

2026 PERFORMANCE VISIONING PLAN



Two-Year Period Ending June 30, 2026



November 5, 2024

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Message from Chief Executive Officer, Jody Hayes

What does success look like?

We ask ourselves this question often, and these five words are perhaps the most important consideration we take before we initiate new programs or consider how to allocate taxpayer resources throughout the County. Developing a shared understanding of success is fundamental to our long-time organizational values of continuous improvement and delivering results in the community. This approach is at the heart of the Stanislaus County Performance Visioning (PV) Program.

Every day, thousands of County employees do good work in almost every aspect of life in Stanislaus County. The collective County workforce is the strongest asset we have to help shape a future of which we can all be proud. As we tackle the challenges of the day, we must have a shared understanding of what we ultimately hope to accomplish because of this good work. PV provides us the framework necessary to know what matters the most as we reach key milestones on our journey of community service.

Using the data-driven, decision-making framework, Results-Based Accountability™ (RBA), we ask three simple questions to evaluate the most important performance measures. At its most simplified level, we ask ourselves, “How much did we do?” However, we want to stretch further into more meaningful qualitative measures by asking, “How well did we do it?” The more challenging question, “Is anyone better off?” is the true measure of success. Answering these performance accountability questions is what drives our processes and plans in support of the County’s Vision, Mission, and Values.

In this PV Plan we continue to examine our progress in answering these questions. In so doing, you will see a new addition to this plan, as we outline which department performance measures align with the three RBA question categories with the goal of moving up the PV/RBA pyramid. Not only are we concerned about the performance measures identified by County departments, but also about continuous improvement, trying to be better as an organization.

It is my pleasure to present the 2026 Performance Visioning Plan that lays out the ways in which our departments are measuring success and gaining valuable insight into the effectiveness of their various programs and services. As the economic environment and our budget circumstances ebb and flow, we remain committed to doing our best to turn the dial to improve County services and our impact on the community. It all begins by first asking ourselves, “What does success look like?” I continue to look forward to the answers.

Respectfully,

Jody L. Hayes
Chief Executive Officer

Vision, Mission, Values, and Priorities

VISION

Stanislaus County

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

MISSION



**WE BUILD
COMMUNITY**

VALUES



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

PRIORITIES



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

Introduction

Stanislaus County's Vision, Mission, and Values (VMV) 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?

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

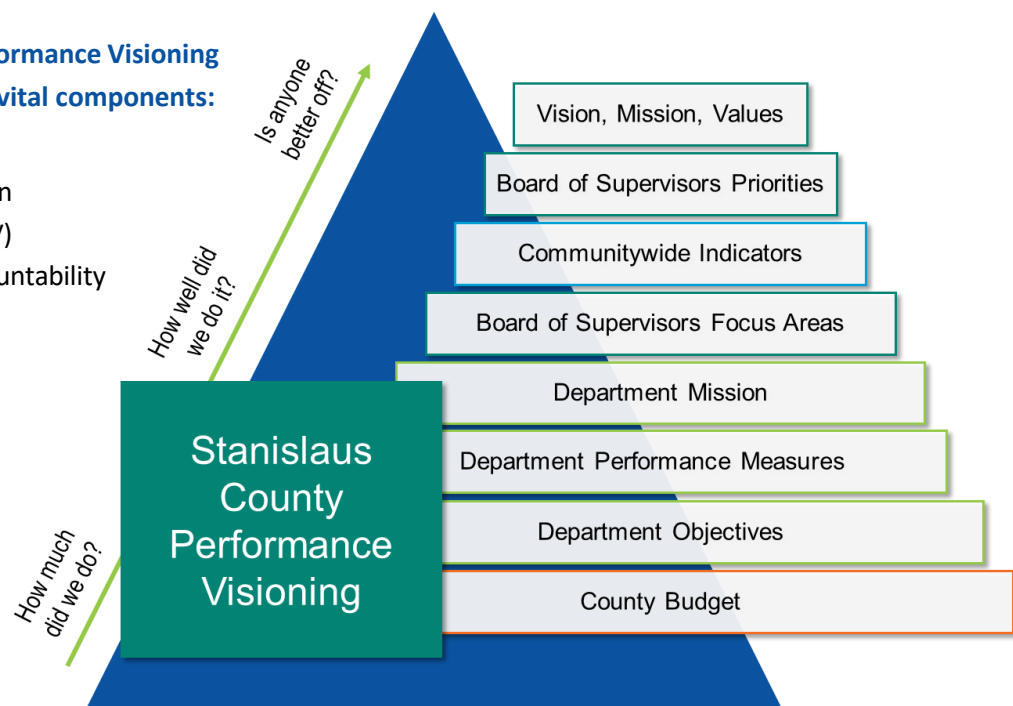
The Big Picture – We take time to step back and focus on our business . . . what do we see? What are we driven to accomplish on behalf of the organization and the community?

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

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

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

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



Current Framework: Results-Based Accountability™ (RBA)

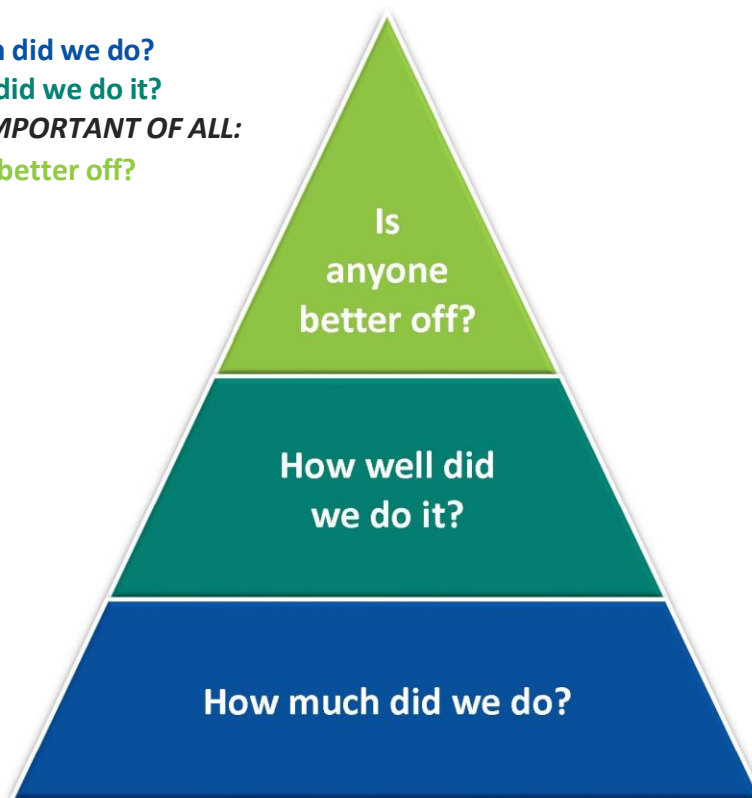
To begin to understand the journey of Performance Visioning, we ask each department's leadership team to address these challenging questions:

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

The framework the County is using to assess the answers to these questions is Results-Based Accountability (RBA), which is “a disciplined way of thinking and acting to improve entrenched and complex social problems . . . [it] uses a data-driven, decision-making process to help communities and organizations get beyond talking about problems to taking action to solve problems.”

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?



Communitywide Indicators

What are communitywide indicators?

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

Why are communitywide indicators important?

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

What are the County's communitywide indicators?

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

How do these communitywide indicators relate to the County's Performance Visioning Program?

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

Board Priority	Communitywide Indicators	Metric
Supporting a Strong and Safe Community	Crime Rate	Number of violent and property crimes reported to law enforcement agencies for every 100,00 persons within a population.
	Jail Population	Combined average of sentenced and unsentenced population incarcerated.
	Juvenile Detention Rate	Number of youths detained in the year divided by the number of youths living in the County.
Supporting a Healthy Community	Emotional Well-Being	Telephone survey of a sample of the State's population on the likelihood of having psychological distress during the past year.
	Chronic Disease Rate	California Health Interview Survey is the nation's largest state health survey, which uses a telephone survey of a sample of the State's population. Data reported are based on ever diagnosed with diabetes and heart disease rate.

Board Priority	Communitywide Indicators	Metric
Supporting a Healthy Community	Homeless Point-in-Time Count	Number and percent of homeless individuals who are unsheltered, living on the streets, or in places not meant for human habitation.
	Opioid and Fentanyl Overdose Deaths	Number and percent of opioid and fentanyl overdose deaths annually.
Developing a High-Performing Economy	Unemployment Rate	Labor force and unemployment rate for California Counties, State of California Employment Development Department, which provides monthly data on the unemployment rate, specifically for Stanislaus County.
	Poverty Rate	American Community Survey 5-Year Estimates, U.S. Census Bureau, which provides data on the poverty status (i.e., percent below poverty level) in the past 12 months.
	Job Growth Rate	Quarterly Census of Employment and Wages, Bureau of Labor Statistics, which provides data on the percent change of all employees in total for all industries for all establishment sizes.
	Agriculture Harvested Acres and Value	Stanislaus County Annual Agricultural Report. Data show the number of harvested acres for the following categories: apiary products, field crops, fruit and nut crops, livestock and poultry, livestock and poultry products, nursery products, organic products, seed crops, vegetable crops, aquaculture, and firewood.
Promoting Lifelong Learning	High School Graduation Rate	Percent of public-school students from the graduating class who receive a high school diploma.
	Early Literacy Rate	3rd Grade California Assessment of Student Performance and Progress (CAASPP) percent (Reading at grade level = Standard Exceeded + Standard Met; Reading Below Grade Level = Standard Nearly Met + Standard Not Met).
Delivering Efficient Public Services	Budgeted Discretionary Revenue per Capita	Budgeted Discretionary Revenue per Capita for the most recent five years for Stanislaus County.
	County Staff per Thousand Residents	Department of Finance Report E-4 as of January 1, 2020 (population estimates) and Budget document.
	Citizen Engagement and Accessibility	Number and percent of inquiries responded to and closed out on Customer Relations Management (CRM) system on an annual basis.
Enhancing Community Infrastructure	Air Quality Index	Stanislaus County Outdoor Air Quality Data, Air Quality Index Report, U.S. Environmental Protection Agency, which is an indicator of overall air quality, as it considers all the criteria for air pollutants measured within a geographic area.
	Water Quality Risk (by all contaminants)	Domestic wells (less than five service connections) and state small water systems (between five and 14 service connections) may be accessing groundwater that does not meet safe drinking water standards (maximum contaminant level).

Board Priority	Communitywide Indicators	Metric
Enhancing Community Infrastructure	Housing Affordability Index	California Association of Realtors Historical Housing Affordability Index, which measures the percentage of households that can afford to purchase the median priced home.
	Cost Burden Based on Median Home Sale Price and Median Rental Amount	Reflected in hourly wage needed to afford ownership and/or rent and median rental amount.

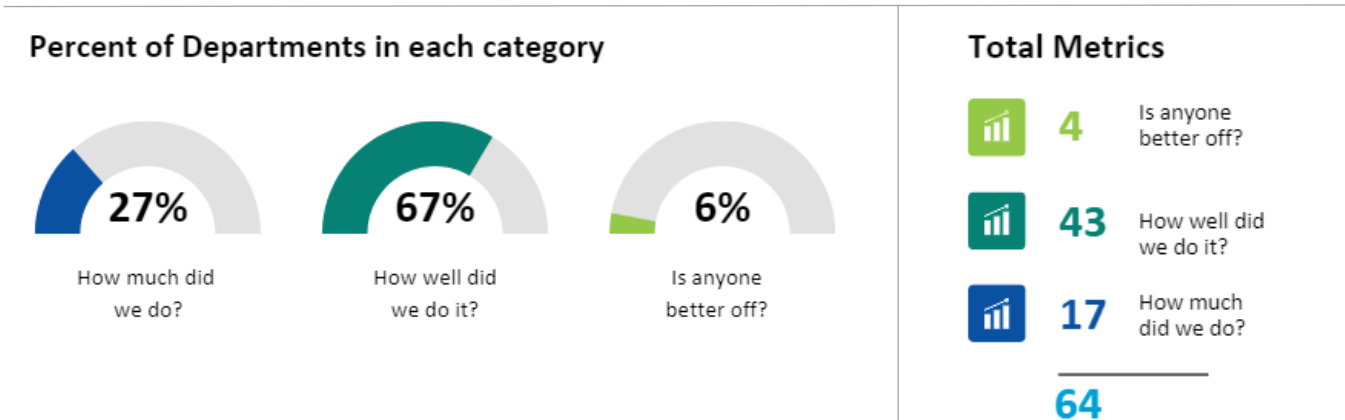
County Organization Current Progress

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

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

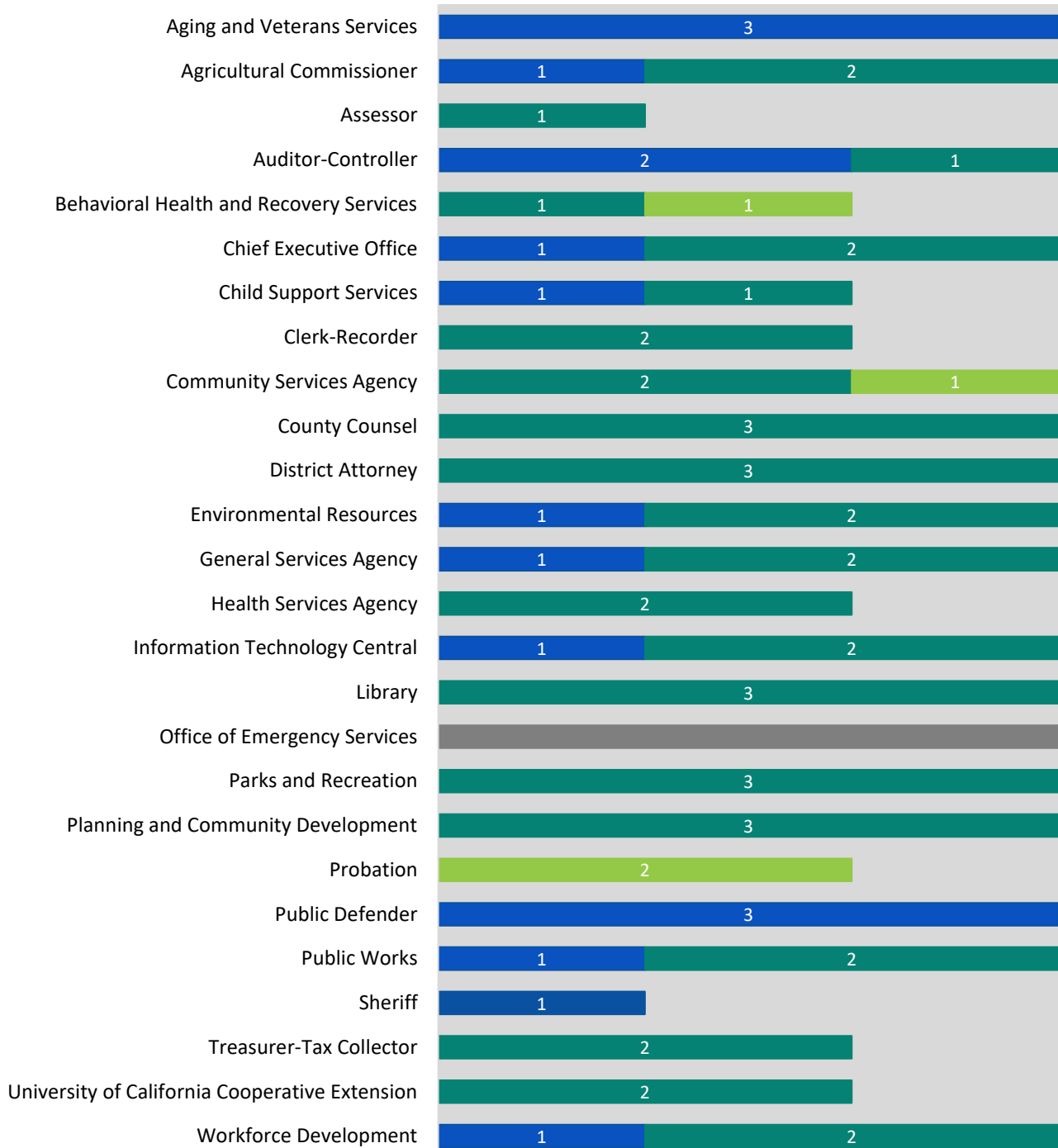
Optimally, department performance measures will progress from “How much did we do” to “How well did we do” to eventually, “Is anyone better off?” This progression challenges us to think critically about the ways in which we can measurably improve the lives of clients, customers, and the community. Using these categories, the chart titled, “Department Performance Measures Analysis,” on the following page outlines where departments are currently focusing their efforts.¹

Please note that a department can have more than one measure listed in more than one category with a maximum of three performance measures per department. Also, the Office of Emergency Services’ (OES) performance measures are not listed here because departmental performance measures submissions were due to the CEO’s Office prior to the Board of Supervisors approving the development of OES as a County department.



Department Performance Measures Analysis¹

■ How much did we do? ■ How well did we do it? ■ Is anyone better off?



¹ The numbers listed in the table represent the performance measure in each category.



Supporting a Strong & Safe Community



COMMUNITYWIDE INDICATORS (WHOLE POPULATION METRICS)

- Crime Rate
- Jail Population
- Juvenile Detention Rate



BOARD OF SUPERVISORS FOCUS AREAS

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



DEPARTMENTS

- District Attorney
- Office of Emergency Services
- Probation
- Public Defender
- Sheriff



COUNTY'S INITIATIVES

- Reduce Recidivism
- Diversion
- Emergency Medical Services (EMS)/Local EMS Agencies (LESMA)
- SR 911 Joint Powers Authority (JPA)



DEPARTMENT MISSION STATEMENT

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

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

1. Number and percent of defendants successfully completing diversion programs, including incompetent stand trial (IST) and collaborative courts (Veteran's Court, Mental Health Court, Drug Court) to identify success in reducing recidivism.
2. Number and percent of total cases received and reviewed during the fiscal year to identify crime trends and evaluate appropriate responses and allocation of resources.
3. Number and percent of victims served, and community members engaged through outreach during the fiscal year to improve outcomes for victims and identify any unmet needs.

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Hold violent offenders and career criminals accountable for violating the law and leverage innovative and proven alternative strategies to provide non-violent, low-level offenders a pathway to a more productive life.
2. Uphold Crime Victims' Rights Laws by providing crime victims and their families with the voice, tools, advocacy, and resources they need to effectively navigate the criminal justice system.
3. Demonstrate leadership and support for public safety partners and leverage modern technology, innovative crime prevention tools, and proven best practices to ensure a safe community.
4. Foster organizational excellence so the people of Stanislaus County have high-performing professionals protecting their safety and wellbeing.

5. Engage and collaborate with the community to enhance public safety awareness, reduce crime, and foster a healthier community.

Jeff Laugero, District Attorney



DEPARTMENT MISSION STATEMENT

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

PERFORMANCE VISIONING PLAN IN PROCESS

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 2024-0390). The new stand-alone department will be developing its Performance Visioning metrics over the next several months.

Erik Klevmyr, Fire Warden/Director of OES



DEPARTMENT MISSION STATEMENT

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

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Improve the department's vacancy rate for the Deputy Probation Officer and the Probation Corrections Officer classifications to provide the appropriate level of supervision services to offenders and contribute to public safety.
2. Work with community-based organizations and justice partners to reduce recidivism and increase pro-social attitudes in adult and youthful offenders who complete programming at the Day Reporting Center, Juvenile Programming Center, and within our Juvenile Institutions.

Mark Ferriera, Chief Probation Officer



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 through holistic, zealous representation and advocacy for clients. The department elevates clients' legal representation, strengthens partnerships with the community and justice partners, and works to help clients meet their goals inside and outside the courtroom.

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

Data will be tracked using Integrated Criminal Justice Information System (ICJIS) for determining case data and Excel for Client Support Services (CSS) data. Case data will be collected using reports generated for relevant time periods. The Department is in the process of a yearlong implementation of a new Case Management System (CMS), eDefender, to improve data collection and increase efficiency, as well as Airtable as a database to accurately capture CSS data.

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Increase staffing and reduce caseloads.
2. Improve client service delivery leading to better client experiences, greater engagement, and improved client outcomes using existing resources.
3. Strengthen existing partnerships and build new partnerships within the legal system and the community to reduce recidivism and increase public safety.

Jennifer Jennison, Public Defender



DEPARTMENT MISSION STATEMENT

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

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Fill all current vacancies to 100%.
2. Continue to 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.

Jeffrey Dirkse, Sheriff-Coroner



Supporting a Healthy Community



COMMUNITYWIDE INDICATORS (WHOLE POPULATION METRICS)

- Emotional Wellbeing
- Chronic Disease Rate
- Homeless Point-in-Time Count
- Opioid and Fentanyl Overdose Deaths



BOARD OF SUPERVISORS FOCUS AREAS

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



DEPARTMENTS

- Aging and Veterans Services
- Behavioral Health and Recovery Services
- Child Support Services
- Community Services Agency
- Health Services Agency



COUNTY'S INITIATIVES

- Strengthening Families
- Focus on Prevention
- Homeless/Housing
- Westside Health Care Access



DEPARTMENT MISSION STATEMENT

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

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

1. Number of applications for Veterans Affairs (VA) Benefits.
2. Number of new veterans visiting and conducting business with the office.
3. Number of claims filed and the number of awarded benefit claims.

DATA TRACKING

Data will be tracked using monthly reports via VetPro data platform used by all county Veterans Services Officers.

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Increase by 20% the number of homeless or underserved veterans who are connected to the various Veterans Affairs services and programs in collaboration with county law enforcement agencies and service providers.
2. Provide case management and assistance to at-risk veterans and their families to help them access benefits.
3. Conduct targeted outreach efforts to surviving spouses who are now eligible for survivor benefits due to newly passed legislation.

Margie Palomino, Director



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 and Recovery Services (BHRS) Department by clients accessing and receiving timely 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

1. Number and percent of consumers who successfully completed Substance Use Disorder (SUD) treatment.
2. Number and percent of adults and children enrolled in Full-Service Partnership (FSP) program who successfully completed treatment.
3. Number and percent of adults and children enrolled in FSP programs who experienced a decrease in acute medical hospitalizations, psychiatric hospitalizations, incarceration, and homelessness.

DATA TRACKING

Data will be tracked using program results from substance use disorder outpatient and residential consumer services, and FSP programs via the American Society of Addiction Medicine (ASAM), California Outcomes Measurement System Treatment (CalOMS), Treatment Perception Survey (TPS), SUD Assessment of Timely Access (SATA)), and mental health Data Collection & Reporting System (DCR).

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Timely client access to appropriate level of behavioral health services to promote recovery and overall wellbeing.
2. Develop a plan for the Substance Use Disorder Integrated Care Strategy and implementation of SB43 Lanterman-Petris-Short (LPS) Act.
3. Develop substance use disorder and mental residential projects and opening of the Bridge Housing project.

Tony Vartan, Director



DEPARTMENT MISSION STATEMENT

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

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

Success for the Department of Child Support Services is achieved by collecting and distributing child support payments to assist families so they may move toward or continue to maintain self-sufficiency and hopefully 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 also achieved by the amount of collections distributed and by the quality of service delivery.

DEPARTMENT PERFORMANCE MEASURES

1. Collection and distribution of \$57.5 million child support payments.
2. Percent of child support and health insurance orders obtained on open cases.

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Increase collections and payment reliability.
2. Enhance program performance.

Baljit Atwal, Director



DEPARTMENT MISSION STATEMENT

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

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Improve collaboration and engagement with child welfare-involved families using Child Family Team (CFT) meetings that are informed with valid assessment tools (i.e., Child Adolescent Strengths and Needs (CANS)) and allow the children and family to provide input in service delivery and interventions as measured by CFT outcome tool data.
2. Utilize the Coordinated Entry System as the referral source for HSP, Empire Cold Weather Shelter, and Family Housing Facility.

3. Implement County Operational Redesign Effort (CORE) strategies.

Christine Huber, Director



Health Services Agency

Supporting a Healthy Community

DEPARTMENT MISSION STATEMENT

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

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

1. Number and percent of healthy weight infants at birth by race/ethnicity.
2. Number and percent of HSA Clinics' diabetic patients with uncontrolled A1c (average level of blood sugar over the last 2-3 months) by race/ethnicity and gender.

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Maintain an effective health system to support patients with diabetes.
2. Coordinate cross-department programs to positively impact birth outcomes.
3. Develop a Community Health Improvement Plan in partnership with the local health system and community partners, based on data and community engagement gathered through the Community Health Needs assessment.

Mary Ann Lilly, Director



Developing a High-Performing Economy



COMMUNITYWIDE INDICATORS (WHOLE POPULATION METRICS)

- Unemployment Rate
- Poverty Rate
- Job Growth Rate
- Agricultural Harvested Acres and Value



BOARD OF SUPERVISORS FOCUS AREAS

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



DEPARTMENTS

- Agricultural Commissioner/Sealer of Weights and Measures
- University of California Cooperative Extension
- Workforce Development



COUNTY'S INITIATIVES

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



DEPARTMENT MISSION STATEMENT

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

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Provide at least eight continuing education events (in person and/or virtual) for a minimum of 550 total participants per calendar year.

2. Participate in at least three local community outreach events per calendar year.
3. Complete at least 95% of all Worker Health and Safety Investigations within 120 days, Priority Investigations within nine months, and non-priority investigations within one year.
4. Achieve an annual 95% test completion rate of all commercial weighing and measuring devices within the county.

Linda Pinfold, Agricultural Commissioner/Sealer of Weights & Measures



DEPARTMENT MISSION STATEMENT

We Build Community by developing and delivering research-based information to the people of Stanislaus County in the areas of agriculture and natural resources, 4-H youth development, and family and consumer sciences, which supports the continued economic viability of the agricultural industry, a safe and reliable food supply, clean air and water, and healthy communities.

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

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

Jennifer Heguy, Director



DEPARTMENT MISSION STATEMENT

We Build Community by working with businesses to determine the needs of in-demand occupations and develop a skilled workforce that strengthens businesses and contributes to the economic success of the community.

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

1. Percent of job retention after 12 months.
2. Number of businesses served.
3. Number of individuals enrolled.

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

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.

Doris Foster, Director



Promoting Lifelong Learning



COMMUNITYWIDE INDICATORS (WHOLE POPULATION METRICS)

- High School Graduation Rate
- Early Literacy Rate



BOARD OF SUPERVISORS FOCUS AREAS

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



DEPARTMENTS

- Library



COUNTY'S INITIATIVES

- Cradle to Career
- Broadband Access
- Building Community Services Investment (BCSI)



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 of all ages; by ensuring easy access to materials, resources, and programs which improve community members' lives; and by connecting residents to their neighbors and the larger community.

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Maintain current service levels.
2. Develop and implement a comprehensive publicity and marketing plan to increase engagement across the County.
3. Improve data collection, storage, and maintenance to address Data Development Agenda.

Sarah Dentan, Director



Delivering Efficient Public Services



COMMUNITYWIDE INDICATORS (WHOLE POPULATION METRICS)

- Budgeted Discretionary Revenue per Capita
- County Staff per Thousand Residents
- Citizen Engagement and Accessibility



BOARD OF SUPERVISORS FOCUS AREAS

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



DEPARTMENTS

- Assessor
- Auditor-Controller
- Chief Executive Office
- Clerk-Recorder
- County Counsel
- General Services Agency
- Information Technology Central
- Treasurer-Tax Collector



COUNTY'S INITIATIVES

- Capital Improvement Plan
- Risk Management
- IT Strategic Plan
- Building Community Services Investment (BCSI)



DEPARTMENT MISSION STATEMENT

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

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Implement Megabyte's Appraiser queue.
2. Restructure Standards Division to facilitate quality control.
3. Migrate existing parcel fabric to ArcGIS Pro.
4. Incorporate County Building Department Accela upgrade.
5. Timely resolve assessment appeals.

Don Gaekle, Assessor



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 is achieved by streamlining operations, ensuring an efficient method of procurement to expedite delivery of services/goods; and by promoting transparency, accountability, and compliance with the financial requirements to meet reporting requirements to maintain funding for County-wide services provided to the community.

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Provide quality customer service to County departments that supports them to achieve their mission.
2. Improve cash reconciliation process.
3. Implement One Card Purchasing Program and improve purchasing card processes.

Mandip Dhillon, Auditor-Controller



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 Chief Executive Office is achieved in the short term by financial sustainability, staff and department wellness and safety, and the satisfaction of the Board of Supervisors and our County customers; and long-term success is achieved by the overall wellbeing of everyone who calls Stanislaus County home.

DEPARTMENT PERFORMANCE MEASURES

1. Percent of respondents who indicated a score of 3.0 or higher on the Customer Experience Questionnaire.
2. Healthy reserves (unreserved fund balance as a percent of net expenditures).
3. Number and percent of Occupational Safety and Health Administration (OSHA) incidents.

DATA TRACKING

Data will be tracked using the Customer Experience Questionnaire of County department customers; annual charting of reserves alongside benchmark counties' comparison; and annual charting of OSHA incidents, benchmarking County and State of California for comparison.

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Transition to a one-year budget model for the 2025 fiscal year and align the budget book with Government Finance Officers Association (GFOA) standards to ensure submission readiness and adherence to best practices for fiscal transparency and accountability.
2. Support ongoing progress implementing the Crows Landing Industrial Business Park and strategies identified in the Stanislaus 2030 Investment Blueprint, focusing on developing the circular bioeconomy, manufacturing workforce development, removal of barriers to quality jobs, and building a dynamic small business community.
3. Develop a comprehensive Long-Range Model with capacity to project multiple scenarios visually for use in fiscal forecasting and planning.

4. Implement a comprehensive recruitment and retention plan that ensures continuity of quality services and reduces the Countywide vacancy rate.
5. Develop a workforce development program for Countywide senior leadership succession planning to ensure stability and sustainability of critical operations and services.

Jody Hayes, Chief Executive Officer



DEPARTMENT MISSION STATEMENT

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

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Establish a daily/ weekly time and error rate for the purposes of forecasting labor time for future elections and scheduling the necessary staff to complete these responsibilities on time to ensure efficient delivery of voter materials.
2. Establish processing times for recording documents via the e-recording portal and hard copy receipt of the recording request via U.S. mail. If the data supports the hypothesis that the e-recording process is more efficient, that message will be shared with the public to encourage efficiency.

Donna Linder, Clerk-Recorder/Registrar of Voters



DEPARTMENT MISSION STATEMENT

We Build Community by delivering superior and cost-efficient legal solutions to our clients promptly, adhering strictly to the utmost ethical guidelines.

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

Data will be tracked using the Annual Customer Experience Questionnaire.

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Conduct a comprehensive process audit to identify current inefficiencies within service delivery.
2. Implement a centralized database (Prolaw) for all legal documents and client history to minimize search and retrieval time.
3. Organize quarterly training workshops on the latest legal software, efficient case management techniques, and customer service best practices.
4. Launch a client portal for real-time case updates, document submissions, and inquiries.
5. Introduce a structured feedback system where clients can rate services and provide suggestions for improvement post-case closure.

Thomas Boze, County Counsel



DEPARTMENT MISSION STATEMENT

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

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Prioritize, design, and implement the Building Community Services Investment Strategy in Year 3 to Restore County Properties.
2. Close fleet work orders in a timely manner.
3. Complete facility routine maintenance orders within 15 days.
4. Deliver strategic procurement services that provide overall value to the County.

Andy Johnson, Director



DEPARTMENT MISSION STATEMENT

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

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Focus on staffing – attraction, retention, and advancement strategies to improve 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 that ITC supports to improve service response times by reducing the resources spent on routine work order request.
3. Reduce service outage impact and frequency by improving overall County baseline Cyber Security posture, focusing on the development, promotion, and adoption of Countywide information technology standards for products and practices.

Eric McLoughlin, Chief Information Officer/Director



DEPARTMENT MISSION STATEMENT

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

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

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

Donna Riley, Treasurer Tax-Collector



Enhancing Community Infrastructure



COMMUNITYWIDE INDICATORS (WHOLE POPULATION METRICS)

- Housing Affordability Index
- Air Quality Index
- Water Quality Risk
- Cost Burden on Median Home Sale Price and Median Rental Amount



BOARD OF SUPERVISORS FOCUS AREAS

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



DEPARTMENTS

- Environmental Resources
- Parks and Recreation
- Planning and Community Development
- Public Works



COUNTY'S INITIATIVES

- Housing Stanislaus
- Protect our Water
- North County Corridor
- County Islands
- Building Community Services Investment (BCSI)



DEPARTMENT MISSION STATEMENT

We Build Community by promoting a safe and healthy environment.

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT

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

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Allocate resources towards training sessions aimed at enhancing staff skills and capabilities.
2. Provide education and enforcement actions to reduce the number of illegal food vendors in the County.
3. Achieve compliance in mandated Unified Program inspection frequencies per Statue and Regulations.
4. Reduce total tonnage of illegally disposed of materials on public right of way.

Robert Kostlivy, Director



DEPARTMENT MISSION STATEMENT

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

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Develop and manage parks to provide positive experiences for the community to enjoy the outdoors, increasing community health and wellness.
2. Identify areas to offer technology improvements to enhance a positive customer experience.
3. Increase recreational programming at Community and Neighborhood parks.
4. Develop a park improvement and deferred maintenance plan.

Tera Chumley, Director



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 delivering effective customer service that balances customer needs (understanding, time, and cost) with county requirements and procedures.

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Maintain an adequate staffing capacity to effectively handle permit/request/inquiry levels.
2. Provide the resources (training and technology) needed to support and enhance the delivery of customer service.
3. Establish training procedures and process manuals that allow for streamlined on-boarding of new employees and on-going training of existing employees with a focus of fostering a culture of process improvement.
4. To enhance customer self-help opportunities (on-line resources and tools) allowing for improved access to information held by the department.

Angela Freitas, Director



DEPARTMENT MISSION STATEMENT

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

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

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

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

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

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2026

1. Substantially complete construction of the American Rescue Plan Act (ARPA)-funded Community Infrastructure Projects and ARPA-funded Crows Landing Industrial Business Park projects.
2. Begin construction of Phase 1 of the North County Corridor.
3. Continue towards the delivery of the following bridge projects: 7th Street, Hills Ferry, Crabtree, Tim Bell, and Kilburn Road.

David Leamon, Director

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 Agenda Development	Data that will tell a powerful and important story but is not consistently or easily available. Data that will require some work to find and generate in a useful way.
Department Mission	What the department exists to do. The department's core function. This should start with <i>"We Build Community by . . ."</i>
Department Programs	Planned, coordinated group of activities, procedures, services, etc., often for a specific purpose, or a facility offering such a series of activities. The different programs that departments operate that make the strategies and mission come to life.
Department Success	What department clients/customers/community experience if we do our job really well.
Indicator	A measure which helps quantify the achievement of a result.

Term/Phrase	Definition
Inquiry	Inquiring into the thinking and reasoning of others.
Mission	The purpose of an organization.
Objectives	The components of an action or strategic plan.
Performance Accountability/ Measure	A measure of how well a program, agency, or service system is working.
Population Accountability	A measure which helps quantify the achievement of a result.
Result/Goal	A condition of well-being for children, adults, families, or communities.
Strategies	A coherent set of actions that has a reasoned chance of “turning the curve” of an indicator or performance measure.
Turning the Curve	Doing better than the forecasted part of the baseline.
Vision	A picture of a desired future, one that is hard but possible to attain.

Stanislaus County Board of Supervisors

SUPERVISORIAL DISTRICT CITIES AND COMMUNITIES



BUCK CONDIT

District 1
Oakdale, Riverbank,
and Modesto (portions thereof); 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, Grayson, Westley,
Empire, and Keyes

WE BUILD COMMUNITY



Two-Year Period Ending June 30, 2026



November 5, 2024



STANISLAUS COUNTY
