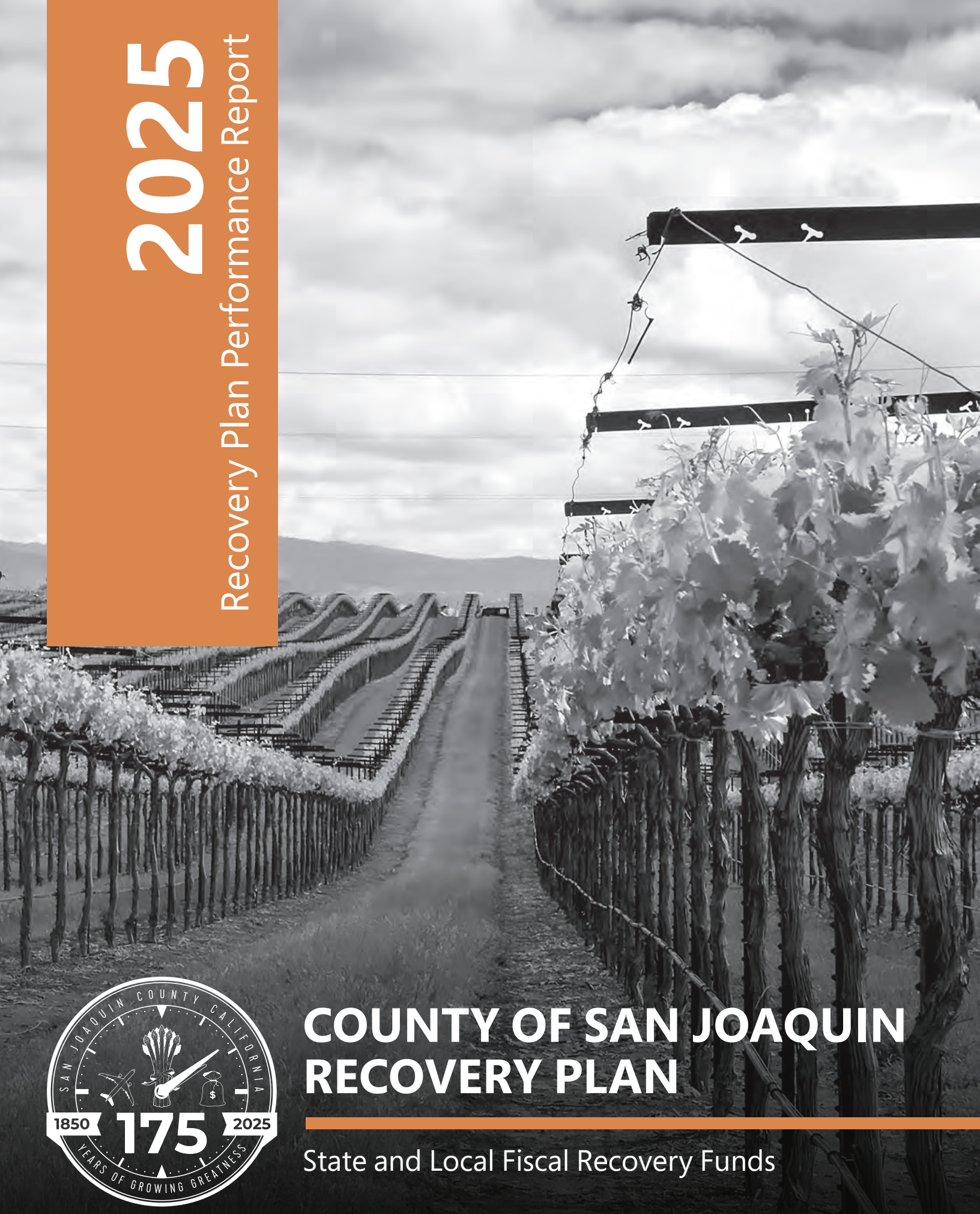
2025

Recovery Plan Performance Report



COUNTY OF SAN JOAQUIN RECOVERY PLAN

State and Local Fiscal Recovery Funds

San Joaquin County 2025 Recovery Plan

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Attachments:

Attachment A: Beacon Economics Report: An ARPA Strategy for San Joaquin County

Attachment B: Board Letter Repurpose ARPA 08-2024 (B-24-451)

Attachment C: Alumni Early Career Outcomes: Summary of Findings, (2024), Bain & Company

Attachment D: Expanding Internships: Harnessing Employer Insights to Boost Opportunity and Enhance Learning (2024), Business-Higher Education Forum (BHEF)

GENERAL OVERVIEW

Executive Summary

Established in 1850, San Joaquin County encompasses an area of 1,425 square miles, including 35 square miles of water and waterways with eight cities – Escalon, Lathrop, Lodi, Manteca, Mountain House (incorporated July 2024), Ripon, Stockton, and Tracy. San Joaquin County has a long history of providing responsive public service and innovative programs while operating under sound fiscal principles. Working together, an elected Board of Supervisors and County staff strive to represent, support, and protect the individuals, businesses, and natural resources that make San Joaquin County a great place to live, work, and play.

In March 2021, the State and Local Coronavirus Fiscal Recovery Funds (SLFRF), a part of the American Rescue Plan Act (ARPA), was established to provide counties funds to respond to the public health emergency or its negative economic impacts, including assistance to households, small businesses, and non-profits, or aid to impacted industries such as tourism, travel, and hospitality: Section 603(c)(1)(a). San Joaquin County has received $148,038,314 in ARPA funding.

The work to structure San Joaquin County priorities and plans for use of ARPA funding began immediately in discussions with the County Board of Supervisors. At the recommendation of the County Administrator, the Board approved the County contracting with a consultant firm, Beacon Economics, to provide a roadmap for the economic recovery of the County. A report by Beacon Economics was presented to the Board in October 2021. The Report validated that the County is on target in its decision to distribute ARPA funds in the chosen targeted areas/population. San Joaquin County also commissioned Godbe Research to conduct a survey of residents to assess their opinion on the County's efforts in addressing the COVID-19 crisis, as well as the overall satisfaction with the quality of life in San Joaquin County, the County provision of services, and the County's management of public funds.

In addition, prior to receiving the $74.0 million second tranche, the County Administrator's Office met with Board members, Chambers of Commerce, Business Districts, and several stakeholder groups to listen to the needs of the community and encouraged participants to submit proposals. Information was gathered and in October 2022, the Board of Supervisors approved a priority list of funding requests for the $74.0 million second tranche that were evaluated and met the ARPA requirements for funding (B-22-695).

The Board of Supervisors has approved the obligations (budget) of all the $148.0 million received. Approved projects are underway and through June 30, 2025, actual expenditures are $88,014,350. On August 13, 2024, the Board of Supervisors approved repurposing $5,043,061 of returned ARPA funds to fund various projects for County Departments and outside organizations (B-24-451). These projects are included in the Project Inventory section of this report.

Uses of Funds

Negative Economic Impacts (EC 2)

San Joaquin County has invested $79.1 million in ARPA funding under the category Negative Economic Impacts. The Small Business Grant, Microbusiness Grant, and Relief Across Downtown (RAD) programs have assisted small businesses (100 employees or less), micro-businesses (5 employees or less), and the local economy in general. The Small Business and Microbusiness Grant programs provided funding for past due (unpaid) rent, mortgage and utilities, or reimbursement of paid rent, mortgage, utilities, and Personal Protective Equipment (PPE). The RAD program

consisted of matching consumer's contributions up to $200 and has proven to be a successful way to stimulate the local economy by doubling consumer spending and bringing much needed relief to small businesses in San Joaquin County. In May 2024, the Board of Supervisors approved another program to support small business, Shop San Joaquin, through BluDot Technologies (B-24-280). This program empowers economic growth through an innovative phone application. By shopping at eligible establishments, local consumers can then earn and redeem rewards for future purchases. Consumers are eligible for up to $200 in rewards each year.

Also included in the Negative Economic Impacts category are programs for families with household incomes at or below 100% of the Area Median Income, the expansion of First 5 programs serving children 0-5 impacted by the pandemic (SJ TEETH, Help Me Grow, Grandparents Initiative, Home Visitation Expansion, Parent Engagement), and housing projects to support the development of new units of housing or the expansion of services to address homelessness such as supportive housing and to improve access to stable, affordable housing among unhoused individuals.

Funding was also used for much needed repairs and replacement of equipment at Veterans Organizations and Community Centers within San Joaquin County.

Additionally in May 2024, the Board of Supervisors approved an agreement with the Greater Stockton Chamber of Commerce for implementation of the Stockton Takes Action Against Retail Theft (STAART) Program (B-24-279). Through ARPA's criteria of responding to the pandemics 'negative economic impacts, this program will assist the law enforcement community in curbing retail theft through the use of a phone application (FastSTAART), crime prevention videos for small business owners, and Business Watch Programs. The STAART Program will provide for continued collaboration with local law enforcement and the District Attorney's Office holding educational workshops for employers, employees, and businesses throughout the County.

Public Health (EC 1)

A total of $17.9 million of ARPA funds have been invested in projects that will increase the local pipeline of mental health providers and improve recruitment and retention for mental health services; reimburse County Clinics for COVID-related salaries; fund 54,000 Rapid Antigen tests to assist Public Health Services in combatting the pandemic; combat illegal dumping; and strengthen the Information Systems Division's infrastructure functions of Disaster Preparedness, Public Safety, Security and Compliance, and Automation.

Public Health – Negative Economic Impact Public Sector Capacity (EC 3)

San Joaquin County has invested $17.5 million in ARPA funding to assist fire districts with public safety equipment and repairs to existing facilities; and a project that expands the County's Landlord Incentives Program to incentivize landlords to accept homeless veterans utilizing United States Department of Housing and Urban Development-Veterans Affairs Supportive Housing (HUD-VASH) program vouchers for a minimum of 30 households.

Infrastructure (Water, Sewer, and Broadband) (EC 5)

The County has invested $18.1 million in ARPA funds for water and sewer infrastructure projects at Community and Regional Parks, County Service Areas, and Community Centers. Modernization of the irrigation systems will reduce water usage, repair, and maintenance costs by the inclusion of water sensors, break alerts, and computerized programming. The COVID-19 pandemic created a change in usage patterns, which has negatively affected the wells and domestic water systems throughout San Joaquin County Parks, accelerating the need for their repair or replacement. In addition, funds have been obligated for the Supervisory Control and Data Acquisition System (SCADA) Project at multiple

County-administered Special Districts. SCADA allows the ability to monitor and regulate water flows remotely. Public Works' Utility Maintenance division operates and maintains 32 water systems with 52 wells; 43 storm drain systems with 70 pump stations; and 9 sewer systems with 3 sewage treatment plants and 9 sewage lift stations in various locations within the unincorporated County areas. This Project is intended to increase the longevity of current utility infrastructure; allow the ability to detect equipment failures more quickly and efficiently; reduce future utility maintenance and operations costs; and reduce replacement costs for these utility systems. Infrastructure improvements are costly and seldom have adequate funding sources. Per the Final Rule, eligible uses of ARPA funds include investments and improvements to existing sewer and water infrastructure.

Premium Pay

The use of $6,523,447 in ARPA funds was allocated to provide a one-time lump sum payment to County employees who worked during the COVID-19 pandemic from March 30, 2020, through September 26, 2021. Through the efforts of its employees, the County has maintained continuity of services to the community while striving to keep the workplace safe.

Additional details on all above-mentioned projects/programs are provided under Project Inventory.

Promoting Equitable Outcomes

The San Joaquin County Board of Supervisors and the County Administrator's Office have established programs that promote equity within the community. The focus remains on assisting those most vulnerable and underserved. For each of the programs, data is being collected to measure and support equity at various stages of each program. More detailed information is included in the Project Inventory section.

Community Engagement

To better prepare for the $74.0 million second tranche of ARPA funding, the County Administrator's Office met with each of the Board of Supervisors, Chambers of Commerce, African Chamber of Commerce, Business Districts, Fire Districts, Veterans Organizations, and several stakeholder groups to listen to the needs of the community and encouraged participants to submit proposals. More detailed information is included in the Project Inventory section.

Housing Authority of the County of San Joaquin (HACSJ)

In partnership with San Joaquin County, the Housing Authority County of San Joaquin (HACSJ) and Delta Community Developers Corp. (DCDC) have continued to leverage American Rescue Plan Act (ARPA) funds to expand and enhance affordable housing and supportive services throughout the region. Building on last year's success with the Housing Navigator program—where staff directly connected families with landlords, provided support to overcome leasing barriers, and distributed landlord incentives—the County has further invested in projects that target the most vulnerable populations, including seniors, individuals experiencing homelessness, and those with behavioral health needs.

Three major projects highlight this year's commitment. At Park Center, HACSJ and San Joaquin Behavioral Health Services (SJCBHS) are developing 50 units of permanent supportive housing across two buildings, including the adaptive reuse of a historic office. The project will offer onsite case management and mental health services to residents transitioning out of homelessness. Meanwhile, the Satellite New Construction project, led by DCDC in partnership with SJCBHS, builds upon the existing Satellite Apartments by adding 24 new permanent housing units behind the current transitional housing site. This model supports residents in graduating from temporary shelter into long-term, stable

housing—an essential step toward breaking the cycle of homelessness.

Additionally, DCDC is investing in the preservation of affordable senior housing through the rehabilitation of Creekside South Apartments in Lodi. Originally built in 1972, the 40-unit community will undergo essential renovations to improve safety, accessibility, and energy efficiency. Across all projects, HACSJ and DCDC continue to use Housing Navigators, multilingual outreach, and collaboration with trusted organizations to ensure comprehensive community engagement, reduce housing access barriers, and promote equitable outcomes countywide

Labor Practices

San Joaquin County uses strong labor standards to promote effective and efficient delivery of high-quality infrastructure projects while also supporting the economic recovery through strong employment opportunities for workers. The County utilizes labor practices such as project labor agreements, prevailing wage requirements, and local hiring.

Use of Evidence

All programs established within San Joaquin County will be and are being evaluated. Results will demonstrate the success of the program and its intended outcome. See details under Project Inventory.

Performance Report/Key Performance Indicators

San Joaquin County intends to design Key Performance Indicators (KPIs) and identify applicable evidence-based interventions, where relevant, on a case-by-case basis. The County intends to monitor each SLFRF-funded program through the timeline of each project's milestones to ensure goals are achieved.

Projects and KPIs are consistent with the 2022-2023 Board's Strategic Priorities and the Beacon Economics Report approved by the Board in October 2021. The Board's Strategic Priorities include Organizational Capacity/Technology Utilization, Fiscal Optimization, Public Safety/Criminal Justice/Quality of Life, Homelessness, Water Management, and Economic Development.

Key Performance Indicators are included, where appropriate, in the Project Inventory Section of this Report.

PROJECT INVENTORY

Landlord Incentives for Homeless Veterans

Funding Amount: $222,500

Project Expenditure Category: EC 2.18: Housing Support: Other Housing Assistance

Project Overview

Project expands the County's Landlord Incentives Program to incentivize landlords to accept homeless veterans utilizing United States Department of Housing and Urban Development-Veterans Affairs Supportive Housing (HUD-VASH) program vouchers for a minimum of 30 households. On any given evening there are approximately 140 homeless veterans living throughout the County, with the majority of those located in Stockton. Collaborating with the Housing Authority of the County of San Joaquin (HACSJ), funds were provided for security deposits, unit repairs, utility assistance, rental application fees, vacancy loss coverage, and leasing incentive payment to HUD-VASH landlord participants to assist households in San Joaquin County. Additionally, HACSJ provided in-kind staff

support in the form of a landlord liaison; a dedicated phone line set up to guarantee a response within one business day; online access to information related to inspections, Housing Assistance Payments, and Contracts; two housing navigators to assist with eligibility, paperwork, support, assistance, and housing locator; and landlord workshops and training. In May 2022, the Board of Supervisors approved the expansion of the scope of work for the program to include Housing Choice Voucher (HCV) Program participants (B-22-213).

There are currently 5,237 vouchers locally under the HCV program, with 8% of those not yet utilized. This expansion of the Landlord Incentives Program aims to create similar increases in voucher utilization for HCV participants that have so far been realized for VASH participants under the Landlord Incentives Program.

Promoting Equitable Outcomes

The Housing Authority of the County of San Joaquin (HACSJ) collaborated with San Joaquin County to leverage voucher assistance programs including Veterans Affairs Supportive Housing and use landlord incentives to reduce homelessness throughout the County. Leasing up these vouchers in the current rental market is challenging and unused vouchers not only have a social but also an economic impact on the community. HACSJ was able to support 78 families with security deposit and leasing bonuses to minimize the gap between renting in the private market. The average household income for participating families was $17,083. Participating families were served on a first come first serve basis, and a Housing Assistance Payment (HAP) contract was executed to confirm the successful lease-up and release of incentives.

As listed in the County's Use of Funds section, over $79.1 million falls within the category of *Negative Economic Impacts.* San Joaquin County has implemented programs that have aided households, small businesses, veterans, and non-profits to address the impacts of the pandemic, which have been most severe among low-income populations.

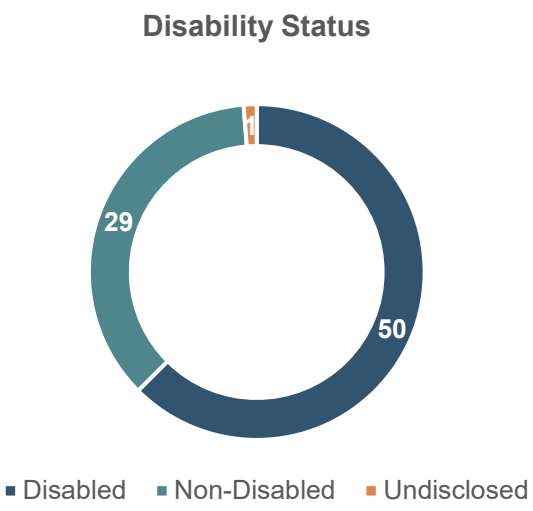
Use of Evidence

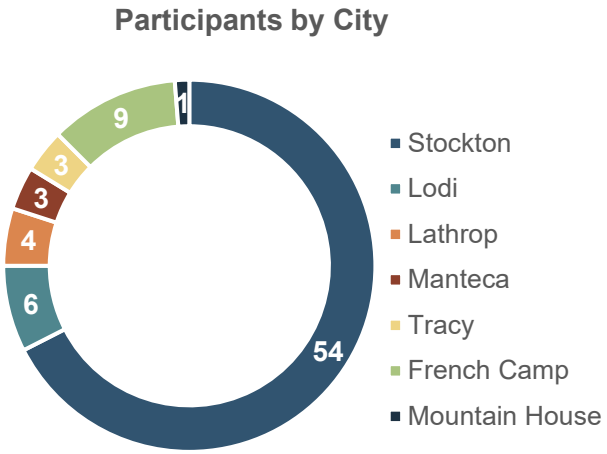
Evidence research statistics of the Landlord Incentives for Homeless Veterans Program compare outcomes between groups receiving the intervention. According to the San Joaquin County Homeless Management Information System, there were 763 unduplicated veterans served Countywide to date in 2024 through a broad range of interventions including emergency shelter, street outreach, and permanent supportive housing.

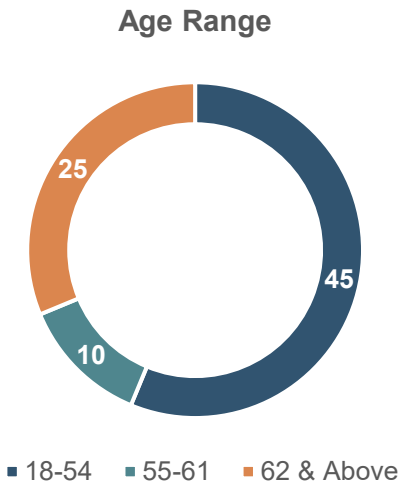
The goal of the Landlord Incentives for Homeless Veterans Program is to expand rental opportunities for voucher holders by making landlord participation in the program more economically attractive, more feasible, and as simple as possible. The program works to recruit new landlords and retain current landlords by providing new incentives and support systems that address potential risks that property owners may associate with leasing to homeless clients, while realigning staff and internal program management by HACSJ to make program participation easier. While financial-based incentives are an important strategy to help mitigate the real and perceived risks associated with leasing to homeless clients, nonfinancial incentives such as expanded staff support are of equal importance in promoting landlord participation.

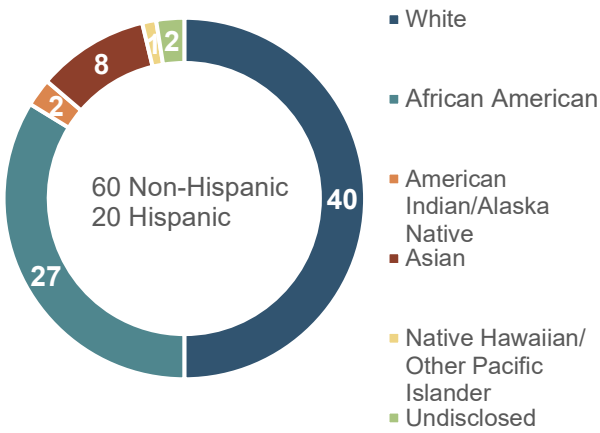
The following statistics of the Landlord Incentives for Homeless Veterans Program compare outcomes between groups receiving the intervention.

80 Total Leased Participants









Other Demographics	
Average Household Income	$17,359
Total Assisted Male	33
Total Assisted Female	47

Performance Report Key Performance Indicators

Recording metric of voucher holders. Obtain a run rate and determine how impactful voucher activity improves based on ARPA funds. Based on the evidence above, 80 families were assisted with an average income of $17,359, totaling 214 individuals who are no longer living on the streets or in shelters. All funding provided has been exhausted and has been distributed throughout San Joaquin County. The program was completed earlier than expected as the need is greater than the funding. HACSJ will continue to look for funding opportunities that reduce housing barriers, impact homelessness, and increase affordable housing stability.

Family COVID-19 Assistance Grant (FCAG) Program – Round 1 & 2

Funding Amount: $13,700,000. Due to the underutilization of the program, $10.1 million was returned to the fund fiscal year-end 2022 and will be reallocated to a future project. Current funding amount: $3,186,473.

Project Expenditure Category: EC 2.2: Household Assistance: Rent, Mortgage, and Utility Aid

Project Overview

Using CARES Act funds, the County successfully implemented Round 1 of the Family COVID-19 Assistance Grant Program to assist families who have experienced negative financial impacts of the COVID-19 pandemic. Numerous applications could not be funded due to the depletion of CARES Act funds. With the use of ARPA funds, the County was able to complete Round 1 and continue the grant for Round 2 to assist families with household incomes at or below 100% of the Area Median Income who have been negatively impacted by pandemic. Up to $10,000 was made available to families for past due (unpaid) rent, mortgage, and utilities, or reimbursement of paid rent, mortgage, and utilities during the period of financial harm due to the pandemic, with proper documentation. Final administrative costs through June 30, 2022, were paid. A total of $13.7 million of ARPA funds was obligated for the FCAG program. Due to the underutilization of the Family COVID-19 Assistance Grant Program, caused by applicants receiving funds through other programs, $10.1 million was returned to the fund at fiscal year-end and will be reallocated to a future project.

Promoting Equitable Outcomes

To assist with the application process for the Family COVID-19 Assistance Grant program, the County has contracted with a community-based organization, El Concilio, whose mission is “to empower the region’s diverse low-income, minority and marginalized communities by providing critically needed comprehensive and compassionate programs and services.” El Concilio administered the program with continued oversight provided by the County.

The Program assisted families with household incomes at or below 100% of the Area Median Income who have been negatively impacted by the COVID-19 pandemic. Up to $10,000 was made available to families for past due (unpaid) rent, mortgage, and utilities, or reimbursement of paid rent, mortgage, and utilities during the period of financial harm due to the pandemic, with proper documentation.

Use of Evidence

The goal of this program was to provide relief to families struggling to pay for rent or mortgage, and utilities. The County plans to evaluate the program by surveying participants and determining whether beneficiaries have recovered economically from the assistance this program provided.

Performance Report Key Performance Indicators

Key indicators vary by participants. Items funded will be measured to determine how well issues funded will be remediated. The number of households who received eviction prevention services was 200.

Small Business Grant Program – Round 4

Funding Amount: Initial funding: $14,439,000. Due to underutilization, $7,829,097 was reallocated to other projects. Current funding amount: $6,609,903.

Project Expenditure Category: EC 2.29: Loans or Grants to Mitigate Financial Hardship

Project Overview

Round 4 of the Small Business Grant Program launched on September 1, 2021. Utilizing $14.4 million of ARPA funds, this grant provided small businesses (100 employees or less) with up to $100,000 for past due (unpaid) rent, mortgage and utilities, or reimbursement of paid rent, mortgage, utilities, and PPE during the period of financial harm due to the pandemic, with proper documentation. This program directly supports category EC 2: *Negative Economic Impacts.* Businesses submitted applications for this program through an online application portal that was accepting applications from September 1, 2021, through September 30, 2021.

Final Administration costs through June 30, 2022, were paid. On May 21, 2024, the Board of Supervisors approved (B-24-280 and B-24-279) the transfer of $2,515,375 from the Small Business Grant Program to fund the Shop San Joaquin Program ($1,197,975) and the Greater Stockton Chamber of Commerce for the Stockton Takes Action Against Retail Theft Program/Security Camera Grant Program ($1,317,400). Both programs are covered in this report. A balance remains and may be used for a future round.

Use of Evidence

The goal of this program was to provide relief to small businesses struggling to pay for rent or mortgage, utilities, and PPE. The County plans to evaluate the program by surveying participants and determining whether beneficiaries have recovered economically from the assistance this program provided.

Performance Report Key Performance Indicators

Key indicators vary by participants. Items funded will be measured to determine how well issues funded will be remediated. The number of small businesses served was 167.

Homekey Match Funding

Funding Amount: $11,800,00

Project Expenditure Category: EC 2.18: Housing Support: Long-term Housing Security: Affordable Housing

Project Overview

Park Center (ARPA funds $4,500,000) – The Housing Authority County of San Joaquin (HACSJ) is proud to announce a partnership with San Joaquin County Behavioral Health Services (BHS) under which permanent supportive housing will be developed for mental health consumers and those transitioning from homelessness. The site will consist of two buildings. First, the historic office building located at 709 N. Center Street will be an adaptive reuse design in a manner honoring its heritage, including 23 residential units and a manager's unit. Additionally, a new building will be constructed, including 27 residential units, a community room providing access to computers, and offices for property and case management, and residential mental health services.

Satellite New Construction (ARPA funds $5,500,000) – In partnership with San Joaquin County BHS, Delta Community Developers Corp. (DCDC) acquired Satellite Apartments with proceeds from the Behavioral Health Bridge Housing (BHBH) Program. Satellite New Construction will be built in the rear of the existing Satellite Apartments, complementing the original structure with 24 additional housing units. The goal of Satellite II is to graduate residents from Satellite I, which offers transitional housing, into Satellite II, where they can access permanent supportive housing. This project reflects a commitment to addressing homelessness, fostering long-term stability, and improving access to stable, high-quality housing for vulnerable populations.

Creekside South Apartments (ARPA funds $1,800,000) – DCDC acquired Creekside South Apartments in July 2020. Originally built in 1972, this 40-unit complex in Lodi serves as affordable housing for seniors with rental subsidies through a HUD Section 8 Multi-Family HAP contract. DCDC will renovate these units in order to effectively support senior residents by providing safer, modernized, and energy-efficient units.

Promoting Equitable Outcomes:

The Housing Authority of the County of San Joaquin (HACSJ) and DCDC, in collaboration with San Joaquin County, continues to prioritize equitable access to safe, stable housing for low-income, unhoused, and vulnerable residents. Building on the success of previous voucher leasing efforts, the County expanded its focus this year by funding the development and preservation of permanent supportive housing through three key ARPA-supported projects: Park Center, Satellite New Construction, and Creekside South Apartments. These efforts directly address systemic barriers to housing—including credit history, income instability, and mental health challenges—through community-based engagement, support services, and property improvements.

In partnership with San Joaquin County BHS, HACSJ and DCDC are developing permanent supportive housing specifically for individuals transitioning from homelessness and those with behavioral health needs. The Park Center project will offer 50 residential units along with mental health and property management services onsite, while the Satellite project provides a unique transitional-to-permanent housing model that allows residents to move from temporary shelter into long-term stability. In addition, the renovation of Creekside South Apartments ensures the continued availability of affordable, energy-efficient housing for extremely low-income seniors in Lodi, most of whom live on fixed incomes averaging less than $17,000 annually.

These projects continue to support equitable outcomes by serving some of the County's most disadvantaged populations. Housing Navigators remain central to the effort by conducting direct outreach to landlords, guiding families through the leasing process, and facilitating access to incentives like security deposits and leasing bonuses. All programs are delivered in partnership with culturally competent community-based organizations to ensure accessibility and trust among underrepresented groups. By combining targeted housing investment with wraparound support, the County's ARPA-funded initiatives continue to close gaps in housing access and foster long-term economic and social recovery for those most impacted by the pandemic.

Performance Report Key Performance Indicators

The HACSJ and DCDC remain focused on delivering ARPA-funded housing projects in a way that ensures program goals are met effectively, efficiently, and equitably. While construction is still underway, internal performance monitoring systems are in place to track milestones, coordinate service delivery, and align resources with community needs. Through strong partnerships with behavioral health and community-based organizations, and a commitment to inclusive project design and implementation, the program is structured to support long-term housing stability for vulnerable populations. These strategies help maintain accountability, promote equity in access, and position the County to achieve meaningful, sustainable outcomes as units are completed and occupied.

First 5 Programs

Funding Amount: $7,613,465

Project Expenditure Category: EC 2.37: Economic Impact Assistance: Other

Project Overview

To address the longer-term negative impacts of the pandemic on children 0-5, and their adult caretakers, in September 2021, the Board of Supervisors approved the use of $4.1 of ARPA funds to expand or initiate services in the following five programs (B-24-537):

1. ***SJ TEETH*** – This project partners with local community organizations, APSARA, Catholic Charities, El Concilio, Family Resource Network, and Family Resource & Referral Center, to provide Care Coordination services to children and their parents/caregivers in San Joaquin County enrolled in Medi-Cal. Care Coordination aids families to find a Medi-Cal dental provider, secure dental appointments and decrease "no show" rates at dental appointments by addressing barriers. Through these partnerships, the goal is to increase access to oral health care. This program will serve approximately 1,500 children and parents/caregivers.
2. ***Help Me Grow*** – This project partners with Family Resource & Referral Center for the Help Me Grow (HMG) Call Center. HMG is a national model that helps children receive periodically based developmental and behavioral screens and that families, in turn, receive appropriate referrals that result in timely access to services. This system of care also connects families to a wide range of family- and community-strengthening services such as referrals to home visiting programs, housing assistance, mental health services, health insurance, food assistance, general childhood development information, provider training, and family education. This program will serve approximately 1,700 families.
3. ***Grandparents Initiative*** – This project partners with APSARA, Catholic Charities Mary Magdalene Community Services, and El Concilio. Agencies provide coordination and services to Family, Friend, and Neighbor (FFN) childcare providers in San Joaquin County with the goal of improving the quality of care for children. Based on these trusting relationships, grandparents are provided with a Care Coordinator that assists them in: developing and implementing Quality Growth Plans; utilizing Raising A Reader, an early literacy and family engagement program; conducting screenings and referral services for health insurance, California Work Opportunity and Responsibility to Kids (CalWORKs), CalFresh (food stamps), Women, Infants, and Children (WIC); administering developmental screenings through the Ages & Stages Questionnaires; and delivering training and technical assistance related to child development, school readiness and quality interaction and environments. This program served 54 grandparents in fiscal year 2021-2022, 135 grandparents in fiscal year 2022-2023, and 246 in fiscal year 2023-2024.
4. ***Home Visitation Expansion*** – Home visiting is a voluntary, evidence-based intervention that strengthens families and leads to long-term positive health and other evidence-based intervention that strengthens families and leads to long term positive health and other outcomes. Trained professionals visit parents regularly during pregnancy and through the early years. Home visitors also connect families to a broad range of available, supportive resources in the community. Through these visits and referrals, home visiting programs reduce parental stress, improve child health and development, and help parents bond with their child. This program served 50 parents/caregivers in fiscal year 2021-2022, 300 parents/caregivers in fiscal year 2022-2023, and 255 parents/caregivers in fiscal year 2023-2024.
5. ***Parent/Family Engagement*** – This project currently partners with Creative Child Care, Inc. and Tracy Unified. Parent/Family Engagement is a relationship-based, mutual, respectful, and responsive partnership between families, early learning and care providers, and other school readiness professionals to promote children's development, learning, and wellness. This program will serve 200 families.

2024-2025 ARPA FUNDED FIRST 5 INITIATIVES (July 1, 2024 – March 30, 2025)	
Initiative	**Total Participants**
SJ TEETH Initiative	
Oral Health Outreach to Existing Medi-Cal Recipients	24,853
Oral Health Care Coordination	1,579
Developmental Screenings completed	443
Help Me Grow Initiative*	
Developmental Screenings completed	742
Developmental Screening Training completed	146
Help Me Grow Call Center follow-up	1,767
**ARPA* funds *a portion of the Help Me Grow Initiative.*	
Workforce Development Initiative	
Annual Home Visiting Summit (free of charge)	226
Art Therapy Workshop	30
CPR Certification Training for Home Visitors	34

Promoting Equitable Outcomes

First 5 San Joaquin (F5SJ) is committed to advancing equity and equitable outcomes through its funded initiatives, including SJ TEETH, Help Me Grow, and Home Visiting Workforce Development. Utilizing ARPA funds, each program serves children and families who face systemic barriers to accessing essential health, developmental, and early learning services.

- SJ TEETH partners with local agencies within the community to reach those facing the greatest oral health disparities and inequities. This included families with Medi-Cal Dental benefits, children with special needs, children whose primary language is not English, and families from Southeast Asian, Latinx, and other communities of color. The latest SJ TEETH evaluation data showed 69% of those served identified as Hispanic/Latinx, 17% as Asian, and 6% as African American/Black. Services are concentrated in neighborhoods with the greatest oral health inequities, particularly in Stockton. To further support equitable access to oral health education, SJ TEETH released the "Stella Visits the Dentist" video (https://www.sjteeth.org/en-us/Kids-Corner) in partnership with San Joaquin County Public Health Services Local Oral Health Program and Runyon Saltzman, Inc. marketing agency, featuring Stella the Saber Tooth Tiger. This child-friendly resource was designed to help young children, particularly those with dental anxiety, feel more comfortable about visiting the dentist, and to support families in preparing for a positive dental experience. This video is being translated into Spanish and will be available in 2025-2026. Finally, F5SJ continues to be actively involved in the implementation of San Joaquin County's Local Oral Health Strategic Plan, serving as a lead agency in efforts to promote Countywide coordination of oral health and advancing education on oral health.
- The Help Me Grow Initiative offers Countywide access to developmental screenings and referrals through a centralized, multilingual access point. ARPA funds support a portion of this initiative. In the latest evaluation data, 1,337 children were served, with 59% identifying as Hispanic/Latinx, 14% as African American/Black, 12% as Asian, and 70% served were under

the age of three. Services were accessible to families who spoke English, Spanish, and other languages, ensuring a broader reach to households with limited English proficiency. Help Me Grow will continue to identify potential disparities in access to services to enhance outreach efforts and service delivery.

- Home Visiting Workforce Development efforts provide free training and other professional development opportunities to support the growth and development of local capacity for home visitors throughout the County. Investing in home visiting and workforce development, enhances program quality and contributes to the potential for improving child health outcomes, preparing children for school, supporting parent economic self-sufficiency, and fostering positive parenting.

  These strategies included the following:

  - ***Annual Home Visiting Summit*** – F5SJ partnered with the First 5 Sacramento Region to host the Annual Home Visiting Workforce Summit for home visiting and other service providers in the Sacramento Region. Summit materials were developed with the support of ARPA funds, expanding on prior year's local summit branding and design. Summit content was informed by the previous year's summit feedback and input from local and regional partners.

  - ***Art Therapy Workshop*** – F5SJ partnered with the First 5 Sacramento Region to host an Art Therapy Workshop, which promoted wellness and team building among the home visiting workforce in San Joaquin County. ARPA funds supported the facility use for the workshop.

  - ***CPR Certification Training for Home Visitors*** – F5SJ partnered with the First 5 Sacramento Region to host a CPR First Aid & AED Certification for Adult, Child, and Infant and Narcan Workshop for the local home visiting workforce. ARPA funds supported the facility use for the workshop.

  - ***Home Visiting Online Learning Project*** – F5SJ worked with Runyon Saltzman, Inc., a marketing firm, and the San Joaquin County Home Visiting Coalition, to plan and design the Home Visiting Workforce Development webpage. ARPA funds supported the initial design and build out of the new webpage. This work will continue in 2025-2026.

<u>Community Engagement</u>

F5SJ is aware of the rich diversity in San Joaquin County and the historical barriers faced by people of color. To address these challenges and serve children and families effectively, F5SJ collaborates with trusted community agencies to offer program-related training and workshops in other languages. In addition, each F5SJ initiative is evaluated. As part of the evaluation process, participant surveys and key informant interviews are conducted to assess the initiative and provide recommendations for improvement. These recommendations are incorporated in evaluation reports and are used to inform changes in programs or service delivery.

- SJ TEETH incorporates community engagement by working through trusted community partners who conduct culturally responsive outreach, attend community events, and gather ongoing feedback from families about their dental care experiences. F5SJ's participation in the County's Oral Health Advisory Committee, the SJ TEETH Collaborative, provides an additional avenue for incorporating community voice into program planning and setting of Countywide priorities.

- Help Me Grow captures parent and caregiver input through satisfaction surveys, follow-up calls, and ongoing telephone interviews. These efforts ensure services remain responsive and

culturally appropriate. Recent strategies, such as offering both online and phone-based surveys, have boosted response rates and informed improvements.

Home Visiting Workforce Development uses community and local partners input to shape training content.

Use of Evidence

F5SJ integrates evidence-based strategies and utilizes program evaluations to assess and inform the development of all programs and initiatives. This is done to refine programs and support continuous quality improvement.

F5SJ integrates evidence-based models and evaluation across all initiatives to ensure high-quality, effective services.

- SJ TEETH utilize a proven care coordination model to increase dental service utilization among young children and works in alignment with San Joaquin County's Oral Health Strategic Plan. Program data and family feedback are continually evaluated to identify service gaps and inform local oral health strategies.
- Help Me Grow follows a nationally recognized model to ensure early identification and intervention for children at risk of developmental delays. The program undergoes an annual fidelity assessment to ensure adherence to core components, including centralized access, care coordination, and data tracking. The most recent assessment confirmed full implementation across all key areas. This information is shared with funded partners and used to inform opportunities to enhance the program and service delivery.
- Home Visiting Workforce Development strategies and training opportunities are informed by the San Joaquin County Home Visiting Workforce Development Strategic Action Plan, which incorporates evidence-informed strategies and metrics for supporting the home visiting workforce.

Performance Report Key Performance Indicators

First 5 programs incorporate elements of promising practices involving coaching, goal setting, development screenings and layering of support services. First 5 tracks the number of participants and progress of participants.

Performance management and accountability are integral in F5SJ's approach to program delivery and oversight. In partnership with Harder+Company Community Research, F5SJ systematically tracks both process and outcome measures for each funded initiative. Contractors report data on enrollment, screenings, service delivery, referrals, and participant satisfaction into centralized systems. This data is analyzed and integrated into evaluation reports, fact sheets, and dashboards. Findings are used to monitor progress toward Countywide goals, inform funding decisions, and guide continuous program improvement. This data-driven approach ensures that F5SJ and its partners remain responsive to community needs and focused on achieving equitable outcomes for all children and families in San Joaquin County.

RAD Card Program

Funding Amount: $5,729,354

Project Expenditure Category: EC 2.29: Loans or Grants to Mitigate Financial Hardship

Project Overview

The program assists small businesses, which were adversely affected by COVID-19 pandemic. The program utilizes a mobile phone application that is free to download on the APP store and Google Play. The program consists of a digital gift card where consumer's contributions are matched up to $200. Nearly $5.8 million of ARPA funds have been allocated to this program, which has proven to be successful to stimulate the local economy by doubling consumer spending and bringing much needed relief to small businesses in San Joaquin County.

Use of Evidence

The goal of the program is to assist small businesses in the County who were adversely affected by the pandemic. The program supports economic recovery and has proven to be successful in stimulating spending and encouraging consumers to spend in their local communities.

There are 433 businesses are enrolled in the RAD Card Program. To date, 27,422 individuals have participated and had funds matched. RAD Card Program dollars spent at participating businesses total $11.4 million.

Performance Report Key Performance Indicators

Indicators include tracking businesses enrolled in program, number of individuals who participated and had funds matched, and RAD Card Program dollars spent at participating businesses.

COVID Testing

Funding Amount: $1,023,418

Project Expenditure Category: EC 1.2: COVID-19 Testing

Project Overview

To assist San Joaquin Public Health Services in its effort to combat the pandemic and because COVID-19 spreads so quickly, it is essential for those being tested to have immediate results. This project allocated approximately $1.0 million for over 54,000 Rapid Antigen tests that produced immediate results.

Use of Evidence

The goal is to reduce the spread of COVID-19 in San Joaquin County by offering tests and immediate results to the community, but especially those in the underserved communities.

Performance Report Key Performance Indicators

Indicators include tracking the number of tests and results.

Lodi House

Funding Amount: $1,732,821

Project Expenditure Category: EC 2.16: Long-Term Housing Security: Services for Unhoused Persons.

Project Overview

An initial allocation of $846,181 in ARPA funds was used to assist Lodi House in acquiring a facility to expand Lodi House shelter and related services. Lodi House is a private non-profit organization designed to help women and children achieve long-term stability in family life, finances, employment, and housing. Lodi House has a long history of serving a diverse population, with Black, Indigenous, and People of Color (BIPOC) individuals comprising approximately 70% of the mothers and children assisted.

This initial project included the purchase of four rental units. Lodi House's transitional housing program is intended to support the long-term stability of households with children, following the completion of their shelter program. Throughout tenancy, residents are required to maintain employment, a monthly savings plan, and are offered ongoing aftercare following discharge from the program. Lodi House staff assist residents in developing the life skills and resources needed to maintain housing and financial stability for themselves and their children over a lifetime. This is achieved through providing job connections, financial education, savings requirements, and relational support, allowing these families to build a rental history, secure adequate income, and prepare to move into permanent housing within two years. Lodi House staff meet with transitional program residents several times a month to monitor their progress, build and strengthen relationships, resolve concerns, provide resources, and foster a climate of accountability.

The Final Rule eligible uses of ARPA funds include "services to address homelessness such as supportive housing to improve access to stable, affordable housing among unhoused individuals."

Use of Evidence

Lodi House consistently assesses the impact of its programs by measuring their effectiveness in achieving key outcomes, including housing stability, employment attainment, and the overall well-being of single mothers and their children. Its client-centered approach is deeply rooted in trauma-informed care, which draws from ACES research. Lodi House is dedicated to integrating findings that highlight the profound negative effects of human trauma on life outcomes, encompassing mental health disorders, substance abuse disorders, chronic medical conditions, homelessness, and domestic violence. This commitment informs a strategy to provide holistic support that addresses the complex needs of Lodi House clients. Furthermore, Lodi House engages a licensed therapist to offer therapy sessions for both mothers and children enrolled in the program. Regular records are maintained at www.cdc.gov/violenceprevention/aces/about.html.

The mother and children served through the ARPA funding transitional housing program continue to meet monthly with a case manager. The goal of this program is to further family stability through financial management, increase savings, job stability, and a network of support.

Hilborn House opened on February 1, 2022. Since then, four homeless families (four mothers and 21 children) have been served at Hilborn House. The goals of the project are focused in the areas of parenting, professional development, finances, and building a community network. Residents work with a local property management company to establish a positive rental history and are required to put at least $200 a month into a savings account managed by Lodi House staff to develop financial stability. These supports are designed to help residents achieve sustainable lifestyles to avoid returning to the cycle of homelessness.

Performance Report Key Performance Indicators

Housing Support: The number of affordable housing units preserved or developed is four.

Lodi House uses HMIS to track client demographics and program participation for both the shelter program and ARPA-funded transitional housing program.

Premium Pay to Employees

Funding Amount: $6,238,000

Project Expenditure Category: EC 4.1: Public Sector Employees

Project Overview

Public Sector Employees – $6,523,447 in ARPA funds was allocated to provide a one-time lump sum payment to County employees who worked during the COVID-19 Pandemic from March 30, 2020, through September 26, 2021. Through the efforts of its employees, the County has maintained continuity of services to the community while striving to keep the workplace safe. To recognize the current County employees who either reported to work in person or through telework, the County reached an agreement with its labor organizations to provide a one-time payment of up to $1,000, effective January 31, 2022, based on the following parameters:

- 520 – 1,040 regular hours worked: $500 payment
- More than 1,040 regular hours worked: $1,000 payment
- Must be a current County employee at the time payments are issued

Use of Evidence

The goal was to recognize employees for their efforts of maintaining continuity of services to the community during the pandemic.

Performance Report Key Performance Indicators

Obtained hours of all employees and provided a one-time payment of up to $1,000 based on hours worked during a defined 18-month period identified as having the most significant COVID-19 exposure in the County.

- 520 – 1,040 regular hours worked: Received $500 payment
- More than 1,040 regular hours worked: Received $1,000 payment

Microbusiness COVID-19 Relief Grant

Funding Amount: $770,000

Project Expenditure Category: EC 2.37: Economic Impact Assistance: Other

Project Overview

The California Microbusiness COVID-19 Relief Grant Program (MGCRG) was created in 2021 to assist qualified microbusinesses significantly impacted by the pandemic. Businesses must have less than five full-time equivalent employees and business income must be less than $50,000, but more than $1,000, in each year of 2019, 2020, and 2021. $790,000 in ARPA funding provides relief to qualified microbusinesses in the form of a one-time grant award of $2,500. On February 15, 2022, the County Board of Supervisors approved a County match of $2,500 to each qualified microbusiness (up to 316) for a total grant amount of $5,000 per qualified microbusiness (B-22-92).

Use of Evidence

The goal is to provide relief to qualified microbusinesses that have been significantly impacted by the COVID-19 pandemic.

Performance Report Key Performance Indicators

Applications were reviewed and approved by the County's Employment and Economic Development Department, following guidelines of the California Microbusiness COVID-19 Relief Grant Program.

The department will track the number of microbusinesses that receive assistance. The number of microbusinesses as of June 2025 served was 316.

Parks Projects (Oak Grove Lake Bank Erosion Mitigation, Westgate Landing Well

Repair, Micke Grove Tie-In, Irrigation Upgrades, Giannone Tie-In)

Funding Amount: $8.0 million

Project Expenditure Category: EC 5.5: Clean Water: Other sewer infrastructure

Project Overview

$8.0 million in ARPA funds has been allocated to fund water and sewer infrastructure projects at community and regional parks, County Service Areas, and community centers. Continuous drought conditions, age, and multiple repairs over the years have degraded park irrigation systems.

Modernization of the irrigation systems will reduce water usage, repair, and maintenance costs by the inclusion of water sensors, break alerts, and computerized programming. In addition, the COVID-19 pandemic created a change in usage patterns, which has negatively affected the wells and domestic water systems throughout San Joaquin County parks, accelerating the need for their repair or replacement.

Current progress includes the completion of repairs to the Shumway Oak Grove Regional Park lake banks, Gianone Park sewer tie in project and irrigation upgrades to Larch Clover Park and Micke Grove Regional Park. During 2025-2026, it is expected that the well upgrades for Westgate Landing Regional Park, the Regional Sports Complex, and Micke Grove Regional Park; in addition to upgrades to lake aeration system for Shumway Oak Grove Regional Park will be completed. Irrigation projects for other community parks and Shumway Oak Grove Regional Park will be in progress and completed before December 2026. The Micke Grove Regional Park water treatment plant project was changed to a well replacement and septic system upgrades.

Use of Evidence

The goal is to modernize irrigation systems to reduce water usage, repair, and maintenance costs by the inclusion of water sensors, break alerts, and computerized programming.

Performance Report Key Performance Indicators

Track reduction in water usage, reduction in repair and maintenance costs, and track number of project labor agreements and local hiring.

Parks and Recreation Equipment for County Park Facilities

Funding Amount: $105,633

Project Expenditure Category: EC 1.14: Other Public Health Services

Project Overview

Heavy flows of the slough caused additional damage including debris, trash, mud, silt, downed trees, and fallen branches. Funds were used to purchase an excavator and trailer to assist the Parks and Recreation Division in maintaining the slough for future stormwater runoff and maintain other areas throughout County parks including river sites and lakes at Micke Grove and Shumway Oak Grove Regional Parks and to assist with trenching for irrigation and other general maintenance and repair projects.

The excavator and trailer have been purchased and placed in service.

Performance Report Key Performance Indicators

The excavator assists in maintaining the slough for future stormwater runoff and is used to maintain the other areas throughout parks, including river sites and lakes at Micke Grove and Shumway Oak

Grove Regional Parks. The County will track maintenance of the slough for future stormwater runoff.

Information Systems Division (ISD) Projects

Funding Amount: $6.5 million. The current funding amount is $3,733,864 due to several ISD automation and infrastructure projects coming in lower than anticipated.

Project Expenditure Category: EC 1.7: Other COVID-19 Public Health Expenses (Including Communications, Enforcement, Isolation/Quarantine)

Project Overview

ARPA funds have been obligated for Technology Infrastructure Modernization. Acceptable uses of ARPA funds include assisting local governments in the enforcement of public health orders, supporting incarceration facilities, and making capital investments to meet pandemic operational needs. San Joaquin County owns and maintains several information systems that have reached or will soon reach the end of their service lives that support fire/life/safety agencies. Continued reliance upon systems that are no longer supported puts the County at risk of business service interruption and at risk of unanticipated and unbudgeted expenses to replace a failed system or component.

Information Systems Division (ISD) used ARPA funds to replace a set of public safety radios used by rural fire departments. ISD has continued to use ARPA funds to enhance the coverage of public safety technology that supports radio equipment for rural law enforcement agencies.

Use of Evidence

The goal is to utilize $3.7 million in ARPA funds to assist San Joaquin County in making capital investments to meet pandemic operational needs, which includes supporting incarceration facilities. Funding will be used to implement systems and controls outlined in the County's Cyber Security Strategic Plan to improve the County's cybersecurity defenses.

Performance Report Key Performance Indicators

Track number of systems and controls implemented throughout County facilities, project labor agreements, and local hiring, and 100% use of prevailing wage requirements.

In 2025, ISD used ARPA funds to implement an Information Technology Service Management (ITSM) tool which allows ISD to measure the number of support tickets that are generated through the Service Desk. Utilizing reports from the ITSM tool, ISD can measure the number of IT incidents and many key performance indicators (KPIs). These KPI's allow ISD to make adjustments to operations bringing greater quality and efficiency to the users of the County's technology services.

Previously, ISD upgraded its data center storage and computer infrastructure. After performing capacity analysis and predicting future utilization based on historical trends, ISD chose to expand its private cloud compute capacity and associated storage systems. ISD uses network and systems management tools to monitor utilization trends and to inform decisions about infrastructure investments.

Public Works Projects

Funding Amount: $8,050,000

Project Expenditure Category: EC 5.18: Water and Sewer: Other

Project Overview

The Board of Supervisors approved the use of $8,050,000 in ARPA funds for two Public Works

Projects:

1. $2.6 million in ARPA funds have been obligated for the Supervisory Control and Data Acquisition System (SCADA) Project at multiple County-administered special districts. Per the Final Rule, eligible uses of ARPA funds include investments and improvements to existing sewer and water infrastructure. SCADA allows the ability to monitor and regulate water flows remotely. Public Works' Utility Maintenance division operates and maintains 32 water systems with 52 wells; 43 storm drain systems with 70 pump stations; and 9 sewer systems with 3 sewage treatment plants and nine sewage lift stations in various locations within the unincorporated County areas. This Project is intended to increase the longevity of current utility infrastructure; allow the ability to detect equipment failures more quickly and efficiently; reduce future utility maintenance and operations costs; and reduce replacement costs for these utility systems.

2. $5,450,000 in ARPA funds have been obligated to fund water, sewer, and emergency power projects at six County-administered special districts. The Department of Public Works (Public Works) administers over 100 special districts that provide services to communities within the unincorporated area of the County. Public Works has capital improvement projects (CIPs) within six districts for which ARPA funding is proposed to improve water service reliability, conserve water, decrease operation and maintenance costs, and improve public health and safety. These CIPs involve relocating and modernizing water distribution infrastructure, procuring, and installing emergency power generators, and sanitary sewer system improvements. The proposed CIPs align with ARPA guidelines for water and sewer infrastructure investments because they are eligible to be funded through the Environmental Protection Agency Clean Water State Revolving Fund and/or Drinking Water State Revolving Fund.

Use of Evidence

Projects are intended to increase the longevity of current utility infrastructure, allow the ability to detect equipment failures more efficiently, reduce future utility maintenance and operations, reduce replacement costs of these utility systems, and improve water service reliability, conserve water, and improve public health and safety.

Performance Report Key Performance Indicators

Track detected equipment failures and corrections, reduction in utility maintenance and operational costs, water service and conservation of water, reduction in replacement costs of utility systems, number of project labor agreements, and local hiring, and 100% use of prevailing wage requirements.

Groundwater Authority (GWA)

Funding Amount: $2,104,000

Project Expenditure Category: EC 5.18: Water and Sewer: Other

Project Overview

The GWA is a joint powers agency consisting of 16 groundwater sustainability agencies, two of which are governed by the Board of Supervisors, who are responsible to implement a Groundwater Sustainability Plan (GSP) for the Eastern San Joaquin groundwater subbasin. The GWA GSP identifies management actions to accomplish the following: (i) fill data gaps; (ii) develop monitoring wells to track and understand surface and groundwater interactions; and (iii) equip wells with instrumentation to improve data collection at key monitoring locations. To address these

requirements, the Project will involve design and construction of five shallow monitoring wells; two nested Delta wells to track salt migration; and, up to six additional wells, including installation of monitoring hardware at key locations.

Key elements of the Project include project management, site selection, permitting, design, environmental clearance, easement acquisition, drilling, well logging and equipment acquisition/ installation. A general breakdown of estimated Project costs is shown in the following table:

Cost Estimate Breakdown	
Project Management	$120,000
Preliminary Engineering	103,000
Construction	1,600,000
Instrumentation	91,000
Contingency	190,000
Total	**$2,104,000**

Use of Evidence

The project is intended to increase the longevity of existing sewer and water infrastructure and improve public health and safety.

Performance Report Key Performance Indicators

Fill data gaps, develop monitoring wells to track and understand surface and groundwater interactions, and equip wells with instrumentation to improve data collection at key monitoring locations.

Housing Projects (Lodi House Project No. 2, St. Mary's/STAND Supportive Housing, Lodi Access Center, Creekside South Apartments, Tracy Shelter)

Funding Amount: $20.0 million

Project Expenditure Category: EC 2.16: Long-Term Housing Security Services for Unhoused Persons

Project Overview

On October 4, 2022, the Board of Supervisors approved $20.0 million in ARPA funding for the following five affordable and permanent supportive housing projects (B-22-695):

Project	Board Approval Date	Funding Amount
St. Mary's/STAND Supportive Housing	11-29-22 (B-22-661)	$2,000,000
Lodi House Transitional Housing	11-29-22 (B-22-662)	832,202
Lodi Access Center	12-13-22 (B-22-694)	8,200,000
Creekside South Apartments Rehab	5-2-23 (B-23-216)	1,800,000
Tracy Emergency Shelter Project)	7-25-23 (B-23-407)	7,167,798
	Total	**$20,000,000**

- ***Lodi House Transitional Housing*** – Allocation of another $832,202 to Lodi House to fund an additional capital acquisition of a facility to provide additional transitional housing, and the repair and rehabilitation of the emergency shelter and administrative offices. This project included the purchase of three units with a total of six bedrooms and three full bathrooms.
- ***St. Mary's/STAND Supportive Housing*** – With an allocation of $2.0 million, STAND will

purchase, rehabilitate, and provide ongoing management services for four single-family homes, creating a total of 16 new units of housing for the homeless. St Mary's Dining Room will provide case management services and deliver services ongoing while clients are residents of the program.

- ***Lodi Access Center*** – $8.2 million of ARPA funds will be used to complete the Lodi Access Center Project (acquisition of the site, infrastructure improvements, furnishings and fixtures, landscaping, and parking). Two more phases of the project are currently planned to further improve the facility and add a workforce development center dedicated to learning and job training activities for Lodi Access Center clients and members of the community.
- ***Creekside South Apartments*** – $1.8 million in ARPA funds received to preserve low-income housing units to maintain the health and stability for the most vulnerable citizens, particularly seniors. Funding will be used to cover costs including roofing, siding, windows, HVAC, and electrical, allowing for the completion of rehabilitation of the property and preserve it for use as senior affordable housing. The average annual income of Creekside's senior residents is $16,309.
- ***Tracy Emergency Shelter Project*** – $7.2 million in ARPA funds will be used to complete the Tracy Emergency Shelter Project. Funds will be used solely for capital needs of the project. Once fully operational, the facility will have capacity to provide emergency shelter and related services each night to 68 homeless men and women.

Use of Evidence

Upon completion of all these projections, many homeless families will be served at five different locations throughout San Joaquin County. Goals also include case management services focused in the areas of parenting, professional development, finances, and building a community network. These supports are designed to help residents achieve sustainable lifestyles to avoid returning to the cycle of homelessness.

Performance Report Key Performance Indicators

Housing Support: The number of affordable housing units preserved or developed is four.

Fire Districts Projects (Multiple)

Funding Amount: $14.2 million

Project Expenditure Category: EC 3.4: Public Sector Capacity: Effective Service Delivery

Project Overview

ARPA provides funding for permissible capital investments. Under the section Capital Expenditures in General Provisions: Other, the acquisition of equipment for COVID-19 prevention and treatment, including ventilators, ambulances, and other medical, emergency services, and emergency response equipment and support for operations and maintenance of existing equipment and facilities are eligible uses. The Board of Supervisors approved funding of $14.2 million to assist fire districts within the County with purchases of emergency vehicles, equipment, and capital projects supporting operations and maintenance of existing facilities.

On March 11, 2025, the Board of Supervisors authorized ARPA funding to fund new radios for the San Joaquin County Joint Radio Users Group (JRUG). JRUG plays a crucial role in maintaining the emergency radio system. The San Joaquin County JRUG consists of 14 fire districts and two ambulance districts providing emergency fire, rescue and Emergency Medical Services to our

community.

Use of Evidence

Project is intended to assist Fire Districts in purchasing needed equipment and facility repairs to continue providing services to community in the most effective and efficient manner.

Performance Report Key Performance Indicators

Track calls where new equipment has been dispatched and track reduction in maintenance and capital costs.

Escalon Community Ambulance

Funding Amount: $347,000

Project Expenditure Category: EC 3.4: Public Sector Capacity: Effective Service Delivery

Project Overview

ARPA provides funding for the acquisition of equipment for COVID-19 prevention and treatment, including ventilators, ambulances, and other medical, emergency services, and emergency response equipment. The Board of Supervisors approved funding of $347,000 to Escalon Community Ambulance (ECA) for the purchase of two ambulances, patient transportation equipment for each ambulance, a command vehicle, and emergency medical services equipment and training (B-22-91).

Use of Evidence

During the COVID-19 pandemic, ECA would have benefited from having additional resources to respond to emergency medical service calls within the community. Additional equipment will allow the current emergency vehicle to be cleaned and disinfected properly and remain in service for community members.

Performance Report Key Performance Indicators

Track calls where new equipment has been dispatched and the number of staff receiving additional EMS training.

Downtown Stockton Alliance

Funding Amount: $1,460,946

Project Expenditure Category: EC 2.35: Aid to Tourism, Travel, or Hospitality

Project Overview

The Downtown Stockton Alliance (DSA) is a servant of downtown business property owners, business owners, and residents, in the form of providing sidewalk maintenance in addition to other services. The Board of Supervisors approved funding of $1.1 million for the DSA to purchase vehicles to aid them in conducting downtown maintenance work more effectively, which provides a direct benefit to downtown businesses property owners, visitors, and residents, while assisting the area in recovering from the pandemic by ensuring that downtown is an attractive place to visit, work, and live. In addition, the DSA has received an allocation for assessments, parking passes, recertification fee, bus passes, chamber memberships, window repair funds, banners and banner poles, window wraps and displays, and a trash enclosure near the Canlis building.

Performance Report Key Performance Indicators

The goal is to assist downtown businesses in revitalizing downtown.

Downtown Alliance has completed or partially completed the following projects:

- **Assessments**: 100% complete
- **Parking Passes**: Completed in 2023
- **Recertification**: 26% complete; the project is currently underway
- **Maintenance Vehicles**: Vehicles purchased in 2024
- **Local Entrepreneurship Programs/Chamber Spots**: 100% complete. In 2024 benefitting businesses included: University Plaza Waterfront Hotel, Relax Meditation, Tierra Luna, Child Abuse Prevention Council, and Western Alinement. In total 70 businesses have benefited.
- **Window Repair**: 72% complete. In 2024, twenty-two businesses/properties have been reimbursed for a total of 60 windows.
- **Banner Poles**: 65% complete. In 2025, banners included Tio Pepe's II, Parents by Choice, SJ Law Library, and SJ Delta College.
- **Window Wraps**: 71% complete. In 2024, 17 window wraps were completed for 16 organizations.
- **Trash Enclosure**: Completed in 2023.

Second tranche received:

- **Local Entrepreneurship Programs/Chamber Spots**: 3% complete. Three businesses were reimbursed for chamber membership.
- **Window Repair**: not complete.
- **Digital marketing**: not complete
- **Downtown Stockton Commercial**: 95% complete. Downtown Stockton commercial was on Fox 40 and at the Stockton Lantern Festival.

Children and Youth Taskforce Projects

Funding Amount: $3,225,000

Project Expenditure Category: EC 2.13: Healthy Childhood Environments Services to Foster Youth or Families Involved in Child Welfare System

Project Overview

To address the long-term negative impacts of the COVID-19 pandemic on children and their adult caretakers, in August 2022, the Board of Supervisors approved the use of $3.1 million of ARPA funds to expand or initiate services in the following six programs:

1. ***Neglected Children's Fund-Human Services Agency (HSA)*** – Funding provides essential services, supplies, and opportunities for youth in foster care. Children received orthodontic services, furniture, bicycles, summer camp tuition, and fees to participate in youth sporting leagues, including uniforms and equipment. Initial funding provided support to 102 youth.
2. ***Court Appointed Special Advocate (CASA) Program*** – Funding provides support for a paid CASA staff to provide services to San Joaquin County foster youth who are in placement outside the County. CASA services are customarily provided by volunteers; however, volunteers cannot be expected to travel outside the County to provide this important service. San Joaquin County

has youth placed in eight counties who are currently receiving CASA services including Riverside, Sacramento, Merced, Stanislaus, Contra Costa, Los Angeles, and San Diego.

3. ***Community Grant Fund*** – Funding supports community-designed events that promote solidarity and healing and highlights local resources for pandemic recovery to under-resourced and marginalized communities in San Joaquin County

4. ***Youth Workforce Initiative*** – Funding to engage youth to strengthen pathways to the workforce through awareness and education campaigns. Youth-led and community driven, this campaign will focus on connecting more youth to the many workforce development programs available across the County and the developing skills needed to be hired.

5. ***2-1-1 Program*** – Two years of funding for two full-time positions to provide: i) outreach to Community-Based Organizations (CBOs) to ensure accurate information uploaded in the database; and ii) ambassador training to CBOs, businesses, and schools so they are aware of what's available via 2-1-1 and care coordination to increase connections to services. Funding will also provide billboards throughout San Joaquin County to advertise 2-1-1, digital and paid media/advertising to include the promotion of a newly developed mobile app. Professional services will include AIRS certifications/accreditation & CA Child Care Resource & Referral Network membership, and various communication expenses.

Children and Youth Taskforce programs primarily serve disproportionately impacted communities.

Use of Evidence

Program evaluations will be conducted on all Children and Youth Taskforce programs.

Performance Report Key Performance Indicators

Children and Youth Task Force Programs incorporate elements of promising practices involving coaching, goal setting, development screenings, and layering of support services. The Task Force is tracking the number of participants and progress of participants.

6. ***San Joaquin A+***

Program Overview:

In 2022, the San Joaquin A+ launched a new initiative with a mission to work hand-in-hand with employers and schools to prepare young people from the region with career exposure, skills, and experiences to earn family sustaining incomes by age 26. Centered on internships, this program exposes high-schoolers to regional industries, high-demand jobs, develop their professional skills, provide coaching and mentorship, and offers program management supports for students, employers, and schools to ensure robust learning experiences. San Joaquin A+'s goal is to establish a thriving community where high school youth are inspired an empowered by supportive coaches, educators, and employers to drive long-term economic growth in our region.

The learn-and-earn program consists of three primary offerings:

- **Career Exposure** – Throughout the school year, students explore careers beginning with Industry Panels (facilitated conversations with multiple employers in a given industry) and Industry Tours (on-site workplace tours).

- **Professional Skills Training** – The curriculum is developed based on research studies, more than 12,000 youth performance reviews, and insights from 100+ experts, teachers, parents, and youth.

- Soft Skills Training Across Six Domains: personal mindset, planning for success, social awareness, communication, collaboration, and problem solving.
- Job Search Skills: resume and LinkedIn profile development, networking, interviewing, company research, and personal pitches.
- Business Etiquette: business communication, handshakes/greetings/small talk, professional dress, cellular phone usage and general "netiquette".

- **Paid Internships** – Six-week summer internship, in which students are paid at least 20 hours per week. San Joaquin A+ is the employer of record for the student interns.

San Joaquin A+ has worked with 16 high schools that collectively service 15,000 students; conducted more than 80 work-based learning events (including a Summit in fall 2025 that convened 100 educators, employers, parents, students, and other local leaders); and served more than 40 paid, high school internships in partnership with 20 employers. Seventy additional internes are expected to be placed in Summer 2025.

Promoting Equitable Outcomes

One primary criterion of school selection is whether the school is located in and/or likely to draw from disadvantaged communities as defined by California Environmental Protection Agency (CalEPA), which is defined as a community that experiences a disproportionate burden of environmental pollution and other hazards, alongside specific socioeconomic characteristics. Many school partners are located in Stockton and 94% of the 2024 student interns placed identified as persons of color.

Community Engagement

San Joaquin A+ was designed leveraging feedback from focus groups with students, employers, and other community leaders. Regular surveying of students and employers occurs, as well as regularly publishing reports summarizing community feedback.

Use of Evidence

In a recent Bain study (Attachment C) of over 2,600 graduates, students who had exposure to multiple career experiences reported having higher average incomes and likelihoods of being in a strong early job than their peers. Among career experiences, internships are increasingly vital for students in the transition from school to career; in a recent Bruning Glass Institute report (Attachment D), the odds of underemployment for students who had at least one internship are 48.5% lower than those who had no internships. The following data from San Joaquin A+ surveys affirmed the efficacy and value proposition of the program:

- 96% of employer partners would recommend their intern for a future job opening
- 83% of employer partners hosting interns return to host interns the following year
- 82% of interns reported that the soft skills curriculum provided valuable skills they could apply beyond the classroom

Performance Management

San Joaquin A+'s Senior Director of Operations leads the general program data collection and evaluation. Regular student and employer surveys are conducted to better understand the efficacy and impact of the program. The Customer Relations Management (CRM) platform automates processes, resulting in efficiency and timeliness of data analysis and reporting.

Veterans Projects

Funding Amount: $4,051,388

Project Expenditure Category: EC 2.34: Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)

Project Overview

On October 4, 2022, the Board of Supervisors allocated $4.0 million in ARPA funds to veterans' organizations within San Joaquin County for much needed property repairs to veteran facilities and equipment needs. These nonprofit organizations serve veterans and are committed to mentoring youth and sponsorship of wholesome programs in the community, advocating patriotism and honor, promoting strong national security, and continuing devotion to service members and veterans.

Performance Report Key Performance Indicators

The goal is to assist veterans' organizations with providing veterans with a safe and more modern facility.

Community Center Projects

Funding Amount: $6,355,453

Project Expenditure Category: EC 2.2: Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

A total of $6.5 million in ARPA funds has been obligated for facility repairs, upgrades, and equipment purchases at the eight community centers operated by the County, and the Clements Community Center. An extensive list of facility improvement projects and equipment purchases for each community center has been identified. Improvements will address HVAC replacements, new roofs and kitchens, repairs to parking lots and sidewalks, additional storage, outdoor seating, and free internet access. These improvements will increase access to the community.

Current progress includes HVAC, new roofs, interior painting, flooring replacements, and after-hours security patrols. By September 2025, it is anticipated that all eight community centers will have new kitchens. During 2025-2026, it is expected that storage, outdoor seating, parking lots and walkway repairs will be in progress.

Use of Evidence

Community centers, located in several underserved areas provide San Joaquin County citizens with a variety of amenities such as indoor community center facilities, sports fields (soccer, basketball, and baseball), playgrounds, and picnic facilities. The goal of this program was to upgrade and repair these facilities to provide the community opportunities to positively impact their lives, promote exercise and healthy living, and promote public safety.

Performance Report Key Performance Indicators

Track number of community members that visited community centers prior to facility improvements and upgrades, and how many visits after facility improvements and upgrades.

(American Legion Clinton McCausland Post 190- ADA repairs and kitchen upgrades)

Mental Health Workforce Pipeline Project

Funding Amount: $5,200,000

Project Expenditure Category: EC 1.12: Mental Health Services

Project Overview

A collaborative effort between San Joaquin County Health Care Services, Behavioral Health Services (BHS), Children and Youth Task Force, along with various partnering organizations including the County Office of Education, school districts, Health Plan of San Joaquin, and community behavioral health providers will utilize an initial investment of $5.2 million in ARPA funding to increase collective service capacity to help mitigate the pandemic's negative impact on mental health within San Joaquin County and sustain many elements of the proposed Mental Health Workforce Pipeline Project

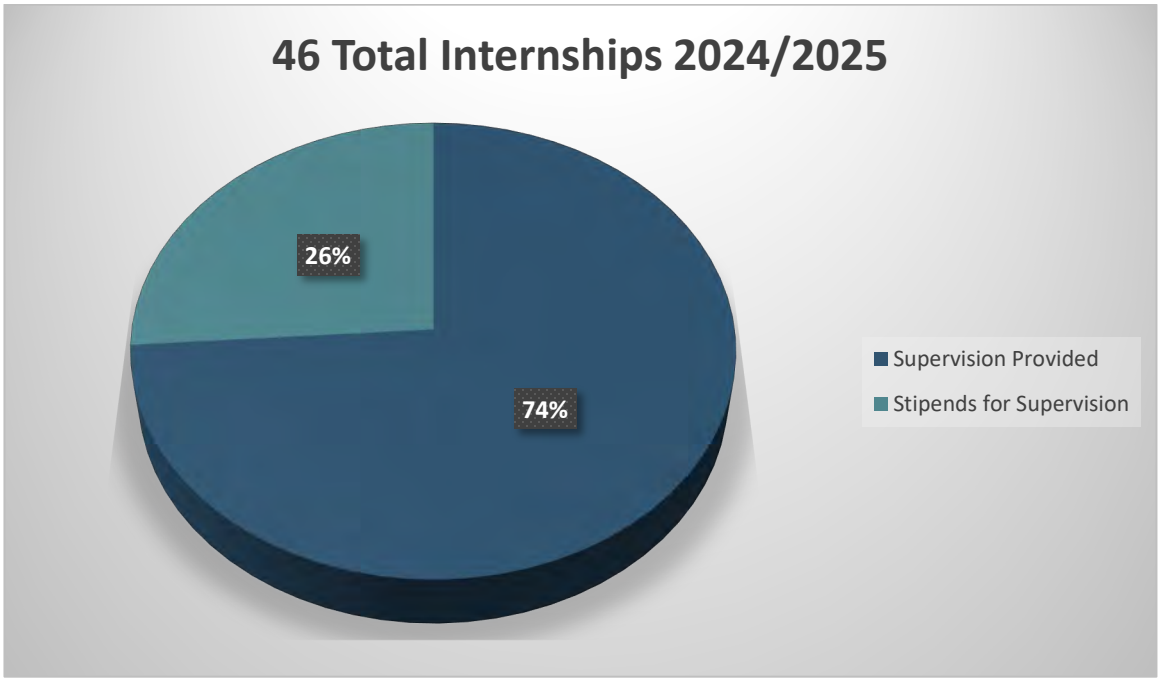
permanently using other State, Federal, and local funding. Although there will be some proposed use of Mental Health Services Act (MHSA) Workforce and Education Training (WET) funds to partially facilitate the ongoing project, the pilot requires supplemental funds to meet the initial budgeted costs and to provide the foundation for the program to grow. MHSA WET funds for the next three years are already allocated to other projects and are not sufficient to launch this initiative. BHS is experiencing a prolonged and severe shortage of both employed and contracted behavioral health professionals which is adversely impacting its ability to successfully implement both current and planned expansion programs.

Promoting Equitable Outcomes

Through this funding, BHS is striving to build a behavioral health community that can match the diverse ethnicities of the County's community, and the populations served. The project targets a wide geographic region within the County by working with a variety of field-based Community Based Organizations who serve marginalized communities.

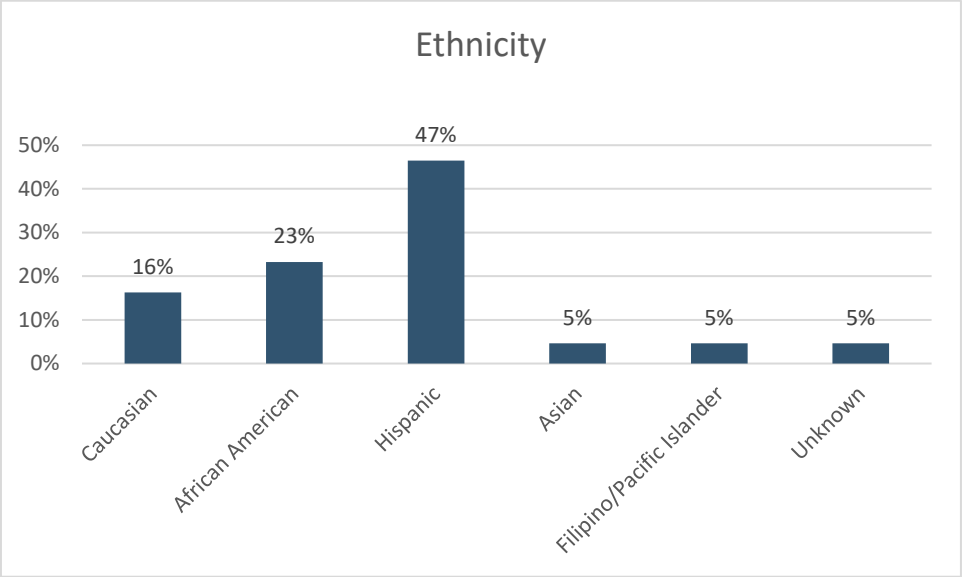
Demographics of Interns

- A total of 105 internships have taken place through June 30, 2025. Fifty-nine Internships in 2024 and 26 in 2025.
    - 34 Paid Internships have been provided with supervision through HealthForce Partners.
    - 9 Paid Internships have been placed at partner organizations who receive stipends for supervision.
- 3 Internships have been placed at partner organizations who receive stipends for supervision.



- Scholarships
    - $410,000 awarded to University of the Pacific – 41 students awarded $10,000 each
    - $400,000 awarded to Stanislaus State University – 80 students awarded $5,000 each
    - $20,000 awarded to San Joaquin Delta College students to purchase required uniforms for two cohorts of students enrolled in the Psychiatric Technician program;

35 students benefited (2024).



Ethnicity	Gender	Sexual Orientation
○ 47% Hispanic ○ 23% African American or Black ○ 16% White ○ 5% Asian ○ 5% Pacific Islander ○ 5% Unknown	○ 32 Female ○ 9 Male ○ 2 Transgender	○ 38 Heterosexual ○ 0 Queer ○ 2 Pansexual ○ 2 Gay ○ 1 Lesbian ○

- Languages – *based on responses from 43 interns*

  18 Interns speak a second language including Spanish, Tagalog, and Afrikaans.

- San Joaquin County Ethnicity Data from 2024 Census
  - 43% Hispanic
  - 63% White
  - 8% African American or Black

- Intern Locations

  Behavioral Health Services and community-based organizations contracted with BHS and serving medical patients were eligible for interns that served across the County. Many if not most do not have the capacity to accept interns without this program. Below is a list of community-based organizations that have or are currently hosting an intern to date. Interns have served in Stockton, Lodi and Tracy so far.

  - Child Abuse Prevention Council
  - El Concilio
  - Parents By Choice
  - Tracy Community Connections Center
  - Pride Center
  - San Joaquin Pride Center
  - Children's Home of Stockton

- Amelia Ann Adams Whole Life Center
- Community Medical Centers
- Gibson Center
- Sow a Seed Community Foundation
- Hospice of San Joaquin

Community Engagement

The funding provides for a full-time program manager who in addition to other responsibilities is tasked with ongoing community engagement strategies. To gauge impact from the program and ensure ongoing collaboration the program manager has engaged in the following activities:

- Meetings with partners and community-based organizations across the county to identify new intern locations.
- Collect feedback from interns through their learning logs on impact and benefits of being a part of the program.
- Collect feedback from community-based organizations that are current intern locations to access benefits to partners.
- Regularly attended the Community Health Leadership Councils – SJC Youth Wellness Alliance meetings. These councils have diverse populations attend and participate.

Use of Evidence

To build a better pipeline of health force workers, the evidence suggests that something needs to be done to prevent college dropouts and increase student retention. Specifically, the following statistics provide evidence that this program is needed in the San Joaquin County community: Three in every ten students drop out of college after or within the first year, while 79% of students delay their graduations due to financial difficulties. The nation's growing college dropout rate is attributed mostly to financial challenges. Tuition costs have risen by 1,375% since 1978 leaving students to have to choose between finishing their degree or dropping out to resolve their financial hardships. Based on research from 2021, 38% of students admit to dropping out because of financial pressure. Funds will be used to encourage student retention by offering hardship scholarships, paid practicums, and providing loan repayment.

Performance Report Key Performance Indicators

Vacancy rates will be tracked over the life of this program to measure the impact on the provision of behavioral health services for the community. Current tracking includes the utilization of the program to see which aspects of the program are making the most impact.

The following data is collected on an ongoing basis and will be examined annually for impact and trends.

- Number of internships created
- Number of agencies hosting interns
- Number of graduates that are hired in San Joaquin County
- Number of vacancies at Behavioral Health Services year over year
- Number of vacancies in partner organizations in behavioral health serving positions

Illegal Dumping Project

Funding Amount: $2,000,000

Project Expenditure Category: EC 1.14: Other Public Health Services

Project Overview

A record-setting amount of garbage and illegal dumping is polluting the region. Abandoned refrigerators, tires, mattresses, motors, and marine vessels are scattered throughout neighborhoods and along highways, and waterways. If not cleaned up, this waste could threaten the community's health, safety, and environment. Additionally, it affects property values, creates blight, and attracts more illegal dumping. The San Joaquin County Board of Supervisors approved an Illegal Dumping Ordinance that will enable the County Sheriff's Office to issue citations and hold illegal dumpers accountable starting October 13, 2022. A County Task Force has been tasked with exploring the complex issues of illegal dumping and developing a plan, with the goal of deterring illegal dumping in a measurable amount to decrease its negative impacts. Funds will be used to support Illegal Dumping efforts, which include advertising, cameras, education/outreach, eradication, and enforcement.

Use of Evidence

The goal of this program is to combat the negative impacts of illegal dumping on the County's residents, communities, and environment, using the Three Es method – Education, Eradication, and Enforcement. This method has been a proven success in other California counties.

Performance Report Key Performance Indicators

Education and outreach efforts continue to inform the community on the proper ways to dispose of trash and debris and report illegal dumping. Radio, social media platforms, and billboards were used to display the Task Force's message of, "*See It. Report It. Stop It*." During the year, these media platforms delivered over 1.0 million impressions, 25,000 clicks, and a reach of over 1.0 million people.

The Sheriff's Office Strategic Intelligence Unit has continued its enforcement efforts using camera surveillance of illegal dumping hot spots throughout the County. As a result, 14 citations have been issued along with 2 arrests and 31 investigations. The Unit will continue to deploy surveillance

cameras in other hot spot areas within the County.

Eradication continues across the County with an increase in citizens reporting illegally dumped trash and debris which resulted in 2,177 tons of trash/debris removed.

Furthermore, in April a new website was launched to assist the community report illegally dumped waste and debris: https://www.cleansjc.org/ The site also serves as a valuable resource for sharing information with the public.

Additionally, clean-up events continue to be held throughout the County to assist communities near hot spot areas to properly dispose of household waste, debris, and appliances.

Office of Emergency Services (OES) Equipment, Training, and Vehicle & COVID-19 After Action Report

Funding Amount: $874,325

Project Expenditure Category: EC 3.4: Public Sector Capacity: Effective Service Delivery

Project Overview

Initially OES was provided with $752,996 in ARPA funding, in March 2024 OES was awarded an additional $121,329 to offset vehicle purchases, additional training, community preparedness, and strategic and leadership planning projects.

A total of $598,000 in ARPA funds has been provided to the County's OES for a shower trailer combo to supplement shelter operations; disaster preparedness training; Emergency Operations Center (EOC) technology updates; and two operational area support vehicles.

Additional ARPA funding of $154,996 was provided to Public Health Services for the purpose of contracting with a vendor for the development and presentation of the San Joaquin County COVID-19 Emergency After Action Report and Improvement Plan.

- **Shower Trailer** – The shower trailer is intended to supplement shelter operations by providing reliable and durable emergency shower and restrooms, including access and functional needs, to the most vulnerable population and those evacuated during an emergency. Many older facilities used for evacuation/shelters may not have accessible restrooms/shower amenities. The trailer is towable and will allow for portable and portable hookups. Allowing for clean water sources from contaminated flood waters during an emergency.

- **Utility Vehicle** – The side-by-side utility vehicle outfitted with a plastic sheeting dispenser, enhanced lighting, and a 600-pound capacity hydraulic dump bed will support agencies during flood fight operations or other emergencies. In past events, including significant flooding in 2017, crews faced delays and physical strain while hand-carrying heavy materials across unstable levees. This equipment aims to reduce deployment time, serve as a force multiplier for limited staff, and provide a shared operational resource across the San Joaquin Operational Area (SJOA), especially benefiting underfunded agencies by enabling faster, more efficient flood mitigation.

- **Emergency Operations Center Tablets** – Tablets are ideal for EOC roles due to their portability, long battery life, and versatility. They allow staff to access and submit information from the field, enhance mapping and damage assessment, and support real-time response coordination, including victim evacuation and identification of structural vulnerabilities.

- **EOC Video Wall** – Through past activations OES has found a need to expedite access to

information in situations where information can change quickly. The video wall solution will enable access to real-time information and provide better resources for planning and monitoring.

- **Equipment and Materials** – This project aims to enhance the functionality, safety, and readiness of the OES and EOC through procurement of critical equipment and materials. The acquisition includes field deployment essentials such as safety vests, raingear, boots, and personal protective equipment; operational tools like compressors, tool kits, conversion kits, and pressure washers; communication and technology upgrades including monitors, wireless peripherals, antennas, and cabling; and facility infrastructure enhancements like shelving, dry erase boards, tables, chairs, and trailer covers.
- **Disaster Preparedness Training** – Training on EOC management, operations, public information, recovery, and Disaster Service Work ensures local responders, County staff and EOC personnel are well-prepared to coordinate disaster response effectively. Training extends to community organizations and stakeholder agencies, enhancing their disaster preparedness skills and ensuring they can contribute to response efforts in their communities.
- **Response Vehicles** – OES purchased several vehicles (Chevy Tahoe and Dodge 3500 truck), which are equipped and ready for rapid deployment to disaster sites. These vehicles are branded with the SJReady.org information and are frequently used to tow a mobile operations center, transport light towers, and serve as static displays at various community events. This visibility raises awareness about emergency preparedness and encourages the community to engage with SJReady.org for valuable resources and information.
- **Community Preparedness and Outreach** – This project focuses on strengthening community preparedness and resilience in San Joaquin County through expanded outreach and engagement efforts. By funding an open house event, providing inclusive communication tools like American Sign Language (ASL) interpretation, and distributing culturally and linguistically appropriate materials—such as bilingual flood preparedness flyers and branded items under the trusted SJReady identity—the initiative aims to boost public awareness and trust.

Promoting Equitable Outcomes

These programs contribute to promoting equitable outcomes through targeted efforts that address economic and racial equality. Disaster response typically involves leveraging various resources, equipment, and personnel managed by OES to respond and manage emergencies.

- **Equipment and Materials**: Providing standardized tools, safety gear, and technology ensures all responding agencies—regardless of size or budget—have access to the resources needed for effective emergency response, leveling the field for underserved communities.
- **Disaster Preparedness Training**: Offering inclusive training opportunities helps build capacity among diverse community members and staff, ensuring that all populations, especially those historically marginalized, are equipped to respond and recover effectively.
- **Response Vehicles**: Deploying shared, specially equipped vehicles enhances operational reach and responsiveness in all neighborhoods, including under-resourced or geographically isolated areas that may face barriers during disaster events.
- **Community Preparedness and Outreach**: Targeted outreach efforts, including multilingual materials, accessible events, and inclusive messaging under the SJReady brand, strengthen

trust and engagement in historically underserved communities, improving public safety outcomes for all.

Community Engagement

- **Equipment and Materials:** By equipping responders with highly visible, branded gear and functional tools, communities gain confidence in the presence and professionalism of emergency services. These tangible items also improve transparency and accessibility during public demonstrations, trainings, or outreach events.
- **Disaster Preparedness Training:** Engaging the community in hands-on training empowers residents with the knowledge and skills they need to stay safe. These sessions also foster relationships between emergency staff and community members, building trust and encouraging two-way communication.
- **Response Vehicles:** Branded and properly equipped vehicles serve as mobile engagement platforms during events and emergencies. They draw public attention, increase visibility of preparedness efforts, and make it easier for residents to approach and interact with response teams during outreach or in the field.
- **Community Preparedness and Outreach:** Events like open houses, bilingual materials, interactive booths, and inclusive services such as ASL interpretation make community members feel seen, included, and heard. These efforts strengthen local networks, spark civic involvement, and promote a culture of preparedness across diverse populations.

Use of Evidence

- **Equipment and Materials:** OES utilized operational feedback and field data to identify inefficiencies in manual material deployment during past flood events. This informed the procurement of specialized equipment, such as side-by-sides and storage units, to close resource gaps and optimize response in underserved areas. Field performance and deployment capacity directly influenced the selection and configuration of tools and gear.
- **Disaster Preparedness Training:** Participant feedback, after-action reviews, and training evaluations informed the continuous improvement of preparedness programs. OES incorporates best practices and lessons learned to refine course content, ensuring it's responsive to evolving community needs—particularly for groups serving vulnerable populations.
- **Response Vehicles:** Following the 2022–2023 Winter Storm events, OES analyzed fleet performance data, response logs, and geographic deployment timelines. This evidence revealed critical shortfalls in vehicle availability and mobility, prompting targeted investment in response vehicles that now enhance reach and reduce response time in future disasters.
- **Community Preparedness and Outreach:** Demographic analysis and community feedback helped OES tailor outreach materials—such as bilingual flood flyers and accessible event resources—to reflect the cultural and linguistic diversity of San Joaquin County. These insights guided decisions to invest in interpreters, branded assets, and inclusive outreach events to strengthen visibility and trust.

Performance Report Key Performance Indicators

- **Equipment and Materials**: Equipment procurement decisions were based on field performance evaluations and operational gaps identified during previous emergencies. This strategic approach resulted in cost-effective acquisitions that improved resource availability

across jurisdictions. For instance, equipment deployed in 2024 demonstrated enhanced logistics support during flood events. Data-informed selection processes ensure maximum utility and durability in high-demand scenarios.

- **Disaster Preparedness Training**: OES completed six targeted training courses, attended by Operational Area members, to increase emergency management capabilities and community readiness. OES also hosted its first Disaster Service Worker Support Team Program which graduated over 60 County employees. These employees are now trained in EOC and Incident Command System functions and roles, to support activations of operations centers across the County.
- **Response Vehicles:** Informed by fleet performance reviews during the 2022–2023 Winter Storm events, OES invested in new response vehicles to address mobility and deployment gaps. Measurable outcomes include reduced response times during recent activations and increased coverage across high-risk areas, especially those previously underserved by the limited fleet supply.
- **Community Preparedness and Outreach:** Outreach efforts were guided by demographic insights and community feedback. Performance indicators include the successful execution of a community Open House event, use of bilingual materials like the Flood Flyer (English/Spanish), and increased community interaction via branded visibility (canopies, giveaways) and accessibility tools like ASL interpretation. These measures helped increase awareness and participation in emergency preparedness initiatives.

Lodi Grape Festival

Funding Amount: $302,622

Project Expenditure Category: EC 2.34: Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)

Project Overview

The Lodi Grape Festival, a local nonprofit agency, was awarded ARPA funding to replace the 25,000 square foot roof of the Lodi Grape Festival building. The Grape Festival has experienced significant negative economic impacts due to the pandemic. All hospitality events were canceled for more than a year. Not being able to host any events for 18 months has ultimately affected the ability to complete all deferred maintenance projects. Additionally, the County owns this facility, which is operated by the Lodi Grape Festival Association on a lease agreement that has been in place since 1937. The Lodi Grape Festival building has been used as a testing/vaccination site and is designated by the County and State as an emergency evacuation shelter.

Performance Report Key Performance Indicators

The goal of the project is to assist this nonprofit with the completion of a deferred maintenance project. Progress will be tracked through the completion of the roof replacement.

San Joaquin Health Centers

Funding Amount: $3,000,000

Project Expenditure Category: EC 1.7: Other COVID-19 Public Health Expenses (Including Communications, Enforcement, Isolation/Quarantine)

Project Overview

Many public health employees remain dedicated to responding to the COVID-19 public health emergency. The Board of Supervisors approved $3.0 million of ARPA funding to reimburse County Clinics (San Joaquin Health Centers) for COVID-19 related salary and benefit expenses through December 31, 2026. San Joaquin Health Centers primarily serve disproportionately impacted communities.

Use of Evidence

This project will be evaluated through program evaluations.

Performance Report Key Performance Indicators

Track number of patients seen and track hours of public health employees administering care for COVID-19 related issues.

University of the Pacific – Manor Hall Renovation for Veterans

Funding Amount: $2,000,000

Project Expenditure Category: EC 2.18: Negative Economic Impacts Housing Support: Other Housing Assistance

Project Overview

The University of the Pacific (UOP) has incurred significant costs to ensure the safety of its campus, students, faculty, and staff during this unprecedented time. Veterans are one of the fastest growing student populations at UOP. Enrolled military and student veteran population has increased from 20 students in 2017 to 106 in 2022, with enrollment projected to increase to 300 in the next three years. To further meet the needs of military and student veterans, UOP will provide on-campus housing specifically for these students and their families. UOP has identified an under-utilized residential facility, Manor Hall, for renovation to create a military and student veteran housing community. The projected budget for the Manor Hall capital renovation is approximately $4.6 million. UOP has begun fundraising for this project and has raised over $2.0 million towards the goal. In May 2023, the Board of Supervisors approved obligating $2.0 million of ARPA funds towards the completion of this project. The project is anticipated to open in August 2025.

Performance Report Key Performance Indicators

The goal is to assist military and student veterans in locating affordable on-campus housing by creating a UOP Veteran Housing Community. Progress will be tracked through the completion of the project.

Registrar of Voters System Project

Funding Amount: $3,600,000. Due to anticipated project costs coming in lower than expected, the ROV returned funds. Current funding amount: $1,401,476.

Project Expenditure Category: EC 2.36: Negative Economic Impacts Aid to Impacted Industries: Aid to other Impacted Industries

Project Overview

This project will ensure the County has the voting system that best meets the needs of all San Joaquin County voters. The Board of Supervisors originally obligated $3.6 million in ARPA funding to purchase a new voting system or upgrade the current voting system. The Registrar of Voters utilized an additional State grant to offset the County's use of ARPA funding and once all remaining

expenditures are finalized, the department will be returning approximately $2.2 million of these funds to be repurposed for other County needs. This project is complete.

Promoting Equitable Outcomes

Casting a ballot is a fundamental right that should be available to all communities. The Hart Intercivic voting system is very user-friendly, making it accessible to all registered voters. The upgrade to the voting system used by San Joaquin County has significantly enhanced the voting experience for individuals with language barriers. The system now has the capability to produce printed ballots in numerous languages, better serving the diverse residents of the County. With these capabilities, we can ensure equitable opportunities for every San Joaquin County resident, regardless of cultural or language barriers.

Voters with disabilities can also have the same voting experience as any other voter due to the system's user-friendly components which include ADA compliance and the ability to produce a paper ballot, even on ADA-specific devices. This ensures equal experience for everyone based on their individual needs.

Community Engagement

With this purchase, San Joaquin County has been able to maintain using traditional polling places, serving voters right in their neighborhoods. This localized approach encourages voting within the community and engagement by community members to staff their polling locations. The County has successfully acquired the right system and the right amount of equipment to achieve the County's goals and engage its diverse community.

Use of Evidence

There are three vendors certified by the State of California for providing voting systems. All three submitted proposals through a Request for Proposal (RFP) process. Through the RFP process, Hart Intercivic was determined to be the best fit for the County.

Performance Report Key Performance Indicators

The Registrar of Voters purchased and implemented the system several months prior to the March 2024 Presidential Primary election to allow adequate time to fully test the system and ensure desired performance. Progress was tracked through phases such as the Logic and Accuracy test and the Ballot Build process, all while simultaneously using a task management system to ensure all components of the voting system were functioning properly.

Shop San Joaquin - Open Rewards Program

Funding Amount: $947,975

Project Expenditure Category: EC 2.29 Negative Economic Impacts: Loans or Grants to Mitigate Financial Hardship

Project Overview

The Rewards Program allows consumers to earn rewards when shopping at San Joaquin County small businesses. This initiative incentivizes local shopping and stimulates the economic recovery following the challenges faced by the retail and hospitality industries during the pandemic. By supporting small businesses and enabling consumers to earn cash back rewards, the program benefits both businesses and consumers. This program utilizes a mobile phone application, which is free to download on the App Store and Google Play. Consumer purchases are 100% matched with a reward cap of $50 per transaction and up to $200 per consumer per year. This type of program has

proven to be an effective way to stimulate the local economy by doubling consumer spending and providing much-needed relief to small businesses in San Joaquin County.

Promoting Equitable Outcomes

This program promotes equitable outcomes by ensuring that the economic benefits of increased consumer spending reach small businesses throughout San Joaquin County, including those in traditionally marginalized communities. By incentivizing local shopping, the program supports small business owners, many of whom are women, minorities, or from low-income backgrounds, thereby fostering economic equity. Challenges include ensuring widespread awareness and participation among all community segments, particularly those who may have limited access to digital tools or information. To address this, targeted outreach and support are provided to ensure the program reaches all eligible businesses and consumers.

Community Engagement

The program incorporates community engagement by various marketing strategies to ensure diverse feedback and participation. This includes using social influencers, business engagement, and press releases to reach a varied population. The program specifically targets engagement with communities that have historically faced significant barriers to economic opportunities, such as people of color, low-income individuals, and limited English proficient populations. These strategies support the County's equity goals by ensuring the program's benefits are accessible to all community members, thus promoting inclusive economic recovery.

Use of Evidence

The goal of the program is to assist small businesses in the County who were adversely affected by the pandemic. The program supports economic recovery and has proven to be successful in stimulating spending and encouraging consumers to spend in their local communities. A soft launch was conducted on June 28, 2024, with a full launch on July 3, 2024. Employment and Economic Development Department staff will diligently monitor program metrics, work closely with the BluDot vendor, and obtain quarterly reports for the program. To date, there are over 6,600 users and 1,562 businesses have been added to the app. Evidence-based strategies are utilized to track and evaluate the program's effectiveness, ensuring that interventions are grounded in data and best practices.

Performance Report Key Performance Indicators

Tracking the number of businesses benefiting from the program, the dollar amount of rewards earned at each business, the number of consumers participating, and the total rewards per consumer. These metrics will be regularly reviewed to assess the program's impact and to make data-driven decisions for ongoing improvements.

Standing Together Against All Regional Theft (formerly known as: Stockton Takes Action Against Retail Theft Program)

Funding Amount: $1,567,400

Project Expenditure Category: EC 2.31: Negative Economic Impacts: Rehabilitation of Commercial Properties or Other Improvements

Project Overview

The Standing Together Against All Regional Theft (STAART) program is a retail theft initiative designed to tackle the serious epidemic currently affecting the business community, leading to substantial financial losses, wasted time, and diminished future revenue. Building upon existing initiatives to combat retail theft in San Joaquin County, the STAART program adopts a proactive

approach to engage in activities and strategies aimed at effectively mitigating crime. This initiative will enhance the reporting of theft and other aggressions by impacted businesses and increase vigilance by businesses to prevent crime before it starts. Through the STAART initiative, the Stockton Chamber of Commerce (Chamber):

- Supports the development of FastSTAART, a crowdsourced incident reporting app that enables instant reporting, giving local law enforcement real-time situational awareness. Business owners, employees, and the public can use their mobile phones to report problems quickly and discreetly to authorities Countywide.
- Creates and maintains a website with information about the program.
- Produces crime prevention videos and public service announcements (PSAs) shared on websites and social media platforms throughout the County.
- Coordinates Business Watch programs throughout the County in conjunction with local law enforcement agencies.
- Schedules presentations at service organizations and at each City's Council meetings throughout San Joaquin County.
- Continues its partnership with the District Attorney's Office and local law enforcement agencies by holding educational workshops for employers, employees, and businesses throughout the County.
- Continues its collaboration with relevant stakeholder representatives throughout the County and within the Chamber membership, creating a STAART Task Force that meets regularly for statistical updates and to share best practices and opportunities.
- Utilizing the existing infrastructure of the Chamber to disseminate resources Countywide.
- Reports monthly activities to the Chamber Board of Directors and other stakeholders, as requested.
- Administers a Security Camera Grant program providing up to 375 small business owners with one-time grants to install camera systems in their places of business (maximum grant amount is $2,000 per property).

In recognition of its innovation and impact, San Joaquin County staff proudly accepted the Award of Excellence for this initiative at the California Association for Local Economic Development (CALED) Annual Conference in May 2025.

(Pictured: CALED staff member, Patty Virgen- Executive Director, Nicole Snyder, Deputy Director, Sangeeta Jha and Francisco Martin, Business Retention & Expansion Specialists)

Promoting Equitable Outcomes

The STAART program promotes equitable outcomes by targeting support to small businesses, many of which are owned by traditionally marginalized communities, including minorities and low-income individuals. By providing resources such as the incident reporting app and security camera grants, the program aims to level the playing field and enhance the safety and economic stability of these businesses. The program addresses constraints such as limited access to crime prevention tools and information by ensuring these resources are readily available to all business owners in the County.

Community Engagement

Community engagement is integral to the STAART program, incorporating strategies such as feedback through the incident reporting app, social media campaigns, crime prevention workshops, billboards placed throughout the County, and presentations at community organizations and City Council meetings. These efforts are designed to capture diverse feedback from the community, ensuring that the program meets the needs of all businesses, particularly those that have historically faced significant barriers to accessing support. Engaging with a wide range of stakeholders, including businesses owned by people of color and low-income individuals, supports the program's equity goals by promoting inclusive participation and benefit distribution.

Use of Evidence

The STAART program uses evidence-based interventions to ensure effective crime prevention and community support. The creation of the crowdsourced incident reporting app, crime prevention videos, billboard and social media campaigns, and educational workshops are grounded in proven strategies for reducing retail theft and enhancing community safety. EEDD staff will monitor program metrics, conducting monthly analyses for the Camera Grant program and providing quarterly reports for the STAART program. In addition, analytics will be tracked and posted on social media and other platforms. These evaluations will ensure that the program's strategies remain effective and are adjusted as necessary based on data and feedback.

Performance Report Key Performance Indicators

Tracking number of incidents reported through the FastSTAART app, and the number of businesses participating in the Security Camera grant program. Currently, more than 160 camera grants have been awarded. For the STAART application, as of May 2025, there were 2013 registered users and 166 merchant accounts, including over 510 incidents reported. Regular analysis and reporting of these indicators will allow the program to measure its impact, identify areas for improvement, and ensure that resources are effectively used to support the business community in San Joaquin County.

Learn to Certify Program

Funding Amount**:** $839,222

Project Expenditure Category: EC 2.30: Assistance to Small Businesses Technical Assistance, Counseling, or Business Planning

Project Overview:

The Learn to Certify (LTC) program is designed to guide and equip existing local businesses with the skills, tools, and resources needed to achieve bid readiness and long-term growth. Rooted in partnership with the Small Business Development Center, the program aims to drive economic growth and empower local entrepreneurs by equipping up to 280 participants with essential tools, training, and individualized support needed to pursue certifications, grants, and contracting opportunities.

Through a series of three-week technology-driven workshops, participants can gain access to critical training in certification processes, grant eligibility, and procurement opportunities. The program connects businesses with purchasing agents from various agencies and provides individualized support through dedicated business advisors. Classes will begin upon the execution of an agreement with the County and will continue through 2026 or until all available funding is exhausted. By strengthening the capacity of local enterprises, LTC directly supports economic development across the County, fostering a more competitive, inclusive, and sustainable business ecosystem.

Promoting Equitable Outcomes

LTC is intentionally designed to promote economic and racial equity by targeting support to traditionally underserved and marginalized communities throughout the County. Through strategic partnerships with local Chambers of Commerce and community-based organizations, such Small Business Development Center (SBDC), the program ensures accessibility to business owners across diverse geographic areas, including those in lower-income and historically under-resourced neighborhoods. It prioritizes inclusivity by tailoring resources to meet participants' unique business needs and providing individualized guidance from advisors of diverse backgrounds who are culturally and linguistically competent. By addressing both systemic and practical challenges, LTC plays a key role in advancing equitable economic development and ensuring that underrepresented entrepreneurs have the tools and opportunities necessary to succeed.

Community Engagement

Community engagement has been a foundational component in the design and implementation of LTC. It was developed in response to ongoing outreach and feedback gathered through Employment and Economic Development Department's (EEDD) work with local businesses across the County. Its partnership with SBDC was driven by a shared commitment to serve a diverse and growing business community, especially those who have historically lacked access to critical resources and support. Rather than relying on one-time focus groups, our organization maintains continuous dialogue with the community through direct outreach, local events, and collaboration with industry leaders,

chambers of commerce, and advocacy organizations. These efforts help ensure that our programs remain relevant and responsive to the needs of all business sectors.

Use of Evidence

LTC is grounded in data-informed decision-making and practical insights drawn from extensive community outreach and local economic trends. The program was designed in response to recurring challenges identified by EEDD's business retention specialists—such as lack of access to certifications, limited procurement knowledge, and barriers faced by small and minority-owned businesses in securing public and private contracts. The partnership with SBDC builds on their track record of delivering results-driven technical assistance and business advising. EEDD is committed to tracking participation metrics, engagement levels, and business outcomes.

Performance Report Key Performance Indicators

Performance management is central to the implementation and oversight of LTC. To measure progress, key performance indicators tracked include the number of cohorts established, the number of participants per cohort and completion rate including any additional certifications acquired. These results will be used not only to evaluate effectiveness but also to inform future program improvements and funding strategies.

San Joaquin County Façade Enhancement Program

Funding Amount: $711,000

Project Expenditure Category: EC 2.29: Assistance to Small Business Loans or Grants to Mitigate Financial Hardship

Project Overview

The Facade Enhancement Grant (FEG) program is a pilot initiative aimed at supporting the unincorporated areas of San Joaquin County. It will offer grants to businesses and commercial property owners, with eligibility based on ARPA guidelines, which require properties either in a Qualified Census Tract (QCT) or Difficult Development Area (DDA). The FEG program will be available within unincorporated areas Countywide, with the goal of generating economic recovery by removing blight, enhancing the appearance of neglected commercial properties, and catalyzing broader economic recovery in areas visibly in need of improvements.

The FEG program will provide grants up to $25,000 to small businesses and commercial properties. Properties may receive grant funding based on eligibility while funds are available. Assistance will be provided as a one-time grant per property. A total of $500,000 in grant funding is available. There will be a limit of four (4) grants per supervisorial district. The Downtown Stockton Alliance (DSA) will administer the program, and with DSA's proven track record and success in administering the City of Stockton's Façade program, the organization is well-suited to managing this expanded Countywide initiative.

Promoting Equitable Outcomes

The FEG program is rooted in equity, targeting properties in census tracts and development areas that have faced historical disinvestment. By focusing on unincorporated areas, often overlooked in traditional funding programs, it promotes inclusive revitalization. Properties eligible for support are in QCTs or DDAs, both of which are Federally recognized indicators of economic hardship. The program also fosters a more equitable distribution of public investment and helps level the playing field for small businesses that may lack the capital to make such improvements independently. This place-based strategy ensures that those most in need of support receive it, helping reverse patterns of disinvestment.

Community Engagement

Community engagement plays a key role in the FEG program. The EEDD team maintains ongoing communication with business owners and community members throughout the County. Through its partnership with DSA, they can strengthen community ties and ensure culturally competent outreach, application support, and communication across diverse business sectors. Outreach will include multilingual materials, collaboration with local chambers, and community events to raise awareness and encourage participation. These efforts ensure that the program is accessible and responsive to the needs of traditionally marginalized and underserved communities.

Use of Evidence

The FEG program is modeled on successful practices implemented in the City of Stockton's Façade Program, which demonstrated clear visual and economic benefits. The initiative is grounded in practical experience and community-informed needs, and it incorporates project tracking mechanisms to assess impact and guide future program design. Key learnings from this pilot program will serve as the foundation for future data collection and evaluation, helping to build a stronger evidence base around the role of physical improvements in promoting local economic recovery and community revitalization.

Performance Report Key Performance Indicators

The program incorporates clearly defined performance indicators to measure success and ensure responsible use of funds. These indicators include the number of grant applications received, the distribution of funds by district, and the number of properties located in either QCT or DDA, among others. The program has finished one construction site, two more are in the construction process, and seven have passed eligibility and review. A key element of the program is the collection of before-and-after photos of the businesses that received funding, which will visually demonstrate the impact of the grants. With regular reporting and updates, EEDD maintains transparency, accountability, and alignment with the County's broader economic development objectives.

Incubator Program

Funding Amount: $600,000

Project Expenditure Category: EC 2.10: Negative Economic Impacts: Assistance to Unemployed or Underemployed Workers

Project Overview

The Incubator Program is a pioneering initiative in San Joaquin County (SJC) with the San Joaquin Small Business Development Center (SBDC), specifically designed to support young adults who are interested in entrepreneurship. Whether they have a business idea in mind or are still in the exploration phase, the program provides an inclusive and accessible environment where entrepreneurial curiosity can thrive. By flipping the traditional model of offering support only to a select few, the SJC Incubator opens its doors to a wider audience, providing free resources and mentorship to any young adult in SJC who is eager to start their own business. Over the two-year program cycle, SBDC aims to support the creation of 200 new young entrepreneur businesses. The program's flexibility accommodates individuals with diverse entrepreneurial interests—from launching a food truck to creating a mobile app or setting up an online storefront. No matter the business idea, participants receive guidance from seasoned advisors and access to a wide range of community partnerships that provide the technical and personal development needed for success.

Through a variety of workshops, hands-on activities, and pitch events, the program equips participants with the skills, resources, and mentorship necessary to bring their business ideas to life.

The SJC Incubator focuses on fostering innovation, providing real-world experience, and supporting entrepreneurs in every stage of their journey. Key program components include design thinking workshops, prototyping support, professional development, and pitch events that allow young entrepreneurs to showcase their ideas and compete for cash prizes. The program is dedicated to leveling the playing field for all participants by providing free resources, guidance, and access to SBDC's extensive network of advisors and partners.

Promoting Equitable Outcomes

Equity is central to the mission of the Incubator program. It was intentionally designed to eliminate barriers that often prevent young people, particularly those from historically underserved communities, from accessing entrepreneurship resources. By offering free participation, flexible programming, and culturally responsive guidance, the program ensures that young adults from all backgrounds have equal opportunity to explore entrepreneurship and build their futures. Participants benefit from mentorship by diverse advisors and gain access to SBDC's broad network of professionals and organizations, many of whom represent the communities the program serves. The program prioritizes outreach to youth in areas with limited access to traditional business development support, leveling the playing field for future innovators.

Community Engagement

The program actively partners in conducting outreach to schools, youth-serving organizations, and local institutions to ensure broad awareness and participation. Events, pitch competitions, and workshops are promoted through these channels, while feedback from participants will be regularly gathered to ensure programming remains responsive and inclusive. By bringing together voices from across sectors and communities, the program reflects the real-world needs of its participants and helps bridge gaps in access and opportunity.

Use of Evidence

The Incubator Program is grounded in the widely recognized best practices in youth development and entrepreneurship education. The program's structure draws from models that emphasize experiential learning, mentorship, and design thinking approaches known to foster innovation and self-efficacy among young adults. The program will incorporate continuous improvement practices, using participant feedback, advisor observations, and event outcomes (such as pitch competition performance) to refine content and delivery. These early data points will contribute to future evaluation efforts, helping to build a foundation for evidence-based growth and replication.

Performance Report Key Performance Indicators

The Incubator Program tracks a range of performance indicators to measure impact and support continuous improvement. These include the number of youth participants enrolled, the number of workshops and pitch events conducted and where in the County they're held. The most important aspect of this program though, is capturing the participant's progress towards launching their own business or furthering their entrepreneurial development. EEDD tracks these metrics not only to ensure accountability, but to understand how early-stage entrepreneurial support can contribute to long-term economic resilience. By investing in young entrepreneurs today, the County can help build a more innovative, inclusive, and self-sustaining economy for the future.

Childcare Workforce Development Program (CCWD)

Funding Amount: $1,634,000

Project Expenditure Category: EC 1.10: Public Health: COVID-19 Aid to Impacted Industries

Project Overview

This program is an initiative designed to provide high-quality childcare for San Joaquin County residents, helping prepare children for school and for the future. Since 2022, 26 family childcare homes (FCCH) have closed due to retirement, with additional closures stemming from providers relocating out of state, a trend that aligns with California's population decline. The following training programs have been specifically crafted to address the gaps in SJC's childcare ecosystem and provide critical support to families and workplaces impacted by the shortage of accessible childcare. Partnering with the Family Resource Center (FRC), they will deliver the following CCWD programs:

- **Increase Family Child Care Homes:** Provide training to prepare entrepreneurs to start, grow, and expand home-based childcare businesses. There will be three cohorts of 30 participants, leading to an increase of 80-90 family childcare homes by 2026. Participants who complete the course and obtain State licensure will receive a $2,500 start-up grant.
- **Infant and Toddler Placement Expansion:** Provide training and stipends for home-based providers to reduce waitlists and receive curriculum and infant/toddler specific training. Six cohorts of 12 participants, for a total of 72 participants annually, will increase infant and toddler placements by 25%. Each participant will undergo five courses (20-40 hours), including one eligible for two college semester units, and receive a $1,500 stipend upon completion to support infant care expenses.
- **Small to Large Home-Based Care Expansion:** Help small home-based childcare providers expand their capacity from eight to 14 children, creating 150 new childcare slots in SJC. Providers can receive up to $5,000 in grants to cover the costs associated with this expansion, such as fees and operational costs. Additionally, first-time applicants for home-based childcare licenses will receive $500 to support their start-up costs.
- **Inclusion Support:** Provide training for two cohorts of 15 childcare providers to care for children with special needs, creating 480 additional childcare slots, and giving these children the opportunity to learn and interact with peers while supporting working parents.
- **Family, Friend, and Neighbor (FFN) Support:** Offering 10 hours of training per month for four months on health and safety, age-appropriate activities, literacy, art, CPR/first aid, and fire safety to the 1,287 active FFNs providing informal childcare to enhance the quality of care for 50-60 children.

Promoting Equitable Outcomes

This program promotes equitable outcomes by providing opportunities to many marginalized communities, including minorities and low-income individuals by providing resources for them to create their own business and earn grants to support their start-ups. The program also directly supports the special needs community by giving providers support and training to help children with special needs to learn and interact with peers.

Community Engagement

The program incorporates community engagement through various marketing strategies as well as oral feedback and participation. The program is designed to engage all communities, including those who have historically faced barriers to different economic opportunities such as low-income individuals and people of color. These strategies support the equity goals by ensuring all community members can access the program's benefits, fostering a more inclusive economic recovery.

Use of Evidence

The goal of this program is to support and train the new and existing childcare workforce. The

evidence that is collected is the number of participants and businesses that are active with the program. These numbers are the evidence that will be used to evaluate what interventions will need to be made to the program.

Performance Report Key Performance Indicators

Tracking the number of participants as well as their stages in each of the programs and the dollar amount of grants given to completed participants. These metrics will be reviewed regularly to assess the programs' impact and to influence ongoing decisions.

Healthcare Workforce Development Program

Funding Amount: $250,499

Project Expenditure Category: EC 1.14: Public Health: Other Public Health Services

Project Overview

The COVID-19 pandemic has had a profound impact on the healthcare workforce in San Joaquin County, exacerbating pre-existing shortages and creating unprecedented levels of burnout, attrition, and strain, particularly within entry-level and support roles. Additionally, the pandemic has led to a rise in stroke prevalence and severity due to complications associated with COVID-19, increasing the demand for specialized care. The proposed initiative by HealthForce Partners (HFP) directly addresses these pandemic-related challenges. This program is designed to help the local healthcare system recover by providing essential support to healthcare students, upskilling current workers, and preparing new talent to address the long-term impacts of COVID-19 on community health. This project by HFP leverages partnerships between key local organizations to create a collaborative framework that addresses SJC's healthcare workforce shortages and supports pandemic recovery efforts. The initiative will focus on:

- **Student Scholarships:** Providing up to $2,500 per year for 35 local students pursuing careers in high-demand healthcare fields each year. These scholarships will reduce financial barriers and help increase the number of skilled healthcare professionals in San Joaquin County, addressing critical workforce gaps exacerbated by the pandemic.
- **Incumbent Worker Upskilling:** Offering continuing education seminars to existing healthcare workers, specifically focused on stroke awareness and response. As COVID-19 complications increase stroke risk, this upskilling effort will improve care for affected patients, reduce strain on emergency services, and equip local providers to meet evolving patient needs. Each year, 25 practitioners will receive $250 stipends for participating.
- **Work-Based Learning Placements:** Engage with students participating in hands-on learning experiences, leveraging Workforce Innovation Opportunities Act Youth funding, particularly in stroke care settings. These placements bridge the gap between training and employment, helping students gain practical skills while bolstering the County's workforce pipeline in areas impacted by COVID-19.

Promoting Equitable Outcomes

Through this funding, it provides easier access to entry for many marginalized communities, such as those who are economically troubled or racially discriminated against. By removing barriers and expanding access to opportunities, the program ensures that anyone who qualifies can participate, regardless of their background.

Community Engagement

This program will be engaging directly with the healthcare community of San Joaquin County with the different initiatives that will be taking place. Feedback of the programs will be collected through both written and oral formats to gather insights and perspectives on its structure and effectiveness of the program. Since the program is designed to engage and support all communities, including the economically hard shipped and minority communities, it will allow us to collect insight on what can be needed to support those communities in the future.

Use of Evidence

The program uses evidence-based evaluations to determine if the goals of the program are being met. HFP provides quarterly reporting measurements and insight into the progress of the program. If the key performance indicators are lacking in a certain area compared to the others, there will be interventions made to correct that aspect of the program and improve it.

Performance Report Key Performance Indicators

Indicators being tracked are the number of scholarships given and their dollar amounts, number of practitioners engaging in the seminars held, and the number of students participating in the hands-on learning experiences. Recently, twenty University of the Pacific students and fifteen CSU Stanislaus students were awarded scholarships of $2,500 to support their educational careers in healthcare.

LIFT (Local Investment for Financial Thrive) Initiative – Spark Relief Grant

Funding Amount: $1,746,500

Project Expenditure Category: EC 2.37: Negative Economic Impacts: Economic Impact Assistance, Other

Project Overview

The LIFT Initiative reinforces the County's ongoing commitment to supporting its small business community by providing both direct financial relief and targeted strategic support. The LIFT initiative will address key challenges and provide immediate relief to small businesses impacted by the COVID-19 pandemic, and by investing in small businesses, San Joaquin County is supporting economic stability, job creation, and community prosperity.

At the center of the initiative is the Spark Relief Grant program, which offers reimbursement for utility expenses, helping to offset operational costs and providing immediate financial relief to small businesses that were active prior to the pandemic. Grants of up to $5,000 are available, with the program expected to assist at least 305 eligible small businesses across the County.

Promoting Equitable Outcomes

The LIFT Initiative supports equitable outcomes by supporting small businesses, many of which are owned by individuals from traditionally marginalized communities, including minorities and low-income individuals. By providing economic relief to these businesses, we are supporting them and enhancing their economic stability. We are also ensuring that these benefits are readily available to all business owners in the County.

Community Engagement

The strategies used to incorporate community engagement are through social media feedback and through oral feedback via our meetings and workshops. We have also partnered with Go San Joaquin (GoSJ) to promote the LIFT initiative on their platform to serve the community and increase

awareness of the program. This varied approach allows us to engage with multiple communities, including those historically faced with significant barriers to services.

Use of Evidence

Evidence-based interventions and evaluations are incorporated into the program through the tracking of our key performance indicators. The location of the business plays a huge part of our tracking. This will allow us to use evidence and make corrections to areas in the County that have not been utilizing the program compared to the others.

Performance Report Key Performance Indicators

Key indicators being tracked are the number of applications and funds awarded, as well as the city and district the business is located in. This allows us to measure the program's impact and where improvements need to be made. As of June 30, 96 utility grants up to $5,000 have been awarded to small businesses throughout San Joaquin County. Areas such as Stockton, Lodi, and Tracy have seen the most awards distributed.

Miracle Mile Improvement District Renewal-Non Assessment

Funding Amount: $30,000

Project Expenditure Category: EC 2.29: Negative Economic Impacts: Assistance to Small Business: Loans or Grants to Mitigate Financial Hardship

Project Overview

The Miracle Mile Improvement District assists over 150 small businesses (retail, dining, service and professional businesses) with funding renewals for the annual Improvement District charges. The Miracle Mile Improvement District mission is to improve the safety, security, appearance, and vitality of Stockton's historical midtown community. The Miracle Mile Improvement District has spent all the $32,000 allocated ARPA funds as of June 30, 2025.

Performance Report Key Performance Indicators

The Miracle Mile Improvement District was impacted by the pandemic as businesses were shut down. Miracle Mile Improvement District sought a way to assist businesses and only requested costs of the annual fees.

Downtown Tracy Business District Renewal Support

Funding Amount: $68,000

Project Expenditure Category: EC 2.29: Negative Economic Impacts: Assistance to Small Business: Loans or Grants to Mitigate Financial Hardship

Project Overview

Tracy City Center Association (TCCA) established in 2009 purpose is to revitalize the downtown area; promote investment of private and public capital in downtown Tracy; provide for public improvements and educational, cultural, artistic, charitable, and social services; and see to the economic well-being of downtown business and residents. TCCA has spent $67,500 of the allocated ARPA funds as of June 30, 2025, to support renewal of the Downtown Tracy Community Benefit District. Funding supported key planning, outreach, and administrative functions for district reauthorization. This work ensures continued investments in economic development, beautification, and safety of the district.

Promoting Equitable Outcomes

TCCA is committed to advancing equity as a foundational value. The District includes a diverse range of small, minority-, and women-owned businesses and serves as a cultural hub for the greater Tracy community.

TCCA proactively designed outreach strategies to overcome engagement barriers by utilizing print, digital, and face-to-face interactions. Public facing efforts emphasized inclusivity and representation including featuring diverse businesses in materials and events, providing personal follow-ups, and offering equitable access to marketing platforms and programs.

Community Engagement:

Community input was essential to TCCA's reauthorization process. Engagement included in-person outreach to 100% of District property owners, public meetings for community feedback, and collection/analysis of stakeholder's priorities that informed proposed services.

TCCA leverages year-round community programming to gather input and build trust.

Use of Evidence

TCCA utilizes a mix of data-driven strategies and national best practices. Planning was informed by engineering and environmental analysis reports, District impact metrics and historical delivery benchmarks, and resources from the International Downtown Association and Main Street America.

TCCA measures engagement success through merchant participation rates, property owner feedback, and event attendance. Future efforts will focus on formalized performance tracking, including data on equity, satisfaction, and economic outcomes.

Performance Report Key Performance Indicators

TCCA monitors effectiveness through key outcomes:

- **Petition Success Rate:** met required threshold for District reauthorization
- **Engagement Reach:** 100% direct contact made with property owners
- **Material Development:** Digital and print resources
- **District Reauthorization:** Approved and pending implementation fiscal year 2025-2026

TCCA also tracks merchant engagement, beautification investments, and digital and social media analytics. These performance indicators align with ARPA's goals of addressing negative economic impacts and promoting economic resilience for small businesses in underinvested areas.

Stockton Emergency Food Bank

Funding amount: $400,000

Project Expenditure Category: EC 1.14: Public Health: Other Public Health Services

Project Overview

The Emergency Food Bank of Stockton/San Joaquin used its $150,000 in redirected ARPA funds to sustain and strengthen three high-impact, equity focused programs: the Mobile Farmers Market, the Main Food Pantry, and the Food-as-Medicine (Power Hour) series. These programs reduce food insecurity, support nutrition education, and improve access to healthy food in communities disproportionally impacted by racial and economic disparities.

Promoting Equitable Outcomes

The Mobile Farmers Market operated across 88 sites throughout San Joaquin County, with frequent service in underserved ZIP codes such as 95206, 95205, 95204, 95210, 95203, 95207, 95215, 95336, 95202, and 95240. These areas are home to many low-income and BIPOC residents and have limited access to grocery stores and affordable produce. During the ARPA funding period, the program distributed 486,664 pounds of produce and served 35,021 individuals. By delivering fresh food directly into these neighborhoods, the program addressed geographic and transportation barriers to access.

The Main Food Pantry served 73,589 unduplicated individuals during the reporting period, representing approximately 88 percent of all food-insecure residents in San Joaquin County. Based on client intake through Oasis Insight, more than 70 percent of pantry clients fell below 80 percent of the Area Median Income (AMI), and over 50 percent identified as BIPOC. The largest groups included Hispanic/Latino Multiracial (39.4 percent), Black/African American (15.2 percent), Asian American (14.0 percent), and Native Hawaiian/Pacific Islander (7.7 percent). Pantry services were provided without eligibility restrictions, ensuring open access for all who sought assistance. Additionally, the Emergency Food Bank serves 13 out of 14 of the priority neighborhoods identified in the most recent Community Health Assessment.

The Food-as-Medicine (Power Hour) program offered a series of eight educational sessions that served approximately 300 participants. Sessions were delivered in both English and Spanish, in person and via Zoom, and focused on topics such as diabetes and hypertension management, culturally responsive nutrition education, and budgeting for healthy grocery shopping. Each participant received a 15-pound bag of fresh produce at the end of each session, reinforcing the link between nutritional education and direct access to healthy food.

Community Engagement

The Emergency Food Bank's approach to program design and delivery is deeply informed by ongoing community engagement and client feedback. While the ARPA funding did not support a formal community outreach initiative, each of the programs supported through these funds reflects community-identified needs and incorporates input gathered through direct service interactions, client conversations, and partner feedback.

For the Mobile Farmers Market, staff receive informal feedback from clients and site hosts during each distribution, which helps guide scheduling and site selection. The program has added locations based on community requests, and bilingual team members support inclusive participation and culturally responsive service delivery.

The Main Food Pantry engages regularly with clients to better understand barriers to access and evolving needs. Staff and volunteers often receive real-time feedback from clients while loading cars or answering questions in the intake area. This feedback has led to updates such as improved signage and translated materials to better serve clients with limited English proficiency. The intake software also allows Main Food Pantry to analyze trends by ZIP code and population group to ensure vulnerable communities are reached effectively.

The Food-as-Medicine (Power Hour) classes were developed in response to growing interest from clients managing chronic illnesses such as diabetes and hypertension. Class topics were refined based on participant surveys, verbal feedback, and observations from nutrition educators. These surveys were voluntary and collected post-session. Food-as-Medicine received feedback from approximately one-third of participants and are currently distilling responses to inform future programming. Sessions were offered in both English and Spanish to reach residents with limited

English proficiency, and class materials were adapted to be culturally and linguistically appropriate.

Across all three programs, community engagement efforts are rooted in listening and responsiveness. By maintaining a presence within neighborhoods and partnering with trusted community health and education organizations, the Emergency Food Bank ensures that its programs reflect the voices and needs of those most impacted by food insecurity.

Use of Evidence

The Emergency Food Bank incorporates evidence-based practices into its programming, particularly within its nutrition, education and food access initiatives. The Food-as-Medicine (Power Hour) series was developed by Dignity Health's certified diabetes care specialists and community health nurses. The program was designed to support individuals managing chronic illnesses such as diabetes and hypertension and reflects best practices in culturally responsive education, health promotion, and preventative care. The internal degreed nutrition educators complement the sessions by leading the cooking demonstrations, providing the meal component, and delivering the nutrition education portion of each class.

Participants in the Food-as-Medicine program provide feedback through formal surveys and verbal reflections, which help shape future sessions and support continuous improvement. These surveys include open-ended questions and space for individual, non-prompted feedback. While data is still being evaluating, Food-as-Medicine plans to incorporate participant suggestions into the next round of Food-as-Medicine programming. The Emergency Food Bank also had a registered nurse on staff during the reporting year, which helped guide health-focused program development and client support.

Program strategies are also aligned with the most recent Community Health Assessment for the region, which identifies priority needs across San Joaquin County. The curriculum used was co-created with Dignity Health and other partners to address identified gaps in chronic disease management, food insecurity, and access to preventative care. The Emergency Food Bank also serves as a local advisor to the Community Health Assessment process. The program collects client feedback through formal surveys that help shape community priorities and guides internal decisions around programming and outreach strategies.

Although the Emergency Food Bank does not currently publish an external evaluation dashboard, data collected through Oasis Insight and other internal tools allows staff to evaluate reach, trends, and client demographics. The Food-as-Medicine program also monitors behavior change outcomes, including participants' confidence in managing chronic illness, understanding of nutrition labels, and perceived improvements in food security.

Performance Report Key Performance Indicators

The Emergency Food Bank tracks performance using a combination of formal intake software, internal reporting tools, and regular staff review to ensure program goals are being met and community needs are addressed effectively. Each of the three programs supported by ARPA funding—Mobile Farmers Market, Main Food Pantry, and Food-as-Medicine (Power Hour)—has defined service goals and data collection processes in place to monitor outcomes.

The Mobile Farmers Market program tracks the number of individuals served and the volume of produce distributed at each site. During the ARPA funding period, 35,021 individuals were served, and 486,664 pounds of produce were distributed across 88 locations. Site participation, attendance levels, and feedback from community partners help inform adjustments to distribution schedules and service areas.

The Main Food Pantry uses Oasis Insight to track unduplicated client visits, ZIP codes served, and household demographics. In 2024, the pantry served 73,589 unduplicated individuals, representing 88 percent of the food-insecure population in San Joaquin County. This data is reviewed regularly to ensure equitable access and to identify opportunities for operational improvements.

The Food-as-Medicine (Power Hour) program maintains attendance records, collects formal participant surveys, and monitors engagement across both English and Spanish sessions. During the grant period, eight classes were delivered to approximately 300 participants. Survey feedback is reviewed by program staff and nutrition educators to assess learning outcomes and participant satisfaction. Staff met after each session to review participation and feedback. Based on this data, Food-as-Medicine transitioned from Zoom-based classes to in-person sessions and incorporated the distribution of fresh produce at the end of each class.

Performance management is overseen by program leads and reviewed during staff meetings. Tracking is used not only for accountability and reporting but also to continuously improve program delivery and ensure alignment with the broader mission to reduce food insecurity and improve community health outcomes.

Health Care Services Billboard

Funding Amount: $340,000

Project Expenditure Category: EC 1.14: Public Health: Communications

Project Overview

In an effort to reach all San Joaquin County residents with Public Health messaging and important safety information, it was determined that County property should be utilized to erect a billboard that could easily be seen by Interstate-5 traffic in both directions. A double-sided light-emitting diode (LED) display provides ease in which timely messaging can be viewed. Specifically, digital billboards can be used to display a variety of messaging campaigns including, but not limited to, public service advisories, important community issues, promotion of County services available to the public, and local and regional emergency advisories and alerts.

The LED display was completed in September of 2024, and the General Services Department is the lead on construction and installation which is expected to be completed by early 2026.

Use of Evidence

This project is intended to provide the public with important public health advisories and other emergent information and public information campaigns.

Performance Report Key Performance Indicators

Key performance indicators include estimated impressions, message rotation frequency and measurable shifts in public awareness tied to campaign objectives.

Hospital Lift Station Replacement

Funding amount: $750,000

Project Expenditure Category: EC 5.5: Clean Water: Other Sewer Infrastructure

Project Overview

Replace the Hospital Lift Station equipment that is responsible for pumping wastewater and sewage that services all County facilities (Hospital, Sheriff's Office Complex and Probation) located in French

Camp. The equipment has reached the end of its useful life and needs replacement. The project will remove and install new variable frequency drives (VFDs) and programmable logic controllers (PLCs) matching pumps, motor and electrical upgrades to improve the system efficiency and to moderate wastewater flow through the existing collection system for the Hospital Lift Station Collection System.

During 2025-2026, it is expected that this project will be completed.

Performance Report Key Performance Indicators

Track reduction in repair and maintenance costs, and in real-time track measure pump field data instantaneously to calculate the optimal pump running efficiency, optimal pump water flow rate and improve energy efficiency. In real time provides alarm notification before a shutdown occurs.

Mary Graham Children's Shelter (MGCS)

Funding Amount: $84,000

Project Expenditure Category: EC 2.13: Healthy Childhood Environments Services to Foster Youth or Families Involved in Child Welfare System

Project Overview

ARPA funding for MGCS is planned for 2025-2026 to provide additional support to children who are removed from their home environment due to abuse and/or neglect. The funds will provide for renovations which relocate Shelter Supervisor workspace from the Shelter Administration building to the Shelter cottages where youth reside.

Use of Evidence

The project will enhance oversight and support of Shelter Counselor staff and will provide children at the shelter with enhanced access to Shelter Counselor support, helping provide the best opportunity for success. In 2024-2025, 440 children were assessed at MGCS, with most being placed in a family-like setting the same day. On average, eight youth remained in care at MGCS each day, with an eight-day average length of stay.

Performance Report Key Performance Indicators

Key performance indicators include increased engagement with youth resulting in a reduction in incidents and enhanced supervision and support of Shelter Counselors, resulting in an increase in job satisfaction and reduced turnover.

Roof Replacements (Walter Britton Visitation Center and Child Advocacy Center)

Funding Amount: $623,000

Project Expenditure Category: EC 2.2: Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

The creation of engineering documents for the roof replacements has commenced.

The Walter Britton Visitation Center (WBVC) is a building adjacent to MGCS where children have supervised visits with their parent(s). The facility holds approximately 80 visits per month. Visitation is a critical activity intended to maintain familiar bonds between parents and children in foster care, with the ultimate plan of family reunification.

The Child Advocacy Center (CAC) is also adjacent to MGCS where forensic examinations occur for

children who are suspected to be victims of sexual abuse. This neutral setting is utilized to provide a safe environment for children to discuss these difficult experiences with law enforcement and medical providers.

Use of Evidence

The project will ensure the safe and uninterrupted utilization of community resources designated to support children in the foster system.

Performance Report Key Performance Indicators

The WBVC and CAC will provide uninterrupted services to foster youth and their families in a safe environment.

Court Appointed Special Advocate (CASA)

Funding Amount: $88,000

Project Expenditure Category: EC 2.13: Healthy Childhood Environments Services to Foster Youth or Families Involved in Child Welfare System

Project Overview

This program, operated by the Child Abuse Prevention Council (CAPC) provides a crucial role as a second layer support for foster youth. The funding amount provides for one full-time CAPC position to provide CASA services to San Joaquin foster youth placed outside of County.

Use of Evidence

CASA services offer numerous benefits for children in foster care, primarily by providing a consistent, dedicated advocate to represent their best interests in court and other settings. These services can reduce the time children spend in foster care, increase the likelihood of achieving a permanent home, and ensure they receive necessary support and services. As CASA services are provided by volunteers, youth placed out of County cannot benefit from CASA services. This project provides a paid staff member to provide CASA services to youth placed out of county.

Performance Report Key Performance Indicators

A Youth Advocate has been hired, and 25 youth were served in 2024-2025. Eighteen youth are currently being served by this project.

Congregate Senior Meal Program

Funding Amount: $150,000

Project Expenditure Category: EC 2.1: Negative Economic Impacts - Household Assistance: Food Programs

Project Overview

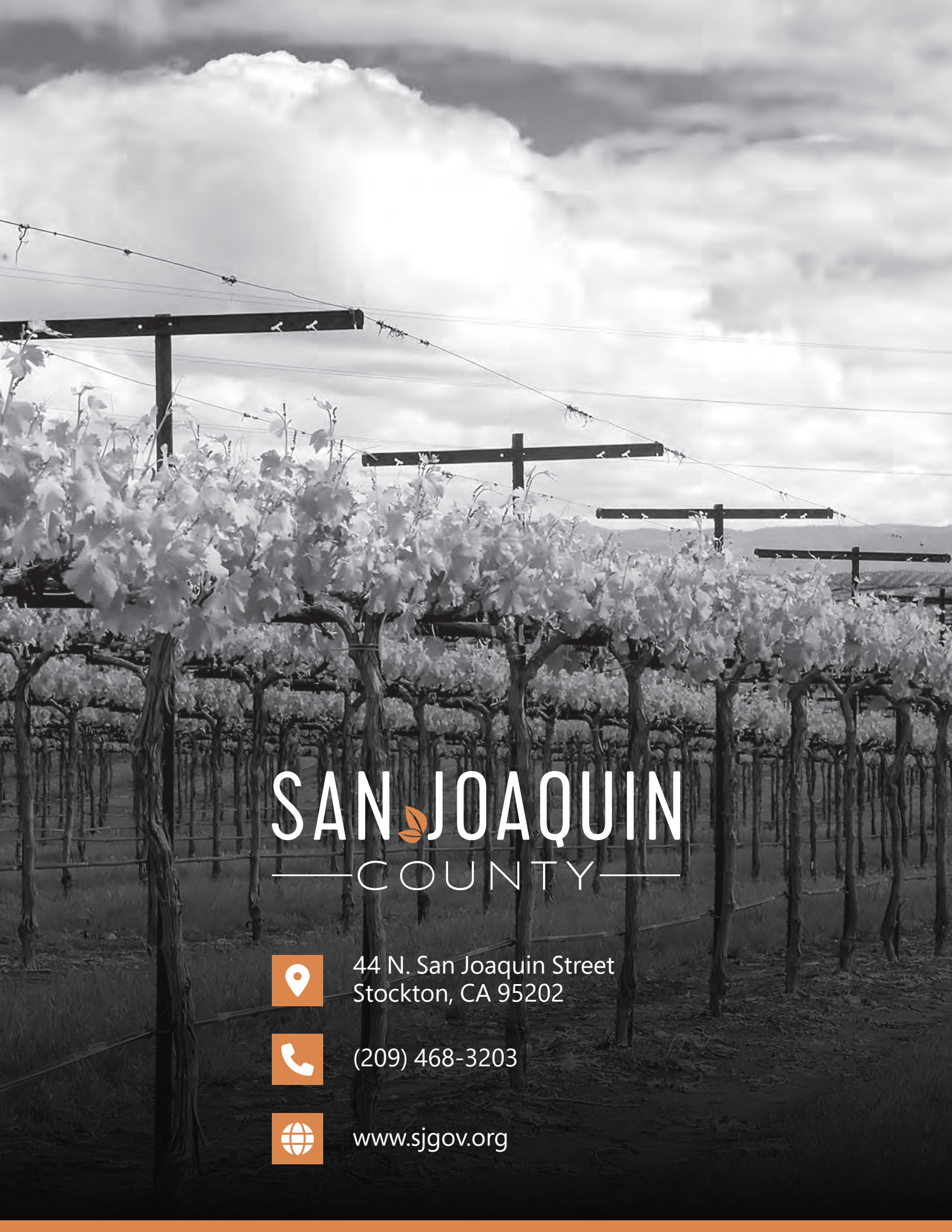
This program, operated by the Human Services Agency, provided nutritious meals that adhere to Dietary Guidelines for Americans through approved menus by the Area Agency on Aging Registered Dietitian.

Use of Evidence

Congregate meals provide nourishing food, opportunity to socialize, and exposure to other services that support health and well-being of older adults.

Performance Report Key Performance Indicators

This project has been completed and provided 18,090 meals to 890 older adults at 17 congregate sites. Congregate sites submitted weekly rosters with the names of participants receiving a meal for a specific day.



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