
4. Completed plot mapping at Roberts Ferry Cemetery, which included ground penetrating radar that identified over 50 unmarked graves. Burial roster and cemetery map is available on-line.
5. Implemented Quick Response (QR) codes for visitors to provide feedback through our customer survey process and allow visitors digital access to regional park maps. Offered pre-sale ticket option to popular Annual Fireworks Show that allowed visitors guaranteed entrance. Due to the popularity of this event, the entrance station is often closed by mid-afternoon due to the park reaching visitor capacity. The pre-sale tickets are taken into consideration in determining if capacity has been reached and allows visitors to enter the park later even after the entrance station has been closed.

Department Performance Measures

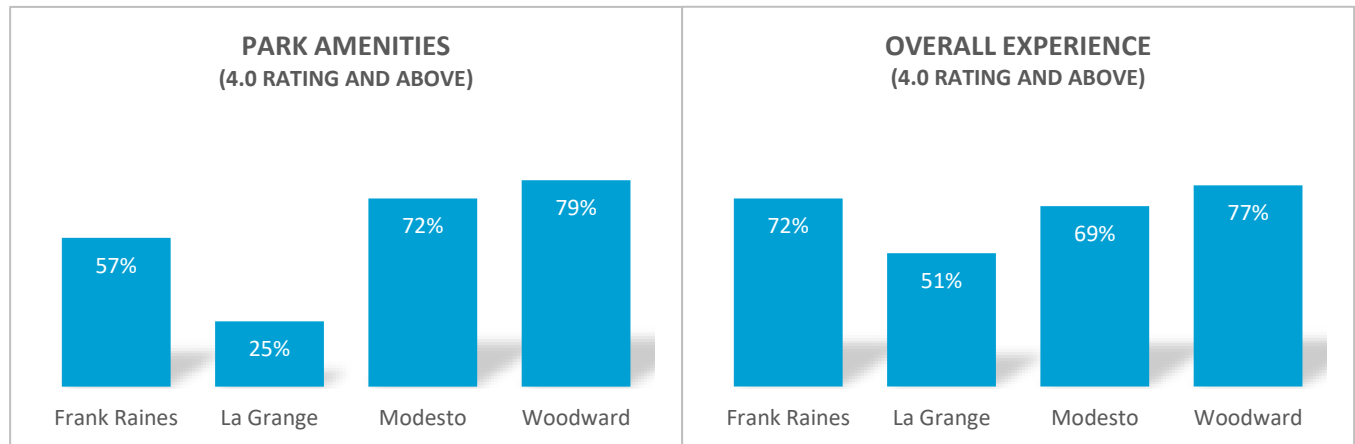
- Percent of visitors indicating a rating of 4.0 (out of 5.0) or above for experience with park staff.
- Percent of visitors indicating a rating of 4.0 (out of 5.0) or above on the cleanliness of park facilities.
- Percent of visitors indicating a rating of 4.0 (out of 5.0) or above for park amenities and features.
- Percent of visitors indicating a rating of 4.0 (out of 5.0) or above for overall experience.

In 2023, the Department implemented a new customer survey to evaluate the customer's experience at the regional parks. The survey seeks feedback on a 5-star rating scale of park accessibility, cleanliness, park amenities, Park and Sheriff staff, and their overall experience for each park. These surveys are e-mailed to our visitors that make on-line reservations and this year QR codes were added on signage throughout the park to get feedback from day-use visitors. In Fiscal Year 2024, we received 1,157 customer survey responses, which reflects less than 1% of our overall visitors. The reservoirs make up 95% of our total regional park visitors.

Our top-rated categories based on visitor experience were accessing the parks and experience with park staff. While cleanliness of park facilities continues to be the lowest rating category for both Modesto and Woodward Reservoirs, overall, more than 50% of our visitors rated this category at 4.0 or above. As visitation continues to increase at the reservoirs, current staffing levels cannot keep up with the needed upkeep of the facilities. The biggest complaint received was regarding restroom facilities cleaning throughout the day and campsite trash clean up when visitors vacate their sites. With the Off-Highway Vehicle (OHV) Parks totaling 5% of our total regional park visitation, more than 75% of visitors at the OHV parks rated cleanliness at 4.0 or above.



More than 70% of visitors at the reservoirs rated park amenities and features at 4.0 or higher, while 57% of Frank Raines visitors and only 25% of La Grange OHV park visitors gave a rating of 4.0 or higher. Visitors would like to see more full hook-up camp options, additional trail opportunities, electrical hook ups at La Grange, and potable water restored at Frank Raines. Visitors' overall experience at regional parks remain positive with more than 50% of visitors rating 4.0 or higher.





Planning & Community Development

Enhancing Community Infrastructure



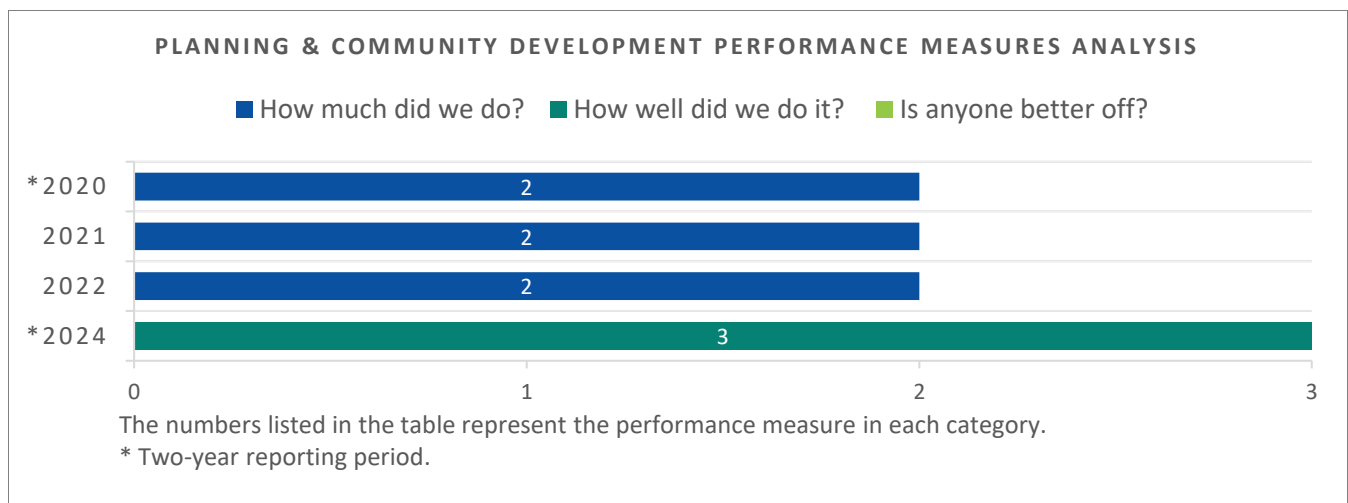
Department Mission Statement

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 & Community Development Department is achieved by promoting community and economic development by providing a diverse land use base focused on promoting and protecting local agriculture, enhancing community infrastructure and public services, and providing high quality, streamlined permit processing services for the benefit of all our customers.

Department Performance Measures Analysis for Fiscal Years 2020-2024



FISCAL YEAR	PLANNING & COMMUNITY DEVELOPMENT PERFORMANCE MEASURES		
*2020 2021 2022	Increase online permit applications	Number of days to process applications	
*2024	Percent of building permits reviewed by One-Stop-Shop (OSS) partners within 15 days of initial submission	Percent of Planning Service responses to customer inquiries within 24 hours	Percent of Community Development Request for Funds (RFF) reviewed and processed within 5 days of receipt

Department Performance Measures for Fiscal Year 2024

1. Percent of building permits reviewed by One-Stop-Shop (OSS) 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 5 days of receipt.

Department Objectives for Fiscal Year 2024

1. To improve data collection for tracking the performance of individual OSS partners and to develop monthly or quarterly reports to share with partners.
2. Enhance customer permit application guidance (Camino Online Customer Guide).
3. Establish the staffing capacity (including back-up support) to allow the Staff Service Coordinator (or a full-time equivalent) to focus solely on facilitating, monitoring, and tracking the OSS.
4. Re-educate the OSS partners on their role in the review process and establish a commitment to perform within their allocated review period.
5. Automate the inquiry process (Camino Online Customer Guide) and improve online Frequently Asked Questions (FAQ).
6. Update and modernize zoning code.
7. Improve electronic data management (including GIS data) needs for internal and external research.
8. Maintain the staffing capacity to allow for responses to inquiries without taking time away from application processing (land use entitlement and building permit) and special projects authorized by the Board of Supervisors.
9. Transfer submittal of RFF from electronic emails to the Neighborly Online System.
10. Train service providers, County departments, and cities on RFF submittals via the Neighborly Online System.
11. Maintain the staffing capacity to allow the Staff Services Coordinator (or a full time equivalent) to monitor and maintain RFFs for all funding sources in the Neighborly Online System.

Department Accomplishments for Fiscal Year 2024

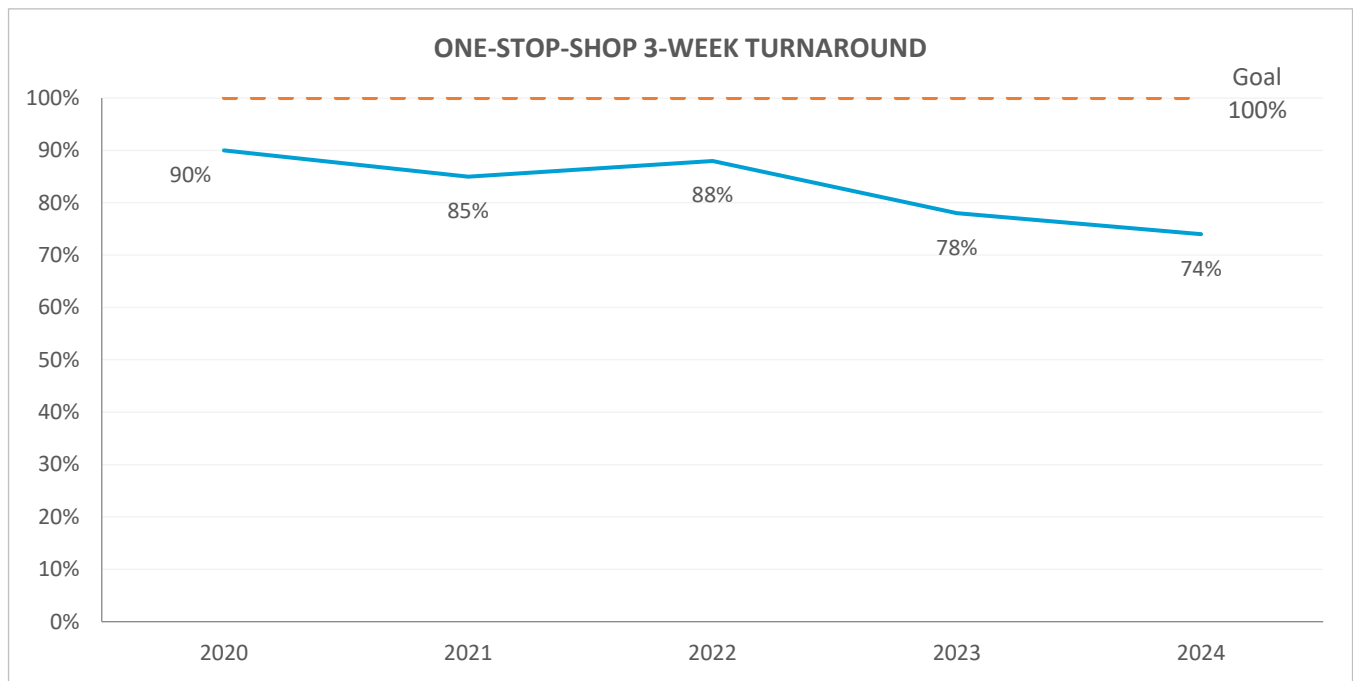
1. Established a method for tracking the performance of individual OSS partners that captures performance at a monthly and quarterly level. Statistics will be provided quarterly to the managers overseeing staff from each of the OSS partners and the Department will start conducting regular meetings with OSS partner staff in Fiscal Year 2025.

2. Implemented the on-line Interactive Permit Guide in July 2023. The guide provides 24/7 access to information on how many dwellings, including accessory dwelling units, may be developed on a property; and the building permit application guidance for utility requests and general inspections for fire damage.
3. Began the process of revisiting Department FAQ posted online to identify improvements and opportunities to integrate information into the online Interactive Permit Guide. Information on how to calculate fees for building a new house has been added to the FAQ.
4. Completed initial draft work to modernize the zoning code; however, staff time was focused on a Zoning Ordinance Amendment to enhance the process for lot line adjustments involving Williamson Act contracted lands.
5. Monitored data management resources for security concerns associated with the age of the technology being utilized; approval of the cloud migration of the Accela Permitting Software will provide opportunity to improve upon data management.
6. Focused on staff recruitment and retention. The Department was successful in hiring/refilling positions, however, because of an internal promotion and a resignation, the department ended the fiscal year with the same staffing capacity. Recruitments to fill vacant positions are ongoing.
7. Established systems to allow utilization of the Neighborly Online System for the submittal of all RFF effective Fiscal Year 2025 for all new Federal funding allocations.
8. Developed trainings for RFF submittals via the Neighborly Online System.

Department Performance Measures

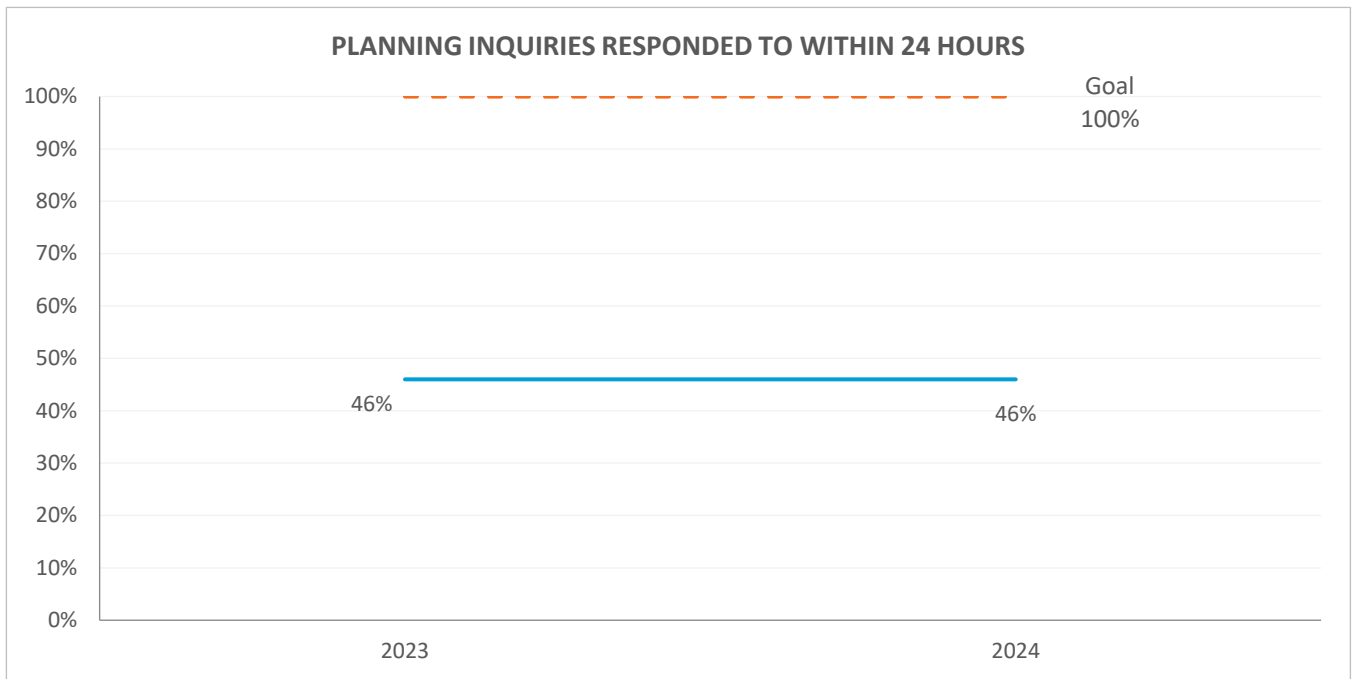
- Percent of building permits reviewed by One-Stop-Shop partners within 15 days of initial submission.

The Planning and Community Development Department strives to have 100% of the building permit applications reviewed by the One-Stop-Shop partners within 15 days of initial submission. The One-Stop-Shop includes the Departments Building and Planning Services, along with the Department of Environmental Resources, County Fire, and Public Works. In Fiscal Year 2024 the Department and the One-Stop-Shop partners reviewed 74% of building permits within 15 days of initial submission. This is a slight decrease of 5% from the prior fiscal year. The Department works closely with the One-Stop-Shop partners to improve efficiency in the review process and has established a method for tracking the performance of individual partners that captures performance at a monthly and quarterly level.



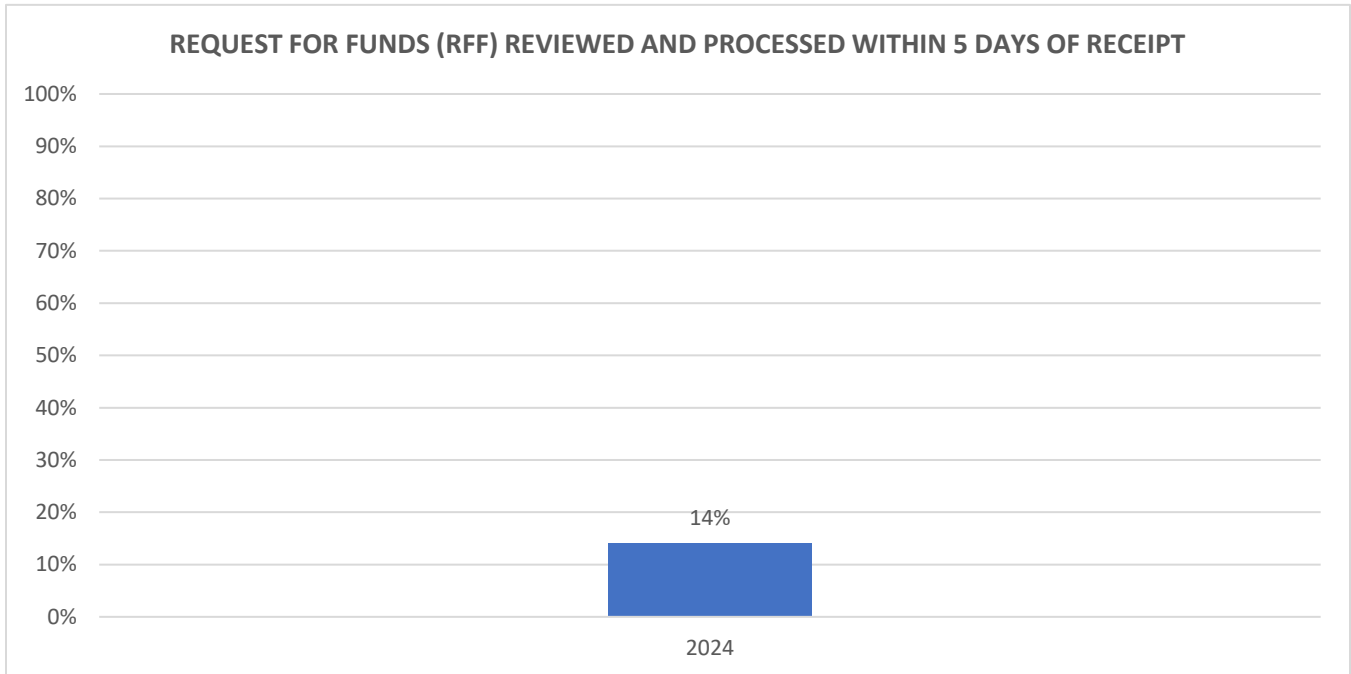
- Percent of Planning Service responses to customer inquiries within 24 hours.

The Planning and Community Development Department continues to work towards returning all customer inquiries within 24 hours. In Fiscal Year 2024 the Department returned all customer inquiries within 24 hours 46% of the time, consistent with the Department's performance in Fiscal Year 2023. On-call planners maintain a log of all non-project/non-planner specific phone calls and emails received and responded to during their shifts. The Department will continue to focus on providing excellent customer service by becoming more efficient in returning customer inquiries within 24 hours.



- Percent of Community Development Request for Funds (RFF) reviewed and processed within 5 days of receipt.

The Planning and Community Development Department has established a goal of processing all Community Development Division Request for Funds (RFF) within 5 days of receipt. In Fiscal Year 2024, the first years of data monitoring, the Department processed 14% of the RFFs within 5 days of receipt. The Department is collecting data on RFF volumes and processing times by using a department log to track the RFFs. The Department will work to fully staff the Community Development Division, improve efficiency, and improve processing time to meet the performance measure. This is baseline data that the department will continue to track and evaluate on an annual basis.





Public Works

Enhancing Community Infrastructure



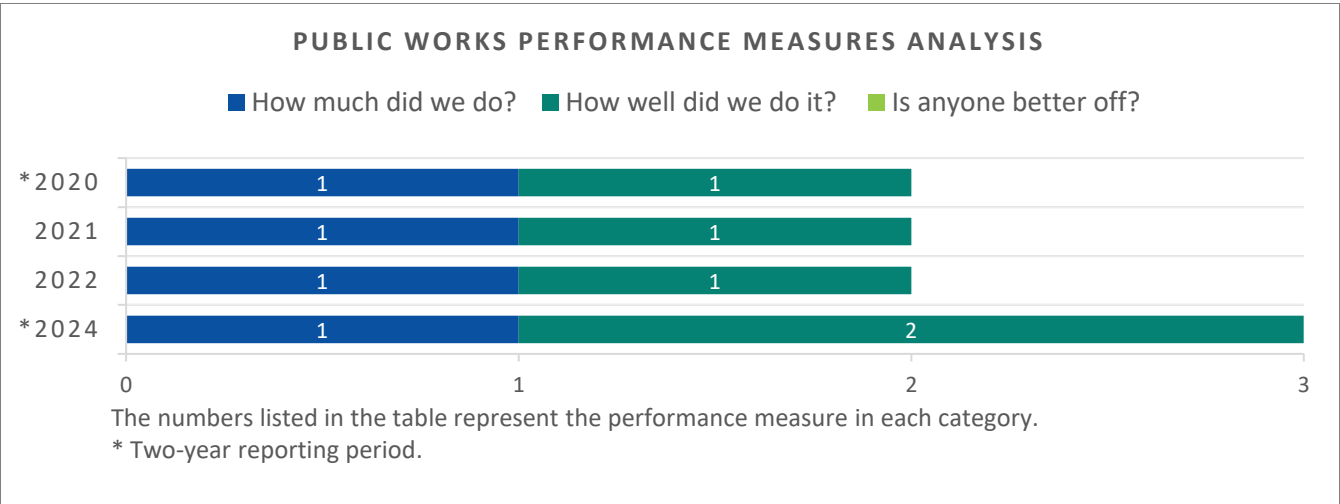
Department Mission Statement

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 in 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 Analysis for Fiscal Years 2020-2024



FISCAL YEAR	PUBLIC WORKS PERFORMANCE MEASURES		
*2020	Pavement Condition Index rating	Increase StaRT ridership	
2021			
2022			
*2024	Percent of County roads resurfaced annually	Percent of County roads' centerlines and edge lines restriped	Percent of County roads treated in conformance with Best Industry Practices

Department Performance Measures for Fiscal Year 2024

1. Percent of County roads resurfaced annually.
2. Percent of County roads' centerlines and edge lines restriped.
3. Percent of County roads treated in conformance with Best Industry Practices.

Department Objectives for Fiscal Year 2024

1. Resurface 150 miles of roads to facilitate the safe and efficient movement of people, goods, and services throughout Stanislaus County, benefiting residents and businesses.
2. Re-stripe 750 miles of road centers and edges and repair potholes for the benefit and safety of residents and businesses.

Department Accomplishments for Fiscal Year 2024

1. Resurfaced approximately 123 miles of roadway. The Department fell short of meeting the goals set for 2024 due to many challenges, but mainly due to storm-related delays, material procurement delays, and the rising cost of construction and materials due to inflation.
2. Striped approximately 307 miles of roadway. The Department fell short of meeting the goals set for 2024 due to many challenges encountered, but mainly due to storm-related delays, material procurement delays, and the rising cost of construction and materials due to inflation.

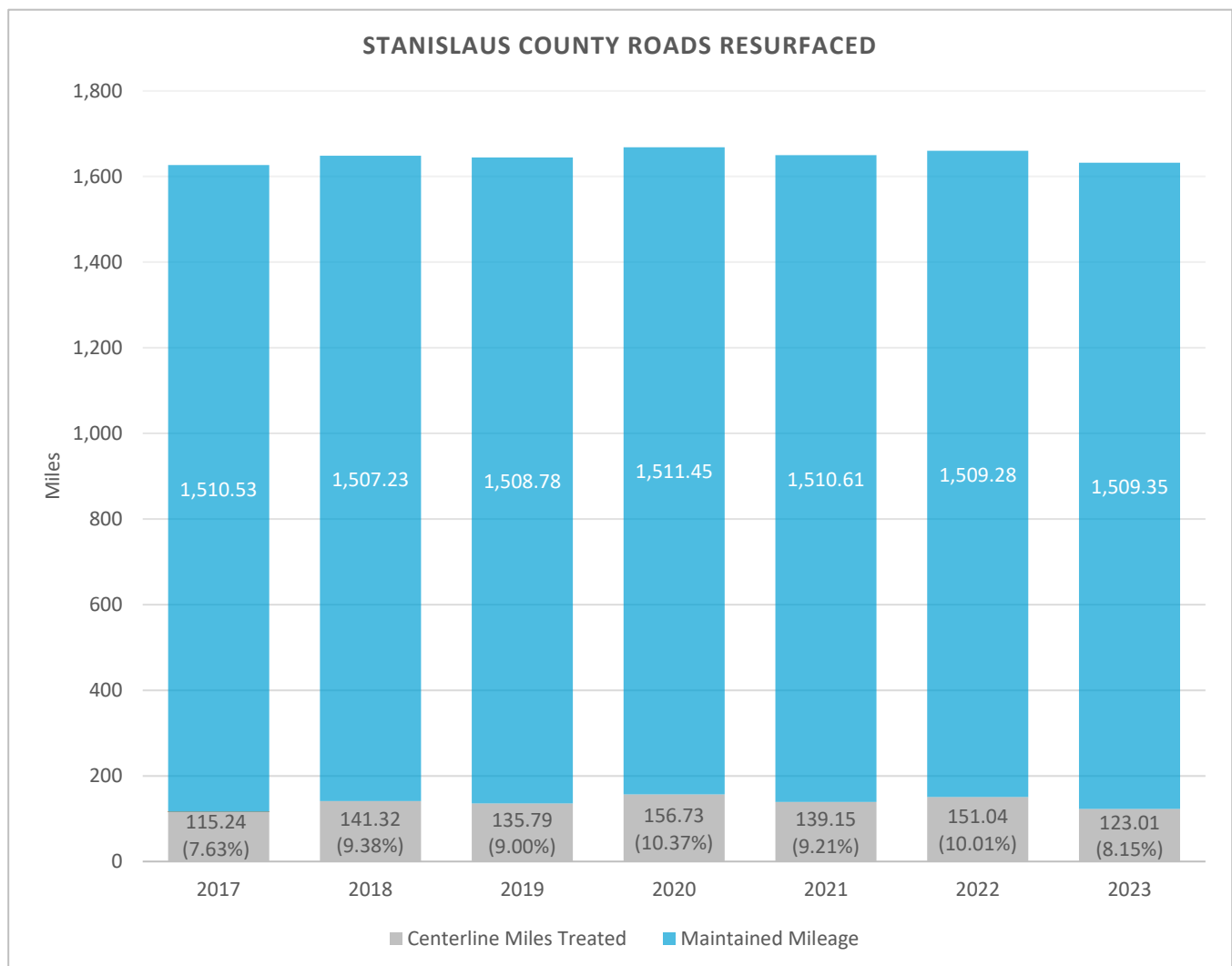
Department Performance Measures

- Percent of County roads resurfaced annually.

The annual goal for resurfacing is 150 miles of centerline mileage or about 10% of the network for the first 10 years of treatment since Measure L passed in 2017. The first cycle of treatment was planned to require more resources than subsequent treatments due to previous deferred maintenance.

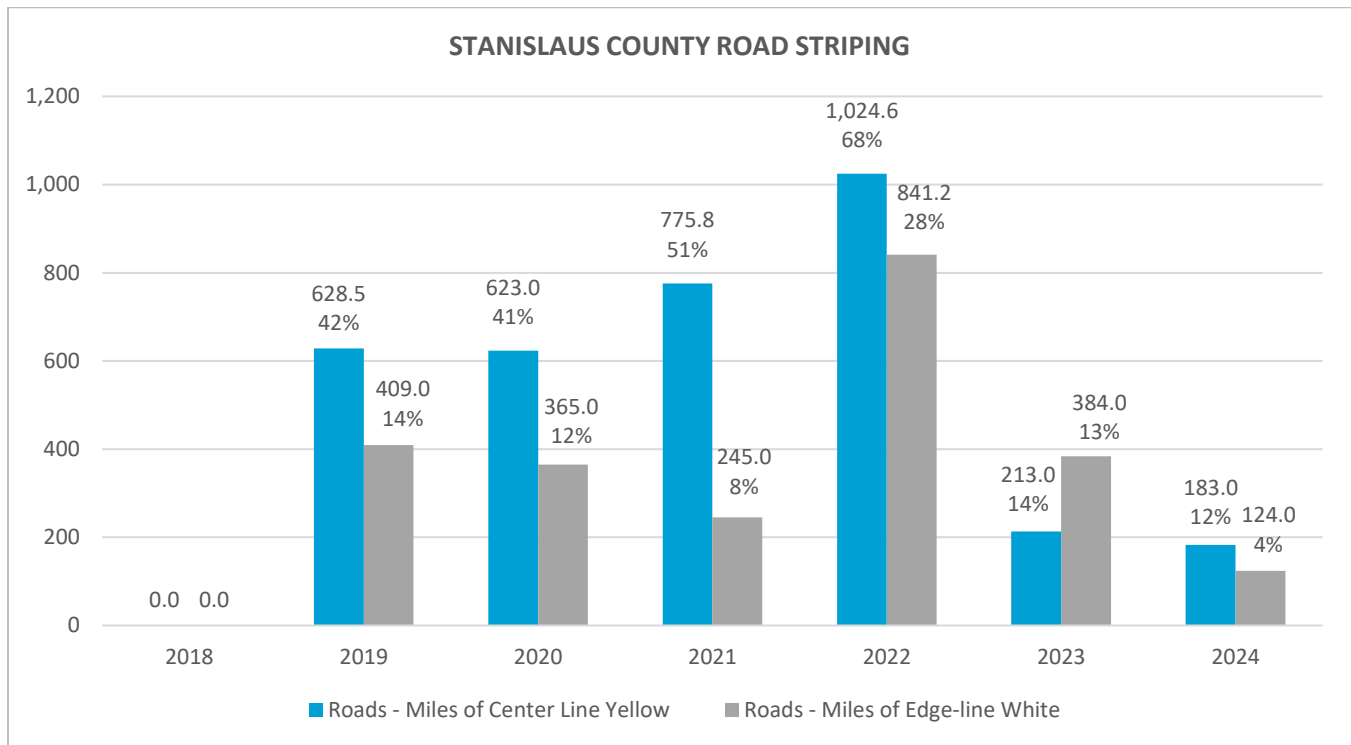
In Fiscal Year 2023, there was a slight drop in total miles treated from previous year, treating 123.01 miles, or 8.15% of the total network. This is largely due to two factors. The first being unexpected delays in materials procurement for the chip seal program, including the preparation and resurfacing operations. The other contributing factor was that the Urban Preservation Program concentrated on industrial and commercial roadways, which are not only wider than the residential roads treated in previous years, but also that the damage from commercial and industrial trucks is far more severe.

It is expected that the first round of Measure L treatments will be completed by 2027.



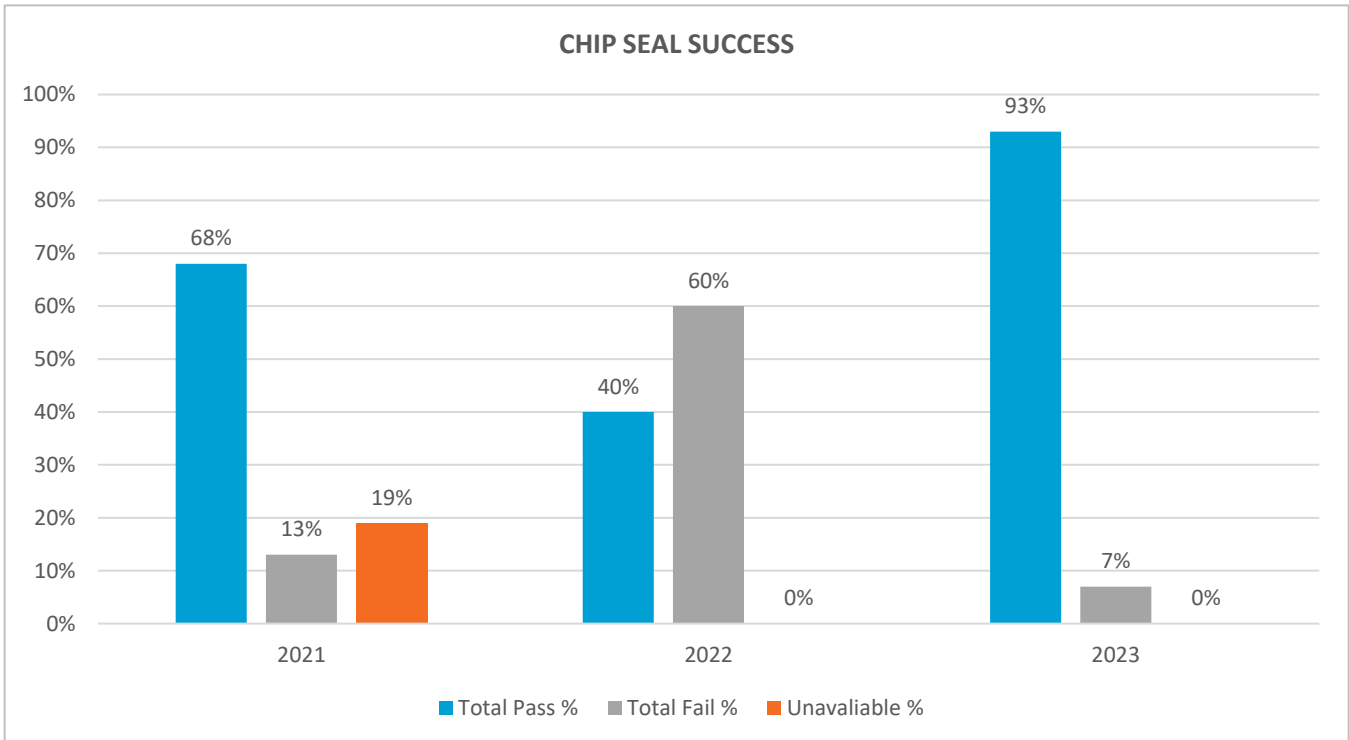
- Percent of County roads' centerlines and edge lines restriped.

The construction season follows in phases. Chip Seal typically begins in the Spring with preparation work and during the summer into early fall, the road maintenance (chip seal, striping, etc.) is performed. During the winter, staff are reconciling the project. Striping typically follows the same season due to weather conditions. During this staggered construction season, Public Works' crews striped 183 miles of center line and 124 miles of edge line. This equates to 12.1% of county roads striped for center line and 4% for edge line. These numbers are down from prior years due to storm activities and rebuilding of equipment pumps.



- Percent of County roads treated in conformance with Best Industry Practices.

Public Works treated over 200 miles and 118 miles of roadway in 2022 and 2023, respectively, with a chip seal. Chip seal treatments are most effective when placed on roads that are in good physical condition to help prolong service life. Chip seals, when applied correctly, can help prolong a road by six to eight years, depending on local climate and traffic the road receives. Based on analysis performed by Public Works' engineers for the chip seal work performed in 2022, 60% of the roadway treated were not good candidates for a chip seal due to substantial degradation or failure of the road. In 2023, the number decreased significantly: only 7% of roadways treated were not good candidates for a chip seal. The decrease is due to Public Works-treated Major Collector Roads that were in better average condition than the Rural Local and Rural Minor Collectors that PW normally treats.



Glossary

TERM/PHRASE	DEFINITION
Accomplishments	Viewed annually, provides 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 Development Agenda	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 departments operate that make the strategies and mission come to life.
Department Success	What department clients/customers/community experience if we do our job really well.

TERM/PHRASE	DEFINITION
Indicator	A measure which helps quantify the achievement of a result.
Inquiry	Inquiring into the thinking and reasoning of others.
Measure	A measure which helps quantify the achievement of a result.
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 of 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.

Stanislaus County Board of Supervisors

SUPERVISORIAL DISTRICT CITIES AND COMMUNITIES



BUCK CONDIT

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



VITO CHIESA

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



TERRY WITHROW

District 3
Modesto (portions thereof); and
Unincorporated Salida



MANI GREWAL

District 4
Modesto (portions thereof)



CHANNCE CONDIT

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

WE BUILD COMMUNITY



Two-Year Period Ending June 30, 2024



August 5, 2025