San Mateo County
Recovery Plan

State and Local Fiscal Recovery Funds

2022 Report

San Mateo County
2022 Recovery Plan
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GENERAL OVERVIEW

Executive Summary

San Mateo County ("the County") has received $148,897,819 in American Rescue Plan Act (ARPA) funds. The County will leverage these funds to help communities most impacted by the pandemic and advance the County's equity goals.

This report provides an overview of the planned allocation of ARPA funds, the County's process for identifying community recovery priorities, and recovery program performance for fiscal year 2021.

San Mateo County's funding allocations have been guided by three goals: elevate underserved communities and promote equity, innovate and transform the County, and maximize impact of recovery dollars.

ARPA Allocation Goals

Address critical relief needs with a focus on elevating priority communities & promoting equity

Identify opportunities to invest in long - term, structural recovery; 'test & learn' innovative solutions that guide County transformation

Maximize impact of recovery dollars by filling gaps and stacking funding across sources

Through an extensive community engagement process, San Mateo County has identified five priority areas to focus ARPA funding: housing, vulnerable population support, economic recovery, children and families, and infrastructure. The County has also set aside significant resources for emerging issues.

Priority Funding Areas

Housing — Investments to prevent homelessness, unlock land, and create new affordable housing options

Vulnerable Populations — Investments to help our most vulnerable residents meet their basic needs

Economic Recovery — Investments in the vitality of the local economy through support for small business owners and entrepreneurs, and workforce development

Children & Families — Investments to stabilize the childcare field, prevent childcare provider closures, and support children's social-emotional development

Infrastructure — Investments to expand access to quality, reliable broadband throughout the County

Unallocated — For emerging issues, additional funding as needed in specific areas, expansion of successful pilot programs currently underway

Among the priority areas, the County has allocated the greatest portion to Housing (33%), followed by unallocated funds (25%), Economic Recovery (13%), Children and Families (10%), County Fiscal and Health Priorities (10%), Vulnerable Populations (6%), and Infrastructure (3%).

Figure 1. San Mateo County ARPA State and Local Fiscal Recovery Fund Allocations
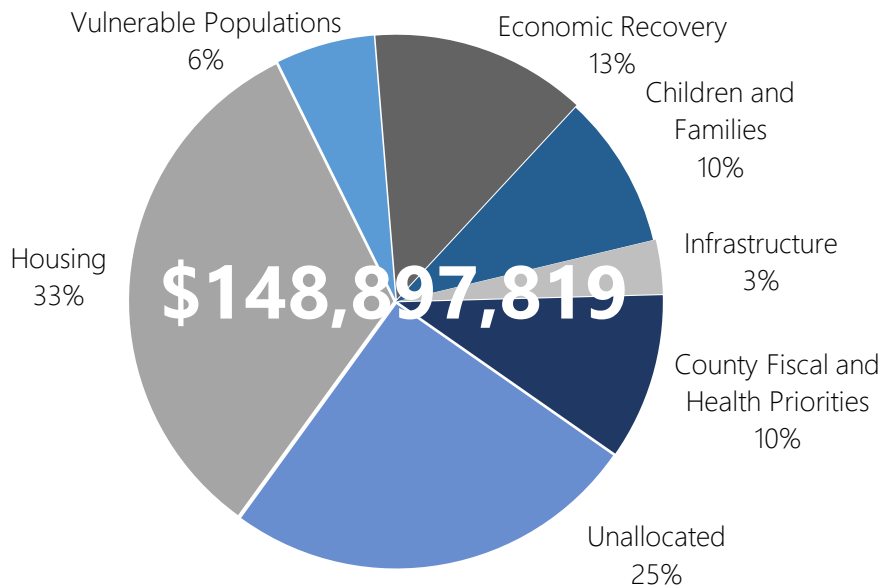
The County received funding in two Tranches, the first in May 2021, and the second in May 2022. Figure 2 shows the funds allocated to each priority area by Tranche.

Figure 2. San Mateo County ARPA Allocation by Tranche
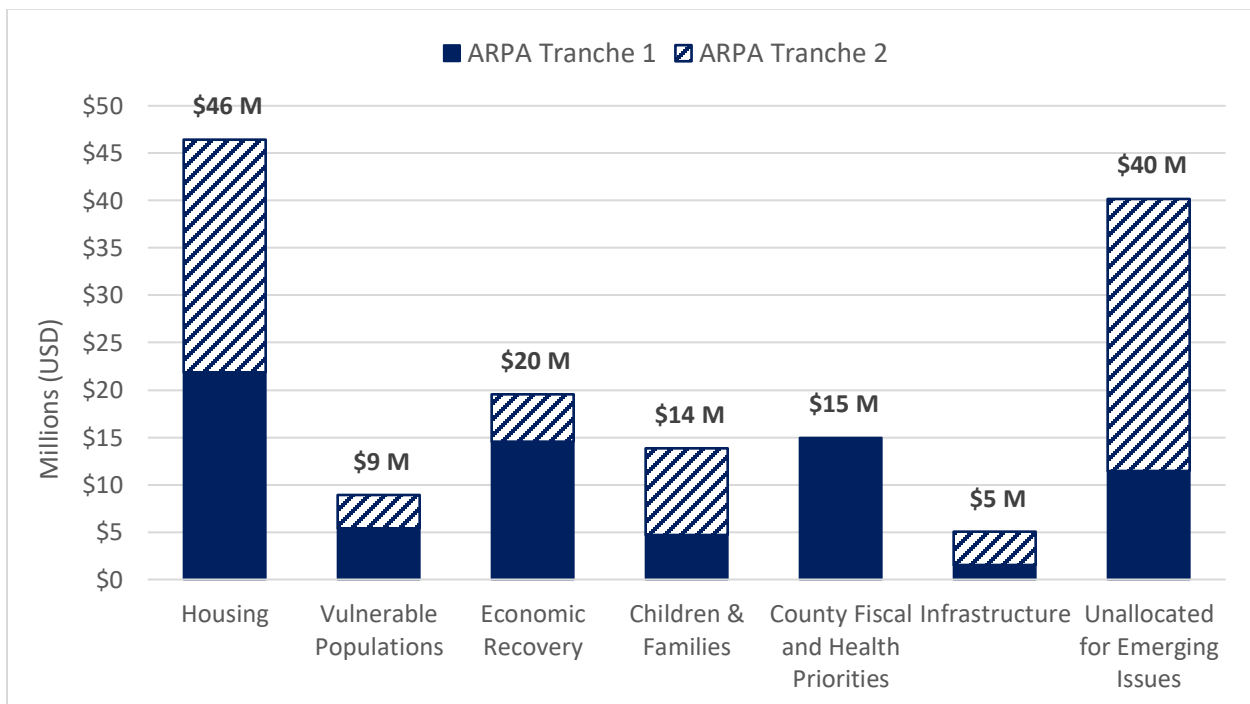
One of the County's primary goals is to leverage ARPA funding by coupling it with other recovery funding sources. ARPA funding has been allocated along with state, local leveraged, CARES Act, and Measure K funding to support a suite of programs across key recovery areas. Figure 3 shows the County's total recovery investments in each priority area through all funding sources.

Figure 3. San Mateo County Recovery Investments
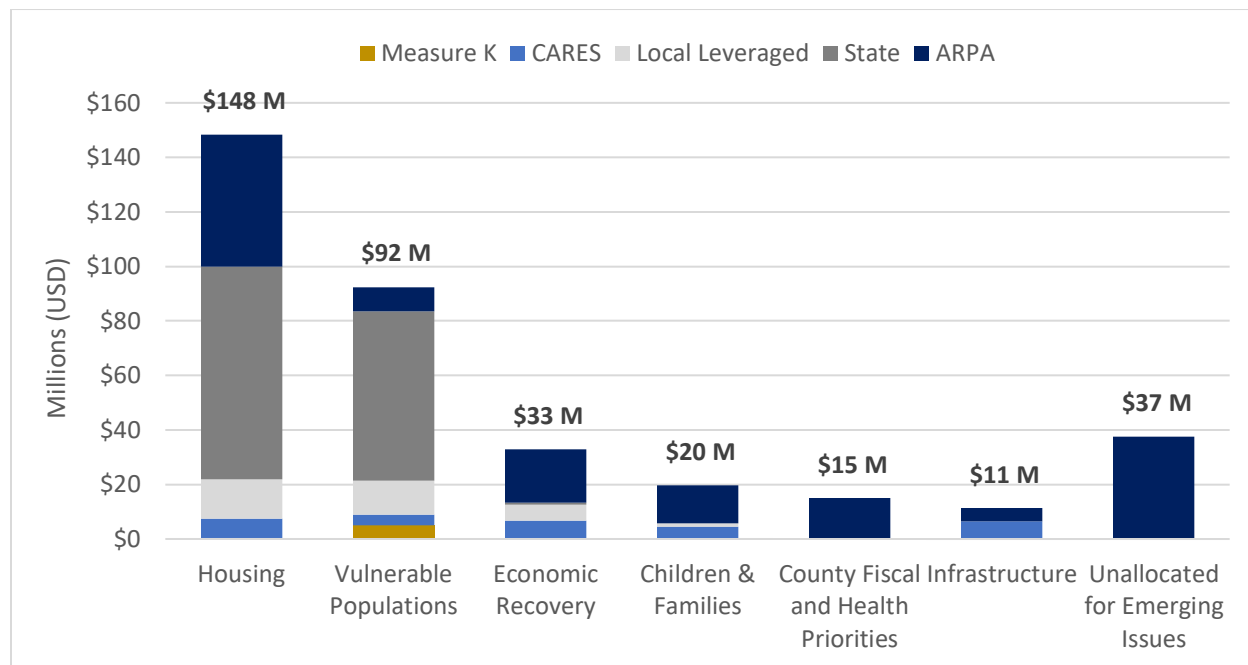
Uses of Funds

Tranche 1 ARPA Allocations

In April 2020, the County established the San Mateo County Recovery Initiative (SMCRI). From April to September 2020, SMCRI brought together over 300 representatives of local agencies, nongovernment organizations, private partners, and community residents, to develop a strategic pandemic recovery plan ("strategic plan") focused on recovery priorities identified by the participants. Those priorities included assisting communities most impacted by the COVID-19 pandemic with housing and food, supporting our local economy including childcare, after-school care providers, nonprofits, and small businesses, assisting people through workforce development programs, addressing the digital divide, and promoting public health and mental health. These priorities guided the allocation of the first Tranche of ARPA funding.

In May 2021, the County received $74,025,000, the first of two installments of the County allocation of ARPA funding. This first installment was allocated for the following projects:

- Homelessness: Navigation Center and/or acquisition of additional hotels ($20,000,000)
- Lost Revenue Reimbursement: reimbursement to County departments for loss of County revenue incurred through the course of the pandemic ($10,000,000)
- Business Support: funds for the creation of the North County Small Business Center, for the Renaissance Entrepreneurship Center, and for WeHope to develop a modular housing manufacturing plant in East Palo Alto ($5,500,000)

- Environmental Health Fee Wavers: one-time support to about 5,400 businesses to offset revenue losses incurred due to restrictive COVID-19 Health Orders ($5,150,000)
- Vaccine Outreach, Events, and Mass Vaccination for 3rd Dose: administration of vaccines in communities at increased risk of COVID-19 infection and hospitalization, and enhanced vaccine outreach through extra help staffing and community-based providers ($5,000,000)
- SMC Strong Small Business Assistance Program: 200 grants of $10,000 each to eligible small businesses that have not received a County or state/federal small business COVID recovery grant or loan in past 12 months, plus $75,000 to SMCU Community Fund to administer the program ($2,075,000)
- Home Delivered Meals Expansion for Older Adults: expansion of the County's home delivered meals program for older adults for two years, following the end of the Great Plates Delivered program ($1,950,000)
- Second Harvest of Silicon Valley Emergency Food Assistance: emergency food assistance for vulnerable populations and creation of grocery delivery programs for older adults ($2,550,000)
- Micro Food Business Grant Program: grants of up to $2,500 for cottage food operators, $5,000 for caterers, food trucks, food carts, and $10,000 for commissaries and incubator kitchens ($500,000)
- Microenterprise Home Kitchen Ordinance (MEHKO) Pilot and Grant Program: $238,000 for Environmental Health Services to operate MEHKO pilot permitting program and $62,500 for individual grants of $2,500 to 25 MEHKO permit holders ($300,000)
- Community Priorities: community efforts related to equity and recovery ($10,000,000)

Community Priority Allocations

The County allocated $10,000,000 of Tranche 1 funding to efforts related to community recovery and equity identified through an extensive community engagement process. In the fall of 2021, the Silicon Valley Community Foundation (SVCF) awarded the County a $500,000 grant to get input from our communities of color and residents most impacted by the pandemic on their current priorities and to develop projects that would advance those priorities. To update community priorities, San Mateo County collaborated with the Gardner Center at Stanford to assess census data and gather community input via a multilingual survey, town halls and focus groups conducted in Chinese, Spanish and English, and interactive posters located in community meeting places.

After assessing all the data, the Gardner Center found that housing was the highest priority for almost all respondents, followed by anxiety related to food and housing insecurity. However, the Gardner Center noted that respondents did not have immediate food needs but, rather, that they were anxious about possible food insecurity in the future. Lower ranked priorities included job training and placement assistance, and access to childcare and out-of-school care. Challenges with accessing county programs and the need for expanded communication with the Latinx community were themes that the Gardner Center noted across all the priorities.

To help develop projects and programs to address community priorities, SVCF funded a contract between the County and Boston Consulting Group (BCG). Working with community providers, subject matter experts and local leaders, BCG developed an extensive list of potential uses of ARPA funds, focused on housing, care and support for children aged 0 to 13, and workforce development. The BCG list was refined over multiple meetings and then combined with proposals developed through community input by Recovery Initiative staff to promote economic recovery and digital equity, and to address mental health needs. The BCG and staff lists were consolidated into an allocation plan that would cost $84,000,000 to implement—the $10M set aside from Tranche 1, and the full $74M Tranche 2 funding.

To create a proposed allocation plan from the master list, the BGC working groups and county staff used the following selection criteria:

- Programs with a high probability of meeting the funding obligation deadline of May 15, 2022 (At the time, Treasury required that funds from the first installment were obligated by May 15, 2022, before the second installment would be available. This requirement has since been removed.);
- Programs that promote equity and that advance highly rated community priorities;
- Programs that contribute to community mental health and wellness by addressing issues causing anxiety; and
- Programs that offer a "test and learn" opportunity to determine the best use of second tranche ARPA funds.

Using these criteria, 12 programs and projects were selected for immediate implementation. This plan was presented to the Board of Supervisors on February 8, 2022:

- Modular Housing Pilot: a "test and learn" pilot project to conduct environmental and other pre-development work to determine the cost and amount of time it takes to develop affordable housing with modular units, with the potential to replicate or expand the approach using additional ARPA funding ($1,500,000)
- Safe Parking Program in Pacifica: contributions to support two years of the safe parking program in the City of Pacifica ($400,000)
- Unincorporated Area Financial Aid: basic needs assistance for households in the mid and south coast and North Fair Oaks who were heavily impacted by the pandemic ($500,000)
- Mental Health First Aid: start-up funding for a Mental Health First Aid training program for staff and community members to recognize and support their family, friends, clients, and community members who are dealing with mental health issues ($200,000)
- Homeless Provider Mental Health and Wellness Support: resources for nonprofit organizations that serve our homeless residents to provide health and wellness support, events, and resources for their staff ($200,000)
- Whole-person Workforce Training and Job Placement Pilot: pilot project to test a "whole person" workforce development model that provides wrap-around support to help clients meet all their needs while developing the skills and education to advance their career ($400,000)
- Certification Support for Women and Minority Owned Businesses: funding to help local women- and minority-owned businesses become certified under federal and state rules ($200,000)
- ADA Technical Assistance for Small Businesses: program to provide information to small businesses to help them comply with Americans With Disabilities (ADA) requirements and increase accessibility in the County ($400,000)
- Summer 2022 Enrichment Programs: grants for summer programs of all types for youth in communities with high numbers of socially and economically disadvantaged students ($3,300,000)
- Family Day Care Provider Grants: $10,000 grants to 87 family day care providers to assist them in continuing to operate their facilities, which primarily serve infants and toddlers ($870,000)
- Big Lift Summer 2022: one-time additional funding for the Big Lift to support an additional week of programing for all students, along with recruitment stipends for teachers, in summer 2022 ($505,000)
- North Fair Oaks Infrastructure Plan: funding for sewer infrastructure planning for the unincorporated North Fair Oaks area ($1,400,000)

Tranche 2 ARPA Allocations

The allocation plan for the second Tranche of ARPA funds also focuses on responding to the pandemic and its negative economic consequences by assisting children and families, addressing basic needs of the most vulnerable residents, promoting economic recovery, and preparing for infrastructure investments. The plan was reviewed by the San Mateo County Recovery Initiative's Equity Recovery Group and the Recovery Coordinating Council, and components of the plan have been shared with the

Home for All Steering Council, the Child Care Coordinating Council, and the THRIVE Education and Child Care Committee. Comments from all those groups were incorporated into the second tranche allocation plan. The final allocation plan is organized into five priority areas: housing, children and families, economic recovery, support for vulnerable populations, and infrastructure. The recommended plan also leaves unallocated $28,753,909 to provide some flexibility for addressing evolving or subsequently identified needs that may arise and are ARPA eligible. The allocation plan for the final $74,448,909 was presented to the Board of Supervisors on May 17, 2022, and includes:

- Emergency Rent, Utilities and Transportation Assistance**:** funding to help prevent homelessness by providing rental assistance to qualifying renters ($2,000,000)
- Eviction Counseling and Legal Representation: funding to meet the anticipated demand for eviction counseling and legal services once the eviction moratorium ends on June 30, 2022 ($2,000,000)
- Accessory Dwelling Unit (ADU) Help Center: funding to cover the start-up costs of a countywide ADU Help Center modeled on such a center serving Napa and Sonoma Counties ($250,000)
- Affordable Housing Expertise for Small and Mid-Sized Cities: funding to support the start-up costs of a shared housing consultants program to provide affordable housing expertise to small and mid-sized cities that lack staff with affordable housing development experience ($125,000)
- Affordable Housing Expertise for School Districts and Faith Leaders: funding to pilot a project to provide affordable housing development consulting expertise to a small group of school districts and faith leaders that may be interested in developing worker and/or affordable housing ($125,000)
- ARPA Eligible Affordable Housing Needs: funding to be used for all types of housing; specific initiatives are yet to be determined but may include shelters and associated supportive services, interim housing and the supports needed by residents of those facilities, or development of affordable housing units ($20,000,000)
- 2022 Childcare Grant Program: to provide grants to San Mateo County Child Care Centers and Family Child Care Homes that serve infants and toddlers, families who are lower income, and children with special needs ($4,095,000)
- Technical Assistance for Child Care Center Development: funding for the Build Up Initiative within the Child Care Coordinating Council of San Mateo County (4Cs) to engage a consultant to help developers in San Mateo County incorporate childcare centers into their projects ($100,000)
- 2022-2023 Out-of-School Care Grant Program: funds to increase the availability of before and after school and school vacation programs for socioeconomically disadvantaged students in the County ($2,500,000)
- 2023 Summer Enrichment Grant Program: grants for summer programs of all types for youth from historically marginalized or underrepresented communities ($2,500,000)
- Small Business and Job Seeker Center: funding start-up and two years of operation for two small business and job seeker centers, one in North Fair Oaks, and one in Half Moon Bay ($5,000,000)
- Second Harvest Food Bank: funding to meet the rising demand for food and prevent food insecurity in San Mateo County ($2,000,000)
- Financial Assistance for Unincorporated Area Residents: additional funding for the assistance program providing $500 checks to qualifying clients with the most need in unincorporated coastside areas and North Fair Oaks ($1,000,000)
- Full-Service Community Outreach Pilot Program: funding to develop a Promotora model pilot program, where trusted nonprofits serve as outreach providers to the Latinx community, providing information and assistance accessing County programs ($500,000)

Currently, San Mateo County has more than $30,000,000 in ARPA funding unallocated, pending determination of future eligible uses and to respond to ARPA-eligible needs, such as projects that are still being piloted or those for which additional information is needed.

Promoting Equitable Outcomes

San Mateo County is committed to advancing equity and eliminating disparities. The County's Equity Advisory Group developed a guiding statement for the recovery in spring 2020, "*The effects of COVID-19 are amplifying inequities, but the recovery is an opportunity for a collective restart. To create an equitable community, systems, policies, and practices of oppression must be dismantled. Our new systems must eliminate disparities and provide access to quality services for all unserved, underserved, under-resourced, and ineffectively served individuals and families.*"

Ensuring Equitable Recovery Programs

The Equity Advisory Group developed and implemented an equity review process to evaluate each potential program in five areas:

1. **Decision Making and Solutions**: Who sits at the decision-making table? Are there systematic barriers to participation? Whose perspectives and interests are represented?
2. **Understanding Data**: What do the various data tell us about the need for the proposed initiative? Specifically, consider race, ethnicity, gender identity and gender expression, income, languages spoken, ability, age, and neighborhood.
3. **Burdens and Benefits**: Who would benefit or be burdened by this proposed initiative? Would low income households or communities of color experience a disproportionate burden? What inequity is being addressed?
4. **Accountability, Communication, and Community Engagement**: How will we be accountable to and communicate with the community throughout implementation? How do we engage those who are not often represented in decision making or those most affected by inequities?
5. **Next Steps**: If equity considerations have been identified by asking these questions, how will they be addressed?

This process has led to several key equity strategies to target resources to communities of greatest need, including:

- **Partnerships with trusted community partners**. Many County communities with the greatest need, such as undocumented immigrants and communities of color, didn't view government agencies as trusted partners and some had apprehension sharing personal information needed to receive recovery resources. Partnerships with community-based organizations has been essential.
- **Multiple communication channels**: Delivering information to County residents and businesses most impacted by the pandemic took multiple methods – through trusted partners, service providers, direct door to door efforts, mailings, social media, etc.
- **Keep it simple and culturally/linguistically appropriate**: The County offered applications in multiple languages, created in-language hotlines, translated program materials, and partnered with multilingual community organizations to make programs more accessible to some of the hardest to reach residents and businesses.
- **Centralization of information**: Residents and businesses have been overwhelmed with the pandemic and with information and resources available to them. Some may need assistance navigating the process and need a structure or system to centralize information and resources.
- **Look at the whole person**: Recovery programs may offer a specific solution or resource, but throughout the pandemic residents have benefitted greatly from wrap around supports that meet their unique needs and challenges. The County also developed new solutions by taking the time to listen and understand the problems communities were facing.
- **Remove barriers to access**. The grant application process was challenging for many residents and businesses. The County avoided awarding grants on a first-come, first-serve basis since many communities with the greatest need may have limited access to online applications or need

assistance in filling out the application. Instead, prioritizing applicants based on need helped allocate resources more equitably.

Identifying Targeted Communities

San Mateo County Health used the California Healthy Places Index (HPI) as a basis for identifying areas of the County with the greatest need. The HPI, developed by the Public Health Alliance of Southern California, combines 25 community characteristics like income, employment, access to healthcare, housing, and more into a single indexed score. Table 1 lists the community characteristics that comprise the HPI.

Table 1. California Healthy Places Index (HPI) Indicators

HPI Indicator	Indicator
Economic Stability	• Above Poverty: Percent of people earning more than 200% of federal poverty level (200% is often used to measure poverty in California due to high costs of living) • Employment: Percent of people aged 25-64 with a job • Per Capita Income: Average income computed for every man, woman, and child in a particular group
Housing	• Home Ownership: Percent of people who own their home • Housing Habitability: Percent of households with basic kitchen facilities and plumbing • Low-Income Homeowner Severe Housing Cost Burden: Percent of low-income homeowners who pay more than 50% of their income on housing costs • Low-Income Renter Severe Housing Cost Burden: Percent of low-income renters who pay more than 50% of their income on housing costs • Uncrowded Housing: Percent of households that are not crowded
Education	• Bachelor's Education or Higher: Percent of people over age 25 with a bachelor's education or higher • High School Enrollment: Percent of 15-17 year olds in school • Preschool Enrollment: Percentage of 3 and 4 year olds in school
Social	• 2020 Census Response Rate: Percent of households who completed the 2020 decennial census • Voting: Percent of registered voters who voted in the 2020 general election
Transportation	• Automobile Access: Percent of households with access to an automobile • Active Commuting: Percent of workers (16 years and older) who commute to work by transit, walking, or cycling
Neighborhood	• Park Access: Percent of people living within walkable distance (half-mile) of a park, beach, or open space • Retail Density: Number of retail, entertainment, services, and education jobs per acre • Tree Canopy: Percent of land with tree canopy
Environment	• Diesel PM: Average daily amount of particulate pollution (very small particles) from diesel sources, measured in kilograms/day • Drinking Water Contaminants: Index score combining information about 13 contaminants and 2 types of water quality violations that are sometimes found when drinking water samples are tested • Ozone: Average amount of ozone in the air during the most polluted 8 hours of summer days, measured in parts per million • PM 2.5: Yearly average of fine particulate matter concentration (very small particles from vehicle tailpipes, tires and brakes, powerplants, factories, burning wood, construction dust, and many other sources), measured in micrograms/meter^3
Healthcare Access	• Insured Adults: Percent of adults aged 18 to 64 years with health insurance

The HPI index was applied to communities in San Mateo County and divided into quartiles. Healthier communities have a higher HPI score. The lowest quartiles are the communities with the least healthy outcomes and were identified as targeted communities for outreach and recovery resources.

Figure 4. San Mateo County Healthy Places Index
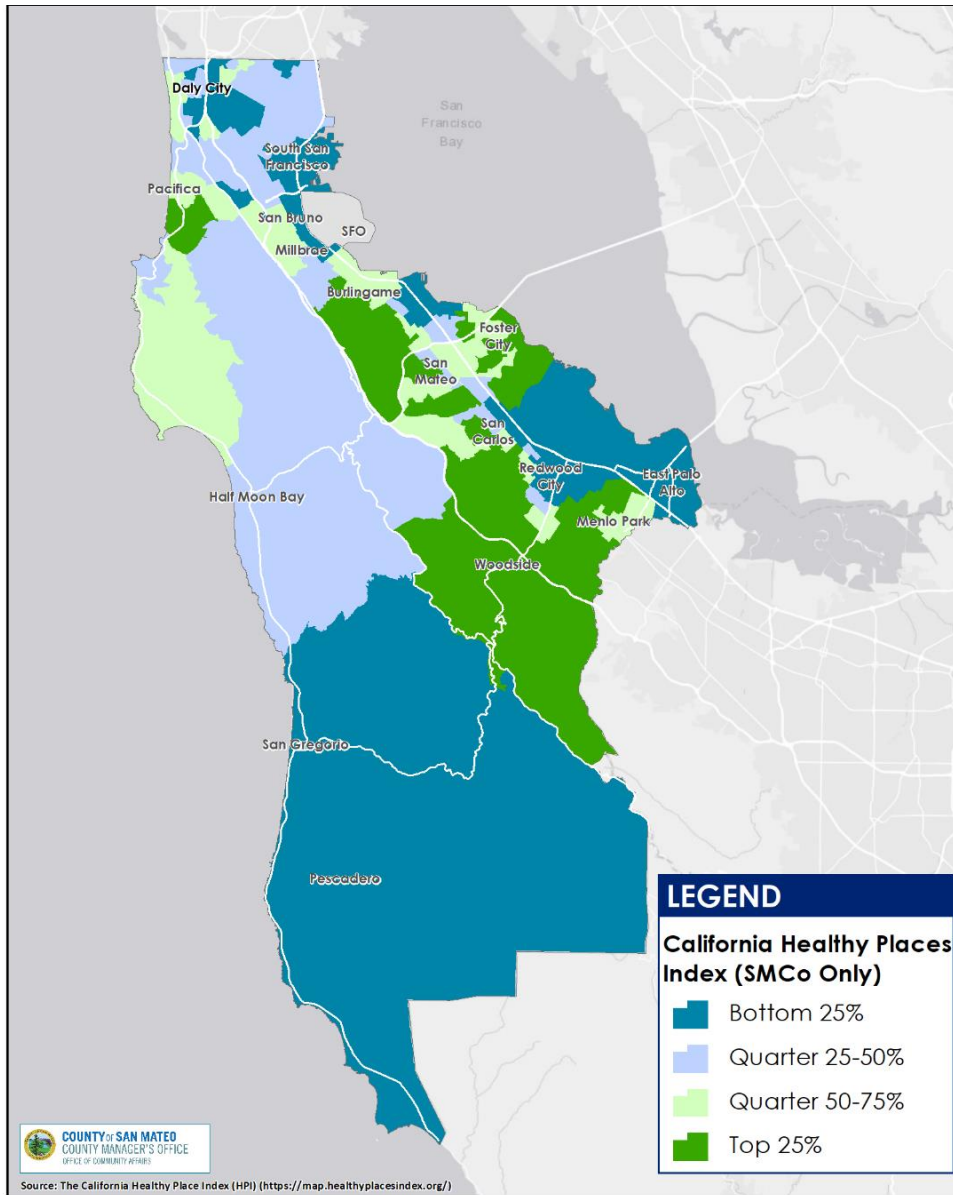
Community Engagement

In April 2020, San Mateo County held 14 workshops with elected officials and conducted 48 interviews with community leaders to begin planning for COVID-19 response. It was soon clear that the response to the COVID-19 pandemic was causing a cascade of new and amplified social and economic challenges that would have long-lasting impacts. The County then expanded its planning effort to a broader, more

inclusive, communitywide approach to find strategies to meet immediate needs and create capacity for the community to build a better future.

San Mateo County Recovery Initiative (SMCRI)

In the spring of 2020, the County established a recovery organizational structure, called the San Mateo County Recovery Initiative (SMCRI), to develop recommendations and oversee recovery progress. SMCRI is a collaboration among local government agencies, community-based organizations, nonprofits, private partners, and residents to promote inclusive recovery and leverage the collective capacity of the whole community to build a more equitable, health, and connected San Mateo County.

SMCRI is overseen by a twelve-member Recovery Coordination Council (RCC) comprised of leaders representing the County, city managers, local elected officials, County Core Service Agencies, school districts, and County Health. The RCC reviews recovery recommendations and provides input before the County Manager and Board of Supervisors consider them. SMCRI included an Equity Advisory Group to help advance the County's goals for leveraging recovery opportunities to create more equitable community systems, policies, and practices, and a Public Information and Outreach Group to help streamline information across the County and provide culturally and linguistically appropriate outreach to the County's hard-to-reach communities.

The SMCRI convened community members representing more than 40 County staff, 10 private sector partners, 15 cities, and more than 50 community-based organizations and nonprofits. Through a series of more than 35 working group meetings and 30 stakeholder engagement events, the County developed recommendations in the areas of public health, community infrastructure, economic recovery, vulnerable population support, and education and childcare. These recommendations were shared in a Recovery Framework Report in September 2020, which guided the use of CARES funds and other local, leveraged, and state funding.

Community Engagement Partnership with Gardner Center

In May 2021, the Board of Supervisors approved a $10,000,000 allocation of ARPA funds to community programs. To ensure that these ARPA funds align with current community priorities, the County partnered with the John W. Gardner Center for Youth and Their Communities at Stanford University (Gardner Center) with funding from the Silicon Valley Community Foundation. The Gardner Center supported the County in gathering community input and analyzing publicly available data to identify the highest priorities for residents most impacted by the pandemic.

The Gardner Center solicited community input via a countywide survey conducted primarily online, survey posters at 7 local sites, focus group, and community forums, all of which were available in multiple languages. Over 1,000 residents of communities highly impacted by COVID-19 responded to the surveys and about 200 more participated in the focus groups and town halls. Detailed data is summarized in Table 2. In-person engagement methods, including posters and focus groups, were located within communities most impacted by the pandemic, as shown in Table 3.

Table 2. Community Input Data Collection

Engagement Method	Data Summary
Community Survey (primarily online)	- Offered in 7 languages 900 responses 26% of respondents completed in Spanish 7% of respondents completed the survey in Chinese, Arabic, Tongan, Tagalog, or Samoan

	• 56% of respondents were low-income residents
Community Survey (posters)	• Offered in 2 languages • Located at 7 sites across the County • 300 responses
Focus Group Interviews (in-person)	• 7 focus groups conducted • Hosted by 6 community-based organizations • Conducted in 2 languages • 60 total participants representing youth, seniors, parents, grandparents, and people identifying as Pacific Islander, Black, Asian, Latinx, and White
Community Forums (online)	• Conducted by the County Executive's Office • Offered in 3 languages • 80 participants

Table 3. Community Input Posters and Focus Group Locations

Poster Locations	Focus Group Locations
• WeHOPE/St. Samuel's, East Palo Alto • Mi Rancho Market, San Mateo • Daly City Partnership, Daly City • St. Anthony's Padua Dining, Menlo Park • Taqueria de Amigos, Pescadero • Grand Avenue Library, South San Francisco • Abundant Grace, Half Moon Bay	• WeHOPE/St. Samuel's, East Palo Alto • Boys & Girls Club, Redwood City • ALAS, Half Moon Bay • Peninsula Conflict Resolution Center, San Mateo • City of South San Francisco • Daly City Partnership, Daly City

The Gardner Center's work re-affirmed the focus areas identified by SMCRI in 2020, but also pointed out that concern about the cost of housing was the highest priority for almost all respondents. Assistance with securing well-paying jobs, food insecurity and childcare and after-school care were also priorities.

An additional need that surfaced from the community engagement process was the challenges for people to access recovery programs and services. Community members cited multiple factors as barriers to access, including eligibility requirements, knowledge barriers, application process, stigma, and resource availability. These learnings were used to improve the design of ARPA-funded community programs to make them more accessible to communities with the greatest need.

Labor Practices

ARPA-funded County infrastructure projects and capital expenditures will adhere to strong labor standards that promote effective and efficient delivery of high-quality infrastructure while also supporting the economic recovery through strong employment opportunities for workers.

Use of Evidence

San Mateo County considers a variety of data when evaluating potential recovery interventions. Pandemic impacts and community needs are measured through quantitative and qualitative data from a variety of sources. This data, along with community input from Gardner Center's efforts and subject-matter expert input collected by the County's partnership with BCG, have shaped San Mateo County's ARPA project portfolio.

Data Dashboards

Since the onset of the pandemic, the County has managed online dashboards on the SMCRI website (smcrecovery.org) and San Mateo County Health website (https://www.smchealth.org/data-dashboards) to track pandemic impacts and recovery needs. These quantitative indicators are summarized in the table below.

Table 4. Recovery Data Sources

Recovery Focus Area	County-sourced Data	External Data Sources
Housing	• Rental assistance applications received • Rental assistance applications approved	• Extremely low income (ELI) renters per census tract
Vulnerable Population Support	• Number of meals distributed • Pounds of food distributed • Households assisted by food bank • Number of immigrants eligible for financial assistance • Number of residents in unincorporated areas eligible for financial assistance	• Health Equity Quartiles (California Healthy Places Index Census tracts with the least healthy community conditions) • Centers for Disease Control Social Vulnerability Index
Economic Recovery	• Number of environmental health permit waivers • Number of state grant applicants/grantees • Number of local grant applicants/grantees • Number of nonprofit grant applicants/grantees	• Known business closures by Census tract • Paycheck protection program loans by zip code • Low-income jobs lost and job loss categories
Children and Families	• Number of eligible childcare center and family daycare grant applicants/grantees • Number of eligible summer enrichment program grant applicants/grantees	• Socioeconomically disadvantaged youth per district (e.g., English Learners, homeless, foster, migrant) • Childcare spending
Infrastructure	• County funded public WiFi sites • Average monthly users for County WiFi sites	• Households without Wifi by Census tract • Self-reported K-12 student internet connectivity issues by Census tract • Students without internet by Census tract

Community Partnerships

Another key source of real-time information on pandemic impacts and recovery needs has been first-hand accounts from County staff and community-based organizations working directly with communities most impacted by the pandemic. The table below includes some of the County's key partners providing information on immediate recovery needs and challenges.

Table 5. Recovery Partners Providing On-the-Ground Support

Recovery Focus Area	County Departments/Staff Supporting Targeted Communities	Community-based Partners Serving Targeted Communities
Housing	• County Supervisors and staff • Office of Community Affairs	• County Core Service Agencies • Homeless service providers

	• Department of Housing • Human Services Agency	• Community-based organizations and nonprofits
Vulnerable Population Support	• County Supervisors and staff • Office of Community Affairs • Department of Housing • Human Services Agency • County Health	• County Core Service Agencies • Homeless service providers • Second Harvest • Thrive • Community-based organizations and nonprofits
Economic Recovery	• County Supervisors and staff • Office of Community Affairs • Environmental Health	• SAMCEDA • NOVAworks • Renaissance Entrepreneurship Center • Labor • Chinese Business Association • Environmental Innovations • Community Colleges
Children and Families	• County Supervisors and staff • Office of Community Affairs • Office of Education	• 4Cs • First 5 of San Mateo County • Big Lift
Infrastructure	• County Supervisors and staff • Department of Public Works • Office of Education • Information Services Department • Libraries	• Internet service providers • School districts

Project Use of Evidence

The use of evidence is considered for each individual project, based on the quantitative and qualitative data collected. Each project profile in the Project Inventory section features the use of evidence specific to the intervention.

Performance Report

As recovery projects move forward, the County will share relevant performance data and program outcomes on the County ARPA website (https://www.smcgov.org/ceo/american-rescue-plan-act-arpa-funding), through press releases, and in coordination with community partners.

The County identifies relevant performance metrics at the onset of each project. These performance metrics can be found under each project profile in the Project Inventory section.

PROJECT INVENTORY

	Category/Program	Allocation	Status
1.	**Housing**	**$48,400,000**	
1.1.	Homelessness Supports: Navigation Center	$5,360,000	In progress
1.2.	Stone Villa Inn	$4,570,000	In progress
1.3.	1818ECR (formerly known as Comfort Inn)	$6,480,000	In progress
1.4.	Pacifica Safe Parking Program	$400,000	In progress
1.5.	Emergency Rent, Utilities, and Transportation Assistance	$4,000,000	In progress
1.6.	Eviction Counseling/Legal Aid	$2,000,000	Not started
1.7.	Modular Housing Pilot	$1,500,000	Not started
1.8.	Accessory Dwelling Unit (ADU) Help Center	$250,000	Not started
1.9.	Affordable Housing Expertise for School Districts and Faith Community	$125,000	Not started
1.10.	Affordable Housing Expertise for Small/Mid-sized Cities	$125,000	Not started
1.11.	Housing-related Needs (TBD)	$20,000,000	Not started
2.	**Vulnerable Populations**	**$8,900,000**	
2.1.	Homelessness Provider Mental Health & Wellness Support	$200,000	Complete
2.2.	Home Delivered Meals Expansion for Older Adults	$1,950,000	Complete
2.3.	Unincorporated Area Financial Assistance	$1,500,000	In progress
2.4.	Mental Health First Aid	$200,000	In progress
2.5.	Second Harvest of SV Emergency Food Assistance	$4,550,000	In progress
2.6.	Full-service Community Outreach Pilot Program	$500,000	Not started
3.	**Economic Recovery**	**$19,525,000**	
3.1.	Environmental Health Fee Waiver/Grants for Businesses	$5,150,000	Complete
3.2.	Workforce Development Pilot Program	$400,000	In progress
3.3.	Business Support: EAC, REC, WeHope	$5,000,000	Complete
3.4.	SMCStrong Small Business Assistance Program	$2,075,000	Complete
3.5.	Microfood Business Grant Program	$500,000	In progress
3.6.	Microenterprise Home Kitchen Ordinance (MEHKO)	$300,000	In progress

3.7.	North Fair Oaks Small Business Grant Programs	$500,000	In progress
3.8.	Certification Support for Women-owned and Minority-owned Businesses	$200,000	Not started
3.9.	ADA Technical Assistance for Small Businesses	$400,000	Not started
3.10.	Small Business and Job Seeker Centers	$5,000,000	Not started
4.	**Children and Families**	**$13,870,000**	
4.1.	2022 Summer Enrichment Grant Program	$3,300,000	In progress
4.2.	Family Child Care Grants	$870,000	Complete
4.3.	2022 Big Lift Summer Program	$505,000	Complete
4.4.	2022-2023 Out-of-School Care Grant Program	$2,500,000	Not started
4.5.	2022 Childcare Grant Fund	$4,095,000	Not started
4.6.	Technical Assistance for Childcare Center Development	$100,000	Not started
4.7.	2023 Summer Enrichment Grant Program	$2,500,000	Not started
5.	Infrastructure Planning	**$4,900,000**	
5.1.	North Fair Oaks Infrastructure Plan	$1,400,000	In progress
5.2.	Public WIFI	$3,500,000	Not started
6.	County Fiscal and Health Priorities	**$15,000,000**	
6.1.	Vaccine Outreach, Events, and Mass Vaccination	$5,000,000	In progress
6.2.	Lost revenue reimbursement	$10,000,000	Complete

1. Housing

1.1 Homelessness Supports: Navigation Center and/or Hotel Acquisition

Funding amount: $5,360,000 (Total funding $57M - $46.09M Project Homekey, $5.05M local grants, $500k federal appropriations, $5.36M ARPA)

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

Project Start Date: June 2021

Status: In progress

Project Overview

The San Mateo County Navigation Center will provide 240 safe, temporary living units and intensive on-site support services to individuals and couples experiencing homelessness. Services will be client-centered and include intensive housing focused case management with the goal of moving people into permanent housing. The Center will also have low entry barriers, increased privacy for clients and space for couples to stay together. People with lived experience with homelessness and many community partners contributed to the development of the site plan.

Use of Evidence

The One Day Homeless Count and Survey from 2019 showed that there were 901 people experiencing unsheltered homelessness in San Mateo County. The same report from 2022 showed 1092 people experiencing unsheltered homelessness. Many of these unsheltered individuals need interim housing and housing-focused case management to help them transition to permanent housing. Additionally, many unsheltered individuals who do not use congregate shelter – e.g., adult couples, individuals with pets, individuals with significant possessions – are open to accessing non-congregate shelter, so this program will serve many of these individuals.

Performance Report

Not applicable.

1.2 Stone Villa Inn

Funding amount: $4,570,000 (Total funding $16M - $11.43 Project Homekey, $4.57M ARPA)

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

Project Start Date: October 2021

Status: In progress (Purchase complete, renovations in progress)

Project Overview

Stone Villa Shelter will provide 43 non-congregate shelter units (rooms) to adults (individuals and couples) experiencing homelessness. With the support of housing-focused case management and service linkages, residents staying at the shelter will work towards transitioning to permanent housing. Stone Villa Shelter will serve adults experiencing homelessness, including chronic homelessness, and who have been referred from the Coordinated Entry System (CES). This includes persons with disabilities, little to no income, evictions, substance use issues, mental and physical health challenges, and/or other barriers to re-entering and maintaining housing. At least 20% of the population served at Stone Villa Shelter will be individuals experiencing chronic homelessness, and 40% of the individuals exiting the shelter will exit to permanent housing.

Stone Villa is a non-congregate shelter program that will serve people experiencing homelessness and will provide safe shelter and intensive services to help them enter permanent housing. The One Day Homeless Count and Survey from 2019 showed that there were 901 people experiencing unsheltered homelessness in San Mateo County. The same report from 2022 showed 1092 people experiencing unsheltered homelessness. Many of these unsheltered individuals need interim housing and housing-focused case management to help them transition to permanent housing. Additionally, many unsheltered individuals who do not use congregate shelter – e.g., adult couples, individuals with pets, individuals with significant possessions – are open to accessing non-congregate shelter, so this program will serve many of these individuals. With its 43 private non-congregate units and intensive on-site support services, Stone Villa Shelter will assist people experiencing homelessness with finding and moving into permanent housing.

Performance Report

Not applicable

1.3 1818ECR (formerly known as Comfort Inn)

Funding amount: $6,480,000 (Total $19.53M - $13.05M Project Homekey, $6.48M ARPA)

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

Project Start Date: October 2021

Status: In progress (purchase complete, renovations in progress)

Project Overview

This project is comprised of the acquisition, renovation and operation of a 51-room hotel located at 1818 El Camino Real in Redwood City, CA. The County acquired the property on April 11, 2022 and began renovation on June 12, 2022. The intended outcome of the project is for 51 homeless persons or households earning at or below 30% AMI to become housed and no longer living on the street. The benefit to the project is that fewer people will be homeless in San Mateo County. The anticipated completion date of the renovations is mid-October 2022, and the County is working with Alta housing to complete a ground lease and financial documents with a goal for the property to be fully leased by November 13, 2022.

Use of Evidence

The One Day Homeless Count and Survey from 2019 showed that there were 901 people experiencing unsheltered homelessness in San Mateo County. The same report from 2022 showed 1092 people experiencing unsheltered homelessness. To address the large number of homeless people who are living outside in San Mateo County, the County acquired this hotel, and others, to provide permanent housing that offers supportive services for homeless people.

Performance Report

Not applicable

1.4 Pacifica Safe Parking Program

Funding amount: $400,000

Project Expenditure Category: EC 2.16 Long-term Housing Security: Services for Unhoused Persons*^

Project Start Date: Anticipated July 2022

Status: Not started

Project Overview

The Pacifica Safe Parking Permit (PSPP) Program assists vehicularly-housed individuals at risk of homelessness who have been negatively impacted by the pandemic. The County contributed $400,000 to this three-year program, supplementing a $450,000 commitment by the City of Pacifica and additional $150,000 raised by the Pacifica Resource Center. The PSPP Program provides temporary housing in the form of designated safe parking sites on public Pacifica streets and case management to unhoused families and individuals living in motor homes, and other oversized vehicles.

Use of Evidence

County Core Service Agencies have provided continuous support to people at risk of homelessness throughout the pandemic, and there are still many residents in need of these services. The PSPP program is one strategy to help residents stay housed.

Performance Report

The Pacifica Safe Parking program is expected to begin in July 2022, utilizing 8 out of the 13 on-street parking spaces that are not the subject of future appeal hearings. The Pacifica Resource Center has enrolled 4 clients in the program as of June 2022.

1.5 Emergency Rent, Utilities, and Transportation Assistance

Funding amount: $4,000,000

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

Project Start Date: July 28, 2021

Status: In progress

Project Overview

Early in the pandemic the County, along with cities, philanthropical organizations, and other funders, contributed $15,000,000 to support the County's emergency rent, utility, and transportation assistance program administered by the Core Services Agencies. With these funds, the Core Service Agencies helped residents earning less than 60% of the Average Median Income meet their basic housing needs. When the State Emergency Rental Assistance Program (ERAP) began in mid-2021, demand for County assistance through the Core Service Agencies declined. However, ERAP applications closed March 31, 2022 and the state's eviction moratorium was scheduled to end June 30, 2022. This ARPA allocation will provide County funds for rental assistance to qualifying renters.

Use of Evidence

County Core Service Agencies report that lower income households continue to require rental assistance support as a consequence of the pandemic. This allocation will provide funding for the County Core Service Agencies to continue to meet the need following the end of the state Emergency Rental Assistance Program.

Performance Report

Data not yet available.

1.6 Eviction Counseling/Legal Aid

Funding amount: $2,000,000

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

Project Start Date: Anticipated start September 2022

Status: Not started

Project Overview

The San Mateo County Department of Housing will solicit proposals from non-profit organizations with a history of working with renters, to provide up to $2,000,000 in eviction counseling and legal services to assist low-income tenants.

Use of Evidence

As the end of the eviction moratorium approaches on June 30, 2022, the County Core Service Agencies anticipate an increased need for legal assistance regarding current housing, landlord-tenant, and renter protection laws.

Performance Report

This project has not yet started.

1.7 Modular Housing Pilot

Funding amount: $1,500,000

Project Expenditure Category: EC 2.15 Long-term Housing Security: Affordable Housing*^

Project Start Date: TBD

Status: Not started

Project Overview

These funds were allocated for a "test and learn" pilot project to conduct environmental and other pre-development work to determine the cost and amount of time it takes to develop affordable housing with modular units. If successful, this test pilot could be used as a model to provide safe, affordable housing for lower income residents more quickly and efficiently than traditional affordable housing development.

Use of Evidence

The pandemic has amplified the need for safe, affordable housing for all. This funding provides an opportunity to explore new models for affordable housing development.

Performance Report

This project has not yet started.

1.8 Accessory Dwelling Unit (ADU) Help Center

Funding amount: $250,000

Project Expenditure Category: EC 2.15 Long-term Housing Security: Affordable Housing*^

Project Start Date: TBD

Status: Not started

Project Overview

This allocation will cover the start-up costs of a countywide Accessory Dwelling Unit (ADU) Help Center. The Center will help homeowners construct legally-compliant ADUs to supply much-needed housing options for lower income residents. The Help Center concept will be developed in collaboration with cities in the County, 21 Elements, and other community partners.

Use of Evidence

The pandemic has amplified the need for safe, affordable housing for all, and this project aims to increase affordable housing options. The project will be modeled off the successful ADU Help Center serving Napa and Sonoma Counties.

Performance Report

This project has not yet started.

1.9 Affordable Housing Expertise for School Districts and Faith Community

Funding amount: $125,000

Project Expenditure Category: EC 2.15 Long-term Housing Security: Affordable Housing*^

Project Start Date: TBD

Status: Not started

Project Overview

This allocation will pilot a project to provide affordable housing development consulting expertise to a small group of school districts and faith leaders interested in developing worker and/or affordable housing on their land for residents most impacted by the pandemic.

Use of Evidence

The pandemic has amplified the need for safe, affordable housing for all. This program unlock land and generate housing options for lower income residents.

Performance Report

This project has not yet started.

1.10   Affordable Housing Expertise for Small/Mid-sized Cities

Funding amount: $125,000

Project Expenditure Category: EC 2.15 Long-term Housing Security: Affordable Housing*^

Project Start Date: TBD

Status: Not started

Project Overview

This allocation will support the start-up costs of a shared housing consultants program to provide small and mid-sized cities in the County with affordable housing development expertise that would assist residents impacted by the pandemic.

Use of Evidence

The pandemic has amplified the need for safe, affordable housing for all. This program unlock land and generate housing options for lower income residents.

<u>Performance Report</u>

This project has not yet started.

1.11 Housing-related Needs (TBD)

<u>Funding amount</u>: $20,000,000

<u>Project Expenditure Category</u>: EC 2.15 Long-term Housing Security: Affordable Housing*^

<u>Project Start Date</u>: TBD

<u>Status</u>: Not started

<u>Project Overview</u>

This funding will be used for all types of housing for vulnerable residents and those most impacted by the pandemic, including shelters and associated supportive services, interim housing and the supports needed by residents of those facilities, and development of affordable housing units.

<u>Use of Evidence</u>

The pandemic has amplified the need for safe, affordable housing for all. This funding will be allocated to projects that support the County's goal of functional zero homelessness through efforts to generate more affordable housing options and provide housing supports for vulnerable and low-income residents.

<u>Performance Report</u>

This project has not yet started.

2. Vulnerable Populations

2.1 Homelessness Provider Mental Health & Wellness Support

<u>Funding amount</u>: $200,000

<u>Project Expenditure Category</u>: EC 2.34 Assistance to Impacted Nonprofit Organizations (Impacted or Disproportionately Impacted)^

<u>Project Start Date</u>: March 8, 2020

<u>Status</u>: Complete

<u>Project Overview</u>

This program provided grants to community partner organizations that provided crucial services for homeless residents throughout the pandemic. Recipient organizations are able to use these funds to provide mental health and wellness support and resources for their staff.

<u>Use of Evidence</u>

Homelessness service providers were essential workers during the pandemic and provided vital services to the County's most vulnerable residents. This grant program supports the mental health of workers most impacted by the pandemic.

Performance Report

As of June 2022, grants ranging from $5,500 to $66,000 were awarded to 14 agencies based on their number of staff and level of services provided to County clients. Awardees included: Abode, Coastside Hope, DC Partnership, Fair Oaks Community Center, Puente, YMCA, Samaritan House, LifeMoves, Home and Hope, WeHOPE, StarVista, Pacific Resource Center, CORA, and Mental Health Association.

2.2 Home Delivered Meals Expansion for Older Adults

Robert providing information

Funding amount: $1,950,000

Project Expenditure Category: EC: 2.1 Household Assistance: Food Programs*^

Project Start Date:

Status:

Project Overview

X

Use of Evidence

X

Performance Report

x

2.3 Unincorporated Area Financial Assistance

Funding amount: $1,500,000

Project Expenditure Category: EC 2.3 Household Assistance: Cash Transfers*^

Project Start Date: April 2022

Status: In progress

Project Overview

This funding provided $500 checks to households in the mid and south coast and North Fair Oaks who were heavily impacted by the pandemic and are at or below 60% of Area Median Income. The initial $500,000 allocation aimed to support over 14,000 eligible households across the County.

Use of Evidence

The County has received personal messages of appreciation from grantees. Many grantees have not had steady work since the pandemic and struggle to meet daily needs like groceries, gas, transportation, and rent. One recipient appreciated the flexibility of the funds stating, "Es lo mejor que pueden hacer en estos días, es bueno que nos ayuden con la renta pero aveces es mejor poder recibir el dinero directamente nosotros para nuestros gastos." *Translation: It is the best*

assistance you can do these days, it is good to be financially assisted with rent but sometimes it is better for us to receive the money directly so we cover our expenses.

Performance Report

As of July 2022, Coastside Hope has assisted 82 households and disbursed $41,000. Puente has assisted 181 households and disbursed $90,500. The program for residents in North Fair Oaks is still under development at the request of the North Fair Oaks Community Center, due to their current focus on homelessness. Given the success of the program, the County allocated an additional $1,000,000 to the original $500,000.

2.4 Mental Health First Aid

Funding amount: $200,000

Project Expenditure Category: EC 2.37 Social Determinants of Health: Other*^

Project Start Date: May 2022

Status: In progress

Project Overview

In May 2022, San Mateo County Behavioral Health and Recovery Services (BHRS) led a pilot to roll out the National Council for Mental Wellbeing's Mental Health First Aid Training across the County. BHRS has worked with elected officials representing areas heavily impacted by the pandemic, including Pacifica, San Carlos, South San Francisco, and Redwood City to coordinate training events. The $200,000 ARPA funding will expand the program to reach more youth and adults across the County.

Use of Evidence

The pandemic has put considerable strain on many residents, particularly those most impacted by the pandemic. This program does not provide direct mental health services, but does equip residents with strategies to help family members, friends, and neighbors who may be struggling with mental health issues.

Performance Report

In May and June 2022, 11 mental health first aid classes were held—5 classes for youth and 6 classes for adults. These classes reached a total of about 165 residents.

2.5 Second Harvest of Silicon Valley Emergency Food Assistance

Funding amount: $4,550,000

Project Expenditure Category: EC: 2.1 Household Assistance: Food Programs*^

Project Start Date: December 15, 2021

Status: In progress

Project Overview

Second Harvest Food Bank reported that, during the COVID-19 pandemic, the demand for food rose 40% in San Mateo County. This funding helps support ongoing food needs to prevent food insecurity for the County's most vulnerable residents.

Use of Evidence

The Second Harvest of Silicon Valley has experienced a surge of demand for food since the onset of the pandemic. This funding helps provide meals to low-income households.

Performance Report

In San Mateo County, Second Harvest has distributed an average of 38,200,000 pounds of food to 33,000 households per month.

2.6 Full-service Community Outreach Pilot Program

Funding amount: $500,000

Project Expenditure Category: EC 2.19 Social Determinants of Health: Community Health Workers or Benefits Navigators*^

Project Start Date: TBD

Status: Not started

Project Overview

This funding would be used to develop a pilot program focused on outreach to the Latinx community that was heavily impacted by the pandemic. The program would build on the Promotora model that was used by San Mateo County Office of Community Affairs (OCA) for 2020 Census outreach and throughout the pandemic.

Use of Evidence

The Gardner Center's research found that outreach, especially to the Latinx community, should be expanded to ensure that impacted and disproportionately impacted residents can access critical programs. Community members suggested a Promotora model, where trusted non-profits would serve as outreach providers for multiple County programs.

Performance Report

This project has not yet started.

3. Economic Recovery

3.1 Environmental Health Fee Waiver/Grants for Businesses

Funding amount: $5,150,000

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

Project Start Date: July 2021

Status: Complete

Project Overview

This allocation provided one-time support to businesses to offset revenue losses incurred due to restrictive COVID-19 Health Orders.

Use of Evidence

Throughout the pandemic, lock-down orders, reduced hours, and cost of PPE and other supplies put a financial burden on businesses. Waiving permitting fees for businesses was one way to provide relief to businesses impacted by the pandemic.

Performance Report

6,737 businesses benefited from the ARPA-funded one-year Fee Credit in FY 2021-22 and 78% of businesses that received the ARPA funded Fee Credit are still open.

The CA Healthy Places Index map shows the breakdown of businesses benefiting from this specific program:

- Quartile 1 (75-100%): 4,253 (63%)
- Quartile 2 (50-75%): 1,479 (22%)
- Quartile 3 (25-50%): 1,005 (15%)
- Quartile 4 (0-25%): 0
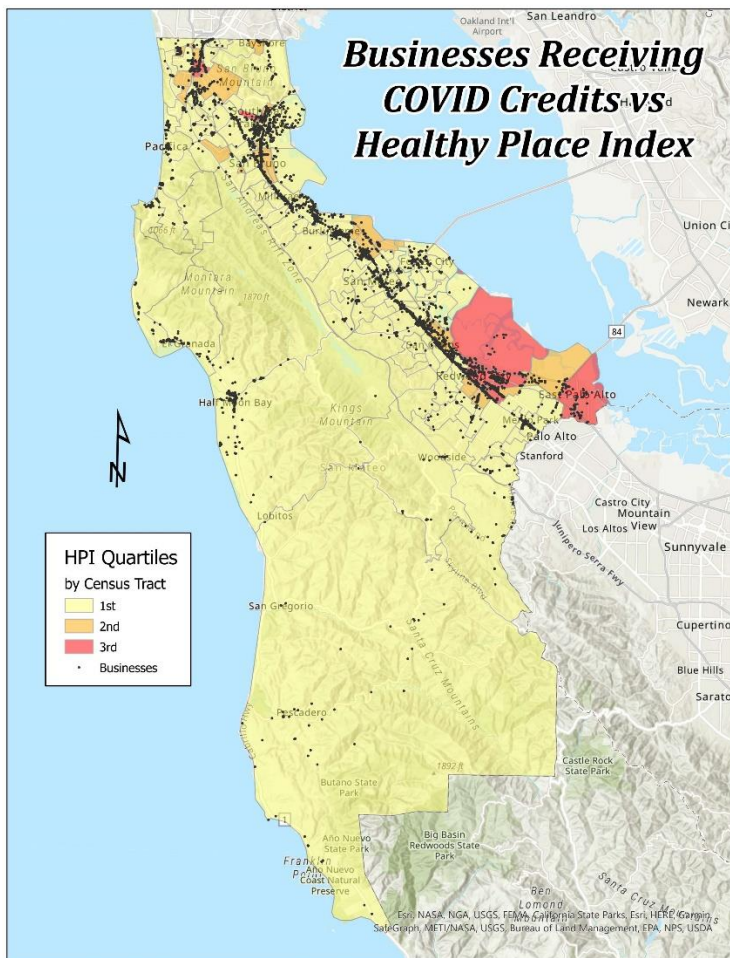
3.2 Workforce Development Pilot Program

Funding amount: $400,000

Project Expenditure Category: EC 2.10 Assistance to Unemployed or Underemployed Workers (e.g. job training, subsidized employment, employment supports or incentives)*^

Project Start Date: March 22, 2022

Status: In progress

Project Overview

Under a contract with the County, NOVAworks is conducting a pilot project to test a "whole-person" approach that provides wrap-around support to help clients meet all their needs while training for a new job and working in an apprenticeship. The pilot phase will serve a total of 35 clients (25 adults and 10 youth) who are residents of historically excluded communities with limited access to career opportunities and have been negatively impacted by the COVID-19 pandemic. The target communities for recruiting participants include North Fair Oaks, East Palo Alto, Belle Haven, Daly City and the Coastside.

Use of Evidence

Many of the County's most vulnerable residents became unemployed or underemployed during the pandemic. The County partnered with NOVAworks in 2020 to pilot a workforce development program, but many participants did not feel comfortable going back to the workplace. The initiative has been reestablished in this 2022 pilot project to provide workforce supports for the County's most impacted residents.

Performance Report

As of June 30, NOVAworks has screened 155 adults ages 36-63 and enrolled 11. All adult participants live in the low-income zip codes targeted by the County. 9 are Latinx, 2 are White, 1 is Black, and 8 are female. NOVAworks has screened 16 young adults graduating from 8 high schools in San Mateo County and enrolled 10. Youth participants include 1 Pacific Islander, 2 Latinx, 3 Asian, 2 White, 1 Black; 2 are female, and 1 is non-binary.

Required Performance Measures for EC 2.10 Assistance to Unemployed or Under Employed Workers

- Number of workers enrolled in sectoral job training programs = 8
- Number of workers completing sectoral job training programs = 0 completions to date. All 8 are currently in training with anticipated completion dates by the end of September 2022.
- Number of people participating in summer youth employment programs = 10

3.3 County Contribution to South San Francisco Economic Advancement Center

Funding amount: $200,000

Project Expenditure Category: EC 2.30 Technical Assistance, Counseling, or Business Planning*^

Project Start Date: July 2021

Status: In progress

Project Overview

In 2021, the County contributed $200,000 to help establish an Economic Advancement Center (EAC) in downtown South San Francisco. The EAC offers coaching, classes, and business assistance to small business owners and entrepreneurs in the northern part of the County through a contract with Renaissance Entrepreneurship Center (REC). Job seekers receive assistance with resumes, interviewing, career planning, and other support at the EAC with counselors from Job Train. See the Economic Advancement Center website for more information: https://www.ssf.net/departments/economic-community-development/economic-development/community-development-block-grant/economic-advancement-center-eac

Many County residents became unemployed or underemployed during the pandemic, and many small business owners struggled. The EAC facility in South San Francisco provides easily accessible resources for many business and job seekers in communities heavily impacted by the pandemic.

Performance Report

The EAC began virtual operations in July of 2021 and moved into their offices at 366 Grand Avenue in February 2022. By May 2022, 126 entrepreneurs and small business owners from Daly City, South San Francisco, Colma, Brisbane, San Bruno, and Pacifica had been assisted by the REC staff and REC has hosted 87 workshops. By May 2022, JobTrain's career center in the EAC has served 99 residents, helping 42 of those individuals secure and start new positions, and 16 individuals pursue education or vocational training.

Image Credit: City of South San Francisco

3.4 SMCStrong Small Business Assistance Program

Funding amount: $2,000,000

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

Project Start Date: September 2021

Status: In progress

Project Overview:

In July 2021, the Board of Supervisors approved $2,000,000 to provide grants to small businesses in San Mateo County who had been negatively financially impacted by the COVID-19 pandemic; had income of $120,000 or less; and hadn't received county, state, or federal grant funds in the preceding 12 months. In October 2021, the Board of Supervisors approved an increase in the income eligibility requirement ($1,000,000 for food related businesses and

$500,000 for all other businesses) to expand the number of businesses that could qualify for this grant opportunity.

Use of Evidence:

The Renaissance Entrepreneurship Center conducted a survey of local small businesses in 2021 and found that 98% of responding businesses that received grant funds during the pandemic are still in business as of December 2021. However, 73% of those respondents said they needed additional relief to sustain their business. These survey results as well as consistent communication with SAMCEDA, Renaissance, Chambers of Commerce, City Economic/Community Development Departments, and on-the-ground outreach to the most impacted communities by the Office of Community Affairs, Chinese Peninsula Business Association, and Environmental Innovations, has highlighted the need for grant programs for businesses heavily impacted by the pandemic.

Performance Report:

This program received 785 applications, and 218 grants have been awarded for a total of $2,180,000. Staff continue to work with the remaining eligible small business grant applicants for document submissions and grant awards.

Race	# Grantees	Age	# Grantees	Gender	# Grantees
Asian	88	under 30	4	Male	104
Black	8	30-49	82	Female	94
Latinx	23	50-64	62	Non Binary	2
Other minorities	17	65 and over	19		
White	53				

3.5 Microfood business grant program

Funding amount: $500,000

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

Project Start Date: December 2021

Status: In progress

Project Overview

This allocation provides grants of up to $10,000 to microfood businesses permitted in San Mateo County that have experienced particular economic hardship due to the COVID-19 pandemic. The program supports cottage food operators, caterers, food trucks, food carts, commissaries, and incubator kitchens in an effort to offset losses in revenue due to the COVID-19 pandemic, ensure continued operation, and assist in covering current business operating expenses. Applicants who are members of a household that had a 2020 gross household income at or below 100% of Area Median Income ("AMI") are prioritized upon selection.

Use of Evidence

The Renaissance Entrepreneurship Center conducted a survey of local small businesses in 2021 and found that 98% of responding businesses that received grant funds during the pandemic are still in business as of December 2021. However, 73% of those respondents said they needed

additional relief to sustain their business. These survey results as well as consistent communication with SAMCEDA, Renaissance, Chambers of Commerce, City Economic/Community Development Departments, and on-the-ground outreach to the most impacted communities by the Office of Community Affairs, Chinese Peninsula Business Association, and Environmental Innovations, has highlighted the need for grant programs for businesses heavily impacted by the pandemic.

Performance Report

This grant program received 140 applications, of which 53 businesses have been awarded a grant to date for a total of $453,000. The majority of the microfood businesses have been food trucks and caterers.

3.6 Microenterprise Home Kitchen Ordinance (MEHKO)

Funding amount: $62,500

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

Project Start Date: January 2022

Status: In progress

Project Overview

This allocation provides 25 grants at $2,500 each to newly permitted microenterprise home kitchens operators (MEHKO) in San Mateo County. The intent of the grant is to offset the negative financial impact of COVID-19 on them/their household.

Use of Evidence

The Renaissance Entrepreneurship Center conducted a survey of local small businesses in 2021 and found that 98% of responding businesses that received grant funds during the pandemic are still in business as of December 2021. However, 73% of those respondents said they needed additional relief to sustain their business. These survey results as well as consistent communication with SAMCEDA, Renaissance, Chambers of Commerce, City Economic/Community Development Departments, and on-the-ground outreach to the most impacted communities by the Office of Community Affairs, Chinese Peninsula Business Association, and Environmental Innovations, has highlighted the need for grant programs for businesses heavily impacted by the pandemic.

Performance Report

The County Environmental Health Department has approved 25 businesses with the MEHKO permit and began the grant program in January 2022. Since the program's launch, all 25 permitted microenterprise home kitchens received an invitation to apply for the grant. There have been 15 grants awarded as of July 12, 2022 totaling $37,500. Of the 25 MEHKO permitees, 21 are women and 19 are minority owned.

3.7 North Fair Oaks Small Business Grant Programs

Funding amount: $500,000

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

Project Start Date: May 2022

Status: In progress

<u>Project Overview</u>

The North Fair Oaks area is a major commercial center in unincorporated San Mateo County, one of the lowest income areas in the County, and one of the communities most adversely impacted by the pandemic. Additionally, despite door-to-door, in-language outreach for many of its small business COVID-9 relief programs, participation in these programs has been lower in North Fair Oaks than in many communities. For that reason, in May 2022, this grant program was created to assist small businesses in this area.

<u>Use of Evidence</u>

The Renaissance Entrepreneurship Center conducted a survey of local small businesses in 2021 and found that 98% of responding businesses that received grant funds during the pandemic are still in business as of December 2021. However, 73% of those respondents said they needed additional relief to sustain their business. These survey results as well as consistent communication with SAMCEDA, Renaissance, Chambers of Commerce, City Economic/Community Development Departments, and on-the-ground outreach to the most impacted communities by the Office of Community Affairs, Chinese Peninsula Business Association, and Environmental Innovations, has highlighted the need for grant programs for businesses heavily impacted by the pandemic.

<u>Performance Report</u>

The program was launched in May 2022 with 100 grants available. As of July 13, 2022, 48 grants have been awarded. Based on the rate of business approvals for the grant, it is estimated that all 100 grants will be awarded by September 2022. The table below notes disaggregated data on the current awardees.

*Note that not every awardee provided their demographic information.

Race	# Grantees	Age	# Grantees	Gender	# Grantees
Asian	2	Under 30	2	Male	25
Latinx	37	30-49	13	Female	17
Other minorities	2	50-64	21		
White	1	65 and over	6		

3.8 Certification Support for Women-owned and Minority-owned Businesses

<u>Funding amount</u>: $200,000

<u>Project Expenditure Category</u>: EC 2.30 Technical Assistance, Counseling, or Business Planning*^

<u>Project Start Date</u>: Anticipated start July 2022

<u>Status</u>: Not started

<u>Project Overview</u>

This allocation funds a program that helps women-owned businesses and minority-owned businesses impacted by the pandemic become certified under federal and state rules. This certification makes businesses more competitive for many state, local, and other organization procurements. Renaissance Entrepreneurship Center will implement the 18-month program and serve candidate businesses with guidance, training, and case management to help them secure certifications. The program aims to serve at least 40 business candidates.

Many businesses struggled during the pandemic. This program helps women-owned and minority-owned businesses that were disproportionately affected become more competitive for future procurement opportunities.

Performance Report

This project is anticipated to start in July 2022.

3.9 ADA Technical Assistance for Small Businesses

Funding amount: $400,000

Project Expenditure Category: EC 2.30 Technical Assistance, Counseling, or Business Planning*^

Project Start Date: Anticipated start August 2022

Status: Not started

Project Overview

This program will provide information and resources to small businesses impacted by the pandemic to help them comply with Americans with Disabilities (ADA) requirements and increase accessibility in the County. This project is currently in the design phase and will target assistance to businesses heavily impacted by the pandemic and business owners who are English language learners. The County is working with partners to best match the program with the needs of local businesses.

Use of Evidence

Small businesses, including those heavily impacted by the pandemic, often lack the expertise or resources to ensure compliance with ADA requirements. This program gives small businesses the information and support needed to comply with ADA requirements.

Performance Report

This project is anticipated to start in August 2022.

3.10   Small Business and Job Seeker Centers

Funding amount: $5,000,000

Project Expenditure Category: EC 2.30 Technical Assistance, Counseling, or Business Planning*^

Project Start Date: TBD

Status: Not started

Project Overview

In 2021, the County contributed $200,000 to help establish an Economic Advancement Center (EAC) in downtown South San Francisco. The EAC offers coaching, classes, and business assistance to small business owners and assistance with resumes, interviewing, career planning, and other support to job seekers. This allocation of $5,000,000 would fund start-up costs and two years of operation for two additional small business and job seeker centers, one in North Fair Oaks and a second in Half Moon Bay to serve coastside residents. Both new centers would be modeled on the South San Francisco EAC and located in communities most impacted by the pandemic.

Use of Evidence

Many County residents became unemployed or underemployed during the pandemic, and many small business owners struggled. These two new facilities, modeled on the success of the South San Francisco EAC, will provide easily accessible resources for many business and job seekers in North Fair Oaks and coastside communities that were heavily impacted by the pandemic.

Performance Report

This project has not yet started.

4. Children and Families

4.1 2022 Summer Enrichment Grant Program

Funding amount: $3,300,000

Project Expenditure Category: EC 2.11 Healthy Childhood Environments: Child Care*^

Project Start Date: February 8, 2022

Status: Grant program complete; program evaluation in progress

Project Overview

This program provided 68 summer enrichment programs with grants ranging from $5,000 to $260,000 to expand access to summer enrichment programs for socio-economic disadvantaged (SED) students, students with special needs, and students who are English Language Learners. The geographic distribution of grant funds was based on the relative population of SED students across the County. This methodology helped to ensure the grant funding increased summer enrichment opportunities for students with the greatest need and who experienced the greatest impacts of the pandemic.

Use of Evidence

Childcare providers and educators have cited the ongoing need for enrichment opportunities, particularly for socio-economic disadvantaged students. This grant program provides student scholarships and additional slots in quality summer programs. The County has also contracted with an evaluation consultant, Harder+Company, to determine the impacts of the 2022 summer grant program and help inform similar grant programs in 2022-2023.

Performance Report

Geographic Area	Allocated Grant Funding	Grantees	Programs	New Students	No. Student Scholarships
North (Daly City, San Bruno, South San Francisco)	$ 979,809.00	12	18	774	303
Central (Belmont, San Mateo)	$ 555,580.00	6	8	329	189
South (East Palo Alto, Menlo Park, Redwood City)	$ 1,120,625.20	20	32	966	258
Coastside (El Granada, Half Moon Bay, Pacifica)	$ 410,804.80	6	10	233	76
Total	$ 3,066,819.00	44	68	2,302	826

A full list of summer enrichment grant recipients can be found on the County Executive's Office website: https://www.smcgov.org/ceo/summer-enrichment-grant-recipients-april-2022

One grant recipient, CoolineKids in East Palo Alto, used the grant funds to expand their summer program for an additional 15 students. They shared camp photos and a message from the Executive Director, "*Thank you again for making this happen for our community!*"

Photo: CoolineKids Summer Camp, 2022 Summer Enrichment Grant recipient

Performance metrics under E.C 2.11-2.14:
Number of children served by childcare and early learning (pre-school/pre-K/ages 3- 5): TBD
Number of families served by home visiting: 0

4.2 Family Child Care Grants

Funding amount: $870,000

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

Project Start Date: March 2022

Status: Complete

Project Overview

This allocation supported the 4Cs Family Child Care Infant and Toddler Expansion Grant ("Family Childcare Grant") program, which was overseen by the Build Up, the childcare facility expansion initiative housed within the 4Cs. In November 2021, Build Up opened the Family Childcare Grant program offering $10,000 grants to help providers sustain their businesses and build capacity to serve more infants and toddlers. Build Up did not have enough funding to help all eligible applicants. Through the allocation of $870,000 in ARPA funding, the County funded 87 eligible grantees in the amount of $10,000 each.

Use of Evidence

Supporting childcare centers is a high community priority because there is a shortage of affordable childcare in San Mateo County, particularly care for infants and toddlers who are most often cared for in family daycare homes. This shortage has been exacerbated by the COVID-19 pandemic.

Performance Report

Performance metrics under E.C 2.11-2.14:
Number of children served by childcare and early learning (pre-school/pre-K/ages 3- 5): TBD
Number of families served by home visiting: 0

4.3 Big Lift Summer 2022

Funding amount: $505,000

Project Expenditure Category: EC 2.11 Healthy Childhood Environments: Child Care*^

Project Start Date: March 8, 2022

Status: Grant program complete in May 2022

Project Overview

This allocation provided one-time additional funding for the Big Lift to support an additional week of programing for all students, along with recruitment stipends for teachers, in summer 2022. The Big Lift Inspiring Summers Program provides high quality summer learning at nine sites that serve 1,500 rising K to 3rd graders in seven communities: South San Francisco, Daly City, San Bruno Park, Half Moon Bay, La Honda-Pescadero, Redwood City-North Fair Oaks, and East Palo Alto-Belle Haven. The program aims to serve the county's most vulnerable youngest learners.

Use of Evidence

Childcare providers and educators have cited the ongoing need for enrichment opportunities, particularly for socio-economic disadvantaged students. The Big Lift provides quality summer programming to vulnerable students across the County.

Performance Report

Performance metrics under E.C 2.11-2.14:
Number of children served by childcare and early learning (pre-school/pre-K/ages 3- 5): TBD
Number of families served by home visiting: 0

4.4 2022-2023 Out-of-School Care Grant Program

Funding amount: $2,500,000

Project Expenditure Category: EC 2.11 Healthy Childhood Environments: Child Care*^

Project Start Date: Anticipated start August 2022

Status: Not started

Project Overview

This grant program aims to increase the availability of before and after school and school vacation programs for socioeconomically disadvantaged (SED) students in the County. The grant program will be modeled on the 2020/2021 Learning Hub grant program administered by the Children's Equity Collaborative, which supported 59 learning hubs that provided 730 students with safe, supportive locations to pursue distance learning. The grant program will be open to nonprofit providers and public entities (such as cities and school districts) that commit to using grant funds to expand the number of available out-of-school program slots for SED students.

Use of Evidence

Educators, after-school care providers and child development experts agree that children need out-of-school programs – prior to school, after school and during school vacations - that support both academic progress and social and emotional development. This need is particularly acute for SED students and families living in communities severely impacted by the pandemic due the challenges they faced during the pandemic.

Project Status

This project has not yet started.

4.5 2022 Childcare Grant Fund

Funding amount: $4,095,000

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

Project Start Date: Anticipated start August 2022

Status: Not started

Project Overview

This program would provide grants ranging from $10,000 to $55,000 to childcare centers and family day cares, giving priority to providers serving the children and families most impacted by the pandemic. This program will be modeled after the Family Child Care Grant Program completed in May 2022.

Use of Evidence

Childcare is an essential sector of our local economy. Childcare providers are still facing challenges caused by the pandemic. Many centers are still not operating at full capacity, operating costs remain high, and revenues are below pre-pandemic levels. This grant program helps stabilize the childcare field and prevent potential closures.

Project Status

This project has not yet started.

4.6 Technical Assistance for Child Care Center Development

Funding amount: $100,000

Project Expenditure Category: EC 2.11 Healthy Childhood Environments: Child Care*^

Project Start Date: TBD

Status: Not started

Project Overview:

This program would fund the Build Up Initiative within 4Cs to engage a consultant to help developers in San Mateo County incorporate childcare centers into their projects. Technical assistance would be targeted to projects serving the County's vulnerable communities and those most impacted by the pandemic.

Use of Evidence

This program promotes expansion of childcare providers in communities with the greatest need.

Project Status

This project has not yet started.

4.7 2023 Summer Enrichment Grant Program

Funding amount: $2,500,000

Project Expenditure Category: EC 2.11 Healthy Childhood Environments: Child Care*^

Project Start Date: Anticipated start Spring 2023

Status: Not started

Project Overview

This program would replicate the 2022 Summer Enrichment Grant Program for the summer of 2023. The program will expand access to summer enrichment programs for socio-economic disadvantaged (SED) students, students with special needs, and students who are English Language Learners. The geographic distribution of grant funds will be based on the relative population of SED students across the County. This methodology will help to ensure the grant funding increases summer enrichment opportunities for students with the greatest need and who experienced the greatest impacts of the pandemic.

Use of Evidence

Childcare providers and educators have cited the ongoing need for enrichment opportunities, particularly for socio-economic disadvantaged students. This grant program provides student scholarships and additional slots in quality summer programs.

Project Status

This project has not yet started.

5. Infrastructure

5.1 North Fair Oaks Infrastructure Plan

Funding amount: $1,400,000

Project Expenditure Category: EC 5.18 Water and Sewer: Other

Project Start Date: February 8, 2022

Status: In progress

Project Overview

The Department of Public Works contracted with Woodard & Curran to update the Fair Oaks Sewer Maintenance District's (FOSMD) Sewer Master Plan. The FOSMD sewer system serves approximately 7,200 customers in the unincorporated San Mateo County communities of North Fair Oaks and Sequoia Tract, and portions of the Cities of Redwood City and Menlo Park and the Towns of Atherton and Woodside.

Use of Evidence

In 2016, the County conducted sewer inspections of approximately 30 percent of the system as part of the initial phase of updating the Sewer Master Plan for the District. The Expanded Sewer Master Plan will include inspection of the remaining pipes and manholes in the FOSMD system.

Performance Report

Project is underway and development of the sewer infrastructure rehabilitation/replacement plan is anticipated to be completed by July 2023.

5.2 Public WIFI

Funding amount: $3,500,000

Project Expenditure Category: EC 5.21 Broadband: Other projects

Project Start Date: TBD

Status: Not yet started

Project Overview

This project will provide funding for operation and maintenance of County Wi-Fi locations and other strategies to connect residents to quality, affordable internet access. This work will build on the County's broadband expansion efforts in 2020 funded with $6.8M in CARES Act dollars, which added 284 public wifi locations, established "park and connect" sites, subsidized in-home services, and provided hotspots for low-income communities and those without internet access.

Use of Evidence

The pandemic highlighted the digital divide. Providing the infrastructure for all residents to have access to online resources is critical to supporting a healthy, safe, prosperous, livable, equitable, and collaborative community.

Performance Report

This project has not yet started.

6. County Fiscal and Health Priorities

6.1 Vaccine Outreach, Events, and Mass Vaccination

Funding amount: $5,000,000

Project Expenditure Category: EC 1.1 COVID-19 Vaccination^

Project Start Date: No ARPA funds expended to-date

Status: Ongoing

Project Overview

There are four proposed modalities to deliver Covid-19 vaccinations:

1. Standing/Pop-up clinics up to 400 vaccinations per day but will normally be in the 50-100 range. Current plan is to continue five (5) standing clinics co-located at San Mateo Medical Center (SMMC) sites / and the YMCA East Palo Alto through the end of September 2022, and then shift to focused equity-based pop-up events (including school-based sites) that can meet our higher risk communities where they are at through June 2023.

2. Congregate clinics range in numbers per day depending on the size of the facility. Congregate facility clinics are primarily focused on booster doses and preventing severe illness and death in these high-risk settings. The need for congregate-focused clinics rises with the release of new booster guidelines.

3. Homebound vaccinations are for residents who have mobility challenges that prevent them from getting to a vaccination site through their provider, a pharmacy or a community clinic.

Homebound vaccinations are only offered after transportation is first offered to the resident and ruled out as an option.

4. Mass Vaccination at 500+ vaccinations per day; this is being included in case a quick pivot is needed in the fall to meet an increased demand if a new, Omicron-specific booster is available for the entire population, but there are no current plans to implement this strategy.

Use of Evidence

San Mateo County's strategy is based on an equity framework. Performance management will focus on our ability to help close equity gaps. The impact of racism has led to a disparate health impact of COVID-19 on communities of color. Data from the CDC show that Hispanic, Black or African American, and American Indian or Alaska Native populations in the U.S. are experiencing higher rates of hospitalization and death from COVID-19 compared to White populations. Together, these three race/ethnicity groups constitute ~27% of the County population (per the latest California Department of Finance population projections for 2021)—25%, 2%, and 0.1%, respectively. The FY 2022-23 target for the proportion of vaccinations administered at Standing/Pop-up clinics to individuals from these three race/ethnicity groups is 54%, or twice their representation in the County population. This requires a 25% improvement from FY 2021-22, when 43% of vaccinations at Standing/Pop-up clinics were given to individuals from one of these three race/ethnicity groups.

Performance Report

Metric	FY2021-22 Actual	FY 2022-23 Target
% of vaccinations at Standing/Pop-up clinics given to individuals from race/ethnicity groups experiencing disparate health impact (Black or African American, Hispanic, and American Indian or Alaska Native)	43% (32980/77209)	54% (3394/6250)
% of vaccinations at Standing/Pop-up clinics given to Hispanic individuals	42% (32067/77209)	50% (3125/6250)
% of vaccinations at Standing/Pop-up clinics given to Black or African American individuals	1% (759/77209)	4% (250/6250)
% of vaccinations at Standing/Pop-up clinics given to American Indian or Alaska Native individuals	0.2% (154/77209)	0.3% (19/6250)

6.2 Revenue Replacement

Funding amount:

Project Expenditure Category:

Project Start Date:

Project Overview

X

Use of Evidence

X

Performance Report

X