Customer Service

Action Item	Team	Current Status	Immediate Next Steps	Anticipated Completion Date
Develop, implement and utilize customer service surveys.	All	**Administrative Services** - Developing a survey to send to all County employees asking for feedback on Customer Service.	**Administrative Services** - Identify an appropriate survey platform, survey stakeholders, and create a cadence for repetition.	May 1, 2026
		Assessor/Clerk Recorder - Survey has been developed and added to website.	N/A	Completed
		Child Support - Comprehensive Customer Service Surveys have been developed and implemented and are utilized at DCSS on a daily basis. Surveys are available in the lobby for customers or the general public to complete, and in addition, are available to any caller via the IVR to take at the end of any phone call to DCSS. Survey results are compiled, reviewed, and appropriate actions taken by DCSS monthly.	N/A	Completed
		Public Works - In Progress	**Public Works** - Finalize survey questions and process for implementation.	April 1, 2026
		Probation - Probation has two outside evaluators for Prop 47 and Juvenile Hall to provide unbiased feedback from our clients. Breaking Barriers and Pathways to Success survey their clients to see if programming is effective.	N/A	Completed
		Sheriff - In contract with "Power Engage" to intergrade with Computer Aided Dispatch systems for Customer Surveys, case/incident updates and pre-arrival instructions for patrol units.	**Sheriff -** Determine which questions should be on the post-incident service survey and system implementation	May 1, 2026
		Registrar of Voters - Drafting customer service survey for passports.	**Registrar of Voters** - Complete survey and provide to customers.	June 30, 2026
		Library - "How are we doing?" cards at all libraries.	N/A	Completed
		Public Health - Public Health is in process of re-launching their customer service survey, as well as developing a procedure for analysis and follow up. The survey is live, but not actively promoted.	**Public Health** - Complete procedure for analysis and follow up of survey, and promote one website.	Completed
		Agricultural Commissioner - Consistent survey questions have been developed and are utilized in all survey outreach. Survey links utilizing ESRI Survey 123 have been attached to all staff outgoing emails. In-office survey cards are provided to all in-person office visitors containing a written response option, or a QR code link for response using a web-based ESRI Survey 123. Additional telephone surveys using consistent, developed questions are utilized to receive telephone solicited answers to survey questions and provide opportunities to speak to department management staff. Continuously monitor survey results, evaluate responses and improve services and processes based on these results.	N/A	Completed
		Public Defender - In development.	**Public Defender** - Research options.	June 1, 2026
		County Executive Office - Developed the Your Voice Matters customer service feedback form on the County website in an effort to solicit feedback from constituents on what we can do to improve and what we are doing well.	N/A	Completed

		BHRS - Implemented the Annual DHCS Consumer Perception Survey. All outpatient consumers will be offered a survey (Adult, Older Adult, Youth, and Family versions available online and in paper format).	**BHRS** - Awaiting update from DHCS/BHRS on status of survey data and timeline for finalized results.	March 30, 2026
		Human Services Agency - New survey added to the online application portal for clients to complete after applying for benefits. Track and review responses to gather insights and identify trends.	N/A	Completed
Downloadable/ Fillable Forms on Website.	Assessor/Clerk/ Recorder	Forms have been added to website.	N/A	✓
Additional Marriage Ceremony Time Slots.		An additional time slot has been added to the ceremony schedule. The Office will look towards further scheduling adjustments after completion of County HVAC project.	N/A	✓
Redesign phone tree system to offer multi-language options and more efficient access to services for clients.	Behavioral Health & Recovery Services	1. Phase 1 completed on October 15, 2024. Phone tree implemented in three languages. Hold message in 3 languages. Access line voicemail in three languages. 2. Added Medication Refill extension, additional branch to the SUD and CSOC sections in English. 3.Phase 2 partially completed: Medication Refill extension created for 3 languages; New Branches for CSOC programs and SUD programs.	1. Streamlining call roll-over process. 2. Recording of Hmong: Medication Refill extension option , SUD programs branch and CSOC program branch.	1. June 30, 2026 2. February 27, 2026
Create and enhance partnerships with fatherhood programs.	Child Support	DCSS has maintained and enhanced its partnership with the "All Dad's Matter" fatherhood program located under the auspices of Merced County HSA. By the end of 2024, DCSS leadership had met with ADM leadership to discuss refinements/enhancements to the partnership and customer referral process and had developed and implemented same between the two agencies.	ADM physically relocated its office in Spring 2025 to Atwater, away from its location in the same office complex as DCSS. DCSS and ADM maintain an effective partnership/referral process despite the ADM relocation.	✓
Complete roll-out of new permitting software.	Community & Economic Development	Phase 1 - Land Management (Building/Planning/Roads/Business Licenses) went live September 30, 2024. Preparing for Phase 2 - Environmental Health and Code Enforcement implementation.	Begin tailoring/configuration for Environmental Health module. Finalize and execute Code Enforcement module implementation agreement. Finalize and execute Managed Application Services agreement to continue Phase 1 enhancements to further expand customer service and staff efficiency.	Environmental Health module go live is now scheduled for May 11, 2026; Code Enforcement module implementation went live December 2025.
Launch "after-action" outreach program by calling customers to discuss their permitting experience.		A customer service survey was created and is active as of February 19, 2025.	Monitor responses and create a overview of responses each month to be shared.	✓
Utilizing technology to streamline service delivery to client base using multiple online platforms.		AASB is currently working on acquiring new Data systems for the Public Authority, Area Agency on Aging, and MSSP. The new platforms will allow for paperless and online capabilities as well as streamline work for staff.	July 2026- The next goal for implementing online access for IHSS provider forms and trainings.	July 2026

	Human Services Agency	FSB Opting into additional CalSAWS functionality to streamline workflows and reduce the amount of time staff spend on manual tasks. Updates to the online portal: Simplify the application flow process. Streamline the document upload functionality to allow for multiple documents to be uploaded. Reminder emails or texts will be sent to clients who have opted in when there are specific documents missing from their online application.	FSB Testing functionality to identify and resolve potential issues. AASB: The new data system for Public Authority was implemented July 1, 2025. All Data conversion has taken place the next steps for Public Authority will to begin utilizing the online functions such as on-line provider enrollment forms, offer online trainings for continuing education.	Completed
Maintain positive image on social media.	Probation	Currently, we are utilizing social media to promote programs, contraband finds internal promotions, and new hires to the department to represent what probation does in the community.	N/A	✓
Redesign phone tree system to ensure efficient routing of customer calls.	Public Works	Completed	N/A	✓
Offer Walk-in Passport Service Times.	Registrar of Voters	Implemented on a test basis.	Assess effectiveness of weekend walk-in test and projected demand.	Offering walk-in passport service on select days in March 2026
Redesign phone tree system to offer clear passport / voter options.		Creating project parameters and scope.	Engage Administrative Services/ IT on project design.	March 30, 2026 - delayed due to Special Election.
Upgrade physical job centers in Merced and Los Banos.	Workforce Investment	In progress: Tech installation is 90% complete. Furniture selection has been finalized for MCCD LB and BB; we are currently working on obtaining quotes and placing our final orders on a few more furniture items.	Completion of furniture purchases. Continue to refine branding and strategy.	March 31, 2026 - day of grand opening.
Open new job center at Castle.		In progress: Wall graphics have been framed. Branding and strategy have been discussed and approved by the board. We are in the process of relocating staff members due to facility construction and changes. An additional conference room is being added. Dates for our center openings have been selected and we are starting to implement a plan for our center openings.	Install wall graphics. Continue work on an additional conference room. Complete order of cubicle for front lobby. Obtain quote for painting. Begin planning for center opening under new branding.	March 31, 2026 - day of grand opening.

LEGEND
Completed
Completed Calendar Year 2025
Completed Calendar Year 2026
Completed Calendar Year 2027
Completed Calendar Year 2028
Pending Completion Date

Colors reflect the overall projected completion date of the action item.

Fiscal Discipline

Action Item	Team	Current Status	Immediate Next Steps	Anticipated Completion Date
Reduce hospitalization by stepping clients down to lower levels of care to avoid managed care and hospitalization offset from realignment funds.	Behavioral Health & Recovery Services	1.Conducted treatment facility gap analysis to determine available resources across the continuum based on need (data). 2.Developed an SFTP link to obtain reports from the managed care plan to review hospitalizations. 3.Worked on a formal Health Information Exchange system to obtain data in real time. 4.Completed a referral flow to step down clients to the Managed Care Plan. BHRS and the MCP meet monthly and share claims data on high acuity clients. 5.Finalized updated contract for the Health Information Exchange (HIE). 6. HIE Implementation: Began coordination meetings with HIE provider, electronic health records representatives, and BHRS representatives to determine next steps for HIE Implementation. 7. Implemented Transition of Care tool across the department, including providing training to all clinical staff on use of the tool. 8.Scheduled monthly meetings with the Managed Care Plan to ensure communication and coordination of care, including patients stepping down from BHRS services.	1.Integration of the HIE with EHR: developing a project timeline for completion.	April 1, 2026
Streamline documentation efforts by staff to reduce the amount of time needed for chart documentation and increase direct service time.		1.Analyzed current inefficiencies and roadblocks to documentation for staff to determine recommendations. 2.Identified a team of 20 clinical staff to pilot AI within the Electronic Health Record. 3.Ongoing clinical documentation trainings to staff. 4.Collaborating with the vendor to standardize the note format in preparation for the Pilot. 5.Implemented QI Office Hours to help with documentation. 6.Develop resource guides for staff and make available on BHRS Intranet.	1. AI Pilot: work on standardized progress note template. Anticipated start date June 1, 2026.	June 1, 2026

Maximize Medi-Cal Revenue under Payment Reform through comprehensive billing strategies for staff.		1. Analyzed "Productivity Measures". Updated list of job codes for each program to develop training and resource guide for staff. 2. Training staff and incorporate into BHRS NEO training. 3.Assigned Program Staff Services Analysts to Monthly monitor. 4.Quarterly review between fiscal and program are scheduled, including reviewing Medi-cal revenue and opportunities for improved billing practices.	1. Starting Training staff on billable services standard to further increase Medi-Cal revenue.	March 1, 2026
Consolidate resources with other public safety departments such as training.	District Attorney	1. In FY 25-26 we will be hosting a Human Trafficking Investigations course for patrol officers and detectives for all Merced County Law Enforcement agencies. 2. Consolidated training with MCSO is ongoing. 3. Assemble a forensic crime lab for multi-agency utilization. 4. VIPER Team continues to provide forensic services to all Merced County Law Enforcement agencies.	1. Currently planning training outline. 2. First aid and perishable skills training will be consolidated with MCSO. 3. Acquire specialized equipment for forensic crime lab.	1. Completed. 2. Ongoing. 3. Federal grant application submitted a year ago. If awarded, will begin implementing the lab. 4. Ongoing. This has been a significant consolidation of resources in Merced County.
Update policy and procedures for procurement and contracts for disasters.	Fire/Office of Emergency Services	In Progress: Will work with other departments such as Administrative Services, County Executive Office and Auditor Controller to organize a work group.	County OES and Admin Services have been collaborating and reviewing current and most recent updated procurement policies.	January 31, 2027
Partner with other counties, county departments, and community partners to share training slots.	Human Services Agency	Human Services Agency and Behavioral Health & Recovery Services shared Project Management training provided by UC Merced Extended Education.	N/A	✓

Explore a streamlined process with DWI to access training for clients.	Human Services Agency	ETB - Contact made with DWI and a point person identified. February 10, 26 Update Partnering with the Merced County Department of Workforce Investment (DWI) to expand and streamline access to vocational training for Welfare-to-Work (WTW) clients. Through this partnership, HSA and DWI developed and launched a streamlined referral process on December 12, 2025, designed to improve efficiency, reduce administrative barriers, and accelerate client transitions into vocational training. The new workflow creates a clean, secure, and efficient system for vocational exploration, significantly reducing unnecessary back-and-forth communication between departments. Under the updated process, HSA staff submit all WTW client referrals to DWI through a secure Microsoft OneDrive link, eliminating the need for email encryption while maintaining data security. As a result, WTW clients now have expanded access to the full range of vocational training opportunities offered by DWI and are designated as priority service clients within DWI programs.	Initial meeting between HSA and DWI scheduled for March 10, 2025. (completed January 1, 2026) Follow up on referral process and clientele referred.	April 1, 2026
Improve controls for consumable goods used by the Department to reduce waste.		**Administrative Services** - In progress.	**Administrative Services** - The department will review consumable purchase histories to identify trends and areas for improvement.	June 30, 2026
		Assessor Clerk Recorder - Adjustments have been made to increase oversight of all office supply ordering. The office will continue to insure that only necessary supplies are ordered with fiscal responsibility in mind. Assessor has multiple levels of oversight on supplies and purchases.	N/A	Completed
		Child Support - Daily review of office and janitorial supply levels by DCSS Fiscal Manager to maintain only minimum usable level of supplies at all times. Also maintain limited employee I.D. badge access to high-end printers to avoid over-use and reduce costs.	**Child Support** - Continue current internal controls to reduce/avoid waste of consumable goods and reduce costs.	June 30, 2026
		Public Works - In progress.	**Public Works** - Ongoing to identify, reconcile and create new policies to improve controls.	December 1, 2028
		Probation - The Probation Department is in the process of going paperless for our case management services and is now primarily using e-fax.	**Probation** - Continue to transition from paper copies to electronic copies from Court, DA, Public Defender, and other outside agencies.	December 31, 2026
		Sheriff - Current processes have been reviewed. Unnecessary purchases have been eliminated.	N/A	Completed

	All	**Registrar of Voters** - Review complete; adjustments have been made to include additional oversight of orders.	N/A	Completed
		Human Services Agency - Is reviewing all administrative process and moving to electronic as appropriate.	**Human Services Agency**- Implemented automated process during carpet replacement project/Telework. This processes will remain in place, reducing paper costs, staffing time and costs. Continue to evaluate other processes that can become automated. Progress made 3/25-8/25. Continue to evaluate areas.	Completed
		Agricultural Commissioner -Consumable inventory and evaluation of last 3 fiscal years completed. No excessive waste identified, yearly monitoring will continue	N/A	Completed
Review current vendor systems to eliminate redundant capabilities.		**Administrative Services** - Vendor contracts are being reviewed to determine areas of duplication in feature sets.	**Administrative Services** - If the application is used exclusively by Admin Services, the department will look to consolidate into one application, where feasible. If the application is used by other or multiple departments, Admin Services will collaborate with the departments to determine if consolidation is possible.	June 30, 2026
		Assessor Clerk Recorder - Review has been completed without any found redundancies. Assessors review is completed and no redundant software was identified.	N/A	Completed
		Child Support - All vendor systems/contracts utilized by DCSS have been reviewed for redundancy or duplication of capabilities/services. No redundancy/duplication found.	**Child Support** - Maintain continuous vigilance at DCSS to avoid redundancy/duplication in current vendor systems.	June 30, 2026
		Public Works - In progress	**Public Works**- Currently going through implementation of Open Gov Asset Management which has the potential to reduce or eliminate some other systems.	July 1, 2026
		Probation - Probation reviews it's contracts quarterly. Most of the contracts are committee approved and specific to CBO's and partnering agencies such as BHRS, DWI, and DPW.	N/A	Completed
		Sheriff - Review process has been completed. Unnecessary duplicate services have been eliminated.	N/A	Completed
		Registrar of Voters - One contract already cancelled and another scaled back by January 3, 2025.	**Registrar of Voters** - Continue to review all vendor agreements and systems.	June 1, 2026
		Library - Annually review contracts for continuation or elimination with budgeting process.	N/A	Completed

		Agricultural Commissioner - review of current department vendors complete. All department utilized vendor systems reviewed with no redundancies identified.	N/A	Completed
		Public Defender - Planning to review.	**Public Defender** - Review current vendor systems.	June 1, 2026
Review and improve internal rate setting processes used in the development of the annual budget.	County Executive Office	The County Executive Office has incorporated the updated Internal Service rates in the rollout of the FY26-27 Proposed Budget. The preparation of these rates utilize consistent methodology and maintain detailed backup documentation for enhanced transparency. It is anticipated that the monthly posting of these charges will result in a streamlined process, utilizing a recurring journal entry format and reducing the time required to prepare and enter monthly transactions. Additional benefits to this revised process will result in increased predictability as departments plan for and monitor their annual budgets.	N/A	✓

LEGEND
Completed
Completed Calendar Year 2025
Completed Calendar Year 2026
Completed Calendar Year 2027
Completed Calendar Year 2028
Pending Completion Date

Colors reflect the overall projected completion date of the action item.

Quality of Life

Action Item	Team	Current Status	Immediate Next Steps	Anticipated Completion Date
Update and implement homeless encampment ordinance to protect the public health, safety, security and well-being of the community. Advance external collaborative initiatives designed to prevent homelessness and provide needed care to those experiencing homelessness.	All	**Clerk Recorder** - County Recorder's Office participates in the collection of Senate Bill 2 Housing Fees as required by the California Building Homes and Jobs Act. The Act has led to various grants being awarded to both Merced County and Local City Agencies in relation to low-income housing projects.	N/A	Completed
		Assessor - Completed	N/A	Completed
		Child Support - In 2024, DCSS formulated partnerships and customer referral processes with various agencies/programs which assist the homeless population to find housing/shelter (including Merced County Rescue Mission and Lifeline CDC programs), in an effort to better position customers in their ability to pay their child support obligations in the future.	**Child Support** - Continue to maintain these partnerships/referral processes for homeless DCSS customers into the future.	June 30, 2026
		Human Services Agency - Enhancing service delivery with continued partnerships with Law Enforcement. APS SW co-located with MPD DART team to wrap services and engage. AAA working on a local aging plan. A DOC was established in late October 2025 in response to the 2025 CalFresh Disruption. Community Planning and engagement for supportive services at food pantries, donations to food bank, collaboration with schools, transit, 211 and CBO to provide supportive services during the federal government shutdown.	**Human Services Agency** - Continue to evaluate progress of collaboration. Area Agency on Aging working on implementing goals of LADAP; initial goal increased outreach and information to community and increased community partnerships. A Child Welfare SW has been added to the DART collaboration in Fall 2025. November 3, 2025 - activated response to 2025 CalFresh Disruption. Continue to monitor situation, adjust response plans and provide community support. DOC deactivated November 14, 2025.	July 1,2026
		Probation - In the fall of 2025, Probation will launch the Mobile Probation Services Center (MPSC) to assist with the unhoused population, whether on our caseload or in the community.	**Probation** - Awaiting the completion of the MPSC from Ohio.	July 1,2026
		Sheriff - A new ordinance has been adopted. All staff are trained and Sheriff has increased enforcement actions and referrals to the District Attorney.	N/A	Completed
		Agricultural Commissioner - Continuing to contact other departments to seek collaboration on development of initiatives that leverage any Ag Commissioner or Weights and Measures capabilities that may assist in ordinance compliance and collaborative initiatives designed to prevent homelessness in their context. and provide needed care for those experiencing homelessness. Initial focus is now on potential outreach to the agricultural industry with contact information for available resources dealing with homelessness in their context.	**Agricultural Commissioner** - Outreach to other departments is ongoing and will focus on development of outreach resources available through other departments to assist agricultural-related entities with assistance when dealing with issues related to homelessness.	December 31, 2026
		Public Defender - a. The Public Defender participated in Homeless Encampments Coordination Meetings with other justice partners. b. The Public Defender connects PD clients to community-based organizations that provide housing or other assistance. Will continue to maintain contact with local or regional CBO representatives to facility transition and placement of unhoused clients with local or regional providers.	N/A	Completed

Ensure implementation of new Public Safety Radio Systems is completed.	Administrative Services	**Sheriff Radio System** - Equipment Delivery: 100% - Build Out: 63% - Testing: 25% (staging completed) - 3 of 12 sites not started (Los Banos, AT&T, new EOC shelter) - Installations underway at 10 sites **Change Orders** - CC01–CC02: Delivered - CC03–CC04: Delivered - CC05: EOC shelter layout, electrical and backup power requirements Completed. Los Banos MOU fully executed. Working with the City of Los Banos for permitting to start construction. **Issues** 1. AT&T MOU at Castle still outstanding; delays forced push back of go-live until 2nd Qtr. 2027. 2. CC03: Site-walk on hold pending AT&T lease. **EMS Radio System** 1. Frequency and interference analysis complete 2. Site Acquisition complete and installation scheduled for the following sites: -Los Banos Fire Station -Merced Crown Castle -Delhi ATC 3.Equipment manufacturing and staging complete.	**Sheriff Radio System** - System build-out in progress; -Subscriber equipment installation and deployment in progress - CC05: Shelter foundation design in progress. - EOC work underway: project schedule being developed for construction and installation of new 9-1-1 call taking system. **EMS Radio System** 1. Antenna configuration in progress for: -I5 Gustine, Dos Palos, I5 Los Banos, Basalt Hill 3. Verify site acquisition. 4. Finalize requisition for antenna and transmission lines.	**Sheriff Radio System** Anticipated completion no later than June 30, 2027. Testing phases to begin first quarter of 2027. **EMS Radio System** Estimated project completion date not currently available.
Staff BHRS Mobile Crisis Response to provide 24/7/365 response to BH/SUD crisis in Merced County in lieu of law enforcement or with law enforcement co-response.	Behavioral Health & Recovery Services	1.Application window for the recruitment for night shift is closed 08.18.2025 2.Concluded the candidates selection and recruitment process. Drafted weekend on-call plan. 3.Crisis Stabilization Services Mobile Crisis Response Team (MCRT) now provides services 24 hours a day, 7 days a week.	Crisis Stabilization Services Mobile Crisis Response Team (MCRT) now provides services 24 hours a day, 7 days a week.	✓
Complete Comprehensive Economic Development Strategy.	Community & Economic Development	Consultant is needing to complete additional surveys with cities. All other framework is completed	Currently in Public Review. Next steps will be the approval by the WIB Board.	✓
Expand victim services.	District Attorney	1. CCP approved an AB 60 Victim Witness Advocate; the position will be included in 25-26 Final Budget. 2. Establish protocols to respond to mass victim incidents. 3. Develop Bilingual Informational Seminars. 4. Expand language options for outreach material. 5. Update website with multiple language options. 6. Offer Women's Safety Awareness Training. 7. Collaborate with law enforcement agencies on victim notification and services. 8. Utilize technology to keep victims more easily informed about case status. 9. Bring a Family Justice Center to Merced County.	1. One Full Time Victim Witness Advocate will be filled to comply with AB 60, a new victims' right to be notified of restorative justice programs. 2. Identify essential county agencies who may respond to incidents involving mass victims and form a working group to draft protocols. 3. Identify underserved areas and developed program guidelines. 4. Offer outreach material in English, Spanish, Hmong and Punjabi. Identify additional languages if needed. 5. Website updating to include tabs for bilingual information. 6. Develop curriculum to provide a picture of risks and advice on how to respond. 7. Update notification cards. Provide presentations and outreach material to law enforcement. 8. Enhance victim communication by offering automated updates via text and email. 9. Information meeting August 21, 2025.	1. Completed. 2. Strategic Plan in draft stage anticipate a first draft by January 2026. 3. Completed. 4. Completed. 5. Ongoing. 6. Women's Safety Awareness Training held at Annual Support Staff Meeting November 6, 2025 and additional training will be held during Crime Victims' Rights Week in April 2026. 7. Law enforcement briefings are being scheduled. Anticipated completion September 2026. 8. Completed. 9. Steering Committee established, meetings have been scheduled over the next few months.
Threat Hazard Identification Risk Assessment (THIRA) to identify current capacity and capabilities to close gaps and strategize to find ways to improve it.	Fire/Office of Emergency Services	ON-TIME: THIRA Assessment is complete and will be reviewed by the County to determine next steps to close gaps identified in the report.	Work with all Stakeholders to assist on closing gaps identified . THIRA gap analysis will be completed within the next two months.	1.Completed 2. Develop plan to close identified gaps by December 2027.

Extend WIFI to areas surrounding libraries, expanding our reach of services during non-open hours.	Library	Wi-Fi signals maxed at all libraries to extend outside the library. Turned on until 10:00 p.m. nightly.	Working with SJVLS to add Wi-Fi Outdoor Access Points to enhance the signals to extend into parks surrounding libraries. The following locations have Outdoor Access Points installed and turned on extending the library's Wi-Fi signal: Atwater, Delhi, Gustine, Hilmar, Le Grand, Los Banos, and Merced. Libraries waiting for next grant cycle are: Jerry O'Banion, Livingston, Santa Nella, and Snelling.	June 30, 2027
Ensure CAL-AIM requirements are met by partnering with our collaborative agencies.	Probation	Since January of 2025, Probation has continuously met with our CAL-AIM consultant for assistance with the upcoming 2026 program launch.	We are working with our county partners, HSA, BHRS, and Public Health, to identify how we can meet the needs of our soon-to-be out-of-custody youth who may need CAL-AIM services.	December 1, 2026
Implement a Probation Mobile Vehicle (Pathways to Outreach) to assist with services for our unhoused and/or underserved clients.		To date, we have yet to receive our Mobile Probation Service Center. DRAFT Policy 517 - Mobile Probation Services Unit completed. Still need ARCH and bargaining unit approval.	We are working internally and with our stakeholders to identify physical locations within the county where we can best serve our population. The program's MOU is a partnership with Merced Human Services Agency, Behavioral Health and Recovery Services, Work Net, Merced Rescue Mission, Merced Sheriff's Office, Child Support, and Public Health has been signed and awaiting BOS approval.	July 1, 2026
Community Health & Wellness Division will attend at a minimum 12 outreach events to provide Chronic Disease, Tobacco, Cal Fresh, Oral Health and Emergency Preparedness Materials to Merced County Community Members.	Public Health	In Q1 of 2025, CHW staff completed 39 outreach events. Outreach events will continue for the rest of the year.	N/A	✓
Development of a park, including a community center for the benefit of Delhi residents.	Public Works	In progress	Shattuck Community Center building has been constructed. Contractor is working on civil sitework. Staff has been unable to identify available property to build a new park, but will continue the search. Staff has identified one potential site and are reaching out to the property owners.	July 1,2026
Construction of new park in the Franklin-Beachwood community.		In progress	Franklin-Beachwood park is under construction. Final landscaping of the storm basin and construction of the restroom remain.	April 1, 2026
Implement Mobile Voting System to expand services to hard-to-reach communities.	Registrar of Voters	First deployment of Mobile Services Trailer for Dos Palos Special Election (February 2025); Assessed effectiveness and cost of the Dos Palos deployment to; preparing for the 2026 election cycle.	Plan for deployment of Mobile Services Trailer for passports in Fall 2025 and elections in 2026	June 1, 2026
Improve outreach and education campaign to schools.		Tests conducted in 2024 at Delhi High and Merced High.	Scope out larger campaign in conjunction with CA Secretary of State resources.	June 1, 2027
Better integrate GIS / Mapping / Data into product offerings to the public.		GIS fully integrated into Dept operations (February 2025).	Assessing map and data offerings, along with fees for those services.	August 1, 2026
Address 100% healthcare shortage with programs that attract new physicians to the area.	Workforce Investment	Continued development, $900,000 grant pending.	Finalizing plan with Workforce Board sub-committee	June 30, 2028

LEGEND
Completed
Completed Calendar Year 2025
Completed Calendar Year 2026
Completed Calendar Year 2027
Completed Calendar Year 2028
Pending Completion Date

Colors reflect the overall projected completion date of the action item.

Revenue Enhancement

Action Item	Team	Current Status	Immediate Next Steps	Anticipated Completion Date
Non-mandated services being currently provided without fee. Fee study for possible increase on discretionary fees.	All	**Administrative Services** - Admin Services participated in the initial phase of a fee study.	**Administrative Services** - It was determined that Admin Services has only one public-facing service for which a fee is already collected. All other services are provided internally.	Completed
		Clerk Recorder - Completed	**Clerk Recorder** - The office regularly examines it's fee schedule and has determined that no services meet the criteria for a fee increase. The office will continue to monitor it's schedule moving forward and will make changes when necessary.	Completed
		Assessor - Completed	**Assessor** - Continue to review any non-mandated services currently being provided without fee.	Completed
		Public Works - In progress	**Public Works** - staff will work with consultant identified from CEO's office to review and modify fee schedules as needed.	December 31, 2026
		Sheriff - Reviewing current fees and working with County Counsel to amend Sheriff's Office fee schedule. Also, identified a program "Benchmark Analytics" to help better track unfunded mandates for state reimbursements.	**Sheriff** - Review by County Counsel and presented to the Board of Supervisors to adopt. Fund "Benchmark Analytics" in FY25/26	June 30, 2026
		Registrar of Voters- Beginning Fee Study for all Department offerings.	**Registrar of Voters** - Complete Fee Study (Winter 2025/2026).	June 1, 2026
		Library - Service without fee - Community meeting room usage.	**Library** - Conduct survey of SJVLS libraries to see if they charge for meeting rooms. Find our meeting room rates within Merced County for comparison.	Completed
		Agricultural Commissioner - Fee inventory of all mandated and non-mandated fees completed. Currently evaluating non-mandated service fees for possible time/cost studies and possible increases.	**Agricultural Commissioner** - Review recommendations from county-wide revenue enhancement project consultants and department self-evaluation of inventoried fees to determine possible fee increases and authorization from board.	December 31, 2026

		County Executive Office - The County Executive Office entered into an agreement with MGT Impact Solutions to conduct a Countywide cost of services and user fee study.	**County Executive Office** - Departments are in the process of providing MGT Impact Solutions with the information needed to complete the study.	December 31, 2026
		Public Defender - All services provided by department are statutorily mandated.	N/A	Complete
Review and possible upgrade of planning and building permit fees.	Community & Economic Development/Public Works	**Public Works** - In Progress. **Community & Economic Development** - Fee assessment draft is completed and being reviewed by CED Staff.	In the process of providing MGT Impact Solutions with the information needed to complete the fee study.	December 31, 2026
Identify other state programs or grants that supplement department's budget.		**Administrative Services** - The current slate of grants available through the state and federal governments have been reviewed for applicability, but no good candidates were identified.	**Administrative Services** - Department regularly seeks grant opportunities to supplement department's budget in areas related to cybersecurity.	Ongoing
		Clerk Recorder - The office does not currently rely on state or federal grant funding to supplement the departments budget. The office will actively pursue any funding opportunity that it is eligible for.	N/A	Completed
		Assessor - Assessor, with Board of Supervisor's approval, is a member of the California County Assessor's Information Technology Board which has received $30 million in State grants to develop and implement shared systems between the 58 California counties. This will enhance transmittal of values and information, specifically for Prop 19 and comparable sales.	N/A	Completed
		Child Support - DCSS Director remains vigilant in review of Federal Child Support Grant opportunities as offered periodically by the Federal Office of Child Support Services (OCSS).	**Child Support** - If relevant available federal grant identified in future which met DCSS business needs and DCSS capabilities to obtain and maintain grant, DCSS Director would take required steps to obtain appropriate permission to apply for grant and pursue grant thereafter.	June 30, 2026
	All	**Public Works** - Ongoing as notice of funding opportunities are released. Funding is project specific.	**Public Works** - Continue to identify opportunities as they are released.	June 30, 2028

		Human Services Agency - HSA continues to explore the use of Enhanced Case Management (ECM) funding opportunities within our programs. Working with a consultant, other counties and the State to leverage funding options where opportunities may exist. We are continuing to apply for funding for Housing services for both the COC and the County Homeless programs.	**Human Services Agency** - Continue to work with the consultant and State to determine how this funding source can be used within HSA programs. Continue to look for ways to braid funding and maximize opportunities.	July 1,2026
		Probation - We are continuously looking and applying for grants to offset the costs to general funds.	**Probation** - PATH 4 Funding & Prop 47 Cohort 5 Funding.	September 1, 2026
		Sheriff - JAG grants have been identified and staff will be working on submitting for them in the coming weeks and months.	**Sheriff** - Funding received and in the process of purchasing requested items	May 31, 2026
		Registrar of Voters - Working with CA Secretary of State to secure next round of Help America Vote Again (HAVA) funding.	**Registrar of Voters** - Identify needs for current allocation of HAVA grant funds.	December 31, 2026
		Library - Attended International Public Library Fundraising Conference in June 2025. Learned how other libraries raise funds through foundations, tax and bond initiatives. Had discussion with Library Advisory Commission about funding options. Discussions will continue.	N/A	Completed
Evaluate Medi-Cal Revenue post Payment Reform to identify potential areas to strengthen practice and billing.	Behavioral Health & Recovery Services	Completed first year of Medi-Cal billing post Payment Reform to establish baseline. Conducted initial assessment to previous years' revenue. Revenue trending up. Completed second year of Medi-Cal Billing. Developed reports of revenue generation by program, and reports of revenue by provider.	1. Complete 3rd year of Medi-Cal billing under CalAim Payment Reform. 2. Develop automated dashboards, and integrate AI feature within the E.H. R system to enhance service delivery. 3.Develop recommendations to support successful transition to future capitation rates.	June 30, 2026
Identify options for general plan and community plan update programs (e.g. fees, impact fees, etc.)	Community & Economic Development	The Department has started to draft the RFP for a consultant to create and draft the County's General Plan. The department is working with local developers and DPW to create new financing options that will assist the County with building and expanding needed infrastructure.	Release RFP for General Plan consultant	May 1, 2028
Establish fee schedule for services provided.	Fire/Office of Emergency Services	Work with other County departments to establish work group.	Establish a work group with support from CEO office.	January 31, 2027
Cost share agreements and JPAs for incorporated cities and special districts.		Work with other County departments to establish work group.	Establish a work group once the Disaster Council has first meeting in October of 2025.	January 31, 2027

Explore Cal-AIM with Managed Care to develop sustainability for "Core" First 5 Merced Grantees.	Public Health	CBO partner (United Way) identified as currently serving as fiscal backbone for CBOs pursuing ECM/Cal-AIM initiatives and/or the CHW benefit. DHCS has indicated that ECM services will continue to be part of their 1115 waiver submission package, indicating commitment to longevity of support.	Determine ways to partner with United Way to expand Cal-AIM/CHW capacity.	December 31, 2026

LEGEND
Completed
Completed Calendar Year 2025
Completed Calendar Year 2026
Completed Calendar Year 2027
Completed Calendar Year 2028
Pending Completion Date

Colors reflect the overall projected completion date of the action item.

Enhance Infrastructure

Action Item	Team	Current Status	Immediate Next Steps	Anticipated Completion Date
Increase GIS staff capabilities and software to better support IT's GIS Division and possible development of county wide users' group for sharing and using data across all departments.	Agricultural Commissioner	Working strategic plan developed.	Initiation of strategic plan steps, planning , and allocation of available resources.	December 31, 2027
Add Wi-Fi capability to shop/ metrology building for increased service and continuity of operation.		Completed	N/A	✓
Engage local special districts to discuss groundwater planning and infrastructure. Impact water quality and ensure long-term housing.	Community & Economic Development	Engaging with water districts on upcoming large projects/ development to plan for needed capacity and infrastructure. Recently worked with Winton Water and Sewer District to support expanding their capacity.	Researching new financing models that will support large scale development with the expansion of infrastructure.	December 31, 2026
Identify appropriate sites to solicit applications for, and approve through the planning process, 175 units of affordable housing annually at moderate, low, and very low-income levels.	Human Services Agency/Community & Economic Development	HSSB: Support the submission of at least one Homekey+ application within the County of Merced.	N/A	Completed
		CED: Merced County , RFP 7621 Affordable Housing Grant Writing and Management Services closed August 8.	N/A	Completed
		In progress/Planning Phase has begun. On Friday, November 14, 2025 the Collaborative Applicant met with Jessica Hoff Berzac from San Joaquin Valley Housing Collaborative to discuss speakers and potential topics for summit. Mrs. Hoff Berzac has agreed to assist in gathering speakers and marketing for the summit.	HSSB/CED: Hold a Housing Summit to bring interested stakeholders to the discuss possible opportunities such as SB4, and HCD funding such as CDBG DR. HSA in partnership with CED has begun planning for the Homeless Summit to take place on April 30, 2026 and are working with community partners to identify speakers and discussion topics. We identified the Mondo Building at MCOE 501 W. Main St as the location for this summit.	April 30, 2026
	Human Services Agency	In progress. Affordable housing developer approved for CoC general membership on June 5, 2025. Anabasis CEO provided CoC Board application August 7, 2025. Awaiting submission.	HSSB: Recruit an affordable housing developer to the Continuum of Care Board. Since we're still awaiting submission, the February Newsletter has gone out to identify vacancies including this Board seat to look for other interested parties while continuing discussions with Anabasis CEO.	May 31, 2026
	Community & Economic Development	In progress	CED: Create a database or GIS of sites throughout the unincorporated County zoned for affordable housing.	March 1, 2026

Review, update, and upgrade security settings to critical IT and cyber systems necessary for Dept. mission.	Registrar of Voters	Completed project to install physical security barriers to voting systems at Central Count Facility.	Review and update access and control settings for Election Management System (Summer 2025).	December 31, 2026
Invest in internal Customer-Management-System (CMS) to better organize accounts and business support (technology).	Workforce Investment	Not started	Form working group.	May 1, 2026

LEGEND
Completed
Completed Calendar Year 2025
Completed Calendar Year 2026
Completed Calendar Year 2027
Completed Calendar Year 2028
Pending Completion Date

Colors reflect the overall projected completion date of the action item.