

County of San Diego

Recovery Plan Performance Report

American Rescue Plan Act
State and Local Fiscal Recovery Funds
2021 Report



Table of Contents

General Overview	2
Executive Summary	2
Uses of Funds	3
Promoting Equitable Outcomes	18
Community Engagement.....	20
Labor Practices	21
Use of Evidence	21
Table of Expenses by Expenditure Category	22
Project Inventory	23
Projects	23

GENERAL OVERVIEW

Executive Summary

Since the beginning of the COVID-19 pandemic, the San Diego County Board of Supervisors (Board) has been committed to and taken action to protect the health of the public and provided resources to individuals, families, and local businesses. The County of San Diego (County) has secured past federal and State stimulus funds to use toward our COVID-19 response efforts, including \$388 million in CARES Act, Coronavirus Relief Fund (CRF) revenue utilized for public health response activities as well as a range of investments to support the community and promote economic recovery of the region. However, additional resources are still required to support the County's ongoing efforts toward addressing the COVID-19 pandemic and protecting the needs of vulnerable populations and local businesses throughout the San Diego region. To guide the distribution of COVID-19 response and recovery-related federal, State, and local funding and resources, the County uses an equity lens and a quantitative and qualitative data-driven approach to prioritize and integrate explicit consideration of racial and gender equity where possible. This approach, along with input from community workshops and stakeholders, consideration of other available funding sources, and the U.S. Treasury's Interim Final Guidelines helped to inform the spending priorities of the nearly \$650 million in funds allocated to the County through the American Rescue Plan Act of 2021 (ARPA). These priorities are organized in the County's ARPA Framework adopted by the County of San Diego Board of Supervisors on June 8, 2021.

The COVID-19 pandemic has had a significant impact on the lives of individuals, businesses, and communities across San Diego County. The broad range of projects under the County's ARPA Framework strive to address economic and other impacts, while balancing the ongoing need for a robust public health response. Additionally, there is a recognition that programs supporting environmental justice, sustainability, climate adaptation, and the food system are critical to the region's resiliency. The spending plan strives to address the complex factors that influence health and equity including educational attainment, housing, transportation options and neighborhood safety. Funds will boost the availability of programs to reduce food insecurity, increase access to healthy foods, and improve nutrition, health, and behavioral health for our most vulnerable residents. New and expanded senior and youth services and child care programs will support individuals and families across the life span by reducing financial barriers and promoting self-sufficiency. There will be a broadened availability of housing and related resources for persons experiencing or threatened by homelessness by leveraging ARPA and other available State funding. These efforts will be further supported through the County's newly created Homeless Solutions and Equitable Communities Department.

As projects are being developed, they will incorporate feedback and input from the community through a variety of methods as applicable. A priority for the County is ensuring that community engagement efforts are culturally appropriate and accessible to best serve the targeted population. When possible, the County will prioritize projects that are based on evidence-based practices or conduct evaluations for those that employ new and innovate approaches.

This report serves as the initial Recovery Plan and Performance Report. It is anticipated that as final federal guidance is released, projects may be added, removed or expanded from the framework to ensure alignment with rules and regulations. Future reports will build upon the groundwork laid forth in this report.

Uses of Funds

Since the beginning of the COVID-19 pandemic, the San Diego County Board of Supervisors (Board) has been committed to and taken action to protect the health of the public and provided resources to individuals, families, and local businesses. The County of San Diego (County) has secured past federal and State stimulus funds to use toward our COVID-19 response efforts. However, additional resources are still required to support the County's efforts toward addressing the COVID-19 pandemic and support a strong and equitable recovery from the COVID-19 pandemic and economic downturn. In anticipation of receipt of the future federal and State stimulus funds, in early March 2021 the Board directed the Chief Administrative Officer to return to the Board with a framework for the use of these funds toward the County's COVID-19 pandemic response efforts. Soon after, the American Rescue Plan Act of 2021 (ARPA) was signed into law and the County of San Diego was allocated \$648.4 million in ARPA funds.

With input from community workshops held in March as well as from other correspondence received from advocates, the County ARPA Framework was developed. This framework sets the priorities for programs and services and takes into account the Treasury's interim guidelines, funding for COVID-19 response and administrative costs, sustainability of recommended programs, equity/disparities, the Legislative Analyst Office's guiding principles, and the potential for future state and federal funds. Projects and programs are being carefully designed with guidance from community input, utilizing evidence-based practices, prioritizing equity, and leveraging other State and federal funding to maximize programmatic impact and effective, efficient, and equitable outcomes. It is anticipated that as final federal guidance is released, projects may be added or removed from the framework to ensure alignment with rules and regulations. Strategies to implement these programs may include engaging in public-private partnerships or contracting with organizations who have the subject matter expertise or ability to serve identified populations to address equity. Contractors may also be engaged to support the development of equity focused metrics in the program design. Additionally, other State and federal funds will be leveraged where possible in order to maximize the impact of these funds including but not limited to new State funds anticipated to support efforts around homelessness and behavioral health supports allocated through the Fiscal Year 2021-22 enacted budget, Public Health grant funds, and funds through the Federal Emergency Management Agency (FEMA).

Each component was designated a portion of the approximately \$650 million and may consist of multiple projects or programs. Additional projects or programs may be added to components in future reports.

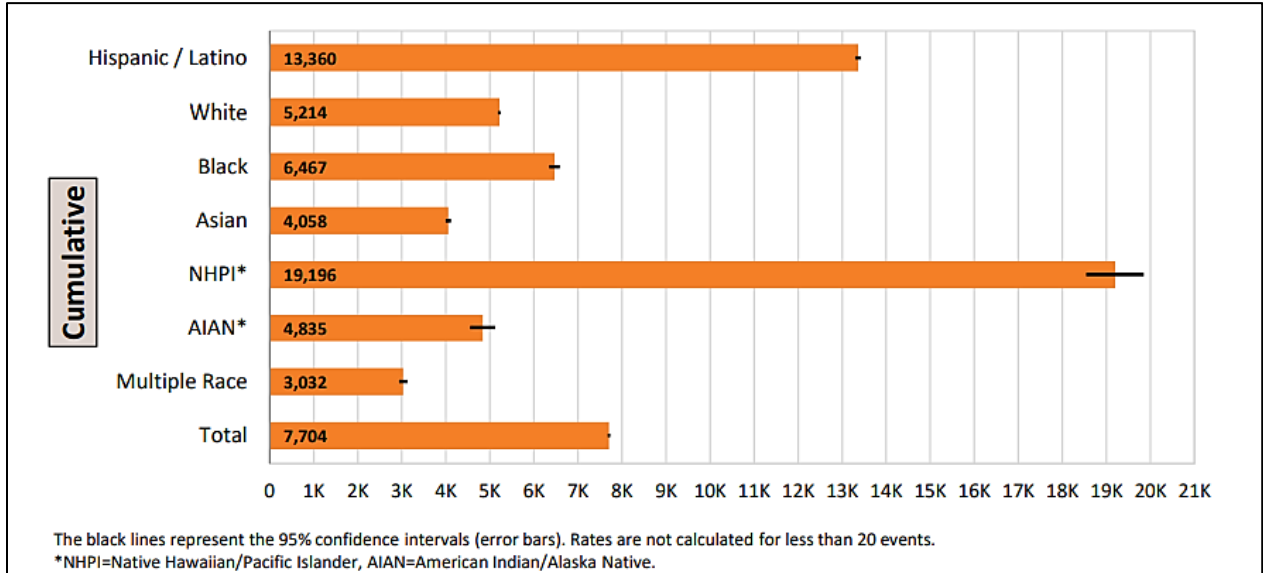
County Framework Components	Approved Amount	Percent of Total Allocation	SLFRF Expenditure Category
1. Prior and On-going COVID-19 Response	\$311,500,000	48%	Public Health (1); Services to Disproportionately Impacted Communities (3); Administrative (7)
2. Premium Pay for Governmental Essential Workers	\$36,000,000	5%	Premium Pay (4)
3. Mental Health Services	\$32,000,000	5%	Public Health (1)
4. Homeless Services	\$85,000,000	13%	Services to Disproportionately Impacted Communities (3)
5. Food Assistance	\$20,000,000	3%	Negative Economic Impacts (2)
6. Senior & Youth Services	\$10,000,000	2%	Services to Disproportionately Impacted Communities (3)
7. Child Care Subsidies	\$16,000,000	2%	Services to Disproportionately Impacted Communities (3)
8. Direct Stimulus Payments	\$40,000,000	6%	Negative Economic Impacts (2)
9. Legal Services	\$15,000,000	2%	Negative Economic Impacts (2)
10. Small Business and Non-Profit Stimulus Program	\$56,000,000	9%	Negative Economic Impacts (2)
11. Infrastructure	\$32,000,000	5%	Water, sewer, and broadband infrastructure (5); Public Health (1); Administrative (7)

1. Prior and On-going COVID-19 Response

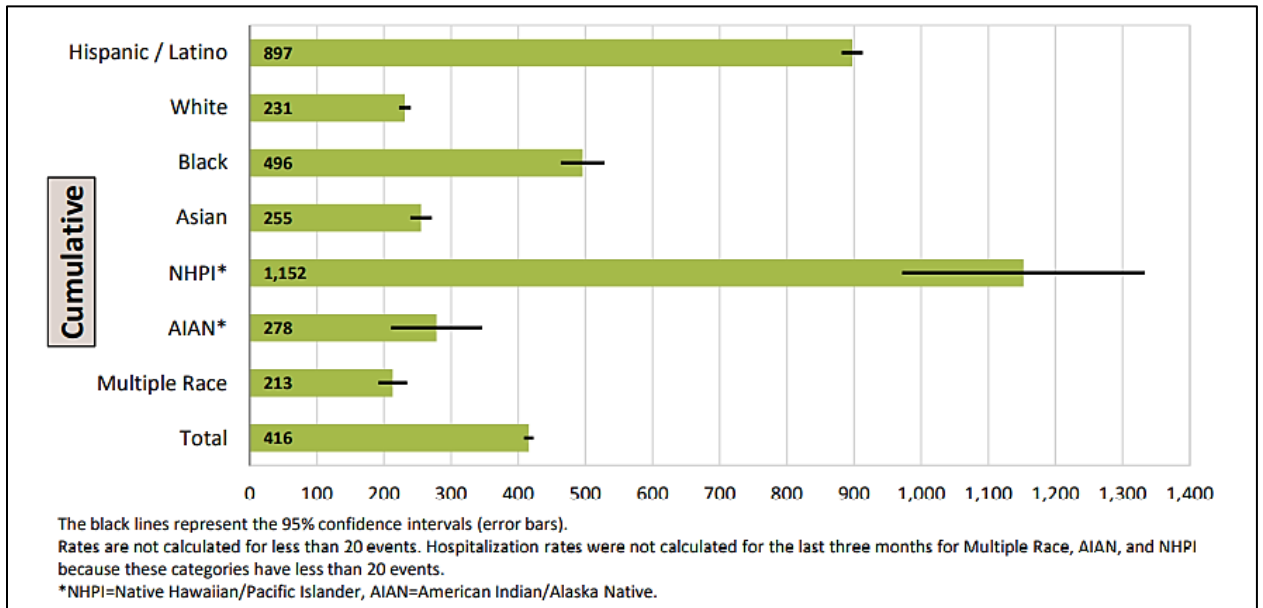
The largest portion of the funds, \$311.5 million, is being allocated toward Prior and On-Going COVID-19 Response efforts that cover a range of costs including testing, tracing, treating, vaccination efforts, Personal Protective Equipment (PPE) supplies, outreach and education, media, public health efforts, and administrative costs. The County has developed a robust COVID-19 response that is rooted in health equity. Through examining the data, the County identified disparities among race/ethnic groups, age, zipcode and other factors. This data helped to inform strategies to ensure equity.

Data through 8/21/2021

Age-Adjusted Rates of Confirmed Cases by Race/Ethnicity, San Diego County Residents



Age-Adjusted Rates of Hospitalizations by Race/Ethnicity, San Diego County Residents

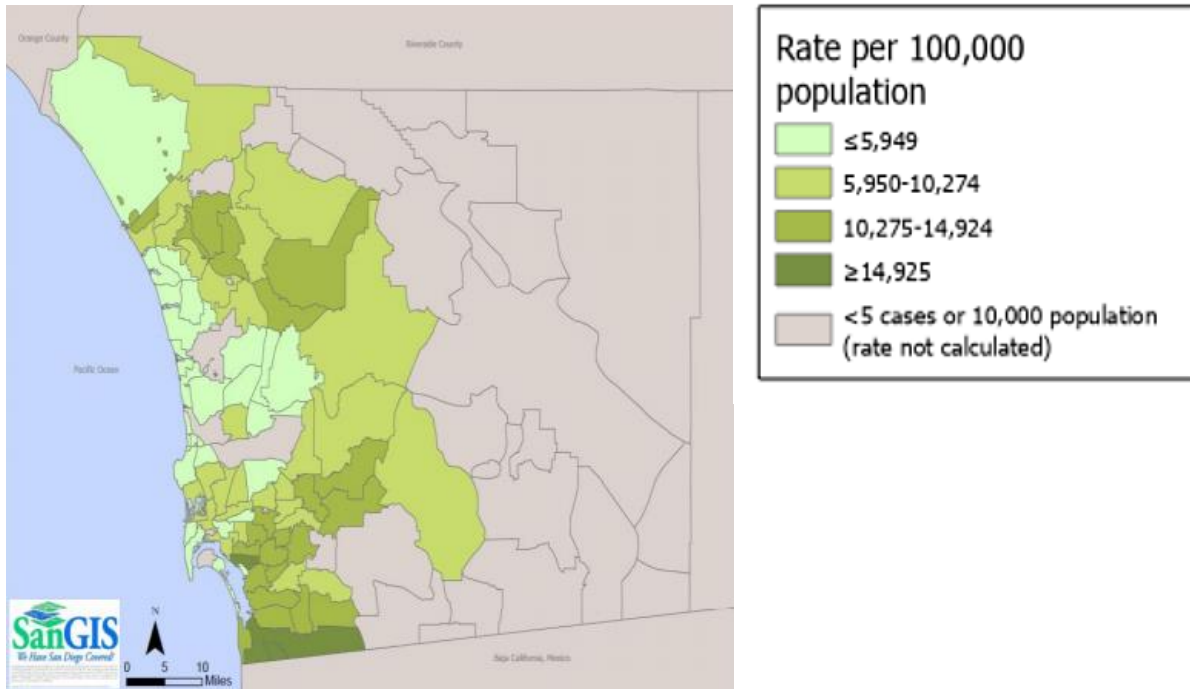


Confirmed Cases by Date Reported, Last Two Weeks vs. Cumulative

Confirmed Cases		August 8, 2021 – August 21, 2021	February 14, 2020 – August 21, 2021
	Confirmed cases	17,617	323,576
	Median age	32 years	35 years
	Age range	0-103 years	0-112 years
	Male	8,713 (50%)	156,626 (49%)
	Female	8,742 (50%)	164,707 (51%)

Note: Percentage of healthcare workers is calculated based on the total number of cases; information may be unknown in some cases.

Cumulative Confirmed Case Rate by Zip Code of Residence, San Diego County
(Countywide Rate = 9,654 per 100,000 Population)



Rates calculated using 2019 population estimates from the San Diego Association of Governments. Rates not calculated for counts under 5 cases or populations less than 10,000. Zip code is zip code of residence, which may not be location of exposure. Case [counts and rates](#) for each zip code are updated routinely on the County of San Diego COVID-19 website.

Components of the COVID-19 response include the Test, Trace, Treat Strategy (T3), a large-scale population health-based strategy which uses collaborative effort to achieve collective impact in protecting the public’s health and ensuring the continuity of such protection throughout all stages of the region’s reopening. The T3 Strategy includes accessible COVID-19 testing, culturally competent disease investigation, and assistance with safe isolation and individualized services. The vaccination efforts utilize a mix of County-hosted vaccination sites, super stations, mobile clinics and sites in which the County partnered with hospitals, clinics, and city fire agencies to

ensure that those living in the lowest health equity quartile and those disproportionality effect by COVID have access to vaccinations. Active engagement of community sectors, region-wide vaccine messaging and focused community outreach have also been key as they supported the most vulnerable and prevented the healthcare system from being overwhelmed.

Throughout all COVID-19 Response activities, multiple strategies have been employed including a focus on equity; early, active, and sustained engagement of community partners; utilization of scientific evidence and data; proactive transparency and communication; clear goals and measurable results; and culturally responsive hiring and staffing practices. Programs under this component of the County ARPA Framework include, but are not limited to:

- The testing component of the County’s T3 Strategy aims to provide accessible COVID-19 testing. Multiple approaches were employed to achieve this goal including a focus on building excellence in the public health laboratory and regional testing system; developing expanded and equitable capacity for testing; conducting effective and culturally tailored communication and outreach; providing timeline and quality data analysis; and implementing flexible, culturally responsive hiring and staff practices. A few key testing strategies include:
 - Supporting 41 County and community partners testing sites at locations that include public health centers, schools & universities, community centers, places of worship and markets to facilitate access within the community
 - Partnering with Fire Agencies to conduct testing in the rural communities
 - Prioritizing testing efforts within and for individuals living in low HPI communities with a specific emphasis on testing with the South region of the County which has been disproportionately affected by COVID-19 and has a high Hispanic/Latino population.
 - Enhancing the County’s Public Health Laboratories infrastructure
 - Contracting with Helix Laboratories for cost and time efficient testing solutions.
 - Leveraging the State’s contracted testing sites
- The Trace component of the T3 Strategy includes the direct focus of disease surveillance and disease control operations. Trace operations responds to all cases for individuals residing within San Diego County. The overall aim is to respond to and reduce the spread of COVID-19 across all population or community groups. Extensive analysis of case data continues to take place looking at case rates by race and ethnicity as well as by zip code. Some specific strategies included the following:
 - Utilizing Community Health Workers to support contact tracing efforts
 - Contract with University of California San Diego (UCSD) for contract tracing support among college age population ages 18 to 24 years throughout San Diego County.
 - Partnering with the County’s Land Use and Environment Group, the Epidemiology Unit made referrals to the Department of Environmental Health and Quality and the Safe Reopening Compliance Team about community settings with possible safe reopening safety concerns or because of outbreaks occurring in such settings.

- Site assessments and field response to clusters and outbreak at skilled nursing facilities and long-term care facilities.
- Referrals provided among cases and contacts needing resources and services, including a COVID-19 Positive recovery stipend for employed individuals not otherwise eligible for paid time-off or State unemployment benefits.
- Treat in T3 refers to the supports for safe isolation and quarantine:
 - The Temporary Lodging Program reduces the burden on the Emergency Management System by providing a safe place to isolate outside of alternative care. This reduces the load on hospital and community clinics, as the nurses at the locations monitor symptoms daily, provide over the counter medication and connect individuals to a telehealth provider for worsening symptoms. This is done through establishing, managing, and sustaining COVID-19 isolation, quarantine, and shelter locations in a non-congregate setting such as hotels to care for affected individuals, families and persons experiencing homelessness. Wrap around services are provided to individuals including medical, behavioral health, daily wellness checks with nurses and all hotel accommodations. Guests receive three meals per day, laundry services and 24/7 security on site.
 - The Isolation Support Nurse Help Line (ISNHL) links San Diego County residents with Public Health Nurses to provide them with support during their COVID-19 diagnoses. ISNHL is comprised of nurses that offer information regarding isolation and health information regarding the virus and symptoms they may experience to confirmed COVID positive individuals. The ISNHL team also provides available resources while they isolate during the COVID-19 pandemic. Through the County’s ConnectWellSD referral system, Help Line staff provide information and/or create referrals for resources such as rental assistance, food banks, locating primary care providers, applications for Medi-Cal, CalFresh, CalWORKS, as well as General Relief, to those impacted by COVID-19. This includes referring qualifying individuals and/or families residing in the County of San Diego Public Health hotels for temporary lodging if needed. County of San Diego staff who operate the call center work directly with their contracted partners to provide transportation to the hotels, customized rooms for lodging and connect directly with the hotel operations and clinical team at the isolation locations. Staff collaborate with local hospitals, Federally Qualified Health Centers (FQHCs), homeless service providers and other community partners to prevent spread in congregate settings and throughout the community.
 - Person’s experiencing homelessness who are participating in our Project Roomkey “High Risk” hotels meet with a social support counselor to develop unique housing plans with resources to ensure permanent solutions are sought, thereby creating a better future for the individuals and lessening the strain on local resources as a result of recitative homelessness. Project Roomkey funds are utilized to assist individuals with housing navigation and case management as well as permanent housing solutions such as move in costs related to security or utility deposits, rental assistance, credit repair, storage fees or other legal services.

- Vaccine efforts focused on accessible access to the vaccine through the support of a robust ecosystem of vaccination providers. Strategies included:
 - Launched Project SAVE (Scheduling Assistance for Vaccine Equity) improve vaccination rates among impacted communities by utilizing community health workers for outreach and to make vaccine appointments for residents
 - Created Vaccine Support team in 2-1-1 to help address equity issues—clients set up for follow-up calls if faced barriers to scheduling or unable to access appointments.
 - Implemented the Homebound San Diegans program to provide in-home vaccinations to homebound individuals.
 - Partnered with Fire Agencies to provide vaccinations to special populations such as those in rural communities and senior facilities.
 - Partnered with healthcare systems to set up the State’s first Vaccination Superstations which provided large-scale vaccination events to over 5,000 individuals a day per site.
 - Engagement of local Clinical leaders through the Clinical Advisory Committee.
- Through the County’s Medical Operations Center, requests for Personal Protective Equipment, (PPE) that was submitted by all Healthcare facilities that could not procure their supplies through normal channels are processed and delivered. All deliveries were handled within 72 hours of the request being received. Items were purchased from vendors to support all healthcare partners in the county.
- The Community Health Worker (CHW) model is being utilized to provide tailored outreach and education to residents who have been traditionally hard to reach due to factors such as linguistic and cultural differences, geographic isolation, or historic distrust of government. As trusted messengers, CHWs are connecting communities impacted by long-standing health disparities to needed services and systems of care. Through over 14 contracts, over 250 CHW’s have been deployed, who speak 26 languages, and serve all six regions of San Diego County. They are focusing on underserved communities including Black and African American, Hispanic/Latino, refugee, and Asian and Pacific Islander. Community Health Workers not only provide vital information, but assist families in finding resources, schedule vaccine and testing appointments, walk individuals through testing/vaccination sites and overall provide a trusted support system.

With the widespread rollout of the vaccine, there was an initial drop in cases. However, the delta variant has been a driving factor in the recent surge San Diego County and rest of the country are experiencing. Response activities are being once again expanded to address not only this surge but also to target the vaccine hesitant and prepare for the rollout of the vaccine boosters anticipated to be approved in mid-September and the vaccine for children anticipated to be approved in winter. Strategies to implement expanded response activities may include engaging in public-private partnerships or contracting with organizations who have the subject matter expertise or ability or serve identified populations to address equity. Additionally, other State and federal funds will continue to be leveraged in order to maximize the impact of these funds.

2. Premium Pay for Governmental Essential Workers

The COVID-19 pandemic presented the County and its workforce with unprecedented new challenges. In recognition of these efforts the County's Department of Human Resources – Labor Relations Division has held a number of meetings with County labor organizations to determine appropriate qualifications for hazard pay, and has worked with each County department to confirm all eligible employees. Based on available funding sources such as Coronavirus Aid, Relief, and Economic Security Act (CARES) Coronavirus Relief Fund, Federal Emergency Management Agency (FEMA), and ARPA, County leadership determined that the premium pay provision of the American Rescue Plan offers the most appropriate funding alignment for this program. Approximately \$36 million is allocated to this component of the framework. Hazard pay for County employees has been made available in two levels: a \$2,500 one-time payment to employees working for an extended period of time in facilities where COVID-19 exposure was more likely (such as detention and medical facilities), and a \$1,500 one-time payment for employees working in conditions where exposure was not as likely, but still elevated due to interaction with the public and other employees. The vast majority of payments are being distributed in August 2021, with some payments being made upon the return of certain employees on leave of absence at that time.

3. Mental Health Services

The lives of individuals and families have been severely disrupted over the past year, with increased feelings of isolation, anxiety, and family stress magnifying a local need for significant investment in mental health. Approximately \$32 million is allocated to this component and projects under will focus on specific populations: Children/Youth, homebound individuals who are recipients of In-Home Supportive Services (IHSS), and IHSS caregivers.

- The County will work with schools, First 5 San Diego, community members, and other stakeholders to develop and implement a plan to address the needs of students, children from 0-5 years of age, teenagers, and Transitional Age Youth, and their families. One goal of these programs will be to use a shared vision and innovative design to increase identification and referral of youth to appropriate levels of support and treatment, regardless of their payor type. Initial investments will bolster the infrastructure for school-based services, creating an attractive environment to recruit and retain experienced workforce and actualize manageable caseloads to provide for more individualized services and collaboration. Strategies include:
 - Minimum SchooLink thresholds emphasize on-site clinicians on school campuses and decreased caseload ratios to increase face to face services.
 - Minimum billing unit expectations will be specified in contract, based on budgeted FTEs.
 - Optimized infrastructure creates the environment to deliver high quality services which are anticipated to improve outcomes for student mental health, with a renewed focus on academic performance and attendance.

Subsequent investments are expected to further expand access and capacity for services, with the goal will be to increase clients served by 5% annually (uninsured / Medi-Cal). Funding will be utilized to increase the number of youth services by 5% which will result in approximately 460 additional students receiving specialty mental health care. These service enhancements are expected to be operationalized in September 2021 in alignment with school starting. Additionally, in order to increase access & capacity including students with private insurance, funds will be leveraged to Retain Subject Matter Experts to convene the private payors and embark on a collaborative process to engage and establish pathways to care that allow for access through schools. The goal will be to initiate a projected growth of approximately 10% to allow access to services for all students at designated schools, regardless of insurance status (beyond uninsured / Medi-Cal). The anticipated initial reach is approximately 900 additional students.

A final phase will implement universal behavioral health screenings for all students. Strategies for this phase include:

- Leverage other State and federal funding
 - Retain Subject Matter Experts to guide a county wide process to engage the 42 local School Districts to ascertain best practices to select, implement, and administer a universal screening.
 - Through coordination with school district leadership, implement behavioral health/social emotional screenings for all youth in schools to support early identification and coordination of services, regardless of payor type.
 - Invest in tool infrastructure and data platform that allows for access at various levels inclusive of student, class, teacher, grade, school, district, county wide.
- The In-Home Supportive Services (IHSS) program provides personal care assistance to eligible individuals who are receiving Supplemental Security Income or who have a low income and need help in the home to remain independent. Caregiving services are conducted by Individual Providers (IPs) who may be family members, friends, or caregivers identified via the Public Authority (PA). Access to resources that improve mental health have been shown to reduce stress, reduce feelings of isolation, and enhance quality of life. This program would utilize technology such as tablets and associated accessories, internet access and/or data plans, and in-home training to impact and improve the mental health of a subset of homebound IHSS recipients and IHSS IPs.

4. Homeless Services

Many people in the County are currently experiencing or at risk of homelessness, which has been exacerbated by the COVID-19 pandemic. To address these needs, the County will utilize a significant portion of the funds, approximately \$85 million for a variety of programs including housing resources, which may include acquisition of facilities, and other wraparound and supportive services, emergency vouchers and local rent subsidy programs, and housing programs affirming and responsive to the needs of the LGBTQ population. The newly formed Homeless

Solutions and Equitable Communities Department will lead in collaborating with the community, partners and other County departments to develop a plan with a focus on equity and data that maximizes existing, successful programs and addresses gaps in services. Planning is also underway to ensure various additional funding resources for homelessness, including ARPA, are leveraged with maximum impact.

5. *Food Assistance*

Food assistance was one of the highest priorities that resulted from the County-held community workshops. San Diego Hunger Coalition estimates that, as of November 2020, approximately 1 in 3 San Diegans experience nutrition insecurity, or are unable to provide three, nutritious meals per day for themselves and/or their families. This is up from an estimated 1 in 4 San Diegans in 2019. The \$20 million allocated to this component of the County's ARPA Framework will be used to increase food security through programs that incorporate community feedback in the design and are building off of existing, successful programs. Examples of programs that may be implemented or enhanced include:

- The Food Banks Pantry Food Box and Backpack programs provide pre-packaged food boxes and easy-to-carry bags/backpacks filled with nutritious food to ensure families, school-age children, and seniors have access to locally sourced fresh fruits and vegetables and healthy staple items throughout the week and help bridge the gap between weekday school meals.
- Community Food Production (CFP) which is defined as all efforts to grow, raise, and harvest crops; raise animals; fish; or forage food; and process these products for human consumption. The types of projects that will be eligible to receive funding include, but are not limited to, urban agriculture, direct-to-consumer food models, processing and distribution infrastructure, policy interventions that improve the local food system, and food and farm-based educational initiatives. County staff are currently exploring mechanisms to maximize distribution of funds. This includes the potential of working with a local foundation which would create a public-private partnership that would exponentially increase the potential impact of the funds.
- The ¡Más Fresco! More Fresh Nutrition Incentive Program which provides nutrition incentives to low-income families who receive federal Supplemental Nutrition Assistance Program (SNAP)/ CalFresh benefits to purchase fresh fruits and vegetables at participating retailers and farmers markets. This nutrition incentive program will help low-income families and individuals reduce food insecurity, increase access to healthy foods, and improve nutrition and health status, as well as help support local agricultural businesses in San Diego County.
- The Senior Nutrition Program which provides free nutritionally sound meals to individuals age 60 and older and is meant to promote health and prevent disease, malnutrition, nutrient deficiencies, and food insecurity.
- Development of a food system sustainability, equity, and local sourcing procurement guidelines

Strategies to implement these programs may include engaging in public-private partnerships

or contracting with organizations who have the subject matter expertise or ability or serve identified populations to address equity. Additionally, other State and federal funds would be leveraged in order to maximize the impact of these funds.

6. Senior & Youth Services

To support youth and seniors in overcoming the economic challenges resulting from the COVID-19 pandemic, \$10 million has been allocated to the Senior & Youth Services component. Programs being developed include:

- Transportation was identified as a major barrier for both age groups in economic independence. The County will be supporting programs for no-cost transportation services for eligible youth age 16-24 and seniors.
- For the County's foster youth, funds will also be invested toward exploring career pathways for foster youth by augmenting Child Welfare Services' independent living skills program and providing funding for the San Pasqual Academy Promise. Career Pathways will provide career assessment, employable skills and knowledge, and financial incentives to current/former foster youth, who are interested in pursuing careers with the County of San Diego. Eligible youth who are enrolled in high school, vocational/certificate programs, or college/university will receive additional financial support (e.g. scholarships and educational related expenses) to ensure continuation or completion of their program, while participating in Career Pathways.
- A one-time grant program for youth sports and youth camp tuition in partnership with foundations and other community agencies will be developed. This project will reduce financial barriers that would otherwise limit participation in youth sports leagues and youth camps. Using the California Healthy Places Index (HPI), the County will prioritize funding for families and communities that have been most impacted by the COVID-19 Public Health Crisis and organizations that serve those communities. The HPI combines multiple community characteristics into a single indexed score for individual census tracts. The scores from multiple census tracts are then compared across the state to provide an overall report on the health of individual communities and neighborhoods.

7. Child Care Subsidies

As the region re-opens and more people go back to work there is an increasing need for access to child care. However, San Diego County child care providers were already struggling to fill vacant staff positions pre-pandemic. Staff turnover can be expensive for providers and detrimental to children's development and relationship with caregivers. A variety of programs are being explored for the \$16 million allocated for this component. The activities will be aimed at providing additional supports and mitigation of barriers to parents. Examples of programs being developed include:

- Funding will create a pilot program in partnership with public universities, community colleges, San Diego Workforce Partnership, large family child care providers, centers, and

school districts to provide job training for new early educators joining the field in a model that compensates interns and mentors, scholarships for continuing education in child development for existing workforce and support a pilot increasing hourly wages for child care staff as demonstration of quality retention and impact.

- Time-limited child care voucher for parents reunifying with children birth to 12 years of age for a period of up to six months until the child is successfully enrolled into long term subsidized child care.
- Grants to child care providers
- Investments in child care facilities including exploring facilities on County property.

Strategies to implement these programs may include engaging in public-private partnerships or contracting with organizations who have the subject matter expertise or ability or serve identified populations to address equity. Additionally, other State and federal funds would be leveraged when possible to maximize the impact of these funds.

8. Direct Stimulus Payments

The Direct Stimulus Payments component of the framework will be integral to support the populations that have been disproportionately impacted by COVID-19. Approximately \$40 million has been allocated to this component. A variety of programs are being explored to provide direct cash payments to special populations to support economic recovery from COVID-19. These include:

- A pilot program for Cash Transfers for families at risk of child welfare system involvement and/or youth entry into foster care will be developed. Nationally, child welfare systems serve a disproportionate number of families living below the poverty line. Families with low socioeconomic status are over 40 times more likely to enter the child welfare system than median-income families, and the greatest predictor of maltreatment and child welfare entry is income. This program is intended to increase resiliency in impacted communities, promote family strengthening, prevent child maltreatment, and reduce long-term public costs associated with the care of youth in the foster care system. The program will serve up to 1,000 families with children ages 0 to 12 years who are at risk of entering foster care, particularly in communities of color with higher rates of poverty. Eligible families will receive monthly income subsidies for up to two years and have access to equitable opportunities to participate in supportive services. A randomized control trial evaluation of the program will follow participating families during the two years of receiving cash disbursements, and up to two years after, to determine the sustainability of protective factors, resiliency, and the effectiveness of guaranteed income as a means of reducing the risk for child abuse and neglect. To ensure a successful implementation with maximum impact in the community, the County is procuring a contract for the development and evaluation component, and the administration component of the Cash Transfer Program. Additionally, the program design (to be determined with input from experts within the community) will include an emphasis on communities within the California Healthy Places Index and/or zip codes with high rates of child abuse referrals in a targeted effort to maximize programmatic and community impact. The County Child Welfare Services

continues to work in partnership across sectors and within the community to identify comprehensive racial equity strategies that address economic disparities among families living below the poverty line and at increased risk of child welfare system involvement and/or youth entry into foster care.

- Direct stimulus payments in the form of cash aid, to low-income immigrants excluded from federal and State benefits, who have been disproportionately affected by COVID-19.
- A direct cash assistance program for individuals and families that were disproportionality impacted by COVID-19 and reside in one of the 39 Health Equity zip codes.

9. Legal Services

Approximately \$15 million has been allocated to this component to be used for legal services to tenants facing eviction to provide counseling and outreach/prevention services supporting the most vulnerable tenants in San Diego County. This funding is intended to help prevent eviction through community outreach and education and connecting tenants, who may otherwise not have access to or be able to afford legal representation, to existing resources that may help them understand their legal rights.

\$10 million will be used over three years for tenant legal services. The County will amend an existing contract to enhance existing tenant legal services for one year and competitively procure and fund a new a new contract(s) for the following two years. Additionally, \$5 million will be used over three years for a coordinated eviction prevention pilot program (currently in development), which will be competitively procured after an evaluation framework is developed. Strategies to implement the coordinated eviction prevention system pilot program may include engaging in public-private partnerships or contracting with organizations who have the subject matter expertise or ability or serve identified populations to address equity. Additionally, other State and federal funds will be leveraged when possible, in order to maximize the impact of these funds.

10. Small Business and Non-Profit Stimulus Program

The Small Business and Non-Profit Stimulus Program component of the County's ARPA framework aims to provide economic assistance, primarily to help businesses and nonprofit entities impacted by COVID-19. Approximately \$56 million has been allocated to this portion. A variety of programs have been and will be developed under this component:

- Approximately \$33 million of the funds will be used for the Small Business Stimulus Grant program. This program divides the funding equally among the County's five Supervisorial District offices for distribution to qualified small businesses and non-profit organizations with twenty (20) or fewer full-time equivalents (FTEs), including sole proprietorships and independent contractors, based and operated within San Diego County.. Applicants must
 - be able to demonstrate their qualifications through an online application process
 - provide local goods and services to the community, with a minimum 1-year operating history as of February 14, 2020.

- have experienced financial hardship as a result of COVID-19, and these impacts must be documented, quantifiable, and clearly driven by COVID-19.
- comply with all State and local public health guidance, and cannot be located in an incorporated city with its own small business stimulus grant program that is actively accepting applications and awarding grant funds.

After a Board office selects an applicant for award, the applicant submits a signed grant agreement and then receives a payment from the County’s Auditor & Controller. The County’s Office of Financial Planning will monitor the agreement for submission of required expenditure documentation within the required timeframe. The program will continue until all funds are distributed, all documentation is received, and all grant terms are satisfactorily met. In accordance with ARPA provisions, qualifying expenditures must be incurred no later than December 31, 2024. Given the scope of the program, County staff administrative duties may be supplemented by third party services if necessary.

The County previously allocated \$27.5M in CARES Act CRF funding for a similar small business grant assistance program (for organizations with 100 or fewer employees) in 2020. Given the tremendous demand for the program, the County allocated additional funding of \$20M from its own General Fund in 2020. The ARPA funded program described herein is targeted toward smaller organizations (20 or fewer employees), and adds certain ARPA requirements such as expenditure timeframes and uses.

- Recognizing the impact of COVID-19 had on San Diego County’s food industry businesses, the County will waive restaurant and bar annual health permit renewal fees for Fiscal Year 2021-2022 in order to help them succeed in rebuilding. Annual health permit renewal fees for business types of Restaurant Food Facility, Low Risk Food Facility, and Restricted Food Service Facility will be waived upon the permit renewal date during FY 2021-2022 from July 1, 2021 to June 30, 2022. Additionally, the meeting and events industry is an essential economic driver for the San Diego region. The events industry has been significantly impacted by the COVID-19 pandemic. The County will waive special event permit fees for nonprofit organizations and commercial businesses holding public special events such as festivals, parades, runs/walks, and other planned public events at County parks and facilities, as well as temporary food event and vendor permit fees in the region during Fiscal Year 2021-2022.
- Another industry impacted by COVID-19 is the Arts and Culture industry. According to a report from Americans for the Arts, COVID-19 Pandemic’s Impact on The Arts: Research Update (May 17, 2021), artists remain the most severely affected segment of the nation’s workforce. 99% of producing and presenting organizations have cancelled events and financial losses to nonprofit arts and culture organizations are \$16.5 billion. Among organizations yet to reopen at that time, 42% lacked the funds needed to restart in-person programming. The program is targeted toward those organizations. The County’s existing Community Enhancement program funds cultural activities, museums, visitor and convention bureaus, economic development councils, and other similar institutions/organizations, including County programs and projects, which promote and

generate tourism and/or economic development within San Diego County. The Community Enhancement program is typically funded with a combination of local Transient Occupancy Tax (TOT) and County General Fund resources. SLFRF funding is being used to augment these funding sources for the expansion of this program. Each Board office is allocated an equal share of the funding and will review online applications for organizations within their geographic boundaries to determine grant awards available through this project. Applicants will provide information to establish eligibility under the Community Enhancement program (as governed by Board Policy B-58: Funding for the Community Enhancement Program), including the additional requirements set forth in the American Rescue Plan Act. Each applicant is required to provide information about the organization's purpose, non-profit status, location, size, intended use of grant funds, and other information that will help Board offices make informed award decisions to achieve equitable outcomes.

- The housing rental industry was significantly impacted during COVID-19, particularly smaller landlords who are not able to access any other source of governmental COVID-19 financial assistance that would compensate for lost rental income, including local rental assistance programs developed by the County and incorporated cities. Funds under this component are being used to develop the County's Rental Assistance for Small Landlords (RASL) program. This program aims to help small landlords that have not been able to access federal, State, or local financial assistance for loss of rental income. RASL is available to landlords that operate less than five rental units and have at least three months in rental arrears per request. The County will compensate eligible landlords for unpaid arrears accumulated from April 2020, for a maximum award amount of \$15,000 per rental unit. RASL can also assist landlords that have been left with unpaid rent by former tenants during this period.

The County will conduct extensive outreach to ensure landlords across the San Diego region are informed about the program. The County will serve landlords residing in the County's jurisdiction whose rental properties are also located in the County's jurisdiction. The jurisdiction of the County includes the all 18 incorporated cities and the unincorporated areas of San Diego. The County will conduct culturally and linguistically appropriate COVID outreach through various methods, such as;

- E-Flyer Distribution through community sectors, various apartment associations and realtor groups, and the County's other related distribution lists. Flyers will be translated into several languages.
- Social Media Posts
- Email Blast
- Landlord Webinars

Beginning September 1, 2021, customers have the ability to access online applications, fill out in person applications and applications by phone if they choose to utilize the customer service phone line. The application is available in several languages including English, Spanish, Tagalog, Arabic, Vietnamese, and Mandarin.

- The County of San Diego’s Security Deposit Assistance Program (SDAP) will help eligible County residents with a security deposit payment. The program provides one-time payment assistance for renters unable to pay for a security deposit through a security deposit voucher program. Beginning September 3rd, 2021, residents of San Diego County can apply for the Security Deposit Assistance Program (SDAP). The application can be accessed online, in-person, and by phone if they choose to utilize the customer service phone line. The application is available in several languages including English, Spanish, Tagalog, Arabic, Vietnamese, and Mandarin.

Eligible applicants that are relocating and need financial assistance may be awarded up to \$7,000 towards their new rental security deposits. SDAP recipients will be provided a voucher they can use within 60 days (extensions will be allowed up a maximum of 90 days total) and the security deposit will be paid directly to their new landlord. This new program is aimed to assist low- or moderate-income households who have experienced negative economic impacts resulting from the pandemic. Households must be at or below 120 percent area median income to qualify for the program. The County is available to households residing in the 18 incorporated cities and the unincorporated areas of San Diego.

11. Infrastructure

The COVID-19 pandemic highlighted the need for regional infrastructure improvements. This component of the County’s ARPA Framework allocates funding to support investments in stormwater, water, sewer, broadband and other infrastructure projects, as allowable or that can be supplemented through other State or federal funds. Projects under this component are still being developed.

Promoting Equitable Outcomes

The COVID-19 pandemic has had a significant impact on the lives of individuals, businesses, and communities across San Diego County. The County's framework for the use of ARPA funding supports the most vulnerable residents in the county with an equity lens and quantitative and qualitative data-driven approaches used to prioritize and integrate explicit consideration of racial and gender equity. The broad range of projects under the County’s ARPA Framework strive to address the complex factors that influence health and equity including educational attainment, housing, transportation options and neighborhood safety. Strategies that have and will be used to promote equity include:

- Contracting with subject matter experts will be engaged in various projects to provide expertise in ensuring evaluation designs are guided by an equity lens.
- Utilizing the use of the California Healthy Places Index (HPI) to identify underserved communities’ interventions and services. HPI is new tool, developed by the Public Health Alliance of Southern California, to assist in exploring local factors that predict life expectancy and comparing community conditions across the state. The HPI provides overall scores and more detailed data on specific policy action areas that shape health, such as housing,

transportation, education and more. Using case line list data through October 3, 2020, it was identified that out of the 47,077 COVID-19 cases, 39% live in the lowest HPI quartile, which indicates less health opportunities. Additionally, the County utilized the HPI to identify 39 zip codes that were within the lowest quartile and had the highest burden of COVID-19 defined as a cumulative case rate of at least 10,000 COVID-19 cases per 100,000 population.

San Diego County Health Equity Zip Codes (39 Zip Codes)							
91901	91915	91948	91980	92058*	92083	92110	92173*
91905*	91917*	91950*	92004	92060	92084	92113*	92259
91906*	91934*	91962	92020	92066*	92086*	92114	92536
91910	91935	91963	92027	92070	92102*	92139	92672
91911	91945	91977	92055	92081	92105*	92154	

*California Department of Public Health (CDPH) assigned Vaccine Equity Metric Quartile 1 zip codes

- Analyzing data by geography, age, and race/ethnicity. For example, the County tracks overall testing rates, case rates, hospitalizations and deaths and vaccination progress, with much of this by rates by geography, age, and race/ethnicity. Through this data, it was found that the Hispanic/Latino community carries a large burden of COVID-19 disease in the County. According to the San Diego Association of Governments 2019 population estimates, 33% of San Diego County’s population is Hispanic/Latino. Using case data through August 3, 2021, 53.4% of the COVID-19 cases with known race/ethnicity were Hispanic or Latino.
- Examining data for trends of inequities.
 - For example, data shows disproportionality for children in foster care is an issue both locally and nationally, resulting in a greater percentage of African American and Native American children involved in the foster care system. These disparities can be seen across nearly every metric within the child welfare system. Children of color tend to be reported to the child abuse hotline, investigated, removed from their parents at a far greater percentage than their occurrence in the general population. In addition, they data shows that they reunify at a decreased rate and are more likely to languish in care for longer periods of time.
 - Race and Ethnicity reports are generated on a bi-weekly basis to determine whether the Temporary Lodging program is promoting equitable outcomes in our community. As of the latest report (8/25/21), data shows of those served in Temporary Lodging
 - 55.6% identify as Hispanic/Latino
 - 26.7% identify as White
 - 10.7% identify as Black or African American
 - 5.1% identify as Asian
 - 1.2% identify as Native Hawaiian/Pacific Islander
 - 0.8% identify as American Indian/Alaska Native
- Utilizing GIS mapping to determine density and location of key services in target communities.

Community Engagement

Accessible, culturally appropriate community engagement has been a fundamental component to how the County implements programs and services. *Live Well San Diego* is the County's long-term strategy for healthy, safe and thriving communities focused on improving population health and achieving collective impact through public-private partnerships. There are over 500 *Live Well San Diego* recognized partners who represent all sectors – from government, to business, to schools, to faith-based and community organizations and represent the diverse communities of San Diego County. These partners are actively involved in collaborating and even came together during the COVID-19 Pandemic to participate in the County's COVID-19 Education and Outreach sectors. Through these sectors, the County continuously communicates sector-specific COVID-19 information virtually to thousands of stakeholders to facilitate transparency, ensure accessibility for all populations, and keep the general public informed of the latest information as it relates to local response efforts.

To continue the County's commitment to transparency and open government and remove traditional barriers to access and participation in government affairs, through community workshops and other community input opportunities, the County has been able to obtain critical public input on the use of future federal and State COVID-19 stimulus funding. In anticipation of passing of ARPA and the receipt of the SLFRF, the County hosted five virtual 90-minute community workshops between March 15, 2021 and March 19, 2021. These workshops gave the public the opportunity to provide feedback on the potential uses of anticipated funds. A total of 386 individuals from across the San Diego County region participated and arrangements were made to provide interpretation in Arabic, Chinese, Filipino, Spanish, and Vietnamese. Based on categories identified in ARPA, participants were able to engage with an online polling feature within the virtual meeting and rank the categories in order from highest priority to lowest and provide suggestions on the use of the funds.

Incorporating feedback received, a proposed ARPA "In-Concept" framework was presented at the April 6, 2021 San Diego County Board of Supervisors (Board) meeting. As part of this public meeting, the community had the opportunity to provide both written and oral comments. Additionally, after the release of the Interim Final Guideline to Implement ARPA, a revised County ARPA Framework as presented at the June 8, 2021 Board meeting and again, public comments were received.

As projects are being developed, they will incorporate feedback and input from the community through a variety of methods. A priority for the County is ensuring that community engagement efforts are culturally appropriate and accessible to best serve the targeted population. Written communication is translated into multiple threshold languages and translators are available for oral communication.

Methods for community engagement including but are not limited to:

- Gathering public comments through the public Board meetings
- Engaging the County's Citizen advisory boards

- Utilizing existing community engagement/listening sessions
- Connecting with existing recipients of services and service providers
- Engaging with stakeholder and community groups
- Print and online media such flyers, handouts, websites and newsletters
- Conducting Focus groups
- Conducting Surveys
- Obtaining support from contractors or consultants
- Connecting with Youth-led groups

Labor Practices

Per the guidelines, workforce practices must be reported on for projects being pursued under SLFRF Expenditure Category 5: Water, sewer, and broadband infrastructure. The Infrastructure component of the County ARAP Framework would most align with this category, however projects are still being developed. When the projects are developed, labor practices will be described in future reports.

Use of Evidence

Many of the County ARPA Framework projects are still under development and design. The County will prioritize projects that are based on evidence-based practices and will conduct evaluations for those that employ new and innovate approaches. Below are a few highlights of evidence-based practices that are being incorporated into the project:

- The use of Community Health Workers or Promotoras to promote positive health outcomes has been recognized as a best practice, especially in Hispanic/Latino communities. The CDC recommends using ‘community champions’ to build vaccine confidence. The County is employing the use of Community Health Workers in communities disproportionately affected by COVID-19 to boost the uptake of the vaccine.
- The school-based Specialty Mental Health Services being built will utilize evidence based and evidence informed practices such as Motivation Interviewing, Trauma Focused Cognitive Behavioral Therapy, and various other modalities as appropriate. Various other tools evidence-based tools will be utilized to evaluate progress such as the Pediatric Symptoms Checklist (PSC) for both Youth and Caregivers and the Child and Adolescent Needs and Strengths (CANS).
- Community Food Production projects are considered an evidence-based intervention. According to the County Health Rankings and Roadmaps, there is evidence that community gardens, in general, improve access to and consumption of fruits and vegetables as well as increased physical activity.

Table of ARPA Expenses by Expenditure Category

Category		*Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
1	Expenditure Category: Public Health		
1.1	COVID-19 Vaccination	9,311,139	9,311,139
1.2	COVID-19 Testing	3,386,601	3,386,601
1.3	COVID-19 Contact Tracing	5,137,837	5,137,837
1.5	Personal Protective Equipment	2,047,653	2,047,653
1.8	Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)	8,670,693	8,670,693
1.9	Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to COVID-19	4,425,973	4,425,973
2	Expenditure Category: Negative Economic Impacts		
2.9	Small Business Economic Assistance (General)	835,265	835,265
3	Expenditure Category: Services to Disproportionately Impacted Communities		
3.14	Social Determinants of Health: Community Health Workers or Benefits Navigators	1,218,562	1,218,562
6	Expenditure Category: Revenue Replacement		
6.1	Provision of Government Services	33,000,000	33,000,000
7	Administrative and Other		
7.1	Administrative Expenses	1,268,200	1,268,200
	Total	69,301,923	69,301,923

**Expenditures represent total estimated use of ARPA funds utilized in the reporting period and exclude costs funded with other federal, State, County stimulus and response funding.*

Project Inventory

Project 1a: COVID-19 Vaccination

Funding amount: A total of \$311.5 million has been earmarked for a range of COVID-19 public health response activities including vaccinations (project 1a), testing (project 1b), contact tracing (project 1c), personal protective equipment (project 1d), other COVID-19 public health expenses (project 1e), community health workers (project 1f), payroll costs for public health, safety, and other public sector staff responding to COVID-19 (project 1g), and administrative expenses (project 1h). Funding will be used to meet needs in each area depending on response phase, and federal and State revenue from other sources will be leveraged to help cover costs when available including the use of funding from the Federal Emergency Management Agency (FEMA). Funds may be reallocated to other ARPA Framework components once spending for direct public health response activities has stabilized.

Project Expenditure Category: 1.1, COVID-19 Vaccination

Project Overview: Vaccine efforts focused on accessible access to the vaccine through the support of a robust ecosystem of vaccination providers. Strategies included:

- Launched Project SAVE (Scheduling Assistance for Vaccine Equity) improve vaccination rates among impacted communities by utilizing community health workers for outreach and to make vaccine appointments for residents
- Created Vaccine Support team in 2-1-1 to help address equity issues—clients set up for follow-up calls if faced barriers to scheduling or unable to access appointments.
- Implemented the Homebound San Diegans program to provide in-home vaccinations to homebound individuals.
- Partnered with Fire Agencies to provide vaccinations to special populations such as those in rural communities and senior facilities.
- Partnered with healthcare systems to set up the State’s first Vaccination Superstations which provided large-scale vaccination events to over 5,000 individuals a day per site.
- Engagement of local Clinical leaders through the Clinical Advisory Committee.

Link to website: [Coronavirus Disease 2019 \(sandiegocounty.gov\)](https://www.sandiegocounty.gov/coronavirus).

Performance Report

The County’s online Vaccination Dashboard www.coronavirus-sd.com tracks the number of eligible residents vaccinated (fully or at least one dose). As of August 26, 2021, San Diego County is at 74.4% (2,085,698 of 2,802,581) fully vaccinated with 85% of residents with at least one dose. This Dashboard also captures these data by race/ethnicity, gender, age, region, and with maps.

**Number of San Diego County Residents Receiving Their First Dose (including Johnson & Johnson)
by HPI Quartile and Date Range**

HPI	Data Through 3/3/2021		Data Through 7/31/2021		Number of Individuals Receiving First Dose Between 3/4/21 and 7/31/21	% increase
	Number	Percent	Number	Percent		
1	205,212	32.9	560,087	28.7	354,875	173%
2	173,590	27.9	497,190	25.4	323,600	186%
3	142,966	22.9	471,846	24.2	328,880	230%
4	101,327	16.3	424,598	21.7	323,271	319%
Total	623,095	100	1,953,721	100	1,330,626	214%
Missing	2,394		7,060			

Project 1b: COVID-19 Testing

Funding amount: A total of \$311.5 million has been earmarked for a range of COVID-19 public health response activities including vaccinations (project 1a), testing (project 1b), contact tracing (project 1c), personal protective equipment (project 1d), other COVID-19 public health expenses (project 1e), community health workers (project 1f), payroll costs for public health, safety, and other public sector staff responding to COVID-19 (project 1g), and administrative expenses (project 1h). Funding will be used to meet needs in each area depending on response phase, and federal and State revenue from other sources will be leveraged to help cover costs when available including the use of funding from the Federal Emergency Management Agency (FEMA). Funds may be reallocated to other ARPA Framework components once spending for direct public health response activities has stabilized.

Project Expenditure Category: 1.2, COVID-19 Testing

Project Overview

The testing component of the County's T3 Strategy aims to provide accessible COVID-19 testing. Multiple approaches were employed to achieve this goal including a focus on building excellence in the public health laboratory and regional testing system; developing expanded and equitable capacity for testing; conducting effective and culturally tailored communication and outreach; providing timeline and quality data analysis; and implementing flexible, culturally responsive hiring and staff practices.

The first County testing site was opened on March 16, 2020, at a local sports stadium, allowing for drive-up testing in a large-scale setting.

On April 27, 2021, the COVID-19 County Laboratory Testing Task Force was established to provide a forum for hospitals and health systems to facilitate laboratory testing and engage in mutual problem solving. As it became clear that laboratory capacity needed to expand, a partnership with a private laboratory (Helix Lab) was initiated on July 3, 2020. Through the summer and fall, continuing process improvements efforts were undertaken with Helix to improve the testing process. In addition, the County's laboratory continued to be improved throughout the response, by expanding its testing platform with Perkin Elmer, innovating with genome sequencing, and implementing technology advancements such as Electronic Lab Reporting. At its peak, County testing reached an average of 10,000 tests per day in December 2020. In April 2021, the County received an Epidemiology and Laboratory Capacity Grant to support COVID-19 testing among other COVID-19 functions.

Many partners were also involved in building and assuring adequate laboratory capacity. The County Laboratory Testing Task Force was formed for this purpose. The Public Health Laboratory, hospitals, and private laboratories all worked together to help ensure equitable distribution of testing resources, timely reporting of results, utilization of state-of-the-art laboratory equipment, and facilitation of open communication and collaboration. Other tactics for improving access

began in May 2020, when Strike Teams were operationalized to address outbreaks within congregate facilities and Rapid Response Teams began testing at Long Term Care Facilities.

A few key additional testing strategies include:

- Supporting 41 County and community partners testing sites at locations that include public health centers, schools & universities, community centers, places of worship and markets to facilitate access within the community
- Partnering with Fire Agencies to conduct testing in the rural communities
- Prioritizing testing efforts within and for individuals living in low HPI communities with a specific emphasis on testing with the South region of the County which has been disproportionately affected by COVID-19 and has a high Hispanic/Latino population.
- Enhancing the County’s Public Health Laboratories infrastructure
- Contracting with Helix Laboratories for cost and time efficient testing solutions.
- Leveraging the State’s contracted testing sites

Link to website: [Coronavirus Disease 2019 \(sandiegocounty.gov\)](https://www.sandiegocounty.gov/coronavirus).

Performance Report

Entity	Total Tests through 7/31/2021	Total Tests from 3/3/21 – 7/31/21
San Diego Public Health Lab	420,686	93,662
Helix Lab	1,119,249	167,898
Total	1,539,935	261,560

Project 1c: COVID-19 Contact Tracing

Funding amount: A total of \$311.5 million has been earmarked for a range of COVID-19 public health response activities including vaccinations (project 1a), testing (project 1b), contact tracing (project 1c), personal protective equipment (project 1d), other COVID-19 public health expenses (project 1e), community health workers (project 1f), payroll costs for public health, safety, and other public sector staff responding to COVID-19 (project 1g), and administrative expenses (project 1h). Funding will be used to meet needs in each area depending on response phase, and federal and State revenue from other sources will be leveraged to help cover costs when available including the use of funding from the Federal Emergency Management Agency (FEMA). Funds may be reallocated to other ARPA Framework components once spending for direct public health response activities has stabilized.

Project Expenditure Category: 1.3, COVID-19 Contact Tracing

Project Overview

The Trace component of the County's T3 Strategy includes the direct focus of disease surveillance and disease control operations. Key operational areas include: disease reporting, intake and processing of reported COVID-19 cases and lab results, case investigation, contact tracing, pre-outbreak assessment, outbreak investigations, data analysis and data reports, and health education and promotion. Strategies include:

- Utilizing Community Health Workers to support contact tracing efforts
- Contract with University of California San Diego (UCSD) for contract tracing support among college age population ages 18 to 24 years throughout San Diego County.
- Partnering with the County's Land Use and Environment Group, the Epidemiology Unit made referrals to the Department of Environmental Health and Quality and the Safe Reopening Compliance Team about community settings with possible safe reopening safety concerns or because of outbreaks occurring in such settings.
- Site assessments and field response to clusters and outbreak at skilled nursing facilities and long-term care facilities.
- Referrals provided among cases and contacts needing resources and services, including a COVID-19 Positive recovery stipend for employed individuals not otherwise eligible for paid time-off or State unemployment benefits.

Trace has extensive partners within the community, including hospitals, clinics, laboratories, border health, military, schools and institutions of higher education. These partners including local, State and federal entities.

Link to website: [Coronavirus Disease 2019 \(sandiegocounty.gov\)](https://www.sandiegocounty.gov).
www.sdepi.org.

Performance Report

3/3/2021-7/31/2021	
The total percent of cases investigated within 24 hours	82.7% (31,335 of 37,912)
The total percent of contacts where first attempt was made within 24 hours	98.4% (24,906/25,305)

Project 1d: Personal Protective Equipment

Funding amount: A total of \$311.5 million has been earmarked for a range of COVID-19 public health response activities including vaccinations (project 1a), testing (project 1b), contact tracing (project 1c), personal protective equipment (project 1d), other COVID-19 public health expenses (project 1e), community health workers (project 1f), payroll costs for public health, safety, and other public sector staff responding to COVID-19 (project 1g), and administrative expenses (project 1h). Funding will be used to meet needs in each area depending on response phase, and federal and State revenue from other sources will be leveraged to help cover costs when available including the use of funding from the Federal Emergency Management Agency (FEMA). Funds may be reallocated to other ARPA Framework components once spending for direct public health response activities has stabilized.

Project Expenditure Category: 1.5, Personal Protective Equipment

Project Overview

The Medical Operations Center logistics section processes and delivers requests for Personal Protective Equipment (PPE) that are submitted by all healthcare facilities that could not procure their supplies through normal channels. All deliveries have been handled within 72 hours of the request being received. Items are purchased from vendors to support all healthcare partners in the county.

Performance Report

3/3/2021-7/31/2021	
Items of PPE were requested, processed, and delivered	12,517,916 (to facilities in 87 different zip codes)

Project 1e: Other COVID-19 Public Health Expenses

Funding amount: A total of \$311.5 million has been earmarked for a range of COVID-19 public health response activities including vaccinations (project 1a), testing (project 1b), contact tracing (project 1c), personal protective equipment (project 1d), other COVID-19 public health expenses (project 1e), community health workers (project 1f), payroll costs for public health, safety, and other public sector staff responding to COVID-19 (project 1g), and administrative expenses (project 1h). Funding will be used to meet needs in each area depending on response phase, and federal and State revenue from other sources will be leveraged to help cover costs when available including the use of funding from the Federal Emergency Management Agency (FEMA). Funds may be reallocated to other ARPA Framework components once spending for direct public health response activities has stabilized.

Project Expenditure Category: 1.8, Other COVID-19 Public Health Expenses

Project Overview

A range of public health response activities are covered in this area and include but are not limited to communications, coordination of medical services related to the response, on-site response and assistance to the community, costs associated with administering public health hotels including activities such as daily wellness checks, and costs for temporary nursing services as needed. Below is a further description of some of the main areas of response in this project category.

The County has been engaged in robust marketing efforts to inform communities about COVID-19 testing sites, vaccination sites and general COVID-19 educational efforts that reach the County's ethnic and diverse communities, various target groups, as well as the general population by employing marketing strategies that reflect the cultural values, beliefs and norms of a targeted audience.

The County provides a 24-hour comprehensive Information and Referral service to provide callers with quick, free access to information about community, health and human services, and disaster services, including information on pandemic-related services.

Since March of 2020, the goal of the Temporary Lodging Program or Public Health Hotels (non-congregate shelters) is to contain the spread of the COVID-19 virus across the County / region by linking individuals to isolation support. This is done through establishing, managing, and sustaining COVID-19 isolation, quarantine, and shelter locations in a non-congregate setting such as hotels to care for affected individuals, families and persons experiencing homelessness. Wrap around services are provided to individuals including medical, behavioral health, daily wellness checks with nurses and all hotel accommodations. Guests receive three meals per day, laundry services and have 24/7 security on site.

The Isolation Support Nurse Help Line (ISNHL) links San Diego County residents with Public Health Nurses to provide them with support during their COVID-19 diagnoses. ISNHL is comprised of nurses that offer information regarding isolation and health information regarding

the virus and symptoms they may experience to confirmed COVID positive individuals. The ISNHL team also provides available resources while they isolate during the COVID-19 pandemic. Through our ConnectWellSD referral system, Help Line staff provide information and/or create referrals for resources such as rental assistance, food banks, locating primary care providers, applications for Medi-Cal, CalFresh, CalWORKS, as well as General Relief, to those impacted by COVID-19. This includes referring qualifying individuals and/or families residing in the County of San Diego Public Health hotels for temporary lodging if needed.

County of San Diego staff who operate the call center work directly with their contracted partners to provide transportation to the hotels, customized rooms for lodging and connect directly with the hotel operations and clinical team at the isolation locations. Staff collaborate with local hospitals, Federally Qualified Health Centers (FQHCs), homeless service providers and other community partners to prevent spread in congregate settings and throughout the community.

Performance Report

Individuals Served in Isolation/Quarantine Support	
Total served through 7/31/2021	9,892
3/3/2021-7/31/2021	3,619

Additional metrics will be explored for future reports.

Project 1f: Community Health Workers

Funding amount: A total of \$311.5 million has been earmarked for a range of COVID-19 public health response activities including vaccinations (project 1a), testing (project 1b), contact tracing (project 1c), personal protective equipment (project 1d), other COVID-19 public health expenses (project 1e), community health workers (project 1f), payroll costs for public health, safety, and other public sector staff responding to COVID-19 (project 1g), and administrative expenses (project 1h). Funding will be used to meet needs in each area depending on response phase, and federal and State revenue from other sources will be leveraged to help cover costs when available including the use of funding from the Federal Emergency Management Agency (FEMA). Funds may be reallocated to other ARPA Framework components once spending for direct public health response activities has stabilized.

Project Expenditure Category: 3.14, Community Health Workers

Project Overview

During the COVID-19 pandemic, the County of San Diego (County) quickly mobilized a new Community Health Worker (CHW) model to provide tailored outreach and education to residents who have been traditionally hard to reach due to factors such as linguistic and cultural differences, geographic isolation, or historic distrust of government. As trusted messengers, CHWs are connecting communities impacted by long-standing health disparities to needed services and systems of care. Over 250 CHW's have been deployed, who speak 26 languages, and serve all six regions of San Diego County. They are focusing on underserved communities including Black and African American, Latino/Latinx, refugee, and Asian and Pacific Islander. CHWs are reaching people through focused individual outreach efforts, multimedia outreach, and referrals and information which have been provided for testing and vaccination. Community Health Workers not only provide vital information, but assist families in finding resources, schedule vaccine and testing appointments, walk individuals through testing/vaccination sites and overall provide a trusted support system. Evaluation efforts currently underway will help define what County-led CHW efforts look like moving forward, as a sustainable model for ensuring all communities can be healthy, safe, and thriving.

Performance Report

Community Health Workers Metrics 3/3/2021-7/31/2021	
Number of vaccination referrals made to disproportionately impacted individuals	59,584
Number of individuals assisted in scheduling a testing and/or vaccination appointment	5,782
Number of languages outreach conducted in	25. Highest language needs English, Spanish, Arabic, Karen, Tagalog, Vietnamese, Somali

Community Health Workers Metrics 3/3/2021-7/31/2021	
Number of activities reaching disproportionately impacted communities	15,171
Number of people reached by individual communication	208,024
Number of outreach views using multimedia approaches	4,318,122

Program evaluation will be conducted and additional metrics will be reported in future reports.

Project 1g: Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to COVID-19

Funding amount: A total of \$311.5 million has been earmarked for a range of COVID-19 public health response activities including vaccinations (project 1a), testing (project 1b), contact tracing (project 1c), personal protective equipment (project 1d), other COVID-19 public health expenses (project 1e), community health workers (project 1f), payroll costs for public health, safety, and other public sector staff responding to COVID-19 (project 1g), and administrative expenses (project 1h). Funding will be used to meet needs in each area depending on response phase, and federal and State revenue from other sources will be leveraged to help cover costs when available including the use of funding from the Federal Emergency Management Agency (FEMA). Funds may be reallocated to other ARPA Framework components once spending for direct public health response activities has stabilized.

Project Expenditure Category: 1.9, Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to COVID-19

Project Overview

Expenditure Category 1.9 includes Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding that are responding to COVID-19, but who are not easily allocable to a specific category. Costs include staff responding at the County's Emergency Operations Center (EOC) and Medical Operations Center (MOC) performing activities such as creating and distributing communications regarding COVID-19 activities within the County to relevant emergency medicine and emergency medical services community partners, and coordinating and providing recommendations and guidelines to the healthcare community. Staff assisting with overall EOC/MOC administrative functions are also included, as well as staff working on various other planning, development and implementation of COVID-19 initiatives and activities.

Performance Report

Metrics will be reported in future reports as applicable.

Project 1h: Administrative Expenses

Funding amount: A total of \$311.5 million has been earmarked for a range of COVID-19 public health response activities including vaccinations (project 1a), testing (project 1b), contact tracing (project 1c), personal protective equipment (project 1d), other COVID-19 public health expenses (project 1e), community health workers (project 1f), payroll costs for public health, safety, and other public sector staff responding to COVID-19 (project 1g), and administrative expenses (project 1h). Funding will be used to meet needs in each area depending on response phase, and federal and State revenue from other sources will be leveraged to help cover costs when available including the use of funding from the Federal Emergency Management Agency (FEMA). Funds may be reallocated to other ARPA Framework components once spending for direct public health response activities has stabilized.

Project Expenditure Category: 7.1, Administrative Expenses

Project Overview

Administrative Expenses include County staff time and other resources required to administer our pandemic response that do not fit neatly into another expenditure category including costs such as fiscal claiming support, data processing and mapping services to aid in the vaccination effort, and various temporary administrative staffing support.

Performance Report

Metrics will be reported in future reports as applicable.

Project 2a: Hazard Pay for County Employees

Funding amount: \$36 million

Project Expenditure Category: 4.1, Public Sector Employees

Project Overview

Hazard pay for County employees has been made available in two levels: a \$2,500 one-time payment to employees working for an extended period in facilities where COVID-19 exposure was more likely (such as detention and medical facilities), and a \$1,500 one-time payment for employees working in conditions where exposure was not as likely, but still elevated due to interaction with the public and other employees. Most payments are being distributed in August 2021, with some payments being made upon the return of certain employees on leave of absence at that time.

Performance Report

The key performance indicator for this program is the timely provision of additional income for workers who meet the criteria set forth in the Treasury's Interim Final Rule. Program will be fully implemented in August/September 2021 and metrics will be reported in future reports.

Project 3a: Behavioral Health Support for Children and Youth

Funding amount: \$30 million

Project Expenditure Category: 1.10, Mental Health Services

Project Overview

This effort is intended to increase identification and referral of youth to appropriate levels of support and treatment, regardless of their payor type. Initial investments will bolster the infrastructure for school-based services, creating an attractive environment to recruit and retain an experienced workforce and actualize manageable caseloads to provide for more individualized services and collaboration. Subsequent investments expect to further expand access and capacity for services, to include students with private insurance. A final phase will implement universal behavioral health screenings for all students. Additional funding sources, including Medi-Cal funding and Mental Health Services Act funding, and available State funding for schools will also be leveraged when possible.

Performance Report

This program is still in development and metrics will be reported in future reports. The following represent proposed key performance indicators for the School Health Initiative: Increased equitable access to Medi-Cal and unfunded students,

- Collaboration with the private health system to promote access to care for students,
- Evaluate, select, and implementation of universal screening as appropriate,
- Child and Adolescent Needs and Strengths (CANS) demonstrating progress in life functioning, risk behavior, and behavioral/emotional needs,
- Pediatric Symptoms Checklist (PSC) demonstrating amount of improvement; reliable improvement; and clinically significant improvement,
- Youth Services Survey (YSS) reflecting general satisfaction, access, cultural sensitivity, participation in treatment planning, outcomes of services, functioning, and social confidence,
- Hospitalization rates,
- School performance and attendance,
- Workforce recruitment and retention, resulting in staffing ratios that promote quality care.

Project 3b: Telemedicine for IHSS

Funding amount: \$2 million

Project Expenditure Category: 1.10, Mental Health Services

Project Overview

The In-Home Supportive Services (IHSS) program provides personal care assistance to eligible individuals who are receiving Supplemental Security Income or who have a low income and need help in the home to remain independent. Caregiving services are conducted by Individual Providers (IPs) who may be family members, friends, or caregivers identified via the Public Authority (PA). Access to resources that improve mental health has been shown to reduce stress, reduce feelings of isolation, and enhance the quality of life. This program would utilize technology such as tablets and associated accessories, internet access and/or data plans, and in-home training to impact and improve the mental health of a subset of homebound IHSS recipients and IHSS IPs.

Performance Report

This program is still in development and metrics will be reported in future reports. Intended outcomes include:

- Increased access and reduced barriers to technological connectivity
- Increased ability to engage with technology
- Reduced social isolation
- Reduced barriers to care
- Increased quality of life

Project 4a: Housing, Shelter, Including Acquisition of Facilities and Wrap-Around Services; Project 4b: Emergency Vouchers & Local Rent Subsidy Program & Services; Project 4c: LGBTQ-Affirming Homeless Services/Housing

Funding amount: \$85 million combined for homeless services projects

Project Expenditure Category: 3.10 Housing Support: Affordable Housing; 3.11 Housing Support: Services for Unhoused Persons

Project Overview

Many people in the County are currently experiencing or at risk of homelessness, which has been exacerbated by the COVID-19 pandemic. To address these needs, the County will utilize a significant portion of the funds, approximately \$85 million for a variety of programs including housing resources, which may include acquisition of facilities, and other wraparound and supportive services, emergency vouchers and local rent subsidy programs, and housing programs affirming and responsive to the needs of the LGBTQ population. The County's newly formed Homeless Solutions and Equitable Communities Department will lead in collaborating with the community, partners and other County departments to develop a plan with a focus on equity and data that maximizes existing, successful programs and addresses gaps in services. Planning is also underway to ensure various additional funding resources for homelessness, including ARPA, are leveraged with maximum impact.

Near term uses of funds include expanding Safe Haven housing capacity for individuals experiencing chronic homelessness and substance use. To address the needs of individuals and families experiencing homelessness and increased reports of street drug use, including injection drug use, within the City of San Diego (City), the City and County are partnering on an aggressive new strategy to outreach, engage, and connect these individuals to services and housing through new Community Harm Reduction Teams (C-HRT). C-HRT are multi-disciplinary teams which include substance use counselors, peer support, mental health clinicians, and nurse practitioners to provide psychiatric consultation that offer low-barrier harm reduction services, just-in-time specialty services, connections to behavioral health, and bridge housing to support wellness, stability, and permanent supportive housing. In the immediate term, this strategy includes the expansion of short-term and bridge housing through the addition of Safe Haven housing capacity. Safe Havens provide transitional housing designed around key harm reduction principles, including lowest barrier accessibility, variable lengths of stay, and navigation to permanent housing.

Performance Report

Overall plans for strategic acquisitions, housing and service investments are still under development and metrics will be reported in future reports.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure categories 2.2, 2.5 & 3.10-3.12 must include the following metrics

- Number of people or households receiving eviction prevention services (including legal representation)
- Number of affordable housing units preserved or developed

These metrics are being explored for applicability to program design.

Project 5a: Food Distribution Programs

Funding amount: \$9 million

Project Expenditure Category: 2.1 Household Assistance: Food Programs

Project Overview

The Senior Nutrition Program provides free nutritionally sound meals to individuals age 60 and older. Meals are provided to seniors a minimum of five days per week via congregate meal sites, home delivery, or as “take-home” meals. The Senior Nutrition Program is meant to promote health and prevent disease, malnutrition, nutrient deficiencies, and food insecurity. The County’s Aging and Independence Services (AIS) partners with fourteen contracted providers to deliver services countywide.

The Food Banks Pantry Food Box and Backpack programs provide pre-packaged food boxes and easy-to-carry bags/backpacks filled with nutritious food to ensure families, school-age children, and seniors have access to locally sourced fresh fruits and vegetables and healthy staple items throughout the week and help bridge the gap between weekday school meals. These Food Banks food distribution programs help meet the food needs of our most vulnerable populations throughout the region, as well as help support local agricultural businesses.

Link to website: [AIS Meals & Senior Dining](#)

Performance Report

This program is still in development and metrics will be reported in future reports. It is anticipated that funding for the Senior Nutrition Program will provide reimbursement for approximately 275,000 additional meals each year. Indicators for the Food Banks Pantry Food Box and Backpack programs are to be determined.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure category 2 must include the following metrics:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs.

These metrics are being explored for applicability to program design.

Project 5b: Community Gardens

Funding amount: \$7 million

Project Expenditure Category: 2.1 Household Assistance: Food Programs

Project Overview

County staff is investigating the feasibility of working with a local foundation in San Diego to disseminate funds to support a variety of community-led projects with the intended purpose of increasing food sovereignty, especially in low-income communities and communities with limited access to good food. The types of projects that will be eligible to receive funding include, but are not limited to, urban agriculture, direct-to-consumer food models, processing and distribution infrastructure, policy interventions that improve the local food system, and food and farm-based educational initiatives.

The initial timeline for the project is anticipated to be as follows. Now through December 2021, staff will be focused on developing necessary positions to administer and oversee the implementation of the funds and executing a grant agreement. Beginning January 2022 through June 2022, efforts will be focused on assessing existing needs to create a baseline as well as further developing parameters for distributing the funds (i.e., identifying the types of eligible partners and projects). From June 2022 until the funding's end, staff will select projects and partners for funding, monitor implementation, and evaluate results. The goal for this project is for San Diego residents to have increased access to healthy, locally grown, raised, and caught food as well as new models for sustaining these improvements.

Performance Report

This program is still in development and metrics will be reported in future reports. Proposed measures include:

Output measures:

- Number of partners engaged in the input process.
- Number of projects that apply for funding.
- Number of projects that receive funding.

Outcome measures:

- Pounds of food grown or produced through funded projects.
- Number of community-oriented events led by partners at project sites.
- Number of individuals with increased access to good food.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure category 2 must include the following metrics:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs.

These metrics are being explored for applicability to program design.

Project 5c: Expansion of ¡Más Fresco! More Fresh Nutrition Incentive Program

Funding amount: \$2 million

Project Expenditure Category: 2.1 Household Assistance: Food Programs

Project Overview

This program provides nutrition incentives to low-income families who receive federal Supplemental Nutrition Assistance Program (SNAP) or CalFresh benefits to purchase fresh fruits and vegetables at participating retailers and farmers markets. The nutrition incentive program will help low-income families and individuals reduce food insecurity, increase access to healthy foods, and improve nutrition and health status, as well as help support local agricultural businesses in San Diego County.

Performance Report

This program is still in development and metrics will be reported in future reports.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure category 2 must include the following metrics:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs.

These metrics are being explored for applicability to program design.

Project 5d: Nutrition Incentives Beyond SNAP to Medi-Cal

Funding amount: \$1 million

Project Expenditure Category: 2.1 Household Assistance: Food Programs

Project Overview

This program will provide Medi-Cal recipients and others affected by COVID-19, particularly those suffering from chronic diseases, with produce prescriptions from their healthcare providers to be filled for free at participating grocery stores and farmers markets. These nutrition incentive programs help low-income families and individuals reduce food insecurity, increase access to healthy foods, and improve nutrition and health status, as well as help support local agricultural businesses in San Diego County.

Performance Report

This program is still in development and metrics will be reported in future reports.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure category 2 must include the following metrics:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs.

These metrics are being explored for applicability to program design.

Project 5e: Food System Sustainability and Equity Procurement Guidelines

Funding amount: \$1 million

Project Expenditure Category: 2.1 Household Assistance: Food Programs

Project Overview

This project has the potential to impact the more than 10 million meals each year (approximately \$20 million annually) the County serves to youth and adults residing in public hospitals and detention facilities, seniors, foster youth, individuals living with HIV/AIDS, and County employees. County food service operations include self-operated, leased, and contracted. The sustainable, equitable, and local food procurement program and policy will consider the following procurement values:

- a) *Environmental sustainability:* sourcing from producers that reduce or eliminate synthetic pesticides and fertilizers while at the same time reducing on-farm energy, water consumption, wasted food, and greenhouse gas emissions,
- b) *Local economies:* promotion of robust regional economies by sourcing from locally owned small and mid-sized agricultural and food processing operations,
- c) *Animal welfare:* sourcing from producers that ensure healthy and humane care for animals,
- d) *Nutrition:* promotion of health and well-being through offering generous portions of vegetables, fruits, whole grains, and minimally processed foods while reducing salt, sugars, and artificial additives, and
- e) *Valued workforce:* provision of safe and healthy working conditions and fair compensation for all food chain workers and producers.

Performance Report

This program is still in development and metrics will be reported in future reports. Proposed metrics include:

Output measures:

- Number of baseline assessments completed.
- Number of implementation plans developed and implemented.
- Number of County food service operations that have improved a point in at least one procurement value or have demonstrated progress towards a point in at least one procurement value.
- Number of annual assessments conducted.

Outcome measures:

- Dollar amount diverted towards procurement of foods in each of the five procurement values.
- Percent food spend diverted towards procurement of foods in each of the five procurement values.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure category 2 must include the following metrics:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs.

These metrics are being explored for applicability to program design.

Project 6a: Youth Services Fund - Career Pathways for Foster Youth

Funding amount: \$5 million

Project Expenditure Category: 3.8 Healthy Childhood Environments: Services to Foster Youth or Families involved in Child Welfare System

Project Overview

Career Pathways will provide career assessment, employable skills and knowledge, financial incentives to current/former foster youth, who are interested in pursuing careers with the County of San Diego. Eligible youth who are enrolled in high school, vocational/certificate programs, or college/university will receive additional financial support (scholarships, educational related expenses) to ensure continuation/completion of their program while participating in Career Pathways.

Performance Report

This program is still in development and metrics will be reported in future reports. Proposed metrics include:

- Total youth enrolled in Career Pathways, who are enrolled in:
 - I. High school
 - II. Post secondary
 - III. Vocational program
- Total youth completed a career readiness assessment
- Total youth who are interested in any current positions at the County of San Diego
 - I. Types of positions
- Total youth who receive an internship or student worker position with the County of San Diego
- Total youth who are hired by the County of San Diego upon completion of Career Pathways program
 - I. Part-time vs. Full-time
- Total new businesses/nonprofit organizations that hire former foster youth
- Satisfaction surveys

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure categories 3.6-3.9 must include the following metrics:

- Number of children served by child care and early learning (pre-school/pre-K/ages 3- 5)
- Number of families served by home visiting

This program is still in development and these metrics will be explored for applicability to program design.

Project 6b: No-Cost Transportation to Youth and Seniors

Funding amount: \$3 million

Project Expenditure Category: 3.13 Social Determinants of Health: Other

Project Overview

This project will provide no-cost transportation services to youth ages 16-24 and seniors.

Performance Report

This program is still in development and metrics will be reported in future reports.

Project 6c: Grant Program for Youth Sports and Youth Camps

Funding amount: \$2 million

Project Expenditure Category: 3.9 Healthy Childhood Environments: Other

Project Overview

This project will reduce financial barriers that would otherwise limit participation in youth sports leagues and youth camps.

Performance Report

This program is still in development and metrics will be reported in future reports.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure categories 3.6-3.9 must include the following metrics:

- Number of children served by child care and early learning (pre-school/pre-K/ages 3- 5)
- Number of families served by home visiting

This program is still in development and these metrics will be explored for applicability to program design.

Project 7a: Child Care Workforce Investment

Funding amount: \$10 million

Project Expenditure Category: 3.6 Healthy Childhood Environments: Child Care

Project Overview

This program is currently under development. At this time, the plan for this funding is to create a pilot program in partnership with public universities, community colleges, San Diego Workforce Partnership, large family child care providers and centers, and school districts. The partners will provide job training for new early educators joining the field in a model that compensates interns and mentors and offers scholarships for continuing education in child development for the existing workforce. In addition, there are plans to support a pilot project that increases the hourly wages for child care staff as a demonstration of quality retention and impact.

Performance Report

This program is still in development and metrics will be reported in future reports.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure categories 3.6-3.9 must include the following metrics:

- Number of children served by child care and early learning (pre-school/pre-K/ages 3- 5)
- Number of families served by home visiting

This program is still in development and these metrics will be explored for applicability to program design.

Project 7b: Child Care Voucher Program for Targeted Populations

Funding amount: \$2 million

Project Expenditure Category: 3.6 Healthy Childhood Environments: Child Care

Project Overview

Child Welfare Services will partner with a contractor to provide limited child care vouchers to eligible families throughout all areas of San Diego County. This project aims to provide additional supports and mitigation of barriers for parents currently involved with CWS who are in the process of reunifying with their children. Of further benefit, children residing in foster care receiving child care services will be provided a trauma informed transition from the care of their caregiver to their parent by the potential use of the same child care provider. The time-limited child care voucher may be provided to parents with children birth to 12 years of age for a period of up to six months until the child is successfully enrolled into long term subsidized child care.

Performance Report

This program is still in development and metrics will be reported in future reports. Proposed metrics include: Total parents served

- Total children served
- Total vouchers distributed to children
 - 0-24 months
 - 2-5
 - 6-12
- Average and range of voucher amounts
- Length of time from voucher to being in a child care setting
- Length of time from emergency voucher to another subsidized child care
- Number of children who remained with the same child care provider when they were in foster care
- Length of time to reunification
- Reunification Rates
- Re-entry into foster care
- Navigation Services to parents and children

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure categories 3.6-3.9 must include the following metrics:

- Number of children served by child care and early learning (pre-school/pre-K/ages 3- 5)
- Number of families served by home visiting

This program is still in development and these metrics will be explored for applicability to program design.

Project 7c: Child Care Grant Program

Funding amount: \$2 million

Project Expenditure Category: 3.6 Healthy Childhood Environments: Child Care

Project Overview

This program is currently under development. At this time, the plan for this program is to support San Diego's child care supply and set providers up for success to support children and their families. In addition, it will provide the providers the flexibility to support their operations as they work on reopening and/or expanding their operations to serve more children.

Performance Report

This program is still in development and metrics will be reported in future reports.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure categories 3.6-3.9 must include the following metrics:

- Number of children served by child care and early learning (pre-school/pre-K/ages 3- 5)
- Number of families served by home visiting

This program is still in development and these metrics will be explored for applicability to program design.

Project 8a: Direct Cash Assistance for Populations Disproportionately Impacted

Funding amount: \$15 million

Project Expenditure Category: 2.3 Household Assistance: Cash Transfers

Project Overview

This program is currently under development. At this time the plan for this program is to establish a direct cash assistance program for individuals and families that were disproportionality impacted by COVID-19 and reside in one of the 39 Health Equity zip codes.

Performance Report

This program is still in development and metrics will be reported in future reports.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure category 2 must include the following metrics:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs.

These metrics are being explored for applicability to program design.

Project 8b: Innovation in Foster Care: Cash Transfer Program for Youth and At-Risk Families

Funding amount: \$15 million

Project Expenditure Category: 2.3 Household Assistance: Cash Transfers

Project Overview

This program is intended to increase resiliency in impacted communities, promote family strengthening, prevent child maltreatment, and reduce long-term public costs associated with the care of youth in the foster care system. The program will serve up to 1,000 families with children ages 0 to 12 years who are at risk of entering foster care, particularly in disadvantaged communities. Eligible families will receive monthly income subsidies for up to two years and have access to equitable opportunities to participate in supportive services. A randomized control trial evaluation of the program will follow participating families during the two years of receiving cash disbursements, and up to two years after, to determine the sustainability of protective factors, the resiliency of the program, and the effectiveness of guaranteed income as a means of reducing the risk for child abuse and neglect.

To ensure a successful implementation with maximum impact in the community, the County Child Welfare Services is procuring a contract for the development and evaluation component. The procurement process for the administration of the Cash Transfer Program is anticipated to occur in early 2022 and a fully operational program is projected by June 2022. Intended outcomes of the Cash Transfer Program include increased protective factors in families, raised awareness of economic supports, reduced familial stress, and reduced rates of child maltreatment, and reduce child entry into foster care.

Performance Report

This program is still in development and metrics will be reported in future reports. Proposed metrics include but are not limited to:

- Number of participating families in each test and control group
- Data disaggregated by race, ethnicity, income, and other relevant factors
- Number of families participating in supportive services
- Retention of families
- Increased protective factors in families (parental resilience, social connections, concrete support in times of need, knowledge of parenting and child development, and social and emotional competence of children)
- Reduced familial stress
- Reduction in rates of child maltreatment
- Reduction in rates of child entry into foster care
- Reduced disparity in the child welfare system
- Increased health and socioeconomic equity and status

Preliminary performance indicators are subject to change during the design and evaluation phase.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure category 2 must include the following metrics:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs.

These metrics are being explored for applicability to program design.

Project 8c: Stimulus Payments to Low Income Immigrants Excluded from Federal and State Benefits

Funding amount: \$10 million

Project Expenditure Category: 2.3 Household Assistance: Cash Transfers

Project Overview

The program design, development, and operationalizing analysis are in process. Current plans for the program are to provide direct stimulus payments in the form of cash aid, to low-income immigrants excluded from federal and state benefits, who have been disproportionately affected by COVID-19.

Performance Report

This program is still in development and metrics will be reported in future reports.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure category 2 must include the following metrics:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs.

These metrics are being explored for applicability to program design.

Project 9a: Eviction Counseling and Outreach/Prevention Services for Tenants and Landlords in Financial Need

Funding amount: \$15 million

Project Expenditure Category: 2.5 Household Assistance: Eviction Prevention

Project Overview

The County is currently in the process of amending a contract to enhance services with the current service provider and procuring new service providers for the remaining recommendations. Of the \$15 million, \$10 million is planned for tenant legal services over 3 years, and \$5 million is planned over 3 years for a coordinated eviction prevention system pilot program.

Performance Report

This program is still in development and metrics will be reported in future reports. Initial performance indicators will focus on the number of persons served in specific categories of services. Categories include conducting eviction clinics, providing legal representation, hiring community response advocates to provide services to tenants, hiring housing investigators and other necessary staff to provide legal services. The coordinated eviction prevention system pilot program will be competitively procured after an evaluation framework is developed. An evaluation framework will be developed that helps the County determine the effectiveness of both these programs. Staff will work with Board offices and key community stakeholders to develop an evaluation approach that identifies outcomes, longer-term impacts, and key data points to collect and track and report back to the Board with a draft evaluation framework.

Performance reports from contracted providers will collect the following information:

- Number of people or households receiving eviction prevention services (including legal representation)
- Other data points are determined necessary to administer effective programs based on the County's evaluation framework.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure category 2 must include the following metrics:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs.

Per reporting guidelines, projects in expenditure categories 2.2, 2.5 & 3.10-3.12 must include the following metrics

- Number of people or households receiving eviction prevention services (including legal representation)
- Number of affordable housing units preserved or developed

These metrics are being explored for applicability to program design.

Project 10a: Small Business & Non-Profit Stimulus Program

Funding amount: \$33 million

Project Expenditure Category: 2.9 Small Business Economic Assistance (General); 2.10 Aid to Nonprofit Organizations

Project Overview

The funding for this program will be divided equally among the County's five Supervisorial District offices for distribution to qualified small businesses and non-profit organizations. Applicants must be able to demonstrate their qualifications through an online application process. After a Board office selects an applicant for the award, the applicant submits a signed grant agreement and then receives a payment from the County's Auditor & Controller. The Office of Financial Planning monitors the agreement for submission of required expenditure documentation within the required timeframe. The program will continue until all funds are distributed, all documentation is received, and all grant terms are satisfactorily met. In accordance with ARP provisions, qualifying expenditures must be incurred no later than December 31, 2024. Given the scope of the program, County staff administrative duties may be supplemented by third party services if necessary.

Like to website: <https://www.sandiegocounty.gov/content/sdc/stimulusgrant.html>

Performance Report

This program is still in development and metrics will be reported in future reports. performance reports are generated for this program to indicate awards made by the district, remaining amounts to be allocated, and statistics regarding satisfactory completion of expenditure documentation within prescribed timeframes. These report results are also compared to the results of previous COVID-19 small business grant programs described above to detect differences in allocation trends and project compliance. As a multi-year effort, this program will continue to generate outcome indicators across several categories, including the continued compliance and success of organizations in various business sectors, HPI quartiles, and District locations.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure category 2 must include the following metrics:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs.

These metrics are being explored for applicability to program design.

Project 10b: Restaurant Fee Waivers

Funding amount: \$7.5 million

Project Expenditure Category: 2.9 Small Business Economic Assistance (General); 2.10 Aid to Nonprofit Organizations

Project Overview

These funds will be used to waive the annual health permit fees for restaurants and bars for FY 2021-2022.

Performance Report

Restaurant Permits Waived	
July 2021	747

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure category 2 must include the following metrics:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs.

These metrics are being explored for applicability to program design.

Project 10c: Special Event Fee Waiver

Funding amount: \$1.5 million

Project Expenditure Category: 2.9 Small Business Economic Assistance (General); 2.10 Aid to Nonprofit Organizations

Project Overview

These funds will be used to waive the annual permit fees for special events (County park rental fee permits and temporary food event permits) for FY 2021-2022.

Link to websites: www.sdcountytempevents.org; <https://www.sandiegocounty.gov/parks/picnic/>

Performance Report

Special Event Permits Waived	
July 2021	239

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure category 2 must include the following metrics:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs.

These metrics are being explored for applicability to program design.

Project 10d: Arts & Culture (Augment Community Enhancement Funds)

Funding amount: \$5 million

Project Expenditure Category: 2.9 Small Business Economic Assistance (General); 2.10 Aid to Nonprofit Organizations

Project Overview

The County's existing Community Enhancement program funds cultural activities, museums, visitor and convention bureaus, economic development councils, and other similar institutions/organizations, including County programs and projects, which promote and generate tourism and/or economic development within San Diego County. The ARPA augmentation of funds is targeted toward arts and culture organizations. Each Board office is allocated an equal share of the funding and is given the responsibility for selecting qualified organizations. The Office of Financial Planning is responsible for collecting and retaining the resulting grant agreements and required expenditure documentation. Grant payments are issued by the Auditor & Controller.

Link to website: <https://www.sandiegocounty.gov/auditor/commehnc.html>

Performance Report

This program in process of being implemented and metrics will be reported in future reports.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure category 2 must include the following metrics:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs.

These metrics are being explored for applicability to program design.

Project 10e: Rental Assistance for Small Landlords With no Other Source of Rental Assistance

Funding amount: \$5 million

Project Expenditure Category: 2.9 Small Business Economic Assistance (General); 2.10 Aid to Nonprofit Organizations

Project Overview

This program aims to help small landlords that have not been able to access federal, State, or local financial assistance for loss of rental income. The funds are available to landlords that operate less than five rental units and have at least three months in rental arrears per request. The County will compensate eligible landlords for unpaid arrears accumulated from April 2020, for a maximum award amount of \$15,000 per rental unit. In addition, the funds can assist landlords that have been left with unpaid rent by former tenants during this period. The County is currently building the application and administrative portal. Starting September 1, 2021, the program will open for applications. Applications will be initially selected at random utilizing a lottery system and then selected by date and time of application if funding is still available.

Performance Report

This program is still in development and metrics will be reported in future reports.

The key performance indicators that will be tracked for this program are the number of applications submitted for review to the County, as well as the requested amount and number of rental properties for those applications. The County will also track the applications selected from the lottery and assigned for review. A key outcome to track for assigned application is eligibility review, as an application will either be not eligible or awarded a voucher. A reason for the application not being eligible will be captured. Each application that receives assistance will have the total number of households (maximum of 5) and the total award amount. This will aggregate up to a total award amount per landlord. Characteristics of the landlords such as gender, race, and ethnicity will be captured in the application allowing the outcomes to be disaggregated at those levels.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure category 2 must include the following metrics:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs.

Per reporting guidelines, projects in expenditure categories 2.2, 2.5 & 3.10-3.12 must include the following metrics

- Number of people or households receiving eviction prevention services (including legal representation)
- Number of affordable housing units preserved or developed

These metrics are being explored for applicability to program design.

Project 10f: Security Deposit Assistance Program

Funding amount: \$4 million

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

Project Overview

This program helps eligible County residents by offering a security deposit payment. The program provides one-time payment assistance for renters unable to pay for a security deposit through a security deposit voucher program. The security deposit cannot exceed two months' rent for a maximum award amount of \$7,000. Beginning September 3rd, 2021, residents of San Diego County can apply for the program. Eligible applicants that are relocating and need financial assistance may be awarded up to \$7,000 towards their new rental security deposits. Program recipients will be provided a voucher (must use within 60 days, 90 days maximum) and the security deposit will be paid directly to their new landlord. This new program is aimed to assist low- or moderate-income households who have experienced negative economic impacts resulting from the pandemic.

Link to website: [Security Deposit Assistance Program \(sandiegocounty.gov\)](https://www.sandiegocounty.gov)

Performance Report

This program recently begun implementation and metrics will be reported in future reports. The key performance indicators for this program will be the number of applications submitted for review to the County. The County will also keep track of the applications selected from the lottery and assigned for review. A key outcome for assigned applications is eligibility review, as an application will either be not eligible or awarded a voucher. A reason for the application not being eligible will be captured. In addition, the outcome for each awarded voucher will be recorded. If a voucher expires and no funds are awarded to the applicant for the security deposit, the reason for the expiration will be specified. For example, the reason could be the applicant did not find a rental unit, did not apply for an extension, or the landlord refused to participate. Each voucher holder that receives assistance will have a total award amount to be paid out to the participating landlord. Characteristics of the applicants such as gender, race, ethnicity, and income will be captured in the application allowing the outcomes to be disaggregated at those levels.

Mandatory Performance Indicators:

Per reporting guidelines, projects in expenditure category 2 must include the following metrics:

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs.

Per reporting guidelines, projects in expenditure categories 2.2, 2.5 & 3.10-3.12 must include the following metrics

- Number of people or households receiving eviction prevention services (including legal representation)
- Number of affordable housing units preserved or developed

These metrics are being explored for applicability to program design.

Project 11a: Broadband for County Region

Funding amount: \$10 million

Project Expenditure Category: 5.16 Broadband: “Last Mile” projects; 5.17 Broadband: Other projects

Project Overview

The County is seeking proposals for the development of a comprehensive infrastructure plan for deploying broadband infrastructure to the unincorporated areas in the region. This plan will be used to strategize and implement broadband infrastructure with the objective of having reasonably priced universal access, and enhanced network capacity and speed to meet the needs of the next decade of digital expansion and improve the resiliency of the network. As of this update, no vendor has been chosen. The goal is to complete the plan by end of the calendar year 2021 or early 2022.

Link to website: [County BuyNet Solicitation](#)

This project will allow for the expansion of digital services such as e-commerce, telemedicine, and remote learning, which can reduce or eliminate the need for residents in the unincorporated areas to drive long distances, thus lowering greenhouse gas emissions.

Performance Report

This program is still in development and metrics will be reported in future reports.

Project 11b: Investments in Stormwater, Sewer and Drinking Water

Funding amount: \$13 million

Project Expenditure Category: 5.5 Clean Water: Other sewer infrastructure projects; 5.6 Clean Water: Stormwater projects; 5.15 Drinking Water: Other water infrastructure

Project Overview

The specifics of how this funding will be invested were not determined within the Interim Report period. At this time, eleven potential project options have been identified that are eligible for ARPA funding based on the Treasury Department guidelines and timeline. Since the overall funding need for these eleven projects is greater than the \$13 million in infrastructure funding, the staff is seeking direction on which specific projects the Board wishes to fund.

Performance Report

This program is still in development and metrics will be reported in future reports

Project 11c: Investment Electric Vehicle (EV) Replacement/Infrastructure

Funding amount: \$5 million

Project Expenditure Category: 1.7 Capital Investments or Physical Plant Changes to Public Facilities that Respond to the COVID-19 Public Health Emergency

Project Overview

The funding for this project will be used to cover Vehicle Premiums as departments convert from combustible engines to electric motors. Currently, there is a sizable price difference which our depreciation schedules cannot cover. Funds will also be used to develop the required EV infrastructure at various County sites.

- Short-Term – DGS Fleet Services meeting with client departments on forecasted vehicle orders for replacement with EV Capable vehicles.
- Mid-Term – Finalize plan and return to the Board of Supervisors to transfer appropriations, as necessary.
- Long-Term – Implementation; procure vehicles and begin projects for EV.

How project contributes to addressing climate change:

Gasoline fueled light duty vehicles are responsible for 45% of the County's GHG emissions. Transitioning a portion of the County's fleet to EVs will support the County's Clean Air for All equity campaign which positively impacts San Diego residents and visitors by improving local air quality through the reduction of vehicle GHG emissions.

Performance Report

This program is still in development and metrics will be reported in future reports.

Project 11d: Invest in Local, Independent Fire Districts

Funding amount: \$4 million

Project Expenditure Category: 7.3 Transfers to Other Units of Government

Project Overview

This project will involve fire districts submitting requests to County Fire for reimbursement of expenses incurred through June 30, 2024, up to their share of the allocation. If a fire district anticipates having an unused share of funds, a reallocation will be made to other districts.

Performance Report

This program is still in development and metrics will be reported in future reports.

Project 12a: Revenue Replacement for County Funded Government Services

Funding amount: N/A

Project Expenditure Category: 6.1 Revenue Replacement: Provision of Government Services

Project Overview

The County has applied \$33 million in ARPA revenue replacement funds towards the provision of existing government services for the period of 3/3/2021 – 6/30/2021. Funds were applied to county operations that are 100% funded with the use of County General Purpose Revenue in the Department of the Public Defender and the Behavioral Health Services and Self Sufficiency Services departments in the Health and Human Services Agency. The Department of the Public Defender provides legal representation to indigent persons, and legal advice to all persons and legal advice to all persons at arraignment except those who have retained private counsel. ARPA revenue replacement funds in the amount of \$20 million were used to offset salary and benefit costs. In Behavioral Health Services, \$6.3 million in revenue replacement funds were used to offset the costs of direct and support staff providing inpatient services at the San Diego County Psychiatric Hospital (SDCPH). SDCPH provides hospital services 24 hours a day, 7 days a week for mental health emergencies and situations that require intensive supervision and the medical necessity of a hospital setting. In Self Sufficiency Services, \$6.7 million in funds were used to offset the cost of direct cash assistance and staffing costs for the County’s General Relief (GR) program. GR provides temporary cash assistance for eligible county residents who have no other means of support.

Performance Report

This program is still in development and metrics will be reported in future reports.