**Boulder
County**

2022 Report

ARPA SLFRF Recovery Plan Performance Report
American Rescue Plan Act
State and Local Fiscal Recovery Funds

Boulder County, Colorado, Recovery Plan
Performance Report Through June 30, 2022

EXECUTIVE SUMMARY

Boulder County ARPA Overview To-Date

Image: American Rescue Plan Act Webpage[1]

The federal American Rescue Plan Act (ARPA) was signed by President Joe Biden on March 11, 2021, and within that Act the State and Local Fiscal Recovery Fund (SLFRF) provides urgent and targeted state and local funding for COVID-19 response and recovery efforts. Boulder County, Colorado (the County) received a total ARPA-SLFRF allocation of $63,359,749 from the U.S. Department of the Treasury (Treasury), to help its communities respond to the negative health and economic impacts of COVID-19, for related recovery and relief efforts through 2026 for projects obligated by the end of 2024.

Boulder County has currently approved two primary rounds of funding allocations from its $63,359,749 in ARPA SLRF funding, as well as identified other administrative costs and potential reserves to fund with remaining funding available. To start, the Board of County Commissioners (BOCC) **approved an initial allocation of $5,531,880 in 2021 toward Immediate Needs projects** focused on pandemic response and recovery efforts. The Immediate Needs process took place in summer and fall 2021 and evaluated and responded to unmet needs of the community and internal County operations as a result of the COVID-19 public health emergency that were not funded in Boulder County's annual budget cycle.

To determine how to expend the remainder of funds, the County and community partners engaged in a community engagement and planning process beginning in the summer of 2021 through May 2022, with the assistance of consultant Rebuild by Design and in collaboration with Community Foundation Boulder County and the ARPA community engagement Steering Committee. First, the County heard from more than 1,500 residents about needs and impacts of

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[1] American Rescue Plan Act (ARPA) - Boulder County
https://bouldercounty.gov/government/budget-and-finance/american-rescue-plan-act-arpa/

the pandemic in a survey conducted in late summer and early fall 2021. Community feedback identified three areas of greatest need: *Economic Challenges, Housing Affordability, and Mental Health and Social Resilience.* Working Groups were formed around each of these issue areas to identify projects for a transformative and equitable recovery. Working Groups were composed of community members from non-profits, businesses, education, and other stakeholders, along with County staff and leadership, and each was sponsored by a County Commissioner and co-led by a community leader and a Boulder County department head. Their work was informed by feedback from community members as well as stakeholder input, best practices and research, advice from subject matter experts, and other ways. Working Group members developed project ideas and then prioritized projects according to what would have the most impact and other criteria.

Proposals were presented to the BOCC at a public hearing on May 3, 2022, and **$36,500,000 in Phase 2 projects were approved** at a Business Meeting on June 14, 2022. Additional proposed Phase 2 projects not approved on June 14 are still under consideration, as well as ongoing evaluation of additional needs of the County. Future funding decisions by BOCC will be reflected in next year's Recovery Plan Performance Report.

The County also set aside up to $6,335,975 in funding under a 10 percent administrative reserve fund in order to accommodate the many administrative, oversight, reporting, and financial management activities needed over the life of ARPA SLFRF funding. Projects allocated here will be approved and listed as needed on an ongoing basis.

Lastly, the County has set aside a $5 million reserve fund to be available for unforeseen needs. Approved funding allocated here will be tracked and reported in the future and on an ongoing basis as needed and awarded.

*Note: The County has also claimed the full ARPA SLFRF Treasury standard allowance of $10 million Provision of Government Services, within Expenditure Category 6 as part of its overall $63 million funding allocation and will report various general government service expenses within this approved Treasury provision as needed. These Expenditure Category decisions will be reflected in Treasury's Quarterly Project and Expenditure Reports and future annual Recovery Plan Performance Reports as funding allocation decisions are made.

The below image summarizes funding decisions to date.

BOULDER COUNTY FUNDED AWARDS THROUGH 6/30/22

Total Award from U.S. Treasury $63,359,749

County Funding Awards

Immediate Needs Projects	$ 5,531,880
Phase 2 Projects so far	$36,500,000
10% Administrative Reserve	$ 6,335,975
Contingency Reserve	$ 5,000,000
Awarded To-Date	$53,367,855
Available for Future Projects	$ 9,991,894

Additional information regarding the planning and community engagement processes is described in Community Engagement section below. These processes have helped Boulder County further understand the needs in the organization and community to support decision-making for ARPA expenditure beyond the Immediate Needs and ensure ARPA funds are invested to support a strong and equitable recovery that addresses racial, health, and economic disparities.

The combined approach of implementing the Immediate Needs funding process and mid- to long-range community engagement and planning efforts has enabled the County to effectively leverage its federal ARPA SLFRF funding in meaningful ways. Ongoing community engagement efforts continue to allow Boulder County to be responsive to the evolving needs of the communities it serves and also build and strengthen relationships in the community.

Boulder County's planning for and implementation of use of ARPA SLFRF funds to improve racial equity outcomes will build upon and be done in collaboration with significant racial equity work being done in the organization. In Boulder County, race matters. We center race in our equity work because we know historically and currently, race is the biggest predictor of disproportionate outcomes and disparities. Good government is impossible without racial equity. In 2018, the Board of County Commissioners with the full support of County and racial equity leadership, made transformational racial equity one of the County's strategic priorities.

The future vision of Boulder County as an institution is one that has overcome systemic racism and all other forms of oppression. The recognition of the impact of racism on the need for intentional efforts toward eliminating racism is foundational to transformational equity work. To that end, Boulder County's institution of government will reflect full participation and shared power with diverse racial, cultural, and economic groups in determining its mission, structure, constituency, policies, and practices.

Boulder County's racial equity work in relation to ARPA SLFRF funds is more fully described in the Promoting Equitable Outcomes section.

Summary of 2021 Immediate Needs Process

The announcement of ARPA SLFRF funds in spring of 2021 enabled the County's Pandemic Response and Recovery Organization collaborative group, PRROBoCo, to plan and implement a short-term "Immediate Needs" funding request process formerly called the 2021 COVID Response Requests (CRR) process. The Immediate Needs process was modeled after the successful implementation of the 2020 Unmet Needs Assessment (UNA) process, developed by the Forward Together Safely (FTS, the precedent group of PRROBoCo) team to implement CARES Act funding allocated through December 2020.

The Immediate Needs process was designed to evaluate and respond to immediate or ongoing unmet needs of the community and internal County operations that existed as a result of the COVID-19 public health emergency that were not funded from the Boulder County annual department and offices budgets cycle.

Examples of County immediate needs criteria prioritized during this process included:
1. Projects and programs which were CARES Act funded through the end of 2020 but should be continued as they are eligible for SLFRF funds, address unmet immediate needs, and are important for the organization and the community.
2. Requests for immediate funding for resources, including staff, to adequately manage SLFRF funds.
3. Emergency needs, such as unforeseen or unexpected ARPA-eligible emergency needs requiring funding prior to the BOCC making mid- to long-term decisions in 2022 and beyond.

The Immediate Needs funding request process was open from May through July 31, 2021, to all Boulder County staff to submit internal department needs requests and/or community needs requests sponsored by a County department. Boulder County received a total of 44 immediate needs funding requests totaling approximately $15 million.

Of the $63,359,749 million total ARPA SLFRF funding awarded by Treasury to Boulder County, the BOCC approved $5,531,880 in Immediate Needs funding, in addition to funding administrative costs necessary to manage ARPA funds. (See Uses of Funds and Project Inventory sections below for more detail.)

Summary of ARPA Community Engagement Process

To determine the greatest impacts and needs of Boulder County related to the pandemic, the County and partners engaged in a two-phase community engagement and planning process, with the assistance of consultant Rebuild by Design and in collaboration with Community Foundation Boulder County and the ARPA Steering Committee. During Phase 1, the County heard from 1,534 residents about needs and impacts of the pandemic through a survey and community events. Phase 2 consisted of three Working Groups planning and prioritizing project recommendations based on Phase 1 feedback and additional considerations. The ARPA community engagement Steering Committee presented Phase 1 findings on needs and impacts for residents and businesses in Boulder County to the BOCC in November 2021.

The creation of three primary Working Groups was based on findings from the initial survey outreach to Boulder County communities. The Phase 1 community engagement feedback identified Economic Challenges, Housing Affordability, Mental Health and Social Resilience among the greatest concerns for residents, business owners, workers, and students in Boulder County. Find detailed results of the community engagement process in the link to the ARPA Steering Committee Preliminary Engagement Report[2]. Working groups formed in each of those three priority areas described below.

Economic Challenges – Economic challenges are the number one issue affecting Boulder County residents, businesses, and students. Many survey respondents raised the interconnected issues of cost of living, small business needs, workforce development, childcare, and other economic issues. This Working Group recommended initiatives that address economic challenges within the community, with a particular emphasis on the issues magnified by the pandemic.
> Co-Chairs:
> Rebecca Novinger, Human Services Alliance
> Susan Caskey, Boulder County, Co-Director of Housing and Human Services
> Sponsor: Marta Loachamin, County Commissioner

Housing Affordability – The challenge of housing affordability for the residents of Boulder County existed before the pandemic. For some community members and businesses, the loss of income due to the pandemic exacerbated housing instability. This group investigated solutions to address the housing crisis in Boulder County for both renters and owners alike.
> Co-Chairs:
> Karen Gerrity, InterMountain Alliance, and BOCO Long-Term Recovery Group
> Paul Jannatpour, Boulder County, Former Co-Director of Housing and Human Services at time of process, now IT Director
> Sponsor: Claire Levy, County Commissioner

Mental Health and Social Resilience – Being physically apart from friends and family during lockdown brought on many challenges, including social isolation, and worsened mental health, workforce burnout, and compassion fatigue. While some suffered due to too much time in a digital world, others struggled due to lack of access or ability to use technology. This group investigated policies and programs that will bring communities together and address social isolation and mental health and public health challenges.
> Co-Chairs:
> Katrina Harms, Peak to Peak Housing and Human Services
> Robin Bohannan, Boulder County Director of Community Services
> Sponsor: Matt Jones, County Commissioner

Rebuild by Design and the ARPA community engagement Steering Committee designed a Phase 2 Working Group process, launching with a call for applications from community members with experience in one of the focus areas to participate. One hundred and sixty-two

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[2] https://assets.bouldercounty.gov/wp-content/uploads/2021/11/ARPA-Steering-Committee-Preliminary-Engagement-Report-Final-.pdf

(162) responses were received, and thirty-five (35) Working Group members were selected based on diversity of backgrounds and professional and lived experience. Phase 2 Working Groups were appointed by the BOCC in each of the themes from Phase 1 to identify projects that could address those issues for a transformative and equitable recovery, building on insights and ideas collected from residents of Boulder County in Phase 1.

In addition to Treasury-mandated criteria, the ARPA community engagement Steering Committee determined that the Working Groups should strive for final recommendations that would:

- Be transformational
- Ensure that the most impacted by the pandemic will benefit the most
- Strike a balance between long-term transformational change and short-term immediate relief for those in crisis
- Be able to be deployed easily to help the people in need quickly
- Be sustainable when ARPA funding runs out
- Focus on equity and addressing racial, economic, and health disparities
- Leverage other funds and existing planning processes
- Leverage already completed plans and reports, e.g. Regional Affordable Housing Plan
- Be groundbreaking, something that County Government would not have done on its own Working groups were composed of community members from non-profits, businesses, and other stakeholders, along with county staff and leadership.

Working Groups were planned for kick off in early January 2022, but due to the tragic Marshall Fire and Straight-Line Winds in December 2021 and deployment of many County staff and community partners to assist with response and recovery, the process was significantly delayed. The first meeting of the ARPA Working Groups was held on February 28, 2022, and subsequently the Working Groups met for eight weeks to develop and prioritize a strong set of project recommendations that support equitable recovery and transformational outcomes.

The Working Groups' work was informed by feedback from Phase 1 as well as stakeholder input, best practices and research, advice from subject matter experts, and other ways. Working Group members compiled comprehensive project ideas and then prioritized according to the most impactful work that aligns with the criteria. Working Group meetings were recorded, interpreted into Spanish and American Sign Language, and posted on the County website for transparency and accountability. The recordings of these meetings are available on boco.org/arpa[3].

Boulder County recognizes and sincerely appreciates all community voices, the Working Group and Steering Committee members, and other contributors for volunteering many hours to this work, as well as dedicating passion and expertise in order to identify and then prioritize the most impactful projects for an equitable recovery. Boulder County also recognizes County staff and

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[3] Boulder County ARPA Working Group Meeting Recordings
https://www.youtube.com/playlist?list=PL9oCsIhQEQOEJEHrkdztJrrpbphIbOdy4

leadership that dedicated time and expertise during this process. A final report of the process and recommendation is posted on boco.org/arpa[4].

Working Group members, Rebuild by Design, and County staff presented recommendations to the BOCC at a public hearing on May 3, 2022, for nine proposed project categories, some including subprojects resulting in at least 16 distinct projects. The BOCC further evaluated proposals and initial Phase 2 projects at meetings with staff on May 11, June 1, and June 6. Other projects not listed in this document remain under consideration at the time of this report.

Summary of Racial Equity Strategy in Pandemic Response and ARPA

Boulder County's pandemic response and recovery to COVID-19 in 2021 addressed the pandemic under the Pandemic Response and Recovery Organization PRROBoCo initiative which was a further adaption of the prior Forward Together Safety (FTS) initiative. As strategic goals, the focus was on priority populations and embedding racial equity across the response.

The pandemic strategy centered racial equity as a fundamental goal of the initiative via focused internal organization. The Racial Equity Team was assembled with the collaboration from key contributors that include Black, Indigenous, People of Color, and non-People of Color who are identified as racial equity leaders in Boulder County. In April of 2020, the Racial Equity Team assembled to direct efforts in a pilot to center race and racial equity in the response to the COVID-19 pandemic. The goal of the racial equity team had a two-pronged approach:

1. Provide critical attention to addressing the racial and ethnic disparities during the pandemic (which acknowledges and includes the intersectionality of marginalized identities, for example, LGBTQ+, ability, immigration status, age, etc.), and maintain high-level view to incorporate equity practices and approaches.
2. Create long-lasting programs, practices, and processes in a small sample environment, such as PRROBoCo. By piloting racial equity within the programs and practices, the County will have the organizing approach to scale up racial equity throughout the County that can be embedded within departments and offices and bridge the work of the County as it moves out of pandemic response into recovery.

These efforts continued into 2022 with the addition of a Racial Equity Practitioner to the ARPA Team.

Immediate Needs projects and Phase 2 proposals were reviewed and recommended with equity in mind. All Phase 2 projects will utilize the Racial Equity Impact Assessment Tool and participate in a Racial Equity Panel iterative process so that projects are designed and implemented with equity in mind.

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[4] ARPA-WG-Final-Proposals-Phase-II.pdf (bouldercounty.gov) https://assets.bouldercounty.gov/wp-content/uploads/2022/07/ARPA-WG-Final-Proposals-Phase-II.pdf

Summary of Key ARPA Outcomes and Goals

Boulder County has achieved several key outcomes since inception of its ARPA SLFRF funding, including successful implementation of the County's Immediate Needs projects, as well as awarding sizable investments in Phase 2 projects. The County continues to make ongoing progress in implementing the many ARPA administrative, regulatory, and reporting requirements required by Treasury. Continued mid- to long-term planning around community engagement, data analysis, and other aspects of ARPA decision-making and administration will ensure long-term success of ARPA SLFRF funding.

Ongoing ARPA Implementation
To support the effective and compliant implementation of ARPA funds, Boulder County has built a strong ARPA administrative Team, including the appointment of an ARPA Administrator and approved staffing with a Program Manager, Project Specialist, Communications Specialist, and a Grants Accountant. These staff, in consultation with attorneys from the County Attorney's Office and staff from the Office of Financial Management, monitor Treasury guidance to ensure correct interpretation of guidance, compliance with federal requirements, and effective implementation. The team also develops policies and procedures, documents, processes, file structures, communications, reporting, and other project infrastructure to effectively implement ARPA funds.

Racial Equity and Data Analysis Investments
The County recently appointed a full-time Racial Equity Practitioner to join the ARPA Team. This individual brings years of experience in racial equity work and a diverse and long-term understanding of the County organization and the communities and issues in Boulder County. Future staffing needs likely include staff with specific expertise to improve data infrastructure and capacity, including staff with will, skill, knowledge, and capacity to integrate a racial equity lens to the data and implementation practices.

Community Engagement Investments
The County invested in Community Engagement staff members who have provided management, coordination, and implementation of the County's Phase 1 and 2 ARPA community engagement and beyond. This team, along with the larger ARPA Team and Racial Equity Practitioners and community partners, continues to collaborate and build long-term communication strategies and implementation plans for the ARPA Program and ARPA projects.

Community Engagement Reports
As part of the community engagement process, Rebuild by Design produced a report following Phase 1 preliminary engagement[5] and a final report[6] detailing the Working Group process. Both reports described the Phase 1 outreach process and findings from the 1,534 completed surveys and outreach events, reporting that Economic Challenges, Housing Affordability, and Mental Health and Social Resilience are the most important pandemic recovery issues in the community. The final report also discusses the Phase 2 Working Group process, in which three

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[5] https://assets.bouldercounty.gov/wp-content/uploads/2021/11/ARPA-Steering-Committee-Preliminary-Engagement-Report-Final-.pdf
[6] https://assets.bouldercounty.gov/wp-content/uploads/2022/07/Boulder-County-ARPA-Final-Report.pdf

Working Groups engaged around each major theme that was identified in Phase 1, charged with using the output from Phase 1 to inform a collaborative process to identify programs or projects to recommend for ARPA funding. Each group compiled a comprehensive list of potential programmatic ideas and then further culled a list of select proposals that would be most in line with the County's goals for the ARPA funds. Those project proposals are included in the Final Report.

TDA Consulting Data Report on Impacts of Pandemic in Boulder County
TDA Consulting conducted a gap analysis[7] in fall 2021 to assess the impacts of COVID-19 in Boulder County. Issues uncovered in that report by Treasury Expenditure Category included:
- Public Health – Vaccination disparity, mental and behavioral health, and the fast-changing nature of the pandemic.
- Negative Economic Impacts – Childcare costs, childcare workforce shortages, and affordable housing. The report recommended providing cash transfers to households.

TDA's report also looked at Premium Pay and Infrastructure, as well as impacts of the pandemic on County services and additional needs. Most respondents to a staff survey reported increased workload or expanded scope of services during the pandemic and needs including childcare, food, mental health, and affordable housing. The report recommended leveraging other state and federal funds.

Immediate Needs Assessment and Allocations
The County successfully implemented its ARPA SLFRF Immediate Needs process with 21 projects underway totaling $5,531,880. These projects are providing critical services and support to the community such as community-wide COVID-19 testing and vaccinations, services to address food insecurity, employment services and job training, and housing voucher support aimed towards the County's vulnerable unhoused populations, to name a few.

Initial Phase 2 Funding Allocations
The following amounts were approved for funding by the BOCC during a June 14, 2022, business meeting in each of the focus areas, and project-specific information is included below: Economic Challenges up to $13.5 million, Housing Affordability $12 million, and Mental Health and Social Resilience $11 million. The approved projects are intended to have transformational impacts in the community, in alignment with Treasury's goals for the funding. To offer some examples, the Direct Cash Assistance model has been shown to lift families out of poverty. Acquisition of mobile home parks by their residents not only ensures housing security but also can build wealth for resident-owners of parks. Mental Health and Social Resilience projects work together in a hub-and-spoke model to ensure an array of culturally appropriate ways to access care, while mental health training and community response model help decriminalize and destigmatize behavioral and mental health issues. Other examples can be seen across projects.

A full list of Phase 2 approved projects is included within the Uses of Funds and Project Inventory sections, including project descriptions and funding amounts. The remaining proposed

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[7] https://assets.bouldercounty.gov/wp-content/uploads/2021/12/Boulder-County-Pandemic-Impacts-Data-October-2021_ARPA-SLFRF_Final.pdf

projects are under consideration and will be brought forward to future business meetings for formal approval and included in future reports.

Continued Mid- to Long-Term Planning

Around $9.9 million in ARPA funding is still being considered for projects proposed from the Phase 2 process or additional projects advanced by Commissioners. Decisions are expected to occur in the second and third quarter of 2022. Future decision-making also will take place for the $5 million reserve and additional administrative expenditures or needs. As additional data resources are brought on, planning around data and indicator identification and measurement will occur, which will assist with ongoing reporting and transparency goals. Community engagement planning and further project planning, including with community, for Phase 2 projects is expected.

Opportunities and Challenges During the Reporting Period

Numerous opportunities and challenges have been present during the pandemic public health and economic recovery efforts, specifically in regard to ARPA or other federal relief funding.

Opportunities:

- *Meaningful Community Connections and Enriched Understanding of County Needs:* ARPA SLFRF funding has enabled the County to undergo broad community engagement activities and find meaningful ways to connect with community members impacted by COVID-19. This effort has better informed the County's ARPA SLFRF funding decisions and allowed ARPA funds to become community-focused investments that are the most meaningful and impactful to the community.

- *Equity-Focused Community Impacts:* In particular, Boulder County continues to align its ARPA SLFRF funding towards projects that make long-term improvements in the communities it serves, while also focusing on equity and disparate impacts on communities. The creation of the County's 3.4.1 Program Evaluation and Data project devotes dedicated resources towards the County's continued Racial Equity program evaluation efforts.

- *Embedding Equity Focus and Practice, Building from Our Strengths:* Boulder County will build on the strengths of practices already employed at Boulder County, for example, operationalizing use of the Racial Equity Impact Assessment Tool (REIAT) tool as an iterative process. Phase 2 projects will fill out REIAT as a planning tool, and as the projects evolve and feedback is incorporated from Racial Equity Panels to further racial equity goals in a process that refines priority strategies to maximize racial equity and address underlying disparities. Also, continue Teaching and Learning sessions for staff to increase will, skill, capacity, and knowledge in racial equity work of ARPA staff, and participate in Courageous Conversations About Race (CCAR) Trainings, Racial Equity Mondays, and future trainings.

- *Strategic, Transformational Investments:* Boulder County is grateful for ARPA SLFRF funding in order to mitigate and respond to many of the health and economic impacts caused by the pandemic, and for the opportunity to engage community partners in its recovery efforts. Identifying and investing in the areas of most importance to the County,

including Economic Challenges, Housing Affordability, and Mental Health and Social Resilience, help the County respond to the areas of greatest concern for residents, business owners, workers, and students.

- *Increased Staffing and Development of Best Practices Among Peer Institutions:* The significance and dollar value of ARPA funding and number of ARPA projects has necessitated the need for additional County staff to help effectively manage and implement ARPA programs. This has allowed new recovery coordination efforts and institutional knowledge to be created over time, ensuring the County is well equipped to manage current and future recovery projects and federal funding. The County continues to look for opportunities to collaborate and develop best practices with peer institutions and other counties and municipalities throughout Colorado and the United States, as well as opportunities to leverage other direct state or federal funding sources available for similarly structured projects and initiatives.

- *Process and Reporting Development, and Transparency Efforts:* The receipt of ARPA SLFRF funding prompts the County to develop new processes and procedures to properly administer ARPA funding, and develop an administrative infrastructure and processes designed towards monitoring, tracking, and reporting on key performance indicators. Ongoing processes and procedures will support data gathering and tracking needs to identify that funding was invested appropriately. The County continues to invest resources into transparency platforms to share information to the public by using resources such as Boulder County dedicated ARPA websites, COVID-19 public health dashboards, as well as OpenGov financial reporting down to the transaction level available on Boulder County's ARPA website[8].

- *Ongoing Community Engagement:* Community Engagement Specialists within the ARPA team continue to design and implement programs and develop new ways to collaborate with ARPA Program partners and the community at large, and to effectively monitor and communicate program outcomes and successes. They help build effective relationships based on logic models on a per-project-basis as well as on an overall ARPA Program-wide level.

Challenges:
- *Ongoing Health vs. Recovery Needs Assessment:* Similar to the challenges faced nationwide, the evolving nature of COVID-19 has required Boulder County and staff to frequently switch between response vs. recovery efforts. The County continues to balance these efforts based on the evolving risk and exposure of the COVID-19 virus and the need to always put the health and wellbeing of the community first. This requires constant internal and external operational planning, monitoring, and responsiveness towards changes in positive case rates, exposure trends and risks, engaging with vulnerable populations, effective communications for containment and recovery efforts, policy and procedure adaptions, etc. For example, Boulder County just recently re-entered the CDC High Risk level for COVID-19 exposure and active cases in May 2022. These fluctuations create staffing shortages and challenges in responding to the ongoing needs of the community,

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[8] https://bouldercounty.gov/arpa-reporting/

while trying to remain focused on economic and public health recovery efforts where possible.

- *Disparate Impacts:* The COVID-19 pandemic has exposed and exacerbated long-standing inequities by race and ethnicity in the United States and in Boulder County. These inequities are not natural, but are driven by long-standing policies in language access, health care access, immigration, and other historical and current policies. Black, Indigenous, and people of color experience disparate impacts in disease rates and economic hardships, for example.

  Some of the reported challenges that contribute to disparities or pose barriers in addressing them include lack of support or structure of inclusion for language access, legal limitations for remedies that take race into consideration, lack of relationship and trust between government and members of dis-invested communities, barriers for people without documentation, and lack of coordinated organizational structure for sustaining relationships with disparately impacted communities. There also is a lack of racialized data to understand and measure the impacts and these challenges.

  The effects of COVID-19 have caused measurable disparate public health impacts on Boulder County's Latinx community and other priority populations. For example, Latinx community members in Boulder County were disparately impacted by COVID-19, with disproportionate numbers of cases, hospitalizations, and deaths. The work of Boulder County Public Health and others contributed to improvement over the course of the pandemic, but disparate impacts continue to pose an ongoing challenge to these communities.

  Data from third quarter 2021 showed that 17 percent of Boulder County cases have been among Hispanic/Latinx community members who represent 14.0 percent of the population and 70 percent of cases have been among white, non-Hispanic community members, who represent 77.4 percent of the population. Race/ethnicity data are known for 75.6 percent of cases. Unfortunately, racialized data is no longer consistently tracked due to capacity issues.

  Additionally, Boulder County sees disparities by race and ethnicity within vaccination rates. Boulder County Public Health along with many community partners, has developed a prioritized strategy for supporting equitable vaccine access through the Vaccine Equity Coordinating Committee. That committee is prioritizing vaccine access clinics by census tracks that have shown less vaccine uptake. At the time of the 2021 report, vaccination rates by age among white, non-Latinx populations ranged from 56 percent to 97 percent, while for Latinx populations they ranged from 36 percent to 81 percent vaccinated. At the time of this report, vaccination rates by age among white, non-Latinx populations ranged from 62 percent to 99 percent fully vaccinated and boosted, while for Hispanic population 25 to 82 percent are at least partially vaccinated. Boulder County as a whole is 69 percent vaccinated and boosted.

  Disparate impacts also are found in secondary impacts, for example mental health or economic impacts. Because many Latinx community members work in the service or

construction industries, and because of systemic racism, they are more likely to have lost job hours or jobs, not be able to work remotely, and experience extreme financial hardship during the pandemic.

- National data from the Johns Hopkins Essential Worker project demonstrated that people of color are over-represented in frontline and essential worker positions, which create a greater risk for exposure to COVID-19. The awareness of disparate impacts to vulnerable communities is an opportunity for the County's responsiveness and prioritized investments to address inequities. ARPA funds have been awarded to support low-wage workers that have to quarantine due to COVID-19 and workers whose employment was impacted through lost employment or reduced hours but were ineligible for other assistance. ARPA funds also have aided at Workforce Boulder County with a call center and employment services.

- *Adequate Staffing and Resource Needs:* Boulder County has faced other challenges during this SLFRF reporting period, mainly focused on County staff's ongoing burden of COVID-19 operational response needs, coupled with adequate resource availability of County staff to effectively assess, plan, implement, and respond to ARPA-related requirements. Internal County staff have been tasked with their original job responsibilities in addition to new and ongoing COVID-19 response and recovery duties, as well as new requests to manage and/or scope and define new program funding needs on behalf of the ARPA Program, all of which pose ongoing challenges to timely and cohesive effectiveness across the organization and resilience of staff. A few new staffing resources have been brought on board, but the onboarding process also presents delays due time needed for requisite recruitment, training, and coordination efforts. Administrative and programmatic capacity is being added to implement the approximately $45 million in Phase 2 ARPA projects.

- *Marshall Fire and Recovery*: On December 30, 2021, Boulder County experienced the most devastating fire in Colorado's history, the Marshall Fire, federally declared disaster "Colorado Wildfires and Straight-line Winds 4634-DR-CO." More than a thousand homes were completely destroyed by fire, and thousands of County residents suffered smoke, soot, and wind damage to their homes and loss of power and drinking water for days following the disaster.

  Boulder County government has a primary role during major disasters, both for immediate emergency response and for longer-term recovery efforts. Although the disaster and the resulting capacity strain on departments as well as key support functions within the County organization (accounting, policy, leadership, rental assistance case management, hiring managers, etc.) had minimal effects on ARPA projects, some effects were experienced. The Community Engagement Team continues to work with mobile home community members impacted by the disaster.

- *Data Management:* A remaining challenge centers around the availability of and need to identify consistent data and performance metrics across available health, human services, and economic programs for effective tracking and reporting. This challenge is compounded

by a lack of staff capacity to analyze data. Boulder County has recently allocated funding towards a new project 3.4.1 Program Evaluation and Data, intended to invest additional time and resources into assessing the data management needs of ARPA SLFRF funding and building capacity to meet those needs.

A lack of availability of racialized data both from the County and external sources has presented a challenge for creating data-driven solutions to address racially based disparities. SLFRF funds present an opportunity to pilot organizational structures and processes that support data-driven practices and accountability to outcomes. The practice of disaggregating data by race has not historically been present across the organization; however, the County is investing in this area using ARPA funds. Initial disaggregated demographic data has been collected among Immediate Needs ARPA projects and will be used as a guide to integrate this practice across the County where available in order to provide meaningful information and track outcomes. Phase 2 projects will consistently collect data disaggregated by race and other factors whenever possible.

- *Availability and Timing of Treasury Guidance:* The County also has faced coordination challenges due to the timing, information, and guidance available by Treasury for ARPA SLFRF funding. For instance, the County's 2021 COVID Response and Recovery intake process was implemented in early May 2021 in an effort to provide immediate access to COVID-19 recovery funds. However, full ARPA SLFRF Final Rule guidance was not released until January 2022 and after, which included several changes to eligibility criteria, Expenditure Categories, and other guidance Boulder County previously provided to funding recipients. Treasury Compliance and Reporting Guidance has also undergone several substantive version changes over the last year, making it more difficult to provide end-recipients with clear and proactive guidance in advance. Boulder County has attempted to be as proactive and helpful as possible with its awardees, releasing project reporting templates and other processes as timely possible to prepare its recipients with required reporting information. However, multiple Treasury guidance changes have required the County to revisit the process and documentation multiple times.

  Given that most counties and municipalities across the country have not been direct recipients of federal funding of this scale, and ARPA SLFRF funds come with new federal regulatory requirements specific to SLFRF funds, this creates additional effort imposed on counties to effectively assess and evaluate the required federal regulations and procedures required under ARPA in a timely manner. These factors necessitate that each county and municipality create new and separate processes and procedures to effectively manage their own ARPA SLFRF funding, requiring additional resources and expertise to be developed within each organization. Efforts to coordinate and share resources with peer counties and municipalities across the state of Colorado have been helpful, but also require additional time and coordination among multiple stakeholders.

- *Sustainability of Program Investments:* Additional challenges include the awareness that building new programs, investing in new infrastructure, and encouraging transformational change requires continued infrastructure and resource support, and adequate ongoing funding support to ensure long-term success. Boulder County's $63 million in ARPA SLFRF funding will be instrumental in helping the County with a transformational recovery process,

but total ARPA SLFRF funding represents only approximately 13 percent of the County's annual budget. While ARPA funds will be helpful toward achieving progress, ARPA SLFRF funding alone will not be adequate to ensure sustainable and transformational change. Given that federal resources are not identified beyond the County's current ARPA SLFRF allocations, these considerations will need to be factored into the County's long-term planning. The County has tried to address this concern during its Phase 2 community engagement funding process by evaluating and prioritizing projects that are most sustainable after ARPA funding expires. Where possible, the County also continues to look for partnerships and opportunities to leverage other funding.

Boulder County COVID-19 Case Data
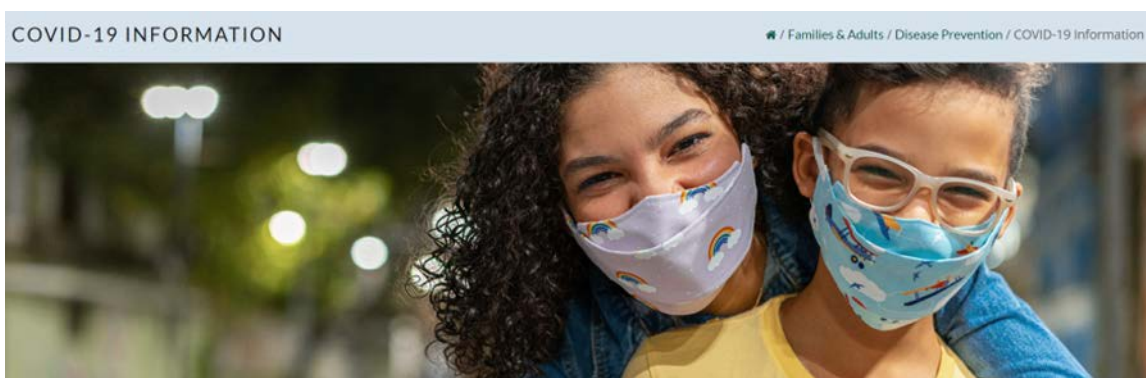
As mentioned above, Boulder County recently re-entered the CDC High Risk level for COVID-19 exposure and active cases in May 2022. Below are recent communications from Boulder County Public Health, followed by data regarding transmission level, vaccination, deaths, and other factors. See Boulder County Public Health's COVID-19[9] page for more.

News Release April 14, 2022: Boulder County Public Health now provides updates for essential COVID-19 data three days a week[10]

Boulder County, CO – Boulder County Public Health (BCPH) is inviting the community to explore recently launched upgrades to the County's COVID Data webpage.
To ensure that the public has access to up-to-date information about COVID-19 transmission, case positivity, and more, BCPH recently integrated live dashboards on the County's COVID Data webpage with information that is updated every Monday, Wednesday and Friday.

In May 2020, BCPH launched the COVID Data page as a hub for access to important information and statistics regarding the spread of COVID-19 in Boulder County.

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[9] https://bouldercounty.gov/families/disease/covid-19-information/
[10] https://bouldercounty.gov/news/boulder-county-public-health-now-provides-updates-for-essential-covid-19-data-three-days-a-week/

The page was previously updated weekly on Mondays and Thursdays to share graphs with information including the number of confirmed COVID-19 cases in the County, the number of deaths among Boulder County residents who tested positive or were considered "probable" for COVID-19, trends in incidences of COVID-19 and community positivity rates.

To improve ease of access and interaction capabilities with the important information hosted on this page, BCPH integrated live updates for each graph three times a week which will improve user experience.

While the categories of data displayed on the page remain the same, the new platform allows visitors more opportunities to interact with the data. For example, when hovering over each dashboard, users can now see specific data for each date. Created with the user experience in mind, the improved webpage and revitalized dashboards were designed to offer the most updated information available for the ultimate user-friendly experience.

In this update, BCPH removed the Centers for Disease Control and Prevention (CDC) case rate per 100,000 of the population from the updated webpage due to a difference in methodology for calculating rates. Recognizing that a backlog of case data from the state resulting from the omicron surge in January and February 2022 may impact how daily rates are reflected, BCPH intentionally adapted calculations to ensure that these cases were appropriately assigned to the correct dates. This science-based decision helps us provide the public with the most up-to-date and accurate picture of the disease in Boulder County by using local data.

Boulder County COVID-19 Data can be viewed here: boco.org/covid-19-data.

News Release May 27, 2022: Boulder County Moves to High Community Level for COVID-19

Residents are urged to take additional safety precautions

Boulder County, CO – Boulder County has moved into high COVID-19 community levels based on Centers for Disease Control and Prevention (CDC) metrics.
The move from the medium to high COVID-19 community level indicates that COVID cases are high in our community, and the strain on hospitals and healthcare facilities in Boulder County is rising.

Weekly metrics released by the CDC on Thursday show the case rate in Boulder County is 318.5 per 100,000 population, new COVID-19 hospital admissions are at 10.6 per 100,000 population and staffed inpatient beds in use by COVID-positive individuals are at 1.9 percent.

As a result, everyone should practice enhanced prevention measures and be aware of their own risk factors for contracting the disease. Please see linked COVID-19 Risk Assessment for more information, available here: Risk Assessment

(bouldercounty.gov)[11]. People at high risk for severe disease or who have close contact with someone who is should take additional precautions.

Vaccines and previous infections continue to provide high levels of community immunity. Increasing availability and access to therapeutics to treat COVID will prevent hospitalization and may help our community have a different outcome this time around.
To ensure the best protection against the most severe outcomes of the disease, refer to the full news article and related links, footnoted and hyperlinked.

Additional information about CDC Community Levels and the recommended precautions for individuals is available here on the CDC website.[12]

In addition to safety recommendations for the general public, the Colorado Department of Public Health and Environment's (CDPHE) public health order 20-38,[13] which applies to Boulder County, requires that staff, visitors, and other individuals in prisons, jails, community corrections, substance abuse and drug treatment centers, adult day centers and day programs, and similar facilities wear a face covering if the CDC Community Tracker is in Medium or High. Staff are required to wear a medical grade face covering, and facilities may require visitors and patrons to wear medical-grade face coverings.

Businesses not subject to CDPHE order 20-38 may still choose to require masks for their employees and patrons. Individuals may also choose to mask while around others.

COVID-19 resources in Boulder County:
- Individual risk assessment tool: boco.org/covidrisk
- Vaccine providers: boco.org/COVIDvaccine
- COVID-19 therapeutic treatments: colorado.gov/getting-covid-19-treatment
- Testing: boco.org/COVID19testing
- Recommended COVID-19 precautions, masking: boco.org/COVIDprecautions
- Isolation and quarantine guidance: boco.org/quarantine-isolation
- Boulder County data: boco.org/COVID-19-Data

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[11] https://assets.bouldercounty.gov/wp-content/uploads/2022/04/Risk-Assesement-1.pdf
[12] https://www.cdc.gov/coronavirus/2019-ncov/science/community-levels.html?msclkid=8006b72fba7c11ecbe78bfba94575cbd
[13] https://covid19.colorado.gov/public-health-orders-and-executive-orders

Boulder County CDC Community Level: High

New COVID-19 cases per 100,000 people past 7 days	COVID-19 Community Levels= HIGH 6/30/22 (Use the highest level that applies to your community)		
	Indicators	LOW	MEDIUM	HIGH
Fewer than 200	New COVID-19 hospital admissions per 100,000 (7-day total	<10.0	10.0-19.9	>=20.0
	Percent of staffed inpatient beds occupied by COVID-19 patients (7-day average)	<10%	10.0-14.9%	>=15%
200 or more ⟨322.81⟩	New COVID-19 hospital admissions per 100,000 (7-day total	NA	<10.0	>=10 ⟨15.6⟩
	Percent of staffed inpatient beds occupied by COVID-19 patients (7-day average)	NA	<10% ⟨3.2%⟩	>=10.0%

https://www.cdc.gov/coronavirus/2019-ncov/science/community-levels.html

7-day Cumulative New COVID-19 Cases per 100,000 Boulder County Residents

Seven-day cumulative number of new COVID-19 cases per 100,000 among Boulder County residents (7/1/20 - 6/30/22)
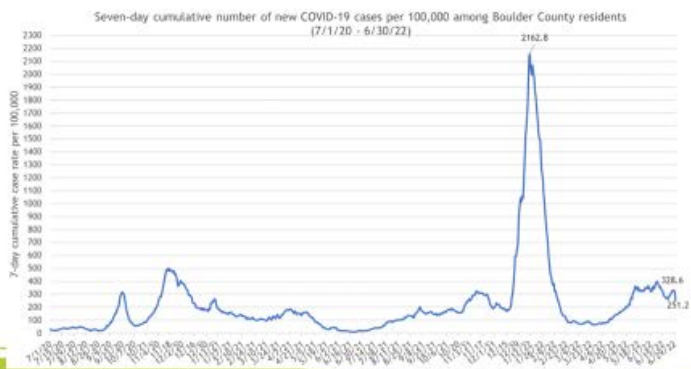
Source: Colorado Electronic Disease Reporting System

Boulder County Seven-day COVID-19 Positivity

7 day PCR positivity among Boulder County residents (7/1/2022)

7/1/22: 13.4%, 1050 tests per day on average
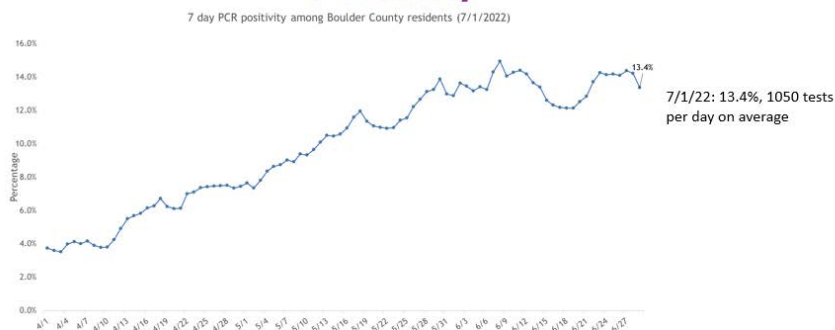
Source: Electronic Lab Reporting- CDPHE

147 deaths since May 2021, 379 deaths since beginning of pandemic (7/1/2022)

Deaths among Boulder County residents who tested positive or were considered "probable" for COVID-19, by date
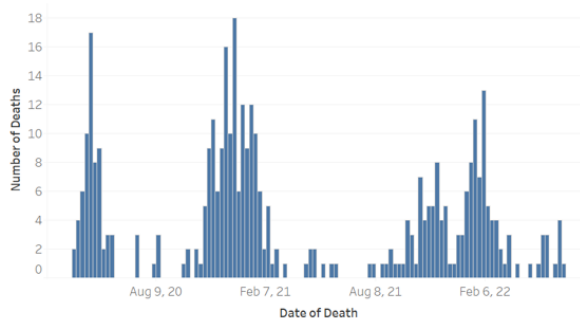
Source: Boulder County Epidemiology Investigations Team; Boulder County Coroner; Colorado Electronic Disease Reporting System

Boulder County Vaccination Rates, as of 7/1/22

Indicator	Number of people Boulder County	Percent of total population Boulder County	Percent of eligible Colorado	Percent of total population US
Received a partial course of a COVID-19 vaccine	21,329	6.5%		
Fully vaccinated with a COVID-19 vaccine	256,177	78.3%	74.8%	66.9%
Received at least one COVID-19 vaccine dose	277,506	84.8%	82.9%	78.1%
Booster/third dose	219,834	67%	55.7%	49%

Source: Colorado Immunization Information Systems (CIIS)

USES OF FUNDS

Intended and Actual Uses of Funds Across Eligible Expense Categories
a. Public Health (EC 1)
b. Negative Economic Impacts (EC 2)
c. Public Health-Negative Economic Impact: Public Sector Capacity (EC 3)
d. Premium Pay (EC 4)
e. Water, sewer, and broadband infrastructure (EC 5)
f. Provision of Government Services - Revenue Replacement (EC 6)
g. Administrative Support (EC 7)

Boulder County has funded programs across most of the major Expenditure Categories listed above, both within its Immediate Needs projects approved in 2021, as well as its Phase 2 investment projects approved in 2022. Immediate Needs projects primarily addressed time-sensitive services required to serve the needs of residents, such as large-scale investments in Public Health (EC 1) COVID-19 infection mitigation, and Negative Economic Impacts (EC 2) to fund critical services including food security, housing stability, re-employment, and childcare services, to name a few. Public Sector Capacity (EC 3) and Administrative Support (EC 7) services were also funded to support the crucial planning and monitoring requirements of SLFRF.

Phase 2 projects approved in June 2022 focus on continued services in the community as well as economic recovery and longer-term strategic investments. Examples include *Economic Challenges (EC 2) projects such as affordable housing initiatives, grants to non-profit organizations, and direct cash assistance to families with young children, among others. Meaningful investments are also being made within the Public Health (EC 1) category with an emphasis on mental health services. *Note that final EC category determinations for all Phase 2 projects are still being finalized and will be reported in subsequent reports, including the potential to fund various projects within the Provision of Government Services category (EC 6) as needed.

Examples of longer-term funding projects still being considered for funding include investments in childcare, child health, small business support, and affordable housing. Additional investments within Public Sector Capacity (EC 3) as well as Administrative Support (EC 7) categories will continue to be made as needed to successfully support all APRA-SLFRF initiatives.

The hybrid approach of implementing the Immediate Needs funding request process first, followed by the mid- to long-term planning and community engagement process has enabled Boulder County to be more agile and effective in its overall COVID-19 response and recovery efforts. This strategy has helped maximize shorter-term programmatic impact and efficiency, while allowing time for planning for longer-term efforts.

Immediate Needs Projects Approved in 2021

Through the period of June 30, 2022, the following Immediate Needs and administrative projects have been approved for funding. The respective funding status of each project is indicated.

Phase 1 Immediate Needs projects approved by the BOCC as of June 30, 2022, are shown in the table below:

BOULDER COUNTY 2021 IMMEDIATE NEEDS ARPA FUNDED PROJECTS
Including Ongoing Administrative Projects
As of 6/30/22

ARPA CATEGORY	PROJECT/TASK NAME	STATUS	CURRENT BUDGET
PUBLIC HEALTH	1.2.1 BCPH COVID TESTING	ACTIVE	$ 377,200
PUBLIC HEALTH	1.4.1 JUVENILE ASSESSMENT CENTER FTE	ACTIVE	$ 130,084
PUBLIC HEALTH	1.7.1 BCPH VACCINE COMMUNITY SUPPORT	ACTIVE	$ 1,813,000
PUBLIC HEALTH	1.7.2 LOW WAGE WORKERS	NOT STARTED	$ 250,000
NEGATIVE ECONOMIC IMPACT	2.1.1 BCPH FOOD INSECURITY	ACTIVE	$ 130,178
NEGATIVE ECONOMIC IMPACT	2.2.1 EVICTION REPRESENTATION	NOT STARTED	$ 50,000
NEGATIVE ECONOMIC IMPACT	2.3.1 LEFT BEHIND WORKERS	NOT STARTED	$ 300,000
NEGATIVE ECONOMIC IMPACT	2.4.1 DIGITAL DIVIDE PROJECTS - startup phase	COMPLETED	$ 14,022
NEGATIVE ECONOMIC IMPACT	2.10.1 EMPLOYMENT SERVICES	ACTIVE	$ 385,000
NEGATIVE ECONOMIC IMPACT	2.10.2 WORKFORCE CALL CENTER	ACTIVE	$ 370,000
NEGATIVE ECONOMIC IMPACT	2.11.1 BCPH CHILDHOOD HEALTH OTHER	ACTIVE	$ 155,000
NEGATIVE ECONOMIC IMPACT	2.17.1 EMERGENCY CHOICE VOUCHERS	ACTIVE	$ 120,000
NEGATIVE ECONOMIC IMPACT	2.37.1 DA OFFICE COURT REPORTING	ACTIVE	$ 130,000
PROVISION OF GOVERNMENT SERVICES	6.1.1 PROVISION OF GOVERNMENT SERVICES, DIGITAL DIVIDE	ACTIVE	$ 557,396
PROVISION OF GOVERNMENT SERVICES	6.1.2 PROVISION OF GOVERNMENT SERVICES, OUR CENTER FRC	ACTIVE	$ 250,000
PROVISION OF GOVERNMENT SERVICES	6.1.3 PROVISION OF GOVERNMENT SERVICES, SISTER CARMEN FRC	ACTIVE	$ 250,000
PROVISION OF GOVERNMENT SERVICES	6.1.4 PROVISION OF GOVERNMENT SERVICES, EMERGENCY FAMILY ASSISTANCE ASSOCIATION FRC	NOT STARTED	$ 250,000
	Total Direct Cost Projects Approved:		**$ 5,531,880**
INCREASING PUBLIC SECTOR CAPACITY	*3.4.1 PROGRAM EVALUATION AND DATA	ACTIVE	$ 1,455,755
ADMINISTRATION	7.1.1 OFM ADMINISTRATIVE SUPPORT ARPA	ACTIVE	$ 1,280,406
ADMINISTRATION	7.1.2 ARPA PLANNING CONTRACTOR	COMPLETED	$ 60,119
ADMINISTRATION	7.1.3 COMMUNITY ENGAGEMENT	ACTIVE	$ 515,000
ADMINISTRATION	7.1.4 BCPH ARPA ADMIN	ACTIVE	$ 247,538
	Total Administrative Projects Allocated To-Date: (*part of 10% $6,335,975 maximum administrative costs)		**$ 4,073,819**
	TOTAL IMMEDIATE NEED & ADMIN PROJECTS TO-DATE:		**$ 9,605,698**

Activities and awards previously reflected under 1.4.2 CRIMINAL CUSTODY SERVICES project, 3.11.2 DIGITAL DIVIDE FOR HOMELESS project, and balance of 2.4.1 DIGITAL DIVIDE projects are currently reported under 6.1.1 PROVISION OF GOVERNMENT SERVICES, DIGITAL DIVIDE.

*Project 3.4.1 PROGRAM EVALUATION AND DATA may be treated as an administrative cost (TBD) for the purposes of internal BC budgeting purposes only.

Phase 2 Community Engagement Projects Approved in 2022

Phase 2 projects approved by the BOCC as of June 30, 2022, are shown in the table below*:

BOULDER COUNTY 2022 PHASE 2 ARPA FUNDED PROJECTS
As of 6/30/22

ARPA CATEGORY (EC Categories still TBD, and subject to change)	BOULDER COUNTY WORKING GROUP	PROJECT/TASK NAME	STATUS	AMOUNT
NEGATIVE ECONOMIC IMPACT	Econ Challenges	Survive and Thrive Nonprofit Grants (*Amount is still TBD and not to exceed $7.5M)	NOT STARTED	$ 7,500,000
NEGATIVE ECONOMIC IMPACT	Econ Challenges	Direct Cash Assistance to Families with Young Children	NOT STARTED	$ 6,000,000
NEGATIVE ECONOMIC IMPACT	Housing	Affordable Housing Pipeline	NOT STARTED	$ 7,000,000
NEGATIVE ECONOMIC IMPACT	Housing	Manufactured Housing Park Acquisition and Upgrades	NOT STARTED	$ 5,000,000
PUBLIC HEALTH	Mental Health	Community Mobile Response Teams	NOT STARTED	$ 3,000,000
PUBLIC HEALTH	Mental Health	Community Wide Navigation Hub	NOT STARTED	$ 3,000,000
PUBLIC HEALTH	Mental Health	Equitable Access (Front Door Model) - Community Based Grants	NOT STARTED	$ 3,000,000
PUBLIC HEALTH	Mental Health	Equitable Access (Front Door Model) - Mental Health Vouchers	NOT STARTED	$ 1,000,000
PUBLIC HEALTH	Mental Health	Equitable Access (Front Door Model) - School-Based Services,	NOT STARTED	$ 500,000
PUBLIC HEALTH	Mental Health	Equitable Access (Front Door Model) - Community Trainings	NOT STARTED	$ 500,000
TOTAL PHASE 2 PROJECTS TO-DATE:				**$ 36,500,000**

Note: Phase 2 projects indicated above have been approved for funding as of June 30, 2022, but recipients have been not yet received funding distributions and/or final expenditure authorization instructions from the Boulder County Office of Financial Management (OFM) as of June 30, 2022, as capacity is being added to implement Phase 2 projects, and project scopes and the Phase 2 implementation process, procedures, and forms are being finalized. Retroactive expenses (if applicable) incurred prior to June 30, 2022, but within authorized ARPA SLFRF funding periods will be evaluated for OFM approval and any necessary accounting adjustments. Any retroactive expenses allocated (if any) will be verified and reflected in subsequent reports as appropriate.

*All Phase 2 Expenditure Categories (EC) listed above are subject to change based on final program review and design details which are still being determined. Projects may also be broken into multiple sub-projects with different Expenditure Categories if needed. Final ECs and individual project numbers will be reflected in subsequent reports.

Slightly more than $9.9 million in ARPA funds remain unallocated, pending additional project review and Commissioner decision-making, in addition to remaining funds available within the County's 10 percent administrative allocation and $5 million reserve fund. Those awards and

future funding determinations will be reported in quarterly reporting and the 2023 Recovery Plan.

<u>Other Federal Recovery Funds: Emergency Rental Assistance</u>

Boulder County's Emergency Rental Assistance Program (ERAP) launched at the beginning of March 2021 to provide emergency rental and utility assistance and arrears under the U.S. Department of the Treasury's Emergency Rental Assistance program. These funds are used to provide, for a limited term of 15 to 18 months, safe and stable housing assistance that may include rental assistance, security deposits, utility assistance, housing stability, and certain reasonable fees to assist households that are experiencing economic hardship and housing insecurity or homelessness.

Boulder County was allocated $9,816,678.90 under ERA's first round of funding (ERA1) from the Consolidated Appropriations Act of 2021 for use through September 2022 and $7,767,478.90 under the second round from the American Rescue Plan Act (ERA2) along with $4,604,451.20 designated for high needs in that second round for use through September 2025, for a total of $22,188,609 in ERAP funding. To date, Boulder County has expended approximately $10,272,725 in funding and has assisted more than 1,458 households at the time of this report.

PROMOTING EQUITABLE OUTCOMES

Boulder County's Commitment to Racial Equity

Boulder County has a commitment to promoting and practicing racial equity, working to evolve and institutionalize government practices and programs to be more racially equitable. In this section, Boulder County describes some key efforts that inform the work of the ARPA Program and ARPA-funded projects.

On August 4, 2020, Boulder County adopted a personnel Conditions of Employment and Code of Conduct policy titled, "Fully Inclusive, Anti-Racist and Multicultural Organization," demonstrating the County's commitment to racial equity as a government organization. That policy is as follows.

> "In Boulder County, race matters. We center race in our equity work because we know historically and currently, race is the biggest predictor of disproportionate outcomes and disparities in the United States of America. Good government is impossible without racial equity. In 2018, the Board of County Commissioners with the full support of County and racial equity leadership, made transformational racial equity one of the county's strategic priorities.

> The future vision of this institution is one that has overcome systemic racism and all other forms of oppression. The recognition of the impact of racism on the need for intentional efforts toward eliminating racism is foundational to transformational equity work. To that end, Boulder County's institution of government will reflect full participation and shared power with diverse racial, cultural, and economic groups in determining its mission, structure, constituency, policies, and practices. A place where members of all identity groups are full participants in decisions that shape the institution for full inclusion of diverse races, cultures, lifestyles, and interests.

> The result is healing within the workplace and employees; a place of alliance in combating all forms of social oppression. A Boulder County where we humbly work with larger communities (regional, national, global) to eliminate all forms of oppression and assist in creating fully inclusive, anti-racist and multicultural organizations everywhere.

> Everyone's humanity in the institution and community matters. For everyone's humanity to matter, first the organization and persons within it must recognize that historically and currently, anti-Blackness and anti-Indigeneity is causing harm. Sincere efforts must be made to identify, stop and repair the harm.

> Everyone in Boulder County government shares a responsibility to actively contribute to the liberation of all people, especially those who have been historically and structurally marginalized and oppressed.

> As a government institution, it is our moral responsibility to interrupt institutional racism which manifests through racist laws, policies, practices and behaviors. In order to

advance racial equity, we must practice transformational racial equity within our own governmental organization and within ourselves.

It is the responsibility of all County department directors and elected officials to ensure with integrity and fidelity that this policy is articulated to each employee within their supervision. It is expected that all employees endeavor to develop the will, knowledge, skill and capacity consistent with this policy. It is expected that everyone practices and exhibits transformational racial equity with honesty, open-mindedness, and willingness as we build for eternity."

Additional actions and activities reveal Boulder County's a tangible commitment to racial equity in years prior to the adoption of that policy. On January 27, 2021, the Boulder County Commissioners issued the following statement in support of President Biden's executive order on Advancing Racial Equity.

Statement from the Boulder County Commissioners in support of the President's executive order on Advancing Racial Equity - Boulder County

"On Jan. 20, 2021, President Biden signed an *Executive Order on Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*. This order[14] aims at increasing racial equity across the U.S. by strengthening anti-discrimination housing policies, halting new Justice Department contracts with private prisons, increasing the sovereignty of Native American tribes, and combatting violence and xenophobia against Asian Americans and Pacific islanders. As the order further states, *affirmatively advancing equity, civil rights, racial justice, and equal opportunity is the responsibility of the whole of our Government.*"

Boulder County supports this action in advancing racial equity and the executive order's mandate to provide the necessary federal resources to advance fairness and opportunity. Boulder County centers race in its own approach to increasing equity at in the County. As a public organization serving more than 326,000 county residents, Boulder County has identified five key strategic priority areas[15] that help guide its public efforts, including Affordable Living, Climate Action, **Equity and Justice**, Land and Water Stewardship, and Organizational and Financial Stewardship. Particular to this matter, the County's Equity and Justice strategic priority is incorporated into daily County operations and ongoing strategic planning. Additionally, the County has established an internal Cultural Responsiveness and Inclusion (CRI) Road Map that directs Boulder County employees to incorporate racial equity into all aspects of county work, which includes imbedding CRI within five priority areas of: Accountability, Leadership, Policy and Sustainability, Recruitment, Hiring, Retention, and Training. The Equity and Justice priority also includes goals around criminal justice, including support for behavioral health and diversion from the criminal justice system.

From the Commissioners' Equity and Justice Strategic Priority, "Equity can be defined as all people having full and equal access to the opportunities they need to survive or succeed. The

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[14] https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/20/executive-order-advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government/
[15] https://bouldercounty.gov/departments/commissioners/strategic-priorities/

Boulder County Commissioners have identified equity both as one of the five priority areas and as a guiding principle for implementing each of the priorities over the next five years." Included in this Equity and Justice priority area are three high-level goals:

1. Implement the Boulder County's Cultural Responsiveness and Inclusion Roadmap.
2. Implement criminal justice reform actions alongside other partners in the criminal justice system.
3. Improve access to mental health services.

Boulder County's racial equity objectives for Goal 1 include:

- *Objective 1a:* Ensure accountability for supporting and sustaining equity, cultural responsiveness, and inclusion.
- *Objective 1b:* Ensure leadership within the Boulder County organization has the tools and resources to support and sustain equity, cultural responsiveness, and inclusion efforts.
- *Objective 1c:* Ensure policy supports and sustains equity, cultural responsiveness, and inclusion and efforts are sustainable over time.
- *Objective 1d*: Ensure recruitment, hiring, and retention activities within the organization support and sustain equity, cultural responsiveness, and inclusion.
- *Objective 1e:* Ensure Boulder County employees have the training and tools they need to support and sustain equity, cultural responsiveness, and inclusion activities, including training to address oppression"

Members of Boulder County's Cultural Responsiveness and Inclusion Advisory Committee (CRIAC) identified major milestones to improving equity, diversity, and inclusion over time at the organization. From 2014 to 2016, a diverse leadership group of employees supportive of and with expertise in cultural responsiveness and inclusion developed a mission, vision, and concrete goals and objectives for increasing cultural responsiveness and inclusion at Boulder County. These goals and objectives are defined in the Boulder County Cultural Responsiveness and Inclusion Roadmap which was adopted by the BOCC in 2016. An Equity, Diversity, and Inclusion Manager was hired in 2015 to implement the road map and work to embed racial equity work in Boulder County.

As part of the BOCC's 2019-2024 strategic priorities, the BOCC is re-emphasizing its support and investment in this roadmap and those implementing the roadmap. As significant progress has been made in implementing the roadmap and lessons have been learned, updates and revisions will be made as necessary to continue improvement in realizing equity, as prioritized by the Cultural Responsiveness and Inclusion Advisory Committee, Equity Diversity and Inclusion Manager, and BOCC. Further, the BOCC in August of 2021, the BOCC approved creation of an Office of Racial Equity at Boulder County, tripling the budget and staffing for internal racial equity work at Boulder County. The initial Office of Racial Equity focus will be to help Boulder County support strategy, tools, and curriculum to advance racial equity internally in the organization. The additional budget and staffing will help Boulder County continue to build a strong internal foundation to support the challenging and ongoing work of evolving government practices and programs to be more racially equitable.

Boulder County is also a core member of GARE (Government Alliance on Race and Equity)[16] and is in a partnership with Pacific Educational Group[17] for individual, institutional and structural transformation to achieve racial equity and eradicate all inequities for marginalized groups. This partnership allows for the use of their materials in the Courageous Conversations About Race (CCAR) trainings.

Boulder County has a commitment to promoting and practicing racial equity. The commitment to racial equity also has been demonstrated in the past work of the Cultural Responsiveness and Inclusion Advisory Committee to develop of CRI Road Map for the organization, equity work arising from County pandemic response efforts through collaborative cross-organizational groups Forward Together Safely and later PRROBoCo Racial Equity Team, and the August 2021 approval of establishment of an Office of Racial Equity

Through continued efforts, Boulder County will further advance and institutionalize efforts to build racial equity capacity and advance racial equity in the organization and in the community.

Boulder County Racial Equity Team

The onset of the COVID-19 pandemic and the disproportional impacts it was having on communities of color highlighted the ongoing pandemic of racism and the underlying disparities in health care, housing, employment, human services, and the perpetuation of structural racism. A Racial Equity Team was needed in order to work to address those impacts and understanding of the impacts and responses.

To transform individual and institutional practices and advance racial equity in the pandemic for Boulder County, the Racial Equity Team identified three key focus areas of their work:

1. Teaching and Learning
2. Key Partnerships
3. Advocacy

Teaching and Learning: The Teaching and Learning focus area focused on Racial Equity Mondays, Racial Equity Panels, and Courageous Conversations About Race (CCAR) trainings. As PRROBoCo teams created projects to address the pandemic, project leads utilized the Racial Equity Impact Assessment Tool (REIAT) from the Government Alliance on Race and Equity (GARE) as part of their analysis. The purpose of this tool is to consider the racial impact

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[16] https://www.racialequityalliance.org/
[17] https://courageousconversation.com/

the project may have on others. Racial Equity Panels were created to work in concert with the application of the REIAT. Racial Equity Practitioners provide feedback from multiple perspectives from a racially diverse and racially conscious community of county Racial Equity Practitioners. It is an intentionally designed strategy to combat the exclusion and tokenism practiced in everyday decision-making.

The Racial Equity Impact Assessment Tool guides the user to utilize any racialized data or other data and asks if the community voice was heard and where they engaged to create the project.

Racial Equity Impact Assessment Tool questions include:

1. WHO PARTICIPATED IN COMPLETING THIS ANALYSIS (NAMES, DEPARTMENTS) IF YOU ARE IN AN FTS TEAM, NAME THE TEAM? PLEASE SHARE HOW THE PARTICIPANTS RACIALLY IDENTIFY.
2. WHAT IS YOUR PROBLEM STATEMENT OR PROBLEM OF PRACTICE?
3. WHAT IS THE DECISION (SOLUTION) UNDER CONSIDERATION? PLEASE DESCRIBE BRIEFLY.
4. WHAT ARE THE INTENDED OUTCOMES OF YOUR PROPOSAL? HOW COULD YOU DEFINE OR ENVISION RACIALLY EQUITABLE OUTCOMES RELATED TO THIS PROPOSAL? HOW COULD THIS PROPOSAL ADVANCE RACIAL EQUITY?
5. WHAT DOES THE DATA TELL YOU? DID YOU RACIALIZE DATA IN YOUR ANALYSIS? Y/N? WHY?
6. HAVE COMMUNITY VOICES BEEN HEARD? IF SO, WHO IN THE COMMUNITY WAS ENGAGED? WHAT WAS THEIR INPUT?
7. WHO WILL BENEFIT FROM THIS DECISION?
8. WHO WILL BE BURDENED BY THIS DECISION?
9. ARE THERE STRATEGIES TO MITIGATE ANY UNINTENDED CONSEQUENCES OF THIS DECISION?
10. WHAT IS THE IMPLEMENTATION PLAN?
11. HOW WILL WE ENSURE ACCOUNTABILITY, COMMUNICATE AND EVALUATE RESULTS?

The flow and use of the REIAT follows this format:
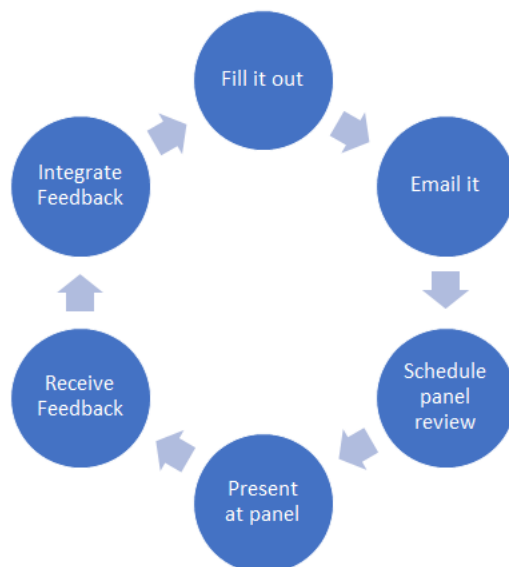
Structured feedback to the application of the REIAT is offered in the form of clarifying questions which are intended to interrupt assumptions that could otherwise mislead a practitioner's feedback that first identifies if the applicant has data disaggregated by race, and then practitioners review if race is being centered in the proposal, did the applicant hear from other voices to inform the proposal, did individuals completing the REIAT shared their racial identity, is there evidence that the individuals completing the REIAT deepen their analysis and asked themselves "why" more than once, and there is evidence of the proposal being part of an iterative process which might happen internally or after receiving feedback from the panel. Additional feedback questions reflect on things to consider in the short term and things to consider in the mid/long term, and questions for reflections as it relates to looking back on what the applicants have learned, unlearned, and relearned in filling out the REIAT. The questions for reflection are to help participants elevate their racial consciousness and expand their below the line narrative. The intended outcomes of pandemic and non-pandemic projects are to identify how participants define and envision racially equitable outcomes and how the proposal advances racial equity.

All Immediate Needs ARPA funding requests were encouraged to use the REIAT during the application process, and/or answer additional questions within the application portal that came from the REIAT such as have you engaged with people most impacted by this need; any data the applicant had regarding the need including data by race, geography and income; who will be burdened; and who will benefit from this funding.

If applicants decided to only answer the questions in the application and did not complete out the REIAT, the benefits of structured feedback from the Racial Equity Panels were not part of the process. Many of the projects were for immediate needs from Boulder County Public Health and may have had time constraints with the need for a rapidresponse. By having this type of application process, it elevated the focus on racial equity strategies being used, yet allowed for timely expenditure.

Immediate Needs projects utilizing the Racial Equity Impact Assessment Tool and reviewed by the Racial Equity Panels totaled nine out of 20 applications. Those nine projects included co-responders for behavioral health services in the mountain communities to lease three to four four-wheel drive vehicles to access mountain communities in the winter; equitable disaster notification language translation for limited English proficient community members; cultural broker training; community resilience cultural broker; multicultural community resource navigator; continuation of the opioid abuse program; the Eldorado Springs Wastewater upgrade; the Low-Wage Worker Funds; and The No Eviction Without Representation program.

Other programs reviewed using the REIAT and participating in Racial Equity Panels during this timeframe include 13 different reviews, some of which were ARPA related such as ARPA reporting and administration, incorporating lessons learned from COVID-19 to support the public in accessing environmental health services, Workforce Boulder County training and call center, pandemic-related closing of childcare, and disaster recovery case management.

Other departments in Boulder County non-pandemic-related continue to utilize the REIAT for projects related to employee recognition, equitable hiring practices, hiring a racial equity director for Housing and Human Services, Housing and Human Services listening sessions with employees, Energy Smart survey of past participants, language access, and how to improve racial equity through the annual legislative agenda to developing a bikeway along Hwy 119. The use of the REIAT also has been integrated into the Leadership Academy Program for Boulder County. Leadership Academy participants are required to develop a project that will benefit Boulder County government. Projects developed by participants use the REIAT and present their projects for structured feedback from Racial Equity Panels as part of the Leadership Academy experience. The Racial Equity Team during this time period had another information session on using the REIAT at one of the Racial Equity Monday sessions.

The second focus area of Teaching and Learning sessions are Racial Equity Mondays, a space for conversations about race and building the ability and capacity among staff to simply begin talking about racial matters. The model of Pacific Education Group (PEG) centers race with the practice and use of the Courageous Conversations About Race™ (CCAR) protocol, "which is a tool for navigating the turbulent terrain of race and race relations," to cite the author Glen Singleton (2013). The use of the protocol tool provides a forum for staff to bring problems of practice, listen to multiple perspectives, reflect, and learn from each other and most importantly deepen their own racial consciousness. The sessions provide an opportunity to center race in the discussion and develop racial consciousness among staff to reflect on problems of practice, bring to light different issues that have come to the surface in the pandemic response, practice or ask questions about the racial equity assessment tool, and create the conditions to center race in Boulder County.

During this reporting period there have been 36 sessions of Racial Equity Mondays. Some examples of Racial Equity Mondays sessions include:
- Race and the Power of Illusion series
- Understanding Systemic White Racism (internalized, intraracial, interracial, reverse and institutional white racism)

- Critical Race Theory series (intro, tenets, predominance of racism, white as property, counter story narrative, critique of liberalism, interest convergence and intersectionality)
- The Racial Equity Impact Assessment Tool: problems of practice and Q and A on REIAT tool
- Senge's Iceberg
- Principles of Adaptive Leadership

Teaching and Learning sessions have been iteratively incorporated into Racial Equity Mondays with the development of thematic units and parameters. The session will uncover the theory of change, conceptual model, and theory of action by utilizing the GARE and PEG Equity Transformation Framework that is being developed for Boulder County.

CCAR Practitioners training in 2021 saw the start of another training cohort intended to continue to build capacity of staff at Boulder County to support racial equity work. The Affiliate certification program fulfills PEG's aim to enable widespread implementation of the Courageous Conversations About Race Protocol to assist individuals and organizations to begin to successfully create equitable environments and communities. The expansion of the Racial Equity Practitioners pool is important to support racial equity work for the REIAT panels and at the departmental level.

In 2022, Boulder County supported the training of staff in the CCAR Facilitator's Training Program. This training program will continue to build the capacity of staff at Boulder County and has replaced previous diversity trainings the County has used. This program centers race to provide a 2.5-hour introductory class on Courageous Conversation About Race and 6.5-hour Virtual Exploration to Courageous Conversation About Race to employees. To date, staff has provided six sessions of the trainings.

These strategies contribute directly to the value of inclusion, as it specifically advances the BOCC Strategic Priority Area of Equity and Justice to elevate racial consciousness in employees and create new habits of mind in order to achieve the vision of Boulder County becoming an all-inclusive, multicultural, anti-racist organization. This step is fundamental in creating a new way of being for Boulder County that crosses to the different departments and builds a praxis for employees. As interconnectedness and interdependency are essential to a thriving ecosystem and Boulder County practices, this effort simultaneously elevates the guiding values of service, sustainability, innovation, resilience, and engagement.

Key Partnerships: Creating collaboration for transformational racial equity by building relationships both internally and externally to the organization ensures multiple perspectives to co-create future opportunities.

The collaborations with the Community Engagement Team and the Cultural Broker program help to share information. Continued collaboration with the Communication Team is creating an internal racial equity website in Boulder County with resources available such as the REIAT tools which includes the basic tool and the companion tool with additional background information on how to examine the questions in the tool. The racial equity website also contains

foundational texts, the Racial Equity Guidebook, the REIAT, and racial equity videos available for staff.

Affinity spaces have developed in Boulder County for staff that are people of color. Community Services racial equity team often creates affinity spaces with their own teaching and learning sessions, and from time-to-time affinity spaces are integrated in Racial Equity Monday for the reflect and write exercises. Other spin-offs include the indigenous communities building relationships with Boulder County Parks and Open Space Department and the development of a volunteer program to create a Latinx outdoor space.

The Human Resources (HR) department continues to provide feedback to supervisors on the modification they made of the REIAT tool for Equitable Hiring Practices, Policy, and Protocols. HR continues to host once a week microlearning sessions as a teaching and learning space where staff centers their conversation in race and CCAR Protocol practice. The sessions provide five main themes: 1) overview of the equitable hiring policy, HR website, and tools; 2) deep dive into the equitable hiring tool; 3) comprehensive overview of the interview process; 4) comprehensive overview of the selection process; and 5) comprehensive overview of the onboarding process.

Another key partnership was beginning discussions in 2021with the Racial Equity Team and the newly formed ARPA team on of how racial equity would be embedded in the Recovery Plan or ARPA Program. A Racial Equity Practitioner was incorporated in the ARPA staffing framework to continue the collaboration in the ARPA Program and the newly funded Phase 2 projects.

This collaboration also created another condition for the importance of racialized data. Data is part of the research process in filling out the Racial Equity Impact Assessment Tool. Projects funded in the Immediate Needs in ARPA funds reflected an inconsistent use of the REIAT. The current Boulder County Public Health COVID-19 Update that is sent weekly has not had the capacity to include racialized data for some time; the last documentation from BCPH that included racialized data was December 2021. There likely will be a need with Phase 2 projects to explore data more thoroughly and ensure its use in the REIAT and the ARPA Program.

An ongoing advocacy need for the team is around data for reflection and decision-making that incorporates a racial equity lens, including disaggregation of racial data, and the use of qualitative data, which was supported iin 2020-2021 by the work of the Trestle Group. As part of ARPA evaluation, the team will continue to advocate for another point-in-time evaluation similar to the Trestle report to evaluate racial equitable outcomes.

Quantitative data involved collaboration with the data stakeholder group to develop an OpenGov dashboard data assessment. The dashboard data assessment will include quantitative data of community indicators from economic vitality, public health, and human services, and is still in development.

As the Phase 2 projects unfold, staff support will be needed for the data team. Data can be used to surface and point to inequities in society, particularly when we look at data disaggregated by race and ethnicity in the United States. The Business and Data Analyst positions will be responsible for analyzing ARPA data practices and processes and finding ways to improve on

them, through the lens of racial equity. The Business Analyst will provide analysis on technology and data aspects of all projects related to Boulder County's ARPA Program and will build strong relationships with stakeholders and collaborate with external and internal customers. Both the Business and Data Analyst will document qualitative and quantitative data to connect equity to tangible strategies and address complex issues of racial injustice and systemic racism.

It is known that data has frequently been weaponized against BIPOC communities and other historically marginalized communities, either in the way algorithms are trained or in how data is collected and used as a tool to reinforce power, dominance, and systemic racism.

As a result, the County will be seeking applicants that can use analytic tools to help ensure a variety of nuances related to racial/ethnic injustice are deployed when using data to promote social justice and eliminate racial disparities and discrimination.

To make information a priority and more readily available as input to analysis and data-informed decision-making to optimize the county's COVID-19 response and recovery efforts for funding and results that include pandemic impacts on the community's health, economics and county operations, racial equity, etc.

Advocacy: Advancing racial equity within the ARPA Program builds and strengthens the will, skill, knowledge, and capacity of County staff to advance health and racial equity within its COVID-19 response is the ongoing key advocacy for the Racial Equity Team. The organizational framework of the PRROBoCo response included a manager co-lead that is a Racial Equity Practitioner. As a co-lead manager she was at budget reviews and leadership space with BOCC, elected officials, and department heads meetings to review the response. The co-lead manager shared responsibility for developing and maintaining a Recovery Action Plan and Recovery Organization which included collaboration with the Equity Diversity and Inclusion Manager and Racial Equity Practitioners leaders to create and implement structures to build capacity for operationalizing racial equity work. The co-lead manager also engages with a wide variety of internal and external stakeholders to perform root cause analysis for disparities in outcomes for the pandemic response and recovery work.

Using the plan-do-study-act methodology of improvement science, principles of adaptive leadership, and a transformational racial equity systems framework, the Racial Equity Team launched a centralized effort to center race within Boulder County structure with the proposed Office of Racial Equity. The Racial Equity Office was approved and announced by the County Commissioners on August 23, 2021. This step was fundamental in creating a sustained effort in the County to operationalize racial equity, provide a steady funding resource, and build ongoing capacity.

Another advocacy area the racial equity leads worked on was the need for multi-lingual language access in the County organization. With the support from the County Administrator, the Racial Equity Team leads began exploring what other different jurisdictions along the Front Range of Colorado had implemented for their Language Access Plan (LAP) along with other research to understand other practices within the state. Members from the team met with the City of Aurora's Office of Immigrant Affairs about their LAP services to understand their scope of

work in hiring a third-party contactor to do the language access assessment. Staff also met with the City of Boulder and their Language Access Manager to understand how their program works.

ACSI Translations was selected as the vendor to provide a Language Access Assessment Plan to increase multilingual communications throughout the County. At this current time, they are collecting demographic data to identify language needs, analyzing county data. This information will be used to evaluate the County's current language access level and inform the future language access plan.

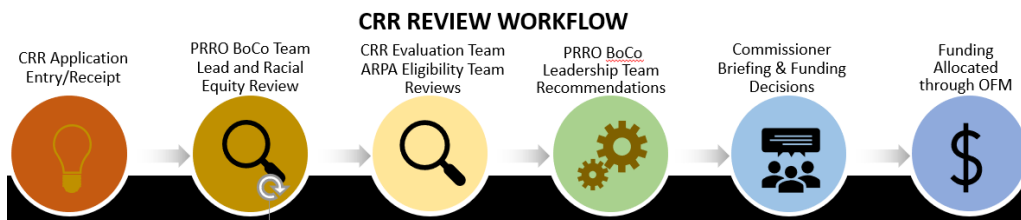## Measurement of Equity Outcomes within ARPA SLFRF Projects

Boulder County has applied an equity lens when considering projects to be funded. The ARPA team is collaborating with the Racial Equity Team and adding additional data resources to further define overarching and project-specific racial, health, and economic outcome goals, particularly for Phase 2 projects, as well as working to find effective ways to measure and track measurable goals and success outcomes. The information below summarizes efforts to date, along with detailed analysis and planning efforts currently underway to be reflected in subsequent ARPA SLFRF reports.

During the Immediate Needs process, projects were reviewed for equity, as described above, and focused on responding to time-sensitive needs of the community and County organization. Similarly, Phase 2 projects included review for equity and transformational impact during the Working Group process. In project design, all Phase 2 projects will complete the Racial Equity Impact Assessment Tool as well as a reporting tool that has projects identify racial equity goals and strategy at the beginning of the project, so that these can be measured and reported over the life of the project.

For Immediate needs projects, the CRR Immediate Needs evaluation team criteria sought to support advancement of racial, health, and/or economic equity. Those criteria were:

1. Improves service outreach, access, and / or measurable outcomes for those most disproportionately impacted by COVID-19
2. Decreases systemic barriers to health and economic opportunities
3. Supports data that incorporate a racial equity lens, including disaggregation of data, use of qualitative data, etc.
4. Provides tools and forum for review plans and implementation activities through a racial equity lens
5. Advances a culture of racial equity and strengthens the will, skill and knowledge of County staff to advance health and racial equity
6. Internally elevates and activates community feedback from Community Task Force and Resource Coordinator activities to improve the effectiveness of Boulder County services, communication, outreach, and delivery to mitigate the disparate impacts of COVID-19

The CRR review and Immediate Needs approval process is illustrated by the below workflow:

CRR REVIEW WORKFLOW

CRR Application Entry/Receipt → PRRO BoCo Team Lead and Racial Equity Review → CRR Evaluation Team ARPA Eligibility Team Reviews → PRRO BoCo Leadership Team Recommendations → Commissioner Briefing & Funding Decisions → Funding Allocated through OFM

For Phase 2 projects, the ARPA community engagement Steering Committee determined that Working Groups should strive for final recommendations for the criteria listed below, in addition to the U.S. Treasury-mandated criteria,

- Be transformational
- Ensure that the most impacted by the pandemic will benefit the most
- Strike a balance between long-term transformational change and short-term immediate relief for those in crisis
- Be able to be deployed easily to help the people in need quickly
- Be sustainable when ARPA funding runs out
- Focus on equity and addressing racial, economic, and health disparities
- Leverage other funds and existing planning processes
- Leverage already completed plans and reports, e.g. Regional Affordable Housing Plan
- Be groundbreaking, something that County Government would not have done on its own

Working groups were composed of community members from non-profits, businesses, and other stakeholders, along with county staff and leadership.

Goals: Are there particular historically underserved, marginalized, or adversely affected groups that you intend to serve?

ARPA programs are targeted to priority populations. The Metro Denver Partnership for Health[18] (MDPH) Containment Work Group identified eight priority populations that are at greater risk for COVID-19 infection and impacts, which Boulder County Public Health adopted and expanded upon as warranted by local factors. The MDPH includes Boulder County Public Health, the City and County of Broomfield, Denver Public Health and Environment, Jefferson County Public Health, and Tri-County Health Department. In a June 2020 report titled "COVID-19 Public Health Strategies for Priority Populations[19]," populations were identified as priority populations, with the acknowledgement that systemic racism exists, and that race intersects with all of these groups.

During the pandemic, BCPH provided the following core functions: community testing, case investigation and contact tracing, surveillance, resource support and navigation, mitigation, support for community businesses, education, and higher education partners, ensuring trust through public communication, and implementing an equity-based culturally responsive vaccination plan. To reduce transmission, hospitalizations, and deaths, BCPH structured many

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[18] https://www.coloradohealthinstitute.org/research/metro-denver-partnership-health-covid-19-resources
[19] https://www.coloradohealthinstitute.org/sites/default/files/file_attachments/Priority%20Populations%20June%202020_1.pdf

aspects of the response on priority populations, defined as community members that are at greatest risk for being impacted by COVID-19.

Priority populations include people harmed by historical policies such as structural racism and who are disproportionately affected by COVID-19. Priority populations may be under-resourced (unable to self-isolate, lack personal protective equipment, lack transportation resources, or lack childcare), lack trust in medical and governmental systems, or reside in congregate living situations or multi-generational settings. These include communities of color, communities with high concentrations of poverty, people working in essential services, and people living in congregate settings.

During the pandemic, BCPH focused on the following priority populations:

- People who are unhoused,
- People who are detained or incarcerated (jails, prisons, and detention facilities),
- People in long-term care, assisted living facilities, and supportive living environments such as group homes,
- Young children and families with young children,
- Medically vulnerable (people over age 65, isolated older adults, people with intellectual and physical disabilities requiring support with activities of daily living, people with chronic conditions and immunocompromised health status, and people with complex behavioral health needs),
- New Americans (immigrants, refugees, migrant agricultural workers, and people without documentation),
- Colorado Tribes and Tribal Organizations (including Coloradans from all tribes),
- People who work in essential industries who may have dangerous job conditions and low wages and lack adequate protections and supports such as personal protective equipment and paid sick leave,
- Black, indigenous, and other people of color (BIPOC), and
- People who identify as Lesbian, Gay, Bisexual, and/or Transgender (LGBT).

As previously mentioned, in Boulder County the Latinx population was disparately impacted by the pandemic. In January 2021, Trestle Strategy Group conducted a qualitative study on the impacts of the COVID-19 pandemic on the Latinx community in Boulder County. The study was commissioned by the Boulder County Office of County Administrator for the County's Forward Together Safely COVID-19 response team, and made possible by CARES Act funding. A second point-in-time qualitative study as a follow up to the 2021 study would provide valuable insights regarding disparate impacts in a later phase of the pandemic.

In the following excerpt from the aforementioned report, "The study findings show that the Latinx community has been suffering [and disparately impacted] in many ways throughout the COVID-19 crisis:

- Because many members of the Latinx community work in the service or construction industries, and because of systemic inequalities, they are more likely to have lost job hours or jobs, not be able to work remotely, and experience extreme financial hardship.

- The main financial support source that was named is the Emergency Family Assistance Association (EFAA), which provided rent relief for up to three months to some families.
- Most interviewees said that they were staying informed on the COVID-19 pandemic through Latinx media such as Telemundo or Univision, the Boulder County SUMA Facebook page, and the school districts' communications (BVSD, SVVSD).
- Although "mental health" is not a terminology that Latinx acknowledge, most of the interviewees said they have been suffering from anxiety, stress, or even depression, partly due to their financial situation, larger families in smaller accommodations, online school, and a sense of isolation that the stay-at-home order and fear of COVID-19 have provoked.
- Most of the interviewees mentioned the People's Clinic as their go-to place when seeking COVID-19 testing or treatment; however there seems to be a stigma in the community around divulgating a positive COVID-19 test result, by fear of not being able to work anymore, having to seek support services, or immigration backlash.
- This last point brings us to the fear of public charge, which is probably the most consequential underlying issue preventing community members from accessing services available throughout the County. The "public charge" rule determines the factors that can be used to deny immigrants permanent residency status (generally known as green cards). The administration's new rule added the use of public programs like Medicaid, the Supplemental Nutrition Assistance Program (SNAP – "food stamps), and subsidized housing, in addition to overall health status, to be reasons for denying an immigrant a green card. During our interviews, it became clear that this policy is causing immigrant families to avoid seeking medical care during the pandemic although the Trump administration amended the public charge rule to clarify that seeking care for COVID-19-like symptoms will not be considered in an individual's assessment, though enrolling in Medicaid and other public services like SNAP may still be used, halting enforcement of the new public charge rule during the pandemic."

Please see Goals and Targets in the Implementation section below for a list of approved Boulder County ARPA SLFRF projects to-date that are intended to respond and serve these priority populations.

Following are examples of Immediate Needs projects and how they were designed with equity in mind.

Boulder County Public Health projects used the priority populations framework to develop all of their containment and mitigation responses, from communications to hiring (bilingual/bicultural), case and vaccination reporting (disaggregated by race/ethnicity and age, long-term care facilities, jails and congregate housing, geo-coded by census tract, and more), outreach and communications (language, cultural appropriateness, locating testing sites, targeting door-to-door outreach to high vulnerability census tracts), resource navigation support, support to

unhoused for isolation and quarantine when they test positive, and other strategies and practices.

The Left Behind Workers Fund (LBWF) is intentionally designed to serve historically underserved and marginalized community members disproportionately affected by the pandemic. Workers without documentation have been ineligible for all forms of federal aid except Medicaid in emergency room settings. They did not receive CARES Act stimulus checks, the 2021 federal stimulus checks, or unemployment insurance. The unemployment rate for undocumented workers reached 29 percent in the United States, the highest of any demographic group. It has been estimated that more than $188 million has been contributed over the last ten years to the Colorado unemployment insurance fund on behalf of undocumented workers, yet those workers are not eligible to collect unemployment. Immigrants make our tourism industries run, provide in-home care to our seniors, nurture our children, and bring food to our tables, whether that table is in a home or at a restaurant. In their time of greatest need, this community is being left out of state and federally supported aid and insurance programs. LBWF was launched to address their needs, funded with $14 million in State of Colorado funding and local funds like Boulder County.

The Childhood Health project is focused on improving childhood health and wellbeing outcomes of underserved populations, through programs such as the County's Child Health Promotion (CHP) Program and GENESIS Program. The goal of CHP is to develop outreach and education plans (with community collaboration) to reach and support informal, unlicensed early childhood caregivers to increase the quality of care to children being served by Family Friend and Neighbor (FFN) networks, as well as increase access to resources needed by FFN providers. These care providers are often within low-income and marginalized communities. The work is facilitated by a 24 hour per week bilingual staff person. The County's GENESIS home visiting program is designed to help children receive their best start in life. The program provides high-quality family support services based on the Healthy Families America home visiting model. GENESIS is created to serve the families of teen parents and low-income parents who are traditionally marginalized, under resourced, and at high risk for poor outcomes, as well as targeted to low-income and Latinx pregnant and parenting teens through this project.

The BCPH Food Insecurity program was designed to address disparities in access to fresh food and vegetables through Farmer's Market and Double Up Food Bucks to low-income families and families participating in Women Infant Children within Boulder County. Previous programs were utilized more often in the City of Boulder and much more often by white, non-Hispanic households. With ARPA, funding levels are consistent across Boulder County providing access to more racially and geographically diverse populations.

Also, in order to increase participation among Latinx families in Boulder County, the Boulder County Farmers Market (BCFM) started an advisory board that includes program participants. Participants are paid for their expertise and time on the board and develop recommendations to make the market more welcoming for all families. BCFM has implemented several of the recommendations, including hiring bilingual and, when possible, bicultural food access staff to work at the farmers markets. BCFM also started home deliveries during the COVID-19 pandemic shutdown with the help of Via Mobility, increasing participation among Spanish-speaking households.

The Emergency Choice Vouchers program supports individuals experiencing homelessness, a historically underserved and marginalized population. This population is also historically made up of a disproportionate number of racial, gender, and income-level minorities.

Boulder County ARPA SLFRF <u>Racial Equity Goals</u>

Boulder County also continues to refine and improve its long-term Racial Equity goals, specific to ARPA SLFRF funding and the ARPA Program. Racial Equity Practitioners and the ARPA Team have been working together in exploration around racial equity goals for the ARPA Program, which will help guide program design and project implementation efforts of Phase 2 projects. Below are some initial goals for the ARPA Program and across all ARPA projects. The next annual report will include finalized and potentially expanded or clarified goals, benefiting from future discussions as well as the addition of capacity around goals and data.

1. Boulder County will embed racial equity in what we have already done and continue to do as a community of practice, building from our strengths:
   - ARPA projects will operationalize the Racial Equity Impact Assessment Tool (REIAT) tool and process, with the use of the tool as an iterative process. Phase 2 projects will fill out the REIAT as the planning tool for the Phase 2 projects. As the projects evolve and receive feedback from Racial Equity Panels. The feedback is incorporated into projects to further racial equity goals of the project, creating a process that is iterative and refines priority strategies to maximize racial equity, and structuring the program to address underlying disparities.
   - The ARPA Program and ARPA projects will work with Racial Equity Practitioners to evaluate ARPA projects and Cultural Brokers to design, spread awareness, and sometimes help apply to ARPA projects, and ARPA funding resources will be provided for that.
2. ARPA staff will continue participating in Teaching and Learning sessions for staff to increase will, skill, capacity, and knowledge in racial equity work, including CCAR Trainings, Racial Equity Mondays, and future trainings.
3. The ARPA Program will seek to address and operationalize themes uncovered in Boulder County, such as:
   - Equity of access,
   - Compensating Cultural Brokers for their time,
   - Community engagement and connecting to and sharing leadership with BIPOC communities,
   - Challenges with County institutional requirements such as insurance coverage for small non-profits that impede the ability to contract with these organizations that serve the most vulnerable populations, and
   - Other areas identified with the root-cause analysis in the REIAT and other reporting sources.
4. Through ARPA projects as well as data and evaluation, the ARPA Program will seek to address:
   - Colorblindness, reparation, and historical data.

- Systemic changes within the institution, e.g. risk policies around insurance.
- Reparative investment goals such as lessening the wealth gap, health equity, infrastructure improvements, securing dignified housing and living conditions, preventing displacement, and increasing community ownership of land and housing.
5. Through data practices, the ARPA Program will:
   - Expand data resources and improve data practices and processes in order to better measure and evaluate ARPA projects with a racial equity lens.
   - Track disaggregated racial data to ensure accountability to racial equity goals for every project.
   - Conduct another point-in-time qualitative report such as the Trestle report, in which the focus of research was on the Latinx community.
6. The ARPA Program and ARPA projects ensure language access is provided so that race is addressed in the community engagement implementation process, providing communication multilingually and accessible over multiple formats including paper copies.
7. Community engagement in ARPA will look like this, moving from inform → input → collaborate → shared power in decision making → own as a racial equity goal.
8. ARPA projects will seek to leverage other dollars beyond ARPA, and the Program and leadership will consider how ARPA projects can be sustained in the County budget or other sources after ARPA funds expire. And could there be a change in the County budget to sustain racial equity-focused projects?
9. The ARPA Program will work to address the tension between Treasury guidance to focus on racial equity outcomes and work with targeted populations, and legal risks and constraints of doing so.

Efforts untaken in APRA programming to-date have helped shaped these goals, and the County continues to look for opportunities during Phase 2 project implementation to continue its racial equity initiatives. Examples of Immediate Needs projects that have incorporated racial equity goals include language translation and accessibility efforts within Boulder County's Workforce Call Center, BCPH Testing and Vaccines, BCPH Childhood Health project, BCPH Food Insecurity project, Left Behind Workers Fund, and Digital Divide government services. BCPH Testing and Vaccines, the Left Behind Workers Fund, and the BCPH Childhood Health project worked with cultural brokers and/or trusted organizations in the community. Continued investments in data analysis and evaluation will be a major focus throughout Phase 2 ARPA programs, as well as collection and use of disaggregated data whenever possible. In addition, all Phase 2 ARPA projects will undergo a REIAT review and analysis in order to ensure projects are designed and implemented with racial equity goals in mind.

Other examples of how Boulder County is incorporating these goals into existing and future projects and is illustrated in the below table.

ARPA Racial Equity Goals	Planned Response	Current Immediate Need Project Examples
1. Build on Strengths - Imbed RE in What BC Already Does	All ARPA Projects to be reviewed for continued opportunites	3.4.1 PROGRAM EVALUATION AND DATA
Operationalize RE & REAIT Tool	Phase 2 ARPA Projects will undergo REAIT review	7.1.2 ARPA PLANNING CONTRACTOR
Design and Implement ARPA projects with RE Considerations In Mind	Will faciliate REAIT tool/reviews, and collaborate with Racial Equity Team & Community Engagement Teams across all ARPA projects	7.1.3 COMMUNITY ENGAGEMENT
		Plus Phase 2 Projects
2. Continued RE Teaching, Learning and Training Sessions	All ARPA Projects to be reviewed for continued opportunites	All ARPA Projects
	Ongoing training sessions and collaboration continues across BC, ARPA Teams, and ARPA Projects	
3. Identify and Respond to RE Themes	All ARPA Projects to be reviewed for continued opportunites	All ARPA Projects
Equity of Access	Project Awareness and Distribution will be designed with Access in mind	3.4.1 PROGRAM EVALUATION AND DATA
Compensating Cultural Brokers	Several Phase 2 Projects offer ways to engage with Cultural Brokers and compensate them for their time	7.1.3 COMMUNITY ENGAGEMENT
Community Engagement with BIPOC Communities	Continued Community Engagement initatives including SWOT analysis, logic models to identify new opportunities	
Reducing Barriers/Institutional Requirements that Impede Success	Ongoing work to remove barriers, such as improving contracting/insurance requirements for nonprofit partners	
Respond to other Root-Cause Analyses Identified	Continued work within Racial Equity Team, and program evaluation and data	
4. Respond to ARPA Data and Evaluation Outcomes	All ARPA Projects to be reviewed for continued opportunites	3.4.1 PROGRAM EVALUATION AND DATA
Recognize Colorblindness Reparation, and Historical Data		Plus Phase 2 Projects
Systemic Changes to Remove Process/Administrative Barriers	Continued work within Racial Equity Team, and program evaluation and data analysis. Work to remove barriers, such as improving contracting/insurance requirements for nonprofit partners. As well as Phase 2 ARPA Projects transformative investments.	
Investments to Improve Outcomes re: Disparate Impacts		
5. Implement New Data Practices	All ARPA Projects to be reviewed for continued opportunites	3.4.1 PROGRAM EVALUATION AND DATA
Expand Data Resources/Processes to Evaluate ARPA RE Outcomes		Plus Phase 2 Projects
Track Disaggregated Racial Data to Ensure Accountability	Continued work within Racial Equity Team, and program evaluation and data analysis	
Conduct Point-in-time Qualitative Reports to Research Disparate Community Impacts		
6. Provide Communications Multilingually and Accessible Accoss ARPA Projects	All ARPA Projects to be reviewed for continued opportunites	2.1.1 BCPH FOOD INSECURITY
		2.3.1 LEFT BEHIND WORKERS
		2.10.1 EMPLOYMENT SERVICES
		2.10.2 WORKFORCE CALL CENTER
		2.11.1 BCPH CHILDHOOD HEALTH OTHER
		6.1.1 PROVISION OF GOVERNMENT SERVICES, DIGITAL DIVIDE
		Plus Phase 2 Projects
7. Inform > Input > Collaborate > Share Power in Decision Making > Own Racial Equity Goals/Outcomes	All ARPA Projects to be reviewed for continued opportunites	3.4.1 PROGRAM EVALUATION AND DATA
		7.1.3 COMMUNITY ENGAGEMENT
		Plus Phase 2 Projects
8. Levarage non-ARPA Funds and Pursue ARPA Funding Sustainabilty	All ARPA Projects to be reviewed for continued opportunites	All ARPA Projects
		7.1.1 OFM ADMINISTRATIVE SUPPORT ARPA
9. Evaluate and Align BC RE Goals with Legal Risks/Consraints	All ARPA Projects to be reviewed for continued opportunites	All ARPA Projects
		7.1.1 OFM ADMINISTRATIVE SUPPORT ARPA
		2.3.1 LEFT BEHIND WORKERS

Awareness: How equal and practical is the ability for residents or businesses to become aware of the services funded by the SLFRF?

Programs and services funded with ARPA funds are designed with consideration for how residents and businesses can be made aware of these programs and services. During CARES Act funding and the ARPA Immediate Needs process, the need for and/or availability of programs and services were communicated through County staff, cultural brokers, and community partners that work directly with underserved and disproportionately impacted communities. In addition, each approved project selected for SLFRF funding is asked to identify data and program design elements, such as the project's communication and implementation strategies to best reach target audiences and help facilitate equitable access to services.

Boulder County's Phase 2 community engagement process helped communicate and engage with residents and businesses across Boulder County in planning around ARPA funds through multiple processes such as ARPA town hall discussions, community outreach, and working with staff and partners such as the cultural brokers and Family Resource Center liaisons.

A bilingual and bicultural community engagement and communications team began work with the ARPA team during 2021. This team developed ARPA's communications and community engagement plans, including both internal and external communications as well as strategies and tactics for reaching underserved and hard-to-reach communities. This team will continue these efforts during the design and implementation stages of Phase 2 projects, collaborating with project partners, program managers, cultural brokers, and community members in order to ensure Phase 2 project implementations are designed with equity and access in mind. Methods of communication will be designed to be diverse and responsive to different communities' needs, communication channels, and preferred methods of communication.

Following are examples of Immediate Needs projects and their awareness strategies.

Typically, the undocumented community is more difficult to reach because of the sensitive nature of their status and fear of engagement with the government including Boulder County. The Left Behind Workers Fund (LBWF) works with existing, established, and trusted organizations to reach the undocumented population. These trusted organizations collaborate with LBWF as referral and screening agencies, serving as a one-stop organization to provide this program and financial assistance to individuals and families. As the program has evolved and expanded, LBWF and Boulder County have expanded the number of referral agencies to include more eligible people into the program. A referral agency helps with initial screening, and connects the individual or family to a screener agency which collects the necessary documentation, submits the application for funds, and tracks the progress of the application until payment. In Boulder County, successful referral agency partnerships include the Family Resource Centers, OUR Center, and Emergency Family Assistance Association (EFAA), with Sister Carmen becoming another screener agency. El Centro Amistad is a long-standing and very successful screener agency in Boulder County, and they have processed hundreds of LBWF applications through completion and payment. El Centro Amistad also has served as an outreach partner and process improvement partner with Impact Charitable and the LBWF.

In order to increase awareness to food services, the BCPH Food Insecurity program sent a letter via USPS to all families enrolled in the Women, Infants and Children (WIC) program in Boulder County to let them know that they are eligible for this program. Moreover, WIC educators provide information about this benefit at every WIC appointment so that participants are notified or reminded about this benefit. BCPH utilizes its website to share information regarding this program and have worked to prepare a "how-to" video so that participants understand how best to access this program. BCPH is also contracting with the Boulder County Farmers Markets to conduct more outreach to WIC families to increase utilization of benefits.

On behalf of the Childhood Health project, users of the County's GENESIS Program and Ages and Stages Questionnaires (ASQ) and Language Environment Analysis (LENA) services become aware of these services through their engagement with other BCPH programs. BCPH outreaches intensively to local providers and receives referrals for all pregnant clients receiving care through Clinica and Salud Health Centers. The Child Health Promotion Program outreach

efforts to reach unlicensed, informal FFN childcare providers has included contact and collaboration with 19 non-profit organizations and community programs.

Access and Distribution: Are there differences in levels of access to benefits and services across groups? Are there administrative requirements that result in disparities in ability to complete applications or meet eligibility criteria?

Programs and services funded with ARPA funds will be designed with consideration for promoting access and removing barriers and administrative burdens. Barriers and opportunities to improve access have been evaluated throughout the Immediate Needs projects and will remain a focus of program design and evaluation during Phase 2 project design and implementation. In the administration of Treasury Emergency Rental Assistance funds, for example, Boulder County has ensured access by allowing for submittal of applications through various means, including electronic or by phone for people lacking access, and applicants also can work through community partners such as the Family Resource Centers to access assistance. Phase 2 ARPA projects will adopt a similarly inclusive approach.

Tools to better serve Boulder County's Latinx community have been developed such as the 2021 Latinx COVID-19 Information Tool Kit[20]. This resource guide includes additional information available to this priority population, such as: Addressing Barriers of Priority Populations, Resources for People Experiencing Barriers, Outreach Resources Available, and more. Boulder County also will utilize its external ARPA webpage to provide information and link to other resources at https://bouldercounty.gov/government/budget-and-finance/american-rescue-plan-act-arpa/ or boco.org/arpa.

Remaining administrative barriers exist for several ARPA projects, including the administrative complexity of County legal requirements and contracting processes for small businesses and non-profit partners. For instance, as part of Boulder County's normal contracting process, the County requires liability insurance policies be held and active by each vendor/contractor, which are often too complex, costly, and at times not even offered by the organization's insurance providers, especially smaller businesses or non-profits. This has delayed several of the County's Immediate Needs contracts from even getting underway. The County is exploring ways of addressing this barrier such as considering the expense to be directly charged to each ARPA project or other solutions. These decisions are still being determined.

Following are examples of Immediate Needs projects and access and distribution.

All of the ARPA funding for the BCPH Food Insecurity program is benefiting families that make less than 185 percent of the federal poverty level, well below the Boulder County area self-sufficiency standard. This funding is used to cover the program gap for Boulder County residents living outside of Boulder and Longmont, where there isn't sufficient funding to cover all residents. This ARPA funding allows us to provide equal access to the program benefit for all Boulder County WIC families.

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[20] https://assets.bouldercounty.gov/wp-content/uploads/2021/04/2021-covid-tool-kit-latinx-eng.pdf

Brochures for this program have been translated into Spanish and Nepali to reflect the needs of the community. Mailed letters are sent in English and Spanish. All Boulder County WIC families may access this program. The program also supports home delivery, which allows participants to access the program even if they cannot physically make it to the farmers' markets. The program also prioritizes the co-creation of participant newsletters with participants and crowd-sourced recipes for farmers markets' produce.

The Left Behind Workers Fund (LBWF) uses existing, established, and trusted organizations to reach the undocumented population. These trusted organizations also serve as referral and screening agencies, helping with initial screening and collecting necessary documentation, submitting applications for funds, and tracking the progress of applications until payment. In Boulder County, successful referral agency partnerships have processed hundreds of LBWF applications through completion and payment.

Workforce Boulder County (WfBC) is part of the effort to be able to address and make changes to dismantle root causes based on institutionalized racism that disparately impact certain groups. One of the efforts of WfBC, and more specifically the team working with the ARPA project, is to form focus groups to work with populations that experience barriers to services, gather information and debrief, and educate the team on the best way to serve different populations. WfBC assembled a team to research resources to serve refugees and new Americans. This model included working with the population, gathering community resources to share, and consulting with other Workforce centers. The program intends to use this model to research other populations that may be experiencing barriers, such as monolingual Spanish-speaking customers, low income individuals, customers with a criminal record, older workers, etc.

Providing interpretation for trainings (other than PASO) and translation of materials has been a cost and access barrier, and the Childhood Health Program is working through this barrier. The bilingual and bi-cultural staff have aided in reducing this barrier and developing positive relationships with the Spanish-speaking FFN population. The program is also adding interpretation and translation expenses to grant budgets in order to help facilitate these needs in a sustainable and systematic way. Access to the Child Health Promotion (CHP) programming for this population is limited by the number of trainings available and delivered in Spanish and taught during the evenings or weekends when these providers are available.

Outcomes: Are intended outcomes focused on closing gaps, reaching universal levels of service, or disaggregating progress by race, ethnicity, and other equity dimensions where relevant for the policy objective?

Phase 1 Immediate Needs Outcomes:
Disaggregated demographic data, where available, has been collected for Phase 1 Immediate Needs projects, and can be used in the future to determine County-wide outcomes and progress over time.

Evidence-based practices are also utilized where available in order to ensure measurable success and outcomes using industry standards. Several Immediate Needs projects utilized evidence-based practices, and some Phase 2 project proposals include plans to use evidence-based practices. See additional Use of Evidence and Performance Report (Output and Outcome) sections for more information per project.

Pandemic Recovery Strategic Goals for Immediate Needs Projects

The County's ARPA funding efforts to date have also applied filters of consideration that center equity and access, and Immediate Needs funding decisions have been informed by the County's pandemic recovery strategic goals. Restated here are the County's PRROBoCo pandemic recovery criteria goals, along with Immediate Needs projects that have helped respond to each goal:

Boulder County Pandemic Recovery Strategic Goals	Funded Immediate Needs Project Examples	Additional Information
Improves service outreach, access, and / or measurable outcomes for those most disproportionately impacted by COVID-19	1.2.1 BCPH COVID TESTING 1.7.1 BCPH VACCINE COMMUNITY SUPPORT 1.7.2 LOW WAGE WORKERS (not started) 2.1.1 BCPH FOOD INSECURITY 2.3.1 LEFT BEHIND WORKERS 2.11.1 BCPH CHILDHOOD HEALTH OTHER 2.17.1 EMERGENCY CHOICE VOUCHERS 2.2.1 EVICTION REPRESENTATION (not started)	-Community-wide public health COVID-19 services, including targeted priority populations such as communities of color, communities with high concentrations of poverty, people working in essential services, and people living in congregate settings, among others. -Quarantine financial assistance to individuals ineligible for federal aid/benefits. -Food assistance to vulnerable populations. -Job loss assistance in-lieu of unemployment benefits, to individuals impacted by COVID-19 and ineligible for other federal aid/benefits. -Childcare education services and other aid to un-licensed facilities, and services to low-income new parent households. -Housing financial support to low income and vulnerable populations.
Decreases systemic barriers to health and economic opportunities	1.2.1 BCPH COVID TESTING 1.7.1 BCPH VACCINE COMMUNITY SUPPORT 1.7.2 LOW WAGE WORKERS (not started) 2.1.1 BCPH FOOD INSECURITY 2.3.1 LEFT BEHIND WORKERS 2.11.1 BCPH CHILDHOOD HEALTH OTHER 2.17.1 EMERGENCY CHOICE VOUCHERS 2.2.1 EVICTION REPRESENTATION (not started)	-Similar comments as above.
Supports data that incorporate a racial equity lens, including disaggregation of data, use of qualitative data, etc.	3.4.1 PROGRAM EVALUATION AND DATA In addition to all projects being requested to incorporate a racial equity lens and collect	-Increasing public sector capacity within racial equity and other data collection efforts.

	disaggregated racial and other qualitative and quantified data, where available.	
Provides tools and forum for review plans and implementation activities through a racial equity lens	3.4.1 PROGRAM EVALUATION AND DATA 7.1.1 OFM ADMINISTRATIVE SUPPORT ARP 7.1.2 ARPA PLANNING CONTRACTOR 7.1.3 COMMUNITY ENGAGEMENT	-Increasing public sector capacity within racial equity and other data collection efforts. -Administration and assistance in implementation, data collection, and reporting. -Assistance in collecting and reporting historical and current community-wide feedback. -Ongoing community engagement and communication/transparency efforts re: ARPA funding.
Advances a culture of racial equity and strengthens the will, skill, and knowledge of County staff to advance health and racial equity	3.4.1 PROGRAM EVALUATION AND DATA 7.1.3 COMMUNITY ENGAGEMENT In addition to County-wide non-ARPA initiatives that prioritize racial equity, including a Racial Equity team, County-wide Racial Equity Assessment Tools/Panel Reviews, and weekly and ongoing Racial Equity training.	-Increasing public sector capacity within racial equity and other data collection efforts. -Creation of new and ongoing County-wide Racial Equity goals. -Community engagement efforts and information sharing with the public and BC communities.
Internally elevates and activates community feedback from Community Task Force and Resource Coordinator activities to improve the effectiveness of Boulder County services, communication, outreach, and delivery to mitigate the disparate impacts of COVID-19	3.4.1 PROGRAM EVALUATION AND DATA 7.1.2 ARPA PLANNING CONTRACTOR 7.1.3 COMMUNITY ENGAGEMENT	-Responding to information provided from public sector capacity projects re: racial equity and other data collection efforts. -Creation of new and ongoing County-wide Racial Equity goals. -Community engagement efforts and information sharing with the public and BC communities.

In addition to the County's overall recovery strategies described above which are intended to emphasize equitable outcomes, all individual Immediate Needs SLFRF-approved projects are asked to assess and disclose program measures, based on each specific SLFRF program design. Additional output and outcome measures and key performance indicators as well as disaggregated demographic data are requested for each project, where available. Specific project outcomes from Immediate Needs projects are reported within the Performance Report section of the report.

Following are examples of Immediate Needs projects and racial equity outcomes.

The BCPH Food Insecurity project provides food assistance funding levels that are consistent across all Boulder County municipalities, making season-long participation a reality for all Boulder County WIC families. New outreach efforts, the hiring of bilingual staff as well as bicultural food access staff to work at the farmers markets, and home deliveries during the COVID-19 pandemic shutdown (with the help of Via Mobility), have helped increase participation among Spanish speaking households.

Workforce Boulder County is working towards universal access models. WfBC assembled a team to research resources to serve refugees and New Americans. This model included working with the population, gathering community resources, and consulting with other workforce centers. The program intends to use this model to research other populations that may be experiencing barriers to service, such as monolingual Spanish Speaking customers, low income, customers with a criminal record, older workers, etc.

BCPH's Childhood Health project provides early childhood development services such as the childhood health program's developmental screening and promotion of language development services which helps to address the achievement gap by promoting school readiness.

Additional information regarding the anticipated and intended outcomes of Phase 2 projects (derived from the submitted project proposals) is included within the Project Inventory and Performance Report section of this report.

Project Implementation Efforts with Equity in Mind

Goals and Targets: Please describe how planned or current use of funds prioritize economic and racial equity as a goal, name specific targets intended to produce meaningful equity results at scale, and include initiatives to achieve those targets.

ARPA provides an opportunity to embed racial equity in institutional, programmatic, and policy practices of ARPA-funded projects, with the aim of embedding racial equity in all aspects of practices throughout the County organization. Boulder County already has many important and institutionalized racial equity practices and policies as described above and continues to build racial equity capacity and resources.

Nearly all ARPA projects have assisted or will assist the priority populations identified by Metro Denver Partnership for Health (MDPH) Containment Work Group, and Boulder County Public Health. This table illustrates examples of Immediate Needs and Phase 2 projects approved with the goal of serving priority populationsand producing racial equity outcomes at scale..

MDPH and/or BCPH COVID-19 Priority Populations	Funded Project Examples
People who are unhoused	2.17.1 EMERGENCY CHOICE VOUCHERS 2.2.1 EVICTION REPRESENTATION (not started)

	2.15 AFFORDABLE HOUSING PIPELINE (Phase 2) 1.12 COMMUNITY-WIDE NAVIGATION HUB (Phase 2) 1.12 COMMUNITY RESPONSE TEAM (Phase 2)
People who are detained or incarcerated (jails, prisons, and detention facilities).	6.1.1 PROVISION OF GOVERNMENT SERVICES, DIGITAL DIVIDE 2.12 COMMUNITY RESPONSE TEAM (Phase 2)
People in long-term care, assisted living facilities, and supportive living environments such as group homes	1.4.1 JUVENILE ASSESSMENT CENTER FTE
Young children and families with young children	2.11.1 BCPH CHILDHOOD HEALTH OTHER 2.3 DIRECT CASH ASSISTANCE (Phase 2) 2.34 SURVIVE AND THRIVE NON-PROFIT GRANTS (Phase 2) 2.15 MANUFACTURED HOUSING ACQUISITION AND UPGRADES (Phase 2) 2.15 AFFORDABLE HOUSING PIPELINE (Phase 2) 1.12 SCHOOL-BASED MENTAL HEALTH SERVICES (Phase 2) 1.12 COMMUNITY-WIDE NAVIGATION HUB (Phase 2) 1.12 COMMUNITY RESPONSE TEAM (Phase 2) 1.12 COMMUNITY-BASED MENTAL HEALTH GRANTS (Phase 2) 1.12 MENTAL HEALTH VOUCHERS (Phase 2) 1.12 COMMUNITY MENTAL HEALTH TRAININGS (Phase 2)
Medically vulnerable (people over age 65, isolated seniors, intellectual/physical disabilities requiring support, chronic conditions and immunocompromised health status, and people with complex behavioral health needs)	1.2.1 BCPH COVID TESTING 1.7.1 BCPH VACCINE COMMUNITY SUPPORT 1.12 COMMUNITY-WIDE NAVIGATION HUB (Phase 2) 1.12 COMMUNITY RESPONSE TEAM (Phase 2) 1.12 COMMUNITY-BASED MENTAL HEALTH GRANTS (Phase 2) 1.12 MENTAL HEALTH VOUCHERS (Phase 2) 1.12 SCHOOL-BASED MENTAL HEALTH SERVICES (Phase 2) 1.12 COMMUNITY MENTAL HEALTH TRAININGS (Phase 2)
New Americans (immigrants, refugees, migrant agricultural workers, and people without documentation)	1.7.2 LOW WAGE WORKERS (not started) 2.3.1 LEFT BEHIND WORKERS 2.10.1 EMPLOYMENT SERVICES 2.10.2 WORKFORCE CALL CENTER 2.34 SURVIVE AND THRIVE NON-PROFIT GRANTS (Phase 2)

	2.15 MANUFACTURED HOUSING ACQUISITION AND UPGRADES (Phase 2) 2.15 AFFORDABLE HOUSING PIPELINE (Phase 2) 1.12 COMMUNITY-WIDE NAVIGATION HUB (Phase 2) 1.12 COMMUNITY RESPONSE TEAM (Phase 2)? 1.12 COMMUNITY-BASED MENTAL HEALTH GRANTS (Phase 2) 1.12 MENTAL HEALTH VOUCHERS (Phase 2) 1.12 SCHOOL-BASED MENTAL HEALTH SERVICES (Phase 2) 1.12 COMMUNITY MENTAL HEALTH TRAININGS (Phase 2)
Colorado Tribes and Tribal Organizations (including Coloradans from all tribes)	1.2.1 BCPH COVID TESTING 1.7.1 BCPH VACCINE COMMUNITY SUPPORT
People who work in essential industries who may have dangerous job conditions and low wages and lack adequate protections and supports such as personal protective equipment and sick leave	1.7.2 LOW WAGE WORKERS (not started) 2.3.1 LEFT BEHIND WORKERS 2.3 DIRECT CASH ASSISTANCE (Phase 2) 2.34 SURVIVE AND THRIVE NON-PROFIT GRANTS (Phase 2) 2.15 MANUFACTURED HOUSING ACQUISITION AND UPGRADES (Phase 2) 2.15 AFFORDABLE HOUSING PIPELINE (Phase 2) 1.12 COMMUNITY-WIDE NAVIGATION HUB (Phase 2)
Black, Indigenous and other people of color (BIPOC)	1.2.1 BCPH COVID TESTING 1.7.1 BCPH VACCINE COMMUNITY SUPPORT 2.10.1 EMPLOYMENT SERVICES 2.10.2 WORKFORCE CALL CENTER 2.3 DIRECT CASH ASSISTANCE (Phase 2) 2.34 SURVIVE AND THRIVE NON-PROFIT GRANTS (Phase 2) 2.15 MANUFACTURED HOUSING ACQUISITION AND UPGRADES (Phase 2) 2.15 AFFORDABLE HOUSING PIPELINE (Phase 2) 1.12 COMMUNITY-WIDE NAVIGATION HUB (Phase 2) 1.12 COMMUNITY RESPONSE TEAM (Phase 2) 1.12 COMMUNITY-BASED MENTAL HEALTH GRANTS (Phase 2) 1.12 MENTAL HEALTH VOUCHERS (Phase 2) 1.12 COMMUNITY MENTAL HEALTH TRAININGS (Phase 2) 1.12 SCHOOL-BASED MENTAL HEALTH SERVICES (Phase 2)
People who identify as Lesbian, Gay, BiSexual,	1.2.1 BCPH COVID TESTING 1.7.1 BCPH VACCINE COMMUNITY SUPPORT

and/or Transgender (LGBT)	2.10.1 EMPLOYMENT SERVICES 2.10.2 WORKFORCE CALL CENTER 6.1.1 PROVISION OF GOVERNMENT SERVICES, DIGITAL DIVIDE 2.34 SURVIVE AND THRIVE NON-PROFIT GRANTS (Phase 2) 2.15 MANUFACTURED HOUSING ACQUISITION AND UPGRADES (Phase 2) 2.15 AFFORDABLE HOUSING PIPELINE (Phase 2) 1.12 COMMUNITY-WIDE NAVIGATION HUB (Phase 2) 1.12 COMMUNITY RESPONSE TEAM (Phase 2) 1.12 COMMUNITY-BASED MENTAL HEALTH GRANTS (Phase 2) 1.12 MENTAL HEALTH VOUCHERS (Phase 2) 1.12 COMMUNITY MENTAL HEALTH TRAININGS (Phase 2) 1.12 SCHOOL-BASED MENTAL HEALTH SERVICES (Phase 2)

Through the planning process and collaboration with the ARPA Team, Racial Equity Team, community members, and others, Boulder County will continue to refine and clarify how ARPA SLFRF funds prioritize racial, health, and economic as a goal, naming specific targets to produce meaningful equity results at scale and articulating the strategies to achieve those targets.

Project Implementation: Explain how the jurisdiction's overall equity strategy translates into focus areas for SLFRF projects and the specific services or programs offered by your jurisdiction in the following Expenditure Category, as indicated in the final rule.

As described above, the Boulder County Commissioners have Strategic Priorities in the areas of Equity and Justice and Affordable Living, with Boulder County directing efforts and resources those areas. Boulder County's racial equity strategy and work is described in detail above. The County engages in significant racial equity work and continues to build infrastructure to further that work. Boulder County is well poised to administer ARPA funds.

From the community engagement process, Economic Challenges, Housing Affordability, and Mental Health and Social Resilience emerged as the focus areas for projects. These areas align with the Commissioners' Strategic Priorities, with Economic Challenges and Housing Affordability aligning with the Affordable Living Strategic Priority, and Mental Health and Social Resilience aligning with Equity and Justice, as that priority also includes behavioral health and diversion from the criminal justice system.

It bears noting that these focus areas match the needs and disparate impacts as described in the Final Rule. Treasury provides substantial detail about disparate impacts in behavioral health, childcare, affordable housing, and negative economic impacts. Those impacts can be

felt even more greatly in a location with an expensive cost of living such as Boulder County. For example, the cost for childcare in Colorado is seventh most expensive in the county, with families spending an estimated 15 to 25 percent of their annual income on childcare. In Boulder County, childcare costs were five to 10 percent higher than the state average, rivaling housing costs at more than $26,000 per year for one preschooler.

In 2020 in Boulder County, at least half of renters paid more than 30 percent of their income on rent. Paying more than 30 percent is considered rent burdened or cost burdened, causing individuals and families to make difficult choices with limited income available for food, childcare, transportation, and other costs after paying for housing.

Equitable access can be a barrier in behavioral health. Stigma, cultural differences, and mistrust of institutions all result in the challenge of finding the "right door" to enter and obtain mental health and social resilience supports. Inaccessibility of physical and virtual locations, and service provision that is not welcoming or culturally representative creates frustration and results in an avoidance of the service. Those ineligible for Medicaid, uninsured, underinsured, as well as challenges for providers who are unable to take insurance reimbursement can cause confusion and limit access.

Phase 2 projects were reviewed with an equity lens before recommendation and before Commissioner approval. Phase 2 projects will utilize the Racial Equity Impact Assessment Tool and incorporate feedback from Racial Equity Panels.

The specific Phase 2 projects approved through the reporting period and informed by Boulder County's overall racial equity strategy and approach are as follows.
- **Economic Challenges**: Survive and Thrive Non-profit grants, Direct Cash Assistance,
- **Housing Affordability**: Affordable Housing Pipeline and Manufactured Housing Park Acquisition and Upgrades
- **Mental Health and Social Resilience**: Community Mobile Response Model, Community-Wide Navigation Hub, Equitable Access, Front Door Model (Community-Based Grants, Mental Health Vouchers, School-Based Services, Mental Health Trainings)

Boulder County utilizes several principles and strategies to prioritize equity and disparately impacted population groups in the pandemic response and recovery. Priority populations are at higher risk of severe illness from COVID-19 due to living conditions, work circumstances, underlying health conditions, and access to care. Priority populations may also be disproportionately impacted by the economic effects of the pandemic, which exacerbate disparate impacts and can affect physical and mental health. More detail on priority populations is provided throughout the report.

The following list provides examples of the County's implementation efforts of Immediate Needs projects. Implementation information regarding Phase 2 projects will be included in subsequent reports.

Public Health (EC 1):

Initial projects approved during the Immediate Needs process that address public health impacts have focused on testing and vaccine outreach, including:

- BCPH COVID-19 Testing (1.2.1) Continued funding for testing in Boulder County.
- Juvenile Assessment Center (1.4.1) Continued funding for staff in a congregate setting for Juveniles.
- BCPH Vaccine Community Support (1.7.1) Funds to increase awareness and vaccines within Boulder County through vaccine personnel, community ambassadors, vaccine communications, business vaccine policies, advancing vaccine knowledge among priority populations and managing a call center to answer vaccine questions.
- Low Wage Workers (1.7.2) Funds for low-wage workers to fulfill quarantine restrictions.

Negative Economic Impacts (EC 2):

Initial projects approved during the Immediate Needs process that address negative economic impacts have focused on employment services and other direct community economic relief facilitated by local non-profits and Family Resource Centers, including:

- BCPH Food Insecurity (2.1.1) Food Assistance to Boulder County low-income residents and WIC participants.
- Eviction Representation (2.2.1) – (not started)
- Left Behind Workers Fund (2.3.1) Job loss assistance in-lieu of unemployment benefits, to individuals impacted by COVID-19 and ineligible for other federal aid/benefits. Additional assistance provided to Impact Charitable to respond to the needs of Left Behind Workers in Boulder County.
- Employment Services (2.10.1) and Workforce Boulder County (2.10.2) Employment services and staffing resources provided to Workforce Boulder County (WfBC) and WfBC Virtual Call Center (VCC).
- BCPH Childhood Health (2.11.1) Childcare education services and other aid to un-licensed facilities, and services to low-income new parent households.
- Emergency Choice Vouchers (2.17.1) Case management support to help facilitate Move On protocols and HUD Emergency Choice Vouchers to eligible Public Housing Authorities.
- DA Office Court Reporting (2.37.1) Assistance to the District Attorneys' Office for court reporting costs to accommodate case backlogs from COVID-19 and funds that were cut by the State.

Public Sector Capacity (EC 3):

- Program Evaluation and Data (3.4.1) A Racial Equity Practitioner has been added to the ARPA Team to further racial equity data planning and analysis in ARPA.
- Additional data resources will be added to support the identification, gathering, analysis, and reporting of equity and other measures for ARPA projects and the County organization.

Revenue Replacement for Government Services (EC 6)

- Provision of Government Services, Digital Divide (6.1.1). Assistance to seven local non-profit organizations and two internal organizations.
- Assistance to local Family Resource Centers including OUR Center, Sister Carmen Community Center, and Emergency Family Assistance Association. (6.1.2, 6.1.3, 6.1.4)

Community Engagement Overview

During the 2021 Immediate Needs COVID-19 Response Request process, the PRROBoCo Human Services Support Team (HSST), made up of representatives from the Housing and Human Services and Community Services departments, as well as the representatives from the Community Engagement and Resource Navigation group (CERN), worked together to assess community needs and submit near-term and immediate needs funding requests. Immediate needs were determined through community engagement with partner organizations, cultural brokers, and direct services.

As stated in the previous annual report in August 2021, BOCC moved forward with a broad community-based engagement strategy to seek community stakeholders and residents of Boulder County to support a more transparent and inclusive action plan for the ARPA allocation funding directive.

Community-Focused Planning

The effects of the COVID-19 pandemic significantly impacted Boulder County communities, and though the pandemic's outcomes have been widespread, the health and economic impacts did not fall equally among different communities. The pandemic further exposed historical inequities in Boulder County – disparities in health and economic outcomes by race, ethnicity, age, gender, geography, physical ability, sexual orientation, and other factors.

The County responded by approving ARPA funding for resources for impacted community members and partners and collaborating with local organizations to help with communication, access, and distribution of resources. Nearly $5.6 million was allocated by the County to address those immediate needs and to sustain COVID-19 services for county residents, workers, business owners, and students.

However, the extent of lockdown and the toll on public health left lasting impacts on its communities and economy, and new programs would be needed to address the large disparities that are left in the wake of the pandemic. There would be two immediate goals: First, new programming would need to have an immediate effect with a long-term sustainability; second, the most impacted community members should be prioritized which would mean that assessments and community engagement strategies would need to be culturally responsive and inclusive.

Charting an Equitable Recovery

To ensure Boulder County's recovery from the pandemic would be transparent and equitable, the BOCC embarked on a public process engaging and integrating the ideas from community members. Ideas were collected through a community survey and informed how the County would use its share of federal funding to best address the needs of individuals, families, and communities most affected by COVID-19.

A collaborative effort with Community Foundation Boulder County provided the support from an external consultant Rebuild by Design. Rebuild by Design facilitated a community engagement model approach so ARPA funds could be distributed effectively and equitably and specifically to communities who suffered in disparate ways due to racial, economic, health, and other inequities, helping to set a precedent for planning efforts.

Charting an Inclusive Path

To engage in an inclusive process, the BOCC along with Rebuild by Design invited organizations that reflected the diversity of the communities affected by COVID-19 and with strong grassroots reach to co-design an engagement process that would connect with the hardest hit communities. The selective group of members from different organizations became the ARPA community engagement Steering Committee in late August of 2021. During the co-design and engagement, the ARPA Steering Committee created a survey to help engage with community members. Questions included in the survey had a variety of points to help understand how residents were and have been impacted during COVID-19. The responses of this engagement would help with the allocation for the distribution of the ARPA funds in an equitable way.

Representatives from the ARPA Steering Committee Group:
- Boulder County Arts Alliance
- Front Range Community College
- Human Services Alliance
- The Northwest Chamber Alliance
- Peak to Peak Housing and Human Services Alliance

While these organizations represented a diverse multi-racial, multilingual, cross-sector in Boulder County, the County recognized that it was still missing representation from specific communities.

In about seven weeks (September 1 - October 15, 2021), the ARPA Steering Committee engaged communities from every corner of the county through presentations, social media, hosting community conversation events, contacting via their networks, passing out flyers on the street, running information tables, and more.

"Community engagement shouldn't be boring, it should be fun." - Berenice Garcia Tellez, Northwest Chamber Alliance

Phase 1 - Survey Outcomes

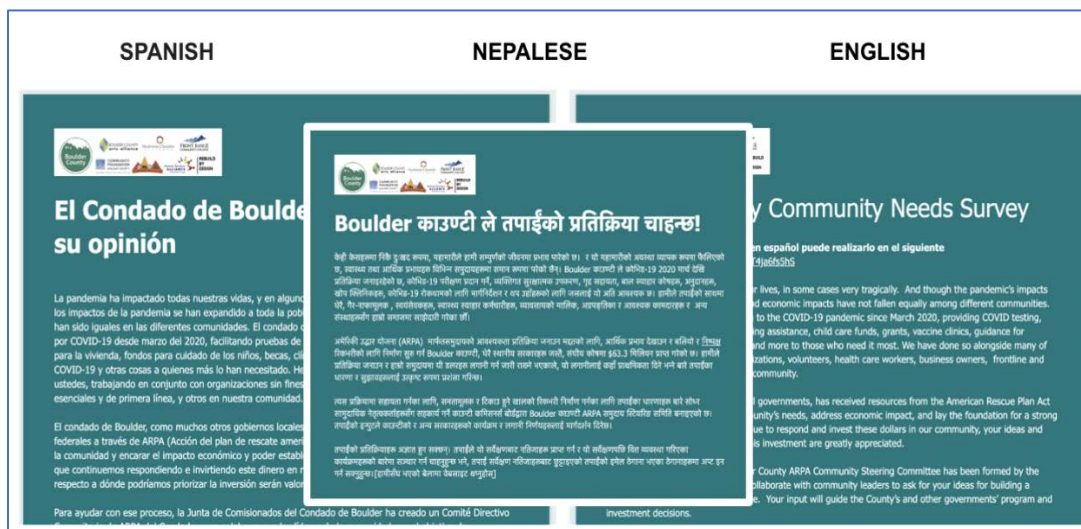**1539** SURVEYS COMPLETED

41 ENGAGEMENT EVENTS

331 ORGANIZATIONS INVITED TO PARTICIPATE [21]

The Steering Committee recognized that to overcome the digital divide in the west Boulder County mountain region and other broadband "dead zones," the survey would need to be widely distributed in paper format and would require in-person, on-the-ground outreach.

Following are examples of materials from this phase of community engagement.

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[21] Slides and images in this section are courtesy of Rebuild by Design.

"As both a person with a disability and a leader of an organization serving individuals with disabilities, I had the opportunity to represent the needs of that part of our community. While developing materials, I advised on language and process that would be more inclusive of people of all abilities.

The Steering Committee meetings were made more accessible to me by using technology. Going forward, I have confidence the process will build upon successes to date and continue to be considerate and inclusive of all voices in the community." - Rebecca Novinger, Human Services Alliance

Here is a calendar of community engagement outreach events in 2021.

CALENDAR OF EVENTS

SEPTEMBER

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 Arts Alliance Newsletter	**2**	**3** HSA/SVC Meeting	**4**
			Community Foundation Newsletter			
5	**6** Labor Day	**7**	**8** Planning Commission Newsletter	**9** BOCC Town Hall	**10**	**11** Art Walk in Longmont
		Latino Chamber of Commerce Email	Meeting w/ local officials			
		Longmont Development Authority – meeting	Meeting w/ Department Heads			
			Longmont Downtown Dev. Authority Business Owner Meeting			
12	**13** Mobility and Access Coalition	**14** 23ZIP Event	**15** Boulder Farmers Market	**16|** On the ground outreach	**17**	**18** Fiesta and Trucks
	Board of Health					Lafayette Firsthand Market
19	**20** Peak to Peak Meeting	**21** 23ZIP Event	**22** VECC Meeting	**23** NWCA Focus Group	**24**	**25** Raw Tools Community Event
		Direct outreach to nonprofits		POSAC		Energy Resilient & Pandemic Resilient Grass Roots Solutions
				Outreach to small businesses in Longmont		
26 Nederland Farmers Market	**27**	**28** Imagine! Event	**29** BCAA Meeting	**30** Women who Light the Community Event	**OCTOBER** **1**	**2** Kick2Build
		23 ZIP Event		Community Updates CPWD		
		CSN Leadership Virtual Meeting		El Comite Longmont Presentation		

OCTOBER

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
3 Electric Vehicle Event	**4** Louisville Town Meeting	**5** Tabling at Front Range CC	**6**	**7** Outreach to small businesses in Lafayette	**8** Tabling at OUR Center	**9** Dia de los Muertos
		Casa Esperanza			Outreach in downtown Boulder	
		Meeting with FRCC Student Chamber				
10	**11**	**12** Outreach to businesses in North Boulder	**13** Tabling infront of the Courthouse	**14** Lunch with the Dean at FRCC	**15** Pearl Street Engagement	**16** Latinx Community Event Chautauqua
		Town Hall w/ OUT	Engaging businesses on Pearl Street	Boulder Outreach		
				Boulder Chambers Economic Summit		

Input from community members acknowledged that there was widespread skepticism that the government is truly listening, particularly in the western mountain region and among Latinx communities, causing hesitancy to fill out government surveys. To overcome this hurdle and build trust, the Community Engagement Team, partners, and County Commissioners met with communities directly, going to the people instead of asking people to come to them, whenever possible. In addition, the Steering Committee organizational partner Peak-to-Peak led community-based engagement efforts in the mountains. These strategies were successful, providing for 19 percent participation from the western Boulder County mountain region.

"We have been struggling for years before the pandemic. That's where the skepticism comes from." - *Katrina Harms, Peak to Peak HHS*

These images show survey participant demographic data.

BREAKDOWN OF PARTICIPATION BY GEOGRAPHY
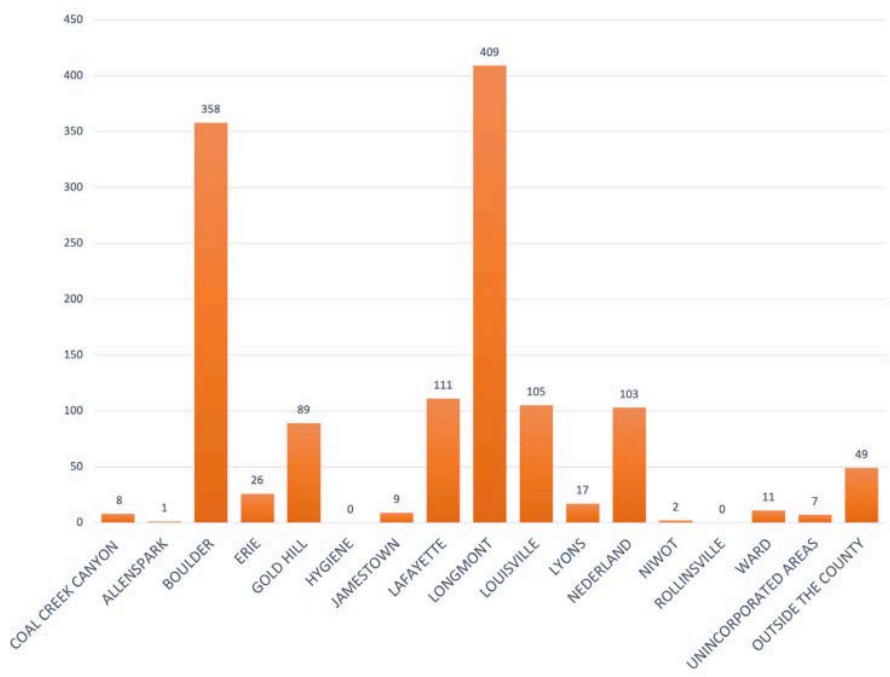
19% from West Boulder County Mountain Region

RACE + ETHNICITY

The demographic breakdown of participants is fairly representative of the County's racial profile (according to US Census 2019 estimates). COVID-19 health and economic impacts data indicated that the Latino community of Boulder County was severely impacted by the pandemic. Having bilingual Community Engagement Specialists who were able to build trust within the Latinx community was key to successfully targeting this population and overcoming language barriers or distrust in government.

14% of participants identify as being of Latino, Latina, Latinx, Hispanic, or Spanish heritage.

BREAKDOWN OF PARTICIPATION BY RACE

- American Indian or Alaskan Native 1%
- Asian 3%
- Black or African American 2%
- Mixed race 2%
- White 88%
- Other 4%

GENDER + SEXUALITY

PREFER NOT TO SAY

2% 2% | MALE 26% | FEMALE 70%

NON-BINARY/THIRD GENDER

15% | HETEROSEXUAL 85%

NOT-HETEROSEXUAL

BREAKDOWN OF PARTICIPATION BY AGE

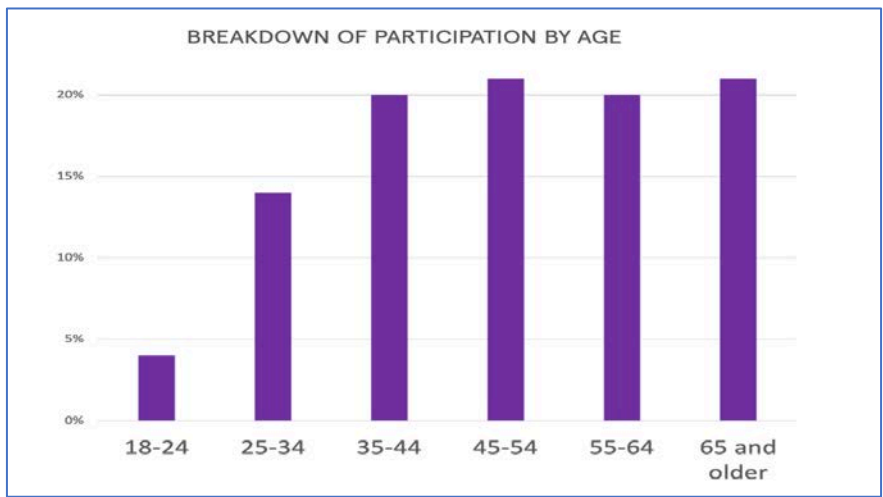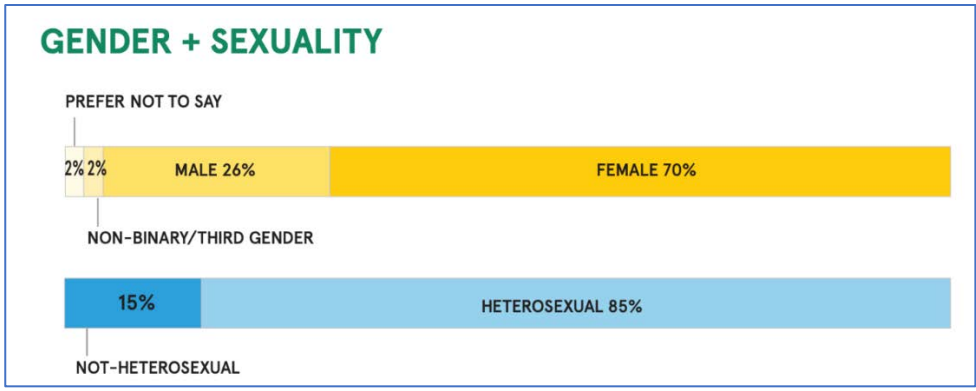| Age	Percentage
18-24	4%
25-34	14%
35-44	20%
45-54	21%
55-64	20%
65 and older	21%
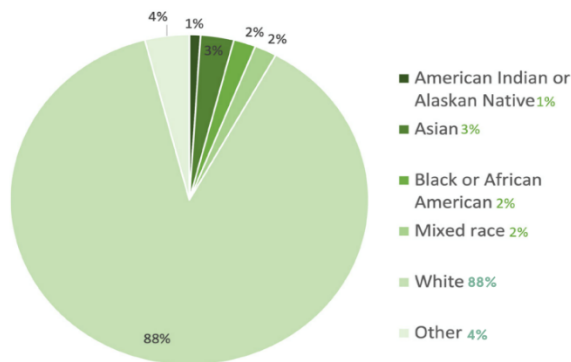
The demographic breakdown of participants is fairly representative of Boulder County's racial profile (according to US Census 2020 estimates). COVID-19 health and economic impacts data indicated that the Latinx community of Boulder County was severely and disproportionately impacted by the pandemic. Having bilingual, bicultural Community Engagement Specialists who are able to build trust within the Latinx community is key to successfully including this population, sharing language supports and addressing distrust in government. This was successfully accomplished by mobilizing community cultural brokers and connecting with non-profits in the County where the community trusts and has long-standing relationships. This helped members of the Latinx community to feel safe and heard in the engagement process.

"Once the conversations were started, the engagement around the survey happened quickly with conversations with student groups, tabling on campus, and working with campus leadership to engage staff and faculty. The FRCC community is honored to be a part of a process that relies so heavily on feedback from the community first." - Rebecca Chavez, Front Range Community College

"People were surprised by this in-person engagement and the County opening their door to listen to the community in this new approach." - Aisa Garita, Boulder County Community Engagement Specialist

Phase 1 Survey Results
Key Outcomes across Demographics

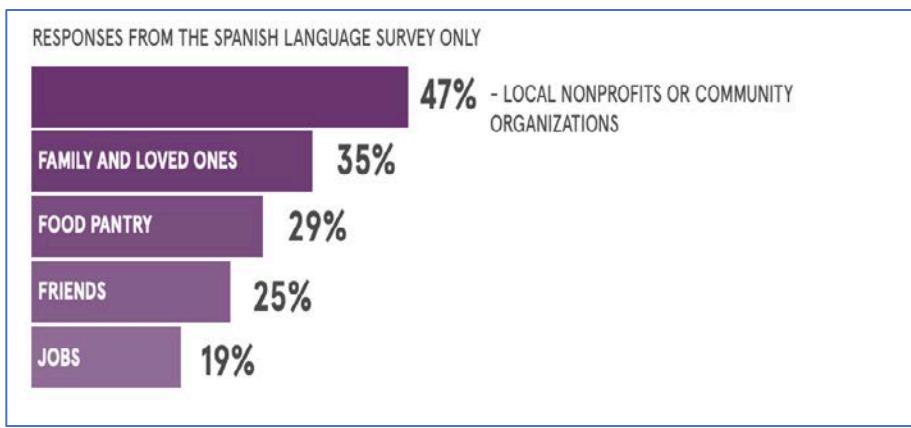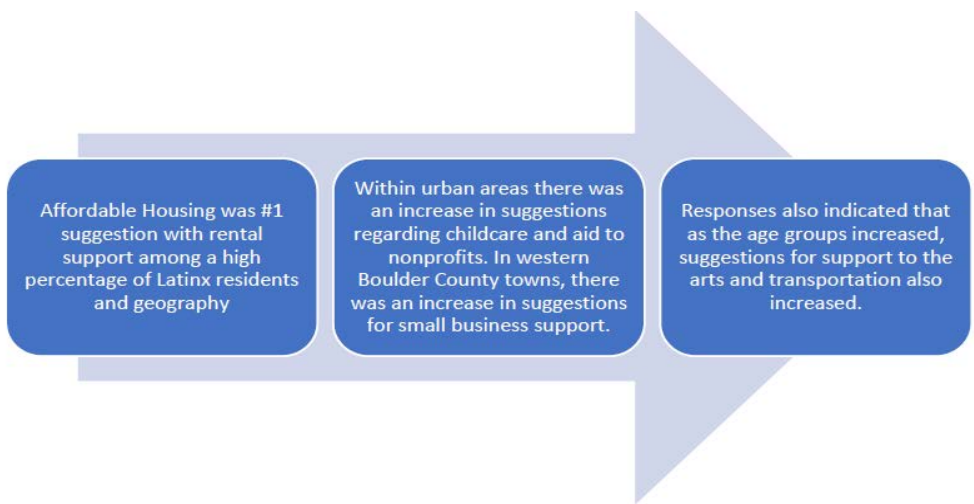|		
Negative economic impacts, affordable housing, and cost of living were the top three concerns across age, gender, race, ethnicity, geography, employment status, and disability status.	**Public health, especially mental health services, as well as childcare and the general cost of living** were consistent in responses across race, ethnicity, and gender. While speaking about mental health may be taboo in the mountain region and among the Latinx community, it is of equal concern, particularly as residents experienced social isolation throughout the pandemic due to lack of access to internet.	The shortage **of affordable childcare** predated the pandemic in Boulder County. This issue had magnified throughout the pandemic, as the labor shortage for childcare workers had increased. Likewise, throughout the pandemic, families with children with disabilities who previously were able to attend group-care settings, had to rely on a limited number of home aides or family members as caregivers, causing an additional financial and stress burden for the families. More parents had to stay home with their children due to cost and availability, shrinking the workforce even further.

The survey also provided a deeper understanding about support and community resilience. When asked who they depend upon, family and loved ones, friends, neighbors, and jobs were the top categories across every demographic. However, among those who filled out the Spanish-language survey, local non-profits and community organizations were identified as most commonly relied on for support throughout the pandemic.

PERCENT OF PARTICIPANTS WHO SELECTED THE GIVEN CATEGORY OF SUPPORT FOR ALL SURVEYS

Category	Percent
FAMILY AND LOVED ONES	80%
FRIENDS	76%
NEIGHBORS	39%
JOBS	39%
UNEMPLOYMENT BENEFITS	17%
LOCAL NONPROFITS OR COMMUNITY ORGANIZATIONS	15%
BUSINESS LOANS OR GRANTS	14%
RELIGIOUS OR SPIRITUAL ORGANIZATIONS	13%
GOVERNMENT AND SOCIAL SERVICES	13%
SCHOOL	12%
FOOD PANTRY	11%
NO SUPPORT	8%
FREE ACCESS TO INTERNET OR A MOBILE DEVICE	4%

RESPONSES FROM THE SPANISH LANGUAGE SURVEY ONLY

- 47% - LOCAL NONPROFITS OR COMMUNITY ORGANIZATIONS
- FAMILY AND LOVED ONES 35%
- FOOD PANTRY 29%
- FRIENDS 25%
- JOBS 19%

While a richer knowledge about the significant impacts voiced by the community county-wide was gained, there was also an ability for participants to identify the direction that Boulder County should focus its ARPA efforts.

Affordable Housing was #1 suggestion with rental support among a high percentage of Latinx residents and geography

Within urban areas there was an increase in suggestions regarding childcare and aid to nonprofits. In western Boulder County towns, there was an increase in suggestions for small business support.

Responses also indicated that as the age groups increased, suggestions for support to the arts and transportation also increased.

It is important to note that not all survey responses indicated a need for new services, but rather suggested an improved system for navigating the services and programs already available through the County. Community conversation feedback indicated that people were concerned the ARPA funds would be used to address immediate needs and then the funding would run out, causing a relapse in the negative economic impacts. Therefore, it was recommended the Commissioners look for opportunities to leverage ARPA dollars for longer-term impacts that will continue to benefit the community well after the pandemic has subsided.

In the end, three priority areas for ARPA funds investment were identified:

Economic Challenges	The interconnected issues of cost of living, business needs, workforce development, childcare, etc.
Housing Affordability	Including cost of living
Mental Health and Social Resilience	Including social isolation, access to technology

"One of the big issues up here is isolation, both geographic and access to tech." - Chris Current, Peak to Peak HHS

Phase 2 – Community and Government Collaboration

The community survey results informed a second phase of community engagement. This phase culminated in an in-depth analysis using a working group process that centered equity and focused on programs, policies, and other recommendations that could create immediate and long-term impact in addressing the inequities that the pandemic revealed and exacerbated. The ARPA Steering Committee in November invited members and experts in the community that work and serve Boulder County to participate in an application process to join the working groups. The goal was to help and understand the diverse interests and needs of Boulder County and could speak first-hand to the needs of those most impacted by the pandemic.

Communications launched a public invitation for Working Group members with lived or professional experiences in one of the three topic areas interested in volunteering.

This invitation was sent to more than 300 organizational networks resulting in 162 individual responses. The application was short and simple to fill out, provided on multiple platforms, and multilingual. This led to a robust selection process using an equity lens to provide for diverse Working Group membership. The BOCC approved a Steering Committee-recommended slate of applicants who were invited to one of the three Working Groups.

Boulder County ARPA Working Groups

If you are interesting in a working group, please fill out this short application. The Working Groups will be led by the Boulder County ARPA Steering Committee with Boulder County staff providing support and leadership. Each working group will be asked to recommend solutions that could be supported by an estimated $15 million of ARPA funding. Final funding between the three buckets may shift based on the working groups' recommendations. Working group participants will be announced before Christmas and will begin working in January.

By submitting a survey to join one the working groups, you are committing to:

1. Actively collaborate with other community partners and Boulder County Staff to inform a transparent and inclusive decision-making process

2. Participating in weekly working group meetings (at least 1 hour)

3. Participate in 3 public events, for example: i) A panel discussion with national and international experts on the identified subject areas, ii) A public symposium to present and workshop ideas across working groups, with additional input from community members, and iii) Presentation of final recommendations.

NOTE: Serving on a working group does not disqualify an affiliated organization from receiving funding. Individuals should only participate in one working group; however, the organization's members can participate in more than one working group. These working group positions are volunteer opportunities and are not official appointments by the Board of County Commissioners.

The BOCC and ARPA Steering Committee completed the process to appoint three ARPA Working Groups in December 2021, moving into the next phase of community engagement and

planning. Thirty-five Working Group members participated in the process, and a Boulder County Commissioner sponsored each Working Group.

Members were appointed in the three Working Group focus areas of:

Each of the Working Groups included a community partner and County staff as co-leads and a County Commissioner as a sponsor to support the process. Working groups were provided with weekly guidance and support for structure, roles, and responsibilities. The groups' role was to develop and propose recommendations to the BOCC that supported ARPA investments in each of the three focus areas for a total of approximately $45 million in funding. The charge for the Working Groups was to engage in an iterative process centering equity and seeking action-oriented approaches that would provide transformational recommendations prioritizing historically underrepresented communities in Boulder County.

Phase 2 Working Groups worked to identify projects that could address those issues for a transformative and equitable recovery, building on insights and ideas collected from a few resources:

→ Raw data from the (i) Phase I community surveys feedback responses, (ii) responses from the elected officials and department head brainstorming session May 2021, and the Trestle Report "COVID-19 Qualitative Impact Study Report January 2021."

In addition to the U.S. Treasury-mandated criteria, the ARPA Steering Committee determined that the Working Groups should strive for final recommendations that would:
- Be transformational
- Ensure that the most impacted by the pandemic will benefit the most
- Strike a balance between long-term transformational change and short-term immediate relief for those in crisis
- Be able to be deployed easily to help the people in need quickly
- Be sustainable when ARPA funding runs out
- Focus on equity and addressing racial, economic, and health disparities

- Leverage other funds and existing planning processes
- Leverage already completed plans and reports, e.g. Regional Affordable Housing Plan
- Be groundbreaking, something that County Government would not have done on its own

To launch the Working Group process, a "kick-off" full-day virtual event was organized in February 2022. The kick-off was framed as a workshop for shared aspirations, understanding of existing challenges and complexities, and a space for each Working Group to create a work plan. To provide a local and national scope, presentations and discussions at the kick-off included: U.S. Department of the Treasury ARPA guidelines, available data in the three focus areas, ideas already heard from the Boulder County community, equity and accessibility goals, existing ARPA allocations by the municipalities of Boulder and Longmont, and a presentation on nationwide examples of policies and investments for an inclusive recovery by the Urban Institute.

Through a combination of research, presentations, and discussions over the course of eight weeks, each group compiled a comprehensive list of potential programmatic ideas and then further prioritized and culled their lists to select proposals that would be most in line with the County's goals for the ARPA funds. Some Working Groups also further divided into topical subgroups. Each community member, county employee, and partner brought their passion, insights, and expertise to the discussion of these topics, and also considered the feedback from the community and research provided by community organizations. Whenever specific "know-how" was missing from the group, Working Groups asked additional subject matter experts to provide insight on the topics.

Boulder County Community Engagement Specialists participated in each Working Group and regularly updated the public on the discussions and decision-making process through website updates, social media, and press releases. Simultaneously, the Community Engagement Team ensured all feedback from the community was conveyed to the Working Groups. To ensure accessibility, all Working Group meetings were recorded, interpreted into Spanish and American Sign Language, and posted on the County website.

At the end of the Working Group convenings, final Working Group recommendations were given to County staff to further investigate the proposal ideas to ensure feasibility and alignment with ARPA guidelines, existing programs, and laws and regulations. Once refined, County staff and Working Groups jointly presented the recommendations to the BOCC at a public hearing on May 3, 2022. Several of the programs proposed to build or expand on existing County programs, with recommendations for making them more equitable and accessible and ensuring that they reach the populations that need them most. Others are new initiatives not yet seen in the County that have had demonstrated success in other localities.

In all, across the three Working Groups, nine proposals were recommended to BOCC that fit the criteria determined by the Steering Committee. On June 14, 2022, the Commissioners approved $36,500,000 in Phase 2 projects, with remaining projects under consideration.

Feedback from Working Group Members
Working Group members also revealed challenges that should be addressed in future iterations of this model. The following suggestions reflect the feedback from Working Group members

TIME
Working Group members felt that additional time would have been helpful to fully research transformational ideas and conduct additional outreach to vet ideas with the community.

Additionally, participants would have liked to have had a clear schedule of meeting times determined from the start.

DEFINED ROLES
In a broad community engagement process, it is common for there to be many involved players with fluctuating roles. Future processes would benefit from having clearly defined roles for every individual involved, whether it is the Working Group members, staff, consultants, or the Commissioners.

EQUITY
Though Working Group members felt that equity was a central focus of the groups' conversations and proposals, they also felt that the structures of the groups themselves lacked enough members with lived experience, and those who were most directly impacted by the pandemic.

In the future, having larger groups, and providing financial support would enable those with financial limitations to participate in a community-centered effort.

DEFINED DELIVERABLES
Having clearly defined deliverables prior to the start of the process would ensure time is used efficiently and reduce the number of questions along the way.

TRANSPARENCY
Though Working Group members felt that the process as a whole aimed to be transparent, there are additional opportunities to fully articulate who would be involved in the process, namely how consultants were chosen and how Working Group members were selected.

CROSS COMMUNICATION
Working Group co-chairs met weekly to share progress updates for each group. If given more time, increased communication between all the Working Group members could have created new opportunities to leverage each other's ideas.

Implementing Phase 2 ARPA Recommendations

The ARPA Working Groups provided program-level recommendations across three key areas: Economic Challenges, Housing Affordability, and Mental Health and Social Resilience. Below are the Working Groups' proposals to respond to these priority issues.

Economic Challenges	• Survive and Thrive Business and Non-profit Grants • Direct Cash Assistance to Families • Early Childhood Community Village and Training
Housing Affordability	• Investment in Housing Development Pipeline Project

	• Expand Capacity of the Regional Affordable Housing Partnership and Related Programs and Services • Manufactured/Mobile Home Park Acquisition, Repairs, and Infrastructure
Mental Health and Social Resilience	• Community Mobile Response Teams • Community-Wide Hub Navigation/Resource Navigation • Equitable Access: Opening the Front Door

To begin the implementation phase of the recommendations, the Community Engagement Team created a high-level logic model to capture the elements of community engagement across each proposed program ideas. A logic model is a tool that depicts the intended links between program investments and outcomes, specifically the relationships among the resources, activities, outputs, outcomes, and impact of a program. In other words, it is a systematic and visual way to present and share your understanding of the relationships among the resources you have, to operate your program, the activities you plan, and the changes or results you hope to achieve. See diagram.

INPUTS *(Resources available)* → ACTIVITIES *(active components- process objectives)* → OUTPUT *(how much produced or provided)* → OUTCOMES *(deliverables/the change)* → IMPACT *(tells the story as a result of the change)*
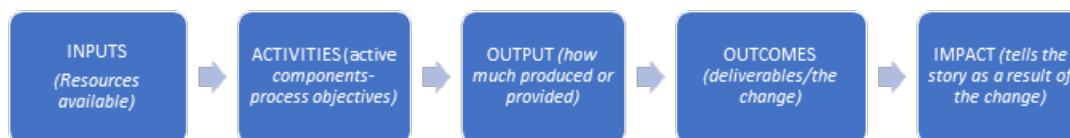
Using the Logic Model as a program design tool, the Community Engagement Team prioritized three elements of community engagement: collaborative engagement, cultural brokering, and strategic communication. Each proposed project will be aligned with a logic model that includes these three components.

The Community Engagement Team is proposing to center the program design for housing affordability within the mobile home park community. The following is a basic logic model providing high-level organizational management. The mission is to "serve as a community partner and liaison to expand program reach and visibility." The focus of services is on residents who have been impacted by the pandemic, especially communities underserved such as BIPOC, mountain residents, youth, older adults, those with a disability, etc.

Resources/ Inputs	Activities	Outputs	Outcomes	Impact

Resources/Inputs
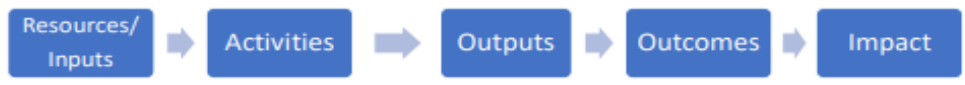
*STAFF: BC Staff as a bridge and resource for the MHPs implementation phase – there are various dept/divisions already doing community engagement so align with these efforts

* BC Community Planning & Permitting Department with strategic goals

*Disaster Recovery includes ARPA Cultural brokers and expanding this to include additional stakeholders

*Community Partners: County leadership and city planners

*Managers of each mobile home park selected for upgrades and repairs

*MHP's cooperative members ie San Souci

*Residents for resident-owned communities (ROCs)

*Nonprofit land trusts connections

*Annmarie B Jensen, East County Housing Opportunity Coalition and Housing Affordability WG member

*Community members: Residents of MHPs, low income families, BIPOC communities.

There are ongoing community events within the MHP Communities

*Communications Specialist and their branding, marketing plan for messaging. Potential for trend setting.
*Interpretation and translation services

*Racial Equity Practitioners Panel

*Advisory Feedback: *PMI and ARPA BC Sponsors for guidance
*Community Partner Meeting
*Collaborate with existing ARPA Steering Community Partners for advisory guidance

*Supplies/resources including multi-lingual flyers, pencils with BOCO logo, business cards, webservices.

Obtain data sources. Use data disaggregated by race, gender and geography when possible, city and county data, zip code/census tract level/

Data Sources to Consider:

*Census Quick Facts: www.census.gov/quickfacts

*Policylink Equity Atlas: www.nationalequityatlas.org

*Mapping Inequality: https://dsl.richmond.edu/panorama/redlining/#loc=4/36.71/-96.93&opacity=0.8

*Local Human Services data

Activities

*Assessment: Identify BC staff needs and requirements to provide CE support for each MHP community (Expand on what already exists) - collaborate

Activities: Facilitate meetings and make an iterative workflow by ranking and organizing tasks, deadlines and deliverables.

*Create or Partner for Training in utilizing digital mediums – Blind, deaf, those with limited digital connectivity, WCAG and section 508 compliance.

*Explore if previous working group members will participate in a larger advisory group.

*Cultural Brokering: Collaboration with BC Cultural Brokering division (Disaster Recovery, HHS, etc) to co-create a county-wide network with each project moving forward

*Communication: Design a coordinated communication strategy and preferred media outlets such as News releases, Social Media, printed communication materials. Website and media process updates.
*Participate in local events like "Cinco de Mayo" tabling, provide communication on updates *Identify local event calendars and national holidays *Database with Spanish speaking Journalists *MHP' campaign planning
*Accessibility - In any digital medium (website, application, form) ensure technology allows for equitable access.

For digital divide: Identify grocery stores, schools, restaurants, and public parks nearby that are community connectors.

All materials will be produced in accessible formats i.e., easy to read guides in all languages spoken, braille, large print, screen reader compatible, videos with closed captioning and audio description - Any physical location must be accessible, ADA Compliant, accessible transportation assistance will be available, translation and interpreter services will be available (in-person or on call). This must be thought of in advance rather than added retroactively.

*Outreach: Follow Community Asset Model by partnering with current community partners to identify community-based organizations and informal neighborhood associations who reflect underserved and impacted populations. Follow an awareness campaign approach using methods such as newspaper for mountain communities, CB network focusing on representation/increasing visibility of priority pops. Design survey's and/or track community member participation (headcount) from outreach activities. Inclusive of community connectors, promotoras, etc.

*Supplies: Create BOCC Community Engagement banners to use at celebrations and community events *Provide community partners with multilingual electronic/hard copies of related program information in language friendly platforms

*Evaluation: Racial Equity Tool: Integrate programmatic goals with racial equity *Feedback surveys provided during outreach, communication, trainings to inform process

Outputs

*Meetings with identified # of tasks, next steps and tasks owners

*Community Engagement is synonymous with cultural brokering active and supportive of BC Staff who are participating in this process providing access and visibility

List of members willing to participate in the process

*Communication Specialist: Messaging alignment from the beginning of the program implementation to avoid misinformation and disinformation from external sources

Spreadsheet: Awareness promotional campaign planning with audience, tactics, message type, delivery method and schedule

Define launch date and track progress with Gantt chart

Targeted news releases, Social Media, printed communication materials to effectively reach our intended audience. Media visits/media rounds

Printed communication materials.

Identify MHP's own communication platforms to leverage program awareness

Follow the accessibility measures in Action column -Website and media updates. Implement updates in Town Hall and BOCC business public meetings. OpenGov transparency stories

Outcomes

*Successful workflow with community partners

*Defined a standard operating environment

*More effective communication strategy % increase in media stories/media outlets, reaching % more people (click through rates), etc. – as outcome or impact

*Community measures and index are positively impacted economically and socially

*Residents can share how they feel "seen and heard" by accessing the programs under ARPA Proposals

*Residents, and community-based organizations provide feedback about information effectiveness, accessibility, impact

*Programs are accessible and people who are most impacted are aware of them

*Communication Specialist: Easy to understand information equitable and accessible content

*BOCC Community Engagement is a trusted source of information

*Defined Team Capacities

Impact

*Lessons learned and better practices replicable to future projects

*Integrated structure with defined roles, tasks, deliverables and timelines

*Communities who were significantly impacted by the pandemic feel supported, restored, and better equipped due to the training content

*Reinforced BC mission "to provide the best in public service"

*Increase level of communication and engagement yields an increase of trust from community to government – facilitate a section of community engagement specialists to further enhance outreach efforts where the trust issues can be strengthened. Reinforce long-term relationships

*Identified Community Specialist: Strong connection with community members
*The ability to connect community with Boulder County Commissioners' Office

*Racial Equity toolkit serves as a model for best practices and lessons learned by using an equity lens

* Community members know where to go and see BOCO engagement team as a trustful source of information and learn more about other programs and policies in BC

*Improved 2-way communication and trust with communities

See flowchart to understand the process being utilized.
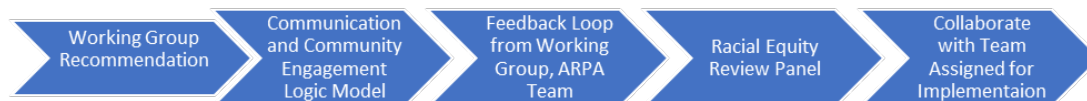
The ARPA Community Engagement Team identified that there were key elements about community engagement in each ARPA recommendation that support an equitable outreach plan. These are:

1. Focus on establishing a community and government advisory board.
2. Strengthen relationships with community leaders, community brokers, and community organizations in order to create access to hardest hit residents and organizations.
3. Utilize the Boulder County Racial Equity Impact Assessment Tool to design, implement, and evaluate the efforts with programming and outreach.
4. Provide all communication multilingually and accessible over multiple formats including paper copies.

Communications Strategy

The communication planning and implementation strategy to support ARPA is focused on understanding the current and future community needs. With the acknowledgment of the socioeconomic and health challenges highlighted by the pandemic, the situational analysis performed as a starting point for the strategic communication approach provides a long-term vision to identify ARPA project communication needs.

The plan includes a broader goal aligned with Boulder County's strategic priorities. The development of the ARPA Communication Plan is centered in equity and inclusiveness to align its mission to the local governmental approach of a mindful use of the SLFRF award funds to consistently deliver equity and impartial treatment to all individuals. Social inclusion leverages the ARPA Communication Plan to make the information accessible, timely, and transparent to all Boulder County residents including those communities that have had a long-standing history of exclusion.

Communications and Outreach SWOT Analysis
The following is a SWOT analysis – strengths, weaknesses, opportunities, threats – that informs communications planning and strategies.

Strengths	Weaknesses
Administrative infrastructure Trusted Partners (Suma) Strong policy and support from the Federal Government Whole-of-government equity agenda Key partnerships and resources: Racial Equity Team Qualitative research on the Hispanic community performed by the Trestle group	Digital gap in a digital era: inequities to information access Language barriers Preconceived ideas about Federal and local governments Lack of knowledge of the existence of programs and resources What's ARPA? Do people know the program and understand it?
Opportunities	**Threats**
Identified community leaders (cultural brokers) Government policy pursue a comprehensive approach to advancing equity for all. Involvement of community partners Accountability and planned uses of funds Community engagement – long term and tangible community projects Provide support to organizations that have leverage in the Latino community (e.g., ELPASO, Engaged Latino Parents Advancing Student Outcomes - ELPASO (elpasomovement.org)) or school districts and churches Create a strong internal communication framework	Changing nature of the Pandemic Health, social, environmental and economic challenges (ripple effect**)** Budget constraints or unforeseen or unexpected ARPA-eligible emergency needs Prevalence of iniquities and limited access/infrastructure to minimal Unfavorable public opinion on federal and local policies (public charge) Misinformation era and fake news

Communications Plan

The following framework provides guidance for implementation of the ARPA communications plan.
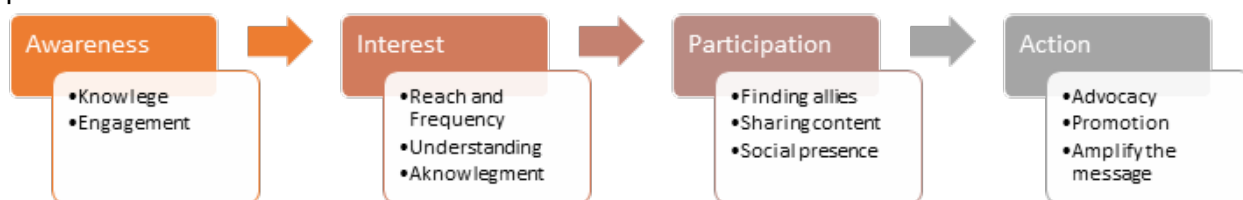
Goal

Generate awareness and equal access to ARPA information in Boulder County residents, especially in those communities that have been disparately impacted in the pandemic. Amplify outreach and communication efforts across the county to improve access to ARPA content and information.

Objectives
1. Identify key community information needs and barriers (internal and external) that do not permit an equal participation in the program and provide solutions, i.e., find the right communication channels according to each audience (Resources: Trestle Report and Hispanic Community Voices: The Impact of Covid-19)
2. Increase communication engagement with hard-to-reach communities
3. Improve resident access to and use of information
4. Efficiently and effectively use and maximize shared Boulder County resources with internal and external partners
5. Achieve positive perception of internal and external audiences on the transparency of ARPA funds allocation

Strategies
- Focus on owned media channels to amplify qualified, relevant content
- Create regular content that is credible and comprehensible
- Strengthen relationships with the community via cultural brokers
- Create community resources, culturally adapted communications and channels of information for internal and external audiences
- Cultivate connections among team members
- Become a source of trusted information

When ARPA was signed into law in 2021, the plan was completely new for American workers, families, small businesses, and industries. Therefore, planning communication initiatives requires to center its efforts in awareness and rely in building relationships with key county partners and local communities to disseminate messages. Among the tactics included in the plan, the use of different communication groups across the County with their own social media channels (Facebook and Twitter primarily) has been key to effectively amplify information. ARPA communications planned activities included the support to the community survey that was available in English, Spanish, and Nepalese for community members and businesses. The support for ARPA implementation is to properly and timely deliver information about uses of funds, opportunities for assistance, and approved projects with culturally adapted content, and to prioritize priority information effectively for Boulder County communities.

Tactics
- Owned Media: Post website updates and create landing pages based in modular content (see graph Framework) creation according to the progress of the communications plan.
- Social Media Presence: Increase existing and create new external communications through accessing existing social media outlets: Boulder County Twitter, Instagram, Facebook, Nextdoor.
- External/Community Outreach: Work closely with other teams to identify proper channels to share communications and emphasize efforts to share communications with existing resources. Address specific needs such as mountain communities, accessibility issues, digital divide communities, language barriers, etc.
- Messaging: Spread messaging about economic vitality re: how to support residents and non-profits, how to access assistance, work that is being done, and other opportunities.

Also, share success stories and provide information on grant recipients and how they are implementing funding.

- Information: Create interactive FAQs so people can understand how ARPA can support them and what it will mean for them.
- Follow Accessibility Compliance Checklists according to 508 compliance guidelines.
- Promote content with contacts lists from GovDelivery channels to disseminate the messages in moments when it is needed the most, for example, online meetings participation and survey responses.
- Promote community engagement activities.

Guided by the ARPA communications plan, ARPA communications to date has promoted community meetings and a Commissioners' Town Hall for the community to learn about and gain insights on how ARPA funds can be invested, how the community can participate, and information about survey results and recommendations from the community engagement process.

The social media outreach used the taglines #cambiolocal and #betterBoCo to promote content of the community engagement public meetings. To reach all community residents, communication is provided using diverse modalities, accessibility, and in different languages.

Facebook and Twitter Zoom invitations for community engagement online meetings

Twitter invitation for Working Groups sessions

In addition to the ARPA community engagement process, several other community engagement efforts have taken place to date during the pandemic through Forward Together Safely and PRROBoCo.

PRROBoCo Community Engagement and Resource Coordination Team (CERN)

In addition to this ARPA community engagement process, several other community engagement efforts have taken place to date during the pandemic through Forward Together Safely and PRROBoCo. The Community Engagement and Resource Coordination team includes representatives from Boulder County Community Services and Boulder County Public Health and supports priority population access to resources – informational and case management – that mitigates the impacts of COVID-19, including accessing testing, adhering to containment recommendations, and accessing vaccines. The team has three areas of focus:

1. Community Relations
2. Communications/Campaigns
3. Resource Navigation

CERN Objectives

Goal 1: Connect COVID-19 priority populations who are in quarantine or isolation to support services* so they can safely comply with disease control guidance.

Goal 2: Make referrals to services* for priority populations to mitigate secondary impacts of COVID-19. (Goal 2)

Goal 3: Ensure priority populations have and understand information about how to access testing, comply with quarantine and isolation guidance, and access vaccines.

Goal 4: Internally elevate and activate community feedback from Community Task Force and Resource Coordinator activities to improve the effectiveness of Boulder County services, communication, outreach, and delivery to mitigate the disparate impacts of COVID-19.

* Support services may include health services, food security, rental assistance, utility assistance, worker rights, PPE, immigration support, testing for family members, home isolation support, mental health, technology access, communication and translation needs.

Cultural Brokers Program

The Cultural Brokers Program focuses on community engagement and professional development of cultural brokers in the county and neighboring areas. This program works in partnership with local government and non-profits to advance civic engagement, racial equity, and social justice by supporting the work of cultural brokers in their communities.

ARPA Community Engagement Team participated in collaborative meetings with different cultural brokers in the County to share its work and invite future collaboration. Currently, there are cultural broker networks across Boulder County with departments including
- Community Services,
- Housing and Human Services,
- Office of Sustainability, Climate Action and Resilience,
- Public Health, and
- Parks and Open Space

Boulder County ARPA News

- Boulder County Board of County Commissioners Approves $36.5M in Second Round of Funds for COVID-19 Recovery/June 2022
- Boulder County hears proposals for $63M in federal relief money|yahoo.com|Daily Camera/May 4, 2022)
- American Rescue Plan Act working groups will present recommendations to invest the ARPA Funds on Tuesday, May 3|The Longmont Leader|April 29, 2022
- ARPA Working Groups virtual presentation of ideas on Tuesday, May 3/April 2022
- ARPA working groups appointed to advise effective and equitable investment of federal pandemic relief funds|The Longmont Leader|February 27, 2022
- Boulder County creates three groups to recommend ARPA spending|dailycamera.com|February 25, 2022

- ARPA working groups appointed to advise effective and equitable investment of federal pandemic relief funds/February 2022
- Boulder County forms three groups to recommend ARPA spending|Colorado News|February 25, 2022
- Next Steps for ARPA Federal Funds and the Second Phase of Community Engagement and Planning Process Announced/December 2021
- Where Does Boulder Need The Most Federal Support?|KGNU News|February 14, 2022
- Boulder County Commissioners Provide Progress Report and Announce Opportunities for Public Input on Federal COVID-19 Relief Funding/September 2021
- Boulder County Conducts Needs Assessment To Inform Distribution Of ARPA Relief Funds|KGNU News|September 23, 2021
- Boulder City Council And County Commissioners Meet Tonight To Discuss ARPA Funds|KGNU News|September 9, 2021
- County Commissioners – American Rescue Plan funding Town Hall |goldhilltown.com| September 6, 2021
- Boulder County commissioners to hold Thursday town hall, seek ideas for spending federal COVID-19 recovery funds|dailycamera.com|September 5, 2021
- How Would You Spend $63 Million?|Out Boulder County|October 12,2021
- How Should American Rescue Plan Funds Be Spent in Boulder County? | News City of Louisville| October 04, 2021

LABOR PRACTICES

Specific infrastructure projects have not yet been fully identified nor initiated, so reporting on infrastructure activities will occur in the subsequent report. An approved Manufactured Housing Upgrades project includes potential drinking water and wastewater infrastructure projects. Labor practices related to all approved infrastructure projects will be described within subsequent Boulder County SLFRF reports, as applicable.

USE OF EVIDENCE

Programs and projects requesting ARPA SLFRF support are evaluated for evidence-based design opportunities, where applicable. It should be noted that most Boulder County Public Health programs regularly apply evidence-based practices, as do many human services and other programs at Boulder County. However, only programs within specific Expenditure Categories indicated by Treasury are reflected within this report.

Within the Expenditure Categories specified by Treasury, Boulder County has three projects that are using evidence-based practices, for a total of $260,177 to-date. They are as follows:

Project Name	Evidence Based Information	Costs Allocated to Evidence Based Projects.
2.1.1 BCPH Food Insecurity	Academic Based Review The Nutrition Policy Institute http://npi.ucanr.edu/files/263765.pdf	$ 133,177.00
	PASO - evidence based coursework	$ 42,000.00
2.11.1	ASQ/LENA - Ages & Stages Questionairres and Language Environment Analysis	$ 15,000.00
2.17.1	Move On Protocols - Best Practices Housing and Urban Development https://www.hudexchange.info/programs/coc/moving-on/	$ 70,000.00
		$ 260,177.00

Phase 2 projects have not yet launched. Employment of evidence-based practices in Phase 2 will be reported in a subsequent reporting period.

Performance Summary

Boulder County has been successful in getting necessary funding of Immediate Needs projects into the community as quickly as possible, for COVID-19 health mitigation and other community needs such as food assistance, employment assistance, childcare resources, and housing financial assistance to name a few. The County also has successfully allocated and approved the majority of its Phase 2 projects in order to achieve long-term strategic investments and transformational change in the community. Outcomes for Phase 2 projects will be reported in the 2023 Recovery Plan Performance Report and subsequent reports.

Boulder County has built and continues to build administrative tools, processes, and policies to meet the needs of the County's ARPA-funded projects. Administrative project documents include Read Me First instructions with the priority information an awardee needs to know about federal compliance, and County and other rules and processes governing their projects. The Acknowledgements form is a commitment by awardees that they understand everything they will have to do to remain compliant with the grant. The Programmatic Reporting Acknowledgements form communicates all of the requisite reporting elements and helps the awardee to document a reporting plan and identify reporting targets. Around quarterly and annual reporting time, the ARPA Admin Team sends additional quarterly and annual reporting forms to project recipients in order to collect current information required Treasury, and holds multiple sessions of open hours to talk through reporting requirements and answer questions from awardees.

The ARPA team is creating additional resources for Phase 2 projects, including FAQs, a scope of work template, and a budget template. In implementation, the ARPA Team aims to be compliant while also service-friendly and not imposing undue administrative burden on partners, community members, or County staff.

Tracking occurs via various means. A master tracker tracks multiple elements of all ARPA projects. Financials are tracked through Boulder County's financial system Oracle, and financial reports for each project are generated by the Office of Financial Management and sent to project leads monthly to review for accuracy and correct errors as needed.

Tracking projects for performance on indicators for Immediate Needs projects has been rather manual and not fully realized. For Phase 2 projects, data resources will be added that should help better identify and measure indicators, collect and analyze data, and further build out dashboards and other tools.

ARPA activities are reported on the Boulder County ARPA website boco.org/ARPA. Financials are reported in real time at the transaction level for full transparency through OpenGov at ARPA Reporting - Boulder County[22]. Additional dashboards could be added depending on ARPA Program needs and the direction of increased data efforts.

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[22] https://bouldercounty.gov/arpa-reporting/

Project Inventory and Output/Outcomes by Project

PHASE 1 PROJECTS IMMEDIATE NEEDS PROJECTS

1.2.1 Boulder County Public Health COVID-19 Testing

Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 15, 1.2.1 BCPH COVID-19 Testing**
Funding amount: $377,200
Projected Duration: 24 months
Project Expenditure Category: 1.2 COVID-19 Testing^

Project Overview
BCPH has been working with Boulder Community Hospital to ensure access to testing in congregate settings, shelters, outbreak sites, and more remote mountain communities such as Nederland. These populations represent priority populations (e.g., older adults in LTCF's, homeless, homebound, etc.) and vulnerable groups, including those in congregate settings (e.g. assisted living, etc.) who have been exposed to a positive case, as well as geographically remote residents. Funding is for Boulder Community Hospital reimbursement of services. Funding also will continue to support the BCPH testing coordinator.

Use of Evidence – N/A
Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

Goals were to increase testing capacity and decrease spread of COVID-19 in Boulder County. The COVID-19 response team identified general overall output measures and five outcome measures for 1.2.1 Annual Reporting. Funding for 1.2.1 includes personnel costs for a COVID-19 Testing Coordinator, along with strategies that provided broad access to PCR and rapid antigen testing. Each of these measures is presented for each quarter. Please see below for more details.

Quarter 1 (August 2021-December 2021)	Quarter 2 (January 2022-March 2022)	Quarter 3 (April 2022 - June 2022)
BPCH has partnered with the Colorado Department of Public Health and Environment, Boulder Community Health, cultural brokers and community ambassadors, and community-based organizations to provide access to culturally appropriate testing resources and educational materials. The Boulder County Public Health COVID-19 testing strategy has provided broad access to PCR and rapid antigen testing including the following supports: large scale community testing sites, testing in congregate settings including shelters for unhoused community members, Long Term Care/Assisted living homes, and the Boulder County Jail, testing in rural communities that lack the medical infrastructure to provide easy access, the facilitation of community-based organizations as rapid test distribution sites, and clear public communications on how to access and properly administer free rapid antigen testing. Boulder County Public Health communications have included providing resources for those who are blind or visually impaired, thereby helping to ensure the accessibility of rapid tests for people living with disabilities. The testing strategy has intentionally ensured access for priority populations which include people harmed by historical policies such as structural racism and who are disproportionately affected by COVID-19. A BCPH Testing Coordinator has been tasked with overseeing and implementing this strategy.	BPCH has partnered with the Colorado Department of Public Health and Environment, Boulder Community Health, cultural brokers and community ambassadors, and community-based organizations to provide access to culturally appropriate testing resources and educational materials. The Boulder County Public Health COVID-19 testing strategy has provided broad access to PCR and rapid antigen testing including the following supports: large scale community testing sites, testing in congregate settings including shelters for unhoused community members, Long Term Care/Assisted living homes, and the Boulder County Jail, testing in rural communities that lack the medical infrastructure to provide easy access, the facilitation of community-based organizations as rapid test distribution sites, and clear public communications on how to access and properly administer free rapid antigen testing. Boulder County Public Health communications have included providing resources for those who are blind or visually impaired, thereby helping to ensure the accessibility of rapid tests for people living with disabilities. The testing strategy has intentionally ensured access for priority populations which include people harmed by historical policies such as structural racism and who are disproportionately affected by COVID-19. A BCPH Testing Coordinator has been tasked with overseeing and implementing this strategy.	BPCH has partnered with the Colorado Department of Public Health and Environment, Boulder Community Health, cultural brokers and community ambassadors, and community-based organizations to provide access to culturally appropriate testing resources and educational materials. The Boulder County Public Health COVID-19 testing strategy has provided broad access to PCR and rapid antigen testing including the following supports: large scale community testing sites, testing in congregate settings including shelters for unhoused community members, Long Term Care/Assisted living homes, and the Boulder County Jail, testing in rural communities that lack the medical infrastructure to provide easy access, the facilitation of community-based organizations as rapid test distribution sites, and clear public communications on how to access and properly administer free rapid antigen testing. Boulder County Public Health communications have included providing resources for those who are blind or visually impaired, thereby helping to ensure the accessibility of rapid tests for people living with disabilities. The testing strategy has intentionally ensured access for priority populations which include people harmed by historical policies such as structural racism and who are disproportionately affected by COVID-19. A BCPH Testing Coordinator has been tasked with overseeing and implementing this strategy.

The BCPH COVID-19 response team identified five outcome measures (infection rates, hospitalization, vaccination, deaths from COVID-19, and number of tests administered). Infection rates for quarter 1 represent the community challenges associated with the delta variant, quarter 2 represents the omicron variant, and quarter 3 represents omicron subvariants and the release of mask orders. Hospitalizations peaked in quarter 1 and decreased in quarters 2 and 3 as the omicron variant started to be the predominant strain. While the Omicron variant is highly contagious, the high percentage of vaccinations and boosters from quarter 1 protected individuals from severe disease (hospitalizations). Death rates in Boulder County decreased significantly in quarter 3 as compared to quarters 1 and 2. Deaths included individuals who were at-risk due to immunocompromised status regardless of vaccination status. Boulder County continues to maintain high vaccination rates as compared to other counties in the state. At its height, Boulder County provided more than 5700 tests per day and a minimum of 514 per day. Boulder County Outcomes were as follows:

Output measures	Quarter 1 (August 2021-December 2021)	Quarter 2 (January 2022-March 2022)	Quarter 3 (April 2022 - June 2022)
Boulder County and State COVID-19 cases (average monthly (we provided data for quarterly) number and rate per 100,000)	Average case numbers per day for Quarter 1: CO (state): 2527.12 (43.77/100K); Boulder County: 111.28 (34.01/100K)	Average case numbers per day for Quarter 2: CO (state): 4815.6 (83.41/100K); Boulder County: 274.41 (83.87/100K)	Average case numbers per day for Quarter 3: CO (state): 1314.67 (22.77/100K); Boulder County: 114.68 (35.05/100K)
Boulder County and State COVID-19 Hospitalizations (monthly number (we provided data for quarterly) and rate per 100,000)	Number of hospitalizations for Quarter 1: CO (state): 22526 (390.14/100K); Boulder County: 420 (128.37/100K)	Number of hospitalizations for Quarter 2: CO (state): 10203 (176.71/100K); Boulder County 323 (98.72/100K)	Number of hospitalizations for Quarter 3: CO (state): 1699 (29.43/100K); Boulder County 159 (48.6/100K)
Vaccinations (first dose, second dose, boosters by age(we cannot calculate this anymore) and will report % boosted, and race/ethnicity (monthly percentage)	1st dose: 32390; 2nd dose: 28910; 32% boosted race/ethnicity data not easily available for this quarter	1st dose: 6950; 2nd dose: 6354; 39% boosted race/ethnicity data not easily available for this quarter	1st dose: 1702; 2nd dose: 1712; 67% boosted Race/ethnicity percentage: White non-Hispanic 84%; Hispanic 50%; Asian 71%; Black/African American 73%; Native American 62%
Boulder County and State COVID-19 deaths (monthly number (we provided data by quarterly numbers) and rate per 100,000)	Number of deaths for Quarter 1: CO (state): 3574 (61.9/100K); Boulder County: 62 (18.95/100K)	Number deaths for Quarter 2: CO (state): 1898 (32.87/100K); Boulder County: 65 (19.87/100K)	Number deaths for Quarter 3: CO (state): 273 (4.73/100K); Boulder County: 18 (5.5/100K)
Quarterly number of tests administered in Boulder County (ave.)	2408 ave.; minimum 1177 on 8/1/2022; maximum 3709 on 12/28/2022	2466; minimum 514 on 3/10/22; maximum 5715 on 1/13/2022	1461; minimum 1048 on 6/29/2022; maximum 2034 on 5/11/2022
Please note that Quarter 1 and 2 data is limited by backlogged data not available to us yet for cases, hospitalizations and deaths)			

*Vaccination demographics listed in the above table are not listed in the demographic table.

Required KPIs – N/A

1.4.1 Juvenile Assessment Center FTE

Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 5, Category 1.4.1 Juvenile Assessment Center FTE**
Funding amount: $130,084
Projected Duration: 12 months
Project Expenditure Category: 1.4 Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, etc.)*

Project Overview
Throughout the pandemic and into the recovery stage the Juvenile Assessment Center has operated continuously in person as a secure juvenile detention facility for Boulder County law enforcement. The Juvenile Center is the only County-funded intake, assessment, and short-term detention facility in the state, with a maximum holding capacity of 20 youths, ages 10 to 17. This facility provides structured programming including educational and life skill activities in order to further reduce harm. The need for well-trained and sustained full-time positions is a critical need throughout COVID-19 and the recovery to maintain safe and secure care for our county's most vulnerable families and juveniles. The scope of work for this request extends two full-time term positions throughout the COVID-19 recovery.
Use of Evidence – N/A

Goals/Outputs/Outcomes/Demographics/KPIs
Goals were to have necessary staff coverage of the Juvenile Assessment Center during COVID-19 in a cost-effective manner. Outputs for the project were identified as the number of shifts covered that hourly staff would have been required to cover; lessening staff vacancies due to illness, vacation, holiday, and sick leave; and providing a safe and secure setting for the juveniles detained. Outcomes for the project were identified as saving money with full-time equivalent (FTE) positions versus hourly staff. The Juvenile Assessment Center (JAC) is Boulder County's detention facility for all youth arrested in Boulder County. The facility operates 24/7 and never closes in order to provide a critical essential function for Boulder County. Throughout the pandemic, and even during recovery, staffing the JAC has been significantly impacted by severe staffing shortages, high-risk staff being reassigned, and staff being out on COVID-19 leave at various times. Due to the nature of this work it has been extremely difficult to hire and retain hourly staff who normally fill in for full-time staff when they are out on any type of leave (including reassignment during the onset of the COVID-19 pandemic). These two FTE term-limited positions have been critical to fill staff vacancies, hourly staff shortages, and when staff are out on COVID-19 leave. The biggest impact these positions have had are on cost savings to the hourly budget, and the JAC has not needed to employ as many hourly staff as in the past. Pre-COVID-19 the JAC regularly staffed seven to ten hourly staff; now with these two positions the facility is able to staff only three to five hourly staff. Additionally, these two positions have given staff the flexibility to continue to take time off when needed such as medical and vacation leaves. One of the positions has been filled and staffed for the duration of this reporting period. The second position was vacated in December 2021 and the JAC has been unable to fill this position to date. It is believed this was because the ending date for the position was the end of December 2022. Now that this project has been extended to the end of 2024 the hope is this will make the position more attractive to qualified candidates. Once this position is filled there will be further data to show how beneficial and important both positions are to the JAC.
See Demographic Table below for additional information.**Required KPIs - N/A**

1.7.1 Boulder County Public Health Vaccine Community Support
Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 14 1.7.1 BCPH Vaccine Community Support**
Funding amount: $1,813,000
Projected Duration: 24 months
Project Expenditure Category: 1.7 Other COVID-19 Public health Expenses (Including Communications, Enforcement, Isolation/Quarantine)^

Project Overview
Funding supports several community communications efforts: 1) Funds to continue the Vaccine Equity Coordinating Committee (VECC) to continue containment and mitigation outreach, including staff to support planning and implementation of vaccination programs. 2) Support for COVID-19 communications, including a Bilingual Communications Specialist and bilingual COVID-19 vaccination campaigns, and Community Ambassador collaboration to ensure priority populations are protected and increasingly vaccinated. 3) Call Center support to provide

information to the public including information on testing, vaccinations, and new Public Health Orders. 4) Business and Community Liaison team to respond to the business/community needs related to COVID-19.
Use of Evidence – N/A

Performance Report
Goals/Outputs/Outcomes/Demographics/KPIs
Goal is to increase vaccination rates for those residents who may be hesitant to vaccinate, and eventually decrease COVID-19 transmissions in Boulder County. The COVID-19 response team identified eight output measures and four outcome measures for 1.7.1 Annual Reporting. Funding for 1.7.1 includes personnel costs for vaccinations at the agency as well as in the field, partnership with key community ambassadors, communications to the public, advancing business vaccine policies, advancing vaccine knowledge among priority populations, and managing a call center to handle public inquiries and complaints about public health orders, vaccine needs, and community resource needs for quarantine and isolation. Each of these measures is presented for each quarter. Please see below for more Output details. Outcomes are listed above under project 1.2.1 COVID-19 Testing.

Outcomes were as follows:

Output measures	Quarter 1 (August 2021-December 2021)	Quarter 2 (January 2022-March 2022)	Quarter 3 (April 2022 - June 2022)
Engagement with youth and adult community ambassadors (number of meetings and populations served by ambassadors (e.g. mountain communities, LGBTQ, Latinx))	Two meetings, one with Out Boulder County to support youth clinics, serving youth who are LGBTQ. Another meeting was convened with community partners that included Out Boulder County and El Centro Amistad. Populations served include LGBTQ+ and Latinx youth, as well as community members ages 15-29 broadly speaking.	Five meetings, including with Colorado Teens for Vaccines, Out Boulder County and El Centro Amistad, and two meetings with Youth Vaccine Equity Coordinating Committee. Populations served include LGBTQ+ and Latinx youth, as well as community members ages 15-29 broadly speaking.	Twenty-three meetings have been held with Community Ambassadors and/or Youth Advisors. Populations served inlude Latinx, LGBTQ, low-income, and mountain community teens and young adults. BCPH met individually (sometimes more than once) with I Have a Dream Foundation, Teens, Inc., City of Longmont Youth and Family Services, Zonta, ELPASO, El Centro Amistad, and Colorado Teens for Vaccines. In addition to these individual meetings, BCPH helped facilitate three meetings with the entire community of practice for teen and young adult vaccine equity (aka Youth Vaccine Equity Coordinating Community, consisting of youth, Community Ambassadors, and other partners), and facilated two meetings specifically for Youth Advisors for Vaccine Equity, who participate in the community of practice. BCPH staff also participated in one event held by ELPASO and met with the I Have a Dream Foundation parental advisory committee, as well as with the I Have a Dream Foundation youth advisory committee.
Number of BCPH vaccine equity clinics with community ambassadors (numbers served and specific age groups) by month	Community Ambassadors served in the role of disseminating information about BCPH Equity clinics within their respective communities, and served in various roles such as Check In/Welcome Staff and Traffic Support at the clinics. August 2021: 12 Clinics, 228 served, 18 and older; September 2021: 12 clinics, 328 served, 12 & older; October 2021: 11 clinics, 494 served, 12 & older; November 2021: 7 clinics; 1231 served, 5 & older; December 2021: 9 clinics; 1722 served, 5 & older.	Community Ambassadors served in the role of disseminating information about BCPH Equity clinics within their respective communities, and served in various roles such as Check In/Welcome Staff and Traffic Support at the clinics. January 2022: 3 clinics, 547 served, 5 & older; Disaster Assistance Center Clinics: 4 clinics, 80 served, 5 & older; February 2022: 8 clinics, 199 served, 5 & older; March 2022: 10 clinics, 106 served, 5 & older.	Community Ambassadors served in the role of disseminating information about BCPH Equity clinics within their respective communities, and served in various roles such as Check In/Welcome Staff and Traffic Support at the clinics. April 2022: 4 clinics, 158 served, 5 & older; May 2022: 5 clinics , 235 served, 5 & older; June 2022: 6 clinics, 242 served (& counting), 6 months & older.
Number of community vaccine equity clinics with community partners (numbers served, community partner, and specific age groups) by month	November 13 Pediatric Clinics: Sanchez Elementary (Lafayette), Columbine Elementary (Boulder), Emerald, Elementary (Broomfield), Teens, Inc. (Nederland), & Della Cava Center at BCH (Boulder) Westview Presbyterian Food Pantry Clinics: August 10, Sept 14, Nov 9, Dec 14-- 126 total served, 12 & older; Latino Chamber of Commerce Clinic: Sept 18, 52 served, 12 & older.	Safehouse Progressive Alliance for Non-violence (SPAN) clinic: Jan 26, 21 served, 5 & older.	Out Boulder Clinic: Pride Fest June 11, 12 served, 5 & older.
Vaccine communication outreach efforts (social media posts, press releases, flyers) by type (boosters vs first dose) and language by month	•Shared 125+ regular COVID data updates (shared on social media and web) •Drafted a weekly column for publication in the Daily Camera touching on core topics including safety measures, testing, vaccinations, vaccine verification program, masking, etc. •Bi-lingual press releases (5-11 vaccine campaign, testing updates, delta surge, safety recommendations, masking updates) •Tailored social media collateral shared in English and Spanish (COVID transmission levels, equity testing and vaccine clinic information, rapid testing, safety recommendations, vaccination calls to action, booster information, community resources, etc.) •Infomational flyers (print and PDF) to advertise incentivized community bilingual equity clinics •FAQ shared with community partners and BCPH call center operators (COVID data, testing access, vaccination myths and info, safety recommendations)	In January, BCPH hired a dedicated communications specialist to communicate critical updates regarding COVID transmission, trends, safety measures, and related messaging. Throughout this reporting period, the specialist worked with public health colleagues and community partners to produce and distribute information and materials. •Tailored social media posts (~78) and collateral (COVID transmission and community levels, equity testing and vaccine clinic information, rapid testing, safety recommendations, vaccination calls to action, booster information, community resources, etc.) •Informational flyers (print and PDF) to advertise incentivized community bilingual equity clinics •FAQ shared with community partners and BCPH call center operators (COVID data, testing access, vaccination myths and info, safety recommendations) •Regular COVID data updates (shared on social media and web) resulting in •The development of customized tools and materials for community use (risk analysis, safety recommendations, isolation and quarantine guidance) •Press releases (testing updates, omicron surge, safety recommendations, masking updates) In addition, the communications team met regularly with community partners and cultural brokers to directly engage and identify potential gaps in COVID communications with the county's most vulnerable populations. This collaboration enabled the communications team to proactively address gaps and improve outreach efforts to priority populations including the Latinx, LGBTQ2+, New Americans, and other traditionally marginalized communities.	•Social media posts regarding safety measures (vaccination, masking, etc.), community levels, encouraging individual risk assessment, community resources (testing, vaccines, masks), promotion of community equity clinics •Press releases to note fluctuation in community levels & associated safety recommendations •Community organizing to engage teens & young adults in a direct campaign to improve engagement and vaccination uptake for the age group •Participation and strategic collaboration with an external contractor to conduct bilingual focus groups to better understand attitudes toward vaccines for children and develop a revised outreach strategy for outreach and messaging for outbound collateral (print, radio, bus ads) •Development of customized tools (informational flyers, coloring books for children, videos for COVID vaccines, guidebook to help young people discuss getting vaccinated with adults and peers) •Ongoing collaboration with community partners to produce inclusive messaging and directly reach members of priority populations •Cross collaboration with representatives of high-risk groups (early childhood education centers, homeless, older community members, Spanish-speaking community) to produce and distribute communications materials that are tailored to reach these groups •Launch of a communications strategy to engage parents of young children (6 months to 5 years) who are members of priority populations to ensure first access to community vaccine clinics for children under 5 following CDC approval of COVID vaccines for this age group
Vaccinated facility applications and vaccinated facility approvals by month			
Vaccinated facility outreach efforts by priority population (e.g. webinars)	•Vaccine Confidence work: Conducted an average of 5 weekly COVID-19 vaccine educational interventions about COVID-19 vaccines confidence and access topics, in the form of informative town halls, small group presentations, Q&A sessions, one-on-one discussions, interviews, and updates, both online or onsite, both in English and in Spanish, for CBOs, Community Partners, members of the community and Cultural Brokers. •Vaccine access work: with an intentional emphasis on equity in the COVID-19 vaccines access, we continued to work with Cultural Brokers, Community Ambassadors, Resource Navigators, Community Liaisons, Emergency Connectors, and other community partners, to facilitate the access to information and uptake of vaccines among priority populations such as Latinx/Hispanic, people with Limited English Proficiency (LEP), New Americans, LGBTQ+, People with disabilities, people who live in distant communities at the mountains, people who experience digital barriers, transportation issues, housing instability, and homelessness, people who require vaccination at home (are home-bound). For this matter, we developed and distributed on a weekly basis the lists of updated tables of long-term and short-term COVID-19 vaccination clinics available in our county (over 75 tables, English and Spanish versions included), with links for pre-registrations, in different formats to be distributed on different platforms such as websites (including our providers' webpage), e-mail, instant messaging, printed flyers, and media for people with visual disabilities. Distribution was via email to members of our Vaccine Equity Coordination Committee (VECC), Vaccine Cultural Brokers Network, and Community Partners for further distribution among clients and members of the priority populations they serve. These communications promoted more than 100 vaccination sites initially for teens and adults and later also for kids aged 5 years + when they became eligible for vaccination. •Vaccine Connection: facilitated the connection between CBOs, cultural brokers, and community partners that support priority populations and the BCPH IZ teams, as well as the CO State Vaccines for All, MobileVax, and Vaccines at Work programs. This connection rendered near 40 mobile / community vaccination clinics for teens and adults, and eventually for kids aged 5years+ when they became eligible for vaccination in November.	•Vaccine Confidence work: Implemented a weekly report of 1-3 FAQs (12 reports) and answers presented by the community members and based on the CDC Confidence reports and VCTR reports, related to safety, effectiveness, and misinformation, to be distributed as an addition to the weekly vaccination clinics updates, via email to the cultural brokers and community partners network. •Continued to provide weekly vaccine educational interventions about COVID-19 vaccines confidence and access topics (see full description in previous cell) in a reduced number as the demand saw a decrease (only about 2-3 interventions per week). •Vaccine access work: Continued to weekly update our VECC, CBN, and community partners via email about the long-term and short-term COVID-19 vaccination clinics as explained in the previous cell (see left) which rendered around 40 lists and also some flyers for these clinics. •Vaccine connection work: Continued to facilitate the connection between CBOs, cultural brokers, and community partners that support priority populations and the BCPH & CDPHE IZ teams. These last type of connection rendered about 10 community clinics within this period.	•Vaccine Confidence work: Continued to develop and distribute a weekly report of FAQs and answers presented by the community members as presented on the previous cell (see cell to the left) rendering about 9 reports so far. Continued to provide bilingual confidence and access COVID-19 vaccine educational interventions in addition to the confidence and access reports implemented on January as explained before (see 2 cells to the left) rendering only about 6 interventions in this period. •Vaccine access work: Continued to weekly update and distribute via email the tables of long-term and short-term COVID-19 vaccination clinics available in our county, as explained on the previous 2 cells to the left) rendering 32 tables far. •Vaccine Connection work: Continued to facilitate the connection between CBOs, cultural brokers, and community partners that support priority populations and the BCPH & CDPHE IZ teams, rendering about 10 community clinics.
Call Center calls by month	August 2021: 407 September 2021: 507 October 2021: 458 November 2021: 562 December 2021: 348 On August 9, 2021, BCPH adopted the PUBLIC HEALTH ORDER 2021-07, REQUIRING FACIAL COVERINGS INDOORS FOR ALL INDIVIDUALS 2+ IN CHILDCARE, CAMPS, AND PK-12 SCHOOL SETTINGS. On September 2, 2021, BCPH adopted PUBLIC HEALTH ORDER 2021-08 REQUIRING FACIAL COVERINGS IN PUBLIC INDOOR SPACES DURING PERIODS OF SUBSTANTIAL OR HIGH TRANSMISSION OF COVID-19. These public health orders generated numerous calls to the call center, in which members of the public called to inform BCPH of non-compliance with the PHOs, ask for clarificaiton of the PHOs, or calls to complain about the PHO itself. For the months of August 2021-October 2021, the majority of call center calls were related to face masks (including complaints of noncompliance, especially with businesses/events), followed by reports of COVID exposure and COVID vaccine. For November and December of 2021, majority of call center calls were related to COVID vaccine (including scheduling individuals for COVID vaccine appointments), followed by COVID exposure, and face masks.	January 2022: 160 Feb 2022: 223 March 2022: 86 BCPH's Universal Mask Requirement (2 separate PHOs) was rescinded on February 18th, 2022, which resulted in a significant drop in calls to the call center. In January 2022, the main reason for calls into the Call Center were related to COVID testing, followed by COVID exposure, COVID vaccine, and masks. In February, majority of call center calls were specific to face masks and PHOs.	April 2022: 112 May 2022: 125 June 2022: 127 Main reasons for calls into the Call Center after BCPH PHOs were rescinded have been related to COVID vaccines, COVID testing, isolation and quarantine, and COVID exposure.
Public Health Order complaints and enforcement (numbers by month)	Complaints to Call Center: August 2021: 109 September 2021: 163 October 2021: 106 November 2021: 88 December 2021: 58	Complaints to Call Center: January 2022: 27 February 2022: 44 March 2022: 3	Complaints to Call Center: April 2022: 1 May 2022: 1 June 2022: 0

Required KPIs – N/A

1.7.2 Low Wage Workers

Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 20 1.7.2 Low Wage Workers**
Funding amount: $250,000
Projected Duration: 12 months
Project Expenditure Category: 1.7 Other COVID-19 Public health Expenses (Including Communications, Enforcement, Isolation/Quarantine)^

Project Overview
Many low-wage workers in Boulder County cannot afford to quarantine or isolate due to COVID-19. Although there are some paid leave protections in Colorado, they do not apply to all workers, and many employees do not feel that they can advocate for their employee rights for a myriad of reasons, including documentation status and/or fear of retaliation. Exposure to COVID-19 can result in isolation or quarantine. These periods of time where one is prohibited from working can cause financial strain, especially for low-wage workers. This program will provide direct cash assistance to individuals that need to isolate or quarantine as a way to ensure their financial stability, such as affording general household expenses, and will help to reduce the further transmission of COVID-19 throughout the community. Qualification requirements include: Boulder County resident, individual tested positive OR applicant is a caregiver to a family member that tested positive for COVID-19; individual income: earns $600 or less per week; household Income: eligible for Health First Colorado; and worked within last two weeks prior to testing COVID-19 positive or having to care-give. Cash supports will be between $1000-$1500. Assistance is limited to one grant per household.
Use of Evidence – To be determined.

Performance Report
This project has not yet started.

2.1.1 Boulder County Public Health – Food Insecurity

Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 18, 2.1.1 BCPH Food Insecurity**
Funding amount: $130,178
Projected Duration: 12 months
Project Expenditure Category: 2.1 Household Assistance: Food Programs*^

Project Overview
BCPH will increase pass-through funding to the BCPH's Women Infants and Children (WIC) Gap Funding and the Double Up Food Bucks Retail (DUFB) programs to provide food benefits to additional families not served by other federal programs, as well as those families enrolled in the Supplemental Nutrition Assistance Program (SNAP) or receiving Pandemic EBT (PEBT) benefits. WIC recipients will be offered weekly home delivery of fruits and vegetables based on a farmer's market model that provides reliable and consistent nutrition benefits, while supporting our local farmers and agriculture partners. SNAP and DUFB participants will receive up to $20 a visit per week in matching produce dollars when using the EBT cards at Whole Food Markets in

Boulder to purchase produce. These programs will support nutrition security and help stretch federal food benefits for those families in need during the pandemic.

Use of Evidence

An academic review of evidence-based and best practices states that "lowering the relative cost of healthy foods through subsidies or other measures" is an effective strategy for increasing healthy food consumption. Evidence suggests that reducing the price of healthy food, providing voucher and/or rebates, particularly for fruits/vegetables, has a positive effect on purchases and intake. The Nutrition Policy Institute conducted an evidence review of health promotion strategies in retail settings in 2016 demonstrating these results and finding that healthy purchases should not be attributed to a lack of knowledge or good intentions; evidence suggests that low-income consumers choose less healthy items because they are significantly cheaper (http://npi.ucanr.edu/files/263765.pdf). A new report from the USDA details barriers SNAP participants face to eating healthy meals. According to the report, the most commonly noted barrier (61 percent) is the high cost of healthy foods.

The full amount of the project is being used in evidence-based interventions $130,178.00.

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

Goal is to increase food security and provide healthy food for Boulder County SNAP, PEBT, and WIC participants. Boulder County Public Health executed contracts and implemented the program for the 2022 farmers' market season, which started in April 2022. Outputs are identified in the table below.

Outputs Measured	Value
Unique WIC Families Served	137
Total People Served	550
Total Children Served	282
# families that used WIC Gap Program for 1st time April-June 2022	27
Repeat Customer %	33%
Total Incentives Redeemed	$8,800
Home Deliveries Made	442
Market Transactions	152

Outcomes will be measured through responses to a survey; survey data has not yet been collected for this program. Survey results will be shared in the July-Sept 2022 quarterly report. Questions to be asked within the survey are:

- As a result of the WIC farmers market program, food in my household is less likely to run out before I/we get money to buy more.
- As a result of the WIC farmers market program, I am better able to afford balanced meals.
- During the season when the farmers market is open, what amount of your fresh fruits and vegetables do you estimate you buy from the market?

See Demographic Table below for additional information.

Required KPIs
Number of Households Served by the Program: 137

2.2.1 Eviction Representation
Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 21, 2.2.1 Eviction Representation**
Funding amount: $50,000
Projected Duration: 12 months
Project Expenditure Category: 2.2 Household Assistance: Rent, Mortgage and Utility Aid*^

Project Overview
The City of Boulder's "No Eviction w/o Representation Program" provides legal aid and representation to those who are facing eviction and cannot afford legal support. The City of Boulder program is funded by a landlord fee required through a newly passed ballot measure. Currently, similar services are not available throughout the rest of Boulder County except through grant-funded services when available. Due to COVID-19 and the end of the eviction moratorium, the number of people county-wide, but not in the City of Boulder, needing legal aid who are facing eviction continues to increase, and funds are needed to provide these services. Currently, the City of Boulder contracts with Bridge to Justice, and this agency has been taking on non-COB clients on an as needed basis. More funding is needed because Bridge to Justice was provided supplemental funds last year through Senate Bill 20B-002 in the amount of $25,793.53 that, to their knowledge, will not be available again this coming year. $50,000 is requested for the continuation of this programming for Boulder County (non-City of Boulder) clients through the end of FY 2022 to cover the previously received supplemental funding and continued programming for Boulder County-specific services. This past year, 31 of the 49 evictions were filed for nonpayment of rent due to COVID-19-related hardship, and 27 successful outcomes were tracked. Services and information are provided in English and Spanish.
Use of Evidence
To be determined

Performance Report
Goals/Outputs/Outcomes/Demographics/KPIs
This project has not yet started.
Required KPIs- Number of households receiving eviction prevention services (including legal representation)

2.3.1 Left Behind Workers Fund
Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 7, Category 2.3.1 Left Behind Workers Fund**
Funding amount: $300,000
Projected Duration: 15 months
Project Expenditure Category: 2.3 Household Assistance: Cash Transfers* ^

Project Overview

The Left Behind Workers Fund (LBWF) provides financial support to workers that have been adversely impacted by the COVID-19 pandemic and are ineligible for unemployment insurance and stimulus funds. The LBWF provides $1000 in direct cash assistance to workers who experienced loss of employment after February 2020, including complete job loss, current job loss of 20+ hours/week, or previous loss of 20+ hours/week for month or more, as well as those impacted by an unpaid leave of absence from work due to school or daycare closures, the need to care for family members, or the need to remain quarantined after possible COVID-19 exposure.
*Use of Evidence -*To be determined

Performance Report
Goals/Outputs/Outcomes/Demographics/KPIs
This project has not yet started.
Required KPIs - TBD

2.4.1 Digital Divide - Complete
Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 9, 2.4.1 Digital Divide**
Funding amount: $14,022
Projected Duration: Complete
Project Expenditure Category: 2.4 Household Assistance: Internet Access Programs*^

Project Overview
Start-up funding for temporary staff to assist in program management of ARPA Digital Divide project(s). Duties include program coordination of digital divide services, collaboration with non-profit vendors providing community services, procurement of goods and services, program tracking and reporting, and other related duties.
Use of Evidence - N/A

Performance Report
Goals/Outputs/Outcomes/Demographics/KPIs
Outputs were identified as setting up the structure and policies for awarding digital divide funds to several non-profits. This start-up phase project was completed, and remaining funds transferred to 6.1.1 Provision of Government Services – Digital Divide.
Required KPIs – N/A

EXPENDITURE CATEGORY 2.10 ASSISTANCE TO UNEMPLOYED OR UNDEREMPLOYED WORKERS
2.10.1 Employment Services
Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 2, 2.10.1 Employment Services**
Funding amount: $385,000
Projected Duration: 24 months (start date shifted to 11/21)
Project Expenditure Category: 2.10 Assistance to Unemployed or Underemployed Workers (e.g. job training, subsidized employment, employment supports or incentives)*^

Project Overview
This request funds staffing of five individuals to support the employment and re-employment needs of our local residents. Workforce Boulder County hired four "Employment Advisors" supported by one supervisor. The advisors meet one on one with the public, provide triaging services, information, and referrals, and coaching and connecting to jobs. Two advisors work at the St. Vrain Community HUB and two work out of the Boulder Office at 1333 Iris. This service complements other services including the Virtual Call Center, Career Development Workshops, and the more intensive case managements services (including training and retraining).
Use of Evidence - N/A

Performance Report
Reported under 2.10.2 Workforce Boulder County

2.10.2 Workforce Boulder County Virtual Call Center

Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 6, 2.10.2 Workforce Boulder County Virtual Call Center**
Funding amount: $370,000
Projected Duration: 18 months
Project Expenditure Category: 2.10 Assistance to Unemployed or Underemployed Workers (e.g. job training, subsidized employment, employment supports or incentives)*^

Project Overview
The Virtual Call Center (VCC) is regarded as a "hub" for anyone impacted by unemployment. VCC responds to the COVID-19 Pandemic in that it addresses the direct need of people who lost jobs due to the economic downturn initiated by the pandemic, helping people in our community regain economic and employment stability for themselves and their families. People who lost their jobs due to the pandemic experienced significant wait-times attempting to reach the state Unemployment Office (UI), and Workforce Boulder County's VCC provided a place for people to reach resolution. The scope of work is answering calls and identifying the unique needs of each person and determine the next best steps to build them towards sustainable employment. VCC agents specialize in understanding the unemployment system, have a working knowledge of the career development process, stay abreast of the internal and external sources available to provide warm referrals, and strive to offer the best in public service.
Use of Evidence - N/A

Performance Report EC 2.10 Assistance to Unemployed or Underemployed Workers
Goals/Outputs/Outcomes/Demographics/KPIs
Assistance to unemployed and underemployed Boulder County residents to help overcome issues related to job loss due to the COVID-19 pandemic. The data for both outcome and output measures have remained steady since the decline of unemployment, where most of the staff-assisted services occurred during the last program year of July 1, 2021, to June 30, 2022. The majority of VCC customers are over the age of 18 who are unemployed and eligible for unemployment. Outputs measured were the number of customers registering for workforce

services through the database or with a staff member. Outcomes were measured as the number of customers receiving direct services by a staff member.

*Measured via Employment Services registrations (registered in BOCO's Workforce System) June 30, 2021, to July 2, 2022, 8,431 clients registered.

*Measured via PT services (registered in BOCO's Workforce System and has had staff contact) 6/30/2021 to 7/1/2022, 5,263 clients received direct staff-assisted services.

	Total	Employment Status at Participation		
		Employed	Not Employed	Eligible /Claimant
Total Participants	8,431	775	7,656	6,173
Veterans/Eligible Persons/TSMs	482	65	417	320
TAP Workshop Veterans and TSMs	48	7	41	25
MSFW	35	3	32	21
Interstate	0	0	0	0
Male	3,889	297	3,592	2,864
Female	4,542	478	4,064	3,309
16-24	853	No data available		
Youth	62	4	58	2
Adult (18 and over)	8,369	771	7,598	6,171
18-44	4,179	302	3,877	2,917
45-54	1,691	175	1,516	1,305
55 and over	2,499	294	2,205	1,949
Received Workforce Info Services	30	3	27	25
Received Staff-Assisted Services	5,263	585	4,678	3,735
Career Guidance	84	16	68	42
Job Search Activities	1,573	212	1,361	1,189
Referred to Employment	2,475	283	2,192	1,848
Total Exiters	10,202	873	9,329	7,957

Transitioning Service Members (TSM) - Those individuals either recently separated OR within two years of retirement.

Transition Assistance Program (TAP) - This is a within military pre-release program aimed at preparing service members for separation. It has a wide range of topics with education, training and employment wrapped up in one.

Migrant Seasonal Farm Worker (MSFW) - For those who experience chronic seasonal unemployment and underemployment in the migrant and farmer worker industry.

Total Exiters – Once someone is no longer using our services, they are "exited" from our programs. Programs include anything from using our system virtually through our database all the way to intensive one-on-one assistance. This is done automatically through our database based on rules and regulations provided by US Department of Labor.

Required KPIs – N/A

2.11.1 Boulder County Public Health Childhood Health Other

Project [Identification Number]:

Fund 117, Service 1010, Project 102493, **Task 17, 2.11.1 BCPH Childhood Health Other**

Funding amount: $155,000

Projected Duration: 12 months

Project Expenditure Category: 2.11 Healthy Childhood Environments: Childcare*^

Project Overview
Pandemic-related closing of childcare centers and increased earning pressure on families has caused an increase in unlicensed childcare facilities. BCPH provides support to dozens of unlicensed providers through a bilingual/bicultural position serving previously unserved Family-Friends-Neighbors Network (FFN) providers to enhance child health outcomes and quality and adherence to public health guidelines. This includes funding for childcare provider essential needs and equipment. Additionally, funding leverages nurse family and other partnerships and provides extended subscriptions to developmental screening and parental training and educational services in English and Spanish.

Use of Evidence
Providers Advancing School Outcomes (PASO) is evidence-based course work at a cost of $42,000. The Ages and Stages Questionnaires (ASQ) screening system has been tested extensively and is based on sound child development and assessment principles. Backed by almost 40 years of rigorous research, ASQ questionnaires are highly accurate in identifying children with developmental delays with excellent sensitivity and specificity. High validity and reliability have been demonstrated through detailed psychometric studies. Language Environment Analysis (LENA) Start is an evidence-based community program designed to engage families and help them learn how to increase conversation with their children during the first few years of life. Costs of LENA and ASQ were $15,000.
Total Amount for Evidence-Based is $57,000.

Performance Report
Goals/Outputs/Outcomes/Demographics/KPIs
Goals are to increase Friends, Family, and Neighbor (FFN) childcare provider and parental training, increase child developmental screenings, and provide childcare providers essential needs and equipment. Outputs and Outcomes are listed below. The FFN childcare providers were chosen for this outreach because of the gap in available, affordable, high quality childcare for young children. The FFN provider population is a vulnerable population without early childhood system support due to language barriers, access to early childhood education training, and learning materials.

Outputs Measured	Value	Outcomes
FFN Training	1 full Conference Day Training PASO Training (18 modules over 4 mos.)	Outcome of these trainings included increased childcare provider knowledge in child development and increased knowledge of organization business practices to operate a family home childcare program. All lead to increased quality of care for young children in our community. Ninety percent of children screened with ASQ online were measuring on track for development. Ten percent of children screened with ASQ online qualified for and were referred for further developmental services.
Parental Training - LENA	15 Families	Increased parental knowledge of their child's development useful in developmental of parental action plan. LENA graduates increased adult words spoken to their children by 49 percentile points. They increased reading time with their children by 41%. Seventy-five percent reported an increase in awareness of child development.
GENESIS ASQ Screenings	107 screenings/70 children	Ninety percent of children screened with ASQ online were measuring on track for development. Ten percent of children screened with ASQ online qualified for and were referred for further developmental services.

Required KPIs - N/A

2.17.1 Emergency Choice Vouchers

Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 3, Category 2.17.1 Emergency Choice Vouchers**
Funding amount: $120,000
Projected Duration: 18 months
Project Expenditure Category: 2.17 Housing Support: Housing Vouchers and Relocation Assistance for Disproportionately Impacted Communities*^

Project Overview
A full-time case manager specializing in Move On protocols provides support to individuals experiencing homelessness. This position helps connect individuals with vouchers and secure vacant apartments. HUD released Emergency Choice Vouchers to eligible Public Housing Authorities to address connecting individuals experiencing homelessness to housing. These one-time funds are an opportunity to positively impact unhoused individuals. By providing up to two months of market rate rent to landlords who report a vacant unit, the project can ensure individuals with vouchers can rapidly connect to a unit willing to receive it. This approach can also assist with individuals who have challenging backgrounds as these funds and approaches can be used as a tool to recruit new landlords.

Use of Evidence
Move On strategies are aligned with best practices according to Housing and Urban Development https://www.hudexchange.info/programs/coc/moving-on/.
Amount dedicated to Evidence-Based is $70,000.

Performance Report
Goals/Outputs/Outcomes/Demographics/KPIs
The goals of this project are to help homeless individuals secure housing through vouchers, and to move on to self-sufficient living situations. The processes used by these funds can take significant time, as they rely upon developing relationships, building trust, and helping people with high needs recognize and pursue new behaviors. Moreover, it took significant time to design and implement this pilot program. Due to time delays, this program fully launched in January 2022. Since then, a total of two individuals have Moved On from Permanent Supportive Housing into a self-sufficient living situation (without supportive services), and three individuals have benefited from the Landlord Flexible Funds and moved into units as a result. An additional three people are on caseloads moving towards similar outcomes in the near future, so the demographics discussed above are for a total of eight people.
See Demographic Table below for additional information.
Required KPIs
Number of affordable housing units preserved or developed - 5

2.37.1 DA Office Court Reporting

Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 19, 2.37.1 DA Office Court Reporting**
Funding amount: $130,000
Projected Duration: 12 months
Project Expenditure Category: 2.37 Economic Impact Assistance: Other*^

Project Overview
The District Attorney's Office continues to manage a backlog of criminal cases and jury trials that were not able to be resolved during the pandemic as in-person litigated hearings and jury trials were not being held. The most serious offenders and the most serious criminal cases, such as sexual assault, crimes against children, and homicide, remain unresolved and must continue to proceed through litigated hearings and jury trials. Due to state budget cuts from the pandemic, the 20th Judicial District State Courts laid off all of their Court Reporters.
Use of Evidence - N/A

Performance Report
Goals/Outputs/Outcomes/Demographics/KPIs
The goal of this project is to ensure that transcripts of the most serious criminal cases will be available if needed at future dates since cuts were made to court reporters by the 20th District Court. The data included for output measures from August 1, 2021, through June 30, 2022, for number of victims served includes identified and named victims of all cases served by this project. By contrast, the output measures for this same time period for number of lay witnesses served only includes those cases that proceeded to jury trial during the August 1, 2021, to June 30, 2022, time period. There were additional cases included in the project that did not proceed to trial in that time frame. Data for outcome measures is not available for this reporting as the jury trials have not made their way through the appellate process to date.

Outputs Measured	Values	Outcomes
Number of Victims Served	13 primary homicide victims, 100 plus additional immediate family members of homicide victims, 28 additional named victims of attempted homicide	Number of convictions preserved on appeal based on an adequate record made, and excluding any reversal based on a constitutional violation = Data unknown as cases have not made their way through appellate process yet
Number of Lay Witnesses (excluding law enforcement, professional, and expert witnesses) Served	19 lay witnesses for those cases that have gone to trial as of 7/1/22, excluding cases that have not proceeded to a jury trial and have only held litigated hearings.	Number of convictions preserved on appeal based on an adequate record made, and excluding any reversal based on a constitutional violation = Data unknown as cases have not made their way through appellate process yet

Required KPIs – N/A

3.4.1 Program Evaluation and Data

Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 11, 3.4.1 Program Evaluation and Data**
Funding amount: $ 1,455,755
Projected Duration: 48 months
Project Expenditure Category: 3.4 Public Sector Capacity: Effective Service Delivery

Project Overview
The Program Evaluation and Data project supports effective data tracking and reporting with an equity lens across ARPA-funded projects, to meet reporting requirements as defined by the U.S.

Department of the Treasury, and for evaluation of program and project outcomes for ARPA-funded projects. The project is charged with ARPA data practices and processes, through the lens of racial equity, including performance measurement, improvements to data or technology infrastructure and data analytics, and other data and evaluation needs. Staff resources will also work to advance racial equity goals, practice, and accountability within ARPA-funded projects and initiatives, and will advise on ARPA program administration, racial equity in ARPA-funded projects, data, and more.
Use of Evidence **–** TBD.

Performance Report
Goals/Outputs/Outcomes/Demographics/KPIs
The goals of the Program and Data project are:
To support systems needed for data tracking and reporting requirements as defined by the US Treasury for use of ARPA State and Local Fiscal Recovery Funds;
To make information a priority and more readily available as input to analysis and data-informed decision-making to optimize the County's COVID-19 Response and Recovery efforts, funding and results;
To support ARPA-funded project in evaluation of programs and project outcomes; and
To provide for accountability and transparency.

Outputs Measured	Value	Outcomes
ARPA data planning, collection, and measurement across the ARPA program help evaluate progress toward racial equity goals and other indicators related to disparate impacts and disparately impacted communities. Data disaggregated by race and other factors gathered on ARPA projects		Data resources are being added. Existing ARPA staff are working to define outcome measures program-wide for Phase 2 projects. A number of organizational and systemic goals related to racial equity have been identified. Phase 2 projects will identify project-specific measures. Indicators will be further defined once resources are added so that racial equity and other indicators are effectively measured over the course of ARPA implementation. Disaggregated data will be collected more consistently on Phase 2 projects; immediate needs projects varied in their data collection.
Accountability and mechanisms to integrate Racial Equity practices into ARPA processes and projects. Participation of ARPA teams and projects in Racial Equity trainings, Racial Equity Mondays, and Racial Equity Impact Assessment Tool and Panels to inform their work, including identifying, collecting, and measuring racial equity data.		Mechanisms are being put into place for all Phase 2 ARPA projects to participate in REIAT and Racial Equity Panels. ARPA staff participate in Racial Equity Mondays and other spaces with Racial Equity Practitioners.

Required KPIs – N/A

6.1.1 Provision of Government Services, Digital Divide

Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 16, 6.1.1 Provision of Government Services, Digital Divide**
Funding amount: $557,395.60
Projected Duration: 12 months
Project Expenditure Category: 6.1 Provision of Government Services

Project Overview
The Boulder County Community Services Digital Divide Project will support seven non-profit agencies and two internal department programs with procuring, providing, and instructing vulnerable community members on technological devices and connectivity so that they have access to education, employment, and virtual services that have not yet returned to full, in-person access.
Use of Evidence - N/A

Performance Report
Goals/Outputs/Outcomes/Demographics/KPIs
The goal of this project was to continue funding to partner non-profits for a swift and efficient distribution of Immediate Needs funds. Seven non-profits and two internal departments were provided with devices to facilitate overcoming the digital divide to Boulder County residents.
Required KPIs – N/A

6.1.2/6.1.3/6.1.4 Provision of Government Services - Family Resource Centers

Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Tasks 23,24,25, 6.1.2, 6.1.3, 6.1.4 Provision of Government Services, FRC**
Funding amount: $750,000
Projected Duration: 24 months
Project Expenditure Category: 6.1 Provision of Government Services

Project Overview
Providing funds to the Family Resource Centers (FRC) to continue meeting community needs across Boulder County. FRCs are an established system of basic needs providers that most directly serve priority populations including but not limited to the homeless/housing unstable, BIPOC, low income, and immigrant communities. FRCs provide direct basic needs assistance, including cash assistance to eligible clients to support items such as current and arrears utility bills, food assistance, car repairs/insurance, gap funding to clients who do not qualify for other government assistance, and/or bridge funding while waiting on additional community resources.
Use of Evidence - N/A

Performance Report
This project has not yet started.

7.1 ARPA ADMINISTRATIVE EXPENSES
7.1.1 COVID-19 Request for Funding Program Administration and Financial Management Staffing (CRR 4)
Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 1, Category 7.1.1 ARPA Administration**
Funding amount: $1,280,406
Projected Duration: 48 months
Project Expenditure Category: 7.1 Administrative Expenses

Project Overview
Funding for temporary staff to assist in administration and management of ARPA and various grant funding received between 2021 and 2024. Duties include facilitating requests for funding, eligibility evaluation, financial compliance, accounting, reporting, account reconciling, and audit preparation. Staff resources are also needed for communications, briefings, presentations, training, and other reporting and procedure development. This request includes ARPA Administrator, Program Manager, Project Specialist, Grants Accountant, Clerical Support, and Communications Specialist coordinating across BOCO units.
Use of Evidence - N/A

Performance Report
See combined 7.1 Administrative Services report below

7.1.2 ARPA Planning Contractor - Complete
Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 8, Category 7.1.2**
Funding amount: $60,119
Projected Duration: Complete
Project Expenditure Category: 7.1 Administrative Expenses

Project Overview
Under the management of the Boulder County Commissioners' Chief of Staff, the consultant developed and managed a deliberate and transparent process for the Commissioners to solicit and synthesize input from a diverse set of internal and external stakeholders on use of ARPA Coronavirus State and Local Fiscal Recovery Fund (SLFRF) resources and other available pandemic-related funds. They coordinated as needed with other contractors and staff in areas such as eligibility, compliance, community engagement, reporting, and planning. The consultant also delivered a gap analysis to the BOCC that analyzed data on how the pandemic has impacted Boulder County and input gathered to date from the community, staff, and other partners. This included input specifically related to use of SLFRF moneys, as well as other existing reports (provided by BOCC staff) that reflect the priorities and needs of different parts of the Boulder County community. In addition to summarizing common themes and priorities, the gap analysis also identified information gaps where specific communities are not represented. This gap analysis was deployed to ensure that the subsequent report captured the views of the community in an equitable and comprehensive way. Delivered a draft report to the BOCC by October 1, 2021, that presents data, input from a variety of stakeholders, and defines

high level options for use of SLFRF funds that is reflective of and responsive to this stakeholder input, includes equity and racial equity considerations, meets BOCC policy objectives, and is compliant with federal guidelines and regulations.
Use of Evidence - N/A

Performance Report
See combined 7.1 Administrative Services report below

7.1.3 COMMUNITY ENGAGEMENT
Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 22, 7.1.3 Community Engagement**
Funding amount: $515,000
Projected Duration: 48 months
Project Expenditure Category: 7.1 Administrative Expenses

Project Overview
The Boulder County Commissioners' Office is undertaking a community engagement process to plan for longer-term investment of ARPA funding, and community engagement work will continue for implementation, accountability, transparency, reporting, and other needs. This includes costs for events, partner engagement, printed materials, translation, and related expenses to support community engagement and community feedback through the survey and at community events. This project also provides funding for community engagement staff, who will be responsible for community engagement strategy and implementation, representing the county as liaison and communication link, planning and coordinating meetings with the public and participating in community meetings, analyzing and reporting on community engagement efforts and outcomes and data from those efforts including identification of gaps, supporting data and reporting efforts, and supporting communications work.
Use of Evidence - N/A

Performance Report
See combined 7.1 Administrative Services report below

7.1.4 Boulder County Public Health ARPA Administration
Project [Identification Number]:
Fund 117, Service 1010, Project 102493, **Task 26, 7.1.4 BCPH ARPA Admin**
Funding amount: $247,538
Projected Duration: 48 months
Project Expenditure Category: 7.1 Administrative Expenses

Project Overview
Funding for temporary staff to assist in administration and management of Public Health ARPA projects. Duties include financial compliance, accounting, reporting, account reconciling, and audit preparation. This position will reside in Public Health and will facilitate required information flow between Public Health and the County ARPA Team.
Use of Evidence - N/A

Performance Report
See combined 7.1 Administrative Services report below

Combined Performance Report EC 7.1 Administrative Services
Goals/Outputs/Outcomes/Demographics/KPIs
The goals of all of the 7.1 Administrative Services Projects are to facilitate the distribution of the ARPA funds throughout Boulder County in accordance with Treasury guidelines. An initial needs report was commissioned to provide information on where best to concentrate the County's fund distribution. Processes, procedures, forms, guidance, etc. are in place and documented -- and added to or updated as necessary -- for program administration, project implementation, and subrecipient monitoring. Expenditures are within budget and compliant to-date. Staff have the necessary expertise to ensure eligibility and compliance. Community Engagement for all ARPA Phase 2 projects started with the facilitation of community-wide involvement for project recommendations to the County commissioners. Community Engagement plans and logic models will continue for all Phase 2 projects. Anecdotal feedback from project leads says that program forms and processes are user friendly and the team is helpful. To date the ARPA Team has successfully completed and submitted all reporting and compliance requirements on time.

Demographics for Phase 1 Immediate Needs Projects

Demographic/Project	1.4.1 JUVENILE ASSESSMENT CENTER FTE	2.1.1 BCPH FOOD INSECURITY	2.10.1 EMPLOYMENT SERVICES / 2.10.2 WORKFORCE CALL CENTER	2.11.1 BCPH CHILDHOOD HEALTH OTHER	2.17.1 EMERGENCY CHOICE VOUCHERS	2.37.1 DA OFFICE COURT REPORTING
Race	Number	Number	Number	Number	Number	Number
American Indian or Alaska Native	3		303	1	1	
Asian	1		312	1		
Black or African American	7		610	3	1	
Mixed Race			355	17		
Native Hawaiian or Other Pacific Islander			57			
White	107		6306	41	6	
Other	3					
Declined to Answer				41		
Data Not Collected				35		
Ethnicity						
Hispanic or Latino	39		1355	186	2	
Not Hispanic or Latino	78		4721	104	6	
Declined to Answer						
Data Not Collected				35		
Gender						
Male	74		3889	78	7	21
Female	33		4542	247	1	20
Non-binary						
Identifies as Transgender						
Prefer not to say						
Prefer to self describe						
Data Not Collected						
Identified Sexuality						
Heterosexual						
Not Heterosexual						
Lesbian						
Gay						
Bisexual						
Orientation Not listed					8	
Identifies as Person w/ Disability or Accessibility Issue					8	
Income (% AMI)						
Low-moderate (at or below 65% AMI)		550				
Low (at or below 40% AMI)				290	8	

PHASE 2 PROJECTS

Economic Challenges - Survive and Thrive Non-profit Grants
Fund 117, Service 1010, Project 102493,TBD
Funding Amount: TBD, Not to Exceed $7,500,000
Project Duration: 18 to 24 months
Expenditure Category: *Proposed EC 2.34 Assistance to Impacted Non-Profit Organizations^

Project Overview
Distribution of funds to support non-profit organizations for meaningful short- and long-term investments that will stabilize their business condition, workforce, and operations (Survive). These funds will come with the requirement that awarded non-profits engage with a variety of entities that provide business support services (Thrive).
Use of Evidence - TBD

Performance Report
This project has not yet started.
Intended Goals/Outputs/Outcomes/Demographics/KPIs

Phase 2 Project	Goals/Objectives	Anticipated/Intended Outcomes
Survive and Thrive Nonprofit Grants	-Target nonprofits serving communities hardest hit by the COVID-19 pandemic including people with disabilities, people of color, families of with low to medium incomes, young children, older adults, undocumented workers, and immigrants	-Business continuity of impacted nonprofits
	-Provide direct support for nonprofits that can demonstrate negative economic impact caused by the pandemic	-Long-term business viability of nonprofits through education and support of owners and operators
	-Increase capacity for nonprofit support entities	-Higher participation rates of nonprofits in available support programs
	-Motivate nonprofit supporting entities to develop new and innovative offerings	

Economic Challenges – Direct Cash Assistance to Families with Young Children
Fund 117, Service 1010, Project 102493,TBD
Funding Amount: $6,000,000
Project Duration: 30 months
Expenditure Category: *Proposed EC 2.3 Household Assistance: Cash Transfers*^

Project Overview
Direct cash assistance to low-income families with young children aged 0 to 3 years old, which have been particularly impacted by the economic consequences of the COVID-19 pandemic and live in lower-income and vulnerable households. Modeled after the expanded Federal Child Tax Credit, funding amounts are $300 per month per child aged 0 to 3.
*Use of Evidence -*TBD

This project has not yet started.
Intended Goals/Outputs/Outcomes/Demographics/KPIs

Phase 2 Project	Goals/Objectives	Anticipated/Intended Outcomes
Direct Cash Assistance to Families with Young Children	-Increase access to childcare for families with children 0-3yrs, providing resources and parental chioce in arrangements	-Every dollar invested in high-quality birth-to-five early childhood education for disadvantaged children is shown to deliver a 13% annual return on investment, significantly higher than the 7-10% return delivered by preschool alone
	-Increase economic recovery from COVID-19, meet basic needs expenses, and facilitate employment	-Will improve both the health and well-being of the primary caregiver and child across the lifespan. For example, primary caregivers are able to enter the workforce sooner and increase household earnings, while children gain foundational cognitive, social-emotional skills
	-Encourage spill-over benefits in the local economy such as increase in income for the continuum of childcare providers including Family Friend and Neighbor (FFN), home-based, and center-based childcare providers	- Supporting these families encourages a stronger workforce for the local economy, and will provide short-term relief to Boulder County employers who continue to see hiring challenges and reduced employee productivity
	-Reduce the financial burden of childcare for families and increase funds that can be spent in the local economy meeting basic needs such as housing, utilities, food, unexpected medical costs or other financial emergencies	-Emerging research from similar programs has shown outcomes such as: less deep poverty and income volatility, more family stability, less strained social networks, less toxic stress, fewer incidences of homelessness, fewer skipped meals, increase in full-time employment, and improvements in infant brain development
	-Increase support for families who experienced a disparate impact due to the pandemic, including Latinx and undocumented families	
	-Build trust with participants. Activities like town halls, public data releases, can promote program transparency	
	-Center community voices in key design decisions, including disbursement mechanism and timing, and enhance our cultural broker involvement and outreach	

Housing Affordability – Pipeline Projects
Fund 117, Service 1010, Project 102493,TBD
Funding Amount: $7,000,000
Project Duration: 36-54 months
Expenditure Category: *Proposed EC 2.15 Long-term Housing Security: Affordable Housing *^

Project Overview
Working with Boulder County Housing Authority, Boulder Housing Partners, Longmont Housing Authority, and other non-profit developers on affordable housing pipeline projects for gap financing and to deepen affordability on existing projects. Specific projects to be determined as part of the vetting process.
Use of Evidence -TBD

This project has not yet started.
Intended Goals/Outputs/Outcomes/Demographics/KPIs

Phase 2 Project	Goals/Objectives	Anticipated/Intended Outcomes
Affordable Housing Pipeline	-Work with Boulder County Housing Authority, Boulder Housing Partners, Longmont Housing Authority, and other non-profit developers on pipeline projects for gap financing and to deepen affordability on existing projects	-Create affordable housing options for hardest hit communities, which could then lead to better outcomes in all areas related to the social determinants of health
	-Increase inventory of permanently affordable housing units for rental and/or sale	-Government-managed housing development would be subject to Fair Housing guidelines in development, leasing, and management, thus providing housing that is more permanently affordable
	-Provide economically challenged individuals, families, elders, and our workforce, with safe, stable, high-quality affordable homes	
	-Targeted towards local non-profit housing providers which have demonstrated affordable housing that is serving the most economically vulnerable, including diversity by race, ethnicity, gender and age	

Housing Affordability – Mobile Home Park Acquisition and Upgrades

Fund 117, Service 1010, Project 102493, TBD
Funding Amount: Up to $5,000,000
Project Duration: TBD
Expenditure Category: *Proposed EC 2.15 Long-term Housing Security: Affordable Housing*^
Please note that this project or portions of it may be funded utilizing different or multiple EC categories (TBD), EC 6.1 Provision of Government Services, and/or utilizing County general funds as needed for administrative or other reporting purposes.

Project Overview
Creates a reserve fund to supply grants or zero-interest forgivable loans to provide partial support for (a) acquisition of manufactured housing parks by residents that form resident-owned communities (ROCs) or assign their rights to the County or non-profit land trusts; (b) major infrastructure improvement projects for ROCs or landlords who commit to long-term affordability; and (c) home repair assistance for low-income residents in these communities.
*Use of Evidence -*TBD
Performance Report
This project has not yet started.
Intended Goals/Outputs/Outcomes/Demographics/KPIs

Phase 2 Project	Goals/Objectives	Anticipated/Intended Outcomes
Manufactured Housing Park Acquisition and Upgrades	-Create a reserve fund to supply grants or zero-interest forgivable loans to provide partial support for (a) acquisition of MHPs by residents who form resident-owned communities (ROCs) or assign their rights to the County or nonprofit as land trusts; (b) major infrastructure improvement projects for ROCs or landlords who commit to long-term affordability; and (c) for home repair assistance for low-income residents in these communities	-Funding support for MHP acquisitions, infrastructure improvements, and costs of home repairs, will significantly reduce housing instability for those at the bottom of Boulder's income scale, long-term residents who are now increasingly in fear of losing their homes
	-Prevent displacement by getting MHP lot rents to levels that are affordable for current residents and stabilizing them there	-Funding MHP acquisitions and improvements will benefit Hispanic and other immigrant communities, a significant portion of whom live in MHPs, by providing stable lot rents, and more stable and secure lot tenure
	-Provide resident involvement in MHP governance	-Provide stable housing to seniors, who rely on stable living situations with expenses that don't outstrip their fixed incomes
	-Increase overall resilience	-Provide improvements to physical and mental health of residents by reducing antagonisms and conflicts between landlord's interests and home-owners' interests. Funding support for MHP resident-owned cooperatives, land trusts, and housing authorities significantly increases stability, affordability, and home-owner autonomy, and so, reduces these health stressors.
		-Evidence is growing that ROCs increase health by increasing stability, security, and autonomy, and that ROCs and land trusts are more resilient against disasters

Mental Health – Community Mobile Response Teams
Fund 117, Service 1010, Project 102493,TBD
Funding Amount: $3,000,000
Project Duration: 36-48 months
Expenditure Category: *Proposed EC 1.12 Mental Health Services*^

Project Overview
Resources a mobile response team to engage individuals experiencing a mental health crisis in order to de-escalate, assess, decriminalize, and determine a care plan that would result in increased access to behavioral health treatment, therapy, and supportive services. The program should be culturally responsive and coordinated across jurisdictions and across county services.
Use of Evidence - TBD

Performance Report
This project has not yet started.
Intended Goals/Outputs/Outcomes/Demographics/KPIs

Phase 2 Project	Goals/Objectives	Anticipated/Intended Outcomes
Community Mobile Response Teams	-Provide a response to individual behavioral health crises that is grounded in harm reduction and trauma-informed philosophy for low-risk, low-acuity situations	-Provide improvements in mental health and crisis prevention to disproportionately impacted communities. Clinicians engage with individuals experiencing crises related to mental health issues, poverty, homelessness, and substance abuse. These issues have been exacerbated during the pandemic. This includes youth who have been impacted by isolation and other COVID-related conditions resulting in increased mental health issues and suicidal ideation. As well as older adults aging in place who need behavioral health response where law enforcement involvement is not required.
	-Avoid entry into the criminal justice system by de-linking from LE participation	-Much of the root causes of mental illness are due to racial, economic and health disparities, and access to care and treatment is also largely due to these factors. Stigma that is projected onto these populations also increases barriers to access. By providing an individual response that is more accessible (meeting the person where they are at, both literally and figuratively) builds trust, improves access and removes barriers such as the requirement to engage with institutional responses that have long been designed and informed by white supremacy culture.
	-Provide assessment/triage, crisis intervention, de-escalation, transportation and resource connection	-Could result in long-term transformational changes in Boulder County's service delivery system, assisting individuals and families with immediate needs and decreasing the likelihood that issues escalate and require more intensive interventions in the future
	-Ensure a coordinated response across jurisdictions and services	-Depending on measured outcomes and impacts to individuals, families and institutions, this program could decrease higher cost institutional responses while resolving needs upstream before they escalate into issues that are more costly and consequential
	-Ensure people get access to the services needed as close to where they are	
	-Recognize the cultural capital (not always a clinical role) including mountain-community specific cultural capital	
	-Ensure provision of the right service at the right time and in the right amount	
	-Determine role of entry point agencies, community centers, trusted spaces to augment the service model and how to resource this partnership	

Mental Health – Community Wide Navigation Hub
Fund 117, Service 1010, Project 102493,TBD
Funding Amount: $3,000,000
Project Duration: 48 months
Expenditure Category: *Proposed EC 1.12 Mental Health Services*^

Project Overview
Provide a community-wide resource to support navigation and care coordination to appropriate mental and behavioral health services for all Boulder County community members.
Use of Evidence - TBD

This project has not yet started.
Intended Goals/Outputs/Outcomes/Demographics/KPIs

Phase 2 Project	Goals/Objectives	Anticipated/Intended Outcomes
Community Wide Navigation Hub	-Provide a communitywide resource to support navigation and care coordination to appropriate mental and behavioral health services for all Boulder County community members	-Improve access to services and improve mental health and well-being of vulnerable populations and others who have been disparately impacted by the pandemic, including youth, LGBTQ+ and Latinx communities as noted in local studies
	-Shorten the time between when someone needs support and gets the right support to avert crisis	-In recognition that mental health and behavioral health are impacted by social determinants of health, the Hub model could also refer to social determinants of health and alternative treatment services, such as healing arts and community care as well, reflecting a whole person care approach
	-Expand the current Hub concept so that community members are able to call/text and receive navigation to appropriate community supports for mental and behavioral health	
	-Market this new resource to the community	
	-Determine the extent of care coordination that would be provided by navigation staff (i.e., follow-up after referrals are made)	
	-Provide training to navigators to understand the resources available and how to connect with non-traditional community connectors	
	-Be culturally responsive including race, LGBTQ+, disability, youth and young adults, immigration status, mountain community access, etc.	
	-Use data to capture gaps where resources are not available for priority populations or the general public. Use this to inform other processes, priorities and future investments	
	-Capture success stories, particularly from priority populations	
	-Consider unique tracks for priority populations and needs	

Mental Health – Equitable Access Community Based Grants

Fund 117, Service 1010, Project 102493,TBD
Funding Amount: $3,000,000
Project Duration: 36 months
Expenditure Category: *Proposed EC 1.12 Mental Health Services*^

Project Overview
Grant program for mental health-related community-based organizations that allows organizations directly serving the community to either offer specific programs and services to a larger audience than they're currently serving and/or provide these services for free.
*Use of Evidence -*TBD

Intended Goals/Outputs/Outcomes/Demographics/KPIs

Phase 2 Project	Goals/Objectives	Anticipated/Intended Outcomes
Equitable Access (Front Door Model) –Community Based Grants	-Provide grant funding to mental health-related community-based organizations including exploration of infrastructure/resource for mountain Community access	-Long-term: Develop social resiliency and reduce stigma surrounding mental health through education and outreach at the center and in the community through mental health "pop ups" and other services
	-A Grant program for MH-related CBOs would allow organizations directly serving the community to offer specific programs and services to either a larger audience than they're currently serving and/or provide these services for free (i.e., Support Recovery Café with a grant to move into a larger space, have a commercial kitchen, etc.)	-Has the potential of being a systems transformational idea in that it leverages what is currently working, addresses gaps in access by investing in community agencies and providing individual financial assistance to those in need, partners with communities that have had disparate impacts/access and creates a community of care/safety net model for a public health crisis that is no longer invisible due to effects of the pandemic
	-Short-term: Provide immediate care to the community, especially priority populations including historically underserved mountain communities	

Mental Health – Mental Health Vouchers
Fund 117, Service 1010, Project 102493,TBD
Funding Amount: $1,000,000
Project Duration: 36 months
Expenditure Category: *Proposed EC 1.12 Mental Health Services*^

Project Overview
Mental health voucher/reimbursement program to allow community members to seek care, including alternative care, without worrying about financial burden.
Use of Evidence - TBD

Performance Report
This project has not yet started.
Intended Goals/Outputs/Outcomes/Demographics/KPIs

Phase 2 Project	Goals/Objectives	Anticipated/Intended Outcomes
Equitable Access (Front Door Model) - Mental Health Vouchers	-Provide Mental Health (MH) Voucher / Reimbursement Program	-Long-term: Develop social resiliency and reduce stigma surrounding mental health through education and outreach at the center and in the community through mental health "pop ups" and other services
	-The goal of a Mental Health Voucher / Reimbursement Program would be to allow community members to seek care, including alternative care, without worrying about financial burden	-Improve mental health outcomes and wellbeing to the community, especially priority populations including historically underserved mountain communities
	-Short-term: Provide immediate care to the community, especially priority populations including historically underserved mountain communities	-Has the potential of being a systems transformational idea in that it leverages what is currently working, addresses gaps in access by investing in community agencies and providing individual financial assistance to those in need, partners with communities that have had disparate impacts/access and creates a community of care/safety net model for a public health crisis that is no longer invisible due to effects of the pandemic

Mental Health – Equitable Access – School Based Services

Fund 117, Service 1010, Project 102493,TBD
Funding Amount: $500,000
Project Duration: TBD
Expenditure Category: *Proposed EC 1.12 Mental Health Services*^

Project Overview
Model will be developed in collaboration with school and other related partners.
Use of Evidence - TBD

Performance Report
This project has not yet started.
Intended Goals/Outputs/Outcomes/Demographics/KPIs

Phase 2 Project	Goals/Objectives	Anticipated/Intended Outcomes
Equitable Access (Front Door Model) - School-Based Services	-Develop a model in collaboration with schools and other related partners in order to address the impacts of the pandemic on youth mental health	-Improve mental health outcomes of vulnerable youth populations
	-Provide support services in locations that are readily accessible to youth	-Other outcomes TBD based on program and model design

Mental Health – Equitable Access – Community Trainings

Fund 117, Service 1010, Project 102493,TBD
Funding Amount: $500,000
Project Duration: TBD
Expenditure Category: *Proposed EC 1.12 Mental Health Services*^

Project Overview
Mental Health First Aid/RISE for All will educate the broader community and help reduce stigma and increase awareness surrounding mental health. To effectively reach specific priority populations, it will be important to include a variety of training options including in-person learning; working through schools, faith- and community-based organizations; and offering classes in different languages.
Use of Evidence-TBD

Performance Report
This project has not yet started.
Intended Goals/Outputs/Outcomes/Demographics/KPIs

Phase 2 Project	Goals/Objectives	Anticipated/Intended Outcomes
Equitable Access (Front Door Model) - Community Trainings	-Provide Mental Health First Aid (MHFA) and RISE Trauma Informed Training For All	-Long-term: Develop social resiliency and reduce stigma surrounding mental health through education and outreach at the center and in the community through mental health "pop ups" and other services
	-Creating a free MHFA/RISE For All program would allow opportunities for more community members to learn how to "identify, understand and respond to signs of mental illnesses and substance use disorders. The training gives [someone] the skills [they] need to reach out and provide initial help and support to someone who may be developing a mental health or substance use problem or experiencing a crisis"	-Improve mental health outcomes and wellbeing to the community, especially priority populations including historically underserved mountain communities
	-Short-term: Provide immediate care to the community, especially priority populations including historically underserved mountain communities	-Has the potential of being a systems transformational idea in that it leverages what is currently working, addresses gaps in access by investing in community agencies and providing individual financial assistance to those in need, partners with communities that have had disparate impacts/access and creates a community of care/safety net model for a public health crisis that is no longer invisible due to effects of the pandemic

Please note that the Treasury Expenditure Category (EC) for each Phase 2 project listed above is still being determined and subject to change upon full program reviews and evaluations.   Some projects or portions of them may be funded utilizing EC 6.1 Provision of Government Services, and/or utilizing County general funds as needed for administrative or other purposes.

Also note that all Phase 2 Project Overviews (project descriptions) listed above are subject to change or will be expanded in future reporting periods after Phase 2 implementation and program planning is complete. Revised Project Overviews will be provided in future reports.