



2024 PERFORMANCE VISIONING PLAN



Two-Year Period Ending June 30, 2024



December 19, 2023

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MESSAGE FROM CEO, 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 model.



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 we can all be proud of. As we tackle the challenges of the day, we must have a shared understanding of what we ultimately hope to accomplish as a result of this good work. Performance Visioning 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 can understand performance throughout the County organization and hold ourselves accountable to achieve the results we desire. We use RBA to ask three simple questions to get at 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 mission, vision, and values.

Asking these questions poses some risk, though. What if the answers fall short of our goals? What if our data show we are trending in the wrong direction? The beauty in asking these tough questions is that the resulting answers, whatever they are, serve to inform our approach. They direct us to continue forward, either tentatively or with full confidence, or to change course entirely and try something new. Regardless, the information is imperative to our continuous learning, growth, and ability to achieve success.

It is my pleasure to present the 2024 Performance Visioning Plan, the document that lays out the ways in which our departments are measuring success and gaining valuable insight on the effectiveness of their various programs and services. It sets forward the hard questions we are asking ourselves and ensures we gather the necessary data that will inform our future decisions and direction in the future. It all begins by first asking ourselves, “What does success look like?” I look forward to the answers.

Respectfully,

A handwritten signature in black ink that reads "Jody L. Hayes". The signature is written in a cursive, flowing style.

Jody L. Hayes
Chief Executive Officer

VISION



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.

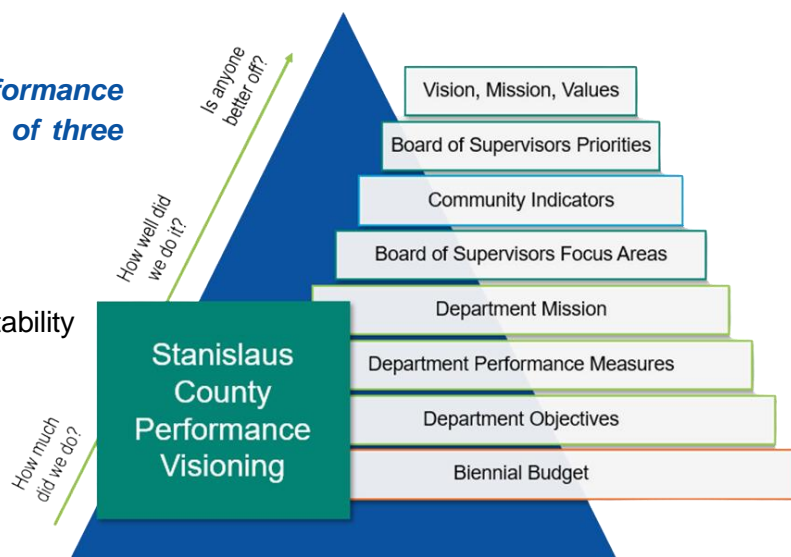
THE BIG PICTURE – We take time to step back and focus on our business . . . what do we see? What are we driven to accomplish on behalf of the organization and the community?

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



IT'S A DEEPER LOOK

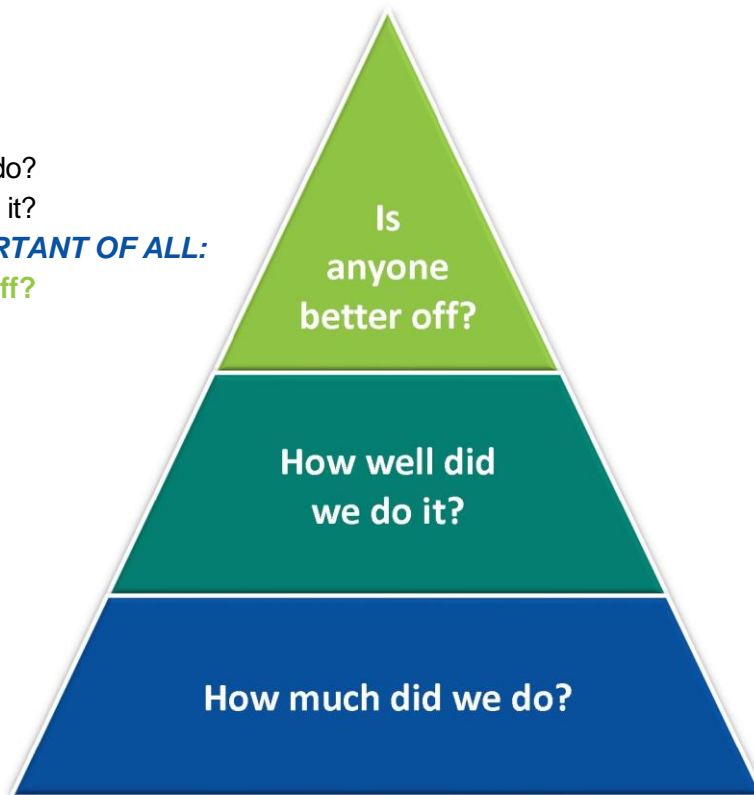
To begin to understand the journey of **PERFORMANCE VISIONING**, we ask each department's leadership team to address these challenging questions:

- 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 3 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?**



PRIOR PERFORMANCE VISIONING PERIOD

LOOK BACK (FISCAL YEARS 2021 & 2022): Key Accomplishments

The 2021–2022 Annual Performance Outcomes Report is designed to report out on those annual measurements that are critical to the County’s performance visioning model. County Departments identified their annual accomplishments for Fiscal Year 2021–2022 in line with their department’s two-year objectives. Examples of accomplishments include:

- ***Supporting Strong and Safe Neighborhoods*** (Sheriff): Increased the law enforcement presence and provide a greater level of service by successfully reestablishing a substation in the community of Salida.
- ***Supporting Community Health*** (Child Support Services): Collected and distributed \$59 million in child support.
- ***Developing a Healthy Economy*** (Workforce Development): Held 12 work-based learning workshops with businesses in healthcare, manufacturing, warehouse/logistics, and the agricultural sectors.
- ***Promoting First-Rate Learning*** (Library): Completed and opened the Turlock Library.
- ***Delivering Efficient Public Services*** (General Services Agency): Achieved an overall cost savings of \$6.6 million for goods and services procured for all county departments.
- ***Delivering Community Infrastructure*** (Environmental Resources): Adopted the Groundwater Sustainability Plans for the Modesto and Turlock Groundwater Subbasins and adopted Groundwater Well Siting and Construction Guidelines to assist with well permitting.

THE CURRENT PLAN

FISCAL YEARS 2023 & 2024: CURRENT FOCUS ON PERFORMANCE

The County is currently working in the two-year performance cycle beginning July 1, 2022, ending June 30, 2024; the Performance Outcomes Report for this period is targeted for Board of Supervisors' presentation in November 2024.

FISCAL YEARS 2025 & 2026: LOOK FORWARD TO PERFORMANCE RESULTS

The next two-year performance cycle will begin July 1, 2024, and end June 30, 2026. County Leadership has already begun work to create the PV Plan for this cycle, which is targeted for Board of Supervisors' approval in September 2024. This workplan provides time for departments to complete another cycle of performance measures reporting (Fiscal Years 2023 and 2024 actual results), and to finetune strategies and goals aligned with Board of Supervisors priorities early in the new fiscal year period. As in the past, department leadership will benefit from planning session(s) with Chief Executive Office Senior Leadership and in consultation with the Board of Supervisors to best inform their planning processes.

The goal is to continue to “turn the dial” on performance, further embedding Results-Based Accountability 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!

Optimally, department performance measures will progress up the pyramid to demonstrate that County programs and services have in effect measured results showing people are better off.



SUPPORTING A STRONG AND SAFE COMMUNITY

COMMUNITY INDICATORS (WHOLE POPULATION METRICS)

- Crime Rate
- Jail Population
- Juvenile Detention Rate
- Systemwide Case Aging/Processing Time

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; and
- Enhance communications to increase public awareness of safety, resources and services.

DEPARTMENTS

District Attorney, Probation, Public Defender, and Sheriff

COUNTY'S INITIATIVES

- Reduce Recidivism
- Diversion
- Focus on Prevention
- EMS Transition
- SR 911 Joint Powers Authority (JPA)



DISTRICT ATTORNEY

Board of Supervisors Priority Area:
Supporting a Strong and 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 and ability to conduct independent investigations.

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

Data Collection: Integrated Criminal Justice Information System (ICJIS) for all stats stated above, survey for staff.

Data Source: ICJIS.

Data Availability: ICJIS stats and office satisfaction survey results are available.

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.

Jeff Laugero, District Attorney



PROBATION

Board of Supervisors Priority Area:
Supporting a Strong and 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.

DEPARTMENT PERFORMANCE MEASURES

1. Number (#) and Percentage (%) 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 Percentage (%) of juveniles placed on probation supervision adjudicated and/or convicted of a new felony or misdemeanor offense within three years of supervision commencing.

DATA TRACKING

Data Collection: The number of adjudications and/or convictions divided by the total number of offenders placed on probation supervision after three years will equal the recidivism rates.

Data Source: Integrated Criminal Justice Information System (ICJIS).

Data Availability: The data is currently available for both data elements dating back to 2011.

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 and 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 OBJECTIVES FOR FISCAL YEAR 2024 (CONTINUED)

3. Successfully implement programs and services for youth returning from the Department of Juvenile Justice and for youth committed to the Secure Track.

Mark Ferriera, Chief Probation Officer





PUBLIC DEFENDER

Board of Supervisors Priority Area:
Supporting a Strong and 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.

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

Data Collection: Integrated Criminal Justice Information System (ICJIS) for determining case data and Excel for all other Client Support Specialist (CSS) data. Case data is collected using reports generated for relevant time periods.

Data Source: Data is obtained from ICJIS and Excel.

Data Availability: Current data availability is limited to quantity and length of time but can be expanded to include quality and outcomes.

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024

1. Maintaining a thorough record of services provided by CSS, 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.



DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024 (CONTINUED)

- 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.

Jennifer Jennison, Public Defender





SHERIFF

Board of Supervisors Priority Area:
Supporting a Strong and 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.

DEPARTMENT PERFORMANCE MEASURES

1. Percentage (%) of allocated positions filled for sworn-operations and sworn-adult detention.

DATA TRACKING

Data Collection: Collected from Human Resources.

Data Source: Peoplesoft system as of January 1 of each year.

Data Availability: Data are easily available.

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.

Jeffrey Dirkse, Sheriff-Coroner



SUPPORTING A HEALTHY COMMUNITY

COMMUNITY INDICATORS (WHOLE POPULATION METRICS)

- Emotional Wellbeing
- Chronic Disease Rate
- Homeless Point in Time Count
- Community Health Assessment (CHA)/Community Health Improvement Plan (CHIP)

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; and
- 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, and Health Services Agency

COUNTY'S INITIATIVES

- Strengthening Families
- COVID Response/Recovery
- Homeless/Housing
- Westside Health Care Assessment/Expansion
- Focus on Prevention



AGING & VETERANS SERVICES

Board of Supervisors Priority Area:
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?

Area Agency on Aging Division

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.

Veterans Services Division

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

Area Agency on Aging Division

1. Percentage (%) of eligible seniors (who reported being low income at or below the Federal Poverty Level) who receive home-delivered meals per month.
2. Percentage (%) of senior home-delivered meal recipients who indicated that they are eating healthier.
3. Percentage (%) of senior home-delivered meal recipients who indicated that having home-delivered meals reduces their worry about being able to remain in their home.

Veterans Services Division

1. Number (#) of applications for Veterans Administration (VA) Health Benefits.
2. Number (#) of new veterans to visit and conduct business with the office.
3. Number (#) of claims filed, and the number of awarded benefit claims.

DATA TRACKING

Area Agency on Aging Division

Data Collection: Annual phone survey of Home-Delivered Meals participants.

Data Source: “WellSky” database.

Data Availability: Staff administers this program and subcontracts with GA Foods.

Veterans Services Division

Data Collection: Reports to be run and data compiled on a monthly basis.

Data Source: Vetpro: Veteran Case Management software application for County Veteran Service Officers.

Data Availability: On demand. Quality of results is dependent upon accuracy of entered data.

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. The Veterans Services Office (VSO), in collaboration with county law enforcement agencies and service providers, will increase by 20% the number of homeless or underserved veterans who are connected to the various Veterans Administration services and programs.
3. The new VSO Social Worker will provide case management and assistance to at-risk veterans and their families to help them access benefits.
4. The VSO will conduct targeted outreach efforts to surviving spouses who are now eligible for survivor benefits due to newly passed legislation.

Margie Palomino, Director



BEHAVIORAL HEALTH & RECOVERY SERVICES

Board of Supervisors Priority Area:
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 and Recovery Services (BHRS) Department by clients receiving behavioral health services for mental illness and substance use disorders to improve functioning as a result of behavioral health treatment intervention and supportive services.

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

Data Collection: Adult and Children Full Service Partnership Program Results.

Data Source: Data Collection and Reporting.

Data Availability: Current performance metric.

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.



DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024 (CONTINUED)

- 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.

Tony Vartan, Director





CHILD SUPPORT SERVICES

Board of Supervisors Priority Area:
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 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 by the quality of our service delivery.

DEPARTMENT PERFORMANCE MEASURES

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

DATA TRACKING

Data Collection: Total Collection and Distribution of Child Support. Feedback on Customer Service Surveys.

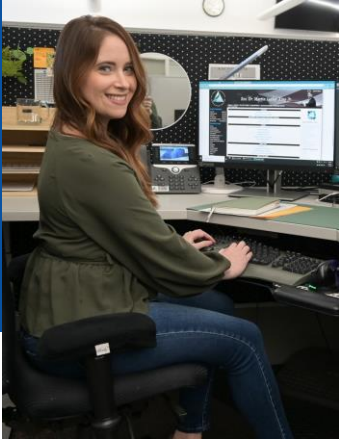
Data Source: The CS1257, Child Support Services Monthly State Performance Report Customer Service Surveys.

Data Availability: The data is available from 2003 to present. Customer Service Survey data is available from November 2015 to present.

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.

Baljit Atwal, Director



COMMUNITY SERVICES AGENCY

Board of Supervisors Priority Area:
Supporting a Healthy Community

DEPARTMENT MISSION STATEMENT

We Build Community by protecting children and adults and assisting families towards independence and self-sufficiency.

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

Success in the Community Services Agency 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; when CalFresh applications are processed timely, to provide food benefits to those who qualify for the program; and when individuals who experience elder or dependent adult (EDA) maltreatment are able to live their lives without a repeat incident of abuse.

DEPARTMENT PERFORMANCE MEASURES #1 of 3

1. Number (#) and Percentage (%) of families who entered stable/permanent housing placement after exiting the Family Housing Facility (FHF).

DATA TRACKING

Data Collection: Track families who reach housing stability (stable/permanent housing placement) after exiting from the FHF.

Data Source: Stanislaus County Homeless Management Information System (HMIS) and California Statewide Automated Welfare System (CalSAWS).

Data Availability: Data can be extracted as needed from HMIS and CalSAWS for review by fiscal year.

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024

1. Implement Coordinated Entry System as the referral source for 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.

DEPARTMENT PERFORMANCE MEASURES #2 of 3

2. Number (#) and Percentage (%) of CalFresh applications processed within the 30-day application processing timeliness standard.

DATA TRACKING

Data Collection: Track the annual by quarter percentage of CalFresh applications processed within 30 days.

Data Source: California Department of Social Services (CDSS) CalFresh Data Dashboard and CF 296 Form.

Data Availability: Data can be obtained monthly from the CDSS CalFresh Dashboard and CF 296.

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024

1. Build staffing level at Intake by redirecting resources and filling vacant Family Services Specialists 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.
2. 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.
3. Provide training and technical assistance to staff to build a foundation for sustainability of new practices and management techniques.
4. Communicate monthly reporting of CalFresh Compliance Data outcomes to staff as a way of staff engagement.

DEPARTMENT PERFORMANCE MEASURES #3 of 3

3. Number (#) and Percentage (%) of elder/dependent adults (EDA) returning annually into the Adult Protective Services (APS) program.

DATA TRACKING

Data Collection: Track the annual percentage of EDA recidivism in the APS program.

Data Source: Stanislaus County APS LEAPS Database, and the state report, State of California (SOC) 242, Monthly Statistical Report.

Data Availability: Data abstracts can be obtained monthly from LEAPS and the SOC 242, Monthly Statistical Report.



DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024

1. Add the Identification, Services, Outcomes Matrix for Adult Protective Services as a risk assessment management tool and as a way to evaluate case and program outcomes.
2. Implement Strengthening Seniors, a collaborative partnership between APS, Family Resource Centers, and the Senior Advocacy Network.
3. Implement Home Safe.
4. Monitor novel interventions mentioned above.

Christine Huber, Director





HEALTH SERVICES AGENCY

Board of Supervisors Priority Area:
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 Health Services Agency (HSA) are health-related metrics trending in the right direction for all population segments.

DEPARTMENT PERFORMANCE MEASURES

1. Number (#) and Percentage (%) of healthy weight babies at birth.
2. Number (#) and Percentage (%) of HSA clinics' diabetic patients with uncontrolled A1c (average level of blood sugar over the last 2-3 months).

DATA TRACKING

Data Collection: Track # and % of healthy weight babies at birth by race/ethnicity; and track # and % of clinics' diabetic patients with uncontrolled A1c level by race/ethnicity and gender.

Data Source: Vital Records Business Intelligence System (VRBIS) and HSA Clinics' Electronic Health Record.

Data Availability: Birth data in VRBIS; Reports from Electronic Health Record.

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.



DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024 (CONTINUED)

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.

Mary Ann Lilly, Director





DEVELOPING A HIGH-PERFORMING ECONOMY

COMMUNITY 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; and
- Promote an attractive regional environment.

DEPARTMENTS

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

COUNTY'S INITIATIVES

- Stanislaus 2030
- Crows Landing Industrial Business Park
- Cannabis Program
- Focus on Prevention



AGRICULTURAL COMMISSIONER/ SEALER OF WEIGHTS & MEASURES

Board of Supervisors Priority Area:
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 and Measures' Office is achieved by supporting the partners of the local agricultural businesses to legally conduct business in a more expedient and effective manner.

DEPARTMENT PERFORMANCE MEASURES

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.

DATA TRACKING

Data Collection: For registrations, a retroactive analysis and year on year check for registration log time to evaluate improvement. For permits renewed, year on year check available for 2022 issuance.

Data Source: Quickbooks and CalAgPermits.

Data Availability: Registrations/Permit renewal. Weekly during months of November through February and monthly thereafter.

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.

Linda Pinfold, Agricultural Commissioner/Sealer of Weights and Measures



UNIVERSITY OF CALIFORNIA COOPERATIVE EXTENSION

Board of Supervisors Priority Area:
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

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

DATA TRACKING

Data Collection: Incorporate questions into surveys: post-meeting follow-up, newsletter readership, etc.

Data Source: Defined agricultural clientele (farmers, employees, allied industry) interacting with UCCE Stanislaus County Farm Advisors.

Data Availability: Deploy surveys consistently across defined agricultural clientele (dairy, almonds, vegetables, integrated pest management, livestock, walnuts, peaches, soils, small farms, etc.) to define success as a department.

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.



DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024 (CONTINUED)

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.).

Jennifer Heguy, Director





WORKFORCE DEVELOPMENT

Board of Supervisors Priority Area:
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.

DEPARTMENT PERFORMANCE MEASURES

1. Percentage (%) of clients who retained employment twelve months after initial hire.

DATA TRACKING

Data Collection: Tracking clients who retain employment after ceasing services for all programs.

Data Source: State-administered CalJOBS system and Departmental DETNet system.

Data Availability: The Department fully implemented follow-up services as of July 1, 2019, as part of program outcomes and measurements.

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.

Doris Foster, Director



PROMOTING LIFELONG LEARNING

COMMUNITY INDICATORS (WHOLE POPULATION METRICS)

- High School Graduation Rate
- Third-Grade Reading Level

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
- Focus on Prevention



LIBRARY

Board of Supervisors Priority Area:
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

1. Percentage (%) of survey respondents who reported they were "satisfied" or "very satisfied" with the Library overall.
2. Percentage (%) of survey respondents who indicate they agree or strongly agree they learned something they can share with their children after attending an early childhood program at the library.
3. Percentage (%) of survey respondents who indicate they agree or strongly agree they are more confident helping their children learn after attending an early childhood program at the library.
4. Percentage (%) 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.

DATA TRACKING

Data Collection: Annual Customer Satisfaction Survey, Project Outcomes Surveys, and the number of children and caregivers who participate in early literacy programs.

Data Source: Library program and attendance statistics.

Data Availability: Library program and attendance statistics are compiled monthly, quarterly, and annually.

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.



DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024 (CONTINUED)

- 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.

Sarah Dentan, County Library Director





DELIVERING EFFICIENT PUBLIC SERVICES

COMMUNITY INDICATORS (WHOLE POPULATION METRICS)

- Discretionary Revenue per Capita
- Customer Response Management
- Financial and Program Audit Performance

BOARD OF SUPERVISORS FOCUS AREAS

- Improve engagement and transparency in County government services and programs;
- Provide safe and secure facilities, systems, and operations for customers and employees to do business;
- Increase business efficiency through use of modern technology and best practices; and
- 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, and Treasurer-Tax Collector

COUNTY'S INITIATIVES

- Enterprise Resource Planning
- IT 2020
- Focus on Prevention



ASSESSOR

Board of Supervisors Priority Area:
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

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 Collection: Extracted from existing databases.

Data Source: Assessor Document Management Database and Megabyte Property Tax System (MPTS) data points.

Data Availability: Readily Available.

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 our Standards Division for more efficient processing and review of more complex changes in ownership and more efficient valuation of specialty properties.



DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024 (CONTINUED)

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.

Don Gaekle, Assessor





AUDITOR-CONTROLLER

Board of Supervisors Priority Area:
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 method 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; and maintaining all basic accounting reports, supply information and formulating appropriate recommendations relating to the County's financial condition. Cost effectiveness and efficient business operations are emphasized with a current focus on wire payment transactions.

DEPARTMENT PERFORMANCE MEASURES

1. Number (#) of wires.
2. Percentage (%) of survey respondents who indicated a score of 4.0 that services provided demonstrate support towards meeting a department's mission.

DATA TRACKING

Data Collection: Number of current vendor payments remitted through wires and Annual Customer Experience Questionnaire.

Data Source: Account Payable and feedback from customer experience survey.

Data Availability: 6/30/2024.

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.

Kashmir Gill, Auditor-Controller



CHIEF EXECUTIVE OFFICE

Board of Supervisors Priority Area:
Delivering Efficient Public Services

DEPARTMENT MISSION STATEMENT

Administration Division

We Build Community by guiding the organization and serving the public interest, implementing the Board of Supervisors' priorities, and supporting County departments in achieving their missions.

Human Relations Division

We Build Community by creating an environment that attracts, cultivates, and retains a world-class workforce.

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

Administration Division

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.

Human Relations Division

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

Administration Division

1. Percentage (%) of reserves in fund balance in the fiscal year operating budget.
2. Percentage (%) of survey respondents who indicated a rating of 4.0 (out of 5.0) for support of the customer's mission.

Human Relations Division

1. Occupational Safety and Health Administration (OSHA) incident rate.
2. Percentage (%) of survey respondents who indicated a rating of 4.0 (out of 5.0) for support of the customer's mission.

DATA TRACKING

Administration Division

Data Collection: Annual Survey of County Department customers and annual charting of reserves and benchmark county comparison. State Controller’s Office benchmark: 2-3 months of operational costs or 25%.

Data Source: Customer Experience Survey Results, Annual Financial Report (AFR), Unreserved Fund Balance as a Percent of Annual Expenditures. Unreserved Fund Balance includes categories at the discretion of the Board: Unassigned, Assigned and Committed.

Data Availability: Finance Ops staff will conduct annual customer experience survey. AFRs for Stanislaus County and the eight comparable counties are available on-line and already compiled for five prior years.

Human Relations Division

Data Collection: Annual survey of County department customers, annual charting of OSHA incidents, benchmark county and State of California comparison.

Data Source: Customer Experience Survey Results. State OSHA Data Publications.

Data Availability: Finance Ops staff will conduct annual customer experience survey. HR Safety and Risk Management staff will gather and analyze OSHA incident data.

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024

Administrative Division

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, successes.



DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024 (CONTINUED)

Human Relations Division

1. Develop and implement a comprehensive recruitment and retention plan that ensures continuity of quality services and reduces the Countywide vacancy rate.
2. Develop a workforce development program for Countywide senior leadership succession planning to ensure stability and sustainability of critical operations and services.
3. Embed Human Relations Management Consultants in departments to provide real-time HR and safety direction, training, support, and guidance to County departments.
4. In partnership with departmental stakeholders, develop and implement an internal investigations strategy and dedicated team to build staff knowledge and capacity for organizational investigations.

Jody Hayes, Chief Executive Officer





CLERK-RECORDER

Board of Supervisors Priority Area:
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?

Clerk-Recorder Division

Success in the Clerk-Recorder Division is achieved by reducing the processing time for customers mailing in title documents for recording.

Election Division

Stanislaus County has adopted the Voters' Choice Act. This allows staff at vote centers to alleviate many voting eligibility questions and concerns; thus, greatly reducing the provisional voter ballots, which was an onerous, time-consuming process in the past. Success with this process will result in a reduced canvass period and associated extra help and overtime costs.

DEPARTMENT PERFORMANCE MEASURES

Clerk-Recorder Division

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

Election Division

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

DATA TRACKING

Clerk-Recorder Division

Data Collection: The current processing time for recording mailed title documents. We will then compare that to the total time for documents sent via the e-recording program.

Data Source: The e-recording software program will allow vetted members of the public to submit documents for recording online, without the need to submit via U.S. mail.

Data Availability: The large majority of title recording requests are by attorneys on behalf of their clients. On average, we receive those requests two weeks after the cover letter date. E-recording would log this change in the process.

DATA TRACKING (CONTINUED)

Election Division

Data Collection: Staff hours, daily update on election canvass progress, Statement of the Vote release date.

Data Source: Daily staff extra help, overtime and comp time hours, daily status update on canvass period.

Data Availability: This data would be available with PeopleSoft reports and communication with Department leadership.

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024

Clerk-Recorder Division

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 on-line, rather than visiting the office to record in person, or sending by mail.
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.

Election Division

1. Implement the Voter's Choice Act to resolve voter concerns on site, rather than utilizing the time consuming, labor intensive provisional voting process.
2. Continue to train staff and Poll workers to address and resolve voter concerns as a strategy to reduce the number of provisional ballots.

Donna Linder, County Clerk-Recorder



COUNTY COUNSEL

Board of Supervisors Priority Area:
Delivering Efficient Public Services

DEPARTMENT MISSION STATEMENT

We Build Community by providing high quality and cost-effective legal services to our 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

1. Percentage (%) of survey respondents who indicated a score of 4.0 that staff communications are clearly understandable for the purposes of performing job functions.
2. Percentage (%) of survey respondents who indicated a score of 4.0 that work is performed in an efficient manner.
3. Percentage (%) of survey respondents who indicated a score of 4.0 that services provided demonstrate support towards meeting a department's mission.
4. Percentage (%) of survey respondents who indicated a score of 4.0 that staff produce quality work products.

DATA TRACKING

Data Collection: Annual Customer Experience Questionnaire.

Data Source: Feedback from customer experience survey.

Data Availability: Annually.

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.



DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024 (CONTINUED)

5. Implement a periodic review of department procedures for streamlining and implementation of new technologies.

Thomas Boze, County Counsel





GENERAL SERVICES AGENCY

Board of Supervisors Priority Area:
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

1. Percentage (%) 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. Percentage (%) of survey respondents who indicated a score of 3.0 (agree) or higher on the General Services Agency's progress to the customer's mission.
3. Percentage (%) 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.

DATA TRACKING

Data Collection: Annual Customer Survey initiated by Chief Executive Office.

Data Source: Responses from County Departments.

Data Availability: Annually.

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024

1. Prioritize, coordinate, and remediate deferred maintenance and American 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 Office's Salida Substation, design and construct the Sheriff's Office Firearms Facility and major mechanical upgrades to the 801 11th Street facility. (Capital Facilities)



DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024 (CONTINUED)

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 Fleet Services assessment 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)

Andy Johnson, Interim Director





INFORMATION TECHNOLOGY CENTRAL

Board of Supervisors Priority Area:
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

1. Number (#) of minutes critical systems were down.
2. Percentage (%) of time critical systems managed by ITC were available.
3. Number (#) of work orders completed in prior 12 months.
4. Percentage (%) of work orders completed within one day of creation.

DATA TRACKING

Data Collection: System downtime (expressed in minutes) of all systems under ITC management where customers would notice if the system was unavailable.

Data Source: Nagios Monitor

Data Availability: Data is logged based on constant, real-time automated monitoring of system response.

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.



DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024 (CONTINUED)

3. Reduce service outage impact and frequency by improving overall County baseline Cyber Security posture. Focusing on the development, promotion, and adoption of County-wide IT standards for products and practices.

Eric McLoughlin, Chief Information Officer





TREASURER TAX-COLLECTOR

Board of Supervisors Priority Area:
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?

Property Tax Division

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

Revenue Recovery Division

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

Property Tax Division

1. Percentage (%) of property tax transactions processed online.

Revenue Recovery Division

1. Percentage (%) of dollars collected and distributed to Courts, agencies and departments.

DATA TRACKING

Property Tax Division

Data Collection: Transaction processed online.

Data Source: Megabyte Property Tax System.

Data Availability: Uncertain.

Revenue Recovery Division

Data Collection: Collection revenue data by entity.

Data Source: RevQ collection reports.

Data Availability: Uncertain.



DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024

Property Tax Division

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 in order to maximize time spent assisting those who need additional assistance.

Revenue Recovery Division

1. Increase revenues collected on behalf of client agencies and departments by: Lowering the costs of providing collection services, and improving processes, internally and with our clients, to support improved collections.

Donna Riley, Treasurer Tax-Collector





ENHANCING COMMUNITY INFRASTRUCTURE

COMMUNITY INDICATORS (WHOLE POPULATION METRICS)

- Housing Affordability Index
- Air Quality Index
- Water Metric (TBD)

BOARD OF SUPERVISORS FOCUS AREAS

- Ensure quality and quantity of reliable water sources;
- Maintain effective solid water disposal;
- Improve transportation network (roads and transit);
- Ensure infrastructure equity throughout the County;
- Implement a comprehensive flood control strategy;
- Position the County as a regional and statewide destination;
- Protect the accessibility of County facilities for residents; and
- Promote adequate affordable housing.

DEPARTMENTS

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

COUNTY'S INITIATIVES

- Housing Strategies for All
- Protect our Water
- North County Corridor
- County Islands
- Focus on Prevention



ENVIRONMENTAL RESOURCES

Board of Supervisors Priority Area:
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

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

DATA TRACKING

Data Collection: With higher customer service expectations, it is assumed that staff will provide top-notch-service, know who the clients are, be engaging to them, and offer solutions to complicated problems.

Data Source: Customer outreach which focuses on reputation, customer awareness, response to criticism, and employee/customer outreach.

Data Availability: Analyze data and find ways to constantly evolve.

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.

Robert Kostlivy, Director

PARKS & RECREATION

Board of Supervisors Priority Area:
Enhancing Community Infrastructure



DEPARTMENT MISSION STATEMENT

We Build Community by enriching lives through outdoor experiences that inspire lifetimes.

WHAT DOES SUCCESS LOOK LIKE FOR THE DEPARTMENT?

Success in the Parks and 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

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

DATA TRACKING

Data Collection: Number of visitors at each regional park and number/percent of visitor customer survey responses (visitor response to email customer survey (reservations) and visitors’ use of QR codes to access customer survey (day use, basic camping)).

Data Source: Reservation Software (RecTrac), Point of Sales (POS) data, customer survey responses.

Data Availability: Monthly and annually.

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024

1. Develop and manage regional parks to provide positive experiences for the community to enjoy the outdoors.



DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024 (CONTINUED)

- 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.

Tera Chumley, Director





PLANNING & COMMUNITY DEVELOPMENT

Board of Supervisors Priority Area:
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 and 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 #1 of 3

1. Percentage (%) of building permits reviewed by One-Stop-Shop partners within 15 days of initial submission.

DATA TRACKING

Data Collection: Permit volume (applications received and permits ready to be issued involving a review process); and permit review time.

Data Source: Accela Permitting Software and department log (One-Stop-Shop review time spreadsheet).

Data Availability: Every permit application is routed and tracked within the Accela Permitting Software and spreadsheet. Dates are tracked as submittals are approved or denied, routed, and returned to Staff Services Coordinator.

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024

1. To improve data collection for tracking the performance of individual One-Stop-Shop 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 One-Stop-Shop.
4. Re-educate the One-Stop-Shop partners on their role in the review process and establish a commitment to perform within their allocated review period.

DEPARTMENT PERFORMANCE MEASURES #2 of 3

2. Percentage (%) of Planning Service responses to customer inquiries within 24 hours.

DATA TRACKING

Data Collection: Inquiry volumes and response time.

Data Source: Department phone logs, email records, and GoGov Software.

Data Availability: On-call planners maintain a log of all non-project/non-planner specific phone calls and emails received and responded to during their shifts.

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024

1. Automate the inquiry process (Camino Online Customer Guide) and improve online Frequently Asked Questions.
2. Update and modernize zoning code.
3. Improve electronic data management (including GIS data) need for internal and external research.
4. 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.

DEPARTMENT PERFORMANCE MEASURES #3 of 3

3. Percentage (%) of Community Development Request for Funds (RFF) reviewed and processed within 5 days of receipt.

DATA TRACKING

Data Collection: RFF volumes and processing times.

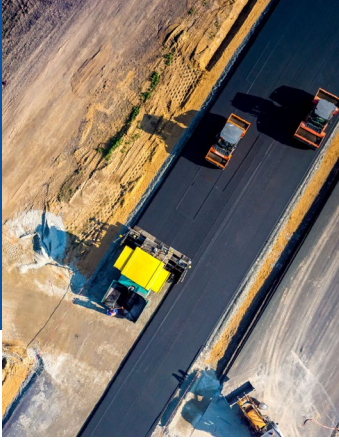
Data Source: Department logs.

Data Availability: Every RFF is tracked from time of delivery to release of funds to receipt of funding reimbursement from funding source agency.

DEPARTMENT OBJECTIVES FOR FISCAL YEAR 2024

1. Transfer submittal of RFF from electronic emails to the Neighborly Online System.
2. Train service providers, County departments and cities on RFF submittals via the Neighborly Online System.
3. 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.

Angela Freitas, Director



PUBLIC WORKS

Board of Supervisors Priority Area:
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 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. Percentage (%) of County roads resurfaced annually.
2. Percentage (%) of County roads' centerlines and edge lines restriped.
3. Percentage (%) of County roads treated in conformance with Best Industry Practices.

DATA TRACKING

Data Collection: Pavement Condition Index (PCI) and treatment types.

Data Source: Public Works staff.

Data Availability: In charts and graphs Fiscal Year 2016 through Fiscal Year 2022.

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.

David Leamon, Director

GLOSSARY – PERFORMANCE VISIONING

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 get 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 department’s 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.

GLOSSARY – PERFORMANCE VISIONING

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



(Back) Left to right:
Supervisor Vito Chiesa,
Supervisor Chance Condit,
Supervisor Buck Condit,
and
(Front) Left to right:
Supervisor Mani Grewal,
Supervisor Terry Withrow

SUPERVISORIAL DISTRICT CITIES AND COMMUNITIES

Buck Condit

District 1

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

Terry Withrow

District 3

Modesto (portions thereof); and
Unincorporated Salida

Chance Condit

District 5

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

Vito Chiesa

District 2

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

Mani Grewal

District 4

Modesto (portions thereof)



2024 Performance Visioning Plan



Two-Year Period Ending June 30, 2024



December 19, 2023

