

# CITY OF SAN ANTONIO

## *Recovery Plan - 2024 Annual Report*



### **State and Local Fiscal Recovery Funds**

For the period from July 1, 2023 through June 30, 2024

Prepared as of July 31, 2024

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# GENERAL OVERVIEW



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# GENERAL OVERVIEW

## Executive Summary

The 2024 Annual Performance Plan Report demonstrates the continued impact of services and programs on the San Antonio community, using federally awarded State and Local Fiscal Recovery Funds (SLFRF).

The SLFRF program, a part of the American Rescue Plan Act of 2021 (ARPA), has delivered critical support to state, local, and Tribal governments across the country as they respond to and recover from the COVID-19 public health emergency. The City of San Antonio was awarded \$326.9 in SLFRF from the U.S. Department of the Treasury; the first half was received in May 2021, and the second half in June 2022. The City categorizes and reports its SLFRF investments under the Treasury's Expenditure Category 6.1, Revenue Replacement for the Provision of Government Services. Per federal requirements, the City must obligate all SLFRF by December 2024, and funds must be spent by December 2026.

The goals of the SLFRF program are to:

- Fight the pandemic's negative effects and support families and businesses struggling with its public health and economic impacts.
- Maintain essential public services.
- Build a strong, resilient, equitable recovery with investments that support long-term growth and opportunity.

The City of San Antonio applied these goals in its SLFRF allocations, which were approved by the City Council in August 2021 during the Fiscal Year (FY) 2022 Budget process. A two-phase expenditure process was adopted: Phase I was approved as part of the FY 2022 Budget and focused on stabilizing the City budget and addressing community needs. Phase II began in the fall of 2021 with community engagement to set spending priorities for the use of the federal funds. The following provides an overview of the impact of these programs and SLFRF investments.

### Phase I

The City first allocated \$97.5 million of the initial SLFRF tranche, received in May 2021. Nearly half of the allotment (\$46.5 million) was allocated to the FY 2022 and FY 2023 General Funds to stabilize the City budget and address community needs exacerbated by the pandemic, including mental health care, assistance for victims of domestic violence, housing services, and increasing the availability of community navigators to link residents with needed resources. The remaining \$51 million was used to offset revenue losses in the Hotel Occupancy Tax (HOT) Funds from due to the decline in economic activity resulting from the COVID-19 pandemic. The HOT Funds provide

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essential support to the City’s convention center and Alamodome operations, as well as to arts programming and performances.

## Phase II

The second phase was devoted to ensuring SLFRF support had a lasting impact on San Antonio residents, especially those with extraordinary, pandemic-induced needs. Phase II began on October 20, 2021, with a briefing to the City Council on a spending framework, strategic guiding principles, and community input plan on SLFRF uses. During the month of November 2021, the City conducted outreach and held multiple community meetings to obtain feedback on SLFRF uses. Next, City staff met with the Small Business Advisory Commission to quantify the pandemic’s impact on their constituencies and identify ways SLFRF could help. Finally, to bring immediate relief to residents experiencing the most significant adverse financial impact — pandemic-related loss of jobs or wages — the City Council approved the allocation of \$30 million of SLFRF for residential utility assistance, giving the hardest hit families the much-needed support to keep the electricity and water on in their homes.

After reviewing and organizing feedback received during public meetings, City staff recommended a spending framework for the remaining \$199.4 million in SLFRF. The City Council approved the approach on February 3, 2022.

Spending Framework (In Millions)	Amount
COVID-19 Emergency Response	\$50.00
Infrastructure	45.80
Small Business	26.25
Mental Health	26.00
Emergency Housing Assistance	10.00
Employee Retention	10.00
Youth	10.00
Continuation of Domestic Violence Programs	8.84
Arts	5.00
Seniors	5.00
Non-Profit Social Services	2.50
<b>Total</b>	<b>\$199.39</b>

The following table illustrates the City’s strategy to allocate funds into two phases. As the effects of the pandemic continued to unfold, the City reprogrammed balances to address the impacts of COVID-19 by responding to emerging community needs. The table lists programs funded by SLFRF and other City resources used to augment the same programs.

## Programs Funded with State & Local Fiscal Recovery Funds

Programs (in Millions) <sup>1</sup>	Phase I	Phase II	Adjustments <sup>2</sup>	Total
COVID-19 Emergency Response	\$ -	\$50.0	\$(28.4)	\$21.6
Emergency Preparedness	5.0	-	12.9	17.9
Emergency Medical Services (EMS)	2.1	-	-	2.1
Public Health: SA Forward Plan	5.0	-	-	5.0
Domestic Violence Expansion	7.6	8.8	-	16.4
Mental Health	3.4	26.0	-	29.4
Homelessness	0.5	-	15.9	16.4
Emergency Housing Assistance	4.4	10.0	-	14.4
Residential Utility Assistance	-	30.0	-	30.0
Non-Profit Social Services	-	2.5	-	2.5
Youth	-	10.0	-	10.0
Seniors	-	5.0	-	5.0
311 Customer Service Operations	0.9	-	-	0.9
City Services Navigators	2.7	-	(0.4)	2.3
Arts	2.6	5.0	-	7.6
Small Business	-	26.3	0.5	26.8
Convention & Sports Facilities Operations	48.3	-	-	48.3
Vision Zero	5.2	-	-	5.2
Street Maintenance	9.7	10.0	-	19.7
Bridge Maintenance Program	-	3.8	-	3.8
One-Time Capital Projects	-	32.0	-	32.0
Employee Retention	-	10.0	(0.5)	9.5
<b>Total</b>	<b>\$97.5</b>	<b>\$229.4</b>	<b>\$ -</b>	<b>\$326.9</b>

<sup>1</sup> Reprogrammed and augmented program funds are detailed in the Program Inventory section.

<sup>2</sup> Reflects City Council action taken on February 15, 2023 and September 14, 2023. With these changes, Phase I amount is revised to \$96.1 Million and Phase II is revised to \$230.8 Million.

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## Uses of Funds

The City is utilizing SLFRF under the revenue replacement expenditure category to provide government services from FY 2021 through December 2026.

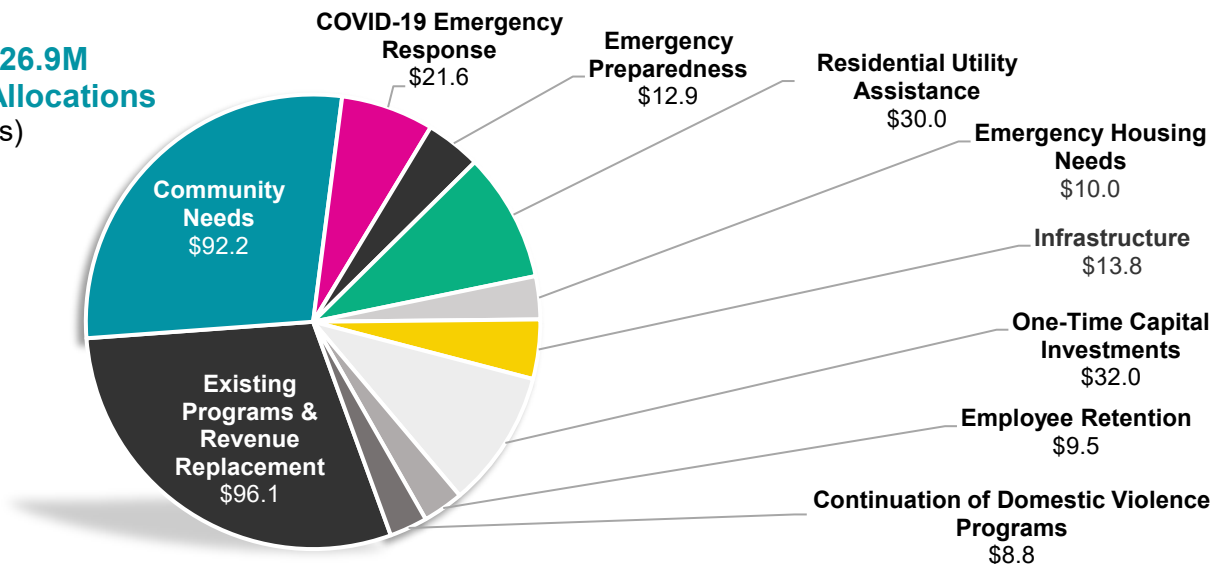
### Revenue Replacement

The City's cumulative revenue loss due to the COVID-19 public health emergency for calendar years 2020 through 2023 is \$1.36 billion. Since the City was awarded \$326.9 million in SLFRF, the revenue loss amount exceeds that of the award amount. Therefore, based on the premise that recipients may expend up to their revenue loss amount on government services, the amount in totality may be utilized to provide government services to aid in the recovery from the COVID-19 pandemic. As such, the City elected to categorize its full award to expenditure category 6.1 Revenue Replacement – Provision of Government Services. Specifics on how the City is utilizing these funds are detailed in the Project Inventory section.

### SLFRF Funding Allocations

The City's focus areas, guiding principles, and community engagement efforts ensured that funds were allocated to programs supporting a strong and equitable recovery. The illustration below provides a high-level summary of revised program allocations, further detailed in the Project Inventory section.

**ARPA  
SLFRF \$326.9M  
Funding Allocations**  
(\$ in Millions)



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- **Existing Programs & Revenue Replacement – \$96.1 Million:** Provides support towards existing programs to stabilize the City’s budget and to address community needs exacerbated by the pandemic, which includes programs that support mental health, domestic violence, housing, emergency preparedness, and community navigators. This category also supports revenue recovery for the HOT Fund to support the convention center, Alamodome, and the arts.
  - **COVID-19 Emergency Response – \$21.6 Million:** Provides resources to address the COVID-19 pandemic, including testing sites, contact tracing, vaccination sites, and vaccine incentives for San Antonio residents. This category also provides funding for personal protective equipment for City employees, employee testing, and vaccine incentives.
  - **Emergency Preparedness Phase II – \$12.9 Million:** Supports the City’s ability to prepare for and respond to crisis events by equipping public safety facilities with generators, resiliency centers with sheltering supplies, as well as investments in bleeding control kits and Automated External Defibrillators, a pet evacuation trailer, mobile air conditioning trailer, fuel tanker, and elevation certificates for eligible property owners within the Palm Heights area.
  - **Residential Utility Assistance – \$30 Million:** Provides utility assistance (water and electricity) to eligible households needing financial assistance with utility payments in arrears.
  - **Emergency Housing Assistance – \$10 million:** This supplement to the City’s Emergency Housing Assistance Program will assist residents with rent and mortgage payments, focusing on addressing the housing security needs of lower-income households.
  - **Infrastructure – Streets & Bridges – \$13.8 Million:** Support the Citywide reconstruction of failed “F” streets and improvements to existing bridge structures in City limits.
  - **One-time Capital Investments – \$32 Million:** Supports one-time capital investments tailored to aid individuals with disabilities, high-quality childcare, and infrastructure to continue support towards biomedical research.
  - **Employee Retention – \$9.5 Million:** Provides a one-time \$1,000 payment to City employees.
  - **Domestic Violence Expansion – \$8.8 Million:** This expansion continues the Domestic Violence Programs added in FY 2022, focusing on victim advocacy and crisis response teams.
  - **Community Needs – \$96.1 Million:** Support to several categories identified from community engagement efforts, which includes Small Business, Non-Profit Social Services, Mental Health, Arts, Youth, Seniors, and Homeless Sheltering.
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## Other Federal Funds

The City of San Antonio began its response to the COVID-19 pandemic in March 2020. The City of San Antonio quickly pivoted City operations to address the needs of San Antonians as a result of the economic and health impacts of the pandemic. Recognizing the situation's urgency, the City Council took swift action to assist those in need by funding programs for vulnerable and affected populations with federal and local dollars. In April 2020, the City Council approved the creation of the Emergency Housing Assistance Program and, subsequently, in June 2020, adopted a Recovery and Resiliency Plan to provide immediate relief to those in need. This program was primarily funded by federal grants.

With the assistance of federal grants, the City's investment in responding to the pandemic as of June 2024 is \$1.27 billion. Of this amount, \$1.1 billion is funded by federal grants. The following table illustrates the federal and local sources of funds supporting the City's response.

### City of San Antonio COVID-19 Response (Sources of Revenues - \$ in Millions)

Funding Sources	Federal Funds	Local Funds	Total
<b>Coronavirus Relief Fund (CRF)<sup>1</sup></b>	<b>\$272.1</b>	<b>\$ -</b>	<b>\$272.1</b>
<b>CARES/CRRSA<sup>1</sup></b>			
Housing Emergency Assistance	\$166.5	\$ -	\$166.5
Airport	55.1		55.1
Childcare	42.0		42.0
Other Federal Grants (Including FEMA)	30.7		30.7
<b>Sub-total CARES/CRRSA</b>	<b>\$294.3</b>	<b>\$ -</b>	<b>\$294.3</b>
<b>ARPA<sup>2</sup></b>			
State & Local Fiscal Recovery Funds	\$326.9	\$ -	\$326.9
SLFRF Interest Earnings	8.3		8.3
Housing Emergency Assistance	80.6		80.6
Airport	42.5		42.5
Other Federal Grants	83.1		83.1
<b>Sub-total ARPA</b>	<b>\$541.4</b>	<b>\$ -</b>	<b>\$541.4</b>
<b>Local Funds</b>	<b>\$ -</b>	<b>\$170.8</b>	<b>\$170.8</b>
<b>Total</b>	<b>\$1,107.8</b>	<b>\$170.8</b>	<b>\$ 1,278.6</b>

<sup>1</sup>CRF and CARES/CRRSA funding totals \$714.6 million, including \$566.4 million in federal funds and \$148.2 million in local funds.

<sup>2</sup>ARPA funding totals \$564.0 Million, including \$541.4 Million in federal funds and \$22.6 Million in local funds.

The following table illustrates the programs funded by the City of San Antonio in response to the COVID-19 pandemic with federal and local dollars.

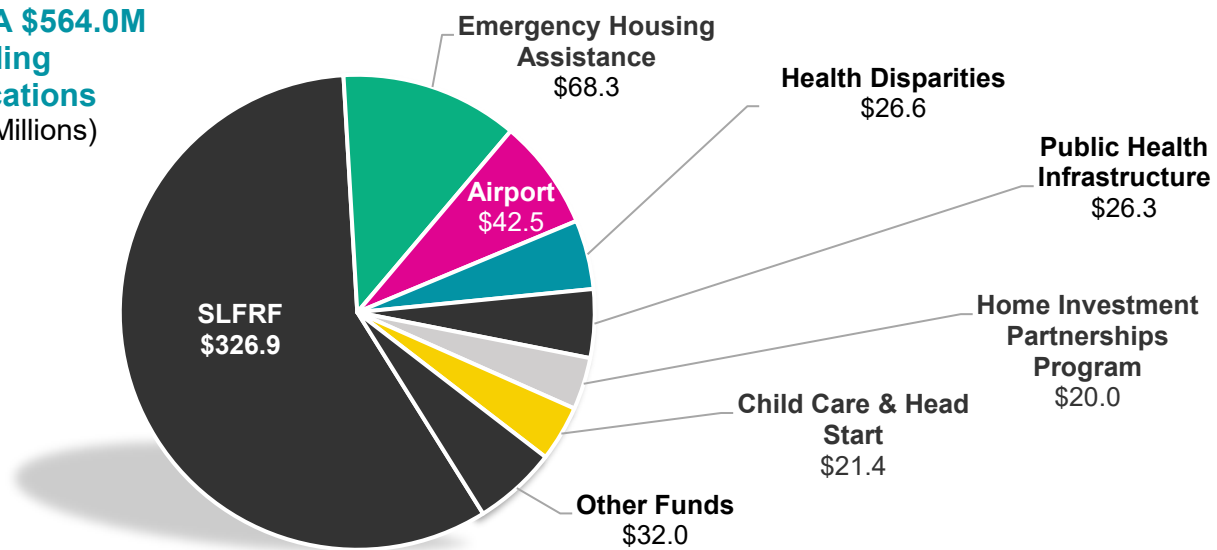
### City of San Antonio COVID-19 Response (Uses of Revenues - \$ in Millions)

Programs	CRF/CARES/ CRRSA Funding	ARPA Funding	Total
COVID-19 Emergency Response	\$175.5	\$78.3	\$253.8
Revenue Replacement		96.1	96.1
Health Implementation Plan	71.3		71.3
Workforce Development	48.3		48.3
Housing Security	47.2	5.6	52.8
Emergency Housing Assistance <sup>1</sup>	166.5	128.3	294.8
Small Business	49.2	33.9	83.1
Arts	2.6	5.0	7.6
Digital Inclusion/ Connectivity	17.1	8.7	25.8
Airport	55.1	42.5	97.6
Childcare Services	42.0	17.4	59.4
Infrastructure and Capital Projects		45.8	45.8
Other (Seniors, Health, Head Start, Youth, Non-Profits Social Services, Mental Health)	39.8	102.4	142.2
<b>Total</b>	<b>\$714.6</b>	<b>\$564.0</b>	<b>\$1,278.6</b>

<sup>1</sup> Includes Residential Utility Assistance

The illustration below details the ARPA funds awarded to the City of San Antonio.

### ARPA \$564.0M Funding Allocations (\$ in Millions)





## Community Engagement

### Phase I

The City of San Antonio obtained feedback for Phase I of the two-year strategy as part of the community input process for the FY 2022 Budget. This input process included both in-person and survey data collection. Resident participation in the data collection was promoted through numerous channels, including paid digital, radio, television, social media, and print advertising. Data collection surveys and all promotional efforts were made available in English and Spanish, and targeted efforts were directed in areas of the city with historically low participation. As a result of these efforts, over 12,000 budget surveys were completed.



With this input, City staff developed a proposal that included community priorities for SLFRF. The plan was presented at each of the ten Council Districts through in-person, virtual, and citywide telephone town hall meetings. Town hall meetings were promoted using similar marketing, advertising, and grassroots outreach in the data collection process. Town hall meetings took place from mid-August through the first week of September 2021. San Antonio residents

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were encouraged to participate in the town hall meetings in person, on TVSA at [www.sanantonio.gov/tvsa](http://www.sanantonio.gov/tvsa), the City's Facebook page, on local and cable television channels, and by dialing (210) 207-5555.

## Phase II

In November 2021, the City hosted eight community meetings and conducted outreach to seniors to gather feedback from residents regarding their priorities for using SLFRF. Widespread social media efforts were used to advertise the meetings, and a survey was made available from November 18 to December 1, 2021. A total of 2,417 surveys were completed, and 593 residents participated in the town hall meetings through audience live polling.

In addition, the City Council requested that the Small Business Advisory Commission (SBAC) be engaged to discuss the needs and priorities of small businesses impacted by COVID-19. Three public meetings with SBAC were held on November 17, November 29, and December 4, 2021, to garner input from the small business community. During the three listening sessions, SBAC received input from a small business survey, two written statements, and comments.

The report summarizing the results of the community input and the SBAC presentation can be found on the City's ARPA Community Engagement webpage at <https://www.sa.gov/Directory/Initiatives/ARPA/Community-Engagement-SLFRF>.

## Implementation Plan Development

From the fall of 2022 through the spring of 2023, the City continued its engagement with the community by developing the implementation plans for the six categories of the spending framework for which the City Council requested the involvement of City Council Committees. The spending framework categories include Arts, Small Business, Youth, Seniors, Non-Profit Social Services, and Digital Connectivity. Meetings were conducted with City Council Committees to guide plan development, and community input was sought to develop these plans. Once the Council Committee approved a program implementation plan, it was presented to the City Council for consideration and approval.

The City Council committees involved in the development of the implementation plans were the following:

- The Public Safety Council Committee guided the implementation plan for the Mental Health spending category.
- The Economic & Workforce Development Committee guided Small Business, Youth, and Digital Connectivity implementation plans.
- The Community Health, Environment & Culture Council Committee guided the implementation plans for Seniors, Arts, and Non-Profit Social Services.

The City Council approved implementation plans by the Council Committees during 2022 and 2023. The Digital Connectivity plan leveraged funding by working with Bexar County to maximize funding and impact. The City Council

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Committee meetings were made available to the public through various methods to aid in reducing barriers to services at AT&T channel 99, Grande channel 20, Spectrum channel 21, digital antenna 16, and TVSA ([www.sanantonio.gov/TVSA](http://www.sanantonio.gov/TVSA)). The meetings were also available by calling (210) 207-5555 (English and Spanish available).

The points below provide a brief overview of the community engagement efforts that have occurred during implementation plan development:

- Council Committees held public meetings to guide the development of implementation plans.
- Community meetings and outreach events, stakeholder meetings, and informational & technical assistance sessions for open Request for Proposals (competitive solicitations)
- Meetings with various external commissions and committees, such as the San Antonio Arts Commission, San Antonio Youth Commission, City/ County Joint Commission on Elderly Affairs, Successfully Aging and Living in San Antonio Coalition, South Texas Adult Protective Services Board, Bexar County Senior Advisory Committee, SA 2020 Commission on Education, and The Nonprofit Council



## ARPA Updates

The City continues to provide periodic ARPA updates to the City Council and residents on progress, such as program performance and spending activity. The community is invited to join by viewing the meeting sessions through TVSA or visiting SASpeakUp (<https://www.saspeakup.com/#home>), the community's one-stop website, to participate in City Council meetings, surveys, events, and more. The City also maintains a dedicated ARPA website (<https://www.sa.gov/Directory/Initiatives/ARPA>) where visitors can learn how ARPA-funded programs are utilized, review financial reports, and view program performance. This website is kept up-to-date to reflect current progress. Additionally, City staff launched an interactive dashboard in April of 2024 that provides spending information, performance measures, and summaries for each program.

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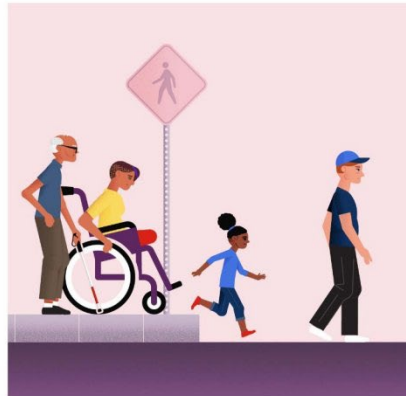
# Promoting Equitable Outcomes

## Operationalizing Equitable Spending

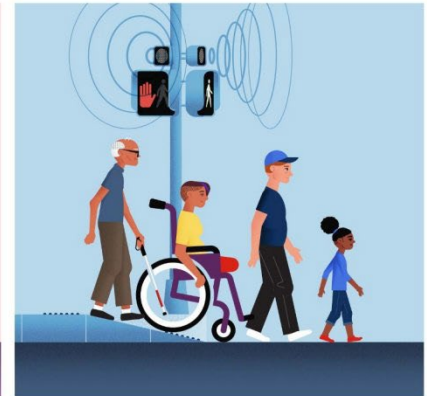
The City of San Antonio utilizes a multifaceted, data-driven approach to ensure that the needs of San Antonio's most marginalized communities are centered in our work. City departments collaborate with the Department of Diversity, Equity, Inclusion, & Accessibility to operationalize equitable policies and practices.

Budget allocations are guided by the Equity Atlas ([www.sanantonio.gov/Equity/Initiatives/Atlas](http://www.sanantonio.gov/Equity/Initiatives/Atlas)), an interactive tool highlighting demographics and disparities in San Antonio. The Equity Atlas ranks neighborhoods on race and income from 1 to 5, based on the city-wide average of 3. A ranking higher than 3 in race means the population of people of color is higher than the average. A ranking higher than 3 in income reflects a higher concentration of households with income lower than the average. The Equity Atlas provides a combined score of race and income, using a range of 2 to 10. The higher the score, the higher the combination of people of color and lower-income households. The Equity Atlas also includes information on education levels, languages spoken, and historically redline areas. This tool is used to strategically plan the distribution of City services, resources, and programs for the highest impact.

**EQUALITY:**  
Everyone gets the same – regardless if it's needed or right for them.



**EQUITY:**  
Everyone gets what they need – understanding the barriers, circumstances, and conditions.



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Other resources leveraged to ensure SLFRF was used in an impactful and equitable manner included data from mental health hospitalizations and 911 calls.

## Equity in SLFRF Implementation Plans

Equity was considered at every stage of planning and development and was embedded in the implementation plans for the Mental Health, Youth, Seniors, Small Business, Non-Profit Social Services, and Arts programs. The following provides examples of how equitable outcomes have been embedded in implementation plans.

**Mental Health:** Programs in this area offer support to organizations providing mental health services to vulnerable residents, focusing on youth, seniors, and the homeless population.

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- Programs for youth will increase access to mental health care in school-age children and youth aging out of foster care for those diagnosed with developmental disorders and social-emotional skills and address increased social isolation, anxiety, depression, and suicide.
  - Programs for seniors will increase awareness of existing programs and access to services for individuals experiencing mental health challenges, improve quality of life by mitigating social/ emotional issues and isolation, and improve the quality of care provided by informal and unpaid caregivers.
  - Programs for the homeless population seek to improve access to mental health services, substance use, and housing resources for those experiencing homelessness and increase access to services for youth aging out of the foster care system. Additionally, harm reduction services will provide increased access to medication and substance use treatments to improve well-being and reduce the risk of death among this population.

**Youth:** Programs in this area will improve access to services and opportunities for youth, including those who are homeless, aging out of foster care, and transitioning out or at risk of gang involvement. Programs will expand high-quality out-of-school opportunities, improve access to educational and employment services and prospects, and provide family support and housing stability services.



**Seniors:** Programs in this area will connect older adults with community services and resources to reduce social isolation, alleviate food and resource insecurity for those with financial constraints, and mitigate increased social and emotional issues for informal and unpaid caregivers to improve the safety and quality of care provided.

**Small Business:** Programs in access to capital, capacity building, ecosystem enhancements, localism, and geographic placemaking in this area will help small business owners recover from the negative economic impacts of the COVID-19 pandemic and achieve long-term resiliency.

- The COVID Impact Grants program provided grants to small businesses that experienced revenue losses due to the negative impacts of the pandemic. This increased opportunity and access to capital for underserved groups aimed to aid economic recovery, with Hispanic-owned and women-owned businesses receiving 51.8% and 46.5% of the grants, respectively.

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- The COVID-19 / Construction Recovery Grants program provided grants to small businesses whose economic recovery from the pandemic has been prolonged due to being in City construction project areas, with Hispanic-owned and minority-owned businesses receiving 53.9% and 76% of the grants. Eligible businesses were those micro and small business owners who suffered revenue losses from the COVID-19 pandemic and whose businesses are in an area impacted by City construction projects.



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## Labor Practices

Infrastructure projects are being completed in accordance with the City's existing standards for labor agreements and practices.

### City and State Labor Practice Policies

The City complies with the following prevailing City and State labor practice policies on all construction contractual agreements, including the Street Maintenance Program, Bridge Maintenance Program, and Vision Zero projects funded with SLFRF.

- **City of San Antonio's Small Business Economic Development Advocacy (SBEDA) Policy and Ordinance**

**Ordinance No. 2016-05-19-0367:**

The Small Business Economic Development Advocacy (SBEDA) Program provides contracting preferences to eligible local small, minority, and women-owned businesses (S/M/WBEs) to promote participation in City contracts. The requirements and regulations associated with the SBEDA Program are applied to all contracts for the purchase of services, goods, or supplies awarded by, or on behalf of, the City with an estimated value greater than \$50,000. Also included within the scope of the SBEDA Program are contracts or other agreements between the City and any governmental agency, quasi-governmental agency, corporation, developer, or contractor under which the agency, corporation, developer, or contractor receives any fiscal assistance from or through the City for the purpose of contracting with businesses to perform real estate development, renovation, maintenance, or other services.

- **City of San Antonio Wage & Labor Standard Provisions**

**Ordinance No. 2008-11-20-1045:**

The City of San Antonio Wage & Labor Standard provisions dictate that any City of San Antonio-funded construction, demolition, or rehabilitation projects will adhere to Texas Government Code Section 2258.

- **State of Texas Government Code Chapter 2258**

Requires contractor and subcontractor to pay laborers, workers, and employees on public projects no less than the general prevailing rate of wages (consisting of hourly cash wages plus fringe benefits) for work of similar character in the locality where the work is performed.

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Specific labor reporting requirements during construction are included in each of the agreements with the beneficiaries for the One-time Capital Projects that include Morgan's Wonderland, Educare San Antonio, and Texas Biomedical Research Institute. Beneficiaries must report the following job and wage information to the City during construction and will be included in future reporting.

- Number of employees of contractors and subcontractors working on the project
- Number of employees hired directly and through a third party at the project site
- Wages and benefits of workers on the project by classification to include minimum hourly wage, percent receiving more than the minimum hourly wage, percent local, and percent economically disadvantaged
- Workforce efforts: Internships, Apprenticeships, Job Fairs

In accordance with each agreement, once construction is completed, each beneficiary is required to provide reports on a recurring basis with information on the project's progress and performance. These requirements ensure that City infrastructure projects maximize their collective local impact by promoting strong small businesses and employment opportunities for local workers.

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## Use of Evidence

The City has used the revenue replacement expenditure category for its award but continues collecting data on programs that use evidence-based interventions.

### Phase I

#### SA Forward Plan

Under Phase I, the City allocated \$5 million to Public Health: SA Forward Plan. The SA Forward Plan presents the strategic direction for the San Antonio Metropolitan Health District to protect and improve the community's health so that all people thrive in healthy, safe communities. The SA Forward Plan strengthens Metro Health's foundational capabilities to work in new ways to deepen its impact. Over the next five years, Metro Health will focus its efforts on the following six priority areas.

- Access to Care
- Data and Technology Infrastructure
- Food Insecurity and Nutrition
- Health Equity and Social Justice
- Mental Health and Community Resilience
- Violence Prevention

The following section provides programs within the SA Forward Plan that utilize evidence-based interventions.

**Spending Framework Category:** Revenue Replacement – General Fund Public Health: SA Forward Plan

**Total Dollar Amount of Program:** \$5 Million

**Total Dollar Amount allocated to Evidence-Based Interventions:** \$1,503,676

#### Nutrition Expansion (Mayor's Fitness Council)

**Amount allocated to Evidence-Based Interventions:** \$331,849

**Goals:**

To increase knowledge about and access to healthy foods in the areas with the highest needs impacted by COVID-19 and other chronic diseases, the Mayor's Fitness Council's Student Ambassador Program will train their student ambassadors and student mentors about the SA Forward initiatives. These initiatives include the Por Vida healthy restaurant program, the Viva Health healthy eating lessons, and education on diabetes prevention and food insecurity, which affect these high-needs areas the most. The student ambassadors aim to develop and implement community health service projects that integrate the SA Forward initiatives.

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### Evidence base for the interventions funded by the project:

The Viva Health curriculum was developed using USDA's MyPlate and Dietary Guidelines; Project Power by the American Diabetes Association is used for the diabetes prevention curriculum that we promote for our ambassadors to implement; Alliance for a Healthier Generation's Healthy Schools Inventory Worksheet with Related School Health Index Questions was used to establish a framework for Student Ambassador Health Service Projects; pre/ post evaluation for student ambassadors is administered to assess knowledge, attitudes, and behavior changes.

### The information below includes links and their descriptions to evidence standards, evidence dashboards, evaluation policies, and other public-facing tools that are used to track and communicate the use of evidence and evaluation:

- The [USDA Center for Nutrition Policy and Promotion \(CNPP\)](https://www.myplate.gov/) was established in 1994 to improve the nutrition and well-being of Americans. Toward this goal, CNPP focuses its efforts on two *primary* objectives:
  1. Advance and promote dietary guidance for all Americans, and
  2. Conduct applied research and analyses in nutrition and consumer economics.<https://www.myplate.gov/>
- The *Dietary Guidelines for Americans* advise what to eat and drink to meet nutrient needs, promote health, and prevent disease. It is developed and written for a professional audience, including policymakers, healthcare providers, nutrition educators, and Federal nutrition program operators.  
<https://www.dietaryguidelines.gov/>
- The American Diabetes Association funds research to prevent, cure, and manage diabetes while providing objective and credible information to deliver services to hundreds of communities.  
<https://diabetes.org/get-involved/community/project-power>
- Alliance for a Healthier Generation "Healthy Schools Inventory Worksheet":  
<https://acrobat.adobe.com/link/review?uri=urn%3Aaaid%3Aascds%3AUS%3A1e8d0f7c-0e52-3ecf-bb01-cc6b48c57cb7>
- "Mayors Fitness Council Executive Summary":  
<https://acrobat.adobe.com/link/review?uri=urn%3Aaaid%3Aascds%3AUS%3A8643f9b9-ed41-3b4c-af93-f3906f8c9489>
- "Mayor's Fitness Council Student Ambassador Roadmap":  
<https://acrobat.adobe.com/link/review?uri=urn%3Aaaid%3Aascds%3AUS%3Acbb95c94-226d-396b-8dfd-078d384d4656>
- "Mayor's Fitness Council Student Ambassador Survey":  
<https://acrobat.adobe.com/link/review?uri=urn%3Aaaid%3Aascds%3AUS%3A0c0172b3-c58c-37a7-8fdb-558653ba492f>

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## Nutrition Policy (Community Nutrition)

**Amount allocated to Evidence-Based Interventions:** \$599,187

### Goals:

The Nutrition Policy Team owns the City's Healthy Procurement Policy and is developing a Nutrition Equity Framework and Workshop for Public Health Professionals.

### Evidence base for the interventions funded by the project:

Surveys were administered to gauge employees' knowledge, attitudes, and behavior toward the Healthy Procurement Policy. Audits of compliance have also been conducted to inform future training content.

The development of a Nutrition Equity Framework is supported by literature and aligns with the Center for Disease Control and Prevention's (CDC) Essential Public Health Services.

**The information below includes links and their descriptions to evidence standards, evidence dashboards, evaluation policies, and other public-facing tools that are used to track and communicate the use of evidence and evaluation:**

- Inclusion, Diversity, Equity, and Access. (n.d.). [www.eatrightpro.org](https://www.eatrightpro.org). Retrieved April 02, 2023, from <https://www.eatrightpro.org/idea/inclusion-diversity-equity-and-access>.
- 2025 Advisory Committee | Dietary Guidelines for Americans. (n.d.). [www.dietaryguidelines.gov](https://www.dietaryguidelines.gov). Retrieved March 21, 2023, from <https://www.dietaryguidelines.gov/2025-advisory-committee>
- Robinson, S. (2020, January 4). Doubling Down on Diversity: The Journey to a More Diverse Field. Foodandnutrition.Org. Retrieved September 5, 2022, from <https://foodandnutrition.org/from-the-magazine/doubling-down-on-diversity-the-journey-to-a-more-diverse-field/>
- CDC Webpage on “10 Essential Public Health Services”: <https://www.cdc.gov/publichealthgateway/publichealthservices/essentialhealthservices.html>

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## Healthy Neighborhoods Expansion

**Amount allocated to Evidence-Based Interventions:** \$572,640

### Goals:

Expand the Healthy Neighborhoods Program, a Community Health Worker (CHW) Program which uses Asset Based Community Development to organize for health improvements in San Antonio neighborhoods.

### Evidence base for the interventions funded by the project:

Numerous evidence sources support using Community Health Workers (CHWs) as educators and community organizers in public health. CHWs are frontline public health workers who live in or are trusted by the community, connect people to health and social services by breaking down barriers related to social determinants of health, and work directly with individuals and families, especially those who have difficulty understanding or interacting with healthcare providers due to cultural or language barriers.

**The information below includes links and their descriptions to evidence standards, evidence dashboards, evaluation policies, and other public-facing tools that are used to track and communicate the use of evidence and evaluation:**

- CDC on CHWs addressing food security during the pandemic:  
<https://nationaldppcsc.cdc.gov/s/article/A-Study-on-Community-Health-Worker-CHW-Impact-During-the-Public-Health-Emergency-PHE-English-and-Spanish>
- CDC Comprehensive Policy Report:  
[https://www.cdc.gov/dhdsp/policy\\_resources/chw.htm](https://www.cdc.gov/dhdsp/policy_resources/chw.htm)
- CDC on “Evidence of Effectiveness for Community Health Workers”:  
<https://hdsbpc.cdc.gov/s/article/Evidence-of-Effectiveness-for-Community-Health-Workers>
- County Health Rankings & Roadmaps “What Works for Health”:  
<https://www.countyhealthrankings.org/strategies-and-solutions/what-works-for-health>

## Phase II

### Mental Health

Under Phase II, the City allocated \$27 million to Mental Health programs to provide access to care for the youth, seniors, and homeless. The following illustrates the investment in each of these program areas.

#### Youth

- Access to mental health services
- Project Worth & Stand Up SA
- Diagnostic Services
- Youth Aging Out of the Foster System

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## Seniors

- Navigation Programs
- Social Interaction
- Caregiver Program

## Homeless

- Chronic & Unsheltered Veteran Homeless
- Youth Aging Out of the Foster System

Stand Up SA and Project Worth are evidence-based programs in the youth area. Stand Up SA is a model that focuses on disrupting gun violence by treating it like a disease. Project Worth promotes health and well-being to San Antonio youth through education, collaboration, and empowerment.

The following section includes the programs in this area that utilize evidence-based interventions.

**Spending Framework Category:** Mental Health

**Total Dollar Amount of Program:** \$27 Million

**Total Dollar Amount allocated to Evidence-Based Interventions:** \$750,000

### Stand Up SA Expansion

**Amount allocated to Evidence-Based Interventions:** \$250,000

#### Goals:

This program focuses on restorative justice in schools. A Restorative Justice Coordinator partners with local schools and community organizations to enroll at-risk youth in the initiative. Youth participate in support sessions that utilize a restorative justice process, and schools modify their disciplinary practices.

#### Evidence base for the interventions funded by the project:

Evidence shows that restorative justice is more effective than traditional approaches to school discipline.

**The information below includes links and their descriptions to evidence standards, evidence dashboards, evaluation policies, and other public-facing tools that are used to track and communicate the use of evidence and evaluation:**

- Rethinking Discipline Community of Practice evaluation:  
[https://uppartnership.wpenginepowered.com/wp-content/uploads/2020/08/Updated-RDCP\\_July\\_2020.pdf](https://uppartnership.wpenginepowered.com/wp-content/uploads/2020/08/Updated-RDCP_July_2020.pdf)

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## Project Worth Teen Ambassador Expansion

**Amount allocated to Evidence-Based Interventions:** \$500,000

### Goals:

The two goals of this funding for the program are to improve the positive social and emotional skills among San Antonio's youth in grades 7-12 and increase community engagement in teens and adults to understand positive social behaviors and strengthen family connections.

### Evidence base for the interventions funded by the project:

The program uses BASE education, a social-emotional learning (SEL) curriculum, with the Teen Ambassador Program designated by the Collaborative for Academic, Social, and Emotional Learning (CASEL) as supporting SEL competencies. The program also partners with Search Institute to provide Search Institute's Strengthening Families workshop for parenting adults and Youth Lead workshop for teens, rooted in positive youth development and the Developmental Relationships Framework, as well as providing evidence-based Mental Health First Aid Training to youth and community caregivers.

**The information below includes links and their descriptions to evidence standards, evidence dashboards, evaluation policies, and other public-facing tools that are used to track and communicate the use of evidence and evaluation:**

- Search Institute partners with organizations to conduct and apply research that promotes positive youth development and advances equity.

<https://www.search-institute.org/developmental-relationships/developmental-relationships-framework/>

<https://www.search-institute.org/wp-content/uploads/2020/10/Search-Institute-Strengthening-Families-2020-6.pdf>

<https://www.search-institute.org/professional-development/bring-a-workshop-to-you/youth-lead-youth-leadership-program/>

- Teen Mental Health First Aid is a training program that teaches high school students in grades 10-12 the skills they need to recognize and help their friends with mental health and substance use challenges and crises and how to get the help of an adult quickly.

[https://www.mentalhealthfirstaid.org/wp-content/uploads/2020/05/tMHFA\\_FAQ.pdf#:~:text=Is%20MHFA%20an%20evidence-based%20program%3F%20Yes.%20Researchers%20in,to%20demonstrate%20the%20effectiveness%20of%20the%20MHFA%20program.](https://www.mentalhealthfirstaid.org/wp-content/uploads/2020/05/tMHFA_FAQ.pdf#:~:text=Is%20MHFA%20an%20evidence-based%20program%3F%20Yes.%20Researchers%20in,to%20demonstrate%20the%20effectiveness%20of%20the%20MHFA%20program.)

- BASE is an interactive, online mental health solution explicitly designed for students and educators to engage them on the social-emotional health issues that middle and high school students commonly face.

<https://7mindsets.com/base/>

- BASE Education Evidence of effectiveness is designated as a Promising Practice:

<https://pg.casel.org/base-education/>



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## Seniors

Under Phase II, the City allocated \$5 million to programs serving older adults to connect them with community services and resources, neighborhood-based access to food, transportation services, workforce training, employment, and volunteer opportunities. Additionally, caregivers for older adults will be connected to resources, education, and training.

The following section includes programs within this area that utilize evidence-based interventions.

**Spending Framework Category:** Seniors

**Total Dollar Amount of Program:** \$5 Million

**Total Dollar Amount allocated to Evidence-Based Interventions:** \$941,301

### Care Navigation Team – Meals on Wheels San Antonio

**Amount allocated to Evidence-Based Interventions:** \$246,020

**Goals:**

The program provides home-delivered nutritious meals accompanied by daily wellness checks to ensure vulnerable populations can live safely and independently in their homes. The Care Navigation Team supports the homebound meal, companionship, and Grace Place programs.

**Evidence base for the interventions funded by the project:**

The program follows the best practices for senior meal delivery outlined by Meals on Wheels America’s multiple “More Than a Meal” published research studies, which outline the importance of daily, hot meal delivery and safety checks in the long-term health of homebound seniors. The agency’s licensed dietician develops healthy, nutritious meals that meet client’s needs while ensuring that meals are delicious and culturally relevant to the San Antonio community. Through this effort, the agency ensures that meals are more likely to be consumed and that clients receive the full nutritional benefit.

**The information below includes links and their descriptions to evidence standards, evidence dashboards, evaluation policies, and other public-facing tools that are used to track and communicate the use of evidence and evaluation:**

To help the Meals on Wheels network continue strengthening and building on its current impact, we knew that a comprehensive, data-driven profile of Meals on Wheels America member programs’ client demographics, services, and organizational make-up would be vital. Such specificity and depth will serve as valuable tools to help identify the greatest opportunities for effective partnerships and solutions that can be replicated and scaled to benefit a rapidly aging population further.

- Meals on Wheels Texas Senior Population Statistics:  
<https://www.mowsatx.org/texas-senior-population-statistics>

**If applicable, reference relevant evidence clearinghouses and other sources:**

- USDA - National Hunger Clearinghouse:  
<https://www.hungerfreeamerica.org/en-us/usda-national-hunger-hotline>

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## Reducing Social Isolation in San Antonio through Technology Access – Older Adults Technology Services, Inc. (OATS)

**Amount allocated to Evidence-Based Interventions:** \$553,471

### **Goals:**

The program provides in-person technology programming and engages older adult participants at various locations throughout the City. It will also provide targeted micro-grants to address capacity gaps in local older adult-serving organizations and facilitate Senior Planet licensing. Senior Planet licensing collaborates with community-based organizations to develop local trainers to deliver the technology-centered curriculum.

### **Evidence base for the interventions funded by the project:**

OATS will capture program impact, and broader participant gains through data collection activities by reviewing program survey data, call logs, and qualitative information gathered through formal and informal discussions with program participants. These discussions will occur during program sessions, phone calls, and testimonial success stories. Students will report gains from participating in Senior Planet programming through these opportunities.

### **The information below includes links and their descriptions to evidence standards, evidence dashboards, evaluation policies, and other public-facing tools that are used to track and communicate the use of evidence and evaluation:**

Findings demonstrate the efficacy of the OATS computer training program across various measures, including increased and sustained computer use; improved ability and confidence with computer and Internet technology; a substantial and positive impact on social connectedness, access to information, and social and civic participation; and a favorable effect on community partners.

- Humana Foundation's Aging Connected: Exposing Hidden Connectivity Crisis for Older Adults: <https://oats.org/aging-connected-exposing-the-hidden-connectivity-crisis-for-older-adults/>
- Older Adults and OATS Computer Training Programs: A Social Impact Analysis Findings Report: <https://oats.org/older-adults-and-oats-computer-training-programs-a-social-impact-analysis-findings-report/>
- Research, Innovation, and Imaging the Best Day Ever Report: <https://oats.org/research-innovation-and-imagining-the-best-day-ever/>

### **The information below references relevant evidence clearinghouses and other sources:**

- Old School Anti-Ageism Clearinghouse: <https://oldschool.info/>

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## Building Caregiver Confidence – Alzheimer’s Disease and Related Disorders

**Amount allocated to Evidence-Based Interventions:** \$141,810

### **Goals:**

The program provides dementia education, training, and resources for caregivers, focusing on improving the client's mental, physical, and financial health. Additional support offered by the program includes support groups, engagement opportunities for clients with early-onset dementia and their caregivers, a 1-800 helpline that provides 24/7 resources to anyone facing mental health concerns, consultations, and connections to resources and referrals.

### **Evidence base for the interventions funded by the project:**

In 2019, the National Institute on Aging (NIA) awarded funding to create the NIA Imbedded Pragmatic AD / ADRD Clinical Trials (IMPACT) Collaboratory. The Collaboratory includes experts from more than 30 research institutions and supports pilot trials and larger studies that test non-drug, care-based interventions for people with dementia. The goal of IMPACT is to expedite the timeline of research implementation in real-world settings to improve care for people living with dementia and their caregivers.

In 2020, the Center for Disease Control and Prevention (CDC) established three Public Health Centers of Excellence to disseminate best practices and tools to local, tribal, and state public health organizations throughout the United States that support dementia caregivers, encourage early detection of Alzheimer’s and reduce the risk of dementia, respectively.

The Alzheimer’s Association has also undertaken several efforts to improve dementia care interventions and services. Its dementia care practice recommendations place individuals with dementia and their caregivers at the center of how care should be delivered. Essential to this model is the need to reconsider how care for people with dementia is measured and designed by moving away from an approach that focuses on loss of abilities to one that emphasizes the individual's unique needs, personal experiences, and strengths. This person-centered care philosophy not only values and respects the individual with dementia but also promotes health and well-being.

Frameworks such as the Alzheimer’s Association dementia care practice recommendations are designed to shift how researchers and care providers think about dementia and may lead to a greater understanding of the resilience, adaptability, and possibilities of maintaining or even improving skills and abilities when living with dementia. A core element of these frameworks is ensuring that every experience and interaction is seen as an opportunity for authentic and meaningful engagement, which in turn helps create a better quality of life for the person with dementia.

### Education Programs:

- Empower volunteer Community Educators to locate new host locations and drive potential new community partners to the chapter.
- Discuss goals with each Community Educator to target 12 presentations annually (one per month) with a minimum attendance of 15-20 (in-person) and 20-25 virtual.
- Establish in advance registration, attendance, and promotion requirements with host locations (e.g., Association online registration used; minimum attendance of 15-25 per program).
- Maintain delivery of at least 90% Common Program education programs (vs. chapter-developed).
- Utilize Personify URL link in promotion/ marketing of programs (e.g., social media, etc.).
- Utilize Community Partners’ communication channels to help promote programs using Association-created promotional materials with partners’ landmark when the Community Host Agreement is signed and fully implemented.
- At least 24 hours before the program, assign speakers/ facilitators to all meetings in Personify (volunteer or staff delivered).
- All attendees must be registered in Personify before the program is held to receive an online evaluation (Common Program Evaluation).

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### Support Groups:

- New support groups occur when evidence of community need is documented through the community assessment process (community forums) and after assessing existing groups in that community to identify growth and sustainability options.
- Support group location is carefully assessed based on community input and LEAP Strategic Planning Tool markets of opportunity. Association guidelines on SGs in long-term care communities should be followed.
- Early Stage (ES) support groups are time-limited (8-12 weeks).
- All ES participants are to be interviewed before attending a support group to ensure the integrity of ES services.

### **The information below includes links and their descriptions to evidence standards, evidence dashboards, evaluation policies, and other public-facing tools that are used to track and communicate the use of evidence and evaluation:**

Person-centered care is the foundation of the Alzheimer's Association Dementia Care Practice Recommendations. The areas listed below illustrate the goals of this type of care.

<https://www.alz.org/media/Documents/alzheimers-dementia-care-practice-recommendations.pdf>

- Person-centered care
- Detection and diagnosis
- Assessment and care planning
- Medical management
- Information, education, and support
- Ongoing care for behavioral and psychological symptoms of dementia and support for activities of daily living.
- Staffing
- Supportive and therapeutic environments
- Transitions and coordination of services

### **The information below references relevant evidence clearinghouses, and other sources:**

- Administration for Community Living (ACL) National Clearing House for Long-Term Care (LTC)

<https://acl.gov/ltc>

## Youth

Under Phase II, the City allocated \$10 million to programs serving youth to address decreased education and career opportunities, offer higher education and workforce training, enhance access to STEM & STEAM, and provide enrichment to support school readiness and long-term success.

The following programs use evidence-based interventions.

- **Advancing Educational & County Foster Educational Success**  
Provides foster care youth to college peer mentorship, transportation, tutoring, and enrichment.
- **NXT Level Youth Expansion & Project POYNTs– Communities in Schools of San Antonio (CIS-SA)**  
Provides educational coaching, wrap-around services, and counseling.

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The following section includes programs within this area that utilize evidence-based interventions.

**Spending Framework Category:** Youth

**Total Dollar Amount of Program:** \$10 Million

**Total Dollar Amount allocated to Evidence-Based Interventions:** \$913,792

### Advancing Educational & County Foster Educational Success - The University of Texas at San Antonio (UTSA)

**Amount allocated to Evidence-Based Interventions:** \$214,881

**Goals:**

The program will offer high school youth with a history of foster care the opportunity to be paired with a high-achieving UTSA Honors College student who will serve as a weekly tutor for the high school student over a two-year period. The high school student will be transported to the UTSA campus for all tutoring and enrichment activities. Emergency direct assistance funding is available to high school student participants.

**Evidence base for the interventions funded by the project:**

Evidence-based strategies include training model implementation for staff & student tutors, trauma-informed care, tutoring best practices, strategic sharing, developmental relationship/ maintaining and establishing appropriate boundaries, regularly scheduled programmatic meetings, peer-to-peer convenings/ check-ins, supervisor and peer debriefs, collaboration meetings with pre-college programs for recruitment (TRiO, Communities in Schools, selected Independent School Districts), and courses (leadership development, advocacy, civic engagement).

**The information below includes links and their descriptions to evidence standards, evidence dashboards, evaluation policies, and other public-facing tools that are used to track and communicate the use of evidence and evaluation:**

- Casey Life Skills Toolkit (<https://www.casey.org/casey-life-skills/>): a set of free tools that assess youth's independent skills to achieve their long-term goals. It aims to guide youth toward developing healthy, productive lives.
- Bexar County Fostering Educational Success (BCFES) (<https://www.bcfes.org/>): a trauma-informed model and strategic framework that incorporates evidence of best practices, coaching, and holistic support to meet the educational aspirations and unique needs of youth with foster care history. BCFES has assembled partners across child welfare, the Children's Court, and two and four-year colleges in Bexar County who work together to improve educational outcomes for foster care alumni and children still in foster care.

**The information below references relevant evidence clearinghouses, and other sources:**

- Family & Youth Services Bureau - RHY National Clearinghouse on Homeless Youth & Families:  
<https://www.infocusmagazine.org/portable/6.1.pdf>

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## NXT Level Youth Expansion – Communities in Schools of San Antonio (CIS-SA)

**Amount allocated to Evidence-Based Interventions:** \$313,819

### **Goals:**

The program will provide expanded ongoing coaching, wraparound support, and direct counseling services by adding a licensed mental health clinician and a full-time Life Coach. The program will also provide graduation and life coaching services to prevent the non-traditional student populations from disconnecting from post-secondary pathways. The Graduation Coach will assist at-risk students and provide college and career readiness services to transition students to college or the workplace effectively. The Life Coach will provide wrap-around support services to students as they work towards a high school diploma.

### **Evidence base for the interventions funded by the project:**

The NXT Level Youth Opportunity Center program model was developed using national best practices and designed using evidence-based solutions to reduce the number of disconnected youths in San Antonio. The program focuses on three key activities: a high-quality intake process employing comprehensive assessment tools, relationship-based goal setting, and ongoing coaching and wrap-around support. CIS-SA facilitates the Communities In Schools (CIS) model of Integrated Student Supports (ISS), tailoring the model to remove barriers as they arise, address participants basic needs, and help them achieve a level of social and emotional functioning that makes re-engagement to education and employment possible.

CIS-SA has 38 years of experience facilitating Integrated Student Services (ISS), a proven, cost-effective approach to dropout prevention that has been found to improve students' academic engagement and promote positive youth development (MDRC, 2017). Integrated Student Supports are defined by Child Trends as "a school-based approach to promoting students' academic success by coordinating a seamless system of wraparound supports for the child, the family, and schools, to target students' academic and non-academic barriers to learning" (Moore K.A., 2014).

In addition, the Texas Education Agency lists the CIS model as an effective best practice for early mental health prevention and intervention, and it is a critical component of the effectiveness of CIS interventions.

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**The information below includes links and their descriptions to evidence standards, evidence dashboards, evaluation policies, and other public-facing tools that are used to track and communicate the use of evidence and evaluation:**

Communities In Schools surrounds students with a community of support, empowering them to stay in school and achieve in life. This evidence-based approach is adapted to meet the unique needs of each community.

- CIS-SA Model:  
<https://www.cissa.org/our-work>
- CIS-SA EcoMap Toolkit:  
<https://www.communitiesinschools.org/articles/article/ecomap-toolkit/>
- Manpower Demonstration Research Corporation (MDRC) Article 2017:  
<https://www.mdrc.org/publication/mdrc-s-evaluations-communities-schools>
- Using Integrated Student Supports to Keep Kids In School:  
<https://www.mdrc.org/publication/using-integrated-student-supports-keep-kids-school>
- Two Years of Case Management:  
<https://www.mdrc.org/publication/two-years-case-management>
- Making the Grade: Assessing the Evidence for Integrated Student Supports:  
<https://cms.childtrends.org/wp-content/uploads/2014/05/2014-17ISSPresentation.pdf>

**The information below references relevant evidence clearinghouses and other sources:**

- Department of Education - Best Practices Clearinghouse:  
<https://www.socialsolutions.com/products/apricot-essentials/>

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## Project POYNTS – Communities in Schools of San Antonio

**Amount allocated to Evidence-Based Interventions:** \$285,092

### Goals:

The program will provide expanded ongoing coaching, wraparound support, and direct counseling services by adding a licensed mental health clinician and a full-time Life Coach. The program will also provide graduation and life coaching services to prevent the non-traditional student populations from disconnecting from post-secondary pathways. The Graduation Coach will assist at-risk students and provide college and career readiness services to transition students to college or the workplace effectively. The Life Coach will provide wrap-around support services to students as they work towards a high school diploma.

### Evidence base for the interventions funded by the project:

Communities In Schools of San Antonio (CIS-SA) will adopt the evidence-based Communities In Schools (CIS) model to provide post-secondary support to at-risk youth attending non-traditional school sites. CIS-SA facilitates the CIS model of Integrated Student Supports (ISS), tailoring it to remove barriers as they arise, address participants' basic needs, and help them achieve social and emotional functioning, making re-engagement in education and employment possible.

Child Trends defines ISS as "a school-based approach to promoting students' academic success by coordinating a seamless system of wraparound supports for the child, the family, and schools to target students' academic and non-academic barriers to learning" (Moore K.A., 2014). CIS-SA has 38 years of experience facilitating ISS, a proven, cost-effective approach to dropout prevention that has been found to improve students' academic engagement and promote positive youth development (MDRC, 2017).

In addition, the Texas Education Agency lists the CIS model as an effective best practice for early mental health prevention and intervention, which is critical to the effectiveness of CIS interventions.

**The information below includes links and their descriptions to evidence standards, evidence dashboards, evaluation policies, and other public-facing tools that are used to track and communicate the use of evidence and evaluation:**

CIS surrounds students with a community of support, empowering them to stay in school and achieve in life. Our evidence-based approach, adapted to meet each community's unique needs, is the basis for our success.

- CIS-SA Model:  
<https://www.cissa.org/our-work>
- CIS-SA EcoMap Toolkit:  
<https://www.communitiesinschools.org/articles/article/ecomap-toolkit/>
- Manpower Demonstration Research Corporation (MDRC) Article 2017:  
<https://www.mdr.org/publication/mdrc-s-evaluations-communities-schools>
- Using Integrated Student Supports To Keep Kids In School:  
<https://www.mdr.org/publication/using-integrated-student-supports-keep-kids-school>
- Two Years of Case Management:  
<https://www.mdr.org/publication/two-years-case-management>
- Making the Grade: Assessing the Evidence for Integrated Student Supports:  
<https://cms.childtrends.org/wp-content/uploads/2014/05/2014-17ISSPresentation.pdf>

**The information below references relevant evidence clearinghouses, and other sources:**

- Department of Education - Best Practices Clearinghouse:  
<https://www.socialsolutions.com/products/apricot-essentials/>



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## San Antonio Mentoring for At-Risk and Opportunity Youth - Big Brothers Big Sisters (BBBS)

**Amount allocated to Evidence-Based Interventions:** \$100,000

### Goals:

The program will support mentorship for over 400 youth, many currently waiting to be matched with a mentor. Volunteers are recruited, screened, trained, and required to meet at least once a month with their mentees. The mentor and mentee meet 4-6 times yearly with a BBBS Volunteer Manager to discuss the mentorship. The program will also provide "Raising Highly Capable Kids" training to parents, a program developed to increase parents' knowledge and skill in addressing the essential building blocks kids need.

### Evidence base for the interventions funded by the project:

The one-to-one mentoring program is grounded in two frameworks: the Elements of Effective Practice and the 40 Developmental Assets (Developmental Relationships).

The National Mentoring Partnership, Inc. developed the Elements of Effective Practice as research-informed and practitioner-approved standards for creating and sustaining high-quality youth mentoring programs.

BBBS mentoring model focuses on relationship development and is based on the Search Institute's research on positive youth development, which identified 40 assets that are critical factors in helping adolescents become healthy, successful adults. The Search Institute, an independent research organization, found that these assets are powerful influences on youth behavior, promoting positive development, protecting young people from many different problem behaviors, and developing their ability to thrive despite adverse circumstances.

The Developmental Relationships Framework grew out of focus groups with youth, parents, educators, youth workers, and others, a wide-ranging review of existing research, extensive analysis of existing data, and input from scholars and practitioners. It also builds on Search Institute's landmark research with more than 5 million youth on Developmental Assets—the critical supports and strengths they need to thrive.

**The information below includes links and their descriptions to evidence standards, evidence dashboards, evaluation policies, and other public-facing tools that are used to track and communicate the use of evidence and evaluation:**

### Elements of Effective Practice for Mentoring

The six evidence-based Standards are intended to apply to almost every type of youth mentoring program. Each Standard includes Benchmarks to ensure the safety and effectiveness of mentoring relationships and Enhancements that may be promising, innovative, and useful for programs. A Program Planning and Management section also recommends designing, building, and strengthening mentoring programs and services.

- Elements of Effective Practice for Mentoring:  
<https://www.mentoring.org/resource/elements-of-effective-practice-for-mentoring/>
- Elements of Effective Practice for Mentoring Elements:  
<https://www.mentoring.org/resource/elements-of-effective-practice-for-mentoring/#gated-modal>
- Elements of Effective Practice for Mentoring Checklist:  
<https://www.mentoring.org/resource/elements-of-effective-practice-for-mentoring/#gated-modal>

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### Developmental Relationship Framework

Through developmental relationships, young people discover who they are, shape their lives, and contribute to the world. They move beyond surviving to thrive and show signs of positive development in many areas, including:

- Increased academic growth and learning
  - Increased social and emotional growth and learning
  - Increased sense of personal responsibility
  - Reduced engagement in a variety of high-risk behaviors
- Two Years of Case Management:  
<https://www.mdrc.org/publication/two-years-case-management>
  - Making the Grade: Assessing the Evidence for Integrated Student Supports:  
<https://cms.childtrends.org/wp-content/uploads/2014/05/2014-17ISSPresentation.pdf>

### **The information below references relevant evidence clearinghouses and other sources:**

- Department of Education – ERIC Institute of Education Sciences:  
<https://eric.ed.gov/>

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## Performance Report

The City has been tracking goals and outcomes by incorporating performance management into its SLFRF-funded programs that utilize existing and new methods. Programs are being monitored through existing methods of collecting information from City departments and compiling results in the City's Quarterly Project Summary Report. Additionally, City staff launched a new, interactive dashboard in April of 2024 that provides spending information, performance measures, and summaries for each program. This is located on the City's dedicated ARPA website (<https://www.sa.gov/Directory/Initiatives/ARPA>).

# PROJECT INVENTORY

Serving our community  
and steering it into a  
brighter future with our brush.  
We seek a healthy barrio con  
corazon y conciencia,  
Nuestro arte es del  
corazon and the barrio's  
corazon never skips  
a beat.



# PROJECT INVENTORY

## Overview

This section provides detail of programs funded with SLFRF, which include braided funding from other federal grants and local funds to maximize the impact to the San Antonio community. The following table lists programs funded by SLFRF and illustrates the City's two-phased strategy.

### Programs Funded with State & Local Fiscal Recovery Funds

Programs (in Millions) <sup>1</sup>	Phase I	Phase II	Adjustments <sup>2</sup>	Total
COVID-19 Emergency Response	\$ -	\$50.0	\$(28.4)	\$21.6
Emergency Preparedness	5.0	-	12.9	17.9
Emergency Medical Services (EMS)	2.1	-	-	2.1
Public Health: SA Forward Plan	5.0	-	-	5.0
Domestic Violence Expansion	7.6	8.8	-	16.4
Mental Health	3.4	26.0	-	29.4
Homelessness	0.5	-	15.9	16.4
Emergency Housing Assistance	4.4	10.0	-	14.4
Residential Utility Assistance	-	30.0	-	30.0
Non-Profit Social Services	-	2.5	-	2.5
Youth	-	10.0	-	10.0
Seniors	-	5.0	-	5.0
311 Customer Service Operations	0.9	-	-	0.9
City Services Navigators	2.7	-	(0.4)	2.3
Arts	2.6	5.0	-	7.6
Small Business	-	26.3	0.5	26.8
Convention & Sports Facilities Operations	48.3	-	-	48.3
Vision Zero	5.2	-	-	5.2
Street Maintenance	9.7	10.0	-	19.7
Bridge Maintenance Program	-	3.8	-	3.8
One-Time Capital Projects	-	32.0	-	32.0
Employee Retention	-	10.0	(0.5)	9.5
<b>Total</b>	<b>\$97.5</b>	<b>\$229.4</b>	<b>\$ -</b>	<b>\$326.9</b>

<sup>1</sup> Reprogrammed and augmented program funds are detailed in the Program Inventory section.

<sup>2</sup> Reflects City Council action taken on February 15, 2023 and September 14, 2023. With these changes, Phase I amount is revised to \$96.1 Million and Phase II is revised to \$230.8 Million.

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## Program Summary

Detailed descriptions of the programs funded with SLFRF follow. Progress updates are through June 30, 2024.

### COVID-19 Emergency Response – Phase II – \$21.6 Million

This Phase II allocation supported the City's response to COVID-19 in two key areas: 1) delivering essential community services to reduce the pandemic's impact, including operating COVID-19 testing sites, conducting contact tracing, and providing vaccine incentives to slow the spread of the virus, and 2) ensuring the City's workforce had proper personal protective equipment, could easily obtain COVID-19 testing, and had access to the vaccine. This program is augmented with SLFRF interest earnings for a total investment of \$22 million. Specific activities in this program included the following:

**COVID-19 Community Testing (Program Complete):** The San Antonio Metropolitan Health District (Metro Health) contracted with Community Labs, a local non-profit, to test San Antonio residents for COVID-19. As a result of a winter surge, Community Labs tested 49,356 residents from January to April 2022. Community Labs, Metro Health, and the San Antonio Fire Department operated six testing sites in San Antonio neighborhoods with the highest COVID-19 index scores, i.e., highest concentrations of pre-existing health conditions, health care access disparities, COVID-19 cases, and COVID-19 deaths.

**COVID-19 Contact Tracing (Program Complete):** Metro Health contracted with the San Antonio campus of the UT School of Public Health Houston (UTSPH Houston) to assist with COVID-19 case investigations. UTSPH Houston trained 50 of their staff to trace COVID-19 exposure and transmission, which included interviewing positive persons, gathering information on symptoms, providing isolation guidance, and providing referrals for social resources. Findings and data were entered into the National Electronic Disease Surveillance System (NBS) subcomponent. From October 2021 through September 2022, 272,561 cases were assigned for investigation. UTSPH Houston attempted to reach each individual, contacted 40,766, and interviewed 38,675 residents.

**COVID-19 Vaccine \$100 Gift Card Incentives (Program Complete):** To boost vaccination rates, in August 2022, Metro Health purchased and began distributing 10,265 H-E-B gift cards (\$100 value) as an incentive to receive any COVID-19 vaccine. Cards were available from both Metro Health's main immunization clinic and mobile pop-up clinics held in coordination with community stakeholders. The neighborhoods selected for a mobile clinic had the greatest degree of inequity, e.g., disparities in income, education, health, and resource distribution, per the City's Equity Atlas. All gift cards were issued by January 2023.

COVID-19 infection rates waned throughout 2023, and the City responded by reallocating unspent balances from

this investment to urgent community and operational needs. As part of the FY 2024 Budget, on September 14, 2023, the City Council authorized the following adjustments:

- Low-Barrier Non-Congregate Homeless Shelter: \$15.9 million
- Emergency Preparedness: \$13.7 million
- Added support for the administration, reporting, and oversight of ARPA funds through FY 2026: \$402 thousand

## Emergency Preparedness – Phases I & II – \$17.9 Million

**Phase I – \$5 Million:** The pandemic underscored the need for new, evolving strategies for keeping residents safe during emergencies. The City responded by allocating \$8.5 million through the FY 2022 budget (Phase I) to build resiliency to weather future emergencies and other disruptive incidents. This funding enhanced the City’s emergency management capacity by establishing four community resiliency hubs that San Antonio residents can utilize during an emergency for temporary shelter or to host community preparedness events, which are critical assets at a time when weather-related emergencies are becoming more frequent. The four hubs can be rapidly activated as needed. Additionally, the City has used these funds to purchase generators for fourteen public fire stations to enable the City to manage all types of community emergencies without interruption. The \$5 million SLFRF allocation is one-time funding.

The following tables highlight the Phase I results of the City’s investment in emergency preparedness by fiscal year.

Program	Outcomes Plan - FY 2022	Results October 2021 thru September 2022	% Accomplished
<b>Emergency Response</b>	<ul style="list-style-type: none"> <li>• Four resiliency hubs for the community.</li> <li>• Replace/add generators to 14 Fire Stations.</li> </ul>	<ul style="list-style-type: none"> <li>• Locations for 4 resiliency hubs were identified.</li> <li>• Public outreach and marketing plan for resiliency hubs was completed in August.</li> <li>• 4 generators were purchased in FY2023. The City rented 4 generators until the order was received.</li> <li>• 14 generators for Fire Stations were ordered in June.</li> </ul>	75%

Program	Outcomes Plan - FY 2023	Results October 2022 thru September 2023	% Accomplished
<b>Emergency Response</b>	Install generators at Fire Stations to provide emergency power supply during power disruptions for critical functionalities and to prevent delays to emergency services to the community.	<ul style="list-style-type: none"> <li>• Installation design contracts for the 14 Fire Stations, and 4 community resiliency hubs were completed.</li> <li>• All generators were delivered, pending installation.</li> </ul>	50%

Program	Outcomes Plan - FY 2024	Results October 2023 thru June 2024	% Accomplished
<b>Emergency Response</b>	Install generators to provide emergency power supply during power disruptions for critical functionalities and to prevent delays to emergency services to the community.	<ul style="list-style-type: none"> <li>• Installation of 4 generators at resiliency hubs is complete and generators are operational.</li> <li>• Installation of 4 Fire Stations generators is complete. The remaining 10 will be installed by October 2024.</li> </ul>	85%

**Phase II – \$12.9 Million:** This allocation is being used to equip public safety facilities with emergency generators, enhance the Emergency Operations Center, purchase emergency equipment, obtain sheltering supplies for resiliency centers, and distribute elevation certificates for homes in the flood-prone Palm Heights area. One-time funding from SLFRF was made available beginning in FY 2024 through a reallocation from the COVID-19 Emergency Response program and is augmented with SLFRF interest earnings for a total investment of \$13.7 million.

The following table highlights the Phase II results of the City’s investment in emergency preparedness.

Program	Outcomes Plan - FY 2024	Results October 2023 thru June 2024	% Accomplished
<b>Public Safety Facilities</b>			
<b>Emergency Generators</b>	Procure and install 22 generators at 17 Fire Stations, 1 Fire Services Building, 2 City Resiliency Hubs, 1 Animal Care Services (ACS) Facility, and 1 Central Vehicle Shop.	Solicitation is anticipated to go out for solicitation at the end of July.	22%
<b>Emergency Operations Center (EOC) Enhancements</b>	Complete enhancements at the EOC to accommodate employees working extended shifts during emergencies.	An on-call architect has been selected, and the design process will begin in July.	15%



Emergency Equipment			
<b>Bleeding Control Kits &amp; AEDs</b>	Purchase bleeding control kits and AEDs for city facilities.	Procurement process is underway.	10%
<b>Mobile Air Conditioned (AC) Trailer</b>	Purchase a mobile AC trailer to heat and cool up to 100,000 square feet of space for congregate sheltering.		10%
<b>Animal Care Services (ACS) Pet Evacuation Trailer</b>	Purchase (1) trailer for pet evacuations and temporarily house pets of persons seeking refuge in San Antonio.		20%
<b>Fuel Tanker</b>	Replace (1) fuel tanker that has reached end-of-life. The unit is used to refuel emergency equipment on the scene of long incidents or during long-term power outages.		20%
Sheltering Supplies for Resiliency Centers			
<b>Community-Based Resiliency Hubs</b>	<ul style="list-style-type: none"> <li>Establish five (5) resiliency hubs for the community.</li> <li>Purchase sheltering supplies for up to (5) qualified centers.</li> </ul>	<ul style="list-style-type: none"> <li>Program planning is being developed with City departments.</li> </ul>	15%
<b>City Resiliency Hubs</b>	Purchase sheltering supplies for City resiliency hubs.	<ul style="list-style-type: none"> <li>Procurement process for supplies is underway.</li> </ul>	20%
Elevation Certificates			
<b>Elevation Certificates in the Palm Heights Area</b>	Issue 130 certificates for participating property owners in the Concepcion Creek Watershed.	The preliminary survey on properties is complete. Public meetings were held from May through June. 10 draft elevation certificates and 21 Right of Entry authorizations were received. A public event is planned for July to continue advertising this program to property owners.	20%

## Emergency Medical Services Telemedicine – Phase I – \$2.1 Million (Program Complete)

The City improved its response to Emergency Medical Services (EMS) calls by expanding the Clinical Dispatcher Program. In this critical program, eight Clinical Dispatchers completed telemedicine consults using the GoodSAM app with patients with a less acute medical emergency, freeing up ambulance and paramedic resources for the most critical emergencies. The availability of a Clinical Dispatcher is particularly beneficial to residents with diminished access to health care (typically persons of color and low-income persons). This constituency generates 72% of EMS calls. The dispatchers can efficiently assess the need for care and connect callers to affordable, community-based care when appropriate. Because enhancing healthcare access and reducing healthcare disparities are top local

priorities, the City invested SLFRF in the Clinical Dispatcher program for both FY 2022 and FY 2023. Funding for this program continues through the City’s General Fund.

The following tables highlight the results of the City’s investment in EMS telemedicine by fiscal year.

Program	Outcomes Plan - FY 2022	Results October 2021 thru September 2022	% Accomplished
<b>Clinical Dispatchers</b>	Estimated to receive 7,500 calls through the GoodSAM App.	Received 6,871 calls through the GoodSAM app. Through September 2022, the program reduced dispatched medical calls by 4,993 calls, or 73%.	92%

Program	Outcomes Plan - FY 2023	Results October 2022 thru September 2023	% Accomplished
<b>Clinical Dispatchers</b>	Estimated to receive 10,000 calls through the GoodSAM App.	Received 10,441 calls through the GoodSAM app. Through September 2023, the program reduced dispatched medical calls by 7,667 calls, or 73%.	100%

## Public Health: SA Forward Plan – Phase I – \$5 Million

Two of the greatest lessons learned from the pandemic were: 1) health disparities, health equity, and social justice multiplied the detrimental effects of COVID-19, and 2) additional public health funding was essential to addressing current needs and fostering future resiliency. To better manage initiatives and resources, Metro Health developed a strategic growth plan, SA Forward, to extend its existing strategic plan. SA Forward is directing the establishment of new programs in the priority areas of Access to Care, Data & Technology Infrastructure, Food Insecurity & Nutrition, Health Equity & Social Justice, Mental Health & Community Resilience, and Violence Prevention. The City allocated \$5 million in SLFRF to support SA Forward programs from FY 2023 through FY 2024, including the Healthy Neighborhoods Expansion, Project Worth Teen Ambassador, Nutrition Education Campaign, Community Nutrition Expansion, Cognitive Behavioral Therapy (contracted to Communities In Schools), Access to Care, Office of Policy and Civic Engagement, Equity, Informatics Expansion, and Genome Sequencing (contracted to the UT Health Science Center at San Antonio). Further information may be found at:

<https://www.sanantonio.gov/Health/AboutUs/SAForward>.

The following tables illustrate the priority areas of the SA Forward Plan and overall results for FY 2023 and FY 2024, which includes the impact of \$5 million in SLFRF. The City’s investment in FY 2023 of \$18.7 million is augmented with \$3.8 million in SLFRF, and the City’s investment in FY 2024 of \$22.7 million is augmented with \$1.2 million in SLFRF. Funding for the SA Forward Plan continues through the City’s General Fund.

## Public Health: SA Forward Plan – FY 2023 Results

Program	Outcomes Plan - FY 2023	Results October 2022 thru September 2023	% Accomplished
<b>Access to Care</b>			
<b>Antiracism and CARE Initiative</b>	Conduct 4 town halls to receive community-based feedback on the first Access to Care Assessment results.	3 townhalls conducted. Over 100 in-person survey responses and 14 SA Speak Up responses were received.	75%
<b>Assessment of Access to Care during COVID-19</b>	Identify 15 CARE Initiative Core Working Group members and facilitate 3 Core Working Group meetings to initiate the development of CARE assessment criteria.	15 members were identified, and 3 meetings were conducted.	100%
<b>Clinician Ambassadors</b>	In post-surveys, 20% of providers will indicate an intent to change their practice.	75%, or 69 out of 92, of all survey respondents indicated they intended to implement the information, tools, and strategies recommended in the presentations.	100%
<b>Community Health Worker Hub</b>	Community Health Workers (CHWs) will provide 100 closed-loop clinical and social services referrals to participants who have been released from Bexar County Jail.	98 closed-loop referrals were provided.	98%

Program	Outcomes Plan - FY 2023	Results October 2022 thru September 2023	% Accomplished
<b>Data &amp; Technology Infrastructure</b>			
<b>Informatics</b>	Launch a new SA Forward dashboard, designed in partnership with mySidewalk, which will inform residents about how social determinants of health and the burden of disease are affecting their neighborhoods.	The SA Forward dashboard was completed. This community-facing platform allows access to granular data in a manner that is tailored to the community.	100%
	The Informatics Team, in collaboration with the Performance Improvement and Health Equity Teams, will implement the Standardized / Equitable Data Initiative (SEDIT) among 3 pilot programs.	Two (2) pilot programs were completed for the Oral Health and Project Worth programs. The team completed two reports for both programs and initiated discussions with the third pilot on Tuberculosis.	67%
	Contract with the Department of State Health Services (DSHS) to complete 850 surveys in the Bexar County area and 500 surveys in the rest of the San Antonio Metropolitan Statistical Area.	Contracted with DSHS to oversample Bexar County and the rest of the San Antonio Metropolitan Statistical Area. This contract was executed to increase the number of BRFSS surveys in these areas. Metro Health is working with DSHS for the 2022 Texas BRFSS Survey Public Use Data File (PUDF) report compiled from the completed surveys.	50%

<b>Epidemiology</b>	Automate two (2) disease surveillance reports.	A heat surveillance report was completed to monitor heat-related illnesses. The flu report was automated using R software, and a template was sent to the City's Disability Access Office for an accessibility standards review.	100%
	Complete the Request for Competitive Sealed Proposal (RFCSP) process for a disease surveillance system.	The vendor was selected and notified. The vendor and DSHS began planning meetings in October to determine the next steps.	38%
<b>Laboratory Services</b>	Analyze 1,250 specimens to ensure the continuation of the local Public Health Laboratory capacity for DNA sequencing to identify SARS-CoV-2 variants in circulation.	2,289 specimens were analyzed.	100%

<b>Program</b>	<b>Outcomes Plan - FY 2023</b>	<b>Results October 2022 thru September 2023</b>	<b>% Accomplished</b>
<b>Food Insecurity &amp; Nutrition</b>			
<b>Community Nutrition</b>	Onboard 12 local restaurants in the Por Vida healthy restaurant program to improve the nutrition environment using the Community Health Worker model.	Onboarded 19 Por Vida restaurant partners.	100%
	Onboard 12 VIVA Health partners to use the community health worker model to improve knowledge of nutrition and the availability of nutrition resources.	Onboarded 89 Viva Health partners.	100%
<b>Diabetes Program</b>	The Diabetes Program will initiate at least 42 in-person workshops (Prevent T2, Diabetes Garage, DEEP, Viva Health) in Council Districts 1 through 7.	46 workshops were conducted.	100%
<b>Healthy Neighborhoods Program</b>	Complete 1,800 community connections to local resources, demonstrated through a year-long asset mapping process to improve community members' nutrition and physical activity habits.	1,349 community connections were completed.	75%
	Contract with an organization that will expand the Healthy Corner Store Program with the Metro Health model and add 8 new member stores to the program.	An agreement was executed with Methodist Healthcare Ministries, and 7 new member stores were added to the program.	88%
<b>Nutrition Education Campaign</b>	The Nutrition Campaign will reach 1 million cumulative impressions for adults 18+ from all media placements.	13,549,301 cumulative media impressions were completed.	100%

Program	Outcomes Plan - FY 2023	Results October 2022 thru September 2023	% Accomplished
<b>Health Equity &amp; Social Justice</b>			
<b>Office of Health Equity (OHE)</b>	External assessment of the OHE.	The external assessment was completed in the spring of 2023. Recommendations for the OHE will focus on policy, training & development, and community engagement.	100%
<b>Office of Policy and Civic Engagement (PaCE)</b>	<ul style="list-style-type: none"> <li>• Increase capacity to influence policy and practice in 3 sectors beyond health.</li> <li>• Conduct at least 4 internal convenings to strengthen the internal infrastructure to support cross-sector partnerships and the internal Public Health Policy workgroup, utilize 70% of grant dollars to advance policy work, and hire 5 new staff members to support internal infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• 6 policy recommendations were made.</li> <li>• Seven internal convenings were conducted, 100% of grant dollars were utilized (\$400K allocated to a Public Health Infrastructure grant—\$320K to mini-grants, and \$80K to the San Antonio Area Foundation for operational fees), and seven new staff members and one intern were hired.</li> </ul>	85%
	<ul style="list-style-type: none"> <li>• Provide Results Based Leadership training to staff to enhance their coordination skills when working on collaborative initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• 11 staff received Results Based Leadership training.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Identify and conduct partner engagement sessions with 15 cross-sector stakeholders.</li> <li>• Contract with an organization through a competitive solicitation to conduct a Food Insecurity Assessment.</li> <li>• Convene at least 4 workgroup meetings with cross-sector partners across Health Equity focus areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Sessions were conducted with 32 cross-sector stakeholders.</li> <li>• A contract was executed, and the Food Insecurity Assessment was completed to illustrate how increasing food security improves the San Antonio economy.</li> <li>• 13 convenings were held with 10 sectors and included 98 participants.</li> </ul>	100%

Program	Outcomes Plan - FY 2023	Results October 2022 thru September 2023	% Accomplished
<b>Mental Health &amp; Community Resilience</b>			
<b>Mental Health Services for Children</b>	The Mobile Mental Wellness Collaborative will contact 90% of children referred by Handle with Care to provide services.	No referrals were received.	0%
<b>Project Worth Teen Ambassador Program</b>	50 youth will be participating as Teen Ambassadors.	During the 2022-2023 school year, the Project Worth Program had 52 youth participating as a Teen Ambassador, which is made up of community and campus-based participants	100%
	Develop and implement the Social-Emotional Learning (SEL) Curriculum at Rudder Middle School.	The SEL Curriculum was developed and implemented in August 2023.	100%

Program	Outcomes Plan - FY 2023	Results October 2022 thru September 2023	% Accomplished
<b>Violence Prevention</b>			
<b>Adverse Child Experiences (ACEs) Trauma Informed Care (TIC)</b>	Train 1,000 participants in the “Triple P” parenting curriculum to increase parenting skills.	1,177 participants attended parenting classes.	100%
<b>Survivor-Centered Domestic Violence Initiative</b>	70% of clients receiving ongoing services will see an increase in intentional safety planning.	69%, or 962 out of 1,385, of current clients receiving ongoing services presented an increase in intentional safety planning.	99%

## Public Health: SA Forward Plan – FY 2024 Results

Program	Outcomes Plan - FY 2024	Results October 2023 thru June 2024	% Accomplished
<b>Access to Care</b>			
<b>Clinician Ambassadors</b>	In post-surveys, 50% of providers will indicate an intent to change their practice.	68%, or 116 out of 171 survey respondents, reported intent to change practice.	100%
<b>Community Health Worker Hub</b>	150 clients will be connected to services.	181 clients were connected to services by the end of the second quarter.	100%

Program	Outcomes Plan - FY 2024	Results October 2023 thru June 2024	% Accomplished
<b>Data &amp; Technology Infrastructure</b>			
<b>Informatics</b>	Develop a Summary of Findings Report for the 3 pilot programs in the Standardized / Equitable Data Initiative, which will help to create a department-wide data modernization assessment.	Two (2) reports were completed for the Oral Health pilot and Project Worth program. The next report is estimated to be completed for the Tuberculosis program by the end of September.	66%
<b>Epidemiology</b>	Complete 95% of disease investigations within 30 days of initiation.	95% of cases have been completed within 30 days.	100%
<b>Laboratory Services</b>	Analyze 1,250 specimens to ensure the continuation of local public health laboratory capacity for DNA sequencing to identify SARS-CoV-2 variants in circulation.	1,790 specimens analyzed.	100%

Program	Outcomes Plan - FY 2024	Results October 2023 thru June 2024	% Accomplished
<b>Food Insecurity &amp; Nutrition</b>			
<b>Community Nutrition</b>	11 Por Vida partners will be onboarded or advanced.	12 Por Vida Partners have been onboarded or advanced.	100%
<b>Diabetes Program</b>	The Diabetes Program will initiate at least 42 in-person workshops (Prevent T2, Diabetes Garage, DEEP, Viva Health) in Council Districts 1 through 7.	41 workshops have been conducted.	98%
<b>Healthy Neighborhoods Program</b>	Community Health Workers will provide at least 250 classes or services to the collective neighborhoods served.	300 classes have been provided.	100%
<b>Nutrition Education Campaign</b>	Marketing will reach 1 million cumulative impressions for adults to increase nutrition awareness in south, west, and east San Antonio neighborhoods.	16,771,672 media impressions were completed for adults through television commercials in English and Spanish.	100%

Program	Outcomes Plan - FY 2024	Results October 2023 thru June 2024	% Accomplished
<b>Health Equity &amp; Social Justice</b>			
<b>Office of Policy and Civic Engagement (PaCE)</b>	30% of mini-grant recipients will start implementing capacity-building activities.	12 out of 12 grant recipients have begun capacity-building activities.	100%

Program	Outcomes Plan - FY 2024	Results October 2023 thru June 2024	% Accomplished
<b>Mental Health &amp; Community Resilience</b>			
<b>Mental Health Services for Children</b>	The Mobile Mental Wellness Collaborative will serve 500 students, staff, and family members with counseling individually or in groups.	Counseling sessions were conducted for 417 duplicated individuals.	83%
	Communities In Schools of San Antonio will provide up to 990 individual counseling sessions to at least 75 unduplicated students/families.	1,124 counseling sessions were conducted for 77 individuals.	100%
<b>Project Worth Teen Ambassador Program</b>	60 youth will participate as a Teen Ambassador.	67 youths are participating as teen ambassadors.	100%

Program	Outcomes Plan - FY 2024	Results October 2023 thru June 2024	% Accomplished
<b>Violence Prevention</b>			
<b>Violence Prevention</b>	60% of youth case management participants will report increased positive social/emotional skills and behavior.	The assessment tool was created and implemented during the third quarter. The program anticipates increased opportunities to interact with youth clients through the summer.	0%
<b>Survivor-Centered Domestic Violence Initiative</b>	4,500 domestic violence clients will receive ongoing services.	1,424 domestic violence clients have received ongoing services.	32%

## Domestic Violence Expansion – Phases I & II – \$16.4 Million

In Phase I, the City allocated support for an expansion of services to residents impacted by domestic violence. This expansion commenced in FY 2022 with thirty-three additional positions (Crisis Advocates) to respond to domestic violence calls along with law enforcement officers. It also added case management and wraparound services, stronger evaluation and data-driven strategies, and enhanced community education initiatives focused on prevention. Phase II continues funding for this expansion from FY 2024 through FY 2025 to support resource availability.

The Domestic Violence Expansion provides services and support to any person who experiences domestic violence and contacts 911 or goes to a police station for help. Staff are assigned to the community based on areas that receive more 911 calls. These areas historically have the greatest concentration of low-income households and marginalized residents. To communicate the availability of these services and better serve the population with limited English proficiency, the City hired bilingual staff, including case managers and community health workers, and translated and distributed non-English documents.

The following tables highlight the results of the City's investment in domestic violence programs by fiscal year.

Program	Outcomes Plan - FY 2022	Results October 2021 thru September 2022	% Accomplished
<b>Domestic Violence Expansion</b>	<ul style="list-style-type: none"> <li>• Provide screening and advocacy for 11,000 clients through Advocates and Case Managers.</li> <li>• Provide direct assistance for 1,000 total survivors of violence.</li> <li>• Complete 50 outreach presentations and host 40 DART /DAG meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• A total of 11,500 duplicated clients received screening and advocacy.</li> <li>• 1,500 duplicated clients received case management services.</li> <li>• 1,785 duplicated survivors received direct assistance.</li> <li>• 58 outreach presentations were conducted, and 49 DART / DAG meetings were hosted.</li> </ul>	100%



Program	Outcomes Plan - FY 2023	Results October 2022 thru September 2023	% Accomplished
<b>Domestic Violence Expansion</b>	<ul style="list-style-type: none"> <li>• Provide screening and advocacy for 11,000 clients through Advocates and Case Managers.</li> <li>• Provide direct assistance for 1,000 total survivors of violence.</li> <li>• Complete 50 outreach presentations and host 40 DART / DAG meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• 16,158 duplicated clients received screening and advocacy.</li> <li>• 1,500 duplicated clients received case management services.</li> <li>• 3,723 duplicated survivors received housing assistance and direct support to purchase food, necessities, and bus/ cab fares.</li> <li>• 53 presentations were delivered, and 41 DART / DAG meetings were hosted to review high-risk victim cases and develop intervention plans.</li> </ul>	100%

Program	Outcomes Plan - FY 2024	Results October 2023 thru June 2024	% Accomplished
<b>Domestic Violence Expansion</b>	<ul style="list-style-type: none"> <li>• Provide screening and advocacy for 11,000 clients through Advocates and Case Managers.</li> <li>• Provide direct assistance for 1,000 total survivors of violence.</li> <li>• Complete 50 outreach presentations and host 40 DART / DAG meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• 10,815 duplicated clients provided screening and advocacy, of which 1,424 were provided continued case management services.</li> <li>• 2,200 duplicated survivors received direct assistance.</li> <li>• 52 presentations and 17 DART / DAG meetings were conducted.</li> </ul>	97%

## Mental Health – Phases I & II – \$29.37 Million

**SA CORE Multidisciplinary Response Team – Phase I – \$2.37 Million (Program Complete):** The City used SLFRF to introduce a pilot program to provide an alternative response to 911 calls by adding a dedicated multidisciplinary response team to address mental health calls in one of the six police substations in San Antonio. The pilot program was later named the San Antonio Community Outreach and Resiliency Effort, or SA CORE.

Launched in April 2022, SA CORE is a partnership between the San Antonio Fire Department (SAFD), San Antonio Police Department (SAPD), Center for Health Care Services (CHCS), and the Southwest Texas Regional Advisory Council (STRAC) that enhances the City’s response to mental health calls. SLFRF provided support to fund the addition of seven clinicians through the partnership with STRAC to serve as on-scene community advocates trained in rapid intake and triage to identify if a person needs more intensive clinical intervention and notify specialized services when appropriate, the addition of one paramedic, and overtime and equipment costs for SAFD and SAPD.

During the pilot phase, the team served the Central SAPD Substation, which included downtown and much of the inner city. The team has expanded its coverage and operates seven days a week, 16 hours per day (7 am-11 pm).

Based on the pilot's first-year results, in May 2023, the City Council approved two additional SA CORE teams to be launched in January 2024 to provide additional coverage to the city. The three SA-CORE teams were expanded further with General Fund support in the FY 2024 Budget for 24-hour coverage, effective July 1, 2024.

The following tables highlight the results of the City's investment toward strengthening mental health response by fiscal year. Additional positive impacts of the team's efforts in the community include voluntary admissions for treatment, medical transports, and addressing various social needs.

Program	Outcomes Plan - FY 2022	Results April 2022 thru September 2022	% Accomplished
<b>Strengthen Mental Health Response</b>	<ul style="list-style-type: none"> <li>Reduce arrests and connect residents to appropriate services.</li> <li>Provide support for overtime and equipment for the Coordinated On-Scene Response Pilot Program with the City's Metro Health Department, SAPD, and SAFD.</li> </ul>	<ul style="list-style-type: none"> <li>Metro Health, SAPD &amp; SAFD collaboratively developed and implemented the new SA CORE team. The team began responding to mental health calls in the Central Service Area on April 18, 2022.</li> <li>Received 806 calls for service, of which 6 resulted in arrest.</li> </ul>	100%

Program	Outcomes Plan - FY 2023	Results October 2022 thru September 2023	% Accomplished
<b>Strengthen Mental Health Response</b>	<ul style="list-style-type: none"> <li>Reduce arrests and connect residents to appropriate services.</li> <li>Provide support for overtime and equipment for the Coordinated On-Scene Response Pilot Program with the City's Metro Health Department, SAPD, and SAFD.</li> </ul>	Received 1,327 calls, including 481 resolved on the scene, 328 emergency detentions, 104 voluntary transport to behavioral health, 56 with social needs addressed by transport, 16 transported by EMS, 71 other outcomes, 136 unable to locate, and 135 canceled.	100%

**Mental Health – Phase II – \$27 Million:** The City set aside \$27 million in SLFRF to provide mental health services to high-need populations, including youth, older adults, and homeless persons, in partnership with non-profit organizations. This program is augmented with \$201 thousand in SLFRF interest earnings for a total investment of \$27.2 million. The City Council's Public Safety Committee was charged with overseeing the development of an implementation plan and distributing the funding during Phase II. The Public Safety Committee's implementation plan was shaped by seven community and stakeholder feedback sessions: two with faith leaders, two for the public, two with mental health providers, and one with representatives from area school districts. The City Council approved the implementation plan on September 1, 2022.

The City used a competitive solicitation process for awarding mental health services funding, and a Request for Proposals (RFP) opened in September 2022, followed by evaluation panels that scored the proposals in November 2022. The evaluation panels comprised of City representatives, people with lived experience, and subject matter experts. A total of \$19.3 million in funding was recommended and approved by the City Council in February 2023, with contracts beginning March 1, 2023 and ending February 28, 2025. Additionally, the City allocated another \$3.25 million to expand hours at City senior centers and to increase the availability of the Stand Up SA (a violence interrupter program) and Project Worth Teen Ambassadors programs.

In March 2023, the City Council approved a second RFP for mental health services for a total of \$3.6 million. Evaluations took place in May 2023, and the City Council approved award recommendations in June 2023 with contracts beginning August 1, 2023, and ending July 31, 2025. Additionally, the City used a portion of this funding for the City’s Human Services Consolidated Funding process to provide additional domestic violence prevention and intervention services in FY 2024 and FY 2025.

The following tables illustrate the results of the City’s collaboration with non-profit organizations to provide mental health services to the community.

<b>RFP 1 Program Areas</b>	<b>Outcomes Plan – FY 2024</b>	<b>Results October 2023 thru June 2024</b>	<b>% Accomplished</b>
<b>Youth</b>	Assess 660 unduplicated youth to increase access to Intellectual / Developmental Disability diagnostic services.	308 unduplicated youth assessed through diagnostic services.	47%
	Provide access to mental health services to 5,825 unduplicated youth.	1,907 unduplicated youth served.	33%
<b>Older Adults</b>	Provide access to mental health services to 2,207 older adults (age 55+) and/or caregivers.	2,340 clients served.	100%
<b>Homelessness</b>	Provide access to mental health services to 2,500 individuals and/or family members experiencing homelessness.	2,537 clients served.	100%

RFP 2 Program Areas	Outcomes Plan – FY 2024	Results October 2023 thru June 2024	% Accomplished
<b>Mental Health Services</b>	Provide access to mental health services to 1,250 unduplicated youth and young adults aging out of foster care, including at-risk youth.	458 unduplicated youth served.	37%
<b>Harm Reduction</b>	Provide access to harm reduction services to 720 unduplicated clients.	618 unduplicated clients served.	86%

## Homelessness - Phases I & II – \$16.4 Million

**Homeless Diversion – Phase I – \$440 Thousand (Program Complete):** This one-time FY 2022 allocation provided support to homeless funding to divert households from entering homeless emergency shelters through enhanced support to Close to Home (formerly known as SARA, or the South Alamo Regional Alliance for Homeless). Funding for this program continues through the City’s General Fund. This funding helps to assist individuals and families with immediate needs such as rent, utility assistance, or hotel vouchers to quickly stabilize housing situations.

Program	Outcomes Plan - FY 2022	Results October 2021 thru September 2022	% Accomplished
<b>Homeless Diversion</b>	100 clients will be served under the Diversion Program.	359 clients (150 households) served.	100%

Additionally, from FY 2022 through FY 2023, the City enhanced contract monitoring with two positions to monitor and work with non-profit organizations in effectively and efficiently using funding allocated to support the City’s policy priorities and ensure compliance with local, state, and federal regulations and federal grant deliverables. Funding for these positions continues through the City’s General Fund.

**Homeless Sheltering – Phase II – \$15.9 Million:** To continue the investment in the homeless response system, and to provide an interim step for homeless clients transitioning from the street into permanent housing, the City is funding a low-barrier, non-congregate homeless shelter in FY 2024 and FY 2025. Since July 2021, the City has funded SAMMinistries to operate a 45-room, low-barrier, non-congregate shelter for chronically unsheltered people with significant barriers to housing who often struggle in communal environments. The lease and operations for the smaller facility have ended, and the City’s Department of Human Services (DHS) and SAMMinistries have transitioned the shelter operations to a larger facility at a new location, ensuring uninterrupted services. The new location (with 313 rooms) enables SAMMinistries to provide 24/7 staffing, basic housekeeping and maintenance, on-site case management, and mental health counseling to address clients’ trauma. DHS is working with SAMMinistries,

Close To Home, and street outreach and housing providers to ensure that the shelter is integrated into the homeless response system, prioritizing the most vulnerable clients off the streets and ensuring a pipeline to permanent housing placement. This investment is funded by a reallocation from the COVID-19 Emergency Response program.

Program	Outcomes Plan - FY 2024	Results October 2023 thru June 2024	% Accomplished
<b>Low- Barrier Non-Congregate Homeless Shelter</b>	Serve 450 unduplicated clients.	213 unduplicated clients served.	47%

## Emergency Housing Assistance – Phases I & II – \$14.4 Million (Programs Complete)

**Housing Stability – Phase I – \$4.4 Million (Program Complete):** The City supplemented its total housing investment of \$35.7 million included in the FY 2022 Budget by enhancing housing stability services to help families with programs, such as Owner-Occupied Rehabilitation, Minor Repair, and Under 1 Roof. Additionally, this includes providing funding for Relocation Assistance to aid in risk mitigation. These programs support findings in the San Antonio Housing Policy Framework that address the growing housing affordability gap. This was an SLFRF investment in FY 2022 and FY 2023. Funding for these programs continues through the City’s General Fund.

This investment benefitted low-income families at or below 80% Average Median Income (AMI), households in historically marginalized areas and those facing eviction, and focused on ensuring San Antonio residents remained in their homes and addressed the housing security needs for lower-income households impacted by the COVID19 pandemic. The City used the Equity Atlas to target outreach efforts in areas of the city with the highest concentration of low-income and communities of color. In addition, the City leveraged existing community-based organizations and partnerships to ensure that marginalized communities were aware of the housing rehabilitation and relocation assistance programs. Additional resources were dedicated to conduct outreach in Qualified Census Tracts and census tracts with higher equity scores in the San Antonio Equity Atlas.

Through the application process, residents were selected for assistance for these home rehabilitation programs by utilizing an equity scoring matrix that designated residents with low incomes at or below 80% AMI, which was based on home selection and the combined equity score, redline score, applicant age, disability status and size of the home. Using the scoring matrix prioritized the selection of families that resided in census tracts with a higher representation of low-income and communities of color. Additionally, the scoring matrix prioritized seniors and individuals that were disabled.

The following tables highlight the Phase I results of the City’s investment in emergency housing assistance by fiscal year.

Program	Outcomes Plan - FY 2022	Results October 2021 thru September 2022	% Accomplished
<b>Owner-Occupied Rehabilitation</b>	Approve homes through the Home Rehab Application to assist 11 homes with rehab to address health, safety, and code issues.	11 homes were approved for rehabilitation, with construction complete on 3 homes and 8 homes under construction.	75%
<b>Minor Repair</b>	Approve homes through the Home Rehab Application to assist 100 homes with minor repairs to address health, safety, and code issues.	75 homes were approved with 50 scopes of work developed and 27 homes completed with minor repairs.	50%
<b>Under 1 Roof</b>	Approve homes through the Home Rehab application to assist 96 homes with energy efficient roof shingle replacement.	Roof shingle replacement was completed for 96 homes.	100%
<b>Relocation Assistance</b>	Assist 80 residents with relocation or with rental / utility assistance.	Assisted 120 residents with relocation or with rental / utility assistance.	100%

Program	Outcomes Plan - FY 2023	Results October 2022 thru September 2023	% Accomplished
<b>Owner-Occupied Rehabilitation</b>	Complete construction on remaining 8 homes selected for home rehabilitation, to address health, safety and/or code and accessibility issues.	Construction was completed on remaining 8 homes that began in FY 2022.	100%
<b>Minor Repair</b>	Approve and complete minor repairs on 32 homes through the Home Rehab Application and complete minor repairs on remaining 48 homes approved in FY 2022 to address health, safety, and code issues.	25 homes were approved with minor repairs completed, and minor repairs completed on remaining 48 homes approved in FY 2022.	100%

**Emergency Housing Assistance – Phase II – \$10 Million (Program Complete):** In Phase II, this one-time SLFRF support was used to augment federal funds through CARES and ARPA to provide emergency rental assistance to San Antonio residents who were financially impacted by COVID-19. The City created the Emergency Housing Assistance Program (EHAP) to address the community's emergency housing needs. The EHAP was created to mitigate the financial hardships of the pandemic by providing financial assistance to eligible low-income families who have fallen behind on rent and utilities payments. The EHAP focused on eligibility for families at or below 80% of AMI. Families with incomes between 50% and 80% of AMI received six months of assistance, and families with incomes below 50% of AMI received nine months of assistance. The key goals of EHAP were to assist families as quickly as possible and to support as many families as possible.

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The City's Neighborhood Housing Services Department distributed assistance to households with the understanding that documentation requirements could potentially prevent or discourage marginalized and vulnerable residents from applying. The program allocated funds to households between 50% to 80% of AMI to help households in the lowest income brackets and in need of immediate rental assistance. To ensure a low bar to entry and mitigate any potential disparities, the program provided flexibility in its application process, especially if applicants were experiencing informal banking situations or income volatility. This included self-attestation of COVID-19 hardship, as an alternative, or submitting a signed letter to explain their situation. To help marginalized residents, including undocumented immigrants in need of emergency rental or utilities assistance, the program accepted an ID issued by state or other country and did not require a social security number from applicants.

The EHAP worked to maintain equity of participation among Hispanic / Latino households, using bilingual staff, materials, and advertisements on Spanish-language media platforms, removing participation barriers for low-income families, and hosting application sessions at public libraries in low-income communities. Through June 2024, 73,288 households have received assistance through EHAP with an average amount of \$3,078.34. Of this, 3,492 received an average assistance amount of \$2,698 with the \$10 million SLFRF allocation. Overall, the average AMI for households assisted was 28.17%. The average age of the households was 39.10 years old. In terms of ethnicity, 62.16% of households were Hispanic and 30.71% were non-Hispanic. Of the non-Hispanic, 23.95% were White, 59.24 % were Black-African American, 0.60% were American Indian, 5.03% were other/multi-race, and 9% opted out. Lastly, in terms of education, 44.74% of heads of households were high school graduates, while 14.63% had less than a high school education.

## **Residential Utility Assistance – Phase II – \$30 Million (Program Complete)**

San Antonio residents who were financially impacted by the COVID-19 pandemic were in need of assistance due to utility payments in arrears. In response, the City entered into agreements with CPS Energy, the local electric and gas utility, to offset delinquencies in the amount of \$21.3 million, and with the San Antonio Water System (SAWS), the local water and wastewater utility, in the amount of \$8.7 million. This program was funded with one-time SLFRF support and was completed in September 2023.

CPS Energy and SAWS promoted the availability of the assistance through social media, messages on their websites, television and print news stories, a robo-dialer campaign to ratepayers, an email campaign, service center posters, newsletter articles, and by hosting information tables at public resource fairs across San Antonio. The utilities distributed postcard mailers and door hangers in targeted low-income communities. CPS Energy and SAWS developed a simplified application to minimize access barriers, capturing only necessary data for delivering service and meeting compliance reporting requirements. Community-based service partners operated phone-in application periods, and the utilities accepted in-person consultations at their service centers. Finally, the use of Qualified

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Census Tracts as a determination of COVID-19 impact reduced barriers to assistance by eliminating the need to complete an application for assistance, thus ensuring continued utility service to the most vulnerable communities within San Antonio.

CPS Energy provided assistance to 18,167 residents, of which 71% earned less than 125% of the Federal Poverty Level (FPL). SAWS provided assistance to 20,124 residents, of which 32% earned less than 125% of the FPL. All residents who were provided support demonstrated they were financially impacted by COVID-19 through responses to a questionnaire or were enrolled in an Automated Discount Program available to residents earning less than 125% of the FPL.

## **Non-Profit Social Services – Phase II – \$2.5 Million**

The COVID-19 pandemic had an especially negative impact on San Antonio’s network of non-profits, most of which were inundated with requests for assistance that exceeded capacity. The City responded by allocating \$2.5 million in SLFRF, augmented with a reallocation of \$1.5 million from the City’s Recovery & Resiliency Plan and \$340 thousand from SLFRF interest earnings, for a total investment of \$4.3 million. The City Council designated the Community Health, Environment & Culture Committee (CHECC) to oversee implementation planning. CHECC met multiple times, and heard recommendations from City departments, before developing a two-part distribution process.

**Immigration Services – Part A – \$1.3 Million:** The first phase of this program provides support to immigrant-serving organizations to help noncitizens (permanent U.S. residents, undocumented, asylum seekers, refugees) with services, and was partially funded by a reallocation from the City’s Recovery & Resiliency Plan. The goal of this program is to increase economic security for noncitizens and create pathways to citizenship. The implementation plan and criteria for distribution were approved by CHECC on May 26, 2022. In June 2022, the City Council approved the plan and opened a Request for Proposals (RFP), to identify qualified immigration service organizations, and proposals were evaluated in July 2022. Contracts were awarded by the City Council in September for a period of two years, beginning November 2022.

The following tables highlight the results of the City’s investment in providing support to local immigrant-serving non-profit organizations.



Program	Outcomes Plan - FY 2022	Results November 2022 thru October 2023	% Accomplished
Immigration Services	Assist 445 unduplicated clients and connect them to services.	437 clients assisted and connected to services.	99%
	Assist 111 of clients to apply for a job permit in the U.S.A.	223 of clients completed and submitted the USCIS I-765 Application for Employment Authorization.	100%
	445 clients increase understanding of community and/or their legal rights among program participants.	380 reported increased understanding of their community and/or their legal rights as a result of these programs.	75%

Program	Outcomes Plan - FY 2024	Results November 2023 thru June 2024	% Accomplished
Immigration Services	Assist 1,000 unduplicated clients and connect them to services.	816 clients assisted and connected to services.	82%
	Assist 400 of clients to apply for a job permit in the U.S.A.	210 clients assisted have completed and submitted the USCIS I-765 Application for Employment Authorization.	58%
	500 clients increase understanding of community and/or their legal rights among program participants.	723 clients reported increased understanding of their community and/or their legal rights.	100%

Those served were individuals who were very low-income (76% earned less than \$10,000 a year; 37% reported no income at all), and Hispanic or Latino (95%). Most clients served (80%) were 44 years old or younger, and more than a quarter (27%) were 24 years old or younger.

**Support to Non-Profits – Part B – \$3 Million:** The second phase provided support to area non-profits, who were struggling with financial hardship and infrastructure needs as a direct result of the COVID-19 pandemic or seeking to improve residents’ economic security. The allocation for this program was augmented with \$340 thousand from SLFRF interest earnings and a reallocation from the City’s Recovery & Resiliency Plan, for a total investment of \$3 million. Operational funding was included to build agency capacity and to improve organizational resiliency, to meet new and emerging community needs. Agencies are providing access to resources (intended to offset the ill-effects of the pandemic) to the people they support, including direct assistance, career training, and employment opportunities.

The implementation plan was presented to the City Council for consideration and approval in August 2022. A Request for Proposals (RFP) opened in September 2022, training and technical assistance workshops were held, and 185 proposals were submitted by 100 local non-profits. Proposals were evaluated in November 2022, and the City Council approved award recommendations in February 2023, with contracts beginning March 1, 2023 and ending February 28, 2025. In March 2023, the City Council approved and opened a second RFP for Non-Profit Social Services, Youth

and Seniors programs. In June 2023, the City Council awarded grants to recommended agencies with contracts beginning August 1, 2023 and ending July 31, 2025.

The following table highlights the results of the City’s investment in providing support to local non-profit organizations.

Program	Outcomes Plan March 2023 thru October 2024	Results March 2023 thru June 2024	% Accomplished
<b>Capacity Building &amp; Programming Support</b>	Assist 23,753 unduplicated clients and connect them to services.	13,795 unduplicated clients served.	58%
	Assist 22,565 of program participants (clients or staff) who have received social assistance and/or resources to address their personal / institutional needs.	8,075 program participants (clients or staff) have received assistance.	36%
	20,309 of recipients served report improved outcomes and well-being, such as full-time employment, improved credit score, and completed training	3,849 of recipients served reported improved outcomes and well-being.	19%

## Youth – Phase II – \$10 Million

Through this allocation, agencies will provide support to youth serving organizations to address decreased education and career opportunities, offer higher education and workforce training, enhance access to STEM & STEAM, and provide enrichment to support school readiness and long-term success. This program is augmented with \$434 thousand in SLFRF interest earnings for a total investment of \$10.4 million.

The City Council’s Economic & Workforce Development Committee (EWDC) oversaw implementation planning, and the City’s Department of Human Services (DHS) held four stakeholder feedback sessions in May 2022 attended by 42 youth-serving organizations and key partners. DHS also met with over 30 youth from seven youth organizations and held focus groups with 22 youth who had aged out of the foster care system, to gather suggestions on the City’s proposed funding priorities and goals and finalize performance indicators. EWDC developed a plan based on the collective guidance received during these community engagement sessions and was approved by the City Council in August 2022.

A Request for Proposals (RFP) opened in September 2022, followed by training and technical assistance workshops. In November 2022, a total of 185 proposals were evaluated from 100 local agencies. The City Council approved award recommendations in February 2023, with contracts beginning March 1, 2023 and ending February 28, 2025. In March 2023, the City Council approved and opened a second RFP for Non-Profit Social Services, Youth and Seniors programs. In June 2023, the City Council awarded contracts to the recommended agencies, with contracts

beginning August 1, 2023 and ending July 31, 2025.

The impact of this work, especially funding dedicated to improving the educational and career prospects of local youth, continues to expand. For example, DHS is partnering with UP Partnership’s Excel Beyond the Bell initiative (a collaboration of out-of-school service providers) to improve coordination of local investments in youth services and establish and pursue shared goals for youth success in education and careers. Specialized guidance is being developed for the delivery of improved support to students with disabilities, homeless youth, and youth aging out of foster care.

The following table highlights the results of the City’s investment in providing support to local non-profit organizations to serve the San Antonio youth population.

Program	Outcomes Plan March 2023 thru October 2024	Results March 2023 thru June 2024	% Accomplished
Youth Services	Connect 13,052 unduplicated youth to services.	5,305 unduplicated youth (younger than 24 years old) connected to services, to include gang mediation / prevention services, counseling, education, training, and employment placement services.	41%
	Enroll 6,526 of 13,052 participants in a training or educational program.	2,498 participants enrolled in a training or educational program.	38%
	Assist 6,526 of 13,052 youth to complete a certified educational program and/or obtain employment or a paid internship.	1,380 youth completed a certified educational program and/or obtained employment or a paid internship.	21%

## Seniors – Phase II – \$5 Million

Through this allocation, agencies will assist older adults by connecting them with community services and resources, neighborhood-based access to food, transportation services, workforce training and employment, and volunteer opportunities. Additionally, caregivers servicing older adults will be connected to resources, education, and training. This program is augmented with \$427 thousand in SLFRF interest earnings, for a total investment of \$5.4 million.

The City Council’s Community Health, Environment & Culture Committee (CHECC) oversaw implementation planning, which was informed by three stakeholder feedback sessions hosted by DHS in April and May 2022 to gather input and suggestions on funding priorities and goals and finalize performance indicators. The City Council approved the CHECC plan in August 2022, and a Request for Proposals (RFP) opened in September 2022, followed by training and technical assistance workshops. In November 2022, a total of 185 proposals were evaluated from 100 local agencies. The City Council approved award recommendations in February 2023, with contracts beginning

March 1, 2023 and ending February 28, 2025. In March 2023, the City Council approved and opened a second RFP for Non-Profit Social Services, Youth and Seniors programs. In June 2023, the City Council awarded grants to the recommended agencies, with contracts beginning August 1, 2023 and ending July 31, 2025.

The following table highlights the results of the City’s investment in providing support to local non-profit organizations to serve the San Antonio senior population.

<b>Program</b>	<b>Outcomes Plan March 2023 thru October 2024</b>	<b>Results March 2023 thru June 2024</b>	<b>% Accomplished</b>
<b>Older Adults &amp; Caregivers</b>	Connect 9,420 unduplicated clients to services.	7,438 unduplicated clients connected to services.	79%
	Assist 18,840 older adults and/or caregivers with goods, services, and training.	25,302 clients assisted with goods, services, and training.	100%
	Of the overall 9,420 clients connected to services, 8,478 will be served to improve well-being or awareness of resources / training.	3,980 clients reported improved well-being or awareness of resources/ training.	47%

## **311 Customer Service Operations – Phase I – \$919 Thousand (Program Complete)**

With this allocation, the City’s 311 Customer Service call center was enhanced with seven customer service positions to increase efficiency and caller satisfaction when responding to requests for information from residents by increasing total calls answered from 81% to 96%. This allocation represents a multi-year SLFRF investment in FY 2022 and FY 2023. Funding for this program continues through the City’s General Fund.

The 311 Customer Service line played a critical role in connecting and dispersing vital information to San Antonio residents through the pandemic and ongoing recovery efforts. The use of funds expanded staffing to support the call center in responding to the growing need of language accessibility for non-English speaking residents. Additionally, the 311 Customer Services launched the Interactive Voice Recognition (virtual assistant) services in July 2023. The virtual assistant is available in English and Spanish and provides responses to frequently asked questions about City services.

The following tables highlight the results of the City’s investment to increase total calls answered at the 311 Customer Service call center by fiscal year.

Program	Outcomes Plan - FY 2022	Results October 2021 thru September 2022	% Accomplished
<b>311 Customer Service</b>	4 customer service supervisors and 42 customer service representatives will receive 912,544 total calls and answer 876,042 calls, or 96%.	4 customer service supervisors and 42 customer service representatives received 785,009 total calls and answered 730,842 calls, or 93%.	93%

Program	Outcomes Plan - FY 2023	Results October 2022 thru September 2023	% Accomplished
<b>311 Customer Service</b>	The 311 Call Center is projected to answer 96% of the projected 832,500 calls, of which 6% of the calls received are Spanish calls.	<ul style="list-style-type: none"> <li>• 858,805 calls received with 92% answered. The IVR boosted calls answered by the 311 virtual agent by handling an additional 62,188 calls from July 1 thru Sept 20, 2023.</li> <li>• Of all calls received, 6% or 50,295 were Spanish calls. 96% of Spanish calls received were answered.</li> </ul>	92%

**City Services Navigators – Phase I – \$2.3 Million (Program Complete)**

This allocation provided support for a navigator program to assist older adults, families, and individuals. Older adults were connected to financial counseling services focusing on issues facing older adults, including identity theft, scams, and reverse mortgages. Families were assisted with fair housing and housing navigation services, and homeless individuals were connected to services, including shelter, mental health, domestic violence, and job training resources. This was a multi-year SLFRF investment in FY 2022 and FY 2023, and funding for these programs continues through the City’s General Fund.

As the City began its response to the pandemic, the City realized that the community needed assistance in navigating the many services available in San Antonio provided by local, federal, and non-profit agencies. In response to this need, the City added community navigators to connect residents to services in financial counseling, safety net, mental health, domestic violence, and job training resources. This program bridges gaps for individuals, families, and older adults who experienced severe financial stress and homelessness. The community navigators also assist with homeless shelter diversion, street outreach resources, and benefits navigation that serve low-income households, including older adults experiencing housing instability due to the direct and indirect effects of COVID-19.

The Department of Human Services’ Homeless Benefits Navigator and Older Adult Financial Security programs served more than 9,000 residents since October 2021. Most of those assisted were of low-income, with 90% of clients receiving Benefits Navigator assistance and 85% of older adults receiving financial counseling having

incomes under 125% of the Federal Poverty Level. Of the residents who received Benefits Navigator assistance, 30% were Spanish speakers, and 30% were African American. From October 2021 through September 2023, the Older Adults Financial Security program provided benefits navigation assistance to 1,164 older adults, and the Homeless Benefits Navigators served 8,163 residents. The most frequently requested services were requests for assistance with the completion of applications for residential utility assistance, rental assistance, mortgage assistance, and emergency food assistance.

Since October 2021, the navigator programs conducted outreach presentations at nearly 260 community meetings, including neighborhood associations, senior centers, emergency shelters, new home buyer classes, and resource fairs. These presentations included over 3,200 attendees. The programs were also presented to multiple professional groups, including 27 San Antonio Public Library branch managers and community trainers that share resources with residents across the community; 23 staff members of San Antonio Independent Living Skills (SAILS) who share program information to residents living with disabilities; to the South Texas Silver Sabbath and Community Board Symposium, which included attendees from over 20 agencies serving older adults in the San Antonio area; and to the Bexar County Elder Abuse and Exploitation Task Force Meeting, which included staff representing the Alamo Area Agency on Aging, Texas Department of Family and Protective Services, Bexar County Commissioners Court, Gonzaba Foundation, SAPD Financial Crimes Unit (Elder Crimes), UT Health San Antonio, and the Texas Senate Office. All work in conjunction for the prevention of elder fraud abuse. The Homeless Benefits Navigator and Older Adult Financial Security programs make referrals to the organizations represented in these presentations and receive referrals from them to better serve low-income residents, older adults, and residents living with disabilities.

Every Benefits Navigator is bilingual in English / Spanish, and more than half of the financial counselors are bilingual. Most of the services provided occur during telephone-based appointments, which residents have found to be easier and more convenient than driving or taking the bus for in-person assistance. In-person consultations remain an option if preferred by the person seeking assistance.

Program	Outcomes Plan - FY 2022	Results October 2021 thru September 2022	% Accomplished
<b>Homeless Navigators</b>	Assist 3,000 unduplicated clients and connect them to services.	4,875 residents assisted with benefits navigation services.	100%
<b>Financial Security Benefits Navigators for Older Adults</b>	Assist 700 older adults with financial counseling and/or benefits navigation assistance.	285 assisted older adults with financial counseling services.	41%

Program	Outcomes Plan - FY 2023	Results October 2022 thru September 2023	% Accomplished
<b>Homeless Navigators</b>	Assist 5,000 unduplicated clients and connect them to services.	3,288 residents assisted with benefits navigation assistance.	66%
<b>Financial Security Benefits Navigators for Older Adults</b>	Assist 400 older adults with financial counseling and/or benefits navigation assistance.	879 older adults served with financial counseling and/or benefits navigation assistance.	100%

## Arts – Phases I & II – \$7.6 Million (Programs Complete)

**Arts Operations – Phase I – \$2.6 Million (Program Complete):** In Phase I, the City allocated \$2.6 million in SLFRF to the Department of Arts & Culture to maintain funding for arts agencies and continue department operations adversely impacted by losses in the Hotel Occupancy Tax (HOT) Fund, which is a primary source of arts funding in San Antonio. Funding for this program continues from the Arts & Culture Fund through the HOT Fund. This investment kept arts funding at 2019 levels and was completed in FY 2022.

**ARPA 4 Arts – Phase II – \$5 Million (Program Complete):** The community’s support for its arts organizations, including the ways in which many pivoted to continue delivering performances electronically and in other safe ways during the pandemic, led the City’s investment of \$5 million in one-time SLFRF support to arts agencies in Phase II. The City Council’s Community Health, Environment & Culture Committee (CHECC) oversaw implementation, and the Department of Arts & Culture developed an implementation plan known as ARPA 4 Arts, which provided grants to non-profits and individual artists disproportionately impacted by the COVID-19 pandemic. CHECC considered the Department’s recommendations, which were approved by the San Antonio Arts Commission in May 2022. CHECC approved the plan in May 2022. In June 2022, the City Council approved the ARPA 4 Arts implementation plan, and on September 13, 2022, the San Antonio Arts Commission voted to approve funding recommendations. The City Council approved the recommendations on September 29, 2022.

ARPA 4 Arts administered two types of grants: 1) grants to assist individual artists with housing/living expenses, professional development, and to support artistic careers, including equipment, materials, and rent; and 2) non-profit arts organizations received grants to mitigate COVID-19 related financial hardships, such as supporting payroll costs, operations and maintenance of equipment and facilities, technical assistance, and COVID-19 mitigation and infection prevention measures. Through this program, the Department of Arts & Culture helped individual artists and non-profit arts organizations increase resiliency and thrive beyond the pandemic.

Of the applications received from non-profit arts organizations, 46 of 54 were eligible, and 11 were from culturally

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specific organizations. Eligible organizations reported a combined pandemic-related loss of \$47 million. Of the applications received for the individual artist grants, 136 out of 151 were eligible, and the artists reported a total pandemic-related loss of \$3.5 million.

Contract initiation and funds disbursement for all awards took place from October through November 2022. A total of 182 grants were distributed, of which 136 went to individual artists with awards ranging from \$7,200 to \$7,500. Grant awards to 46 non-profit arts organizations were based on a percentage of the organization's operating budget. Non-profit arts organizations with a culturally specific mission and programming received an additional 20% award. Post-award surveys and final reports are being conducted to evaluate the impact of the program. As of June 30, 2024, 12 arts organizations and 78 artists have completed their post-award reports.

## Small Business – Phase II – \$26.8 Million

The City allocated \$26.8 million in SLFRF to help address the immediate needs of small business owners struggling to recover from the negative economic impacts of the COVID-19 pandemic. A two-phased approach was used to help participating small businesses achieve long-term resiliency. This program was augmented with a reallocation of \$4.7 million from the City's COVID-19 Recovery & Resiliency Plan program balance and \$2.4 million from SLFRF interest earnings for a total investment of \$33.90 million. The City Council designated the Economic & Workforce Development Committee (EWDC) to oversee the implementation planning. The EWDC considered the Small Business Advisory Commission (SBAC) Small Business Implementation Plan recommendation over the course of several meetings and approved the plan in June 2022. Later that month, the City Council approved the two-part implementation plan.

**Part A – \$17.60 Million (Program Complete):** The first phase of this investment was implemented from July 2022 through January 2023 and focused on deploying COVID Impact Grants to provide Access to Capital and associated outreach and technical assistance. Applications were open in August 2022, and the program concluded in January 2023. A total of \$15.64 million was awarded from October 2022 through January 2023 to 524 small businesses working to recover from the economic strife and secondary impacts of the COVID-19 pandemic, with grant amounts awarded ranging from \$10,000 to \$45,000. Nearly 88% were microbusinesses with ten employees or fewer. Also, businesses in nineteen (19) City-initiated construction zones were eligible for an additional \$10,000 supplement to offset construction-related business losses. Of the 160 businesses located in eligible construction zones, 135 received the additional \$10,000 supplement. Awards were made between October 2022 and January 2023.

**Part B – \$16.30 Million:** The second phase of this investment is in progress and includes the COVID-19 / Construction Recovery Grants Program and small business programs under the strategy areas of Access to Capital,



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Capacity Building, Ecosystem Enhancements, Localism, and Geographic Placemaking. In August 2022, a solicitation process for the small business programs began, and City Council approval took place in April 2023. Programming began in April 2023 and runs through December 2025.

**Access to Capital:** The COVID-19 / Construction Recovery Grants Program, under the Access to Capital strategy, was made for small businesses whose economic recovery from the pandemic was impeded by long-term construction projects. Eligibility was restricted to micro and small businesses that suffered revenue losses from the COVID-19 pandemic and were in an area impacted by City-initiated construction projects that began after January 1, 2020, had a projected project duration of at least 12 months and were ongoing as of December 1, 2022. The program, administered by LiftFund, distributed \$2.45 million in grants to 91 small businesses, ranging from \$10,000 to \$35,000. The application period occurred during February 2023, and a total of 219 small businesses submitted applications. Awards were made between March and June 2023.

The Zero Percent Interest Loan program, under the Access to Capital strategy and offered in partnership with LiftFund, is assisting small businesses in strengthening their financial standing with accessible funding to build credit and grow their businesses. Support was made available to this program by reallocating a remaining balance from the COVID-19 / Construction Recovery Grants Program. The application period opened in February 2024 and will be open until funds are exhausted. A total of 66 loans have been disbursed, ranging from \$500 to \$100,000, and can be used for startup costs, daily operations, or expansion.

Under the Access to Capital strategy, the Growth Fund—Second Stage Cohort Program is offered through a partnership with the Maestro Entrepreneur Center and the Edward Lowe Foundation. The program offers individualized training and mentorship with four 12-week cohort programs to support second-stage businesses in growing and building long-term resiliency. Eight businesses graduated from the first cohort. A second cohort is underway, and three more are in progress.

A contract amendment with the Local Initiatives Support Corporation (LISC) was completed on March 28, 2024. This contract includes programs in the strategy areas of Access to Capital (Growth Fund Grants), Capacity Building (Back Office Support), and Ecosystem Enhancements. The amendment invests in organizational capacity and leadership development for the Business Development Organizations (BDO) Alliance member executives and boards. A needs assessment was completed for each business development organization by April 30, 2024, to evaluate priorities in the areas of strategic plan development, operating guidelines and standard operating procedures, board training and development, data collection and utilization strategy, and planning for applications for federal funding. The assessment was used to create a draft of a prioritized plan, which was completed by June 30, 2024. Each BDO is eligible for reimbursement of up to \$260,00 for operation and staffing expenses.

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The Digital Presence Program, under the Capacity Building strategy, offers a range of services to help small businesses enhance their online presence. The program features a digital competency survey with personalized recommendations, one-hour consultations with digital marketing experts, and custom digital services, including website development and social media strategy. The program launched on February 19, 2024, and will offer consultations to 250 San Antonio small businesses and free digital work to 75 small businesses (inclusive). As of June 30, 2024, a total of 147 consultations have been completed, and 55 businesses have received free digital work.

The Geographic Placemaking strategy focuses on creating connected, vibrant, and inclusive communities through transformative placemaking. Initiatives include the Revitalize SA: Corridor Leadership, Outdoor Spaces, and Façade Improvement programs.

The RevitalizeSA: Corridor Leadership Program is a nine-month economic development leadership training program that targets individuals working to strengthen San Antonio's commercial corridors. Participants are provided with tools, experiences, and networks needed to develop new ways to lead change through their commercial corridor projects. The application period was open from October 30, 2023 through December 20, 2023. Forty applications were received. On January 23, 2024, 18 cohort members attended the program orientation, which was followed by a 3-day opening retreat with relationship-building opportunities and adaptive leadership training. Subsequent training sessions cover interpersonal leadership styles, group dynamics, and skills, such as inquiry, assessment, diagnostic, and debriefing skills while conducting a neighborhood logic study. These experiences aim to provide participants with a strong foundation for effectively leading commercial corridor revitalization efforts in San Antonio. The cohort is scheduled to complete the program on November 7, 2024. A second cohort is planned to begin in January 2025.

The application period for the Outdoor Spaces and Façade Improvement programs opened July 10, 2023. The Outdoor Spaces Program application period closed on September 5, 2023, and 94 applications were received. In reviewing applications for completeness, accuracy, and eligibility, staff conducted substantial outreach to request clarifying information or missing application components through January 2024. A total of 32 grant contracts have been executed, and funds are in the process of being disbursed, with awards ranging from \$2,000 to \$10,000. The Façade Improvement Program application period closed on October 31, 2023, and a total of 203 applications were received. An extended application window and robust outreach plan were crafted with equity in mind to provide greater opportunities to reach small business owners who are normally harder to contact, thereby increasing their chances of applying. A total of 92 grant contracts have been executed, and funds are in the process of being disbursed with awards ranging from \$5,000 to \$50,000.

The following table highlights small business investments identified by priority that were designed to help businesses recover from the negative impacts of the COVID-19 pandemic while promoting both short-term viability and long-term resiliency.

<b>Strategy / Program</b>	<b>Amount</b>
<b>Access to Capital</b>	<b>\$23.58 M</b>
COVID Impact Grants - \$17 Million	
COVID Impact Grants Outreach and Marketing - \$600K	
Growth Fund Grants / Programming - \$750K	
COVID / Construction Recovery Grants - \$2.46 Million / Admin. \$245K	
Zero Percent Interest Loan Program - \$1.05 Million	
Small Business Construction Support Program - \$1.47 Million	
<b>Capacity Building</b>	<b>\$1.60 M</b>
Launch SA Improvements - \$300K	
Back Office Support Program - \$750K	
Web Presence Program - \$550K	
<b>Ecosystem Enhancements</b>	<b>\$3.00 M</b>
Implementation of Pillars Identified in the SA Ecosystem Report	
<b>Localism</b>	<b>\$475 K</b>
Buy Local Program Implementation & Operations Support	
<b>Geographic Placemaking</b>	<b>\$5.25 M</b>
Façade Improvement Program - \$3.0 Million	
Outdoor Spaces Program - \$1.25 Million	
Corridor Program Pilot - \$1.0 Million	
<b>Total</b>	<b>\$33.90 M</b>

## **Convention & Sports Facilities Operations – Phase I – \$48.3 Million (Programs Complete)**

As previously described, the pandemic had an unprecedented impact on the Hotel Occupancy Tax (HOT) Fund, with revenues declining by 44% in FY 2020. In April 2020, the City Manager implemented a hiring freeze in response to actual and projected revenue losses, resulting in the furlough of 266 employees from departments funded by the HOT Tax and revenues derived from the Convention Center and the Alamodome. In response, this Phase I allocation was used to stabilize the City’s budget.

In FY 2021, \$12.7 million in SLFRF was used to offset losses in the HOT Fund, which ensured the continuity of vital government services. In FY 2022, SLFRF was used to support the operational costs of the Convention Center and the Alamodome, both of which were adversely impacted by the decline in tourism and conventions and included the

return of employees to the Convention Center. The City designated \$35.6 million from FY 2022 through FY 2024 to continue support for the cost of operations of the Convention Center and the Alamodome as tourism and convention revenues recovered. The SLFRF support for this program was completed as of December 2023. The availability of SLFRF was critical to the continued operation of both the Convention Center and Alamodome, which, over time, has contributed to the City's ability to recover from the pandemic losses.

## Vision Zero – Phase I – \$5.2 Million

This Phase I allocation funds Vision Zero pedestrian safety improvements, which are supported by traffic studies, data collection, and analysis. Vision Zero safety improvements will be constructed along road corridors that have a high number of pedestrian crashes. Pedestrian safety improvements include the design and construction of mid-block crosswalks with Pedestrian Hybrid Beacons (PHBs), which is a traffic control device that helps pedestrians safely cross the street; mid-block crosswalks with pedestrian warning beacons; raised concrete medians; various ADA improvements; bulb-outs; and/or bus stop relocations.

The following tables highlight the results of the City's investment in Vision Zero pedestrian crossings by fiscal year.

Program	Outcomes Plan - FY 2022	Results October 2021 thru September 2022	% Accomplished
<b>Vision Zero Pedestrian Crossings</b>	Complete design for 28 Vision Zero locations, continue construction and begin Severe Pedestrian Injury Area Report data collection.	6 locations are being coordinated with the 2022 Bond Project. 14 locations are in the design process, and construction is planned for FY 2023. The remaining 8 locations were planned for FY 2024. The scope of work for the Severe Pedestrian Injury Area Report remains in progress with the consultant.	35%

Program	Outcomes Plan - FY 2023	Results October 2022 thru September 2023	% Accomplished
<b>Vision Zero Pedestrian Crossings</b>	Complete design for 28 Vision Zero locations, continue construction and begin Severe Pedestrian Injury Area Report data collection.	Traffic studies and data collection were conducted to identify 22 mid-block crossings. Due to the leveraging of funds, funding was secured for 12 crossings to be completed in FY 2025.	31%

Program	Outcomes Plan - FY 2024	Results October 2023 thru June 2024	% Accomplished
<b>Vision Zero Pedestrian Crossings</b>	Continue design for safety improvements in 7 Vision Zero corridors.	Project statuses include 3 in pre-design, 6 in design, and 1 in pre-construction.	27%

## Street Maintenance – Phases I & II – \$19.7 Million

**Street Maintenance Program – Phase I – \$9.7 Million (Program Complete):** This SLFRF allocation supports the City’s combined total investment of \$226 million in street maintenance from FY 2022 through FY 2023. The annual program helps to prolong the useful life of streets by mitigating deteriorating pavement conditions caused by age, utility cuts, and underlying soil conditions. The following tables highlight the combined results of the City’s investment in the Street Maintenance Program (SMP) by fiscal year. The SLFRF support to the SMP was fully spent as of FY 2023.

Program	Outcomes Plan - FY 2022	Results October 2021 thru September 2022	% Accomplished
<b>Street Maintenance Program</b>	Complete 800 Pavement Preservation projects and 408 Street Rehabilitation projects for a total of 1,208 street maintenance projects.	Completed 793 Pavement Preservation projects and 473 Street Rehabilitation projects for a total of 1,266 street maintenance projects.	100%

Program	Outcomes Plan - FY 2023	Results October 2022 thru September 2023	% Accomplished
<b>Street Maintenance Program</b>	Complete 947 Pavement Preservation projects and 423 Street Rehabilitation projects, for a total of 1,370 street maintenance projects.	Completed 933 Pavement Preservation projects and 371 Street Rehabilitation projects, for a total of 1,304 street maintenance projects.	95%

**“F” Streets – Phase II – \$10 Million:** The City of San Antonio has a 4,200-centerline mile streets network, of which 457 miles (11%) are considered failed streets (F-streets). F-streets have deteriorated pavement that needs extensive rehabilitation. The City allocated \$10 million of SLFRF to reconstruct twenty-four F-streets citywide. The funds are being distributed by Council District based on their percentage of F-streets. City staff worked with each Council District to identify the 24 projects, and preliminary engineering reports and procurement of design contracts have been completed for all projects. The following tables highlight the City’s investment in F-streets rehabilitation by fiscal year.

Program	Outcomes Plan - FY 2023	Results October 2022 thru September 2023	% Accomplished
<b>“F” Streets</b>	Complete 10 of 24 street rehabilitation projects on failed streets.	Secured design consultants and contractors for the completion of these projects. Construction has begun in conjunction with utilities. 7 out of the 10 planned projects have been completed.	72%

Program	Outcomes Plan - FY 2024	Results October 2023 thru June 2024	% Accomplished
"F" Streets	Complete remaining 17 of 24 street rehabilitation projects on failed streets.	6 out of the 17 planned projects have been completed. Overall, of the 24 total projects, 13 projects have been completed, 7 are under construction, and 4 are under pre-construction.	35%

After completing the design and construction estimates for 24 projects, a total of \$2.26 million in savings was identified. The Public Works Department has begun the design of 11 additional projects.

## Bridge Maintenance Program – Phase II – \$3.8 Million

This Phase II allocation supports the Citywide Bridge Program, which improves and rehabilitates existing bridge structures within the city limits. Bridges are selected for maintenance or rehabilitation based on industry criteria such as hydraulic capacity, structural condition, age, and pedestrian mobility. Each selected bridge project includes any needed right-of-way acquisition, utility adjustments, environmental clearances, and incidental construction beyond the bridge's physical footprint.

This allocation augments the \$1.157 million allocated in the recently approved 2022 City Bond Program, bringing the total investment for the Citywide Bridge Program to \$4.957 million. In November 2022, a consultant assisted the City in evaluating the current inventory of bridges and documented bridge issues and needs since the last bond program. The bridges with the greatest potential for safety improvement and/or the connection of communities are being prioritized. In March 2023, the consultant began the assessment of the existing bridge rails within the downtown area and provided the final condition report and prioritization list in July 2023. The City evaluated the report, and ten bridges were selected for maintenance. Construction on three bridges was completed in November 2023. One project is currently under construction, and one is in preconstruction. Five bridges are in design and are anticipated to begin construction in December 2024. This project is 65% complete, with construction anticipated to be completed in FY 2025.

## One-Time Capital Investments – Phase II – \$32 Million

This allocation provides support for three capital projects, which are detailed below.

- Morgan's Wonderland - \$15 Million:** Morgan's Wonderland is a non-profit theme park serving children and adults with special needs and the larger community. Specialized equipment at Morgan's Wonderland allows everyone, including those with and without disabilities, to fully enjoy outdoor recreation in an atmosphere of inclusion while also encouraging everyone to gain a greater understanding of one another. This SLFRF investment supports park improvements between 2022 and 2025, including the construction of

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the Multi-Assistance Center (MAC), an inclusive 4D theater experience attraction, other park amenities and enhancements, and a pediatric care center. Project statuses include:

- MAC – Completed September 2022.
  - 4D Theater Experience – Completed March 2024.
  - Park Amenities & Enhancements – Completed March 2024.
  - Pediatric Care Center – 52% complete; completion anticipated in FY 2025.
- **Educare San Antonio - \$7 Million:** Educare is a public-private partnership that will establish a state-of-the-art early childhood development school, managed by Texas A&M University-San Antonio, to address South Bexar County's childcare desert and offer high-quality early learning and care for over 255 children annually. The school will provide full-day care and evening hours for parents who work or attend higher education classes at night. Educare will also offer professional learning programs to increase the pool of highly qualified early childhood educators. A total of \$16.9 million will support this project, including funding from the City's SLFRF, Texas A&M University-San Antonio, Bexar County, and private donors. The funding agreement was executed in October 2023, the contracts for the design consultant and construction manager have been executed, and the project design is underway. Construction is anticipated to begin in December 2024, with an estimated completion date of April 2026. This project is 16% complete, based on the project schedule and tasks completed to date.
  - **Texas Biomedical Research Institute - \$10 Million:** The Texas Biomedical Research Institute is a non-profit institution that pioneers and shares scientific breakthroughs designed to protect the community from the threat of infectious diseases. The City's investment in SLFRF will support campus infrastructure improvements, including electrical grid upgrades that will ensure energy reliability and resiliency, which are essential to the critical research conducted at the Institute. The funding agreement with Texas Biomedical Research Institute was executed on August 29, 2022. The construction phase began in February 2024 with the ordering of materials and preliminary site work. Completion of construction is estimated for January 2026. This project is 58% complete, based on the project schedule and tasks completed to date.

## Employee Retention – Phase II – \$9.5 Million (Program Complete)

This allocation of SLFRF was used to fund a \$1,000 one-time distribution to City employees as part of a retention benefit program developed with employee input. A total of 9,476 employees received the retention benefit. Police uniform employees waived their right to the retention benefit as part of their current collective bargaining agreement, which was approved in May 2022.

# APPENDIX





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## City Council Committees

The following paragraphs provide brief descriptions of the City Council Committees that reviewed, provided feedback, and approved the implementation plans for Small Business, Mental Health, Youth, Arts, Seniors, and Non-Profit Social Services.

- **Community Health, Environment and Culture Committee (CHECC)**

Oversees policies, plans, and programs that affect the quality of life of our residents including the protection and enhancement of the natural environment, public health, human services, climate preparedness, solid waste, libraries, and parks. Additionally, the committee oversees activities related to the stewardship of San Antonio's unique artistic, cultural, and historic heritage. This committee was charged with overseeing the implementation plans for Arts, Seniors, and Non-Profit Social Services.

- **Economic and Workforce Development Committee (EWDC)**

Oversees policies, plans and programs related to the vitality of the local economy, including the creation and retention of jobs, attraction of new businesses and private investments, support of small businesses, incentive policies and growth of targeted industries. The committee also reviews all aspects of the City's investments in education, workforce development, and training as well as provides recommendations and policy guidance that further San Antonio's "smart city" goals, such as enhancing cybersecurity, promoting digital inclusion, expanding municipal broadband, and pursuing economic opportunity. This committee was charged with overseeing the implementation plans for Small Business and Youth.

- **Public Safety Committee**

Oversees policies, plans, and programs related to fire protection, emergency management, EMS service delivery, and police and law enforcement. The committee also oversees the progress and implementation of the City's ongoing Police Services Review project and other public safety related plans and policies. This committee was charged with overseeing the implementation plan for Mental Health.

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## Implementation Plans

**Arts**

**Mental Health**

**Non-Profit Social Services – Phase I**

**Non-Profit Social Services – Phase II**

**Seniors**

**Small Business**

**Youth**



### Background

The COVID-19 pandemic immediately devastated San Antonio's creative economy, causing organizations and businesses that house artistic programming to shutter their doors, cancel performances and exhibitions, cut budgets, and reduce personnel. This ultimately impacted individual artists, who lost jobs and gigs due to these cancellations, budget cuts, and closures. San Antonio's creative economy job loss during the pandemic was 18%.

On February 3, 2022, City Council allocated \$5 million in American Rescue Plan Act (ARPA) funds to the arts. Using the ARPA Final Rule categories of impacted households and impacted industries, which aids industries in the travel, tourism, and hospitality sector and employment losses of more than 6%, the Department of Arts & Culture will manage an ARPA 4 Arts Grant Program for individual artists and nonprofit arts organizations to help them thrive beyond the pandemic.

### Grant Eligibility

Applicants must meet the following criteria to be eligible for the ARPA 4 Arts Grant Program.

#### ***Individual Artists:***

- Gig workers and independent contractors.
- Limited to artists who live in the San Antonio city limits.
- Must be a professional artist that derives a portion of their income from independent contractor artistic activity as of May 31, 2019.
- Must be a professional artist that has a portfolio which includes published or publicly displayed works.

#### ***Nonprofit Arts Organizations:***

- San Antonio Based IRS recognized 501(c)3 tax-exempt nonprofit in "good status" as a nonprofit corporation and up to date with IRS 990 filings.
  - The Department will validate whether the organization has a current, valid 501(c)3 status with the Texas Secretary of State (SOS). Through this validation, the Department will determine whether the nonprofit is listed as inactive or has not renewed its documentation with the SOS or whether they have forfeited, voluntarily or involuntarily dissolved, or terminated their existence.
- Must have been in existence and actively producing programs that are open to the public in the City of San Antonio for a minimum of three years. Membership only organizations are not eligible.
  - The Department will use articles of incorporation and IRS 990s to ensure the agency was established prior to May 31, 2019.
  - A Review panel will check website for mission and public programming.
- Must be an arts and cultural business whose mission and actual operations (as articulated within its mission statement) is primarily the creation, education, preservation, presentation of arts or cultural programming; and be the primary presenter / producer of the work and responsible for all aspects of its provision to the community. Applicants are not allowed to be fiscal sponsors.
  - The Department will use articles of incorporation to ensure that nonprofit was established with the primary purposes listed above.
  - The Department will verify that the actual operations of the nonprofit fit within the arts and culture mission and that the nonprofit is the primary presenter / producer.
  - The Department will review the nonprofit's mission on GuideStar and their website to ensure that they match and provide this information to the Review Panel.
  - A review panel will determine if a nonprofit qualifies as Culturally Specific.
- Must have at least one paid staff person who will be designated as administrator of the grant funds.
  - The Department will check this through IRS 990.

**Grant Awards**

***Individual Artists:***

- The total amount allocated for individual artists is \$1,000,000.
- Grants will be awarded in the amount of up to \$7,500 per artist.

***Nonprofit Arts Organizations:***

- The total amount allocated for nonprofit arts organizations is \$4,000,000.
- ARPA 4 Arts Grant Program allocations will be distributed to eligible nonprofit arts small businesses based on the funding scale outlined in the Evaluation & Award Process Section.

**Plan Components**

COVID-19 Impact	Programs / Strategies	Equitable Outcomes	Performance Indicators	Amount
<ul style="list-style-type: none"> <li>• Arts nonprofits &amp; artists were disproportionately impacted by COVID-19</li> <li>• The Arts experienced financial hardships from revenue losses</li> <li>• 18% decrease in employment</li> <li>• 16% decrease in creative economy</li> </ul>	<ul style="list-style-type: none"> <li>• Develop grant program for arts nonprofits &amp; artists</li> <li>• Support nonprofits’ operational costs, strategic planning &amp; COVID-19 mitigation</li> <li>• Support artists’ housing/living expenses, professional development, &amp; artistic career</li> </ul>	<ul style="list-style-type: none"> <li>• Disproportionally impacted communities prioritized in funding policy</li> <li>• Arts agencies &amp; artists thrive beyond the pandemic</li> <li>• Residents &amp; visitors connected &amp; engaged with local artists &amp; arts programming</li> <li>• San Antonio’s reputation as a top arts &amp; tourist destination reinforced</li> </ul>	<ul style="list-style-type: none"> <li>• At least 133 artists will receive grants</li> <li>• At least 40 nonprofit arts organizations will receive grants</li> <li>• 100% of grant funding will be disbursed by December 2024 &amp; spent by December 2026</li> <li>• 75% of nonprofits receiving grants are more financially resilient as a result</li> <li>• 50% of artists receiving grants created new works and performances</li> </ul>	<p>\$5M (\$4M for Arts Nonprofits; \$1M for Artist)</p>

**Evaluation and Award Process**

The Department will utilize the [SanAntonioGoSmart](#) grant platform to administer the ARPA 4 Arts grant opportunities for nonprofit arts organization and individual artists. All completed applications will be reviewed for eligibility. Each application will be reviewed and deemed eligible or ineligible by a Review Panel which could include the San Antonio Arts Commission (SAAC), SAAC Committees, Department of Arts & Culture staff, and industry experts. Once eligibility is determined, eligible applicants will be awarded funding based on the criteria outlined below.

**Individual Artists:**

Equitable Points System	
Category	Eligibility Requirement or Points
San Antonio Resident	Eligibility Requirement
TIN or SSN	Eligibility Requirement
1040 filed	Eligibility Requirement
Statement of work as an independent professional artist. To Qualify - Must meet the following criteria: <ul style="list-style-type: none"> <li>• At least three years of relevant work experience, or has received specialized training in your artistic field, such as a degree or certification</li> <li>• Derives a portion of individual earned income from your artistic practice or areas related to their field or demonstrates a clear investment of time and resources into the creation of new works.</li> <li>• Has a professional portfolio that includes published or publicly displayed works.</li> </ul>	Eligibility Requirement
Annual Income Range	Up to 30 points
% Income from Artistic Activity	Up to 30 points
Equity Atlas Score	Up to 10 points
Diversity, Equity & Inclusion (Gender, LGBTQIA+, Racial/Ethnic Classification)	Up to 15 points
Veteran	5 points
Disabled	5 points
Did not receive SA CARES 4 Art Grant	5 points

1. The top scoring artists will receive a grant up to \$7,500. All artist grants may be reduced at the same rate in the event a tie places more than 133 artists in the top scoring applications or if there is insufficient funding to provide \$7,500 grants. If all funding is not allocated in the first grant cycle, the Department may open the application for an additional grant cycle.
2. All artist grant recipients will receive a one-time distribution of funding and must agree to follow the requirements outlined in the Grant Reporting Requirements Section.

**Nonprofit Arts Organizations:**

### Nonprofit Arts Business Size <sup>1</sup>

Budget	Range	Max Award *
\$ 50,000	to \$ 200,000	12.0%
\$ 200,001	to \$ 500,000	11.0%
\$ 500,001	to \$800,000	10.0%
\$ 800,001	to \$1,000,000	9.0%
\$ 1,000,001	to \$2,000,000	8.0%
\$ 2,000,001	to \$3,000,000	7.0%
\$ 3,000,001	to \$6,000,000	4.0%
\$ 6,000,001	to \$ 8,000,000	3.0%
\$ 8,000,001	to \$15,000,000	2.0%
Over \$15,000,000		Not eligible

*\*In keeping with the City's Cultural Equity Policy, Culturally Specific nonprofit arts businesses' max award percentage will be increased by an additional 20% of the qualifying organizations' average operating expense included in the original application up to a maximum of \$150,000.*

1. **Nonprofit Arts Organization Size** will be based on average of the last three years of IRS 990s in GuideStar at <https://www.guidestar.org/search> at the time of application (Line 18 - expenditures).
2. **Culturally Specific Nonprofit Arts Organizations** are defined as organizations whose specific mission as posted in GuideStar and verified on their website that their actual programming has a specific focus to promote, preserve and enhance the identity and character of one of the following specific cultures:
  - a. Women
  - b. *African Americans*: Persons with origins in any of the black racial groups of Africa.
  - c. *Hispanic-Americans/Latinx*: Persons of Mexican, Puerto Rican, Cuban, Spanish or Central or South American origin.
  - d. *Asian Americans*: Persons having origins in any of the original peoples of the Far East, Middle East, Southeast Asia, Indian subcontinent or Pacific Islands and any other region of the Asian continent.
  - e. *Native Americans*: Persons having origin in a recognized Native American Tribe.

*\*Culturally Specific nonprofits are not designated based on their audiences, customers, and clientele. To qualify as a Culturally Specific nonprofit arts business, the leadership (Executive Director and Board Chair) of the Culturally Specific nonprofit business must demographically represent the specific culture identified.*

3. Nonprofit arts organizations that do not have a current grant from the City will be treated as “new” and funding will be limited to one half of the funding in the scale in which they qualify.
4. If amount of funding is insufficient to meet amounts listed above, all arts nonprofit grants will be reduced at the same rate. However, if additional funding is made available subsequent to the initial award, nonprofits may receive additional funds.
5. All nonprofit grant recipients will receive a one-time distribution of funding and must:
  - f. Submit an expenditure plan which includes categories, amounts and a timeline for expenditures upon contract initiation.
  - g. Follow the requirements outlined in the Grant Reporting Requirements Section.

#### **Eligible Uses of Funds**

In accordance with U.S. Department of the Treasury’s guidance, eligible uses of funding for the ARPA 4 Arts Grant Program include:

***Nonprofits:***

- Aid to mitigate financial hardship, such as supporting payroll costs, lost pay and benefits for returning employees, support of operations, and maintenance of existing equipment and facilities
- Technical assistance, counseling, or other services to support business planning
- COVID-19 mitigation and infection prevention measures

***Individual Artists:***

- Housing/Living Expenses
- Professional development, including training and classes
- Support of artistic career, including equipment, materials, rent and rental fees, studio spaces, and collaborating artist fees

**Grant Reporting Requirements**

Grant recipients must keep detailed records of receipts for expenditure of grant funds, and staff and payroll records. Grant recipients are required to comply with all grant requirements and maintain all records in accordance with City, State & Federal Regulations and Guidelines.

Artist grant recipients will be required to complete follow-up surveys and submit a final report within one year of receiving the grant. Nonprofit grant recipients will be required to complete follow-up surveys after grants are awarded through December 2026, the date by which all expenditures must be made, or when all expenditures using grant funding are made, whichever comes first. Nonprofit grant recipients will be required to submit a final report once all expenditures using grant funding are made.

Data collected through surveys include, but are not limited to:

- Plans for grant funding, including how much is allocated for each expenditure category and when funding will be spent
- How grant was used and how much was used in each expenditure category
- Any successes, including resiliency of organization and creation of new artworks, as a result of funding
- Any staff, artists or contractors supported as a result of funding

**Program Timeline**

Grants for both individual artists and nonprofit arts organizations will be run on the same timeline.

- |                                 |  |
|---------------------------------|--|
| • June 29, 2022:                | Application open period                                  |
| • July 27, 2022:                | Deadline for questions pertaining to the application     |
| • July 29, 2022:                | Application closes                                       |
| • August 2022:                  | Review period and selection                              |
| • September 2022:               | San Antonio Arts Commission approves funding allocations |
| • September 2022:               | City Council approves funding allocations                |
| • September 2022:               | Award notification period begins                         |
| • September – October 2022:     | Contract initiation and funds disbursement begins        |
| • October 2022 – December 2026: | Contract monitoring and surveys/final report collection  |

**Restrictions on Communication**

In accordance with §2-61 of the City Code, interested applicants are prohibited from communication regarding the ARPA 4 Arts Request for Applications (RFA) with City Officials, Employees, and members of the San Antonio Arts Commission from June 29, 2022, until the date proposed awards are approved by City Council. Exceptions to this restriction are outlined below in the Available Help Section.

**Available Help**

Questions from Applicants may be submitted to the [ArtsFunding@SanAntonio.gov](mailto:ArtsFunding@SanAntonio.gov) by email no later than 5 p.m. on July 27, 2022. We will respond to questions within two business days and Frequently Asked Questions with responses will be posted on the Grant page of the Department of Arts & Culture's website at <https://SanAntonio.gov/ArtGrants>.





## Mental Health – Recommended Implementation Plan For the use of ARPA State and Local Fiscal Recovery Funds

### Background

On March 11, 2021, Congress signed into law the American Rescue Plan Act (ARPA) which included resources to support local government's response to and recovery from the COVID-19 pandemic. The City of San Antonio was awarded \$326.9 million in State and local Fiscal Recovery Funds. As part of the FY 2022 Budget process, City Council approved \$97.5 million to support the city budget and address community needs. On November 18, 2021, Council approved an additional \$30.0 million for utility assistance. The remaining \$199.4 million remained unallocated and was intended to be awarded following a community engagement process that began in the fall of 2021.

On January 26, 2022 staff presented a recommended spending framework reflecting Community and City Council input. The final spending framework was approved by City Council on February 3, 2022. The approved spending framework included \$26 million recommended for programmatic funding dedicated to support residents with mental health stressors exacerbated by the COVID-19 pandemic.

Through a comprehensive plan, San Antonio Metro Health District will manage investments for organizations in the amount of \$26 million through a competitive process. This document outlines the implementation plan.

### Eligibility

#### Eligible Organizations

- Nonprofit organizations (501 (c) 3)
- Faith-Based organizations
- Public Entities (including non-COSA government agencies)

#### Additional Information on Eligibility

- Must have been in existence and actively producing programs that are open to the public in the City of San Antonio for a minimum of two years
- Must demonstrate agency and/or residents served have been disproportionately impacted by the COVID-19 Pandemic
- Additional points will be awarded for agencies who partner with agencies that have not been in existence for a minimum of two years

### Program Funding and Competitive Process

The total allocation to the Mental Health Spending Category is \$26 Million. The Implementation Plan proposes to allocate \$23 Million through a competitive process to eligible organizations to assist the City in delivering the services recommended within the plan.

The Metro Health Department is proposing to award mental health investments to support access to programs that directly benefit Youth, Seniors and Homeless individuals through a competitive Request for Proposal (RFP) process for distribution of investments for nonprofit and social services organizations.

#### Awards:

- Minimum of \$100,000 over two-year contract term

## Targeted Populations

### Youth

The Proposed Implementation Plan proposes three strategies to address the increased social isolation, anxiety, and depression experienced by youth by:

- Expanding access to mental health services for children and youth ages 12 to 19
  - The City will request responders for innovative ideas to provide services including the use of technology
  - The City will also request in-person services at Parks and Recreation Community Centers, Service Provider Locations, and schools
- Expanding Metro Health Project Worth Teen Ambassador and Expanding Metro Health Stand Up SA
- Providing diagnostic services and individual service family plan development for families of children up to the age of 6 experiencing developmental disorders

The Proposed Implementation Plan proposes services to youth ages 12 to 19 in census tracks where there is a high concentration of:

- Mental Health Hospitalizations
- 911 Calls
- Equity Atlas Score of 6 and above

The Proposed Implementation Plan proposes diagnostic services and individual service family plan development for families of children up to the age of 6 experiencing developmental disorders in census tracks with an Equity Atlas Score of 6 and above.

### Older Adults

The Implementation Plan proposes three strategies to address the increased social isolation, anxiety, and depression experienced by older adults by:

- Expanding navigation programs to connect older adults to mental health resources and referrals
- Increasing interaction activities at City of San Antonio senior centers and extending service hours at comprehensive senior centers
- Increasing social interaction activities at community sites in census tracks with a City Equity Atlas Score of 6 and above
- Offering program services and coaching for loved ones caring for older adults in census tracks with a City Equity Atlas Score of 6 and above

The Proposed Implementation Plan proposes a pilot program to extend hours at the Comprehensive Senior Centers across the City. The current hours are Monday through Friday from 7am to 4pm. The implementation plan proposes a pilot program to extend the hours from 4pm to 7pm Monday through Thursday at these centers for two years. The Senior Center locations are:

Comprehensive Senior Center	Location	Council District
West End Park	1226 NW 18th St. 78207	1
District 2 Senior Center	1751 S. W.W. White Rd. 78220	2
South Side Lions	3303 Pecan Valley Dr. 78210	3
Willie Cortez	5512 SW Military Dr. 78242	4
Heritage Park	Under Construction. To be completed in FY 2023	
District 5 Senior Center	2701 S. Presa 78210	5
Normoyle	700 Culberson 78211	
Alicia Treviño Lopez	8353 Culebra Rd 78251	6
Doris Griffin	6157 NW Loop 410 78238	7
Bob Ross	2219 Babcock 78229	8
Walker Ranch	835 W. Rhapsody 78216	9
Northeast	4135 Thousand Oaks 78247	10

## Stakeholder Engagement

San Antonio Metro Health District held two public input meetings, two provider and stakeholder feedback sessions, one session with school districts, and two sessions with faith leaders from June 23 - July 21, 2022. The purpose of these sessions was to share community and City Council input, gather suggestions on proposed funding priorities and goals, and finalize performance indicators.

### Participating Stakeholders (6/29 and 7/11):

Alamo Area Council of Governments	Family Service Association of San Antonio, Inc.	San Antonio Behavioral Healthcare Hospital
All of Us or None, Texas	Haven for Hope	San Antonio State Hospital
Alpha Home	Jewish Family Service	Sigma Mental Health Urgent Care
Bexar County Department of Behavioral Health	Laurel Ridge Treatment Center	Texas Vista Medical Center
Bexar County Juvenile Probation	Lifetime Recovery	The San Antonio Clubhouse
Big Brothers Big Sisters of South Texas	NAMI San Antonio	University Health
Bridges to Care	Providence Place	University of Incarnate Word
Center for Health Care Services	PsychHealth	UT Health San Antonio
CentroMed	Purple Couch Counseling and Consulting PLLC	UT Teen Health
Clarity Child Guidance Center	Reliable Medical Technology	WestCare Foundation/WestCare Texas
Communities In Schools San Antonio	Roy Maas Youth Alternatives	YMCA
Ecumenical Center	SAMMinistries	

### Participating School Districts (6/27):

Alamo Heights ISD	Harlandale ISD	South San Antonio ISD
Comal ISD	North East ISD	Southwest ISD
East Central ISD	Northside ISD	Region 20
Edgewood ISD	San Antonio ISD	

## Funding Priority Investments

COVID – 19 Impact	Strategy/Programs	Equitable Outcomes	Performance Indicators	Allocation Amount
<p><b>Youth</b> Address the increased social isolation, anxiety, depression, and suicide in school age youth</p>	Expand access to mental health services for children and youth	Increased access to mental health care for school-aged children and youth ages 12-19	<p>% of children and youth are able to identify resources for mental health support</p> <p>% of participating children and youth report a decrease in depression, stress, anxiety and/or suicidal ideation</p> <p>% of participating school children report decrease in discipline at school</p> <p>% of participating children and youth report an increase in school attendance</p>	\$12.75 million
	Expand Project Worth Teen ambassadors Expand Stand Up SA	Improved positive social/emotional skills and behavior among SA youth 7th-12th grade	% of participating children and youth report an increase in positive social/emotional skills and behavior	\$750K
	Provide diagnostic services and individual service family plan development for families of children experiencing developmental disorders in coordination with school districts	Increased access for children diagnosed with developmental disorders and coordination with Schools	% reduction in waiting list for children of up to the Age of 6 waiting to be diagnosed with a developmental disorder	\$1.5 million

COVID – 19 Impact	Strategy/Programs	Equitable Outcomes	Performance Indicators	Allocation Amount
<p><b><u>Older Adults</u></b> Address the increased social isolation, anxiety, depression in older adults</p>	Expand navigation programs to connect older adults to mental health resources and referrals	Older adults will have increased awareness of existing programs and access to services for individuals experiencing mental health challenges	% of participating older adults report a decreased anxiety and depression due to social isolation	\$500K
	Social interaction activities/programs at senior & community sites and citywide. Expand service hours at City's Comprehensive Senior Centers	Improved quality of life for older adults by mitigating social/emotional issues and isolation	% increase in participation at City's Comprehensive Senior Centers	\$4.2 million
	Caregiver program services and coaching for loved ones caring for older adults	Improved quality of care provided by caregivers	% increased caregiver participation in support services to improve quality of caregiving	\$300K
<p><b><u>Homeless</u></b> Address the increased homeless population with mental health and substance abuse</p>	Outreach teams connect chronic and unsheltered veteran homeless population to available mental health, substance use, and housing resources	Improved access to mental health, substance use, and housing resources for those experiencing homelessness	% chronic veteran homeless connected to federal resources allocated for mental health, substance use, and housing resources	\$1 million
	Outreach and Services available to Youth aging out of foster care system	Increased access to services for youth aging out of the foster care system	% of Youth connected to services and resources	\$4 million

COVID – 19 Impact	Strategy/Programs	Equitable Outcomes	Performance Indicators	Allocation Amount
<p><b>Collaboration</b> Address behavioral health problems in Bexar County where COVID-19 has exacerbated existing conditions</p>	Collaborate with community partners to establish a framework to serve and align upstream systems and organizations	Improves coordination of services to improve access to community	% organizations engaged in collaboration	In-Kind Metro Health Staff
	Collaborate with community partners to recommend/Identify a central phone number to respond to pre-crisis calls from individuals needing support and navigation		% individuals who call and have needs met	In-Kind Metro Health Staff
	Collaborate with community partners to develop a public education campaign to address mental health stigma and create hope for those affected by mental illness	Improves coordination of services to improve access to community	% of individuals with increased awareness of how to access mental health services	\$1 Million
	Collaborate with Bexar County and Center for Health Care Services to evaluate the recent deployed 988 line for mental health calls			

## Request for Proposal Timeline

DATE	ACTION ITEM
September 1, 2022	City Council A-Session Briefing
September 6 and 8	Technical Assistance Workshops
September 9, 2022	Request for Proposal Opens
September 16, 2022	Pre-Submittal Conference
September 19, 2022	Last Day/Time for Questions
October 28, 2022	Request for Proposal Closes
November 2022	Evaluation and Scoring
December 15, 2022	City Council A Session – Approval of Awards
January 1, 2023	Contracts Begin

## No Contact Period

In accordance with §2-61 of the City Code, interested applicants are prohibited from communication regarding the Mental Health Services RFP with City Officials and Employees during specific portions of the competitive process. The Department of Human Services, in line with prior competitive RFPs issued is recommending an abbreviated no contact period for City Officials as reflected below.

- **City Employees:** September 9, 2022 until the date proposed awards are approved by City Council.
- **City Officials:** October 28, 2022 until the date the City Manager posts proposed awards for City Council consideration.

## Scoring Criteria

- **Experience Background and Qualifications: 30 Points**
  - Agency experience
  - Financial management
  - History providing mental health services
- **Proposed Plan: 40 Points**
  - Demonstrate disproportionate COVID-19 impacts to organization or residents
  - Alignment with proposed program strategies, outcomes, and performance indicators
  - Identify how support to organizations and residents assists them thrive long-term
  - Community collaboration
  - Partnering with qualifying entities with less than two years of experience
- **Budget and Budget Narrative: 20 Points**
  - Prior receipt of federal COVID-19 funding assistance
  - Leveraged agency resources
  - Capacity building investments
  - Long-term sustainability
- **Evaluation, Innovation, and/or Continuity of Effective Programming: 10 Points**
  - Demonstrate effective programming through evaluation
  - Build on existing programming and infrastructure



## ARPA Spending Framework Investments for Nonprofits/Social Services Phase 1: Immigration Organizations and Services

### Background

On March 11, 2021, Congress signed into law ARPA which included resources to support local government's response to and recovery from the COVID-19 pandemic. The City of San Antonio was awarded \$326.9 million in State and local Fiscal Recovery Funds. As part of the FY 2022 Budget process, City Council approved \$97.5 million to support the city budget and address community needs. On November 18, 2021, Council approved an additional \$30.0 million for utility assistance. The remaining \$199.4 million remained unallocated and was intended to be awarded following a community engagement process that began in the fall of 2021.

On January 26, 2022, following a community engagement process, staff presented a recommended spending framework reflecting Community and City Council input. The final spending framework was approved by City Council on February 3, 2022. The approved spending framework included \$87.8 million recommended for programmatic funding with \$4 million dedicated to support nonprofit and social services to support organizations and residents disproportionately impacted by the COVID-19 pandemic.

Through a comprehensive plan, the Department of Human Services will manage investments for nonprofits and social services in the amount of \$4 million through a competitive process. This document outlines the first phase of the implementation plan, which focuses on investments for immigration serving organizations and programs.

### Eligibility

#### Eligible Organizations

- Nonprofit organizations (501 (c) 3)
- Faith-Based organizations
- Public Entities (including non-COSA government agencies)

#### Additional Information on Eligibility

- Must have been in existence and actively producing programs that are open to the public in the City of San Antonio for a minimum of two years
- Must demonstrate agency and/or residents served have been disproportionately impacted by the COVID-19
- Services are intended to be targeted to serve noncitizens, including lawful permanent, undocumented, asylum-seeking, and refugee residents

### Program Funding and Anticipated Awards: \$4 Million

The Department of Human Services is proposing two competitive processes for distribution of investments for nonprofit and social services organizations. The first phase of the plan is proposed to support immigrant serving organizations, through a competitive Request for Proposal (RFP) process in the amount of \$1.5 million for a term of two years.

A plan for the balance of the \$4 million allocation for social services non-profits of \$2.5 million will be brought to the Community Health Environment, and Culture Committee and City Council for approval at future meetings.



**Phase 1: Immigration Serving Organizations and Services - \$1.5 Million**

- Minimum award of \$100,000 over two-year contract term
- Allowable administrative rate of 30%

**Phase 2: Nonprofit and Social Services - \$2.5 Million**

- Minimum award of \$100,000 over two-year contract term
- Allowable administrative rate of 30%

## Stakeholder Engagement

The Department of Human Services and the City of San Antonio’s Immigration Liaison held three stakeholder feedback sessions from May 9– 20, 2022 attended by 31 immigrant serving organizations and key stakeholders. The purpose of these sessions was to share community and City Council input, gather suggestions on proposed funding priorities and goals, and finalize performance indicators.

**Participating Stakeholders:**

Academia America	Endeavors	Refugee Services of Texas
Alamo Colleges	Episcopal Diocese of West Texas	San Antonio Food Bank
American Gateways	First Baptist Church of San Antonio	San Antonio First Church of the Nazarene
American Organization for Immigrants	Immigration Legal Resource Center	San Antonio ISD
Arab American Community Network	Interfaith Welcome Coalition	Southwest ISD
Catholic Charities of San Antonio	Justice for All Immigrants	Texas Office of Refugees
Center for Refugee Services	Lutheran Immigration and Refugee Services	UTHSA Nursing School
Church of Jesus Christ of Latter – Day Saints	Mandaeen Community of San Antonio	The Young Center
City Church San Antonio	New Hope Connection	YWCA
Corazon Ministries	Providencia Group	
Culturingua	RAICES	

## Funding Priority Investments

Immigration Serving Organizations and Programs: Funding is proposed to support organizations and services that support noncitizens (includes but is not limited to permanent residents, undocumented, asylum seekers, and refugees)			
COVID – 19 Impact	Strategy/Programs	Equitable Outcomes	Performance Indicators
Address negative COVID – 19 impacts on economic security for noncitizens	Fund navigation and case management services to coordinate access to resources across providers, organizations, and agencies	Families with Improved Financial Security	% Families enrolled in two or more resources
	Provide direct assistance to families in financial crisis (ex: households at risk of homelessness, unexpected financial hardship, etc.)		% Families in financial crisis that are stabilized
	Connect noncitizens with enrollment assistance for public benefits for which they may be eligible		% Families enrolled and accepted into public benefits programs
	Connect noncitizens who are legally eligible to work to training and employment opportunities		% Enrolled individuals obtaining a better job within 90 days of program completion
Address decreased opportunities for citizenship that have been adversely impacted by COVID – 19	Provide outreach and education on immigration pathways	Increased access to opportunities for improved immigration status	% Noncitizens who report increased understanding of legal rights
	Fund legal representation for immigrants at risk of deportation, including parents of U.S. Citizen children, crime victims, victims of domestic violence, trafficking victims, DACA eligible residents, and abused or neglected children		# Noncitizens who file an application for immigration benefits or relief % Noncitizens who accept legal representation post screening interview

## Request for Proposal Timeline

DATE	ACTION ITEM
June 2, 2022	City Council A-Session Briefing
June 6, 2022	Request for Proposal Opens
June 17, 2022	Pre-Submittal Conference
June 18 -23, 2022	Training and Technical Assistance Workshops
June 24, 2022	Last Day/Time for Questions
July 8, 2022	Request for Proposal Closes
July 11-25, 2022	Evaluation and Scoring
August 2022	City Council A Session – Approval of Awards
September 2022	Contracts Begin

## No Contact Period

In accordance with §2-61 of the City Code, interested applicants are prohibited from communication regarding the Immigration Services RFP with City Officials and Employees during specific portions of the competitive process. The Department of Human Services, in line with prior competitive RFPs issued is recommending an abbreviated no contact period for City Officials as reflected below.

- **City Officials:** July 8, 2022 until the date the City Manager posts proposed awards for City Council consideration.
- **City Employees:** June 6, 2022 until the date proposed awards are approved by City Council.

## Scoring Criteria

- **Experience Background and Qualifications: 30 Points**
  - Agency experience
  - Financial management
  - History providing migrant services
- **Proposed Plan: 40 Points**
  - Demonstrate disproportionate COVID – 19 impacts to organization or residents
  - Alignment with proposed program strategies, outcomes, and performance indicators
  - Identify how support to organizations and residents assists them thrive long-term
  - Community collaboration
- **Budget and Budget Narrative: 20 Points**
  - Prior receipt of federal COVID -19 funding assistance
  - Leveraged agency resources
  - Capacity building investments
  - Long-term sustainability



## Background

On March 11, 2021, Congress signed into law ARPA which included resources to support local government's response to and recovery from the COVID-19 pandemic. The City of San Antonio was awarded \$326.9 million in State and local Fiscal Recovery Funds. As part of the FY 2022 Budget process, the City Council approved \$97.5 million to support the city budget and address community needs. On November 18, 2021, the City Council approved an additional \$30.0 million for residential utility assistance. The remaining \$199.4 million remained unallocated and was intended to be awarded following a community engagement process that began in the fall of 2021.

On January 26, 2022, following a community engagement process, staff presented a recommended spending framework reflecting community and City Council input. The final spending framework was approved by the City Council on February 3, 2022. The approved spending framework included \$87.8 million recommended for programmatic funding with \$4 million allocated to Non-profit Social Services to support organizations and residents disproportionately impacted by the COVID-19 pandemic.

On April 12, 2022, and May 10, 2022, the Community Health, Environment, and Culture Committee (CHECC) was briefed on the impact of COVID – 19 on nonprofit and social services organizations and residents, and feedback from the community and stakeholders. CHECC considered department recommendations during these meetings, and it was determined to carry out the \$4 million investment in two phases.

- Phase I - Focus on Immigration Services.
- Phase II – Non-Profit Social Services.

In Phase I, a total of \$1.5 million was designated for Immigration Services. The implementation plan and associated criteria for distribution was approved by CHECC on May 26, 2022, and the City Council on June 2, 2022. In Phase II, a total of \$2.5 million was designated for Non-Profit Social Services.

This document outlines the implementation plan for Phase II, which focuses on investments for nonprofit capacity building and programming for impacted residents.

## Eligibility

### Eligible Organizations

- Nonprofit organizations (501 (c) 3)
- Faith-Based organizations
- Public Entities (including non-COSA government agencies)

### Additional Information on Eligibility

- Must have been in existence and actively producing programs that are open to the public in the City of San Antonio for a minimum of two years

- Must demonstrate agency and/or residents served have been disproportionately impacted by COVID-19

### Program Funding and Anticipated Awards: \$4 Million

#### Phase I: Immigration Serving Organizations and Services - \$1.5 Million

- Minimum award of \$100,000 over two-year contract term
- Allowable administrative rate of 30%

#### Phase II: Non-Profit Social Services - \$2.5 Million

- Minimum award of \$100,000 over two-year contract term
- Allowable administrative rate of 30%

### Stakeholder Engagement

The Department of Human Services and held three stakeholder feedback sessions from May 5 – 31, 2022. The purpose of these sessions was to share community and City Council input, gather suggestions on proposed funding priorities and goals, and finalize performance indicators.

#### Participating Stakeholders:

Alpha Home	Girls, Inc.	San Antonio Area Foundation
Autism Community Network	Good Samaritan Community Services	San Antonio Clubhouse
Bexar County Family Justice Center	Goodwill Industries	San Antonio Food Bank
Bihl Haus Arts	H.E. BUTT Foundation	San Antonio Oasis
Boys and Girls Club of San Antonio	Housing First Community Coalition	SA Youth
Center for Health Care Services Foundation	Kronkosky Charitable Foundation	Southwest Texas Regional Advisory Council
Center for Health Care Services	Martinez Street Women’s Center	Texas Grandparents Raising Grandchildren
Clarity Child Guidance Center	Meals on Wheels	United Way of San Antonio & Bexar County
Communities in Schools	Nonprofit Council (Advocacy)	Urban 15
Family Violence Prevention Services	Project Mend	Workforce Solutions Alamo
Family Services Association		

## Funding Priority Investments

Non-Profit Social Services (Capacity Building & Programming Support)				
COVID – 19 Impact	Strategy/Programs	Equitable Outcomes	Performance Indicators *	Amount
Mitigate increased financial hardship and infrastructure needs for nonprofit organizations impacted by COVID - 19	Provide funding to support administration and operations strategies, systems and/or structures to assist agencies in recovery and improving organizational resiliency.	Address immediate and systemic needs impacted by COVID – 19 to improve resiliency and long-term sustainability particularly for small organizations disproportionately impacted by COVID – 19.	% Agencies reporting improved resiliency % Increase in grant and fundraising revenue % Increase in residents connected to enhanced programming	\$1 M
	Provide access to capital funding to support expansion of services to meet new and emerging community needs.			
	Fund initiatives to strengthen pool of capacity building within organizations and the larger community.	Connect nonprofits disproportionately impacted by COVID – 19 with capacity building resources.	% Trained capacity builders completing capacity building projects in community organizations	\$ .5 M
Address decreased economic security for residents	Fund navigation and case management services to coordinate access to resources across providers, organizations, and agencies.	Strengthen safety net to support family stability and improve financial security for families struggling with financial hardships due to the pandemic.	% Families enrolled and accepted into public benefits programs	\$1 M
	Provide direct assistance to families in financial crisis (ex: households at risk of homelessness, unexpected financial hardship, etc.).		% Families in financial crisis that are stabilized	
	Connect individuals who are unemployed or under employed to training and		% Enrolled individuals obtaining a better job within 90 days of program completion	

	employment opportunities.			
				<b>Total \$2.5 M</b>

\*Note: For capacity building funding, additional performance indicators will be developed based on investment focus.

### Request for Proposal Timeline

DATE	ACTION ITEM
August 18, 2022	City Council A-Session – Approval of Implementation Plan
September 2, 2022	Request for Proposal Opens
September 12 - 16, 2022	Pre-Submittal Conference and Training and Technical Assistance Workshops
October 3, 2022	Request for Proposal Closes
October 4 - 20, 2022	Evaluation and Scoring
November 2022	City Council A Session – Approval of Awards
December 2022	Contracts Begin

### No Contact Period

In accordance with §2-61 of the City Code, interested applicants are prohibited from communication regarding the Immigration Services RFP with City Officials and Employees during specific portions of the competitive process. The Department of Human Services, in line with prior competitive RFPs issued is recommending an abbreviated no contact period for City Officials as reflected below.

- **City Officials:** September 21, 2022, until the date the City Manager posts proposed awards for City Council consideration.
- **City Employees:** August 19, 2022, until the date proposed awards are approved by the City Council.

### Scoring Criteria

- **Experience Background and Qualifications: 30 Points**
  - Agency experience (preference points for small nonprofit organizations)
  - Financial management
  - History providing nonprofit services
- **Proposed Plan: 50 Points**
  - Demonstrate disproportionate COVID – 19 impacts to organization or residents
  - Alignment with proposed program strategies, outcomes, and performance indicators
  - Identify how support to organizations and residents assists them thrive long-term
  - Community collaboration
- **Budget and Budget Narrative: 20 Points**
  - Prior receipt of federal COVID -19 funding assistance

- Leveraged agency resources
- Capacity building investments
- Long-term sustainability





## ARPA SLFRF Spending Framework Education & Workforce Investments for Youth

### Background

On March 11, 2021, Congress signed into law the American Rescue Plan Act (ARPA), which included resources to support local government's response to and recovery from the COVID-19 pandemic. The City of San Antonio was awarded \$326.9 million in State & Local Fiscal Recovery Funds (SLFRF). As part of the FY 2022 Budget process, the City Council approved \$97.5 million to support the City budget and address community needs. On November 18, 2021, the City Council approved an additional \$30.0 million for residential utility assistance. The remaining \$199.4 million remained unallocated and was intended to be awarded following a community engagement process that began in the fall of 2021.

On January 26, 2022, following a community engagement process, staff presented a recommended spending framework reflecting community and City Council input. The final spending framework of \$199.4 million was approved by the City Council on February 3, 2022. The approved spending framework included \$87.8 million recommended for programmatic funding with \$10 million allocated to support youth with increased availability to comprehensive and trauma-informed services so youth improve their educational and career outcomes. This will assist in addressing of the increased number in youth disengaged from school and the workforce, which was exacerbated by the COVID-19 pandemic.

The Department of Human Services (DHS) will manage the \$10 million investment for youth through a competitive Request for Proposal (RFP) process. Recommended investments will mitigate COVID – 19 impacts on youth including intensive supports to improve access to education, skills training, and workforce pathways. The funds will address:

- (1) lack of trauma – informed education and career opportunities for youth transitioning out of or at risk for gang involvement;
- (2) lack of higher education, workforce, and supportive services for youth aging out of the foster care system;
- (3) increases in homeless youth and “opportunity youth” who are disconnected from education and workforce opportunities; and
- (4) decreases in access to STEM, STEAM, and youth enrichment activities that support school readiness and education success.

This document outlines the implementation plan for these investments. In addition, \$100,000 will be set aside for the San Antonio Youth Commission to review applications and recommend awards to support their ongoing work on behalf of San Antonio youth.

### Eligibility

#### Eligible Organizations

- Nonprofit organizations (501 (c) 3)
- Faith-Based organizations
- Public entities (including non-COSA government agencies)

#### Additional Information on Eligibility

- Must have been in existence and operating programs serving the population identified in the submitted proposal in San Antonio for a minimum of two years

- Must demonstrate agency and/or participants served have been disproportionately impacted by COVID–19

## Program Funding and Anticipated Awards: \$10 Million

DHS is proposing to award youth services investments to support enhanced education and workforce pathways through a combined competitive process that includes investments for: Youth (\$10 million), Non-profit Social Services (\$2.5 Million out of \$4 Million), and Seniors (\$5 Million).

All funds will be first approved by their respective City Council committees and then taken to the City Council for consideration and approval.

## Stakeholder Engagement

DHS held four stakeholder feedback sessions in May 2022 attended by 42 youth-serving organizations and key partners. In addition to these meetings, DHS met with over 30 youth from seven youth organizations and focus groups with 22 youth who had aged out of the foster care system.

The purpose of these sessions was to share community and City Council input, gather suggestions on proposed funding priorities and goals, and finalize performance indicators.

### Participating Stakeholders:

- Alamo Colleges District
- Bexar County
- Bexar County Fostering for Educational Success
- Boys and Girls Club
- Boy Scouts of America, Alamo Area Council
- CASA
- Catholic Charities
- Children’s Shelter
- ChildSAFE
- City Life San Antonio
- Communities in Schools-San Antonio
- CRIT Teleton
- Texas Department of Family and Protective Services
- DoinWell
- DoSeum
- ESC-20
- Empower House
- Family Services Association
- Former Foster Youth
- Girl Scouts of Southwest Texas
- GIRLS INC.
- Good Samaritan
- Goodwill Industries
- Guadalupe Community Center
- HBBSA
- Healy Murphy Center
- Joven
- Leaven Kids
- NEISD Kid's Involvement Network
- Northside ISD
- Pride Center San Antonio
- Ready to Work (COSA)
- SA Sports
- SA Youth
- SA Youth for Christ
- SAMSAT
- San Antonio Chamber of Commerce
- San Antonio Education Partnership
- San Antonio Clubhouse
- San Antonio Youth Commission
- SARAH Youth Action Board
- SAY SI
- The University of Texas at San Antonio
- THRIVE
- Thru Project
- United Way
- UP Partnership
- Workforce Solutions Alamo
- YWCA
- Youth from Faith-Based Organizations

In addition to community stakeholder meetings and conversations, DHS is working with UP Partnership - Excel Beyond the Bell, which is a collaborative of out-of-school organizations to increase coordination of local investments and shared community goals for youth related to education success and career pathways.

This alignment and coordination will continue beyond release of the competitive process and funding awards to foster innovative and best practices, collaborative services, and reduce duplication. This coordination will also ensure development of uniform guidance on how to better support students with disabilities, homeless youth, youth aging out of foster care.

## Funding Priority Investments

COVID-19 Impact	Programs/Strategies	Equitable Outcomes	Performance Indicators	Proposed Amount
<b>Decrease in Youth Involvement</b>	<ul style="list-style-type: none"> <li>Set aside \$100,000 for the San Antonio Youth Commission to evaluate and develop funding recommendations to address youth needs.</li> </ul>	<ul style="list-style-type: none"> <li>Amplify youth voice through participation in civic process.</li> <li>Ensure funded programs meet the needs of youth impacted by COVID-19.</li> </ul>	<ul style="list-style-type: none"> <li># Youth participating in civic processes</li> <li>% Impacted youth connected to resources and support</li> </ul>	\$100 K
<b>Lack of education and career opportunities for youth transitioning out of or at risk for gang involvement</b>	<ul style="list-style-type: none"> <li>Support mentorship and internship programs coupled with specialized case management support.</li> <li>Fund second chance employment programs to connect youth transitioning out of or at risk of gang involvement.</li> <li>Create coaching and mentoring supports for youth entering skills training or the workforce for the first time.</li> <li>Increase diverse education pathways, including secondary education, for disengaged youth.</li> </ul>	Develop targeted prevention programs that offer positive pathways for education & employment opportunities.	<ul style="list-style-type: none"> <li># Youth engaged through outreach activities</li> <li>% Engaged youth enrolling in prevention programs</li> <li>% Gang or justice involved youth connecting to education and employment.</li> <li>% youth maintaining employment 6 months after program completion</li> </ul>	\$750 K

COVID-19 Impact	Programs/Strategies	Equitable Outcomes	Performance Indicators	Proposed Amount
<b>Lack of higher education, workforce training, and supportive services for youth who are aging out of the foster care system</b>	<ul style="list-style-type: none"> <li>• Create access to individualized education and workforce counseling and planning for youth aging out of the foster care system.</li> <li>• Expand support and wrap around services for foster youth who are working towards their education and workforce goals.</li> <li>• Provide paid internship and apprenticeship opportunities to support workforce readiness and specialized skill development.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve access to basic services including housing, education supports, and coaching to support attainment of education and career goals.</li> <li>• Increase foster youth participation in City and City funded programs.</li> <li>• Increase college enrollment.</li> </ul>	<ul style="list-style-type: none"> <li>• # Foster youth engaged through outreach activities</li> <li>• % Foster youth enrolling and receiving benefits and resources.</li> <li>• % Engaged foster youth enrolling in college or employment</li> <li>• # of foster youth participating in city-funded internship and apprenticeship programs</li> </ul>	\$2.00 M
<b>Increase in number of Opportunity Youth &amp; Homeless Youth</b>	<ul style="list-style-type: none"> <li>• Expand existing OY programs that focus on education and workforce readiness.</li> <li>• Provide supports to address barriers to education and workforce attainment.</li> <li>• Provide incentives for participation and retention in education and internship/apprenticeship.</li> <li>• Provide paid internship and apprenticeship opportunities to support workforce readiness.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of opportunity youth connected to education and employment opportunities.</li> <li>• Decrease youth experiencing homelessness.</li> </ul>	<ul style="list-style-type: none"> <li>• # Youth connected to education and employment opportunities</li> <li>• # youth completing high school equivalency</li> <li>• # of opportunity youth participating in paid internship and apprenticeships</li> <li>• % Decrease in youth experiencing homelessness</li> </ul>	\$2.65 M
<b>Decrease in access to STEM, STEAM, and other enrichment activities for youth to support school readiness and long-term success</b>	<ul style="list-style-type: none"> <li>• Increase access to high-quality After School and Summer Programs that incorporate STEM, STEAM, and education/career exploration activities</li> <li>• Provide transportation support to programs to support student attendance who have a transportation barrier</li> </ul>	<ul style="list-style-type: none"> <li>• Expand and enhance high quality out-of-school opportunities focused on academic loss, developmental relationships, and enrichment activities.</li> <li>• Decrease staff to student ratios.</li> </ul>	<ul style="list-style-type: none"> <li>• # Youth engaged in outreach</li> <li>• # Youth enrolled in after school and summer programs</li> <li>• % Participating youth with 90% attendance</li> <li>• % of youth receiving “digital badges” for career exploration and post-secondary planning</li> </ul>	\$4.50 M
			<b>Total</b>	<b>\$10 M</b>

## Request for Proposal Timeline

DATE	ACTION ITEM
August 18, 2022	City Council A-Session – Approval of Implementation Plan
September 2, 2022	Request for Proposal Opens
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December 2022	Contracts Begin

## No Contact Period

In accordance with §2-61 of the City Code, interested applicants are prohibited from communication regarding the Combined Services RFP with City Officials and Employees during specific portions of the competitive process. The Department of Human Services, in line with prior competitive RFPs issued is recommending an abbreviated no contact period for City Officials as reflected below.

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## Scoring Criteria

- **Experience Background and Qualifications: 30 Points**
  - Agency experience
  - Financial management
  - History providing youth services for targeted youth population
- **Proposed Plan: 50 Points**
  - Demonstrate disproportionate COVID – 19 impacts to youth and/or organization
  - Alignment with proposed program strategies, outcomes, and performance indicators
  - Identify how support to youth assists them long-term
  - Youth engagement in development of plan
  - Collaboration with other agencies and innovative practices to support youth
- **Budget and Budget Narrative: 20 Points**
  - Prior receipt of federal COVID-19 funding assistance
  - Leveraged agency resources
  - Capacity building investments
  - Long-term sustainability



## Background

On March 11, 2021, Congress signed into law ARPA which included resources to support local government's response to and recovery from the COVID-19 pandemic. The City of San Antonio was awarded \$326.9 million in State and local Fiscal Recovery Funds. As part of the FY 2022 Budget process, the City Council approved \$97.5 million to support the city budget and address community needs. On November 18, 2021, the City Council approved an additional \$30.0 million for residential utility assistance. The remaining \$199.4 million remained unallocated and was intended to be awarded following a community engagement process that began in the fall of 2021.

On January 26, 2022, following a community engagement process, staff presented a recommended spending framework reflecting Community and City Council input. The final spending framework was approved by the City Council on February 3, 2022. The approved spending framework included \$87.8 million recommended for programmatic funding with \$5 million dedicated to Senior to support older adults disproportionately impacted by the COVID-19 pandemic.

On April 12, 2022, May 10, 2022, and June 14, 2022, the Community Health, Environment, and Culture Committee (CHECC) was briefed on the impact of COVID-19 on senior services organizations and residents, and feedback from the community and stakeholders. This document outlines the implementation plan, which focuses on mitigating the impact of COVID-19 on older adults.

## Eligibility

### Eligible Organizations

- Nonprofit organizations (501 (c) 3)
- Faith-Based organizations
- Public Entities (including non-COSA government agencies)

### Additional Information on Eligibility

- Must have been in existence and actively producing programs that are open to the public in the City of San Antonio for a minimum of two years
- Must demonstrate residents served have been disproportionately impacted by COVID-19

## Program Funding and Anticipated Awards: \$5 Million

- Minimum award of \$100,000 over two-year contract term
- Allowable administrative rate of 30%
- Preference for small nonprofit organizations (annual budget less than \$500,000)

## Stakeholder Engagement

The Department of Human Services and held three stakeholder feedback sessions from April 27 – May 13, 2022. The purpose of these sessions was to share community and City Council input, gather suggestions on proposed funding priorities and goals, and finalize performance indicators.

**Participating Stakeholder Groups:**

City/County Joint Commission on Elderly Affairs City of San Antonio & Bexar County - 15 members	South Texas Adult Protective Services Community Board Texas Department of Family Protective Services - 13 Members
Bexar County Senior Advisory Committee Alamo Area Council of Governments - 42 members	Successfully Aging and Living in San Antonio Coalition San Antonio Area Foundation - 80 members

**Funding Priority Investments**

Older Adults (Programming Support)				
COVID – 19 Impact	Strategy/Programs	Equitable Outcomes	Performance Indicators	Amount
Mitigate increased social isolation for older adults disproportionately impacted by COVID - 19	Provide funding to support community – based transportation access (ex: senior centers, doctor’s appointments, errands, etc.).	Connect older adults with barriers exacerbated by COVID - 19 to community services and resources.	% Connected and accessing reliable transportation	\$2 M
	Fund non-center-based programming to reduce social isolation for seniors with mobility issues.		% Reporting increased social, emotional and/or physical health	
	Connect older adults to volunteer, workforce training, and employment opportunities.		% Enrolled individuals obtaining a better job within 90 days of program completion	
Address increased older adult food and resource insecurity exacerbated by COVID – 19	Fund neighborhood-based access to food and commodities.	Alleviate increased cost and scarcity of resources for older adults with financial constraints	% Reporting improved food security	\$2 M
	Fund navigation and case management services to coordinate access to resources for home-bound seniors.		% Enrolled in and accessing public benefits and resources	
	Provide direct assistance to older adults in financial crisis (ex: households at risk of homelessness, unexpected financial hardship, etc.).		% Financial crisis that are stabilized	
	Connect working older adults who are unemployed or under employed to training, employment, and volunteer opportunities.		% Enrolled individuals obtaining a better job within 90 days of program completion	

Address increased responsibility on informal and unpaid caregivers during the COVID – 19 pandemic	Connect caregivers to available resources, education, and training.	Mitigate increased social and emotional issues exacerbated by COVID – 19 for caregivers to improve the safety and quality of care provided to older adults	% Reporting increased social, emotional and/or physical health	\$1 M
	Improve caregiver access to specialized training and resources for older adults with dementia and other cognitive issues.		% Reporting increased awareness of resources and supportive services	
	Fund respite resources for caregivers.		% Increased access to respite care resources and support	

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- History providing services to older adults
  
- **Proposed Plan: 50 Points**
  - Demonstrate disproportionate COVID – 19 impacts to organization or residents
  - Alignment with proposed program strategies, outcomes, and performance indicators
  - Identify how support to organizations and residents assists them thrive long-term
  - Community collaboration
  
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  - Leveraged agency resources
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# ARPA Small Business

## Implementation Plan

### Executive Summary

On February 3, 2022, the City Council approved the spending framework for State & Local Fiscal Recovery Funds received by the City of San Antonio under the American Rescue Plan Act (ARPA). This framework included \$30.95 million for small businesses. Based on a comprehensive outreach effort, the City’s Small Business Advisory Commission (SBAC) identified five priority areas to be included in the portfolio of Small Business investments. It is expected that these investments not only address the immediate needs of the small business owners, but also provides the opportunity for transformational change in the larger small business ecosystem resulting in a stronger, more resilient economy. The Economic & Workforce Development Committee accepted the SBAC priority areas. The following table provides a summary of investments by identified priority.

<b>Strategy/Program</b>	<b>Recommended Funding</b>
<b>Access to Capital</b>	<b>\$20,625,000</b>
<i>COVID Impact Grants</i>	\$17,000,000
<i>COVID Impact Grants Outreach and Marketing</i>	\$625,000
<i>Growth Fund Loan/ Grants*</i>	\$3,000,000
<b>Capacity Building</b>	<b>\$1,450,000</b>
<i>Launch SA Improvements</i>	\$300,000
<i>Back Office Support Program*</i>	\$750,000
<i>Web Presence Program*</i>	\$400,000
<b>Ecosystem Enhancements</b>	<b>\$3,000,000</b>
<i>Implementation of Pillars Identified in the SA Ecosystem Report*</i>	\$3,000,000
<b>Localism</b>	<b>\$625,000</b>
<i>Buy Local Program Implementation and Operations Support*</i>	\$625,000
<b>Geographic Placemaking</b>	<b>\$5,250,000</b>
<i>Operation Facelift 2.0*</i>	\$3,000,000
<i>Outdoor Spaces Program</i>	\$1,250,000
<i>Corridor Program Pilot*</i>	\$1,000,000

\*Staff recommends RFP solicitation

Recognizing the immediate needs of small businesses that continued to be impacted by the COVID-19 pandemic, the implementation plan will be executed in two phases. Phase 1 will focus on the execution of the COVID Impacts Grants program. In partnership with LiftFund, this program will provide direct financial assistance of up to \$45,000 to small businesses owners to be used on qualifying expenses such as payroll, rent/mortgage, utilities, and supplies. To support this program, \$625,000 has been allocated for targeted outreach and technical assistance to be provided by local business development organization partners with a focus on areas with the greatest digital divide.

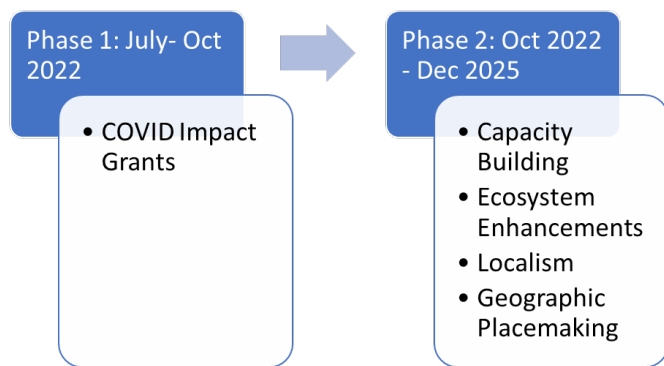


Figure 1 Implementation Timeline

With the completion of the COVID Impact Grants program, the Economic Development Department (EDD) will focus on execution of Phase 2 of the implementation plan beginning with the Capacity Building, Ecosystem Enhancements, and Localism strategy areas in the fall of 2022. Implementation of the programs associated the Geographic Placemaking strategy will coincide with the completion of the EDD strategic planning initiative.

## Background

With the onset of the COVID-19 pandemic, many of the city’s small businesses were negatively impacted. While there have been several recovery programs, including \$45.5 million in grants from the CARES Act and General Fund resources, the COSA Hospitality Grants Program, among other local and national efforts, anecdotal evidence has shown that certain sectors continue to face ongoing challenges due to the pandemic and its secondary impacts.

On March 11, 2021, Congress signed into law the American Rescue Plan Act (ARPA), which included resources to support local government’s response to and recovery from the COVID-19 pandemic. The City of San Antonio was awarded \$326.9 million in State & Local Fiscal Recovery Funds. As part of the FY 2022 Budget process, the City Council approved \$97.5 million to support the City budget and address community needs. On November 18, 2021, the City Council approved an additional \$30.0 million for utility assistance. The remaining \$199.4 million remained unallocated and was intended to be awarded following a community engagement process in the fall of 2021.

In November 2021, a comprehensive community outreach effort took place that included 2,417 responses through a city-wide SASpeakUp survey online and available at ARPA town hall meetings, 28 public comments at three Small Business Advisory Commission (SBAC) Listening Sessions, and 157 responses to the Small Business Owner Input Form.

On January 26, 2022, following a community engagement process, staff presented a recommended spending framework reflecting the community and City Council input. The final spending framework of \$199.4 million was approved by the City Council on February 3, 2022. The approved spending framework included \$87.8 million recommended for programmatic funding, which included \$30.95 million for small businesses.

SBAC recommended priorities detailed within this document through its regular meetings and in consideration of community input to identify the following funding areas in the ARPA Investment Portfolio: Access to Capital, Capacity Building, Ecosystem Enhancements, Localism, and Geographic Placemaking.

The Investment Portfolio addresses solutions, both short-term and long-term, for businesses to recover from the negative impacts of the pandemic and achieve long-term resiliency. Long-term resiliency requires intentional investment and strategies to build infrastructure and support in coordination immediate relief.

The City Council designated the Economic & Workforce Development Committee (EWDC) to oversee the implementation planning for the \$30.95 million funding designation. EWDC considered the SBAC Investment Portfolio recommendation over the course of several meetings, with the following approved June 15, 2022.

## Investment Portfolio

Working with SBAC and EWDC, the Economic Development Department sought to create a balanced portfolio of investments aimed at addressing the immediate needs of small businesses owners while also seeking to identify transformative solutions to improve our community and opportunities for small businesses going forward. The following chart provides an overview of the investments by identified priority.

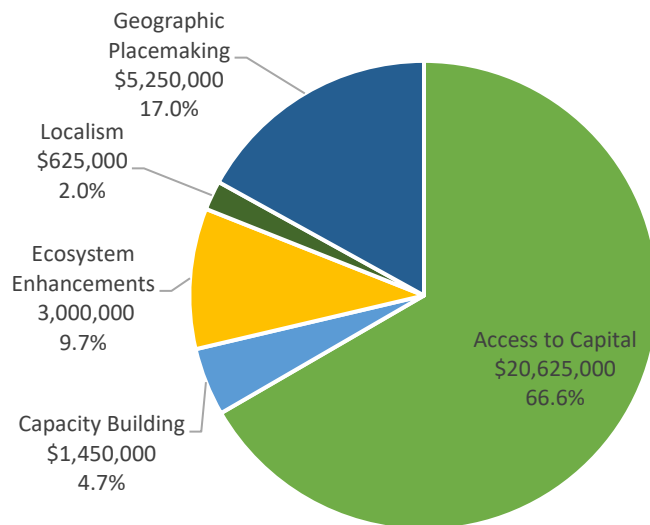


Figure 2 Program Portfolio

The strategies and programs identified in the implementation plan will be implemented in two phases. Phase 1 will focus on the deployment of the COVID Impact Grants program and the associated outreach and technical assistance. This phase will begin in July 2022 and conclude in November 2022.

Phase 2 will begin in the Fall of 2022 and prioritize programs in the Capacity Building, Ecosystem Enhancements, and Localism strategies. Implementation of programs in the Geographic Placemaking strategy will coincide with the completion of EDD Strategic Planning Initiative.

The following sections will provide additional detail on investments by priority area and program.



## Access to Capital

\$20,625,000

*Provide access to flexible capital that meets the needs of small businesses at every stage and aligns with the SA Ecosystem Report that identified access to capital as one of the greatest needs of small businesses owned by minority groups that have traditionally been underfunded.*

## COVID Impact Grants

\$17,000,000

### Program Description

Small businesses need support, technical assistance, and tools to support their recovery from the COVID-19 pandemic while building long-term resiliency. Recognizing this, San Antonio is implementing the COVID Impact Grants program to provide meaningful and efficient support to small businesses that continue to work toward recovery from the economic strife caused by the public health crisis and secondary impacts associated with the pandemic.

EDD is partnering with LiftFund for the administration of the COVID Impact Grants program with an administrative fee of 8% (or \$1.36 million) of the \$17 million total allocation for administrative expenses.

### Grant Eligibility Criteria

Applicants must meet all the following criteria to be eligible for the COVID Impact Grants:

- Business is in one of the eligible NAICS codes provided below. These NAICS codes were identified as experiencing at least 5% employment loss from pre-pandemic levels
- Reduction in gross revenues in 2020 and 2021 when compared to 2019
- Minimum 20% reduction in gross revenues from 2019 to 2021
- Must meet SBA size standards for small businesses for 6-digit NAICS code
- Established prior to January 1, 2020 with demonstrated revenue in 2019
- Be in operation and not filed for bankruptcy at time of application
- Primarily be located within San Antonio city limits and remain for one year from date of grant award
- Not be in the following categories: gambling/gaming businesses; franchisors; sexually oriented businesses; payday & auto loan providers; liquor stores and businesses in which a City employee or officer has a financial interest, as defined in Sec. 2-53 of the City's Ethics Code
- Not have applied for any other City of San Antonio grant programs funded by the American Rescue Plan Act (ARPA), including, but not limited to ARPA 4 Arts
- Grant applicant must be authorized representative of business

### Eligible NAICS codes

Demonstrated a 5% loss or more in employment 2021 compared to 2019.

NAICS	Industry	Employment Loss
213	Support Activities for Mining	-80.9%

<b>NAICS</b>	<b>Industry</b>	<b>Employment Loss</b>
512	Motion Picture and Sound Recording Industries	-55.7%
519	Other Information Services	-48.0%
331	Primary Metal Manufacturing	-38.6%
711	Performing Arts, Spectator Sports, and Related Industries	-37.6%
721	Accommodation	-33.7%
487	Scenic and Sightseeing Transportation	-32.7%
486	Pipeline Transportation	-30.2%
448	Clothing and Clothing Accessories Stores	-29.7%
485	Transit and Ground Passenger Transportation	-25.0%
532	Rental and Leasing Services	-24.3%
333	Machinery Manufacturing	-23.4%
323	Printing and Related Support Activities	-22.6%
115	Support Activities for Agriculture and Forestry	-22.5%
211	Oil and Gas Extraction	-22.4%
212	Mining (except Oil and Gas)	-17.6%
316	Leather and Allied Product Manufacturing	-17.4%
518	Data Processing, Hosting, and Related Services	-16.5%
515	Broadcasting (except Internet)	-15.7%
623	Nursing and Residential Care Facilities	-12.2%
425	Wholesale Electronic Markets and Agents and Brokers	-11.2%
442	Furniture and Home Furnishings Stores	-10.9%
339	Miscellaneous Manufacturing	-10.8%
315	Apparel Manufacturing	-10.8%
722	Food Services and Drinking Places	-10.5%
812	Personal and Laundry Services	-10.4%
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	-10.3%
326	Plastics and Rubber Products Manufacturing	-9.6%
453	Miscellaneous Store Retailers	-8.8%
624	Social Assistance	-8.8%
322	Paper Manufacturing	-8.2%

NAICS	Industry	Employment Loss
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	-8.1%
622	Hospitals	-7.5%
236	Construction of Buildings	-5.9%
424	Merchant Wholesalers, Nondurable Goods	-5.9%
321	Wood Product Manufacturing	-5.6%
712	Museums, Historical Sites, and Similar Institutions	-5.5%
713	Amusement, Gambling, and Recreation Industries	-5.5%
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	-5.4%
112	Animal Production and Aquaculture	-5.2%
446	Health and Personal Care Stores	-5.0%
524	Insurance Carriers and Related Activities	-5.0%

#### Scoring Matrix

<b>Reduction in Gross Revenue 2019 to 2021</b>	<b>30</b>	<b>Points</b>
40% or Greater		30
30% - 39.9%		20
20% - 29.9%		10
<b>Industry Employment Loss</b>	<b>30</b>	<b>Points</b>
25% or greater		30
20 – 24.9 %		25
15-19.9%		20
10-14.9%		15
5-9.9%		10
<b>Demographic Criteria</b>	<b>20</b>	<b>Points</b>
Minority-Owned		5
Women-Owned		5
Veteran-Owned		5
Disabled-Owned		5
<b>Equity Atlas Score</b>	<b>20</b>	<b>Points</b>
Equity Atlas Score 8-10		20

Equity Atlas Score 5-7		10
Equity Atlas Score 2-4		0
<b>Other Grant Funding Received*</b>	<b>15</b>	<b>Points</b>
\$0		15
\$1 to \$10,000		10
\$10,001 to \$25,000		5
\$25,001 or more		0

\*To include PPP, EIDL, Restaurant Revitalization Fund, and COSA Recovery and Hospitality Grants

#### Grant Funding and Category Amounts

Reduction in Gross Revenue	Grant Amount
20% - 29.9%	\$15,000
30% - 39.9%	\$25,000
40% or Greater	\$35,000

#### Construction Impact Funding

Additional funding of \$10,000 will be available to businesses located within major, City-initiated construction zones. The following projects started within the timeframe of October 1, 2019 and December 31, 2021 and include project duration time of at least 18 months.

Eligible projects include:

- The Alamo (Area Streets)
- Broadway Street Corridor (East Houston Street to IH35)
- Prue Road (Babcock Road to Laureate Drive) (D/B)
- Harry Wurzbach Road/Austin Highway Connectors
- West Commerce Street (Frio Street to Colorado Street)
- Goliad Road (Fair Avenue to East Southcross Boulevard)
- Commerce Street (St. Mary's Street to Santa Rosa Street)
- Cedarhurst Drive Area (Dumont Drive to Eaglerock Drive)
- North St. Mary's Street (East Mistletoe Avenue to West Josephine Street)
- Brooks City Base South New Braunfels Avenue (Lyster Road to Aviation Landing)
- North New Braunfels Avenue Phase 1 (East Houston Street to Burseson Street)
- Bulverde Road Phase 1 (Butterleigh Drive to North of Quiet Meadow Street)
- West Military Drive & Westmar Drive Area

- Enrique M. Barrera Parkway Phase 1 (Old Highway 90 Area)
- Brooks City Base Inner Circle Road (Louis Bauer Drive to Research Plaza)
- Barbara Drive Drainage Phase 2
- Aldine Drive & Burr Oak Drive (Alley to Outfall)
- Mission Road (San Antonio River to Southeast Military Drive)
- Fredericksburg Road (North Flores Street to West Woodlawn Avenue)

*Implementation Timeline*

July 2022: Community outreach launch  
 August 2022: Applications open  
 September – October 2022: Scoring and awarding  
 December 2022: Funding disbursement complete

Equitable Outcomes

- Increased opportunity and access to capital for underserved groups with a focus on Black- and Latino-owned businesses

COVID Impact Grants Outreach and Marketing \$625,000

Program Description

This program provides support to the business development organization partners to ensure targeted outreach, marketing and technical assistance are provided to small business owners who are eligible to apply for COVID Impact Grants.

*Implementation Timeline*

July 2022: Marketing and outreach  
 August 2022: Technical support  
 August – October 2022: Provide direct assistance to advise grant recipients of best use of grants should advice be requested

Equitable Outcomes

- Businesses in the hardest-to-reach areas and the most historically underserved have increased opportunity to successfully apply for and receive a grant

**\*Note: All subsequent programs described are included within Phase 2 of the Implementation Plan\***

Growth Fund \$3,000,000

Program Description

The Growth Fund program provides small businesses, which have disproportionately lower access to financial capital, the financial assistance to sustain or grow operations. This program will increase

opportunity and access to capital for underserved groups in business. It will also identify and address the barriers to create better opportunities for business owners. Performance will be measured through jobs created, retained and growth in revenue.

A competitive RFP process will be conducted to identify implementation partner(s) for this program.

#### *Implementation Timeline*

Spring 2023: Program development including criteria for participation

Fall 2023: Solicitation process begins

2024: Contract award and program implementation

#### Equitable Outcomes

- Increased opportunity and access to capital for underserved groups with a focus on Black- and Latino-owned businesses
- Identify and address barriers to create opportunities for business owners

### Capacity Building

\$1,450,000

*Small businesses grow to their greatest potential.*

### Launch SA Improvements

\$300,000

#### Program Description

The Economic Development Department has operated LaunchSA, located in the Central Library, in partnership with LiftFund since 2014. Physical improvements will be made to the Launch SA space with the goal to create a best-in-class full-service small business support hub. Potential improvements include technology upgrades and reconfiguration of the existing space.

#### *Implementation Timeline*

Fall 2023: Space needs assessment complete and coordination with San Antonio Public Library

Winter 2023: Procurement process (if needed)

Spring 2024: Improvements complete

#### Equitable Outcomes

- Coordinated and sustainable small business ecosystem that serves as a safety net during future economic downturns

## Back Office Support Program

\$750,000

### Program Description

At the outset of the pandemic, back office support services were identified as a major deficiency for many small businesses trying to access financial assistance programs. Frequently, businesses were unable to provide the necessary financial documentation to access those resources.

Currently, San Antonio for Growth on the Eastside (SAGE) operates a Back Office Program to provide the necessary support to ensure that the background operations of businesses are successful. Programs such as these help identify challenges in areas, such as accounting, project management, billing, HR, and supply chain operations, and develop tailored solutions to create opportunities for business owners to effectively operate and grow their business. This program seeks to identify one or more partner agencies to develop a scalable model to provide back office support to small business owners across the city.

A competitive RFP process will be conducted to identify implementation partner(s) for this program.

### *Implementation Timeline*

Fall/Winter 2022: Solicitation process begins

Spring 2023: Partner identification and program implementation

### Equitable Outcomes

- Identify and address barriers to create opportunities for business owners

## Web Presence Program

\$400,000

### Program Description

Support through this program will assist businesses in the creation of an online presence that could include the creation or upgrade of existing websites as well as social media and online advertising education and support. Potential services include conducting an individualized needs assessment, tool development to include photography and copywriting, training, and update support.

A competitive RFP process will be conducted to identify implementation partner(s) for this program.

### *Implementation Timeline*

Fall/Winter 2022: Solicitation process begins

Spring 2023: Partner selection and program implementation

### Equitable Outcomes

- Identify and address barriers to create opportunities for business owners

## Ecosystem Enhancements

\$3,000,000

*Develop a stronger, more resilient small business ecosystem.*

### Implementation of Pillars – SA Ecosystem Report

\$3,000,000

#### Program Description

The 2021 SA Ecosystem Report, supported by JPMorgan Chase & Co, Common Future and Next Street, codeveloped insights with local stakeholders to identify four ecosystem pillars that can help to lift small business owned by minority groups that have traditionally been underfunded and focus on closing a racially systematic wealth gap in our community. Those pillars are access to flexible capital, sustainability and resiliency, access and networks, and ecosystem coordination. Support of this ecosystem can improve the local economy and create a sustainable business environment for local prosperity. The four pillars will facilitate the long-term creation of wealth and jobs in San Antonio, which will lead to a sustainable economic growth in underdeveloped areas of the city. This program will support transformative work to improve the ecosystem by investing in initiatives aimed at addressing one or more of the opportunities identified in the report. Emphasis will be placed on initiatives that leverage other funding sources and involve collaboration between one or more agencies.

A competitive RFP process will be conducted to identify implementation partner(s) for this program and initiatives.

#### *Implementation Timeline*

Fall/Winter 2022: Solicitation process begins

Spring 2023: Identification of initiatives and partner agencies

#### Equitable Outcomes

- Increased opportunity and access to capital for underserved groups with a focus on Black- and Latino-owned businesses
- Identify and address barriers to create opportunities for business owners

## Localism

\$625,000

*Foster growth of demand for locally made products and services and the implementation of finding from ongoing assessment of buy local initiatives.*

### Buy Local Implementation & Operations

\$625,000

#### Program Description

The Buy Local Program will promote the importance of locally owned, independent businesses and create a business alliance to advocate for those businesses. Supporting local businesses will recirculate more money in the local economy, preserve and celebrate local culture and neighborhoods, attract visitors, and maintain livable communities where the full diversity of residents can prosper. Project scope will



incorporate findings and recommendations from the assessment of current buy local initiatives completed in Spring 2022. This includes identification of a lead agency partner to support program implementation.

A competitive RFP process will be conducted to identify implementation partner(s) for this program.

### *Implementation Timeline*

Fall/Winter 2022: Implementation of findings and recommendation from Buy Local Assessment to include program design, partner identification, funding structure, and marketing strategy

Spring/Summer 2023: Identification of lead agency partner for ongoing program execution to include plan for financial sustainability and long-term strategy

### Equitable Outcomes

- Support for production and consumption of local goods while promoting local history, culture, and identity

### Geographic Placemaking

\$5,250,000

*Establishing a framework to create connected, vibrant, and inclusive communities through transformative placemaking. As defined by [Brookings](#), transformative placemaking “aims to nurture an economic ecosystem that is regionally connected, innovative, and rooted in the assets of its local residents and businesses.”*

### Operation Facelift 2.0

\$3,000,000

### Program Description

From 1998-2018, the Neighborhood Housing Services Department operated the Operation Facelift program. This program, funded by a combination of City and federal HUD resources, provided funding for exterior improvements to commercial properties, either tenant or owner occupied, in target areas as part of neighborhood revitalization efforts. In the last years of the program, the property had to be located within RenewSA target areas. The purpose of the program was to reverse the deterioration of commercial structures in targeted areas and stimulate new, private investment and economic growth. Eligible projects could receive up to \$35,000 in exterior improvements to the building. Records show that the City completed 95 façade improvement projects and expended \$1,881,974 under this program.

Currently SAGE, operates a Store Front Grant Program with the objective of revitalizing small businesses. The Storefront Grant is a matching grant program that provides up to \$10,000 for façade improvements in targeted areas that will help revitalize and return activity to our commercial corridors. All grant funds must be matched dollar for dollar by the property owner. To date, 150 commercial businesses have received SAGE Store Front Grant, with a total investment of over \$1.3 million in Eastside business façade improvements.

This proposed initiative will seek to reinstitute the Operation Facelift program to provide funding for storefront and façade improvements in target areas. Staff will review prior program guidelines and recommend modifications.

A competitive RFP process will be conducted to identify implementation partner(s) for this program.

*Implementation Timeline*

Fall 2022: Develop program requirements and scope

Winter 2022/2023: Solicitation process

Spring 2023: Program implementation

Equitable Outcomes

- Strengthened connection between people and the places they share

Outdoor Spaces Program

\$1,250,000

Program Description

There have been fundamental changes in customer preferences resulting from the COVID-19 pandemic that include increased and continued demand for outdoor spaces as extensions of existing business blueprint. The program will provide funding to businesses that wish to create outdoor spaces as an enhancement to the current facility. The National Restaurant Association’s 2021 State of the Restaurant Industry report indicated that since the start of the pandemic, 62% of fine dining and 56% of casual dining restaurant owners have committed more resources to expanding and developing their outdoor dining spaces, and 45% of both casual and fine dining operators said they have added seating to their parking lots and sidewalks. Most operators surveyed said they plan on keeping those outdoor improvements in place.

Concurrently, staff will work with participating businesses and the City’s Development Services Department to identify opportunities to streamline and/or simplify permitting processes.

A competitive RFP process will be conducted to identify implementation partner(s) for this program.

*Implementation Timeline*

Fall 2022: Identify program requirements, criteria, and begin coordination with Development Services Department

Fall/Winter 2022: Solicitation process Begins

Spring 2023: Program implementation

## Equitable Outcomes

- Strengthened connection between people and the places they share

Corridor Program Pilot

\$1,000,000

## Program Description

There are economic corridors throughout the city, once at their prime, that have lost vitality due to a variety of reasons, such as the impact of the pandemic on small businesses located along the corridor, changes in demographics, consumer trends, lack of access to financial capital, need for technical assistance, and space needs. This pilot program will focus on two economic corridors in San Antonio. By improving these corridors, we can strengthen the connection between people and the places they share, which will create and retain jobs as well as increase revenue in these corridors.

A competitive RFP process will be conducted to identify implementation partner(s) for this program.

## *Implementation Timeline*

Fall 2023: Corridor selection and solicitation process

Spring 2024: Program initiation

## Equitable Outcomes

- Strengthened connection between people and the places they share

# COVID Impact Matrix

COVID-19 Impact	Strategies/ SBAC Priority	Program	Equitable Outcomes	Performance Indicators	Amount	
Impact of pandemic accelerates trends in small business digital inclusion, access to flexible financial capital, technical assistance, and space needs	Access to Capital	COVID Impact Grants	Increased opportunity and access to capital for underserved groups with a focus on Black- and Latino-owned businesses	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs retained</li> </ul>	\$17.00 M	
		COVID Impact Grants Outreach and Marketing	Businesses in the hardest-to-reach areas and the most historically underserved have increased opportunity to successfully apply for and receive a grant	<ul style="list-style-type: none"> <li>Grant awardee demographics</li> <li>Number of businesses that stay open after receiving grant</li> </ul>	\$625 K	
	Capacity Building	Web Presence Program	Identify and address barriers to create opportunities for business owners	<ul style="list-style-type: none"> <li>Revenue</li> </ul>	\$400 K	
		Launch SA Improvements	Coordinated and sustainable small business ecosystem that serves as a safety net during future economic downturns	<ul style="list-style-type: none"> <li>Program Participation</li> <li>Participant Business Failure Rate</li> </ul>	\$300 K	
	Geographic Placemaking	Operation Facelift 2.0	Strengthened connection between people and the places they share		<ul style="list-style-type: none"> <li>Revenue</li> <li>Corridor Investments</li> <li>Jobs created</li> <li>Jobs retained</li> </ul>	\$3.00 M
		Outdoor Spaces Program				\$1.25 M
		Corridor Program Pilot				\$1.00 M

COVID-19 Impact	Strategies/ SBAC Priority	Program	Equitable Outcomes	Performance Indicators	Amount
Small Businesses, in particular Black- and Latino-owned, have disproportionately lower access to financial capital to sustain or grow operations during the pandemic	Access to Capital	Growth Fund	Increased opportunity and access to capital for underserved groups with a focus on Black- and Latino-owned businesses Identify and address barriers to create opportunities for business owners	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs retained</li> <li>Revenue</li> </ul>	\$3.00 M
Business Development Organizations struggle to reach businesses to provide assistance	Ecosystem Enhancements	Implementation of Pillars Identified in the SA Ecosystem Report	Increased opportunity and access to capital for underserved groups with a focus on Black- and Latino-owned businesses Identify and address barriers to create opportunities for business owners	<ul style="list-style-type: none"> <li>\$ Leveraged from other funding sources</li> <li>Capital demand</li> <li>CDFI Loans</li> <li>Bank Loans</li> </ul>	\$3.00 M
Small Businesses without adequate back-office functions struggle to access recovery funding and other assistance programs	Capacity Building	Back Office Support Program	Identify and address barriers to create opportunities for business owners	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Revenue</li> </ul>	\$750 K
Secondary effects of the impact of pandemic on hospitality industry felt by other small business sectors due to lack of local demand	Localism	Buy Local Implementation	Support for production and consumption of local goods while promoting local history, culture, and identity	<ul style="list-style-type: none"> <li>Buy local multiplier</li> <li>Shift in consumer behavior and sentiment</li> </ul>	\$250 K
		Buy Local Operations Support			\$375 K

## Program Budget by Year

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
<b>Access to Capital</b>						
COVID Impact Grants	\$16,320,000	\$680,000				\$17,000,000
Growth Fund			1,500,000	1,500,000		3,000,000
COVID Impact Grants Outreach and Marketing	325,000	300,000				\$625,000
<b>Access to Capital Total</b>	<b>\$16,645,000</b>	<b>\$980,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	-	<b>\$20,625,000</b>
<b>Capacity Building</b>						
Launch SA Improvements			300,000			300,000
Back Office Support Program		400,000	250,000	100,000		750,000
Web Presence Program		200,000	125,000	75,000		400,000
<b>Capacity Building Total</b>	-	<b>\$600,000</b>	<b>\$675,000</b>	<b>\$175,000</b>	-	<b>\$1,450,000</b>
<b>Ecosystem Enhancements</b>						
Implementation of Pillars Identified in the SA Ecosystem Report		1,500,000	1,000,000	\$500,000		3,000,000
<b>Ecosystem Total</b>	-	<b>\$1,500,000</b>	<b>\$1,000,000</b>	<b>\$500,000</b>	-	<b>\$3,000,000</b>

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
<b>Localism</b>						
Buy Local Initial Implementation		250,000				250,000
Buy Local - Operational Support			200,000	125,000	50,000	375,000
<b>Localism Total</b>	-	<b>\$250,000</b>	<b>\$200,000</b>	<b>\$125,000</b>	<b>\$50,000</b>	<b>\$625,000</b>
<b>Geographic Placemaking</b>						
Operation Facelift 2.0		1,000,000	1,000,000	1,000,000		3,000,000
Outdoor Spaces Program		750,000	500,000			1,250,000
Corridor Program Pilot			500,000	500,000		1,000,000
<b>Geographic Placemaking Total</b>	-	<b>\$1,750,000</b>	<b>\$2,000,000</b>	<b>\$1,500,000</b>	-	<b>\$5,250,000</b>
<b>Total</b>	<b>\$16,645,000</b>	<b>\$5,080,000</b>	<b>\$5,375,000</b>	<b>\$3,800,000</b>	<b>\$50,000</b>	<b>\$30,950,000</b>

## Timeline

Phase	SBAC Identified Priority	Investment Portfolio Project	Timeline
<b>Phase 1</b>	Access to Capital	COVID Impact Grants	July 2022: Community outreach August 1 – 22, 2022: Applications open September – October 2022: Scoring and award notifications December 2022: Funding disbursement complete
	Access to Capital	COVID Impact Grants Outreach and Marketing	July 2022: Marketing and outreach August 2022: Technical assistance August – October 2022: Direct assistance to advise grant recipients
<b>Phase 2</b>	Capacity Building	Back Office Support Program	Fall/Winter 2022: Solicitation Process Begins Spring 2023: Partner identification and program implementation
		Web Presence Program	Fall/Winter 2022: Solicitation Process Begins Spring 2023: Partner selection and program implementation
	Ecosystem Enhancements	Implementation of Pillars – SA Ecosystem	Fall/Winter 2022: Solicitation Process Begins Spring 2023: Identification of initiatives and partner agencies



Phase	SBAC Identified Priority	Investment Portfolio Project	Timeline
	Localism	Buy Local Program Implementation	<p>Fall/Winter 2022: Implementation of findings and recommendation from Buy Local Assessment to include program design, partner identification, funding structure, and marketing strategy</p> <p>Spring/Summer 2023: Identification of lead agency partner for ongoing program execution to include plan for financial sustainability and long-term strategy</p>
		Operation Facelift 2.0	<p>Fall 2022: Develop program requirements and scope</p> <p>Winter 2022/2023: Solicitation Process</p> <p>Spring 2023: Program implementation</p>
	Geographic Placemaking	Outdoor Spaces Program	<p>Fall 2022: Identify program requirements, criteria, and begin coordination with Development Services Department</p> <p>Fall/Winter 2022: Solicitation Process Begins</p> <p>Spring 2023: Program implementation</p>
		Corridor Pilot Program	<p>Fall 2023: Corridor selection and solicitation process</p> <p>Spring 2024: Program initiation</p>

Phase	SBAC Identified Priority	Investment Portfolio Project	Timeline
	Access to Capital	Growth Fund Loan/Grants	Spring 2023: Program development including criteria for participation Fall 2023: Solicitation Process Begins 2024: Contract Award & Program Implementation
	Capacity Building	Launch SA Improvements	Fall 2023: Space needs assessment complete and coordination with San Antonio Public Library Winter 2023: Procurement process Spring 2024: Improvements Complete



## ARPA SLFRF Spending Framework Education & Workforce Investments for Youth

### Background

On March 11, 2021, Congress signed into law the American Rescue Plan Act (ARPA), which included resources to support local government's response to and recovery from the COVID-19 pandemic. The City of San Antonio was awarded \$326.9 million in State & Local Fiscal Recovery Funds (SLFRF). As part of the FY 2022 Budget process, the City Council approved \$97.5 million to support the City budget and address community needs. On November 18, 2021, the City Council approved an additional \$30.0 million for residential utility assistance. The remaining \$199.4 million remained unallocated and was intended to be awarded following a community engagement process that began in the fall of 2021.

On January 26, 2022, following a community engagement process, staff presented a recommended spending framework reflecting community and City Council input. The final spending framework of \$199.4 million was approved by the City Council on February 3, 2022. The approved spending framework included \$87.8 million recommended for programmatic funding with \$10 million allocated to support youth with increased availability to comprehensive and trauma-informed services so youth improve their educational and career outcomes. This will assist in addressing of the increased number in youth disengaged from school and the workforce, which was exacerbated by the COVID-19 pandemic.

The Department of Human Services (DHS) will manage the \$10 million investment for youth through a competitive Request for Proposal (RFP) process. Recommended investments will mitigate COVID – 19 impacts on youth including intensive supports to improve access to education, skills training, and workforce pathways. The funds will address:

- (1) lack of trauma – informed education and career opportunities for youth transitioning out of or at risk for gang involvement;
- (2) lack of higher education, workforce, and supportive services for youth aging out of the foster care system;
- (3) increases in homeless youth and “opportunity youth” who are disconnected from education and workforce opportunities; and
- (4) decreases in access to STEM, STEAM, and youth enrichment activities that support school readiness and education success.

This document outlines the implementation plan for these investments. In addition, \$100,000 will be set aside for the San Antonio Youth Commission to review applications and recommend awards to support their ongoing work on behalf of San Antonio youth.

### Eligibility

#### Eligible Organizations

- Nonprofit organizations (501 (c) 3)
- Faith-Based organizations
- Public entities (including non-COSA government agencies)

#### Additional Information on Eligibility

- Must have been in existence and operating programs serving the population identified in the submitted proposal in San Antonio for a minimum of two years

- Must demonstrate agency and/or participants served have been disproportionately impacted by COVID–19

## Program Funding and Anticipated Awards: \$10 Million

DHS is proposing to award youth services investments to support enhanced education and workforce pathways through a combined competitive process that includes investments for: Youth (\$10 million), Non-profit Social Services (\$2.5 Million out of \$4 Million), and Seniors (\$5 Million).

All funds will be first approved by their respective City Council committees and then taken to the City Council for consideration and approval.

## Stakeholder Engagement

DHS held four stakeholder feedback sessions in May 2022 attended by 42 youth-serving organizations and key partners. In addition to these meetings, DHS met with over 30 youth from seven youth organizations and focus groups with 22 youth who had aged out of the foster care system.

The purpose of these sessions was to share community and City Council input, gather suggestions on proposed funding priorities and goals, and finalize performance indicators.

### Participating Stakeholders:

- Alamo Colleges District
- Bexar County
- Bexar County Fostering for Educational Success
- Boys and Girls Club
- Boy Scouts of America, Alamo Area Council
- CASA
- Catholic Charities
- Children’s Shelter
- ChildSAFE
- City Life San Antonio
- Communities in Schools-San Antonio
- CRIT Teleton
- Texas Department of Family and Protective Services
- DoinWell
- DoSeum
- ESC-20
- Empower House
- Family Services Association
- Former Foster Youth
- Girl Scouts of Southwest Texas
- GIRLS INC.
- Good Samaritan
- Goodwill Industries
- Guadalupe Community Center
- HBBSA
- Healy Murphy Center
- Joven
- Leaven Kids
- NEISD Kid's Involvement Network
- Northside ISD
- Pride Center San Antonio
- Ready to Work (COSA)
- SA Sports
- SA Youth
- SA Youth for Christ
- SAMSAT
- San Antonio Chamber of Commerce
- San Antonio Education Partnership
- San Antonio Clubhouse
- San Antonio Youth Commission
- SARAH Youth Action Board
- SAY SI
- The University of Texas at San Antonio
- THRIVE
- Thru Project
- United Way
- UP Partnership
- Workforce Solutions Alamo
- YWCA
- Youth from Faith-Based Organizations

In addition to community stakeholder meetings and conversations, DHS is working with UP Partnership - Excel Beyond the Bell, which is a collaborative of out-of-school organizations to increase coordination of local investments and shared community goals for youth related to education success and career pathways.

This alignment and coordination will continue beyond release of the competitive process and funding awards to foster innovative and best practices, collaborative services, and reduce duplication. This coordination will also ensure development of uniform guidance on how to better support students with disabilities, homeless youth, youth aging out of foster care.

## Funding Priority Investments

COVID-19 Impact	Programs/Strategies	Equitable Outcomes	Performance Indicators	Proposed Amount
<b>Decrease in Youth Involvement</b>	<ul style="list-style-type: none"> <li>Set aside \$100,000 for the San Antonio Youth Commission to evaluate and develop funding recommendations to address youth needs.</li> </ul>	<ul style="list-style-type: none"> <li>Amplify youth voice through participation in civic process.</li> <li>Ensure funded programs meet the needs of youth impacted by COVID-19.</li> </ul>	<ul style="list-style-type: none"> <li># Youth participating in civic processes</li> <li>% Impacted youth connected to resources and support</li> </ul>	\$100 K
<b>Lack of education and career opportunities for youth transitioning out of or at risk for gang involvement</b>	<ul style="list-style-type: none"> <li>Support mentorship and internship programs coupled with specialized case management support.</li> <li>Fund second chance employment programs to connect youth transitioning out of or at risk of gang involvement.</li> <li>Create coaching and mentoring supports for youth entering skills training or the workforce for the first time.</li> <li>Increase diverse education pathways, including secondary education, for disengaged youth.</li> </ul>	Develop targeted prevention programs that offer positive pathways for education & employment opportunities.	<ul style="list-style-type: none"> <li># Youth engaged through outreach activities</li> <li>% Engaged youth enrolling in prevention programs</li> <li>% Gang or justice involved youth connecting to education and employment.</li> <li>% youth maintaining employment 6 months after program completion</li> </ul>	\$750 K

COVID-19 Impact	Programs/Strategies	Equitable Outcomes	Performance Indicators	Proposed Amount
<b>Lack of higher education, workforce training, and supportive services for youth who are aging out of the foster care system</b>	<ul style="list-style-type: none"> <li>• Create access to individualized education and workforce counseling and planning for youth aging out of the foster care system.</li> <li>• Expand support and wrap around services for foster youth who are working towards their education and workforce goals.</li> <li>• Provide paid internship and apprenticeship opportunities to support workforce readiness and specialized skill development.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve access to basic services including housing, education supports, and coaching to support attainment of education and career goals.</li> <li>• Increase foster youth participation in City and City funded programs.</li> <li>• Increase college enrollment.</li> </ul>	<ul style="list-style-type: none"> <li>• # Foster youth engaged through outreach activities</li> <li>• % Foster youth enrolling and receiving benefits and resources.</li> <li>• % Engaged foster youth enrolling in college or employment</li> <li>• # of foster youth participating in city-funded internship and apprenticeship programs</li> </ul>	\$2.00 M
<b>Increase in number of Opportunity Youth &amp; Homeless Youth</b>	<ul style="list-style-type: none"> <li>• Expand existing OY programs that focus on education and workforce readiness.</li> <li>• Provide supports to address barriers to education and workforce attainment.</li> <li>• Provide incentives for participation and retention in education and internship/apprenticeship.</li> <li>• Provide paid internship and apprenticeship opportunities to support workforce readiness.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of opportunity youth connected to education and employment opportunities.</li> <li>• Decrease youth experiencing homelessness.</li> </ul>	<ul style="list-style-type: none"> <li>• # Youth connected to education and employment opportunities</li> <li>• # youth completing high school equivalency</li> <li>• # of opportunity youth participating in paid internship and apprenticeships</li> <li>• % Decrease in youth experiencing homelessness</li> </ul>	\$2.65 M
<b>Decrease in access to STEM, STEAM, and other enrichment activities for youth to support school readiness and long-term success</b>	<ul style="list-style-type: none"> <li>• Increase access to high-quality After School and Summer Programs that incorporate STEM, STEAM, and education/career exploration activities</li> <li>• Provide transportation support to programs to support student attendance who have a transportation barrier</li> </ul>	<ul style="list-style-type: none"> <li>• Expand and enhance high quality out-of-school opportunities focused on academic loss, developmental relationships, and enrichment activities.</li> <li>• Decrease staff to student ratios.</li> </ul>	<ul style="list-style-type: none"> <li>• # Youth engaged in outreach</li> <li>• # Youth enrolled in after school and summer programs</li> <li>• % Participating youth with 90% attendance</li> <li>• % of youth receiving “digital badges” for career exploration and post-secondary planning</li> </ul>	\$4.50 M
			<b>Total</b>	<b>\$10 M</b>

## Request for Proposal Timeline

DATE	ACTION ITEM
August 18, 2022	City Council A-Session – Approval of Implementation Plan
September 2, 2022	Request for Proposal Opens
September 12 - 16, 2022	Pre-Submittal Conference and Training and Technical Assistance Workshops
October 3, 2022	Request for Proposal Closes
October 4 - 20, 2022	Evaluation & Scoring
November 2022	City Council A Session – Approval of Awards
December 2022	Contracts Begin

## No Contact Period

In accordance with §2-61 of the City Code, interested applicants are prohibited from communication regarding the Combined Services RFP with City Officials and Employees during specific portions of the competitive process. The Department of Human Services, in line with prior competitive RFPs issued is recommending an abbreviated no contact period for City Officials as reflected below.

- **City Officials:** September 21, 2022 until the date the City Manager posts proposed awards for City Council consideration.
- **City Employees:** August 19, 2022 until the date proposed awards are approved by the City Council.

## Scoring Criteria

- **Experience Background and Qualifications: 30 Points**
  - Agency experience
  - Financial management
  - History providing youth services for targeted youth population
- **Proposed Plan: 50 Points**
  - Demonstrate disproportionate COVID – 19 impacts to youth and/or organization
  - Alignment with proposed program strategies, outcomes, and performance indicators
  - Identify how support to youth assists them long-term
  - Youth engagement in development of plan
  - Collaboration with other agencies and innovative practices to support youth
- **Budget and Budget Narrative: 20 Points**
  - Prior receipt of federal COVID-19 funding assistance
  - Leveraged agency resources
  - Capacity building investments
  - Long-term sustainability



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