County of San Joaquin
Digital Budget Book



Proposed Version

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INTRODUCTION



Fiscal Year 2025-2026 Proposed Budget

Introduction from County Administrator Sandy Regalo

June 3, 2025

"Flexibility is the key to stability."

— John Wooden

I am pleased to present the 2025-2026 Proposed Budget for San Joaquin County. This year's budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024.

In alignment with the Board's Priority of *Maintaining Fiscal Responsibility*, this budget is structurally balanced and is positioned to address future fiscal uncertainties by continuing to maintain healthy reserve levels. As of the writing of this letter, the State is facing projected multiyear deficits of $10 billion to $20 billion through 2028-2029, according to the Legislative Analyst's Office. The State Legislature is considering multiple spending and revenue solutions to address these deficits, which are expected to be finalized by June 15, 2025. In addition, the Federal budget is in flux, and current proposals are likely to create additional fiscal and policy pressure on the State and local governments. None of these potential impacts are considered in this budget, as they are unknown at this point. My office will thoroughly analyze all impacts from the State and Federal budgets and present solutions to the Board throughout the year.

In this letter, I would like to highlight several key areas that our County is actively focusing on:

- Board Strategic Priorities
- Capital Projects
- SJ Be Well
- Homelessness

Board Strategic Priorities

On August 21, 2024, the Board of Supervisors held a Special Meeting to discuss their Board Strategic Priorities. County department heads and assistant department heads participated in the development of the Strategic Priorities, sharing their most significant achievements and emerging trends in their respective areas. As a result, six priority areas were identified, which were approved by the Board of Supervisors on October 22, 2024.

1. **Maintain Fiscal Responsibility and Promote Organizational Innovation**
2. **Public Safety / Quality of Life**
3. **Support a Healthy Community**
4. **Reduce Unsheltered Homelessness**
5. **Water Management**
6. **Economic Development**

Departments were then requested to develop SMART goals (Specific, Measurable, Achievable, Relevant, and Time-Bound) that are aligned with the new priorities. The recommended budget for each County department has been carefully aligned to support the Board's Strategic Priorities.

Capital Projects

The County continues to invest significant time and funding in capital projects. In 2024-2025, the General Services Department completed 22 projects totaling approximately $10.9 million, and the 2025-2026 Proposed Budget includes 20 projects totaling $99.5 million. Projects include continued work on outstanding and planned projects related to existing facilities and major new construction. New construction and facility planning projects include design, engineering, and possible construction costs for the following:

- Old Court House Demolition (222 E. Weber Avenue)
- Public Defender's Office Facility
- Safe Camping
- San Joaquin Be Well Campus Project
- Sheriff's Office Training Facility
- Solid Waste Transfer Station Replacement

In addition, multiple projects that have been in the construction phase will be completed in 2025-2026, including the Morgue/Medical Examiner Facility for the Office of the Medical Examiner, tenant improvements and renovation of the building located at 6 S El Dorado Street in Stockton for the District Attorney's Office, and the Dorothy J. Heisler Detention and Program Facility for the Sheriff's Office. The County's updated 5-year Capital Improvement Plan will be presented to the Board for approval in late summer.

San Joaquin Be Well Campus

On May 12, 2025, San Joaquin County's Behavioral Health Services announced that it was among 124 award recipients for the California Department of Health Care Services' Behavioral Health Continuum Infrastructure Program. The $137.5 million award will assist in funding the $261.8 million SJ Be Well campus, which will be a transformational behavioral health and substance use disorder treatment facility, serving as the cornerstone of a more compassionate, coordinated, and effective behavioral health system in the County.

Located on 23 acres of County-owned land in French Camp near San Joaquin General Hospital, the SJ Be Well Campus will provide 172 beds dedicated to psychiatric health and substance use disorder residential treatment services, including: crisis stabilization, detox and sobriety centers, youth and family outpatient services, substance use treatment, integrated behavioral health urgent care, and a mental health rehabilitative center. Construction is expected to begin in late September 2025, following environmental review and final permitting. The first phase of the campus is scheduled for substantial completion by July 2027.

Homelessness

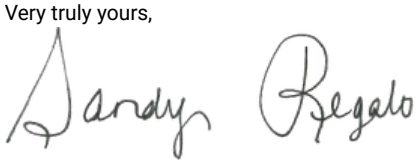
Reducing unsheltered homelessness is a top priority for the Board of Supervisors. On April 22, 2025, the Board of Supervisors provided direction on a project to evaluate program implementation and outcomes for emergency shelter services to reduce unsheltered homelessness. The County is working with a consultant to produce an evaluation report and a scorecard or tool for the County to assess the impact of programs and funding allocations, identify areas for improvement, and make data-driven adjustments to better serve individuals experiencing homelessness. The goal of this effort is to enhance the County's homelessness performance monitoring and evaluation efforts, and to provide a framework to evaluate other strategies. The project, including deliverables, will be completed by the end of 2025.

Appreciation

Our Office has received excellent cooperation and is appreciative of the support and assistance from department heads and their staff. A special thank you to Human Resources for their analysis and insight in reviewing position requests.

The CAO team should be commended for their hard work and the long hours contributed to the preparation of this document. I truly appreciate the team's professional and thorough evaluation of the budget material, and their commitment to presenting the Board with a sound budget that supports the Board's Strategic Priorities and remains focused on the long-term sustainability of the County government structure.

Very truly yours,



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

County of San Joaquin
California

For the Fiscal Year Beginning

July 01, 2024

Christopher P. Morrill

Executive Director

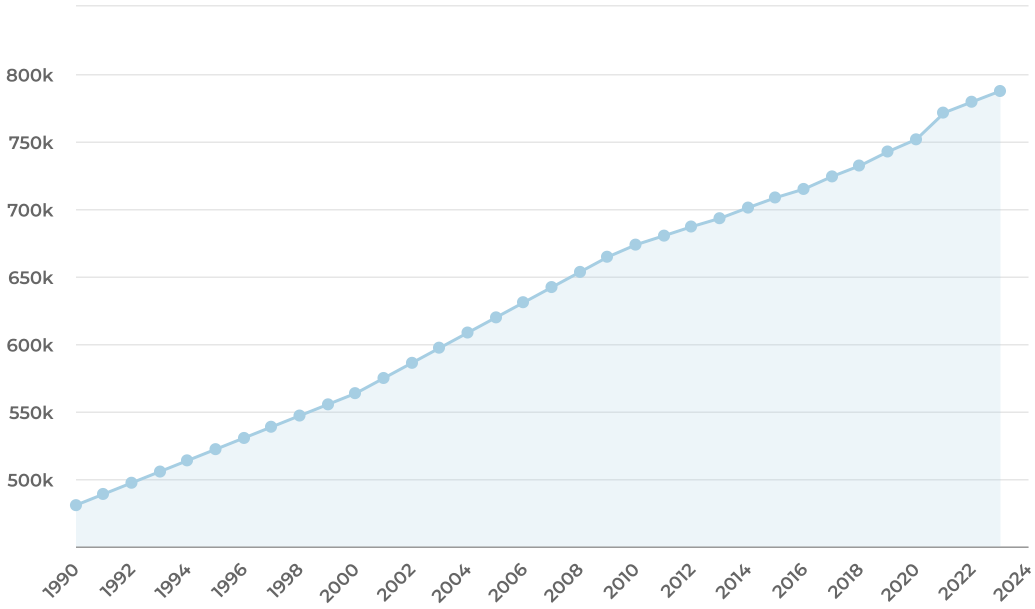
Population Overview

TOTAL POPULATION

787,416

▲ 1%
vs. 2022

GROWTH RANK
7 out of **58**
Counties in California



** Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses*

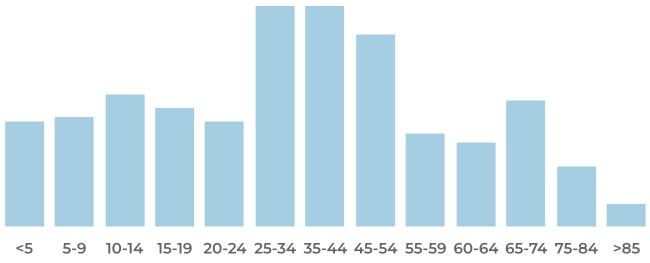
DAYTIME POPULATION

759,231

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

** Data Source: American Community Survey 5-year estimates*

POPULATION BY AGE GROUP



Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

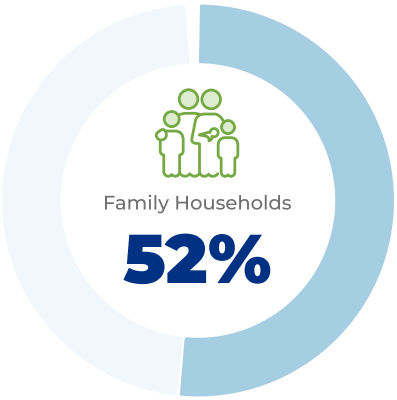
** Data Source: American Community Survey 5-year estimates*

Household Analysis

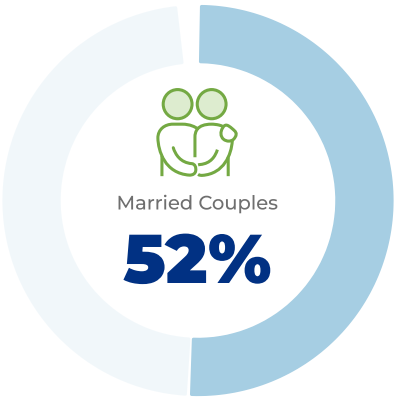
TOTAL HOUSEHOLDS

241,373

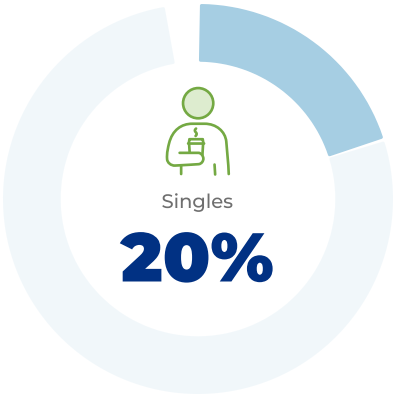
It is important to consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the tax base.



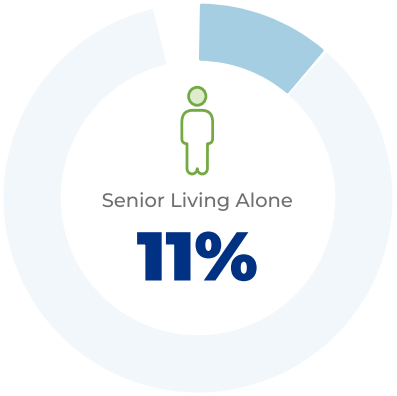
▲ 7%
higher than state average



▲ 4%
higher than state average



▼ 15%
lower than state average

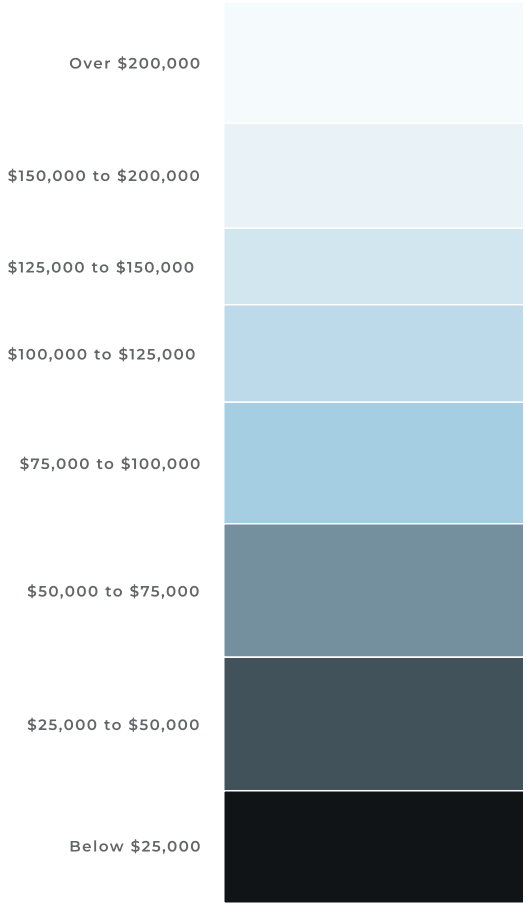


▼ 13%
lower than state average

** Data Source: American Community Survey 5-year estimates*

Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



HOUSEHOLD INCOME

Above $200,000

13%

▼ 31%
lower than state average

Median Income

$88,531

▼ 8%
lower than state average

Below $25,000

12%

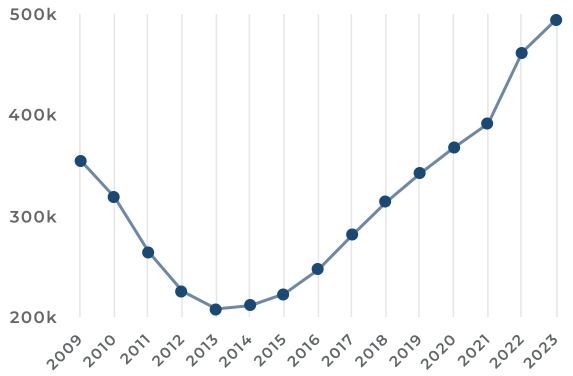
▼ 1%
lower than state average

** Data Source: American Community Survey 5-year estimates*

Housing Overview

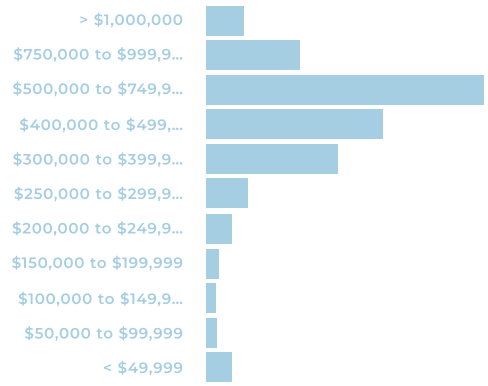
2023 MEDIAN HOME VALUE

$494,500



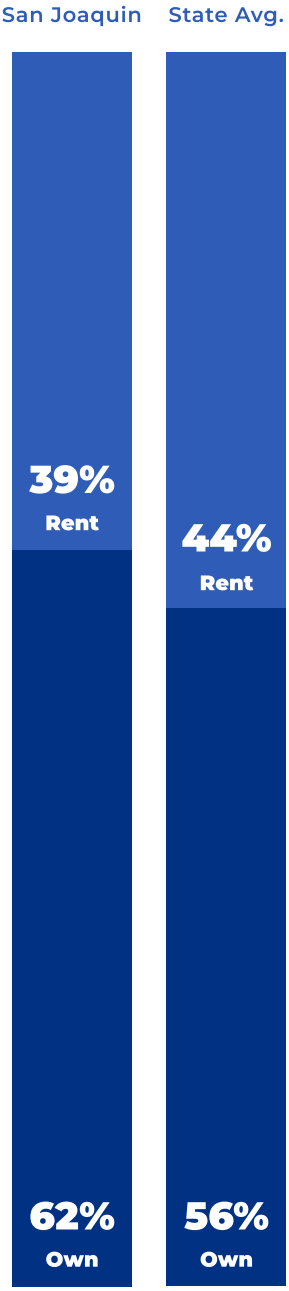
** Data Source: 2023 US Census Bureau (http://www.census.gov/data/developers/data-sets.html), American Community Survey. Home value data includes all types of owner-occupied housing.*

HOME VALUE DISTRIBUTION



** Data Source: 2023 US Census Bureau (http://www.census.gov/data/developers/data-sets.html), American Community Survey. Home value data includes all types of owner-occupied housing.*

HOME OWNERS VS RENTERS

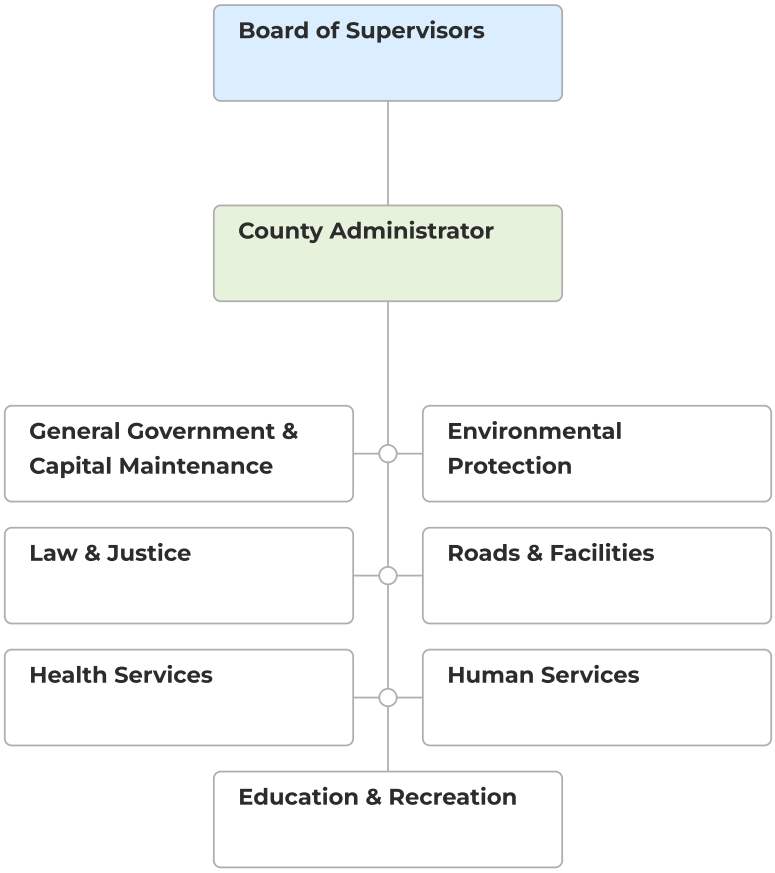


** Data Source: 2023 US Census Bureau (http://www.census.gov/data/developers/data-sets.html), American Community Survey. Home value data includes all types of owner-occupied housing.*

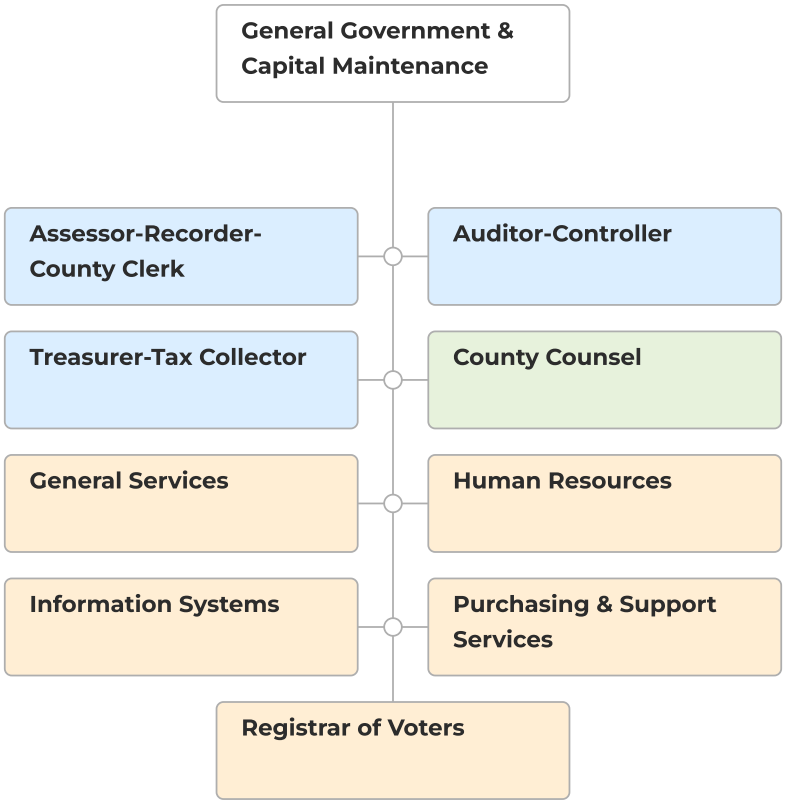
County of San Joaquin Functional Organizational Chart

Key

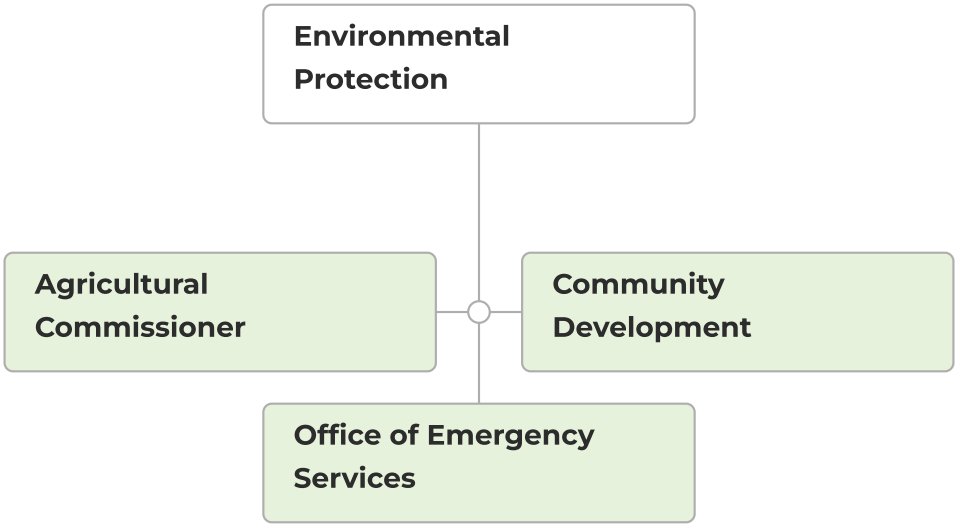
Elected Officials
Department Heads Appointed by the Board of Supervisors
Department Heads Appointed by the County Administrator
Department Heads Appointed by a Non-County Governmental Entity



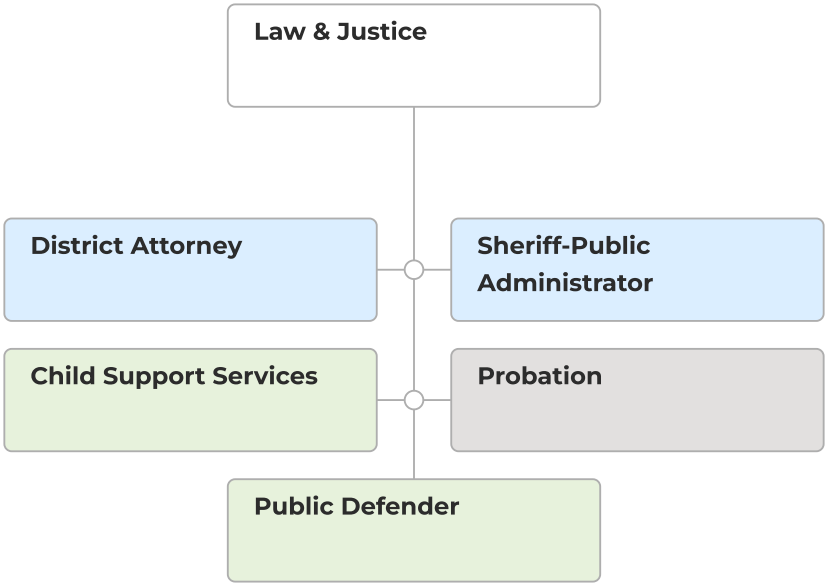
General Government & Capital Maintenance Functional Area



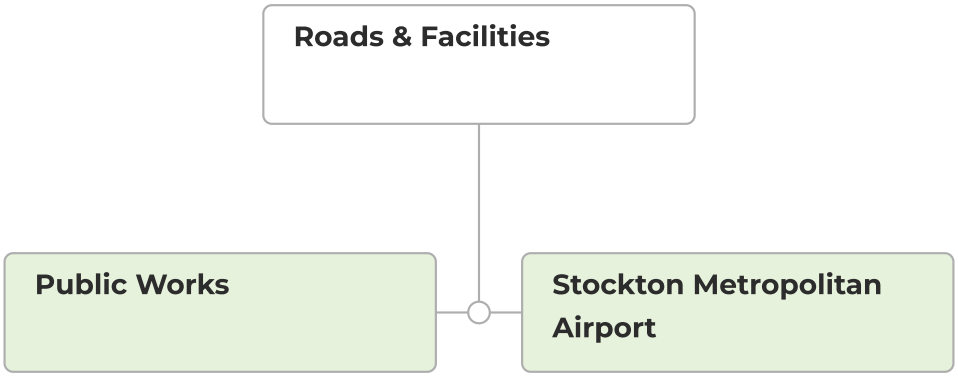
Environmental Protection Functional Area



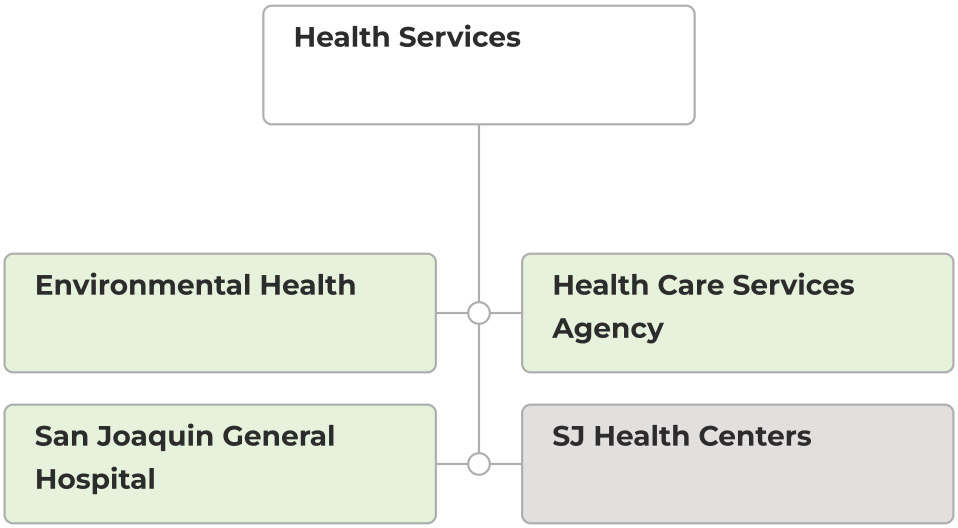
Law & Justice Functional Area



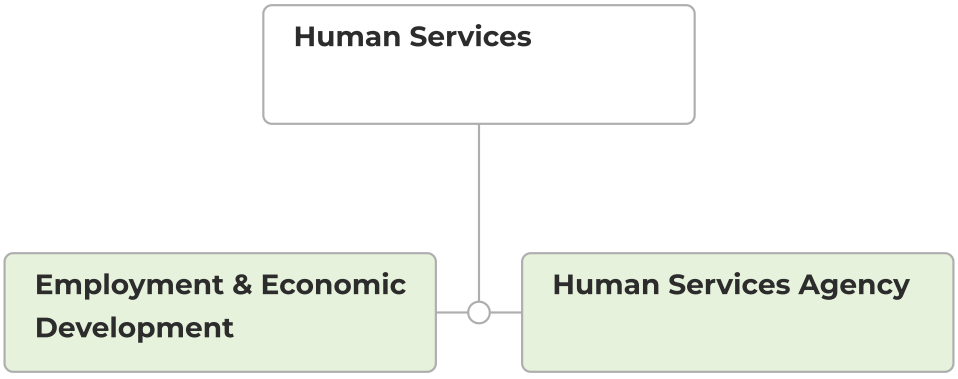
Roads & Facilities Functional Area



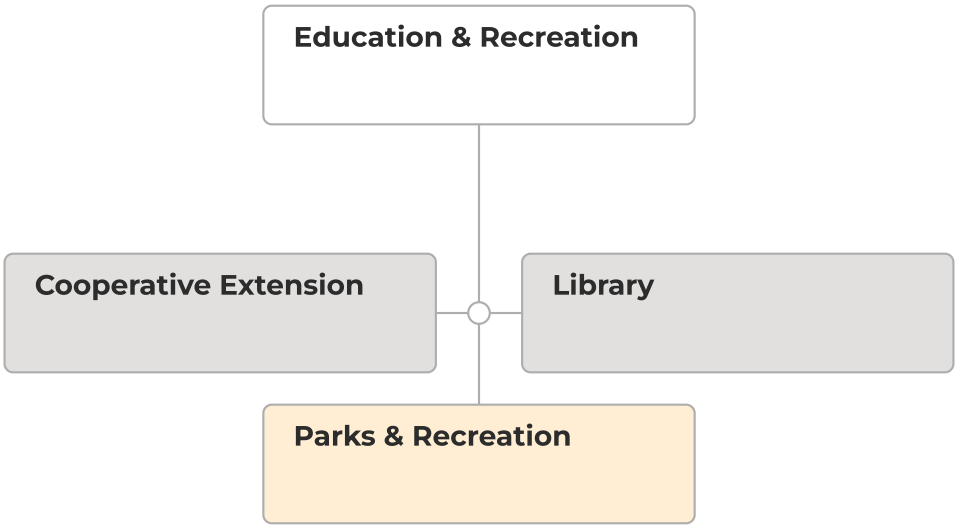
Health Services Functional Area



Human Services Functional Area



Education & Recreation Functional Area



Fund Structure

Overview of Fund Types

Fund: a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Governmental Funds

Governmental Funds are generally used to account for tax-supported activities; they account for the majority of funds, except for those categorized as proprietary or fiduciary funds. Types of Governmental Funds include:

- **General Fund** – s used to account for the general operations of government and any activity not accounted for in another fund.
- **Special Revenue Funds** – re used to account for resources legally designated for specific purposes and separately reported.
- **Debt Service Funds** – are used to account for resources dedicated to pay principal and interest on general obligation debt.
- **Capital Project Funds** – are used to account for resources dedicated to acquiring or constructing major capital facilities.

Proprietary Funds

Proprietary Funds are used by governmental activities that operate in a manner similar to that of private sector businesses in that they charge fees for services. Proprietary Funds rely on the full accrual basis of accounting where revenues are recognized when earned and expenditures are recorded when incurred. Types of Proprietary Funds include:

- **Enterprise Funds** – are used to account for operations that are financed and operated similarly to private business enterprises (e.g., Solid Waste, San Joaquin General Hospital, and the Stockton Metropolitan Airport). The governmental body intends that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.
- **Internal Service Funds** – are used to account for the financing of goods or services provided by one department to other departments of the County or other governmental units on a cost reimbursement basis. The County maintains Internal Service Funds to account for Human Resources Self-Insurance Programs, the Information Systems Division, Fleet Services, and the operating mechanisms for the Purchasing and Support Services Department's, procurement card, office supplies, copy machine, security alarms, and bottled water programs.

Fiduciary Funds

Fiduciary Funds are funds used to account for assets held by the County in a trust of agency capacity for others. These funds include Pension (and Other Post-Employment Benefits) Trust Funds, Investment Trust Funds, Private-Purpose Trust Funds, Agency Funds, Public Administration, and Conservatorship (used to account for resources held by the County in a purely custodial capacity). These resources cannot be used by the County to support its own programs and, therefore, are not reflected in the budget.

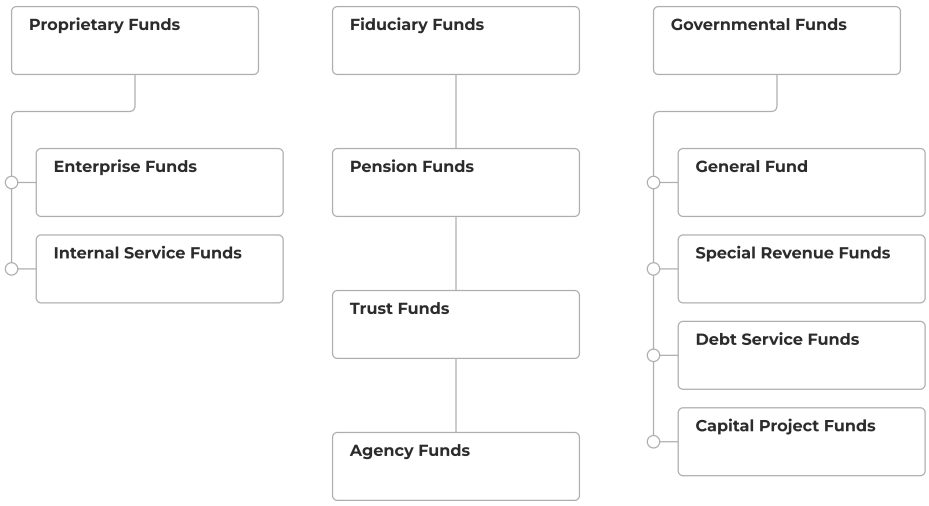
Component Units

Component Units are legally separate organizations for which the Board of Supervisors is financially accountable or other organizations whose nature and significant relationship with the County are such that exclusion would cause the County's financial statements to be misleading or incomplete. Component units are either blended or discretely presented. Blended component units include Special Districts governed by the Board of Supervisors, the San Joaquin County Public Facilities Financing Corporation, the In-Home Supportive Services Public Authority, and the San Joaquin County Economic Development Association. Discretely presented component units include the First 5 San Joaquin County Children and Families Commission, and the Health Plan of San Joaquin.

Major Funds

Major Funds are funds whose revenues, expenditures, assets or liabilities are at least 10% of the totals for all governmental or enterprise funds and at least 5% of the combined amount for all governmental and enterprise funds. The Major Funds for San Joaquin County include the County General Fund, the Mental Health Fund, the American Rescue Act Plan Fund, the County Capital Outlay Fund, the San Joaquin General Hospital Fund, and the Solid Waste Fund.

Fund Structure



Funds Subject to Appropriation

Fund	Fund Short Name
10001	General
10011	Contingency
10012	County General Reserve
10013	Unfunded Pension Reserve
10014	Economic Development Reserve
10015	Approved Labor Agreements Reserve
20002	Road
20005	Fish And Game
20007	Mental Health
20008	Workforce Investment Act
20013	Road District No 1
20014	Road District No 2
20015	Road District No 3
20016	Road District No 4
20017	Road District No 5
20018	Library
20024	Justice Assistant Grant-JAG
20034	DA Narcotics Enforcement
20035	Sheriff Narcotics Enforcement
20037	Recorders Modernization
20038	Child Support Services
20039	Community Infrastructure
20041	Children And Families
20046	Whole Person Care
20048	Airport East Project
20051	Local Community Corrections-AB118
20052	Juvenile Supplemental Law Enforcement-AB109
20053	Juvenile Justice-AB109
21101	SJC Flood Control & Water Conservation District
21113	SJC Flood Control-Zone 9
21114	SJC Flood Control-Zone 10
21116	SJAFCA Assessment District 96-1
21121	PW DWR FMAP GRANT
21168	SJC Flood Control-Water Inv Zone 2
21192	SJC Flood Control-Construction
21201	Mokelumne River Water & Power Authority

Fund	Fund Short Name
21501	San Joaquin Water No 2
22001	Ash Street
22002	Boggs Tract
22003	Burkett Garden Acres
22004	Burkett Gardens
22005	Eastview Lighting
22006	Elkhorn Lighting
22007	Farmington
22008	Linden
22009	Lockeford
22010	Mariposa Heights
22011	Mission Village
22012	Morada Estates
22013	Morada Manor
22014	North Oaks Lighting
22015	North Wilson Way Lighting
22016	Northeast Stockton
22017	Oro Street
22018	Plymouth Village
22019	Rancho Village
22021	Shasta Avenue
22022	Shippee-French Camp
22023	Silva Gardens
22024	South French Camp
22025	Southwest Stockton
22026	Stockton No 5
22027	Tuxedo-Country Club
22028	Victor Lighting
22029	West Lane
22030	Woodbridge Lighting
22031	West Stockton
22101	Acampo
22201	Almond Park
22295	Ashley Drainage
22401	Bear Creek Terrace
22501	Bowling Green Estates
22601	Country Club Vista
22701	Colonial Heights

Fund	Fund Short Name
22801	Corral Hollow
23001	Elkhorn Estates
23101	Gayla Manor
23201	Lambert Village
23401	Lincoln Village Lws Maintenance
23501	Lockeford Light & Drain Maintenance
23601	Maurland Manor
23701	Mokelumne Acres
23801	Morada Acres
23901	Morada Estates
24001	Morada Manor
24201	Pacific Gardens
24301	Rancho San Joaquin
24401	Raymus Village
24501	Riviera Cliffs
24601	Shaded Terrace
24661	Shaded Terrace-Debt
24701	Spring Creek Estates
24801	Summer Home Estates
24901	Sunnyside Lighting Estates
25001	Walnut Acres
25101	Wilkinson Manor
25131	Wilkinson Manor-Zone A
30101	CSA 1 Boggs Tract Park
30201	CSA 2 Madison Park
30301	CSA 3 Garden Acres & Eastside Parks
30331	CSA 3 Zn A Tallahatchey Terrace
30401	CSA 4 Lathrop (Dos Reis) Park
30501	CSA 5 Raymus Village Park
30601	CSA 56 Peters
30801	CSA 8 Taft Park
31101	CSA 11 Larch Clover Park
31201	CSA 12 Thornton
31261	CSA 12 Debt Service
31401	CSA 14 Victor
31501	CSA 15 Waterloo 99
31601	CSA 16 Par Country Estates
31701	CSA 17 Cherokee Industrial Park

Fund	Fund Short Name
31801	CSA 18 Fairway Estates
32101	CSA 21 Oak Creek
32301	CSA 23 Granada Glen
32401	CSA 24 Moznett Estates
32501	CSA 25 Capewood
32901	CSA 29 Forest Lake
33001	CSA 30 Manteca Ind Park
33101	CSA 31 Flag City
33131	CSA 31 Zn W Flag City Nitrate Treatment
33501	CSA 35 Los Ranchos
33597	CSA 35 Los Ranchos Water Fund
33601	CSA 36 Lloyd Lane
33631	CSA 36 Zn A Lloyd Lane
33632	CSA 36 Zn B Lloyd Lane
33701	CSA 37 Marty Court
34101	CSA 41 Eaglecrest
34114	CSA 41 Zn N Tierra Del Sol
34131	CSA 41 Zn C Solari Ranch
34201	CSA 42 Blatt Estates
34301	CSA 43 Clements
34331	CSA 43 Zn D Clements Oakridge Est
34401	CSA 44 Fair Oaks-Apricot Acres
34431	CSA 44 Zn E Castello Estates
34441	CSA 44 Zn G Linne Estates
34501	CSA 45 Lockeford Bluffs
34601	CSA 46 Morada North
34631	CSA 46 Zn L Heather Moore Estates
34694	CSA 46 Water Fund
34701	CSA 47 Hempstead Court
34801	CSA 48 Woodbridge Community Park
34831	CSA 48 Zn K Woodbridge Main St
34901	CSA 49 Zn L Rural Intersection Lighting
34931	CSA 49 Zn L-1 Rural Intersection Lighting
35001	CSA 50 Patterson Pass Business Park
35101	CSA 51 Acampo Village
35201	CSA 52 Blossom Court
35301	CSA 53 Household Hazardous Waste
35339	CSA 53 Hazardous Waste Facility Closure

Fund	Fund Short Name
35401	CSA 54 NPDES
35501	CSA 55 Shaylynn Estates
35531	CSA 55 Zn C Stonegate Estates
37004	Capital Outlay
37005	Energy-Related Capital Outlay
38019	Motor Pool
38024	Information Systems ISF
38025	Office Automation ISF
38026	Central Telephone ISF
38027	Radio Communication ISF
38040	Purchasing Service ISF
38925	County Self-Insurance-Health
38926	County Self-Insurance-Dental
38948	County Self-Insurance-Med Mal
38949	County Self-Insurance-Casualty
38950	Co Self-Insurance-Workers Comp
38951	Co Self-Insurance-Unemployment
39021	Solid Waste Enterprise Fund
39022	Hospital Enterprise Fund
39023	Airport Enterprise Fund
39033	Solid Waste Closure Fund
39312	CSA 31 Sewer Enterprise Fund

Basis of Budgeting

The term “basis of accounting” refers to the timing of recognition of assets, liabilities, revenues and expenditures. The basis of accounting used for financial reporting in accordance with generally accepted accounting principles (GAAP) is not necessarily the same as used in preparing the budget (“basis of budgeting”). Some of the differences include:

- Under GAAP, revenues are recognized as soon as they are both “measurable” and “available,” but revenue under the basis of budgeting may not be recognized until the amounts are received in cash.
- Budgeted revenues and expenditures may include items classified as “other financing sources” and “other financing uses” under GAAP.
- The receipt of long-term debt proceeds, capital outlays and debt service payments on principal are reported in the budget, but under GAAP for proprietary funds, these are not reported under operations and instead are recorded as allocations for depreciation and amortization expense.
- Under the GAAP basis of accounting, changes in the fair value of investments are treated as adjustments to revenue, which is not the case under the budgetary basis of accounting.

The County uses an encumbrance system as an extension of normal budgetary accounting for the general, special revenue, and certain debt service and capital project funds to assist in controlling expenditures. Under this system, purchase orders and commitments for the expenditure of monies are recorded in order to reserve that portion of applicable appropriations. Encumbrances outstanding at year-end are recorded as obligated fund balance since they do not constitute expenditures or liabilities, and are re-established, along with their encumbered appropriations as part of the following year’s budget. Any appropriations remaining in the departments at the end of the fiscal year automatically lapse and are transferred to fund balance. The year-end fund balance, along with projected revenues, becomes available for appropriation the following year.

The Proposed Budget for the General Fund includes budgeted expenditures and reimbursements for amounts disbursed to or received from other County funds. Revenues received from other County funds for reimbursement of services are generally budgeted in Interfund Revenues, such as facilities maintenance. Transfers to and from other County funds to provide reimbursements of costs are generally budgeted in Charges for Services, Miscellaneous Revenue, and Expenditure Transfers.

The budget for governmental funds, such as the General Fund, may include a sub-object level known as ‘intrafund transfers’ in appropriations. This sub-object level is an accounting mechanism used by the County to show reimbursements between operations within the same fund. An example of an intrafund transfer would be a General Fund department, such as the Sheriff’s Office, reimbursing another General Fund department, such as Facilities; this would represent a transfer between General Fund budget units for services performed.

Budgets are adopted on a cash basis. Accounting policies used in preparation of the County’s audited financial statements conform to generally accepted accounting principles applicable to counties. The County’s governmental funds use the modified accrual basis of accounting. This system recognizes revenues when they become available and measurable. Expenditures, with the exception of unmatured interest on general long-term debt, are recognized when the fund liability is incurred. Proprietary funds use the accrual basis of accounting, whereby revenues are recognized when they are earned and become measurable, while expenses are recognized when they are incurred.

Financial Policies

Debt Management Guidelines and Procedures

On July 25, 2017, the Board of Supervisors approved the Debt Management Guidelines and Procedures (DMGP) for San Joaquin County setting forth the guidelines and restrictions that will affect the amount and type of debt issued, elements of the issuance process, and how the debt will be managed by San Joaquin County (B-17-465). The complete agenda item including the full Debt Management Guidelines and Procedures may be accessed for review in the meeting agenda archives.

The DMGP includes the following sections.

I. Objectives of the DMPG
   a. Address long-term capital costs with short-and long-term cash management strategies
   b. Provide guidelines that minimize the County's debt service and issuance costs
   c. Provide for highest practical credit rating
   d. Maintain full and complete disclosure and reporting for all County debt

II. San Joaquin Public Facilities Financing Corporation (PFFC)
   a. Debt proposals are communicated and reviewed and approved by PFFC, before going to the Board of Supervisors
   b. PFFC Board members and titles are provided
   c. Purpose of the PFFC and meeting information

III. Authority and Responsibility
   a. County Administrator with approval from Board of Supervisors will coordinate the issuance of long-term debt
   b. Size and debt structure
   c. Repayment sources, credit ratings
   d. Working with financial consultants

IV. Credit Issuance Guidelines
   a. County will issue debt at levels consistent with creditworthiness objectives
   b. Use an objective analytical approval to determine if it can afford to assume new debt
   c. Will consider affordability values as well as credit rating agency guidelines

V. Capital Planning and Financing System for Long Term Debt
   a. Planning process will prioritize projects and identify funding needs
   b. Coordination of capital planning and debt management will ensure that the County achieves maximum benefit from the available Capital funds
   c. Coordinated program will be referred to as the County Master Plan Update

VI. Types and Purposes of Debt
   a. County may issue debt for new money or refunding purposes
   b. Types of financial instruments available with discussion of each

VII. Method of Issuance and Sale
   a. Public offerings are executed through a negotiated or competitive sale
   b. Private placement is another option

VIII. Selection of Financial Consultants and Service Providers
   a. Key recommendations made by the County Administrator in consultation with the PFFC in the selection of the initial members of the debt financing team and input from the Treasurer-Tax Collector and Auditor-Controller
   b. Members include, bond counsel and/or disclosure counsel, municipal advisor, and/or disclosure counsel

IX. Terms and Structure of County Long-Term Debt
   a. County seeks to have the highest possible credit rating for all categories of short and long-term debt obligations
   b. All proposals for debt will be analyzed for its impact on the County's credit rating

X. Investment of Bond Proceeds
   a. Proceeds from sale of bonds will be invested for the intended project
   b. Investments will be carefully placed to obtain the highest level of safety
   c. Bond proceeds will be invested at fair market value by the County Treasurer in a manner to minimize potential negative arbitrage over the life of the debt issue

XI. Refunding Long-Term Debt
    a. County may issue current or advance refunding bonds with advantageous and present value savings equals or exceeds 3%
    b. Financial advantages of refunding outweigh the risk of reissuing bonds
    c. In no event will the maturity date of the refunding issue exceed the original maturity date of the refunded debt

XII. Financial Disclosure and Monitoring and Recordkeeping
    a. To assure clear, comprehensive, and accurate financial information, the County is committed to meeting secondary disclosure requirements on a timely and comprehensive basis
    b. Complete and accurate disclosures support the status of bonds issued by the County and provide transparency regarding the County finances and operations

XIII. Ethics and Conflict of Interest
    a. Officers and employees of the County involved in debt issuance will not engage in any personal business activities that might impair ability to make impartial decision

Reserve for Contingencies

On October 5, 2010, the Board of Supervisors adopted the Use Guidelines and Policies for the Reserve for Contingencies (R-10-525) in an effort to stabilize the long-term financial viability of the County and to correct the structural imbalance of the budget over a 10-year period. The Use Guidelines and Policies are summarized below:

1. Set the Reserve at 5% of the County budget by 2020-2021.
2. Starting 2011-2012, establish a goal to provide an annual appropriation to the Reserve at a minimum of 1% of the County budget and provide an annual appropriation increase sufficient to reach the 2020-2021 goal of 5%.
3. Define the Reserve as a one-time resource and not be used to support ongoing operating expenses on an ongoing basis.
4. Use the Reserve to balance the County budget only if other options are unavailable or highly impractical.
5. Cap the annual drawdown of the Reserve at 20% of the amount appropriated in the Adopted Budget.

Investment Policy

The Investment Policy establishes the criteria for the prudent investment of pool participants' surplus treasury funds and outlines the policies for maximizing the efficiency of the San Joaquin County (County) cash management system. In addition, the Investment Policy governs the deposit, safekeeping, and investment of all funds under the control of the County Treasurer-Tax Collector (Treasurer), as well as all related transactions and investment activities in accordance with California State Law. It does not apply to bond funds or other affiliated public agency assets that reside outside of the County's Investment Pool.

The Investment Policy shall be reviewed annually by the Treasurer with the Treasury Oversight Committee (Committee). Any modifications made thereto must be approved by the County Board of Supervisors (Board) and adopted by resolution. No person may engage in an investment transaction except as provided under the terms of the Investment Policy. The Treasurer shall establish written Investment Policy procedures. California Government Code Section 53607 requires the Board of Supervisors to renew the delegation of authority to invest to the Treasurer annually. On March 19, 1996, the Board of Supervisors adopted B-96-330, which delegates investment authority to the Treasurer. The Board of Supervisors has annually renewed such authority to the Treasurer each year thereafter beginning in March 1997.

On December 3, 2024, the Board of Supervisors approved the 2025 Investment Policy, for the period of January 1, 2025 through December 31, 2025 (B-24-649). The complete Investment Policy may be accessed at sjgov.org/department/ttc/treasury.

Grant Funding Policy Guidelines

On January 22, 2002, the Board of Supervisors adopted the Grant Funding Policy Guidelines (B-02-106). The guidelines are as follows:

- Funding over-matches for State and Federal grants shall be avoided.
- Grant funding resources should be maximized to meet community needs and to minimize Net County Cost.
- Program managers experiencing grant funding reductions or elimination will seek other non-County funding sources.
- When outside resources are exhausted, program managers will be directed to eliminate ongoing costs and/or develop plans for short-term program phase out.
- Any exceptions to these guidelines shall be limited to emergencies or to the support of critical Board Strategic Priorities, and must be reviewed and approved by the Board of Supervisors on a case-by-case basis.

Tobacco Settlement Policy Guidelines and Allocation Formula

In November 1999, the Board of Supervisors adopted the Tobacco Settlement Policy Guidelines and a general funding formula for a 10-year time frame that ended in 2007-2008. However, due to substantial budget shortfalls, most of the Tobacco Settlement Funds were directed to support County operations for 2008-2009 through 2010-2011.

In October 2010, the Board reaffirmed the Policy Guidelines (B-10-964) and modified the allocation funding formula to reflect the Board's priorities. These Policy Guidelines and the modified allocation formula are summarized as follows:

- Restrict Tobacco Settlement Trust Fund monies to one-time uses with multiyear benefits, not operational program expansions and staffing.
- Maximize the use of non-County funding resources to meet community needs, while avoiding building up service levels that cannot be supported with ongoing revenues.
- Minimize debt financing costs requiring ongoing support.
- Adopt a general allocation formula as follows for a 10-year time frame, effective 2011-2012 through 2020-2021, with a comprehensive review and recommendation for another 10-year allocation when the time frame expires.

Tobacco Settlement funds are allocated 50% for Health Care Facilities, 20% for Capital Improvements, 20% for Automation Replacement/Expansion, and 10% for Public Works – Non-Road Fund Services and Delta/Water-Related Activities. During 2020-2021, a review was completed and it was determined that the Policy Guidelines and allocation formula set by the Board in October 2010 were still appropriate. During the 2021-2022 Final Budget Hearing, the Board approved (R-21-93) the Policy Guidelines and allocation formula for another 10-year period (2021-2022 through 2030-2031).

Unfunded Retirement Liability Contribution

On March 29, 2016, the Board of Supervisors approved a policy to include as a part of Final Budget Hearing an additional annual County contribution ranging from 0.0% to 5.0% of payroll for the next 10 years effective January 1, 2017 through December 31, 2026, to pay down the unfunded retirement liability in an accelerated time frame (B-16-194). The additional contribution rate is evaluated and determined during the development of the annual County budget. The complete agenda item is available for review in the meeting agenda archives.

Budget Process

The County Budget Act, Sections 29000 through 29144 of the California Government Code, governs the County's budget process. The following describes the roles and responsibilities of parties participating in the budget process, the budget timeline, and procedures to amend the Adopted Budget per the Government Code.

Roles & Responsibilities

- **Public** – Members of the public may provide input throughout the budget process. Opportunities include writing letters of support or opposition and testifying at budget hearings.

- **Board of Supervisors (Board)** – The Board is responsible for setting County priorities and holding public hearings to receive input on the Proposed Budget. It is also responsible for reviewing, potentially revising, and adopting the Proposed Budget. Finally, the Board can approve certain budget revisions throughout the fiscal year, some by a simple majority and others by a 4/5 vote.

- **County Administrator (CAO)** – The CAO is responsible for giving department budget instructions and guidance and preparing the Proposed Budget for the Board's consideration. The CAO also supplies revenue and expenditure updates to the Board throughout the fiscal year.

- **Auditor-Controller** – The Auditor-Controller is responsible for implementing the Adopted Budget, maintaining accounting records, providing estimates for bonded debt service requirements, and producing financial reports that track actual revenues and expenditures against budgeted amounts. They must also ensure budgetary compliance with applicable laws, regulations, and County policies and prepare year-end financial statements summarizing the County's final budgetary performance for the fiscal year.

Budget Timeline

The budget development process begins in November when the Board adopts the County Budget Timeline. The CAO completes its analysis of key issues and budget projections in January. These projections include potential impacts from the release of the Governor's Proposed Budget. The CAO releases the County's Proposed Budget package to departments in February. The package includes budget instructions, guidelines, worksheets, base budget targets, and due dates.

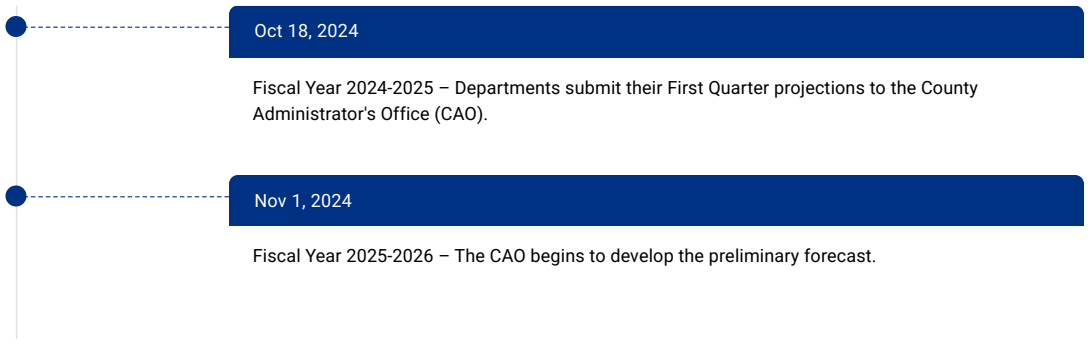
Departments submit their itemized budget requests in March, and the CAO meets with departments to discuss them throughout March and April. The CAO analyzes the budget requests before compiling a Proposed Budget. The Proposed Budget must be balanced, meaning the funding sources must equal expenditures. The Board accepts the Proposed Budget at the first Board meeting in June. It can make revisions during the Final Budget Hearing at the second Board meeting in June before adopting the Proposed Budget by resolution. A majority vote of the Board is required to adopt the Proposed Budget.

The fiscal year begins July 1 and runs through June 30. The County will provide the Adopted Budget to the State Controller by December 1.

Amending the Adopted Budget

County officials may not incur or pay obligations in excess of the Board-approved appropriations for each budget unit. The CAO prepares recommended budget revisions throughout the fiscal year for Board consideration and approval, especially during the quarterly fiscal reports. Certain revisions require a four-fifths vote, such as transfers between funds and transfers from appropriations for contingencies. In San Joaquin County, the Board has delegated authority to the CAO to approve transfers within a budget unit or department if they do not increase overall appropriations.

The budget process for 2025-2026 is displayed below.



Dec 1, 2024

Fiscal Year 2024-2025 – The County submits the Adopted Budget to the State Controller.

Dec 10, 2024

Fiscal Year 2024-2025 – The CAO submits the First Quarter Fiscal Report to Board of Supervisors (Board) for approval.

Jan 22, 2025

Fiscal Year 2024-2025 – Departments submit their Midyear projections to the CAO.

Feb 3, 2025

Fiscal Year 2025-2026 – The CAO releases the Proposed Budget Package to departments, which includes budget instructions, budget guidelines, budget worksheets, and due dates.

Mar 13, 2025

Fiscal Year 2025-2026 – The CAO begins Department Head Budget Meetings. Meetings will continue through April 18.

Mar 25, 2025

Fiscal Year 2024-2025 – The CAO submits the Midyear Fiscal Report to the Board for approval.

Mar 26, 2025

Fiscal Year 2025-2026 – All budget requests are due to the CAO.

Apr 18, 2025

Fiscal Year 2024-2025 – Departments submit their Third Quarter projections to the CAO.

Jun 3, 2025

Fiscal Year 2025-2026 – The Board considers the Proposed Budget.

Jun 17, 2025

Fiscal Year 2025-2026 – The Board conducts the Final Budget Hearing.

BUDGET OVERVIEW

Executive Overview

The CAO is pleased to submit the 2025-2026 Proposed Budget, which is structurally-balanced and provides resources for the Board's top priorities. This balanced budget fully funds current departmental staffing levels and augments staffing to address critical operational needs, primarily for departments in the law and justice and health services functional areas.

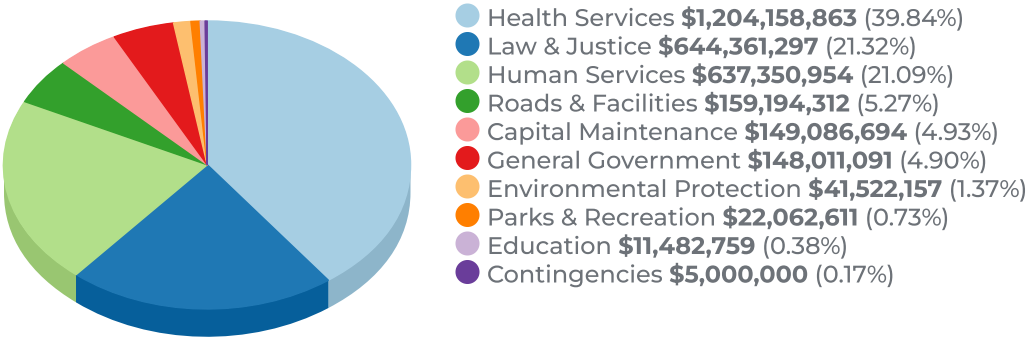
The 2025-2026 Proposed Budget totals $3.0 billion and reflects an increase of $198.6 million when compared to the 2024-2025 Adopted Budget. The Proposed Budget provides for increases in salaries and benefits stipulated in existing labor agreements and provides increased General Fund support, primarily for law and justice programs. In addition, the budget includes significant State and Federal revenues for health and human services programs, law and justice activities, and transportation projects. Overall, $2.5 billion, or 84.2% of the budget is supported by departmental revenue including State and Federal funding, charges for services, and use of non-General Fund available fund balances. The remaining $476.8 million is funded by General Purpose Revenue.

Expenditures

The 2025-2026 Proposed Budget totals $3,022,230,738 and includes the General Fund, Special Revenue Funds, Capital Project Funds, and four Enterprise operations. The expenditures and sources of funding are summarized below:

All Funds	2024-2025 Adopted	2025-2026 Proposed	Increase/ (Decrease)
Expenditures			
Departmental Appropriations	$2,819,361,681	$3,017,230,738	$197,869,057
Appropriation for Contingencies	4,239,046	5,000,000	760,954
Total Appropriations	**$2,823,600,727**	**$3,022,230,738**	**$198,630,011**
Sources of Funding			
Departmental Revenue	$2,236,227,841	$2,411,574,228	$175,346,387
General Purpose Revenue	444,148,000	476,840,000	32,692,000
General Fund Balance	0	0	0
All Other Funds Balances	143,224,886	133,816,510	(9,408,376)
Total Sources of Funding	**$2,823,600,727**	**$3,022,230,738**	**$198,630,011**

2025-2026 Expenditures - $3.0 Billion



General Fund

The 2025-2026 General Fund Proposed Budget totals $1,554,426,906, which includes an allocation of $5.0 million for the Contingency Provision budget. General Funds represent approximately 51.4% of the overall County budget. Expenditures and sources of funding are as follows:

General Fund	2024-2025 Adopted	2025-2026 Proposed	Increase/ (Decrease)
Expenditures			
Departmental Appropriations	$1,461,972,571	$1,549,426,906	$87,454,335
Appropriation for Contingencies	4,239,046	5,000,000	760,954
Total Appropriations	$1,466,211,617	$1,554,426,906	$88,215,289
Departmental Revenue	1,022,063,617	1,077,586,906	55,523,289
Net County Cost	**$444,148,000**	**$476,840,000**	**$32,692,000**
Sources of Funding			
General Purpose Revenue	$444,148,000	$476,840,000	$32,692,000
Fund Balance	0	0	0
Total Sources of Funding	**$444,148,000**	**$476,840,000**	**$32,692,000**

Proposed Budget Assumptions

Labor

Employee salaries and benefits costs comprise approximately 45.1% of the County's Proposed Budget.

- The Proposed Budget includes funding for all negotiated labor increases. The largest group of employees, SEIU, will receive a 3% increase in July 2025.
- Human Resources is currently bargaining with the Probation Officers Association and is preparing for negotiations with the Attorneys, Correctional Officers, District Attorney Investigators, and all six SEIU bargaining units

Retirement

In 2015-2016, the Board adopted a policy to contribute up to 5.0% additional funding toward the County's unfunded retirement liability.

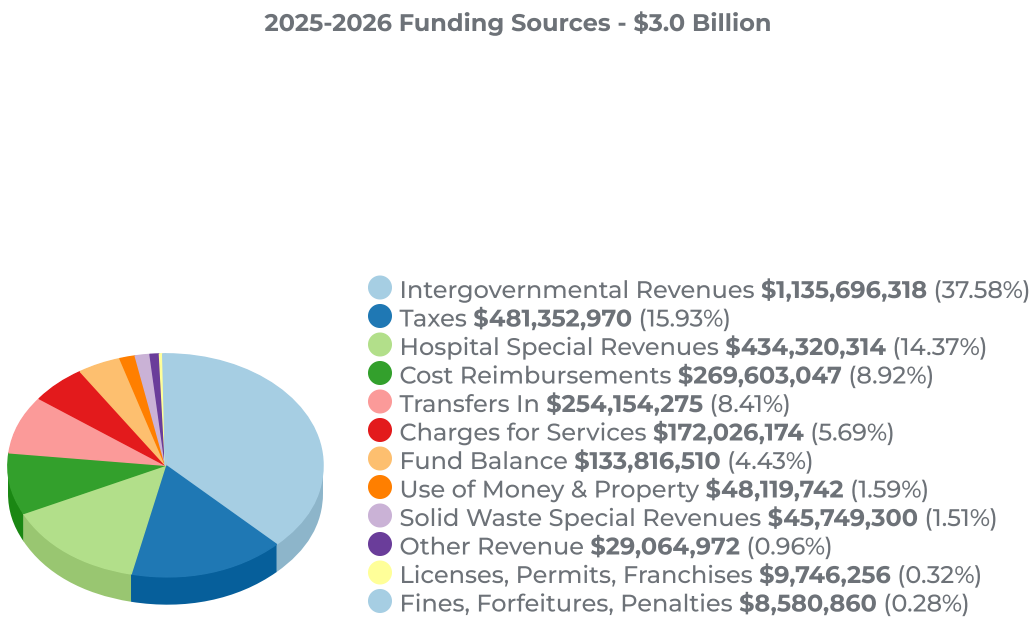
- The 2025-2026 Proposed Budget includes $34.0 million for contributions toward the unfunded retirement liability, of which $20.1 million is associated with General Fund budgets.
- Through December 31, 2024, the total value of this 5% contribution is approximately $279.8 million.
- The fund balance of the Unfunded Pension Reserve as of April 30, 2025 is $75.5 million.
- The balance of the PARS 115 Trust as of April 30, 2025 is $61.9 million.

Health Insurance

The County offers self-insured and fully-insured health plan options, including health maintenance organization (HMO) plans and high deductible health plan (HDHP) options for Kaiser Permanente and Sutter Health Plus for nearly all of its employees.

- The budget assumes health insurance cost will increase by approximately 3.7% to 7.9%, depending on the plan selection. These rates are not significantly different from rates adopted by the Board in April 2025.
- The budget assumes dental rates will increase between 9.9% and 28.8%, however, adopted dental rates came in lower, with increases between 7.6% and 18.1%.
- Vision rates are remaining flat.

Funding Sources



General Purpose Revenue

Changes in the General Purpose Revenue sources that support the recommended $476.8 million Net County Cost include:

General Purpose Revenue ($ In Millions)	2024-2025 Adopted	2025-2026 Proposed	Increase/(Decrease) Amount	Percent
Secured and Unsecured Property Tax	$358,500,000	$388,200,000	$29,700,000	8.3%
Redevelop. Pass Through and Residual	20,700,000	21,580,000	880,000	4.3%
Penalties on Delinquent Property Tax	5,100,000	5,200,000	100,000	2.0%
Sales Tax	32,100,000	31,200,000	(900,000)	(2.8%)
Interest Income	14,000,000	16,000,000	2,000,000	14.3%
Property Transfer Revenue	5,500,000	5,600,000	100,000	1.8%
Franchise Fees	3,938,000	3,774,000	(164,000)	(4.2%)
Homeowner Exemption	1,175,000	1,100,000	(75,000)	(6.4%)
Other Revenues	3,135,000	4,186,000	1,051,000	33.5%
Total GPR	**$444,148,000**	**$476,840,000**	**$32,692,000**	**7.4%**

As shown in the table above, Secured and Unsecured Property Tax, Redevelopment Pass Through and Residual Revenue, and Sales Tax are the three main sources of the County's General Purpose Revenue. Combined, they represent 87.0% of the ongoing General Purpose Revenue. These revenue sources are extremely sensitive to economic upswings and downturns.

The County is projecting an increase in property tax revenue for 2025-2026 of 5% from the 2024-2025 year-end estimates. Sales Tax is projected to decrease by 2.8% from the 2024-2025 Adopted Budget.

Net County Cost

Net County Cost is shown by functional area in the table below.

Net County Cost	2024-2025 Adopted	2025-2026 Proposed	Increase/(Decrease) Amount	Percent
General Government	$68,569,560	$66,266,668	($2,302,892)	(3.4%)
Capital Maintenance	1,759,457	705,191	(1,054,266)	(59.9%)
Environmental Protection	16,848,225	18,739,457	1,891,232	11.2%
Law & Justice	258,469,011	286,295,422	27,826,411	10.8%
Roads & Facilities	0	0	0	0.0%
Health Services	39,221,655	39,979,598	757,943	1.9%
Human Services	45,534,174	48,388,536	2,854,362	6.3%
Education	820,357	723,678	(96,679)	(11.8%)
Parks & Recreation	8,686,515	10,741,450	2,054,935	23.7%
Contingencies	4,239,046	5,000,000	760,954	18.0%
Total Net County Cost	**$444,148,000**	**$476,840,000**	**$32,692,000**	**7.4%**

While the 2025-2026 Proposed Budget is structurally balanced, it is essential the County continue its focus on fiscal sustainability and maximize all available resources to lessen the burden on the General Fund. To this end, the County will:

- Negotiate only affordable and sustainable labor agreements;
- Assess the County's retirement rates and funding ratio in the event there is a significant increase in the retirement rates or reduction in the funding ratio;
- Use an objective analytical process to determine if it can afford to assume new debt;
- Improve the revenue cycle and reduce operational costs of San Joaquin General Hospital;
- Only fill those positions that are necessary, in anticipation of revenue shortfalls from the State and Federal governments; and
- Adhere to the County's No-Backfill Policy when reductions occur.
- These practices will provide the foundation necessary for sustaining a structurally-balanced budget, now and in the future.

The 2025-2026 Proposed Budget has been carefully designed to serve the public interest, while at the same time remain fiscally sound. Many hours of hard work and collaboration were spent by the County's dedicated employees and executives to develop this spending plan. It is their talent, creative thinking, understanding, and commitment to public service that help make San Joaquin County such a thriving community.

Special Districts

The 2025-2026 Special Districts Proposed Budget totals $63,871,784, which is an increase of $2,409,422, or 3.9% from the 2024-2025 Adopted Budget. Appropriations by District are summarized below:

	2024-2025 Adopted	2025-2026 Proposed	Increase/(Decrease) Amount	Percent
Appropriations				
Lighting Districts	$763,605	$781,109	$17,504	2.3%
Maintenance Districts	23,190,405	27,180,899	3,990,494	17.2%
Flood Control and Water Conservation	25,882,622	25,646,746	(235,876)	(0.9%)
County Service Areas (Public Works)	11,290,919	9,938,471	(1,352,448)	(12.0%)
County Service Areas (Parks)	334,811	324,559	(10,252)	(3.1%)
Total Appropriations	**$61,462,362**	**$63,871,784**	**$2,409,422**	**3.9%**

Department Highlights

Environmental Protection

- **Public Works-Flood Channel Maintenance** – Channel Maintenance has undertaken an enhanced maintenance program to maintain full accreditation of County-maintained levees providing critical urban flood protection. Due to new restrictions set forth by the California Department of Fish and Wildlife, Channel Maintenance can only perform routine maintenance from May through October. To comply with this new requirement, the department has added four Highway Maintenance Workers and one Equipment Operator to perform maintenance during this limited time.

General Government

- **Human Resources (HR)** – Human Resources is adding two full-time positions. This includes one Personnel Analyst assigned to the Risk Management team to act as a liaison and provide support to County departments and one Personnel Analyst to serve as a project manager to HR Administration.
- **Assessor-Recorder County Clerk (ARCC)** – To address staffing challenges, the Department is deleting eight hard-to-fill, vacant positions: one Assessor's Senior Mapping Technician, one Office Supervisor, two Property Technician Supervisors, and four Senior Office Assistants —and adding six positions associated with the workload: two Transfer Technicians, two Appraisers, one Geographic Information Systems Specialist, and one Recordable Documents Examiner.
- **Auditor-Controller's Office (ACO)** – On May 21, 2024, the Board of Supervisors approved a 10-year Master Subscription Agreement with Workday, Inc. for a new cloud-based Enterprise Resource Planning (ERP) system. Implementation of the new system began in July 2024 and consists of two phases. Phase 1, Financials, is expected to go live February 1, 2026. Phase 2, Human Capital Management (HCM), is expected to go live October 1, 2027. The Proposed Budget includes the addition of 10 ERP Analyst positions to ramp up for Phase 2. This increases total staffing to 21 County positions, a consultant serving as the project manager, and a contracted vendor for systems implementation and support.
- **Purchasing and Support Services (PSS)** – The Department is adding two full-time Deputy Purchasing Agents as placeholders, pending the establishment of a new Supervising Deputy Purchasing Agent job classification in 2025-2026. These positions are intended to oversee procurement operations across County departments, including supervising staff, managing contracts, ensuring compliance with applicable laws and policies, and handling negotiations and dispute resolution. This staffing adjustment also adds a critical layer for succession planning within the organization.
- **Information Systems Division (ISD)** – ISD is updating its billing practices in 2025-2026, and will no longer charge customer departments for internet and voicemail costs through the Telephone Internal Service Fund (ISF), but instead through the ISD ISF. The budget includes the transfer of five positions and other associated costs to the ISD ISF for this purpose. Additionally, one new position will be added, and nine positions will be transferred to ISD from the Hospital Enterprise Fund budget, to expand service desk hours, providing after-hours support to public safety agencies, other 24-hour County departments, and for users of permitting systems. Lastly, three new Information Systems Analyst positions are included in the Proposed Budget to address an increasing workload, improve service delivery, and reduce project initiation times.

Health Services

- **Office of the Medical Examiner** – To address an increased workload, the Office of the Medical Examiner is adding one Medical Examiner Investigator and one Administrative Assistant position and is increasing extra help hours. Construction of a new medical examiner and morgue facility began in August 2024 in French Camp and is expected to be substantially completed by October 2025.
- **Emergency Medical Services (EMS)** – In 2023, EMS conducted a system assessment in preparation for an emergency ambulance request for proposal (RFP), which was presented to the Board in 2024 (R-24-88). The State approved the RFP in May 2025 and it will be published in summer 2025. The new contract is anticipated to begin after the current one expires May 1, 2026.
- **Behavioral Health Services (BHS)** – The Proposed Budget includes an overall reduction of 17 full-time positions that are difficult to fill, and a reduction in the use of part-time extra help of 49.6 FTE. Mental Health Services Act continues to be a major funding source for BHS with expenses of $123.1 million programed for use in the 2025-2026 Proposed Budget. MHSA funding is used for a wide variety of prevention, intervention, and treatment programs for mental health concerns. BHS provides a substantial number of outreach and engagement services for mentally ill individuals who are homeless or at risk of homelessness. The collaborative initiative between Probation, BHS, and Public Health Services, known as San Joaquin Community Assessment, Response and Engagement Services (SJ CARES), will expand in 2025-2026 to provide case management services as SJ CARES 2.0. BHS operates a Whole Person Care-funded team linking homeless individuals to local services in partnership with Public Health Services. In 2025-2026, this team will begin billing Medi-Cal for services as part of the effort to maximize revenue.
- **Opioid Settlement** – The Proposed Budget allocates $14.5 million in opioid settlement funds from a balance of $16.1 million (as of March 31, 2025). This includes $13.8 million for the Behavioral Health Infrastructure Bond Act of 2024, Round 1 Launch Ready grant funding program cash match toward the construction of the SJ Be Well Campus; $400,000 to reimburse EMS for the cost of Nursing Navigator professional services; $238,641 to reimburse Public Health Services for the cost of a Supervising Public Health Educator position and programmatic expenses for the Opioid Coalition; and $125,735 to reimburse Correctional Health Services for 50% of the cost of a Pharmacist position.

- **Public Health Services (PHS) / California Children's Services (CCS)** – The Proposed Budget reflects a decrease of $3.3 million from the prior year and includes a net reduction of 28 full-time positions, to manage available funding on existing grant programs. The Black Infant Health program will move to a hybrid model where unlicensed assistive personnel from community-based organizations will perform care delivery in the mode of client education courses and community health work, while licensed personnel will remain with PHS.
- **Public Guardian/Conservator (PG/C)** – The Proposed Budget increases the General Fund contribution by $871,055, for a total of $1,799,128, to support probate conservatorship. Probate conservatees are managed exclusively by the PG/C. BHS is unable to provide financial assistance as the cost of probate conservatorships and placements are not a compliant use of Mental Health funds.
- **Whole Person Care (WPC) Program** – The Proposed Budget reflects a decrease of $897,554 from the prior year and includes the deletion of five vacant, full-time positions and decreased costs for contracted service providers. The long-term sustainability of funding is a concern, and WPC will pursue additional funding opportunities including billable Enhanced Care Management and other California Advancing and Innovating Medi-Cal revenue from Medi-Cal managed care plans.
- **San Joaquin Health Centers (SJHC)** – The Proposed Budget adds a net of 24 full-time positions at a cost of $1.7 million, offset by a decrease of $1.3 million in part-time extra help of 26.3 FTE. In 2025-2026, SJ Health will focus on stabilization of its leadership team and filling department vacancies. Proper staffing and increased employee retention will allow the agency to improve service offerings and enhance the quality of care provided to patients. During 2025-2026, SJ Health plans to expand its operations by adding a location inside the Lodi Access Center at the end of the fiscal year.
- **San Joaquin General Hospital (SJGH)** – The 2025-2026 Proposed Budget includes the transfer of nine positions to the Information Systems Division ISF to support an expansion of ISD service desk operating hours.
- **Solid Waste Module Construction** – Public Works' Solid Waste division has begun planning for the next new module at the North County Landfill, which is scheduled for construction early in 2025-2026. This construction will consist of the installation of a landfill liner, leachate collection and monitoring systems, and storm water improvements.
- **Solid Waste Landfill Operations** – A recent evaluation of landfill operations revealed that shifting Foothill Landfill operations from contract operators to an in-house operation is expected to save approximately $2 million annually. The Board authorized this change on April 22, 2025 (B-25-225). To support the County operation of Foothill Landfill, the following new positions are being added: three Equipment Operators, two Solid Waste Recovery Workers, and two Cashier Clerks. Additionally, Public Works will recommend closing one of its operating landfills (Foothill) until the other landfill (North County) reaches capacity. Suspending Foothill Landfill operations is anticipated to result in additional annual savings of $5 million, resulting in savings of approximately $7 million annually. These savings will be directed toward building capital reserves for future capital facility and infrastructure needs and may reduce landfill gate fees and customer rates for County residential and commercial haulers.

Human Services

- **HSA - Administration** – The In-Home Supportive Services (IHSS) program allows eligible persons to remain in their homes as an alternative to out-of-home care. The State partially funds IHSS administrative costs, and the County must fund any administrative costs above the State's contribution. The Net County Cost for 2025-2026 is $20.5 million, a $799,877 increase from the 2024-2025 Adopted Budget, primarily because the County's 2011 Realignment revenue is not increasing at the same rate as the IHSS program's costs.
- **Mary Graham Children's Shelter (MGCS)** – MGCS's average daily population decreased from 37 children in 2015-2016 to eight in 2024-2025 due to the implementation of Continuum of Care reform. Additionally, Emergency Relative Placement Assessments have increased the likelihood of successful placement with family. Roof replacements for the Walter Britten Visitation Center, Child Advocacy Center, and Cottages A and B are included in the 2025-2026 Proposed Budget (in both Public Improvement and MGCS budgets) for $1.6 million, using a combination of American Rescue Plan Act funds, Capital Outlay Fund balance, and the HSA Capital Replacement Fund balance.
- **Aging & Community Services** – Due to cost increases for CalWORKs core service obligations, funding for non-core programs has declined. The Proposed budget includes $885,170 for a one-time General Fund contribution to continue supporting part-time staffing at each of the eight community centers, the Summer Aquatics Program at the Kennedy Community Center pool, and the Summer Youth Enrichment Program.

Law and Justice

- Collectively, the 2025-2026 Proposed Budget for Law and Justice totals $644.4 million, which is an increase of $65.5 million from the 2024-2025 Adopted Budget, in part due to Board-adopted labor increases for multiple law enforcement bargaining units during 2024-2025. Overall, there is no change in the number of full-time positions, with slight increases in the District Attorney, Sheriff, Public Defender, and Correctional Health; offset by decreases in Probation and Child Support Services.
- **San Joaquin Community Assessment, Response and Engagement Services (SJ CARES)** – In 2024-2025, the Board of Supervisors authorized the Probation Department to implement the SJ CARES program, a multidisciplinary approach to response, assessment, engagement, and provision of services for the homeless population in the County (B-24-82). Through the implementation of this initiative, the Probation Department and partner agencies explored the potential of a safe camping site to address the immediate needs of the most vulnerable homeless people in the County. In 2023-2024, the Board of Supervisors allocated $150,000 from Supervisorial District 2 funds for the purchase of a bathroom trailer and 70 tents for safe camping (B-24-328). The Department anticipates purchasing this safe camping equipment in 2025-2026 and will be working with the General Services Department and the Community Development Department on plans for a safe camping site. The Proposed Budget allocates another $150,000 for supplies through the Operating Transfers budget. Additional funding may be needed in 2025-2026 as plans are developed.

- **Child Support Funding** – The 2025-2026 Proposed Budget includes $24,119,550 in Federal and State grant funding, which is a decrease of $347,417 from the 2024-2025 Adopted Budget, due to a Statewide funding reduction of $17.7 million for Local Child Support Agencies. To balance the budget, $957,702 in Federal Performance Incentive Funds, allocated to the Department by the State Department of Child Support Services, is included in the 2025-2026 Proposed Budget. Due to increases in salaries and benefits and data processing charges of approximately $1.2 million, the Department is deleting five vacant positions and eliminating extra help costs to align the budget with funding.
- **Correctional Health Services (CHS)** – The Proposed Budget is an increase of $11 million from the prior year and includes 31 clinical and supervisory positions added midyear 2024-2025 to adequately meet patient medical and mental health needs and ensure compliance with statutory requirements and standards of care. In 2025-2026, BHS will assume primary oversight and coordination of mental health services within the County Jail. This transition aligns with the commitment to ensuring high-quality, consistent, and comprehensive care for individuals in need of mental health support.
- **Public Defender** – The Proposed Budget includes four Deputy Public Defender positions to address increasing caseloads. The County continues to invest in non-attorney positions, including a Legal Administrative Supervisor position also included in the Proposed Budget, necessary to support the provision of constitutionally mandated indigent defense services.
- **District Attorney (DA) New South County Space** – Due to physical constraints of the DA's Manteca and French Camp offices, the DA and General Services located a larger office in Lathrop, which will serve as a satellite office for South County. The new space will be staffed with eleven Deputy District Attorneys, seven support staff, four District Attorney Investigators, four Victim Witness Advocates, and a Family Justice Center staff member, creating a full-service satellite office to assist the South County population and its law enforcement partners.
- **District Attorney Family Justice Center (FJC)** – Due to a decrease in funding from the Victims of Crime Act, FJC's grant support is diminishing. Fiscal year 2025–2026 marks the last year of State funding, which ends March 30, 2026. The 2025-2026 Proposed Budget includes $240,171 in General Purpose Revenue to support FJC's operations. During 2025-2026, FJC will focus on securing funding to support the program and ensure all victims have access to life-saving services.
- **Cold Case Task Force** – The Board approved the Countywide Cold Case Task Force in April 2025 (B-25-182) and increased appropriations in the DA-Family Justice Center budget by $500,000, funded by Proposition 69 DNA Identification Fund balance (#20737). With these funds, the Task Force will establish a digital tracking process, supplement testing for DNA purposes, and provide training to implement new investigative techniques. The 2025-2026 Proposed Budget includes $500,000 to continue to support DNA testing and other expenses related to the efforts of the Cold Case Task Force.

Parks and Recreation

- The 2025-2026 Proposed Budget represents a significant investment in the County's parks and recreation facilities including a $7.6 million operating transfer in from the Parks Capital Outlay Fund to support irrigation improvements at eight community parks ($3.2 million), the installation of smart restrooms at five community parks ($3 million), the third phase of the South County Regional Park Project ($900,000), and the development of a comprehensive Parks and Recreation Facilities Master Plan ($500,000). General Fund support is proposed for a landscape maintenance service contract for the community parks. This additional funding and the adoption of a hybrid service model that includes contractors will improve the County's parks and recreation facilities by allowing existing Park Workers to address deferred maintenance tasks.
- **Micke Grove Zoo (Zoo)** – A separate Zoo budget is being established in 2025-2026 and includes $1.1 million to support the transfer of 10 positions from the Parks & Recreation Budget. The Zoo is continuing to work towards accreditation with the Association of Zoos & Aquariums, which will improve funding opportunities and operational standards.

Public Improvement

- The 2025-2026 Proposed Budget totals $99.5 million and is primarily funded by Capital Outlay Fund balance, operating transfers from departments for specific projects, interest earnings, and Tobacco Settlement allocations for capital improvement projects.
- ***Encumbrance Carried Forward to 2025-2026*** – Appropriations of $74.5 million allocated to in-progress, multiyear projects will be carried forward to 2025-2026, including $23.9 million for the Sheriff's Office Training facility and $1.2 million for the Micke Grove Zoo electrical upgrade. An additional $49 million will be encumbered and carried forward for the acquisition of 400 E. Main, which is expected to close escrow in the first quarter of 2025-2026.
- ***New Construction*** – *Planned and Funded Capital Improvements for 2025-2026* – Several projects will enter the construction phase during 2025-2026, including the San Joaquin Be Well Campus ($46.7 million) and the Sheriff's Office Training facility ($26.1 million). The Proposed Budget also includes $6 million for the Old Court House demolition at 222 E. Weber Avenue and design and engineering costs associated with the Public Defender facility ($1 million) planned in its place. Additional funds are proposed to support design, engineering, and construction costs for a Safe Camping area ($3 million), new facility for the Registrar of Voters ($1 million), and the Solid Waste Transfer Station replacement ($1 million).

Roads and Facilities

- **Timber Bridge Rehabilitation Project** – Public Works' Road Maintenance division has identified five timber bridges needing structural improvements: Dry Creek Road (Acampo), Frazier Road (Linden), Messick Road (Linden), Waverly Road (Linden), and Buckman Road (Farmington) bridges. These bridges require frequent costly and labor-intensive maintenance. The timber bridges will be rehabilitated

using construction materials requiring less maintenance. Studies are underway to determine feasible improvements for each bridge and are expected to be completed during 2025-2026.

Staffing Analysis

The County workforce is comprised of employees who hold permanently allocated positions and those who work in temporary, part-time, and contract capacities. The following table illustrates the changes in overall allocated staffing for 2025-2026:

	2024-2025	2025-2026	Net Increase	
Staffing	Adjusted*	Proposed	Amount	Percent
General Government	563.6	588.5	24.9	4.4%
Capital Maintenance	90.3	91.3	1.0	1.1%
Environmental Protection	174.6	179.1	4.5	2.6%
Law & Justice	2,127.5	2,130.2	2.7	0.1%
Roads & Facilities	262.6	259.9	(2.7)	(1.0%)
Health Services	3,538.7	3,455.9	(82.8)	(2.3%)
Human Services	1,557.4	1,556.7	(0.8)	(0.0%)
Education	4.0	4.0	0.0	0.0%
Parks & Recreation	57.4	66.6	9.2	16.0%
Total Staffing	**8,376.0**	**8,332.1**	**(43.9)**	**(0.5%)**

*Includes midyear adjustments approved by the Board of Supervisors

Due to rounding, numbers presented may not add up precisely to the totals provided.

The net decrease of 43.9 full-time equivalent (FTE) positions consists of:

- 131 added full-time positions
- 105 deleted full-time positions
- 69.9 decrease in FTE part-time positions

Major Changes by Department

Major changes in allocated staffing, including position additions, deletes, and transfers, as compared to the 2024-2025 Adjusted Budget include:

	Proposed Net Increase / (Decrease)			
Department	Full-Time	Part-Time	Total FTE	Percent
Public Works	24.0	(8.6)	15.4	3.3%
Information Systems Division	12.0	0.0	12.0	10.8%
Auditor-Controller	11.0	0.0	11.0	26.2%
General Services Division	3.0	7.2	10.2	6.9%
Public Defender	7.0	0.8	7.8	6.5%
Health Care Services Agency	(37.0)	(36.0)	(73.0)	(5.0%)
San Joaquin General Hospital	(9.0)	(1.1)	(10.1)	(0.6%)
Probation	(7.0)	0.3	(6.7)	(1.7%)
Child Support Services	(5.0)	(0.6)	(5.6)	(3.2%)

Administrative Allocation Correction

To ensure transparency and accurate position allocation management, the Human Resources Division reviewed the current allocations of County departments as part of the budget process to determine if any allocations were filled with a class not originally requested and authorized. Administrative Manual Section 2501 authorizes departments to underfill, the filling of an allocation at a lower salary than allocated, for a period not to exceed 12 months. Appropriate underfills, such as multi-allocated or authorized block-budget allocations, were excluded from corrective action. Human Resources also determined if any block-budgeted positions were allocated at the incorrect level of the block.

37 allocations listed in the table below were identified and will be administratively corrected as part of this budget process. In each case the department provided consent for the administrative allocation change. Please note administrative corrections do not affect budgeted salary costs. For filled positions, the incumbent salary, not the allocated position salary, is presented for consideration.

Pos #	Budget Unit #	Budget Unit Name	Current Job Code	Current Allocation	Revised Job Code	Revised Allocation
19864	1010200000	County Administrator	RM0228	Management Analyst III	EM0261	Sr. Deputy County Administrator
18560	1010800000	Auditor - Controller	RB6501	Administrative Assistant I	RB6502	Administrative Assistant II
19555	1014000000	General Svcs Administration	RB6001	Administrative Assistant I	RB6002	Administrative Assistant II
20223	1014200000	Facilities Management	RC0410	Electrician	RB6001	Administrative Assistant I
18363	2022621000	Correctional Health Services	RH2502	Senior Psychiatric Technician	RS2002	Mental Health Specialist II
19035	2022621000	Correctional Health Services	RH2502	Senior Psychiatric Technician	RS2002	Mental Health Specialist II
18833	2022700000	Probation - Juvenile	RS3403	Social Worker III	RS3003	Lead Social Worker
12277	2022800000	Juvenile Detention	RP2506	Juvenile Detention Officer	RS3003	Lead Social Worker
12555	3030101000	Public Works - Administration	RO6110	Senior Office Assistant	RO7301	Support Services Technician II
12621	3030103000	Public Works - Engineering	RE5001	Assistant Real Property Agent	RE5002	Associate Real Property Agent
19123	4040500000	Behavioral Health Services	RH2502	Senior Psychiatric Technician	RS2002	Mental Health Specialist II
19129	4040500000	Behavioral Health Services	RH2502	Senior Psychiatric Technician	RS2002	Mental Health Specialist II
17189	4040500000	Behavioral Health Services	RH2502	Senior Psychiatric Technician	RS2002	Mental Health Specialist II
19940	4040500000	Behavioral Health Services	RH2502	Senior Psychiatric Technician	RS2002	Mental Health Specialist II
12947	4040500000	Behavioral Health Services	RH2502	Senior Psychiatric Technician	RS2002	Mental Health Specialist II
12948	4040500000	Behavioral Health Services	RH2502	Senior Psychiatric Technician	RS2002	Mental Health Specialist II
17636	4040500000	Behavioral Health Services	RS2012	Mental Health Clinician II	RS2002	Mental Health Specialist II
19116	4040500000	Behavioral Health Services	RS2012	Mental Health Clinician II	RS2002	Mental Health Specialist II
13058	4040500000	Behavioral Health Services	RS2012	Mental Health Clinician II	RS2002	Mental Health Specialist II
13067	4040500000	Behavioral Health Services	RS2012	Mental Health Clinician II	RS2002	Mental Health Specialist II
17196	4040500000	Behavioral Health Services	RH1166	Nurse Practitnr II -Ambulatory	RH1505	MH Charge Nurse - Inpatient
19912	4040500000	Behavioral Health Services	RH7800	Psychiatric Rehab Therapy Asst.	RS2051	Behavioral Hlth Outrch Worker
18069	4040700000	Behavioral Health Admin	RS2014	Chief Mental Health Clinician	RM0226	Management Analyst III
12906	4040700000	Behavioral Health Admin	RH1300	Nursing Dept Mgr - Inpatient	RH1505	MH Charge Nurse - Inpatient
12806	4040700000	Behavioral Health Admin	RO6120	Department Payroll Specialist	RO6121	Dept Payroll Specialist SB-525
12811	4040700000	Behavioral Health Admin	RO2050	Administrative Secretary	RO2052	Administrative Secretry SB-525
16382	4049800000	San Joaquin Health Centers	RH1163	Senior NursePractinr-Inpatient	RH1167	Senior Nurse Practitioner - AMB
18024	4049800000	San Joaquin Health Centers	RH1163	Senior NursePractinr-Inpatient	RH1167	Senior Nurse Practitioner - AMB
19494	4049800000	San Joaquin Health Centers	RO6120	Department Payroll Specialist	RO6121	Dept Payroll Specialist SB-525
20375	5055103000	Employment - Economic Develop.	RS5001	Employment Training Spec I	RS5002	Employment Training Spec II

20376	5055103000	Employment - Economic Develop.	RS5001	Employment Training Spec I	RS5002	Employment Training Spec II
12433	8240000000	Information Systems Div - ISF	RI1102	Dept Info Systems Analyst II	RI4102	Geographic Info Systems SpecII
13786	8240000000	Information Systems Div - ISF	RI1102	Dept Info Systems Analyst II	RI1004	Information Systems Analyst IV
17783	8240000000	Information Systems Div - ISF	RI1302	Dept Info Systems Spec II	RI1303	Dept Info Systems Spec III
20053	9210000000	SW Enterprise FD-Rollup	RC2023	Fleet Parts Specialist Trainee	RC2024	Fleet Parts Specialist
15435	9221100000	S J General Hospital	RH3001	Nursing Assistant	RH0201	Hospital Unit Clerk
18191	9221100000	S J General Hospital	RB6205	Business Analyst II	RB6001	Administrative Assistant I

Multiyear Budget Outlook

The Multiyear Budget Outlook includes the 2025-2026 Proposed Budget, and revenue and expenditure projections for 2026-2027 through 2029-2030.

GENERAL FUND ($ in Millions)					
	Proposed	Projected			
	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
FUNDING SOURCES					
General Purpose Revenue (GPR)					
Secured and Unsecured Property Tax	$388.2	$396.0	$396.0	$401.9	$409.9
Redevelop. Pass Through and Residual	21.6	22.0	22.0	22.3	22.8
Sales Tax	31.2	32.0	33.0	34.0	35.0
Property Transfer Revenue	5.6	5.7	5.7	5.8	5.9
Interest Income	16.0	16.5	16.5	16.5	16.5
Franchise Fees/Fines/Penalties	14.2	14.3	14.3	14.4	14.6
Total General Purpose Revenue	**$476.8**	**$486.5**	**$487.5**	**$494.9**	**$504.7**
Other Sources					
Departmental Revenues	$1,077.6	$1,109.9	$1,143.2	$1,177.5	$1,212.8
General Fund Balance	0.0	0.0	0.0	0.0	0.0
Total Other Sources	**$1,077.6**	**$1,109.9**	**$1,143.2**	**$1,177.5**	**$1,212.8**
Total Funding Sources	**$1,554.4**	**$1,596.4**	**$1,630.7**	**$1,672.4**	**$1,717.5**
FUNDING USES					
Labor Costs					
Salary	$418.5	$433.9	$446.9	$460.3	$474.1
Retirement	213.7	221.5	228.2	235.0	237.1
- Unfunded Pension Liability Paydown	20.1	21.7	22.3	23.0	23.7
Extra-Help/Contract	14.1	14.6	15.0	15.4	15.9
Overtime/Holiday Pay	15.0	15.4	15.9	16.4	16.9
Health/Dental/Vision	77.3	81.1	85.2	89.5	93.9
Other Benefits	29.2	30.3	31.2	32.1	33.1
Total Labor Cost	**$788.0**	**$818.6**	**$844.8**	**$871.8**	**$894.7**
Other Costs	$754.5	$773.4	$792.7	$812.6	$832.9
Contributions to Capital Outlay Fund	2.0	0.0	0.0	0.0	0.0
Contributions to Reserve for Conting.	9.9	4.5	4.7	4.8	5.0
Total General Fund Cost	**$1,554.4**	**$1,596.5**	**$1,642.2**	**$1,689.2**	**$1,732.6**
BUDGET SURPLUS/(DEFICIT)	**$0.0**	**($0.1)**	**($11.4)**	**($16.8)**	**($15.0)**
RESERVES					
Contingency Reserve	$151.1	$155.6	$160.3	$165.1	$170.1
General Reserve	$14.4	$14.4	$14.4	$14.4	$14.4
Unfunded Pension Reserve	$75.5	$75.5	$75.5	$75.5	$75.5
Economic Development Reserve	$3.5	$3.6	$3.7	$3.8	$3.9
Labor Agreements Reserve	$61.0	$61.0	$61.0	$61.0	$61.0
County Systems Automation Reserve	$32.8	$16.4	$0.0	$0.0	$0.0
PARS Post-Employment Benefit Trust	$61.9	$65.0	$68.2	$71.7	$75.2

Using the assumptions outlined below, the 2025-2026 Proposed Budget is structurally-balanced, where ongoing revenues are sufficient to fund ongoing expenses. Projected deficits in fiscal years 2026-2027 through 2029-2030 will require the Board to consider strategies to address the deficits, including reducing costs, increasing revenue sources, or utilizing reserves.

Major Assumptions

General Purpose Revenue

- **Property Tax** – The County Administrator's Office conferred with the Assessor's Office on growth assumptions for 2025-2026 through 2029-2030, listed below:

    - 2025-2026 – increase by 5%
    - 2026-2027 – increase by 2%
    - 2027-2028 – remain flat at 0%
    - 2028-2029 – increase by 1.5%
    - 2029-2030 – increase by 2%

- **Redevelopment Pass Through and Residual Revenue** is projected to increase at a rate similar to Property Tax.
- **Sales Tax** is projected to increase by 2.7% in 2026-2027 and then increase by 3% per year for 2027-2028 through 2029-2030.
- **Property Transfer Revenue** is projected to increase at a rate similar to Property Tax.
- **Interest Income** is projected at $16.5 million per year starting in 2026-2027, reflecting slight rate reductions offset by anticipated General Fund balance growth.
- **Franchise Fees/Fines/Penalties** are projected to increase at a rate similar to Property Tax.
- **Departmental Revenue** is estimated to grow by 3% per year through 2029-2030.

Labor Costs

- **Salary** projections are based on existing labor contracts and an additional 3% increase per year for all other units.
- **Retirement** contribution rate is projected to remain flat through 2029-2030; costs increase by 3% consistent with projected salary increases.
    - The model includes funding for the 5% additional retirement contribution for future years.
- **Health** premiums are projected to grow by 5% per year through 2029-2030.

Other

Other costs, such as Maintenance of Effort (MOE) contributions or required matches of Federal and State funds, are projected to grow by approximately 2.5% per year through 2029-2030.

Reserves and Contingencies

The following reflects the main Reserves in the General Fund over which the County has discretion. The PARS account is held outside the County Treasury, but is under the control of the Board of Supervisors.

Fund	Name	Projected Balance as of 7/1/2025	2025-2026 Proposed Additions/(Uses)	Projected Balance as of 7/1/2026
10011	Contingency Reserve	$141,180,036	$9,931,501	$151,111,537
10012	General Reserve	10,000,000	4,433,392	14,433,392
10013	Unfunded Pension Reserve	75,450,800	-	75,450,800
10014	Economic Development Reserve	3,397,285	143,000	3,540,285
10015	Labor Agreements Reserve	61,044,874	-	61,044,874
10116	Tobacco Settlement Fund	749,189	(600,000)	149,189
10130	County Systems Automation Reserve	44,828,863	(12,049,136)	32,779,727
N/A	PARS Post-Employment Benefit Trust	61,924,295	-	61,924,295
	Total	**$398,575,342**	**$1,858,757**	**$400,434,099**

Contingency Reserve The Proposed Budget transfers $9,931,501 to the Reserve to bring the balance to $151.1 million, or 5% of the Proposed Budget.

General Reserve includes $9,916,915 transferred to the Reserve in 2024-2025. The Proposed Budget transfers an additional $4.4 million, bringing the balance to $14.4 million.

Unfunded Pension Reserve balance is $75.5 million.

Economic Development Reserve includes $2 million transferred to the Reserve in 2024-2025, for a new balance of $3.4 million. The Proposed Budget directs $143,000 of excess Transient Occupancy Tax (Hotel/Motel Tax or TOT) to this Reserve.

Labor Agreements Reserve was established to ensure that the County can keep its commitment to fund approved labor agreements. The balance is $61 million.

Tobacco Settlement Fund balance is projected at $749,189 as of July 1, 2025. The Proposed Budget includes the use of $600,000 to support health care facilities, capital projects, automation replacement/expansion projects, and non-Road Fund services in Public Works.

County Systems Automation Reserve balance is projected at $44.8 million as of July 1, 2025. The Proposed Budget uses $10,551,218 for the Enterprise Resource Planning system and $1,497,918 for ISD projects.

PARS Post-Employment Benefit Trust balance is $61.9 million and is held offsite with Public Agency Retirement Services (PARS). These monies can only be used for pension-related costs.

Supplemental Requests

Department heads initially submitted requests for supplemental funding totaling $16.4 million. Subsequent to the County Administrator/Department Head Budget Meetings, department heads withdrew $5.4 million of their initial requests. As a result, departmental supplemental funding requests were reduced to $11.1 million, of which is $10.4 million is recommended in the Proposed Budget and $702,090 in the District Attorney's budget (#2020200000) is not recommended. Supplemental requests, both funded and unfunded, are detailed in individual budget narratives.

County Department Recommended Requests

Department	Budget Unit #	Recommended Amount
Board of Supervisors	1010100000	$ 104,200
Board of Supervisors Total		**104,200**
District Attorney	2020200000	1,747,814
District Attorney - Family Justice Center	2020204000	240,171
District Attorney Total		**1,987,985**
Office of Emergency Services	2026000000	415,224
Office of Emergency Services Total		**415,224**
Environmental Health	4042000000	16,779
Environmental Health		**16,779**
Health Care Services -Medical Examiner	4049700000	745,948
Health Care Services -Public Guardian/Conservator	4041200000	871,055
Health Care Services -Veterans Services Office	5055600000	177,553
Health Care Services Total		**1,794,556**
Human Resources	1012400000	196,055
Human Resources Total		**196,055**
Human Services Agency - Aging & Community Services	5054101000	885,170
Human Services Agency Total		**885,170**
Information Systems Division Internal Service Fund	8240000000	1,131,623
Information Systems Division Internal Service Fund Total		**1,131,623**
Parks and Recreation	7070300000	1,224,074
Micke Grove Zoo	7070400000	24,780
Parks and Recreation Total		**1,248,854**
Public Defender	2020400000	1,664,968
Public Defender Total		**1,664,968**
Purchasing and Support Services	1011200000	296,555
Purchasing and Support Services Total		**296,555**
Recorder-County Clerk	2025900000	243,916
Recorder-County Clerk Total		**243,916**
Registrar of Voters	1013000000	292,901
Registrar of Voters Total		**292,901**
San Joaquin County Historical Society	7070800000	72,065
San Joaquin County Historical Society Total		**72,065**
Grand Total		**$ 10,350,851**

Strategic Goals and Strategies

Since 2015, every three years, the Board of Supervisors has held a strategic planning session with County department heads, facilitated by a consulting group, with the main purpose to establish three to five Board priorities for the next three years, which would be used to guide the development of the annual County budget and the allocation of County resources. At the planning sessions, Board members and department heads share their views of the County's strengths, past year's accomplishments, trends/external threats to County services and programs, as well as their visions for the future. Once approved, departments are asked to take into consideration the Board Strategic Priorities when bringing new programs or initiatives to the Board of Supervisors for consideration.

On August 21, 2024, the Board of Supervisors held a Special Meeting to discuss their Board Strategic Priorities for fiscal years 2025-2026 through 2027-2028. The main purpose of the workshop was to review the outcomes from the previous three-year priorities (2022-2023 through 2024-2025) and establish new priorities for the next three fiscal years. County department heads and assistant department heads participated in the development of the Board Strategic Priorities, sharing their most significant achievements and emerging trends in their respective areas. As a result, six priority areas were identified.

On October 22, 2024, the Board of Supervisors adopted the following three-year Board Strategic Priorities for 2025-2026 through 2027-2028 (B-24-596):

1. **Maintain Fiscal Responsibility and Promote Organizational Innovation**
    - Establish and Report on Measurable Outcomes for Current, New, and Expanding Programs
    - Foster Internal and External Collaboration to Provide Better Community Outcomes
    - Utilize Technology that Improves Public Access to Services and Information
    - Implement a Workforce Plan that Focuses on Customer Service, Retention, and Recruitment/Hiring
    - Engage in Effective Legislative Advocacy
2. **Public Safety / Quality of Life**
    - Address Quality-of-Life Issues Through Early Intervention, Education, and Blight Remediation; Focusing on Public Safety and Health
    - Enhance All Aspects of the County's Public Safety System
    - Reduce Illegal Dumping
    - Reduce Response Times for Emergency Services
3. **Support a Healthy Community**
    - Support Investments in Health Care Infrastructure and Services that Enhance Access to Physical and Behavioral Health Care, and Improve Health Outcomes
    - Support Investments in Recreational Infrastructure and Programs to Improve Well-Being for the Community at Large
    - Support Systems that Prioritize a Wrap-Around Approach to Service Delivery
    - Support Preventative Approaches that Promote Healthy Lifestyles and Optimal Health
4. **Reduce Unsheltered Homelessness**
    - Maximize Utilization of Supervised Publicly- or Privately-Operated Shelters Designed to Provide Temporary Living Arrangements
    - Safe Camping
    - Increase Permanent Supportive Housing
    - Foster County/City/State Coordination and Participation
    - Enhance Partnerships with Non-Profits, Faith-Based Organizations, and Businesses that Align with the Board's Goals
5. **Water Management**
    - Enhance Water Quality
    - Reduce Flood Risk
    - Improve Water Storage / Sustainability
    - Protect the Delta and Ecosystem
6. **Economic Development**
    - Protect and Promote Agriculture
    - Expand Business Development
    - Expand Infrastructure / Reduce Traffic Congestion
    - Prepare the Workforce for Local Job Demands
    - Incentivize Public/Private Partnerships

The County Administrator's Office then met with department heads to establish SMART goals (Specific, Measurable, Achievable, Relevant, and Time-Bound) for each Board Strategic Priority. The goal was to implement action plans and strategies to show how these Board Strategic Priorities would be accomplished. The idea used to assist in the discussion was how does a department get *From Current State (X) To Future State (Y) By When (Z).* To embed the Board Strategic Priorities into the organization, the County Administrator's Office worked with departments to develop department-specific SMART goals that aligned with the new priorities.

The 2025-2026 Proposed Budget includes the final updates to the previous three-year (2022-2023 through 2024-2025) department-specific SMART goals displaying the initial, current, and target measurements for each goal. In addition, the goals are color-coded to reflect the final status of each goal. Department SMART goals for the new three-year period will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Take-Home Vehicles

In August 2020, an internal audit of take-home vehicles (THVs) was released by the Auditor-Controller's Office. The audit recommended that the County Administrator's Office (CAO) establish a THV master list and forward to Fleet Services Division.

The CAO agreed with the recommendation and added a signature line on the THV form to sign off when approved by the CAO during the budget process. Beginning in 2022-2023, and subsequently during each year's annual budget process, a master list of all THVs is established by the CAO and forwarded to the Fleet Services Division of Public Works. In addition, to provide greater transparency, a summary list of the THVs assigned to various departments is included in the 2025-2026 Proposed Budget.

Department	Vehicle Description	# Vehicles
District Attorney		
District Attorney	Pickup	3
District Attorney	Sedan	11
District Attorney	Utility Vehicle	13
Environmental Health		
Environmental Health	Pickup	1
Environmental Health	Sedan	1
Public Works		
Public Works	Compact Sedan - Electric	4
Public Works	Pickup	15
Public Works	Utility Vehicle	3
Probation		
Probation	Utility Vehicle	5
Sheriff		
Sheriff	Motorcycle	2
Sheriff	Pickup	29
Sheriff	Sedan	47
Sheriff	Utility Vehicle	53
Sheriff	Van	2
	Total Take-Home Vehicles	**189**

FUND SUMMARIES

All Funds

San Joaquin County funds include the General Fund, Special Revenue Funds, Capital Funds, and Enterprise Funds. Internal Service Funds are not included in the total budget, but are included in the budget document for informational purposes.

Summary

The 2025-2026 Proposed Budget for the County and Special Districts governed by the Board of Supervisors totals $3,086,102,522 an increase of $201,039,433 or 7.0%, from the 2024-2025 Adopted Budget. County funds include the General Fund, Special Revenue Funds, Capital Project Funds, and Enterprise Funds, but do not include the Internal Service Funds.

All Funds Comprehensive Summary

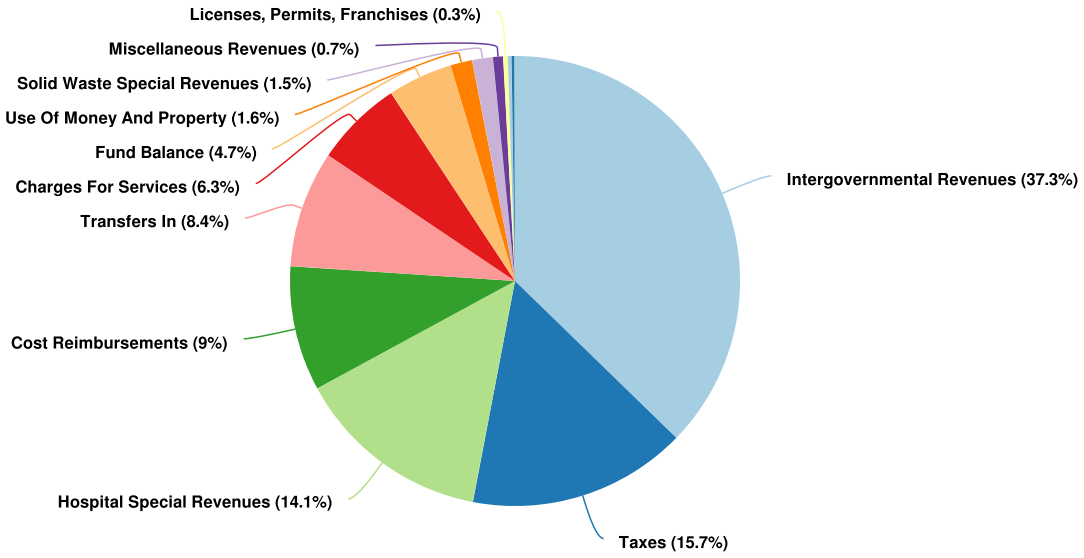
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Beginning Fund Balance:	$1,029,635,251	$1,118,881,115	$1,189,732,601	$1,040,267,520
Revenues				
Taxes	$411,425,396	$439,523,576	$451,810,476	$485,568,253
Licenses, Permits, Franchises	$11,416,013	$9,981,459	$9,929,463	$9,746,256
Fines, Forfeitures, Penalties	$7,847,809	$8,701,411	$8,818,425	$8,580,860
Use Of Money And Property	$23,610,170	$52,979,363	$42,093,171	$48,629,294
Intergovernmental Revenues	$837,561,182	$877,506,487	$1,071,684,521	$1,150,215,582
Charges For Services	$139,661,328	$113,187,254	$194,296,846	$194,424,309
Miscellaneous Revenues	$14,356,690	$8,841,694	$25,055,382	$22,676,122
Transfers In	$226,313,551	$421,513,228	$228,817,268	$258,309,278
Other Financing Sources	$56,082	$56,082	$56,084	$0
Self Ins Fund Special Revenues	$244	$0	$0	$0
MP-Tel-Radio-ISF-Revenues	$0	$0	$1,084,800	$576,000
Airport Special Revenues	$12,579,247	$13,577,147	$8,403,869	$6,799,318
Solid Waste Special Revenues	$39,502,250	$38,675,510	$41,212,835	$45,749,300
Hospital Special Revenues	$426,477,333	$556,080,885	$429,499,461	$434,320,314
Cost Reimbursements	$143,138,421	$158,476,134	$222,835,407	$276,987,130
General Purpose Revenue	-$30,042,160	$91,921,621	$0	$0
Fund Balance	-$59,210,420	-$261,794,103	$149,465,081	$143,520,506
Total Revenues:	$2,204,693,135	$2,529,227,747	$2,885,063,089	$3,086,102,522
Expenditures				
Salaries And Benefits	$980,275,341	$1,075,676,760	$1,289,095,102	$1,362,974,727
Services And Supplies	$588,437,656	$617,347,486	$826,837,601	$881,640,325
Centrally-Budgeted Expenses	$96,362,111	$99,684,772	$128,050,565	$146,751,713
Other Charges	$264,875,862	$282,367,980	$306,566,428	$318,409,550
Other Financing Uses	$615,191	$1,969,274	$640,362	$1,408,262
Capital Expenditures	$63,951,175	$78,492,559	$168,838,370	$183,283,681
Transfers Out	$145,077,140	$331,400,342	$88,776,818	$106,515,291
Provision For Contingency	$0	$0	$4,239,047	$5,000,000
Clearing Accounts	$24,806,080	$16,275,869	$0	$0
Public Works Project Exp	$40,292,579	$26,012,706	$72,018,796	$80,118,973
Total Expenditures:	$2,204,693,135	$2,529,227,747	$2,885,063,089	$3,086,102,522

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Total Revenues Less Expenditures:	$0	$0	$0	$0
Ending Fund Balance:	$1,029,635,251	$1,118,881,115	$1,189,732,601	$1,040,267,520

Funding by Source

The 2025-2026 Proposed Budget includes $2,942,582,016 in departmental revenue and $143,520,506 in use of fund balance. For presentation purposes, "General Purpose Revenue" shown in this section and in departmental narratives represents the amount of General Fund contribution used to balance the budget. In fiscal years 2023 and 2024, this amount represents the General Fund balance used when revenues were not sufficient to support expenses (shown as a positive number) or amount contributed back to the General Fund when revenues exceeded expenses (shown as a negative number).

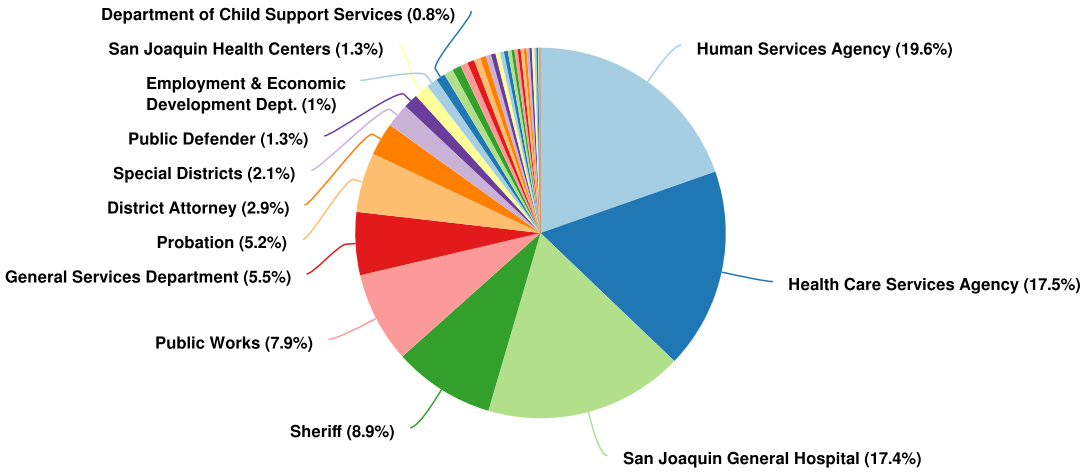
Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budgeted	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$411,425,396	$439,523,576	$451,810,476	$485,568,253	7.5%
Licenses, Permits, Franchises	$11,416,013	$9,981,459	$9,929,463	$9,746,256	-1.8%
Fines, Forfeitures, Penalties	$7,847,809	$8,701,411	$8,818,425	$8,580,860	-2.7%
Use Of Money And Property	$23,610,170	$52,979,363	$42,093,171	$48,629,294	15.5%
Intergovernmental Revenues	$837,561,182	$877,506,487	$1,071,684,521	$1,150,215,582	7.3%
Charges For Services	$139,661,328	$113,187,254	$194,296,846	$194,424,309	0.1%
Miscellaneous Revenues	$14,356,690	$8,841,694	$25,055,382	$22,676,122	-9.5%
Transfers In	$226,313,551	$421,513,228	$228,817,268	$258,309,278	12.9%
Other Financing Sources	$56,082	$56,082	$56,084	$0	-100%
Self Ins Fund Special Revenues	$244	$0	$0	$0	0%
MP-Tel-Radio-ISF-Revenues	$0	$0	$1,084,800	$576,000	-46.9%
Airport Special Revenues	$12,579,247	$13,577,147	$8,403,869	$6,799,318	-19.1%
Solid Waste Special Revenues	$39,502,250	$38,675,510	$41,212,835	$45,749,300	11%
Hospital Special Revenues	$426,477,333	$556,080,885	$429,499,461	$434,320,314	1.1%
Cost Reimbursements	$143,138,421	$158,476,134	$222,835,407	$276,987,130	24.3%
General Purpose Revenue	-$30,042,160	$91,921,621	$0	$0	0%
Fund Balance	-$59,210,420	-$261,794,103	$149,465,081	$143,520,506	-4%
Total Revenue Source:	$2,204,693,135	$2,529,227,747	$2,885,063,089	$3,086,102,522	7%

Funding by Department

Projected Revenue by Department

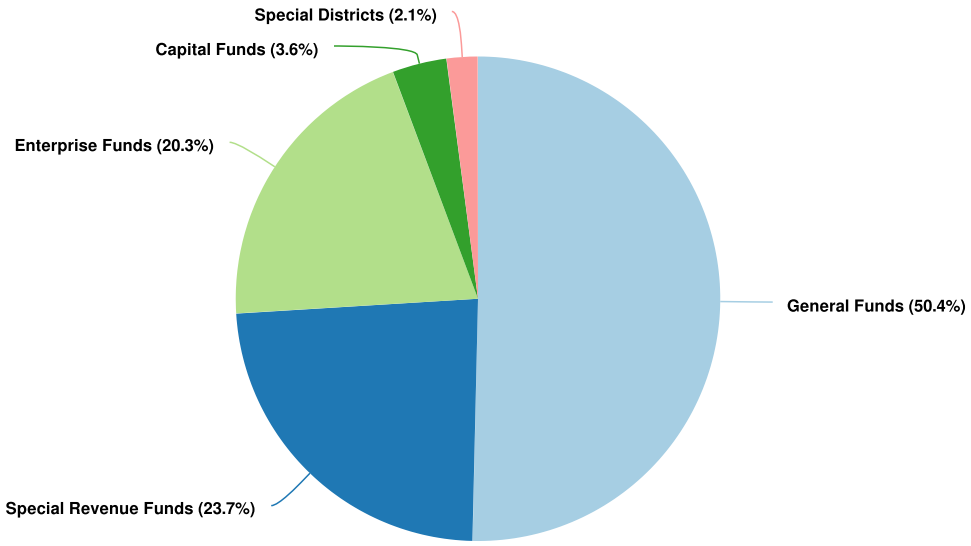


Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budgeted	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue					
Board of Supervisors	$4,022,698	$5,218,591	$6,231,843	$7,524,764	20.7%
County Administrator	$5,443,011	$8,127,367	$9,497,560	$7,526,337	-20.8%
Auditor-Controller	$7,509,600	$7,655,278	$17,244,196	$19,320,389	12%
General Purpose Revenues	$0	$0	$0	$0	0%
Operating Transfers	$92,062,672	$197,374,460	$27,191,714	$19,550,897	-28.1%
Tobacco Settlement	$9,280,788	$7,300,000	$9,600,000	$7,000,000	-27.1%
Treasurer-Tax Collector	$7,989,297	$7,568,477	$8,488,145	$8,498,430	0.1%
Assessor-Recorder-County Clerk	$16,903,504	$16,903,081	$25,382,361	$24,686,011	-2.7%
Purchasing & Support Services	$3,845,294	$4,379,864	$5,473,305	$6,103,137	11.5%
County Counsel	$5,351,177	$6,104,010	$7,842,547	$8,259,011	5.3%
Human Resources	$11,008,550	$11,664,417	$16,093,993	$16,792,669	4.3%
Registrar of Voters	$10,374,247	$15,142,947	$12,934,460	$12,870,037	-0.5%
General Services Department	$50,875,767	$129,949,129	$168,985,885	$169,926,423	0.6%
Economic Promotion	$566,110	$730,035	$800,000	$770,000	-3.7%
Public Works	$122,958,434	$118,036,381	$199,398,715	$244,930,351	22.8%
Equipment Use Allowance/Debt Service	$8,265,890	$8,203,093	$8,256,250	$8,247,750	-0.1%
Economic Development Reserve	$0	$2,000,000	$0	$0	0%
District Attorney	$64,112,155	$68,500,885	$85,370,720	$89,135,046	4.4%
Department of Child Support Services	$20,109,444	$22,094,323	$24,516,967	$25,158,141	2.6%
Public Defender	$21,810,759	$21,392,531	$28,942,167	$40,014,174	38.3%
Probation	$89,311,606	$99,408,890	$143,785,725	$160,046,812	11.3%
County Support to the Courts	$11,698,541	$10,528,850	$10,722,677	$10,458,696	-2.5%
Sheriff	$210,081,998	$225,901,244	$251,896,276	$273,656,140	8.6%
Health Care Services Agency	$289,951,810	$366,715,297	$487,508,674	$541,144,046	11%
Agricultural Commissioner	$8,407,226	$8,497,381	$11,485,980	$12,034,993	4.8%
Community Development	$11,397,757	$13,150,856	$15,391,682	$16,650,683	8.2%
Office of Emergency Services	$4,012,617	$4,274,025	$6,262,089	$5,557,115	-11.3%
Special Districts	$29,189,165	$28,464,300	$61,462,362	$63,871,784	3.9%
Environmental Health	$9,479,284	$10,034,113	$12,168,624	$13,107,043	7.7%
Human Services Agency	$445,872,144	$496,694,896	$586,074,791	$605,408,369	3.3%
Health Care Contribution	$21,543,053	$22,600,722	$23,166,123	$24,037,178	3.8%
San Joaquin Health Centers	$20,952,470	$21,274,876	$35,680,953	$39,166,570	9.8%
Community Services	$2,295,268	$2,663,367	$5,180,208	$2,500,000	-51.7%
Employment & Economic Development Dept.	$18,019,861	$16,790,511	$28,342,037	$29,703,201	4.8%
Library	$7,508,786	$8,373,050	$10,213,463	$10,759,081	5.3%
San Joaquin General Hospital	$530,177,454	$495,128,453	$510,628,587	$536,362,811	5%
Airport	$23,944,410	$12,700,305	$9,353,117	$9,525,273	1.8%
Airpark 599	$28,840	$6,311,907	$159,211	$362,272	127.5%
Rebates/Refunds & Judgments/Damages	$87,191	$149,393	$41,000	$150,000	265.9%
Contingency Provision	$617,800	$1,950,000	$4,239,046	$5,000,000	18%
Grand Jury	$144,022	$175,003	$255,715	$255,415	-0.1%
Court Assigned Counsel	$5,655,905	$7,235,117	$6,925,381	$8,187,547	18.2%

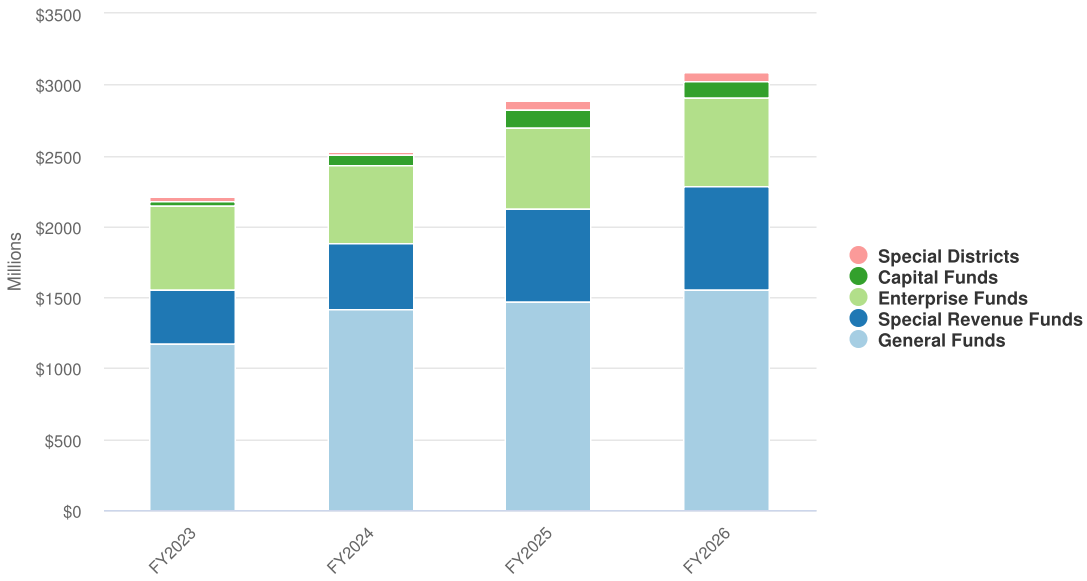
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budgeted	FY2025 Budget vs. FY2026 Budget (% Change)
LAFCo Contribution	$248,220	$259,638	$259,638	$259,638	0%
UC Cooperative Extension	$949,752	$947,430	$820,357	$723,678	-11.8%
Cultural Services	$628,557	$653,253	$788,545	$860,610	9.1%
General Reserve	$0	$10,000,000	$0	$0	0%
Total Revenue:	$2,204,693,135	$2,529,227,747	$2,885,063,089	$3,086,102,522	7%

Expenditures by Fund

Expenditures by Fund



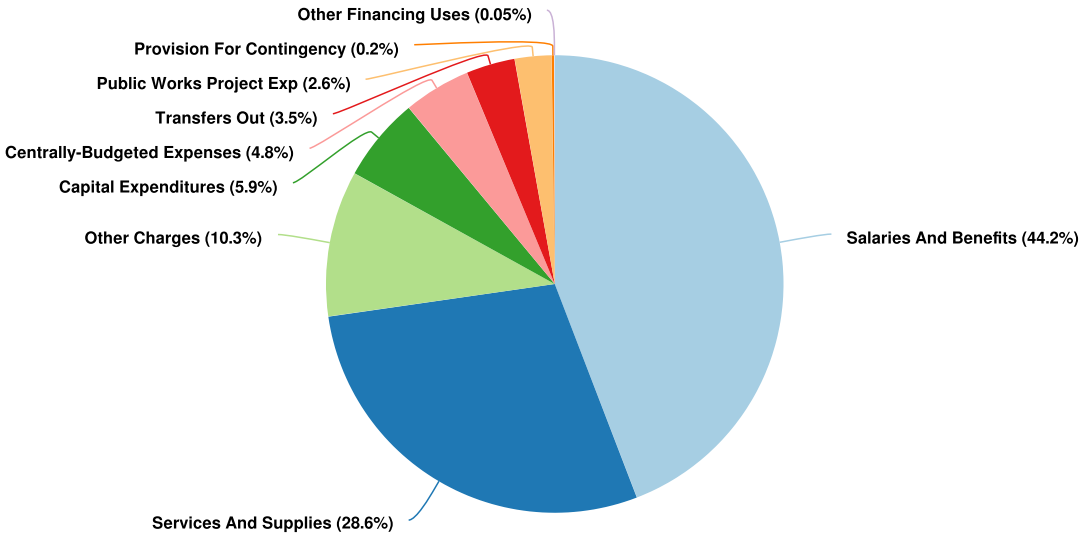
Budgeted and Historical Expenditures by Fund



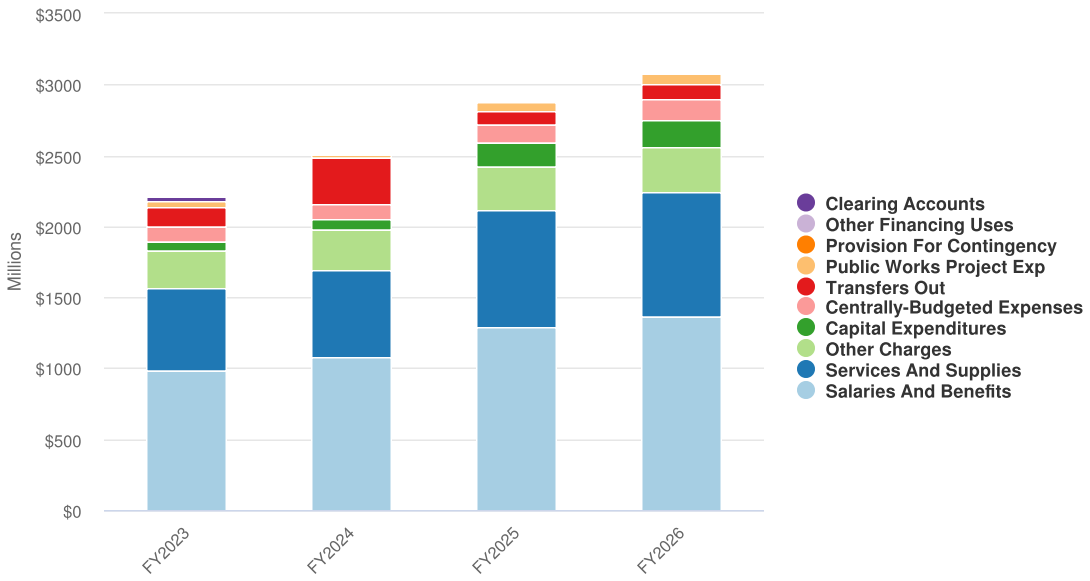
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budgeted	FY2025 Budget vs. FY2026 Budget (% Change)
General Funds	$1,170,820,063	$1,419,592,376	$1,466,211,617	$1,554,426,906	6%
Special Revenue Funds	$381,767,999	$462,767,428	$659,448,435	$730,381,533	10.8%
Capital Funds	$26,170,851	$69,502,696	$125,761,505	$112,079,734	-10.9%
Enterprise Funds	$596,745,057	$548,900,947	$572,179,170	$625,342,565	9.3%
Special Districts	$29,189,165	$28,464,300	$61,462,362	$63,871,784	3.9%
Total:	$2,204,693,135	$2,529,227,747	$2,885,063,089	$3,086,102,522	7%

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



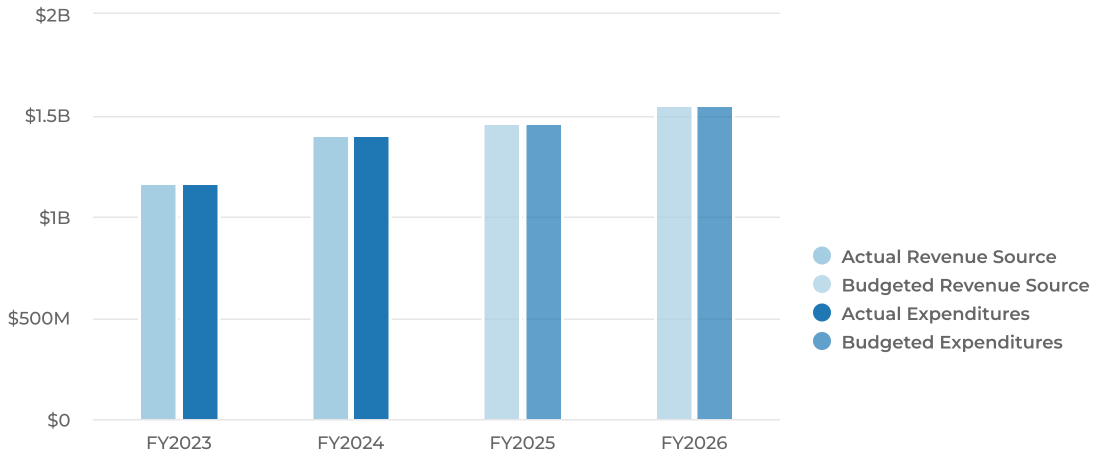
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budgeted	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$980,275,341	$1,075,676,760	$1,289,095,102	$1,362,974,727	5.7%
Services And Supplies	$588,437,656	$617,347,486	$826,837,601	$881,640,325	6.6%
Centrally-Budgeted Expenses	$96,362,111	$99,684,772	$128,050,565	$146,751,713	14.6%
Other Charges	$264,875,862	$282,367,980	$306,566,428	$318,409,550	3.9%
Other Financing Uses	$615,191	$1,969,274	$640,362	$1,408,262	119.9%
Capital Expenditures	$63,951,175	$78,492,559	$168,838,370	$183,283,681	8.6%
Transfers Out	$145,077,140	$331,400,342	$88,776,818	$106,515,291	20%
Provision For Contingency	$0	$0	$4,239,047	$5,000,000	18%
Clearing Accounts	$24,806,080	$16,275,869	$0	$0	0%
Public Works Project Exp	$40,292,579	$26,012,706	$72,018,796	$80,118,973	11.2%
Total Expense Objects:	$2,204,693,135	$2,529,227,747	$2,885,063,089	$3,086,102,522	7%

General Fund

The General Fund is a Governmental Fund and is also considered a major fund for reporting purposes.

Summary

The 2025-2026 General Fund Proposed Budget totals $1,554,426,906, an increase of $88,215,289, or 6.0% from the 2024-2025 Adopted Budget.



General Fund Comprehensive Summary

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Beginning Fund Balance:	$180,874,780	$210,915,236	$118,993,615	$118,993,615
Revenues				
Taxes	$368,789,163	$397,542,130	$409,814,730	$438,716,730
Licenses, Permits, Franchises	$11,242,347	$9,794,508	$9,785,463	$9,602,256
Fines, Forfeitures, Penalties	$7,844,012	$8,758,719	$7,968,911	$7,733,846
Use Of Money And Property	$9,348,929	$20,173,988	$18,065,445	$19,581,048
Intergovernmental Revenues	$613,638,101	$653,783,124	$750,769,764	$778,527,692
Charges For Services	$35,372,853	$33,258,330	$38,967,129	$39,303,390
Miscellaneous Revenues	$3,126,268	$8,356,917	$9,997,766	$8,838,637
Transfers In	$39,470,368	$61,668,749	$49,745,726	$65,516,547
Self Ins Fund Special Revenues	$244	$0	$0	$0
Cost Reimbursements	$112,029,938	$122,334,290	$171,096,683	$186,606,760
General Purpose Revenue	-$30,042,160	$91,921,621	$0	$0
Total Revenues:	$1,170,820,063	$1,407,592,376	$1,466,211,617	$1,554,426,906
Expenditures				
Salaries And Benefits	$551,301,810	$592,093,460	$737,647,073	$787,950,685
Services And Supplies	$184,516,175	$212,854,003	$278,793,706	$303,396,070

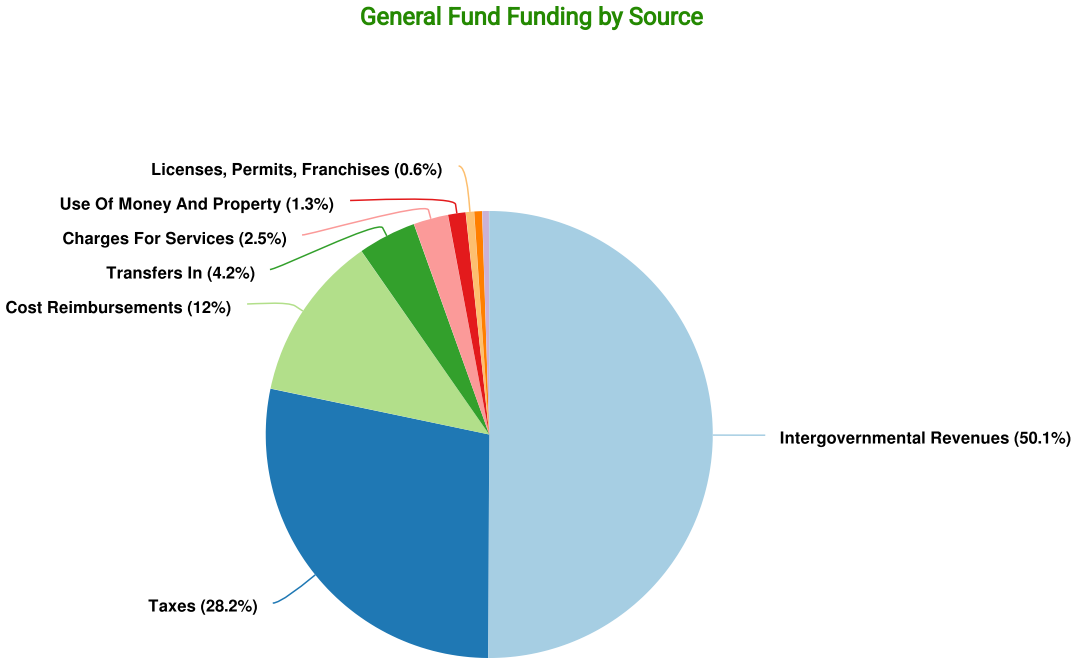
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget
Centrally-Budgeted Expenses	$67,316,114	$69,939,288	$93,277,043	$102,355,520
Other Charges	$235,817,260	$257,913,363	$280,184,184	$288,506,463
Other Financing Uses	$56,084	$1,412,625	$73,182	$71,082
Capital Expenditures	$7,371,311	$14,427,517	$10,340,167	$7,934,066
Transfers Out	$124,444,164	$258,943,644	$61,657,216	$59,213,020
Provision For Contingency	$0	$0	$4,239,046	$5,000,000
Clearing Accounts	-$2,854	$8,477	$0	$0
Total Expenditures:	$1,170,820,063	$1,407,592,376	$1,466,211,617	$1,554,426,906
Total Revenues Less Expenditures:	$0	$0	$0	$0
Ending Fund Balance:	$180,874,780	$210,915,236	$118,993,615	$118,993,615

General Fund Funding by Source

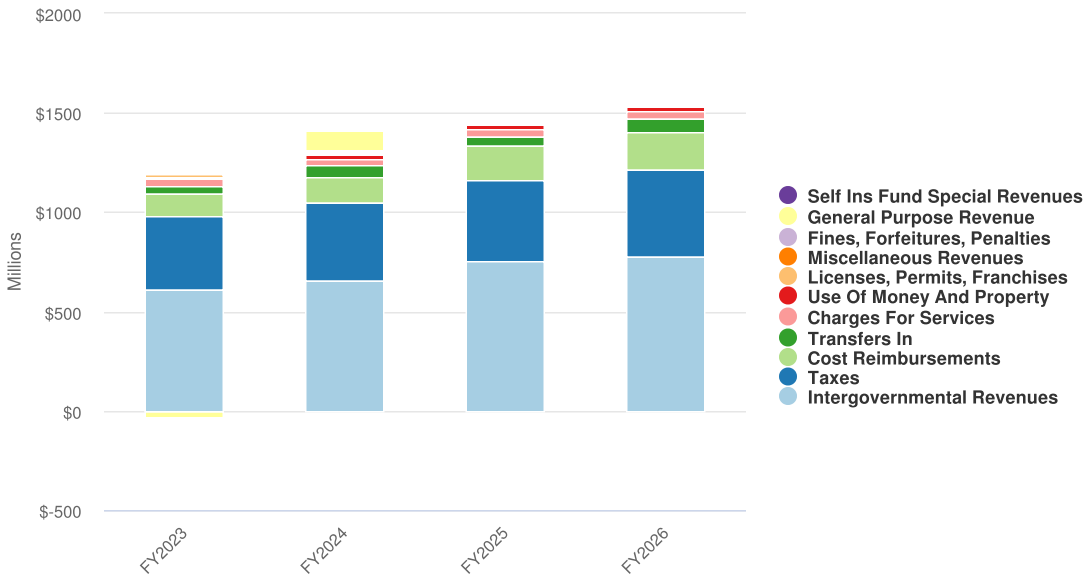
The 2025-2026 Proposed Budget includes $1,544,426,906 in departmental revenue, which includes $476,840,000 in General Purpose Revenue contained within their respective revenue objects (e.g., Taxes).

For presentation purposes, "General Purpose Revenue" shown in this section and in departmental narratives represents the amount of General Fund contribution used to balance the budget. In fiscal years 2023 and 2024, this amount represents the General Fund balance used when revenues were not sufficient to support expenses (shown as a positive number) or amount contributed back to the General Fund when revenues exceeded expenses (shown as a negative number).

Please see the description of General Purpose Revenue contributions at the bottom of this section for more information about the $476,840,000 included in the 2025-2026 Proposed Budget.



Budgeted and Historical General Fund Funding by Source



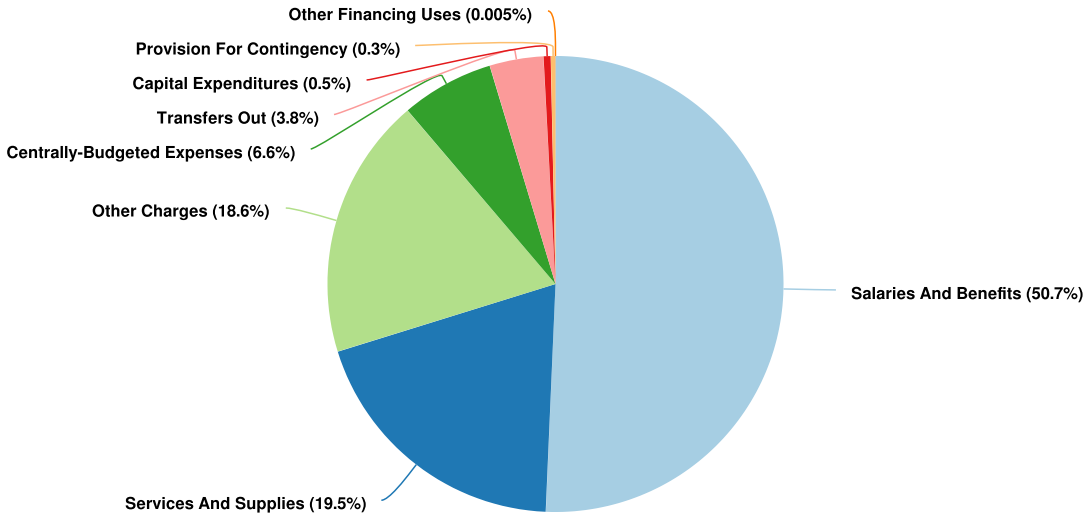
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$368,789,163	$397,542,130	$409,814,730	$438,716,730	7.1%
Licenses, Permits, Franchises	$11,242,347	$9,794,508	$9,785,463	$9,602,256	-1.9%
Fines, Forfeitures, Penalties	$7,844,012	$8,758,719	$7,968,911	$7,733,846	-2.9%
Use Of Money And Property	$9,348,929	$20,173,988	$18,065,445	$19,581,048	8.4%
Intergovernmental Revenues	$613,638,101	$653,783,124	$750,769,764	$778,527,692	3.7%
Charges For Services	$35,372,853	$33,258,330	$38,967,129	$39,303,390	0.9%
Miscellaneous Revenues	$3,126,268	$8,356,917	$9,997,766	$8,838,637	-11.6%
Transfers In	$39,470,368	$61,668,749	$49,745,726	$65,516,547	31.7%
Self Ins Fund Special Revenues	$244	$0	$0	$0	0%
Cost Reimbursements	$112,029,938	$122,334,290	$171,096,683	$186,606,760	9.1%
General Purpose Revenue	-$30,042,160	$91,921,621	$0	$0	0%
Total Revenue Source:	$1,170,820,063	$1,407,592,376	$1,466,211,617	$1,554,426,906	6%

General Fund Expenditures by Department

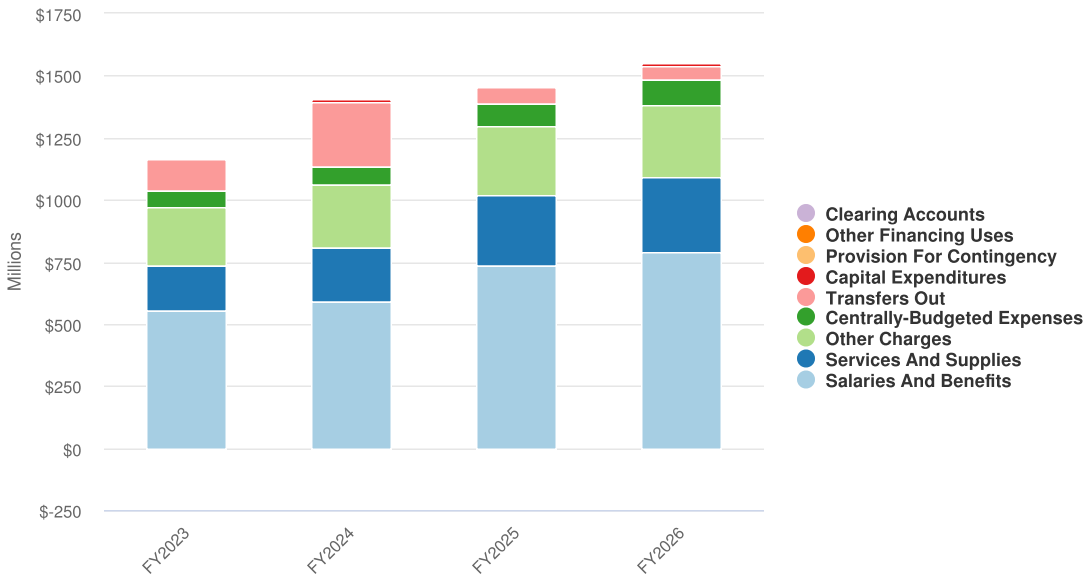
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expenditures					
Board of Supervisors	$4,022,698	$5,218,591	$6,231,843	$7,524,764	20.7%
County Administrator	$5,443,011	$8,127,367	$9,497,560	$7,526,337	-20.8%
Auditor-Controller	$7,509,600	$7,655,278	$17,244,196	$19,320,389	12%
Operating Transfers	$92,062,672	$197,374,460	$27,191,714	$19,550,897	-28.1%
Tobacco Settlement	$9,280,788	$7,300,000	$9,600,000	$7,000,000	-27.1%
Treasurer-Tax Collector	$7,989,297	$7,568,477	$8,488,145	$8,498,430	0.1%
Assessor-Recorder-County Clerk	$15,923,170	$16,406,763	$22,783,620	$22,633,210	-0.7%
Purchasing & Support Services	$3,845,294	$4,379,864	$5,473,305	$6,103,137	11.5%
County Counsel	$5,351,177	$6,104,010	$7,842,547	$8,259,011	5.3%
Human Resources	$11,008,550	$11,664,417	$16,093,993	$16,792,669	4.3%
Registrar of Voters	$10,374,247	$15,142,947	$12,934,460	$12,870,037	-0.5%
General Services Department	$24,704,917	$60,446,433	$43,224,380	$57,846,689	33.8%
Economic Promotion	$566,110	$730,035	$800,000	$770,000	-3.7%
Public Works	$10,968,581	$12,613,009	$21,129,243	$24,176,384	14.4%
Rebates/Refunds & Judgments/Damages	$87,191	$149,393	$41,000	$150,000	265.9%
Equipment Use Allowance/Debt Service	$8,265,890	$8,203,093	$8,256,250	$8,247,750	-0.1%
Contingency Provision	$617,800	$1,950,000	$4,239,046	$5,000,000	18%
District Attorney	$63,517,106	$67,775,111	$84,837,110	$88,279,315	4.1%
Public Defender	$21,810,759	$21,392,531	$28,942,167	$40,014,174	38.3%
Grand Jury	$144,022	$175,003	$255,715	$255,415	-0.1%
Probation	$46,167,737	$50,571,172	$70,267,821	$75,549,880	7.5%
County Support to the Courts	$11,698,541	$10,528,850	$10,722,677	$10,458,696	-2.5%
Court Assigned Counsel	$5,655,905	$7,235,117	$6,925,381	$8,187,547	18.2%
Sheriff	$202,645,390	$216,963,390	$239,611,832	$260,216,333	8.6%
Health Care Services Agency	$77,409,699	$83,021,824	$108,660,718	$121,008,501	11.4%
Agricultural Commissioner	$8,407,226	$8,497,381	$11,485,980	$12,034,993	4.8%
Community Development	$11,397,757	$13,150,856	$15,391,682	$16,650,683	8.2%
Office of Emergency Services	$4,012,617	$4,274,025	$6,262,089	$5,557,115	-11.3%
LAFCo Contribution	$248,220	$259,638	$259,638	$259,638	0%
Environmental Health	$9,479,284	$10,034,113	$12,168,624	$13,107,043	7.7%
Human Services Agency	$443,835,709	$494,539,580	$583,712,695	$603,289,833	3.4%
Health Care Contribution	$21,543,053	$22,600,722	$23,166,123	$24,037,178	3.8%
San Joaquin Health Centers	$20,952,470	$21,274,876	$35,680,953	$39,166,570	9.8%
Community Services	$2,295,268	$2,663,367	$5,180,208	$2,500,000	-51.7%
UC Cooperative Extension	$949,752	$947,430	$820,357	$723,678	-11.8%
Cultural Services	$628,557	$653,253	$788,545	$860,610	9.1%
Total Expenditures:	$1,170,820,063	$1,407,592,376	$1,466,211,617	$1,554,426,906	6%

General Fund Expenditures by Expense Type

General Fund Budgeted Expenditures by Expense Type



General Fund Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$551,301,810	$592,093,460	$737,647,073	$787,950,685	6.8%
Services And Supplies	$184,516,175	$212,854,003	$278,793,706	$303,396,070	8.8%
Centrally-Budgeted Expenses	$67,316,114	$69,939,288	$93,277,043	$102,355,520	9.7%
Other Charges	$235,817,260	$257,913,363	$280,184,184	$288,506,463	3%
Other Financing Uses	$56,084	$1,412,625	$73,182	$71,082	-2.9%
Capital Expenditures	$7,371,311	$14,427,517	$10,340,167	$7,934,066	-23.3%
Transfers Out	$124,444,164	$258,943,644	$61,657,216	$59,213,020	-4%
Provision For Contingency	$0	$0	$4,239,046	$5,000,000	18%
Clearing Accounts	-$2,854	$8,477	$0	$0	0%
Total Expense Objects:	$1,170,820,063	$1,407,592,376	$1,466,211,617	$1,554,426,906	6%

General Purpose Revenue Contributions

Revenue available to fund programs at the Board of Supervisors' discretion is referred to as General Purpose Revenue, a large portion of which is included in the 2025-2026 Proposed Budget to support public safety and criminal justice services for the Sheriff, Probation, District Attorney, and Public Defender's Offices, as well as government-related services provided by the County Administrator's Office, Assessor, Auditor-Controller, and Treasurer-Tax Collector, among others. Health and Human Services departments receive General Purpose Revenue to support maintenance of effort obligations and discretionary programs aligned with Board priorities.

The 2025-2026 Proposed Budget includes General Purpose Revenue estimates of $476,840,000 as shown in the tables below. Descriptions of the major revenue sources are included in the Funding Sources section of the budget.

General Fund Budget Unit	General Purpose Revenue Contribution
1010100000	$6,265,589
1010100110	250,000
1010100120	250,000
1010100130	250,000
1010100140	250,000
1010100150	250,000
1010200000	3,391,432
1010800000	1,996,606
1010804000	19,550,897
1011000000	3,432,951
1011100000	13,784,611
1011200000	942,625
1011600000	844,852
1011800000	2,009,096
1012400000	3,653,401
1013000000	12,645,207
1014200000	705,191
1016000000	168,659
1016500000	150,000

General Fund Budget Unit	General Purpose Revenue Contribution
1018000000	($4,723,172)
1019000000	5,000,000
2020200000	54,461,526
2020204000	240,171
2020205000	358,234
2020273000	716,712
2020278270	48,974
2020400000	17,567,163
2021000000	255,415
2021200000	1,166,857
2021274000	7,787,007
2021300000	8,187,547
2021602000	2,291,135
2021609000	3,869,573
2021614000	20,919,179
2021619000	3,192,053
2021620000	27,640,161
2021622000	1,862,553
2021626000	12,226,476

General Fund Budget Unit	General Purpose Revenue Contribution
2021628000	$2,317,708
2021635000	1,881,312
2021645000	14,610,820
2021649000	5,466,548
2021658000	114,906
2022600000	42,963,559
2022620000	467,393
2022621000	26,630,320
2022700000	1,614,818
2022702000	9,092,099
2022745000	7,940,894
2022800000	9,920,255
2024700000	5,758,988
2025600000	9,434,643
2025700000	484,054
2025900000	903,914
2026000000	3,286,188
2026700000	259,638
4041000000	19,351,028

General Fund Budget Unit	General Purpose Revenue Contribution
4041800000	$1,618,536
4042000000	2,930,867
4045415000	2,206,628
4049400000	6,656,109
4049700000	7,216,430
5050106000	2,780,549
5050107000	7,010,574
5050108000	1,356,856
5050110000	750,000
5050118000	20,541,685
5050132000	59,109
5053900000	5,237,998
5054000000	2,500,000
5054101000	6,710,246
5055600000	1,441,519
6061500000	723,678
7070300000	8,512,505
7070400000	1,368,335
7070800000	860,610

Total	**$476,840,000**

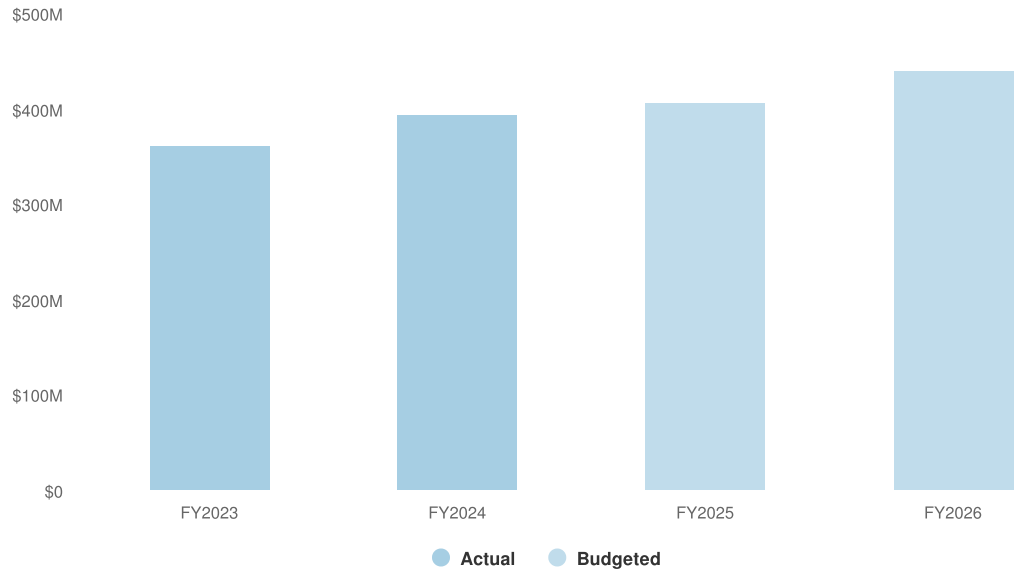
FUNDING SOURCES

Property Taxes Summary

The 2025-2026 Proposed Budget includes $440.8 million in Property Taxes for all funds, an increase of $33.9 million from the 2024-2025 Adopted Budget. Property Taxes included in General Purpose Revenue total $410 million, an increase of $30.6 million from the 2024-2025 Adopted Budget. The County Administrator's Office estimates a 5% increase in Current Property Taxes for 2025-2026.

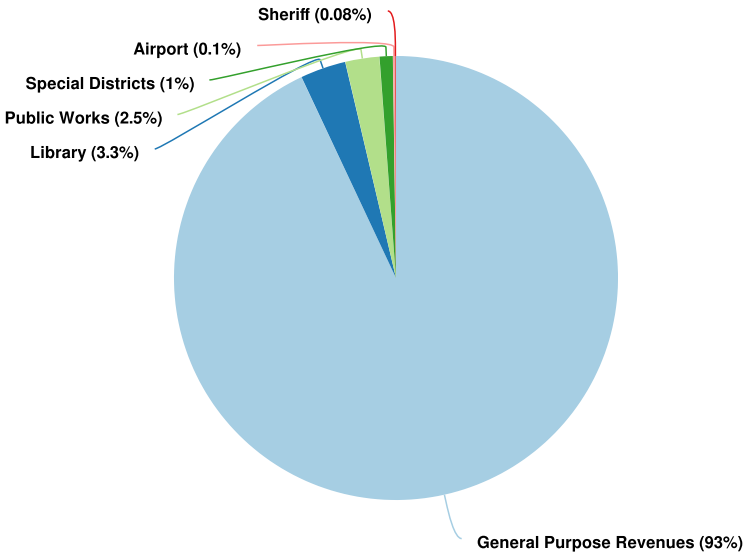
$440,790,012 **$33,858,487**
(8.32% vs. prior year)

Property Taxes Proposed and Historical Budget vs. Actual

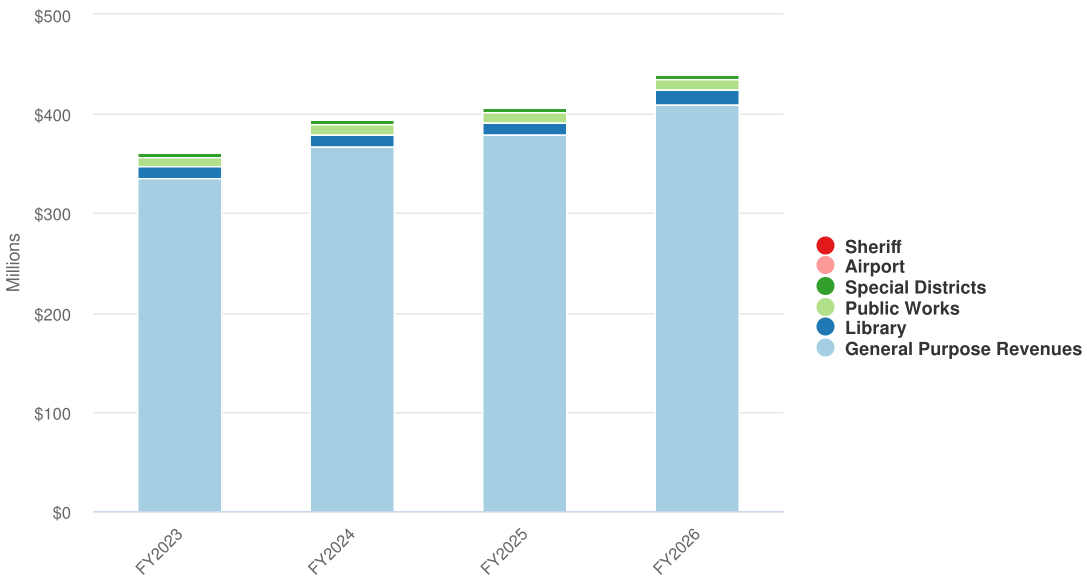


Revenue by Department

Projected Revenue by Department



Budgeted and Historical Revenue by Department



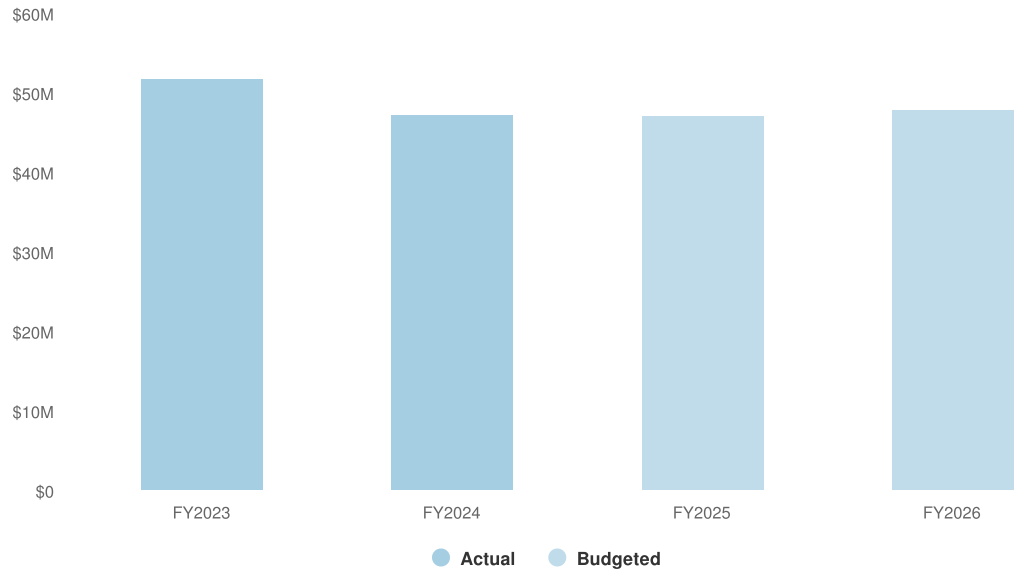
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue					
General Purpose Revenues	$335,741,577	$367,041,859	$379,340,000	$409,954,000	8.1%
Public Works	$9,558,701	$10,155,868	$10,062,806	$10,944,797	8.8%
Sheriff	$370,731	$366,700	$370,730	$370,730	0%
Special Districts	$4,111,299	$4,476,875	$4,079,589	$4,275,415	4.8%
Library	$11,130,006	$12,268,731	$12,528,400	$14,695,070	17.3%
Airport	$0	$0	$550,000	$550,000	0%
Total Revenue:	$360,912,312	$394,310,034	$406,931,525	$440,790,012	8.3%

Sales Tax Summary

The 2025-2026 Proposed Budget includes $47.9 million in Sales Taxes for all funds, an increase of $761,000 from the 2024-2025 Adopted Budget. Sales Tax included in General Purpose Revenue totals $31.2 million, a decrease of $900,000, or 2.8%, from the 2024-2025 Adopted Budget.

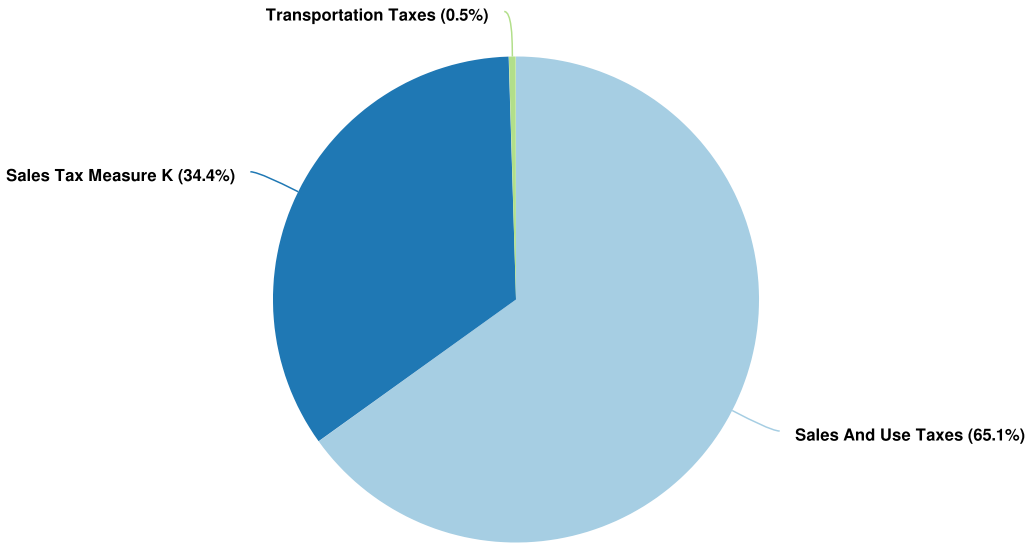
$47,928,000 **$761,000**
(1.61% vs. prior year)

Sales Tax Proposed and Historical Budget vs. Actual

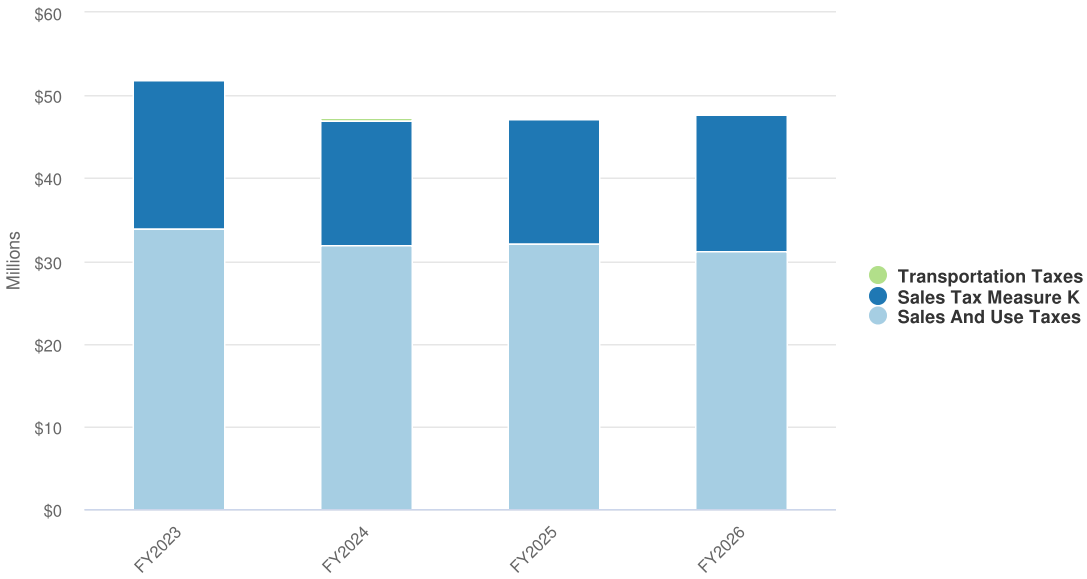


Revenues by Source

Projected Revenues by Source



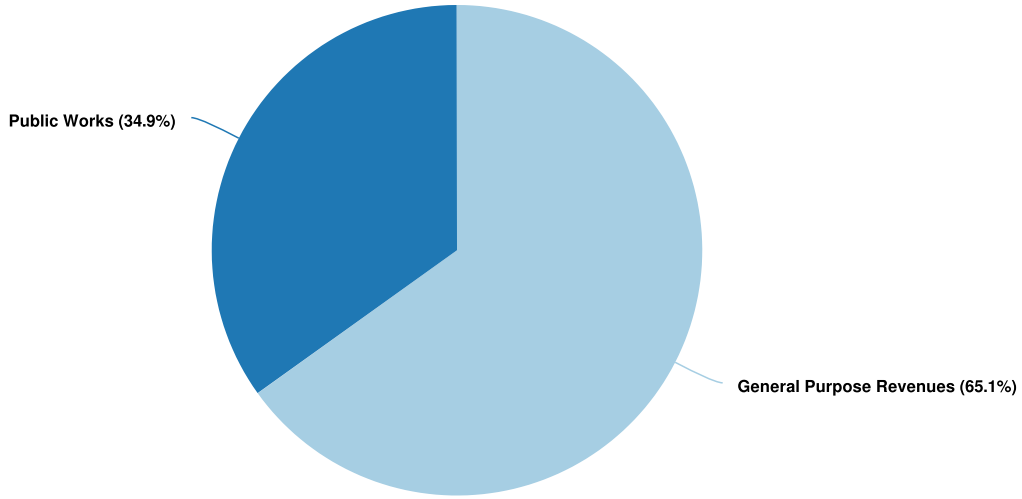
Budgeted and Historical Revenues by Source



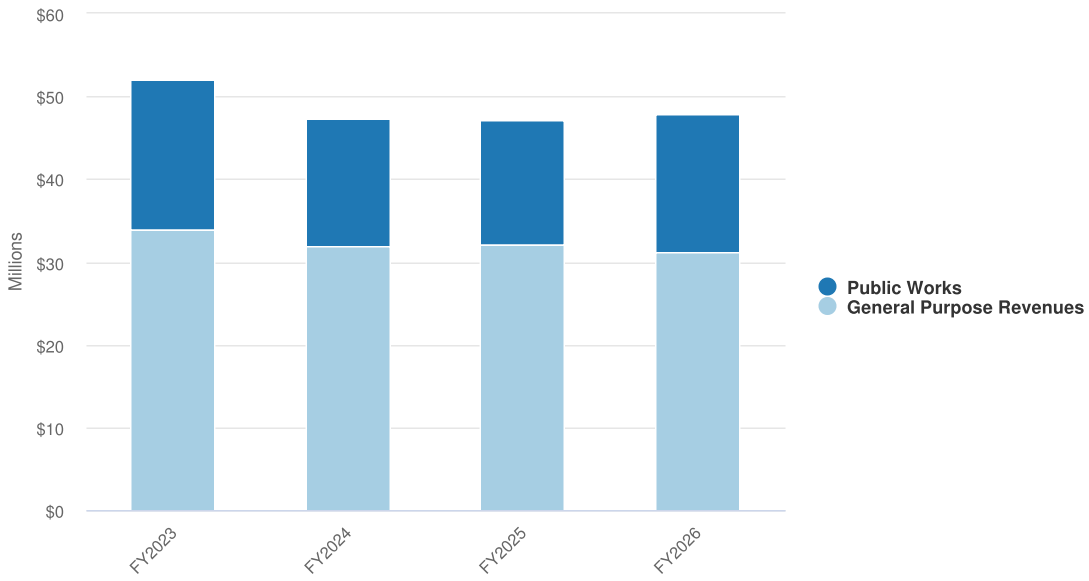
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes					
General Purpose Revenues	$33,831,734	$31,888,348	$32,102,000	$31,202,000	-2.8%
Public Works	$18,134,492	$15,419,708	$15,065,000	$16,726,000	11%
Total Taxes:	$51,966,226	$47,308,056	$47,167,000	$47,928,000	1.6%
Total Revenue Source:	$51,966,226	$47,308,056	$47,167,000	$47,928,000	1.6%

Revenue by Department

Projected Revenue by Department



Budgeted and Historical Revenue by Department

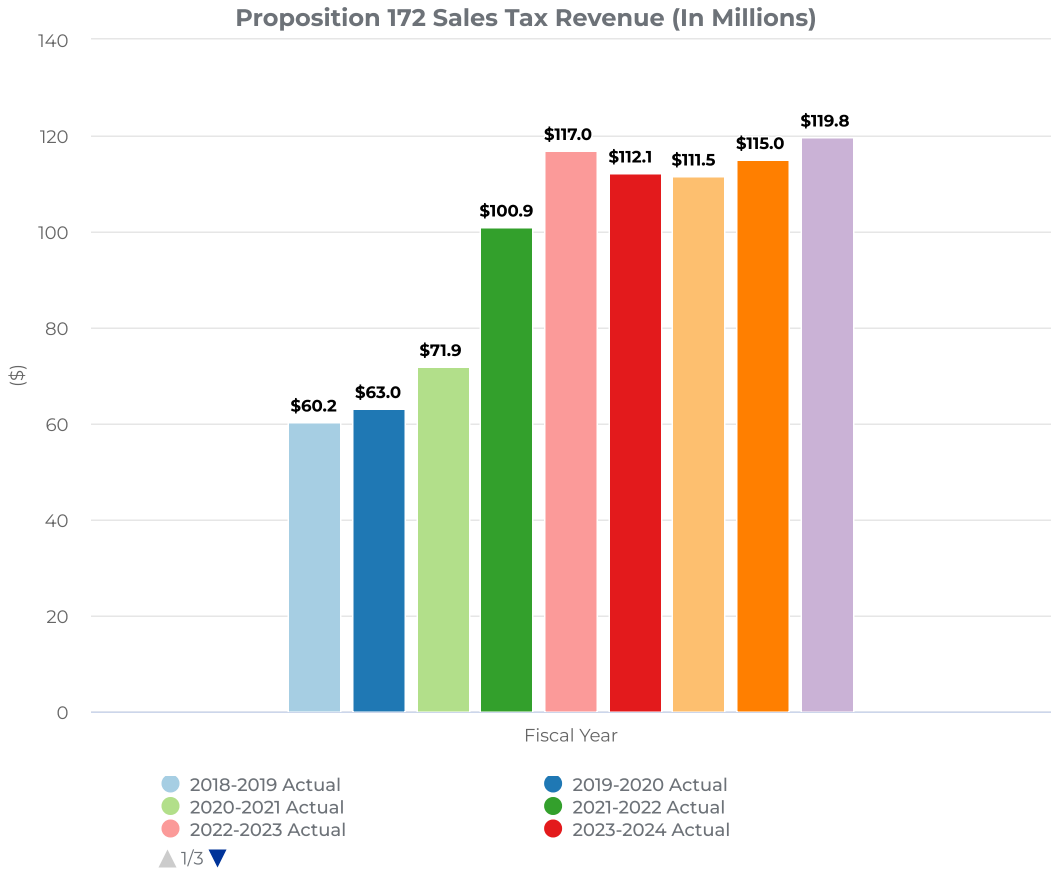


Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue					
Sales And Use Taxes	$33,828,734	$31,885,348	$32,100,000	$31,200,000	-2.8%
Transportation Taxes	$208,482	$297,523	$127,000	$227,000	78.7%
Sales Tax Measure K	$17,929,010	$15,125,185	$14,940,000	$16,501,000	10.4%
Total Revenue:	$51,966,226	$47,308,056	$47,167,000	$47,928,000	1.6%

Proposition 172 Public Safety Sales Tax

In November 1992, California voters approved Proposition 172 which provides one-half percent sales tax for public safety programs. In 1993, the Board of Supervisors adopted Board Order B-93-1235 designating Proposition 172 revenues exclusively for use in funding County Public Safety Services. In May 1994, the Board adopted Board Order B-94-613 establishing the allocation formula to distribute these funds in future years.

For the 2025-2026 Proposed Budget, Proposition 172 tax revenues are estimated at $119.8 million, which is an increase of approximately 9.4% from the 2024-2025 Adopted Budget level of $115.0 million.



Proposition 172 AB 2788 Maintenance of Effort

In 1993, Proposition 172 established a permanent Statewide half-cent sales tax to provide funding for qualifying public safety programs. Funds are collected by the State Board of Equalization and apportioned to each county based on its proportionate share of Statewide taxable sales.

Assembly Bill (AB) 2788 created a Maintenance of Effort (MOE) provision requiring cities and counties to maintain funding levels to public safety programs that receive Proposition 172 funds. AB 2788 also established 1992-1993 as the MOE base year and required an adjustment to MOE levels based on the annual change in Proposition 172 revenues. In 1992-1993, the total for all qualifying budgets in the County was $68,997,254 (base year).

The current program allocation formula for the County was established by the Board of Supervisors on May 24, 1994 (B-94-613), which allocates Proposition 172 revenue to the Sheriff (68.1%), Probation (13%), District Attorney (11%), and the Public Defender / Court Assigned Counsel (7.9%).

In 2024-2025, the MOE for all qualifying public safety programs was $163,225,724. The County's adjusted AB 2788 Certification for 2024-2025 was $337,800,899. Overall, the General Fund provided overmatching funds of $174,575,175 to all qualifying public safety programs. Not all budgets are included for each public safety department.

Public Safety Departments		2024-2025 Adopted	Adjusted AB 2788 Certification Year	1992-1993 Base Year	Proposition 172 MOE	Overmatch
District Attorney						
2020200000	Administration	$67,354,316	$62,788,252	$7,629,626	$18,049,287	$44,738,965
2020273000	Victim/Witness Program	2,291,036	837,815	138,634	327,964	509,851
	Total District Attorney	**$69,645,352**	**$63,626,067**	**$7,768,260**	**$18,377,251**	**$45,248,816**
Sheriff						
2021602000	Boating Safety	$3,193,847	$2,354,951	$504,000	$1,192,305	$1,162,646
2021620000	Patrol	42,273,605	41,406,357	8,619,072	20,390,004	21,016,353
2021622000	Communications	6,385,201	6,353,201	1,795,358	4,247,250	2,105,951
2021626000	Detectives	15,707,073	15,252,863	2,057,798	4,868,101	10,384,762
2021628000	Records	6,735,285	6,663,085	2,893,710	6,845,604	-182,519
2021635000	Civil	3,068,388	2,227,664	681,465	1,612,131	615,533
2021645000	Administration/Support	16,013,774	15,745,774	1,926,664	4,557,879	11,187,895
2021649000	Information Systems	5,472,212	5,439,212	0	0	5,439,212
2022600000	Custody	88,067,372	82,443,089	23,108,943	54,668,465	27,774,624
2022620000	Work Programs	1,502,727	600,953	686,643	1,624,381	-1,023,428
2022621000	Correctional Health Care	21,116,120	17,356,593	0	0	17,356,593
	Total Sheriff	**$209,535,604**	**$195,843,742**	**$42,273,653**	**$100,006,119**	**$95,837,623**
Probation						
2021200000	Pretrial Services	$3,086,882	$2,161,621	$486,729	$1,151,447	$1,010,174
2021201000	ADAP*	776,288	776,288	180,223	426,351	349,937
2022700000	Juvenile	7,703,629	6,448,645	2,791,363	6,603,484	-154,839
2022702000	Adult	12,170,068	10,251,843	2,464,566	5,830,385	4,421,458
2022745000	Administration	10,549,358	7,711,227	899,269	2,127,387	5,583,840
2022800000	Juvenile Hall	23,803,907	18,274,718	4,257,141	10,071,052	8,203,666
	Total Probation	**$58,090,132**	**$45,624,342**	**$11,079,291**	**$26,210,105**	**$19,414,236**
Indigent Defense						

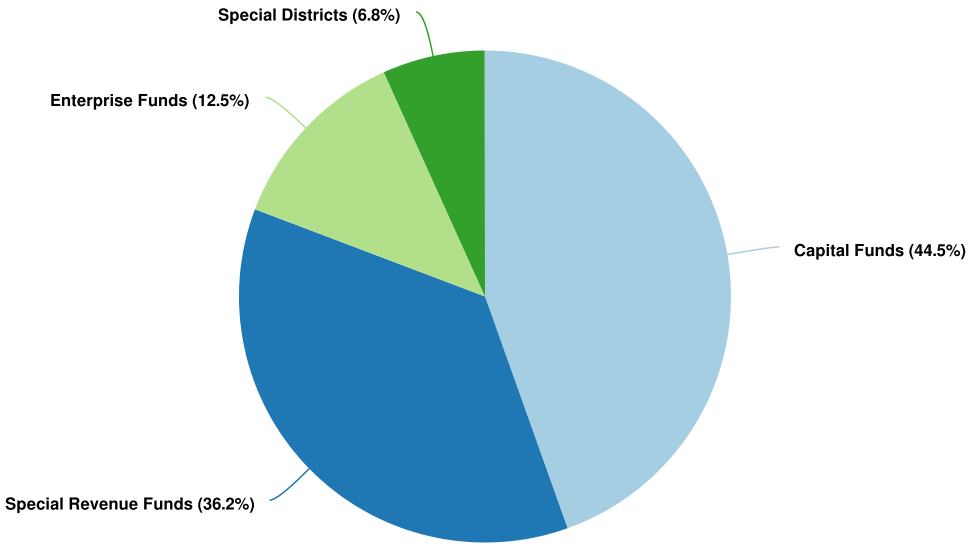
2020400000	Public Defender	$27,790,112	$25,781,367	$5,077,086	$12,010,783	$13,770,584
2021300000	Court Assigned Counsel	6,925,381	6,925,381	2,798,964	6,621,465	303,916
	Total Indigent Defense	**$34,715,493**	**$32,706,748**	**$7,876,050**	**$18,632,248**	**$14,074,500**
	Grand Total	**$371,986,581**	**$337,800,899**	**$68,997,254**	**$163,225,724**	**$174,575,175**

*ADAP program was transferred to the Substance Use Disorder Services budget (#4040600000) beginning July 1, 2018, and was consolidated with Behavioral Health Services (#4040500000) effective July 1, 2024.

Fund Balance Usage Summary

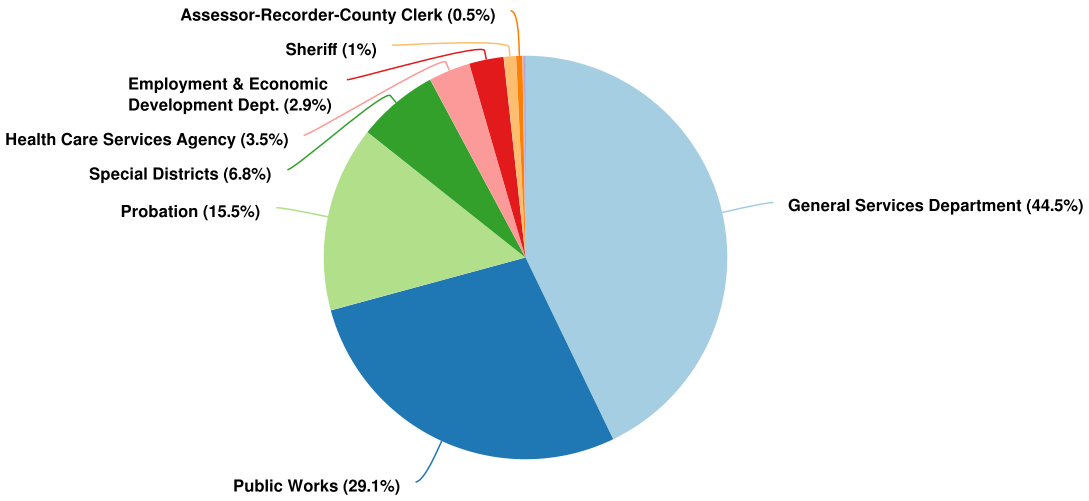
$143,520,506 -$5,944,575
(-3.98% vs. prior year)

Fund Balance Usage by Fund



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Special Revenue Funds	-$34,071,179	$7,564,906	$53,863,411	$51,999,189	-3.5%
Capital Funds	-$44,152,505	-$105,606,336	$90,365,929	$63,935,443	-29.2%
Enterprise Funds	$68,590,927	-$96,444,414	-$1,004,454	$17,881,878	-1,880.3%
Special Districts	-$3,320,547	-$427,683	$6,240,195	$9,703,996	55.5%
Total:	-$12,953,303	-$194,913,527	$149,465,081	$143,520,506	-4%

Fund Balance Usage by Department



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue					
Assessor-Recorder-County Clerk	$180,604	-$451,348	$1,830,072	$762,092	-58.4%
General Services Department	-$44,152,505	-$105,606,336	$90,365,929	$63,935,443	-29.2%
Public Works	-$32,014,641	-$32,599,963	$25,417,359	$41,702,425	64.1%
District Attorney	$0	$1	$0	$100,000	N/A
Department of Child Support Services	-$12,636	$6,351	$0	$0	0%
Probation	-$7,891,124	-$8,351,278	$14,187,574	$22,212,078	56.6%
Sheriff	-$694,915	-$10,169	$2,281,622	$1,474,005	-35.4%
Health Care Services Agency	$1,965,558	$38,936,703	$5,535,147	$4,973,869	-10.1%
Special Districts	-$3,320,547	-$427,683	$6,240,195	$9,703,996	55.5%
Employment & Economic Development Dept.	$2,869,590	$317,683	$8,296,596	$4,122,500	-50.3%
Library	-$3,748,728	-$4,022,038	-$2,433,758	-$4,053,591	66.6%
San Joaquin General Hospital	$63,799,969	-$86,362,285	-$1,678,399	-$1,654,296	-1.4%
Airport	$10,066,071	-$2,343,163	-$577,256	$241,985	-141.9%
Airpark 599	$0	$6,000,000	$0	$0	0%
Total Revenue:	-$12,953,303	-$194,913,527	$149,465,081	$143,520,506	-4%

Fund Balance Usage by Budget Unit

Fund	Budget Unit	Fund Balance Usage	Fund	Budget Unit	Fund Balance Usage	Fund	Budget Unit	Fund Balance Usage
County Funds							**Total**	**133,816,510**
37004	1040148000	64,086,628	20002	3030103000	233,773	20039	3039902000	(2,264,000)
37005	1040150000	(151,185)	20002	3030105000	1,848,046	20007	4040500000	1,214,901
20052	2020281000	100,000	20002	3030106000	12,192,475	20007	4041200000	2,932,891
20052	2021655000	777,641	20002	3030108000	181,670	20046	4049600000	826,077
20052	2021657000	696,364	20013	3031300000	1,580,810	20008	5055103000	4,122,500
20053	2022700190	(280,602)	20014	3031400000	(107,116)	20018	6060900000	(4,053,591)
20051	2022702510	21,937,301	20015	3031500000	179,399	39021	9210000000	19,185,978
20052	2022785000	555,379	20016	3031600000	2,749,273	39022	9221100000	(1,654,296)
20037	2025901000	762,092	20017	3031700000	857,374	39023	9230901000	241,985
20002	3030101000	5,143,532	20039	3039900000	(187,000)	39312	9312000000	108,211
Special District Funds							**Total**	**9,703,996**
21101	2910000000	249,405	22501	2910000000	4,734	31701	2910000000	103,546
21113	2910000000	2,424,060	22601	2910000000	304,864	31801	2910000000	81,568
21114	2910000000	340,035	22701	2910000000	163,881	32101	2910000000	14,808
21168	2910000000	359,465	22801	2910000000	261,290	32301	2910000000	7,423
21192	2910000000	(300,000)	23001	2910000000	123,477	32401	2910000000	11,384
21201	2910000000	(1,292,700)	23101	2910000000	125,368	32501	2910000000	11,515
21501	2910000000	83,168	23201	2910000000	13,764	32901	2910000000	17,792
22001	2910000000	13,297	23401	2910000000	924,865	33001	2910000000	69,537
22002	2910000000	5,366	23501	2910000000	(1,145)	33101	2910000000	244,865
22003	2910000000	8,679	23601	2910000000	33,451	33131	2910000000	230,255
22004	2910000000	(1,212)	23701	2910000000	183,873	33501	2910000000	135,152
22005	2910000000	4,497	23801	2910000000	78,554	33597	2910000000	126,000
22006	2910000000	5,716	23901	2910000000	167,982	33601	2910000000	12,275
22007	2910000000	2,850	24001	2910000000	121,259	33631	2910000000	8,262
22008	2910000000	10,611	24201	2910000000	389,249	33632	2910000000	7,110
22009	2910000000	6,568	24212	2910000000	-	33701	2910000000	7,807
22010	2910000000	7,667	24301	2910000000	108,806	34101	2910000000	16,355
22011	2910000000	6,256	24401	2910000000	196,424	34114	2910000000	32,062
22012	2910000000	9,133	24501	2910000000	2,561	34131	2910000000	(6,453)
22013	2910000000	3,530	24601	2910000000	97,480	34201	2910000000	13,583
22014	2910000000	4,513	24661	2910000000	4,215	34301	2910000000	81,980
22015	2910000000	4,082	24701	2910000000	88,364	34331	2910000000	11,602
22016	2910000000	16,196	24801	2910000000	8,088	34401	2910000000	204,729
22017	2910000000	6,109	24901	2910000000	24,729	34431	2910000000	279,855
22018	2910000000	5,780	25001	2910000000	69,123	34441	2910000000	149,648
22019	2910000000	(3)	25101	2910000000	387,356	34501	2910000000	21,600
22021	2910000000	2,886	25131	2910000000	217,360	34601	2910000000	16,351
22022	2910000000	1,298	30101	2910000000	56	34631	2910000000	2,572
22023	2910000000	543	30201	2910000000	(9,276)	34701	2910000000	18,923
22024	2910000000	1,654	30301	2910000000	13,080	34801	2910000000	2,114
22025	2910000000	753	30331	2910000000	17,308	34831	2910000000	60,267
22026	2910000000	1,979	30401	2910000000	8,125	34901	2910000000	6,389
22027	2910000000	(133)	30501	2910000000	(10,712)	34931	2910000000	7,667
22028	2910000000	18	30601	2910000000	9,432	35001	2910000000	22,907
22029	2910000000	809	30801	2910000000	(9,113)	35101	2910000000	6,088
22030	2910000000	9,129	31101	2910000000	(1,027)	35201	2910000000	10,906
22031	2910000000	9,341	31201	2910000000	211,514	35301	2910000000	443,081
22101	2910000000	114,036	31261	2910000000	-	35339	2910000000	-
22201	2910000000	130,005	31401	2910000000	39,286	35401	2910000000	362,825
22295	2910000000	2,251	31501	2910000000	65,086	35501	2910000000	5,071
22401	2910000000	14,759	31601	2910000000	126,693	35531	2910000000	11,755
Grand Total								**143,520,506**

DEPARTMENTS

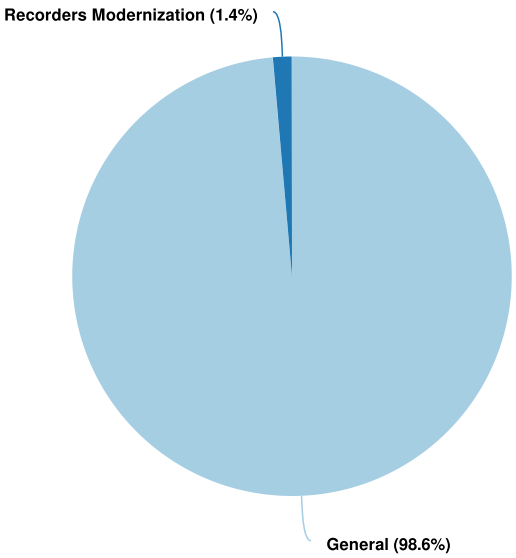
General Government

Expenditures Summary

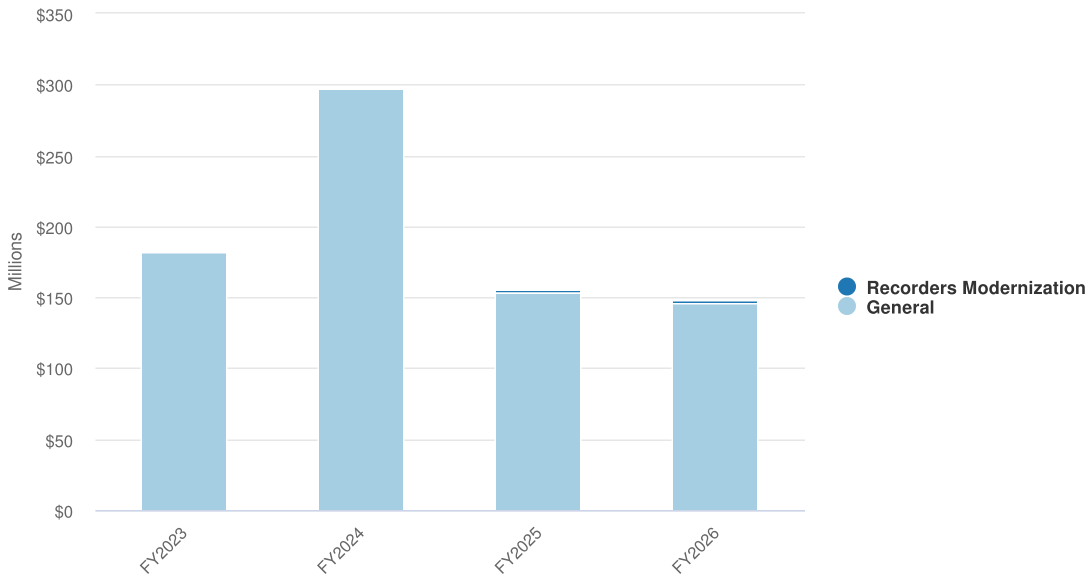
$148,011,091 -$7,835,114
(-5.03% vs. prior year)

Expenditures by Fund

Expenditures by Fund



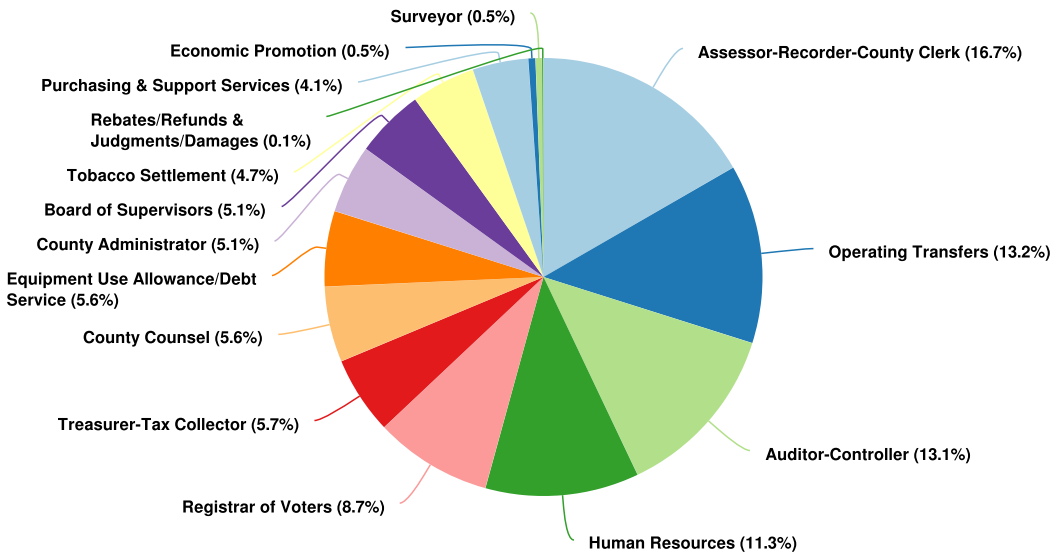
Budgeted and Historical Expenditures by Fund



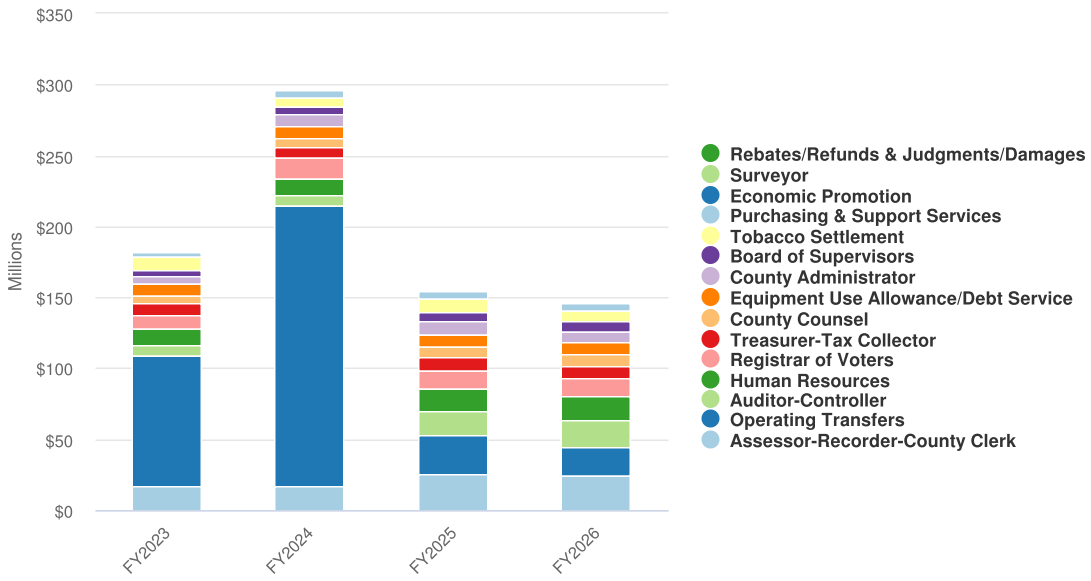
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
General	$182,306,916	$296,710,606	$153,247,464	$145,958,290	-4.8%
Recorders Modernization	$980,334	$496,318	$2,598,741	$2,052,801	-21%
Total:	$183,287,250	$297,206,924	$155,846,205	$148,011,091	-5%

Expenditures by Department

Budgeted Expenditures by Department



Budgeted and Historical Expenditures by Department



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expenditures					
Board of Supervisors					
Board of Supervisors	$4,022,698	$4,133,449	$4,981,843	$6,274,764	26%
Board of Supervisor-Fund1	$0	$151,704	$250,000	$250,000	0%
Board of Supervisor-Fund2	$0	$374,900	$250,000	$250,000	0%
Board of Supervisor-Fund3	$0	$200,000	$250,000	$250,000	0%
Board of Supervisor-Fund4	$0	$150,784	$250,000	$250,000	0%
Board of Supervisor-Fund5	$0	$207,754	$250,000	$250,000	0%
Total Board of Supervisors:	$4,022,698	$5,218,591	$6,231,843	$7,524,764	20.7%
County Administrator					
County Administrator	$5,443,011	$8,127,367	$9,497,560	$7,526,337	-20.8%
Total County Administrator:	$5,443,011	$8,127,367	$9,497,560	$7,526,337	-20.8%
Auditor-Controller					
Auditor-Controller	$7,509,600	$7,605,037	$9,135,958	$8,769,171	-4%
ACO-ERP Support	$0	$50,241	$8,108,238	$10,551,218	30.1%
Total Auditor-Controller:	$7,509,600	$7,655,278	$17,244,196	$19,320,389	12%
Operating Transfers					
Operating Transfers	$92,062,672	$197,374,460	$27,191,714	$19,550,897	-28.1%
Total Operating Transfers:	$92,062,672	$197,374,460	$27,191,714	$19,550,897	-28.1%
Tobacco Settlement					

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Tobacco Settlement	$9,280,788	$7,300,000	$9,600,000	$7,000,000	-27.1%
Total Tobacco Settlement:	$9,280,788	$7,300,000	$9,600,000	$7,000,000	-27.1%
Treasurer-Tax Collector					
Treasurer-Tax Collector	$6,058,769	$5,525,307	$6,015,357	$6,437,578	7%
Revenue And Recovery	$1,930,529	$2,043,170	$2,472,788	$2,060,852	-16.7%
Total Treasurer-Tax Collector:	$7,989,297	$7,568,477	$8,488,145	$8,498,430	0.1%
Assessor-Recorder-County Clerk					
Assessor	$11,911,136	$12,698,385	$17,580,779	$18,534,623	5.4%
Recorder-County Clerk	$4,012,034	$3,708,378	$5,202,841	$4,098,587	-21.2%
Recorder-Equipment Automation	$980,334	$496,318	$2,598,741	$2,052,801	-21%
Total Assessor-Recorder-County Clerk:	$16,903,504	$16,903,081	$25,382,361	$24,686,011	-2.7%
Purchasing & Support Services					
Purchasing Support Svs	$3,845,294	$4,379,864	$5,473,305	$6,103,137	11.5%
Total Purchasing & Support Services:	$3,845,294	$4,379,864	$5,473,305	$6,103,137	11.5%
County Counsel					
County Counsel	$5,351,177	$6,104,010	$7,842,547	$8,259,011	5.3%
Total County Counsel:	$5,351,177	$6,104,010	$7,842,547	$8,259,011	5.3%
Human Resources					
Human Resources	$11,008,550	$11,664,417	$16,093,993	$16,792,669	4.3%
Total Human Resources:	$11,008,550	$11,664,417	$16,093,993	$16,792,669	4.3%
Registrar of Voters					
Registrar of Voters	$10,374,247	$15,142,947	$12,934,460	$12,870,037	-0.5%
Total Registrar of Voters:	$10,374,247	$15,142,947	$12,934,460	$12,870,037	-0.5%
Economic Promotion					
Economic Promotion	$566,110	$730,035	$800,000	$770,000	-3.7%
Total Economic Promotion:	$566,110	$730,035	$800,000	$770,000	-3.7%
Public Works					
Surveyor	$577,221	$685,909	$768,831	$711,659	-7.4%
Total Public Works:	$577,221	$685,909	$768,831	$711,659	-7.4%
Rebates/Refunds & Judgments/Damages					
Rebate-Refun-Judgment-Damage	$87,191	$149,393	$41,000	$150,000	265.9%
Total Rebates/Refunds & Judgments/Damages:	$87,191	$149,393	$41,000	$150,000	265.9%
Equipment Use Allowance/Debt Service					
Bldg-Equip Use And Debt Svs	$8,265,890	$8,203,093	$8,256,250	$8,247,750	-0.1%

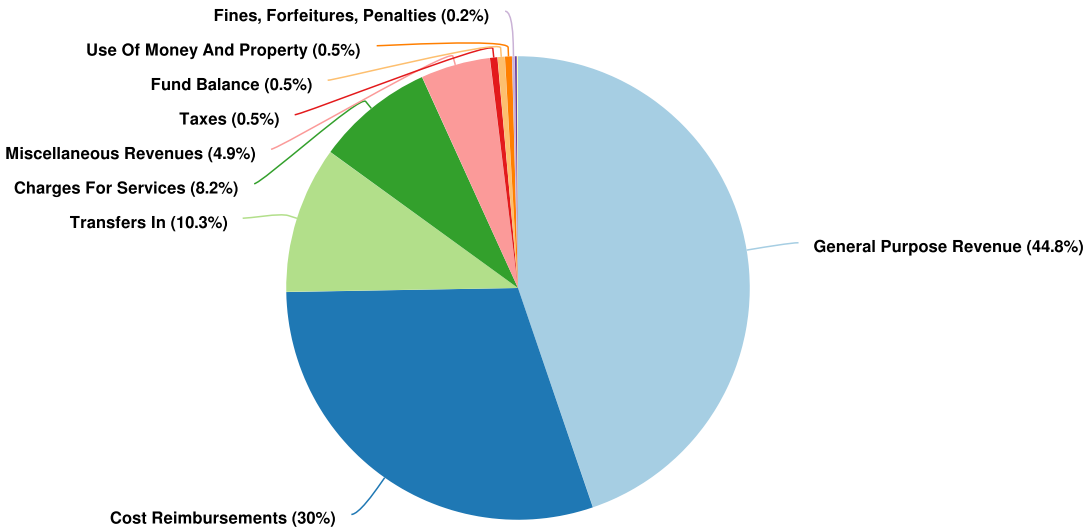
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Total Equipment Use Allowance/Debt Service:	$8,265,890	$8,203,093	$8,256,250	$8,247,750	-0.1%
Total Expenditures:	$183,287,250	$297,206,924	$155,846,205	$148,011,091	-5%

Funding Summary

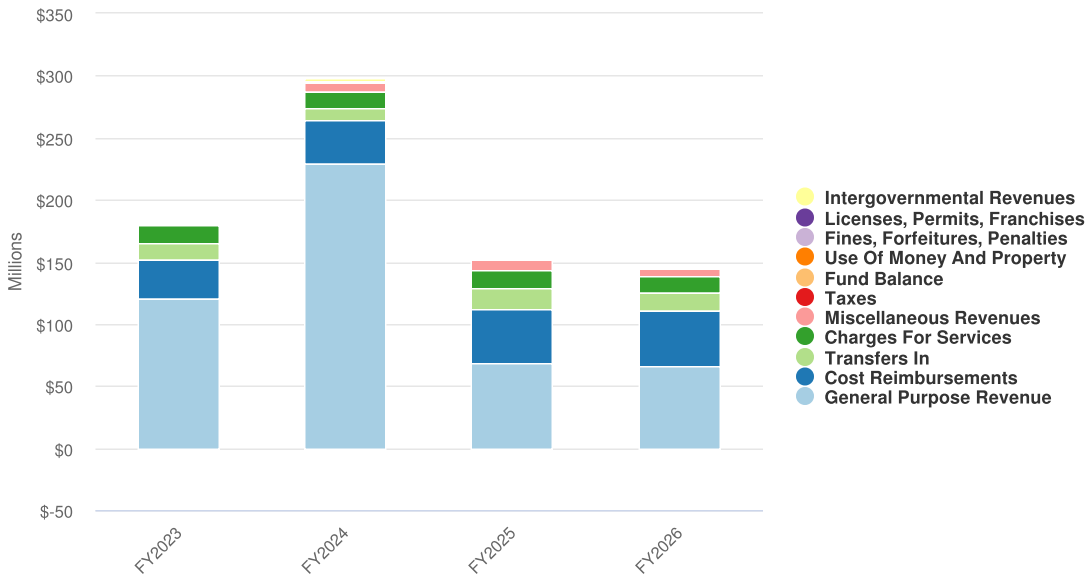
$148,011,091 -$7,835,114
(-5.03% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$828,400	$762,456	$800,000	$770,000	-3.7%
Licenses, Permits, Franchises	$205,170	$202,361	$197,984	$198,661	0.3%
Fines, Forfeitures, Penalties	$330,617	$374,793	$300,000	$300,000	0%
Use Of Money And Property	$657,340	$745,299	$603,000	$711,728	18%
Intergovernmental Revenues	$761,696	$1,676,578	$57,000	$110,000	93%
Charges For Services	$14,027,551	$12,258,235	$15,487,578	$12,160,901	-21.5%
Miscellaneous Revenues	$868,196	$7,230,570	$8,117,051	$7,198,810	-11.3%
Transfers In	$13,212,729	$9,993,468	$17,000,302	$15,192,393	-10.6%
Cost Reimbursements	$32,180,736	$34,858,962	$42,883,658	$44,339,838	3.4%
General Purpose Revenue	$120,034,212	$229,555,550	$68,569,560	$66,266,668	-3.4%
Fund Balance	$180,604	-$451,348	$1,830,072	$762,092	-58.4%
Total Revenue Source:	$183,287,250	$297,206,924	$155,846,205	$148,011,091	-5%

Board of Supervisors/Clerk of the Board



Paul Canepa, District 2
Board Chair

Board of Supervisors

The Board of Supervisors is the governing body of San Joaquin County and serves more than 800,000 residents. The Board establishes County policies, passes local ordinances, approves the budget, sets local tax rates, supports community programs, and provides many other essential services.

Clerk of the Board

The Clerk of the Board of Supervisors plays an administrative role as an Officer of San Joaquin County in supporting the functions of the Board of Supervisors, Assessment Appeals Board, Countywide Oversight Board, and City Selection Committee ensuring the effective operation of county government.

This narrative includes the following budgets:

- Board of Supervisors (#1010100000)
- Board of Supervisor - Fund 1 (#1010100110)
- Board of Supervisor - Fund 2 (#1010100120)
- Board of Supervisor - Fund 3 (#1010100130)
- Board of Supervisor - Fund 4 (#1010100140)
- Board of Supervisor - Fund 5 (#1010100150)

Please visit sjgov.org/bos for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget reflects the San Joaquin County Board of Supervisors' continued commitment to leadership, accountability, and strategic investment. Guided by the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596): Maintaining Fiscal Responsibility, Reducing Unsheltered Homelessness, Enhancing Public Safety and Quality of Life, and Supporting a Healthy Community; the Board remains focused on solutions that are both locally responsive and fiscally sustainable.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Work with Human Resources to review classification and compensation structure of classes in the Clerk of the Board's (COB) Office	Class structure which makes succession planning challenging and does not encourage internal promotion	Complete	Class structure which ensures professional roles are reflected and encourages succession planning and internal promotion	June 2024
Demonstrate Leadership Development	**Initial**	**Current**	**Target**	**Deadline**
COB to complete NACo High Performance Leadership Academy	12-week program that began January 2023	Complete	Complete	April 2023
Chief Deputy Clerk to complete NACo High Performance Leadership Academy	12-week program that begins July 2023	Incomplete as of November 2023	Complete	November 2023
Expand membership to California Clerk of the Board of Supervisors Association	One full-year membership and three half-year memberships	Four full-year memberships	Four full-year memberships	July 2023
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Contract with Rolling Orange, Inc. to design a professional website for the Board of Supervisors and Clerk of the Board	Boilerplate website created by Information Systems Division and maintained by COB	Not met by June 2024	Professionally designed website maintained by COB staff	June 2024

Analysis of Priority Activity

Demonstrate Leadership Development – The Chief Deputy Clerk began the NACo High Performance Leadership Academy in January 2024, but left County employment in February before completing the program. However, the new Chief Deputy Clerk, hired in July 2024, completed the program in February 2025.

Augment Digitization & Automation – The Clerk of the Board will work with the Board of Supervisors' Public Information Specialist to complete the design of the professional website in 2025-2026.

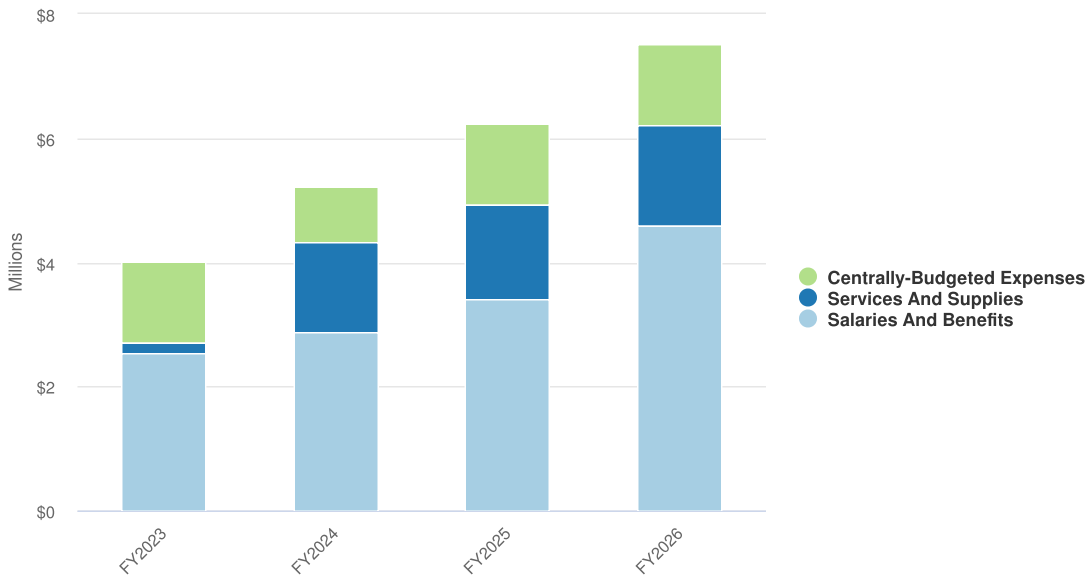
Expenditures Summary

The 2025-2026 Proposed Budget of $7,524,764 is an increase of $1,292,921 from the 2024-2025 Adopted Budget of $6,231,843, primarily due to the midyear addition of five positions in 2024-2025 ($849,565) and salaries and benefits adjustments ($335,043).

$7,524,764 $1,292,921
(20.75% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$2,527,093	$2,884,822	$3,402,170	$4,587,078	34.8%
Services And Supplies	$169,362	$1,433,254	$1,517,448	$1,621,348	6.8%
Centrally-Budgeted Expenses	$1,326,243	$900,515	$1,312,225	$1,316,338	0.3%
Total Expense Objects:	$4,022,698	$5,218,591	$6,231,843	$7,524,764	20.7%

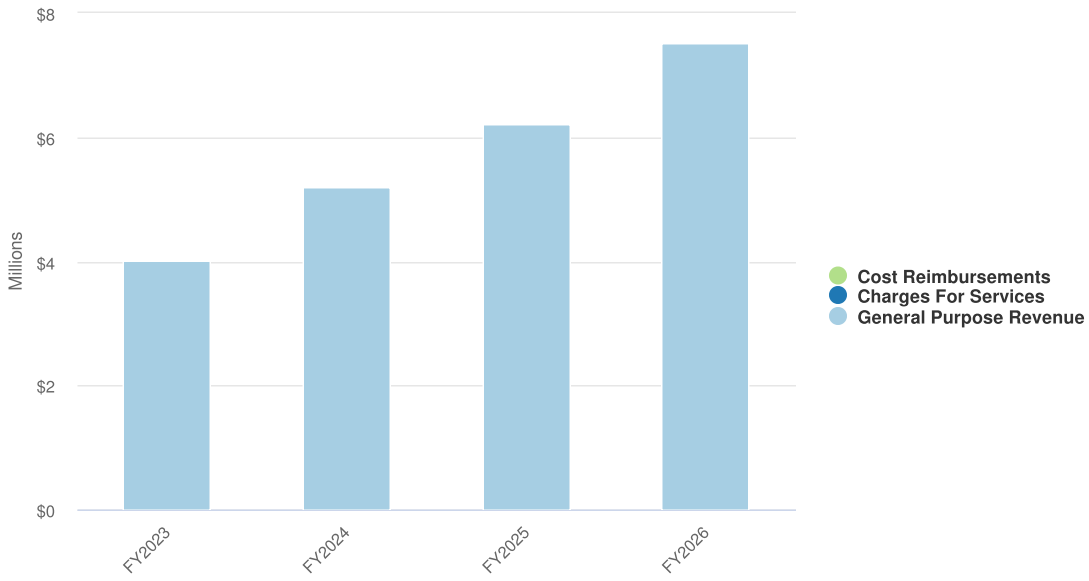
Funding Summary

The 2025-2026 Proposed Budget includes $7,515,589 in General Purpose Revenue.

$7,524,764 $1,292,921
(20.75% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Charges For Services	$10,414	$11,318	$9,175	$9,175	0%
Cost Reimbursements	$183	$7,567	$0	$0	0%
General Purpose Revenue	$4,012,101	$5,199,706	$6,222,668	$7,515,589	20.8%
Total Revenue Source:	$4,022,698	$5,218,591	$6,231,843	$7,524,764	20.7%

Organizational Chart

The 2025-2026 Proposed Budget includes no position changes. Five Board of Supervisors Aide positions were added midyear 2024-2025 (R-24-192).

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	23.0	23.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	23.0	23.0	0.0

Program Discussion

The Board of Supervisors is dedicated to advancing initiatives that prioritize the well-being and prosperity of their communities. With a strategic focus on various key priorities, including public safety, homelessness, water management, economic development, and more, the Board continuously strives to enhance the quality of life for all residents. This budget narrative highlights the Board's accomplishments and strategic investments in these priority areas, underscoring its commitment to effective governance and sustainable growth. This budget also embraces a unique milestone in the County's history: the **175th Anniversary of San Joaquin County**, a celebration of the community's resilience, diversity, and shared future.

The Board of Supervisors continues to champion targeted, community-driven projects that align with Countywide strategic goals and deliver tangible results:

- Planning and development efforts are underway for a new regional park in South County, intended to expand recreational access and provide safe, inclusive outdoor space for residents of all ages.
- The Board is actively working to address the financial impacts of rising PG&E utility rates, advocating for fair pricing structures and State-level oversight that protect residents and businesses. As part of this effort, the County entered into an agreement with Ava Community Energy, a not-for-profit public agency committed to providing more renewable energy at lower rates.
- The Board is actively pushing back against State-imposed unfunded mandates, which place increasing financial burdens on local governments without providing the necessary funding to implement required programs. This advocacy includes calling for more equitable State-County partnerships and sustainable policy implementation.
- In parallel, the Board is also promoting greater accountability in County spending, particularly in areas such as homelessness response, to ensure that investments are making a measurable difference. By evaluating program outcomes and prioritizing data-driven decision-making, the Board seeks to direct local tax dollars toward strategies that produce real, lasting impact for the community.
- Swenson Golf Course, a valued public resource, is undergoing infrastructure improvements to preserve its legacy as a recreational and community destination.
- The award-winning STAART (Stockton Takes Action Against Retail Theft) app, developed in partnership with the Greater Stockton Chamber of Commerce and the San Joaquin County District Attorney's Office, is redefining community-based crime prevention. The app allows businesses and residents to report retail theft incidents, submit photo or video evidence, and receive real-time alerts. Its success has drawn interest from other counties and agencies throughout California, making it a model for regional adoption.
- The French Camp Municipal Advisory Council was recently reinstated, restoring an important platform for local residents to provide input on planning, zoning, land use, and community development issues. This revitalization reflects the County's commitment to inclusive governance and local empowerment.
- A Safe Routes to Schools Sidewalk project is in progress, seeking Federal funding to build safer sidewalks and crosswalks around four schools in Stockton. The initiative supports student safety, promotes walking and bicycling, and helps foster more connected and active neighborhoods.
- The San Joaquin County Board of Supervisors remains committed to ensuring election integrity by advocating for measures that strengthen public trust, such as voter identification requirements and improved oversight of registration processes.

The Board continues to benefit from the leadership of newly elected members: First Supervisorial District Representative Mario Gardea, Third Supervisorial District Representative Sonny Dhaliwal, and the re-election of Fifth Supervisorial District Representative Robert Rickman, with deep experience in public safety and local government. Their priorities include expanding employment opportunities, enhancing neighborhood infrastructure, supporting economic development, and addressing homelessness through regional collaboration and practical solutions.

Strategic Priorities

Key accomplishments related to the Board's Strategic Priorities are as follows:

Maintaining Fiscal Responsibility

In an era of rising costs and growing demands, the Board continues to prioritize responsible budgeting, ensuring that limited public resources are directed toward the highest-impact programs. The initiatives contained in this budget are aligned with long-term financial sustainability and operational efficiency, balancing innovation with accountability.

Reducing Unsheltered Homelessness

The County continues to confront homelessness through a multi-pronged, Board-led strategy grounded in compassion, public safety, and interagency collaboration. Key investments and policy actions include:

- The implementation of a safe camping ordinance to address illegal encampments (B-24-513) while providing safer alternatives.
- Expansion of the SJ Cares outreach team, bringing services directly to unsheltered populations.
- Reorganization of the Neighborhood Preservation Division from the Health Care Services Agency to the Human Services Agency to increase efficiency, streamline referrals, and strengthen coordination.

- Ongoing support for the CARE Court model and the development of the SJ Be Well Campus, a comprehensive behavioral health facility offering crisis stabilization, substance use disorder treatment, and transitional housing.
- Launch of a Mobile Crisis Response Team to respond to mental health and substance abuse emergencies.
- Continued support for regional facilities, including St. Mary's Community Center and local city shelter expansions.
- Allocation of $300,000 in emergency funding to the Gospel Center Rescue Mission Men's Shelter (B-24-254 and B-24-298), ensuring the continuation of essential services for vulnerable men facing homelessness.

Enhancing Public Safety and Quality of Life

The Board is deeply committed to ensuring that all residents feel safe and secure in their communities. Investments in public safety, infrastructure, recreation, and neighborhood improvements are aimed at improving both daily life and long-term well-being.

Supporting a Healthy Community

The County continues to strengthen its healthcare infrastructure by expanding mental health services, improving access to care, and addressing social determinants of health. The appointment of Genevieve Valentine as the new Director of Health Care Services reinforces this commitment to forward-thinking, community-centered leadership.

Board Support for County Government and Workforce Stability

In 2024-2025, the Board demonstrated its strong commitment to maintaining a stable, effective, and responsive County government through the approval of multiple Memorandums of Understanding (MOUs) with employee bargaining units. These agreements reflect the Board's continued support of a high-performing public workforce by ensuring fair wages, competitive benefits, and safe working conditions across County departments.

Approved MOUs included agreements with a broad range of professional and service groups, such as the Union of American Physicians & Dentists, the California Nurses Association, Deputy Sheriff's Association, Sheriff's Deputy Sergeants Association, and Law Enforcement Management Association. These agreements not only support the County's ability to attract and retain skilled employees but also strengthen labor-management collaboration in delivering essential services to the community.

By prioritizing respectful negotiations and long-term workforce investments, the Board continues to reinforce the foundation of County operations, ensuring the delivery of effective, equitable, and sustainable public services.

175th Anniversary of San Joaquin County

To commemorate 175 years of service and history, the Board of Supervisors has proclaimed 2025 as San Joaquin County's 175th Anniversary Year under the theme: *"Honor the Past, Celebrate the Present, and Look Forward to the Future."* Celebratory initiatives include: strategic partnership with the San Joaquin County Historical Museum; active participation from all eight incorporated cities; and launch of a Countywide art contest to design a commemorative anniversary logo, won by artist A. Vasquez. These efforts aim to foster civic pride, increase public engagement, and highlight the people, places, and milestones that define San Joaquin County.

State of the County

In 2024-2025, the Board debuted a new, public-friendly format for the State of the County, held at the Bob Hope Theater with more than 600 guests in attendance. This free community event highlighted the County's progress and innovation through department and local partner exhibits; presentations showcasing new or expanded programs and services; and recognition of community heroes, including the Growing Greatness Award presented to Karl Ross Post 16, a veterans' organization recognized for its ongoing service and advocacy.

Supervisorial District Discretionary Spending Summary

As part of the 2024-2025 community investment strategy, each member of the Board of Supervisors was allocated discretionary funding to support district-specific needs and initiatives. As of April 30, 2025, a total of $768,249 has been approved across all five districts, with each Supervisor directing funds toward projects that enhance local services, safety, recreation, and community engagement.

Board of Supervisor Aide Positions

On September 10, 2024, the Board of Supervisors approved the addition of five Board of Supervisors Aide positions (R-24-192) to further expand and enhance the Board's ability to provide service to County constituents and ensure efficient operations.

Public Information Specialist

The role of the Board of Supervisors' Public Information Specialist is to foster transparent communication and enhance public engagement within San Joaquin County. Acting as a liaison between the Board and the community, the Public Information Specialist plays a vital role in disseminating crucial information following Board meetings and ensuring that residents are well-informed about County programs, services,

and initiatives. By effectively managing public relations efforts, the Specialist helps to build trust and credibility with residents, fostering a positive relationship between the Board and the community it serves. Overall, the role of the Public Information Specialist is instrumental in promoting transparency, accessibility, and public trust in the actions and decisions of the Board of Supervisors.

Clerk of the Board

The mission of the Clerk of the Board is to efficiently and accurately administer democratic processes of the Board of Supervisors, ensuring transparency and equitable access to the people's business. The Clerk's office is committed to providing impartial support to the Board of Supervisors, County departments, and the people, serving with the highest degree of integrity and professionalism. The Clerk's duties are as follows:

- **Meeting Administration** – Responsible for organizing and facilitating public meetings of the Board of Supervisors, Assessment Appeals Board, Countywide Oversight Board, and City Selection Committee; including preparing meeting agendas, distributing materials, and recording meeting minutes. Additionally, the Clerk also oversees scheduling of meetings and coordinating logistics, such as meeting locations and audio-visual equipment.
- **Record Keeping** – Maintains official records of public proceedings, resolutions, ordinances, and other documents, ensuring that records are properly filed, indexed, and preserved in accordance with legal requirements and best practices for record management.
- **Public Access** – Facilitates public access to Board proceedings and official records by providing copies of documents, assisting with public inquiries, and overseeing the publication of meeting agendas and minutes in compliance with open meeting laws.
- **Claims** – Serves as the official intake point for claims filed against the County, ensuring they are date-stamped, logged, and forwarded to the appropriate departments for review and response. The Clerk's Office maintains accurate records of all claims and supports compliance with statutory timelines and procedures under the California Government Claims Act.
- **Legislative Support** – Provides support to the Board in the legislative process, including administering the Hearing Officer Panel, Lobbyist Registration, and assisting with researching legal and procedural matters related to Board actions and decisions.
- **Local Appointments to Boards and Commissions** – Administers the provisions of the Maddy Act, maintains the official roster of over 60 Boards and Commissions, administers the appointment process of over 500 volunteers who serve on Boards and Commissions, and annually produces the Local Appointment List of all expiring terms in the upcoming calendar years.
- **Assessment Appeals** – Administers the Assessment Appeals process pursuant to Revenue and Taxation Code to ensure property assessments are fair and accurate by providing property owners with an opportunity to challenge their property tax assessments if they believe they are incorrect or excessive.
- **Special Events** – Coordinates special events on behalf of the Board, including preparing Recognitions and Proclamations, annual Veterans' and First Responder recognitions, Youth in Government Day for students throughout San Joaquin County; hosting an Open House in recognition of the appointed members to Boards and Commissions; and distributing materials related to the offices of the Board of Supervisors and Clerk of the Board at local community events throughout the year.
- **Administrative Support** – Provides administrative support to the Board of Supervisors, Chiefs of Staff, Board Aides, and Public Information Specialist including accounting, budgeting, travel preparation, payroll processing, and promoting the safety and wellness of the Department.

The 2025-2026 Proposed Budget demonstrates the San Joaquin County Board of Supervisors' commitment to strategic leadership, safe communities, equitable investment, and public service excellence. From addressing homelessness and improving public infrastructure to celebrating the County's 175th year, this budget positions San Joaquin County to build on its historical legacy while creating a strong, connected community where residents, businesses, and visitors can thrive.

Supplemental Requests

The Board of Supervisors/Clerk of the Board is requesting supplemental funding totaling $104,200 for the following:

Travel

Funding of $50,000 is requested to increase travel costs to support five Board members, five Chiefs of Staff, and one Public Information Specialist traveling to Washington, D.C. for the annual San Joaquin One Voice® trip through San Joaquin Council of Governments; the California State Association of Counties (CSAC) Annual Legislative Conference in April and Annual CSAC Conference in November; Board led trip to Washington, D.C; and the National Association of Counties (NACo) Annual Conference. This funding is recommended as one-time, and will be revisited in future years.

State of the County

Funding of $48,000 is requested for costs related to the State of the County event. This funding is recommended as one-time, and will be revisited in future years.

Logo-Branded Clothing, Banners, and Event Materials

Funding of $3,000 is requested to purchase logo-branded clothing for Board of Supervisors and Clerk of the Board staff to wear at community events, supporting a consistent and professional County presence. In addition to clothing, the funds will also support the purchase of branded banners and pop-up tents to enhance visibility and create a cohesive, recognizable setup at public outreach and community engagement events. This funding is recommended as one-time.

Copy Machine Expense

Ongoing funding of $3,200 is requested for increased copy machine operational costs.

The 2025-2026 Proposed Budget has been augmented by $104,200 to address these requests.

County Administrator



Sandy Regalo
County Administrator

The County Administrator (#1010200000) leads the administrative functions of County government. Specifically, the position oversees five departments; directs and coordinates all other County departments and agencies; acts to enforce ordinances, policies, rules, and regulations as adopted by the Board of Supervisors; advises and makes recommendations to the Board on a vast number of issues; supervises preparation of the annual County budget; monitors departmental and agency revenues and expenditures throughout the fiscal year; prepares the County's legislative platforms and monitors legislation that can significantly affect County programs; coordinates and leads efforts/activities related to County economic development; and leads efficiencies in customer service delivery, innovation, and labor negotiations.

Please visit sjgov.org/cao for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Improve County vacancy rate	16.4 % vacancy rate as of March 2023	14.3% vacancy rate as of June 2024	Reduce Countywide vacancy rate by 2%	June 2024
Fiscal Optimization				
Effectively Manage One-Time Funds	**Initial**	**Current**	**Target**	**Deadline**
Develop and maintain American Rescue Plan Act (ARPA) list	Commitment list approved in October 2022	Full commitment of funds	Full commitment of funds	December 2024
Responsibly Consider Resources Addressing Pension Liability	**Initial**	**Current**	**Target**	**Deadline**
Pension Costs – 115 Trust	$0	$61.8 million as of March 2025	$50 million $70 million $90 million	June 2022 June 2024 June 2025

Analysis of Priority Activity

The County Administrator's Office (CAO) has met two of its three SMART goals. Due to a change in market conditions, the goal to increase the County's investment in the PARS 115 Trust to $70 million as of June 2024 was not met. Additionally, the County Administrator does not intend to increase the balance to $90 million by June 2025 due to a change in funding priorities.

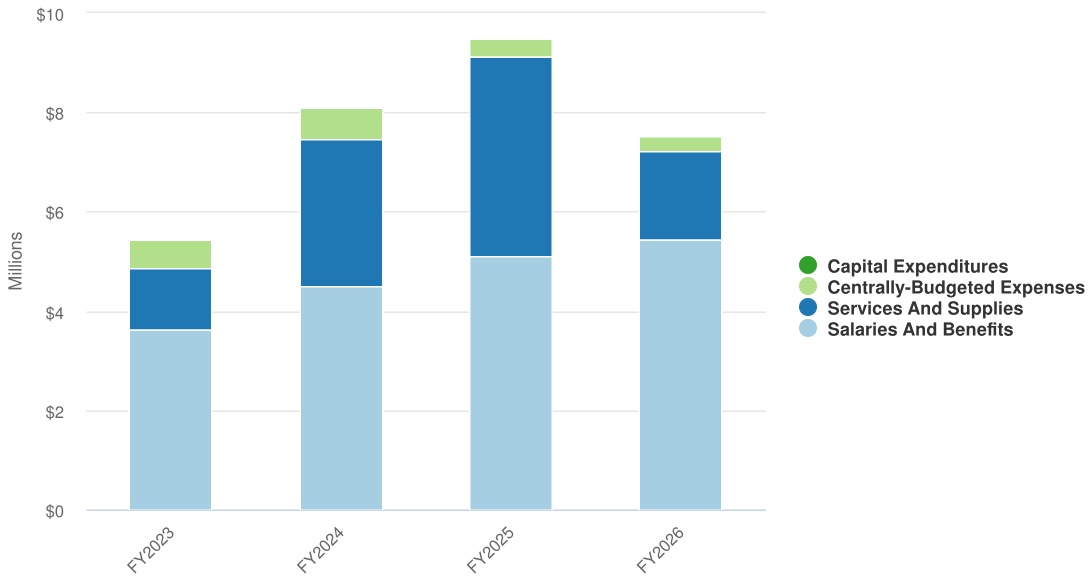
Expenditures Summary

The 2025-2026 Proposed Budget of $7,526,337, is a decrease of $1,971,223 from the 2024-2025 Adopted Budget of $9,497,560, primarily due to the elimination of professional services for American Rescue Plan Act (ARPA) projects completed in prior years ($1,800,000), and reductions in special departmental expense ($370,757) and consulting fees ($126,953), partially offset by the addition of a Senior Deputy County Administrator position ($274,822) and an increase in cost for software and related licenses ($157,000).

$7,526,337 **-$1,971,223**
(-20.76% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$3,635,054	$4,516,480	$5,094,219	$5,439,856	6.8%
Services And Supplies	$1,242,028	$2,932,240	$4,022,465	$1,780,065	-55.7%
Centrally-Budgeted Expenses	$565,929	$648,917	$380,876	$306,416	-19.5%
Capital Expenditures	$0	$29,730	$0	$0	0%
Total Expense Objects:	$5,443,011	$8,127,367	$9,497,560	$7,526,337	-20.8%

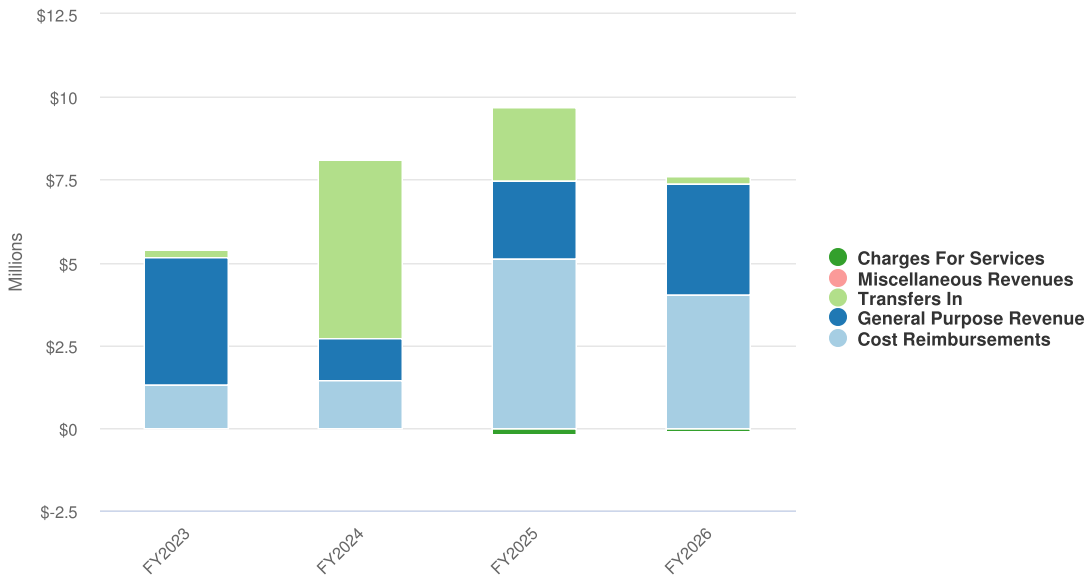
Funding Summary

The 2025-2026 Proposed Budget includes $4,007,941 in Cost Allocation Plan reimbursements, $3,391,432 in General Purpose Revenue, and an operating transfer in of $200,000 from the American Rescue Plan Act (ARPA) Fund (#20250) for illegal dumping costs.

$7,526,337 -$1,971,223
(-20.76% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Charges For Services	$45,314	$43,771	-$175,105	-$83,036	-52.6%
Miscellaneous Revenues	$9,466	$1,102	$0	$0	0%
Transfers In	$220,000	$5,380,000	$2,200,000	$210,000	-90.5%
Cost Reimbursements	$1,304,075	$1,450,407	$5,127,576	$4,007,941	-21.8%
General Purpose Revenue	$3,864,155	$1,252,087	$2,345,089	$3,391,432	44.6%
Total Revenue Source:	$5,443,011	$8,127,367	$9,497,560	$7,526,337	-20.8%

Organizational Chart

The 2025-2026 Proposed Budget includes the addition of one Senior Deputy County Administrator position.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	16.0	17.0	1.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	16.0	17.0	1.0

Program Discussion

The following highlights provide an overview of several projects, programs, and activities led and administered by the County Administrator's Office (CAO).

Annual Report – A Year in Review

In October 2024, the CAO released the 2023-2024 Annual Report, available at sjgov.org/cao/general-information/year-in-review. The report highlights the County's efforts and accomplishments during 2023-2024 related to the Board-adopted Strategic Priorities.

Board Strategic Priorities Covering Fiscal Years 2025-2026 Through 2027-2028

The CAO led the effort to establish the Board's Strategic Priories covering fiscal years 2025-2026 through 2027-2028. On August 21, 2024, the Board of Supervisors held a Special Meeting to discuss their Board Strategic Priorities. County department heads and assistant department heads participated in the development of the Strategic Priorities, sharing their most significant achievements and emerging trends in their respective areas. As a result, six priority areas were identified, which were approved by the Board of Supervisors on October 22, 2024 (B-24-596). Departments were then requested to develop SMART goals (Specific, Measurable, Achievable, Relevant, and Time-Bound) that are aligned with the new priorities, which are contained in a separate document. The CAO will continue to work with departments to provide services in alignment with the Board's Strategic Priorities.

Enterprise Resource Planning (ERP) System

The County began working towards selecting and implementing a new ERP system in 2023 for both finance and human capital management (HCM). A steering committee was formed in 2023-2024 consisting of representatives from the Auditor-Controller's Office, County Administrator's Office, Health Care Services, Human Resources, Human Services Agency, Information Systems Division, Public Works, Purchasing and Support Services, and San Joaquin General Hospital. After completion of a request for proposal (RFP), the steering committee selected Workday as the system that will replace PeopleSoft and several other existing systems, bringing them together into a single, integrated platform. The Board approved the subscription agreement with Workday on May 21, 2024 (B-24-251), and an agreement with Guidehouse, Inc. for implementation services on July 9, 2024 (B-24-363). CAO staff are actively involved with the implementation of Workday, which is expected to be live for finance in February 2026. The HCM system is set to begin in April 2026 and expected to be live in October 2027.

Government Finance Officers Distinguished Budget Presentation Award

On October 22, 2024, the Government Finance Officers Association (GFOA) awarded San Joaquin County the Distinguished Budget Presentation Award. This award is the highest form of recognition and reflects the commitment of the County and staff to meeting the highest principles of governmental budgeting. In order to receive the budget award, the County was required to satisfy nationally recognized guidelines for effective budget presentation. In addition to implementing two new budget systems, County Administrator staff added new content to the Budget document to attain this distinguished award.

Homelessness Funding Outcomes

Reducing unsheltered homelessness is a top priority for the Board of Supervisors. On April 22, 2025, the Board of Supervisors provided direction on a project to evaluate program implementation and outcomes for emergency shelter services to reduce unsheltered homelessness (B-25-221). The County will work with a consultant to produce an evaluation report and a scorecard or tool for the County to assess the impact of programs and funding allocations, identify areas for improvement, and make data-driven adjustments to better serve individuals experiencing homelessness. The goal of this effort is to enhance the County’s homelessness performance monitoring and evaluation efforts and to provide a framework to evaluate other strategies. The project, including deliverables, will be completed by the end of 2025. The 2025-2026 Proposed Budget includes $50,000 for this project.

Legislative Platforms

On March 25, 2025, CAO staff presented and the Board of Supervisors adopted the 2025-2026 State and Federal Legislative Platforms (B-25-161), which set forth the County's goals for the 2025 and 2026 State and Federal Legislative Sessions. The State and Federal Legislative Platforms provide a means of communicating the County’s legislative and regulatory agendas, the Board Strategic Priorities and interests, and guide the County’s legislative advocacy efforts, allowing the County to take positions on pending legislation and regulations in a timely manner. Legislative Platforms can be viewed at sjgov.org/cao/legislativeplatforms.

Property Tax Sharing Agreements

The County continues to partner with cities to support development by negotiating equitable property tax sharing agreements. On April 22, 2025, the Board of Supervisors approved new tax sharing agreements with the City of Lathrop (B-25-218) that included a 60% County/40% City tax split on property tax growth, and a 90% County/10% City tax split on existing base allocations. The CAO will continue to discuss tax sharing agreements with other cities in 2025-2026.

San Joaquin Health Centers (SJ Health)

SJ Health provides healthcare services to County residents through comprehensive health center sites in Stockton, French Camp, and Manteca as well as through a mobile outreach delivery system. In 2014, the County of San Joaquin's community clinics were formally designated by the U.S. Health Resources and Services Administration (HRSA) as a Federally Qualified Health Center Look-Alike (FQHC-LAL). In order to meet HRSA's requirements, San Joaquin County Clinics (SJCC), a 501(c)(3) corporation, was set up by the County to act as the "Co-Applicant." A Co-Applicant Agreement governs the relationship and responsibilities of each party.

On April 22, 2025, CAO staff presented and the Board of Supervisors approved an updated Co-Applicant Agreement between the County and San Joaquin County Clinics (B-25-220) which clarified the County's responsibilities and the SJCC Board of Director's responsibilities as outlined in HRSA's Compliance Manual. The County will continue to work toward creating a more accessible, high-quality, clinically integrated, coordinated, and lower-cost care for the County and enhancing the overall health of those communities through population and community health management.

South San Joaquin Irrigation District (SSJID) Memorandum of Understanding (MOU)

The County continues to look for ways to address energy affordability for San Joaquin County residents. In addition to providing irrigation water to customers in Manteca, Escalon, Ripon, and unincorporated portions of southern San Joaquin County, SSJID also sells electricity on the wholesale market through the Tri-Dam Project in certain areas. On December 10, 2024, the Board approved an MOU between SSJID and the County (B-24-695) supporting SSJID's Retail Electric Project that would provide retail electric service to residents and businesses within its service territory. The Project presents various benefits to electric ratepayers, the local communities, and the local economy, including a reduction of customers' electric rates by at least 15%. The County Administrator and Assistant County Administrator worked with County Counsel and SSJID to prepare the MOU and will monitor SSJID's progress in its Retail Electric Project.

Auditor-Controller



Jeffery M. Woltkamp, CPA
Auditor-Controller

The Auditor-Controller's Office (#1010800000) provides accounting and auditing services for departments, districts, and agencies throughout the County.

The Auditor-Controller's Office (ACO) has four major functions:

- Property tax calculations and allocations;
- Employee payroll and benefits maintenance;
- Fund and budget reporting, accounts payable, and claim processing; and
- Internal audits and cost allocation.

Functions of the Auditor-Controller are mandated, while service levels are discretionary. Duties include maintenance of accounting records, preparation of financial reports, auditing, processing payments and payrolls, and a wide variety of accounting support to County operations.

Please visit sjgov.org/aud for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Improve office vacancy rate	14.7% as of June 30, 2022	3% as of June 2024	3% vacancy rate 0% vacancy rate	June 2023 June 2024
Demonstrate Leadership Development	**Initial**	**Current**	**Target**	**Deadline**
Obtain professional staff certifications	No Certified Internal Auditors (CIAs) on staff	None as of June 2024	One or more CIAs on staff	June 2024
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Implement departmental voucher scanning functionality	Only San Joaquin General Hospital submits electronically	SJGH as of June 2024	All County departments submit electronically	June 2024
Implement a telephone directory system for incoming calls to main line	All incoming main line calls go to multiple individuals at once	Complete	New system will prompt callers to select a desired division	June 2023
Implement electronic vendor payments	Limited instances of manually-processed wires	Status Quo as of June 2024	Electronic (ACH) payments to all requesting vendors	June 2024
Fiscal Optimization				
Proactively Manage Labor Costs	**Initial**	**Current**	**Target**	**Deadline**
Decrease overtime costs	Under $20,000 in 2022-2023	$12,418 as of June 2024	Under $5,000 per fiscal year	June 2024

Analysis of Priority Activity

The Department's SMART goal deadlines were June 2024 and prior. Despite some challenges this year, the Department remains committed to two of its initial objectives: reducing the vacancy rate and lowering overtime costs. Staffing changes resulted in a shift, with initial staff now pursuing an alternate certification rather than the CIA. Additionally, the projects related to departmental vouchering and scanning functionality, as well as electronic vendor payments, were discontinued due to anticipated features in the upcoming Enterprise Resource Planning (ERP) system that is expected to go live in February 2026.

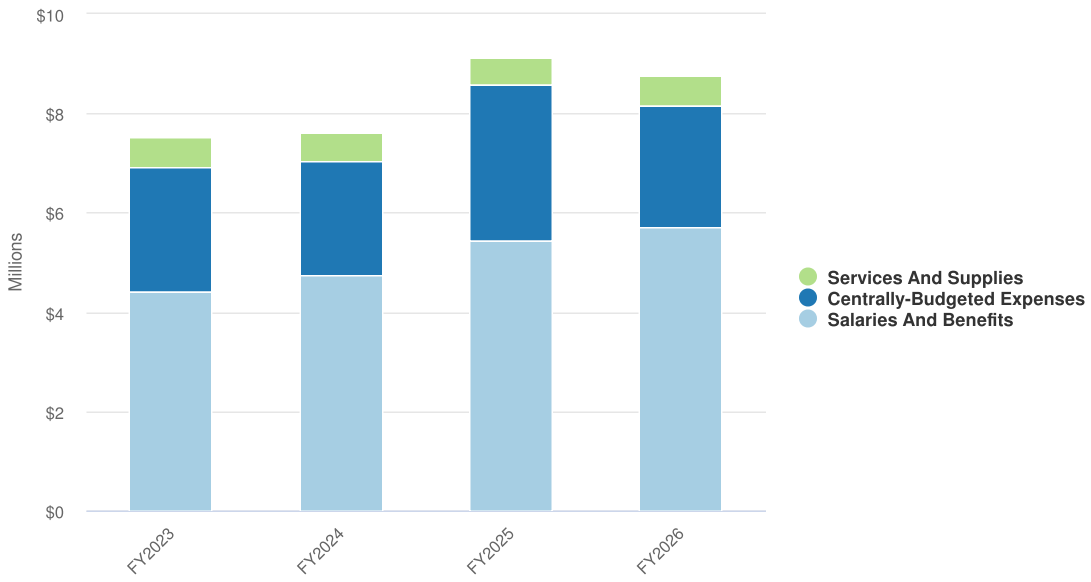
Expenditures Summary

The 2025-2026 Proposed Budget of $8,769,171 is a decrease of $366,787 from the 2024-2025 Adopted Budget of $9,135,958, primarily due to a decrease in data processing charges ($692,768), offset by salaries and benefits adjustments ($244,474) and an increase in office supplies ($46,498).

$8,769,171 **-$366,787**
(-4.01% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$4,400,372	$4,745,781	$5,446,507	$5,706,481	4.8%
Services And Supplies	$584,089	$564,359	$541,502	$600,600	10.9%
Centrally-Budgeted Expenses	$2,525,139	$2,294,898	$3,147,949	$2,462,090	-21.8%
Total Expense Objects:	$7,509,600	$7,605,037	$9,135,958	$8,769,171	-4%

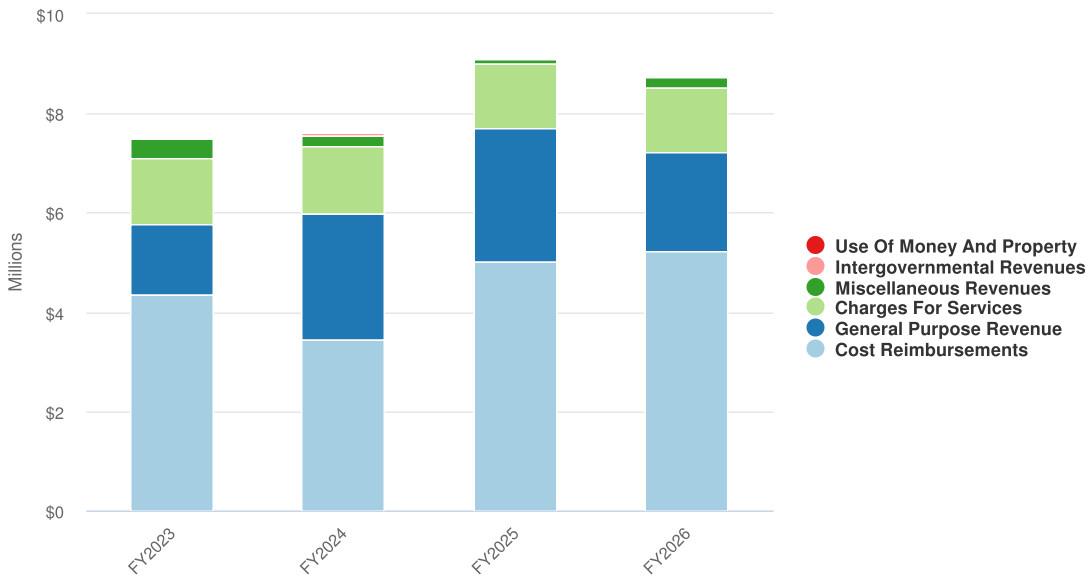
Funding Summary

The 2025-2026 Proposed Budget includes $5,220,201 in cost reimbursements, $1,996,606 in General Purpose Revenue, and $1,317,364 in charges for services.

$8,769,171 **-$366,787**
(-4.01% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$0	$505	$0	$0	0%
Intergovernmental Revenues	$29,485	$37,120	$29,000	$30,000	3.4%
Charges For Services	$1,325,769	$1,383,577	$1,307,608	$1,317,364	0.7%
Miscellaneous Revenues	$393,044	$213,928	$100,000	$205,000	105%
Cost Reimbursements	$4,351,561	$3,452,651	$5,013,462	$5,220,201	4.1%
General Purpose Revenue	$1,409,740	$2,517,257	$2,685,888	$1,996,606	-25.7%
Total Revenue Source:	$7,509,600	$7,605,037	$9,135,958	$8,769,171	-4%

Organizational Chart

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	36.0	36.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	36.0	36.0	0.0

Program Discussion

General Discussion

The ACO performs essential operational business functions for the County and operates as the County's financial hub. These functions include property tax, payroll, general accounting, internal auditing, grants, and cost allocations. In 2024-2025, the ACO calculated and allocated $1.7 billion in property tax revenue to the County, its 8 cities, 14 school districts, 131 Special Districts, and 2 remaining redevelopment successor agencies. The gross annual salaries and benefits processed in 2023-2024, for the County and Special Districts exceeded $1.2 billion and covered over 7,800 employees. Over 120,000 payments to vendors are processed each year. The ACO also tracks and accounts for grant money from Federal and State sources allocated for schools, human services, public safety, and realignment.

Additionally, the ACO is responsible for the County's financial reporting and controls. This includes the annual financial audit; audits of Special Districts (Board-governed and locally-governed); single audits of grant programs; and Title 2, Code of Federal Regulations, Part 200 - Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards to non-Federal Entities. The County is contracted (A-23-229) with an independent audit firm, CliftonLarsonAllen, LLP, to provide single audit services from 2022-2023 through 2026-2027. The 2025-2026 Proposed Budget includes $287,350 for these services.

The ACO contracts with the NBS Government Finance Group (NBS) to generate the County's Cost Allocation Plan and submission to the State Controller's Office. The purpose of the collaboration is to leverage NBS's knowledge and experience as a premier provider of cost-plan services for local governments in an effort to produce an equitable allocation of Countywide indirect costs. The 2025-2026 Proposed Budget includes $20,000 for services rendered by NBS.

Payroll Division

The ACO's Payroll Division completed an upgrade of the current payroll system in 2024-2025. Implementation of the new, cloud-based ERP system will begin in April 2026, at which time two staff members of the Payroll Division will be permanently transitioning to the ERP Support Team. Two new staff members will be hired during 2025-2026 to shadow, then replace the transitioning staff.

Internal Audit Division

As the financial oversight function for the County, the Auditor-Controller maintains an Internal Audit Division, which performs mandated and discretionary audits. In 2024-2025, the Division completed mandatory projects and quarterly and annual Treasury compliance audits, County departmental cost rate calculations, and support work for the 2025-2026 Countywide Cost Allocation Plan. The Division also completed discretionary audits of various District Attorney programs and completed the disposition of excess Improvement District 51 funds to taxpayers.

The audits planned for 2025-2026 are mandatory audits of the Treasury Investment Pool and Tax Redemption Officer's Trust, along with quarterly reviews of the Treasury Investment Pool. Also planned are discretionary audits of departmental charge-card usage, grant accounting and reporting, and various District Attorney programs. The Division will also continue to monitor and review departmental Board of Supervisors agenda items and continue to provide support work for the annual Countywide Cost Allocation Plan.

Reports have been issued for all audits performed, and copies have been filed with the County Clerk of the Board.

Redevelopment Dissolution

The Auditor-Controller is charged with the accounting functions related to redevelopment dissolutions, which include redevelopment tax revenue, associated pass-through payments, and allocation of residual monies to affected taxing entities. Additionally, State law requires a Countywide Redevelopment Oversight Board to be staffed by the Auditor-Controller. This Oversight Board generally holds its annual meeting each January.

County Accounting and Personnel System

The ACO is a significant participant in upgrading and maintaining the County Accounting and Personnel System (CAPS), the core automated administrative system. Initially implemented in 2003-2004, the financial module (PeopleSoft GL) was upgraded during late 2022-2023, while the payroll (PeopleSoft HRMS) module was upgraded in early 2024-2025. On May 21, 2024, the Board of Supervisors approved a 10-year master subscription agreement with Workday, Inc. for a new enterprise resource planning (ERP) system to replace the current PeopleSoft system that is rapidly approaching end-of-life (B-24-251). The system implementation is further discussed in the ACO-ERP Support (#1010801000) budget narrative.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Treasury Deposits				
Deposit Receipts	14,313	13,114	13,500	13,600
Disbursements				
Checks/Wire Transfers Handled	125,795	118,664	118,000	119,000
Direct Deposits-Payroll	197,673	204,633	216,500	217,000
1099s Issued	1,133	1,257	1,300	1,400
Journal Entries				
Entries	25,566	26,179	26,250	26,500
Property Taxes				
Changes to Tax Roll	22,855*	16,061	16,000	16,500
Auditor's Tax Refunds	4,096	4,004	4,100	4,100
Tax Redemptions	232	270	275	300
Supplemental Billings	26,631	26,746	26,500	26,750
Internal Audit				
Engagements/Projects	37	35	25	35

*Includes 7,200 one-time mass roll corrections.

ACO-ERP Support



Jeffery M. Woltkamp, CPA
Auditor-Controller

The ACO-ERP Support (#1010801000) budget provides for the centralized administration of the new Enterprise Resource Planning (ERP) system.

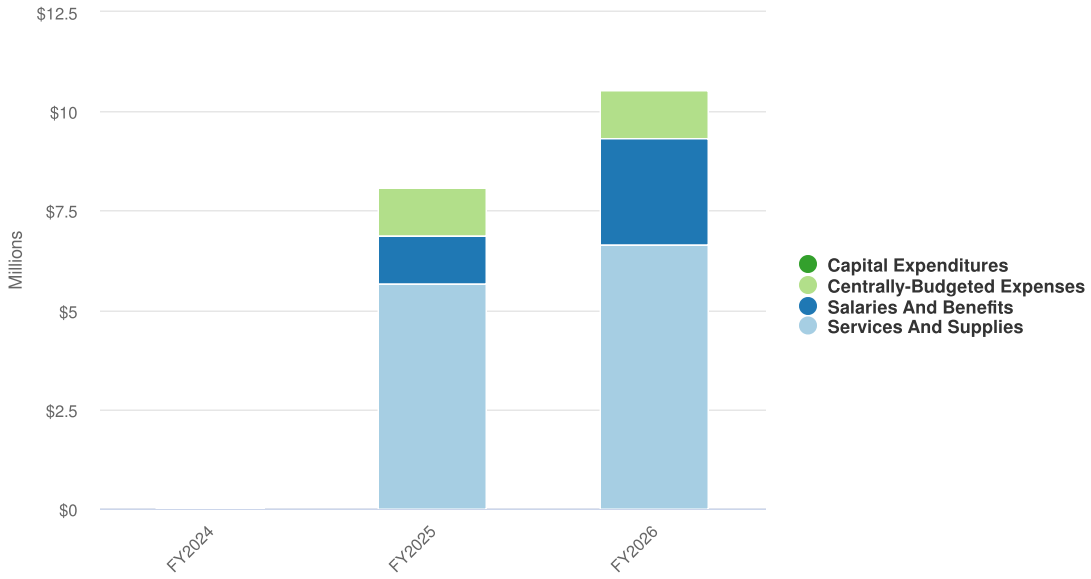
Expenditures Summary

The 2025-2026 Proposed Budget of $10,551,218 is an increase of $2,442,980 from the 2024-2025 Adopted Budget of $8,108,238, primarily due to the addition of 10 Enterprise Resource Planning (ERP) Analyst positions ($1,518,552) and increases in costs for software and related licenses ($463,000) and consulting services ($405,411).

$10,551,218 **$2,442,980**
(30.13% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$0	$0	$1,225,286	$2,700,353	120.4%
Services And Supplies	$0	$50,241	$5,648,050	$6,631,541	17.4%
Centrally-Budgeted Expenses	$0	$0	$1,191,942	$1,219,324	2.3%
Capital Expenditures	$0	$0	$42,960	$0	-100%
Total Expense Objects:	$0	$50,241	$8,108,238	$10,551,218	30.1%

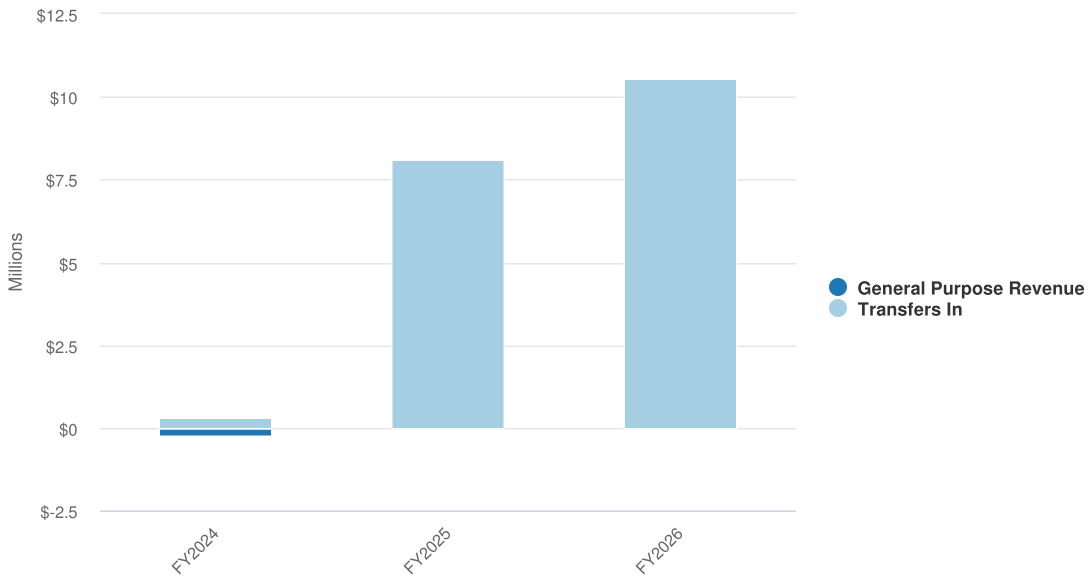
Funding Summary

The 2025-2026 Proposed Budget is fully funded through operating transfers in from the County Systems Automation Reserve Fund (#10130).

$10,551,218 $2,442,980
(30.13% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Transfers In	$0	$293,000	$8,108,238	$10,551,218	30.1%
General Purpose Revenue	$0	-$242,759	$0	$0	0%
Total Revenue Source:	$0	$50,241	$8,108,238	$10,551,218	30.1%

Position Summary

The 2025-2026 Proposed Budget includes the transfer of one ERP Analyst position from the Information Systems Division (ISD) (#8240000000). The 2025-2026 Proposed Budget also includes the addition of 10 new ERP Analyst positions (two for Financials with funding effective July 1, 2025, and eight for Human Capital Management with funding effective November 1, 2025) to allow the project to meet current and future demands, including post-go-live support.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	6.0	17.0	11.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	6.0	17.0	11.0

Program Discussion

The Enterprise Resource Planning (ERP) budget was established in 2024-2025 to configure, implement, and support the County's selected software solution for core business tasks including, but not limited to, accounting, payroll, purchasing, and personnel management. An internal Steering Committee provides guidance and oversight, and includes the County Administrator, the County Auditor-Controller, the Human Resources Director, the Information Systems Director, and administrators from other County departments.

Following a competitive request for proposal (RFP), the Board of Supervisors approved (B-24-251) a 10-year Master Subscription to Workday Enterprise Management Cloud (Workday). Workday is utilized by many public sector agencies, including other California counties, as a solution for governmental accounting.

The project will consist of two phases. Phase 1, anticipated to go live February 1, 2026, will implement the financial and general ledger functionality of Workday. Phase 2 will implement the payroll and human resources functionality and is anticipated to go live on October 1, 2027. The Board approved a contract with Guidehouse, Inc. (B-24-363), a Workday Services Partner, to provide assistance with system implementation through December 31, 2027. Staffing consists of four Information Systems Analysts (ISAs) within the ISD (#8240000000) budget who are assigned to ACO-ERP Support, 17 ERP Analysts within the ACO-ERP Support (#1010801000) budget, and Steve Leckey of Leckey Consulting, Inc. serving as the Project Manager (B-24-286). Two ERP Analyst positions have been added to the 2025-2026 Proposed Budget for Phase I, to transition work currently being completed by County employees with subject matter expertise consulting part-time on the project. It is expected that the consulting costs will cease once the full-time staff are fully trained and onboarded, emphasizing the goal of a centralized support team staffed by full-time personnel.

Fund Balance

County Systems Automation Reserve Fund

The County Systems Automation Reserve General Fund Special Account (#10130) is used by ACO-ERP Support and ISD for system upgrades and projects; and is further discussed in the ISD budget narrative (#8240000000). As part of the 2023-2024 Adopted Budget, the Board approved the transfer of $40,000,000 into the Fund to support the ERP Implementation Project. As of March 31, 2025, the fund balance was $51,380,844, of which $34,651,582 remains to support the ERP Implementation Project. The 2025-2026 ACO-ERP Support budget is entirely supported through operating transfers in of $10,551,218 from the Fund.

Operating Transfers



Sandy Regalo
County Administrator

The Operating Transfers budget (#1010804000) provides General Fund monies to be transferred to other funds and received as revenue transfers from other funds to the General Fund. It also includes a General Fund allocation to local Fire Districts in lieu of Proposition 172 Public Safety Sales Tax revenue based on Educational Revenue Augmentation Fund (ERAF) shifts.

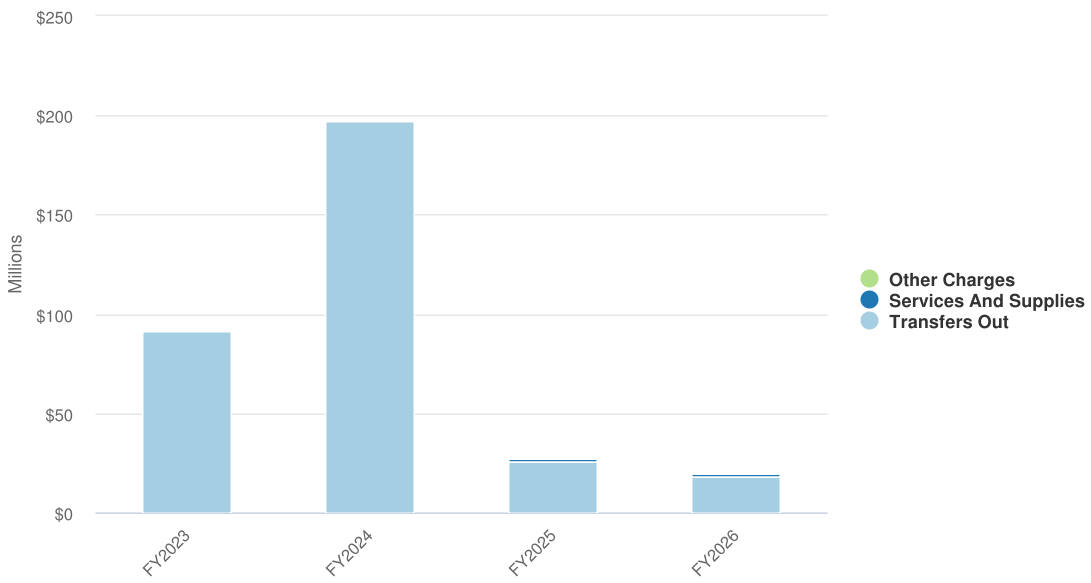
Expenditures Summary

The 2025-2026 Proposed Budget of $19,550,897 is a decrease of $7,640,817 from the 2024-2025 Adopted Budget of $27,191,714, primarily due to a reduction in transfers of one-time funds for capital projects.

$19,550,897 **-$7,640,817**
(-28.10% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$979,509	$111,920	$1,280,621	$1,264,555	-1.3%
Other Charges	$0	$63,017	$0	$0	0%
Transfers Out	$91,083,163	$197,199,523	$25,911,093	$18,286,342	-29.4%
Total Expense Objects:	$92,062,672	$197,374,460	$27,191,714	$19,550,897	-28.1%

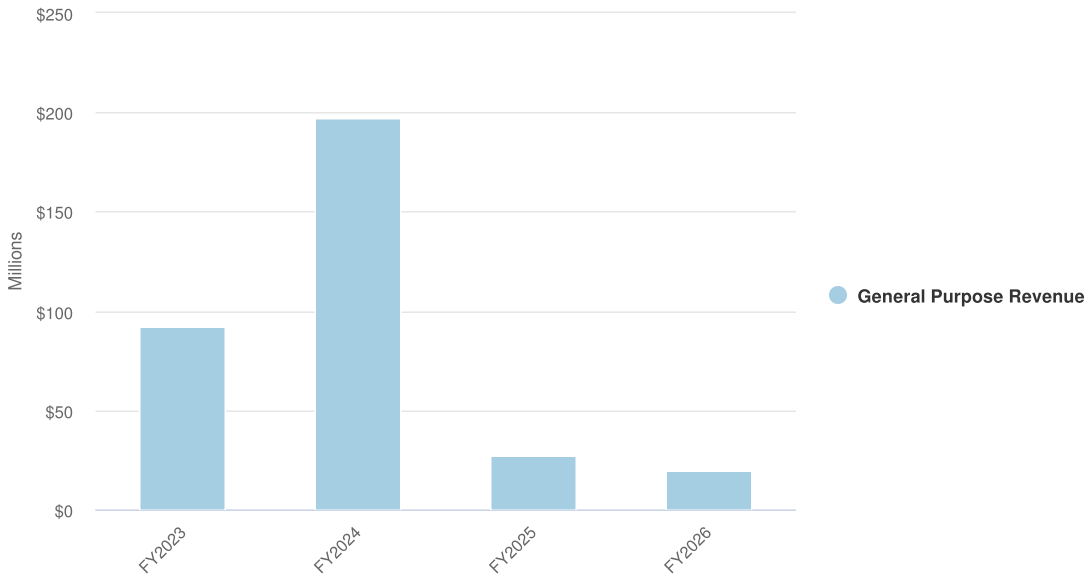
Funding Summary

The 2025-2026 Proposed Budget is fully funded by General Purpose Revenue.

$19,550,897 -$7,640,817
(-28.10% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
General Purpose Revenue	$92,062,672	$197,374,460	$27,191,714	$19,550,897	-28.1%
Total Revenue Source:	$92,062,672	$197,374,460	$27,191,714	$19,550,897	-28.1%

Program Discussion

Operating Transfers are reflected in the 2025-2026 budget as follows:

- **Airport Enterprise Fund** – $639,826 will be provided to support Airport (#9230901000) operations, which is not covered by its operating revenues and available fund balance.
- **Capital Outlay Fund** – $2,000,000 will be transferred to the Capital Outlay Fund (#37004) as unprogrammed funds to be used for future capital projects, including anticipated tenant improvement costs to move the Veterans Services Office in 2025-2026.
- **Contingency Reserve** – $9,931,501 will be transferred to bring the Contingency Reserve (#10011) to the recommended level of $151,111,537 for 2025-2026, which represents 5% of total 2025-2026 Proposed Budget appropriations.
- **Information Systems Division (ISD) Internal Service Fund (ISF)** – $1,131,623 will be transferred to the ISD ISF to support first year costs for new staffing and automation systems, further discussed in the ISD ISF narrative (#8240000000).
- **Probation SJ CARES** – $150,000 is budgeted to transfer to the Probation Department for tents and other safe camping supplies and equipment.
- **General Reserve Fund** – $4,433,392 will be transferred to the General Reserve Fund (#10012).

The Proposed Budget also appropriates $1,114,555 to local Fire Districts in lieu of Proposition 172 Public Safety Sales Tax revenue based on ERAF shifts, and $150,000 to reimburse Public Works for non-Road Fund related projects or program costs.

Tobacco Settlement



Sandy Regalo
County Administrator

The Tobacco Settlement budget (#1010805000) provides the annual allocation of local Tobacco Settlement funds based on the policy guidelines established by the Board of Supervisors.

In November 1998, a national tobacco industry settlement was reached. The California portion of the settlement allows counties to share in the settlement and specifies that the dollars are discretionary for counties. The State and counties recognize that there are uncertainties surrounding the level of funds to be received over time.

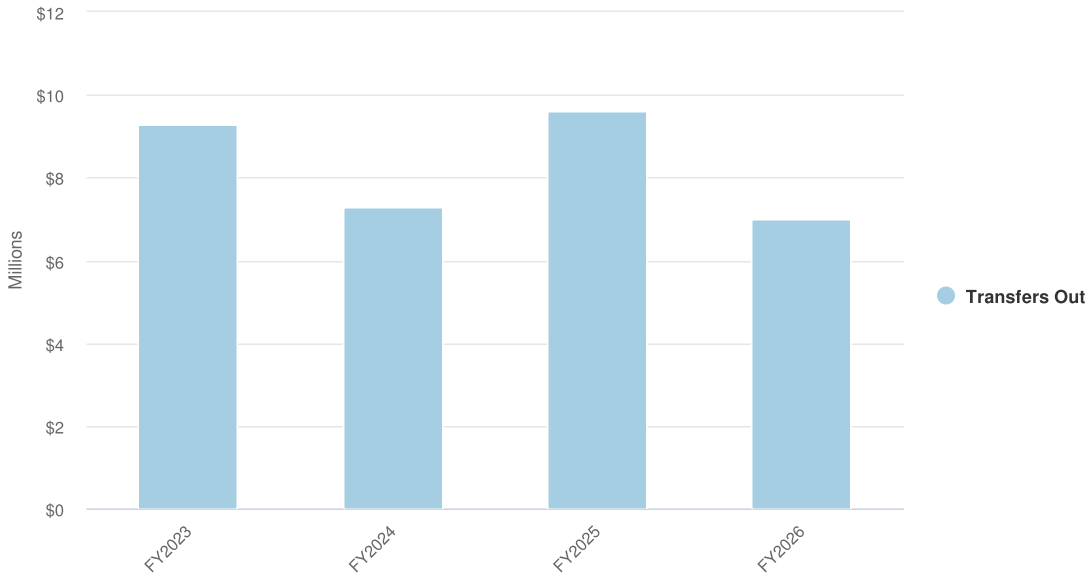
Expenditures Summary

The 2025-2026 Proposed Budget of $7,000,000 is a decrease of $2,600,000 from the 2024-2025 Adopted Budget of $9,600,000, which reflects a lower revenue estimate and a decrease in the use of Tobacco Settlement Fund balance.

$7,000,000 **-$2,600,000**
(-27.08% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Transfers Out	$9,280,788	$7,300,000	$9,600,000	$7,000,000	-27.1%
Total Expense Objects:	$9,280,788	$7,300,000	$9,600,000	$7,000,000	-27.1%

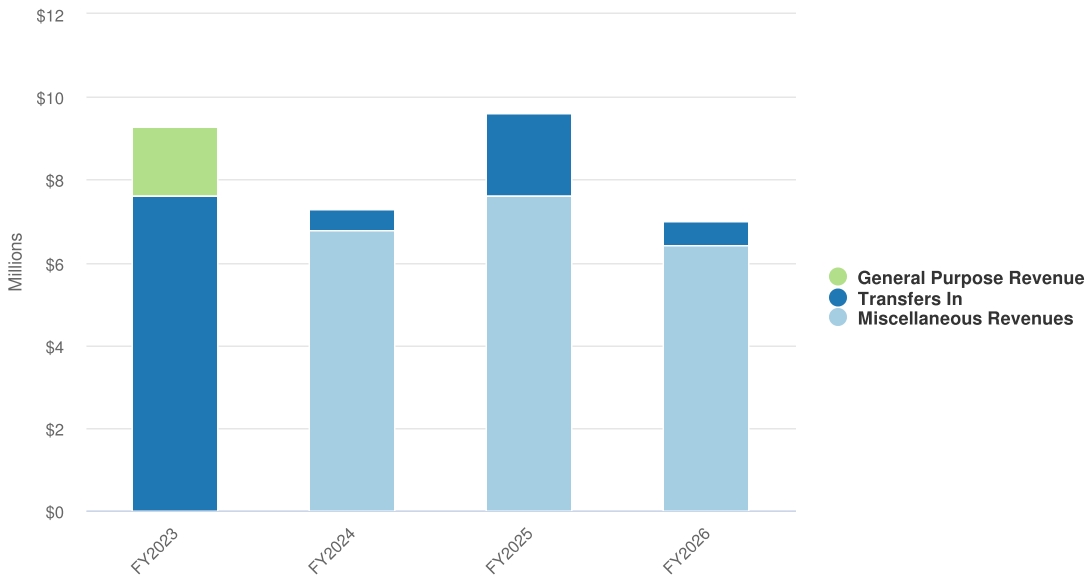
Funding Summary

The 2025-2026 Proposed Budget includes $6,400,000 in Tobacco Settlement revenue and $600,000 in operating transfers in from the Tobacco Settlement Trust Fund (#10116).

$7,000,000 **-$2,600,000**
(-27.08% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Miscellaneous Revenues	$0	$6,779,381	$7,600,000	$6,400,000	-15.8%
Transfers In	$7,601,804	$520,619	$2,000,000	$600,000	-70%
General Purpose Revenue	$1,678,984	$0	$0	$0	0%
Total Revenue Source:	$9,280,788	$7,300,000	$9,600,000	$7,000,000	-27.1%

Program Discussion

In November 1999, the Board adopted the Tobacco Settlement Policy Guidelines and a general funding formula for a 10-year time frame that ended in 2007-2008. However, due to substantial budget shortfalls, most of the Tobacco Settlement Funds were directed to support County operations for 2008-2009 through 2010-2011.

In October 2010, the Board reaffirmed the Policy Guidelines (B-10-964) and modified the allocation funding formula to reflect the Board's priorities. These Policy Guidelines and the modified allocation formula are summarized as follows:

- Restrict Tobacco Settlement Trust Fund monies to one-time uses with multiyear benefits, not operational program expansions and staffing.
- Maximize the use of non-County funding resources to meet community needs, while avoiding building up service levels that cannot be supported with ongoing revenues.
- Minimize debt financing costs requiring ongoing support.
- Adopt a general allocation formula as follows for a 10-year time frame, effective 2011-2012 through 2020-2021, with a comprehensive review and recommendation for another 10-year allocation when the time frame expires.

During 2020-2021, a review was completed and it was determined the Policy Guidelines and allocation formula set by the Board in October 2010 were still appropriate. During the 2021-2022 Final Budget Hearing, the Board approved (R-21-93) the Policy Guidelines and allocation formula for another 10-year period (2021-2022 through 2030-2031).

Funding Allocation

Based on the Board-adopted guidelines, the funding allocation to four identified areas and the specific recommendations and project descriptions are as follows:

2025-2026 Funding Allocation One-Time Uses/Multiyear Benefits		
Identified Area	**Percentage**	**Allocation**
Health Care Facilities	50%	$3,500,000
Capital Improvement Program	20%	1,400,000
Automation Replacement/Expansion	20%	1,400,000
Public Works - Non-Road Fund Services & Delta/Water-Related Activities	10%	700,000
Total	**100%**	**7,000,000**

Health Care Facilities – $3,500,000

Since 2010, capital funds have been accumulated for facility projects to address the changing health care environment. By allocating funding now, potential future debt financing costs are minimized.

- **$3,500,000** – toward the Health Care Services (HCS) SJ BeWell project to provide behavioral health services, including substance use disorder treatment and co-occuring care, as well as residential transitional housing services, community outreach, and outpatient services within a licensed social rehabilitation facility.

See Public Improvement budget (#1040148000) for additional details.

Capital Improvement Program – $1,400,000

- **$1,400,000** – toward the Micke Grove Zoo East End Construction project.

See Public Improvement budget (#1040148000) for additional details.

Automation Replacement/Expansion – $1,400,000

- **$350,000** – Security upgrades and enhancements to cybersecurity systems.
- **$250,000** – Legacy Enterprise Resource Planning (ERP) system project contingency.
- **$800,000** – Wide-area network & County facility power resiliency.

See Information Systems Division Internal Service Fund budget (#8240000000) for additional details.

Public Works – $700,000

- **$700,000** – To support Delta advocacy efforts and other water-related activities.

See Delta Activities budget (#2023070000) for additional details.

Fund Balance

Tobacco Settlement Trust Fund

The Tobacco Settlement General Fund Special Account (#10116) fund balance as of March 31, 2025 was $3,282,431. The projected balance as of June 30, 2025 is approximately $749,000. The 2025-2026 Proposed Budget includes the use of $600,000.

Treasurer-Tax Collector



Phonxay Keokham, CPA
Treasurer-Tax Collector

This narrative includes the following budgets: Treasurer-Tax Collector (#1011000000) and Revenue and Recovery Division (#1011600000).

The Treasurer-Tax Collector (TTC) functions are mandated while service levels are discretionary. Duties of the TTC include the safekeeping and investing of funds for the County and other public entities and the collection and processing of property tax payments. The investments generate interest earnings to the County and the agencies depositing funds with the Treasury. These earnings, along with the collection of property taxes, provide a major source of General Purpose Revenue and support vital local government services for the residents and taxpayers of San Joaquin County.

The Revenue and Recovery Division (RRD) collects debts owed to the County and takes appropriate legal action to secure such debts. Its services are not mandated.

Please visit sjcttc.org for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Modernize mail communication with taxpayers	Legacy FileMaker Pro database	Not Complete	Laserfiche database with Megabyte Property Tax System connectivity	June 2025
Increase social media outreach to promote online payments and reduce delinquencies	2 Accounts	5 Accounts	3 Accounts 4 Accounts 5 Accounts	June 2023 June 2024 June 2025
Increase online property tax payments to reduce costs and improve services	21%	26%	22% 23% 24%	June 2023 June 2024 June 2025
Fiscal Optimization				
Maintain a Structurally Balanced Budget	**Initial**	**Current**	**Target**	**Deadline**
Reduce parcels with disqualifying conditions for tax sale	70 Parcels	51 Parcels	60 Parcels 45 Parcels 30 Parcels	June 2023 June 2024 June 2025

Analysis of Priority Activity

The Treasurer-Tax Collector did not meet two goals by June 2025. The Department found that Laserfiche did not meet its needs for modernizing mail communication with taxpayers, so it will explore other options during the 2025-2026 budget year. Additionally, the Department is collaborating with its partners to address qualifying conditions for the remaining parcels that have not yet been made available for tax sale.

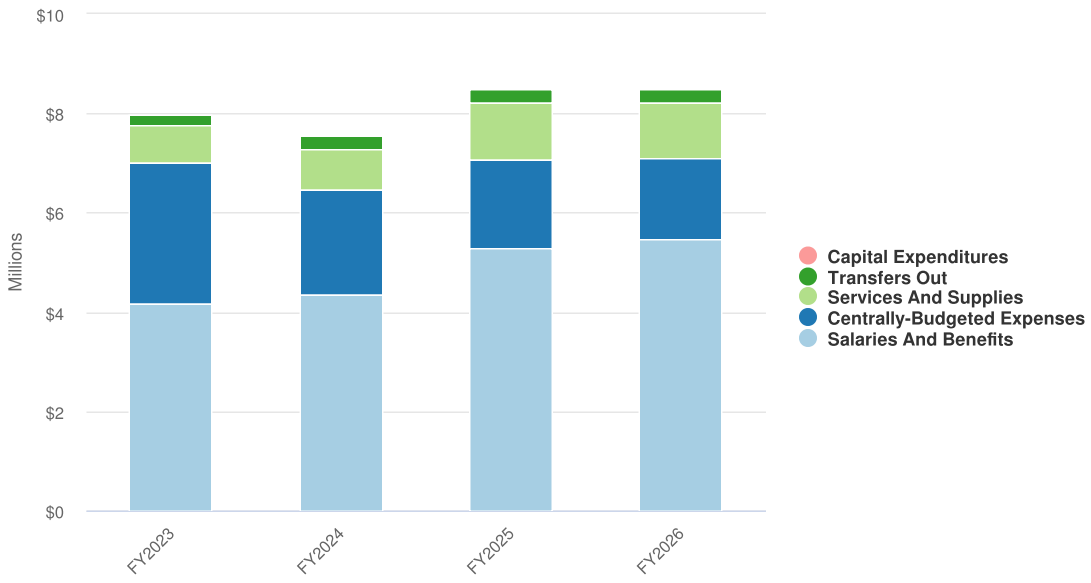
Expenditures Summary

The 2025-2026 Proposed Budget of $8,498,430 is an increase of $10,285 from the 2024-2025 Adopted Budget of $8,488,145, primarily due to salaries and benefits adjustments ($179,814), partially offset by a decrease in centrally-budgeted expenses ($176,281).

$8,498,430 $10,285
(0.12% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$4,180,300	$4,349,410	$5,298,990	$5,478,804	3.4%
Services And Supplies	$760,171	$827,610	$1,144,799	$1,121,551	-2%
Centrally-Budgeted Expenses	$2,818,826	$2,101,706	$1,784,356	$1,608,075	-9.9%
Capital Expenditures	$0	$29,750	$0	$0	0%
Transfers Out	$230,000	$260,000	$260,000	$290,000	11.5%
Total Expense Objects:	$7,989,297	$7,568,477	$8,488,145	$8,498,430	0.1%

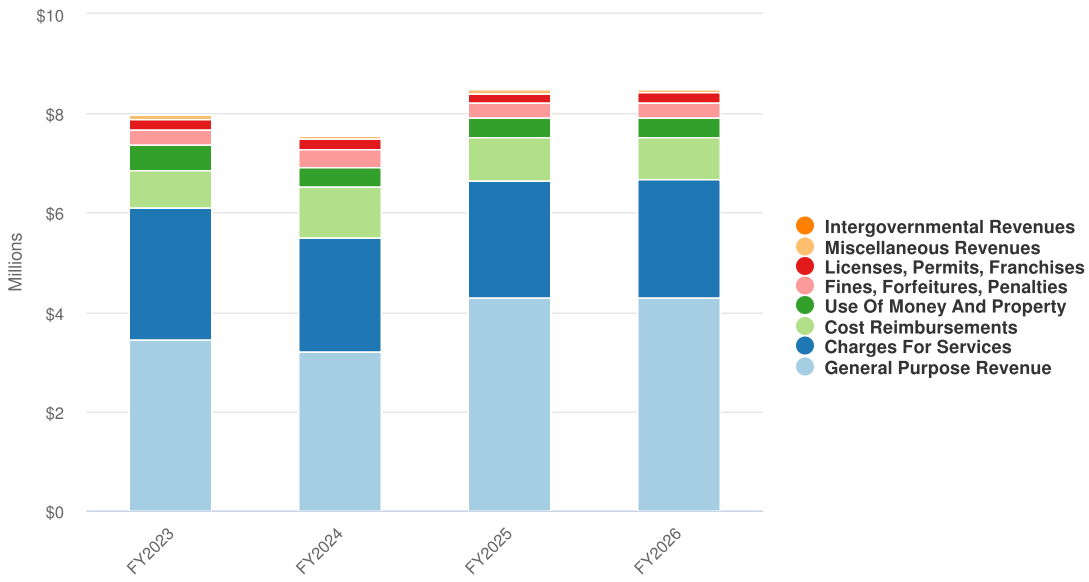
Funding Summary

The 2025-2026 Proposed Budget includes $4,277,803 in General Purpose Revenue, $2,393,335 in charges for services, and $851,792 in cost reimbursements.

$8,498,430 $10,285
(0.12% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Licenses, Permits, Franchises	$202,265	$199,419	$195,000	$195,000	0%
Fines, Forfeitures, Penalties	$330,617	$374,793	$300,000	$300,000	0%
Use Of Money And Property	$489,566	$379,128	$400,000	$400,000	0%
Intergovernmental Revenues	$2,936	$10,861	$0	$0	0%
Charges For Services	$2,663,019	$2,315,217	$2,385,529	$2,393,335	0.3%
Miscellaneous Revenues	$95,572	$71,272	$80,500	$80,500	0%
Cost Reimbursements	$775,492	$1,022,185	$851,792	$851,792	0%
General Purpose Revenue	$3,429,831	$3,195,601	$4,275,324	$4,277,803	0.1%
Total Revenue Source:	$7,989,297	$7,568,477	$8,488,145	$8,498,430	0.1%

Organizational Chart

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	40.0	40.0	0.0
Temporary (FTE)	0.6	0.6	0.0
Position Total	40.6	40.6	0.0

Program Discussion

Treasury Division

State law requires all funds of the County, school districts, and certain special districts be held by the TTC. The Treasury Division performs the County's treasury functions, including the investing of all funds held in the County investment pool and the management of banking services for the above entities. The funds on deposit are predominantly derived from local government revenues consisting of taxes, State and Federal funding, and fees.

Treasury

In 2024-2025, the longer-term securities purchased during the favorable rate environment beginning in 2022, allowed the TTC to maintain steady yields for pool participants. However, it is expected that the Federal Open Market Committee (FOMC) will introduce several rate cuts during 2025 and 2026 resulting in reduced earnings. The TTC continues to emphasize safety and liquidity with respect to the management of the investment pool and implements investment strategies that address uncertain economic conditions.

Investment Pool

During 2024-2025, the average daily balance of the investment pool was approximately $5.5 billion, an increase of $200 million from 2023-2024. Investment earnings of approximately $240 million are expected to be apportioned to all participating entities in 2024-2025. This represents an estimated increase of $13 million from the $227 million apportioned in 2023-2024. The increase is due to higher interest rates for the period. In February 2025, the Auditor-Controller completed the audit of the 2023-2024 investment pool and financial statements. An unqualified opinion (clean opinion) was issued, reporting that the financial statements were presented fairly in all material respects.

Workday Financial Management System

In 2024, the County selected Workday as its new Enterprise Resource Planning (ERP) system. The TTC is collaborating with the implementation team to facilitate the integration of Workday systems and BMO for automated bank transactions.

Tax Division

The Tax Division is responsible for the billing and collection of property taxes, Transient Occupancy Tax (TOT), and business license fees. In 2023-2024, approximately 299,000 secured, unsecured, and supplemental property tax bills, representing approximately $1.6 billion in charges, were mailed and processed. Approximately $1.5 billion was collected and processed for the County, schools, cities, and special districts. In addition, approximately $800,000 in TOT and $200,000 in business license fees were collected.

Property Tax Outreach

Each year, the TTC publishes legal notices, issues press releases to the media, sends email notifications, and distributes a property tax information brochure to all property owners to educate them about the billing process and help them avoid common payment issues. To expand accessibility, the TTC now provides these brochures in Spanish, available online and in its Office. Additionally, the TTC expanded its presence on social media platforms, leading to increased public engagement and greater awareness of services such as online tax notifications, e-billing, and payment options. The cost of some publications has increased and $50,000 has been included in the 2025-2026 Proposed Budget.

Monthly Payment Plan Option

In 2024-2025, the TTC engaged with a third-party vendor to offer taxpayers the option to pay their property tax bills for current secured property taxes with monthly installments. This service provides the benefit of paying with smaller, manageable payments instead of the two installment amounts for secured property taxes. Additionally, the service offers automatic payments which assists with timely payments.

Electronic Payments

The Tax Division continued to promote the use of electronic payments by highlighting the benefits on the TTC's website, tax bills, social media content, email communications, and in the Office. Since 2021-2022, online payments have increased from 21% to 26% due to the branding and informational campaigns—achieving a percentage-point increase each year. The Tax Division will also continue to enhance its online payment services to improve usability, reduce costs, and deliver vital information in an efficient manner.

Cash Payment Kiosk

In 2023-2024, the TTC launched a payment kiosk that accepts cash, credit, and debit cards for property tax payments. Within a year, kiosk transactions more than doubled for the first installment of the 2024-2025 tax year compared to the previous year. The TTC will continue promoting this payment method to reduce staff time to process office payments. Efforts will include evaluating kiosk placement and enhancing its features to encourage public usage.

Included in the 2025-2026 Proposed Budget are the following activities the Tax Division intends to pursue:

- **Artificial Intelligence (AI) Integration** – In 2024-2025, the TTC began pursuing AI software tools and will start efforts to implement an AI chatbot on its website in 2025-2026. This AI chatbot will address frequently asked taxpayer questions including tax amounts owed and assist with payment of taxes. The AI chatbot will also be able to communicate in a variety of languages. This will reduce or eliminate the need to visit the office, call during office hours, or seek an interpreter. The 2025-2026 Proposed Budget includes $20,000 for this project.
- **Business License Automation** – In May 2024, the County launched the Accela online permitting system which includes a business license module as part of the current licensing cost. To facilitate this transition, the TTC mailed letters and guides to business license holders to assist them in navigating the new system. The TTC continues to refine Accela and guide the public in adopting this new digital process.
- **TOT Enhancement Project** – Building upon recent Transient Occupancy Tax (TOT) improvements, the TTC plans to implement an Accela online TOT module for registration and payment and a delinquent TOT amnesty program. Additionally, to ensure compliance and uniformity, the TTC will introduce annual certificates for TOT operators. This project is set to be implemented in 2025-2026 and is included in the current licensing cost.
- **Document Content Management System Modernization** – The TTC is replacing an outdated letter generation and storage system. Implementation of document image retention has already allowed certain documents to be accessed directly from the property tax system, improving customer service and reducing paper-related costs. The project will be expanded to include additional TTC-generated documentation, with full implementation expected in 2025-2026.

Revenue & Recovery Division

The Revenue and Recovery Division (RRD) is the designated collection agency for the County and is responsible for the management and collection of outstanding fines and fees due to County departments. Approximately 90% of the RRD's referrals are from San Joaquin General Hospital (SJGH) and the Probation Department. In 2023-2024, the total value of assignments decreased to $17.1 million from $51.9 million in the prior year. Collections decreased to $4.0 million in 2023-2024 compared to $5.0 million in 2022-2023.

San Joaquin General Hospital (SJGH)

In 2023-2024, the RRD received approximately $629,000 in revenue from SJGH for its collection services on delinquent medical bills. Assignments from SJGH decreased to $12.6 million from $44.6 million in the prior year. SJGH held bad debt assignments before assigning them to the RRD to comply with AB 1020 regulations to offer charity and financial aid before assigning debts to collection agencies. This hold resulted in a decline in the number of accounts referred and revenue collected. Collections totaled $1.8 million in 2023-2024 compared to $2.3 million in 2022-2023. Collections are estimated to be $1.1 million for 2024-2025. Effective July 1, 2025, AB 1061 mandates that all medical debt is prohibited from being submitted to a consumer credit reporting agency. The RRD will work with SJGH to ensure legal notification and compliance. The 2025-2026 Proposed Budget includes $600,000 in revenue from SJGH for its collection services.

Probation Department

The RRD is responsible for collecting probation fines, supervision fees, probation pre-sentence report fees, processing fees, and restitution accounts. In 2023-2024, the RRD received approximately $266,000 in revenue from the Probation Department for collection services provided. Total Probation fine collections in 2023-2024 were approximately $435,000, which is a decrease from the $547,000 collected in 2022-2023. Beginning in 2025, AB 1186 made both adult and juvenile restitution fines uncollectible 10 years after the date of imposition and will provide that restitution fines may no longer be imposed in juvenile cases. The RRD will work with the Probation Department to identify and cancel applicable fines. Restitution collections totaled approximately $1.1 million, which is a decrease from the $1.3 million collected in prior year. The 2025-2026 Proposed Budget includes $177,300 in revenue from Probation for its collection services.

Collection System Replacement

In 2022-2023, the RRD collaborated with the Information Systems Division to evaluate and select a replacement debt collection system. In September 2023, the Board approved an Agreement (A-23-297) with Finvi for its RevQ+ cloud database service which was fully implemented in May 2025.

Outside Collection Agency

The RRD completed an agreement with Rash Curtis & Associates for outside collection services in October 2023. The RRD will be assigning some SJGH accounts to assist with collections. Rash Curtis & Associates must follow the provisions of the Fair Debt Collection Practices Act, and like RRD employees, must be courteous and respect debtors' rights. Data transfer analysis and design is ongoing. Assignments to Rash Curtis & Associates will begin after the implementation of the RevQ+ database.

Fund Balance

Equipment Maintenance Fund

The TTC Equipment Maintenance General Fund Special Account (#10330) holds funds derived from delinquent fee charges that are set aside for future replacement costs of equipment and systems. Fund balance as of March 31, 2025, was $3,518,859. The 2025-2026 Proposed Budget includes no transfers from this fund.

Unclaimed Tax Refund Fund

As of March 31, 2025, the TTC Unclaimed Tax Refund Trust Fund (#81110) had a balance of $16,415. The fund is a clearing account for unclaimed and outlawed property tax refund warrants. The 2025-2026 Proposed Budget includes no transfers from this fund.

Tax Collection Cash Overage Fund

As of March 31, 2025, the TTC Tax Collection Cash Overage Trust Fund (#81235) had a balance of $58,160. The fund is used to offset property tax payment differences. The 2025-2026 Proposed Budget includes no transfers from this fund.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Treasury Division				
Investment Pool-Daily Avg.	$5.4 billion	$5.3 billion	$5.5 billion	$5.6 billion
Investment Earnings	$133,318,803	$226,773,703	$240,000,000	$190,000,000
Tax Division				
Total Tax Charge	$1.5 billion	$1.6 billion	$1.7 billion	$1.8 billion
Total Tax Collected	$1.4 billion	$1.5 billion	$1.6 billion	$1.7 billion
Property Tax Bills Produced	295,223	298,685	296,000	300,000
Delinquent Notices	32,470	34,144	35,000	36,000
Property Tax Defaulted Properties	16,301	18,496	19,500	20,000
Auction Approved	10	88	85	200
Auction Redeemed/Removed	0	73	67	160
Auction Sold	1	13	14	40
Auction Tax Proceeds	$16,000	$2,975,385	$3,000,000	$3,800,000
Business Licenses Issued	2,024	1,934	1,970	2,000
Revenue & Recovery Division				
Referrals Processed	16,683	12,202	13,000	14,000
Statements Mailed	80,056	66,427	50,000	60,000
Dollars Collected	$5,035,139	$4,033,045	$2,200,000	$3,000,000

Summary - Assessor-Recorder



Steve J. Bestolarides
Assessor-Recorder-County Clerk

Functions of the Assessor-Recorder-County Clerk are mandated, while service levels are discretionary.

The Assessor is dedicated to preparing fair and equitable assessments for all taxable property in San Joaquin County. The Department has a constitutional responsibility to determine the value of and assess all taxable property in the County.

The Recorder-County Clerk maintains public records, records documents, and files notary public bonds. The Recorder-County Clerk issues and registers marriage licenses, vital statistics, and other public documents. Additionally, the Recorder-County Clerk receives passport applications on behalf of the U.S. Department of State.

This is a summary of the budgets administered by the Assessor-Recorder-County Clerk (ARCC). These include:

- 1011100000 – Assessor
- 2025900000 – Recorder-County Clerk
- 2025901000 – Recorder-Equipment/Automation

Please visit sjgov.org/assessor for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Improve vacancy rate	23%	17% vacancy rate	15%	July 2024
		19% vacancy rate	12%	June 2025
Demonstrate Leadership Development	**Initial**	**Current**	**Target**	**Deadline**
Continue to enroll managers in leadership development training	1 per year	3 per year	2 per year	July 2023
		6 per year	3 per year	July 2024
		5 per year	4 per year	June 2025
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Fully implement mass valuation programs	50% residential	95% residential	95% residential	July 2023
	0% commercial	0% commercial	100% commercial	July 2024
	0% rural	0% rural	100% rural	June 2025
Fiscal Optimization				
Effectively Manage One-Time Funds	**Initial**	**Current**	**Target**	**Deadline**
Participate in the State-approved California Assessors' Association Joint Powers Agency (JPA) $30.0 million technology-related funding opportunity	Formed JPA and applied for the first $10.0 million in funding	$10.0 million	$10.0 million granted	July 2023
		$20.0 million	$20.0 million granted	July 2024
		$20.0 million	$30.0 million granted	June 2025
Economic Development				
Enhance COVID Recovery	**Initial**	**Current**	**Target**	**Deadline**
Secure ARCC satellite office sites to expand public access and serve as alternative worksites in the disaster recovery plan	No satellite office sites	Plan developed	Develop plan	July 2023
		2 worksites	1 worksite	July 2024
		2 worksites	2 worksites	June 2025
Develop ARCC geographic information system (GIS) applications and programs to provide timely data management reports	Base parcel fabric layer	50%	Add workload application	July 2023
		0%	Add workload layer GIS	July 2024
		0%	Dashboard	June 2025

Analysis of Priority Activity

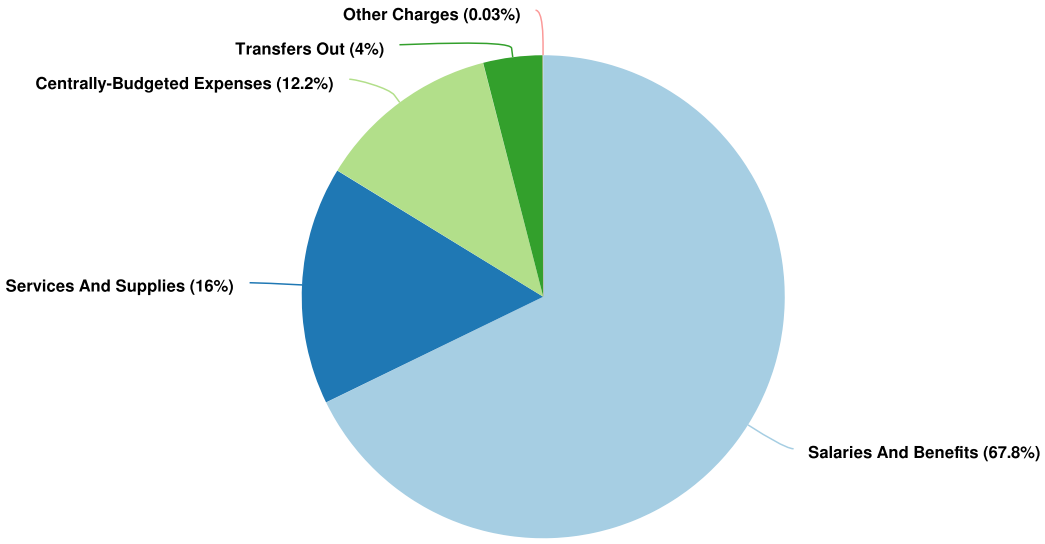
The ARCC recruitment efforts are ongoing, and several open recruitments are expected to be completed by June 2025. To further address staffing challenges, the Department is deleting eight hard-to-fill vacant positions and adding six positions to absorb the workload. The vacancy in the Principal Geographic Information System (GIS) Analyst position in fiscal year 2024-2025 had a significant impact on the mass valuation program and GIS goals. Following a successful recruitment, the position is now filled, and the Department will refocus on its technology goals.

Expenditures Summary

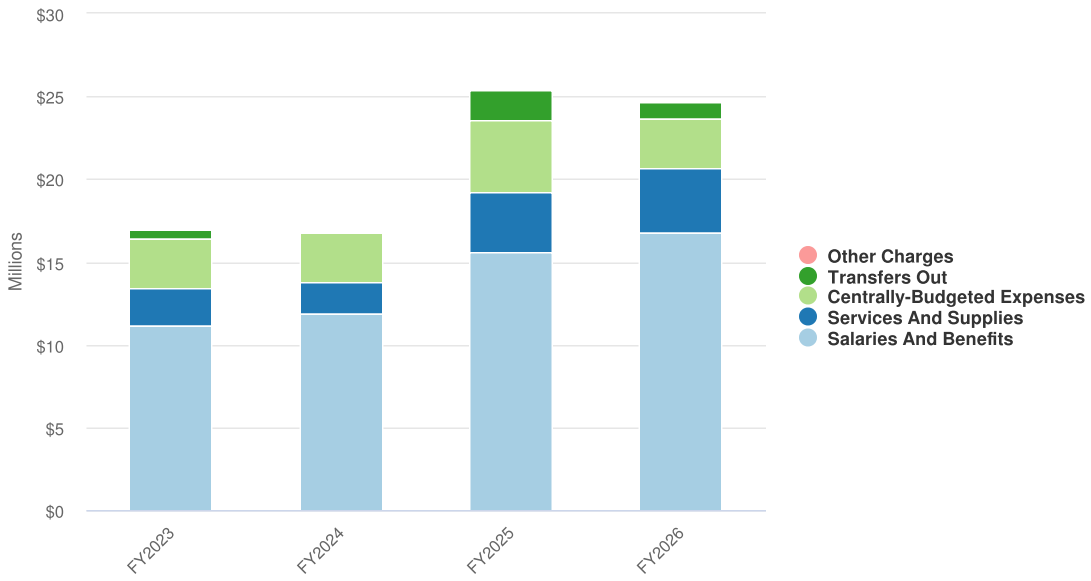
$24,686,011 **-$696,350**
(-2.74% vs. prior year)

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



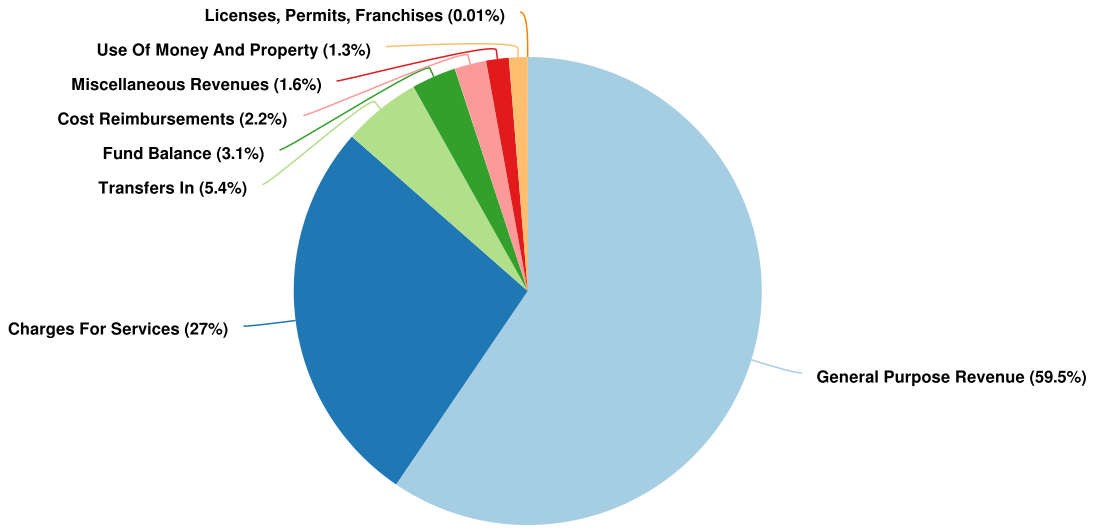
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$11,124,164	$11,861,649	$15,558,128	$16,737,579	7.6%
Services And Supplies	$2,300,331	$1,930,248	$3,674,568	$3,938,542	7.2%
Centrally-Budgeted Expenses	$3,009,746	$2,980,584	$4,307,717	$3,021,242	-29.9%
Other Charges	$0	$5,101	$5,611	$6,421	14.4%
Transfers Out	$469,263	$125,499	$1,836,337	$982,227	-46.5%
Total Expense Objects:	$16,903,504	$16,903,081	$25,382,361	$24,686,011	-2.7%

Funding Summary

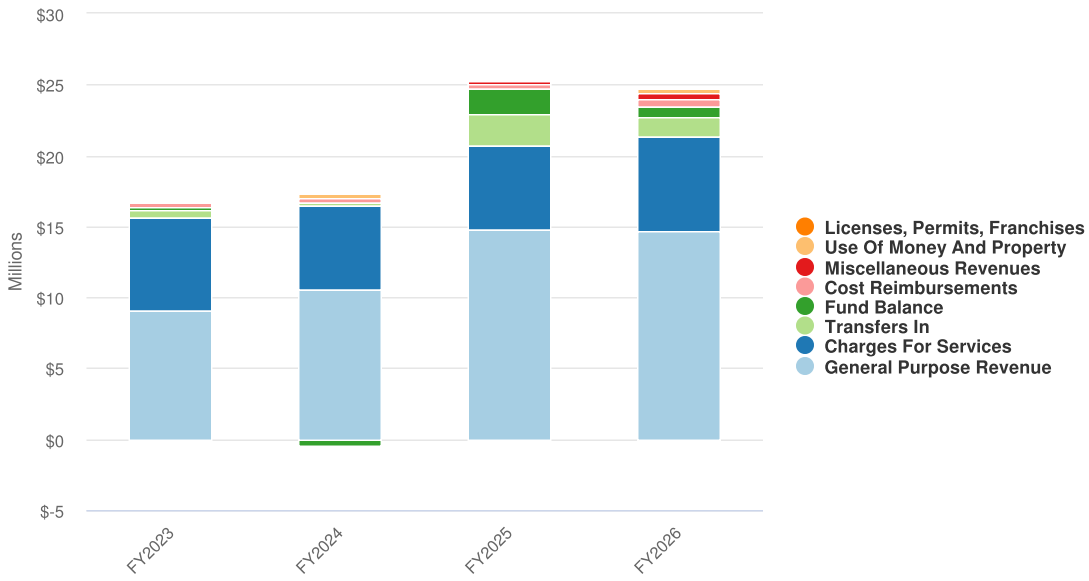
$24,686,011 -$696,350
(-2.74% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Licenses, Permits, Franchises	$2,905	$2,942	$2,984	$3,661	22.7%
Use Of Money And Property	$145,589	$347,179	$180,000	$311,728	73.2%
Charges For Services	$6,560,181	$5,855,293	$5,883,019	$6,659,096	13.2%
Miscellaneous Revenues	$47,079	$19,176	$178,794	$389,918	118.1%
Transfers In	$569,282	$263,387	$2,205,558	$1,332,377	-39.6%
Cost Reimbursements	$360,627	$306,675	$306,940	$538,614	75.5%
General Purpose Revenue	$9,037,237	$10,559,777	$14,794,994	$14,688,525	-0.7%
Fund Balance	$180,604	-$451,348	$1,830,072	$762,092	-58.4%
Total Revenue Source:	$16,903,504	$16,903,081	$25,382,361	$24,686,011	-2.7%

Organizational Chart

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	119.0	117.0	(2.0)
Temporary (FTE)	1.6	1.2	(0.4)
Position Total	120.6	118.2	(2.4)

Assessor-Recorder-County Clerk



Steve J. Bestolarides
Assessor-Recorder-County Clerk

This narrative includes the following budgets:

- Assessor (#1011100000)
- Recorder-County Clerk (#2025900000)

Functions of the Assessor-Recorder-County Clerk (ARCC) are mandated, while service levels are discretionary.

The Assessor produces annual property assessment rolls, including real and personal property. The Assessor discovers, values, and enrolls all taxable property in the County. The Department also determines the change in property ownership status and values of property with the difference; monitors the planting/removal of all commercial trees and vines; administers the constitutional exemption on young trees and vines; revalues Williamson Act property annually; makes reductions to Proposition 13 values where appropriate; administers various tax exemption programs; maintains the Countywide ownership data parcel maps; and produces and maintains the Geographic Information System (GIS) parcel layer and maps. The Assessor's property tax assessment roll establishes the property tax base for all local government agencies in the County, including cities, public safety, special districts, and school districts.

The Recorder-County Clerk (RCC) maintains recorded parcel maps, property, birth, marriage, and death records. It also records fictitious business name statements; issues marriage licenses; processes notary bonds; registers process servers, unlawful detainer assistants, and professional photocopiers; processes Department of Fish & Wildlife notices of determination; and receives passport applications on behalf of the U.S. Department of State.

Please visit sjgov.org/assessor for more information.

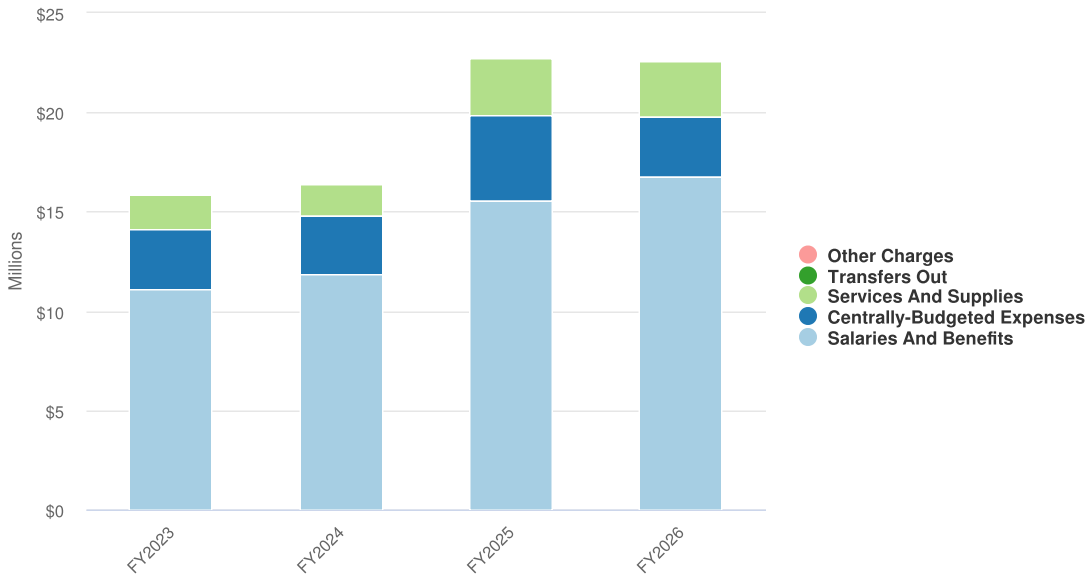
Expenditures Summary

The 2025-2026 Proposed Budget of $22,633,210 is a decrease of $150,410 from the 2024-2025 Adopted Budget of $22,783,620, primarily due to a decrease in Cost Allocation Plan charges ($1,263,036), the deletion of eight vacant positions ($775,253), and a decrease in restrictive covenant modification costs ($463,342); offset by the transfer of four positions midyear 2024-2025 from Community Development ($957,830), the addition of six new positions ($735,229), salaries and benefits adjustments ($321,575), the addition of geographic information systems (GIS) costs ($305,500), and travel expenses ($52,918).

$22,633,210 **-$150,410**
(-0.66% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$11,124,164	$11,861,649	$15,558,128	$16,737,579	7.6%
Services And Supplies	$1,735,999	$1,566,168	$2,862,677	$2,807,968	-1.9%
Centrally-Budgeted Expenses	$3,003,007	$2,973,845	$4,297,204	$3,021,242	-29.7%
Other Charges	$0	$5,101	$5,611	$6,421	14.4%
Transfers Out	$60,000	$0	$60,000	$60,000	0%
Total Expense Objects:	$15,923,170	$16,406,763	$22,783,620	$22,633,210	-0.7%

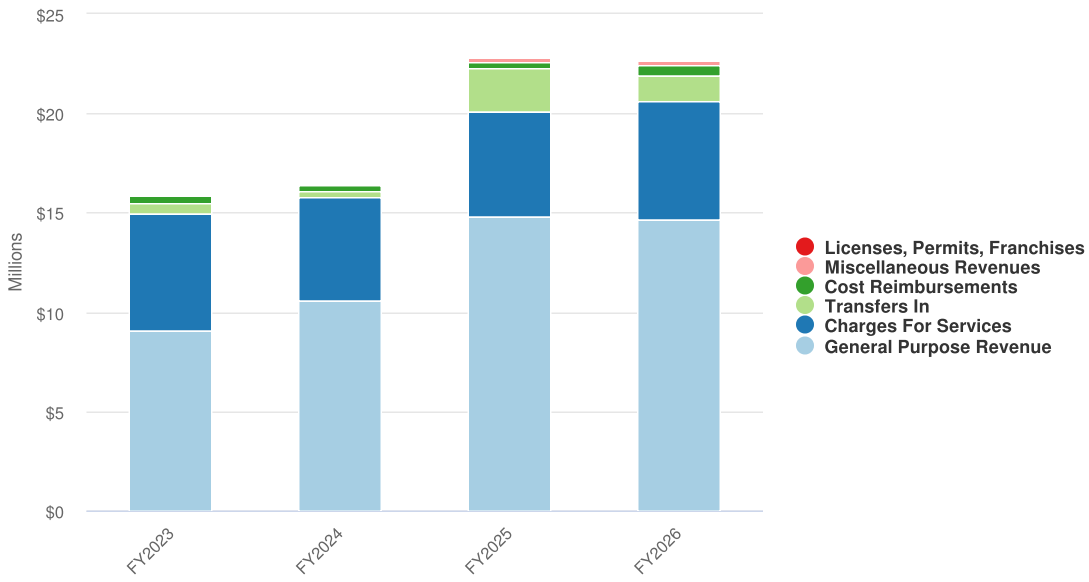
Funding Summary

The 2025-2026 Proposed Budget includes $14,688,525 in General Purpose Revenue, $5,904,196 in charges for services, and operating transfers in of $1,294,296.

$22,633,210 -$150,410
(-0.66% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Licenses, Permits, Franchises	$2,905	$2,942	$2,984	$3,661	22.7%
Charges For Services	$5,906,040	$5,263,451	$5,304,350	$5,904,196	11.3%
Miscellaneous Revenues	$47,079	$19,176	$178,794	$203,918	14.1%
Transfers In	$569,282	$254,742	$2,195,558	$1,294,296	-41%
Cost Reimbursements	$360,627	$306,675	$306,940	$538,614	75.5%
General Purpose Revenue	$9,037,237	$10,559,777	$14,794,994	$14,688,525	-0.7%
Total Revenue Source:	$15,923,170	$16,406,763	$22,783,620	$22,633,210	-0.7%

Position Summary

The 2025-2026 Proposed Budget includes four positions transferred from the Community Development Department (#2025600000) midyear 2024-2025: Geographic Information Systems Manager, Principal Geographic Information Systems Analyst, Geographic Information Systems Specialist II, and Senior Geographic Information Systems Analyst (R-24-204). The Proposed Budget also includes the deletion of eight vacant positions (one Assessors Senior Mapping Technician, one Office Supervisor, two Property Technician Supervisors, and four Senior Office Assistants) and the addition of six positions (two Transfer Technician III, one Appraiser III, one Appraiser IV, one Geographic Information Systems Specialist II, and one Recordable Documents Examiner). Additionally, there is a slight decrease (0.4) in Temporary FTEs.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	119.0	117.0	(2.0)
Temporary (FTE)	1.6	1.2	(0.4)
Position Total	120.6	118.2	(2.4)

Program Discussion

The property tax roll in San Joaquin County has exhibited a consistent upward trend since 2013, attributable to continued regional growth. This growth is reflected in the anticipated increase in new subdivision lots, which are projected to more than double in fiscal year 2025-2026, reaching approximately 5,700. While recorded documents are slightly up from 2023-2024, they remain significantly lower than in fiscal year 2021-2022. The combination of rising interest rates and decreased recordings presents uncertainty that may produce a critical shift in Countywide assessments and impact the achievement of County goals.

Assessor-Recorder-County Clerk (ARCC) project updates:

Passport Services

In January 2025, the County completed the remodel of the Recorder-County Clerk (RCC) lobby to accommodate passport services with dedicated counter and office space. The Department is on track to average approximately 4,500 passport applications and 2,500 passport photos per year over the past three years. In 2025-2026, the Department anticipates generating approximately $196,076 in revenue from these services.

Department GIS

The Department achieved its initial GIS strategic plan and is scheduled to complete an updated plan in 2025-2026. The ARCC's Principal GIS Analyst position has been vacant for the majority of fiscal year 2024-2025, resulting in the Department's GIS goals being deferred. The recruitment for the Department's Principal GIS Analyst position is now complete, with the position filled in late March 2025.

County GIS

On October 22, 2024, the Board of Supervisors adopted a resolution (R-24-204) transferring four GIS positions from the Community Development Department to the ARCC. The GIS unit maintains the County's Geographic Information System (GIS) to provide location-based information and services, digital mapping data, map products and mapping applications to inform the public, enhance transparency, and facilitate efficient County operations. Location intelligence and spatial analysis are powerful tools for decision-making. The Countywide GIS strategic plan is scheduled to be completed by September 2025.

Space Planning and Remodel

The General Services Department and the ARCC are working with an architect to initiate the second phase of space planning for the Department’s Assessor footprint. Phase I focused on developing a plan for the Department’s IS/Mapping/GIS team to work more collaboratively and create a dedicated counter for passport services. This remodel was completed in January 2025. This model encourages collaboration and communication while utilizing and integrating smart technology systems.

Digitization and Integration of Maps

In fiscal year 2024-2025, while the recording volume was down, the ARCC repurposed its resources to digitize over 12,000 pages for seamless integration into the Recorder-County Clerk’s Tyler Eagle system. This project was completed in 2024-2025.

Fund Balance

Assessor’s Automation Fund

As of March 31, 2025, the Assessor’s Automation General Fund Special Account (#10225) had a balance of $711,981. The fund is used for automation projects, automation upgrades, administrative support, and services. The 2025-2026 Proposed Budget includes the use of $165,000 in operating transfers in from this fund.

Recorder’s Vital & Health Statistics Fund

As of March 31, 2025, the Recorder’s Vital and Health Statistics General Fund Special Account (#12020) had a balance of $592,720. The fund is used to support Public Health Services’ efforts to maintain and update its vital records database. The 2025-2026 Proposed Budget includes a total of $129,522 in operating transfers from this fund, $60,000 in the Recorder-County Clerk budget (#2025900000) to cover database-related costs, and $69,522 in the Assessor’s budget (#1011100000) to support administration and Information Technology staff time.

Recorder's Modernization Fund

The 2025-2026 Proposed Budget includes an operating transfer in of $922,227 from the Recorder’s Modernization Special Revenue Fund (#20037) to the Assessor-Recorder-County Clerk budgets for the maintenance and management of equipment and automation efforts, further discussed in the Recorder-Equipment Automation budget narrative (#2025901000).

Electronic Recording Delivery System Fund

The 2025-2026 Proposed Budget includes an operating transfer in of $77,547 from the Electronic Recording Delivery System General Fund Special Account (#10227) to the Assessor's budget (#1011100000) to support electronic real property document recording, security, and compliance efforts, further discussed in the Recorder-Equipment Automation budget narrative (#2025901000).

Supplemental Requests

Recording Fee Revenue Loss

One-time funding in the amount of $243,916 is requested to backfill revenue shortfalls due to notable declines in document recording fees attributed to rising interest rates. Although the Department expects a 6% revenue increase in fiscal year 2024-2025, the previous declines of 11% in 2023-2024 and 76% in 2022-2023 have resulted in an average revenue decrease of 27% over the past three years. This funding is provided on a one-time basis to support services in 2025-2026. Revenue estimates will be reevaluated as part of the 2026-2027 budget.

The Proposed Budget has been augmented by $243,916 to address this request.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Property Tax Roll (in Thousands)				
Secured	$93,981,895	$101,925,190	$109,221,440	$115,774,726
Unsecured	5,196,596	6,346,604	6,978,026	7,396,708
Total Roll Values	**$99,178,491**	**$108,271,794**	**$116,199,466**	**$123,171,434**
Assessor's Operations				
Appeals Filed	496	526	642	650
Audits-Mandatory	180	177	180	150
Boats and Aircraft	7,495	7,958	8,776	8,700
Exemptions Processed	88,933	90,184	90,208	90,000
New Subdivision Lots	5,375	4,066	1,930	5,700
Property Statements	12,561	10,932	21,197	21,000
Property Transfers	39,968	28,852	28,161	30,500
Proposition 8 Reviews	4,651	6,695	6,678	6,700
Permits Received	25,862	29,532	24,083	25,000
Recorder's Operations				
Documents Recorded	127,074	121,348	134,000	137,000
Pages Recorded	588,435	548,344	675,000	700,000
Marriage Licenses Issued	3,325	3,295	3,900	4,100
Vital Statistics	31,455	30,158	30,000	30,000
Passport Applications	4,694	4,875	4,000	4,500
Passport Photos	2,407	2,820	2,400	2,500

Recorder - Equipment/Automation



Steve J. Bestolarides
Assessor-Recorder-County Clerk

The Recorder's Modernization Fund (#2025901000) is established by Government Code Section 27361(c) and can be used "solely to support, maintain, improve, and provide for the full operation for modernized creation, retention, and retrieval of information in each county's system of recorded documents."

This budget centralizes special purpose revenues and expenditures for the ongoing support, maintenance, and improvement of the Recorder's micrographics and data automation.

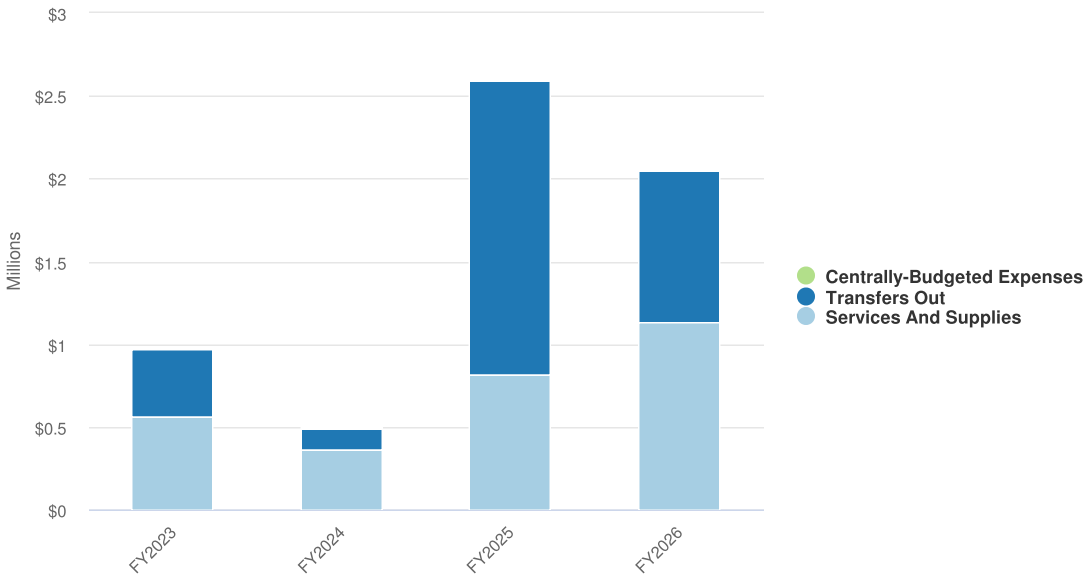
Expenditures Summary

The 2025-2026 Proposed Budget of $2,052,801 is a decrease of $545,940 from the 2024-2025 Adopted Budget of $2,598,741, primarily due to decreases in operating transfers out to the Assessor-Recorder-County Clerk budgets to support equipment and automation ($854,110), and cloud-based service costs ($94,456), partially offset by an increase in professional services due to Assembly Bill 1466 ($398,269).

$2,052,801 **-$545,940**
(-21.01% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$564,332	$364,080	$811,891	$1,130,574	39.3%
Centrally-Budgeted Expenses	$6,739	$6,739	$10,513	$0	-100%
Transfers Out	$409,263	$125,499	$1,776,337	$922,227	-48.1%
Total Expense Objects:	$980,334	$496,318	$2,598,741	$2,052,801	-21%

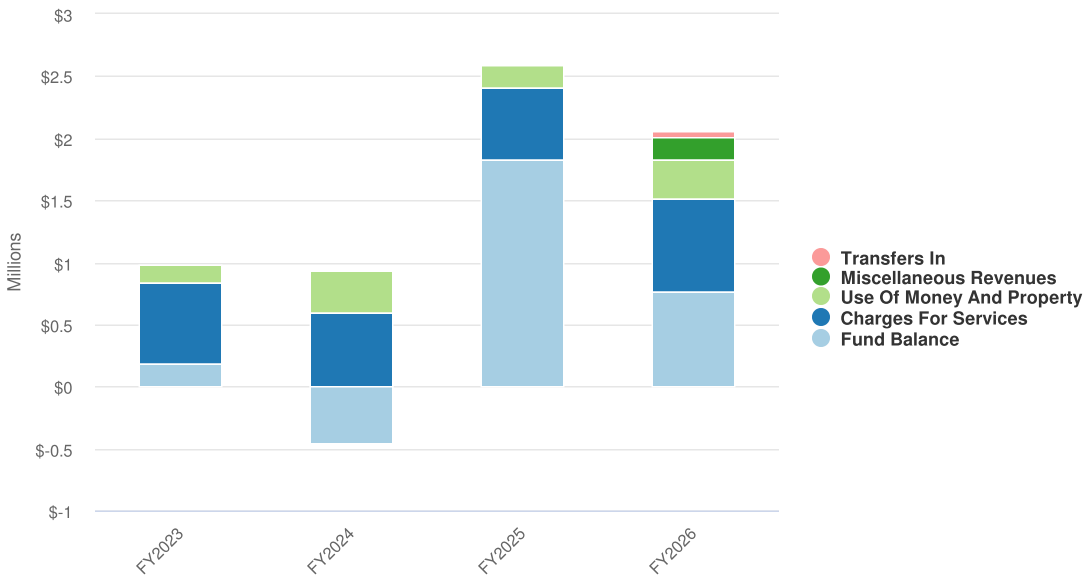
Funding Summary

The 2025-2026 Proposed Budget includes $762,092 in use of fund balance, $754,900 in recording charges for services, and $311,728 in interest income.

$2,052,801 **-$545,940**
(-21.01% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$145,589	$347,179	$180,000	$311,728	73.2%
Charges For Services	$654,141	$591,842	$578,669	$754,900	30.5%
Miscellaneous Revenues	$0	$0	$0	$186,000	N/A
Transfers In	$0	$8,645	$10,000	$38,081	280.8%
Fund Balance	$180,604	-$451,348	$1,830,072	$762,092	-58.4%
Total Revenue Source:	$980,334	$496,318	$2,598,741	$2,052,801	-21%

Fund Balance

Recorder's Modernization Fund

The Recorder's Modernization Special Revenue Fund (#20037) is the operating fund for the Recorder-Equipment/Automations budget. The balance as of March 31, 2025, was $9,263,004. The 2025-2026 Proposed Budget includes $762,092 in use of fund balance, primarily to support a transfer of $922,227 to the Assessor-Recorder-County Clerk budgets (#1011100000 and #2025900000) to fund the maintenance and management of equipment and automation efforts, a decrease of $854,110 from the 2024-2025 Adopted Budget.

Electronic Recording Delivery System Fund

The Electronic Recording Delivery System General Fund Special Account (#10227) supports electronic real property document recording, security, and compliance efforts. As of March 31, 2025, the fund balance was $986,605. The 2025-2026 Proposed Budget includes a planned use of $38,081 to support the Department of Justice (DOJ) Electronic Recording Delivery System (ERDS) and the SECURE program, which focuses on secure electronic recording.

Purchasing & Support Services



Concepcion Gayotin
Director of Purchasing & Support Services

The Purchasing and Support Services Division (#1011200000) is responsible for providing a variety of central support services to County departments. These areas of responsibility include procurement of materials and services; mail/courier duties; duplicating and print shop operations; records storage; and recycling functions. The Division is also responsible for disposing of surplus or scrap County personal property.

Please visit sjgov.org/purchasing for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Improve the Deputy Purchasing Agent vacancy rate	27%	0%	0%	June 2025
Work with Human Resources on Deputy Purchasing Agent and Purchasing Assistant classification studies	In progress	Completed	Completed	June 2024
Economic Development				
Expand Small Business Growth	**Initial**	**Current**	**Target**	**Deadline**
Increase dollars spent with local small vendors by 7% each year	$173.4 Million	$259 Million	$185.5 Million $198.5 Million	June 2024 June 2025
Increase "How To Do Business with the County" community outreach events	2 Events per year	3 Events per year	3 Events per year 4 Events per year	June 2024 June 2025
Increase Transportation / Logistics / Warehousing Businesses	**Initial**	**Current**	**Target**	**Deadline**
Purchase a commercial shredder	In progress	In progress as of June 2024	Completed	June 2024
Include additional County Departments in the Records Retention Policy	51%	51%	60%	June 2025

Analysis of Priority Activity

Community outreach events are expected to increase once the Deputy Director position is filled, however, the Department does not anticipate reaching the target of 4 events per year by June 2025. Expanding the Records Retention Policy to additional departments was delayed due to leadership changes. The commercial shredder was purchased in 2024-2025 and therefore, did not meet the original target of June 2024.

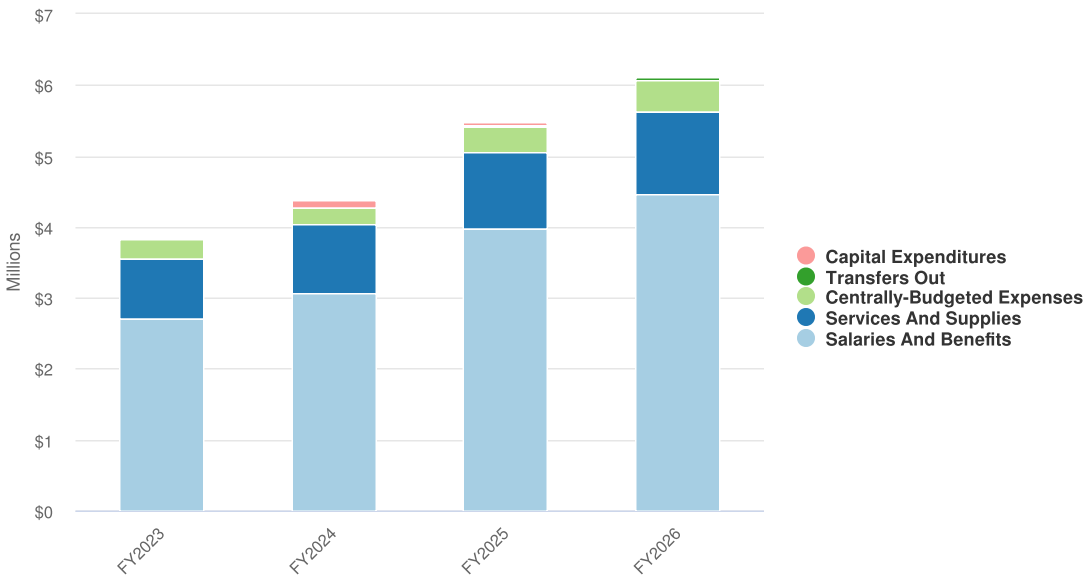
Expenditures Summary

The 2025-2026 Proposed Budget of $6,103,137 is an increase of $629,832 from the 2024-2025 Adopted Budget of $5,473,305, primarily due to the addition of three Deputy Purchasing Agents ($425,485), an increase in centrally-budgeted data processing charges ($77,320), salaries and benefits adjustments ($63,393), and an increase in postage costs ($57,750).

$6,103,137 **$629,832**
(11.51% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$2,700,831	$3,074,944	$3,973,461	$4,462,339	12.3%
Services And Supplies	$844,249	$969,925	$1,086,990	$1,155,308	6.3%
Centrally-Budgeted Expenses	$290,214	$226,948	$356,054	$460,490	29.3%
Capital Expenditures	$0	$98,047	$31,800	$0	-100%
Transfers Out	$10,000	$10,000	$25,000	$25,000	0%
Total Expense Objects:	$3,845,294	$4,379,864	$5,473,305	$6,103,137	11.5%

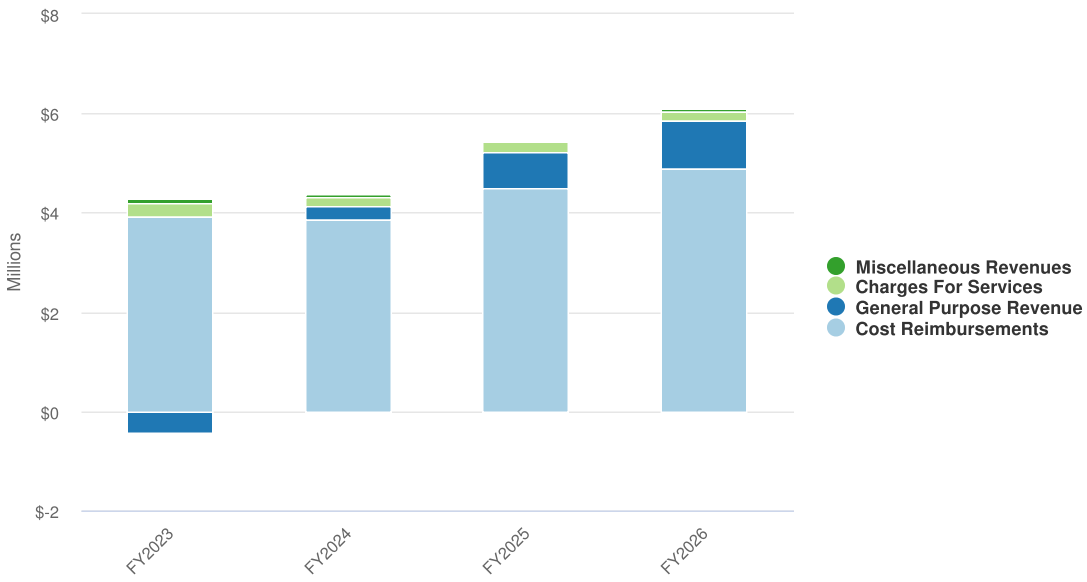
Funding Summary

The 2025-2026 Proposed Budget includes $4,902,883 in cost reimbursements, $942,625 in General Purpose Revenue, and $204,872 in charges for services.

$6,103,137 **$629,832**
(11.51% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Charges For Services	$288,881	$187,870	$195,177	$204,872	5%
Miscellaneous Revenues	$63,938	$54,835	$47,757	$52,757	10.5%
Cost Reimbursements	$3,919,205	$3,868,840	$4,493,979	$4,902,883	9.1%
General Purpose Revenue	-$426,729	$268,318	$736,392	$942,625	28%
Total Revenue Source:	$3,845,294	$4,379,864	$5,473,305	$6,103,137	11.5%

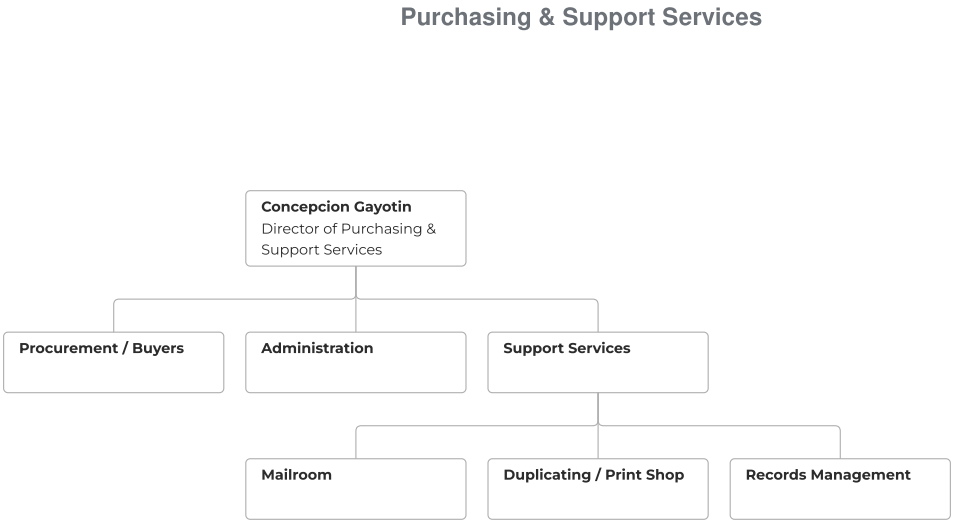
Organizational Chart

The 2025-2026 Proposed Budget includes two additional Deputy Purchasing Agent positions as placeholders pending completion of a classification study by Human Resources for a new procurement supervisor classification, and one Deputy Purchasing Agent position added to support Behavioral Health Services.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	29.0	32.0	3.0
Temporary (FTE)	6.0	6.0	0.0
Position Total	35.0	38.0	3.0

The following departments reimburse Purchasing for dedicated full-time equivalent (FTE) staffing:

	Allocated FTE 2023-2024	Allocated FTE 2024-2025	Proposed FTE 2025-2026
Departments			
Behavioral Health Services	1.00	1.00	2.00
General Services Department	2.00	2.00	2.00
Human Services Agency	1.00	1.00	1.00
Information Systems Division	1.00	1.00	1.00
Public Works Department	1.75	2.00	2.00
San Joaquin General Hospital	2.00	3.00	3.00
Total Dedicated FTEs	**8.75**	**10.00**	**11.00**



Program Discussion

Procurement Services

Purchasing continues to provide core procurement services to all departments using competitive quotes, bids, proposals, negotiations, and cooperative purchase contracts to help attain cost reduction and avoidance. The Countywide procurement workload is distributed among 14 full-time staff and three part-time FTE. Each purchasing professional provides dedicated services to assigned departments, “one point of contact” for consultation and service needs. This has provided Purchasing with a better understanding of each department’s needs and has delivered a higher level of customer service.

The total dollar value of purchase orders for 2025-2026 is projected at approximately $748 million, a 10% increase from 2024-2025 due to a continued increase in procurement for capital and information technology projects.

Uniform Public Construction Cost Accounting Act (UPCCAA)

UPCCAA provides departments with a streamlined bidding process for construction projects under $200,000. In 2024-2025, 67 projects are anticipated to be completed via UPCCAA with an estimated construction contract value of $2.2 million. In 2025-2026, project volume is expected to be 74 projects with an estimated construction contract value of $2.4 million. Projects primarily encompass needed repairs, modifications, or enhancements to County properties.

Local Vendor Preference (LVP)

LVP is applied where appropriate, benefiting local vendors competing for County contracts. Efforts to identify, encourage, and advocate for local participation continue. Strategies include participation in the San Joaquin Public Agency Consortium. The Public Purchase software application enhances vendor outreach for requests for bids, proposals, and quotes. This tool automatically notifies vendors of bid opportunities for registered commodity classifications.

Surplus

County surplus furniture and equipment is managed by Purchasing, which disposes of these assets by methods returning the greatest value to the County. Some examples of outreach methods include online auctions, live auctions with firms specializing in the disposal of government assets, and negotiated sales. When a County department no longer needs items, Purchasing utilizes online systems to reach a broad audience, providing an easier and more convenient way to access surplus auctions. Items are listed on an online surplus auction where all departments may view and request the asset for use at no additional cost to the department. Online auction access was also expanded to local charities who may request items for a nominal fee.

Additionally, online auction access has been expanded to include the general public, where anyone may participate in bidding, which has increased the number of items sold. Items not sold by any of the methods mentioned above are sent for recycling where possible. Vehicles are sent directly to a live auction company that specializes in this commodity and has proven to provide the highest value. A memorandum is provided to the Board each year detailing the types of commodities sold and revenue generated. In 2025-2026, it is anticipated the amount of surplus goods sold will be $102,420, a decrease of $14,698 from what is estimated in 2024-2025.

Duplicating / Print Shop

The Duplicating/Print Shop has high-volume equipment with all-digital technology, including speed, quality, and in-line finishing capabilities. The equipment carries a lower per-copy cost than standard office-size equipment. Duplicating projects are expected to produce approximately 3.2 million copies in 2024-2025. A slight increase in volume to 3.5 million is expected in 2025-2026.

Mail Room

The Mail Room provides daily courier and mail collection services for 51 separate mail routes. Mail routes total approximately 20,000 miles annually. Equipment used to sort and barcode outgoing mail provides postage savings of up to 10.5 cents for each piece of presorted mail. Total outgoing U.S. mail volume is projected at 712,260 pieces in 2025-2026, a slight increase from 2024-2025. The 2025-2026 postage budget of $582,750, however, represents an increase of $57,750 due to projected postal rate increases.

The Mail Room is responsible for collecting and staging items for recycling from the Administration Building, including paper, cardboard, pallets, foam packaging, single-use and rechargeable batteries, toner cartridges, and other recyclable materials. In addition, the Mail Room receives palletized deliveries for the District Attorney’s Office and all incoming freight for the Administration Building.

Records Management

Records Management operates the records storage warehouse facility, provides record retrieval and delivery services, and destroys and recycles records as needed. Staff collects paper waste throughout the County for disposal. A vehicle with an onboard shredder is also used on-site at various County locations should department personnel need to witness document destruction. In addition, a commercial shredder was replaced in 2024-2025. All recyclable paper products are taken to a recycling center and sold. In 2024-2025, an estimated 413 tons of paper will be recycled. It is estimated this will increase in 2025-2026 as an increase in shredding volume is anticipated.

Supplemental Requests

Two Supervising Deputy Purchasing Agents

Funding in the amount of $296,555 is requested to add two Deputy Purchasing Agent Positions, as placeholders for two Supervising Deputy Purchasing Agents to oversee procurement operations for County departments. These positions will be responsible for planning, organizing, supervising, and directing procurement staff involved in purchasing goods, services, and Public Works contracts. Additionally, they will evaluate, train, and manage team performance, review contracts, agreements, and other procurement documents to ensure compliance with applicable laws and County policies, and oversee contract negotiations and dispute resolution. The Deputy Purchasing Agent positions included in the Proposed Budget will be converted once the Board of Supervisors has approved a new Supervising Deputy Purchasing Agent classification in 2025-2026.

The Proposed Budget has been augmented by $296,555 to address this request.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Procurement				
Purchase Orders Issued	3,937	4,398	5,000	5,500
Dollar Value of Purchase Orders	$441,569,757	$593,242,839	$680,000,000	$748,000,000
UPCCAA Projects	49	36	67	74
Construction Contract Value	$1,509,925	$1,760,600	$2,217,002	$2,438,702
Formal Bids and RFPs	55	42	54	59
Local Spend*				
Dollars	$187,968,845	$253,835,503	$345,654,337	$380,219,771
Percentage	43%	43%	51%	51%
Surplus Income				
Property	$33,985	$7,729	$5,857	$5,271
Recycled Ink/Toner	$40	$58	$73	$80
Recycled Paper	$25,600	$21,240	$16,641	$14,977
Vehicle Sales	$245,056	$181,904	$94,547	$82,092
Total	**$304,681**	**$210,931**	**$117,118**	**$102,420**
Duplicating (Print Shop)				
Print Jobs	949	1,454	1,316	1,191
Copies Produced	2,505,592	2,909,366	3,168,581	3,450,891
Mail Room				
Postal Barcode Mail	550,974	518,367	511,308	504,345
1st Class Regular Mail	132,803	143,257	172,584	207,915
Total	683,777	661,624	683,892	712,260
Service Locations	47**	51	51	51
Records Management				
Paper Recycled (tons)	330	368	413	450
Records Requests Processed	1,250	1,097	1,480	1,600
Shredding (hours)	1,980	2,250	2,174	3,600

**Local Spend: Based on vendor zip code information with statistical outliers of greater than $10 million removed.*

***Restated.*

Purchasing Internal Service Fund



Concepcion Gayotin
Director of Purchasing & Support Services

The Purchasing Internal Service Fund (ISF) (#8400112100, #8400112200, and #8400112300) serves as an operating mechanism for the Procurement Card (CAL-Card), Office Supply, Copy Machine, Security Alarm, and Bottled Water Programs. Vendor charges are paid from the ISF and billed to user departments.

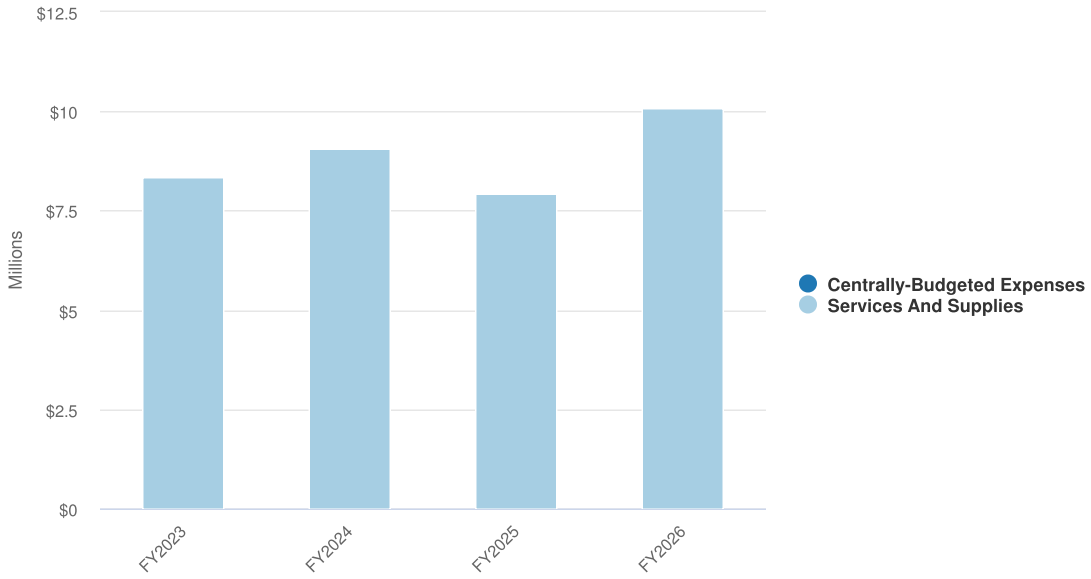
Expenditures Summary

The 2025-2026 Proposed Budget of $10,129,280 is an increase of $2,171,524 from the 2024-2025 Adopted Budget of $7,957,756, primarily due to increasing costs associated with CAL-Card Program purchases ($1,963,243), the office supplies contract ($120,921), and copy machine leases ($92,477).

$10,129,280 **$2,171,524**
(27.29% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$8,329,988	$9,074,709	$7,918,757	$10,095,398	27.5%
Centrally-Budgeted Expenses	$18,943	$16,845	$38,999	$33,882	-13.1%
Total Expense Objects:	$8,348,931	$9,091,554	$7,957,756	$10,129,280	27.3%

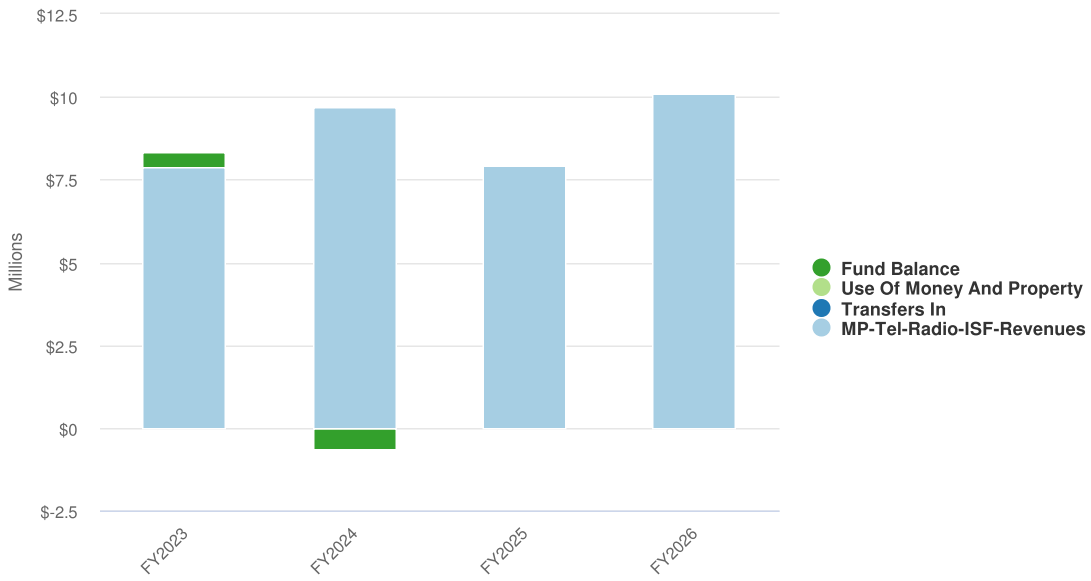
Funding Summary

The 2025-2026 Proposed Budget includes $10,116,397 in charges to user departments for CAL-Cards purchases and office supply, copy machine, bottled water, and security alarm costs. It also includes an annual $25,000 contribution from the Purchasing and Support Services budget (#1011200000) for the future replacement of a shredder and a contribution to fund balance of $30,117.

$10,129,280 $2,171,524
(27.29% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$15,045	$20,320	$18,000	$18,000	0%
Transfers In	$10,000	$10,000	$25,000	$25,000	0%
MP-Tel-Radio-ISF-Revenues	$7,855,274	$9,706,587	$7,939,756	$10,116,397	27.4%
Fund Balance	$468,612	-$645,353	-$25,000	-$30,117	20.5%
Total Revenue Source:	$8,348,931	$9,091,554	$7,957,756	$10,129,280	27.3%

Program Discussion

Procurement Card Program

The County participates in the State CAL-Card Program. CAL-Card provides a flexible payment mechanism for acquiring goods with flexible spending limits and merchant category codes for each card. Cards are issued in the cardholder's name and billed to the County. The Program allows departments to purchase from various sources, saving the County time and money. All CAL-Card users are trained on use guidelines before receiving a credit card. Each purchase transaction is audited thoroughly. There are currently 600 cardholders. The estimated purchases for 2025-2026 are $6.2 million.

Office Supply Program

The existing contract with ODP Business Solutions (formerly known as Office Depot) offers financial benefits that result in reduced expenses across all departments. Through this cooperative agreement, core products have an average discount of 13% in addition to a modest rebate. Expedited weekly payment processing allows an extra 2% discount, enhancing cost savings. Administrative processing fees help offset the cost of administering this contract. Purchases under this Program are projected to be approximately $1.5 million in 2025-2026.

Copy Machine Program

The Copy Machine Program currently has 610 leased copiers and will produce approximately 29.8 million copies in 2024-2025. The Program is projected to increase to 615 leased copiers and produce 30.0 million copies in 2025-2026. Cost for this program is budgeted at $1.9 million in 2025-2026. The County continues to receive more favorable contract terms due to decreased copier costs and a shift toward paperless workflows.

Security Alarm Program

The Purchasing and Support Services Division (Purchasing) administers contracts for security alarm services. There are currently 80 service contracts in effect for the County. Centralized billing and contracting provided by Purchasing has allowed oversight of this service and ensures that all contracts are properly executed. Cost for this program is budgeted at $200,000 in 2025-2026.

Bottled Water Program

The Purchasing Division administers the Bottled Water Program through centralized billing and contracting. The Program provides user departments with water cooling systems or bottled water. Cost for this program is budgeted at $45,000 in 2025-2026.

Fund Balance

Purchasing ISF

User departments fully reimburse program costs in the Purchasing ISF budget for services rendered. As of March 31, 2025, the Purchasing ISF (#38040) had a fund balance of $51,801 and serves as the working capital for various programs/operations under the ISF. The 2025-2026 Proposed Budget includes a $30,117 fund balance contribution.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Procurement Card Program				
Cards Issued	491	530	600	630
Transactions	23,356	24,130	40,545	50,000
Total Charges	$4,930,988	$5,607,631	$5,888,369	$6,200,000
Average Transaction Value	$211	$232	$145	$124
Office Supply Program				
Value of Purchases	$1,378,078*	$1,177,774	$1,253,214	$1,511,921
Copy Machine Program				
Copy Machines in Use	569	585	610	615
Lease Payments	$1,378,483	$1,710,700	$1,532,285	$1,372,477
Copy Transactions	28,990,803	29,159,923	29,816,599	30,000,000
Security Alarm Program				
Contracts	77	80	80	80

*Restated.

County Counsel



Edward J. Kiernan
County Counsel

The Office of the County Counsel (#1011800000) serves as principal legal counsel for the Board of Supervisors and provides legal services for all County departments, offices, agencies, and commissions, as well as other independent local agencies (such as the In-Home Supportive Services Public Authority), special districts, and the Civil Grand Jury.

The Office renders legal advice and support on issues such as elections, healthcare, land use, labor, personnel, public safety, and social services. The Office litigates cases concerning conservatorship and probate proceedings, debt collection, juvenile dependency cases, and personnel discipline arbitration. The Office also defends and oversees the defense of litigation brought against the County and is principally responsible for the County's compliance with the California Public Records Act.

Please visit sjgov.org/cc for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Study the feasibility of creating County Counsel practice areas aimed at increasing the breadth of knowledge, skill, and ability for better utilization among County departments.	0%	0%	100% Complete	October 2024
Conduct a satisfaction survey of County departments receiving legal advice and representation from the Office.	0%	0%	100% Complete	April 2024
Demonstrate Leadership Development	**Initial**	**Current**	**Target**	**Deadline**
Enroll attorneys and staff in training offered by the County Counsel's Association, Stockton-San Joaquin Legal Professional Association, and others designed to enhance employee skillsets in their subjects of expertise.	26%	75%	75% Complete 100% Complete	April 2024 April 2025
The County Counsel Discipline Committee will collaborate with Human Resources to develop an in-house training program that explores the legal ramifications associated with reasonable accommodations, discipline, discrimination, harassment, retaliation, and other topics frequently dealt with by Human Resources.	0%	0%	100% Complete	March 2025
Fiscal Optimization				
Maintain a Structurally Balanced Budget	**Initial**	**Current**	**Target**	**Deadline**
Enroll County Counsel management team in County budgeting and financial planning training course.	0%	33% as of June 2024	100% Complete	June 2024

Analysis of Priority Activity

Due to leadership changes, the Office of the County Counsel has shifted its focus and met one of the stated goals, but not by the targeted deadline.

- **Maintain a Structurally Balanced Budget** – All management staff plus two deputies completed the CSAC County Budgeting and Financial Planning course by February 2025, thus achieving 100% completion.

Another goal was on track in April 2024, but the second phase of the goal was not met by April 2025.

- **Demonstrate Leadership Development** – 75% of attorneys and staff were enrolled in training offered by the County Counsel's Association, Stockton-San Joaquin Legal Professional Association, and others designed to enhance employee skillsets in their subjects of expertise by April 2024.

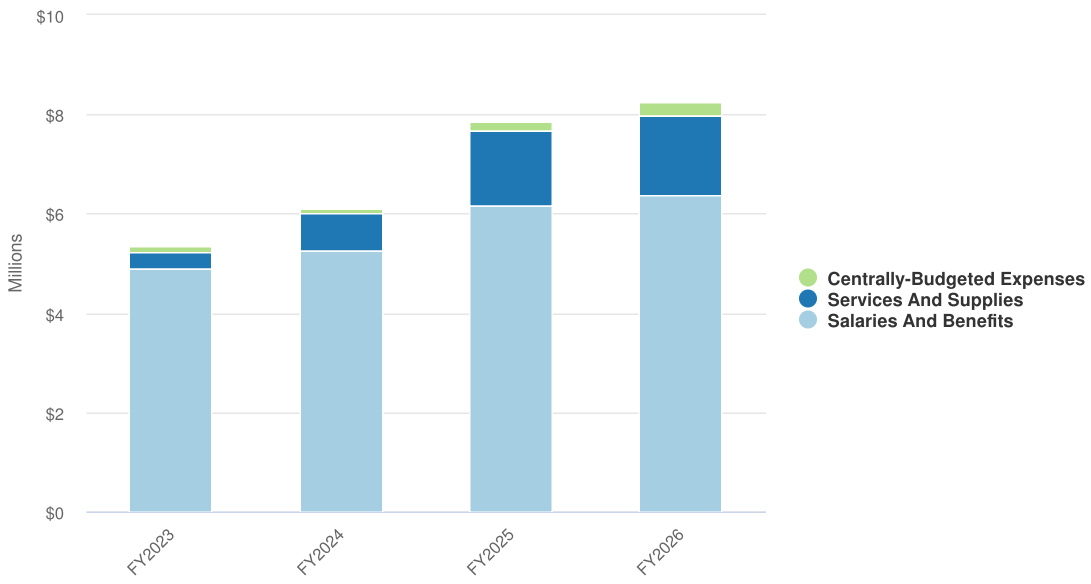
Expenditures Summary

The 2025-2026 Proposed Budget of $8,259,011 is an increase of $416,464 from the 2024-2025 Adopted Budget of $7,842,547, primarily due to salaries and benefits adjustments ($209,872), and increases in legal services cost that will be reimbursed by County departments ($151,000) and data processing charges ($74,669). The increase will be partially offset by a decrease in special departmental expense ($78,399).

$8,259,011 **$416,464**
(5.31% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$4,898,611	$5,263,848	$6,153,767	$6,363,639	3.4%
Services And Supplies	$341,885	$738,700	$1,513,746	$1,605,296	6%
Centrally-Budgeted Expenses	$110,681	$101,462	$175,034	$290,076	65.7%
Total Expense Objects:	$5,351,177	$6,104,010	$7,842,547	$8,259,011	5.3%

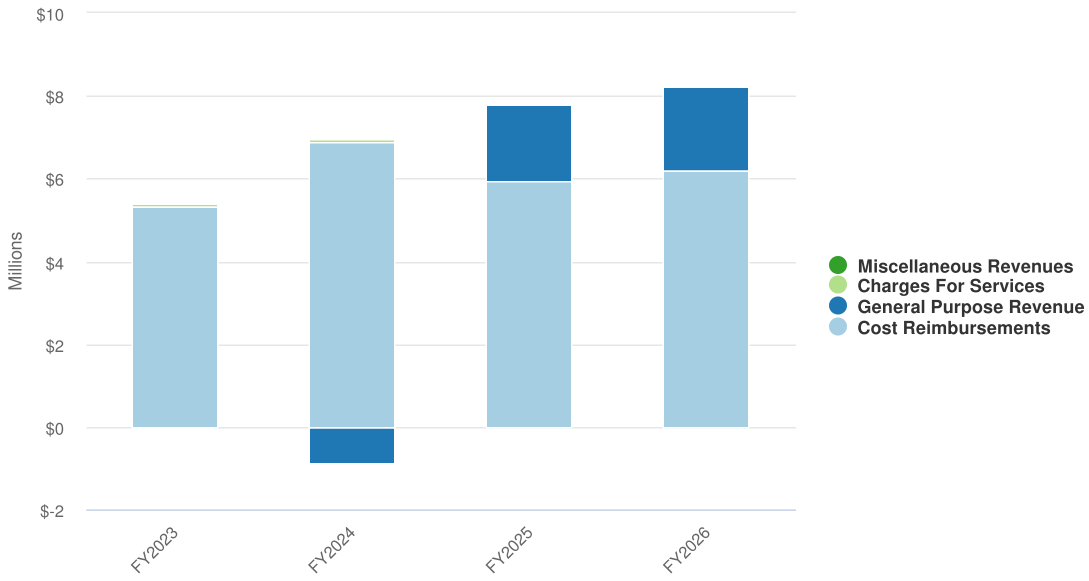
Funding Summary

The 2025-2026 Proposed Budget is primarily funded by cost reimbursements of $6,198,615 and $2,009,096 in General Purpose Revenue.

$8,259,011 **$416,464**
(5.31% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source

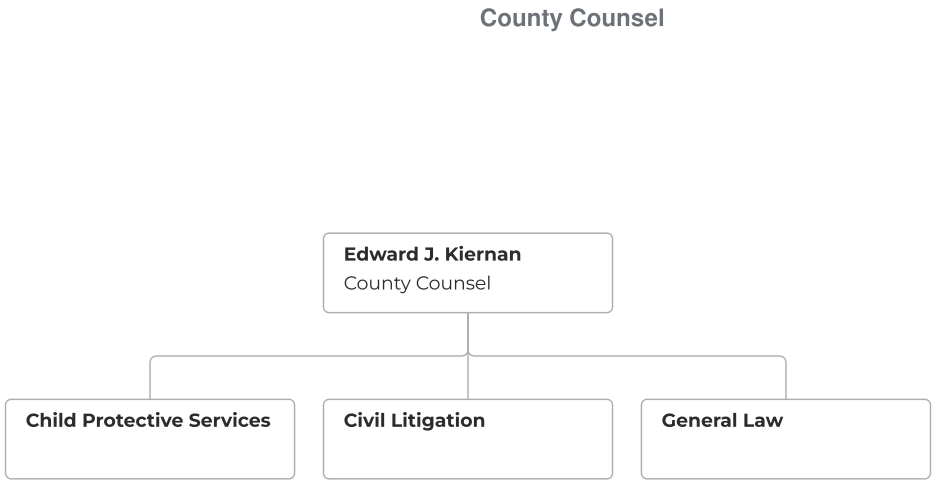


Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Charges For Services	$58,757	$71,779	$70,300	$51,300	-27%
Miscellaneous Revenues	$6	$0	$0	$0	0%
Cost Reimbursements	$5,323,659	$6,897,297	$5,939,020	$6,198,615	4.4%
General Purpose Revenue	-$31,245	-$865,065	$1,833,227	$2,009,096	9.6%
Total Revenue Source:	$5,351,177	$6,104,010	$7,842,547	$8,259,011	5.3%

Organizational Chart

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	21.0	21.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	21.0	21.0	0.0



Program Discussion

The Office of the County Counsel (Office) currently provides legal services to all County departments and external clients in the following main subject areas:

- **General Law** – Provides legal services necessary for the continued operation of County departments and dependent special districts, and to outside clients and some independent special districts upon request.
- **Child Protective Services and Probate** – Provides mandatory legal services for Human Services Agency activities (juvenile dependency) and Behavioral Health Services activities (conservatorships, involuntary medical hearings).
- **Litigation and Risk Management Division** – Evaluates government tort claims filed against the County; represents the County in all litigation matters, which also includes oversight of legal work performed by outside counsel in civil litigation and employment matters in both State and Federal courts; and represents the County in State and Federal administrative proceedings.

In 2024-2025, the Office's attorneys are projected to log 22,965 hours of billable legal services. The following highlights provide an overview of some of the significant legal issues and a non-exclusive summary of legal services provided by the Office in 2024-2025:

Assessor-Recorder-County Clerk (ARCC)

Government Code Section 12955(l) requires removal of discriminatory covenants from previously recorded documents. This Office has worked with ARCC to develop a State-mandated local program to authorize anyone (including the County Recorder) to submit a Restrictive Covenant Modification document requesting the redaction of illegally restrictive language from a recorded instrument (i.e., "Restrictive Covenant Modification Program"). This Office has also assisted in drafting a request for proposal (RFP) for the Restrictive Covenant Modification Program, which seeks a vendor to assist in the review of approximately 8.4 million documents (30.7 million pages), identify any illegal restrictive language in the documents, and redact and re-record the modified documents. This RFP was released in March 2025. Additionally, this Office has provided legal advice regarding the ARCC's options to recover regulatory costs incurred to comply with said law. Through February 28, 2025, the office had spent 681 hours assisting the ARCC.

General Services Administration/Capital Projects

The County's 5-Year Capital Improvement Plan continues to present a unique opportunity for this Office to continue its partnership with General Services to modernize the County's aging infrastructure. This Office has provided service to Capital Projects in the following areas: the facilitation of a marketplace solicitation for a Progressive Design-Build Agreement for the development, design, and construction of the SJ Be Well Campus project; the County's 3-Year Strategic Energy Plan, including substantial legal advice necessary to procure and install solar panels at 12 County locations that will result in significant long-term savings by the County; the ongoing tenant improvement project at 6 South El Dorado Street for the new District Attorney's Office; the continuing legal administration of Capital Projects' Job Order Contracting (JOC) program; and all legal issues pertaining to expert investigation necessary to finalize the acquisition of 400 East Main Street. Through February 28, 2025, the office had spent 228 hours assisting General Services with Capital Projects.

Quality of Life

- **Community, Assistance, Recovery and Empowerment Act (CARE) Court** – The CARE Act, which took effect on January 1, 2023, was implemented in the County on December 1, 2024. In collaboration with the San Joaquin County Superior Court, San Joaquin County Public Defender, and San Joaquin County Behavioral Health Services, this Office participated in several working meetings to establish the policies and procedures that will govern this unique court process designed to move homeless individuals with mental health and substance use disorders into treatment and supportive housing environments. Through February 28, 2025, the office had spent 7.25 hours appearing at CARE Court.
- **Tobacco Retailer/Smoke Shop Temporary Moratorium** – In 2024, after a series of law enforcement operations at tobacco retailers/smoke shop businesses throughout the County where criminal activity related to the sale of cannabis, cannabis-infused items, and hemp products were discovered, the Sheriff's Office determined that these sites were fronts for criminal activity. After a series of meetings between the Sheriff's Office, the District Attorney, and stakeholders, the Office drafted an uncodified urgency ordinance to establish a temporary moratorium on the establishment of new tobacco retailers/smoke shop businesses and the relocation or expansion of existing tobacco retailers/smoke shop businesses in the unincorporated areas of the County for the protection of public peace, health, safety, and welfare. This Ordinance was adopted by the Board of Supervisors on March 11, 2025 (Ordinance No. 4668).

San Joaquin General Hospital/SJ Health Centers

The Office worked with collections firms to file legal actions resulting in the recovery of over $7,000,000 in additional payments from non-contracted commercial payors for treatment provided by San Joaquin General Hospital (SJGH). Along with the County Administrator's Office, the Office negotiated and drafted an extension of the Management Services Agreement with CommonSpirit Health for the operation of the hospital. The offices also worked together to restructure San Joaquin Health Centers (SJHC) for greater transparency in the funding and operation of the clinic system and build better relations with the San Joaquin County Clinics Board.

The Office also led a project to declare the County a hybrid entity under the Health Insurance Portability and Accountability Act (HIPAA) and created Countywide policies to bring the County into compliance with HIPAA and Health Information Technology for Economic and Clinical Health (HITECH) Act regulations. Through February 28, 2025, the office had spent 443.5 hours supporting SJGH and SJHC.

Water Issues

The County continues its efforts to comply with the Sustainable Groundwater Management Act and implement the Groundwater Sustainability Plan adopted by the Eastern San Joaquin Groundwater Authority. The County's Groundwater Sustainability Agencies adopted the 2024 Eastern San Joaquin Subbasin Groundwater Sustainability Plan amendment and approved the first five-year periodic evaluation. The County also undertook significant efforts to pursue an application for a water rights permit to appropriate water from the Mokelumne River for use in the Eastern San Joaquin Groundwater Subbasin.

The County continued its advocacy of Delta priorities through the Delta Counties Coalition. The County also participated in various litigation matters opposing the Delta Conveyance Project ("Delta Tunnel"), including the environmental review, proposed bond financing, and water rights petition to change points of diversion for the proposed project. Through February 28, 2025, the office had spent 217.25 hours supporting water issues.

2025-2026 Support and Activities

In 2025-2026, the Office will continue to provide legal support and counsel for these ongoing projects and activities:

- **Water Issues** – The Delta will continue to take center stage as the hearings on the Department of Water Resources' (DWR) water rights petition to change points of diversion for the Delta Tunnel before the State Water Board commences in 2025. In addition, the County continues to be enmeshed in other significant litigation matters related to the Delta Tunnel, including challenges to project approval under the California Environmental Quality Act (CEQA) and DWR's appeal of a judgment in favor of the County and others who challenged its attempt to validate bond resolutions to finance the Delta Tunnel. The County continues to team up with other local agencies to ease the financial burden of these efforts to protect the Delta and County residents and intends to continue its advocacy of Delta priorities through the Delta Counties Coalition. The County also seeks to assist the critically overdrafted Eastern Joaquin Groundwater Basin by continuing its efforts to support the application for a water rights permit to appropriate water from the Mokelumne River.
- **General Services/Capital Improvement Projects** – The Office will continue to negotiate and oversee all contracts and legal issues pertaining to the: County's solar projects; the construction of the County's Medical Examiner and Morgue facility; the procurement, design, and construction of the SJ Be Well Campus project; the construction of a County Detention and Program Facility under SB 1022; and the monitoring of all expert investigation and legal contingency issues necessary to finalize the acquisition of 400 E. Main Street. Substantial legal advice will continue to be provided for all County-involved lease and license agreements pertaining to County facilities and third-party facilities occupied by County departments; the County's evolving 5-Year Capital Improvement Plan; and the County's 3-year Strategic Energy Plan.
- **Quality of Life**
    - **Community, Assistance, Recovery and Empowerment Act (CARE) Court** – The Office will continue its collaboration with San Joaquin County Behavioral Health Services in an effort to assist unhoused individuals living with untreated schizophrenia or other psychotic disorder issues in obtaining outpatient mental health/substance use disorder treatment and supportive housing through a civil court process.
    - **Tobacco Retailer/Smoke Shop Temporary Moratorium** – The Office, along with the County Administrator's Office, Community Development Department, Public Health Department, Sheriff's Office, District Attorney's Office, and Treasurer-Tax Collector's Office, will study and consider amendments to the County Ordinance to effectively regulate tobacco retailer/smoke shop businesses to protect public peace, health, and safety.
- **General Law/Litigation/Child Protective Services/Probate** – The Office will continue to provide legal and practical advice to all County departments in their day-to-day operations to facilitate the avoidance of legal disputes and the appropriate resolution of any legal disputes and lawsuits, which may still occur. Supervision and staff litigation on a wide variety of matters, tort defense, civil rights/employment claims, and medical malpractice will continue. This Office will continue to represent and support the Human Services Agency's mission of protecting abused and neglected children and the Public Guardian/Conservator's mission of ensuring the protection of the person and estate of individuals incapacitated either by mental illness or major neurocognitive disorder who meet the criteria for conservatorship where there is no viable alternative to public conservatorship.

Outside Legal Counsel

The following table includes the aggregate spend on outside legal counsel services. Costs include fees for Public Employment Relations Board (PERB) cases, employee investigations, litigation, and costs associated with employee investigations under Rule 20 and unfair labor practice complaints filed by the unions, as well as other matters. The costs listed here include expenditures paid directly from the Self-Insurance Internal Service Fund - Casualty budget (#8594900000), Self-Insurance Internal Service Fund - Medical Malpractice budget (#8594800000), and Delta Activities budget (#2023070000), in addition to the County Counsel budget.

	2023-2024 Actuals	2024-2025 (As of February 2025)
SJ BeWell Campus Project	N/A	$328,365
Casualty	3,970,446	2,715,679
Code Enforcement Matters	N/A	76,432
Delta Activities (Water)	157,332	162,906
Labor Negotiations / General Matters	89,000	152,933
Medical Malpractice	1,056,195	624,927
Miscellaneous Outside Counsel Payments	16,297	59,855
Rule 20 and PERB	698,694	377,358
San Joaquin County Clinics	478,022	163,906
Total	**$6,465,986**	**$4,662,361**

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Attorney Hours				
Community Development / Public Works Issues	1,182	1,072	1,181	1,145
California Privacy Rights Act (CPRA) Issues	1,000	862	1,046	969
Contract Issues	2,848	2,739	2,493	2,693
County Administration Issues	2,432	3,515	3,162	3,036
Health & Public Assistance Issues	3,915	5,005	5,005	4,642
Labor Relations Issues	804	1,127	1,261	1,064
Law and Justice Issues	1,872	1,676	1,331	1,626
Litigation Issues	6,616	7,094	6,879	6,863
Retirement Issues	459	N/A*	N/A*	N/A*
Revenue Issues	525	384	278	396
Water & Special District Issues	496	323	329	383
Total Attorney Hours	**22,149**	**23,797**	**22,965**	**22,817**

*County Counsel no longer provides support to the San Joaquin County Employees Retirement Association.

Human Resources



Jennifer Goodman
Director of Human Resources

The Human Resources Division (#1012400000) provides centralized human resources and labor relations services for all County departments in support of over 8,000 employees. Human Resources (HR) is organized into eight functional units, including Employment Services, Risk Management, Benefits, Labor Relations, Staff Development, Equal Employment Opportunity Program, Classification and Compensation, and Position Control/Leave Administration.

Human Resources negotiates labor contracts (Memorandums of Understanding); processes complaints and grievances; conducts meet and confer sessions and joint labor-management meetings; advises County departments on disciplinary actions and counseling matters; recommends policy and procedures for employer-employee relations; and provides staff for the Civil Service Commission, Equal Employment Opportunity Advisory Committee, and Deferred Compensation Advisory Committee.

Please visit our sjgov.org/hr for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Employment Services – Improve employee retention by reducing attrition	1.05% monthly attrition rate as of June 30, 2022	.97% monthly attrition rate as of June 2024	.95% monthly attrition rate	June 2024
Employment Services – Improve County vacancy rate	16.4% vacancy rate as of March 2023	14.3% vacancy rate as of June 2024	Reduce Countywide vacancy rate by 2%	June 2024
Benefits – Enhance Employee Self-Service functionality in PeopleSoft	In-person submission of information relating to change in benefit status due to qualifying event	Canceled for the Workday upgrade. ISD not working on improvements/enhancements to current system	Implement self-service module in PeopleSoft, electronic submittal of information relating to change in benefit status due to qualifying event	September 2023
Benefits – Streamline wage replacement benefits in collaboration with Employment Development Department (EDD)	Inconsistent application	35% Complete as of September 2024	Countywide consistent application, including use of Employee Development Department online portal	September 2024
Demonstrate Leadership Development	**Initial**	**Current**	**Target**	**Deadline**
Staff Development – Partner with County Counsel Discipline Committee to develop an in-house training program to explore the legal ramification with reasonable accommodations, discipline, discrimination, harassment, retaliation, and other related topics.	0% Complete	Complete as of March 2025	100% Complete	March 2025
Fiscal Optimization				
Proactively Manage Labor Costs	**Initial**	**Current**	**Target**	**Deadline**
Staff Development – Design a "Budget Management" HRLA course to support managers with fiduciary responsibilities	Begin course development in April 2023	25% Complete as of July 2023	Complete course development and begin courses	July 2023
Workers' Compensation – Early Intervention Pilot Program for Public Works	Public Works experiences an average loss of 689 work days as a result of workplace injuries	50% reduction in loss days as of June 2024	Reduce average day loss by 5%	June 2024

Public Safety / Criminal Justice / Quality of Life				
Providing Adequate Resources for Public Safety & Criminal Justice	**Initial**	**Current**	**Target**	**Deadline**
Supply HR to Law Enforcement Departments	Centralize HR Service Model	2 HR staff housed at Sheriff's Office	Pilot a decentralized HR Service Model for the Sheriff's Office	Staff Pilot - July 2023 Evaluate Pilot - June 2024
Homelessness				
Promote Expansion of Behavioral Health Clinicians and Services	**Initial**	**Current**	**Target**	**Deadline**
Staff Development – Develop Behavioral Health Services Apprenticeship to support more clinicians	Begin program development in February 2023	Enrolled 7 participants; 5 are enrolled as of August 2023	Enroll participants in the 3-year educational and on-the-job training program	August 2023

Analysis of Priority Activity

Although HR did not fully meet its retention goal, they made notable progress by reducing attrition, achieving a rate of 0.75% as of February 28, 2025. HR's effort to streamline wage replacement benefits is expected to continue into fiscal year 2025-2026; two goals were delayed or canceled due to ongoing technological upgrades. However, the County Workday project presents an opportunity to revisit and realign these goals in the future. Staff Development's goal to design a "Budget Management" HRLA course to support managers with fiduciary responsibilities was not met within the original timeframe but was 100% complete as of April 2025.

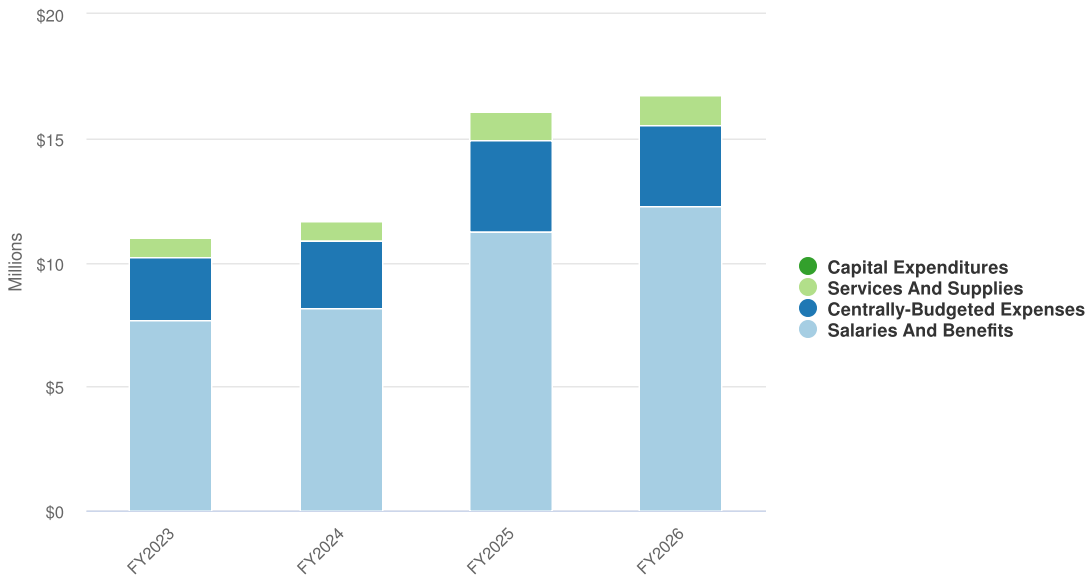
Expenditures Summary

The 2025-2026 Proposed Budget of $16,792,669 is an increase of $698,676 from the 2024-2025 Adopted Budget of $16,093,993, primarily due to salaries and benefits adjustments ($667,754), the addition of two Personnel Analyst I-III positions ($392,110), and increases in language and actuarial services ($97,500), offset by a decrease in data processing charges ($488,597).

$16,792,669 **$698,676**
(4.34% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$7,655,183	$8,167,060	$11,237,668	$12,264,526	9.1%
Services And Supplies	$768,955	$785,359	$1,147,690	$1,254,251	9.3%
Centrally-Budgeted Expenses	$2,584,412	$2,711,999	$3,678,635	$3,243,892	-11.8%
Capital Expenditures	$0	$0	$30,000	$30,000	0%
Total Expense Objects:	$11,008,550	$11,664,417	$16,093,993	$16,792,669	4.3%

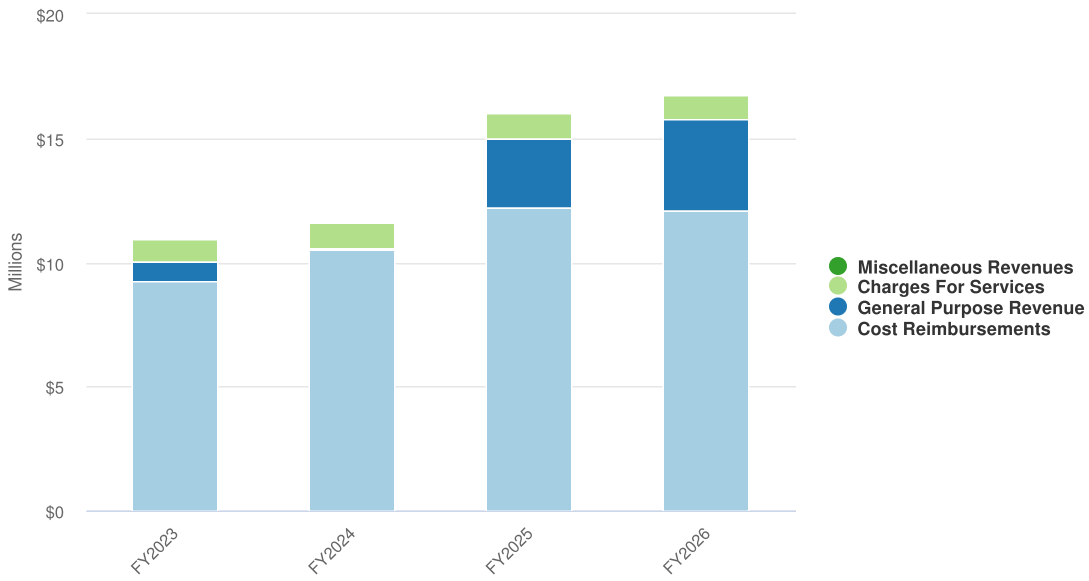
Funding Summary

The 2025-2026 Proposed Budget includes $12,101,838 in cost reimbursements from user departments, $3,653,401 in General Purpose Revenue, $981,795 in benefits administration fees and special district cost plan charges, and a $55,635 transfer in from the Deferred Compensation Trust Fund (#81192).

$16,792,669 $698,676
(4.34% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Charges For Services	$898,609	$990,201	$986,095	$981,795	-0.4%
Miscellaneous Revenues	$96,844	$79,780	$100,000	$55,635	-44.4%
Cost Reimbursements	$9,238,387	$10,492,435	$12,225,760	$12,101,838	-1%
General Purpose Revenue	$774,710	$102,000	$2,782,138	$3,653,401	31.3%
Total Revenue Source:	$11,008,550	$11,664,417	$16,093,993	$16,792,669	4.3%

Organizational Chart

The 2025-2026 Proposed Budget includes the addition of one Personnel Analyst I-III assigned to the Risk Management team to act as a liaison and provide support to County departments, and one Personnel Analyst I-III to serve as a project manager to HR Administration.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	61.0	63.0	2.0
Temporary (FTE)	1.0	0.6	(0.4)
Position Total	62.0	63.6	1.6

Program Discussion

Employment Services Unit

The Employment Services Unit's commitment to innovative recruitment strategies continues to drive efforts in providing County departments with viable pools of highly qualified candidates while adhering to Civil Service testing requirements. Employment Services remains dedicated to supporting the County's pre-employment screening processes, including comprehensive background checks, drug screenings, and arduous physical examinations tailored to each job classification. While the majority of the work is done by HR Employment Services staff, outside contractors that specialize in providing occupational health and wellness solutions are utilized as needed. Those costs are included in the Self-Insurance Internal Service Fund Workers' Compensations Budget (#8595000000).

In fiscal year 2024-2025, HR experienced continued growth in interest from prospective candidates seeking employment opportunities within the County. Compared to the previous year, application volume increased, with a projected total of 33,923 applications processed across 824 recruitments. Staff remain dedicated to implementing flexible recruitment strategies, including continuous filing periods and multi-level recruitments, to ensure candidate pools align with department needs.

Also in fiscal year 2024-2025, HR is estimated to conduct 1,061 Civil Service examinations, including in-person written, online, oral, rate-out, assessment center, and bilingual language exams. Many exams span multiple days to maximize candidate participation and maintain strong eligibility lists for County vacancies. HR continues to evaluate and enhance testing methods to ensure modern, flexible, and effective hiring solutions.

The Board-adopted Countywide Recruitment and Retention Incentive Program (B-22-488) remains a key strategy for retaining employees in hard-to-fill positions. Since its inception, 1,578 employees have been hired into designated roles, with 1,003 still eligible after the initial period. Notably, 495 employees have surpassed 2,080 hours and received their first incentive payment, with another 175 expected to qualify before the end of fiscal year 2024-2025.

Classification & Compensation

In April 2025, the Classification and Compensation Unit reached full staffing, allowing for the completion of all outstanding classification projects from prior fiscal years. These projects included complex single and multi-incumbent studies. In 2025-2026, compensation surveys for collective bargaining will take on a larger role as more bargaining units return to negotiations. With a focus on market competitiveness and a growing workforce, continued expansion of the Classification Plan and base wage increases are expected. To help facilitate these projects, which include complex single and multi-incumbent studies, HR has allocated $20,000 for specialized contractors. The unit continues to maintain the County's Classification Plan, base salary structures, total compensation analysis, benefits assessments, and survey work for new and existing classifications.

Leave Management

In fiscal year 2024-2025, HR expects to review, process, and monitor over 2,000 leave requests, ensuring compliance with leave and paid sick leave laws. Support for County departments in leave administration has expanded, providing guidance on absence management and ensuring consistent application of leave laws Countywide. With the increasing complexity of leave cases due to expanding state laws, HR is crafting new resource materials and revising policies. The Division also conducts compliance-related training for HR staff, leave processors, supervisors, and managers.

As leave cases grow more complex due to expanding State laws, HR continues to develop new resource materials and update policies. The Division provides ongoing compliance training for HR staff, leave processors, supervisors, and managers to ensure consistent application of regulations.

In fiscal year 2025-2026, HR will further enhance leave and disability management programs by strengthening Countywide awareness and ensuring alignment with evolving legal requirements.

Staff Development, Training, & Wellness

Staff Development coordinates HR-mandated training, employee wellness programs, workforce development, and employee engagement. In addition to regular training, Staff Development offers a two-day New Employee Orientation (NEO) on a live virtual platform, covering key topics. Training is a priority, supporting HR's focus on succession planning and leadership development through programs like the Human Resources Leadership Academy (HRLA) and Developing Future Leaders Series (DFLS). In 2024-2025, HR introduced the HRLA: Budget Basics course for managers. The 2025-2026 Proposed Budget includes $12,500 to help create a customized web-based platform, purchase supplies and training tools.

The County pioneered a groundbreaking Civil Service Incumbent Apprenticeship Program in 2019-2020, offering employees a unique opportunity to gain college education and on-the-job training, beginning with three participants in the Information Systems Division. This first-of-its-kind program in California, recognized by the Division of Apprenticeship Standards, successfully concluded in 2023 with all participants graduating and advancing to Information Systems Specialist I positions. Building on this success, a new apprenticeship program was launched in 2023 for Mental Health Specialists, with five current participants helping to expand behavioral health services. Additionally, Human Resources is working to centralize the County Internship Program to improve oversight, ensure consistency across departments, and support accurate reporting and risk management.

San Joaquin County's SJ Engage Wellness Program, administered through HR, promotes employee well-being with resources supporting physical, mental, financial, and professional health. It offers workshops, wellness challenges, learning opportunities, and employee perks, while encouraging community involvement. The program fosters a supportive culture that helps employees thrive both at work and beyond.

Employee Benefits

Employee Benefits oversees health insurance administration, supplemental retirement savings, employee assistance, and employee benefits programs. Most of these programs are highly regulated by Federal and State laws, with frequently changing regulations. Additionally, Employee Benefits provides management and fiduciary oversight of over $605 million in accumulated employee assets in deferred compensation programs. Additional details regarding employee benefits are discussed in the Self-Insurance Internal Service Fund - Health (#8592500000) and Self-Insurance Internal Service Fund - Dental (#8592600000) budgets.

Enterprise Resource Planning (ERP)

The County has undertaken a multi-year project to replace the ERP system, which supports all financial, procurement, payroll, and human resource processes. In February 2024, the County selected Workday to replace the current PeopleSoft system. As a process owner, Human Resources will dedicate staff to support the Countywide effort to replace the system, with the HR Director sitting on the ERP Steering Committee. While the Human Capital Management (HCM) system will be replaced in the second phase of the project, beginning in 2026, HR will be preparing for the project by reviewing business practices and training staff to ensure the team is ready to support this key initiative. Additionally, in advance of the replacement project, HR has upgraded the current version of PeopleSoft to help promote a smooth transition to the Workday system.

Deferred Compensation

The County provides an additional retirement vehicle for employees through the Deferred Compensation (DC) program, which is mainly funded through employee contributions. The program includes a 457 plan, available to all employees, and a 401(a) plan, limited to only two employee classifications. Through a procurement process in 2021, the County engaged the services of Nationwide, effective January 2022 for the Public Employee Health Program (PEHP) administration and May 2022 for DC services. The Director of HR is the program's Plan Administrator and works with the DC Advisory Committee and fiduciary consultant to ensure the program operates under IRS guidelines.

Equal Employment Opportunity (EEO) Program

The EEO Program, along with external investigators and consultants, is funded through the Self-Insurance Internal Service Fund - Casualty Budget (#8594900000). The EEO Program provides Countywide workplace investigations, consultation and support, workforce compliance training, and administrative support for the EEO Advisory Committee (EEOAC). The Program's primary goal is to enforce Federal and State laws and County policies related to discrimination, harassment, and retaliation. The Board approved the 2024-2026 EEO Plan on May 13, 2025 (B-25-241).

To stay in compliance with Federal and State EEO-related laws, the County must provide ongoing Countywide training for managers, supervisors, and general employees. In 2025-2026, the Program will continue to ensure that every employee remains compliant with the mandated Sexual Harassment and Abusive Conduct Prevention Training. The Program will continue to offer these trainings online and will update the curriculum with relevant content as necessary pursuant to current laws and regulations.

The Program also leads in the coordination and planning of the Annual Diversity Luncheon and is responsible for most of the tasks related to hosting this event, including the procurement of vendors, collection of funds, recordkeeping, purchasing of supplies, advertising, and the coordination of volunteers. More than 250 County employees attend the luncheon annually, and HR looks forward to hosting the 25th Annual Diversity Luncheon in fall 2025.

In 2025-2026, the EEO Program will continue to research and review various EEO policies and programs from surrounding counties to enable the County to stay abreast of best practices and new program ideas that encourage and promote diversity, inclusion, and equal employment opportunity.

Risk Management

The 2025-2026 Proposed Budget includes funding of $196,055 to add a Personnel Analyst I-III position. This position will serve as a liaison between the Workers' Compensation Unit and Departments, acting as a resource for matters related to the Americans with Disabilities Act (ADA) and the Fair Employment and Housing Act (FEHA). Responsibilities will include assisting with the interactive process, providing training, supporting data analysis, drafting reports, and educating staff on applicable laws and regulations to ensure continued compliance.

Labor Relations

Labor Relations activity includes bargaining, single issue negotiations, complaint processing, and discipline.

Successor Memorandums of Understanding (MOUs)

Bargaining for 2024-2025 began with the Union of American Physicians & Dentists, continuing from 2023-2024, and included the California Nurses Association, Deputy Sheriff's Association, Sheriff's Deputy Sergeants Association, Law Enforcement Management Association, and the Probation Officers Association. These negotiations cover approximately 16% of the County's represented employees. Additionally, the County assisted the In-Home-Supportive Services Public Authority with its labor negotiations.

For 2025-2026, preparations are underway for negotiations with the Attorneys Association. The HR and Labor teams are also preparing for negotiations with SEIU, Correctional Officers, District Attorney Investigators (Peace Officer Miscellaneous), and the Union of American Physicians & Dentists. The HR Labor Relations team uses outside vendors on an as-needed basis for negotiations, litigation, and law review. The 2025-2026 Proposed Budget includes $220,000 for full-service employment and labor relations law firms.

Single Issue Negotiations

Changes in terms and conditions of employment are subject to the Meyers-Milias-Brown Act (MMBA). This requires Labor Relations staff to negotiate with employee groups over mandatory bargaining subjects and meet with employee groups, when requested, to discuss the impact of management decisions. Labor Relations staff assist departments in fulfilling this obligation and are often directly involved. Typical impact meet-and-confer issues include department policy changes and contracting out.

Complaint Processing

Labor Relations tracks all complaints and grievances filed in the County and aids departments responsible for responding at process steps one and two. Labor Relations assistance includes guidance on procedure and addressing the merits of a claim. Labor Relations is often charged with providing written responses at step three and coordinating between the parties for step four complaints before the Board of Supervisors or step four grievances before the Civil Service Commission. Labor Relations staff provides training for the HRLA series. This includes "Introduction to Progressive Discipline" and "Union Relations for Managers." Labor Relations staff also assisted with training on "Payroll PeopleSoft & FLSA."

Discipline

Labor Relations tracks formal discipline throughout the County and assists County departments with analyzing the appropriateness of proposed discipline and ensuring proper due process has been used.

The following table shows the status of MOUs.

Status of MOUs		
Bargaining Unit	**Organization**	**Expires**
In-Home Supportive Services	SEIU Local 2015	3/31/2023
Probation Officers	SJPOA	6/30/2025
Attorneys	SJCAA	11/3/2025
Correctional Officers	SJCCOA	3/31/2026
Peace Officers Miscellaneous	SJDAIA	6/30/2026
Trades, Labor, & Institutional	SEIU Local 1021	6/30/2026
Paraprofessional & Technical	SEIU Local 1021	6/30/2026
Professional	SEIU Local 1021	6/30/2026

Status of MOUs		
Safety, Investigative, & Custodial	SEIU Local 1021	6/30/2026
Supervisors	SEIU Local 1021	6/30/2026
Trades, Labor, & Institutional	SEIU Local 1021	6/30/2026
Physicians	UAPD	8/12/2026
Middle Management	SJCMA	6/30/2027
Sheriff's Non-Management	DSA	11/12/2027
Sheriff's Sergeants	SDSA	12/3/2027
Sheriff's Management	LEMA	2/17/2028
Registered Nurses	CNA	4/7/2028

Fund Balance

Deferred Compensation – Administration Fund

As of March 31, 2025, the Deferred Compensation Fiduciary Fund Trust Account (#81192) had a balance of $51,078. The fund is used to reimburse the HR budget for deferred compensation-related expenses. The 2025-2026 Proposed Budget includes an operating transfer of $55,635 using fund balance and anticipated new revenue.

Supplemental Requests

Human Resources is requesting supplemental funding totaling $196,055 for the following:

Personnel Analyst I-III

Funding of $196,055 is requested to add a Personnel Analyst I-III. The position will serve as a project manager to HR Administration and will work closely with the Director and Assistant Director to ensure coordination of mission-critical policies, procedures, and program development initiatives.

The Proposed Budget has been augmented by $196,055 to address this request.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Recruitment & Certification				
Recruitments	676	825	824	830
Applications Processed	28,876	33,040	33,923	35,000
Examinations				
Written Exam - In-Person	14	12	27	29
Written Exam - Online	126	248	249	260
Oral Exam Days	16	36	44	50
Unassembled Exams	453	443	437	415
Bilingual Exams	277	289	304	310
Total Exams	**886**	**1,028**	**1,061**	**1,064**
Referrals				
Candidate Referrals to Departments	1,987	2,221	2,113	2,120
Countywide Vacancy Rate				
Fiscal Year Start	14.97%	15.17%	13.83%	14.10%
Fiscal Year Midpoint	17.28%	14.67%	14.58%	13.50%
Fiscal Year End	15.87%	14.18%	13.90%	12.50%
Fiscal Year Average	16.04%	14.67%	14.10%	13.37%
Hires				
Allocated Position Hires	994	918	850	900
Part-time or Temporary Hires	1,228	1,322	993	1,000
Total Hires	**2,222**	**2,240**	**1,843**	**1,900**
Employee Training Attendance	15,555	20,613	18,000	18,500
Classification & Compensation				
Classification Projects	22	41	26	33
Compensation Studies	13	12	18	17
Civil Service Hearings	0	0	1	1
Position Control				
E-Pad Actions Processed	13,255	19,871	17,911	18,270
Mass Updates Processed	18,219	13,566	24,923	15,993
Equal Employment Opportunities				
Complaints Received (Countywide)	45	25	14	17
Formal Complaints (EEO Office)	19	8	28	33
Labor Relations				
MOUs Negotiated	9	4	6	4
Arbitration Hearings Scheduled	0	0	0	0

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Complaints Processed	50	6	16	20
Impact Meet & Confer Sessions	16	13	38	40
Public Employee Relations Board Charges	3	2	3	2

Self-Insurance Internal Service Fund - Health



Jennifer Goodman
Director of Human Services

The Health Insurance budget (#8592500000) provides for the centralized administration of the County's self-funded employee health insurance benefit program.

The County's self-funded insurance programs provide quality benefits to eligible recipients. In addition to the self-funded plans, County employees have access to fully insured Health Maintenance Organization (HMO) plans offered by Kaiser Permanente (Kaiser) and Sutter Health Plus (SHP) and health savings account-qualified high-deductible health plans (HDHP) also offered by Kaiser and SHP. The fully insured plans are not part of this budget.

Although influencing factors are beyond the County's administrative control, the County strives to use a combination of cost containment measures, vendor contract analysis, industry experts, and reserves to ensure adequately funded quality programs. Funding levels and premiums are determined actuarially on an annual basis.

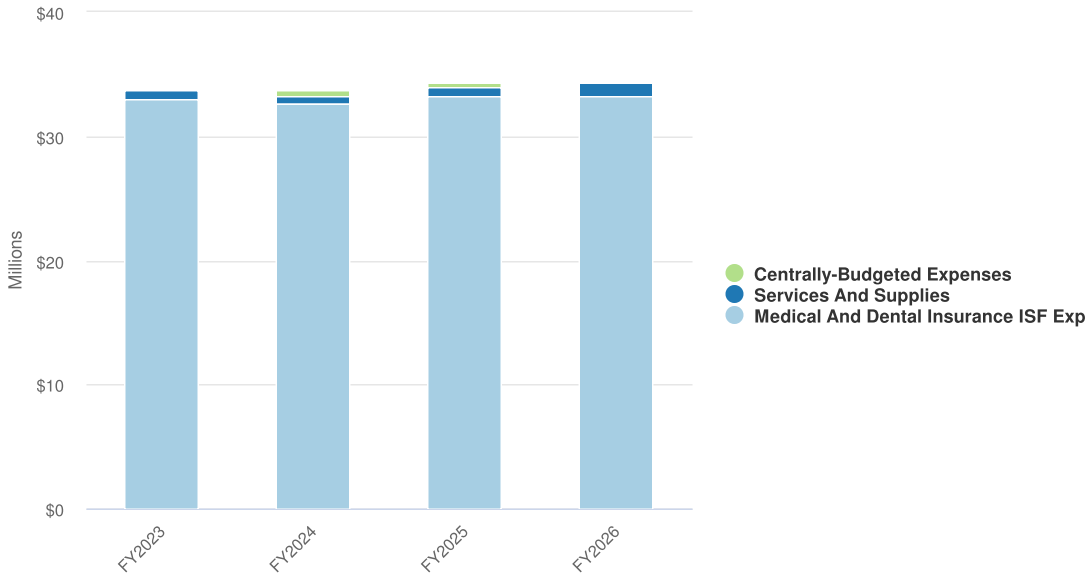
Expenditures Summary

The 2025-2026 Proposed Budget of $34,387,935 is an increase of $62,257 from the 2024-2025 Adopted Budget of $34,325,678, primarily due to increases in County administrative costs ($455,793) and health plan administration fees ($155,000), partially offset by a decrease in Cost Allocation Plan charges ($285,036), prescription claims expenses ($190,000), and Medicare Part D premiums ($50,000).

$34,387,935 **$62,257**
(0.18% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$689,670	$592,087	$699,184	$1,108,777	58.6%
Centrally-Budgeted Expenses	$82,677	$570,112	$341,694	$56,658	-83.4%
Medical And Dental Insurance ISF Exp	$33,015,296	$32,590,902	$33,284,800	$33,222,500	-0.2%
Total Expense Objects:	$33,787,643	$33,753,101	$34,325,678	$34,387,935	0.2%

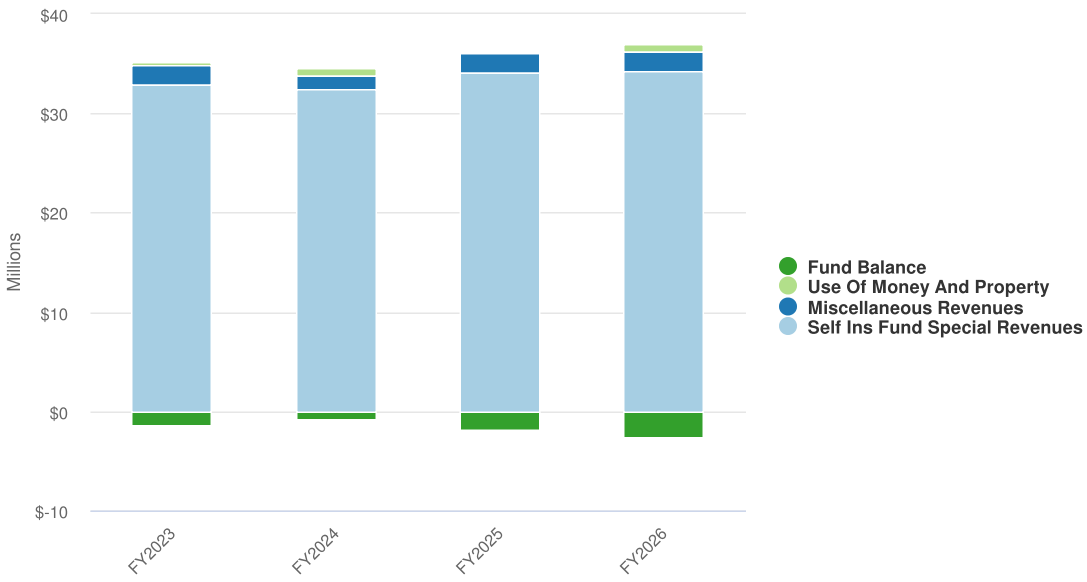
Funding Summary

The 2025-2026 Proposed Budget includes $34,201,000 in insurance premium revenue, $2,000,000 in rebates and refunds, and $800,000 in interest income, resulting in a contribution of $2,613,065 to the Self-Insurance Health Internal Service Fund (#38925).

$34,387,935 $62,257
(0.18% vs. prior year)

Funding by Source

Budgeted and Historical Revenues by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$302,935	$747,567	$100,000	$800,000	700%
Miscellaneous Revenues	$1,960,861	$1,458,908	$2,000,000	$2,000,000	0%
Self Ins Fund Special Revenues	$32,940,712	$32,399,108	$34,135,664	$34,201,000	0.2%
Fund Balance	-$1,416,865	-$852,482	-$1,909,986	-$2,613,065	36.8%
Total Revenue Source:	$33,787,643	$33,753,101	$34,325,678	$34,387,935	0.2%

Program Discussion

The County operates three self-funded employee health plans and one self-funded retiree plan: Premier, Select/Select-Exclusive, Plan C, and County Managed Care Plan (Retiree), in addition to the fully-insured plan options.

The County purchases excess insurance (stop-loss) to protect against catastrophic claims. Individual deductibles up to $400,000 per person/year must be met before reimbursement.

The April 2025 actuarial report identified the following:

- Self-funded health plans must have reserves for catastrophic and Incurred But Not Reported (IBNR) claims. Approximately $8.9 million is required to meet these obligations, a decrease of $1.7 million from 2024-2025.
- The actuary recommends a 5.9% premium increase for all enrollees. The increase for active employees would be 3.0% if not pooled with the retiree population. The increase for retirees, if not pooled with active employees, would be 40.3%. The 2025-2026 Proposed Budget includes a 5.9% premium increase.

Due to the uncertainty of new mandates and rising costs, plus the continuing erosion of the self-funded plans' enrollment, County staff is looking to discontinue and/or add a different self-funded option that is more in line with industry-standard benefits and charges.

Fund Balance

County Self-Insurance-Health

As of March 31, 2025, the Self-Insurance-Health Internal Service Fund (#38925) had a fund balance of $17,448,125. This is an increase of $783,662 from March 2024. The 2025-2026 Proposed Budget includes a $2,613,065 fund balance contribution.

Workload Data

Employee Participation in County-Offered Plans as of March 31, 2025					
Health Plan Enrollment	**Kaiser Permanente**	**Sutter Health Plus**	**Self-Insured Plans**	**Waived**	**Total**
Enrollments	3,703	1030	751	1,355	**6,839**
Percentage	54.1.%	15.1%	11.0%	19.8%	**100.0%**

Self-Insurance Internal Service Fund - Dental



Jennifer Goodman
Director of Human Services

The Dental Insurance budget (#8592600000) provides for the centralized administration of the County's self-funded employee dental benefit program.

The County's self-funded insurance programs are designed to provide quality, cost-effective benefits to eligible members. In addition to the self-funded dental plan, the County also offers a fully-insured dental plan which is not included in this budget.

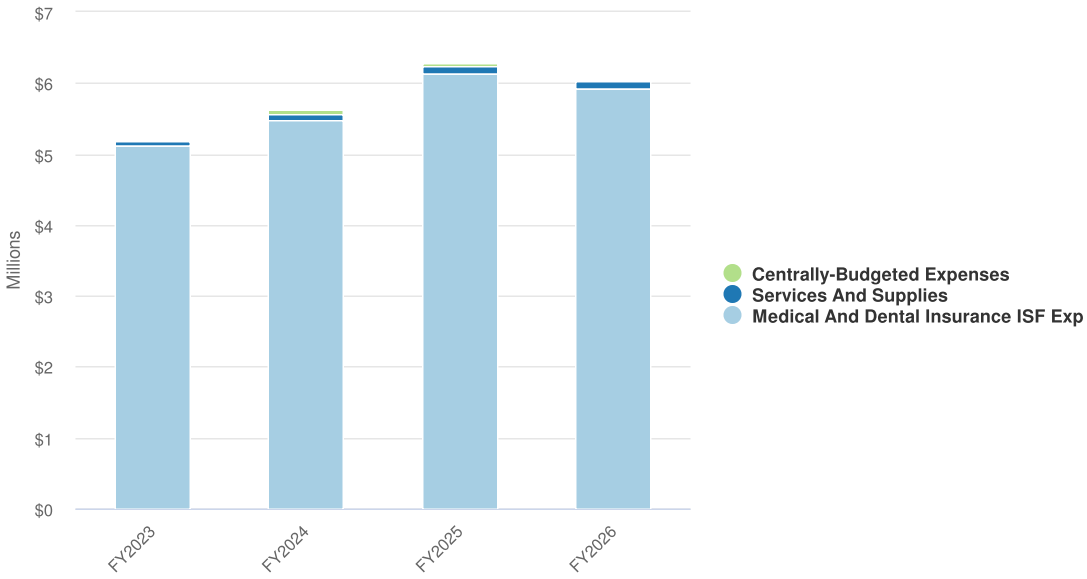
Expenditures Summary

The 2025-2026 Proposed Budget of $6,057,709 is a decrease of $227,806 from the 2024-2025 Adopted Budget of $6,285,515, primarily due to decreases in dental claims and dental service administration fees ($219,669), professional service costs ($22,500) and Cost Allocation Plan charges ($14,395), partially offset by an increase in County administrative expenses ($28,758).

$6,057,709 **-$227,806**
(-3.62% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$70,363	$85,293	$102,283	$108,541	6.1%
Centrally-Budgeted Expenses	$7,644	$68,648	$43,563	$29,168	-33%
Medical And Dental Insurance ISF Exp	$5,107,289	$5,468,148	$6,139,669	$5,920,000	-3.6%
Total Expense Objects:	$5,185,296	$5,622,088	$6,285,515	$6,057,709	-3.6%

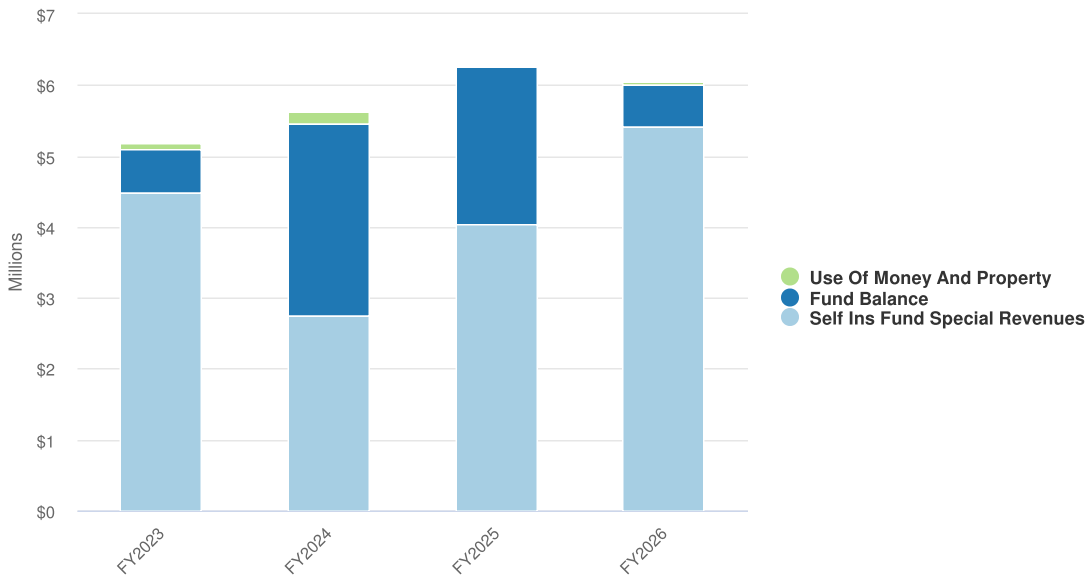
Funding Summary

The 2025-2026 Proposed Budget includes $5,412,999 in insurance premiums, $599,710 in use of fund balance, and $45,000 in interest income.

$6,057,709 **-$227,806**
(-3.62% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$92,541	$175,129	$20,000	$45,000	125%
Self Ins Fund Special Revenues	$4,492,467	$2,758,959	$4,046,833	$5,412,999	33.8%
Fund Balance	$600,288	$2,688,000	$2,218,682	$599,710	-73%
Total Revenue Source:	$5,185,296	$5,622,088	$6,285,515	$6,057,709	-3.6%

Program Discussion

The County offers dental plans through two vendors: Delta Dental (self-funded) and United Healthcare (fully-insured). The majority of employees are enrolled in one of three Delta Dental plans because they offer a larger network of providers. The Delta Dental self-funded plan covers 5,933 employees (89%), United Healthcare's fully-insured plan covers 217 employees (3%), and 525 employees (8%) waive coverage.

The self-funded plans are administered through Public Risk Innovation, Solutions, and Management (PRISM). In January 2025, Turner Consulting and Actuarial Services, LLC provided an analysis of the Dental Reserves and Claim Fluctuation Margin. Major findings and recommendations are as follows:

- The reserve for Incurred But Not Reported (IBNR) claims is $372,969, equal to less than one month of claims expenses, a 3.9% increase from 2024-2025.
- Claims declined slightly in 2024 by 0.8% compared to 2023.

For 2025-2026, the County is recommending an 18.1% increase in rates, due to excess reserves in the fund over multiple years.

Fund Balance

County Self-Insurance-Dental Fund

As of March 31, 2025, the Self-Insurance-Dental Internal Service Fund (#38926) had a fund balance of $1,581,923, which is a decrease of $1,712,205 from March 2024. Reserves are approximately $1.2 million higher than required in 2025-2026.

For 2025-2026, a rate increase of 18.1% was implemented to utilize $599,710 of the fund balance.

Self-Insurance Internal Service Fund - Medical Malpractice



Jennifer Goodman
Director of Human Resources

The Medical Malpractice Insurance (#8594800000) budget provides for the centralized administration of the County's self-funded Medical Malpractice Insurance program for various County departments, including San Joaquin General Hospital, Correctional Health Services, Behavioral Health Services, Public Health Services, the Medical Examiner's Office, and San Joaquin Health Centers.

The County's self-funded insurance programs are designed to provide quality, cost-effective benefits to eligible recipients. Market and legislative factors beyond the County's administrative control frequently influence costs (mandated benefit levels and usage). The County uses a combination of premium adjustments and cost containment measures to ensure adequately funded programs. Funding levels and premiums are determined actuarially on an annual basis.

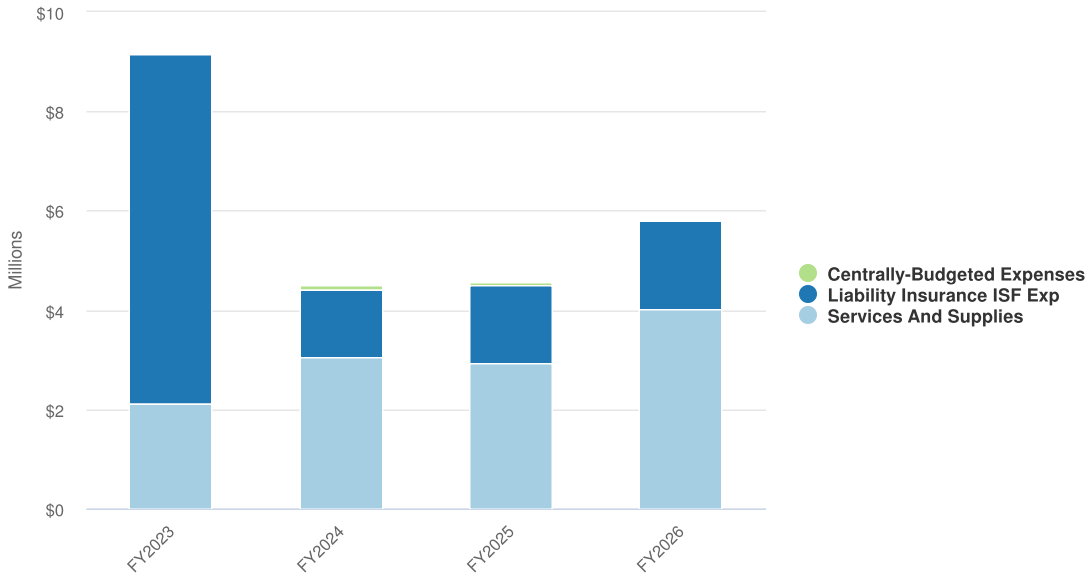
Expenditures Summary

The 2025-2026 Proposed Budget of $5,833,604 is an increase of $1,269,262 from the 2024-2025 Adopted Budget of $4,564,342, primarily due to increased excess insurance premiums ($1,085,000) and claims expenses ($233,280).

$5,833,604 $1,269,262
(27.81% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$2,123,562	$3,058,042	$2,941,000	$4,014,982	36.5%
Centrally-Budgeted Expenses	$15,999	$86,271	$68,142	$30,142	-55.8%
Liability Insurance ISF Exp	$7,015,546	$1,342,593	$1,555,200	$1,788,480	15%
Total Expense Objects:	$9,155,107	$4,486,906	$4,564,342	$5,833,604	27.8%

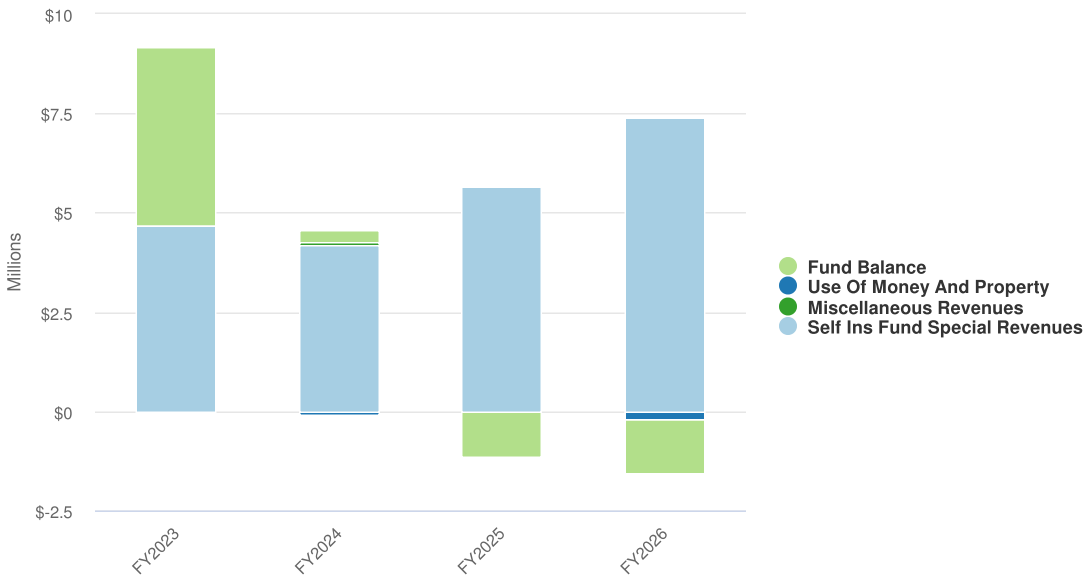
Funding Summary

The 2025-2026 Proposed Budget includes $7,400,000 in insurance premium revenue, partially offset by interest expense of $200,000, resulting in a contribution of $1,366,396 to the Self-Insurance-Medical Malpractice Internal Service Fund (#38948).

$5,833,604 $1,269,262
(27.81% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	-$12,148	-$81,167	$40,500	-$200,000	-593.8%
Miscellaneous Revenues	$0	$52,375	$0	$0	0%
Self Ins Fund Special Revenues	$4,679,744	$4,200,000	$5,670,000	$7,400,000	30.5%
Fund Balance	$4,487,511	$315,698	-$1,146,158	-$1,366,396	19.2%
Total Revenue Source:	$9,155,107	$4,486,906	$4,564,342	$5,833,604	27.8%

Program Discussion

The County participates in the Public Risk Innovation, Solutions, and Management (PRISM) medical malpractice program. The excess medical malpractice insurance covers $1.0 million to $21.5 million, with the County maintaining a $1.0 million self-insured retention.

Claims for 2024-2025 through March 31, 2025, include 33 new, 51 current, and 51 closed. The total cost for closed claims was $1,398,117 for expenses and settlements, with an average cost per claim of $27,414.

The 2025-2026 excess insurance premium is anticipated to be $3,735,000, an increase of $1,085,000 from 2024-2025.

In December 2024, an actuarial report was completed. Major findings and recommendations are as follows:

- By year-end 2024-2025, outstanding liability claims are estimated at $11.6 million at the 80% confidence level, while program assets are estimated at ($1,893,000), resulting in a funding deficit of $13.5 million.
- Given the program's funding deficit, the actuary recommends that the County continue implementing a five-year funding plan to bring program assets back to the desired confidence level.

Fund Balance

County Self-Insurance Medical Malpractice Fund

As of March 31, 2025, the Self-Insurance-Medical Malpractice Internal Service Fund (#38948) had a fund balance of ($16,333,175), which represents a decrease of $8,604,459 from the prior year. It is anticipated that a reimbursement in the amount of approximately $7.5 million will be received from re-insurers before the end of the 2024-2025 fiscal year.

Based on the actuarial findings and recommendations, the 2025-2026 Medical Malpractice Insurance premium is $7.4 million. This represents an increase of $1.7 million from 2024-2025 and is expected to contribute $1,366,396 to the fund balance by the end of 2025-2026.

Self-Insurance Internal Service Fund - Casualty



Jennifer Goodman
Director of Human Resources

The Casualty Insurance budget (#8594900000) provides for the centralized administration of the County's self-funded Casualty Insurance program. The County's self-funded Casualty Insurance program consists of three major components: general liability, property, and automobile insurance.

The County's self-funded insurance programs are designed to provide quality, cost-effective benefits to eligible recipients. Market and legislative factors beyond the County's administrative control frequently influence costs (mandated benefit levels and usage). The County uses a combination of premium adjustments and cost containment measures to ensure adequately funded programs. Funding levels and premiums are determined actuarially on an annual basis.

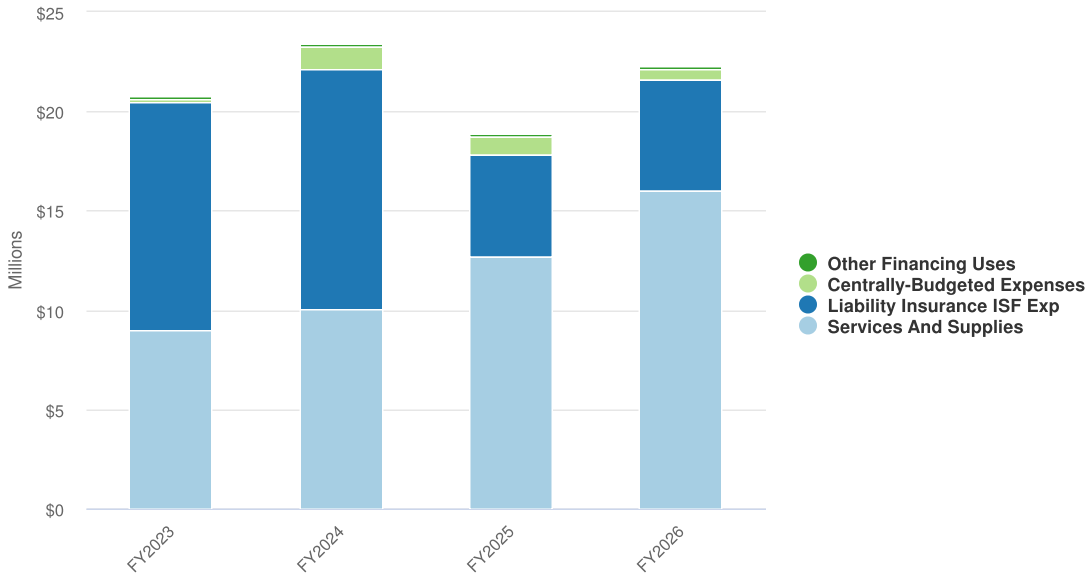
Expenditures Summary

The 2025-2026 Proposed Budget of $22,252,815 is an increase of $3,394,617 from the 2024-2025 Adopted Budget of $18,858,198, primarily due to increased insurance premiums ($3,502,658) and claims expenses ($508,200), partially offset by decreases in Cost Allocation Plan charges ($398,362), and County administrative costs ($219,879).

$22,252,815 **$3,394,617**
(18.00% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$8,970,537	$10,080,645	$12,717,300	$16,002,079	25.8%
Centrally-Budgeted Expenses	$165,113	$1,175,688	$926,783	$528,421	-43%
Other Financing Uses	$132,115	$132,115	$132,115	$132,115	0%
Liability Insurance ISF Exp	$11,477,603	$12,015,887	$5,082,000	$5,590,200	10%
Total Expense Objects:	$20,745,368	$23,404,336	$18,858,198	$22,252,815	18%

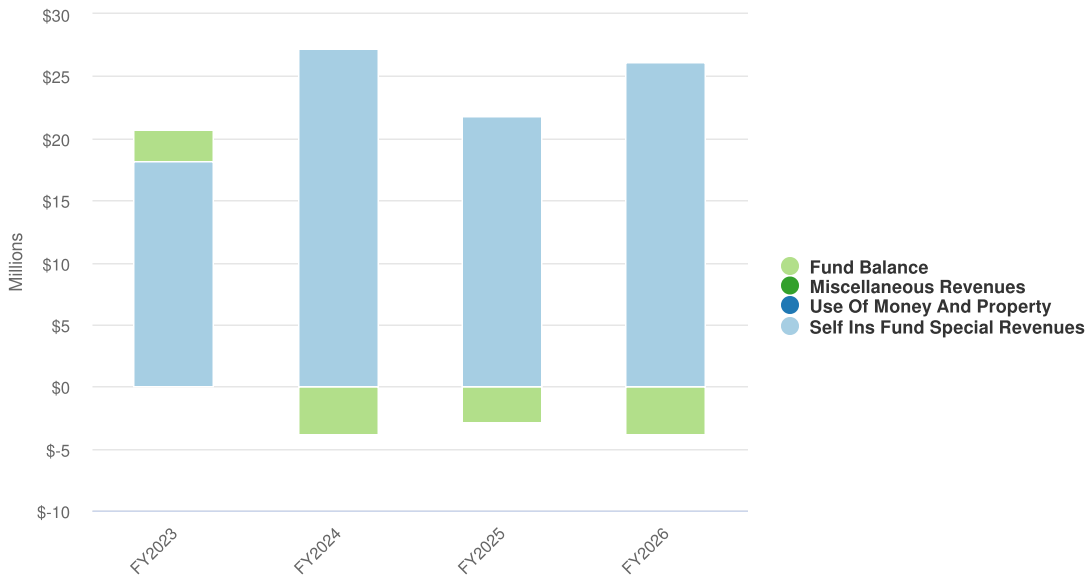
Funding Summary

The 2025-2026 Proposed Budget includes $26,000,000 in insurance premium revenue, $132,115 in annual Airport settlement reimbursement, and $10,000 in interest income, resulting in a contribution of $3,889,300 to the Self-Insurance Casualty Internal Service Fund (#38949).

$22,252,815 $3,394,617
(18.00% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$31,995	$69,694	$15,000	$10,000	-33.3%
Miscellaneous Revenues	$2,000	$3,066	$0	$0	0%
Self Ins Fund Special Revenues	$18,176,187	$27,188,959	$21,732,115	$26,132,115	20.2%
Fund Balance	$2,535,187	-$3,857,383	-$2,888,917	-$3,889,300	34.6%
Total Revenue Source:	$20,745,368	$23,404,336	$18,858,198	$22,252,815	18%

Program Discussion

The 2025-2026 Proposed Budget includes a program cost of $21,592,279, an annual Airport settlement payment of $132,115 related to litigation, which ends in 2029, and a Cost Allocation Plan charge of $528,421.

General Liability claims for 2024-2025 through March 31, 2025, include: new, 207; current, 320; and closed, 252. The total cost for closed claims was $11,316,376 for property damage, bodily injury, and reserves, with an average cost per claim of $44,906.

The County participates in the Public Risk Innovation, Solutions, and Management (PRISM) property and excess liability program. The excess insurance provides general liability coverage from $1.0 million to $25.0 million, with the County maintaining a $1.0 million self-insured retention. The 2025-2026 excess insurance premium is estimated at $13.2 million, an increase of $3.5 million from 2024-2025. The increase is mainly due to insurance markets hardening in response to rising insurance claim costs and includes the industry's experience with unfavorable developments in claim settlement amounts and jury verdicts, causing insurance carriers to be less willing to offer insurance coverage for more volatile risk exposures.

The Casualty budget funds Risk Management Unit staff that deliver employee health and safety services. Efforts continue to educate employees about safety and accident prevention in their work environment. The Department's assigned Safety and Health Representatives will communicate with employees regarding policies, procedures, and programs to address risks and ensure compliance with the Department's Injury and Illness Prevention Program (IIPP) and other regulations.

In December 2024, an actuarial report was completed. Major findings and recommendations are as follows:

- By year-end 2024-2025, outstanding liability claims are estimated at $33.9 million at the 80% confidence level, while program assets are estimated at $8.8 million. This results in a funding deficit of $25.1 million at the 80% confidence level.

The allocation of Casualty insurance is calculated by: 1) using a seven-year loss history, 2) capping the claim loss amount at $500,000 per claim, and 3) applying an allocation factor of 70% based on experience and 30% based on exposure.

Fund Balance

County Self-Insurance-Casualty Fund

As of March 31, 2025, the Self-Insurance-Casualty Internal Service Fund (#38949) had a fund balance of ($14,219,601), representing a decrease of $862,782 from the prior year. Due to the depletion of reserves, the five-year plan continues to include increasing department premiums to build back program assets.

Based on the actuarial findings and recommendations, the 2025-2026 Casualty Insurance premium is $26.0 million. This represents an increase of $4.4 million from 2024-2025 and is expected to contribute $3,889,300 to the fund balance by the end of 2025-2026.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
General Liability Claims				
New	306	304	365	290
Current	276	335	300	325
Closed	257	235	301	265
Average Cost of Closed Claims	$44,660	$29,962	$25,935	$33,113
Total Cost of Closed Claims	$11,477,603	$7,041,180	$7,806,334	$8,775,039
Excess Insurance Premium	$6.5 million	$7.4 million	$9.9 million	$13.2 million

Self-Insurance Internal Service Fund - Workers' Compensation



Jennifer Goodman
Director of Human Services

The Workers' Compensation Insurance budget (#8595000000) provides for the centralized administration of the County's self-funded Workers' Compensation program.

The County's self-funded insurance programs are designed to provide quality, cost-effective benefits to eligible recipients. Market and legislative factors beyond the County's administrative control frequently influence costs (mandated benefit levels and usage). The County uses a combination of premium adjustments and cost containment measures to ensure adequately funded programs. Funding levels and premiums are determined actuarially on an annual basis.

Please visit sjgov.org/hr for more information.

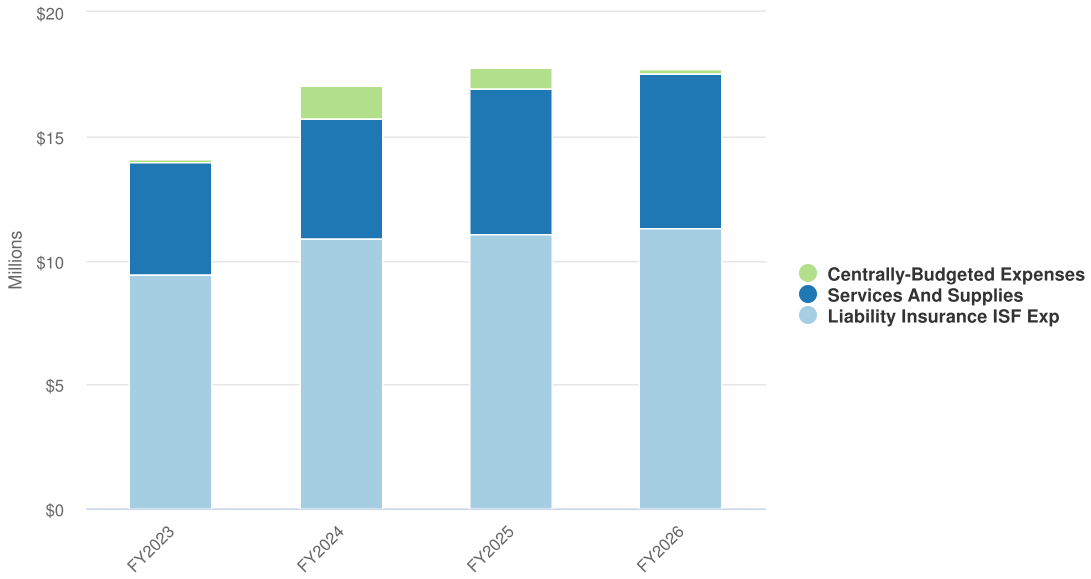
Expenditures Summary

The 2025-2026 Proposed Budget of $17,696,603 is a decrease of $87,134 from the 2024-2025 Adopted Budget of $17,783,737, primarily due to decreases in Cost Allocation Plan charges ($708,471) and pre-employment evaluations ($250,000), partially offset by increases in insurance premiums ($645,000), and temporary disability paid and claims services ($221,351).

$17,696,603 **-$87,134**
(-0.49% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$4,520,283	$4,818,689	$5,847,000	$6,246,986	6.8%
Centrally-Budgeted Expenses	$128,660	$1,317,920	$869,170	$160,699	-81.5%
Liability Insurance ISF Exp	$9,447,597	$10,884,743	$11,067,567	$11,288,918	2%
Total Expense Objects:	$14,096,540	$17,021,352	$17,783,737	$17,696,603	-0.5%

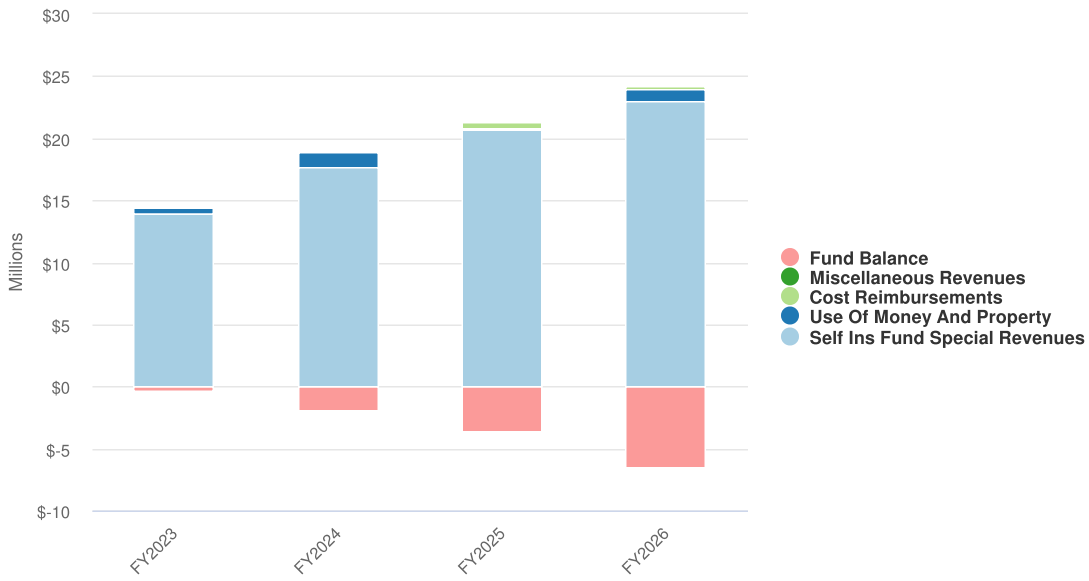
Funding Summary

The 2025-2026 Proposed Budget includes $23,000,000 in insurance premium revenue, $900,000 in interest income, and $250,000 in cost reimbursements from user departments resulting in a contribution of $6,458,397 to the Self-Insurance-Workers' Compensation Internal Service Fund (#38950).

$17,696,603 -$87,134
(-0.49% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$482,749	$1,167,556	$143,750	$900,000	526.1%
Miscellaneous Revenues	$15,992	$19,240	$0	$5,000	N/A
Self Ins Fund Special Revenues	$13,882,241	$17,667,628	$20,700,000	$23,000,000	11.1%
Cost Reimbursements	$78,769	$59,906	$500,000	$250,000	-50%
Fund Balance	-$363,211	-$1,892,979	-$3,560,013	-$6,458,397	81.4%
Total Revenue Source:	$14,096,540	$17,021,352	$17,783,737	$17,696,603	-0.5%

Program Discussion

Workers' Compensation claims for 2024-2025 through March 31, 2025, include 378 new, 503 current, and 335 closed. The total cost for closed claims was $5,265,441 for temporary disability and claim expenses, with an average cost per claim of $15,718.

The Workers' Compensation budget provides funding for Risk Management Unit staff that delivers services related to disability management and Workers' Compensation programs, as well as continued funding for pre-employment arduous physicals. These areas of responsibility are high in volume and demanding, requiring formal analysis and case management.

The County participates in the Public Risk Innovation, Solutions, and Management (PRISM) excess insurance program. PRISM has a self-insured retention of $500,000. Funding for this program has generally been at the 80% confidence level. The excess insurance premium is estimated at $3.8 million, an increase of $645,000 from 2024-2025.

In December 2024, an actuarial report was completed. Major findings and recommendations are as follows:

- By year-end 2024-2025, outstanding liability claims are estimated at $50.9 million at the 80% confidence level, while program assets are estimated at $30.3 million. This results in a funding deficit of $20.6 million at the 80% confidence level.
- Compared to other PRISM members, San Joaquin County's loss rate continues to be lower than average, reflecting a lower-than-average cost per claim and a lower-than-average number of claims per $1.0 million of payroll.

Fund Balance

Self-Insurance-Workers' Compensation Fund

As of March 31, 2025, the Self-Insurance-Workers' Compensation Internal Service Fund (#38950) had a fund balance of ($1,629,637), which represents an increase of $6,898,516 from the prior year. Due to a previous depletion of reserves, the five-year deficit payback plan continues to include increasing department premiums to build back program assets.

Based on the actuarial findings and recommendations, the 2025-2026 Workers' Compensation insurance premium is $23.0 million. This represents an increase of $2.3 million from 2024-2025 and is expected to contribute $6,458,397 to the fund balance by the end of 2025-2026.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Workers' Compensation Claims				
New	560	515	522	530
Closed	612	563	505	560
Average Cost for Temporary Disability and Claim Expenses	$19,357	$116,297	$12,734	$16,340
Total Cost for Closed Claims	$11,846,534	$9,175,224	$6,430,484	$9,150,869
Excess Insurance Premium				
Insurance Premium	$2.4 million	$2.8 million	$3.2 million	$3.8 million

Self-Insurance Internal Service Fund - Unemployment



Jennifer Goodman
Director of Human Resources

The Unemployment Insurance budget (#8595100000) provides for the centralized administration of the County's self-funded Unemployment Insurance program.

The self-funded insurance programs are designed to provide quality, cost-effective benefits to eligible recipients. Market and legislative factors beyond the County's administrative control frequently influence costs (mandated benefit levels and usage). The County uses a combination of premium adjustments and cost containment measures to ensure adequately funded programs.

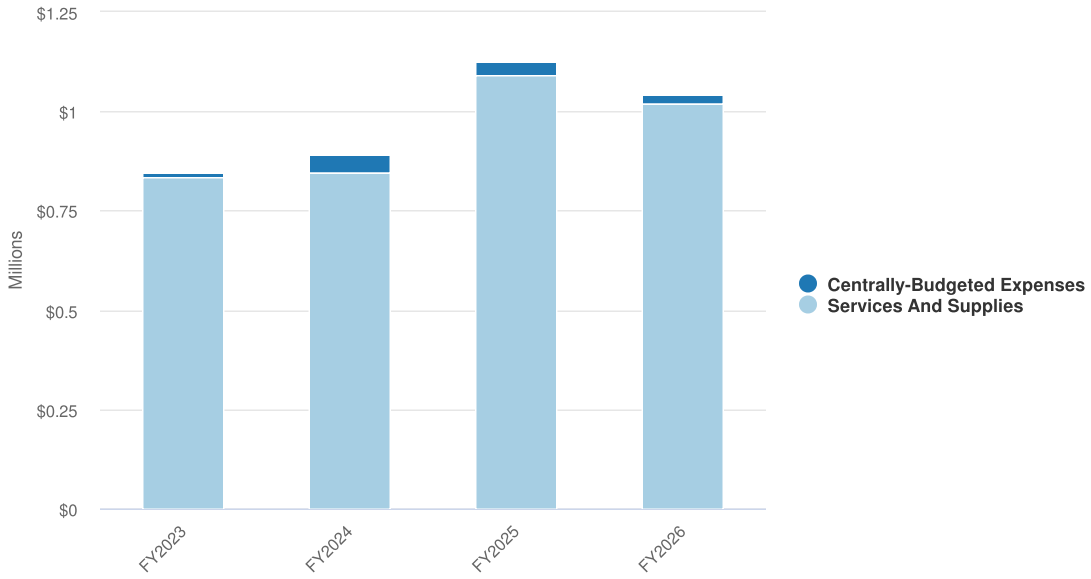
Expenditures Summary

The 2025-2026 Proposed Budget of $1,040,809 represents a decrease of $84,191 from the 2024-2025 Adopted Budget of $1,125,000, primarily due to a decrease in claims expense ($100,000), and Cost Allocation Plan charges ($13,381), offset by an increase in plan studies costs ($31,759).

$1,040,809 **-$84,191**
(-7.48% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$833,325	$844,461	$1,089,558	$1,018,748	-6.5%
Centrally-Budgeted Expenses	$12,092	$48,443	$35,442	$22,061	-37.8%
Total Expense Objects:	$845,417	$892,904	$1,125,000	$1,040,809	-7.5%

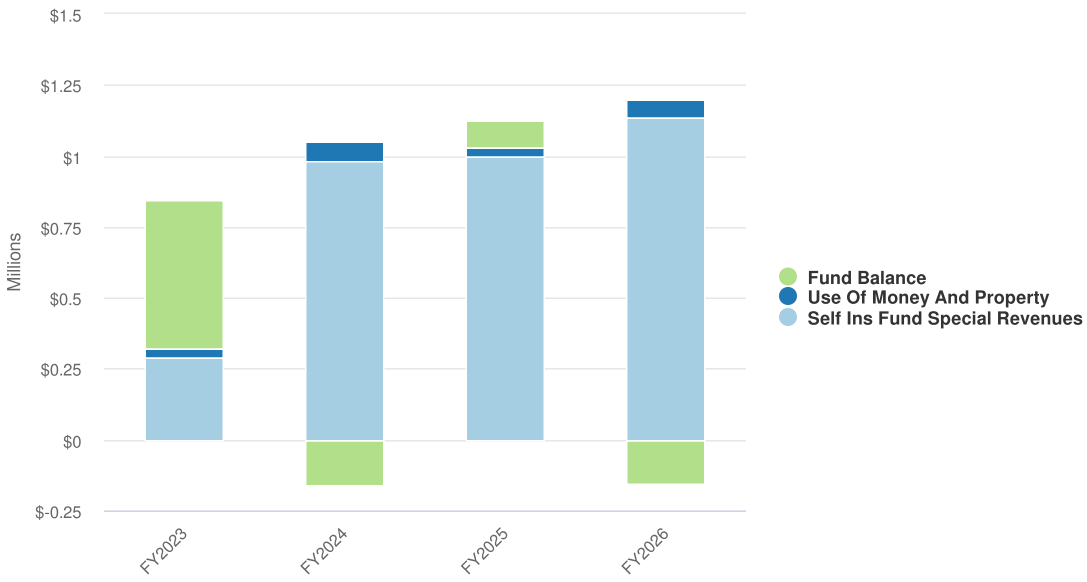
Funding Summary

The 2025-2026 Proposed Budget includes $1,133,000 in unemployment insurance contributions and $65,000 in interest income, resulting in a contribution of $157,191 to the Self-Insurance-Unemployment Internal Service Fund (#38951).

$1,040,809 **-$84,191**
(-7.48% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$34,354	$71,524	$30,000	$65,000	116.7%
Self Ins Fund Special Revenues	$289,056	$980,128	$1,000,000	$1,133,000	13.3%
Fund Balance	$522,007	-$158,748	$95,000	-$157,191	-265.5%
Total Revenue Source:	$845,417	$892,904	$1,125,000	$1,040,809	-7.5%

Program Discussion

During the first two quarters of the fiscal year, 262 unemployment claims were filed. Unemployment claims for 2024-2025 are projected to reach approximately 550, an increase from the 2023-2024 level of 525 claims received. It is anticipated that $1.0 million will be spent on unemployment claims in 2024-2025. The 2025-2026 Proposed Budget includes $900,000 for unemployment claims payments.

For 2025-2026, the unemployment rate is 0.15% of salaries.

Fund Balance

Self-Insurance-Unemployment Fund

As of March 31, 2025, the Self-Insurance-Unemployment Internal Service Fund (#38951) had a fund balance of $2,032,088, representing an increase of $143,711 from March 2024. The 2025-2026 Proposed Budget includes an estimated $157,191 contribution to fund balance.

Registrar of Voters



Olivia Hale
Registrar of Voters

The Registrar of Voters (#1013000000) enables citizens of San Joaquin County to exercise their constitutional right to vote by conducting elections that are fair, impartial, accurate, secure, transparent, and accessible. The Registrar of Voters (ROV) oversees the administration of Federal, State, County, and local district elections within the County and ensures they are conducted with integrity.

Election administration includes designing precincts, creating ballots, identifying polling places, recruiting election officers, maintaining voter registration records, processing vote-by-mail ballots, managing candidate and campaign filings, offering guidance on election laws, verifying petitions, collaborating with State and Federal election agencies, conducting voter outreach programs, and engaging with the news media.

The ROV is also responsible for registering voters, processing candidate applications and filings, and handling campaign finance and Statements of Economic Interest (Form 700) for San Joaquin County.

Please visit sjcrov.org for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Formalize Succession Planning	**Initial**	**Current**	**Target**	**Deadline**
Create and implement a succession plan for all subunits of the Registrar of Voters Office.	Four subunits have a succession plan.	Seven subunits have a succession plan.	Seven subunits have a succession plan.	June 2023
Demonstrate Leadership Development	**Initial**	**Current**	**Target**	**Deadline**
ROV will analyze its entire operation to ensure proper staffing levels and appropriately train incumbents to provide high-quality election services.	ROV has worked with Human Resources (HR) to determine organizationally appropriate supplemental position requests in the 2023-2024 budget.	ROV is fully staffed at 30 FTEs. ROV will continue to evaluate its staffing levels on a consistent basis.	ROV will continue to evaluate the Department's performance during the 2024 elections and work with HR to request additional positions and/or training resources as necessary.	June 2025
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Implement the best voting system for San Joaquin County.	ROV is evaluating all three of the available voting systems certified by the State of California.	ROV fully implemented the Hart InterCivic voting system before the March 2024 Presidential Primary, successfully using the system in that election.	ROV has fully implemented a new voting system before the March 2024 Presidential Primary.	March 2024
Increase the efficiency of the election process to reduce wait times and the number of days required to complete the vote count.	Wait Time – 15 min. Vote Count – 23 days	Wait Time – < 1 min. Vote Count – 8 days	Wait Time – 10.5 min. Vote Count – 13.8 days	April 2024
Streamline the voting process to ensure a high level of customer satisfaction.	N/A	No data	90% Customer satisfaction	April 2024
Fiscal Optimization				
Proactively Manage Labor Costs	**Initial**	**Current**	**Target**	**Deadline**
Reduce overtime in elections.	$106,000	$158,689 as of June 2024	Under $85,000	June 2024
Reduce temporary labor costs.	$581,000	$644,379 as of June 2024	Under $300,000	June 2024

Analysis of Priority Activity

The ROV has met four of its seven SMART Goals.

Augment Digitization & Automation – The ROV surveyed voters during both the March 2024 Presidential Primary Election and the November 2024 Presidential General Election. Unfortunately, the Department did not receive enough survey responses to calculate customer satisfaction. The ROV will reevaluate its survey process for future elections. The ROV analyst team is currently assessing how to drive participation in the June 2026 State Gubernatorial Election as well.

Proactively Manage Costs – The ROV's goal of reducing overtime and temporary labor costs has been slowed due to increasing labor costs. Average salaries have increased 15% since the original target was developed. The ROV will strive to cut costs in these two areas by continuing to streamline election processes. The ROV is currently evaluating several business processes and new technologies in an effort to save costs on overtime and temporary labor.

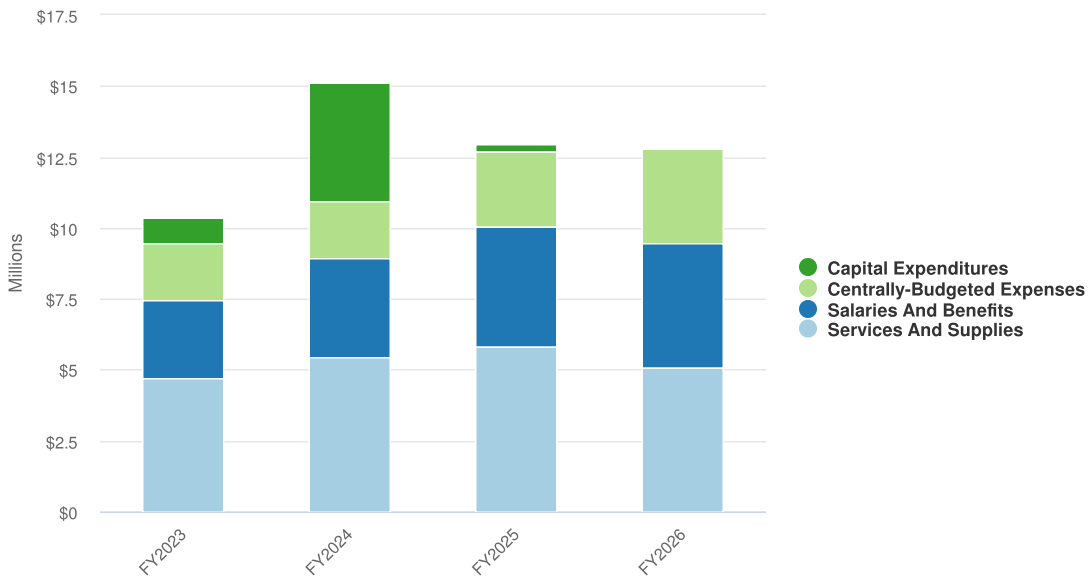
Expenditures Summary

The 2025-2026 Proposed Budget of $12,870,037 is a decrease of $64,423 from the 2024-2025 Adopted Budget of $12,934,460, primarily due to anticipated reductions in election expenses ($669,421), the deletion of a Business Analyst I-II position ($152,964), and the completed procurement of previously budgeted vehicles purchases ($125,000). These decreases are partially offset by Cost Allocation Plan adjustments ($608,652) and the addition of an Elections Manager ($172,747) and Election Specialist ($94,718).

$12,870,037 **-$64,423**
(-0.50% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$2,704,653	$3,489,884	$4,204,736	$4,403,117	4.7%
Services And Supplies	$4,729,881	$5,466,414	$5,841,843	$5,075,814	-13.1%
Centrally-Budgeted Expenses	$2,038,759	$2,009,595	$2,664,881	$3,317,106	24.5%
Capital Expenditures	$900,955	$4,177,054	$223,000	$74,000	-66.8%
Total Expense Objects:	$10,374,247	$15,142,947	$12,934,460	$12,870,037	-0.5%

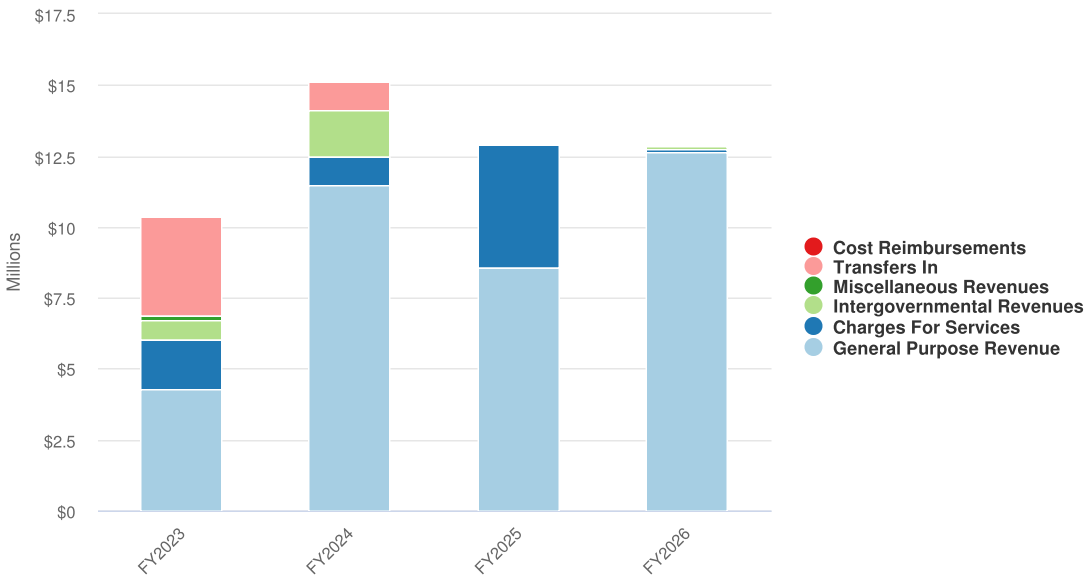
Funding Summary

The 2025-2026 Proposed Budget includes $12,645,207 in General Purpose Revenue, $115,000 in service charges, and $80,000 in State revenue for the June 2, 2026, State Gubernatorial Election.

$12,870,037 **-$64,423**
(-0.50% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$729,274	$1,628,597	$28,000	$80,000	185.7%
Charges For Services	$1,736,856	$1,020,843	$4,313,780	$115,000	-97.3%
Miscellaneous Revenues	$162,247	$11,096	$10,000	$15,000	50%
Transfers In	$3,480,712	$1,025,672	$0	$14,830	N/A
Cost Reimbursements	$0	$366	$0	$0	0%
General Purpose Revenue	$4,265,159	$11,456,373	$8,582,680	$12,645,207	47.3%
Total Revenue Source:	$10,374,247	$15,142,947	$12,934,460	$12,870,037	-0.5%

Organizational Chart

The 2025-2026 Proposed Budget includes the addition of one Elections Manager and one Elections Specialist position, partially offset by deleting a vacant Business Analyst II position. Temporary Full-Time Equivalents (FTEs) have been reduced from 15.7 to 13.4, primarily due to the anticipated decline in voter turnout for the June 2026 State Gubernatorial Election as compared to the November 2024 Presidential General Election and efficiencies created by a new digital ballot duplication system.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	30.0	31.0	1.0
Temporary (FTE)	15.7	13.4	(2.3)
Position Total	45.7	44.4	(1.3)

Program Discussion

The following highlights provide an overview of several projects, programs, and activities led and administered by the Registrar of Voters (ROV) in 2024-2025.

November 5, 2024, Presidential General Election

The ROV successfully conducted the Presidential General Election, which included contests for the President and Vice President, runoff elections for top nominees from the March 2024 Presidential Primary Election, and various local city, school, and special district races. Local contests featured mayoral elections in Stockton, Tracy, and Lathrop, along with multiple City Council races across the County. Voter turnout reached 267,627 voters, representing 70.68% of the County's registered voters. Among those, 83,100 individuals (31%) cast their votes in person, including those who returned vote-by-mail ballots at polling locations on Election Day. The total cost of the November 5, 2024, Presidential General Election was $6.3 million.

Election Security Enhancements

The ROV implemented several security improvements to safeguard the electoral process:

- **Department Information Security Officer (DISO)** – A dedicated DISO continues to oversee and enhance election security, collaborating with the Information Systems Division (ISD) to implement Countywide cybersecurity measures. The DISO has also undergone advanced training and certification programs.
- **Security for Ballot Drop Boxes** – Last fiscal year, permanent vote-by-mail drop boxes featuring anti-tamper designs and additional security enhancements were installed throughout the County. To further safeguard these drop boxes, the ROV partnered with EarthCam to provide 24/7 live-stream surveillance during the election while drop boxes were open to the public. The total cost of drop box surveillance in 2024-2025 was $236,578, of which $65,968 was funded by the HAVA Election Security Grant.
- **Voter Fraud Hotline** – In collaboration with the Sheriff's Office, the ROV established a dedicated voter fraud hotline to ensure that all concerns are properly addressed.

New Mail Processing Room Completed

In 2022-2023, the County allocated $1,198,805 to remodel a portion of the County Administrative Building's third floor into a 2,500-square-foot mail processing room (B-23-285). This new facility, completed in 2024-2025, includes:

- Two mail sorters to expedite vote-by-mail (VBM) ballot sorting, signature verification, ballot inspection, and tabulation.
- Soundproof walls, secure entry, and surveillance cameras to enhance transparency and election security.

The mail processing room was fully operational during the November 5, 2024, Presidential General Election, successfully processing over 200,000 VBM ballots.

Election Billing Methodology Analysis

At the direction of the Board of Supervisors, the ROV conducted a comprehensive analysis of its election billing methodology to ensure compliance with California law and alignment with industry standards. To facilitate this review, the ROV partnered with The Election Center, a leading national institution specializing in election services. Following a thorough assessment, the consultant team confirmed that the Department's existing methodology was legally compliant with California regulations. However, it provided recommendations to better align the Department's billing practices with Statewide industry standards.

These findings were presented to the Board of Supervisors on February 25, 2025, and the Board subsequently adopted the recommended changes (B-25-112). The ROV implemented the revised billing methodology for the November 2024 General Election billings. The revised billing methodology will decrease the revenue the Department receives from administering elections, which will increase its overall Net County Cost. The extent of the reduction will be determined by actual incurred election expenses and several other factors, including how many total contests and billing entities are involved in any given election.

The ROV will prioritize the following items in 2025-2026.

June 2, 2026, State Gubernatorial Election

The ROV will focus on preparing, planning, and executing the June 2026 Statewide Gubernatorial Election, which will feature the primary election for the next California Governor. The Department has committed additional resources to promote its Adopt-a-Poll Program, which encourages organizations or groups of citizens to staff a polling location on election day. The Proposed Budget includes $50,000 for this program.

Ongoing Election Security Enhancements

The ROV remains committed to strengthening election security by:

- Collaborating with ISD and the Secretary of State's Office to enhance the County's election system and protect its data network.
- Investing in additional staff training to ensure compliance with evolving cybersecurity protocols.
- Deploying anti-incendiary devices at all ballot drop boxes in response to incidents across the country involving the deliberate destruction of VBM drop boxes. These devices were purchased in 2024-2025 for a total cost of $3,305. The anti-incendiary devices have a useful life of approximately five years, and the ROV will replace them every four years to coincide with the election cycle.
- Working with the Board of Supervisors to evaluate and implement recommendations from the Election Advisory Committee (EAC).

Public Records Requests Project

In 2025-2026, the ROV will improve its Public Records Act (PRA) request process by implementing an online platform to streamline access to public documents. The Department has contracted with Laserfiche to upload and manage election-related data, reducing staff workload, and improving response times. The goal is to increase transparency and ensure timely access to public information.

Fund Balance

ROV Candidate Statements Fund

As of March 31, 2025, the Candidate Statements General Fund Special Account (#10352) had a balance of $94,890. The ROV anticipates the fund balance will increase to approximately $100,000 in 2025-2026 due to deposits attributed to Candidate Statement of Qualification fees from the June 2026 State Gubernatorial Election. The 2025-2026 Proposed Budget includes $100,000 in transfers from this fund.

ROV Election Technology Fund

As of March 31, 2025, the ROV Election Technology General Fund Special Account (#10355) had a balance of $14,830. The 2025-2026 Proposed Budget includes $14,830 in transfers from this fund.

Supplemental Requests

The Registrar of Voters is requesting supplemental funding totaling $292,901 for the following:

Elections Manager

Funding is requested in the net amount of $24,283 for an Elections Manager and associated costs. This position will support the existing Elections Manager by supervising three of the ROV's six subunits. Adding a second Elections Manager will improve staff supervision and development, provide a contingency plan in case of absence, and enhance operational efficiency. The total cost of this position ($172,747) will be partially offset by deleting a vacant Business Analyst II position ($152,964). The request includes $4,500 in one-time costs for professional services and furniture for a new workstation.

Ballot Duplication System

Funding is requested in the net amount of $81,915 to purchase and implement a ballot duplication system. The new system will allow the ROV to duplicate damaged or unreadable ballots more efficiently. Currently, duplication is a manual process performed by temporary staff and supervised by permanent ROV staff. A digital ballot duplication system will minimize the time required to duplicate a ballot and reduce the need for temporary staff. The request includes $121,400 for the purchase of equipment and software, offset by a $24,655 reduction in temporary staff costs due to the expected increase in efficiency, and a $14,830 increase in operating transfers in from the ROV Election Technology Fund.

Election Specialist

Funding is requested in the amount of $94,718 for an Elections Specialist, who will be the lead trainer and facilitator for poll worker training. As the subject-matter expert for poll worker training, they will create the material and keep training up to date from election to election. Additionally, this position will support the Precinct Operations supervisor, gaining valuable experience that will aid the ROV's succession planning.

Adopt-a-Poll Program Advertising Campaign

Funding is requested in the amount of $50,000 to support the Adopt-a-Poll Program. The ROV launched this program in 2023-2024 to promote community engagement in the election process by encouraging organizations or groups of individuals to staff a polling place during an election. The ROV received $50,000 in one-time funding to increase community awareness of the program in 2023-2024 and is requesting one-time funding of $50,000 to continue these efforts in 2025-2026.

ElectionStats by Civera

Funding is requested in the amount of $41,985 for ElectionStats by Civera. The ROV will publish historical election results on its website using this software. The ROV will use a phased approach to digitize and publish historical election data:

- Phase 1 (January 2026): Upload data from the March 2024 Primary Election and November 2024 General Election.
- Phase 2 (December 2026): Publish election statistics from 2008 to 2022.
- Phase 3 (December 2027): Upload available pre-2008 election records.

This project will allow the public to access historical election data conveniently while reducing staff time spent fulfilling records requests.

The 2025-2026 Proposed Budget has been augmented by $292,901 to address these requests.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Voters and Voter Registration				
Eligible Voters	509,377	512,227	517,505	530,534
Registered Voters (Active)	385,679	368,210	395,311	399,116
Registered Voters (Inactive)	55,953	89,228	43,732	42,420
Total Registered Voters	**441,632**	**457,438**	**439,043**	**441,536**
Other Election Indicators				
Newly Registered Voters	25,947	57,668	30,604	27,729
Countywide Elections	1	1	1	1
Total Ballots Cast	179,333	127,720	267,627	116,926
Countywide Precincts	384	214	272	160
Other Elections	1	0	0	0
Ballots Cast In Other Elections	42	0	0	0

Information Systems Division Internal Service Fund



Mark Thomas
Information Systems Director

The Information Systems Division (ISD) Internal Service Fund (ISF) (#8240000000) provides information processing services, support, and coordination to County departments and other government entities in San Joaquin County. The Division is responsible for the County's information technology and communications functions. ISD's mission is to "support technology solutions that create opportunities to transform the way service is brought to the public through leading, integrating, partnering, educating, consulting, and supporting."

Please visit sjgov.org/isd for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Improve office vacancy rate.	18% as of July 2022	12% as of June 2024	5%	June 2024
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Implement departmental voucher scanning functionality.	San Joaquin General Hospital (SJGH) is the only department submitting vouchers electronically.	ISD configured the PeopleSoft Finance Management System to allow voucher scanning as of June 2024, but the Auditor-Controller's Office (ACO) canceled this project due to anticipated functionality in the County's upcoming Enterprise Resource Planning (ERP) system.	All County departments submit vouchers electronically.	June 2024
Implement electronic vendor payments.	Limited instances of manually processed wires.	ISD configured the PeopleSoft Finance Management System to allow electronic vendor payments as of June 2024, but the ACO canceled this project due to anticipated functionality in the County's upcoming ERP system.	Electronic payments to all requesting vendors.	June 2024
Configure Laserfiche and increase storage to support departmental scanning and archiving projects.	25 TB	52 TB as of March 31, 2025	35 TB	December 2025
Reduce the time to resolve break\fix incidents to meet service level objectives in 90% of cases.	82%	89% as of March 31, 2025	90%	June 2025
Improve customer satisfaction with ISD service delivery as measured by satisfaction surveys. Decrease the percentage of "Poor" satisfaction survey responses to 2.5%.	4.3%	1.60% as of March 31, 2025	2.50%	June 2025
Fiscal Optimization				
Proactively Manage Labor Costs	**Initial**	**Current**	**Target**	**Deadline**

Implement Electronic Timekeeping Clocks at SJGH.	Staff report time worked using paper timesheets.	Not on Track as of December 2024	100% of staff report time electronically or with electronic clocks.	December 2024

Analysis of Priority Activity

In 2023-2024, the Auditor-Controller's Office (ACO) canceled the Departmental Voucher Scanning and the Electronic Vendor Payments projects due to anticipated functionalities in the upcoming ERP system. ISD prepared the necessary system upgrades before the ACO canceled the project implementation.

ISD team members will continue to focus on resolving the County user community's break/fix incidents to meet or exceed the service level objective.

Due to requests for additional functionality, the implementation of Electronic Timekeeping Clocks at San Joaquin General Hospital did not meet the project's original deadline of December 2024. The updated target for project completion is now October 2025.

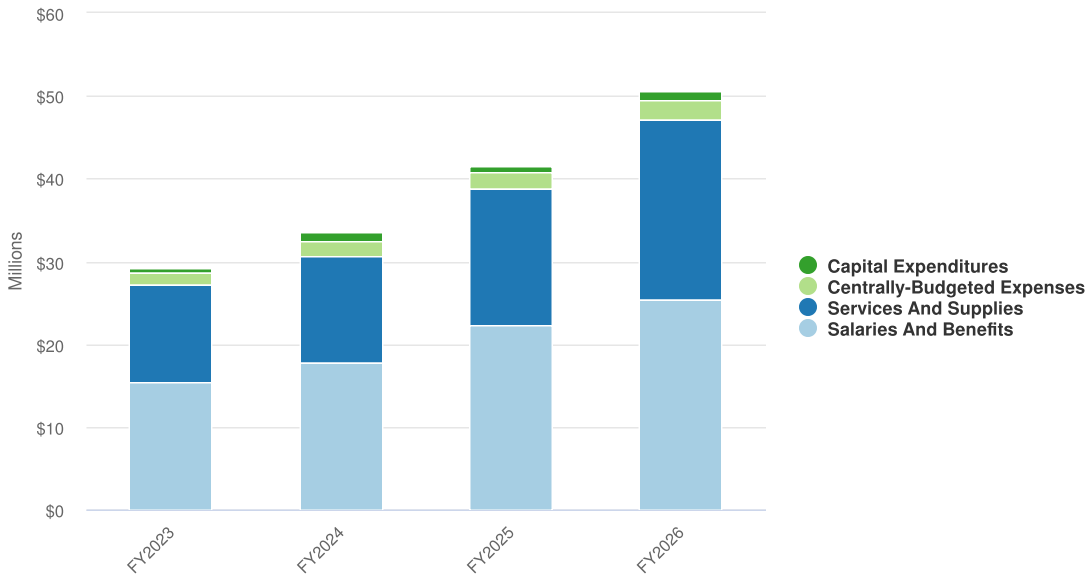
Expenditures Summary

The 2025-2026 Proposed Budget of $50,538,345 is an increase of $9,099,854 from the 2024-2025 Adopted Budget of $41,438,491 primarily due to increased lease payments for automation equipment ($2,672,239) and license and professional service costs for software ($2,379,884), 14 positions transferred in ($2,130,482), the transfer in of the County's wide-area network costs ($1,477,478) from the Telephone ISF budget (#8260000000), salaries and benefits adjustments ($673,442), and five new positions ($514,345). Cost Allocation Plan adjustments will partially offset these increases ($995,701).

$50,538,345 **$9,099,854**
(21.96% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$15,480,423	$17,783,218	$22,216,897	$25,444,103	14.5%
Services And Supplies	$11,722,331	$12,869,726	$16,638,759	$21,658,807	30.2%
Centrally-Budgeted Expenses	$1,439,549	$1,815,904	$1,914,711	$2,391,152	24.9%
Capital Expenditures	$529,762	$1,140,853	$668,124	$1,044,283	56.3%
Total Expense Objects:	$29,172,065	$33,609,700	$41,438,491	$50,538,345	22%

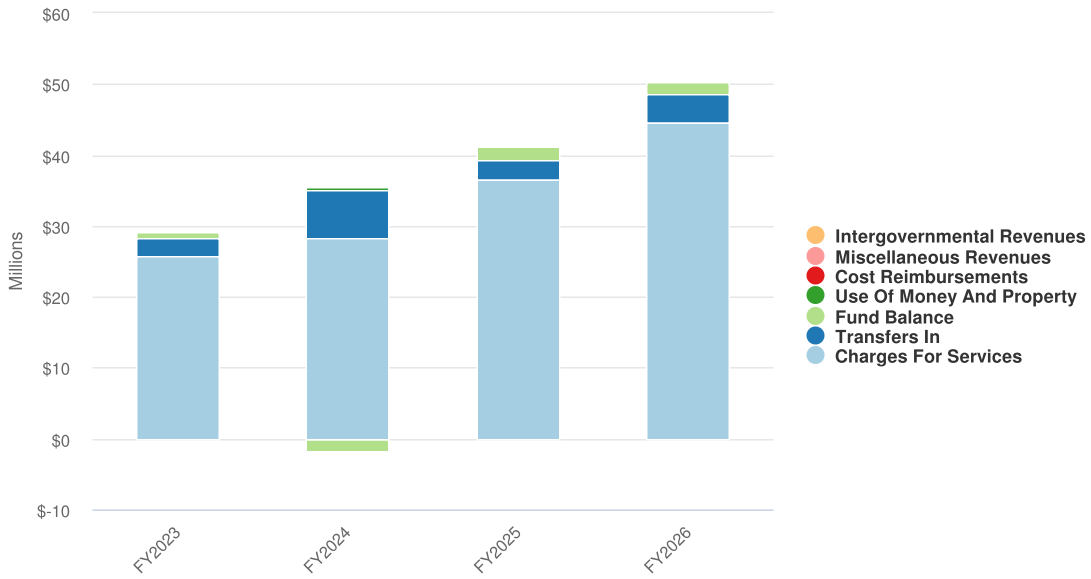
Funding Summary

The 2025-2026 Proposed Budget is primarily funded by $44,531,545 in charges for services to customer departments. The ISD ISF will also receive a $1,497,918 operating transfer in from the County Systems Automation Reserve Fund (#10130) to support lease payments for replacement switches and a $1,400,000 operating transfer in from the Tobacco Settlement Fund (#1010805000) for various projects and infrastructure upgrades. The Proposed Budget also includes the use of $1,626,519 of fund balance, primarily to complete the Enterprise Access Control project and implement a new Adult Case Management System for the Probation Department, and $1,131,623 in one-time operating transfers from the General Fund to support several new initiatives in 2025-2026.

$50,538,345 **$9,099,854**
(21.96% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$118,113	$300,859	$288,002	$350,740	21.8%
Intergovernmental Revenues	$0	$6,750	$0	$0	0%
Charges For Services	$25,770,309	$28,254,399	$36,614,010	$44,531,545	21.6%
Miscellaneous Revenues	$438	$465	$0	$0	0%
Transfers In	$2,539,025	$6,857,031	$2,624,071	$4,029,541	53.6%
Cost Reimbursements	$0	$5,516	$0	$0	0%
Fund Balance	$744,179	-$1,815,319	$1,912,408	$1,626,519	-14.9%
Total Revenue Source:	$29,172,065	$33,609,700	$41,438,491	$50,538,345	22%

Organizational Chart

The 2025-2026 Proposed Budget includes one Chief Information Security Officer position added midyear 2024-2025 (R-24-86) and the transfer of five positions from the Central Telephone ISF (#8260000000):

- One Information Systems Manager
- Two Information Systems Analysts (ISA) I-IV
- One Information Systems Specialist
- One Office Assistant Specialist

The Proposed Budget also includes the transfer of nine positions from San Joaquin General Hospital (#9221100000):

- Two Departmental Information Systems Specialists (DISS) III
- One Business Analyst II
- Six DISS II

Lastly, the 2025-2026 Proposed Budget includes four new ISA I-IV positions effective January 1, 2026, and one ISA I-IV position effective July 1, 2025, that will be allocated directly to the Probation Department to address the increase in its information technology workload. Deleting one ISA V position and one Information Systems Manager position will partially offset these increases with a net gain of seventeen allocated positions from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	106.0	123.0	17.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	106.0	123.0	17.0

Program Discussion

In 2025-2026, ISD will focus on implementing projects consistent with the Board of Supervisors' Strategic Priorities and San Joaquin County's Digital Services Strategy.

During 2024-2025, ISD accomplished the following activities in partnership with County Departments:

- **Continued Access Management System Replacements in Multiple County Buildings** – Phase 1 of this project began in 2023-2024, and it's expected to be completed in the fourth quarter of 2025-2026.
- **Implemented a New Case Management System for the Public Defender's Office (PD)** – In partnership with the Public Defender's Office, ISD provided project management and integration services in the third quarter of 2024-2025 to implement a new Case Management System.
- **Implemented a New Enterprise Service Management (ESM) System for Multiple County Departments** – Multiple County departments implemented ESM functionality with the assistance of ISD and the use of its Service Management tool.
- **Procured and Implemented Network, Telecommunications, and Security Systems for the District Attorney** – Pending the construction of necessary physical infrastructure, ISD expects to complete this project by the end of 2024-2025.
- **Designed and Implemented a New Inspection and Dispatch System for the Agricultural Commissioner** – ISD implemented the new inspection and dispatch system in the first quarter of 2024-2025.
- **Installed Express Processing Kiosks for Public Works at the North County Scale House** – ISD completed this project in the fourth quarter of 2024-2025.
- **Upgraded the Administration Building's Audio-Visual Equipment** – The project to upgrade the A/V equipment in public meeting rooms was completed in the second quarter of 2024-2025.
- **Implemented Multiple Systems and Infrastructure Upgrades for San Joaquin General Hospital** –
    - Implemented Computer-Assisted Coding Software – Completed in the third quarter of 2024-2025.
    - Replaced Laboratory Chemistry Analyzers and Implemented Inventory Management – ISD assisted with testing and implementing this technology. ISD completed its part of the project in the second quarter of 2024-2025.
- **Performed a Network Penetration Test** – ISD completed a network penetration test in the fourth quarter of 2024-2025.

During 2025-2026, ISD intends to:

- **Complete the Implementation of Electronic Clocks and Timekeeping at SJGH** – Electronic time clocks are scheduled to go into production in the first quarter of 2025-2026.
- **Complete the Implementation of a New Jail Management System** – This new system will allow the Sheriff's Office to utilize enhanced Jail Management System functionality and improve system performance.
- **Implement Multiple System and Infrastructure Upgrades for the Probation Department** –
    - Implement a new Adult Probation System to be completed in the first quarter of 2025-2026.
    - Interface the County's Juvenile Probation System with Correctional Health Services' new Electronic Health Record System to be completed in 2025-2026.
    - Design and pilot an Identity Management System and a Document Repository – This project will improve the Probation Department's cybersecurity protection.
    - Expand the Video Surveillance System in the Youth Detention Center.
    - Implement kiosks to facilitate periodic check-ins using self-service technology.
    - Upgrade and modernize the Probation Department's data network infrastructure.
- **Assist the Auditor Controller's Office with Implementing a New ERP System** – ISD will assist with implementing the Workday Financial Management module in the third quarter of 2025-2026. ISD plans to retire PeopleSoft Financials by the fourth quarter of 2025-2026.
- **Improve Health Insurance Portability and Accountability Act (HIPAA) Compliance** – Assist multiple HIPAA-Covered Entities to comply with HIPAA guidelines by the fourth quarter of 2025-2026.
- **Improve the County's Data Security** – Implement a zero-trust security solution for multiple departments by the third quarter of 2025-2026.
- **Improve the County's Ability to React to a Disaster** –
    - Conduct a Countywide Business Impact Assessment – ISD began Phase 1 of this project in 2024-2025. Completion of the assessment will happen in the second quarter of 2025-2026.
    - Partner with the Office of Emergency Services to develop service continuity plans for all County departments.
- **Improve the County's Ability to Respond to Data Security Incidents** – Leverage the State of California's Security Operations Center (SOC) to detect, respond to, and remediate security incidents in all County departments by the second quarter of 2025-2026.
- **Redesign the Public Websites of the Office of Emergency Services (OES)** – ISD will redesign OES's SJReady website and migrate it to the County's content management system. To be completed in 2025-2026.
- **Digitize Archived Paper Records for the Human Services Agency (HSA) Using the County's Document Management System** – This project will reduce HSA's storage footprint by 50% by digitizing eligibility files and destroying confidential hard copies of archived records.
- **County Website Compliance** – ISD will redesign all County websites to comply with new Americans with Disabilities Act (ADA) guidelines effective April 24, 2026.
- **Refresh Network Devices within the County's Wide-Area Network** – ISD will continue a project to replace end-of-life network devices.

Fund Balance

Information Systems Division ISF

As of March 31, 2025, the Information Systems Division ISF (#38024) had a balance of $8,203,938. The 2025-2026 Proposed Budget includes using $1,626,519 of fund balance to complete the Enterprise Access Control project and implement the new Adult Case Management System.

County Systems Automation Reserve Fund

The County Systems Automation Reserve General Fund Special Account (#10130) is used by ISD and ACO-ERP Support for system upgrades and projects, and is further discussed in the ACO-ERP Support budget narrative (#1010801000). As part of the 2023-2024 Adopted Budget, the Board approved the transfer of $4,090,000 into the Fund to support future technology projects. On January 14, 2025, the Board approved the transfer of an additional $5,000,000 to the Fund to support replacing the County's telephony systems (B-25-29). As of March 31, 2025, the fund balance was $51,380,844, of which $16,729,262 remains to support ISD. The 2025-2026 Proposed Budget includes $1,497,918 of operating transfers in from the County Systems Automation Reserve Fund for network switch equipment for multiple County facilities.

Supplemental Requests

The Information Systems Director is requesting supplemental funding totaling $1,131,623 for the following:

24x7x365 ISD Service Desk

Funding in the amount of $355,302 is requested to support the transfer of nine positions from San Joaquin General Hospital (SJGH) (#9221100000) to the ISD ISF to increase the hours of operation of the ISD Service Desk to 24 hours a day, 365 days per year. The expanded service offering would enable ISD to provide technology support to County departments and non-County public safety agencies that operate on a 24x7x365 basis. It would also allow ISD to support members of the public who are requesting permits and business licenses outside of standard business hours and are using the County's Digital Permitting and Licensing system.

The first-year cost of the expanded 24x7x365 ISD Service Desk team is $1,315,422. It includes two Departmental Information Systems Specialist III positions, six Departmental Information Systems Specialist II positions, and one Business Analyst II position, transferring from SJGH ($1,215,755). An additional Information Systems Analyst IV ($99,667) is requested effective January 1, 2026, to act as the combined unit's team lead and personnel supervisor. ISD anticipates charging SJGH $960,120 for its proportionate share of the 24x7x365 Service Desk cost, resulting in a net savings of $255,635 for SJGH, and a Net County Cost of $355,302.

ISD Team Expansion

Funding in the amount of $276,321 is requested for three ISA I-IV positions effective January 1, 2026, one for each of the following teams: Network, Security, and Digital Services. This request will address the large workloads handled by each team, improve service delivery, and reduce the time projects wait in queue before they can be staffed and initiated.

Probation Cloud Hosted Document Repository

Funding in the amount of $250,000 is requested to implement a cloud-hosted document repository (CDR) and an identity and access management (IAM) system for the Probation department. The system will significantly improve security controls over the Department's electronic files while facilitating frequent role and job assignment changes within a dynamic department. Once implemented, the solution will serve as a model for other County departments and improve security and management of unstructured data Countywide.

Intelligent Document Processing System Pilot

Funding in the amount of $250,000 is requested to implement an Intelligent Document Processing (IDP) system for the Public Defender. Like many County departments, the Public Defender's Office must receive, process, and archive many paper records from external sources as part of its routine operations. The Public Defender must intake large volumes of paper records and input key data points into its primary case management system, and an IDP will enable it to automate data entry and archival of these unstructured paper records, thus reducing administrative labor costs and long-term storage costs. Once implemented, the solution will serve as a model for other County departments and improve the intake and electronic conversion of paper records Countywide.

The 2025-2026 Proposed Budget has been augmented by $1,131,623 to address these requests.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Systems, Programming, & Desktop Computer Labor Hours	14,586	11,968	10,008	8,113
Support Tickets				
Law & Justice Applications	1,337	1,548	3,554	4,363
Administration Applications	21,305	18,620	23,660	23,550
Hardware	1,106	1,318	1,017	1,058

Office Automation Internal Service Fund



Mark Thomas
Information Systems Director

The Office Automation Internal Service Fund (ISF) (#8250000000) provides a mechanism to distribute and manage desktop and server technology costs, establishes an ongoing funding source to improve fiscal planning, and increases the County's responsiveness to rapid changes in technology. The Office Automation ISF currently funds 2,986 of the County's technology devices. The Information Systems Division (ISD) coordinates the program. Benefits to the organization from the Office Automation ISF include:

- Consolidating technology purchasing leverages the County's buying power and results in discounts for bulk purchases of computer equipment.
- Centralizing the administrative functions of placing orders and arranging delivery.
- Helping departments plan and configure technology to maximize its value and effectiveness while maintaining Countywide standards.
- Advising departments on necessary hardware and software issues, such as virus protection and network connectivity.
- Scheduling and coordinating timely system upgrades ensures departments remain ahead of the demand for computing resources. Personal computer (PC) hardware is currently on a four-year replacement cycle.

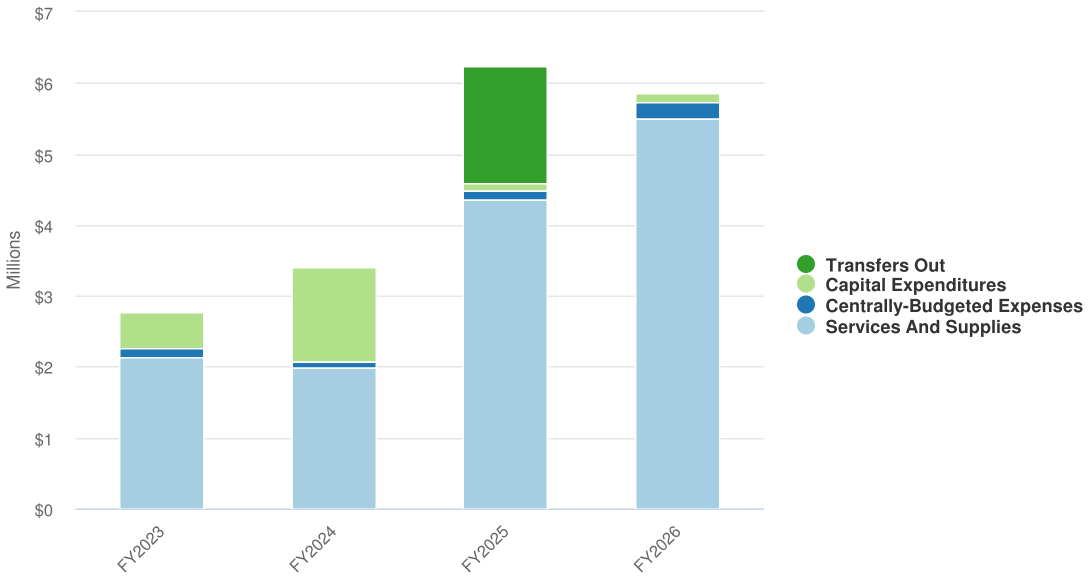
Expenditures Summary

The 2025-2026 Proposed Budget of $5,850,735 is a decrease of $386,303 from the 2024-2025 Adopted Budget of $6,237,038, primarily due to a $1,641,898 reduction in operating transfers out resulting from completed projects, partially offset by increased costs for equipment leases ($909,216), software licenses ($235,000), and data processing charges ($107,529).

$5,850,735 **-$386,303**
(-6.19% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$2,130,190	$1,993,379	$4,354,185	$5,498,401	26.3%
Centrally-Budgeted Expenses	$127,197	$87,798	$130,955	$242,606	85.3%
Capital Expenditures	$505,817	$1,324,083	$110,000	$109,728	-0.2%
Transfers Out	$0	$0	$1,641,898	$0	-100%
Total Expense Objects:	$2,763,205	$3,405,260	$6,237,038	$5,850,735	-6.2%

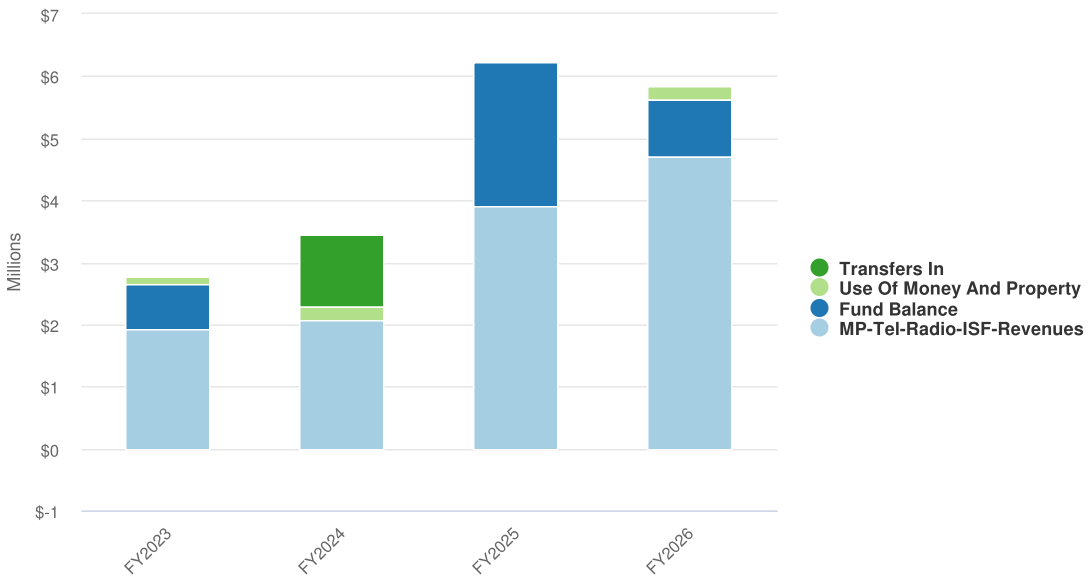
Funding Summary

The 2025-2026 Proposed Budget is primarily funded by $4,704,640 in direct charges to user departments, which includes $4,228,504 in depreciation recovery revenue, and $910,655 in use of fund balance.

$5,850,735 **-$386,303**
(-6.19% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$110,188	$216,977	$9,486	$235,440	2,382%
Transfers In	$0	$1,136,901	$0	$0	0%
MP-Tel-Radio-ISF-Revenues	$1,928,100	$2,081,431	$3,903,222	$4,704,640	20.5%
Fund Balance	$724,917	-$30,049	$2,324,330	$910,655	-60.8%
Total Revenue Source:	$2,763,205	$3,405,260	$6,237,038	$5,850,735	-6.2%

Program Discussion

ARPA-Funded Projects

On October 26, 2021, the Board of Supervisors authorized the transfer of $6,523,447 in American Rescue Plan Act (ARPA) funds into the Office Automation ISF to cover the cost of ARPA-funded technology and infrastructure projects scheduled in 2022-2023 and beyond (B-21-645).

In 2024-2025, ISD used ARPA funds to:

- Implement an enterprise service management system to process work requests in multiple County departments.
- Begin replacement of the legacy radio equipment for the Sheriff's Custody and Interoperability channels.
- Upgrade audio-visual equipment in public meeting rooms.
- Fund a structural upgrade to the Thornton radio shelter.

In 2025-2026 and 2026-2027, ISD will use ARPA funds to:

- Update the County's disaster recovery and business continuity plans.
- Implement a robotic process automation system to automate routine business processes in multiple County departments.
- Complete a Health Insurance Portability and Accountability Act compliance assessment.
- Upgrade public safety radios.
- Complete the replacement of legacy radio equipment for the Sheriff's Custody and Interoperability channels.

PC Replacement Program

The Office Automation ISF will continue to support departments as they replace obsolete computer equipment. ISD plans to replace 557 PCs in 2025-2026. To minimize costs, ISD will continue encouraging departmental participation in the PC Replacement Program to leverage its buying power and realize discounts for bulk purchases.

Fund Balance

Office Automation ISF

The Office Automation Internal Service Fund (ISF) (#38025) is the operating fund for the Office Automation ISF budget. As of March 31, 2025, the fund balance was $904,010. ISD estimates the Office Automation ISF will use $910,655 of fund balance in 2025-2026, including projected revenues earned for the remainder of 2024-2025. User departments fully reimburse the Office Automation ISF budget for services rendered.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Purchase and Installation of Computers				
Installation of Replacement Computers	692	295	830	557
Installation of New/Additional Computers	66	67	267	0
Purchase of Sheriff and Probation Mobile Data Computers	7	47	27	164

Telephone Internal Service Fund



Mark Thomas
Information Systems Director

The Telephone Internal Service Fund (ISF) (#8260000000) consolidates the cost of operating and maintaining the County's central telephone system. Services provided include telephone, voice mail, long distance, call routing, data communications, remote access, virtual private network, video communications, fiber optics, and data cabling installation.

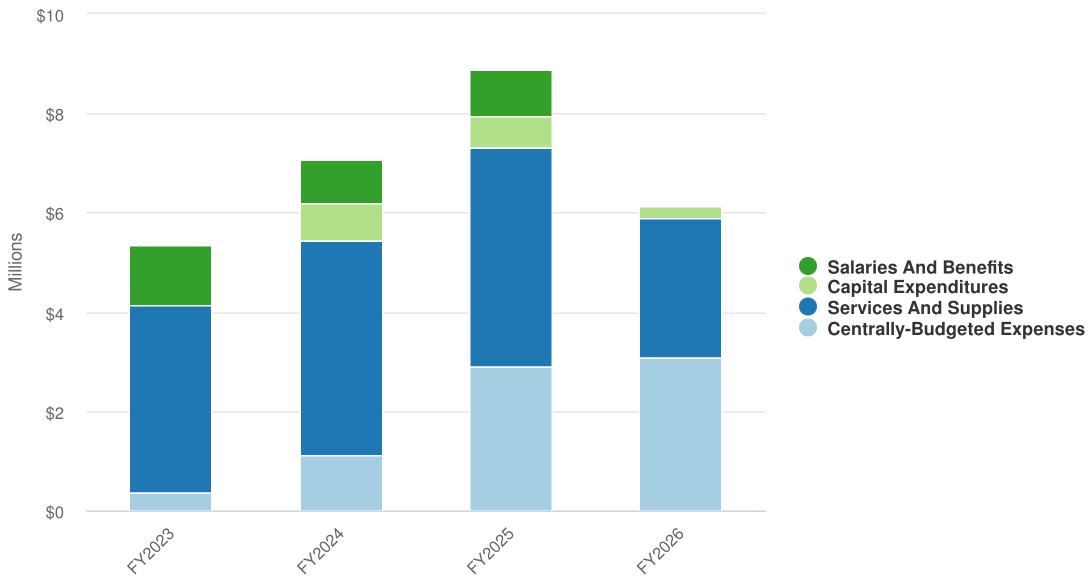
Expenditures Summary

The 2025-2026 Proposed Budget of $6,134,169 is a decrease of $2,759,063 from the 2024-2025 Adopted Budget of $8,893,232, primarily due to the transfer of expenses for automation equipment lease payments ($1,529,534), wide-area network costs ($1,146,989), and salaries and benefits for five positions ($914,727) to the Information Systems Division (ISD) ISF budget (#8240000000). The 2025-2026 Proposed Budget includes additional reductions in capital expenditures ($400,000), software maintenance ($379,243), and professional services ($355,036) for VoIP and network projects and services completed in 2024-2025 or transferred to the ISD ISF budget (#8240000000). These decreases are partially offset by an increase in data processing charges ($1,784,950).

$6,134,169 **-$2,759,063**
(-31.02% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$1,207,568	$897,854	$941,155	$0	-100%
Services And Supplies	$3,786,324	$4,306,919	$4,399,446	$2,793,667	-36.5%
Centrally-Budgeted Expenses	$361,183	$1,132,298	$2,902,631	$3,090,502	6.5%
Capital Expenditures	$0	$742,577	$650,000	$250,000	-61.5%
Total Expense Objects:	$5,355,075	$7,079,647	$8,893,232	$6,134,169	-31%

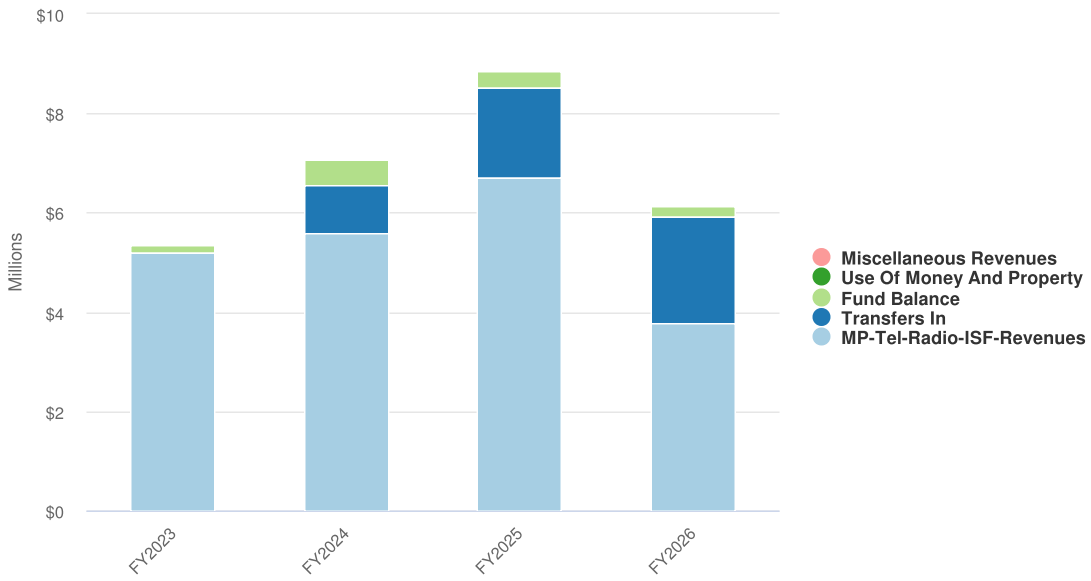
Funding Summary

The 2025-2026 Proposed Budget includes $3,772,132 in direct charges to user departments for telephone expenses. Operating transfers from the County Systems Automation Reserve Fund (#10130) of $2,153,577 will support the legacy telephony system during the transition to a new Microsoft telephony system. ISD anticipates using $202,142 of fund balance in 2025-2026 for disaster recovery infrastructure upgrades.

$6,134,169 **-$2,759,063**
(-31.02% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$17,767	$22,540	$37,470	$6,318	-83.1%
Miscellaneous Revenues	$0	$761	$0	$0	0%
Transfers In	$0	$960,000	$1,802,857	$2,153,577	19.5%
MP-Tel-Radio-ISF-Revenues	$5,205,601	$5,593,429	$6,703,905	$3,772,132	-43.7%
Fund Balance	$131,708	$502,918	$349,000	$202,142	-42.1%
Total Revenue Source:	$5,355,075	$7,079,647	$8,893,232	$6,134,169	-31%

Position Summary

The 2025-2026 Proposed Budget transfers five positions to the ISD ISF budget (#8240000000).

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	5.0	0.0	(5.0)
Temporary (FTE)	0.0	0.0	0.0
Position Total	5.0	0.0	(5.0)

Program Discussion

The Telephone ISF consolidates most of the costs of operating and maintaining the County's central telephone system. During 2024-2025, ISD accomplished the following:

- **Upgraded County's Wide-Area Networks** – ISD completed the upgrade of network circuits and equipment in 13 of the County's business locations.
- **Built Resiliency into the County's Wide-Area Network** – ISD has improved the resiliency, flexibility, and scalability of the County's data network by implementing improvements in the design and technology of the network.
- **Initiated Project to Replace the County's Analog Centrex Service** – ISD issued a request for proposal to replace Centrex Analog phone service in the County's business locations.
- **Upgraded the County's Disaster Recovery Infrastructure** – ISD has provided the infrastructure necessary to recover County information systems and applications.

During 2025-2026, ISD intends to:

- **Replace VoIP Telephone Service for County Departments** – ISD will begin a project to replace the County's VoIP phone system with cloud-based voice and collaboration technology.

Telephone Expenses & Billing

ISD primarily recovers the costs associated with Telephone ISF services through charges to departments. Starting in 2025-2026, ISD will no longer bill customer departments for internet costs through the Telephone ISF. Instead, these charges will be billed through the ISD ISF using centrally-budgeted data processing charges. Additionally, once ISD completes the telephony system upgrade in 2025-2026, voicemail costs will be bundled with the charges for Microsoft M365 licenses and billed through the ISD ISF.

Moreover, consolidating staff in the ISD ISF will enhance ISD's flexibility by enabling the allocation of fractional positions to projects and cost centers within the Telephone ISF. Overall, these changes will create efficiencies Countywide, reducing costs associated with the County's telephone system for customer departments. The following rates apply for Telephone ISF services in 2025-2026:

	Monthly Cost Per Line		
Services	**2024-2025**	**2025-2026**	**Change**
Line Rate			
Centrex Telephone	$60.25	$33.55	($26.70)
VoIP Telephone	$36.15	$33.55	($2.60)
Voice Mail Box*			
Centrex Voice	$12.35	$0	($12.35)
VoIP Voice	$1.72	$0	($1.72)
Internet*	$8.87	$0	($8.87)

Fund Balance

Telephone ISF

The Telephone Internal Service Fund (#38026) is the operating fund for the Telephone ISF budget. As of March 31, 2025, the fund balance was -$1,334,842. An anticipated transfer of $1,802,827 from the County Systems Automation Reserve Fund (#10130) before the end of 2024-2025 is expected to correct the negative fund balance. The 2025-2026 Proposed Budget includes the use of $202,142 in fund balance for disaster recovery infrastructure upgrades. User departments fully reimburse the Telephone ISF budget for services rendered.

County Systems Automation Reserve Fund

The 2025-2026 Proposed Budget includes a transfer of $2,153,577 from the County Systems Automation Reserve General Fund Special Account (#10130), further discussed in the Information Systems Division ISF budget (#8240000000).

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Work Orders				
Repairs (Trouble Reports)	503	762	354	750
Telephone Moves & Changes (Number of Station Equipment Sets)	1,745	1,970	2,381	2,668
Voice Mail (Orders/Changes/Programs)	736	389	458	350
Data Network Wiring Terminations	825	652	550	12
Building Security Access Requests & Changes	26	74	23	38
Remote Worker Support	346	154	250	175
Total	**4,181**	**4,001**	**4,016**	**3,993**

Radio Internal Service Fund



Mark Thomas
Information Systems Director

The Radio Internal Service Fund (ISF) (#8270000000) centralizes the administrative and operating costs of the County's radio communications system. Charges to user departments recover the ISF's administrative and operating costs.

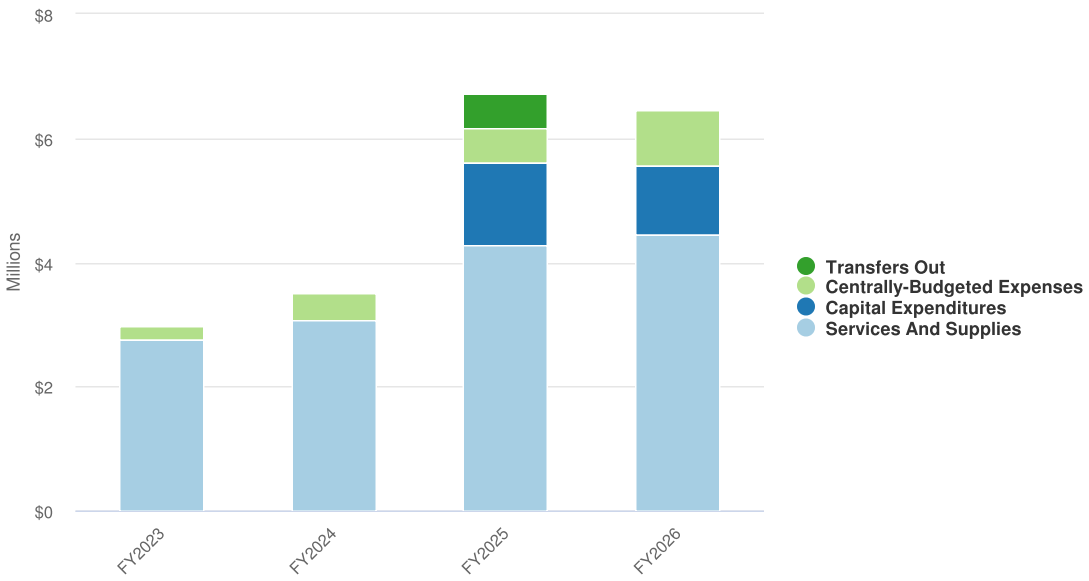
Expenditures Summary

The 2025-2026 Proposed Budget of $6,443,378 is a decrease of $270,427 from the 2024-2025 Adopted Budget of $6,713,805, primarily due to a reduction in operating transfers out ($550,000), partially offset by an increase in data processing charges ($325,708).

$6,443,378 -$270,427
(-4.03% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$2,761,614	$3,059,309	$4,268,170	$4,435,815	3.9%
Centrally-Budgeted Expenses	$207,762	$450,765	$553,737	$885,335	59.9%
Capital Expenditures	$0	$0	$1,341,898	$1,122,228	-16.4%
Transfers Out	$0	$0	$550,000	$0	-100%
Total Expense Objects:	$2,969,376	$3,510,074	$6,713,805	$6,443,378	-4%

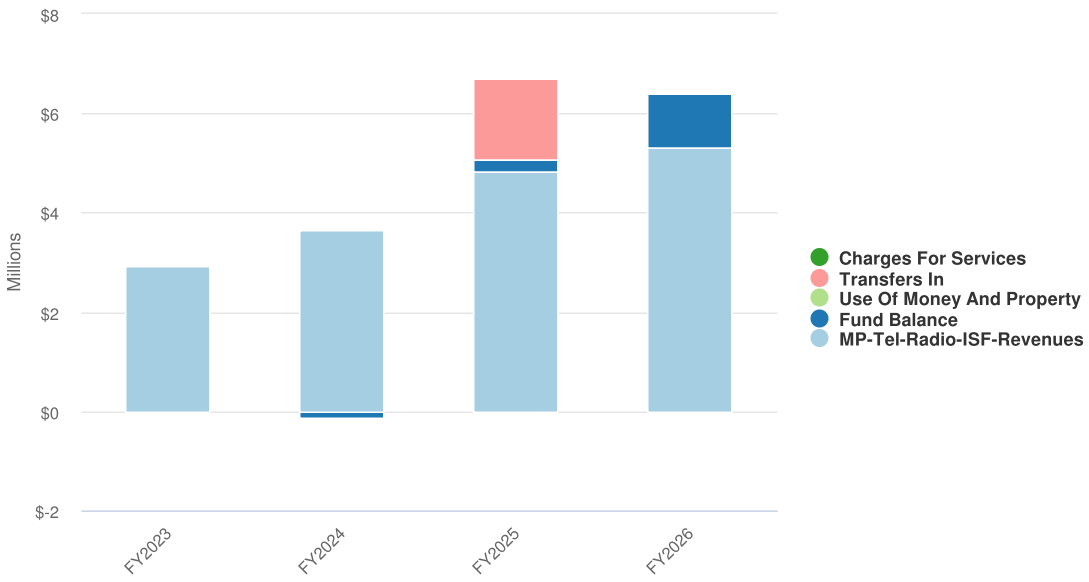
Funding Summary

The 2025-2026 Proposed Budget is primarily funded by $5,310,245 in direct charges to user departments. Additionally, ISD anticipates using $1,083,030 of fund balance in 2025-2026, using ARPA funds transferred from the Office Automation ISF (#38025) in 2024-2025.

$6,443,378 -$270,427
(-4.03% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$11,958	-$659	$8,492	$50,103	490%
Charges For Services	-$421	$0	$0	$0	0%
Transfers In	$0	$0	$1,641,898	$0	-100%
MP-Tel-Radio-ISF-Revenues	$2,925,376	$3,647,710	$4,821,906	$5,310,245	10.1%
Fund Balance	$32,463	-$136,977	$241,509	$1,083,030	348.4%
Total Revenue Source:	$2,969,376	$3,510,074	$6,713,805	$6,443,378	-4%

Program Discussion

During 2025-2026, departments will have an operational need for a number of new radios and replacements for radio equipment that is at least seven years old. ISD will purchase equipment consistent with the technologies identified in the County's Master Radio Communications Plan. Below is a list of radio equipment recommended for purchase in 2025-2026 and the associated costs.

Department Cost Center		Type	Quantity	Annual Cost
Facilities Management				
1014200000	Facilities Management	Portable	11	$14,071
District Attorney's Office				
2020200000	District Attorney	Portable	15	$19,980
Sheriff's Office				
2021602000	Sheriff - Boating Safety	Portable	2	$2,558
2021614000	Sheriff - Special Services Division	Portable	2	2,558
2021619000	Sheriff - Animal Control Services	Portable	2	2,558
2021620000	Sheriff - Patrol	Portable	47	60,122
2021622000	Sheriff - Communications	Portable	2	2,558
2021626000	Sheriff - Detectives	Portable	1	1,279
2021626000	Sheriff - Detectives	Mobile	5	9,648
2021645000	Sheriff - Administration / Support Services	Portable	7	8,954
2021658000	Sheriff - Court Services	Portable	32	40,934
2022600000	Sheriff - Custody	Portable	110	140,712
Probation				
2021200000	Pretrial Services	Portable	1	$1,295
2022700500	Probation - Juvenile JPCF	Portable	8	10,360
2022702520	Probation - LCC AB109 Assessments	Portable	2	2,590
2022702540	Probation - AB109 HRU	Portable	9	11,655
2022702550	Probation - AB109 VCU	Portable	6	7,770
2022702590	Probation - LCC AB109 Prop 57	Portable	2	2,590
2022800000	Probation - Juvenile Detention	Consoles	1	4,589
2022800150	Probation - Juvenile Detention YOBG	Portable	5	6,475
2022800160	Probation - Juvenile Detention Gender Resp	Portable	13	16,835
2022800300	Probation - JJRBG Camp	Portable	11	14,245
2022800320	Probation - JJRBG Secure Track	Portable	14	18,130
Environmental Health				
4042000000	Environmental Health	Portable	10	$19,732
4042000000	Environmental Health	Mobile	2	3,859
Radio ISF				
8270000000	Radio ISF	Portable	7	$8,954
8270000000	Radio ISF	MPLS Hardware	1	135,113
Public Works				
3030105000	Public Works - Road Maintenance	Mobile	5	$9,648

Department Cost Center		Type	Quantity	Annual Cost
4040800000	Public Works - Utility Districts	Mobile	9	17,366
Stockton Metropolitan Airport				
9230901000	Stockton Metropolitan Airport	Portable	5	$6,396
		Total	**347**	**$603,534**

During 2024-2025, the Information Systems Division (ISD) Communications Division focused on the following projects:

- **Replaced the Sheriff's Custody and Interoperability legacy system equipment** – ISD completed this project in the fourth quarter of 2024-2025.
- **Initiated the Replacement of the public safety Med Net legacy radio equipment** – ISD has procured all necessary equipment for this project and expects to complete it in the first quarter of 2025-2026.

During 2025-2026, ISD intends to:

- **Complete the replacement of the public safety Med Net legacy radio equipment** – ISD plans to complete the replacement of the San Joaquin County Emergency Medical Services Med Net two-way radio communications equipment at seven locations by the first quarter of 2025-2026.
- **Enhance Coverage of the Public Safety System** – ISD will manage a project to implement additional technologies to improve radio coverage for Public Safety entities. Project completion in anticipated in the third quarter of 2025-2026.
- **Replacement of the Mt. Oso and Thornton Radio Shelters** – ISD has transferred $550,000, including $300,000 in ARPA funds, to the Capital Outlay Fund (#37004) to support the replacement of the Mt. Oso and Thornton Radio Shelters. The General Services Department is managing the project and expects to complete the work in the fourth quarter of 2025-2026.

Fund Balance

Radio ISF

The Radio ISF (#38027) is the operating fund for the Radio Internal Service Fund budget. As of March 31, 2025, the fund balance was $1,456,456. ISD anticipates using $1,083,030 in fund balance for various projects postponed from 2024-2025, most of which will be funded by previous ARPA transfers.

Economic Promotion



Sandy Regalo
County Administrator

The Economic Promotion budget (#1015400000) provides funding to promote tourism, economic development, and revitalization within San Joaquin County. The Economic Promotion budget is funded by the Transient Occupancy Tax (TOT) revenues from the unincorporated areas of the County. A TOT is levied at 8% on the privilege of occupying a room in a hotel, inn, or other lodging, and requires voter approval.

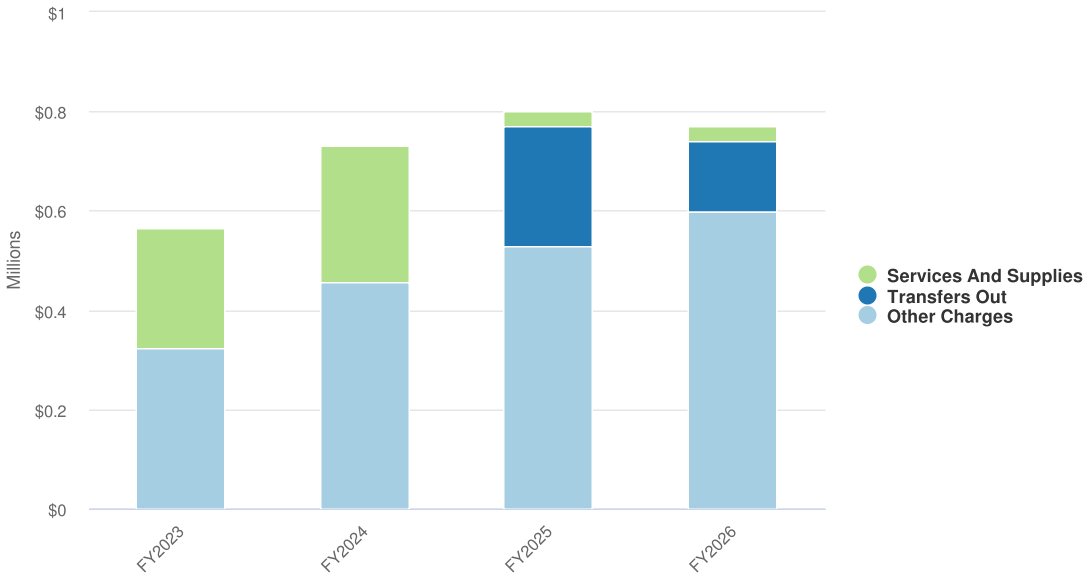
Expenditures Summary

The 2025-2026 Proposed Budget of $770,000 is a decrease of $30,000 from the 2024-2025 Adopted Budget of $800,000, primarily due to a decrease in operating transfers out ($97,000); partially offset by an increase in property-based Business Improvement District assessments for the Downtown Stockton Alliance ($52,000).

$770,000 **-$30,000**
(-3.75% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$242,249	$273,443	$30,000	$30,000	0%
Other Charges	$323,861	$456,592	$530,000	$597,000	12.6%
Transfers Out	$0	$0	$240,000	$143,000	-40.4%
Total Expense Objects:	$566,110	$730,035	$800,000	$770,000	-3.7%

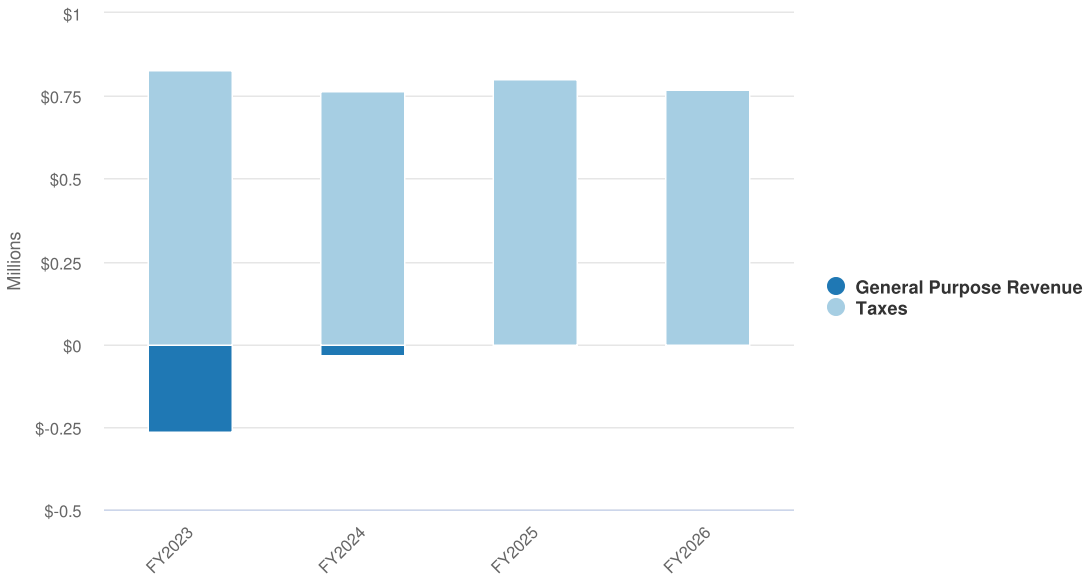
Funding Summary

The 2025-2026 Proposed Budget includes $770,000 in Transient Occupancy Tax (TOT) revenue.

$770,000 -$30,000
(-3.75% vs. prior year)

Funding by Source

Budgeted and Historical Revenues by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$828,400	$762,456	$800,000	$770,000	-3.7%
General Purpose Revenue	-$262,291	-$32,421	$0	$0	0%
Total Revenue Source:	$566,110	$730,035	$800,000	$770,000	-3.7%

Program Discussion

In 2025-2026, staff will continue to work with the Conference and Visitor Bureaus, Chambers of Commerce, the cities within the County, the Employment and Economic Development Department, the San Joaquin Partnership, the San Joaquin County Economic Development Association (EDA), Innovation Hub San Joaquin (iHub SJ), Special Districts, Regional San Joaquin Valley partners, local educational institutions, and others on economic development activities. A total of $627,000 of the TOT will be used to fund the County's 2025-2026 Economic Development program, with the remaining $143,000 to be transferred to the Economic Development Reserve for future economic development and tourism activities/programs.

Following is a summary of the TOT contributions to the Economic Development Reserve General Fund Special Account (#10014):

Transient Occupancy Tax – Reserve Contributions		
2021-2022	Actual	$490,657
2022-2023*	Actual	122,230
2023-2024*	Actual	172,482
2024-2025	Estimate	210,900
2025-2026	Proposed	143,000
	Total	**$1,139,269**

*Restated.

San Joaquin County EDA

The EDA is the County's lead agency for promoting Countywide economic development, job creation, business retention and expansion, and entrepreneurial development. The EDA works in partnership with all public and private sector economic development and business service organizations to create a friendlier business climate that is more responsive and supportive to the needs of the County's key and emerging industry sectors. The EDA operates under the oversight of a seven-member Board of Directors appointed by the Board of Supervisors.

In 2025-2026, EDA staff will continue to work collaboratively with the County Administrator's Office and regional partners on economic development activities. EDA staff will participate in California Jobs First (formerly known as the Community Economic Resiliency Fund) program initiatives, which are intended to allocate State funding to build an equitable and sustainable economy across California's diverse regions and foster long-term economic resilience in the overall transition to a carbon-neutral economy.

The EDA operates the Business Center, providing a location for businesses to utilize technology and access services, including assistance for new and existing businesses with permitting and entitlement processes. EDA will continue to build connections with State, County, and city departments to assist businesses in obtaining licenses, tax identification numbers, and to meet other regulatory requirements. The 2025-2026 Proposed Budget includes $350,000 to support these economic development efforts.

San Joaquin Partnership

The San Joaquin Partnership is a public-private partnership between private stakeholders, the County, and its incorporated cities focusing on Countywide economic development with the goal of attracting investment that will create jobs, retain companies, attract new industries, and provide supportive services. The San Joaquin Partnership provides economic development services to clients seeking information on project site locations and works with the Governor's Office of Business and Economic Development (GO-Biz) to promote opportunities within the County.

In 2025-2026, the San Joaquin Partnership will work with lead agencies to promote and recruit companies and workforce development programs that will assist in creating high-wage jobs in the County. The San Joaquin Partnership will continue working under the industry engagement contract with North Valley Thrive to ensure local industry participation in the California Jobs First initiative. The 2025-2026 Proposed Budget includes a $75,000 contribution to the San Joaquin Partnership, which is an increase of $15,000 over the 2024-2025 Adopted Budget contribution of $60,000, for one-time costs to support a regional economic development summit and the Stockton Metropolitan Airport (Airport). This increase includes one-time funding of $10,000 to co-host an economic development summit in October 2025, with the San Joaquin Partnership, regional partners, and California Forward in Stockton to collaborate on best practices for California Jobs First, the green economy, GO-Biz priorities and to showcase the best opportunities for business development, investment and industry growth to investors, site selectors, and industry consultants. The remaining $5,000 will augment marketing efforts focused on business recruitment and economic development opportunities for the Airport.

iHub San Joaquin

On October 4, 2013, Assembly Bill 250 was signed into law creating the California Innovation (iHub) program within GO-Biz. The purpose of each iHub is to stimulate partnerships, economic development, and job creation by leveraging assets to provide a platform for startup businesses, economic development organizations, business groups, and financial institutions. iHub San Joaquin (iHub SJ), entered into a Memorandum of Understanding (MOU) with GO-Biz on November 14, 2014, officially designating iHub SJ as one of 15 Statewide iHubs. iHub SJ focused on three industry sectors within the boundaries of San Joaquin County: Agri-Business, Healthcare, and Sustainable Construction technologies. iHub SJ's Board of Directors includes representatives from the County, cities, business incubators, educational institutions, private sector businesses, public agencies, and nonprofit organizations. The iHub program lapsed in 2020 but was relaunched in 2021 by the California Office of the Small Business Advocate (CalOSBA) as the California Inclusive Innovation Hub program (iHub²).

In 2025-2026, iHub SJ will continue to work with partners throughout the region to provide opportunities that foster Agri-Business, Healthcare, and Sustainable Construction technologies. Events include workshops, technical assistance or referrals, conferences, industry and technology showcases, industry matchmaking, and entrepreneurial pitch competitions. iHub SJ is also working with the SJ Partnership, educational institutions, civic incubators, and others to convene County stakeholders on planning efforts to undertake inclusive economic and community development opportunities with the State through the California Jobs First program. In 2025-2026, iHub SJ will continue to co-host the annual Hackathon in partnership with the San Joaquin County Office of Education and CodeStack Academy. This one-day competition challenges middle school, high school, and college students to develop applications to solve water issues. The Proposed Budget includes $20,000 in continued support of iHub SJ.

Fund Balance

Economic Development Reserve Fund

The Economic Development Reserve General Fund Special Account (#10014) is used to support the County's promotional/marketing efforts and economic development activities/programs. The 2025-2026 Proposed Budget includes a $143,000 contribution to the Economic Development Reserve Fund for future economic development and tourism activities/programs. Fund balance as of March 31, 2025, was $3,363,815.

On April 9, 2024, the Board of Supervisors approved an investment of $26,225,000 to fund transformative improvements at the Airport to support the revitalization of key facilities, increase capacity for commercial airline service and attain economic development goals (B-24-186). The Board's action included a transfer of $2,000,000 from the Economic Development Reserve Fund to the Airport Transformative Capital Outlay Fund (#39024). On January 14, 2025, the Board of Supervisors approved a transfer of $2,000,000 to the Economic Development Reserve Fund from the 2023-2024 General Fund year-end balance to allow for future investments in economic development activities (B-25-29).

Surveyor



Fritz Buchman
Director of Public Works

The Public Works - Surveyor Division (Surveyor) (#1016000000) reviews and processes maps and legal descriptions for subdivisions, annexations, County acquisitions, and abandonments in the unincorporated area of San Joaquin County. The Surveyor also ensures mandated functions, such as review of final maps, parcel maps, records of survey, corner records, certificates of correction, and legal descriptions are performed in conformance with State laws and local ordinances. The Surveyor reviews final maps for five of the eight cities in San Joaquin County and provides services to the public and various government agencies, including preparing, reviewing, and maintaining legal descriptions and records related to over 200 agencies, special districts, and the Local Agency Formation Commission (LAFCo).

Please visit sjgov.org/pw/surveyor for more information.

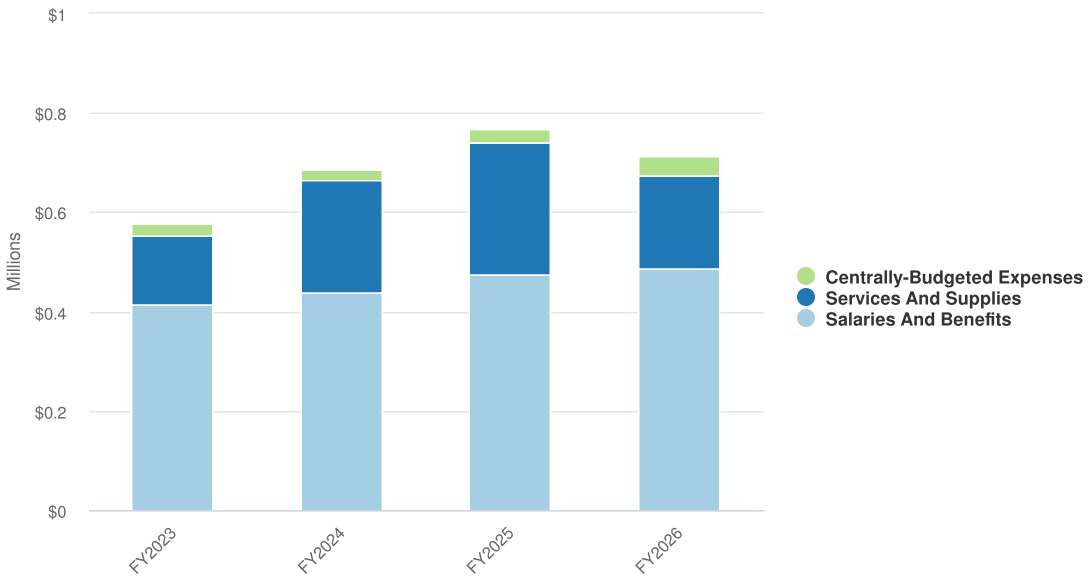
Expenditures Summary

The 2025-2026 Proposed Budget of $711,659 is a decrease of $57,172 from the 2024-2025 Adopted Budget of $768,831, primarily due to a decrease in Public Works allocated service department costs ($77,873), partially offset by salaries and benefits adjustments ($13,473).

$711,659 **-$57,172**
(-7.44% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$415,092	$437,143	$473,754	$487,227	2.8%
Services And Supplies	$137,090	$226,435	$265,455	$186,897	-29.6%
Centrally-Budgeted Expenses	$25,040	$22,331	$29,622	$37,535	26.7%
Total Expense Objects:	$577,221	$685,909	$768,831	$711,659	-7.4%

Funding Summary

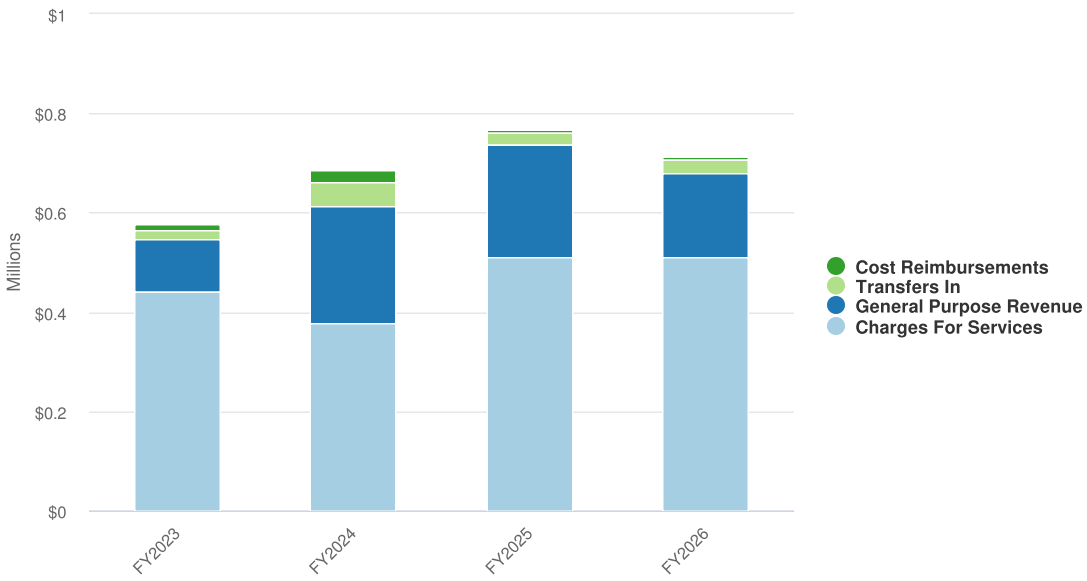
The 2025-2026 Proposed Budget includes $512,000 in charges for services, $168,659 in General Purpose Revenue, and a $25,000 transfer from the Surveyor Monument Preservation General Fund Special Account (#10601).

Charges for services include processing fees for reviewing final maps, parcel maps, records of survey, and legal descriptions.

$711,659 -$57,172
(-7.44% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Charges For Services	$439,752	$378,366	$512,000	$512,000	0%
Transfers In	$17,978	$48,165	$25,000	$25,000	0%
Cost Reimbursements	$11,807	$25,023	$6,000	$6,000	0%
General Purpose Revenue	$107,684	$234,356	$225,831	$168,659	-25.3%
Total Revenue Source:	$577,221	$685,909	$768,831	$711,659	-7.4%

Position Summary

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	2.0	2.0	0.0
Temporary (FTE)	0.7	0.7	0.0
Position Total	2.7	2.7	0.0

Program Discussion

The Surveyor provides mandated services for reviewing certificates of corrections, corner records, final maps, parcel maps, and survey records that must be reviewed within the statutory review period. Additionally, the Surveyor assists with the review of other survey and land development-related documents. The workload section summarizes the number of documents reviewed over the past few years, projections for the current fiscal year, and estimates for 2025-2026.

The Surveyor assists the public and outside agencies with inquiries regarding land surveyor records, which involves researching archival documents and maps electronically or reviewing physical documents. The Surveyor addresses these inquiries in a timely fashion. To facilitate more convenient research by the survey community and other interested parties, the Surveyor continues to scan archival documents and make them publicly available online.

Fund Balance

Surveyor Monument Preservation Fund

In April 2006, the Board of Supervisors established the Surveyor Monument Preservation General Fund Special Account (#10601). The purpose of the fund is to set aside a portion of revenue collected from recording certain deeds to be utilized for the repair or replacement of key survey monuments used by professional surveyors. The Surveyor administers this fund by evaluating notifications of disturbed survey monuments, coordinating the repair or replacement of the monuments, and preparing the annual budget for this program. The fund balance as of March 31, 2025, was $77,417. The 2025-2026 Proposed Budget includes a transfer of $25,000 from this fund.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Mandated Time Frames				
Certificates of Correction	15	8	6	10
Corner Records	273	444	510	500
Final Maps	33	21	31	33
Parcel Maps	21	15	31	30
Records of Survey	79	74	91	90
Legal Descriptions				
Abandonments and Acquisitions	4	2	3	4
County Applications	36	26	29	35
LAFCo	10	4	8	8
Strip Dedications and Easements	4	4	4	4

Rebates/Refunds & Judgments/Damages



Sandy Regalo
County Administrator

The Rebates/Refunds & Judgments/Damages budget (#1016500000) provides funding to cover refunds of unused licenses, permits, and other payments erroneously made into the County's General Fund. It also provides funds for the payment of miscellaneous judgments and damages that may be assessed against the County during the fiscal year.

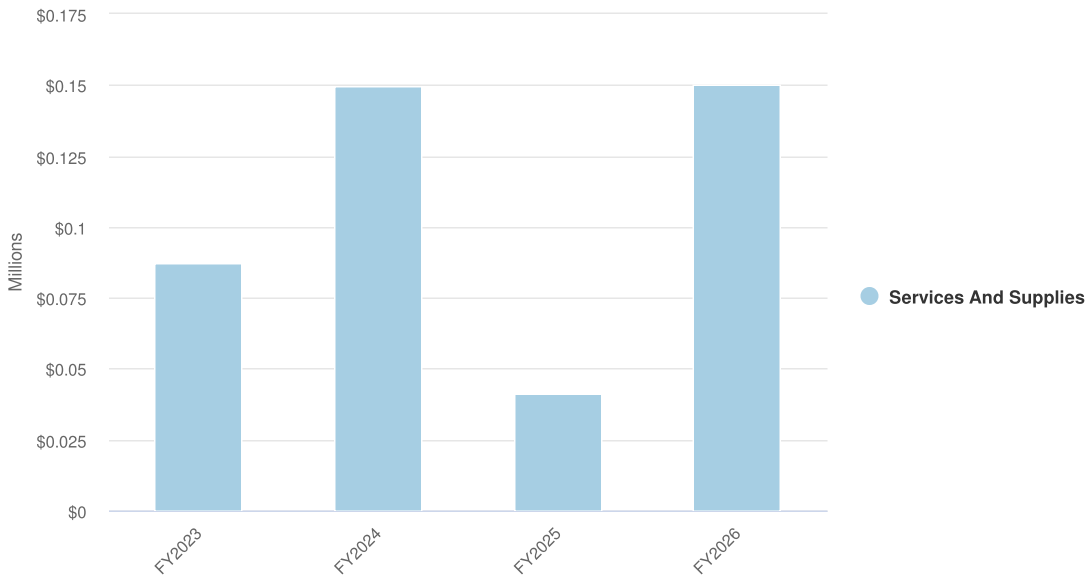
Expenditures Summary

The 2025-2026 Proposed Budget of $150,000 is an increase of $109,000 from the 2024-2025 Adopted Budget of $41,000, consistent with recent actuals.

$150,000 $109,000
(265.85% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$87,191	$149,393	$41,000	$150,000	265.9%
Total Expense Objects:	$87,191	$149,393	$41,000	$150,000	265.9%

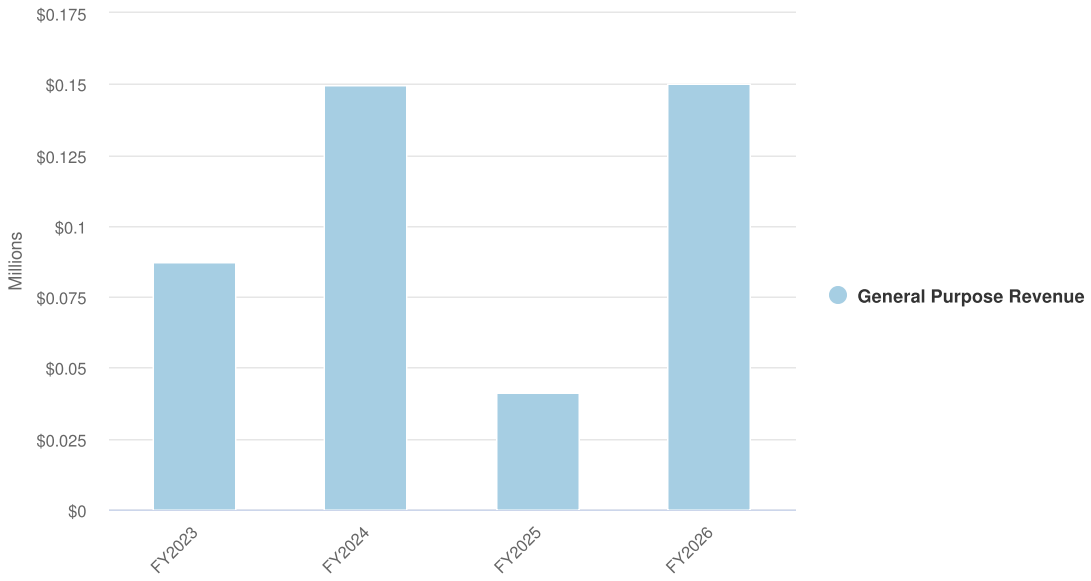
Funding Summary

The 2025-2026 Proposed Budget is entirely funded by General Purpose Revenue.

$150,000 $109,000
(265.85% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
General Purpose Revenue	$87,191	$149,393	$41,000	$150,000	265.9%
Total Revenue Source:	$87,191	$149,393	$41,000	$150,000	265.9%

Program Discussion

This budget is used to fund refunds and other miscellaneous payments from the General Fund throughout the year. As such, actual amounts fluctuate considerably from year to year.

Equipment Use Allowance/Debt Service



Sandy Regalo
County Administrator

The Equipment Use Allowance/Debt Service budget (#1018000000) provides funds for debt service payments on County projects financed on a long-term basis and for interest owed on short-term borrowing. This budget also receives cost reimbursements for building depreciation allowed by the Federal Cost Allocation Plan.

Please visit sjgov.org/cao for more information.

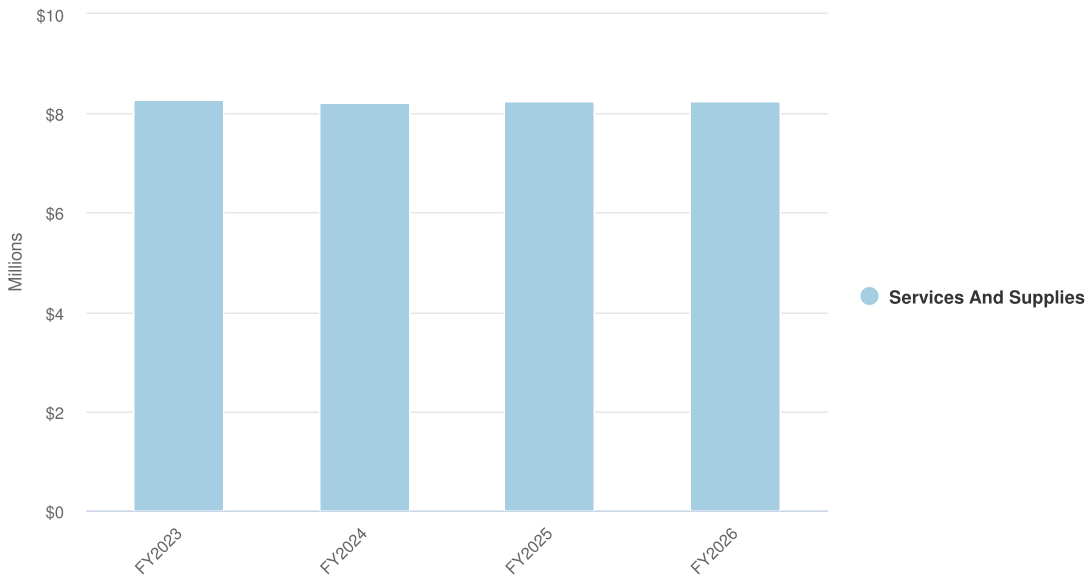
Expenditures Summary

The 2025-2026 Proposed Budget of $8,247,750 represents an immaterial change from the 2024-2025 Adopted Budget.

$8,247,750 -$8,500
(-0.10% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$8,265,890	$8,203,093	$8,256,250	$8,247,750	-0.1%
Total Expense Objects:	$8,265,890	$8,203,093	$8,256,250	$8,247,750	-0.1%

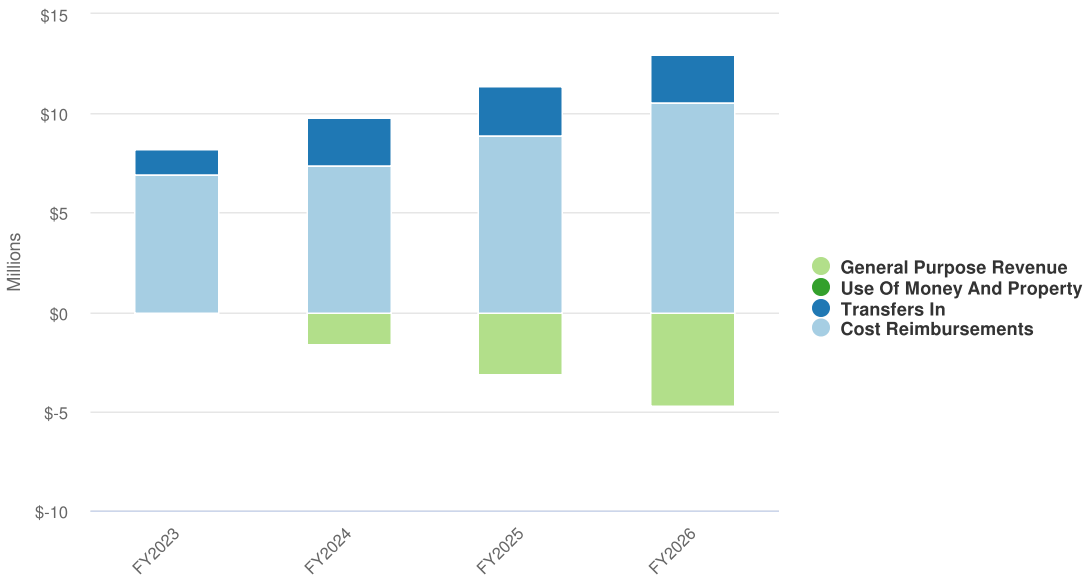
Funding Summary

The 2025-2026 Proposed Budget includes an operating transfer in of $2,458,968 in County Facilities Fee Program revenue. The budget also provides an accounting mechanism by which building depreciation charges can be made by the Auditor-Controller's Office according to the Federal Cost Allocation Plan. It is anticipated that during 2025-2026, $10,511,954 of depreciation expense will be credited to this budget from other County entities. This will result in a contribution of $4,723,172 to the General Fund.

$8,247,750 **-$8,500**
(-0.10% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$22,185	$18,488	$23,000	$0	-100%
Transfers In	$1,322,953	$2,462,625	$2,461,506	$2,458,968	-0.1%
Cost Reimbursements	$6,895,740	$7,335,515	$8,919,129	$10,511,954	17.9%
General Purpose Revenue	$25,012	-$1,613,534	-$3,147,385	-$4,723,172	50.1%
Total Revenue Source:	$8,265,890	$8,203,093	$8,256,250	$8,247,750	-0.1%

Program Discussion

Long-Term Financing ($8,237,750)

This budget funds the annual debt payments for the Certificates of Participation (COPs) and Revenue Bonds issued to finance the County's major capital improvements, construction, and acquisition projects.

Since 1989, the County has issued seven General Government COPs. Of the seven, one is currently outstanding:

- **Administration Building Project** – In 2017, $79.9 million was issued at 2.155% to: 1) refinance the Series 2007 Administration Building COPs that financed the construction of a 250,000 square foot, six-story County Administration Building in Downtown Stockton; and 2) refinance the callable portion of the 1993 COPs, consisting of the Jail and Sheriff's Operation Center project and the Family Support Building addition project. The refinancing reduced the County's total present value debt obligations by $26.8 million, and reduced the final maturity date from November 2035 to November 2031. The average annual debt payment from 2025-2026 until maturity is $8.2 million.

In addition to the General Government COP, the County has one outstanding Revenue COP whose debt payment is funded by user fees and is accounted for in its respective operating budget. The remaining COP is as follows:

- **Wastewater Conveyance Project** – In 2018, $7.8 million was issued at 4.244% to: 1) refinance the Series 2007 County Service Area (CSA) 31 Wastewater project COPs; and 2) refinance the 2007 County General Fund loan to CSA 31 that funded the construction of sanitary sewer improvements in CSA 31 (Flag City), the connection fee to the City of Lodi's wastewater treatment facility, and the decommissioning of the Flag City Treatment Plant.

  The refinancing reduced the CSA 31 Wastewater project total present value debt obligations by $961,260, and extended the final maturity date from August 2037 to August 2042. In August 2024, the taxable Series B debt service payments of the CSA 31 Wastewater project were paid off, leaving the tax-exempt Series A debt service payments remaining, averaging $538,278 per year from 2025-2026 until maturity.

Cost Allocation Plan/County Facilities Fee Transfer

This budget also provides an accounting mechanism by which building depreciation charges can be made by the Auditor-Controller's Office according to the Federal Cost Allocation Plan. It is anticipated that during 2025-2026, $10,511,954 of depreciation expense will be credited to this budget from other County entities, which is an increase of $1,592,825 in reimbursement from the 2024-2025 Adopted Budget. A portion of the fees collected in the County Facilities Fee (CFF) Program is allocated to pay the debt service payment on the County Administration Building. The 2025-2026 debt payment on the outstanding COP is estimated at $8,237,750. The CFF portion (29.85%) of the debt service payment is $2,458,968 and will be recorded as an operating transfer in.

Long Term Debt Financing

Long-Term Debt Financing as of June 30, 2025				
	Original Debt Service	**Remaining Debt Service**	**Average Annual Payment**	**Maturity Date**
General Government - Project				
2017 Certificates of Participation County Administration Building	$110,355,307	$49,536,575	$8,228,183	November 15, 2031
Funded by User Fees - Project				
2018 Revenue Bonds CSA 31 (Flag City) Wastewater	$13,462,531	$9,689,000	$538,278	August 1, 2042
Total Debt	**$123,817,838**	**$59,225,575**	**$8,766,461**	

Fleet Services Internal Services Fund



Fritz Buchman
Director of Public Works

The Fleet Services Division (#8190000000) provides fleet management services to all County departments. Services include: capital replacement planning, fleet financing, fleet market research, vehicle specification development, vehicle acquisition, fleet operational management, and vehicle disposal. Fleet Services is committed to adopting sustainability measures, such as Zero Emission Vehicles (ZEV), renewable fuels, and solar technology, to improve air quality in the region. Fleet Services is also responsible for outfitting County law enforcement patrol vehicles with special features and equipment, as well as operating nine fueling stations throughout the County. The Fleet Services team is dedicated to providing excellent service to its customers by overseeing management of County department motor pools and performing vehicle maintenance and repair services.

Please visit sjgov.org/pw/fleet-services for more information.

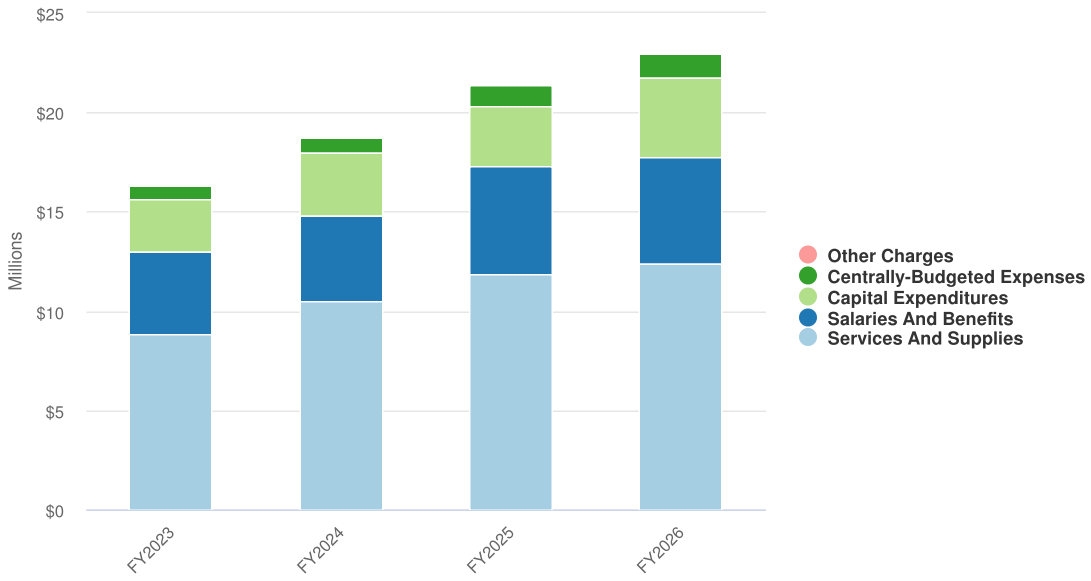
Expenditures Summary

The 2025–2026 Proposed Budget of $22,946,438 is an increase of $1,589,767 from the 2024-2025 Adopted Budget of $21,356,671, primarily due to increases in capital asset purchases for replacement vehicles and new shop equipment ($994,980), increases in automotive parts ($500,000), allocated costs from Public Works ($251,248), and sublet-maintenance costs ($210,000), and the addition of one Automotive Mechanic position ($112,025); partially offset by a decrease in gasoline costs ($800,000) and the deletion of one Garage Attendant position ($75,323).

$22,946,438 $1,589,767
(7.44% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$4,155,950	$4,265,513	$5,393,868	$5,389,014	-0.1%
Services And Supplies	$8,804,878	$10,520,659	$11,881,623	$12,386,756	4.3%
Centrally-Budgeted Expenses	$688,311	$777,229	$1,057,190	$1,151,698	8.9%
Other Charges	$7,754	$9,258	$15,000	$15,000	0%
Capital Expenditures	$2,658,308	$3,193,534	$3,008,990	$4,003,970	33.1%
Total Expense Objects:	$16,315,200	$18,766,193	$21,356,671	$22,946,438	7.4%

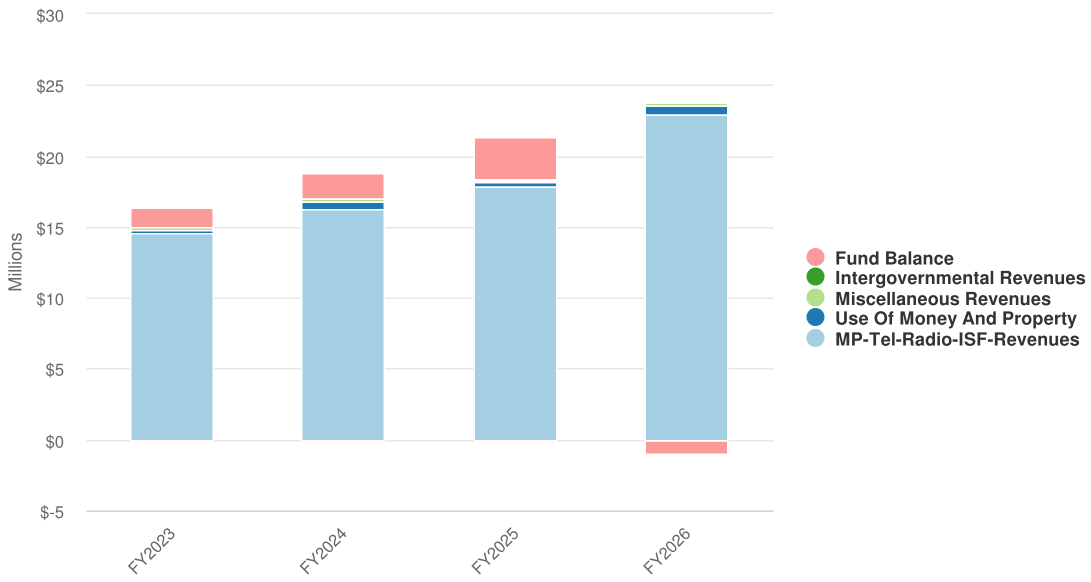
Funding Summary

The 2025-2026 Proposed Budget includes $22,950,000 in internal service revenues, $635,100 in interest income, and $200,000 in equipment sales proceeds, resulting in a contribution of $949,362 to the Fleet Services Internal Service Fund (#38019) balance.

$22,946,438 $1,589,767
(7.44% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$237,827	$528,950	$250,000	$635,100	154%
Intergovernmental Revenues	$20,000	$0	$100,000	$100,000	0%
Miscellaneous Revenues	$235,213	$191,749	$160,000	$210,700	31.7%
MP-Tel-Radio-ISF-Revenues	$14,518,304	$16,300,524	$17,890,000	$22,950,000	28.3%
Fund Balance	$1,303,856	$1,744,971	$2,956,671	-$949,362	-132.1%
Total Revenue Source:	$16,315,200	$18,766,193	$21,356,671	$22,946,438	7.4%

Organizational Chart

The 2025-2026 Proposed Budget includes the deletion of one Garage Attendant position and the addition of one Automotive Mechanic position to perform Clean Truck Check opacity testing to ensure County trucks comply with clean air laws.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	44.0	44.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	44.0	44.0	0.0

Program Discussion

The Fleet Services team believes innovation in processes and technology create opportunities for improvement in fleet resources' sustainability, resiliency, and efficiency. The Fleet Services team engages its customers to help them achieve maximum benefit from Fleet Services while helping reduce their fleet costs. Notable elements of the Fleet Services work program are outlined below.

Equipment Replacement and Air Quality

The California Air Resources Board (CARB) Clean Fleet and Clean Truck regulations represent a significant challenge to fleet operations and finances. The regulations require replacement of assets (at the end of their life-cycle) with ZEVs, targeting medium and heavy-duty trucks effective January 1, 2024. Currently, the CARB laws require medium and heavy-duty truck purchases to be 50% ZEV and 50% conventional until 2027, after which truck purchases must be 100% ZEVs. ZEVs cost 50% to 300% more than conventional units and the Fleet Services team is identifying exemptions to the regulations to minimize financial impacts. Additionally, the ZEV infrastructure will require support from each County facility along with a significant outlay of funding. Fleet Services will aggressively pursue new outside funding sources to comply with the new requirements.

SJCars Fleet Sharing Program

SJCars adopted a new cellphone-based reservation and access system from Launch Mobility. This system eliminates key boxes and allows pool vehicles to be placed such that they can provide the highest utility to departments. This system can also allow car sharing of one to several vehicles at virtually any location.

Vehicle Replacements

In 2025-2026, Fleet Services plans to replace 57 of the most aged, repair-intensive, or mission-critical vehicles, which will be funded from replacement reserves at an estimated cost of $3.9 million. These 57 vehicles represent approximately 6% of the 1,000 fleet vehicles maintained. Before finalizing the list of replacement vehicles, Fleet Services will evaluate the condition and usefulness of vehicles turned in by departments, which may result in fewer replacements.

Vehicle Class	Estimated Cost	No. of Vehicles
Boom Mower	$850,000	2
Intermediate	80,000	2
Minivan	200,000	4
Sports Utility	120,000	3
Patrol	660,000	10
Pickup 1/2 ton	375,000	8
Pickup 3/4 ton	60,000	1
Pickup 3/4 ton 4x4	225,000	4
Truck 1 ton	150,000	2
Special Body Truck	480,000	6
Undercover Vehicle	400,000	9
Utility Vehicle Emergency	300,000	6
Grand Total	**$3,900,000**	**57**

Mileage Rates

Fleet Services manages the Fleet Services Internal Service Fund (ISF) (#38019) that provides mobility services to County departments and charges the departments for those services. Fleet costs, including vehicle replacement, are grouped into asset classes, and rates are set to recover those costs. These rates are analyzed and adjusted annually using historical data and projected costs. Additional revenue for the ISF is generated from maintenance, repairs, and fuel provided to vehicles Fleet Services does not manage.

The primary revenue source for Fleet Services is mileage rates paid by customers (56%). Mileage rates are structured to reflect costs for Fleet Services operations, including a variable rate to cover vehicle operating costs and a fixed rate to recapture vehicle costs. Rates reflect an average increase of 2.0% in the mileage rates and 40% in the monthly rate from 2024-2025 due primarily to inflation and regulatory costs. Internal Service Revenues are budgeted at $22,950,000, an increase of $5,060,000 from 2024-2025.

Class	Mileage Rates	Monthly Rates
Compact Pickup	$0.69	$283
Compact Sedan	$0.50	$286
Compact Sedan (Electric)	$0.32	$327
Full-Size Van	$0.91	$382
Intermediate Sedan	$0.55	$279
Minivan	$0.61	$286
Motorcycle	$0.79	$303
Patrol Car	$1.30	$969
Pickup 1/2 Ton	$0.70	$300
Pickup 1/2 Ton 4x4	$0.62	$370
Pickup 3/4 Ton	$0.90	$332
Pickup 3/4 Ton 4x4	$1.06	$418
Pickup 1 Ton	$1.14	$370
Sedan-Emergency	$0.62	$302
Special Body Truck	$1.16	$630
Utility Vehicle	$0.60	$550
Utility Vehicle (Emergency)	$0.92	$901

Fund Balance

Fleet Services Internal Service Fund

The Fleet Services Internal Service Fund (#38019) balance as of March 31, 2025, was $8,815,746. During 2025-2026, revenues are expected to exceed expenditures, resulting in a contribution to fund balance of $949,362.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Assigned Vehicles	985	973	1,000	1,100
Time and Material Vehicles	135	131	120	120
Preventative Maintenance Services (hours)	13,500	12,890	14,000	15,000
Unscheduled Vehicle Repairs (hours)	12,000	12,293	13,000	14,500
Garage Rental Trips	25,000	29,768	26,248	25,000
Garage Rental Miles	975,000	1,268,292	1,000,000	1,000,000
Vehicle Miles Driven (millions)*	9.5	10.4	10.0	11.0

*Excludes time-and-materials vehicle mileage.

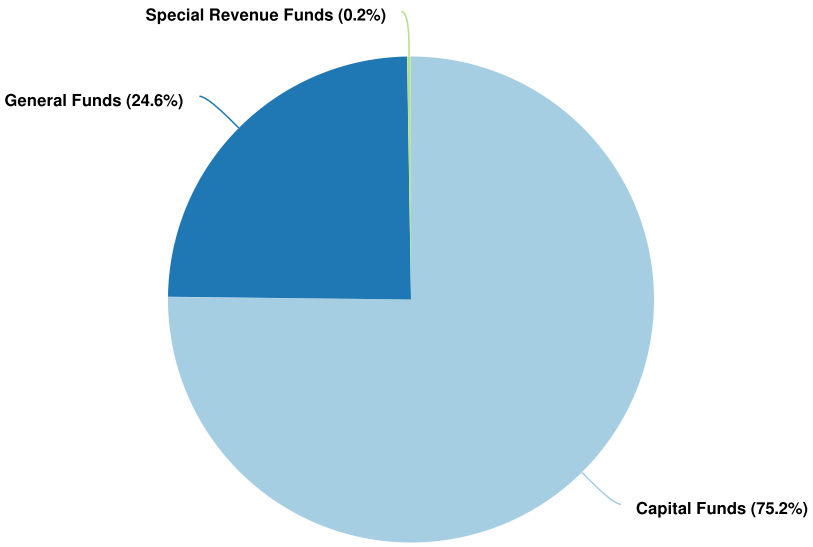
Capital Maintenance

Expenditures Summary

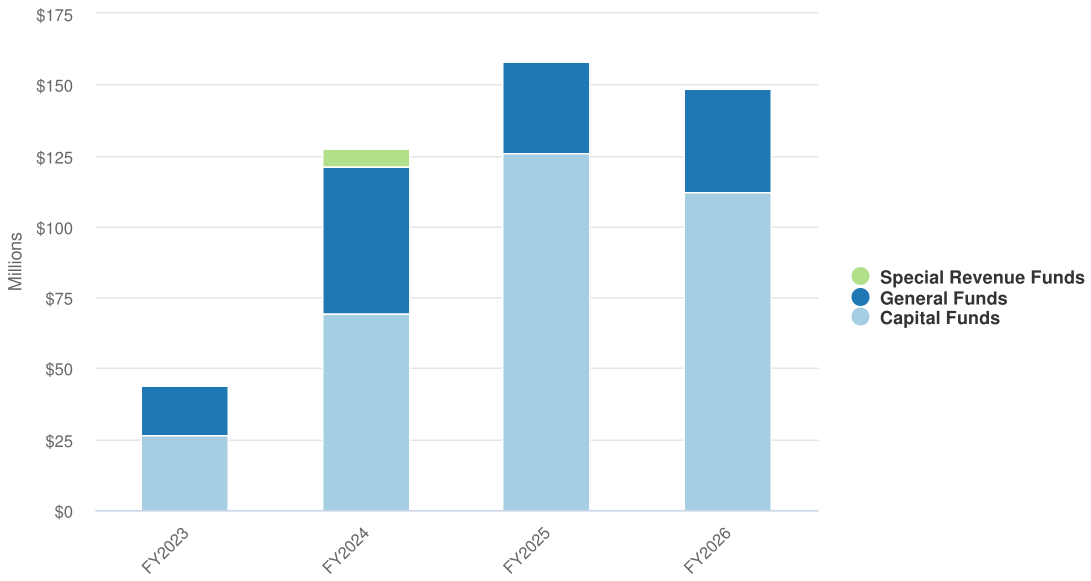
$149,086,694 -$8,935,673
(-5.65% vs. prior year)

Expenditures by Fund

Expenditures by Fund



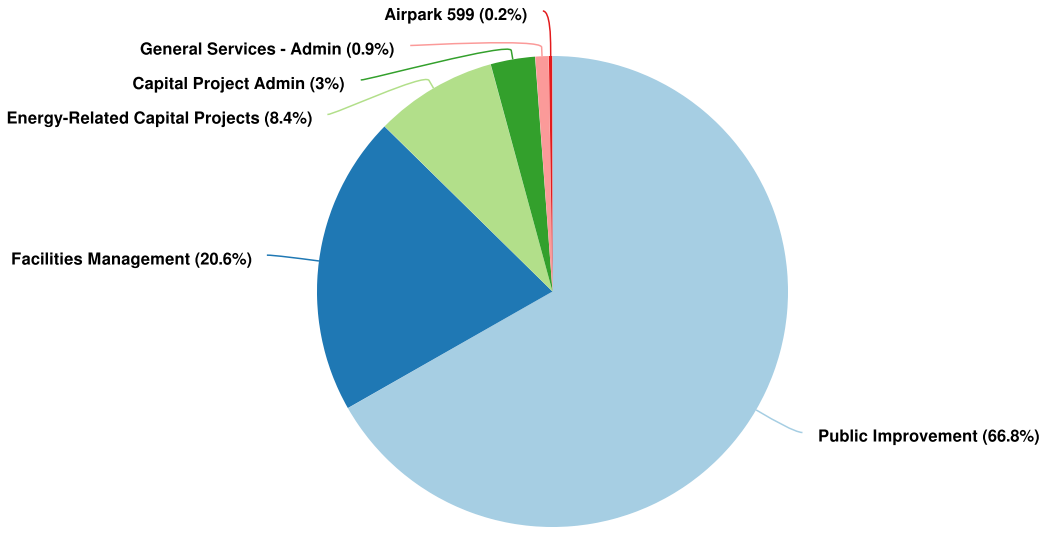
Budgeted and Historical Expenditures by Fund



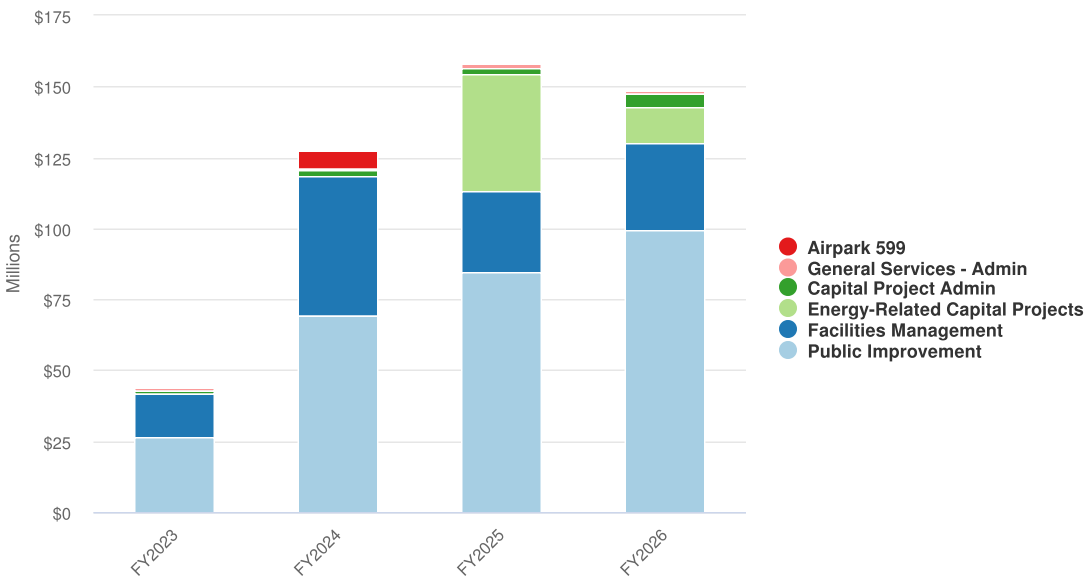
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
General Funds	$17,638,487	$51,784,274	$32,101,651	$36,644,688	14.2%
Special Revenue Funds	$28,840	$6,311,907	$159,211	$362,272	127.5%
Capital Funds	$26,170,851	$69,502,696	$125,761,505	$112,079,734	-10.9%
Total:	$43,838,178	$127,598,877	$158,022,367	$149,086,694	-5.7%

Expenditures by Department

Budgeted Expenditures by Department



Budgeted and Historical Expenditures by Department



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expenditures					
General Services Department					
General Services - Admin	$868,934	$975,904	$1,345,569	$1,384,816	2.9%

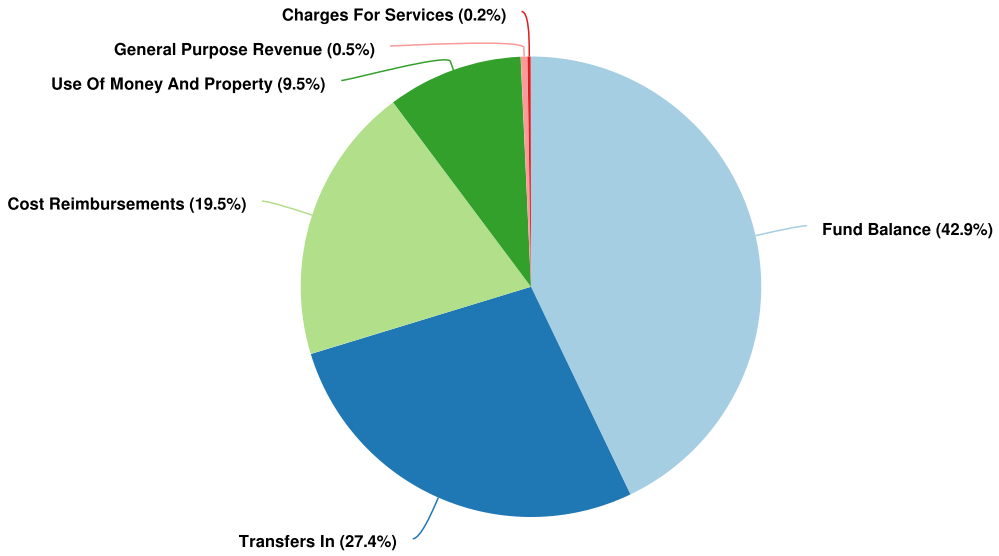
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Facilities Management	$15,365,801	$49,056,698	$28,449,660	$30,714,853	8%
Capital Project Admin	$1,403,752	$1,751,672	$2,306,422	$4,545,019	97.1%
Public Improvement	$26,170,851	$69,381,644	$84,590,627	$99,541,104	17.7%
Energy-Related Capital Projects	$0	$121,052	$41,170,878	$12,538,630	-69.5%
Total General Services Department:	$43,809,338	$121,286,970	$157,863,156	$148,724,422	-5.8%
Airpark 599					
Airport East Business Park	$28,840	$6,311,907	$159,211	$362,272	127.5%
Total Airpark 599:	$28,840	$6,311,907	$159,211	$362,272	127.5%
Total Expenditures:	$43,838,178	$127,598,877	$158,022,367	$149,086,694	-5.7%

Funding Summary

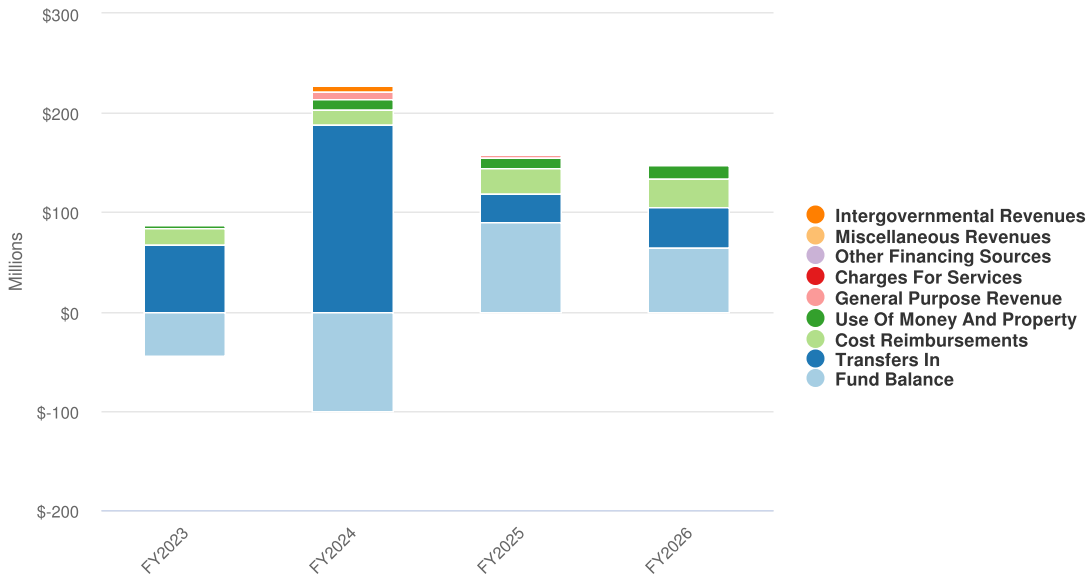
$149,086,694 -$8,935,673
(-5.65% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$4,189,048	$10,417,186	$11,421,713	$14,184,499	24.2%
Intergovernmental Revenues	$0	$5,986,448	$235,280	$0	-100%
Charges For Services	$242,534	$272,238	$362,121	$356,599	-1.5%
Miscellaneous Revenues	$809	$156,116	$0	$0	0%
Transfers In	$67,689,577	$187,644,851	$28,787,419	$40,862,934	41.9%
Other Financing Sources	$56,082	$56,082	$56,084	$0	-100%
Cost Reimbursements	$15,647,969	$15,526,683	$25,034,364	$29,042,028	16%
General Purpose Revenue	$164,664	$7,145,610	$1,759,457	$705,191	-59.9%
Fund Balance	-$44,152,504	-$99,606,336	$90,365,929	$63,935,443	-29.2%
Total Revenue Source:	$43,838,178	$127,598,877	$158,022,367	$149,086,694	-5.7%

Summary - General Services



Dan Wirtz
Director of General Services

This is a summary of the seven budgets administered by the Director of General Services.

- 1014000000 – General Services Administration
- 1014200000 – Facilities Management
- 1014300000 – Capital Projects Administration
- 1040148000 – Public Improvement
- 1040150000 – Energy-Related Capital Projects
- 7070300000 – Parks and Recreation
- 7070400000 – Micke Grove Zoo

Please visit sjgov.org/genser for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Decrease vacancy rate by 2% each year and maintain below 10%, in order to provide sufficient workforce by taking the following steps:				
Hire all vacant positions by the end of 2022-2023.	15%	8.7%	13%	June 2023
Quickly recruit for vacancies as they occur by submitting a requisition within five days.			11%	June 2024
Work with Human Resources and County Administrator's Office to address difficult-to-recruit positions, including utilization of County hiring incentives.		6.5% as of June 2024	9%	June 2025
Formalize Succession Planning	**Initial**	**Current**	**Target**	**Deadline**
Conduct employee training survey to identify the types of training needed.	No survey	Employee survey regarding succession gaps issued March 2024.	Conduct employee survey and take action on results.	June 2024
Demonstrate Leadership Development	**Initial**	**Current**	**Target**	**Deadline**
Provide leadership development training in anticipation of retirements to identify and prepare future leaders, by taking the following steps:				
Send all supervisors, mid-management, and senior management staff to leadership training.	All senior and executive managers will be completing a comprehensive leadership training course by December 2023.	All senior and executive managers have completed a leadership training course offered by the National Association of Counties.	Minimum of one leadership training course per year for all managers and supervisors.	June 2025
Conduct employee survey.	No employee survey.	Employee survey regarding training needs issued March 2024.	Conduct employee survey and take action on results.	June 2024

Increase budget preparation and administration acumen among staff by taking the following steps: Provide ongoing budget training. Increase access to budget system. Cross-train staff across divisions. Develop analytical skills in order to pursue funding resources and develop justification for requests for funding.	Four staff responsible for individual division budgets.	GSD Budget Team created February 2023 consisting of eight staff with oversight provided by Director and Assistant Director.	Create budget team consisting of seven staff with departmental oversight provided by Director and Assistant Director.	June 2023
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Develop Capital Projects web page to include updates on a monthly basis.	No regular updates.	A SharePoint site was developed and tested, but not deployed as of December 2024.	Monthly status updates of all approved projects.	December 2024
Develop and implement an online Facilities Related Budget Request (FRBR) submission and grading process in order to streamline the laborious tasks and provide a better customer experience for departments.	Currently the FRBR is a fillable PDF document that is emailed to a dedicated email address.	GSD determined that integrating the existing PDF form with the County's budget system was not feasible as of October 2024.	Online process wherein customer departments can more quickly and efficiently submit their FRBR. Additionally, the online process would allow for more efficient processing by the Capital Projects team.	October 2024
Enhance the Parks reservation system in order to maximize usage by the customer and streamline the online reservation process.	10% online	Approximately 20% of reservations are made online.	30% online 50% online	June 2024 June 2025
Homelessness				
Increase Permanent Supportive Housing	**Initial**	**Current**	**Target**	**Deadline**
Effectively oversee the distribution of General Fund, Capital Outlay, and American Rescue Plan Act funds to applicant cities and non-profits as approved by the Board of Supervisors, through the implementation of protocols, including memorandums of understanding and documentation of capital projects completed.	Protocols and procedures are in place for distribution of funds. To date, GSD has distributed $8.5 million for seven projects addressing homelessness in San Joaquin County.	All approved distributions of General Fund, Capital Outlay, and American Rescue Plan Act funds have been made as the respective recipients complete the necessary protocols, including executing a memorandum of understanding with the County.	Distribute funds dedicated by the Board of Supervisors for Homeless Projects as applications are received.	June 2025
Water Management				
Enhance Water Quality	**Initial**	**Current**	**Target**	**Deadline**
Improve the domestic water quality at Micke Grove Regional Park by connecting to the City of Lodi's community water source for potable water. Onsite wells will only be used for irrigation purposes.	100% of water, both domestic and irrigation, is provided by onsite wells.	Preliminary feasibility work has shown that this approach is cost prohibitive and cannot be completed within the prescribed timelines.	Design and begin construction activities to connect to the City of Lodi's domestic water system for potable water needs, and continue use of onsite wells for irrigation.	June 2025

In order to provide water and sewer capacity for future expansion of facilities within Micke Grove Regional Park, GSD plans to improve water quality by upgrading the onsite well system for potable water; and transition from multiple septic systems to an onsite water treatment facility to provide clean water for irrigation purposes.		100% of water, both domestic and irrigation, is provided by onsite wells. All water is currently provided by onsite wells. Planning activities have begun in addition to installation of some upgrades to install new flow meters and pump management systems.	Design and complete construction of an onsite water treatment facility for irrigation purposes and abandon all septic systems in the park. Additionally, upgrade all wells and water systems to allow for future expansion of facilities within the park.	June 2025
Improve Water Storage / Sustainability	**Initial**	**Current**	**Target**	**Deadline**
Reduce irrigation water usage by 7.5% by repairing equipment and installing water-saving technologies.	Approximately 70,000 cubic feet of water.	Parks is using approximately 70,000 cubic feet of water annually.	Approximately 64,750 cubic feet of water.	June 2025

Analysis of Priority Activity

Augment Digitization & Automation – The implementation of these initiatives was delayed due to key staff vacancies in General Services Department (GSD) leadership. Staff will continue to evaluate how to deploy available technologies to streamline processes and improve the experience for customer departments and the public.

Enhance Water Quality – Due to budgetary and time constraints, GSD will not meet its goal of connecting to the City of Lodi's domestic water system by June 2025. Instead, the Department pivoted to design and construct a state-of-the-art onsite water treatment facility that would process wastewater irrigation use and added a new goal as part of the 2024-2025 budget to complete this by June 2025. The water treatment facility would also allow the Department to abandon all septic systems in the park. However, due to budgetary and time constraints related to the American Rescue Plan Act funding, GSD has abandoned the planned onsite water treatment plant at Micke Grove Regional Park.

Instead, the Department will replace all septic systems within the park to increase wastewater capacity and allow for future expansion projects. GSD will require all future building projects to supplement the existing septic system(s) to ensure adequate capacity to meet the increased demand. The Department anticipates that the septic replacement projects will be completed by December 2025, six months after the original deadline. However, GSD will complete the well-system upgrades by the end of May 2025, partially meeting the goal.

At Micke Grove Regional Park, five of the fourteen septic systems have been replaced, one is in good condition, and GSD will evaluate the remaining eight in the coming year. The wells have been updated with variable frequency device pumps to control water flow and pressure loss.

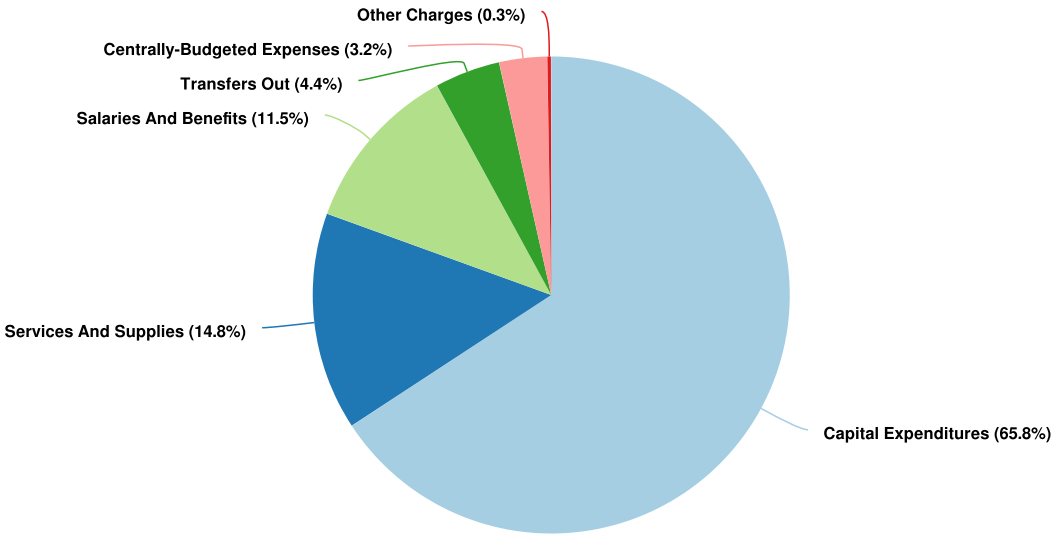
Improve Water Storage / Sustainability – GSD is continuing to invest in its irrigation systems by beginning to install Variable Frequency Devices (VFD) on well pumps to control the speed and power of the well pump motors. This technology reduces energy consumption and water loss. Further, new irrigation lines, sprinklers, control valves, and smart meters have been installed at Micke Grove Regional Park to control water usage and prevent water loss. Similar improvements are planned at community parks in 2025-2026.

Expenditures Summary

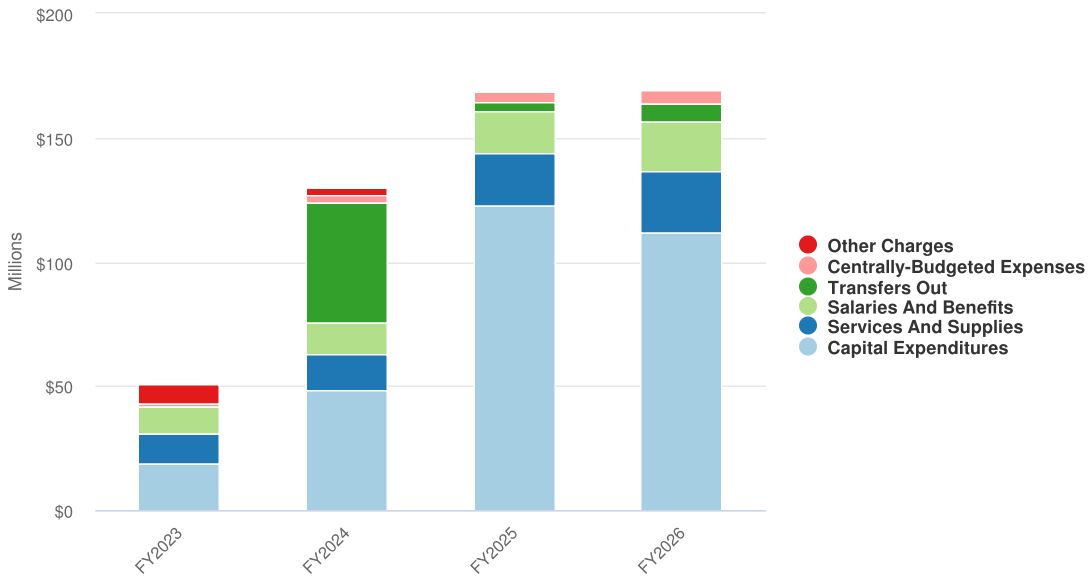
$169,926,423 $940,538
(0.56% vs. prior year)

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



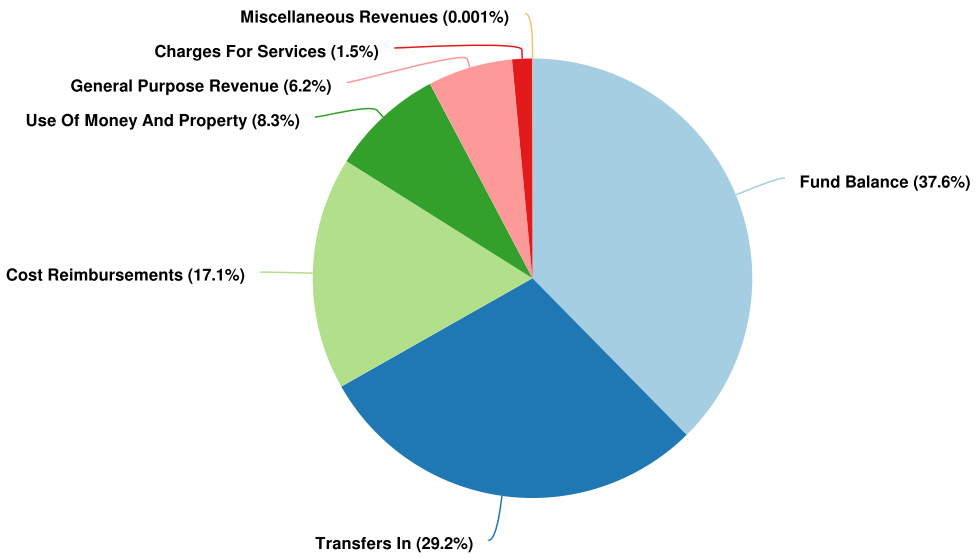
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$10,856,951	$12,874,231	$17,042,844	$19,564,842	14.8%
Services And Supplies	$11,729,785	$14,627,098	$21,343,030	$25,080,365	17.5%
Centrally-Budgeted Expenses	$1,605,635	$2,881,258	$4,138,265	$5,512,445	33.2%
Other Charges	$7,687,745	$3,289,093	$429,876	$449,300	4.5%
Capital Expenditures	$18,995,651	$48,191,823	$122,501,370	$111,773,971	-8.8%
Transfers Out	$0	$48,085,626	$3,530,500	$7,545,500	113.7%
Total Expense Objects:	$50,875,767	$129,949,129	$168,985,885	$169,926,423	0.6%

Funding Summary

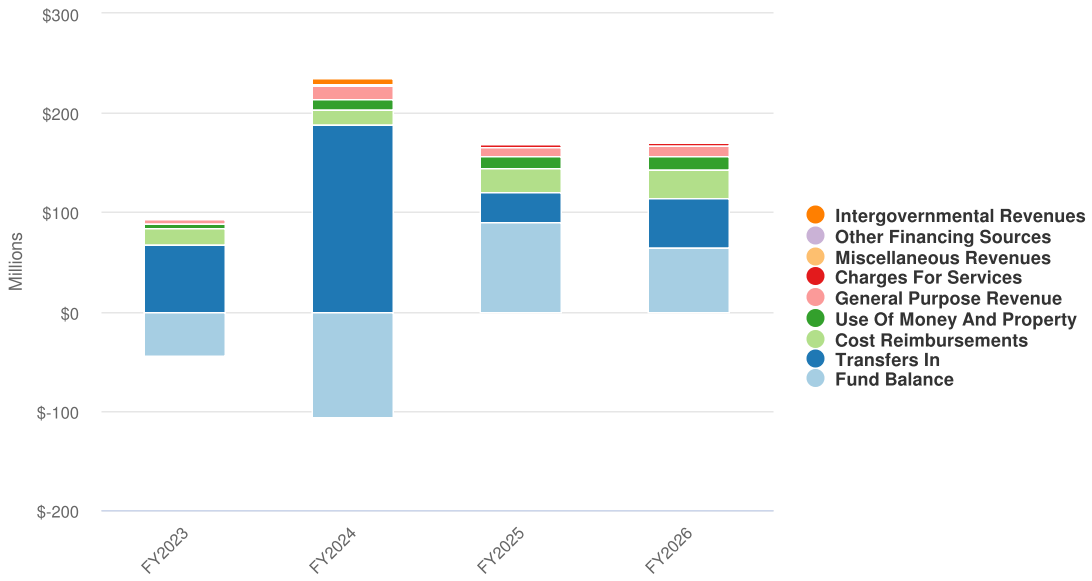
$169,926,423 $940,538
(0.56% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$4,190,151	$10,417,963	$11,422,913	$14,185,699	24.2%
Intergovernmental Revenues	$0	$5,986,448	$235,280	$0	-100%
Charges For Services	$1,782,142	$1,954,558	$2,470,700	$2,518,253	1.9%
Miscellaneous Revenues	$15,109	$309,039	$1,950	$1,950	0%
Transfers In	$67,977,494	$187,846,337	$29,466,273	$49,582,228	68.3%
Other Financing Sources	$56,082	$56,082	$56,084	$0	-100%
Cost Reimbursements	$15,979,766	$15,490,725	$25,309,329	$29,116,819	15%
General Purpose Revenue	$5,027,528	$13,494,314	$9,657,427	$10,586,031	9.6%
Fund Balance	-$44,152,505	-$105,606,336	$90,365,929	$63,935,443	-29.2%
Total Revenue Source:	$50,875,767	$129,949,129	$168,985,885	$169,926,423	0.6%

Organizational Chart

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	129.0	132.0	3.0
Temporary (FTE)	18.7	26.0	7.3
Position Total	147.7	158.0	10.3

General Services Administration



Dan Wirtz
Director of General Services

General Services Administration (#1014000000) provides oversight and direction for the General Services Department (GSD), which includes three divisions: Facilities Management, Capital Projects Administration, and Parks and Recreation.

GSD's vision is to be "valued as a trusted partner, delivering exceptional and reliable services for our customers and the community." Its mission is "to provide sound stewardship of County resources; to provide extraordinary customer service; to plan, organize, and deliver projects and services that support our customers' needs, interests, and priorities; to minimize property damage and personal injury from emergencies; and to develop and maintain clean and safe parks."

Please visit sjgov.org/genser for more information.

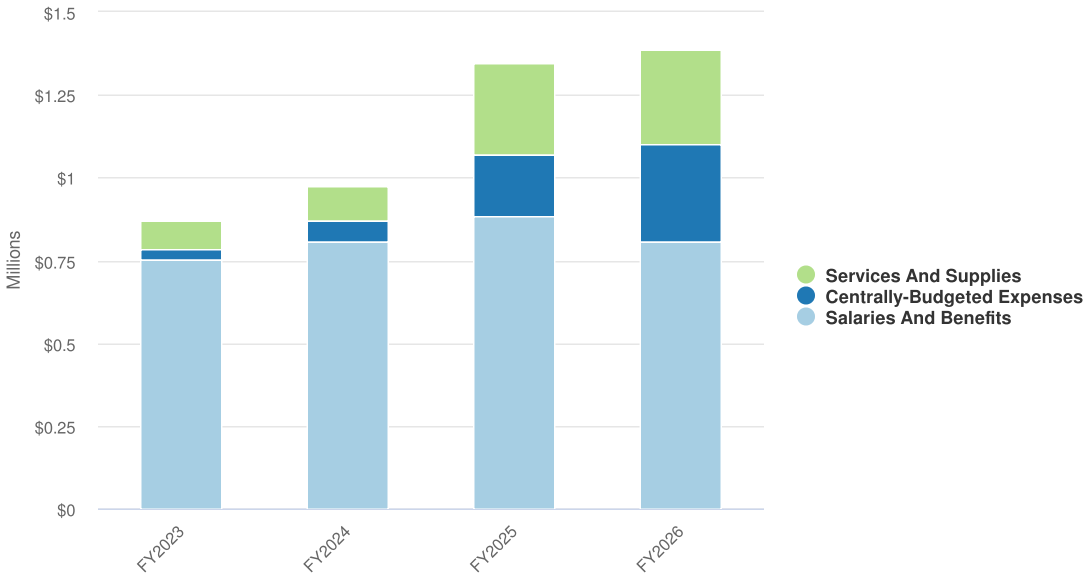
Expenditures Summary

The 2025-2026 Proposed Budget of $1,384,816, is an increase of $39,247 from the 2024-2025 Adopted Budget of $1,345,569. This increase is primarily due to a $102,312 increase in data processing charges, partially offset by salaries and benefits adjustments ($76,993).

$1,384,816 $39,247
(2.92% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$754,500	$807,086	$883,283	$806,290	-8.7%
Services And Supplies	$83,322	$105,259	$277,004	$281,534	1.6%
Centrally-Budgeted Expenses	$31,112	$63,559	$185,282	$296,992	60.3%
Total Expense Objects:	$868,934	$975,904	$1,345,569	$1,384,816	2.9%

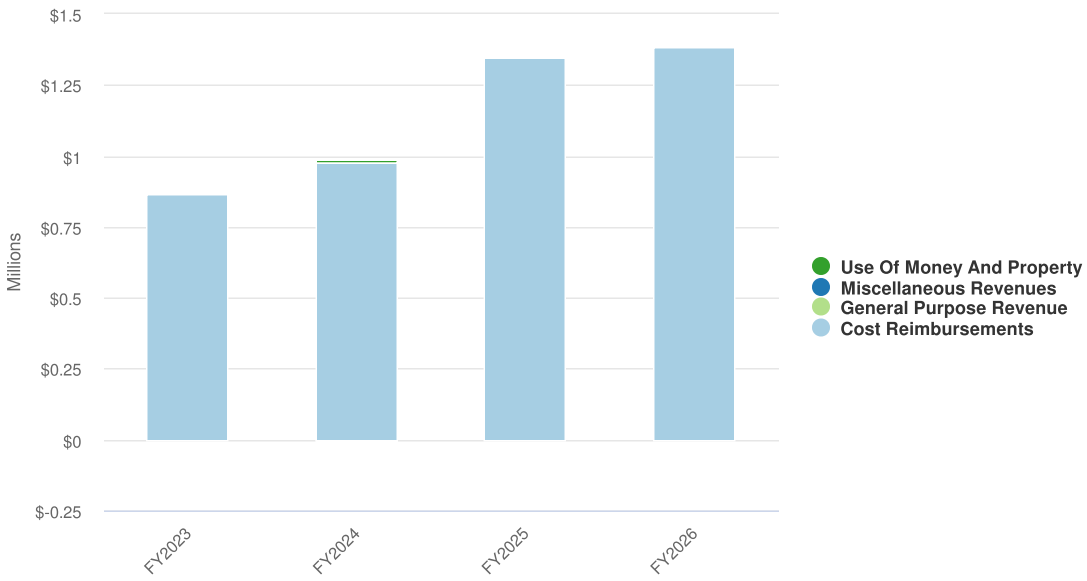
Funding Summary

The 2025-2026 Proposed Budget includes $1,384,816 in cost reimbursements from the three GSD divisions. These costs are allocated to each division according to a distribution formula, which is calculated at 50% based on the number of allocated full-time equivalent positions within each division and 50% based on the budget for each division.

$1,384,816 $39,247
(2.92% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$0	$9,100	$0	$0	0%
Miscellaneous Revenues	$284	$0	$0	$0	0%
Cost Reimbursements	$867,903	$975,723	$1,345,569	$1,384,816	2.9%
General Purpose Revenue	$746	-$8,920	$0	$0	0%
Total Revenue Source:	$868,934	$975,904	$1,345,569	$1,384,816	2.9%

Position Summary

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	3.0	3.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	3.0	3.0	0.0

Program Discussion

GSD provides centralized support for the business objectives of County departments, including facility management services, real estate leasing and acquisition support, energy-related capital projects administration, energy and water conservation, and capital projects administration.

The Department also manages the County's 18-park network, a zoo, and a regional sports complex for the recreation and enjoyment of the public. The Director and Assistant Director, with the support of the Administrative Assistant, provide leadership, supervision, and oversight to the GSD divisions. The administrative overhead costs, including the aforementioned positions, are distributed across all GSD divisions.

General Services Administration Cost Distribution

Budget	Name	Percentage	Allocation
1014300000 / 1040148000	Capital Projects Administration / Public Improvement	42.5%	$589,047
1014200000 / 1040150000	Facilities Management / Energy-Related Capital Projects	37.3%	$516,106
7070300000 / 7070400000	Parks and Recreation / Micke Grove Zoo	20.2%	$279,663
	Total	**100.0%**	**$1,384,816**

Facilities Management



Dan Wirtz
Director of General Services

The Facilities Management Division (#1014200000) provides facility-related services for all County-owned and leased facilities, except San Joaquin General Hospital and Stockton Metropolitan Airport.

The Division is responsible for providing maintenance, repair, and construction services to 425 structures totaling 2,503,220 square feet. Other services include management of major renovations, repair projects to existing structures, property leasing (as lessor and lessee), property management, real property acquisition and sale, water conservation, and energy conservation. Three of the facilities that are maintained are 24-hour custodial facilities.

The Division is also responsible for the County's enterprise security access system and billing for services such as the Hospital Lift Station, French Camp McKinley Fire District, and reclamation districts.

Please visit sjgov.org/genser for more information.

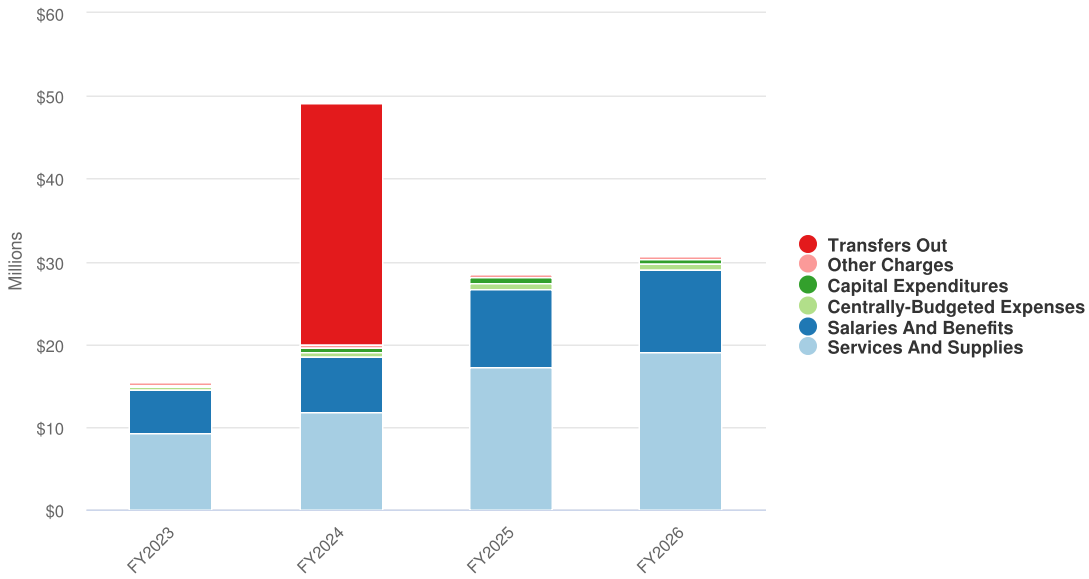
Expenditures Summary

The 2025-2026 Proposed Budget of $30,714,853 is an increase of $2,265,193 from the 2024-2025 Adopted Budget of $28,449,660, primarily due to increased costs for security services ($878,165) and maintenance service requests ($683,382), additional costs for seven positions that were partially funded in 2024-2025 ($402,893), an increase in costs for community center repairs and upgrades ($365,313), salaries and benefits adjustments ($310,809), and a Facilities Management Administrator position added midyear 2024-2025 ($240,970). These increases are partially offset by the transfer of four positions to the Capital Projects Administration budget ($696,838).

$30,714,853 $2,265,193
(7.96% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$5,275,814	$6,564,833	$9,454,903	$9,969,163	5.4%
Services And Supplies	$9,163,680	$11,838,206	$17,157,258	$18,990,845	10.7%
Centrally-Budgeted Expenses	$499,441	$546,043	$797,657	$857,245	7.5%
Other Charges	$388,028	$396,712	$414,477	$427,100	3%
Capital Expenditures	$38,837	$601,334	$625,365	$470,500	-24.8%
Transfers Out	$0	$29,109,569	$0	$0	0%
Total Expense Objects:	$15,365,801	$49,056,698	$28,449,660	$30,714,853	8%

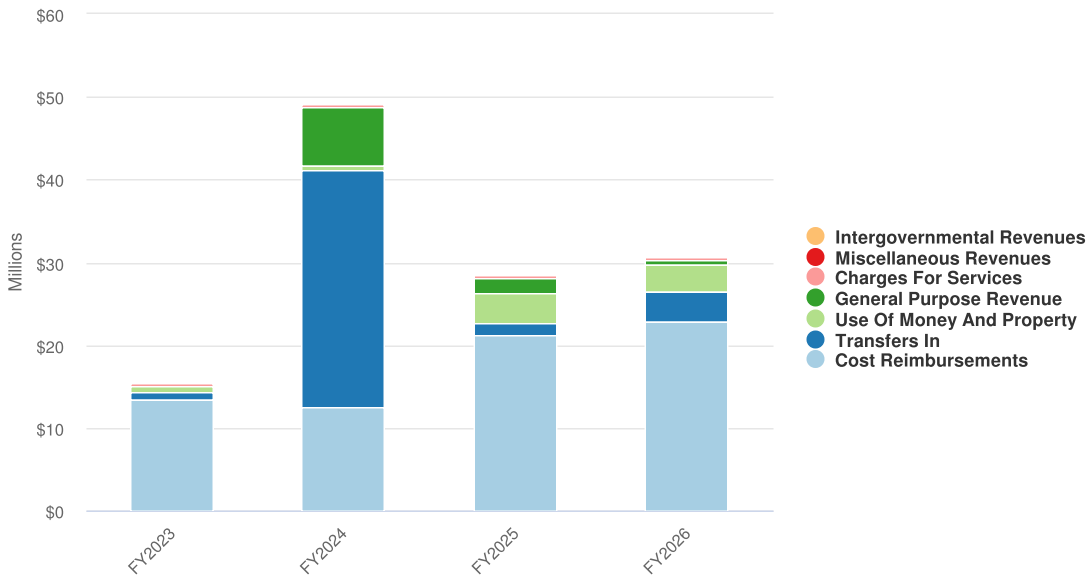
Funding Summary

The 2025-2026 Proposed Budget includes $22,749,921 in cost reimbursements, operating transfers in of $3,748,119 to support Community Center repairs and upgrades, $3,155,023 in rental income, and $705,191 in General Purpose Revenue.

$30,714,853 $2,265,193
(7.96% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$651,876	$562,620	$3,603,320	$3,155,023	-12.4%
Intergovernmental Revenues	$0	$2,000	$0	$0	0%
Charges For Services	$242,534	$272,238	$362,121	$356,599	-1.5%
Miscellaneous Revenues	$0	$5,777	$0	$0	0%
Transfers In	$960,000	$28,572,140	$1,501,600	$3,748,119	149.6%
Cost Reimbursements	$13,349,367	$12,487,380	$21,223,162	$22,749,921	7.2%
General Purpose Revenue	$162,024	$7,154,541	$1,759,457	$705,191	-59.9%
Total Revenue Source:	$15,365,801	$49,056,698	$28,449,660	$30,714,853	8%

Organizational Chart

The 2025-2026 Proposed Budget includes one Facilities Management Administrator position added midyear 2024-2025 (R-24-166). The 2025-2026 Proposed Budget also includes the transfer of four positions to the Capital Projects Administration budget (#1014300000), one Administrative Assistant I, one Management Analyst II, one Engineering Program Manager, and one Energy Manager, and the addition of one Storekeeper I position to assist with procurement, inventory management, and delivery.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	71.0	68.0	(3.0)
Temporary (FTE)	3.3	3.3	0.0
Position Total	74.3	71.3	(3.0)

Program Discussion

The Board of Supervisors approved an update to the San Joaquin County Ten-Year Facilities Master Plan on May 18, 2021 (B-21-294), which guides the effective use of current County facilities and plans for the development of future facilities. The Master Plan update included the development of new County space planning standards for more efficient utilization of available space.

In 2025-2026, Facilities Management will continue to review and assess County facilities to identify building capacities and deficiencies. This process will include the ongoing effort to accurately inventory buildings and square footage of space occupied by the County, including County-owned and County-leased facilities. Additionally, Facilities Management will continue to review the preventative maintenance program as part of a strategic effort to identify and maximize the life cycle of County buildings and systems.

Property Management

Facilities Management's Property Management team will complete the acquisition of the building located at 400 E. Main Street in Stockton. The acquisition of this building will provide additional office space for County departments that are currently leasing facilities. In 2024-2025, the Property Management team acquired a 67.25-acre property at 3737 and 3801 N. Wilson Way in Stockton (B-24-697), providing options to address future County facility needs such as the relocation of the Hazelton Campus.

ARPA Funded Community Center Upgrades

In 2024-2025, Facilities Management completed the Community Center flooring replacement and kitchen upgrades. Community Center projects in 2025-2026 will include parking lot and walkway repairs, security upgrades, and other improvements. The 2025-2026 Proposed Budget includes $1,616,913 for ARPA-funded projects.

Allocated Position Changes

The 2025-2026 Proposed Budget combines the Facilities Management team responsible for energy and water-related capital projects with the existing Capital Projects Administration staff. The work completed by these two teams is closely related, and consolidating them within the Capital Projects Administration budget will create a synergistic relationship.

Utilities

Facilities Management will continue to focus on energy efficiency and utility cost management for County-owned and leased facilities. In recent years, the County has seen significant cost increases from local utility providers. Facilities Management continues proactively working with the County's utility service providers to review historical usage data and analyze trends, identify best management practices, and implement cost-effective energy efficiency measures.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Number of Structures	418	418	419	422
Square Footage	2,052,678	2,052,678	2,102,678	2,562,102
Maintenance Work Orders	21,189	18,663	19,387	19,746
Major Repairs & Renovations	16	18	28	21
Service Requests	475	739	642	619
Leases Negotiated/Renewed	6	14	16	11

Capital Projects Administration



Dan Wirtz
Director of General Services

The General Services Department (GSD) manages and coordinates capital improvements. Staffing and other project-related administrative costs are included in the Capital Projects Administration budget (#1014300000). Staff duties include project planning, contract negotiation and monitoring, construction management, and fiscal administration.

Please visit sjgov.org/genser for more information.

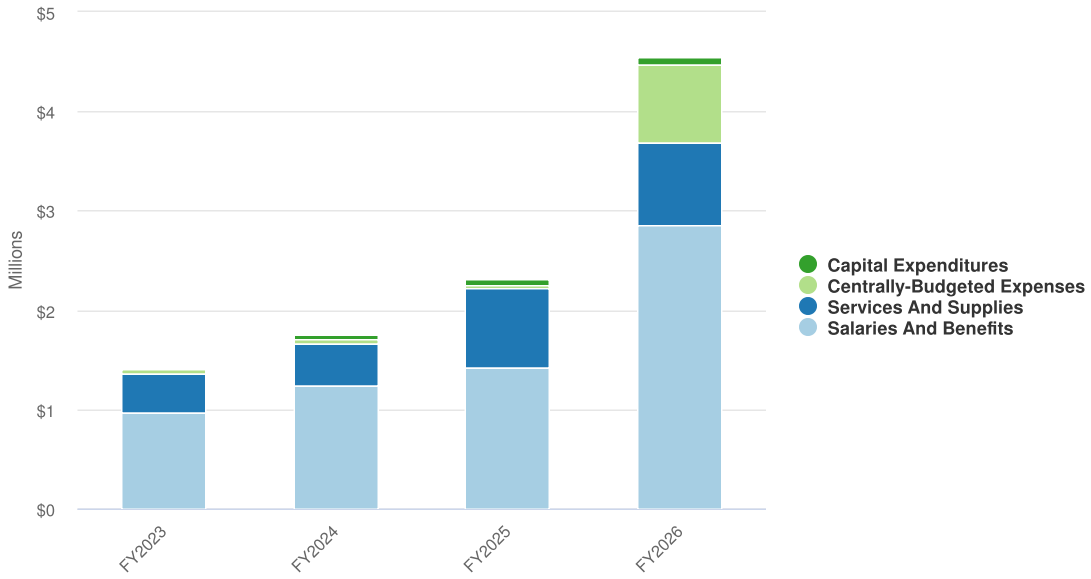
Expenditures Summary

The 2025-2026 Proposed Budget of $4,545,019 is an increase of $2,238,597 from the 2024-2025 Adopted Budget of $2,306,422, primarily due to the transfer of four positions from the Facilities Management budget ($696,838), the midyear addition of four positions in 2024-2025 ($649,725), and Cost Allocation Plan adjustments ($680,746).

$4,545,019 **$2,238,597**
(97.06% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$963,800	$1,246,012	$1,420,278	$2,852,643	100.9%
Services And Supplies	$395,955	$419,706	$794,693	$832,785	4.8%
Centrally-Budgeted Expenses	$43,997	$43,436	$31,451	$784,591	2,394.6%
Capital Expenditures	$0	$42,518	$60,000	$75,000	25%
Total Expense Objects:	$1,403,752	$1,751,672	$2,306,422	$4,545,019	97.1%

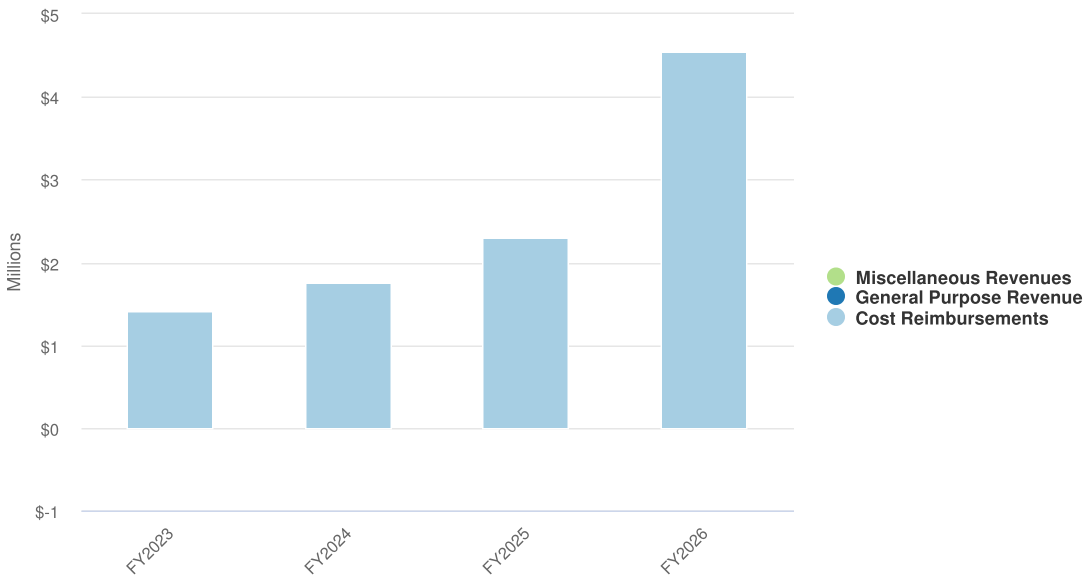
Funding Summary

The 2025-2026 Proposed Budget includes $4,545,019 in cost reimbursements for project administration from the Public Improvement budget (#1040148000).

$4,545,019 $2,238,597
(97.06% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budgeted	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Miscellaneous Revenues	$0	$11	$0	$0	0%
Cost Reimbursements	$1,401,859	$1,751,672	$2,306,422	$4,545,019	97.1%
General Purpose Revenue	$1,893	-$11	$0	$0	0%
Total Revenue Source:	$1,403,752	$1,751,672	$2,306,422	$4,545,019	97.1%

Organizational Chart

The 2025-2026 Proposed Budget includes four Capital Projects Management Specialist III positions added midyear 2024-2025 (R-24-146). The 2025-2026 Proposed Budget also includes the transfer of four positions, one Administrative Assistant I, one Management Analyst II, one Engineering Program Manager, and one Energy Manager, from the Facilities Management budget (#1014200000) for a total of 17 full-time positions.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	13.0	17.0	4.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	13.0	17.0	4.0

Program Discussion

Planned projects in 2025-2026 include continued work on outstanding and new projects related to existing facilities and major new construction. A comprehensive listing of planned projects is included in the Public Improvement budget (#1040148000). The proposed work program identifies the primary capital investment priorities for 2025-2026. As resources allow, and subject to the approval of the Capital Review Committee, Capital Projects Administration may also provide reimbursable project management assistance for direct charge to County department projects not included in the 2025-2026 Public Improvement budget.

Allocated Position Changes

At the request of General Services, the Human Resources Division (HR) conducted a classification study of the positions assigned to the Capital Projects Administration budget. It determined that General Services required an advanced journey-level position in the Capital Projects Management Specialist series. The Board approved the recommended Capital Projects Management Specialist III classification on June 4, 2024, and allocated four positions effective July 1, 2024. Incumbents are responsible for planning and carrying out various complex capital project assignments, resolving conflicts, and interpreting policies independently.

The 2025-2026 Proposed Budget also combines the Facilities Management team responsible for energy and water-related capital projects with the existing Capital Projects Administration staff. The work completed by these two teams is closely related, and consolidating them within the Capital Projects Administration budget will create a synergistic relationship.

Job Order Contracting

In 2024-2025, Capital Projects Administration estimates 36 projects totaling $31.7 million will be completed, in progress, or initiated during Year 9 of the Job Order Contracting (JOC) Program. On May 13, 2025, the Board of Supervisors awarded six master construction contracts for Year 10 of the JOC Program (R-25-62). Under this program, the County may use JOC contractors to perform qualified individual projects during a one-year period.

The JOC Program has allowed GSD and other County departments to complete projects cost-effectively, timely, and collaboratively. Other procurement methods, such as the traditional bid process and Purchasing and Support Services' Uniform Public Construction Cost Accounting Act process, will continue to be utilized.

Public Improvement



Dan Wirtz
Director of General Services

The Public Improvement budget (#1040148000) funds new construction, building alterations, property acquisition, park improvements, facility planning, and major maintenance or equipment replacement projects. Project phases typically include scope development and programming, design/engineering, solicitation and award of bids, construction, and project acceptance.

Completion time for a capital project may be longer than a fiscal year, depending on the complexity and magnitude. Funding is re-budgeted at the end of the fiscal year for multiyear projects that are still in progress or projects that have been contractually obligated to complete work in the new fiscal year. As a result, the budget includes appropriations re-budgeted from the prior fiscal year and new appropriations supported with either project-specific revenue or discretionary funding.

Following the close of the fiscal year, adjustments may be required to reconcile budgeted amounts with actual revenues and expenditures incurred during the prior fiscal year. This budget narrative includes projects administered by the General Services Department.

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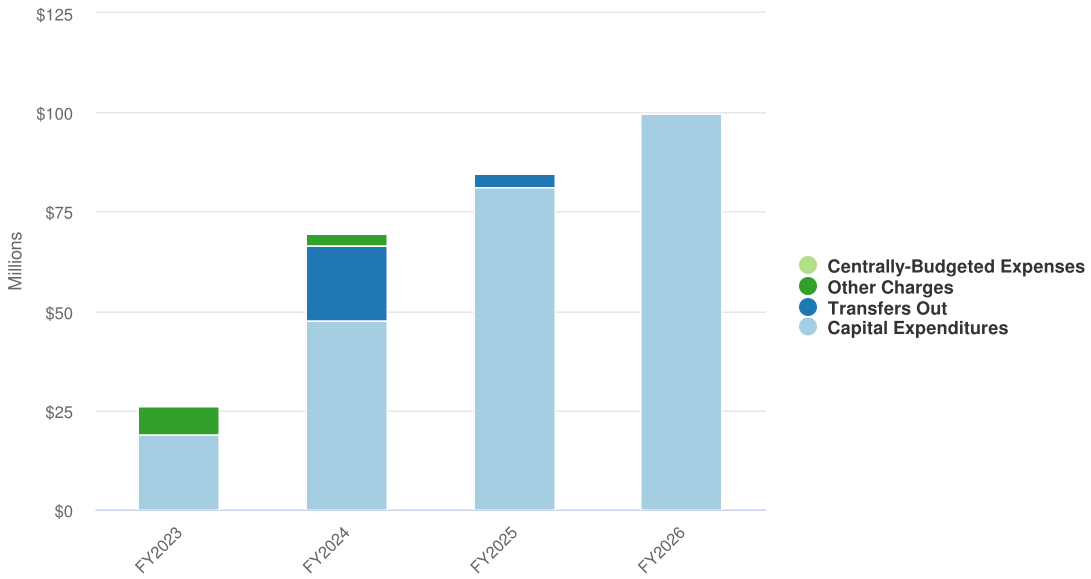
Expenditures Summary

The 2025-2026 Proposed Budget of $99,541,104 is an increase of $14,950,477 from the 2024-2025 Adopted Budget of $84,590,627, primarily due to the SJ BeWell South Campus project ($45,650,000), partially offset by projects scheduled for completion and final close-out in 2025-2026, including the 6 S. El Dorado Street Tenant Improvements for the District Attorney's Office ($17,148,699), the Senate Bill 1022 Dorothy J. Heisler Detention and Programs Facility ($11,212,920), and the Morgue/Medical Examiner Facility Replacement ($6,044,819).

$99,541,104 **$14,950,477**
(17.67% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Centrally-Budgeted Expenses	$112,150	$80,023	$0	$0	0%
Other Charges	$7,294,849	$2,890,807	$0	$0	0%
Capital Expenditures	$18,763,852	$47,434,757	$81,310,127	$99,541,104	22.4%
Transfers Out	$0	$18,976,057	$3,280,500	$0	-100%
Total Expense Objects:	$26,170,851	$69,381,644	$84,590,627	$99,541,104	17.7%

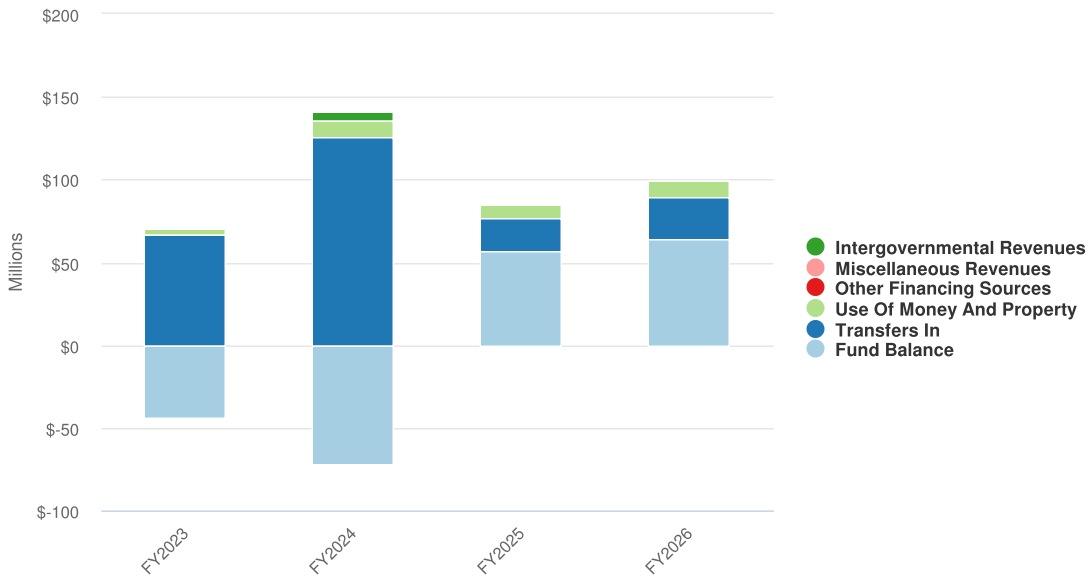
Funding Summary

The 2025-2026 Proposed Budget includes the use of $64,086,628 in Capital Outlay Fund (#37004) balance. Projects will also be funded by operating transfers in from departments ($20,525,000), interest earnings ($10,000,000), and Tobacco Settlement funds ($4,900,000).

$99,541,104 $14,950,477
(17.67% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$3,537,172	$9,845,465	$7,818,393	$10,029,476	28.3%
Intergovernmental Revenues	$0	$5,984,448	$0	$0	0%
Miscellaneous Revenues	$525	$150,327	$0	$0	0%
Transfers In	$66,729,577	$125,463,141	$19,584,819	$25,425,000	29.8%
Other Financing Sources	$56,082	$56,082	$56,084	$0	-100%
Fund Balance	-$44,152,505	-$72,117,819	$57,131,331	$64,086,628	12.2%
Total Revenue Source:	$26,170,851	$69,381,644	$84,590,627	$99,541,104	17.7%

Program Discussion

The General Services Department (GSD) completed 22 projects totaling approximately $10.9 million in 2024-2025, and the 2025-2026 Proposed Budget includes 20 projects totaling $99.5 million. Projects include continued work on outstanding and planned projects related to existing facilities and major new construction. Criteria for allocating capital outlay funds to a project include safety and security implications; potential reductions in maintenance, utility, and/or operating costs; programmatic justification; and the availability of departmental matching funds.

New Construction & Facility Planning ($84.5 million)

- **Capital Projects Planning and Development** – To fund project pre-planning expenses as directed or authorized.
- **Old Court House Demolition (222 E. Weber Avenue)** – To fund design, engineering, and demolition costs associated with demolishing the existing facility located at 222 E. Weber Avenue.
- **Public Defender's Office Facility** – To fund design and engineering costs associated with a new office for the Public Defender.
- **Registrar of Voters New Facility** – To fund design and engineering costs associated with a new facility for the Registrar of Voters.
- **Safe Camping** – To fund design, engineering, and construction costs associated with establishing a safe camping area.
- **San Joaquin Be Well Campus Project** – To fund design, engineering, and construction costs associated with the new Be Well South Campus.
- **Sheriff's Office Training Facility** – To fund design, engineering, and construction costs associated with a pre-engineered metal facility for departmental training objectives as identified in the Facility Master Plan.
- **Solid Waste Transfer Station Replacement** – To fund design, engineering, and construction costs associated with a replacement facility for the Lovelace Transfer Station for the Public Works Department.

Existing Facilities ($15.0 million)

- **Capital Projects Contingency** – Contingency funding for approved existing facilities projects is calculated at 5% of project costs.
- **Countywide Unanticipated Major Repairs** – To fund unanticipated or emergency major repairs to County buildings, structures, and grounds.
- **Health Care Services LED Billboard** – To fund the installation of an LED billboard near San Joaquin General Hospital and I-5.
- **Information Systems Division Thornton Radio Tower Improvements** – To fund the design, engineering, and construction costs associated with the repair and elevation of the Thornton Radio Tower to protect it from floodwaters.
- **Mary Graham Children's Shelter Roof Replacement** – To fund the design, engineering, and construction costs of roof replacements for Cottage A and B.
- **Micke Grove Zoo East End Improvements Phase II (Construction)** – To fund the construction of the Micke Grove Zoo East End exhibits and holding quarantine area.
- **Micke Grove Zoo Electrical Upgrade** – To fund the construction costs for the final phase of an electrical upgrade at Micke Grove Zoo.
- **Mount Oso Radio Tower Improvements** – To increase funding for the construction costs of improvements to the radio tower facility.
- **Parkin Park Playground** – To fund the design and construction of a new playground at an existing park site in Victor (Parkin Park).
- **Pre-Acquisition Property Assessments** – To fund assessments of property that the County might consider acquiring.
- **Sheriff's Office Security Cameras Phase III** – To fund continuing construction costs of the replacement/conversion of cameras from analog to digital.
- **Underground Storage Tank Remediation** – To fund underground fuel storage tank monitoring and remediation required by regulatory agencies at the Human Services Agency.

2025-2026 Appropriations	Capital Outlay Funding	Department/ Grant Funding	County Facilities Fees (CFF)	Total 2025-2026 Proposed
New Construction & Facility Planning				
Capital Projects Planning & Development	$750,000			$750,000
Old Court House Demolition (222 E. Weber Avenue)	6,000,000			6,000,000
Public Defender Facility	1,000,000			1,000,000
Registrar Of Voters New Facility	1,000,000			1,000,000
Safe Camping	3,000,000			3,000,000
San Joaquin Be Well Campus Project	25,900,000	$19,750,000		45,650,000
Sheriff's Office Training Facility	26,130,304			26,130,304
Solid Waste Transfer Station Replacement	1,000,000			1,000,000

2025-2026 Appropriations	Capital Outlay Funding	Department/ Grant Funding	County Facilities Fees (CFF)	Total 2025-2026 Proposed
Total New Construction & Facility Planning	**$64,780,304**	**$19,750,000**	**$0**	**$84,530,304**
Existing Facilities				
Capital Projects Contingency	$714,800			$714,800
Countywide Unanticipated Major Repairs	1,000,000			1,000,000
Health Care Services LED Billboard	450,000			450,000
ISD Thornton Radio Tower Improvements	200,000			200,000
Mary Graham Children's Shelter Roof Replacement	562,000	$775,000		1,337,000
Micke Grove Zoo East End Improvements Phase II (Construction)	2,320,000			2,320,000
Micke Grove Zoo Electrical Upgrade	750,000			750,000
Mount Oso Radio Tower Improvements	300,000			300,000
Parkin Park Playground	207,000			207,000
Pre-Acquisition Property Assessments	300,000			300,000
Sheriff's Office Security Cameras Phase III	7,182,000			7,182,000
Underground Storage Tank Remediation	250,000			250,000
Total Existing Facilities & Park Projects	**$14,235,800**	**$775,000**	**$0**	**$15,010,800**
Public Improvement Budget	**$79,016,104**	**$20,525,000**	**$0**	**$99,541,104**

Encumbrances Carried Forward from 2024-2025 ($74.5 million)

- **400 E. Main Acquisition** – To fund the costs associated with purchasing the property at 400 E. Main Street in Stockton.
- **Micke Grove Zoo Electrical Upgrade** – To fund the design, engineering, and construction costs for the final phase of an electrical upgrade at Micke Grove Zoo.
- **Parks Improvements - American Rescue Plan Act (ARPA)** – To fund various Parks Projects supported by ARPA funding.
- **Sheriff's Office Training Facility** – To fund design, engineering, and construction costs associated with a pre-engineered metal facility for departmental training objectives as identified in the Facility Master Plan.

Interest earnings, rents, Tobacco Settlement funds, departmental reimbursements, and fund balance support Capital Outlay Fund projects. The estimated unencumbered fund balance at the beginning of 2025-2026 is approximately $191.8 million.

The General Services Department recommends that approximately $53.2 million of the projected Capital Outlay Fund balance not be appropriated in the 2025-2026 Proposed Budget. The table below reflects fund designations through June 30, 2026.

Capital Outlay Fund Balance Designations	Approx. $ Million
Health care facilities including the 2025-2026 allocation of $3.5 million of Tobacco Settlement funds	*$0.6*
Parks and Recreation projects	*3.0*
Remaining uncommitted funding	*49.6*
Projected June 30, 2026 Fund Balance	**$53.2**

Tobacco Settlement Funds

Per Board policy, Tobacco Settlement funds are allocated 50% for health care facilities and 20% for capital improvements. See Tobacco Settlement budget (#1010805000). Of the 30% remaining, 20% is allocated to the Information Systems Division - Internal Service Fund (#8240000000) and 10% for Public Works - Delta Activities (#2023070000). For 2025-2026, this represents $3,500,000 for future health care facilities costs and $1,400,000 for Capital Improvement projects, a decrease of $1,820,000 from the previous year.

County Facilities Fee (CFF) Program

On June 14, 2005, the Board of Supervisors adopted the CFF Program (R-05-314) in accordance with Government Code Section 66000. The purpose of the CFF Program is to finance regional capital facilities throughout the County used by the residents and businesses within each city and the unincorporated area and to ensure that new development pays its proportional share for these improvements. Fees collected through the CFF Program can only offset the growth-related portion of the costs of County public facilities. As of March 31, 2025, the County Facilities Fee Program Special Revenue Fund (#21094) balance was $54,669,547. CFF Program funding is calculated based on the growth-related portions of the respective projects. No CFF Program funding is included in the 2025-2026 Proposed Budget.

Long-term Debt Financing

On February 1, 2022, the Board of Supervisors adopted a resolution (R-22-30) declaring the intent to finance projects with proceeds from the sale of revenue bonds, certificates of participation, or other forms of indebtedness by the San Joaquin County Public Facilities Financing Corporation. The County has no current plans to issue debt; however, the resolution is in place should the County decide to pursue financing during 2025-2026.

Funding Analysis

Funding for the Public Improvement budget is derived from a combination of the Capital Outlay Fund balance and revenue sources outlined below.

Funding Description	2024-2025 Adopted	2025-2026 Proposed	Increase / (Decrease)
Interest Earnings			
Capital Outlay Fund	$7,500,000	$10,000,000	$2,500,000
Total Interest Earnings	**$7,500,000**	**$10,000,000**	**$2,500,000**
Rents			
Veterans Affairs Clinic	$318,393	$29,476	($288,917)
Total Rents	**$318,393**	**$29,476**	**($288,917)**
Repayments			
Klein Property Purchase	$56,084	$0	($56,084)
Total Repayments	**$56,084**	**$0**	**($56,084)**
Operating Transfers In			
County Facilities Fees	$6,044,819	$0	($6,044,819)
Emergency Medical Services	4,520,000	0	(4,520,000)
General Fund	24,789,926*	0	(24,789,926)
Health Care Services Department	0	19,750,000	19,750,000
Human Services Agency	1,750,000	775,000	(975,000)
Information Systems Division	550,000	0	(550,000)
Local Tobacco Settlement	6,720,000	4,900,000	(1,820,000)
Total Operating Transfers	**$44,374,745**	**$25,425,000**	**($18,949,745)**
Use of Fund Balances			
Capital Outlay Fund	$32,341,405	$64,086,628	$31,745,223
Total Funding Available	**$84,590,627**	**$99,541,104**	**$14,950,477**

**Recategorized from Use of Fund Balances to Operating Transfer from General Fund, as adopted in the 2024-2025 Operating Transfers (#1010804000) budget.*

Fund Balance

Capital Outlay Fund

The Capital Outlay Fund (#37004) is the operating fund for the Public Improvement budget. As of March 31, 2025, the balance was $285,558,366. The 2025-2026 Proposed Budget uses $64,086,628 of fund balance.

Energy-Related Capital Projects



Dan Wirtz
Director of General Services

The Energy-Related Capital Projects budget (#1040150000) provides funding for construction, upgrades, installation of energy-saving capital projects, and water conservation efforts for County facilities. The budget was new for 2024-2025 and reflects a change in accounting for projects previously included in the Facilities Management budget (#1014200000), to improve the tracking and reporting for energy-related capital projects.

Completion of capital projects may span multiple fiscal years, depending on the complexity and scope of the project. Funding is re-budgeted at the end of the fiscal year for multiyear projects that are still in progress. As a result, the budget includes appropriations re-budgeted from the prior fiscal year and new appropriations supported with either project-specific revenue or Capital Outlay funding.

Please visit sjgov.org/genser for more information.

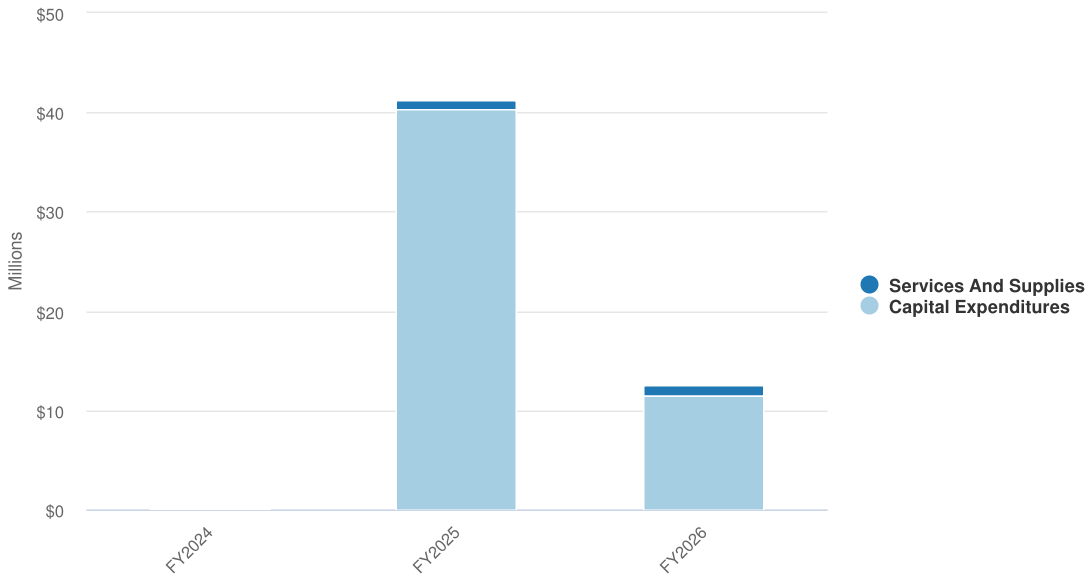
Expenditures Summary

The 2025-2026 Proposed Budget of $12,538,630 is a decrease of $28,632,248 from the 2024-2025 Adopted Budget of $41,170,878, primarily due to decreases in capital expenditures for solar installation projects ($26,696,167) and solar panel procurements completed in 2024-2025 ($2,273,711). The General Services Department (GSD) will request the Auditor-Controller encumber any unused funds at the end of 2024-2025 to support the completion of 14 solar projects in 2025-2026.

$12,538,630 **-$28,632,248**
(-69.54% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$0	$121,052	$800,000	$1,100,000	37.5%
Capital Expenditures	$0	$0	$40,370,878	$11,438,630	-71.7%
Total Expense Objects:	$0	$121,052	$41,170,878	$12,538,630	-69.5%

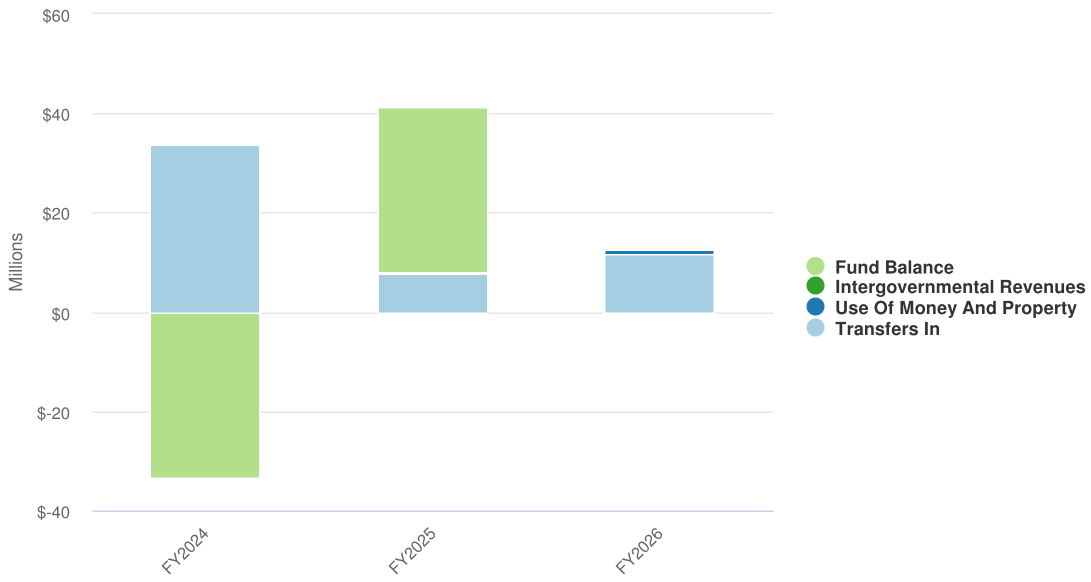
Funding Summary

The 2025-2026 Proposed Budget is primarily funded by operating transfers totaling $11,689,815, including $6,200,000 from the Parks Capital Outlay Fund (#37006), $4,057,480 from the Tax Resource Fund (#10113), and $1,432,335 from the Capital Outlay Fund (#37004).

$12,538,630 **-$28,632,248**
(-69.54% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$0	$0	$0	$1,000,000	N/A
Intergovernmental Revenues	$0	$0	$235,280	$0	-100%
Transfers In	$0	$33,609,569	$7,701,000	$11,689,815	51.8%
Fund Balance	$0	-$33,488,517	$33,234,598	-$151,185	-100.5%
Total Revenue Source:	$0	$121,052	$41,170,878	$12,538,630	-69.5%

Program Discussion

On October 24, 2023, the Board of Supervisors approved the commitment of $46.7 million to fund energy-related capital projects for fiscal years 2023-2024 through 2025-2026. This included an increase in appropriations in the 2023-2024 General Services, Facilities Management budget (#1014200000) of $29.2 million to fund the installation of twelve solar projects, costs associated with the addition of a Management Analyst I-II and other administrative costs; supported by the transfer of funds from the Capital Outlay Fund (#37004), County Facilities Fee Program Fund (#21094), Tax Resource Fund (#10113) and the Contingency Provision budget (#1019000000), in the amount of $29.2 million (B-23-560).

Subsequently, on March 12, 2024, the Board of Supervisors approved the creation of a new interest-bearing capital fund, entitled Energy-Related Capital Outlay Fund (#37005), and authorized the transfer of this $29.2 million from the Facilities Management budget (#1014200000) to the new Energy-Related Capital Outlay Fund (#37005) (B-24-135).

On April 9, 2024, the Board of Supervisors approved the transfer of $4.5 million in previously committed American Rescue Plan Act (ARPA) funds from the Capital Outlay Fund (#37004) to the Energy-Related Capital Outlay Fund (#37005) for water and sewer infrastructure upgrades at Micke Grove Regional Park, water system upgrades at Shumway Oak Grove Regional Park, and solar installation projects at the Boggs Tract, Garden Acres, Kennedy, Northeast, and Taft Community Centers (B-24-165).

On September 10, 2024, the Board of Supervisors approved the transfer of $2.2 million from the Capital Outlay Fund (#37004) and $3.0 million from the Tax Resource Fund (#10113) to fund Heating, Ventilation, and Air Conditioning (HVAC) replacement projects in four County-owned facilities (B-24-491). The amounts transferred were in keeping with the Board's commitment to provide $46.7 million in energy-related capital projects through 2025-2026.

The 2025-2026 Proposed Budget includes an additional $5.5 million in committed funds in the form of transfers from the Capital Outlay Fund (#37004) in the amount of $1,432,335 and the Tax Resource Fund (#10113) in the amount of $4,057,480. The 2025-2026 work plan includes additional HVAC replacements, solar installations, and water and sewer capital projects.

The Energy-Related Capital Projects budget will be used for energy conservation and water conservation capital projects as follows:

2025-2026 Capital Expenditures Appropriations	Energy-Related Capital Outlay	Department/Grant Funding	Total FY2026 Proposed
Energy-Related Projects			
Capital Projects Contingency	$1,726,778	$0	$1,726,778
HVAC Replacements	3,511,852	0	3,511.852
Total Energy-Related Projects	**$5,238,630**	**$0**	**$5,238,630**
Water/Sewer Projects			
Parks - Smart Restroom Installations	$0	$3,000,000	$3,000,000
Parks - Irrigation Upgrades	0	3,200,000	3,200,000
Total Water/Sewer Projects	**$0**	**$6,200,000**	**$6,200,000**
Energy-Related Capital Projects Budget	**$5,238,630**	**$6,200,000**	**$11,438,630**

Energy-Related Capital Outlay Fund (#37005)	2023-2024 Actual	2024-2025 Adopted	2025-2026 Proposed	Total Funds Available
Sources of Funds				
ARPA Funds	$4,500,000	$0	$0	$4,500,000
Capital Outlay Fund (#37004)	14,404,784	3,280,500	1,432,335	19,117,619
County Facilities Fee Fund (#21094)	5,626,337	0	0	5,626,337
Department/Grant Funding	0	840,000	6,200,000	7,040,000
Tax Resource Fund (#10113)	9,078,448	3,580,500	4,057,480	16,716,428
Voucher Program Grant Funds	0	235,280	0	235,280
Interest Income	0	0	1,000,000	1,000,000

Energy-Related Capital Outlay Fund (#37005)	2023-2024 Actual	2024-2025 Adopted	2025-2026 Proposed	Total Funds Available
Total Funds Available	**$33,609,569**	**$7,936,280**	**$12,689,815**	**$54,235,664**
Use of Funds				
Services and Supplies	$0	$800,000	$1,100,000	$1,900,000
Capital Expenditures	121,052	40,370,878	11,438,630	51,930,560
Total Expenditures	**$121,052**	**$41,170,878**	**$12,538,630**	**$53,830,560**
Projected Fund Balance June 30, 2026				**$405,104**

Fund Balance

Energy Related Capital Outlay Fund

The Energy-Related Capital Outlay Fund (#37005) is the operating fund for the Energy-Related Capital Projects budget. As of March 31, 2025, the fund balance was $35,441,801. A contribution to fund balance of $151,185 is budgeted for 2025-2026.

Capital Outlay Fund

As of March 31, 2025, the Capital Outlay Fund (#37004) balance was $285,558,366. The 2025-2026 Energy-Related Capital Projects budget includes an operating transfer in of $1,432,335 from this fund.

County Facilities Fee Program Fund

As of March 31, 2025, the County Facilities Fee Program Special Revenue Fund (#21094) balance was $54,669,547. This fund contributed $5,626,337 in 2023-2024 to the Energy-Related Capital Projects budget. No transfers are budgeted in 2025-2026.

Tax Resource Fund

As of March 31, 2025, the Tax Resource General Fund Special Account (#10113) balance was $7,053,829. The 2025-2026 Energy-Related Capital Projects budget includes an operating transfer in of $4,057,480 from this fund.

Parks Capital Outlay Fund

The 2025-2026 Energy-Related Capital Projects budget includes an operating transfer in of $6,200,000 from the Parks Capital Outlay Fund (#37006), further discussed in the Parks and Recreation (#7070300000) budget narrative.

Airpark 599



Sandy Regalo
County Administrator

Airpark 599 (#1014400000) is an approximately 275-acre industrial warehouse, distribution, and logistics development project with a small commercial component located on County-owned land adjacent to the Stockton Metropolitan Airport.

This public-private partnership involves an initial County capital contribution and land, combined with the development expertise and capital contribution of the County's development partner, Catellus Stockton, LLC (Catellus). On October 6, 2020, the Board of Supervisors approved the Amended and Restated Master Development Agreement (MDA) with Catellus (B-20-582).

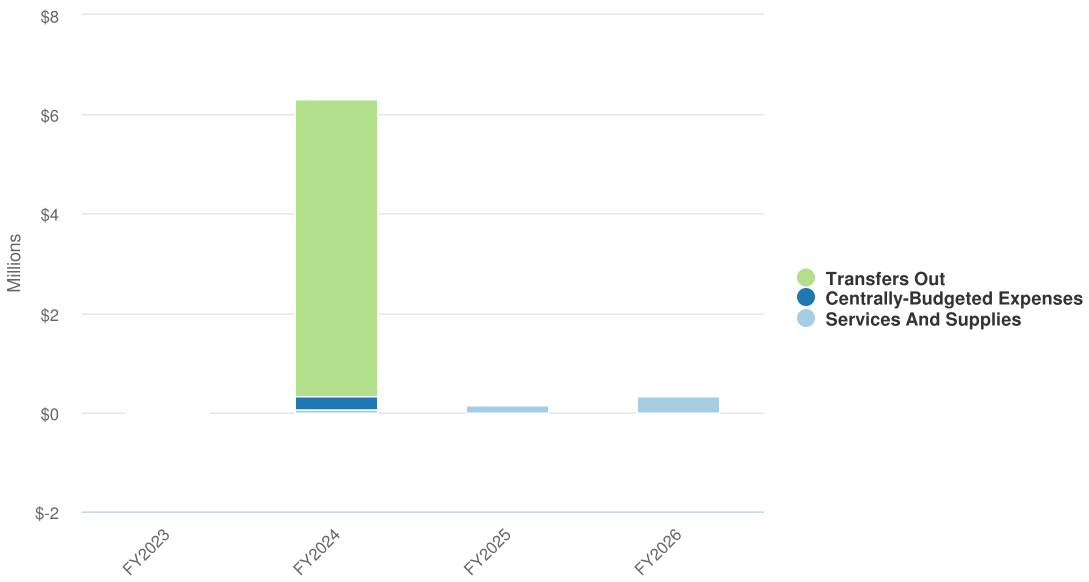
Expenditures Summary

The 2025-2026 Proposed Budget of $362,272 is an increase of $203,061 from the 2024-2025 Adopted Budget of $159,211, primarily due to an increase in costs for professional services associated with a potential bond issuance ($165,000) and Cost Allocation Plan adjustments ($38,061).

$362,272 $203,061
(127.54% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$24,610	$67,206	$160,000	$325,000	103.1%
Centrally-Budgeted Expenses	$4,230	$244,701	-$789	$37,272	-4,824%
Transfers Out	$0	$6,000,000	$0	$0	0%
Total Expense Objects:	$28,840	$6,311,907	$159,211	$362,272	127.5%

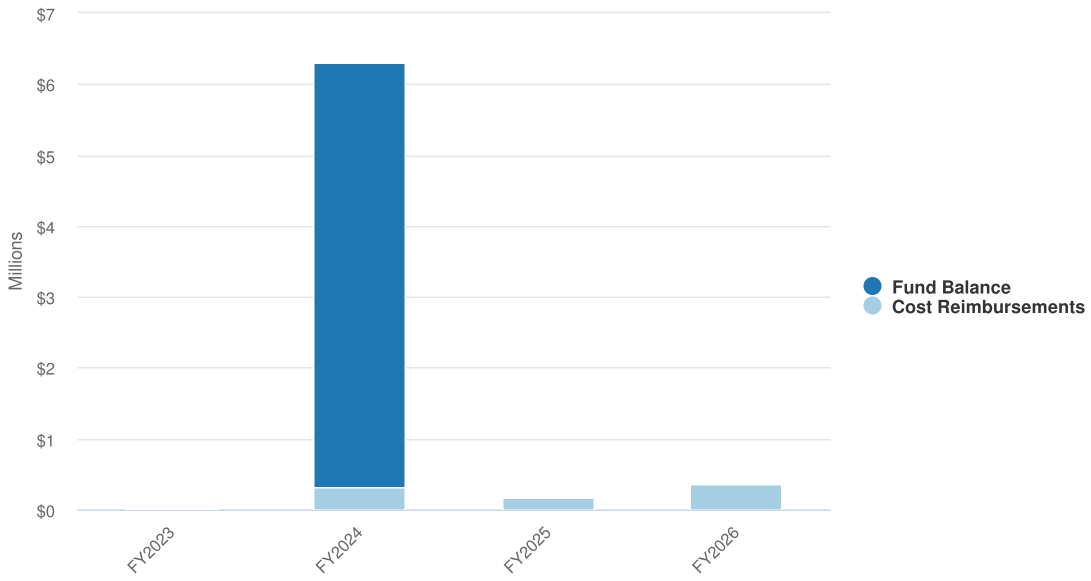
Funding Summary

The 2025-2026 Proposed Budget includes $362,272 in cost reimbursements from the Airpark 599 Development Fund (#10599).

$362,272 $203,061
(127.54% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Cost Reimbursements	$28,840	$311,907	$159,211	$362,272	127.5%
Fund Balance	$0	$6,000,000	$0	$0	0%
Total Revenue Source:	$28,840	$6,311,907	$159,211	$362,272	127.5%

Program Discussion

Airpark 599 is planned to include approximately 3.5 million square feet of industrial space and approximately 12,000 square feet of commercial space. The project continues to drive economic activity adjacent to the Stockton Metropolitan Airport (Airport). It is expected to create approximately 5,000 new jobs at project buildout, depending on the final mix of businesses within the industrial park.

Acquisition and Funding Agreement

On March 25, 2025, the Board of Supervisors approved an acquisition and funding agreement for Community Facilities District (CFD) No. 2009-1 with Catellus Stockton, LLC (Catellus) (R-25-48). CFD No. 2009-1 was established by the Board on May 5, 2009, under the provisions of the Mello-Roos Community Facilities Act of 1982, and authorized the issuance of bonds to finance the construction and acquisition of public infrastructure required to serve Airpark 599, including but not limited to roadway and transportation improvements, water and wastewater improvements, storm drainage improvements, and landscape improvements (R-09-192, R-09-193, and R-09-195). The acquisition and funding agreement established procedures for the County (through CFD No. 2009-1) to acquire specific public infrastructure facilities constructed by Catellus on behalf of the Airpark 599 project and a process for the County to review payment requests submitted by Catellus. The Public Works Department will review each payment request, confirm that Catellus constructed the facility according to the approved project plans, and verify the actual cost of the facility before the County issues payment from the CFD and ultimately assumes ownership of the improvements.

CFD No. 2009-1 Bond Issuance

Catellus has delivered two completed logistics facilities within Airpark 599, with a combined square footage of approximately 2.6 million square feet. These initial facilities will generate adequate special tax revenue to support the first bond issuance for CFD No. 2009-1. In 2025-2026, the County Administrator's Office will implement and administer the acquisition and funding agreement and pursue bond issuance in accordance with the provisions of the MDA. The Proposed Budget includes funding for increased consultant services to support the bond issuance.

Building Construction, Lease Activity

In 2025-2026, Catellus plans to develop the highway commercial and Parcel 9 project areas located adjacent to the Arch-Airport Road and Quantas Lane intersection. Potential uses include a fueling center with a convenience store and restaurants. Staff will continue to collaborate with Catellus and project consultants to ensure the successful buildout and marketing of the balance of the project. Staff will also continue to coordinate with the Community Development and Public Works departments, and the City of Stockton.

Request for Release of Restrictions (Parcel B-5)

County staff has worked closely with the Federal Aviation Administration's (FAA) San Francisco Airports District Office (SFO-ADO) for many years, including collaborating on the County's preparation of a "Request for Release" to secure a 99-year release of FAA restrictions on approximately 32.5 acres of the Airpark 599 project area, referred to as "Parcel B-5." The release is a key development consideration because the same use restrictions do not encumber the balance of the project site. In 2025-2026, staff will continue to work with Catellus to plan for the balance of the Airpark 599 property, including preparation of any environmental clearance documentation required to obtain the FAA release of restrictions.

Fund Balance

Airport East Project Fund

The Airport East Project Special Revenue Fund (#20048), the operating fund for the Airpark 599 budget, was established in June 2008 with a contribution of $13 million in County capital funds to reimburse project-related costs. As of March 31, 2025, the fund balance totaled $299,136. The 2025-2026 Proposed Budget does not include a use of fund balance.

Airpark 599 Development Fund

The Airpark 599 Development General Fund Special Account (#10599) was established in September 2021 to capture revenue generated from project activity, including County upfront payments, project administration fees, and project revenue distributions under the MDA. As of March 31, 2025, the fund balance totaled $923,316. The 2025-2026 Proposed Budget includes a transfer of $362,272 from this fund to reimburse ongoing project administration costs.

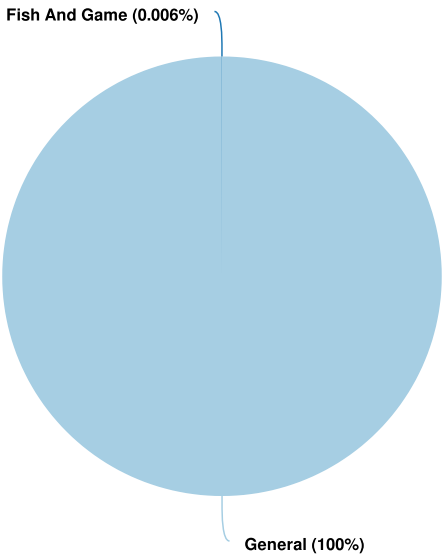
Environmental Protection

Expenditures Summary

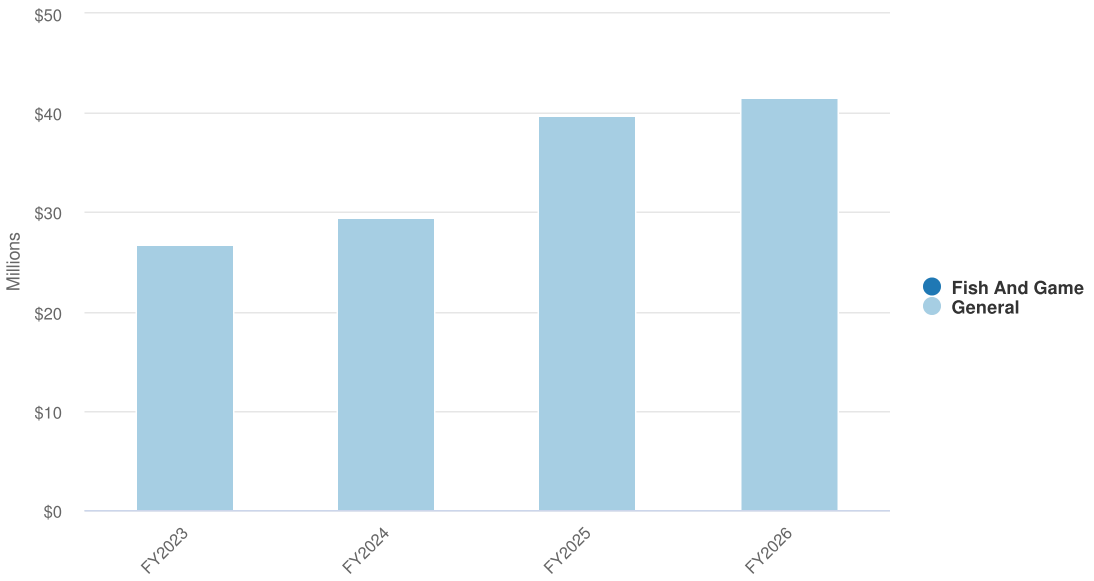
$41,522,157 $1,841,218
(4.64% vs. prior year)

Expenditures by Fund

Expenditures by Fund



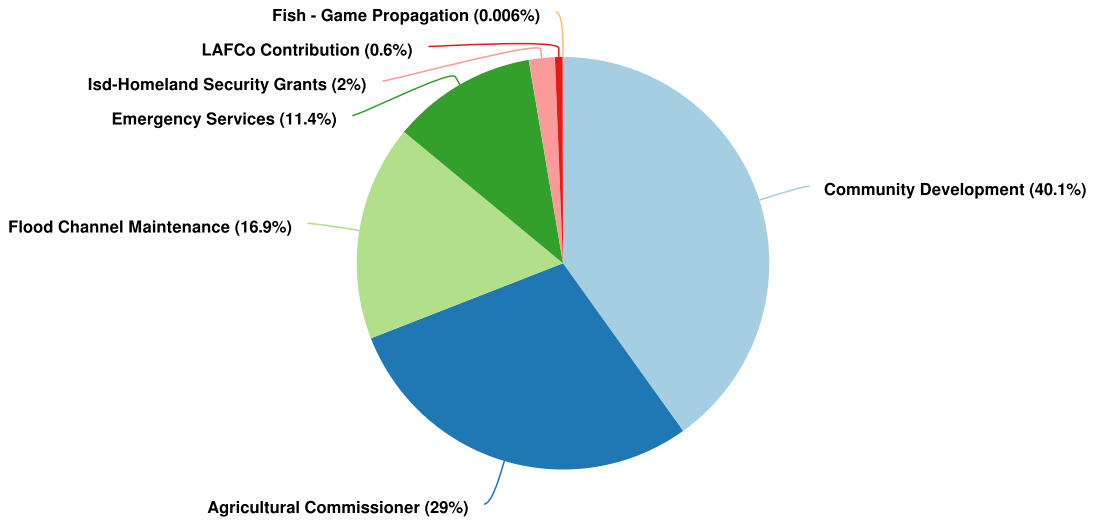
Budgeted and Historical Expenditures by Fund



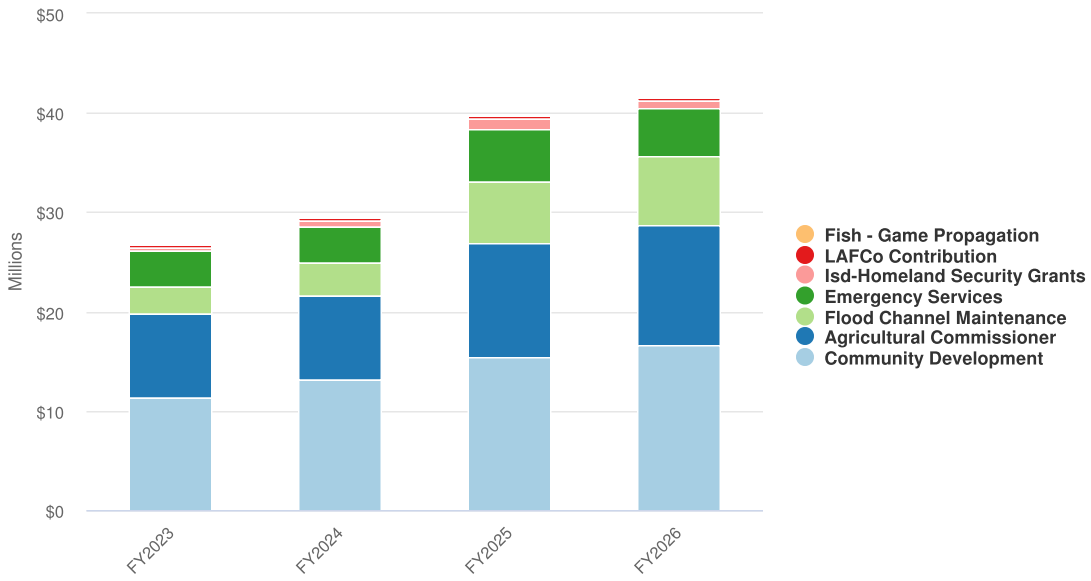
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
General	$26,711,866	$29,481,964	$39,675,939	$41,519,657	4.6%
Fish And Game	$0	$0	$5,000	$2,500	-50%
Total:	$26,711,866	$29,481,964	$39,680,939	$41,522,157	4.6%

Expenditures by Department

Budgeted Expenditures by Department



Budgeted and Historical Expenditures by Department



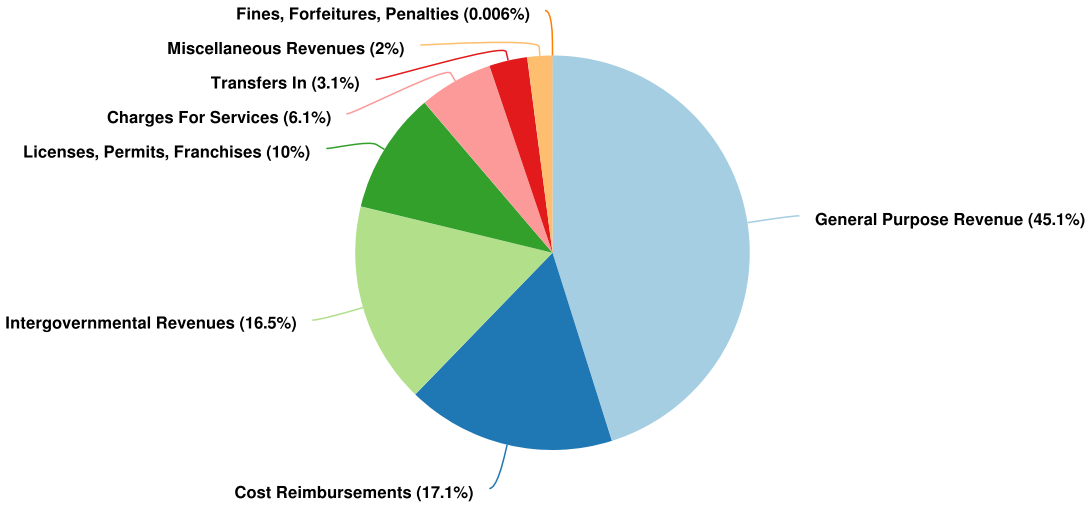
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expenditures					
Public Works					
Flood Channel Maintenance	$2,646,047	$3,300,064	$6,276,550	$7,017,228	11.8%
Total Public Works:	$2,646,047	$3,300,064	$6,276,550	$7,017,228	11.8%
Sheriff					
Fish - Game Propagation	$0	$0	$5,000	$2,500	-50%
Total Sheriff:	$0	$0	$5,000	$2,500	-50%
Agricultural Commissioner	$8,407,226	$8,497,381	$11,485,980	$12,034,993	4.8%
Total Agricultural Commissioner:	$8,407,226	$8,497,381	$11,485,980	$12,034,993	4.8%
Community Development	$11,397,757	$13,150,856	$15,391,682	$16,650,683	8.2%
Total Community Development:	$11,397,757	$13,150,856	$15,391,682	$16,650,683	8.2%
Office of Emergency Services					
Emergency Services	$3,608,854	$3,552,131	$5,189,030	$4,717,670	-9.1%
Isd-Homeland Security Grants	$403,763	$721,894	$1,073,059	$839,445	-21.8%
Total Office of Emergency Services:	$4,012,617	$4,274,025	$6,262,089	$5,557,115	-11.3%
LAFCo Contribution	$248,220	$259,638	$259,638	$259,638	0%
Total LAFCo Contribution:	$248,220	$259,638	$259,638	$259,638	0%
Total Expenditures:	$26,711,866	$29,481,964	$39,680,939	$41,522,157	4.6%

Funding Summary

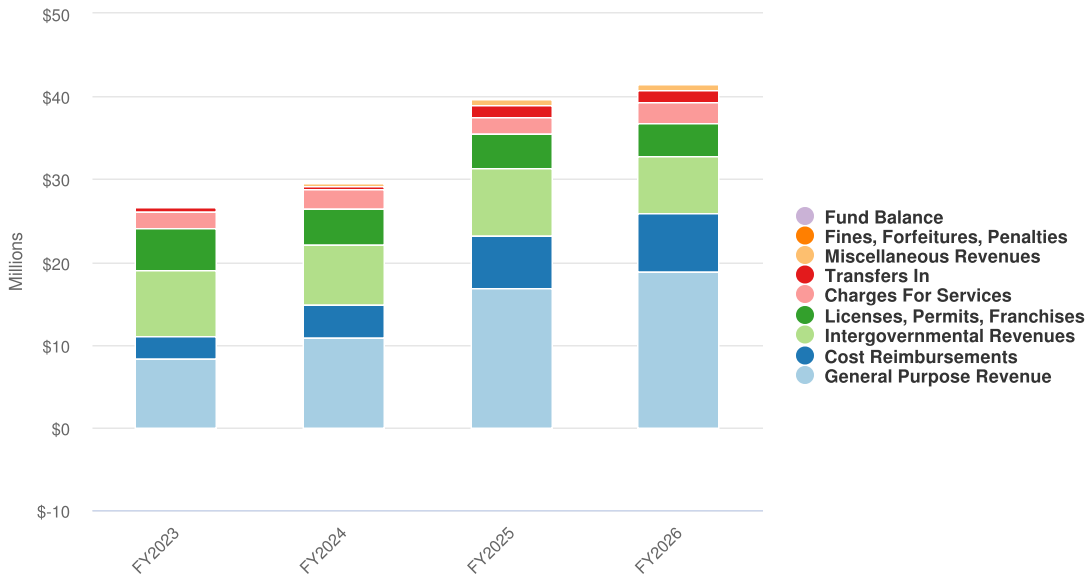
$41,522,157 $1,841,218
(4.64% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Licenses, Permits, Franchises	$5,076,069	$4,352,900	$4,174,220	$4,147,305	-0.6%
Fines, Forfeitures, Penalties	$3,798	$2,173	$5,000	$2,500	-50%
Intergovernmental Revenues	$7,868,843	$7,240,156	$8,117,806	$6,860,481	-15.5%
Charges For Services	$2,019,855	$2,395,797	$1,960,309	$2,516,937	28.4%
Miscellaneous Revenues	$91,310	$272,546	$685,582	$845,398	23.3%
Transfers In	$598,000	$336,035	$1,554,334	$1,300,000	-16.4%
Cost Reimbursements	$2,669,617	$4,017,802	$6,335,463	$7,110,079	12.2%
General Purpose Revenue	$8,388,172	$10,866,729	$16,848,225	$18,739,457	11.2%
Fund Balance	-$3,798	-$2,173	$0	$0	0%
Total Revenue Source:	$26,711,866	$29,481,964	$39,680,939	$41,522,157	4.6%

Public Works - Flood Channel Maintenance



Fritz Buchman
Director of Public Works

The Public Works Flood Channel Maintenance Division (#2024100000) is responsible for inspecting, cleaning, and maintaining of over 100 miles of Federal project channels/levees and over 200 miles of non-project channels/levees.

Please see sjgov.org/pw for more information.

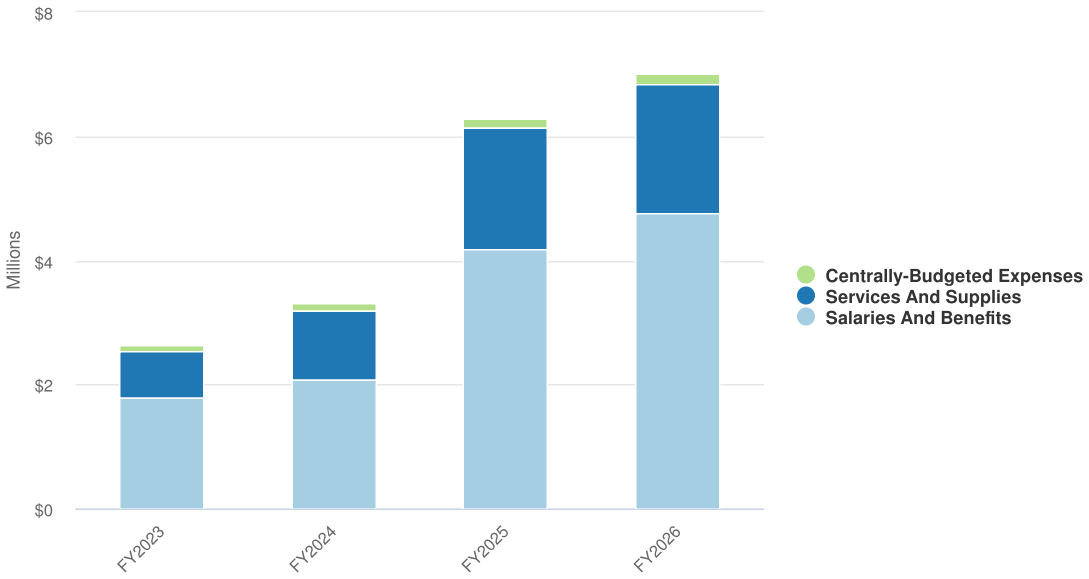
Expenditures Summary

The 2025-2026 Proposed Budget of $7,017,228 is an increase of $740,678 from the 2024-2025 Adopted Budget of $6,276,550, primarily due to the addition of five positions ($510,563) and an increase in Public Works allocated service department costs ($124,859).

$7,017,228 **$740,678**
(11.80% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$1,784,256	$2,078,295	$4,187,663	$4,762,868	13.7%
Services And Supplies	$758,238	$1,109,131	$1,945,781	$2,071,640	6.5%
Centrally-Budgeted Expenses	$103,553	$112,638	$143,106	$182,720	27.7%
Total Expense Objects:	$2,646,047	$3,300,064	$6,276,550	$7,017,228	11.8%

Funding Summary

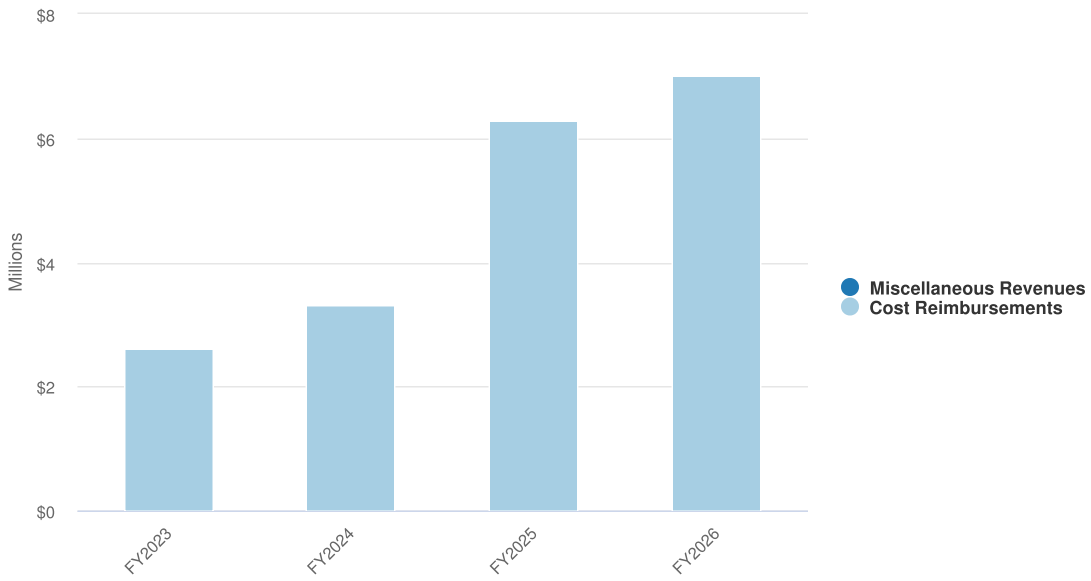
The 2025-2026 Proposed Budget is fully funded by cost reimbursements from San Joaquin Flood Control and Water Conservation District Zone 9 and Zone 10, and the San Joaquin County Flood Control Assessment Fund.

For additional information on these programs, please visit sjwater.org/About-the-District/Funding.

$7,017,228 $740,678
(11.80% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Miscellaneous Revenues	$23,922	$0	$0	$0	0%
Cost Reimbursements	$2,622,125	$3,300,064	$6,276,550	$7,017,228	11.8%
Total Revenue Source:	$2,646,047	$3,300,064	$6,276,550	$7,017,228	11.8%

Position Summary

The 2025-2026 Proposed Budget includes the addition of five new positions: four Highway Maintenance Workers and one Equipment Operator I. The additional positions are necessary to comply with increasingly strict maintenance standards required by the Army Corps of Engineers and the California Department of Water Resources.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	34.0	39.0	5.0
Temporary (FTE)	4.5	4.5	0.0
Position Total	38.5	43.5	5.0

Program Discussion

The Flood Channel Maintenance budget provides funding for the personnel and equipment needed to maintain over 300 miles of Federal project and non-project levees and flood control channels. These levees and flood control channels have been subject to increasingly stringent State and Federal operation and maintenance standards. Due to the Levee Construction and Maintenance Initiative approved by San Joaquin Area Flood Control Agency (SJAFACA) on June 15, 2023, Channel Maintenance has an additional source of funding from the Flood Control and Water District Zone 9 that will support a higher level of maintenance for channels and levees, significantly increasing the division's workload. Channel Maintenance has undertaken an enhanced maintenance program to maintain full accreditation of County-maintained levees that provide critical urban flood protection.

Channel Maintenance staff typically perform work that includes meeting enhanced vegetation management guidelines, addressing minimally acceptable inspection ratings related to erosion repairs, rodent control and encroachments, and structures on County levees that require visual inspection or pressure testing. The additional five positions added during 2025-2026 will assist with Army Corps of Engineers and California Department of Water Resources standards and requirements.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Channel Debris Clearing (cubic yards)	85,000	80,000	85,000	95,000
Erosion Control (cubic yards)	19,000	25,000	22,000	25,000
Illegal Dumping (cubic yards)	6,500	8,000	5,100	5,500
Levee Clearing (acres)	2,400	2,300	1,800	2,000
Mowing (acres)	2,400	2,500	2,000	2,200
Road Patrol Maintenance (miles)	25	15	15	25
Rodent Control (acres)	1,200	2,200	1,000	1,200
Structure Maintenance	280	300	220	280
Tree Trimming/Removal	5,000	5,200	4,500	5,000
Weed Control (acres)	1,100	1,200	1,000	1,000

Agricultural Commissioner



Kamaljit Bagri
Agricultural Commissioner/Sealer of Wts & Measures

The Agricultural Commissioner (#2024700000) enforces the provisions of the California Food and Agricultural Code for the protection of the public's health, safety, and welfare, and to promote and protect the agricultural industry.

The Agricultural Commissioner is also the Sealer of Weights and Measures and enforces the Business and Professions Code. The Sealer is responsible for testing and certifying all commercial weighing and measuring devices used for commerce; inspecting prepackaged items to assure content; testing and inspecting petroleum products for quality and label truth; and regulating procedures used by weighmasters to issue certificates for the sale of bulk products.

Please visit sjgov.org/agcomm for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Improve office vacancy rate	27%	9.3% as of June 2024	5%	June 2024
Improve office annual retention rate	60%	82% as of June 2024	80%	June 2024
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Develop and implement an electronic reservation system for the Robert J. Cabral Agricultural Center	Email and telephone options for reservations; manual input into a tracking and calendaring system; manual invoicing and bill processing	Complete	Web-based automated reservation system, invoicing and payment for room rentals, janitorial services, and other services	June 2025
Develop and implement an electronic agricultural inspection request, dispatch, and tracking system for quarantine and export shipments	Use of two different databases to track and dispatch quarantine and export inspection requests with Microsoft Access software that is no longer supported and only allows one user at a time	Complete	Web-based system that allows clients to request services online, including quarantine inspections and export services. The system will provide improved customer service through electronic notification and verification of appointments, and improved accuracy with data tracking and reporting.	June 2025
Implement use of electronic system (Cal Trap) for all Pest Detection Programs	N/A	Program being discontinued by CDFA as of March 2025	Web-based system will increase efficiency by shortening trap servicing intervals and will help staff track trap locations accurately.	June 2025
Fiscal Optimization				
Maintain a Structurally Balanced Budget	**Initial**	**Current**	**Target**	**Deadline**
Improve billing efficiency by using the United States Department of Agriculture (USDA) Phytosanitary Certificate Issuance and Tracking (PCIT) System	Department utilizes QuickBooks and other systems to bill customers for export phytosanitary certification inspections	Complete	Utilize USDA PCIT for billing and collecting all inspection fees for export certificates	July 2024
Water Management				

Mitigate Illegal Dumping Impacts	Initial	Current	Target	Deadline
Hold a pesticide disposal event to provide a safe means for growers to dispose of potentially hazardous, outdated, and unwanted pesticides and protect groundwater and the waters of the San Joaquin Delta	Funds and vendor approved in September-October 2022	Complete	3-day event in November 2022	June 2023

Analysis of Priority Activity

The Agricultural Commissioner's Office is on track to meet or exceed all its goals except for two; implementing the use of the Cal Trap electronic system for all Pest Detection Programs due to the California Department of Food and Agriculture (CDFA) discontinuing the Cap Trap program as of March 2025 and the vacancy rate was at 9.3% as of June 2024.

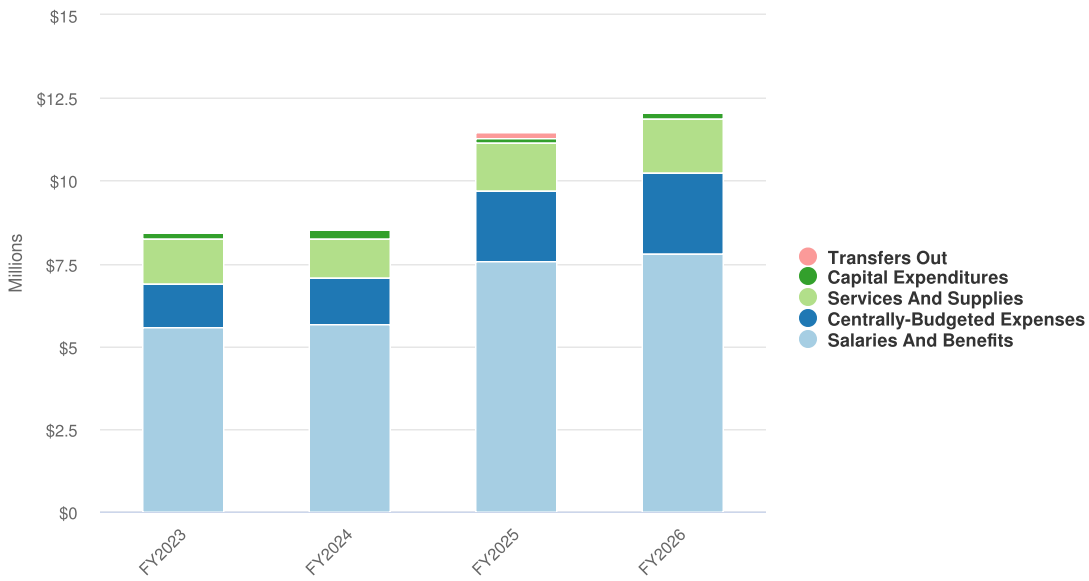
Expenditures Summary

The 2025-2026 Proposed Budget of $12,034,993 is an increase of $549,013 from the 2024-2025 Adopted Budget of $11,485,980 primarily due to salaries and benefits adjustments ($225,270), and increases in Cost Allocation Plan charges ($202,896), centrally-budgeted data processing charges ($126,282), website update to enhance customer service and improve efficiencies ($75,019), and pesticide project expenses ($75,000); partially offset by a decrease in operating transfers out ($200,000).

$12,034,993 **$549,013**
(4.78% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$5,578,384	$5,667,232	$7,550,494	$7,775,764	3%
Services And Supplies	$1,332,318	$1,169,775	$1,450,902	$1,638,843	13%
Centrally-Budgeted Expenses	$1,315,312	$1,416,146	$2,143,584	$2,472,491	15.3%
Capital Expenditures	$181,212	$244,229	$141,000	$147,895	4.9%
Transfers Out	$0	$0	$200,000	$0	-100%
Total Expense Objects:	$8,407,226	$8,497,381	$11,485,980	$12,034,993	4.8%

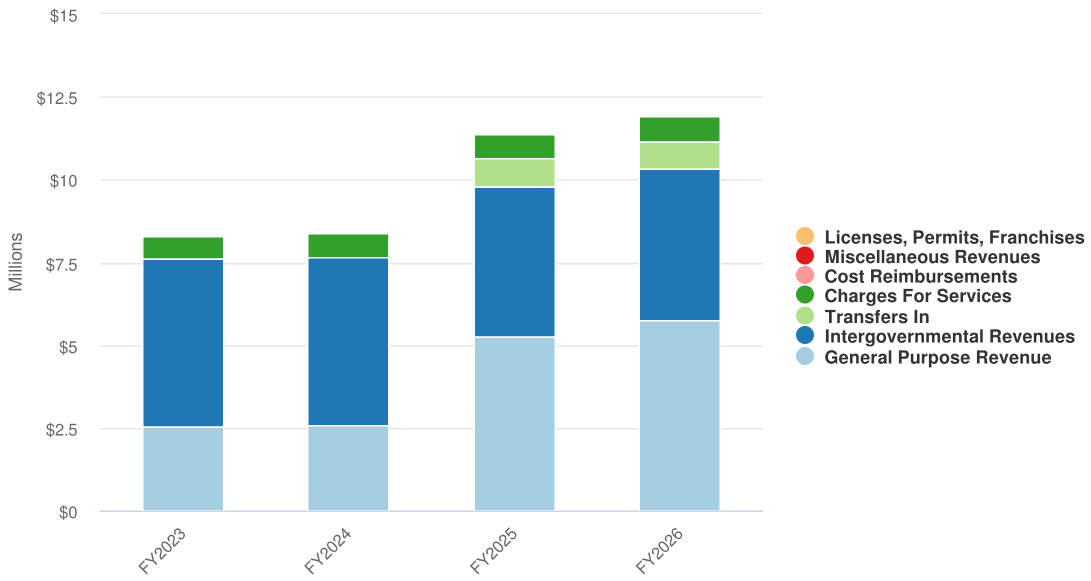
Funding Summary

The 2025-2026 Proposed Budget includes $5,758,988 in General Purpose Revenue; State funding totaling $4,589,554, including $1,800,000 in unclaimed gas tax funds and $1,600,000 in pesticide mill fee funds; operating transfers in of $810,000; and charges for services of $751,500.

$12,034,993 **$549,013**
(4.78% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Licenses, Permits, Franchises	$24,036	$24,952	$22,500	$23,000	2.2%
Intergovernmental Revenues	$5,047,801	$5,098,329	$4,513,025	$4,589,554	1.7%
Charges For Services	$693,398	$724,314	$728,700	$751,500	3.1%
Miscellaneous Revenues	$51,325	$32,416	$25,100	$40,100	59.8%
Transfers In	$0	$0	$874,334	$810,000	-7.4%
Cost Reimbursements	$46,735	$56,577	$58,913	$61,851	5%
General Purpose Revenue	$2,543,931	$2,560,793	$5,263,408	$5,758,988	9.4%
Total Revenue Source:	$8,407,226	$8,497,381	$11,485,980	$12,034,993	4.8%

Organizational Chart

The 2025-2026 Proposed Budget includes a slight decrease in Temporary FTE.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	47.0	47.0	0.0
Temporary (FTE)	13.7	12.9	(0.8)
Position Total	60.7	59.9	(0.8)

Program Discussion

Unclaimed Gas Tax (UGT) Revenue

State law provides that refunds of fuel taxes may be requested for off-highway usage, such as for agricultural purposes; however, not all allowable refunds are requested. These unclaimed monies are deposited into a special fund administered by the California Department of Food and Agriculture (CDFA), with a portion distributed annually to county Agricultural Commissioners. The amount received by each county is based on the relative amount of General Fund support received in comparison to other counties and overall costs of agricultural programs. The County's share of gas tax revenues is budgeted at $1.8 million for 2025-2026.

Due to the passage of Senate Bill 1 in 2017, there has been an overall increase in UGT funding to CDFA. The increased UGT funding led to the enhancement of the Pest Exclusion program by covering all the terminal inspection costs including terminals for Fed Ex and UPS.

Pest Detection Programs

State Pest Detection contracts typically provide funding for seasonal staff, vehicle expenses, and other supplies to deal with quarantine and eradication efforts. The Office received a one-year work plan request for detection trapping of exotic pests for 2025-2026 in the amount of $241,742, which is a 3% decrease from the previous fiscal year. Trapping of additional pests, such as Apple Maggot and Western Cherry fruit flies will continue due to export requirements using reduced state funding.

Asian Citrus Psyllid (ACP) – The Office received $54,330 for fiscal year 2025-2026. A new contract for Federal fiscal year 2026-2027 is anticipated to be received by September 2025.

Pest Exclusion Program

In May 2024, the Agricultural Commissioner's Office received Unclaimed Gas Tax to fund an Agriculture Detector Dog. Waylon was abandoned twice before being donated to the National Detector Dog Training Center in Georgia. Waylon completed his Agriculture Detector Dog training in May 2024. Waylon has high energy and passion to help protect California's Agricultural Industry by sniffing unmarked packages from parcel facilities containing regulated fruits, vegetables and other plant materials. The Office is anticipating a $285,000 contract for FY 2025-2026 to support the Dog Team which will be funded by UGT revenue.

AgVenture Program

The Office has applied for a Specialty Crop Block Grant (SCBG) in the amount of $375,822 to cover AgVenture costs for the next three years; the award will be announced in Fall 2025. The budget includes $147,000 in costs for the Program. Any costs not reimbursed by SCBG funding will be transferred from the AgVenture Fund including transportation costs and a portion of the AgVenture Program Coordinator's salary.

In 2024-2025, four in-person events were held and virtual events continue as an integral part of the AgVenture program reaching approximately 58,000 participants.

Nutria Eradication

The Delta in San Joaquin County alone contains 1,100 miles of levees that protect a deep-water channel used for ship traffic to and from the Port of Stockton and 223,000 acres of production agriculture resulting in over $500 million in agriculture crops. Nutria are large, highly invasive, semi-aquatic rodents that are known to burrow in levees across the United States, which can cause levees to collapse especially in times of high water runoff in spring when levees are under extreme stress due to high water levels. Levee collapse can cause the weakening and collapse of surrounding levees and cause the incursion of saline water from the San Francisco Bay, threatening the water quality not only in the Delta but to those who receive water supplies from the Delta Mendota Canal.

In 2024, the California Department of Fish and Wildlife took a total of 1,352 Nutria in Suisun Marsh and the San Joaquin River, beyond Fresno, which is a record high for an annual taken since the first sighting in 2017. Fiscal Year 2025-2026 is the last year for authorization of $12.0 million annually under the Nutria Eradication and Control Act. Efforts are underway to re-authorize the legislation through Fiscal Year 2030. Nutria eradication continues to be a top priority for the County, and the Office continues to work on eradication efforts at the State and Federal level.

Pesticide Enforcement Revenues

A State mill fee is assessed on pesticides sold in California with monies collected to pay for State Department of Pesticide Regulation programs and to help counties offset the cost of its Pesticide Use Enforcement program. Revenue has increased due to an increase in pesticide prices. The mill fee revenue for 2025-2026 is projected to increase to approximately $1.6 million.

Crop Report

California Food and Agriculture Code Section 2272 mandates the Agricultural Commissioner of each county to compile an annual crop report in accordance with the methods outlined by the National Agricultural Statistics Services. The Annual Crop Report helps in providing agriculture production data to private lending institutions, Assessor, Federal, State, and local governmental agencies.

Calendar Year	Gross Ag Value
2023	$3,220,324,000
2022	$3,244,671,000
2021	$3,193,234,000
2020	$3,031,279,000
2019	$2,617,815,000

Fund Balance

Agricultural Facilities Fund

The Agricultural Facilities General Fund Special Account (#12005), established in 2010 (B-10-432), receives all fees collected for use of the County Agricultural Center. Funds are used for the replacement of furnishings, window coverings, flooring and equipment, special maintenance needs, and incidental supplies for public use areas. As of March 31, 2025, the fund balance totaled $648,628. The 2025-2026 Proposed Budget includes a $65,000 operating transfer in for the County Agricultural Center carpet replacement project.

After the revision of facility use fees in October 2015, the fund has seen yearly increases in revenue, but was impacted beginning in 2020-2021 by the loss of facility bookings due to the COVID-19 pandemic. As COVID-19 restrictions have loosened, facility use and revenue has rebounded.

Fiscal Year	Fund Revenues
2020-2021	$43,291
2021-2022	$49,243
2022-2023	$76,601
2023-2024	$105,023
2024-2025*	$92,026

*As of March 31, 2025

AgVenture Fund

As of March 31, 2025, the AgVenture General Fund Special Account (#12006) fund balance was $454,798. The 2025-2026 Proposed Budget includes a $45,000 operating transfer in to support the program. Continuation of the program will be dependent on grant funding, private donations, and County funding.

Glassy-Winged Sharp Shooter (GWSS) Prevention Fund

On January 5, 2000, the San Joaquin County GWSS task force was organized to address the threats of the GWSS in the County. Subsequently, the Board established the GWSS Prevention General Fund Special Account (#12002) to fund the program in the absence of local, State, or Federal funding availability. The original source of funding came from local wine grape industry donations. The GWSS program continues to be active, but is now funded with Federal monies through a State contract with the County. As of March 31, 2025, the fund balance was $61,472. The 2025-2026 Proposed Budget has no transfers from this fund.

Special Agriculture Inspection Fund

The Special Agriculture Inspection General Fund Special Account (#12004) captures revenues from inspection and certification services. As of March 31, 2025, the fund balance was $6,196,294 and does not yet include revenue from Spring 2025 activities, including cherry inspections. The 2025-2026 Proposed Budget includes a $700,000 operating transfer in to support inspection and certification services.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Weights & Measures				
Complaint Investigations	50	38	35	40
Notice of Violations Issued	715	397	700	750
Registered Locations	1,374	1,360	1,360	1,370
Registered Commercial Devices	26,916	27,330	27,000	27,330
Establishments Inspected	2,192	2,680	2,575	2,800
Measuring Devices Inspected	8,644	10,384	9,381	10,000
Petroleum Inspections	292	310	290	310
Quantity Control Inspections	51	406	900	1,000
Weighing Devices Inspected	2,894	3,152	3,500	3,300
Weighmaster Inspections	12	12	15	15
Export Certificates Issued				
Number of Federal Phytosanitary Certs	15,413	14,102	14,520	14,600
Number of State Phytosanitary Certs	778	742	831	840
Fruit and Vegetable Inspections				
Number of Premises Inspected	568	772	780	775
Number of Lots Inspected	481	632	720	725
Number of Containers Inspected	50,021	24,443	25,000	24,920
Number of Containers Rejected	1,725	719	550	525
Number of Hours Worked	1,516	930	990	995
Pest Detection				
Incoming Plant Shipments (GWSS)	2,342	2,506	2,080	2,300
Traps inspected	11,829	10,144	7,965	8,500
Pest Exclusion				
Incoming Plant Shipments (High Risk)	11,967	9,051	14,200	14,000
Nursery Inspections	54	50	62	65
Seed Inspections	410	340	360	375
Pesticide Use Enforcement				
Inspections Conducted	389	528	500	550
Investigations Conducted	71	100	75	70
Compliance Actions	61	99	90	100
Enforcement Actions	10	16	13	10
Permits Issued	1,240	1,179	1,200	1,250
Notice of Intent Reviewed	6,071	5,005	5,000	5,000
Outreach/Educational Activities	24	22	25	28
Private Applicator Certified	378	541	550	500
Agricultural Registrations	893	963	950	920

Community Development Department



Jennifer Jolley
Director of Community Development

The Community Development Department (CDD) (#2025600000) includes four divisions: Building Inspection, Planning/Development Services, Code Enforcement, and the Fire Prevention Bureau. The Building Inspection Division protects the public's health and safety by regulating new building construction, inspecting existing buildings, and reviewing all new development projects. The Planning/Development Services Division processes building and development projects, conducts any necessary environmental review, and prepares reports and makes recommendations to the Planning Commission and the Board of Supervisors. This Division also prepares, maintains, and implements the Development Title and the 2035 General Plan. The Code Enforcement Division enforces the Development Title, the California Building Code, and the California Health and Safety Code. The Fire Prevention Bureau Division is responsible for the administration and enforcement of the California Fire Code as adopted by the County.

Please visit sjgov.org/commdev for more information.

Board Strategic Priorities

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Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Improve office vacancy rate.	13%	10% as of June 2023.	10%	June 2023
Formalize Succession Planning	**Initial**	**Current**	**Target**	**Deadline**
Formalize succession plan to align job duties and organizational chart (e.g. Creation of a new classification: Deputy Building Official or Supervising Building Inspector).	No formalized succession plan in place for Community Development Department (CDD).	Succession plan in place for all divisions.	Create a formal succession plan for all divisions.	June 2024
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Install new permitting software to replace the 30-year-old program.	30-year-old Permits Plus program.	Accela permitting software was implemented in May 2024.	Complete Accela permitting software implementation, currently underway with multiple departments and Information Systems Division assistance.	July 2023
Fiscal Optimization				
Maintain a Structurally Balanced Budget	**Initial**	**Current**	**Target**	**Deadline**
Regularly prepare a time and fee study to maintain an up-to-date department fee schedule, to maintain a balanced budget and reduce Net County Cost.	The cost recovery for Code Enforcement is currently 0%.	0% as of July 2024. The cost recovery for Code Enforcement is currently 10%.	Increase cost recovery for Code Enforcement to 10%.	July 2024
	The cost recovery for Fire Prevention Bureau services is currently 25%.	The cost recovery for Fire Prevention Bureau services was 21% as of March 2025.	Increase cost recovery for Fire Prevention Bureau services to 35%.	December 2024
Public Safety / Criminal Justice / Quality of Life				
Providing Adequate Resources for Public Safety & Criminal Justice	**Initial**	**Current**	**Target**	**Deadline**

The Substandard Housing and Dangerous Building Program was transferred from Environmental Health Department (EHD) to CDD in 2021-2022. CDD will review outstanding cases and continue to inspect substandard housing and dangerous buildings while providing additional training for Code Enforcement staff.	41 outstanding cases under review/appeal from EHD transition.	42 Outstanding cases as of December 2023. Ultimately, 240 outstanding cases were identified from the EHD transition. Cases are currently down to 79.	Reduce caseload by 12% per month.	December 2023
Mitigate Illegal Dumping / Human Waste	**Initial**	**Current**	**Target**	**Deadline**
Establish abandoned vehicle program that includes Code Enforcement and Sheriff's Office.	No formalized program in place to address abandoned vehicles.	The program was formalized by June 2024 and is being transferred to the Sheriff's Office.	Formalize a program for abandoned vehicles with a goal of lowering Net County Costs. There are reimbursement opportunities from the State of California.	June 2024
Homelessness				
Mitigate Illegal Dumping Encampments	**Initial**	**Current**	**Target**	**Deadline**
Identify vacant parcels and buildings that are potential sites for junk, trash and debris, and homeless encampments. Investigate the possibility of developing a program to monitor these sites.	No formalized program exists.	Code Enforcement staff have implemented the program.	Establish a program with the long-term goal of reducing the number of homeless encampments on abandoned or dilapidated properties and eliminating blight in the County.	June 2025
Water Management				
Mitigate Illegal Dumping Impacts	**Initial**	**Current**	**Target**	**Deadline**
Investigate possibility of establishing a waste tire removal program.	No formalized program exists.	CDD staff have determined that funding has previously been allocated to the County and the service is being performed by another department.	Establish a long-term goal of reducing water pollution, decreasing flood risk and mitigating illegal dumping. Funding from the State of California is available.	June 2025
Economic Development				
Increase Transportation / Logistics / Warehousing Businesses	**Initial**	**Current**	**Target**	**Deadline**
Update Development Title to allow additional flexibility for warehouse type-related projects.	Current Development Title adopted by the Board of Supervisors in 1992.	Completed with updates as necessary.	Updated Development Title adopted by the Board of Supervisors.	December 2022

Analysis of Priority Activity

The Community Development Department (CDD) has met or is on track to meet six of its 10 SMART goals with an additional two completed after the targeted deadline. The Accela permitting software was successfully implemented in May 2024, missing the original deadline of July 2023. CDD determined that the initial data used to establish the baseline for Fire Prevention Bureau cost recovery was inaccurate, which resulted in an overstated cost recovery rate of 50% reported in the 2024-2025 Adopted Budget. CDD completed a nexus study that determined cost recovery is at 21%.

The volume of outstanding cases received by the Code Enforcement Division when the Substandard Housing and Dangerous Building Program was transferred from EHD to CDD was higher than originally anticipated. Staff have reduced the number of original outstanding cases from 240 to 79 and continue to work on the remaining cases. In 2024-2025, CDD transferred the Abandoned Vehicle Abatement program to the Sheriff's Office. Finally, CDD investigated the possibility of establishing a waste tire removal program and discovered that a different County department currently receives grant funding to perform this service. However, CDD does accept waste tires free of charge at all Community Clean-up Events.

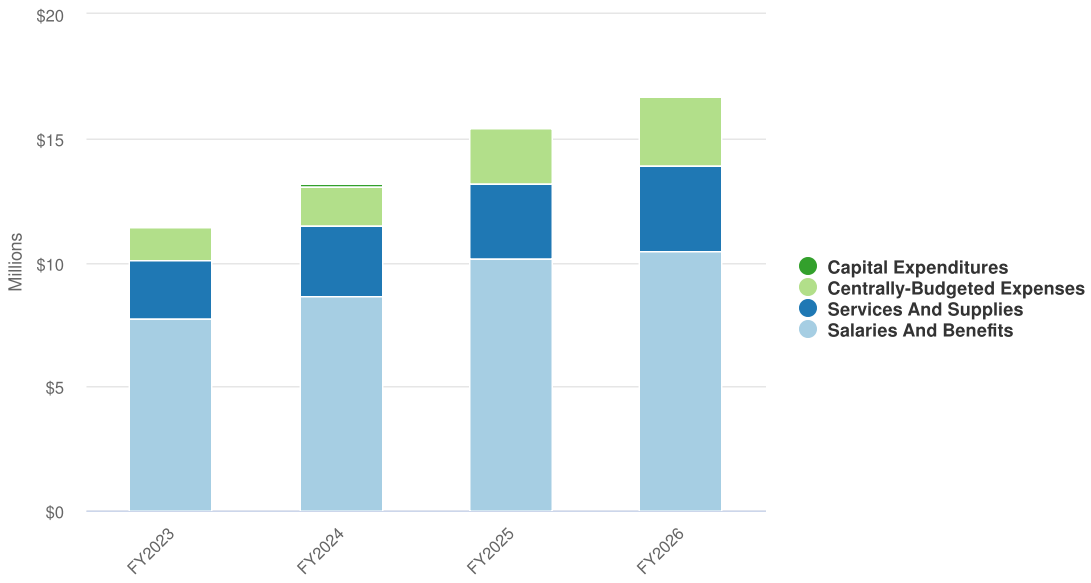
Expenditures Summary

The 2025-2026 Proposed Budget of $16,650,683 is an increase of $1,259,001 from the 2024-2025 Adopted Budget of $15,391,682. This is primarily due to an increase in program costs related to the Regional Early Action Planning (REAP) grant ($800,000), an increase in data processing charges ($337,797), and salaries and benefits ($306,400).

$16,650,683 $1,259,001
(8.18% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$7,722,429	$8,615,875	$10,173,600	$10,480,000	3%
Services And Supplies	$2,345,060	$2,849,813	$3,024,554	$3,425,450	13.3%
Centrally-Budgeted Expenses	$1,324,981	$1,597,458	$2,193,528	$2,745,233	25.2%
Capital Expenditures	$5,287	$87,711	$0	$0	0%
Total Expense Objects:	$11,397,757	$13,150,856	$15,391,682	$16,650,683	8.2%

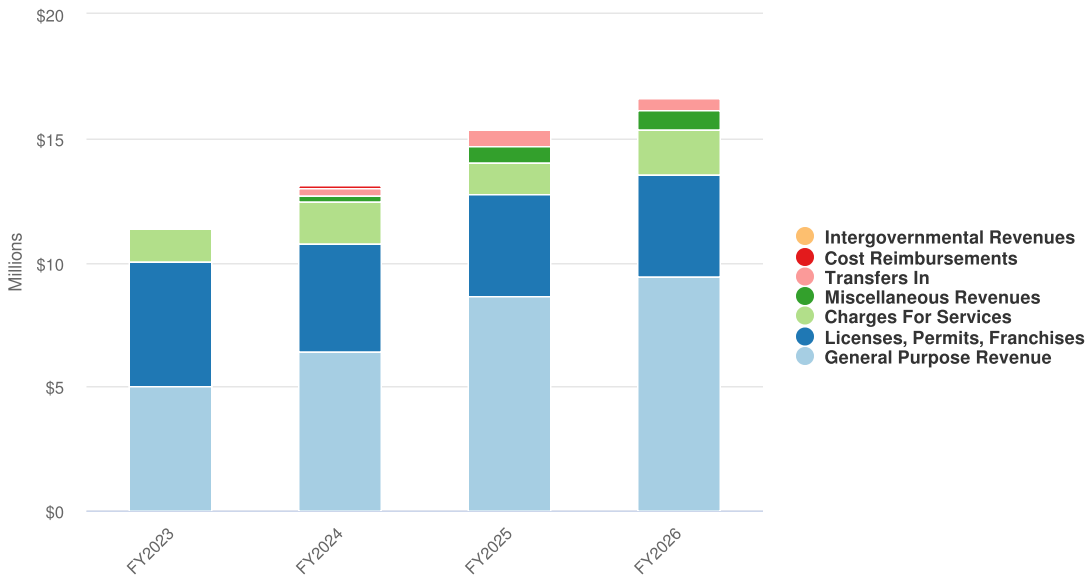
Funding Summary

The 2025-2026 Proposed Budget includes $9,434,643 in General Purpose Revenue, $4,124,305 from building permit fees and plan check revenue, $2,291,735 in revenue from planning application, code enforcement, and other department fees, and $800,000 in grant revenue.

$16,650,683 $1,259,001
(8.18% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Licenses, Permits, Franchises	$5,052,033	$4,327,948	$4,151,720	$4,124,305	-0.7%
Intergovernmental Revenues	$18,801	$47,346	$50,000	$0	-100%
Charges For Services	$1,326,457	$1,671,483	$1,231,609	$1,765,437	43.3%
Miscellaneous Revenues	$7,179	$240,130	$660,482	$805,298	21.9%
Transfers In	$0	$336,035	$680,000	$490,000	-27.9%
Cost Reimbursements	$0	$106,216	$0	$31,000	N/A
General Purpose Revenue	$4,993,286	$6,421,698	$8,617,871	$9,434,643	9.5%
Total Revenue Source:	$11,397,757	$13,150,856	$15,391,682	$16,650,683	8.2%

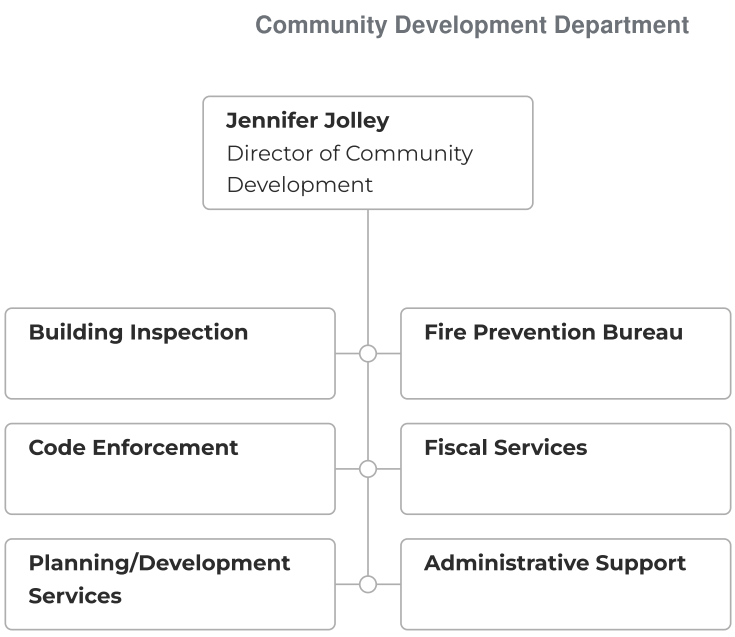
Organizational Chart

The 2025-2026 Proposed Budget includes several 2024-2025 midyear changes. On October 22, 2024, the Board approved transferring CDD's Geographic Information Systems Division, which includes a Geographic Information Systems Manager, Principal Geographic Information Systems Analyst, Geographic Information Systems Specialist II, and Senior Geographic Information Systems Analyst, to the Assessor-Recorder's Office (R-24-204), a reduction of four positions.

Additionally, on December 10, 2024, the Board approved adding a Senior Code Enforcement Officer, a Code Enforcement Officer II, a Principal Planner, and a Development Services Technician to the CDD budget with the concurrent deletion of a Building Inspector II position (R-24-228), a net increase of three positions.

Furthermore, on February 25, 2025, the Board approved adding a Business Analyst II, a Plan Check Engineer II, and a Development Services Senior Technician to the CDD budget (R-25-20), an increase of three positions.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	63.0	63.0	0.0
Temporary (FTE)	0.5	0.8	0.3
Position Total	63.5	63.8	0.3



Program Discussion

Building Inspection Division

The Building Inspection Division is responsible for enforcing the adopted California Building Codes, issuing building permits, reviewing building plans, and performing building inspections to protect public safety. Inspection staff perform construction inspections of residential, agricultural, industrial, and commercial development. The Division consists of four functions:

- **Permit Services** – Processes all building permit applications.
- **Permit Tracking** – Maintains and tracks issued and pending building permits and schedules inspections.
- **Plan Check Services** – Reviews and approves all building plans.
- **Inspection Services** – Performs building inspections for all issued building permits.

Permit Services

The Division utilizes the new Accela permitting software for all permitting applications and continues to improve the electronic plan submittal and review process by reducing the processing times for permit issuance and coordination between Planning, Public Works, and Environmental Health departments. The Division continues to focus on improving the customer service experience for online applicants and providing extended customer service for in-person applicants by offering guidance on creating customer accounts and completing building permit applications.

The Division utilizes e-PlanSoft, with an annual cost of $80,000 for electronic plan check submittal in conjunction with the Accela permitting software; the cost of e-PlanSoft is shared with Public Works who will contribute $31,000 during 2025-2026. With the implementation of Accela, the Division began phasing out the “goPost” portal for electronic submittals. The shift to Accela provides improved access for the public to track the status of their applications and provides staff with the opportunity to run various types of reports that can be used to make improvements to processes in the future.

Building permit applications for over-the-counter, smaller residential remodels, solar, single-family residential homes, agricultural facilities, as well as commercial and industrial development have remained steady for the first half of 2024-2025. Based on economic indicators, newly imposed tariffs may cause inflation that will directly affect the construction industry through higher material costs; along with labor shortages, building permit applications are expected to taper off in the first half of 2025-2026.

Plan Check Services

Plan Check staff have continued to comply with the maximum review turnaround time as required by the Health and Safety Code. In response to public comments and concerns regarding plan review turnaround, the Board approved an additional Plan Check Engineer II (R-25-20) to increase productivity, included in the Proposed Budget for $159,094. The Department may also use outside plan review consultants when necessary, but they are not anticipated to be utilized.

Inspection Services

Building Inspection staff are utilizing tablets to access Accela software in real time during field inspections and are able to access digital building code resources in the field as well. Real-time inspection results and access to the approved digital plans and code information provide efficient services for contractors and homeowners alike. Building Inspectors also assist the Code Enforcement Division with substandard housing inspections, while continuing to provide next-day building permit inspection services.

Planning/Development Services Division

The Planning Division reviews land use development proposals submitted by the public and processes County-initiated policy updates. In addition, the Division conducts environmental reviews of new projects. The Division is divided into two areas:

- **Current Planning** – Reviews discretionary development projects, such as Conditional/Administrative Use Permits, Major/Minor Subdivisions, and processes ministerial applications such as Lot Line Adjustments, Business Licenses for compliance with land use regulations.
- **Advanced Planning** – Reviews long-term development projects, such as General Plan/Development Title Amendments, Zone Reclassifications, Quarries, and the Stockton Metropolitan Airport Special Purpose Plan.

Both Current and Advanced Planning staff work at the front counter to provide information to the public regarding development and zoning. Planning staff also maintains a dedicated email and phone line for responding to customer questions daily. Additionally, in 2024-2025, new permitting software (Accela) was implemented to replace outdated software. The new software requires online submittal of applications, which is anticipated to improve the ability to streamline the processing of permits. In 2025-2026, the Division will continue to review its processes and strive to further streamline procedures and enhance customer experience, especially in relation to Accela.

Positions

The Planning Division added two new positions during 2024-2025, a Development Services Technician (R-24-228) and a Development Services Senior Technician (R-25-20). These positions will review building permits for compliance with land use regulations and process ministerial planning applications. The Senior position will also assist the public with planning and building permit processing requirements and permit status. With the addition of these positions, the Division will reduce its reliance on outside consultants to assist with processing permits.

Industrial Development

The Department is currently processing three large industrial projects in the Tracy and Lodi areas of the county. These projects are anticipated to be heard by the Board of Supervisors during 2025-2026.

Quarry Inspections

Currently, Planning staff conduct annual inspections of active quarries and submit mandatory reports to the State of California. Beginning in 2025-2026, these inspections will be conducted by a qualified consultant at a cost of approximately $90,000. This will provide a higher level of inspection quality and allow Planning staff to focus on processing planning applications for quarries.

Development Title and General Plan Updates

The Division will continue to work on State-mandated updates to the General Plan, including amendments to several elements and sections of the document. In 2024-2025, the Division updated the sixth cycle of the Housing Element, which is a State requirement and a required element of the General Plan. Staff are also exploring updates to the Development Title that would allow for additional and alternative housing options to attempt to meet the housing requirements of the Regional Housing Needs Assessment as identified by the San Joaquin Council of Governments. Additionally, staff will continue to identify and process quarterly updates to the Development Title for clarification or correction throughout 2025-2026.

REAP Grant

On May 14, 2024, the Department obtained a REAP 2.0 (Regional Early Action Planning) grant in the amount of $1,040,242 (B-24-227), of which $800,000 is budgeted in fiscal year 2025-2026, which will be focused on assisting with planning and development activities to accelerate infill housing. The Department is using these funds to create a program to abate underutilized properties that contain houses deemed to be dangerous and/or a public nuisance. Both the Planning and Code Enforcement Divisions are working on policies and procedures to implement this program, which includes abatement or rehabilitation of the property and potentially waiving fees and expediting processing timelines for planning applications.

Code Enforcement Division

The Code Enforcement Division provides traditional code enforcement services throughout the County. Many complaints received by the Division are related to substandard housing and inappropriate land use. The Division's caseload is typically complaint-driven. The primary goal of the Division is to work with the public to obtain voluntary compliance through education and awareness when there is a violation. If compliance is not achieved, the property owner may be subject to fees for cost recovery of staff time and/or administrative fines. Individuals with outstanding violations that do not show signs of progress related to obtaining compliance may also be referred to County Counsel and the District Attorney's Office for possible legal action.

In 2025-2026, staff goals include becoming more efficient using Accela permit tracking software and implementing established policies, procedures, workflows, and technology improvements. In addition, the Division has begun the difficult task of addressing approximately 200 dangerous and substandard structures that have been previously identified throughout the County. This task is expected to continue in 2025-2026, and the Board approved an additional Senior Code Enforcement Officer and an additional Code Enforcement Officer II (R-24-228) for the Division to expedite the review of these cases, budgeted at $273,569.

Community Clean-Up Program

The Code Enforcement Division organizes the County's Community Clean-Up Program. The Program collects trash, electronics, and tires in the designated neighborhoods during advertised events. Staff also distribute landfill passes to Lovelace Materials Recovery Facility and Transfer Station and North County Recycling Center and Sanitary Landfill to County residents to aid in the proper disposal of accumulated trash. The Division will continue to partner with Public Works to decrease illegal dumping throughout the County, and address quality-of-life standards. The 2025-2026 Proposed Budget includes funding in the amount of $165,000 for Community Clean-up Events. Currently, seventeen program events are scheduled, and an additional four to eight events are being planned in areas not previously served by the Community Clean-Up Program. The following neighborhoods have scheduled events over the course of 12 months in the following locations:

Neighborhood	Location
1. Boggs Tract	Stockton
2. Country Club	Stockton
3. French Camp	French Camp
4. Garden Acres	Stockton
5. Gianone Park	Stockton
6. Kennedy Park	Stockton
7. Larch-Clover	Tracy
8. Linden High	Linden
9. Lockeford	Lockeford
10. Morada	Morada
11. River Club	Tracy
12. Taft	Stockton
13. Tully C. Knoles	Stockton
14. Thornton	Thornton
15. Van Allen Elementary	Escalon
16. Victor Elementary	Lodi
17. Woodbridge	Woodbridge

The Division will continue to partner with Public Works, the Environmental Health Department, Sheriff's Office, and the Human Services Agency to address community needs, assist with illegal dumping, homeless encampments, and abandoned vehicles throughout the County to address quality-of-life standards.

Substandard Housing Abatement Program

The Division assumed responsibility for the Substandard Housing Abatement Program from the Environmental Health Department at the beginning of 2021-2022. The Division enforces the Housing and Nuisance Abatement code through County Ordinance, Title 8, which incorporates State Housing Law. Under this ordinance, expanded enforcement procedures will be utilized to ensure the minimum housing standard is maintained throughout the unincorporated areas of San Joaquin County.

In 2024-2025, the Division launched a program by creating an abatement team that works in partnership with the Building Inspection and Planning/Development Services Divisions and focuses on identifying structures deemed as dangerous and/or "unsafe to occupy". One of the main goals of the program, whether through the rehabilitation or abatement of the properties, is creating additional housing opportunities where there were previously none. An additional goal of the program is to reduce blight throughout impacted areas within the unincorporated areas of San Joaquin County. The department is still in the process of implementing this program.

Fire Prevention Bureau

The Fire Prevention Bureau is responsible for the administration and enforcement of the California Fire Code as adopted by the County. The Director of Community Development is the County Fire Warden. The Bureau is managed by a Deputy Fire Warden and is staffed with a Fire Prevention Inspector and an Office Assistant.

The Bureau is tasked with reviewing building plans and performing inspections to determine Fire Code compliance, reviewing appeals on fire prevention issues, certifying occupancies, providing technical consultation with County stakeholders including County Fire Districts, administering the County's operational fire permit program, and administering and enforcing the County's Weed Abatement Program.

Fire Prevention Bureau Fee Updates.

The Fire Prevention Bureau comprehensive fee update was approved by the Board of Supervisors at the May 13, 2025, Fee Hearing (R-25-69 and R-25-70). The update includes fees for new occupancies, stand-alone Fire Construction fees, and Operational Fire Permit fees. The Bureau has worked with a consultant to prepare a Cost of Services study to develop the new fees. The Bureau also consulted with the San Joaquin County Fire Chief's Association to finalize the adopted fees. The amended fee schedules will ensure the Department's Fire Prevention fees more accurately reflect the actual cost of providing services, reduce subsidies, and help reduce the Department's Net County Cost. The 2025-2026 Proposed Budget includes $196,857 in estimated Fire Prevention Bureau Fee revenue.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Building Permits				
Commercial-County	428	391	480	442
Commercial-Mountain House	57	36	12*	N/A*
Residential-County	1,938	1,954	2,268	2,094
Residential-Mountain House	319	470	8*	N/A*
Over-the-Counter-County (roof, HVAC, etc.)	1,951	1,928	2,148	2,049
Over-the-Counter-Mountain House (roof, HVAC, etc.)	133	115	10	N/A*
Total Permits	**4,826**	**4,894**	**4,926**	**4,585**
Planning				
Business License-County	313	396	426	386
Business License-Mountain House	40	33	2*	N/A*
Development Application-County	239	266	362	295
Development Application-Mountain House	21	3	0*	N/A*
Williamson Act	18	40	50	37
Total Applications	**631**	**738**	**840**	**718**
Enforcement				
Community Services Complaints-County	2,179	430	0**	N/A**
Community Services Complaints-Mountain House	22	7	0*	N/A*
Enforcement Cases-County	343	1,253	924	1,110
Enforcement Cases-Mountain House	3	11	1*	N/A*
Total Enforcement	**2,547**	**1,701**	**925**	**1,110**
Fire Services				
Fire Access Roads	121	50	110	96
Fire Inspections-County	259	142	284	233
Fire Inspections-Mountain House	4	4	0*	N/A*
Permits Issued	524	628	564	583
Plan Reviews-County	89	154	288	181
Plan Reviews-Mountain House	125	261	2*	N/A*
Weed Abatement Parcels Abated	6	10	14	10
Total Fire Services	**1,128**	**1,249**	**1,262**	**1,103**

*The City of Mountain House was incorporated on July 1, 2024.

**Community Services Complaints are no longer being generated.

Emergency Services



Tiffany Cacho
Director of Emergency Operations

Through training, exercises, and outreach, the Office of Emergency Services (#2026000000) will coordinate with local partners to enhance capabilities in all aspects of emergency management.

The mission of the Office of Emergency Services (OES) is to support a prepared and resilient community and improve emergency management capabilities to protect those who live, work, and play in San Joaquin County. OES is the key disaster preparedness office of the County and has direct responsibility to support and coordinate the efforts of County departments carrying out their functions in the field. To ensure a coordinated response to their disaster needs, OES also provides disaster information, logistical support, facilitates mutual aid requests, and facilitates inter-jurisdictional coordination with agencies from eight cities, 120 special districts, and locally-based State and Federal agencies.

OES coordinates with a broad range of emergency management stakeholders. Accomplishments are founded on input and partnerships with public, private, non-profit, community-based, and faith-based organizations. The emergency management program is team-based, evidence-driven, and accomplished through stakeholder coordination. Utilizing after-action reports and improvement plans from previous disasters and exercises, OES will annually assess and improve the road map for preparedness. While emergencies create new challenges for the program, OES has been able to adjust and overcome these obstacles through support and partnership with stakeholders. OES will continue to create a robust educational and exercise program for the community.

Please visit sjgov.org/oes for more information. To learn more about preparedness or find information on current incidents, please visit SJReady.org.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not on Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Improve department vacancy rate.	9%	8%	0%	June 30, 2025
Formalize Succession Planning	**Initial**	**Current**	**Target**	**Deadline**
Increase the number of staff members trained in at least one additional department skill or position to help prepare for advancement.	0%	100% complete	100% complete	June 30, 2025
Demonstrate Leadership Development	**Initial**	**Current**	**Target**	**Deadline**
Provide formalized leadership training opportunities for all staff members.	4	5	8	June 30, 2025
Public Safety / Criminal Justice / Quality of Life				
Reduction in Response Times for Emergency Services	**Initial**	**Current**	**Target**	**Deadline**
Implement a Virtual Emergency Operations Center software system to be fully operational and accessible to all relevant emergency response teams, stakeholders, and partner agencies for real-time information sharing and resource allocation during emergencies. The full project is expected to be complete by the end of 2026.	No Virtual Emergency Operations Center software system in place	100% implemented	65% implemented	June 30, 2025
Water Management				
Reduce Flood Risk	**Initial**	**Current**	**Target**	**Deadline**
Complete an assessment and identify projects through the Hazard Mitigation Grant Program to reduce the flood risk in San Joaquin County. The overall project will be complete in 2026.	10% complete	75% complete	75% complete	June 30, 2025

Analysis of Priority Activity

The Department's vacancy rate goal and the implementation of formalized leadership training, may not be met. The unexpected departure of the Department Director has impacted both goals. If the Director position is filled before the end of the year, the department could still reach the vacancy rate target. Similarly, the leadership training initiative has experienced delays due to the leadership transition, which may prevent full implementation by the end of the reporting period.

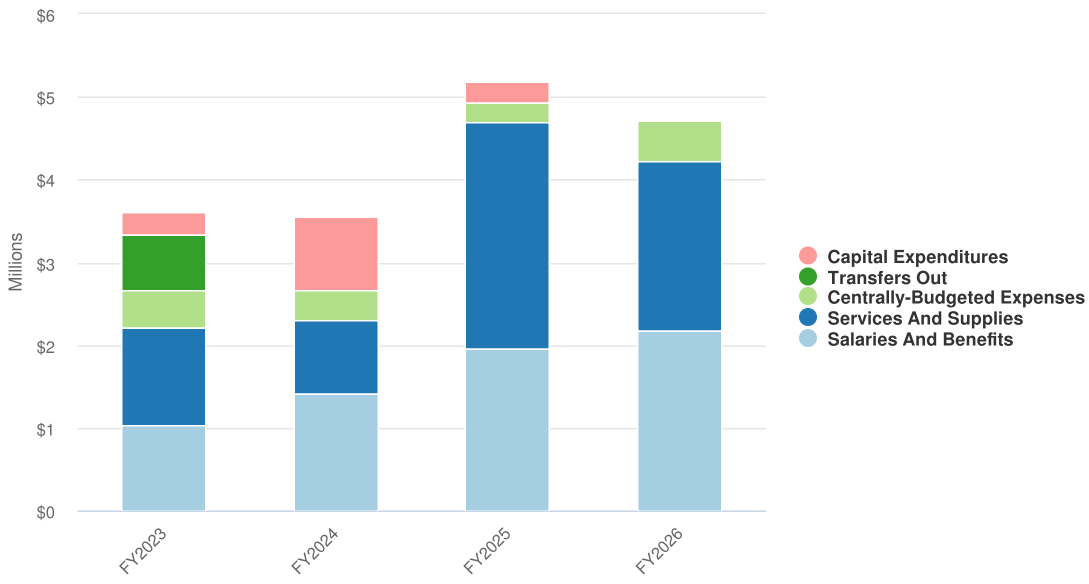
Expenditures Summary

The 2025-2026 Proposed Budget of $4,717,670 is a decrease of $471,360 from the 2024-2025 Adopted Budget of $5,189,030, primarily due to decreases in grant-related project expenses ($781,825) and capital expenditures ($254,500), and the midyear 2024-2025 deletion of an Accounting Technician I position ($99,981). The decrease is partially offset by the full-year cost of a Senior Geographic Information Systems Analyst position added midyear 2024-2025 ($172,647), an increase in data processing charges ($166,353), salaries and benefits adjustments ($133,672), and an increase in software licensing costs ($100,000).

$4,717,670 **-$471,360**
(-9.08% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$1,029,383	$1,411,198	$1,962,119	$2,178,457	11%
Services And Supplies	$1,174,802	$882,026	$2,727,503	$2,051,507	-24.8%
Centrally-Budgeted Expenses	$453,527	$376,474	$244,908	$487,706	99.1%
Capital Expenditures	$268,121	$882,433	$254,500	$0	-100%
Transfers Out	$683,021	$0	$0	$0	0%
Total Expense Objects:	$3,608,854	$3,552,131	$5,189,030	$4,717,670	-9.1%

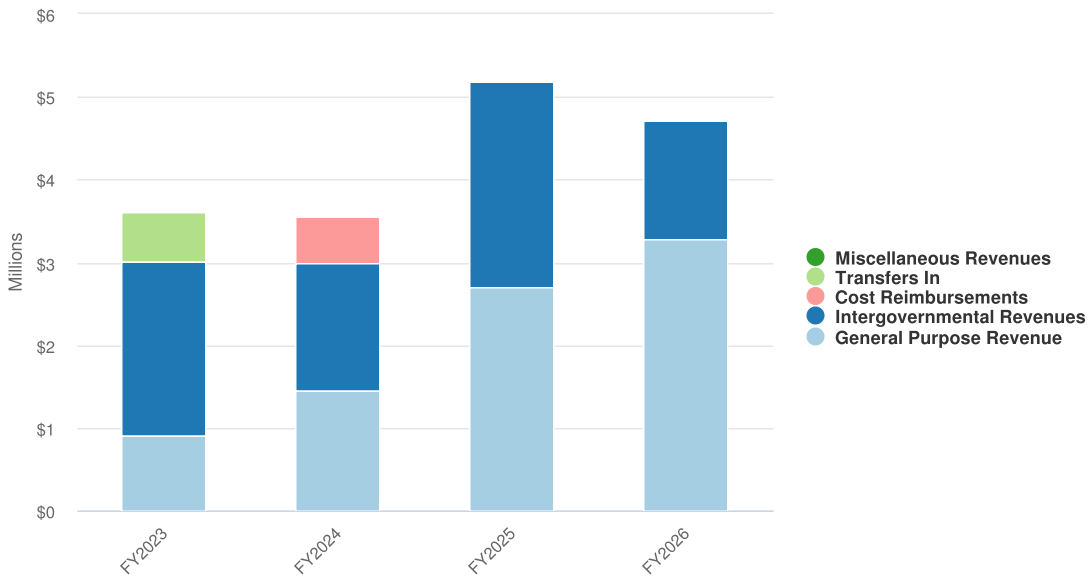
Funding Summary

The 2025-2026 Proposed Budget includes $3,286,188 in General Purpose Revenue, and $1,431,482 in State and Federal revenues from the California Department of Water Resources (DWR) Delta Flood Emergency Response Round 3 Grant, American Rescue Plan Act (ARPA), and Hazard Mitigation Grant Program.

$4,717,670 -$471,360
(-9.08% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$2,099,850	$1,538,232	$2,481,722	$1,431,482	-42.3%
Miscellaneous Revenues	$8,884	$0	$0	$0	0%
Transfers In	$598,000	$0	$0	$0	0%
Cost Reimbursements	$757	$554,945	$0	$0	0%
General Purpose Revenue	$901,363	$1,458,954	$2,707,308	$3,286,188	21.4%
Total Revenue Source:	$3,608,854	$3,552,131	$5,189,030	$4,717,670	-9.1%

Organizational Chart

The 2025-2026 Proposed Budget includes a Senior Geographic Information Systems Analyst position added midyear 2024-2025 and the concurrent deletion of an Accounting Technician I position (B-25-95). The Senior Geographic Information Systems Analyst will enable OES to enhance real time decision-making, improve coordination, and optimize resource management by leveraging advanced geospatial tools and data analysis.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	12.0	12.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	12.0	12.0	0.0

Program Discussion

In 2025-2026 OES is driving forward critical initiatives to enhance County readiness, coordination, and resilience.

- **Enhancing Employee Preparedness and Readiness** – Invest in EOC-based training, tabletop exercises, and an expanded County Employee Preparedness Program with online training and Disaster Service Worker initiatives. A well-trained workforce ensures a faster, stronger response to any crisis, strengthening the County's resilience.
- **Modernizing Emergency Plans** – Update Emergency Operations Plan (EOP) functional and hazard annexes in collaboration with key County departments. Aligning with FEMA standards ensures the best national practices guide our emergency response.
- **Ensuring 24/7 Disaster Response** – Maintain round-the-clock coordination for alerts, warnings, and recovery efforts. Rapid action saves lives.
- **Enhancing Local Emergency Coordination** – Strengthen monitoring, response, and reporting systems. A seamless, coordinated approach reduces the impact of disasters.
- **Securing Flood-Fighting Resources** – Stockpile and replenish critical supplies, ensuring immediate response capability when floods strike.
- **Enhancing Regional Logistics** – Establish and sustain a centralized supply hub to ensure the efficient distribution of emergency supplies, enabling quicker response and recovery.
- **Advancing Training & Exercises** – Invest in a robust, multi-year training plan. Regular drills and exercises sharpen readiness, ensuring precision in response efforts.
- **Optimizing Public Alert Systems** – Expand the public alert system's use for Countywide emergency notifications. Accurate, timely communication saves lives and keeps communities informed.
- **Driving Fiscal Recovery** – Finalize FEMA reimbursement claims from the 2022-2023 Atmospheric River Storms. A strong financial foundation ensures sustained emergency services.
- **Achieving Accreditation Excellence** – Pursue Emergency Management Accreditation by 2027. National recognition strengthens public trust and demonstrates operational excellence.
- **Enhancing Mapping & Coordination** – Support advanced mapping software for emergency pre-planning, coordination, and public communication. Real-time data leads to smarter, faster decision-making.

Emergency Operations Plan and Training Priorities

The Emergency Operations Plan (EOP) is the County's blueprint for emergency management, detailing operational strategies across all phases of disaster management. With 23 supporting annexes, OES updated two plans in 2024-2025 and will refine eight more in 2025-2026.

Training remains paramount. OES ensures County and city personnel, alongside stakeholders, are well-versed in EOP and Emergency Operations Center (EOC) operations. Quarterly countywide meetings foster collaboration and information sharing, strengthening the Disaster Service Worker network.

OES prioritizes staff development, aligning personnel with command and general staff roles. Type III EOC credentials are actively pursued, with efforts underway to secure Type I certifications. These initiatives ensure operational excellence and guarantee that qualified personnel are ready for Emergency Management Mutual Aid deployment when needed.

Countywide Emergency Operations Center Activation and Recovery

San Joaquin County responded to severe winter storms from December 2022 to July 2023, proclaiming a local emergency on January 1, 2023, later ratified by the Board (R-23-1). County agencies addressed power outages, fallen trees, flooding, evacuations, and rescues. The County secured a Major Presidential Disaster Declaration, unlocking federal and state aid. Estimated countywide damages exceeded $100 million, with $6.6 million of San Joaquin County's disaster response costs eligible for FEMA reimbursement. OES continues to support recovery efforts and enhance future preparedness.

Emergency Preparedness Program (EPP)

OES leads the County's Emergency Preparedness Program, providing training for safe evacuations and sheltering procedures. This includes training for Facility Threat Coordinators and Area Wardens and assisting departments in developing emergency plans. In 2024-2025, OES facilitated five facility evacuation drills, with plans to increase to ten in 2025-2026. The Proposed Budget allocates $37,000 in cost recovery of staff time for expanded training and program updates to meet evolving standards. Efforts will continue to integrate Incident Command System (ICS) and Emergency Operations Center (EOC) training for County and Operational Area staff, including Disaster Service Worker training.

Emergency Preparedness Exercises

Exercises are essential for testing emergency plans, policies, and procedures. OES maintains a multi-year Integrated Preparedness Plan to progressively enhance readiness and capacity. In 2025-2026, OES will conduct or participate in 15 discussion-based or functional exercises. These will focus on previously identified areas for improvement, engaging county departments, cities, special districts, and non-governmental

organizations. OES will also continue participating in annual dam failure exercises in collaboration with State and Federal agencies.

California Department of Water Resources (DWR) Delta Flood Emergency Response Grant Program, Round 3

In 2023-2024, the Board of Supervisors approved (R-22-80) a $1.7 million grant from the California Department of Water Resources (DWR) to enhance flood emergency response. Building on previous grant-funded initiatives, Round 3 will focus on evacuation planning, emergency warning enhancements, sheltering, and additional flood-fighting supplies.

American Rescue Plan Act (ARPA) Funds

On December 13, 2022, the Board of Supervisors awarded $598,000 in ARPA funds to OES for training, EOC upgrades, and emergency response equipment (B-22-692). An additional $121,329 was approved in 2023-2024 for emergency response vehicles (B-24-115). The 2025-2026 Proposed Budget includes re-budgeting of $70,531 for continued training and EOC improvements.

Hazard Mitigation Program

OES received a $375,000 Hazard Mitigation Grant in 2023-2024 to expand the Local Hazard Mitigation Plan into a Multi-Jurisdictional Hazard Mitigation Plan (R-22-79). This initiative will integrate cities, special districts, and stakeholders to create a comprehensive, countywide risk-reduction strategy. Final submission to Cal OES and FEMA is expected by late 2026.

Public Outreach

In 2024-2025, OES participated in 11 public outreach events and two community meetings, distributing over 12,000 preparedness materials. SJReady Alerts opt-ins increased by more than 100%. OES actively engaged with the public through SJReady.org and social media, achieving a 3.28% engagement rate—exceeding government benchmarks. The Operational Area Joint Information System (OA JIS) now has 103 members, ensuring coordinated public messaging across agencies.

Unmanned Aerial Systems (UAS) Program

The UAS Program strengthens emergency response with real-time aerial surveillance, damage assessments, and search-and-rescue support. In 2024-2025, drones were deployed for flood monitoring, wildfire mapping, and infrastructure assessments, improving response efficiency. In 2025-2026, OES will expand drone operations, launching the San Joaquin Drone Operations Group (SJDOG) to standardize policies, enhance coordination, and advance drone-based emergency response.

Public Safety Geographic Information System (GIS) Program

The Public Safety GIS Program (PSGP) is transforming how San Joaquin County leverages geospatial technology for emergency management. In 2024-2025, a new GIS position was established within OES. In 2025-2026, OES will formalize GIS capabilities in partnership with the Sheriff's Office, EMS, and Fire Districts. This program will enhance incident mapping, resource tracking, hazard modeling, and CAD integration, ensuring accurate, real-time data supports emergency planning and response efforts. Continued investment in PSGP will solidify GIS as a cornerstone of countywide emergency preparedness.

Supplemental Requests

The Director of Emergency Operations is requesting supplemental funding totaling $415,224 for the following:

Stand by Pay

Funding of $10,000 is requested for Stand by Pay for five Emergency Planners who will remain on standby status after hours for a total of 123 hours per week, 52 weeks per year, ensuring that OES is consistently available to respond to inquiries and emergencies across the county. This funding is provided on a one-time basis to support services in 2025-2026.

Language Services

Funding of $25,000 is requested in response to Assembly Bill 1638, effective January 1, 2025, which mandates that emergency response services for populations where five percent or more of residents speak English less than “very well” must provide emergency-related information in both English and all languages spoken by 5 percent or more of the population. Funding will allow equitable access to information during an emergency or disaster critical for safety and survival. OES will be required to provide information in the County's threshold languages: English, Spanish, and American Sign Language (ASL).

Software

Funding of $100,000 is requested for the ongoing software costs to support OES operations. This includes the recurring cost of ESRI software, essential for the Senior GIS Analyst to carry out emergency management functions such as real-time situational awareness, disaster response coordination, and predictive hazard modeling. Continued licensing ensures access to vital updates, security patches, and technical support, ensuring seamless GIS operations during emergencies. Additionally, the ongoing cost of drone software is crucial for maintaining the County’s drone operations, which provide real-time aerial surveillance and data collection during emergencies. The software integrates with GIS tools to improve disaster response, search-and-rescue, and damage assessments, with ongoing licensing ensuring updates, secure data transmission, and technical support.

Grant Funding Replacement

Funding of $280,224 is requested to balance the OES budget, which has traditionally been reliant on the Emergency Management Performance Grant, and other State and Federal grant reimbursements. Since 2023, OES has experienced a decline in awarded funds, and with all federal grants currently on hold, award processes and reimbursements have been delayed. This funding is provided on a one-time basis to support services in 2025-2026.

The 2025-2026 Proposed Budget has been augmented by $415,224 to address these requests.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Employee Preparedness				
EPP Training	15	11	15	15
Department Plan Assistance	4	10	7	10
Evacuation Drills	12	7	6	14
Total	**31**	**28**	**28**	**39**
Emergency Responses				
Major Emergency	4	2	2	2
Local Incident	1	5	4	2
Total	**5**	**7**	**6**	**4**
Operational Area Emergency Preparedness				
Emergency Plans	7	7	3	8
Stakeholder Engagement	5	10	36	25
Training and Exercise	3	11	24	20
Community Outreach Events	6	20	22	20
Total	**21**	**48**	**85**	**73**
Grants Management				
Federal Grants	2	3	3	3
State Grants	3	3	2	1
State Homeland Security Grant Program*	N/A	4	3	3
Total	**5**	**10**	**8**	**7**

*In 2023-2024, OES assumed responsibility for the Homeland Security Grant Program (#2026000150).

Homeland Security Grants



Tiffany Cacho
Director of Emergency Operations

The Office of Emergency Services (OES) oversees and provides financial management for Homeland Security Grants (#2026000150), aimed at supporting initiatives in preventing, protecting against, mitigating, responding to, and recovering from acts of terrorism and other threats. This grant equips recipients with the necessary resources to implement the National Preparedness System and contribute to the National Preparedness Goal of building a secure and resilient nation.

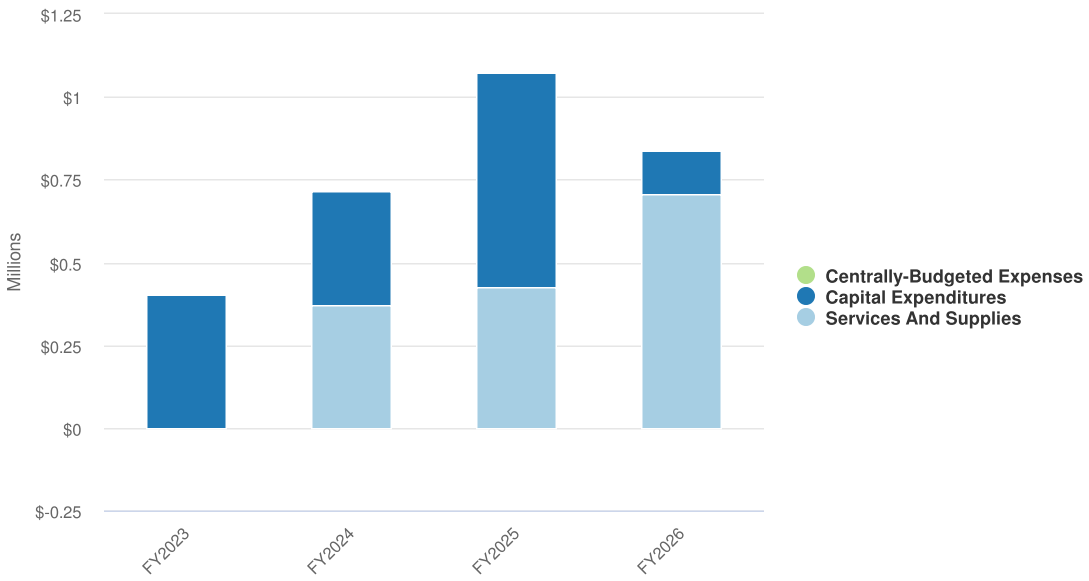
Expenditures Summary

The 2025-2026 Proposed Budget of $839,445 is a decrease of $233,614 from the 2024-2025 Adopted Budget of $1,073,059. This is primarily due to a decrease in capital expenditures ($511,661), partially offset by an increase in planned projects for 2025-2026 ($331,088).

$839,445 -$233,614
(-21.77% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	-$854	$372,295	$426,444	$704,491	65.2%
Centrally-Budgeted Expenses	$719	$7,255	$0	$0	0%
Capital Expenditures	$403,897	$342,344	$646,615	$134,954	-79.1%
Total Expense Objects:	$403,763	$721,894	$1,073,059	$839,445	-21.8%

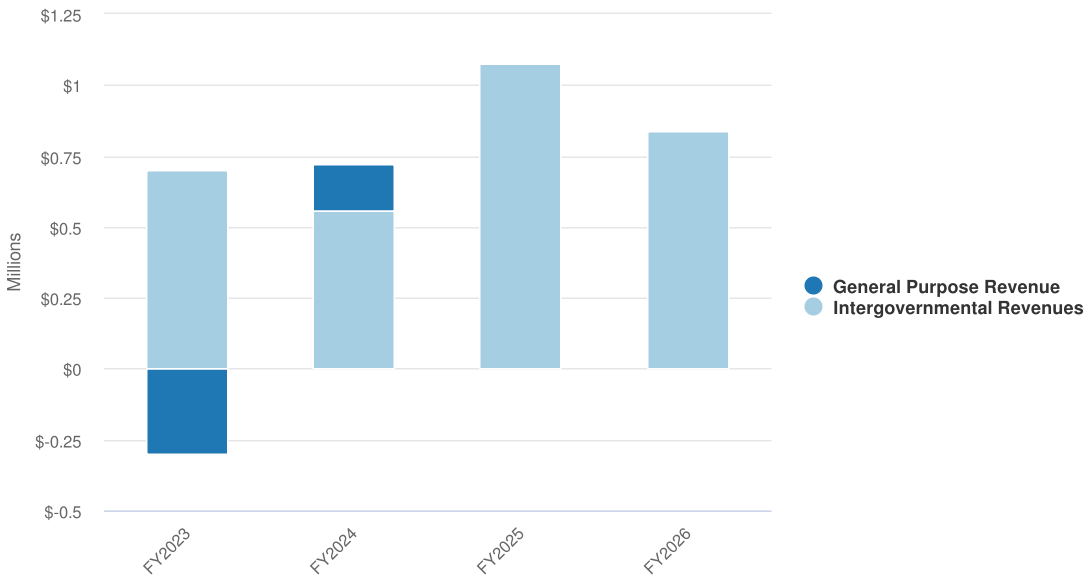
Funding Summary

The 2025-2026 Proposed Budget includes $839,445 from the U.S. Department of Homeland Security, consisting of a $737,499 allocation for 2025-2026 and $101,946 in funds re-budgeted from the previous allocation. The California Governor's Office of Emergency Services (CalOES) manages the distribution of these grant funds through a reimbursement process.

$839,445 -$233,614
(-21.77% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$702,391	$556,249	$1,073,059	$839,445	-21.8%
General Purpose Revenue	-$298,628	$165,645	$0	$0	0%
Total Revenue Source:	$403,763	$721,894	$1,073,059	$839,445	-21.8%

Program Discussion

During 2024-2025, OES met with the Local Approval Authority, which includes representatives from local police, local and rural fire, and emergency medical services agencies, to fund projects that directly support the County's first responders.

The 2025-2026 Proposed Budget reflects the priorities established by the Local Approval Authority and focuses on investing grant funds to support the Federal Emergency Management Agency's four national priorities and projects that benefit the County in the areas of law enforcement, local fire districts, and community outreach initiatives.

Homeland Security Grant funds from grant years 2022 through 2024 will support the following projects in 2025-2026.

- **$272,208** – Purchase protective equipment for San Joaquin County Fire Districts.
- **$134,954** – Purchase utility truck and utility trailer for the Sheriff's Office Dive Team.
- **$119,329** – Purchase crime analysis software for the Sheriff's Office.
- **$70,363** – Purchase Operation Dighton Little equipment for the Sheriff's Office.
- **$63,271** – Install protective equipment for the Registrar of Voters' Office.
- **$47,234** – Purchase camera equipment to combat violent extremism for County law enforcement.
- **$40,500** – Purchase boat, trailer and supplies for the City of Lodi Fire Department.
- **$26,814** – Create and print Community Readiness outreach fliers.
- **$19,736** – Purchase equipment for the City of Lodi Police Department in Response and Preparedness.
- **$45,036** – Management and administrative support costs.

  $839,445 Total 2025-2026 Budget

In addition, $391,959 for the purchase of a mobile command vehicle for the City of Lodi Police Department was authorized in the 2023 Homeland Security Grant Program award. However, it is not included as part of the 2025-2026 Proposed Budget.

Homeland Security Grant Achievements for the 2021-2023 grant years:

- **$188,308** – Purchase paramedic training equipment for Emergency Medical Services.
- **$103,657** – Security penetration testing of networks managed by the Information Systems Division.
- **$70,397** – Purchase cybersecurity software for the Sheriff's Office.
- **$63,407** – Drone Equipment for City of Lodi Police Department's Mobile Command.
- **$50,249** – Purchase ballistic shields for the City of Manteca Police Department.
- **$31,800** – Implement network and service account security enhancements for Public Health Services.
- **$30,000** – Emergency outreach materials for the Office of Emergency Services.
- **$29,787** – Purchase of decontamination kits for the Sheriff's Office.
- **$17,715** – Create and print community readiness fliers.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Grants Administered	3	4	3	3
Value of Grants Administered	$2,524,287	$2,165,488	$2,090,171	$2,383,758

Fish & Game



Patrick Withrow
Sheriff-Public Administrator

The Fish and Game Program (#2026500000) provides funding for the protection and propagation of natural resources as prescribed by State Fish and Game code. This Program is fully supported by fines collected for Fish and Game violations and is operated at a level determined by available funding.

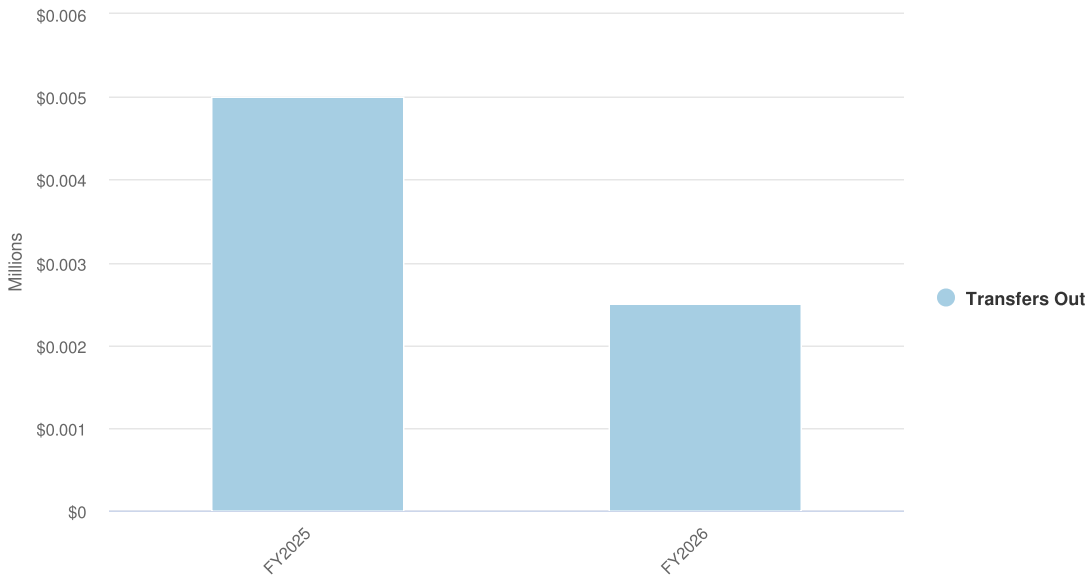
Expenditures Summary

The 2025-2026 Proposed Budget of $2,500 is a decrease of $2,500 from the 2024-2025 Adopted Budget of $5,000, due to a decrease in operating transfers to Parks and Recreation for the Oak Grove Trout Stocking Program.

$2,500 -$2,500
(-50.00% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Transfers Out	$0	$0	$5,000	$2,500	-50%
Total Expense Objects:	$0	$0	$5,000	$2,500	-50%

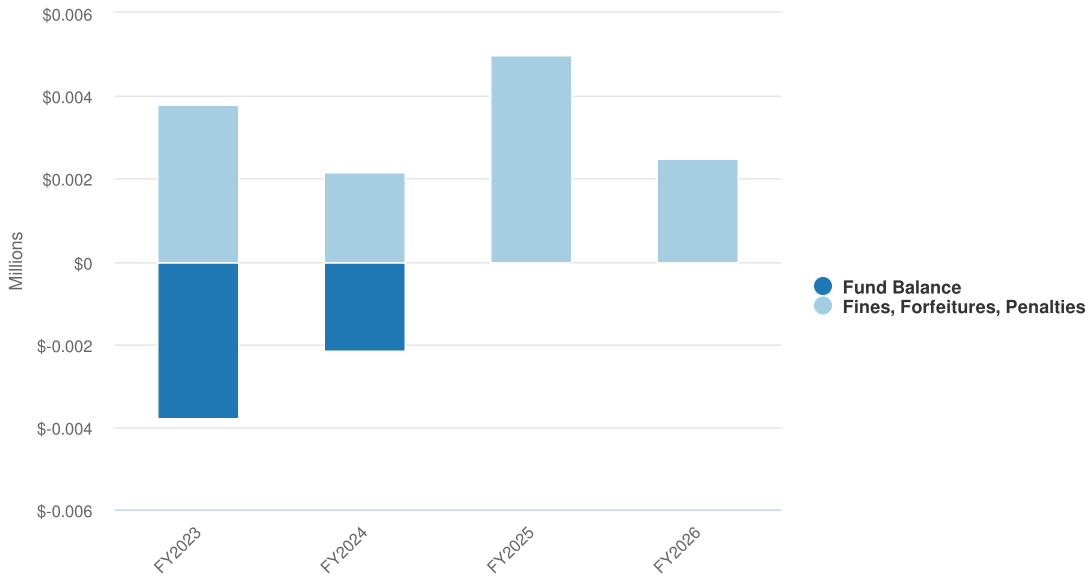
Funding Summary

The 2025-2026 Proposed Budget is funded by $2,500 in Fish and Game Code violation fine revenue.

$2,500 -$2,500
(-50.00% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Fines, Forfeitures, Penalties	$3,798	$2,173	$5,000	$2,500	-50%
Fund Balance	-$3,798	-$2,173	$0	$0	0%
Total Revenue Source:	$0	$0	$5,000	$2,500	-50%

Program Discussion

For many years, an annual contribution of $7,000 from the Fish and Game Special Revenue Fund was made to support the Trout Stocking Program at Oak Grove Regional Park. However, the fund balance was nearly depleted in 2020-2021 and was no longer available to support the program at the same level. The Proposed Budget is balanced using anticipated 2025-2026 revenue of $2,500.

Fund Balance

Fish and Game Fund

Fish and Game Special Revenue Fund (#20005) has historically been used to support the Trout Stocking Program as well as Sheriff Fish and Game enforcement activities. The fund balance as of March 31, 2025, was $8,856. There is no fund balance designated for use in the 2025-2026 Proposed Budget.

LAFCo Contribution



Sandy Regalo
County Administrator

The Local Agency Formation Commission (LAFCo) is established under the provisions of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (Government Code Sections 56000 - 57550). LAFCos are mandated in each California county to discourage urban sprawl, preserve open space and prime agricultural lands, efficiently provide government services, and encourage the orderly formation and development of local agencies.

The five-member San Joaquin LAFCo consists of two County Supervisors, two Mayors or Councilmembers representing cities, and a member of the general public. The LAFCo operating budget is governed by LAFCo, not by the Board of Supervisors. The County LAFCo budget (#2026700000) reflects only the County's contribution, not the portion contributed by cities or other LAFCo revenues.

Please visit sjlafco.org for more information.

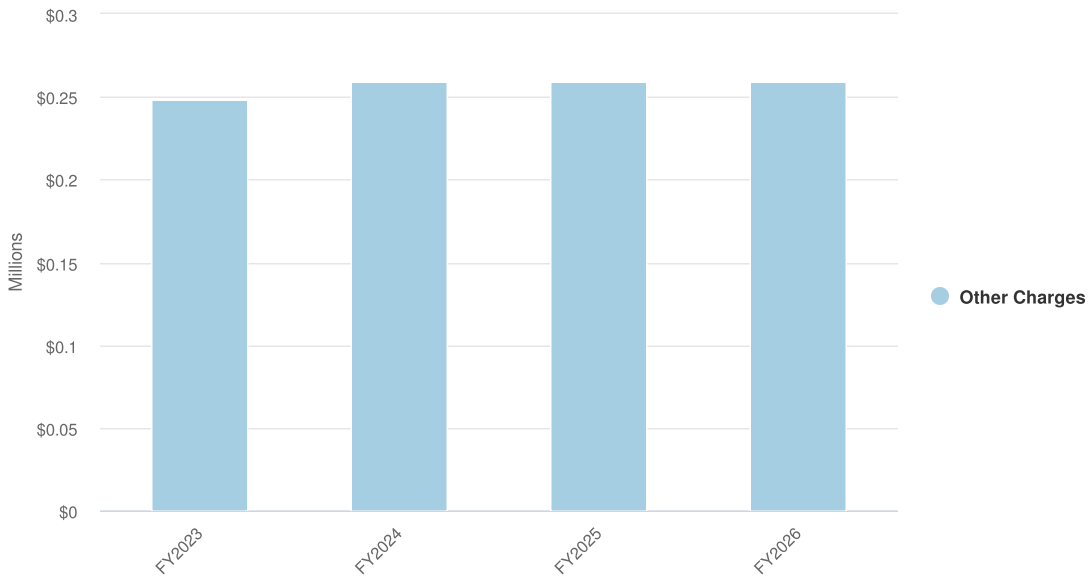
Expenditures Summary

The 2025-2026 Proposed Budget for the County contribution to LAFCo is $259,638 and is unchanged from the 2024-2025 Adopted Budget.

$259,638 $0
(0.00% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Other Charges	$248,220	$259,638	$259,638	$259,638	0%
Total Expense Objects:	$248,220	$259,638	$259,638	$259,638	0%

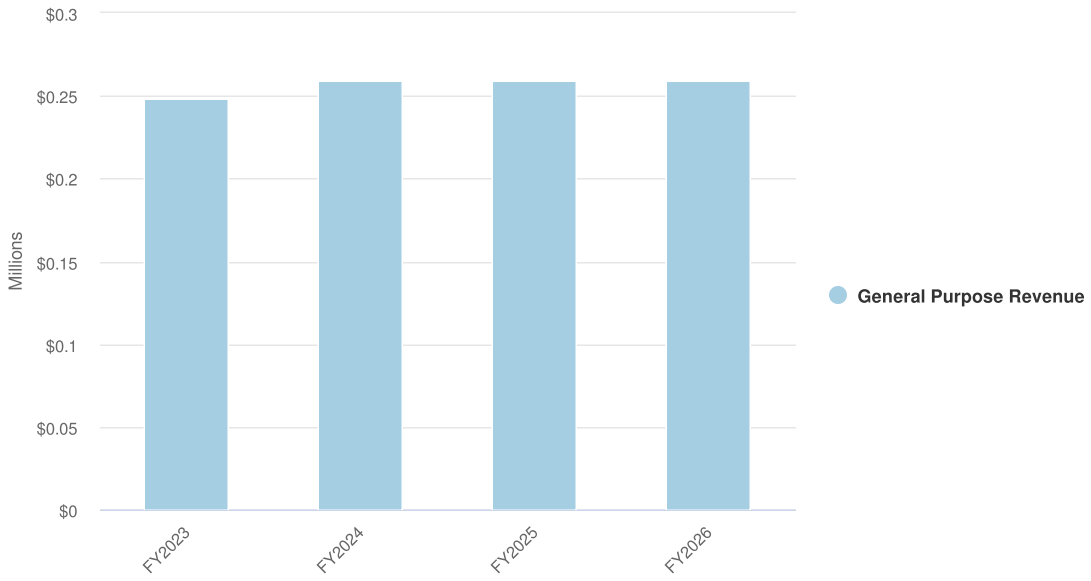
Funding Summary

The 2025-2026 Proposed Budget includes $259,638 in General Purpose Revenue.

$259,638 $0
(0.00% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
General Purpose Revenue	$248,220	$259,638	$259,638	$259,638	0%
Total Revenue Source:	$248,220	$259,638	$259,638	$259,638	0%

Program Discussion

The 2025-2026 Proposed Budget for the County's contribution to LAFCo is $259,638 and remains unchanged from the 2024-2025 Adopted Budget, matching the total contribution from the eight cities within the County.

The preliminary LAFCo operating budget for 2025-2026 totals $686,691, consisting of $498,986 in salaries and benefits, and $187,705 in operating expenses. Funding is provided by the County's contribution of $259,638, the contribution from cities totaling $259,638, and by filing fees and interest totaling $167,415.

2025-2026 Work Program

The LAFCo Work Program will include:

- Process applications for annexations, organizational changes, and out-of-agency service requests.
- Update Municipal Service Reviews (MSRs) and Sphere of Influence (SOI) Plans for the County rural fire districts, Woodbridge Irrigation District, and the Stockton East Water District consolidation.
- Develop consistent Countywide growth rates, demographic information, and economic development indexes in partnership with the University of the Pacific Eberhardt School of Business, Center for Business and Policy Research.
- Review and update, as needed, operational policies and procedures.

2024-2025 Work Program

LAFCo completed 9 out-of-agency service requests and the following projects:

- Highway 12, LLC Annex 4.26 Acres to CSA 31
- Singh Annexation to the City of Lathrop
- Mariposa Industrial Park 1 Phase 2 Reorganization to the City of Stockton
- Central San Joaquin Water Conservation District Annexation two Acres

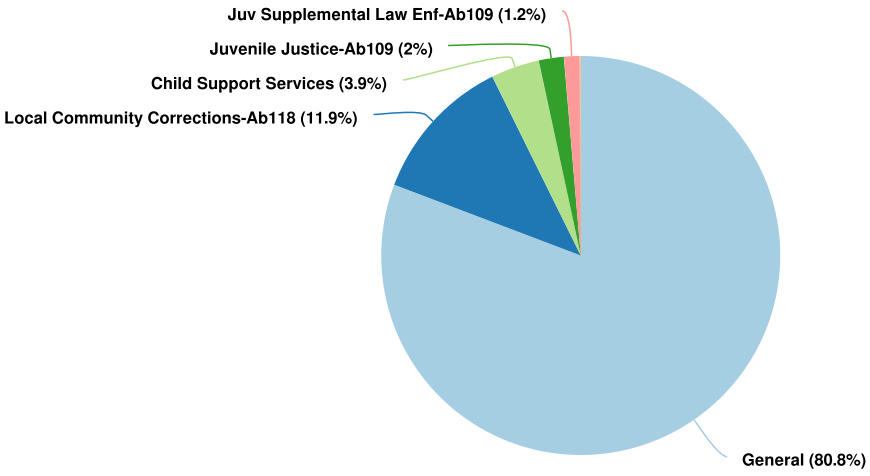
Law & Justice

Expenditures Summary

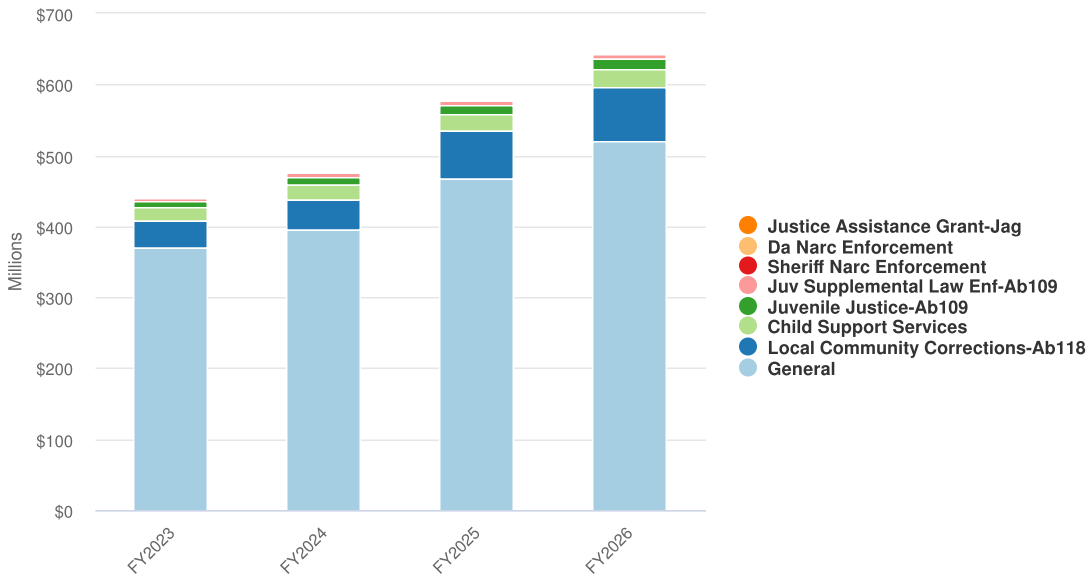
$644,361,297 $65,500,199
(11.32% vs. prior year)

Expenditures by Fund

Expenditures by Fund



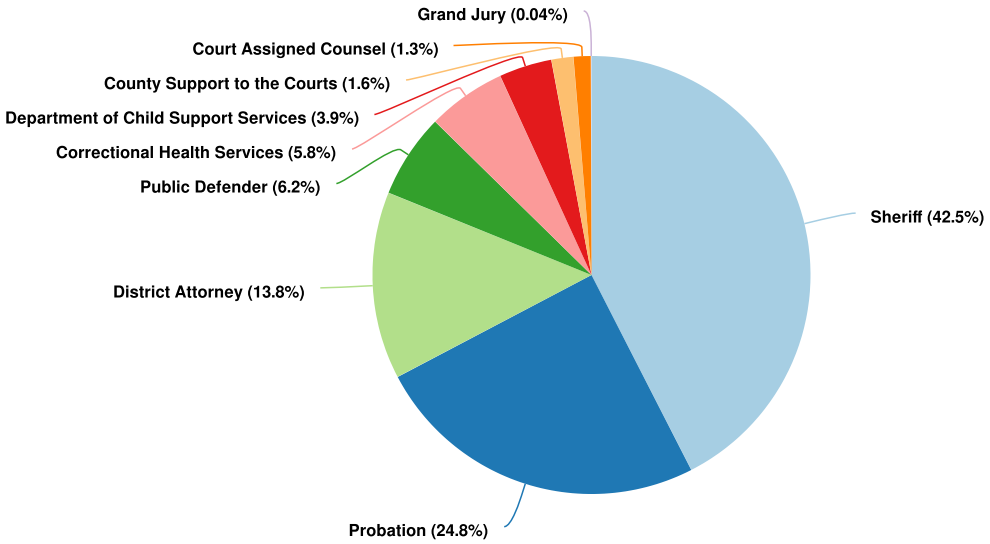
Budgeted and Historical Expenditures by Fund



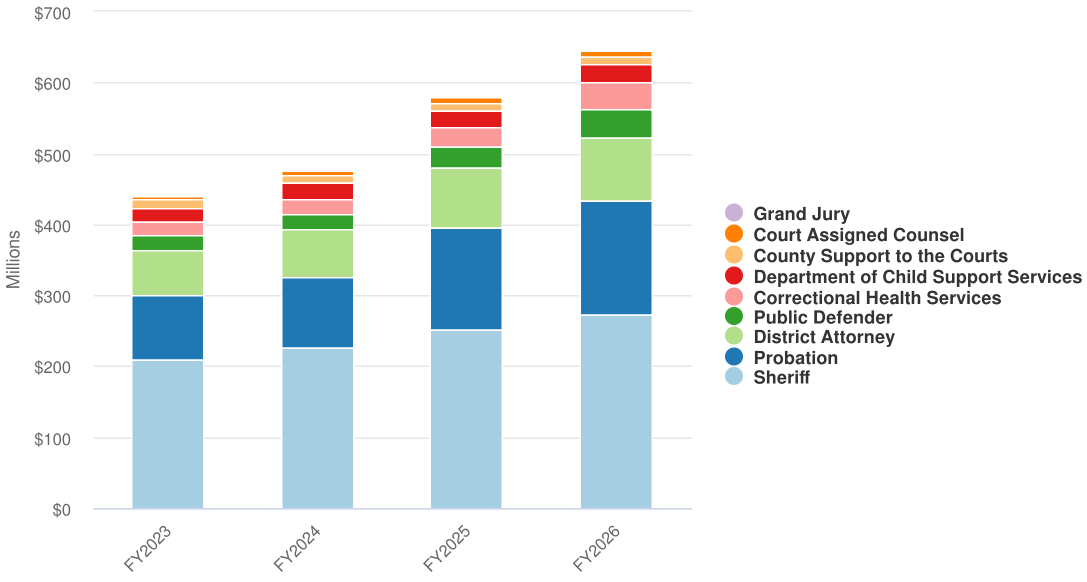
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
General	$369,580,913	$395,768,611	$468,013,173	$520,413,186	11.2%
Justice Assistance Grant-Jag	$281,115	$325,772	$188,420	$190,753	1.2%
Da Narc Enforcement	$127,689	$121,750	$131,988	$235,000	78%
Sheriff Narc Enforcement	$222,474	$277,968	$231,544	$279,401	20.7%
Child Support Services	$20,109,444	$22,094,323	$24,516,967	$25,158,141	2.6%
Local Community Corrections-Ab118	$37,679,714	$41,601,856	$66,415,248	$76,984,573	15.9%
Juv Supplemental Law Enf-Ab109	$4,493,243	$6,005,976	$8,351,032	$7,936,292	-5%
Juvenile Justice-Ab109	$8,371,291	$10,168,024	$11,012,726	$13,163,951	19.5%
Total:	$440,865,882	$476,364,281	$578,861,098	$644,361,297	11.3%

Expenditures by Department

Budgeted Expenditures by Department



Budgeted and Historical Expenditures by Department



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expenditures					
District Attorney					
District Attorney	$52,042,649	$56,399,086	$70,874,016	$74,854,858	5.6%

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
DA-Real Estate Fraud	$455,442	$709,415	$684,243	$394,394	-42.4%
DA-Family Justice Center	$629,874	$798,280	$849,059	$856,972	0.9%
DA-Victim Assistance	$799,373	$790,209	$1,201,169	$1,207,034	0.5%
DA-Consumer Fraud-Prop 64	$2,267,336	$1,357,879	$1,437,519	$1,442,967	0.4%
DA-Epu Investigation_Prosecuti	$39,560	$80,438	$203,261	$203,340	0%
DA-Child Abduction	$765,242	$557,916	$577,554	$0	-100%
DA-Narcotics Enforcement	$127,689	$121,750	$131,988	$235,000	78%
DA-Auto Insurance Fraud	$301,547	$300,860	$298,576	$262,432	-12.1%
DA-Workers Comp Ins Fraud	$496,778	$471,807	$525,484	$428,610	-18.4%
DA-Public Assistance Fraud	$3,324,275	$3,726,683	$4,792,540	$5,301,354	10.6%
DA-Youth Gun Viole-Jag	$103,622	$191,087	$103,622	$103,622	0%
DA-Victim Witness Prog	$1,774,174	$1,936,875	$2,551,465	$2,476,348	-2.9%
DA-Rural Crimes Prevention	$254,458	$254,458	$270,000	$270,000	0%
DA-Criminal Restitution Prog	$152,783	$173,787	$325,147	$335,126	3.1%
DA-Underserved Victim Advocacy	$213,614	$217,418	$247,077	$245,880	-0.5%
DA-Slesf-Ab109	$363,738	$412,937	$298,000	$517,109	73.5%
Total District Attorney:	$64,112,155	$68,500,885	$85,370,720	$89,135,046	4.4%
Department of Child Support Services					
Child Support	$20,109,444	$22,094,323	$24,516,967	$25,158,141	2.6%
Total Department of Child Support Services:	$20,109,444	$22,094,323	$24,516,967	$25,158,141	2.6%
Public Defender					
Public Defender	$21,810,759	$21,392,531	$28,942,167	$40,014,174	38.3%
Total Public Defender:	$21,810,759	$21,392,531	$28,942,167	$40,014,174	38.3%
Grand Jury					
Grand Jury	$144,022	$175,003	$255,715	$255,415	-0.1%
Total Grand Jury:	$144,022	$175,003	$255,715	$255,415	-0.1%
Probation					
Pretrial Services	$3,338,041	$3,695,479	$5,793,318	$5,823,106	0.5%
Probation-Juvenile	$7,861,908	$8,362,281	$10,002,347	$10,432,146	4.3%
Probation-Juv Justice-Ab109	$8,371,291	$10,168,024	$11,012,726	$13,163,951	19.5%
Probation-Adult	$8,915,118	$10,320,346	$12,513,988	$13,254,971	5.9%
Prob-Adult-Sb678	$1,319,963	$1,355,575	$1,882,203	$1,324,049	-29.7%
Probation-Loc Comm Corr-Ab109	$30,793,420	$34,062,071	$57,426,232	$66,224,470	15.3%
Probation-Jag Prog	$21,661	$109,006	$32,688	$33,103	1.3%
Probation-Administration	$6,929,532	$8,256,020	$11,307,932	$11,816,258	4.5%
Ab118-Eleas-Cops-Jjp	$3,957,496	$4,498,618	$5,046,258	$5,075,408	0.6%
Probation-Juvenile Detention	$17,803,175	$18,581,470	$28,768,033	$32,899,350	14.4%
Total Probation:	$89,311,606	$99,408,890	$143,785,725	$160,046,812	11.3%
County Support to the Courts					

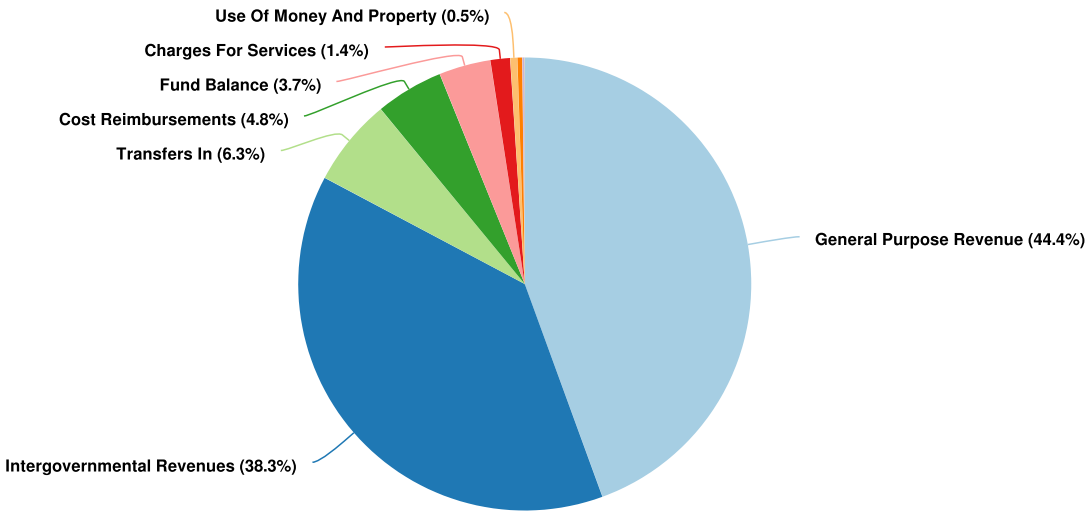
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
County Support To Courts	$11,698,541	$10,528,850	$10,722,677	$10,458,696	-2.5%
Total County Support to the Courts:	$11,698,541	$10,528,850	$10,722,677	$10,458,696	-2.5%
Court Assigned Counsel					
Court Assigned Counsel	$5,655,905	$7,235,117	$6,925,381	$8,187,547	18.2%
Total Court Assigned Counsel:	$5,655,905	$7,235,117	$6,925,381	$8,187,547	18.2%
Sheriff					
Sheriff-Boating Safety	$3,053,246	$3,468,148	$3,193,847	$3,519,087	10.2%
Sheriff-Narcotics Enforcement	$16,862	$20,057	$76,544	$124,401	62.5%
Sheriff-Narcotics-Fed-Doj	$205,612	$257,911	$155,000	$155,000	0%
Sheriff-Abandoned Watercraft	$61,374	$123,290	$330,000	$322,300	-2.3%
Sheriff-Cal Mmet	$1,338,433	$4,201,195	$5,443,704	$5,467,631	0.4%
Sheriff-Automated Fingerprint	$614,096	$1,084,131	$1,552,150	$1,354,730	-12.7%
Sheriff-Spec Services Division	$17,322,299	$18,410,016	$20,640,480	$22,928,905	11.1%
Sheriff-Off Highway Enforcmnt	$86,186	$56,351	$46,474	$37,840	-18.6%
Sheriff-Mountain House	$2,227,862	$2,237,783	$3,304,825	$3,859,881	16.8%
Sheriff-Port Security Grant	$50,593	$144,168	$525,000	$0	-100%
Sheriff-Animal Control	$2,075,725	$1,969,583	$3,085,353	$3,275,680	6.2%
Sheriff-Patrol	$40,225,578	$40,762,781	$42,363,531	$46,121,099	8.9%
Sheriff-Communications	$4,899,247	$5,594,864	$6,622,386	$7,017,011	6%
Sheriff-Detectives	$14,718,368	$14,286,616	$15,834,040	$17,127,914	8.2%
Sheriff-Auto Theft Prog	$257,640	$222,528	$362,867	$365,194	0.6%
Sheriff-Records	$5,012,989	$5,348,276	$6,735,285	$7,143,433	6.1%
Sheriff-Civil	$2,545,591	$2,783,280	$3,068,388	$3,323,779	8.3%
Sheriff-Admin Support Services	$12,907,980	$14,538,117	$16,013,774	$18,173,390	13.5%
Sheriff-Information Systems	$3,619,574	$4,584,569	$5,472,212	$5,499,548	0.5%
Lathrop Police-Contract	-$40,864	$0	$0	$0	0%
Sheriff-Jag Program	$155,832	$25,678	$52,110	$54,028	3.7%
Sheriff-Patrol-Slesf-Ab109	$148,681	$640,764	$1,375,763	$1,234,474	-10.3%
Sheriff-Custody-Slesf-Ab109	$23,328	$453,658	$1,631,011	$1,109,301	-32%
Sheriff-Court Services	$13,115,189	$12,638,467	$14,573,340	$16,426,668	12.7%
Sheriff-Custody	$76,664,341	$82,359,720	$88,067,372	$95,809,936	8.8%
Sheriff-Loc Comm Corr-Ab109	$6,886,293	$7,539,786	$8,989,016	$10,760,103	19.7%
Sheriff-Work Program	$1,176,557	$1,420,606	$1,502,727	$1,458,253	-3%
Sheriff-Public Administrator	$713,386	$728,902	$874,077	$984,054	12.6%
Total Sheriff:	$210,081,998	$225,901,244	$251,891,276	$273,653,640	8.6%
Health Care Services Agency					
Correctional Health Services	$17,941,453	$21,127,438	$26,450,470	$37,451,826	41.6%
Total Health Care Services Agency:	$17,941,453	$21,127,438	$26,450,470	$37,451,826	41.6%
Total Expenditures:	$440,865,882	$476,364,281	$578,861,098	$644,361,297	11.3%

Funding Summary

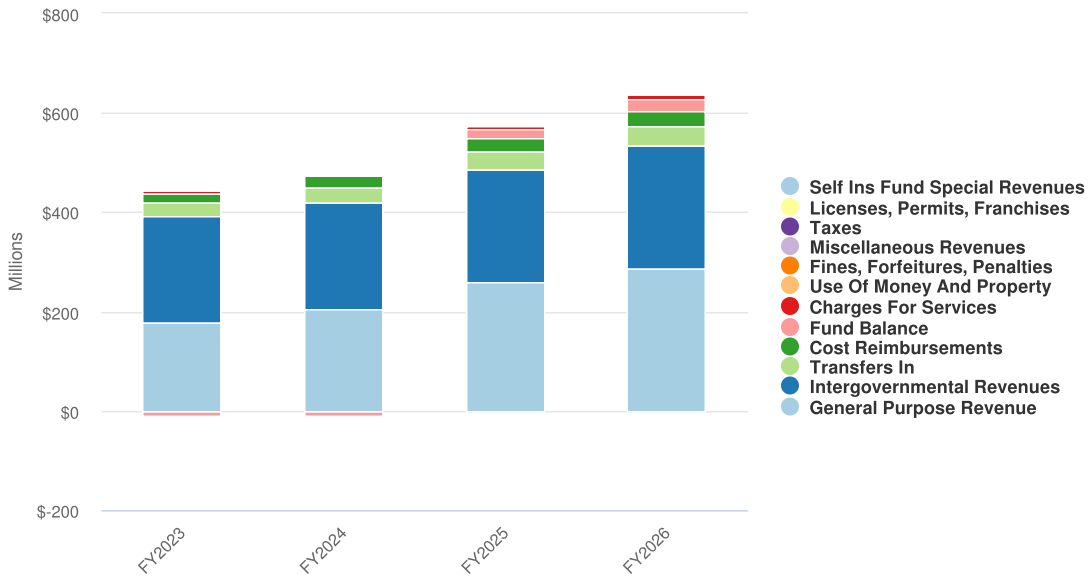
$644,361,297 $65,500,199
(11.32% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$370,731	$366,700	$370,730	$370,730	0%
Licenses, Permits, Franchises	$143,793	$178,455	$126,754	$126,754	0%
Fines, Forfeitures, Penalties	$2,344,676	$2,624,780	$2,567,911	$2,233,346	-13%
Use Of Money And Property	$1,050,072	$2,827,475	$2,465,422	$3,278,992	33%
Intergovernmental Revenues	$213,899,078	$215,203,062	$228,460,428	$247,043,110	8.1%
Charges For Services	$6,262,036	$5,510,849	$7,019,288	$9,052,637	29%
Miscellaneous Revenues	$1,350,619	$998,504	$425,465	$546,719	28.5%
Transfers In	$27,243,171	$28,821,600	$34,212,156	$40,423,533	18.2%
Self Ins Fund Special Revenues	$244	$0	$0	$0	0%
Cost Reimbursements	$18,403,470	$23,660,023	$28,274,737	$31,203,971	10.4%
General Purpose Revenue	$178,392,871	$204,525,756	$258,469,011	$286,295,422	10.8%
Fund Balance	-$8,594,876	-$8,352,923	$16,469,196	$23,786,083	44.4%
Total Revenue Source:	$440,865,882	$476,364,281	$578,861,098	$644,361,297	11.3%

Summary - District Attorney



Ronald J. Freitas
District Attorney

The Office of the District Attorney (DA) is a constitutionally mandated office whose primary function is to act as the public prosecutor of State law violations. To this end, the DA investigates such offenses and conducts collaborative investigations with local law enforcement agencies.

Please visit sjgov.org/da for more information.

This is a summary of the budgets administered by the District Attorney's Office:

- 2020200000 – District Attorney
- 2020202000 – Real Estate Fraud Prosecution
- 2020204000 – Family Justice Center
- 2020205000 – Victim Assistance Center
- 2020206000 – Consumer Fraud Proposition 64
- 2020209000 – Child Abduction Unit*
- 2020210000 – Narcotics Enforcement
- 2020212000 – Auto Insurance Fraud Prosecution
- 2020216000 – Workers' Compensation Insurance Fraud
- 2020217000 – Public Assistance Fraud Prosecution
- 2020225000 – DA Justice Assistance Grant
- 2020278250 – Criminal Restitution Program
- 2020281000 – State Citizens' Option for Public Safety
- DA State Grants

*Child Abduction Unit (#2020209000) is included in the District Attorney budget (#2020200000) effective July 1, 2025.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Work with HR to improve the Department's vacancy rate by increasing retention through identifying retention strategies and the consideration of classification structure.	16%	13% 10%	10% 5%	June 2024 June 2025
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Expand "file less/paperless" aspects of the Karpel Case Management System by scanning and automating historical case files, eliminating the need for storage space at the County Record Center and Kress Building.	2%	15% 20%	70% 90%	June 2024 June 2025
Public Safety / Criminal Justice / Quality of Life				
Providing Adequate Resources for Public Safety & Criminal Justice	**Initial**	**Current**	**Target**	**Deadline**
Increase awareness of the dangers of Fentanyl and Driving Under the Influence (DUI) by creating media campaigns targeting students ranging from ages 14 to 24.	0/per year	3/per year 13/per year	2/per year 5/per year	June 2024 June 2025
Improve Juvenile System of Care	**Initial**	**Current**	**Target**	**Deadline**
Expand the Project Navigate Constructive Change (PNCC) program to include youthful offenders under the age of 18 to fill gaps of interaction within the juvenile system.	0 participants	0 participants 0 participants	20 participants 35 participants	June 2024 June 2025

Analysis of Priority Activity

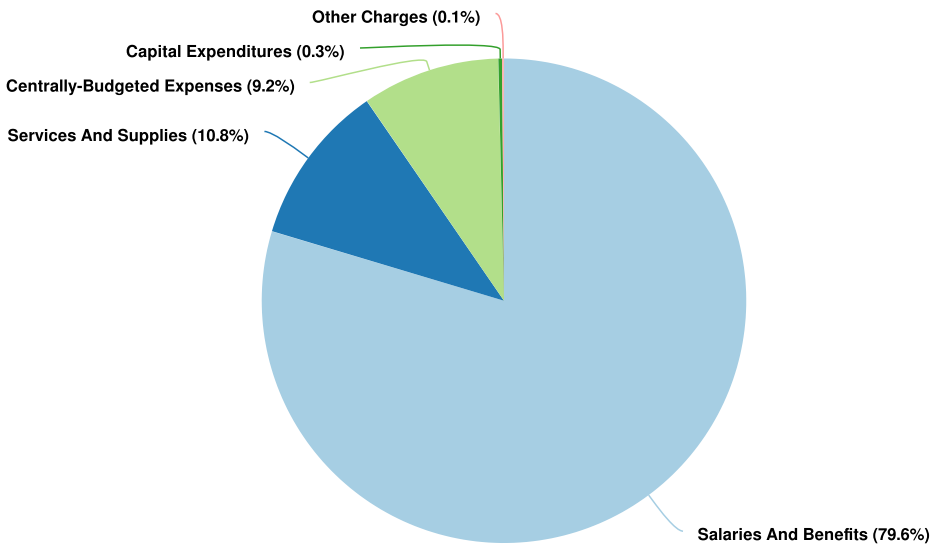
The District Attorney's Office was not able to meet its goals in several areas. The vacancy rate still continues to be a challenge. The Department will continue to attend job fairs and work with Human Resources to obtain qualified candidates. The goal of expanding fileless/paperless aspects of the current case management system is underway. A vendor was selected in February 2024 to scan over 7,000 boxes containing case files and evidence. The project is expected to take up to nine months and will be completed in 2025-2026. Expansion of the PNCC program to include offenders under the age of 18 did not come to fruition as it would require an additional Probation Officer and the current PNCC funding is not set up to support an additional position.

Expenditures Summary

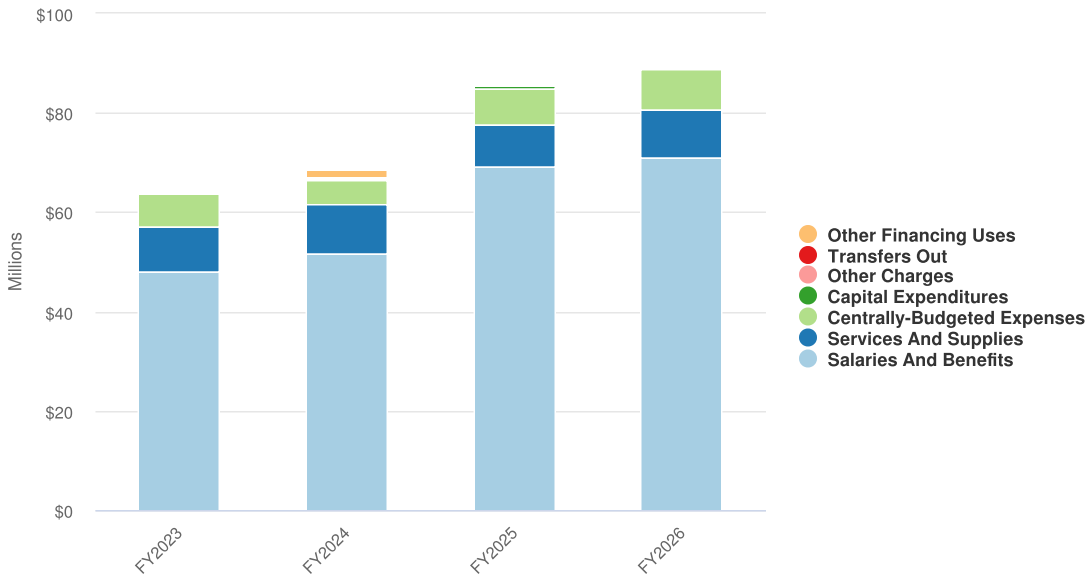
$89,135,046 $3,764,326
(4.41% vs. prior year)

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



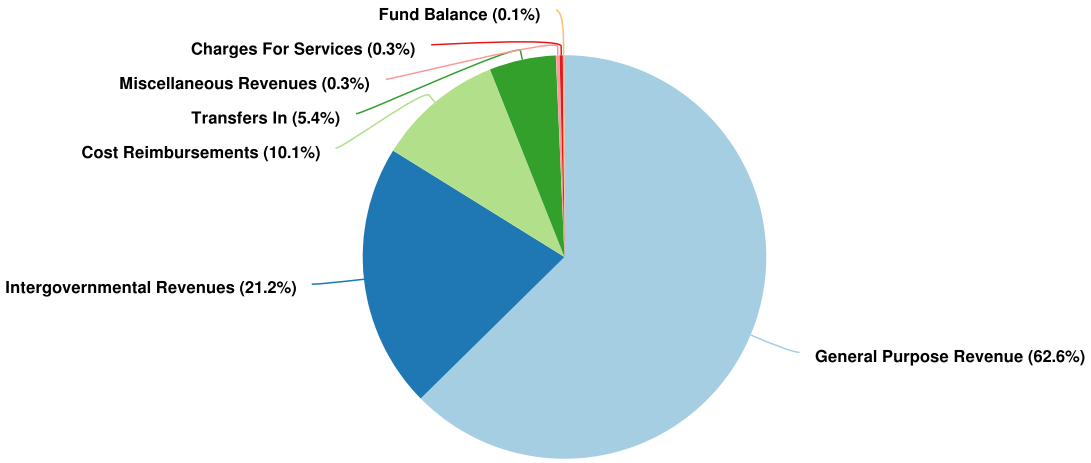
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$47,978,671	$51,668,403	$69,319,419	$70,979,131	2.4%
Services And Supplies	$9,082,573	$10,044,786	$8,325,143	$9,625,693	15.6%
Centrally-Budgeted Expenses	$6,698,065	$4,826,031	$7,117,158	$8,195,222	15.1%
Other Charges	$0	$271,700	$0	$100,000	N/A
Other Financing Uses	$0	$1,341,117	$0	$0	0%
Capital Expenditures	$205,794	$278,718	$609,000	$235,000	-61.4%
Transfers Out	$147,053	$70,131	$0	$0	0%
Total Expense Objects:	$64,112,155	$68,500,885	$85,370,720	$89,135,046	4.4%

Funding Summary

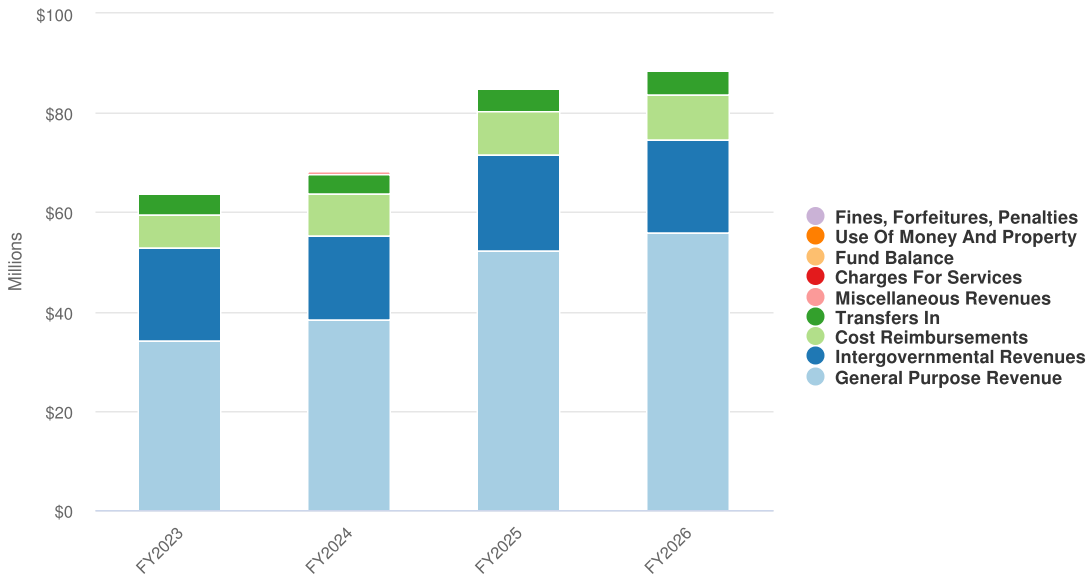
$89,135,046 $3,764,326
(4.41% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Fines, Forfeitures, Penalties	$1,586	$6,090	$2,400	$2,400	0%
Use Of Money And Property	$9,360	$21,927	$8,000	$8,000	0%
Intergovernmental Revenues	$18,731,651	$16,838,275	$19,198,894	$18,914,961	-1.5%
Charges For Services	$101,367	$103,346	$230,000	$230,000	0%
Miscellaneous Revenues	$297,916	$632,351	$331,651	$255,709	-22.9%
Transfers In	$4,110,796	$4,104,133	$4,317,805	$4,778,907	10.7%
Cost Reimbursements	$6,867,141	$8,476,385	$9,015,661	$9,019,452	0%
General Purpose Revenue	$33,992,339	$38,318,379	$52,266,309	$55,825,617	6.8%
Fund Balance	$0	$1	$0	$100,000	N/A
Total Revenue Source:	$64,112,155	$68,500,885	$85,370,720	$89,135,046	4.4%

Organizational Chart

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	350.0	352.0	2.0
Temporary (FTE)	11.0	6.8	(4.2)
Position Total	361.0	358.8	(2.2)

DA - District Attorney



Ronald J. Freitas
District Attorney

The Office of the District Attorney (DA) (#2020200000) is a constitutionally-mandated office whose primary function is to act as the public prosecutor of State law violations. To this end, the DA investigates such offenses and conducts collaborative investigations with local law enforcement agencies. The DA also establishes policies and standards for filing criminal complaints, institutes proceedings for the arrest of persons suspected of public offenses, advises the Grand Jury, institutes criminal and/or civil proceedings to remedy consumer fraud, abates nuisances and environmental hazards, manages various grant programs, provides services to victims and witnesses of crime, and provides legal training for local law enforcement agencies. The DA's Bureau of Investigations provides investigative support to the Department and is also responsible for the service of criminal and civil processes.

Effective July1, 2025, this District Attorney budget includes the consolidation of the DA-Child Abduction Unit budget (#2020209000).

Please visit sjgov.org/da for more information.

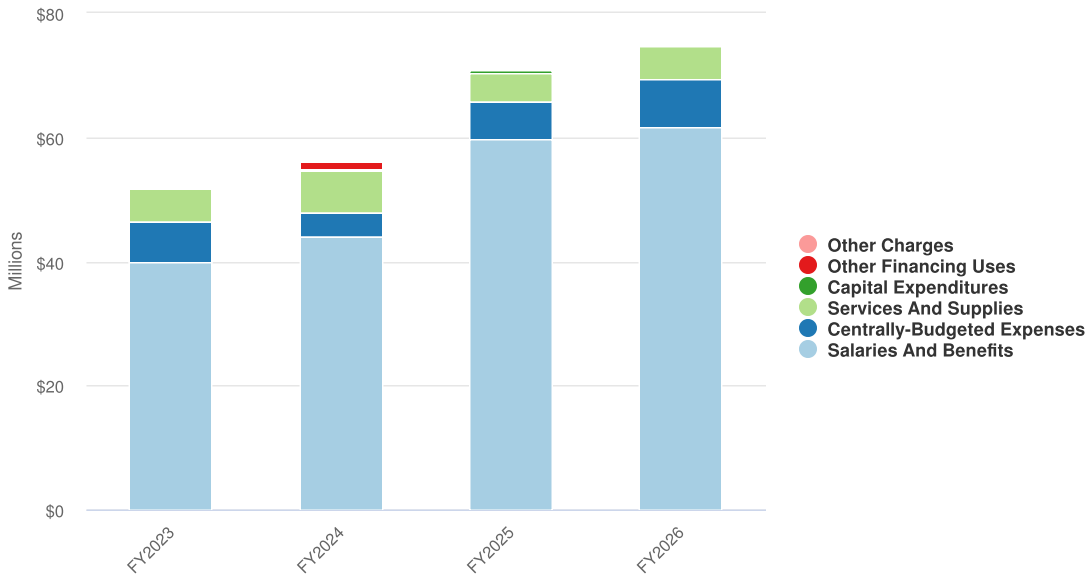
Expenditures Summary

The 2025-2026 Proposed Budget of $74,854,858 is an increase of $3,980,842 from the 2024-2025 Adopted Budget of $70,874,016, primarily due to salaries and benefits adjustments ($1,511,319), an increase in Cost Allocation Plan charges ($1,441,927), an increase in professional services for the implementation of the Department's new case management system ($920,160), the addition of five new positions ($793,333), and the transfer in of four positions ($703,743); offset by a decrease in capital expenditures ($544,000), decreases in overtime and part-time help ($429,728), the transfer of one position out ($325,410), and the deletion of one position ($259,768).

$74,854,858 **$3,980,842**
(5.62% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$39,954,505	$43,950,027	$59,620,001	$61,618,924	3.4%
Services And Supplies	$5,449,678	$6,582,520	$4,457,219	$5,400,750	21.2%
Centrally-Budgeted Expenses	$6,432,672	$3,975,004	$6,187,796	$7,770,184	25.6%
Other Charges	$0	$271,700	$0	$0	0%
Other Financing Uses	$0	$1,341,117	$0	$0	0%
Capital Expenditures	$205,794	$278,718	$609,000	$65,000	-89.3%
Total Expense Objects:	$52,042,649	$56,399,086	$70,874,016	$74,854,858	5.6%

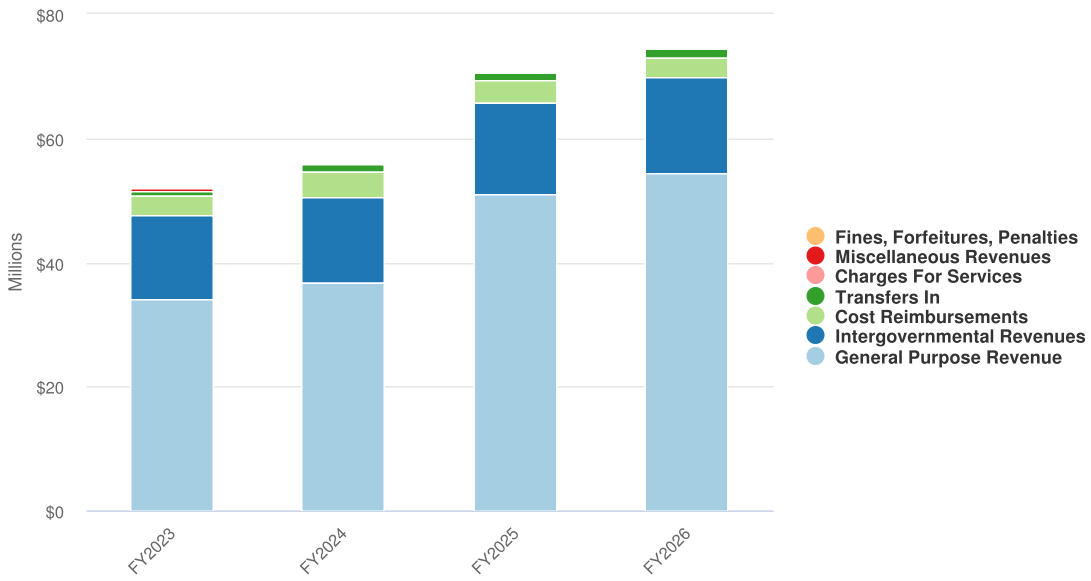
Funding Summary

The 2025-2026 Proposed Budget includes $54,461,526 in General Purpose Revenue, $13,022,968 in Proposition 172 Public Safety revenue, $3,267,927 in cost reimbursements, $2,291,168 in revenue from various grants and programs, and $1,070,160 in operating transfers in from the DA Restorative Justice fund (#81461).

$74,854,858 $3,980,842
(5.62% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Fines, Forfeitures, Penalties	$1,586	$6,090	$2,400	$2,400	0%
Intergovernmental Revenues	$13,499,294	$13,760,777	$14,931,525	$15,314,136	2.6%
Charges For Services	$101,367	$103,346	$230,000	$230,000	0%
Miscellaneous Revenues	$562,137	$431,702	$106,719	$128,709	20.6%
Transfers In	$551,507	$1,183,990	$1,190,000	$1,450,160	21.9%
Cost Reimbursements	$3,193,937	$4,205,012	$3,519,700	$3,267,927	-7.2%
General Purpose Revenue	$34,132,821	$36,708,169	$50,893,672	$54,461,526	7%
Total Revenue Source:	$52,042,649	$56,399,086	$70,874,016	$74,854,858	5.6%

Organizational Chart

The 2025-2026 Proposed Budget includes the addition of the following positions:

- Administrative Assistant I
- Assistant Chief District Attorney Investigator
- DA Investigative Assistant II
- Department Information Systems Analyst I
- Victim Witness Advocate II

The budget also includes three positions transferred from the DA Child Abduction Unit budget (#2020209000) and one position transferred from the DA-Public Assistance Fraud budget (#2020217000). Position increases are offset by one position transferred to the DA Public Assistance Fraud budget (#2020217000), the deletion of one Deputy District Attorney I-IV positions, and a decrease of 4.2 FTE in part-time extra help.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	289.0	296.0	7.0
Temporary (FTE)	11.0	6.8	(4.2)
Position Total	300.0	302.8	2.8

Program Discussion

Mainline Felony Unit

The Mainline Felony Unit is responsible for the reviewing, charging, and prosecuting all mainline criminal felony cases heard in San Joaquin County Superior Court. These cases include felony assault and other violent crimes, such as robbery, carjacking, residential burglary, vehicle theft, vehicular manslaughter and the illegal possession of weapons.

Circuit Unit (North and South County)

The Circuit Division handles misdemeanor and felony cases through the preliminary hearing before transferring them to the Mainline Felony Division based in Stockton for jury trial. Four Deputy District Attorneys manage cases in Escalon, Lathrop, Manteca, Tracy, and Mountain House. One Deputy District Attorney in the Lodi Circuit office handles charging cases, misdemeanor cases, and motions. The DA is currently working to open a full-service Satellite Office to better serve the citizens of the South County communities. This will include additional staffing, the expansion of victim services, and will provide direct access to all law enforcement agencies in South County.

Misdemeanor Trial Unit

The Misdemeanor Trial Unit handles misdemeanor cases involving domestic violence, driving under the influence, assaults, thefts, drug possession, and vandalism. Similar to their felony counterparts, misdemeanor prosecutors appear on multiple court calendars and handle motion hearings and cases set for jury trial weekly.

Gang Violence Suppression Unit (GVSU)

The GVSU prosecutes individuals and groups who commit serious and violent crimes in the County. As the lead agency in the County's Gang Task Force, the GVSU fosters collaboration and information sharing between and among the local, State, and Federal law enforcement agencies who investigate violent, gun, drug, and human trafficking crimes committed by criminal street gangs and similar groups in the County. Through the Task Force, GVSU members provide education and training to law enforcement regarding changes in the law and stay apprised of changes in gang rivalries, alliances, and criminal behavior on the streets, in jails, and in prisons.

In addition to prosecution, the GVSU has a leading role in crime prevention and intervention efforts. Members of the Unit are actively involved in leading and contributing to community discussions regarding the dangers and risks related to gang crime and gang violence. Another example of the Unit's important community engagement is the addition of the Anti-Sex and Labor Trafficking (ASALT) taskforce. The ASALT taskforce is made up of several members from local law enforcement agencies and will develop an effective and comprehensive approach to all forms of human trafficking, including sex and labor trafficking of minors and adults. The Unit will work to support victims and hold offenders accountable, using education, community involvement, and legal tools. The task force will take a comprehensive approach to ending modern-day slavery.

Homicide Unit

The Homicide Unit reviews, charges, and prosecutes murders and other unlawful killings, including cold-case murders. These cases involve substantial trial preparation and are assigned to some of the most senior prosecutors in the District Attorney's Office. Currently, there are 120 open murder cases, which involve 152 charged defendants. The Unit currently has several special circumstance cases, including the serial killer matter, which will involve a greater amount of work, and costs and expenses, for medical and ballistic experts. These experts will be essential in bringing justice for the victims of these crimes.

In 2024-2025, 73 homicides occurred in the County, resulting in 52 cases being filed by the DA's Office. The balance of those cases is currently being investigated with hopes of bringing the perpetrators to justice.

In October 2024, the Homicide Unit created a Cold Case Task Force, partnering with local law enforcement agencies to collaborate on the unsolved homicides in the County, discussed further in the DA-Family Justice Center budget (#2020204000).

Bureau of Investigations (BOI)

BOI consists of 65 sworn investigators and 21 professional staff members that work closely with the District Attorney's prosecutors and staff. Together, they initiate, support, and enhance the investigative work essential to the District Attorney's Office. Under the leadership of the Chief of Investigations, Lieutenants, and Sergeants, BOI Investigators apply extensive law enforcement experience to case evaluations, trial preparations, and further investigative efforts—critical steps in bringing offenders to justice, assisting crime victims, and ensuring efficient prosecution.

Staffing & Recruitment

To combat delays in hiring and reduce vacancies, BOI has continuously opened applications and established a recruitment program. Additionally, a third-party vendor has been engaged to conduct personnel background checks, and a software program has been implemented to expedite the hiring process. A dedicated recruitment team is actively promoting the organization and has developed a budget to support recruitment efforts.

Equipment, Training & Task Force Participation

Maintaining up-to-date safety equipment is essential for compliance with State and Federal regulations and adherence to industry standards. BOI Investigators must complete ongoing training to remain compliant with these requirements. The BOI has committed to partnerships with nine County, State, and Federal task forces, many of which require specialized training. The latest initiative, the San Joaquin County Hi-Tech Task Force, aims to reduce costs and improve efficiency in digital forensic evidence collection and processing.

Public Integrity Unit

The Public Integrity Unit investigates complaints of corruption, abuse of authority, and breach of public trust by elected, appointed, and/or hired public officials to prevent criminal and unethical behavior. The Unit consists of a Lieutenant, Sergeant, DA Investigator, and an Investigative Assistant. As needed, additional DA Investigators will assist with public corruption cases. Cases are handled and investigated with professionalism, ethics, and integrity.

Fentanyl Intervention and Response Safety Team (FIRST) Unit

On July 25, 2023, the Board of Supervisors approved the FIRST Unit allocating 11 positions to deliver a three-pronged strategy of Intervention, Response and Safety, and engaging with partnering agencies (R-23-141). These positions include three Deputy District Attorneys I-IV, two DA Investigators I-II, a Paralegal II, a Crime Analyst, a Public Information Specialist, a Victim Witness Advocate I-II, and two Legal Technicians I-II.

Throughout 2024-2025, the FIRST Unit continued to deliver its three-pronged strategy, which included school presentations and outreach events. These efforts are necessary to spread the message, "One pill kills" to the community at large, from school-age children to older adults. Outreach messaging also included social media and influencer campaigns, digital and print media, as well as in-person presentations. During 2024-2025, radio and television outlets were also used to create educational awareness.

Although fatalities from fentanyl overdoses continue to plague the community, there has been a decrease from last year in the number of fentanyl deaths. In 2024, fentanyl deaths were estimated at 119, which is a decrease from 163 in 2023. Since these campaign efforts have been successful, outreach will continue in 2025-2026 with the use of TV and static digital ads, social media and influencer campaigns, bus advertising, and promotional outreach materials. These efforts will be supported by $108,600, included in the Narcotics Enforcement budget (#2020210000).

Sexual Assault-Free Environment (SAFE) Bar Program

The SAFE Bar Program, announced in April 2024, is a comprehensive initiative aimed at fostering a safer and more secure environment within bars and nightlife establishments. The SAFE Bar Program focuses on providing specialized training to bar staff to develop protocols that enhance safety measures and offers ongoing support to bars through updates on best practices, and additional training sessions as needed. Establishments receive access to a range of resources, including informational materials, contact information for support organizations, and legal guidance. Outreach and education are key components to creating awareness in the community.

Delta Regional Auto Theft Team (Delta RATT)

The District Attorney partners with the Delta Regional Auto Theft Team (Delta RATT) to investigate and prosecute crimes occurring on County highways. The Team consists of members from the California Highway Patrol (CHP), San Joaquin County Sheriff's Office, Stockton Police Department, Lodi Police Department, Manteca Police Department, San Joaquin County Probation Department, and the DA's Bureau of Investigations. The DA's Office has dedicated prosecutors assigned to assist Delta RATT Investigators. This Office prosecuted over 100 individuals who were investigated by Delta RATT for diverse crimes such as auto theft, carjacking, acts constituting road rage, and even organized retail theft.

Family Crimes Unit (FCU)

Prosecutors assigned to the FCU are responsible for the vertical prosecution of all felony domestic violence, elder and child abuse, adult and child sexual assault, sexually violent predators, and sex offender failure to register cases.

- **Domestic Violence (DV)** – Deputy DAs review, charge, and prosecute felony cases in which the victim is the offender's spouse or former spouse, cohabitant or former cohabitant, parent of the offender's child, or with whom the offender has or had a dating relationship. These attorneys handle all DV felonies, including most DV homicide cases.

- **Child Abuse and Sexual Assault (CASA)** – Deputy DAs charge and prosecute felony cases involving physical and sexual abuse crimes against children, sexual abuse crimes against adults, and sex offender failure to register cases. These Deputy DAs also prosecute most cases involving child homicide victims.
- **Elder Abuse Unit** – Deputy DAs are responsible for prosecuting felony crimes against elderly and dependent adult victims, including most homicides involving elderly victims.
- **Child Abduction Team (CAT)** – The CAT investigates, locates, and recovers abducted children and prosecutes the responsible perpetrators.
- **Sexually Violent Predator Prosecutions (SVP)** – The SVP Deputy DA prosecutes convicted sex offenders who have served their custody time and are deemed at an unreasonably high risk of committing another sex crime, and seeks to have them committed or recommitted to a State hospital.

The FCU Deputy DAs assist the Family Justice Center (FJC). The FJC is a one-stop location for victims of family crimes to access outstanding service providers within the community. A Deputy DA from the FCU is available Monday through Friday to assist victims and witnesses with their cases, and law enforcement and other DA staff with issues that arise at the FJC.

The FCU engages in community outreach and education on child abuse, sexual assault and consent, dating violence prevention, elder fraud prevention, human trafficking, and sex offender registration compliance. Outreach and education presentations are conducted regularly for schools, community organizations, faith-based communities, youth programs, law enforcement, and civic groups.

Animal Cruelty Unit

The DA's Office prosecution team works closely with law enforcement and animal services to address referrals involving allegations of animal cruelty. At any one time, the DA's office may have approximately 10-15 active felony investigations and filed prosecutions. Cases frequently involve neglect, physical abuse, lack of medical care, rooster fighting, and the unauthorized practice of veterinary medicine. This Unit also heads a monthly Countywide Animal Cruelty Task Force, including all County law enforcement and animal services agencies.

Grant Operations and Consumer Fraud / Environmental Prosecution Unit

The Grant Operations and Consumer Protection Unit uses criminal and civil prosecution tools to address harms that directly affect the daily lives of the citizens of San Joaquin County. Investigations and prosecutions include, but are not limited to, environmental protection, consumer fraud, insurance fraud, identity theft, auto theft, and real estate fraud.

Consumer Fraud / Environmental Protection Unit

Cases involving environmental harm and consumer fraud are prosecuted using resources allocated in the DA-Consumer Fraud Proposition 64 budget (#2020206000). The DA-Environmental Protection Unit budget (#2020207000) appropriates resources to enforce local and State environmental regulations. Investigations and prosecutions include matters of unique local concern, and matters that may have impacts across multiple county jurisdictions. Additional information regarding these efforts can be found in these budget narratives.

Insurance Fraud Unit

During 2024-2025, the DA's Insurance Fraud Unit received over 23 new referrals of automobile insurance fraud, workers' compensation fraud, and other forms of fraud such as homeowners or rental insurance fraud, in addition to 20 ongoing investigations. Additional information can be found in the DA-Workers' Compensation Fraud (#2020216000), DA-Auto Insurance Fraud (#2020212000), and DA-Real Estate Fraud (#2020202000) budget narratives.

Identity Theft Unit

The DA's Office continues to aggressively investigate and prosecute identity theft. By the end of fiscal year 2024-2025, it is anticipated the Unit will file over 50 new felony cases (in addition to cases that carry over from 2024-2025), representing nearly 500 individual and business victims. Connected to identity theft, the DA's office investigates and prosecutes fraud committed against the Employment Development Department (EDD). EDD fraud investigations are extremely complex and time-consuming. Investigators and support staff continue their efforts, utilizing the remaining funds from the grant received from California Governor's Office of Emergency Services.

San Joaquin County Fireworks Task Force

Every Fourth of July season, illegal fireworks create physical and psychological hazards for the citizens of San Joaquin County. Unnecessary injuries and property damage are combined with the emotional toll taken by residents and even animals forced to contend with these destructive devices. The San Joaquin County Fireworks Task Force, which includes local law enforcement agencies, fire districts, and the DA's Office, is committed to prosecuting those who sell, purchase, or possess illegal fireworks and other destructive devices. During the lead-up to the 2024 Fourth of July, the DA's Office filed 35 misdemeanor or felony complaints against individual defendants possessing illegal fireworks. This coming Fourth of July season is expected to bring a similar number of complaints and cases.

Juvenile Justice Unit

The Juvenile Justice Unit is responsible for reviewing and prosecuting all referrals for juvenile criminal activity in the County. This includes screening cases for informal supervision, diversion, and certification to adult court in specific limited circumstances. In addition to these responsibilities, the Unit has been instrumental in creating and implementing several specialized programs designed to meet the needs of youthful offenders while furthering the primary mission of rehabilitation and community safety. These programs include highly acclaimed intervention programs and alternatives to traditional prosecution, such as Project Navigate Constructive Change (PNCC), a diversion program for youth and young adults ages 15 to 30. The PNCC program utilizes evidence-based practices and positive youth development principles, motivating participants not to re-offend.

Post-Conviction Review Unit (PCRU)

In January 2019, the Post-Conviction Review Unit (PCRU) was created to address several laws and appellate court cases that have greatly expanded the post-conviction relief available to California defendants. These laws allow inmates to either directly petition the DA or the courts without the need to use the normal writs and appeals process. PCRU reviews claims submitted by petitioners convicted of a crime by the DA's office. The DA's office reviews each claim to determine whether the petitioner is entitled to the requested relief.

In addition, the Unit reviews officer-involved shootings, critical incidents, and protocol incidents in conjunction with the Bureau of Investigations, the California Department of Justice, and local law enforcement agencies.

Fund Balance

DA Restorative Justice Fund

The DA Restorative Justice Pilot Program Fiduciary Fund Trust Account (#81461) is used to support Restorative Justice programs and the implementation of the new case management system. The fund balance was $3,341,181 as of March 31, 2025. The 2025-2026 Proposed Budget includes $1,070,160 in operating transfers to support these efforts.

Supplemental Requests

The DA is requesting additional funding of $2,449,904 for the following:

Assistant Chief District Attorney Investigator

Funding of $384,355 is requested to add one DA Assistant Chief of Investigations position and one vehicle to oversee day-to-day operations and serve as second-in-command for the Bureau of Investigations.

Department Information Systems Analyst II

Funding of $143,407 is requested to add one Department Information Systems Analyst II to contribute IT technical expertise specifically for legal hardware and software, case management systems administration, paperless office migration set-up and training, legal analysis, trial services and case submission support, and courtroom on-site availability.

Victim Witness Advocate II – Family Justice Center

Funding of $123,346 is requested to add one Victim Witness Advocate II position to support the newly established Anti-Sex and Labor Trafficking (ASALT) task force and provide immediate, on-site support to victims of human trafficking. This funding is recommended on a one-time basis. The position should be funded by grants secured by the Family Justice Center starting in 2026-2027.

District Attorney Investigative Assistant I-II

Funding of $116,286 is requested to add one DA Investigative Assistant I-II position to support the additional workload in the Subpoena Unit and perform technical work related to background investigations.

Administrative Assistant I

Funding of $120,631 is requested to add one Administrative Assistant I position to provide administrative and budgetary support for the DA's Bureau of Investigations Unit.

Computer Programs and Systems

Funding of $128,934 is requested as ongoing funding to maintain critical information technology (IT) infrastructure, ensuring operational efficiency, secure information and data systems, cybersecurity, effective digital case management, investigative software, and programs.

Pre-employment Background Services

Funding of $109,250 is requested for contracted pre-employment background services to provide Department of Justice compliant comprehensive background checks for new hires.

Witness Expenses and Expert Witness Fees

Funding of $480,000 is requested for fees associated with expert witness case review, research, analysis, travel, and testimony for major trials coming in 2025-2026. This funding is recommended on a one-time basis for 2025-2026.

Organizational Development

Funding of $75,000 is requested to support consultant services that will assist the department in its organizational and leadership development and its overall effectiveness and efficiencies. This funding is recommended on a one-time basis for 2025-2026.

New Space for South County

Net funding of $66,605 is requested to support the expansion of services in the South County area, which includes Escalon, Lathrop, Manteca, Mountain House, Ripon, and Tracy. Rent expense to move to a new office space located in Lathrop is estimated at $372,738 per year. The majority of this cost will be offset by the deletion of one Deputy District Attorney IV position for $259,768, and a reduction in rent expense for the current Manteca location of $46,365.

The 2025-2026 Proposed Budget has been augmented by $1,747,814 to address the above requests.

Victim Witness Advocates II – South County

Funding of $246,689 is requested to add two additional Victim Witness Advocate II positions to support the DA's South San Joaquin County office, serving Escalon, Lathrop, Manteca, Mountain House, Ripon, and Tracy and outlying areas.

Language Interpreters

Funding of $223,351 is requested to add two Language Interpreter positions that will support interpretation and translation services, process transcription from audio and video evidence, and provide court accompaniment for various programs within the District Attorney's office.

Fentanyl Intervention and Response Safety Team (FIRST) Outreach

Funding of $182,050 is requested to support the efforts of the District Attorney's office to combat fentanyl deaths in San Joaquin County. Program funds will be used for community engagement and messaging, including advertising, media campaigns, investigative and prosecutorial travel/training, public information materials, tools, and equipment.

Safe Bar Program Outreach

Funding of $50,000 is requested to support the District Attorney's Safe Bar Program, which involves outreach and education to the public, students, servers, hosts, and bar/club managers on identifying potential threats to patron safety.

Funding for the two Victim Witness Advocates II, two Language Interpreters, and FIRST Team and Safe Bar outreach and education is not included in the 2025-2026 Proposed Budget.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Felony Filings				
Stockton	3,071	2,782	2,233	2,977
Lodi	404	340	340	453
Manteca/Ripon/Escalon/Tracy	1,362	1,299	1,306	1,128
Total Countywide	**4,837**	**4,421**	**3,879**	**4,558**
Misdemeanor Filings				
Stockton	4,812	4,820	3,264	3,620
Lodi	1,378	1,381	1,060	1,080
Manteca/Ripon/Escalon/Tracy	2,961	2,952	2,066	2,755
Total Countywide	**9,151**	**9,153**	**6,390**	**7,455**
Parole/Probation/Transfer in Filings				
Post-Release Community Supervision	156	340	345	350
Parole Supervision	325	439	445	460
Transfer In	227	252	256	260
Total Countywide	**708**	**1,031**	**1,046**	**1,070**
Juvenile Filings				
Felony	503	515	525	530
Misdemeanor	231	267	278	289
Transfer In	27	26	26	27
Total Countywide	**761**	**808**	**829**	**846**
Total Case Filings	**15,457**	**15,413**	**12,144**	**13,929**
Mainline Referrals				
Stockton	12,925	6,685	7,020	7,030
Lodi	2,375	2,380	2,385	2,390
Manteca/Ripon/Escalon/Tracy	5,878	5,865	5,873	5,890
Total Countywide	**21,178**	**14,930**	**15,278**	**15,310**
Mainline Investigations				
Subpoenas Served	5,176	5,231	5,126	5,136

DA - Real Estate Fraud Prosecution



Ronald J. Freitas
District Attorney

The DA Real Estate Fraud Prosecution (#2020202000) program supports the District Attorney's (DA) investigation and prosecution of real estate related crimes.

Please visit sjgov.org/da for more information.

Expenditures Summary

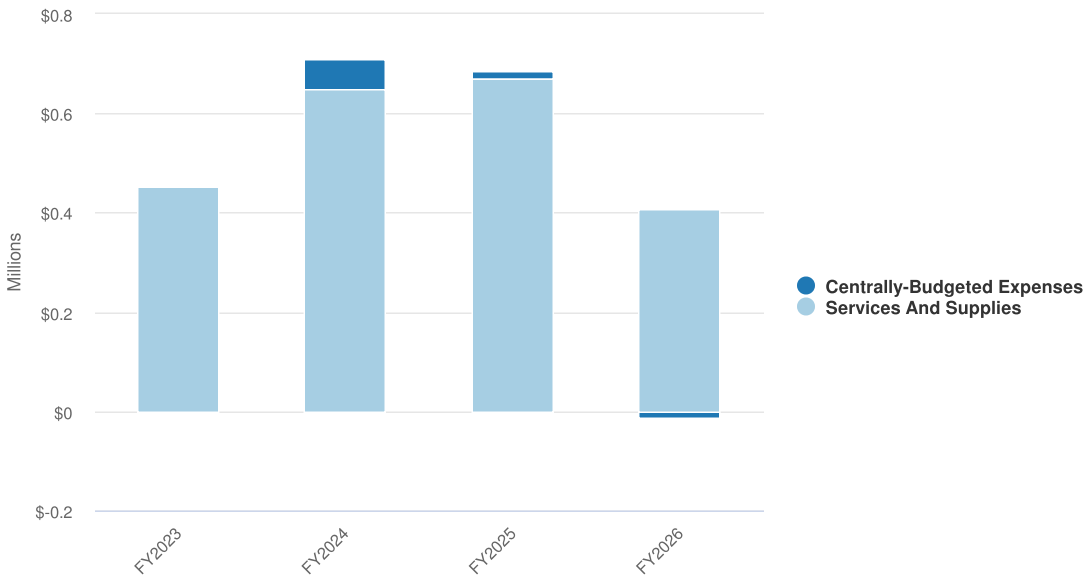
The 2025-2026 Proposed Budget of $394,394 is a decrease of $289,849 from the 2024-2025 Adopted Budget of $684,243 primarily due to a decrease in labor costs transferred from the DA Mainline budget ($183,820), outreach and education ($50,000), and cost allocation plan charges ($26,870), and the elimination of the budget for professional services ($25,000).

2025-2026 program funds of $300,000 will be used to reimburse the DA Mainline budget (#2020200000) for one Deputy DA I-IV, one DA Investigator I-II, one part-time DA Investigator I-II, and 20% of a Legal Technician I-II.

$394,394 **-$289,849**
(-42.36% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$453,096	$650,032	$670,378	$407,459	-39.2%
Centrally-Budgeted Expenses	$2,346	$59,383	$13,865	-$13,065	-194.2%
Total Expense Objects:	$455,442	$709,415	$684,243	$394,394	-42.4%

Funding Summary

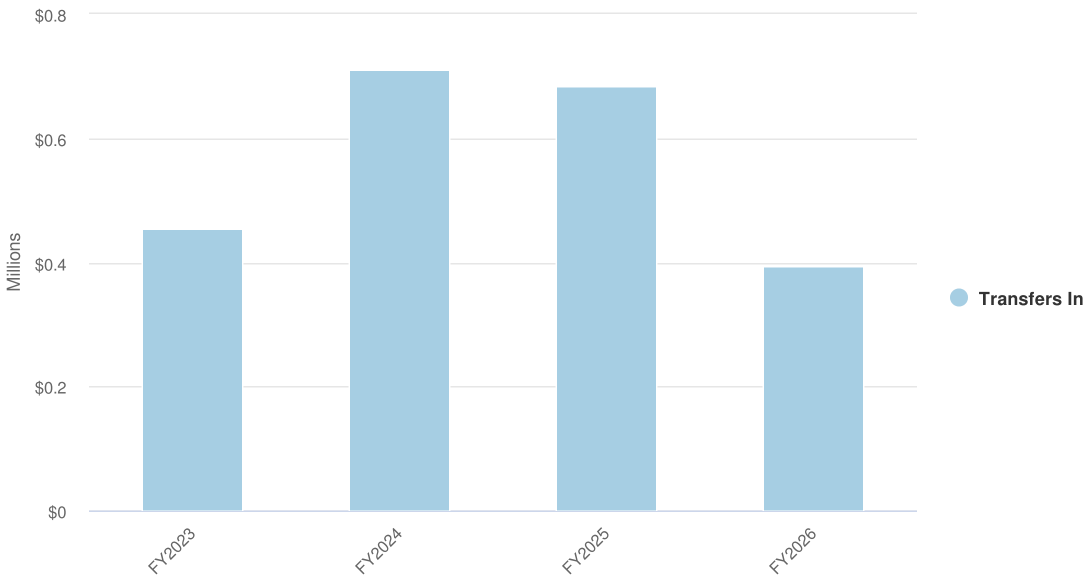
Funding for this program is based on California Government Code Section 27388 which authorizes counties to impose a recording fee on certain real estate documents. The District Attorney's Office Real Estate Fraud Prosecution Fund receives an $8 recording fee per eligible document. Funds are used for programs that enhance the capacity of local district attorneys and law enforcement to deter, investigate, and prosecute crimes involving real estate fraud. Funds are held in the Real Estate Fraud Prosecution General Fund Special Account (#12128) and transferred to the DA's Real Estate Fraud budget as expenses are incurred.

The 2025-2026 Proposed Budget includes $394,394 in operating transfers from the Real Estate Fraud Prosecution Fund (#12128).

$394,394 **-$289,849**
(-42.36% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Transfers In	$455,442	$709,415	$684,243	$394,394	-42.4%
Total Revenue Source:	$455,442	$709,415	$684,243	$394,394	-42.4%

Program Discussion

The Real Estate Fraud Prosecution Unit investigates and prosecutes fraud related to home equity, mortgage, rental, grand theft, securities, forgery, foreclosure, loan, and other forms of fraud related to real estate. The 2025-2026 Proposed Budget reflects a decrease of $289,849 due to a slow-down in real estate transactions and staff hours devoted to investigative efforts.

Fund Balance

DA Real Estate Fraud Prosecution Fund

The Real Estate Fraud Prosecution General Fund Special Account (#12128) supports DA Real Estate Fraud activities. The fund balance as of March 31, 2025, is $1,792,687. The 2025-2026 Proposed Budget includes an operating transfer in of $394,394.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Real Estate Fraud				
Prosecuted Cases	1	3	3	3
Investigations	26	30	25	30
Mortgage Fraud				
Prosecuted Cases*	1	N/A*	N/A*	N/A*
Investigations*	2	N/A*	N/A*	N/A*

*Mortgage Fraud Prosecutions/Investigations are no longer reported separately and are combined with Real Estate Fraud.

DA - Family Justice Center



Ronald J. Freitas
District Attorney

The San Joaquin County Family Justice Center's (#2020204000) purpose is to provide a collaborative model of service delivery that brings together a range of resources and support services under one roof to better serve victims of domestic violence, human trafficking, sexual assault, elder abuse, child abuse, and stalking. The goal of the Family Justice Center (FJC) is to provide comprehensive and coordinated support to individuals and families affected by abuse, by helping them feel safe and supported as they navigate the process of seeking help and rebuilding their lives.

Please visit sjgov.org/da for more information.

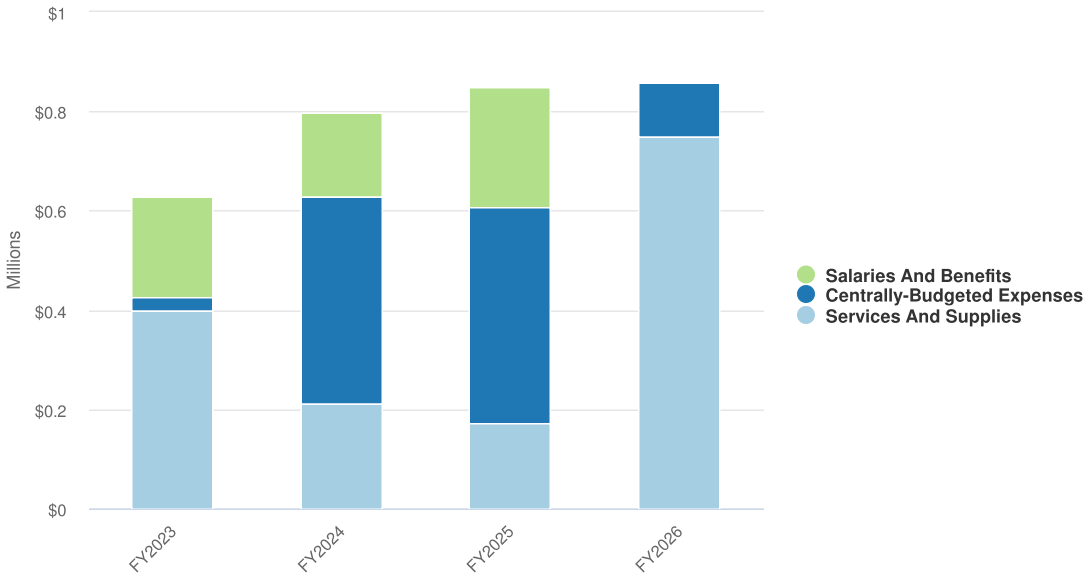
Expenditures Summary

The 2025-2026 Proposed Budget of $856,972 is an increase of $7,913 from the 2024-2025 Adopted Budget of $849,059, primarily due to increases in Cold Case Task Force DNA testing costs ($500,000), and rent expense for the Center's new office space ($132,252), partially offset by a decrease in Cost Allocation Plan charges ($325,937) and the deletion of two positions ($195,540).

$856,972 $7,913
(0.93% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$203,289	$170,834	$242,605	$0	-100%
Services And Supplies	$398,834	$212,552	$172,727	$749,053	333.7%
Centrally-Budgeted Expenses	$27,751	$414,894	$433,727	$107,919	-75.1%
Total Expense Objects:	$629,874	$798,280	$849,059	$856,972	0.9%

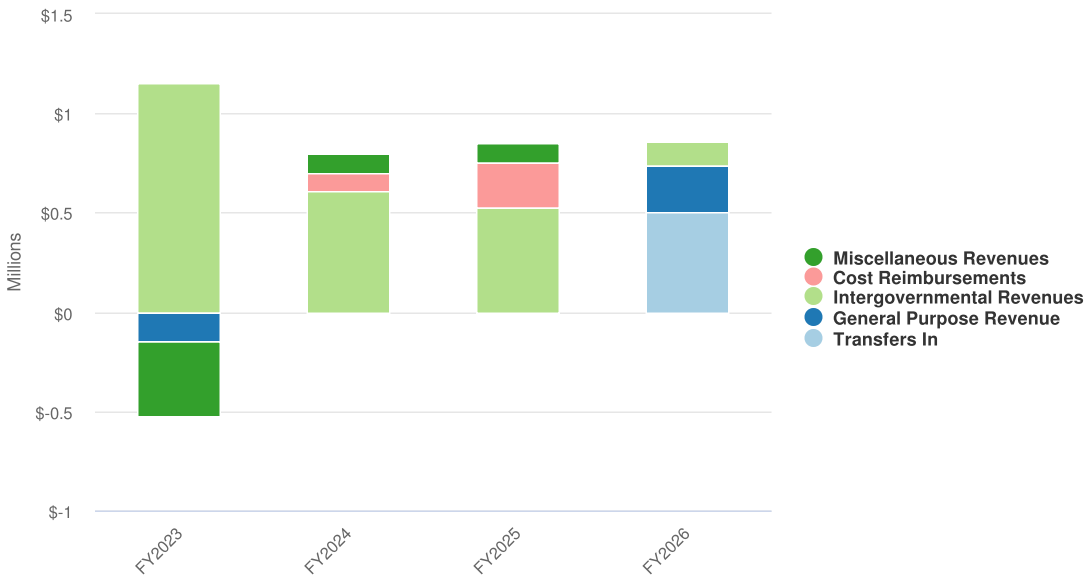
Funding Summary

The 2025-2026 Proposed Budget includes $500,000 in operating transfers in from the Proposition 69 DNA Identification Fund (#20737), $240,171 in General Purpose Revenue , and $116,801 in funding from the California Office of Emergency Services (CalOES) Family Justice Center Grant.

$856,972 $7,913
(0.93% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$1,155,304	$605,643	$527,647	$116,801	-77.9%
Miscellaneous Revenues	-$382,551	$99,386	$100,000	$0	-100%
Transfers In	$0	$0	$0	$500,000	N/A
Cost Reimbursements	$0	$93,251	$221,412	$0	-100%
General Purpose Revenue	-$142,879	$0	$0	$240,171	N/A
Total Revenue Source:	$629,874	$798,280	$849,059	$856,972	0.9%

Position Summary

The 2025-2026 Proposed Budget includes the deletion of one Victim Witness Advocate II and one Senior Office Assistant due to loss of grant funding.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	2.0	0.0	(2.0)
Temporary (FTE)	0.0	0.0	0.0
Position Total	2.0	0.0	(2.0)

Program Discussion

FJC Programs

During its sixth year in operation, the Family Justice Center (FJC) continued strengthening services for survivors in San Joaquin County through its Wellness & Hope program. The program maintained its focus on financial, physical, emotional, and generational wellness and provided prevention education on domestic violence and human trafficking. FJC expanded its services, joining with new partners Family Promise, Catholic Charities, Hope Initiative, ASALT (Anti Sex and Labor Trafficking), Family Justice Center Foundation, and End It Alliance. FJC also co-hosted the first-ever Domestic Violence Summit on October 3, 2024, in San Joaquin County.

Due to a decrease in funding from the Victims of Crime Act (VOCA), FJC's grant support is diminishing. Fiscal year 2025–2026 marks the last year of funding from CalOES, which ends March 30, 2026. Due to the loss of this funding, two vacant positions were deleted. FJC will continue its operations, supported by a Program Manager, two Office Assistant Specialists, and one Office Tech Coordinator all of which are funded by the DA Mainline budget (#2020200000). FJC will continue its efforts in securing funding to support the program and ensure all victims have access to life-saving services.

Anti-Sex and Labor Trafficking Task Force (ASALT)

In 2025-2026, the FJC aims to expand its involvement in ending human trafficking through increased collaboration with the newly formed Anti-Sex and Labor Trafficking Task Force (ASALT), comprised of members from surrounding law enforcement agencies. FJC will be moving to 400 E. Main Street in Stockton, which will provide a larger space for program services and a central meeting place for the ASALT Task Force.

Cold Case Task Force

San Joaquin County has over 600 “cold cases”, which include unsolved homicides, missing persons with suspicious circumstances, and sexual assaults. Currently, the District Attorney's Office has one Deputy District Attorney, and two District Attorney Investigators dedicated to prosecution and investigative efforts. The Sheriff’s Office has a Cold Case Unit comprised of one Sergeant and four Deputy Sheriffs solely dedicated to working on cold cases originating in the unincorporated areas of San Joaquin County. Investigating cold cases relies heavily on in-depth investigative work, forensic testing, and DNA/genealogy testing and analysis.

In October 2024, the District Attorney’s Office, Sheriff’s Office, and local police departments agreed via a Partnership and Cooperation Agreement to work together toward the goal of identifying, prioritizing, investigating, digitally tracking, prosecuting, and bringing justice to victims and their families in cold cases. To further these efforts, the Board approved the Countywide Cold Case Task Force in April 2025 (B-25-182) and increased appropriations in the District Attorney’s Family Justice Center budget (#2020204000) in the amount of $500,000, funded by Proposition 69 DNA Identification Fund balance (#20737). With these funds, the Task Force will establish a digital tracking process, supplement testing for DNA purposes, and provide training to implement new investigative techniques.

The 2025-2026 Proposed Budget includes $500,000 to continue to support DNA testing and other expenses related to the efforts of the Cold Case Task Force.

Fund Balance

Proposition 69 DNA Identification Fund

The Proposition 69 DNA Identification Special Revenue Fund (#20737) receives funding from assessments on certain criminal fines and is used to support DNA sample collection and related activities. Fund balance as of March 31, 2025, was $1,825,407. Following the Board-approved transfer of $500,000 in April 2025, the projected fund balance on June 30, 2025, will be approximately $1,325.407. The 2025-2026 Proposed Budget includes operating transfers of $500,000 to the FJC budget to support the Countywide Cold Case Task Force. Of this, $23,400 will support the Sheriff's Office Detectives Division (#2021626000), $8,043 will support the Sheriff's Office Custody Division (#2022600000), and $110,505 will support Probation Adult Services (#2022702000).

Supplemental Requests

The FJC is requesting additional funding of $240,171 for the following:

Rent Expense - New Location at 400 E. Main Street

Funding of $132,252 is requested to support rent expenses for FJC's new space located at 400 E. Main Street for two years while the department seeks funding from various Federal and State programs. On February 25, 2025, the Board approved a lease agreement for FJC to occupy 11,021 square feet of space on the 7th floor of the building located at 400 E Main Street (B-25-89). This location provides more than twice as much space for the Center to continue to provide services through a variety of different organizations and agencies.

California Office of Emergency Services Victim Services Grant Revenue Loss

Funding of $107,919 is requested due to the March 31, 2026, end of the California Office of Emergency Services (CalOES) Victim Services (XC) grant. In previous years, CalOES has awarded funding to FJC which has been used for operations and staffing. One-time General Fund support will be used to continue operations through 2025-2026. FJC will continue to seek funding from various Federal and State programs.

The 2025-2026 Proposed Budget has been augmented by $240,171 to address these requests.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
New/Continuing Cases	2,708	3,256	3,573	3,600
Number of New Adults Served	1,903	2,106	2,420	2,627
Number of New Children Served	125	165	175	180
Number Outside Referrals	607	799	850	890

DA - Victim Assistance Center



Ronald J. Freitas
District Attorney

The Victim Assistance Center (#2020205000) provides claims verification services for the California Victim Compensation Board (CalVCB) ensuring timely issuance of payments to victims in San Joaquin County. Through a Joint Powers Agreement with CalVCB, funding assists 18 counties, including San Joaquin County. CalVCB reimburses crime-related expenses not reimbursed by other sources to help reduce the impact of crime on victims' lives. Covered expenses include funeral/burial, outpatient mental health or counseling, wage or income loss, support loss, medically necessary home/vehicle modifications, home security installation, relocation, crime scene cleanup, job retraining, veterinarian fees for service dogs, and round-trip mileage reimbursement for doctor appointments. These expenses are funded by Federal grants and restitution paid by criminal offenders through fines, orders, and penalty assessments.

Please visit sjgov.org/da for more information.

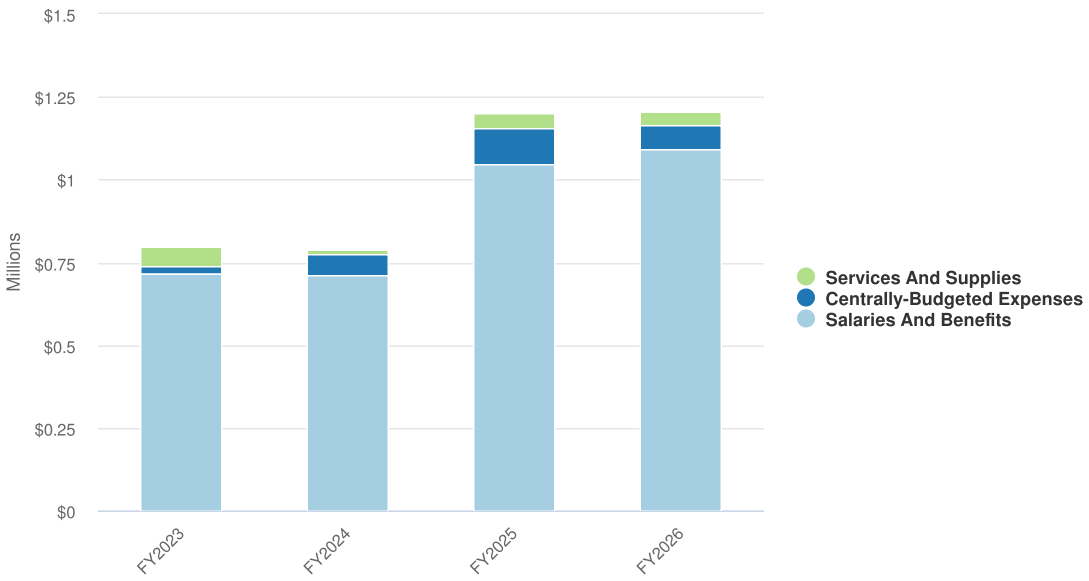
Expenditures Summary

The 2025-2026 Proposed Budget of $1,207,034 is an increase of $5,865 from the 2024-2025 Adopted Budget of $1,201,169, primarily due to salaries and benefits adjustments ($43,003), off-set by a decrease in Cost Allocation Plan charges ($38,099).

$1,207,034 $5,865
(0.49% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$715,538	$712,810	$1,048,494	$1,091,497	4.1%
Services And Supplies	$59,295	$13,661	$43,475	$43,475	0%
Centrally-Budgeted Expenses	$24,541	$63,739	$109,200	$72,062	-34%
Total Expense Objects:	$799,373	$790,209	$1,201,169	$1,207,034	0.5%

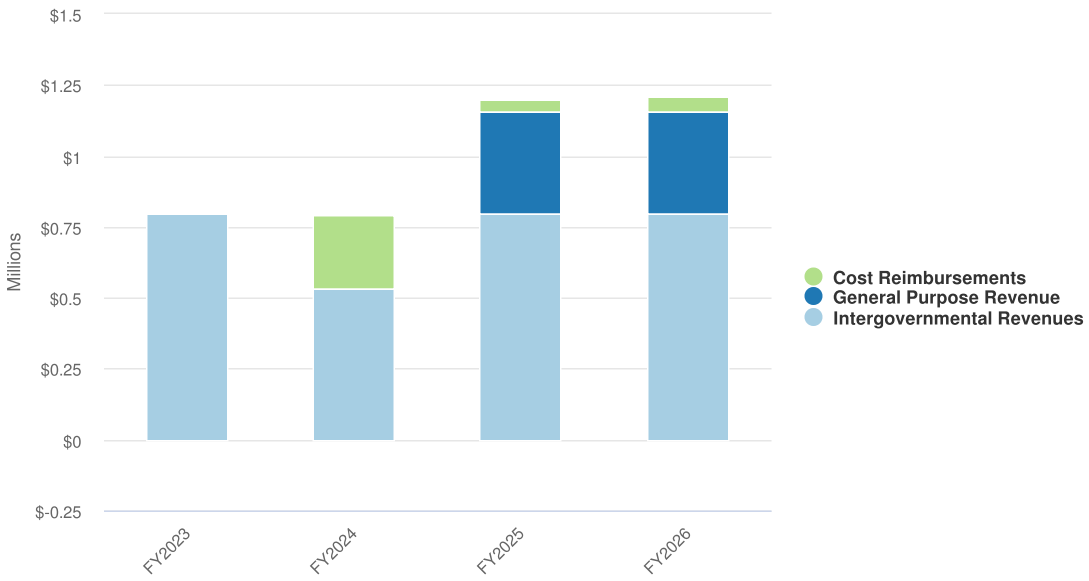
Funding Summary

The 2025-2026 Proposed Budget includes $799,459 in Intergovernmental Revenues provided through the CalVCB grant, $358,234 in General Purpose Revenue, and $49,341 in cost reimbursements from the DA Mainline budget (#2020200000). The Program was previously fully funded by cost reimbursements and grant revenue, however, in March 2024, the Board approved a General Fund contribution of $358,234 to maintain services as grant revenues have not kept pace with costs. (R-24-61).

$1,207,034 $5,865
(0.49% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$799,374	$531,307	$799,459	$799,459	0%
Cost Reimbursements	$0	$258,678	$43,476	$49,341	13.5%
General Purpose Revenue	$0	$224	$358,234	$358,234	0%
Total Revenue Source:	$799,373	$790,209	$1,201,169	$1,207,034	0.5%

Position Summary

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	10.0	10.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	10.0	10.0	0.0

Program Discussion

Staffing consists of one Victim Claims Supervisor, one Victim Claims Specialist III, seven Victim Claims Specialists I-II, and one Senior Office Assistant. The budget also provides funding for 10% of the Program Manager position allocated to the Victim/Witness Program budget (#2020273000). The three-year agreement with CalVCB was approved by the Board of Supervisors on March 26, 2024 (A-24-67) and ends June 30, 2027.

The Victim Services Center has experienced a decrease in the processing of applications and the number of bills paid. Providers for mental health services are now accepting Medi-Cal, reducing the need for victims to seek assistance from the Victim Assistance Program. Furthermore, CalVCB has reassigned cases to other counties with lesser case loads which has impacted the program's workload.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Victim Assistance Program				
Applications Processed	1,989	2,464	1,810	1,810
Bills Processed	2,752	3,275	2,316	2,316
Benefits Secured for Victims	$1,249,831	$1,576,617	$1,543,881	$1,543,881

DA - Consumer Fraud Proposition 64



Ronald J. Freitas
District Attorney

The District Attorney (DA) Consumer Fraud Proposition 64 (#2020206000) and the DA Environmental Protection Unit (EPU) (#2020207000) budgets were established to account for civil penalties received under the Business and Professions Code from those who participate in unfair competition. Penalties are placed in the Consumer Fraud (#12129) and Environmental Code Enforcement (#12130) General Fund Special Accounts to be used by the DA for enforcement of consumer protection laws. Limited case-specific funding is also received from the DA - Environmental Protection Unit Investigation Prosecution Fund (#12131), to reimburse costs for the investigation and prosecution of environmental violations by large companies throughout the State of California. This narrative combines budgets for Consumer Fraud Proposition 64 (#2020206000) and DA Environmental Protection Unit (#2020207000).

Please visit sjgov.org/da for more information.

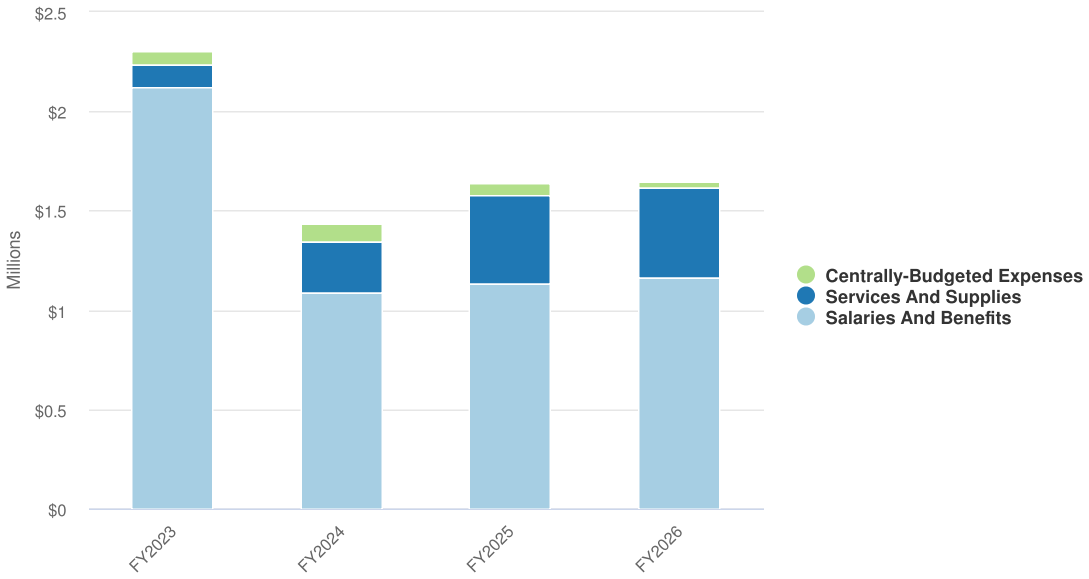
Expenditures Summary

The 2025-2026 Proposed Budget of $1,646,307 is an increase of $5,527 from the 2024-2025 Adopted Budget of $1,640,780, primarily due to salaries and benefits adjustments ($33,319) and vehicle operating expenses ($26,520), offset by a decrease in centrally budgeted charges ($32,131) and law enforcement equipment ($14,910).

$1,646,307 $5,527
(0.34% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$2,121,082	$1,089,476	$1,130,419	$1,163,738	2.9%
Services And Supplies	$116,767	$257,810	$451,904	$456,243	1%
Centrally-Budgeted Expenses	$69,047	$91,031	$58,457	$26,326	-55%
Total Expense Objects:	$2,306,895	$1,438,317	$1,640,780	$1,646,307	0.3%

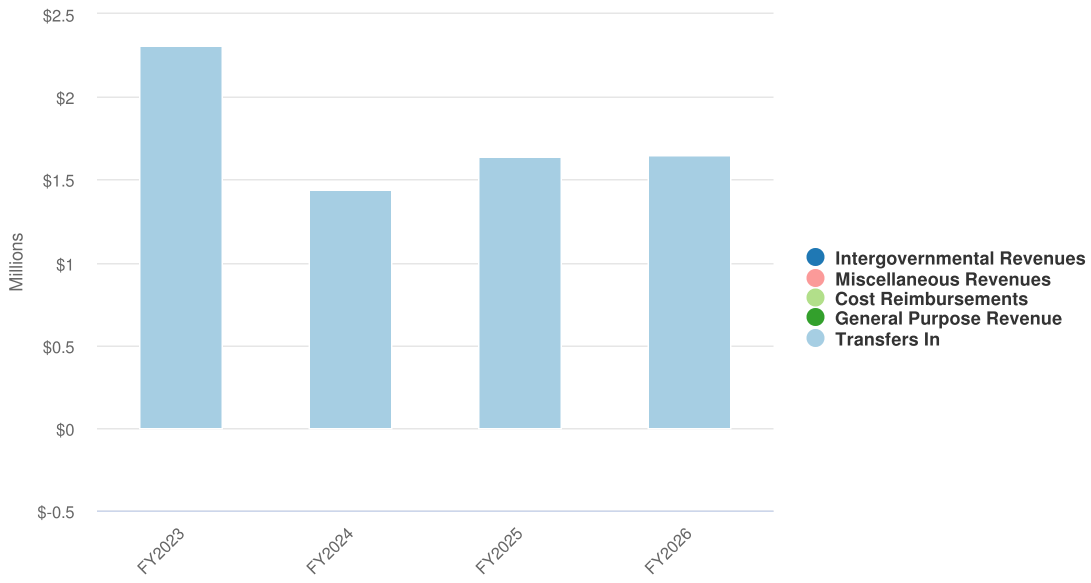
Funding Summary

The 2025-2026 Proposed Budget includes $721,484 in operating transfers from the Proposition 64 Consumer Fraud Fund (#12129), $721,483 in operating transfers from the Environmental Code Enforcement Fund (#12130), and $203,340 from the EPU Investigation/Prosecution Fund (#12131).

$1,646,307 $5,527
(0.34% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$0	-$295	$0	$0	0%
Miscellaneous Revenues	$0	$1,439	$0	$0	0%
Transfers In	$2,305,522	$1,437,135	$1,640,780	$1,646,307	0.3%
Cost Reimbursements	$541	$39	$0	$0	0%
General Purpose Revenue	$832	-$1	$0	$0	0%
Total Revenue Source:	$2,306,895	$1,438,317	$1,640,780	$1,646,307	0.3%

Position Summary

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	5.0	5.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	5.0	5.0	0.0

Program Discussion

The 2025-2026 Proposed Budget provides funding to investigate and enforce consumer protection laws and prosecute environmental violations by large companies. In 2024-2025, the EPU investigative team secured over $2.1 million in fines and settlements from various corporations related to environmental violations locally and Statewide. The estimated settlement amounts for the following cases in 2024-2025 are: EPU collections $1,666,542, State consumer collections $261,850, local EPU cases $184,892, and local consumer collections $15,000. The 2025-2026 Proposed Budget includes $112,125 in labor costs transferred from the DA Mainline budget (#2020200000) for public relations and outreach.

Illegal Dumping

The DA's Office collaborates with governmental partners to tackle illegal dumping. Illegal dumping harms the environment and quality of life for the residents and businesses of San Joaquin County. Partnerships with law enforcement and other County and city agencies are necessary not only to apprehend those criminally responsible for this conduct, but also to educate the community on legal options for disposing of waste. The DA's Office continues to participate in the Illegal Dumping Task Force and works with County agencies to develop and implement strategies for enforcement of illegal dumping laws, eradication of discarded waste, and education concerning alternatives to illegal dumping activity.

Fund Balance

Proposition 64 Consumer Fraud Fund

The Proposition 64 Consumer Fraud General Fund Special Account (#12129) supports DA Consumer Fraud activities. The fund balance as of March 31, 2025, was $4,396,803. Annual revenues vary depending on civil penalties and settlements received. The 2025-2026 Proposed Budget includes $721,484 in operating transfers to support the enforcement/prosecution of consumer protection laws.

Environmental Code Enforcement Fund

The Environmental Code Enforcement General Fund Special Account (#12130) supports DA Environmental Code Enforcement activities. The fund balance as of March 31, 2025, was $11,879,796. The 2025-2026 Proposed Budget includes $721,483 in operating transfers to support the enforcement/prosecution of environmental laws.

Environmental Protection Unit (EPU) Investigation/Prosecution Fund

The DA-EPU Investigation/Prosecution General Fund Special Account (#12131) is used to supplement the DA-EPU Investigation Prosecution budget (#2020207000) for case-specific investigations and prosecution-related costs. Annual revenues vary depending on the number and types of cases investigated and prosecuted. The fund balance as of March 31, 2025, was $856,697. The 2025-2026 Proposed Budget includes $203,340 in operating transfers to support environmental investigative/prosecutorial efforts.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Local Civil EPU Pre-File/Investigation	14	18	7	10
Local Civil EPU Filed	3	5	3	3
Local Civil EPU Collections	$37,000	$150,000	$184,892	$75,000
State Civil EPU Pre-File/Investigation	88	62	60	44
State Civil EPU Filed	6	6	3	6
State Civil EPU Settled	6	7	4	6
State EPU Collections	$1,052,997	$9,996,499	$1,666,542	$1,000,000
Consumer Fraud Referrals	144	97	80	85
Local Civil Pre-File/Invest. Con. Fraud	50	16	12	15
Local Civil Consumer Fraud Filings	10	10	15	12
Local Consumer Collections	$45,000	$10,000	$15,000	$12,000
State Civil Pre-File/Invest.Con. Fraud	15	26	22	18
State Civil Consumer Fraud Filings	1	2	3	4
State Civil Consumer Fraud Settled	1	2	2	2
State Consumer Collections	$585,000	$1,919,858	$261,850	$200,000
Criminal Filings - Prop 64 Cons. Fraud	28	44	45	45

DA - Child Abduction Unit



Ronald J. Freitas
District Attorney

The District Attorney's Child Abduction Unit (#2020209000) is consolidated within the District Attorney budget (#2020200000) effective July 1, 2025. This budget is included for the purpose of displaying prior year actuals.

Expenditures Summary

$0 **-$577,554**
(-100.00% vs. prior year)

Expenditures by Expense Type

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$464,913	$505,017	$544,885	$0	-100%
Services And Supplies	$288,879	$39,837	$15,000	$0	-100%
Centrally-Budgeted Expenses	$11,451	$13,062	$17,669	$0	-100%
Total Expense Objects:	$765,242	$557,916	$577,554	$0	-100%

Funding Summary

$0 **-$577,554**
(-100.00% vs. prior year)

Funding by Source

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$827,447	-$693,550	$284,653	$0	-100%
Cost Reimbursements	-$63,769	$0	$29,400	$0	-100%
General Purpose Revenue	$1,565	$1,251,466	$263,501	$0	-100%
Total Revenue Source:	$765,242	$557,916	$577,554	$0	-100%

Position Summary

The 2025-2026 Proposed Budget transfers three positions to the District Attorney Mainline budget (#2020200000).

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	3.0	0.0	(3.0)
Temporary (FTE)	0.0	0.0	0.0
Position Total	3.0	0.0	(3.0)

DA - Narcotics Enforcement



Ronald J. Freitas
District Attorney

The DA - Narcotics Enforcement budget (#2020210000) supports the District Attorney's Asset Forfeiture program, which provides services to law enforcement agencies; State, Federal, and Tribal agencies; and the Bureau of Prisons concerning violations of Health and Safety Code #11488.5(a)(1). The District Attorney (DA) receives and holds assets, processes cases through appropriate legal procedures, liquidates and disburses declared funds, and reserves 10% in the DA's Narcotics Enforcement Special Revenue Fund (#20034) and 9.75% in the DA Gang & Drug Prevention Trust Fund (#81580).

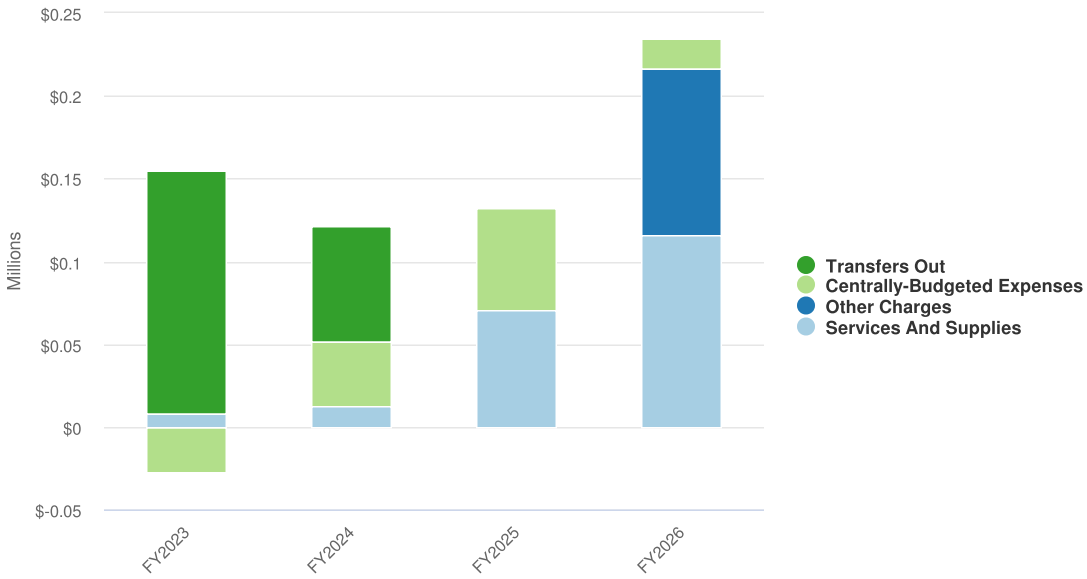
Expenditures Summary

The 2025-2026 Proposed Budget of $235,000 is an increase of $103,012 from the 2024-2025 Adopted Budget of $131,988 due to an increase in outreach and education for the fentanyl program ($108,600) and gang and drug youth prevention programs ($100,000), partially offset by eliminating the transfer of labor costs from the DA Mainline budget (#2020200000) ($63,069) and a decrease in Cost Allocation Plan charges ($42,842).

$235,000 **$103,012**
(78.05% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$7,924	$12,581	$70,569	$116,183	64.6%
Centrally-Budgeted Expenses	-$27,288	$39,038	$61,419	$18,817	-69.4%
Other Charges	$0	$0	$0	$100,000	N/A
Transfers Out	$147,053	$70,131	$0	$0	0%
Total Expense Objects:	$127,689	$121,750	$131,988	$235,000	78%

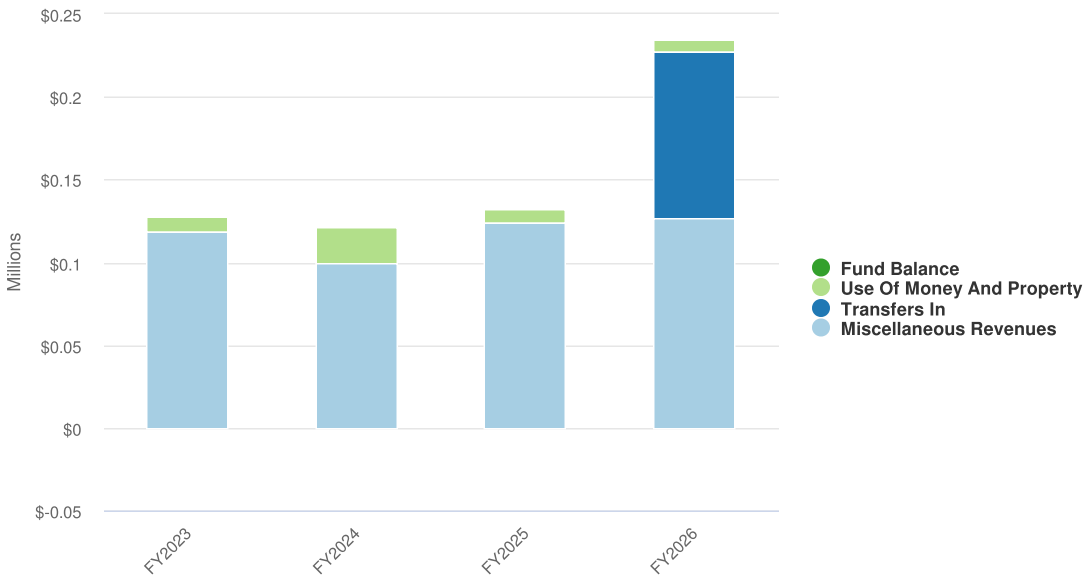
Funding Summary

The 2025-2026 Proposed Budget includes $127,000 in seized asset forfeiture revenue, $100,000 in operating transfers from the Gang and Drug Prevention Trust Fund (#81580), and $8,000 in interest income.

$235,000 $103,012
(78.05% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$9,360	$21,927	$8,000	$8,000	0%
Miscellaneous Revenues	$118,330	$99,823	$123,988	$127,000	2.4%
Transfers In	$0	$0	$0	$100,000	N/A
Fund Balance	$0	$0	$0	$0	0%
Total Revenue Source:	$127,689	$121,750	$131,988	$235,000	78%

Program Discussion

The District Attorney processes assets seized in drug-related cases. Each seizure requires a formal notice to be published in the county of jurisdiction once a week for three consecutive weeks. The 2025-2026 Proposed Budget includes $7,583 for the publication and posting of these notices.

The 2025-2026 Proposed Budget also includes $108,600 for fentanyl outreach and education and $100,000 for gang and drug prevention programs. The Fentanyl Intervention and Safety Response Team will utilize this funding to support social media content and conduct presentations throughout the County. Funding for gang and drug prevention programs will support local community-based organizations dedicated to engaging youth and providing services to prevent gang and/or narcotic-related activities in the community. These organizations are awarded funding through an application process and selected by the Council of the Combined Rural and City Narcotic Enforcement Team (CRACNET) which consists of the District Attorney, the Sheriff, the Chief Probation Officer, and the Chief of each local law enforcement agency.

Fund Balance

DA Narcotics Enforcement Fund

The DA Narcotics Enforcement Special Revenue Fund (#20034) is the operating fund for the DA Narcotics Enforcement budget. As of March 31, 2025, the balance was $490,552. The 2025-2026 Proposed Budget does not include the use of fund balance.

Gang and Drug Prevention Trust Fund

The DA Gang and Drug Prevention Trust Fund (#81580) was established per Health and Safety Code 11489(b)(2)(A)(i), which requires that 9.75% of proceeds (15% of the 65% distributed to local law enforcement agencies participating in a seizure) be used to fund programs designed to combat drug abuse and divert gang activity. As of March 31, 2025, fund balance was $228,813. The 2025-2026 Proposed Budget includes $100,000 in operating transfers to support gang and drug youth prevention programs.

DA - Auto Insurance Fraud Prosecution



Ronald J. Freitas
District Attorney

The DA Auto Insurance Fraud Prosecution program (#2020212000) supports the District Attorney's (DA) investigation and prosecution of automobile insurance fraud cases.

Please visit sjgov.org/da for more information.

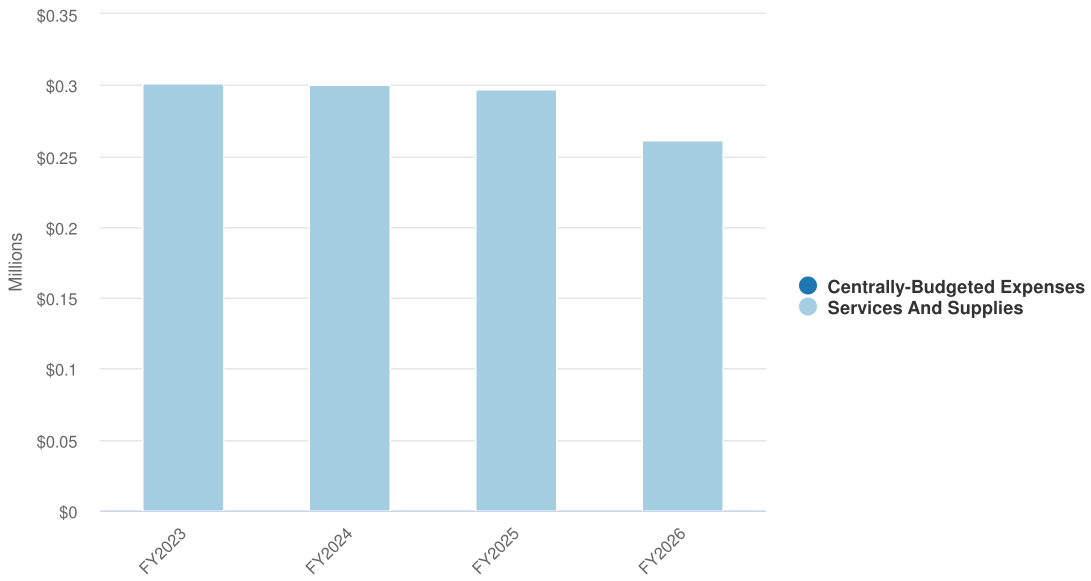
Expenditures Summary

The 2025-2026 Proposed Budget of $262,432 is a decrease of $36,144 from the 2024-2025 Adopted Budget of $298,576, primarily due to a decrease in labor costs transferred from the DA Mainline budget ($26,003) and vehicle operating expenses ($6,136).

$262,432 -$36,144
(-12.11% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$301,083	$300,260	$296,829	$261,513	-11.9%
Centrally-Budgeted Expenses	$464	$600	$1,747	$919	-47.4%
Total Expense Objects:	$301,547	$300,860	$298,576	$262,432	-12.1%

Funding Summary

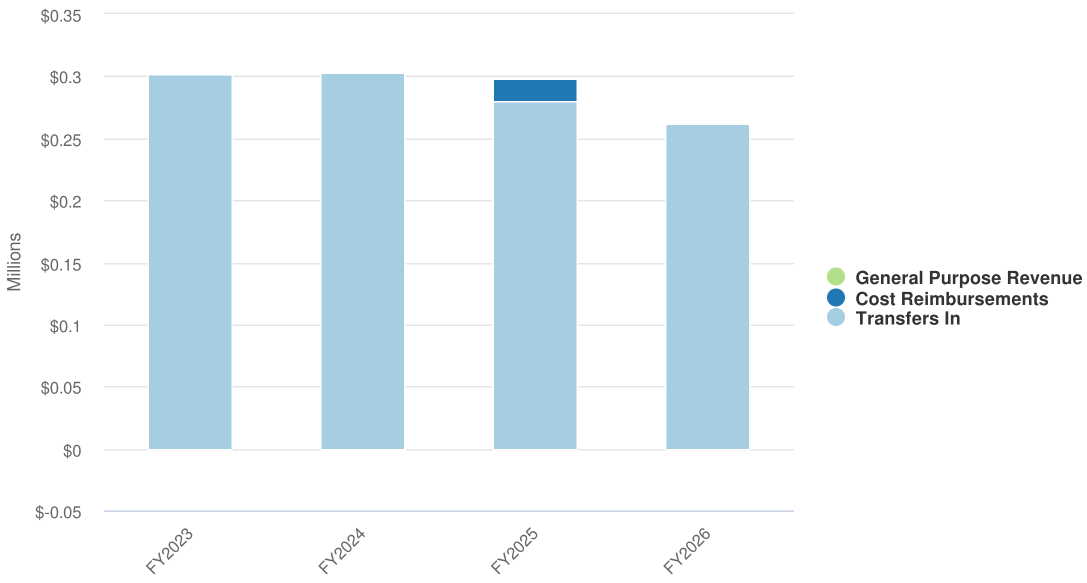
The 2025-2026 Proposed Budget includes $919 in cost reimbursements from the DA Mainline budget (#2020200000) for centrally-budgeted expenses; and $261,513 in operating transfers in from the DA Auto Insurance Fraud Prosecution Fund (#12123), which provides funding for approximately 50% of a Deputy DA I-IV, 25% of a DA Investigator I-II, 25% of a DA Investigative Assistant I-II, and 15% of a Paralegal I-II, all of which are allocated to the DA Mainline budget.

Funds are provided through a special surcharge collected by the California Department of Insurance (CDI) Commission on automobile insurance policies. Funding levels are based on San Joaquin County's proportionate share of the State population and the proportionate share of suspected fraudulent automobile insurance claims submitted to the CDI Fraud Division. Funds are held in the DA Auto Insurance Fraud Prosecution Fund and are transferred to the DA Auto Insurance Fraud Prosecution budget unit as expenses are incurred.

$262,432 -$36,144
(-12.11% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Transfers In	$301,547	$302,505	$280,020	$261,513	-6.6%
Cost Reimbursements	$0	$600	$18,556	$919	-95%
General Purpose Revenue	$0	-$2,245	$0	$0	0%
Total Revenue Source:	$301,547	$300,860	$298,576	$262,432	-12.1%

Program Discussion

The Auto Insurance Fraud Prosecution program is committed to investigating and prosecuting all forms of auto insurance fraud. This form of theft results in higher insurance rates and creates a danger to the County's highways.

The DA prosecutes these cases by fostering close relationships with the California Department of Insurance, local insurance agencies, and local law enforcement. During fiscal year 2024-2025, the DA's Office was able to prosecute cases at a quicker rate by resolving cases with fewer appearances and utilizing investigators from the California Department of Insurance. Since this approach has been successful, this year's budget reflects a decrease of approximately $26,000 in labor charges paid to the DA Mainline budget for investigative efforts.

Fund Balance

DA Auto Insurance Fraud Prosecution Fund

The DA Auto Insurance Fraud Prosecution General Fund Special Account (#12123) is the operating fund for the DA's Auto Insurance Fraud activities. The fund balance as of March 31, 2025, was $295,997. The 2025-2026 Proposed Budget includes an operating transfer in of $261,513 from the fund.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Auto Insurance Fraud				
Referrals	13	7	8	10
New Filings	11	6	5	8
Active Investigations	36	28	5	10
Convictions	10	6	6	6
Declined	11	28	1	2
Carryover Cases	18	19	11	5
Restitution Ordered	$16,162	$3,572	$128,951	$30,000
Restitution Collected	$16,519	$6,186	$1,121	$10,000
Community Outreach	6	4	2	2

DA - Workers' Compensation Insurance Fraud



Ronald J. Freitas
District Attorney

The DA Workers' Compensation Insurance Fraud Prosecution program (#2020216000) allows the District Attorney (DA) to expand the investigation and prosecution of those who commit Workers' Compensation insurance fraud, including applicant fraud, premium fraud, medical provider fraud, and uninsured employer fraud.

Please visit sjgov.org/da for more information.

Expenditures Summary

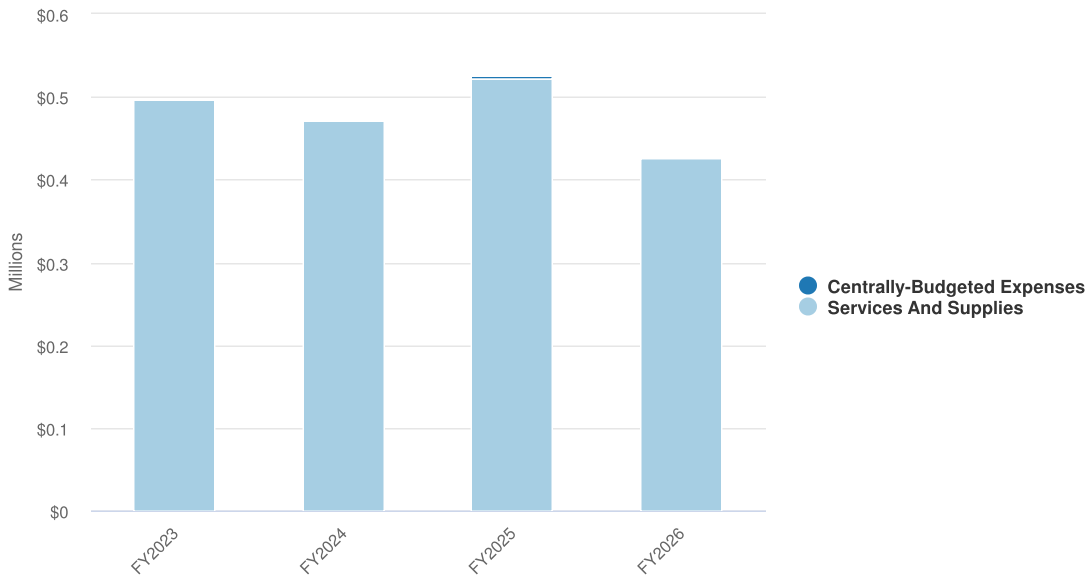
The 2025-2026 Proposed Budget of $428,610 is a decrease of $96,874 from the 2024-2025 Adopted Budget of $525,484 primarily due to a decrease in labor costs transferred from the DA Mainline budget ($95,667) and witness fees ($15,000), offset by an increase in vehicle operating expense ($10,300) and outreach and education ($10,000).

Expenses include partial reimbursement for a Chief Deputy DA, a DA Investigator II, and a Paralegal I-II, all allocated in the DA Mainline budget (#2020200000).

$428,610 **-$96,874**
(-18.44% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$495,782	$471,129	$522,762	$426,533	-18.4%
Centrally-Budgeted Expenses	$996	$678	$2,722	$2,077	-23.7%
Total Expense Objects:	$496,778	$471,807	$525,484	$428,610	-18.4%

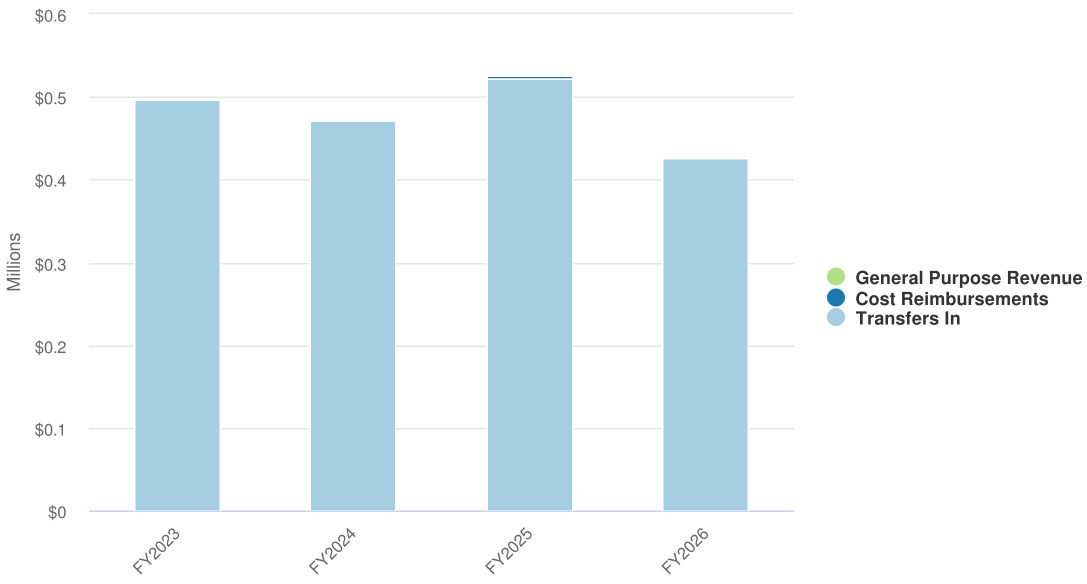
Funding Summary

The 2025-2026 Proposed Budget includes $426,533 in funding through a grant from the California Department of Insurance. Funds are provided through a special assessment collected by the State Insurance Commission on Workers' Compensation insurance policies. Funding levels are based on a formula comprised of the size of the County workforce, the proportion of suspected fraudulent Workers' Compensation claims reported Countywide, and with a certain amount of discretionary funding decided by the Workers' Compensation Fraud Assessment Commission.

$428,610 **-$96,874**
(-18.44% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Transfers In	$496,778	$471,088	$522,762	$426,533	-18.4%
Cost Reimbursements	$0	$678	$2,722	$2,077	-23.7%
General Purpose Revenue	$0	$41	$0	$0	0%
Total Revenue Source:	$496,778	$471,807	$525,484	$428,610	-18.4%

Program Discussion

The San Joaquin County District Attorney's Office investigates and prosecutes all forms of Workers' Compensation insurance fraud committed by both employees and employers, which result in increased insurance premiums for employers. During fiscal year 2024-2025, claimant fraud and uninsured employers have been the most common forms of Workers' Compensation fraud observed in San Joaquin County.

Workers' Compensation fraud investigations and prosecutions involve substantial quantities of evidence. The DA's Office has strong relationships with the California Department of Insurance, local law enforcement, and special investigation units, which provide the opportunity to complete more thorough investigations. During 2024-2025, the DA's Office relied heavily on outside agencies and, as a result, cases were resolved at a quicker rate. Since this approach has been successful, the 2025-2026 budget includes a decrease of $95,667 in labor charges paid to the DA Mainline budget for investigative efforts, from $435,667 to $340,000.

The 2025-2026 Proposed Budget includes $30,000 for outreach/education activities within the business and insurance agency communities to continue to promote the awareness of Workers' Compensation Fraud.

Fund Balance

DA Workers' Compensation Fraud Prosecution Fund

The Workers' Compensation Fraud Prosecution General Fund Special Account (#12125) supports DA Workers' Compensation Insurance Fraud activities. The fund balance as of March 31, 2025, was $470,559. The 2025-2026 Proposed Budget includes an operating transfer in of $426,533 from the fund.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Workers' Compensation Cases				
Referrals	22	19	15	10
New Filings	5	0	8	6
Active Investigations	21	23	15	6
Convictions	6	3	5	5
Declined	0	13	8	4
Carryover Cases	21	6	2	5
Restitution Ordered	$226,033	$52,426	$21,598	$30,000
Restitution Collected	$89,103	$53,028	$2,935	$10,000
Outreach via Social Media	13	10	7	5

DA - Public Assistance Fraud Prosecution



Ronald J. Freitas
District Attorney

The Public Assistance Fraud Prosecution Unit (#2020217000), known as the IMPACT Unit, operates through a Memorandum of Understanding between the District Attorney (DA) and the Human Services Agency (HSA). This Unit investigates and prosecutes criminal welfare fraud, including Temporary Assistance for Needy Families, CalFresh (food stamps), and vendor fraud cases. Funding is primarily provided from Federal and State welfare administration funds received by HSA.

Please visit sjgov.org/da for more information.

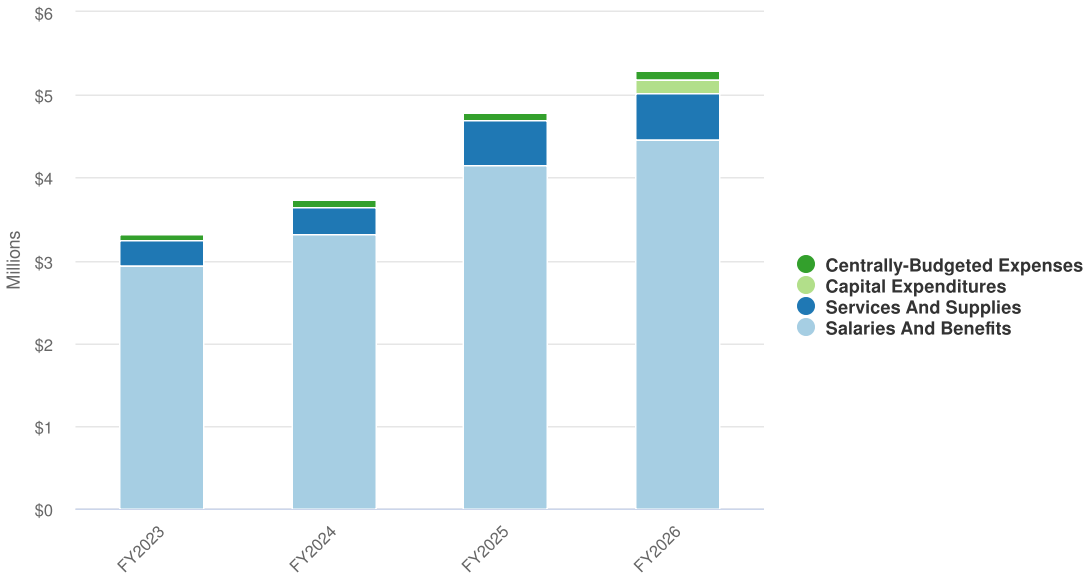
Expenditures Summary

The 2025-2026 Proposed Budget of $5,301,354 is an increase of $508,814 from the 2024-2025 Adopted Budget of $4,792,540, primarily due to the transfer in of a DA Investigative Sergeant position ($325,410), salaries and benefits adjustments ($202,183), capital expenditures ($170,000), and vehicle operating expenses ($55,460), partially offset by the transfer out of a DA Investigator I-II position ($215,124).

$5,301,354 **$508,814**
(10.62% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$2,935,042	$3,317,248	$4,152,223	$4,463,502	7.5%
Services And Supplies	$318,000	$333,752	$533,933	$550,735	3.1%
Centrally-Budgeted Expenses	$71,234	$75,682	$106,384	$117,117	10.1%
Capital Expenditures	$0	$0	$0	$170,000	N/A
Total Expense Objects:	$3,324,275	$3,726,683	$4,792,540	$5,301,354	10.6%

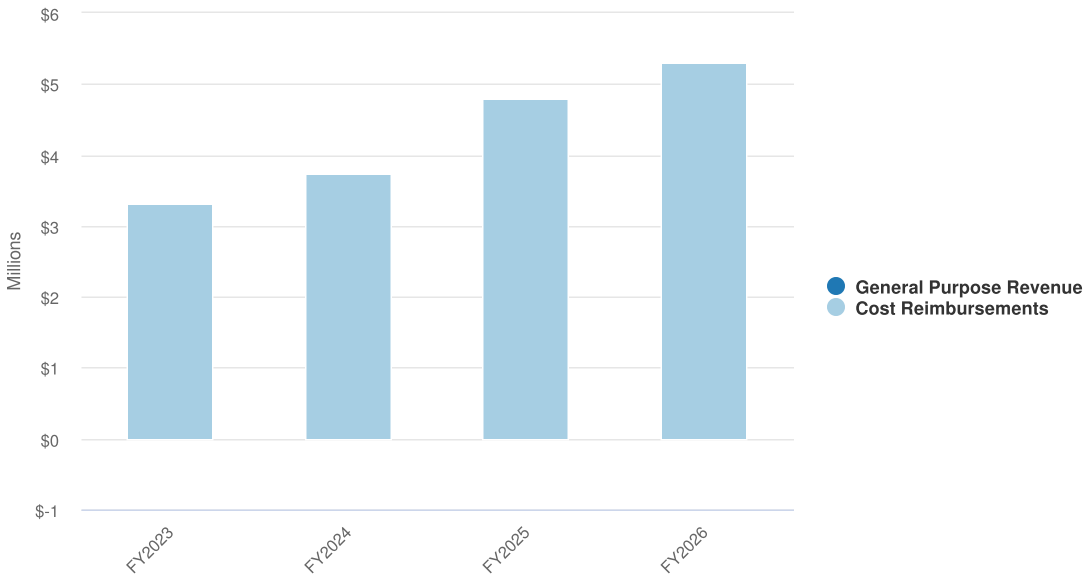
Funding Summary

The 2025-2026 Proposed Budget includes $5,301,354 in cost reimbursements from HSA.

$5,301,354 $508,814
(10.62% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Cost Reimbursements	$3,324,276	$3,726,683	$4,792,540	$5,301,354	10.6%
General Purpose Revenue	$0	$0	$0	$0	0%
Total Revenue Source:	$3,324,275	$3,726,683	$4,792,540	$5,301,354	10.6%

Position Summary

The 2025-2026 Proposed Budget includes one DA Investigative Sergeant transferred from the DA Mainline budget (#2020200000) and one DA Investigator I-II transferred to the DA Mainline budget.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	19.0	19.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	19.0	19.0	0.0

Program Discussion

Funding supports one DA Investigative Lieutenant, one DA Investigative Sergeant, 11 DA Investigators I-II, four DA Investigative Assistants I-II, and two Legal Technicians I-II. In 2025-2026, the Unit will continue to pursue the recovery of fraudulently obtained public assistance benefits. Through fraud prevention, detection, and investigation, staff will ensure those who are truly eligible for public assistance receive their benefits. The Unit continues to receive CalFresh and Cash Assistance fraud referrals and referrals of cases resulting from out-of-state electronic CalFresh fraudulent applications. Additionally, the DA's Office provides annual mandatory training for all HSA Eligibility Workers, Supervisors and Welfare Fraud Specialists.

During 2024-2025, the DA's Office identified 20 individuals involved in electronic benefit transfer (EBT) theft. Of these, eight have been arrested with charges pending, and two have been prosecuted and convicted. The remaining ten are either actively being prosecuted or classified as fleeing felons. Additionally, six more individuals have been identified, with arrest warrants pending. The Unit has executed 13 search warrants on banks, rental companies, phone companies, and the California Employment Development Department. Furthermore, the Unit has extradited three individuals to San Joaquin County for EBT theft and extradited one individual to Romania for prosecution.

As of January 31, 2025, 18 arrests and bench warrants have been issued related to traditional cases (i.e., household composition, income, etc.). Throughout 2024-2025, the Unit experienced a slight increase in recovered public funds. This increase reflects an estimated cost avoidance of $681,377 for ongoing fraud cash assistance, and $360,675 for CalFresh according to the State Department of Social Services. Before benefit distribution, early fraud detection efforts resulted in a cost avoidance of $723,826 for cash assistance, and a projected $446,700 for CalFresh in 2024-2025. Overall cost avoidance totals $2,212,578. The State Department anticipates cost avoidance savings of public funds to increase in 2025-2026 as a result of additional training provided to staff in the Unit and HSA, and additional State-implemented EBT skimmer security measures.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Referrals				
Convictions	63	121	130	120
Declined	0	0	0	0
DA Investigations				
Ongoing Fraud	1,401	1,077	999	1,250
Duplicate Warrants - AFDC	7	1	3	3
Arrest/Bench Warrants	33	41	31	37
Early Fraud Cases	730	1,142	1,366	1,200

DA - Criminal Restitution Program



Ronald J. Freitas
District Attorney

The Criminal Restitution Program (#2020278250) is funded by a grant from the California Victim Compensation Board (CalVCB) using Federal grant funds and fines, orders, and penalty assessments paid by criminal offenders. The purpose of the Criminal Restitution Program is to ensure the imposition of these fines which are mandated by California law. The Program ensures the imposition of orders against criminal offenders in all cases involving an applicant who has filed a victim's compensation claim. If a victim of a violent crime has received financial assistance from CalVCB, the court shall order the offender to repay the program via a restitution order to replenish the State Restitution Fund.

Please visit sjgov.org/da for more information.

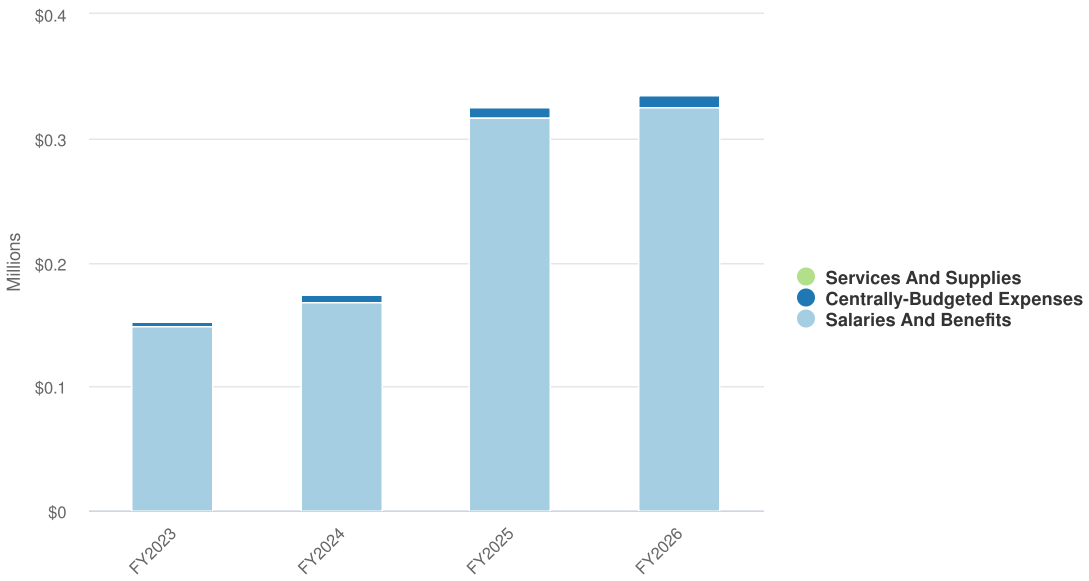
Expenditures Summary

The 2025-2026 Proposed Budget of $335,126 is an increase of $9,979 from the 2024-2025 Adopted Budget of $325,147 primarily due to salaries and benefits adjustments ($7,860) and an increase in centrally budgeted charges ($2,119).

$335,126 $9,979
(3.07% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$148,922	$168,125	$317,195	$325,055	2.5%
Services And Supplies	$50	$0	$0	$0	0%
Centrally-Budgeted Expenses	$3,811	$5,662	$7,952	$10,071	26.6%
Total Expense Objects:	$152,783	$173,787	$325,147	$335,126	3.1%

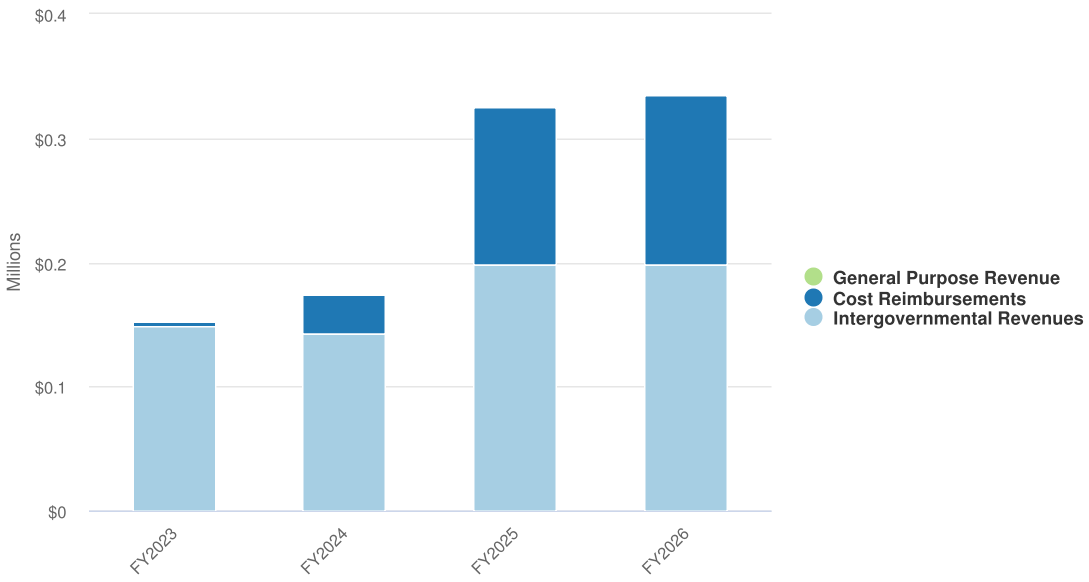
Funding Summary

The 2025-2026 Proposed Budget includes $197,721 in funding from the California Victim Compensation Board (CalVCB) and $137,405 in cost reimbursements from the DA Mainline budget (#2020200000).

$335,126 $9,979
(3.07% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$148,442	$142,091	$197,721	$197,721	0%
Cost Reimbursements	$4,341	$31,695	$127,426	$137,405	7.8%
General Purpose Revenue	$0	$0	$0	$0	0%
Total Revenue Source:	$152,783	$173,787	$325,147	$335,126	3.1%

Position Summary

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	3.0	3.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	3.0	3.0	0.0

Program Discussion

The Criminal Restitution Program supports two full-time Paralegal I-II positions and one Senior Office Assistant. These staff members are dedicated to ensuring that restitution is enforced by the court in all eligible cases. In exceptional circumstances, the court may waive the requirement for restitution due to compelling reasons, as noted on the record.

The current agreement (#A-23-120) with the CalVCB covers a three year period and expires on June 30, 2026.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Restitution Orders Reviewed	1,150	1,253	1,428	1,428
Amount of Restitution Ordered for Crime Victims or CalVCB	$610,157	$532,413	$615,000	$615,000

DA - State Citizens' Option for Public Safety



Ronald J. Freitas
District Attorney

Since 1996, the State Citizens' Option for Public Safety (COPS) program has provided funding to local agencies for front-line law enforcement services, enhanced prosecution efforts, and jail operation/construction. Funding is provided from State Vehicle License Fees and allocated by formula to city and County law enforcement, the District Attorney's Office, and the County Jail. This narrative represents the program funding allocated by the State to the District Attorney (DA) (#2020281000).

Please visit sjgov.org/da for more information.

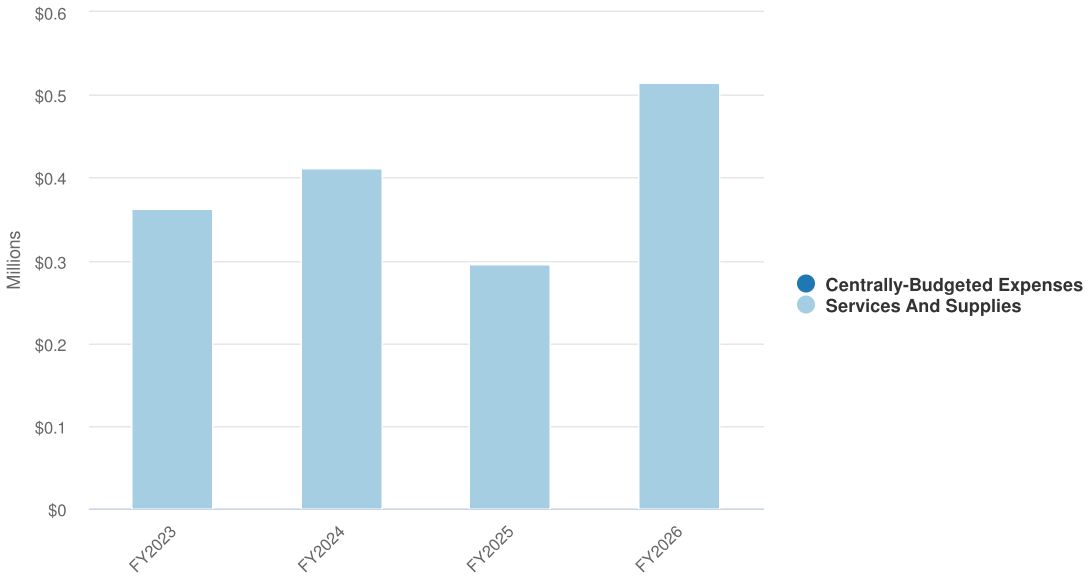
Expenditures Summary

The 2025-2026 Proposed Budget of $517,109 is an increase of $219,109 from the 2024-2025 Adopted Budget of $298,000, primarily due to an increase in software, equipment, and training costs for investigative and prosecutorial efforts ($515,493), partially offset by a decrease in labor costs ($296,183) transferred from the DA Mainline budget (#2020200000).

$517,109 **$219,109**
(73.53% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$363,102	$412,336	$296,183	$515,493	74%
Centrally-Budgeted Expenses	$636	$601	$1,817	$1,616	-11.1%
Total Expense Objects:	$363,738	$412,937	$298,000	$517,109	73.5%

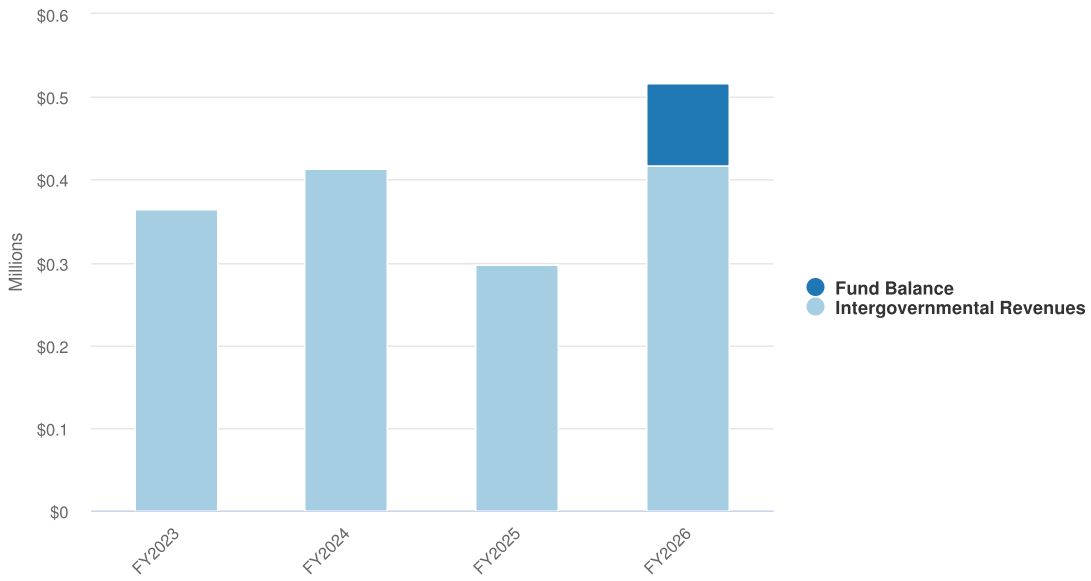
Funding Summary

The 2025-2026 Proposed Budget includes $417,109 in State Public Safety Realignment revenue and $100,000 in use of Supplemental Law Enforcement Services Fund (#20052) balance. The DA's State COPS program receives 5.15% of the total State allocation per year to operate its program.

$517,109 $219,109
(73.53% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$363,738	$412,937	$298,000	$417,109	40%
Fund Balance	$0	$0	$0	$100,000	N/A
Total Revenue Source:	$363,738	$412,937	$298,000	$517,109	73.5%

Program Discussion

In 2024-2025, the department implemented an electronic investigative and prosecutorial system to enhance efficiency, accuracy, and data security in case management. The 2025-2026 Proposed Budget will support continuing investments in technology, equipment, and training to ensure a seamless transition. Program funds will support anti-ransomware software, criminal investigative software, law enforcement equipment, and training that will safeguard the department's data and systems and enhance investigative operations and prosecutions.

Fund Balance

Supplemental Law Enforcement Services Fund

The Supplemental Law Enforcement Services Special Revenue Fund (#20052) receives funding for the State COPS programs operated by the Sheriff and the District Attorney, as well as Juvenile Justice Crime Prevention Act activities operated by the Probation Department. For 2024-2025, the beginning fund balance for the District Attorney COPS was $149,331. The 2025-2026 Proposed Budget includes $100,000 in use of fund balance.

DA - State Grant Programs



Ronald J. Freitas
District Attorney

The California Governor's Office of Emergency Services (CalOES) and the State Local Law Enforcement Safety Account provide financial and technical assistance to agencies throughout the State, including various public safety and crime victim support grants. These agencies provide grants to the District Attorney's (DA) Office for:

- 2020273000 Victim/Witness Program
- 2020278240 Rural Crime Prevention
- 2020278270 Unserved/Underserved Victim Advocacy and Outreach

Please visit sjgov.org/da for more information.

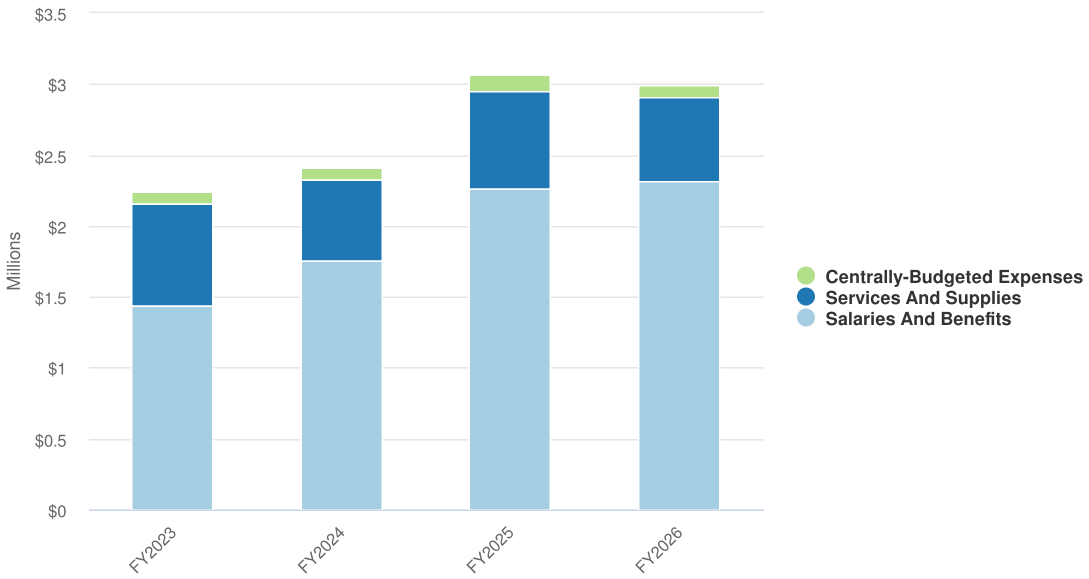
Expenditures Summary

The 2025-2026 Proposed Budget of $2,992,228 is a decrease of $76,314 from the 2024-2025 Adopted Budget of $3,068,542 primarily due to a decrease in DA Mainline budget (#2020200000) administrative costs ($104,757) and Cost Allocation Plan charges ($36,224), partially offset by salaries and benefits adjustments ($52,818) and an increase in labor costs transferred from the DA Mainline budget (#2020200000) for victim assistance ($27,400).

$2,992,228 **-$76,314**
(-2.49% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$1,435,381	$1,754,866	$2,263,597	$2,316,415	2.3%
Services And Supplies	$726,460	$567,229	$690,542	$594,634	-13.9%
Centrally-Budgeted Expenses	$80,405	$86,657	$114,403	$81,179	-29%
Total Expense Objects:	$2,242,246	$2,408,751	$3,068,542	$2,992,228	-2.5%

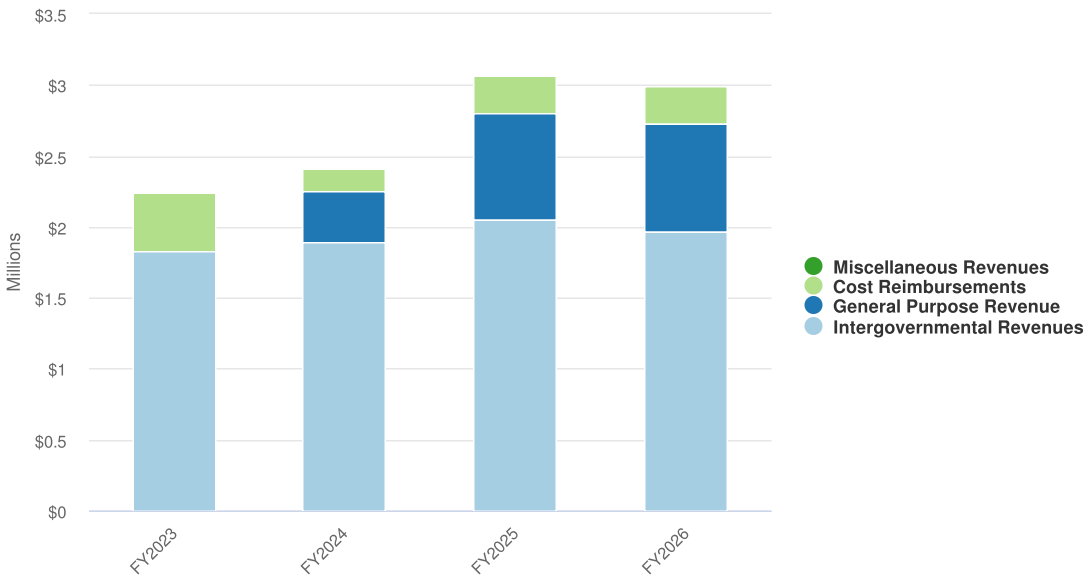
Funding Summary

The 2025-2026 Proposed Budget includes $1,554,291 from CalOES, $716,712 in required General Fund matching for the Victim/Witness Program, $270,000 in State AB118, $260,429 in cost reimbursements from the Victim Assistance Center budget (#2020205000) and Unserved/Underserved budget (#2020278270), $141,822 in Proposition 172 Public Safety revenue, and $48,974 in required General Fund matching for the Unserved/Underserved Victim Advocacy and Outreach Program.

$2,992,228 **-$76,314**
(-2.49% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$1,834,431	$1,888,278	$2,056,267	$1,966,113	-4.4%
Miscellaneous Revenues	$0	$0	$944	$0	-100%
Cost Reimbursements	$407,815	$159,750	$260,429	$260,429	0%
General Purpose Revenue	$1	$360,723	$750,902	$765,686	2%
Total Revenue Source:	$2,242,246	$2,408,751	$3,068,542	$2,992,228	-2.5%

Position Summary

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	19.0	19.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	19.0	19.0	0.0

Program Discussion

Victim/Witness Program

This Program provides support services to victims and witnesses of crimes. Services include responding to crime scenes with a mobile unit, crisis intervention and emergency assistance, information and referrals to other agencies, court support services, and assistance with preparing claims for assistance from the California Victim Compensation Fund. Funding, along with county contributions, supports a Victim/Witness Program Manager, two Victim/Witness Advocate Supervisors, one Victim/Witness Advocate III, 13 Victim/Witness Advocates I-II, and 2 Senior Office Assistants.

The 2025-2026 Proposed Budget totals $2,476,348, which is a decrease of $75,117 from the 2024-2025 Adopted Budget.

Rural Crime Prevention Program

The DA's Office provides administrative oversight for the Rural Crime Task Force, consisting of members from the District Attorney's Office, Sheriff's Office, Agricultural Commissioner, and rural farm owners and operators. The task force's mission is to enhance education, prevent losses, recover stolen property, and prosecute crimes in rural areas.

The 2025-2026 Proposed Budget of $270,000 represents no change from the 2024-2025 Adopted Budget.

Unserved/Underserved Victim Advocacy & Outreach Program

This Program is incorporated with the DA's Victim/Witness Program and enhances the provision of culturally appropriate victim services and training in the geographically isolated regions of the County. Providing this assistance reduces the severity of the psychological trauma caused by the victimization and improves the willingness of the victim to cooperate in the criminal process. The Victim/Witness Program's advocates provide training to law enforcement agencies in these communities and participate in outreach events to disseminate program information.

The 2025-2026 Proposed Budget totals $245,880, which is a decrease of $1,197 from the 2024-2025 Adopted Budget.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Victim/Witness Program				
New Victims Served	4,461	5,045	5,912	5,990
Continuing Victims Served	7,101	9,292	10,152	10,500
Victims Provided Crisis Intervention	675	426	543	580
Rural Crimes Prosecuted (Felony)	16	25	25	30

Child Support Services



Abraham Mendoza II
Director of Child Support Services

The Department of Child Support Services (DCSS) (#2020300000) works with parents and caretakers to establish and adjust financial support orders for the benefit of their children. Additionally, the DCSS collects, disburses, and accounts for child support payments under the Title IV-D Child Support Enforcement Program. Reliable child support payments not only contribute to the stability of families, but they reduce poverty, increase the likelihood of self-sufficiency, and create greater parental involvement. The Department provides services primarily with revenue from State and Federal grants.

In Federal fiscal year 2024, DCSS served over 34,000 children, with $52.1 million, or 91%, of in-State distributions going directly to families.

Please visit sjgov.org/dcss for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Reduce Department vacancy rate	18.8% as of February 2023	11.2% as of April 8, 2024	12%	December 2023
Demonstrate Leadership Development	**Initial**	**Current**	**Target**	**Deadline**
Develop and implement a leadership program for prospective and current leadership staff	No formalized departmental leadership program	100% Completed as of October 2024	Send leadership staff through a formalized leadership program	Completion Rate 25% by Dec. 2023 25-50% by June 2024 50-75% by Dec. 2024 75-100% by June 2025
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Explore utilization of artificial intelligence (AI) to assist with customer service	0 Applications	0 Applications	1 Application	March 2024
Economic Development				
Enhance COVID Recovery	**Initial**	**Current**	**Target**	**Deadline**
Conduct targeted monthly webinars for case participants regarding employment resources and child support assistance available to them within San Joaquin County	0 Webinars	1 Saturday, in-person, event each month since May 2023	1 Webinar (monthly)	July 2023
Increase the Department's average performance ranking among Local Child Support Agencies throughout the State	30	35.6	28	June 2025

Analysis of Priority Activity

Augment Digitization & Automation

During 2023-2024, the Department explored various avenues to implement a chatbot solution on its public website with potential artificial intelligence (AI) capabilities, along with a text messaging feature, to provide options for communicating with the Department and enhancing the customer's experience. However, due to AI use restrictions imposed by the State in Spring 2024, this project remains on hold. As of March 2025, the State Department of Child Support Services (State DCSS) was exploring a potential chatbot solution that does not utilize AI. The Department is optimistic that a chatbot solution may be feasible for its public website in the near future.

Enhance COVID Recovery

For Federal fiscal year 2022-2023, the Department's overall average performance score was 33.6 among Local Child Support Agencies (LCSAs) across California. In March 2024, the Department began focusing on creating a culture of performance-based case management. Through targeted reports, community outreach, staff training, and the review of processes and procedures for efficiency, the goal was to improve the Department's overall average performance score by two. However, for Federal fiscal year 2023-2024, the Department's score dropped to 35.6. This can be attributed to changes in enforcement capabilities and Assembly Bill 1324, which required the closure of Foster Care cases. The closure of approximately 1,500 cases resulted in an estimated reduction of $700,000 in total 2023-2024 collections. Further, workforce constraints will continue to hinder the Department's ability to improve its performance. Staffing levels have decreased from 188 positions in 2023-2024 to 171 (proposed) in 2025-2026, due mainly to rising labor costs.

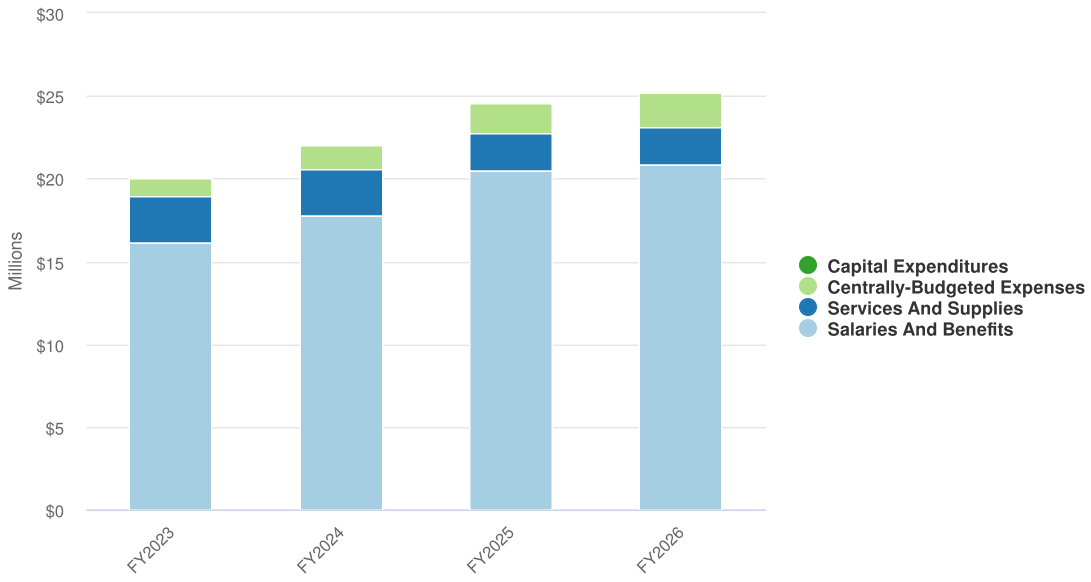
Expenditures Summary

The 2025-2026 Proposed Budget of $25,158,141 is an increase of $641,174 from the 2024-2025 Adopted Budget of $24,516,967, primarily due to salaries and benefits adjustments ($968,522) and an increase in data processing charges ($255,368), legal services ($60,000), and rent expense ($36,835). Cost increases are partially offset by the deletion of five (5) vacant positions ($615,307) and the elimination of extra-help costs ($35,960).

$25,158,141 **$641,174**
(2.62% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$16,156,589	$17,791,423	$20,518,302	$20,835,557	1.5%
Services And Supplies	$2,781,111	$2,813,530	$2,266,783	$2,312,728	2%
Centrally-Budgeted Expenses	$1,114,338	$1,442,394	$1,731,882	$2,009,856	16.1%
Capital Expenditures	$57,405	$46,976	$0	$0	0%
Total Expense Objects:	$20,109,444	$22,094,323	$24,516,967	$25,158,141	2.6%

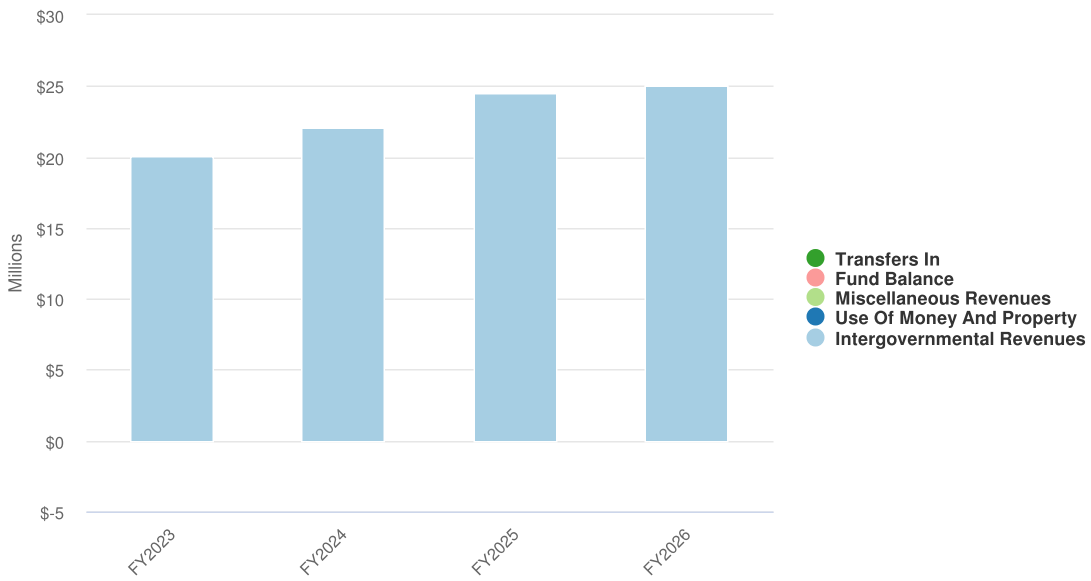
Funding Summary

The 2025-2026 Proposed Budget includes $24,119,550 in Federal and State Child Support grant funding, which is a decrease of $347,417 from the 2024-2025 funding level. This results from an overall $17.65 million reduction in funding for Local Child Support Agencies included in the Governor's 2025-2026 Proposed Budget. Additionally, $957,702 in Federal Performance Incentive Funds (FPIF), allocated to the Department by the State DCSS, is included in the 2025-2026 Proposed Budget. Also included is $52,000 in interest income and $28,889 in parking fee revenue.

$25,158,141 **$641,174**
(2.62% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



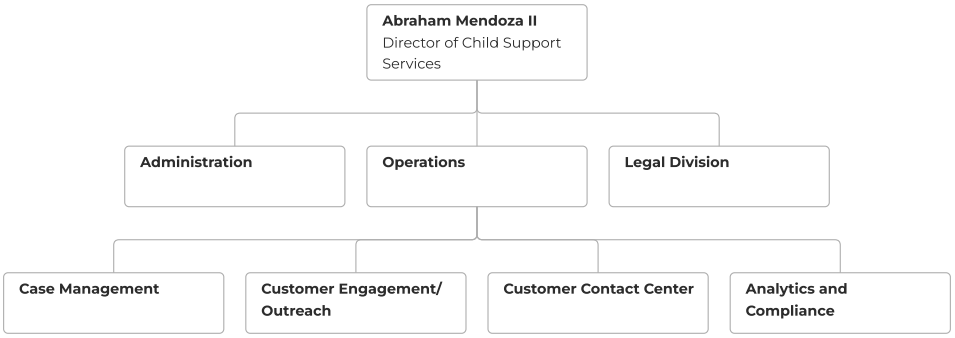
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budgeted (% Change)
Revenue Source					
Use Of Money And Property	$21,824	$56,490	$50,000	$52,000	4%
Intergovernmental Revenues	$20,011,060	$22,018,604	$24,466,967	$25,077,252	2.5%
Miscellaneous Revenues	$7,265	$6,909	$0	$28,889	N/A
Transfers In	$81,931	$5,969	$0	$0	0%
Fund Balance	-$12,636	$6,351	$0	$0	0%
Total Revenue Source:	$20,109,444	$22,094,323	$24,516,967	$25,158,141	2.6%

Organizational Chart

The 2025-2026 Proposed Budget includes the deletion of five vacant positions (one Child Support Program Manager, two Child Support Specialists I-II, one Senior Office Assistant, and one Civil Process Server) and the elimination of part-time staff by 0.6 FTE due to funding constraints.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	176.0	171.0	(5.0)
Temporary (FTE)	0.6	0.0	(0.6)
Position Total	176.6	171.0	(5.6)

Department of Child Support Services



Program Discussion

Program Outreach

In May 2023, the Department began conducting in-person Saturday workshops at its main office to further educate prospective and current customers about its services. The in-person workshops continued into 2024-2025 and have expanded in scope to engage more participants. The workshops allow the Department to provide services during non-traditional hours to better meet the needs of the community. In January 2025, the Department added a virtual option enabling participants to attend from a location that is most convenient for them. The virtual option has increased workshop attendance from six participants, on average, to 19 per each 3.5-hour session.

In 2025-2026, DCSS will collaborate with approximately 70 local agencies for its 10th Annual Block Party, scheduled for July 19, 2025. The DCSS Annual Block Party is an engaging event for families to learn about community-based organizations and government resources that promote self-sufficiency and reduce childhood poverty. In July 2024, 1,495 donated backpacks filled with school supplies were distributed to school-aged children at the event and in the community. The Department plans to raise the number of backpacks distributed to 1,600 in 2025.

The Department held its fourth Annual San Joaquin County Holiday Giving event on December 14, 2024. Employees from 14 County departments contributed over 360 gifts to fulfill the wish lists of 50 children and young adults residing in the County. Planning for the fifth Holiday Giving event is currently underway.

The 2025-2026 Proposed Budget includes $10,000 for these various Program Outreach efforts.

Professional Development

DCSS is committed to the development of future leaders within its organization. In July 2024, the Department completed its first Mentorship Program that paired experienced staff with those aspiring to grow professionally. During the six-month program, mentors assisted their mentees with developing steps to achieve their professional goals, offering job-shadowing opportunities, resume-building, and interviewing techniques, among various other activities. In 2024-2025, the Department also provided time management, emotional intelligence, and accountability training for leadership staff and poverty simulation training for all staff. In 2025-2026, DCSS will remain dedicated to the training and growth within its organization to deliver optimal services to the community.

Program Efficiency

In Spring 2024, the Department conducted an operational assessment of 11 functional areas to refine its business processes, with the assistance of an outside consultant. This included the development of as-is business process maps to more easily identify business activities where efficiencies could be made. After discussing the consultant's recommendations, the Department decided that 60 of the 67 recommendations should be reviewed. As time and resources permit, the Department focuses on a set of five recommendations, determines the best course of action, and implements changes to business operations as necessary. In 2025-2026, the Department plans to review 10 to 15 recommendations. Additionally, DCSS will continue to work with the San Joaquin County Superior Court to streamline the processing of court orders and reduce the time it takes to obtain a filed court order.

Tracy Location

In November 2024, the Department closed its Tracy office located at 543 W. Grant Line Road, due to budget constraints. However, in 2025-2026, DCSS plans to house a payment kiosk within the new WorkNet office located at 340 W. Fourth Street in Tracy, which will be available to the public for making child support payments during normal business hours.

Fund Balance

Child Support Services Fund

Child Support Services Special Revenue Fund (#20038) serves as the operating fund for Department expenditures. The Child Support Enforcement Special Revenue Fund (#20381) serves as the depository for State DCSS funding advances. Actual costs are reconciled monthly. Funds are then transferred from fund #20381 to fund #20038 to cover expenditures. Unspent funds received in fund #20381 are returned to the State DCSS each quarter. Any remaining fund balance in #20038 at the end of the fiscal year primarily exists due to unspent interest income and donated funds. Interest income serves as a reserve for unanticipated costs. For 2024-2025, the beginning fund balance in #20038 was $78,444.

Family Support Fund

The Family Support Trust Fund (#81452) is a dormant fund that was created to transfer funds to the County Human Services Agency and the State for Title IV-A assistance recoupment, and to forward monies collected above what was due to the County and State to families. As of March 31, 2025, the fund balance was $12,815. There are no funds budgeted for use in 2025-2026.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Collections and Distributions				
Total Collections	$62,694,681	$61,790,231	$62,106,637	$62,727,703
Support Sent to Families	$52,827,674	$52,086,630	$52,790,641	$53,318,548
% of Families Receiving 75% or More of Monthly Child Support	46.35%	45.61%	45.76%	46.21%
Average Number of Days From Monetary Order to First Payment	71	66	61	58
Customer Service				
Customer Contact Center - Calls Received	36,021	41,247	44,523	44,500
Lobby Visitors	10,785	12,673	11,115	11,000
Homeless Customers Served	4,645	4,711	4,664	4,617
Customer Outreach				
Public Outreach Events	187	226	300	309

Public Defender



Judyanne Vallado
Public Defender

The Public Defender (#2020400000) provides constitutionally mandated indigent defense services in all criminal matters as required by the U.S. Constitution and represents clients in Juvenile Dependency, Conservatorship, and CARE Act cases. The San Joaquin County Public Defender's Office is dedicated to serving the diverse needs of the community and its justice system by furnishing clients whose cases have been entrusted to the Office with competent, effective, loyal, ethical, zealous, compassionate, and efficient advocacy.

Please visit sjgov.org/pubdef for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	New Goal	Complete or On Track	May Meet Deadline	Not Complete or Not on Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Improve the Public Defender's vacancy rate.	8%	10% as of January 2024	4%	January 2024
Create a formal law clerk internship program to aid future recruitments.	Prior internships were informal.	The clerkship program had a successful inaugural class that resulted in hiring 2 law clerks for the vacant Deputy Public Defender positions. The Department will continue recruiting law clerks to aid its attorney recruitment efforts.	Create and implement a structured program for better recruitment and retention.	June 2024
Demonstrate Leadership Development	**Initial**	**Current**	**Target**	**Deadline**
Increase training opportunities for attorneys and investigators.	The Public Defender had limited funds to send staff to trainings necessary to become well-versed in applicable areas of law.	The increased training budget has allowed more attorneys, investigators, and social workers to attend Statewide and national training sessions.	Increase the Public Defender's training budget and begin sending more attorneys and investigators to statewide and national trainings in order to better develop staff.	July 2023
Develop an officewide training program.	Most in-house training occurred within individual units, and the office had no structured training plan.	The Department has sent attorneys to national training sessions. These attorneys serve as office experts and train other staff.	Utilize the statewide and national training to develop office experts in specific fields who can provide in-house training to staff and serve as subject-matter experts.	December 2023
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Improve efficiency through the implementation of a new case management system with the ability to interface with the District Attorney's (DA) Case Management System (CMS).	The Public Defender's CMS could not interface with the DA's CMS	The Public Defender purchased its new CMS as of July 2024.	Purchase, develop, and implement a new case management system that can interface with the DA's CMS.	July 2024
Increase efficiency by transitioning to a paperless office.	The Public Defender's CMS could not support a completely paperless office.	On hold as of December 2024.	Implement a new CMS and transition to a fully paperless office.	December 2024

Analysis of Priority Activity

Improve Recruitment and Retention Rates – While the vacancy goal was not met by January 2024, the Public Defender significantly expanded its recruitment efforts in 2024-2025. The Department built relationships with law schools throughout Northern California, and attended job fairs, informational sessions, public interest fairs, and on-campus interviews. This resulted in a strong applicant pool for the new clerkship program. Of the three law clerks who passed the California bar exam, two were offered and accepted positions as Deputy Public Defenders. The Department believes that continuing to invest in law students at an early stage in their careers will result in a larger and stronger attorney applicant pool in the future.

Augment Digitization and Automation – While the goal of implementing a case management system was not met by July 2024, the Public Defender successfully launched its new cloud-based case management system in February 2025. The Department is currently seeking a vendor to scan all of the existing files into Laserfiche to allow the Department to accomplish its goal of having a completely paperless office.

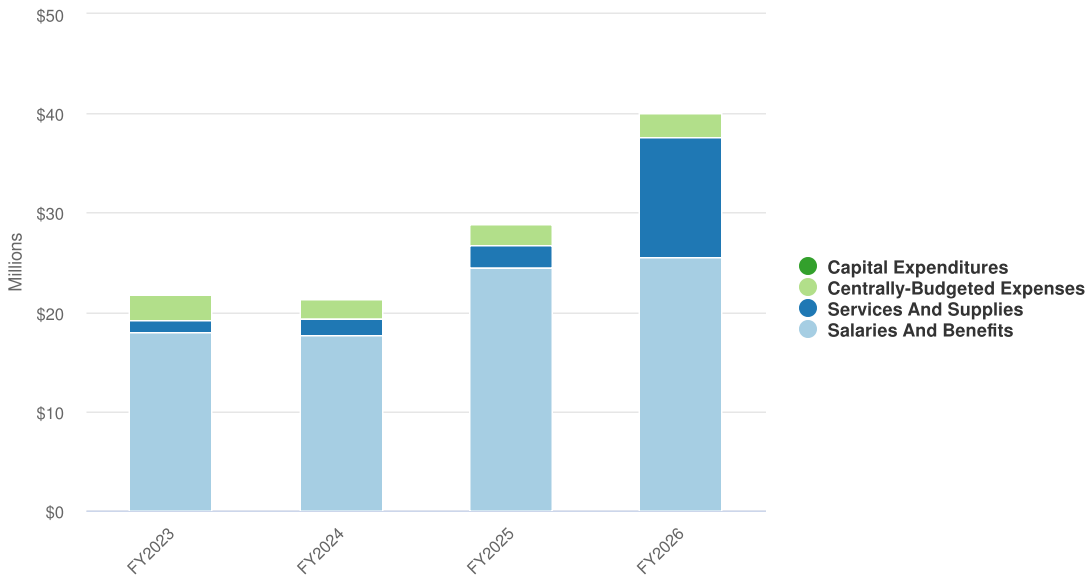
Expenditures Summary

The 2025-2026 Proposed Budget of $40,014,174 is an increase of $11,072,007 from the 2024-2025 Adopted Budget of $28,942,167, primarily due to an increase in professional services ($9,372,480) related to the Department of State Hospitals Felony Incompetent to Stand Trial (IST) Diversion program, the addition of seven new positions ($1,468,971), and Cost Allocation Plan adjustments ($494,688).

$40,014,174 **$11,072,007**
(38.26% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$17,918,199	$17,664,691	$24,505,584	$25,583,954	4.4%
Services And Supplies	$1,223,489	$1,706,576	$2,250,486	$12,037,605	434.9%
Centrally-Budgeted Expenses	$2,669,071	$1,994,715	$2,162,697	$2,392,615	10.6%
Capital Expenditures	$0	$26,549	$23,400	$0	-100%
Total Expense Objects:	$21,810,759	$21,392,531	$28,942,167	$40,014,174	38.3%

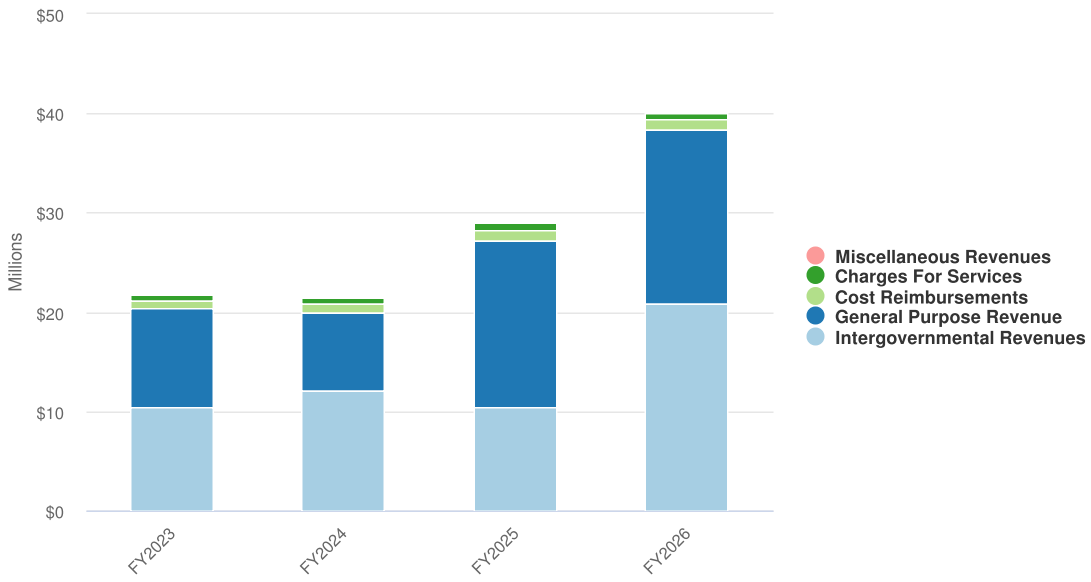
Funding Summary

The 2025-2026 Proposed Budget includes $17,567,163 in General Purpose Revenue, $10,525,000 from the Department of State Hospitals Felony IST Diversion Grant, $9,439,049 in Proposition 172 funding, and $924,663 in AB109 cost reimbursements.

$40,014,174 $11,072,007
(38.26% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$10,373,685	$12,066,402	$10,385,991	$20,815,348	100.4%
Charges For Services	$610,625	$598,809	$660,211	$627,000	-5%
Miscellaneous Revenues	$32,169	$1,108	$0	$0	0%
Cost Reimbursements	$740,397	$827,270	$1,152,055	$1,004,663	-12.8%
General Purpose Revenue	$10,053,883	$7,898,942	$16,743,910	$17,567,163	4.9%
Total Revenue Source:	$21,810,759	$21,392,531	$28,942,167	$40,014,174	38.3%

Organizational Chart

The 2025-2026 Proposed Budget includes the addition of four Deputy Public Defender I-IV positions, one Legal Administrative Supervisor position, one Management Analyst II position, and one Public Defender Investigator II position; and a slight increase in extra-help.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	113.0	120.0	7.0
Temporary (FTE)	6.4	7.1	0.7
Position Total	119.4	127.1	7.7

Program Discussion

Technology

The Public Defender remains committed to becoming a paperless office. In February 2025, the Public Defender launched its new cloud-based case management system, Defender by Karpel (DbK). This system allows case information to be shared quickly and efficiently between the Public Defender, the District Attorney, and other agencies in the County, such as Probation, the County Jail, and the Superior Court. DbK can store and organize all information related to a case, eliminating the need for paper files and allowing the Office to work more efficiently. It also interfaces with Axon Enterprises to allow attorneys to view digital evidence through the DbK application. The Public Defender is actively seeking a vendor to scan all existing files into Laserfiche, so the Department can achieve its goal of being a paperless office.

The Public Defender has upgraded its Wi-Fi network and fiber optic cables to support the new case management system. The Office is replacing outdated desktop computers with laptops, utilizing updated software to support the new technology. The Public Defender has also purchased tablets for each of the attorneys to allow attorneys to access and update their files while in court, eliminating the redundancy of data entry into the case management system and ensuring constant access to case information.

In addition to the new case management system, the Public Defender plans to purchase a new AI platform that organizes, transcribes, and summarizes digital content. The selected platform will automatically detect key moments and allow attorneys to search for events across hundreds of files, enable attorneys to easily create video clips for use as exhibits or for impeachment, and drastically increase productivity and efficiency and improve case outcomes. The Public Defender also plans to contract with the Sheriff's Office for a platform for remote attorney-client meetings; the 2025-2026 Proposed Budget includes $6,800 to support this effort. This program would enable attorneys to meet with their clients and share discovery virtually, improving attorney-client communication, and resulting in better relationships and improved case results. It will also help to alleviate some of the problems caused by staffing shortages and the reduced official visitor hours at the County jail.

CARE Court

Senate Bill 1338 established the Community Assistance, Recovery, and Empowerment (CARE) Act in 2022, which created a new civil court process where individuals can petition the Court to create a voluntary CARE agreement or Court-ordered CARE plan for persons with schizophrenia or other psychotic disorders. The CARE Act aims to provide early action, support, and accountability for both the client and the government agencies responsible for providing behavioral health services in hopes of preventing psychiatric hospitalizations, incarcerations, and Lanterman-Petris-Short Conservatorships (LPS). The Public Defender worked closely with the Superior Court, Behavioral Health Services (BHS), and County Counsel to plan, implement, and advertise the County's CARE Court program, launched on December 1, 2024. The Court has appointed the Public Defender to represent five CARE Court clients in its first three months.

Collaborative Court

The Collaborative Court serves as a post-incarceration, post-conviction program for individuals convicted of misdemeanor or felony offenses. These courts include Drug Courts, DUI Compliance, Monitoring Court, Parole Re-Entry, and Post-Release Community Supervision. A study by the Department of Health and Human Services concluded that for every $1.00 invested in collaborative courts, taxpayers receive $2.00 in savings due to positive outcomes such as a lower participant recidivism rate.

Veterans Treatment Court

The Public Defender and collaborative County partners continue their work to divert veterans into alternatives to traditional prosecution and sentencing. The Veterans Treatment Court recognizes the collateral consequences of combat. Its mission is to identify eligible veterans and place them in an appropriate treatment program with monthly Court supervision. A Deputy Public Defender participates in the Court, held twice a month, by providing legal advice and encouragement to clients. This case management approach increases public safety and reduces recidivism, incarceration, and institutionalization. Over 200 military veterans have successfully graduated from this program since its inception in February 2015.

Department of State Hospitals Felony Incompetent to Stand Trial Diversion Grant

In July 2022, the Public Defender received a grant of up to $3.7 million from the Department of State Hospitals to implement and administer the Felony Pre-Trial Incompetent to Stand Trial (IST) Diversion Program through May 31, 2025 (B-22-385). The goal of the diversion program is to reduce recidivism and improve public safety by providing clients with a history of mental illness and homelessness with housing and wraparound services so they can avoid institutionalization and safely reintegrate back into the community. Services provided through the grant include housing, psychiatric services, medication management, one-on-one and group counseling sessions, substance abuse treatment, job training, socialization, and life skills classes, along with transportation to each of their appointments. Case managers also assist the client with connecting to resources upon graduation from the program. Ten clients have graduated from the program since its inception. An additional 10 clients are currently enrolled in the program and are preparing for graduation.

In February 2025, the Board of Supervisors approved a retroactive agreement between the Public Defender and the Department of State Hospitals to substantially expand the Felony IST Diversion Program and extend the grant through June 30, 2029 (B-25-113). Under the new agreement, the Public Defender is eligible for up to $49,659,000 in grant funding to provide housing and wraparound services to up to 62 clients per year through the Felony IST Diversion Program. To execute this agreement, the Public Defender is partnering with BHS to identify service providers and to assist with contract monitoring to ensure quality of care. BHS has also hired a court liaison to conduct risk assessments and eligibility determinations. They will also appoint case managers to provide additional support and ensure a smooth transition to voluntary mental health services upon graduation from the program. The 2025-2026 Proposed Budget includes $10.7 million for the Felony IST Diversion Program.

Public Defense Pilot Project Grant

As a result of Senate Bill (SB) 129, the Department received a Public Defense Pilot Project grant totaling $2,724,583 from March 1, 2022, through December 31, 2026 (R-22-55 and A-24-355). The Public Defense Pilot Project applies to four categories of post-conviction relief, including SB 1437, Penal Code (PC) 3051, and PC 1170(d)(1). The grant aims to increase access to resentencing and conviction relief, decrease the likelihood of recidivism, and improve public safety while holding offenders accountable. The grant allowed the Public Defender's Office to hire two additional Deputy Public Defenders and a Social Worker, and to cover the cost of necessary experts and transcription services. The Deputy Public Defenders and Social Worker review case files, obtain prison records, meet with clients, conduct legal research, prepare appropriate filings, handle the litigation in court, and develop re-entry plans for clients exiting prison. While the grant funding expires on December 31, 2026, the Public Defender will continue to provide services mandated by SB 129.

Partners for Justice

In alignment with American Bar Association Standards and defense offices throughout the State, the Public Defender's Office is moving toward a holistic defense model. Holistic defense is a client-centered and interdisciplinary model of public defense that attempts to address the circumstances that contribute to an individual's involvement with the criminal justice system and the consequences of that involvement by offering comprehensive legal representation, social work support, and advocacy for the client. To accomplish this goal, the Public Defender has hired additional social workers and obtained $48,000 in one-time funding from the Community Corrections Partnership (CCP) in 2024-2025 to contract with Partners for Justice. This national organization works closely with public defender offices to train their staff and implement collaborative practices to equip them to provide wraparound supportive services for their clients. Partners for Justice will identify and build relationships with community resources, develop departmental processes and tools, and train Public Defender staff to identify and meet the needs of their clients outside the courtroom.

Clean Slate

The Public Defender's Clean Slate program launched in July 2020 and helps clients apply for expungements, reductions, and record sealing. Demand for Clean Slate services has increased substantially since the program's inception due to changes in the law that have expanded the number of people eligible for these services and in response to the Department's collaboration with agencies such as Probation, BHS, WorkNet, Salvation Army, the Department of Child Support Services, and Friends Outside. The Public Defender hired additional staff in 2024 to handle the increased workload thanks to additional funding provided by the CCP (R-24-43). The 2025-2026 Proposed Budget includes $540,730 in cost reimbursements from the CCP.

The large number of Clean Slate petitions has created a backlog with the other Justice Partners involved in the expungement process. The Public Defender has partnered with the Information Systems Division to automate the Clean Slate process, eliminating the time and expense of printing, copying, and filing petitions. This streamlined process will reduce the time needed to process expungements and alleviate the backlog of pending petitions.

The Public Defender partners with Stanford Law School and McGeorge School of Law to host Clean Slate clinics and provide post-conviction relief to hundreds of clients. The Public Defender also partners with Delta College to provide paralegal students with on-the-job training and internship hours required for their degree through the Clean Slate department.

Senate Bill 384

Senate Bill 384 took effect on July 1, 2021. This bill created a three-tiered registration requirement for individuals convicted of a sex-related offense. Candidates in Tier I can apply to have their registration terminated after 10 years if they are not deemed a risk to public safety and have continuously registered. Tier II candidates must wait 20 years before they can apply for termination. Tier III candidates are required to remain registered for a lifetime. There is a high demand for registration termination services from Tier I and Tier II clients struggling to rebuild their lives and maintain housing and employment. The Public Defender filed 70 petitions for relief in 2024-2025.

AB 2542, Racial Justice Act

AB 2542, known as the California Racial Justice Act, took effect on January 1, 2021. The Act allows the defense to challenge criminal charges and sentences or vacate a conviction in which judgment has not been entered by demonstrating that racial discrimination or bias played a role in the prosecution. A Deputy Public Defender is dedicated to litigating violations of the Racial Justice Act (RJA). The RJA attorney files

discovery motions, motions to dismiss, and argues at evidentiary hearings. The RJA attorney also collects data related to racial discrimination and has partnered with Stanford University and a statistician to analyze the data and create easily searchable charts. Attorneys in the Public Defender's Office use these charts to identify trends and to support motions to show implicit bias. As a subject-matter expert, the RJA attorney provides training to the Department, the San Joaquin County Bar Association, and Public Defender Offices throughout the State.

Effective January 1, 2024, the Racial Justice Act is now retroactive due to the passage of Assembly Bill 256. Under the new law, any incarcerated individual can request a review for eligibility. This lengthy process requires the attorney to thoroughly review the case file, including police reports, handwritten notes, motions, and transcripts. They must also review available statistical data for any evidence of racial bias. Because the Racial Justice Act is not limited to specific charges, all prior clients can request to have their cases reviewed, and the Department expects this workload to increase in the coming years.

Supplemental Requests

The Public Defender is requesting supplemental funding totaling $1,664,968 for the following:

Deputy Public Defenders I-IV (4)

Funding is requested in the amount of $1,050,529 for four Deputy Public Defenders I-IV and associated costs. These positions are needed to address the Department's workload. The Office of the State Public Defender recently assessed the San Joaquin County Public Defender's Office and found caseloads are substantially higher than the standards recommended in the National Public Defense Workload Study produced by the RAND Corporation, the National Center for State Courts, and the American Bar Association, among others. At the same time, the County has seen an increase in felony case filings, which the Department expects to continue to grow after the passage of Proposition 36 in November 2024. The high caseload has increased attorneys' stress and contributed to high turnover rates over the last three years. An increase in attorneys is needed over the next several years to bring caseloads to within recommended levels and reduce turnover rates.

Office Expansion and Improvements

Funding is requested in the amount of $499,313 to expand office space and make necessary improvements to new office spaces. To better support operations, there is a need for office space in Manteca to position attorneys closer to the Manteca Courthouse. Additionally, the Board approved a lease agreement for additional space in the Cort Tower on April 22, 2025 (B-25-198), which will require office and network improvements in 2025-2026. Expanding to Cort Tower is needed because there is insufficient space within the existing office to house all staff. The request consists of $311,193 in one-time costs and $188,120 In ongoing costs for rent and utilities.

Legal Administrative Supervisor

Funding is requested in the amount of $115,126 for one Legal Administrative Supervisor and associated costs. This position is needed to manage the Department's clerical division. The position will also back up the Department's Administrative Assistant II in confidential Human Resource matters. The Legal Administrative Supervisor will also be the system administrator for the Department's new case management system. This position will train staff and modify the system and workflow processes as needed, report technical problems to Karpel and ISD, and help develop and test potential solutions.

The 2025-2026 Proposed Budget has been augmented by $1,664,968 to address these requests.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Case Type				
California Health Care Facility	45	91	80	80
CARE Court*	N/A	N/A	10	25
Civil Contempt	30	27	30	30
Clean Slate	1,700	1,700	1,955	2,000
Collaborative Court	670	670	630	640
Conditional Release Program	4	0	2	2
Felony	3,200	3,799	3,800	4,000
Guardianship & Conservatorship	150	149	156	150
Juvenile Delinquency	440	671	640	650
Juvenile Dependency	245	209	220	245
Mental Health Capacity/LPS	420	395	440	420
Mental Health Habeas Corpus	330	330	280	315
Misdemeanor	2,950	2,653	3,100	3,000
Motions	425	280	280	300
Parole Violations	130	154	160	160
Proposition 47 Petitions - Filed**	100	N/A	N/A	N/A
Proposition 47 Petitions - Litigated**	10	N/A	N/A	N/A
Proposition 57 Judicial Transfer Hearings	9	2	2	4
Proposition 63	200	211	230	250
Proposition 64***	4	0	0	0
Resentencing Petitions/Franklin	270	270	75	75
Section 6500	6	11	8	8
Senate Bill 384	75	62	70	140
Senate Bill 1437 Petitions Reviewed	68	25	20	35
Special Circumstances	8	1	6	4
Special Proceedings	985	819	910	905
Superior Court Direct/Grand Jury	0	0	0	2
Traffic	1,370	1,218	1,170	1,200
Veterans Treatment Court	85	49	65	70
Violations of Community Supervision	470	413	460	460
Violations of Probation - Felony	810	795	760	775
Violations of Probation - Misdemeanor	1,050	1,112	1,120	1,100
Writs	120	120	100	100
Total	**16,379**	**16,236**	**16,779**	**17,143**

*Cases began in 2024-2025 due to new legislation.

**The deadline to file petitions under Proposition 47 was November 4, 2022.

***The court was ordered to identify and automatically resentence defendants in all Proposition 64 eligible cases after AB 1793 was passed in 2018. The court has advised the Public Defender that defendants in all eligible cases have been resentenced

Court Assigned Counsel



Sandy Regalo
County Administrator

Court Assigned Counsel provides indigent defense services when the Public Defender has declared a conflict of interest or is otherwise unavailable. The Court Assigned Counsel budget (#2021300000) funds defense attorneys, investigators, witnesses, interpreters, and other costs related to cases appointed by the San Joaquin Superior Court. The County currently contracts with the San Joaquin County Bar Association (SJCBA) to administer the various legal services associated with Court Assigned Counsel.

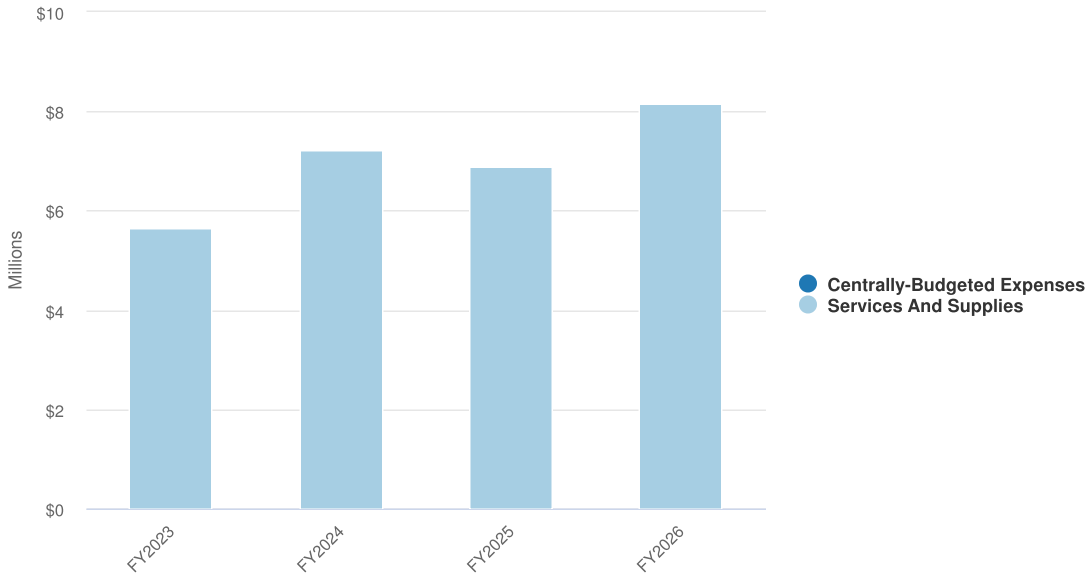
Expenditures Summary

The 2025-2026 Proposed Budget of $8,187,547 is an increase of $1,262,166 from the 2024-2025 Adopted Budget of $6,925,381, primarily due to a $1,168,401 increase in attorney costs associated with contract rate increases and increased caseloads, and a $66,906 increase in investigator fees.

$8,187,547 $1,262,166
(18.23% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$5,647,367	$7,221,114	$6,895,262	$8,155,370	18.3%
Centrally-Budgeted Expenses	$8,538	$14,003	$30,119	$32,177	6.8%
Total Expense Objects:	$5,655,905	$7,235,117	$6,925,381	$8,187,547	18.2%

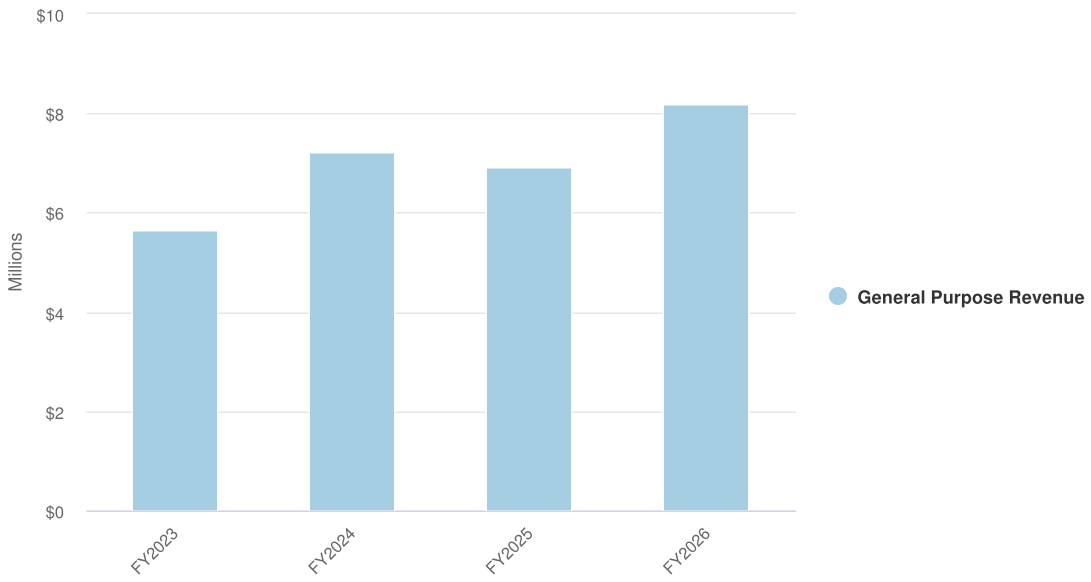
Funding Summary

The 2025-2026 Proposed Budget is fully funded by General Purpose Revenue.

$8,187,547 $1,262,166
(18.23% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
General Purpose Revenue	$5,655,905	$7,235,117	$6,925,381	$8,187,547	18.2%
Total Revenue Source:	$5,655,905	$7,235,117	$6,925,381	$8,187,547	18.2%

Program Discussion

The Board of Supervisors approved a new five-year agreement (A-23-218), effective July 1, 2023, through June 30, 2028, with SJCBA for Court Assigned Counsel services on June 6, 2023. The average hourly rate increased by 19.2% in the agreement's first year per contractual hourly rates determined by case type. The ensuing years have seen modest rate increases of approximately 4%. As per the agreement, the County will continue to pay an hourly rate determined by the case type, with the rates for 2025-2026 increasing by approximately 4% compared to 2024-2025. The administrative fee paid to SJCBA for managing the Court Assigned Counsel program will increase by approximately 5% to $279,600 in 2025-2026.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Civil/Other	14	17	21	20
Class I Felony	132	172	163	160
Class II Felony	375	331	410	400
Domestic Violence	5	1	5	6
Felony (Murder)*	40	21	0	0
Juvenile Delinquency	265	315	360	350
Minor Felony	486	591	590	600
Misdemeanor	676	848	830	850
Misdemeanor Appeals	21	9	19	19
Pro Per	13	16	18	20
Senate Bill 1437	93	7	5	5
Sexually Violent Predator	3	2	3	3
Special Circumstances (Murder)	8	6	17	17
Youth Authority Placement	0	0	0	0
Total New Cases Assigned	**2,131**	**2,336**	**2,441**	**2,450**

*Included in the Class I Felony or Special Circumstances (Murder) counts as of 2024-2025.

Summary - Sheriff



Patrick Withrow
Sheriff-Public Administrator

The Sheriff's Office is responsible for preserving the peace, enforcing the law, and administering contract policing in San Joaquin County. The Sheriff is mandated to provide and operate a correctional and detention facility and provide bailiff services for courts operating within the County. As the Public Administrator, the Office also investigates and administers decedents' estates where no one is willing or able to administer the estate. The Sheriff's Office also serves court processes and provides animal control services throughout the County.

Please visit sjsheriff.org/ for more information.

This is a summary of the budgets administered by the Sheriff's Office:

- 2021602000 – Boating Safety
- 2021609000 – Cal-MMET
- 2021614000 – Special Services Division
- 2021615000 – Mountain House Police Services
- 2021619000 – Animal Services
- 2021620000 – Patrol
- 2021622000 – Communications
- 2021626000 – Detectives
- 2021628000 – Records
- 2021635000 – Civil
- 2021645000 – Administration/Information Systems
- 2021650000 – Lathrop Police Services
- 2021654000 – Sheriff Justice Assistance Grant
- 2021658000 – Court Services
- 2022600000 – Custody
- 2022610000 – Local Community Corrections
- 2022620000 – Work Programs
- 2025700000 – Public Administrator
- 2026500000 – Fish & Game Propagation
- Sheriff - State COPS Patrol & Custody
- Sheriff - Operational Grants
- Sheriff - Special Fund Programs

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Reform the recruitment process by shortening the length of time between the application and certified list for Deputy Sheriffs and Correctional Officers.	80-day average	29-day average 24-day average	60-day average 30-day average	June 30, 2024 June 30, 2025
Reform the pre-employment arduous exam process for Deputy Sheriffs and Correctional Officers to reduce the average number of days to receive results.	37-day average	5-day average 6-day average	20-day average 7-day average	June 30, 2024 June 30, 2025
Demonstrate Leadership Development	**Initial**	**Current**	**Target**	**Deadline**
Develop and implement a POST-approved internal leadership course targeting mid-managers and lieutenants to improve internal awareness, unity of command, accountability, motivation, and inspiration.	0% trained	60% trained 50% trained	50% trained 100% trained	June 30, 2024 June 30, 2025
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Deploy cameras/license plate readers in known dumping locations to prevent and identify suspects, and make arrests of those responsible for illegal dumping.	6 cameras	16 cameras	16 cameras	June 30, 2025
Public Safety / Criminal Justice / Quality of Life				
Reduction in Response Times for Emergency Services	**Initial**	**Current**	**Target**	**Deadline**
Hire, train, and deploy staff utilizing intelligence and evidence-based policing to reduce overall response time by 5% each year.	21 minutes	27 minutes 27 minutes	20 minutes 19 minutes 18 minutes	June 30, 2023 June 30, 2024 June 30, 2025
Mitigate Illegal Dumping / Human Waste	**Initial**	**Current**	**Target**	**Deadline**
Reduce human waste and dumping incidents by 2% each year.	450 incidents	550 incidents 734 incidents	441 incidents 432 incidents 423 incidents	June 30, 2023 June 30, 2024 June 30, 2025
Homelessness				
Mitigate Illegal Dumping Encampments	**Initial**	**Current**	**Target**	**Deadline**

	28 former areas require routine maintenance	16 former areas require routine maintenance	25 former areas require routine maintenance	June 30, 2023
Mitigate, remove, and maintain areas occupied or formerly occupied by homeless encampments by 10% each year.				
		16 former areas require routine maintenance	22 former areas require routine maintenance	June 30, 2024
			20 former areas require routine maintenance	June 30, 2025

Analysis of Priority Activity

Demonstrate Leadership Development

The Sheriff's strategic plan includes goals to develop and implement POST-approved internal leadership courses. While the Sheriff did not meet the target, the Department is continuing efforts to train staff and ultimately meet this goal.

Reduction in Response Times for Emergency Services

The Sheriff's strategic plan includes goals to hire, train, and deploy staff utilizing intelligence and evidence-based policing to reduce overall response time by 5% each year. The Sheriff did not meet the target, but it should be noted that methodologies for tracking response times were modified in 2023-2024, utilizing new technologies and analytics to provide more accurate information. As a result, the initial targets developed were not achievable.

Mitigate Illegal Dumping / Human Waste

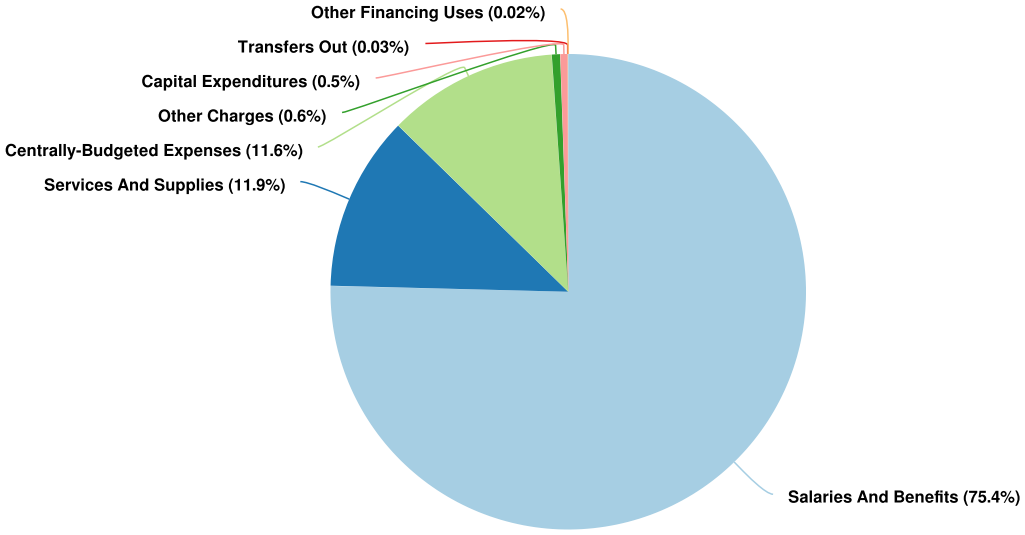
Before the creation of the Community Revitalization Unit (CRU), areas of illegal dumping and human waste were only known when the public reported areas of concern. Increased efforts from the Sheriff's CRU found additional areas of concern that were previously unknown, thus resulting in higher incidents. The Department will continue efforts to mitigate illegal dumping.

Expenditures Summary

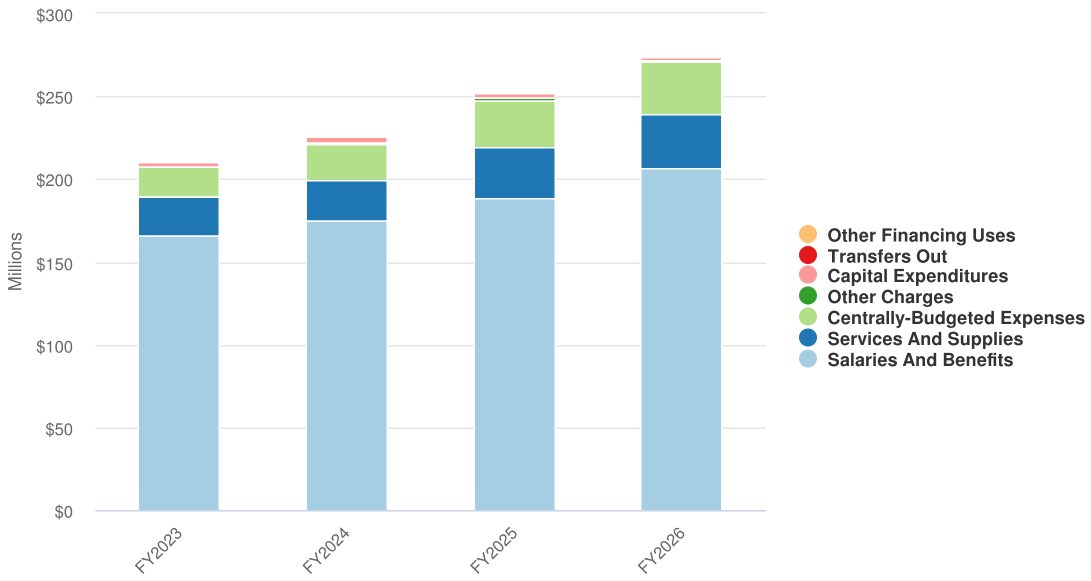
$273,656,140 $21,759,864
(8.64% vs. prior year)

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



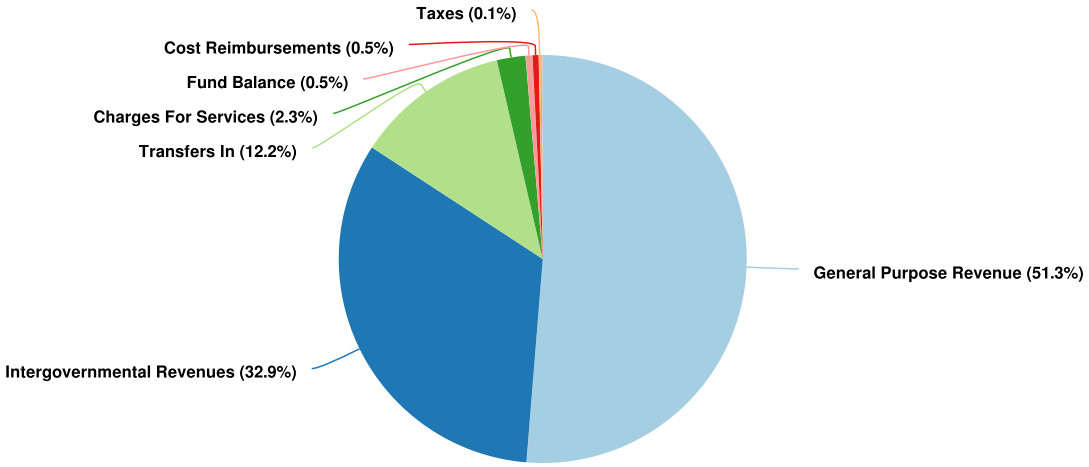
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$165,532,418	$174,510,491	$188,255,711	$206,364,133	9.6%
Services And Supplies	$23,705,163	$25,007,345	$31,337,849	$32,599,319	4%
Centrally-Budgeted Expenses	$17,948,529	$21,192,911	$27,673,327	$31,657,695	14.4%
Other Charges	$774,731	$947,029	$1,600,416	$1,600,416	0%
Other Financing Uses	$56,082	$56,082	$56,082	$56,082	0%
Capital Expenditures	$1,975,074	$4,097,387	$2,877,891	$1,285,995	-55.3%
Transfers Out	$90,000	$90,000	$95,000	$92,500	-2.6%
Total Expense Objects:	$210,081,998	$225,901,244	$251,896,276	$273,656,140	8.6%

Funding Summary

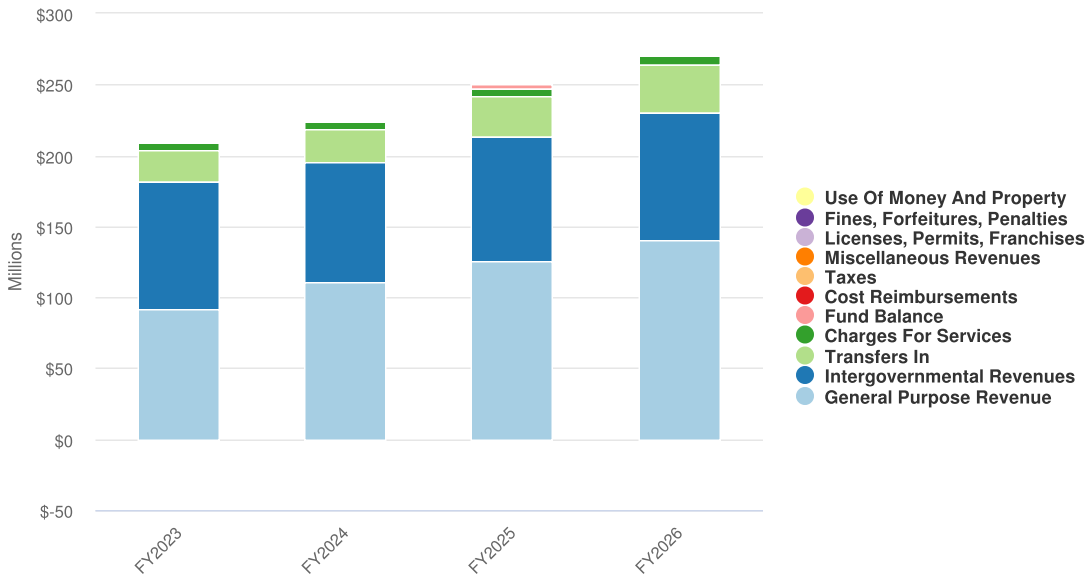
$273,656,140 $21,759,864
(8.64% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$370,731	$366,700	$370,730	$370,730	0%
Licenses, Permits, Franchises	$143,793	$178,455	$126,754	$126,754	0%
Fines, Forfeitures, Penalties	$129,162	$124,332	$111,000	$108,500	-2.3%
Use Of Money And Property	$87,616	$209,519	$750	$750	0%
Intergovernmental Revenues	$89,766,536	$85,158,481	$87,407,189	$90,169,027	3.2%
Charges For Services	$5,170,894	$4,430,690	$5,691,894	$6,241,306	9.7%
Miscellaneous Revenues	$957,090	$305,706	$88,314	$256,071	190%
Transfers In	$22,286,872	$23,219,036	$28,885,933	$33,276,532	15.2%
Cost Reimbursements	$324,118	$1,333,872	$1,392,603	$1,325,035	-4.9%
General Purpose Revenue	$91,540,101	$110,584,622	$125,539,487	$140,307,430	11.8%
Fund Balance	-$694,915	-$10,169	$2,281,622	$1,474,005	-35.4%
Total Revenue Source:	$210,081,998	$225,901,244	$251,896,276	$273,656,140	8.6%

Organizational Chart

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	909.0	911.0	2.0
Temporary (FTE)	23.5	21.2	(2.3)
Position Total	932.5	932.2	(0.3)

Sheriff - Boating Safety



Patrick Withrow
Sheriff-Public Administrator

The Sheriff's Boating Safety Unit (#2021602000) enforces State and local laws and regulations on the County's waterways. Assigned deputies also inspect vessels, aid injured persons, assist emergency medical personnel, perform search and rescue operations, and recover drowning victims.

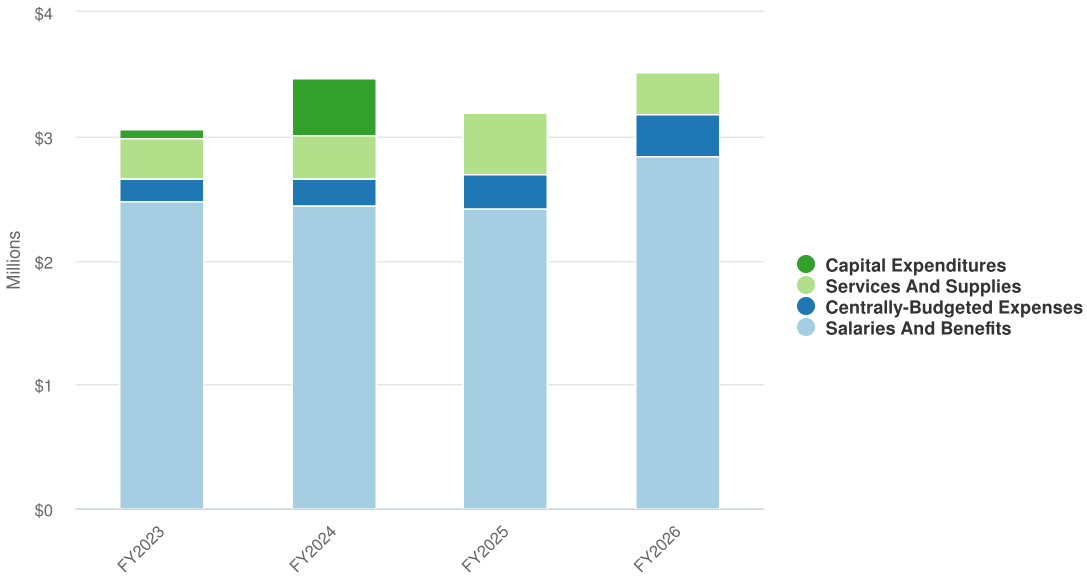
Expenditures Summary

The 2025-2026 Proposed Budget of $3,519,087 is an increase of $325,240 from the 2024-2025 Adopted Budget of $3,193,847, primarily due to salaries and benefits adjustments ($412,294) and an increase in centrally-budgeted insurance charges ($68,478), partially offset by a decrease in one-time equipment maintenance costs ($136,490).

$3,519,087 **$325,240**
(10.18% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$2,477,648	$2,442,040	$2,421,991	$2,834,285	17%
Services And Supplies	$319,542	$353,989	$498,730	$336,479	-32.5%
Centrally-Budgeted Expenses	$184,514	$218,045	$273,126	$348,323	27.5%
Capital Expenditures	$71,541	$454,073	$0	$0	0%
Total Expense Objects:	$3,053,246	$3,468,148	$3,193,847	$3,519,087	10.2%

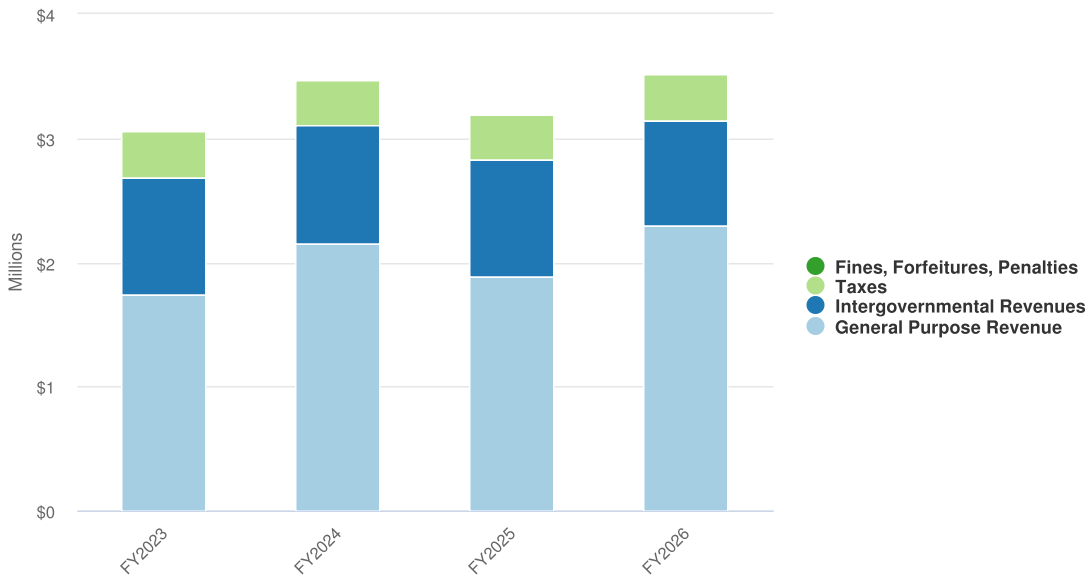
Funding Summary

The 2025-2026 Proposed Budget includes $2,291,135 in General Purpose Revenue, $686,596 in State funding from the Department of Boating and Waterways, and $370,730 in unsecured property tax revenue related to boats. The budget also includes $102,726 in Proposition 172 Public Safety revenue and $65,000 in State equipment grant funding.

$3,519,087 $325,240
(10.18% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source

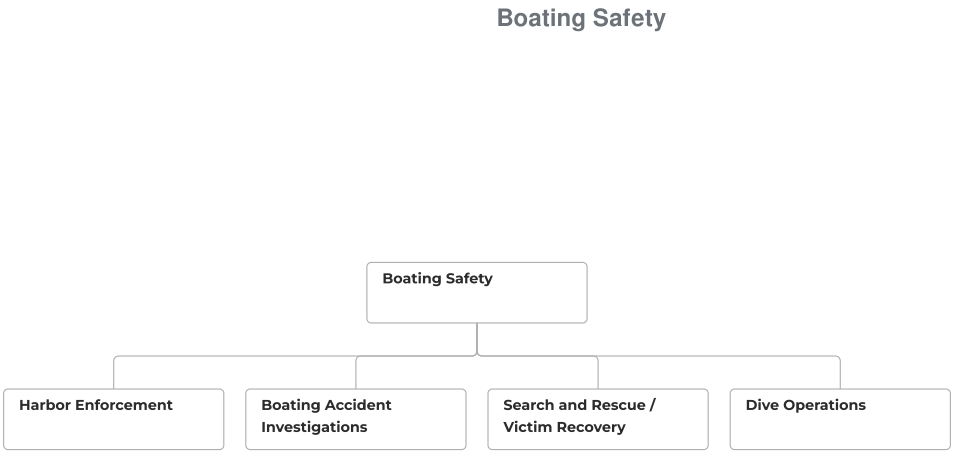


Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$370,731	$366,700	$370,730	$370,730	0%
Fines, Forfeitures, Penalties	$600	$300	$600	$600	0%
Intergovernmental Revenues	$941,683	$952,706	$937,506	$856,622	-8.6%
General Purpose Revenue	$1,740,232	$2,148,441	$1,885,011	$2,291,135	21.5%
Total Revenue Source:	$3,053,246	$3,468,148	$3,193,847	$3,519,087	10.2%

Organizational Chart

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	9.0	9.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	9.0	9.0	0.0



Program Discussion

During 2023-2024 and 2024-2025, the Boating Safety Unit increased and diversified the number of response vessels by utilizing grant funds awarded from the Department of Boating and Waterways Equipment Grant. A 23-foot Life Proof Boat, designed for improved mobility, and two jet skis, ideal for responding in areas where larger patrol vessels are unable to fit, were added to the fleet. Adding these types of vessels allows the Unit to safely access areas in the Delta that are otherwise difficult to reach.

During 2024-2025, the Sheriff's Office created the Rescue Dive Team, which is an extension of the Boating Safety Unit. Members of the Rescue Dive Team (RDT) became certified in April 2025 through Dive Rescue International, an internationally recognized program that trains public safety personnel to respond to emergency water incidents. In order to obtain certification, Deputy Sheriffs are required to complete comprehensive classroom, pool, and open-water training that focuses on essential skills for diving in hazardous conditions and rescue/recovery operations. Certification renewals and medical exams are required annually for RDT members.

In January 2025, the Sheriff's Office entered into a Memorandum of Understanding (MOU) with the Stockton Police Department (SPD) to add one SPD officer to the Boating Unit to assist with law enforcement activities in City/County waterways. SPD also plans to add two patrol vessels to the Unit's fleet. All one-time and ongoing costs for SPD vessels, expected to be complete and operational during 2025-2026, will be paid by SPD.

During 2024-2025, the Unit continued its work on removing abandoned vessels from Delta waterways and continued efforts with the Vessel Turn-In Program (VTIP), funded by the Surrendered and Abandoned Vessel Exchange (SAVE) Grant. Additional details regarding the program are discussed in the Sheriff-Operational Grants-Abandoned Watercraft narrative (#2021608000).

In 2023-2024, the Unit obtained two Remotely Operated Vehicles (ROVs) through the Port Security Grant. The ROVs provide the Boating Safety Unit with the capability to assist with underwater security checks at the Port of Stockton and various docks on the Delta waterways. The ROVs also assist with underwater rescues and recoveries and help deputies locate underwater hazards that could potentially cause harm to Delta boaters. During the summer of 2024, the Unit located and recovered 25 vehicles submerged throughout the Delta Waterways. Additional details regarding the grant are discussed in the Sheriff-Operational Grants-Port Security Grant Program narrative (#2021616000).

The Unit responds to requests from the U.S. Coast Guard to conduct commercial security escorts with the Munson Boat and the Secure All-around Flotation Equipped (SAFE) Boat purchased with Port Security Grant funds. Illegal occupation of inland islands and transient camps along the waterways continue to contribute to an increase in abandoned vessels, illegal dumping, and environmental pollution. The Unit continues to address these issues as resources allow.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Recreational Boating Contacts	8,862	9,384	11,850	12,200
Verbal Warnings	559	480	500	490
Citations Issued	253	513	530	600
Boating Under the Influence Arrests	40	34	42	45
Accident Investigation	36	31	35	40
Search and Rescue Bot Deployments	N/A*	12	15	20

*N/A - Data not available.

Sheriff - California Multi-Jurisdictional Methamphetamine Enforcement Team



Patrick Withrow
Sheriff-Public Administrator

California Multi-Jurisdictional Methamphetamine Enforcement Team (Cal-MMET) (#2021609000) focuses on narcotic producers and distributors by creating specialized investigative units, staffed by experienced personnel. The Team operates the Metropolitan Narcotics Task Force (METRO) for San Joaquin County. The METRO Task Force coordinates with other law enforcement agencies to combat narcotic-related crimes.

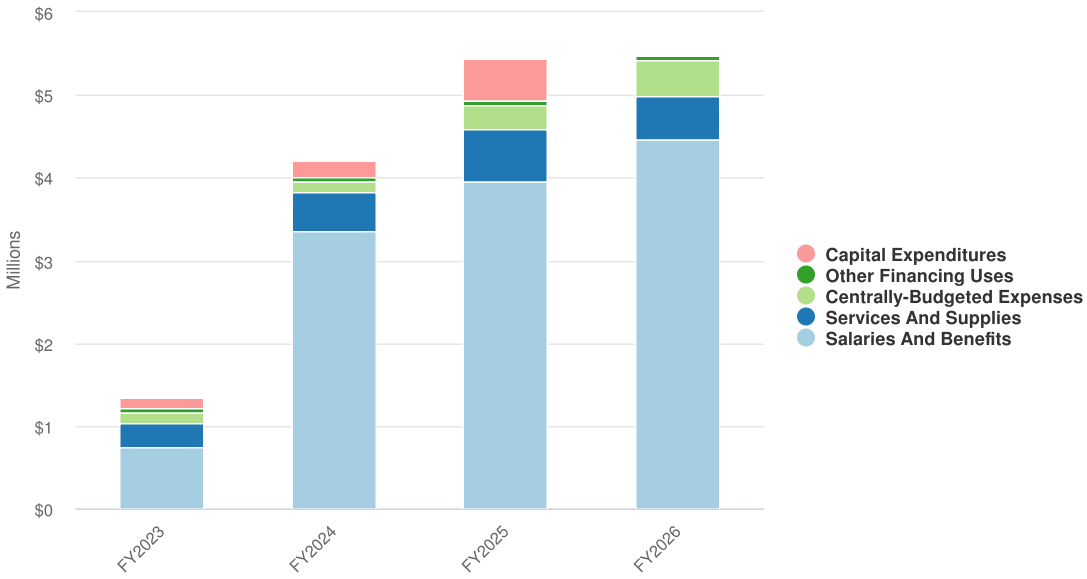
Expenditures Summary

The 2025-2026 Proposed Budget of $5,467,631 represents a $23,927 increase from the 2024-2025 Adopted Budget of $5,443,704, primarily due to salaries and benefits adjustments ($506,942) and an increase in centrally-budgeted insurance costs ($79,101), partially offset by a decrease in capital expenditures ($505,364).

$5,467,631 $23,927
(0.44% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$737,397	$3,355,244	$3,959,657	$4,466,599	12.8%
Services And Supplies	$297,512	$463,870	$628,258	$512,470	-18.4%
Centrally-Budgeted Expenses	$127,073	$131,938	$294,343	$432,480	46.9%
Other Financing Uses	$56,082	$56,082	$56,082	$56,082	0%
Capital Expenditures	$120,369	$194,061	$505,364	$0	-100%
Total Expense Objects:	$1,338,433	$4,201,195	$5,443,704	$5,467,631	0.4%

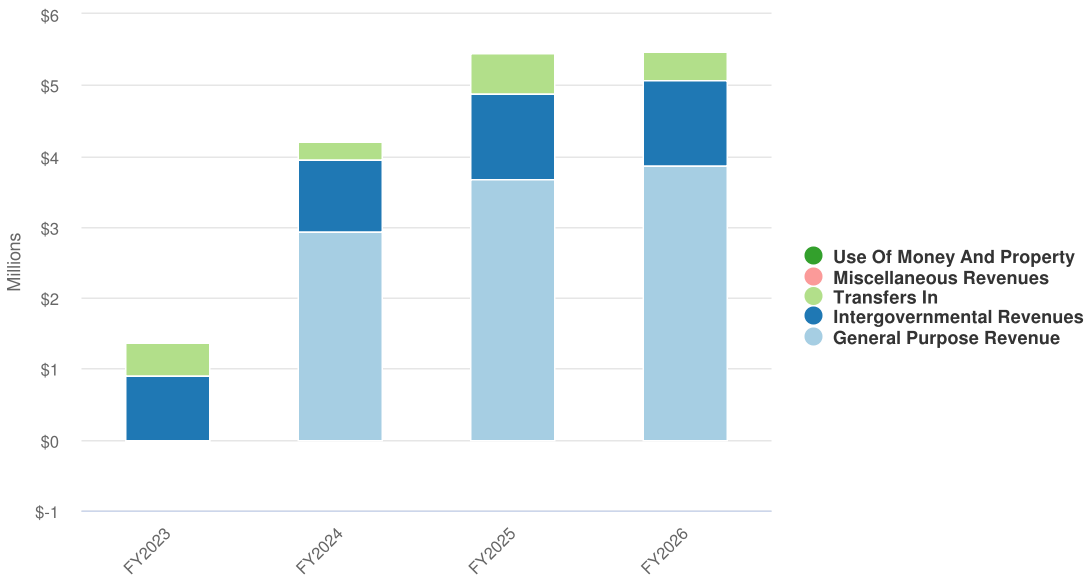
Funding Summary

The 2025-2026 Proposed Budget includes $3,869,573 in General Purpose Revenue, $975,000 in State Public Safety funding, $408,058 in operating transfers from State asset forfeiture proceeds, and $215,000 in Federal grant revenue.

$5,467,631 $23,927
(0.44% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$38	$68	$0	$0	0%
Intergovernmental Revenues	$902,363	$1,025,769	$1,207,500	$1,190,000	-1.4%
Miscellaneous Revenues	$450	$0	$0	$0	0%
Transfers In	$473,316	$243,289	$563,853	$408,058	-27.6%
General Purpose Revenue	-$37,735	$2,932,068	$3,672,351	$3,869,573	5.4%
Total Revenue Source:	$1,338,433	$4,201,195	$5,443,704	$5,467,631	0.4%

Organizational Chart

The 2025-2026 Proposed Budget includes a slight decrease in Temporary FTEs.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	15.0	15.0	0.0
Temporary (FTE)	0.6	0.4	(0.2)
Position Total	15.6	15.4	(0.2)

Program Discussion

Cal-MMET consists of one Captain, one Lieutenant, two Sergeants, nine Deputy Sheriffs, and two Office Assistant Specialists.

State funding for 2025-2026 is estimated at $975,000. An additional $408,058 will be transferred from asset forfeiture proceeds to support METRO Task Force operations.

During 2023-2024, the Division purchased a lab van to respond to clandestine labs used for manufacturing narcotics. The lab van is currently being customized to safely store and transport specialized equipment such as testing solutions, testing equipment, and storage containers. The van is expected to be fully operational in 2025-2026.

High Intensity Drug Trafficking Areas Grant

The High Intensity Drug Trafficking Areas (HIDTA) Grant provides additional funding that can be applied to overtime and other operational expenses incurred by the Task Force.

The 2025-2026 Proposed Budget includes $90,000 in HIDTA funding for overtime and equipment expenses. Should additional funding become available, the Sheriff will return to the Board of Supervisors for approval.

Drug Enforcement Administration Marijuana Eradication/Suppression Program

The Drug Enforcement Administration (DEA) Marijuana Eradication/Suppression Program provides additional funding that can be applied to overtime and other operational expenses incurred by the Task Force. The 2025-2026 Proposed Budget includes $90,000 in DEA grant funding.

Organized Crime Drug Enforcement Task Forces Program

The Organized Crime Drug Enforcement Task Forces (OCDETF) Program provides additional funding that can be applied to overtime expenses incurred by the Task Force. The 2025-2026 Proposed Budget includes $35,000 in OCDETF funding for investigations related to drug trafficking organizations.

Aerial Surveillance Operations

The METRO Task Force provides aerial surveillance throughout San Joaquin County and surrounding areas on joint task force operations. Aerial surveillance allows for improved observation and provides an added layer of safety for law enforcement on the ground.

In 2024-2025, the Board approved the purchase of a new Diamond DA 62-MMP aircraft totaling $3,636,767 (B-24-501) to replace the preowned Cessna T206H, which the METRO Task Force has utilized since 2020. During an inspection of the aircraft, it was determined that the aging Cessna needed an engine rebuild. Taking into consideration the engine rebuild and increased frequency of maintenance, the decision was made to replace the Cessna. Upon completion of the engine rebuild, the Sheriff's Office will work with the Purchasing Department to sell the existing aircraft in 2025-2026. Proceeds, estimated to be between $600,000-$1,600,000, from the sale of the Cessna will partially offset the cost of the new Diamond aircraft.

The 2025-2026 Proposed Budget includes $121,781 for costs associated with the aircraft, including fuel, routine maintenance, and hangar rent.

Fund Balance

Anti-Drug Abuse - CRACNET Fund

The Anti-Drug Abuse Combined Rural and City Narcotic Enforcement Team Trust Fund (#81449) provides funding from State asset forfeiture proceeds to support the METRO Task Force. As of March 31, 2025, the fund balance was $1,118,411. The 2025-2026 Proposed Budget includes $408,058 in use of fund balance.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
METRO Narcotics Investigations	184	248	278	290
Narcotics Tips Received	96	72	92	100
No Case Narcotics	53	40	46	50
Narcotics Arrests	108	92	116	110
Narcotics-Weapons Seized	46	60	90	85
Search Warrants Served	103	82	112	105

Sheriff - Special Services Division



Patrick Withrow
Sheriff-Public Administrator

The Special Services Division (#2021614000) is responsible for the Agriculture, Gang, and Narcotics Enforcement Team (AGNET), the Community Car Program, the Community Revitalization Unit (CRU), and the Research and Intelligence Division (RAID). In addition to these major programs, the Special Services Division also oversees the School Resource Deputy Program, the Cadet Program, and the Abatement Program.

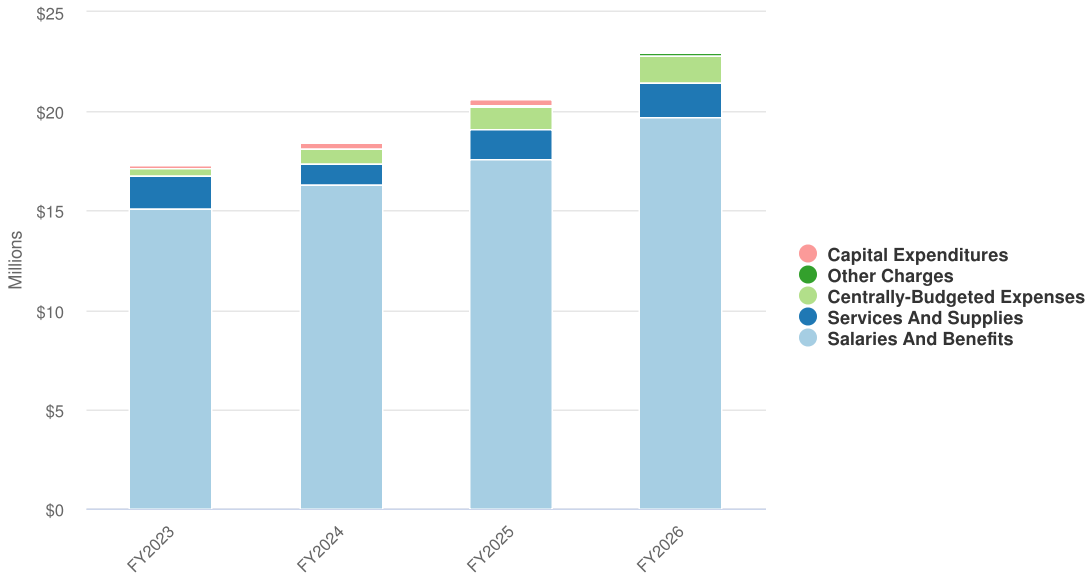
Expenditures Summary

The 2025-2026 Proposed Budget of $22,928,905 is an increase of $2,288,425 from the 2024-2025 Adopted Budget of $20,640,480, primarily due to salaries and benefits adjustments ($2,152,378), increases in software and licensing costs ($298,687), and an increase in centrally-budgeted insurances charges ($175,368), partially offset by a decrease in one-time capital expenditures ($334,404).

$22,928,905 **$2,288,425**
(11.09% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$15,103,447	$16,295,012	$17,593,486	$19,745,864	12.2%
Services And Supplies	$1,697,890	$1,090,049	$1,517,572	$1,740,857	14.7%
Centrally-Budgeted Expenses	$346,518	$713,915	$1,105,018	$1,352,184	22.4%
Other Charges	$0	$1,481	$90,000	$90,000	0%
Capital Expenditures	$174,444	$309,559	$334,404	$0	-100%
Total Expense Objects:	$17,322,299	$18,410,016	$20,640,480	$22,928,905	11.1%

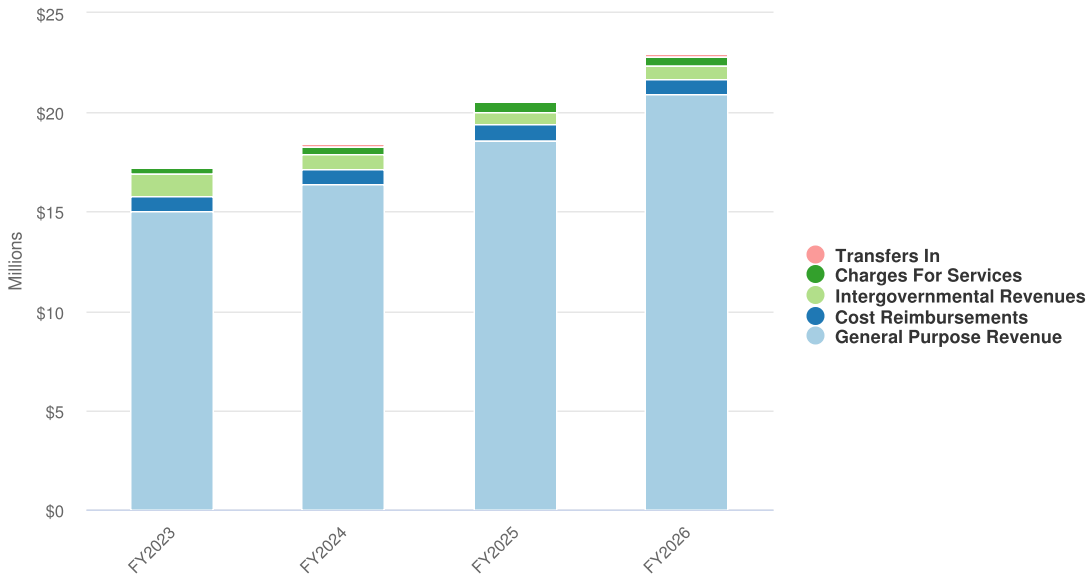
Funding Summary

The 2025-2026 Proposed Budget is primarily funded by $20,919,179 in General Purpose Revenue, $1,252,275 in cost reimbursements and charges for law enforcement services, and $394,561 in Assembly Bill 199 funding. The budget also includes $90,000 in operating transfers from the Auto Theft Investigation and Prosecution General Fund Special Account (#12124), discussed further in the Sheriff-Special Fund Programs narrative.

$22,928,905 $2,288,425
(11.09% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$1,158,193	$753,120	$664,219	$667,451	0.5%
Charges For Services	$286,647	$379,150	$475,000	$475,000	0%
Transfers In	$90,000	$145,783	$120,000	$90,000	-25%
Cost Reimbursements	$729,345	$733,042	$777,275	$777,275	0%
General Purpose Revenue	$15,058,114	$16,398,921	$18,603,986	$20,919,179	12.4%
Total Revenue Source:	$17,322,299	$18,410,016	$20,640,480	$22,928,905	11.1%

Organizational Chart

The 2025-2026 Proposed Budget includes a slight decrease in Temporary FTE.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	74.0	74.0	0.0
Temporary (FTE)	5.4	4.0	(1.4)
Position Total	79.4	78.0	(1.4)

Special Services Division



Program Discussion

AGNET

The Agriculture, Gang, and Narcotics Enforcement Team (AGNET) investigates agricultural crimes, gang crimes, and street-level narcotics crimes through proactive enforcement and undercover operations. AGNET is also called upon to investigate jail escapes, assist Patrol and Investigative Divisions with tactical surveillance and fugitive apprehension, as well as other situations when a force multiplier is needed to assist. The Proposed Budget includes $216,523 in State funding passed through the District Attorney's Rural Crime Prevention program budget (#2020278240).

Sideshows, unauthorized events where crowds gather to watch people perform dangerous stunts in their vehicles, have risen in popularity throughout California, including in San Joaquin County. The AGNET Unit is responsible for investigating sideshow events as they are dangerous to the motoring public, spectators, and surrounding businesses and homes. During 2023-2024, the AGNET Unit, along with the Stockton, Lodi, Manteca, University of the Pacific, and Stockton Unified Police Departments, participated in a sideshow operation which resulted in over 150 arrests and 88 vehicles towed. This operation has served as both an example and a deterrent for other sideshow events, as many participants are still working through the legal process to have their vehicles released. The Sheriff's Office plans to continue to crack down on sideshow events in the County in 2025-2026, as well as work with partner law enforcement agencies to deter these events Countywide.

Community-Oriented Policing Unit

The Community-Oriented Policing Unit provides personalized, community-oriented style policing, attends area meetings, facilitates neighborhood watch meetings, and handles calls for service in their assigned micro-beat areas. The Sheriff's Office currently deploys six Community Car Deputies in Country Club, Woodbridge, Thornton, Morada, Gianone, and Garden Acres.

Additionally, the Unit also utilizes Motor Unit Deputies to conduct high-visibility roving patrols and address problem areas in their assigned communities. Currently, three of the four allocated Motor Units assist with patrolling these areas. The fourth Motor Unit will be deployed once a motorcycle unit is procured and properly outfitted.

The Community Car Program also manages and supervises the Sheriff's Office School Resource Deputies and Airport Deputies. The Sheriff's Office provides School Resource Deputies to Lincoln Unified, Linden Unified, and Lodi Unified School Districts. The assigned Deputies interact with students and staff and provide highly-visible patrols. These Deputies work closely with the school districts' intervention programs for at-risk students. These full-time positions are partially funded by their respective school districts. The 2025-2026 Proposed Budget includes $375,000 in estimated cost share from School Districts to support the SRD program.

Community Revitalization Unit (CRU)

The CRU addresses multiple quality of life issues to reduce and eliminate illegal encampments, homes, structures, and properties that require abatement; graffiti; illegal trash dumps; abandoned vehicles/vessels; catalytic converter theft; and infrastructure-related copper wire theft.

The Abandoned Vehicle Abatement Program (AVA), offered by the California Highway Patrol, provides guidance and funding to counties for the removal of abandoned vehicles obstructing a public right-of-way, creating a public nuisance, or posing a health and safety hazard. Generally, abandoned vehicles on public property are addressed by the Sheriff and abandoned vehicles on private property, as well as data collection, and annual reporting, are managed by the Community Development Department. In 2024-2025, all functions of the AVA Program were transferred from the Community Development Department to the Sheriff, which includes administrative functions and private party abatements. The Sheriff is in the process of underfilling two Deputy Sheriff positions with Code Enforcement Officers to assist with the increased workload. Code enforcement functions at the Sheriff's Office will be reevaluated prior to the conclusion of the fiscal year, at which point the Sheriff will recommend whether to permanently add Code Enforcement Officers to the Sheriff's Office.

Research and Intelligence Division (RAID)

The Research and Intelligence Division (RAID) is currently staffed with seven full-time Crime Analysts and one Supervising Crime Analyst. RAID provides analytical support to the Department, through detailed workups on subjects and properties, identifying officer safety concerns, associations, and patterns of behavior. RAID is also responsible for networking with outside agencies and identifying crime series and crime trends within the Sheriff's Office jurisdiction. RAID collects, analyzes, organizes, and disseminates pertinent information to executive staff and sworn personnel in the field, who in turn modify, develop, and deploy effective policing strategies in response to problems and issues in the community.

The Division provides analytical support to all divisions and is central to the Sheriff's Office Strategic Plan. The Unit is instrumental in providing intelligence to several specialty units, including, but not limited to, the Gang Task Force, AGNET, the Community-Oriented Policing Unit, Investigations, Patrol, Custody and Classification, and Special Weapons and Tactics (SWAT).

The Division utilizes telecommunication analytics software to assist with analyzing cell phone data, social media, cell tower pings, and pen register data. These software analysis tools have assisted the Division with electronic device search warrants and producing comprehensive investigative reports. The Proposed Budget includes $290,131 for software costs due to the addition of new software.

Real Time Crime Center

The Sheriff applied for grant funding to establish a centralized Real Time Crime Center to provide real-time intelligence to operational resources in the field. The mission of the Real Time Crime Center will be to optimize the use of technologies and resources to provide a more efficient and effective policing strategy. Such efforts will allow for improved operational intelligence and Deputy response, with an emphasis on Officer safety and community well-being.

Construction of the Real Time Crime Center began in January 2025 and it is expected to be operational in 2025-2026. Two classrooms previously used for Custody academy training are being remodeled to accommodate up to 15 Crime Analyst workstations. Additionally, a wire room, dedicated to personnel conducting confidential wiretap operations, is being added to the area. The grant award of $838,600 will fund the furniture, video wall hardware, computers, and server switches (B-24-589). The Board approved $170,000 from the General Fund for construction costs in 2024-2025 (B-25-160).

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
General				
Arrests	577	322	262	178
Calls for Service	21,602	21,135	21,364	21,400
Citations	1,847	1,166	940	1,034
Traffic Stops	875	1,845	1,652	1,817
Probation/Parole Searches	119	198	66	123
Special Operations	220	354	454	654
Vehicles Towed	397	634	416	458
Towed Vehicles Processed	1,706	1,850	1,696	1,713
Warrants	137	224	210	231
Agricultural Crimes Cases (AGNET)				
Equipment Theft	47	52	50	49
Livestock Theft	20	6	6	6
Community-Oriented Policing				
Community Events	49	101	101	101
Community Meetings	53	69	69	69
Community Revitalization Unit				
Abated Properties	110	54	28	50
Calls for Service - Homelessness	3,133	629	522	428
Homeless Encampment Cleanups	99	63	48	31
Homeless Encampment Maintenance	1,797	690	1,056	1,521
Homeless Individuals Accepting Services	N/A	169	20	2
Illegal Dumping Investigations	1,081	456	616	1,029
Research and Intelligence Division				
Crime Analysis Support Tasks	957	1,281	1,566	1,910

N/A= Data not available

Sheriff - Mountain House



Patrick Withrow
Sheriff-Public Administrator

The Mountain House budget (#2021615000) captures costs and reimbursements for the Sheriff's Office to provide contract law enforcement services to the City of Mountain House. Patrol services have been provided since 2004 through a Police Protection Services Agreement with costs fully reimbursed by Mountain House. Prior to 2024-2025, when the community incorporated, the Sheriff's Office was reimbursed by the Mountain House Community Services District (MHCSD).

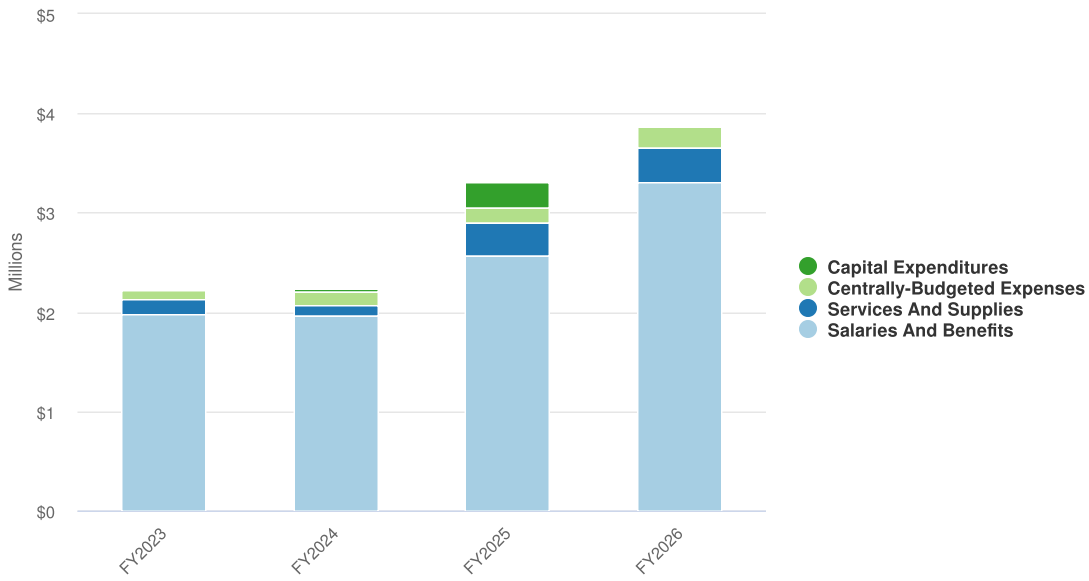
Expenditures Summary

The 2025-2026 Proposed Budget of $3,859,881 is an increase of $555,056 from the 2024-2025 Adopted Budget of $3,304,825, primarily due to salaries and benefits adjustments ($738,692), partially offset by a decrease in one-time capital expenditures ($253,833).

$3,859,881 **$555,056**
(16.80% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$1,975,650	$1,965,351	$2,568,891	$3,307,583	28.8%
Services And Supplies	$149,648	$107,146	$327,716	$349,663	6.7%
Centrally-Budgeted Expenses	$102,565	$128,322	$154,385	$202,635	31.3%
Capital Expenditures	$0	$36,963	$253,833	$0	-100%
Total Expense Objects:	$2,227,862	$2,237,783	$3,304,825	$3,859,881	16.8%

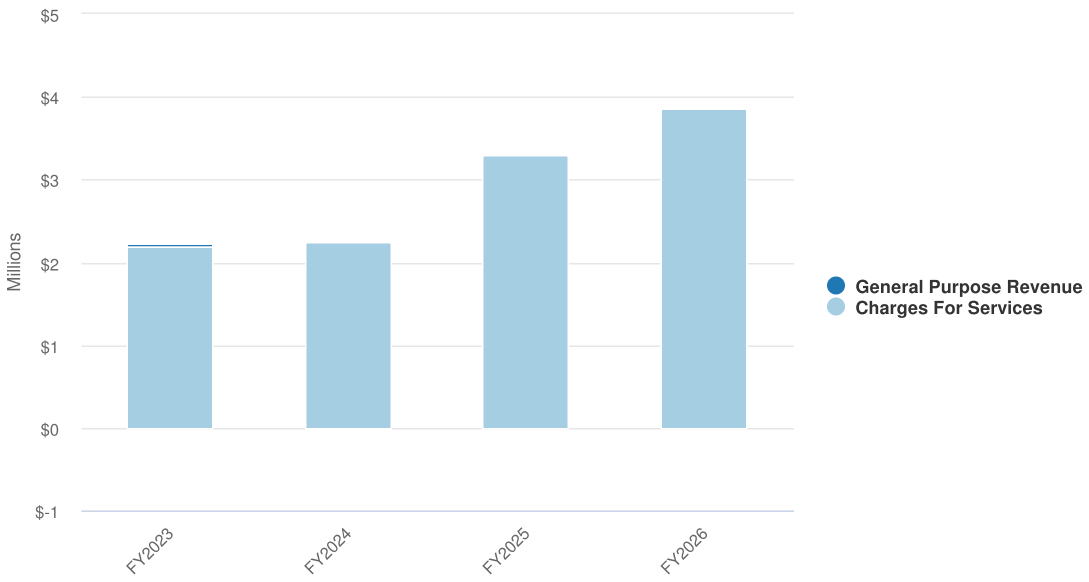
Funding Summary

The 2025-2026 Proposed Budget includes $3,859,881 in funding from the City of Mountain House to fully reimburse the Sheriff's Office for services provided.

$3,859,881 $555,056
(16.80% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Charges For Services	$2,193,956	$2,250,911	$3,304,825	$3,859,881	16.8%
General Purpose Revenue	$33,906	-$13,128	$0	$0	0%
Total Revenue Source:	$2,227,862	$2,237,783	$3,304,825	$3,859,881	16.8%

Position Summary

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	11.0	11.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	11.0	11.0	0.0

Program Discussion

In 2023-2024, the San Joaquin Local Agency Formation Commission (LAFCo) approved the Mountain House Community Services District (MHCSD) to move forward with the incorporation process. The citizens of Mountain House approved the incorporation on March 5, 2024 and incorporated in July 2024.

In January 2025, the Board of Supervisors approved a new Memorandum of Understanding (MOU) with the City of Mountain House to provide police services through June 30, 2029 (B-25-22). In accordance with the new MOU, the Sheriff's Office will provide law enforcement services and supervision of sworn staff, facilitate and maintain communications equipment, and provide information technology services. The MOU also provides support services to the City, including dispatch, animal control, records management, technical services, case management and evidence room services. All salaries and benefits, services and supplies, equipment purchases, and support services will be fully reimbursed by the City of Mountain House.

In March 2025, the Board of Supervisors approved an agreement between San Joaquin County and Motorola Solutions for $955,652 to upgrade the public safety radio system in the City of Mountain House (B-25-146). The County's Information Systems Division will manage the project, which includes $50,000 in direct charges to the City of Mountain House in the 2025-2026 Radio Internal Service Fund budget (#8270000000) to partially offset the cost of the project. The remaining cost will be funded by the County's American Rescue Plan Act (ARPA) fund.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Service Population	27,161	27,841	28,063	30,000
Adult Arrests	50	85	86	88
Calls for Service	8,939	11,633	10,766	9,833
Officer Initiated	3,788	6,319	4,926	4,479
Citizen Initiated	5,151	5,314	5,840	5,354
Canine Searches/Usage/Demos	8	5	8	8
Crime Reports	1,000	1,750	2,034	2,224
Juvenile Arrests	N/A*	2	2	2
Missing Persons Calls	3	6	4	4
Parking Citations	127	138	202	196
Supplemental Reports	253	271	256	265
SWAT/Hostage Negotiation Team missions	5	1	2	2
Traffic Accident Responses	N/A*	N/A*	182	182
Traffic Citations	411	1,457	1,390	1,420

*N/A - Data not available.

Sheriff - Animal Services



Patrick Withrow
Sheriff-Public Administrator

The Sheriff's Animal Services Unit (#2021619000) protects public health and safety by implementing dog licensing and rabies vaccination programs, responding to complaints regarding dangerous or rabid animals, and removing injured, sick, or dead strays. This Unit also provides assistance with predatory animals, investigates complaints of animal abuse or neglect, and takes appropriate action to deal with other problems associated with the care and control of animals.

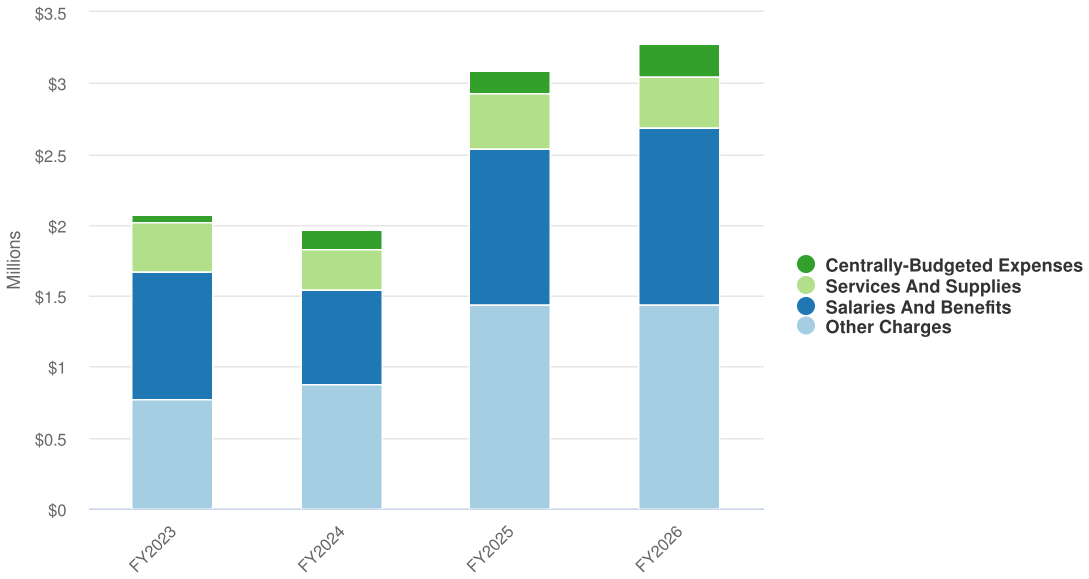
Expenditures Summary

The 2025-2026 Proposed Budget of $3,275,680 is an increase of $190,327 from the 2024-2025 Adopted Budget of $3,085,353, primarily due to salaries and benefits adjustments ($139,690) and an increase in centrally-budgeted insurance charges ($68,490).

$3,275,680 $190,327
(6.17% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$895,490	$665,178	$1,103,195	$1,242,885	12.7%
Services And Supplies	$348,507	$295,468	$385,230	$362,981	-5.8%
Centrally-Budgeted Expenses	$56,997	$135,231	$158,353	$231,239	46%
Other Charges	$774,731	$873,707	$1,438,575	$1,438,575	0%
Total Expense Objects:	$2,075,725	$1,969,583	$3,085,353	$3,275,680	6.2%

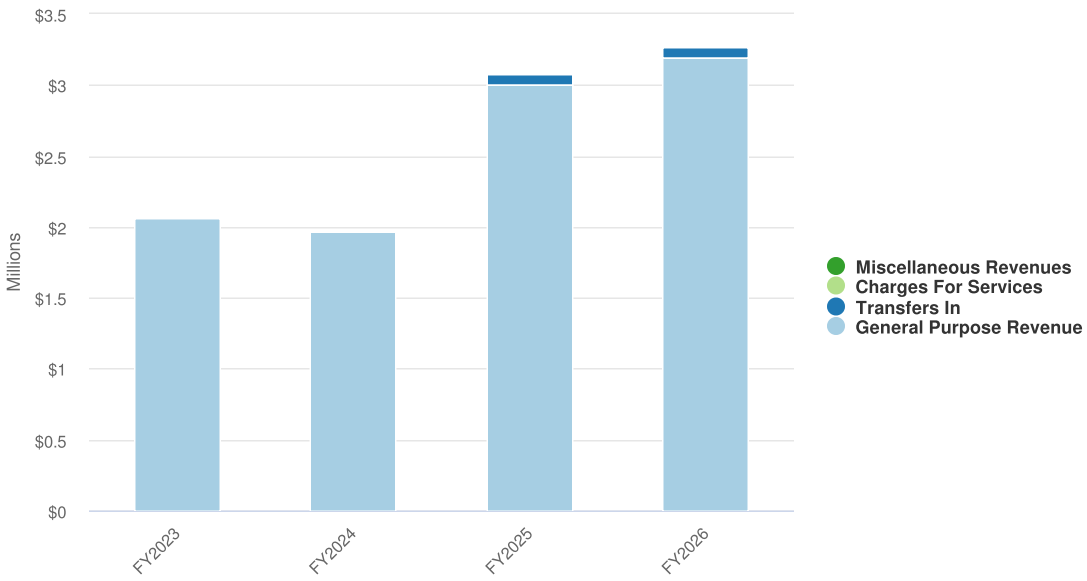
Funding Summary

The 2025-2026 Proposed Budget is primarily funded with General Purpose Revenues of $3,192,053, with allowable expenditures funded by the Rabies Treatment and Eradication Fund.

$3,275,680 $190,327
(6.17% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



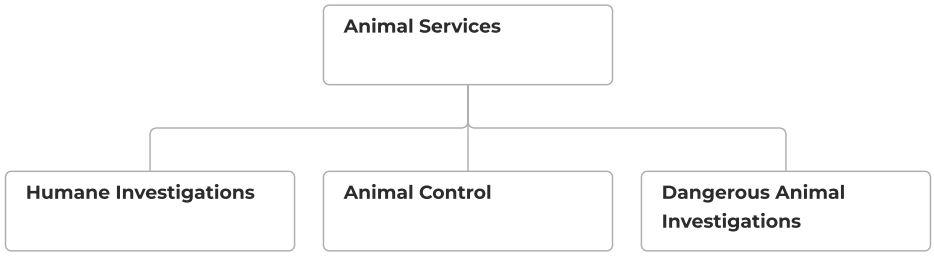
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Charges For Services	$1,561	$1,901	$3,800	$3,800	0%
Miscellaneous Revenues	$0	$1,903	$0	$0	0%
Transfers In	$7,333	$3,775	$79,827	$79,827	0%
General Purpose Revenue	$2,066,831	$1,962,004	$3,001,726	$3,192,053	6.3%
Total Revenue Source:	$2,075,725	$1,969,583	$3,085,353	$3,275,680	6.2%

Organizational Chart

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	11.0	11.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	11.0	11.0	0.0

Animal Services



Program Discussion

A Memorandum of Understanding (MOU) between the County and the City of Stockton for shelter services was approved in July 2023 (B-23-377). The MOU extends the partnership between the County and City for an additional five years, which is set to expire on June 30, 2028. For 2025-2026, shelter facility fees increased from $493.05 to $599.59 per animal for up to 3,000 animals and $798.71 for animals exceeding 3,000. Facilities fees are subject to at least a 5% annual increase based on the average increase in medical supplies and shelter operating costs.

Based on increased pricing originally from 2018, the 2019-2020 budget added $780,457 to the Animal Services budget for shelter services, for a total of $1,438,575 and has remained the same in subsequent years. Due to the Unit's efforts to reduce shelter costs by working to return animals to their owners before impoundment, the 2025-2026 Proposed Budget remains at this level and is expected to be sufficient.

The Animal Services Unit has become more focused on felony humane investigations and has received quality training and equipment for large animal technical rescue, which has added a greater and more meaningful level of service to the residents of San Joaquin County.

Fund Balance

Rabies Treatment and Eradication Fund

The Rabies Treatment and Eradication Special Revenue Fund (#20010) receives revenue from dog licenses and fines. Fund proceeds are used to offset the costs of enforcing rabies control measures. Annual revenue is approximately $31,714. As of March 31, 2025, the fund balance was $351,676. In 2025-2026, $79,827 is budgeted from this fund for Animal Services Officer training and rabies vaccination clinics.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Licenses Sold	2,135	1,860	1,382	1,984
Animals Impounded	1,916	1,743	1,650	1,615
Complaints/Calls for Service	8,122	9,134	9,000	8,544
Notices of Violation	405	244	180	281
Citations	17	16	20	24
Humane Investigations	647	460	374	521
Animal Bites Reported	230	226	178	202
Deceased Animals	1,368	1,476	1,642	1,380
Returned to Owner	342	94	102	227
Euthanized	36	16	18	37
Medical Clearance Prior to Impound	N/A*	198	156	157
Dangerous Dog Notice	5	12	9	9
Quarantine	170	125	46	126

*N/A= data not collected.

Sheriff - Patrol



Patrick Withrow
Sheriff-Public Administrator

The Patrol Division (#2021620000) of the Sheriff's Office provides law enforcement services in the unincorporated areas of the County. Deputies respond to calls for service and engage in proactive law enforcement designed to enhance public safety and reduce criminal activity.

The Division also maintains a Critical Incident Management Response Team covering Special Weapons and Tactics (SWAT), Explosive Ordnance Disposal (EOD) Team, Hostage Negotiations Team (HNT), Mobile Field Forces (MFF), and Unmanned Aircraft System (UAS). This Team is managed within the Patrol Division, but members may be assigned to other divisions. Citizen volunteer units such as the Sheriff's Team of Active Retired Seniors (STARS) complement Division operations.

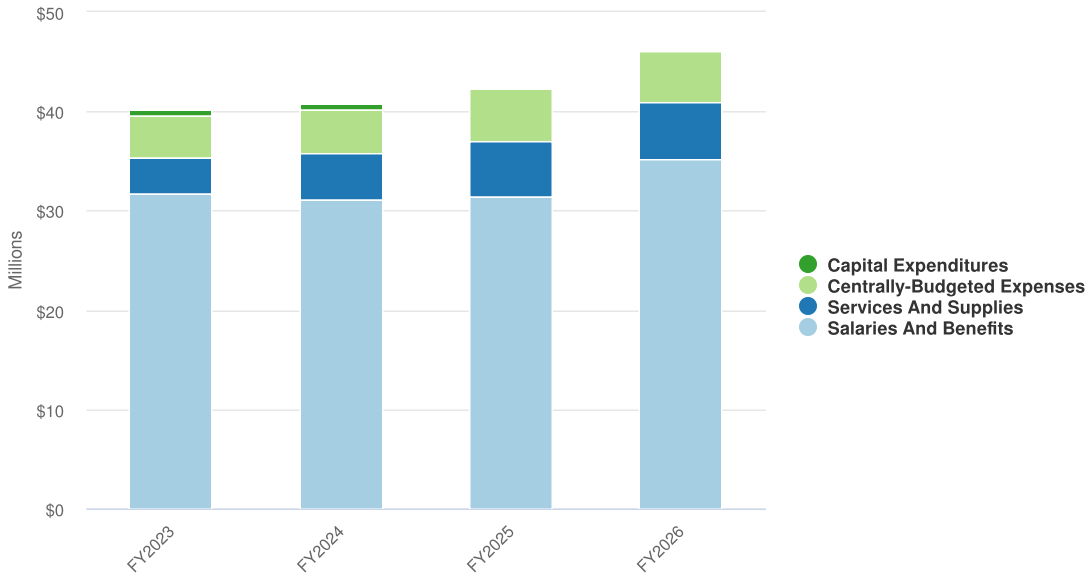
Expenditures Summary

The 2025-2026 Proposed Budget of $46,121,099 is an increase of $3,757,568 from the 2024-2025 Adopted Budget of $42,363,531, primarily due to salaries and benefits adjustments ($3,684,621) and increased costs for body worn cameras and tasers ($545,020), partially offset by a decrease in centrally-budgeted casualty insurance charges ($398,372).

$46,121,099 **$3,757,568**
(8.87% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$31,769,507	$31,138,103	$31,459,180	$35,143,801	11.7%
Services And Supplies	$3,625,602	$4,594,570	$5,541,089	$5,794,608	4.6%
Centrally-Budgeted Expenses	$4,167,000	$4,516,516	$5,363,262	$5,182,690	-3.4%
Capital Expenditures	$663,468	$513,592	$0	$0	0%
Total Expense Objects:	$40,225,578	$40,762,781	$42,363,531	$46,121,099	8.9%

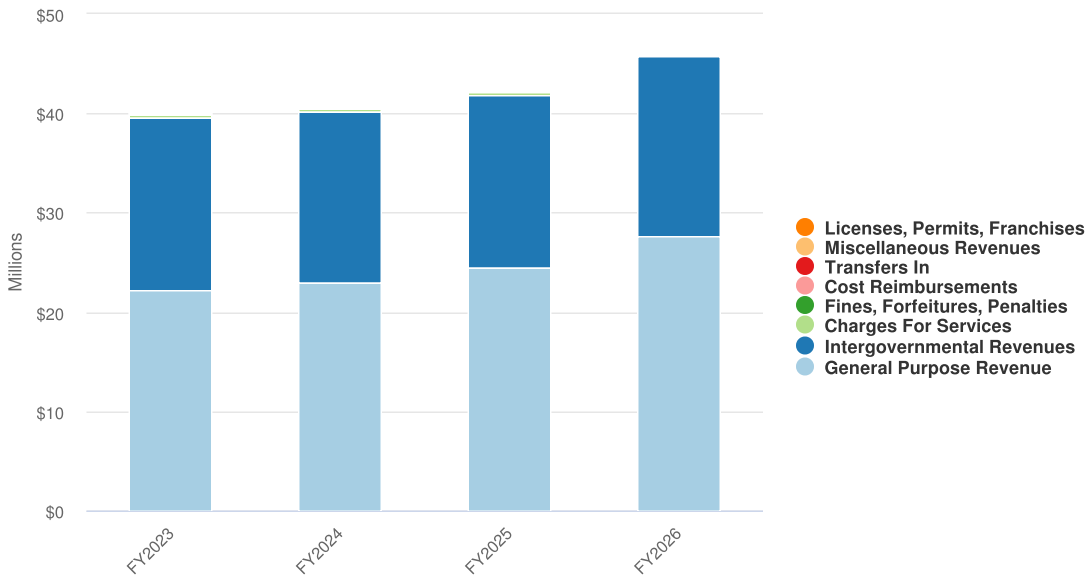
Funding Summary

The 2025-2026 Proposed Budget is primarily funded by $27,640,161 in General Purpose Revenue and $17,537,461 in Proposition 172 Public Safety revenue.

$46,121,099 $3,757,568
(8.87% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Licenses, Permits, Franchises	$2,083	$1,535	$1,754	$1,754	0%
Fines, Forfeitures, Penalties	$124,764	$121,859	$105,400	$105,400	0%
Intergovernmental Revenues	$17,368,295	$17,157,163	$17,379,349	$18,082,022	4%
Charges For Services	$353,754	$273,995	$274,687	$144,899	-47.2%
Miscellaneous Revenues	$521	$2,283	$8,937	$8,937	0%
Transfers In	$77,541	$96,338	$48,000	$48,000	0%
Cost Reimbursements	$135,999	$78,041	$89,926	$89,926	0%
General Purpose Revenue	$22,162,621	$23,031,567	$24,455,478	$27,640,161	13%
Total Revenue Source:	$40,225,578	$40,762,781	$42,363,531	$46,121,099	8.9%

Organizational Chart

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	122.0	122.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	122.0	122.0	0.0

Program Discussion

The Patrol Division provides law enforcement services to the unincorporated areas of San Joaquin County, with a service population of approximately 195,746. The Deputy Sheriffs assigned to Patrol work on one of eight Patrol teams allocated to provide overlapping shift coverage throughout the County based upon eight geographical beat areas.

Field Training Program

The Patrol Division Field Training Program consists of a seven-month period during which trainees receive one-on-one and group instruction on how to perform the job duties of a Deputy Sheriff. Their training begins with one month of administrative assignments in the facility, then six months of in-field training on Patrol. Trainees receive daily evaluations of performance and progression within the Program.

The Patrol Division also utilizes Field Training Officers to operate a Patrol Re-orientation Program for those Deputy Sheriffs reassigned to the Patrol Division after assignment elsewhere for more than one year. The Field Training Program is supervised by one Deputy Training Sergeant and is managed by one Sheriff's Lieutenant, one for each day off sequence. In 2024-2025, 19 Deputies completed the Field Training Program. In 2025-2026, Patrol estimates that 22 Deputies will be trained in the Program.

Critical Incident Management Response Team

The Sheriff's Office maintains a Critical Incident Management Response Team consisting of a Special Weapons and Tactics Team (SWAT), Explosive Ordnance Disposal Team (EOD), and Hostage Negotiations Team (HNT). The Patrol Division manages these Teams, although members of each group may contain members from other divisions.

Currently, the Critical Incident Management Response Team is managed by one Lieutenant and consists of the following: 20 Deputy Sheriffs and 4 Sergeants on SWAT, 6 Deputy Sheriffs and 1 Sergeant on EOD, 15 Deputy Sheriffs and 1 Sergeant for UAS, and 15 Deputy Sheriffs and 3 Sergeants for HNT.

SWAT

The Sheriff's Office SWAT Team is responsible for serving search warrants, conducting parole and probation searches, assisting the Mobile Field Forces Team, and responding to critical incidents beyond the capabilities of Patrol Teams. The SWAT Team also participates in non-enforcement situations, such as presentations, providing training to all staff, and community events. During 2023-2024, SWAT participated in 88 operations, and 46 operations by midyear 2024-2025.

The SWAT Team adheres to guidelines set forth by the Peace Officers Standards and Training (POST), National Tactical Officers Association (NTAO), Federal Bureau of Investigations (FBI) and the California Association of Tactical Officers (CATO). Guidelines mandate that SWAT members must meet high-level physical and tactical training standards, utilize and maintain specialized law enforcement equipment, and stay current on changing law enforcement case law and legal updates. During 2024-2025, the Sheriff hosted the annual SWAT Competition. A total of 13 agencies attended the SWAT competition, which entailed Teams competing in physical agility contests, shooting challenges, and practical-based scenario testing.

UAS

The Sheriff's Office operates an Unmanned Aircraft System (UAS) Unit to assist Patrol Deputies and special units in the field. Previously, the Unit operated within the EOD Team. However, with the increased need for aerial assistance, the Unit now operates independently of the EOD Team, and is supervised by a Patrol Sergeant who is assigned to the Unit as an ancillary duty.

Since the Unit's implementation, 11 Deputy Sheriffs and 2 Sergeants have become licensed UAS pilots through the Federal Aviation Administration (FAA). Licensed UAS pilots are re-certified biannually through the FAA and are required to participate in an internal recertification program through the Sheriff's Office. In 2024, the UAS Unit flew over 353 missions.

The program deploys unmanned aerial units to respond to calls for service and critical incidents throughout the County. The UAS Unit was created to assist with Patrol and SWAT operations but has since expanded to assist with special requests department-wide. The UAS Unit assists with search and rescue, crime scene reconstruction, and intelligence gathering.

EOD

The EOD Team is responsible for calls for service that involve suspicious packages, explosive incidents, illegal firework sales, and arson investigations. Additionally, the Team assists with SWAT missions, intelligence gathering, and reconstructing explosions post-blast for investigative purposes. During 2024, the EOD Team responded to 94 calls for service.

Currently, the EOD Team assists the counties of Calaveras, Amador, Tuolumne, and Alpine with calls for service involving explosives as they do not currently have an active EOD Team. Assisting these counties has increased the geographical area, as well as varying terrains and weather conditions, to which the Team responds.

In 2023-2024, a new ICOR robot was purchased for the EOD Team from the Homeland Security Grant to replace the previously existing robot that had reached its useful life. The new robot, with improved technology and capabilities, is a critical tool for the EOD Team as it allows for the disposal of explosive devices while minimizing danger to the Deputies. The new robot is also utilized for SWAT entries and critical Patrol entries when the situation is deemed too dangerous for a Deputy to enter.

HNT

HNT is a specialized unit designed to create a dialogue with individuals who are in crisis, whether in a criminal capacity or dealing with mental health-related issues. HNT is deployed on every SWAT mission as a part of the Critical Incident Management Response Team, and it responds to various other situations in which people are in crisis. Negotiators are trained in various techniques used to bring incidents to a peaceful resolution. Hostage negotiators train monthly as a team, and sometimes with SWAT, to enhance negotiating skills by engaging in role-play-based scenarios and the proper use of techniques with equipment.

During 2022-2023, $196,865 of grant funding from the Homeland Security Grant Program (#2026000150) was used to purchase a new van (B-21-722). Outfitting for the van, which included four workstations, two large monitors, radios, and tactical equipment, was completed and the van became operational in March 2024.

Canine Unit

The Canine Unit, established in 1991, consists of 12 handlers and 12 canines when fully staffed. Ten canines are strategically scheduled for 24-hour coverage throughout the County. Each Canine is certified as dual-purpose in apprehension and detection and two canines are assigned to the Special Services Division. Dual-purpose canines can detect guns, ammunition, and narcotics, as well as perform building and vehicle searches. During 2024-2025, three canines were lost due to attrition and injury, which significantly impacted the Unit. During 2025-2026, the Unit will work towards procuring and training new canines to get the Unit fully staffed. The 2025-2026 Proposed Budget includes $62,438 budgeted for canine related expenses.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Service Population	162,506	172,665	183,745	195,746
Documented Calls for Services	127,251	102,128	100,584	113,892
Officer Initiated	28,740	31,970	29,394	30,714
Citizen Initiated	98,511	70,158	71,190	83,178
SWAT/Hostage Negotiation	83	88	87	92
Trainees In-Field Training	18	27	19	22
Canine Searches	327	328	330	328
Missing Persons Calls	1,782	1,392	1,564	1,728
Adult Arrests	7,677	7,326	6,452	7,409
Juvenile Arrests	215	245	206	240
Towed Vehicles Processed	1,702	1,856	1,698	1,753
Documented Reports	17,772	16,516	16,036	17,425
Supplemental Reports	11,963	12,056	10,684	11,669

Sheriff - Communications



Patrick Withrow
Sheriff-Public Administrator

The Communications Division (#2021622000) of the Sheriff's Office is responsible for radio dispatching for Patrol, Animal Services and the Probation Department, and providing investigative support to field forces and allied agencies, including research and data entry access to various Criminal Justice Information Systems. The Communications Center handles all incoming phone traffic, both emergency and non-emergency.

The Communications Center is the Public Safety Answering Point (PSAP) for all emergency 911 calls originating in the unincorporated areas of the County. Emergency 911 calls from any phone outside a city limit are automatically routed to the Sheriff's Communications Center, with calls requiring emergency medical services and/or fire response forwarded to the appropriate agency. The Communications Center also serves as the alternate answering point for other PSAPs in the County during a crisis. The Communications Center is staffed 24 hours a day, 7 days per week.

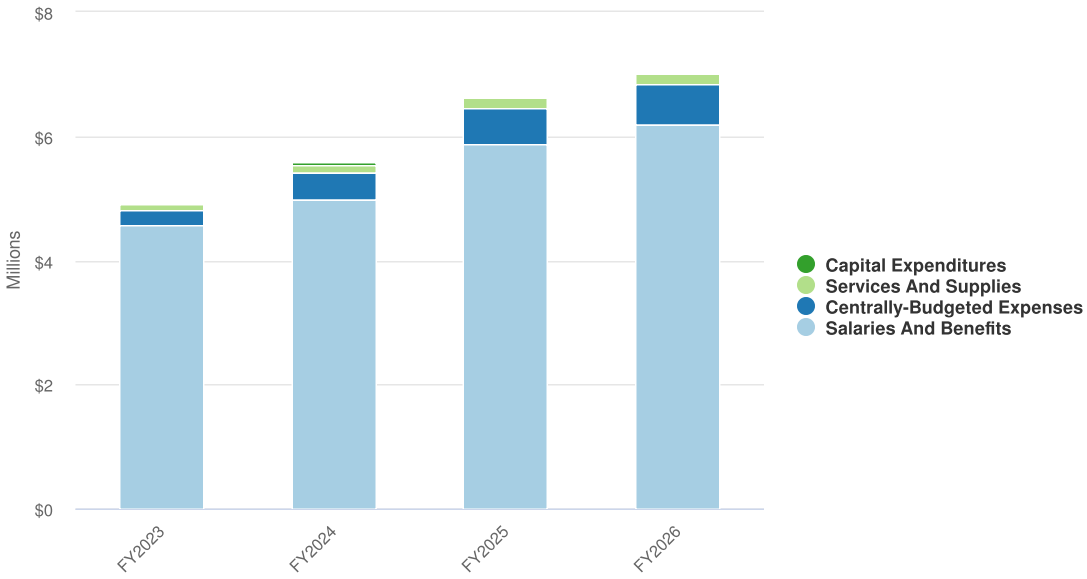
Expenditures Summary

The 2025-2026 Proposed Budget of $7,017,011 is an increase of $394,625 from the 2024-2025 Adopted Budget of $6,622,386, primarily due to salaries and benefits adjustments ($314,887) and increases to centrally-budgeted charges ($71,551).

$7,017,011 **$394,625**
(5.96% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$4,563,922	$4,981,316	$5,882,506	$6,197,393	5.4%
Services And Supplies	$94,890	$111,007	$168,312	$176,499	4.9%
Centrally-Budgeted Expenses	$240,434	$442,541	$571,568	$643,119	12.5%
Capital Expenditures	$0	$60,000	$0	$0	0%
Total Expense Objects:	$4,899,247	$5,594,864	$6,622,386	$7,017,011	6%

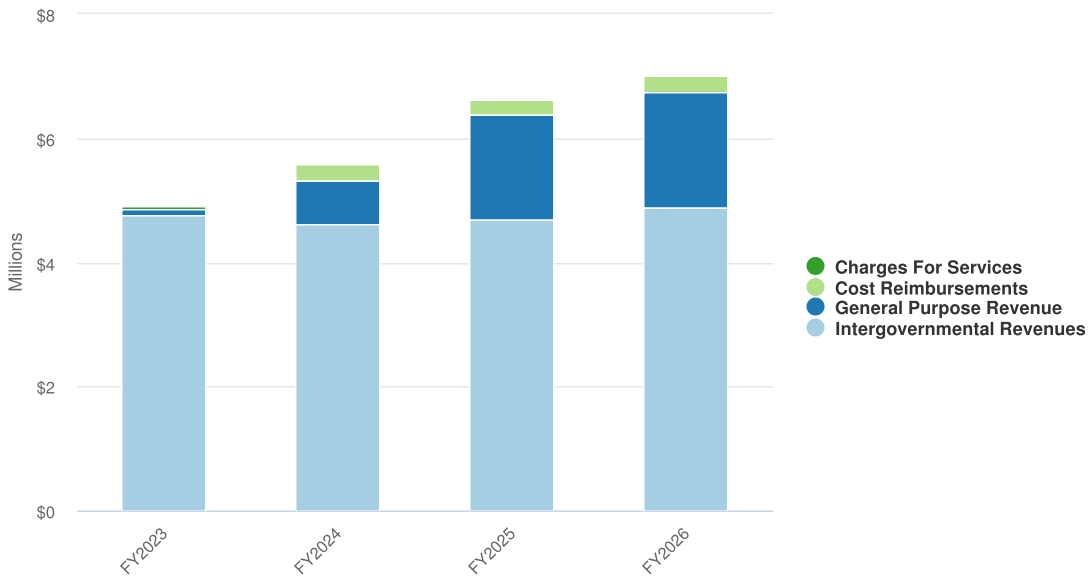
Funding Summary

The 2025-2026 Proposed Budget includes $4,840,024 in funding from Proposition 172 Public Safety revenue, $1,862,553 in General Purpose Revenue, and a cost reimbursement of $282,434 from the Probation Department for dispatching services and associated costs.

$7,017,011 **$394,625**
(5.96% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$4,760,445	$4,613,248	$4,678,100	$4,872,024	4.1%
Charges For Services	$50,373	$0	$0	$0	0%
Cost Reimbursements	$0	$267,122	$237,185	$282,434	19.1%
General Purpose Revenue	$88,428	$714,494	$1,707,101	$1,862,553	9.1%
Total Revenue Source:	$4,899,247	$5,594,864	$6,622,386	$7,017,011	6%

Organizational Chart

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	40.0	40.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	40.0	40.0	0.0

Program Discussion

The Sheriff's Office Communications Division provides dispatch services to unincorporated areas of the County, Mountain House and the Probation Department. Two Communications Dispatcher positions were added in 2022-2023 to accommodate the increased workload of dispatching for Probation. Additionally, the Sheriff's Information Systems staff maintain the Probation Department's mobile data computers (MDC). The 2025-2026 Proposed Budget includes a cost reimbursement of $282,434 from the Probation Department for dispatching services and associated costs.

During 2023-2024, the Sheriff's Office's primary radio service provider unexpectedly ceased operations. The Sheriff's Office has since partnered with Golden State Communications (GSC) to perform radio and mobile data computer (MDC) installations in Sheriff's Office vehicles and troubleshoot and repair electrical issues. Additionally, GSC has provided troubleshooting and consulting for radio-related infrastructure or specific use radio-related projects not covered by the County Information Systems Division (ISD). Of the total costs, the 2025-2026 Communications Proposed Budget includes $10,000 for these services.

In May 2020, the Board of Supervisors approved the Recruitment and Retention Program (B-20-250), which approved signing and referral bonuses for the Communications Dispatcher series job classification. The Recruitment and Retention Program was extended through June 2026 (B-25-23). Prior to the implementation of the program, the Communications Dispatcher series was staffed at 82%. As of March 2025, 91% of the positions were filled. The Division will continue to work closely with the Professional Standards Division to fill all vacancies.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
911 Calls Received	59,733	56,255	54,660	56,249
Dispatch Systems Entries	196,624	186,885	193,858	188,552
Incoming Calls (911 & Non-Emergency)	209,697	221,591	195,994	208,199
Outbound Calls	69,190	68,786	64,548	66,306

Sheriff - Detectives



Patrick Withrow
Sheriff-Public Administrator

The Detectives Division (#2021626000) of the Sheriff's Office provides law enforcement investigative services in the unincorporated areas of the County, as well as technical evidence services to the Sheriff's Office and other agencies.

The following Units are assigned to the Detectives budget:

- **Child Abuse and Sexual Assault Unit** – Investigates cases involving rape, sexual assaults, child/elder abuse, child neglect, molestation, abduction, and missing or runaway children. The Unit carries the responsibility for the application of Megan's Law, dealing with the identification and mandated registration of known sex offenders.
- **Persons Unit** – Investigates homicides, suspicious deaths, robberies, assaults, domestic violence, kidnappings, adult missing persons, officer-involved shooting incidents, jail crimes, and protocol case investigations.
- **Property Unit** – Investigates burglary, property theft, identity theft, arson, and fraud.
- **Technical Services Unit** – Provides investigative support in the form of photographs, evidence collection and storage, fingerprinting of crime scenes and applicants, processing of blood and chemical evidence, processing of latent prints, and assistance to other law enforcement agencies.
- **Cold Case Unit** – Investigates cold case homicides, missing persons, sexual assault cases, special circumstance cases, and participates in the San Joaquin County Cold Case Task Force.

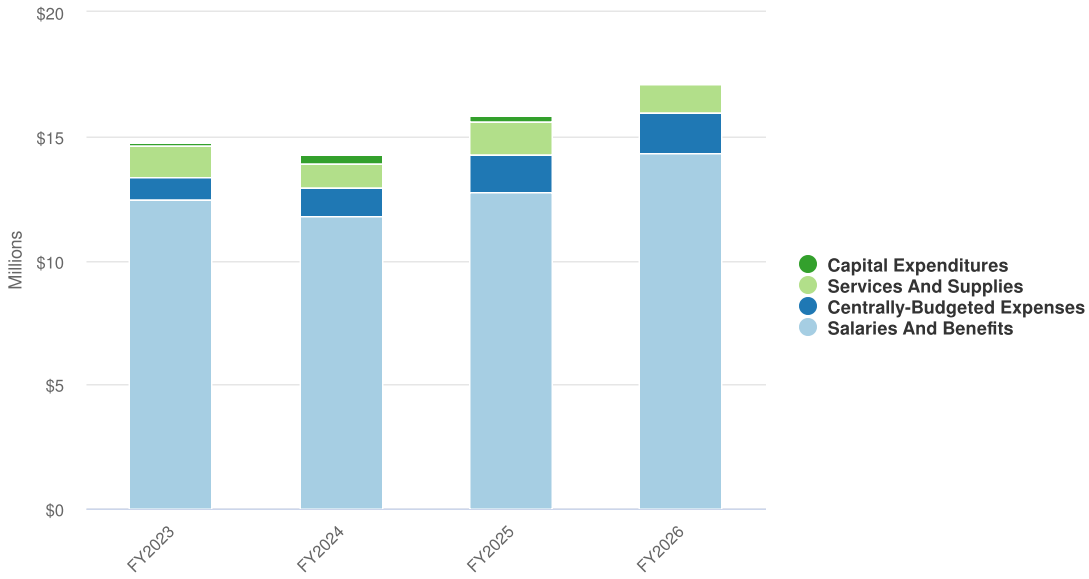
Expenditures Summary

The 2025-2026 Proposed Budget of $17,127,914 is an increase of $1,293,874 from the 2024-2025 Adopted Budget of $15,834,040, primarily due to salaries and benefits adjustments ($1,561,038) and an increase in centrally-budgeted insurance charges ($121,706), partially offset by a reduction in capital expenditures ($219,600) and professional service costs ($102,020).

$17,127,914 **$1,293,874**
(8.17% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$12,445,302	$11,772,709	$12,741,606	$14,302,644	12.3%
Services And Supplies	$1,259,327	$993,451	$1,360,409	$1,181,295	-13.2%
Centrally-Budgeted Expenses	$937,468	$1,158,608	$1,512,425	$1,643,975	8.7%
Capital Expenditures	$76,272	$361,848	$219,600	$0	-100%
Total Expense Objects:	$14,718,368	$14,286,616	$15,834,040	$17,127,914	8.2%

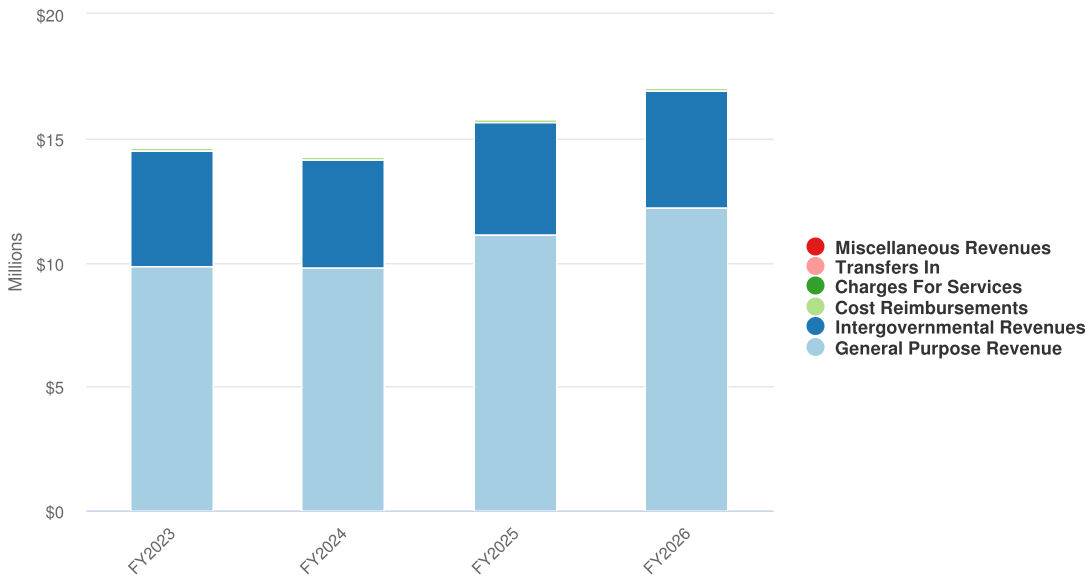
Funding Summary

The 2025-2026 Proposed Budget is primarily funded by $12,226,476 in General Purpose Revenue and $4,520,728 in Proposition 172 Public Safety revenue.

$17,127,914 $1,293,874
(8.17% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source

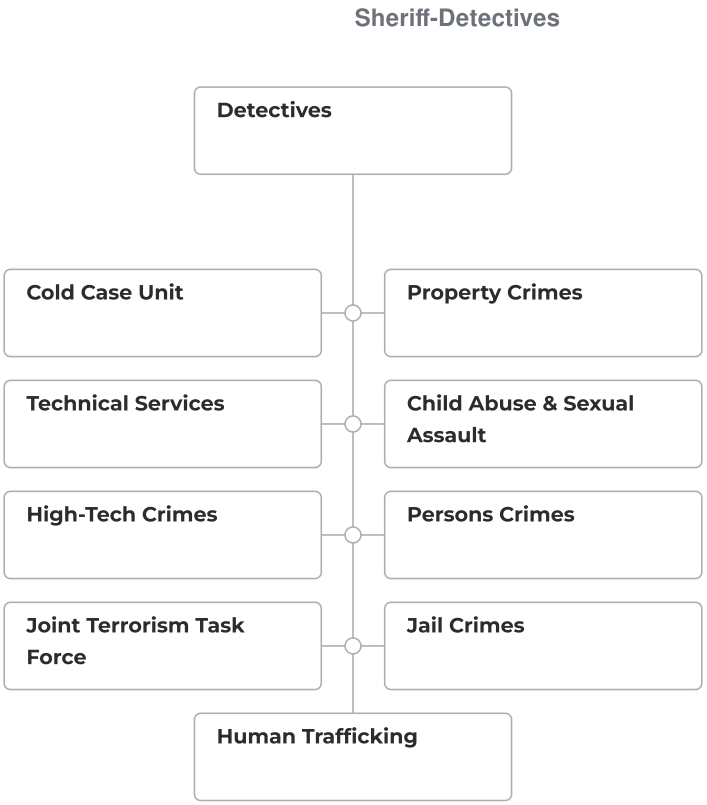


Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$4,657,216	$4,302,878	$4,490,807	$4,671,938	4%
Charges For Services	$62,974	$41,116	$60,000	$60,000	0%
Miscellaneous Revenues	$40	$0	$0	$0	0%
Transfers In	$20,700	$0	$23,400	$23,400	0%
Cost Reimbursements	$130,000	$132,087	$126,967	$146,100	15.1%
General Purpose Revenue	$9,847,438	$9,810,535	$11,132,866	$12,226,476	9.8%
Total Revenue Source:	$14,718,368	$14,286,616	$15,834,040	$17,127,914	8.2%

Organizational Chart

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	56.0	56.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	56.0	56.0	0.0



Program Discussion

Persons Unit

The Persons Unit is comprised of one Sergeant and seven Detectives who investigate homicides, law enforcement involved incidents, robberies, and major assault crimes. In the 2024-2025 Adopted Budget, a Deputy Sheriff was added to the Unit to focus on complex jail-related crimes requiring additional investigative time beyond the Custody Division's Investigative Services Unit. With the addition of the new position, there are now two Deputy Sheriffs dedicated to Jail Crimes. The Unit has been productive in identifying incarcerated persons working with civilian visitors to smuggle contraband, such as weapons and narcotics, into the jail facilities.

Cold Case Unit

The Cold Case Unit is comprised of one Sergeant and four Detectives. The Sheriff's Office participates in the San Joaquin County Cold Case Task Force and has spearheaded the development of a cold case matrix of data points, which is shared with all law enforcement agencies within the County. During 2024-2025, the Unit made significant developments in a decades-old case by identifying DNA profiles.

The Unit continues to use private outside laboratories for DNA profiling, however, in 2024-2025, it began submitting the DNA profiles to the Federal Bureau of Investigations (FBI) Genealogy Division for genealogy matches at no cost. This change in the Unit's internal process has resulted in significant cost savings for laboratory testing.

The 2025-2026 Proposed Budget includes $23,400 in Proposition 69 funds to continue working with outside laboratories to process degraded DNA samples that the Department of Justice is unable to process due to poor quality. The Board approved the Countywide Cold Case Task Force in April 2025 (B-25-182) and increased appropriations in the District Attorney's Family Justice Center budget (#2020204000) in the amount of $500,000, funded by Proposition 69 DNA Identification Fund balance (#20737). This funding is also available to reimburse the Sheriff's Office. The Unit will continue investigative efforts to identify a subject.

Child Abuse and Sexual Assault (CASA) Unit

The CASA Unit consists of one Sergeant and nine Deputy Sheriffs. The nine Deputy Sheriffs include two assigned to Hi-Tech Computer Crimes (Internet Crimes Against Children (ICAC) Task Force) and one to Missing Persons. In 2024-2025, one Hi-Tech Detective received specialized training in vehicle technology. This specialized training better equips the Unit for extracting data collected from vehicle infotainment systems and cellular phones for analysis and processing, which is essential for solving crimes, prosecuting suspects, and securing convictions.

In the 2024-2025 Adopted Budget, a Sergeant and a Deputy Sheriff were added to create and participate in the San Joaquin County Human Trafficking Task Force, referred to as ASALT (Anti-Sex and Labor Trafficking). Currently, the task force is comprised of representatives from the Sheriff's Office, the District Attorney's Office, the Probation Department, and the U.S. Department of Homeland Security. The Sheriff's Office dedicates one Sergeant and two Deputy Sheriffs to the task force and serves as the lead agency of ASALT. The goal of the task force is to combat human trafficking crimes, as well as to provide victim services.

Technical Services

The Technical Services Unit is comprised of one Sergeant and 14 Evidence Technicians. In 2024-2025, the Unit purchased a second crime scene scanner, which has expedited the time it takes to process evidence and re-create crime scenes. Additionally, two Evidence Technicians were sent to specialized train-the-trainer courses, which allowed the Unit to provide in-house training to all staff utilizing the crime scene scanners. The Division plans to continue to focus on staff development with an emphasis on courtroom testimony and improving daily workflows.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Technical Services/Work Orders	11,044	11,995	11,989	12,104
Technical Services/Field Calls	2,899	2,883	2,870	2,901
Child Abuse/Sexual Assault Cases				
Sex Offender Registrations	61	76	98	115
Missing Persons	1,652	1,257	1,621	1,671
Other CASA Crimes	1,411	1,442	1,412	1,333
Total	**3,124**	**2,775**	**3,131**	**3,119**
Property Cases Received				
Identity Theft	749	597	619	567
Other Property Crimes	2,878	2,489	1,997	1,590
Total	**3,627**	**3,086**	**2,616**	**2,157**
Persons Cases Received				
Homicide	10	10	12	12
Robbery	116	159	118	105
Jail Crimes	N/A	461	480	504
Other Persons Crimes	1,288	1,040	1,120	1,058
Total	**1,414**	**1,670**	**1,730**	**1,679**
Human Trafficking	38	30	28	28
Cold Cases				
Homicides Identified/Triaged	176	174	180	188
Homicides Investigated	27	24	29	32
Missing Persons Identified/Triaged	34	44	34	37
Missing Persons Investigated	6	5	7	8
Sexual Assaults Identified/Triaged	85	21	23	27
Sexual Assaults Investigated	1	6	4	6
Special Investigations	7	8	6	6
Total	**336**	**282**	**283**	**304**

N/A=Data not available

Sheriff - Records



Patrick Withrow
Sheriff-Public Administrator

The Records Division (#2021628000) of the Sheriff's Office performs specialized criminal and jail inmate recordkeeping functions. The Division consists of two primary areas:

- **Criminal Records** – Functions involve processing, maintenance, and dissemination of law enforcement records such as crime reports, citations, warrants, subpoenas, restraining orders, and court-ordered records expungements, as well as maintenance of databases used for inquiry and submission of crime statistics to State and Federal agencies.
- **Custody Records** – Maintains and updates records related to inmates in custody, including court appearances, sentences, court orders, bail bonds, bookings, citations, and releases. The Division provides customer assistance to the public regarding inmate and custodial operational procedures.

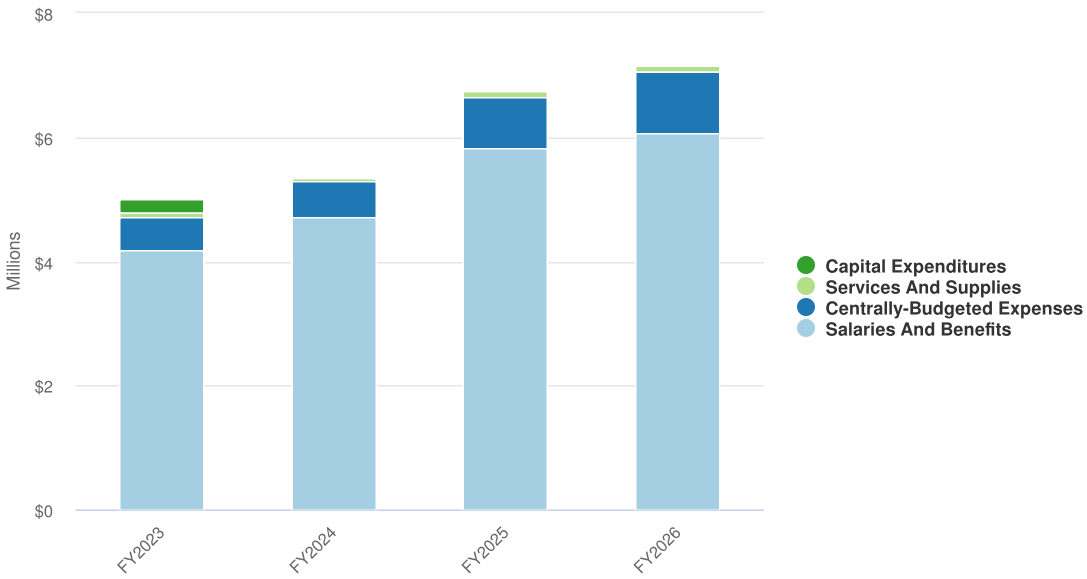
Expenditures Summary

The 2025-2026 Proposed Budget of $7,143,433 is an increase of $408,148 from the 2024-2025 Adopted Budget of $6,735,285, primarily due to salaries and benefits adjustments ($243,086) and an increase in centrally-budgeted charges ($155,455).

$7,143,433 **$408,148**
(6.06% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$4,182,060	$4,711,412	$5,830,595	$6,073,681	4.2%
Services And Supplies	$69,333	$61,847	$77,509	$87,116	12.4%
Centrally-Budgeted Expenses	$541,415	$575,018	$827,181	$982,636	18.8%
Capital Expenditures	$220,181	$0	$0	$0	0%
Total Expense Objects:	$5,012,989	$5,348,276	$6,735,285	$7,143,433	6.1%

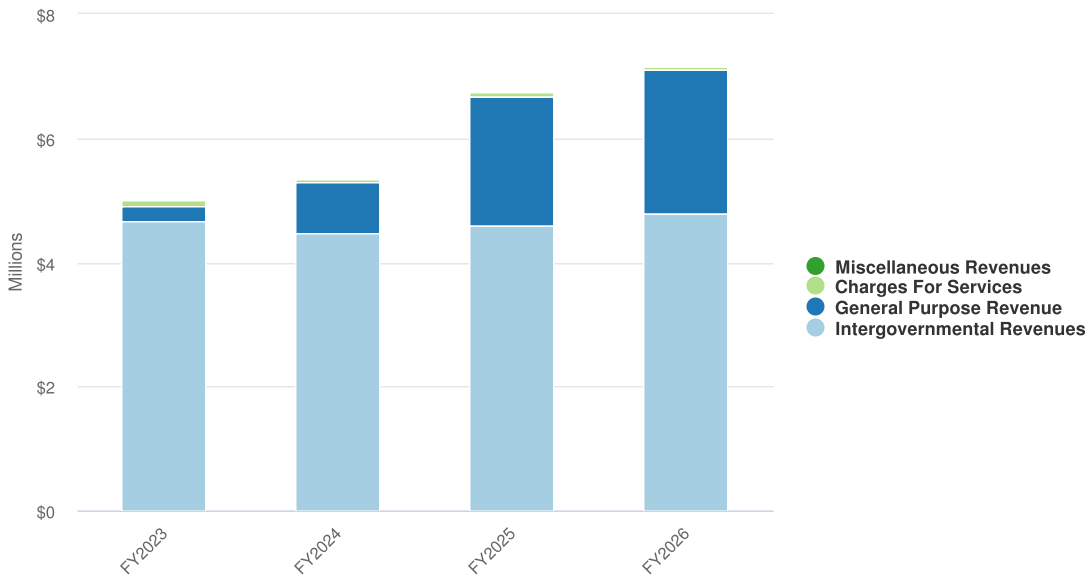
Funding Summary

The 2025-2026 Proposed Budget includes $4,776,600 in Proposition 172 Public Safety revenue and $2,317,708 in General Purpose Revenue.

$7,143,433 $408,148
(6.06% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$4,667,130	$4,477,659	$4,589,959	$4,781,342	4.2%
Charges For Services	$109,006	$57,583	$67,458	$44,000	-34.8%
Miscellaneous Revenues	$63	$1	$383	$383	0%
General Purpose Revenue	$236,790	$813,033	$2,077,485	$2,317,708	11.6%
Total Revenue Source:	$5,012,989	$5,348,276	$6,735,285	$7,143,433	6.1%

Organizational Chart

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	54.0	54.0	0.0
Temporary (FTE)	1.5	1.5	0.0
Position Total	55.5	55.5	0..0

Program Discussion

In 2023-2024, the Records Division partnered with an outside consultant, with expertise in law enforcement records management, to evaluate the Division’s practices and procedures. The consultant recommended the Division focus on staff development to improve efficiencies in the workflow process and to create an improved organizational structure. Most notably, the consultant emphasized the need for leadership training, setting key performance indicators, and goal setting. Based on these findings, in 2025-2026, the Division will continue to implement new procedures utilizing technology as a means of task efficiency, applying a new training philosophy, and building mentorship and leadership development for supervisors and those seeking leadership roles.

Also based on the consultant's recommendations, the Division has streamlined workflows and implemented a process for succession planning. The Division works with staff to provide flexible scheduling, when practicable, to create an improved work-life balance for staff; while still meeting the needs of the Sheriff's Office. These changes in the Division aim to improve the work environment, increase productivity, and reduce the Division's vacancy rate. On January 31, 2024, of the Division's 54 allocated positions, 42 were filled; which is a vacancy rate of 22%. On January 31, 2025, 49 of the Division's allocations were filled, thus reducing the vacancy rate to 9%.

In 2025-2026, the Division will build on the consultant’s recommendations to continue the Division’s advancements by developing a cross-training program, moving the Division towards a paperless process.

In 2024-2025, the Division, in coordination with the Professional Standards Division and County Counsel, implemented a pre-hiring process, allowing potential candidates to participate in a sit-along within priority areas of the Division, such as Control 5 and Custody, to determine if the candidate wishes to move forward in the hiring process. This additional step in the hiring process, in which candidates have the option to withdraw, alleviates background investigators from performing unnecessary background checks on candidates who are likely to voluntarily separate due to the nature of the work.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Criminal Records				
Restraining Orders	919	975	1,064	1,208
Documented Rpts, Number of	15,581	13,532	13,056	13,518
Documented Rpts, Pages Typed	63,617	54,156	67,304	84,420
Documented Reports Sold	1,429	1,322	1,810	2,450
Citations Processed	1,318	1,301	1,122	1,071
Subpoena-Production of Evidence	48	36	64	107
Repossessions	296	246	260	288
Public Records Act Requests	49	56	64	67
Warrant Checks	20,124	19,642	20,828	23,133
Warrant Hits	6,165	5,788	6,190	6,919
Custody Records				
Jail Incarcerations	17,490	17,757	18,008	19,345
Jail Bookings Processed	27,376	28,482	28,624	30,543
Court Cap Inmate Releases	1,238	903	810	795
Bail Bonds Processed	1,572	2,014	2,104	2,311
Stay-To Reports Processed	5,082	4,224	3,886	3,886
State Prison Notifications	798	868	940	1,061
State Hospital Notifications	124	155	198	254

Sheriff - Civil



Patrick Withrow
Sheriff-Public Administrator

The Civil budget (#2021635000) of the Sheriff's Office provides process and legal notice service for the courts. Other responsibilities include enforcing Writs of Possession (evictions) and Writs of Execution (money judgments) by seizure and sale of property. The Division maintains trust funds for seized property, makes appropriate disbursements to litigants, and provides an accounting of all transactions to the County Auditor-Controller. Fees charged by the Civil Division are legislated by the State each January.

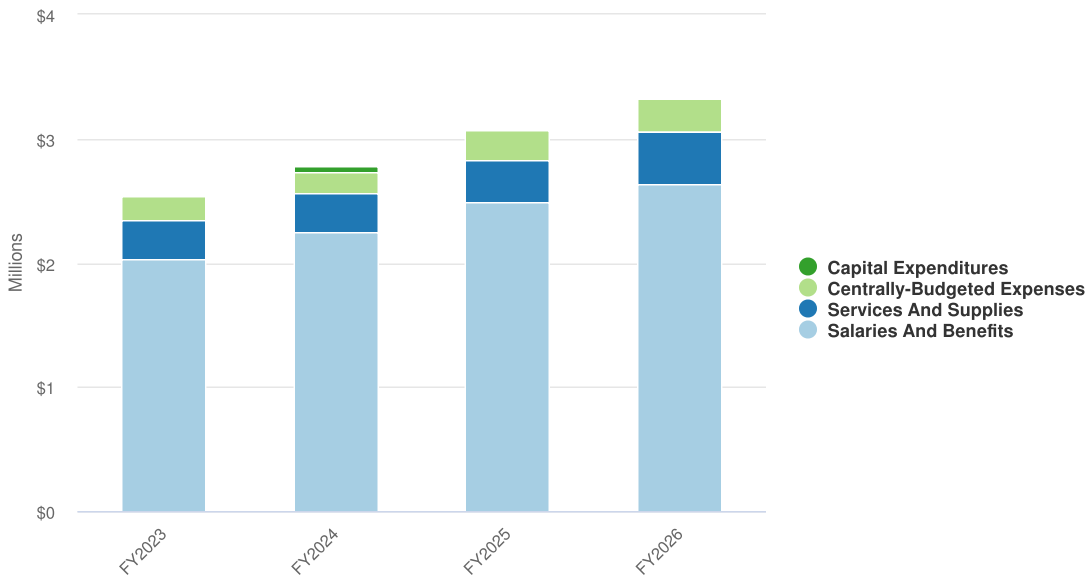
Expenditures Summary

The 2025-2026 Proposed Budget of $3,323,779 is an increase of $255,391 from the 2024-2025 Adopted Budget of $3,068,388, primarily due to salaries and benefits adjustments ($154,075), case management system upgrade costs ($50,512), and office space rental costs ($48,000).

$3,323,779 $255,391
(8.32% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$2,031,239	$2,246,096	$2,485,933	$2,640,008	6.2%
Services And Supplies	$313,233	$319,243	$337,370	$419,487	24.3%
Centrally-Budgeted Expenses	$194,755	$161,662	$245,085	$264,284	7.8%
Capital Expenditures	$6,364	$56,278	$0	$0	0%
Total Expense Objects:	$2,545,591	$2,783,280	$3,068,388	$3,323,779	8.3%

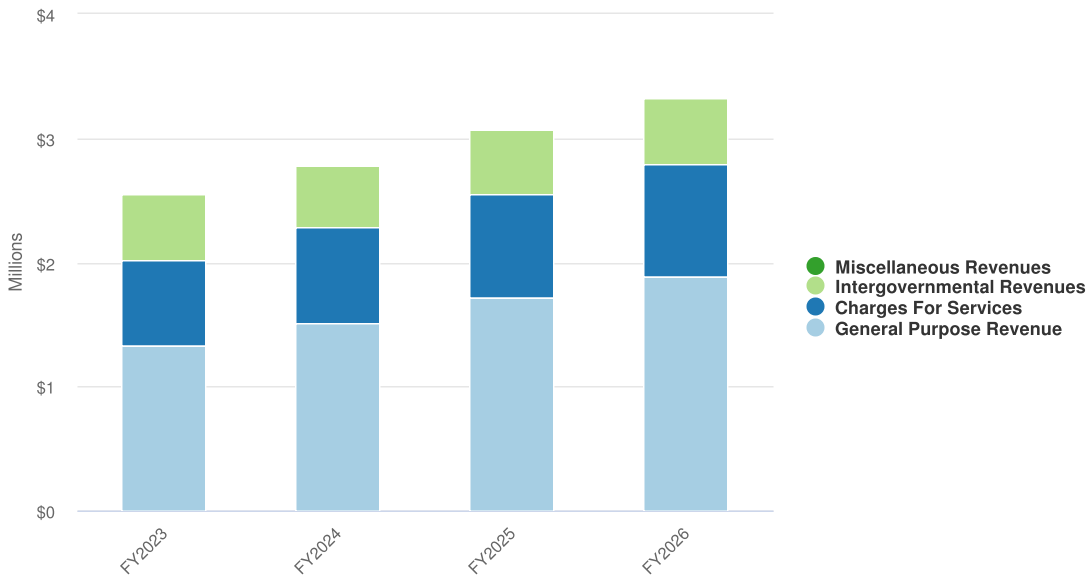
Funding Summary

The 2025-2026 Proposed Budget includes $1,881,312 in General Purpose Revenue, $908,326 in Civil Processing Fee revenue, and $534,141 in Proposition 172 Public Safety revenue.

$3,323,779 $255,391
(8.32% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$521,906	$499,902	$512,740	$534,141	4.2%
Charges For Services	$689,912	$772,487	$840,724	$908,326	8%
Miscellaneous Revenues	$35	$315	$0	$0	0%
General Purpose Revenue	$1,333,738	$1,510,577	$1,714,924	$1,881,312	9.7%
Total Revenue Source:	$2,545,591	$2,783,280	$3,068,388	$3,323,779	8.3%

Organizational Chart

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	15.0	15.0	0.0
Temporary (FTE)	0.6	0.6	0.0
Position Total	15.6	15.6	0.0

Program Discussion

The Civil Division will be relocated to downtown Stockton in 2025-2026. Many Civil functions coincide with court services and often require multiple trips between the courthouse in downtown Stockton and the Sheriff's Office Civil Division located in French Camp. Relocating the Civil Division to downtown Stockton will be more convenient for the public seeking Civil services. The 2025-2026 Proposed Budget includes $48,000 for rental costs.

The Civil Division transitioned to Teleosoft for case management services in 2019-2020. During 2022-2023, the Division began accepting electronically submitted documents (e-file) through the E-Portal module of the case management system. The e-file module allows for services to be initiated online, which has led to faster processing times of eviction service, bank levy, and withholding order requests, while minimizing calculation errors. The Teleosoft contract, which expired in December 2024, was extended to December 2025. The 2025-2026 Proposed Budget includes $96,254 for case management software costs.

Assembly Bill 2791 went into effect January 1, 2024, which amended Government Code § 26666 (b), and requires sheriffs to accept electronic signatures on court documents, summons, orders, or notices. Information Technology staff installed a dedicated workstation to receive electronically signed documents, independent of Teleosoft, from the public. The dedicated workstation is hosted on an isolated network for the purpose of scanning emails and documents for malware and viruses before forwarding them to a Civil staff member for processing. The added layer of security provides added protection for the Sheriff’s Office technology infrastructure from outside threats.

Fund Balance

Civil Process Fee Fund

A processing fee is assessed for each disbursement of money collected under a writ of attachment, execution, possession, or sale and must be kept in the Civil Process Fee General Fund Special Account (#11217) to supplement the cost of equipment, maintenance, and civil process operations. As of March 31, 2025, the fund balance was $297,488. A total of $168,984 is designated for use in the 2025-2026 Proposed Budget.

Civil Automated Fee Fund

A portion of fees collected by the Civil Division is required to be placed in the Civil Automated Fee General Fund Special Account (#11218) for the purchase and maintenance of automated systems or other equipment supporting Civil Division functions. As of March 31, 2025, the fund balance was $165,590. A total of $259,354 in combined anticipated new revenue and fund balance is designated for use in the 2025-2026 Proposed Budget.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Earnings Withholding Orders				
Unsuccessful Attempts	407	385	350	382
Successful Completions	1,094	1,154	948	1,073
Evictions				
Unsuccessful Attempts	133	100	56	82
Successful Completions	3,068	2,744	2,034	2,356
Bank Levies				
Unsuccessful Attempts	28	14	20	18
Successful Completions	357	329	288	283
Keepers/Till Tap				
Unsuccessful Attempts	1	5	8	4
Successful Completions	2	8	4	5
Bench Warrants				
Unsuccessful Attempts	29	18	8	17
Successful Completions	28	27	34	28
Subpoenas				
Unsuccessful Attempts	17	28	28	25
Successful Completions	13	34	30	26
Protection Orders				
Unsuccessful Attempts	1,687	1,633	1,558	1,622
Successful Completions	1,560	1,711	1,818	1,662
Other Types of Service				
Unsuccessful Attempts	2,291	3,383	3,836	2,751
Successful Completions	1,770	2,357	2,540	2,013
Real/Personal Property	31	21	4	24

Sheriff - Administration/Support Services



Patrick Withrow
Sheriff-Public Administrator

The function of the County Sheriff is mandated by Section 24000 of the Government Code. The level of support services provided to other divisions of the Department is discretionary. This narrative represents both the Sheriff-Administration (#2021645000) and the Sheriff-Information Systems budgets (#2021649000).

- **Administration Division** – provides management and support services for the Sheriff's Office. Responsibilities include policy setting, Board correspondence, budgeting, accounting, payroll, grants management, and contracts. Professional Standards Division (PSD) responsibilities include staff development, recruitment and retention, personnel management, concealed carry weapons permits, evidence management, and public information.
- **Information Systems Division** – supports a wide variety of critical automation systems on a 24 hours a day, 7 days per week basis. Systems include Computer Aided Dispatch, Mobile Data Computers, Custody Information, Records Management System, Automated Reporting, Automated Fingerprint, and Civil Automated Processing System. Staff is also responsible for communications, including portable and mobile radios, cell phones, pagers, and landline phones.

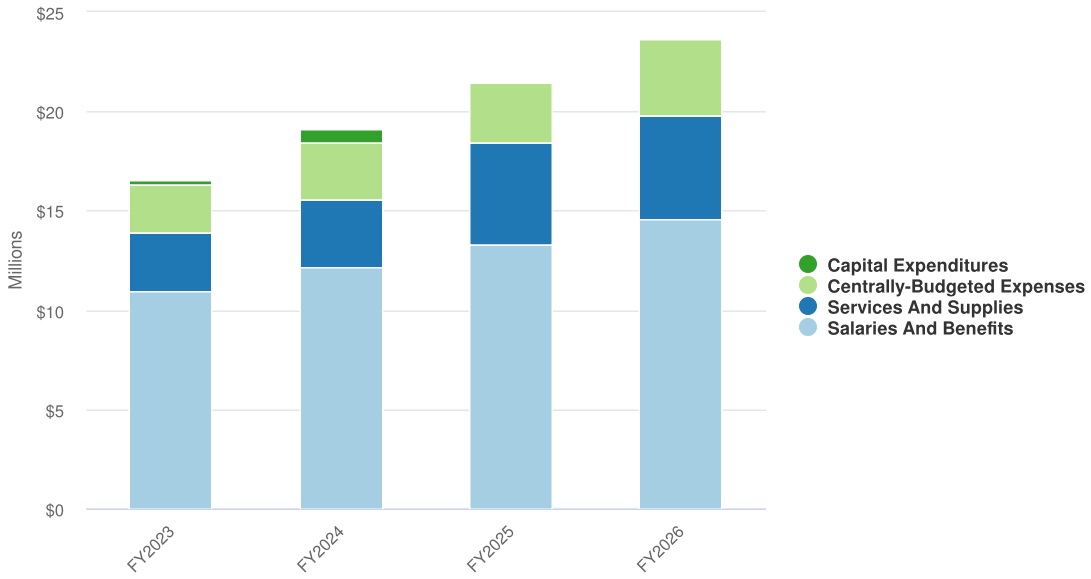
Expenditures Summary

The 2025-2026 Proposed Budget of $23,672,938 is an increase of $2,186,952 from the 2024-2025 Adopted Budget of $21,485,986, primarily due to salaries and benefits adjustments ($1,236,515) and an increase in centrally-budgeted insurance charges ($837,138).

$23,672,938 $2,186,952
(10.18% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$10,959,934	$12,162,203	$13,317,596	$14,554,111	9.3%
Services And Supplies	$2,952,494	$3,400,089	$5,142,448	$5,220,354	1.5%
Centrally-Budgeted Expenses	$2,400,633	$2,840,305	$3,025,942	$3,898,473	28.8%
Capital Expenditures	$214,492	$720,088	$0	$0	0%
Total Expense Objects:	$16,527,554	$19,122,686	$21,485,986	$23,672,938	10.2%

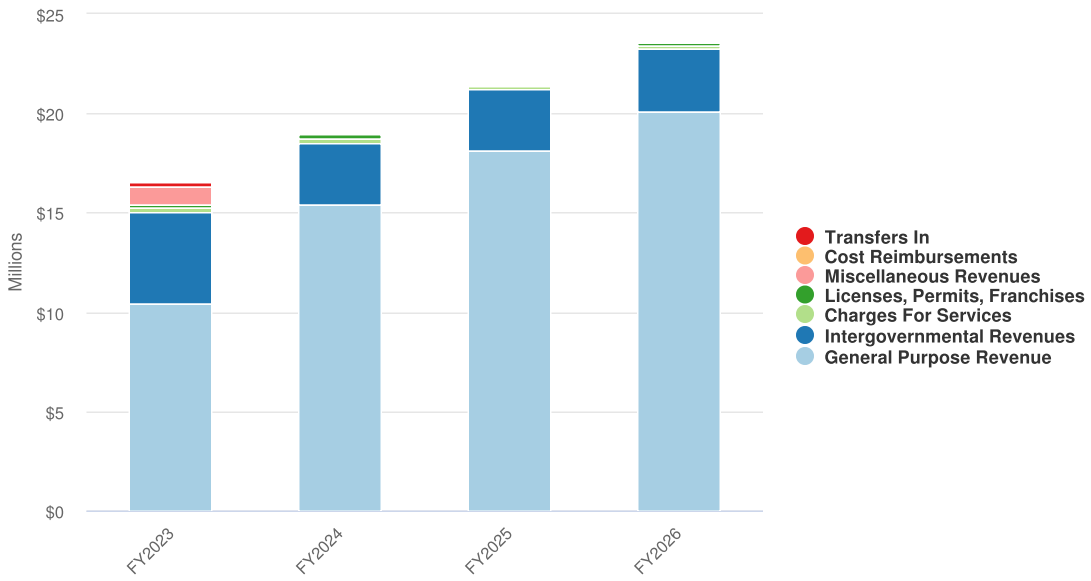
Funding Summary

The 2025-2026 Proposed Budget includes $20,077,368 in General Purpose Revenue and $3,049,670 in Proposition 172 Public Safety revenue.

$23,672,938 $2,186,952
(10.18% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



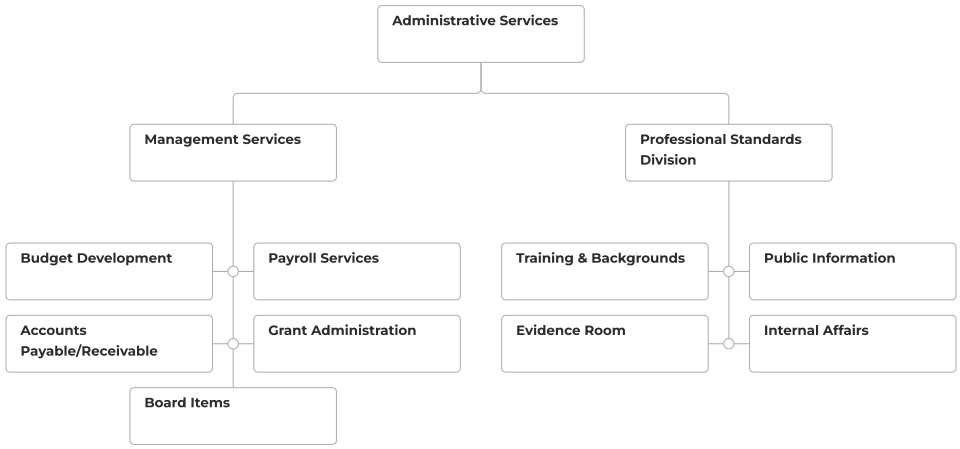
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Licenses, Permits, Franchises	$141,710	$176,920	$125,000	$125,000	0%
Intergovernmental Revenues	$4,589,386	$3,081,489	$3,087,480	$3,209,670	4%
Charges For Services	$238,900	$225,132	$141,000	$141,000	0%
Miscellaneous Revenues	$848,558	$122,506	$0	$119,900	N/A
Transfers In	$204,857	$15,695	$0	$0	0%
Cost Reimbursements	$44,307	$62,028	$0	$0	0%
General Purpose Revenue	$10,459,835	$15,438,916	$18,132,506	$20,077,368	10.7%
Total Revenue Source:	$16,527,554	$19,122,686	$21,485,986	$23,672,938	10.2%

Organizational Chart

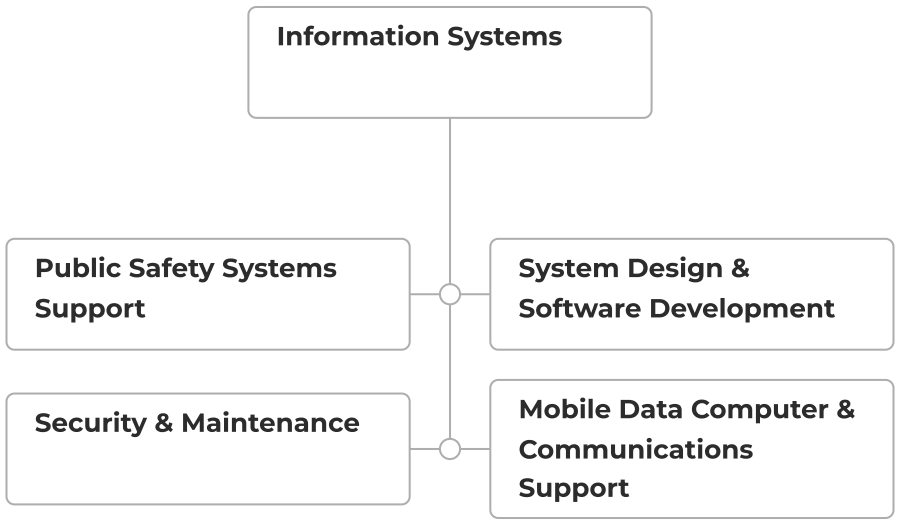
The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	60.0	60.0	0.0
Temporary (FTE)	5.8	5.8	0.0
Position Total	65.8	65.8	0.0

Sheriff-Administration



Information Systems



Program Discussion

Administration/Support Services

The Professional Standards Division (PSD) oversees the Department's Recruitment and Retention Program, the Internal Affairs Unit, the Evidence Room, and Public Information. PSD manages the Sheriff's Office hiring process, including pre-employment exams, background investigations, interviews, and physical and psychological exams. PSD also manages the overall training process, which includes overseeing officer range qualifications and maintaining official training records.

Recruitment and Retention

In May 2020, the Board approved a Recruitment and Retention Pilot Program (B-20-250) directed toward professional recruitment efforts, including media production, conventional advertisements, data analytics, promotional items, social media services, and signing and referral bonuses for Deputy Sheriff, Correctional Officer, and Dispatcher positions. The Recruitment and Retention Program was extended through June 2026 (B-25-23). At mid-year 2024-2025, the percentage of positions filled in the Dispatcher II and Correctional Officer classifications rose by 7.27% and 1.49%, respectively since the Program's inception in 2019-2020. A small decrease of 1.7% in the Deputy Sheriff classification was due to a high number of retirements.

As of February 2025, a total of $1,032,000 has been paid in signing and referral bonuses. The following table illustrates the amounts paid by division since the Program began.

Recruitment & Referral Bonus	Actual 2021-2022	Actual 2022-2023	Actual 2023-2024	2024-2025 As of February 2025
Division				
Administration	$0	$2,000	$10,000	$2,000
Boating Safety	1,000	0	0	0
Courts/Civil	0	0	3,000	0
Custody	209,000	115,000	97,000	118,000
Detectives	3,000	1,000	0	0
Mountain House	0	0	3,000	0
Patrol	145,000	89,000	77,000	54,000
Special Services	2,000	53,000	24,000	22,000
Work Programs	0	0	0	2,000
Total	**$360,000**	**$260,000**	**$214,000**	**$198,000**

It is estimated that an additional $140,000 will be expended over the remainder of 2024-2025.

As of March 31, 2025, 134 full-time positions (14.7%) department-wide remain vacant. Currently, PSD is actively conducting background checks to fill vacancies in all Sheriff's Office divisions.

During 2023-2024, the Division partnered with a web-based recruitment firm specializing in law enforcement recruitment to assist with advertising vacancies within the Sheriff's Office. The primary goal is to increase the number of applicants by reaching a broader audience using data research-based strategies, video production, website design and development, and digital recruiting.

Public Information

The Public Information Unit consists of two Public Information Specialists, one Deputy Sheriff, and one Correctional Officer. Public information has become vital for law enforcement agencies to maintain transparency, build community trust, and effectively communicate the Department's efforts. The Public Information Unit is responsible for media communications related to investigations and major incidents, responding to California Public Records Act (CPRA) requests, managing and coordinating recruitment activities, attending and coordinating public engagements, and managing social media platforms and campaigns. In addition, the Public Information Unit is responsible for ensuring timely and accurate reporting and dissemination of information to the public. The Division will continue efforts to improve public relations, media campaigns, and community outreach programs.

Leadership Training

Two series of POST-certified leadership classes, which focused on learning objectives to enhance leadership and decision-making skills, identifying and resolving organizational needs, applying ethical and moral philosophies for effective conflict resolution, and effective communication were completed during 2024-2025. Since the inception of the leadership course in 2023-2024, a total of 64 participants have completed the training. Participants included Deputy Sheriffs, Correctional Officers, professional staff, supervisors, Sergeants, Lieutenants, and Captains. An additional two courses will occur in 2024-2025.

The Sheriff plans to improve and continue the program to offer staff opportunities for professional growth. The 2025-2026 Proposed Budget includes $173,000 of funding to continue the program and broaden the depth of leadership and succession-related training and preparation.

Evidence

The Professional Standards Division also oversees Evidence Room operations, which consists of housing evidence used for the purpose of prosecuting criminal offenses committed in the unincorporated areas of the County. The Evidence Room staff consists of one Sergeant, two Deputy Sheriffs, and four Evidence Custodians. The Evidence Room is also responsible for destroying controlled substances and firearms booked into evidence that cannot be returned to the owner.

Until 2024-2025, staff transported controlled substances and firearms for destruction to a private vendor to be incinerated. In 2024-2025, the last commercial California incinerator, was closed due to changes in renewable energy policies in California. Additionally, AB 1857, passed by California voters in 2022, disallowed commercial incinerator operators from receiving waste diversion tax credits. The combination of the changes in policy and law made it financially unfeasible for commercial incinerators to continue operating. During 2024-2025, the Division purchased two incinerators; one for destroying controlled substances and the other for firearms.

Wellness Program

The Wellness Program, approved by the Board in 2021-2022, was implemented to address law enforcement personnel's mental and physical health. During 2023-2024, 475 law enforcement personnel participated in the program which provides injury prevention consultations and overall health screenings, which assess the participants' blood pressure, body composition, nutrition, and exercise. During 2023-2024, various challenges were held, including the Freedom Fitness (39 participants), Incentivized Lifestyle Questions (52 participants), Maintain Don't Gain (68 participants), and December Deadlift (6 participants). The Wellness Program will continue in 2025-2026 and continue to encourage a positive work environment and provide quality service to the community. The 2025-2026 Proposed Budget includes $184,344 for Wellness Program expenditures.

Information Systems

CAD/RMS

A contract to upgrade the Sheriff’s Office Computer Aided Dispatch (CAD) and Records Management System (RMS) was approved by the Board in 2023-2024 (B-23-659). The CAD/RMS upgrade will add improved capabilities for the Records Division, Communications Division, and METRO investigations, and provide the ability to integrate with Sheriff’s Office applications that house video, jail management, and evidence information.

Implementation was postponed from December 2024 to September 2025. During 2024-2025, Sheriff's Office information technology staff worked closely with the vendor to review and select hardware, install applications, and deploy the RMS application. During 2025-2026, staff will continue working with the vendor to review business practices, deploy interfaces, and on product testing.

The 2025-2026 Proposed Budget includes $457,947 for CAD/RMS upgrade related expenses.

Cyber Security

The Sheriff's IT Division designated a Department Information Security Officer (DISO) to participate in the Information Systems Division DISO Program. The DISO works with ISD and other County department DISO's to manage and address cyber vulnerabilities, computer patch management, information security coordination, incident responses, and business continuity planning. These aspects are critical for strengthening the County's and Sheriff's Office security, ensuring proper data protection, and maintaining compliance with Federal and State Laws related to information security and data protection. The Sheriff's IT staff will continue to participate in quarterly meetings with County departments. In addition, the Division will continue to focus on disaster preparedness and system recovery planning.

Technology Enhancements

The Sheriff's Office is required to record all 911 calls and radio traffic under California Government Code 53160. During 2024-2025, the IT Division procured and replaced the digital logger in the Communications Division. The previous digital logger was implemented in 2019 and minor upgrades were implemented in 2021. This update was necessary to mitigate potential system failures.

During 2025-2026, the IT Division will implement multi-factor authentication (MFA) to access the California Justice Information System (CJIS) data, now required by the California Department of Justice and Federal Bureau of Investigations to make access to law and justice systems more secure. The IT Division plans to fully implement MFA department-wide by the end of 2025-2026.

Workload Data

	2022-2023 Budget	2023-2024 Budget	2024-2025 Est./Act.	2025-2026 Projected
Sheriff Administration				
Background Investigations	994	998	990	994
Polygraph/Stress Exams	247	254	258	256
Psychological Exams	60	72	68	70
Physical Exams	51	53	82	84
Pre-Employment Drug Screening	74	109	126	120
Training Classes Scheduled	385	329	219	120
Travel Requests Completed	297	312	215	324
Concealed Weapons Permits	2,877	2,865	2,924	2,894
Payroll Slips Processed-Time Earned	85,992	83,308	87,590	87,600
Payroll Slips Processed-Time Off	12,047	12,095	12,894	13,000
Evidence Room				
Law Enforcement Counter Traffic	754	787	854	832
Civilian Counter Traffic	348	341	276	298
Evidence/Property Received	12,582	12,198	12,366	12,310
Evidence/Property Disposed	25,422	39,397	16,566	24,176
Evidence/Property Checked Out	2,376	1,899	2,408	2,238
Sheriff Information Systems				
Work Order Requests Completed	6,509	5,865	7,000	7,000
Average # of Work Orders Completed Per Info Systems Staff	814	652	875	875
Locations Supported	15	15	15	15

Sheriff - Lathrop Police Contract



Patrick Withrow
Sheriff-Public Administrator

The Lathrop Police Contract budget (#2021650000) captured costs and reimbursements for the Sheriff's Office to provide contract law enforcement services to the incorporated City of Lathrop. Services were provided through a Municipal Law Enforcement Services Agreement with costs reimbursed by the City of Lathrop. The Agreement expired on June 30, 2022, and law enforcement services were fully transitioned to the City of Lathrop on July 1, 2022. This budget is included for the purpose of displaying historical actuals.

Expenditures Summary

$0 $0
(0.00% vs. prior year)

Expenditures by Expense Type

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	-$62,786	$0	$0	$0	0%
Services And Supplies	$21,922	$0	$0	$0	0%
Total Expense Objects:	-$40,864	$0	$0	$0	0%

Funding Summary

$0 $0
(0.00% vs. prior year)

Funding by Source

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Charges For Services	$706,370	$0	$0	$0	0%
Cost Reimbursements	-$747,234	$0	$0	$0	0%
General Purpose Revenue	$0	$0	$0	$0	0%
Total Revenue Source:	-$40,864	$0	$0	$0	0%

Sheriff - Court Services



Patrick Withrow
Sheriff-Public Administrator

The Sheriff's Office Court Services budget (#2021658000) provides courtroom safety and security for the Superior Court at four locations, including Stockton, Lodi, Juvenile Justice (French Camp), and Manteca. Most costs incurred for court security operations are reimbursed from the Trial Court Security Special Revenue Fund.

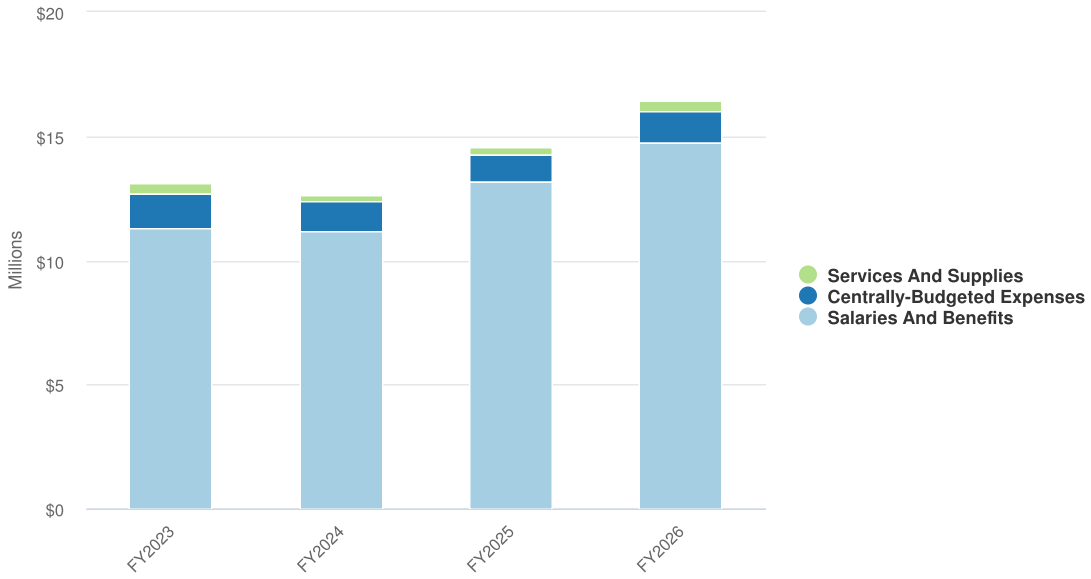
Expenditures Summary

The 2025-2026 Proposed Budget of $16,426,668 is an increase of $1,853,328 from the 2024-2025 Adopted Budget of $14,573,340, primarily due to salaries and benefits adjustments ($1,586,267), an increase in centrally-budgeted charges ($144,674), and increased costs related to body-worn cameras and tasers ($128,147).

$16,426,668 **$1,853,328**
(12.72% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$11,290,047	$11,158,350	$13,148,077	$14,734,344	12.1%
Services And Supplies	$424,236	$247,435	$315,934	$438,321	38.7%
Centrally-Budgeted Expenses	$1,400,906	$1,232,682	$1,109,329	$1,254,003	13%
Total Expense Objects:	$13,115,189	$12,638,467	$14,573,340	$16,426,668	12.7%

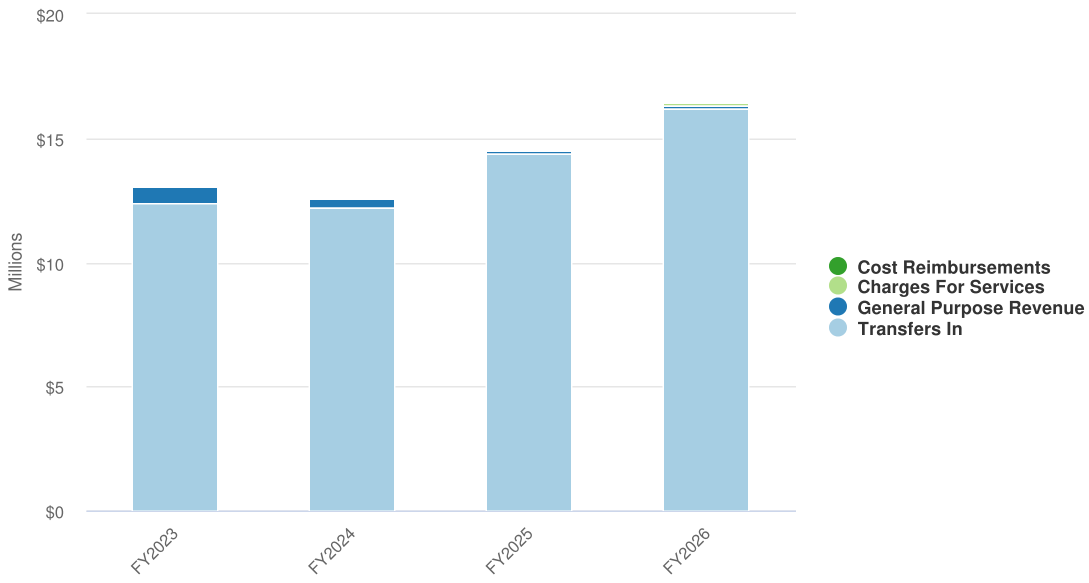
Funding Summary

The 2025-2026 Proposed Budget includes $16,211,762 in operating transfers in from the Trial Court Security Fund. General Purpose Revenue of $114,906 is included in the 2025-2026 Proposed Budget to cover Cost Allocation Plan charges that are not allowable under the Trial Court Funding Act.

$16,426,668 $1,853,328
(12.72% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source

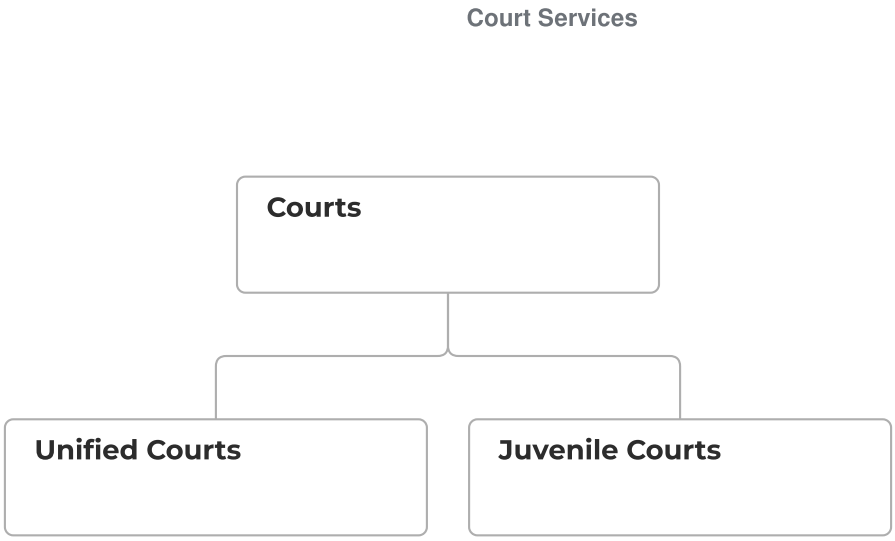


Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Charges For Services	$54,454	$60,554	$100,000	$100,000	0%
Transfers In	$12,362,892	$12,195,849	$14,403,229	$16,211,762	12.6%
Cost Reimbursements	$13,473	$14,423	$0	$0	0%
General Purpose Revenue	$684,370	$367,641	$70,111	$114,906	63.9%
Total Revenue Source:	$13,115,189	$12,638,467	$14,573,340	$16,426,668	12.7%

Organizational Chart

The 2025-2026 Proposed Budget includes a slight decrease in part-time hours.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	54.0	54.0	0.0
Temporary (FTE)	4.9	4.5	(0.4)
Position Total	58.9	58.5	(0.4)



Program Discussion

The San Joaquin County Superior Court reopened the Lodi branch on February 3, 2025, operating two courtrooms. One courtroom is dedicated to out-of-custody misdemeanors and the other for hearing civil and probate matters. One full-time position and one part-time FTE will be reallocated from Stockton to provide services at the Lodi branch in 2025-2026.

Fund Balance

Trial Court Security Fund

Court Services activities are funded by the Trial Court Security Special Revenue Fund (#20107), which receives State sales tax revenue as part of the Public Safety Realignment Act. Annual revenue averages approximately $11.6 million over the last three fiscal years. As of March 31, 2025, the fund balance was $10,327,563. A total of $16,211,762 in combined new revenue and fund balance is designated for use in the 2025-2026 Proposed Budget.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Allocated Judicial Positions	33	34	35	35
No. of Judicial Court Days/Month	21	21	21	21
Average Daily Staffing				
Stockton	33	34	33	33
Manteca	8	8	8	8
Lodi*	0	0	2	2
Juvenile Justice	4	4	4	4
Inmate Appearances				
Stockton	25,172	27,414	26,158	25,988
Manteca	3,939	4,928	4,882	4,583
Lodi*	0	0	0	500
Ward Appearances				
Juvenile Justice	1,597	1,795	1,604	1,665
Judicial Protection Unit				
Investigations/Crime Reports	97	75	108	93

*Lodi Court closed March 1, 2023, to February 1, 2025.

Sheriff - Custody



Patrick Withrow
Sheriff-Public Administrator

The Custody Division (#2022600000) of the Sheriff's Office provides for the secure detention of adults awaiting criminal trial or incarceration by the courts in the County Jail. Responsibilities include: operations of the Jail Core, South Jail, and Honor Farm facilities; in-custody transportation to court and for medical treatment; and oversight of inmate programs, including Community Corps (C-Corps). Central Services operations include responsibility for inmate property, laundry, grounds, mailroom, and warehouse.

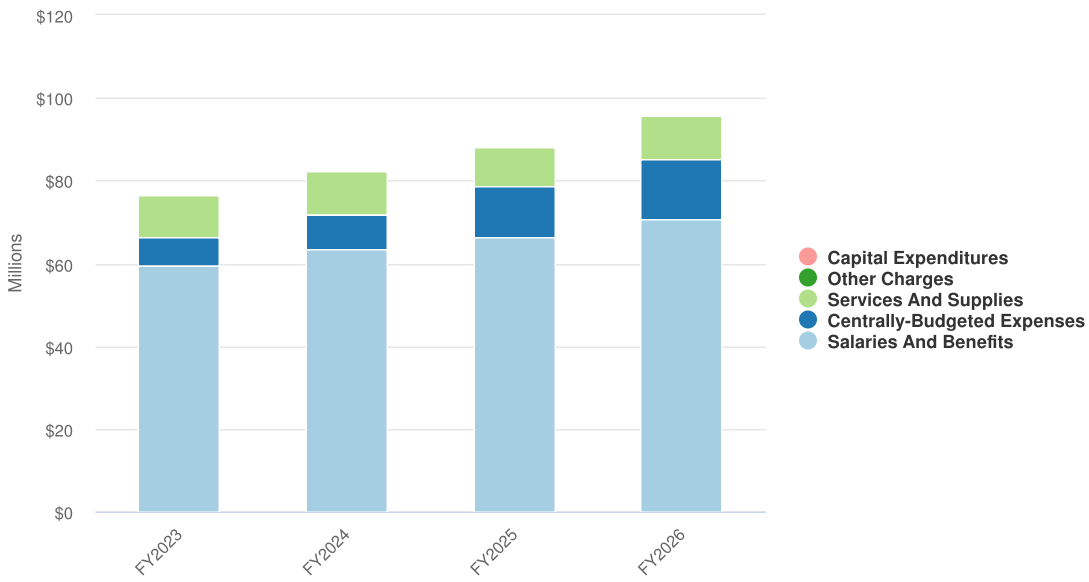
Expenditures Summary

The 2025-2026 Proposed Budget of $95,809,936 is an increase of $7,742,564 from the 2024-2025 Adopted Budget of $88,067,372, primarily due to a net of fourteen positions added midyear 2024-2025 ($3,673,913), increases in centrally-budgeted insurance ($1,280,590) and utility costs ($1,127,644), and salaries and benefits adjustments ($966,268).

$95,809,936 **$7,742,564**
(8.79% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$59,354,841	$63,270,285	$66,227,846	$70,868,027	7%
Services And Supplies	$10,272,830	$10,511,762	$9,360,169	$10,466,296	11.8%
Centrally-Budgeted Expenses	$6,869,037	$8,409,018	$12,407,516	$14,403,772	16.1%
Other Charges	$0	$71,841	$71,841	$71,841	0%
Capital Expenditures	$167,634	$96,813	$0	$0	0%
Total Expense Objects:	$76,664,341	$82,359,720	$88,067,372	$95,809,936	8.8%

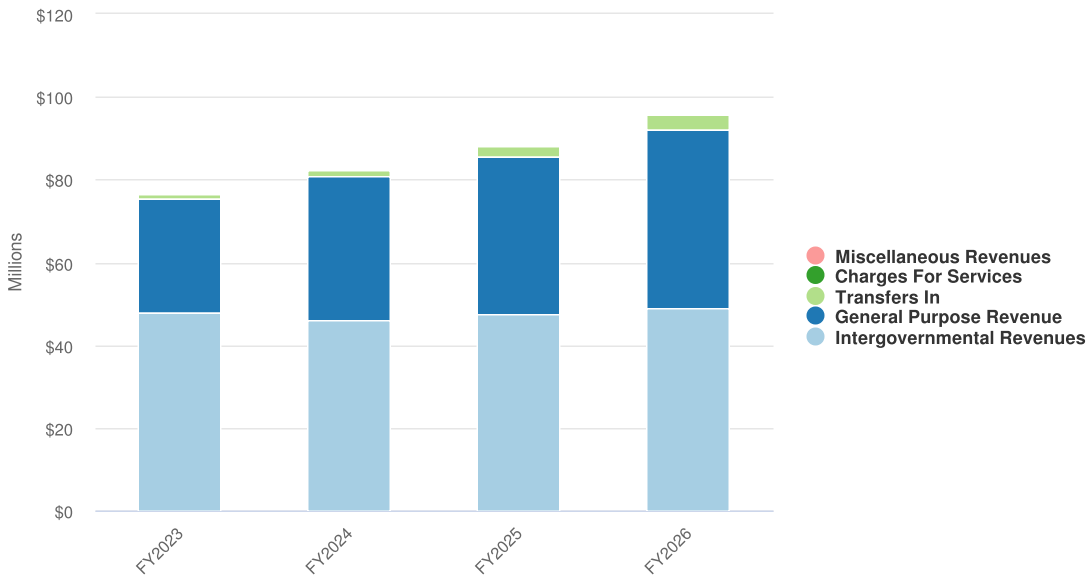
Funding Summary

The 2025-2026 Proposed Budget includes $46,173,483 in Proposition 172 Public Safety revenue, $42,963,559 in General Purpose Revenue, $3,772,415 in operating transfers in from the Inmate Welfare Fund, and $2,884,836 in State and Federal funding.

$95,809,936 $7,742,564
(8.79% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source

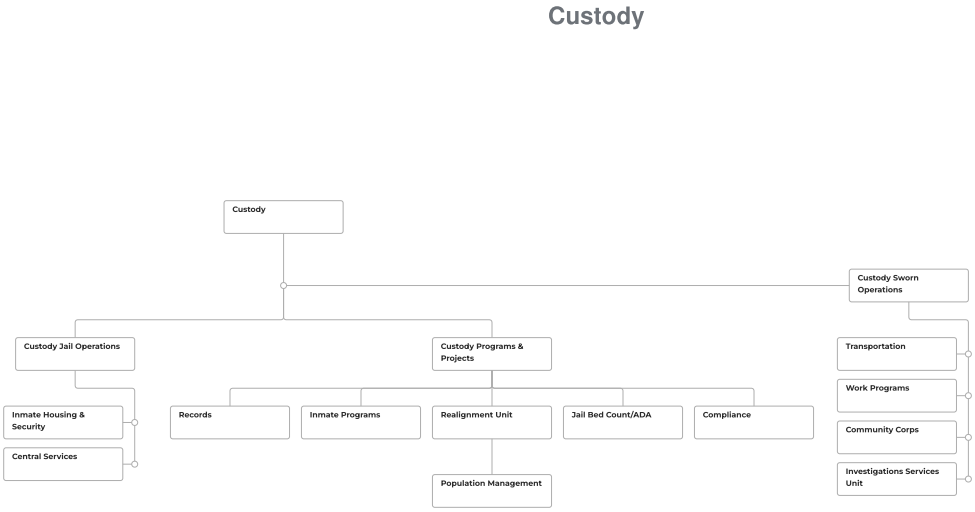


Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$48,031,240	$46,019,420	$47,354,752	$49,058,319	3.6%
Charges For Services	$4,355	$27,880	$4,400	$4,400	0%
Miscellaneous Revenues	$33,081	$7,566	$3,200	$3,200	0%
Transfers In	$1,243,332	$1,641,837	$2,588,591	$3,780,458	46%
General Purpose Revenue	$27,352,334	$34,663,017	$38,116,429	$42,963,559	12.7%
Total Revenue Source:	$76,664,341	$82,359,720	$88,067,372	$95,809,936	8.8%

Organizational Chart

A net of fourteen positions were added midyear 2024-2025 as part of a Custody reorganization (B-24-444). The 2025-2026 Proposed Budget includes no position changes.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	333.0	333.0	0.0
Temporary (FTE)	2.0	2.0	0.0
Position Total	335.0	335.0	0.0



Program Discussion

Correctional Officer Staffing

As of March 31, 2025, 44 of 248 Correctional Officer positions department-wide were vacant. This represents an 18% vacancy rate, which is a significant improvement from the 24% vacancy rate reported in March 2024. The improved vacancy rate in the Correctional Officer series is the result of the Recruitment and Retention Program that was implemented in May 2020 (B-20-250), which offers signing and referral bonuses for Deputy Sheriffs, Correctional Officers, and Dispatchers. During 2024-2025, the Board extended the Recruitment and Retention Program through June 2026 (B-25-23). The Sheriff, County Administrator, and Human Resources will continue ongoing discussions to meet mandated staffing levels. Overtime overruns of $7.5 million are projected at year-end 2024-2025 and are currently partially offset by savings from vacant positions.

Custody Realignment Unit

The Custody Realignment Unit, funded in part by AB 109, consists of a Correctional Lieutenant, a Correctional Sergeant, two Correctional Officers, and an Office Assistant Specialist. This Unit reviews legislative updates pertaining to AB 109, supplies offender data and statistics to the CCP for various reports, and attends relevant meetings and conferences. More information can be found in the Local Community Corrections budget (#2022610000).

Detention and Program Facility Project

The Board of State and Community Corrections (BSCC) awarded the County a total of $36.5 million for jail construction under Senate Bill (SB) 1022, which the Board approved on October 22, 2019 (B-19-646). On January 24, 2023, the Board approved the San Joaquin County Detention and Program Facility Project (B-23-33). A construction contract was awarded in May 2023, construction is expected to be completed in September 2025, and the facility will be fully operational in 2025-2026.

Inmate Programs

Inmate Programs are a critical component of incarceration, as the various programs offered within the facilities aim to address a multitude of issues that contribute to recidivism. The various programs offered aim to enhance or improve incarcerated persons' parenting, social, and anger management skills, marketable job skills, and offer educational opportunities. Inmate Programs also offer assistance for those with medical and/or substance-use issues.

In January 2023, the Board approved a Memorandum of Understanding (MOU) between the Sheriff and the San Joaquin County Office of Education (SJCOE) (B-23-44). The MOU outlines the roles and responsibilities of the Sheriff and SJCOE for providing educational programs in the San Joaquin County Jail. The MOU was subsequently extended and currently expires June 30, 2025, with the option for another extension should both parties agree. The Sheriff intends to extend the MOU through 2025-2026. Inmates are offered the opportunity to earn a high school diploma and/or participate in classes designed to assist inmates with decision-making skills to improve their quality of life upon leaving incarceration.

In September 2023, the Sheriff's Office entered into a second MOU with SJCOE for a full-time career technical education (CTE) instructor to provide a logistics training program for incarcerated persons (B-23-484). The program, designed to familiarize participants with the operations of a supply chain, will provide employment opportunities in warehouse management, inventory management, and procurement. This program has been popular with the incarcerated population and staff consistently receive requests to participate in the program. During 2023-2024, a total of 27 participants completed the program.

During 2023-2024, a pilot program with the San Joaquin County Trades Council was initiated. The program provides inmates with a six-week apprenticeship course designed to provide 8-10 certifications for basic building construction. After completion, participants work with WorkNet to assist with finding employment opportunities where the certifications they earned while incarcerated will be useful. A total of 23 participants completed the program during 2023-2024 and, as of midyear 2024-2025, 24 participants have completed the program. With the program's success, the Sheriff is exploring funding options to continue this program in 2025-2026.

Jail Based Competency Treatment Program

The Custody Division houses inmates pending space availability at a State mental health facility for individuals found incompetent to stand trial. Waiting time averages six months, during which time inmates are left undertreated, creating custody challenges for both the inmates and the staff.

In June 2021, a three-year agreement with the Department of State Hospitals was approved to fully reimburse the County for the cost of a 10-bed Jail-Based Competency Treatment Program. Reimbursement includes the cost for two Correctional Officers assigned to the program and Mental Health and other Correctional Health staff.

During 2023-2024, the Sheriff entered into a new agreement with the Department of State Hospitals for the period June 1, 2024, through May 31, 2027. The new agreement will continue to provide funding for two Correctional Officers for up to 12 beds. Reimbursement is shared between the Sheriff's Office and Correctional Health Services with $506,890 included in the Sheriff - Custody 2025-2026 Proposed Budget. The program's success rate is currently at a 74% restoration to competency rate, with a 51-day average length of stay. Given the success rate, the Sheriff plans to exercise the right to extend the terms of the agreement.

Investigative Services Unit

On August 13, 2024, the Board of Supervisors approved the addition of 15 sworn positions to the Sheriff's Custody Division to create the Investigative Services Unit (B-24-444). The sworn positions include ten Deputy Sheriffs, two Sergeants, one Lieutenant, one Captain, and one sworn Assistant Sheriff. One Correctional Assistant Sheriff position was deleted to partially offset the cost of the sworn Assistant Sheriff.

The Sheriff's Office is in the process of establishing the Investigative Services Unit (ISU) by implementing policies and procedures, defining roles and responsibilities, and filling vacant positions. The ISU will be responsible for investigating crimes that occur within the County's three jail facilities, including the Honor Farm. The new jail facility is scheduled to open during 2025-2026, bringing the total number of jail facilities to four. The Unit will investigate narcotics, weapons, assault crimes, as well as homicides and criminal gang activity that has increased as a result of the introduction of State inmates into the County jail.

The ISU is tentatively scheduled to be fully operational by July 1, 2025. The Unit, in coordination with Sheriff's Administration, is determining the most effective method for tracking the Unit's productivity. Initially, the Unit plans to track canine deployments, documented reports taken, and searches conducted. Workload data will be available for fiscal year 2026-2027.

Oversight of the Transportation Unit, Alternative Work Programs, and C-Corps, which are Custody divisions with sworn staff, will report to the ISU captain.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Average Daily Inmate Population	1,230	1,284	1,282	1,285
New Bookings	17,335	17,784	18,021	18,200
Total Releases	16,675	13,906	17,174	17,344
Court Cap Releases	1,141	795	805	820
AB 109 Population Percentage	16%	16%	13%	13%
Canine Bunk & Unit Searches*	822	N/A	N/A	820
Canine Searches-Contraband Seized*	286	N/A	N/A	205
Canine Searches-Drug/Tobacco Seized*	3,173	N/A	N/A	410
Inmate Transportation				
Stockton Court	23,229	25,848	25,660	26,550
Lodi Court**	242	N/A	N/A	N/A
Manteca Court	4,489	4,924	4,656	4,775
Juvenile Court	N/A	139	100	100
State Hospitals	114	136	190	190
State Prisons	335	310	223	275
Topic Drop-off	178	190	260	250
Topic Pick-up	170	182	270	270
Inmate Transport Miles (Bus)	28,965	23,767	38,978	40,000
Inmate Transport Miles (Other)	170,250	201,271	206,174	210,000
Classes/Program Sessions				
Social Skills	N/A	N/A	460	500
Parenting	N/A	10	30	60
Prevail	N/A	200	654	620
Ownership***	N/A	1,212	N/A	N/A
Malachi Dads	N/A	242	286	320
Wellness Center	N/A	341	588	600
CBI/Thinking for a Change	N/A	27	102	120
Acceptance and Commitment Therapy	N/A	N/A	540	500

*Canine program temporarily paused in 2023-2024 and 2024-2025.

**Lodi Court ceased public operation from March 1, 2023, to February 1, 2025, and is currently not hearing criminal cases.

***Discontinued.

N/A - Data not available.

Sheriff - Local Community Corrections



Patrick Withrow
Sheriff-Public Administrator

The 2011 Public Safety Realignment Act (also known as Assembly Bill (AB) 109) became effective on October 1, 2011. This legislation transferred responsibility for supervising specified lower-level inmates and parolees from the State to counties. Funding for AB 109 activities is provided to the Probation Department, the Sheriff's Office, and other agencies through the County budget. This narrative describes the Local Community Corrections (#2022610000) services provided by the Sheriff's Office.

AB 109 requirements are implemented in each county through a Community Corrections Partnership (CCP) previously established by Senate Bill (SB) 678. The CCP develops a plan of implementation and oversight of the public safety realignment process.

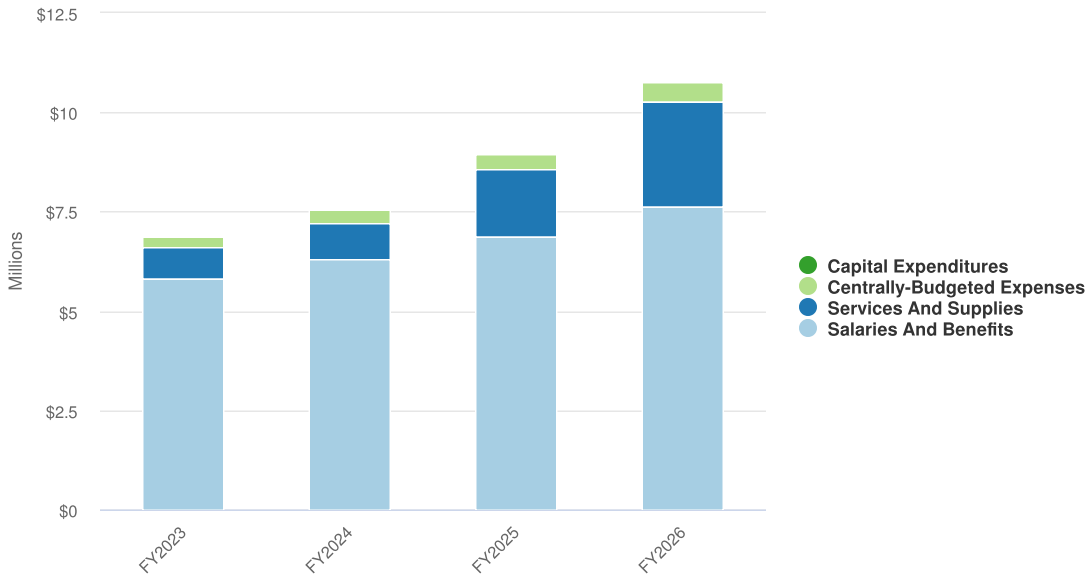
Expenditures Summary

The 2025-2026 Proposed Budget of $10,760,103 is an increase of $1,771,087 from the 2024-2025 Adopted Budget of $8,989,016, primarily due to the addition of three positions added midyear 2024-2025 ($359,958), two new positions added in 2025-2026 ($211,491), and salaries and benefits adjustments ($182,605). The 2025-2026 Proposed Budget also includes an increase in in-custody and reintegration services costs ($538,308), inmate telecommunications service costs ($268,877), and an increase in vocational training costs ($140,000).

$10,760,103 **$1,771,087**
(19.70% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$5,822,824	$6,291,358	$6,872,730	$7,626,784	11%
Services And Supplies	$796,655	$922,757	$1,682,367	$2,649,893	57.5%
Centrally-Budgeted Expenses	$266,815	$325,671	$398,339	$483,426	21.4%
Capital Expenditures	$0	$0	$35,580	$0	-100%
Total Expense Objects:	$6,886,293	$7,539,786	$8,989,016	$10,760,103	19.7%

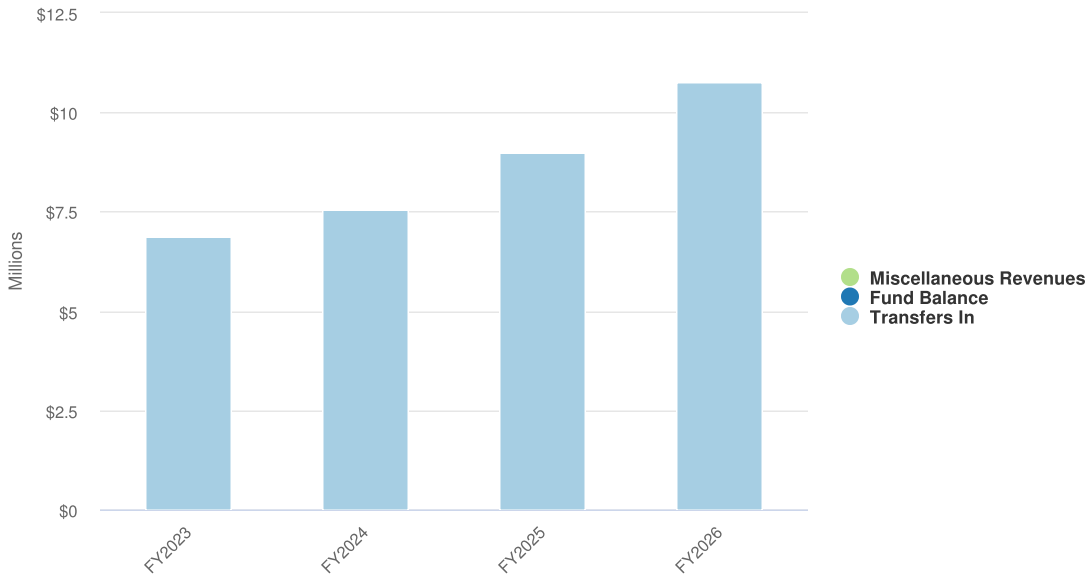
Funding Summary

The 2025-2026 Proposed Budget is fully funded by the Local Community Corrections Special Revenue Fund (#20051).

$10,760,103 $1,771,087
(19.70% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Miscellaneous Revenues	$0	$3,000	$0	$0	0%
Transfers In	$6,885,726	$7,536,423	$8,989,016	$10,760,103	19.7%
Fund Balance	$568	$363	$0	$0	0%
Total Revenue Source:	$6,886,293	$7,539,786	$8,989,016	$10,760,103	19.7%

Position Summary

The 2025-2026 Proposed Budget includes the addition of a Business Analyst II, Office Assistant Specialist, and a slight decrease in Deputy Sheriff part-time hours. Three positions were added midyear 2024-2025 (R-24-221 and R-25-16).

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	38.0	40.0	2.0
Temporary (FTE)	1.9	1.6	(0.3)
Position Total	39.9	41.6	1.7

Program Discussion

The 2025-2026 Proposed Budget represents the anticipated allocation of AB 109 funding for 40 full-time Sheriff's Office positions, part-time staff to provide bailiff services, inmate housing, and other costs approved by the CCP.

Discharge Planning Unit

The Discharge Planning Unit consists of two Social Workers that assist incarcerated persons with the Medi-Cal enrollment process, which became mandated by the State effective January 2023. The Unit also conducts interviews to evaluate what, if any, services would be helpful upon release and subsequently connects incarcerated persons with service providers. The Unit has been successful in connecting incarcerated persons with transportation, housing, medical, and job placement service providers, which ultimately helps to reduce recidivism. During 2023-2024, a total of 13,906 incarcerated persons were released from the facility, making this a critical step in the process.

The California Advancing and Innovating Medi-Cal (Cal-AIM) Justice-Involved Reentry Initiative to reimburse medical providers for jails went into effect January 31, 2025. The focus of the Initiative is to expand Medi-Cal benefits and services statewide with an emphasis on care management and addressing social determinants of healthcare. The Initiative continues ongoing efforts to integrate physical and behavioral health services, improve access to community support services, and coordinate care across different providers.

Custody Realignment Unit

The Custody Realignment Unit consists of one Office Assistant Specialist, two Correctional Officers, and one Correctional Sergeant, and is managed by a Correctional Lieutenant. Typical duties include reviewing proposed and active legislative updates pertaining to Assembly Bill (AB) 109, attending all Local Community Corrections Partnership (CCP) and other relevant meetings and conferences, report preparation, data collection and statistics, and public presentations relating to AB 109 jail trends. The Unit works closely with the Probation Department and the Data Co-op to provide essential offender data for various local and State reports and surveys. An additional Work Program Specialist was added to the 2024-2025 Local Community Corrections budget (#2022610000). This position assists with the application and enrollment process in the Realignment Unit to increase the number of participants in an alternative to incarceration program, as overcrowding is an ongoing concern for the Division. Work Program Specialists assist with identifying and processing subjects most appropriate to remain in the community, thus alleviating the jail population.

For 2025-2026, the CCP approved AB 109 funding of $10,760,103 to support the Sheriff's operation in the Sheriff's Local Community Corrections budget (#2022610000) in five service need areas:

CCP Approved Continuing AB 109 Funding	
Service Need Area	**Cost**
Housing and Staffing Costs	6,441,129
Inmate Programming	1,656,838
Alternatives to Incarceration	798,258
Bailiff Services	352,927
Program Support	1,510,951
Total	**10,760,103**

Costs charged to CCP for jail food service, laundry, and household expenses are based on the actual proportion of inmates classified as AB 109.

The Realignment Unit also provides oversight of jail-related projects. In 2024-2025, the Unit completed the second phase of the Jail Electronics Security Upgrades project in conjunction with the General Services Department, which consisted of replacing door controls and cameras to allow for visualization within the housing areas of the facility. The Unit will also provide oversight of the Sheriff's Office Training and Classroom Facility, approved in the Fiscal Year 2022-2023 Five-Year Capital Improvement Plan. This project is being re-budgeted for $26.1 million in the 2025-2026 Public Improvement budget (#1040148000).

Fund Balance

Local Community Corrections Special Revenue Fund

As of March 31, 2025, the Local Community Corrections Special Revenue Fund (#20051) balance was $70,997,906 and is used to fund programs in several County agencies and the community (see Probation - Local Community Corrections (#2022702510)). The 2025-2026 Proposed Budget for the Sheriff includes $10.8 million in operating transfers in from the fund.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Local Community Corrections				
Average Daily Inmate Population	1,230	1,284	1,282	1,285
AB 109 Population %	197/16%	206/16%	166/13%	167/13%
Notary services	N/A	41	116	120
Medi-Cal				
Screened	N/A	159	478	650
Discharge Interview	N/A	228	1,584	2,100

*N/A - Data not available

Sheriff - Work Programs



Patrick Withrow
Sheriff-Public Administrator

The Sheriff's Work Programs budget (#2022620000) includes programs that provide alternatives to incarceration for eligible individuals who have been sentenced by the Court. These programs are an effective means of reducing overcrowding in the County Jail. The programs include:

- **Alternative Work Program (AWP)** – Participants serve two to five days per week in community service in lieu of serving time in custody. This process assists in managing the jail population and allows better management of low-risk inmates.
- **Electronic Monitoring Program (EMP)** – Provides a radio frequency ankle bracelet system for home detention monitoring of sentenced inmates. Benefits include keeping offenders gainfully employed, providing for their families, and fulfilling other community obligations while paying their debt to society. It also allows the chronically ill to serve their sentence at home, allowing access to their own medical care providers and relieving pressure on Correctional Health Services.
- **Electronic Monitoring Work Program (EMWP)** – Under the EMP umbrella, participants can work or attend school at an authorized site during electronic monitoring.
- **Alcohol Monitoring Program (AMP)** – In conjunction with other release programs, uses an electronic monitor to measure skin alcohol level continuously for those whose participation is dependent on abstaining from alcohol.

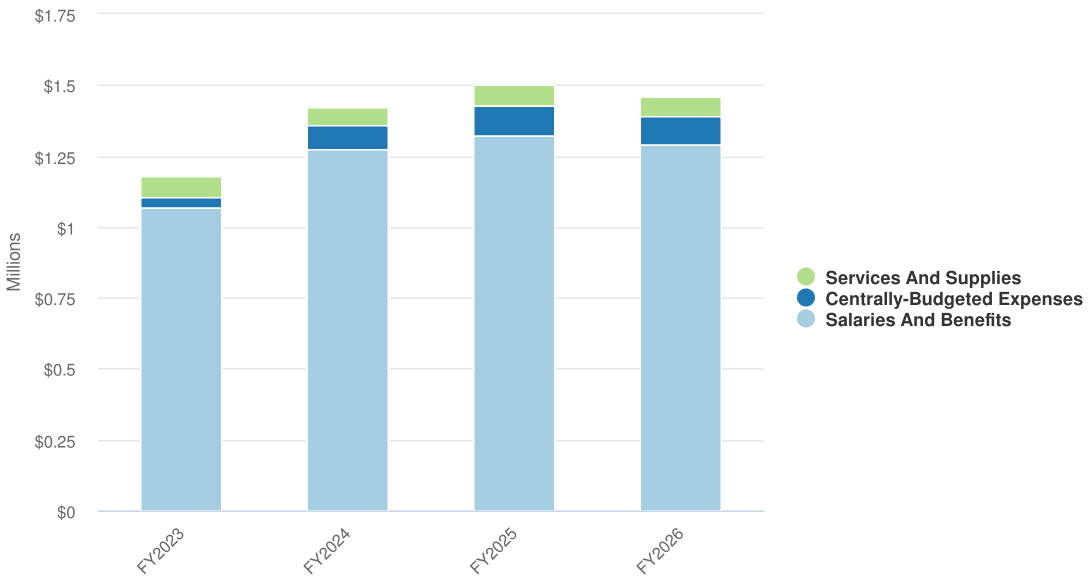
Expenditures Summary

The 2025-2026 Proposed Budget of $1,458,253 is a decrease of $44,474 from the 2024-2025 Adopted Budget of $1,502,727, primarily due to salaries and benefits adjustments ($30,689) and a decrease in cost allocation plan charges ($24,876).

$1,458,253 **-$44,474**
(-2.96% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$1,068,926	$1,272,048	$1,320,110	$1,289,421	-2.3%
Services And Supplies	$69,049	$62,422	$75,117	$68,631	-8.6%
Centrally-Budgeted Expenses	$38,582	$86,136	$107,500	$100,201	-6.8%
Total Expense Objects:	$1,176,557	$1,420,606	$1,502,727	$1,458,253	-3%

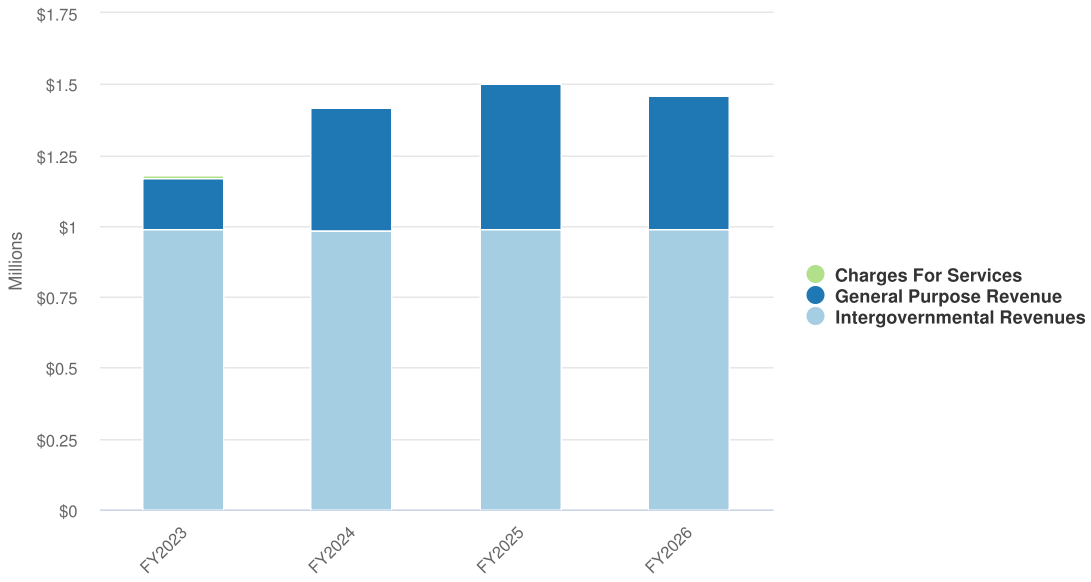
Funding Summary

The 2025-2026 Proposed Budget is funded by $901,774 in Assembly Bill 1869 Criminal Fees backfill revenue, $467,393 in General Purpose Revenue, and $89,086 in Proposition 172 Public Safety revenue.

$1,458,253 **-$44,474**
(-2.96% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$988,369	$984,718	$987,291	$990,860	0.4%
Charges For Services	$6,965	$5,626	$0	$0	0%
General Purpose Revenue	$181,223	$430,262	$515,436	$467,393	-9.3%
Total Revenue Source:	$1,176,557	$1,420,606	$1,502,727	$1,458,253	-3%

Organizational Chart

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	9.0	9.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	9.0	9.0	0.0

Program Discussion

Due to Assembly Bill 1869, which took effect on July 1, 2021, the Alternative Work Program can no longer charge administrative fees to program participants. To backfill the loss of revenues, the State provides an annual allocation to counties. The Work Programs budget began receiving an annual allocation of $901,774 in 2021-2022. This allocation is again included in the 2025-2026 Proposed Budget.

The Work Programs Unit is comprised of one Correctional Sergeant, one Deputy Sheriff, and seven Work Program Specialists to administer the programs, with an average daily population of 250 participants.

The Electronic Monitoring Program (EMP) is available for qualified participants with medical or physical restrictions, which allows participants to seek medical care independently. Participants are equipped with a Global Positioning System (GPS) ankle bracelet for monitoring that allows the Sheriff's Work Programs staff to ensure program participants adhere to program rules and regulations.

In August 2020, the Work Programs Unit launched the Electronic Monitoring Work Program (EMWP) under the EMP umbrella. EMWP allows both employed and unemployed participants to work or attend school at an approved site and offers an alternative to home detention monitoring which provides a benefit to the participant and the community.

The two-step process for enrolling in Work Programs includes an application and interview. Currently, applicants with a cell phone or computer can complete the application process for Work Programs remotely. The interview process, however, is still being conducted in person. The Unit is considering options for offering the interview process online in 2025-2026.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Alternative Work Program				
Applications	1,988	2,347	2,222	2,400
Enrollments	1,164	1,303	1,382	1,400
Electronic Monitoring Program				
Applications	474	557	358	390
Enrollments	124	210	140	150
Alcohol Monitoring Program				
Participants	208	227	285	290
Counter Engagement	6,832	8,813	8,222	8,000

Sheriff - Public Administrator



Patrick Withrow
Sheriff-Public Administrator

The Public Administrator budget (#2025700000) is mandated under California law to take charge of estates when no other person qualifies. This includes the administration of estates when an executor is not able to serve, and where no person having priority of appointment over the Public Administrator can be, or is willing to be, appointed as administrator.

Staff participate in a full range of activities established by the California Probate Code. Responsibilities include locating and determining heirs; marshaling, protecting, and liquidating assets as required; making funeral arrangements; paying estate debts; managing and selling real and personal property; clearing tax obligations of estates; preparing estate financial reports; distributing residuals to those entitled; and coordinating casework with County Counsel, the courts, and other agencies.

In some cases, the Public Administrator serves to administer the estate to its conclusion; in others, the Public Administrator serves as caretaker until the family is located, and then refers the case to the family for completion.

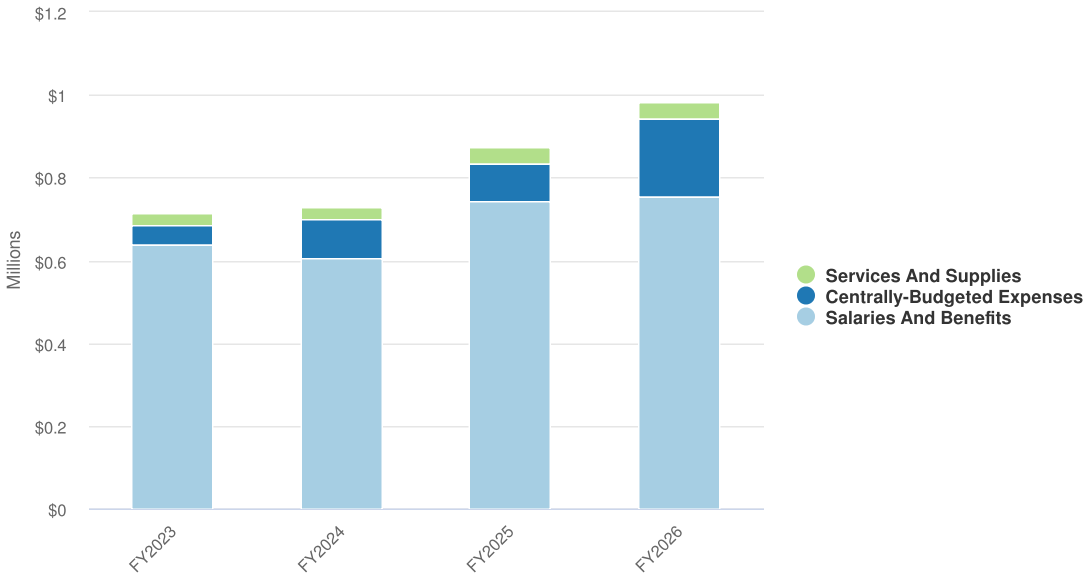
Expenditures Summary

The 2025-2026 Proposed Budget of $984,054 is an increase of $109,977 from the 2024-2025 Adopted Budget of $874,077, primarily due to an increase in Cost Allocation Plan charges ($90,839).

$984,054 $109,977
(12.58% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$636,669	$605,815	$744,603	$754,896	1.4%
Services And Supplies	$28,178	$28,591	$41,153	$41,911	1.8%
Centrally-Budgeted Expenses	$48,539	$94,496	$88,321	$187,247	112%
Total Expense Objects:	$713,386	$728,902	$874,077	$984,054	12.6%

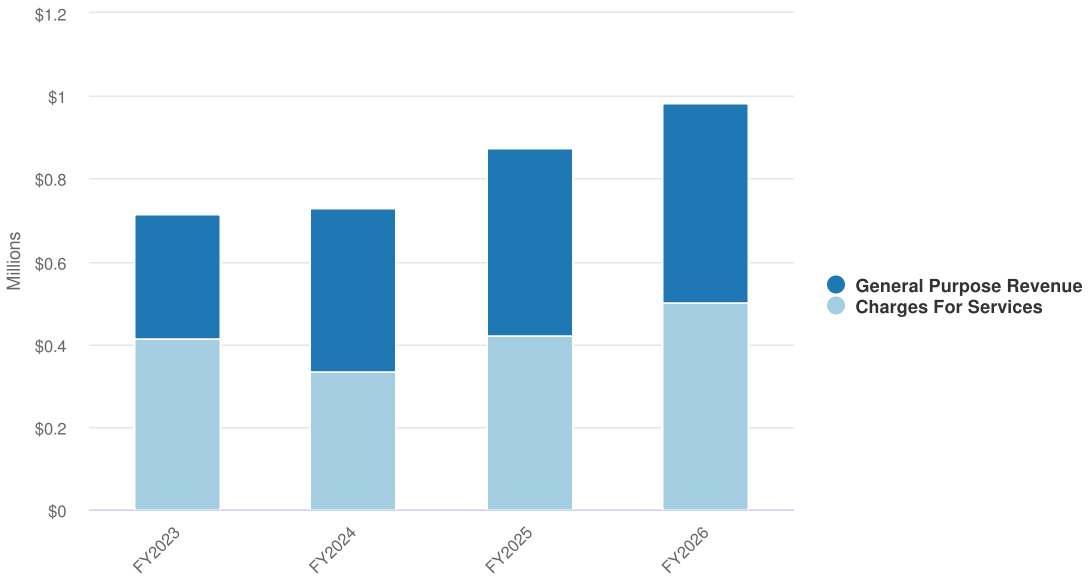
Funding Summary

The 2025-2026 Proposed Budget includes $500,000 in estimated Estate Fees Revenue and $484,054 in General Purpose Revenue.

$984,054 $109,977
(12.58% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Charges For Services	$411,666	$334,354	$420,000	$500,000	19%
General Purpose Revenue	$301,720	$394,548	$454,077	$484,054	6.6%
Total Revenue Source:	$713,386	$728,902	$874,077	$984,054	12.6%

Organizational Chart

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	5.0	5.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	5.0	5.0	0.0

Program Discussion

In 2025-2026, the Public Administrator will be relocated to downtown Stockton. Public Administrator staff responsibilities often involve meeting with County Counsel, court proceedings, and court appearances, which require frequent trips between the Sheriff's Office in French Camp and the courthouse in downtown Stockton. Additionally, during fiscal year 2024-2025, probate court proceedings were moved to the Lodi Branch of the San Joaquin County Superior Court, which reopened in February 2025. Relocating the Public Administrator will be more effective for staff working closely with counsel, the public requiring Public Administrator services, and closer to the Lodi courthouse for probate hearings.

San Joaquin County has experienced an increase in property crimes, impacting real estate under the management of the Sheriff-Public Administrator's Office. During 2024-2025, the Public Administrator purchased and tested the use of remote cameras to monitor activity on the properties to deter criminal activity and respond to breaches in security in a timely fashion. Installing the cameras has provided the desired effect of protecting assets under the management of the Public Administrator. In one instance where staff alerted law enforcement, law enforcement arrived on the scene and prevented intruders from entering the property. Any ongoing costs associated with the cameras are charged to the estate for which the camera is being used.

Public Administrator staff continue to work with Sheriff's Office Information Technology staff to improve the case management system. During 2024-2025, case management system capabilities were expanded to store additional case photos and documents digitally. Staff have begun storing case documents in the case management system to create and build digital records. Having digital records in the case files has allowed for quick access for reference and easy retrieval of archived information. Staff will continue exploring options to improve case management capabilities in 2025-2026.

Workload Data

	2022-2023 Actuals	2023-2024 Actuals	2024-2025 Est./Act.	2025-2026 Projected
Decedent Estates	230	217	205	211
Estates with Real Estate	18	15	17	17
Re-opened Cases	0	1	1	1
Cases Referred to Family	25	14	15	18
Average Number of Open Cases	187	184	177	183
Closed Cases	202	234	220	220
Value of Estates Managed (total)	$5,253,518	$4,957,905	$6,018,432	$5,409,951

Sheriff - State COPS - Patrol & Custody



Patrick Withrow
Sheriff-Public Administrator

Since 1996, the State Citizens' Option for Public Safety (COPS) program has provided funding to local agencies for front-line law enforcement services, enhanced prosecution efforts, and jail operation/construction. Funding is provided from State Vehicle License Fees and allocated by formula to city and county law enforcement, the District Attorney's Office, and the County Jail. This narrative represents the program funding allocated by the State to Sheriff's law enforcement operations including COPS Patrol (#2021655000) and COPS Custody (#2021657000).

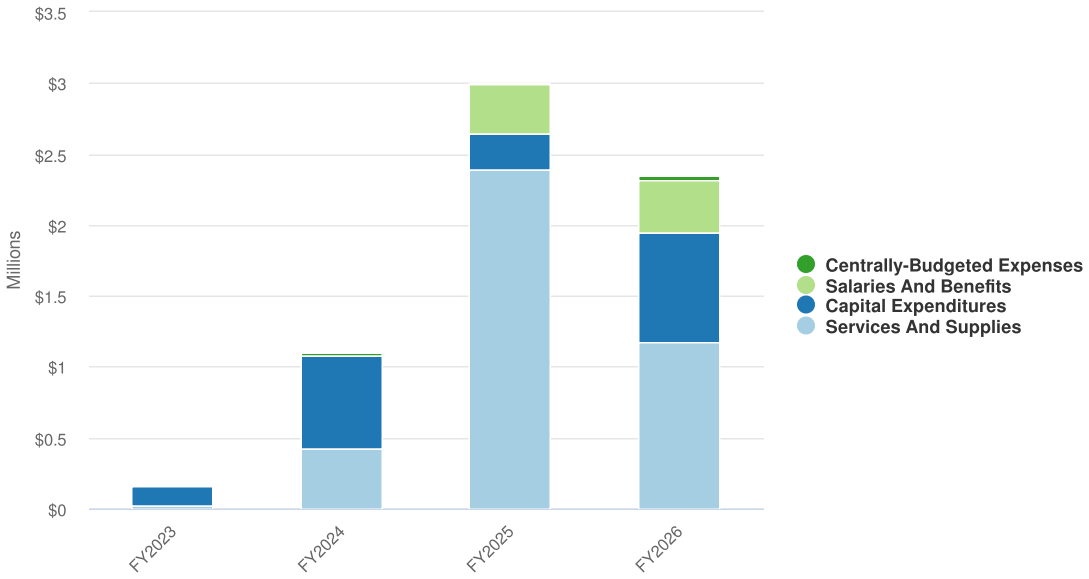
Expenditures Summary

The 2025-2026 Proposed Budget of $2,343,775 is a decrease of $662,999 from the 2024-2025 Adopted Budget of $3,006,774, primarily due to a decrease in law enforcement equipment costs ($1,211,409), partially offset by an increase in capital expenditures ($513,405).

$2,343,775 **-$662,999**
(-22.05% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$0	$0	$350,615	$370,411	5.6%
Services And Supplies	$16,083	$425,990	$2,386,073	$1,174,664	-50.8%
Centrally-Budgeted Expenses	$12,791	$11,117	$15,976	$31,185	95.2%
Capital Expenditures	$143,135	$657,315	$254,110	$767,515	202%
Total Expense Objects:	$172,009	$1,094,422	$3,006,774	$2,343,775	-22.1%

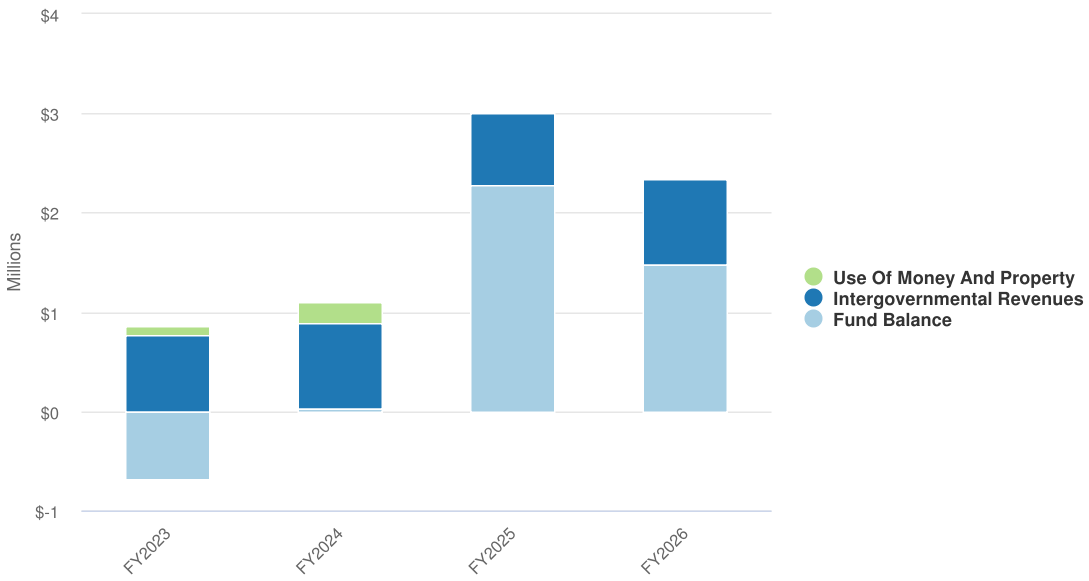
Funding Summary

The 2025-2026 Proposed Budget includes $1,474,005 in use of fund balance from the Supplemental Law Enforcement Services Special Revenue Fund (#20052) and a State allocation of $869,770 for the COPS Patrol and Custody Divisions.

$2,343,775 -$662,999
(-22.05% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$84,223	$200,973	$0	$0	0%
Intergovernmental Revenues	$773,434	$869,769	$725,152	$869,770	19.9%
Fund Balance	-$685,649	$23,680	$2,281,622	$1,474,005	-35.4%
Total Revenue Source:	$172,009	$1,094,422	$3,006,774	$2,343,775	-22.1%

Position Summary

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	2.0	2.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	2.0	2.0	0.0

Program Discussion

COPS Patrol

The 2025-2026 COPS Patrol allocation of $456,833, along with a re-budgeted fund balance of $777,641, provides funding for a Deputy Sheriff, law enforcement equipment, software maintenance and license fees, training and travel, a law enforcement recruitment vehicle, and other program expenses.

COPS Custody

The 2025-2026 COPS Custody allocation of $412,937, along with a re-budgeted fund balance of $696,364, provides funding for a Correctional Officer, law enforcement equipment, training and travel, and other program expenses. The 2025-2026 Proposed Budget also includes funding for access control system infrastructure upgrades ($211,097), watch commander vehicles ($205,144), metal detectors ($166,144), and new food service ovens ($102,630).

Fund Balance

Supplemental Law Enforcement Services Fund

The Supplemental Law Enforcement Services Special Revenue Fund (#20052) receives funding for the State COPS programs operated by the Sheriff and the District Attorney, as well as Juvenile Justice Crime Prevention Act activities operated by the Probation Department. For 2024-2025, the beginning fund balances for Sheriff COPS Patrol and COPS Custody were $877,423 and $1,345,712, respectively.

Sheriff - Operational Grants



Patrick Withrow
Sheriff-Public Administrator

The Sheriff's Office receives various grants, which provide funding for specialized areas of law enforcement.

This discussion includes the following grant budgets:

- Abandoned Watercraft (#2021608000)
- Off-Highway Enforcement (#2021614170)
- Port Security Grant Program (#2021616000)

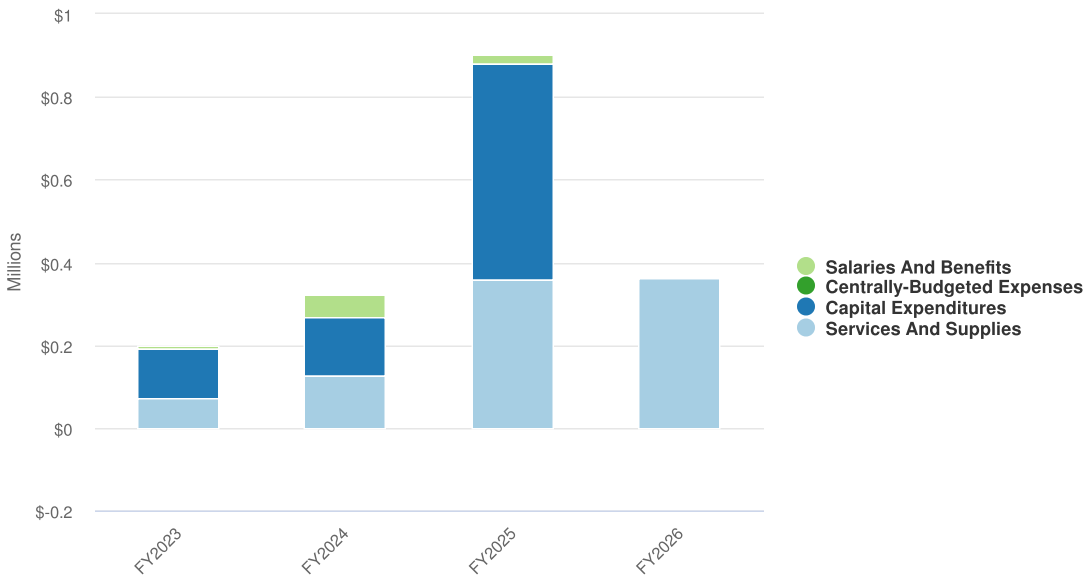
Expenditures Summary

The 2025-2026 Proposed Budget of $360,140 is a decrease of $541,334 from the 2024-2025 Adopted Budget of $901,474, primarily due to a decrease in capital expenditures ($525,000).

$360,140 **-$541,334**
(-60.05% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$7,747	$54,758	$20,237	$0	-100%
Services And Supplies	$73,232	$124,883	$356,499	$360,140	1%
Centrally-Budgeted Expenses	$0	$0	-$262	$0	-100%
Capital Expenditures	$117,174	$144,168	$525,000	$0	-100%
Total Expense Objects:	$198,153	$323,809	$901,474	$360,140	-60%

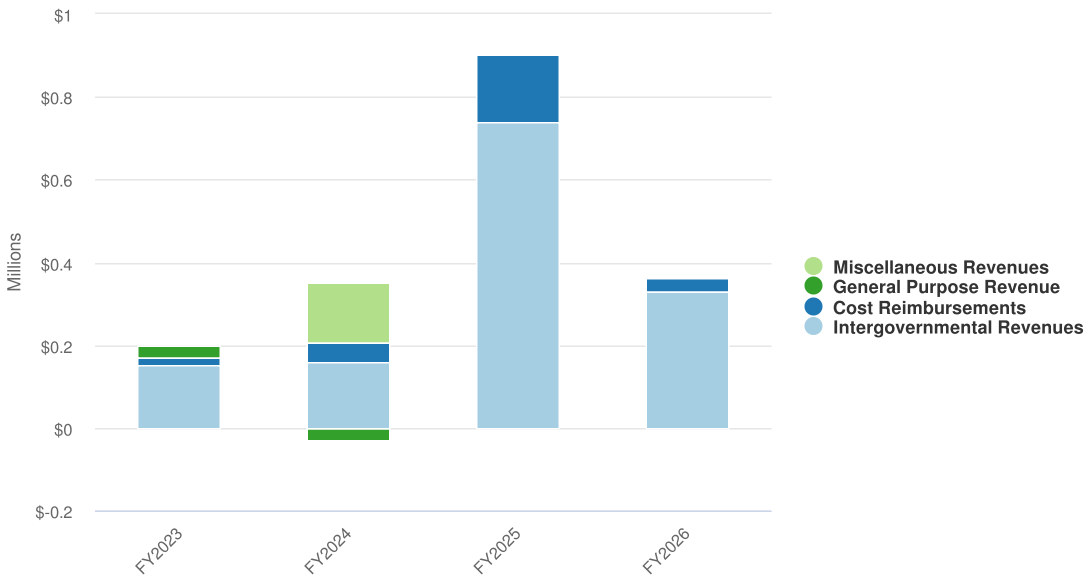
Funding Summary

The 2025-2026 Proposed Budget includes $293,000 in State revenue for the Surrendered and Abandoned Vessel Exchange (SAVE) Grant program, $37,840 in State funding for off-highway vehicle enforcement, and $29,300 in cost reimbursements, which represents the General Fund match for these grants and is included in the Sheriff's Patrol budget (#2021620000). The Sheriff's Office was not awarded Port Security Grant Program funding for fiscal year 2025-2026.

$360,140 **-$541,334**
(-60.05% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$150,000	$158,952	$740,224	$330,840	-55.3%
Miscellaneous Revenues	$0	$146,071	$0	$0	0%
Cost Reimbursements	$18,228	$47,130	$161,250	$29,300	-81.8%
General Purpose Revenue	$29,926	-$28,344	$0	$0	0%
Total Revenue Source:	$198,153	$323,809	$901,474	$360,140	-60%

Program Discussion

Abandoned Watercraft/Surrendered and Abandoned Vessel Exchange (SAVE) Grant

From 2000 through December 2024, the Sheriff's Office has received a total of $1,631,987 in State grant funding for the removal of abandoned watercraft from Delta waterways.

In January 2025, the Board of Supervisors accepted a new SAVE grant (B-25-21) in the amount of $150,000. This new grant award plus a 10% County match provides funding of $165,000 for removals through September 2026 and is being re-budgeted in 2025-2026. In addition, a balance of $157,300 remains from the previous award and is being re-budgeted to facilitate the purchasing process. This budget includes Net County Cost of $29,300, which represents the 10% County match, transferred through a cost reimbursement from the Sheriff's Patrol budget (#2021620000).

SAVE Grant	Award	Total with 10% County Match	2024-2025 Remaining Re-Budgeted
Grant Details			
November 2023	$ 143,000	$ 157,300	$ 157,300
January 2025	$ 150,000	$ 165,000	$ 165,000
Total	**$ 293,000**	**$ 322,300**	**$ 322,300**

Off-Highway Enforcement Grant

The Sheriff's Office has historically received State grant monies to perform off-highway vehicle law enforcement, including funding for staff overtime, off-highway vehicles, equipment, and public education through attendance at many off-road enthusiast events.

During 2024-2025, the Sheriff's Office received a grant award from the California Department of Parks and Recreation Off-Highway Vehicle Division for $37,840 for the period January 1, 2025 through December 31, 2025 (B-24-626). This grant award includes a match requirement of $12,635 funded by off-highway license fees (Fund #11211) for a total of $50,475.

The Proposed Budget includes $37,840 to utilize this grant award in 2025-2026, which will be exhausted by December 31, 2025. The Sheriff's Office will submit another grant application during 2025-2026 for calendar year 2026. If awarded, the Sheriff will return to the Board to accept the grant and adjust the budget as appropriate. If not, enforcement will continue on a limited basis.

Port Security Grant Program (PSGP)

Since September 11, 2001, the U.S. Congress has appropriated funding for competitive grants to U.S. seaports to finance the cost of enhancing national port security. The Federal Emergency Management Agency (FEMA) has made a portion of these funds available through the Port Security Grant Program. This program has provided funding for the purchase of equipment necessary to assist law enforcement in and around the Delta waterways. Since 2013, the Sheriff's Office has purchased a boat, a bomb robot, a SWAT vehicle, night-vision goggle systems, two underwater remotely operated vehicles (ROVs), and a 27-foot regional response vessel for the Sheriff's Boating Safety Unit.

The Boating Safety Unit began deploying the underwater ROV purchased with Port Security Grant funds in 2023-2024. The ROVs have assisted with locating drowning victims and vehicle recoveries in the Delta Waterway. During the summer of 2024, staff recovered 25 submerged vehicles using underwater ROVs and sonar equipment.

The Sheriff's Office applied but was not awarded funding for fiscal year 2025-2026. If additional funding opportunities become available, the Sheriff will return to the Board to accept the grant and establish appropriations.

Fund Balance

Off Highway License Fee Trust Fund

The Off Highway License Fee Trust Fund (#11211) is used to perform off-highway vehicle law enforcement. As of March 31, 2025, the fund balance was $144,421. The Proposed Budget does not include transfers from this fund, however, $12,635 is committed in order to match the re-budgeted grant award of $37,840.

Sheriff - Special Fund Programs



Patrick Withrow
Sheriff-Public Administrator

The Sheriff's Office receives asset forfeiture funds from both the State and Federal governments as the result of narcotics-related arrests. In addition, vehicle registration fees provide funding for the Automated Fingerprint Identification (ID) Program and the Auto Theft Task Force.

The Special Fund Programs discussion includes the following budget units:

- State Narcotics Enforcement (#2021606000)
- Federal Narcotics Enforcement (#2021607000)
- Automated Fingerprint ID (#2021610000)
- Auto Theft Task Force (#2021627000)

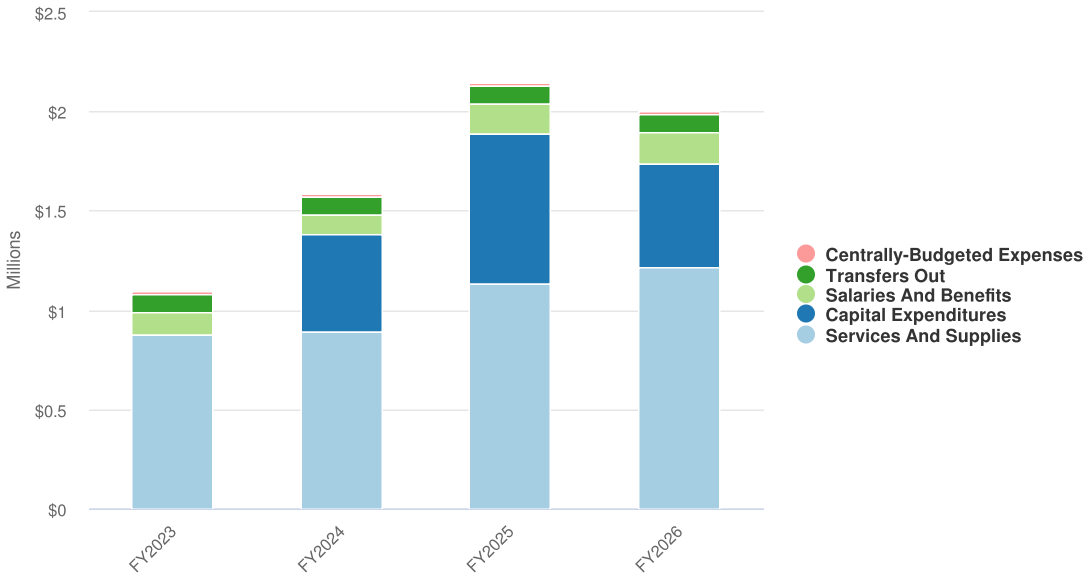
Expenditures Summary

The 2025-2026 Proposed Budget of $1,999,325 represents a decrease of $147,236 from the 2024-2025 Adopted Budget of $2,146,561, primarily due to a decrease in capital expenditures ($231,520), partially offset by an increase in software licensing costs ($50,710) and law enforcement equipment costs for a new training center ($44,584).

$1,999,325 **-$147,236**
(-6.86% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$116,721	$97,535	$154,747	$157,368	1.7%
Services And Supplies	$875,001	$892,776	$1,135,894	$1,217,654	7.2%
Centrally-Budgeted Expenses	$12,488	$11,691	$15,920	$15,823	-0.6%
Capital Expenditures	$0	$492,626	$750,000	$518,480	-30.9%
Transfers Out	$90,000	$90,000	$90,000	$90,000	0%
Total Expense Objects:	$1,094,209	$1,584,627	$2,146,561	$1,999,325	-6.9%

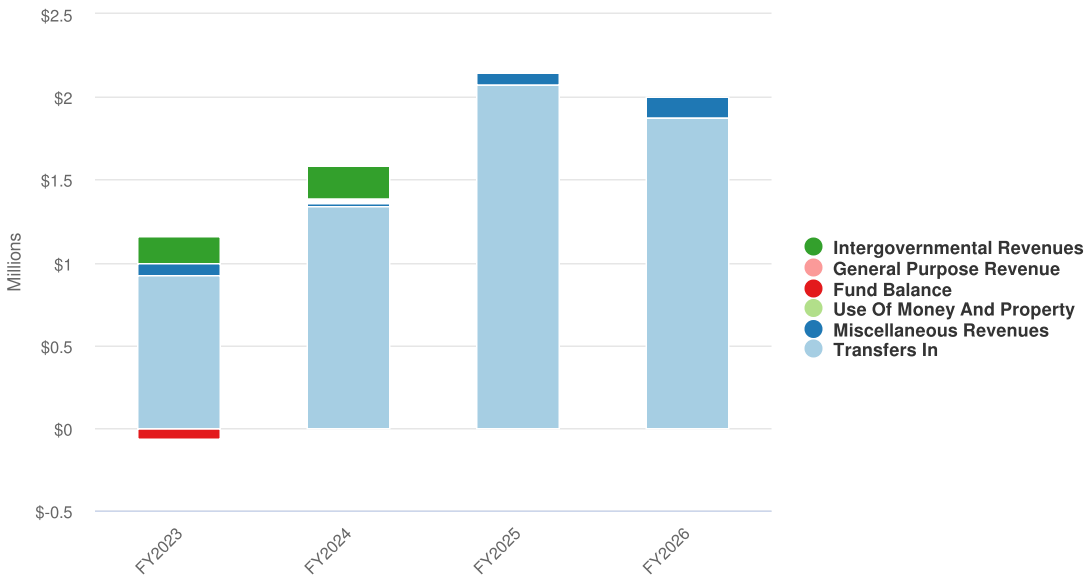
Funding Summary

The 2025-2026 Proposed Budget includes operating transfers from the Automated Fingerprint ID Fund ($1,354,730) and the Auto Theft Investigation and Prosecution Fund ($365,194), and asset forfeiture proceeds ($278,651).

$1,999,325 -$147,236
(-6.86% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$3,355	$8,478	$750	$750	0%
Intergovernmental Revenues	$155,842	$197,641	$0	$0	0%
Miscellaneous Revenues	$74,341	$22,061	$75,794	$123,651	63.1%
Transfers In	$921,176	$1,340,048	$2,070,017	$1,874,924	-9.4%
General Purpose Revenue	$330	$10,071	$0	$0	0%
Fund Balance	-$60,834	$6,329	$0	$0	0%
Total Revenue Source:	$1,094,209	$1,584,627	$2,146,561	$1,999,325	-6.9%

Position Summary

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	1.0	1.0	0.0
Temporary (FTE)	0.8	0.8	0.0
Position Total	1.8	1.8	0.0

Program Discussion

State Narcotics Enforcement Fund

State law establishes procedures for the forfeiture and distribution of property used in the commission of controlled substance offenses and requires that property transferred to a local agency, including cash or proceeds, be used for law enforcement purposes. The Sheriff's State Narcotics Enforcement Special Revenue Fund (#20035) is the operating fund for the State Narcotics Enforcement Fund budget. As of March 31, 2025, the fund balance was $228,073.

The 2025-2026 Proposed Budget of $124,401 includes $123,651 in asset forfeiture revenue to be used primarily for law enforcement equipment purchases.

Federal Narcotics Enforcement Fund

Federal law prescribes the method for disposing of assets or proceeds used in drug crimes, including the transfer of seized assets to local law enforcement agencies. Following the close of each fiscal year, the Board of Supervisors approves an agreement to participate in the Federal Equitable Sharing Program. This agreement and an annual certification report must be submitted within 60 days after the close of the fiscal year to receive shared cash, property, or proceeds seized as part of a Federal Asset Forfeiture Case.

As of March 31, 2025, the fund balance in the Sheriff's Federal Narcotics Enforcement General Fund Special Account (#11201) was $581,501. The 2025-2026 Proposed Budget includes $155,000 in operating transfers for law enforcement equipment and replenishing an investigations cash fund to support the METRO Narcotics Task Force, Investigations, Special Services, and Patrol divisions.

Automated Fingerprint Identification (ID) Fund

The Automated Fingerprint ID General Fund Special Account (#11216) is funded by an assessment added to various fines, penalties, and forfeitures. The fund also receives a fee of $1 per vehicle registered in the County. Annual revenue is approximately $775,185 over the last three years. As of March 31, 2025, the fund balance was $1,571,595.

In 2025-2026, a total of $1,354,730 is budgeted for systems maintenance, communications, software, reimbursement for an Evidence Technician, and automation equipment.

Monies collected in the fund are used for expenses related to fingerprint identification systems, including the purchase and maintenance of equipment that allows local law enforcement agencies to access the California Identification (Cal-ID) System containing over five million fingerprints. The fund maintains various identification systems, including the County's Live Scan network and biometrics identification systems. The Remote Access Network (RAN) Committee, with input from its Technical Advisory Committee, oversees expenditures. The RAN Committee consists of a member of the Board of Supervisors, the Sheriff's Office, the District Attorney's Office, local police chiefs, a local mayor, and a member-at-large.

During 2023-2024, the Sheriff's Office, in conjunction with the Stockton, Manteca, Tracy, and Lodi Police Departments, tested the use of next-generation Mobile ID (MID) devices, allowing law enforcement to fingerprint and quickly identify persons in the field. MID technology also allows law enforcement to compare, evaluate, and/or corroborate information obtained through other investigative efforts. The Sheriff's Office received positive feedback from Deputy Sheriffs and police officers testing the devices.

During 2024-2025, the RAN Committee approved the purchase of 100 MIDs for use throughout the County by local law enforcement agencies. In December 2024, the Board authorized a contract amendment with the County's current Live Scan provider to integrate mobile ID services (B-24-660). Sheriff's Information Systems staff began deploying the devices in May 2025.

The County's Automated Fingerprint Identification System (AFIS) was last replaced in 2005. Since 2005, the County has extended maintenance agreements for continued hardware support and licensing. During 2024-2025, the RAN Committee approved an AFIS system replacement and upgrade to include an Automated Biometrics Identification System (ABIS). In addition to fingerprints, ABIS has biometric capabilities that store and analyze iris patterns, facial features, and finger veins as a secondary form of identification to match with Department of Justice records. This project is underway and expected to be completed in 2025-2026.

Auto Theft Task Force

The Auto Theft Task Force includes personnel from the California Highway Patrol, District Attorney's Office, Probation Department, and local police departments. Funded by a fee of $1 per vehicle registered in the County, monies in the Auto Theft Investigation and Prosecution General Fund Special Account (#12124) are used exclusively to investigate and prosecute auto theft cases. Annual revenue is approximately $711,740 over the last three years. As of March 31, 2025, the fund balance was $402,053.

The 2025-2026 Sheriff Auto Theft Task Force budget of $365,194 provides funding for a Senior Office Assistant, partial reimbursement for a Special Services Division (#2021614000) Deputy Sheriff assigned to the Auto Theft Task Force, and miscellaneous supplies and equipment. Costs for Task Force personnel from other agencies are paid directly from the Auto Theft Investigation and Prosecution General Fund Special Account (#12124) and are not included in this budget.

Correctional Health Services



Genevieve G. Valentine, LMFT
Director of Health Care Services

Correctional Health Services (CHS) (#2022621000) delivers comprehensive medical, dental, and behavioral health care to incarcerated populations within the County's adult and juvenile detention facilities. These services are aligned with community standards and adhere to the guidelines established in Title 15 of the California Code of Regulations. CHS provides care at various locations including the Main Jail, Honor Farm, and Juvenile Justice Center (JJC) through a combination of its own staff, contracted healthcare providers, and physicians affiliated with San Joaquin General Hospital (SJGH). Additionally, Behavioral Health Services (BHS) personnel offer behavioral health care at the JJC.

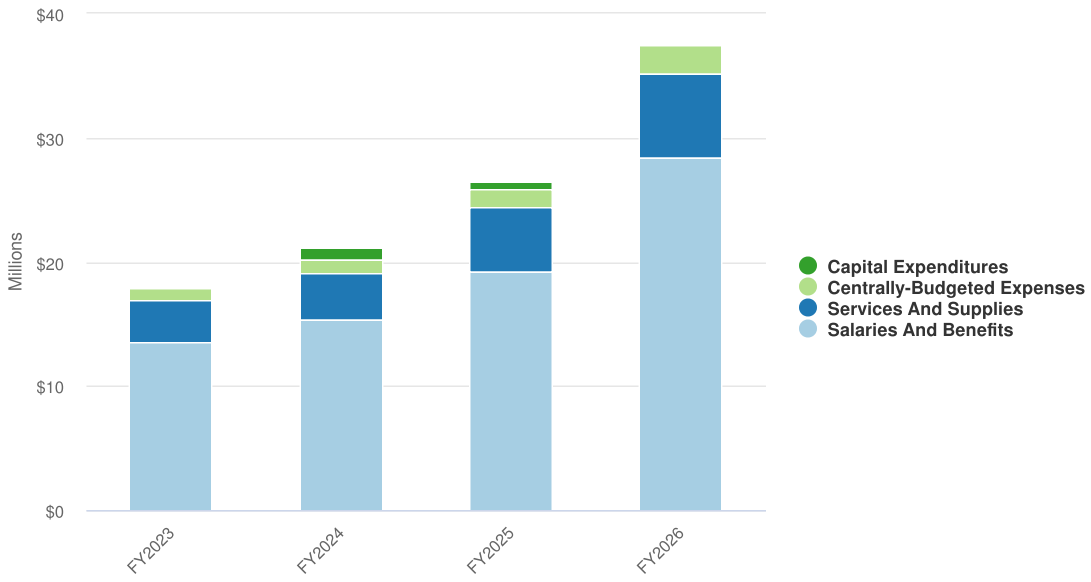
Expenditures Summary

The 2025-2026 Proposed Budget for Correctional Health Services (CHS) totals $37,451,826, which is an increase of $11,001,356 from the 2024-2025 Adopted Budget of $26,450,470. This increase includes $6.9 million for thirty-one positions added midyear 2024-2025, $1.2 million for increased pharmaceutical costs, $1.1 million for salaries and benefits adjustments, $1.1 million for increases in extra help, and $850,461 for centrally-budgeted cost increases.

$37,451,826 $11,001,356
(41.59% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$13,551,769	$15,387,297	$19,232,293	$28,376,505	47.5%
Services And Supplies	$3,399,441	$3,655,089	$5,155,099	$6,766,782	31.3%
Centrally-Budgeted Expenses	$937,707	$1,135,052	$1,458,078	$2,308,539	58.3%
Capital Expenditures	$52,535	$950,000	$605,000	$0	-100%
Total Expense Objects:	$17,941,453	$21,127,438	$26,450,470	$37,451,826	41.6%

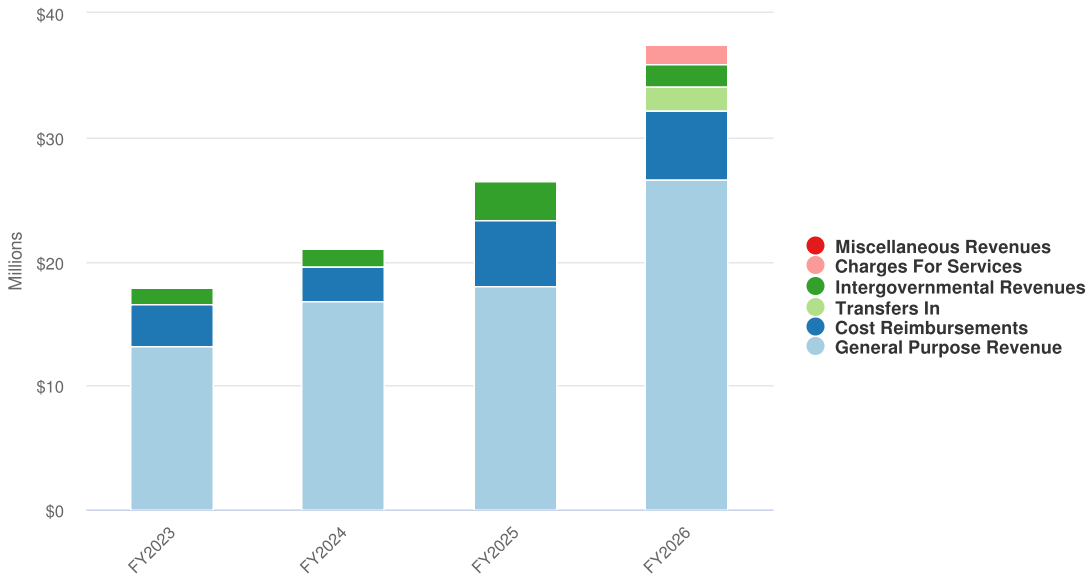
Funding Summary

The 2025-2026 Proposed Budget includes $26,630,320 in General Purpose Revenue, $5,475,888 in reimbursements from the Local Community Corrections Partnership (CCP), $3,341,018 in State and Federal revenues, and operating transfers in from the Providing Access and Transforming Health (PATH) grant and opioid settlement funds totaling $2 million.

$37,451,826 $11,001,356
(41.59% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$1,324,888	$1,481,815	$3,154,527	$1,800,000	-42.9%
Charges For Services	$2,504	$10,728	$0	$1,541,018	N/A
Miscellaneous Revenues	$49,202	$48,216	$2,500	$4,600	84%
Transfers In	$0	$0	$0	$2,000,000	N/A
Cost Reimbursements	$3,347,947	$2,832,653	$5,334,350	$5,475,888	2.7%
General Purpose Revenue	$13,216,912	$16,754,027	$17,959,093	$26,630,320	48.3%
Total Revenue Source:	$17,941,453	$21,127,438	$26,450,470	$37,451,826	41.6%

Organizational Chart

The 2025-2026 Proposed Budget includes thirty-one positions approved and one position deleted midyear 2024-2025 (R-24-210). The Proposed Budget adds one Mental Health Clinician III, one Pharmacist, and deletes one Mental Health Clinician II.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	123.0	124.0	1.0
Temporary (FTE)	18.7	27.5	8.8
Position Total	141.7	151.5	9.8

Program Discussion

Increased Staffing

On November 12, 2024, the Board of Supervisors approved the midyear addition of thirty-one clinical and supervisory positions, and the deletion of one position, augmenting CHS staffing to adequately meet patient medical and mental health needs and ensure compliance with statutory requirements and standards of care for jail inmate medical and mental health care (R-24-210). The new positions included 18 Mental Health Clinicians II and one Mental Health Clinician III to ensure mental health services are available. Five Staff Nurse V-Clinical-Inpatient positions were added to meet the significant increase in the volume and complexity of medical requests. The remaining seven positions included two Psychiatrists, one Chief Mental Health Clinician, one Management Analyst III, one Senior Nurse Practitioner-Inpatient, one Nurse Practitioner II-Inpatient, and one Office Technician/Coordinator. Together, these positions provide additional supervision, on-site monitoring and examination of patients, diagnoses and management of mental health disorders, additional supervision to administrative staff, and other required clinical and administrative duties associated with the increased volume of overall services to meet the needs of the jail inmate population.

The 2025-2026 Proposed Budget includes the deletion of a Mental Health Clinician II (-$185,549) and adds a Mental Health Clinician III ($199,246) and a Pharmacist ($251,469), the latter of which is funded equally between the Providing Access and Transforming Health (PATH) grant and national opioid settlement funds.

California Advancing and Innovating Medi-Cal (CalAIM) Justice-Involved Initiative

After a year of intense preparation, CHS, in collaboration with the Sheriff's Office, BHS, and Whole Person Care, received approval from the California Department of Health Care Services (DHCS) to implement the CalAIM Justice-Involved Initiative, making San Joaquin County one of the early adopters of this landmark program aimed at improving healthcare access and outcomes for justice-involved individuals. By integrating Enhanced Care Management (ECM) and Community Supports (CS) into correctional settings, the initiative facilitates care coordination, reentry planning, and linkage to medical, behavioral health, and social services for incarcerated individuals transitioning back into the community. This approach reduces health disparities, enhances continuity of care, and mitigates recidivism by ensuring eligible individuals receive Medi-Cal benefits pre-release, streamlining access to mental health treatment, substance-use disorder (SUD) services, and chronic disease management. In California jails, the initiative improves care delivery, supports compliance with regulatory mandates, strengthens collaboration between correctional healthcare providers and community-based services, and allows CHS to bill for certain services in the 90 days prior to an individual's release, ultimately fostering a more rehabilitative and patient-centered system.

The proper execution of CalAIM services relies heavily on technology upgrades permitting the timely exchange of health information between County agencies and Medi-Cal managed care plans. To support staffing and policy and procedure development, in addition to technology upgrades, DHCS awarded the County $5 million in Providing Access and Transforming Health (PATH) grant funding for the period of September 1, 2023, through April 1, 2026, accepted by the Board of Supervisors on November 7, 2023 (B-23-576). The program was launched on January 31, 2025; estimated revenues and expenditures through June 30, 2025, are $3.5 million and $1.7 million, respectively. The 2025-2026 Proposed Budget includes $1.9 million in operating transfers from the Correctional Health PATH Fund (#12030) based on estimated fund balance and anticipated 2025-2026 revenues of $1.5 million.

Mental Health Oversight

In 2025-2026, BHS will assume primary oversight and coordination of mental health services within the County Jail. This transition aligns with the commitment to ensuring high-quality, consistent, and comprehensive care for individuals requiring mental health support. By centralizing oversight under BHS, the department will better streamline resources, improve service delivery, and enhance outcomes for those in custody. Dedicated teams will work collaboratively to maintain a safe and supportive environment, while proactively addressing the needs of individuals with mental health challenges throughout their incarceration.

Early Access and Stabilization Services (EASS)

In 2023, CHS collaborated with the Department of State Hospitals (DSH) to introduce the Early Access to Services and Support (EASS) program, aimed at tackling the Incompetent to Stand Trial (IST) backlog in California. The EASS program, an initiative stemming from the IST Solutions Workgroup's recommendations, serves as a preliminary step to providing treatment for individuals charged with felonies and deemed IST, who are awaiting transfer to the Jail Based Competency Treatment (JBCT) program or a DSH facility for competency restoration. Its objective is to start additional treatment as soon as possible for those on the IST waitlist, offering a range of services including mental healthcare, psychiatric support, competency education, and coordination with DSH's Patient Management Unit, among others. Staffing for EASS includes a Mental Health Clinician, Licensed Vocational Nurse or Psychiatric Technician, and part-time positions for a Psychiatrist and Psychologist. This program is fully funded by DSH. The 2025-2026 Proposed Budget includes $1.8 million in State revenue for EASS and JBCT.

Pharmacy Automation

In May 2025, CHS finalized the implementation of pharmacy automation using the Parata Pouch Packaging Solution to enhance medication safety, efficiency, and in compliance within the correctional setting. This technology streamlines the medication dispensing process by automating packaging, labeling, and distribution, reducing the risk of medication errors and ensuring accurate dosages for incarcerated

individuals. By shifting the responsibility of medication packaging from nursing staff to the pharmacy, CHS optimizes workflow efficiency, allowing healthcare professionals to focus on direct patient care. Additionally, the Parata system improves inventory management, minimizes waste, and supports compliance with regulatory requirements, including Medi-Cal billing for outpatient medications under the CalAIM initiative. Ultimately, this advancement enhances medication adherence, operational efficiency, and overall patient safety within the correctional healthcare system.

Medication Assisted Treatment (MAT)

MAT uses medication in combination with counseling and behavioral therapies for the treatment of substance-use disorders. With increased focus on the opioid crisis, MAT services at the Jail have expanded significantly. The facility engages in SUD evidence-based treatment practices and offers three FDA-approved medications to treat SUD. This is made possible through contracting with community-based opioid treatment programs to ensure that patients in the community using methadone can remain stable on their treatment regimen.

On April 11, 2023, the Board of Supervisors approved the acceptance of $85,000 in grant funding from the DHCS and was selected to participate in Health Management Associates' Learning Collaborative to promote best practices in substance-use disorder treatment (B-23-154). MAT services have been further augmented with opportunities to provide Medi-Cal services to incarcerated persons.

The MAT program has experienced a substantial increase in service utilization, with MAT clinic encounters rising from 411 during 2023-2024 to 1,867 in 2024-2025. This growth reflects the program’s success in expanding access to life-saving treatment and underscores the heightened demand for comprehensive SUD care in the correctional setting. By integrating evidence-based therapies and enhancing coordination between clinical, custodial, and community partners, the program has demonstrated the potential for improved health outcomes. The notable expansion of MAT services also highlights the importance of continued resource allocation and collaborative efforts to further strengthen and sustain this initiative’s positive impact.

Serious Mental Illness (SMI) Behavior Modification Program

In response to the rising number of incarcerated individuals with SMI, CHS has been pioneering new ways to deliver vital mental health services. The Hope Program demonstrated that combining incentives with therapeutic engagements positively affects the incarcerated population. A new behavior modification pilot program targeting SMI individuals resistant to mental health treatment was introduced. This initiative aims to improve psychiatric medication compliance, increase interactions with behavioral health staff, and reduce the demand for critical mental health resources like BHS Psychiatric Health Facility placements and Riese hearings. Recently, the program's structure and components were refined to better evaluate its impact on the SMI incarcerated population.

Fund Balance

Correctional Health Providing Access and Transforming Health (PATH) Fund

The 2025-2026 Proposed Budget includes a recommendation to establish the Correctional Health PATH Fund (#12030) for PATH grant funding awarded by the DHCS to support staffing, policy and procedure development, and technology upgrades. The proper execution of CalAIM services relies heavily on technology upgrades permitting the timely exchange of health information between County agencies and Medi-Cal managed care plans. The estimated fund balance at the beginning of 2025-2026 is $1,755,281. The 2025-2026 Proposed Budget includes $1.9 million in operating transfers in from the PATH fund based on fund balance and anticipated 2025-2026 revenues of $1.5 million.

Opioid Settlement Funds

Opioid Settlement Funds are discussed further in the Health Care Services Administration budget narrative (#4049500000). The Correctional Health Services budget includes a transfer of $125,735 to pay for 50% of the cost of a new Pharmacist position.

Workload Data

	2022-2023 Actual*	2023-2024 Actual*	2024-2025 Est/Act.	2025-2026 Projected
Receiving Screenings	N/A	6,542	7,755	12,067
Medical Triage Appointments	N/A	8,726	14,564	21,475
Onsite Visits				
Physician Appointments	N/A	355	551	823
Nurse Practitioner Appointments	N/A	1,986	2,592	3,642
Dental Encounters	798	971	688	1,062
Offsite Visits				
Radiology Appointments	N/A	28	53	68
Surgery Appointments	N/A	75	74	82
Cardiology Appointments	N/A	20	34	44
Emergency Room Visits	508*	470	408	553
Behavioral Health				
Brief Jail Mental Health Screen	3646*	6,957	7,977	12,581
MH Clinician Encounters	N/A	1,210	892	1,933
MH Suicide Follow-Ups	N/A	1,288	1,478	2,301
MH Telemedicine Visits	N/A	909	1,234	1,830
MH Triage Appointments	N/A	2,808	4,674	5,815
Medication Assisted Treatment (MAT)**				
Medical Triage COWS/CIWA/CIWA-B	N/A	2,128	3,415	4,584
MAT Clinic Encounters	N/A	411	1,867	2,000
Doses of Methadone	N/A	9,608	19,860	22,580
Doses of Buprenorphine	N/A	14,425	30,229	35,763
Doses of Naltrexone	N/A	1,767	3,699	4,524
Pharmacy				
Medication Passed	991,092	1,094,612	756,087	1,375,874
Cost of Medication	$963,999	$1,179,012	$967,040	$1,853,174
Per Pill Average Cost	$0.97	$1.08	$1.28	$1.35

*Restated.

N/A=Not previously tracked.

Summary - Probation



Steve C. Jackson
Chief Probation Officer

The Probation Department provides adult and juvenile probation services, including alternatives to detention and diversion services, and operates the juvenile detention and camp facilities.

This is a summary of the budgets administered by the Probation Department:

- 2021200000 – Pretrial Services
- 2022700000 – Juvenile Probation
- 2022700190 – Juvenile Justice-Assembly Bill (AB) 109
- 2022702000 – Adult Probation
- 2022702300 – Senate Bill 678
- 2022702510 – Local Community Corrections AB 109
- 2022710000 – Justice Assistance Grant
- 2022745000 – Administration
- 2022785000 – Juvenile Supplemental Law Enforcement Act
- 2022800000 – Juvenile Detention

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity/Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Reduce the vacancy rate in active positions by 5%, with the exclusion of assignments in unpopulated housing units	21.9% as of March 2023	21.4% as of June 2024	20.8% Department-wide	June 2024
Formalize Succession Planning	**Initial**	**Current**	**Target**	**Deadline**
Provide additional professional growth training for departmental staff at all classifications	No formalized departmental program	The Department has provided several leadership courses to Managers, Supervisors, Probation Officer II, and Senior Deputy Probation Officers. However, the Department has yet to develop an internal leadership program.	Formalized internal leadership program and training opportunities	December 2023
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Update the Adult Division Case Management System (CMS)	Utilize multiple platforms for various case managements tasks	Adult case management system planning has begun. Funding has been secured by ISD. Data mapping with the selected vendor has been completed.	Improving efficiency and streamlining case management systems	June 2025
Fiscal Optimization				
Maintain a Structurally Balanced Budget	**Initial**	**Current**	**Target**	**Deadline**
Be at or below Net County Cost target, excluding salary savings, for allocated budgets each fiscal year	FY 22/23: $28,184,282	$24,172,444	< $28,184,282	June 30, 2023
	FY 23/24: $27,634,558	$27,468,997	< $28,579,153	June 30, 2024
	FY 24/25: $31,233,872	$30,888,041 projected as of March 31, 2025	$32,420,569	June 30, 2025
Public Safety / Criminal Justice / Quality of Life				
Providing Adequate Resources for Public Safety & Criminal Justice	**Initial**	**Current**	**Target**	**Deadline**
Reduce conviction rates by 10% for the AB 109 population, 3 years following release	48%	49.5%	43.20%	June 2025
Homelessness				
Increase Permanent Supportive Housing	**Initial**	**Current**	**Target**	**Deadline**

Reduce number of clients on probation experiencing homelessness by 5%	11.20%	10.50%	10.60%	June 2025

Analysis of Priority Activity

Improve Recruitment & Retention Rates

The goal of reducing the vacancy rate in active positions by 5% with the exclusion of assignments in unpopulated housing units at the Juvenile Justice Center (JJC) was initially met in March 2024. The Department met this goal by implementing several operational efficiencies both internally and with county human resources, increasing recruitment efforts and developing both a website and a Public Relations Team. The Department realized very few retirements in 2024-2025, which also contributed to the retention of employees while onboarding many others.

Formalize Succession Planning

While the Department is working on formalizing an internal leadership program, the Department is focusing on succession planning by providing additional professional growth training for Department staff in all classifications. A number of formal leadership classes are offered to staff for their professional growth and leadership and multiple promotional opportunities were provided in 2023-2024 and 2024-2025.

Augment Digitization & Automation

The goal of updating the Adult Division Case Management System is underway. The Department has worked with the Information Systems Division (ISD) to develop an adult case management system that can merge all case management platforms together. A vendor was selected, data mapping was completed, and the first stages of development of such a system have begun; however, it is not known how long this process will take. This is a vital goal to the successful operations of the Department moving forward, and will be monitored closely to keep the project on track and moving toward timely implementation.

Providing Adequate Resources for Public Safety & Criminal Justice

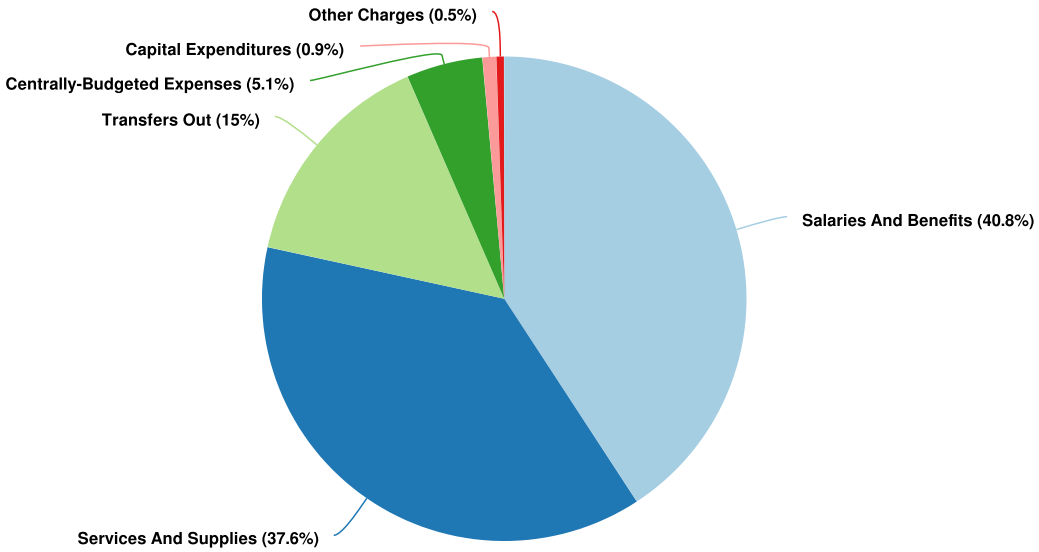
The goal of reducing conviction rates by 10% for the AB 109 population, three years following release, is not likely to be met. The Department's initial recidivism rate was 48% with a target of 43.2% by the end of fiscal year 2024-2025. While the fiscal year has not realized full completion as of the writing of this submission, based on predictive analysis, the Department will not meet its goal of reducing recidivism by 10%. This was a lofty goal for the Department and the Department will continue to strive for success in this area. The Department's Research and Evaluation Unit will assist in analyzing outcomes to assist the Department in best utilizing its resources to achieve success in reducing recidivism, specific to this population.

Expenditures Summary

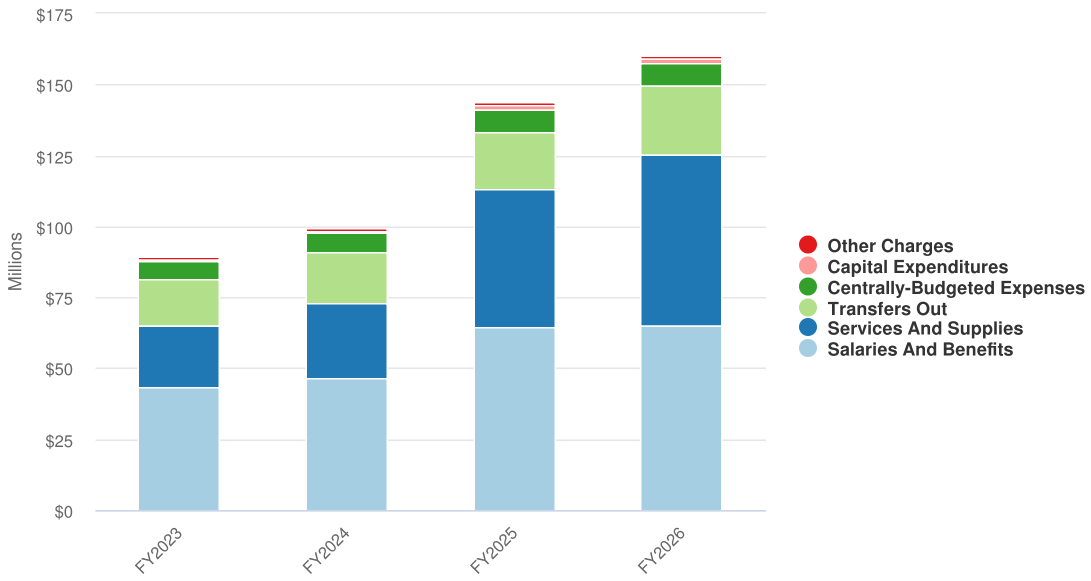
$160,046,812 $16,261,087
(11.31% vs. prior year)

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



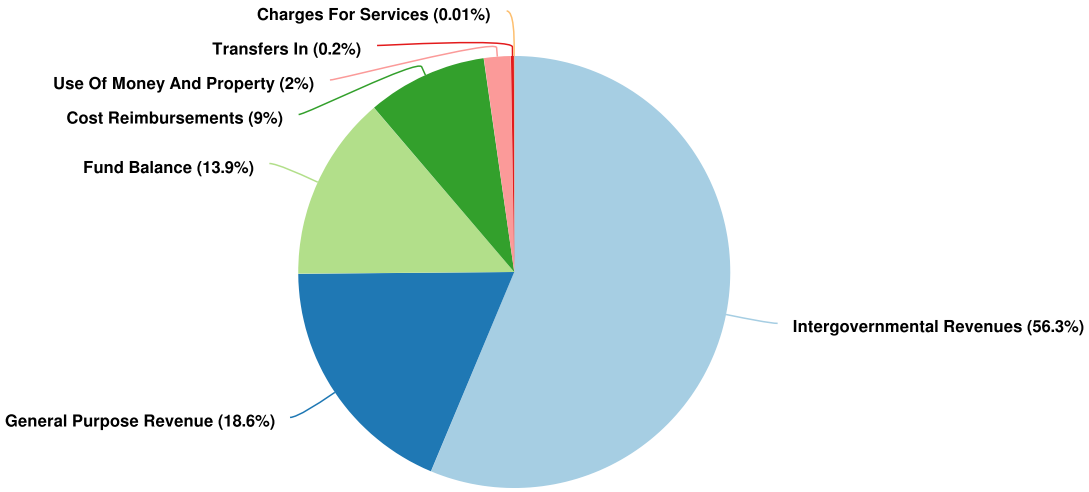
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$43,141,161	$46,708,759	$64,283,022	$65,270,254	1.5%
Services And Supplies	$22,151,559	$26,067,289	$48,944,862	$60,239,343	23.1%
Centrally-Budgeted Expenses	$6,352,401	$6,977,231	$7,898,223	$8,168,067	3.4%
Other Charges	$1,003,454	$865,568	$828,604	$818,104	-1.3%
Capital Expenditures	$303,574	$818,605	$1,729,050	$1,477,500	-14.5%
Transfers Out	$16,359,458	$17,971,438	$20,101,964	$24,073,544	19.8%
Total Expense Objects:	$89,311,606	$99,408,890	$143,785,725	$160,046,812	11.3%

Funding Summary

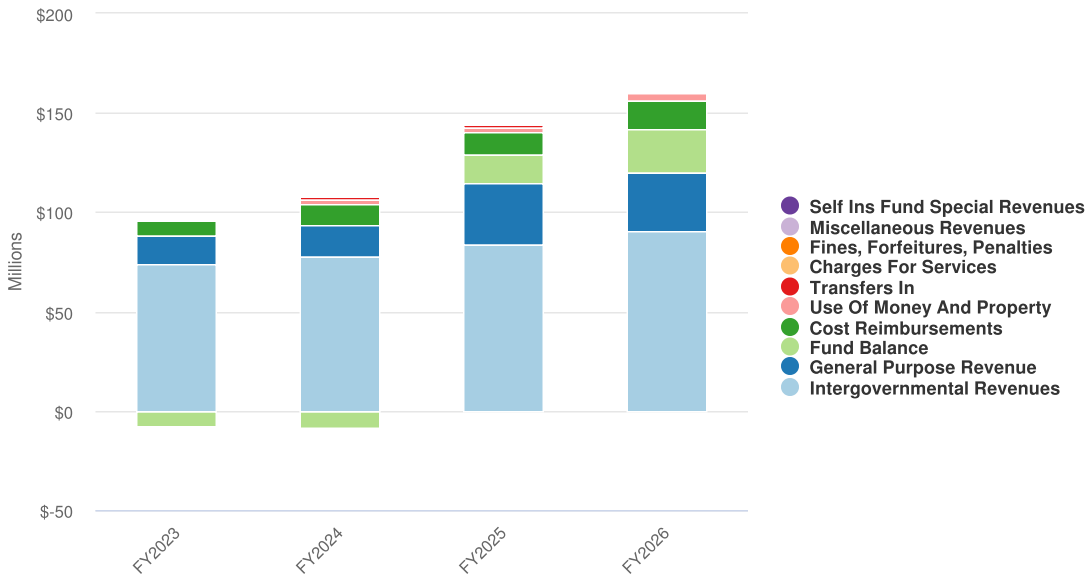
$160,046,812 $16,261,087
(11.31% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical Funding by Source

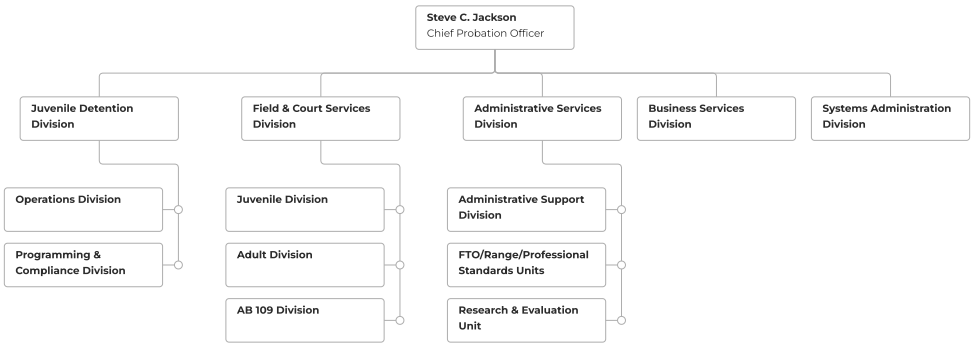


Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Fines, Forfeitures, Penalties	$7,782	$2,530	$2,280	$2,831	24.2%
Use Of Money And Property	$931,272	$2,539,539	$2,406,672	$3,218,242	33.7%
Intergovernmental Revenues	$73,685,406	$77,615,238	$83,832,358	$90,114,011	7.5%
Charges For Services	$1,367	$19,937	$13,250	$16,250	22.6%
Miscellaneous Revenues	$6,978	$4,214	$3,000	$1,450	-51.7%
Transfers In	$763,572	$1,492,462	$1,008,418	$368,094	-63.5%
Self Ins Fund Special Revenues	$244	$0	$0	$0	0%
Cost Reimbursements	$7,123,868	$10,189,842	$11,380,068	$14,378,933	26.4%
General Purpose Revenue	$14,682,242	$15,896,404	$30,952,105	$29,734,923	-3.9%
Fund Balance	-$7,891,124	-$8,351,278	$14,187,574	$22,212,078	56.6%
Total Revenue Source:	$89,311,606	$99,408,890	$143,785,725	$160,046,812	11.3%

Organizational Chart

	Allocated June 2025	Proposed 2024-2025	Increase / (Decrease)
Allocated Total	359.0	352.0	(7.0)
Temporary (FTE)	37.3	37.6	0.3
Position Total	396.3	389.6	(6.7)

Probation



Probation - Juvenile



Steve C. Jackson
Chief Probation Officer

The Juvenile Division of the Probation Department serves and assists the Court in matters concerning the supervision, rehabilitation, and programming of juvenile offenders and performs other investigations as ordered. Actions are mandated by various sections of the Welfare and Institutions Code. This narrative combines budgets for Juvenile Probation (#2022700000) and Juvenile Justice-AB 109 (#2022700190).

The Juvenile Division consists of the following units:

- Investigations
- Reconnect (Gender Responsive Caseload) Placement, Central Support
- Project 654
- Community Accountability and Prevention Services (CAPS)

The Juvenile Justice-Assembly Bill (AB) 109 budget was established in 2020-2021. This Special Revenue Fund budget receives Probation's share of the monthly allocation from the State 2011 Realignment Fund designated to mitigate costs associated with the supervision of youth who returned to the County after being housed in a California Department of Corrections and Rehabilitation, Division of Juvenile Justice institution (CDCR-DJJ), prior to its closure on June 30, 2023. It is projected this funding will continue for the next fiscal year, to assist in re-entry efforts of youth who returned to the County prior to June 30, 2023; however, it is unclear how long this funding will remain. One Probation Officer is currently funded utilizing Juvenile Justice-AB 109 revenue. Any funds remaining at the end of 2025-2026 will be used to pay for this Probation Officer in 2026-2027.

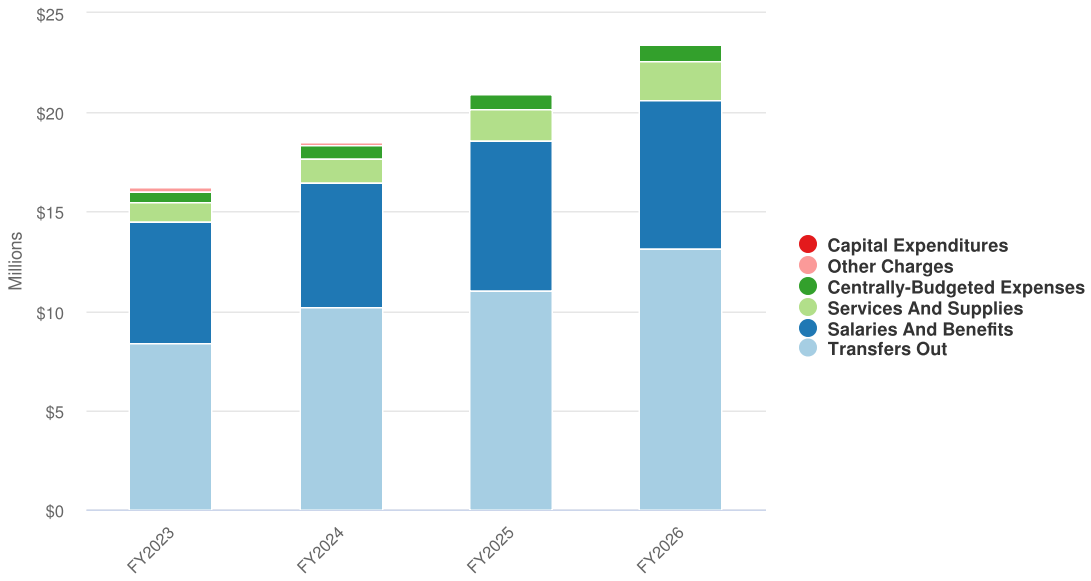
Expenditures Summary

The 2025-2026 Proposed Budget of $23,596,097 is an increase of $2,581,024 from the 2024-2025 Adopted Budget of $21,015,073, primarily due to a $2,144,456 increase in operating transfers out, for pass-through revenue from the Assembly Bill 118 Juvenile Justice Re-entry allocation to the Youthful Offender Block Grant Fund (#12106), increases in administrative costs ($230,810), technical assistance costs ($137,024), and salaries and benefits adjustments ($230,440); partially offset by a decrease in salaries and benefits due to the transfer of two positions in 2024-2025 ($414,360) and a decrease in Crossroad program operating expenses due to accounting changes ($68,205).

$23,596,097 **$2,581,024**
(12.28% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$6,166,589	$6,295,497	$7,537,872	$7,438,512	-1.3%
Services And Supplies	$921,502	$1,186,981	$1,590,193	$2,000,049	25.8%
Centrally-Budgeted Expenses	$563,712	$705,128	$764,178	$793,481	3.8%
Other Charges	$210,104	$119,275	$110,104	$110,104	0%
Capital Expenditures	$0	$55,399	$0	$90,000	N/A
Transfers Out	$8,371,291	$10,168,024	$11,012,726	$13,163,951	19.5%
Total Expense Objects:	$16,233,199	$18,530,305	$21,015,073	$23,596,097	12.3%

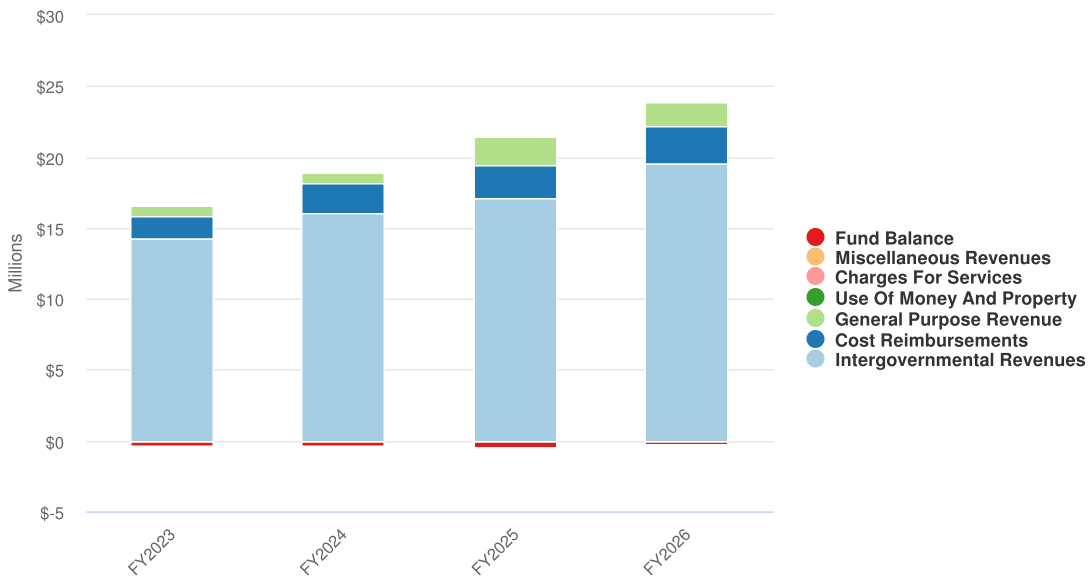
Funding Summary

The 2025-2026 Proposed Budget includes $12,976,362 of Youthful Offender Block Grant (YOBG) pass through revenue from the Assembly Bill (AB) 118 Juvenile Justice Re-entry allocation, $3,894,490 of Proposition 172 Public Safety revenue, a reimbursement of $1,910,409 from the YOBG Fund (#12106) for General Fund operating costs, and $1,614,818 in General Purpose Revenue. Excess revenue for the Juvenile Justice-AB 109 budget is expected to result in a contribution of $280,602 to the Juvenile Justice-AB 109 Fund balance (#20053).

$23,596,097 $2,581,024
(12.28% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$5,436	$25,456	$21,267	$43,837	106.1%
Intergovernmental Revenues	$14,292,404	$16,000,092	$17,152,329	$19,485,070	13.6%
Charges For Services	$3,125	$18,280	$12,000	$15,000	25%
Miscellaneous Revenues	$12	$100	$100	$0	-100%
Cost Reimbursements	$1,497,387	$2,132,751	$2,298,718	$2,717,974	18.2%
General Purpose Revenue	$798,918	$731,581	$1,936,493	$1,614,818	-16.6%
Fund Balance	-$364,083	-$377,954	-$405,834	-$280,602	-30.9%
Total Revenue Source:	$16,233,199	$18,530,305	$21,015,073	$23,596,097	12.3%

Position Summary

The 2025-2026 Proposed Budget includes no position changes. Two positions were transferred to the Probation Administration (#2022745000) and Probation Adult (#2022702000) budgets in 2024-2025.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	44.0	44.0	0.0
Temporary (FTE)	6.0	6.0	0.0
Position Total	50.0	50.0	0.0

Program Discussion

Investigations Unit

Officers in the Investigations Unit prepare Social History Reports, make juvenile case recommendations to the court, develop case plans and identify needed services, and conduct investigations when youth appear to fall into the Welfare and Institutions Code (WIC) Section 300 (dependency) and Section 602 (delinquency) systems. The court may order the Unit to complete supplemental reports specific to a case, per WIC Section 281, including Deferred Entry of Judgment and Supplemental Reports and Transfer Reports required under Proposition 57. With the implementation of Senate Bill (SB) 823, the Juvenile Justice Realignment Act, Court Officers are required to present dispositional reports regarding the long-term housing and rehabilitation of youths who may have previously been recommended for housing at CDCR-DJJ.

Reconnect Unit

In 2025-2026, the Reconnect Unit will continue to supervise youthful offenders in the County, including youths placed on Informal Probation, Deferred Entry of Judgement, and Wardship. Officers assigned to the Reconnect Unit continue to provide delinquency prevention, crisis intervention, and supervision services. The Officer assigned to the Gender Responsive Unit supervises a caseload consisting of female youths, and is a member of the Anti-Sex and Labor Trafficking team led by the District Attorney's Office. After assessing needs using a validated risk assessment tool, officers provide case management and programming referrals while also conducting enforcement of court-ordered terms and conditions of probation.

Placement Unit

The Placement Unit is mandated to provide for the care, custody, and control of youths ordered removed from a parent/guardian's custody and placed into foster care. A Probation Officer meets face-to-face with each youth in a Short-Term Residential Treatment Program (STRTP) or other out-of-home placement and with the parent/guardian monthly. When youths return from foster care or an STRTP, the Officer provides weekly supervision as the youth transitions back into the community. Youth in the Family Visions Wrap-Around Program have foster care or STRTP orders but are allowed to remain in the home while receiving intensive case management and mental health services. Seven full-time equivalent positions have been budgeted in 2025-2026 for this unit.

AB 12 allows youths to voluntarily stay in foster care until age 21 as "non-minor dependents" when criteria for such benefits are met. Placement Unit Officers monitor youths choosing to participate in AB 12 throughout the duration of their stay.

Continuum of Care Reform requires probation departments to make efforts to reduce the number of youths in out-of-home placement by placing them in foster homes with the goal of transitioning youth out of the STRTP to a lower level of care within six months.

Central Support Unit

The Central Support Unit provides clerical support to the Juvenile Division. Staff establish and maintain case files utilizing the Department's Record Management System, Offender 360, process violations of probation and bench warrants, compile probation reports for Juvenile Court, and scan numerous documents into the Division's case management system. Eleven full-time equivalent positions have been budgeted in 2025-2026 for this unit.

Project 654

Since 1994-1995, the Probation Department and the San Joaquin County Office of Education (SJCOE) have administered a cooperative program, Project 654, through its community schools program for at-risk youths. The program provides probation services to juveniles in an educational setting. SJCOE reimburses the Department for the cost of services, budgeted at $600,000 for 2025-2026.

Community Accountability and Prevention Services (CAPS)

The CAPS program targets at-risk youths in the community and in schools before they enter the juvenile justice system.

The Crossroads Program involves Social Workers and community-based organizations providing evidence-based early intervention and prevention programs to at-risk youths to help them become independent and successful while preventing self-destructive and socially-negative behavior, such as substance use, delinquency, and family dysfunction.

National Guard Discovery ChalleNGe Academy

The SJCOE contracts with the Probation Department for a full-time Social Worker position assigned to the Academy program, included in the 2025-2026 Proposed Budget at $131,275. This program is for youths between the ages of 16 and 19 who have dropped out of high school or are at risk of dropping out and consists of a 22- week residential phase and a 12-month post-residential phase. The Social Worker works closely with students, mentors, parents, and faculty members to ensure a positive and successful transition during the residential phase as well as after the cadet graduates and transitions to the next stage of life.

Juvenile Justice Realignment Senate Bill (SB) 823

The Division of Juvenile Justice (DJJ) closed its facilities on June 30, 2023, and any remaining youths in custody were transitioned back to local custody for care. As part of SB 823 and SB 92, a local plan was developed to address the needs of this population in custody. The plan included assigning a CAPS Social Worker to Detention Services to offer family engagement and reunification services on-site, included in the 2025-2026 Proposed Budget at $124,542. The Social Worker is dedicated to fostering family engagement through counseling, repairing connections, and setting expectations and boundaries. To successfully transition youth back to their community and family, a team approach is taken by the Probation Department, Behavioral Health Services, Correctional Health Services, community-based organizations, and the youth's family. The Social Worker plays a key role in coordinating the information from each of these agencies in order to affect a youth's successful re-entry into the community.

Fund Balance

Juvenile Justice-AB 109 Fund

The Juvenile Justice AB 109 Special Revenue Fund (#20053) is the operating fund for the Juvenile Justice-AB 109 budget and receives funding related to AB 118, most of which is passed through to the Youthful Offender Block Grant Fund (#12106). A portion of this revenue is budgeted to reimburse the costs of a Probation Officer II in the Juvenile Supplemental Law Enforcement Act budget (#2022785000) in the amount of $187,589. The 2025-2026 Proposed Budget includes a contribution to the fund balance of $280,602. As of March 31, 2025, the fund balance was $1,182,332.

Youthful Offender Block Grant Fund

The Youthful Offender Block Grant General Fund Special Account (#12106) receives an annual allocation from the State of California, passed through the Probation Juvenile Justice-AB 109 budget (#2022700190), used for the custody, care, and programs for youthful offenders. As of March 31, 2025, the fund balance was $28,017,175. The 2025-2026 Probation-Juvenile Budget (#2022700000) includes a cost reimbursement of $1,910,409 from the fund for programmatic costs. Funding also partially supports the Juvenile Detention budget (#2022800000), further discussed in that section.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Referrals	1,166	1,397	1,241	1,103
Referrals Diverted from System	343	359	380	401
New Wards	133	176	195	211
Investigations	556	457	456	455
Deferred Entry of Judgment/Informal	150	191	236	292
Caseload				
Placement	31	25	29	34
Intensive Supervision/Family Vision	2	2	4	5
DJJ Returned Youth	6	15	0	0
Bench Warrant - Formal Wards	19	25	21	26
Total Caseload	58	67	54	65
Crossroads	29	49	59	71
Gender Responsive Unit	10	15	16	17
Project 654	1,188	632	912	1,316
Discovery ChalleNGe Academy	241	245	249	300

Probation - Adult & Pretrial Services



Steve C. Jackson
Chief Probation Officer

This narrative combines budgets for Adult Probation (#2022702000), Adult Probation-Senate Bill 678 (#2022702300), and Pretrial Services (#2021200000).

The Adult Probation Division serves and assists the Court in matters concerning the supervision of adult offenders and performs other investigations as ordered. The Division comprises the following units: Investigations, Assessments Unit, Pretrial Monitoring Unit, High Risk Domestic Violence Supervision Unit, Family Violence Supervision Unit, Intensive Supervision Unit, Family Focused Intervention Team, and Central Support. Partial funding is received from the California Community Corrections Performance Incentive Act (CCCPIA), otherwise known as Senate Bill (SB) 678.

The Pretrial Assessment Unit provides information to the court on defendants booked at the County Jail and is a major component in the management of the Jail population. This Unit processes and screens defendants with misdemeanor charges for possible release on citation and provides screenings for probable cause hearings on all non-warrant arrests. The Unit is responsible for locating, abstracting, and adding all outstanding warrants for California Highway Patrol and Sheriff's Office bookings.

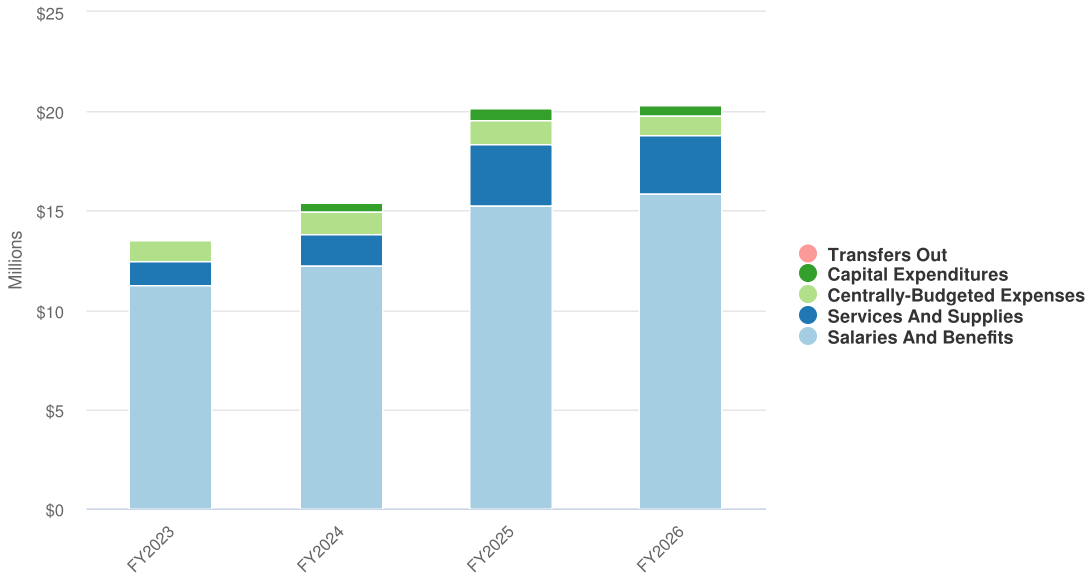
Expenditures Summary

The 2025-2026 Proposed Budget of $20,402,126 is an increase of $212,617 from the 2024-2025 Adopted Budget of $20,189,509, primarily due to one position transferred in 2024-2025 ($197,348), salaries and benefits adjustments ($176,202), and an increase in overtime costs ($167,569), partially offset by a decrease in cost allocation plan charges ($316,773).

$20,402,126 $212,617
(1.05% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$11,221,873	$12,264,963	$15,293,427	$15,867,486	3.8%
Services And Supplies	$1,221,240	$1,585,855	$3,041,609	$2,953,351	-2.9%
Centrally-Budgeted Expenses	$1,074,538	$1,127,651	$1,203,923	$965,789	-19.8%
Capital Expenditures	$55,471	$392,931	$650,550	$559,500	-14%
Transfers Out	$0	$0	$0	$56,000	N/A
Total Expense Objects:	$13,573,122	$15,371,400	$20,189,509	$20,402,126	1.1%

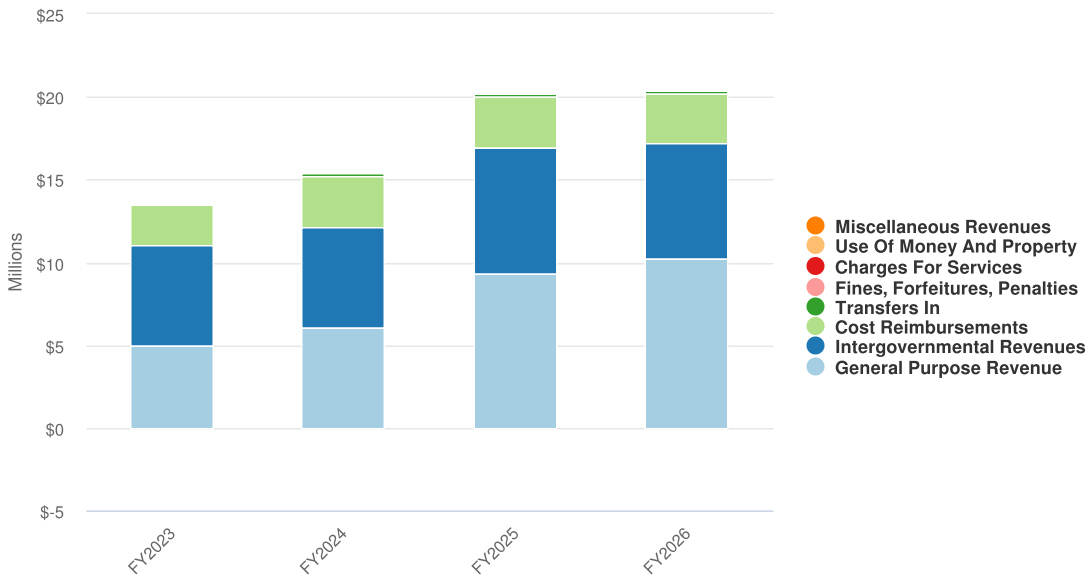
Funding Summary

The 2025-2026 Proposed Budget includes $10,258,956 in General Purpose Revenue, $3,852,323 in Proposition 172 Public Safety revenue, $2,853,446 in reimbursements from Local Community Corrections-Assembly Bill 109 funding, and $1,324,049 in CCCPIA-SB 678 revenue.

$20,402,126 $212,617
(1.05% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Fines, Forfeitures, Penalties	$7,782	$2,530	$2,280	$2,831	24.2%
Use Of Money And Property	$832	$797	$850	$750	-11.8%
Intergovernmental Revenues	$6,107,821	$6,035,854	$7,600,098	$6,928,315	-8.8%
Charges For Services	-$1,758	$1,658	$1,250	$1,250	0%
Miscellaneous Revenues	$2,582	$27	$100	$100	0%
Transfers In	$97,724	$175,047	$168,490	$180,505	7.1%
Cost Reimbursements	$2,380,488	$3,063,248	$3,053,631	$3,029,419	-0.8%
General Purpose Revenue	$4,977,650	$6,092,239	$9,362,810	$10,258,956	9.6%
Total Revenue Source:	$13,573,122	$15,371,400	$20,189,509	$20,402,126	1.1%

Position Summary

The 2025-2026 Proposed Budget includes no position changes. One position was transferred from Probation Juvenile (#2022700000) in 2024-2025.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	97.0	97.0	0.0
Temporary (FTE)	7.5	7.5	0.0
Position Total	104.5	104.5	0.0

Program Discussion

Adult Division

Adult includes the following functional units:

Investigations Unit

Prepares pre-plea and pre-sentence reports prior to sentencing for felonies and occasional misdemeanors, as well as Drug Court Reports and STATIC-99R (sex offender) assessments. The Unit also assists the Court and victims of criminal offenses by determining victim restitution. Further, the Unit manages the Proposition 63 Program (enacted in January 2018) that mandates the Probation Department to investigate defendants convicted of felonies and specified misdemeanors to determine if firearms are registered to them by checking the Automated Firearms System. Also, the Unit prepares a report for the court indicating whether the defendant has complied with the Proposition 63 requirements and provides appropriate paperwork to the Department of Justice (DOJ) resulting in a significant increase in workload.

Assessments Unit

Processes all new grants of formal probation, except for Proposition 36 cases, and processes incoming jurisdictional transfer cases. Officers assess the client's risk to re-offend by determining the appropriate level of supervision, terms and conditions of their probation, determine restitution, and conduct victim lethality assessments. An Officer is assigned to the County Jail to provide assessments to clients in custody that ultimately may assist them in transitioning back into the community.

Family Violence Supervision Unit

Provides an enhanced level of supervision to clients who are deemed a high/moderate risk and an appropriate level of supervision to clients who score moderate or low risk to re-offend or have been transferred to a lower level of supervision after demonstrating satisfactory adjustment while on a higher level of supervision. The Unit manages caseload where the client has satisfactorily completed all terms and conditions of probation but owes victim restitution; clients whose jurisdiction remains in the County but is being supervised by another state; and clients who have a low-risk score, except for domestic violence, child abuse, elder abuse, and sex offenses. The Unit also monitors clients with active warrants or misdemeanors which owe outstanding restitution but are not being provided supervision services nor the services of the Proposition 36 Officer.

Intensive Supervision Unit

Provides enhanced supervision to clients on probation for sex-related offenses.. High-risk clients are monitored via Global Positioning System (GPS). The Unit also has an Officer assigned to the Delta Regional Auto Theft Team, a collaboration of law enforcement agencies performing proactive activities to arrest auto theft offenders and combat auto thefts in the County. The budget includes $70,000 in reimbursement from the Sheriff-Auto Theft Task Force Fund (#12124).

High Risk Domestic Violence Supervision Unit

Responsible for certifying domestic violence treatment providers and monitoring their compliance. Officers monitor attendance and completion of the mandated 52-week Batterer Intervention Programs and provide supervision services to domestic violence clients. The Unit includes an Officer who represents the Department in court for Violation of Probation calendars.

Central Support Unit

Provides clerical support to the Division by establishing and maintaining case files, processing violations of probation, bench warrants, supplemental reports, scanning numerous documents into the County's case management system, and processing reports for the court. The Unit also compiles and submits mandated statistical reports to the DOJ and handles in-person and telephone reception for the Division.

Family Focused Intervention Team and Collaborative Services

The Department continues to collaborate with other agencies to improve the delivery of services to the court, clients, and community. Adult Division Officers are involved in numerous Collaborative Courts, such as the Felony Drug Court, DUI Court, Accountability Court, and Veterans Treatment Court. Officers regularly participate in multi-agency missions and operations with other law enforcement agencies by conducting searches and bench warrant service operations. Officers represent the Department at a variety of community events and conduct presentations throughout the County. Additionally, the Adult Division continues to help maintain the Statewide DNA database at the County level by collecting DNA on qualifying offenders that have not yet had their samples collected. The Proposed Budget is supported by an operating transfer of $110,505 from the DNA Proposition 69 Fund (#20737).

In 2025-2026, the Department will continue to participate in the District Attorney's Office Edward Byrne Memorial Justice Assistance Grant (JAG), titled Project Navigate Constructive Change (PNCC). This grant is a prosecution-led diversion program that combines cognitive behavioral interventions, mentoring, navigation assistance, and vocational training with supervision and court monitoring. Successful participants are eligible to have time lessened, charges reduced, and/or records sealed. As part of this grant, an Officer paid through the PNCC grant, provides supervision, group programming, and case management with clients as they move through the Department's Passport Program. The Proposed Budget includes $175,973 in JAG funding.

Safe Camping

In 2024-2025, the Board of Supervisors authorized the Probation Department to implement the San Joaquin Community Assessment, Response, and Engagement Services (SJ CARES) program, modeled after a successful program out of Stanislaus County, which involves a multidisciplinary approach to responding, assessing, engaging and providing services to the homeless population in the County (B-24-82). Throughout the development and implementation of this initiative, it became evident through the Probation Department and the Board of Supervisors Ad Hoc Committee on homelessness, a safe camping site needed to be developed to address the immediate housing needs of the most vulnerable homeless persons in the City of Stockton. In 2024-2025, the Board of Supervisors allocated $150,000 from Supervisorial District #2 Funds for the purchase of a bathroom trailer and 70 tents for safe camping (B-24-328). The Department anticipates purchasing the safe camping equipment in 2025-2026 and will be working with the General Services Department and the Community Development Department on plans for a safe camping site.

Senate Bill (SB) 678

The Department receives SB 678 funds, which assist in providing evidence-based programming (EBP), resulting in a reduction of adult State prison commitments for violations of probation. SB 678 requires the Department to identify and track specific outcome-based measures specified in legislation, and to allocate a minimum of 5% of funding to data collection and evaluation of EBP programs and practices. SB 678 funding is used to develop effective EBP throughout the County to meet the diverse needs of the community. Program development includes training staff, purchasing curricula and materials, and contracting with community-based organizations to provide EBP to probationers.

In 2025-2026, SB 678 funding of $1,324,049 will be used to operate the following:

Adult Probation Day Reporting Center (DRC)

Provides intensive rehabilitative services to moderate-high or high-risk clients. The DRC is a collaborative effort between the Probation Department, Victor Community Support Services, Behavioral Health Services, the Northern California Construction Training (NCCT), and the San Joaquin County Office of Education. The DRC provides expanded EBP offerings, a phased program, and allows completion of the program within six months based on the client's participation. Additionally, clients in aftercare are referred to case management services to assist in the transition from the structured DRC to a lower level of supervision.

With the passage of Proposition 36 in November 2024, it is anticipated the Department will realize an uptick in cases referred for supervision. Proposition 36 introduces felony charges for certain drug possession and theft offenses if an offender has two prior drug or theft convictions. This measure reverses aspects of Proposition 47 (2014), which had reduced similar offenses to misdemeanors. The legislation was proposed (and passed) to enhance public safety through stricter penalties and a focus on rehabilitation. Proposition 36 does not automatically elevate all drug and theft convictions to felonies but applies to specific cases. Its implementation will likely result in more formal probation sentences, higher incarceration rates, and a shift in supervision strategies for the Department as the legislation requires that offenders engage in programming and other services to avoid jail or prison sentences.

In advance of Proposition 36 passing, the Department analyzed the potential impact of the legislation specific to San Joaquin County. It was estimated the Department could see between 200-300 additional cases referred in its first year, which represents an increase in clients of 15% annually. While a Statewide legislative fix has been introduced, there is potential for significant exposure to the department's Net County Cost. In the interim, the County will be using three adult General Fund positions to enhance the service level of the impacts generated by Proposition 36. This includes pretrial monitoring (Proposition 36 clients), court-related duties and reports, and client supervision.

Pretrial Services

In 2025-2026, Pretrial Services anticipates utilizing $5,823,106 to operate and includes the following functional units:

Pretrial Assessment Unit

Staff interview all eligible bookings and verify and provide information to the court regarding the defendant's community ties, residence information, family ties, employment/education information, failures to appear, financial status, prior record, risk assessment score, and recommendations regarding pretrial release. The Unit also provides information to Probation Officers for the purpose of placing violations of probation holds and networks with State and local law enforcement agencies and assists the Jail with ensuring they remain compliant with the court cap. In 2025-2026, the Department will be transitioning to a new assessment tool, the Public Safety Assessment (PSA), which will change the design of the Unit.

Pretrial Monitoring Unit

The Pretrial Monitoring Unit provides a continuum of services based on the offender's risk to re-offend and the likelihood of appearing in court. Services are based on risk, special needs, and court-ordered conditions and may include telephone reminder calls, office visits, individualized case management, drug testing, curfew restrictions, transdermal monitoring, and GPS monitoring. Offenders may also be referred to a variety of community-based organizations for other services, including substance-use services, mental health services, and EBP. In 2024-2025, the Department embedded behavioral health specialists into the Unit to assist in servicing client needs. In 2025-2026, the Department will be adding a mobile check-in feature for lower-risk clients.

Fund Balance

California Community Corrections Performance Incentive Act (CCCPIA) - Senate Bill (SB) 678

State funding to support SB 678 costs is received in the Probation - CCCPIA - SB 678 General Fund Special Account (#12108), which as of March 31, 2025, had a balance of $2,965,604. Over the past two fiscal years, annual allocations have averaged $1.3 million. The 2025-2026 Proposed Budget includes $1,324,049 in SB 678 funding.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act	2025-2026 Projected
Adult Division				
Referrals				
Conditional Restitution	1,849	1,801	2,069	2,376
Domestic Violence	821	922	929	935
Drunk Driving	55	45	56	68
Proposition 36 (original)	59	25	2	0
Reports to Court				
Penal Code 1203(c)	608	648	494	378
Pre-Plea	14	23	51	113
Pre-Sentence	148	172	156	141
Static-99R	124	29	11	4
Supplementals/Memos	7,631	13,861	13,182	12,536
Violations of Probation	2,743	2,386	2,114	832
Caseloads				
Administrative Bank	46	40	47	55
Assessment (Intake)	390	470	378	304
Bench Warrant	3,761	3,729	3,700	3,671
Conditional Restitution	958	1,219	1,249	1,280
Domestic Violence	276	252	217	187
Family Violence Unit	1,316	1,390	1,513	1,647
Proposition 36 Drug Oversight	39	21	14	9
Sex Offenders	104	112	114	116
Unsupervised	361	411	429	448
Senate Bill 678				
Community Supervision Unit Caseload	274	275	251	229
Day Reporting Center Caseload	18	103	93	84
Supervision Referrals	974	1,142	914	731
Pretrial Services				
Risk Assessments Completed	6,012	6,514	6,291	6,076
% Released Pending Arraignment	13%	13%	11%	10%
Citation Release Evaluations	3,063	2,829	3,057	3,303
Pretrial Monitoring Unit Caseload	669	835	854	873
Probable Cause Hearings	1,860	925	1,889	1,905
Total Citation Releases	2,416	2,367	2,450	2,535
Total Citation Releases Percent	79%	84%	80%	77%

Probation - Local Community Corrections



Steve C. Jackson
Chief Probation Officer

The 2011 Public Safety Realignment Act also known as Assembly Bill (AB) 109 (#2022702510), transferred responsibility for supervising specified lower-level inmates and parolees from the State to counties. AB 109 requirements are implemented in each county through a Community Corrections Partnership (CCP) previously established by Senate Bill (SB) 678. The CCP is charged with developing a plan of implementation and oversight of the public safety realignment process. The San Joaquin County Public Safety Realignment Plan coordinates activities among several County agencies, the Superior Court, local law enforcement, and various community-based organizations.

Funding for AB 109 activities is provided to the Probation Department, Sheriff's Office, and other agencies. This narrative describes the Local Community Corrections services provided by the Probation Department. AB 109 activities are also budgeted in various other County departments' budgets.

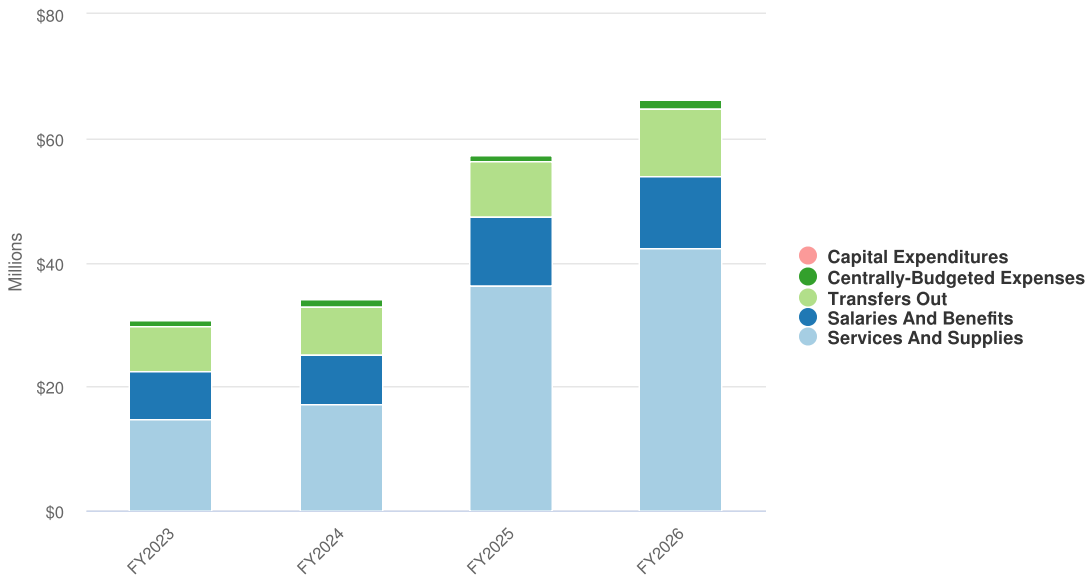
Expenditures Summary

The 2025-2026 Proposed Budget of $66,224,470 is an increase of $8,798,238 from the 2024-2025 Adopted Budget of $57,426,232, primarily due to new programs provided by community-based organizations ($8,474,544), expanded service costs from partnering public agencies ($4,712,108), one-time new case management system and Task Force equipment costs ($1,869,000), increased service costs through existing community-based organizations ($1,054,914), and increased centrally-budgeted expenses ($718,510). The addition of one new position is also proposed in 2025-2026 ($90,790). Budget increases are partially offset by a decrease in one-time costs associated with the development of new programs and services completed in 2024-2025 ($9,000,000), and a reduction in capital expenditures ($257,500).

$66,224,470 **$8,798,238**
(15.32% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$7,921,420	$7,985,685	$11,144,393	$11,563,846	3.8%
Services And Supplies	$14,674,768	$17,141,074	$36,159,101	$42,312,521	17%
Centrally-Budgeted Expenses	$956,814	$1,280,728	$776,000	$1,494,510	92.6%
Capital Expenditures	$0	$0	$257,500	$0	-100%
Transfers Out	$7,240,418	$7,654,584	$9,089,238	$10,853,593	19.4%
Total Expense Objects:	$30,793,420	$34,062,071	$57,426,232	$66,224,470	15.3%

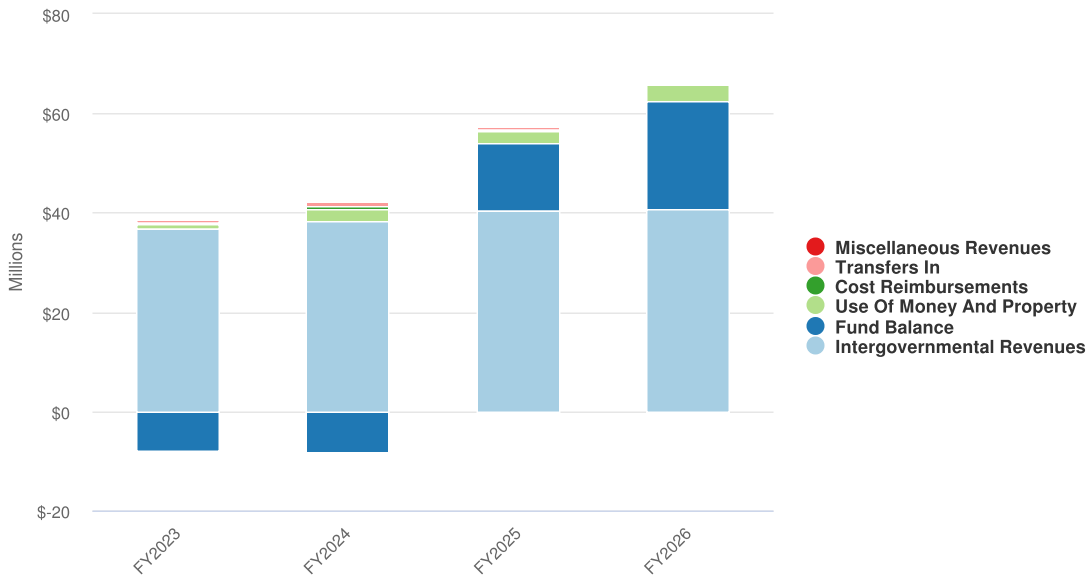
Funding Summary

The 2025-2026 Proposed Budget includes $40,647,360 in Local Community Corrections (AB 109) revenue, $21,937,301 in use of fund balance, and $3,173,355 in interest income.

$66,224,470 $8,798,238
(15.32% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$924,744	$2,512,986	$2,384,255	$3,173,355	33.1%
Intergovernmental Revenues	$36,740,446	$38,208,524	$40,359,374	$40,669,568	0.8%
Miscellaneous Revenues	$1,535	$970	$0	$0	0%
Transfers In	$493,660	$1,135,902	$659,108	$0	-100%
Cost Reimbursements	$399,890	$468,762	$292,914	$444,246	51.7%
Fund Balance	-$7,766,855	-$8,265,074	$13,730,581	$21,937,301	59.8%
Total Revenue Source:	$30,793,420	$34,062,071	$57,426,232	$66,224,470	15.3%

Position Summary

The 2025-2026 Proposed Budget includes the addition of an Office Assistant Specialist position funded by Local Community Corrections revenue.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	61.0	62.0	1.0
Temporary (FTE)	3.0	3.0	0.0
Position Total	64.0	65.0	1.0

Program Discussion

In 2025-2026, the Probation Department will utilize AB 109 funding for the following:

High-Risk Unit (HRU) – The 2025-2026 Proposed Budget includes $1,834,650 in AB 109 funding for the HRU. The HRU supervises clients deemed to be at high-risk of re-offending. The HRU consists of Probation Officers operating in two-Officer teams whose main function is to monitor clients' activities through field visits. Field visits can occur at home, work, school, or treatment locations. Clients are also required to regularly report in person to their assigned Probation Officer. Officers are responsible for conducting assessments, making program referrals, developing case plans, monitoring clients' progress, and are trained in the principles of effective correctional interventions and cognitive behavioral curricula. The HRU employs an evidence-based programming design that mimics the programming offered at the Day Reporting Center (DRC). The HRU staff participates in Firearms Reduction Consortium missions with Stockton Police, Sheriff's Office, and the District Attorney's Office; Sheriff's Safe Holiday sweeps; Lodi Police Safe Summer missions; and Operation Ceasefire call-ins and follow-ups.

An Officer supervises offenders assigned to the Post-Release Community Supervision (PRCS) Court. This program is based on the evidence-based Drug Court model and serves clients who have significant drug and alcohol issues. The Officer works closely with the Court, Case Manager, and Behavioral Health Services to develop and monitor an integrated case plan.

An Officer supervises offenders in the Mandatory Supervision Court. Supervision begins while the client is in custody, assessing the risk of re-offending and support needs prior to being released, linking to services, and transitioning services after the offender appears in court.

Violent Crimes Unit (VCU) – The 2025-2026 Proposed Budget includes $1,569,692 in AB 109 funding for the VCU. The VCU was created in response to the significant number of AB 109 clients assessed as being at high-risk of re-offending for further violent acts. Operating similar to the HRU, the two-Officer teams conduct field and office visits with potentially violent offenders to monitor their activities and verify compliance.

An Officer supervises clients assigned to the Monitoring Court. This program is based on the Drug Court model and serves clients who are at high-risk for committing a violent act, have not been performing satisfactorily on community supervision, and would benefit from additional monitoring by the Court.

An Officer is assigned to work with other law enforcement agencies on the CCP Task Force. The Task Force assists the Department with conducting compliance checks and actively searching for wanted clients.

San Joaquin Community Assessment, Response, and Engagement Services (SJ CARES) – SJ CARES is a Countywide multidisciplinary team approach to addressing homelessness. The Unit supervises clients on probation who are experiencing homelessness, along with homeless citizens who are deemed high-end users of multiple County systems. A Business Analyst I-II in the Research and Evaluation Unit collects data from multiple systems, analyzes and reports the data, analyzes crime trends, and reports on program outcomes. In 2025-2026, SJ CARES 2.0 will be developed to work alongside the outreach team to provide case management, behavioral health and substance-use treatment, along with housing referrals and other services. The 2025-2026 Proposed Budget includes $2,442,214 in AB 109 funding for SJCARES.

Transitional Aged Youth Unit (TAY) – The TAY Unit was created to address the needs of 18- to 25-year-old clients deemed to be at high-risk of re-offending. This cross-divisional Unit is designed to provide added support and supervision for at-risk young adults, including, but not limited to, behavioral health, education, job training and assistance, and cognitive behavioral programming. The 2025-2026 Proposed Budget includes $231,219 in AB 109 funding for the TAY Unit.

Community Supervision Unit (CSU) – The 2025-2026 Proposed Budget includes $1,867,886 in AB 109 funding for the CSU. The CSU, also referred to as the Intensive Programming Unit (IPU), supervises high-risk felony offenders. Officers conduct monthly visits both in the office and at clients' homes to monitor compliance with court-ordered conditions of probation. An Offender Needs Guide is completed for each client to determine criminogenic needs and targeted interventions. Clients participate in the Programming Passport to address their criminogenic needs. This Unit also supervises high-risk offenders who participate in the Drug Court process. Working in collaboration with Behavioral Health Services (BHS) and the Court, enhanced supervision is provided and probationers appear weekly in court to provide updates to the judge on their progress.

Assessment Center – The 2025-2026 Proposed Budget includes $1,225,289 in AB 109 funding for the Assessment Center. Clients referred to the Assessment Center are those released from State prison or County Jail that are under community supervision by the Department. Probation Officers assigned to the Assessment Center assess the client's risk of re-offending, develop a case plan identifying individual needs, determine the appropriate level and type of supervision, and refer to appropriate evidence-based programs and/or supportive services to assist in transitioning back into the community and rehabilitation efforts. An Officer is assigned to the County Jail to assess clients in custody, in order to develop a plan for a seamless transition back into the community. The Center continues video conferences with AB 109 clients who are housed in prisons throughout the State in an effort to improve the transition (warm hand-off) from State prison to community supervision.

The Assessment Center, in partnership with BHS, Human Services Agency, and the Employment and Economic Development Department, serves as a hub for the comprehensive delivery of services to clients. It allows Officers to complete risk/needs assessments and provide intake decisions that incorporate multidisciplinary team screening and assessment, decreases duplication of services between agencies, and facilitates multi-agency background sharing and record checking. Each of the partner agencies housed in the Assessment Center provides program-specific assessments to determine the client's level of readiness to receive appropriate services. The multi-agency agreements and rapport built among the agency participants overcome many of the traditional roadblocks to information sharing, and provide a continuum of care with immediate services and supervision.

Administrative Support – The 2025-2026 Proposed Budget includes $5,839,810 in AB 109 funding for AB 109 Administrative Support. AB 109 Administrative Support responsibilities include oversight and management of County AB 109 programs, developing contracts, paying and tracking expenditures, procuring equipment, data collection, reporting, fiscal oversight, composing Board letters, monitoring contracts for fiscal and programmatic compliance, overseeing the CCP, collecting and tracking recidivism information, and overseeing the programs that supervise and provide services to the AB 109 clients.

Fund Balance

Local Community Corrections Fund

The Local Community Corrections Special Revenue Fund (#20051) is the operating fund for the Probation- Local Community Corrections budget. As of March 31, 2025, the balance was $70,997,906. The 2025-2026 Proposed Budget includes $21,937,301 in use of fund balance.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Post-Release Community Supervision				
Referrals	540	498	557	624
Local Community Supervision (split sentences only)				
Referrals	122	154	143	132
Caseload				
Assessment Center	207	168	264	315
High-Risk Unit	243	200	215	231
Day Reporting Center	75	103	97	91
Violent Crimes Unit	262	209	241	278
Transitional Age Youth	66	73	70	67

Local Community Corrections (AB109) Programs and Services	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Probation Department				
Pretrial Assessment and Monitoring	$1,999,165	$2,320,952	$2,925,332	$3,239,613
High-Risk Unit	1,798,405	1,449,306	1,825,292	1,834,650
Violent Crimes Unit	1,337,132	1,535,620	1,848,848	1,569,692
Transitional Age Youth	223,397	230,387	416,715	231,219
Assessment Center	930,868	883,759	1,037,959	1,225,289
Day Reporting Center	610,670	670,403	769,286	750,116
Community Supervision Unit	1,741,411	1,415,178	1,981,964	1,867,886
Community Response Team	N/A	N/A	1,784,448	3,188,468
AB109 Admin Services	2,623,665	2,930,541	3,881,869	5,839,810
Evidence Based Programming	164,320	195,520	255,040	269,600
Transportation	6,400	18,670	22,000	22,000
Global Positioning Satellite	18,896	16,590	21,824	21,824
Cost Allocation Plan	408,650	620,737	20,328	416,910
Sheriff's Office				
Jail Beds	$4,963,916	$5,153,684	$6,179,092	$6,441,129
Jail Programming	437,985	476,614	849,066	1,656,838
Alternatives to Incarceration	377,870	421,380	521,367	798,258
Bailiffs	132,910	290,228	242,683	352,927
AB 109 Support	973,612	1,197,880	1,196,808	1,510,951
Superior Court				
Post-Release Supervision Court	$814,536	$770,394	$1,190,752	$1,555,344
Mandatory Supervision Court	59,140	61,128	74,461	76,900
Monitoring Court	679,977	790,706	1,010,663	1,088,026

Local Community Corrections (AB109) Programs and Services	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Public Agencies				
Behavioral Health Services	$844,754	$1,003,144	$1,982,553	$2,015,245
Community Corrections Partnership Task Force	1,209,095	1,573,951	3,537,691	4,815,412
Correctional Health Services	3,347,947	2,759,339	5,334,350	5,475,888
District Attorney (Parole Revocation Process)	385,395	372,120	607,170	586,300
Employment and Economic Development Department	761,317	765,373	976,692	1,225,389
Health Care Services (Homeless Initiative)	50,000	64,620	92,364	100,000
Health Care Services (Whole Person Care)	N/A	N/A	325,848	510,978
Human Services Agency (Eligibility Screening)	133,076	142,781	168,429	232,414
Human Services Agency (Transitional Housing)	273,861	285,040	284,215	527,713
Public Defender (Parole Revocation Process)	365,500	388,384	661,576	777,147
Community-Based Organizations				
Community Partnership for Families (Cal Fresh/E&T)	$109,895	$177,469	N/A	N/A
Community Partnership for Families (Case Management)	175,244	410,975	544,530	588,811
El Concilio (AB109 Case Management)	311,212	466,446	713,201	944,693
El Concilio (Workforce Devt)	N/A	N/A	121,290	527,357
El Concilio (BH Services - Families and Women)	N/A	N/A	90,271	396,512
Five Keys (Workforce Development)	N/A	N/A	135,601	542,401
Friends Outside (Case Management)	105,914	17,254	N/A	N/A
Friends Outside (Warrant Reduction Advocacy Program)	222,497	288,786	445,614	534,190
InkOff Me (Tattoo Removal Services)	16,800	25,200	52,000	54,400
Mary Magdalene Community Services (Case Management)	179,154	33,450	N/A	N/A
Mary Magdalene Community Services (Felony Probation)	164,035	462,188	636,133	834,800
Ready to Work (Homelessness and Recidivism Prevention)	498,081	622,753	860,284	1,736,402
San Joaquin County Office of Education (Workforce Devt)	N/A	N/A	220,575	1,011,144
The Uplift All Foundation (Mobile Support Services)	N/A	246,564	843,796	2,394,402
The Uplift All Foundation (Beyond Barriers Housing Services Maharlika)	N/A	N/A	316,753	1,509,172
The Uplift All Foundation (Beyond Barriers Housing Services Almond View)	N/A	N/A	734,338	2,937,352
Other Support Services				
Intercept (Transdermal Monitoring)	$291,580	$372,909	$348,250	$457,110
Uptrust (Public Defenders)	83,000	83,000	N/A	N/A
San Joaquin Community Data Co-Op	166,163	110,694	N/A	N/A
Total	**$29,997,445**	**$32,105,527**	**$48,089,321**	**$64,692,682**

N/A- Data not available.

Probation - Administration



Steve C. Jackson
Chief Probation Officer

The Probation - Administration budget (#2022745000) funds management and support services for the Probation Department's four functional divisions: Juvenile Probation, Adult Probation, Juvenile Detention, and Local Community Corrections (AB 109). Services provided include budgeting, accounting, personnel, training, planning/research, information systems, and grants management. The Chief Probation Officer function and responsibilities are mandated by California Government Code Sections 24000, 27770, 27771, and 27772; Welfare and Institutions Code Sections 270 and 271; and Penal Code Sections 1203.5 and 1203.6.

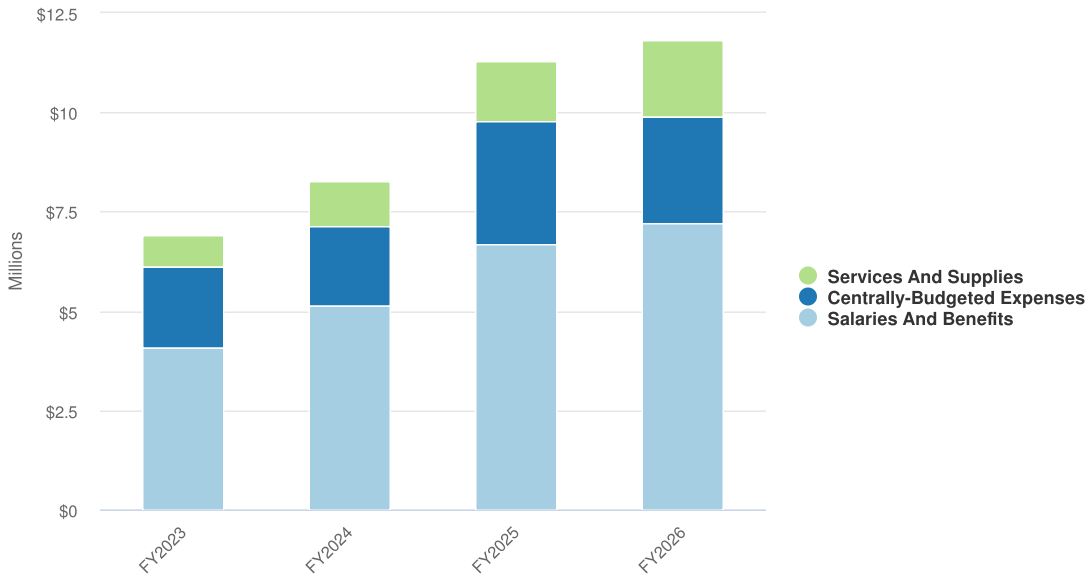
Expenditures Summary

The 2025-2026 Proposed Budget of $11,816,258 is an increase of $508,326 from the 2024-2025 Adopted Budget of $11,307,932, primarily due to a new Wellness Program ($250,000), one position transferred in 2024-2025 ($230,868), salaries and benefits adjustments ($198,580), an increase in law enforcement equipment costs ($147,120), and the addition of a Department Information Systems Specialist I-II position ($112,197), partially offset by a decrease in data processing charges ($380,502).

$11,816,258 **$508,326**
(4.50% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$4,069,639	$5,148,775	$6,677,990	$7,224,632	8.2%
Services And Supplies	$824,519	$1,107,843	$1,540,399	$1,913,863	24.2%
Centrally-Budgeted Expenses	$2,035,374	$1,999,403	$3,089,543	$2,677,763	-13.3%
Total Expense Objects:	$6,929,532	$8,256,020	$11,307,932	$11,816,258	4.5%

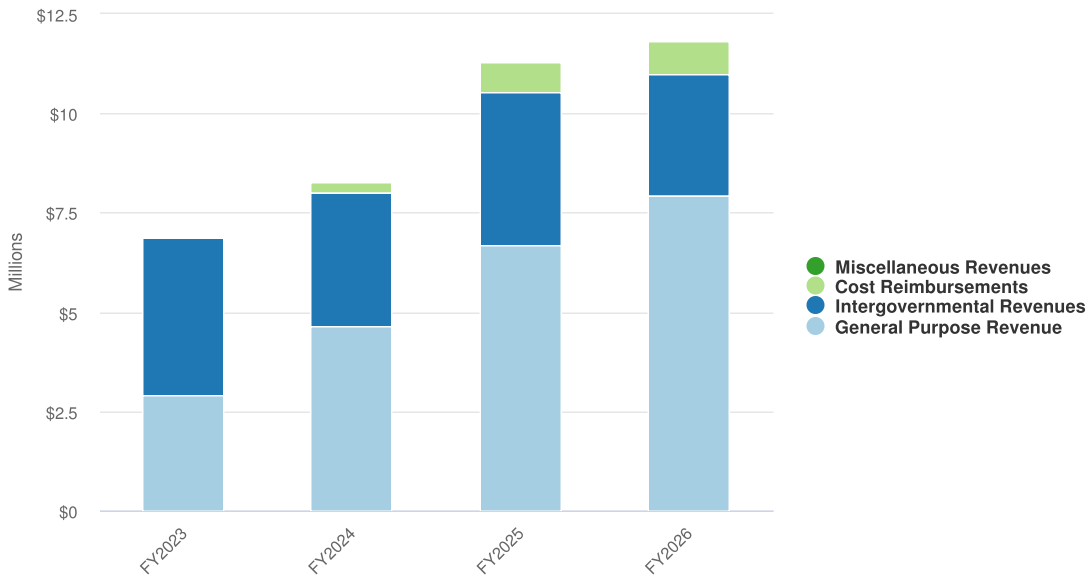
Funding Summary

The 2025-2026 Proposed Budget includes $7,940,894 in General Purpose Revenue, $1,837,219 in Juvenile Probation and Camps Funding revenue, and $1,078,745 in Proposition 172 Public Safety revenue.

$11,816,258 $508,326
(4.50% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$3,963,251	$3,369,090	$3,873,654	$3,057,729	-21.1%
Miscellaneous Revenues	$0	$969	$0	$0	0%
Cost Reimbursements	$47,220	$256,918	$758,574	$817,635	7.8%
General Purpose Revenue	$2,919,062	$4,629,043	$6,675,704	$7,940,894	19%
Total Revenue Source:	$6,929,532	$8,256,020	$11,307,932	$11,816,258	4.5%

Position Summary

The 2025-2026 Proposed Budget includes the addition of one Department Information Systems Specialist I-II position and one position transferred from Probation Juvenile (#2022700000) in 2024-2025.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	31.0	32.0	1.0
Temporary (FTE)	6.6	6.6	0.0
Position Total	37.6	38.6	1.0

Program Discussion

The Probation Department continues to be the Court's most used alternative to incarceration for criminal offenders. Over the past decade, the profile of the typical juvenile and adult client supervised has changed with the use of validated risk and needs assessment tools. Probation Officers now supervise clients with the highest risk of re-offending. The Department continues to work aggressively to develop and maintain a probation service model that is evidence-based, employs best practices in the field of community corrections, and follows the principles of effective intervention.

The 2025-2026 Proposed Budget includes the addition of a Department Information Systems Specialist I-II position ($112,197) to assist with basic technical assistance and provide computer systems support and network-related problem solving to Probation staff.

Standards & Training for Corrections

Standards and Training for Corrections governs the training requirements for Probation Officers and Detention Officers. Probation Officer Core training consists of 189 hours and Juvenile Detention Officer Core training consists of 168 hours. A 69-hour core training is offered for staff that have previously attended Juvenile Detention Officer Core training and are going to become Probation Officers.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Staff Trained	192	217	238	249
Standards and Training for Corrections (STC)				
Classes Provided	345	299	287	376
Hours Provided	20,462	20,818	27,888	31,762

Probation - Juvenile Supplemental Law Enforcement Act



Steve C. Jackson
Chief Probation Officer

The Juvenile Supplemental Law Enforcement Act (JSLEA) (#2022785000), formerly known as the Juvenile Justice Crime Prevention Act (JJCPA), provides funding for community-based programs that reduce crime and delinquency among at-risk youth and young offenders. Funding is provided primarily from State Vehicle License Fee revenue and distributed to counties by statutory formula. In San Joaquin County, the JSLEA provides funding for the following programs:

- Reconnect Unit
- Neighborhood Service Centers
- Family Focused Intervention Team
- Transitional Aged Youth Unit

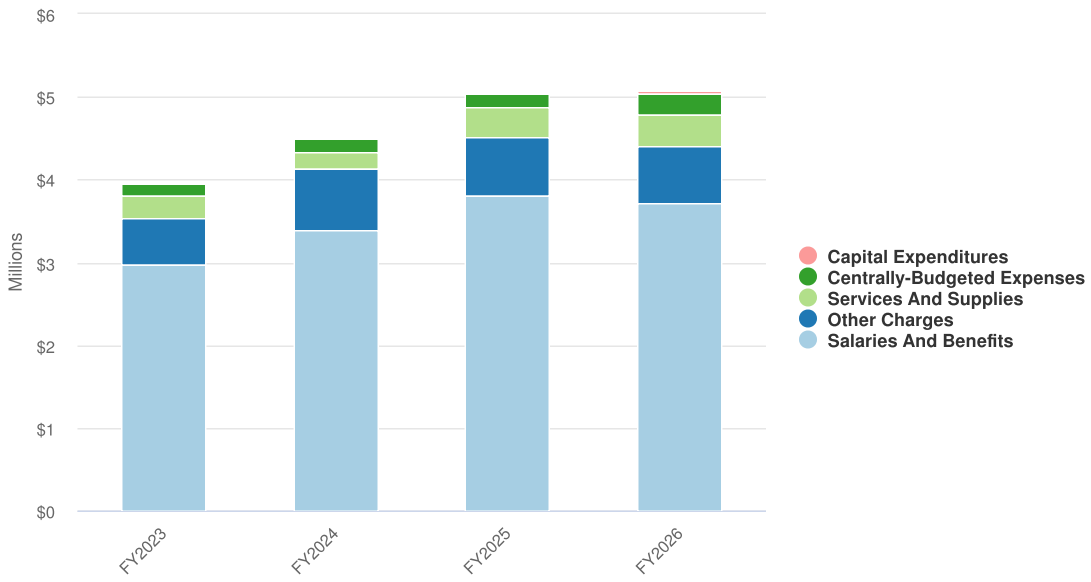
Expenditures Summary

The 2025-2026 Proposed Budget of $5,075,408 represents an immaterial change from the 2024-2025 Adopted Budget.

$5,075,408 $29,150
(0.58% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$2,975,712	$3,390,109	$3,801,017	$3,709,225	-2.4%
Services And Supplies	$274,641	$208,646	$366,793	$381,410	4%
Centrally-Budgeted Expenses	$157,143	$160,030	$161,448	$247,773	53.5%
Other Charges	$550,000	$739,833	$717,000	$702,000	-2.1%
Capital Expenditures	$0	$0	$0	$35,000	N/A
Total Expense Objects:	$3,957,496	$4,498,618	$5,046,258	$5,075,408	0.6%

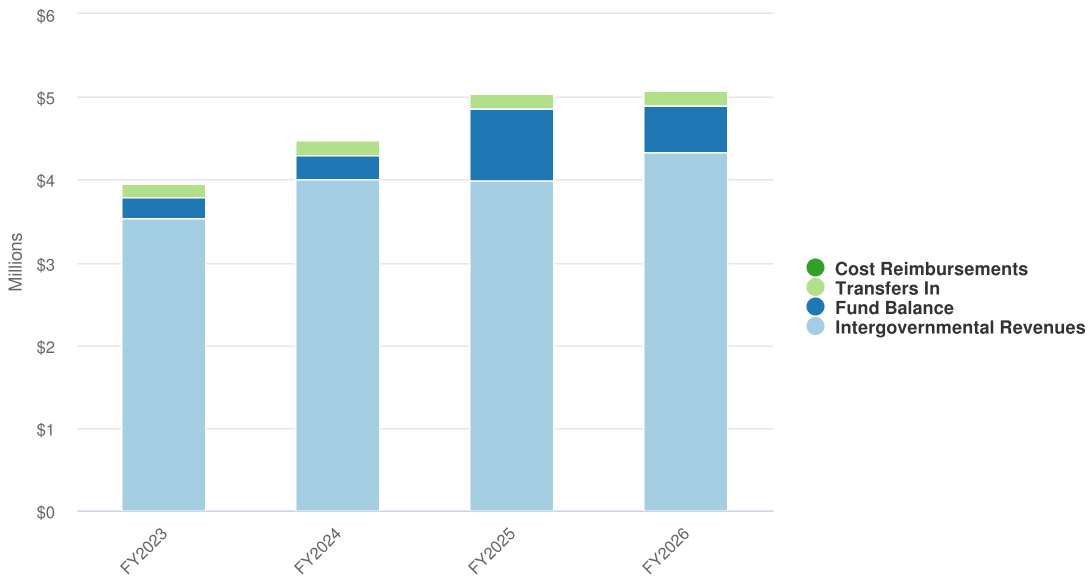
Funding Summary

The 2025-2026 Proposed Budget includes $4,332,440 in State Public Safety Realignment funding, $555,379 in use of fund balance, and $187,589 in operating transfers from the Juvenile Justice-AB109 budget (#2022700190).

$5,075,408 $29,150
(0.58% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$3,531,433	$4,009,093	$3,990,506	$4,332,440	8.6%
Transfers In	$172,188	$181,513	$180,820	$187,589	3.7%
Cost Reimbursements	$653	$13,046	$12,105	$0	-100%
Fund Balance	$253,223	$294,966	$862,827	$555,379	-35.6%
Total Revenue Source:	$3,957,496	$4,498,618	$5,046,258	$5,075,408	0.6%

Position Summary

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	19.0	19.0	0.0
Temporary (FTE)	2.3	2.3	0.0
Position Total	21.3	21.3	0.0

Program Discussion

Reconnect Unit

The Reconnect Unit is the Department's sole youth supervision unit, including students attending the Reconnect program on-site through the San Joaquin County Office of Education, and those in the community under supervision. Other than one Probation Officer currently assigned to the Department's Juvenile Gender Responsive Unit, Supervision Officers and the youth they supervise now all fall under the Reconnect Unit. Officers provide delinquency prevention, crisis intervention, and supervision services and are currently assigned to and housed at police departments in the cities of Tracy, Lathrop, and Lodi, as well as at the One Reconnect School. Officers are responsible for assessing and reassessing youths using a validated risk assessment and developing and updating corresponding changes to the youth's case plan. Officers monitor compliance with the case plan and conditions of probation/court orders and file violations of probation when necessary. These Officers also continue to participate in peacekeeper forums and multi-agency operations targeting gangs and gang violence.

Neighborhood Service Centers (NSC)

The NSC program is operated by the Community Partnership for Families of San Joaquin. NSCs co-locate services and support, providing opportunities for families in underserved, high-risk neighborhoods, focusing on reducing the number of youths that ultimately come to the attention of the juvenile justice system and other "high-end" social services systems. Each of the five NSCs serves a geographic area of 15,000-20,000 residents. Centers feature a wide range of services and activities, such as integrated service teams, food pantries, recreation programs, after-school tutoring, and income tax assistance.

Neighborhood Service Center Locations
1. Diamond Cove II Family Resource Center, Stockton
2. Dorothy L. Jones Family Resource Center, Stockton
3. Lodi Family Resource Center, Lodi
4. Tracy Family Resource Center, Tracy
5. Villa Monterey Family Resource Center, Stockton

The 2025-2026 Proposed Budget includes a total of $702,000 in JSLEA funding for the NSCs. Funding will be used in 2025-2026 to continue the operation of the centers, fund a mobile NSC, provide services at the Day Reporting Center, and provide referrals for clients diverted from the court process.

Family Focused Intervention Team (FFIT)

FFIT Officers provide wraparound case management services to parents under probation jurisdiction and where significant risk factors exist for youth in the home. The program's goal is to intervene in these high-risk families to prevent/reduce violence in the home by providing case management services and evidence-based programming to directly address family needs. The program's goal is to positively impact at-risk children, thus preventing their ultimate entry into the juvenile justice system. The program assists clients in providing an appropriate environment in which to raise children and remain crime-free, while offering appropriate supervision and support to these high-risk families. Targeted families include those that suffer from mental illness, substance-use issues, and/or homelessness.

Transitional Age Youth (TAY) Unit

The TAY Unit is designed to provide added support and supervision for at-risk young adults, including, but not limited to, behavioral health services, education, job training and assistance, and cognitive behavioral programming. Officers assigned to the Unit are trained in the principles of effective correctional interventions and cognitive behavioral curricula.

This Unit provides a vast array of services to meet the population's needs. A Probation Unit Supervisor and two Probation Officer I-II positions are funded by JSLEA. The Unit also includes a Probation Officer I-II funded through Assembly Bill (AB) 109 ($187,589). The Juvenile Justice-AB 109 Officer supervises youths paroled from the Division of Juvenile Justice. The Officer also supervises youths between the ages of 18 through 25 years released from the Secure Youth Treatment Facility, related to Juvenile Justice Realignment.

Fund Balance

Supplemental Law Enforcement Fund

The Supplemental Law Enforcement Services Special Revenue Fund (#20052) receives funding for the State COPS programs operated by the Sheriff and the District Attorney, as well as Juvenile Justice Crime Prevention Act activities operated by the Probation Department. For 2024–2025, the beginning fund balance for Juvenile Justice was $1,098,605. The 2025-2026 Proposed Budget includes the use of $555,379 of fund balance.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Reconnect Supervision Unit*				
Average Caseload Size	122	264	380	400
Family Focused Intervention Team				
Average Caseload Size	149	128	123	100
Transitional Age Youth				
Average Caseload Size	40	33	42	46
Cases				
Reconnect Supervision Wards	72	154	172	180
Investigation Banked Wards	57	25	33	30
Reconnect Supervision DEJ/Informal	106	186	222	230
Bench Warrants Pending Court/Informals	48	48	53	51

Probation - Juvenile Detention



Steve C. Jackson
Chief Probation Officer

The Juvenile Detention budget (#2022800000) funds the operation of the Juvenile Hall, Camp Peterson, In-Custody Assessment/Court Transportation Unit, and Youth Advocacy Unit. Section 850 of the Welfare and Institutions Code mandates counties to provide a juvenile detention hall that is not connected with any jail or prison; and that it be managed and controlled by the Chief Probation Officer.

Peterson Juvenile Hall is San Joaquin County's youth detention facility. The facility is operated by the Probation Department and provides humane and secure care of youth whose cases are pending disposition in the Juvenile Court. Peterson Juvenile Hall also serves as one of the Department's Secure Youth Treatment Facilities as mandated by Section 875 of the Welfare and Institutions Code. Probation also operates a Juvenile Camp (Camp Peterson), Electronic Monitoring, and Home Supervision Programs.

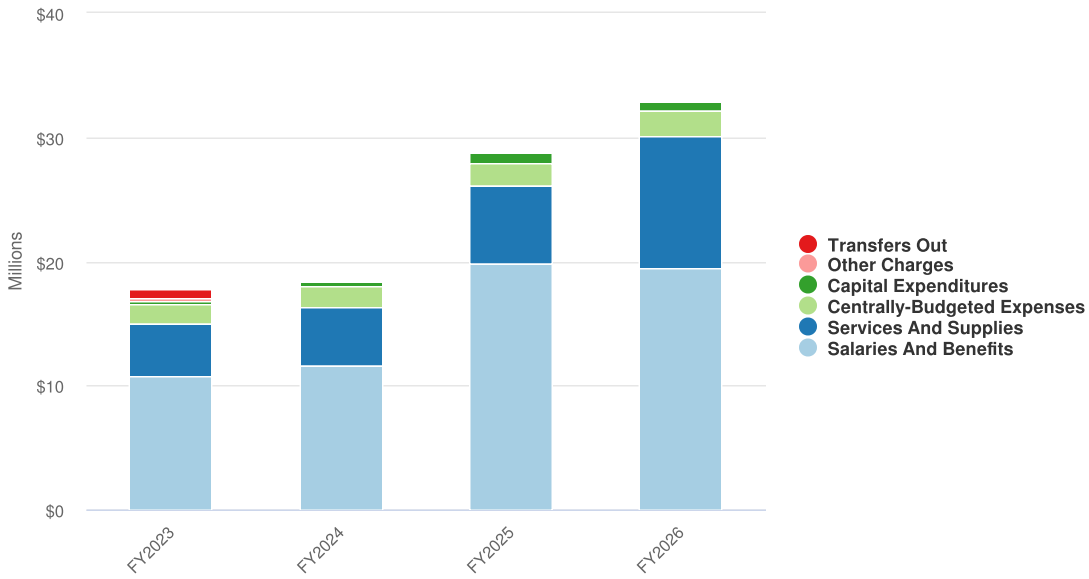
Expenditures Summary

The 2025-2026 Proposed Budget of $32,899,350 is an increase of $4,131,317 from the 2024-2025 Adopted Budget of $28,768,033, primarily due to an increase in California Advancing and Innovating Medi-Cal (CalAIM) Grant program costs ($2,283,539), an increase in youth programming and education costs ($1,431,317), salaries and benefits adjustments ($578,727) and an increase in overtime costs ($364,388), partially offset by the deletion of nine positions ($1,322,661).

$32,899,350 **$4,131,317**
(14.36% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$10,785,927	$11,623,730	$19,828,323	$19,466,553	-1.8%
Services And Supplies	$4,213,228	$4,727,885	$6,214,079	$10,645,046	71.3%
Centrally-Budgeted Expenses	$1,564,818	$1,704,291	$1,903,131	$1,988,751	4.5%
Other Charges	$243,350	$6,460	$1,500	$6,000	300%
Capital Expenditures	$248,103	$370,275	$821,000	$793,000	-3.4%
Transfers Out	$747,749	$148,830	$0	$0	0%
Total Expense Objects:	$17,803,175	$18,581,470	$28,768,033	$32,899,350	14.4%

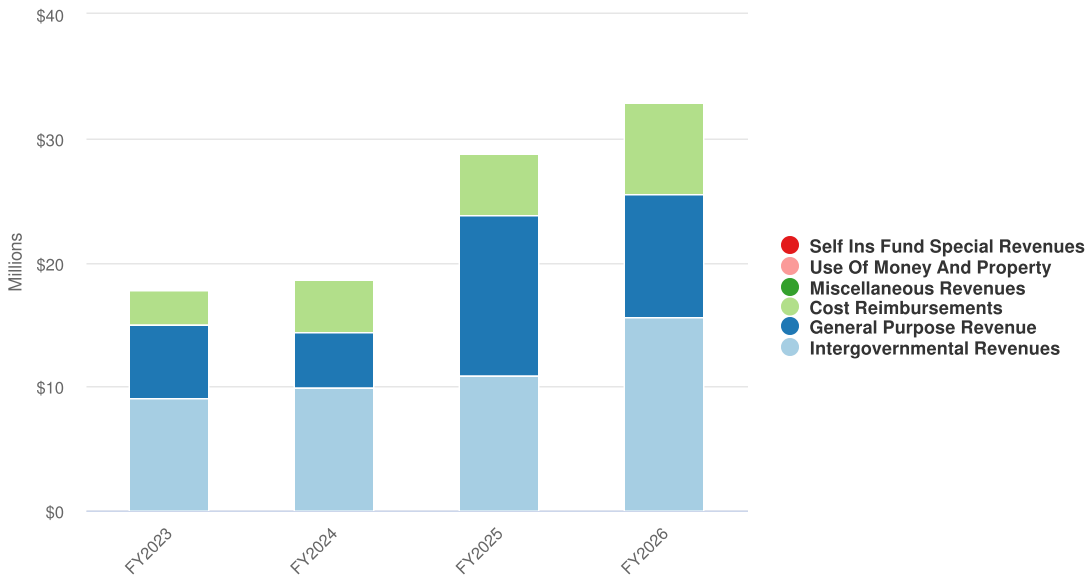
Funding Summary

The 2025-2026 Proposed Budget includes $9,920,255 in General Purpose Revenue, a reimbursement of $7,369,659 from the Youthful Offender Block Grant Fund, $6,370,776 in Proposition 172 Public Safety revenue, $6,248,625 in Juvenile Justice Realignment Block Grant revenues, and $2,500,000 in CalAIM State Grant revenue.

$32,899,350 $4,131,317
(14.36% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$260	$240	$300	$300	0%
Intergovernmental Revenues	$9,014,981	$9,880,423	$10,823,709	$15,607,786	44.2%
Miscellaneous Revenues	$2,849	$2,148	$2,800	$1,350	-51.8%
Self Ins Fund Special Revenues	$244	$0	$0	$0	0%
Cost Reimbursements	$2,798,230	$4,255,118	$4,964,126	$7,369,659	48.5%
General Purpose Revenue	$5,986,612	$4,443,541	$12,977,098	$9,920,255	-23.6%
Total Revenue Source:	$17,803,175	$18,581,470	$28,768,033	$32,899,350	14.4%

Position Summary

The 2025-2026 Proposed Budget includes the deletion of nine vacant positions (seven Juvenile Detention Officers and two Juvenile Detention Unit Supervisors) and a slight increase in temporary FTEs.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	107.0	98.0	(9.0)
Temporary (FTE)	11.9	12.2	0.3
Position Total	118.9	110.2	(8.7)

Program Discussion

Juvenile Hall's Board of State and Community Corrections' rated capacity is 179 beds. However, Juvenile Hall is funded at 110 beds. The average daily population (ADP) is currently 68 beds, with a projected ADP of 60 in 2025-2026. For this reason, in 2025-2026, the Department will be eliminating 7 long-term vacant Juvenile Detention Officer and 2 Juvenile Detention Unit Supervisor positions for a total of 9 deleted positions. It is expected that if the population dramatically increases, the Department will be allowed to expeditiously receive these positions back.

Secure Youth Treatment Facility

The Department currently operates a Secure Youth Treatment Facility (SYTF) inside Unit 6 at the Peterson Juvenile Hall. The Department has complied with the requirements set by statute to be eligible to receive funding under the Juvenile Justice Realignment Block Grant (JJRBG). In fiscal year 2024-2025, the Department anticipates receiving approximately $5,669,700 in JJRBG funding and an additional $5,910,872 in 2025-2026. A total of $6,248,625 is budgeted for use in 2025-2026, $1,928,747 for the SYTF and the remaining $4,319,878 for Juvenile Camp and Pine Grove Youth Conservation Camp costs. This funding requires the establishment of a juvenile advisory body, a subcommittee of existing Juvenile Justice Groups, to develop and implement the funding. From 2023-2024, the Department has successfully completed and received plan approval from the Office of Youth and Community Restoration (OYCR). The plans are due May 1st of each year, and the Juvenile Justice Coordinating Council-Sub Committee must meet no less than two times per year. There are nine full-time equivalent positions budgeted in this Unit.

Juvenile Camp Program

Camp Peterson is a structured residential program that serves as an alternative to out-of-home placement, and for youths serving a commitment by the Court. Camp Peterson has also been identified to serve youth committed to the Secure Youth Treatment Facility as a less restricted placement as mandated by Section 875 of the Welfare and Institutions Code (WIC). The Program is housed in a two-dormitory, minimum-security facility adjacent to Juvenile Hall with a rated capacity of 45 beds. The Program promotes the values and rewards of self-discipline, accountability, responsibility, tolerance, respect, sobriety, physical and academic education, vocation, basic life skills, and hard work. The Department redeveloped the camp recreation yard, so that youths committed to the facility would have viable exercise options. Youths assigned to the Greater Valley Conservation Corps have also been able to participate in a portion of the landscape work at the recreation yard. This Program has three goals:

1. Provide a secure, intensive, evidence-based treatment program for youths.
2. Reduce recidivism.
3. Provide high-quality, intensive aftercare services that support community and family reunification/stability. The Program is based on a Cognitive Behavioral Therapy model, using the Programming Passport, with a focus on targeting criminogenic risk factors through cognitive restructuring and skill acquisition

While Camp Peterson was depopulated for a portion of the 2024-2025 fiscal year, it was re-populated on January 6, 2025. Camp Peterson has since implemented a new "Journey to Reintegration" Program which is designed to provide youth incentivized programming phases, which will align with their rehabilitation plan as established by the youth, their family, and the Journey Progress Team. The Program is focused on fostering independent thinkers, healthy adolescent development and building upon the skills necessary for a seamless transition into a less restrictive environment. This innovative program is set to encourage accomplishments and reinforce positive behaviors, while discouraging and minimizing negative behaviors through the offered incentives and collaborative partnerships of a treatment team working together to support growth and rehabilitation. There are 14 full-time equivalent positions budgeted in this Unit.

Pine Grove Youth Conservation Camp (PGYCC)

The Department continues to contract with the California Department of Corrections and Rehabilitation to send eligible youth from Juvenile Hall to Pine Grove Youth Conservation Camp. The training at PGYCC is provided by CAL Fire and involves youths certified to engage in wildland firefighting operations. These crews typically work in State and county parks performing stream clearance, wildland fire prevention tasks, and restoration work. During the fire season, youth crews are involved in wildland fire suppression throughout the State of California. Crews also respond to flood control activities. The major emphasis of the camp programs is to provide youth with employable skills, leadership training, and encourage the development of solid work habits. In addition, youths receive leadership training within their crew structure. In 2024-2025, the Department had seven youths accepted to PGYCC, with six still enrolled in the program. The 2025-2026 Proposed Budget includes $12,000 for this purpose.

Intake Unit

The Unit reviews all admissions/bookings and citations received from law enforcement agencies in accordance with mandates in the WIC. The Unit utilizes the evidence-based Detention Risk Assessment Instrument to determine if youths should remain detained or be released from custody. The Unit is also responsible for conducting assessments on out-of-custody citations received from local law enforcement. As a result

of the Positive Achievement Change Tool risk assessment, youths will be diverted out of the system or referred to court. Officers are required to develop a case plan to identify the youth and their family's strengths and needs, and to identify services to address those needs.

The Unit is responsible for population management at Juvenile Hall. This includes assessing all youths for eligible release and, where appropriate, requesting modifications by the Juvenile Court to utilize detention alternatives such as Home Supervision/House Arrest and Global Positioning System (GPS). These functions are critical in ensuring the County remains in compliance with regulations and Juvenile Hall's rated and operational capacity. Staff also monitor all pre-dispositional youths placed on GPS or Home Supervision/House Arrest as an alternative to incarceration. There are eight full-time equivalent positions budgeted in this Unit.

In 2024-2025, the Department dispersed transportation duties throughout the Department on a rotational basis. It is hopeful that in 2025–2026, the Department will transition back to a full-time Transportation Unit. The Unit is responsible for monitoring high-risk youths being transported to adult court, or medical and dental appointments. These high-risk transports require multiple armed Probation Officers, as well as Juvenile Detention Officers, to accompany and supervise the youths.

Vocational Educational Programs

In 2025-2026, the Department will continue its contract with the San Joaquin County Office of Education (SJCOE) for the local Conservation Corps' vocational educational program with Camp Peterson youth to learn about irrigation, landscape installation, and maintenance. The 2025-2026 Proposed Budget includes $554,566 for this purpose.

The Department also offers a culinary vocational educational program, forklift certification, truck driving, coding, and logistics training. The goal is to prepare youth for employment as they transition back into the community.

Youth Advocacy Unit

The Youth Advocacy Unit ensures essential and mandated services are provided in a timely, unbiased, consistent, and effective manner. Staff serve as Due Process and Grievance hearing officers and members of the Use of Force Review Committee. Staff coordinate weekly meetings to discuss concerns involving youths exhibiting behavioral or disciplinary issues. Institutional Assessment and Case Plans are prepared for each youth detained over 30 days with re-assessments conducted every six months or when a significant event occurs in the youth's life. Additionally, staff assist in developing aftercare re-entry plans and transitional plans when youths are released back into the community.

The Unit, in collaboration with Victor Community Support Services, is responsible for facilitating various cognitive behavioral group sessions throughout all the housing units and providing evidence-based programming to long-term youth at Juvenile Hall and Camp Peterson based on individual criminogenic needs.

This Unit also oversees the Behavior Management System (an incentives and awards program). The Unit coordinates the use of the Dream Center, where youths earn weekly and monthly privileges of participating in a variety of fun recreational activities, including video games, painting, gardening, and craft projects. In collaboration with the SJCOE, the Unit operates "The Book Nook" library inside Juvenile Detention. The Unit facilitates regular access for all youths in an effort to encourage reading and improve literacy. There are 7.75 full-time equivalent positions budgeted in this Unit.

Fund Balance

Juvenile Justice Realignment Block Grant Fund

The Juvenile Justice Realignment Block Grant General Fund Special Account (#12110) funds the SYTF. As of March 31, 2025, the fund balance was $6,497,538. The 2025-2026 Proposed Budget includes the use of $6,248,625.

Youthful Offender Block Grant Fund

The Youthful Offender Block Grant General Fund Special Account (#12106) receives an annual allocation from the State of California and is used to fund a portion of the custody and care of youthful offenders. As of March 31, 2025, the fund balance was $28,017,175. The 2025-2026 Proposed Budget includes a cost reimbursement of $7,369,659 for direct intervention, programming, mental health, and educational services within the Juvenile Detention budget.

Cal-AIM Providing Access and Transforming Health (PATH) Justice Involved Fund

Cal-AIM Providing Access and Transforming Health (PATH) Justice Involved Round 3 Trust Fund (#81505) received a grant award of $2,500,000 in 2024-2025 to implement a Justice Involved Capacity Building program to establish a coordinated community reentry process targeting a set of Medi-Cal services to youth and adults (B-24-552). As of March 31, 2025, the fund balance was $250,000, representing the first grant allocation disbursement of 10%. It is anticipated that in 2025-2026, the Department will receive the remaining $2,250,000. The 2025-2026 Proposed Budget includes the full grant award revenues of $2,500,000.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Juvenile Hall				
Non-Secure Youth Treatment Facility Average Daily Population	40	67	58	49
Secure Youth Treatment Facility Average Daily Population	7	10	10	11
Admissions	595	655	657	659
Average Length of Stay (Days)	24	39	42	46
Commitments (% of ADP)	21%	29%	30%	32%
Juvenile Camp Program				
Average Daily Population (ADP)	9	6	6	10
Total Detention Facility's ADP	56	83	74	70
Electronic Monitoring				
Regular Average Daily Caseload	16	28	21	16
Home Supervision				
Regular Average Daily Caseload	9	26	14	8

Justice Assistance Grant



Sandy Regalo
County Administrator

The Edward Byrne Memorial Justice Assistance Grant (JAG) program is a Federal grant administered by the California Board of State and Community Corrections. JAG funds are allocated annually by legislative formula to local governments and are intended to help combat crime and improve public safety. The County and City of Stockton receive a combined funding allocation and are required to participate in a joint planning process to determine use of the grant funds. This budget reflects only the County agencies' share of the overall JAG allocation. The County receives annual JAG funding in the following budgets and the costs are included in each respective Department's Summary:

- 2020225000 – District Attorney
- 2021654000 – Sheriff
- 2022710000 – Probation

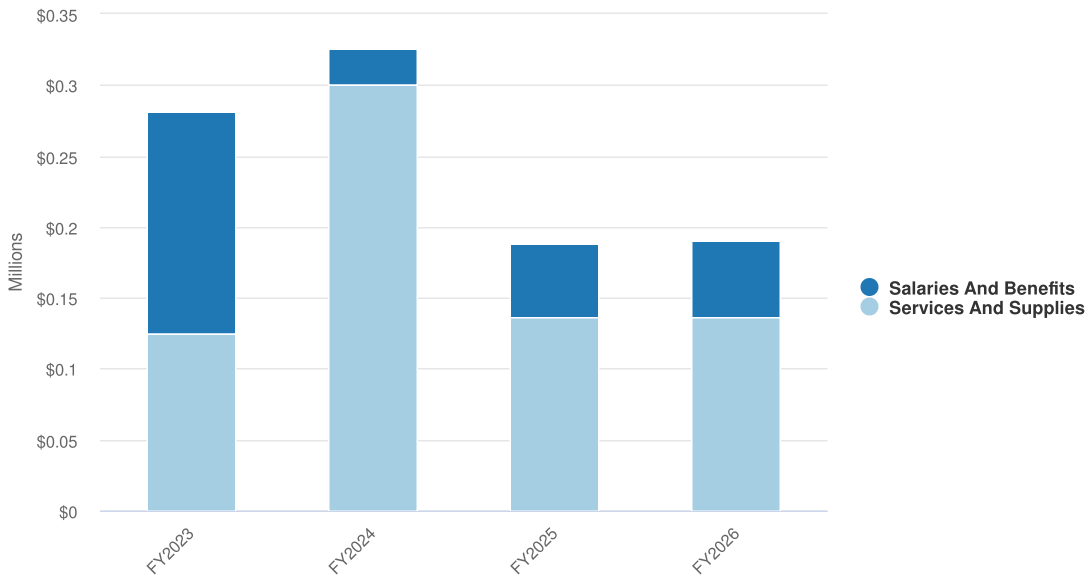
Expenditures Summary

The 2025-2026 Proposed Budget of $190,753 represents an immaterial change from the 2024-2025 Adopted Budget.

$190,753 $2,333
(1.24% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$155,832	$25,678	$52,110	$54,028	3.7%
Services And Supplies	$125,283	$300,093	$136,310	$136,725	0.3%
Total Expense Objects:	$281,115	$325,772	$188,420	$190,753	1.2%

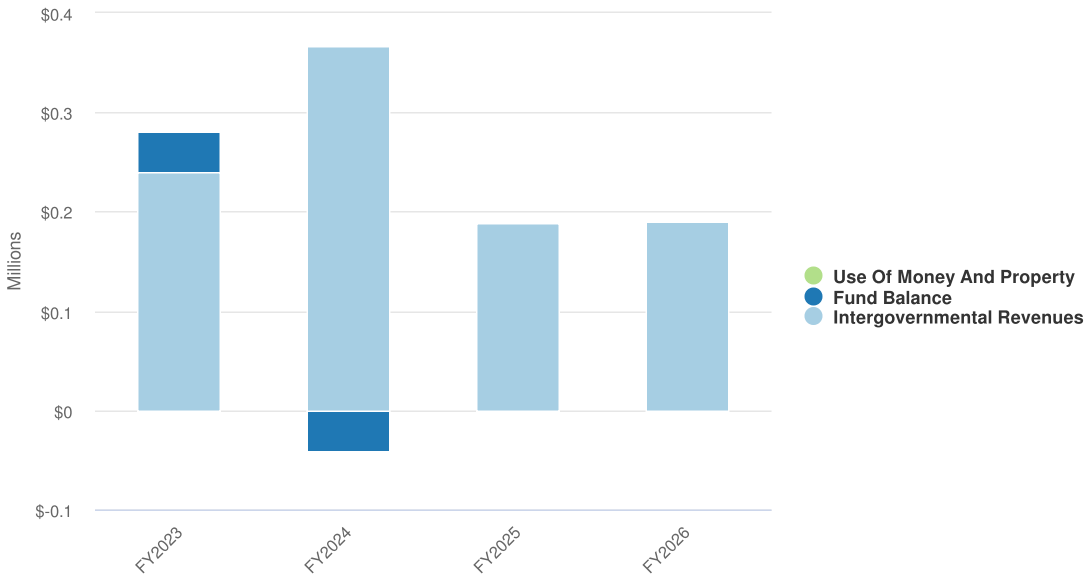
Funding Summary

The 2025-2026 Proposed Budget is fully funded by Justice Assistance Grant revenue.

$190,753 $2,333
(1.24% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$0	$60	$0	$0	0%
Intergovernmental Revenues	$239,725	$367,294	$188,420	$190,753	1.2%
Fund Balance	$41,390	-$41,583	$0	$0	0%
Total Revenue Source:	$281,115	$325,772	$188,420	$190,753	1.2%

Program Discussion

The 2025-2026 Proposed Edward Byrne Memorial Justice Assistance Grant (JAG) budget totals $190,753; however, the actual amount received by County departments will depend on the outcome of discussions with the City of Stockton that are anticipated to occur late in 2025.

Since 2011, the County and City of Stockton have used annual JAG funding for a Countywide Firearms Reduction Consortium, including the District Attorney's Office, Sheriff's Office, Probation Department, and Stockton Police Department. The intent of the partnership has been to coordinate activities that combat gun violence, with funding allocated for prosecution of gun/gang violence, overtime costs for gun enforcement, airplane fuel costs, and a firearms examiner/equipment.

As of March 2025, JAG allocation amounts have not been announced. Discussions to be held between County departments and the City of Stockton will provide direction on recommended funding allocation amounts to each of the agencies and the viability of continued participation in the Countywide Firearms Reduction Consortium.

The budget assumes funding will be allocated to County departments similar to the 2024 grant award and includes allocation amounts from previous awards. Once the 2025 allocations are determined and after a consensus has been developed among the participating agencies regarding use of the funds and allocation amounts, a Memorandum of Understanding will be presented to the Board of Supervisors and Stockton City Council for consideration and approval of the 2025 JAG award.

Fund Balance

Justice Assistance Grant Fund

The Justice Assistance Grant Special Revenue Fund (#20024) is the operating fund for the District Attorney, Probation, and Sheriff JAG budgets. As of March 31, 2025, fund balance was overdrawn by $48,534, which is a result of reimbursements from the City of Stockton which are received after expenses are initially incurred.

Grand Jury



Sandy Regalo
County Administrator

Article I, Section 23 of the California Constitution requires that a Grand Jury be summoned annually in each county. The Grand Jury investigates the operations of County and city governments; selectively examines the books, records, and the accounts of County offices; reports the findings to the Board of Supervisors in an annual report; investigates charges of public offenses committed or triable within the County, and may bring forth indictments.

The Grand Jury budget (#2021000000) includes funding for Grand Jury stipends, mileage reimbursement, transcription services, clerical support, training, travel expenses, and other costs incurred by the Civil Grand Jury. The budget also provides funds for impaneling separate Criminal Grand Juries as needed. The Civil and Criminal Grand Juries each include 19 members and 10 alternates. Civil and Criminal Grand Jurors receive a stipend of $15 per meeting plus mileage reimbursement.

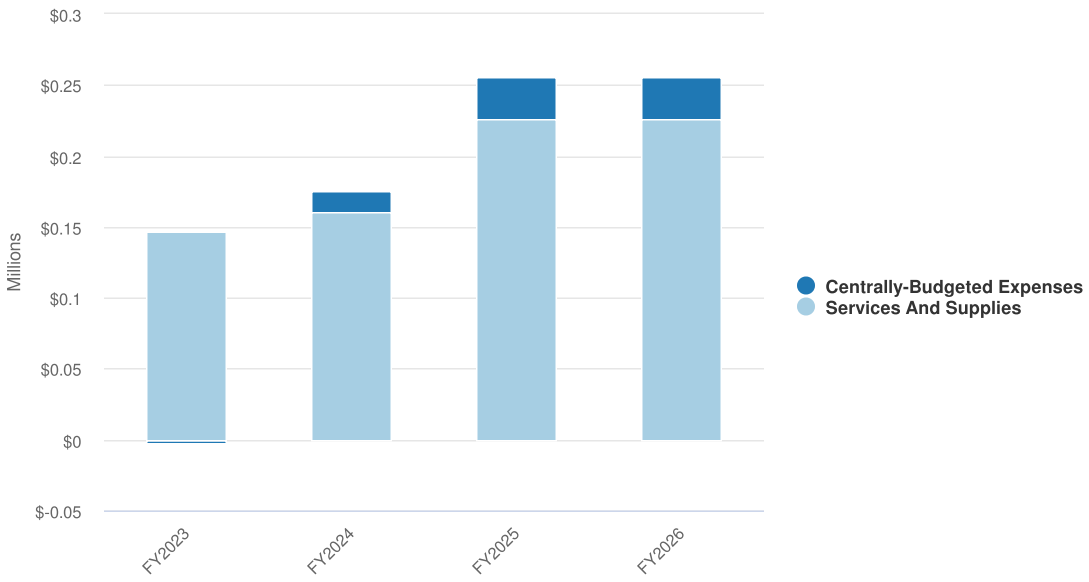
Expenditures Summary

The 2025-2026 Proposed Budget of $255,415 represents an immaterial change from the 2024-2025 Adopted Budget.

$255,415 **-$300**
(-0.12% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$146,409	$160,942	$225,474	$225,474	0%
Centrally-Budgeted Expenses	-$2,387	$14,061	$30,241	$29,941	-1%
Total Expense Objects:	$144,022	$175,003	$255,715	$255,415	-0.1%

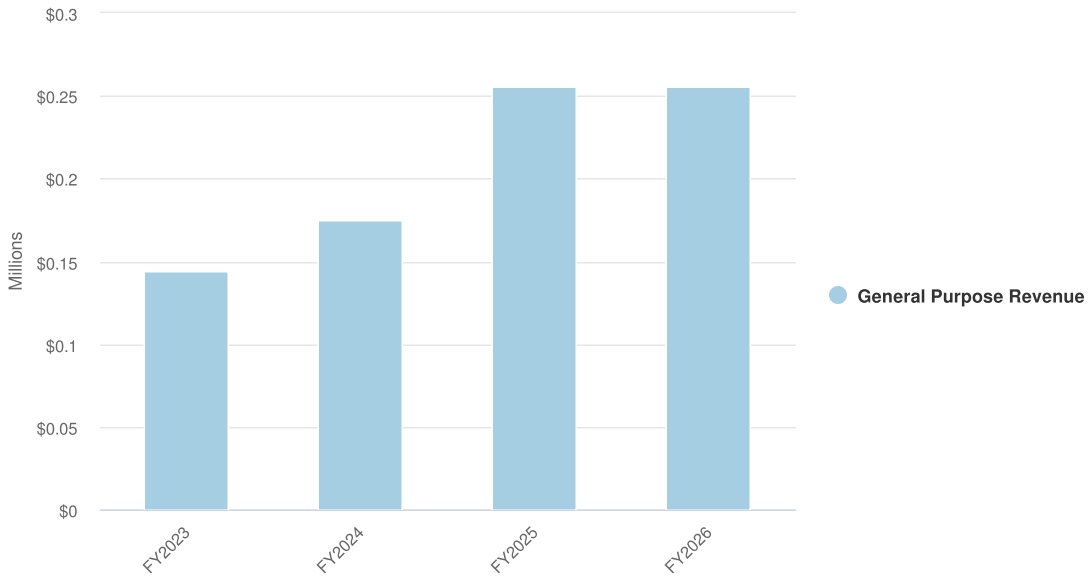
Funding Summary

The 2025-2026 Proposed Budget is fully funded by General Purpose Revenue.

$255,415 -$300
(-0.12% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
General Purpose Revenue	$144,022	$175,003	$255,715	$255,415	-0.1%
Total Revenue Source:	$144,022	$175,003	$255,715	$255,415	-0.1%

Final Grand Jury Reports

Final Reports	Case Number
2023-2024	
San Joaquin County: A Fragmented COVID-19 Response	120
City of Stockton: Crisis in Government	123
San Joaquin County Custodial Facilities: Failing to Comply with the Prison Rape Elimination Act of 2003	222
School Safety in San Joaquin County: Developing a Culture of Safety	322
City of Tracy: Public Trust Still Not Restored	323
Good Intentions are Failing San Joaquin County's At-Risk Children	422
The Eastern San Joaquin Groundwater Authority: A Rubik's Cube of Water Management	622
General Independent Special Districts Report	Independent Special Districts
Jail Tours - General	Law & Justice
Police Departments - General	Law & Justice
San Joaquin County Behavioral Health Services Cares Act Overview	Law & Justice
Second Look: Cold Cases	Second Look
Second Look: Micke Grove	Second Look
Second Look: Talking Trash	Second Look
2024-2025	
City of Stockton: Crisis in Government	123
Old System, New Costs: Confronting Wastewater Inefficiency in Linne Estates	124
City of Tracy: Public Trust Still Not Restored	323
Second Look: Cold Cases	Continuity
Second Look: Micke Grove	Continuity
Second Look: Talking Trash	Continuity
Did You Know? Mountain House	Eyes on SJC
Did You Know? Registrar of Voters	Eyes on SJC
Did You Know? San Joaquin County Office of Education	Eyes on SJC
Did You Know? San Joaquin General Hospital	Eyes on SJC
About the Civil Grand Jury	General Info
General Independent Special Districts Report	Independent Special Districts
General Law & Justice Report - Police Department Presentations	Law & Justice
Jail Tours - General	Law & Justice

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Civil Grand Juries				
Investigations	13	14	14	14
Criminal Grand Juries				
Days Impaneled	10	3	4	4
Indictments Issued	0	1	1	1

County Support to the Courts



Sandy Regalo
County Administrator

The County Support to the Courts budget (#2021274000) provides the County's Maintenance-of-Effort payments to the State for the operation of the courts, extraordinary expenditures associated with the most serious felony cases, and court-related costs not recognized by the State under its definition of "court operational cost."

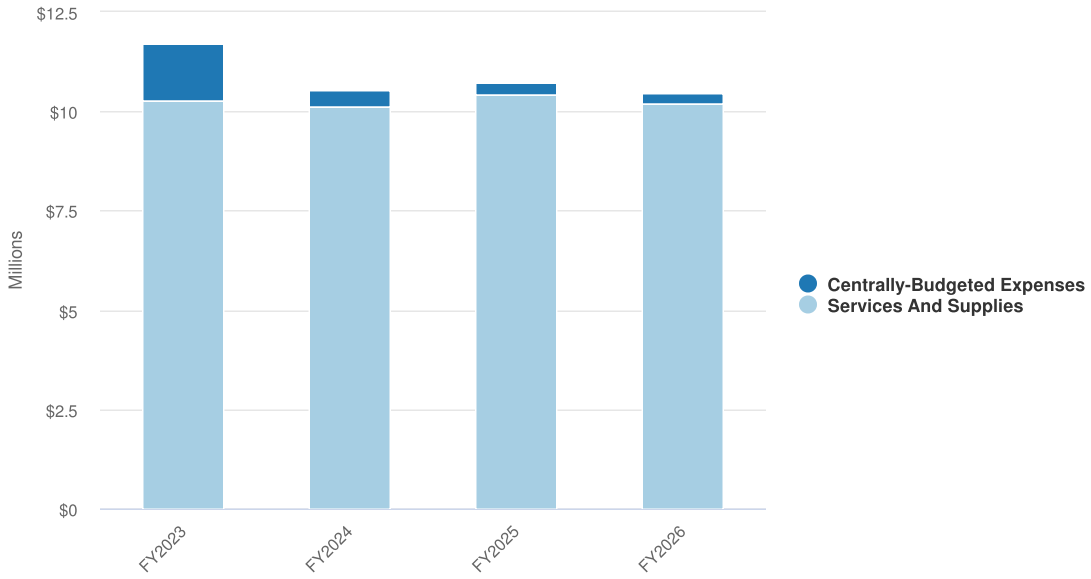
Expenditures Summary

The 2025-2026 Proposed Budget of $10,458,696 is a decrease of $263,981 from the 2024-2025 Adopted Budget of $10,722,677, primarily due to decreased costs for indigent defense services ($139,320), centrally-budgeted expenses ($67,893), and juror parking ($56,667).

$10,458,696 -$263,981
(-2.46% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$10,261,614	$10,138,742	$10,406,392	$10,210,304	-1.9%
Centrally-Budgeted Expenses	$1,436,927	$390,108	$316,285	$248,392	-21.5%
Total Expense Objects:	$11,698,541	$10,528,850	$10,722,677	$10,458,696	-2.5%

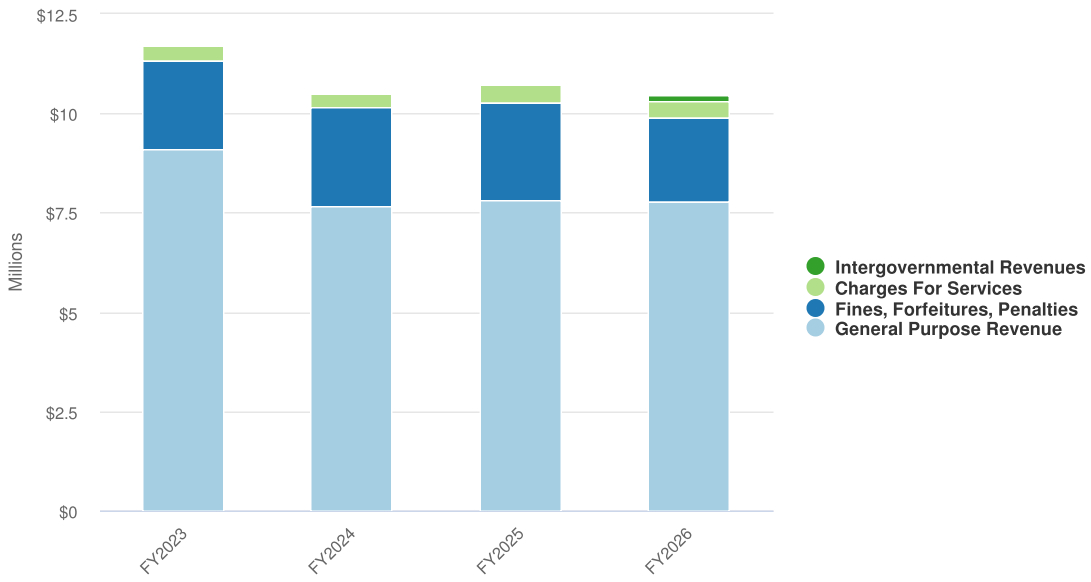
Funding Summary

The 2025-2026 Proposed Budget includes $7,787,007 in General Purpose Revenue. Non-County funding includes $2,122,115 in fines, $397,063 in charges for services to the Superior Court, and $141,026 in State revenue for services provided at the Juvenile Justice Center.

$10,458,696 **-$263,981**
(-2.46% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Fines, Forfeitures, Penalties	$2,209,944	$2,494,001	$2,457,231	$2,122,115	-13.6%
Intergovernmental Revenues	$5,852	$24,247	$14,502	$152,511	951.7%
Charges For Services	$375,279	$347,340	$423,933	$397,063	-6.3%
General Purpose Revenue	$9,107,466	$7,663,262	$7,827,011	$7,787,007	-0.5%
Total Revenue Source:	$11,698,541	$10,528,850	$10,722,677	$10,458,696	-2.5%

Program Discussion

Juvenile Justice Center

On August 8, 2023, the Board of Supervisors approved a Memorandum of Understanding between the Judicial Council of California (JCC) and the County (A-23-272) for the provision of court facility services for the Juvenile Justice Center in French Camp. As a result, the State has begun reimbursing the County for its proportionate share of the cost of operating the Juvenile Justice Center. As of March 31, 2025, the State had reimbursed the County $105,769 in 2024-2025.

Declining Revenues

While the County saw a slight increase in revenue from fines in 2023-2024, overall, revenue from this source continues to decline:

Year	Fine Revenue
2019-2020	$2,840,353
2020-2021	$2,413,752
2021-2022	$2,405,033
2022-2023	$2,209,944
2023-2024	$2,494,001
2024-2025 (Projected)	$2,193,101
2025-2026 (Proposed)	$2,122,115

The County Administrator projects fines will be lower in 2024-2025 and 2025-2026 due to the State's attempt to reduce their harmful effect on defendants who cannot afford to pay. One example is Assembly Bill (AB) 199, which went into effect on July 1, 2022, and reduced the civil assessment against a defendant who fails to appear in court or fails to pay the entirety of a fine or bail installment. Previously, the court could impose a civil assessment of up to $300. With the passage of AB 199, this amount cannot exceed $100.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Paid to Superior Court				
Trial Court - County Contribution	$6,543,068	$6,543,068	$6,543,070	$6,543,068
Trial Court - Fees & Fines	2,158,803	2,158,803	2,158,800	2,158,803
Court Facility Payment	723,998	748,377	743,503	743,501
Sub Total	**$9,425,869**	**$9,450,248**	**$9,445,373**	**$9,445,372**
Paid to Others				
Attorney & Investigative Services	$600,061	$428,021	$486,816	$546,219
Jury Parking/Bus Passes	235,684	260,473	138,167	218,713
Data Processing Charges	0	0	8,959	7,941
Casualty Insurance	103,063	119,687	417,447	154,149
Allocated Costs (A-87)	1,333,864	270,421	333,591	86,302
Sub Total	**$2,272,672**	**$1,078,602**	**$1,384,980**	**$1,013,324**
Total	**$11,698,541**	**$10,528,850**	**$10,830,353**	**$10,458,696**

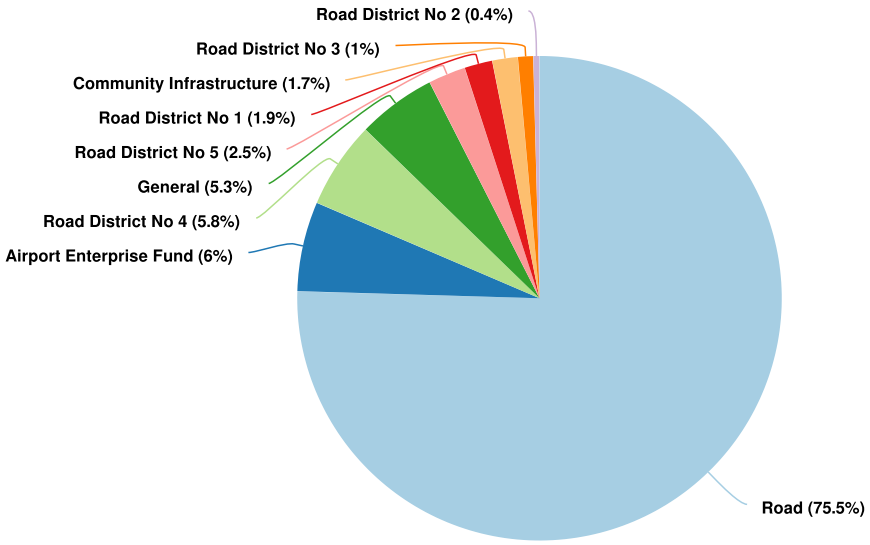
Roads & Facilities

Expenditures Summary

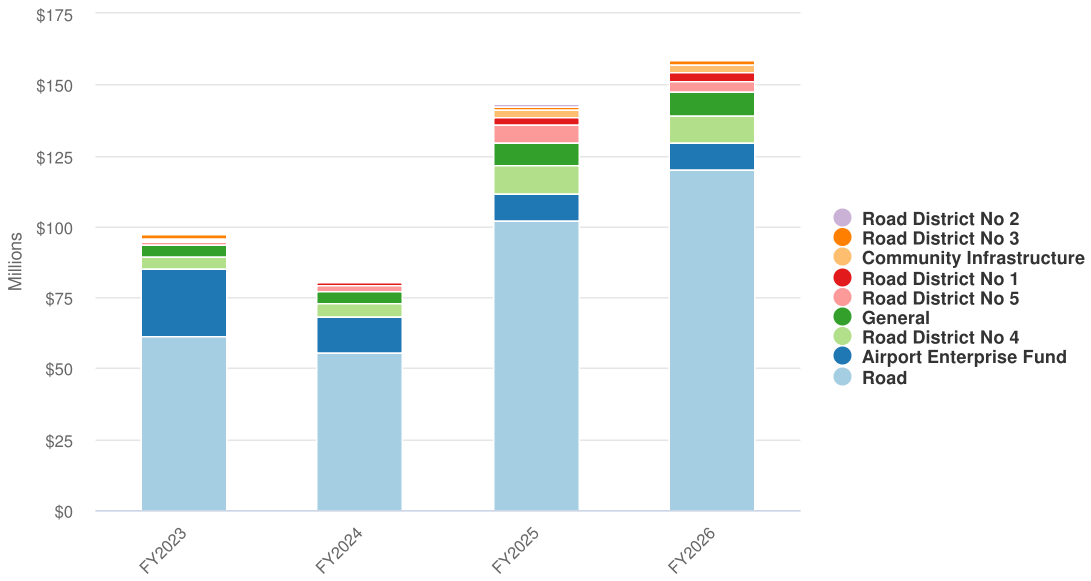
$159,194,312 $15,808,179
(11.02% vs. prior year)

Expenditures by Fund

Expenditures by Fund



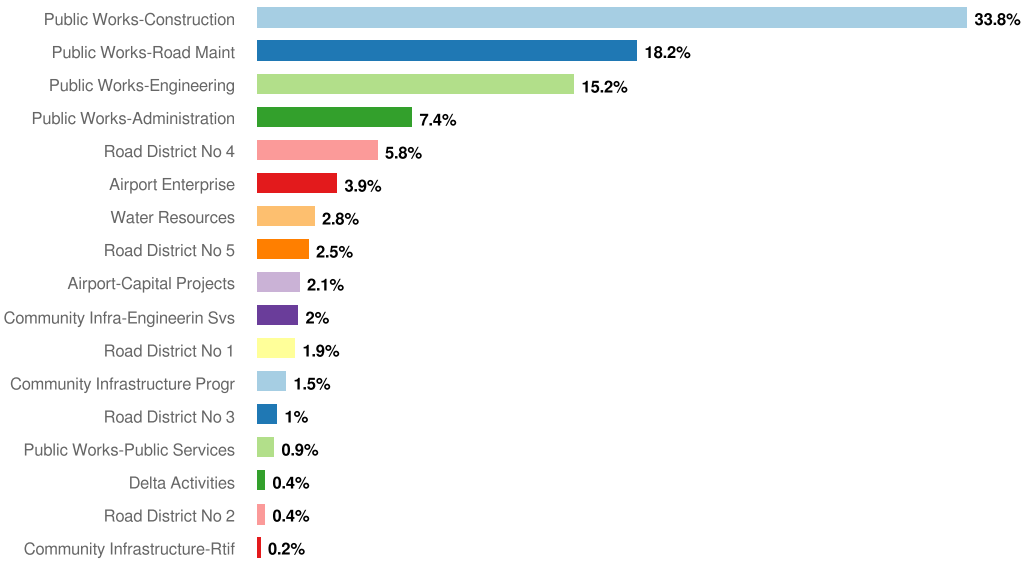
Budgeted and Historical Expenditures by Fund



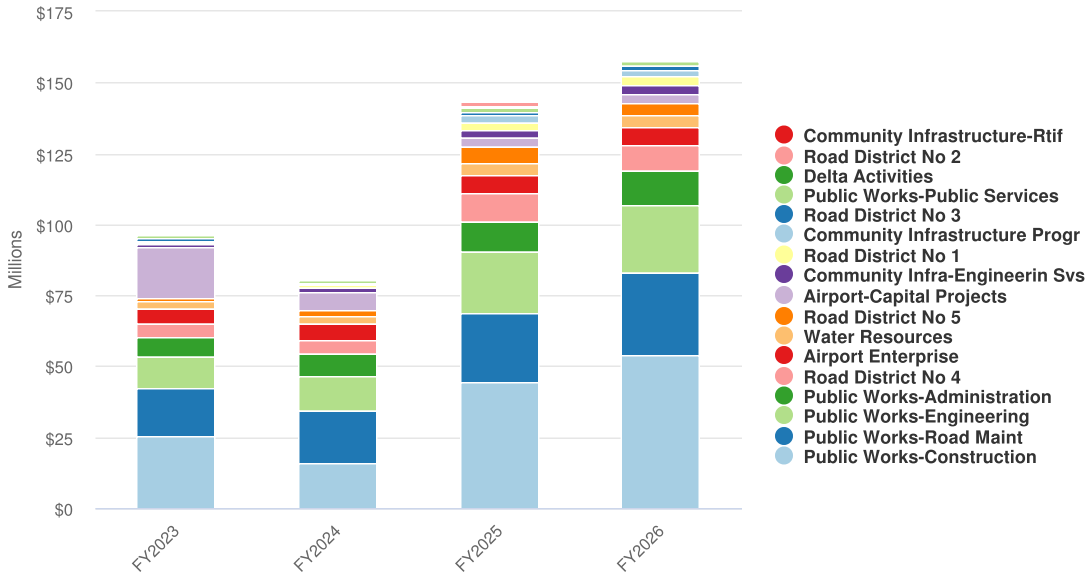
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
General	$4,122,648	$4,437,497	$7,961,010	$8,369,553	5.1%
Road	$61,178,048	$55,284,176	$102,246,745	$120,145,622	17.5%
Road District No 1	$483,851	$1,027,640	$2,634,530	$2,969,377	12.7%
Road District No 2	$247,901	$181,890	$1,182,782	$638,932	-46%
Road District No 3	$1,238,941	$525,301	$1,018,069	$1,617,663	58.9%
Road District No 4	$4,421,407	$4,799,141	$10,056,187	$9,231,854	-8.2%
Road District No 5	$981,129	$1,917,109	$6,033,693	$3,986,038	-33.9%
Community Infrastructure	$815,383	$615,925	$2,900,000	$2,710,000	-6.6%
Airport Enterprise Fund	$23,944,410	$12,700,305	$9,353,117	$9,525,273	1.8%
Total:	$97,433,719	$81,488,985	$143,386,133	$159,194,312	11%

Expenditures by Department

Budgeted Expenditures by Department



Budgeted and Historical Expenditures by Department



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expenditures					
Public Works					
Water Resources	$2,376,395	$2,598,657	$4,144,476	$4,466,051	7.8%

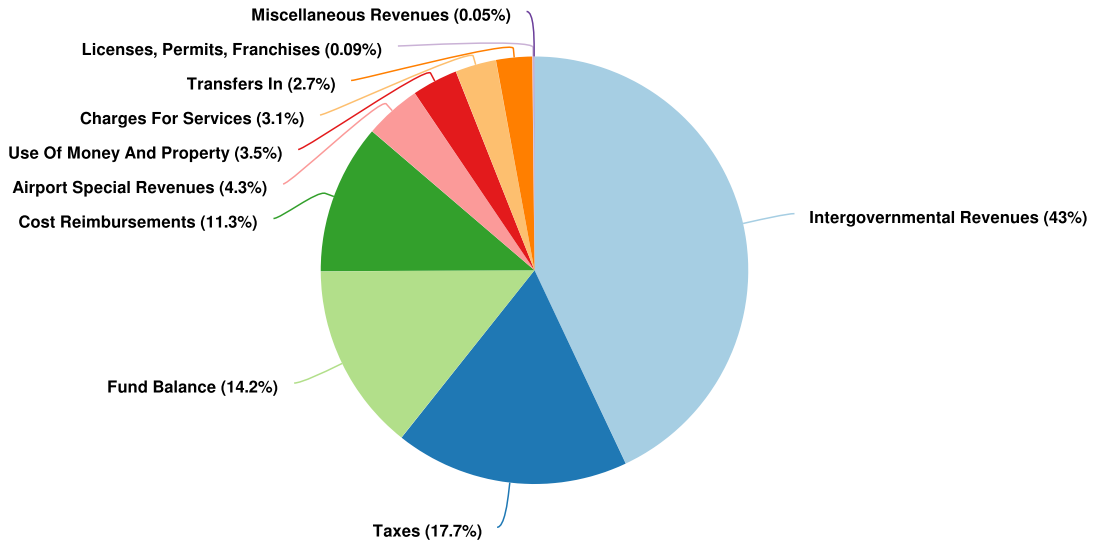
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Delta Activities	$792,452	$520,380	$960,000	$700,000	-27.1%
Public Works-Administration	$6,749,223	$7,457,202	$10,268,239	$11,805,330	15%
Public Works-Engineering	$11,301,290	$12,119,048	$21,795,355	$24,154,701	10.8%
Public Works-Road Maint	$16,799,350	$18,651,921	$24,423,394	$28,925,921	18.4%
Public Works-Construction	$25,511,458	$15,974,245	$44,416,000	$53,850,000	21.2%
Public Works-Public Services	$816,727	$1,081,760	$1,343,757	$1,409,670	4.9%
Community Infra-Engineerin Svs	$953,801	$1,318,459	$2,856,534	$3,203,502	12.1%
Road District No 1	$483,851	$1,027,640	$2,634,530	$2,969,377	12.7%
Road District No 2	$247,901	$181,890	$1,182,782	$638,932	-46%
Road District No 3	$1,238,941	$525,301	$1,018,069	$1,617,663	58.9%
Road District No 4	$4,421,407	$4,799,141	$10,056,187	$9,231,854	-8.2%
Road District No 5	$981,129	$1,917,109	$6,033,693	$3,986,038	-33.9%
Community Infrastructure Progr	$491,644	$368,321	$2,598,000	$2,320,000	-10.7%
Community Infrastructure-Rtif	$323,739	$247,604	$302,000	$390,000	29.1%
Total Public Works:	$73,489,309	$68,788,680	$134,033,016	$149,669,039	11.7%
Airport					
Airport Enterprise	$5,727,436	$6,283,197	$6,511,109	$6,181,973	-5.1%
Airport-Capital Projects	$18,216,975	$6,417,108	$2,842,008	$3,343,300	17.6%
Total Airport:	$23,944,410	$12,700,305	$9,353,117	$9,525,273	1.8%
Total Expenditures:	$97,433,719	$81,488,985	$143,386,133	$159,194,312	11%

Funding Summary

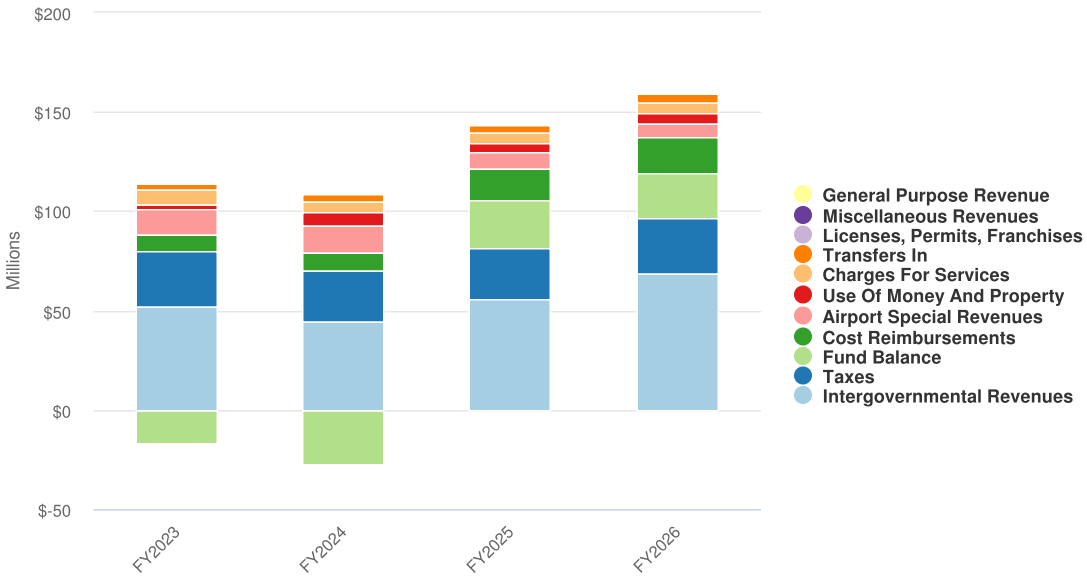
$159,194,312 $15,808,179
(11.02% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$27,693,193	$25,575,576	$25,677,806	$28,220,797	9.9%
Licenses, Permits, Franchises	$173,666	$186,951	$144,000	$144,000	0%
Use Of Money And Property	$2,486,439	$6,592,698	$4,892,034	$5,510,000	12.6%
Intergovernmental Revenues	$51,895,391	$44,537,599	$55,976,274	$68,420,055	22.2%

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Charges For Services	$7,730,166	$5,200,532	$5,243,100	$4,952,000	-5.6%
Miscellaneous Revenues	$151,729	$116,891	$74,220	$87,500	17.9%
Transfers In	$2,482,035	$3,916,368	$3,465,270	$4,353,970	25.6%
Airport Special Revenues	$12,579,247	$13,577,147	$8,403,869	$6,799,318	-19.1%
Cost Reimbursements	$8,851,932	$9,199,002	$15,920,658	$18,056,451	13.4%
General Purpose Revenue	$63,381	-$209,620	$0	$0	0%
Fund Balance	-$16,673,457	-$27,204,161	$23,588,902	$22,650,221	-4%
Total Revenue Source:	$97,433,719	$81,488,985	$143,386,133	$159,194,312	11%

Summary - Public Works



Fritz Buchman
Director of Public Works

The primary mission of the Department of Public Works is to enhance the community's quality of life by planning, designing, constructing, operating, and maintaining the County's public roads, bridges, water, wastewater, flood control, public fleet, and solid waste systems. Public Works strive to manage these important systems in an innovative and cost-effective manner to protect public health, safety, and welfare and to preserve the community's financial investment. Additionally, Public Works provides staff support to the Planning Commission, the Eastern San Joaquin Groundwater Authority, the Advisory Water Commission, the Delta Counties Coalition, and the San Joaquin County Flood Control and Water Conservation District.

Below is a summary of the budgets administered by Public Works:

- 1016000000 – Surveyor
- 2023060000 – Water Resources
- 2023070000 – Delta Activities
- 2024100000 – Flood Channel Maintenance
- 3030101000 – Administration
- 3030103000 – Engineering
- 3030105000 – Road Maintenance
- 3030106000 – Construction
- 3030108000 – Public Services
- 3030900000 – Community Infrastructure Engineering
- 3031300000 – Road District 1
- 3031400000 – Road District 2
- 3031500000 – Road District 3
- 3031600000 – Road District 4
- 3031700000 – Road District 5
- 3039900000 – Community Infrastructure Program - Traffic Impact Mitigation Fee
- 3039902000 – Community Infrastructure Program - Regional Transportation Impact Fee
- 4040800000 – Utility Maintenance
- 8190000000 – Fleet Services Internal Service Fund
- 9210000000 – Solid Waste Enterprise Fund
- 9312000000 – CSA 31 Sewer Enterprise Fund

Please visit sjgov.org/pw for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Reduce the Department's vacancy rate by performing intensive and innovative outreach to potential candidates.	16%	13% as of June 2024	13%	June 2024
Demonstrate Leadership Development	**Initial**	**Current**	**Target**	**Deadline**
Engage all group leaders in training to enhance leadership skills.	0%	100%	100%	December 2023
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Digitization of Improvement Plans and Survey Records by converting paper documents to digital and storing them in the Laserfiche system.	75%	75% 80% 100%	80% 90% 100%	June 2023 June 2024 June 2025
Launch a Maintenance Management / Work Order / Infrastructure Inventory System.	40%	50% 40% 80%	60% 80% 100%	June 2023 June 2024 June 2025
Create Electronic Workflows to increase efficiencies in document preparation and approval processes.	20%	25% 60% 80%	40% 60% 80%	June 2023 June 2024 June 2025
Public Safety / Criminal Justice / Quality of Life				
Mitigate Illegal Dumping / Human Waste	**Initial**	**Current**	**Target**	**Deadline**
Reduce illegal dumping tonnage in public right-of-way by participating in the County's Illegal Dumping Task Force and assisting with the implementation of the Three E's Plan (Education, Eradication, and Enforcement).	0%	2.4% -5.5% 0.8%	2.5% 5% 10%	June 2023 June 2024 June 2025
Water Management				
Improve Water Storage / Sustainability	**Initial**	**Current**	**Target**	**Deadline**
For Tracy Subbasin: Obtain Department of Water Resources approval of the Groundwater Sustainability Plan.	20%	30% 100%	40% 60% 100%	June 2023 June 2024 June 2025

Analysis of Priority Activity

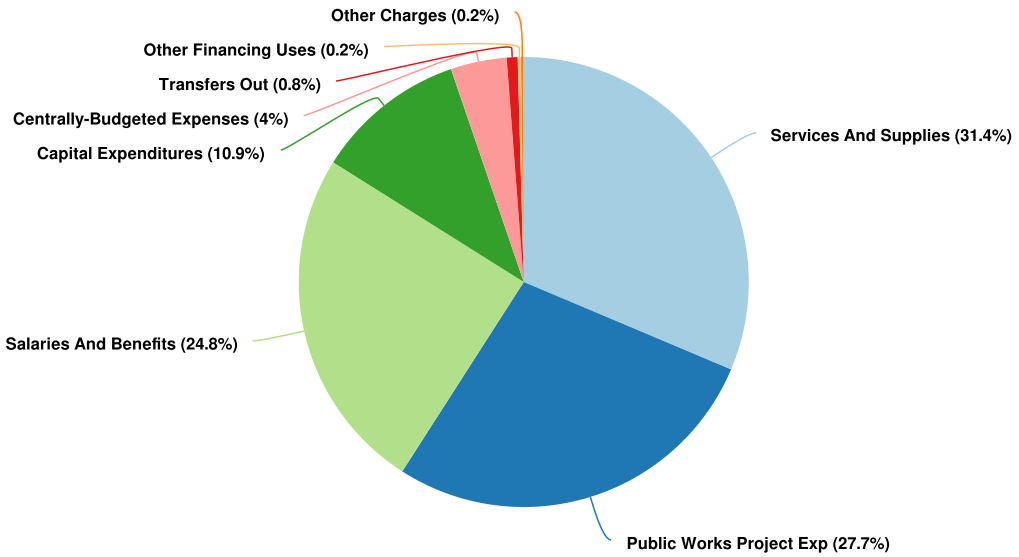
Public Works will continue its efforts in launching the new work order system and reducing illegal dumping in the public right-of-way. The new work order system is scheduled to go live in August 2025. Compared to last fiscal year, it is projected that illegal dumping tonnage will decrease 6.6%, resulting in an overall 0.8% decrease from the original baseline. In 2025-2026, the County's Illegal Dumping Task Force will continue to evaluate its strategy and tactics in implementing the Education, Enforcement, and Eradication plan to reduce illegal dumping in accordance with the 2025-2028 goals.

Expenditures Summary

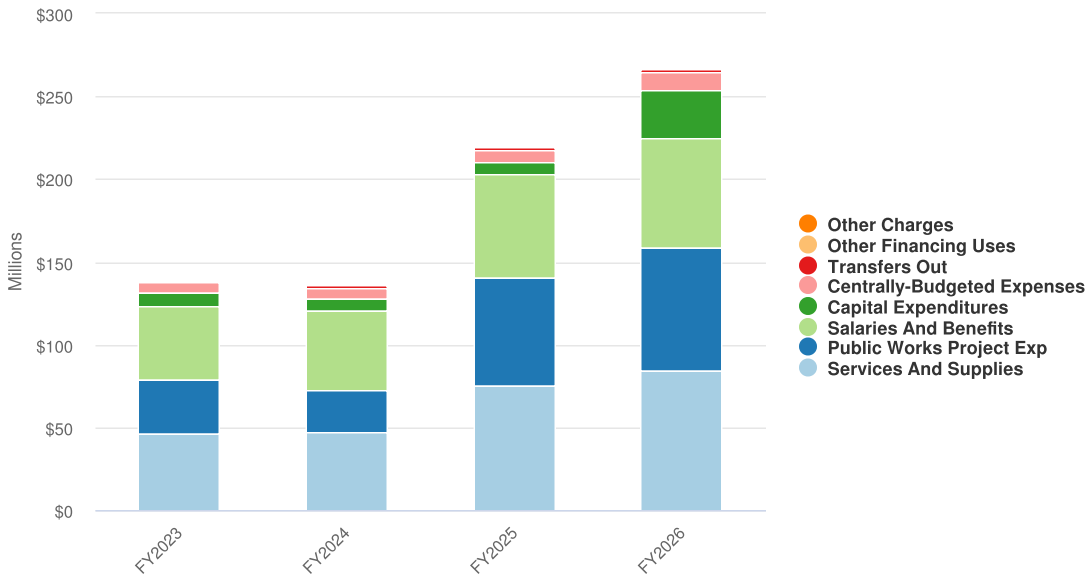
$267,876,789 $47,121,403
(21.35% vs. prior year)

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



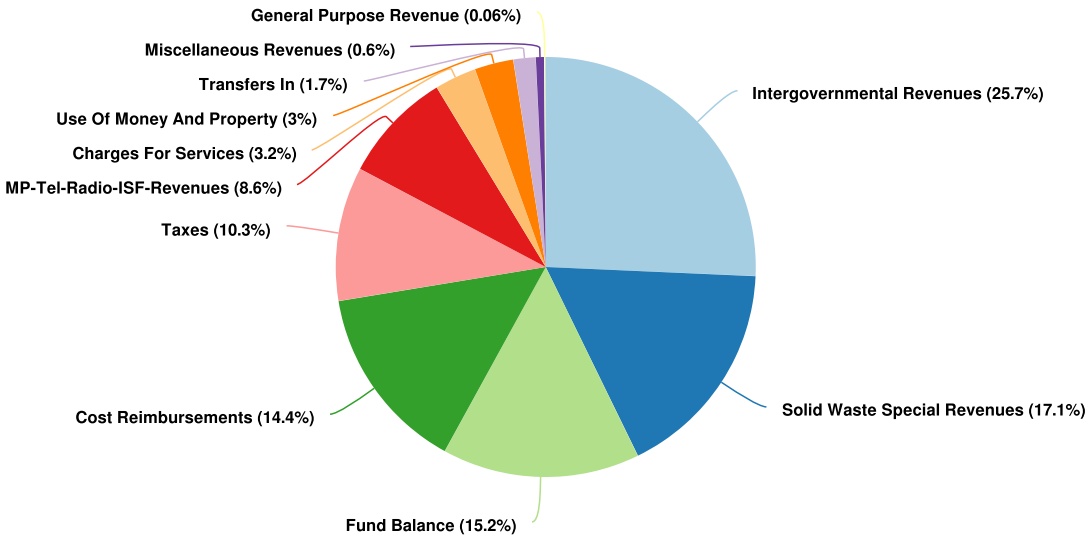
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$43,714,617	$48,592,684	$62,545,819	$66,511,207	6.3%
Services And Supplies	$46,074,684	$47,192,089	$75,224,311	$83,984,559	11.6%
Centrally-Budgeted Expenses	$6,429,821	$6,246,729	$7,487,447	$10,729,115	43.3%
Other Charges	$318,257	$679,194	$476,223	$539,215	13.2%
Other Financing Uses	$541,550	$538,450	$545,000	$565,000	3.7%
Capital Expenditures	$8,246,448	$6,732,366	$7,041,990	$29,089,970	313.1%
Transfers Out	$857,124	$1,890,099	$1,810,800	$2,165,000	19.6%
Public Works Project Exp	$33,091,135	$24,930,963	$65,623,796	$74,292,723	13.2%
Total Expense Objects:	$139,273,634	$136,802,574	$220,755,386	$267,876,789	21.3%

Funding Summary

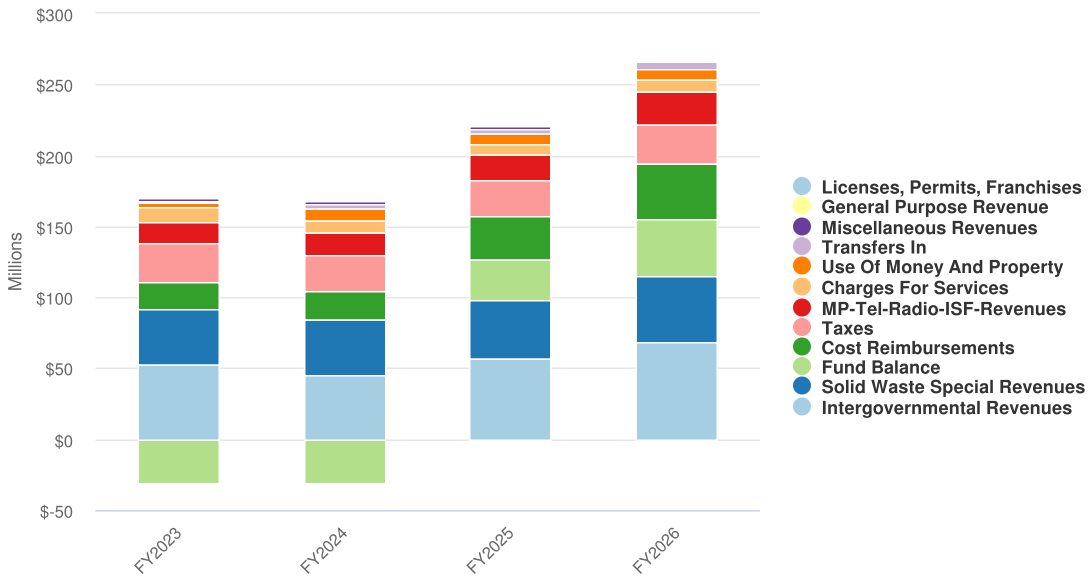
$267,876,789 $47,121,403
(21.35% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$27,693,193	$25,575,576	$25,127,806	$27,670,797	10.1%
Licenses, Permits, Franchises	$173,666	$186,951	$144,000	$144,000	0%
Use Of Money And Property	$3,185,711	$8,700,987	$6,649,450	$8,036,100	20.9%
Intergovernmental Revenues	$52,456,770	$45,281,169	$56,725,328	$68,855,305	21.4%
Charges For Services	$10,737,626	$8,421,176	$8,261,100	$8,616,830	4.3%
Miscellaneous Revenues	$1,782,182	$1,774,439	$1,700,379	$1,709,065	0.5%
Transfers In	$1,384,512	$2,654,264	$3,615,000	$4,595,000	27.1%
MP-Tel-Radio-ISF-Revenues	$14,518,304	$16,300,524	$17,890,000	$22,950,000	28.3%
Solid Waste Special Revenues	$39,502,250	$38,675,510	$41,212,835	$45,749,300	11%
Cost Reimbursements	$18,370,437	$20,062,233	$30,829,627	$38,628,670	25.3%
General Purpose Revenue	$179,769	$24,736	$225,831	$168,659	-25.3%
Fund Balance	-$30,710,785	-$30,854,992	$28,374,030	$40,753,063	43.6%
Total Revenue Source:	$139,273,634	$136,802,574	$220,755,386	$267,876,789	21.3%

Organizational Chart

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	434.0	458.0	24.0
Temporary (FTE)	34.6	26.1	(8.5)
Position Total	468.6	484.1	15.5

Public Works - Administration



Fritz Buchman
Director of Public Works

The Public Works - Administration budget (#3030101000) provides funding for central support services for the Department of Public Works, including administration, personnel, payroll, fiscal, document and records management, and geographic information systems (GIS). The Administration Division is committed to strengthening Public Works and setting the Department up for sustainable success. Through a variety of initiatives, including investing in professional development, Public Works Administration focuses on providing effective programs that foster an engaged workforce, increased staff retention, and improved services to the community.

Please visit sjgov.org/pw for more information.

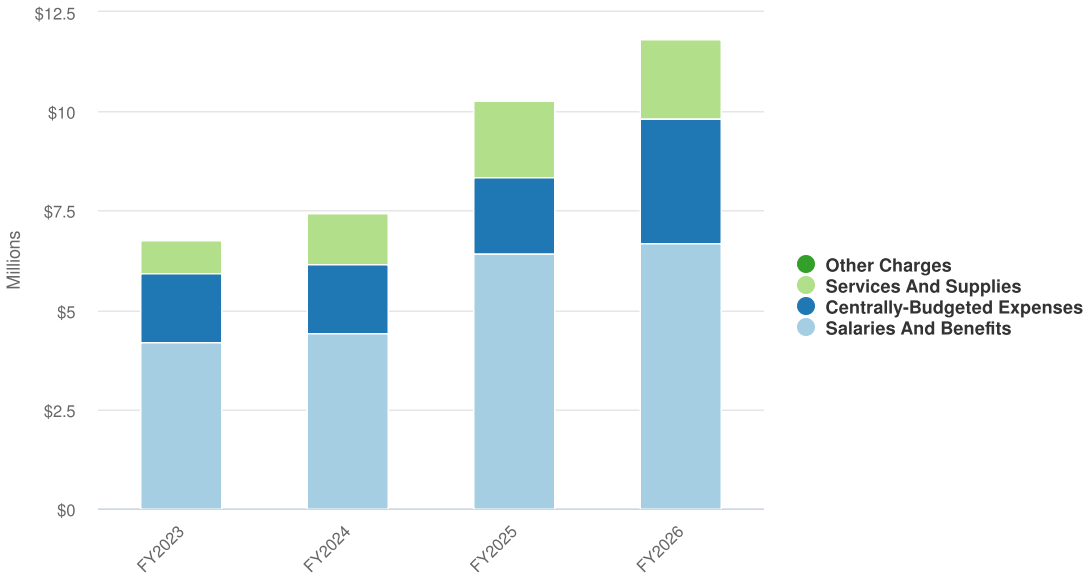
Expenditures Summary

The 2025-2026 Proposed Budget of $11,805,330 is an increase of $1,537,091 from the 2024-2025 Adopted Budget of $10,268,239, primarily due to increases in Cost Plan Allocation charges ($735,475) and data processing charges ($352,381), salaries and benefits adjustments ($258,695), and the addition of a GIS Manager position ($224,869), partially offset by the deletion of an Accountant II position ($131,109).

$11,805,330 **$1,537,091**
(14.97% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$4,197,417	$4,420,033	$6,409,374	$6,686,387	4.3%
Services And Supplies	$803,999	$1,309,127	$1,920,600	$1,999,500	4.1%
Centrally-Budgeted Expenses	$1,747,807	$1,728,042	$1,938,245	$3,119,443	60.9%
Other Charges	$0	$0	$20	$0	-100%
Total Expense Objects:	$6,749,223	$7,457,202	$10,268,239	$11,805,330	15%

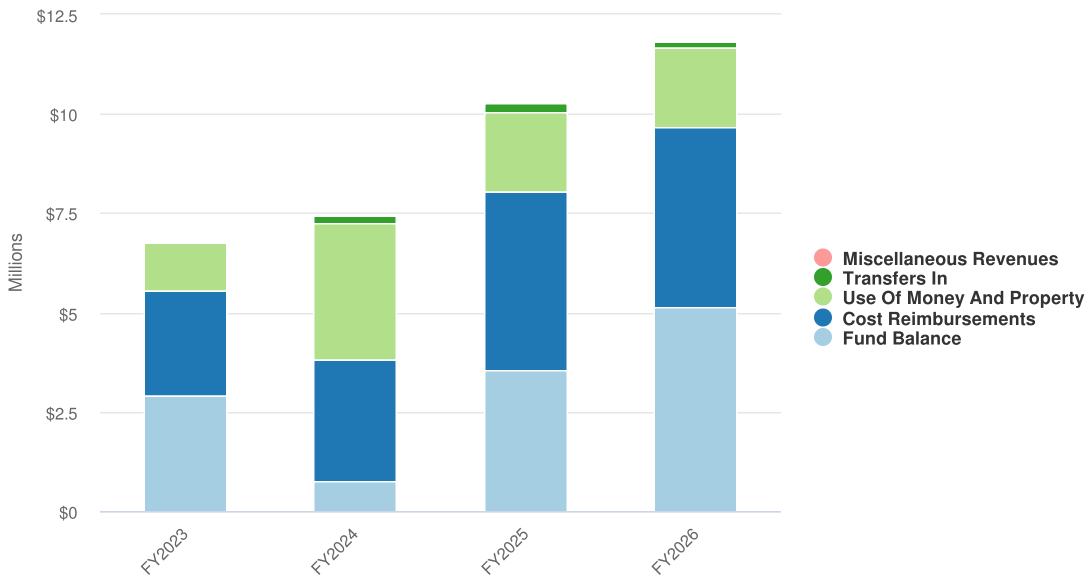
Funding Summary

The 2025-2026 Proposed Budget includes $5,143,532 in use of fund balance, $4,511,798 in reimbursements for administrative costs related to Public Works projects and operations, $2,000,000 in interest income, and $150,000 in operating transfers in from the General Fund for illegal dumping eradication efforts and non-road projects.

$11,805,330 $1,537,091
(14.97% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$1,187,981	$3,458,041	$2,000,000	$2,000,000	0%
Miscellaneous Revenues	$6,949	$3,169	$7,120	$0	-100%
Transfers In	$0	$200,000	$200,000	$150,000	-25%
Cost Reimbursements	$2,655,897	$3,055,122	$4,511,798	$4,511,798	0%
Fund Balance	$2,898,395	$740,870	$3,549,321	$5,143,532	44.9%
Total Revenue Source:	$6,749,223	$7,457,202	$10,268,239	$11,805,330	15%

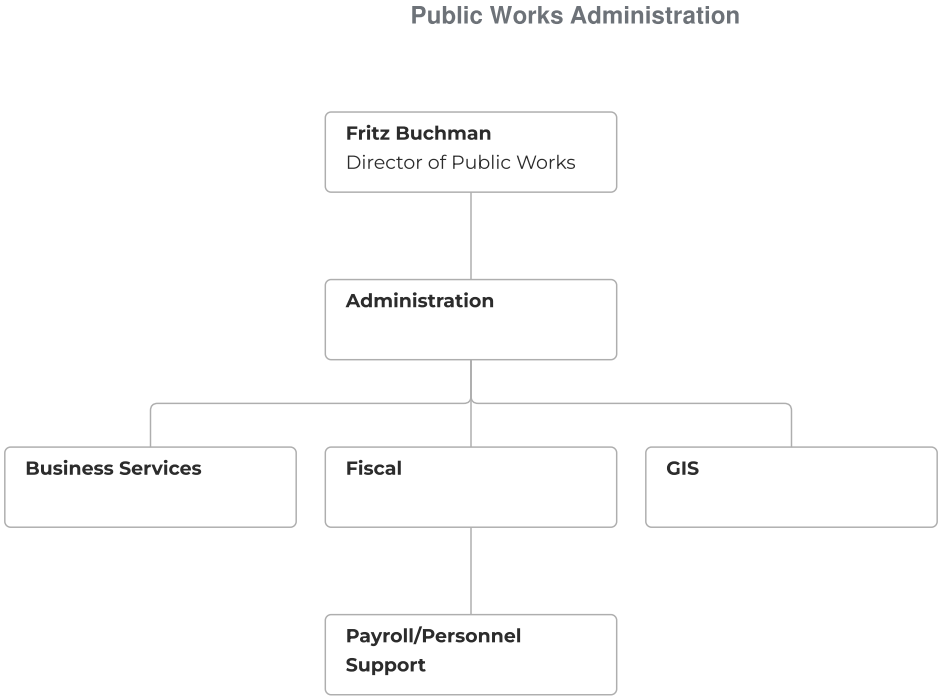
Organizational Chart

The 2025-2026 Proposed Budget includes the deletion of one full-time Accountant II and the addition of one full-time GIS Program Manager. The GIS Program Manager will allow for higher-level program management and team leadership for Public Works' increasingly mission-critical GIS and Computerized Maintenance Management System needs. The 2025-2026 Proposed Budget also reflects a decrease of 2.0 FTE in part-time extra help.

Fiscal Support

The Proposed Budget continues a three-year Administrative Restructure Plan (Plan) to consolidate Public Works fiscal positions into the Administration's fiscal unit. During 2024-2025, fiscal positions in Road Maintenance, Fleet, and Utility District Maintenance divisions were relocated to the Administration division's office space. In 2025-2026, the final phase of the Plan will be completed with the Solid Waste Division's fiscal employees also relocating to the Administration division's space. The consolidation of fiscal positions has improved fiscal process consistency, increased efficiency by eliminating redundancies, and enhanced career path opportunities.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	38.0	38.0	0.0
Temporary (FTE)	2.3	0.3	(2.0)
Position Total	40.3	38.3	(2.0)



Program Discussion

Public Works is dedicated to improving the community's quality of life by providing high-quality, fiscally responsible infrastructure and services. Public Works will continue to educate the County organization and the public on the importance of Public Works and how its work contributes to the community through its participation in activities such as the American Public Works Association Public Works Week. Public Works plans to participate in various outreach efforts that provide useful information, materials, and communications that inform the community, staff, and prospective future employees regarding the work done by Public Works. The following highlights several key 2025-2026 Administration activities:

Staff Development and Leadership Training

Public Works is committed to setting the Department up for sustainable success by investing in and developing its employees and continuously improving customer service. In 2025-2026, Public Works will continue to offer the Public Works Academy training program to its employees, providing 12 training sessions that cover a variety of topics ranging from budget preparation to interviewing techniques. Additionally, Public Works will launch the Public Works Cultivating Greatness Program, an academy-style program designed to invest in leadership development for Public Works supervisors and managers. Finally, Public Works will continue to provide staff development opportunities that foster team productivity and individual fulfillment at work. This ongoing training encourages staff to contribute to identifying opportunities, solving department-wide challenges, and becoming more effective in managing and building their teams.

Digital Innovations

In 2025-2026, Public Works will continue its effort of streamlining document/information sharing and automating workflows through its online project management software that allows for electronic collaboration on projects and processes. In May 2025, Public Works will launch its first computerized maintenance management system (CMMS), a comprehensive web-based asset management/work order software that will allow for improved and more efficient management of the hundreds of millions of dollars' worth of infrastructure maintained by Public Works. This software system will manage Public Works assets, schedule maintenance, and manage customer requests/work orders.

In 2025-2026, Public Works will continue its ongoing efforts to digitize and archive critical paper documents to allow for future retrieval and use. This process will establish a fully digital library for Public Works that includes tens of thousands of documents. Also, Public Works will establish regular training courses for its electronic document retrieval system.

Fund Balance

Road Special Revenue Fund

The Road Special Revenue Fund (#20002) is the operating fund for the Public Works-Administration budget, one of five Public Works budgets in this fund. The fund balance was $103,989,973 on March 31, 2025. The 2025-2026 Proposed Budget includes the use of $5,143,532 to support the administrative functions of the Department in this budget.

Public Works - Engineering



Fritz Buchman
Director of Public Works

The Public Works Engineering budget (#3030103000) includes the Design, Field, Bridge, and Transportation Engineering divisions. Services include planning, design, environmental review, right-of-way services, and inspection of construction projects for the County's transportation, utility, bridge, and solid waste infrastructure. These divisions also prepare engineering studies that recommend actions to improve safety, asset condition, mobility, and traffic operations. Capital construction costs associated with these projects are budgeted within the Public Works - Construction budget (#3030106000) and are not reflected herein.

Please visit sjgov.org/pw for more information.

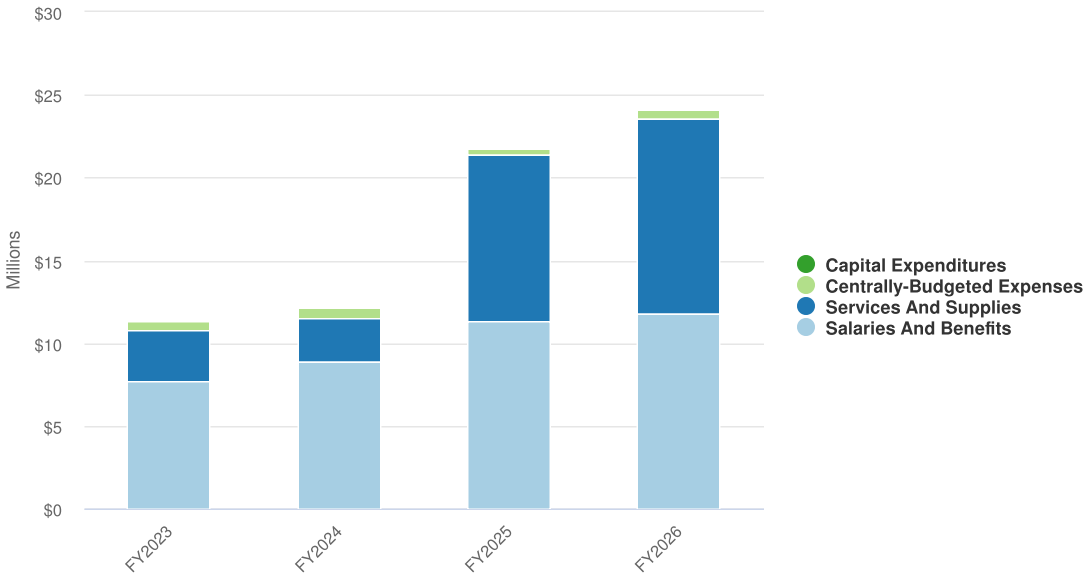
Expenditures Summary

The 2025-2026 Proposed Budget of $24,154,701 is an increase of $2,359,346 from the 2024-2025 Adopted Budget of $21,795,355, primarily due to an increase in professional services to support planning and engineering efforts ($1,298,870), salaries and benefits adjustments ($495,089), and increased licenses and permits cost ($273,790).

$24,154,701 **$2,359,346**
(10.82% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$7,725,172	$8,922,125	$11,330,975	$11,814,966	4.3%
Services And Supplies	$3,061,952	$2,565,759	$10,029,751	$11,788,142	17.5%
Centrally-Budgeted Expenses	$514,166	$619,283	$434,629	$466,593	7.4%
Capital Expenditures	$0	$11,881	$0	$85,000	N/A
Total Expense Objects:	$11,301,290	$12,119,048	$21,795,355	$24,154,701	10.8%

Funding Summary

The 2025-2026 Proposed Budget includes $12,936,878 in tax revenues, $6,927,200 in Federal and State revenues, $3,483,500 in cost reimbursements from Special Districts, $600,000 in Federal grants, $572,000 in charges for services, and $233,773 in use of fund balance.

Local Revenues

The primary sources of revenue to support this budget's work program are Senate Bill (SB) 1 - Road Maintenance and Rehabilitation Account (RMRA), Highway Users Tax Account (HUTA), and Sales Tax-Measure K which generate funds for maintaining and operating transportation facilities. Vehicle registrations, maintained road mileage, and population determine the County's share of these funds. In 2025-2026, Public Works anticipates receiving $12,936,878 to support preliminary engineering and final design efforts for 23 projects.

State Revenues

Public Works pursues funding from State-managed competitive grant programs to support several initiatives. In 2025-2026, $150,000 is anticipated from the Active Transportation Program and the State-funded Highway Safety Improvement Program to support the design and construction administration of four projects.

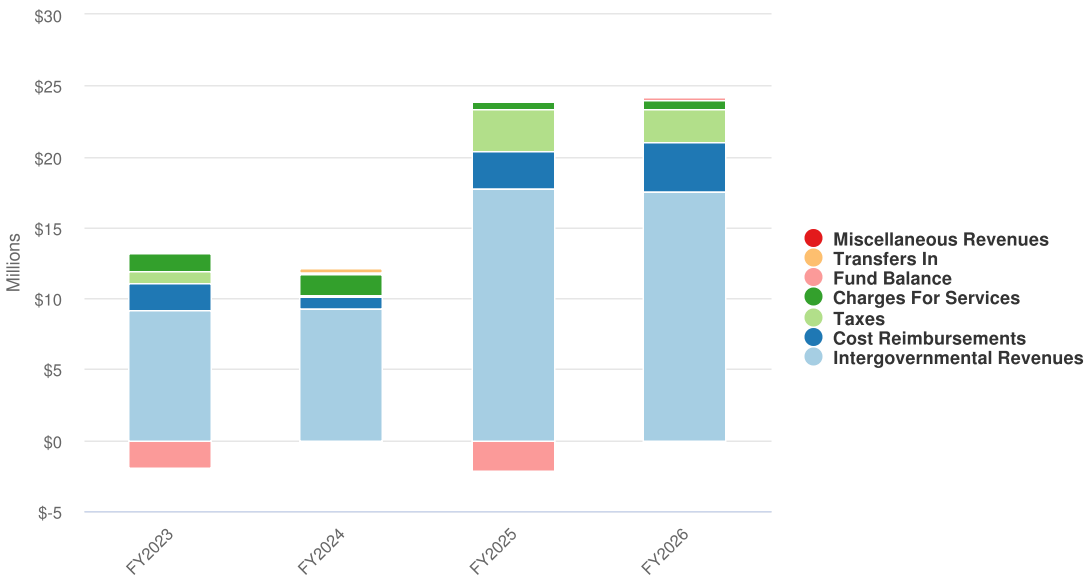
Federal Revenues

The Infrastructure Investment and Jobs Act (IIJA) or Bipartisan Infrastructure Law (BIL) contains several distinct, competitive programs to support maintenance of roadways and bridges, safety enhancements, improvements to traffic operations, and mitigation for historical transportation infrastructure impacts to disadvantaged communities. Public Works has successfully secured several grants and anticipates receiving $6,715,504 in revenue for Federally-funded projects passed through the State, including $4,989,000 from the Federal Highway Bridge Program (HBP) and $1,188,200 from the Surface Transportation Block Grant Program (STBG) which is also distributed by the State. Public Works has allocated its share of Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) funds to design efforts for sidewalk projects in the Woodbridge, Burkett Garden Acres, and Boggs Tract communities. The 2025-2026 Proposed Budget anticipates $600,000 in CRRSAA funds to support these projects.

$24,154,701 **$2,359,346**
(10.82% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$764,786	$106,571	$2,961,000	$2,300,000	-22.3%
Intergovernmental Revenues	$9,142,192	$9,278,240	$17,786,103	$17,565,428	-1.2%
Charges For Services	$1,321,150	$1,458,582	$557,100	$572,000	2.7%
Miscellaneous Revenues	$14,375	$22,496	$5,600	$0	-100%
Transfers In	$0	$300,000	$0	$0	0%
Cost Reimbursements	$1,960,121	$848,692	$2,611,000	$3,483,500	33.4%
Fund Balance	-$1,901,333	$104,468	-$2,125,448	$233,773	-111%
Total Revenue Source:	$11,301,290	$12,119,048	$21,795,355	$24,154,701	10.8%

Position Summary

The 2025-2026 Proposed Budget includes a slight increase in temporary extra-help.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	68.0	68.0	0.0
Temporary (FTE)	3.0	3.2	0.2
Position Total	71.0	71.2	0.2

Program Discussion

The Engineering Work Program will continue to focus on addressing the transportation needs of the community, with priorities given to the following areas:

- **Safety** – Reducing the number of fatal and serious injuries along unincorporated County roadways.
- **Preservation of Existing Infrastructure** – Increasing the percentage of transportation assets in a state of good repair.
- **Mobility** – Improving traffic operations to reduce congestion and enhancing infrastructure for alternative modes of travel such as bicycling and walking.

The Board of Supervisors adopted the County's first ever Local Road Safety Plan (LRSP) (B-23-267) on May 23, 2023. The LRSP established a comprehensive plan to reduce fatal and serious injury collisions on County roadways. To support the goals, objectives, and priorities outlined in the LRSP, Public Works has initiated several programs and projects focused on roadway safety. Public Works will deliver two Local Highway Safety Improvement Program (HSIP) funded projects, which include the installation of a Class II buffered bicycle lane along Lower Sacramento Road (Stockton) and upgrades to signals and advanced warning signage along Eleventh Street (Tracy). New safety initiatives in 2025-2026 include replacement of additional obsolete guardrails, advancing priority spot improvements identified in the LRSP, and strengthening relationships with community stakeholders with a vested interest in roadway safety.

Public Works intends to continue engineering efforts on 60 projects focused on preservation of the existing roadway network, including bridge structures. These projects include resurfacing or sealing 107.3 miles of the County-maintained network and replacing or rehabilitating 15 bridges. Public Works anticipates that 29 projects will progress to construction in 2025-2026. In addition to planned roadway maintenance and bridge projects, specific targets for system preservation include:

- Upgrading existing traffic signal systems.
- Replacing a deteriorated timber bridge on Waverly Road.
- Implementing a new periodic maintenance program for the approximately 420 minor structure assets.
- Addressing historical nuisance drainage issues in the South Stockton and Boggs Tract communities.

Public Works continues to make concerted efforts to increase bicycle and pedestrian travel. In 2025-2026, design will continue on four projects to install or enhance pedestrian and bicycling facilities on community roadways.

Federal Transportation Authority and Highway Trust Fund

The Federal Transportation Authority and Highway Trust Fund, administered by the Federal Highway Administration, is a dedicated source of funding for Federal highway and mass transit projects, primarily financed by excise taxes on gasoline and diesel fuel. On November 15, 2021, the Infrastructure Investment and Jobs Act (IIJA), also known as the Bipartisan Infrastructure Law (BIL), was signed into law. IIJA authorized $1.2 trillion in funding over five years beginning in 2022, including $550 billion in new programs and $650 billion for continuing core programs established in the Federal Fixing America's Surface Transportation (FAST) Act. IIJA reestablished dedicated funding for local bridges over the five-year term of the Act, with an expected $800 million available each year for California. The County has secured $3,840,000 in Federal funding via Caltrans for preliminary engineering and environmental activities to construct 15 bridge projects over the next 10 years. Project funding has been programmed in the Federal transportation plan and will be reimbursed through Caltrans as projects are completed.

At the same time, Public Works continues to advocate for sustainable long-term solutions to ensure the solvency of the Federal Transportation Authority and Highway Trust Fund and provide dedicated revenue for local transportation infrastructure. With the continued adoption of zero-emission vehicles, advocacy for raising and indexing the Federal Gasoline Tax, and implementing a user fee based on vehicle miles traveled or other fees that more accurately charge motorists for their use of the transportation system remains a priority.

Fund Balance

Road Special Revenue Fund

The Road Special Revenue Fund (#20002) is the operating fund for the Public Works-Engineering budget, one of five Public Works budgets for this fund. The fund balance as of March 31, 2025, was $103,989,973. It is anticipated that Engineering expenses will exceed revenues by approximately $233,773 in 2025-2026, resulting in the use of fund balance.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Projects Designed & Constructed	22	23	31	32
Traffic Engineering Studies	51	49	68	68
Permits Inspected	918	1,575	1,219	1,030
Bridges Inspected	54	15	56	55
Minor Structures Inspected	80	165	97	67
Property Acquisitions / Dispositions	12	6	8	9
Property Appraisals	9	6	11	5
Property Abandonments	3	1	1	2
Environmental Referrals	15	10	5	10
Environmental Coordinations	43	48	65	54
Development Traffic Impact Studies	4	4	4	4
San Joaquin Council of Governments Participations	5	6	5	2
Caltrans Participations	8	8	8	6
Other Agency / City Participations	8	6	4	3
Internal Transportation Studies	3	3	7	3

Public Works - Road Maintenance



Fritz Buchman
Director of Public Works

The primary goals of the Road Maintenance Division (#3030105000) are to maintain safe roadways and to protect the County's road and bridge infrastructure investments. Performing timely maintenance of the County's 1,598 miles of roadway, 263 bridges, one ferry ramp, and 364 minor structures and related facilities is crucial to preserving and enhancing the quality of life within our County. Significant roadway maintenance programs include road restoration; chip/crack sealing; traffic sign installation and maintenance; striping/legend installation and maintenance; drainage structure and roadside ditch maintenance; vegetation control; tree removal and trimming; shoulder maintenance; sidewalk safety repairs; roadside debris removal; bridge and ferry ramp maintenance; guardrail maintenance; and moveable span bridge operations.

Please visit sjgov.org/pw/roads-and-traffic for more information.

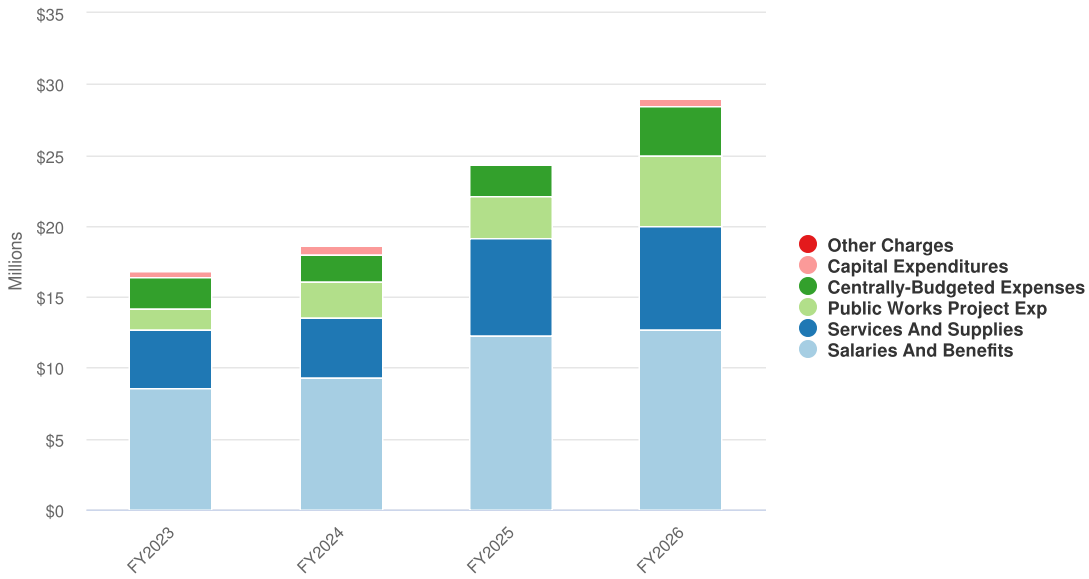
Expenditures Summary

The 2025-2026 Proposed Budget of $28,925,921 is an increase of $4,502,527 from the 2024-2025 Adopted Budget of $24,423,394 primarily due to increases in Public Works' project expenses ($2,070,450), centrally-budgeted insurance ($1,251,352), and vehicle operating costs ($550,000); salaries and benefits adjustments ($379,494); and an increase in capital expenditures ($353,200).

$28,925,921 **$4,502,527**
(18.44% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$8,536,989	$9,348,890	$12,256,176	$12,660,670	3.3%
Services And Supplies	$4,173,084	$4,195,760	$6,925,047	$7,298,695	5.4%
Centrally-Budgeted Expenses	$2,275,112	$1,898,109	$2,209,971	$3,510,706	58.9%
Other Charges	$0	$0	$400	$400	0%
Capital Expenditures	$364,991	$634,431	$116,800	$470,000	302.4%
Public Works Project Exp	$1,449,174	$2,574,730	$2,915,000	$4,985,450	71%
Total Expense Objects:	$16,799,350	$18,651,921	$24,423,394	$28,925,921	18.4%

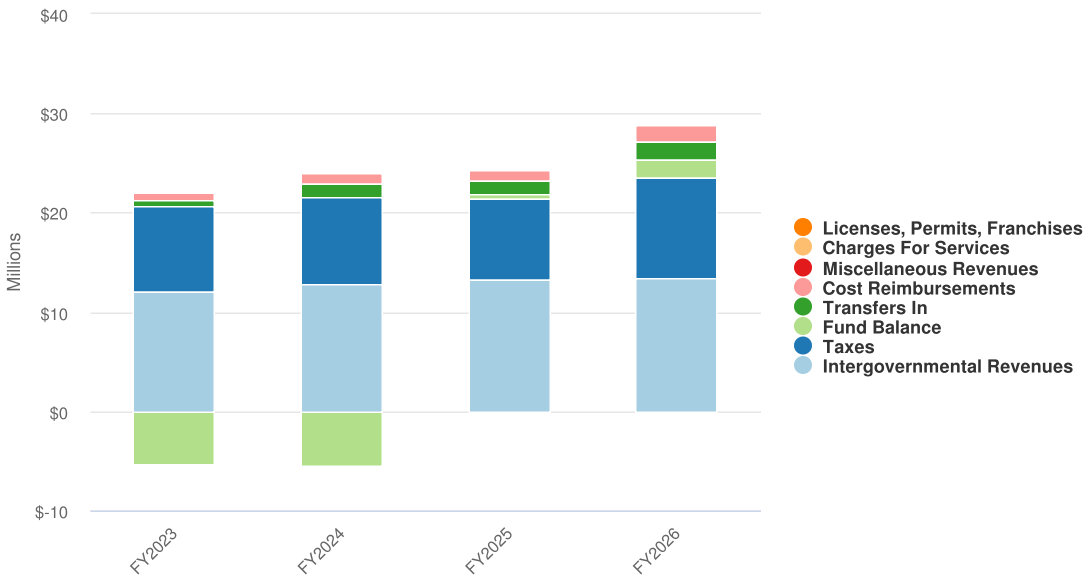
Funding Summary

The 2025-2026 Proposed Budget includes $13,344,275 in State Highway Users Tax, $10,225,000 in Measure K Sales Tax, $ 1,720,000 in operating transfers in from Road Districts 1 through 5, $1,848,046 in use of fund balance, and $1,650,600 in cost reimbursements.

$28,925,921 $4,502,527
(18.44% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$8,641,418	$8,855,133	$8,125,000	$10,225,000	25.8%
Licenses, Permits, Franchises	$27,462	$27,603	$24,000	$24,000	0%
Intergovernmental Revenues	$12,034,655	$12,744,130	$13,289,876	$13,344,275	0.4%
Charges For Services	$14,507	$17,661	$27,000	$27,000	0%
Miscellaneous Revenues	$61,855	$90,758	$61,000	$87,000	42.6%
Transfers In	$636,534	$1,376,099	$1,400,000	$1,720,000	22.9%
Cost Reimbursements	$735,537	$1,066,832	$1,050,600	$1,650,600	57.1%
Fund Balance	-$5,352,618	-$5,526,294	$445,918	$1,848,046	314.4%
Total Revenue Source:	$16,799,350	$18,651,921	$24,423,394	$28,925,921	18.4%

Position Summary

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	98.0	98.0	0.0
Temporary (FTE)	6.6	6.6	0.0
Position Total	104.6	104.6	0.0

Program Discussion

The 2025-2026 work program includes the following priority efforts:

- **Chip Seal Maintenance Project** – The annual Chip Seal Maintenance project involves installing a wearable surface of oil and chip rock on identified road sections to seal and extend the life of the road. Road Maintenance plans to chip seal approximately 116 miles of roadways in 2025-2026.
- **Road Restoration Projects** – Road restorations involve reconstruction of roadway segments that have structurally failed. These segments often have flattened or depressed sections in the road, which present challenges for storm water runoff. The road restoration process rebuilds the road completely. Road Maintenance plans to restore approximately five miles of roadways in 2025-2026.
- **Road Stabilization Pilot Project** – Road Maintenance is using a road stabilization process for roadways on highly organic soils often found in the Delta. The process utilizes a new product to sequester carbon and stabilize organic soils via a patented formula derived from trees. This product significantly extends the roadway structure's life and reduces road maintenance frequency. Road Maintenance is moving forward with additional projects.
- **Timber Bridge Rehabilitation Project** – Road Maintenance identified five timber bridges that need structural improvement: the Dry Creek Road (Acampo), Frazier Road (Linden), Messick Road (Linden), Waverly Road (Linden), and Buckman Road (Farmington) bridges. These bridges require frequent costly and labor-intensive maintenance. The timber bridges will be rehabilitated using construction materials that require less maintenance. This project will also decrease road closures and delays to vehicular traffic due to maintenance activities. Studies are underway to determine feasible improvements for each bridge and are expected to be completed during 2025- 2026.
- **Drainage Improvement Feasibility Study** – Road Maintenance has identified areas of the County with aging drainage infrastructure that need improvement and plans to contract with a consultant to evaluate current drainage systems at various problematic locations, make recommendations for improvement, and assist with identifying funding sources.
- **Larch Road / Clover Road Community Drainage Improvement** – The storm drainage system in the Larch Road and Clover Road community consists of roadside ditches with cross pipes that direct storm runoff to Corral Hollow Road and then to the north. As a result of new development, historical drainage has been altered and residents have installed pipes of various sizes. During drought or moderate storm years, there was no apparent impact from these changes. However, during the winter storms of 2022-2023, the drainage system was overwhelmed by the amount of rainfall and some homes experienced flooding. Public Works has identified improvements to the Larch Road and Clover Road drainage systems that will reduce future flood risk. Moreover, the new infrastructure will be more accessible and practical to maintain. The project consists of replacing 116 pipes, totaling 5,620 linear feet, and was approved by the Board on April 9, 2024 (B-24-193) to be funded by the American Rescue Plan Act (ARPA) Fund (#20250).
- **Sidewalk Rehabilitation Project** – Road Maintenance will rehabilitate two segments of sidewalk totaling 16,500 square feet, which will be funded by Measure K Roadway Safety funding.

Key Road Maintenance accomplishments for 2024-2025 include:

- **Hydrogen Backup Power System** – This upgrade to the tragic signal backup power system installed in 2023-2024 included remote monitoring communication systems.
- **Sidewalk and Curb Rehabilitation Projects** – Road Maintenance rehabilitated over 12,000 square feet of sidewalk and nearly 1,300 linear feet of curb using Measure K Roadway Safety funding.
- **Asset Data Collection** – Road Maintenance continued a multi-year effort to collect infrastructure asset data in County road right-of-way. The data will be included in Public Works' Geographic Information System and Computerized Maintenance Management Systems. This project involves compiling a complete inventory of guardrails, bridges, minor structures, traffic signs, legends, traffic signals, and pavement striping within the County roadway system.
- **Weed Abatement** – Road Maintenance initiated a weed abatement for 163.5 acres of County road right-of-way. This program will continue to expand to cover additional County infrastructure acreage.

Fund Balance

Road Special Revenue Fund

The Road Special Revenue Fund (#20002) is the operating fund for the Public Works Road Maintenance budget, one of five Public Works budgets in this fund. Fund balance as of March 31, 2025 was $103,989,973. Road Maintenance expenditures are anticipated to exceed revenues in 2025-2026 resulting in a use of fund balance of $1,848,046. This is primarily due to the anticipated award of projects in 2025-2026 that were initially programmed for 2024-2025.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Adopt-a-Road (miles adopted)	13	16	18	18
Chip-Sealing (miles)	151	120	115	120
Crack Seal (miles)	121	121	120	117
Debris Removal (tons removed)	2,448	2,666	2,500	2,700
Leaf Pickup (tons)	219	393	409	408
Maintenance Restoration (miles)	4	5	5	5
Pavement Legends (each)	3,218	2,633	3,400	3,600
Pavement Striping (miles)	862	1,128	1,200	1,200
Raised Pavement Markers (each)	51,957	43,805	40,000	45,000
Roadside Mowing (miles)	1,751	1,756	1,711	1,761
Roadway Abatement (incidents handled)	142	134	120	125
Shoulder Weed Control (miles)*	60	N/A	N/A	N/A
Sidewalk Repair (square feet)	6,024	5,625	18,217	22,400
Storm Drain Program (feet)	17,344	15,839	20,000	20,000
Traffic Sign Maintenance (each)	12,760	8,975	11,600	12,000
Tree Maintenance (each)	4,500	5,384	5,200	5,200

*Shoulder Weed Control is no longer tracked.

Public Works - Construction



Fritz Buchman
Director of Public Works

The Public Works-Construction budget (#3030106000) provides funding for right-of-way acquisitions and construction of transportation-related infrastructure projects including, but not limited to, County roads, bridges, and associated assets. Projects financed exclusively by Road Districts and Community Development Block Grant (CDBG) funds are not included in this budget.

Expenditures Summary

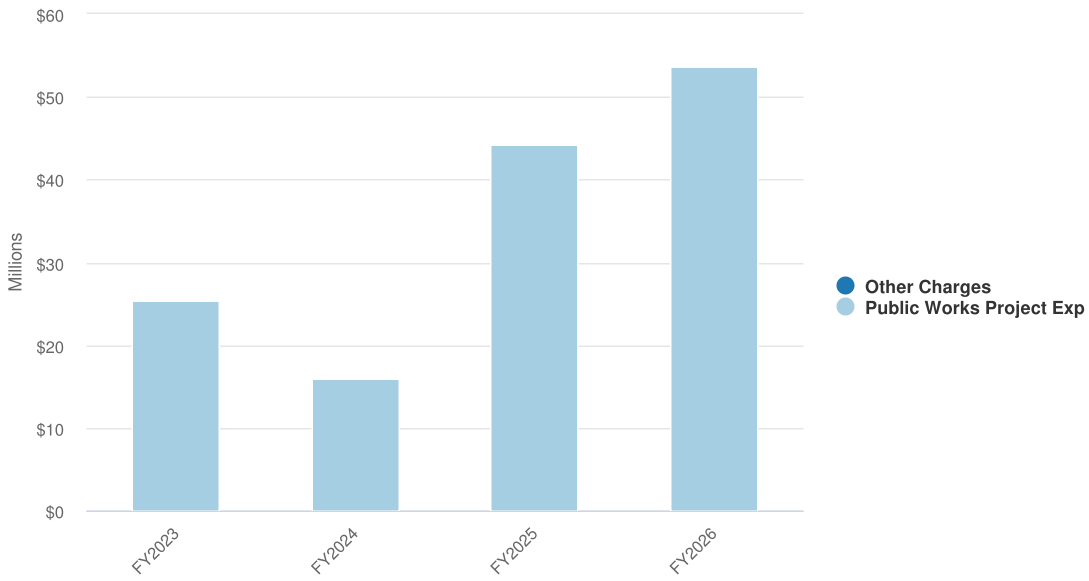
The 2025-2026 Proposed Budget of $53,850,000 is an increase of $9,434,000 from the 2024-2025 Adopted Budget of $44,416,000 primarily due to changes in project schedules.

The primary activities within this budget are associated with projects related to the maintenance of the County's roadways. In 2025-2026, Public Works anticipates delivering 29 locally-funded pavement maintenance projects at a value of $29.1 million. The budget also includes approximately $3.9 million in anticipated expenditures for professional surveying and construction management support services to deliver the programmed projects.

$53,850,000 **$9,434,000**
(21.24% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Other Charges	$62,751	$112,237	$180,000	$230,000	27.8%
Public Works Project Exp	$25,448,707	$15,862,008	$44,236,000	$53,620,000	21.2%
Total Expense Objects:	$25,511,458	$15,974,245	$44,416,000	$53,850,000	21.2%

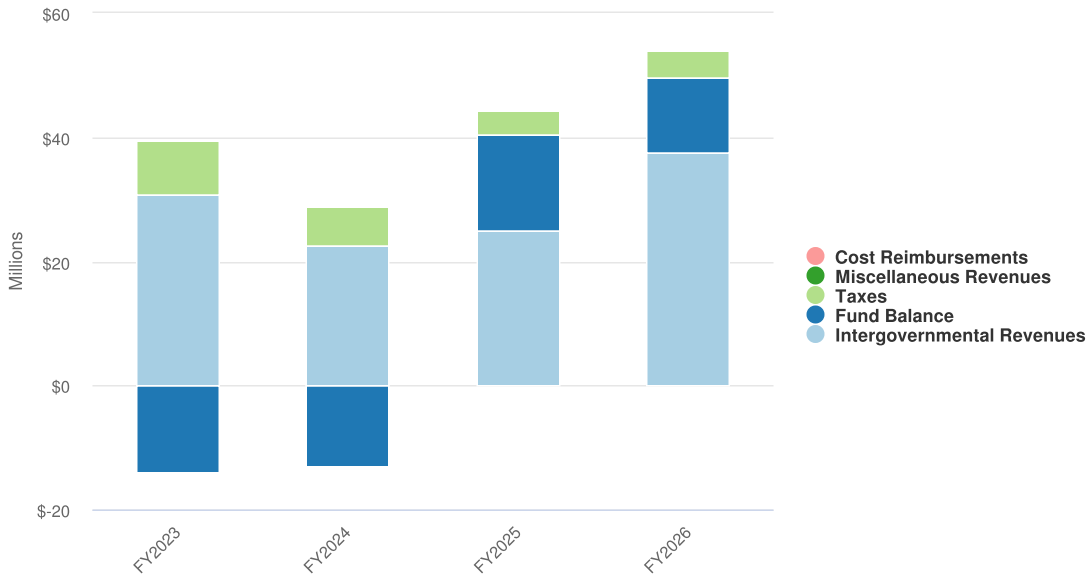
Funding Summary

The 2025-2026 Proposed Budget includes $21,975,875 in State funding, $15,473,000 in Federal funding, $12,192,475 in use of fund balance, and $4,201,000 from Sales Tax-Measure K. Federal and State gas taxes and local sales tax revenues are projected to increase in 2025-2026. These discretionary revenues support basic roadway operations and maintenance activities in addition to capital construction contracts. Federal reimbursements for project-related costs are anticipated to increase this year from $8.3 million to $15.5 million.

$53,850,000 **$9,434,000**
(21.24% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$8,728,289	$6,458,005	$3,979,000	$4,201,000	5.6%
Intergovernmental Revenues	$30,663,925	$22,462,064	$24,846,790	$37,456,025	50.7%
Miscellaneous Revenues	$22,310	$0	$500	$500	0%
Cost Reimbursements	$55,602	$13,915	$61,250	$0	-100%
Fund Balance	-$13,958,668	-$12,959,739	$15,528,460	$12,192,475	-21.5%
Total Revenue Source:	$25,511,458	$15,974,245	$44,416,000	$53,850,000	21.2%

Program Discussion

This budget primarily serves as the capital budget for transportation projects delivered by Public Works. The priority is to develop and deliver those projects that are described in the Engineering Budget (#3030103000).

The 2025-2026 Proposed Budget includes funding for the following projects:

Surface Transportation Block Grant

Resurface Eight Mile Road, Jack Tone Road, B Street and Main Street and rehabilitate Benjamin Holt Drive.

Highway Safety Improvement Program (HSIP) and High Risk Rural Roads Program

Enhance traffic signals on Eleventh Street in Tracy and a install a Class II buffered bicycle lane along Lower Sacramento Road between Stockton and Lodi.

Highway Bridge Program (HBP) and Bridge Preventative Maintenance Program (BPMP)

Replace one bridge along Cotta Road in Lodi and upgrade the bridge railing along Koster Road in Tracy.

Congestion Mitigation & Air Quality (CMAQ) Improvement Program

Install a traffic signal at the Mariposa Road and Jack Tone Road intersection.

Road Maintenance and Rehabilitation Account (RMRA) - Senate Bill (SB) 1

Construct 15 roadway resurfacing and rehabilitation projects.

Active Transportation Program (ATP)

Improve pedestrian and bicycle infrastructure near Harrison Elementary School and in the Boggs Tract Community.

Measure K - Local Street Repair (MKLSR)

Construct two roadway sealing projects (crack seal and chip seal), one project to modernize the County's traffic signals, provide local match for the Federal funding of other projects, and use $3.9 million for construction management services.

Appropriations for right-of-way acquisitions are also included in this budget. In 2025-2026, Public Works anticipates acquisition of nine parcels to support four projects.

Fund Balance

Road Special Revenue Fund

The Road Special Revenue Fund (#20002) is the operating fund for the Public Works-Construction budget, one of five Public Works budgets in this fund . As of March 31, 2025, the Road Fund balance was $103,989,973 and includes revenues received in 2024-2025 for construction of the Road Maintenance and Rehabilitation Account (RMRA) projects. Construction expenditures are anticipated to exceed revenues in 2025-2026, resulting in a use of fund balance of $12,192,475. This is primarily due to the anticipated award of projects in 2025-2026 that were originally programmed in 2024-2025. Funding for these projects is reserved in the fund balance.

Public Works - Public Services



Fritz Buchman
Director of Public Works

The Public Works - Public Services Division (Public Services) budget (#3030108000) provides funding for reviewing private development projects; issuing encroachment and transportation permits; providing engineering support for planned development; and serving as staff support to the Planning Commission. Public Services serves as the liaison with the Community Development Department and reviews all unincorporated development project applications to ensure the provision of adequate public infrastructure to support the development in a sustainable, efficient, safe, and fiscally responsible manner, while protecting the environment and natural resources. Public Services engages with cities as urban growth patterns drive the demand for utilities and transportation facilities to serve urban development. Review of city development projects, environmental documents, and Local Agency Formation Commission applications are also necessary to minimize potential impacts to adjacent unincorporated areas.

Additionally, Public Services supports several activities that are not fee-supported, but are important to protect the County's interests in ensuring adequate infrastructure to support and mitigate impacts of future growth.

Public Services is also responsible for maintaining an effective and comprehensive surface mining, reclamation inspection, and financial assurance program for quarries in the County, as required by the Surface Mining and Reclamation Act (SMARA). These efforts ensure that adverse environmental effects are prevented or minimized and that mined lands are reclaimed to a usable condition that is readily adaptable for alternative land uses. Public Services monitors 21 quarry operations and annually prepares Quarry Financial Assurances Reports for submission to the State.

Please visit sjgov.org/pw/development-services for more information.

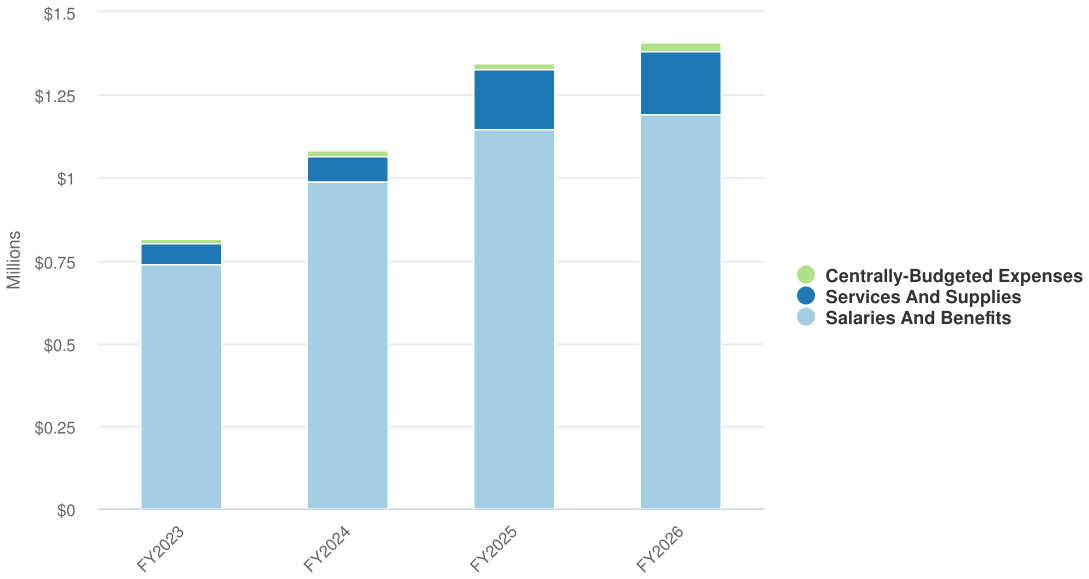
Expenditures Summary

The 2025-2026 Proposed Budget of $1,409,670 is an increase of $65,913 from the 2024-2025 Adopted Budget of $1,343,757, primarily due to salaries and benefits adjustments ($47,282) and an increase in centrally budgeted expenses ($11,631).

$1,409,670 $65,913
(4.91% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$736,466	$986,105	$1,144,479	$1,191,761	4.1%
Services And Supplies	$67,061	$80,466	$182,625	$189,625	3.8%
Centrally-Budgeted Expenses	$13,200	$15,190	$16,653	$28,284	69.8%
Total Expense Objects:	$816,727	$1,081,760	$1,343,757	$1,409,670	4.9%

Funding Summary

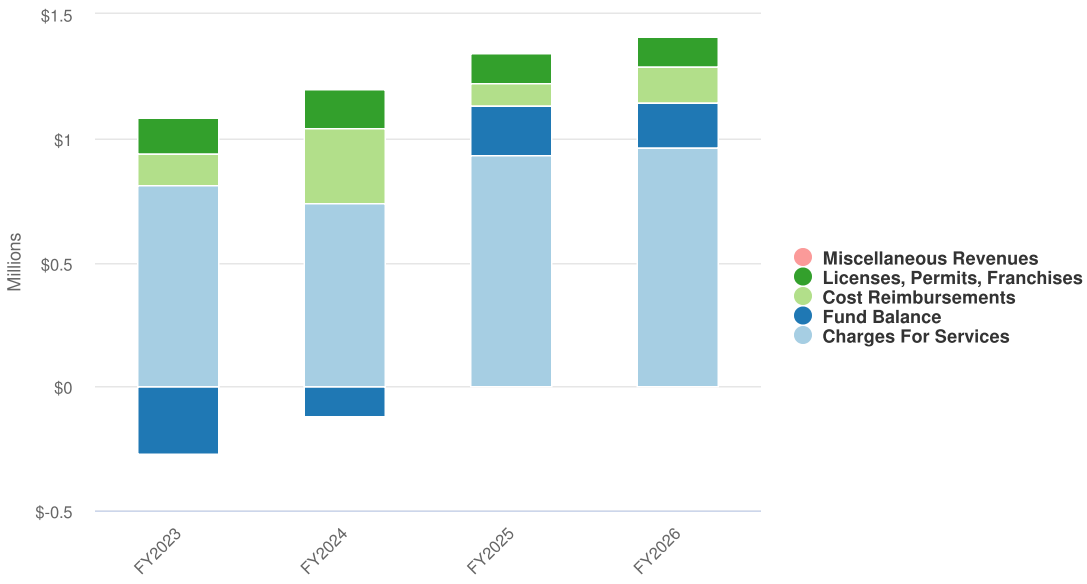
The 2025-2026 Proposed Budget includes $961,000 in charges for services, $181,670 in use of fund balance, $147,000 in cost reimbursements, and $120,000 in licenses, permits, and franchise fees.

Public Services revenues are mainly fee-supported by land development activities and issuance of permits that impact County-maintained public infrastructure. Additionally, Public Services receives cost reimbursements related to technical support for County-led development efforts. Development activity is expected to remain steady in 2025-2026. The 2025-2026 Public Services budget reflects an overall $83,000 in revenues and cost reimbursements due to expected workload.

$1,409,670 $65,913
(4.91% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Licenses, Permits, Franchises	$146,204	$159,348	$120,000	$120,000	0%
Charges For Services	$813,558	$740,853	$934,000	$961,000	2.9%
Miscellaneous Revenues	-$505	$468	$0	$0	0%
Cost Reimbursements	$125,026	$297,713	$91,000	$147,000	61.5%
Fund Balance	-$267,555	-$116,622	$198,757	$181,670	-8.6%
Total Revenue Source:	$816,727	$1,081,760	$1,343,757	$1,409,670	4.9%

Position Summary

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	6.0	6.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	6.0	6.0	0.0

Program Discussion

The anticipated volume of transportation, encroachment permits, and building permits for 2024-2025 remain high. Permit activity is expected to remain near these levels in 2025-2026. Private development applications have remained consistent during 2024-2025 compared to previous years. The workload associated with private development applications predominantly consists of reviewing residential, commercial, and industrial development applications. The consistency of residential applications indicates a steady demand for housing in the County.

In 2025-2026, the number of private development applications is expected to be similar to the previous year. Private and public development projects result in a broad array of quality-of-life benefits for the community, including job creation, economic stimulus, additional housing, improved goods movement, greater access to health care, and commercial and industrial business expansion.

Fund Balance

Road Special Revenue Fund

The Road Special Revenue Fund (#20002) is the operating fund for the Public Services budget, one of five Public Works budgets in this fund. As of March 31, 2025, the fund balance was $103,989,973. The 2025-2026 Public Services budget includes the use of $181,670 in fund balance.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Public Services				
Agreements, Dedications, and Declarations	12	11	11	12
Building Permits Releases	961	1,160	860	900
Business Licenses Issued	290	328	215	250
Community Development				
Applications Referrals	242	210	190	200
Zoning Compliance Referrals*	129	96	100	125
Encroachment Permits	1,021	1,141	1,044	1,050
SMARA Monitoring, Inspection, and Financial Assurances	21	21	21	21
Transportations Permits	1,071	1,163	1,125	1,170

*Zoning Compliance Referrals were previously referred to as Improvement Plan Referrals.

Public Works - Water Resources



Fritz Buchman
Director of Public Works

The Water Resources Division (Water Resources) (#2023060000) is responsible for carrying out the functions of the San Joaquin County Flood Control and Water Conservation District (District), including administration of the County's flood management and water resources programs. Water Resources is responsible for implementing the goals and objectives established by the Board's Strategic Plan to Meet Water Needs. Water Resources also administers the County's National Pollutant Discharge Elimination System Municipal Stormwater Program, and the Delta Activities budget (#2023070000).

Please visit sjgov.org/pw/water-resources for more information.

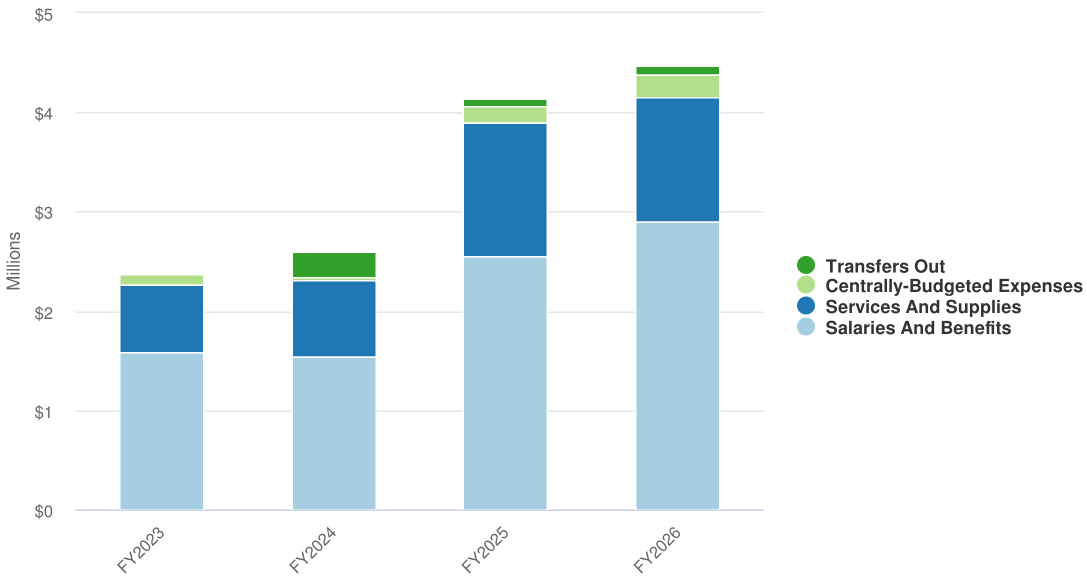
Expenditures Summary

The 2025-2026 Proposed Budget of $4,466,051 is an increase of $321,575 from the 2024-2025 Adopted Budget of $4,144,476, primarily due to salaries and benefits adjustments ($353,264), the addition of two positions ($300,819), and an increase in public outreach expenses ($175,000), partially offset by a decrease in Public Works allocated charges ($258,566), the deletion of one position ($150,533), and a decrease in part-time extra help ($65,656).

$4,466,051 $321,575
(7.76% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$1,582,377	$1,536,682	$2,551,842	$2,905,106	13.8%
Services And Supplies	$679,017	$778,900	$1,350,401	$1,249,385	-7.5%
Centrally-Budgeted Expenses	$115,001	$28,075	$157,233	$226,560	44.1%
Transfers Out	$0	$255,000	$85,000	$85,000	0%
Total Expense Objects:	$2,376,395	$2,598,657	$4,144,476	$4,466,051	7.8%

Funding Summary

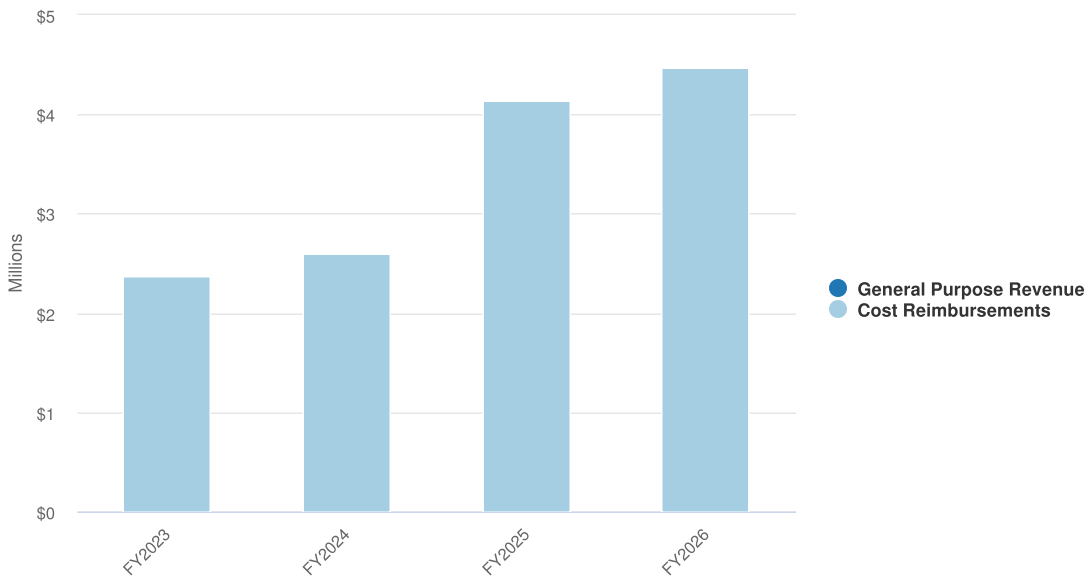
The 2025-2026 Proposed Budget is fully funded by cost reimbursements from San Joaquin Flood Control & Water Conservation District (District), Water Investigation Zone 2, District Zone 9 and Zone 10, San Joaquin Area Flood Control Agency Assessment Fund, Delta Activities, Mokelumne River Water and Power Authority, and County Service Area 54 (stormwater quality permit compliance).

For additional information on these funding sources, please visit sjwater.org/About-the-District/Funding.

$4,466,051 $321,575
(7.76% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Cost Reimbursements	$2,375,596	$2,598,657	$4,144,476	$4,466,051	7.8%
General Purpose Revenue	$799	$0	$0	$0	0%
Total Revenue Source:	$2,376,395	$2,598,657	$4,144,476	$4,466,051	7.8%

Position Summary

The 2025-2026 Proposed Budget includes the addition of one Senior Office Assistant and one Engineer I-IV position, the deletion of one Management Analyst II, and a decrease of 1.5 FTE in Part-time Extra help. These new positions will support the increase in workload and assist the division with providing essential services.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	13.0	14.0	1.0
Temporary (FTE)	2.3	0.8	(1.5)
Position Total	15.3	14.8	(0.5)

Program Discussion

Water Resources continues to face increasing workload demands, largely due to complex and frequently changing State and Federal requirements affecting its flood control, stormwater management, and water resources management functions.

Water Resources staff provide technical and administrative support for several stakeholder-driven water resources programs. Water Resources provides the primary support staff to the District's Advisory Water Commission, the Greater San Joaquin County Regional Water Coordinating Committee, the Eastern San Joaquin Groundwater Authority, and the Tracy Subbasin Coordinating Committee. The latter two groups were created to address the requirements of the Sustainable Groundwater Management Act of 2014.

Water Resources administers the County's Flood Hazards Ordinance, which involves regulating development in Special Flood Hazard Areas in accordance with Federal Emergency Management Agency (FEMA) requirements. Part of this effort is voluntary participation in FEMA's Community Rating System program, through which unincorporated County property owners receive flood insurance discounts of up to 15%.

San Joaquin Area Flood Control Agency

The County and District are member agencies of the San Joaquin Area Flood Control Agency (SJAFCA). During 2023-2024, the District and SJAFCA established the Levee and Channel Maintenance Assessment (LCMA) to provide funding for improved levees in North and Central Stockton and additional funding for Federal project levee maintenance within District Zone 9. LCMA also provides funding for the operation and maintenance of SJAFCA's Smith Canal Gate Structure, which will be maintained by the District when it comes online by the end of 2025. During 2024-2025, SJAFCA accomplished a key priority by establishing an Assessment District that is the final piece of the local funding mechanism for 200-year flood protection improvements in the Mossdale Tract area.

Mokelumne River Water Rights Application

Through the Mokelumne River Water and Power Authority, the County will continue to pursue its amended Water Rights Application 29835 on the Mokelumne River. Securing environmental clearance, resolving protests, and preparing the application for consideration by the State Water Resources Control Board are priorities for 2025-2026. Making substantive progress on the application is critical to preventing its cancellation.

Sustainable Groundwater Management Act (SGMA)

SGMA establishes a State-mandated framework for sustainable groundwater management by local Groundwater Sustainability Agencies (GSAs). The two groundwater subbasins in the County are subject to SGMA: the Eastern San Joaquin (ESJ) Subbasin and the Tracy Subbasin. The ESJ Subbasin consists of roughly two-thirds of the County northeast of the San Joaquin River, and the Tracy Subbasin consists of roughly one-third of the County southwest of the San Joaquin River.

Groundwater Sustainability Plans (GSPs) have been prepared for both subbasins in accordance with SGMA. The ESJ Subbasin GSP was reviewed and approved by the Department of Water Resources (DWR) after it was revised in 2022. The Eastern San Joaquin Groundwater Authority submitted a required 2024 Amended GSP and first 5-year Periodic Evaluation to DWR by the January 2025 deadline, and DWR is currently reviewing them. The Tracy Subbasin GSP was approved by DWR in January 2024. Water Resources, in collaboration with the other GSAs in both subbasins, will focus on implementing the GSPs, which are intended to result in sustainable groundwater use within 20 years. The 2025-2026 District Zone 2 budget (Special District Fund #21168) includes appropriations of $250,000 to support ESJ Subbasin GSP implementation activities and $85,000 to fund Tracy Subbasin GSP implementation activities.

Demonstration, Recharge, Extraction, and Aquifer Management (DREAM) Project

The DREAM Project was a demonstration-scale groundwater storage project in Eastern San Joaquin County. The project allowed the East Bay Municipal Utility District (EBMUD), under permit from the County, to temporarily store groundwater in the underground basin and recover up to half of the banked water in the future. The project's purpose was to provide a supplemental dry-year supply for EBMUD and additional groundwater for local users, while reducing groundwater overdraft. Demonstration project operations concluded, and project results were evaluated in 2024-2025. During 2025-2026, future larger-scale DREAM Project phases will be considered and developed.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Development Reviews, Environmental Impact Reports, Other Agency Document Reviews	55	63	75	65
Investigation of Complaint-Violations	10	19	10	10
Central Valley Flood Protection Board Endorsements & Watercourse Encroachment Permits	13	12	10	15
Elevation Certificate Reviews	23	23	20	20
Flood Zone Inquiries	60	52	64	65
Plan Checks for Building Permits	125	153	162	150
Project Information Reviews	25	25	60	55
Conduct Groundwater Monitoring Investigations	960	960	960	960
Support and Attend Water Related Commission, Committee & Board Meetings	194	96	106	103
Industrial Site Inspections	14	14	15	29
Commercial Site Inspections	20	82	90	85
Enforcement Actions	2	5	5	4
Public Outreach Activities	24	26	24	24

Public Works - Delta Activities



Fritz Buchman
Director of Public Works

The Delta Activities budget (#2023070000) supports ongoing planning, legislative, outreach, and coalition-building activities that protect the County's interests in the Sacramento-San Joaquin Delta. Funding is provided to reimburse County departments for staff support, and to perform historical and technical research, legal services, public affairs, and legislative advocacy. The budget also funds the County's cost share of the Delta Counties Coalition Coordinator.

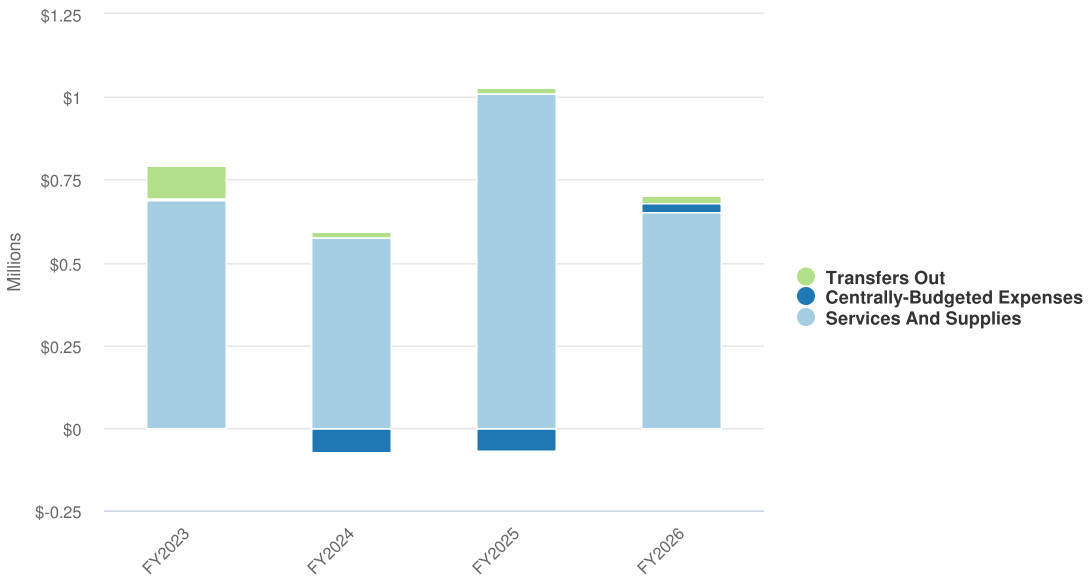
Expenditures Summary

The 2025-2026 Proposed Budget of $700,000 is a decrease of $260,000 from the 2024-2025 Adopted Budget of $960,000, primarily due to a decrease in legal services ($316,932), partially offset by an increase in Cost Allocation Plan charges ($96,794).

$700,000 **-$260,000**
(-27.08% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$688,361	$573,604	$1,007,932	$651,138	-35.4%
Centrally-Budgeted Expenses	$5,501	-$73,224	-$67,932	$28,862	-142.5%
Transfers Out	$98,590	$20,000	$20,000	$20,000	0%
Total Expense Objects:	$792,452	$520,380	$960,000	$700,000	-27.1%

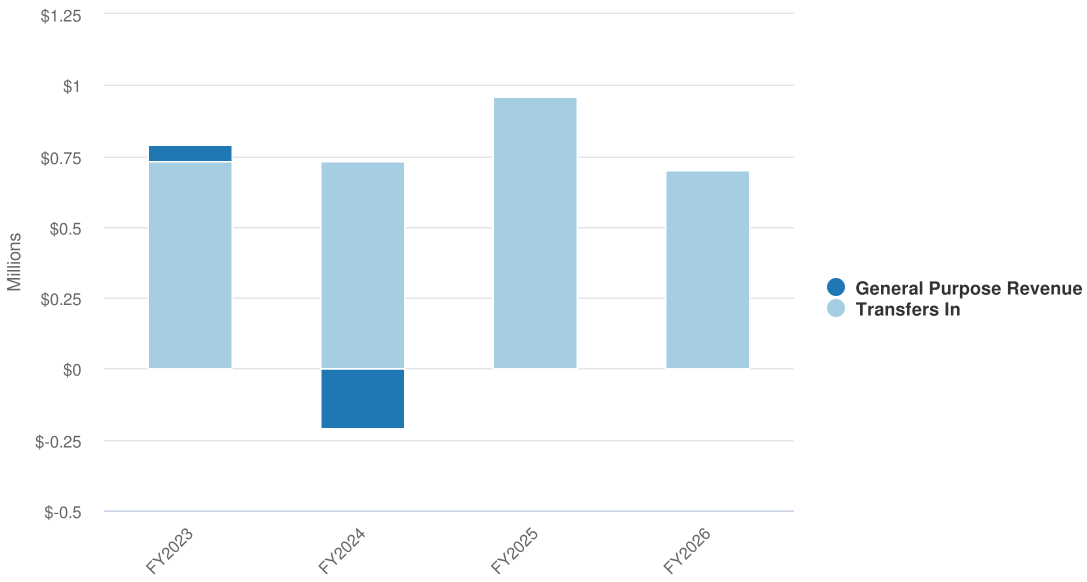
Funding Summary

The 2025-2026 Proposed Budget includes $700,000 in revenue funded by an operating transfer in from the Tobacco Settlement budget (#1010805000), a decrease of $260,000 from the prior year based on reduced revenues received in 2024-2025.

$700,000 **-$260,000**
(-27.08% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Transfers In	$730,000	$730,000	$960,000	$700,000	-27.1%
General Purpose Revenue	$62,452	-$209,620	$0	$0	0%
Total Revenue Source:	$792,452	$520,380	$960,000	$700,000	-27.1%

Program Discussion

The 2025-2026 Proposed Budget for Delta Activities reflects the Board of Supervisors' adopted policy (R-21-93) to allocate 10% of Tobacco Settlement funds for Delta activities and other water-related matters. The County is currently engaged in litigation regarding the Environmental Impact Report and environmental assessments prepared for the State of California's Delta Conveyance Project and supplemental funding may be necessary to support these efforts.

In 2023-2024, the County filed a petition to challenge the State of California's approval of the Delta Conveyance Project environmental analysis and may elect to engage in additional litigation in 2025-2026. It is possible that funding, beyond what is proposed in the budget, may be needed at some point to continue these efforts.

Support and advocacy for the Sacramento-San Joaquin Delta continues to be among the Board's top priorities. With two-thirds of the Delta located in San Joaquin County, it is an important natural resource locally and Statewide. The Board has engaged with a variety of partners to defend the Delta through:

- Responding to public review and comment opportunities for a single tunnel conveyance project.
- Improving and maintaining the system of levees that protect life and property for both agricultural and urban areas and also supports the current system of through-Delta exports.
- Advocating for continued access to Delta water supplies of sufficient quantity and quality for farmers, urban users, and the environment.
- Supporting efforts to have a healthy and viable Bay-Delta estuary.
- Enhancing Delta maritime commerce and recreation.
- Recognizing the Delta as a place.
- Advocating for administrative and legal remedies in defense of the County's authority and the community's interest in the Delta.

The County has also committed to participation in the Delta Counties Coalition (DCC), which consists of Contra Costa, Sacramento, Solano, San Joaquin, and Yolo counties. The DCC is active in the following areas:

- Engaging and building coalitions with agencies looking for alternative solutions to the Governor's proposed single tunnel conveyance project.
- Committing to be highly involved in reformulating Statewide water policy.
- Responding to anticipated legislative and administrative proposals regarding drought and flood conditions, Statewide water policy, the Water Resilience Portfolio, the Delta Levee Investment Strategy, the Delta Plan, and the potential impact of Federal and State legislation on Delta water operations.
- Ensuring State funding directed to the Delta is allocated to projects benefiting the Delta and is not used to mitigate State and Federal water projects impacting the Delta.
- Participating in legal and administrative proceedings tied to the Governor's single tunnel conveyance project, State Water Project contract extensions, Delta Plan consistency, and the Water Quality Control Plan for the Bay-Delta.

Public Works - Community Infrastructure Engineering



Fritz Buchman
Director of Public Works

There are over 100 dependent special districts (Districts) in the unincorporated area of San Joaquin County that provide a combination of sewer, water, storm drainage, street lighting, and/or landscaping services. The Community Infrastructure Engineering (CIE) Division (3030900000) performs administrative, financial, and rate-setting functions related to the districts; provides technical and engineering support to the Utility Maintenance Division; processes zone formation and annexation proceedings; performs capital asset management; and develops and delivers capital improvement projects for the districts. CIE ensures ongoing delivery of vital utility services that provide quality -of life benefits to residents and businesses throughout the unincorporated County.

Please visit sjgov.org/department/pwk/cie for more information.

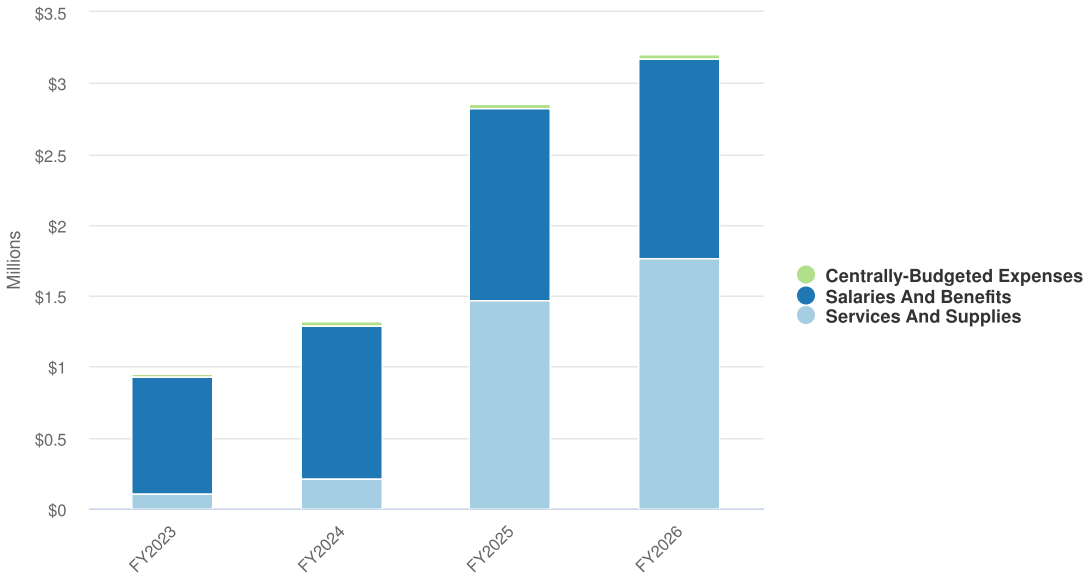
Expenditures Summary

The 2025-2026 Proposed Budget of $3,203,502 is an increase of $346,968 from the 2024-2025 Adopted Budget of $2,856,534, primarily due to an increase in project consultant services cost ($299,000) and salaries and benefits adjustments ($44,310).

$3,203,502 **$346,968**
(12.15% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$830,379	$1,078,880	$1,355,664	$1,399,974	3.3%
Services And Supplies	$101,524	$216,080	$1,467,000	$1,770,800	20.7%
Centrally-Budgeted Expenses	$21,899	$23,500	$33,870	$32,728	-3.4%
Total Expense Objects:	$953,801	$1,318,459	$2,856,534	$3,203,502	12.1%

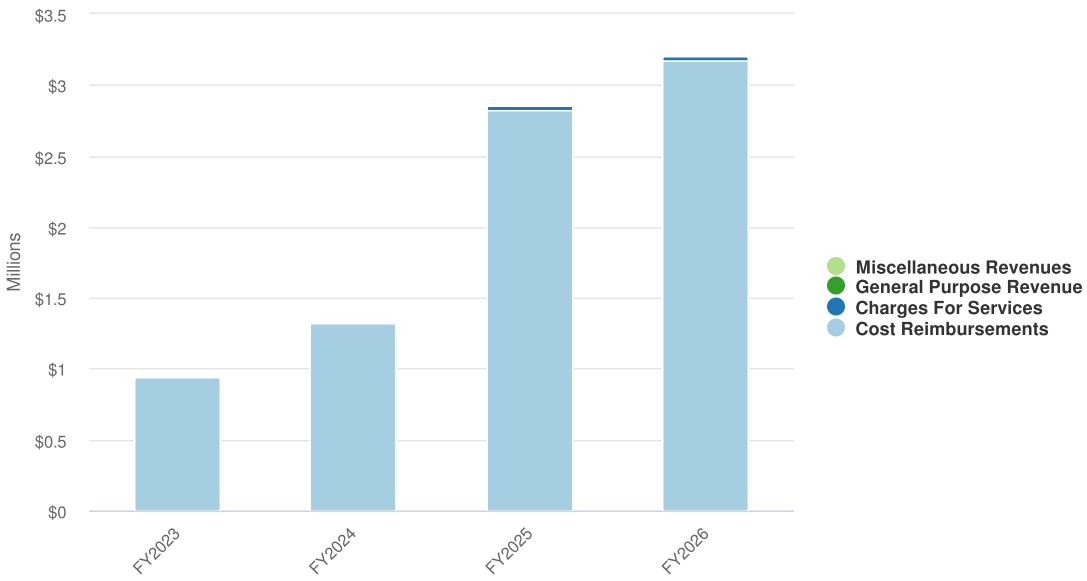
Funding Summary

The 2025-2026 Proposed Budget includes $3,172,502 in cost reimbursements and $31,000 in charges for services. CIE manages 106 special districts, which involves financial administration, engineering support, and project delivery. The districts reimburse CIE for these administrative costs primarily via customer service charges. Additionally, CIE receives revenue for services associated with development, utility research efforts, and district annexations. The 2025-2026 Proposed Budget reflects increased reimbursements from the districts.

$3,203,502 **$346,968**
(12.15% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Charges For Services	$7,318	$389	$31,000	$31,000	0%
Miscellaneous Revenues	$2,200	$0	$0	$0	0%
Cost Reimbursements	$944,153	$1,318,070	$2,825,534	$3,172,502	12.3%
General Purpose Revenue	$130	$0	$0	$0	0%
Total Revenue Source:	$953,801	$1,318,459	$2,856,534	$3,203,502	12.1%

Position Summary

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	7.0	7.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	7.0	7.0	0.0

Program Discussion

In 2025-2026, CIE will continue to focus on securing sufficient revenues to ensure long-term sustainability of County-administered districts. This requires evaluating each utility rate structure as well as conducting cost-of-service analyses. California State law, Proposition 218, mandates that any increase in property-related fees or benefit assessments be approved by the affected property owners. Significant public outreach efforts are required to educate customers about the need for revised rate structures. Approximately 10% of the districts require inflationary rate adjustments annually to keep revenues aligned with expenses. Additional details regarding financially challenged districts and proposed rate increases for 2025-2026 are provided in the Special Districts narrative.

Providing utility services with constrained revenues continues to be a challenge when faced with increasing regulatory, capital replacement, and operations and maintenance costs. Staff continue to seek legislative and/or regulatory actions that address the challenges of maintaining sustainable revenue levels under Proposition 218 requirements, particularly for small sewer, water, and storm drainage systems. Staff will continue to present a series of individual recommendations to the Board of Supervisors to address the long-term sustainability of County-administered districts.

Aging infrastructure is an ongoing challenge for many of the districts. CIE will continue to focus on developing capital projects to repair and replace critical infrastructure. To support this effort, the 2025-2026 Proposed Budget includes $930,000 for grant administration, design, and construction management consultant services. These costs will be expensed to the affected districts.

CIE has developed an easy-to-access web page for each district at sjgov.org/pw/special-districts-home. The information for each district includes services and financial conditions, upcoming rate adjustments, maintenance news, construction activities, and frequently asked questions. Customers can subscribe to their district's web page to be notified when updates are made and/or additional information is posted.

In addition to addressing the districts' financial sustainability, CIE provides administrative and engineering support functions. The Workload Data section highlights some of the services provided by CIE over the past few years, projections for the current fiscal year, and estimates for 2025-2026.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Special Districts Engineering Support				
Engineer Reports	8	6	3	3
Special Districts Projects	8	8	14	10
Special Districts Administration				
Rate Adjustments	5	6	6	6
Special Districts Budgets	106	106	106	107
Street Light Service Calls	92	106	78	90

Public Works - Road Districts



Fritz Buchman
Director of Public Works

Road District budgets provide funding from property taxes for construction projects and road maintenance materials within the five County Road Districts, which coincide with the supervisorial districts. The County Ordinance Code established the five Road Districts under the authority set forth by the California Streets and Highways Code. Collectively, Road Districts receive approximately 1% of Countywide property tax revenues.

This narrative includes the following budgets:

- Road District 1 (#3031300000)
- Road District 2 (#3031400000)
- Road District 3 (#3031500000)
- Road District 4 (#3031600000)
- Road District 5 (#3031700000)

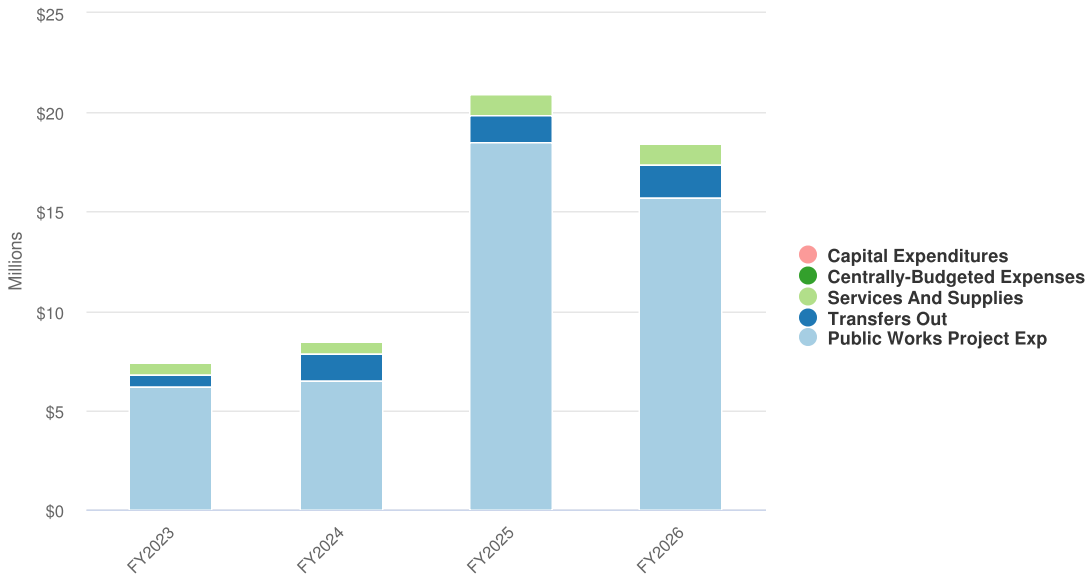
Expenditures Summary

The 2025-2026 Proposed Budget of $18,443,864 is a decrease of $2,481,397 from the 2024-2025 Adopted Budget of $20,925,261, primarily due to a decrease in road project expenses ($2,785,523), offset by an increase in operating transfers out to the Road Fund for purchase of equipment ($364,200).

$18,443,864 **-$2,481,397**
(-11.86% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$543,442	$570,394	$1,046,665	$1,036,590	-1%
Centrally-Budgeted Expenses	$0	$0	$0	$1	N/A
Capital Expenditures	$0	$10,364	$0	$0	0%
Transfers Out	$636,534	$1,376,099	$1,405,800	$1,720,000	22.4%
Public Works Project Exp	$6,193,254	$6,494,225	$18,472,796	$15,687,273	-15.1%
Total Expense Objects:	$7,373,229	$8,451,082	$20,925,261	$18,443,864	-11.9%

Funding Summary

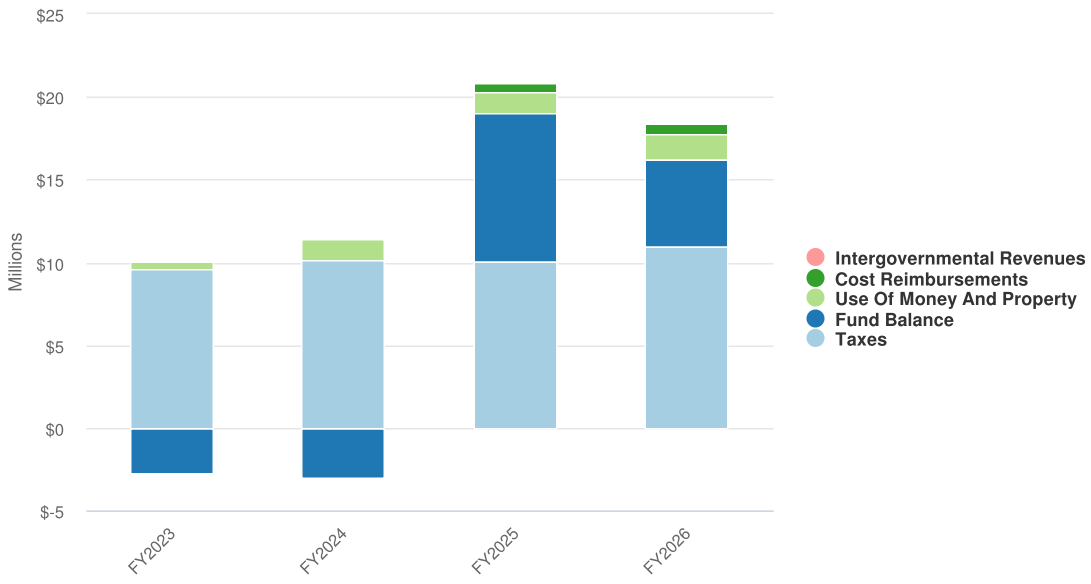
The 2025-2026 Proposed Budget includes $10,944,797 in tax revenue, $5,259,740 in use of fund balance from Road District Funds, $1,560,000 in interest income, and $625,000 in cost reimbursements from the American Rescue Plan Act fund (#20250) for the Larch Clover Road Storm project in Tracy.

Property tax revenues fund the Road Districts and are used to supplement the Public Works Road Fund to provide basic road-related maintenance services within the individual Road Districts. Monies collected in a particular Road District can only be expended on the road system within that District.

$18,443,864 **-$2,481,397**
(-11.86% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$9,558,701	$10,155,868	$10,062,806	$10,944,797	8.8%
Use Of Money And Property	$476,534	$1,216,099	$1,195,800	$1,560,000	30.5%
Intergovernmental Revenues	$54,619	$53,166	$53,505	$54,327	1.5%
Cost Reimbursements	$0	$0	$625,000	$625,000	0%
Fund Balance	-$2,716,624	-$2,974,051	$8,988,150	$5,259,740	-41.5%
Total Revenue Source:	$7,373,229	$8,451,082	$20,925,261	$18,443,864	-11.9%

Program Discussion

Road District expenditures fund the following road-related activities:

- Road and bridge maintenance materials: signs, striping, railing, and pavement repairs.
- Preventative maintenance: crack seal, chip seal, slurry seal, and surface restoration programs.
- Replacement of road maintenance equipment.
- Traffic signal and ferry operations (where applicable).
- Contract resurfacing and reconstruction.

Funds are prioritized for routine preventive maintenance activities. An emergency reserve is kept for items such as flood response, bridge damage, and collapsed pipes. Any remaining funds are earmarked for contract resurfacing and reconstruction projects on local roadways that are not eligible for other State and Federal funding programs.

Road District-funded crack sealing and chip seals are performed by Public Works maintenance staff, while slurry seals for the various districts are combined into one contracted project annually. In 2025-2026, Public Works expects to chip seal approximately 138 miles of roads, slurry seal approximately 32 miles, and complete approximately 13 miles of restoration and construction projects. The roadways included in the restoration and construction projects for each Road District are as follows:

Road District 1

The Road District 1 budget of $2,969,377 includes rebudgeting of $500,000 for a storm drainage project on S. Ash Street and S. Laurel Street in Stockton.

Road District 2

The Road District 2 budget of $638,932 includes general road maintenance.

Road District 3

The Road District 3 budget of $1,617,663 includes $463,159 for restoration of a segment of McDonald Road in Stockton.

Road District 4

The Road District 4 budget of $9,231,854 includes $787,562 for restorations on segments of Correia Road, Glasscock Road, Murphy Road and Wildwood Road and rebudgeting of $3,498,000 for resurfacing Bruella Road, Buck Road, Realty Road, Sargent Road, Stephens Road and Underwood Road (East) near Acampo, Lodi, and Stockton.

Road District 5

The Road District 5 budget of $3,986,038 includes $99,259 for restoration of a segment of Vernalis Road near Tracy, $285,000 for a culvert project on Lehman Road near Tracy, rebudgeting of $1,139,000 for resurfacing Koster Road, and rebudgeting of $625,000 for a community storm drainage project near Larch Road and Clover Road in Tracy.

Fund Balance

Road District funds receive Countywide property tax revenues each year. Below are the fund balances as of March 31, 2025, and the 2025-2026 budgeted contribution or use:

Road District	Budget #	Fund #	March 31, 2025 Fund Balance	2025-2026 Budgeted Contribution / (Use)
District 1	3031300000	20013	$5,000,903	($1,580,810)
District 2	3031400000	20014	$2,867,295	$107,116
District 3	3031500000	20015	$3,867,148	($179,399)
District 4	3031600000	20016	$15,938,399	($2,749,273)
District 5	3031700000	20017	$8,200,944	($857,374)
		Total	**$35,874,689**	**($5,259,740)**

Public Works - Community Infrastructure Program



Fritz Buchman
Director of Public Works

The Community Infrastructure Program budget provides funding for the administration and management of the County Development Impact Fee programs administered by the Department of Public Works. These fees provide a method of charging new development for its impact on community infrastructure equitably. The Department of Public Works collects the impact fees for traffic mitigation, regional transportation, and water facilities.

This Program includes the following budgets:

3039900000 Community Infrastructure - Traffic Impact Mitigation Fee (TIMF)
3039902000 Community Infrastructure - Regional Transportation Impact Fee (RTIF)

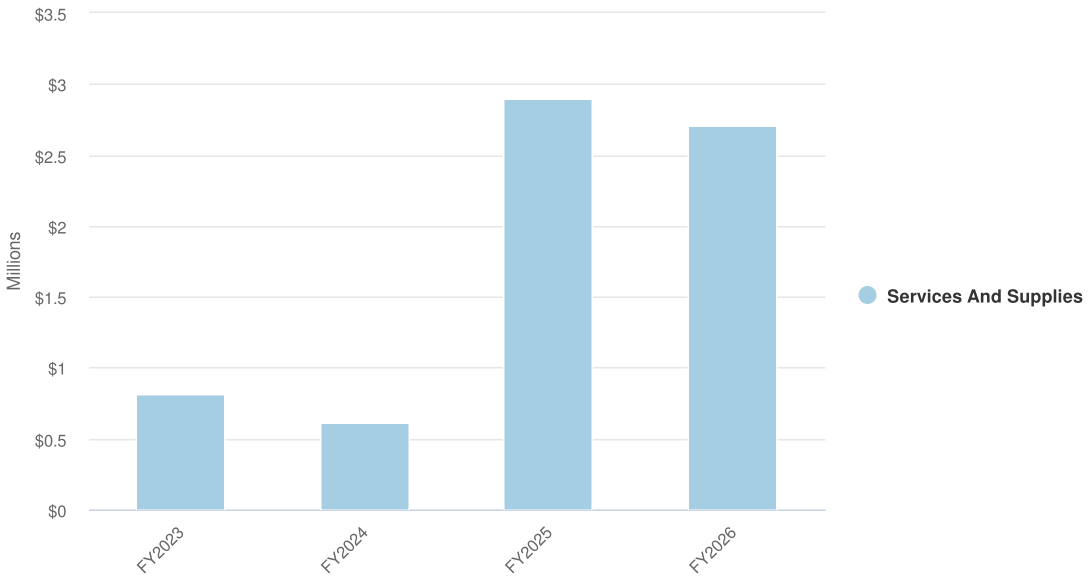
Expenditures Summary

The 2025-2026 Proposed Budget of $2,710,000 is a decrease of $190,000 from the 2024-2025 Adopted Budget of $2,900,000, due to a decrease in advanced planning and engineering activities for future capital improvement projects. Significant activities related to these expenditures are associated with the design of the Grant Line Road Realignment Project and planning studies on Mariposa Road, Escalon-Bellota Road, and Airport Way.

$2,710,000 **-$190,000**
(-6.55% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$815,383	$615,925	$2,900,000	$2,710,000	-6.6%
Total Expense Objects:	$815,383	$615,925	$2,900,000	$2,710,000	-6.6%

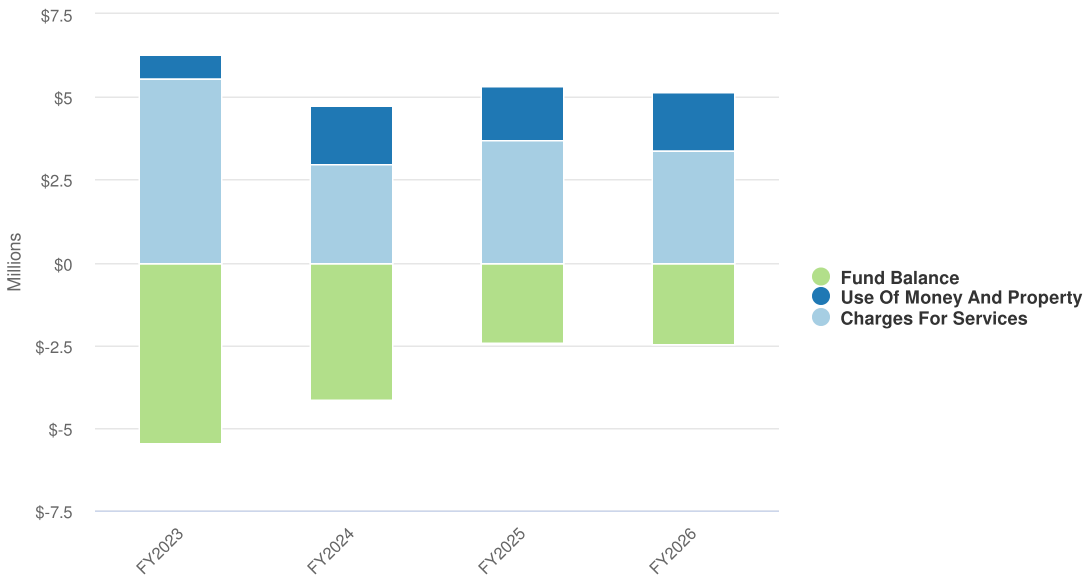
Funding Summary

The 2025-2026 Proposed Budget includes $3,361,000 in revenue from TIMF, RTIF, and Water Impact Mitigation Fee (WIMF) fees and $1,800,000 in interest income, resulting in a contribution of $2,451,000 to fund balance.

$2,710,000 -$190,000
(-6.55% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$682,877	$1,762,521	$1,625,000	$1,800,000	10.8%
Charges For Services	$5,573,632	$2,983,033	$3,694,000	$3,361,000	-9%
Fund Balance	-$5,441,126	-$4,129,629	-$2,419,000	-$2,451,000	1.3%
Total Revenue Source:	$815,383	$615,925	$2,900,000	$2,710,000	-6.6%

Program Discussion

Two programs receive traffic mitigation fees: the Traffic Impact Mitigation Fee (TIMF) and the Regional Transportation Impact Fee (RTIF). TIMF is a County-only fee, originated in 1990 to provide funding for transportation system improvements needed to accommodate the impact of new development. It focuses solely on roads in the unincorporated County areas. The County and its cities (Escalon, Lathrop, Lodi, Manteca, Ripon, Stockton, and Tracy) adopted the RTIF program in 2006. This fee is based on land use and is the same throughout all jurisdictions. RTIF is applied to specific regional transportation projects, including highways, interchanges, and regional roads, to help fund additional improvements and mitigate regional impacts from new development. Mountain House, which was incorporated as the County's eighth city on July 1, 2024, is expected to adopt the RTIF program within the next year.

The Water Impact Mitigation Fee (WIMF) is collected from an area generally covering the central and eastern areas of the County and is passed through to the Stockton East Water District to fund the County's share of costs related to various water conveyance facilities.

The Community Infrastructure Program provides funding for transportation systems that enhance people's mobility, improve the environment, and are safe, efficient, and cost-effective. The main priority of the program is to ensure timely identification of County roadways that require capacity improvements while providing acceptable service to the community. In 2025-2026, design activities for the Grant Line Road Realignment Project, completion of an advanced planning study on the Escalon-Bellota Road and Mariposa Road corridor, and commencement of an advanced planning study on Airport Way will advance this effort.

Fund Balance

The Community Infrastructure Special Revenue Fund (#20039) is the operating fund for TIMF and RTIF activities. The fund balance as of March 31, 2025, was $51,515,998. During 2025-2026, revenues are expected to exceed expenditures, increasing the fund balance by $2,451,000.

A majority of TIMF's funding has been earmarked to be used in future years as matching funds to leverage additional State and Federal grants for the Grant Line Road Realignment Project. Public Works expects TIMF revenues in 2025-2026 to be slightly below project expenditures. RTIF's funding will also be used in future years to leverage funds for larger regional projects as they are identified, beginning with Airport Way. RTIF revenues in 2025-2026 are expected to outpace expenditures on projects.

Summary - Airport



Richard J. Sokol
Airport Director

This is a summary of the budgets administered by the Airport Director:

- 9230901000 – Airport Enterprise Fund
- 9231000000 – Airport Capital Projects

Please visit flystockton.com for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity/Technology Utilization				
Demonstrate Leadership Development	**Initial**	**Current**	**Target**	**Deadline**
Develop formal mentorship and job training programs to maximize employee development and engagement.	No formal program	Formal program developed	Documented programs with activities and resources	June 2024
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Digitize old leases, permits, contracts, etc. to reduce paper documents, improve efficiency, and implement an electronic system to facilitate notification to tenants and staff for expiring leases, lease options, permits, and insurance requirements.	30%	60% as of June 2024	60%	June 2024
		100%	100%	June 2025
Fiscal Optimization				
Effectively Manage One-Time Funds	**Initial**	**Current**	**Target**	**Deadline**
Develop a project list and revise as necessary to utilize 100% of funding available by grant expiration dates to improve airport infrastructures and services.				
Coronavirus Aid, Relief, and Economic Security Act (CARES) – $18.6 Million.	46%	100% as of June 9, 2024	100%	June 9, 2024
Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) – $1.5 Million.	8%	100%	100%	March 25, 2025
American Rescue Plan Act (ARPA) – $2.3 Million.	10%	72%	100%	June 10, 2025
Economic Development				
Increase Transportation / Logistics / Warehousing Businesses	**Initial**	**Current**	**Target**	**Deadline**
Increase outreach to cargo operators to increase daily lift by 50%.	1 carrier	1 carrier	2 carriers	June 2025
Update Air Service recruitment program to add 400 daily scheduled departure seats.	240 departure seats	160 departure seats as of June 2023	640 departure seats	June 2023

Analysis of Priority Activity

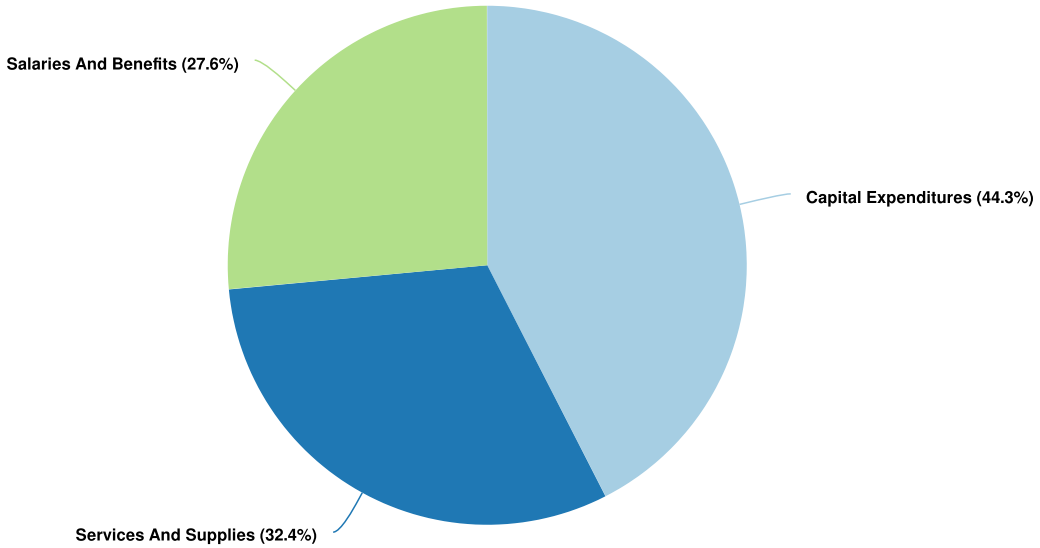
The Airport expects to meet the majority of its goals. The Airport is on track to spend 72% of the Federal Aviation Administration 2021 ARPA funds by June 30, 2025, and anticipates spending 100% of the funding prior to the program expiration date of August 11, 2025. The goal to increase outreach to cargo operators to increase daily lift by 50% will not meet the deadline. The national market receded post-Covid resulting in layoffs by FedEx, United Parcel Service, and other operators. Airport staff and the County Aviation Advisory Committee are exploring perishable (i.e., agricultural) air cargo opportunities. The goal to update the Air Service recruitment program to add 400 daily scheduled departure seats was not met, partially due to events surrounding problems at Boeing, which have impacted air carrier business plans.

Expenditures Summary

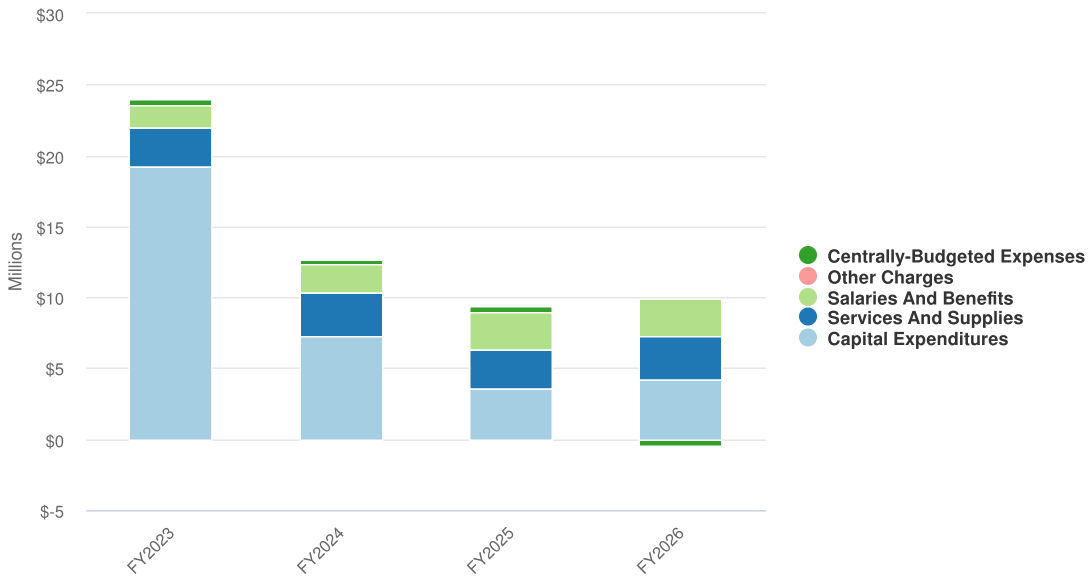
$9,525,273 $172,156
(1.84% vs. prior year)

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



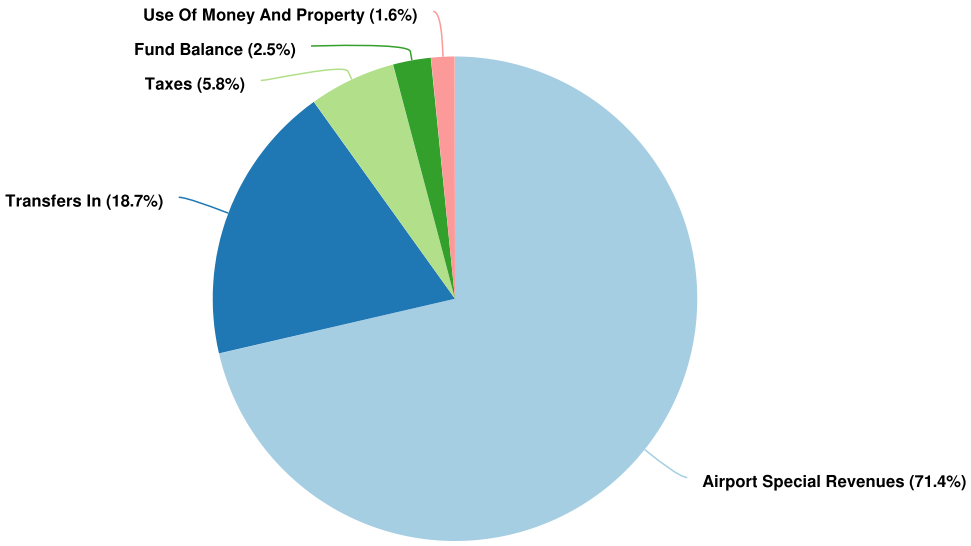
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$1,673,419	$1,967,552	$2,579,452	$2,632,295	2%
Services And Supplies	$2,704,814	$3,095,715	$2,836,384	$3,087,040	8.8%
Centrally-Budgeted Expenses	$355,995	$352,907	$407,273	-$415,862	-202.1%
Other Charges	$0	$6,644	$0	$0	0%
Capital Expenditures	$19,210,182	$7,277,486	$3,530,008	$4,221,800	19.6%
Total Expense Objects:	$23,944,410	$12,700,305	$9,353,117	$9,525,273	1.8%

Funding Summary

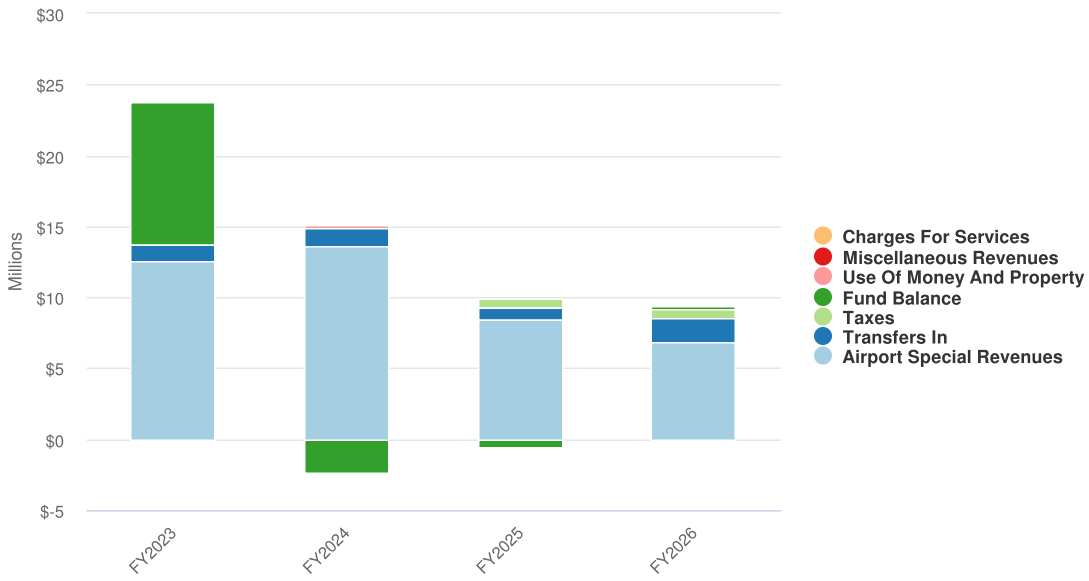
$9,525,273 $172,156
(1.84% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$0	$0	$550,000	$550,000	0%
Use Of Money And Property	$139,047	$156,037	$71,234	$150,000	110.6%
Charges For Services	$0	$15	$0	$0	0%
Miscellaneous Revenues	$44,545	$0	$0	$0	0%
Transfers In	$1,115,501	$1,310,269	$905,270	$1,783,970	97.1%
Airport Special Revenues	$12,579,247	$13,577,147	$8,403,869	$6,799,318	-19.1%
Fund Balance	$10,066,071	-$2,343,163	-$577,256	$241,985	-141.9%
Total Revenue Source:	$23,944,410	$12,700,305	$9,353,117	$9,525,273	1.8%

Organizational Chart

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	16.0	16.0	0.0
Temporary (FTE)	2.5	2.0	(0.5)
Position Total	18.5	18.0	(0.5)

Airport Enterprise Fund



Richard J. Sokol
Airport Director

The Stockton Metropolitan Airport (Airport) serves the commercial, corporate business, and general aviation needs of San Joaquin County. The Airport is in a foreign trade zone and is conveniently located and easily accessible by two major north-south arterials in California – Interstate 5 and State Route 99.

The Department of Aviation operates and maintains the Airport to meet the highest standards through application of its core values – safety, commitment, and knowledge. Through the Airport Enterprise Fund budget (#9230901000), the Department also manages numerous tenant agreements and facilities; provides a safe and efficient facility for the operation of aircraft; promotes development of Airport property for aviation and commercial-related services; obtains and administers Federal Aviation Administration (FAA) grants; and reviews all development proposals within the Airport's sphere-of-influence to ensure compatibility with Federal, State, and local standards.

Please visit flystockton.com for more information.

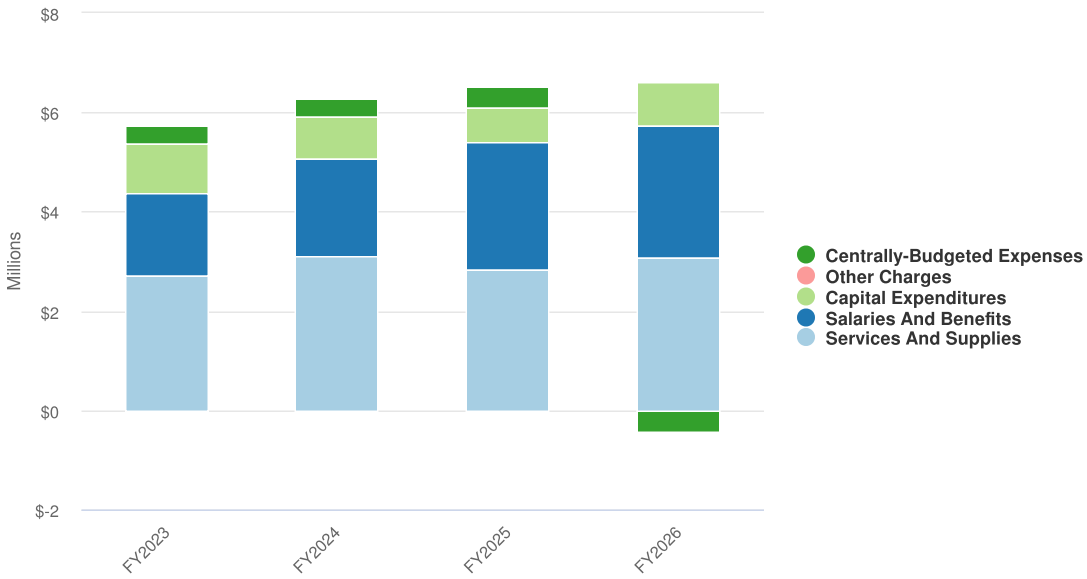
Expenditures Summary

The 2025-2026 Proposed Budget of $6,181,973 is a decrease of $329,136 from the 2024-2025 Adopted Budget of $6,511,109, primarily due to a decrease in cost allocation plan charges ($857,331), partially offset by increases in capital expenditures ($190,500), increased security system maintenance expenses ($93,150), an increase in costs for law enforcement services ($73,001), salaries and benefits adjustments ($67,167), and an increase in cost for janitorial services ($53,938).

$6,181,973 **-$329,136**
(-5.05% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$1,673,419	$1,967,552	$2,579,452	$2,632,295	2%
Services And Supplies	$2,704,814	$3,095,414	$2,836,384	$3,087,040	8.8%
Centrally-Budgeted Expenses	$355,995	$352,907	$407,273	-$415,862	-202.1%
Other Charges	$0	$6,644	$0	$0	0%
Capital Expenditures	$993,207	$860,680	$688,000	$878,500	27.7%
Total Expense Objects:	$5,727,436	$6,283,197	$6,511,109	$6,181,973	-5.1%

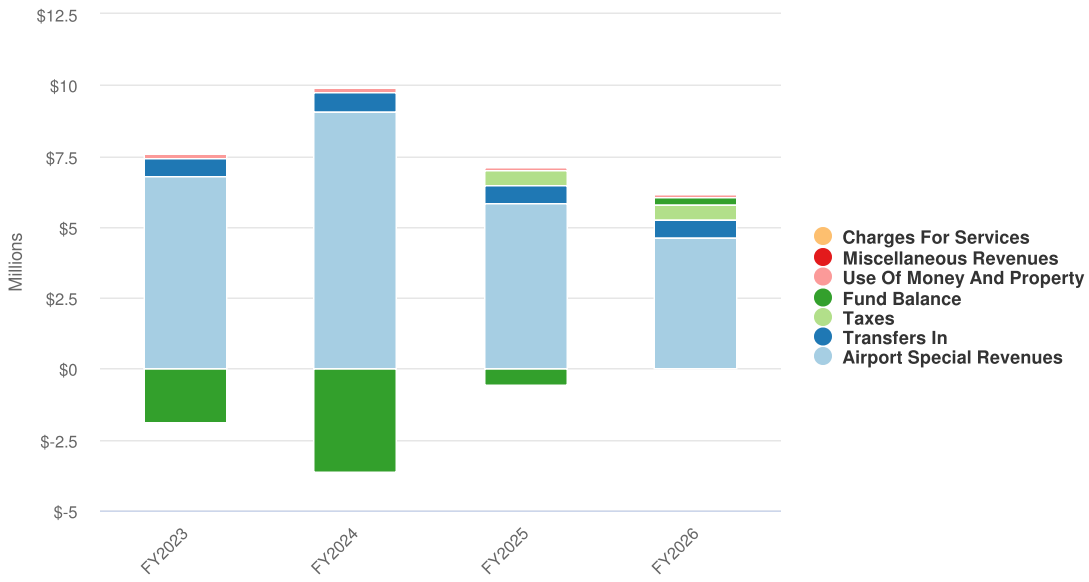
Funding Summary

The 2025-2026 Proposed Budget includes $4,750,162 from Airport leases, fees, and interest earned; a General Fund contribution of $639,826, $550,000 from unsecured property taxes generated within Airport boundaries, and $241,985 in use of fund balance.

$6,181,973 **-$329,136**
(-5.05% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source

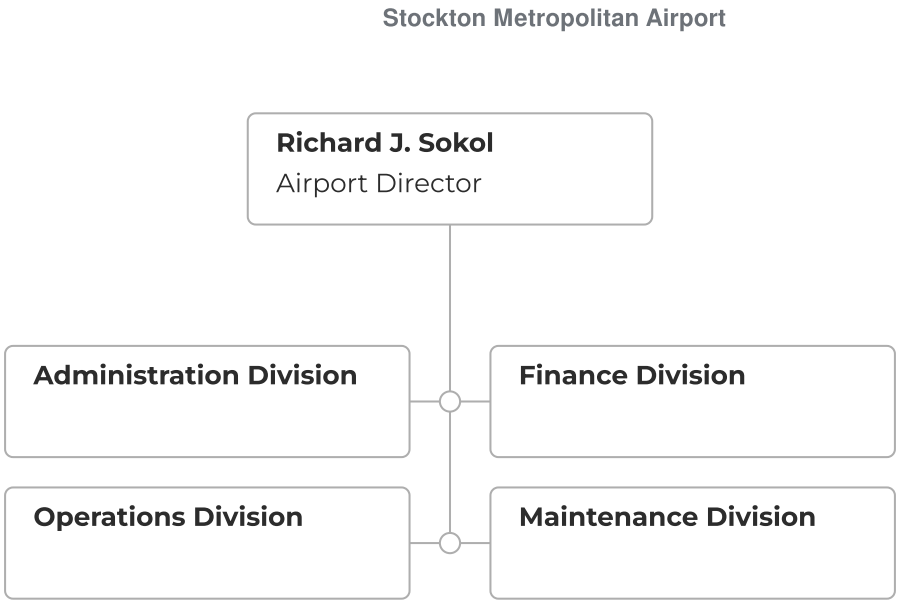


Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$0	$0	$550,000	$550,000	0%
Use Of Money And Property	$139,047	$156,037	$71,234	$150,000	110.6%
Charges For Services	$0	$15	$0	$0	0%
Miscellaneous Revenues	$95	$0	$0	$0	0%
Transfers In	$639,826	$672,579	$639,826	$639,826	0%
Airport Special Revenues	$6,809,706	$9,080,279	$5,827,305	$4,600,162	-21.1%
Fund Balance	-$1,861,239	-$3,625,713	-$577,256	$241,985	-141.9%
Total Revenue Source:	$5,727,436	$6,283,197	$6,511,109	$6,181,973	-5.1%

Organizational Chart

The 2025-2026 Proposed Budget includes a slight decrease in extra-help.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	16.0	16.0	0.0
Temporary (FTE)	2.5	2.0	(0.5)
Position Total	18.5	18.0	(0.5)



Program Discussion

The Department of Aviation is responsible for the safe and efficient operation, maintenance, and development of Stockton Metropolitan Airport (SCK). Under 14 Code of Federal Regulations Part 139, Certification of Airports, the FAA issues Airport Operating Certificates to allow airport operators to serve air carrier passenger operations. The Airport adheres to Federal Aviation Regulations Part 139 operations and Transportation Security Administration (TSA) security regulations. The Sheriff's Office and the Montezuma Fire Protection District support safe airport operations. SCK, a non-hub, commercial service airport, has capacity to serve approximately 130,000 airline passengers and approximately 150 airport-based aircraft(aircraft stored at the Airport) annually. FAA air traffic controllers safely guide more than 55,000 flight operations annually. Wide-body air cargo operations occur daily.

Air Services

Allegiant Air continues to provide Airbus jet service to Harry Reid International Airport, Las Vegas, Nevada, and Phoenix Sky Harbor International Airport, Phoenix, Arizona and added additional weekly flights to both destinations starting in May 2025. In addition, new non-stop service to Denver, Colorado was introduced in May 2025.

2025-2026 Initiatives

Market research indicates that 2,200 airline passengers within 40 miles of SCK drive to other airports each day due to a lack of competitive airline seats. That is the equivalent of 15 full B-737 jets each day. Management is convinced strong opportunities exist to increase airport use and stimulate new employment opportunities and new revenue development opportunities should be pursued. The Airport website was simplified and updated in November of 2024 to convey a contemporary message of a modern, up-to-date, and vibrant airport community.

In 2025-2026, Department initiatives are intended to recruit airline seats and retain customers who 'leak' to other regional airports. Capital projects are planned to replace outdated and un-serviceable infrastructure, primarily serving the lower end of general aviation. These initiatives include new T-hangars and a self-serve fueling facility. General aviation self-serve fueling services, and related marketing, are intended to rejuvenate single-engine general aviation traffic. Aviation and general community engagements are intended to increase participation. Potential new revenue sources include fixed base operation land and building leases, revenue from self-serve fuel sales, rent-a-car commissions, and air carrier user fees. With additional airline services, the Airport anticipates increased revenue from rental car, shuttle service, and car-exchange services. New air carrier services would also increase revenue from landing fees, fuel flowage fees, and terminal rentals.

As presented to the Board of Supervisors as part of the 2025-2026 fee hearings, the 2025-2026 Proposed Budget includes $361,848 in increased fee revenue based on a study conducted by AVK Consulting and Airport Business Solutions utilizing cost-recovery methods.

With the support of the Airport Aviation Advisory Committee and the Board of Supervisors (B-24-600), the Department is also focusing on new perishable (agricultural and medical) air cargo opportunities. Given its proximity to Silicon Valley innovation, the Airport will position itself to become a leader in sustainable aviation power-plant research, development, and implementation. On February 11, 2025, the Board of Supervisors approved two leases with a nationally known firm which specializes in liquid hydrogen aviation propulsion research and development (B-25-56).

SCK 2026 Airport Transformation

On April 9, 2024, the Board of Supervisors approved an investment of $26,225,000 to fund transformative improvements at the Airport to support revitalization of key facilities, increase capacity for commercial airline service, and attain economic development goals (B-24-186). This funding will support several one-time capital improvements intended to unlock the Airport’s development potential. The complete list of projects is included in the Airport Capital Projects budget (#9231000000).

Fund Balance

Airport Enterprise Fund (#39023)

The Airport Enterprise Fund (#39023) is the operating fund for the Airport Enterprise Fund budget. As of March 31, 2025, the fund balance was $5,773,507. The 2025-2026 Proposed Budget includes the use of $241,985 in fund balance.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Commercial Passengers				
Enplanements	70,362	64,438	65,082	66,384
Deplanements	70,407	63,976	64,616	65,908
Total	**140,769**	**128,414**	**129,698**	**132,292***
Aircraft Operations				
Air Carrier	1,840	1,450	1,523	1,675
Air Taxi	2,332	2,763	2,901	3,046
Military	4,676	4,418	4,506	4,551
General Aviation	45,915	52,813	53,869	54,408
Total	**54,763**	**61,444**	**62,799**	**63,680**

*The airline is adding flights to Las Vegas, Nevada and starting a new service to Denver, Colorado in May 2025.

Airport Capital Projects



Richard J. Sokol
Airport Director

The Airport Capital Projects budget (#9231000000) includes capital improvement projects in support of Stockton Metropolitan Airport (Airport) efforts to plan, operate, and maintain the safety and appearance of the Airport to meet the highest standards. The Airport prioritizes capital project development to address safety and capacity infrastructure needs. Project phases typically include scope development, environmental clearance, design, engineering, and construction.

Please visit flystockton.com for more information.

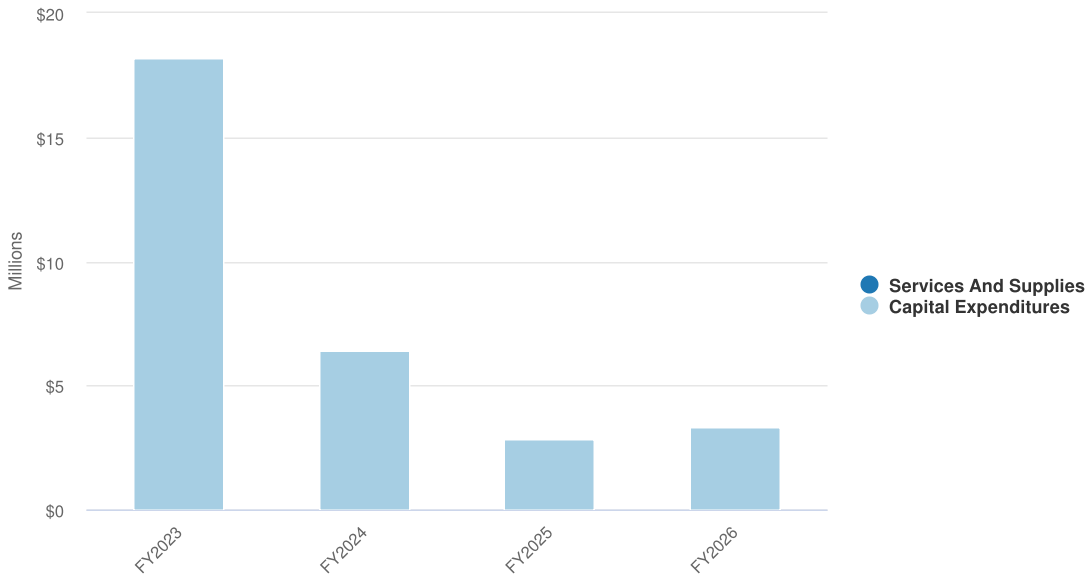
Expenditures Summary

The 2025-2026 Proposed Budget of $3,343,300 is an increase of $501,292 from the 2024-2025 Adopted Budget of $2,842,008. This increase is primarily due to increases in capital project expenditures for the development of a Master Plan ($1,800,000), and the Decommission of Taxiways M and L Project ($1,060,694), partially offset by decreases in expenditures due to the cancelation of the West General Aviation Taxilane project ($1,544,000), and completion of the Rehabilitate Taxiways B, D, D7, and D9 project ($815,402).

$3,343,300 $501,292
(17.64% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



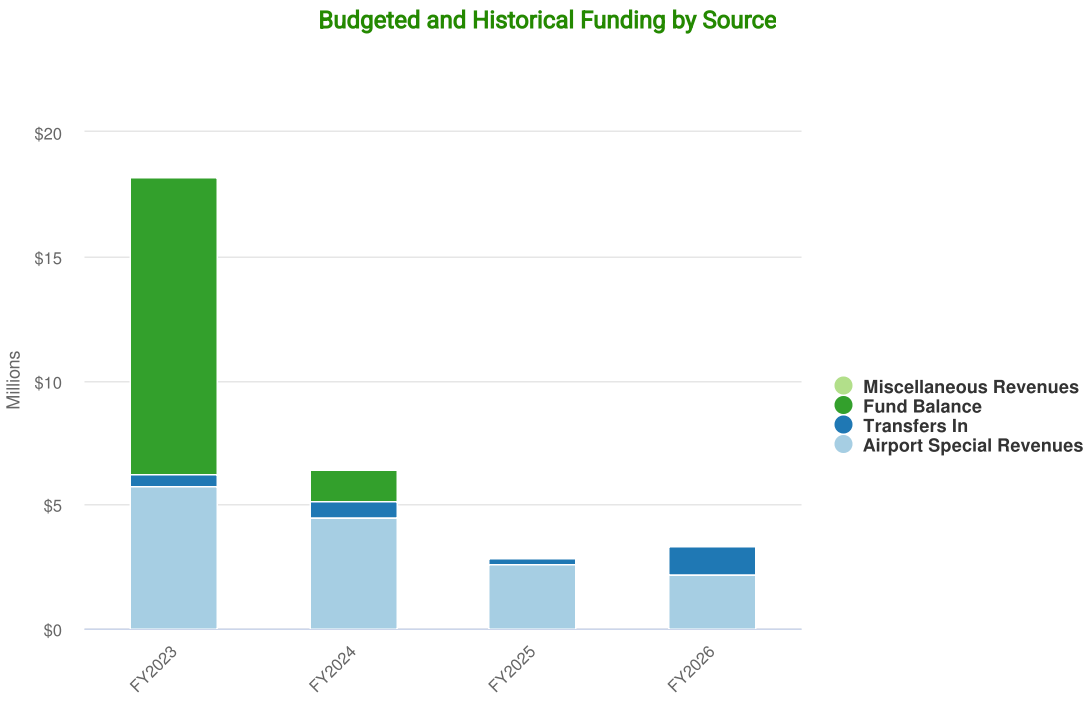
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$0	$302	$0	$0	0%
Capital Expenditures	$18,216,975	$6,416,806	$2,842,008	$3,343,300	17.6%
Total Expense Objects:	$18,216,975	$6,417,108	$2,842,008	$3,343,300	17.6%

Funding Summary

The 2025-2026 Proposed Budget includes $2,199,156 in Federal grant revenues from the Federal Aviation Administration, an operating transfer of $1 million from the Airport Transformative Capital Outlay Fund (#39024), and an operating transfer in of $144,144 from the Airport Passenger Facility Charges Program Fund (#39700).

$3,343,300 $501,292
(17.64% vs. prior year)

Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Miscellaneous Revenues	$44,450	$0	$0	$0	0%
Transfers In	$475,675	$637,690	$265,444	$1,144,144	331%
Airport Special Revenues	$5,769,540	$4,496,869	$2,576,564	$2,199,156	-14.6%
Fund Balance	$11,927,310	$1,282,549	$0	$0	0%
Total Revenue Source:	$18,216,975	$6,417,108	$2,842,008	$3,343,300	17.6%

Program Discussion

The 2025-2026 Proposed Budget is funding two projects as follows:

Airport Master Plan

Federal Aviation Administration (FAA) guidelines suggest that airports complete a comprehensive airport Master Plan process every five to ten years. The Airport's most recent Master Plan is more than ten years old. The planning study updates traffic forecasts, defines facility requirements, offers development alternatives, encourages community input, recommends a preferred development alternative, estimates costs with a basic financing plan, and provides an environmental impact overview. FAA is then enabled to fund eligible elements of an approved Master Plan. A comprehensive airport Master Plan, with aeronautical and non-aeronautical components, can help the County develop the airport into the strongest economic engine that it can be. As the Airport continues to pursue additional commercial airline service and improvements, having an FAA-approved airport Master Plan will ensure the Airport is eligible for future FAA funding opportunities and will allow for the maximum leverage of local funds contributed to the Airport. The Board approved $1 million of 2023-2024 General Fund Balance to fund the Airport Master Plan om January 14, 2025 (B-25-29).

Decommission Taxiways M&L

The existing geometry of Taxiways M and L no longer meets Federal Aviation Administration (FAA) standards and creates a confusing intersection of two taxiways leading to and from a runway. The project entails the removal of pavement for both taxiways, with a section of Taxiway M remaining to maintain access to the calibration pad. Aircraft will continue to access runway 11R-29L via taxiways G, H, and B. In addition, the current Taxiways' nomenclature needs to be updated to meet current FAA standards.

2025-2026 Proposed Airport Capital Projects Budget
(with projected sources of funding by project)

Description	FAA	Local	Airport Capital Outlay	Total
Airport Master Plan	$800,000	$0	$1,000,000	$1,800,000
Decommission Taxiways M&L	$1,399,156	$144,144*	$0	$1,543,300
Total**	**$2,199,156**	**$144,144**	**$1,000,000**	**$3,343,300**

*Local funding from Airport Passenger Facility Charges Program Fund (#39700).
**Amounts are based on engineer estimates. Actual costs and timing of reimbursements may vary significantly.

SCK 2026 Airport Transformation

On April 9, 2024, the Board of Supervisors approved an investment of $26,225,000 to fund transformative improvements at the Airport to support revitalization of key facilities, increase capacity for commercial airline service, and attain economic development goals (B-24-186). This funding will support several one-time capital improvements intended to unlock the Airport's development potential. In addition, $2.5 million of available Measure K funding from the San Joaquin Council of Governments will support terminal improvements. These projects are not included in the 2025-2026 Proposed Budget. Requests for project-specific appropriations will accompany future recommendations to award contracts for project design and construction.

SCK 2026 Airport Transformation Projects		
Description		**Estimated County Cost**
Terminal Investment*		
Construct a new five gate, at-grade hold room designed to comfortably accommodate 400 peak hour passengers. Remodel parts of the existing baggage claim, Transportation Security Administration (TSA) security, and ticket counter portions of the existing airport terminal. Add new baggage conveyors, provide space for rent-a-car counters, and update restrooms.		$10,500,000
	Measure K Funding	(2,500,000)
		$8,000,000
Air Traffic Control Tower**		
Complete a siting study for a new FAA-operated/County-owned air traffic control tower.		325,000
Commercial Hangar Acquisition		
Acquire an existing commercial hangar to update and repurpose portions, or all, of the building and its site. Bring the land lease into FAA compliance.		4,500,000
West Ramp Restoration/Redesign**		
Restore and redesign the west ramp to accommodate new hangar construction.		7,000,000
Pilot Center and Self-Serve Fueling		
Construct new pilot center and self-serve fueling facility.		600,000
New Hangars/Awnings**		
Construct new aircraft storage hangars (38 units), aircraft sunshade awnings (10 units), Aircraft Rescue and Fire Fighting (ARFF) awning, and replacement commercial hangar.		5,800,000
	Total	**$26,225,000**

*$2.5 million of available Measure K funding from the San Joaquin Council of Governments will support terminal improvements, reducing the County's cost to $8 million.
**Projects eligible for construction cost reimbursement from the Federal Aviation Administration.

Acquisition of the Spanos Jet Center commercial hangar was completed in Fiscal Year 2024-2025 at a cost of $3.2 million and the hangar is being marketed to new users. A progressive design-build procurement process for the terminal investment, pilot center and self-serve fueling facility, and New Hangars/Awnings was completed and a design/build contractor was selected in Spring 2025. Adjustments in the scope of these approved projects were necessary to respond to construction cost inflation and to address budget gaps. The West Ramp Restoration project has been deferred. On February 25, 2025 the Board approved an agreement (A-25-41) with the FAA for a Virtual Immersive Siting Tower Assessment (VISTA) Study (B-25-79) to determine the location, height, and size of a new control tower to replace the airport's 70-year-old structure.

Fund Balance

Airport Enterprise Fund

The Airport Enterprise Fund (#39023) is the operating fund for the Airport Enterprise Fund and the Airport Capital Projects budgets, which is discussed further in the Airport Enterprise Fund (#9230901000) narrative. The 2025-2026 Proposed Budget does not include the use of fund balance for Airport Capital Projects.

Airport Passenger Facility Charges Program Fund

The Airport Passenger Facility Charges (PFC) Program allows for the collection of PFC charges of up to $4.50 for every eligible passenger at commercial airports controlled by public agencies; the Airport charges $4.50 per eligible passenger. The Airport uses these charges to fund FAA-approved projects that enhance safety, security, or capacity; reduce noise; or increase carrier competition. As of March 31, 2025, the PFC Program Fund (#39700) fund balance was $220,441. The 2025-2026 Proposed Budget includes a $144,144 operating transfer from this fund.

Airport Transformative Capital Outlay Fund

The Airport Transformative Capital Outlay Fund (#39024) was established April 9, 2024, by the Board of Supervisors with a contribution of $26,225,000 to fund transformative improvements at the Stockton Metropolitan Airport to support the revitalization of key facilities, increase capacity for commercial airline service and attain economic development goals (B-24-186). Additionally, on January 14, 2025, the Board approved a $1 million transfer from the 2023-2024 year-end General Fund balance for development of the Airport Master Plan. The 2025-2026 Proposed Budget includes a $1 million transfer from the Capital Projects budget for development of the Airport Master Plan. Requests for project-specific appropriations and fund transfers will accompany future recommendations to award contracts for design and construction. As of March 31, 2025, the fund balance totaled $24,683,917.

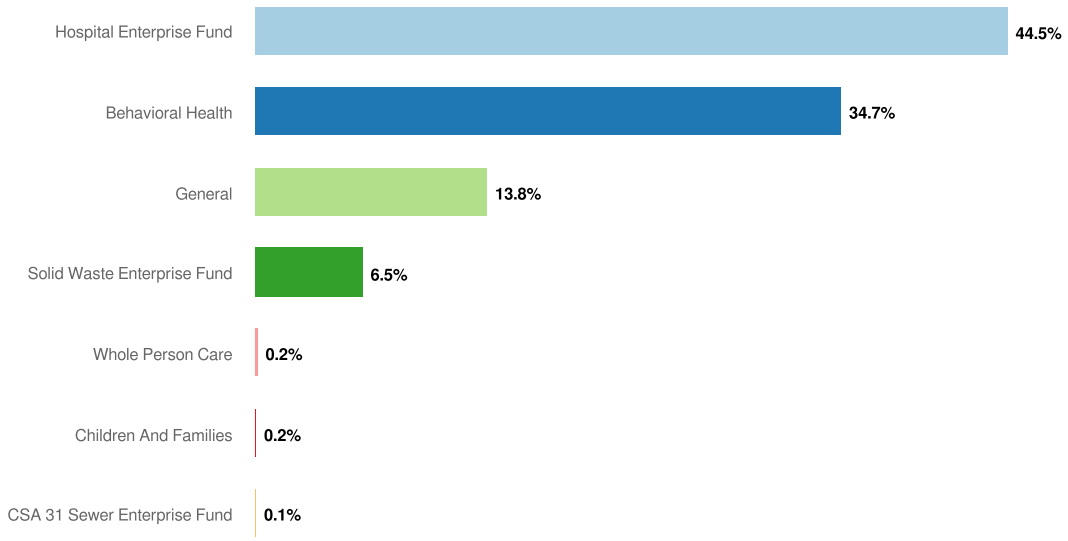
Health Services

Expenditures Summary

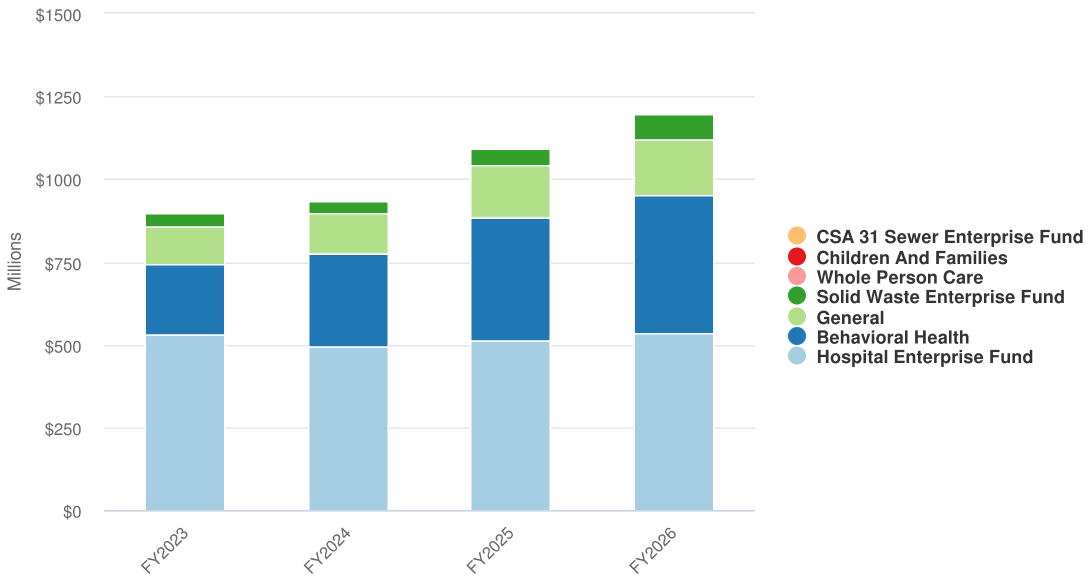
$1,204,158,863 $102,604,457
(9.31% vs. prior year)

Expenditures by Fund

Expenditures by Fund



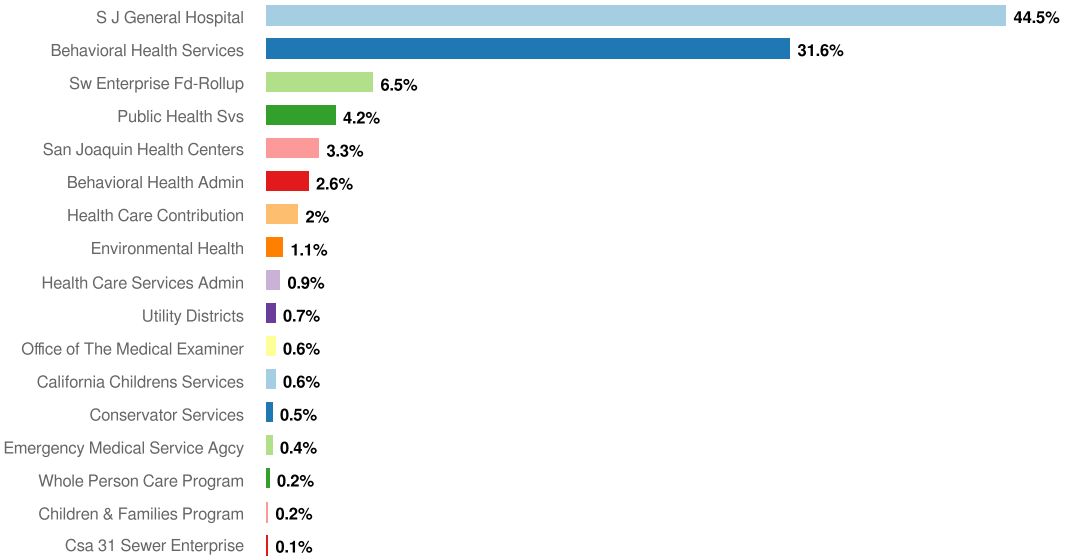
Budgeted and Historical Expenditures by Fund



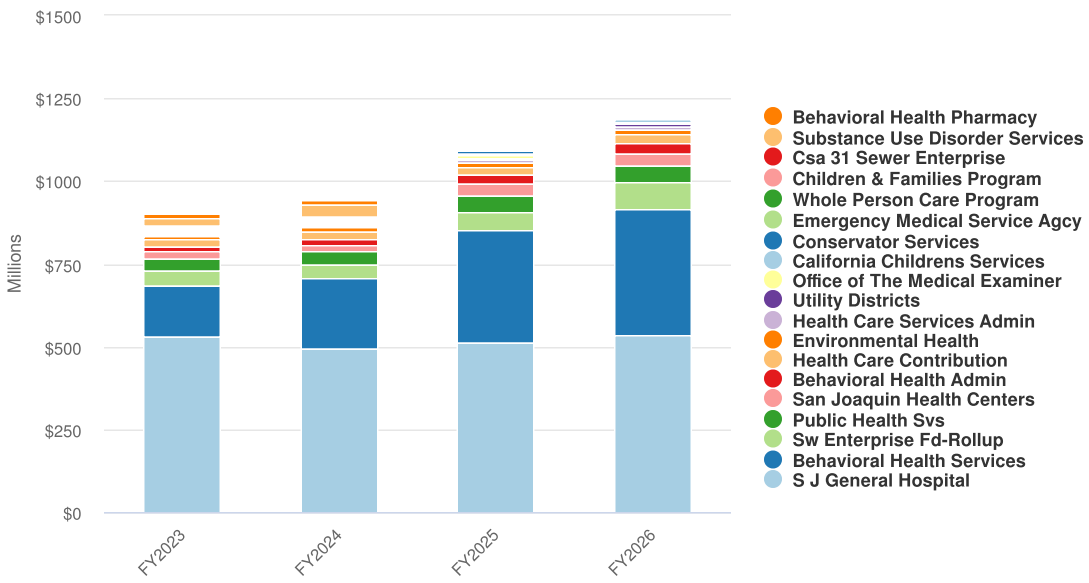
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
General	$114,371,191	$119,061,764	$157,518,301	$166,087,490	5.4%
Behavioral Health	$210,999,561	$281,239,583	$375,225,732	$417,410,875	11.2%
Children And Families	$2,036,435	$2,155,316	$2,362,096	$2,118,536	-10.3%
Whole Person Care	$1,542,550	$2,453,891	$3,622,224	$2,724,670	-24.8%
Solid Waste Enterprise Fund	$41,698,113	$39,728,841	$50,863,493	$78,097,070	53.5%
Hospital Enterprise Fund	$530,177,454	$495,128,453	$510,628,587	$536,362,811	5%
CSA 31 Sewer Enterprise Fund	$925,079	$1,343,348	$1,333,973	$1,357,411	1.8%
Total:	$901,750,384	$941,111,196	$1,101,554,406	$1,204,158,863	9.3%

Expenditures by Department

Budgeted Expenditures by Department



Budgeted and Historical Expenditures by Department



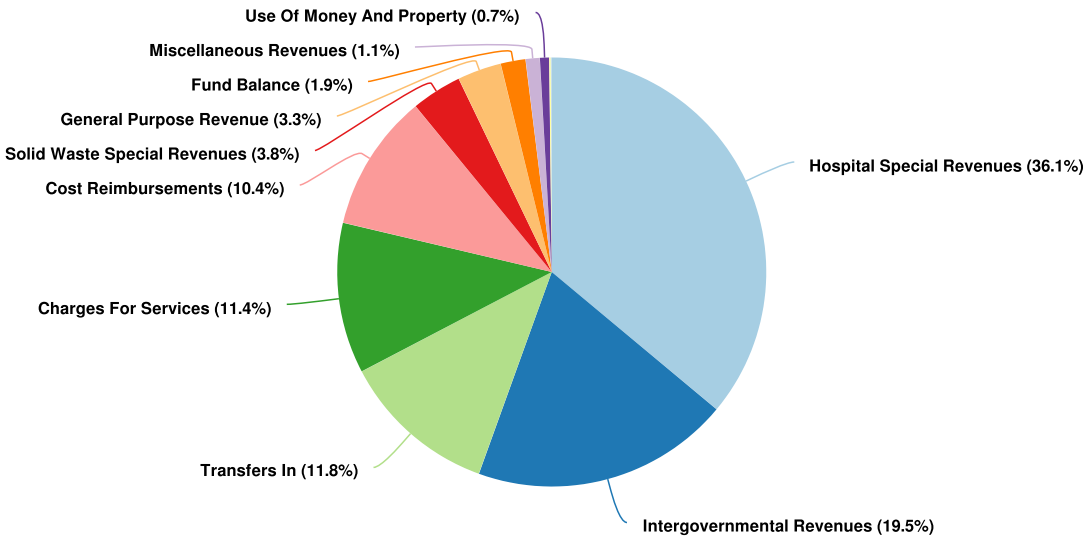
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expenditures					
Public Works					
Utility Districts	$3,622,664	$4,189,539	$6,122,852	$8,077,944	31.9%
Sw Enterprise Fd-Rollup	$41,698,113	$39,728,841	$50,863,493	$78,097,070	53.5%
Csa 31 Sewer Enterprise	$925,079	$1,343,348	$1,333,973	$1,357,411	1.8%
Total Public Works:	$46,245,857	$45,261,728	$58,320,318	$87,532,425	50.1%
Health Care Services Agency					
Behavioral Health Pharmacy	$12,897,529	$12,661,839	$0	$0	0%
Behavioral Health Services	$155,467,905	$211,651,887	$343,549,765	$380,875,643	10.9%
Substance Use Disorder Services	$24,048,587	$34,510,547	$0	$0	0%
Behavioral Health Admin	$14,770,387	$18,139,951	$26,559,925	$31,116,213	17.2%
Public Health Svs	$40,003,054	$40,606,569	$52,821,098	$50,638,095	-4.1%
Conservator Services	$3,815,154	$4,275,360	$5,116,042	$5,419,019	5.9%
Emergency Medical Service Agcy	$2,682,799	$2,984,713	$4,224,715	$5,398,135	27.8%
California Childrens Services	$5,571,870	$5,292,729	$8,603,121	$7,450,122	-13.4%
Health Care Services Admin	$5,292,558	$6,576,452	$8,146,583	$10,601,076	30.1%
Whole Person Care Program	$1,542,550	$2,453,891	$3,622,224	$2,724,670	-24.8%
Office of The Medical Examiner	$5,223,438	$5,502,052	$6,584,232	$7,611,327	15.6%
Total Health Care Services Agency:	$271,315,831	$344,655,987	$459,227,705	$501,834,300	9.3%
Environmental Health					
Environmental Health	$9,479,284	$10,034,113	$12,168,624	$13,107,043	7.7%
Total Environmental Health:	$9,479,284	$10,034,113	$12,168,624	$13,107,043	7.7%
Human Services Agency					
Children & Families Program	$2,036,435	$2,155,316	$2,362,096	$2,118,536	-10.3%
Total Human Services Agency:	$2,036,435	$2,155,316	$2,362,096	$2,118,536	-10.3%
Health Care Contribution					
Health Care Contribution	$21,543,053	$22,600,722	$23,166,123	$24,037,178	3.8%
Total Health Care Contribution:	$21,543,053	$22,600,722	$23,166,123	$24,037,178	3.8%
San Joaquin Health Centers					
San Joaquin Health Centers	$20,952,470	$21,274,876	$35,680,953	$39,166,570	9.8%
Total San Joaquin Health Centers:	$20,952,470	$21,274,876	$35,680,953	$39,166,570	9.8%
San Joaquin General Hospital					
S J General Hospital	$530,177,454	$495,128,453	$510,628,587	$536,362,811	5%
Total San Joaquin General Hospital:	$530,177,454	$495,128,453	$510,628,587	$536,362,811	5%
Total Expenditures:	$901,750,384	$941,111,196	$1,101,554,406	$1,204,158,863	9.3%

Funding Summary

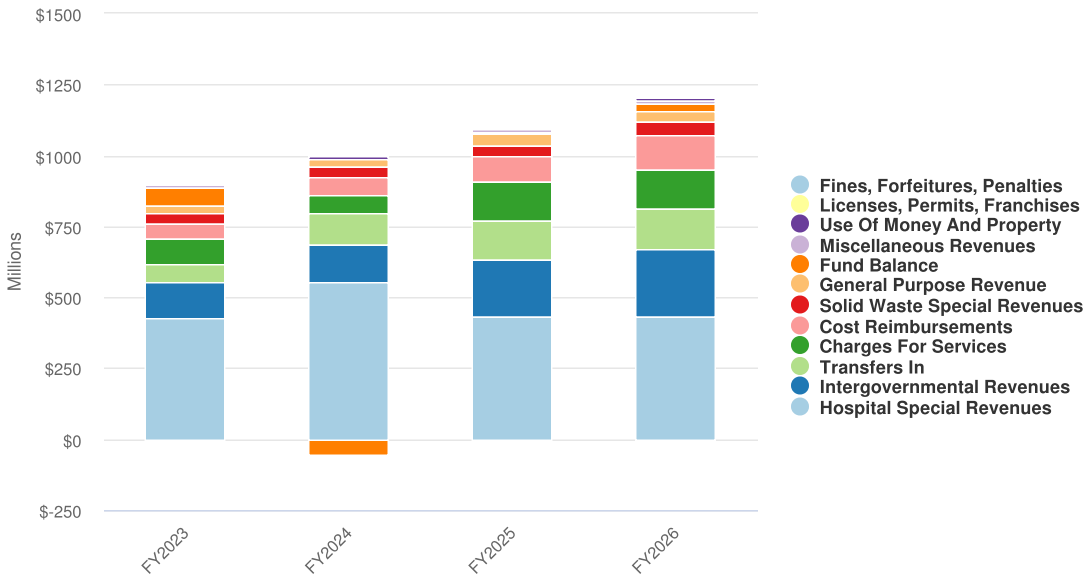
$1,204,158,863 $102,604,457
(9.31% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Licenses, Permits, Franchises	$1,671,808	$1,017,579	$1,348,505	$1,355,536	0.5%
Fines, Forfeitures, Penalties	$1,061	-$58,568	$845,514	$845,014	-0.1%
Use Of Money And Property	$5,152,242	$6,832,326	$8,285,302	$8,414,548	1.6%
Intergovernmental Revenues	$129,514,029	$128,037,980	$204,500,063	$234,316,050	14.6%
Charges For Services	$86,406,686	$62,962,236	$137,939,839	$136,863,035	-0.8%
Miscellaneous Revenues	$10,434,707	$355,016	$9,825,420	$12,801,495	30.3%
Transfers In	$63,401,194	$114,798,575	$134,528,540	$142,119,785	5.6%
Solid Waste Special Revenues	$39,502,250	$38,675,510	$41,212,835	$45,749,300	11%
Hospital Special Revenues	$426,477,333	$556,080,885	$429,499,461	$434,320,314	1.1%
Cost Reimbursements	$53,531,521	$59,780,005	$89,239,323	$124,780,426	39.8%
General Purpose Revenue	$25,167,140	$27,794,199	$39,221,655	$39,979,598	1.9%
Fund Balance	$60,490,414	-$55,164,547	$5,107,949	$22,613,762	342.7%
Total Revenue Source:	$901,750,384	$941,111,196	$1,101,554,406	$1,204,158,863	9.3%

Summary - Health Care Services



Genevieve G. Valentine, LMFT
Director of Health Care Services

The Health Care Services Agency provides quality care and services to residents of San Joaquin County. In the course of fulfilling its governmental mandate, the Agency advocates for the comprehensive physical and psychological health needs of the disadvantaged, for good public health, and for accessible services for all. The Agency educates health professionals who serve the community and through service, improves health in the community as a whole.

This is a summary of the 11 budgets administered by the Director of Health Care Services (HCS) consisting of:

- 2022621000 – Correctional Health Services
- 4040500000 – Behavioral Health Services*
- 4040700000 – Behavioral Health Administration
- 4041000000 – Public Health Services
- 4041200000 – Public Guardian/Conservator
- 4041800000 – Emergency Medical Services
- 4045415000 – California Children's Services
- 4049500000 – HCS Administration
- 4049600000 – Whole Person Care Program
- 4049700000 – Office of the Medical Examiner
- 5055600000 – Veterans Services Office

*Behavioral Health Pharmacy (#4040300000) and Substance Use Disorder Services (#4040600000) are included in the Behavioral Health Services budget (#4040500000) effective July 1, 2024.

The information presented here, both current and historical, excludes the Neighborhood Preservation budget (#5055246000) which was transferred to the Human Services Agency effective June 3, 2024.

Please visit sjgov.org/hcs for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not on Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Office of the Medical Examiner[1] Improve staffing rates by maintaining current staff and filling all vacancies. The referenced classifications have the listed percentage of allocated positions unfilled.	Sup. Death Investigator 50% Death Investigator 20% Office Assistant 33% Forensic Autopsy Tech 33%	Sup. Death Investigator 0% Death Investigator 10% Office Assistant 0% Forensic Autopsy Tech 67% as of December 2023	0% Fully staffed	December 2023
Public Health Services Institute a formal curriculum for nursing student interns designed to enhance their practicum experience and consideration of Public Health as a career.	Not started	Completed	Completed	June 2023
Behavioral Health Services Work with Human Resources to identify new recruitment strategies and ensure vacancies are posted and filled timely, and reduce departmental vacancy rates by five percentage points.	25.7%	17.4%	20.7%	June 2025
Veterans Services Office Hire three full-time Veterans Services Representatives.	In progress	Completed	Completed	June 2023
Formalize Succession Planning	**Initial**	**Current**	**Target**	**Deadline**
Emergency Medical Services[2] Work with HR on class study to combine/reclassify Regional Disaster Medical Health Coordinator and EMS Specialist positions to create series as needed; ensure organizational charts are logical and match mobility paths; and ensure job descriptions/duties align with workflow and organizational chart.	Not started	In progress as of December 2024	Completed	December 2024
Behavioral Health Services Partner with HR to review current administration leadership roles and create appropriate BHS leadership job descriptions which support succession planning.	Not started	Completed	Completed	December 2024
Demonstrate Leadership Development	**Initial**	**Current**	**Target**	**Deadline**
Health Care Services Agency[3] All members of the Agency's management team will complete relevant NIMS/SIMS 300/400/700 training.	0%	58.25% as of June 2024	100%	June 2024

Public Health Services All PHS managers and supervisors will have completed the Department's one-year intensive leadership training institute conducted by Max Potential, incorporating at least three elements from coursework into everyday practice.	0%	100%	100%	June 2023
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Correctional Health Services Complete RFP and convert to new electronic medical health records system.	In progress	Completed	Completed	June 2024
Behavioral Health Services Implement regional electronic health records system.	Not started	Completed	Completed	July 2023
Fiscal Optimization				
Maintain a Structurally Balanced Budget	**Initial**	**Current**	**Target**	**Deadline**
Office of the Medical Examiner Work with Auditor-Controller's Office to recommend revisions to OME fees to help offset County annual General Fund expenditures and realize full cost reimbursement.	Removal fee $352 Body storage fee $45 Report fee $25 Autopsy fee $1,676 Death investigation fee $813	Removal fee $427 Body storage fee $45 Report fee $25 Autopsy fee $3,031 Death investigation fee $767	New rates determined by ACO audit/review	July 2024
Public Health Services PHS will have a formalized methodology to determine funding priorities that align with the Department's Strategic Plan, national Public Health Accreditation standards, the Countywide Community Health Improvement Plan, and initiatives under the California Department of Public Health.	Not started	Completed	Completed	July 2023
Public Guardian/Conservator[4] Develop protocols to compliantly access Mental Health Services Act (MHSA) funding and increase Medi-Cal billable services to reduce reliance on Realignment funding.	Not started	Deemed not feasible	Completed	June 2025
Effectively Manage One-Time Funds	**Initial**	**Current**	**Target**	**Deadline**
Public Health Services Implement a Health Equity Plan, as required under California Equity Recovery Initiative grant with California Department of Public Health, to include specific objectives to prioritize the allocation of resources to address conditions affecting equitable health outcomes.	Not started	Completed	Completed	July 2023
Public Safety / Criminal Justice / Quality of Life				
Reduction in Response Times for Emergency Services	**Initial**	**Current**	**Target**	**Deadline**
Emergency Medical Services[5] Ambulance Patient Offload Times (APOT) data is a 90th percentile measurement of the overall time in minutes from the time an ambulance arrives at a hospital emergency department until the transfer of patient care to the receiving hospital's emergency department medical personnel. The standard is within twenty minutes.	Combined hospital APOT performance in 2021 = 55.6%	55.0% as of December 2023	60.0%	December 2023
Homelessness				
Expand Unsheltered Bed Capacity	**Initial**	**Current**	**Target**	**Deadline**

Health Care Services Agency[6] Continue to partner with St. Mary's Dining Hall and other community stakeholders to develop and bring online a minimum of 250 new non-congregate shelter beds in Stockton.	0 Beds	0 beds as of December 2023	At least 250 beds	December 2023
Promote Expansion of Behavioral Health Clinicians and Services	**Initial**	**Current**	**Target**	**Deadline**
Behavioral Health Services Expansion of staffed BHS Mobile Crisis Support Teams throughout the County via Crisis Care Mobile Units grant to increase rapid response to urgent mental health situations. Establish a team at both the Tracy and Lodi BHS clinic locations.	4 Units currently located out of Stockton and French Camp	7 Units established for coverage throughout the County	7 Units located out of Stockton, French Camp, Tracy, and Lodi	June 2025
Behavioral Health Services Implement the CalMHSA Regional Workforce Education and Training (WET) program for loan forgiveness, tuition, and retention stipends.	Not started	Implemented	Implemented	July 2023
Health Care Services Agency Complete contracting and begin providing student proctorships, supervised clinical hours, tuition reimbursement, and other educational supports for BHS and Community-Based Organization providers.	In progress	Completed	Completed	July 2023

Analysis of Priority Activity

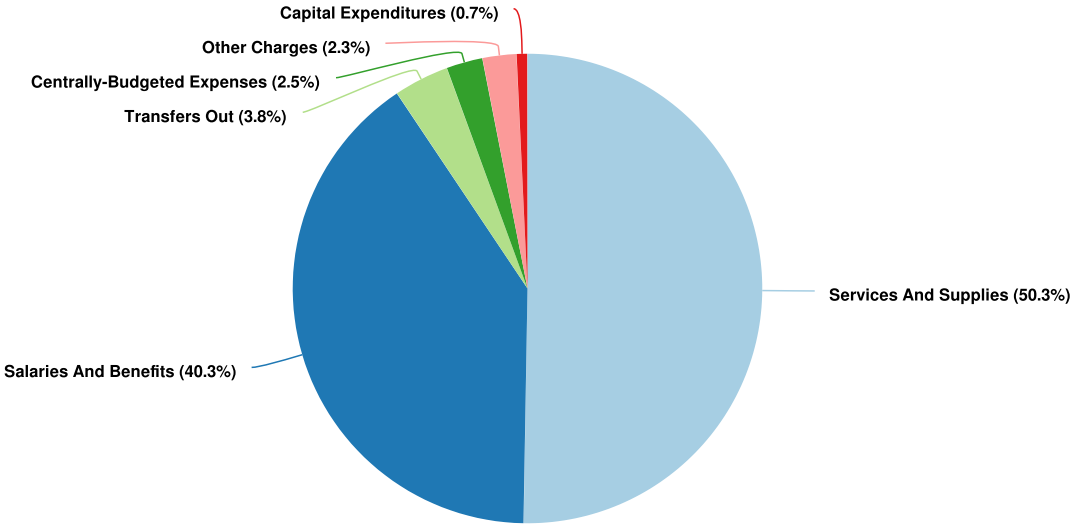
[1]The deadline was not met. However, as of May 2025 there are no vacancies.
[2]Project started March 2024. The expected timeline to complete the classification study is fiscal year 2025-2026 for the two positions.
[3]Due to vacancies, new staff, and competing priorities with minimal flexibility for training times, this goal was not met.
[4]Determined not feasible due to CalAIM Payment reform. Does not meet MHSA funding requirements.
[5]Target corrected from prior year; a subcommittee of stakeholders is being established to address APOT.
[6]Work continues. However, the deadline was not met. St. Mary's Pathways groundbreaking will occur in fiscal year 2025-2026

Expenditures Summary

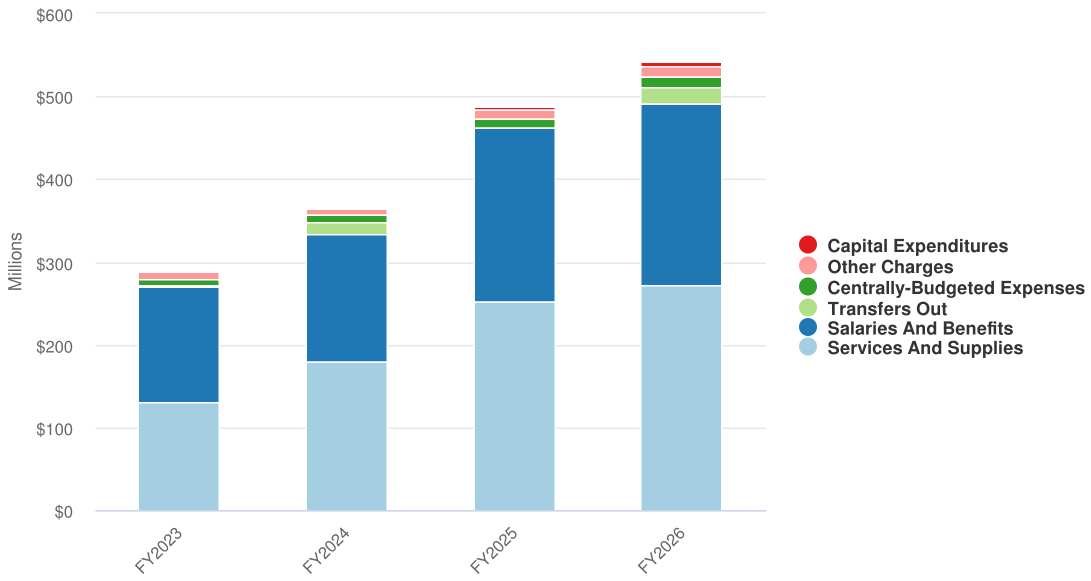
$541,144,046 $53,635,372
(11.00% vs. prior year)

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$138,740,196	$153,212,509	$209,724,881	$218,291,661	4.1%
Services And Supplies	$130,675,350	$180,148,167	$252,661,158	$272,084,737	7.7%
Centrally-Budgeted Expenses	$7,137,826	$8,273,581	$11,387,979	$13,552,245	19%
Other Charges	$9,194,175	$7,742,489	$9,969,880	$12,696,503	27.3%
Capital Expenditures	$1,454,472	$2,573,387	$3,764,776	$3,968,900	5.4%
Transfers Out	$2,749,791	$14,765,165	$0	$20,550,000	N/A
Total Expense Objects:	$289,951,810	$366,715,297	$487,508,674	$541,144,046	11%

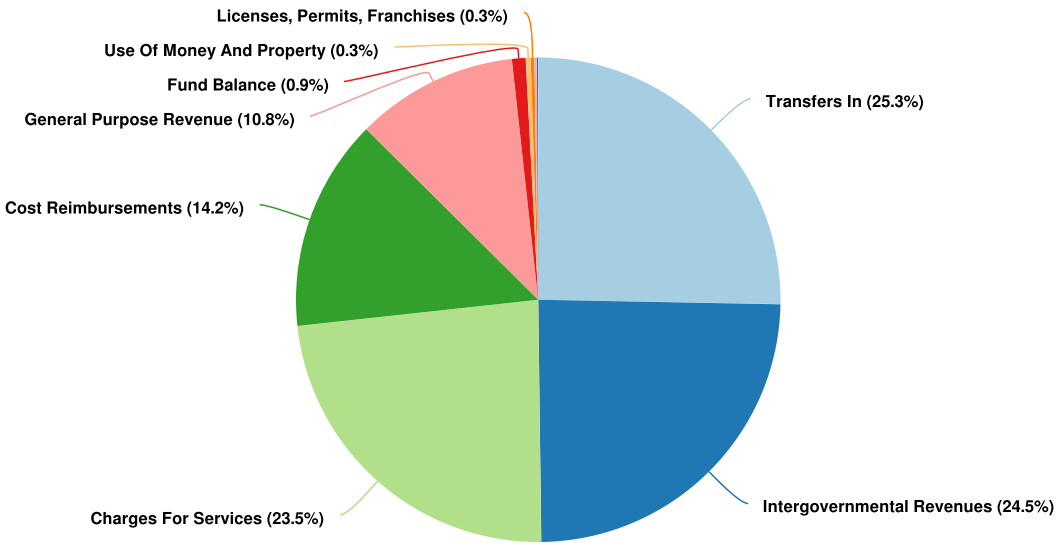
Funding Summary

$541,144,046 $53,635,372
(11.00% vs. prior year)

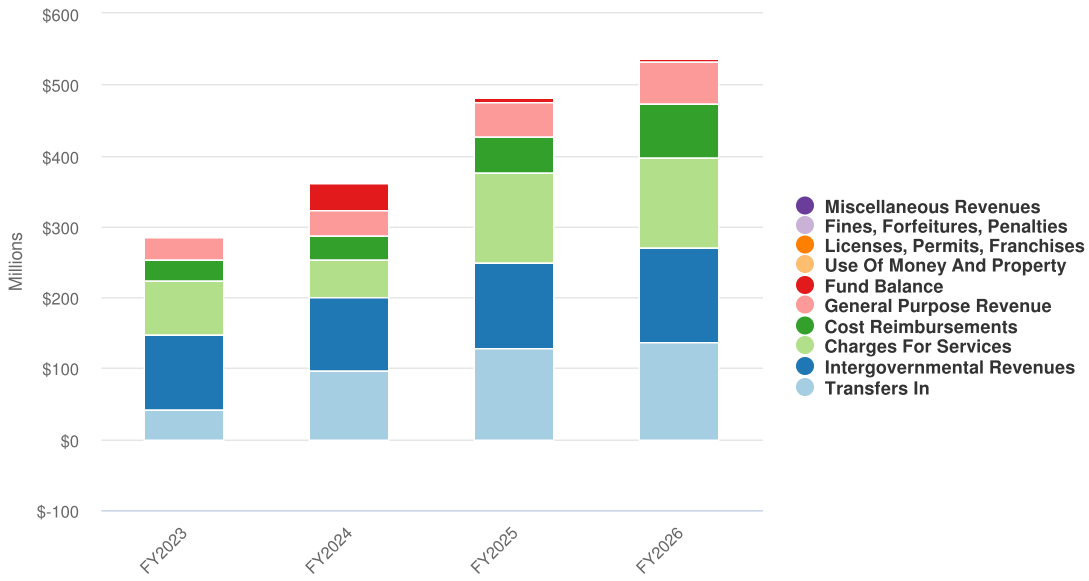
Funding by Source

Operating Transfers In includes a General Fund Contribution of $4,518,056 representing the Minimum Maintenance of Effort required of $1,395,617 and a Discretionary Contribution of $3,122,439.

Projected Funding by Source



Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Licenses, Permits, Franchises	$1,671,808	$1,017,579	$1,348,505	$1,355,536	0.5%
Fines, Forfeitures, Penalties	$1,061	-$58,568	$845,514	$845,014	-0.1%
Use Of Money And Property	$1,034,908	$1,745,900	$3,076,000	$1,763,000	-42.7%
Intergovernmental Revenues	$104,896,100	$104,027,591	$120,073,963	$132,594,725	10.4%
Charges For Services	$76,354,798	$53,682,661	$127,501,717	$126,972,521	-0.4%
Miscellaneous Revenues	$1,266,709	$2,566,767	$1,268,945	$486,445	-61.7%
Transfers In	$42,343,645	$95,677,967	$128,467,251	$136,931,101	6.6%
Cost Reimbursements	$29,188,229	$33,091,562	$49,550,179	$76,757,374	54.9%
General Purpose Revenue	$31,228,995	$36,027,135	$49,841,453	$58,464,461	17.3%
Fund Balance	$1,965,558	$38,936,703	$5,535,147	$4,973,869	-10.1%
Total Revenue Source:	$289,951,810	$366,715,297	$487,508,674	$541,144,046	11%

Organizational Chart

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	1,303.0	1,266.0	(37.0)
Temporary (FTE)	148.4	112.4	(36.0)
Position Total	1,451.4	1,378.4	(73.0)

Program Discussion

Health Care Services - Summary of Net County Cost (2025-2026 Proposed Budget)						
Budget	**Budget Name**	**Required Match/MOE***	**Overmatch/ Discretionary**	**Total Net County Cost**	**Total Budget (Expenditures)**	**NCC % of Total Budget**
2022621000	Correctional Health Services	$0	$26,630,320	$26,630,320	$37,451,826	71.1%
4040500000	Behavioral Health Services	1,063,736	1,323,311	2,387,047	380,875,643	0.6%
4040700000	Behavioral Health Administration	0	0	0	31,116,213	0.0%
4041000000	Public Health Services	331,881	19,351,028	19,682,909	50,638,095	38.9%
4041200000	Public Guardian/Conservator	0	1,799,128	1,799,128	5,419,019	33.2%
4041800000	Emergency Medical Services	0	1,618,536	1,618,536	5,398,135	30.0%
4045415000	California Children's Services	0	2,206,628	2,206,628	7,450,122	29.6%
4049500000	HCS Administration	0	0	0	10,601,076	0.0%
4049600000	Whole Person Care Program	0	0	0	2,724,670	0.0%
4049700000	Office of the Medical Examiner	0	7,216,430	7,216,430	7,611,327	94.8%
5055600000	Veterans Services Office	0	1,441,519	1,441,519	1,857,920	77.6%
	Total	**$1,395,617**	**$61,586,900**	**$62,982,517**	**$541,144,046**	**11.6%**

*Maintenance of Effort

Behavioral Health Pharmacy



Genevieve G. Valentine, LMFT
Director of Health Care Services

The Behavioral Health Pharmacy budget (#4040300000) was consolidated within the Behavioral Health Services budget (#4040500000) effective July 1, 2024. This budget is included for the purpose of displaying prior year actuals.

Expenditures Summary

$0 $0
(0.00% vs. prior year)

Expenditures by Expense Type

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$2,037,286	$1,685,942	$0	$0	0%
Services And Supplies	$10,839,716	$10,951,605	$0	$0	0%
Centrally-Budgeted Expenses	$20,527	$24,293	$0	$0	0%
Total Expense Objects:	$12,897,529	$12,661,839	$0	$0	0%

Funding Summary

$0 $0
(0.00% vs. prior year)

Funding by Source

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$23,250	$1,500	$0	$0	0%
Charges For Services	$11,489,106	$11,765,704	$0	$0	0%
Miscellaneous Revenues	$3,050	$2,608	$0	$0	0%
Cost Reimbursements	$397,694	$507,408	$0	$0	0%
Fund Balance	$984,428	$384,619	$0	$0	0%
Total Revenue Source:	$12,897,529	$12,661,839	$0	$0	0%

Behavioral Health Services



Genevieve G. Valentine, LMFT
Director of Health Care Services

Behavioral Health Services (BHS) provides programs to all age groups, including but not limited to, inpatient and outpatient treatment services and 24-hour emergency crisis intervention. Clinics are located in Lodi, Manteca, Stockton, and Tracy, but BHS services are provided throughout the County by both County staff and contractors.

Effective July 1, 2024, this Behavioral Health Services budget unit (#4040500000) includes the consolidation of the Substance Use Disorder Services budget (#4040600000) and Behavioral Health Pharmacy (#4040300000).

Please visit sjcbhs.org for more information.

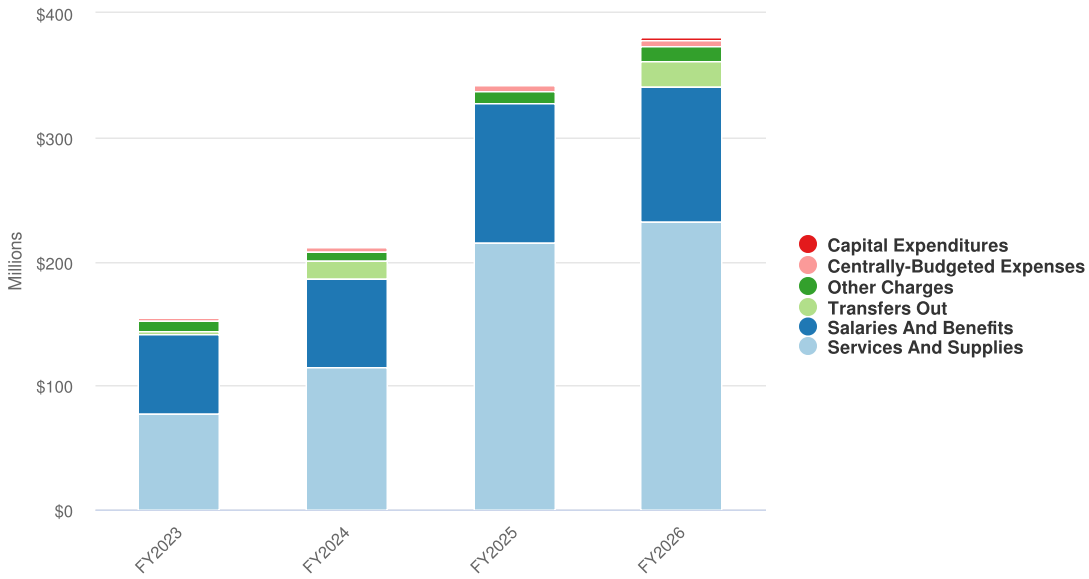
Expenditures Summary

The 2025-2026 Proposed Budget of $380,875,643 is an increase of $37,325,878 from the 2024-2025 Adopted Budget of $343,549,765, primarily due to increases in one-time transfers out for capital projects ($19,750,000), grant related expenses ($7,278,503), costs for pharmacy lab supplies ($7,000,980), allocated cost for Behavioral Health Administration ($4,913,629), salaries and benefits adjustments ($4,248,547), and costs for inpatient hospital contracts ($2,826,623). These increases are partially offset by a decrease in cost for contracted service providers ($4,214,506), the deletion of 24 vacant positions ($4,005,115), and a decrease in extra-help ($3,412,176).

$380,875,643 **$37,325,878**
(10.86% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$63,831,623	$71,782,355	$112,440,439	$109,676,388	-2.5%
Services And Supplies	$77,082,337	$114,536,817	$215,362,901	$231,677,399	7.6%
Centrally-Budgeted Expenses	$2,433,981	$2,766,930	$4,224,545	$5,060,453	19.8%
Other Charges	$9,061,306	$7,595,578	$9,544,880	$12,371,503	29.6%
Capital Expenditures	$308,867	$628,944	$1,977,000	$2,339,900	18.4%
Transfers Out	$2,749,791	$14,341,262	$0	$19,750,000	N/A
Total Expense Objects:	$155,467,905	$211,651,887	$343,549,765	$380,875,643	10.9%

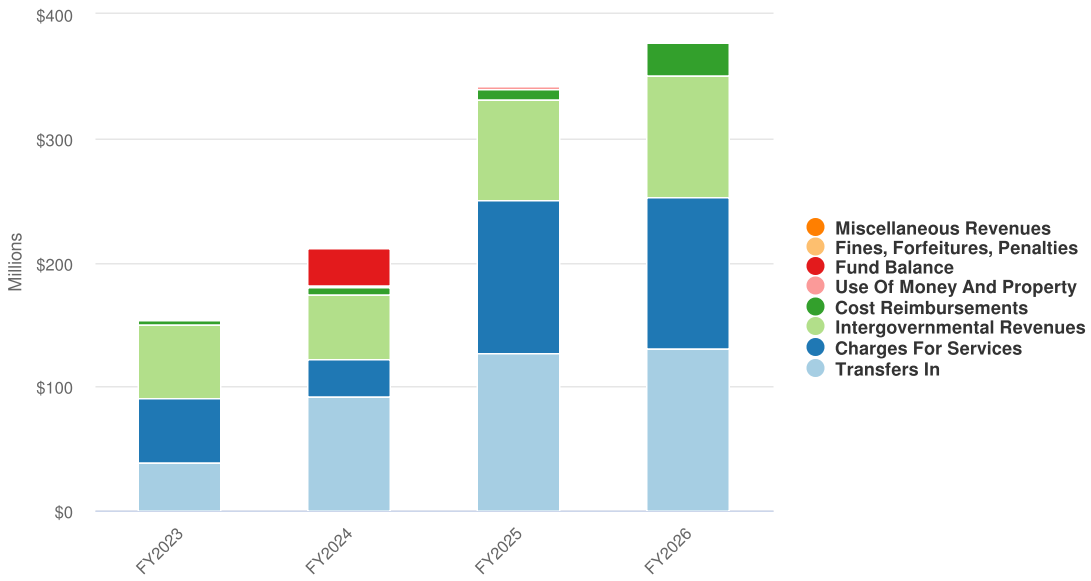
Funding Summary

The 2025-2026 Proposed Budget is primarily funded by $369,936,247 in department earned revenues and reimbursements including Medi-Cal, Mental Health Services Act (MHSA), State Mental Health Realignment, and Federal Block Grant funding; operating transfers in ($5,149,845); General Purpose Revenue of $2,387,047 processed through operating transfers in; and Proposition 172 revenue of $375,908.

$380,875,643 $37,325,878
(10.86% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source

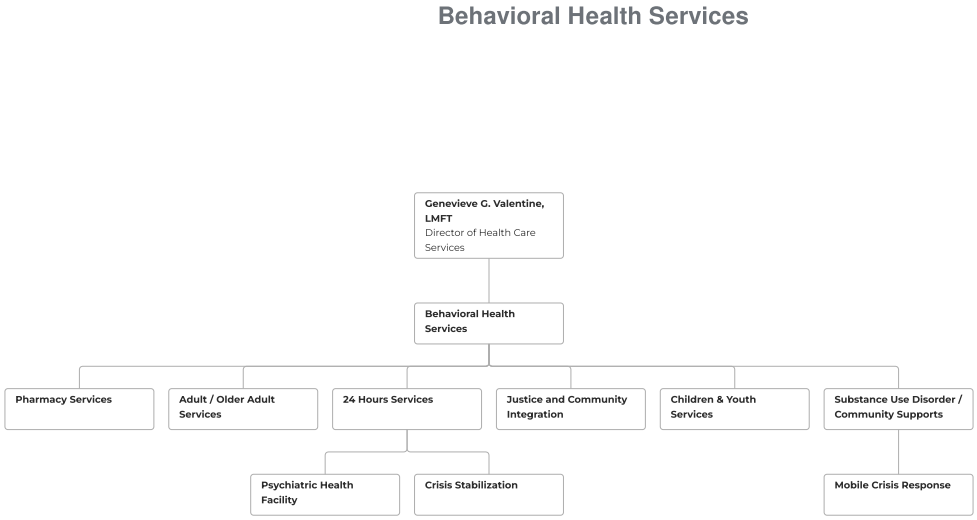


Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Fines, Forfeitures, Penalties	$0	$0	$844,514	$844,514	0%
Use Of Money And Property	$997,224	$1,684,788	$3,000,000	$1,700,000	-43.3%
Intergovernmental Revenues	$58,745,700	$52,263,361	$81,800,521	$97,860,480	19.6%
Charges For Services	$52,428,659	$29,763,273	$122,936,507	$121,400,443	-1.2%
Miscellaneous Revenues	$76,948	$71,842	$48,295	$111,695	131.3%
Transfers In	$38,773,928	$92,385,833	$126,703,817	$130,594,634	3.1%
Cost Reimbursements	$3,791,164	$5,201,254	$8,141,542	$27,148,976	233.5%
Fund Balance	$654,282	$30,281,535	$74,569	$1,214,901	1,529.2%
Total Revenue Source:	$155,467,905	$211,651,887	$343,549,765	$380,875,643	10.9%

Organizational Chart

The 2025-2026 Proposed Budget deletes 24 vacant positions and adds the following four positions: two Mental Health Clinician IIIs, one Substance Abuse Services Coordinator, and one Chief Psychiatric Technician. One Office Assistant Specialist SB-525 is transferred from, and one Chief Mental Health Clinician is transferred to, the Behavioral Health Administration budget (#4040700000). The 2025-2026 Proposed Budget includes a decrease of 38.4 FTEs for extra help.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	688.0	668.0	(20.0)
Temporary (FTE)	99.7	61.3	(38.4)
Position Total	787.7	729.3	(58.4)



Program Discussion

California Advancing and Innovating Medi-Cal (CalAIM)

BHS continues to work diligently to meet the requirements of the State's multi-year, multi-phase initiatives for the restructuring of Medi-Cal that began in 2019-2020. This includes new electronic reporting requirements, and preparations to serve an expanded population. CalAIM payment reform has continued to present challenges to recouping the maximum amount of revenue, with the State's transition to a fee-for-service (FFS) model requiring the department to streamline its functions and operate more efficiently. Three Medical-Coder Certified positions were approved midyear 2024-2025 (R-25-23) in the Behavioral Health Administration budget (#4040700000) in an effort to reduce payment denials due to billing errors. BHS has worked to maintain pace with the significant systemic changes and will continue to work closely with the State and local partners to enhance infrastructure and service delivery models that ensure San Joaquin County Medi-Cal members receive quality care.

The 2025-2026 Proposed Budget includes new positions in supervisory clinical classifications necessary to facilitate the expected increase in service volume in the 24-Hour Services and Substance Use Disorder programs. The deletion of vacant positions that were difficult to fill, and a reduction in the use of part-time, extra help will result in cost savings.

Mental Health Services Act (MHSA)

MHSA continues to be a major funding source for BHS with expenses of $123.1 million programed for use in the 2025-2026 Proposed Budget. The overall purpose of MHSA is to reduce long-term adverse impacts on individuals and families as a result of untreated, serious mental illness. MHSA funding is used for a wide variety of prevention, intervention, and treatment programs for mental health concerns.

BHS carefully scrutinizes the use of MHSA funds and evaluates the outcomes of MHSA-funded projects. In the past several years, BHS has made a concerted effort to substantially increase the number of MHSA-funded projects in order to draw down available funding based on County needs while paying careful attention to strict State regulations governing the use of MHSA funds. An annual community-wide planning process is conducted to determine community needs and priorities, and only projects in an approved MHSA plan can be funded.

Prevention programs for Children, Youth, and Families continue to thrive under MHSA with the implementation of Prevention Services for Children 0-5 and increased outreach & engagement through the Coping and Resiliency Education Services (CARES) program. Additional projects were in various stages of implementation during 2024-2025. The Prevention for Older Adults (PEARLS) program began training to provide evidenced-based prevention services for Older Adults. With the passage of Proposition 1 in March 2024, the Department will transition to the Behavioral Health Services Act (BHSA) beginning in July 2026. Prevention programs will be shifted from local programming to Statewide funded initiatives led by the California Department of Public Health (CDPH). Early Intervention programs will continue under the new BHSA format with focus on providing services for members 25 and under.

In 2024-2025, MHSA funding was used to implement and expand Full-Service Partnerships (FSP) focused on very high-risk, mental health consumers experiencing housing instability. Additional FSP services were added to enhance Transitional Age Youth Intensive Care Coordination. Non-FSP programs implemented in 2024-2025 include programming for Co-Occurring Disorders, the Transitional Age Youth Outpatient program, and the Justice and Community Integration RESTART program. These programs will continue to receive funding in 2025-2026.

Services for Homeless Individuals

BHS provides a substantial number of outreach and engagement services for mentally ill individuals who are homeless or at risk of homelessness. Teams provide various services at encampments and shelters. The collaborative initiative between BHS, Public Health Services and the Probation Department, known as San Joaquin Community Assessment, Response and Engagement (SJ CARES), will expand in 2025-2026 to provide case management services as SJ CARES 2.0. BHS also partners with various law enforcement agencies with co-responding efforts to link homeless individuals to safe housing, mental health services, and substance use disorder services.

BHS operates a Whole Person Care-funded team linking homeless individuals to local services in partnership with Public Health Services. In 2025-2026, this team will begin billing Medi-Cal for services as part of the effort to maximize revenue. This team assists individuals living on the street with complex mental health and substance use needs and those who struggle with the overutilization of emergency room visits. It is anticipated the implementation of these additional "street services" will reduce incarceration and improve interagency data sharing regarding the County's most vulnerable populations.

In 2025-2026, BHS, in conjunction with Central Valley Low Income Housing Corporation (CVLIHC), will acquire two multi-unit properties that will serve as transitional housing for those who are homeless with severe behavioral health conditions. These projects will provide an additional 63 beds. On December 10, 2024, the Board of Supervisors approved the second amendment to the agreement with CVLIHC to increase the amount of Behavioral Health Bridge Housing Program Round 3 grant funding by $4,725,000 for the acquisition of the two properties (B-24-698).

Justice Services

In 2025-2026, BHS will assume primary oversight and coordination of mental health services provided at the County jail. Previously conducted under the purview of Correctional Health Services (#2022621000), this transition will improve service delivery, enhancing outcomes for those in custody.

CARE Act

The Community Assistance, Recovery and Empowerment (CARE) Act creates a new pathway to deliver mental health and substance use disorder services to the most severely impaired Californians who often suffer in homelessness or incarceration without treatment. San Joaquin County is part of the State's second cohort to implement Care Court, which went live in December of 2024. This new civil process is designed to provide eligible clients with an array of court-ordered intensive services, Care Court is intended as a diversion to prevent more restrictive conservatorships or incarceration.

Substance Use Disorder Services

Substance Use Disorder Services (SUDS) programs provide a range of drug and alcohol prevention and treatment services for County residents including outpatient, intensive outpatient, residential, and narcotic treatment. SUDS plays a significant role in the community's effort to reduce the harmful effects of alcohol and drug addiction.

Drug Medi-Cal Organized Delivery System (DMC-ODS)

The continuum of care in the DMC-ODS is modeled after the American Society of Addiction Medicine (ASAM) criteria for substance use disorder treatment services. In the last three years, BHS increased both its internal ASAM levels of care and its extended provider network for these services. In 2025-2026, continued expansion will focus on filling the remaining gaps in service providers, such as access to local adolescent residential treatment.

Residential Treatment

BHS operates two residential substance use disorder treatment programs, Recovery House (licensed for men) and the Family Ties Program (program for women and children). Funding is provided by DMC-ODS, Federal substance abuse block grants, and State funds. In 2024-2025, after several delays related to construction, Recovery House successfully transitioned into its new 16 bed modular facility.

Many BHS clients struggle with co-occurring disorders (COD) for substance use and mental health. In 2023-2024, BHS opened a residential program, Sage Village, via a contracted operator designed to treat those with COD, a condition that can reduce the likelihood of successful recovery. The program is anticipated to fill to capacity in FY 2025-2026.

Fund Balance

Dorothy Chase Estate Mental Health Fund

The Dorothy Chase Estate Mental Health Trust Fund (#81261) is dedicated to the development and funding of mental health services, especially those benefiting senior citizens in the County. Fund balance as of March 31, 2025, was $44,686. The 2025-2026 Proposed Budget includes no transfers from this fund.

Construction Capital Outlay Fund

The Health Construction Capital Outlay Fund (#37400) received proceeds of $9 million from the State General Fund via Assembly Bill 179 for the renovation of a County-owned building to serve as an additional 16-bed inpatient psychiatric health facility (PHF). These funds are being held in trust as HCS finalizes plans for a new Behavioral Health campus in French Camp, which will include the additional PHF. Fund balance as of March 31, 2025, was $9,689,754. The 2025-2026 Proposed Budget includes no transfers from this fund.

Mental Health Special Revenue Fund

The Mental Health Special Revenue Fund (#20007) is the operating fund for Behavioral Health Services, Behavioral Health Administration, and the Public Guardian/Conservator. Fund balance as of March 31, 2025, was $19,777,907. The 2025-2026 Proposed Budget includes $1,214,901 in fund balance for use in the BHS budget, and $2,932,891 for use in the Public Guardian/Conservator budget (#4041200000).

Substance Abuse Problem Assessment Fund

The Substance Abuse Problem Assessment Special Revenue Fund (#20604) receives funds collected by the Court from individuals ordered to participate in a County alcohol and drug problem assessment program. Fund balance as of March 31, 2025, was $221,728. The 2025-2026 Proposed Budget includes $32,799 in transfers from this fund.

Alcohol/Drug Abuse Education Funds

The Alcohol Abuse Education Special Revenue Fund (#20605) and Drug Abuse Education Special Revenue Fund (#20607) support the County's alcohol and drug abuse education and prevention efforts. Fund balances as of March 31, 2025, were $769,810 and $268,878, respectively. The 2025-2026 Proposed Budget includes no transfers from these funds.

Statham Drunk Driving Fund

The Statham Drunk Driving Special Revenue Fund (#20609) is used for treatment of clients with alcohol dependency in certified residential programs. Fines are collected by the County from Driving while Under the Influence offenses. Fund balance as of March 31, 2025, was $1,939,493. The 2025-2026 Proposed Budget includes $811,715 in transfers from this fund.

Opioid Settlement Funds

Opioid Settlement Fund balances for multiple funds as of March 31, 2025, totaled $16,091,186. The 2025-2026 Behavioral Health Services Proposed Budget includes $13,750,000 in transfers from these funds for the Behavioral Health Continuum Infrastructure Program (BHCIP) Bond Act application noted in the Board of Supervisors Resolution (R-24-215). A list of balances and uses of the Opioid Settlement funds are discussed in the Health Care Services Administration budget (#4049500000) narrative.

Mental Health Services Act Funds

MHSA funds are generated through a 1% personal State income tax for taxable earnings exceeding $1 million. Revenues generated are used to provide funding for mental health services and programs. Funds must be appropriated within three years of receipt or be subject to reversion to the State. Funds can only be used in accordance with the MHSA legislation and as part of an approved local MHSA program and expenditure plan, which is subject to stakeholder input.

As of March 31, 2025, MHSA Special Revenue Fund balances and budgeted use for 2025-2026 are:

MHSA Fund	March 31, 2025 Balance	2025-2026 Budgeted Use
20606 - Prudent Reserve	$10,218,728	$0
20610 - Community Services & Supports	$69,511,684	$90,290,959
20611 - Prevention & Early Intervention	$40,450,119	$21,912,651
20612 - Innovation	$8,909,944	$1,547,947

MHSA Fund	March 31, 2025 Balance	2025-2026 Budgeted Use
20613 - Capital Facility & Technology Needs	$4,312,232	$8,338,455
20614 - Workforce Education & Training	$1,157,154	$967,730
Total	**$134,559,861**	**$123,057,742**

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
24 Hour Services				
Psychiatric Health Facility PHF (Days)	5,309*	4,763	5,840	5,840
Crisis Stabilization Unit CSU (Hours)	17,452	17,301	25,000	25,000
Crisis Units of Service (Minutes)	1,483,714	1,477,000	1,480,000	1,500,000
Average Cost by Episode for Crisis Service	$480	$525	$540	$560
Average Cost by Client for Crisis Services	$731	$654	$675	$700
Mobile Crisis Response Team (Launched July 2024)				
Number of Referrals	N/A	N/A	1,200	1,600
Care Court (Launched December 2024)				
Petitions Opened to BHS	N/A	N/A	30	60
Specialty Mental Health Services Outpatient				
0-20 Age Group Units of Service (Minutes)**	5,980,716	7,230,100	7,300,000	7,400,000
21+ Age Group Units of Service (Minutes)**	6,540,081	8,214,068	9,200,000	9,300,000
Average Cost by Client	$6,814	$6,306	$6,378	$6,378
Substance Use Disorder Services				
0-17 Outpatient Units of Service (Minutes)	7,317	7,796	8,100	8,400
0-17 Residential (Days)	0	129	150	160
18+ Outpatient Units of Service (Minutes)	5,390,693	3,825,996	3,700,000	3,900,000
18+ Residential Units of Service (Minutes)	36,302	25,727	29,000	30,000
Withdrawal Management Units of Service (Minutes)***	367,332	N/A	N/A	N/A
Number of Withdrawal Management Services***	N/A	132	150	200
Average Cost by Client (Residential)	$11,362	$9,695	$12,107	$13,000
Average Cost by Client (Outpatient)	$2,551	$1,881	$1,260	$1,700
Narcotic Treatment Program (NTP) Units of Service (Minutes)	367,074	320,888	370,000	390,000

* Restated.

**Significant increase in minutes as a result of payment reform, CalAIM, and new criteria for billable services.

***Changed from billed per minute to bundled rate by service.

Substance Use Disorder Services



Genevieve G. Valentine, LMFT
Director of Health Care Services

The Substance Use Disorder Services budget (#4040600000) was consolidated within the Behavioral Health Services budget (#4040500000) effective July 1, 2024. This budget is included for the purpose of displaying prior year actuals.

Expenditures Summary

$0 $0
(0.00% vs. prior year)

Expenditures by Expense Type

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$6,483,419	$7,261,560	$0	$0	0%
Services And Supplies	$17,069,184	$26,140,521	$0	$0	0%
Centrally-Budgeted Expenses	$483,574	$571,778	$0	$0	0%
Capital Expenditures	$12,410	$112,785	$0	$0	0%
Transfers Out	$0	$423,903	$0	$0	0%
Total Expense Objects:	$24,048,587	$34,510,547	$0	$0	0%

Funding Summary

$0 $0
(0.00% vs. prior year)

Funding by Source

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Fines, Forfeitures, Penalties	$0	-$59,481	$0	$0	0%
Intergovernmental Revenues	$15,257,273	$19,949,657	$0	$0	0%
Charges For Services	$9,517,158	$7,430,199	$0	$0	0%
Transfers In	$853,839	$776,288	$0	$0	0%
Cost Reimbursements	$334,728	$367,312	$0	$0	0%
Fund Balance	-$1,914,412	$6,046,572	$0	$0	0%
Total Revenue Source:	$24,048,587	$34,510,547	$0	$0	0%

Behavioral Health Administration



Genevieve G. Valentine, LMFT
Director of Health Care Services

Behavioral Health Administration (#4040700000) provides administrative support for Behavioral Health Services (BHS), which includes the specialty Mental Health Medi-Cal Managed Care Plan and Substance Use Disorder Services, the Public Guardian/Conservator's Office, and youth Psychiatric Services at the Juvenile Justice Center. Behavioral Health Administration (BHA) consists of Accounting and Business Offices, Contracts, Medical Records, Quality Improvement, Administration Leadership, Service Integrity, and Human Resources divisions.

Please visit sjcbhs.org for more information.

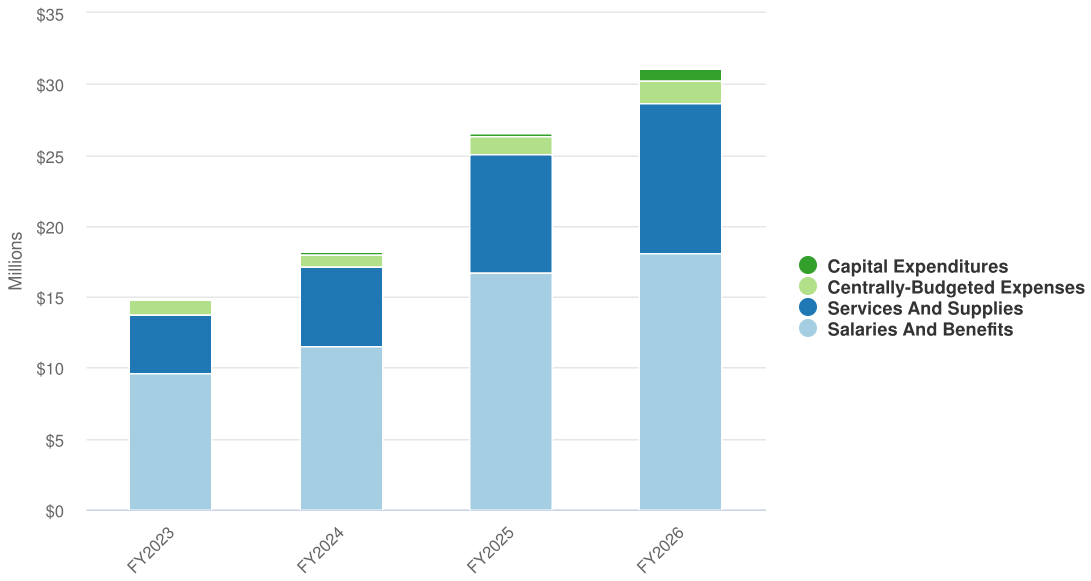
Expenditures Summary

The 2025-2026 Proposed Budget of $31,116,213 is an increase of $4,556,288 from the 2024-2025 Adopted Budget of $26,559,925, primarily due to an increase in software compliance contracts and supplies ($1,122,069), increased systems support from Health Care Services Administration ($1,049,589), salaries and benefits adjustments ($715,715), the addition of four positions ($696,320), an increase in capital expenditures ($600,000), and the full-year cost of three positions added midyear 2024-2025 ($386,790); partially offset by a decrease in extra-help ($467,609).

$31,116,213 **$4,556,288**
(17.15% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$9,671,035	$11,529,362	$16,689,392	$18,052,445	8.2%
Services And Supplies	$4,024,547	$5,605,173	$8,381,369	$10,616,430	26.7%
Centrally-Budgeted Expenses	$1,057,746	$871,534	$1,219,164	$1,577,338	29.4%
Capital Expenditures	$17,059	$133,881	$270,000	$870,000	222.2%
Total Expense Objects:	$14,770,387	$18,139,951	$26,559,925	$31,116,213	17.2%

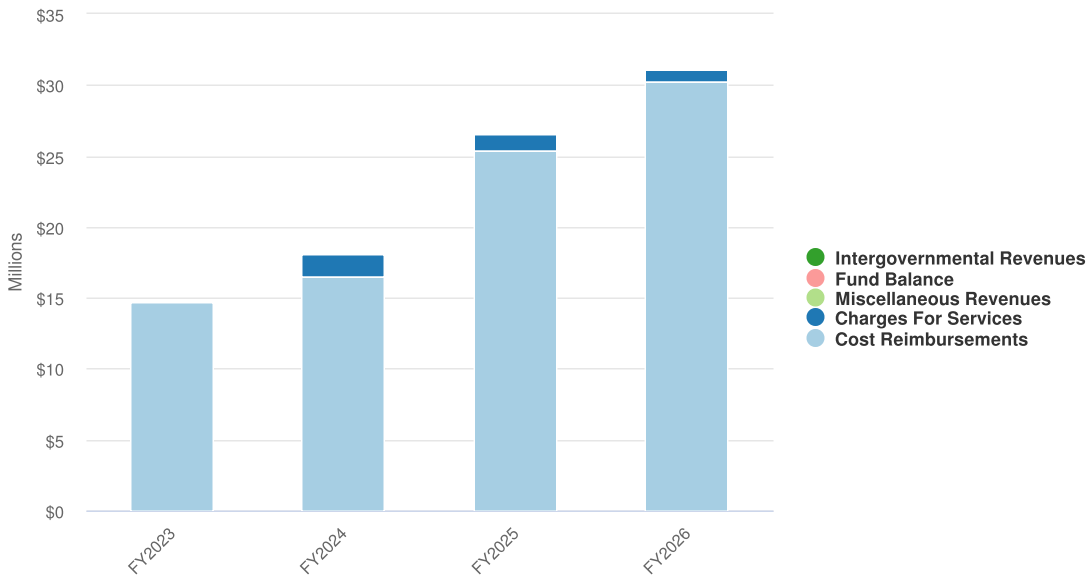
Funding Summary

The 2025-2026 Proposed Budget is funded by $30,198,063 in cost reimbursements from supported divisions and $918,150 in department-earned revenue.

$31,116,213 $4,556,288
(17.15% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$94,750	$10,500	$0	$0	0%
Charges For Services	$22,789	$1,647,373	$1,207,209	$918,000	-24%
Miscellaneous Revenues	$119	$40	$150	$150	0%
Cost Reimbursements	$14,647,178	$16,482,038	$25,352,566	$30,198,063	19.1%
Fund Balance	$5,551	$0	$0	$0	0%
Total Revenue Source:	$14,770,387	$18,139,951	$26,559,925	$31,116,213	17.2%

Organizational Chart

The 2025-2026 Proposed Budget includes three Medical Coder-Certified positions approved midyear 2024-2025 (R-25-23), to support proper coding for billable services, and adds four new positions, deletes one vacant position, and transfers one position to, and one position from, BHS (#4040500000). New positions consist of one Administrative Assistant II, one Office Building Engineer, one Mental Health Clinician II, and one Deputy Director-BHS-Administrative.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	111.0	114.0	3.0
Temporary (FTE)	16.6	5.4	(11.2)
Position Total	127.6	119.4	(8.2)

Program Discussion

The 2025-2026 Proposed Budget adds four new full-time positions:

- **One Administrative Assistant II** – Implementation of various new regulatory requirements, including the expansion of the BHS Business Office, as the department focuses on maximizing revenue collection for services through Medi-Cal and other commercial insurance reimbursement. Augmentation of the billing team will move the department toward its goal of increasing billing acceptance rates to over 90%.
- **One Deputy Director-BHS-Administrative** – Establish a new Homeless and Housing division in preparation for Behavioral Health Services Act (BHSA) funding program changes beginning in July 2026. As the emphasis of BHS shifts toward housing those with severe mental illness, existing staff and responsibilities will move from current programs into the new division to coordinate and monitor placement services and housing providers. This team will also be charged with establishing Memorandums of Understanding with the five most populous cities in the County regarding BHS housing priorities and interventions.
- **One Mental Health Clinician II** – Review the increased volume of member charts in Medical Records.
- **One Office Building Engineer** – Replace the deleted Crafts Worker III as a more appropriate classification for the ongoing repair work that the facilities require.

Public Health Services



Genevieve G. Valentine, LMFT
Director of Health Care Services

Public Health Services (PHS) (#4041000000) provides a wide variety of health programs and services to the community. Services include but are not limited to, patient education and case management, monitoring and investigation of reportable communicable diseases, maintaining vital records, statistical analysis and mapping of disease data, regional public health laboratory services, public health emergency preparedness planning, health promotion, and chronic disease prevention activities. Some activities include community-based organization partnerships and coalition building.

Please visit sjcphs.org for more information.

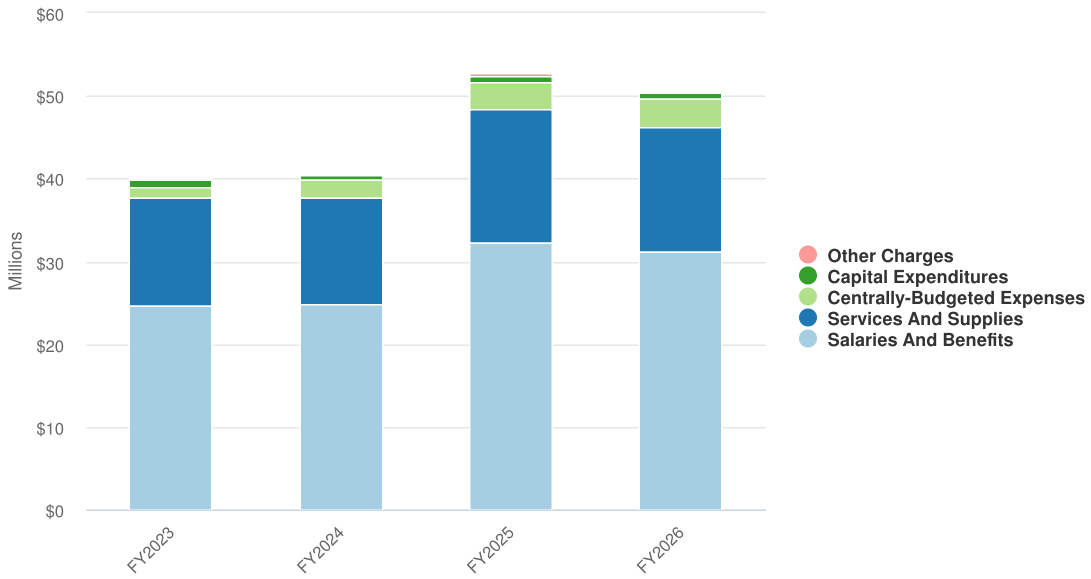
Expenditures Summary

The 2025-2026 Proposed Budget of $50,638,095 is a decrease of $2,183,003 from the 2024-2025 Adopted Budget of $52,821,098, primarily due to the deletion of 19 positions ($2,916,303), and reduced services costs related to sunsetting grant programs ($1,490,000); partially offset by salaries and benefits adjustments ($1,424,578) and increases in costs for information technology support from Health Care Services Administration (#4049500000) ($644,611).

$50,638,095 **-$2,183,003**
(-4.13% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$24,705,823	$24,888,579	$32,217,782	$31,153,485	-3.3%
Services And Supplies	$12,954,679	$12,782,997	$16,142,154	$15,010,969	-7%
Centrally-Budgeted Expenses	$1,272,903	$2,136,761	$3,367,162	$3,489,641	3.6%
Other Charges	$132,869	$146,911	$425,000	$325,000	-23.5%
Capital Expenditures	$936,780	$651,321	$669,000	$659,000	-1.5%
Total Expense Objects:	$40,003,054	$40,606,569	$52,821,098	$50,638,095	-4.1%

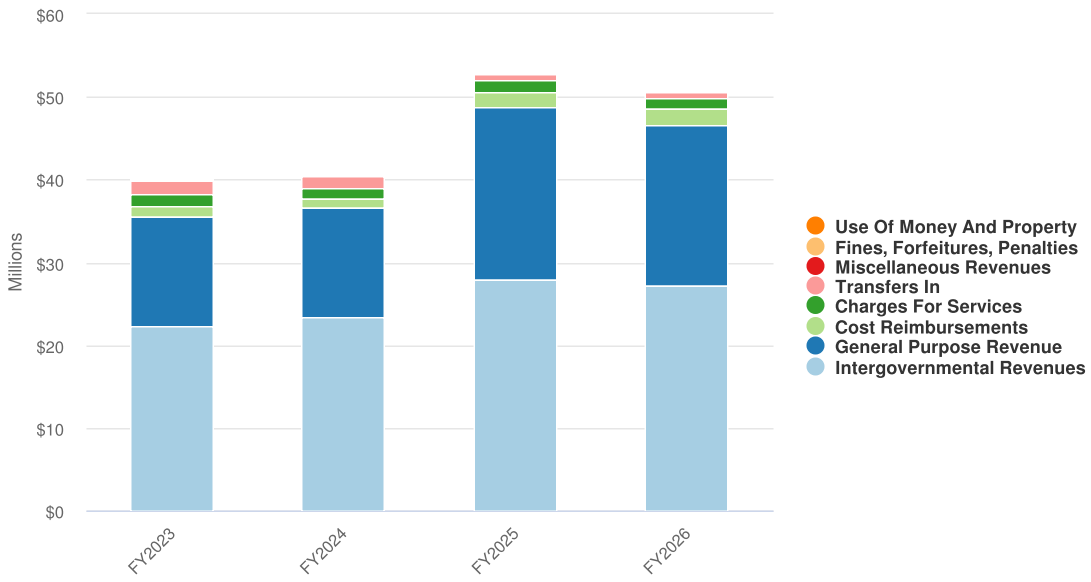
Funding Summary

The 2025-2026 Proposed Budget is primarily funded by $30,479,706 in department earned revenues and cost reimbursements, and $19,682,909 in General Purpose Revenue including $331,881 via operating transfers in.

$50,638,095 **-$2,183,003**
(-4.13% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source

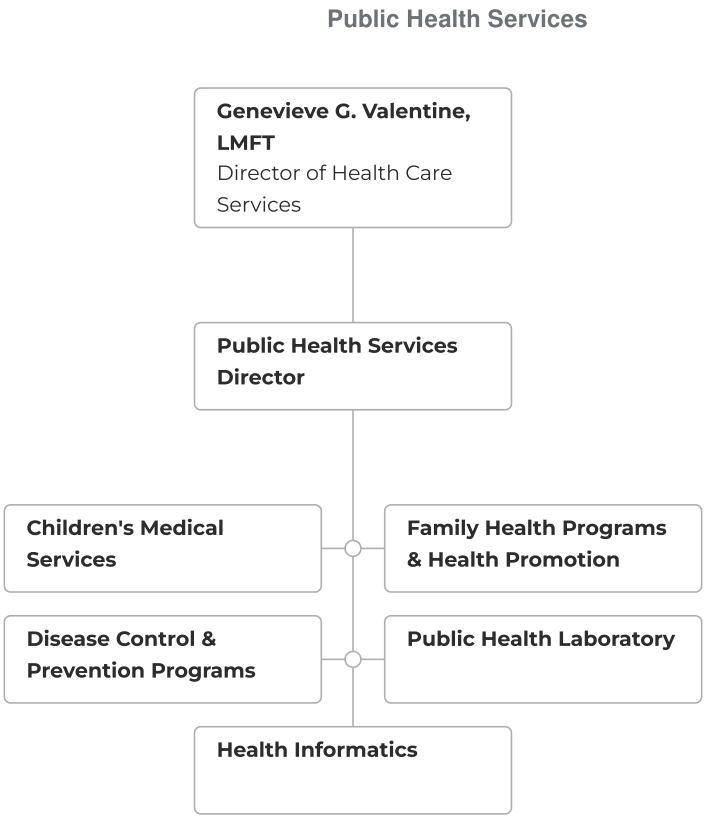


Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Fines, Forfeitures, Penalties	$1,061	$913	$1,000	$500	-50%
Use Of Money And Property	$6,068	$0	$0	$0	0%
Intergovernmental Revenues	$22,360,679	$23,337,521	$27,923,928	$27,149,850	-2.8%
Charges For Services	$1,558,127	$1,367,643	$1,390,000	$1,145,600	-17.6%
Miscellaneous Revenues	$76,446	$101,873	$60,000	$60,000	0%
Transfers In	$1,640,888	$1,522,223	$817,361	$807,361	-1.2%
Cost Reimbursements	$1,248,066	$962,970	$1,827,862	$2,123,756	16.2%
General Purpose Revenue	$13,111,719	$13,313,426	$20,800,947	$19,351,028	-7%
Total Revenue Source:	$40,003,054	$40,606,569	$52,821,098	$50,638,095	-4.1%

Organizational Chart

The 2025-2026 Proposed Budget deletes 19 vacant positions, transfers two positions to Health Care Services Administration (HCSA) (#4049500000), and adds one Administrative Assistant I for a total of 176 full-time positions.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	196.0	176.0	(20.0)
Temporary (FTE)	8.9	13.7	4.8
Position Total	204.9	189.7	(15.2)



Program Discussion

The 2025-2026 Proposed Budget deletes 19 vacant grant-funded positions at a cost reduction of $2,916,303 to manage available funding for existing grant programs and in anticipation of reduced availability of funds in the future. These vacant positions are: six Communicable Disease Investigators, two Management Analyst IIIs, two Senior Office Assistants, two Senior Public Health Nurses, one Supervising Public Health Nurse, two Public Health Educators, one Stock Clerk II, one Case Manager, one Director of Public Health Lab Services, and one Public Health Nurse II. This is in accordance with the County's no back-fill policy requiring departments to seek replacement funding or eliminate or phase out programs and positions when funding is reduced or eliminated. PHS anticipated a reduction in funding as the response to the pandemic ended. Twelve positions were previously supported by Epidemiological and Laboratory Capacity Enhancing Detection Expansion funding provided through the Coronavirus Preparedness and Response Supplemental Appropriation Act of 2020.

Disease Control and Prevention (DCP)

DCP continued to monitor and respond to over 80 reportable communicable diseases and outbreaks, with syphilis, tuberculosis (TB), and highly pathogenic Avian Influenza A (H5N1) being the priorities. In calendar year 2024, DCP received 27,599 electronic lab reports of all reportable diseases, monitored 614 H5N1 exposure events in 65 dairy farms daily, and investigated 659 syphilis and congenital syphilis cases. PHS launched a service van in 2024 and initiated multiple weekly field clinics across the County. The team held a total of 126 field clinics, provided 2,018 rapid syphilis tests, identified 89 positives, and linked 312 individuals to care and treatment. DCP continues to collaborate with Correctional Health Services to provide rapid syphilis testing and treatment at the jail.

In 2024, 41 active TB cases and 2,232 latent TB infections (LTBI) were reported. Maintaining the LTBI Outreach Program, established in 2023, the team reached out to 651 individuals to provide education and resources for TB preventative treatment. Additionally, the TB team evaluated 342 Class B immigrant cases. DCP held 93 "Back to School" clinics for children and administered 1,655 childhood vaccine doses to 720 patients. 2024 was also a busy year for the HIV team with 104 new HIV cases reported and investigated. The team maintained an active caseload of 173 clients where 5,447 documented vital services including housing, transportation, and non-medical case management were provided.

Maternal, Child, and Adolescent Health (MCAH)

Healthy Families America (HFA) is a national evidenced-based home visiting program launched in 1992 by Prevent Child Abuse America. This intensive program is designed to promote positive parenting, enhance child health and development, and prevent child abuse and neglect, therefore reducing the chance of Adverse Childhood Experiences (ACEs). Families are eligible to enroll prenatally until three months postpartum and can remain in the program until the child's third birthday. The HFA Program served 64 families in 2023-2024. Those who often benefited most from services included families lacking social support and positive adult influences, families with an extensive trauma history seeking to break generational cycles, and first-time parents. MCAH also continued to implement its Title V Children and Youth with Special Health Care Needs Innovation Grant from the California Department of Public Health (CDPH), however grant funding has been discontinued as of June 2025 and staff are transitioning to other MCAH programs.

The Black Infant Health (BIH) program will move to a hybrid model where unlicensed assistive personnel from community-based organizations (CBOs) will perform care delivery in the mode of client education courses and community health work, while the licensed personnel (Case Manager Supervisor, Mental Health Specialist, and Public Health Nurse) will remain with PHS. This hybrid model has proven more effective and successful in delivering prenatal and postnatal education and community health work to Black mothers, fathers, and their infants by bringing the services closer to them and in culturally affirming locations.

Public Health Laboratory

The Public Health Lab (PHL) continued performing routine testing, surveillance activities and made significant progress on expanding testing capability with improved infrastructure despite new building construction challenges, supply chain constraints, and staffing challenges. In 2024, the PHL was found to be in regulatory compliance at the biennial screening by the California State Water Resources Control Board. Also in 2024, PHS laboratory successfully implemented a new test expanding the local Influenza subtyping capacity to detect seasonal as well as novel Influenza A viruses associated with severe human disease. Additionally, the laboratory validated both respiratory as well as conjunctival samples to rule out the highly pathogenic Avian Influenza A (H5N1) virus by performing and reporting the test results within 24 to 48 hours.

Health Equity Program

The Health Equity Program continues to implement its California Strengthening Public Health Initiative (CASPHI) with multi-year funding allocated by CDPH. PHS has hired a new staff member to lead the department in continuing progress on the actions outlined in its 5-year Health Equity Action Plan (HEAP), established in spring 2023. Priorities identified in the plan include improving existing data and analytic capacity to communicate data on health disparities in user-friendly public-facing dashboards, engaging communities in plan activities in a culturally responsive way, conducting equity-centered trainings for PHS staff, and continuing to improve practices within PHS that address risk factors that lead to health inequities.

Collaborative Efforts

PHS continues to work with community partners on innovative ways to promote public safety and quality of life. Examples of grant-funded projects include funding for community partners to assist in disseminating critical public health messages to their constituents, implementing interventions to improve safety and access to local parks in low-income neighborhoods, working with public safety officers on child passenger safety and other strategies to prevent childhood injuries, and conducting community-level outreach and education to reduce the impact of both acute and chronic diseases.

Combating the escalating use of fentanyl and other opioid misuse and abuse remained a grant-funded priority. The distribution of naloxone, the life-saving opioid overdose reversal drug, continues to be a cornerstone of PHS' overdose prevention strategy. The Opioid Safety Coalition continues to provide education trainings on naloxone use and hosted the Fentanyl High campaign throughout the County in collaboration with the San Joaquin County Office of Education, Reinvent South Stockton, and the District Attorney's office.

Innovative Technology Support

Preparing to support data sharing between healthcare providers as required by the Data Exchange Framework (DxF) has been a key focus of the IT team. This effort will continue in 2025-2026. The IT team has been working with the new Public Health Informatics team to provide tools, technology, and skills to support data analytics. The Informatics team is working to connect with a number of external sources of data to build a comprehensive and accurate picture of community health within the County. The IT team utilizes advanced cybersecurity tools, training, and techniques to protect systems and data from bad actors in an increasingly hostile threat environment. The IT team continues to promote a culture of compliance and security throughout the department while also continuing to implement new systems and technologies as needed to further the mission of the department and its various programs.

Public Information and Media Relations

In calendar year 2024, the PHS website had 74,982 unique visitors. There were seven press releases and one health advisory issued. Activity on social media included 582 posts on Facebook with 424,464 impressions; 566 posts on Instagram with 32,283 impressions; and 311 posts on X, formerly Twitter, with 14,442 impressions.

Fund Balance

Ryan White Care Consortium Fund

The Ryan White Care Consortium General Fund Special Account (#13403) receives donations to assist HIV patients and serves as a last resort when clients do not qualify for other assistance. Fund balance as of March 31, 2025, was $50,564. The 2025-2026 Proposed Budget does not include transfers from this fund.

Child Passenger Restraint Fund

The Child Passenger Restraint General Fund Special Account (#13404) receives a portion of fines charged to violators for not utilizing car seats appropriately. Funds are used to support the Child Passenger Safety Program, which provides education and reduced-priced car seats to clients attending training on the proper use of car seats. Fund balance as of March 31, 2025, was $131,914. The 2025-2026 Proposed Budget includes $10,000 in transfers from this fund.

Public Health Vital Statistics Fund

The Public Health Vital Statistics General Fund Special Account (#13407), funded through a restricted portion of each birth and death certificate sold, defrays the administrative costs of collecting and reporting fees, technical support of vital record systems, and community health data collection and analysis. Fund balance as of March 31, 2025, was $987,423. The 2025-2026 Proposed Budget includes $15,000 in transfers from this fund.

Tobacco Program Funds

General Fund Special Accounts for the Tobacco Control Program/Proposition 99 (#13410) and California Healthcare Research and Prevention Tobacco Tax Act/Proposition 56 (#13405) receive State tobacco tax revenues for the Smoking and Tobacco Outreach/Prevention Program. Funds are transferred to the General Fund based on Program expenditures. Fund balances as of March 31, 2025, were $289,864 and $114,288 respectively. The 2025-2026 Proposed Budget includes no transfers from these funds.

Opioid Settlement Funds

Opioid Settlement Fund balances for multiple funds as of March 31, 2025, totaled $16,091,186. The 2025-2026 Public Health Services Proposed Budget includes $238,641 in cost reimbursements from these funds for a Supervising Public Health Educator position ($174,208) and programmatic expenses for the Opioid Coalition ($64,433). A list of balances and uses of the Opioid Settlement funds are discussed in the Health Care Services Administration budget (#4049500000) narrative.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Health Promotion & Administration				
Births & Deaths Registered	12,968	13,102	13,480	13,600
Health Education Presentations	3,278	3,425	3,400	3,750
Disease Control & Prevention				
Presentations/Consultations	700	723	970	1,200
Surveillance/Investigations	3,125	3,420	4,000	4,000
Acquired Immunodeciency Syndrome Program				
HIV Test & Counseling	450*	481	600	650
Case Management for HIV Clients	108	113	150	160
Syphilis	1,872*	1,864	2,000	2,250
Chlamydia/Gonorrhea	5,601*	5,711	6,000	6,250
Tuberculosis (TB) Control				
Case/Contact Investigations	3,125*	3,426	3,750	3,800
Presentations/Consultations	2,825*	2,967	3,100	3,250
Observed TB Therapy Visits	3,763*	3,915	3,890	3,950
Public Health Laboratory				
Billable Events	32,116*	27,622	24,000	24,000
Family Health Division				
Women, Infants, & Children Caseload/Month	7,438	6,980	6,500	6,500
Maternal Child & Adolescent Health Home Visits	1,040*	1,184	1,420	1,600

*Restated.

Public Guardian/Conservator



Genevieve G. Valentine, LMFT
Director of Health Care Services

The Office of the Public Guardian/Conservator (#4041200000) ensures the protection of both the person and the estate of individuals incapacitated either by a mental illness or a major neurocognitive disorder and have been deemed to meet the medical and legal criteria for conservatorship when there is no viable alternative to public conservatorship.

The Office of the Public Guardian/Conservator (PG/C) provides:

- **Lanterman Petris Short (LPS) Conservatorship** services for residents who have been adjudicated by the Superior Court to be gravely disabled due to a mental illness. These services include investigation of all LPS referrals from acute care hospitals and criminal courts, establishing and maintaining benefits, paying all valid bills with conservatees' funds, consenting to mental health treatment, storage and protection of personal property, monitoring of legal matters connected to the conservatorship, and assisting Behavioral Health Services (BHS) to help the conservatee meet treatment goals.
- **Probate Guardianship/Conservatorship** services for residents who have been adjudicated by the Superior Court to be incapacitated due to a major neurocognitive disorder. These services include investigation of referrals, placement of conservatees in appropriate least restrictive placements, consenting to medical treatment, managing estates including real and personal property, establishing and maintaining benefits, and paying valid bills with the conservatee's funds.
- **Representative Payee** services as defined by the United States Social Security Administration and United States Department of Veterans Affairs for persons deemed by those agencies as unable to responsibly utilize funds for food, clothing, and shelter. The PG/C provides these services for consumers actively case managed by BHS, for incapacitated individuals in order to avoid the more restrictive conservatorship process, and for incapacitated individuals to avoid homelessness.

Please visit sjgov.org/public-guardian-conservator for more information.

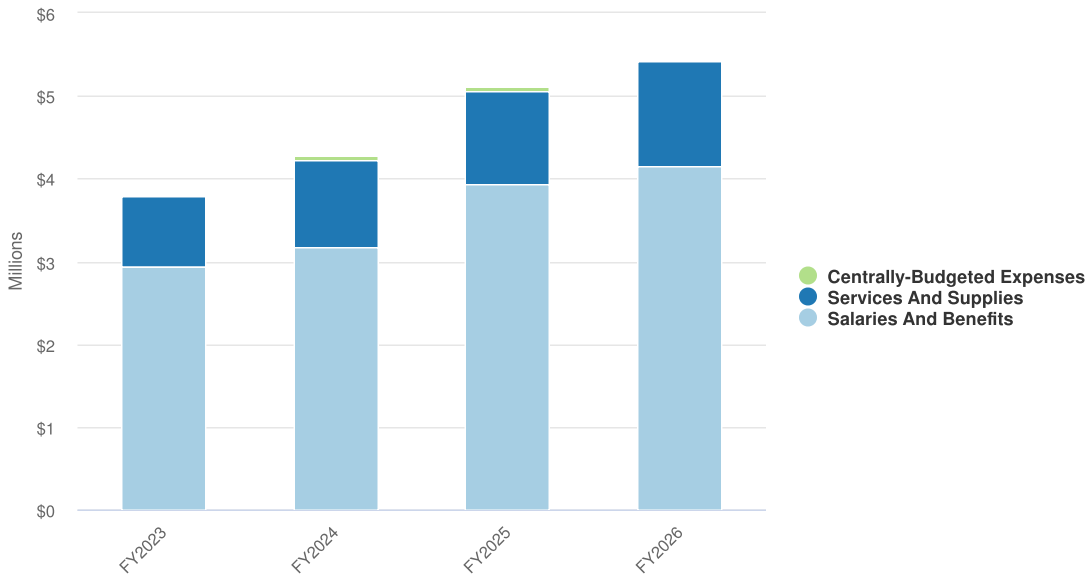
Expenditures Summary

The 2025-2026 Proposed Budget of $5,419,019 is an increase of $302,977 from the 2024-2025 Adopted Budget of $5,116,042, primarily due to the full-year cost of two positions added midyear 2024-2025 ($240,081), salaries and benefits adjustments ($176,428), increased costs for legal services ($50,000), and an increase in allocated cost for Behavioral Health Services Administration ($36,622). The increase is partially offset by the midyear 2024-2025 deletion of two positions ($204,811).

$5,419,019 **$302,977**
(5.92% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$2,940,115	$3,178,693	$3,940,088	$4,151,786	5.4%
Services And Supplies	$847,096	$1,043,223	$1,124,071	$1,263,614	12.4%
Centrally-Budgeted Expenses	$27,943	$53,443	$51,883	$3,619	-93%
Total Expense Objects:	$3,815,154	$4,275,360	$5,116,042	$5,419,019	5.9%

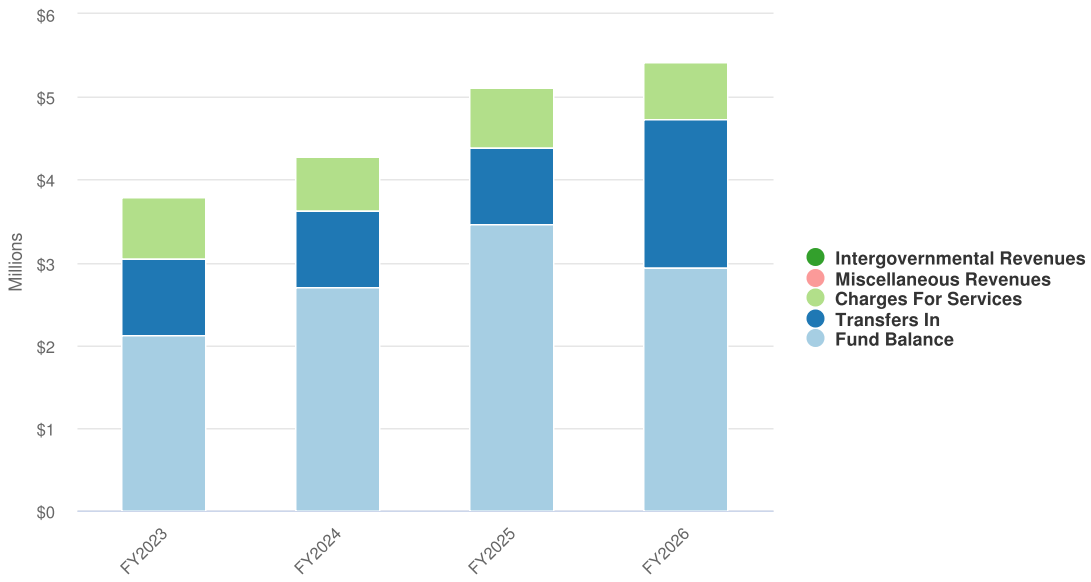
Funding Summary

The 2025-2026 Proposed Budget is funded by $2,932,891 of fund balance, $1,799,128 in General Fund contributions processed through operating transfers in to support probate conservatorships, and $687,000 in departmental earned revenues.

$5,419,019 $302,977
(5.92% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$34,500	$1,500	$0	$0	0%
Charges For Services	$726,589	$639,780	$732,000	$687,000	-6.1%
Miscellaneous Revenues	$808	$0	$0	$0	0%
Transfers In	$928,073	$928,073	$928,073	$1,799,128	93.9%
Fund Balance	$2,125,183	$2,706,007	$3,455,969	$2,932,891	-15.1%
Total Revenue Source:	$3,815,154	$4,275,360	$5,116,042	$5,419,019	5.9%

Organizational Chart

The 2025-2026 Proposed Budget includes two positions added mid-year 2024-2025. On February 11, 2025, the Board approved adding a Deputy Public Guardian I-II and a Senior Paralegal to the PG/C budget with the concurrent deletion of a Storekeeper I and a Junior Administrative Assistant (R-25-15). The Deputy Public Guardian I-II position will manage real and personal property of conservatees. The Senior Paralegal position will supervise the legal unit staff, ensure all petitions, motions, and other legal documents are timely and accurately processed, and review all documents prepared by subordinate staff to ensure compliance.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	32.0	32.0	0.0
Temporary (FTE)	1.5	1.5	0.0
Position Total	33.5	33.5	0.0

Program Discussion

Lanterman Petris Short (LPS) Conservatorship

The PG/C's Office continues to receive referrals from the criminal justice system for defendants arrested for a criminal offense who may be incompetent to stand trial and have a mental illness. The number of referrals has significantly decreased in 2024-2025 but the PG/C's Office has found the referrals are now more likely to meet criteria for conservatorship. The PG/C's Office is obligated by law to conduct a new investigation for each referral and evaluations are subsequently performed to determine if the defendant will meet the criteria for LPS conservatorship. Three significant bills were recently signed into law that will potentially impact the PG/C Office: the Community Assistance, Recovery, and Empowerment (CARE) Court Act, Senate Bill (SB) 43 expanding the definition of grave disability, and SB 1323 State Hospital Diversion.

CARE Court

San Joaquin County established the Community Assistance, Recovery, and Empowerment (CARE) Court on December 1, 2024. The PG/C's Office is actively collaborating with BHS and partner agencies. Although the PG/C's Office has no formal role in CARE Court proceedings, LPS referrals may increase due to the court's ability to order an evaluation for involuntary treatment or make a referral to the PG/C's Office for conservatorship for individuals who refused to participate or who do not successfully complete the CARE Court treatment plan. Either option would lead to an increase in referrals and likely the total number of conservatees. Another concern is an influx of individuals entering CARE Court requiring housing and treatment. This potential increase could generate competition with conservatees for limited placement and treatment services and there are bed shortages at all levels of placement. The CARE Court Act does not provide any new funding for housing. It was originally anticipated that certain activities related to CARE Court would be reimbursable to counties. However, the 2024-2025 Adopted Budget did not include estimated reimbursement due to uncertainty and the PG/C's Office does not anticipate reimbursement in 2025-2026.

Senate Bill (SB) 43

SB 43 was signed into law in 2023 and expands the definition of grave disability to include individuals unable to provide for personal safety or necessary medical care due to mental illness or severe substance use disorder. On December 12, 2023, the Board approved delaying implementation of SB43 until January 1, 2026 (R-23-211), to provide additional time to build and expand the treatment workforce, delivery networks, housing capacity, and models of care for locked treatment settings and involuntary SUD treatment. The 2024-2025 Adopted Budget included two new positions in the PG/C's Office for an anticipated increase in referrals.

Senate Bill (SB) 1323

SB 1323 State Hospital Diversion went into effect January 1, 2025. Except for charges of certain violent crimes, a defendant found incompetent to stand trial will now have a hearing to determine if restoration is in the interest of justice. If it is determined that it is not in the interest of justice to restore the defendant, then diversion or other alternatives must be considered. One of the alternatives is a conservatorship referral. There is a potential for an increase in referrals from the competency courts due to this change in how these courts handle defendants incompetent to stand trial.

Probate Conservatorship

Although referral numbers remain stable, the PG/C faces a number of challenges. Delays for the courts to hear conservatorship petitions continue to remain long. Contested conservatorships are being set for trial over a year out. This requires the Deputy Public Guardian Investigator to spend more time managing the case and increases the size of their caseloads. Increased processing times also affect petitions to sell property and for temporary conservatorships. Also, the implementation of CARE Court may lead to an increase in probate referrals. Potential petitioners not being able to differentiate between schizophrenia type disorders and major neurocognitive disorders could make an inappropriate petition to CARE Court. Since major neurocognitive disorders do not meet the criteria for CARE Court, this could lead the court or BHS to make a probate referral to the PG/C's Office.

The PG/C is responsible for probate conservatees' care, including case management and placement. Shortages of appropriate housing placements persist, especially for conservatees with a major neurocognitive disorder and an accompanying behavioral disturbance diagnosis. Referrals from criminal courts where the proposed conservatee is incompetent due to a major neurocognitive disorder have continued. Facilities are hesitant to admit these conservatees directly from the jail. Adult Protective Services make up a significant number of probate referrals. These referrals may involve abuse and neglect and require swift action. There are no emergency placements for probate conservatees requiring immediate placement due to neglect, abuse, or for conservatees with behavioral or criminal issues.

Fund Balance

Mental Health Special Revenue Fund

The Mental Health Special Revenue Fund (#20007) is the operating fund for Behavioral Health Services and the Public Guardian/Conservator, which is discussed further in the Behavioral Health Services (#4040500000) narrative. The 2025-2026 Proposed Budget includes $2,932,891 in use of fund balance.

Supplemental Requests

The Director of Health Care Services is requesting supplemental funding totaling $871,055 for the following:

Probate Conservatorship

Additional funding of $871,055 is requested to support probate conservatorship. Individuals incapacitated due to a major neurological disorder meet the criteria for probate conservatorship. The PG/C's Office petitions for conservatorship when these individuals do not have any other alternatives to the conservatorship and have no family or friends that can serve as a conservator. Probate conservatees are managed exclusively by the Public Guardian/Conservator. BHS is unable to provide financial assistance as the cost of probate conservatorships and placements are not a compliant use of Mental Health funds. Placements must be found for these conservatees based on their needs and their own financial means. The current General Fund contribution of $928,073 is substantially less than the cost of providing probate conservatorship services. Approval of this request would provide a General Fund contribution of $1,799,128, in addition to $472,000 in probate conservatorship fees, for the discharge of probate conservatees from inpatient beds and placements.

The 2025-2026 Proposed Budget has been augmented by $871,055 to address this request.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Referrals				
LPS Conservatorship Referrals	119*	123	85	120
Probate Conservatorship Referrals	49	50	46	52
Sub-Payee Referrals	43*	42	48	43
Cases				
LPS Conservatorship Cases	278	287	290	292
Probate Conservatorship Cases	160	164	167	169
Sub-Payee Cases	494	535	500	510
Homeless (all are Sub-Payee Cases)	16	15	15	16

*Restated.

Emergency Medical Services



Genevieve G. Valentine, LMFT
Director of Health Care Services

The California Emergency Medical Services System and the Prehospital Emergency Medical Care Personnel Act provides for State and local coordination and integration of emergency medical services systems through the local designation of an agency. The San Joaquin County Emergency Medical Services Agency (EMS) (#4041800000) monitors and enforces more than 60 agreements, permits, and authorizations to provide response and transport, receiving and specialty care hospital designations, and training programs, ensuring an organized and coordinated response to EMS system needs. EMS serves as the lead agency for all Continuous Quality Improvement (CQI) activities throughout the County's EMS system.

EMS serves as the Medical Health Operational Area Coordinator and is the designated point of contact for medical and health mutual aid with local, regional, and State agencies. EMS maintains an on-call duty officer, 24 hours a day, 7 days per week to respond to mutual aid requests, coordinate disaster medical operations, and assist hospitals and providers. EMS ensures accountability and transparency to the public through detailed system reports on the EMS website, a public and stakeholder comment process to receive input on policy development, and the ability to participate in quarterly EMS Advisory Committee meetings which are open to designated stakeholder representatives and EMS system participants.

Please visit sjgov.org/ems for more information.

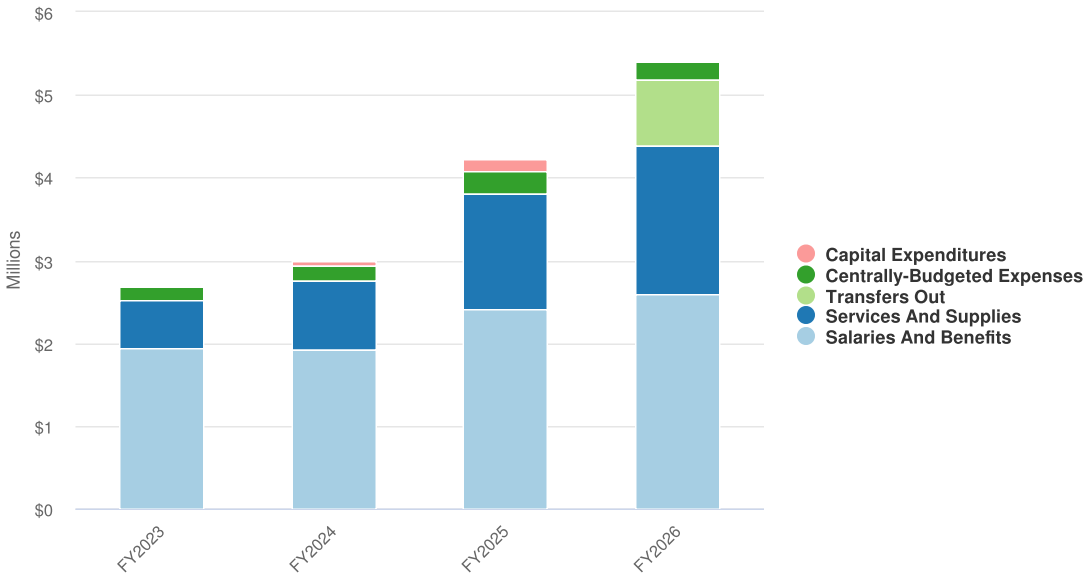
Expenditures Summary

The 2025-2026 Proposed Budget of $5,398,135 is an increase of $1,173,420 from the 2024-2025 Adopted Budget of $4,224,715, primarily to establish budgets for operating transfers out using Maddy EMS Funds ($800,000) and nurse navigation services ($400,000).

$5,398,135 $1,173,420
(27.78% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$1,943,167	$1,926,306	$2,403,526	$2,596,904	8%
Services And Supplies	$584,235	$829,040	$1,406,280	$1,780,954	26.6%
Centrally-Budgeted Expenses	$155,397	$172,991	$271,133	$220,277	-18.8%
Capital Expenditures	$0	$56,376	$143,776	$0	-100%
Transfers Out	$0	$0	$0	$800,000	N/A
Total Expense Objects:	$2,682,799	$2,984,713	$4,224,715	$5,398,135	27.8%

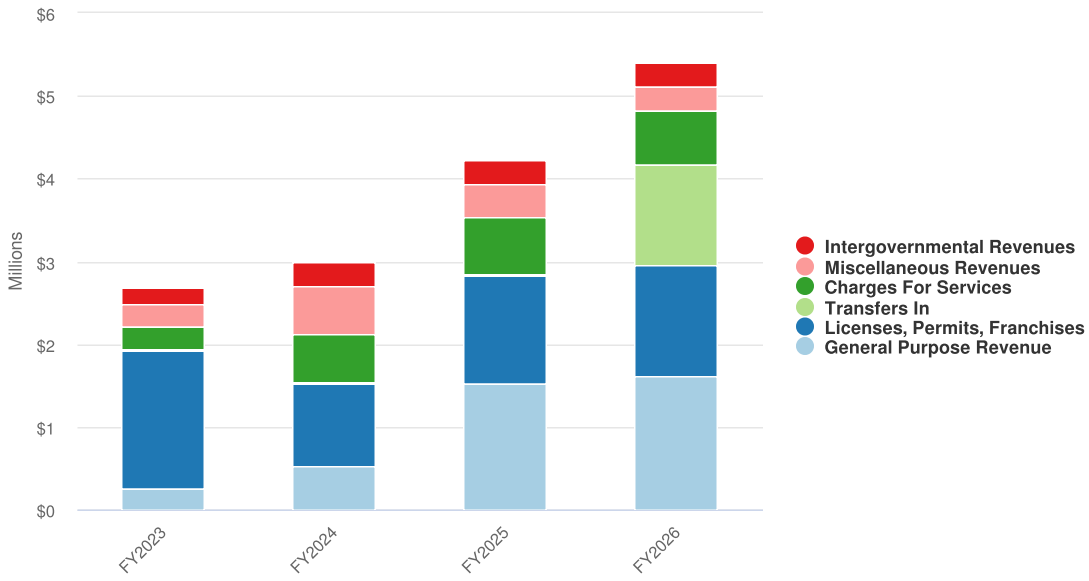
Funding Summary

The 2025-2026 Proposed Budget is funded by earned revenue of $2,560,599. General Purpose Revenue of $1,618,536, and operating transfers of $1,219,000. Earned revenue includes the collection of contractual revenues, fees, grants, and accumulated reserves from ambulance contract performance penalties. Operating transfers come from Maddy EMS and Opioid Settlement Funds. EMS administers the Hospital Preparedness Program (HPP) grant, which provides funding for disaster planning and training, including hospital surge capacity, mass fatality management, emergency communications, and advanced registration of medical volunteers ($285,000), included in earned revenue.

$5,398,135 **$1,173,420**
(27.78% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source

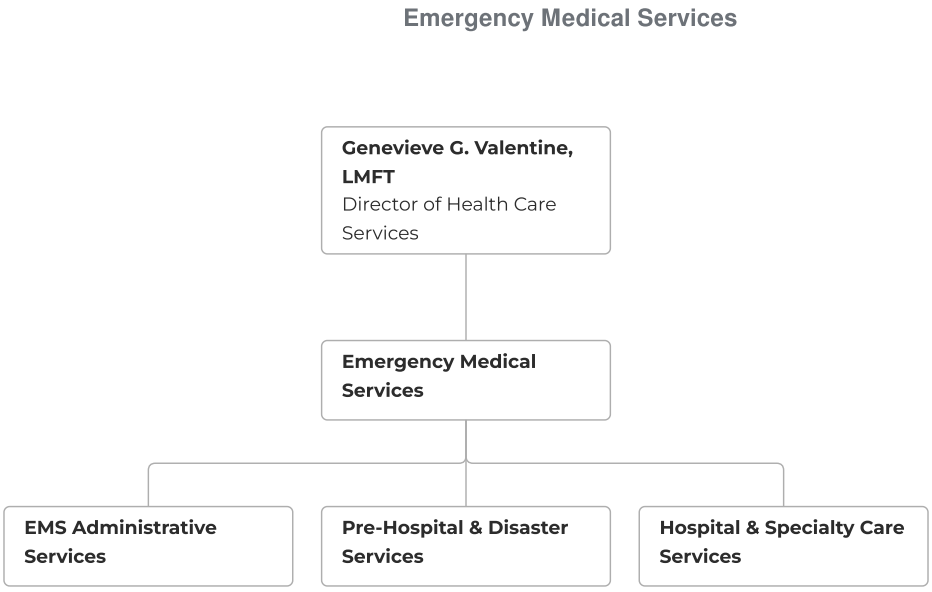


Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Licenses, Permits, Franchises	$1,656,836	$1,002,553	$1,318,505	$1,340,536	1.7%
Intergovernmental Revenues	$207,184	$283,312	$282,643	$285,000	0.8%
Charges For Services	$276,433	$569,860	$688,779	$635,063	-7.8%
Miscellaneous Revenues	$263,867	$583,994	$400,000	$300,000	-25%
Transfers In	$20,096	$20,832	$18,000	$1,219,000	6,672.2%
General Purpose Revenue	$258,384	$524,163	$1,516,788	$1,618,536	6.7%
Total Revenue Source:	$2,682,799	$2,984,713	$4,224,715	$5,398,135	27.8%

Organizational Chart

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	13.0	13.0	0.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	13.0	13.0	0.0



Program Discussion

EMS Replacement Facility Project

An EMS replacement facility to accommodate office space, training and meeting space, medical supply storage, and distribution needs was included in the County's 2023-24 to 2027-28 Five-Year Capital Improvement Plan. While construction was originally scheduled to begin in 2024-2025, it is now planned to start in 2026-2027. A 2024-2025 contribution toward the project from EMS Maddy funds is discussed in the Fund Balance section.

Ambulance Patient Offload Delays

EMS will continue efforts to reduce Ambulance Patient Offload Delays (APOD), which impact patient care and ambulance availability. San Joaquin County has seen rising APOD over the past five years. In response, EMS has formed stakeholder groups, subcommittees, and conducted observations to address the issue in 2025-2026. State regulations under Assembly Bill (AB) 40 are also being drafted in 2025 to tackle APOD Statewide.

Stroke, Cardiac, and Trauma Systems

EMS continues to advance specialized care by maintaining all seven general acute care hospitals as Primary Stroke Centers and overseeing two designated ST-elevation Myocardial Infarction (STEMI) Receiving Centers for critical heart attack cases. EMS monitors San Joaquin General Hospital's performance as the County's Level II Trauma Center and evaluates the overall trauma system. In 2025-2026, EMS will implement and assess specialty care regulations for stroke and cardiac systems, collaborating with designated hospitals to improve outcomes. EMS also reports to the national CARES registry to track and enhance treatment of out-of-hospital cardiac arrest. Ongoing performance monitoring ensures adherence to established benchmarks and standards of care.

EMT and Paramedic Training Access

In 2023, EMS partnered with the National College of Technical Instruction (NCTI) to establish a local paramedic bridge program. NCTI received EMS approval to launch two paramedic training cohorts in San Joaquin County in 2024. EMS also worked with Delta College to expand access to EMT and paramedic training. Additionally, EMS is collaborating with Delta College to launch a jointly administered San Joaquin County paramedic program in 2025-2026.

EMS Assessment and Emergency Ambulance RFP

In 2023, EMS hired a professional vendor to assess the current state of San Joaquin County's EMS system to support the development of a new emergency ambulance request for proposal (RFP). The assessment was completed and presented to stakeholders and the Board of Supervisors in 2024 (R-24-88). Based on the assessment findings, the RFP was approved by the State for approval in May 2025. The RFP will be forwarded to Purchasing and Support Services for publication in summer 2025. The new agreement will cover services beyond the current contract's expiration on May 1, 2026.

EMS Data Management

In response to changes in State statute, the Stockton Fire Department (SFD) took over a significant portion of EMS 911 call processing in 2021, requiring EMS to expand its data interface to include both call centers. Integration with SFD's Computer Aided Dispatch (CAD) system will continue and is expected to be completed in 2025. EMS also consolidated all electronic patient care records into a single data repository to improve reporting and quality oversight. Additionally, EMS is developing automated Advanced Life Support quality improvement tools with real-time dashboards and stakeholder access.

Nurse Navigation through EMS Dispatch

The 2025-2026 Proposed Budget includes $400,000 funded by Opioid Settlement funds for integrating nurse navigation services into EMS call-taking, dispatch, and field assessment processes. These services connect low-acuity 911 callers to alternatives such as self-care, virtual care, Mobile Integrated Health, alternative destinations, scheduled Basic Life Support transport, or ride-share options, helping reduce unnecessary ambulance responses and non-transport costs.

Fire Response in Unprotected Areas

This Program provides supplemental funding to support local fire districts that respond to EMS calls in unincorporated and unprotected areas of the County. Participation in the program is voluntary and currently includes two active fire districts. The program launched on January 3, 2023, with an initial allocation of $500,000. In fiscal year 2023-2024, the County processed 58 reimbursement claims totaling $26,308. As of April 30, 2025, 64 claims have been reimbursed for $30,193, for a total of 122 reimbursement claims since the start of the program. The 2025-2026 Proposed Budget includes $200,000 to continue supporting local fire districts in providing EMS response services to unprotected areas.

Fund Balance

Maddy EMS Funds

Maddy EMS Special Revenue Funds are generated from court fines, penalties, forfeitures, and a portion of violator traffic school fees. Monies collected are distributed by formula to fund EMS administrative activities, physicians and surgeons for uncompensated emergency services, hospitals providing disproportionate trauma services, and other emergency medical services as determined by the County, including capital projects supporting EMS.

In 2017-2018, 2018-2019, and 2020-2021 the Board (B-18-329, B-19-309, B-21-362) authorized transfers totaling $4.5 million in net penalty revenue to the Maddy Other EMS fund (#20804) for future EMS capital facility needs, in the amounts of $2,097,000, $1,301,000, and $1,122,000 respectively. These funds were transferred to the General Services Department in 2024-2025 and are significant in offsetting General Fund costs for construction of the EMS replacement facility. As of March 31, 2025, Maddy EMS Special Revenue Fund balances were:

Maddy EMS	Fund No.	Amount
Maddy Administration Fund	20801	$12,018
Maddy Physician Services Fund	20802	$100,078
Maddy Hospital Services Fund	20803	$404,897
Maddy Other EMS Fund	20804	$2,356,937

The 2025-2026 Proposed Budget includes $19,000 in Maddy Administration Special Revenue Fund (#20801) based on anticipated revenue collections, $300,000 from the Maddy Hospital Services Fund (#20803) based on potential expense requests and anticipated revenue collections, and $500,000 from the Maddy Other EMS Fund (#20804) based on potential expense requests and anticipated revenue collections.

Opioid Settlement Funds

The 2025-2026 Proposed Budget includes $400,000 in transfers in from Opioid Settlement Fund (#13413) for nursing navigation services, a referral service integrated with the 911 system designed to take low acuity 911 calls that have been pre-screened and connect callers to specially trained nurses that can assess and refer people to appropriate services including those with substance use problems. Opioid Settlement Funds are discussed further in the Health Care Services Administration budget narrative (#4049500000).

Workload Data

	2022-2023 Acutal	2023-2024 Acutal	2024-2025 Est./Act.	2025-2026 Projected
911 EMS Patient Contacts	89,598	101,077	105,000	110,000
Major Trauma Patients	3,743	3,710	3,759	3,800
Cardiac STEMI Patients	303	319	339	350
Acute Stroke Patients	1,608	1,672	1,215	1,300
Emergency Personnel Certification, Accreditation, and Authorizations	786	805	700	725
Training/Continuing Education Program Applications	9	6	8	6

California Children's Services



Genevieve G. Valentine, LMFT
Director of Health Care Services

California Children's Services (CCS) (#4045415000) is a State-mandated program providing diagnostic and treatment services, medical case management, and physical and occupational therapy services to financially and residentially eligible children and young adults under age 21 with a qualifying medical condition.

Public Health Services (PHS) administers CCS by providing complex case management, arranging, directing, authorizing, and paying for medical care, equipment, and rehabilitation services for participants with a CCS-eligible chronic medical condition such as cystic fibrosis, hemophilia, cerebral palsy, heart disease, cancer, traumatic injury, and infectious disease producing major sequelae. CCS also provides medical therapy services delivered at public schools.

Please visit sjcphs.org for more information.

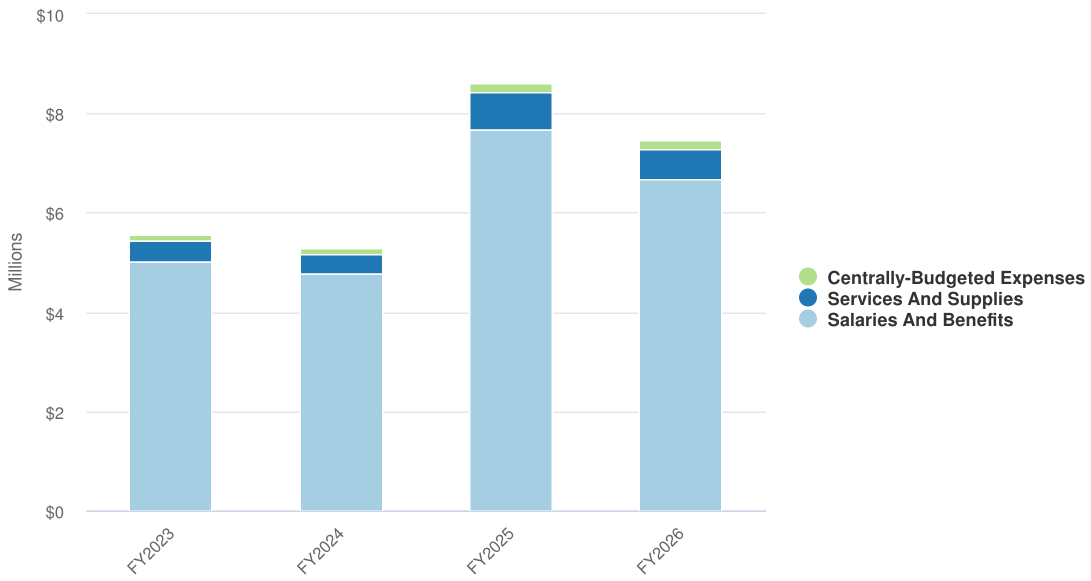
Expenditures Summary

The 2025-2026 Proposed Budget of $7,450,122 is a decrease of $1,152,999 from the 2024-2025 Adopted Budget of $8,603,121, primarily due to the deletion of eight positions ($1,049,907) and a decrease in extra help ($172,804).

$7,450,122 -$1,152,999
(-13.40% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$5,002,162	$4,770,100	$7,673,033	$6,681,203	-12.9%
Services And Supplies	$446,649	$403,095	$755,434	$588,348	-22.1%
Centrally-Budgeted Expenses	$123,059	$119,533	$174,654	$180,571	3.4%
Total Expense Objects:	$5,571,870	$5,292,729	$8,603,121	$7,450,122	-13.4%

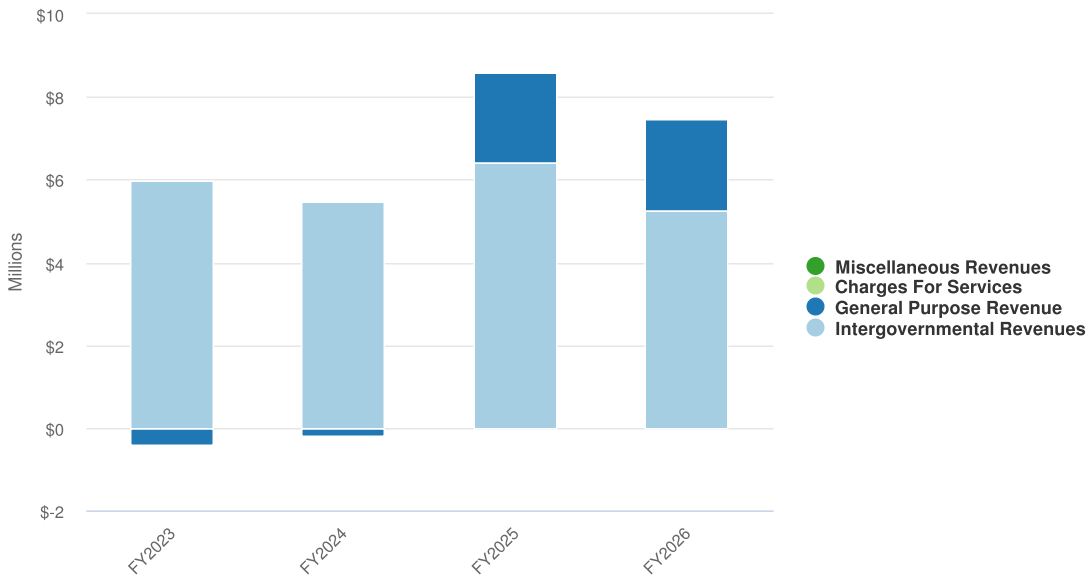
Funding Summary

The 2025-2026 Proposed Budget is primarily funded by $5,242,994 in CCS program revenue derived from a State/County cost-sharing formula and $2,206,628 in General Purpose Revenue.

$7,450,122 **-$1,152,999**
(-13.40% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$5,978,188	$5,469,534	$6,394,493	$5,242,994	-18%
Charges For Services	$2,420	$460	$2,000	$500	-75%
Miscellaneous Revenues	$1,715	$8,000	$0	$0	0%
General Purpose Revenue	-$410,453	-$185,266	$2,206,628	$2,206,628	0%
Total Revenue Source:	$5,571,870	$5,292,729	$8,603,121	$7,450,122	-13.4%

Organizational Chart

The 2025-2026 Proposed Budget includes the deletion of eight vacant positions (five Senior Office Assistants, two Senior Public Health Nurses, and one Physical Therapist IV - Assistant Department Manager).

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	46.0	38.0	(8.0)
Temporary (FTE)	1.5	0.0	(1.5)
Position Total	47.5	38.0	(9.5)



Program Discussion

CCS program revenue is derived from a State/County cost-sharing formula and Federal reimbursement with the allocation determined through a caseload and Medi-Cal aid code formula. Currently, approximately 81% of CCS-eligible children are also Medi-Cal eligible.

Diagnostic and Treatment Claims

In any given fiscal year, Public Health Services (PHS) may receive excessive referrals of children with CCS-eligible conditions for which there are insufficient funds available for diagnosis, treatment, and therapy. In such instances, program options may include:

- Increasing County General Fund contribution to meet program needs.
- Ceasing to authorize services not covered by Medi- Cal.
- Prioritizing conditions for which authorizations are issued and declining those not meeting priority criteria.

While the number of authorization requests for services covered by Medi-Cal has been growing, funding for CCS expenditures is expected to be sufficient in 2025-2026.

Medical Therapy Program (MTP)

In accordance with Federal statutes, some children may receive medically necessary therapy services while receiving their education. State law requires CCS to provide physical and occupational therapy to children in public schools when such therapy is included in their individualized education plans (IEPs). Children receiving services through the MTP are not necessarily enrolled in CCS.

The MTP receives its Outpatient Rehabilitation Certification (OPRC) by the California Department of Health Care Services (DHCS) for all four sites, located in Manteca, Tracy, Lodi, and Stockton. The Stockton location was re-certified on June 17, 2024. The OPRC allows sites to bill Medi-Cal for physical and occupational therapy services, thereby generating revenue for the County, estimated at $956,000 for 2025-2026.

Child Health and Disability Prevention (CHDP)

Funding under the CHDP program has sunset, however, the Childhood Lead Poisoning Prevention Program (CLPPP) is sustained through mandated program funds from the California Department of Public Health. The Healthcare Program for Children in Foster Care (HCPCFC) became a stand-alone program and is sustained through multiple mandated funding streams (Federal and State). The scope of work for both programs remains the same, and it is expected the allocations will remain relatively similar. Funding for both programs is dependent on caseload within the County. The 2025-2026 Proposed Budget includes $1,230,765 for CLPPP and $1,769,568 for HCPCFC in Public Health Services (#4041000000).

Fund Balance

California Children's Services Fund

The California Children's Services (CCS) General Fund Special Account (#13401) receives donations to provide CCS clients with items deemed necessary by the medical case manager but do not qualify for reimbursement through the CCS program. Fund balance as of March 31, 2025, was $3,244. The 2025-2026 Proposed Budget includes no transfers from this fund.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
New Referrals	3,142	3,288	3,200	3,300
New Cases Opened	2,117	2,249	2,150	2,200
Medical Therapy Treatment Units	8,819	8,640	8,700	8,500

Health Care Services Administration



Genevieve G. Valentine, LMFT
Director of Health Care Services

Health Care Services Administration (HCSA) (#4049500000) provides administrative, fiscal, human resources, information technology, and policy oversight and coordination for the Health Care Services (HCS) Agency, which is composed of the following eleven budget units:

Behavioral Health Administration (BHA)	4040700000
Behavioral Health Services (BHS)	4040500000
California Children's Services (CCS)	4045415000
Correctional Health Services (CHS)	2022621000
Emergency Medical Services (EMS)	4041800000
HCS Administration (HCSA)	4049500000
Office of the Medical Examiner (OME)	4049700000
Public Guardian/Conservator (PG/PC)	4041200000
Public Health Services (PHS)	4041000000
Veterans Services Office (VSO)	5055600000
Whole Person Care (WPC) Program	4049600000

Please visit sjgov.org/hcs for more information.

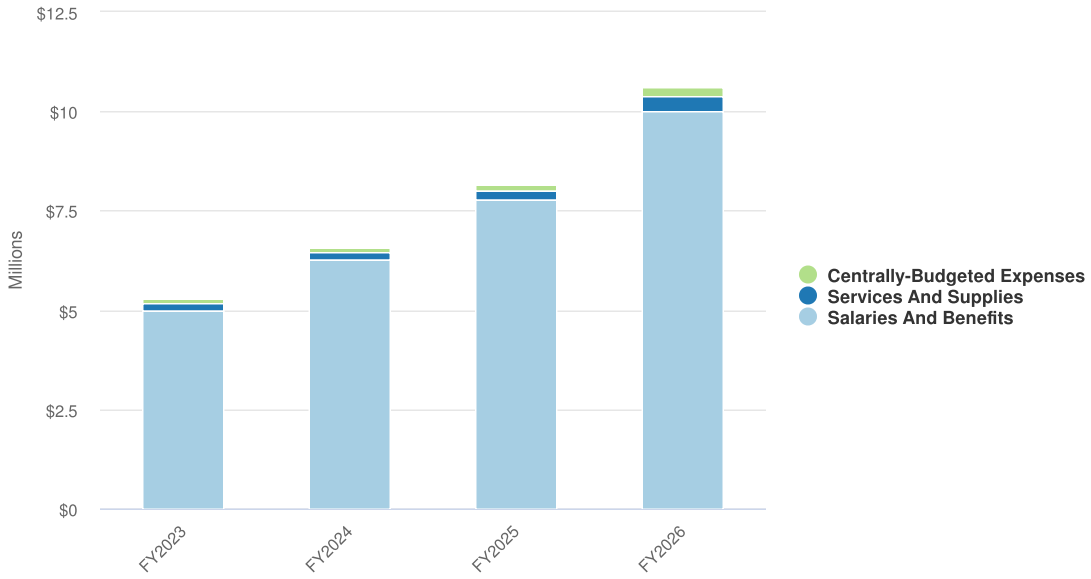
Expenditures Summary

The 2025-2026 Proposed Budget of $10,601,076 is an increase of $2,454,493 from the 2024-2025 Adopted Budget of $8,146,583, primarily due to the addition of nine positions ($1,696,345), the transfer of two positions from PHS (#4041000000) ($335,772), increased costs for professional services contracts ($195,365), and salaries and benefits adjustments ($180,544).

$10,601,076 **$2,454,493**
(30.13% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$4,979,552	$6,263,923	$7,773,452	$9,997,113	28.6%
Services And Supplies	$190,642	$193,405	$233,144	$404,267	73.4%
Centrally-Budgeted Expenses	$122,364	$119,124	$139,987	$199,696	42.7%
Total Expense Objects:	$5,292,558	$6,576,452	$8,146,583	$10,601,076	30.1%

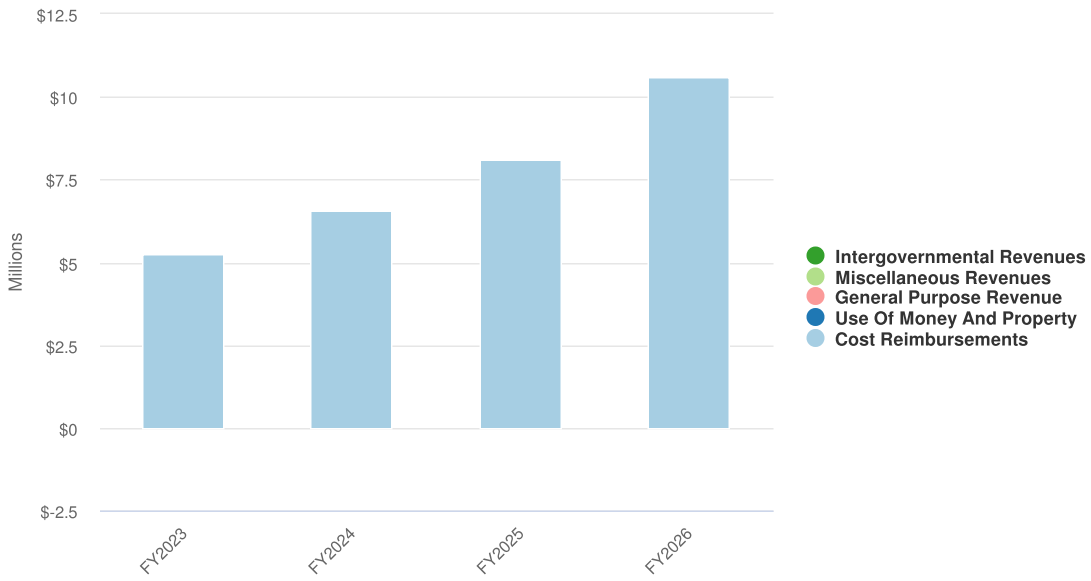
Funding Summary

Funding for Health Care Services Administration is primarily provided through reimbursement from the wider Health Care Services operational budgets. The 2025-2026 Proposed Budget includes $10,588,076 in cost reimbursements and $13,000 in department earned revenues.

$10,601,076 $2,454,493
(30.13% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$0	$0	$26,000	$13,000	-50%
Intergovernmental Revenues	$28,250	$1,750	$0	$0	0%
Miscellaneous Revenues	$403	$9	$0	$0	0%
Cost Reimbursements	$5,261,451	$6,577,147	$8,120,583	$10,588,076	30.4%
General Purpose Revenue	$2,454	-$2,454	$0	$0	0%
Total Revenue Source:	$5,292,558	$6,576,452	$8,146,583	$10,601,076	30.1%

Organizational Chart

The 2025-2026 Proposed Budget includes nine new positions and transfers two positions from Public Health Services (#4041000000). New positions consist of one Assistant Director - Health Care Services, one Department Information Systems Manager, two Department Information Systems Analyst IVs, one Management Services Administrator, one Department Applications Analyst III, one Administrative Assistant II, one Department Information Systems Specialist I-II, and one Office Systems Specialist.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	37.0	48.0	11.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	37.0	48.0	11.0

Program Discussion

Staffing

The 2025-2026 Proposed Budget includes $1,696,345 for nine new positions. Three administrative positions; one Assistant Director - Health Care Services, one Management Services Administrator, and one Administrative Assistant II, will provide additional financial oversight as part of a new compliance/service integrity team that will act as a resource for the HCSA-supported divisions and ensure County resources are not misused through fraud, waste, and abuse; enforce policy consistency; and decrease service duplication. The Management Services Administrator will direct a wide range of patient billing, collections and other business office functions to meet organizational needs, maximize revenue and ensure billing compliance. The Assistant Director - Health Care Services and the Administrative Assistant II will develop a training curriculum to ensure all applicable laws and regulations are consistently followed by HCSA divisions. In addition, these positions will serve as a liaison between the divisions and the Clerk of the Board's Office and create new processes to ensure website information is regularly updated and engaging to readers. These new positions will analyze and monitor performance indicators to ensure the divisions are meeting established standards and focus on County-wide health and wellness priorities. The additional Assistant Director - Health Care Services position will oversee all fiscal aspects of HCSA-supported divisions, as well as billing support, compliance and service integrity, and information systems. Six new Information Technology (IT) positions will support expanding technology needs of the HCSA, including increasing security and regulatory requirements surrounding the Health Insurance Portability and Accountability Act (HIPAA) security and compliance needs.

San Joaquin (SJ) BeWell Campus

As part of Opioid Settlement award remediation efforts, the County has identified a significant need for an inclusive services campus that focuses on substance use disorder/dual diagnosis care. Data shows that more than 60% of those brought into Hospital Emergency Departments (EDs) by law enforcement were due to an acute substance use incident. The SJ BeWell Campus is intended to be an integral part of the County's homelessness infrastructure and response to State legislative changes in behavioral health services. SJ BeWell Campus will be geared toward substance use disorder/dual diagnosis care, allowing funding from the Opioid Settlements to be leveraged for capital outlay and needed substance use disorder treatment infrastructure. The proposed location for the campus is a 20-acre County-owned parcel in French Camp, across the highway from San Joaquin General Hospital. Capital expenditures are expected to be substantial, but with the pool of funds from Opioid Settlements, Behavioral Health Continuum Infrastructure Program (BHCIP) grant funds, State of California Executive Order funds, commitments from Health Plan San Joaquin (HPSJ), and Behavioral Health Mental Health Service Act (MHSA) funds, groundbreaking is expected to commence by fall of 2025. The 2025-2026 Public Improvement budget (#1040148000) includes $45,650,000 for the SJ BeWell Campus project, funded by $25.9 million from Capital Outlay Fund (#37004) balance, operating transfers from Behavioral Health Services (#4040500000) of opioid settlement funds totaling $13.8 million, and BHCIP Round 5 grant funding totaling $6 million.

Fund Balance

Opioid Settlement Funds

Opioid Settlement funds consist of settlements and bankruptcy awards by organization. The Board initially approved Opioid Settlement Fund (#13412) on December 13, 2022 (B-22-692) to account in aggregate for the County's abatement and subdivision receipts and related expenditures. Due to State reporting requirements, new funds were established to track revenues, expenses, and interest separately by individual settlement. Fund balances as of March 31, 2025, were:

Opioid Settlement Funds	March 31, 2025 Fund Balance	2025-2026 Estimated Revenue	2025-2026 Budgeted Use	June 30, 2026 Estimated Balance
13412 - Opioid Settlement Fund	$327,097	-	$21,107	$305,990
13413 - Opioid - Allergan	906,651	$438,438	400,000	945,089
13414 - Opioid - CVS	932,632	805,634	900,000	838,266
13415 - Opioid - Distributors	5,658,859	1,348,029	5,500,000	1,506,888
13416 - Opioid - Janssen	2,690,386	1,607,521	2,600,000	1,697,907
13417 - Opioid - Walgreens	1,018,212	796,469	950,000	864,681
13418 - Opioid - Walmart	3,850,002	152,703	3,800,000	202,705
13419 - Opioid - Teva	-	399,282	-	399,282
13420 - Opioid - Mallinckrodt	364,078	-	-	364,078
13441 - Opioid - McKinsey	343,269	-	343,269	-
Total	**$16,091,186**	**$5,548,076**	**$14,514,376**	**$7,124,886**

The 2025-2026 Proposed Budget includes $14,514,376 in Opioid Settlement funding to reimburse:

- **$125,735 (13441 - McKinsey)** – Correctional Health Services (#2022621000) for 50% of the cost of a Pharmacist position.
- **$238,641 (various funds)** – Public Health Services (#4041000000) for the cost of a Supervising Public Health Educator position ($174,208) and programmatic expenses for the Opioid Coalition ($64,433).
- **$400,000 (13413 - Allergan)** – Emergency Medical Services Agency (#4041800000) for the cost of Nursing Navigator professional services.
- **$13,750,000 (various funds)** – Behavioral Health Services (#4040500000) for the SJ BeWell Campus project pending approval of the BHCIP application.

Whole Person Care Program



Genevieve G. Valentine, LMFT
Director of Health Care Services

The Whole Person Care (WPC) Program (#4049600000) provides a whole-person approach to care to address both clinical and non-clinical needs for high-need individuals experiencing homelessness. WPC began as a pilot under the former Medi-Cal 2020 Section 1115 Federal Medicaid (Medi-Cal in California) Waiver approved by the Centers for Medicare and Medicaid Services on December 30, 2015. After the Medicaid demonstration waiver ended on December 31, 2021, the WPC Program began to operate under a new multi-year initiative implemented by the California Department of Health Care Services (DHCS) effective January 1, 2022, called California Advancing and Innovating Medi-Cal (CalAIM). CalAIM created overarching policy changes across all Medi-Cal delivery systems to transition all existing managed care authorities into one consolidated 1915(b) California managed care waiver, including existing WPC Pilot Program services.

The WPC Program helps effectively coordinate the physical health, behavioral health, and social service needs of the most vulnerable, high-risk, service-resistant individuals, with a primary focus on Medi-Cal beneficiaries, who are high utilizers of multiple publicly funded systems and who continue to have poor outcomes. WPC uses a person-centered approach in addressing the social determinants of health with the goal of a better quality of life for individuals as well as long-term cost avoidance to publicly funded systems of care.

Please visit sjcphs.org for more information.

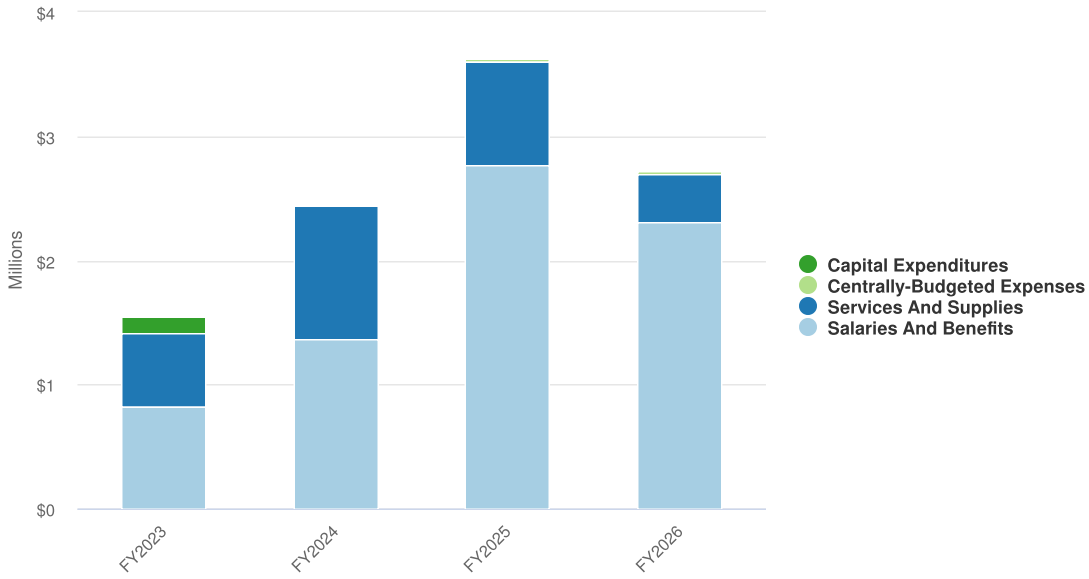
Expenditures Summary

The 2025-2026 Proposed Budget of $2,724,670 is a decrease of $897,554 from the 2024-2025 Adopted Budget of $3,622,224, primarily due to the deletion of five positions ($518,985) and decreased costs for contracted service providers ($400,000).

$2,724,670 **-$897,554**
(-24.78% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$824,999	$1,363,621	$2,769,305	$2,303,021	-16.8%
Services And Supplies	$590,729	$1,080,067	$831,050	$388,913	-53.2%
Centrally-Budgeted Expenses	$0	$10,202	$21,869	$32,736	49.7%
Capital Expenditures	$126,822	$0	$0	$0	0%
Total Expense Objects:	$1,542,550	$2,453,891	$3,622,224	$2,724,670	-24.8%

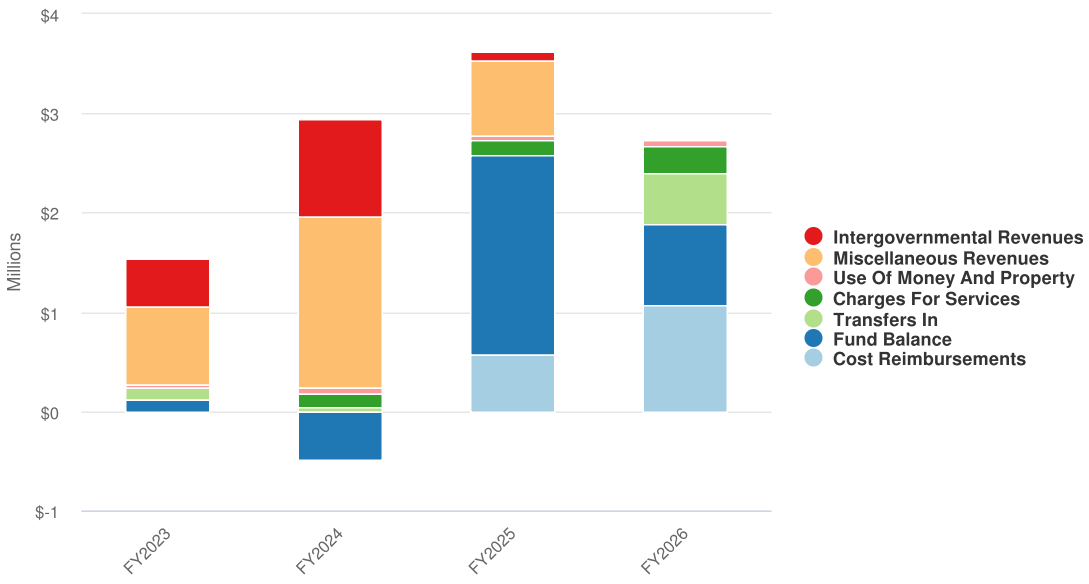
Funding Summary

The 2025-2026 Proposed Budget includes $1,387,615 in estimated revenue and cost reimbursements, $826,077 in fund balance use, and operating transfers in totaling $510,978. A decreased use of fund balance ($1,178,532) is primarily the result of lower costs for positions and professional services. Current fund balance combined with anticipated new revenue is expected to be sufficient to cover 2025-2026 expenditures, however, the long-term sustainability of funding is a concern and will require the ability to eventually draw down considerably more billable Enhanced Care Management (ECM) and other California Advancing and Innovating Medi-Cal (CalAIM) revenue from Medi-Cal managed care plans. The WPC Program is currently supported through $1,062,615 in cost reimbursements from Permanent Local Housing Allocation (PLHA) funding administered by Neighborhood Preservation (#5055246000).

$2,724,670 **-$897,554**
(-24.78% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$31,616	$61,112	$50,000	$50,000	0%
Intergovernmental Revenues	$483,500	$968,518	$97,851	$0	-100%
Charges For Services	$5,346	$128,509	$150,000	$275,000	83.3%
Miscellaneous Revenues	$784,740	$1,733,063	$750,000	$0	-100%
Transfers In	$126,822	$44,719	$0	$510,978	N/A
Cost Reimbursements	$0	$0	$569,764	$1,062,615	86.5%
Fund Balance	$110,526	-$482,031	$2,004,609	$826,077	-58.8%
Total Revenue Source:	$1,542,550	$2,453,891	$3,622,224	$2,724,670	-24.8%

Organizational Chart

The 2025-2026 Proposed Budget includes the deletion of the following five vacant positions: two Community Health Outreach Workers, one Senior Office Assistant, and two Senior Social Workers for a total of 19 full-time positions.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	24.0	19.0	(5.0)
Temporary (FTE)	0.0	0.0	0.0
Position Total	24.0	19.0	(5.0)

Program Discussion

WPC Program Funding

In 2025-2026, WPC Program funding sources include: Permanent Local Housing Allocation (PLHA) funds, local Mental Health Services Act (MHSA) funding, and fund balance. Moving forward, the program will be sustained through Assembly Bill (AB) 109 funding for the San Joaquin Community Assessment, Response and Engagement (SJ CARES) multidisciplinary team collocated in the Probation Department and PLHA funds for services provided to justice-involved individuals. The WPC team will pursue additional funding opportunities including billable Enhanced Care Management (ECM) and other California Advancing and Innovating Medi-Cal (CalAIM) revenue from Medi-Cal managed care plans.

Data and Technology

A major goal of the WPC team is to coordinate client care in real-time and evaluate progress in improving individual and population health. WPC utilizes three primary platforms for data repository and information sharing: the Health Information Exchange (HIE), Activate Care, and the Homeless Management Information System (HMIS). The HMIS is a local information technology system used to collect client-level data and data on the provision of housing and services to those experiencing homelessness and persons at risk of homelessness. The HIE serves as the central data repository for health care information sharing, and includes clinical values, diagnoses, active medication lists, and other clinical notes and structured data. In 2024, an effort was made to migrate to the Cerner platform, however, due to billing complications, the team will continue using Activate Care in 2025.

Fund Balance

Whole Person Care Fund

The Whole Person Care Special Revenue Fund (#20046) is the operating fund for WPC activities. Fund balance as of March 31, 2025, was $875,384. The 2025-2026 Proposed Budget includes $826,077 in fund balance use.

Office of the Medical Examiner



Genevieve G. Valentine, LMFT
Director of Health Care Services

The Office of the Medical Examiner (#4049700000) is statutorily responsible for determining the circumstances, cause, and manner of all deaths falling under the jurisdiction of the Office of the Medical Examiner (OME), as defined in California Government Code section 27491, including sudden, unattended, unusual, violent, or accidental deaths. Field death investigations, postmortem examinations, and related forensic testing processes are used to establish a medical cause and manner of death.

The OME budget provides funding for the County's mandated responsibility to provide for the disposition of indigent decedents. The Board of Supervisors' adopted policy of cremation, with exceptions in certain limited cases, helps contain costs associated with scrutinizing financial eligibility.

Please visit sjgov.org/ome for more information.

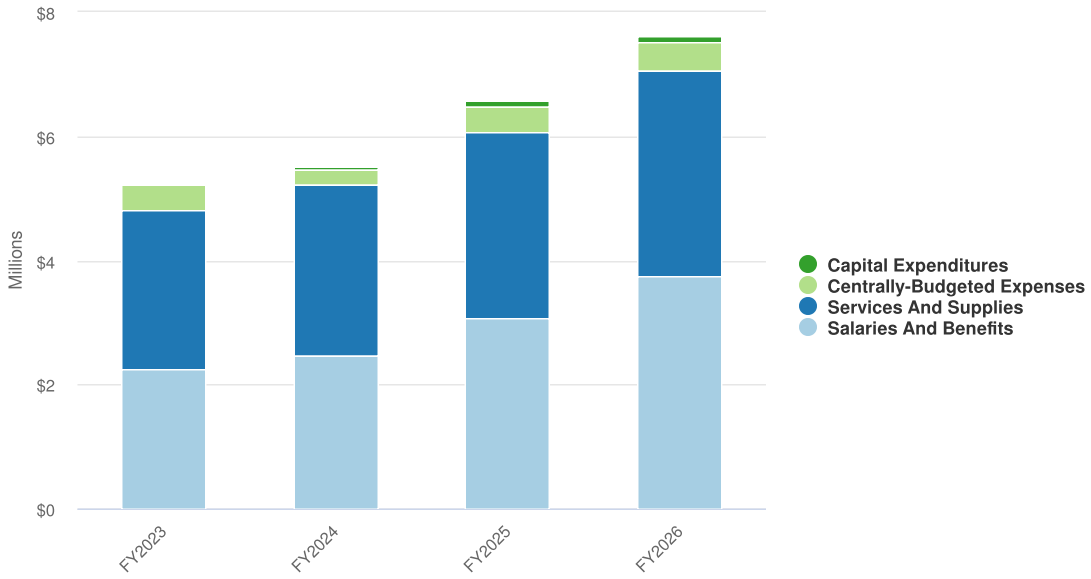
Expenditures Summary

The 2025-2026 Proposed Budget of $7,611,327 is an increase of $1,027,095 from the 2024-2025 Adopted Budget of $6,584,232, primarily due to an increase in forensic autopsy services cost ($375,532), salaries and benefit adjustments ($298,984), and an increase in extra-help ($89,006); partially offset by a decrease in Behavioral Health Services Administration allocated costs ($64,404).

$7,611,327 **$1,027,095**
(15.60% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$2,255,821	$2,458,020	$3,071,172	$3,749,829	22.1%
Services And Supplies	$2,548,073	$2,763,712	$2,990,376	$3,318,326	11%
Centrally-Budgeted Expenses	$419,545	$240,241	$422,684	$443,172	4.8%
Capital Expenditures	$0	$40,079	$100,000	$100,000	0%
Total Expense Objects:	$5,223,438	$5,502,052	$6,584,232	$7,611,327	15.6%

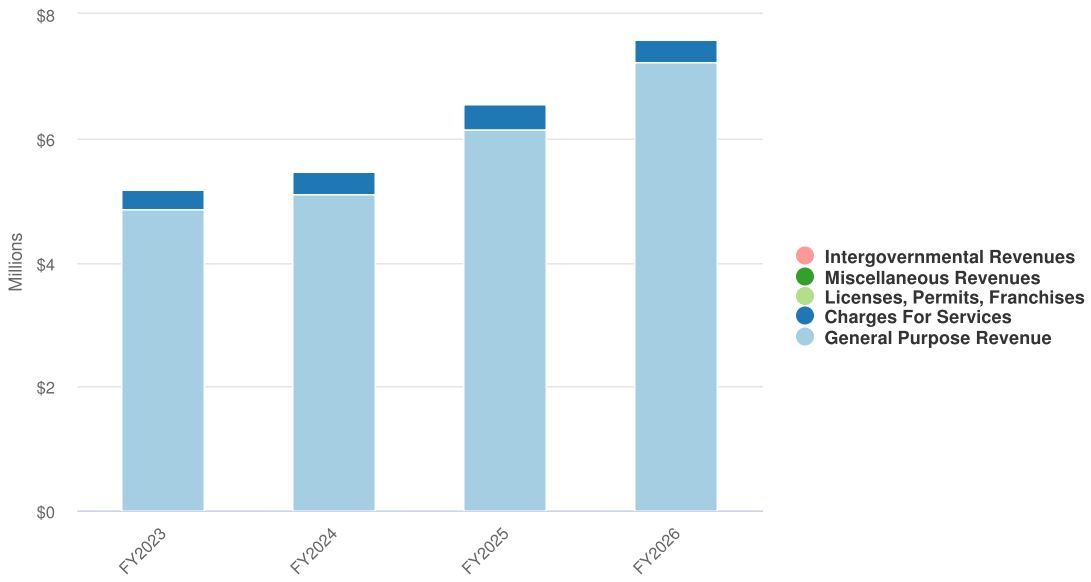
Funding Summary

The 2025-2026 Proposed Budget includes $7,216,430 in General Purpose Revenue, and $394,897 in department earned revenue from permitting fees and charges for services.

$7,611,327 $1,027,095
(15.60% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Licenses, Permits, Franchises	$14,972	$15,026	$30,000	$15,000	-50%
Intergovernmental Revenues	$16,500	$3,000	$0	$0	0%
Charges For Services	$325,666	$359,133	$395,222	$369,897	-6.4%
Miscellaneous Revenues	$9,411	$17,122	$8,000	$10,000	25%
General Purpose Revenue	$4,856,889	$5,107,771	$6,151,010	$7,216,430	17.3%
Total Revenue Source:	$5,223,438	$5,502,052	$6,584,232	$7,611,327	15.6%

Organizational Chart

The 2025-2026 Proposed Budget includes the addition of two positions, one Medical Examiner Investigator and one Administrative Assistant II, and a slight increase in Temporary FTE's.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	19.0	21.0	2.0
Temporary (FTE)	1.5	2.2	0.7
Position Total	20.5	23.2	2.7

Program Discussion

Medical Examiner Services

The County contracts with Forensic Doctors Group, LC (A-19-208) to provide Chief Medical Examiner services, including pathology and autopsy work, under a negotiated professional services agreement. The current agreement, approved by the Board on May 23, 2023 (A-23-127), extends through June 30, 2027. The 2025-2026 Proposed Budget includes $2.1 million for autopsy services.

Facility Needs/Morgue Replacement Project

In response to the County's growing population, the demand for post-mortem examinations has continued to rise from 699 in fiscal year 2020-2021, to a projected 902 in fiscal year 2024-2025, representing an increase of 29%. The County began construction of a new Medical Examiner and Morgue Facility in August 2024, located adjacent to the Sheriff's Office complex in French Camp, and is expected to be substantially completed by October 2025. Costs associated with this project are included in the Public Improvement budget (#1040148000).

The new facility is designed to enhance the efficiency and effectiveness of the OME. The new facility will allow the OME to hire staff independently of the Sheriff's Office background process, promoting greater autonomy and operational flexibility.

Case Management Software Project

In January 2024, the OME began working with Information Systems Division and Public Health Services Information Technology on the case management software upgrade project. The intent was to simplify and improve statistical inquiries, creating efficiencies and saving staff time when responding to Public Records Act requests and to upgrade to a more efficient barcoding system for body, property, and evidence accountability. Currently, responding to most inquiries requires significant staff time due to manual searches. The 2025-2026 Proposed Budget includes $100,000, re-budgeted from 2024-2025, to upgrade the OME's case management software. Substantial progress towards the transition to the new system, including customization, training and data migration, is anticipated by June 2026.

Supplemental Requests

Funding is requested in the amount of $745,948 for the following supplemental requests:

Medical Examiner Investigator

Funding is requested in the amount of $157,416 for one additional Medical Examiner Investigator to help manage the increased workload. This position will support comprehensive death investigations, coordinate with law enforcement, collect evidence, notify next of kin, and document findings to determine the cause and manner of death in cases involving unattended, suspicious, or trauma-related deaths, ensuring legal clarity, public safety, and the proper handling of sensitive situations.

Administrative Assistant II

Funding is requested in the amount of $133,251 for one Administrative Assistant II to handle administrative tasks, oversee budget preparation, procure supplies, manage vendor relations, ensure fiscal control procedures, approve payroll, supervise staff, and assist with policy development.

Extra Help

Funding is requested in the amount of $89,006 to cover the increases in extra help hours for part-time employees who assist with State-mandated obligations and leave coverage, improving the retention of full-time staff.

Autopsy Services

Funding is requested in the amount of $366,275 to cover the costs associated with forensic autopsy services, as well as the Consumer Price Index (CPI) increase.

The 2025-2026 Proposed Budget has been augmented by $745,948 to address these requests. The increase in extra help is anticipated to be a one-time cost and will be reviewed as part of the 2026-2027 budget process.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Cases Reported	2,937	2,512	2,397	2,615
Cases Certified	954	1,048	929	977
Postmortem Examinations	877	984	902	921
Indigent Cremations	130	106	112	116

San Joaquin Health Centers



Stacy Ferreira
Interim Chief Executive Officer

San Joaquin Health Centers (SJ Health) operates seven primary health care clinics and a mobile clinic serving more than 33,000 patients annually through more than 123,000 patient visits to its campuses located in French Camp, Manteca, and downtown Stockton. The budget presented here (#4049800000) represents a portion of SJ Health's total operating budget, and consists of staffing, insurance, and other expenses charged by County service departments including Auditor-Controller, County Administrator, County Counsel, Fleet Services, and Information Systems Division. SJ Health's total operating budget is approved annually by the Board of Supervisors prior to the start of the fiscal year, separate from the County Budget.

Please visit sjhealth.org for more information.

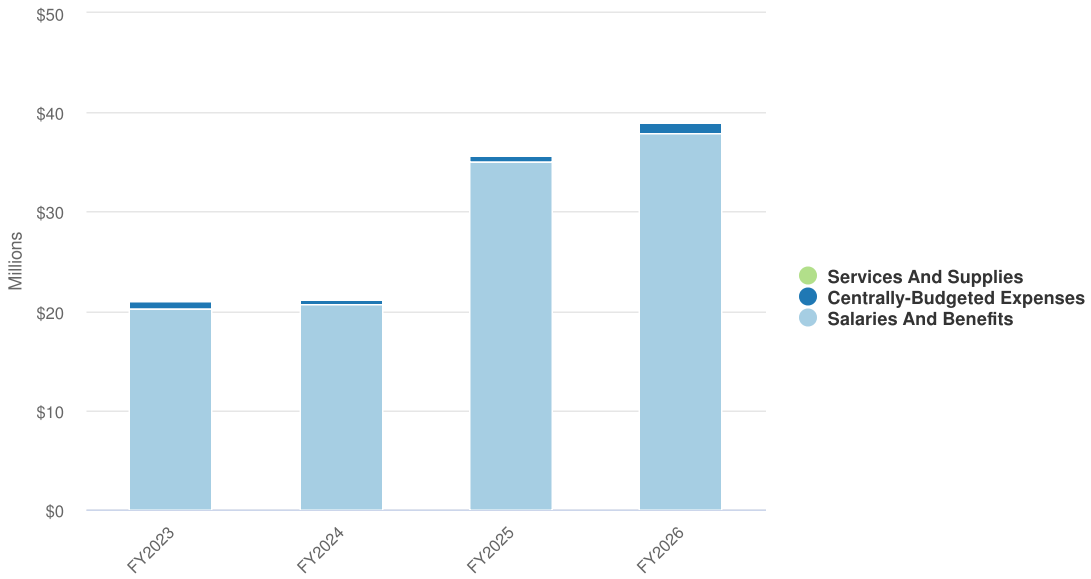
Expenditures Summary

The 2025-2026 Proposed Budget of $39,166,570 is an increase of $3,485,617 from the 2024-2025 Adopted Budget of $35,680,953, primarily due to the addition of 28 positions ($3,143,273), salaries and benefits adjustments ($2,361,000), and the full-year cost of two positions added midyear 2024-2025 ($514,081); partially offset by the deletion of four positions ($1,451,906), and a decrease in extra-help ($1,346,026).

$39,166,570 **$3,485,617**
(9.77% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$20,196,033	$20,765,089	$35,002,608	$37,969,959	8.5%
Services And Supplies	$30,365	$64,331	$102,564	$149,100	45.4%
Centrally-Budgeted Expenses	$726,072	$445,457	$575,781	$1,047,511	81.9%
Total Expense Objects:	$20,952,470	$21,274,876	$35,680,953	$39,166,570	9.8%

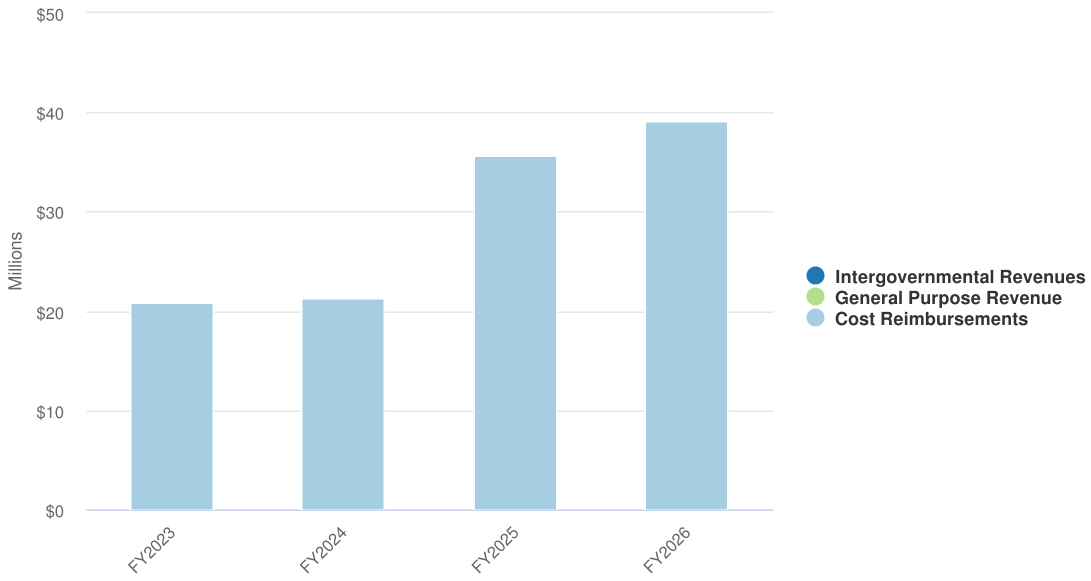
Funding Summary

The 2025-2026 Proposed Budget is fully funded by reimbursements from SJ Health's operating fund (#59001).

$39,166,570 $3,485,617
(9.77% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$180,000	$5,000	$0	$0	0%
Cost Reimbursements	$20,772,470	$21,269,766	$35,680,953	$39,166,570	9.8%
General Purpose Revenue	$0	$110	$0	$0	0%
Total Revenue Source:	$20,952,470	$21,274,876	$35,680,953	$39,166,570	9.8%

Organizational Chart

The 2025-2026 Proposed Budget includes 2 positions approved midyear 2024-2025, the deletion of 4 vacant positions, and adds 28 positions consisting of:

Community Health Outreach Worker SB-525	1	Senior Office Assistant SB-525	9
Medical Assistant SB-525	5	Senior Social Worker	5
Medical Coder Certified	1	Social Worker Supervisor	1
Nursing Department Manager	1	Staff Nurse V Clinical - Ambulatory	2
Patient Registration Clerk	3		

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	215.0	239.0	24.0
Temporary (FTE)	38.3	12.0	(26.3)
Position Total	253.3	251.0	(2.3)

Program Discussion

The County was designated as a Federally Qualified Health Center (FQHC) Look-Alike (LAL) by the Health Resources and Services Administration (HRSA) in 2014. To fulfill its duties as an FQHC-LAL, the County partners with San Joaquin County Clinics (SJCC), a 501 (c)(3) corporation, with authorization from the Board of Supervisors (B-10-839). The County and SJCC jointly operate San Joaquin Health Centers (SJ Health) in accordance with the governance model laid forth in the updated Co-Applicant Agreement approved by the Board on April 22, 2025 (B-25-220). Under the co-applicant arrangement, the County, as the HRSA FQHC designee, is the public entity responsible for the operation of SJ Health and retains authority over certain general personnel and financial management functions. Accordingly, employees of SJ Health are employed by the County.

In 2025-2026, SJ Health will focus on stabilization of its leadership team and department vacancies. Proper staffing and increased employee retention will allow the agency to improve service offerings and enhance the quality of care provided to patients. The Proposed Budget adds 28 positions to reduce reliance on contracted labor, continue efforts to decrease turnover, expand services to fill current clinical space, and other patient-centered and revenue-generating activities. These new positions allow SJ Health to provide more consistent, high-quality care to patients. In 2025-2026, SJ Health will work with Human Resources on a comprehensive evaluation of the agency's organizational structure with a focus on leadership and quality improvement program functions and activities. SJ Health will approach the Board for position allocation adjustments if needed during 2025-2026.

SJ Health's total 2025-2026 operating budget is estimated at $64.4 million, of which $39.2 million (61%) represents staffing and centrally-budgeted costs paid through this budget (#4049800000).

SJ Health operates seven brick-and-mortar health centers and a mobile health center providing adult and pediatric primary care, prenatal and women's healthcare, integrated behavioral health and substance-use counseling, chiropractic services, chronic disease management, and community health services. During 2025-2026, SJ Health plans to expand its operations by adding a location inside the Lodi Access Center at the end of the fiscal year. SJ Health will continue to work with health plan partners to deliver Enhanced Care Management (ECM) services and Community Supports (CS) services to assigned members. Street medicine and care delivery through the mobile health center are also expected to continue and increase in reach throughout the County.

Fund Balance

San Joaquin Health Centers Trust Fund

The San Joaquin Health Centers Trust Fund (#59001) is used as the operating fund for SJ Health. Reimbursements to the SJ Health budget are processed from this fund. Fund balance as of March 31, 2025, was $17,405,868. The 2025-2026 Proposed Budget includes $39,166,570 in reimbursements from this fund, based on fund balance and anticipated new revenue. Estimated revenues to the fund in 2025-2026 consist of patient service revenue (38%), supplemental revenue (42%), and other revenue (20%).

Public Works - Utility Maintenance



Fritz Buchman
Director of Public Works

The Public Works Utility Maintenance Division (UMD) budget (#4040800000) supports the operation and maintenance of more than 100 utility districts governed by the Board of Supervisors. This budget funds staffing, services, and equipment needed to provide domestic water, sanitary sewer, and/or storm drain maintenance services for these districts. UMD operates and maintains 30 water systems with 52 wells; 3 sewage treatment plants; 9 sewer pumping stations; and 70 storm drain pumping stations. These facilities are spread over a significant portion of the County's 1,448 square miles.

Please visit sjgov.org/pw (https://www.sjgov.org/department/pwk/utility-district-maintenance) for more information.

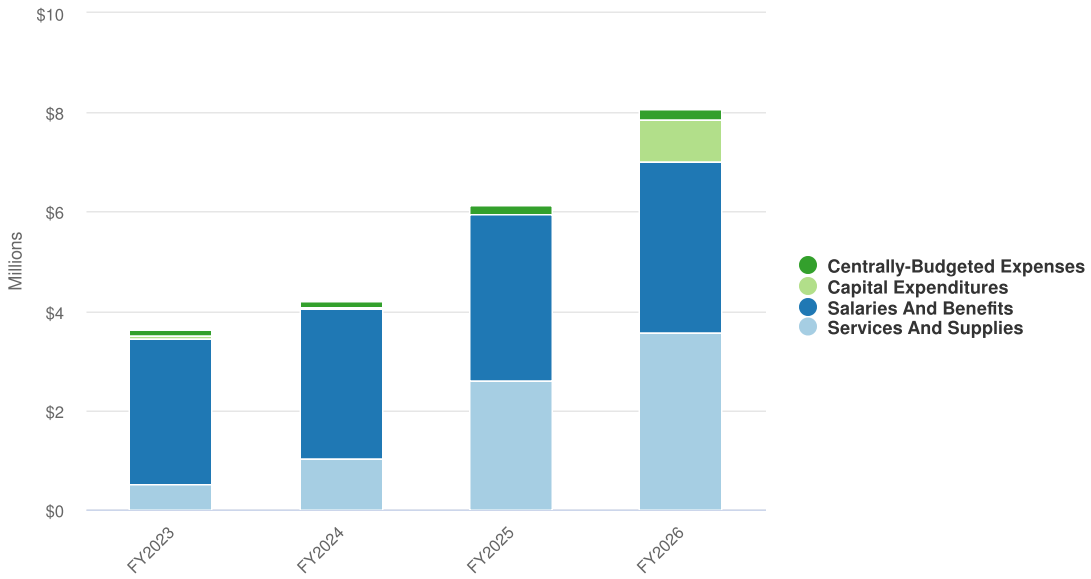
Expenditures Summary

The 2025-2026 Proposed Budget of $8,077,944 is an increase of $1,955,092 from the 2024-2025 Adopted Budget of $6,122,852, primarily due to the planned implementation of a Supervisory Control and Data Acquisition project ($852,397), the purchase of a new flusher truck ($845,000), the addition of one Equipment Operator II ($117,137), and increases in vehicle operating expense ($68,314), and centrally budgeted expenses ($59,096).

$8,077,944 **$1,955,092**
(31.93% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$2,930,183	$3,027,846	$3,328,825	$3,425,805	2.9%
Services And Supplies	$503,823	$1,032,218	$2,610,900	$3,574,916	36.9%
Centrally-Budgeted Expenses	$118,242	$123,401	$173,127	$232,223	34.1%
Capital Expenditures	$70,416	$6,074	$10,000	$845,000	8,350%
Total Expense Objects:	$3,622,664	$4,189,539	$6,122,852	$8,077,944	31.9%

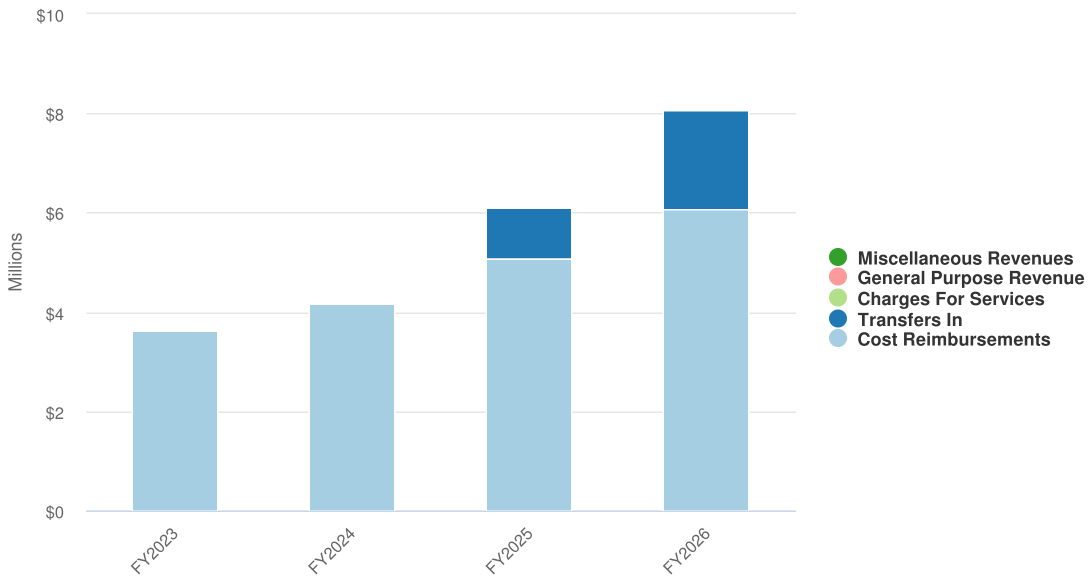
Funding Summary

The 2025-2026 Proposed Budget includes $6,069,144 in cost reimbursements from special districts, $2,000,000 in operating transfers from the American Rescue Plan Act fund (#20250) and $8,800 in service fees. The Utility Maintenance Division budget is primarily funded by the utility districts governed by the Board of Supervisors. Annually, these utility districts reimburse the County for staffing, services, and equipment required to provide maintenance of district infrastructure.

$8,077,944 $1,955,092
(31.93% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Charges For Services	$878	$1,362	$8,800	$8,800	0%
Miscellaneous Revenues	$1	$11,465	$0	$0	0%
Transfers In	$0	$0	$1,030,000	$2,000,000	94.2%
Cost Reimbursements	$3,613,081	$4,176,712	$5,084,052	$6,069,144	19.4%
General Purpose Revenue	$8,704	$0	$0	$0	0%
Total Revenue Source:	$3,622,664	$4,189,539	$6,122,852	$8,077,944	31.9%

Position Summary

The 2025-2026 Proposed Budget includes the addition of one Equipment Operator II to assist with the preventative maintenance activities for the County's sewer, storm collection system, and pumping stations.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	24.0	25.0	1.0
Temporary (FTE)	0.0	0.0	0.0
Position Total	24.0	25.0	1.0

Program Discussion

UMD's mission is to provide safe, reliable, and economical water, sewer, and storm water services in a timely, environmentally friendly, and fiscally responsible manner. Primary objectives for 2025-2026 include:

- Implementing a Supervisory Control and Data Acquisition (SCADA) project to increase remote monitoring and control of systems;
- Participating in department-wide implementation of a Computerized Maintenance Management System (CMMS) for asset management and work order tracking;
- Improving division recruitment and retention by investing in leadership development, succession planning and employee training.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Water				
Distribution Systems	30	30	30	30
Service Calls	318	337	450	430
Service Connections	5,997	5,998	5,998	5,998
Wells Operated	52	52	52	52
Sewer				
Collection Systems	9	9	9	9
Pumping Stations	9	9	9	9
Service Calls	438	313	400	380
Service Connections	5,431	5,431	5,431	5,431
Sewer Lines Cleaned (Feet)	475,000	526,000	555,000	600,000
Treatment Plants	3	3	3	3
Drainage				
Pumps	70	70	70	70

Solid Waste Enterprise Fund



Fritz Buchman
Director of Public Works

The Solid Waste Enterprise Fund provides funding for the operation of the County's Solid Waste Division (#9210000000) programs. These programs include long-range planning, operation of the County's solid waste transfer and disposal facilities, and acquisition, design, and development of landfill sites. It also includes refuse collection, franchise management, Countywide waste reduction activities, and the Countywide household hazardous waste program. The majority of this Fund's revenue is derived from tip fees charged on waste disposed at County-owned facilities.

Please visit sjgov.org/pw/solid-waste for more information.

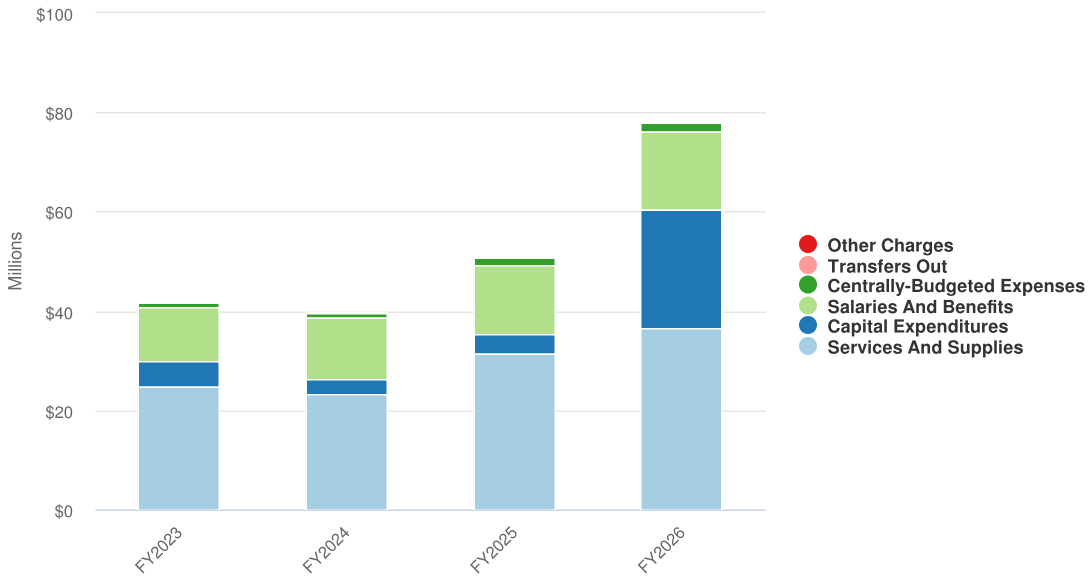
Expenditures Summary

The 2025-2026 Proposed Budget of $78,097,070 is an increase of $27,233,577 from the 2024-2025 Adopted Budget of $50,863,493, primarily due to an increase in capital expenditures ($19,779,800), including improvements to the North County Recycling Center and Sanitary Landfill, an increase in AB 939 landfill operations expenses ($6,049,522), the pay-off of equipment leases ($2,057,000), and the addition of 17 full-time positions ($1,911,490), partially offset by a decrease in contract services for Foothill Landfill ($4,051,300) and equipment repairs ($1,018,814).

$78,097,070 **$27,233,577**
(53.54% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$10,820,336	$12,491,172	$14,113,199	$15,787,429	11.9%
Services And Supplies	$24,810,725	$23,262,288	$31,301,215	$36,676,765	17.2%
Centrally-Budgeted Expenses	$790,619	$959,491	$1,341,976	$1,705,956	27.1%
Other Charges	$1,701	$808	$903	$920	1.9%
Capital Expenditures	$5,152,733	$2,876,082	$3,906,200	$23,686,000	506.4%
Transfers Out	$122,000	$139,000	$200,000	$240,000	20%
Total Expense Objects:	$41,698,113	$39,728,841	$50,863,493	$78,097,070	53.5%

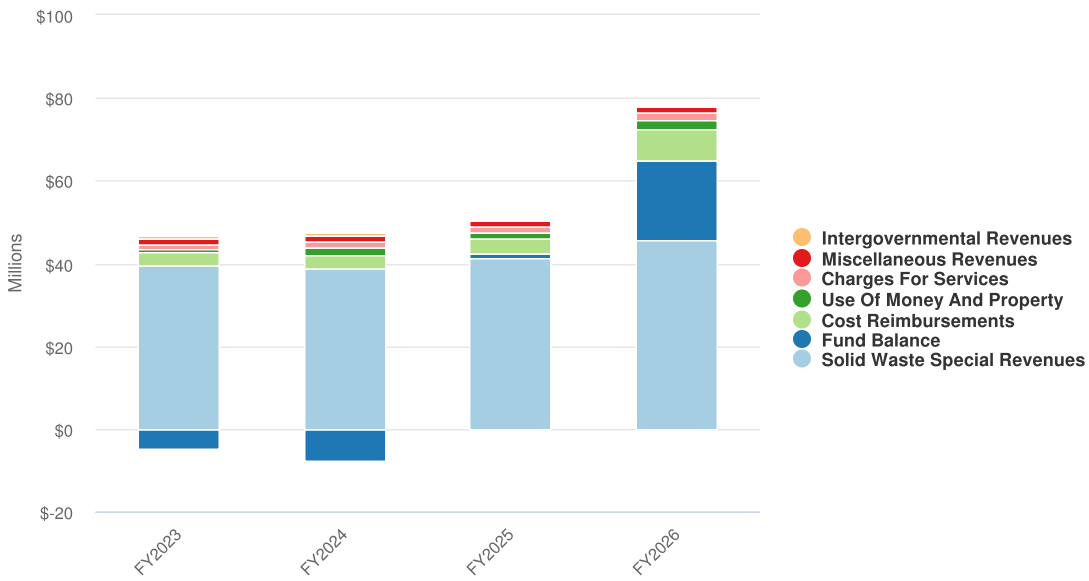
Funding Summary

The 2025-2026 Proposed Budget includes $38,505,711 in landfill fee revenues; $19,185,978 in use of fund balance; $7,479,847 in cost reimbursements from Road Maintenance (#3030105000), Flood Channel Maintenance (#2024100000) and other County departments; $7,243,589 in operating transfers in from the Solid Waste Special Assembly Bill 939 Fund (#39052); $2,026,000 in interest income; $1,909,830 from special assessments; and $1,410,865 in miscellaneous revenue including the sale of landfill gas and recycled material.

$78,097,070 $27,233,577
(53.54% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$574,009	$1,658,616	$1,565,000	$2,026,000	29.5%
Intergovernmental Revenues	$541,379	$743,570	$649,054	$335,250	-48.3%
Charges For Services	$1,325,371	$1,587,041	$1,263,000	$1,909,830	51.2%
Miscellaneous Revenues	$1,415,862	$1,454,334	$1,466,159	$1,410,865	-3.8%
Solid Waste Special Revenues	$39,502,250	$38,675,510	$41,212,835	$45,749,300	11%
Cost Reimbursements	$3,271,492	$3,361,434	$3,542,367	$7,479,847	111.2%
Fund Balance	-$4,932,249	-$7,751,663	$1,165,078	$19,185,978	1,546.8%
Total Revenue Source:	$41,698,113	$39,728,841	$50,863,493	$78,097,070	53.5%

Position Summary

The 2025-2026 Proposed Budget includes the addition of 17 positions to support SB 1383 compliance activities and landfill operations. The budget also includes a decrease in part-time extra-help.

Transfer Truck Driver	2	Heavy Equipment Mechanic	1
Cashier Clerk	4	Equipment Operator II	4
Office Assistant Specialist	1	Solid Waste Recovery Worker II	3
Administrative Assistant II	1	Assistant Integrated Waste Manager	1

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	100.0	117.0	17.0
Temporary (FTE)	15.4	10.0	(5.4)
Position Total	115.4	127.0	11.6

Program Discussion

The Solid Waste Division (Solid Waste) oversees regional solid waste planning for all jurisdictions within the County and manages informal arrangements and formal waste agreements with various cities for incoming waste disposal. These agreements allow Solid Waste to optimize the use of waste processing facilities and prepare for future waste management needs. A total of 17 positions were added to the 2025-2026 Proposed Budget to support day to day operations, the SB 1383 program, and the Foothill Landfill operations.

Diversion and SB 1383 Implementation

The solid waste industry is undergoing significant changes, driven by an increase in required landfill diversion programs, new regulations, and economic shifts. California's Senate Bill (SB) 1383 mandates the diversion of 75% of organic waste from landfills, which requires organic materials to be managed separately from landfill operations. Over the next 10 years, Public Works expects the volume of organic waste diverted from landfills to increase. Public Works is exploring options, such as partnering with proven vendors or establishing a compost operation within the landfill footprint to provide an organics processing facility for County jurisdictions to comply with State law. To cover the increased cost associated with these requirements, the Assembly Bill (AB) 939 compliance fee charged to waste haulers is planned to increase from $2/ton to $5/ton over the next several years to provide sustainable funding for required diversion programs, including organic and green waste processing.

Module Construction

The next new module at the North County Landfill is scheduled for construction early in 2025-2026. The planned construction will consist of the installation of a landfill liner, leachate collection and monitoring systems, and storm water improvements at an estimated cost of $14,080,000.

Efficient Landfill Operations

Public Works recognizes the importance of managing solid waste systems efficiently to reduce costs, improve sustainability, and better serve communities. Both Foothill and North County landfills have provided essential services over the years, but there are significant opportunities to optimize operations for the benefit of ratepayers and the environment.

A recent evaluation of landfill operations revealed that converting Foothill Landfill operations from contract to in-house is expected to save approximately $2 million annually. The Board authorized this change on April 22, 2025 (B-25-225). Additionally, Public Works will recommend closing one of its operating landfills (Foothill) until the other landfill (North County) reaches capacity, which is projected to occur in 10 to 15 years.

Public Works is currently performing an environmental review and seeking regulatory approvals for the proposed temporary closure of Foothill Landfill and increasing allowed tonnage at North County Landfill from 1,200 to 4,000 tons per day, for which Board consideration is anticipated in late summer 2025. Suspending the Foothill Landfill operations is anticipated to result in additional annual savings of $5 million.

To support the County operation of Foothill Landfill, Public Works recommends adding seven positions, three Equipment Operator IIs, two Solid Waste Recovery Worker IIs, and two Cashier Clerks as part of the 2025-2026 Proposed Budget. If the Board approves the closure of Foothill Landfill, these positions will be reassigned to help with increased tonnage in North County Landfill.

These landfill operations changes, if approved by the Board, are estimated to generate approximately $7 million in annual savings. Additional savings will be directed toward building capital reserves for future capital facility and infrastructure needs and may reduce landfill gate fees and customer rates for County residential and commercial haulers.

Fund Balance

Solid Waste Enterprise Fund

The Solid Waste Enterprise Fund (SWEF) (#39021) is the operating fund for the Solid Waste Enterprise budget. As of March 31, 2025, fund balance was $50,583,562. The 2025-2026 Proposed Budget includes the use of fund balance of $19,185,978.

Solid Waste Special Assembly Bill 939 Fund

The Solid Waste Special Assembly Bill 939 Enterprise Fund (#39502) receives revenue generated from gate fee collections. As of March 31, 2025, fund balance was $364,195. Due to the increase in AB 939 Compliance fees approved by the Board May 13, 2025, (B-25-278), revenues are expected to increase from $1.00 per ton to $2.00 per ton, resulting in an additional $4,400,000 in annual revenue. The 2025-2026 Proposed Budget includes $7,243,589 in operating transfers primarily from revenue earned in 2025-2026 to support the County-wide Integrated Waste Management Plan and the County's Source Reduction and Recycling Element program.

Closure Enterprise Fund

The Solid Waste Closure Enterprise Fund (SWCEF) (#39033) is maintained for the exclusive purpose of accumulating and distributing funds for closure of presently active (Foothill and North County) landfills. An enterprise fund is one of several approved mechanisms by which the County can demonstrate financial assurance for closure, as required by State regulations. Monies placed in the SWCEF may only be used for closure of landfills. Prior to 2009-2010, monies were transferred from the SWEF into the SWCEF to provide funding for future closures of the Foothill and North County Landfills. Evaluation of SWCEF requirements and balances indicated a transfer was needed from the SWEF into the SWCEF beginning in 2021-2022. The fund balance as of March 31, 2025, was $5,761,997. For 2025-2026, the operating transfer from SWEF (#39021) will be $240,000.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Landfills/Transfer Station				
Waste Received (Tons)	657,020	657,585	698,968	691,007
Lovelace Transfers (Tons)	276,934	290,687	317,105	308,649
Customers Served (Count)*	451,019	458,912	459,510	468,700
Material Diversion				
Tires	29,047	30,639	30,500	30,300
Mattresses	14,634	20,795	19,000	18,800
Appliances	29,907	32,584	26,824	21,996
Total Count	**73,588**	**84,018**	**76,324**	**71,096**
Organics/Green Waste (Tons)	21,868	23,211	33,779	49,317
Oil (Gallons)	213,033	222,902	233,000	231,000
Household Hazardous Waste Diversion				
Pounds	2,442,570	2,663,791	2,582,010	2,501,968
Households	13,909	12,927	13,332	13,750
Landfill Gas Generation				
Kilowatts Purchased	25,782	30,283	29,840	30,034
Homes Prepared	2,390	2,800	2,760	2,780
Groundwater Monitoring Samples	75	N/A	N/A	N/A
Landfill Gas Collection Wells Adjusted	215	N/A	N/A	N/A
Landfill Gas Flare Stations Maintained	4	N/A	N/A	N/A
Perimeter Landfill Gas Monitoring	200	N/A	N/A	N/A
Soil Gas Volatile Organic Comp. Samples	64	N/A	N/A	N/A
Discharge Permit Requirements	1	N/A	N/A	N/A

N/A Data is no longer tracked.

CSA 31 Sewer Enterprise Fund



Fritz Buchman
Director of Public Works

The County Service Area 31 (CSA 31) Sewer Enterprise Fund (SWEF) (#9312000000) provides funding for the operation and maintenance of the district's wastewater system. The system consists of a collection system and a pump station that discharges wastewater to the City of Lodi's White Slough Water Pollution Control Facility. Revenue is derived primarily from service charges levied on benefiting properties.

In February 2018, $7.8 million in Revenue Refunding Bonds was issued to refinance the Series 2007 CSA 31 Wastewater Project Certificates of Participation and the 2007 County General Fund loan to CSA 31, which funded the construction of wastewater system improvements. These Revenue Refunding Bonds are secured by the district's revenue from wastewater service charges.

The Taxable Series B debt service payments of the CSA 31 Wastewater project were paid off in August 2024, leaving the Tax-Exempt Series A debt service payments remaining through August 2042.

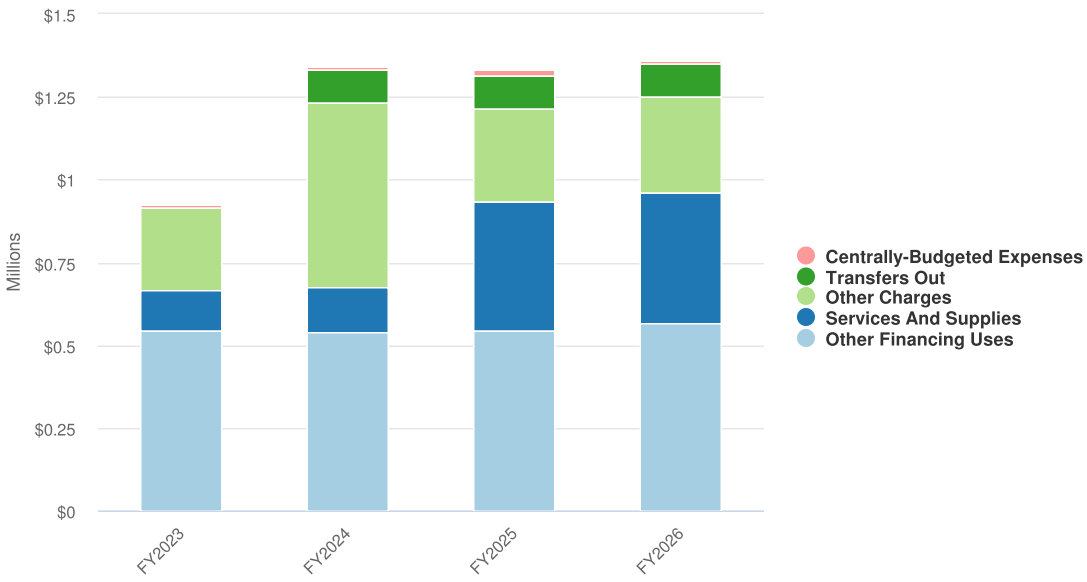
Expenditures Summary

The 2025-2026 Proposed Budget of $1,357,411 represents an immaterial change from the 2024-2025 Adopted Budget of $1,333,973.

$1,357,411 $23,438
(1.76% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$126,109	$135,343	$389,316	$393,710	1.1%
Centrally-Budgeted Expenses	$11,369	$12,664	$19,757	$5,806	-70.6%
Other Charges	$246,051	$556,891	$279,900	$292,895	4.6%
Other Financing Uses	$541,550	$538,450	$545,000	$565,000	3.7%
Transfers Out	$0	$100,000	$100,000	$100,000	0%
Total Expense Objects:	$925,079	$1,343,348	$1,333,973	$1,357,411	1.8%

Funding Summary

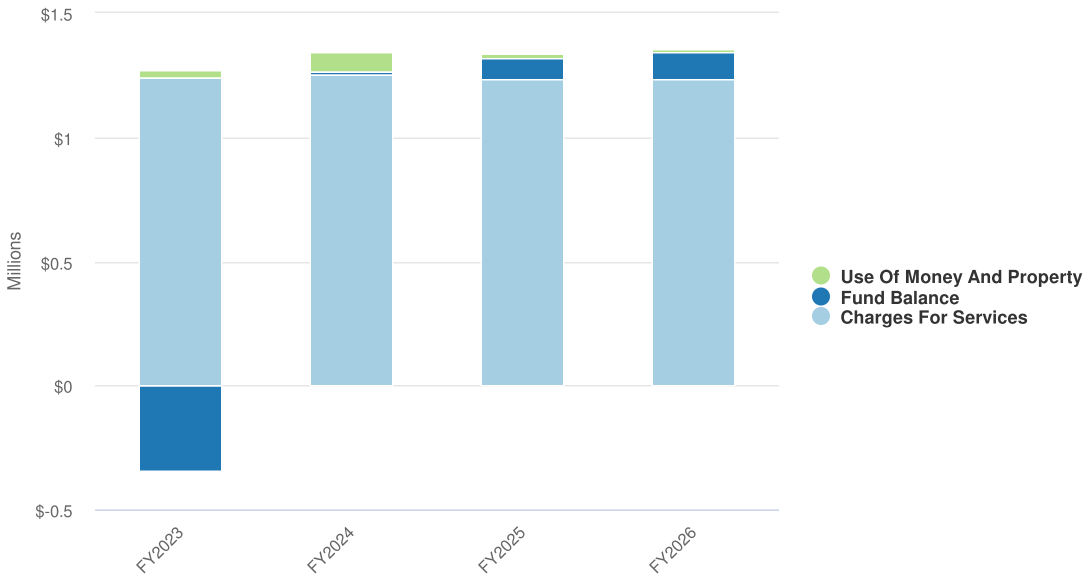
The 2025-2026 Proposed Budget includes $1,234,200 in charges for services revenue, $108,211 in use of fund balance, and $15,000 in interest income.

Revenues are from wastewater service charges based on the Equivalent Unit (EU), which equals 310,250 gallons of discharge. The minimum charge for service is 0.5 EU for developed lots and 0.3 EU for undeveloped lots.

$1,357,411 $23,438
(1.76% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$26,483	$76,760	$13,650	$15,000	9.9%
Charges For Services	$1,241,460	$1,253,890	$1,234,200	$1,234,200	0%
Fund Balance	-$342,864	$12,698	$86,123	$108,211	25.6%
Total Revenue Source:	$925,079	$1,343,348	$1,333,973	$1,357,411	1.8%

Fund Balance

CSA 31 Sewer Enterprise Fund

The CSA 31 Sewer Enterprise Fund (#39312) is the operating fund for the CSA 31 Sewer Enterprise Fund budget. The balance as of March 31, 2025, was $2,169,295. The 2025-2026 Proposed Budget includes revenue of $1,234,200 from service charges paid by customers and the use of $108,211 in fund balance. The fund balance covers administrative and operational costs that exceed the collected service charges.

Sewer Rate Stabilization Enterprise Fund (RSF)

The CSA Sewer Rate Stabilization Enterprise Fund (#39315) was created to meet the bond indenture provisions and provide a contingency for revenue fluctuations resulting from changes in wastewater discharge by system users. If no Event of Default has occurred and the County complies with the indenture provisions, the County may deposit revenue as it deems appropriate into the RSF. Fund balance as of March 31, 2025, was $545,645. The 2025-2026 Proposed Budget includes a $100,000 contribution to the RSF.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
EUs for Developed Lots				
Maximum Charge for Services = 0.5 EU	109.3	110.9	108.6	97.36
EUs for Undeveloped Lots				
Maximum Charge for Services = 0.3 EU	3.6	3.6	3.6	3.6

Environmental Health



Jasjit Kang, REHS
Director of Environmental Health

The Environmental Health Department (EHD) (#4042000000) provides services to protect and enhance public health, well-being, and safety through prevention, education, inspection, and enforcement of State and local environmental laws, ordinances, and regulations. Oversight for business and property owners is provided in a multitude of areas including food, recreational health, wells, liquid waste, hazardous materials, underground storage tanks, solid waste, body art, and small public water systems.

Please visit sjgov.org/envhealth for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Decrease the vacancy rate by collaborating with environmental health organizations and educational institutions for potential candidates.	6.25%	6.78%	3.12%	June 2024
Increase retention rate through the onboarding process.	88%	93%	90%	June 2024
		93%	93%	June 2025
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Utilize software allowing electronic application capability, paperless inspections, and electronic recordkeeping.	80%	75%	90%	June 2024
		80%	100%	June 2025
Fiscal Optimization				
Maintain a Structurally Balanced Budget	**Initial**	**Current**	**Target**	**Deadline**
Continuous monitoring of revenue and expenditures to minimize General Fund dependence by ensuring fees are in line with services provided.	Net County Cost Target 20%	22.5%	Net County Cost Target 18%	June 2024
		23.6%	15%	June 2025
Water Management				
Enhance Water Quality	**Initial**	**Current**	**Target**	**Deadline**
Create an enhanced monitoring system for domestic and agricultural wells drilled in the County. Decrease time taken for the permit approval process.	80%	85%	85%	June 2023
		90%	90%	June 2024
		95%	95%	June 2025
Economic Development				
Expand Small Business Growth	**Initial**	**Current**	**Target**	**Deadline**
Decrease compliance violations through education and outreach. Offer workshops focusing on compliance violations.	60%*	62%	65%	June 2023
		82%	70%	June 2024
		75%	75%	June 2025

*Provide education information electronically with annual invoice.

Analysis of Priority Activity

Due to unanticipated delays in the development and enhancements of the Department's new database software Accela, EHD is slightly behind in the full optimization of paperless inspections and electronic recordkeeping. System development continues to be a priority along with process refinement to increase efficiencies. EHD remains committed to financial management while navigating the complexities of raising permit fees to offset the increase in program costs. EHD continues to explore additional revenue sources to stabilize financial dependence on the General Fund and aims to reduce unnecessary costs without compromising service quality. EHD will continue to work on reducing the vacancy rate over the next fiscal year by working with HR to increase recruitment efforts.

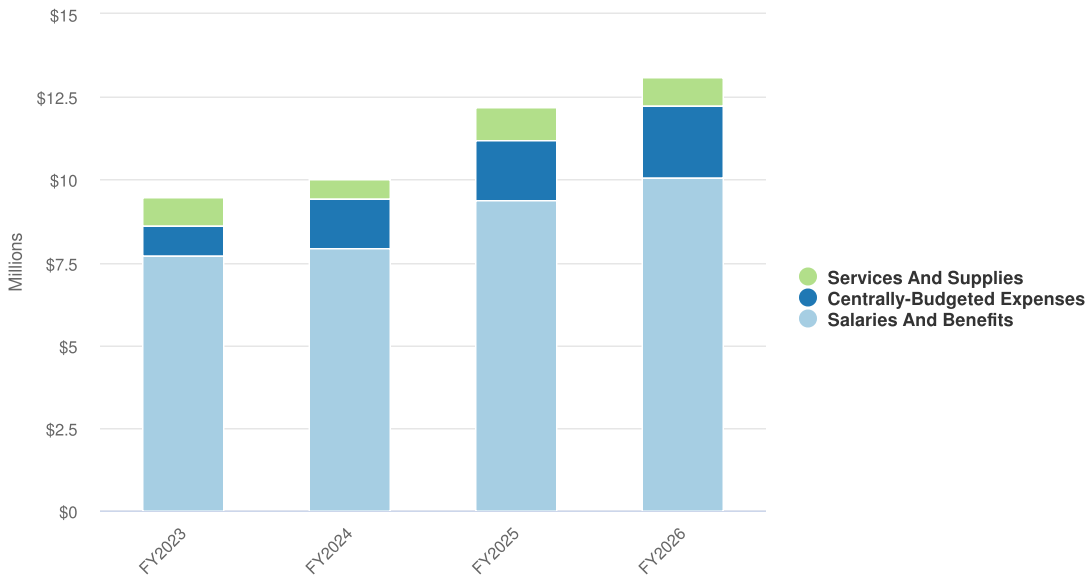
Expenditures Summary

The 2025-2026 Proposed Budget of $13,107,043, is an increase of $938,419 from the 2024-2025 Adopted Budget of $12,168,624, primarily due to salaries and benefits adjustments ($372,719), the addition of two positions ($308,201), and an increase in data processing charges ($347,445), partially offset by a decrease in Cost Allocation Plan charges ($106,113).

$13,107,043 **$938,419**
(7.71% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$7,701,334	$7,948,600	$9,380,075	$10,060,995	7.3%
Services And Supplies	$855,487	$619,936	$973,160	$878,120	-9.8%
Centrally-Budgeted Expenses	$922,463	$1,465,577	$1,815,389	$2,167,928	19.4%
Total Expense Objects:	$9,479,284	$10,034,113	$12,168,624	$13,107,043	7.7%

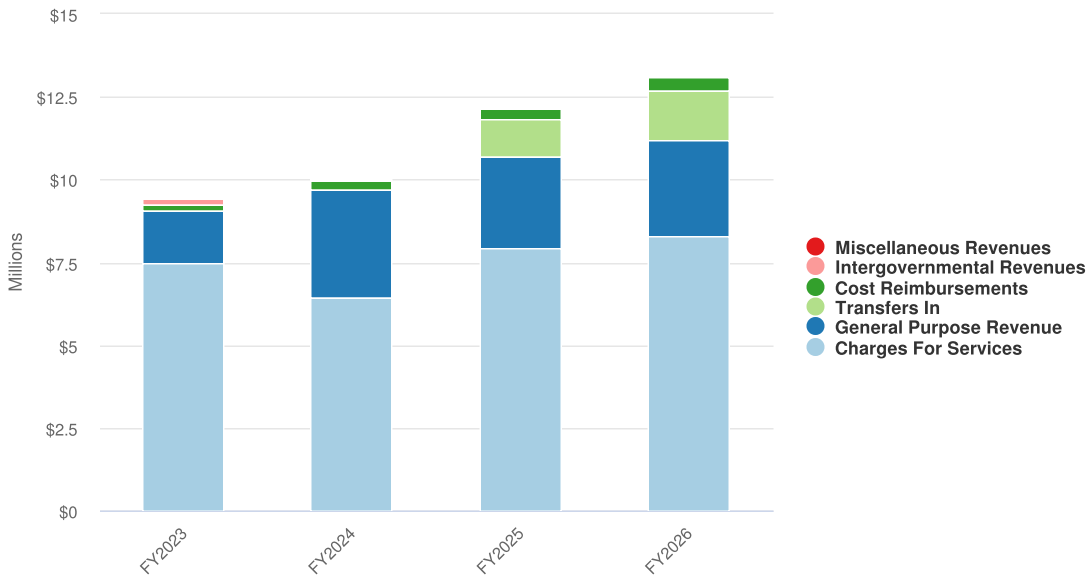
Funding Summary

The 2025-2026 Proposed Budget includes $8,278,702 in charges for services, $2,930,867 in General Purpose Revenue, $1,465,254 in operating transfers in, and $410,220 in cost reimbursements.

$13,107,043 $938,419
(7.71% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$146,500	$20,742	$24,500	$22,000	-10.2%
Charges For Services	$7,486,682	$6,448,009	$7,932,122	$8,278,702	4.4%
Miscellaneous Revenues	$70,319	$57,864	$0	$0	0%
Transfers In	$0	$5,182	$1,148,054	$1,465,254	27.6%
Cost Reimbursements	$221,394	$250,921	$302,720	$410,220	35.5%
General Purpose Revenue	$1,554,389	$3,251,395	$2,761,228	$2,930,867	6.1%
Total Revenue Source:	$9,479,284	$10,034,113	$12,168,624	$13,107,043	7.7%

Organizational Chart

The 2025-2026 Proposed Budget includes the addition of one Lead Senior Registered Environmental Health Specialist in the Solid Waste Unit to manage the increased workload and one Business Analyst II to assist the Department with the development of new business processes. Temporary help for a one-time project in the Consumer Protection Unit is reduced as the project is expected to be completed by December 2025.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	59.0	61.0	2.0
Temporary (FTE)	0.8	0.3	(0.5)
Position Total	59.8	61.3	1.5

Program Discussion

Accela System

EHD is continuing to work with the Information Systems Division (ISD) post-launch of the Accela System. Environmental Health Specialists are successfully using laptops and electronic inspection reports for on-site inspections and inputting daily activity time. Initial system constraints were addressed in an upgrade in April 2025, with one key enhancement being an increased character limit for narratives in reporting and time accounting records. Inspectors are also looking forward to using mobile iPads via the cloud-based application to improve the efficiency of inspections and reporting.

The Accounts Receivable module is currently facing ongoing challenges due to inadequate system development and the complexity of the billing process. Although efforts are underway with support from ISD and a consultant to address these issues, significant delays have led to a billing backlog, which has severely impacted department revenues. Resolving these billing issues is a top priority to improve services for San Joaquin County business and facility owners.

Recycling of Organic Waste

The EHD Retail Food and Solid Waste Programs are continuing to implement vast components of Senate Bill (SB) 1383, which seeks to reduce organic waste disposal at landfill sites.

- **Retain Food Program** – The Public Works Department has secured grant funding from the California Department of Resources, Recycling, and Recovery to support the development of the Edible Food Recovery Program. Since July 2024, an Environmental Health Assistant has been educating food facility operators on the program's objectives and requirements. This outreach and education effort is expected to be completed by December 2025.
- **Solid Waste Program** – Solid Waste inspectors conduct additional inspections and review compliance records related to waste audits and diversion activities and ensure adherence to SB 1383. EHD collaborates with Public Works Department, Solid Waste Division, to help develop strategic plans to incorporate composting and in-vessel digestion equipment. Currently, five EHD staff are allocated to monitor all County landfills, transfer stations, and composting sites.

Solid Waste Program

EHD is the Local Enforcement Agency (LEA) overseen by the California Department of Resources, Recycling and Recovery (CalRecycle). Current LEA activities include:

- Assisting with monitoring illegal dumping and alerting partners of potential CalRecycle grants and loans to mitigate illegally dumped waste.
- Investigating and issuing notices of violation on properties where unpermitted dumping has evolved into an illegal disposal site.
    - The LEA is currently addressing seven active enforcement cases of illegal solid waste disposal sites.
    - In order to effectively manage the increased workload related to illegal dumping, the Solid Waste unit allocated one Lead Senior Registered Environmental Health Specialist position to coordinate the cases while adhering to complex law and regulations.

Fee Adjustments

EHD is committed to developing a balanced budget while reducing its reliance on the General Fund. The Department faces the challenge of delivering mandated services to the regulated community without imposing excessive fees that could negatively impact businesses. For 2025-2026, fee increases were adopted by the Board of Supervisors on May 13, 2025 (R-25-71), reflecting higher EHD hourly rates and increases in several specific program fees. These fee adjustments are expected to generate approximately $338,067 in revenue for 2025-2026. Most fees will increase by approximately 4% while the hourly rate will increase from $172 to $179.

Fund Balance

Solid Waste Management Fund

The Solid Waste Management General Fund Special Account (#13423) maintains reserves required to fund the continued inspection, monitoring, and oversight of inactive, closed disposal facilities. The fund balance as of March 31, 2025, was $4,168,638. The 2025-2026 Proposed Budget includes an estimated $938,965 in operating transfers in to reimburse EHD for eligible costs.

Environmental Health Fund

The Environmental Health General Fund Special Account (#13424) is used to reimburse costs for compliance training for business and agricultural communities; inspection, response, and enforcement activities; and equipment and resources relating to hazardous materials and hazardous waste programs. Fund revenue is derived from local and Statewide enforcement case fines and penalties. The fund balance as of March 31, 2025, was $3,274,174. The 2025-2026 Proposed Budget includes $303,284 in operating transfers in to support the Certified Unified Program Agency (CUPA).

EHD - Information Technology Fee Fund

The Information Technology Fee Trust Fund (#81336) is designated to offset the costs associated with maintaining the Accela System and other technology-related expenses. Revenue for this fund is generated through a $15 fee charged per facility regulated by the EHD. Delays in system development, which have led to billing delays, have resulted in a small, collected balance of $19,163 as of March 31, 2025. Once outstanding 2023-2024 and 2024-2025 revenues are billed and collected, the projected fund balance will be approximately $378,000. The 2025-2026 Proposed Budget includes $223,005 in operating transfers to reimburse EHD for eligible costs.

Supplemental Requests

EHD is requesting supplemental funding of $16,779 for the following:

Business Analyst II

Net funding of $16,779 is requested to add one Business Analyst II to assist the Department with the development of new business processes, identify inefficiencies in current business operations, and troubleshoot issues with Accela. The majority of the position's costs of $155,744 will be offset by $138,965 in revenue received from Solid Waste tipping fees.

The 2025-2026 Proposed Budget has been augmented by $16,779 to address this request on a one-time basis. The Department anticipates fully funding the cost of the position with revenue in 2026-2027.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Consumer Protection				
Retail Food	4,411	4,613	4,694	4,848
Small Public Water Systems	76	119	100	124
Public Pools/Spas/Beaches	583	782	798	760
Dairy Facilities-Milk for Market	312	251	296	176
Total Unit Permits/Facility Inventory	**5,382**	**5,765**	**5,888**	**5,908**
Groundwater Protection				
Site Mitigation/Monitoring Well Permits	197	253	290	246
Well and Pump Permits	1,084	770	790	992
Total Unit Permits/Facility Inventory	**1,281**	**1,023**	**1,080**	**1,238**
Hazardous Substances Management				
Hazardous Materials Business Plan/California Accidental Release Prevention	495	358	338	730
Hazardous Waste Generators/Tiered Permitting	253	175	198	378
Aboveground Tank Facilities	12	32	2	98
Underground Storage Facilities	351	360	318	330
Emergency Response Incidents	225	119	220	126
Total Unit Permits/Facility Inventory	**1,336**	**1,044**	**1,076**	**1,662**
Housing Programs				
Lead/Employee Housing/Vectors/Jails	126	82	108	208
Homelessness Prevention	15	15	20	5
Total Unit Permits/Facility Inventory	**141**	**97**	**128**	**213**
Solid Waste				
Solid Waste Facilities - Active and Closed	298	291	306	350
Medical Waste Facilities	14	53	58	50
Total Unit Permits/Facility Inventory	**312**	**344**	**364**	**400**
Total Department Permits/Facility Inventory	**8,452**	**8,273**	**8,536**	**9,421**
Land Use and Liquid Waste				
Land Use Applications and Technical Reports	811	809	774	952
Onsite Wastewater Permits/Facilities/Septage Pumpers	818	613	702	620
Staff Hours	**59,019**	**54,907**	**57,572**	**54,096**

Children & Families Program (First 5)



Chris Woods
Director of Human Services

The Children and Families Act of 1998 (Proposition 10) created the San Joaquin County Children and Families Program for “promoting, supporting, and improving the early development of children from the prenatal stage to five years of age.”

Excise taxes, collected by the State, on tobacco products are the program’s primary funding source. San Joaquin County receives approximately $5.5 million annually into the County’s First 5 San Joaquin Special Revenue Fund (#20491), established in 1999. First 5 San Joaquin must spend these funds according to the strategic plan prepared by the Children and Families Commission (Commission). Funds are contained in a separate budget (Program Budget) not governed by the Board of Supervisors. The Commission is composed of nine members, including one member of the County Board of Supervisors (Board), the Director of Public Health, the Director of Human Services, and six members nominated by the Board.

Please visit sjckids.org for more information.

Expenditures Summary

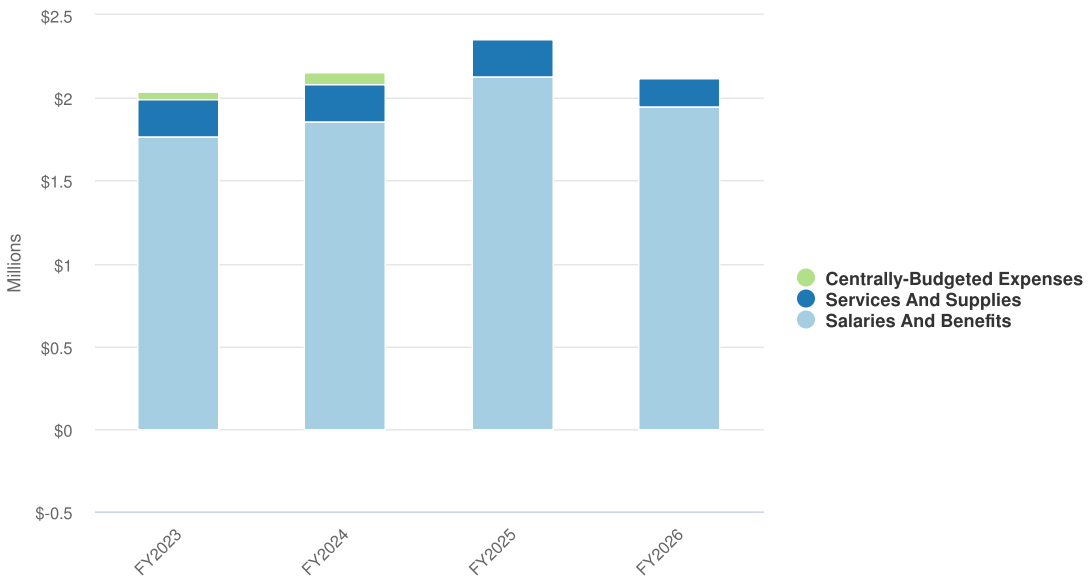
The 2025-2026 Proposed Budget of $2,118,536 is a decrease of $243,560 from the 2024-2025 Adopted Budget of $2,362,096, primarily due to the deletion of two positions ($280,561), a decrease in professional services and employee training costs ($24,000), and a decrease in Cost Allocation Plan charges ($23,425), partially offset by salaries and benefits adjustments ($97,573).

The 2025-2026 Program Budget for the First 5 San Joaquin Children and Families Commission totals $10,671,301. Of this, the Children & Families Program budget (#4049100000) includes $2,118,536 to fund staffing and administrative support only, and the County is fully reimbursed for these costs. The remaining $8,552,765 is budgeted in First 5 San Joaquin's Program Budget not governed by the Board of Supervisors.

$2,118,536 **-$243,560**
(-10.31% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$1,762,344	$1,860,487	$2,132,112	$1,949,124	-8.6%
Services And Supplies	$229,498	$218,522	$219,010	$174,700	-20.2%
Centrally-Budgeted Expenses	$44,593	$76,308	$10,974	-$5,288	-148.2%
Total Expense Objects:	$2,036,435	$2,155,316	$2,362,096	$2,118,536	-10.3%

Funding Summary

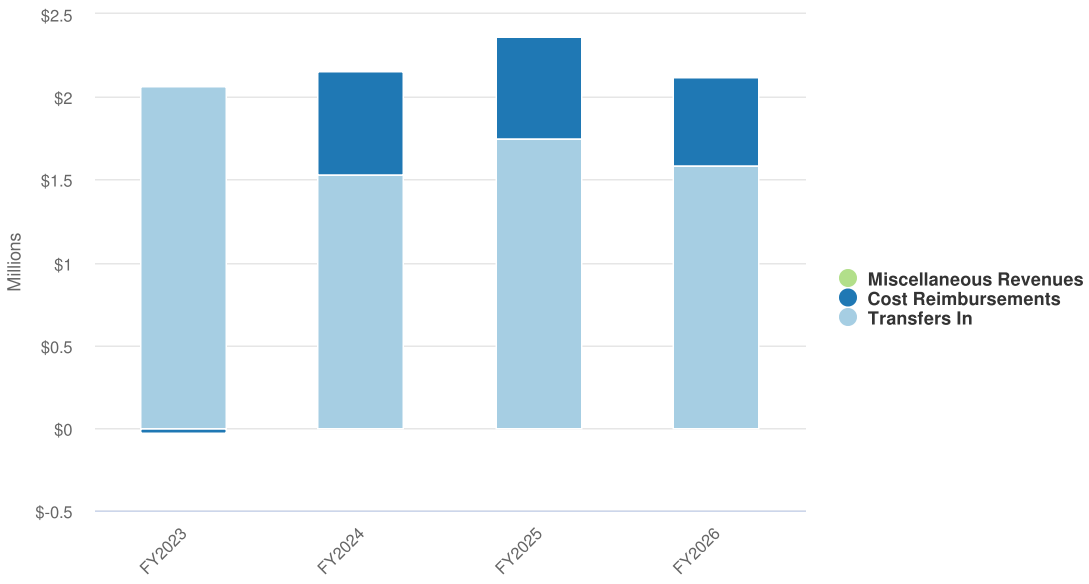
The 2025-2026 Proposed Budget includes operating transfers in of $1,585,377 from the First 5 San Joaquin Special Revenue Fund (#20491) and $533,159 in cost reimbursements from the Human Services Agency-Administration budget (#5050101000) funded by California Department of Social Services CalWORKs program and First 5 California.

First 5 San Joaquin maintains a separate Program budget, approved by the First 5 Commission, that is primarily supported by $4,040,067 in California Work Opportunity and Responsibility to Kids (CalWORKs) funding and $5,548,584 in Proposition 10 funding from excise taxes on tobacco products.

$2,118,536 -$243,560
(-10.31% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Miscellaneous Revenues	$0	$40	$0	$0	0%
Transfers In	$2,063,632	$1,532,232	$1,745,182	$1,585,377	-9.2%
Cost Reimbursements	-$27,197	$623,044	$616,914	$533,159	-13.6%
Total Revenue Source:	$2,036,435	$2,155,316	$2,362,096	$2,118,536	-10.3%

Position Summary

The 2025-2026 Proposed Budget includes the deletion of one Contracts Analyst position and one Senior Office Assistant position.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	12.0	10.0	(2.0)
Temporary (FTE)	0.0	0.0	0.0
Position Total	12.0	10.0	(2.0)

Program Discussion

In addition to the staffing and administrative support costs included in the Children & Families Program budget (#4049100000), the First 5 Commission approves program costs not approved by the Board of Supervisors. These are included in this discussion for informational purposes only.

American Rescue Plan Act (ARPA)

The Board allocated ARPA funds to First 5 San Joaquin on three separate occasions. These funds serve children ages 0 to 5 and their adult caretakers. They also address the long-term negative effects of the COVID-19 pandemic and support continued service delivery.

On September 14, 2021, the Board approved $4,163,465 in ARPA to support and expand First 5 San Joaquin programs (B-21-537). The Board approved the second tranche of ARPA funds in the amount of $2,450,000 on October 4, 2022, to support the continuation of programs (B-22-695). On August 13, 2024, the Board approved an additional $1,000,000 of unused ARPA funds to support the continuation of SJ TEETH Care Coordination, Help Me Grow, Family Engagement, and Home Visitation Workforce Development, with a focus on program sustainability (B-24-451). Pursuant to Coronavirus State and Local Fiscal Recovery Funds rules, all ARPA funds had to be obligated by December 31, 2024, and need to be expended by December 31, 2026.

San Joaquin Treatment and Education for Everyone on Teeth and Health (SJ TEETH)

First 5 San Joaquin started SJ TEETH in 2017 after being awarded funds by the California Department of Health Care Services (DHCS) under the Statewide Local Dental Pilot Program (LDPP), which totaled $5.5 million for the period of June 2017 through December 2021. SJ TEETH coordinated and collaborated with agencies to engage in activities to improve access to oral healthcare for children, including the implementation of a school-based Virtual Dental Home service.

The LDPP ended on December 31, 2021. In 2025-2026, SJ TEETH will use $608,000 funded by ARPA funds to provide dental care coordination for 1,420 children.

Improve and Maximize Programs so All Children Thrive (IMPACT) Legacy

The First 5 San Joaquin IMPACT Legacy Family, Friend, and Neighbor (FFN) program is intended to serve license-exempt providers (also known as FFNs) with a focus on grandparents, family childcare homes, and home-visiting programs not receiving Federal or State funding. First 5 San Joaquin plans to use the $591,231 in 2025-2026 to continue the work of the IMPACT Legacy programs. It is anticipated the program will serve 200 underserved grandparents and 110 family childcare providers in 2025-2026.

First 5 San Joaquin Strategic Plan 2022-2027

The First 5 San Joaquin Strategic Plan 2022-2027 (Plan) and the 2025-2026 Program Budget assume Proposition 10 revenue will continue to decline over time due to decreasing smoking rates and declining birth rates in California. The Plan was created with an emphasis on determining the role of First 5 San Joaquin post-COVID-19. The Commission adopted the Plan on December 2, 2021, and reviews it annually. Additionally, the Ten-Year Plan is updated annually to reflect current and future priority spending trends. With revenues declining in most years, the Plan prioritizes leveraging new and existing resources.

FamilyWORKs

The California Department of Social Services (CDSS)-funded Home Visiting Program (HVP) promotes self-sufficiency and uses health education and the Parents as Teachers curriculum to encourage literacy, financial planning, and increased work participation rates for CalWORKs families. First 5 San Joaquin expects HVP, known locally as FamilyWORKs, to serve 253 families in 2025-2026 for $2,118,000. This will offset First 5 San Joaquin's salaries, benefits, and administrative costs by approximately $133,811.

JourneyWORKs

JourneyWORKs, a CalWORKs-funded substance use and mental health program, provides care coordination and home visitation services to CalWORKs recipients who are pregnant and/or caring for a child under the age of five and have substance use or mental health concerns. JourneyWORKs expects to serve up to 54 families in 2025-2026, with $627,344 in funding. This will offset First 5 San Joaquin's salaries, benefits, and administrative costs by approximately $77,966.

HousingWORKs

HousingWORKs, a CalWORKs CDSS-funded Housing Support Program (HSP), provides homeless CalWORKs families with housing navigation and case management services. HSP, known locally as HousingWORKs, is coordinated for Human Services Agency by First 5 San Joaquin, and began in December 2019. HousingWORKs expects to serve 250 children and 100 parents/caregivers in 2025-2026 for $1,219,723. This will offset First 5 San Joaquin salary, benefits, and administrative costs by approximately $169,198.

Ongoing Evaluation of Program Requirements

The Commission has established a structure to evaluate funded programs and services in order to comply with Proposition 10 and ensure accountability. First 5 San Joaquin created customized databases for each Commission-funded program or service to capture outcomes. These databases will continue to be used in 2025-2026.

Strategic Partnerships

First 5 San Joaquin staff continue to use a broad communications network and strategic partnerships to educate and engage varying audiences about key early childhood issues. Communication strategies include outreach events, targeted messaging, electronic newsletters to approximately 2,300 recipients, coverage by the media, and hands-on educational materials.

First 5 San Joaquin will leverage shared materials, curriculum, and in-kind services to build and maintain relationships with the University of California, Davis Cooperative Extension, school districts, government agencies, faith-based organizations, and multiple community consortia. These partnerships will enable First 5 San Joaquin to maximize efforts to address outcomes in identified areas of need for children and families.

Mental Health and Substance Abuse Campaign

First 5 San Joaquin receives funding from CalWORKs to support messaging that addresses the effects of substance abuse and mental health of families with young children. In 2024-2025, First 5 San Joaquin implemented a multi-tiered strategy executed through a family wellness campaign that integrates and leverages multiple First 5 San Joaquin campaign messaging areas, including mental health, substance abuse prevention, FamilyWORKs, and Talk. Read. Sing. Draw. Play. This campaign promotes family wellness by sharing messaging to increase awareness of, and connect families to, available resources and information. Additional strategies include providing tools and support for positive health and well-being, as well as building the capacity of community partners using toolkits and educational materials on ways to share critical information with parents and caregivers. First 5 San Joaquin will continue this campaign in 2025-2026.

Child Abuse Prevention Campaign

First 5 San Joaquin receives funding from CalWORKs to support messaging that addresses child abuse prevention and awareness for families with young children and the general community. In 2024-2025, First 5 San Joaquin implemented a multi-strategy campaign that integrates child abuse prevention and awareness messaging, father engagement, and promotes local career opportunities in social work. Strategies include holding listening sessions to inform campaign efforts addressing child abuse prevention and raising awareness about the various critical supports available to families. Father engagement strategies focus on supporting community events promoting father involvement, the newly formed Dear Dads Coalition, as well as developing and promoting community resources that support fathers and those that serve them. A social worker recruitment campaign involves promoting awareness of career opportunities in San Joaquin County. These campaign strategies will continue in 2025-2026.

Fund Balance

Children and Families Fund

The Children and Families Special Revenue Fund (#20041) is the operating fund for the Children and Families Program budget and does not typically carry a fund balance. Quarterly operating transfers in from the First 5 San Joaquin fund (#20491) reimburse the County for staff and administration costs.

First 5 San Joaquin Fund

The 2024-2025 beginning balance for the First 5 San Joaquin Special Revenue Fund (#20491) was $8,661,083. The Commission's Ten-Year Plan incorporates fund drawdown over a multi-year period. First 5 San Joaquin will transfer $1,585,377 from the First 5 San Joaquin Special Revenue Fund to support staffing and administrative costs in 2025-2026. Fund balance as of March 31, 2025 was $8,189,519.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
First 5 San Joaquin Contracts				
Contracts Monitored	100	80	70	60
Value of Contracts Administered	$16,763,258	$16,528,561	$9,560,000	$8,500,000
First 5 San Joaquin Service Delivery				
Number of Children Served	15,096	10,489	15,122	14,096
Number of Parents/Caregivers Served	8,855	9,202	8,553	7,707
Number of Early Childhood Education/Home Visiting Technical Assistance	15	30	15	15

Hospital Enterprise Fund



Richard Castro
Chief Executive Officer

San Joaquin General Hospital (#9221100000) provides comprehensive and accessible health care services to citizens of San Joaquin County, specialized health care delivery programs not otherwise available in the community, and organized health care programs and services for public and private organizations. San Joaquin General Hospital (SJGH) also offers education and training programs for physicians and paramedical personnel and initiates and participates in community-wide health care planning. California Welfare and Institutions Code Section 17000 mandates the provision of medical care to the indigent population of the County. The Board of Supervisors determines the level of service. Although the County is not mandated to own and operate a hospital, once the institution is established, services must be delivered according to various laws and regulations. As an Enterprise Fund of San Joaquin County, SJGH ensures its budget is self-sustaining by relying on effective business management and operating in a cost-effective manner.

Please visit sanjoaquingeneral.org for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Reduce 12 month nursing turnover rate.	32%	21% as of March 2024	27%	March 2024
Fiscal Optimization				
Revenue Cycle Operational Improvements	**Initial**	**Current**	**Target**	**Deadline**
Decrease balance of receivables in the "Billing Work in Progress" category through improvement in revenue cycle operations.	$98.8 million	$69.0 million as of January 2024	$42.6 million	January 2024
Quality Program Management	**Initial**	**Current**	**Target**	**Deadline**
Improve Leapfrog Value-Based Purchasing score.	50%	79% as of Fall 2023	68% National Average	Fall 2023
Clinical Documentation Integrity (CDI) and Revenue Integrity	**Initial**	**Current**	**Target**	**Deadline**
Improve Medical Diagnosis Related Group (DRG) documentation with Complication or Comorbidity (CC) or Major Complication or Comorbidity (MCC).	71.55%	82% as of January 2024	81.00%	January 2024
Improve Surgical DRG documentation with CC or MCC.	62.00%	72% as of January 2024	70.00%	January 2024
Economic Development				
Enhance COVID Recovery	**Initial**	**Current**	**Target**	**Deadline**
Reduce pandemic-related increase in contract nursing.	138 FTE	63 FTE as of April 2025	83 FTE	June 2025

Analysis of Priority Activity

The Billing Work in Progress balance of receivables has decreased from the initial $98.8 million due to revenue cycle improvements and software enhancements which have reduced the amount of time needed to submit the billing after discharge and improved communication between departments.

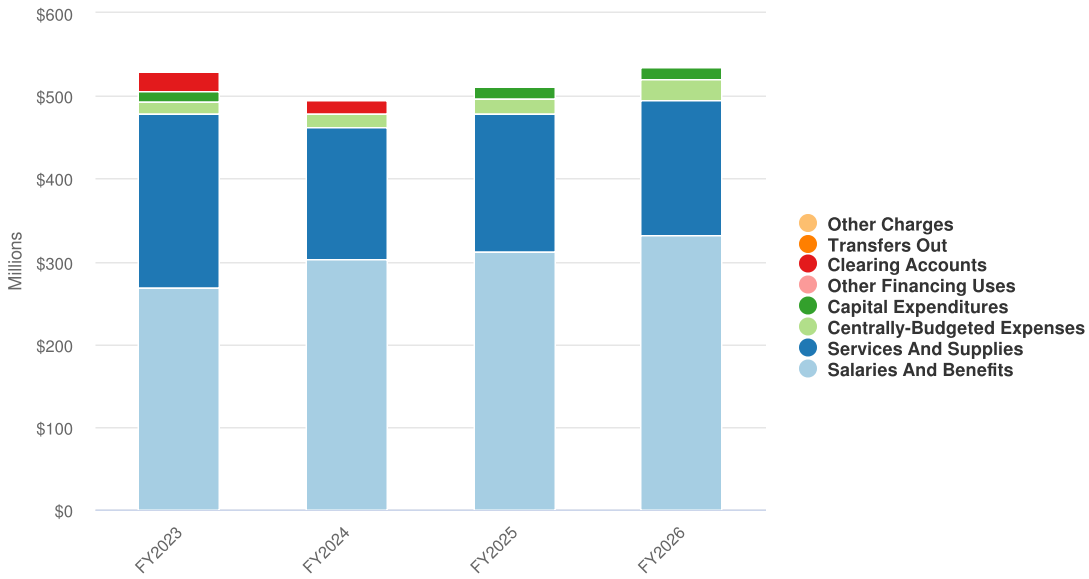
Expenditures Summary

The 2025-2026 Proposed Budget of $536,362,811 is an increase of $25,734,224 from the 2024-2025 Adopted Budget of $510,628,587, primarily due to salaries and benefits adjustments ($15,924,087); a decrease in projected salary savings offsetting budgeted supplemental staffing ($8,879,174); and increases in extra-help ($3,839,741), data processing charges ($2,148,152), and centrally-budgeted insurance ($2,009,467). The increase is partially offset by a decrease in overtime ($7,840,580).

$536,362,811 **$25,734,224**
(5.04% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$267,556,063	$303,250,587	$311,003,458	$331,252,087	6.5%
Services And Supplies	$210,295,759	$159,592,795	$166,775,745	$164,418,526	-1.4%
Centrally-Budgeted Expenses	$16,079,260	$15,486,540	$18,849,384	$24,015,992	27.4%
Other Charges	$73,255	$0	$0	$0	0%
Other Financing Uses	$0	$0	$0	$750,000	N/A
Capital Expenditures	$10,903,689	$0	$14,000,000	$15,926,206	13.8%
Transfers Out	$460,493	$531,138	$0	$0	0%
Clearing Accounts	$24,808,934	$16,267,392	$0	$0	0%

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Total Expense Objects:	$530,177,454	$495,128,453	$510,628,587	$536,362,811	5%

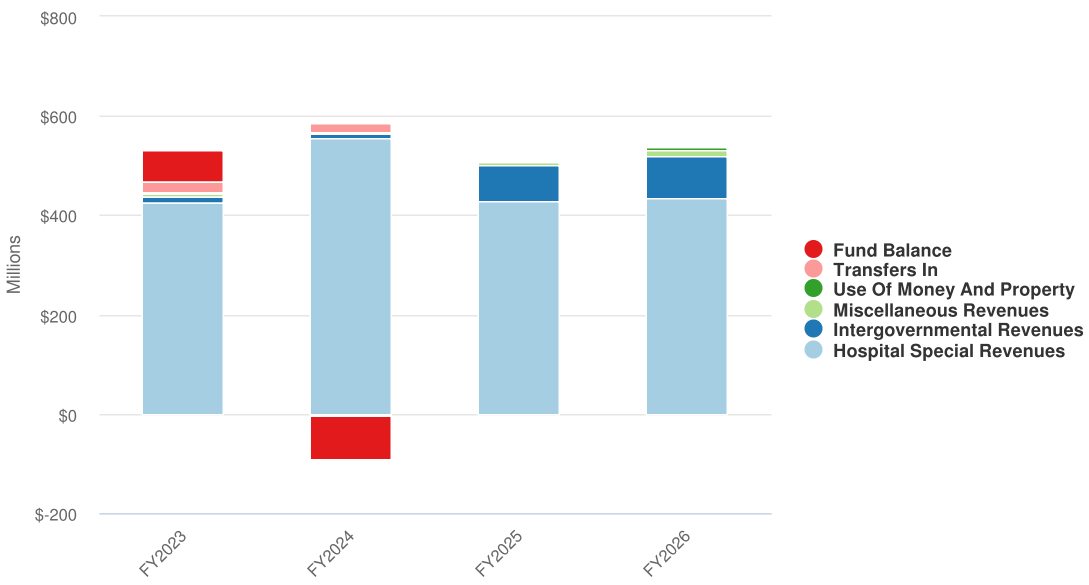
Funding Summary

The 2025-2026 Proposed Budget is primarily funded by net patient revenue of $327,442,706 and supplemental funding of $166,323,055. A General Fund contribution of $2,138,053 is included in operating transfers in.

$536,362,811 **$25,734,224**
(5.04% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$3,516,842	$3,351,050	$3,630,652	$4,610,548	27%
Intergovernmental Revenues	$9,658,377	$8,162,847	$69,946,004	$86,039,407	23%
Miscellaneous Revenues	$7,731,017	-$3,687,238	$7,092,816	$10,908,785	53.8%
Transfers In	$18,993,917	$17,583,193	$2,138,053	$2,138,053	0%
Hospital Special Revenues	$426,477,333	$556,080,885	$429,499,461	$434,320,314	1.1%
Fund Balance	$63,799,969	-$86,362,285	-$1,678,399	-$1,654,296	-1.4%
Total Revenue Source:	$530,177,454	$495,128,453	$510,628,587	$536,362,811	5%

Organizational Chart

The 2025-2026 Proposed Budget includes one Laboratory Assistant I position added midyear 2024-2025 (R-25-3) and transfers nine positions to the Information Systems Division (ISD) Internal Service Fund (ISF) (#8240000000) to operate a Countywide service desk. The positions to be transferred include two Department Information Systems Specialist IIIs, six Department Information Systems Specialist IIs, and one Business Analyst II.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	1,460.0	1,451.0	(9.0)
Temporary (FTE)	318.5	317.4	(1.1)
Position Total	1,778.5	1,768.4	(10.1)

Program Discussion

Hospital Operations

San Joaquin General Hospital (SJGH) provides comprehensive services to the community, including emergency, stroke, trauma, inpatient, outpatient, and specialty clinic care. As a designated Level II Trauma Center with a fully equipped emergency room and 11 operating rooms, SJGH can service community members needing a high level of care. Unique inpatient departments include the Medical Guarded Unit to treat patients covered by a contract with the California Department of Corrections and Rehabilitation, and a state-of-the-art Neonatal Intensive Care Unit that allows newborns to receive optimal care without being transferred. The capital budget helps to keep the equipment in each unit up-to-date and prepared for innovations in medical care.

Staff Recruitment Efforts

As of March 31, 2025, 139 positions were vacant out of 1,460 full-time positions (9.5%). This is similar to the 9.3% vacancy rate at the same time last year and compares favorably to the vacancy rate of 14.0% for the County as a whole on the same date. Vacancies include 25 Registered Nurses (RNs) out of 444 (5.6%). Staff continue to work on hiring critical staff. The need to utilize contract staffing for Registered Nurses has decreased, but there is still a need to contract the vacancies in other ancillary departments within the hospital.

ISD Countywide Service Desk

The 2025-2026 Proposed Budget includes the transfer of nine positions, including two Department Information Systems Specialist IIIs, six Department Information Systems Specialist IIs, and one Business Analyst II to the ISD ISF to support an increase in the hours of operation of the ISD Service Desk to 24 hours a day, 365 days per year to provide service to County Departments and non-county public safety agencies. The 2025-2026 Proposed Budget includes $960,120 for SJGH's share of the cost of these services as they transition in 2025-2026.

Partnership with Dignity Health

A Management Service Agreement (MSA) with Common Spirit (formerly Dignity Health) became effective July 1, 2022, to provide advice, assistance, and management oversight of the day-to-day administration of SJGH (A-22-156). On October 24, 2023, the Board of Supervisors approved an 18-month extension of the original agreement, through June 30, 2025 (A-23-349). On May 13, 2025, the Board approved an extension of the MSA for three additional years, from July 1, 2025, through June 30, 2028. Under the terms of the MSA, the County continues to own and maintain authority and control of SJGH. SJGH's Designated Public Hospital (DPH) status did not change, nor did its access to supplemental funding revenue sources. The initial focuses of the partnership were revenue cycle operations, information technology connectivity and optimization, quality management and improvement, Group Purchasing Organization (GPO) affiliation, and clinical integration. From these initial focuses, SJGH has benefited from a reduction in accounts receivable (AR) days, Leapfrog quality scores have improved, and price reductions from vendors have materialized under the new GPO.

Revenue Enhancements (in millions)*

Annual strategic pricing	4.4
Clinical Documentation Improvement Program	2.0
Increased collections/small balance accounts	9.8
Increased collections/self-pay	0.7
Increased collections/underpayments	0.1
Charge capture improvements	0.4
Denials management	1.1
Computer-assisted coding	1.0
Total	**19.5**

*Since July 1, 2022, approval of the MSA with Common Spirit

Revenue

In 2025-2026, net patient revenue is expected to decrease by $24.2 million (6.9%) from the 2024-2025 Adopted Budget of $351,656,791, driven by an anticipated decrease in collections. SJGH assumes an overall expected capacity rate of 92% inpatient census in its 152 licensed beds.

The 2025-2026 projected payer mix is based on actual experience through February 28, 2025, as follows:

Medi-Cal	55%
Medicare	22%
Private Pay	2%
Insurance	21%
Total	**100%**

Supplemental funding revenue, developed with the assistance of external specialists, represents approximately 32% of operating revenue and is projected to increase by $36.9 million over the 2024-2025 Adopted Budget of $129,384,589 in all programs, driven by an increase of 75% in Quality Incentive ($26 million) and 17% in Enhanced Payment ($6 million) programs and the remaining increase in the other funding sources.

SJGH Income Statement (includes depreciation, excludes capital)						
	Audited 2022-2023	Audited 2023-2024	Budgeted 2024-2025	Projected 2024-2025	Budgeted 2025-2026	Budget to Budget Incr/(Decr)
Operating Revenue						
Gross Patient Revenue Inpatient	$1,308,846,444	$1,370,362,376	$1,447,282,048	$1,470,348,261	$1,552,085,071	$104,803,022
Gross Patient Revenue Outpatient	806,043,455	947,686,911	998,255,708	1,063,120,073	1,074,501,045	76,245,337
Total Gross Patient Revenue	**$2,114,889,899**	**$2,318,049,287**	**$2,445,537,756**	**$2,533,468,334**	**$2,626,586,116**	**$181,048,360**
Net Patient Revenue %	*14.00%*	*13.05%*	*14.40%*	*11.85%*	*12.47%*	*-1.93%*
Net Patient Revenue	$295,812,977	$302,399,688	$351,656,791	$300,327,872	$327,442,706	-$24,214,085
Supplemental Payments	123,583,856	133,587,942	129,384,589	188,012,228	166,323,055	36,938,465
Other Operating Revenue	33,933,409	28,751,643	21,627,553	25,624,481	24,113,294	2,485,741
Total Operating Revenue	**$453,330,242**	**$464,739,273**	**$502,668,933**	**$513,964,581**	**$517,879,055**	**$15,210,122**
Operating Expenses						
Salaries and Benefits	$253,863,356	$283,908,997	$311,003,458	$335,259,248	$331,252,087	$20,248,629
Prof Fees – Physicians & Locums	24,022,678	26,390,311	31,898,274	30,480,661	32,856,959	958,685
Prof Fees – Med Therapist	12,181,347	12,170,469	7,363,523	11,205,635	10,636,371	3,272,848
Prof Fees – Temp Staffing	38,552,735	16,429,665	8,520,563	4,601,491	2,000,000	-6,520,563
Subtotal Salaries, Benefits, and Contract Labor	**$328,620,116**	**$338,899,442**	**$358,785,818**	**$381,547,035**	**$376,745,417**	**$17,959,599**
Prof Fees – Consulting	$7,607,996	$7,360,486	$5,352,384	$6,341,547	$6,527,681	$1,175,297
Prof Fees – All Others	5,564,021	4,195,138	3,273,489	7,768,532	6,015,241	2,741,752
Supplies	60,535,463	61,826,690	66,560,963	61,433,362	63,276,363	-3,284,600
Purchased Services	27,892,920	28,916,271	33,357,639	31,494,629	34,761,450	1,403,811
Other	20,663,764	22,231,297	29,298,294	27,796,279	32,360,454	3,062,160
Interest	0	754,539	0	750,000	750,000	750,000
Depreciation	17,166,280	16,637,925	15,187,363	15,560,864	15,926,206	738,843
Total Operating Expense	**$468,050,560**	**$480,821,789**	**$511,815,950**	**$532,692,248**	**$536,362,812**	**$24,546,862**
Income from Operations	**-$14,720,318**	**-$16,082,516**	**-$9,147,017**	**-$18,727,668**	**-$18,483,757**	**-$9,336,740**
Realignment	$21,372,407	$28,554,092	$7,500,000	$16,589,877	$18,000,000	$10,500,000
County General Fund Contribution	2,138,053	2,138,053	2,138,053	2,138,053	2,138,053	0
Net Income	**$8,790,142**	**$14,609,629**	**$491,036**	**$262**	**$1,654,296**	**$1,163,260**

Fund Balance

Hospital Enterprise Fund

The projected balance of the Hospital Enterprise Fund (#39022) as of June 30, 2025, is $31.9 million. The 2025-2026 Proposed Budget projects a net increase to the fund balance of $1,654,296 on a cash basis.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Inpatient Census				
Patient/Census Days	51,592	49,461	49,546	52,493
Admissions	10,009	9,506	9,604	10,094
Discharges	10,049	9,498	9,620	10,094
Average Length of Stay	5.1	5.2	5.2	5.2
Ancillary				
Hospital Clinic Visits	55,893	59,543	59,282	59,282
Emergency Department Visits	54,283	55,148	57,382	57,382
Trauma Cases	3,726	3,768	3,076	3,076
Surgeries Performed	6,859	7,434	7,808	7,808
Newborn Deliveries	1,093	1,794	1,860	1,860

Operating Transfers to Health Care



Sandy Regalo
County Administrator

The Operating Transfers to Health Care budget (#4049400000) provides the required 1991 Realignment matching amounts and transfers to the Health and Behavioral Health Trust Funds, Maintenance of Effort (MOE) payments for Health and Behavioral Health, and other health care-related General Fund contributions.

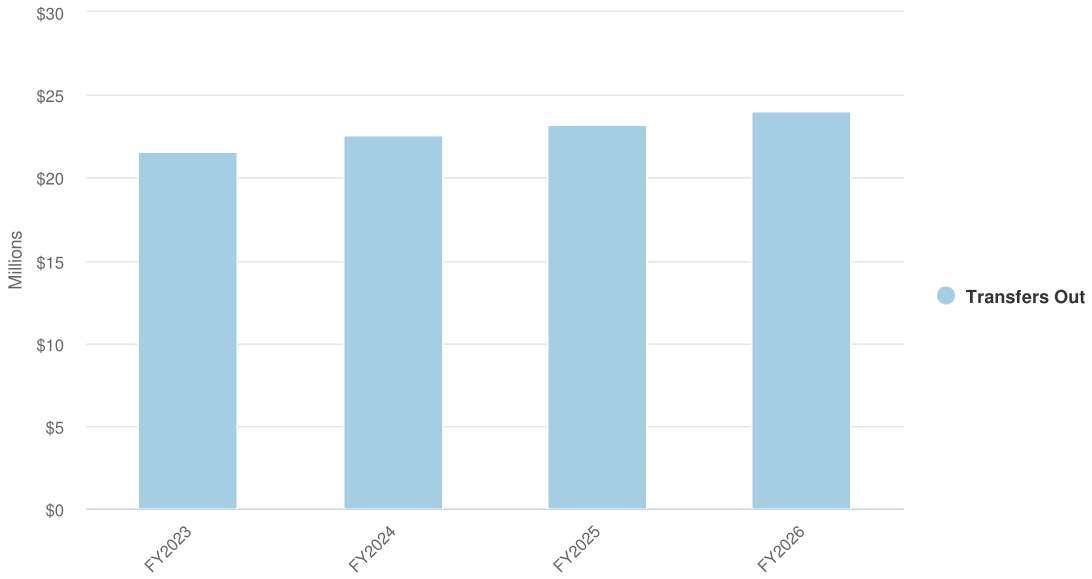
Expenditures Summary

The 2025-2026 Proposed Budget of $24,037,178 is an increase of $871,055 from the 2024-2025 Adopted Budget of $23,166,123. This is due to an increase in the dsicretionary General Fund contribution to the Public Guardian/Conservator (#4041200000) to support probate conservatorship.

$24,037,178 **$871,055**
(3.76% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Transfers Out	$21,543,053	$22,600,722	$23,166,123	$24,037,178	3.8%
Total Expense Objects:	$21,543,053	$22,600,722	$23,166,123	$24,037,178	3.8%

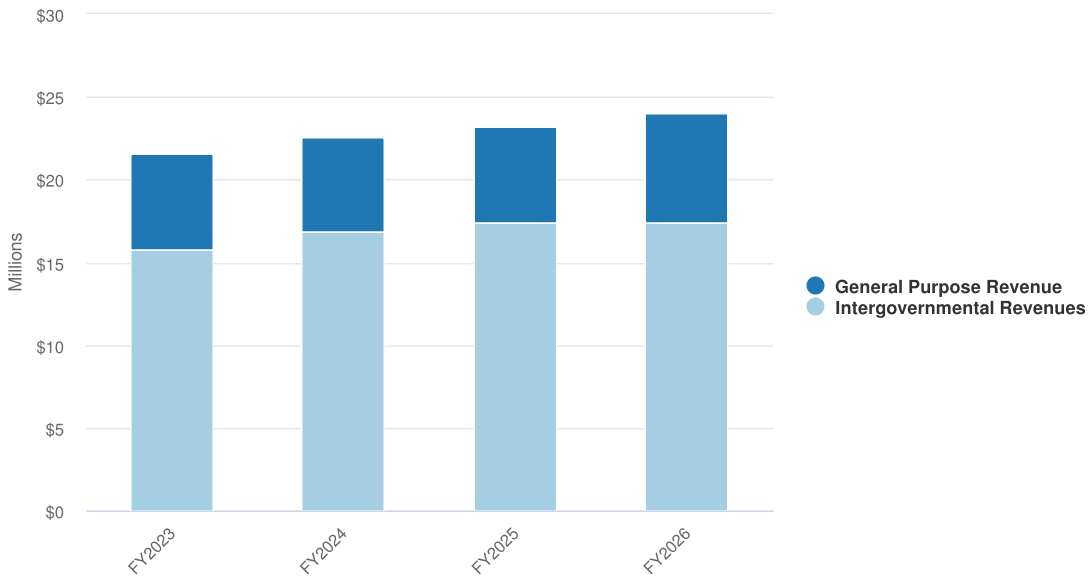
Funding Summary

The 2025-2026 Proposed Budget includes $6,656,109 in General Purpose Revenue, representing Realignment matching amounts and other General Fund contributions. Realignment revenue of $17,381,069 generated through vehicle license fees is anticipated to fund Health and Behavioral Health transfers.

$24,037,178 $871,055
(3.76% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$15,757,999	$16,815,668	$17,381,069	$17,381,069	0%
General Purpose Revenue	$5,785,054	$5,785,054	$5,785,054	$6,656,109	15.1%
Total Revenue Source:	$21,543,053	$22,600,722	$23,166,123	$24,037,178	3.8%

Program Discussion

The proposed 2025-2026 Net County Cost of $6,656,109 consists of the minimum required Realignment match and the discretionary County contribution as follows:

Minimum Required Realignment Match		Discretionary County Contribution *(Contained within the Behavioral Health Fund)*	
San Joaquin General Hospital	$2,138,053	Public Guardian/Conservator	$1,799,128
Behavioral Health Services	$1,063,736	Substance Use Disorder Services	$776,288
Public Health Services	$331,881	Behavioral Health Services	$547,023
Total	**$3,533,670**	**Total**	**$3,122,439**

Net County Cost $6,656,109

Total appropriations of $24,037,178 are allocated as follows:

	2023-2024 Actual	2024-2025 Adopted Budget	2025-2026 Proposed Budget
Appropriations			
San Joaquin General Hospital			
*Health Trust Match-W&I 17608.10**	$2,138,053	$2,138,053	$2,138,053
Health Trust Transfer-W&I 17604	14,894,140	16,339,000	16,339,000
Total Hospital	**$17,032,193**	**$18,477,053**	**$18,477,053**
Behavioral Health Services			
Behavioral Health Trust Transfer-W&I 17604	$1,370,528	$491,069	$491,069
*Behavioral Health Trust Match-W&I 17608.05**	1,063,736	1,063,736	1,063,736
*Discretionary-Behavioral Health***	547,023	547,023	547,023
*Discretionary-Public Guardian/Conservator***	928,073	928,073	1,799,128
Total Behavioral Health	**$3,909,360**	**$3,029,901**	**$3,900,956**
Substance Use Disorder Services			
*Discretionary-Ongoing Operations***	$776,288	$776,288	$776,288
Total Substance Use Disorder	**$776,288**	**$776,288**	**$776,288**
Public Health Services			
*Health Trust Match-W&I 17608.10**	$331,881	$331,881	$331,881
Health Trust Transfer-W&I 17604	551,000	551,000	551,000
Total Public Health	**$882,881**	**$882,881**	**$882,881**
Total Appropriations	**$22,600,722**	**$23,166,123**	**$24,037,178**
Revenues			
VLF-Behavioral Health-W&I 17604	$1,370,528	$491,069	$491,069
VLF-Health-W&I 17604	15,445,140	16,890,000	16,890,000
Total Revenues	**$16,815,668**	**$17,381,069**	**$17,381,069**
Net County Cost			
**Required Match*	$3,533,670	$3,533,670	$3,533,670
***Discretionary*	2,251,384	2,251,384	3,122,439
Total Net County Cost	**$5,785,054**	**$5,785,054**	**$6,656,109**

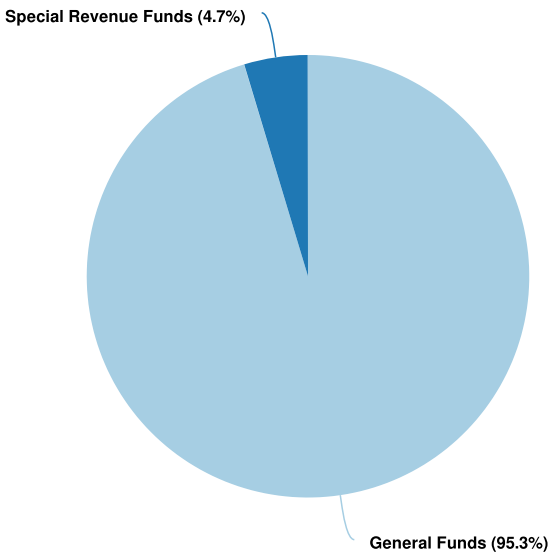
Human Services

Expenditures Summary

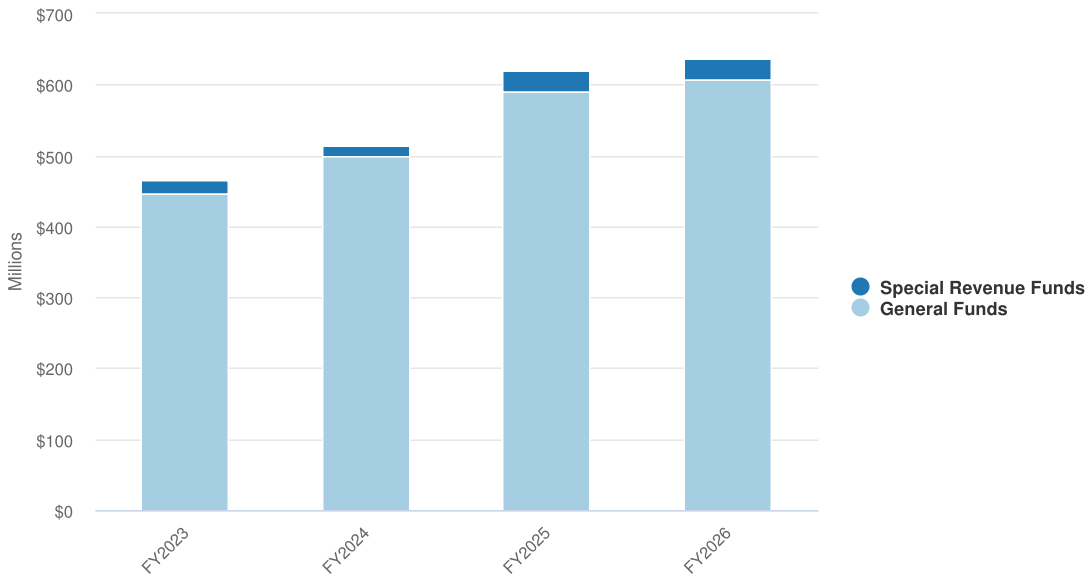
$637,350,954 $18,285,515
(2.95% vs. prior year)

Expenditures by Fund

Expenditures by Fund



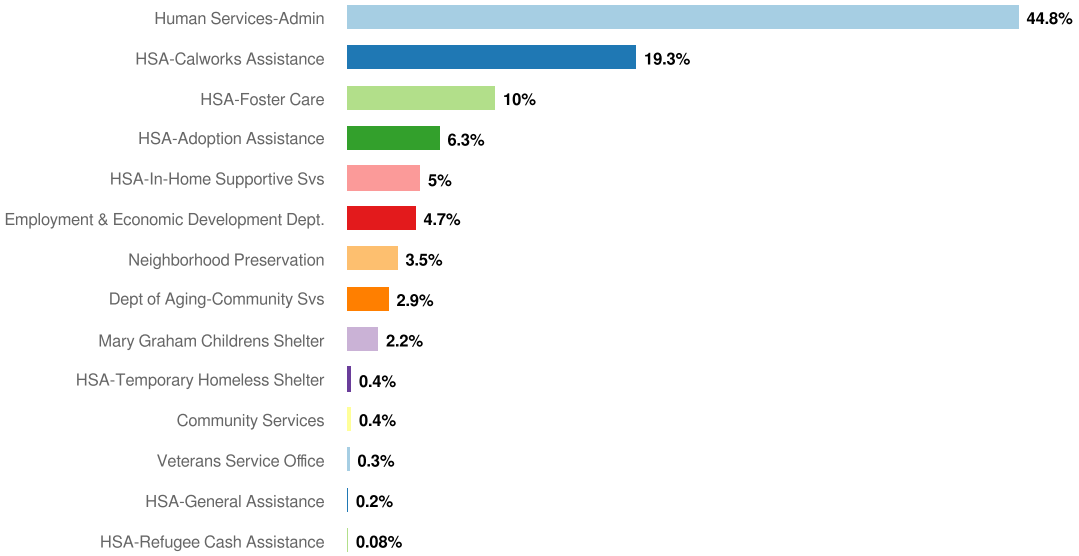
Budgeted and Historical Expenditures by Fund



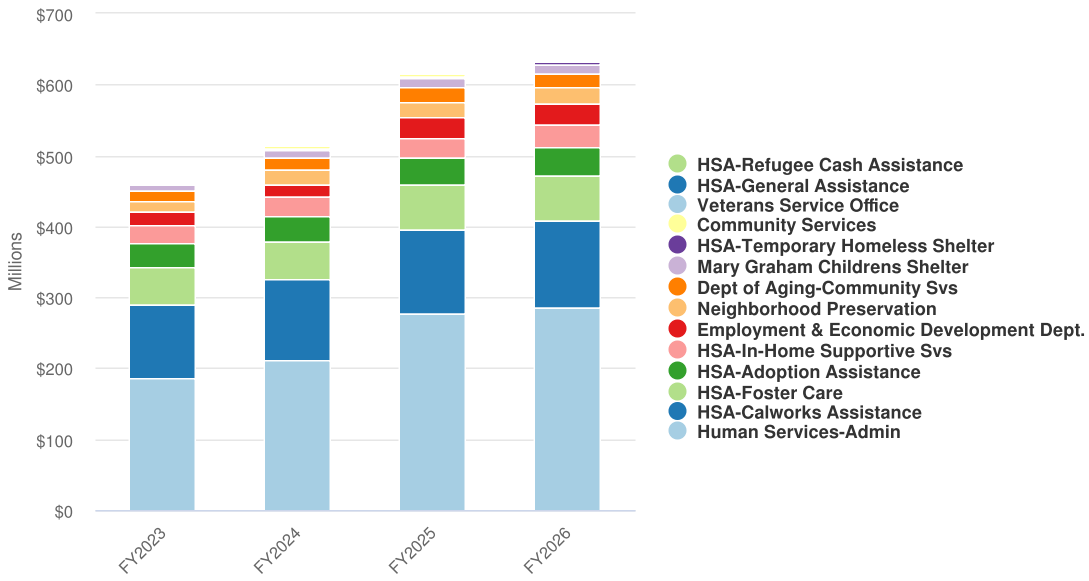
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
General Funds	$446,825,504	$498,134,818	$590,723,402	$607,647,753	2.9%
Special Revenue Funds	$18,019,861	$16,790,511	$28,342,037	$29,703,201	4.8%
Total:	$464,845,365	$514,925,329	$619,065,439	$637,350,954	3%

Expenditures by Department

Budgeted Expenditures by Department



Budgeted and Historical Expenditures by Department



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expenditures					
Health Care Services Agency					
Veterans Service Office	$694,527	$931,872	$1,830,499	$1,857,920	1.5%
Total Health Care Services Agency:	$694,527	$931,872	$1,830,499	$1,857,920	1.5%
Human Services Agency					
Human Services-Admin	$186,942,653	$211,819,419	$277,224,528	$285,535,684	3%
HSA-Calworks Assistance	$102,957,029	$114,531,618	$118,547,248	$123,221,971	3.9%
HSA-Foster Care	$51,979,324	$52,693,428	$62,457,997	$63,639,923	1.9%
HSA-Adoption Assistance	$34,886,346	$34,639,335	$38,238,501	$39,907,530	4.4%
HSA-General Assistance	$479,647	$457,667	$924,818	$1,175,000	27.1%
HSA-In-Home Supportive Svs	$25,926,578	$27,410,490	$28,545,089	$31,771,267	11.3%
HSA-Temporary Homeless Shelter	$2,043,387	$2,212,399	$2,658,925	$2,749,240	3.4%
HSA-Refugee Cash Assistance	$164,721	$204,775	$200,000	$500,000	150%
Mary Graham Childrens Shelter	$9,411,398	$11,595,263	$12,402,660	$14,202,803	14.5%
Dept of Aging-Community Svs	$14,889,501	$17,350,152	$21,164,291	$18,213,096	-13.9%
Neighborhood Preservation	$14,155,124	$21,625,033	$21,348,638	$22,373,319	4.8%
Total Human Services Agency:	$443,835,709	$494,539,580	$583,712,695	$603,289,833	3.4%
Community Services					
Community Services	$2,295,268	$2,663,367	$5,180,208	$2,500,000	-51.7%
Total Community Services:	$2,295,268	$2,663,367	$5,180,208	$2,500,000	-51.7%
Employment & Economic Development Dept.					

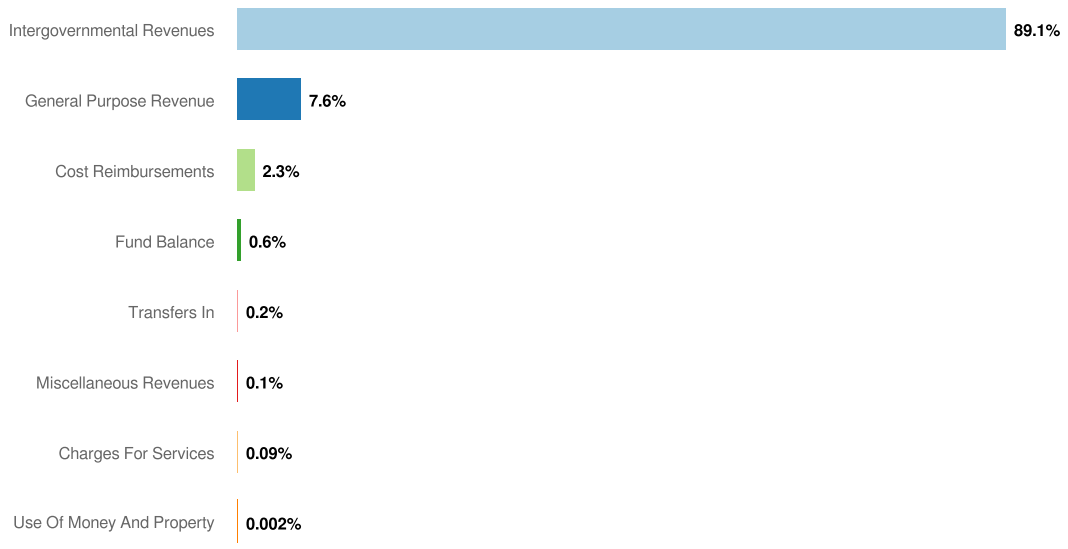
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Employ Economic Develop Dept	$18,019,861	$16,790,511	$28,342,037	$29,703,201	4.8%
Total Employment & Economic Development Dept.:	$18,019,861	$16,790,511	$28,342,037	$29,703,201	4.8%
Total Expenditures:	$464,845,365	$514,925,329	$619,065,439	$637,350,954	3%

Funding Summary

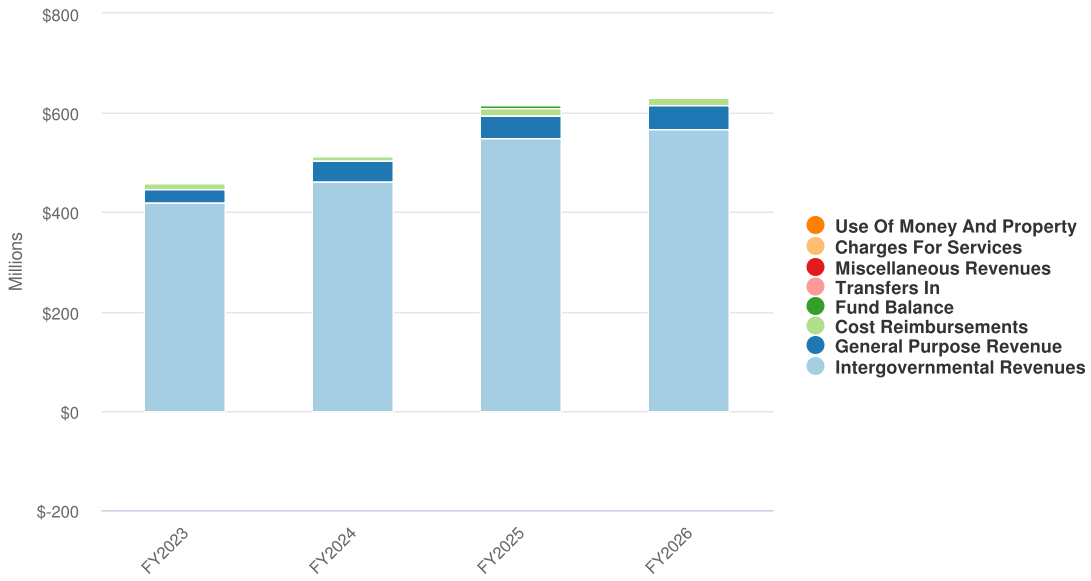
$637,350,954 $18,285,515
(2.95% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$10,597	$9,259	$10,775	$10,775	0%
Intergovernmental Revenues	$419,559,770	$462,466,893	$548,355,431	$567,651,285	3.5%
Charges For Services	$382,206	$664,881	$685,315	$578,519	-15.6%
Miscellaneous Revenues	$1,260,008	-$636,838	$960,185	$783,782	-18.4%
Transfers In	$2,460,841	$360,461	$819,009	$1,182,366	44.4%
Cost Reimbursements	$11,114,975	$10,697,145	$14,403,954	$14,633,191	1.6%
General Purpose Revenue	$27,187,378	$41,045,846	$45,534,174	$48,388,536	6.3%
Fund Balance	$2,869,590	$317,683	$8,296,596	$4,122,500	-50.3%
Total Revenue Source:	$464,845,365	$514,925,329	$619,065,439	$637,350,954	3%

Summary - Human Services Agency



Chris Woods
Director of Human Services

The Human Services Agency (HSA) provides State and Federal-mandated public assistance and various social service programs for the residents of San Joaquin County.

This is a summary of the 12 budgets administered by HSA:

- 4049100000 – Children & Families Program (First 5)
- 5050101000 – HSA - Administration
- 5050106000 – California Work Opportunity and Responsibility to Kids (CalWORKs)
- 5050107000 – Foster Care
- 5050108000 – Adoption Assistance
- 5050110000 – General Assistance
- 5050118000 – In-Home Supportive Services
- 5050132000 – Temporary Homeless Shelter
- 5050144000 – Refugee Cash Assistance
- 5053900000 – Mary Graham Children's Shelter
- 5054101000 – Aging & Community Services
- 5055246000 – Neighborhood Preservation

The information presented here, both current and historical, includes the Neighborhood Preservation budget (#5055246000), which was transferred to the Human Services Agency effective June 3, 2024.

Please visit sjchsa.org for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Train HSA staff in the principles of Diversity, Equity, and Inclusion (DEI) to enable staff to better understand other cultures and facilitate genuine communication.	July 2022 – 0% of staff trained.	92% of staff trained as of December 2024	75% of staff trained 85% of staff trained	December 2023 December 2024
Create a promotions page on HSA's intranet to expose employees to career pathways and facilitate professional development and employee retention.	July 2022 – Page does not exist.	Complete	Page will be deployed on the Agency's intranet	June 2023
Decrease HSA's vacancy rate, improving retention.	July 2022 – 13.80% vacancy rate.	11.7% vacancy rate	Reduce by 0.5% Reduce by 0.8% Maintain at or below 13%	December 2023 December 2024 June 2025
Demonstrate Leadership Development	**Initial**	**Current**	**Target**	**Deadline**
Train HSA's leadership team to increase capacity and collaboration to better serve our clients and internal teams.	July 2022, no supervisors, managers, or executives attended leadership training in the current window.	62% of staff trained	25% of staff trained 40% of staff trained 50% of staff trained	December 2023 December 2024 June 2025
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Increase HSA's social media presence in the community and create a uniform experience for all department social media sites.	5,186 social media followers on Facebook and Instagram.	6,446 social media followers	10,000 social media followers	June 2025
Reduce HSA's storage footprint by 50% by digitizing eligibility files and destroying confidential hard copies of files.	July 2022, 28,498 boxes in storage	12,662 boxes in storage	22,000 boxes in storage 14,249 boxes in storage	December 2024 June 2025
Fiscal Optimization				
Effectively Manage One-Time Funds	**Initial**	**Current**	**Target**	**Deadline**
Develop a tentative project list for HOME-American Rescue Plan funding and allocate 100% of funding available to increase/improve unsheltered bed capacity and permanent supportive housing.*	0% Allocated	100% Allocated	100% Allocated	July 2023
Homelessness				
Increase Permanent Supportive Housing	**Initial**	**Current**	**Target**	**Deadline**

Continue to partner with the Housing Authority and break ground on the Park Center housing project for Behavioral Health Services consumers and 51 new permanent supportive housing units.*	In progress	Broken ground for 51 units	Broken ground for 51 units	December 2023
Continue to partner with the Housing Authority and break ground on Victory Gardens phase II (may be renamed) and a minimum of 49 new permanent supportive housing units in French Camp. This project will provide an example of modular construction technology and be the County's first use of HomeKey funds.*	In progress	Funding not awarded	Broken ground for 49 units	December 2023

*Prior to 2024-2025, Neighborhood Preservation SMART Goals were presented under Health Care Services.

Analysis of Priority Activity

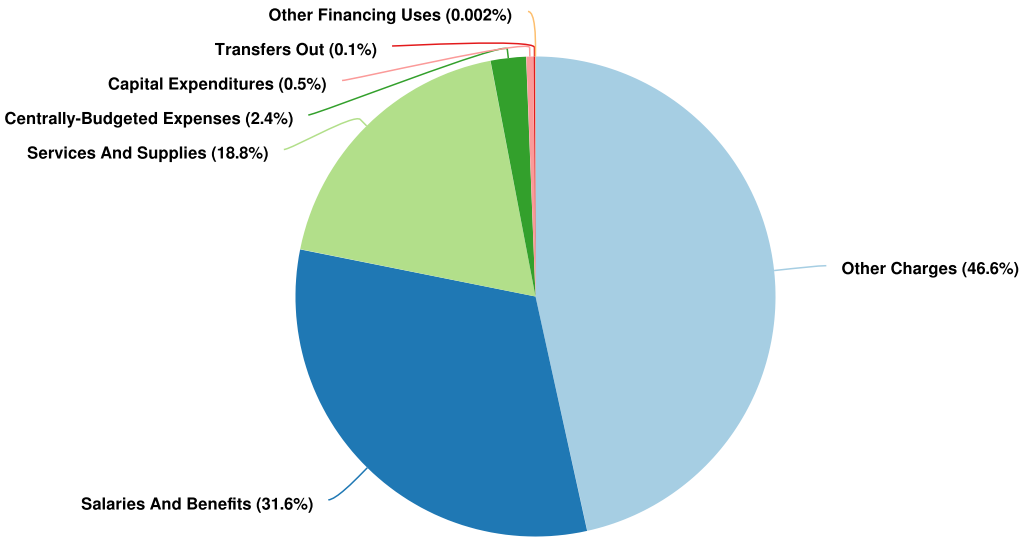
The Housing Authority applied to the California Department of Housing and Community Development for HomeKey funds, and it was not approved. An appeal was also denied.

Expenditures Summary

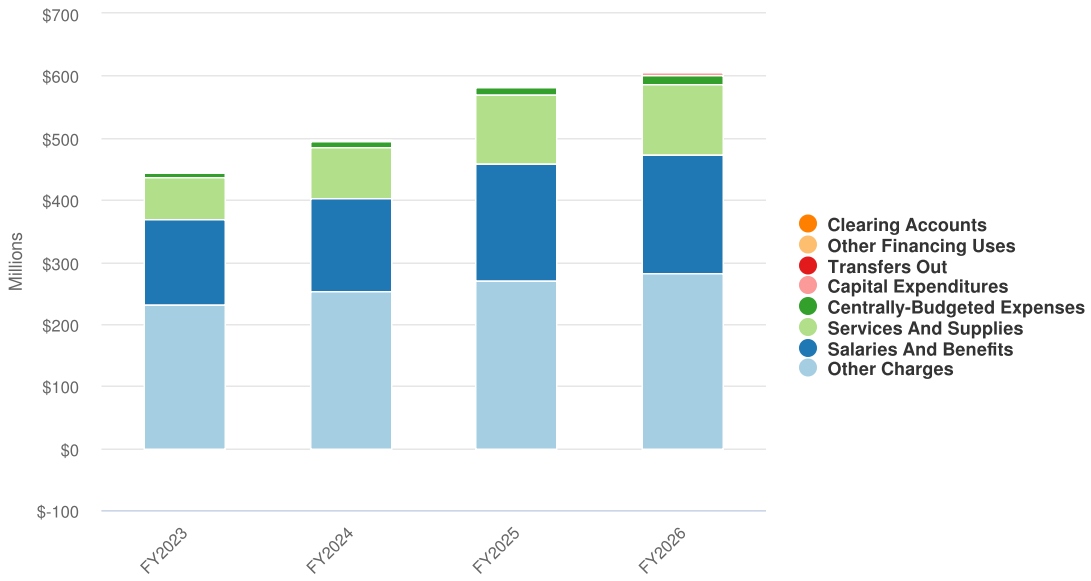
$605,408,369 $19,333,578
(3.30% vs. prior year)

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



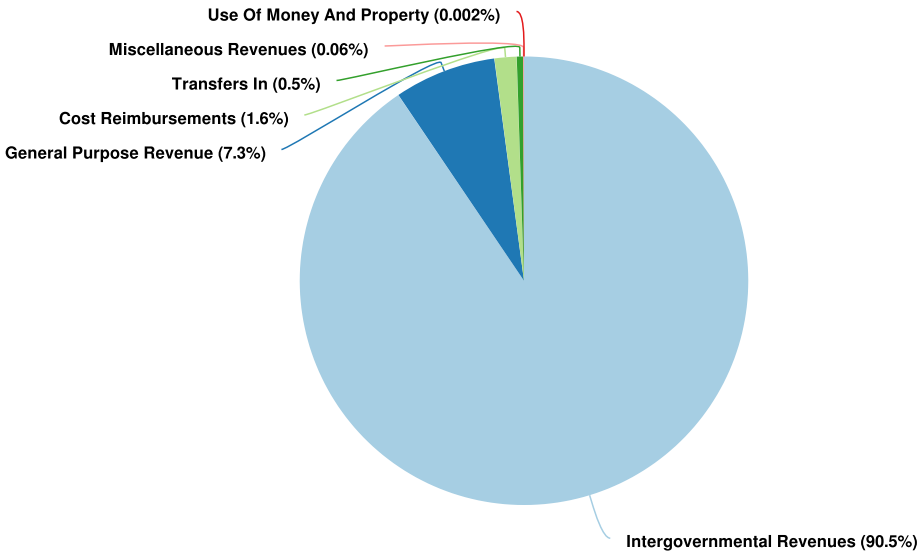
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$137,625,376	$150,530,942	$186,723,735	$191,356,871	2.5%
Services And Supplies	$67,611,049	$83,069,918	$112,056,946	$114,081,551	1.8%
Centrally-Budgeted Expenses	$8,116,796	$9,636,037	$12,743,724	$14,395,193	13%
Other Charges	$230,569,570	$251,922,735	$270,853,286	$281,831,754	4.1%
Other Financing Uses	$2	$15,426	$17,100	$15,000	-12.3%
Capital Expenditures	$1,952,205	$1,511,362	$1,930,000	$2,953,000	53%
Transfers Out	$0	$0	$1,750,000	$775,000	-55.7%
Clearing Accounts	-$2,854	$8,477	$0	$0	0%
Total Expense Objects:	$445,872,144	$496,694,896	$586,074,791	$605,408,369	3.3%

Funding Summary

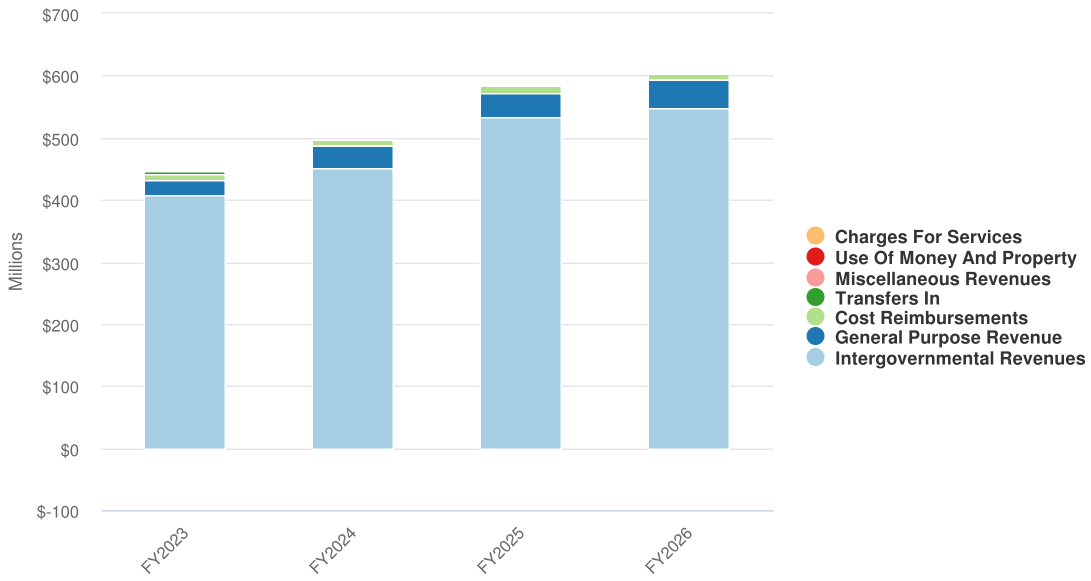
$605,408,369 $19,333,578
(3.30% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$10,597	$9,259	$10,775	$10,775	0%
Intergovernmental Revenues	$407,541,800	$449,851,321	$532,827,609	$548,184,395	2.9%
Charges For Services	$0	$68,840	$0	$0	0%
Miscellaneous Revenues	$522,768	-$1,090,835	$499,500	$341,300	-31.7%
Transfers In	$4,385,473	$1,792,693	$2,514,191	$2,767,743	10.1%
Cost Reimbursements	$8,573,485	$8,096,607	$11,025,737	$9,657,139	-12.4%
General Purpose Revenue	$24,838,021	$37,967,010	$39,196,979	$44,447,017	13.4%
Total Revenue Source:	$445,872,144	$496,694,896	$586,074,791	$605,408,369	3.3%

Organizational Chart

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	1,424.0	1,416.0	(8.0)
Temporary (FTE)	25.5	30.2	4.7
Position Total	1,449.5	1,446.2	(3.3)

Human Services Agency - Administration



Chris Woods
Director of Human Services

The Human Services Agency-Administration budget narrative reflects the combined administrative and financial assistance program costs and funding for the public assistance programs administered by the Human Services Agency (HSA).

Administration	5050101000	General Assistance	5050110000
CalWORKs	5050106000	In-Home Supportive Services	5050118000
Foster Care	5050107000	Temporary Homeless Shelter	5050132000
Adoption Assistance	5050108000	Refugee Cash Assistance	5050144000

Please visit sjchsa.org for more information.

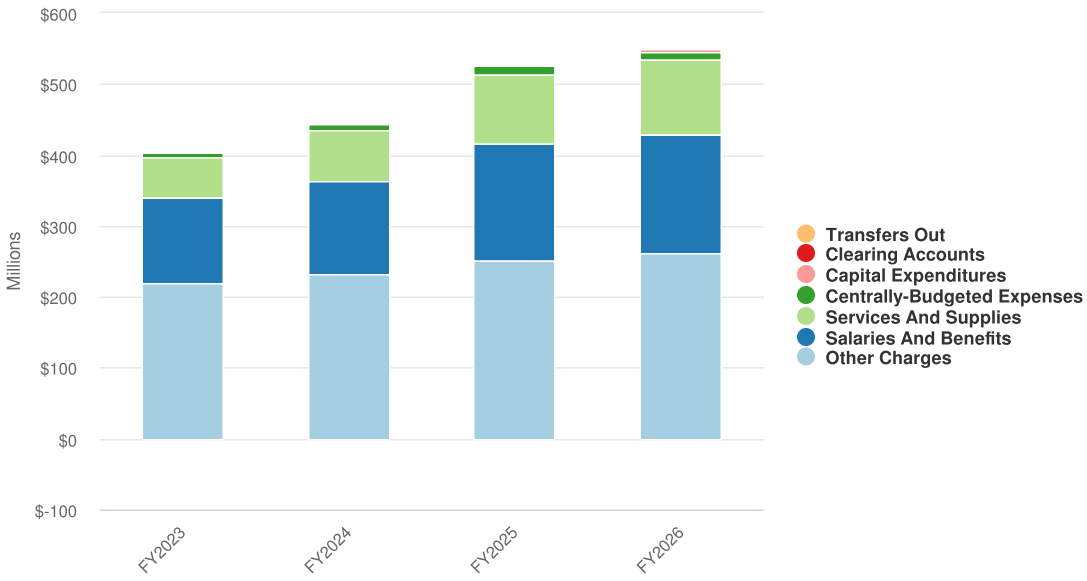
Expenditures Summary

The 2025-2026 Proposed Budget of $548,500,615 is an increase of $19,703,509 from the 2024-2025 Adopted Budget of $528,797,106, primarily due to an increase in the cost of assistance programs ($11,392,353), salaries and benefits adjustments ($4,266,422), an increase in contract expenses for Child Welfare Services, childcare, and CalWORKs ($1,480,411), furniture purchases ($1,532,638), an increase in centrally-budgeted insurance ($741,351), and an increase in capital expenditures ($671,500). These increases are partially offset by decreases in operating transfers out ($1,750,000) and overtime costs ($1,239,726).

$548,500,615 **$19,703,509**
(3.73% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$120,727,077	$131,341,567	$164,060,458	$167,104,561	1.9%
Services And Supplies	$57,499,122	$70,849,698	$98,775,970	$103,934,540	5.2%
Centrally-Budgeted Expenses	$7,227,569	$8,536,457	$10,882,918	$12,320,083	13.2%
Other Charges	$218,281,821	$231,984,298	$251,397,760	$262,539,931	4.4%
Capital Expenditures	$1,646,950	$1,248,636	$1,930,000	$2,601,500	34.8%
Transfers Out	$0	$0	$1,750,000	$0	-100%
Clearing Accounts	-$2,854	$8,477	$0	$0	0%

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Total Expense Objects:	$405,379,685	$443,969,132	$528,797,106	$548,500,615	3.7%

Funding Summary

The 2025-2026 Proposed Budget includes $507,584,365 in Federal and State funding for assistance programs and associated administrative costs, $32,498,773 in General Purpose Revenue, $7,037,258 in cost reimbursements from assistance programs, and $1,080,219 in cost reimbursements from other County departments.

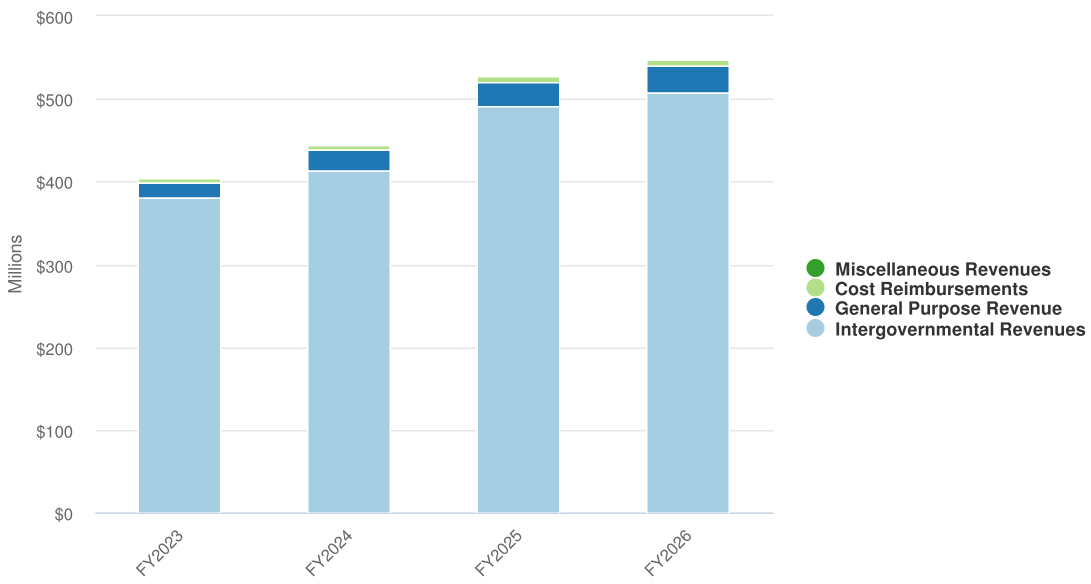
Realignment Impact

In 1991 and 2011, the State Legislature realigned programs, known as 1991 and 2011 Realignment, from the State to local governments. Realignment funds support critical programs at the local level, including health, behavioral health, public safety, and social services. The State Constitution protects these funds from being used for other purposes. However, the amount of funding available varies according to economic conditions in the State because it is based on sales tax and vehicle license fees. Compared to projected 2024-2025 actuals, HSA anticipates a slight decrease (.02%) in realignment revenue in 2025-2026 due to lower trending receipts for sales tax and vehicle license fees.

$548,500,615 $19,703,509
(3.73% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$381,092,759	$413,147,151	$491,961,503	$507,584,365	3.2%
Miscellaneous Revenues	$478,214	$296,606	$460,000	$300,000	-34.8%
Cost Reimbursements	$6,084,158	$5,601,608	$7,555,795	$8,117,477	7.4%
General Purpose Revenue	$17,724,554	$24,923,767	$28,819,808	$32,498,773	12.8%
Total Revenue Source:	$405,379,685	$443,969,132	$528,797,106	$548,500,615	3.7%

Position Summary

The 2025-2026 Proposed Budget includes the addition of a Crafts Worker III to support the HSA Administration Building and Community Centers. This addition is offset by the deletion of the following three vacant positions: Senior Office Assistant, Crafts Worker II, and Public Information Specialist.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	1,252.0	1,250.0	(2.0)
Temporary (FTE)	3.5	3.5	0.0
Position Total	1,255.5	1,253.5	(2.0)

Program Discussion

The Human Services Agency (HSA) comprises five bureaus: Eligibility Services, Children's Services, Employment and Youth Services, Aging and Community Services, and Administrative Services.

Eligibility Services Bureau

The Eligibility Services Bureau is responsible for determining, issuing, and maintaining correct and timely Federal and State-mandated benefits for CalWORKs, CalFresh, Medi-Cal, Foster Care, and Refugee Cash Assistance programs. HSA continues to collaborate with community partners to reach potentially eligible households and assist with benefit program application and renewal processes. Eligibility Workers are co-located at the Boggs Tract, Garden Acres, Kennedy, Larch Clover, Lodi, and Northeast Community Centers to provide County residents with increased access to CalWORKs, CalFresh, and Medi-Cal programs. In collaboration with San Joaquin General Hospital (SJGH), HSA will continue providing a Medi-Cal eligibility unit to process Medi-Cal applications for patients served at SJGH, including inmates that receive acute inpatient hospital services. An Eligibility Worker will also rotate between Channel Medical Center, Tracy Care Center, and Woodbridge Medical Center to assist patients at those clinics with their Medi-Cal applications. The Eligibility Services Bureau provides benefits to approximately 31% of the County's residents.

Children’s Services Bureau

The Children's Services Bureau provides services to ensure the safety, permanency, and well-being of abused or neglected children. The major components of the Children's Services programs are Child Abuse Prevention, Emergency Response, Intensive Family Preservation, Family Maintenance, Family Reunification, Permanent Placement, Adoption, Extended Foster Care, Independent Living, and Resource Family Approval. Each component requires specific in-person service delivery by Social Workers to prevent or remedy neglect or abuse. State law requires Children's Services agencies to investigate reports of child maltreatment either within 24 hours or within 10 days, depending upon the severity of the allegations and risk to the child. When Child Protective Services receives a report of suspected child abuse or neglect, Social Workers investigate the report to determine if the alleged child maltreatment is substantiated as defined in State law. Substantiated reports require further action, such as providing supportive services to the child and family, or if there is imminent risk to the child's safety, the removal of the child from the home.

The Family First Prevention Services Act (FFPSA) became Federal law as part of the Bipartisan Budget Act on February 9, 2018. California implemented FFPSA Part IV on October 1, 2021. A licensed mental health professional must assess foster youth before placement in a short-term residential therapeutic program (STRTP). The Social Worker must provide additional documentation and receive court approval within 60 days of placing a youth in a STRTP. The Child Welfare Agency is also required to provide, arrange, and ensure aftercare services for youth transitioning from a STRTP to a home-based setting. Ongoing case management services assist in developing the life skills necessary to keep the family intact or develop alternate family structures when the child cannot safely remain in the home. The Children's Services Bureau provides support for approximately 12 months to children and families if the children can stay in the home safely. If the Children's Services Bureau determines a child cannot remain in the home, even with intensive family preservation and support services, it will arrange for foster placement in the setting most consistent with the best interests of the child. The Children's Services Bureau will also try to place youth with relatives as Social Workers are required by law to search for relatives for potential placement. Children and their families receive up to 18 months of services when a child is removed from the home, and the family is progressing toward reunification. The 2025-2026 Proposed Budget includes $1,020,000 to support FFPSA.

When the Children's Services Bureau cannot safely return a child to their home after delivering services, it must provide the child with a family-like living arrangement as soon as possible. Adoption services provide permanent options for children who cannot reunite with their birth parents. Additionally, the Guardianship Program provides supervision and assessments for children placed in non-relative and probate guardianships. The Independent Living program provides foster youth with education and other supportive services to help transition youth from foster care to living independently.

Employment and Youth Services Bureau

The Employment and Youth Services Bureau provides employment, education, and training services under the CalWORKs program. Participation includes job preparation and placement services, work experience, employment activities, vocational training and education, mental health and substance use disorder treatment, and referrals to community services.

The County’s Home Visitation Program (HVP) focuses on health education using the Parents as Teachers curriculum and addresses literacy, financial planning, and increased work participation rates for CalWORKs families. The Employment and Youth Services Bureau expects HVP, known locally as FamilyWORKs and coordinated for HSA by First 5 San Joaquin, to serve 253 families in 2025-2026, with $2.1 million in funding.

CalWORKs Housing Support Program (HSP) provides CalWORKs families experiencing homelessness with housing navigation and case management services. HSP, known locally as HousingWORKs, coordinated for HSA by First 5 San Joaquin, began in December 2019. In 2025-2026, the program will receive $1.2 million in funding to provide housing stability and case management services to 250 children and 100 CalWORKs parents experiencing homelessness per the two CFL's listed above.

The General Assistance (GA) Division determines eligibility for the GA program, which supports indigent adults who cannot support themselves and do not receive any other public assistance. As per AB 109, HSA will continue working with the Probation Department to enroll newly released individuals and probationers in the CalFresh and Expanded Medi-Cal programs. In addition, with the enactment of AB 720, HSA is collaborating with the Sheriff's Office and Correctional Health Services to enroll pre-sentenced inmates and inmates who receive acute inpatient hospital services in Medi-Cal. The GA Division also works with the Sheriff and local prison authorities to coordinate a pre-release program to begin the application process for Expanded Medi-Cal to shorten or eliminate any break in medical coverage upon release from jail or prison.

Aging and Community Services Bureau

The Aging and Community Services Bureau provides mandated services to abused, neglected, exploited, older and dependent adults to prevent or reduce inappropriate institutional care. Aging and Community Services strives to help individuals achieve and maintain the highest level of independence, self-support, and self-sufficiency within the range and scope of their abilities. Mandated services for older adults include Information and Referral, Adult Protective Services (APS) and In-Home Supportive Services (IHSS).

The Budget Act of 2021 appropriated funds for APS to implement the Home Safe program. Home Safe supports the safety and housing stability of older adults and adults with disabilities served by APS who are experiencing or at risk of homelessness because of alleged abuse, neglect, or self-neglect. APS customers eligible for Home Safe include those who have received a judgment for eviction, a Notice to Pay Rent or Quit, imminent eviction, or whose nighttime residence is a shelter, motel, or space not designed for regular sleeping. Services include intensive case management, housing stabilization, housing navigation, and direct financial assistance. The program calls for coordination with the local homelessness response system and applying a Housing First strategy that includes racial equity principles. APS implemented Home Safe in August 2022, with an end term of June 30, 2026.

IHSS provides services to help elderly and disabled people remain in their homes. To be eligible, customers must be over 65 years of age, disabled, or blind and meet the program's resource limits. IHSS provides an alternative to out-of-home care, such as nursing homes or board and care facilities. Children with disabilities are also eligible for IHSS. The IHSS caseload continues to grow as eligible Medi-Cal customers increase.

Administrative Services Bureau

The Administrative Services Bureau provides support services throughout HSA related to policies and procedures, staff development and training, information systems, fiscal and accounting, quality control, fair hearings, benefit recovery, collections, personnel, reception, benefit issuance, and staff support.

The Administrative Services Bureau has created a curriculum that delivers comprehensive instruction to HSA staff, focusing on CalWORKs, CalFresh, Medi-Cal, and the California Statewide Automated Welfare System. To meet the demands of the complex programs administered by HSA, Eligibility Workers must complete a comprehensive training course and ongoing monthly in-service training. Topics range from Medi-Cal eligibility to determining when and how to provide expedited benefits and services to customers. This group will conduct multiple induction training classes in 2025-2026, providing the foundational training necessary for new Eligibility Workers.

In the 2025-2026 Proposed Budget the Administrative Services Bureau will evaluate a modification to the office configuration and workstations throughout the fourth floor of the main HSA building. The changes will improve workflow and ensure compliance with the Americans with Disabilities Act. Additionally, HSA anticipates occupying the fourth floor of 400 E. Main Street. The cost of this additional space will be partially offset by the reduction in rent of the Railroad Square building.

The following sections discuss expenditure changes in HSA - Administration and the various assistance programs administered by HSA:

Administration – $285,535,684 (#5050101000)

The 2025-2026 Proposed Budget for the Administrative Services Bureau includes administrative costs for operating all HSA programs and reflects an increase of $8,311,156 from the 2024-2025 Adopted Budget. This increase is primarily due to negotiated salaries and benefits, higher centrally-budgeted insurance, data processing, and Cost Allocation Plan charges, and programmatic changes, including increased caseloads for assistance programs and an increase in child welfare program services. Eliminating a previously budgeted operating transfer to the Capital Outlay Fund partially offsets the increase.

CalWORKs Assistance – $123,221,971 (#5050106000)

The CalWORKs program is the most extensive cash assistance program for children and families, providing financial help to meet basic needs when a family cannot meet those needs independently. The CalWORKs program is part of a welfare system that places a high value on recipients securing work. Eligible families must include a child under the age of 18 who lacks parental support because of absence, death, incapacity, or unemployment. CalWORKs Assistance is time-limited for most adults in the household, and the program requires most recipients

to work or attend Welfare to Work activities. Necessary supportive services, including childcare, are available to ensure recipients can work. The amount of a family's monthly assistance payment depends on several factors, including the number of eligible people and the special needs of those family members. The family's income is considered when calculating the amount of cash aid the family receives.

The 2025-2026 Proposed Budget includes an increase of $4,674,723 from the 2024-2025 Adopted Budget. HSA projects the average monthly caseload will be 10,008 in 2025-2026, an increase of 3.8% from the budgeted caseload in 2024-2025. HSA expects the cost per case to increase by 0.2%.

Foster Care Assistance – $63,639,923 (#5050107000)

The Foster Care program provides support payments for children in out-of-home care. The out-of-home care system protects children who cannot safely remain with their parents. Most children who are removed from their parents become dependents of the Juvenile Dependency Court. A smaller number are wards of Juvenile Probation or live with legal guardians. Currently, these children are placed in family homes with relatives, resource family homes, homes certified by foster family agencies, and in short-term residential therapeutic programs. Statutorily, placement with relatives is given preference over other types of placements. All providers for these children are required to complete the Resource Family Approval process. A written case plan is developed for each child and family to ensure care and protection is provided in the best interests and individual needs of the child. The plan includes a judicial or administrative review every six months to determine if out-of-home care and court monitoring are still required. Independent living training and services are made available to youth ages 16 to 24 to provide job and career development skills needed to live independently. AB 12 extends foster care benefits to youth through age 21. To be eligible to receive Extended Foster Care benefits, youth must be in Foster Care before age 18.

The 2025-2026 Proposed Budget includes an increase of $1,181,926 from the 2024-2025 Adopted Budget. HSA projects the average monthly caseload will be 1,323 in 2025-2026, no change from the estimated 2024-2025 caseload, with a cost per case increase of 1.9%.

Adoption Assistance Program (AAP) – $39,907,530 (#5050108000)

The AAP was developed to encourage the adoption of special needs children and remove the financial disincentives for families to adopt. If a child is deemed eligible, an adoption or deferred adoption assistance agreement is executed with the adoptive parents before the adoption is finalized. The amount of financial assistance is determined based on the child's individual needs and the family's circumstances, and they are reassessed every two years. AB 12 extended AAP benefits beyond the age of 18 for eligible youth adopted at age 16 or later. The extended AAP benefit is intended to help youth maintain a safety net as they transition to independence.

The 2025-2026 Proposed Budget includes an increase of $1,669,029 from the 2024-2025 Adopted Budget. HSA projects the average monthly caseload will be 2,226 in 2025-2026, an increase of 1.0% from the estimated 2024-2025 caseload, coupled with a cost per case increase of 3.4%.

General Assistance (GA) – $1,175,000 (#5050110000)

The General Assistance (GA) Division determines eligibility for the GA program, which supports indigent adults who cannot support themselves and are not eligible to receive any other public assistance. California Welfare and Institutions Code Section 17000 requires California counties to administer a GA program, and it delegates the authority to define and develop the GA program to each County's Board of Supervisors. Participants repay GA payments by working a specified number of hours in the GA Work Program each month. Counties may also recoup GA payments by collecting proceeds from the sale of real property or withholding an amount equal to the GA interim assistance payments from a lump sum Social Security award. The recipient's sponsor may also repay GA payments.

The 2025-2026 Proposed Budget includes an increase of $250,182 from the 2024-2025 Adopted Budget. Historically, the County has funded 100% of the GA program. In 2015-2016, AB 109 funding became available to support the transitional housing portion of the GA program for eligible AB 109 customers. This dedicated funding, totaling $425,000 for 2025-2026, represents 36% of the total projected GA expenditures.

In-Home Supportive Services (IHSS) – $31,771,267 (#5050118000)

The IHSS program provides specified supportive services to enable eligible persons to remain in their homes as an alternative to out-of-home care, such as nursing homes or board and care facilities. Services include domestic services such as meal preparation, laundry, shopping, and errands; personal care services; assistance while traveling to medical appointments or other sources of supportive services; protective supervision; teaching and demonstration directed at reducing the need for supportive services; and certain paramedical services ordered by a physician.

The 2025-2026 Proposed Budget includes an increase of $3,226,178 from the 2024-2025 Adopted Budget. Senate Bill 80, effective July 1, 2019, established a Maintenance of Effort (MOE). The County's IHSS MOE payment increases annually according to an inflation factor and the County's share of any locally negotiated wage and benefit increases. The State funds IHSS administrative costs through an allocation from the State's General Fund. The County must fund any administrative costs above the State General Fund allocation. The General Purpose Revenue contribution for 2025-2026 is $20.5 million. IHSS expects caseloads to increase by 13.0% in 2025-2026.

The IHSS Public Authority (PA) is a separate entity that reports directly to the Board of Supervisors, which acts as the PA's Governing Board. The PA assists IHSS recipients and providers within the IHSS program. It is the employer of record for providers, maintains the provider registry, and facilitates provider training.

Temporary Homeless Shelter – $2,749,240 (#5050132000)

Families eligible for CalWORKs assistance and experiencing homelessness may apply for a special-need payment to meet temporary or permanent housing costs. The maximum homeless assistance payment is based on the size of a CalWORKs family. CalWORKs families may also be eligible to apply for Homeless Assistance benefits to assist with past-due rent.

The 2025-2026 Proposed Budget includes an increase of $90,315 from the 2024-2025 Adopted Budget. HSA projects the average monthly caseload will be 1,798 in 2025-2026, which represents a 0.4% increase from the budgeted 2024-2025 caseload. HSA expects the cost per case to increase by 3.0%.

Refugee Cash Assistance – $500,000 (#5050144000)

The Refugee Cash Assistance program provides up to eight months of cash assistance to refugees without children who are not otherwise eligible for any other cash aid. These refugees are unable to return to their country of origin because of persecution or a well-founded fear of persecution on account of race, religion, nationality, or political opinion. During the same eight months, these individuals may also be eligible for employment and other social services. Refugee Cash Assistance program expenses are eligible for 100% Federal reimbursement.

The 2025-2026 Proposed Budget includes an increase of $300,000 from the 2024-2025 Adopted Budget.

Workload Data

Average cases/dollars per month	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
CalWORKs Assistance Cases	9,498	9,778	9,860	10,008
Foster Care Cases				
Resource Families Home	777	698	812	822
Group Home/STRTP	125	100	130	132
Foster Family Agencies	349	349	365	369
Total Foster Care Cases	1,251	1,147	1,307	1,323
Adoption Assistance Cases	2,083	2,062	2,173	2,206
CalFresh				
CalFresh Cases	59,794	63,545	65,494	66,149
CalFresh Dollars	$28,299,955	$21,894,958	$22,721,379	$22,948,593
General Assistance				
General Assistance Cases	314	366	366	420
General Assistance Dollars	$27,408	$26,276	$40,627	$62,500
In-Home Supportive Services Cases	8,855	9,720	11,200	12,652
Medi-Cal Cases	144,913	146,809	143,624	144,042
Refugee Cash Assistance Cases	16	27	60	60
Temporary Homeless Shelter Cases	1,571	1,557	1,754	1,798

Mary Graham Children's Shelter



Chris Woods
Director of Human Services

Mary Graham Children's Shelter (MGCS) (#5053900000) provides temporary protective custody and services to children alleged to be abused or neglected and who come within the jurisdiction of the Juvenile Dependency Court as dependents. The Welfare and Institutions Code and the California Code of Regulations, Title 22, and the Temporary Shelter Care Facility (TSCF) Interim Licensing Standards, mandate MGCS' services, including food, clothing, health care, education, safety, supervision, counseling, recreation, and religious services.

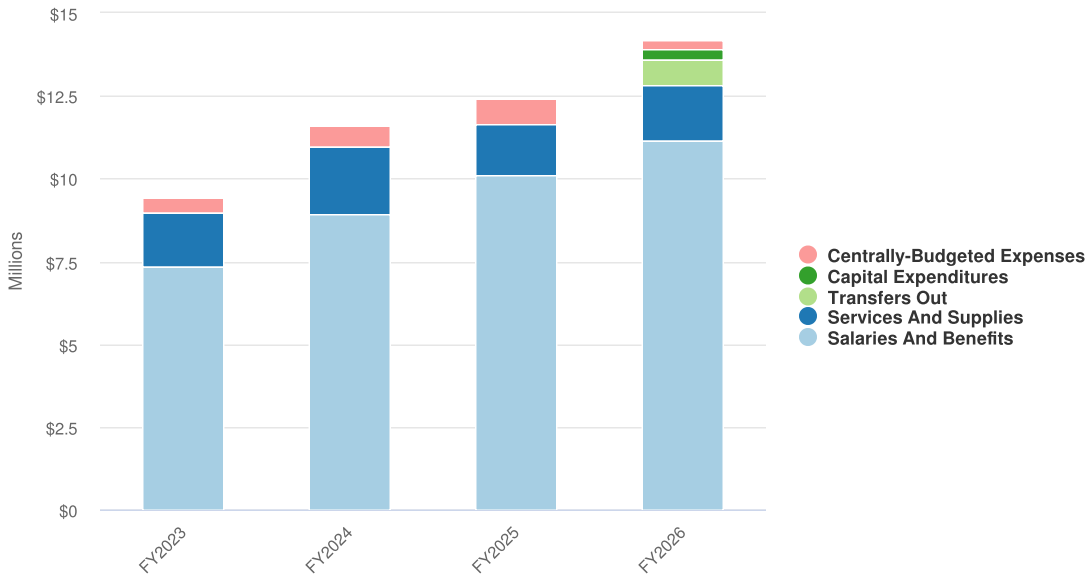
Expenditures Summary

The 2025-2026 Proposed Budget of $14,202,803 is an increase of $1,800,143 from the 2024-2025 Adopted Budget of $12,402,660, primarily due to an increase in operating transfers out to fund the Cottage A and B Roof replacement projects ($775,000), an increase in extra help costs ($488,523), salaries and benefits adjustments ($479,162), an increase in capital expenditures for roof replacements at the Walter Britten Visitation Center and the Child Advocacy Center ($311,500), and the addition of a Community Recreation Coordinator position ($104,813); partially offset by a reduction in Cost Allocation Plan charges ($462,698).

$14,202,803 $1,800,143
(14.51% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$7,356,858	$8,930,044	$10,115,014	$11,167,512	10.4%
Services And Supplies	$1,623,544	$2,035,521	$1,536,182	$1,642,624	6.9%
Centrally-Budgeted Expenses	$430,996	$614,219	$751,464	$306,167	-59.3%
Capital Expenditures	$0	$15,479	$0	$311,500	N/A
Transfers Out	$0	$0	$0	$775,000	N/A
Total Expense Objects:	$9,411,398	$11,595,263	$12,402,660	$14,202,803	14.5%

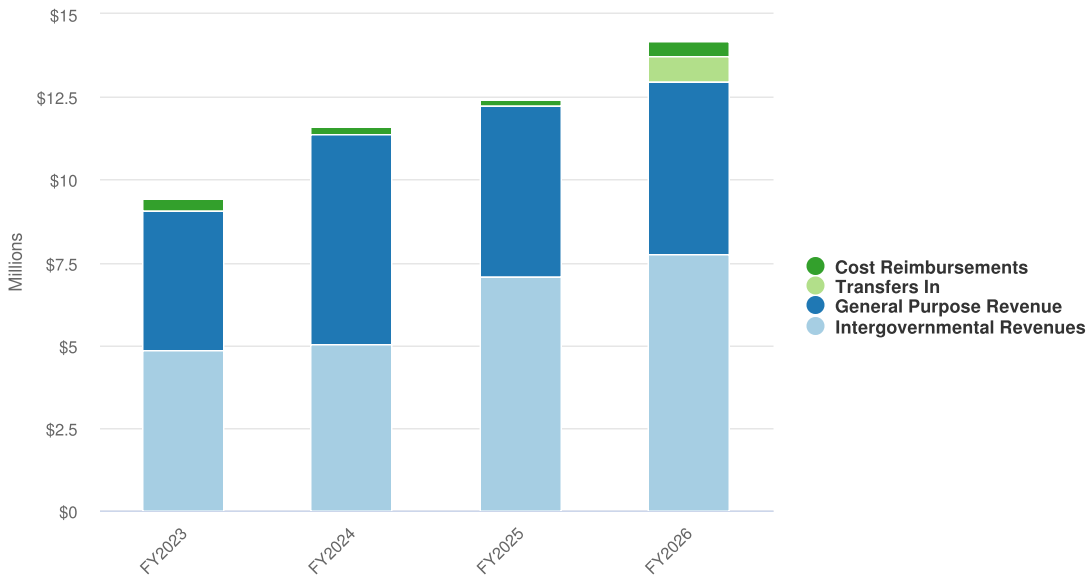
Funding Summary

The 2025-2026 Proposed Budget is primarily funded by $7,728,305 in Federal and State funding, $5,237,998 in General Purpose Revenue, $775,000 in operating transfers in, and $461,500 in cost reimbursements.

$14,202,803 $1,800,143
(14.51% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$4,864,901	$5,017,424	$7,048,527	$7,728,305	9.6%
Transfers In	$0	$0	$0	$775,000	N/A
Cost Reimbursements	$356,743	$198,510	$150,000	$461,500	207.7%
General Purpose Revenue	$4,189,754	$6,379,329	$5,204,133	$5,237,998	0.7%
Total Revenue Source:	$9,411,398	$11,595,263	$12,402,660	$14,202,803	14.5%

Position Summary

The 2025-2026 Proposed Budget includes one new Community Recreation Coordinator position to provide structured activities for youth placed at MGCS, assisting youth with staying on grounds, and meeting daily goals and stabilizing behaviors. The budget also includes an increase in extra help.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	75.0	76.0	1.0
Temporary (FTE)	2.7	8.2	5.5
Position Total	77.7	84.2	6.5

Program Discussion

Continuum of Care Reform

On January 1, 2016, Assembly Bill (AB) 403 codified the Continuum of Care Reform (CCR), with full implementation on January 1, 2017. The State intended CCR to advance California's goal of limiting the use of long-term group home care by increasing the placement of youth in family settings. For youth who are not ready to be placed with families, CCR provides places where they can receive short-term intensive treatment and services, as well as placement and treatment options for youth in foster care. As a Temporary Shelter Care Facility licensed by the California Department of Social Services (CDSS), Community Care Licensing Division (CCLD), children are expected to stay no longer than 10 calendar days at MGCS. For any stay that exceeds 10 calendar days, a written report must be submitted to CDSS within 24 hours, outlining the reasons and circumstances for the extended stay. The law also requires MGCS to assess children before placing them in the Foster Care System. MGCS performs assessments before accepting children into care to expedite the placement process. MGCS holds Placement Meetings twice a week with Child Protective Services (CPS), Behavioral Health Services staff, and other stakeholders to meet statutory deadlines. This effort has reduced the average daily population at MGCS from a high of 37 children in 2015-2016 to approximately eight children during 2024-2025.

Emergency Relative Placement Assessments

Instead of placement at MGCS, Shelter Social Workers perform Emergency Relative Placement Assessments (ERPAs) to place children with approved relatives until they can arrange permanent housing. The Shelter Social Workers are available daily to ensure they can perform the ERPA immediately upon a child's arrival and engage with children and assist them in transitioning to their next placement. They attempt to establish a rapport with the child and share the information they gather with the families and agencies caring for them. This practice increases the chance of success in the new placement. Changes in procedures, including the ERPA process, allow MGCS to transition most children from the Shelter into a home-based placement within one or two days of arrival. Children who stay longer at MGCS typically require specific accommodations for their mental health challenges, behavioral issues, medical conditions, developmental disabilities, and/or a history of trauma, abuse, or neglect. While in the care of MGCS, these children often require additional services and one-on-one supervision.

Family First Prevention Services Act

The Family First Prevention Services Act (FFPSA) became Federal law in 2018. California implemented FFPSA Part IV on October 1, 2021. It requires a Qualified Individual to assess foster youth prior to placing them in a Short-Term Residential Therapeutic Program (STRTP) facility. A Social Worker is required to provide additional documentation and obtain court approval within 60 days of placing a youth in a STRTP.

Facility

MGCS is a 24-hour-a-day, 7-day-per-week facility that includes two residential cottages with two separate living pods in each cottage. MGCS utilizes the residential cottages according to the current needs of the children in care. The MGCS facility also includes:

- **Child Advocacy Center** – The Center provides comprehensive services for child victims of sexual or physical abuse and serves as a pediatric medical clinic for MGCS residents and local foster youth. The Center offers a safe and respectful location for the San Joaquin County Sexual Assault Response Team's emergency evaluations, 24 hours a day, seven days per week for child and adult victims.
- **Walter Britten Visitation Center** – Families with children in the child welfare system may visit daily under the guidelines set forth by social workers and the Juvenile Dependency Court. The Walter Britten Visitation Center provides a safe space for these visits.
- **San Joaquin County Office of Education's (SJCOE) Dorothy Biddick School** – The School shares its site and buildings with MGCS. It offers many options for activities and collaboration and facilitates the provision of comprehensive and integrated programs. The SJCOE ONE School (Field of Dreams) utilizes two classrooms for community and on-site elementary school children. The collaborative efforts provide cost-effective services to MGCS residents and increase their likelihood of developing into healthy individuals.

MGCS is a valuable resource in the system of care for youth in the County. Approximately 600 children are assessed or receive services at the facility annually. Many children are housed at the Shelter until they can be assessed and placed in an appropriate setting. County Child Welfare Agencies, like HSA, struggle to secure appropriate therapeutic placements for youth who need more intensive services and support, typically provided in a STRTP. State and Federal legislation and policy changes have reduced the number of available placement options for youth with the most severe needs. On January 1, 2017, nine group homes in San Joaquin County had 154 beds. As of March 2025, there are two STRTPs with a total of 22 beds for females. There are no STRTPs for males in San Joaquin County.

The MGCS is approximately 25 years old and HSA is working on updating building infrastructure in coordination with the General Services Department (GSD) to maintain operations and the continued health and safety of the youth. The 2025-2026 Proposed Budget includes $311,500 for the Walter Britten Visitation Center and Child Advocacy Center roof replacement projects funded by ARPA. Other roof replacements needed for the campus are Cottage A and Cottage B which have a total estimated cost of $1,337,000, of which $562,000 has been budgeted in the Public Improvement budget (#1040148000) using Capital Outlay funding and $775,000 is being funded by use in fund balance from the HSA Capital Replacement Fund (#37276).

Plan of Correction

On November 3, 2022, the CDSS CCLD issued a Plan of Correction (POC) to HSA. The POC is a two-year compliance plan and includes additional in-person visits from CCLD Licensing Program Analysts. The POC required enhanced staffing levels to provide increased supervision to youth, additional specialized training for staff on various subjects, improved documentation and communication, and enhanced clinical evaluations and assessments. MGCS met this requirement when the Board of Supervisors approved the addition of one Shelter Supervisor I position and 12 Shelter Counselor I-II positions on January 10, 2023 (R-23-4).

In addition to increased staffing, the HSA leadership team continues to collaborate with CCLD to meet or exceed the other requirements of the POC. CDSS, County staff, and other system of care partners continue participating in Technical Assistance calls to address the specific and complex needs of individual youth in care when existing resources and strategies have been exhausted. On December 18, 2024, CCLD officially ended the POC. CCLD Staff commended the MGCS team for the improvements and considers MGCS a model shelter facility.

Fund Balance

The HSA Capital Replacement Fund (#37276) is funded by 1991 realignment revenue for the use of capital replacements. As of March 31, 2025, fund balance was $1,092,079. The Proposed Budget includes $775,000 in operating transfers to fund the department's share of the roof replacements for Cottage A and B.

The Mary Graham Fiduciary Trust Account (#82119) had a fund balance of $86,125 as of March 31, 2025. There are no transfers budgeted for use in 2025-2026.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Children Provided Care*	651	435	440	450
Average Daily Population provided care	15	8	8	10
Average Length of Stay (Days)*	10	7	8	8

*Individuals who received care on multiple occasions throughout the year are counted multiple times.

Neighborhood Preservation



Chris Woods
Director of Human Services

Neighborhood Preservation (#5055246000) administers, plans, coordinates, and implements the County's grant-funded housing and community development programs. Neighborhood Preservation also performs these functions for the San Joaquin Continuum of Care (CoC) under a Memorandum of Understanding as their Collaborative Applicant and Administrative Entity.

Federal funding for these activities comes from the U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Investment Partnership (HOME) programs for the unincorporated County and five participating cities (Escalon, Lathrop, Manteca, Ripon, and Tracy), and the CoC.

State-funded programs administered by the California Department of Housing and Community Development (HCD) include the State Emergency Solutions Grant (ESG); California Emergency Solutions and Housing (CESH); Homeless Housing, Assistance, and Prevention (HHAP); Permanent Local Housing Allocation (PLHA); and Encampment Resolution Funding (ERF).

Please visit sjgov.org/neighborhoodpreservation for more information.

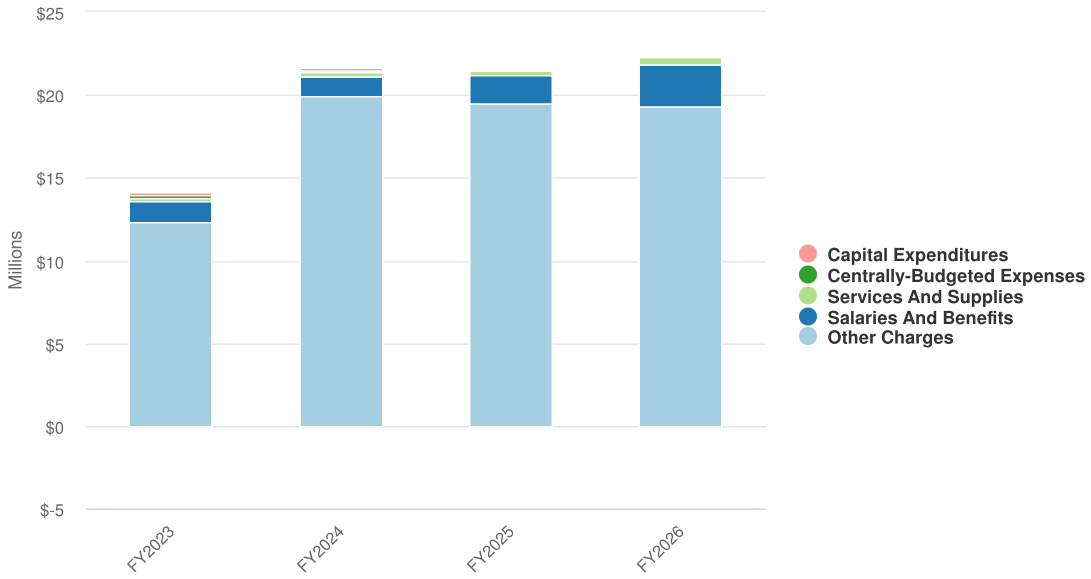
Expenditures Summary

The 2025-2026 Proposed budget of $22,373,319 is an increase of $1,024,681 from the 2024-2025 Adopted Budget of $21,348,638 primarily due to net nine positions added mid-year 2024-2025 ($1,268,325), an increase in consulting fees ($200,000), and salaries and benefits adjustments ($178,411), partially offset by the deletion of three positions ($619,371).

$22,373,319 **$1,024,681**
(4.80% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$1,312,934	$1,152,321	$1,752,541	$2,579,906	47.2%
Services And Supplies	$178,725	$290,157	$253,575	$400,455	57.9%
Centrally-Budgeted Expenses	$139,349	$46,930	-$113,004	$61,135	-154.1%
Other Charges	$12,287,749	$19,938,436	$19,455,526	$19,291,823	-0.8%
Capital Expenditures	$236,367	$197,189	$0	$40,000	N/A
Total Expense Objects:	$14,155,124	$21,625,033	$21,348,638	$22,373,319	4.8%

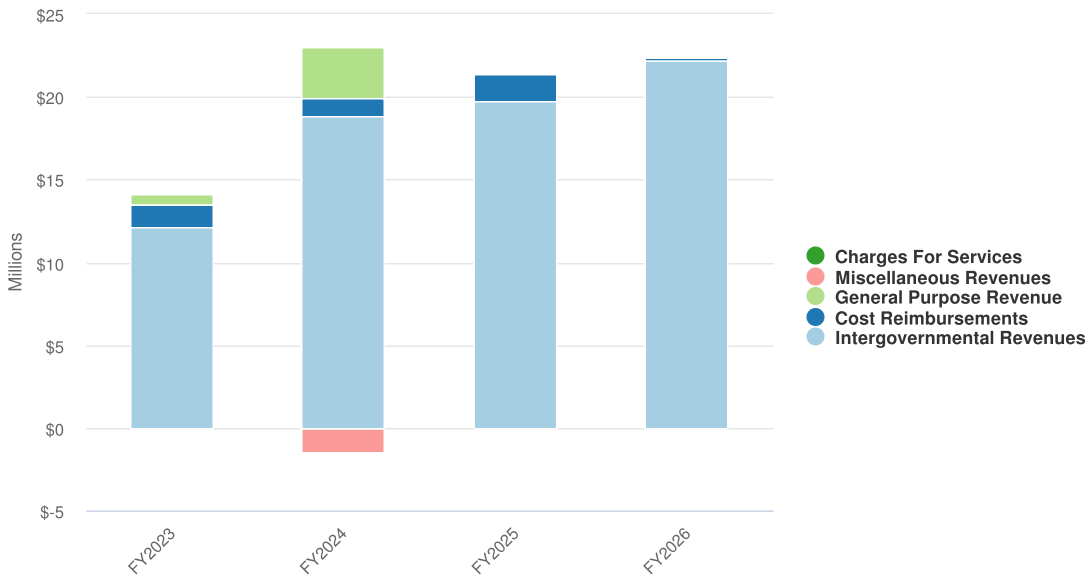
Funding Summary

The 2025-2026 Proposed Budget includes $22,205,319 in State and Federal funding and $100,000 in cost reimbursements from the County's Local Community Corrections Partnership (CCP). Revenues and cost reimbursements fully offset costs. There is no General Fund contribution.

$22,373,319 $1,024,681
(4.80% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$12,175,048	$18,866,856	$19,754,274	$22,205,319	12.4%
Charges For Services	$0	$68,840	$0	$0	0%
Miscellaneous Revenues	$0	-$1,435,537	$0	$0	0%
Cost Reimbursements	$1,352,639	$1,038,437	$1,594,364	$168,000	-89.5%
General Purpose Revenue	$627,437	$3,086,438	$0	$0	0%
Total Revenue Source:	$14,155,124	$21,625,033	$21,348,638	$22,373,319	4.8%

Organizational Chart

The 2025-2026 Proposed Budget includes the net addition of nine positions approved midyear 2024-2025 (R-24-178) and the deletion of one Program Administrator of Homeless Initiatives position and two Management Analyst II positions.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	21.0	18.0	(3.0)
Temporary (FTE)	0.0	0.0	0.0
Position Total	21.0	18.0	(3.0)

Program Discussion

Community Development Block Grant (CDBG)

The County uses CDBG funds for infrastructure, public facilities, public improvements, public services, recreation projects, and affordable housing. During 2025-2026, the County plans to use $1,350,051 in new CDBG funding. In addition, $2,184,320 is being re-budgeted in 2025-2026 for projects that began in 2024-2025.

HOME Investment Partnerships

In 2025-2026, the unincorporated County's share of funding is approximately $987,500, which includes a nonprofit housing developer set-aside, with the remainder designated to the five participating cities (Escalon, Lathrop, Manteca, Ripon, and Tracy). The County's funds will be utilized for down payment assistance for first-time home buyers, Countywide rehabilitation of single-family housing, and overall program administration. A local nonprofit housing corporation will be funded to conduct eligible housing activities to benefit low-income households.

Homeless Programs

Emergency Solutions Grant (ESG) – In 2025-2026, $337,132 in Federal ESG funding will support the operational costs of 14 homeless services and shelter providers in the County and $123,210 in State ESG funding will support 11 homeless services and shelter providers. Neighborhood Preservation acts as the administrative entity for this grant and is tasked with financial oversight and ensuring that homeless supportive services and shelter projects are completed timely and in compliance with all regulations and agreements.

Continuum of Care (CoC) – The CoC is a non-governmental, non-incorporated association meeting Federal requirements as a collaborative and coordinating system including government, non-profit homeless housing and service providers, and other community stakeholders, increasing public awareness and promoting programs addressing the needs of people experiencing homelessness. Neighborhood Preservation collaborates with the CoC Board and Committees as the Collaborative Applicant and Fiscal Agent on programs intended to make homelessness rare, brief, and non-recurring.

In September 2024, the Board approved adding several positions to Neighborhood Preservation, including a Contracts Analyst and Administrative Assistant to provide additional program support to the CoC (R-24-178). Funding for these positions requires a minimum 25% compliant source of local match, which has been provided through ongoing support from the Community Corrections Partnership (CCP) via Assembly Bill 109 funding. An annual request to renew this funding is presented to the CCP every March and became a baseline CCP funded activity in 2021-2022.

The County, on behalf of the CoC, received renewed funding commitments for nine existing CoC housing programs and the Homeless Management Information System. All CoC program funds will be used to continue providing housing and supportive services to families and individuals experiencing homelessness. The 2025-2026 Proposed Budget includes $5,998,153 in funding and $100,000 in cost reimbursements provided by the CCP to meet the local match requirements for the CoC support positions as detailed above.

California Emergency Solutions and Housing Program (CESH) – In 2025-2026, the County will no longer receive CESH funds. CESH was used for rental assistance and housing relocation, affordable permanent housing for people/individuals experiencing homelessness, emergency housing, and system support for the Coordinated Entry and/or Homeless Management Information System. All projects were completed by April 28, 2025.

Homeless Housing, Assistance, and Prevention (HHAP) – In 2025-2026, HHAP funds will be used for rental assistance and rapid re-housing designated for youth and new temporary and emergency shelter activities.

The 2025-2026 Proposed Budget includes a total of $4,615,055 in HHAP funding, including unspent Round 2 funds of $39,867 and unspent Round 3 funds of $4,575,188. Round 4 funds are expected to be awarded in 2025-2026 but are not included in the 2025-2026 Proposed Budget as Round 2 and Round 3 funds must be spent by June 30, 2026, in order to award Round 4 funds.

In February 2025, State HCD awarded the County and the CoC $6.9 million in HHAP Round 5 funds. The County will coordinate with the City of Stockton and the CoC to release a Notice of Funding Opportunity for this funding in 2025-2026.

Permanent Local Housing Allocation (PLHA) – In 2025-2026, PLHA funds will be used by the Whole Person Care Program (#4049600000) to provide homeless individuals with essential case management and supportive services, in coordination with existing service providers, and establish placement in emergency shelter or housing. These services include assistance with applying for housing, applying for public benefits, and accessing healthcare. The 2025-2026 Proposed Budget includes unexpended Round 2 and Round 3 funds of $3,531,220.

Encampment Resolution Funding (ERF) – In 2025-2026 ERF funds will connect people experiencing homelessness in encampments to interim shelter with clear pathways to permanent housing or place people directly into permanent housing. There is funding to purchase approximately 18, 3 and 4-bedroom homes. The 2025-2026 Proposed Budget includes unexpended Round 2 funds of $2,850,049 for projects to be completed

within the fiscal year.

	New Funding	Rollover Funding	2025-2026 Program Budget
Community Development Block Grant (CDBG)	$1,350,051	$2,184,320	$3,534,371
HOME Investment Partnership (HOME)	987,500	0	987,500
Emergency Solutions Grant-Federal (ESG)	125,711	211,421	337,132
Emergency Solutions Grant-State (ESG)	0	123,210	123,210
Continuum of Care (CoC)	5,580,238	417,915	5,998,153
Homeless Housing, Assistance, and Prevention (HHAP)	0	4,615,055	4,615,055
Permanent Local Housing Allocation (PLHA)	0	3,531,220	3,531,220
Encampment Resolution Funding (ERF)	0	2,850,049	2,850,049
Total	**$8,043,500**	**$13,933,190**	**$21,976,690**
Appropriations for participating cities' share of HOME			$228,629
Total Expenses Less Cost Reimbursements			**$22,205,319**

Fund Balance

Neighborhood Preservation manages multiple funds in conjunction with its State and Federal grant awards. Program income is received and funds are transferred to the General Fund and to subrecipients as needed throughout the year.

Balances as of March 31, 2025:

Fund	Fund #	March 31, 2025 Balance
Neighborhood Stabilization Program (NSP)	21095	$1,909,680
Disaster Recovery Initiative (DRI)	21096	$183,417
Home Investment Partnership (HOME)	21097	$3,730,982
Community Development Block Grant (CDBG)	21098	$837,998
Entitlement - CDBG	81375	$560,517
Homeless and Housing Assistance and Prevention (HHAP)	81385	$10,394,370
Permanent Local Housing Allocation (PLHA)	81390	$1,552,024
Encampment Resolution (ERF)	81395	$5,304,517

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Total Program Expenditures (net after cost reimbursements)				
Community Development Block Grant (CDBG)	$2,211,655	$1,921,422	$683,564	$3,534,371
Emergency Solutions Grant (ESG)	1,515,358	1,048,350	290,090	337,132
HOME Investment Partnership (HOME)	70,907	30,785	1,200,000	1,216,129
Continuum of Care (CoC)	5,188,390	5,496,730	6,366,889	5,998,153
State Emergency Solutions Grant (ERG)	1,084,640	288,846	288,454	123,210
California Emergency Solutions and Housing (CESH)*	537,341	155,806	289,635	0
Homeless and Housing Assistance and Prevention (HHAP)	2,166,497	3,937,731	3,281,267	4,615,055
Permanent Local Housing Allocation (PLHA)	27,697	1,651,093	1,576,802	3,531,220
Encampment Resolution Funding (ERF-2-R)**	N/A	6,055,833	1,205,250	2,850,049
Total	**$12,802,485**	**$20,586,596**	**$15,181,951**	**$22,205,319**
Housing Rehabilitation				
Homeless Prevention (Households)	247	99	70	50
Housing Rehabilitation (CDBG & HOME)	9	3	10	12
First Time Homebuyers Assistance (CDBG & HOME)	1	0	0	3
Tenant Based Assistance (CoC)	1,167	992	1,150	1,250
CESH (Individuals)	79	117	100	0
HHAP (Individuals)	4,127	3,926	7,500	7,500

*Starting in fiscal year 2025-2026, the County will no longer receive CESH funds.

**ERF-2-R: One-time funding through 2026.

Aging & Community Services



Chris Woods
Director of Human Services

The Aging and Community Services (ACS) budget (#5054101000) administers Federal, State, private, and local funds allocated for services to adults aged 60 and over, adults with disabilities, and low-income individuals and families. Aging Services include direct services for older adults such as ombudsman, in-home services, social day care, legal services, health services, congregate meals, Meals on Wheels, and long-term case management. Community Services include direct anti-poverty services such as assistance with forms, employment and client advocacy, recreation activities for low-income youth and older adults, food distribution, payment of water and energy bills, and home weatherization.

Please visit sjchsa.org for more information.

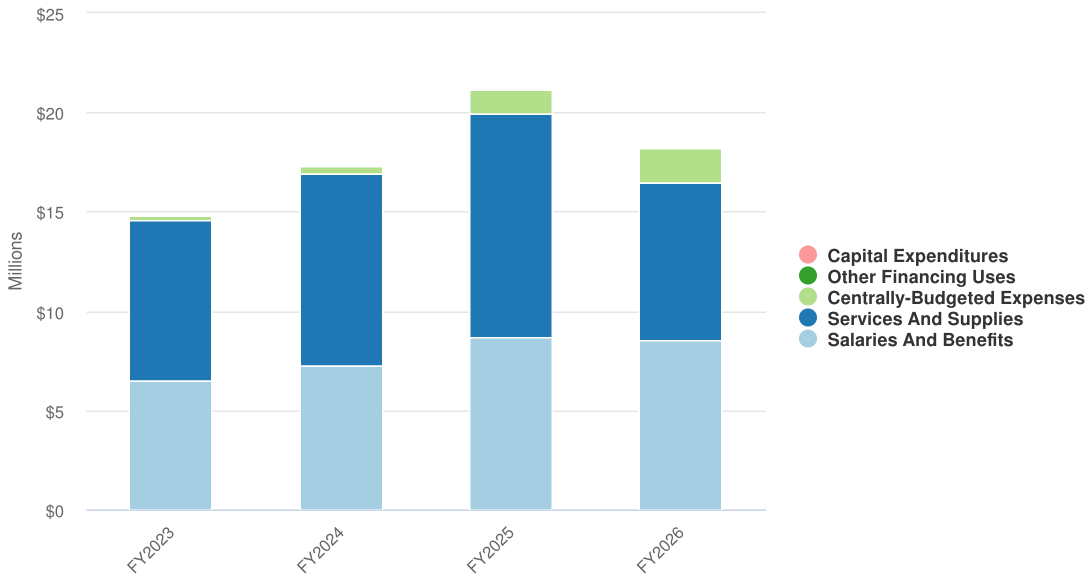
Expenditures Summary

The 2025-2026 Proposed Budget of $18,213,096 is a decrease of $2,951,195 from the 2024-2025 Adopted Budget of $21,164,291, primarily due to a decrease in Low Income Home Energy Assistance, Food for You, Area Agency on Aging and Community Center Program expenses reflecting reduced funding ($2,524,442), the completion of Community Center projects in fiscal year 2024-2025 ($833,550), and the deletion of two positions ($182,424), partially offset by an increase in Cost Allocation Plan charges ($449,412) and salaries and benefits adjustments ($150,314).

$18,213,096 **-$2,951,195**
(-13.94% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$6,466,162	$7,246,524	$8,663,610	$8,555,768	-1.2%
Services And Supplies	$8,080,160	$9,676,020	$11,272,209	$7,929,232	-29.7%
Centrally-Budgeted Expenses	$274,289	$362,124	$1,211,372	$1,713,096	41.4%
Other Financing Uses	$2	$15,426	$17,100	$15,000	-12.3%
Capital Expenditures	$68,888	$50,058	$0	$0	0%
Total Expense Objects:	$14,889,501	$17,350,152	$21,164,291	$18,213,096	-13.9%

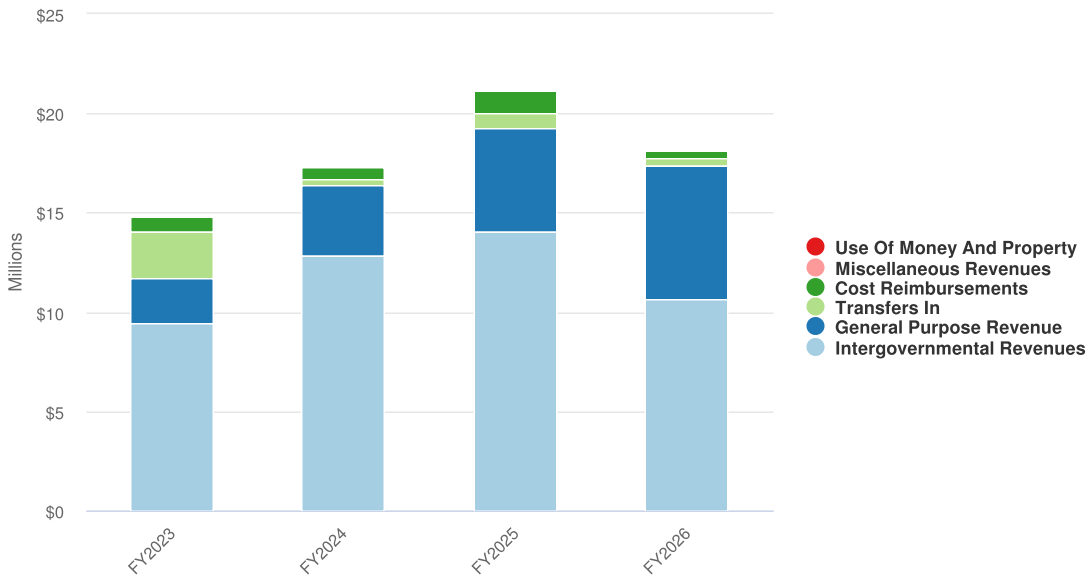
Funding Summary

The 2025-2026 Proposed Budget is primarily funded by $10,666,406 in Federal and State funding (a decrease of $3,396,899), $6,710,246 in General Purpose Revenue, $407,366 in operating transfers in, and $377,003 in cost reimbursements.

$18,213,096 **-$2,951,195**
(-13.94% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$10,597	$9,259	$10,775	$10,775	0%
Intergovernmental Revenues	$9,409,091	$12,819,890	$14,063,305	$10,666,406	-24.2%
Miscellaneous Revenues	$44,553	$48,056	$39,500	$41,300	4.6%
Transfers In	$2,321,841	$260,461	$769,009	$407,366	-47%
Cost Reimbursements	$807,142	$635,009	$1,108,664	$377,003	-66%
General Purpose Revenue	$2,296,276	$3,577,477	$5,173,038	$6,710,246	29.7%
Total Revenue Source:	$14,889,501	$17,350,152	$21,164,291	$18,213,096	-13.9%

Position Summary

The 2025-2026 Proposed Budget includes the deletion of one Senior Office Assistant position and one Energy Program Specialist position, and a slight decrease in Temprorary FTE.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	64.0	62.0	(2.0)
Temporary (FTE)	19.3	18.5	(0.8)
Position Total	83.3	80.5	(2.8)

Program Discussion

The 2025-2026 Proposed Budget only includes funding that ACS has formally accepted. Should additional funding become available, the Human Services Agency will return to the Board of Supervisors during 2025-2026 to request the necessary budget adjustments.

Aging Services

As the County's designated Area Agency on Aging, the Older Americans Act (OAA) funds the ACS Bureau. OAA and the Older Californians Act mandate various services for adults aged 60 and over. Services include family caregiver support, ombudsman program, congregate meals, Meals on Wheels, legal services, adult day care, information and assistance, and disease prevention/health promotion. State grants fund additional programs, including Fall Prevention, and Caregiver Respite. ACS has built partnerships throughout the community to expand its core services. These partners include local and regional organizations, non-profit organizations, local government entities, and other County agencies.

ACS provides the following programs:

- **Congregate Meals Program for Older Adults** – Congregate Meals, also known as Senior Lunch, provides older adults with a hot meal that meets the United States Department of Agriculture (USDA) nutritional guidelines. ACS partners with San Joaquin General Hospital and Stockton Community Kitchen to prepare daily hot meals for adults age 60 and over. The Program funds 19 locations throughout the County. Congregate Meals serves food in Escalon, Lathrop, Lockeford, Lodi, Manteca, Ripon, Stockton, and Tracy. To-go meals are also available for older adults to pick up and prepare at home.
- **Meals on Wheels Program for Older Adults** – Also known as home-delivered meals, this program provides frozen meals for homebound adults aged 60 and over, with meals delivered once a week.
- **Ombudsman Program** – Investigates reports of abuse or neglect and advocates for residents of skilled nursing facilities, residential facilities for older adults, assisted living, and adult day health care facilities. The Program regularly monitors facilities and liaises between staff, residents, and families.
- **Case Management** – Provides support to adults aged 60 and over who are living alone and to non-paid caregivers aged 18 and over taking care of their older adult family members. Services include assessment, referrals, advocacy, transportation, home-maker services, assistance navigating health insurance, obtaining needed equipment and supplies, coordinating respite hours, and identifying other resources that allow the older adult to remain safe in their home.
- **Information and Assistance** – Provides individuals with information and referrals to programs and resources available for older adults, caregivers, and disabled adults. ACS conducts community outreach throughout the year, and assistance is available through a helpline at: (209) 468-1104.
- **Fall Prevention** – Older adults are at an increased risk of falling, which can cause serious injuries, such as broken bones or head injuries. These injuries can affect an individual's quality of life, making it more difficult to conduct everyday activities or live independently. ACS assesses clients for fall risk, provides information to reduce future falls, and evaluates homes to identify potential locations for ramps, grab bars, and other equipment. ACS also provides home modification services to prevent falls.

Community Services

Community Services focuses on improving the quality of life for all ages, from youth to older adults. The Community Services Division offers the following programs:

- **Food for You** – Operating as the State-designated emergency food bank in the County, the Program receives a variety of nutritious, high-quality USDA foods from the State. Additional food is donated from local businesses or purchased with grant funds. Food for You distributes food through the County's eight Community Centers plus 16 other local distribution sites. The Program assists over 185,000 low-income persons annually and distributes more than three million pounds of food annually. The type and quantity of food provided to each household will vary depending on product availability, participation rate, and household size.
- **Weatherization Program** – The Weatherization Program can assist income-qualifying renters or owners by installing energy-saving measures and repairing homes, multi-unit dwellings, and mobile homes. Services may include repair or replacement of a refrigerator, stove, water heater, microwave, insulation, LED light bulbs, smoke and carbon monoxide detectors, shade screens, doors, weather-stripping, and other measures to improve the energy efficiency of the dwelling. The Low-Income Home Energy Assistance Program (LIHEAP) and the Department of Energy-Weatherization Assistance Program fund the Weatherization Program.
- **Home Energy Assistance Programs** – ACS provides financial assistance to low-income households by paying utility bills for gas, electricity, wood, propane, and oil. Those eligible for bill payment may also receive repair or replacement of home heating or cooling units. In addition to the credit to their bill, clients will also receive valuable information about energy conservation and practical tips on saving energy. LIHEAP funds the Home Energy Assistance Programs.

Community Centers

The County has strategically located its eight Community Centers near areas where residents may have a higher need for supportive services and city services are not nearby. The comprehensive array of services offered at the Centers support low-income individuals and families by providing the resources and opportunities necessary for them to become self-sufficient. Services provided include information and referral, assistance with forms, advice on assistance programs (e.g., CalWORKs, CalFresh, Medi-Cal), translation and interpreter services, health fairs, food assistance, congregate lunches, after-school programs, and recreation for youth and older adults. Each Community Center is open from 8:00 a.m. to 5:00 p.m., Monday through Friday, at the following locations:

Community Centers	Location
Boggs Tract Center	Stockton
Garden Acres Center	Stockton
Kennedy Center	Stockon
Larch Clover Center	Tracy
Lodi Center	Lodi
Northeast Center	Stockton
Taft Center	Stockton
Thornton Center	Thornton

Recreation Program – The Recreation Program offers youth an opportunity to participate in seasonal sports such as basketball and flag football. Older adult activities, such as walking groups and other exercise classes, are available to keep patrons invested in their health. The youth and older adult activities provide a free alternative to commercial exercise and sports activities.

Summer Youth Enrichment Program – The Community Centers provide recreational and educational services to youth during the summer. Field trips, arts and crafts, intramural sports, motivational speakers, and summer reading programs are positive activities for youth.

Summer Aquatics Program – The Summer Aquatics Program, located at the Kennedy Center, typically begins on Memorial Day and continues until school resumes in the fall. It offers recreational and instructional swimming as a constructive activity for the community.

Fund Balance

ACS uses six General Fund Special Accounts and Trust Funds to provide community services, and each is restricted to a specific purpose.

Aging & Community Services Fund Accounts	Interest Bearing	Restricted	Balance on March 31, 2025
General Fund Special Accounts			
Weatherization Materials (#15302) *This fund accounts for weatherization material costs. One-time funds were utilized to establish a beginning balance. The account is charged as materials are purchased and placed in inventory. Credit is provided as the Program consumes materials. The 2025-2026 Proposed Budget includes no transfers from this fund.*	No	Yes	$91,151
Older Adults Program (#15306) *This fund accounts for revenue advanced from the California Department of Aging and periodically reimburses the General Fund for actual program expenses. The 2025-2026 Proposed Budget includes no transfers from this fund.*	Yes	Yes	$623
Community Action Agency – Donation (#15307) *This fund accounts for donations to County Community Centers and related expenditures of these discretionary funds. The 2025-2026 Proposed Budget includes no transfers from this fund.*	No	Yes	$168,376
Older Adult Community Outreach (#15309) *This fund accounts for donations and expenditures related to community outreach events for older adults. Expenditures may include outreach materials, imprinted items, and raffle or event items. The 2025-2026 Proposed Budget includes no transfers from this fund.*	Yes	Yes	$55,825
Trust Funds			
Department of Aging (#81872) *This fund accounts for revenue earned by aging and adult service programs. The 2025-2026 Proposed Budget includes $407,366 in transfers from this fund.*	No	Yes	$492,047
Ombudsman (#81896) *This fund administers donations made to the Department for Ombudsman Program. The 2025-2026 Proposed Budget includes no transfers from this fund.*	No	Yes	$17,128

Supplemental Requests

HSA's CalWORKs funding received through CDSS has gradually decreased while the cost of core CalWORKs service obligations, such as eligibility determination and employment services, has increased. CalWORKs funding received by HSA, through the California Department of Social Services (CDSS), has provided offsetting revenue for three programmatic areas, including part-time staffing at each of the eight Community Centers, the Summer Aquatics Program at the Kennedy Community Center pool, and the Summer Youth Enrichment Program.

The Director of Aging and Community Services (ACS) requests supplemental funding totaling $885,170 for the following:

Community Center Operations

Funding of $673,170 is requested for operations at the eight Community Centers. This request will allow the centers to continue to operate with part-time staffing of 8.8 FTEs to support information and referrals, emergency food and clothing closets, senior lunches, after-school tutoring/homework clubs, commodity foods distribution, employment services, counseling for assistance programs, English as a Second Language (ESL) classes, and recreation. This request consists of $88,000 for communications, $109,815 for utilities, $100,044 in janitorial services, $25,000 for overtime, and $350,311 for part time staffing.

Summer Aquatics Program

Funding of $142,000 is requested to continue the operation of the Summer Aquatics Program at the Kennedy Community Center pool, which has served thousands of individuals in the southeast area of Stockton where such programming is scarce. The Summer Aquatics Program provides recreational and instructional swimming to low-income families in a safe, positive, and supervised environment for young people during the summer months. In 2024, there were 2,110 swimmers at the Kennedy Community Center pool.

Summer Youth Enrichment Program

Funding of $70,000 is requested to continue the operation of the Summer Youth Enrichment Program (SYEP) which offers youth aged 10 to 14 a variety of educational, athletic, and other recreational activities with opportunities to have fun while improving self-esteem and building conflict-resolution and other life-affirming skills. The SYEP concludes with a four-day camp experience where they can sleep in cabins, hike, learn about nature, zipline through the forest, and participate in other camp activities. The camp is chaperoned by HSA staff and is free of charge for participating families. In the summer of 2024, 54 youths attended the SYEP camp.

The 2025-2026 Proposed Budget has been augmented by $885,170 to address these requests. Funding is provided on a one-time basis. Programs will be reevaluated prior to development of the 2026-2027 budget.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Aging Services				
Clients Served	18,529	19,237	18,152	18,430
Congregate Meals*	214,903	201,035	90,014	78,872
Meals on Wheels*	392,854	193,241	125,689	127,952
In-Home Assistance Hours Served*	4,433	20,023	12,841	16,912
Long-Term Case Management Clients	70	95	104	122
Ombudsman Complaints and Investigations	1,642	2,839	2,806	2,806
Community Services				
Youth Receiving Crime Prevention Services	858	967	925	875
Clients Served (Unduplicated)	9,550	10,034	12,946	11,500
Food Assistance Households Served	65,029	76,485	63,599	55,308
Individuals Receiving Emergency Food & Clothing	2,704	6,372	8,710	7,500
Units of Service Provided to Clients**	102,689	103,000	103,500	102,800
Energy Programs				
Utility Payments*	6,690	5,793	3,733	3,284
Weatherization Projects*	220	306	101	264

*Program dependent on available funding.

** Total services provided to individuals at all Community Centers (including food distribution, training, Parent Café, eligibility appointments for assistance programs, Summer Youth Enrichment, and other programs.

Community Services



Sandy Regalo
County Administrator

The Community Services budget (#5054000000) provides funding to non-profit organizations and serves as an important mechanism for addressing community needs while fostering collaboration among the County and the community at large. Eligible nonprofit organizations may request one-time support for projects that align with the Board's Strategic Priorities and demonstrate impact and effectiveness in achieving intended outcomes. The County Administrator's Office (CAO) evaluates funding requests from qualified nonprofit organizations, then presents them to the Board of Supervisors for consideration. Awards are based on community needs and funding availability.

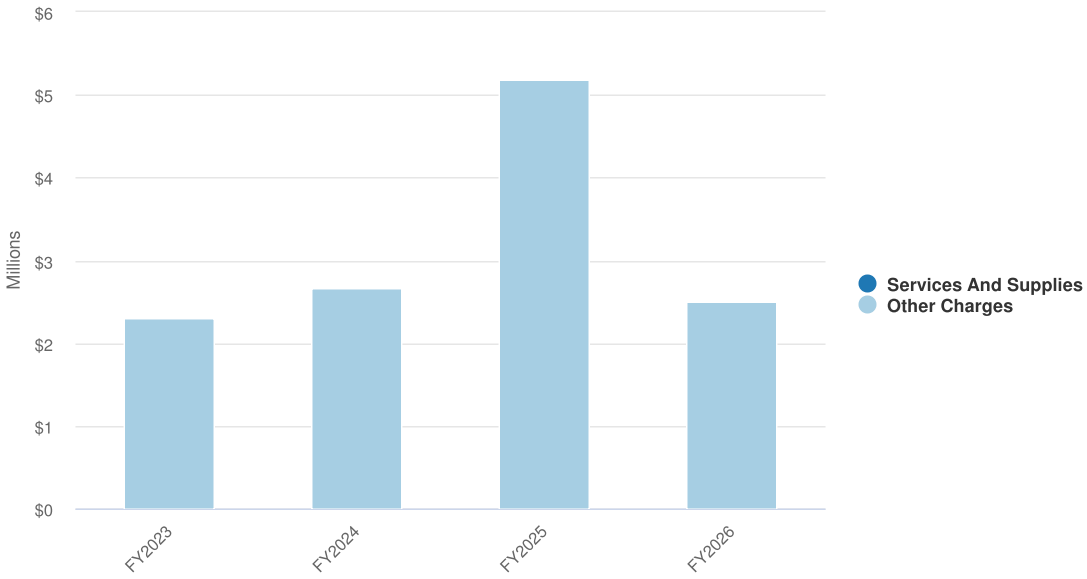
Expenditures Summary

The 2025-2026 Proposed Budget for Community Services is $2,500,000, which is a decrease of $2,680,208 from the 2024-2025 Adopted Budget of $5,180,208, primarily due to a restructuring of the community-based organization/non-County organization (CBO/NCO) program.

$2,500,000 **-$2,680,208**
(-51.74% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$2,167	$0	$0	$0	0%
Other Charges	$2,293,101	$2,663,367	$5,180,208	$2,500,000	-51.7%
Total Expense Objects:	$2,295,268	$2,663,367	$5,180,208	$2,500,000	-51.7%

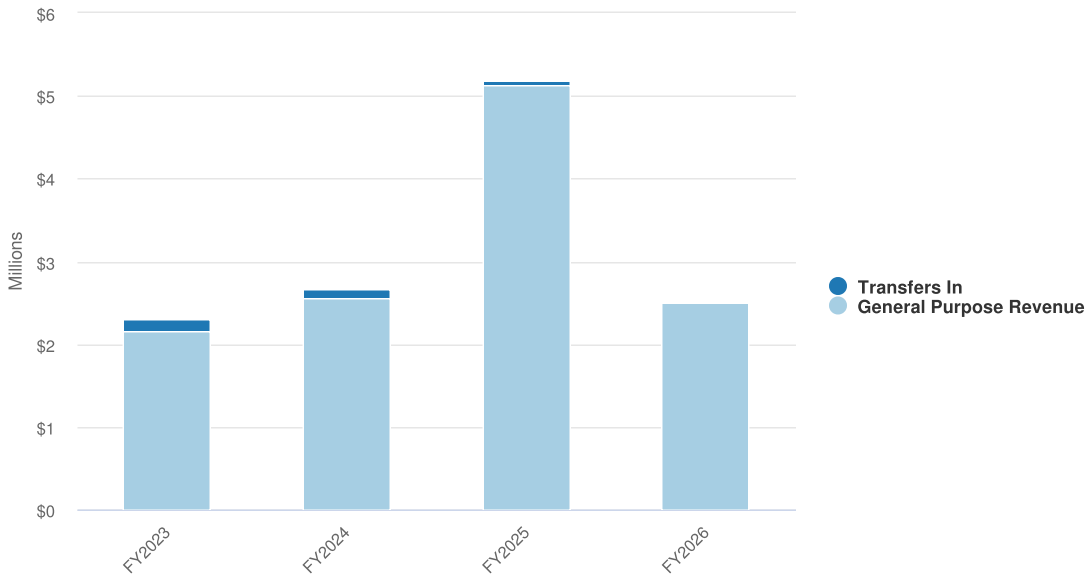
Funding Summary

The 2025-2026 Proposed Budget is funded by $2,500,000 in General Purpose Revenue.

$2,500,000 -$2,680,208
(-51.74% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Transfers In	$139,000	$100,000	$50,000	$0	-100%
General Purpose Revenue	$2,156,268	$2,563,367	$5,130,208	$2,500,000	-51.3%
Total Revenue Source:	$2,295,268	$2,663,367	$5,180,208	$2,500,000	-51.7%

Program Discussion

In 2024-2025, the County awarded grants to 66 organizations out of 106 that applied, representing a 152% increase in the number of applications as compared to the prior fiscal year. As a result, during 2024-2025, the County Administrator's Office (CAO) explored options to improve the application process. In 2025-2026 the community-based organization/non-County organization (CBO/NCO) program will transition to a cloud-based system called eCivis/EUNA to streamline and standardize the application, evaluation, and reporting process.

Per guidance approved by the Board on April 8, 2025 (B-25-186), in 2025 the Request for Application (RFA) period will open in July, rather than March. The CAO will review applications in August and September, with recommendations for awards presented to the Board in September.

A guidance document with a link to the eCivis/EUNA application portal will be provided to nonprofit organizations to respond to the County's RFA. Operating costs are ineligible and requests for funding should be considered one-time. CBOs/NCOs must have a physical presence in the County and provide services to members of the community.

Applicants are required to:

- Demonstrate how the requested funding will address one or more of the 2025-2026 through 2027-2028 Board Strategic Priorities;
- Submit a thoughtful project plan, operating budget, and other fiscal information;
- Identify other County funding or contracts received, including discretionary supervisorial support;
- Identify other leveraged funding for projects, if applicable;
- Articulate programmatic spending plans; and
- Use performance-based metrics to evaluate projected outcomes.

Employment & Economic Development



Patricia Virgen
Director of Employment & Economic Development

The Employment and Economic Development Department (#5055103000) provides employment training, education, and economic development services throughout the County. It serves as staff to the Workforce Development Board (WDB), San Joaquin County Economic Development Association (EDA), and the Revolving Loan Fund (RLF). Employment and training services for the California Work Opportunity and Responsibility to Kids Act (CalWORKs) program are also provided under a cooperative agreement with the Human Services Agency (HSA).

Local Workforce Development Area (LWDA) levels of service must conform to standards established by law. The Employment and Economic Development Department (EEDD) is the designated administrative entity and is responsible for managing these functions and ensuring compliance with Federal and State program guidelines. The EEDD budget is primarily supported by Federal and State funds from the Workforce Innovation and Opportunity Act (WIOA), the CalWORKs program, the National Farmworker Job Program (NFJP) and special grants.

Please visit sjcworknet.org for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Organizational Capacity / Technology Utilization				
Improve Recruitment & Retention Rates	**Initial**	**Current**	**Target**	**Deadline**
Improve office vacancy rate	25%	13% as of January 2024	15%	January 2024
Augment Digitization & Automation	**Initial**	**Current**	**Target**	**Deadline**
Implement a process and provide ongoing training for staff to effectively digitize program application eligibility, case management, and performance-related documents in CalJOBS to eliminate hard copies	80%	95% as of January 2024	100%	January 2024
Implement Track-It system to monitor Information Systems Division requests and completion of projects	50%	100% as of January 2024	100%	January 2024
Fiscal Optimization				
Effectively Manage One-Time Funds	**Initial**	**Current**	**Target**	**Deadline**
Fully implement migration of financial management system to PeopleSoft	20% as of June 30, 2023	20%	100%	June 2025
Economic Development				
Enhance COVID Recovery	**Initial**	**Current**	**Target**	**Deadline**
Round 5 of Small Business Assistance Grant	0	0	300 Businesses	June 2024
Provide $5,000 Microbusiness grants to microbusinesses in the County	203 Grants	316 Grants as of December 2022	316 Grants	December 2022
RAD Card (Round 4) to provide small business relief funds for COVID-19 recovery	212 Businesses	450+ Businesses as if April 2023	450 Businesses	April 2023
Expand Small Business Growth	**Initial**	**Current**	**Target**	**Deadline**
Complete and open the Small Business Concierge Center	50%	100%	100%	June 2023
Develop a Small Business Growth Academy combining resources from various County departments and community organizations to assist small businesses who are interested in growing or expanding by learning how to apply for funding	0	62 Businesses as of December 2023	50 Businesses	December 2023
Increase Transportation/Logistics/Warehousing Businesses	**Initial**	**Current**	**Target**	**Deadline**
50% of program development of training for transportation, logistics, and warehousing – First cohorts started at the Manteca Adult Schools	50%	100% as of September 2023	100%	September 2023

Analysis of Priority Activity

The Department met its goal of 100% digitization of performance-related documents in CalJOBS, but after the original January 2024 deadline. Due to the upcoming Countywide roll-out of a new Enterprise Resource Planning system, Workday, the fiscal management system migration will be delayed until 2026. Additionally, funds allocated to the fifth round of the County's small business assistance grant were reallocated to two alternative COVID-19 recovery and resiliency initiatives; the Local Investment for Financial Thrive, to Support Small Businesses (B-24-699) and the Stockton Takes Action Aagainst Retail Theft (STAART) Camera Grant Program (B-24-664).

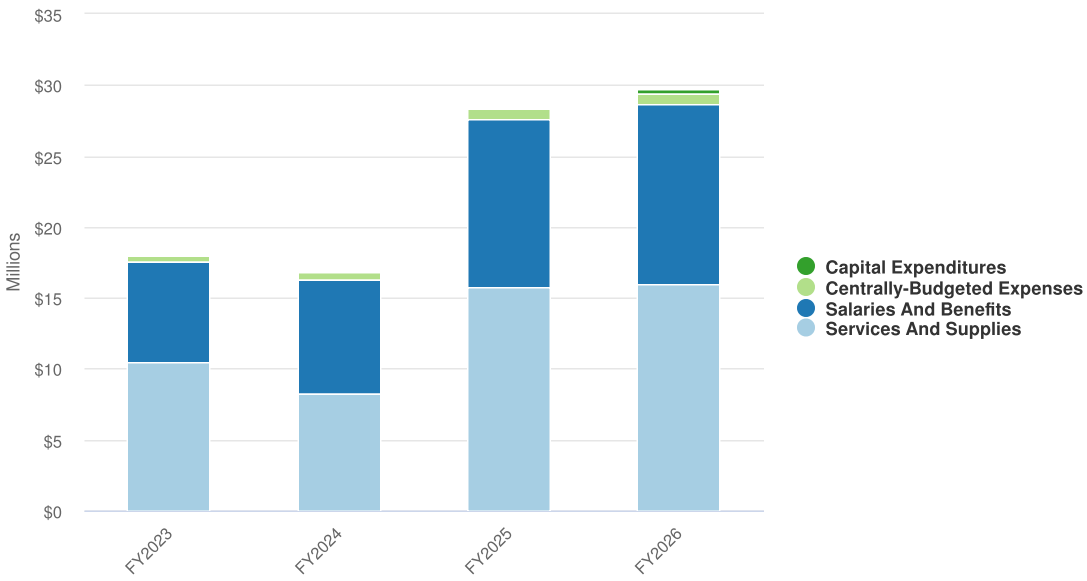
Expenditures Summary

The 2025-2026 Proposed Budget of $29,703,201 is an increase of $1,361,164 from the 2024-2025 Adopted Budget of $28,342,037, primarily due to an increase in program expenditures, including the Human Services Agency (HSA) subsidized employment program, the National Farmworker Job Program, and an increase in services to clients due to increased Workforce Innovation and Opportunity Act (WIOA) funding ($3,937,039), the full-year cost of four positions added midyear 2024-2025 ($504,829), increased costs for software licensing and technology replacement ($319,799) and centrally-budgeted insurance ($285,399), salaries and benefits adjustments ($276,425), and increased capital expenditures ($212,000). The increase is partially offset by decreases in American Rescue Plan Act (ARPA) program costs ($4,397,500) and Cost Allocation Plan charges ($237,773).

$29,703,201 **$1,361,164**
(4.80% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$7,144,469	$8,050,564	$11,900,413	$12,705,832	6.8%
Services And Supplies	$10,428,164	$8,222,964	$15,734,283	$15,989,718	1.6%
Centrally-Budgeted Expenses	$391,629	$516,983	$662,341	$750,651	13.3%
Capital Expenditures	$55,599	$0	$45,000	$257,000	471.1%
Total Expense Objects:	$18,019,861	$16,790,511	$28,342,037	$29,703,201	4.8%

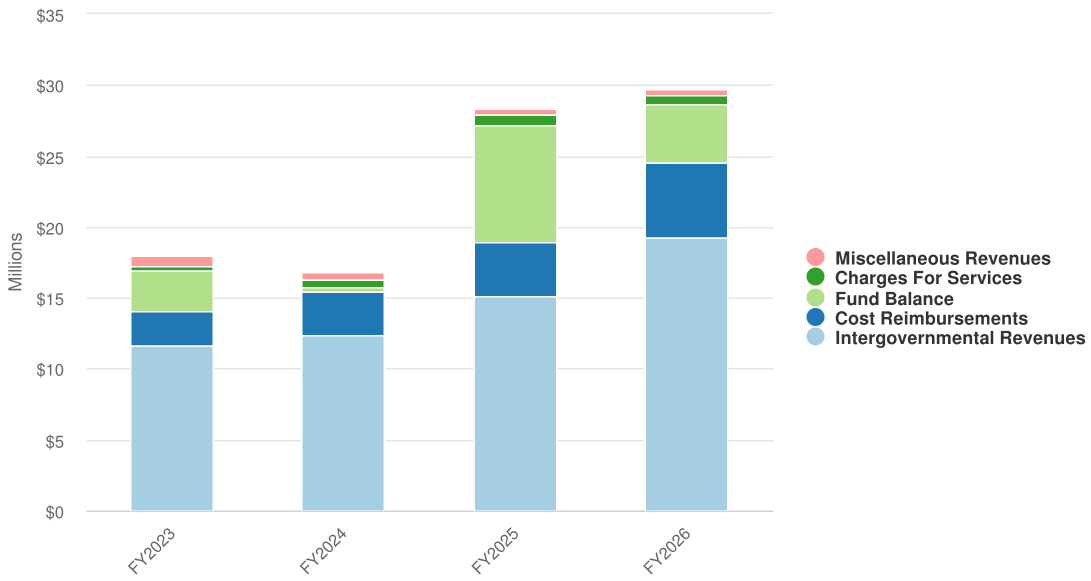
Funding Summary

The 2025-2026 Proposed Budget includes $19,210,489 in revenue from State and Federal sources, $5,349,211 in cost reimbursements, primarily from HSA and Probation-Local Community Corrections, and $4,122,500 in use of fund balance from previously transferred ARPA funds.

$29,703,201 **$1,361,164**
(4.80% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$11,676,532	$12,359,949	$15,107,822	$19,210,489	27.2%
Charges For Services	$382,206	$596,041	$685,315	$578,519	-15.6%
Miscellaneous Revenues	$737,240	$454,037	$460,685	$442,482	-4%
Cost Reimbursements	$2,354,292	$3,062,802	$3,791,619	$5,349,211	41.1%
Fund Balance	$2,869,590	$317,683	$8,296,596	$4,122,500	-50.3%
Total Revenue Source:	$18,019,861	$16,790,511	$28,342,037	$29,703,201	4.8%

Organizational Chart

The 2025-2026 Proposed Budget includes four positions added mid-year 2024-2025. On November 12, 2024, the Board of Supervisors approved adding the following four positions to support the National Farmworker Jobs Program (NFJP) and effectively administer the program (R-24-209):

- EEDD Division Manager
- Employment Training Supervisor
- Employment Training Specialist II
- EEDD Intake and Referral Specialist II

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	93.0	93.0	0.0
Temporary (FTE)	12.9	13.7	0.8
Position Total	105.9	106.7	0.8

Program Discussion

Workforce Innovation & Opportunity Act (WIOA)

The 2025-2026 Proposed Budget outlines an expected allocation of $13.7 million for employment and training services under the WIOA, an increase of approximately $3.3 million, primarily due to projected carry-over from the previous budget year. As the designated administrative entity for WIOA funding, EEDD oversees the operations of WorkNet Centers across multiple locations, including Stockton, Lodi, Manteca, Tracy, and the San Joaquin Delta College campus.

In partnership with the Board and the WDB, EEDD is committed to fostering economic growth in San Joaquin County. Through collaborative efforts with various agencies and the business community, EEDD aims to implement innovative employment training and job placement services tailored to meet the evolving needs of local businesses. EEDD plays a crucial role in providing a wide range of employment and training services in the County, making it easier for individuals to access the resources they need to obtain employment or advance in their careers. WIOA funding supports the following services:

- **Career Counseling and Assessment** – Individuals receive guidance on career exploration, skills assessment, and setting career goals.
- **Job Search Assistance** – This includes assistance with resume writing, interview preparation, job search strategies, and access to job listings.
- **Training and Education Programs** – EEDD offers access to various training and education programs, including vocational training, apprenticeships, on-the-job training, and adult education classes.
- **Supportive Services** – These include assistance with transportation, work attire, and other supportive services to help individuals overcome barriers to employment.
- **Workforce Development Programs** – WIOA funding supports programs aimed at helping individuals gain the skills and credentials necessary to succeed in high-demand industries and occupations.
- **Employer Services** – EEDD also offers services to employers, such as recruitment assistance, job posting services, labor market information, and assistance with workforce training programs.

National Farmworker Jobs Program (NFJP)

On May 3, 2024, EEDD submitted a proposal for $1.5 million per year to provide NFJP services to migrant and seasonal farmworkers and their dependents in San Joaquin County, with a focus on the agriculture and healthcare sectors. On August 26, 2024, the Department of Labor (DOL) notified EEDD that they were an awardee of the NFJP, and a formal notice of award was provided on October 4, 2024, including the funding amount of $1.5 million per year for a four-year term, retroactive to the period of July 1, 2024, through September 20, 2028. On October 22, 2024, the Board of Supervisors approved acceptance of these funds (B-24-579).

The NFJP provides essential employment and training services to migrant and seasonal farmworkers and their families, supporting pathways to long-term career growth and economic stability. Through this grant, EEDD is able to offer a wide range of resources, including career counseling, skills development, occupation skills training, job placement assistance, and on-the-job training opportunities. In addition, NFJP provides supportive services tailored to meet participants' needs, such as transportation assistance, childcare, and access to work-related tools and equipment. NFJP equips eligible participants with the tools and resources needed to build sustainable career pathways across various industries. The 2025-2026 Proposed Budget includes $2,584,318 for the NFJP which includes $1,084,318 of unspent fiscal year 2024-2025 funding and $1,500,000 for fiscal year 2025-2026.

Youth Programs

Youth Services

The WIOA Youth Program funding provides at-risk and low-income youth with tailored workforce development services designed to enhance employability and career readiness. The program offers job training, education services, career counseling, work experience, and supportive services to help youth overcome barriers to employment and education. With a primary focus on serving out-of-school youth, services are available at all of WorkNet's America's Job Centers of California (AJCC) in San Joaquin County, ensuring accessibility for those seeking career support. Participants receive individualized guidance through an Individual Service Strategy (ISS) plan and dedicated Case Managers who connect them with necessary resources. Additionally, Job Developers establish paid work experience opportunities in both public and private sectors, equipping youth with valuable work readiness skills and exposure to in-demand occupations. By working closely with community organizations, the program creates a seamless continuum of support to help young adults transition successfully between education and the workforce.

As part of the $13.7 million budgeted for WIOA, $5.1 million is allocated for Youth Programs, an increase of approximately $1.4 million from 2024-2025, primarily attributed to an increase in projected carry-over.

Student Training and Employment Program (STEP)

For the 2025-2026 program year, EEDD anticipates receiving a $750,000 allocation (unchanged from the prior year) from the State Department of Rehabilitation (DOR). The STEP aims to provide vocational training and employment support to students with disabilities. This program assists students in preparing for and obtaining meaningful employment opportunities as they transition from school to work. Specifically, STEP offers services such as career exploration, vocational assessments, job readiness training, job coaching, and assistance with job placement.

Local Workforce Development Areas (LWDAs)

EEDD continues to pursue additional funding opportunities as they become available. As a founding member of the Central California Workforce Collaborative (CCWC), EEDD partners with seven other Central Valley LWDAs to leverage resources and apply for regional grants. EEDD is actively participating in the California Jobs First initiative, previously known as Community Economic Resilience Fund (CERF), managed by North Valley Thrive. Patricia Virgen, EEDD Director, has been appointed as the workforce development representative on the steering committee, underscoring EEDD's commitment to regional engagement and collaboration.

Prison to Employment (P2E)

In July 2022, EEDD applied on behalf of the Regional Planning Unit (RPU) for a second round of State P2E program funding. EEDD was notified that the RPU will receive $3,064,984, with the County retaining $706,025 over the three-year term of the grant which ends on December 31, 2025 (B-23-237). EEDD will continue to serve as the administrative entity and fiscal agent for the RPU. The 2025-2026 budget includes $418,000 for this grant.

The P2E program helps formerly incarcerated individuals find stable jobs and reintegrate into society. It offers job training, support services, and assistance with employment placement to reduce recidivism and promote successful reentry. The goal is to empower participants to become self-sufficient and contribute positively to their communities.

Regional Equity and Recovery Partnership (RERP)

Another CCWC regional grant is the Regional Equity and Recovery Partnership (RERP) Grant. This funding opportunity is designated for the County to spearhead efforts in creating pathways to high-quality employment opportunities. These efforts involve close collaboration with community colleges, multiple employers, and various stakeholders, with a particular emphasis on bolstering the manufacturing sector. Stanislaus County is the administrative entity of this grant totaling $4.9 million. The 2025-2026 budget includes $25,000 for this grant.

High Road Construction Careers (HRCC)

High Road Construction Careers (HRCC) is an additional grant in the Central Valley. The Fresno Regional Workforce Development Board will act as the lead and fiscal agent for this project. San Joaquin County was allocated $1.3 million for this initiative, continuing until January 31, 2026 (B-23-115). The initiative is to improve job opportunities and quality in the construction industry. It focuses on promoting fair wages, safe working conditions, and skills development for workers, especially those from marginalized backgrounds. The grant aims to elevate industry standards and support sustainable careers in construction. Additionally, EEDD received $119,600 to support a dedicated women's cohort, aimed at creating pathways for women into high-quality construction careers. The 2025-2026 Proposed Budget includes $646,106 for these grants.

Economic Development Association (EDA)

The EDA, overseen and staffed by EEDD, plays a pivotal role as the primary agency in advancing Countywide economic development initiatives. Collaborating closely with the County Administrator’s Office and regional partners, the EDA spearheads efforts to stimulate job creation, enhance business retention and expansion, and foster entrepreneurial development throughout the County.

Remaining proactive, the EDA continuously explores opportunities within State and Federal programs and legislation that would bring significant benefits to the County and its diverse range of businesses and industries. Through active engagement with these programs, the EDA aims to leverage additional resources and support mechanisms, driving further economic growth and prosperity within the region. The 2025-2026 Proposed Budget includes $503,516 in funding to support the EDA.

Business Retention and Expansion Program (BREP)

EEDD remains steadfast in its commitment to managing and implementing the comprehensive BREP through the EDA, in close collaboration with local municipalities. BREP specialists conduct on-site visits to local businesses, evaluating their sustainability, offering assistance and resources for essential economic development services. These efforts aim to stimulate job creation, retain businesses, encourage capital investment, and foster potential expansion opportunities within the County.

Business Concierge Center and Services

The Business Concierge Center caters to the needs of small local businesses, by offering fully equipped office space for businesses to access essential technology, including computers, printers, and phones within a private environment. This Center fills the gaps in essential resources for these businesses. Functioning as a central hub, this Center provides indispensable guidance and support for navigating the often-complex processes of applying for permits, licenses, and funding opportunities.

Employment Training Panel (ETP)

The Employment Training Panel (ETP) is a collaborative effort that supports workforce development by extending fund reimbursement to local employers who invest in training programs and enhance the professional development of their workplace. With the ETP's tailored program designed to meet the evolving demands of the state's economy, employers can access fund reimbursement to alleviate the financial burden associated with training endeavors aimed at maintaining high-performance workplaces.

Revolving Loan Fund Program (RLF)

The EDA operates the RLF program, which stimulates economic growth and development to businesses, organizations, or individuals undertaking projects within the County that may not meet the criteria for traditional financing options. The RLF offers various loan products tailored to support existing businesses in retention, expansion, relocation, gap financing, and start-ups throughout the County. As of January 31, 2025, the RLF manages 29 active loans, totaling $4.1 million in outstanding principal. Approximately $6.5 million is available for RLF lending in 2025-2026.

Other Services/Programs

Social Media

Since November 2023, EEDD has effectively broadened its outreach of services and job opportunities across various social media platforms such as Facebook, Instagram, LinkedIn, and X. The platforms have experienced overall growth in the engagement rate. These metrics demonstrate EEDD's effective utilization of social media platforms to connect with and support the community, paving the way for further enhancement of its online presence and engagement strategies. Throughout fiscal year 2025-2026, EEDD will continue to explore additional means of technology to better serve the citizens of the County.

American Rescue Plan Act (ARPA)

In 2024-2025, San Joaquin County allocated $8,296,596 in ARPA funds to develop eight programs aimed at supporting communities impacted by COVID-19. These initiatives focus on promoting economic recovery, strengthening resiliency, and providing direct assistance to individuals and businesses in impacted industries. The programs include:

- **Shop San Joaquin (SSJ)** – Utilizing the Open Rewards App, SSJ encourages local shopping by offering 100% cash back for purchases, up to $200 per person.
- **San Joaquin County Takes Action Against Retail Theft (STAART)** – The program includes a FastSTAART app that enables the community to report retail theft, access to educational workshops, and grants to businesses to install security cameras.
- **Childcare Workforce Development** – This program offers five specialized training tracks for home-based childcare providers, supporting family childcare home expansion, infant/toddler and special needs care, and licensing for childcare home providers.
- **Learn to Certify (LTC)** – Provides workshops for aspiring individuals interested in opening their own business and assistance to become "bid ready" for government contracts.
- **Entrepreneur Incubator** – Supports young entrepreneurs through workshops, hands-on activities, and pitch events, fostering business development and innovation.
- **Façade Enhancement Grant** – Offers up to $25,000 to commercial properties within unincorporated areas of SJC to improve and enhance their exterior appearance.
- **Local Investment for Financial Thrive (LIFT) Initiative – Spark Relief Grant** – LIFT supports the business community in SJC by offering the Spark Relief Grant which provides up to $5,000 in utility reimbursement to small businesses.
- **Healthcare Workforce Development** – Addresses healthcare workforce shortages by offering scholarships to healthcare students, upskilling opportunities (including stroke awareness training), and work-based learning placements to strengthen the local healthcare sector.

These programs are designed to improve economic recovery, support businesses, and enhance workforce development throughout San Joaquin County and are budgeted for $4,122,500 in 2025-2026.

Funding Sources

For fiscal years 2024-2025 and 2025-2026, the funding sources for EEDD have largely remained stable, albeit with a modest overall increase of 4.8% in total funding. EEDD is actively seeking additional competitive grants to mitigate any potential reductions in funding. The following chart offers a comparative overview for each year.

Program	2024-2025 Adopted Budget	2025-2026 Proposed Budget	% of 2025-2026 Budget	Change +/(-)
Workforce Innovation and Opportunity Act	$10,401,134	$13,731,053	46.2%	$3,329,919
National Farmworker Jobs Program	0	2,584,318	8.7%	2,584,318
ARPA Funds to Assist Small Businesses	8,296,596	4,122,500	13.9%	(4,174,096)
Human Services Agency	2,580,634	3,882,576	13.1%	1,301,942
Prison to Employment Grant	1,912,000	418,000	1.4%	(1,494,000)
High Road Construction Careers Resilient Workforce Fund	1,096,188	646,106	2.2%	(450,082)
Community Corrections Partnership/AB 109	976,692	1,225,389	4.1%	248,697
Miscellaneous Revenue	844,978	758,728	2.5%	(86,250)
Student Training and Employment Program	750,000	750,000	2.5%	0
DOR-AJCC Collaboration Project	0	700,000	2.4%	700,000
SJC Economic Development Association	535,315	503,519	1.7%	(31,796)
Regional Equity and Recovery Partnership Grant	523,000	25,000	0.1%	(498,000)
Revolving Loan Fund	425,500	356,012	1.2%	(69,488)
Total Revenue	**$28,342,037**	**$29,703,201**	**100.0%**	**$1,361,164**

Fund Balance

Employment and Economic Development Fund

The Employment and Economic Development Special Revenue Fund (#20008) does not typically carry a fund balance as expenses are reimbursed by grant funding. As of March 31, 2025, the fund balance totaled $5,238,868 due to previously transferred ARPA funding that expires December 31, 2026. The 2025-2026 Proposed Budget includes the use of $4,122,500 of these funds.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Adult Services				
Job Seekers Served	15,252	13,290	17,451	18,507
Job Seeker Services	81,386	91,064	110,382	116,349
Enrolled Participants	1,131	919	1,069	1,244
Job Placements	356	279	227	231
Average Hourly Earnings*	$22.07	$22.37	$25.05	$24.64
Major/Targeted Job Fairs	18	12	16	20
Employers Participating	251	201	271	311
Youth Services				
Youth Served	606	461	412	366
Youth Services	3,610	2,088	1,762	1,699
Work Experience	319	292	290	238
Job Placements	79	68	22	26
Business Services				
Businesses Served	318	712	1,024	1,085
Business Service Referrals	161	229	145	189
Layoff Aversion/Business Retention	260	90	130	169
Revolving Loan Fund Inquiries	34	98	75	105
Business Service Center	***	30	26	27
Workshops Hosted	***	11	10	11
Rapid Response				
Businesses Affected	27	28	38	40
Orientations	27	8	20	25
Impacted Employees	1,371	2,266	408	428
Website Usage				
User Sessions**	330,319	374,119	367,449	385,821
Site Hits**	2,386,026	3,168,966	3,212,557	3,373,185
CalWORKs/Welfare-to-Work				
Work Experience/Community Service/E-Works	274	1,211	2,038	1,900
Client Assessment	158	75	158	200
Homeless Served	125	82	38	40

*WIOA only.

**2022-2023 actuals are lower due to lost logs from a server upgrade.

*** Did not measure this data point in 2022-2023.

Veterans Services Office



Genevieve G. Valentine, LMFT
Director of Health Care Services

The San Joaquin County Veterans Services Office (#5055600000) assists veterans and their families with navigating the complex Federal and State regulatory systems to apply for United States Department of Veterans Affairs (VA) and State of California benefits earned by members of the United States Armed Services.

The Veterans Services Office (VSO) also serves as a liaison between the Board of Supervisors and the Veterans Advisory Commission; Veterans Treatment Court; Veterans Administration Healthcare Systems; national, State, and local veteran service organizations; other County agencies; and the public, ensuring veterans receive the maximum level of benefits and advocacy.

Please visit sjgov.org/vso for more information.

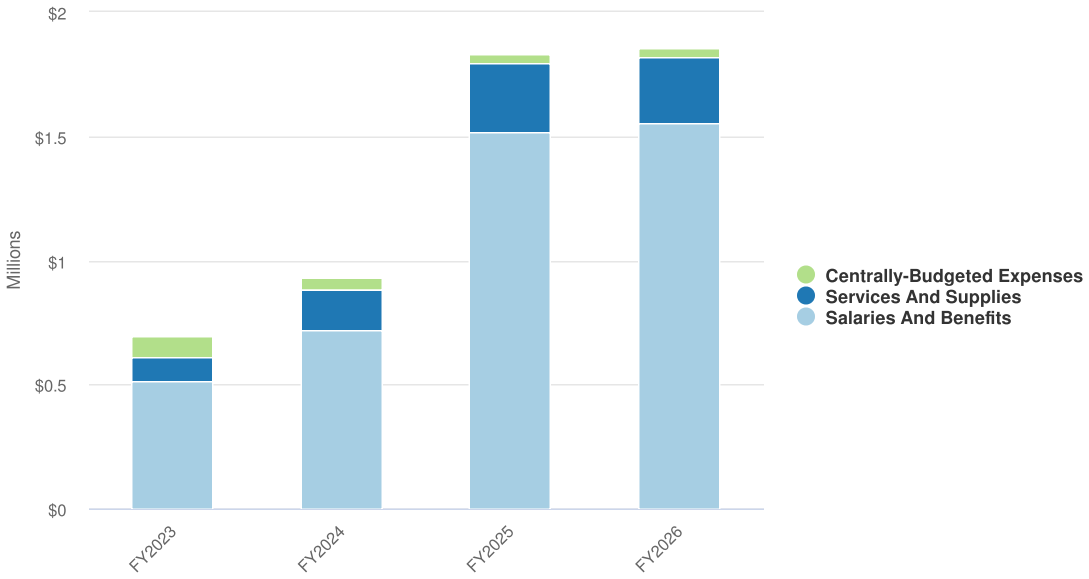
Expenditures Summary

The 2025-2026 Proposed Budget of $1,857,920 is an increase of $27,421 from the 2024-2025 Adopted Budget of $1,830,499, primarily due to the addition of one position ($94,718), the addition of extra help ($68,599), and salaries and benefits adjustments ($55,216); offset by the deletion of two positions ($188,950).

$1,857,920 $27,421
(1.50% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$513,424	$716,750	$1,514,399	$1,552,982	2.5%
Services And Supplies	$98,021	$163,422	$279,280	$268,735	-3.8%
Centrally-Budgeted Expenses	$83,082	$51,699	$36,820	$36,203	-1.7%
Total Expense Objects:	$694,527	$931,872	$1,830,499	$1,857,920	1.5%

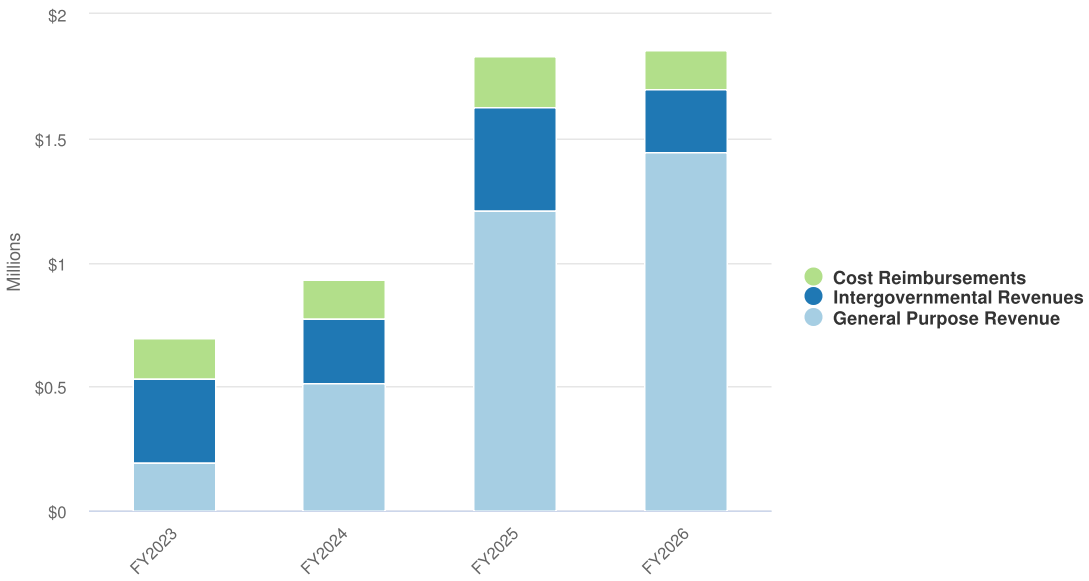
Funding Summary

The 2025-2026 Proposed Budget is funded by $1,441,519 in General Purpose Revenue, $256,401 in California Department of Veterans Affairs (CalVet) reimbursement/subvention, and $160,000 in cost reimbursements from Mental Health Services Act Community Services and Support funding.

$1,857,920 $27,421
(1.50% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Intergovernmental Revenues	$341,438	$255,623	$420,000	$256,401	-39%
Cost Reimbursements	$160,000	$160,780	$203,512	$160,000	-21.4%
General Purpose Revenue	$193,089	$515,469	$1,206,987	$1,441,519	19.4%
Total Revenue Source:	$694,527	$931,872	$1,830,499	$1,857,920	1.5%

Organizational Chart

The 2025-2026 Proposed Budget includes the deletion of two Senior Office Assistants, the addition of an Office Technician/Coordinator, and 0.8 FTEs for extra help.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	14.0	13.0	(1.0)
Temporary (FTE)	0.0	0.8	0.8
Position Total	14.0	13.8	(0.2)

Program Discussion

The VSO has experienced a 129.8% increase in visits since 2021-2022, primarily due to the relocation of the office to a centralized location with improved safety; expansion of the number of satellite clinics from two to four; retention of State accredited staff; and the success of more than 50 targeted annual outreach activities. In addition, time-intensive caseload management for individuals exceeds 1,000 clients per Veterans Service Representative (VSR), along with increased telephone call volumes and demand for additional events and activities. Walk-in visits and appointments are projected to total 6,008 in 2024-2025 and increase to approximately 6,350 in 2025-2026.

On April 25, 2024, the VA Northern California Health Care Director and the Army Corps of Engineers celebrated the completion of the 158,000-square-foot Richard A. Pittman VA Community-Based Outpatient Clinic (CBOC) in French Camp. This state-of-the-art facility is designed to serve nearly 210,000 veterans in the region, including 28,000 veterans in San Joaquin County, eliminating the need for travel to Livermore or Palo Alto for certain services.

The VSO has long-standing partnerships with the U.S Department of Housing and Urban Development Veterans Affairs Supportive Housing (HUD-VASH) team and nonprofit housing agencies such as Catholic Charities, Westcare, and the Berkeley Food and Housing Project, all of which receive Supportive Services for Veteran Families (SSVF) grants from the VA to end veteran homelessness by providing vital housing stability and financial support to include rental and utility assistance, security deposits, childcare, and financial aid. The VSO further supports HUD-VASH social workers by verifying veterans' healthcare eligibility, retrieving discharge documents, and processing disability and pension claims—efforts that often increase veterans' income and significantly improve their long-term housing stability.

Satellite Clinic Expansion

The VSO negotiated a no-charge agreement for shared office space, allowing the VSO to have an accredited VSR provide counseling services to veterans at the CBOC in French Camp one day per week. These services began with four veterans in June 2024 and have since grown to a waitlist of 15-20 veterans. At the request of the CBOC Operations Director, the VSO is negotiating for additional capacity to meet the increased demand for services.

Two additional no-cost VSO satellite clinics opened in 2024-2025, for a total of four locations in the County, consisting of the Manteca Veterans of Foreign Wars; Veterans Treatment Court; Oakmont Residential Housing Facility, and the CBOC. Planning is currently underway to establish a fifth satellite clinic within the University of the Pacific's Military Veteran and Resource Center. The VSO will continue to explore locations for future satellite clinics in 2025-2026.

Veterans Treatment Court (VTC) Funding

The 2025-2026 Proposed Budget includes $40,000 to support mental health and substance use counseling groups for VTC clients awaiting access to VA services, veterans ineligible for VA health care, and other veterans in need of counseling support. The funds may also be used to support continuing education and training, transportation to court, peer mentor support for low-income veterans, and the cost of court-mandated domestic violence and anger management courses for veterans unable to pay for such services. Additionally, VSO staff support case management services for VTC clients and maintain the collaborative VTC participant handbook and resource guide, which helps secure community care and support for vulnerable veterans who lack adequate health care coverage. The VSO will explore funding opportunities to continue this service after 2025-2026.

Veterans Advisory Commission (VAC)

On November 6, 2018, the Board of Supervisors adopted a resolution establishing the San Joaquin County Veterans Advisory Commission and approved the Commission By-Laws (R-18-143). The Commission works in conjunction with the VSO to provide a platform for organizations supporting veterans, advocate for benefits and services; and serves as a liaison between the veteran community and the Board of Supervisors.

The VAC is developing a strategic plan to present to the Board in 2025-2026 and will continue to address the concerns of community members and enhancing support for local veterans.

Supplemental Requests

The Director of Health Care Services is requesting supplemental funding totaling $177,553 for the following:

Supervising Veterans Service Representative

Net funding in the amount of $43,599 is requested for 0.8 FTE part-time Supervising Veterans Service Representative to provide additional supervision and reduce the time needed to draw down subvention funds. The VSO projects a $25,000 increase in subvention revenue associated with the additional support, partially offsetting the cost of $68,599.

Funding Reduction

Funding of $133,954 is requested to offset the projected decreases in California Department of Veterans Affairs (CalVet) reimbursement/subvention funding ($90,442) and cost reimbursements from Mental Health Services Act Community Services and Support funding ($43,512).

The 2025-2026 Proposed Budget has been augmented by $177,553 to address these requests.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Veteran Visits				
Appointments	1,035	651	515	550
Walk-ins/Drop-ins	3,395	4,738	5,493	5,800
Total	4,430	5,389	6,008	6,350
Benefits Claims				
All Claims Activity	3,770*	4,910	6,369	6,500
Benefits Claims Filed/Re-Opened	1,200	2,195	1,728	1,600
Benefits Claims Granted	901	900	614	700
Claims for VA Medical Care	158	214	392	300
Medi-Cal Cost Avoidance	73	115	52	100
Verification of Veterans Benefits to Other Agencies	95	90	72	80
Other Assistance Provided				
Auditable Forms Filed	1,500*	1,581	1,421	1,550
Educational Fee Waivers	393*	379	401	395
Veterans Court Participants	75	43	50	45
Homeless Veterans Served				
Received Services From VSO	36	33	26	22
Referred to US Department of Housing and Urban Development/Department of Veterans Affairs Supportive Housing	25	15	10	10
Referred to Behavioral Health Services	8	10	10	15
Benefits Claims Filed/Re-Opened	40	35	21	25
Benefits Claims Granted	30	26	7	18
New Benefits Paid to Veterans/Dependents	$11,803,745*	$8,714,404	$7,658,628	$8,250,000

*Restated

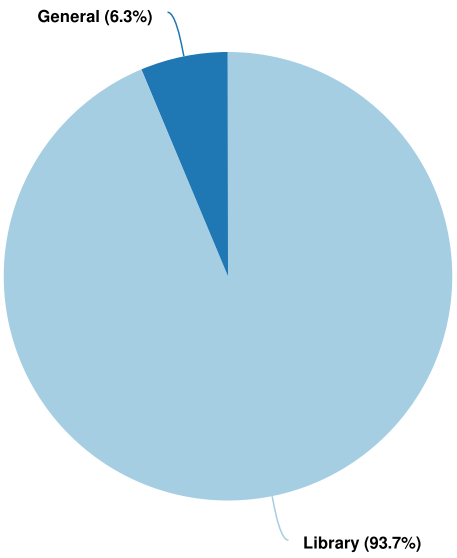
Education

Expenditures Summary

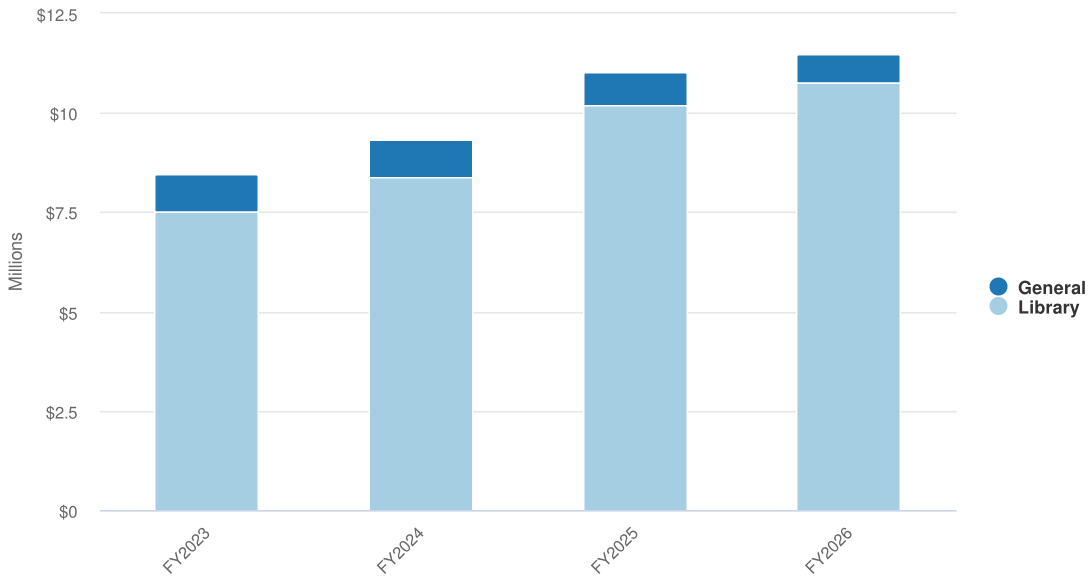
$11,482,759 $448,939
(4.07% vs. prior year)

Expenditures by Fund

Expenditures by Fund



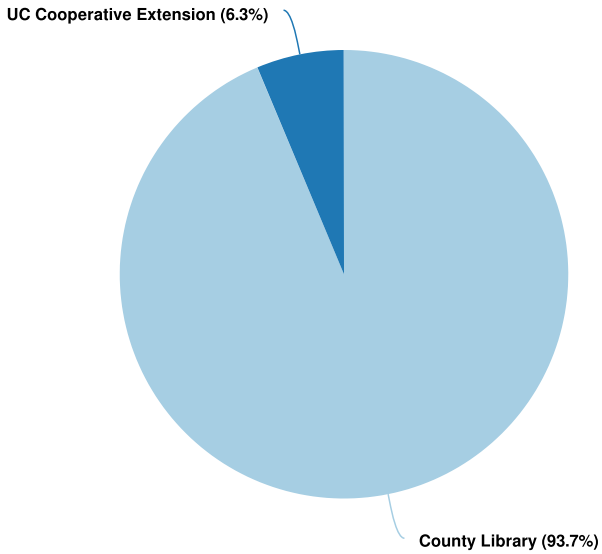
Budgeted and Historical Expenditures by Fund



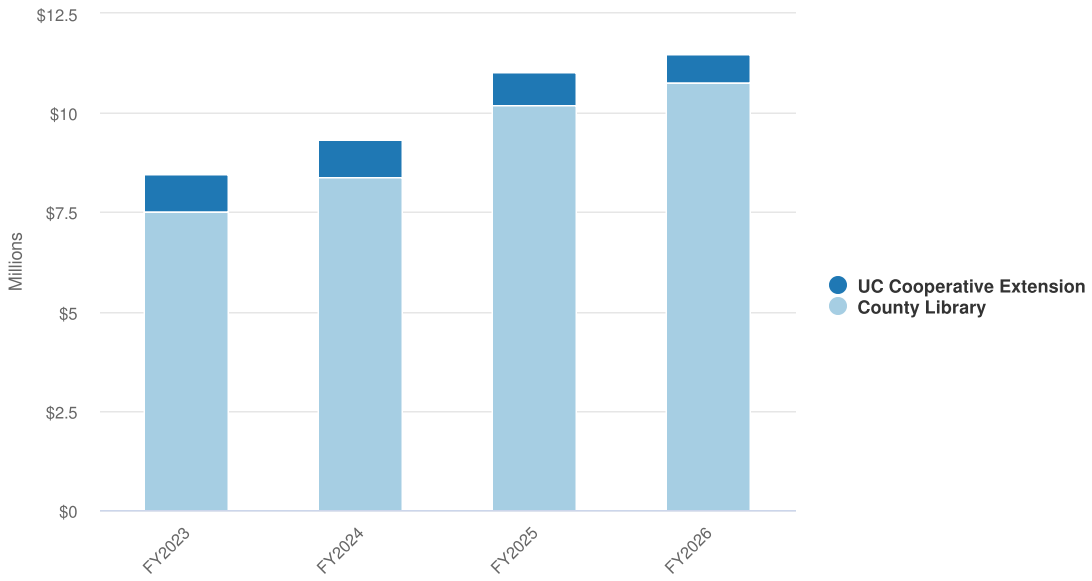
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
General	$949,752	$947,430	$820,357	$723,678	-11.8%
Library	$7,508,786	$8,373,050	$10,213,463	$10,759,081	5.3%
Total:	$8,458,538	$9,320,479	$11,033,820	$11,482,759	4.1%

Expenditures by Department

Budgeted Expenditures by Department



Budgeted and Historical Expenditures by Department



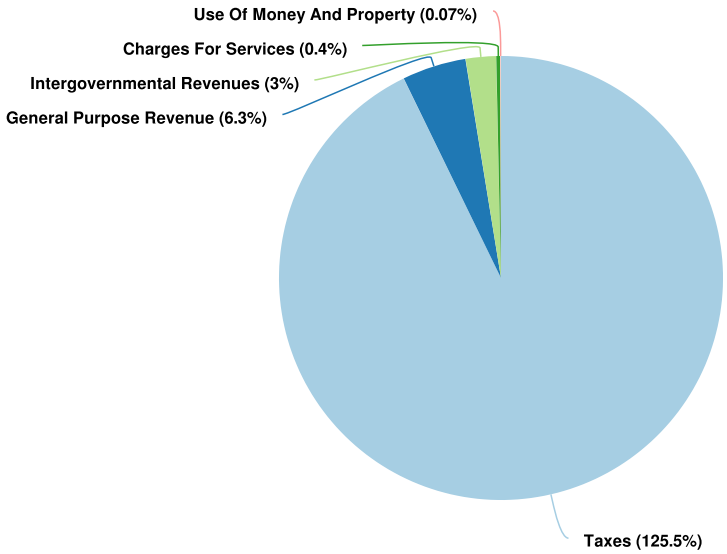
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expenditures					
Library	$7,508,786	$8,373,050	$10,213,463	$10,759,081	5.3%
UC Cooperative Extension	$949,752	$947,430	$820,357	$723,678	-11.8%
Total Expenditures:	$8,458,538	$9,320,479	$11,033,820	$11,482,759	4.1%

Funding Summary

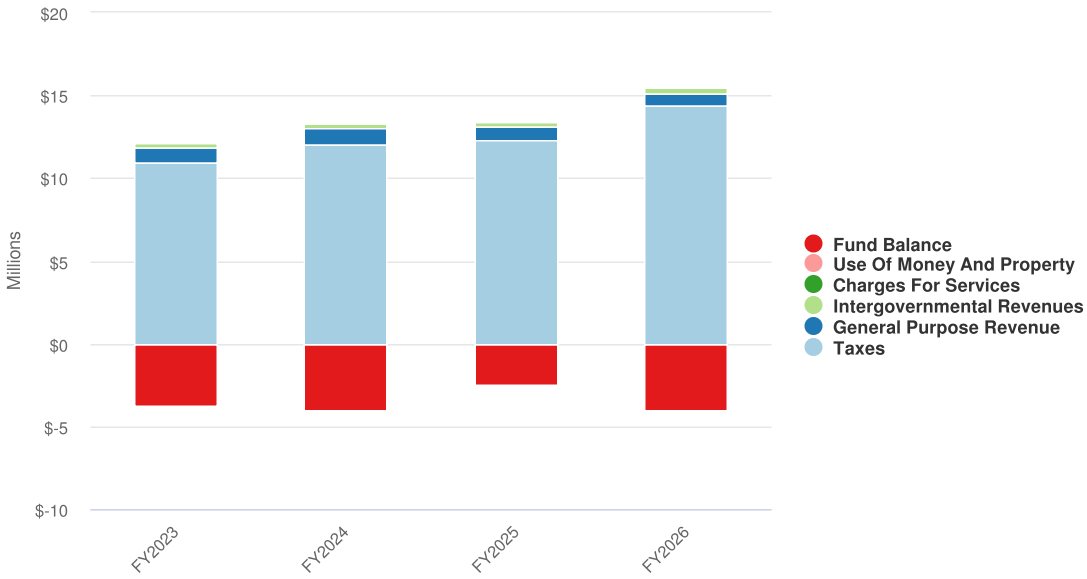
$11,482,759 **$448,939**
(4.07% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical 2025 Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$10,923,004	$12,035,406	$12,298,376	$14,415,443	17.2%
Use Of Money And Property	$13,768	$26,082	$14,256	$8,000	-43.9%
Intergovernmental Revenues	$267,223	$294,869	$290,697	$345,337	18.8%
Charges For Services	$53,520	$38,732	$43,892	$43,892	0%

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
General Purpose Revenue	$949,752	$947,430	$820,357	$723,678	-11.8%
Fund Balance	-$3,748,728	-$4,022,038	-$2,433,758	-$4,053,591	66.6%
Total Revenue Source:	$8,458,538	$9,320,479	$11,033,820	$11,482,759	4.1%

County Library



Sandy Regalo
County Administrator

The County Library budget (#6060900000) provides the County's share of the cost for the City/County Library System. The Library System serves the cities of Escalon, Lathrop, Manteca, Mountain House, Ripon, Stockton, and Tracy, as well as the unincorporated areas of the County. Through an agreement between the County and the City of Stockton, the City operates the City/County Library System. The County's funding for Library services is comprised of a library-specific dedicated property tax allocation, a pro rata share of Library fines and materials fees relative to County branch circulation, and any accumulated available balance from unspent prior years' activities.

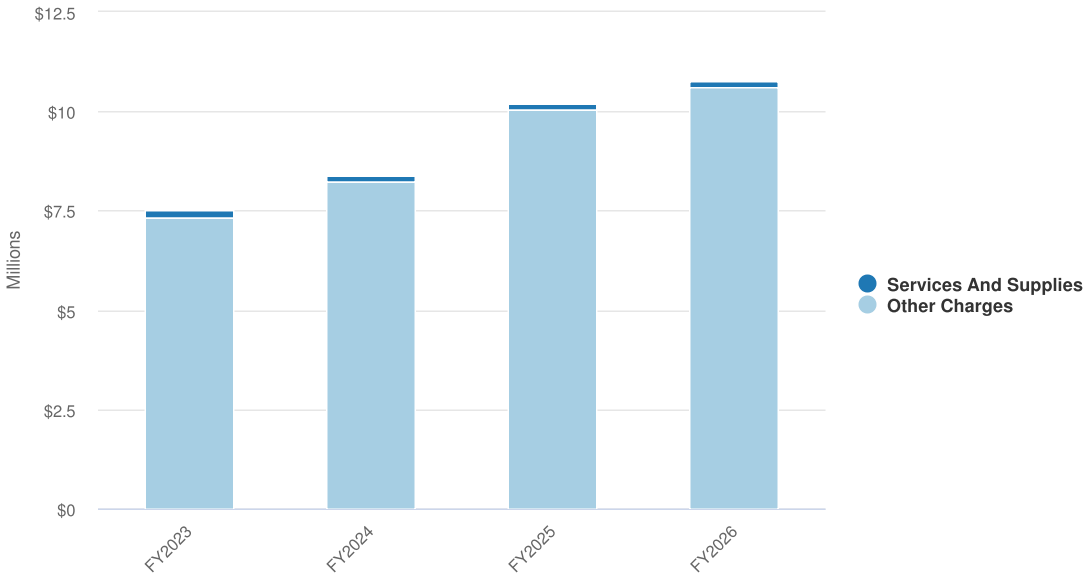
Expenditures Summary

The 2025-2026 Proposed Budget of $10,759,081 is an increase of $545,618 from the 2024-2025 Adopted Budget of $10,213,463, due to an increase in County Library administrative and operating costs. The budget consists of $10,605,081 in payments to the City of Stockton and $154,000 in tax administration charges.

$10,759,081 **$545,618**
(5.34% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$174,045	$148,719	$154,000	$154,000	0%
Other Charges	$7,334,741	$8,224,331	$10,059,463	$10,605,081	5.4%
Total Expense Objects:	$7,508,786	$8,373,050	$10,213,463	$10,759,081	5.3%

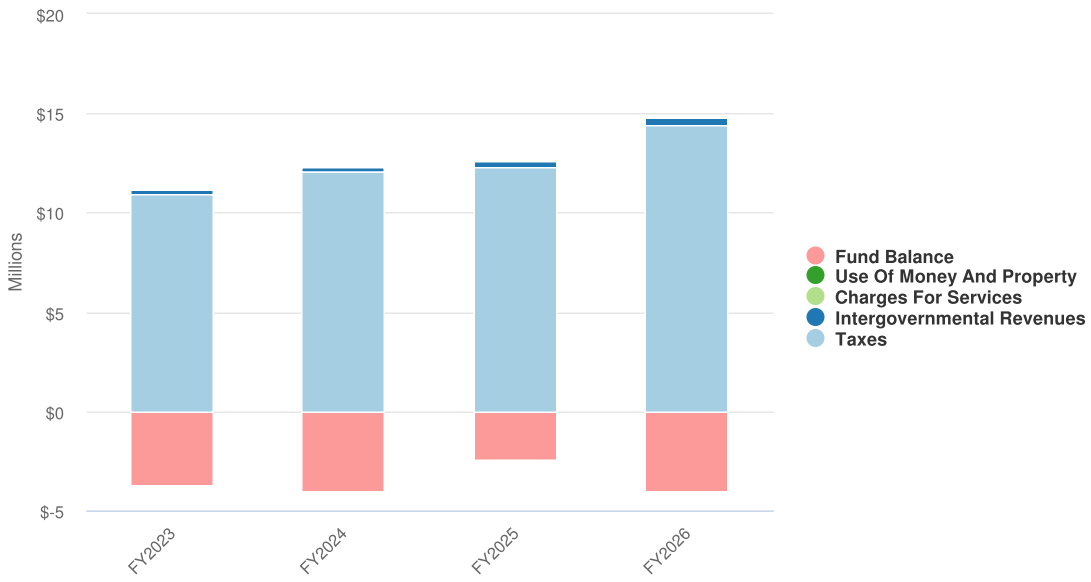
Funding Summary

The 2025-2026 Proposed Budget includes $14,415,443 in property tax revenue, $345,337 in intergovernmental revenues, and $43,892 in charges for services, resulting in a contribution of $4,053,591 to the Library Special Revenue Fund (#20018) balance.

$10,759,081 **$545,618**
(5.34% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$10,923,004	$12,035,406	$12,298,376	$14,415,443	17.2%
Use Of Money And Property	$13,768	$26,082	$14,256	$8,000	-43.9%
Intergovernmental Revenues	$267,223	$294,869	$290,697	$345,337	18.8%
Charges For Services	$53,520	$38,732	$43,892	$43,892	0%
Fund Balance	-$3,748,728	-$4,022,038	-$2,433,758	-$4,053,591	66.6%
Total Revenue Source:	$7,508,786	$8,373,050	$10,213,463	$10,759,081	5.3%

Program Discussion

Library Services

In 2024-2025, the Library worked on several one-time funding projects. The renovation of the Manteca Children's Room was completed in October 2024. New self-check machines were installed in winter 2024. The new bookmobile is on track for delivery by June 30, 2025. The new library website is expected to launch in summer 2025. The Escalon City Council recently approved the bid to repair the roof and wall, and construction is expected to begin in summer 2025. The interior redesign project that was approved for the Linden Library is expected to be installed in spring 2026.

Goals for 2025-2026

The Library continues to employ strategic planning in identifying services, resources, and programming that are responsive to community interests and needs. Guided by this, the Library plans to accomplish the following activities in 2025-2026:

- Enhance safe and welcoming spaces by improving security for patrons and staff
- Study patron demands to optimize hours of operation
- Expand awareness of library programs and services through strategic marketing
- Deploy a new bookmobile that will offer Americans with Disabilities Act (ADA) compliance and programming opportunities
- Explore facility expansion opportunities for the Lathrop Branch Library
- Reduce wait times for technology kits and hot spots
- Release a new and more user-friendly Library website

Branch Funding				
Library Site or Classification	**Site #**	**Actual 2023-2024**	**Est./Act. 2024-2025**	**Proposed 2025-2026**
Countywide	807	$928,508	$1,078,427	$1,014,458
Escalon	808	402,165	754,015	546,161
Lathrop	809	327,395	351,384	513,682
Linden	810	329,152	571,236	411,770
Manteca	811	1,039,142	1,243,245	1,323,572
Mountain House	812	967,696	879,641	1,303,375
Ripon	813	731,723	747,847	873,256
Thornton	814	286,581	314,892	394,875
Tracy	815	1,455,616	1,335,857	1,504,369
Total Branch Funding		**$6,467,979**	**$7,276,545**	**$7,885,518**
Shared Services		2,124,162	2,399,834	2,595,339
New Funding Requests		N/A*	N/A*	612,045
Total Appropriations		**$8,592,141**	**$9,676,379**	**$11,092,902**
County Funding		8,224,331	10,059,463	10,605,081
Available Fund Balance/Charges for Services		1,213,438	1,827,174	1,951,426
Total Revenue		**$9,437,769**	**$11,866,637**	**$12,556,507**

***Actual expenditures for new funding requests are included in Total Branch Funding above.

Fund Balance

Library Special Revenue Fund

The County maintains a Library Special Revenue Fund (#20018) in which designated revenues are collected and dispersed to the City of Stockton. Fund balance as of March 31, 2025, was $20,725,095. Based on preliminary forecasts, it is projected $4,053,591 will be added to the fund balance in 2025-2026, which includes $1,060,508 designated for operating reserves, $1,060,508 for capital improvements, and $1,932,575 left as undesignated funds.

In 2019-2020, Operating and Capital Reserves were created within the Library Special Revenue Fund (#20018) (R-19-101) and receive an annual contribution of 10% of the County's contribution to the City of Stockton.

Fiscal Year	Designated Operating Reserve	Designated Capital Improvement Reserve
2019-2020	$729,953	$1,000,000
2020-2021	693,902	693,902
2021-2022	724,200	724,200
2022-2023	800,154	800,154
2023-2024	755,754	755,754
2024-2025	1,005,946	1,005,946
2025-2026	1,060,508	1,060,508
Total	**$5,770,417**	**$6,040,464**

City of Stockton Fund Balance

Similarly, the City of Stockton operates the City/County Library System through a Governmental Fund. As part of the agreement, the City of Stockton reports this fund balance annually to the County. As of July 1, 2024, the County's portion of the City's Governmental Fund balance for the Library was $1,554,524. This amount is included in the City Treasury and represents the unspent County funding for the City/County Library System, primarily resulting from carryover savings due to staff vacancies and supply-chain delays for renovations and the Bookmobile. The estimated fund balance at the end of 2024-2025 is $1,008,379. The estimated fund balance at the end of 2025-2026 is $736,833.

Funding Requests

The 2025-2026 contribution to the City of Stockton for County Library branches is $10.6 million, consisting of base funding of $9,993,036 with additional appropriations of $612,045, which will provide resources for the following items:

One-Time Service/Equipment	Cost
Emergency Public Address (PA) System - County Libraries	$270,061
Enhanced security equipment	37,500
Total	**$307,561**

Recurring	Cost
New Library Manager (50%)	$95,674
New Tech Services Library Assistant II (65%)	67,340
New Marketing Specialist (25%)	35,510
Director of Library Services Increase (50%)	22,100
Increased cost of library materials	33,580
Emergency PA System - Maintenance	45,280
Increase staff training	5,000
Total	**$304 ,484**

The 2025-2026 Proposed Budget includes $612,045 to address these requests.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
All Branches				
Library Materials Circulated*	1,175,080	1,237,320	1,267,281	1,318,716
Residents with Library Cards	143,844	160,963	122,716	132,000
Annual Visits to the Library	615,282	661,182	677,999	714,204
Program Attendance	84,869	97,228	109,587	121,946
Computer Use	52,790	73,378	93,966	114,554
Annual Hours of Service	29,576	30,623	30,623	30,623

**Includes digital downloads and Link + checkouts that are not included in individual branch counts.*

	Items Checked		Visits		Program Attendance	
	2022-2023	2023-2024	2022-2023	2023-2024	2022-2023	2023-2024
Bookmobile	6,677	3,912	1,955	2,150	N/A	N/A
Escalon	26,765	27,830	18,451	26,104	8,606	5,552
Lathrop	32,499	38,395	26,297	31,124	3,685	4,037
Linden	7,082	7,315	6,290	6,559	1,128	1,310
Manteca	57,961	65,307	67,623	74,628	7,980	11,556
Mountain House	145,962	138,399	92,479	107,698	13,449	13,373
Ripon	55,606	53,799	36,600	39,836	7,079	6,527
Stockton Branches	307,397	211,516	235,202	269,905	30,626	41,340
Thornton	3,606	3,884	8,540	8,590	2,814	2,354
Tracy	104,563	97,636	121,845	94,548	9,520	11,179
Total	**643,660**	**647,993**	**615,282**	**661,142**	**84,869**	**97,228**

UC Cooperative Extension



Michelle Leinfelder-Miles
Cooperative Extension Director

Cooperative Extension is a nationwide system for non-formal education established by Congress in 1914 to improve America's agriculture and natural resources, youth development, and family nutrition education. Cooperative Extension's mission is to help all segments of the community benefit from the scientific advances made locally and at the nation's land grant universities.

The University of California Cooperative Extension (UCCE) (#6061500000) in San Joaquin County brings research, educational programs, and innovative solutions to growers, families, and communities in the County. Programs are carried out by university professionals and highly trained and dedicated community volunteers. Although not mandated, County support is governed by Education Code Section 32330 and a 1960 Memorandum of Understanding (MOU) between the Regents of the University of California (UC) and the County of San Joaquin. The total program budget is supported by the University, Advisor generated State and Federal grants, and the County.

The UC Cooperative Extension budget presented here consists of the County's share of the cost.

Please visit cesanjoaquin.ucanr.edu for more information.

Board Strategic Priorities

The Department's 2025-2026 Proposed Budget focuses on the implementation of the Board's Strategic Priorities for the period 2025-2026 through 2027-2028 as adopted on October 22, 2024 (B-24-596). These priorities and Department SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) goals will be available in the County's Strategic Plan document, to be published in conjunction with the 2025-2026 Adopted Budget.

Following is the progress report for the third and final year of SMART goals developed in support of the Board's Strategic Priorities for the period 2022-2023 through 2024-2025.

Legend	Complete or On Track	May Meet Deadline	Not Complete or Not On Track

Economic Development				
Direct Education Outreach	**Initial**	**Current**	**Target**	**Deadline**
UC Cal Fresh Healthy Living will promote healthy living, food resource management, and physical activity through onsite classes to eligible residents in San Joaquin County.	2,708 students	3,682	2,800 2,900 3,000	September 2023 September 2024 June 2025
Community Engagement	**Initial**	**Current**	**Target**	**Deadline**
UC Cal Fresh Healthy Living will work in community sites, conducting classes to put sustainability measures in place to ensure healthy eating and physical activity are practiced and continued.	3 sites, 25 reports	4 sites, 41 reports	4 sites, 27 reports 5 sites, 28 reports	September 2024 June 2025
Educational Events and Newsletters	**Initial**	**Current**	**Target**	**Deadline**
UC Farm Advisors provide growers in San Joaquin County with newsletters, field days, and educational workshops on economic and sustainable practices.	28,000	45,942 as of September 2023	30,000	September 2023
UC Conducted Research Projects in Commodities	**Initial**	**Current**	**Target**	**Deadline**
Research projects conducted by UC Farm Advisors. A Viticulture Advisor was hired in 2023 that will increase projects.	41	62 as of September 2024	43 45	September 2023 September 2024
Clientele Contact in Agriculture	**Initial**	**Current**	**Target**	**Deadline**
UC Farm Advisors will provide direct one-on-one technical assistance to San Joaquin County growers.	11,900	11,900 7,650 7,857	12,000 13,000 14,000	September 2023 September 2024 June 2025

Analysis of Priority Activity

The Cooperative Extension determined that the initial data used to establish the baseline for UC Farm Advisors to provide direct one-on-one technical assistance to San Joaquin County growers were overstated and unachievable within the specified timeframe.

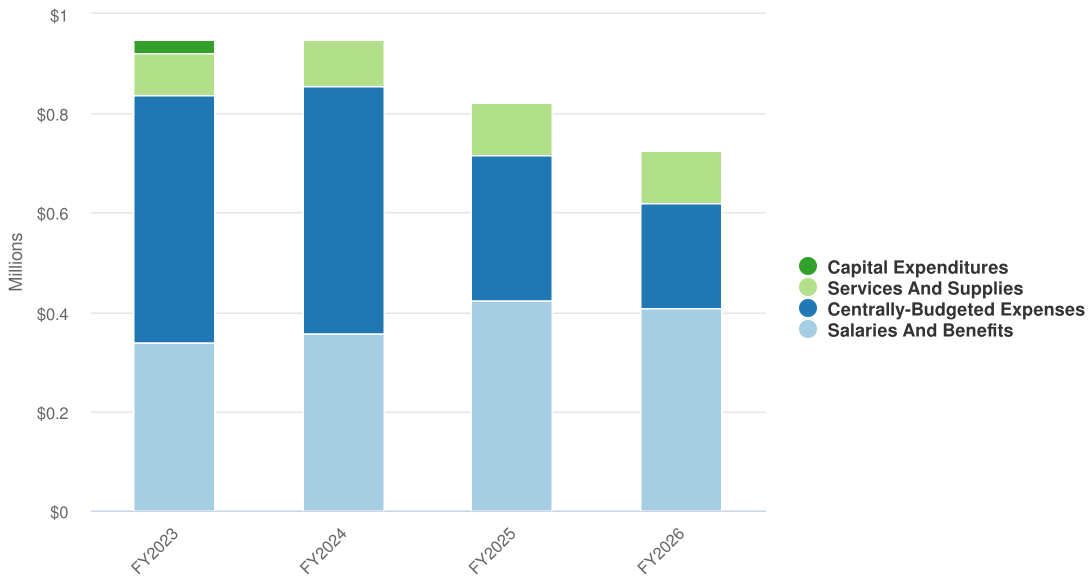
Expenditures Summary

The 2025-2026 Proposed Budget of $723,678 is a decrease of $96,679 from the 2024-2025 Adopted Budget of $820,357, primarily due to a reduction in centrally budgeted expenditures of $81,147.

$723,678 -$96,679
(-11.78% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$339,340	$357,566	$422,502	$406,970	-3.7%
Services And Supplies	$86,227	$93,426	$105,541	$105,541	0%
Centrally-Budgeted Expenses	$497,388	$496,438	$292,314	$211,167	-27.8%
Capital Expenditures	$26,797	$0	$0	$0	0%
Total Expense Objects:	$949,752	$947,430	$820,357	$723,678	-11.8%

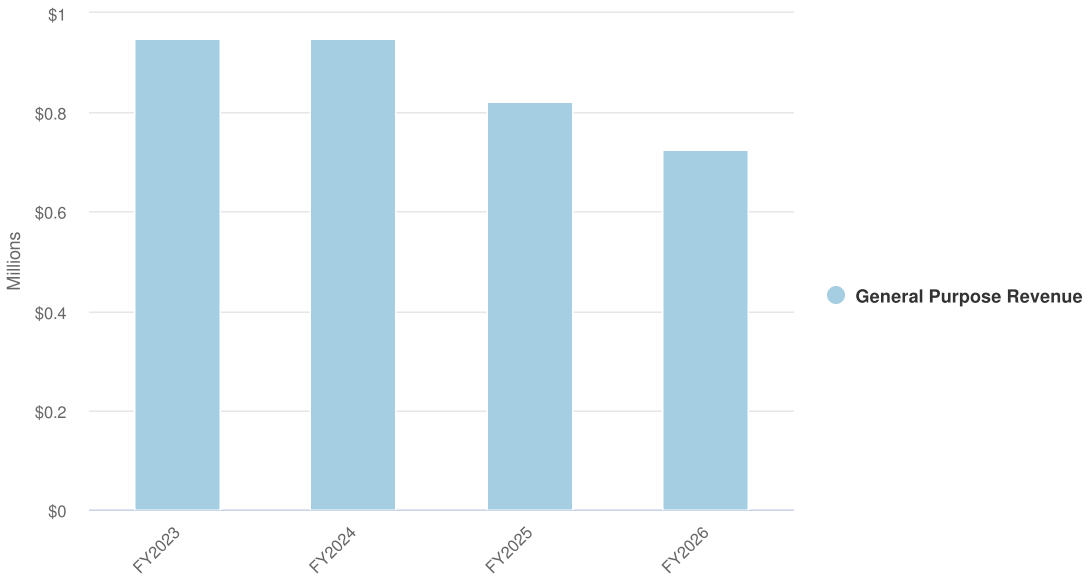
Funding Summary

The 2025-2026 Proposed Budget includes $723,678 in General Purpose Revenue.

$723,678 -$96,679
(-11.78% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
General Purpose Revenue	$949,752	$947,430	$820,357	$723,678	-11.8%
Total Revenue Source:	$949,752	$947,430	$820,357	$723,678	-11.8%

Organizational Chart

The 2025-2026 Proposed Budget includes no position changes from the prior year.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	4.0	4.0	0
Temporary (FTE)	0.0	0.0	0
Position Total	4.0	4.0	0

Program Discussion

The County provides funding for UCCE by providing clerical and technical staff, operational support, and office facilities as established in the MOU between UC and the County. Through its partnership with the County, UCCE leverages nearly $5 million from State and Federal competitive grants to support its research and educational mission in the County. Funding comes from the United States Department of Agriculture (USDA), the California Department of Food and Agriculture (CDFA), local organizations and industries, commodity boards, and project cooperators providing grants and in-kind support. The following programs reflect the agency's overall funding and not solely the County's share of cost.

Agricultural Programs

Cooperative Extension Advisors are actively engaged in sustaining the County's $3.2 billion agriculture industry and coordinate problem-solving research and educational programs to improve production, economic viability, and environmental sustainability. In 2024-2025, advisors conducted 66 research projects on 36 different commodities in the County.

The following are 2024-2025 UCCE program highlights:

- Collaborated with Lawrence Berkeley Laboratories and UC Merced engineers to evaluate underutilized agricultural byproducts in San Joaquin County (e.g. tomato pomace, almond shells) and their potential use as feedstocks for local biomanufacturing, with the goal of supporting a circular economy in the region.
- Collaborated with the San Joaquin County Agricultural Commissioner's Office on "Spray Safe" training to reduce pesticide drift to waterways.
- Partnered with the San Joaquin County and Delta Water Quality Coalition, Delta Conservancy, Delta Stewardship Council, and local water agencies to deliver programs that improve water quantity, quality, and sustainability in the Delta.
- Evaluated cover cropping, compost application, and irrigation practices for impacts on soil carbon storage, greenhouse gas emissions, and crop yield in the Delta with the aim of protecting Delta soil resources.
- Investigated warm-season perennial grasses for climate adaptation in collaboration with the USDA Plant Materials Center.
- Conducted a cost analysis of integrated crop-livestock systems and evaluated sheep grazing and other regenerative practices in almond orchards for impacts on food safety.
- Hosted regional rancher meetings on animal health, range management, and Livestock Pass for emergency access preparedness.
- Partnered with UC Davis to identify naturally occurring biological control agents for control of common grapevine trunk disease pathogens, which are the leading limiting factor to vineyard longevity worldwide.
- Collaborated with UC Davis and growers to assess grapevine rootstocks and scion varieties for climate adaptation, focusing on heat and drought resilience.
- Studied experimental ant control in vineyards to manage vine mealybug populations, a key pest linked to Grapevine Leafroll 3 Virus.
- Collaborated with local grape, cherry, and blueberry growers to evaluate organic seaweed-based bio-stimulants for improving growth and stress resistance.
- Evaluated varieties, pest management, and plant nutrition in corn, dry beans, small grains, alfalfa, and rice, which can guide grower decision-making, thereby increasing crop yields and agricultural economic development.

4-H Youth Development Program

The 4-H Program is a research-based youth development initiative that builds confidence, responsibility, leadership, and life skills while promoting community engagement. The program continues to grow with 127 adult volunteers and 525 youth members. The 4-H Community Education Specialist position was filled during 2024-2025, strengthening outreach efforts in the County.

Collaborating with the San Joaquin County Office of Education, 4-H staff participated in AgVenture events to increase program awareness. Key activities included volunteer orientation and training, club officer and treasurer training, monthly leadership meetings, and a Youth Presentation Day.

Through a partnership with the County Board of Supervisors, the 4-H Summer Camp Outdoor Education program is being revitalized, and 145 attendees are expected. Additionally, eight college scholarships totaling $9,500 were awarded to support youth in their career aspirations.

Master Gardener (MG) Program

The MG Program promotes sustainable gardening through composting, pollinator-friendly practices, edible gardening, drought-tolerant landscaping, water conservation, and pest management. Since July 2007, volunteers have contributed 83,500 service hours ($2.8 million value) and 22,800 Continuing Education (CE) hours ($764,000 value). In 2024-2025, they will attend or host over 75 educational events. For 2025-2026, projections include 4,500 volunteer hours and 1,400 CE hours. With a projected145 active volunteers, the program continues to support the community through education and sustainability efforts.

Master Food Preserver (MFP) Program

The UCCE MFP Program is a public service and community outreach initiative providing up-to-date information on food safety and preservation methods. The program operates without County or UC funding, relying solely on fees from workshops to sustain its efforts and managed by a volunteer coordinator. Currently, there are 25 active MFPs who have contributed 11,688 volunteer hours to the community since 2013, with a calculated value of $391,431. These volunteers have also completed 2,285 CE hours, valued at $76,524, during the same period. The program hosted 15 classes and outreach activities, sharing valuable knowledge and promoting safe food practices in the community. Projections for 2025-2026 include 1,200 volunteer hours and 250 CE hours, highlighting the program's continued dedication to education and community support.

Nutrition, Education, Research, & Outreach

UCCE's CalFresh Healthy Living (CFHL) and Expanded Food and Nutrition Education Program (EFNEP) aim to prevent childhood obesity, chronic diseases, and food insecurity while improving food safety and reducing health disparities.

In 2024-2025, CFHL partnered with community groups, preschools, and after-school programs, reaching 1,255 adults and 2,427 youths through direct nutrition education. Another 4,209 participants benefited indirectly, while 2,585 engaged in environmental change activities. EFNEP served 182 eligible adults, with improvements in food safety (67%), resource management (94%), and diet quality (90%). Both programs support the County's Community Health Improvement Plan.

Fund Balance

4-H Youth Development Trust Fund

UCCE maintains the 4-H Youth Development Trust Fund (#81603), funded by donations, to be utilized for 4-H educational programs. As of March 31, 2025, the balance totaled $1,556. This fund has not been utilized since 2016-2017 and its use is not anticipated during 2025-2026.

Farm Advisors Research Trust Fund

UCCE maintains the Farm Advisors Research Trust Fund (#81604), funded by donations, to be utilized by the Farm and Home Advisors in conducting needed agricultural research within the area of responsibility of the Cooperative Extension service. As of March 31, 2025, the Trust Fund balance totaled $30,986. The Proposed Budget does not include any transfers from this fund.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
UC Advisors/Staff				
Number assigned to SJC	20.8	19.8	21.3	21.3
Research Projects	71	62	66	67
Different Commodities	41	31	36	36
Agricultural Programs				
Clientele Contacts	11,900	6,750	6,957	6,967
Meeting Attendance	11,970	6,258	6,748	6,285
Newsletter Circulation	28,120	17,919	19,210	19,601
Publication Distribution*	248,400	217,747	134,600	107,400
4-H Youth Development Program				
4-H Youth Members	700	535	525	550
Volunteer Adults	200	122	127	128
Master Gardener Program				
Volunteers	122	120	120	145
Volunteer Hours (includes CE hours)	6,100	6,150	6,000	5,900
Master Food Preserver Program				
Volunteers	10	10	25	32
Volunteer Hours (includes CE hours)	400	745	1,200	1,450
Nutrition, Education, Research, & Outreach				
Adults attending workshops	1,350	1,405	1,255	1,250
Curriculum Distribution & Support to Low-Income School/Teachers	130S/290T	76S/168T	83S/133T	79S/129T

**Reflects "Almond Tasks" section of the Pacific Nut Producer magazine with a distribution of 132,000 annually.*

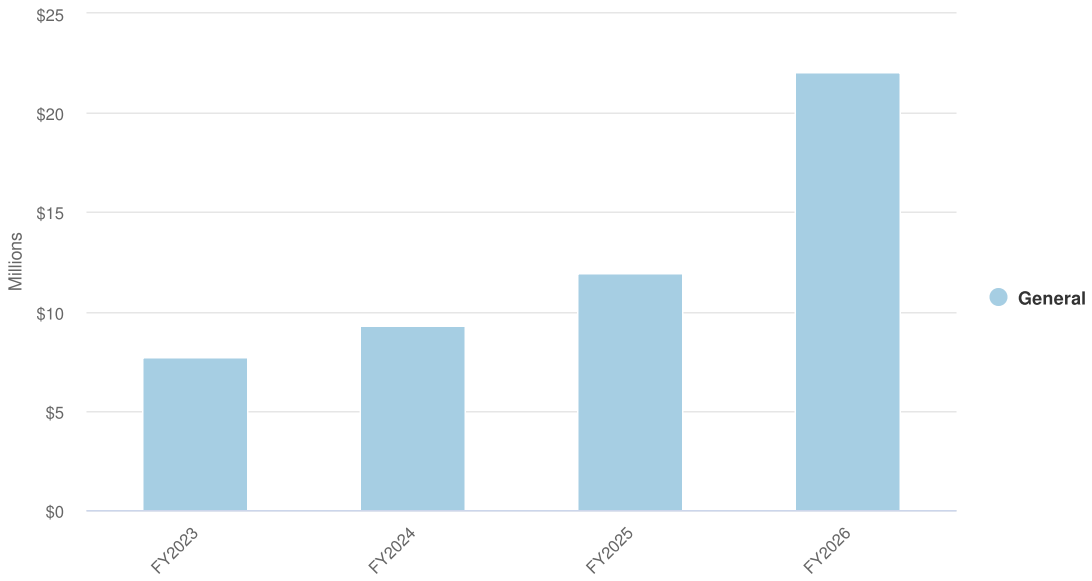
Parks & Recreation

Expenditures Summary

$22,062,611 $10,151,337
(85.22% vs. prior year)

Expenditures by Fund

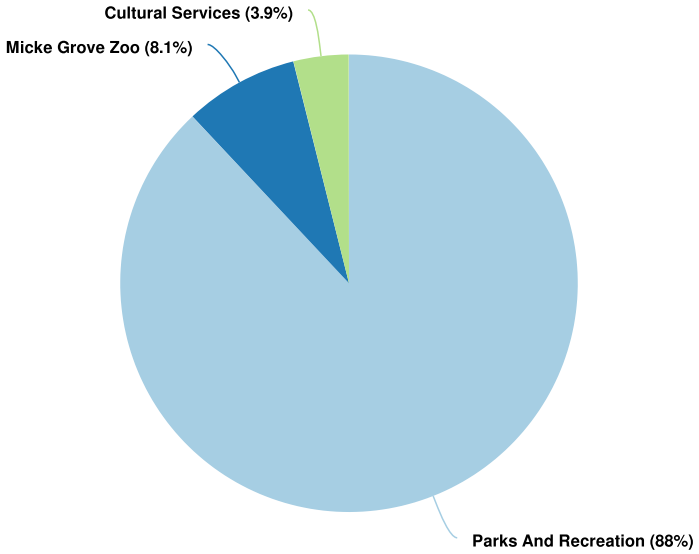
Budgeted and Historical Expenditures by Fund



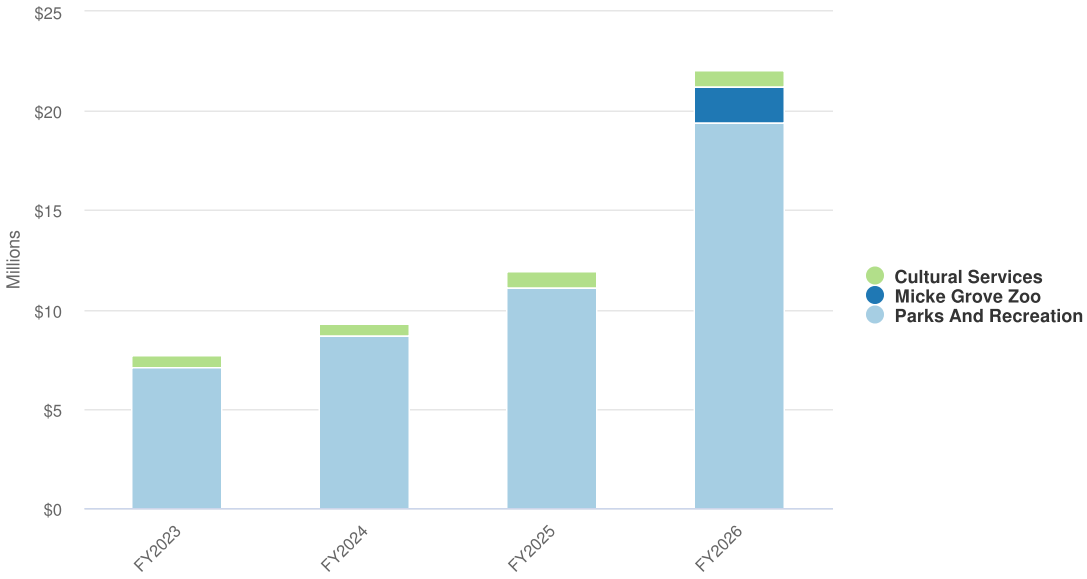
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
General	$7,694,986	$9,315,412	$11,911,274	$22,062,611	85.2%
Total General :	$7,694,986	$9,315,412	$11,911,274	$22,062,611	85.2%

Expenditures by Department

Budgeted Expenditures by Department



Budgeted and Historical Expenditures by Department



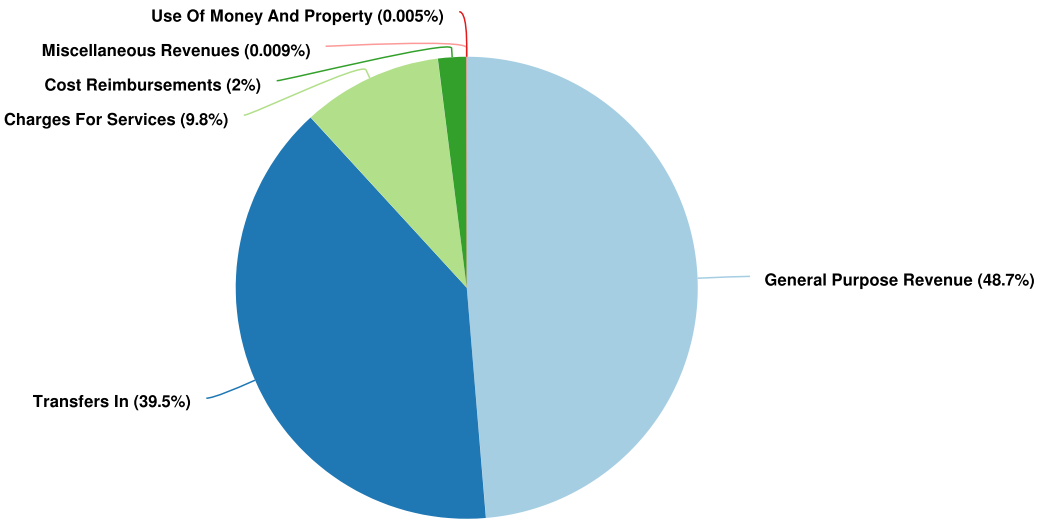
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expenditures					
General Services Department					
Parks And Recreation	$7,066,429	$8,662,159	$11,122,729	$19,416,666	74.6%
Micke Grove Zoo	$0	$0	$0	$1,785,335	N/A
Total General Services Department:	$7,066,429	$8,662,159	$11,122,729	$21,202,001	90.6%
Cultural Services					
Cultural Services	$628,557	$653,253	$788,545	$860,610	9.1%
Total Cultural Services:	$628,557	$653,253	$788,545	$860,610	9.1%
Total Expenditures:	$7,694,986	$9,315,412	$11,911,274	$22,062,611	85.2%

Funding Summary

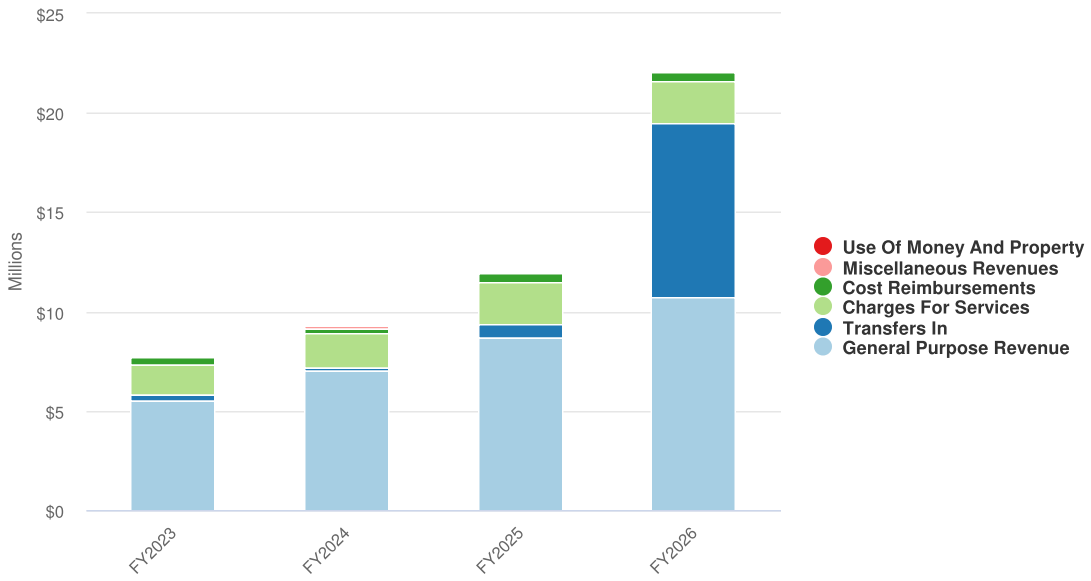
$22,062,611 $10,151,337
(85.22% vs. prior year)

Funding by Source

Projected Revenues by Source



Budgeted and Historical Revenues by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$1,103	$777	$1,200	$1,200	0%
Charges For Services	$1,539,608	$1,682,319	$2,108,579	$2,161,654	2.5%
Miscellaneous Revenues	$14,300	$152,923	$1,950	$1,950	0%
Transfers In	$287,917	$201,487	$678,854	$8,719,294	1,184.4%
Cost Reimbursements	$360,637	$275,949	$434,176	$437,063	0.7%
General Purpose Revenue	$5,491,421	$7,001,956	$8,686,515	$10,741,450	23.7%
Total Revenue Source:	$7,694,986	$9,315,412	$11,911,274	$22,062,611	85.2%

General Services - Parks & Recreation



Dan Wirtz
Director of General Services

The Parks and Recreation Division (Parks) (#7070300000) of the General Services Department (GSD) plans, develops, operates, and maintains a system of regional parks; maintains the landscaping at various County-owned facilities and community parks; and manages eight County Service Area (CSA) parks. These activities are not mandated; however, the County must maintain parks developed using State or Federal funds for public recreation services.

Please visit sjparks.com for more information.

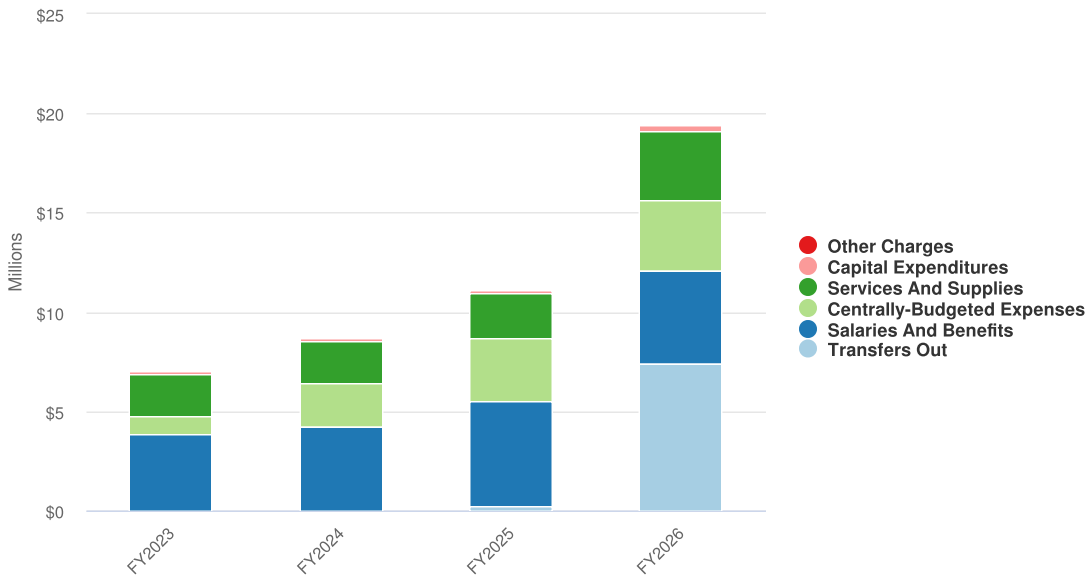
Expenditures Summary

The 2025-2026 Proposed Budget of $19,416,666 is an increase of $8,293,937 from the 2024-2025 Adopted Budget of $11,122,729, primarily due to one-time transfers out for community park improvements ($7,180,500), increases in professional service contract costs for landscape maintenance and security at community parks ($995,000) and consultant expenses for the development of a comprehensive parks and recreation facilities master plan ($500,000), Cost Allocation Plan adjustments ($438,371), and the addition of two positions ($186,276). These increases are partially offset by the transfer of ten positions to the new Micke Grove Zoo budget (#7070400000) ($1,108,964).

$19,416,666 **$8,293,937**
(74.57% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$3,862,836	$4,256,300	$5,284,380	$4,659,261	-11.8%
Services And Supplies	$2,086,827	$2,142,874	$2,314,075	$3,482,351	50.5%
Centrally-Budgeted Expenses	$918,936	$2,148,197	$3,123,875	$3,573,617	14.4%
Other Charges	$4,868	$1,574	$15,399	$22,200	44.2%
Capital Expenditures	$192,962	$113,214	$135,000	$248,737	84.2%
Transfers Out	$0	$0	$250,000	$7,430,500	2,872.2%
Total Expense Objects:	$7,066,429	$8,662,159	$11,122,729	$19,416,666	74.6%

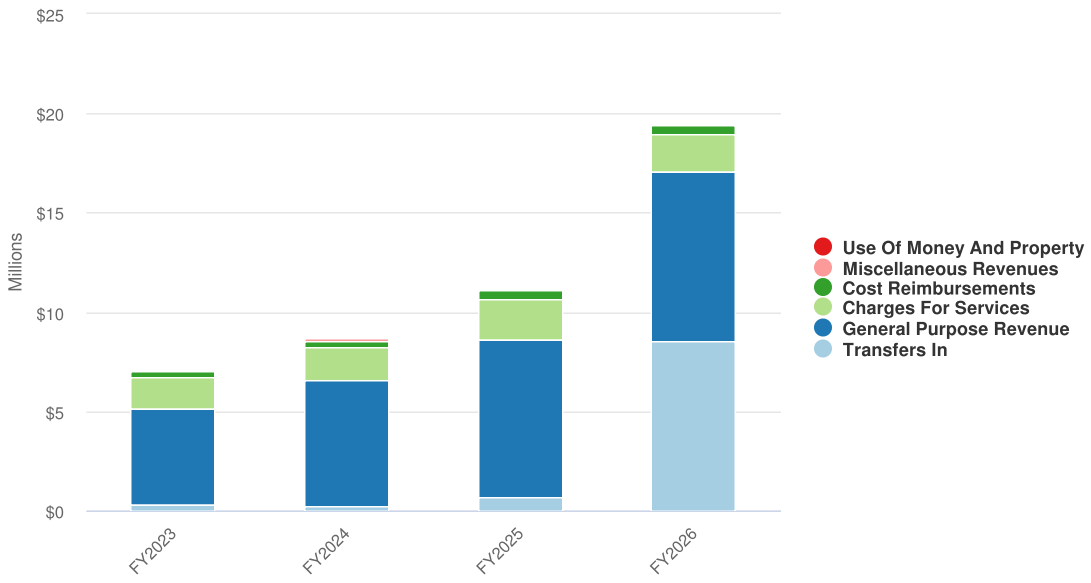
Funding Summary

The 2025-2026 Proposed Budget includes operating transfers in totaling $8,544,294 to fund ongoing park operations, equipment, and special projects; $8,512,505 in General Purpose Revenue; and $1,919,654 in fee revenue generated by Parks and Recreation facilities. Cost reimbursements totaling $437,063 will support landscape maintenance in County Service Area parks and other County facilities.

$19,416,666 $8,293,937
(74.57% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Use Of Money And Property	$1,103	$777	$1,200	$1,200	0%
Charges For Services	$1,539,608	$1,682,319	$2,108,579	$1,919,654	-9%
Miscellaneous Revenues	$14,300	$152,923	$1,950	$1,950	0%
Transfers In	$287,917	$201,487	$678,854	$8,544,294	1,158.6%
Cost Reimbursements	$360,637	$275,949	$434,176	$437,063	0.7%
General Purpose Revenue	$4,862,864	$6,348,703	$7,897,970	$8,512,505	7.8%
Total Revenue Source:	$7,066,429	$8,662,159	$11,122,729	$19,416,666	74.6%

Organizational Chart

The 2025-2026 Proposed Budget includes the transfer of 10 positions to the newly established Micke Grove Zoo budget (#7070400000), consisting of a Zoo and Interpretive Services Manager, Zoo Curator, Education and Interpretive Services Coordinator, Senior Animal Care Specialist, and six Animal Care Specialists. The 2025-2026 Proposed Budget adds one Park Worker, one Park Fee Coordinator, and 4.4 temporary FTEs for extra help.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	42.0	34.0	(8.0)
Temporary (FTE)	15.4	19.8	4.4
Position Total	57.4	53.8	(3.6)

Program Discussion

Regional Park Improvements

The 2024-2025 Public Improvement budget (#1040148000) included $3.5 million to fund the design, engineering, and construction costs for an 18-hole miniature golf course at Micke Grove Regional Park. The project is ongoing, and Capital Projects Administration expects the facility to be open to the public after midyear 2025-2026.

Capital Projects Administration is also planning and designing a new inclusive playground at Shumway Oak Grove Regional Park. This project is included in the Public Improvement budget and is partially funded by $720,000 of the County's $1,224,650 allocation from the Proposition 68 Per Capita Grant Program.

Parks Capital Outlay Projects

On January 14, 2025, the Board of Supervisors established a new Parks Capital Outlay Fund (#37006) with a $9,000,000 operating transfer in from the 2023-2024 General Fund year-end balance (B-25-29). The 2025-2026 Proposed Budget includes a $7,600,000 operating transfer in from the Parks Capital Outlay Fund to support irrigation improvements at eight community parks ($3,200,000); the installation of smart restrooms at five community parks: Larch Clover, Boggs Tract, Eastside, Gianone, and Madison ($3,000,000); the third phase of the South County Regional Park project ($900,000); and the development of a comprehensive Parks and Recreation Facilities Master Plan ($500,000).

Marketing & Communications

In 2025-2026, the Parks and Recreation Division will continue to expand its marketing plan to enhance public relations, bolster its digital marketing presence, strengthen community and corporate relationships, increase public awareness, and promote its special events. The 2025-2026 Proposed Budget includes $80,000 for the cost of a professional marketing firm to develop a comprehensive plan that will assist the Division in reaching its marketing and communication goals.

Fund Balance

Parks Funds

Revenue from General Fund special accounts and special revenue funds support the maintenance and operation of County parks. Fund account income from all sources for 2025-2026 is estimated at $1,080,510.

The 2025-2026 Proposed Budget includes operating transfers in of $356,000 for ongoing park operations, $585,794 for equipment and special projects, and $7,600,000 for capital projects, including developing a parks master plan, for a total of $8,541,794. In addition to interest, proposed transfers include the use of approximately $10,000 of the principal balance of the Park Endowment Fund. Per policies and procedures relating to the Parks Special Projects fund, the Board of Supervisors must approve all expenditures.

The following table includes the estimated fund balances at the end of 2024-2025 and 2025-2026:

Fund Name	Fund Number	Fund Balance 3/31/2025	Estimated Balance 6/30/2025	Estimated Revenue	Budgeted Transfers	Estimated Balance 6/30/2026
Parks Capital Outlay	37006	$7,695,446	$7,628,946	$404,010	$7,600,000	$432,956
Park Donations*	16701	52,814	49,168	9,000	6,000	52,168
Park Endowment*	16702	839,780	843,319	141,500	50,000	934,819
Micke Grove*	16705	1,083,908	795,706	385,000	360,000**	820,706
Parks and Recreation Activity	16707	31,976	8,354	5,000	0	13,354
Parks Development	16709	168,893	197,634	36,000	0	233,634
Parks Special Projects	16710	2,194,005	1,920,112	100,000	585,794	1,434,318
	Total	**$12,066,822**	**$11,443,239**	**$1,080,510**	**$8,601,794**	**$3,921,955**

*Fund amount to support ongoing operations in 2025-2026.
**Transfers from Micke Grove Fund (#16705) include $300,000 to the Parks and Recreation budget (#7070300000) and $60,000 to the Micke Grove Zoo budget (#7070400000) for ongoing operations.

Supplemental Requests

The Director of General Services (GSD) is requesting supplemental funding totaling $1,224,074 for the following:

Landscaping Vendor Contract

Funding in the amount of $825,000 is requested to contract with a vendor to provide augmented landscape maintenance services in the community parks. This will allow existing Park Workers to address deferred maintenance tasks throughout the County's outlying parks.

Community Parks Security Patrol

Funding in the amount of $170,000 is requested for overnight security patrols to provide an additional layer of security at the nine community parks most susceptible to vandalism, theft, illegal dumping, and trespassing. One-time funding is proposed to support this service in 2025-2026.

Park Worker

Funding in the amount of $94,581 is requested for a Park Worker position to staff the Regional Sports Complex to perform routine maintenance and turf renovations. Youth and adult sports teams use the complex heavily on the weekends when park maintenance staff are often unavailable. The additional Park Worker will address deferred maintenance, implement a comprehensive annual turf renovation program, and allow Parks to staff the facility on the weekends.

Park Fee Coordinator

Funding in the amount of $92,164 is requested to fund a Park Fee Coordinator position and associated costs. The Park Fee Coordinator will assist with scheduling and supervising part-time Park Fee Collectors, especially on the weekends.

Nature Center Coordinator

Funding in the amount of $32,779 is requested to fund the addition of a 0.6 FTE part-time Nature Center Coordinator. The responsibilities of the Nature Center Coordinator will include managing and developing exhibit artifacts, scheduling and conducting educational tours, ensuring volunteer staffing, and pursuing grant opportunities.

Staff Training

Funding in the amount of $9,550 is requested to fund additional training opportunities offered by the California Park & Recreation Society and the National Recreation and Park Association.

The 2025-2026 Proposed Budget has been augmented by $1,224,074 to address these requests.

Workload Data

	2022-2023 Actual*	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Park Visitors				
Dos Reis Park	32,400	40,012	42,231	41,464
Micke Grove Regional Park	332,418	344,836	322,226	381,964
Mossdale Landing	18,042	30,095	29,780	25,687
Shumway Oak Grove Park	141,957	151,164	130,976	157,987
Regional Sports Complex	92,207	162,300	150,548	154,358
Stillman Magee Park	8,684	8,489	17,383	12,313
Westgate Landing	9,879	12,447	9,130	11,239
Total Park Visitors	**635,587**	**749,343**	**702,274**	**785,012**

*Data reflects 2023 Winter Storm-related park and facility closures, restrictions, and modifications.

General Services - Micke Grove Zoo



Dan Wirtz
Director of General Services

Micke Grove Zoo (Zoo) (#7070400000) is a five-acre facility in Micke Grove Park that houses a collection of mammals, birds, reptiles, amphibians, and invertebrates. The Zoo is part of the Parks and Recreation Division (Parks) (#7070300000) and is being established as an independent budget in 2025-2026 to account for Zoo revenue and expenditures separately from the Parks budget. The new budget will improve tracking and reporting for Zoo operations. Historical revenue and expenditure data are still reflected in the Parks budget.

Please visit mgzoo.com for more information.

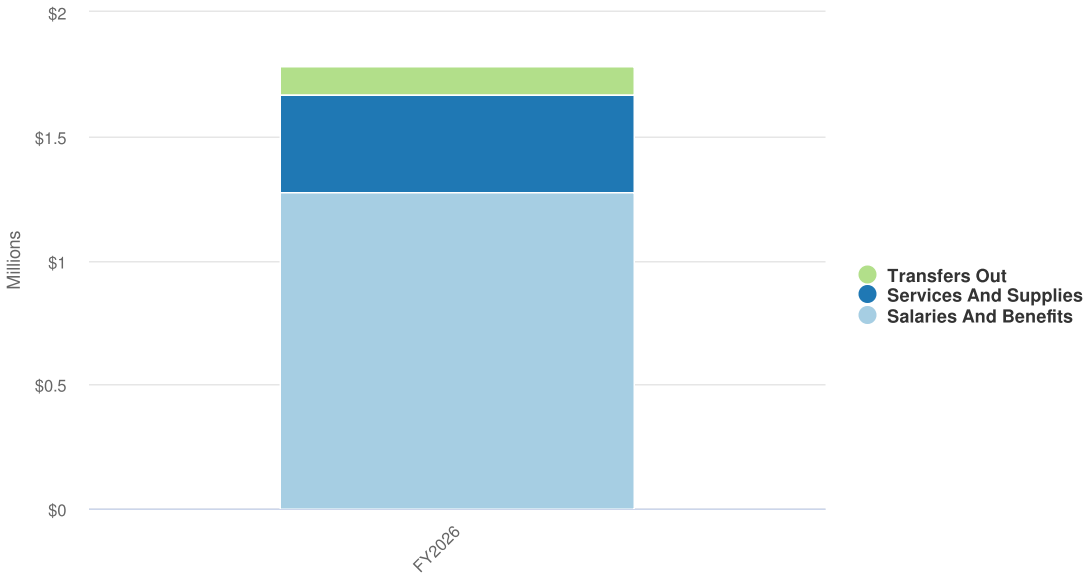
Expenditures Summary

The 2025-2026 Proposed Budget of $1,785,335 includes $1,108,964 to support 10 positions transferred from Parks, $157,038 for 2.9 full-time equivalent temporary positions, $150,000 for veterinary care services, and a one-time operating transfer of $115,000 for capital projects.

$1,785,335 $1,785,335
(100.00% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Salaries And Benefits	$0	$0	$0	$1,277,485	N/A
Services And Supplies	$0	$0	$0	$392,850	N/A
Transfers Out	$0	$0	$0	$115,000	N/A
Total Expense Objects:	$0	$0	$0	$1,785,335	N/A

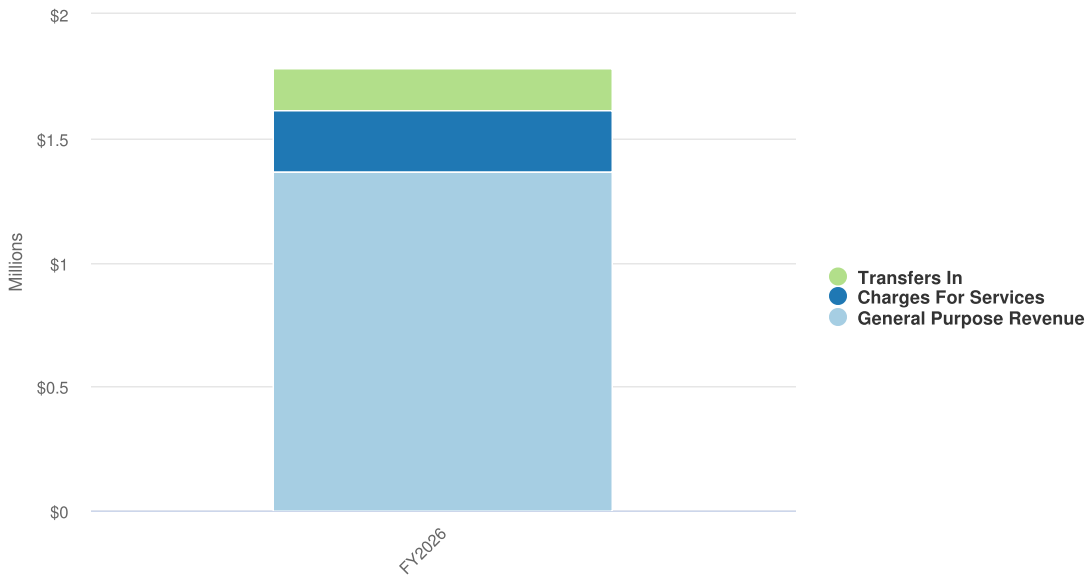
Funding Summary

The 2025-2026 Proposed Budget includes $1,368,335 in General Purpose Revenue and $242,000 in fee revenue generated by admissions, annual passes, and education programs. Operating transfers in totaling $175,000 include $115,000 from the Micke Grove Zoo Capital Outlay Fund (#37007) to support improvements to the snow leopard enclosure and walkthrough aviary exhibit and $60,000 from the Micke Grove Trust (#16705) to support Zoo operations.

$1,785,335 $1,785,335
(100.00% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source

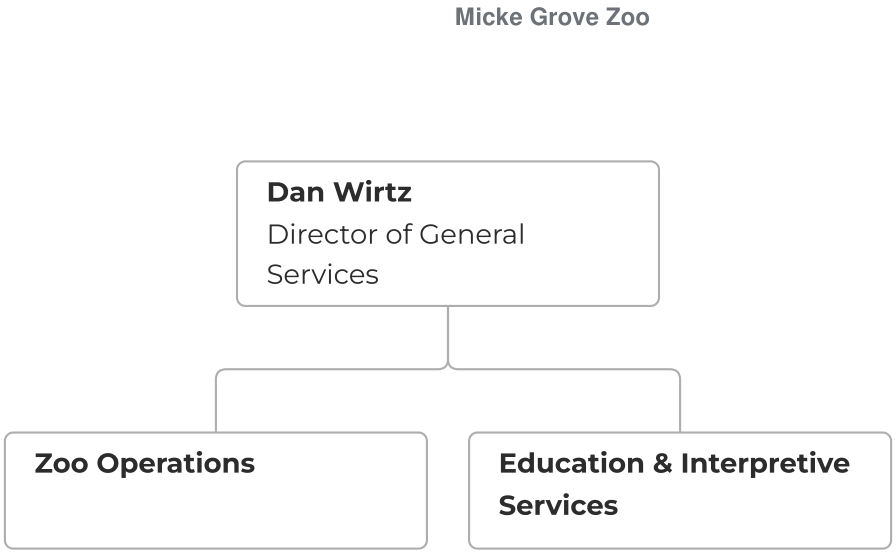


Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Charges For Services	$0	$0	$0	$242,000	N/A
Transfers In	$0	$0	$0	$175,000	N/A
General Purpose Revenue	$0	$0	$0	$1,368,335	N/A
Total Revenue Source:	$0	$0	$0	$1,785,335	N/A

Organizational Chart

The 2025-2026 Proposed Budget includes the transfer of 10 positions from the Parks and Recreation budget (#7070300000), consisting of a Zoo and Interpretive Services Manager, Zoo Curator, Education and Interpretive Services Coordinator, Senior Animal Care Specialist, and six Animal Care Specialists.

	Allocated June 2025	Proposed 2025-2026	Increase / (Decrease)
Allocated Total	0.0	10.0	10.0
Temporary (FTE)	0.0	2.9	2.9
Position Total	0.0	12.9	12.9



Program Discussion

Association of Zoos & Aquariums Accreditation

Micke Grove Zoo (Zoo) began participating in the Association of Zoos & Aquariums' (AZA) Pathway Toward Membership program in 2024-2025. This program helps to prepare non-member zoos to apply for accreditation. The Zoo has begun working with its assigned peer consultant, and staff expect to apply for AZA accreditation in the next 3-5 years. AZA accreditation will increase the Zoo's eligibility for non-County funding and grants, promote operational excellence, and improve the ability to attract and retain high-quality staff.

Capital Improvements

The 2024-2025 Public Improvement Budget (#1040148000) included $1,750,000 to fund the construction of new exhibits and a quarantine area at the east end of the Zoo and an additional $1,350,000 to support design, engineering, and construction costs for necessary upgrades to the Zoo's electrical infrastructure. The projects are ongoing, and Capital Projects Administration expects they will be completed in 2025-2026. An additional $3,070,000 is included in the 2025-2026 Public Improvement budget for these projects.

The 2025-2026 Proposed Budget includes a $115,000 transfer to Facilities Management (#1014200000) to support improvements to the snow leopard enclosure and walkthrough aviary exhibit.

Micke Grove Zoo Master Plan

On January 14, 2025, the Board of Supervisors approved a $9 million transfer to the Parks Capital Outlay Fund (#37006) (B-25-29). The Parks & Recreation Division will use a portion of these funds to support the development of a facilities master plan in 2025-2026 for County parks and Micke Grove Zoo.

Fund Balance

Micke Grove Zoo Funds

Special revenue and capital outlay funds partially support Zoo maintenance and operations. Fund income from all sources is estimated at $471,224 in 2025-2026. The 2025-2026 Proposed Zoo Budget includes a $60,000 transfer from the Micke Grove Trust (#16705) for Zoo operations and $115,000 from the Micke Grove Zoo Capital Outlay Fund (#37007) for capital projects.

The following table includes the actual fund balances as of March 31, 2025, and estimated fund balances at the end of 2024-2025 and 2025-2026:

Fund Name	Fund Number	Fund Balance 3/31/2025	Estimated Balance 6/30/2025	Estimated Revenue	Budgeted Transfers	Estimated Balance 6/30/2026
Micke Grove	16705	$1,083,908	$795,706	$385,000	$360,000*	$820,706
MGZS Settlement	16711	712,677	724,482	36,224	0	760,706
MG Zoo Capital Outlay	37007	933,500	933,500	50,000	115,000	868,500
	Total	**$2,730,085**	**$2,453,688**	**$471,224**	**$475,000**	**$2,449,912**

*Transfers from Micke Grove Fund (#16705) include $300,000 to the Parks and Recreation budget (#7070300000) and $60,000 to the Micke Grove Zoo budget (#7070400000).

Supplemental Requests

The Director of General Services (GSD) is requesting supplemental funding totaling $24,780 for the following:

Park Maintenance Aide

Funding in the amount of $23,430 is requested for a part-time Park Maintenance Aide (0.6 FTE) to provide dedicated groundskeeping services. The Zoo is actively working toward accreditation with the Association of Zoos and Aquariums (AZA), and additional resources are needed to meet the facility maintenance requirements. A groundskeeper assigned solely to the Zoo is necessary to provide regular facility maintenance.

Micke Grove Zoo Staff Training

Funding in the amount of $1,350 is requested for a subscription to the San Diego Zoo Wildlife Alliance Academy. This service will provide virtual training opportunities for all Zoo staff.

The 2025-2026 Proposed Budget has been augmented by $24,780 to address these requests.

Workload Data

	2022-2023 Actual	2023-2024 Actual	2024-2025 Est./Act.	2025-2026 Projected
Micke Grove Zoo Visitors				
Daily Zoo Pass Sales	45,742	59,605	43,264	66,674
Annual Pass Sales	116	76	58	83
Total Zoo Visitors	**45,857***	**59,681**	**43,322**	**66,757**
Zoo Education Program**				
Amphitheater Programs	N/A	32	10	20
Home School Programs	N/A	14	27	30
Tours (Guided and Self-Guided)	N/A	25	30	35
Other Events	N/A	8	33	40
Total Education Program Events	**N/A**	**79**	**100**	**125**

*Data reflects 2023 Winter Storm related park, Zoo and facility closures, restrictions, and modifications.
**Micke Grove Zoo Education Program was restarted in 2023-2024.

Cultural Services



Sandy Regalo
County Administrator

The San Joaquin County Historical Society & Museum (SJCHSM) acquires, conserves, and manages historic buildings, artifacts, and documents owned by the County. In addition, the SJCHSM has a contractual arrangement with the County to operate the museum located in Micke Grove Park and provide public access, exhibits, and educational services at the museum. The Cultural Services (#7070800000) budget includes a contribution to the organization.

Please visit sanjoaquinhistory.org for more information.

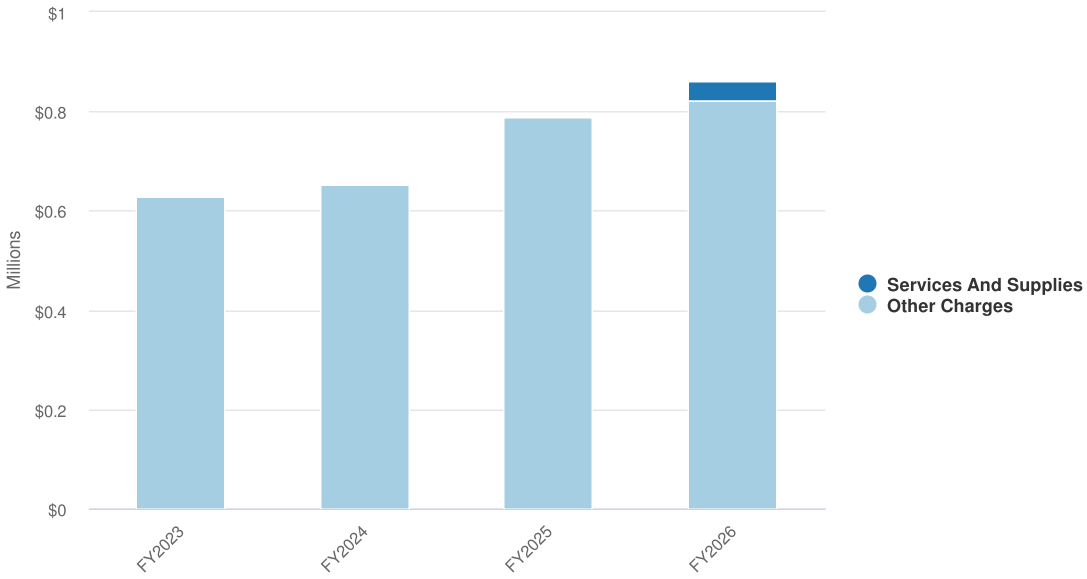
Expenditures Summary

The 2025-2026 Proposed Budget of $860,610 is an increase of $72,065 from the 2024-2025 Adopted Budget of $788,545 due to salaries and benefits adjustments for SJCHSM exempt employees and to establish a budget for document storage costs associated with County archives.

$860,610 $72,065
(9.14% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$0	$0	$0	$39,780	N/A
Other Charges	$628,557	$653,253	$788,545	$820,830	4.1%
Total Expense Objects:	$628,557	$653,253	$788,545	$860,610	9.1%

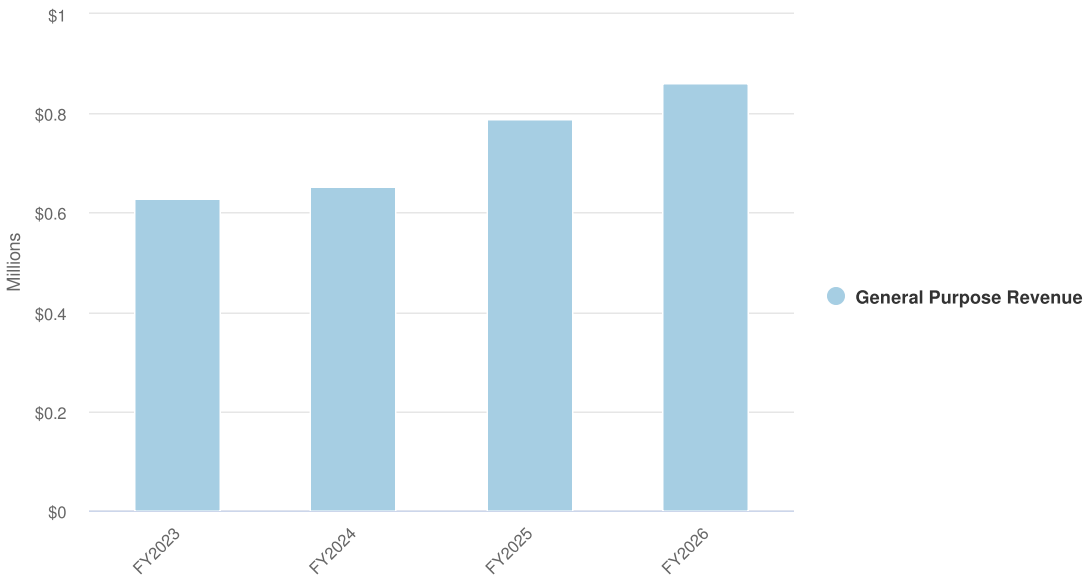
Funding Summary

The 2025-2026 Proposed Budget is fully funded by General Purpose Revenue which supports the operations of the SJCHSM.

$860,610 $72,065
(9.14% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
General Purpose Revenue	$628,557	$653,253	$788,545	$860,610	9.1%
Total Revenue Source:	$628,557	$653,253	$788,545	$860,610	9.1%

Program Discussion

The 2025-2026 County contribution to the San Joaquin County Historical Society & Museum (SJCHSM) is $860,610 and supports administrative costs associated with archival consultations, campus programming, marketing/outreach and other museum operations. The budgeted appropriation is in addition to in-kind County support services of approximately $204,005 for facilities and grounds maintenance, irrigation and potable water, liability insurance, and waiver of parking fees for SJCHSM members and volunteers.

The County contribution of $860,610, excluding the in-kind County support services, represents approximately 32% of the SJCHSM 2025-2026 operating budget of $2,663,453. Expectations of the County are that the SJCHSM will continue to accomplish the following objectives:

1. Mark historical sites and stimulate research into the cultural and natural heritage of the County.
2. Assist the County in the collection, restoration, and preservation of historical materials and make these available to the public through the operation of the museum. This would include maintaining a comprehensive inventory and catalog of existing collections, new acquisitions, and disposing of those no longer of value.
3. Undertake programs and activities, including museum operations and educational tour programs, which provide for the collection, preservation, and interpretation of the history of the County; the surrounding area; and the history of all cultures and heritage of all people.
4. Capitalizing, where possible, on reimbursement for services provided.

2023-2024 Volunteer Hours of Service	
Board of Trustees	1,300
Committees	63
Docent Council	8,658
Friends of the Museum	115
Temporary Events	1,322
Tractor & Ag Equipment	301
Valley Days	4,819
Total	**16,578**

2023-2024 Museum Visitation	
Weekends	6,884
Weekdays*	2,060
Education Programs**	9,371
Total	**18,315**

*Inclusive of Valley Days, event rentals, and membership programming.
**Includes Valley Days, Pioneer School, Farm to Fork, and tours.

In 2024-2025, the SJCHSM preserved artifacts and presented programs that showcase the history of San Joaquin County. The SJCHSM conserves artifacts associated with the region's history, including the 1848 Charles Weber Cottage, over 300,000 documents and photos representing local history, the records of County departments such as the Board of Supervisors, Assessor-Recorder-County Clerk, Auditor-Controller, and Sheriff-Public Administrator, along with large collections of documents and artifacts related to the County's agricultural, industrial, and cultural histories. The SJCHSM leverages these artifacts and collections to provide educational programs to the public, such as Valley Days, Pioneer School, the Festival of Trees, four to six annual exhibits, and creative-aging programs for members and volunteers.

The SJCHSM's community imprint has seen consistent growth in 2023-2024 and 2024-2025. As of March 2025, membership consists of 1,177 members, an increase from 1,039 at the end of 2023-2024. The Docent Council consists of 96 docents. The Board of Trustees remains steady with 23 members and has maintained a 91% average attendance rate for the year. Education program attendance also remains steady, with an anticipated 11,700 students attending SJCHSM programs in 2024-2025.

The SJCHSM Collections & Archives Department conducted significant work on behalf of the County in 2024-2025. As of March 2025, the staff has responded to 807 research requests from 262 individuals, agencies, and businesses. Among these research consultations, SJCHSM staff have supported researchers at Waseda University in Japan, the National Museum of Sweden, graduate students at University of California Berkeley, University of California Davis, Stanford, Harvard, and University of Southern California, attorneys and economists from across California, and hundreds of local community members researching family histories. The SJCHSM also supported NBC producers in the development of a greenlit western-series, *Mudville*, set in 1850s Stockton.

The SJCHSM has also acquired several major collections during 2024-2025, including the archives of the *Lodi News-Sentinel,* the business papers of Stockton's second Baptist Church, which is the second-oldest Black Church in San Joaquin County and the fifth-oldest in the State, ledgers of the Manila Club in Stockton's historic Little Manila, and the archives of renowned local architect Warren Wong. In the last months of 2023-2024, SJCHSM was honored to receive the archives of the *Stockton Record*, and the photography collections of famous local photographer, Rich Turner.

The SJCHSM has conducted significant outreach work on behalf of the County during 2024-2025. SJCHSM staff notably collaborated with community partners to develop the award-winning exhibit *The Forgotten History of the Filipino Farm Center,* which highlights the relatively undocumented history of the Filipino community in Lathrop. The resulting exhibit garnered national media attention and saw over 6,000 exhibit visitors to the SJCHSM. Furthermore, the SJCHSM's exhibit *The Sikhs in America: Faith, Resilience, and Power*, developed with Sikh historian Dr. Tejpaul Bainiwal Singh and the Stockton Sikh Gurdwara, was featured at the Smithsonian National Folklife festival and has gone on tour across the United States. During 2024-2025, SJCHSM supported Smithsonian staff in the development of an exhibit, opening in October 2025, on the history of Little Manila and Chinatown in downtown Stockton. Beyond exhibit work, SJCHSM staff have also given over 50 lectures to students at the University of the Pacific (UOP), San Joaquin Delta College, Stockton Unified School District teachers, and local nonprofits concerning the history of San Joaquin County. Notable talks include "Living in Lodi: Livability and Agriburban Living, 1920-2020," given to the Lodi Historical Society, "The District: Education in Stockton, 1850-1945," given to Osher Lifelong Learning Institute (OLLI) at UOP, and "The California Delta Valley: A Forgotten Heartland," also given to OLLI at UOP. Lastly, the SJCHSM also publishes a historical segment in HerLife Magazine monthly, which gathered over 800,000 hits in the online magazine in the 2024 calendar year.

The SJCHSM also presents several community events throughout the year, including the Festival of Trees, San Joaquin County Tractor Fest, and the Century Business Dinner. These events celebrate unique histories throughout the County and are hallmark fundraisers for the SJCHSM. In 2024-2025, SJCHSM brought back the Century Business Dinner, honoring businesses that turned 100 years old in San Joaquin County. This was the first Century Business Dinner since 2017, which celebrated M. Calosso & Son, Delicato Family Winery, Collins Electric Co., Yet Beong Hong Bakery, the Chinese Confucius Church, and Woodbridge Golf & Country. Along similar lines, the SJCHSM is also helping the County celebrate its 175th Anniversary in 2025, and is producing a major exhibit on the history of the County, to open on June 21, 2025.

2025-2026 will be a landmark year for the SJCHSM. The Pioneer Village project is anticipated to be completed in November 2025, while discussions have begun with the County to acquire the Kress Building in downtown Stockton. This will serve as a Collections & Archives Library for the County. Furthermore, the Smithsonian exhibit in downtown Stockton is set to be completed during 2025-2026, while work with community partners continues to develop a strong cultural and heritage economy in San Joaquin County.

Supplemental Requests

The SJHSM is requesting additional funding of $72,065 for the following:

Exempt Employees

Effective January 1, 2025, the State minimum wage was set at $16.50 per hour. This resulted in Calironia's minimum salary for exempt employees to increase to $68,640 annually, which is calculated at twice the State minimum wage times 2,080 hours per year. The Historical Society is requesting $32,285 for an increase in salaries and benefits for the Collections and Exhibit Manager, Education and Visitor Services Director, and the Operations Director, in order to maintain the exempt status for these positions.

Archive Storage

As part of the operating agreement between the County and SJCHSM, the SJCHSM is responsible for receiving and storing the County's archives. SJCHSM has reached capacity at its current location and requires additional space. Funding of $39,780 is requested to support the costs associated with additional storage space for the County's archives located at 20 N. Sutter Street in Stockton.

The 2025-2026 Proposed Budget has been augmented by $72,065 to address these requests.

Base Funding Level

The County is under contractual obligation (A-94-191) to provide base (ongoing) funding to cover an appropriate share of SJCHSM operating costs.
The following table shows the base funding contributions made by the County:

Year	Base Funding	% of Inc./Dec. From Prior Year
2014-2015	$303,000	0.0%
2015-2016	$303,000	0.0%
2016-2017	$349,965	15.5%
2017-2018	$349,965	0.0%
2018-2019	$384,300	9.8%
2019-2020	$384,300	0.0%
2020-2021	$384,300	0.0%
2021-2022	$520,762	35.5%
2022-2023	$583,253	12.0%
2023-2024	$653,253	12.0%
2024-2025	$788,545	20.7%
2025-2026	$860,610*	9.1%

**2025-2026 is recommended.*

Contingency Provision



Sandy Regalo
County Administrator

Government Code Section 29084 permits county budgets to contain an appropriation for contingencies in such an amount that the Board of Supervisors deems appropriate. In San Joaquin County, the Board established the Contingency Provision budget (#1019000000), which provides funds for unanticipated expenditures or revenue shortfalls occurring in all County operations during the fiscal year. The level of the appropriation is set annually as part of the County budget development process. Various factors are evaluated in determining the appropriation level. These include demands on County services, economic outlook, pending Federal and State legislative/budgetary impacts on County programs, the County's short and long-term infrastructure needs, and the availability of funds.

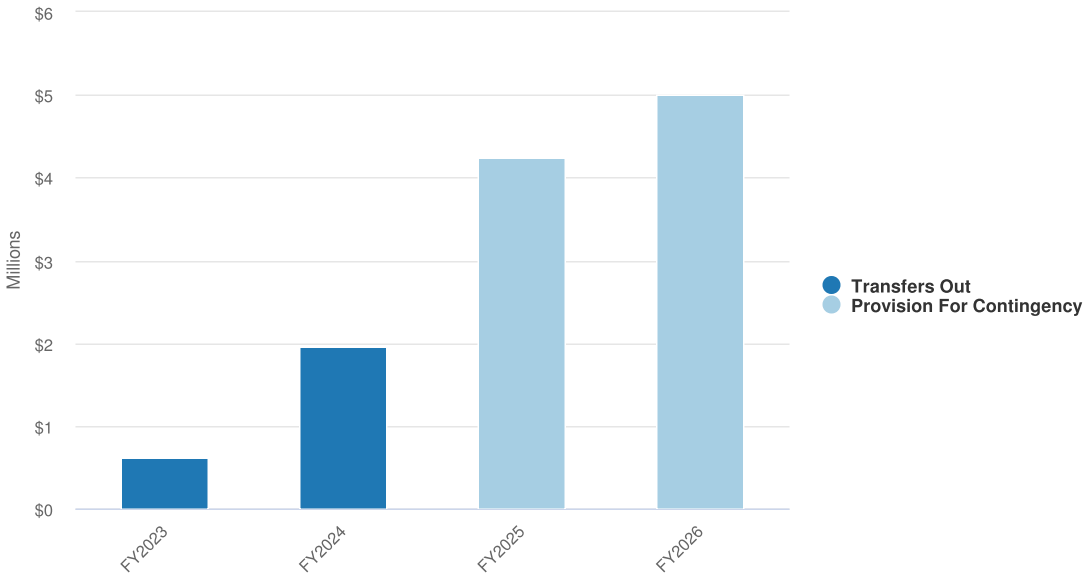
Expenditures Summary

The 2025-2026 Proposed Budget of $5,000,000 is an increase of $760,954 from the 2024-2025 Adopted Budget of $4,239,046, to be used for unanticipated expenditures and revenue shortfalls throughout the year.

$5,000,000 **$760,954**
(17.95% vs. prior year)

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Transfers Out	$617,800	$1,950,000	$0	$0	0%
Provision For Contingency	$0	$0	$4,239,046	$5,000,000	18%
Total Expense Objects:	$617,800	$1,950,000	$4,239,046	$5,000,000	18%

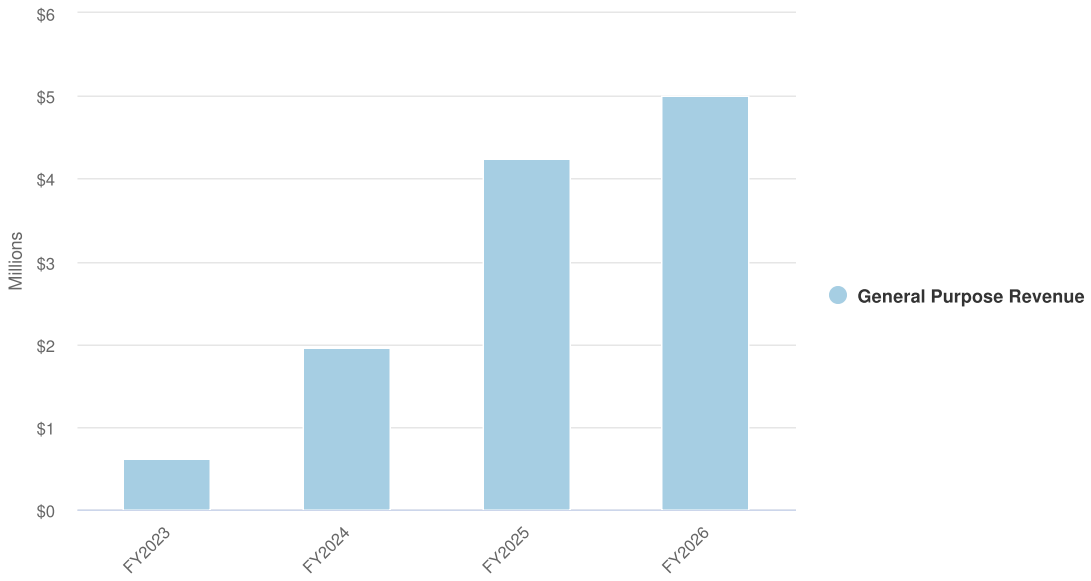
Funding Summary

The 2025-2026 Proposed Budget is entirely funded by General Purpose Revenue.

$5,000,000 $760,954
(17.95% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
General Purpose Revenue	$617,800	$1,950,000	$4,239,046	$5,000,000	18%
Total Revenue Source:	$617,800	$1,950,000	$4,239,046	$5,000,000	18%

Program Discussion

The Contingency Provision budget (#1019000000) is a General Fund budget which provides funds for unanticipated expenditures or revenue shortfalls occurring in all County operations during the fiscal year. The Reserve for Contingencies (#10011) is a separate fund, also called a General Fund Special Account, which is discussed below.

Use Guidelines & Policies

On October 5, 2010, the Board adopted the Use Guidelines and Policies for the Reserve for Contingencies (R-10-525) in an effort to stabilize the long-term financial viability of the County and to correct the structural imbalance of the budget over a 10-year period. The Use Guidelines and Policies are summarized below:

1. Set the Reserve at 5% of the County budget by 2020-2021.
2. Starting 2011-2012, establish a goal to provide an annual appropriation to the Reserve at a minimum of 1% of the County budget and provide an annual appropriation increase sufficient to reach the 2020-2021 goal of 5%.
3. Define the Reserve as a one-time resource and not be used to support ongoing operating expenses on an ongoing basis.
4. Use the Reserve to balance the County budget only if other options are unavailable or highly impractical.
5. Cap the annual drawdown of the Reserve at 20% of the amount appropriated in the adopted budget.

2025-2026 Reserve Level

The 2025-2026 Proposed Budget recommends replenishing and establishing the Reserve at $151,111,537 or 5% of the 2025-2026 Proposed Budget. The balance in the Reserve as of March 31, 2025, was $141,180,036, thus a transfer of $9,931,501 from the General Fund is recommended, included in the Operating Transfers budget (#1010804000).

The following chart shows the Contingency Reserve levels for 2016-2017 through 2025-2026:

Fiscal Year	Adopted Budget	Reserve for Contingencies	% of Budget
2016-2017	$1,439,598,787	$54,062,431	3.76%
2017-2018	$1,616,211,310	$74,630,220	4.62%
2018-2019	$1,747,206,329	$87,378,644	5.00%
2019-2020	$1,803,049,348	$90,152,470	5.00%
2020-2021	$1,910,352,049	$95,517,602	5.00%
2021-2022	$2,137,967,942	$106,898,397	5.00%
2022-2023	$2,169,165,884	$108,458,294	5.00%
2023-2024	$2,591,302,580	$129,565,129	5.00%
2024-2025*	$2,823,600,727	$141,180,036	5.00%
2025-2026**	$3,022,230,738	$151,111,537	5.00%

*The reserve was increased to $141,180,036 via Board action on January 14, 2025 (B-25-29).
**Represents Proposed Budget.

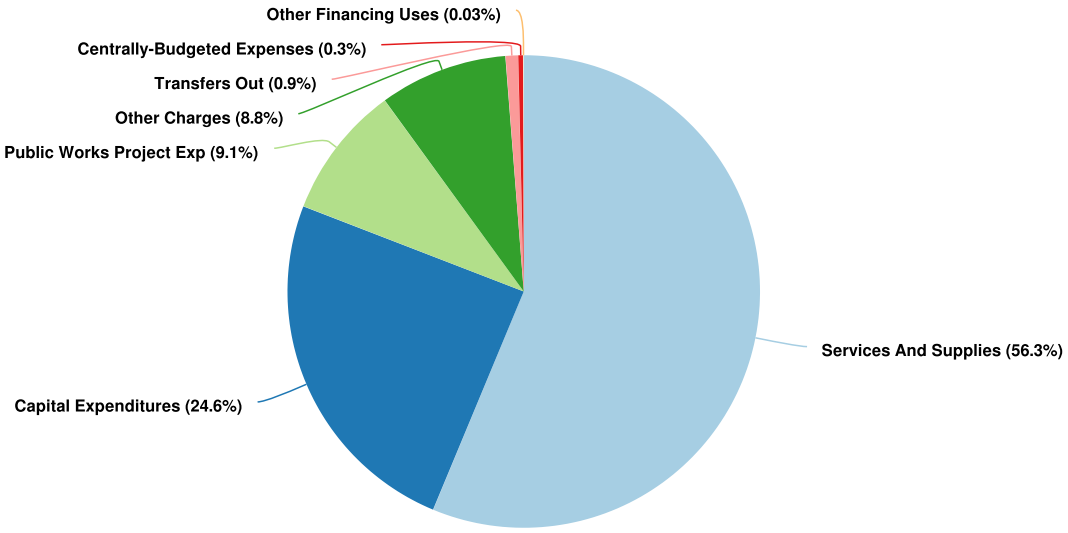
Special Districts

Expenditures Summary

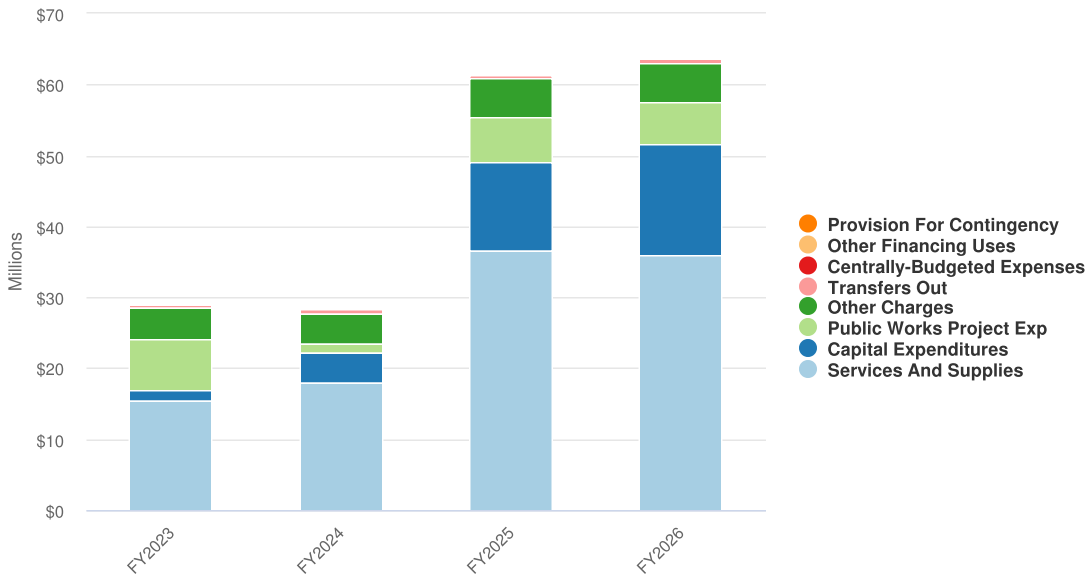
$63,871,784 $2,409,422
(3.92% vs. prior year)

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



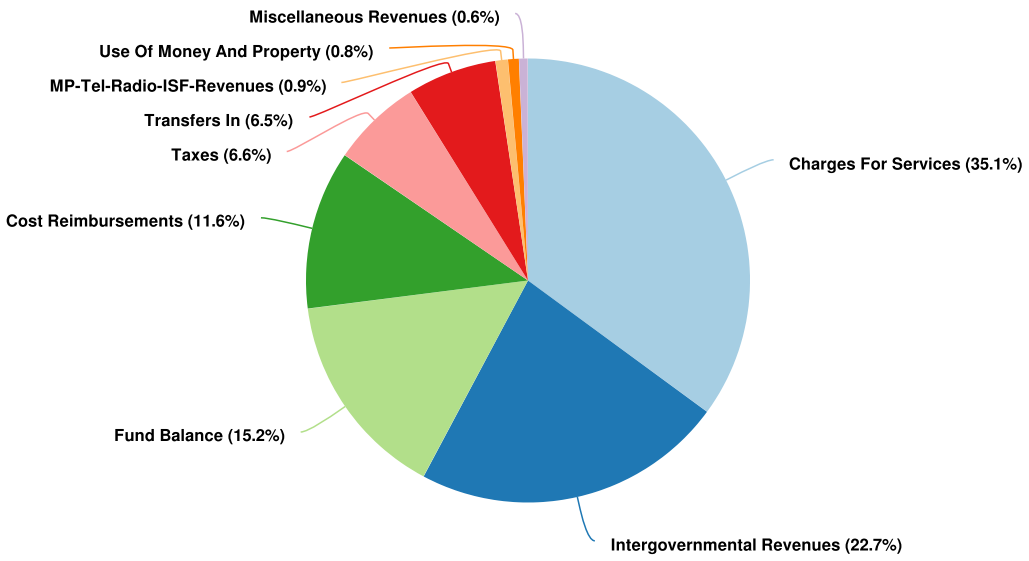
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$15,383,622	$18,055,348	$36,563,476	$35,946,296	-1.7%
Centrally-Budgeted Expenses	$193,338	$190,382	$207,026	$215,310	4%
Other Charges	$4,433,948	$4,327,489	$5,599,678	$5,600,288	0%
Other Financing Uses	$17,558	$18,199	$22,180	$22,180	0%
Capital Expenditures	$1,463,122	$4,240,139	$12,425,000	$15,711,460	26.5%
Transfers Out	$496,134	$551,000	$250,001	$550,000	120%
Provision For Contingency	$0	$0	$1	$0	-100%
Public Works Project Exp	$7,201,444	$1,081,743	$6,395,000	$5,826,250	-8.9%
Total Expense Objects:	$29,189,165	$28,464,300	$61,462,362	$63,871,784	3.9%

Funding Summary

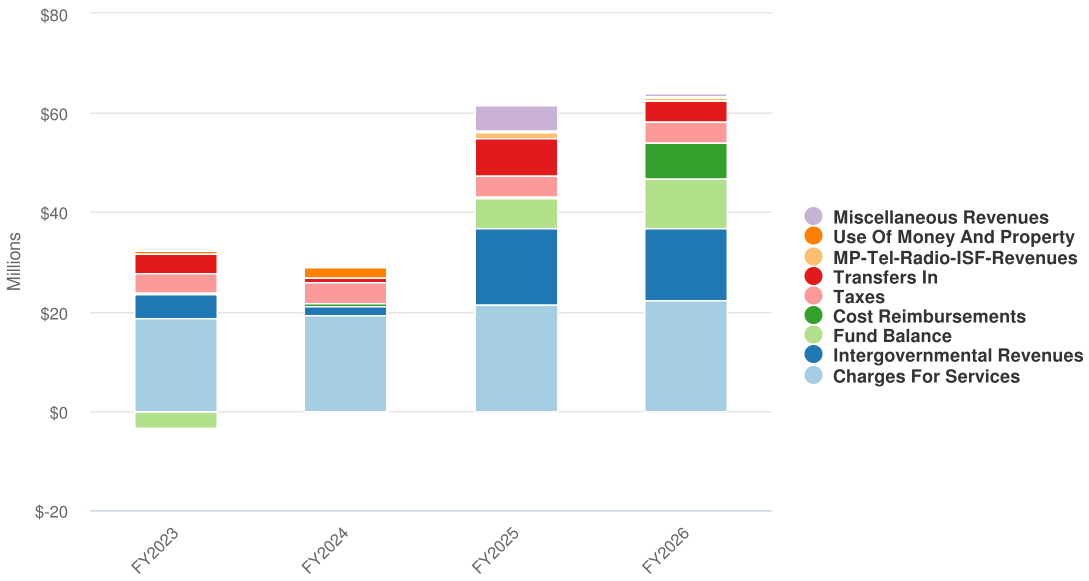
$63,871,784 $2,409,422
(3.92% vs. prior year)

Funding by Source

Projected Funding by Source



Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$4,020,037	$4,370,464	$4,019,564	$4,215,283	4.9%
Use Of Money And Property	$748,270	$1,919,058	$399,469	$509,552	27.6%
Intergovernmental Revenues	$4,699,590	$1,840,659	$15,385,542	$14,519,264	-5.6%
Charges For Services	$18,719,281	$19,286,398	$21,286,825	$22,398,135	5.2%
Miscellaneous Revenues	$129,112	$56,070	$4,965,509	$410,468	-91.7%
Transfers In	$3,815,857	$958,769	$7,771,384	$4,155,003	-46.5%
MP-Tel-Radio-ISF-Revenues	$0	$0	$1,084,800	$576,000	-46.9%
Cost Reimbursements	$377,565	$460,564	$309,074	$7,384,083	2,289.1%
Fund Balance	-$3,320,547	-$427,683	$6,240,195	$9,703,996	55.5%
Total Revenue Source:	$29,189,165	$28,464,300	$61,462,362	$63,871,784	3.9%

Special Districts - Parks



Dan Wirtz
Director of General Services

Special Districts, such as County Service Areas (CSA), are a form of local government created to meet a specific need. The County may establish a CSA to provide a variety of extended services that are otherwise unavailable within a particular area. The Board of Supervisors specifies the services to be provided when establishing a new CSA, typically utilities or other services like parks and recreation.

The General Services Department (GSD) develops the budget for each CSA to support maintenance and operations, asset replacement, and capital improvement projects. Service charges and assessments levied on properties within each CSA's boundaries support budgeted expenditures and fund balance contributions.

GSD's Parks and Recreation Division manages and operates eight CSAs that provide parks and recreation services throughout the County. The following parks are located within a CSA:

- Boggs Tract Park (CSA 1)
- Madison Park (CSA 2)
- Garden Acres and Eastside Parks (CSA 3)
- Lathrop (Dos Reis) Park (CSA 4)
- Raymus Village Park (CSA 5)
- Taft Park (CSA 8)
- Larch Clover Park (CSA 11)
- Woodbridge Community Park (CSA 48)

Expenditures Summary

The 2025-2026 Proposed Budget of $324,559 represents an immaterial change from the 2024-2025 Adopted Budget.

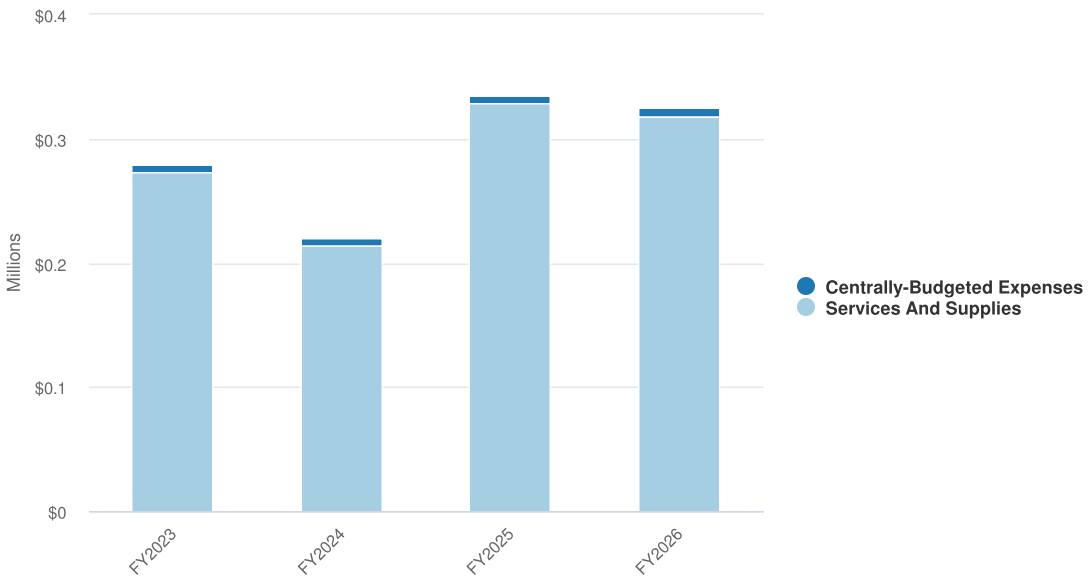
$324,559 -$10,252
(-3.06% vs. prior year)

Expenditures by Fund

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
CSA 1-Boggs Tract Park (30101)	$19,561	$27,666	$23,332	$22,844	-2.1%
CSA 2-Madison Park (30201)	$57,440	$1,863	$58,557	$46,499	-20.6%
CSA 3-Garden Acres & Eastside Parks (30301)	$71,896	$83,309	$85,343	$102,934	20.6%
CSA 4-Lathrop (Dos Reis) Park (30401)	$30,227	$28,348	$30,508	$40,230	31.9%
CSA 5-Raymus Village Park (30501)	$20,068	$25,841	$32,652	$25,477	-22%
CSA 8-Taft Park (30801)	$44,293	$17,772	$54,648	$53,437	-2.2%
CSA 11-Larch Clover Park (31101)	$6,761	$7,378	$7,775	$7,249	-6.8%
CSA 48-Woodbridge Community Park (34801)	$28,403	$27,379	$41,996	$25,889	-38.4%
Total:	$278,649	$219,557	$334,811	$324,559	-3.1%

Expenditures by Expense Type

Budgeted and Historical Expenditures by Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$273,096	$213,971	$328,401	$317,991	-3.2%
Centrally-Budgeted Expenses	$5,553	$5,586	$6,410	$6,568	2.5%
Total Expense Objects:	$278,649	$219,557	$334,811	$324,559	-3.1%

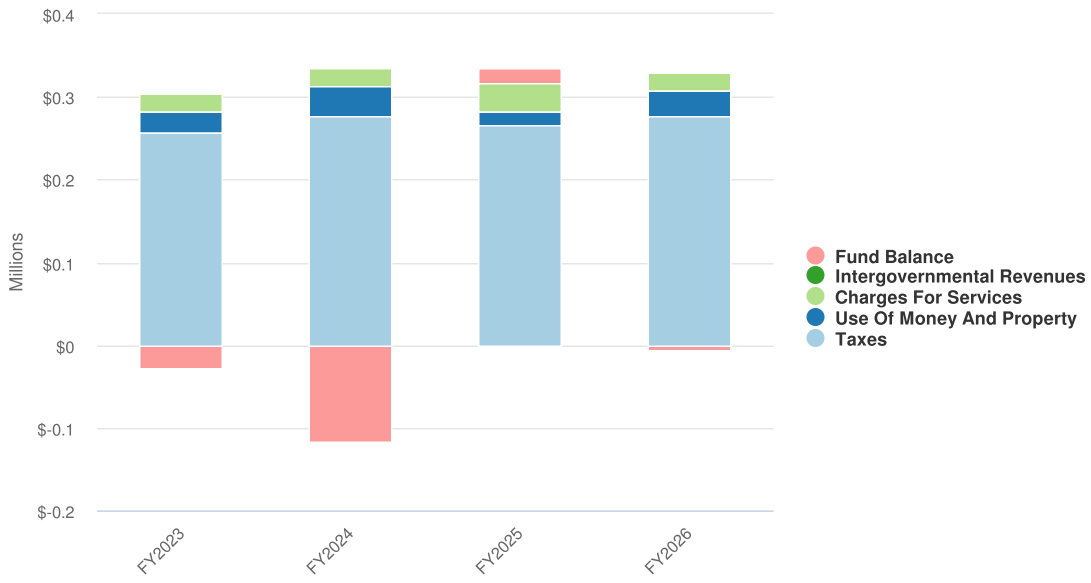
Funding Summary

The 2025-2026 Proposed Budget includes $331,312 in revenue from County Service Area property tax assessments, rental income, and interest. CSAs will contribute a total of $6,753 toward their respective fund balances in 2025-2026.

$324,559 -$10,252
(-3.06% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$256,088	$277,217	$265,736	$276,484	4%
Use Of Money And Property	$25,461	$35,300	$16,000	$31,947	99.7%
Intergovernmental Revenues	$1,561	$1,558	$0	$1,319	N/A
Charges For Services	$22,500	$22,575	$34,915	$21,562	-38.2%
Fund Balance	-$26,961	-$117,094	$18,160	-$6,753	-137.2%
Total Revenue Source:	$278,649	$219,557	$334,811	$324,559	-3.1%

Program Discussion

In 2025-2026, the eight County Service Area (CSA) parks will continue to be supported by Parks maintenance staff. Parks will also add a landscape maintenance contractor to supplement the work performed by in-house staff, and volunteers and General Relief Workers will assist with maintenance activities when available.

The following table shows the 2025-2026 Proposed Budget for each CSA park:

	Fund Number	Fund Balance as of March 31, 2025	Projected Fund Balance as of July 1, 2025	2025-2026 Appropriations	2025-2026 Revenues	Projected Fund Balance as of June 30, 2026
County Service Areas - Parks						
#1 Boggs Tract Park	30101	$8,000	$4,515	$22,844	$22,788	$4,459
#2 Madison Park	30201	106,250	110,866	46,499	55,775	120,142
#3 Garden Acres and Eastside Park	30301	32,059	(8,636)	102,934	89,854	(21,716)
#4 Lathrop Park	30401	180	(14,266)	40,230	32,105	(22,391)
#5 Raymus Village Park	30501	86,843	78,076	25,477	36,189	88,788
#8 Taft Park	30801	195,221	203,487	53,437	62,550	212,600
#11 Larch Clover Park	31101	6,515	2,765	7,249	8,276	3,792
#48 Woodbridge Community Park	34801	36,562	49,832	25,889	23,775	47,718
	Total	**$471,630**	**$426,639**	**$324,559**	**$331,312**	**$433,392**

GSD projects that the fund balances for the Garden Acres and Eastside Park (#30301), and Lathrop Park (#30401) CSAs will be negative in 2025-2026 if expenditures continue at historical levels, and will monitor revenue and expenses to ensure this does not happen. The Parks and Recreation Budget (#7070300000) will supplement any shortfall in the CSAs as necessary.

Ultimately, the County will need to address systemic funding gaps in the CSAs by seeking approval from the affected property owners to increase assessments, reducing the level of service, or committing more General Fund dollars to backfill assessments that have not kept pace with increasing park and landscape maintenance costs.

Special Districts - Public Works



Fritz Buchman
Director of Public Works

Special districts are a form of government created by a local community to provide specific services. The budgets presented below are for special districts administered by the Public Works Department (Public Works). These districts provide one or a combination of the following services to properties within the respective district boundaries: water, sewer, storm drainage, stormwater treatment, streetlights, nitrate treatment, household hazardous waste disposal, landscaping, and lighting maintenance. Each district budget is developed to address projected district operations and maintenance needs, future system replacement and capital improvement project needs, and district fiscal administration. Revenues are provided through assessments and service charges on benefiting properties within the district.

Expenditures Summary

The 2025-2026 Proposed Budget of $63,547,225 is an increase of $2,419,674 from the 2024-2025 Adopted Budget of $61,127,551, due to an increase in water and sewer infrastructure project costs in the Maintenance Districts ($4,147,460), partially offset by a decrease in professional services for water rights development activities in the Flood Control and Water Conservation districts ($1,518,800).

$63,547,225 $2,419,674
(3.96% vs. prior year)

Expenditures by Fund

The table below summarizes historical expenditures and the 2025-2026 Proposed Budget appropriations for each District.

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
SJC Flood Control & Wtr Consv Dist (21101)	$2,870,955	$1,486,946	$3,822,709	$4,262,710	11.5%
SJC Flood Control-Zone 9 (21113)	$3,003,708	$4,225,292	$6,920,797	$7,695,506	11.2%
SJC Flood Control-Zone 10 (21114)	$206	$231	$352,700	$370,335	5%
SJ Area Flood Control Agency (21116)	$495,899	$397,890	$2,176,000	$2,575,000	18.3%
SJCFC-Water Investigations Zn 2 (21168)	$1,416,330	$1,900,139	$2,080,416	$2,209,895	6.2%
SJC Flood Control-Construction (21192)	$5,131,211	$92,136	$6,000,000	$5,700,000	-5%
Mokelumne River Water & Power Auth (21201)	$364,587	$966,106	$3,445,200	$2,257,300	-34.5%
San Joaquin Water No 2 (21501)	$160,681	$102,887	$275,015	$230,099	-16.3%
Ash Street Lighting (22001)	$18,696	$24,280	$50,719	$51,381	1.3%
Boggs Tract Lighting (22002)	$4,752	$5,797	$14,533	$15,636	7.6%
Burkett Garden Acres Lighting (22003)	$13,925	$16,900	$31,274	$33,361	6.7%
Burkett Gardens Lighting (22004)	$41,287	$42,828	$59,146	$61,742	4.4%
Eastview Lighting (22005)	$7,080	$9,497	$17,502	$18,405	5.2%
Elkhorn Lighting (22006)	$4,115	$4,935	$12,055	$11,531	-4.3%
Farmington Lighting (22007)	$2,054	$2,346	$6,349	$6,584	3.7%
Linden Lighting (22008)	$17,880	$23,332	$35,637	$40,816	14.5%
Lockeford Lighting (22009)	$13,732	$16,468	$26,870	$30,727	14.4%

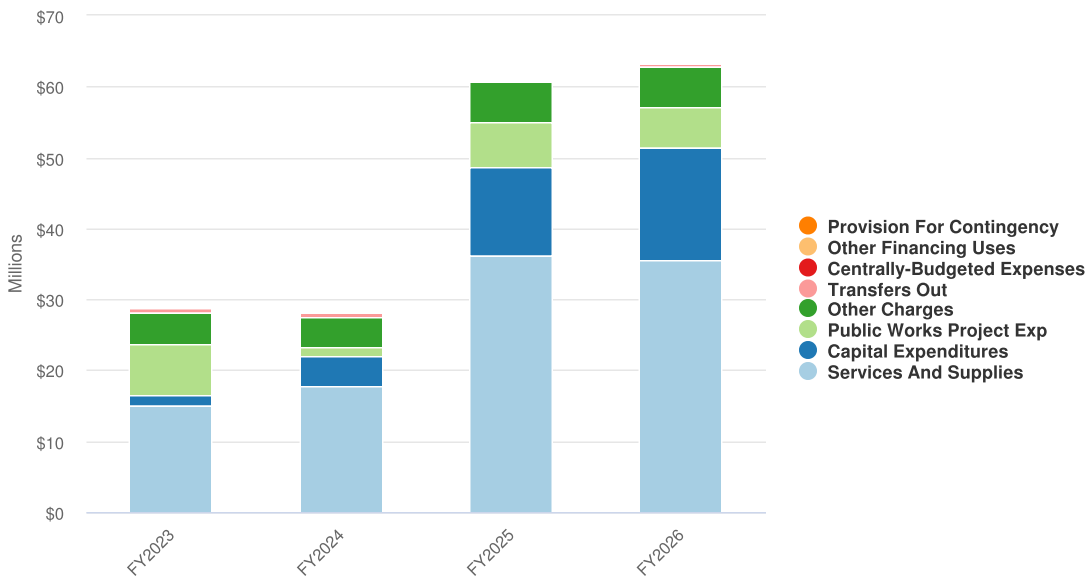
Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Mariposa Heights Lighting (22010)	$1,651	$1,972	$11,573	$11,061	-4.4%
Mission Village Lighting (22011)	$2,228	$2,668	$9,879	$10,152	2.8%
Morada Estates Lighting (22012)	$3,652	$4,381	$14,754	$15,301	3.7%
Morada Manor Lighting (22013)	$1,409	$1,678	$6,744	$6,033	-10.5%
North Oaks Lighting (22014)	$3,780	$4,431	$11,669	$12,107	3.8%
North Wilson Way Lighting (22015)	$7,618	$9,681	$26,290	$26,534	0.9%
Northeast Stockton Lighting (22016)	$36,632	$44,325	$83,262	$74,279	-10.8%
Oro Street Lighting (22017)	$20,688	$35,825	$59,690	$56,329	-5.6%
Plymouth Village Lighting (22018)	$17,922	$21,680	$36,368	$36,198	-0.5%
Rancho Village Lighting (22019)	$597	$714	$1,343	$1,331	-0.9%
Shasta Avenue Lighting (22021)	$5,400	$6,349	$11,977	$12,094	1%
Shippee-French Camp Lighting (22022)	$1,777	$2,150	$4,984	$5,370	7.7%
Silva Gardens Lighting (22023)	$1,792	$2,194	$3,963	$4,202	6%
South French Camp Lighting (22024)	$2,765	$3,401	$7,852	$7,793	-0.8%
Southwest Stockton Lighting (22025)	$10,089	$12,630	$24,295	$24,484	0.8%
Stockton No 5 Lighting (22026)	$1,649	$1,881	$5,109	$5,014	-1.9%
Tuxedo-Country Club Lighting (22027)	$12,847	$15,851	$27,566	$27,889	1.2%
Victor Lighting (22028)	$3,308	$4,005	$6,882	$6,633	-3.6%
West Lane Lighting (22029)	$2,216	$2,762	$7,071	$7,337	3.8%
Woodbridge Lighting (22030)	$44,558	$51,521	$80,245	$81,276	1.3%
West Stockton Lighting (22031)	$38,853	$47,875	$68,004	$79,509	16.9%
Acampo Water Maintenance (22101)	$59,152	$90,685	$167,945	$167,502	-0.3%
Almond Park Water Maintenance (22201)	$53,376	$64,455	$164,506	$165,388	0.5%
Ashley Drainage Maintenance (22295)	$262	$346	$3,723	$3,785	1.7%
Bear Creek Terrace Light & Drain (22401)	$15,629	$19,842	$40,626	$40,492	-0.3%
Bowling Green Estates Maintenance (22501)	$3,565	$4,623	$10,564	$10,809	2.3%
Country Club Vista Maintenance (22601)	$5,316	$7,353	$326,410	$327,339	0.3%
Colonial Heights Maintenance (22701)	$1,602,443	$1,448,407	$4,043,770	$5,824,179	44%
Corral Hollow Maintenance (22801)	$116,832	$117,717	$196,318	$386,764	97%
Elkhorn Estates Maintenance (23001)	$138,016	$139,739	$495,115	$530,554	7.2%
Gayla Manor Maintenance (23101)	$109,017	$102,871	$228,930	$241,308	5.4%
Lambert Village Maintenance (23201)	$4,720	$7,036	$29,004	$29,316	1.1%
Lincoln Vill Lws Maintenance (23401)	$3,545,443	$3,630,844	$7,451,050	$9,400,422	26.2%
Lockeford Light & Drain Maint (23501)	$3,417	$3,984	$9,691	$9,635	-0.6%
Maurland Manor Maintenance (23601)	$54,072	$50,586	$63,730	$68,336	7.2%
Mokelumne Acres Maintenance (23701)	$284,256	$372,994	$466,388	$517,635	11%
Morada Acres Maintenance (23801)	$60,860	$95,170	$1,325,729	$1,329,099	0.3%
Morada Estates Maintenance (23901)	$140,099	$178,868	$256,415	$304,549	18.8%
Morada Manor Maintenance (24001)	$88,266	$62,133	$421,376	$440,853	4.6%
Pacific Gardens Sanitary (24201)	$2,149,600	$2,307,512	$3,161,298	$3,115,497	-1.4%
Rancho San Joaquin Maintenance (24301)	$131,299	$117,942	$549,872	$436,278	-20.7%
Raymus Village Maintenance (24401)	$749,684	$3,129,234	$1,054,696	$809,933	-23.2%
Riviera Cliffs Maintenance (24501)	$4,643	$5,620	$12,872	$12,605	-2.1%
Shaded Terrace Maintenance (24601)	$56,982	$75,429	$383,097	$405,944	6%

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Shaded Terrace Maintenance-Debt (24661)	$17,880	$18,527	$22,635	$22,635	0%
Spring Creek Estates Maintenance (24701)	$34,973	$33,691	$379,049	$369,645	-2.5%
Summer Home Estates Maintenance (24801)	$13,768	$2,635	$10,123	$10,250	1.3%
Sunnyside Estates Maintenance (24901)	$38,546	$75,212	$778,382	$727,251	-6.6%
Walnut Acres Maintenance (25001)	$66,904	$67,199	$159,145	$162,340	2%
Wilkinson Manor Maintenance (25101)	$272,545	$357,083	$474,010	$766,312	61.7%
Wilkinson Manor Maintenance Zone A (25131)	$57,783	$94,137	$228,921	$314,145	37.2%
CSA 3-Zone A-Tallahatchey Terrace (30331)	$5,655	$6,533	$30,585	$30,352	-0.8%
CSA 56-Peters-General (30601)	$6,520	$2,689	$12,808	$12,315	-3.8%
CSA 12-Thornton (31201)	$221,919	$271,537	$2,382,403	$1,414,689	-40.6%
CSA 14-Victor (31401)	$17,837	$7,690	$19,357	$46,446	139.9%
CSA 15-Waterloo 99 (31501)	$246,886	$253,685	$433,505	$393,443	-9.2%
CSA 16-Par Country Estates (31601)	$292,569	$155,813	$290,216	$308,669	6.4%
CSA 17-Cherokee Industrial Park (31701)	$20,016	$32,460	$139,450	$129,220	-7.3%
CSA 18-Fairway Estates (31801)	$45,117	$97,548	$128,007	$125,166	-2.2%
CSA 21-Oak Creek (32101)	$8,345	$8,542	$25,094	$25,671	2.3%
CSA 23-Granada Glen (32301)	$8,768	$8,469	$22,734	$22,486	-1.1%
CSA 24-Moznett Estates-General (32401)	$3,100	$3,964	$22,456	$22,000	-2%
CSA 25-Capewood (32501)	$340	$413	$12,404	$12,359	-0.4%
CSA 29-Forest Lake (32901)	$4,763	$5,519	$26,062	$25,523	-2.1%
CSA 30-Manteca Industrial Park (33001)	$95,651	$71,713	$150,348	$147,961	-1.6%
CSA 31-Saddle-Flag City-General (33101)	$142,519	$188,568	$397,763	$444,083	11.6%
CSA 31-Zone W Nitrate Treatment (33131)	$64,332	$59,641	$182,177	$310,046	70.2%
CSA 35-Los Ranchos (33501)	$122,585	$210,432	$255,414	$257,200	0.7%
CSA 35 Los Ranchos Water Fund (33597)	$0	$0	$130,000	$130,000	0%
CSA 36-Lloyd Lane-General (33601)	$4,931	$879	$14,735	$14,669	-0.4%
CSA 36-Zone A Lloyd Lane (33631)	$742	$613	$9,372	$9,373	0%
CSA 36-Zone B Lloyd Lane (33632)	$732	$831	$9,596	$9,500	-1%
CSA 37-Marty Court (33701)	$1,193	$1,735	$9,526	$9,095	-4.5%
CSA 41-Eaglecrest (34101)	$7,679	$7,756	$24,397	$25,465	4.4%
CSA 41 Zone N-Tierra Del Sol (34114)	$5,137	$5,685	$52,259	$50,454	-3.5%
CSA-41 Zone C-Solari Ranch (34131)	$2,906	$6,140	$16,256	$16,254	0%
CSA 42-Blatt Estates (34201)	$3,220	$2,330	$18,004	$17,933	-0.4%
CSA 43-Clements-General (34301)	$74,226	$73,773	$194,145	$181,981	-6.3%
CSA 43-Zone D Clements-Oakridge Estates (34331)	$2,332	$3,285	$16,836	$16,602	-1.4%
CSA 44-Fair Oaks-Apricot Acres (34401)	$391,305	$580,344	$1,091,727	$768,659	-29.6%
CSA 44-Zone E Castello Estates (34431)	$348,542	$395,828	$592,942	$633,257	6.8%
CSA 44-Zone G Linne Estates (34441)	$444,503	$500,274	$785,665	$664,967	-15.4%
CSA 45-Lockeford Bluffs (34501)	$2,603	$3,242	$27,710	$27,550	-0.6%
CSA 46-Morada North (34601)	$330,408	$373,965	$517,641	$512,906	-0.9%
CSA 46-Zone L Heather Moore Estates (34631)	$598	$717	$3,820	$3,768	-1.4%
CSA 47-Hempstead Court (34701)	$710	$697	$20,461	$20,388	-0.4%
CSA 48-Zone K-Woodbridge Main St (34831)	$26,358	$20,602	$64,911	$73,352	13%
CSA 49-Zone L Rural Intersection Ltg (34901)	$2,048	$4,219	$11,561	$10,879	-5.9%

Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
CSA 49-Zone L-1 Rural Intersection Ltg (34931)	$3,843	$5,651	$17,241	$16,737	-2.9%
CSA 50-Patterson Pass Business Park (35001)	$10,801	$13,104	$50,033	$47,818	-4.4%
CSA 51-Acampo Village (35101)	$1,785	$1,968	$8,279	$7,965	-3.8%
CSA 52-Blossom Court (35201)	$1,781	$2,119	$16,103	$15,835	-1.7%
CSA 53-Household Hazard Waste (35301)	$1,350,766	$1,373,757	$1,479,628	$1,520,639	2.8%
CSA 54-Npdes (35401)	$911,878	$1,196,456	$1,552,501	$1,380,825	-11.1%
CSA 55-Shaylynn Estates (35501)	$3,001	$3,452	$7,295	$7,116	-2.5%
CSA 55-Zone C-Stonegate Estates (35531)	$1,687	$2,245	$17,492	$16,855	-3.6%
PW DWR FMAP Grant (21121)	$0	$0	$1,084,800	$576,000	-46.9%
Total:	$28,910,517	$28,244,743	$61,127,551	$63,547,225	4%

Expenditures by Expense Type

Budgeted and Historical Expenditures by Type



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Expense Objects					
Services And Supplies	$15,110,526	$17,841,378	$36,235,075	$35,628,305	-1.7%
Centrally-Budgeted Expenses	$187,785	$184,796	$200,616	$208,742	4.1%
Other Charges	$4,433,948	$4,327,489	$5,599,678	$5,600,288	0%
Other Financing Uses	$17,558	$18,199	$22,180	$22,180	0%
Capital Expenditures	$1,463,122	$4,240,139	$12,425,000	$15,711,460	26.5%
Transfers Out	$496,134	$551,000	$250,001	$550,000	120%
Provision For Contingency	$0	$0	$1	$0	-100%
Public Works Project Exp	$7,201,444	$1,081,743	$6,395,000	$5,826,250	-8.9%
Total Expense Objects:	$28,910,517	$28,244,743	$61,127,551	$63,547,225	4%

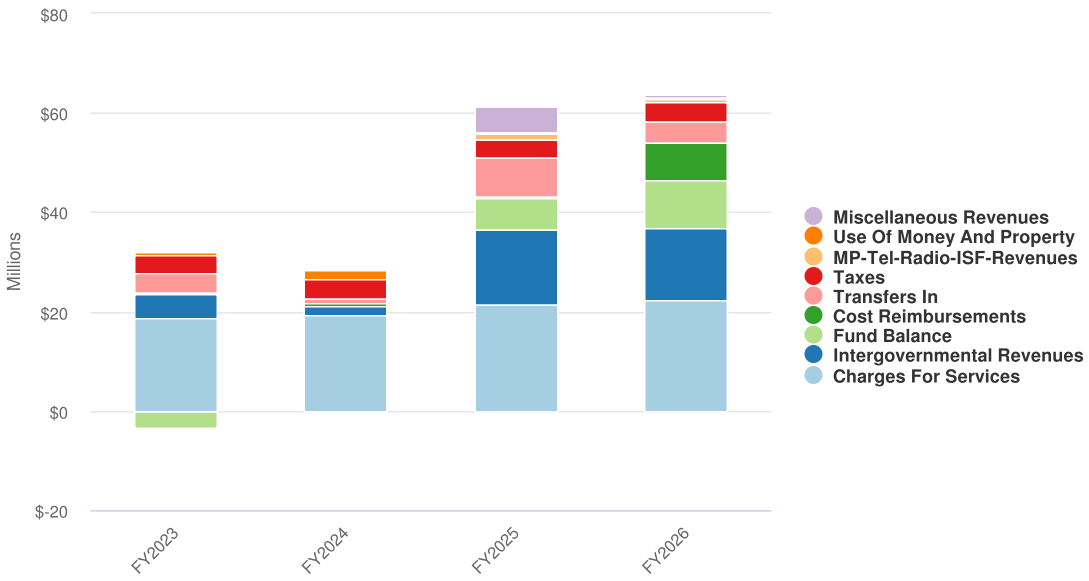
Funding Summary

The 2025-2026 Proposed Budget includes $22,376,573 in charges for services, $14,517,945 in State and Federal revenue, $9,710,749 in use of fund balance, $7,384,083 in cost reimbursements, $4,155,003 in operating transfers in, and $3,938,799 in tax revenue.

$63,547,225 $2,419,674
(3.96% vs. prior year)

Funding by Source

Budgeted and Historical Funding by Source



Name	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026 Budget	FY2025 Budget vs. FY2026 Budget (% Change)
Revenue Source					
Taxes	$3,763,949	$4,093,247	$3,753,828	$3,938,799	4.9%
Use Of Money And Property	$722,809	$1,850,073	$383,469	$477,605	24.5%
Intergovernmental Revenues	$4,698,029	$1,839,101	$15,385,542	$14,517,945	-5.6%
Charges For Services	$18,696,781	$19,263,822	$21,251,910	$22,376,573	5.3%
Miscellaneous Revenues	$129,112	$56,070	$4,965,509	$410,468	-91.7%
Transfers In	$3,815,857	$958,769	$7,771,384	$4,155,003	-46.5%
MP-Tel-Radio-ISF-Revenues	$0	$0	$1,084,800	$576,000	-46.9%
Cost Reimbursements	$377,565	$460,564	$309,074	$7,384,083	2,289.1%
Fund Balance	-$3,293,586	-$276,903	$6,222,035	$9,710,749	56.1%
Total Revenue Source:	$28,910,517	$28,244,743	$61,127,551	$63,547,225	4%

Program Discussion

Lighting Districts

Each district provides funds for specific improvements and/or services, including maintenance and operation of street lighting and associated structures located within public rights-of-way and dedicated easements. The 2025-2026 Proposed Budget of $781,109 is an increase of $17,504 from the 2024-2025 Adopted Budget of $763,605, primarily due to increases in utilities and engineering services costs. The budget is primarily funded by property tax revenues of $318,438, special assessments' revenue of $277,707, and $147,912 in use of fund balance.

Maintenance Districts

Each district provides funds for operation and maintenance costs, which include labor, electricity, regulatory compliance, repairs, pump taxes (for some Water Districts), and capital improvement projects. The 2025-2026 Proposed Budget of $27,180,899 is an increase of $3,990,494 from the 2024-2025 Adopted Budget of $23,190,405, primarily due to an increase in water and sewer infrastructure project costs. The budget is primarily funded by $10,022,403 in charges for services, $6,134,500 in cost reimbursements, $5,587,168 in State revenues, $4,444,191 in use of fund balance, and $609,386 in property tax revenues.

Public Works projects that Almond Park, Corral Hollow, Elkhorn Estates, and Morada Acres Maintenance Districts will have negative fund balances on June 30, 2025. The Board of Supervisors approved rate increases for Elkhorn Estates (B-24-558) and Almond Park (B-22-52), which will be phased in over five years. To address the declining fund balances in Corral Hollow and Morada Acres, Public Works intends to recommend rate proposals to the Board of Supervisors that would become effective in fiscal year 2026-2027.

County Service Areas (CSAs)

A CSA may be established to provide extended services within a particular area that are not available in all parts of the County. When a CSA is established, the Board of Supervisors specifies the types of services proposed to be provided. Each CSA funds maintenance expenses, including labor, electricity, regulatory compliance, repairs, pump taxes (for some water districts), and capital improvement projects. The 2025-2026 CSA Proposed Budget of $9,938,471 is a decrease of $1,352,448 from the 2024-2025 Adopted Budget of $11,290,919, primarily due to the completion of capital improvement projects. The budget is primarily funded by $4,782,433 in charges for services, $3,338,381 in use of fund balance, $1,099,583 in cost reimbursements, and $300,000 in operating transfers in from the Flood Control and Water Conservation District.

A financial analysis will be conducted in 2025-2026 for CSA 53 to assess future funding options for the Household Hazardous Waste (HHW) Facility. This is necessary due to rising costs for material disposal and facility maintenance.

CSA 54 provides a dedicated revenue stream for the County to comply with its National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) stormwater quality permit obligations. The current fee revenue is inadequate to cover costs associated with continued compliance with the County’s permit requirements. A one-time fund transfer up to $300,000 from the San Joaquin County Flood Control and Water Conservation District to CSA 54 will provide adequate funds to comply with the County’s permit obligations through the end of 2025-2026. Meanwhile, Public Works staff is exploring additional revenue options designed to provide a permanent and sustainable funding solution by 2026-2027.

Flood Control and Water Conservation District

The San Joaquin County Flood Control and Water Conservation District (District) was created through State legislation to plan, construct, operate and maintain flood control and water supply projects. The Board of Supervisors is the governing body of the District, and it has the authority to establish assessments and fees in accordance with State law to help fund district activities. There are a total of eight budgets:

1. 21101 – District
2. 21113 – District Zone No. 9
3. 21114 – District Zone No. 10
4. 21121 – Department of Water Resources Flood Maintenance Assistance Program (FMAP) Grant
5. 21116 – San Joaquin Area Flood Control Assessment Fund
6. 21168 – District Water Investigation Zone No.2
7. 21192 – Flood Construction Fund
8. 21201 – Mokelumne River Water and Power Authority

Revenues from these budgets support flood management, water resources project planning, and levee and channel maintenance activities.

The 2025-2026 Proposed Budget of $25,646,746 is a decrease of $235,876 from the 2024-2025 Adopted Budget of $25,882,622, primarily due to the completion of the State-funded Delta 2 alert system upgrade and Acampo Area Drainage Innovation projects. The budget is primarily funded by $8,891,655 in State revenues, $7,294,030 in charges for services, $3,300,000 in operating transfers from the Eastern San Joaquin

Ground Water Authority Fund (#21452), $2,977,096 in property tax revenues, and $1,780,265 in use of fund balance.

Online Information

Information about these special districts is available online at the links below:

CSA 53 Household Hazardous Waste (HHW)

CSA 54 National Pollution Discharge Elimination System (NPDES)

All remaining CSAs, Lighting Districts, and Maintenance Districts

Flood Control and Water Districts

San Joaquin Area Flood Control Agency

Planned Projects

Special District Projects

Public Works has successfully secured outside funding for a variety of special district projects:

In 2024-2025, Public Works completed construction of the Raymus Village TCP Mitigation Project and Advanced Metering Infrastructure (AMI) commercial metering project for the Colonial Heights and Lincoln Village Maintenance Districts. The Thornton Water Main Looping Project was initiated and is expected to be completed by June 30, 2025. Additionally, the Colonial Heights and Lincoln Village Water Main Replacement Project Phase 1A and the Benjamin Holt Drive Water Main Replacement Project were initiated, and are expected to be completed in 2025-2026.

The Mokelumne River Integrated Conjunctive Use Program (MICUP) is underway and includes activities focused on developing the County's amended Mokelumne River Water Rights application and developing projects in collaboration with local stakeholders to put the water to beneficial use and address critical overdraft within the Eastern San Joaquin Groundwater Subbasin. The secured funding for this effort is $3,300,000 from the Department of Water Resources Sustainable Groundwater Management Act (SGMA) Implementation Round 1 grant, which funds project activities focused on groundwater recharge, water conservation, and beneficial use of Mokelumne River water.

For 2025-2026, Public Works plans to start construction on five water-related capital improvement projects at an estimated cost of $8,800,000. These include the auxiliary backup generator project in five special districts (Elkhorn Estates, Morada Manor, Shaded Terrace, Spring Creek Maintenance Districts, and CSA 44), Colonial Heights and Lincoln Village water main replacement projects phase 1B, Morada Acres water system improvements project, Sunnyside Estates water main replacement project, and the CSA 12 Thornton Water Tank Recoat and Rehabilitation project. Moreover, the County was awarded $2,250,000 in 2024-2025 (R-24-235) in State funds for the Acampo Area Drainage Innovation project, which seeks to reduce the frequency and duration of flooding in the Cooper's Corner area near Acampo by intercepting stormwater runoff originating east of SR 99 freeway, and redirecting it southward to the Mokelumne River and/or agricultural lands with suitable soil profiles to promote groundwater recharge within the critically overdrafted Eastern San Joaquin Groundwater Subbasin. Public Works expects these funds to support the planning, environmental, and design costs of phase 2B of this project. The 2025-2026 Proposed Budget includes $1,785,000 for project costs.

Public Works also recently secured State funding for flood preparedness and emergency response initiatives. The Flood Control and Water Conservation District (District) seeks to create and integrate inundation maps for flood warning and response in the Delta region for an estimated $273,000 as part of the State's Delta Grant Round 2 Project. District Zone 9 plans to hire a consultant to provide emergency operations training, update the flood safety and emergency operations plans, and implement a web-based geographic information system platform for an estimated $583,950. The Flood Control - Construction Fund will contribute $5,700,000 of State funding toward repairs to, or replacement of, 13 deficient levee pipe penetrations within the State Plan of Flood Control, which will reduce the risk of levee failure at those locations. The District was recently awarded California Stream Gage Improvement Program (CalSIP) funding of $148,000, to upgrade four stream gauges to the current ALERT 2 design standard, which, upon completion, will provide real-time stream flow and stage data that will facilitate flood emergency response planning and flood fighting operations.

On September 23, 2014, the Board of Supervisors approved (B-14-561) County Ordinance No. 4502 for the Uniform Public Construction Cost Account Act (UPCCAA) and Job Order Contracting (JOC) to streamline the bidding process for minor construction projects. During 2025-2026, Public Works will utilize County labor or JOC to deliver various projects in special districts. Additionally, Public Works will use the JOC mechanism to rehabilitate or repair various water, stormwater, and sewer systems.

The project list below summarizes planned capital improvement expenditures for 2025-2026.

2025-2026 County Special Districts - Planned Projects List

Flood Control and Water

Fund	District	Service	Description	Cost
21101	San Joaquin County FC & WCD	FC	Delta Grant Round 2 Project	$75,000
21101	San Joaquin County FC & WCD	FC	Acampo Area Drainage Innovation Project	$1,785,000
21101	San Joaquin County FC & WCD	FC	CalSIP Stream Gauge Upgrade Program	$148,000
21113	Flood Control Zone 9	FC	Statewide 3 Flood Preparedness Materials	$100,000
21192	Flood Control Construction	FC	Deferred Maintenance Program Phase 2 Levee Pipe Repairs	$6,000,000
21201	Mokelumne River Water & Power Authority	W	Mokelumne River Integrated Conjunctive Use Program (MICUP)	1,920,000

2025-2026 County Special Districts - Planned Projects List

			Flood Control and Water Total	**$10,028,000**
Maintenance Districts				
Fund	**District**	**Service**	**Description**	**Cost**
22101	Acampo	W	Motor Control Panels	$ 30,000
22201	Almond Park	W	District System Improvements	$ 20,000
22701	Colonial Heights	W	Water Main Replacement	$ 4,350,000
22701	Colonial Heights	S	Sewer Main CIPP	$ 30,000
22701	Colonial Heights	W	Water Meter & Valve Replacement	$ 20,000
22801	Corral Hollow	W	Backup Generator	$ 250,000
22601	Country Club Vista	L, SD	District System Improvements	$ 300,000
23001	Elkhorn Estates	W	District System Improvements	$ 45,000
23001	Elkhorn Estates	W	Backup Generator	$ 250,000
23101	Gayla Manor	W	District System Improvements	$ 50,000
23401	Lincoln Village	SD, S	Sewer and Storm CIPP	$ 30,000
23401	Lincoln Village	W	Water Main Replacement	$ 4,650,000
23401	Lincoln Village	D	Storm Pumps	$ 150,000
23401	Lincoln Village	W	Water Meter & Valve Replacement	$ 20,000
23401	Lincoln Village	S	Sewer Maintenance Hole Lids	$ 20,000
23801	Morada Acres	W	Water Main Replacement	$ 1,200,000
24001	Morada Manor	W	Back-up Generator	$ 250,000
24001	Morada Manor	W	District System Improvements	$ 30,000
24201	Pacific Gardens	S	Sewer Main CIPP	$ 30,000
24301	Rancho San Joaquin	W	Generator	$ 250,000
24401	Raymus Village	W	Replace Valves	$ 60,000
24401	Raymus Village	S	Sewer Main CIPP	$ 30,000
24401	Raymus Village	S	Sewer Lift Station Upgrade	$ 50,000
24601	Shaded Terrace	W	Backup Generator	$ 250,000
24701	Spring Creek	W	Backup Generator	$ 250,000
24701	Spring Creek	W	District System Improvements	$ 15,000
24901	Sunnyside Estates	W	Water Line Replacement	$ 650,000
25101	Wilkinson Manor	W	Pump Switchboard	$ 20,000
25101	Wilkinson Manor	W	Variable Frequency Drive (VFD)	$ 25,000
25101	Wilkinson Manor	W	Back-up Generator	$ 250,000
25131	Wilkinson Manor Zone A	W	Pump Switchboard	$ 8,000
25131	Wilkinson Manor Zone A	W	Water Storage Tank	$ 65,000
25131	Wilkinson Manor Zone A	W	Water Well Rehabilitation	100,000
			Maintenance Districts Total	**$13,748,000**
County Service Areas				
Fund	**District**	**Service**	**Description**	**Cost**

2025-2026 County Special Districts - Planned Projects List				
31201	CSA 12	W	Water Pipe Rehabilitation	$ 60,000
31201	CSA 12	W	Water Main Looping	$ 200,000
31201	CSA 12	W	Water Tank Recoat & Rehabilitation	$ 750,000
31201	CSA 12	SD	Storm Drain Pipe Repair	$ 50,000
31401	CSA 14	SD	Storm Pump Rehabilitation	$ 30,000
31601	CSA 16	W	Chlorine Pump	$ 15,000
31601	CSA 16	W	Pump Switchboard	$ 10,000
31701	CSA 17	SD	Storm Drain Pipe Repair	$ 50,000
33131	CSA 31 Zone W	W	Motor Control Panel Upgrade	$ 130,000
34401	CSA 44	W	Back-up Generator	$ 250,000
34501	CSA 45	SD	Storm Pump Rehabilitation	$ 15,000
35301	CSA 53	HHW	Office Furniture	$ 20,000
35301	CSA 53	HHW	Asphalt Resurfacing and Stripping	$ 30,000
35301	CSA 53	HHW	Rolling Steel Door	$ 15,000
35301	CSA 53	HHW	Roof Repair	$ 10,000
			County Service Areas Total	**$ 1,635,000**
			Special Districts Planned Project & Capital Expenses Total	**$ 25,411,000**

Service Abbreviations:
L-Streetlights
W-Water
S-Sewer
SD-Storm Drainage
FC-Flood Control
WCD-Water Conservation District
CIPP-Cast-in-Place Pipe
HHW-Household Hazardous Waste
JOC-Job Order Construction
UPPCCA-Uniform Public Construction Cost Accounting Act

Fund Balance

		Projected Fund Balance as of July 1, 2025	2025-2026 Expenditures	2025-2026 Revenue	Projected Fund Balance as of June 30, 2026
Flood Control and Water - Districts & Zones					
21101	SJC Flood Control & Wtr Consv District	$6,451,037	$4,262,710	$4,013,305	$6,201,632
21113	SJC Flood Control-Zone 9	4,983,233	7,695,506	5,271,446	2,559,173
21114	SJC Flood Control-Zone 10	409,527	370,335	30,300	69,492
21116	SJAFCA Assessment District 96-1	0	2,575,000	2,575,000	0
21121	PW DWR FMAP GRANT	0	576,000	576,000	0
21168	SJCFC-Water Inv Zone 2	1,237,621	2,209,895	1,850,430	878,156
21192	SJC Flood Control-Construction	(47,694)	5,700,000	6,000,000	252,306
21201	Mokelumne River Water & Pwr Auth	(1,552,937)	2,257,300	3,550,000	(260,237)
	Flood Control Total	**$11,480,787**	**$25,646,746**	**$23,866,481**	**$9,700,522**
Lighting Districts					
22001	Ash Street	$318,536	$51,381	$38,084	$305,239
22002	Boggs Tract	66,284	15,636	10,270	60,918
22003	Burkett Garden Acres	68,224	33,361	24,682	59,545
22004	Burkett Gardens	117,079	61,742	62,954	118,291
22005	Eastview Lighting	52,338	18,405	13,908	47,841
22006	Elkhorn Lighting	14,572	11,531	5,815	8,856
22007	Farmington	10,608	6,584	3,734	7,758
22008	Linden	121,756	40,816	30,205	111,145
22009	Lockeford	116,186	30,727	24,159	109,618
22010	Mariposa Heights	31,796	11,061	3,394	24,129
22011	Mission Village	23,291	10,152	3,896	17,035
22012	Morada Estates	22,252	15,301	6,168	13,119
22013	Morada Manor	14,087	6,033	2,503	10,557
22014	North Oaks Lighting	34,459	12,107	7,594	29,946
22015	North Wilson Way Lighting	136,833	26,534	22,452	132,751
22016	Northeast Stockton	131,520	74,279	58,083	115,324
22017	Oro Street	217,274	56,329	50,220	211,165
22018	Plymouth Village	105,205	36,198	30,418	99,425
22019	Rancho Village	1,365	1,331	1,334	1,368
22021	Shasta Avenue	18,988	12,094	9,208	16,102
22022	Shippee-French Camp	14,782	5,370	4,072	13,484
22023	Silva Gardens	9,108	4,202	3,659	8,565
22024	South French Camp	35,400	7,793	6,139	33,746
22025	Southwest Stockton	180,519	24,484	23,731	179,766

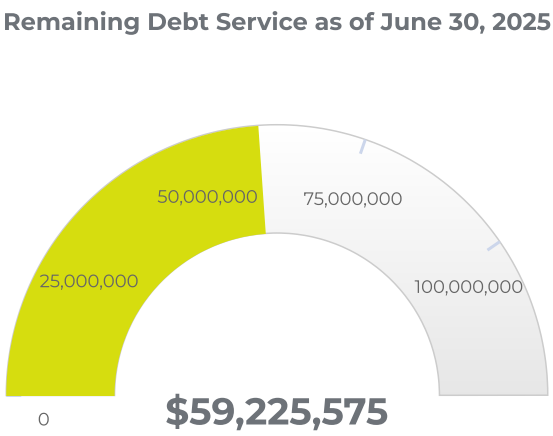
		Projected Fund Balance as of July 1, 2025	2025-2026 Expenditures	2025-2026 Revenue	Projected Fund Balance as of June 30, 2026
22026	Stockton No 5	16,491	5,014	3,035	14,512
22027	Tuxedo-Country Club	94,942	27,889	28,022	95,075
22028	Victor Lighting	15,514	6,633	6,615	15,496
22029	West Lane	48,450	7,337	6,528	47,641
22030	Woodbridge Lighting	373,144	81,276	72,147	364,015
22031	West Stockton	209,192	79,509	70,168	199,851
	Lighting Districts Total	**$2,620,195**	**$781,109**	**$633,197**	**$2,472,283**
Maintenance Districts					
21501	San Joaquin Water No 2	$637,736	$230,099	$146,931	$554,568
22101	Acampo	473,087	167,502	53,466	359,051
22201	Almond Park	(25,704)	165,388	35,383	(155,709)
22295	Ashley Drainage	20,925	3,785	1,534	18,674
22401	Bear Creek Terrace	61,306	40,492	25,733	46,547
22501	Bowling Green Estates	15,778	10,809	6,075	11,044
22701	Colonial Heights	2,147,137	5,824,179	5,660,298	1,983,256
22801	Corral Hollow	(23,649)	386,764	125,474	(284,939)
22601	Country Club Vista	537,042	327,339	22,475	232,178
23001	Elkhorn Estates	(164,554)	530,554	407,077	(288,031)
23101	Gayla Manor	65,506	241,308	115,940	(59,862)
23201	Lambert Village	193,561	29,316	15,552	179,797
23401	Lincoln Vill Lws Maintenance	7,305,075	9,400,422	8,475,557	6,380,210
23501	Lockeford Light & Drain Maintenance	5,923	9,635	10,780	7,068
23601	Maurland Manor	34,358	68,336	34,885	907
23701	Mokelumne Acres	1,705,605	517,635	333,762	1,521,732
23801	Morada Acres	(3,841)	1,329,099	1,250,545	(82,395)
23901	Morada Estates	390,135	304,549	136,567	222,153
24001	Morada Manor	143,846	440,853	319,594	22,587
24201	Pacific Gardens	4,391,877	3,115,497	2,726,248	4,002,628
24301	Rancho San Joaquin	65,024	436,278	327,472	(43,782)
24401	Raymus Village	1,549,476	809,933	613,509	1,353,052
24501	Riviera Cliffs	61,474	12,605	10,044	58,913
24601	Shaded Terrace	118,248	405,944	308,464	20,768
24661	Shaded Terrace-Debt	18,913	22,635	18,420	14,698
24701	Spring Creek Estates	120,398	369,645	281,281	32,034
24801	Summer Home Estates	15,183	10,250	2,162	7,095
24901	Sunnyside Lighting Estates	95,810	727,251	702,522	71,081

		Projected Fund Balance as of July 1, 2025	2025-2026 Expenditures	2025-2026 Revenue	Projected Fund Balance as of June 30, 2026
25001	Walnut Acres	22,698	162,340	93,217	(46,425)
25101	Wilkinson Manor	501,304	766,312	378,956	113,948
25131	Wilkinson Manor-Zone A	6,716	314,145	96,785	(210,644)
	Maintenance Districts Total	**$20,486,393**	**$27,180,899**	**$22,736,708**	**$16,042,202**
County Service Areas					
30331	CSA 3 Zn A Tallahatchey Terrace	$40,074	$30,352	$13,044	$22,766
30601	CSA 56 Peters	60,167	12,315	2,883	50,735
31201	CSA 12 Thornton	42,414	1,414,689	1,203,175	(169,100)
31401	CSA 14 Victor	22,600	46,446	7,160	(16,686)
31501	CSA 15 Waterloo 99	887,701	393,443	328,357	822,615
31601	CSA 16 Par Country Estates	252,490	308,669	181,976	125,797
31701	CSA 17 Cherokee Industrial Park	187,172	129,220	25,674	83,626
31801	CSA 18 Fairway Estates	14,648	125,166	43,598	(66,920)
32101	CSA 21 Oak Creek	92,627	25,671	10,863	77,819
32301	CSA 23 Granada Glen	25,325	22,486	15,063	17,902
32401	CSA 24 Moznett Estates	348,749	22,000	10,616	337,365
32501	CSA 25 Capewood	33,960	12,359	844	22,445
32901	CSA 29 Forest Lake	25,054	25,523	7,731	7,262
33001	CSA 30 Manteca Ind Park	268,278	147,961	78,424	198,741
33101	CSA 31 Flag City	904,889	444,083	199,218	660,024
33131	CSA 31 Zn W Flag City Nitrate Treatment	603,584	310,046	79,791	373,329
33501	CSA 35 Los Ranchos	182,846	257,200	122,048	47,694
33597	CSA 35 Los Ranchos Water Fund	416,453	130,000	4,000	290,453
33601	CSA 36 Lloyd Lane	35,428	14,669	2,394	23,153
33631	CSA 36 Zn A Lloyd Lane	16,262	9,373	1,111	8,000
33632	CSA 36 Zn B Lloyd Lane	42,386	9,500	2,390	35,276
33701	CSA 37 Marty Court	2,708	9,095	1,288	(5,099)
34101	CSA 41 Eaglecrest	58,555	25,465	9,110	42,200
34114	CSA 41 Zn N Tierra Del Sol	432,704	50,454	18,392	400,642
34131	CSA 41 Zn C Solari Ranch	62,286	16,254	22,707	68,739
34201	CSA 42 Blatt Estates	57,581	17,933	4,350	43,998
34301	CSA 43 Clements	24,014	181,981	100,001	(57,966)
34331	CSA 43 Zn D Clements Oakridge Est	61,159	16,602	5,000	49,557
34401	CSA 44 Fair Oaks-Apricot Acres	(445,471)	768,659	563,930	(650,200)
34431	CSA 44 Zn E Castello Estates	(890,390)	633,257	353,402	(1,170,245)
34441	CSA 44 Zn G Linne Estates	(565,990)	664,967	515,319	(715,638)

		Projected Fund Balance as of July 1, 2025	2025-2026 Expenditures	2025-2026 Revenue	Projected Fund Balance as of June 30, 2026
34501	CSA 45 Lockeford Bluffs	67,912	27,550	5,950	46,312
34601	CSA 46 Morada North	(81,946)	512,906	496,555	(98,297)
34631	CSA 46 Zn L Heather Moore Estates	6,480	3,768	1,196	3,908
34701	CSA 47 Hempstead Court	45,178	20,388	1,465	26,255
34831	CSA 48 Zn K Woodbridge Main St	62,161	73,352	13,085	1,894
34901	CSA 49 Zn L Rural Intersection Ltg	2,172	10,879	4,490	(4,217)
34931	CSA 49 Zn L-1 Rural Intersection Ltg	72,776	16,737	9,070	65,109
35001	CSA 50 Patterson Pass Business Park	312,531	47,818	24,911	289,624
35101	CSA 51 Acampo Village	1,621	7,965	1,877	(4,467)
35201	CSA 52 Blossom Court	70,442	15,835	4,929	59,536
35301	CSA 53 Household Hazardous Waste	495,037	1,520,639	1,077,558	51,956
35401	CSA 54 NPDES	546,662	1,380,825	1,018,000	183,837
35501	CSA 55 Shaylynn Estates	5,983	7,116	2,045	912
35531	CSA 55 Zn C Stonegate Estates	129,690	16,855	5,100	117,935
	County Service Areas - Public Works Total	**$5,036,962**	**$9,938,471**	**$6,600,090**	**$1,698,581**
Districts Governed by the Board of Supervisors Total		**$39,624,337**	**$63,547,225**	**$53,836,476**	**$29,913,588**

DEBT

Government Wide Debt



Annual Debt Service Requirement

As of June 30, 2025, the County's outstanding debt service will total of $59,225,575. This represents a decrease of $8.8 million from the previous year when factoring scheduled payments for debt service. The 2025-2026 Proposed Budget includes appropriations to fund $8.24 million of scheduled debt service costs related to the County's General Government Certificate of Participation (COP).

The County's Debt Management Guidelines and Procedures (DMGP) documents the County's goals for the use of debt instruments and provides guidelines for the use of debt for financing County needs. The debt policy emphasizes an adherence to industry best practices and regulatory guidelines. A copy of the DMGP is attached.

Debt Profile Summary

Transaction	Purpose	Original Par Amount	Oustanding Par Amount	Final Maturity	Optional Call Provision	Credit Rating	Long CUSIP
General Fund							
Series 2017 Refunding COPs	Refunded 2007 COPs for savings, shortened maturity	$79,865,000	$43,190,000	11/15/2031	11/15/2027	"AA" (insured) "AA-" / "Aa3"	798085JQ0
Non-General Fund							
Series 2018 Refunding Revenue Bonds (CSA No. 31)	Refunded 2007 Revenue COPs for savings	$7,750,000	$6,390,000	8/1/2042	8/1/2028	No rating	798107AD0

Equipment Use Allowance / Debt Service Budget (#1018000000)

The County has two Certificates of Participation (COPs) outstanding in 2025-2026. One is the General Government COP for the 2017 Administration Building Project. The other is a Revenue COP for the 2018 Wastewater Conveyance Project, whose debt payment is funded by user fees.

The tables below illustrate debt obligations as of June 30, 2025.

Debt Service Schedule With Principal and Interest Payments

Administration Building COP

Administration Building Debt Service Table			
Year Ending November 15	Principal	Interest	Total Payment
2017	$0	$901,356.94	$901,356.94
2018	4,605,000.00	3,909,500.00	8,514,500.00
2019	4,715,000.00	3,679,250.00	8,394,250.00
2020	4,950,000.00	3,443,500.00	8,393,500.00
2021	5,195,000.00	3,196,000.00	8,391,000.00
2022	5,460,000.00	2,936,250.00	8,396,250.00
2023	5,730,000.00	2,663,250.00	8,393,250.00
2024	6,020,000.00	2,376,750.00	8,396,750.00
2025	6,320,000.00	2,075,750.00	8,395,750.00

Administration Building Debt Service Table			
2026	6,645,000.00	1,759,750.00	8,404,750.00
2027	6,985,000.00	1,427,500.00	8,412,500.00
2028	7,335,000.00	1,078,250.00	8,413,250.00
2029	7,695,000.00	711,500.00	8,406,500.00
2030	8,045,000.00	326,750.00	8,371,750.00
2031	165,000.00	4,950.00	169,950.00
Total	**$79,865,000.00**	**$30,490,306.94**	**$110,355,306.94**

2018 CSA 31 Revenue Bonds

CSA 31 Debt Service Table							
	Series A Bonds			Series B Bonds			
Year Ending June 30	Principal	Interest	Total Payment	Principal	Interest	Total Payment	2018 Total Bond Payment
2019	$0	$302,223.61	$302,223.61	$195,000.00	$41,932.22	$236,932.22	$539,155.83
2020	0	325,750.00	325,750.00	175,000.00	38,100.00	213,100.00	538,850.00
2021	0	325,750.00	325,750.00	180,000.00	31,000.00	211,000.00	536,750.00
2022	0	325,750.00	325,750.00	190,000.00	23,600.00	213,600.00	539,350.00
2023	0	325,750.00	325,750.00	200,000.00	15,800.00	215,800.00	541,550.00
2024	0	325,750.00	325,750.00	205,000.00	7,700.00	212,700.00	538,450.00
2025	125,000.00	322,625.00	447,625.00	90,000.00	1,800.00	91,800.00	539,425.00
2026	225,000.00	313,875.00	538,875.00	0	0	0	538,875.00
2027	235,000.00	302,375.00	537,375.00	0	0	0	537,375.00
2028	250,000.00	290,250.00	540,250.00	0	0	0	540,250.00
2029	260,000.00	277,500.00	537,500.00	0	0	0	537,500.00
2030	275,000.00	264,125.00	539,125.00	0	0	0	539,125.00
2031	290,000.00	250,000.00	540,000.00	0	0	0	540,000.00
2032	300,000.00	235,250.00	535,250.00	0	0	0	535,250.00
2033	320,000.00	219,750.00	539,750.00	0	0	0	539,750.00
2034	335,000.00	203,375.00	538,375.00	0	0	0	538,375.00
2035	350,000.00	186,250.00	536,250.00	0	0	0	536,250.00
2036	370,000.00	168,250.00	538,250.00	0	0	0	538,250.00
2037	390,000.00	149,250.00	539,250.00	0	0	0	539,250.00
2038	410,000.00	129,250.00	539,250.00	0	0	0	539,250.00
2039	430,000.00	108,250.00	538,250.00	0	0	0	538,250.00
2040	450,000.00	86,250.00	536,250.00	0	0	0	536,250.00
2041	475,000.00	63,125.00	538,125.00	0	0	0	538,125.00
2042	500,000.00	38,750.00	538,750.00	0	0	0	538,750.00
2043	525,000.00	13,125.00	538,125.00	0	0	0	538,125.00
Total	**$6,515,000.00**	**$5,552,598.61**	**$12,067,598.61**	**$1,235,000.00**	**$159,932.22**	**$1,394,932.22**	**$13,462,530.83**

Debt Issuance Process and Debt Limits

The statutory debt limitation for counties is 5% of assessed valuation (pursuant to Government Code Section 29909), but it is actually 1.25% of assessed valuation pursuant to the California Constitution, which requires taxable property to be assessed at full cash value rather than ¼ of that value prior to the implementation of Proposition 13.

For 2024-2025, the County's net assessed valuation base was $116.2 billion and the growth rate of net assessed valuation in the County was 7.32%. The local portion of total assessed valuation can grow up to the maximum annual rate of 2% allowed under Proposition 13 for existing property plus additional growth from new construction and the sale and exchange of property.

The net assessed value of taxable property was $116.2 billion, resulting in a statutory bonded debt limitation of $5.8 billion (calculated by taking 5% of the net assessed value of taxable property) and a California Constitution limit of $1.5 billion (calculated by taking 1.25% of the net assessed value of taxable property). This limit applies to all County-controlled agencies, including the County General and Enterprise Funds, Successor Agency, Housing Authority and Special Districts. For technical auditing purposes, lease revenue bond debt and assessment district debt are not required to be included. Consequently, the County does not anticipate ever coming close to approaching this limit. As of June 30, 2025, the County's total debt was $59.2 million, which is approximately 0.051% of the assessment roll.

In assessing affordability, the County shall examine the direct costs and benefits of the proposed project. The decision of whether to assume new debt shall be based on these costs and benefits, current conditions of the municipal bond market, and the County's ability to "afford" new debt as determined by the aforementioned measurements.

Credit Rating

Long- term credit ratings provided by a rating agency are an independent assessment of the relative credit risk associated with purchasing and holding a particular bond through its scheduled term of repayment. Long-term credit ratings serve as unbiased opinions of a borrower's financial strength and ability to repay its debt on a timely basis and are one of the most important indicators of creditworthiness readily available to the investment community. For this reason, credit ratings have a direct impact on the borrowing rates paid by the County when issuing bonds.

San Joaquin County maintains credit ratings from Moody's Investors Service and S&P Global Ratings. Each rating agency provides an Issuer Credit Rating (ICR) and a rating for specific bonds, including Lease Revenue Bonds (LRBs).

In August 2024, Moody's provided an Issuer Comment Report providing a credit overview and financial performance analysis for San Joaquin County. Moody's issued an Issuer Rating of Aa2 for San Joaquin County, consistent with previous ratings.

In July of 2023, S&P Global Ratings raised its underlying bond rating (SPUR) to 'AA-' from 'A+' for San Joaquin County's Series 2017 COPs. The rating action reflects its view of the County's improved economic indicators and financial management policies, as well as its sustained strength in General Fund reserves.

The rating further reflects their view of the County's:

- Adequate economy, with access to a broad and diverse metropolitan statistical area;
- Recent history of strong budgetary performance, with General Fund and total government operating surpluses;
- Very strong available reserves that are unlikely to significantly weaken below current levels;
- Strong management, with a robust framework of financial policies and practices under its financial management assessment (FMA) methodology;
- Adequate debt and contingent liability position with low carrying charges and a large pension and Other Post Employment Benefits (OPEB) obligation; and
- Strong institutional framework score.

Full copies of the 2023 S&P Global Rating Report and the 2024 Moody's Issuer Comment Report are attached.

Rating Table

Moody's	S&P
Aaa	AAA
Aa1	AA+
Aa2	AA
Aa3	AA-
A1	A+
A2	A
A3	A-

Baa1	BBB+
Baa2	BBB
Baa3	BBB-
Ba1	BB+
Ba2	BB
Ba3	BB-
B1	B+
B2	B
B3	B-
Caa1	From CCC+ to CCC-
Caa2	CC
Caa3	C
Caa	D

Future Debt Plans

At this time, the County does not anticipate issuing any new debt obligations in fiscal year 2025-2026.

Conclusion

All County staff involved with debt issuance will be provided pertinent educational resources, enrolled in training/educational seminars and classes, and trained by knowledgeable staff to ensure compliance with all public debt-related laws and regulations and reporting requirements. Material records must be maintained for as long as the bonds are outstanding plus three years after the final redemption date of the bonds. San Joaquin County is committed to sound debt management practices to ensure clarity, transparency and adherence to best practices in governmental finance.

REPORTS

Capital Asset Budget Detail

	Budget Unit Description of Equipment/Structures and Improvements		2025-2026 Proposed Units	2025-2026 Proposed Amount
	1012400000: Human Resources			
6451001100	Office Space Reconfiguration		1	30,000
		Total		**$30,000**
	1013000000: Registrar Of Voters			
6451000000	Ballot Duplication System		1	74,000
		Total		**$74,000**
	1014200000: Facilities Management			
6451000800	Pickup Trucks		2	140,000
6451000000	Automated Parking System		1	330,500
		Total		**$470,500**
	1014300000: Capital Project Admin			
6451000800	Electric Pickup Truck		1	75,000
		Total		**$75,000**
	1040148000: Public Improvement			
6411022110	Capital Projects Contingency		1	714,800
6411022700	Capital Projects Planning and Development		1	750,000
6411031170	Countywide Unanticipated Major Repairs		1	1,000,000
6411032070	Micke Grove Zoo Electrical Upgrade		1	750,000
6411032220	Sheriff's Office Training Facility		1	26,130,304
6411032280	Property Assessments		1	300,000
6411032300	Thornton Radio Tower Improvements		1	200,000
6411032405	Registrar of Voters New Facility		1	1,000,000
6411032410	Solid Waste Transfer Station Replacement		1	1,000,000
6411032415	Old Court House Demolition		1	6,000,000
6411032420	Mount Oso Radio Tower Improvements		1	300,000
6411032430	Health Care Services LED Billboard		1	450,000
6411032450	Micke Grove Zoo East End Improvements Phase II Construction		1	2,320,000
6411032515	Mary Graham Children's Shelter Roof Replacement		1	1,337,000
6411032520	Parkin Park Playground		1	207,000
6411032540	Sheriff's Office Security Cameras Phase III		1	7,182,000
6411032550	SJ BeWell Project		1	45,650,000
6411032555	Public Defender's Office Replacement Facility		1	1,000,000
6411032560	Safe Camping		1	3,000,000
6411056680	Underground Storage Tank Remediation		1	250,000
		Total		**$99,541,104**
	1040150000: Energy-Related Capital Projects			
6411000000	HVAC Systems for (6) Facilities		1	3,511,852

	Budget Unit Description of Equipment/Structures and Improvements		2025-2026 Proposed Units	2025-2026 Proposed Amount
6411022110	Capital Projects Contingency		1	1,726,778
6411032440	Smart Restrooms for (5) Community Parks		5	3,000,000
6411032270	Irrigation Upgrades for (9) Community Parks		1	3,200,000
		Total		**$11,438,630**
	2020200000: District Attorney			
6451000800	Utility Vehicle		1	65,000
		Total		**$65,000**
	2020217000: DA-Public Assistance Fraud			
6451000800	Sedans - Mid Size		2	130,000
6451000800	SUV - Mid Size		1	40,000
		Total		**$170,000**
	2021610000: Sheriff-Automated Fingerprint			
6453000000	Automated Fingerprint/Biometric Identification System Equipment		1	418,480
6453000000	Livescan Equipment		1	100,000
		Total		**$518,480**
	2021655000: Sheriff-Patrol-SLESF-AB 109			
6451000800	Pickup Truck 1/2 Ton		1	82,500
		Total		**$82,500**
	2021657000: Sheriff-Custody-SLESF-AB 109			
6451000800	Utility Vehicles		4	205,144
6451000000	Retherm Ovens		5	102,630
6451000000	Metal Detectors		11	166,144
6453000000	ISD Access Control		1	211,097
		Total		**$685,015**
	2022700000: Probation-Juvenile			
6453300600	Router Upgrade		1	90,000
		Total		**$90,000**
	2022702000: Probation-Adult			
6411023145	Wiring Infrastructure - Canlis Building		1	360,000
6451002300	Furniture Upgrade - Central Support Unit		1	175,000
6451002300	Wiring Infrastructure - Central Support Unit		1	24,500
		Total		**$559,500**
	2022785000: AB 118-Eleas-Cops-JJP			
6451660280	Reconnect Contraband Detect		1	35,000
		Total		**$35,000**
	2022800000: Probation-Juvenile Detention			
6451000800	SUVs - Full Size		2	130,000
6451000800	Truck - Mid Size		1	45,000
6451000800	Van - Full Size		1	58,000

	Budget Unit Description of Equipment/Structures and Improvements		2025-2026 Proposed Units	2025-2026 Proposed Amount
6451000800	SUV - Mid Size		1	60,000
6453330260	Surveillance System for Juvenile Hall		1	500,000
		Total		**$793,000**
	2024700000: Agricultural Commissioner			
6451000800	Utility Van		1	58,000
6451000800	Pickup Truck		1	48,000
6451000800	SUV - Mid Size		1	41,895
		Total		**$147,895**
	2026000150: ISD-Homeland Security Grants			
6451000800	Utility Truck		1	90,000
6451000800	Trailer		1	44,954
		Total		**$134,954**
	3030103000: Public Works-Engineering			
6451000000	Surveying Instrument		1	45,000
6451000000	Traffic Camera		3	40,000
		Total		**$85,000**
	3030105000: Public Works-Road Maint			
6451000000	Grapple Truck		1	375,000
6451000000	Boat / Vessel		1	45,000
6411001150	Water Well at Rossier Road		1	50,000
		Total		**$470,000**
	4040500000: Behavioral Health Services			
6451000800	Sedan - Mid Size		1	37,500
6451000800	Sedan - Mid Size		1	37,500
6451000800	Sedan - Mid Size		1	37,500
6451000800	Sedan - Mid Size		1	37,500
6451000800	SUV - Mid Size		1	45,000
6451000800	Sedans - Mid Size		7	262,500
6451000800	Van - Full Size		1	60,000
6451000800	Sedans - Mid Size		2	75,000
6451000800	Van - Full Size		1	60,000
6451000800	Sedans - Mid Size		2	75,000
6451000800	Sedan - Mid Size		1	37,500
6411000000	24-hour Service - Front Clerical Redesign		1	20,000
6411000000	Kitchen Redesign - CSU		1	15,000
6451000800	Sedan - Mid Size		1	37,500
6453000000	Call Management System - Access		1	500,000
6411000000	Concrete Work/Flatwork		1	60,000

	Budget Unit Description of Equipment/Structures and Improvements		2025-2026 Proposed Units	2025-2026 Proposed Amount
6411000000	Interior Painting - Family Ties		1	24,500
6411000000	Heat Pump Replacement		1	60,000
6411000000	Psychiatric Health Facility Courtyard Wall		1	283,000
6411000000	Medical Records Front Desk		1	60,000
6451000000	New Signage for Facility		1	60,000
6451000000	VFD Motor Control		1	60,000
6411000000	Fencing Replacement		1	60,000
6411000000	Interior LED Lighting Upgrades		1	60,000
6451000000	Water Heater Replacement		1	10,000
6451000000	Building Management Upgrades (Thermostats)		1	60,000
6411000000	Exterior LED Lighting Upgrades		1	60,000
6411000000	Cubicles and Replacement Panels		1	22,000
6411000000	Children Youth Services Remodel		1	62,900
6411000000	Concrete Work/Flatwork		1	60,000
		Total		**$2,339,900**
	4040700000: Behavioral Health Admin			
6411000000	Water Heater Replacement		1	40,000
6411000000	Water Heater Replacement		1	30,000
6451000000	IT Equipment - Infrastructure		1	200,000
6451000000	Network Switches		1	320,000
6451000000	Nodes		1	160,000
6451000000	Terminal Servers		1	120,000
		Total		**$870,000**
	4040800000: Utility Districts			
6451000000	Flusher Truck		1	845,000
		Total		**$845,000**
	4041000000: Public Health Svs			
6451000000	Laboratory Freezer (-30C)		1	15,000
6451000000	Laboratory Freezer (-80C)		1	21,000
6451000000	Plate Washer		1	13,000
6451000000	Molecular Extraction Platform		1	160,000
6451000000	Liquid Handler		1	150,000
6451000000	Incubators		2	30,000
6451000000	Upgrade DI Water System PHS Laboratory		1	40,000
6453000000	Replacement Servers and Automation Equipment		1	200,000
6453000000	Fiber Test		1	30,000
		Total		**$659,000**

	Budget Unit Description of Equipment/Structures and Improvements		2025-2026 Proposed Units	2025-2026 Proposed Amount
	4049700000: Office of The Medical Examiner			
6453000000	Case Management Software		1	100,000
		Total		**$100,000**
	5050101000: Human Services-Admin			
6411022510	Maintenance Projects		1	361,500
6451000000	Equipment		1	20,000
6451001100	Office Equipment		10	200,000
6453300100	Camera System		1	250,000
6453300600	Servers		7	969,976
6453300600	Storage		2	280,024
6453300100	Projectors/Training Room Remodel		1	100,000
6453300100	Childrens Advocacy Center Interview Camera Upgrade		1	50,000
6453300600	Hardware Upgrade		1	70,000
6453300600	Network Equipment		1	300,000
		Total		**$2,601,500**
	5053900000: Mary Graham Childrens Shelter			
6411000000	Roof Replacements - Walter Britten Visitation Center and Childrens Advocacy Center		2	311,500
		Total		**$311,500**
	5055103000: Employ Economic Develop Dept			
6453000000	Security Camera System		1	118,000
6453000000	WIB Room Audio Visual System		1	59,000
6453000000	Secure Cloud System		1	60,000
6453000000	Local Storage Expansion		1	20,000
		Total		**$257,000**
	5055246000: Neighborhood Preservation			
6451000800	3/4 Ton Pick Up Truck		1	40,000
		Total		**$40,000**
	7070300000: Parks And Recreation			
6451000000	Line Painting Robot		1	19,470
6451000000	Mower		1	66,340
6451000000	Tractor		1	41,047
6451000000	Dump Trailer		1	14,776
6451000000	Gas or Diesel Utility Carts		3	68,772
6451000000	Debris and Leaf Blower		1	26,332
6451000000	Security Camera System		1	12,000
		Total		**$248,737**
	8190000000: Fleet Services			
6451001000	Mobile Column Lift		1	68,000
6451000800	Vehicle Replacements		57	3,900,000

	Budget Unit Description of Equipment/Structures and Improvements		2025-2026 Proposed Units	2025-2026 Proposed Amount
6451001000	Car Lifts		2	35,970
		Total		**$4,003,970**
	8240000000: Information Systems Div-ISF			
6451000000	Enterprise Access Control System		1	1,044,283
		Total		**$1,044,283**
	8250000000: Office Automation			
6451000000	Audio-Visual Equipment		1	109,728
		Total		**$109,728**
	8260000000: Central Telephone			
6451000000	Disaster Recovery Infrastructure Upgrade		1	250,000
		Total		**$250,000**
	8270000000: Radio Communications			
6452000000	Sherriff's Radio Project		1	987,747
6452000000	Public Safety Legacy Radio Equipment		1	134,481
		Total		**$1,122,228**
	9210000000: SW Enterprise Fund-Rollup			
6451000000	Tractor Engine - North County Landfill		1	200,000
6451000000	Tractor Engine - North County Landfill		1	200,000
6451000000	Large Waste Handler Loader - Lovelace Transfer Station		1	600,000
6451000000	Mid Size Waste Handler Loader - North County Landfill		1	500,000
6451000000	Forklift (4-Ton) - North County Recycling Center		1	85,000
6451000000	10,000 Gallon Overhead Fill - North County Landfill		1	50,000
6451000000	Mower and Broom Attachments - North County Landfill		2	50,000
6451000000	Transfer Tractors-LLO		2	300,000
6451000000	Transfer Trailers-LLO		2	240,000
6451000000	D-8 Trash Blade - North County Landfill		1	119,000
6451000000	D-6 LPG Finish Dozer- Foothill Operations		1	450,000
6451000000	D-8T Large Dozer - Foothill Operations		1	475,000
6451000000	Flare and LFG System Equipment		3	75,000
6451000000	Flare and LFG System Equipment		4	50,000
6451000000	GPS Equipment Update		1	50,000
6411000000	Tipping Floor Replacement at Lovelace Transfer Station		1	300,000
6411000000	Greenwaste Canopy at Lovelace Transfer Station		1	250,000
6411000000	Roll-Up Doors at Lovelace Transfer Station		4	100,000
6411000000	Roll-Up Doors at North County Landfill		4	100,000
6411000000	Tipping Floor Replacement at North County Recycling Center		1	100,000
6411000000	Dry Groundwater Monitoring Well Replacements at Harney Lane Landfill		3	240,000
6411000000	Leachate Management at Foothill Landfill (Basin & Grading)		1	2,500,000
6411000000	Groundwater Monitoring Wells (3 Replacement, 1 New)		4	350,000

	Budget Unit Description of Equipment/Structures and Improvements		2025-2026 Proposed Units	2025-2026 Proposed Amount
6411000000	Dry Groundwater Monitoring Well at North County Landfill		1	80,000
6411000000	2026 Horizontal Collectors at North County		1	100,000
6411000000	Vertical LFG Wells at North County Landfill		3	240,000
6411000000	Module 7 - North County Landfill Expansion		1	14,080,000
6411000000	Pavement Rehabilitation		1	1,000,000
6411000000	New Groundwater Monitoring Well - MW-13		1	100,000
6411000000	New GAC System for TCFM Removal - Groundwater remediation		1	300,000
6451000000	Contingency for Cameras at North County Landfill		1	82,000
6451000000	Outdoor LED Monitor Screen at Lovelace		1	100,000
6451007635	Oil Collection Center at Lovelace		1	20,000
6411000000	Organics Pad Improvements at North County Landfill		1	200,000
		Total		**$23,686,000**
	9221100000: S J General Hospital			
6451000000	Surgery Lighting		8	313,704
6451000000	Lease-to-Purchase Equipment for Lab Automated Track		1	1,209,000
6451000000	Double Door Blood Bank Refrigerator - 56 Cu Ft (1586 L)		1	14,900
6451000000	Endoscope Drying and Storage Cabinet		1	59,400
6451000000	Cost Accounting System		1	537,000
6451000000	Contract Modeling Implementation		1	95,600
6411000000	Emergency Department Expansion Construction		1	2,395,500
6411000000	Inpatient Pharmacy Infill Construction		1	2,395,500
6411000000	Operating Room 8 Buildout in Surgery Department		1	1,000,000
6411000000	Main Hospital Lobby Elevator Modernization		1	341,306
6411000000	Health Care Access Information NPC4/NPC5 Compliance Studies		1	500,000
6411000000	Health Care Access Information NPC4/NPC5 Construction		1	500,000
6451000000	Contingency		1	2,000,000
6451000000	Ultrasound System and Probe		1	32,200
6451000000	Labor and Delivery Birthing Beds		14	231,196
6451000000	Electroencephalogram (EEG) Helmet		1	183,800
6451000000	Patient Monitoring System		1	4,097,400
6451000000	Espresso Machine		1	19,700
		Total		**$15,926,206**
	9230901000: Airport Enterprise			
6411110012	Well Monitoring for Per- and Polyfluoroalkyl Substances (PFAS)		1	438,500
6411110030	Runway Rubber Removal and Striping Project		1	80,000
6411112400	Measure K Interest Payment		1	310,000
6451000000	Unanticipated Equipment Replacement		1	50,000
		Total		**$878,500**

	Budget Unit Description of Equipment/Structures and Improvements		2025-2026 Proposed Units	2025-2026 Proposed Amount
	9231000000: Airport-Capital Projects			
6411109201	Airport Master Plan		1	1,800,000
6411110028	Decommission Taxiways M & L		1	1,543,300
		Total		**$3,343,300**
		Grand Total		**$174,102,430**

Position Budget Detail

San Joaquin County
Position Detail

Job Code	Position Title	Allocated June 2025	Proposed 2025-26	Representation Unit
Budget Unit 1010100000 Board Of Supervisors				
OB1290	Board of Supervisors	4	4	O:Elected Official Unrepresented
OB1291	Chairman Board of Supervisors	1	1	O:Elected Official Unrepresented
EB1220	Clerk of the Board	1	1	B:Senior Management Unrepresented
EB4291	Board of Supervisors Aide	5	5	D:Confidential Unrepresented
EB4295	Board of Supervisors' Chief of Staff	5	5	D:Confidential Unrepresented
EB1221	Chief Deputy Clerk of the Board	1	1	D:Confidential Unrepresented
- EB4201	Deputy Clerk of the Board II	2	2	D:Confidential Unrepresented
EO2010	Office Secretary-Exempt	1	1	D:Confidential Unrepresented
EB0205	Public Information Specialist	1	1	D:Confidential Unrepresented
- EO6112	Senior Office Assistant-Exempt	2	2	D:Confidential Unrepresented
	Allocated Total	23.0	23.0	
	Temporary (FTE)	0.0	0.0	
	Position Total	23.0	23.0	
Budget Unit 1010200000 County Administrator				
HB1100	Administrator-County	1	1	A:Executive Unrepresented
HB1120	Assistant County Administrator	2	2	A:Executive Unrepresented
EB2200	Chief Deputy County Administrator	1	1	B:Senior Management Unrepresented
- EM0261	Senior Deputy County Administrator	8	9 *	B:Senior Management Unrepresented
- RB6502	Administrative Assistant II	1	1	D:Confidential Unrepresented
- RO2011	Management Secretary II	2	2	D:Confidential Unrepresented
- RO6111	Senior Office Assistant	1	1	D:Confidential Unrepresented
	Allocated Total	16.0	17.0 *	
	Temporary (FTE)	0.0	0.0	
	Position Total	16.0	17.0 *	
Budget Unit 1010800000 Auditor-Controller				
OB1190	Auditor/Controller	1	1	O:Elected Official Unrepresented
EB2190	Assistant Auditor-Controller	1	1	B:Senior Management Unrepresented
RM0200	Chief Deputy Auditor Controller	3	3	C:San Joaquin Management Assoc (SJCMA)
RO3011	Accounting Technician I	4	4	G:SEIU 1021 Office-Office Technical
RO3021	Accounting Technician I	4	4	D:Confidential Unrepresented
RO3012	Accounting Technician II	2	2	G:SEIU 1021 Office-Office Technical
RO3022	Accounting Technician II	1	1	D:Confidential Unrepresented
- RB6502	Administrative Assistant II	1	1	D:Confidential Unrepresented
- RB6205	Business Analyst II	1	1	F:SEIU 1021 Para-Professional
RM0201	Chief Deputy Auditor-Controller	1	1	D:Confidential Unrepresented
- RB4103	Deputy Auditor-Controller III	9	9	E:SEIU 1021 Professional
RO6700	Office Technician/Coordinator	1	1	G:SEIU 1021 Office-Office Technical
- RO6110	Senior Office Assistant	7	7	G:SEIU 1021 Office-Office Technical
	Allocated Total	36.0	36.0	
	Temporary (FTE)	0.0	0.0	
	Position Total	36.0	36.0	
Budget Unit 1010801000 ACO - ERP Support				
RM0207	Enterprise Resource Planning Analyst	6	17 *	D:Confidential Unrepresented
	Allocated Total	6.0	17.0 *	
	Temporary (FTE)	0.0	0.0	
	Position Total	6.0	17.0 *	
Budget Unit 1011000000 Treasurer-Tax Collector				
OB1690	Treasurer-Tax Collector	1	1	O:Elected Official Unrepresented
EB2690	Assistant Treasurer-Tax Collector	1	1	B:Senior Management Unrepresented
EB2691	Chief Deputy Treasurer	1	1	B:Senior Management Unrepresented
RB2500	Chief Deputy Treasurer-Tax Collector	1	1	C:San Joaquin Management Assoc (SJCMA)

RB4003	Accountant III		1	1	F:SEIU 1021 Para-Professional
RO3011	Accounting Technician I		6	6	G:SEIU 1021 Office-Office Technical
RO3012	Accounting Technician II		6	6	G:SEIU 1021 Office-Office Technical
- RI1103	Department Information Systems Analyst III		1	1	E:SEIU 1021 Professional
RO2060	Executive Secretary		1	1	G:SEIU 1021 Office-Office Technical
RO6115	Office Assistant Specialist		1	1	G:SEIU 1021 Office-Office Technical
- RO6110	Senior Office Assistant		5	5	G:SEIU 1021 Office-Office Technical
RB2010	Tax Collection Specialist		2	2	G:SEIU 1021 Office-Office Technical
		Allocated Total	27.0	27.0	
		Temporary (FTE)	0.6	0.6	
		Position Total	27.6	27.6	

Budget Unit 1011100000 Assessor

OB1490	Assessor/Recorder/County Clerk		1	1	O:Elected Official Unrepresented
EB2491	Assistant Assessor Recorder County Clerk		1	1	B:Senior Management Unrepresented
RM0270	Business Intelligence Administrator		1	1	C:San Joaquin Management Assoc (SJCMA)
RI1011	Department Information Systems Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
RI4006	Geographic Info Systems Program Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		1	1	C:San Joaquin Management Assoc (SJCMA)
RB4306	Principal Appraiser		3	3	C:San Joaquin Management Assoc (SJCMA)
- RB4303	Appraiser III		22	23 *	F:SEIU 1021 Para-Professional
RB4304	Appraiser IV		4	5 *	R:SEIU 1021 Supervisors
RE0213	Assessor's Chief Mapping Tech		1	1	R:SEIU 1021 Supervisors
- RE0211	Assessor's Mapping Tech II		2	2	F:SEIU 1021 Para-Professional
RE0212	Assessor's Senior Mapping Tech		1	0 *	F:SEIU 1021 Para-Professional
RI4201	Associate Geographic Information Systems Analyst		1	1	E:SEIU 1021 Professional
- RB4203	Auditor-Appraiser III		8	8	F:SEIU 1021 Para-Professional
RB4204	Auditor-Appraiser IV		1	1	R:SEIU 1021 Supervisors
- RI1102	Department Information Systems Analyst II		2	2	E:SEIU 1021 Professional
RI1103	Department Information Systems Analyst III		2	2	E:SEIU 1021 Professional
RO2060	Executive Secretary		1	1	G:SEIU 1021 Office-Office Technical
- RI4102	Geographic Information Systems Specialist II		2	3 *	F:SEIU 1021 Para-Professional
- RB6512	Management Analyst II		1	1	F:SEIU 1021 Para-Professional
RO6115	Office Assistant Specialist		3	3	G:SEIU 1021 Office-Office Technical
RO2000	Office Secretary		1	1	G:SEIU 1021 Office-Office Technical
RO1000	Office Supervisor		2	1 *	R:SEIU 1021 Supervisors
RI4203	Principal Geographic Information Systems Analyst		2	2	E:SEIU 1021 Professional
RO4451	Property Technician		8	8	G:SEIU 1021 Office-Office Technical
RO4460	Property Technician Supervisor		2	0 *	R:SEIU 1021 Supervisors
- RO6110	Senior Office Assistant		10	7 *	G:SEIU 1021 Office-Office Technical
RI4202	Senior Geographic Info Sys Analyst		1	1	E:SEIU 1021 Professional
- RO4423	Transfer Technician III		6	8 *	G:SEIU 1021 Office-Office Technical
RO1200	Transfer Technician Supervisor		1	1	R:SEIU 1021 Supervisors
		Allocated Total	93.0	91.0 *	
		Temporary (FTE)	1.6	1.2 *	
		Position Total	94.6	92.2 *	

Budget Unit 1011200000 Purchasing Support Services

HB1950	Director of Purchasing and Support Services		1	1	A:Executive Unrepresented
EB1960	Deputy Director - Purchasing & Support Services		1	1	B:Senior Management Unrepresented
RO3012	Accounting Technician II		1	1	G:SEIU 1021 Office-Office Technical
- RB6001	Administrative Assistant I		1	1	F:SEIU 1021 Para-Professional
- RB0510	Deputy Purchasing Agent		14	17 *	E:SEIU 1021 Professional
RO6115	Office Assistant Specialist		1	1	G:SEIU 1021 Office-Office Technical
RB0701	Records Management Technician I		2	2	F:SEIU 1021 Para-Professional
RB0710	Records Supervisor		1	1	R:SEIU 1021 Supervisors
RO7302	Senior Support Services Technician		2	2	G:SEIU 1021 Office-Office Technical
- RO7301	Support Services Technician II		5	5	G:SEIU 1021 Office-Office Technical
		Allocated Total	29.0	32.0 *	
		Temporary (FTE)	6.0	6.0	
		Position Total	35.0	38.0 *	

Budget Unit 1011600000 Revenue And Recovery

RO3011	Accounting Technician I		2	2	G:SEIU 1021 Office-Office Technical
RO3012	Accounting Technician II		1	1	G:SEIU 1021 Office-Office Technical
RO1100	Collections Supervisor		1	1	R:SEIU 1021 Supervisors
RO6115	Office Assistant Specialist		2	2	G:SEIU 1021 Office-Office Technical
- RO4603	Senior Collections Clerk		5	5	G:SEIU 1021 Office-Office Technical
- RO6110	Senior Office Assistant		2	2	G:SEIU 1021 Office-Office Technical
		Allocated Total	13.0	13.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	13.0	13.0	

Budget Unit 1011800000 County Counsel

HL1110	Assistant County Counsel		1	1	A:Executive Unrepresented
HL1100	County Counsel		1	1	A:Executive Unrepresented
EL2100	Chief Deputy County Counsel		1	1	B:Senior Management Unrepresented
- RL2054	Deputy County Counsel IV		11	11	D:Confidential Unrepresented
RO2061	Executive Secretary		1	1	D:Confidential Unrepresented
- RL0402	Legal Technician II		2	2	D:Confidential Unrepresented
- RL0105	Paralegal II		2	2	D:Confidential Unrepresented
- RO6111	Senior Office Assistant		2	2	D:Confidential Unrepresented
		Allocated Total	21.0	21.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	21.0	21.0	

Budget Unit 1012400000 Human Resources

HB1600	Director of Human Resources		1	1	A:Executive Unrepresented
EB2600	Asst Human Resources Director		1	1	B:Senior Management Unrepresented
RM0252	County Safety & Risk Manager		1	1	D:Confidential Unrepresented
RB5304	Disability Management Coordinator		1	1	D:Confidential Unrepresented
RM0250	Employee Benefits Manager		1	1	D:Confidential Unrepresented
- RB5402	Employee Relations Analyst III		3	3	D:Confidential Unrepresented
RO2061	Executive Secretary		1	1	D:Confidential Unrepresented
RM0228	Management Analyst III		1	1	D:Confidential Unrepresented
RO6116	Office Assistant Specialist		5	5	D:Confidential Unrepresented
RO6701	Office Technician/Coordinator		1	1	D:Confidential Unrepresented
- RB5103	Personnel Analyst III		27	29 *	D:Confidential Unrepresented
RB5001	Position Control Technician		3	3	D:Confidential Unrepresented
RB5403	Principal Employee Relations Analyst		1	1	D:Confidential Unrepresented
RB5110	Principal Personnel Analyst		5	5	D:Confidential Unrepresented
RB5310	Safety Officer		1	1	D:Confidential Unrepresented
- RO6111	Senior Office Assistant		6	6	D:Confidential Unrepresented
RB5004	Senior Position Control Tech		1	1	D:Confidential Unrepresented
RB5200	Staff Development Coordinator		1	1	D:Confidential Unrepresented
		Allocated Total	61.0	63.0 *	
		Temporary (FTE)	1.0	0.6 *	
		Position Total	62.0	63.6 *	

Budget Unit 1013000000 Registrar Of Voters

HB1550	Registrar of Voters		1	1	A:Executive Unrepresented
EB2500	Assistant Registrar of Voters		1	1	B:Senior Management Unrepresented
RO4725	Elections Manager		1	2 *	C:San Joaquin Management Assoc (SJCMA)
- RB6001	Administrative Assistant I		1	1	F:SEIU 1021 Para-Professional
- RB6205	Business Analyst II		1	0 *	F:SEIU 1021 Para-Professional
RO4715	Elections Specialist		4	5 *	G:SEIU 1021 Office-Office Technical
- RO4711	Elections Technician		12	12	G:SEIU 1021 Office-Office Technical
RO4720	Elections Technician Supervisor		4	4	R:SEIU 1021 Supervisors
- RI4102	Geographic Information Systems Specialist II		1	1	F:SEIU 1021 Para-Professional
- RB6512	Management Analyst II		1	1	F:SEIU 1021 Para-Professional
RO6700	Office Technician/Coordinator		1	1	G:SEIU 1021 Office-Office Technical
RC2011	Storekeeper I		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC2012	Storekeeper II		1	1	R:SEIU 1021 Supervisors
		Allocated Total	30.0	31.0 *	
		Temporary (FTE)	15.7	13.4 *	
		Position Total	45.7	44.4 *	

Budget Unit 1014000000 General Services - Admin

HC1200	Director of General Services		1	1	A:Executive Unrepresented
EC1205	Assistant Director General Services		1	1	B:Senior Management Unrepresented
RB6002	Administrative Assistant II		1	1	F:SEIU 1021 Para-Professional
		Allocated Total	3.0	3.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	3.0	3.0	

Budget Unit 1014200000 Facilities Management

RM0345	District Maintenance & Construction Superintendent		3	3	C:San Joaquin Management Assoc (SJCMA)
RE1420	Energy Manager		1	0 *	C:San Joaquin Management Assoc (SJCMA)
RB6601	Engineering Program Manager		1	0 *	C:San Joaquin Management Assoc (SJCMA)
RM0351	Facilities Management Administrator		1	1	C:San Joaquin Management Assoc (SJCMA)
RO3011	Accounting Technician I		1	1	G:SEIU 1021 Office-Office Technical
RO3012	Accounting Technician II		1	1	G:SEIU 1021 Office-Office Technical
- RB6001	Administrative Assistant I		1	1	F:SEIU 1021 Para-Professional
- RC0402	Crafts Worker II		2	2	I:SEIU 1021 Trades, Labor & Institutional
RC0403	Crafts Worker III		29	29	I:SEIU 1021 Trades, Labor & Institutional
RC0404	Crafts Worker IV		7	7	R:SEIU 1021 Supervisors
RC0410	Electrician		5	4 *	I:SEIU 1021 Trades, Labor & Institutional
- RB6512	Management Analyst II		3	2 *	F:SEIU 1021 Para-Professional
RO6115	Office Assistant Specialist		2	2	G:SEIU 1021 Office-Office Technical
RC4001	Office Building Engineer		8	8	I:SEIU 1021 Trades, Labor & Institutional
RO1000	Office Supervisor		1	1	R:SEIU 1021 Supervisors
RE5005	Property Manager		1	1	E:SEIU 1021 Professional
- RO6110	Senior Office Assistant		3	3	G:SEIU 1021 Office-Office Technical
RC2011	Storekeeper I		1	2 *	I:SEIU 1021 Trades, Labor & Institutional
		Allocated Total	71.0	68.0 *	
		Temporary (FTE)	3.3	3.3	
		Position Total	74.3	71.3 *	

Budget Unit 1014300000 Capital Project Admin

EC2201	Capital Projects Administrator		1	1	B:Senior Management Unrepresented
RE1420	Energy Manager		0	1 *	C:San Joaquin Management Assoc (SJCMA)
RB6601	Engineering Program Manager		0	1 *	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		1	1	C:San Joaquin Management Assoc (SJCMA)
RO3011	Accounting Technician I		1	1	G:SEIU 1021 Office-Office Technical
- RE0131	Capital Projects Management Specialist II		3	3	F:SEIU 1021 Para-Professional
RE0132	Capital Projects Management Specialist III		4	4	F:SEIU 1021 Para-Professional
RE0133	Capital Projects Supervisor		1	1	F:SEIU 1021 Para-Professional
RC0410	Electrician		0	1 *	I:SEIU 1021 Trades, Labor & Institutional
- RB6512	Management Analyst II		1	2 *	F:SEIU 1021 Para-Professional
RO6700	Office Technician/Coordinator		1	1	G:SEIU 1021 Office-Office Technical
		Allocated Total	13.0	17.0 *	
		Temporary (FTE)	0.0	0.0	
		Position Total	13.0	17.0 *	

Budget Unit 1016000000 Surveyor

RE3002	Assistant County Surveyor		1	1	C:San Joaquin Management Assoc (SJCMA)
- RE0112	Engineering Assistant II		1	1	F:SEIU 1021 Para-Professional
		Allocated Total	2.0	2.0	
		Temporary (FTE)	0.7	0.7	
		Position Total	2.7	2.7	

Budget Unit 2020200000 District Attorney

OL1390	District Attorney		1	1	O:Elected Official Unrepresented
EL2393	Assistant Chief District Attorney Investigator		0	1 *	B:Senior Management Unrepresented
EL2390	Assistant District Attorney		1	1	B:Senior Management Unrepresented
EL2391	Chief Deputy District Attorney		5	5	B:Senior Management Unrepresented
EL2392	Chief District Attorney Investigator		1	1	B:Senior Management Unrepresented
RI1011	Department Information Systems Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
RS6050	Family Justice Program Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
RM0224	Management Services Administrator		1	1	C:San Joaquin Management Assoc (SJCMA)
- RB4002	Accountant II		1	1	F:SEIU 1021 Para-Professional

	RB4003	Accountant III		1	1	F:SEIU 1021 Para-Professional
	RO3011	Accounting Technician I		4	4	G:SEIU 1021 Office-Office Technical
-	RB6001	Administrative Assistant I		1	2 *	F:SEIU 1021 Para-Professional
	RB6002	Administrative Assistant II		1	1	F:SEIU 1021 Para-Professional
	RP4001	Crime Analyst		2	2	F:SEIU 1021 Para-Professional
-	RL3012	District Attorney Investigative Assistant II		12	14 *	H:SEIU 1021 Safety, Investigative & Custodial
-	RL3022	District Attorney Investigator II		41	43 *	Q:SJ District Attorney Investigators Association
	RO6120	Department Payroll Specialist		1	1	G:SEIU 1021 Office-Office Technical
-	RI1202	Department Applications Analyst II		1	1	E:SEIU 1021 Professional
	RI1203	Department Applications Analyst III		1	1	E:SEIU 1021 Professional
-	RI1102	Department Information Systems Analyst II		1	2 *	E:SEIU 1021 Professional
	RI1103	Department Information Systems Analyst III		1	1	E:SEIU 1021 Professional
	RI1104	Department Information Systems Analyst IV		1	1	E:SEIU 1021 Professional
-	RI1302	Department Information Systems Specialist II		1	1	F:SEIU 1021 Para-Professional
	RI1303	Department Information Systems Specialist III		2	2	F:SEIU 1021 Para-Professional
-	RL2014	Deputy District Attorney IV		102	101 *	T:SJC Attorneys Association
	RL3025	DA Investigative Lieutenant		3	3	J:SJC Law Enforcement Management (LEMA)
	RL3026	District Attorney Investigative Sergeant		4	3 *	Q:SJ District Attorney Investigators Association
	RO2060	Executive Secretary		1	1	G:SEIU 1021 Office-Office Technical
	RL0310	Legal Administrative Supervisor		1	1	R:SEIU 1021 Supervisors
-	RL0302	Legal Technician II		36	36	G:SEIU 1021 Office-Office Technical
-	RB6512	Management Analyst II		1	1	F:SEIU 1021 Para-Professional
	RO6115	Office Assistant Specialist		4	4	G:SEIU 1021 Office-Office Technical
	RI0110	Office Systems Specialist		1	1	F:SEIU 1021 Para-Professional
	RO6700	Office Technician/Coordinator		1	1	G:SEIU 1021 Office-Office Technical
-	RL0102	Paralegal II		16	16	F:SEIU 1021 Para-Professional
	RB0205	Public Information Specialist		2	2	F:SEIU 1021 Para-Professional
	RL0303	Senior Legal Technician		5	5	R:SEIU 1021 Supervisors
-	RO6110	Senior Office Assistant		19	20 *	G:SEIU 1021 Office-Office Technical
-	RC2001	Stock Clerk II		2	2	I:SEIU 1021 Trades, Labor & Institutional
-	RS6002	Victim Witness Advocate II		7	8 *	F:SEIU 1021 Para-Professional
	RS6003	Victim Witness Advocate III		1	1	F:SEIU 1021 Para-Professional
			Allocated Total	289.0	296.0 *	
			Temporary (FTE)	11.0	6.8 *	
			Position Total	300.0	302.8 *	

Budget Unit 2020204000 DA-Family Justice Center

-	RO6110	Senior Office Assistant		1	0 *	G:SEIU 1021 Office-Office Technical
-	RS6002	Victim Witness Advocate II		1	0 *	F:SEIU 1021 Para-Professional
			Allocated Total	2.0	0.0 *	
			Temporary (FTE)	0.0	0.0	
			Position Total	2.0	0.0 *	

Budget Unit 2020205000 DA-Victim Assistance

-	RO6110	Senior Office Assistant		1	1	G:SEIU 1021 Office-Office Technical
-	RO6022	Victim Claims Specialist II		7	7	F:SEIU 1021 Para-Professional
	RO6023	Victim Claims Specialist III		1	1	F:SEIU 1021 Para-Professional
	RS6025	Victim Claims Supervisor		1	1	R:SEIU 1021 Supervisors
			Allocated Total	10.0	10.0	
			Temporary (FTE)	0.0	0.0	
			Position Total	10.0	10.0	

Budget Unit 2020206000 DA-Consumer Fraud-Prop 64

-	RL3022	District Attorney Investigator II		2	2	Q:SJ District Attorney Investigators Association
-	RL2014	Deputy District Attorney IV		1	1	T:SJC Attorneys Association
-	RL0102	Paralegal II		2	2	F:SEIU 1021 Para-Professional
			Allocated Total	5.0	5.0	
			Temporary (FTE)	0.0	0.0	
			Position Total	5.0	5.0	

Budget Unit 2020209000 DA-Child Abduction

-	RL3012	District Attorney Investigative Assistant II		1	0 *	H:SEIU 1021 Safety, Investigative & Custodial
-	RL3022	District Attorney Investigator II		1	0 *	Q:SJ District Attorney Investigators Association
-	RO6110	Senior Office Assistant		1	0 *	G:SEIU 1021 Office-Office Technical

		Allocated Total	3.0	0.0 *	
		Temporary (FTE)	0.0	0.0	
		Position Total	3.0	0.0 *	

Budget Unit 2020217000 DA-Public Assistance Fraud

- RL3012	District Attorney Investigative Assistant II		4	4	H:SEIU 1021 Safety, Investigative & Custodial
- RL3022	District Attorney Investigator II		12	11 *	Q:SJ District Attorney Investigators Association
RL3025	DA Investigative Lieutenant		1	1	J:SJC Law Enforcement Management (LEMA)
RL3026	District Attorney Investigative Sergeant		0	1 *	Q:SJ District Attorney Investigators Association
- RL0302	Legal Technician II		2	2	G:SEIU 1021 Office-Office Technical
		Allocated Total	19.0	19.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	19.0	19.0	

Budget Unit 2020273000 DA-Victim Witness Prog

RS6040	Victim Witness Program Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
- RO6110	Senior Office Assistant		2	2	G:SEIU 1021 Office-Office Technical
- RS6002	Victim Witness Advocate II		13	13	F:SEIU 1021 Para-Professional
RS6003	Victim Witness Advocate III		1	1	F:SEIU 1021 Para-Professional
RS6005	Victim Witness Advocate Supervisor		2	2	R:SEIU 1021 Supervisors
		Allocated Total	19.0	19.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	19.0	19.0	

Budget Unit 2020278250 DA-Criminal Restitution Prog

- RL0102	Paralegal II		2	2	F:SEIU 1021 Para-Professional
- RO6110	Senior Office Assistant		1	1	G:SEIU 1021 Office-Office Technical
		Allocated Total	3.0	3.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	3.0	3.0	

Budget Unit 2020300000 Child Support

HL1300	Director of Child Support Services		1	1	A:Executive Unrepresented
EL2300	Assistant Director of Child Support Services		1	1	B:Senior Management Unrepresented
RL1055	Child Support Program Manager		5	4 *	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		1	1	C:San Joaquin Management Assoc (SJCMA)
RL2005	Principal Child Support Attorney		1	1	C:San Joaquin Management Assoc (SJCMA)
- RB4002	Accountant II		1	1	F:SEIU 1021 Para-Professional
RB4003	Accountant III		1	1	F:SEIU 1021 Para-Professional
- RB6002	Administrative Assistant II		1	1	F:SEIU 1021 Para-Professional
RO2050	Administrative Secretary		1	1	G:SEIU 1021 Office-Office Technical
- RB6205	Business Analyst II		1	1	F:SEIU 1021 Para-Professional
- RL2004	Child Support Attorney IV		5	5	T:SJC Attorneys Association
- RL1002	Child Support Officer II		82	80 *	F:SEIU 1021 Para-Professional
RL1003	Child Support Officer III		16	16	F:SEIU 1021 Para-Professional
RL1010	Child Support Supervisor		13	13	R:SEIU 1021 Supervisors
RL1021	Child Support Compliance Analyst		2	2	F:SEIU 1021 Para-Professional
RL3050	Civil Process Server		2	1 *	H:SEIU 1021 Safety, Investigative & Custodial
RO6115	Office Assistant Specialist		2	2	G:SEIU 1021 Office-Office Technical
RO1000	Office Supervisor		3	3	R:SEIU 1021 Supervisors
- RL0102	Paralegal II		1	1	F:SEIU 1021 Para-Professional
RO1500	Senior Administrative Supervisor		1	1	R:SEIU 1021 Supervisors
- RO6110	Senior Office Assistant		33	32 *	G:SEIU 1021 Office-Office Technical
- RC2001	Stock Clerk II		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC2011	Storekeeper I		1	1	I:SEIU 1021 Trades, Labor & Institutional
		Allocated Total	176.0	171.0 *	
		Temporary (FTE)	0.6	0.0 *	
		Position Total	176.6	171.0 *	

Budget Unit 2020400000 Public Defender

HL1200	Public Defender		1	1	A:Executive Unrepresented
EL2200	Assistant Public Defender		1	1	B:Senior Management Unrepresented
EL2201	Chief Deputy Public Defender		2	2	B:Senior Management Unrepresented
RL3033	Chief Public Defender Investigator		1	1	C:San Joaquin Management Assoc (SJCMA)

RO3012	Accounting Technician II		1	1	G:SEIU 1021 Office-Office Technical
- RB6002	Administrative Assistant II		2	2	F:SEIU 1021 Para-Professional
- RS3042	Clinical Social Worker II		1	1	E:SEIU 1021 Professional
- RI1102	Department Information Systems Analyst II		1	1	E:SEIU 1021 Professional
- RL2034	Deputy Public Defender IV		55	59 *	T:SJC Attorneys Association
RL0310	Legal Administrative Supervisor		0	1 *	R:SEIU 1021 Supervisors
- RL0302	Legal Technician II		10	10	G:SEIU 1021 Office-Office Technical
- RB6105	Management Analyst II		0	1 *	D:Confidential Unrepresented
RO6115	Office Assistant Specialist		1	1	G:SEIU 1021 Office-Office Technical
- RL0102	Paralegal II		6	6	F:SEIU 1021 Para-Professional
RL3030	Public Defender Investigator Assistant		4	4	H:SEIU 1021 Safety, Investigative & Custodial
- RL3032	Public Defender Investigator II		12	13 *	H:SEIU 1021 Safety, Investigative & Custodial
RL0303	Senior Legal Technician		2	2	R:SEIU 1021 Supervisors
- RO6110	Senior Office Assistant		4	4	G:SEIU 1021 Office-Office Technical
- RS3001	Senior Social Worker		7	7	F:SEIU 1021 Para-Professional
RS3005	Social Worker Supervisor		2	2	R:SEIU 1021 Supervisors
		Allocated Total	113.0	120.0 *	
		Temporary (FTE)	6.4	7.1 *	
		Position Total	119.4	127.1 *	

Budget Unit 2021200000 Pretrial Services

RL0505	Pre-Trial Program Specialist		12	12	H:SEIU 1021 Safety, Investigative & Custodial
RL0510	Pre-Trial Senior Program Specialist		6	6	H:SEIU 1021 Safety, Investigative & Custodial
- RP2002	Probation Officer II		3	3	U:SJC Probation Officers Association (POA)
RP2003	Probation Officer III		2	2	U:SJC Probation Officers Association (POA)
RP2004	Probation Unit Supervisor		2	2	U:SJC Probation Officers Association (POA)
- RO6110	Senior Office Assistant		1	1	G:SEIU 1021 Office-Office Technical
		Allocated Total	26.0	26.0	
		Temporary (FTE)	2.3	2.2 *	
		Position Total	28.3	28.2 *	

Budget Unit 2021602000 Sheriff-Boating Safety

- RP1003	Deputy Sheriff II		8	8	K:SJ Deputy Sheriff's Association (DSA)
RP1015	Sergeant		1	1	L:Sheriff Deputy Sergeant Association
		Allocated Total	9.0	9.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	9.0	9.0	

Budget Unit 2021609000 Sheriff-Cal Mmet

RP1025	Lieutenant		1	1	J:SJC Law Enforcement Management (LEMA)
RP1035	Sheriffs Captain		1	1	J:SJC Law Enforcement Management (LEMA)
- RP1003	Deputy Sheriff II		9	9	K:SJ Deputy Sheriff's Association (DSA)
RO6115	Office Assistant Specialist		2	2	G:SEIU 1021 Office-Office Technical
RP1015	Sergeant		2	2	L:Sheriff Deputy Sergeant Association
		Allocated Total	15.0	15.0	
		Temporary (FTE)	0.6	0.4*	
		Position Total	15.6	15.4*	

Budget Unit 2021614000 Sheriff-Spec Services Division

RP1025	Lieutenant		3	3	J:SJC Law Enforcement Management (LEMA)
RP1035	Sheriffs Captain		1	1	J:SJC Law Enforcement Management (LEMA)
RP4001	Crime Analyst		7	7	F:SEIU 1021 Para-Professional
- RP1003	Deputy Sheriff II		56	56	K:SJ Deputy Sheriff's Association (DSA)
- RO6110	Senior Office Assistant		1	1	G:SEIU 1021 Office-Office Technical
RP1015	Sergeant		5	5	L:Sheriff Deputy Sergeant Association
RP4010	Supervising Crime Analyst		1	1	R:SEIU 1021 Supervisors
		Allocated Total	74.0	74.0	
		Temporary (FTE)	5.4	4.0*	
		Position Total	79.4	78.0*	

Budget Unit 2021615000 Sheriff-Mountain House

RP1025	Lieutenant		1	1	J:SJC Law Enforcement Management (LEMA)
- RP1003	Deputy Sheriff II		9	9	K:SJ Deputy Sheriff's Association (DSA)
RP1015	Sergeant		1	1	L:Sheriff Deputy Sergeant Association

		Allocated Total	11.0	11.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	11.0	11.0	

Budget Unit 2021619000 Sheriff-Animal Control

- RO6110	Senior Office Assistant		1	1	G:SEIU 1021 Office-Office Technical
- RP0315	Sheriffs Animal Services Officer II		10	10	H:SEIU 1021 Safety, Investigative & Custodial
		Allocated Total	11.0	11.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	11.0	11.0	

Budget Unit 2021620000 Sheriff-Patrol

RP1025	Lieutenant		8	8	J:SJC Law Enforcement Management (LEMA)
RP1035	Sheriffs Captain		1	1	J:SJC Law Enforcement Management (LEMA)
RP4002	Civilian Crime Prevention Coordinator		1	1	F:SEIU 1021 Para-Professional
RP4005	Civilian Crime Prevention Program Asst.		1	1	F:SEIU 1021 Para-Professional
- RP1003	Deputy Sheriff II		97	97	K:SJ Deputy Sheriff's Association (DSA)
- RO6110	Senior Office Assistant		1	1	G:SEIU 1021 Office-Office Technical
RP1015	Sergeant		13	13	L:Sheriff Deputy Sergeant Association
		Allocated Total	122.0	122.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	122.0	122.0	

Budget Unit 2021622000 Sheriff-Communications

RP1025	Lieutenant		1	1	J:SJC Law Enforcement Management (LEMA)
- RP0102	Communications Dispatcher II		25	25	G:SEIU 1021 Office-Office Technical
RP0103	Communications Dispatcher III		6	6	G:SEIU 1021 Office-Office Technical
RP0104	Communications Dispatcher IV		7	7	R:SEIU 1021 Supervisors
- RO6110	Senior Office Assistant		1	1	G:SEIU 1021 Office-Office Technical
		Allocated Total	40.0	40.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	40.0	40.0	

Budget Unit 2021626000 Sheriff-Detectives

RP1025	Lieutenant		1	1	J:SJC Law Enforcement Management (LEMA)
RP1035	Sheriffs Captain		1	1	J:SJC Law Enforcement Management (LEMA)
- RP1003	Deputy Sheriff II		30	30	K:SJ Deputy Sheriff's Association (DSA)
- RP4012	Evidence Technician II		14	14	H:SEIU 1021 Safety, Investigative & Custodial
RP4013	Evidence Technician III		1	1	H:SEIU 1021 Safety, Investigative & Custodial
- RO6110	Senior Office Assistant		3	3	G:SEIU 1021 Office-Office Technical
RP1015	Sergeant		6	6	L:Sheriff Deputy Sergeant Association
		Allocated Total	56.0	56.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	56.0	56.0	

Budget Unit 2021627000 Sheriff-Auto Theft Prog

- RO6110	Senior Office Assistant		1	1	G:SEIU 1021 Office-Office Technical
		Allocated Total	1.0	1.0	
		Temporary (FTE)	0.8	0.8	
		Position Total	1.8	1.8	

Budget Unit 2021628000 Sheriff-Records

RP3003	Correctional Lieutenant		1	1	C:San Joaquin Management Assoc (SJCMA)
RO6115	Office Assistant Specialist		30	30	G:SEIU 1021 Office-Office Technical
RO1000	Office Supervisor		8	8	R:SEIU 1021 Supervisors
RO1500	Senior Administrative Supervisor		2	2	R:SEIU 1021 Supervisors
- RO6110	Senior Office Assistant		13	13	G:SEIU 1021 Office-Office Technical
		Allocated Total	54.0	54.0	
		Temporary (FTE)	1.5	1.5	
		Position Total	55.5	55.5	

Budget Unit 2021635000 Sheriff-Civil

RL3050	Civil Process Server		2	2	H:SEIU 1021 Safety, Investigative & Custodial
- RP1003	Deputy Sheriff II		4	4	K:SJ Deputy Sheriff's Association (DSA)
RO6115	Office Assistant Specialist		4	4	G:SEIU 1021 Office-Office Technical

RO1500	Senior Administrative Supervisor		1	1	R:SEIU 1021 Supervisors
- RO6110	Senior Office Assistant		2	2	G:SEIU 1021 Office-Office Technical
- RS3001	Senior Social Worker		1	1	F:SEIU 1021 Para-Professional
RP1015	Sergeant		1	1	L:Sheriff Deputy Sergeant Association
		Allocated Total	15.0	15.0	
		Temporary (FTE)	0.6	0.6	
		Position Total	15.6	15.6	

Budget Unit 2021645000 Sheriff-Admin Support Services

OP1590	Sheriff Coroner Public Administrator		1	1	O:Elected Official Unrepresented
EP2590	Assistant Sheriff-Coroner		1	1	B:Senior Management Unrepresented
EP2580	Undersheriff		1	1	B:Senior Management Unrepresented
RM0226	Management Analyst III		2	2	C:San Joaquin Management Assoc (SJCMA)
RB6401	Sheriff Administrative Analyst		1	1	C:San Joaquin Management Assoc (SJCMA)
RP1025	Lieutenant		1	1	J:SJC Law Enforcement Management (LEMA)
RP1035	Sheriffs Captain		1	1	J:SJC Law Enforcement Management (LEMA)
RO3011	Accounting Technician I		6	6	G:SEIU 1021 Office-Office Technical
RO3012	Accounting Technician II		2	2	G:SEIU 1021 Office-Office Technical
- RB6001	Administrative Assistant I		1	1	F:SEIU 1021 Para-Professional
RB6002	Administrative Assistant II		1	1	F:SEIU 1021 Para-Professional
RP0120	Background Investigator		3	3	H:SEIU 1021 Safety, Investigative & Custodial
- RP3001	Correctional Officer		4	4	N:SJC Correctional Officer's Assoc (COA)
RP3002	Correctional Sergeant		1	1	N:SJC Correctional Officer's Assoc (COA)
RB5500	Departmental Personnel Analyst		1	1	D:Confidential Unrepresented
- RP1003	Deputy Sheriff II		7	7	K:SJ Deputy Sheriff's Association (DSA)
RP4000	Evidence Custodian		4	4	H:SEIU 1021 Safety, Investigative & Custodial
- RB6512	Management Analyst II		1	1	F:SEIU 1021 Para-Professional
RO2000	Office Secretary		1	1	G:SEIU 1021 Office-Office Technical
RO6700	Office Technician/Coordinator		2	2	G:SEIU 1021 Office-Office Technical
RB0205	Public Information Specialist		2	2	F:SEIU 1021 Para-Professional
- RO6110	Senior Office Assistant		3	3	G:SEIU 1021 Office-Office Technical
RP1015	Sergeant		5	5	L:Sheriff Deputy Sergeant Association
RM1010	Sheriff Director of Administrative Services		1	1	D:Confidential Unrepresented
		Allocated Total	53.0	53.0	
		Temporary (FTE)	5.4	5.4	
		Position Total	58.4	58.4	

Budget Unit 2021649000 Sheriff-Information Systems

RI1011	Department Information Systems Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
- RI1102	Department Information Systems Analyst II		4	4	E:SEIU 1021 Professional
RI1103	Department Information Systems Analyst III		1	1	E:SEIU 1021 Professional
RI1104	Department Information Systems Analyst IV		1	1	E:SEIU 1021 Professional
		Allocated Total	7.0	7.0	
		Temporary (FTE)	0.4	0.4	
		Position Total	7.4	7.4	

Budget Unit 2021655000 Sheriff-Patrol-SLESF-AB 109

- RP1003	Deputy Sheriff II		1	1	K:SJ Deputy Sheriff's Association (DSA)
		Allocated Total	1.0	1.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	1.0	1.0	

Budget Unit 2021657000 Sheriff-Custody-SLESF-AB 109

- RP3001	Correctional Officer		1	1	N:SJC Correctional Officer's Assoc (COA)
		Allocated Total	1.0	1.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	1.0	1.0	

Budget Unit 2021658000 Sheriff-Court Services

RP1025	Lieutenant		1	1	J:SJC Law Enforcement Management (LEMA)
RP1035	Sheriffs Captain		1	1	J:SJC Law Enforcement Management (LEMA)
- RP3001	Correctional Officer		8	8	N:SJC Correctional Officer's Assoc (COA)
- RP1003	Deputy Sheriff II		39	39	K:SJ Deputy Sheriff's Association (DSA)
RP1015	Sergeant		5	5	L:Sheriff Deputy Sergeant Association

		Allocated Total	54.0	54.0	
		Temporary (FTE)	4.9	4.5*	
		Position Total	58.9	58.5*	

Budget Unit 2022600000 Sheriff-Custody

EP2590	Assistant Sheriff-Coroner		1	1	B:Senior Management Unrepresented
RM1020	Central Services Administrator		1	1	C:San Joaquin Management Assoc (SJCMA)
RM1025	Central Services Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
RP3010	Correctional Captain		2	2	C:San Joaquin Management Assoc (SJCMA)
RP3003	Correctional Lieutenant		8	8	C:San Joaquin Management Assoc (SJCMA)
RP0701	Inmate Programs & Services Director		1	1	C:San Joaquin Management Assoc (SJCMA)
RP1025	Lieutenant		1	1	J:SJC Law Enforcement Management (LEMA)
RP1035	Sheriffs Captain		1	1	J:SJC Law Enforcement Management (LEMA)
- RP3001	Correctional Officer		218	218	N:SJC Correctional Officer's Assoc (COA)
RP3002	Correctional Sergeant		17	17	N:SJC Correctional Officer's Assoc (COA)
RP0710	Custody Recreation Assistant		1	1	H:SEIU 1021 Safety, Investigative & Custodial
RP0705	Custody Recreation Supervisor		1	1	H:SEIU 1021 Safety, Investigative & Custodial
- RP1003	Deputy Sheriff II		36	36	K:SJ Deputy Sheriff's Association (DSA)
RF0300	Housekeeping Service Worker		2	2	I:SEIU 1021 Trades, Labor & Institutional
RP0700	Inmate Case Worker		1	1	H:SEIU 1021 Safety, Investigative & Custodial
RP0750	Jail Librarian		1	1	F:SEIU 1021 Para-Professional
RO6115	Office Assistant Specialist		2	2	G:SEIU 1021 Office-Office Technical
- RO6110	Senior Office Assistant		10	10	G:SEIU 1021 Office-Office Technical
RP1015	Sergeant		4	4	L:Sheriff Deputy Sergeant Association
- RP0722	Sheriff Inmate Labor Specialist II		15	15	H:SEIU 1021 Safety, Investigative & Custodial
RP0723	Sheriff Inmate Labor Specialist III		2	2	H:SEIU 1021 Safety, Investigative & Custodial
- RC2052	Sheriff Matl Specialist II		5	5	H:SEIU 1021 Safety, Investigative & Custodial
RC2053	Sheriff Matl Specialist III		2	2	H:SEIU 1021 Safety, Investigative & Custodial
		Allocated Total	333.0	333.0	
		Temporary (FTE)	2.0	2.0	
		Position Total	335.0	335.0	

Budget Unit 2022610000 Sheriff-Loc Comm Corr-AB 109

RO3011	Accounting Technician I		1	1	G:SEIU 1021 Office-Office Technical
- RB6205	Business Analyst II		0	1 *	F:SEIU 1021 Para-Professional
- RP3001	Correctional Officer		17	17	N:SJC Correctional Officer's Assoc (COA)
RP3002	Correctional Sergeant		2	2	N:SJC Correctional Officer's Assoc (COA)
RP0710	Custody Recreation Assistant		1	1	H:SEIU 1021 Safety, Investigative & Custodial
- RP1003	Deputy Sheriff II		2	2	K:SJ Deputy Sheriff's Association (DSA)
RP0700	Inmate Case Worker		1	1	H:SEIU 1021 Safety, Investigative & Custodial
RO6115	Office Assistant Specialist		6	7 *	G:SEIU 1021 Office-Office Technical
- RO6110	Senior Office Assistant		1	1	G:SEIU 1021 Office-Office Technical
- RS3001	Senior Social Worker		3	3	F:SEIU 1021 Para-Professional
- RP0722	Sheriff Inmate Labor Specialist II		2	2	H:SEIU 1021 Safety, Investigative & Custodial
RP0650	Work Program Specialist I		2	2	H:SEIU 1021 Safety, Investigative & Custodial
		Allocated Total	38.0	40.0 *	
		Temporary (FTE)	1.9	1.6 *	
		Position Total	39.9	41.6 *	

Budget Unit 2022620000 Sheriff-Work Program

RP3002	Correctional Sergeant		1	1	N:SJC Correctional Officer's Assoc (COA)
- RP1003	Deputy Sheriff II		1	1	K:SJ Deputy Sheriff's Association (DSA)
RP0650	Work Program Specialist I		5	5	H:SEIU 1021 Safety, Investigative & Custodial
RP0651	Work Program Specialist II		2	2	H:SEIU 1021 Safety, Investigative & Custodial
		Allocated Total	9.0	9.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	9.0	9.0	

Budget Unit 2022621000 Correctional Health Services

EM0270	Correctional Health Administrator		1	1	B:Senior Management Unrepresented
RS2014	Chief Mental Health Clinician		2	2	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		1	1	C:San Joaquin Management Assoc (SJCMA)
RH1300	Nursing Dept Manager - Inpatient		1	1	C:San Joaquin Management Assoc (SJCMA)

RH4325	Pharmacy Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
RO3012	Accounting Technician II		1	1	G:SEIU 1021 Office-Office Technical
RB6002	Administrative Assistant II		1	1	F:SEIU 1021 Para-Professional
- RB6205	Business Analyst II		1	1	F:SEIU 1021 Para-Professional
RH3100	Dental Assistant		1	1	F:SEIU 1021 Para-Professional
RF0305	Housekeeping Service Worker SB-525		2	2	I:SEIU 1021 Trades, Labor & Institutional
RB6000	Junior Administrative Assistant		1	1	F:SEIU 1021 Para-Professional
RH3201	Medical Assistant SB-525		3	3	F:SEIU 1021 Para-Professional
- RS2012	Mental Health Clinician II		28	27 *	E:SEIU 1021 Professional
RS2013	Mental Health Clinician III		2	3 *	R:SEIU 1021 Supervisors
- RS2002	Mental Health Specialist II		2	2	F:SEIU 1021 Para-Professional
RH2005	Mental Health Unit Supervisor		1	1	R:SEIU 1021 Supervisors
- RH1162	Nurse Practitioner II-Inpatient		3	3	M:California Nurses Association (C.N.A.)
RO6117	Office Assistant Specialist SB-525		2	2	G:SEIU 1021 Office-Office Technical
RO6702	Office Technician/Coordinator SB-525		1	1	G:SEIU 1021 Office-Office Technical
RH4355	Pharmacist		1	2 *	E:SEIU 1021 Professional
- RH4453	Pharmacy Technician III		2	2	F:SEIU 1021 Para-Professional
EH8003	Psychiatrist		2	2	P:Union of American Physicians & Dentists (UAPD)
RH1163	Senior Nurse Practitioner		1	1	M:California Nurses Association (C.N.A.)
- RO6112	Senior Office Assistant SB-525		5	5	G:SEIU 1021 Office-Office Technical
- RH2502	Senior Psychiatric Technician		25	25	F:SEIU 1021 Para-Professional
RH1106	Staff NurseV-Assistant Department Manager-Inpatient		1	1	M:California Nurses Association (C.N.A.)
- RH1105	Staff Nurse V - Clinical-Inpatient		29	29	M:California Nurses Association (C.N.A.)
- RC1999	Stock Clerk II SB-525		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC2011	Storekeeper I		1	1	I:SEIU 1021 Trades, Labor & Institutional
		Allocated Total	123.0	124.0 *	
		Temporary (FTE)	18.7	27.5 *	
		Position Total	141.7	151.5 *	

Budget Unit 2022700000 Probation-Juvenile

RM1050	Assistant Deputy Chief Probation Officer		1	1	C:San Joaquin Management Assoc (SJCMA)
RS3003	Lead Social Worker		1	1	F:SEIU 1021 Para-Professional
RO6115	Office Assistant Specialist		1	1	G:SEIU 1021 Office-Office Technical
RO2000	Office Secretary		1	1	G:SEIU 1021 Office-Office Technical
RO1000	Office Supervisor		1	1	R:SEIU 1021 Supervisors
- RP2002	Probation Officer II		15	15	U:SJC Probation Officers Association (POA)
RP2003	Probation Officer III		8	8	U:SJC Probation Officers Association (POA)
RP2004	Probation Unit Supervisor		3	3	U:SJC Probation Officers Association (POA)
- RO6110	Senior Office Assistant		8	8	G:SEIU 1021 Office-Office Technical
- RS3001	Senior Social Worker		4	4	F:SEIU 1021 Para-Professional
RS3005	Social Worker Supervisor		1	1	R:SEIU 1021 Supervisors
		Allocated Total	44.0	44.0	
		Temporary (FTE)	6.0	6.0	
		Position Total	50.0	50.0	

Budget Unit 2022702000 Probation-Adult

RM1050	Assistant Deputy Chief Probation Officer		1	1	C:San Joaquin Management Assoc (SJCMA)
RO6115	Office Assistant Specialist		4	4	G:SEIU 1021 Office-Office Technical
RO2000	Office Secretary		1	1	G:SEIU 1021 Office-Office Technical
RO1000	Office Supervisor		1	1	R:SEIU 1021 Supervisors
- RP2002	Probation Officer II		32	32	U:SJC Probation Officers Association (POA)
RP2003	Probation Officer III		8	8	U:SJC Probation Officers Association (POA)
RP2004	Probation Unit Supervisor		5	5	U:SJC Probation Officers Association (POA)
- RO6110	Senior Office Assistant		13	13	G:SEIU 1021 Office-Office Technical
		Allocated Total	65.0	65.0	
		Temporary (FTE)	5.3	5.3	
		Position Total	70.3	70.3	

Budget Unit 2022702300 Prob-Adult-SB 678

- RB6205	Business Analyst II		1	1	F:SEIU 1021 Para-Professional
RP2003	Probation Officer III		2	2	U:SJC Probation Officers Association (POA)
RP2004	Probation Unit Supervisor		1	1	U:SJC Probation Officers Association (POA)
- RO6110	Senior Office Assistant		2	2	G:SEIU 1021 Office-Office Technical

		Allocated Total	6.0	6.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	6.0	6.0	

Budget Unit 2022702510 Probation-Loc Comm Corr-AB 109

RM1050	Assistant Deputy Chief Probation Officer		1	1	C:San Joaquin Management Assoc (SJCMA)
RP2005	Deputy Chief Probation Officer		1	1	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		1	1	C:San Joaquin Management Assoc (SJCMA)
- RB4002	Accountant II		1	1	F:SEIU 1021 Para-Professional
RB4003	Accountant III		1	1	F:SEIU 1021 Para-Professional
RO3011	Accounting Technician I		1	1	G:SEIU 1021 Office-Office Technical
- RB6205	Business Analyst II		1	1	F:SEIU 1021 Para-Professional
RB6210	Contracts Analyst		1	1	F:SEIU 1021 Para-Professional
- RB6512	Management Analyst II		2	2	F:SEIU 1021 Para-Professional
RO6115	Office Assistant Specialist		1	2 *	G:SEIU 1021 Office-Office Technical
RO2000	Office Secretary		1	1	G:SEIU 1021 Office-Office Technical
RO1000	Office Supervisor		1	1	R:SEIU 1021 Supervisors
- RP2002	Probation Officer II		26	26	U:SJC Probation Officers Association (POA)
RP2003	Probation Officer III		13	13	U:SJC Probation Officers Association (POA)
RP2004	Probation Unit Supervisor		5	5	U:SJC Probation Officers Association (POA)
- RO6110	Senior Office Assistant		3	3	G:SEIU 1021 Office-Office Technical
- RC2001	Stock Clerk II		1	1	I:SEIU 1021 Trades, Labor & Institutional
		Allocated Total	61.0	62.0 *	
		Temporary (FTE)	3.0	3.0	
		Position Total	64.0	65.0 *	

Budget Unit 2022745000 Probation-Administration

HP1400	County Probation Officer		1	1	A:Executive Unrepresented
EL2400	Asst County Probation Officer		1	1	B:Senior Management Unrepresented
RP2005	Deputy Chief Probation Officer		2	2	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		1	1	C:San Joaquin Management Assoc (SJCMA)
RM0224	Management Services Administrator		1	1	C:San Joaquin Management Assoc (SJCMA)
RM0227	Principal Business Analyst		1	1	C:San Joaquin Management Assoc (SJCMA)
- RB4002	Accountant II		1	1	F:SEIU 1021 Para-Professional
RO3011	Accounting Technician I		1	1	G:SEIU 1021 Office-Office Technical
RO3012	Accounting Technician II		2	2	G:SEIU 1021 Office-Office Technical
- RB6205	Business Analyst II		1	1	F:SEIU 1021 Para-Professional
RB5500	Departmental Personnel Analyst		1	1	D:Confidential Unrepresented
RO6120	Department Payroll Specialist		2	2	G:SEIU 1021 Office-Office Technical
RI1104	Department Information Systems Analyst IV		1	1	E:SEIU 1021 Professional
- RI1302	Department Information Systems Specialist II		0	1 *	F:SEIU 1021 Para-Professional
RO2060	Executive Secretary		1	1	G:SEIU 1021 Office-Office Technical
RO5501	Mail Clerk		1	1	G:SEIU 1021 Office-Office Technical
- RB6512	Management Analyst II		1	1	F:SEIU 1021 Para-Professional
RO6115	Office Assistant Specialist		2	2	G:SEIU 1021 Office-Office Technical
- RP2002	Probation Officer II		1	1	U:SJC Probation Officers Association (POA)
RP2003	Probation Officer III		3	3	U:SJC Probation Officers Association (POA)
RP2004	Probation Unit Supervisor		2	2	U:SJC Probation Officers Association (POA)
RO1500	Senior Administrative Supervisor		1	1	R:SEIU 1021 Supervisors
- RO6110	Senior Office Assistant		1	1	G:SEIU 1021 Office-Office Technical
RC2011	Storekeeper I		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC2012	Storekeeper II		1	1	R:SEIU 1021 Supervisors
		Allocated Total	31.0	32.0 *	
		Temporary (FTE)	6.6	6.6	
		Position Total	37.6	38.6 *	

Budget Unit 2022785000 AB 118-Eleas-Cops-JJP

- RP2002	Probation Officer II		12	12	U:SJC Probation Officers Association (POA)
RP2003	Probation Officer III		3	3	U:SJC Probation Officers Association (POA)
RP2004	Probation Unit Supervisor		3	3	U:SJC Probation Officers Association (POA)
- RO6110	Senior Office Assistant		1	1	G:SEIU 1021 Office-Office Technical
		Allocated Total	19.0	19.0	
		Temporary (FTE)	2.3	2.3	

		Position Total	21.3	21.3	

Budget Unit 2022800000 Probation-Juvenile Detention

RM1050	Assistant Deputy Chief Probation Officer		2	2	C:San Joaquin Management Assoc (SJCMA)
RP2005	Deputy Chief Probation Officer		1	1	C:San Joaquin Management Assoc (SJCMA)
RP0710	Custody Recreation Assistant		1	1	H:SEIU 1021 Safety, Investigative & Custodial
- RP2506	Juvenile Detention Officer		55	48 *	H:SEIU 1021 Safety, Investigative & Custodial
RP2510	Juvenile Detention Unit Supervisor		19	17 *	H:SEIU 1021 Safety, Investigative & Custodial
RP2515	Juvenile Facility Supervisor		7	7	H:SEIU 1021 Safety, Investigative & Custodial
- RB6512	Management Analyst II		1	1	F:SEIU 1021 Para-Professional
RS3003	Lead Social Worker		1	1	F:SEIU 1021 Para-Professional
RO6115	Office Assistant Specialist		1	1	G:SEIU 1021 Office-Office Technical
RO2000	Office Secretary		1	1	G:SEIU 1021 Office-Office Technical
- RP2002	Probation Officer II		7	7	U:SJC Probation Officers Association (POA)
RP2003	Probation Officer III		5	5	U:SJC Probation Officers Association (POA)
RP2004	Probation Unit Supervisor		3	3	U:SJC Probation Officers Association (POA)
- RO6110	Senior Office Assistant		3	3	G:SEIU 1021 Office-Office Technical
		Allocated Total	107.0	98.0 *	
		Temporary (FTE)	11.9	12.2 *	
		Position Total	118.9	110.2 *	

Budget Unit 2023060000 Water Resources

EC2155	Water Resource Coord		1	1	B:Senior Management Unrepresented
RE1005	Engineer V		2	2	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		1	1	C:San Joaquin Management Assoc (SJCMA)
- RB6002	Administrative Assistant II		2	2	F:SEIU 1021 Para-Professional
- RE0112	Engineering Assistant II		2	2	F:SEIU 1021 Para-Professional
- RE1004	Engineer IV		2	3 *	E:SEIU 1021 Professional
- RB6512	Management Analyst II		3	2 *	F:SEIU 1021 Para-Professional
- RO6110	Senior Office Assistant		0	1 *	G:SEIU 1021 Office-Office Technical
		Allocated Total	13.0	14.0 *	
		Temporary (FTE)	2.3	0.8 *	
		Position Total	15.3	14.8 *	

Budget Unit 2024100000 Flood Channel Maintenance

RM0335	Channel Maintenance Superintendent		1	1	C:San Joaquin Management Assoc (SJCMA)
RC1000	Public Works Maintenance Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
- RE0112	Engineering Assistant II		1	1	F:SEIU 1021 Para-Professional
RC1005	Equipment Operator Foreman		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC0651	Equipment Operator I		9	10 *	I:SEIU 1021 Trades, Labor & Institutional
RC0652	Equipment Operator II		5	5	I:SEIU 1021 Trades, Labor & Institutional
- RC0501	Highway Maintenance Worker		12	16 *	I:SEIU 1021 Trades, Labor & Institutional
RO6700	Office Technician/Coordinator		1	1	G:SEIU 1021 Office-Office Technical
- RC0572	Pest Abatement Operator II		1	1	I:SEIU 1021 Trades, Labor & Institutional
- RE0101	Senior Engineering Aide		1	1	F:SEIU 1021 Para-Professional
RC0420	Welder		1	1	I:SEIU 1021 Trades, Labor & Institutional
		Allocated Total	34.0	39.0 *	
		Temporary (FTE)	4.5	4.5	
		Position Total	38.5	43.5 *	

Budget Unit 2024700000 Agricultural Commissioner

HA1100	Agricultural Commissioner/Sealer		1	1	A:Executive Unrepresented
EA2200	Assistant Agricultural Commissioner		1	1	B:Senior Management Unrepresented
RM0121	Deputy Ag Commissioner/Sealer		5	5	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		1	1	C:San Joaquin Management Assoc (SJCMA)
RB4003	Accountant III		1	1	F:SEIU 1021 Para-Professional
RO3012	Accounting Technician II		1	1	G:SEIU 1021 Office-Office Technical
- RA0177	Ag Bio/Standards Inspector III		29	29	E:SEIU 1021 Professional
RA0178	Ag Bio/Standards Inspector IV		2	2	R:SEIU 1021 Supervisors
RA0160	Ag & Standards Technician		1	1	I:SEIU 1021 Trades, Labor & Institutional
RO6700	Office Technician/Coordinator		1	1	G:SEIU 1021 Office-Office Technical
- RO6110	Senior Office Assistant		4	4	G:SEIU 1021 Office-Office Technical
		Allocated Total	47.0	47.0	
		Temporary (FTE)	13.7	12.9 *	

		Position Total	60.7	59.9 *	

Budget Unit 2025600000 Community Development Services

HE1100	Director of Community Development	1	1	A:Executive Unrepresented
EE1105	Assistant Director of Community Development	1	1	B:Senior Management Unrepresented
EE4010	Code Enforcement Division Chief	1	1	B:Senior Management Unrepresented
EC2150	Deputy Director Building Inspector	1	1	B:Senior Management Unrepresented
EE2101	Deputy Director of Planning	1	1	B:Senior Management Unrepresented
RE4004	Code Enforcement Manager	1	1	C:San Joaquin Management Assoc (SJCMA)
RC0104	Deputy Building Official	1	1	C:San Joaquin Management Assoc (SJCMA)
RP6030	Deputy Fire Warden	1	1	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III	1	1	C:San Joaquin Management Assoc (SJCMA)
RE2003	Principal Planner	2	2	C:San Joaquin Management Assoc (SJCMA)
RE2004	Senior Planner	2	2	C:San Joaquin Management Assoc (SJCMA)
RO3011	Accounting Technician I	2	2	G:SEIU 1021 Office-Office Technical
- RB6001	Administrative Assistant I	1	1	F:SEIU 1021 Para-Professional
RB6002	Administrative Assistant II	1	1	F:SEIU 1021 Para-Professional
- RE2002	Associate Planner	5	5	E:SEIU 1021 Professional
- RC0102	Building Inspector II	5	5	F:SEIU 1021 Para-Professional
- RB6205	Business Analyst II	1	1	F:SEIU 1021 Para-Professional
- RE4002	Code Enforcement Officer II	8	8	H:SEIU 1021 Safety, Investigative & Custodial
RE0301	Development Services Senior Technician	2	2	F:SEIU 1021 Para-Professional
RE0300	Development Services Technician	6	6	F:SEIU 1021 Para-Professional
RP6035	Fire Prevention Inspector	1	1	F:SEIU 1021 Para-Professional
- RB6512	Management Analyst II	1	1	F:SEIU 1021 Para-Professional
RO6115	Office Assistant Specialist	2	2	G:SEIU 1021 Office-Office Technical
- RE1101	Plan Check Engineer II	3	3	E:SEIU 1021 Professional
RC0103	Senior Building Inspector	3	3	R:SEIU 1021 Supervisors
- RO6110	Senior Office Assistant	5	5	G:SEIU 1021 Office-Office Technical
RE1102	Senior Plan Check Engineer	1	1	R:SEIU 1021 Supervisors
RE4003	Sr Code Enforcement Officer	3	3	H:SEIU 1021 Safety, Investigative & Custodial
	Allocated Total	63.0	63.0	
	Temporary (FTE)	0.5	0.8 *	
	Position Total	63.5	63.8 *	

Budget Unit 2025700000 Sheriff-Public Administrator

RM0245	Chief Deputy Public Administrator	1	1	C:San Joaquin Management Assoc (SJCMA)
RO3011	Accounting Technician I	1	1	G:SEIU 1021 Office-Office Technical
- RM0241	Deputy Public Administrator II	3	3	F:SEIU 1021 Para-Professional
	Allocated Total	5.0	5.0	
	Temporary (FTE)	0.0	0.0	
	Position Total	5.0	5.0	

Budget Unit 2025900000 Recorder-County Clerk

RM0910	Recorder-County Clerk Operations Mgr	1	1	C:San Joaquin Management Assoc (SJCMA)
- RB4002	Accountant II	1	1	F:SEIU 1021 Para-Professional
- RI1102	Department Information Systems Analyst II	1	1	E:SEIU 1021 Professional
RO1000	Office Supervisor	1	1	R:SEIU 1021 Supervisors
RO4400	Recordable Documents Examiner	4	5 *	G:SEIU 1021 Office-Office Technical
RO4450	Record-County Clerk Ops Supervisor	1	1	R:SEIU 1021 Supervisors
- RO6110	Senior Office Assistant	16	15 *	G:SEIU 1021 Office-Office Technical
RO4401	Senior Recordable Documents Examiner	1	1	R:SEIU 1021 Supervisors
	Allocated Total	26.0	26.0	
	Temporary (FTE)	0.0	0.0	
	Position Total	26.0	26.0	

Budget Unit 2026000000 Emergency Services

HB1800	Director of Emergency Operations	1	1	A:Executive Unrepresented
EB1805	Deputy Director of Emergency Operations	1	1	B:Senior Management Unrepresented
RO3012	Accounting Technician II	1	1	G:SEIU 1021 Office-Office Technical
RB6002	Administrative Assistant II	1	1	F:SEIU 1021 Para-Professional
RP0602	Emergency Planner	3	3	F:SEIU 1021 Para-Professional
RB0205	Public Information Specialist	1	1	F:SEIU 1021 Para-Professional
RP0604	Senior Emergency Planner	2	2	F:SEIU 1021 Para-Professional

- RO6110	Senior Office Assistant		1	1	G:SEIU 1021 Office-Office Technical
RI4202	Senior Geographic Info Sys Analyst		1	1	E:SEIU 1021 Professional
		Allocated Total	12.0	12.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	12.0	12.0	

Budget Unit 3030101000 Public Works-Administration

HC1100	Director of Public Works		1	1	A:Executive Unrepresented
EC2101	Deputy Director-Public Works		3	3	B:Senior Management Unrepresented
EC2102	Public Works Business Administrator		1	1	B:Senior Management Unrepresented
RB3010	Accounting Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
RI4006	Geographic Info Systems Program Manager		0	1 *	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		1	1	C:San Joaquin Management Assoc (SJCMA)
RM0224	Management Services Administrator		1	1	C:San Joaquin Management Assoc (SJCMA)
- RB4002	Accountant II		4	3 *	F:SEIU 1021 Para-Professional
RB4003	Accountant III		2	2	F:SEIU 1021 Para-Professional
RO3011	Accounting Technician I		7	7	G:SEIU 1021 Office-Office Technical
RO3012	Accounting Technician II		1	1	G:SEIU 1021 Office-Office Technical
- RB6001	Administrative Assistant I		1	1	F:SEIU 1021 Para-Professional
- RB6002	Administrative Assistant II		1	1	F:SEIU 1021 Para-Professional
RI4201	Associate Geographic Information Systems Analyst		1	1	E:SEIU 1021 Professional
RO6120	Department Payroll Specialist		1	1	G:SEIU 1021 Office-Office Technical
RO2060	Executive Secretary		1	1	G:SEIU 1021 Office-Office Technical
- RI4102	Geographic Information Systems Specialist II		1	1	F:SEIU 1021 Para-Professional
- RB6512	Management Analyst II		1	1	F:SEIU 1021 Para-Professional
RO6115	Office Assistant Specialist		1	1	G:SEIU 1021 Office-Office Technical
RO2000	Office Secretary		1	1	G:SEIU 1021 Office-Office Technical
RO6700	Office Technician/Coordinator		1	1	G:SEIU 1021 Office-Office Technical
RI4203	Principal Geographic Information Systems Analyst		1	1	E:SEIU 1021 Professional
- RO6110	Senior Office Assistant		4	4	G:SEIU 1021 Office-Office Technical
- RO7301	Support Services Technician II		1	1	G:SEIU 1021 Office-Office Technical
		Allocated Total	38.0	38.0	
		Temporary (FTE)	2.3	0.3*	
		Position Total	40.3	38.3*	

Budget Unit 3030103000 Public Works-Engineering

EC2165	Engineering Services Manager		2	2	B:Senior Management Unrepresented
RB6601	Engineering Program Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
RE1005	Engineer V		3	3	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		1	1	C:San Joaquin Management Assoc (SJCMA)
RE2004	Senior Planner		1	1	C:San Joaquin Management Assoc (SJCMA)
- RB6001	Administrative Assistant I		1	1	F:SEIU 1021 Para-Professional
- RB6002	Administrative Assistant II		3	3	F:SEIU 1021 Para-Professional
- RE2002	Associate Planner		1	1	E:SEIU 1021 Professional
- RE5002	Associate Real Property Agent		2	2	F:SEIU 1021 Para-Professional
- RE0112	Engineering Assistant II		17	17	F:SEIU 1021 Para-Professional
RE0113	Engineering Assistant III		3	3	F:SEIU 1021 Para-Professional
- RE1004	Engineer IV		16	16	E:SEIU 1021 Professional
RE3001	Licensed Land Surveyor		1	1	E:SEIU 1021 Professional
- RB6512	Management Analyst II		2	2	F:SEIU 1021 Para-Professional
RO6115	Office Assistant Specialist		1	1	G:SEIU 1021 Office-Office Technical
- RE0101	Senior Engineering Aide		11	11	F:SEIU 1021 Para-Professional
- RO6110	Senior Office Assistant		2	2	G:SEIU 1021 Office-Office Technical
		Allocated Total	68.0	68.0	
		Temporary (FTE)	3.0	3.2*	
		Position Total	71.0	71.2*	

Budget Unit 3030105000 Public Works-Road Maint

RM0330	Maintenance Superintendent		1	1	C:San Joaquin Management Assoc (SJCMA)
RC1000	Public Works Maintenance Manager		5	5	C:San Joaquin Management Assoc (SJCMA)
- RB6001	Administrative Assistant I		1	1	F:SEIU 1021 Para-Professional
RC1006	Bridge Maintenance Foreman		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC0502	Bridge Maintenance Worker		4	4	I:SEIU 1021 Trades, Labor & Institutional

RC1503	Bridge Tender		1	1	I:SEIU 1021 Trades, Labor & Institutional
- RE0112	Engineering Assistant II		1	1	F:SEIU 1021 Para-Professional
RC1005	Equipment Operator Foreman		4	4	I:SEIU 1021 Trades, Labor & Institutional
RC0651	Equipment Operator I		21	21	I:SEIU 1021 Trades, Labor & Institutional
RC0652	Equipment Operator II		8	8	I:SEIU 1021 Trades, Labor & Institutional
- RC0501	Highway Maintenance Worker		38	38	I:SEIU 1021 Trades, Labor & Institutional
- RB6512	Management Analyst II		1	1	F:SEIU 1021 Para-Professional
- RO6110	Senior Office Assistant		2	2	G:SEIU 1021 Office-Office Technical
RC2011	Storekeeper I		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC1003	Traffic Foreman		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC0510	Traffic Sign Fabricator		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC0551	Traffic Striper Operator I		2	2	I:SEIU 1021 Trades, Labor & Institutional
RC0552	Traffic Striper Operator II		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC0507	Tree Crew Supervisor		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC0506	Tree Crew Worker		3	3	I:SEIU 1021 Trades, Labor & Institutional
		Allocated Total	98.0	98.0	
		Temporary (FTE)	6.6	6.6	
		Position Total	104.6	104.6	

Budget Unit 3030108000 Public Works-Public Services

EC2165	Engineering Services Manager		1	1	B:Senior Management Unrepresented
- RE0112	Engineering Assistant II		2	2	F:SEIU 1021 Para-Professional
- RE1004	Engineer IV		2	2	E:SEIU 1021 Professional
- RE0101	Senior Engineering Aide		1	1	F:SEIU 1021 Para-Professional
		Allocated Total	6.0	6.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	6.0	6.0	

Budget Unit 3030900000 Community Infra-Engineering Svs

- RE1005	Engineer V		1	1	C:San Joaquin Management Assoc (SJCMA)
- RB6001	Administrative Assistant I		1	1	F:SEIU 1021 Para-Professional
- RE0112	Engineering Assistant II		1	1	F:SEIU 1021 Para-Professional
RE0113	Engineering Assistant III		1	1	F:SEIU 1021 Para-Professional
- RE1004	Engineer IV		2	2	E:SEIU 1021 Professional
- RB6512	Management Analyst II		1	1	F:SEIU 1021 Para-Professional
		Allocated Total	7.0	7.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	7.0	7.0	

Budget Unit 4040500000 Behavioral Health Services

ES2312	Deputy Director-BHS-Clinical		5	5	B:Senior Management Unrepresented
EH8001	Physician Manager		1	1	S:Physician Management Unrepresented
RS2014	Chief Mental Health Clinician		28	27 *	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		1	1	C:San Joaquin Management Assoc (SJCMA)
RH1320	Nursing Department Manager - Ambulatory		1	1	C:San Joaquin Management Assoc (SJCMA)
RM1122	Substance Abuse Program Manager		5	5	C:San Joaquin Management Assoc (SJCMA)
RS1015	Substance Abuse Services Coord		0	1 *	C:San Joaquin Management Assoc (SJCMA)
- RB6001	Administrative Assistant I		1	1	F:SEIU 1021 Para-Professional
RB6002	Administrative Assistant II		2	2	F:SEIU 1021 Para-Professional
RH2505	Chief Psychiatric Technician		8	9 *	R:SEIU 1021 Supervisors
- RS5002	Employment Training Specialist II		1	1	F:SEIU 1021 Para-Professional
RF0106	Food Service Worker III SB-525		1	1	I:SEIU 1021 Trades, Labor & Institutional
- RB6512	Management Analyst II		7	7	F:SEIU 1021 Para-Professional
- RH1505	Mental Health Charge Nurse - Inpatient		22	21 *	M:California Nurses Association (C.N.A.)
- RS2012	Mental Health Clinician II		120	118 *	E:SEIU 1021 Professional
RS2013	Mental Health Clinician III		33	35 *	R:SEIU 1021 Supervisors
RS2035	Mental Health Court Liaison		1	1	F:SEIU 1021 Para-Professional
- RS2022	Mental Health Interpreter II		8	8	F:SEIU 1021 Para-Professional
- RS2051	Mental Health Outreach Worker		56	55 *	F:SEIU 1021 Para-Professional
- RS2002	Mental Health Specialist II		132	131 *	F:SEIU 1021 Para-Professional
RS2003	Mental Health Specialist III		9	9	R:SEIU 1021 Supervisors
RS2053	MH Consumer Outreach Coordinator		2	2	R:SEIU 1021 Supervisors
- RH1166	Nurse Practitioner II -Ambulatory		1	1	M:California Nurses Association (C.N.A.)

RO6117	Office Assistant Specialist SB-525	14	14		G:SEIU 1021 Office-Office Technical
RO2002	Office Secretary SB-525	2	2		G:SEIU 1021 Office-Office Technical
RO1001	Office Supervisor SB-525	8	9	*	R:SEIU 1021 Supervisors
- RS0302	Perinatal Child Care Worker	4	3	*	F:SEIU 1021 Para-Professional
RH4355	Pharmacist	1	1		E:SEIU 1021 Professional
RH4350	Pharmacist - Clinical	1	1		E:SEIU 1021 Professional
RH4331	Pharmacy Supervisor	1	1		R:SEIU 1021 Supervisors
RH4454	Pharmacy Tech III Supervisor	1	1		R:SEIU 1021 Supervisors
- RH4453	Pharmacy Technician III	3	3		F:SEIU 1021 Para-Professional
- RS3013	Protective Services Social Worker III	2	2		F:SEIU 1021 Para-Professional
RH7800	Psychiatric Rehab Therapy Assistant	2	2		F:SEIU 1021 Para-Professional
EH8003	Psychiatrist	17	14	*	P:Union of American Physicians & Dentists (UAPD)
RH6601	Rehabilitation Therapist I	1	1		F:SEIU 1021 Para-Professional
- RO6112	Senior Office Assistant SB-525	65	63	*	G:SEIU 1021 Office-Office Technical
- RH2502	Senior Psychiatric Technician	53	50	*	F:SEIU 1021 Para-Professional
RS1023	Sub Abuse Program Supervisor	7	7		R:SEIU 1021 Supervisors
- RS1022	Substance Abuse Counselor II	61	51	*	F:SEIU 1021 Para-Professional
	Allocated Total	688.0	668.0	*	
	Temporary (FTE)	99.7	61.3	*	
	Position Total	787.7	729.3	*	

Budget Unit 4040700000 Behavioral Health Admin

HS2000	Chief Deputy Director-BHS	1	1		A:Executive Unrepresented
ES2310	Deputy Director-BHS-Administrative	1	2	*	B:Senior Management Unrepresented
ES2312	Deputy Director-BHS-Clinical	1	1		B:Senior Management Unrepresented
ES2300	Senior Deputy Director-BHS	1	1		B:Senior Management Unrepresented
ES2313	Senior Deputy Director-BHS-Clinical	1	1		B:Senior Management Unrepresented
EH8001	Physician Manager	1	1		S:Physician Management Unrepresented
RB3010	Accounting Manager	1	1		C:San Joaquin Management Assoc (SJCMA)
RS2014	Chief Mental Health Clinician	1	2	*	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III	5	5		C:San Joaquin Management Assoc (SJCMA)
- RB4002	Accountant II	1	1		F:SEIU 1021 Para-Professional
RB4003	Accountant III	5	5		F:SEIU 1021 Para-Professional
RO3011	Accounting Technician I	8	8		G:SEIU 1021 Office-Office Technical
RO3012	Accounting Technician II	8	8		G:SEIU 1021 Office-Office Technical
- RB6001	Administrative Assistant I	2	2		F:SEIU 1021 Para-Professional
RB6002	Administrative Assistant II	1	2	*	F:SEIU 1021 Para-Professional
RO2052	Administrative Secretary SB 525	1	1		G:SEIU 1021 Office-Office Technical
- RB6205	Business Analyst II	2	2		F:SEIU 1021 Para-Professional
RB6210	Contracts Analyst	1	1		F:SEIU 1021 Para-Professional
RB6211	Contracts Supervisor	1	1		R:SEIU 1021 Supervisors
- RC0402	Crafts Worker II	1	1		I:SEIU 1021 Trades, Labor & Institutional
RC0403	Crafts Worker III	4	3	*	I:SEIU 1021 Trades, Labor & Institutional
RC0404	Crafts Worker IV	1	1		R:SEIU 1021 Supervisors
RB5500	Departmental Personnel Analyst	1	1		D:Confidential Unrepresented
RO6121	Department Payroll Specialist SB 525	1	1		G:SEIU 1021 Office-Office Technical
RF0305	Housekeeping Service Worker SB-525	9	9		I:SEIU 1021 Trades, Labor & Institutional
RF0306	Lead Housekeeper SB-525	1	1		R:SEIU 1021 Supervisors
- RB6512	Management Analyst II	8	8		F:SEIU 1021 Para-Professional
RO4212	Medical Coder-Certified	3	3		F:SEIU 1021 Para-Professional
- RO4202	Medical Records Technician II	2	2		G:SEIU 1021 Office-Office Technical
RO4203	Medical Records Technician III	1	1		R:SEIU 1021 Supervisors
- RH1505	Mental Health Charge Nurse - Inpatient	3	3		M:California Nurses Association (C.N.A.)
- RS2012	Mental Health Clinician II	2	3	*	E:SEIU 1021 Professional
RS2013	Mental Health Clinician III	2	2		R:SEIU 1021 Supervisors
- RS2003	Mental Health Specialist III	1	1		R:SEIU 1021 Supervisors
RB6515	Mental Health Support Services Coordinator	1	1		F:SEIU 1021 Para-Professional
RO6117	Office Assistant Specialist SB-525	6	6		G:SEIU 1021 Office-Office Technical
RC4001	Office Building Engineer	1	2	*	I:SEIU 1021 Trades, Labor & Institutional
RO2002	Office Secretary SB-525	2	2		G:SEIU 1021 Office-Office Technical
RO1001	Office Supervisor SB-525	2	1	*	R:SEIU 1021 Supervisors
RO6702	Office Technician/Coordinator SB-525	1	1		G:SEIU 1021 Office-Office Technical

- RO6112	Senior Office Assistant SB-525		10	10	G:SEIU 1021 Office-Office Technical
- RH2502	Senior Psychiatric Technician		3	3	F:SEIU 1021 Para-Professional
- RC1999	Stock Clerk II SB-525		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC2011	Storekeeper I		1	1	I:SEIU 1021 Trades, Labor & Institutional
		Allocated Total	111.0	114.0 *	
		Temporary (FTE)	16.6	5.4 *	
		Position Total	127.6	119.4 *	

Budget Unit 4040800000 Utility Districts

RM0360	Utility District Assistant Superintendent		1	1	C:San Joaquin Management Assoc (SJCMA)
RM0340	Utility District Superintendent		1	1	C:San Joaquin Management Assoc (SJCMA)
- RB6001	Administrative Assistant I		1	1	F:SEIU 1021 Para-Professional
- RE0112	Engineering Assistant II		1	1	F:SEIU 1021 Para-Professional
RC0651	Equipment Operator I		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC0652	Equipment Operator II		0	1 *	I:SEIU 1021 Trades, Labor & Institutional
- RO6110	Senior Office Assistant		1	1	G:SEIU 1021 Office-Office Technical
RC0515	Utility District Laboratory Tech		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC0525	Utility District Maintenance Supervisor		2	2	I:SEIU 1021 Trades, Labor & Institutional
- RC0522	Utility District Maintenance Worker II		15	15	I:SEIU 1021 Trades, Labor & Institutional
		Allocated Total	24.0	25.0 *	
		Temporary (FTE)	0.0	0.0	
		Position Total	24.0	25.0 *	

Budget Unit 4041000000 Public Health Svs

EH2200	Chief Deputy Director-Public Health Services		1	1	A:Executive Unrepresented
ES2203	Assistant Health Officer		1	1	B:Senior Management Unrepresented
ES2201	Deputy Director-Public Health Services		1	1	B:Senior Management Unrepresented
- EH4090	Director of Public Health Lab Services		2	1 *	B:Senior Management Unrepresented
ES2202	Public Health Officer		1	1	B:Senior Management Unrepresented
ES2200	Senior Deputy Director-Public Health Services		2	2	B:Senior Management Unrepresented
RB3010	Accounting Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
RM1184	Epidemiology Program Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		4	1 *	C:San Joaquin Management Assoc (SJCMA)
RM0224	Management Services Administrator		1	1	C:San Joaquin Management Assoc (SJCMA)
RM1182	Program Coordinator-AIDS		1	1	C:San Joaquin Management Assoc (SJCMA)
RM1181	Program Coordinator-Public Health Education		1	1	C:San Joaquin Management Assoc (SJCMA)
RS7105	Program Coordinator WIC		1	1	C:San Joaquin Management Assoc (SJCMA)
RH1820	Program Manager-Public Health Nursing		2	2	C:San Joaquin Management Assoc (SJCMA)
RP0610	Public Health Emergency Prep Coordinator		1	1	C:San Joaquin Management Assoc (SJCMA)
- RB4002	Accountant II		1	1	F:SEIU 1021 Para-Professional
RB4003	Accountant III		1	1	F:SEIU 1021 Para-Professional
RO3011	Accounting Technician I		3	3	G:SEIU 1021 Office-Office Technical
RO3012	Accounting Technician II		1	1	G:SEIU 1021 Office-Office Technical
- RB6001	Administrative Assistant I		2	3 *	F:SEIU 1021 Para-Professional
RO2050	Administrative Secretary		1	1	G:SEIU 1021 Office-Office Technical
RS4222	AIDS Case Worker		2	2	F:SEIU 1021 Para-Professional
- RB6205	Business Analyst II		3	3	F:SEIU 1021 Para-Professional
- RS0200	Case Manager		5	4 *	E:SEIU 1021 Professional
RS0201	Case Manager Supervisor		2	2	R:SEIU 1021 Supervisors
- RS4110	Communicable Disease Investigator		30	24 *	F:SEIU 1021 Para-Professional
RI1104	Department Information Systems Analyst IV		1	1	E:SEIU 1021 Professional
RP0602	Emergency Planner		1	1	F:SEIU 1021 Para-Professional
RB6900	Epidemiologist		6	6	E:SEIU 1021 Professional
- RB6512	Management Analyst II		3	2 *	F:SEIU 1021 Para-Professional
RO6115	Office Assistant Specialist		1	1	G:SEIU 1021 Office-Office Technical
RO1000	Office Supervisor		2	2	R:SEIU 1021 Supervisors
RI0110	Office Systems Specialist		1	1	F:SEIU 1021 Para-Professional
RO6700	Office Technician/Coordinator		2	2	G:SEIU 1021 Office-Office Technical
- RS4101	Public Health Educator		22	20 *	E:SEIU 1021 Professional
- RH4961	Public Health Lab Tech II		2	2	F:SEIU 1021 Para-Professional
- RH4212	Public Health Microbiologst II		6	6	E:SEIU 1021 Professional
- RH8501	Public Health Nutritionist		2	2	E:SEIU 1021 Professional
RB0205	Public Information Specialist		1	1	F:SEIU 1021 Para-Professional

RS4115	Senior Communicable Disease Investigator		2	2	R:SEIU 1021 Supervisors
- RO6110	Senior Office Assistant		19	17 *	G:SEIU 1021 Office-Office Technical
- RH1813	Senior Public Health Nurse		29	26 *	M:California Nurses Association (C.N.A.)
RS3005	Social Worker Supervisor		1	1	R:SEIU 1021 Supervisors
RH4203	Senior Public Health Microbiologist		3	3	E:SEIU 1021 Professional
- RC2001	Stock Clerk II		1	0 *	I:SEIU 1021 Trades, Labor & Institutional
RC2011	Storekeeper I		1	1	I:SEIU 1021 Trades, Labor & Institutional
RB6905	Supervising Epidemiologist		1	1	R:SEIU 1021 Supervisors
RS4105	Supervising Public Health Educator		5	5	R:SEIU 1021 Supervisors
RH1815	Supervising Public Health Nurse		2	1 *	M:California Nurses Association (C.N.A.)
RH4205	Supervising Public Health Microbiologis		1	1	R:SEIU 1021 Supervisors
- RO4182	WIC Nutrition Assistant II		9	9	G:SEIU 1021 Office-Office Technical
		Allocated Total	196.0	176.0 *	
		Temporary (FTE)	8.9	13.7 *	
		Position Total	204.9	189.7*	

Budget Unit 4041200000 Conservator Services

EB3300	Public Guardian/Conservator		1	1	B:Senior Management Unrepresented
RS2033	Chief Deputy Public Guardian		1	1	C:San Joaquin Management Assoc (SJCMA)
RB4003	Accountant III		1	1	F:SEIU 1021 Para-Professional
RO3011	Accounting Technician I		5	5	G:SEIU 1021 Office-Office Technical
RO3012	Accounting Technician II		3	3	G:SEIU 1021 Office-Office Technical
- RS2032	Deputy Public Guardian II		10	10	F:SEIU 1021 Para-Professional
RO6115	Office Assistant Specialist		4	4	G:SEIU 1021 Office-Office Technical
- RO6110	Senior Office Assistant		4	4	G:SEIU 1021 Office-Office Technical
RL0106	Senior Paralegal		1	1	R:SEIU 1021 Supervisors
RS2034	Supervising Deputy Public Guardian		2	2	R:SEIU 1021 Supervisors
		Allocated Total	32.0	32.0	
		Temporary (FTE)	1.5	1.5	
		Position Total	33.5	33.5	

Budget Unit 4041800000 Emergency Medical Service Agcy

EH2120	Emergency Medical Services Administrator		1	1	B:Senior Management Unrepresented
RH0250	Emergency Medical Services Coordinator		1	1	C:San Joaquin Management Assoc (SJCMA)
RO3011	Accounting Technician I		1	1	G:SEIU 1021 Office-Office Technical
RH0222	Emergency Medical Services Analyst		3	3	F:SEIU 1021 Para-Professional
RH0223	Emergency Medical Services Specialist		2	2	F:SEIU 1021 Para-Professional
RH0224	EMS Trauma Coordinator		2	2	M:California Nurses Association (C.N.A.)
RO6700	Office Technician/Coordinator		1	1	G:SEIU 1021 Office-Office Technical
RH0160	Pre-Hospital Care Coordinator		1	1	F:SEIU 1021 Para-Professional
RH0221	Regional Disaster Medical Health Specialist		1	1	F:SEIU 1021 Para-Professional
		Allocated Total	13.0	13.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	13.0	13.0	

Budget Unit 4042000000 Environmental Health

HA1200	Director of Environmental Health		1	1	A:Executive Unrepresented
EA2300	Assistant Director - Environmental Health		1	1	B:Senior Management Unrepresented
RM0610	Environmental Health Program Coordinator		5	5	C:San Joaquin Management Assoc (SJCMA)
- RB4002	Accountant II		1	1	F:SEIU 1021 Para-Professional
RO3011	Accounting Technician I		3	3	G:SEIU 1021 Office-Office Technical
- RB6205	Business Analyst II		0	1 *	F:SEIU 1021 Para-Professional
- RP6012	Hazardous Material Specialist II		1	1	H:SEIU 1021 Safety, Investigative & Custodial
- RA0604	Lead Senior Registered Environmental Health Specialist		38	39 *	E:SEIU 1021 Professional
- RB6512	Management Analyst II		1	1	F:SEIU 1021 Para-Professional
RO1000	Office Supervisor		1	1	R:SEIU 1021 Supervisors
- RO6110	Senior Office Assistant		7	7	G:SEIU 1021 Office-Office Technical
		Allocated Total	59.0	61.0 *	
		Temporary (FTE)	0.8	0.3 *	
		Position Total	59.8	61.3 *	

Budget Unit 4045415000 California Childrens Services

ES2203	Assistant Health Officer		1	1	B:Senior Management Unrepresented
RM0810	Childrens Medical Services Manager		1	1	C:San Joaquin Management Assoc (SJCMA)

RH6510	Therapy Services Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
- RS0200	Case Manager		1	1	E:SEIU 1021 Professional
RO6115	Office Assistant Specialist		1	1	G:SEIU 1021 Office-Office Technical
RO1000	Office Supervisor		2	2	R:SEIU 1021 Supervisors
- RH6205	Physical Therapist IV-Assistant Department Manager		11	10 *	R:SEIU 1021 Supervisors
- RO6110	Senior Office Assistant		17	12 *	G:SEIU 1021 Office-Office Technical
- RH1813	Senior Public Health Nurse		11	9 *	M:California Nurses Association (C.N.A.)
		Allocated Total	46.0	38.0 *	
		Temporary (FTE)	1.5	0.0 *	
		Position Total	47.5	38.0 *	

Budget Unit 4049100000 Children & Families Program

ES1500	First 5 San Joaquin Executive Director		1	1	B:Senior Management Unrepresented
- RB4002	Accountant II		1	1	F:SEIU 1021 Para-Professional
RB4003	Accountant III		1	1	F:SEIU 1021 Para-Professional
- RB6001	Administrative Assistant I		1	1	F:SEIU 1021 Para-Professional
RB6210	Contracts Analyst		6	5 *	F:SEIU 1021 Para-Professional
RB6211	Contracts Supervisor		1	1	R:SEIU 1021 Supervisors
- RO6110	Senior Office Assistant		1	0 *	G:SEIU 1021 Office-Office Technical
		Allocated Total	12.0	10.0 *	
		Temporary (FTE)	0.0	0.0	
		Position Total	12.0	10.0 *	

Budget Unit 4049500000 Health Care Services Admin

HH1105	Assistant Director- Health Care Services		1	2 *	A:Executive Unrepresented
HH1100	Director Health Care Services		1	1	A:Executive Unrepresented
EI2100	Chief Information Officer-Health Care Services		1	1	B:Senior Management Unrepresented
EM0250	Deputy Director-Health Care Services-Fiscal		1	1	B:Senior Management Unrepresented
RB3010	Accounting Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
RI1011	Department Information Systems Manager		2	3 *	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		0	1 *	C:San Joaquin Management Assoc (SJCMA)
RM0224	Management Services Administrator		0	1 *	C:San Joaquin Management Assoc (SJCMA)
- RB6002	Administrative Assistant II		0	1 *	F:SEIU 1021 Para-Professional
RO2050	Administrative Secretary		1	1	G:SEIU 1021 Office-Office Technical
- RB6205	Business Analyst II		1	1	F:SEIU 1021 Para-Professional
RB5500	Departmental Personnel Analyst		1	1	D:Confidential Unrepresented
- RI1202	Department Applications Analyst II		4	4	E:SEIU 1021 Professional
RI1203	Department Applications Analyst III		5	6 *	E:SEIU 1021 Professional
RI1204	Department Applications Analyst IV		2	2	E:SEIU 1021 Professional
- RI1102	Department Information Systems Analyst II		6	6	E:SEIU 1021 Professional
RI1103	Department Information Systems Analyst III		3	3	E:SEIU 1021 Professional
RI1104	Department Information Systems Analyst IV		3	5 *	E:SEIU 1021 Professional
- RI1302	Department Information Systems Specialist II		1	2 *	F:SEIU 1021 Para-Professional
RI1303	Department Information Systems Specialist III		1	1	F:SEIU 1021 Para-Professional
- RI1402	Department Information Systems Technician II		1	1	F:SEIU 1021 Para-Professional
- RB6512	Management Analyst II		0	1 *	F:SEIU 1021 Para-Professional
RI0110	Office Systems Specialist		1	2 *	F:SEIU 1021 Para-Professional
		Allocated Total	37.0	48.0 *	
		Temporary (FTE)	0.0	0.0	
		Position Total	37.0	48.0 *	

Budget Unit 4049600000 Whole Person Care Program

RM0226	Management Analyst III		1	1	C:San Joaquin Management Assoc (SJCMA)
RO3011	Accounting Technician I		1	1	G:SEIU 1021 Office-Office Technical
RS4302	Community Health Outreach Worker		7	5 *	F:SEIU 1021 Para-Professional
RS2051	Mental Health Outreach Worker		1	1	F:SEIU 1021 Para-Professional
- RS2002	Mental Health Specialist II		2	2	F:SEIU 1021 Para-Professional
- RH1812	Public Health Nurse II		2	2	M:California Nurses Association (C.N.A.)
- RO6110	Senior Office Assistant		3	2 *	G:SEIU 1021 Office-Office Technical
- RS3001	Senior Social Worker		6	4 *	F:SEIU 1021 Para-Professional
RS3005	Social Worker Supervisor		1	1	R:SEIU 1021 Supervisors
		Allocated Total	24.0	19.0 *	
		Temporary (FTE)	0.0	0.0	

		Position Total	24.0	19.0 *	

Budget Unit 4049700000 Office Of The Medical Examiner

EP5350	Medical Examiner Operations Administrator	1	1		B:Senior Management Unrepresented
RB6002	Administrative Assistant II	0	1	*	F:SEIU 1021 Para-Professional
RP5020	Forensic Autopsy Technician	3	3		F:SEIU 1021 Para-Professional
- RP5010	Medical Examiner Investigator	10	11	*	H:SEIU 1021 Safety, Investigative & Custodial
- RO6110	Senior Office Assistant	3	3		G:SEIU 1021 Office-Office Technical
RP5015	Supervising Medical Examiner Investigator	2	2		R:SEIU 1021 Supervisors
	Allocated Total	19.0	21.0	*	
	Temporary (FTE)	1.5	2.2	*	
	Position Total	20.5	23.2	*	

Budget Unit 4049800000 San Joaquin Health Centers

EM0620	FQHC Project Director	1	1		A:Executive Unrepresented
EH8001	Physician Manager	2	2		S:Physician Management Unrepresented
RM0203	Clinic Services Coordinator	4	4		C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III	2	2		C:San Joaquin Management Assoc (SJCMA)
RM0224	Management Services Administrator	1	1		C:San Joaquin Management Assoc (SJCMA)
RH1320	Nursing Department Manager - Ambulatory	0	1	*	C:San Joaquin Management Assoc (SJCMA)
RM0630	Patient Access Services Manager - SJCC	1	1		C:San Joaquin Management Assoc (SJCMA)
- RB4002	Accountant II	1	1		F:SEIU 1021 Para-Professional
RB4003	Accountant III	1	1		F:SEIU 1021 Para-Professional
RO3012	Accounting Technician II	1	1		G:SEIU 1021 Office-Office Technical
- RB6001	Administrative Assistant I	1	1		F:SEIU 1021 Para-Professional
RB6002	Administrative Assistant II	2	2		F:SEIU 1021 Para-Professional
- RB6205	Business Analyst II	1	1		F:SEIU 1021 Para-Professional
- RH8002	Clinical Dietitian II	1	0	*	E:SEIU 1021 Professional
RS3043	Clinical Social Worker III	1	1		R:SEIU 1021 Supervisors
- RS4304	Community Health Outreach Worker SB-525	5	6	*	F:SEIU 1021 Para-Professional
RO4130	Credentialing Specialist	1	1		G:SEIU 1021 Office-Office Technical
RO6121	Department Payroll Specialist SB 525	1	1		G:SEIU 1021 Office-Office Technical
- RI1102	Department Information Systems Analyst II	1	1		E:SEIU 1021 Professional
RI1104	Department Information Systems Analyst IV	2	2		E:SEIU 1021 Professional
- RI1302	Department Information Systems Specialist II	1	1		F:SEIU 1021 Para-Professional
RI1303	Department Information Systems Specialist III	1	1		F:SEIU 1021 Para-Professional
- RB6512	Management Analyst II	1	1		F:SEIU 1021 Para-Professional
RH3201	Medical Assistant SB-525	75	80	*	F:SEIU 1021 Para-Professional
RO4212	Medical Coder-Certified	2	3	*	F:SEIU 1021 Para-Professional
- RS2012	Mental Health Clinician II	3	3		E:SEIU 1021 Professional
RO6117	Office Assistant Specialist SB-525	1	1		G:SEIU 1021 Office-Office Technical
RO2002	Office Secretary SB-525	1	1		G:SEIU 1021 Office-Office Technical
RO1001	Office Supervisor SB-525	2	2		R:SEIU 1021 Supervisors
RI0110	Office Systems Specialist	3	3		F:SEIU 1021 Para-Professional
RO6702	Office Technician/Coordinator SB-525	4	4		G:SEIU 1021 Office-Office Technical
RH0199	Patient Registration Clerk SB-525	19	22	*	G:SEIU 1021 Office-Office Technical
RH0300	Patient Services Representative	3	3		F:SEIU 1021 Para-Professional
RH4350	Pharmacist - Clinical	3	3		E:SEIU 1021 Professional
EH8002	Physician	24	21	*	P:Union of American Physicians & Dentists (UAPD)
- RH1167	Senior Nurse Practitioner- Ambulatory	6	6		M:California Nurses Association (C.N.A.)
- RO6112	Senior Office Assistant SB-525	19	28	*	G:SEIU 1021 Office-Office Technical
- RS3001	Senior Social Worker	3	8	*	F:SEIU 1021 Para-Professional
RS3005	Social Worker Supervisor	0	1	*	R:SEIU 1021 Supervisors
- RH2002	Senior Licensed Vocational Nurse	4	4		F:SEIU 1021 Para-Professional
- RH1126	Staff Nurse V- Assistant Nurse Department Manager-Ambulatory	10	10		M:California Nurses Association (C.N.A.)
RH1125	Staff Nurse V - Clinical - Ambulatory	0	2	*	M:California Nurses Association (C.N.A.)
	Allocated Total	215.0	239.0	*	
	Temporary (FTE)	38.3	12.0	*	
	Position Total	253.3	251.0	*	

Budget Unit 5050101000 Human Services-Admin

HS1150	Director of Human Services	1	1		A:Executive Unrepresented
ES1155	Assist Director of Human Services	1	1		B:Senior Management Unrepresented

	EB2100	Deputy Director of Human Services	5	5	B:Senior Management Unrepresented
	RM0800	Child Welfare Division Chief	5	5	C:San Joaquin Management Assoc (SJCMA)
	RI1011	Department Information Systems Manager	1	1	C:San Joaquin Management Assoc (SJCMA)
	RM0700	Department Information Systems Administrator	1	1	C:San Joaquin Management Assoc (SJCMA)
	RM0226	Management Analyst III	5	5	C:San Joaquin Management Assoc (SJCMA)
	RM0224	Management Services Administrator	1	1	C:San Joaquin Management Assoc (SJCMA)
	RM1153	Program Manager	12	12	C:San Joaquin Management Assoc (SJCMA)
-	RB4002	Accountant II	4	4	F:SEIU 1021 Para-Professional
	RO3011	Accounting Technician I	14	14	G:SEIU 1021 Office-Office Technical
	RO3012	Accounting Technician II	3	3	G:SEIU 1021 Office-Office Technical
-	RB6001	Administrative Assistant I	1	1	F:SEIU 1021 Para-Professional
	RO2050	Administrative Secretary	2	2	G:SEIU 1021 Office-Office Technical
	RS0110	Benefits Systems Specialist	2	2	F:SEIU 1021 Para-Professional
	RS0111	Benefits Systems Supervisor	1	1	R:SEIU 1021 Supervisors
-	RL2084	Child Protective Services Counsel IV	4	4	D:Confidential Unrepresented
-	RO4602	Collections Clerk II	3	3	G:SEIU 1021 Office-Office Technical
	RO1100	Collections Supervisor	1	1	R:SEIU 1021 Supervisors
	RB6210	Contracts Analyst	5	5	F:SEIU 1021 Para-Professional
	RB6211	Contracts Supervisor	1	1	R:SEIU 1021 Supervisors
-	RC0402	Crafts Worker II	1	0 *	I:SEIU 1021 Trades, Labor & Institutional
	RC0403	Crafts Worker III	0	1 *	I:SEIU 1021 Trades, Labor & Institutional
	RB5500	Departmental Personnel Analyst	2	2	D:Confidential Unrepresented
	RO6120	Department Payroll Specialist	3	3	G:SEIU 1021 Office-Office Technical
	RI1203	Department Applications Analyst III	1	1	E:SEIU 1021 Professional
-	RI1302	Department Information Systems Specialist II	5	5	F:SEIU 1021 Para-Professional
	RI1303	Department Information Systems Specialist III	1	1	F:SEIU 1021 Para-Professional
	RS0105	Eligibility Supervisor	61	61	R:SEIU 1021 Supervisors
-	RS0102	Eligibility Worker II	431	431	F:SEIU 1021 Para-Professional
	RS0103	Eligibility Worker III	30	30	F:SEIU 1021 Para-Professional
-	RS5002	Employment Training Specialist II	34	34	F:SEIU 1021 Para-Professional
	RS5003	Employment Training Supervisor	5	5	R:SEIU 1021 Supervisors
	RO2060	Executive Secretary	1	1	G:SEIU 1021 Office-Office Technical
	RS0180	Family Services Worker	2	2	F:SEIU 1021 Para-Professional
-	RS0122	HSA Program Supervisor II	5	5	R:SEIU 1021 Supervisors
	RB6201	HSA Staff Analyst I	2	2	F:SEIU 1021 Para-Professional
-	RB6202	HSA Staff Analyst II	34	34	F:SEIU 1021 Para-Professional
	RC1502	Lead Transportation Worker	1	1	H:SEIU 1021 Safety, Investigative & Custodial
	RL0301	Legal Technician I	2	2	G:SEIU 1021 Office-Office Technical
	RL0302	Legal Technician II	1	1	G:SEIU 1021 Office-Office Technical
-	RB6512	Management Analyst II	1	1	F:SEIU 1021 Para-Professional
	RO6115	Office Assistant Specialist	12	12	G:SEIU 1021 Office-Office Technical
	RO2000	Office Secretary	2	2	G:SEIU 1021 Office-Office Technical
	RO1000	Office Supervisor	14	14	R:SEIU 1021 Supervisors
-	RL0102	Paralegal II	2	2	F:SEIU 1021 Para-Professional
	RB0205	Public Information Specialist	1	0 *	F:SEIU 1021 Para-Professional
	RO1500	Senior Administrative Supervisor	2	2	R:SEIU 1021 Supervisors
-	RO6110	Senior Office Assistant	173	172 *	G:SEIU 1021 Office-Office Technical
	RO7302	Senior Support Services Technician	1	1	G:SEIU 1021 Office-Office Technical
	RS1075	Shelter Social Worker	2	2	H:SEIU 1021 Safety, Investigative & Custodial
-	RS3402	Social Worker II	50	50	F:SEIU 1021 Para-Professional
-	RS3404	Social Worker IV	3	3	F:SEIU 1021 Para-Professional
	RS3410	Social Worker Supervisor I	11	11	R:SEIU 1021 Supervisors
	RS3415	Social Worker Supervisor II	36	36	R:SEIU 1021 Supervisors
-	RS3405	Social Worker V	230	230	E:SEIU 1021 Professional
-	RC2001	Stock Clerk II	4	4	I:SEIU 1021 Trades, Labor & Institutional
	RC2011	Storekeeper I	2	2	I:SEIU 1021 Trades, Labor & Institutional
	RC2012	Storekeeper II	1	1	R:SEIU 1021 Supervisors
-	RO7301	Support Services Technician II	1	1	G:SEIU 1021 Office-Office Technical
	RL2085	Supervising Child Protective Services Counsel	1	1	D:Confidential Unrepresented
	RC1501	Transportation Worker	4	4	H:SEIU 1021 Safety, Investigative & Custodial
-	RL3041	Welfare Fraud Specialist II	4	4	H:SEIU 1021 Safety, Investigative & Custodial

		Allocated Total	1,252.0	1,250.0 *	
		Temporary (FTE)	3.5	3.5	
		Position Total	1,255.5	1,253.5 *	

Budget Unit 5053900000 Mary Graham Childrens Shelter

ES2150	Director Mary Graham Children Shelter		1	1	B:Senior Management Unrepresented
RM1145	Assistant Director - Mary Graham Children's Center		1	1	C:San Joaquin Management Assoc (SJCMA)
- RB6002	Administrative Assistant II		1	1	F:SEIU 1021 Para-Professional
RS7010	Community Recreation Coordinator		0	1 *	F:SEIU 1021 Para-Professional
RC0403	Crafts Worker III		1	1	I:SEIU 1021 Trades, Labor & Institutional
RF0300	Housekeeping Service Worker		1	1	I:SEIU 1021 Trades, Labor & Institutional
- RB6202	HSA Staff Analyst II		2	2	F:SEIU 1021 Para-Professional
RO6700	Office Technician/Coordinator		1	1	G:SEIU 1021 Office-Office Technical
- RO6110	Senior Office Assistant		5	5	G:SEIU 1021 Office-Office Technical
- RS1072	Shelter Counselor II		42	42	H:SEIU 1021 Safety, Investigative & Custodial
RS1075	Shelter Social Worker		8	8	H:SEIU 1021 Safety, Investigative & Custodial
RS1081	Shelter Supervisor I		7	7	H:SEIU 1021 Safety, Investigative & Custodial
RS1082	Shelter Supervisor II		4	4	H:SEIU 1021 Safety, Investigative & Custodial
RS3410	Social Worker Supervisor I		1	1	R:SEIU 1021 Supervisors
		Allocated Total	75.0	76.0 *	
		Temporary (FTE)	2.7	8.2 *	
		Position Total	77.7	84.2 *	

Budget Unit 5054101000 Dept Of Aging-Community Svs

RM1151	Adult Services Division Chief		1	1	C:San Joaquin Management Assoc (SJCMA)
RM1150	Community Services Program Manager		2	2	C:San Joaquin Management Assoc (SJCMA)
- RB4002	Accountant II		2	2	F:SEIU 1021 Para-Professional
RO3011	Accounting Technician I		3	3	G:SEIU 1021 Office-Office Technical
RO3012	Accounting Technician II		2	2	G:SEIU 1021 Office-Office Technical
RS7060	Aging Programs Coordinator		1	1	F:SEIU 1021 Para-Professional
RS7010	Community Recreation Coordinator		1	1	F:SEIU 1021 Para-Professional
RS7015	Community Social Services Assistant		8	8	F:SEIU 1021 Para-Professional
RS7020	Community Social Services Director		8	8	R:SEIU 1021 Supervisors
RE1400	Energy Program Specialist		6	5 *	F:SEIU 1021 Para-Professional
RS7070	HSA Program Coordinator		3	3	F:SEIU 1021 Para-Professional
- RB6202	HSA Staff Analyst II		1	1	F:SEIU 1021 Para-Professional
- RB6512	Management Analyst II		1	1	F:SEIU 1021 Para-Professional
- RO6110	Senior Office Assistant		8	7 *	G:SEIU 1021 Office-Office Technical
- RS3402	Social Worker II		7	7	F:SEIU 1021 Para-Professional
RS3410	Social Worker Supervisor I		2	2	R:SEIU 1021 Supervisors
RS7090	Senior Information & Assistance Specialist		3	3	F:SEIU 1021 Para-Professional
RC0302	Senior Weatherization Specialist		3	3	I:SEIU 1021 Trades, Labor & Institutional
RC2011	Storekeeper I		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC0300	Weatherization Program Supervisor		1	1	R:SEIU 1021 Supervisors
		Allocated Total	64.0	62.0 *	
		Temporary (FTE)	19.3	18.5 *	
		Position Total	83.3	80.5 *	

Budget Unit 5055103000 Employ Economic Develop Dept

HS1250	Director Employment & Economic Development		1	1	A:Executive Unrepresented
ES2260	Deputy Director-Employment & Training		2	2	B:Senior Management Unrepresented
RM1173	EEDD Administrative Services Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
RM1171	EEDD Division Manager		4	4	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		1	1	C:San Joaquin Management Assoc (SJCMA)
- RB4002	Accountant II		2	2	F:SEIU 1021 Para-Professional
RB4003	Accountant III		1	1	F:SEIU 1021 Para-Professional
RO3011	Accounting Technician I		4	4	G:SEIU 1021 Office-Office Technical
RO3012	Accounting Technician II		1	1	G:SEIU 1021 Office-Office Technical
- RI1102	Department Information Systems Analyst II		2	2	E:SEIU 1021 Professional
RI1103	Department Information Systems Analyst III		1	1	E:SEIU 1021 Professional
RI1104	Department Information Systems Analyst IV		1	1	E:SEIU 1021 Professional
- RB6302	EEDD Analyst II		5	5	F:SEIU 1021 Para-Professional
RB6303	EEDD Analyst III		2	2	F:SEIU 1021 Para-Professional

RB0615	EEDD Business Retention Expansion Specialist		2	2	F:SEIU 1021 Para-Professional
- RS5512	EEDD Employment Services Specialist II		5	5	F:SEIU 1021 Para-Professional
RC2015	EEDD Facilities Coordinator		1	1	R:SEIU 1021 Supervisors
- RS5502	EEDD Intake & Referral Specialist II		7	7	G:SEIU 1021 Office-Office Technical
- RS5002	Employment Training Specialist II		30	32 *	F:SEIU 1021 Para-Professional
RS5003	Employment Training Supervisor		7	7	R:SEIU 1021 Supervisors
RO2060	Executive Secretary		1	1	G:SEIU 1021 Office-Office Technical
RO2000	Office Secretary		1	1	G:SEIU 1021 Office-Office Technical
RO6700	Office Technician/Coordinator		1	1	G:SEIU 1021 Office-Office Technical
- RO6110	Senior Office Assistant		7	7	G:SEIU 1021 Office-Office Technical
- RC2001	Stock Clerk II		1	1	I:SEIU 1021 Trades, Labor & Institutional
		Allocated Total	93.0	93.0	
		Temporary (FTE)	12.9	13.7 *	
		Position Total	105.9	106.7 *	

Budget Unit 5055246000 Neighborhood Preservation

ES1400	Program Administrator - Homeless Initiatives		1	0 *	B:Senior Management Unrepresented
RM0226	Management Analyst III		2	2	C:San Joaquin Management Assoc (SJCMA)
- RB4002	Accountant II		2	2	F:SEIU 1021 Para-Professional
RO3011	Accounting Technician I		2	2	G:SEIU 1021 Office-Office Technical
- RB6001	Administrative Assistant I		1	1	F:SEIU 1021 Para-Professional
RB6210	Contracts Analyst		4	4	F:SEIU 1021 Para-Professional
- RC0202	Housing Rehabilitation Specialist II		4	4	I:SEIU 1021 Trades, Labor & Institutional
- RB6512	Management Analyst II		2	0 *	F:SEIU 1021 Para-Professional
RO6115	Office Assistant Specialist		1	1	G:SEIU 1021 Office-Office Technical
- RO6110	Senior Office Assistant		1	1	G:SEIU 1021 Office-Office Technical
RC0203	Sr Housing Rehab Specialist		1	1	R:SEIU 1021 Supervisors
		Allocated Total	21.0	18.0 *	
		Temporary (FTE)	0.0	0.0	
		Position Total	21.0	18.0 *	

Budget Unit 5055600000 Veterans Service Office

EB2156	Deputy Director Veterans Services		1	1	B:Senior Management Unrepresented
- RS2002	Mental Health Specialist II		1	1	F:SEIU 1021 Para-Professional
RO6700	Office Technician/Coordinator		1	2 *	G:SEIU 1021 Office-Office Technical
- RO6110	Senior Office Assistant		2	0 *	G:SEIU 1021 Office-Office Technical
RB0803	Supervising Veterans Service Representative		1	1	R:SEIU 1021 Supervisors
- RB0802	Veterans Service Representative II		8	8	F:SEIU 1021 Para-Professional
		Allocated Total	14.0	13.0 *	
		Temporary (FTE)	0.0	0.8 *	
		Position Total	14.0	13.8 *	

Budget Unit 6061500000 Cooperative Extension

- RB6001	Administrative Assistant I		1	1	F:SEIU 1021 Para-Professional
- RA0101	Agricultural Field & LabTech II		1	1	I:SEIU 1021 Trades, Labor & Institutional
- RO6110	Senior Office Assistant		2	2	G:SEIU 1021 Office-Office Technical
		Allocated Total	4.0	4.0	
		Temporary (FTE)	0.0	0.0	
		Position Total	4.0	4.0	

Budget Unit 7070300000 Parks And Recreation

EC2202	Parks Administrator		1	1	B:Senior Management Unrepresented
RC0803	Park Maintenance Supervisor		1	1	C:San Joaquin Management Assoc (SJCMA)
RA0702	Zoo & Interpretive Services Manager		1	0 *	C:San Joaquin Management Assoc (SJCMA)
RO3012	Accounting Technician II		1	1	G:SEIU 1021 Office-Office Technical
- RB6002	Administrative Assistant II		1	1	F:SEIU 1021 Para-Professional
- RA0705	Animal Care Specialist		6	0 *	F:SEIU 1021 Para-Professional
RA0720	Education & Interpretive Services Coordinator		1	0 *	F:SEIU 1021 Para-Professional
RP0730	Labor Crew Leader		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC3003	Park Equipment Mechanic		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC0805	Park Fee Coordinator		1	2 *	I:SEIU 1021 Trades, Labor & Institutional
RM0100	Parks Marketing & Promotion Specialist		1	1	E:SEIU 1021 Professional
RC0800	Park Worker		19	20 *	I:SEIU 1021 Trades, Labor & Institutional
RA0710	Senior Animal Care Specialist		1	0 *	F:SEIU 1021 Para-Professional

- RO6110	Senior Office Assistant		2	2		G:SEIU 1021 Office-Office Technical
RC0801	Senior Park Worker		3	3		R:SEIU 1021 Supervisors
RM0140	Zoo Curator		1	0	*	R:SEIU 1021 Supervisors
		Allocated Total	42.0	34.0	*	
		Temporary (FTE)	15.4	19.8	*	
		Position Total	57.4	53.8		

Budget Unit 7070400000 Micke Grove Zoo

RA0702	Zoo & Interpretive Services Manager		0	1	*	C:San Joaquin Management Assoc (SJCMA)
- RA0705	Animal Care Specialist		0	6	*	F:SEIU 1021 Para-Professional
RA0720	Education & Interpretive Services Coordinator		0	1	*	F:SEIU 1021 Para-Professional
RC0800	Park Worker		0	0		I:SEIU 1021 Trades, Labor & Institutional
RA0710	Senior Animal Care Specialist		0	1	*	F:SEIU 1021 Para-Professional
RM0140	Zoo Curator		0	1	*	R:SEIU 1021 Supervisors
		Allocated Total	0.0	10.0	*	
		Temporary (FTE)	0.0	2.9	*	
		Position Total	0.0	12.9	*	

Budget Unit 8190000000 Fleet Services

RC1016	Fleet Manager		1	1		C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		1	1		C:San Joaquin Management Assoc (SJCMA)
RC1001	Automotive Maintenance Foreman		2	2		R:SEIU 1021 Supervisors
- RC3000	Automotive Mechanic		11	12	*	I:SEIU 1021 Trades, Labor & Institutional
RC1002	Equipment Maintenance Foreman		1	1		R:SEIU 1021 Supervisors
RC2025	Equipment Parts Room Supervisor		1	1		R:SEIU 1021 Supervisors
RC0601	Equipment Service Worker I		5	5		I:SEIU 1021 Trades, Labor & Institutional
RC0602	Equipment Service Worker II		4	4		I:SEIU 1021 Trades, Labor & Institutional
RC0603	Equipment Service Worker III		2	2		I:SEIU 1021 Trades, Labor & Institutional
- RC2024	Fleet Parts Specialist		3	3		I:SEIU 1021 Trades, Labor & Institutional
RC1551	Garage Attendant		1	0	*	I:SEIU 1021 Trades, Labor & Institutional
- RC3001	Heavy Equipment Mechanic		7	7		I:SEIU 1021 Trades, Labor & Institutional
- RB6512	Management Analyst II		2	2		F:SEIU 1021 Para-Professional
RC1565	Motor Pool Specialist		1	1		G:SEIU 1021 Office-Office Technical
RO6700	Office Technician/Coordinator		1	1		G:SEIU 1021 Office-Office Technical
- RO6110	Senior Office Assistant		1	1		G:SEIU 1021 Office-Office Technical
		Allocated Total	44.0	44.0		
		Temporary (FTE)	0.0	0.0		
		Position Total	44.0	44.0		

Budget Unit 8240000000 Information Systems Div-ISF

HI1400	Information Systems Director		1	1		A:Executive Unrepresented
EM0700	Chief Information Sec Officer		1	1		B:Senior Management Unrepresented
EI2400	Information Systems Assistant Director		2	2		B:Senior Management Unrepresented
RI1011	Department Information Systems Manager		1	0	*	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		1	1		C:San Joaquin Management Assoc (SJCMA)
RO3011	Accounting Technician I		1	1		G:SEIU 1021 Office-Office Technical
- RB6002	Administrative Assistant II		1	1		F:SEIU 1021 Para-Professional
- RB6205	Business Analyst II		1	2	*	F:SEIU 1021 Para-Professional
- RI1102	Department Information Systems Analyst II		1	1		E:SEIU 1021 Professional
RI1104	Department Information Systems Analyst IV		0	4	*	E:SEIU 1021 Professional
- RI1302	Department Information Systems Specialist II		1	7	*	F:SEIU 1021 Para-Professional
RI1303	Department Information Systems Specialist III		1	3	*	F:SEIU 1021 Para-Professional
- RI4102	Geographic Information Systems Specialist II		1	1		F:SEIU 1021 Para-Professional
- RI1004	Information Systems Analyst IV		67	70	*	E:SEIU 1021 Professional
RI1005	Information Systems Analyst V		8	7	*	E:SEIU 1021 Professional
RI1505	Information Systems Analyst V		2	2		D:Confidential Unrepresented
RI1010	Information Systems Manager		4	5	*	D:Confidential Unrepresented
RI1510	Information Systems Analyst V-Security Officer		2	2		E:SEIU 1021 Professional
- RI1322	Info Systems Specialist II		2	2		F:SEIU 1021 Para-Professional
RI1323	Info Systems Specialist III		7	8	*	F:SEIU 1021 Para-Professional
RO6115	Office Assistant Specialist		0	1	*	G:SEIU 1021 Office-Office Technical
- RO6110	Senior Office Assistant		1	1		G:SEIU 1021 Office-Office Technical
		Allocated Total	106.0	123.0	*	

		Temporary (FTE)	0.0	0.0	
		Position Total	106.0	123.0 *	

Budget Unit 8260000000 Central Telephone

- RI1004	Information Systems Analyst IV		2	0 *	E:SEIU 1021 Professional
RI1010	Information Systems Manager		1	0 *	D:Confidential Unrepresented
- RI1323	Information Systems Specialist III		1	0 *	F:SEIU 1021 Para-Professional
RO6115	Office Assistant Specialist		1	0 *	G:SEIU 1021 Office-Office Technical
		Allocated Total	5.0	0.0 *	
		Temporary (FTE)	0.0	0.0	
		Position Total	5.0	0.0 *	

Budget Unit 9210000000 SW Enterprise Fund-Rollup

EC2160	Integrated Waste Manager		1	1	B:Senior Management Unrepresented
RM0326	Assistant Integrated Waste Manager		0	1 *	C:San Joaquin Management Assoc (SJCMA)
- RE1005	Engineer V		1	1	C:San Joaquin Management Assoc (SJCMA)
RM0226	Management Analyst III		2	2	C:San Joaquin Management Assoc (SJCMA)
RM0325	Solid Waste Operations Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
RC1007	Solid Waste Site Manager		2	2	C:San Joaquin Management Assoc (SJCMA)
- RB6002	Administrative Assistant II		3	4 *	F:SEIU 1021 Para-Professional
RO3000	Cashier Clerk		8	12 *	G:SEIU 1021 Office-Office Technical
- RE1004	Engineer IV		2	2	E:SEIU 1021 Professional
RC1002	Equipment Maintenance Foreman		1	1	R:SEIU 1021 Supervisors
RC1005	Equipment Operator Foreman		1	1	I:SEIU 1021 Trades, Labor & Institutional
RC0651	Equipment Operator I		4	4	I:SEIU 1021 Trades, Labor & Institutional
RC0652	Equipment Operator II		6	10 *	I:SEIU 1021 Trades, Labor & Institutional
RC0603	Equipment Service Worker III		1	1	I:SEIU 1021 Trades, Labor & Institutional
- RC2024	Fleet Parts Specialist		1	1	I:SEIU 1021 Trades, Labor & Institutional
- RC3001	Heavy Equipment Mechanic		4	5 *	I:SEIU 1021 Trades, Labor & Institutional
RC0740	Household Hazardous Waste Operations Coordinator		1	1	I:SEIU 1021 Trades, Labor & Institutional
- RB6512	Management Analyst II		3	3	F:SEIU 1021 Para-Professional
RO6115	Office Assistant Specialist		1	2 *	G:SEIU 1021 Office-Office Technical
RO1000	Office Supervisor		3	3	R:SEIU 1021 Supervisors
- RO6110	Senior Office Assistant		2	2	G:SEIU 1021 Office-Office Technical
RC1581	Senior Transfer Truck Driver		1	1	R:SEIU 1021 Supervisors
RC0720	Solid Waste Recovery Supervisor		5	5	R:SEIU 1021 Supervisors
- RC0711	Solid Waste Recovery Worker II		20	23 *	I:SEIU 1021 Trades, Labor & Institutional
RC0715	Senior Solid Waste Recovery Worker		13	13	I:SEIU 1021 Trades, Labor & Institutional
RC1580	Transfer Truck Driver		12	14 *	I:SEIU 1021 Trades, Labor & Institutional
RC0420	Welder		1	1	I:SEIU 1021 Trades, Labor & Institutional
		Allocated Total	100.0	117.0 *	
		Temporary (FTE)	15.4	10.0 *	
		Position Total	115.4	127.0 *	

Budget Unit 9221100000 S J General Hospital

EH3101	Hospital Chief Executive Officer		1	1	A:Executive Unrepresented
EH3102	Hospital Chief Financial Officer		1	1	A:Executive Unrepresented
EH3103	Hospital Chief Nursing Officer		1	1	A:Executive Unrepresented
EM0610	Deputy Director-Case Management		1	1	B:Senior Management Unrepresented
EB5000	Deputy Director of Human Resources - Hospital		1	1	B:Senior Management Unrepresented
- EH2106	Deputy Director II- San Joaquin General Hospital		1	1	B:Senior Management Unrepresented
EH2105	Deputy Director-SJGH Nursing		3	3	B:Senior Management Unrepresented
EH2150	Deputy Director-Trauma		1	1	B:Senior Management Unrepresented
EH2100	Deputy Finance Director-Health Care Services		2	2	B:Senior Management Unrepresented
EH2115	Perioperative Services Director		1	1	B:Senior Management Unrepresented
EH8001	Physician Manager		5	5	S:Physician Management Unrepresented
RB3010	Accounting Manager		1	1	C:San Joaquin Management Assoc (SJCMA)
RM0215	Assistant Manager of Admitting		1	1	C:San Joaquin Management Assoc (SJCMA)
RM0204	Assistant Manager of Patient Financial Services		1	1	C:San Joaquin Management Assoc (SJCMA)
RH0175	Clinical Education Coordinator		1	1	C:San Joaquin Management Assoc (SJCMA)
RM0203	Clinic Services Coordinator		1	1	C:San Joaquin Management Assoc (SJCMA)
RH8005	Director of Clinical Dietetics		1	1	C:San Joaquin Management Assoc (SJCMA)
RM0350	Facilities Manager-Health Care Services		1	1	C:San Joaquin Management Assoc (SJCMA)

	RH0131	Health Information Administrator	1	1	C:San Joaquin Management Assoc (SJCMA)
	RH4330	Hospital Pharmacy Manager	1	1	C:San Joaquin Management Assoc (SJCMA)
	RM0226	Management Analyst III	3	3	C:San Joaquin Management Assoc (SJCMA)
	RH0320	Manager of Admissions & Utilization Review	1	1	C:San Joaquin Management Assoc (SJCMA)
	RH5200	Manager of Diagnostic Imaging	1	1	C:San Joaquin Management Assoc (SJCMA)
	RF0204	Manager of Laundry Services	1	1	C:San Joaquin Management Assoc (SJCMA)
	RM0205	Manager of Patient Financial Services	1	1	C:San Joaquin Management Assoc (SJCMA)
	RH5360	Manager of Respiratory Care	1	1	C:San Joaquin Management Assoc (SJCMA)
	RM0860	Manager of Sterile Processing Services	1	1	C:San Joaquin Management Assoc (SJCMA)
	RH0100	Medical Staff Coordinator	1	1	C:San Joaquin Management Assoc (SJCMA)
	RH1320	Nursing Department Manager - Ambulatory	1	1	C:San Joaquin Management Assoc (SJCMA)
	RH1300	Nursing Department Manager - Inpatient	10	10	C:San Joaquin Management Assoc (SJCMA)
	RM0206	Residency Training Program Manager	1	1	C:San Joaquin Management Assoc (SJCMA)
	RP0405	Security Manager	1	1	C:San Joaquin Management Assoc (SJCMA)
	RH6510	Therapy Services Manager	1	1	C:San Joaquin Management Assoc (SJCMA)
	RB4003	Accountant III	3	3	F:SEIU 1021 Para-Professional
	RO3011	Accounting Technician I	4	4	G:SEIU 1021 Office-Office Technical
-	RB6001	Administrative Assistant I	1	1	F:SEIU 1021 Para-Professional
	RB6002	Administrative Assistant II	1	1	F:SEIU 1021 Para-Professional
	RO2050	Administrative Secretary	2	2	G:SEIU 1021 Office-Office Technical
	RF0302	Assistant Manager of Housekeeping Services	1	1	R:SEIU 1021 Supervisors
	RH4080	Assistant Clinical Lab Operations Manager	1	1	R:SEIU 1021 Supervisors
	RC1013	Assistant Facilities Manager-Health Care Services	1	1	R:SEIU 1021 Supervisors
	RH0130	Assistant Medical Records Admin	1	1	R:SEIU 1021 Supervisors
	RH6490	Audiologist	2	2	E:SEIU 1021 Professional
	RF0130	Baker	1	1	I:SEIU 1021 Trades, Labor & Institutional
-	RH0753	Biomedical EquipTechnician III	4	4	R:SEIU 1021 Supervisors
-	RB6205	Business Analyst II	8	7 *	F:SEIU 1021 Para-Professional
	RH2050	Cardiac Monitor Technician	9	9	F:SEIU 1021 Para-Professional
	RC4000	Central Plant Engineer	5	5	I:SEIU 1021 Trades, Labor & Institutional
	RB6120	Charge Description Master Analyst	1	1	F:SEIU 1021 Para-Professional
	MH7453	Chief Res Dept Family Prac-Ped	1	1	E:SEIU 1021 Professional
	MH7456	Chief Res Dept Surgery	1	1	E:SEIU 1021 Professional
	MH7452	Chief Resident- Internal Medic	1	1	E:SEIU 1021 Professional
-	RH8002	Clinical Dietitian II	6	6	E:SEIU 1021 Professional
-	RH4002	Clinical Lab Scientist II	17	17	E:SEIU 1021 Professional
	RH4003	Clinical Lab Scientist III	6	6	R:SEIU 1021 Supervisors
	RH1150	Clinical Nurse Specialist	1	1	M:California Nurses Association (C.N.A.)
-	RS3042	Clinical Social Worker II	10	10	E:SEIU 1021 Professional
	RS3043	Clinical Social Worker III	1	1	R:SEIU 1021 Supervisors
-	RC0403	Crafts Worker III	9	9	I:SEIU 1021 Trades, Labor & Institutional
	RC0404	Crafts Worker IV	1	1	R:SEIU 1021 Supervisors
	RO4130	Credentialing Specialist	3	3	G:SEIU 1021 Office-Office Technical
	RC1500	Delivery Driver	2	2	I:SEIU 1021 Trades, Labor & Institutional
	RB5500	Departmental Personnel Analyst	3	3	D:Confidential Unrepresented
	RO6120	Department Payroll Specialist	3	3	G:SEIU 1021 Office-Office Technical
-	RI1202	Department Applications Analyst II	1	1	E:SEIU 1021 Professional
	RI1203	Department Applications Analyst III	1	1	E:SEIU 1021 Professional
	RI1204	Department Applications Analyst IV	3	3	E:SEIU 1021 Professional
	RI1103	Department Information Systems Analyst III	1	1	E:SEIU 1021 Professional
	RI1104	Department Information Systems Analyst IV	2	2	E:SEIU 1021 Professional
-	RI1302	Department Information Systems Specialist II	6	0 *	F:SEIU 1021 Para-Professional
	RI1303	Department Information Systems Specialist III	2	0 *	F:SEIU 1021 Para-Professional
	RH2060	Dialysis Patient Care Technician	18	18	F:SEIU 1021 Para-Professional
	RH5010	Echocardiographic Technician	1	1	F:SEIU 1021 Para-Professional
	RC0410	Electrician	2	2	I:SEIU 1021 Trades, Labor & Institutional
	RO2060	Executive Secretary	1	1	G:SEIU 1021 Office-Office Technical
	RF0110	Food Service Assistant Director	1	1	R:SEIU 1021 Supervisors
	RF0105	Food Service Supervisor	3	3	R:SEIU 1021 Supervisors
-	RF0103	Food Service Worker III	29	29	I:SEIU 1021 Trades, Labor & Institutional
	RH0705	Hospital Attendant	15	15	F:SEIU 1021 Para-Professional
-	RC5011	Hospital Telephone Operator II	6	6	G:SEIU 1021 Office-Office Technical

RH0201	Hospital Unit Clerk	33	33	G:SEIU 1021 Office-Office Technical
RF0307	Housekeeping Service Worker - SJGH	50	50	I:SEIU 1021 Trades, Labor & Institutional
RH1235	Infection Control Coordinator	1	1	M:California Nurses Association (C.N.A.)
RH4901	Laboratory Assistant I	10	10	F:SEIU 1021 Para-Professional
RH4902	Laboratory Assistant II	9	9	F:SEIU 1021 Para-Professional
RH4903	Laboratory Assistant Supervisor	1	1	R:SEIU 1021 Supervisors
RF0201	Laundry Worker	7	7	I:SEIU 1021 Trades, Labor & Institutional
RF0301	Lead Housekeeper	4	4	R:SEIU 1021 Supervisors
RF0203	Lead Laundry Worker	1	1	R:SEIU 1021 Supervisors
RH0301	Lead Patient Services Representative	1	1	F:SEIU 1021 Para-Professional
- RB6512	Management Analyst II	1	1	F:SEIU 1021 Para-Professional
RB0206	Marketing & Business Development Administrator	1	1	E:SEIU 1021 Professional
RH3200	Medical Assistant	41	41	F:SEIU 1021 Para-Professional
RO4212	Medical Coder-Certified	12	12	F:SEIU 1021 Para-Professional
RH4010	Medical Laboratory Technician	1	1	F:SEIU 1021 Para-Professional
- RO4202	Medical Records Technician II	4	4	G:SEIU 1021 Office-Office Technical
RH0119	Medical Research Librarian	1	1	E:SEIU 1021 Professional
RH4930	Medical Technician	1	1	F:SEIU 1021 Para-Professional
- RH5103	Nuclear Medicine Specialist III	1	1	F:SEIU 1021 Para-Professional
RH1170	Nurse Midwife	6	6	M:California Nurses Association (C.N.A.)
- RH3001	Nursing Assistant	63	63	F:SEIU 1021 Para-Professional
- RH6005	Occupational Therapist IV-Assistant Department Manager	3	3	R:SEIU 1021 Supervisors
RO6115	Office Assistant Specialist	21	21	G:SEIU 1021 Office-Office Technical
RC4001	Office Building Engineer	3	3	I:SEIU 1021 Trades, Labor & Institutional
RO2000	Office Secretary	3	3	G:SEIU 1021 Office-Office Technical
RO1000	Office Supervisor	7	7	R:SEIU 1021 Supervisors
RO6700	Office Technician/Coordinator	8	8	G:SEIU 1021 Office-Office Technical
- RH3031	Operating Room Technician II	14	14	F:SEIU 1021 Para-Professional
RH3040	Orthopedic Technician	1	1	F:SEIU 1021 Para-Professional
RC0800	Park Worker	3	3	I:SEIU 1021 Trades, Labor & Institutional
RO1010	Patient Financial Services Supervisor	3	3	R:SEIU 1021 Supervisors
RH0200	Patient Registration Clerk	28	28	G:SEIU 1021 Office-Office Technical
RH0300	Patient Services Representative	11	11	F:SEIU 1021 Para-Professional
RH4410	Pharmaceutical Inventory Technician	2	2	F:SEIU 1021 Para-Professional
- RH4350	Pharmacist - Clinical	18	18	E:SEIU 1021 Professional
RH4331	Pharmacy Supervisor	2	2	R:SEIU 1021 Supervisors
- RH4452	Pharmacy Technician II	4	4	F:SEIU 1021 Para-Professional
RH4453	Pharmacy Technician III	10	10	F:SEIU 1021 Para-Professional
EH8002	Physician	60	60	P:Union of American Physicians & Dentists (UAPD)
- RH6205	Physical Therapist IV-Assistant Department Manager	11	11	R:SEIU 1021 Supervisors
RO4900	Purchasing Technician	4	4	G:SEIU 1021 Office-Office Technical
RH1240	Quality Improvement Coordinator	1	1	M:California Nurses Association (C.N.A.)
RH5185	Radiologic Tech Educational Coordinator	1	1	F:SEIU 1021 Para-Professional
- RH5003	Radiologic Technologist III-Mammography	26	26	F:SEIU 1021 Para-Professional
RH5180	Radiologic Technologist Instructor	1	1	F:SEIU 1021 Para-Professional
RH2075	Renal Dialysis Procedures Technician	2	2	F:SEIU 1021 Para-Professional
- RO1141	ResidencyTraining Program Tech II	3	3	G:SEIU 1021 Office-Office Technical
- MH7420	Resident Physician 4th Yr	72	72	E:SEIU 1021 Professional
RH5352	Respiratory Care Practitioner Supervisor	3	3	R:SEIU 1021 Supervisors
- RH5353	Respiratory Care Practitioner II	34	34	F:SEIU 1021 Para-Professional
RO4603	Senior Collections Clerk	2	2	G:SEIU 1021 Office-Office Technical
- RH1163	Senior Nurse Practitioner	16	16	M:California Nurses Association (C.N.A.)
- RO6110	Senior Office Assistant	65	65	G:SEIU 1021 Office-Office Technical
RH3032	Senior Operating Room Technician	6	6	F:SEIU 1021 Para-Professional
RC0801	Senior Park Worker	1	1	R:SEIU 1021 Supervisors
RH2010	Special Care Clinic Supervisor	1	1	R:SEIU 1021 Supervisors
RC5003	Special Systems Technician	2	2	I:SEIU 1021 Trades, Labor & Institutional
RH6405	Speech Therapist IV-Assistant Department Manager	1	1	R:SEIU 1021 Supervisors
- RH6404	Speech Therapist IV-Clinical Specialist	3	3	E:SEIU 1021 Professional
- RH2002	Senior Licensed Vocational Nurse	11	11	F:SEIU 1021 Para-Professional
- RH1106	Staff NurseV-Assistant Department Manager-Inpatient	444	444	M:California Nurses Association (C.N.A.)
- RH0852	Sterile Processing Technician II	13	13	I:SEIU 1021 Trades, Labor & Institutional

RH0853	Sterile Processing Technician Supervisor		2	2	R:SEIU 1021 Supervisors
- RC2001	Stock Clerk II		2	2	I:SEIU 1021 Trades, Labor & Institutional
RC2011	Storekeeper I		5	5	I:SEIU 1021 Trades, Labor & Institutional
RC2012	Storekeeper II		1	1	R:SEIU 1021 Supervisors
RH0820	Supply Distribution Technician		7	7	I:SEIU 1021 Trades, Labor & Institutional
RH5005	Supervising Radiologic Technologist		2	2	R:SEIU 1021 Supervisors
RH0180	Surgery Resource Specialist		2	2	G:SEIU 1021 Office-Office Technical
- RH0240	Trauma Registrar II		6	6	G:SEIU 1021 Office-Office Technical
- RH5154	Ultrasound Specialist IV		7	7	F:SEIU 1021 Para-Professional
		Allocated Total	1,460.0	1,451.0*	
		Temporary (FTE)	318.5	317.4*	
		Position Total	1,778.5	1,768.4*	

Budget Unit 9230901000 Airport Enterprise

EB1305	Airport Director		1	1	A:Executive Unrepresented
EB1315	Airport Deputy Director		1	1	B:Senior Management Unrepresented
RB4003	Accountant III		1	1	F:SEIU 1021 Para-Professional
- RB6002	Administrative Assistant II		1	1	F:SEIU 1021 Para-Professional
- RP0500	Airport Operations Specialist		4	4	I:SEIU 1021 Trades, Labor & Institutional
RP0510	Airport Operations Supervisor		1	1	R:SEIU 1021 Supervisors
RP0525	Airport Security Coordinator		1	1	I:SEIU 1021 Trades, Labor & Institutional
- RC0403	Crafts Worker III		3	3	I:SEIU 1021 Trades, Labor & Institutional
RC0404	Crafts Worker IV		1	1	R:SEIU 1021 Supervisors
RB0206	Marketing & Business Development Administrator		1	1	E:SEIU 1021 Professional
RO6115	Office Assistant Specialist		1	1	G:SEIU 1021 Office-Office Technical
		Allocated Total	16.0	16.0	
		Temporary (FTE)	2.5	2.0*	
		Position Total	18.5	18.0*	

	Allocated Total	7,658.0	7,684.0*
	Temporary (FTE)	718.0	648.1*
	Position Total	8,376.0	8,332.1*

APPENDIX

Glossary

Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit; granted only on the application of the person seeking the abatement and only by the committing governmental unit.

Accounting System: The total structure of records and procedures that identify, record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

Accrued Interest: The amount of interest accumulated on the debt since the last interest payment date or the amount accrued up to but not including the delivery date (settlement date) upon the sale of a bond. (See Interest)

Amortization: The gradual repayment of an obligation over time according to a predetermined payment schedule.

Appropriation: A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in the amount and period it may be expended.

Assessed Valuation: A value assigned to real estate or other property by a government as the basis for levying taxes.

Audit: An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor) and a report on the fairness of financial statements and local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

Audit Report: Prepared by an independent auditor, an audit report includes (a) a statement of the scope of the audit, (b) explanatory comments as to the application of auditing procedures, and (c) findings and opinions. A management letter that contains supplementary comments and recommendations typically accompanies an audit report.

Available Funds: Balances in the various fund types representing non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, capital expenditures, or other one-time costs.

Balance Sheet: A statement that discloses a fund or governmental unit's assets, liabilities, reserves, and equities at a specified date.

Betterments (Special Assessments): Whenever a specific area of a community benefits from a public improvement (e.g., water, sewer, sidewalk, etc.), a governmental entity may levy special property taxes for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. Property owners may pay their proportionate share in full or request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment and one year's committed interest computed from October 1 to October 1 are added to the tax bill until the betterment has been paid.

Bond: A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value, or bond principal, to the bond buyer on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

Bond and Interest Record (Bond Register): The permanent and complete record a treasurer maintains for each bond issue. It shows the amount of interest and principal due each date and all other pertinent information concerning the bond issue.

Bonds Authorized and Unissued: The unsold balance of a bond authorization. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes but must be rescinded by the municipal legislative body to be removed from its books.

Bond Issue: Generally, the sale of a certain number of bonds at one time by a governmental unit.

Bond Rating (Municipal): A credit rating assigned to a municipality to help investors assess its future ability, legal obligation, and willingness to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poor's, use rating systems that designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Budget: A plan for allocating resources to support particular services, purposes, and functions over a specified period. (See Performance Budget, Program Budget)

Capital Assets: All real and tangible property used in government operations, which is not easily converted into cash and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, and water and sewer lines; easements; buildings and building improvements; vehicles, machinery, and equipment. Communities typically define

capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

Capital Budget: An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that are not recommended. (See Capital Assets, Fixed Assets)

Cash: Currency, coin, checks, postal and express money orders, and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

Cash Management: The process of monitoring the ebb and flow of money in and out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.

Certificate of Deposit (CD): A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or any specified person on a specific date, at the expiration of a particular time, or upon notice in writing.

Classification of Real Property: Assessors must classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and personal property owners.

Collective Bargaining: The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, represented by a recognized labor union.

Consumer Price Index: The statistical measure of changes in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

Cost-Benefit Analysis: A decision-making tool that compares options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Debt Burden: The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes, debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Service: The repayment cost of the principal and interest on any particular bond issue is usually stated in annual terms and based on an amortization schedule.

Encumbrance: A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Funds: An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of the total costs of a service that is recovered through user charges and the portion subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

Equalized Valuations (EQVs): Determining the full and fair cash value of all property in the community that is subject to local taxation.

Estimated Receipts: Estimated receipts typically refer to anticipated local revenues, often based on the previous year's receipts, and represent funding sources necessary to support a community's annual budget.

Exemptions: A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

Expenditure: An outlay of money local governments make to provide the programs and services within their approved budget.

Fiduciary Funds: Repository of money held by a local government in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Fixed Assets: Long-lived assets such as buildings, equipment, and land obtained or controlled due to past transactions or circumstances.

Fixed Costs: Costs that are legally or contractually mandated, such as retirement, FICA/Social Security, insurance, debt service costs, or interest on loans.

Float: The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

Full Faith and Credit: A pledge of the general taxing powers to pay governmental obligations. Bonds carrying such pledges are usually called general obligation or full faith and credit bonds.

Fund: An accounting entity with a self-balancing set of accounts segregated to carry on identified activities or attain particular objectives per specific regulations, restrictions, or limitations.

Fund Accounting: Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within a local government that independently accounts for financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) per specific regulations, restrictions, or limitations. Examples of funds include the general fund and enterprise funds. Communities that organize their accounting records according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

GASB 34: A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires presenting a narrative statement of the government's financial performance, trends, and prospects for the future.

GASB 45: This is another major pronouncement of the Governmental Accounting Standards Board that requires each public entity to account for and report other postemployment benefits (OPEB) in its accounting statements. Through actuarial analysis, municipals must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

General Fund: The general fund accounts for most financial resources and activities governed by the normal appropriation process.

General Obligation Bonds: Bonds backed by the full faith and credit of a municipal's taxing authority and issued for purposes allowed by statute.

Governing Body: A board, committee, commission, or other executive or policymaking body of a local government.

Indirect Cost: Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. Determining these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in enterprise funds.

Interest: Compensation paid or to be paid for using money, including amounts payable at periodic intervals or discounted when a loan is made. In the case of government bonds, interest payments accrue on a day-to-day basis but are paid every six months.

Interest Rate: The interest payable, expressed as a percentage of the principal available for use during a specified period. Interest rates are always expressed in annual terms.

Investments: Securities and real estate held for the production of income in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets used in governmental operations.

Line Item Budget: A budget that separates spending into categories or greater detail, such as supplies, equipment, maintenance, or salaries, instead of a program budget.

Local Aid: Revenue the state or counties allocate to municipalities and school districts.

Maturity Date: The date that the principal of a bond becomes due and payable in full.

Municipal(s): (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, and counties, but also bonds of the state and agencies of the state.

Note: A short-term loan, typically with a maturity date of a year or less.

Objects of Expenditures: A classification of expenditures used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

Official Statement: A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

Operating Budget: A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Overlapping Debt: A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

Performance Budget: A budget that stresses output both in terms of economy and efficiency.

Principal: The face amount of a bond, exclusive of accrued interest.

Program: A combination of activities to accomplish an end.

Program Budget: A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

Purchased Services: The cost of services that a vendor provides.

Refunding of Debt: Transaction where one bond issue is redeemed and replaced by a new one under conditions generally more favorable to the issuer.

Reserve Fund: An amount set aside annually within a budget to provide a funding source for extraordinary or unforeseen expenditures.

Revaluation: The assessors of each community are responsible for developing a reasonable and realistic program to achieve a fair cash valuation of property per constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

Revenue Anticipation Note (RAN): A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

Revenue Bond: A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

Sale of Real Estate Fund: A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

Stabilization Fund: A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

Surplus Revenue: The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

Tax Rate: The amount of property tax stated in terms of a unit of the municipal tax base; for example, $14.80 per $1,000 of assessed valuation of taxable real and personal property.

Tax Title Foreclosure: The procedure initiated by a local government to obtain legal title to real property already in tax title and on which property taxes are overdue.

Trust Fund: Generally, a fund for money donated or transferred to a local government with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds, or by the community's legislative body. Principal and interest may be used if the trust is established as an expendable trust. Only interest (not principal) may be expended as directed for nonexpendable trust funds.

Uncollected Funds: Recently deposited checks that are included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and are not available for disbursement.)

Undesignated Fund Balance: Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved and, therefore, available for expenditure once certified as part of free cash.

Unreserved Fund Balance (Surplus Revenue Account): The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. Similar to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected.

Valuation (100 Percent): The legal requirement that a community's assessed value on property must reflect its market or full and fair cash value.