

Boulder County, Colorado
July 2024



Boulder
County

2024 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, 2024

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EXECUTIVE SUMMARY

Overview of Intended and Actual Use of Funds

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. As of June 30, 2024, Boulder County has allocated the full \$63,359,749 in ARPA SLFRF funding to projects in the community, as well as for administrative costs.

Immediate Needs

The Boulder County Board of County Commissioners (BOCC) first approved an initial ARPA allocation of \$5,531,880 in November 2021 toward Immediate Needs projects focused on pandemic response and recovery efforts. The Immediate Needs proposal 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. Immediate Needs projects are currently budgeted at \$4,653,773. Please see the [Use of Funds](#) section of this report for a list of Immediate Needs projects.

Immediate Needs projects have provided 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. The majority of Immediate Needs projects have been successfully completed, with Family Resource Center (FRC) Funding, Eviction Representation, and Program Evaluation and Data being the only currently active Immediate Needs projects. These projects as well as all administrative projects are slated to continue through the end of 2026 due to increased and ongoing demand for community services and the long-term, iterative nature of program evaluation.

The county successfully implemented its ARPA SLFRF Immediate Needs process with 13 projects totaling \$4,653,773 in direct program support, with an additional \$4,759,828 in ongoing administrative projects, and \$991,915 in Revenue Replacement projects. By setting aside up to 10 percent of the total ARPA allocation for administration of ARPA SLFRF funds, the county is able to accommodate the many administrative, oversight, reporting, financial management, and community engagement activities needed over the life of ARPA SLFRF funding.

Phase 2

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 arising from and impacts of the pandemic in a survey conducted in late summer and early fall 2021. Community feedback helped the Steering Committee identify 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 to propose for a transformative and equitable recovery. Working Groups were composed of community members from nonprofits, 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 Phase 2 projects were approved at business meetings on June 14, August 16, and September 27, 2022, and April 4 and June 27, 2023.

Current funding levels within the main Working Group focus areas are: *Economic Challenges* at \$17,950,000, *Housing Affordability* at \$17,507,519, and *Mental Health and Social Resilience* at \$8,193,341. Together, these Phase 2 projects reflect a total of \$51,382,889¹ in ARPA funding allocations. Figure 1 below shows how these investments compare to other funding allocations such as Immediate Needs and Administrative.

Figure 1. Boulder County ARPA funding allocation by county category



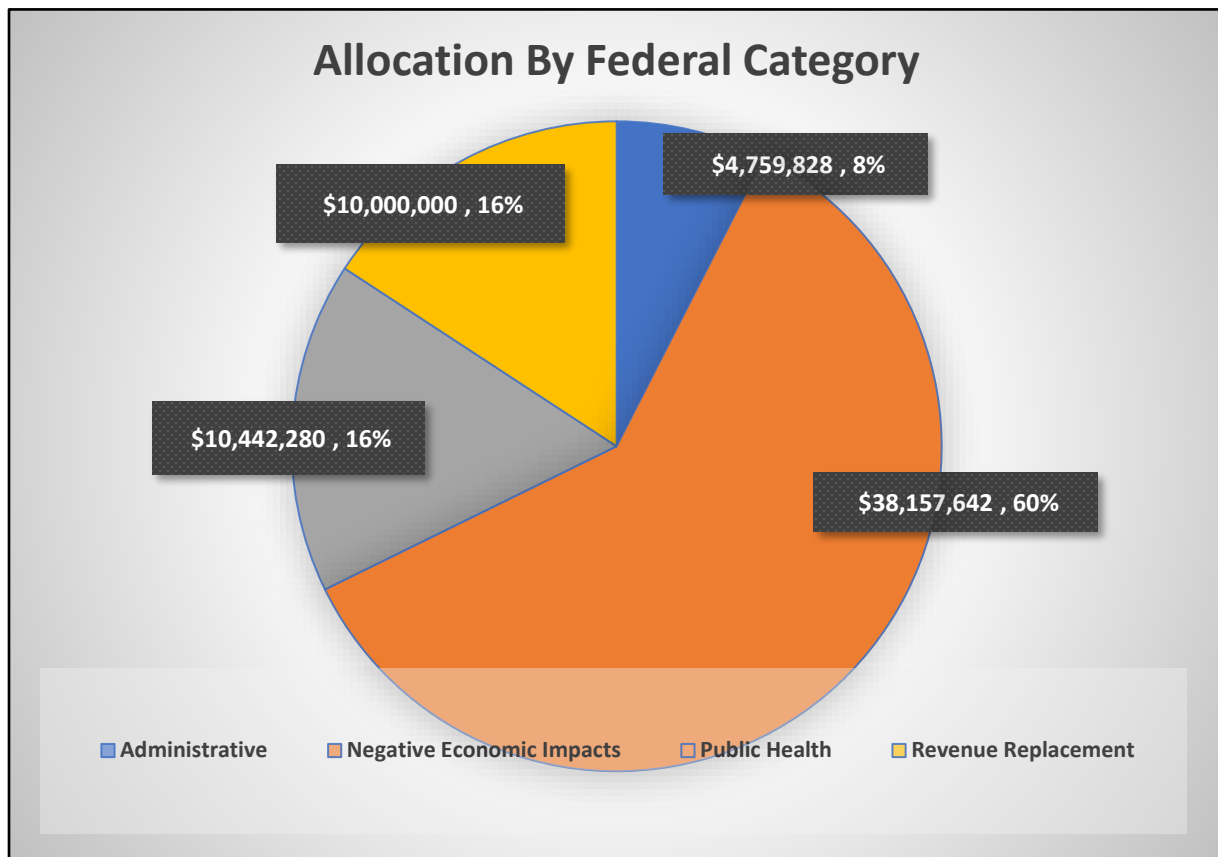
The approved projects are intended to have transformational impacts in the community, in alignment with Treasury’s goals for the funding. To offer some examples, the Direct Cash Assistance model has been shown to lift families out of poverty, Housing Pipeline projects are planned to create or preserve more than 400 affordable housing units, and acquisition of mobile home parks (funded as a Spirit of ARPA Project) 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

¹ Does not include additional non-ARPA funds approved by BOCC and allocated towards Spirit of ARPA projects.

to ensure an array of culturally appropriate ways to access care, while the Equitable Access Community Trainings around mental health and the Mobile Response Team model help decriminalize and destigmatize behavioral and mental health issues. Other examples of transformational outcomes can be seen across Phase 2 projects. A full list of Phase 2 approved projects is included within the [Use of Funds](#) and [Project Inventory](#) sections, including project descriptions and funding amounts.

Below is a chart summarizing ARPA allocations by Treasury Expenditure Category (EC). Please note that the Administrative bucket includes Expenditure Category 7 Administrative projects as well as the Program Evaluation and Data project that previously was EC7 and now is EC3, but which Boulder County continues to include in the 10% Administrative bucket.

Figure 2. Pie chart of Boulder County ARPA allocations by federal Expenditure Category



Additional information regarding the planning and community engagement processes is described in the [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 expenditures beyond the Immediate Needs and ensure ARPA funds are invested to support a transformational and equitable recovery that addresses racial, health, and economic disparities.

Spirit of ARPA Projects (SOAP) from Revenue Replacement Funds

In January 2022, Treasury provided the opportunity for a one-time standard allowance of up to \$10 million in the revenue replacement category of eligible uses, whether revenue was lost or not, to be spent on general government services. The Boulder County Commissioners opted into the standard

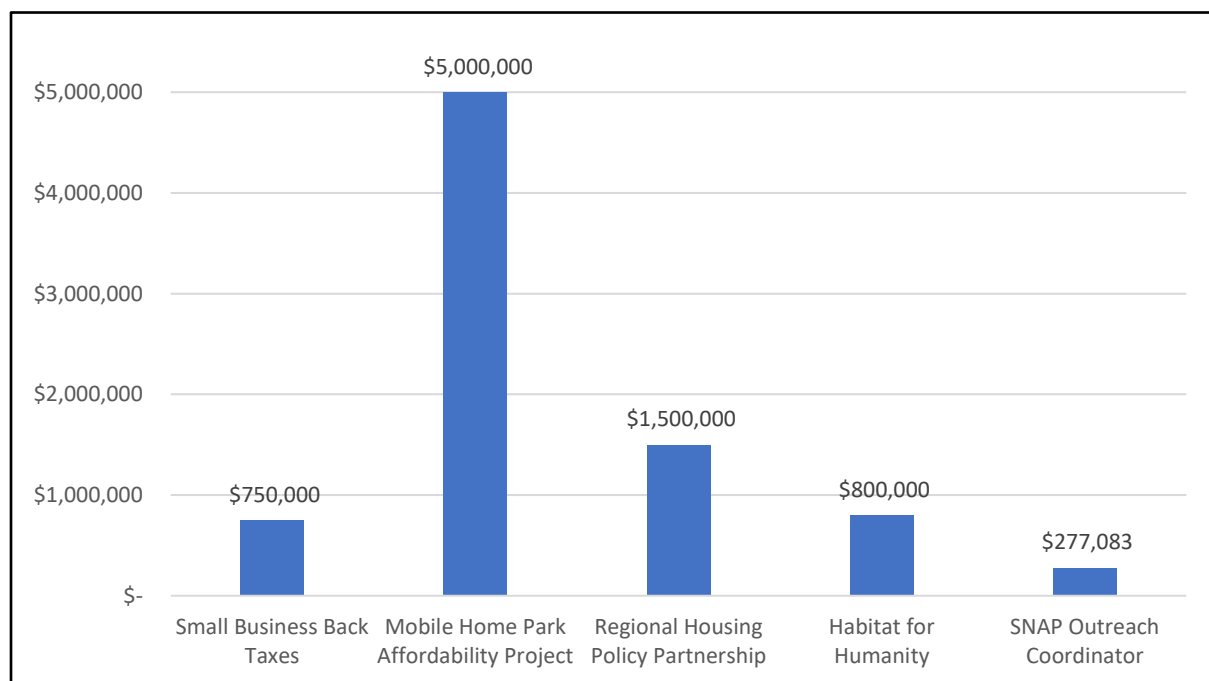
allowance and directed that revenue replacement dollars be expended on projects that address disparate pandemic-related impacts identified by and in the community.

Most projects selected for this category are referred to as Spirit of ARPA Projects (SOAP) and were recommended during the Immediate Needs or the Phase 2 Working Group process, ensuring these projects remain true to the intention of addressing disparate impacts in the community. The Boulder County Commissioners further directed that revenue replacement dollars still be expended on projects that align with needs identified by the community and the ARPA Working Groups but that otherwise would not be possible to implement due to program complexity, administrative burden, timing, or eligibility and other constraints of the ARPA funds.

In these ways, Boulder County has maximized its ARPA award through the use of Treasury’s Provision of Government Services - Revenue Replacement eligible use. This has enabled the county greater flexibility to accommodate SOAP projects with longer timelines than ARPA SLFRF provides, as well as other administrative flexibilities offered to projects with partners that expressed concern in meeting full requirements imposed by Treasury. This approach removes barriers to entry for grant recipients and improves equitable access to pandemic resources and assistance.

Projects allocated under the \$10 million revenue replacement category include Digital Divide and Family Resource Center projects totaling \$991,915. Additionally, \$9.08 million of annual budgeted funding from the county general fund for Boulder County Public Health (BCPH) was funded instead from ARPA revenue replacement dollars, freeing up that same amount in the county general fund for SOAP projects. The \$ 9.08 million freed up through ARPA revenue replacement is funding projects such as the Regional Housing Partnership and Manufactured Housing Park Acquisition and Upgrades, which will benefit from the additional time enabled through an internal funding source. In addition, Habitat for Humanity of St. Vrain Valley is able to build affordable housing with less administrative reporting burden imposed on their program and staff and with these funds build affordable housing units.

Figure 3. Spirit of ARPA Project funding allocations by project



These investments would not be possible without Revenue Replacement funds. Because SOAP projects are made possible by and intertwined with ARPA SLFRF funding administration and help achieve the goals of ARPA, SOAP projects are included in this reporting. The table above shows projects claimed under Revenue Replacement and the projects funded with freed-up general fund.

Progress to Date on Key Outcome Goals

Boulder County has achieved several key outcomes since inception of its ARPA SLFRF funding, including the completion of the majority of the county's Immediate Needs projects as well as fully awarding remaining ARPA funds towards the county's Phase 2 projects. The county continues to make ongoing progress and improvements in the many ARPA administrative, regulatory, and reporting requirements required by Treasury. Continued mid- to long-term investments in community engagement, data analysis, and other programmatic aspects of ARPA decision-making and administration will ensure long-term success of ARPA SLFRF funding. The below section reviews the progress that Boulder County has made on key outcome goals.

Ensure Federal Compliance with ARPA Funds

The county's ARPA Team, County Attorney's Office, and Office of Financial Management continue to coordinate and monitor ARPA funds to ensure compliance with all Treasury, Single Audit, and Uniform Grant Guidance requirements. The team provides oversight and direction for all aspects of ARPA implementation, including documentation, project tracking, reporting, coordination of ARPA administration, Treasury guidance expertise, federal grant and 2 CFR regulatory expertise, and audit support and subrecipient monitoring of subawards. The team holds regular as well as ad hoc meetings internally and with ARPA project leads, executive sponsors, and the Board of County Commissioners.

Investments in Community Engagement

The county invested in Community Engagement staff that has provided management, coordination, and implementation of the county's ARPA community engagement efforts. This team, along with the larger ARPA Team, continues to collaborate with partners and communities and build long-term communication strategies and implementation plans for the ARPA programs and projects.

Boulder County community engagement is led by bilingual, bicultural staff who work closely with county departments, external stakeholders, and community members to ensure that residents are provided with timely, culturally responsive, and linguistically appropriate information regarding ARPA-funded programs. They accomplish this by engaging with a variety of media, attending in-person community events, and collaborating with community partners to promote awareness of the services that ARPA-funded programs provide.

Investments in Data Analysis

The ARPA Team recently succeeded in improving standardized processes, reports, and understanding of racial equity data and outcomes within the county through the implementation of new reporting formats and support of programs as they progressed through a racial-equity audit (discussed in greater detail in the [Promoting Equitable Outcomes](#) section). Currently, the ARPA Team has expanded on these achievements through the addition of a Senior Business Analyst who contributes specific expertise to improve data infrastructure and capacity with a racial equity lens. Some of this team member's work

includes partnering with ARPA program managers to review and update data collection and analysis practices to ensure they are not only valid and reliable but also center racial equity.

This work also includes in-depth program evaluations of large ARPA programs such as Direct Cash Assistance in addition to programs that were designed to test transformative, innovative practices like the Equitable Access Community Trainings, which will leverage the grassroots networks of new community partners to expand access to mental health services. Although these program evaluations are being tailored to each program's unique context, they all incorporate mixed methods and critical frameworks to ensure the results are both holistic as well as reflective of Boulder County's commitment to centering racial equity. Evaluations will be ongoing over the next several reporting periods, with the goal of reporting outcomes and lessons learned from ARPA projects as available.

Investments in Racial Equity at the Program Level

Because of Boulder County's commitment to racial equity, ARPA-funded programs enjoy a robust institutional framework that supports staff in centering equity throughout program design, implementation, and review. This support includes the Racial Equity Impact Assessment Tool (REIAT), a guided set of questions that prompts staff to reflect on and interrogate the role of racial equity in their work. The REIAT was created by the Boulder County Office of Racial Equity (ORE), and ARPA programs completing the REIAT have received support from the ORE as well as the ARPA Racial Equity Practitioner. After programs complete the REIAT, they are invited to attend a REIAT panel to engage in dialogue with racial equity practitioners about the role of racial equity in their program and how they can take further steps to ensure their programs reflect equitable designs, processes, engagement, and outcomes.

Due to the time sensitivity of getting resources out into the community quickly early in the pandemic, not all Immediate Needs projects underwent the REIAT. However, all Immediate Needs projects were able to draw upon the county's Racial Equity Practitioners during the proposal and evaluation stages of those projects, as well as utilize the county's promising practices in emphasizing equity within programs. All currently active Phase 2 projects have completed both the REIAT as well as the REIAT panel, representing 96% of all Phase 2 projects.

Beyond the REIAT, the county continues to prioritize racial equity investments through the hiring and representation of bilingual and bicultural staff, both internal to Boulder County as well as strategic hires within community partner organizations and for ARPA-specific programs, such as the Community-Wide Navigation Hub, the Mobile Crisis Response Teams, Family Connects, and Boulder County Public Health Mental and Behavioral Health, to name a few. These strategic hires enable programs to most effectively reach the priority populations they serve while ensuring program services are delivered in ways that are culturally responsive, respectful, and trust-building, all of which not only reflects Boulder County's commitment to equity but also helps to promote long-term, sustainable relationships between the county and residents.

Investments in Racial Equity at the Institutional and County Level

In addition to supporting racial equity at the program level, Boulder County is dedicated to institutionalizing racial equity throughout county operations, policy, and programs. One way the county accomplishes this is by participating in ongoing learning opportunities and data analysis through its membership with Government Alliance on Race and Equity (GARE) and GARE racial equity surveys.

The county has also identified many racial equity-focused goals, including the creation of standardized reporting and data analysis on racial equity outcomes and demographics served. An example of how ARPA funds have supported this work is the creation of a new-this-year [ARPA Dashboard](#) that allows

community members and staff alike to understand where ARPA funds have been invested and the community contexts of those investments. The ARPA Dashboard was initiated and led by the ARPA Racial Equity Practitioner in order to promote accessible information, financial transparency, and community engagement with ARPA programs and local government. Through the creation of this interactive, online tool, community members can now see where ARPA funds were allocated by program, organization, geographic area, Expenditure Category, and county category in order to better understand how their local government invested ARPA funds.

The Dashboard includes a map that automatically populates to show the location of ARPA-funded programs and organizations in addition to the funding amount that went to them. The map also includes layers that users can selectively activate to further contextualize these locations with data about municipal boundaries, childcare centers, mobile home parks, and census blocks' Social Vulnerability Indexes, which rank the vulnerabilities of neighborhoods across a range of metrics so users can understand the unique needs of the areas where ARPA funds were invested. The Dashboard was designed to promote accessibility, leveraging best practices to ensure users of all language backgrounds, technological proficiencies, or physical abilities could engage with it. A tutorial video guides visitors on how to use the Dashboard in different ways. Because of such intentionality around the Dashboard's purpose, design, and application, it won a NACo Achievement Award from the National Association of Counties in 2024 in the category of Civic Education and Public Information.

The county aims to understand and integrate as appropriate the many racial equity investments, strategies, and lessons learned through ARPA into standard and sustainable practices across the county organization. This will also help improve future disaster recovery and economic development efforts within the community. Please see the [Promoting Equitable Outcomes](#) section of the report for a more detailed list of the outcomes and goals specifically focused on the county's racial equity efforts.

Seek Sustainability for ARPA Programs

County ARPA programs and departments are encouraged to look for other state, federal, or grant funding sources beyond ARPA SLFRF in order to achieve lasting impacts from ARPA programs. For instance, affordable housing and mental and behavior health programs remain a nation-wide and local priority, with the potential of non-ARPA funding available across multiple sources. Currently, the program evaluations being designed will enable the Boulder County Commissioners to better understand the value and impact of ARPA-funded programs, providing them with the data-driven evidence necessary to weigh long-term funding for select programs.

Management of Project Timelines and Utilization of Full ARPA Funding

The county intends to ensure all project timelines and deliverables remain on track for scheduled completion no later than 2026. The majority of Immediate Needs projects have been completed, and Phase 2 projects are projected to complete from 2024 to 2026. Current and future contracts and other financial commitments are planned to be completed and fully obligated no later than Dec. 31, 2024, with final adjustments made between approved ARPA programs, as needed and allowed by Treasury, no later than Dec. 31, 2026.

Complications to projected timelines have arisen due to unanticipated challenges, including complications during the procurement and contracting processes of program development and complexities inherent in the design of innovative programs that, by definition, are piloting new ways of providing services rather than following pre-established models. An example of this is the Direct Cash Assistance program, which has devoted considerable time and attention to close collaborations with Boulder County attorneys, the ARPA Team, and community partners to anticipate and overcome

potential logistical and practical hurdles residents might face, ranging from technological barriers to the secondary financial implications for program participants.

Immediate Need Project Completions

Most Immediate Needs projects have been completed with the exception of administrative projects, Eviction Representation, and FRC support, all of which are currently ongoing. The county looks forward to working with its Immediate Needs recipients for successful completion and closeout of these remaining projects, as well as evaluating and reporting on Immediate Need program successes and outcomes.

Successful Implementation of All Phase 2 Projects

Currently, 96% of all Phase 2 projects are either active or are preparing for launch in August 2024. For the remaining 4% of Phase 2 programs (Survive and Thrive Small Business and Nonprofit Grants), the ARPA Team is working closely with program staff to identify and remove barriers, support implementation, and provide assistance. This project, which has already selected a vendor and is undergoing contract negotiations, recently experienced a change in leadership, and the ARPA Team has redoubled support for the remaining and new staff during the transition.

Noteworthy Challenges and Opportunities

Challenges

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

Availability and Timing of Treasury Guidance

The county previously faced coordination challenges due to the timing, information, and guidance available by Treasury for ARPA SLFRF funding. For instance, ARPA SLFRF Final Rule guidance was not released until January 2022 and later, which included several changes to eligibility criteria, Expenditure Categories, and other Treasury Compliance and Reporting Guidance, making it difficult to implement certain ARPA decisions and other processes timelier.

Consistent with Treasury guidance, Boulder County chose to implement an internal ARPA SLFRF Obligation Procedure in June 2023, outlining how the county will record and track current and future ARPA SLFRF obligations. The Obligation Interim Final Rule in November 2023 led Boulder County to rescind the Obligation Procedure in 2024, and additional obligation guidance from Treasury necessitated the county's development of revised strategies and plans to comply with obligation requirements.

Such uncertainties have adversely impacted the ability of ARPA-funded programs to launch or proceed with confidence. For example, some programs like mental health programs planned and needed to employ staff, but due to confusion around the mechanisms to obligate funds to pay staff salaries they found themselves at an impasse: Without the staff they could not launch, and without the obligated funds for staff salaries they could not retain the staff.

Last year, ARPA recipients across the country faced uncertainty whether the U.S. Congress would vote to rescind ARPA funding or unobligated balances of amounts previously appropriated and awarded to local governments, as well as concerns that this requirement would be imposed during Congressional debt-ceiling negotiations. This concern likely resulted in a variety of mitigation strategies across the nation,

ranging from some recipients possibly delaying program implementations to pre-maturely expediting ARPA programs and contracts in order to safeguard ARPA funding.

Inflation and Other Economic Factors Impacting Long-Term Success

While ARPA funding has been instrumental in helping the county's COVID-19 recovery efforts, other outside influences and factors such as inflation, high interest rates, and increased cost of living have impeded success. Service programs such as Food Insecurity, Family Resource Centers, and mental health services are reporting high needs in the community.

For example, one of the Family Resource Centers reported that during the last year they were unable to meet the rising demand for food bank services. Consequentially, they had to restrict access to their food pantry, reducing participants' ability to visit and procure food from four times a month to three times a month. The success of APRA programs was also hampered by rising costs across sectors. In particular, the costs of home repair presented a challenge to the Manufactured Housing Park program, which had to contend with increased contractor, labor, and materials costs that threatened to limit the reach of the program.

Disproportionately impacted communities that had difficulties fully recovering from setbacks caused by the pandemic are often the same individuals most affected by these new economic challenges outside of their control. These economic conditions present ongoing challenges when trying to serve and improve the lives of the community's most vulnerable populations, as well as cause challenges when trying to evaluate and measure ARPA program success and the county's desire to create lasting impacts.

Meaningful Program Design Takes Time

Most Phase 2 projects are large in scale and scope, and county staff has needed to undergo extensive planning and reviews of program design and implementation plans to ensure the most effective, transformational outcomes, while maintaining compliance with federal rules and regulations. This includes important components such as racial equity reviews and communication plans and other programmatic design strategies intended to make services as effective as possible. Large-scale programs such as Direct Cash Assistance, for example, must evaluate and balance the desire to serve as many recipients as possible while trying to determine funding levels that will make a meaningful and lasting impact for beneficiaries.

Thoughtful consideration must be given regarding who is eligible for the sundry programs and funding. There are also various technical and risk factors affecting several ARPA programs, such as accessibility and program parameters, taxation, impact on other federal benefits or grants, legal considerations, potential for fraud, and other complex issues. For Direct Cash Assistance, there is concern of causing recipients to experience a cliff-affect in the event small increases in income from ARPA aid may result in a loss of other needed public assistance, which is being addressed in program design. Taking the necessary time to identify and address all the logistical, technological, financial, and practical implications of these large programs is imperative to program success. Although especially complex programs demand this requisite time and planning, the commitments of staff time and resources during these planning phases are considerable.

Adequate Staffing and Resource Needs

In the same vein, because many ARPA-funded programs center equity and pursue innovative designs, identifying and procuring the appropriate staff and resources has been another challenge as, by definition, these staff and resources are not currently commonplace. Mental health and childcare professions are experiencing chronic workforce shortages. Boulder County's Community-Wide Navigation Hub and Mobile Response Team programs are addressing this by innovatively hiring and

training people in the Lay Counselors Academy practice, as hiring of sufficient licensed therapists or clinicians can prove impossible. Furthermore, several programs like the Community Wide Navigation Hub, the Mobile Response Team, Family Connects, and the Boulder County Public Health Mental and Behavioral Health programs all intentionally sought out and hired the bilingual and bicultural staff best able to connect with the priority populations these programs serve. While this work undeniably reflects Boulder County's commitment to deploying ARPA funds in ways that reflect and further racial equity, they also present unique challenges in finding such highly qualified staff. Furthermore, because the majority of ARPA personnel are funded in temporary positions, potential and active employees must confront very real concerns about job security, which compromises the ability of programs to recruit and retain staff and limits the institutional knowledge that long-term staff offer.

Partner institutions have reported challenges with adequate resources and staffing levels to carry out programs at full capacity as well. Such concerns compound the precarious nature of ARPA-funded programs, as program providers are acutely aware of the limited-time funding available to them and the potential for their services to expire after years of building the community partnerships, relationships with participants, and programmatic skills that make their programs successful.

Distrust of Government Among ARPA Recipients

Some ARPA recipients and program beneficiaries have expressed a general distrust of government when it comes to receiving services or federal aid. The Community Wide Navigation Hub program partners have expressed the desire not to use a .gov-hosted website when advertising and facilitating their services due to a distrust from end-recipients who fear being tracked by the local, state, or federal government. To address this, both the Community Wide Navigation Hub as well as the Mobile Response Teams have publicly branded themselves as "WellMind Connection," avoiding reference to government agencies and using a website address without the .gov domain.

Similarly, while Family Resource Centers have attempted to collect demographic data recipients are often hesitant to provide the requested information out of individual fear and confidentiality concerns. These fears are commonly reported by ARPA-funded programs, indicating that community distrust of government program and surveillance is so strong that some participants have expressed they would rather forego assistance rather than risk interacting with the county.

Opportunities

In response to these challenges, the ARPA Team at Boulder County has identified opportunities to improve ARPA-funded programs' ability to anticipate and overcome barriers while equitably serving residents and embedding equity throughout county operations.

Compliance with the Americans with Disabilities Act (ADA)

To promote accessibility of services and information, the ARPA Team dedicated considerable staff resources and time to ensure ARPA materials, contracts, data collection instruments, reports, online tools (including interactive tools), and third-party contractor agreements complied with ADA mandates as much as possible. Colorado state law HB21-1110 makes it a state civil rights violation for a government agency to exclude people with disabilities from receiving services or benefits because of lack of accessibility. Any Colorado government entity that doesn't meet the Governor's Office of Information Technology's (OIT) web accessibility standards could be subject to injunctive relief, meaning a court order to fix the problem; actual monetary damages; or a fine of \$3,500 payable to the plaintiff, who must be someone from the disability community. All state agencies and local governments must be compliant with state standards by July 1, 2025, per legislation that granted an extension from the original July 1, 2024, deadline. Although time-consuming, this work reflects the county's commitment to

ensuring all community members enjoy equitable access to county resources and models for community partners the importance and feasibility of centering equity and accessibility in goals and operations.

Equitable Grant Making

Through the Equitable Access Community Trainings program, grassroots community organizations were invited to submit grant proposals to implement mental health trainings tailored to the specific local populations and needs each organization serves. The purpose of this program is to pilot innovative ways of providing mental health services by leveraging the networks and relationships that small community organizations have already established to reach populations that might be mistrustful of government programs or uncertain about accessing mental health care due to stigma. Because many of these organizations are guided by Black, Indigenous, and People of Color (BIPOC) leadership, they were especially well suited to reach the BIPOC populations most frequently impacted by mental health stigma. However, during the process of reviewing grant proposals the program manager and ARPA Team realized that there were considerable disparities in funding amounts being requested, with BIPOC and female applications frequently requesting lower amounts for programs with similar reach and workloads to those requesting larger funding amounts. To address these disparities, the team is currently spearheading a grant writing workshop open to all community organizations that addresses how to craft successful grant proposals, internalized bias that might make some members of historically marginalized groups less confident in requesting funds proportional to their work and value, and how to ensure budget proposals are realistic and fair. In addition, the ARPA Team is working on initiatives to address these disparities through updated Boulder County policies and procedures to ensure grant funds are equitably distributed rather than reproducing economic inequalities and internalized biases.

Need for Specialized Services

Boulder County ARPA funds have also promoted institutional awareness of and skill in providing culturally and linguistically appropriate services and outreach. For example, the Community-Wide Navigation Hub partnered with Yo Connections, a well-known and respected consulting firm that works closely to engage Spanish-speaking populations, and provider agencies within Boulder County. Through additional partnerships with Brújula Comunitaria, Deshaciendo Nudos, Untangled, El Comite, LEAF, Luna Cultura, OUT Boulder, Parents Involved in Education, and SPAN – all agencies that specialize in serving Latino populations’ unique needs – and a series of focus groups, the program was able to co-create trusted messaging to deliver during engagement with the Latino community.

Beyond improving outreach, the awareness of the need to provide specialized, culturally and linguistically responsive services is also evident in program design and delivery, such as in the case of the Mobile Response Team, which acknowledges that communities with historical trauma because of negative interactions with the government are less likely to request mental health help for fear of involuntary hospitalization and unnecessary incarceration. Because of this, this program provides on-site, bilingual, bicultural crisis intervention services to Boulder County residents to ensure all community members can receive the affirming, respectful, and specialized mental and behavioral health support they deserve. Likewise, Family Connects found that bilingual staff are burdened as the need for Spanish-speaking services is higher than capacity to serve. Beyond hiring a bilingual Spanish-proficient nurse and a certified medical Spanish interpreter/translator on staff, Family Connects also offers an in-person interpreter for other languages for home visits. In these ways, ARPA-funded programs are institutionalizing and normalizing the imperative that government services are provided in respectful, culturally and linguistically appropriate ways to ensure that services and resources are not only available to all but truly accessible as well.

Need to Customize Programs for Specific Community Contexts

This impetus reflects another avenue through which Boulder County ARPA-funded programs exemplify the opportunity to use ARPA funds to improve government services, namely, through customized programs responsive to specific community context. This effort to account for and respond to local needs has resulted in more targeted and successful service design and delivery. By working closely with program managers, the ARPA Team has avoided programs implementing one-size-fits all approaches, which inevitably create barriers to implementation and management. This work includes thoughtful dialogue with program leads and partners about how to customize their services for their priority populations, working with programs to complete the REIAT and incorporate greater focus on racial equity in their designs and operations, and helping programs identify and overcome barriers that might prevent participants from accessing services.

For example, although the Universal Basic Income model is well-established, the ARPA Team has worked closely with Direct Cash Assistance to ensure the program design did not reflect one-size-fits-all thinking but instead accounted for Boulder's unique populations. Some of this work included ensuring that the application did not inadvertently exclude residents from the most marginalized backgrounds, such as those from exclusively oral languages who might struggle with complex written instructions, those without documented addresses because they live in informal or multigenerational homes, and those who work in the informal economy without regular paystubs or income verification. The ARPA Team has also provided guidance to programs about how to ensure data collection is not only accurate but also accounts for complex intersectional identities that are potentially flattened, erased, and ignored through crude demographic categorizations. These initiatives have helped programs customize their operations to Boulder County's community contexts, exemplifying both the imperative and the feasibility of maximizing program success by tailoring programs to specific community needs.

Services Grounded in Community Knowledge

A final opportunity worth highlighting has been the ARPA programs' achievements in grounding services in community knowledge. Recognizing how institutions have at times denigrated rather than served historically marginalized communities, the intentional stance to value, prioritize, and center such communities' voices and knowledge has allowed ARPA programs to both become more effective as well as model the kind of transformative program services ARPA funds were intended to promote. An example of this is the Equitable Access Community Trainings program, which offered grants to local community organizations to implement mental health trainings to their constituencies. Instead of sending out a Request for Services mandating the needs, contours, and contexts of these trainings, this program asked trusted community partners about the populations they served and the unmet needs those populations confronted. By intentionally and thoughtfully grounding the program design and implementation in community knowledge, voice, and perspectives, the program was able to tailor their approach to these grants and trainings while mitigating roadblocks. This approach, like all of the opportunities discussed above, has resulted in richer, more effective, and more responsive service delivery models reflecting the spirit and mission of ARPA investments.

USE OF FUNDS

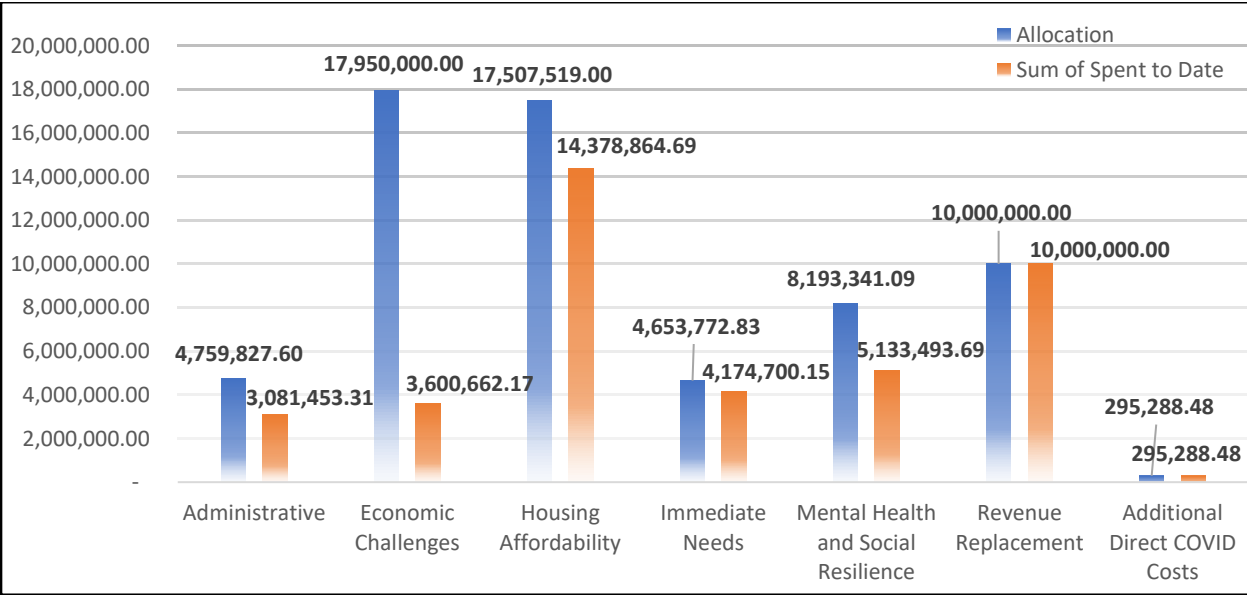
Introduction

Intended and Actual Uses of Funds Across Eligible Expense Categories

1. Public Health (EC 1)
2. Negative Economic Impacts (EC 2)
3. Public Health-Negative Economic Impact: Public Sector Capacity (EC 3)
4. Premium Pay (EC 4) – not funded
5. Water, sewer, and broadband infrastructure (EC 5) – not funded
6. Provision of Government Services - Revenue Replacement (EC 6)
7. Administrative Support (EC 7)

As of June 30, 2024, Boulder County has awarded and allocated its full \$63,359,749 in federal ARPA SLFRF funding received from Treasury. Boulder County has funded programs across most of the several Expenditure Categories, with the exception of Premium Pay (EC 4) and Water, Sewer, and Broadband infrastructure (EC 5). Funds were allocated in two waves. First, Immediate Needs funding requests were processed, allowing Boulder County to quickly respond to shorter-term community needs. Then, Boulder County engaged in a community engagement process to more fully understand and incorporate longer-term needs into funding allocations. The hybrid approach of implementing the Immediate Needs funding request process first, followed by the mid- to long-term community engagement Phase 2 process has enabled Boulder County to be more responsive, strategic, 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 transformational efforts.

Figure 4. Boulder County ARPA allocated and spent funds per Expenditure Category



Immediate Needs

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, and childcare services, to name a few. Public Sector Capacity (EC 3) and Administrative Support (EC 7) services were also funded to provide ongoing implementation and administration of SLFRF funds, as well as communication, community outreach, and racial equity support services. Table 1 below shows a breakdown of how Immediate Needs funds were allocated across Expenditure Categories.

Table 1. Funded projects in the Immediate Needs Category by ARPA category, project/task name, status, and ARPA fund budget

ARPA Category	Project/Task Name	Status	ARPA Fund Budget
Public Health	1.2.1 BCPH COVID Testing	Complete	\$200,992
Public Health	1.4.1 Juvenile Assessment Center FTE	Complete	\$130,084
Public Health	1.7.1 BCPH Vaccine Community Support	Complete	\$1,622,574
Negative Economic Impact	2.1.1 BCPH Food Insecurity	Complete	\$130,178
Negative Economic Impact	2.2.1 Eviction Representation	Ongoing	\$154,325
Negative Economic Impact	2.3.1 Left Behind Workers Fund	Complete	\$299,999
Negative Economic Impact	2.4.1 Digital Divide Project Manager	Complete	\$14,022
Negative Economic Impact	2.10.1 Employment Services	Complete	\$385,000
Negative Economic Impact	2.10.2 Workforce Call Center	Complete	\$370,000
Negative Economic Impact	2.11.1 BCPH Childhood Health Other	Complete	\$159,265
Negative Economic Impact	2.17.1 Emergency Choice Vouchers	Complete	\$68,215
Negative Economic Impact	2.34.2 FRC Funding	Ongoing	\$1,065,470
Negative Economic Impact	2.37.1 DA Office Court Reporting	Complete	\$53,649
Sub-Total Immediate Needs	-	-	\$4,653,773
Revenue Replacement	6.1.1 Digital Divide - Rev. Replacement for Govt. Services	Complete	\$557,385
Revenue Replacement	6.1.2 Our Center FRC Support	Complete	\$132,547
Revenue Replacement	6.1.3 Sister Carmen FRC Support	Complete	\$188,597
Revenue Replacement	6.1.4 Emergency Family Assistance Association FRC Support	Complete	\$113,386
Sub-Total Rev,Replacement	-	-	\$991,915
Public Sector Capacity	3.4.1 Program Evaluation and Data	Ongoing	\$575,706
Administrative	7.1.1 OFM Administrative Support ARPA	Ongoing	\$2,168,596
Administrative	7.1.2 ARPA Planning Contractor	Complete	\$60,119
Administrative	7.1.3 Community Engagements	Ongoing	\$499,420
Administrative	7.1.4 BCPH ARPA Admin	Ongoing	\$243,765
Administrative	7.1.5 HHS ARPA Admin	Ongoing	\$566,026
Administrative	7.1.6 CS ARPA Admin	Ongoing	\$646,196
Sub-Total Administrative	-	-	\$4,759,828
Total	-	-	\$10,405,516

Phase 2

Phase 2 projects approved by the Boulder County Board of County Commissioners in 2022 and 2023 focus on continued services in the community, economic recovery, and longer-term strategic investments. Examples include Negative Economic Impacts (EC 2) projects for affordable housing initiatives, grants to small businesses and nonprofit organizations, Direct Cash Assistance to families with young children, childcare, and childhood health, among others. Meaningful investments are also being made within the Public Health (EC 1) category with a strong emphasis on mental health services. Examples of such projects include the Community Wide Navigation Hub, the Mobile Response Team, and the Community-Based Mental Health Training grants that allow local, grassroots organizations to provide new and expanded mental health training programs to the communities they serve. Table 2 below shows a breakdown of how Phase 2 funds were allocated across Expenditure Categories.

Table 2. ARPA funded projects in the Phase 2 category by ARPA category, project/task name, status, ARPA fund budget, general fund budget/SOAP budget, total budget.

ARPA Category	Project/Task Name	Status	ARPA Budget	SOAP Budget	Total Budget
Public Health	1.5.1 BCPH PPE	Complete	\$3,994.26	\$ -	\$3,994.26
Public Health	1.7.3 COVID Recovery Center	Complete	\$170,158.79	\$ -	\$170,158.79
Public Health	1.7.5 BCPH Direct COVID Costs	Complete	\$121,135.43	\$ -	\$121,135.43
Public Health	1.12.1 Mobile Response Teams	Ongoing	\$1,250,000.00	\$1,750,000.00	\$3,000,000.00
Public Health	1.12.2 HUB Community-Wide Navigation	Ongoing	\$1,250,000.00	\$1,750,000.00	\$3,000,000.00
Public Health	1.12.3 Equitable Access: Community-Based Grants	Ongoing	\$3,000,000.00	\$ -	\$3,000,000.00
Public Health	1.12.4 Equitable Access: MH Vouchers	Ongoing	\$1,000,000.00	\$ -	\$1,000,000.00
Public Health	1.12.5 Equitable Access: School Based Services	Ongoing	\$500,000.00	\$ -	\$500,000.00
Public Health	1.12.6 Equitable Access: Community Trainings	Ongoing	\$500,000.00	\$ -	\$500,000.00
Public Health	1.12.7 BCPH Mental and Behavioral Health	Ongoing	\$693,341.09	\$681,001.91	\$1,374,343.00
Negative Economic Impact	2.3.2 Childcare Direct Cash Assistance	Ongoing	\$6,000,000.00	\$ -	\$6,000,000.00
Negative Economic Impact	2.11.2 YMCA Mapleton	Complete	\$975,000.00	\$ -	\$975,000.00
Negative Economic Impact	2.11.3 YMCA Scholarships	Ongoing	\$500,000.00	\$ -	\$500,000.00
Negative Economic Impact	2.11.4 Longmont Childcare Center	Complete	\$975,000.00	\$ -	\$975,000.00
Negative Economic Impact	2.12.1 BCPH Family Connects	Ongoing	\$2,000,000.00	\$ -	\$2,000,000.00
Negative Economic Impact	2.15.2 Housing Pipeline Willoughby	Ongoing	\$15,716,861.00	\$ -	\$15,716,861.00
Negative Economic Impact	2.15.3 Housing Pipeline Casa de la Esperanza	Ongoing	\$1,550,000.00	\$ -	\$1,550,000.00
Negative Economic Impact	2.15.4 Housing Pipeline Policy Manager	Ongoing	\$240,658.00	\$ -	\$240,658.00
Negative Economic Impact	2.29.1 Survive and Thrive Sm. Business	Not Started	\$3,888,889.00	\$ -	\$3,888,889.00
Negative Economic Impact	2.34.1 Survive and Thrive Nonprofits	Not Started	\$3,611,111.00	\$ -	\$3,611,111.00
Negative Economic Impact - SOAP	Regional Housing Partnership	Ongoing	\$ -	\$1,500,000.00	\$1,500,000.00
Negative Economic Impact - SOAP	Habitat for Humanity	Ongoing	\$ -	\$800,000.00	\$800,000.00
Negative Economic Impact - SOAP	Manufactured Housing Park Acquisitions/Upgrades	Ongoing	\$ -	\$5,000,000.00	\$5,000,000.00
Negative Economic Impact - SOAP	Small Business Back Taxes	Ongoing	\$ -	\$750,000.00	\$750,000.00
Negative Economic Impact - SOAP	SNAP Outreach Manager	Ongoing	\$ -	\$277,083.00	\$277,083.00
Totals	-	-	\$43,946,148.57	\$12,508,084.91	\$56,454,233.48

Other Federal Recovery Funds

Emergency Rental Assistance

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 \$20,069,375.84 in ERAP funding and has assisted more than 3,419 households at the time of this report.

Local and Tribal Consistency Fund

Boulder County also was awarded \$261,492.04 in Local Assistance and Tribal Consistency Fund (LATCF) dollars, which the Commissioners have not yet awarded.

Other ARPA Funding

A number of Boulder County's grantees – Boulder County Public Health, nonprofit organizations, county departments – also received State of Colorado ARPA funds. In most or all of those cases, State dollars had a shorter deadline for expenditure and thus had to be expended first. This helped leverage Boulder County ARPA dollars to be able to extend services in the community further into the future, but it also pushed back Boulder County's expenditure timelines.

PROMOTING EQUITABLE OUTCOMES

Equity Goals, Targets, and Initiatives

Boulder County’s use of ARPA SLFRF funds to center equity builds upon and in collaboration with the significant racial equity work already underway in the county, where various internally driven initiatives center racial equity every day. For example, Policy 1.06 is an often-cited mandate that explicitly instructs Boulder County staff and operations to promote racial equity. This policy states in part that “[t]he future vision of this institution is one that has overcome systemic racism and all other forms of oppression... . 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.” This call to promote racial equity is so central to the mission of Boulder County that the County Commissioners included references to it in their recently adopted 2024-2026 strategic priorities. The county also participates in ongoing learning opportunities and data analysis through its membership with the Government Alliance on Race and Equity (GARE) and GARE racial equity surveys.

In addition, this vision is reflected in the creation of the Boulder County Racial Equity Team, composed of Boulder County employees who are identified as racial equity leaders. The Racial Equity Team includes Black, Indigenous, People of Color (BIPOC), and non-People of Color. In April 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. These efforts directly contributed to the ARPA work through the incorporation of a Racial Equity Practitioner to the ARPA team through the end of 2023, who oversaw staff ARPA project leads’ participation in the Racial Equity Impact Assessment Tool (REIAT) and REIAT Panels as well as the design and implementation of the ARPA Dashboard, an interactive tool that allows community members and staff alike to better understand how and where ARPA funds were located as well as which communities benefitted from them.

Finally, through participation with the Office of Racial Equity (ORE) the Boulder County ARPA Team promotes a focus on equity both internally as well as with community partners. The ORE offers county-wide staff trainings such as frequent racial equity events, forums, and other regularly scheduled training opportunities that all enrich the work of the ARPA Team. In addition, all ARPA projects benefit from the county’s racial equity investments by participating in the REIAT and REIAT panel, which were designed and are led by the ORE. The ARPA Racial Equity Practitioner worked closely with program managers to complete the REIAT and the REIAT panel, offering guidance and support throughout the iterative REIAT process.

The REIAT includes a root cause analysis to explore the problem statement and proposal of each project by examining the root causes of the racial disparity by asking “why” at least five times. This process facilitates the examination of the problem statement and proposal to evaluate if the priority strategy is really addressing the root cause.

The ARPA Racial Equity Practitioner also offered leadership and guidance to integrate racial equity in the ARPA administrative processes, including setting specific racial equity goals, collaborating in the elaboration of reports, establishing accountability, removing barriers to service, and supporting mechanisms to integrate racial equity practices in ARPA processes and projects. This practice of centering racial equity in grantees’ projects is intended to create the conditions for this focus to be embedded in the programs’ design and implementation. In most cases, the grantees’ scope of work articulates how racial equity will be addressed before projects are fully launched. Centering race is essential as projects go through the REIAT.

After grantees have filled out the REIAT, the group is scheduled for feedback from the Racial Equity Panels, which are made up of Racial Equity Practitioners from the county and include the majority of project staff that was involved in completing the REIAT. The purpose of these panels is to gain insight from a racially diverse group of Racial Equity Practitioners. The Racial Equity Practitioners review the REIATs to provide feedback at the panel session, and the grantees also receive written feedback. During the panel sessions, grantees provide a 10-minute highlight of the project and then Racial Equity Panel members provide structured verbal feedback to participants in the form of strengths, things to consider, and questions for reflection.

The ARPA Racial Equity Practitioner facilitated the structured feedback during the session. A follow-up meeting is offered for guidance, support, and accountability purposes with the grantee team to debrief on what the teams learned, unlearned, and relearned from feedback offered and to ask clarifying questions and discuss how to integrate the feedback and determine next steps. In these follow up conversations, the ARPA Racial Equity Practitioner offered leadership to help enhance each program with an additional racial equity focus. All currently active Phase 2 projects have undergone this process so that both project designs and implementation center equity.

In these ways, ARPA provides an opportunity to embed racial equity in programs and policy with the aim of centering racial equity in all aspects of organizational practice throughout the county. This mission is distilled into the following goals that guide how Boulder County ARPA SLFRF funds have been used in pursuit of several racial equity:

- To embed racial equity in projects, to continue as a community of practice, and to build from strengths.
- To continue to participate in teaching and learning sessions to increase will, skill, capacity, and knowledge in racial equity work.
- To seek to address and operationalize institutional themes uncovered in Boulder County to increase equity and other related factors.
- To expand data resources and improve data practices and processes to better measure and evaluate ARPA projects with a racial equity lens.
- To promote equity of access to information and services, including through language equity, accessible information, and reduced barriers to access.
- 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.

Specific Populations

Most of the projects that Boulder County has approved for SLFRF funding are focusing on equitable outcomes for priority populations. Priority populations include people harmed by historical policies such as structural racism and who have been 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. Below are the priority populations in Boulder County during the pandemic, and for public health in general:

- 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 populations (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, low wages, or who lack adequate protections and supports such as personal protective equipment and paid sick leave
- Black, Indigenous, and other people of color (BIPOC), in particular Latinx in Boulder County
- People who identify as Lesbian, Gay, Bisexual, and/or Transgender (LGBT)

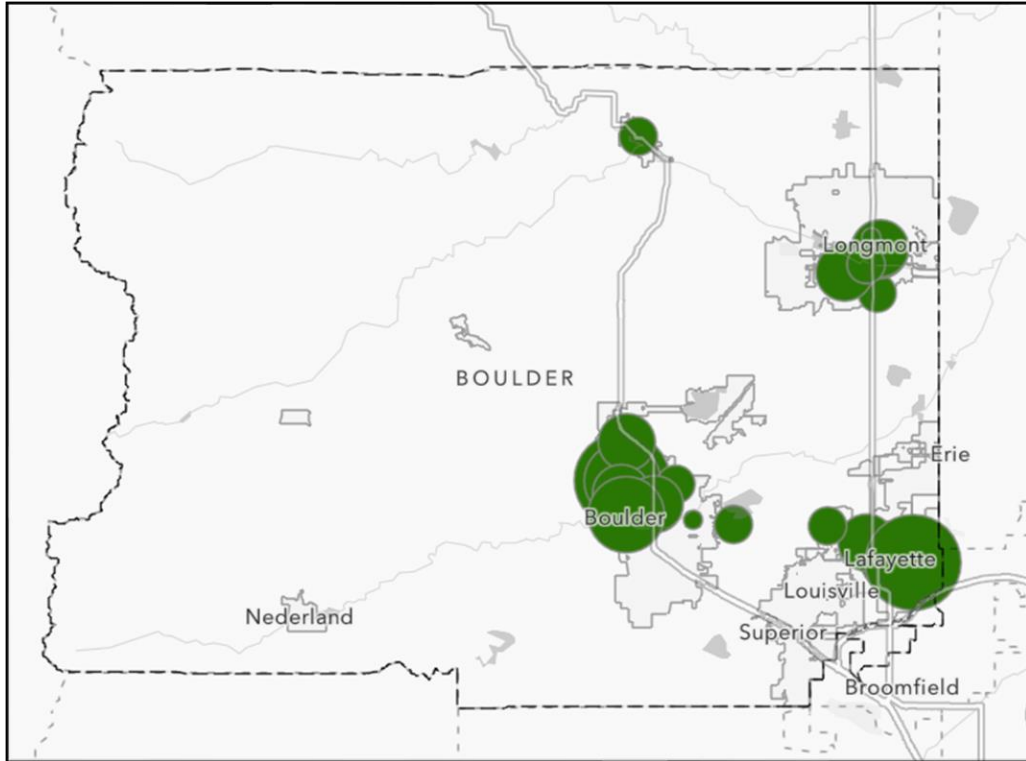
Geographic and Demographic Distribution of Services

ARPA-funded programs reach these priority populations across a broad range of geographic areas and populations, ensuring equitable distribution of services and benefits.

Although half of ARPA-funded programs were open to all Boulder County residents, others targeted specific geographic areas, such as those that live in remote areas or those with greater representation of BIPOC populations and more economic hardship. For example, about one in six (14%) ARPA-funded programs specifically serve the municipality of Longmont, a city where racial diversity and economically inequitable outcomes tend to be higher than the county average. ARPA-funded programs support this area's economic recovery through expanded childcare provided by the Longmont Childcare Hub, increased affordable housing through Habitat for Humanity and Casa de la Esperanza, and greater attention to public health needs through several community-level mental health grant and voucher programs. Similarly, ARPA funds are serving a more remote area of the county, Lyons and mountain communities – an area that other service providers struggle to reach – through the Lyons Emergency Assistance Fund (LEAF), which provides mental health services there.

The below map from the Boulder County ARPA Dashboard provides an overview of how ARPA funds were geographically distributed throughout the county, with the size of each green dot representing the proportion of ARPA funds that went to that area. It is important to note, however, that the map shows the locations of program organizations rather than where program participants lived. In the case of programs that served the entire county, it is crucial to interpret the map with the understanding that, although the program organization may be located in one area such as the city of Boulder, in reality participants came from across the county. For example, many programs are housed at county offices in the city of Boulder but serve community members countywide.

Figure 5. The Boulder County ARPA Dashboard map with green dots representing the location of ARPA-funded organizations throughout the county



However, because of the diversity of ARPA programs' populations and designs, collecting consistent demographic data remains a challenge. For example, some program designs preclude the ability to collect reliable demographic data, such as resource centers that offer food banks and see thousands of walk-in clients a year. In these scenarios, the logistics of collecting individual-level demographic data from each client would require a considerable commitment of partner agency staff and resources that ultimately would be better invested in the program services themselves. Other programs serve hard-to-reach populations with longstanding mistrust of government institutions. In these cases, program success depends on establishing relationships of trust between program staff and program participants, making the collection of potentially intrusive, personally identifiable demographic data inappropriate as it could undermine these hard-won relationships with priority populations and, in this way, also undermine the ability of the program to accomplish its core goals. Nonetheless, 17 currently active programs were able to collect participant data during the 2023-2024 reporting year. The below pie charts show how ARPA-funded programs reached specific target populations.

Figure 6. A pie chart from the Boulder County ARPA Dashboard representing the racial demographics of ARPA-funded program participants

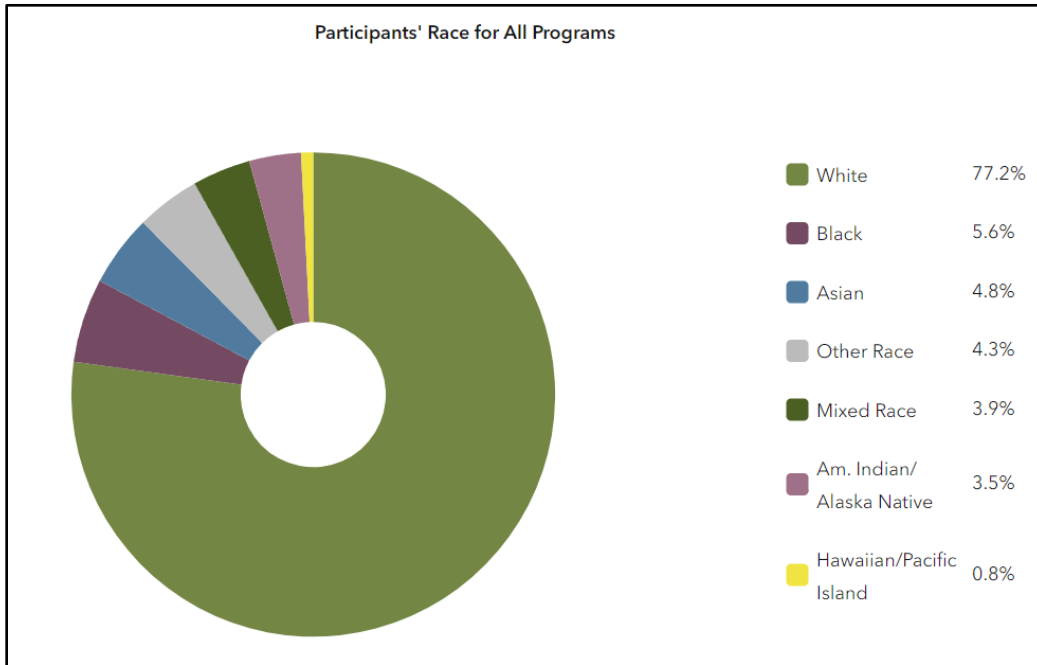


Figure 7. A pie chart from the Boulder County ARPA Dashboard representing the ethnicity of ARPA-funded program participants

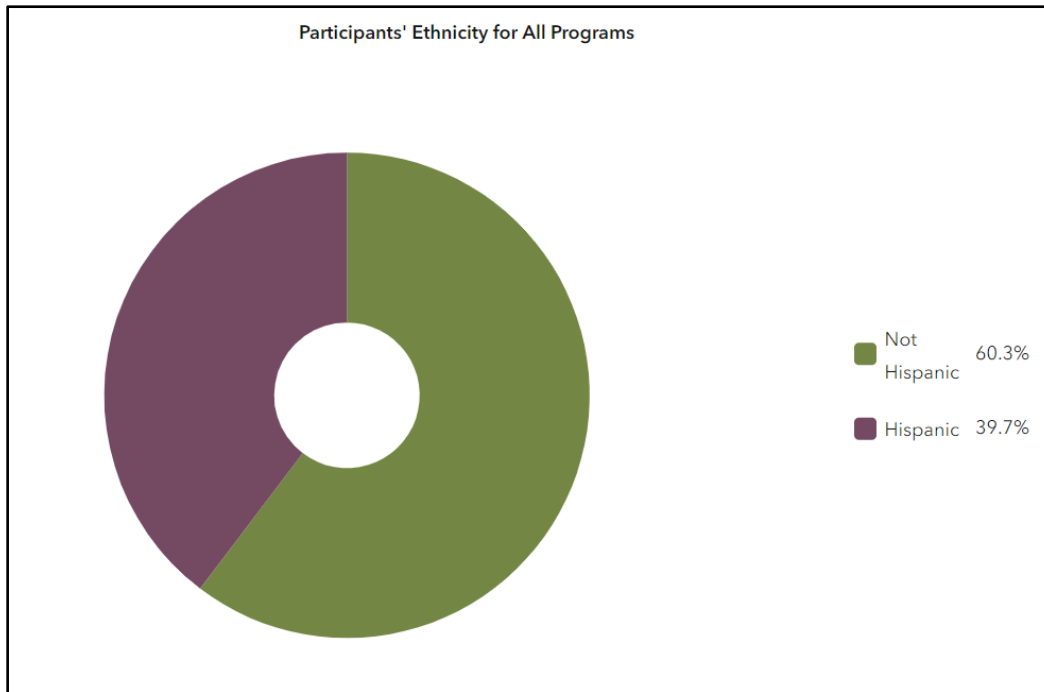
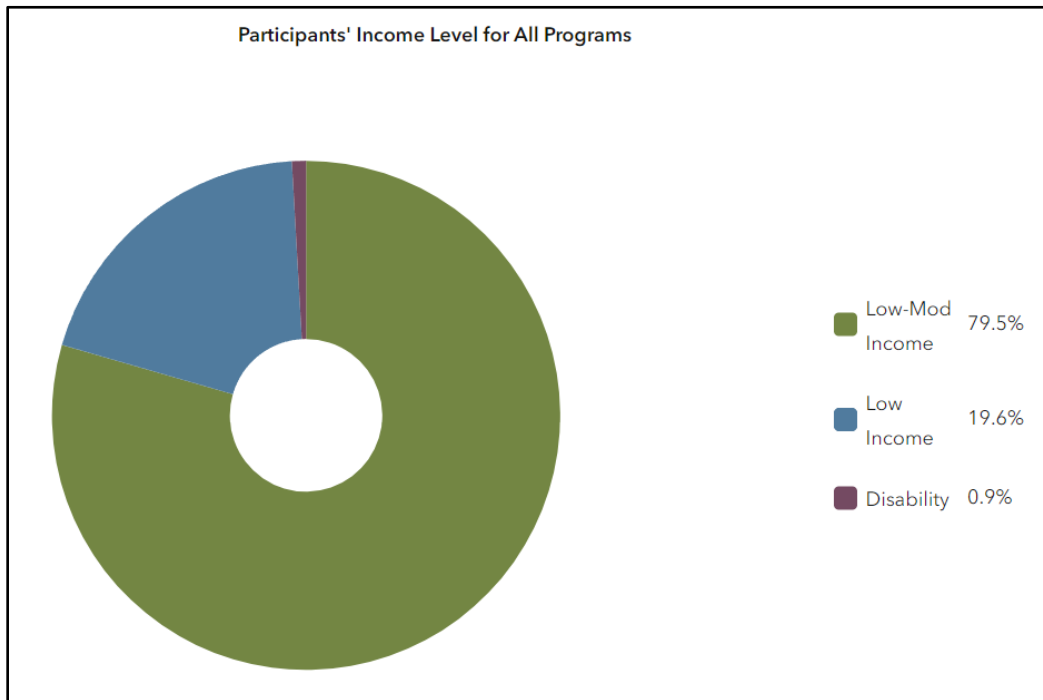


Figure 8. A pie chart from the Boulder County ARPA Dashboard representing the income levels of ARPA-funded program participants



These data demonstrate how ARPA-funded programs are designed and implemented in such a way that historically marginalized and geographically diverse populations all served equitably.

Disparate Access and Benefits Distribution

Similarly, some ARPA-funded programs promote equitable allocations of services and benefits by serving particular populations, such as those within specific income brackets, household situations, identities, and ages. These cases represent the success of ARPA-funded programs in identifying and reaching the priority populations most impacted by the pandemic.

Disparate Access

For example, while about 40% of ARPA-funded programs were designed to serve the general public rather than specific priority populations, nearly half (45%) the programs were designed only for households and populations that suffered negative economic impacts from the pandemic such as unemployment, low or moderate income, and food or housing insecurity. The remaining 15% of ARPA funds were targeted to nonprofits serving priority historically marginalized populations, small businesses that experienced economic hardship, and programs serving individuals experiencing homelessness. (For a full overview of program demographic distribution and target populations, please see the [Project Inventory](#) section of this report).

However, even programs that were technically designed for the general public at times had eligibility requirements to ensure ARPA funds went to priority communities. These programs – such as Willoughby Corner, Casa de la Esperanza, Direct Cash Assistance, and the Emergency Choice Vouchers – restrict program eligibility to individuals and households making less than 80% of the Area Medium Income (AMI) or lower, with some programs like Direct Cash Assistance and Willoughby Corner further

specifying the eligibility range to only households and individuals earning 30-60% AMI. Likewise, other programs restricted eligibility to certain age ranges. These include Willoughby Corner, which reserved 63 affordable housing units for 55+ populations, the Equitable Access: School-Based Services, which helped connect school-age children to mental health services, and Direct Cash Assistance and Family Connects, both of which only serve families with young children (0-3 and newborn, respectively). Finally, some programs prioritize a range of historically marginalized populations through their design, staffing, and outreach even if there are no eligibility requirements for services. These programs include the Community Wide Navigation Hub and the Mobile Response Team, which serve priority populations of youth, LGBTQIA+, Hispanic/Latinx, new parents, people experiencing homelessness, and people who use drugs.

Disparate Benefits

Although programs can identify priority populations or create eligibility requirements with the goal of ensuring services reach target communities, at times barriers exist that prevent these communities from accessing services. Specifically, some programs have found that some populations experience unique challenges to accessing their services including language, location, and trust barriers. However, ARPA-funded programs in Boulder County largely have overcome these barriers through a variety of thoughtful, innovative practices.

For example, language barriers were addressed through the provision of multilingual (English, Spanish, Nepali) public facing materials by the community engagement survey, Food Insecurity program, and the Mental and Behavioral Health program, while the Mobile Response Team, the Community Wide Navigation Hub, Rise Against Suicide, and the Childhood Health program have sought out and hired bilingual (English, Spanish) and bicultural staff to ensure program participants can both understand and relate to service providers. Location barriers were addressed by programs that were designed to be accessible regardless of participant location, such as the Community Wide Navigation Hub, which is a call- or email-in program that also promotes accessibility by extending hours of program operation to evenings and weekends. Location barriers are addressed by bringing program services to participants' homes and communities. For example, Family Connects is a nurse home visitation program, and Rise Against Suicide uses travel reimbursements so therapists can meet with clients in locations that are comfortable and convenient for clients.

To ensure participants can not only physically access the services but feel safe doing so, Community-Based Mental Health Training grants are partnering with trusted grassroots organizations that already have established strong relationships with historically marginalized populations. These organizations are located throughout the county, allowing them to address not only the barriers to access by providing services in a diverse range of locations but also the barriers to access that arise from a lack of trust for government by providing services through well-known, established community agencies. Another program that also sought to overcome a potential lack of trust that might limit community members' ability to access services is Direct Cash Assistance, which is intentionally branded in public-facing messages as Nurturing Futures to avoid association with government organizations so populations like undocumented families would feel more comfortable applying for and accepting services. The power of such intentionality of reducing trust barriers is reflected in the testimony of one program participant, a BIPOC 12-year-old student who received mental health services through Rise Against Suicide and said, "I really appreciate that I can relate to [my therapist] differently than other people in my life. I have never had a therapist who was the same race as me. It helps me feel like I can share things with him, and I won't have to explain why I feel the way I do."

Awareness and Outreach

Beyond designing programs to prioritize certain populations and address potential barriers to access, ARPA-funded programs in Boulder County have also engaged in intentional, thoughtful collaboration with internal departments and community partners to conduct outreach and awareness campaigns throughout the county so that as many residents as possible are informed about programs and equipped to access them. The efforts of skilled bilingual and bicultural staff who lead community engagement and communication work represent another avenue through which equity is embedded in the ARPA work at Boulder County.

Communications

ARPA communications draw on interdepartmental collaboration for the co-creation of content, resulting in a dynamic process where different teams with diverse lived experiences and perspectives work together to jointly produce content. This equity-centered communications work results in content that is not only bilingual and bicultural but also richer because it combines diverse perspectives and benefits from a wider range of knowledge, creativity, and expertise, all of which are then leveraged to solve common challenges across departments and generate new ideas. Some of the ways this equity-centered communications work is accomplished include:

- **Open communication:** Regular and transparent exchange of ideas, feedback, and updates across departments.
- **Shared goals and vision:** Clear agreement on the objectives of the content and its target audience.
- **Interagency collaboration:** For example, collaborative work with the City of Boulder for the Manufactured Housing program and its potential intersections with the City of Boulder's Resilient and Healthy Mobile Homes Program to do a press release to announce the partnership.
- **Collaborative tools and platforms:** Utilization of technology to facilitate joint editing, version control, and real-time feedback, as well as Microsoft TEAMS shared files.
- **Respectful interactions:** A culture that values individual contributions and fosters trust.
- **Shared ownership:** Recognition of each department's role in the creation process and the final product.

Community Engagement

Likewise, ARPA-funded programs achieve equity-grounded outreach in collaboration with the ARPA team through participation in community events, intentional marketing and outreach, and community collaborations.

For example, both the Mobile Response Team and the Community Wide Navigation Hub hosted a table at the 2024 Cinco de Mayo event, which drew thousands of local residents, and ARPA community engagement staff also participated at the Commissioners' Office table to provide outreach for all active ARPA programs. Similarly, the Mental and Behavioral Health program hosted a community event for LGBTQ+ students and their adult allies. Attending and hosting events allowed these programs to directly interface with the public, promote their ARPA-funded programs, and build trust with the community.

ARPA-funded programs also engaged in intentional marketing and outreach to ensure their target populations were aware of and able to access their services. Some programs accomplished this through bilingual outreach, such as Family Connects, which placed bilingual bus ads and Spanish radio ads on a popular local Spanish-language channel, and the Mobile Response Team and the Community-Wide

Navigation Hub, which conducted Spanish-language interviews in local media. Other programs did so through the use of diverse outreach tools, including email, newspapers, the county website, news releases, branded merchandise, social media, postal letter campaigns, and personally interfacing with local businesses, community groups, and residents on the ground.

Another avenue through which ARPA-funded programs conduct equitable community engagement is through collaborations with community groups and stakeholders. Some programs sought to engage with a diversity of stakeholders, like the Childhood Health program, which contacted 19 nonprofit organizations and community programs. However, others took targeted approaches, like Survive and Thrive, which worked with the Chambers of Commerce to identify eligible participants. Another common approach is to work in direct, intentional collaboration with community stakeholders through the participation in (and at times creation of) advisory groups. Examples of this include Family Connects, whose staff participate in a bilingual, bicultural collaborative of community members called the Family Voice Ambassador group, in addition to the Community Wide Navigation Hub and Willoughby Corner, both of which created advisory groups of community members to help guide their programs' design and implementation.

Economically Equitable Outcomes

Many ARPA-funded programs seek to promote economically equitable outcomes in particular. These include programs that sought to expand affordable housing and affordable childcare as well as programs that provided financial support to families and unemployed workers from historically marginalized backgrounds.

For example, Willoughby Corner, Casa de la Esperanza, and the Manufactured Housing Park program promoted local affordable housing through the provision of affordable housing and the repair or rehabilitation of mobile homes for health and safety measures, energy efficiency, code compliance, and accessibility. Both Willoughby Corner and the Manufactured Housing Park program serve residents with incomes ranging from 30-60% AMI, while Casa de la Esperanza specifically targets housing for farmworkers. These program designs ensure ARPA funds are reaching the priority populations of new Americans, BIPOC residents, families with young children, and people who work in essential industries, all of whom experienced some of the worst health and economic outcomes from the COVID-19 pandemic. To serve these priority populations, Willoughby Corner will create 400 affordable housing units (192 to date in phase one), Casa de la Esperanza will preserve 32 affordable housing units, and the Manufactured Housing Park program will help 74 residents repair or rehabilitate their mobile homes.

A Boulder County ARPA program that explicitly seeks to address economic equity is the Direct Cash Assistance program (called "Nurturing Futures" in public-facing materials). For two years, this program will provide \$300 each month to families with children 0-3 years old who earn less than 30% AMI. This program reflects a growing body of international research and program pilots that are increasingly finding that direct financial assistance is a powerful tool to fight poverty. In implementing this pilot, Boulder County will not only provide programming that directly promotes economic equity for priority populations like low-income families with young children, but it will also contribute to the knowledge base of other policymakers and governments through a program evaluation to explore the pilot's impacts and outcomes.

Similarly, the Left Behind Workers Fund was an Immediate Needs project targeted towards undocumented individuals who experienced job loss or other financial burdens from the pandemic yet who were ineligible for the "CARES Act" or other federal stimulus payments. The vast majority of beneficiaries had children who were indirectly supported through this fund, and a large portion of those

children were under the age of five. This program helped to increase access to financial benefits similar to unemployment insurance to those who otherwise would not qualify. Due to pilot programs like these, Colorado is now on the forefront of efforts to support workers through the state's new Benefit Recovery Fund, which provides access to unemployment compensation and other wage-replacement programs regardless of immigration status. Of the 194 grants given out to community members in the Left Behind Workers Fund, those in the janitorial, restaurant, and landscaping fields were the highest represented groups of workers.

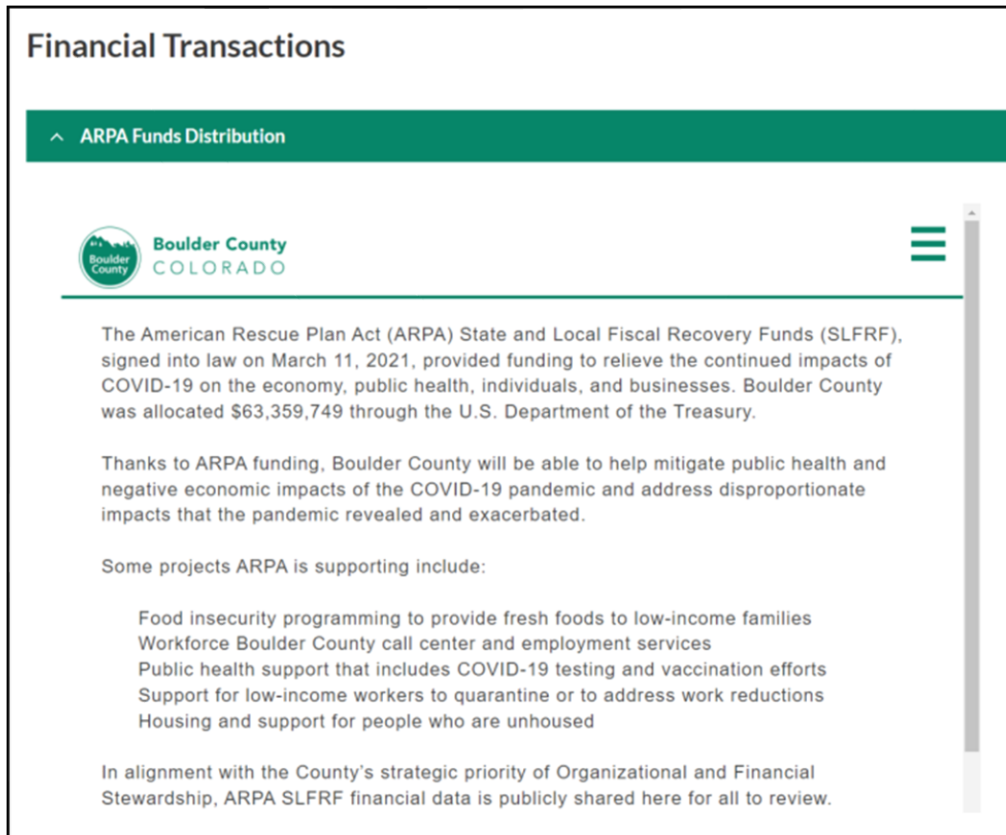
Boulder County ARPA programs also addressed economic equity by expanding affordable childcare options, allowing families the time and security necessary to work, go to school, and thrive. Specifically, the Longmont Childcare Hub will expand affordable, high-quality childcare services to Boulder County residents through the construction of childcare facilities in Longmont, set to begin in January 2025 and end in December 2025. In the city of Boulder, the YMCA Mapleton site used ARPA funds to renovate an existing licensed childcare facility, allowing them to increase capacity to serve infants through Pre-K with approximately 120 new childcare slots. ARPA funds also supported the childcare services of the YMCA of Northern Colorado, allowing them to offer more financial assistance to families for childcare expenses, thereby enabling more low-income families to access childcare such as preschool and school-aged programs, afterschool care, and summer day and overnight camps.

Closing Gaps

Gaps in access to information and service coverage have been identified by both the ARPA Team as well as ARPA grantees in Boulder County. These gaps adversely affect the Boulder County community, as members have disparate opportunities to learn about and benefit from Boulder County ARPA-funded programs. To address these gaps, the Boulder County ARPA Team has sought to promote data and information transparency through the use of public-facing interactive tools and programs specifically designed to reach new community partners and populations.

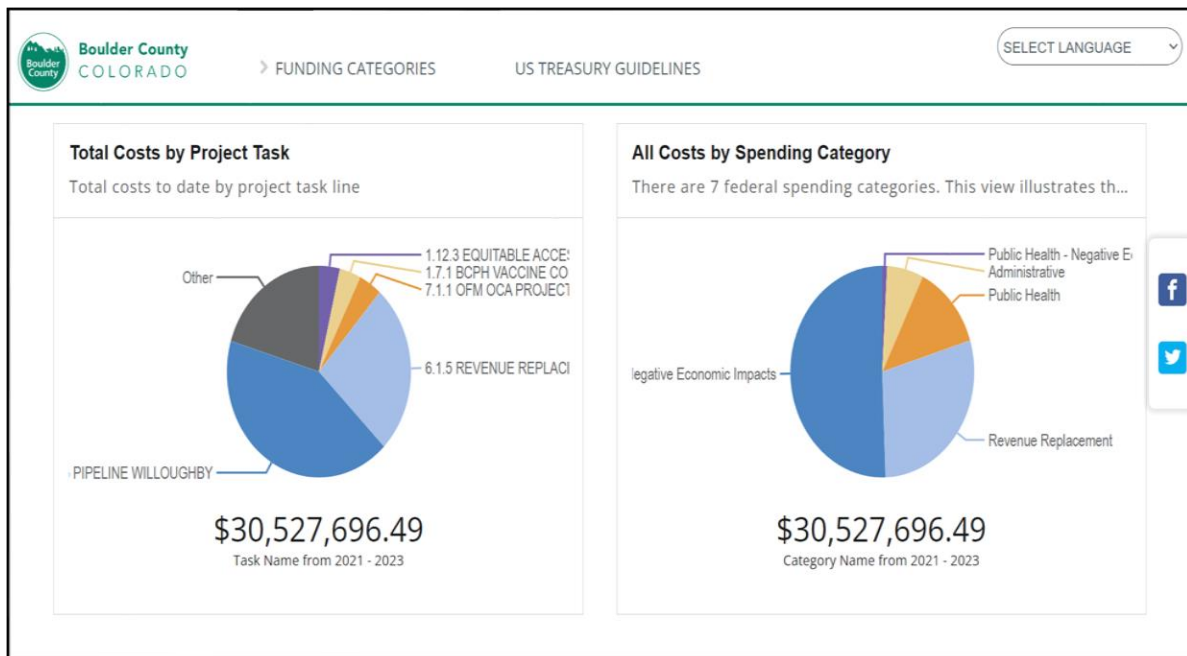
Boulder County has worked to increase the transparency of data through external channels on the county website. Data analysis investments have brought improvements to Boulder County's ARPA website and allowed for the creation of several public-facing tools designed to promote community members' ability to easily access information related to Boulder County ARPA funds. This includes the regularly updated OpenGov transparency dashboard available for the public to review ARPA financial transactions and expenditure activity to-date. Using the OpenGov Stories platform, the Data and Community Engagement and Communications teams have been able to share information for all phases of ARPA SLFRF-funded projects and highlight community engagement efforts. Below are screenshots showing OpenGov pages. Efforts have also included working with internal partners such as IT to develop dashboards and reporting tools for the community to access.

Figure 9. The landing page for the "Financial Transactions" section of the Boulder County OpenGov website, which provides an overview of ARPA in Boulder County



The Financial Transactions section of the website allows for the public to see a real-time view of how ARPA funds are being spent in the projects. Using the OpenGov reporting and transparency tool, page visitors can see total costs by project tasks as well as all costs by spending category. They can also click into graphs to see more detail and to change the views. Note that the chart below separates out the Program Evaluation and Data EC3 project from EC7 Administrative, as this is how the county's financial system Oracle tracks these projects and these charts are directly generated from Oracle.

Figure 10. The Boulder County OpenGov website showing two interactive pie charts displaying budget data by project task or spending category

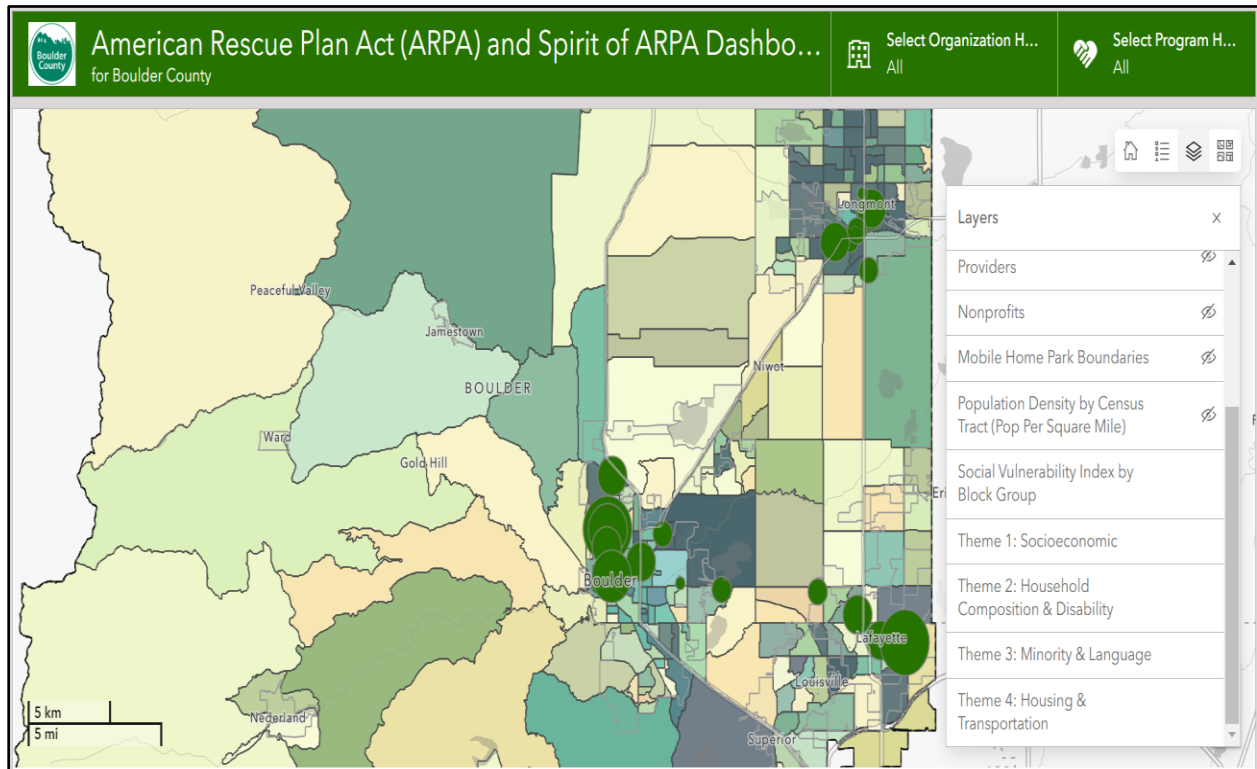


Another resource is the ARPA Dashboard map using ArcGIS that internal departments have collaborated on to show and help identify areas to allocate ARPA funds based on the following criteria, in alignment with Treasury allowable uses:

- Support urgent COVID-19 public health response efforts to continue to decrease spread of the virus;
- Support immediate economic stabilization for households and businesses;
- Address systemic public health and economic challenges that have contributed to the unequal impact of the pandemic;
- Replace lost revenue for governments to strengthen vital public services and help retain jobs; and
- Make infrastructure investments in broadband, clean water, and wastewater facilities.

This map also includes details from the Centers for Disease Control and Prevention’s Social Vulnerability Index (SVI) layers, showing block groups that exhibit certain social conditions, including high poverty, low percentage of vehicle access, or crowded households, which may affect the community's ability to prevent human suffering and financial loss in the event of disaster. These factors describe a community's social vulnerability. The higher the SVI value, the higher the vulnerability is for that block group. With the live map, viewers click on the block group to show a pop-up window with more information for that block group. The Dashboard was created with accessibility in mind, not only undergoing rigorous evaluation for Americans with Disabilities Act (ADA) compliance but also incorporating principles of language equity and content accessibility through the use of a multimodal, scaffolded tutorial allowing users of all language backgrounds and technology proficiency levels to understand and use the Dashboard tools. Below is a graphic of the ARPA Dashboard showing all the indicators included in the SVI map.

Figure 11. ARPA Dashboard with Social Vulnerability Index layers activated and listed



Gaps in service coverage have been addressed through ARPA-funded program collaborations with diverse community partners. These collaborations include grassroots community partners that normally would not be aware of or apply for federal funding due to their highly localized nature and the burden and inaccessibility of federal funds. One of the ways that ARPA programs in Boulder County have achieved these new partnerships and collaborations was through the implementation of Community-Based Equity Grants and Vouchers, programs which sought to support local organizations with close prior relationships with priority communities expand and enhance the mental health services they provide. These programs reached 26 grassroots community organizations, which were then able to expand the services and resources they were already providing to community members on the ground. This expansion of community partners ultimately resulted in over 3,500 community members accessing ARPA-funded mental health services, an accomplishment that only reflects programs that are currently operational and able to collect demographic data (as such this count is far below the real number of residents served). Partnering with smaller, grassroots community organizations in this way means that more community members will have access to program services as services are provided by local and trusted agencies in locations community members feel most comfortable and with providers that often share the culture and language of participants. Beyond expanding partnerships with local, grassroots organizations to address gaps in service coverage, these partnerships are also offering an opportunity for Boulder County to pilot new ways of interacting with community organizations to expand collaborations and build capacity among our local organizations.

Disaggregated Data Analysis

Lastly, the Boulder County ARPA Team has invested in disaggregated data analysis to ensure services, opportunities, and outcomes are equitably experienced throughout the county, with special attention given to priority populations. This is being accomplished in part through the Senior Business Analyst, who is designing program evaluations for all ARPA-funded grantees using QuantCrit concepts, methods, and tools. QuantCrit is a theoretical framework as much as a methodological call to action which implores researchers and analysts to conduct quantitative research with explicitly antiracist ends, understanding that quantitative data and especially demographic quantitative data are not neutral but rather powerful tools to either perpetuate the maldistribution of opportunities and resources in society or combat it. As such, these evaluations will disaggregate participant demographics by race, ethnicity, language, socioeconomic status, gender, and sexuality in order to highlight if and how ARPA programs achieved their goals of equitably serving the community with special attention to priority populations. These evaluations also incorporate equity-centered designs through their use of collaborative creation of data collection tools and research questions, the incorporation of critical and emancipatory frameworks, and the centering of the experiential knowledge and community cultural wealth of the focal groups served by ARPA programs.

COMMUNITY ENGAGEMENT

Community Engagement Overview

The effects of the COVID-19 pandemic significantly impacted the different communities in Boulder County. These effects exposed some of the historical inequities in Boulder County that have created disparities in health and economic outcomes by race, ethnicity, age, gender, geography, physical ability, sexual orientation, and other factors.

With the help of the consultant Rebuild by Design, in August 2021 Boulder County created a community engagement strategy to gather feedback about areas of need the American Rescue Plan Act (ARPA) funds could address. The process started by seeking input from the ARPA Steering Committee, which was comprised of local community stakeholders. The committee helped Boulder County plan outreach and a survey that targeted residents at events and in different areas of the county. The support from local community leaders helped an initial outreach and Phase 2 project-planning focus on transparency and inclusivity in the distribution of ARPA funds.

The community engagement process evolved into supporting 25 Phase 2 projects that were approved by the Boulder County Board of County Commissioners in June and August of 2022. As an integral element supporting the Phase 2 projects, the community engagement and communication team's approach prioritized collaborating with the many new managers and staff. The focus was on the creation of strategies to ensure transparency, inclusivity, and equity. Encouraging these approaches helped staff to play a key role in the design and implementation of a transparent process.

In December 2022, community members formed the ARPA Working Groups after an extensive planning and application process. These groups focused on three main categories, as identified by the community during initial outreach:

- Economic Challenges
- Housing Affordability
- Mental Health and Social Resilience

The county's primary goal in allocating ARPA funds across these three main categories has been to mitigate historical disparities among the most impacted communities. Boulder County's focus is to provide resources to residents, build strong partnerships, and collaborate with local organizations. Through this work, the ARPA programs have created paths for distribution of information and collaboration with close partners in the different categories. Residents also have more opportunity to access resources that are available in their own language, which helps to promote transparency in the distribution of the ARPA funds.

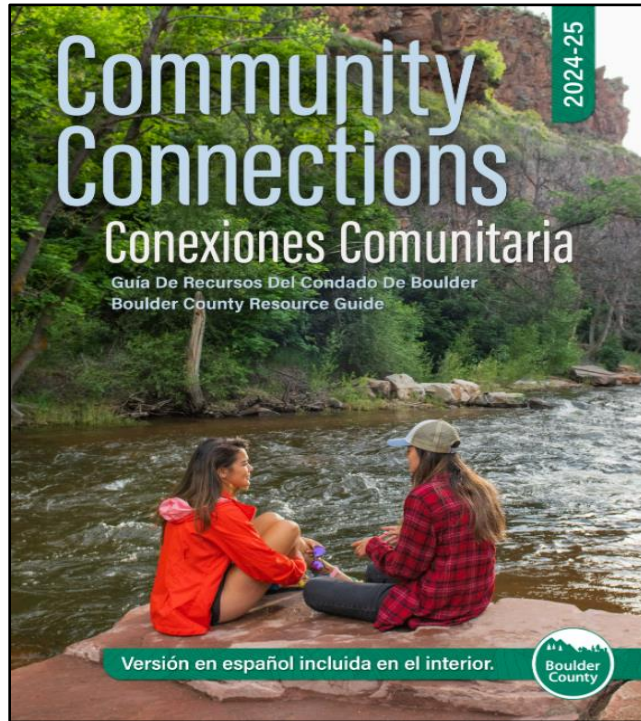
Phase 2 Community Engagement Approach

Phase 2 Vision

In an effort to center equity, Boulder County developed a resource guide that reached all residents living in the county. This guide, available in Spanish and English, highlighted the different programs in the county that are accessible to residents. For example, Family Connects one of the ARPA programs was highlighted in this publication. The goal was to give residents an opportunity to learn about these

programs and to reach residents that experience digital accessibility issues, a disability, language barriers, or that have difficulty navigating the county’s website. The figure below shows the cover of the resource guide.

Figure 12. Image of resource guide publication for county residents



Phase 2 Approaches

The new programs made possible by ARPA funding were, and continue to be, a collaboration between residents and community leaders from nonprofits, cities, businesses, local government, students, and lived experiences. A key to a successful collaboration is to work closely with community members that have earned the trust among of most impacted members in the county.

Through extensive community engagement, the team has transitioned to co-creating with program managers the communication and engagement plans during their implementation phase. Below are some of the strategies the community engagement and communications team supported in the implementation in Phase 2:

- Biweekly support meeting with managers in each project to plan public engagement strategies.
- Bimonthly ARPA Newsletter updates and interviews that are currently shared with 787 residents.
- Supporting interviews by contacting journalists at local radio stations, newspapers, and television. Coordination of staff or County Commissioner to be interviewed, and preparation of news release packages.
- Creation of materials like flyers, social media content, talking points, news releases, and website updates.
- Outreach event coordination for four resource fairs. Facilitation of translation and interpretation while meeting with the public.
- Culturally responsive approaches to engage with different communities.

Internally, the ARPA Team supported many programs, not just in the planning and implementation phases but also during the rollout to the community. Some of the strategies included summer events and resource fairs. This year, Boulder County attended events as a united front with at least eight departments represented. This allowed the county to share information about current ARPA programs, timelines, applications, and websites. In the engagement approaches, the team chose to attend the Cinco de Mayo, Nepali Jatra, Art Night Out, and Louisville Street Fair to bring accessible information in person to different communities across the county.

Figure 13. Louisville Street Fair, 2024



Beyond offering support, the ARPA Team has prioritized the long-term sustainability of these programs. The team has done this by focusing on fostering and maintaining new and established internal and external relationships. Different departments within Boulder County government are collaborating and using their resources for joint efforts in the engagement process. The external relationships were deepened with different non-profits with outreach programs that highlight their work and extend their reach, and new relationships are being developed with new grantees and partners. Built over the years, these relationships can continue to strengthen ties between local government and the community.

Boulder County's goals for the initiation and continuation of programs in the coming years is to continue to progress along the spectrum of community engagement. As we reflect, some of these projects exceeded their strategies by moving across the spectrum by finding ways in which Boulder County can inform, involve, consult, collaborate, and continue to build more trust among residents. The community showed throughout the engagement that collaboration is key to build trust and that listening to community is how county staff can really help residents succeed in their areas of need, over time.

The chart below outlines community engagement strategies (Stance Towards Community) and their impact on project delivery (Impact). Examining the chart as applied to different ARPA programs can reveal Boulder County's progress toward a more inclusive and empowering community engagement

(e.g., informing to involving). The message to the community details the experience from using these strategies.

Table 3. The Spectrum of Community Engagement to Ownership

Stance Towards Community	Ignore	Inform	Consult	Involve	Collaborate	Defer To
	0	1	2	3	4	5
Impact	Marginalization	Placation	Tokenization	Voice	Delegate Power	Community Ownership
Community Engagement Goals	Deny access to decision-making	Provide the community with relevant information	Gather input from the community	Ensure community needs and assets are integrated into process & inform planning	Ensure community capacity to play a leadership role in implementation of decisions	Foster democratic participation and equity through community driven decision-making. Bridge divide between community & governance
Message to Community	Your voice needs & interests do not matter	We will keep you informed	We care what you think	You are making us think, (and therefore act) differently about the issue	Your leadership and expertise are critical to how we address the issue	It's time to unlock collective power and capacity for transformative solutions

Gonzales, Rosa (2019). The Spectrum of Community Engagement and Ownership. Facilitating Power.

The Phase 2 Working Groups’ recommendations helped Boulder County staff and leadership better understand the needs of community members. The groups determined how to shape and address the disparate impacts left by the pandemic through projects and programs aimed at the identified areas of need.

Examples of Community Engagement

Housing Affordability

To support programs serving the Housing Affordability category, the Department of Geography from the University of Colorado Boulder (CU) helped conduct a community survey asking questions about which issue areas needed support in the mobile home parks located in the areas of Longmont, Lafayette, and unincorporated Boulder County. The mobile home parks in these areas were surveyed door-to-door with the help of Promotoras de Salud (“Health Promoters”) from El Centro Amistad and students from the Department of Geography from CU. Note that city of Boulder residents were surveyed previously.

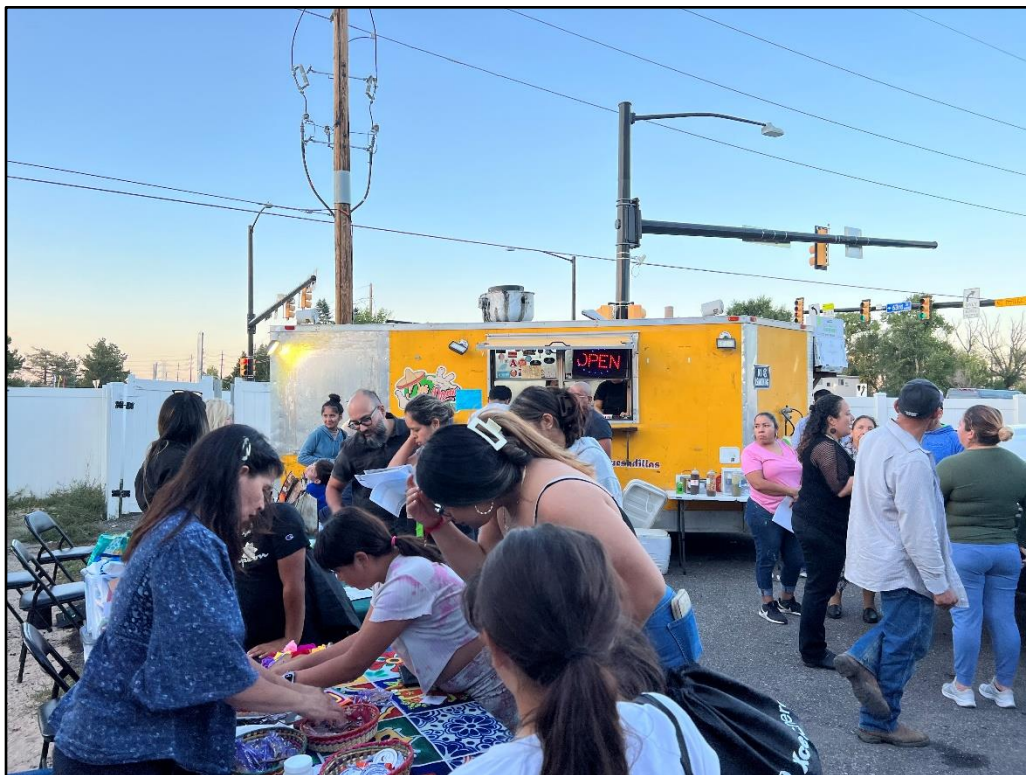
The internal staff at Boulder County gained an understanding about the following main areas from the survey: age, race and ethnicity, language, number of family members, ownership status, transportation challenges, repair needs, disabilities, financial benefits, and income. Even though this information will continue informing the next steps in the Manufactured Housing Program to determinate allocation of funds for residents living in mobile home parks, some residents in the unincorporated Boulder County area shared with the ARPA team other areas of need the survey wasn’t able to capture. This gave county staff an opportunity to better understand the conditions these residents were living in and what parks needed to be prioritized. Below are some important findings from the CU manufactured housing park survey report:

- An overwhelming majority of survey respondents own (90%) as compared to rent (10%) their homes.

- Nearly 70% of survey respondents identified a yearly household income under \$40K, and only 9% have a yearly household income over \$60,000 as compared to the median household income of \$92,466 for Boulder County.
- Demographically, most survey respondents identify: their gender as female (67%); their age as over 40 (79%); and their race/ethnicity as Hispanic, Mexican, Central, South American, or Spanish heritage (66% combined).
- Respondents identified the need for improved infrastructure, home repairs, and difficulties of being able to pay lot rent and utilities and meet other basic needs, particularly for households with retired individuals on fixed incomes or households with annual household income less than \$20,000.
- Homes with at least one person with a disability are more likely to have a lower annual household income than homes without a disabled person living in the home.

Involving the community for their feedback facilitated conversations, resulting in a total of 252 respondents. The survey results offered Boulder County insights in these different areas: home repairs, ownership status, transportation challenges, utility services, and potential interest in purchasing the mobile home park to make it resident owned. For the strategic planning of the Manufactured Housing Program upgrades activity, the survey results were an important piece to the creation of a pilot program focusing on repairs. The distribution of these funds focused on Columbine Mobile Home Park and Orchid Grove Mobile Home Park in Boulder to be the first communities to start the repairs.

Figure 14. Resource fair at Columbine Mobile Home Park, September 21, 2023, in partnership with the City of Boulder



This pilot provided the opportunity for the county to work with the City of Boulder to address needs in unincorporated Boulder County, where communities have felt neglected and overlooked in the past. Thanks to this engagement, the City of Boulder and Boulder County continue their partnership to deliver support to residents not only with their repairs but in other areas of need. Some of the areas fall under food assistance, health coverage, housing affordability, and mental health services. Some of the distrust felt in these communities has eased, and as their homes are being repaired, county and city staff are ensuring clear communication and following up with residents in moments of need.

The Columbine Mobile Home Park is more than halfway into the repairs of the homes. Residents like Maria pictured below feel grateful that these repairs are being done and that this support helped her family obtain a better quality of life. As seasons change, repairs in roofs, windows, and skirts have given many residents in the park a relief during hot and cold seasons.

Figure 15. Columbine Mobile Home Park May 13, 2023, Maria's family got a new roof



In addition to supporting an economically equitable recovery and affordable housing through these repairs, the Manufactured Housing Park Acquisition and Upgrades program embarked on a Resource Fair engagement in summer 2023 during the months of July, August, and September. A bilingual resource fair was held at Columbine Mobile Home Park with the assistance of the departments in the areas of Financial Assistance, Food Assistance, Health Coverage, and Housing. Many residents were able to obtain support by talking with a staff person in English or Spanish. This resource fair gave Boulder County residents an opportunity to engage in a place where they felt safe. A goal for future resource fairs is to connect our programs with residents as part of the strategic planning to bring more resources to communities that often feel left out or ignored.

The results from the survey opened the door for more equity not just in repair support, but also on the day-to-day areas in which families are struggling to meet their needs. Since there is more need than funds to address the living situation of families around the county, there is more do to in the strategic

planning of this program. For this program to be able to move forward and support different mobile home parks in an equitable and transparent way, remaining funds need to be distributed to different parks around the county and not only one specific area. Below are some pictures of different resources fairs.

Figure 16. Resource Fair at San Lazaro Mobile Home Park September 7, 2023. Boulder County Housing and Human Services staff sharing resources with the community



Figure 17. Arbondale Resource Fair in Lafayette, August 13, 2023



The pilot program in the communities of Columbine and Orchid Grove will support the allocation of more funds into the repair program. The long-term vision of this program can assist communities that were surveyed in Longmont and Lafayette; communities in Lafayette and Longmont are waiting to see what support will be available for them moving forward.

The Manufactured Housing Park Acquisition and Upgrades project also started an engagement in Mountain View mobile home park in September of 2022. The approach began when the park owner decided to sell the property. When residents found out about the sale, many of them united and advocated to not lose the ability to continue living in their homes. Many of them were scared that an investor would buy the property, making the rents increase. Since this effort was happening as the owner wanted to sell the property, an outreach campaign from Boulder County and Thistle Community Housing was coordinated to inform residents about the different options available to them for home ownership.

Engagement started by inviting residents to community meetings with Thistle and Together Colorado, two local organizations dedicated to empowering communities and assisting mobile home park residents in preserving affordable housing. Boulder County and the partners hosted several in-person meetings where they explored the concept of Resident Owned Communities (ROCs), where homeowners collectively purchase the land that they live on through a cooperative. The engagement and collaboration between partners opened the moment for the residents to form a cooperative.

Many residents attended the meetings hoping that this could provide the ability to own the land and not worry about losing their homes. Residents decided to move forward with the process after evaluating different options, which included the opportunity to obtain a forgivable loan of \$1.1 million from Boulder County and \$500,000 from the City of Lafayette. After more funding opportunities from the state and a loan from ROCs, the community at Mountain View Mobile Home Park, known now as La Luna Cooperative, can sleep in peace because they will not have to leave their homes or the park. This effort is a summation of the policy changes, alliances, and relationships between local government and organizations providing guidance to community members. It also gave an example to other residents that a community working together with local government support is possible when information and resources are available to them. Like Laverne Shafer, president of the board at La Luna Cooperative, said, "Our motto has always been not to leave anyone behind." The community was able to keep all residents to stay and afford the ownership of the park.

Figure 18. Board of La Luna Cooperative ribbon-cutting celebration May 18, 2024



Last year, the ARPA Team was able to promote an ARPA housing program through an interview with a video/radio station. The interview featured the Willoughby Corner housing development and aimed to reach Spanish-speaking communities trying to find affordable housing options. Affordable housing has been a struggle for many families and residents living in the county for many years. Therefore, Commissioner Marta Loachamin and the Housing Development Manager shared information about Willoughby Corner with the goal of getting residents on the waitlist. Not only did the interview help the program reach the Spanish-speaking community and many more residents, but the video and audio were also shared over social media platforms and on one radio station. This helped the program reach residents that often don't access the Boulder County website. This information is currently being shared with the public in events, newsletters, and community partners calls.

Figure 19. Willoughby Corner Interview with Commissioner Loachamin and the program manager for the project



Mental Health and Social Resilience

Under the Mental Health and Social Resilience category, the Community-Wide Navigation Hub program's main goal is to support navigation and care coordination to appropriate mental and behavioral health services for all Boulder County community members. Last year, the Community-Wide Navigation team started an internal collaboration between different departments in Boulder County to obtain input about the implementation of the program. During this collaboration, the program started receiving referrals to help individuals navigate resources. Some of the first referrals came from the juvenile justice system. These referrals gave youth the opportunity to obtain support in different areas as they began reintegration into the community.

Since June of last year, the Community-Wide Navigation Hub team started a Community Advisory Group that oversaw advising the pilot process and the rollout of the program. During this time, the Community Wide Navigation Hub and the Mobile Response teams merged their efforts under the name WellMind Connection. This was with the desire to offer integrated services to triage calls through a navigation hub and be able to seamlessly deploy the Mobile Response Team for individuals in moments of crisis. Residents can connect with both teams via phone, email, or website.

The next part of the rollout process focused on connecting with a group of agencies, like Brújula Comunitaria, El Comite, LEAF, Luna Cultura, OUT Boulder, Parents Involved in Education, and SPAN, that all support Latinx individuals. Thanks to these partnerships, focus groups, and conversations, the Community-Wide Navigation team was able to obtain valuable feedback about how to improve their services for the community.

The WellMind Connection teams just launched a [website](#) that will give residents a direct contact to resources while also connecting them with a navigator. During the engagement period, community members shared that they feel secure to seek help when they access a website that isn't tied to the government. WellMind's website is a dot.org address rather than dot gov. Currently, the WellMind Connection teams are attending different events locally to share about their mission and present themselves as a program outside of Boulder County. Interviews with Telemundo, local radio stations, and a local newspaper served as a gateway for more community members reaching out to gain more information about the different services.

Figure 20. Community-Wide Navigation Hub and Mobile Response Team (publicly branded "WellMind Connection") staff photo



In the Mobile Response Team, the staff strengthened their equity approaches not only focusing on delivering equity throughout their programs but also their internal hiring process. The vision for the Mobile Response Team was to have a fully bilingual team that would be able to serve monolingual Spanish-speaking residents in Boulder County with the same preparation they would have for residents that speak English. The hiring process centered equity in acknowledging the common barriers that Latinx workers encounter when it comes to job applications. The team focused on removing barriers for Spanish-speaking populations that have difficulties accessing higher education. The creation of a job application that was attractive and offered equal pay and basic qualifications gave a wider range of candidates an opportunity for a job. Some of the barriers that were removed from the job application were:

- Applicants could have a general bachelor's degree;
- They were not required to have a license as a counselor to be able to work;
- A reclassification in the position gave the job posting an opportunity to compete with job postings hiring licensed counselors;
- Training opportunities were shared with the applicants during interviews; and
- Equal pay focused on the bilingual requirement.

This demonstrates that there is an opportunity for government or institutions to remove barriers to help serve the communities that often struggle to find and access opportunities and resources.

One opportunity that the staff had was attending an intensive training with the Lay Counselors Academy. The training touched the basis of counseling, an equivalent of a master's degree that can be completed in four months. The trainings were held in New York City and Los Angeles. This training gave 11 people the ability to advance their career development while being compensated during the time they participated in the trainings and becoming more prepared for the work ahead.

Figure 21. Mobile Response Team working together



Economic Challenges

Under the Economic Challenges category, the Family Connects program is an evidence-based approach that focuses on achieving optimal child and family well-being through universal newborn nurse home visitation. To date, 500 households have been served by the program since it began the team hopes that this number will increase as more outreach and partnerships are formed. Currently, the program offers support to all Boulder County households and mothers giving birth at a Boulder County hospital.

Family Connects nurses visit families three weeks after their delivery. Families can schedule an appointment online to choose the day, time, and nurse they would like to be in contact with.

To make this program accessible to all families, the team at Family Connects wanted to prioritize the voice of marginalized communities by focusing on communication, outreach events, and the use of technology. As part of their strategy, a group was formed in 2023 called Family Voice Ambassadors. The Family Voice Ambassadors is a semi-autonomous group serving as a community advisory board. The group consists of 50% Spanish-speakers, and it is co-facilitated by two bilingual and bicultural staff. The focus group was formed to help the Family Connects team understand what areas the program is creating meaningful impact with the community or where there are barriers. The group gathers in-person once a month where interpretation is offered for all the meetings. The Family Voice Ambassador advisory group helped advise Boulder County staff on making the service delivery and information as

culturally responsive as possible. Some of the strategies used with the support of the ambassadors were:

- The launch of a bilingual bus ad campaign focused on the city of Longmont;
- Spanish-language radio ads to engage with the Latinx community;
- Work with local area hospitals to help families schedule a visit from a nurse prior to discharge; and
- A self-scheduling platform called "Simply Book" to help families sign up for their own visits in their language of choice. Upon request, an interpreter can attend the visit with the nurse. Moms can navigate the platform in many languages.

Figure 22. Family Voice Ambassadors recognition event at public health summit



In these ways, ARPA funds invested by Boulder County not only addressed housing affordability, mental health and social resilience, and economic challenges but also embodied transformative, community-led practices. From the inception, Boulder County prioritized centering community voice when deciding how to invest ARPA funds by creating and deferring to community-informed groups. This focus continues throughout program design and implementation. From conducting surveys and convening advisory groups to better understand community perspectives, holding resource fairs, and engaging in equitable outreach campaigns to reach all residents, or ensuring participants can communicate in their preferred language through culturally responsive staff and thoughtfully created technological tools, Boulder County's commitment to community engagement is evident throughout its investment of ARPA funds.

LABOR PRACTICES

Capital Expenditure/Infrastructure Projects Labor Practices

Boulder County has moved forward with funds for an affordable housing project in Lafayette, CO (2.15.2 Housing Pipeline Willoughby Corner). Project funds have been distributed to the Boulder County Housing Authority for administration, and they have selected Pinkard Construction for the preliminary construction work.

Community Benefit Agreement

A Community Housing Plan and Affordable Housing Agreement has been signed between Boulder County Housing Authority and the City of Lafayette for the Willoughby Corner Project. Willoughby Corner will receive an exemption of the City of Lafayette's residential growth restriction, and 40 % of the units will be permanently affordable and deed restricted. This project will be built in four phases and will provide 400 units when complete, and is phased as listed below:

- Phase 1A – 63 Charter Affordable Housing Units (CAHUs) reserved for senior low-income renters; units are permanently deed restricted.
- Phase 1B – 129 low-income CAHUs that are permanently deed restricted.
- Phase 2 – 128 low-income rental units.
- Phase 3 – 64 for-sale affordable units and 16 market-rate units.

Overview: Workforce Practices, Employment Opportunities, and Labor Practices

Pinkard is a non-union contractor and does not have general labor contracts, but still has a competitive pay plan for workers. Pinkard does not intend to certify that a project labor agreement will be included and will not be adhering to the Davis Bacon guidelines and reporting for payroll. Workers on the project will receive wages and benefits that will secure an appropriately skilled workforce in the context of the local or regional labor market and may receive the prevailing wage dependent on the machinery operated.

Laborers will receive between \$20 to \$25 per hour with fringe benefits of \$5.07 per hour for a total of \$25.07 to \$30.07 per hour. Operators will receive a minimum of \$26 to \$33 per hour with a fringe of \$7.12 per hour for a total of \$33.12 to \$40.12 per hour. There will be a total of 12 employees of the contractor and sub-contractor working on this project. There have been no direct hired employees for this project, but if additional employees are required Pinkard will prioritize local hires. Pinkard has ensured that the project has ready access to a sufficient supply of appropriately skilled and unskilled labor to ensure high-quality construction for the life of the project as this project uses only a small portion of Pinkard's entire workforce.

Pinkard requires all employees to maintain a high level of safety awareness. They have a Safety Plan and an Employee Safety Manual. They hold weekly Toolbox Talks to highlight and review safety issues. Their superintendents on the project have OSHA10 and OSHA30 certification.

PERFORMANCE REPORT AND PROJECT INVENTORY

Phase 1 Immediate Needs Projects

1.2.1 Boulder County Public Health COVID-19 Testing Complete - Final Amount \$200,992.19

Project [Identification Number]:
Fund 117, Service 1010, Project 102493, Task 15, 1.2.1 BCPH COVID-19 Testing
Funding Amount: \$201,985.87
Projected Duration: 24 months – Ended 12/31/23.
Project Expenditure Category: 1.2 COVID-19 Testing^

Project Overview

Boulder County Public Health (BCPH) worked 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 continued to support the BCPH testing coordinator, and a supply of COVID Test kits now that the Public Health Emergency has ended, and tests are no longer covered.

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 five output measures and five outcome measures for this and the BCPH Community Vaccine Outreach project. This project also includes personnel costs for a COVID-19 Testing Coordinator, along with strategies that provided broad access to PCR and rapid antigen testing. This testing project shifted their focus in 2023 to distribution of COVID at home test to priority populations (low-income residents, shelters, and jails) due to the CDPHE no longer providing free test kits.

From August 2021 through June 2022 BCPH focused on five output measures: Boulder County and State COVID-19 cases, hospitalizations, vaccinations (first and second dose), deaths, and the number of tests administered each month.

- For Boulder County the average number of cases per 100,000 was 34 for quarters three and four of year 2021, 84 for the first quarter and 35 for the second quarter of 2022.
- The average number of hospitalizations per 100,000 was 128 for quarters three and four of year 2021, 98 for the first quarter and 48 for the second quarter of year 2022.
- The average number of deaths per 100,000 was 19 for second and third quarter of 2021, and 20 and 18 for the first and second quarter of year 2022 respectively.

- Vaccinations ranged from a high of 32,390 and 32% boosted for the second and third quarters of 2021 to around 2000 and 67% boosted by mid-June 2022.
- Deaths in Boulder County hovered around 19% between August and December 2021, peaking at less than 20% in the first quarter of 2022 and decreasing to 18% for the second quarter 2022.
- The average number of COVID tests administered in Boulder County was 2,408 for August through December 2021, 2,466, for first quarter of year 2022 and 1461 for the second quarter of 2022.

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 one represents the community challenges associated with the delta variant, quarter two represents the omicron variant, and quarter three represents omicron subvariants and the release of mask orders. Hospitalizations peaked in quarter one and decreased in quarters two and three 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 one protected individuals from severe disease (hospitalizations). Death rates in Boulder County decreased significantly in quarter three as compared to quarters one and two. 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 5,700 tests per day and a minimum of 514 per day.

The shift in year 2023 was to ensure sufficient tests would be available for priority populations (low-income residents, shelters, and jails) due to the Colorado Department of Public Health and Environment no longer providing free test kits. Boulder County purchased and distributed 7,704 private COVID test during 2023.

Required KPIs² – N/A

1.4.1 Juvenile Assessment Center FTE Complete – Final Amount \$130,084

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: 24 Months – Ended 7/31/23.

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 operated continuously in person as a secure juvenile detention facility for Boulder County law enforcement. The Juvenile Assessment 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.

² KPI means Key Performance Indicators.

The need for well-trained and sustained full-time positions has been a critical need throughout COVID-19 and the recovery to maintain safe and secure care for the county’s most vulnerable families and juveniles. The scope of work for this award extended two full-time term positions throughout the COVID-19 recovery.

Use of Evidence – N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

Goals of this project 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, to provide a critical essential function for Boulder County.

Throughout the pandemic, and even during recovery, staffing the JAC was 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 was 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 term employees allowed Boulder County to employ fewer hourly staff, not go over budget, and focus on staff retention in full time positions.

- The term employees covered 488 hours that would normally be covered by hourly staff, this saved \$46,036.90 from the hourly staff budget.
- The JAC had up to twelve FTE vacancies in 2021-2023, staff used 2,382 vacation hours, 1,522 medical hours, 2,425 holiday hours, 837 COVID hours, 120 hours of FMLA, 6,532 hours of paid recognition, 15 hours of administrative leave, and 72 hours of bereavement, which were partially covered by the term employees.

The balanced combination of full-time staff, fewer vacancies, term employees, and additional hourly flexibility allowed the JAC to continue to serve at-risk youth in the community without interruption, serving 284 at risk youth during the period of this project. This program will continue through 2024 after depletion of ARPA funds.

Required KPIs - N/A

1.7.1 Boulder County Public Health Vaccine Community Support Complete – Final Amount \$1,622,573.81

Project [Identification Number]:

Fund 117, Service 1010, Project 102493, **Task 14 1.7.1 BCPH Vaccine Community Support**

Funding Amount: \$1,656,570.11

Projected Duration: 24 months – Ended 12/31/23.

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

Project Overview

Funding supported 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, 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 business and community needs related to COVID-19.

Use of Evidence – N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The initial goal was to increase vaccination rates for those residents who may be hesitant to vaccinate, and eventually decrease COVID-19 transmissions in Boulder County. Despite the end of the PHE in May 2023 Boulder County still considered the response to COVID-19 a public health priority but has shifted their focus into a less acute phase of the pandemic. With the increased immunity from vaccinations and infections, and the availability of therapeutics BCPH transitioned from an emergency phase to begin the process of stabilization. The COVID-19 response team identified eight output measures and four outcome measures for this project. Funding for this project 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. Over the course of the pandemic, BCPH administered more than 27,000 vaccines to more than 17,000 clients in a variety of settings, including (but not limited to) the Boulder County Fairgrounds, St. Vrain Community Hub, assisted living facilities, homeless shelters, faith-based organizations, and the mega-cultural Latino event “Day of the Dead Celebration” that was held in Longmont. On March 16, 2023, the BCPH Immunization Program transitioned the multi-year COVID-19 vaccination clinics at the St. Vrain Community Hub to CDC’s long-standing Vaccines for Children (VFC) Program clinics at two locations – the St. Vrain Community Hub in Longmont on Mondays and the Sundquist Building in Boulder on Wednesdays. The VFC Program provides vaccines for the uninsured, the underinsured, and the Native American population. Moving forward Boulder County Public Health will:

- Continue offering COVID-19 vaccinations as part of VFC Medicaid clinics with dedicated COVID-19 nurses.
- Work with early care and education communities and local school districts to message the importance of back- to-school vaccinations, including COVID-19.
- Build a robust back-to-school staffing plan to ensure capacity to meet community demands.

- Build a comprehensive data surveillance system, including mapping of COVID-19 vaccines, to identify areas in the community with high social vulnerability (based on CDC definitions) and low vaccine uptake.
- Rebuild connections with healthcare partners to ensure they are aware of the impacts on vaccine availability once the public health emergency ended.
- Continue monitoring the COVID-19 vaccine supply and ensure availability for priority settings of jails and long- term care facilities, as well as CDPHE-sponsored vaccination community outreach.
- Work with BCPH Communications staff to develop a fall and winter communications plan.

The majority, or approximately one out of five COVID-19 cases, occurred among residents 23-34 years of age. Over half of hospitalizations occurred among those 65 years and older, and approximately 87% of deaths were associated with people aged 65 years and older. The Boulder County Hispanic population was disproportionately impacted by COVID-19. Overall, the Hispanic and BIPOC population compared to White/Non-Hispanic population cases were 1.5 and .84, hospitalizations were 3.0 and 1.04, and deaths were 2.20 and 1.05 times the White/Non-Hispanic rates respectively. If the overall numbers were broken down into phases from the onset of the pandemic through March of 2023, the rates for Hispanic populations decreased from 3.0 to 1.19 for cases, 6.95 to 1.71 for hospitalizations, and 3.10 to 1.64 for deaths. For the BIPOC community the numbers also decreased in all tracked outcomes but cases. Cases went from .82 to .85, hospitalizations from 1.74 to .65, and deaths from 2.09 to .33 times the White/Non-Hispanic rates. These trends reflect how agency efforts to reach a heavily impacted priority population substantially improved health outcomes over time.

Required KPIs – N/A

1.7.2 Low Wage Workers *THIS PROJECT HAS BEEN CANCELLED*

2.1.1 Boulder County Public Health – Food Insecurity Complete – Final Amount \$130,178

Project [Identification Number]:

Fund 117, Service 1010, Project 102493, **Task 18, 2.1.1 BCPH Food Insecurity**

Funding Amount: \$130,178

Projected Duration: 24 months - Ended 12/31/2023.

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

Project Overview

BCPH increased 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 Electronic Benefit Transfers (PEBT) benefits. WIC recipients were offered weekly home delivery of fruits and vegetables based on a farmer’s market model that provides reliable and consistent nutrition benefits, while supporting local farmers and agriculture partners. SNAP and DUFb participants received 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 support nutrition security and helped 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 vouchers 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](#) (opens in a new tab) 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. 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%) is the high cost of healthy foods.

The full amount of the project is being used in evidence-based interventions, \$130,178.

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

Goal was 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 and continuing through 2023. WIC families were able to access \$20/week in vouchers for eligible WIC foods at the Boulder and Longmont Farmers Markets or via home delivery. Initial results showed vouchers being used by mostly white, non-Hispanic households. This was due in part to large funding gaps, which were eliminated. To increase Latinx families' participation in the program, Boulder County started an advisory board that included program participants. Recommendations such as hiring bilingual and, when possible, bicultural food access staff to work at farmers markets, and starting home deliveries during the COVID-19 pandemic increased Latinx participation. The Double Up Food Bucks incentives are also available to low-income participants.

Outputs are identified in the table below.

- Total Incentives Redeemed WIC – \$39,378
- Total Incentives Redeemed DUFB – \$90,800
- SNAP/WIC Transactions – 4,926
- 2,953 households were served with this funding, from project inception through 12/31/23.
- Boulder WIC families purchased over \$2.3 million of food in in 2023 using their WIC food benefits, supporting their families' health as well as the local economy. Rising spending reflects increased participation in WIC, increased utilization of benefits and increased value of the WIC food package.
- Boulder WIC supported almost 5,000 individuals in 2023, 73% of whom identified as a non-white race/ethnicity and 27% who spoke a language other than English.
- Boulder WIC families purchased \$735,153 worth of fruits and vegetables in 2023 using their WIC food benefits.

Boulder County prepared a survey of households who participated in the program during the fourth quarter of 2023. The survey questions in the program evaluation are validated food security screening

questions. Other questions included in the survey are used by the USDA GusNIP grant to evaluate food security programs across the country. Some questions that will be asked are:

- What makes it most challenging for you to buy fresh produce? 72% families say that cost is their biggest obstacle to consuming more fruits and vegetables.
- As a result of shopping at this farmer's market this season, the variety of fresh fruits and vegetables I have eaten has (decreased greatly – increased greatly). 97% of WIC participants report increased variety of fruits and vegetables consumed.
- As a result of shopping at this farmer's market this season, the number of fresh fruits and vegetables I have eaten has: (decreased greatly – increased greatly) 95% of WIC participants report increased consumption of fruits and vegetables.
- Food security questions: 95% of WIC participants report improved food security and 84% of WIC participants report an improved ability to create balanced meals.

Outcomes measured through responses to the above survey. Questions that were asked within the survey were:

- 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. 95% of WIC participants report improved food security.
- As a result of the WIC farmers market program, I am better able to afford balanced meals. 84% of WIC participants report an improved ability to create balanced meals.
- As a result of shopping at the farmers market this season, it is easier for me to have access to fresh fruits and vegetables. 97% of WIC participants reported an increase in variety of fruits and vegetables consumed.
- As a result of shopping at the farmers market this season, the amount of fresh fruits and vegetables I have eaten has: (decreased greatly – increased greatly). 95% of WIC participants report increased consumption of fruits and vegetables.

Required KPIs

Number of Households Served by the Program: 2,953

2.2.1 Eviction Representation

Project [Identification Number]:

Fund 117, Service 1010, Project 102493, **Task 21, 2.2.1 Eviction Representation**

Funding Amount: \$154,325

Projected Duration: 18 months – Projected End 12/31/2024

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

Project Overview

The City of Boulder's "No Eviction Without Representation" program provides legal aid and representation to those who are facing eviction and cannot afford legal support. The City of Boulder (COB) program is funded by a landlord fee required through a ballot measure. However, similar services were 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 continued to increase, and funds

were needed to provide these services. Currently, the City of Boulder contracts with Bridge to Justice (BJ), and this agency has been taking on non-COB clients on an as-needed basis. More funding was 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 was allocated for the continuation of this programming for Boulder County (non-COB) clients to cover the previously received supplemental funding and continued programming for Boulder County-specific services. Additional need was identified by BJ at the end of 2023, and funding was increased from \$50,000 to \$154,325 in 2024. Services and information are provided in English and Spanish.

Use of Evidence – N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

This project did not start until April 2023, after state funds for eviction representation were exhausted. The City of Boulder has a sustainable funding mechanism to support the ongoing need of eviction representation within the City. BJ has been successful in accessing state-level ARPA funds to serve some countywide residents. Boulder County ARPA dollars have served as a stopgap to prevent inequitable access to these services across Boulder County. In January 2024 when state funds were going to be exhausted by February, County ARPA funds became the primary resource to continue providing these services equitably across the county. Boulder County experienced savings from other ARPA funded programs and efforts, and more funds were available to be reallocated to these services. It is more cost-effective to keep people housed in their current situation than to have them evicted, experience homelessness, and/or be subject to the already strained housing market of Boulder County, including increased costs to rent or purchase of homes.

The program outcomes are to prevent evictions, increase dismissal of eviction cases, mediate, and negotiate better outcomes for tenants and landlords entering into stipulated agreements, negotiate additional move out time, and ultimately prevent homelessness. The program to date has prevented evictions in 63% of cases, a 26% increase compared to pre- Eviction Prevention and Rental Assistance Services. Expanding eviction representation countywide allowed BJ to serve more tenants facing an eviction and, in turn, prevent more evictions. For the Boulder County (non-City of Boulder) eviction cases, cases were dismissed in 12% of cases, entered into a stipulated agreement to allow the client to vacate in exchange for a later judgment for possession in 29% of cases, and negotiated extra time to move out in 24% of cases. The program's effectiveness increases when reaching tenants prior to the eviction return date and as the program becomes more established in the community.

Required KPIs

Number of households receiving eviction prevention services (including legal representation): 184

Number of affordable housing units preserved or developed: 118

2.3.1 Left Behind Workers Fund Complete – Final Amount \$299,999

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) provided financial support to workers that were adversely impacted by the COVID-19 pandemic and ineligible for unemployment insurance and stimulus funds. The LBWF provided \$1,000 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 -N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The goal of the Left Behind Workers fund was to increase access to the financial benefits of unemployment insurance to those who otherwise would not qualify.

Outputs were as follows:

- Direct cash assistance payments were made to 185 individuals who income qualified and met all other program requirements.
- Industries represented in the disbursements were: janitorial (66), landscaping (24), restaurant (41), painting (7), childcare (3), hotel (2), food (3), construction (9), and other (30).
- The number of children indirectly impacted was 373, with 97 under the age of five. The average payment was \$1,426 per recipient, the average age of the recipients was 40, and 82 of the recipients were male while 103 identified as female.

Outcomes were as follows:

- LBWF demonstrated that the funds helped recipients keep their housing (65%), ensured their family had enough to eat (58%), and prevented them from going into debt (31%). Not only did these funds enable economic resiliency and prevent further destabilization for families, but they also improved mental and emotional well-being amongst recipients, reducing stress (69%) and worry (48%) amongst recipients.
- LBWF also provided an entry point for community-based organizations to bring hard-to-reach populations into formalized networks of social support over the medium and long-term. 94% of recipients said they were more likely to seek services from the partner community organizations as a result of the cash assistance program, helping lay the groundwork for a long-term and durable support infrastructure for recipients.
- Boulder County provided \$299,999; to support this effort over \$38 million was collected and distributed across Colorado.
- One of the tenets of the Left Behind Workers Fund was to engage in systems change through policy reform, helping to create a permanent solution to support the undocumented community.

Impact Charitable worked to leverage lessons learned, experiences of the participants, and data generated from the Left Behind Workers Fund to inform state-level policy efforts. This led to the state legislature’s passage of SB22-234, formalizing unemployment assistance for undocumented individuals throughout the State of Colorado. This legislation is the first of its kind in the nation and was built upon the foundation of the Left Behind Workers Fund and the thousands of community members it served.

Required KPIs

Number of Households Served by the program: 185.

2.4.1 Digital Divide Complete – Final Amount \$14,022

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 nonprofit vendors providing community services, procurement of goods and services, program tracking and reporting, and other related duties. The Digital Divide program provided devices and connectivity to youth, individuals, and families during the pandemic so they could access school, employment, services, and other resources.

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 nonprofits. 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

2.10.1 Employment Services Complete – Final Amount \$385,000

Project [Identification Number]:

Fund 117, Service 1010, Project 102493, **Task 2, 2.10.1 Employment Services**

Funding Amount: \$385,000

Projected Duration: 24 months

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

Project Overview

This Employment Services award funded staffing of five individuals to support the employment and re-employment needs of 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, referrals, and coaching and connecting to jobs. Two advisors worked at the St. Vrain Community Hub in Longmont and two worked out of the Boulder Office. This service complemented 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 Complete – Final Amount \$370,000

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 responded to the COVID-19 pandemic in that it addressed the direct needs of people who lost jobs due to the economic downturn initiated by the pandemic, helping people in the 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 Insurance Office (UI), and Workforce Boulder County’s VCC provided a place for people to reach resolution. The scope of work was answering calls, identifying the unique needs of each person, and determining 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

The goal was to provide 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 remained steady since the decline of unemployment, where most of the staff-assisted services occurred during the program year of July 1, 2021, to June 30, 2022. 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. While these projects refer residents to training, ARPA funds did not fund that training. During this project timeframe, 642 residents were enrolled in a training program, and 602 residents completed that training. *

Selected program information is as follows:

- Total of over 18,220 residents served.
- 48.7% were male, and 51.3% were female.
- 10% were between the ages of 14 and 24.
- 494 received workforce assisted services.
- 10,661 received staff assisted services.
- 161 received career guidance.
- 3,182 received job search activities.
- 4,689 were referred to employment.

*Required KPIs**

While these projects refer residents to Training, ARPA funds do not fund that training.

- Number of workers enrolled in sectoral job training: 642
- Number of workers completing sectoral job training: 602

2.11.1 Boulder County Public Health Childhood Health Other Complete – Final Amount \$159,264.54

Project [Identification Number]:

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

Funding Amount: \$172,000

Projected Duration: 12 months Ended 12/31/23.

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

Project Overview

Pandemic-related closing of childcare centers and increased earning pressure on families caused an increase in unlicensed childcare facilities. BCPH provided support to dozens of unlicensed providers through a bilingual/bicultural position serving previously unserved Family, Friends, and Neighbors (FFN) network providers to enhance child health outcomes and quality and adherence to public health guidelines. This included funding for childcare provider essential needs and equipment. Additionally, funding leveraged nurse family and other partnerships and provided extended subscriptions to developmental screening and parental training and educational services in English and in 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 were to increase unlicensed FFN childcare provider and parental training, increase child developmental screenings, and provide childcare providers essential needs and equipment. 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 and access to early childhood education training and learning materials.

Two FFN trainings were held in Boulder County – one in May 2022 and one in May 2023, with outcomes of increased childcare provider knowledge in child development and increased knowledge of organization business practices to operate a family home childcare program, which lead to increased quality of care for young children in our community. FFNs were also trained in the Providers Advancing School Outcomes (PASO) program which contained 18 training modules over a four-month period. Boulder County engaged community partners in reaching and supporting unlicensed caregivers by and through conducting Spanish Huddles, Head Start connections, and the licensing track. The outcome was networking opportunities of FFN providers, FFN provider voices being heard, and a newly created staff position at the Colorado Department of Early Childhood whose function is to recruit and network with FFN providers.

Nineteen families went through the LENA Start program which has been proven to be a key factor in healthy early brain development. LENA graduates increased adult words spoken to their children by 49 percentile points. They increased reading time with their children by 41%. 75% reported an increase in awareness of child development. 84% of families indicated that the program had a positive influence on parenting skills and understanding of child development.

Boulder County also used funds to perform 107 screenings through their GENESIS ASQ program. 90% of children screened with ASQ online were measuring on track for development. 10% 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 Complete – Final Amount \$68,215.03

Project [Identification Number]:

Fund 117, Service 1010, Project 102493, **Task 3, Category 2.17.1 Emergency Choice Vouchers**

Funding Amount: \$120,000

Projected Duration: 24 months Ended 12/31/2023.

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 provided support to individuals experiencing homelessness. This position helped 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 were 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 could 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 the [Housing and Urban Development initiatives](#).

Amount dedicated to Evidence-Based is \$68,215.03.

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The goals of this project were 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 eight individuals have Moved On from Permanent Supportive Housing into a self-sufficient living situation (without supportive services), and four individuals have benefited from the Landlord Flexible Funds and moved into units as a result. The project did not expend all of the funds allocated due to difficulty with finding landlords willing to accept vouchers. Remaining funds were reallocated to other ARPA projects.

Required KPIs –

Number of affordable housing units preserved or developed: 17.

2.37.1 DA Office Court Reporting Complete – Final Amount \$53,649

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 had 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 was 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 as a result of pandemic budget cuts. Thirteen primary homicide victims, with an additional 100-plus immediate family of homicide victims and 28 additional named victims of attempted homicide were served from August 1, 2021, through June 30, 2022. 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.

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: \$575,705.86

Projected Duration: 48 months (expected end 12/31/2026)

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 – N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The team hired a Senior Business Analyst in the last reporting period with plans to hire a Data Analyst contractor to assist with the collection and interpretation of data. The data team has worked to update pdf and paper project reporting forms to electronic formats to allow for electronic submission of quarterly and annual reports. This has helped the project and program managers and the ARPA Team to streamline processes and have data all in one place that is reportable and easy to manage. The data being gathered will be able to show the administrative team how the projects are affecting those in the community, gaps in services, ways that more can be done in all areas of the community, and more. The projects are collecting demographic data where possible as well as participating in Racial Equity Impact Assessment Tool analysis (REIAT) and Racial Equity Panel reviews to discuss ways to center race and equity in their projects and programs in the community. Boulder County also is using this data to further the county's equity goals, with ARPA being a model for broader Boulder County practices. For example, the Senior Business Analyst is currently conducted several program evaluations to better understand the impact and outcomes of ARPA funded programs. These evaluations will provide data-based evidence to Boulder County leaders as they consider potential long-term funding for current ARPA projects.

Required KPIs – N/A

6.1.1 Provision of Government Services, Digital Divide Complete – Final Amount \$557,384.95

Project [Identification Number]:

Fund 117, Service 1010, Project 102493, **Task 16, 6.1.1 Provision of Government Services, Digital Divide**
Funding Amount: \$557,396

Projected Duration: 12 months - ended 10/31/23.

Project Expenditure Category: 6.1 Provision of Government Services

Project Overview

The Boulder County Community Services Digital Divide Project supported seven nonprofit 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 had 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 fund partner nonprofits and County programs for a swift and efficient distribution of Immediate Needs funds to address digital accessibility challenges. Seven nonprofits and two internal departments were provided with devices to facilitate overcoming the digital divide to Boulder County residents. These nonprofits purchased or were provided with technology and devices to

augment and increase existing capabilities (e.g., video conferencing systems, internet and Zoom subscriptions, laptops, cell phones and data plans). These funds and devices increased access to services and decreased disparities for communities of color, low-income households and youth, and high-risk populations. The funds allowed these populations to gain and maintain access to vital technological tools not readily available pre-pandemic. This allowed community members to leverage new skills and opportunities, find new and better jobs, build social connections, and establish resiliency and stability. The project procured and distributed 640 devices to non-profits and internal departments, and 467 participants received training or one-on-one support through this program. 533 participants reported increased access to services as a result of utilizing their digital divide product or training.

Required KPIs – N/A

6.1.2/6.1.3/6.1.4 Provision of Government Services - Family Resource Centers Complete – Final Amount \$434,530.14 (Remaining funds switched to 2.34 Category)

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: \$1,500,000

Projected Duration: Projected end 12/31/24

Project Expenditure Category: 6.1 Provision of Government Services

Project Overview

Funds were provided to the Family Resource Centers (FRCs) 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 utility bills, food assistance, car repairs and insurance, gap funding to clients who do not qualify for other government assistance, and/or bridge funding while waiting on additional community resources. Due to the strong demand from residents on these FRCs, the funds were increased to \$500,000 each totaling \$1,500,000 for all three FRCs.

Use of Evidence - N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

A goal of funding the Family Resource Centers was to quickly get funds into the community through a trusted community organization resource. Funds were provided in the Revenue Replacement category to minimize the reporting burden of the FRCs. Many residents of Boulder County have existing relationships with the FRCs, who already serve at-risk populations. Several tons of food and direct financial assistance were distributed in one year, with increased funding provided in future years due to demand. Requests for assistance continue to outpace resources available, and the FRCs are having to make difficult decisions and implement additional guidelines for assistance to be as equitable as possible

with the funding provided. Most situations are very complex and require a significant increase in time and resources on the FRCs part.

Outreach United Resource Center (OUR Center) is an FRC serving Longmont and Northern Mountain region households. It uses ARPA funds to support one staff position to administer direct financial assistance (DFA) and food to vulnerable households. Over the past year, DFA has been used to support both rent and utilities. OUR Center continues to see households that are multiple months in arrears. Many households are seeking new housing with lower rents. The required deposit amounts are proving to be a barrier for many families. Despite the ARPA assistance to purchase food for its pantry, OUR Center's inventory is not keeping up with increasing need for food security assistance, and OUR Center has had to reduce the number of pantry visits from four to three per month. Outputs for OUR Center from inception through September 2023 were:

- Total pounds of food purchased: 58,996.
- Total DFA distributed: \$82,897.
- Total number of individuals served by the program: 1,640.
- Total number of households receiving DFA: 107
- Total number of households receiving DFA with children 0-17: 55

Sister Carmen is an FRC serving Eastern Boulder County households. It used ARPA funds awarded through this project to support vulnerable households in need of direct financial assistance (DFA) and food. Outputs for Sister Carmen from inception through September 2023 were:

- Total pounds of food purchased: 16,321.
- Total DFA distributed: \$186,214.
- Total number of individuals served by the program: 6,574.
- Total number of households receiving DFA: 2,182
- Total number of households receiving DFA with children 0-17: 646

Emergency Family Assistance Association (EFAA) is an FRC serving Boulder and mountain region households. It used ARPA funds through this project to support staff positions designed to work with unhoused families and support Food Bank staff, and to provide direct financial assistance (DFA) and food to vulnerable households. Additionally, EFAA utilized funds from this award to support Via transit services to provide on-demand transportation to residents in EFAA's mountain service area (including Nederland). Outputs for EFAA from inception through September 2023 were:

- Total pounds of food purchased: 58,781.
- Total DFA distributed: \$10,000.
- Total number of individuals served by the program: 2,501.
- Total number of households receiving DFA: 1,025
- Total number of households receiving DFA with children 0-17: 4

Phase 2 Projects

Economic Challenges

2.3.2 Economic Challenges – Direct Cash Assistance to Families with Young Children

Fund 117, Service 1010, Project 102493, Task 31, 2.3.2 Direct Cash Assistance to Families with Young Children

Funding Amount: \$6,000,000

Project Duration: 30 months

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

Project Overview

This project supports direct cash assistance to low-income families with young children aged 0 to 3 years old, that 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 and universal basic income, funding amounts are approximately \$300 per month per family with children aged 0 to 3. A contractor for this project has been selected and the contract process is complete. The project is currently in an advanced design stage and expecting to accept applications in August 2024.

Use of Evidence -To be determined.

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The Direct Cash Assistance to Families with Young Children Pilot Project, now branded as “Nurturing Futures,” aims to create and measure short-, mid-, and long-term impacts that improve outcomes for family units and each member of such family units. The program participants will be selected via a random lottery, and an interest website has been setup and is located at [Nurturing Futures - Boulder County](#). As a pilot for Boulder County, this project will be evaluated against a control group of families not selected by the lottery for participation in the program to attempt to measure the following outcomes (with the potential to add more, as project development reaches final stages).

Immediate outcomes may include:

- Increased ability to meet basic needs.

Intermediate outcomes may include:

- Improved economic stability (i.e., increased ability to withstand financial hardship and crisis)
- Improved health and well-being
- Increased access to early childhood education and improved child development
- Increase in employment choice and satisfaction.

Long-term outcomes may include:

- Improved quality of life via economic mobility and financial stability (greater financial stability and economic resilience)
- Increased capacity for social and community involvement and subsequent protective factors such as the ability to handle other priorities in life, spend quality time with loved ones, and caregiving.
- Decreased number of community members at risk of requiring intervention-level supports related to child welfare, substance abuse treatment, and mental health crisis services.

Required KPIs

Number of Households Served: ~750.

2.12.1 Family Connects Home Visitation

Fund 117, Service 1010, Project 102493, Task 32, 2.12.1 Family Connects Home Visitation

Funding Amount: \$2,000,000

Projected Duration: Project end 12/31/2024

Project Expenditure Category: 2.12 Healthy Childhood Environments: Home Visiting*^

Project Overview

Family Connects is an evidence-based model that combines engagement and alignment of community services and resources with short-term nurse home visiting beginning in the first month after a baby's birth. Family Connects is designed to be provided to all families with newborns, voluntarily and at no cost. Family Connects ensures that families have a medical home; provides physical and mental health screenings; assesses family strengths and needs comprehensively; and connects families to community resources that support their individual family needs and preferences.

Use of Evidence

The evidence for the program is in the three Randomized Control Trial (RCT) studies conducted by Duke University and Family Connects International. These showed the statistically significant positive outcomes achieved for reducing maternal anxiety and depression and improving overall health outcomes as measured by reduced emergency room visits. It also showed a decrease in child welfare involvement rates. All outcomes were even more positive for BIPOC households. The model also reduced health disparities for BIPOC families.

The full amount of the project is being used in evidence-based interventions \$2,000,000.

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The overall goal of Family Connects is to holistically support postpartum parents and their infants in a strengths-based manner. The program helps parents learn how to seek and get help when they need it. For families whose assessment reveals social determinants of health needs at the initial time of the nurse home-visit, the Family Connects team also works to connect families with local resources and will also assist in setting up appointments and enrolling in benefits as needed. The Family Connects home

visiting services can lead to racially equitable outcomes by acknowledging the disparities in maternal and early childhood health outcomes within BIPOC communities and allowing those facts to influence delivery of the services. To make Family Connects service accessible to all, BCPH has prioritized the voice of historically underserved communities in Boulder County via communications, technology, and outreach events. With input from the Family Voice Ambassadors, BCPH launched a bilingual bus ad campaign focused on Longmont and also placed Spanish-language radio ads and have a scheduled interviews with La Ley Radio. BCPH has worked with local area hospitals to bedside recruitment workflows so families can be scheduled for a visit prior to discharge. For ease-of-access, the program launched a self-scheduling platform called "Simply Book" that families can use to sign up for their own visits in the language of choice.

Required KPIs

Number of families served by home visiting: 525.

2.11.2 YMCA Mapleton Site Complete – Final Amount \$975,000

Fund 117, Service 1010, Project 102493, **Task 36, 2.11.2 YMCA Mapleton Site**

Funding Amount: \$975,000

Projected Duration: 12 Months

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

Project Overview

The need for high-quality, affordable childcare highlighted by the pandemic and now a national priority was already known to the YMCA of Northern Colorado. ARPA funds helped to renovate the Boulder Mapleton site to expand infant, toddler, and pre-k licensed childcare into three shifts (24 hours) to accommodate essential workers from industries such as law enforcement, hotels, hospitals, etc.

Use of Evidence – N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The YMCA Mapleton renovation was completed and opened in May 2024. American Rescue Plan Act funds supported the renovation of the YMCA Boulder Mapleton site to expand childcare services to accommodate essential workers from industries such as law enforcement, hotels, hospitals, etc. The eventual goal is to provide three childcare shifts to serve families 24 hours a day. This daycare also provides a Universal Preschool program where, in Colorado, all children can register for up to 15 hours of free, high-quality weekly preschool in their year before kindergarten. The center also accepts children who are eligible for Colorado Child Care Assistance Program (CCAP). This funding gave the YMCA the ability to grow their programs to reach more families in need and ensured that they have the funds to directly give scholarships to under-resourced families in the childcare programs at the Boulder YMCA.

Required KPIs

Number of children served by childcare and early learning services (PreK/ages 3-5): 98.

2.11.3 YMCA Scholarship Program

Fund 117, Service 1010, Project 102493, Task 37, 2.11.3 YMCA Scholarship Program

Funding Amount: \$500,000

Projected Duration: Expected end 12/31/2024

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

Project Overview

The YMCA serves approximately 1,200 children annually in childcare – preschool and before- and after-school care – at an average cost of \$3,250 per year (which does not include the thousands of children served at camps, swimming, sports, and other programs). One third of childcare families receive financial aid at a cost to the YMCA of \$1.3 million annually. ARPA funding is supporting financial aid at the YMCA for high-quality, accessible, English as a second language childcare for working families.

Use of Evidence - No

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The YMCA Scholarship program with the YMCA of Northern Colorado addresses childcare accessibility, affordability, wellbeing of whole families, workforce equity, and improved childhood outcomes through various childcare programs, including preschool; school-age programs (before, after and school-days-off); summer day camps; and summer overnight camps for Boulder County children. Output measures for this project will include the number of scholarships provided to children, including demographic information so that equity can be measured regarding how the funding is being disbursed. The intended outcomes for the project will be to increase the number of childcare assistance offered in the Boulder County community, which will in turn offsets the economic impact of offering childcare tuition assistance on the YMCA and increases their capacity to extend and expand programming and hire more teachers. It will also focus on the ability to reach and serve a broad but focused group of low-income and BIPOC children and families. Through 2024 overall, 1,670 children received financial aid, the number of CCAP Families receiving aid was 1,080, and the number of families who utilized Free YMCA memberships were 1,056. These numbers are totals for the project and may be duplicated, therefore, the average per quarter is 418 for financial aid, 270 for CCAP Families served and 264 for free YMCA memberships.

Required KPIs

Number of Children served by childcare and early learning (pre-school/pre-K/ages 3-5-cumulative): 1,670.

2.11.4 Longmont Child Care Hub Complete – Final Amount \$975,000

Fund 117, Service 1010, Project 102493, **Task 45, 2.11.4 Longmont Child Care Hub**

Funding Amount: \$975,000

Projected Duration: Complete

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

Project Overview

Capital funding is contributing to development of an Early Childhood Community Village (The Village) in southeast Longmont to expand and support early childhood development in multiple aspects. Funding will be used to purchase the land for the Early Childhood Community Village concept focused on serving children ages birth to five. The Village will bring together in one facility:

- Professional development and training opportunities for early care providers, especially Family, Friend and Neighbor (FFN) caregivers.
- High-quality and culturally and linguistically matched early childhood care and education.
- Medical, social-emotional, and language support for families and professionals; and
- Peer and community support for providers and families.

Use of Evidence – N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The goal of the project is to purchase land to create a Longmont Child Care Hub. The Longmont Child Care Hub project aims to serve populations historically underserved, marginalized, or adversely affected groups in Boulder County by recognizing that access to child care has economic impacts on individuals, families, and the community when considering child care is critical to accessing the workforce, to learning outcomes in children, and beyond for children aged birth to five. The purchase of the land was completed in 2022 and building construction is expected to begin in January 2025 with an anticipated completion date of December 2025. The land is deed restricted as a childcare education and services center for a period of twenty years.

The intended outcome of this project will be the creation of a Child Care Hub within the City of Longmont, that will have 20 classrooms for children aged birth to five. The Hub will support the following functions:

- Childcare – 80 Head Start children (100% are below 100% of FPL) and 140 Universal Pre-K designation – (85% are at or below 225% of FPL,)
- Special Needs Children – 250 children with special needs served with occupational, physical and speech therapy, of which 55% are Medicaid eligible; it is expected that 8-10 children with the Head Start Program will have special needs.
- Home Visitation Program – 55 families per year will have home visitation, and the Longmont Child Care Hub space will be used for a minimum of 24 group learning sessions per year.
- Case Management Services – All Head Start families will work with case management staff to determine goals to reach family's self-sufficiency using the 2-Gen Poverty Reduction program guidelines. Assisting families with medical homes, dental homes, insurance, and EPSDT are case management services that will also be provided.
- Health and Nutrition Services – 100% of children utilizing the Hub will receive two meals and one snack daily free of charge, and 100% of children will be screened for developmental progress, hearing, vision, dental, and physical health.
- Professional Development – In partnership with higher education and professional organizations supporting early childhood education in Boulder County, this space will be available to provide professional development training opportunities for early childhood professionals in the community.

Required KPIs

Number of children served by childcare and early learning services (pre-school/pre-K/ages 3-5): ~250.

2.29.1 Survive and Thrive Small Business Child Care Grants

Fund 117, Service 1010, Project 102493, Task 28, 2.29.1 Survive and Thrive Small Business Child Care Grants

Funding Amount: \$3,888,889

Project Duration: 18 to 24 months

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

Project Overview

Funds to support childcare providers with meaningful funding that will stabilize their business condition, workforce, and operations. Childcare services are a fundamental resource within communities for economic security and mobility, workforce involvement, early childhood education, and other protective factors.

Use of Evidence – N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The goal of the Survive and Thrive project is to support disparately impacted small business (childcare), and the negative economic impact experienced by this sector as caused by the COVID-19 pandemic. The output measures will be to disburse funding to childcare providers in Boulder County (both licensed and legally unlicensed) to respond to these organizations negative economic impacts from the COVID-19 pandemic through an unrestricted grant. Boulder County has determined that the childcare sector as a whole experienced negative economic impacts. By supporting and bolstering childcare providers through this program, the hoped-for outcome is to stabilize these organizations so that growth and expansion can occur in the future. For the childcare component of the project, Boulder County will be supporting underserved, marginalized and adversely impacted childcare providers, including by providing resources to providers operating within designated census tracts and those offering non-traditional child care such as Family, Friends, and Neighbor (FFN) care. The performance of this project to date has been largely administrative. Boulder County Department of Human Services solicited for an application and payment provider for this program in early 2024 and as of May 2024 the vendor has been selected and contract process is underway.

Required KPIs

Number of Small Businesses Served by Program: To be determined.

2.34.1 Survive and Thrive Nonprofit Grants

Fund 117, Service 1010, Project 102493, Task 30, 2.34.1 Survive and Thrive Nonprofit Grants

Funding Amount: \$3,611,111

Project Duration: 18 to 24 months

Expenditure Category: 2.34 Assistance to Nonprofits: Assistance to Impacted Nonprofit Organizations

Project Overview

Distribution of funds to support nonprofit organizations for meaningful investments that will stabilize their business condition, workforce, and operations. Nonprofit agencies within Boulder County are the cornerstone of the social safety net and ensure that all members of the community are provided with basic needs such as access to food, services, and connection to supports such as public assistance benefits.

Use of Evidence

To be determined.

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The output of this project will be to disburse funding to nonprofit organizations providing basic needs support to low-income and historically marginalized communities to support their organizations negative economic impact from the COVID-19 pandemic through an unrestricted grant. The funding allocation will be disbursed via an application process and lottery to nonprofit organizations within Boulder County. The performance of this project to date has been largely administrative. Boulder County Department of Human Services solicited for an application and payment provider for this program in early 2024 and as of May 2024 the vendor has been selected and the contract process is underway.

Required KPIs

Number of Nonprofits Served by Program: To be determined.

2.34.2 Family Resource Funding

Fund 117, Service 1010, Project 102493, **Task 54, 2.34.2 FRC Funding**

Funding Amount: \$1,065,469.86

Projected Duration: 12 months

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

Project Overview

This project is 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. Due to the strong demand for services from residents on these FRCs, the funds have been increased to \$500,000 each totaling \$1,500,000 for all three FRCs split across the 6.1 FRC Revenue Replacement Project and this new project.

Use of Evidence - N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

A goal of funding the Family Resource Centers was to quickly get funds into the community through a trusted community organization resource. Funds were initially provided in the Revenue Replacement category to minimize the reporting burden of the FRCs, and then switched to assistance to impacted non-profits category. Many residents of Boulder County have existing relationships with the FRCs, who already serve at-risk populations. Several tons of food and direct financial assistance were distributed in one year with increased funding for future years due to demand. Request for assistance continues to outpace resources available, and the FRCs are having to make difficult decisions and implement additional guidelines for assistance to be as equitable as possible with the funding provided. Most situations are very complex and require a significant increase in time and resources on the FRCs part.

Outreach United Resource Center (OUR Center) is an FRC serving Longmont and Northern Mountain region households. It uses ARPA funds to support one staff position to administer direct financial assistance (DFA) and food to vulnerable households. Over the past year, DFA has been used to support both rent and utilities. OUR Center continues to see households that are multiple months in arrears. Many households are seeking new housing with lower rents. The required deposit amount is proving to be a barrier for many. Despite the ARPA assistance to purchase food for its pantry, OUR Center's inventory is not keeping up with increasing need for food security assistance and OUR Center has had to reduce the number of pantry visits from 4 to 3 per month. Outputs for OUR Center from 4Q23 through present:

- Total pounds of food purchased: 59,172.
- Total DFA distributed: \$73,816.
- Total number of individuals served by the program: 316.
- Total number of households receiving DFA: 111
- Total number of households receiving DFA with children 0-17: 68

Sister Carmen is an FRC serving Eastern Boulder County households. It used ARPA funds awarded through this project to support vulnerable households in need of direct financial assistance (DFA) and food. Outputs for Sister Carmen from 4Q23 through present:

- Total pounds of food purchased: 37,465.
- Total DFA distributed: \$111,605.
- Total number of individuals served by the program: 10,147.
- Total number of households receiving DFA: 3,573
- Total number of households receiving DFA with children 0-17: info not available

Emergency Family Assistance Association (EFAA) is an FRC serving Boulder and Mountain region households. It used ARPA funds through this project to support staff positions designed to work with unhoused families and support Food Bank staff and provide direct financial assistance (DFA) and food to vulnerable households. Additionally, EFAA utilized funds from this award to support Via to provide on demand transportation to residents in EFAA's mountain service area (including Nederland). Outputs for EFAA from 4Q23 through present:

- Total pounds of food purchased: 52,648.

- Total DFA distributed: \$54,348.
- Total number of individuals served by the program: 2,327.
- Total number of households receiving DFA: 2,297
- Total number of households receiving DFA with children 0-17: 923

Housing Affordability – Pipeline Projects

2.15.2 Housing Pipeline Willoughby Corner

Fund 117, Service 1010, Project 102493, **Task, 51, 2.15.2 Housing Pipeline**

Funding Amount: \$15,716,861

Project Duration: 36-54 months

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

Project Overview

With the Willoughby Corner project, funding for Boulder County Housing Authority (BCHA) is to be used for affordable housing development projects. The primary objective is to quickly increase the inventory of permanently affordable housing units available in Boulder County for rental and/or sale and to provide economically challenged individuals, families, elders, and the workforce, with safe, stable, high-quality affordable homes. This specific project will help in development of Willoughby Corner, supporting the creation of an additional 400 permanently affordable homes in Boulder County.

Use of Evidence – N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The goal of the Willoughby Pipeline project is to increase inventory of permanently affordable housing units for rental and/or sale, and to provide economically challenged individuals, families, elders, and the workforce with safe, stable, high quality affordable homes. There will be 192 units of affordable housing at the end of Phase 1 for those households whose incomes range from 30% to 60% AMI. 63 units are reserved for those household 55+. The outputs of this project will be the creation of new affordable living arrangements in Lafayette, CO. The success of Willoughby Corner will be demonstrated during lease-up and high occupancy rates during the life of the project. Lease up will begin in the summer of 2024.

Required KPIs

Number of affordable housing united preserved or created: 400 (192 at the end of Phase 1).

2.15.3 Housing Pipeline Casa De La Esperanza

Fund 117, Service 1010, Project 102493, **Task 52, 2.15.3 Housing Pipeline**

Funding Amount: \$1,550,000

Project Duration: 36-54 months

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

Project Overview

With the Casa de la Esperanza project, funding for BCHA is to be used for affordable housing preservation and expansion. The primary objective is to quickly increase the inventory of permanently affordable housing units available in Boulder County and to provide economically challenged individuals, families, elders, and the workforce, with safe, stable, high-quality affordable homes. The rehabilitation of Casa de la Esperanza is intended to preserve existing affordable housing in Boulder County and to expand housing availability through a USDA waiver. Casa provides low-income farmworker households with affordable housing, but the USDA waiver would allow Casa to serve more families and individuals. This specific project will cover a needs assessment and conduct upgrades and repairs at the Casa de la Esperanza housing project.

Use of Evidence – N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The goal of the Casa De La Esperanza project is to increase inventory of permanently affordable housing units. Casa de la Esperanza, an aging property owned and operated by BCHA, currently provides 32 units of family housing for farmworkers in Boulder County through a USDA grant and loan program, the terms of which are not beneficial to BCHA or the project's residents. By rehabilitating this property, BCHA will be prolonging the life of the property as affordable housing for the farmworker community. BCHA is applying for the Diminished Needs Waiver with USDA. The intention is to address the multiple on-going vacancies at Casa and open the housing to low-income families that are not farmworkers, while still prioritizing farmworker households. BCHA will use the funds to perform a physical needs assessment and market study for the property and engage service providers for financial and legal consultation in anticipation of conducting much-needed upgrades to the buildings and refinancing the outstanding loan(s) on the property. The outcome will be to improve the quality of and increase opportunity for accessing affordable housing at Casa de la Esperanza.

Required KPIs

Number of affordable housing units preserved or created: 32.

2.15.4 Housing Pipeline 50 Percent Policy and Partnership Manager

Fund 117, Service 1010, Project 102493, **Task 53, 2.15.4 Housing Pipeline**

Funding Amount: \$240,658

Project Duration: 36-54 months

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

Project Overview

The Housing Partnership and Policy Manager will lead the county's efforts to deepen local, state, and federal partnerships and introduce and advocate for policies that increase affordable housing across Boulder County. This new role will help to expedite the creation of new and the preservation of existing affordable homes in Boulder County. ARPA funds will pay for fifty percent of this position's costs.

Use of Evidence -N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The goals of this program are to have a more robust housing policy to encourage increased development and preservation of affordable housing in Boulder County. This program manager works with Boulder County and community partners and manages the Regional Housing Partnership and the Manufactured Housing Program project manager, coordinates with the Boulder County Housing Authority, and works with and provides recommendations to the Boulder County leadership and the Boulder County Housing and Human Services department. The Regional Housing Partnership agreement was signed in September 2023 with the City of Boulder, and work is underway. See [Regional Housing Partnership](#) project for more information. Outputs for the program are as follows:

- Maintain and develop new community, state, and federal partnerships to support the resourcing and scaling of affordable housing across Boulder County. The program manager meets frequently with many stakeholders such as mobile home park community members, Colorado Department of Local Affairs (DOLA), Housing Solutions Boulder County, Family Resource Network, Individuals with Developmental Disabilities Housing Subcommittee, the Consortium of Cities, and many other non-profits and government partners.
- Worked with the Department of Housing and Urban Development (HUD) to provide a Housing Summit in Boulder County to present information to county and municipal staff on HUD, DOL, and Colorado Housing Finance Authority (CHFA) programs and initiatives. More than 50 people attended, including elected officials.
- Supervise the Mobile Home Park Initiative Project (MHP). The manufactured housing project manager started work on May 1, 2023. A MHP survey in Longmont and Lafayette was completed in early August 2023. Boulder County secured two million dollars in disaster recovery funding from DOLA for mobile home repairs and is working on an application to HUD for another \$10 million in funding for mobile home repair, rehabilitation, replacement, and infrastructure improvements.
- Collaborate with the Boulder County Housing Authority team, the HHS Deputy Director: Housing Division, and the Strategic Communications Team to provide key messaging to the community and partners about affordable housing projects. The county has provided letters of support for several affordable housing projects and applications for grants from DOLA. Several press releases have been published announcing and describing the mobile home repair and rehabilitation program.
- Provide recommendations and presentations to HHS and county leadership regarding the Regional Housing Partnership and Mobile Home programs, as well as the implementation and use of the Affordable and Attainable Housing Tax.

Required KPIs – N/A

Mental Health and Social Resilience

1.12.1 Mental Health – Community Mobile Response Teams

Fund 117, Service 1010, Project 102493, Task 39 1.12.1 Community Mobile Response Teams
Funding Amount: \$1,250,000 – Braided funding at \$3,000,000 with additional Boulder County General Funds.

Project Duration: 36-48 months expected end 12/31/2026.

Expenditure Category: EC 1.12 Mental Health Services*^

Project Overview

This project is a mobile response team to engage individuals experiencing a mental health crisis 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. The program is now branded as Crisis Assistance and Treatment (CAT). Mobile Crisis Teams are not evidence-based programs but are considered best practice by the Substance Abuse and Mental Health Services Administration (SAMSHA).

Use of Evidence – N/A

An evaluation of this project is being performed by Boulder County.

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The goal of creating a mobile crisis response team is to respond to community behavioral health needs by resolving issues locally and without the need for law enforcement involvement. This should expand the continuum of care to community members facing mental health or behavioral health needs and to provide timely, effective, and culturally responsive services to individuals experiencing an acute crisis, with the hope of keeping them in their community and out of the criminal justice system whenever possible. This mobile crisis center is led by a supervisor who is bilingual and bicultural which is essential in creating a more culturally responsive response to the Latinx and other communities who do not feel comfortable with a 911 response.

Output measures are:

- ARPA funding to create a mobile crisis response that serves more BIPOC, rural, and LGBTQ communities and diverts calls from 911 for a crisis response.
- Psycho-education sessions for community members to increase understanding of behavioral health crises and reduce stigma.
- Follow-up services to ensure that individuals are referred to appropriate ongoing care after a crisis.
- Regular meetings and coordination with partners (government, non-profits, law enforcement, and healthcare providers) to discuss program progress and challenges.
- Regular data collection and analysis to monitor the effectiveness of the program.

- Ongoing training and supervision for crisis workers
- Community outreach and education programs
- Efforts to minimize law enforcement involvement in crisis situations.

Short-term outcomes are as follows:

- Increased community awareness and understanding of behavioral health crises.
- Improved community satisfaction with crisis intervention services.
- Decreased use of unnecessary law enforcement interactions or hospitalizations due to behavioral health crises.
- Increased community trust in mental health services.
- Increased utilization of crisis responses services, particularly among marginalized populations.
- Increased access to ongoing mental health services following a crisis.
- Decreased number of repeat crises.

Long-term outcomes will be as follows:

- Improved behavioral health outcomes in the community, particularly those who have experienced a crisis.
- Creation of a sustainable, effective model for responding to behavioral health crises that reduces reliance on law enforcement.
- Increased community awareness and understanding of behavioral health issues, leading to decreased stigma and beliefs around seeking support.
- Improved access to and utilization of appropriate mental health services for all community members
- Formation of a replicable model that can be adapted and implemented in other communities across the country.
- Reduction in frequency or severity of behavioral health crises within the community.
- Increased community safety and wellbeing.
- Minimized unnecessary hospitalization or incarceration due to behavioral health.

Required KPIs – N/A

1.12.2 Mental Health – Community-Wide Navigation Hub

Fund 117, Service 1010, Project 102493, Task 40, 1.12.2 Mental Health – Community-Wide Navigation Hub

Funding Amount: \$1,250,000 Braided Funding at \$3,000,000 with additional Boulder County General Funds.

Project Duration: 48 months expected end 12/31/2024 (Project partially moved out of ARPA due to inability to obligate payroll)

Expenditure Category: EC 1.12 Mental Health Services*^

Project Overview

This project provides 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 – N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The Community-Wide Navigation Hub, now branded as WellMind, has centered on serving populations that continue to have disparities in accessing behavioral health or other supports. The Navigation Hub was piloted to individuals in the criminal justice system in Boulder County, and then to other Boulder County departments. Currently, Boulder County has an email and phone number for residents to contact for referrals. A website should be available mid-June 2024. This navigators for this project are fully bilingual, and work as the dispatch to the Community Mobile Response Team project, aka CAT (1.12.1 above). The Hub has served 260 client households, with 145 consisting of one individual and 115 consisting of more than one individual. These households do not include the approximately 60 individuals that were provided services by assisting their program manager or navigator within another program in Boulder County. Across two quarters of operations, the referral rates and resolution rates have increased. Also, the types of services have expanded in the Substance Use Disorder treatment category and mental/ behavioral health supports, as WellMind staff do more outreach about the program's unique ability to work with service referrals in that space. Staff is working with the team lead on program evaluation to show more longitudinal trends in referral types, measured against the timeline of marketing and engagement activities.

Below is information regarding cases and outcomes.

- Total cases for the Hub have been 409.
- Total resolved 324, total unresolved 64, total open 21; 79% resolved.
- Reasons for unresolved: client declined services 12, ineligible to receive emergency/one-time financial assistance 2, unable to contact client 41, other 9.

Qualitative feedback via user surveys (50 total)

- 91.2% of respondents were able to connect with the resource they were referred to.
- 76.5% of respondents answered that the referral they received met their needs moderately well or very well.
- 97.1% of the respondents answered that the navigator they worked with was helpful or very helpful in guiding them through the referral process and addressing concerns.
- 81.8% of the respondents rated their overall satisfaction with the Hub service a 9 or 10 out of 10.
- 88.6% of respondents answered that they are likely or very likely to use this service.
- 91.4% answered that they are likely or very likely to recommend this service to a friend or family member.

Required KPIs – N/A

1.12.3 Mental Health – Equitable Access: Community Based Grants

Fund 117, Service 1010, Project 102493, Task 41, 1.12.3 Equitable Access Community Based Grants

Funding Amount: \$3,000,000

Project Duration: 36 months

Expenditure Category: EC 1.12 Mental Health Services*^

Project Overview

This grant program is 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 are currently serving and/or provide these services for free.

Use of Evidence - To be determined.

Performance Report – See Below

Goals/Outputs/Outcomes/Demographics/KPIs

Equitable access to mental health and social resilience services in community-based organizations widens the mental health and behavior health service delivery model to support any door being the right door to culturally responsive and appropriate services in places that are trusted and comfortable to community members while utilizing agencies and school-based programs to widen the net of increasing services at the right time to the right people at the right place with the right service. Each community not for profit receiving equitable access funding has demonstrated consistent services that provide outreach, community engagement, and programming to diverse community members in spaces that provide culturally responsive and welcoming services with few barriers to accessing mental health and behavioral health support, and they have demonstrated an ability to decrease the long wait lists that can occur while attempting to access traditional mental health providers. The goal of increasing the front doors available to accessing mental health access is not intended to compete against long-standing mental health agencies, but to capture and engage community members that traditional mental health services have not properly engaged in transformative ways in the past or during COVID. Eight non-profits have received funds to expand or create new mental and behavioral health services specifically to rural, BIPOC and LGBTQ communities. Each agency has individual missions to provide mental health and behavior health services to traditionally marginalized communities.

1.12.4 Mental Health - Equitable Access: Mental Health Vouchers

Fund 117, Service 1010, Project 102493, Task 42 1.12.4 Equitable Access: Community Based Vouchers

Funding Amount: \$1,000,000

Project Duration: 36 months

Expenditure Category: EC 1.12 Mental Health Services*^

Project Overview

The mental health voucher/reimbursement program allows community members to seek care, including alternative care, without worrying about financial burden. This project will be reported with the EA: Community-Based Vouchers.

Use of Evidence - To be determined.

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The goal of the voucher program is to provide two agencies, Rise Against Suicide (RISE) and El Centro Amistad (AMISTAD) with more resources, aka free vouchers, to give directly to community members to access mental health and/or other therapeutic services without the need to pay for services. Each program already has voucher programs in their programming, so these ARPA-funded mental health grant vouchers allow more community members to access free mental health services.

For example, AMISTAD serves the Latinx community with a plethora of decolonized mental health services, and these vouchers have allowed AMISTAD to serve even more community members. Here are some of the services that AMISTAD provides and that this voucher funding continues to support:

- Bienstar Emotional – Provides counseling, coaching, and treatment for Latinx experiencing behavioral health and stress issues. The Latinx community is an underserved population for which mental and behavioral health is often stigmatized. Bienstar Emotional also provides focused programming for older Latinx that addresses their unique needs.
- Promotoras Model – Educates and mobilizes the Latinx community about health inequities, how to overcome barriers to health and mental health care, and how to navigate the health care system, using an evidence-based model.
- Bi-weekly community health engagements, in-home, and online meetings with Latinx families and in Spanish discuss health care needs and healthcare inequities.
- Culturally responsive techniques using a TwoGen approach, identifying the mental health care needs of families and making appropriate referrals for follow-up. Those with behavioral health issues are referred to AMISTAD's Emotional Wellbeing program.
- Emotional Wellbeing Program – A culturally responsive behavioral health program which uses fewer daunting terms and refers to stress factors, coaching, and coping skills which decreases the stigma that is attached to accessing behavioral health services.
- Four introductory free 1:1 sessions – Bi-lingual, bi-cultural licensed therapists help individuals identify behavioral issues and develop coping skills to manage their stress-induced behaviors.

After completing their free four sessions, clients have the option to: Participate in other ongoing AMISTAD programs that use a holistic approach to increasing wellbeing; and/or Continue additional behavioral health sessions for a sliding scale fee or the use of vouchers o AMISTAD provides emotional support groups to address the stress, trauma, anxiety, and other emotional issues raised during the COVID pandemic.

RISE supports youth regardless of race, ethnicity, gender identity or sexual orientation, and all populations receive the same level of service and number of therapy sessions. RISE has four bilingual therapists, and 14 who specialize in LGBTQIA+ issues. RISE provides all therapists with travel reimbursement so transportation for the youth they serve is not a barrier. 75% travel to schools within

the two districts in Boulder County, and in the summer months therapists will travel to the youth's home or park in their neighborhood. RISE is a great example of how to provide equitable access to different populations using the voucher program. The funding empowered Rise to expand its services, reaching more youth at risk of suicide and supporting their families to offer essential therapy sessions to youth at-risk of suicide in our local community, ensuring timely access to critical mental health support. This grant was instrumental in enhancing RISE's capacity to fulfill its mission of supporting the mental health and well-being of Boulder County's youth, ultimately saving lives and fostering a healthier community for all communities but with a focus on underserved communities.

Required KPIs – N/A

1.12.5 Mental Health – Equitable Access – School Based Services

Fund 117, Service 1010, Project 102493, Task 43, 1.12.5 Equitable Access: School Based Services

Funding Amount: \$500,000

Project Duration: Projected end date 12/31/25

Expenditure Category: EC 1.12 Mental Health Services*^

Project Overview

This project provides grants to Boulder Valley School District (BVSD) and St. Vrain Valley School District (SVVSD) to assist with Mental Health issues in school.

Use of Evidence – *SVVSD used \$200,000 of their funds towards an evidence-based project. The evidence-based model required a 6:1 student/teacher ratio while SVVSD used a 12:1 ratio. BVSD is using the RISE program for a curriculum that is evidence based. This program is being rigorously evaluated by the model developer, in collaboration with the Crown Institute at the University of Colorado.

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The goal of this project was to expand social emotional learning both for students and staff to support more community and belonging among students and staff. This type of belonging is crucial towards building anti-racist, decolonized practices in the educational system. BVSD hired two counselors for the 2023/2024 school year to be trained in the Resilience in Schools and Educators (RISE) program. RISE training provided a social emotional curriculum and training to BVSD counselors at two locations and up to 70 staff to learn and implement the RISE program, and these skills will translate to support a more diverse group of students in BVSD who were disproportionately impacted by COVID-19.

SVVSD used their funds toward the costs of the AAA program. The AAA program outcomes are focused on two dimensions: 1) supporting students' social-emotional well-being and connection to caring adults and 2) closing academic achievement gaps, particularly among vulnerable subgroup populations (achievement gaps are predictive of other risk factors, including behavioral health issues). As described below, students participating in AAA are achieving high levels of academic growth, including 22 to 35 % higher than average growth in both reading and math at all grade levels. St. Vrain is currently conducting an analysis of attendance and behavior data associated with AAA participation (which is a close proxy for social-emotional well-being) and will provide that data as soon as it is available. Funding was distributed across all elementary and middle schools in Boulder County. SVVSD outputs: 1,142 students

in Boulder County participated in the afterschool AAA programming. SVVSD outcomes: Students participating in after school AAA programming achieved greater than a years' worth of academic growth in a years' time in all content areas (reading and math) and all grade levels (K-8).

Required KPIs – N/A

1.12.6 Mental Health – Equitable Access – Community Trainings

Fund 117, Service 1010, Project 102493, Task 44, 1.12.6 Equitable Access: Community Trainings

Funding Amount: \$500,000

Project Duration: Projected end 12/31/2026.

Expenditure Category: * EC 1.12 Mental Health Services*^

Project Overview

Mental Health First Aid/RISE for All is educating the broader community, helping reduce stigma, and increasing awareness surrounding mental health. To effectively reach specific priority populations, RISE utilizes a variety of training options, including in-person learning; working through schools and faith- and community-based organizations; and offering classes in different languages.

Use of Evidence

To be determined.

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The goals of the Community-Wide Mental Health Trainings grants are to increase the number of smaller agencies that can provide mental health trainings to meet the need of a variety of community members, to increase the number of trainings that are provided and facilitated in Spanish and other languages besides English, and to provide access to trainings for the community at different locations that meet the needs of the community. By providing more trainings that discuss mental health awareness and decrease stigma associated with mental health needs, the community will have access to trainings that meet the specific needs of community members that have been historically under served by traditional in-office trainings, which often are offered only in English and do not always cater to the neurodiversity and diverse make up of Boulder County. The goals of ARPA funding specific to mental health trainings are to:

- Provide suicide prevention trainings to service providers and/or community and family members who may be experiencing mental health needs.
- Provide outreach and marketing efforts to the general public and community on ways to talk about mental health issues, recognize related risk and protective factors, and identify resources.
- Provide trainings to the community and service providers about strength-based approaches to understanding and intervening around mental health needs.
- Provide awareness trainings about mental health issues that are designed to reduce the fear and stigma associated with community and family members experiencing mental health struggles.
- Develop an information campaign designed to help individuals struggling with mental health issues improve their timely access to mental health services.

Boulder County issued a Notice of Funds available and is in the process of contracting with ten separate entities to provide various trainings to the community. The entities selected for the grants do not typically work with Boulder County or with federal funds, the latter of which often poses insurmountable barriers and burdens for many smaller entities. With this approach, Boulder County hopes to innovatively collaborate with non-traditional community partners to increase accessibility of mental health trainings for the community and to increase capacity of more diverse entities to work with local government and with federal funding.

Required KPIs – N/A

1.12.7 BCPH Mental and Behavioral Health

Fund 117, Service 1010, Project 102493, Task 54, 1.12.7 BCPH Mental and Behavioral Health
Fund 117, Service 1010, Project 102493,
Funding Amount: \$693,341.09 Funded at \$1,374,343 with additional Boulder County General Funds.
Projected Duration: Projected end 12/31/2026
Project Expenditure Category: EC 1.12 Mental Health Services*^

Project Overview

Mental and Behavioral Health (MBH) funds are supporting continuation and expansion of BCPH’s work in this area. Funds are directed to six areas of focus: investing in prevention and addressing conditions of community resilience and wellbeing; early intervention and connection to support; focused approaches to advance equity and support priority populations; robust continuum of care for treatment and crisis response; recovery and hope; and a coordinated system and workforce to meet the needs of the community. Boulder County is funding this work at an amount of \$1,374,343, with \$693,341.09 coming from direct ARPA funds.

Use of Evidence

In activity 2.4 of the BCPH MBH ARPA project, the GENESIS program is affiliated with and uses the evidence-based Healthy Families America (HFA) model. HFA strengthens parent-child relationships, promotes healthy child development, and enhances family well-being. HFA’s rigorous evidence includes more than 35 peer reviewed published articles and 14 randomized control trials. Additionally, HFA has positive findings in all eight domains examined by the [Health & Human Services Home Visiting Evidence of Effectiveness \(HomVEE\) review](#) and is rated at the highest level by the Title IV-E Prevention Services Clearinghouse for the Family First Prevention Services Act (FFPSA). Total cost for the GENESIS program is \$165,305.

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

The MBH ARPA project outputs and outcomes are focused on reducing stigma, closing gaps, and expanding services related to MBH for priority populations in Boulder County. The BCPH MBH project has served 662 individuals since its inception. Outputs and outcomes include:

- Activity 1.1. LGBTQ+ youth often hold multiple marginalized identities, and by increasing social connectedness and reducing isolation, OASOS (Open and Affirming Sexual Orientation and Gender Identity Support) increases protective factors for program participants. OASOS ensures

that program activities are accessible for youth from a diverse array of racial, ethnic, socioeconomic, and ability backgrounds and provides training to staff and volunteers on working with youth of color, Latine youth, and neurodivergent youth. Through May there have been 77 unique individuals attending OASOS youth groups with 53% identifying as non-white. The majority of OASOS youth group attendees report that they mostly or definitely can identify a trusted adult they can go to for support with mental health, know where to receive mental health resources, feel confident providing information to peers about mental health resources, and understand the link between identity-based oppression and mental health outcomes.

- Activity 1.2, Activity 2.5. The Inspire Youth Connections program has added 200 events to the Boulder County Youth Calendar (<https://www.bocoyouthevents.org/>) since the start of the MBH project. Through this activity and the Youth Advocating for Youth convenings, the program is promoting pro-social opportunities in Boulder County and closing social connectedness gaps for youth ages 9-20. [The Boulder County Youth Calendar](#) is an important tool for youth that raises awareness of resources, events, and opportunities. 200 events have been posted to the calendar, 205 unique individuals attended mental health trainings through Inspire Youth Connections, including Sources of Strength (95), Youth Mental Health First Aid (53), Positive Youth Development (44), and Youth Advocating for Youth (13). 85% of attendees reported increases in mental health knowledge and skills post training.
- Activity 2.2. BCPH's bilingual and bicultural Cultural Broker has focused on collaboratively creating information related to MBH and MBH resources offered by BCPH and Boulder County to be shared with community partners and members. This activity provides culturally appropriate communications that can help close gaps related to priority populations' awareness and understanding of MBH information and resources. There have been 56 community outreach and engagement touchpoints through community events (2), community meetings (4), and one-on-one conversations (50). In addition, there have been two newsletters focusing on MBH topics and resources distributed to 150 cultural brokers and community partners, 12 one-on-one meetings with local leaders representing and advocating for marginalized communities, and 10 coalition meetings dedicated to advancing equity and racial justice. Work is still in process to measure the outcomes of increased trust between groups or persons of differing cultural systems and Boulder County/Boulder County Public Health.
- Activity 2.4. Developmental screening is a process involving partnerships with parents to identify concerns about a child's development and is important as it could help identify a child in need of additional resources or services. Importantly, the GENESIS output and outcome related to developmental screening has helped close a notable gap in support for teen parents in Boulder County. For example, 95% of the children of teens participating in the GENESIS program receive developmental screening compared to only 34% for all children in Boulder County. Twenty-five families have received comprehensive family assessments, including screening for pregnancy related depression. Seventeen children have received developmental screenings, including the Ages and States Questionnaire: Social-Emotional. BCPH targeted 95% of children will score on track for development on the Ages and Stages Questionnaire and those; the actual result was 94%, and one child was referred to additional services for development screening.
- Activity 2.6. Community members who interact with or serve people who use drugs are trained on how to identify and respond to an overdose in a way that destigmatizes harm reduction and people who use drugs. Those who opt into additional trainings are provided with the skills to effectively engage with people who use drugs and to train others on how to use Naloxone. This approach intends to challenge and reduce the implicit biases community members may have regarding people who use drugs, while providing them with skills necessary to prevent overdose

death. Nineteen professional trainings were conducted, and three outreach events with community member training were made available. 100% of participants who completed a Presentation Evaluation reported increased knowledge related to harm reduction practices that can be used in their work and/or lives, and 100% of participants who completed the Narcan Train the Trainer Competency Check List reported increased knowledge related to signs of an opioid overdose and steps for responding to an opioid overdose.

Required KPIs – N/A

Direct COVID Costs

1.5.1 Boulder County Public Health PPE Complete – Final Amount \$3,994.26

Fund 117, Service 1010, Project 102493, **Task 49 1.5.1 BCPH PPE**

Funding Amount: \$25,000

Projected Duration: N/A

Project Expenditure Category: 1.5.1 Personal Protective Equipment^

Project Overview

Funding is provided for expenses incurred by BCPH to replenish the Personal Protective Equipment (PPE) cache and other emergency supplies. This includes materials such as N95 and KN95 masks as well as an all-weather storage center.

Use of Evidence - N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

PPE cache and PPE storage are reasonable and necessary responses to the risks identified during the public health impact of COVID-19. Additional PPE and an all-weather storage facility were purchased with these funds, which has allowed Boulder County to continue to maintain preparedness, respond to the COVID-19 public health emergency, and reduce the spread of COVID-19.

Required KPIs – N/A

1.7.3 COVID-19 Recovery Center Complete – Final Amount \$170,158.79

Fund 117, Service 1010, Project 102493, Task 46, 1.7.3 COVID-19 Recovery Center

Funding Amount: \$170,158.79

Projected Duration: April 2020 through May 2022

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

Project Overview

This project funds expenditures for personnel and operational services paid by the Boulder County Community Services Department for the COVID Recovery Center for people who are homeless to seek treatment or quarantine with COVID-19 during the pandemic.

Use of Evidence N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

Individuals experiencing homelessness were actively screened for COVID-19 symptoms at all shelters in Boulder County. Individuals screened and testing positive were provided respite sheltering under care of 24/7 staff and were released upon medical clearance. A total of seventy-five (75) residents were provided respite recovery services. Outcomes were less spread of COVID-19 in Boulder's shelters and in the community at large.

Required KPIs – N/A

1.7.5 Boulder County Public Health Direct COVID-19 Costs Complete – Final Amount \$121,135.43

Fund 117, Service 1010, Project 102493, **Task 50, 1.7.5 BCPH Direct COVID-19 Costs**

Funding Amount: \$131,928.52

Projected Duration: Projected end 12/31/23

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

Project Overview

ARPA funding was utilized for direct COVID costs and other public health expenses incurred by BCPH related to communications, enforcement, and quarantining. This includes: 1) a Testing/Personal Protective Equipment Emergency Preparedness Planner position to 6.1.1 support county-wide efforts for ongoing health and emergency management, 2) contracted services with Medical Officer consultants and health experts to provide COVID-specific guidance when pandemic cases rise or fall, and 3) financial assistance (including covering costs of hotel nights and food) for eligible community members needing isolation and quarantine services due to COVID.

Use of Evidence – N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

Boulder County hired a Testing/PPE Emergency Preparedness Planner. This planner supported the overall BCPH COVID-19 response and recovery efforts, including testing, coordination, PPE supply, vaccine booster clinics, vaccine equity approaches, coordination with the healthcare system, communications efforts, and next steps toward (recovery/endemic) plan implementation. The planner fulfilled the following activities:

- Co-wrote and implemented BCPH’s transition and stabilization plan for the agency.
- Assessed and inventoried BCPH’s North Broadway PPE storage and wrote plan to assess long-term PPE needs.
- Lead the BCPH Fit Testing program for PPE and procured N-95 masks and worked with National Jewish Health to ensure staff are fit tested.
- Researched and updated language for BCPH’s COVID-19 testing website.
- Organized and implanted BCPH’s final push of COVID-19 rapid tests for disproportionately impacted community members. Ultimately, 7,704 kits were distributed.

This project also allowed for homelessness quarantine services and support. During the project a total of five residents were offered quarantine services and support, with no services being offered past August 2022. More than 40 hours of COVID consultation by the Chief Medical Officer were utilized by this funding. This project allowed BCPH to increase support of countywide efforts for ongoing health and emergency management, increase COVID-specific guidance when pandemic cases rose or fell, and increased supportive services to eligible community members needing isolation and quarantine services due to COVID.

Required KPIs – N/A

6.1 Provision of Government Services

6.1.5 Revenue Replacement for Boulder County Public Health

Fund 117, Service 1010, Project 102493, Task 47, **6.1.5 Revenue Replacement Support for BCPH**

Funding Amount: \$9,008,084.91

Projected Duration: No duration –accounting payment for internal financial transactions

Project Expenditure Category: 6.1 Provision of Government Services

Project Overview

Funding for Boulder County Public Health personnel from the Boulder County General Fund. These funds consist of a portion of the regular annual BCPH budget allocation and were used in the Revenue Replacement for Government Services Category. This amount was then freed up to fund Spirit of ARPA Projects.

Use of Evidence – N/A

Performance Report – N/A

Required KPIs – N/A

ARPA Administrative Services

7.1 ARPA Administrative Expenses

7.1.1 Program Administration and Financial Management Staffing

Project [Identification Number]: Fund 117, Service 1010, Project 102493, **Task 1, Category 7.1.1 ARPA Administration**

Funding Amount: \$2,168,596.19

Projected Duration: 48 months

Project Expenditure Category: 7.1 Administrative Expenses

Project Overview

Funding is provided for temporary staff to assist in administration and management of funds. Duties include facilitating requests for funding, eligibility evaluation, ensuring financial compliance, accounting, reporting, account reconciling, and audit preparation. Staff resources are also needed for communications, briefings, presentations, training, and reporting and procedure development. This award includes ARPA Administrator, Program Manager, Project Specialist, Grants Accountant, Clerical Support, and Communications Specialist coordinating across county units.

Use of Evidence - N/A

Performance Report

See combined 7.1 Administrative Services report below.

7.1.2 ARPA Planning Contractor Complete – Final Amount \$60,119

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 resources and other available pandemic-related funds. The consultant coordinated as needed with other contractors and staff in areas such as eligibility, compliance, community engagement, reporting, and planning. The consultant 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. In addition to summarizing common themes and priorities, the gap analysis also identified information gaps where specific communities are not represented. The report presented data and input from a variety of stakeholders, and defined high-level options for use of ARPA funds that was reflective of and responsive

to stakeholder input, included equity and racial equity considerations, meet BOCC policy objectives, and was 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: \$499,419.66

Projected Duration: 48 months

Project Expenditure Category: 7.1 Administrative Expenses

Project Overview

The Boulder County Commissioners' Office undertook a community engagement process to plan for longer-term investment of ARPA funding, and community engagement work is continuing 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 a survey and at community events. This project also provides funding for community engagement staff, who is responsible for community engagement strategy and implementation, representing the county as liaison and a 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, supporting data and reporting efforts, and supporting communications work.

Use of Evidence - N/A

Performance Report

Goals/Outputs/Outcomes/Demographics/KPIs

Community engagement has shifted over time from survey of the broader community, to support of Working Groups in proposing specific projects to meet needs in the community, to support of approved projects in design and implementation. Outputs and outcomes reflect those transitions.

Required KPIs – N/A

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: \$243,765

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 resides in BCPH and facilitates required information and reporting flow between BCPH and the Boulder County ARPA Team.

Use of Evidence - N/A

Performance Report: See combined 7.1 Administrative Services report below.

7.1.5 Housing and Human Services ARPA Administration

Project [Identification Number]: Fund 117, Service 1010, Project 102493, **Task 27, 7.1.5 HHS ARPA Administration**

Funding Amount: \$566,025.60

Projected Duration: through 12/31/2026

Project Expenditure Category: 7.1 Administrative Expenses

Project Overview

Funding for temporary staff to assist in administration and management of Health and Human Services (HHS) ARPA projects. Duties include project management and coordination across HHS ARPA programs, financial compliance, accounting, reporting, account reconciling, and audit preparation. Positions reside in HHS and facilitate required information and reporting flow between HHS and the county ARPA Team.

Use of Evidence – N/A

Performance Report

See combined 7.1 Administrative Services report below.

7.1.6 Community Services ARPA Administration

Project [Identification Number]: Fund 117, Service 1010, Project 102493, **Task 38, 7.1.6 CS ARPA Administration**

Funding Amount: \$646,196.08

Projected Duration: Through 12/31/2026

Project Expenditure Category: 7.1 Administrative Expenses

Project Overview

Funding for temporary staff to assist in administration and management of Community Services (CS) ARPA projects. Duties include project management and coordination across CS ARPA programs, financial compliance, accounting, reporting, account reconciling, and audit preparation. Positions reside in CS and facilitate required information and reporting flow between CS and the county ARPA Team.

Use of Evidence – N/A

Performance Report

See combined 7.1 Administrative Services report below.

Required KPIs N/A

Combined Performance Report EC 7.1 Administrative Services

Goals/Outputs/Outcomes/Demographics/KPIs

The goals of all the 7.1 Administrative Services Projects are to facilitate the distribution of the ARPA funds throughout Boulder County in accordance with Treasury guidelines. Processes, procedures, forms, guidance, etc. are in place and documented – and added to or updated as necessary – for program administration, project implementation, reporting, and subrecipient monitoring. Staff have the necessary expertise to ensure eligibility and compliance. Boulder County ARPA Administrative teams meet regularly with all ARPA project managers to ensure a smooth, equitable, and compliant implementation of all projects. The communications team continues to update the website, provide ARPA newsletters and interviews, and publicize key information and dates regarding ARPA projects. The ARPA team is administering about 45 distinct ARPA projects in various stages of implementation and levels of complexity. To date the ARPA Team has successfully completed and submitted all reporting and compliance requirements on time.

Spirit Of ARPA Projects

In addition to the projects that were funded directly with ARPA, the Boulder County Commissioners determined that they would use general funds freed up by Revenue Replacement Funds for four projects in the “Spirit of ARPA.” These four projects aligned with the Phase 2 focus areas of Negative Economic Issues, Mental Health and Social Resilience, and Housing Affordability as well as racial equity goals for the county.

Small Business Back Taxes

Funding Amount: \$750,000

Projected Duration: Projected end 12/31/2024

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

Project Overview

Funding covered past Business Personal Property Accounts taxes for eligible businesses that closed during the pandemic. There were 1,735 Business Personal Property Accounts that have been deactivated because the business closed or struggled to pay tax obligations between the start of the pandemic and summer 2022. Not all businesses closed or were in arrears because of the pandemic, but many restaurants, gyms, hair studios, and other "contact" businesses that closed did so, at least in part, because of pandemic restrictions, loss of revenue, and other pandemic-related factors. Funds supported paying tax obligations, allowing business owners to recover and move on with their lives.

Project Status

The Boulder County Treasurer has spent more than \$667,875 to erase tax obligations for 98 businesses

who are no longer operating and 95 business who are still operating but struggled to pay their business taxes due to the pandemic. The Treasurer is working through a process to help other businesses who are still in business with unpaid taxes.

Manufactured Housing Park Acquisition and Upgrades

Funding Amount: \$5,000,000

Projected Duration: Through 12/31/2026

Project Expenditure Category: 2.18 Housing Support: Other Housing Assistance

Project Overview

A fund will 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 nonprofit 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.

Project Status

Boulder County hired a Manufactured Housing Project Manager to manage this process and is working with manufactured housing parks to help determine if residents are interested in purchasing once the site becomes available. To date, Boulder County has assisted with aiding one mobile home park in becoming a Resident Owned Community with 34 homes.

Boulder County partnered with the University of Colorado Boulder and community ambassadors to implement a [MHP survey](#). Results of the survey are available here. Based in part on survey input, Boulder County initiated a pilot repair program at two mobile home parks in Boulder. The intent of this pilot program is both to support individual households and to better understand the repair needs and costs in historically under-resourced mobile home communities. For the pilot program, the selected contractor(s) will assess mobile home conditions, and the City, with input from the county, will develop a priority list of repair items. Upon completion of the pilot, staff and partners will review lessons learned and mutually agree upon the design and scope for full program implementation. Thus far 42 mobile homes have been repaired. In addition, Boulder County received a \$2,000,000 subaward from the State of Colorado's Community Development Block Grant – Disaster Recovery funding to assist in some manufactured housing repairs due to the high wind event in Boulder County in December 2021.

Regional Housing Partnership

Funding Amount: \$1,500,000

Projected Duration: Through 12/31/2026

Project Expenditure Category: 2.18 Housing Support: Other Housing Assistance

Project Overview

This project builds organizational capacity to:

- Expand the home-ownership program throughout the county to purchase, re-sell, and administer existing and new ownership units;

- Increase capacity to smaller cities that do not have affordable housing policy, rental compliance, and fund compliance staff;
- Expand eviction prevention services, both rental assistance and legal assistance; and
- Expand foreclosure prevention services regionally for affordable ownership homes, through a revolving loan fund.

The purpose of the Regional Housing Partnership is to centralize compliance and homeownership program services through the Boulder County Regional Housing Partnership (BCRHP), a regional partnership and expansion collaboration not seen elsewhere in Colorado.

Project Status

50% of the Housing Policy and Partnership manager’s salary is paid from this fund. The Regional Housing Partnership agreement was signed in September 2023 with the City of Boulder, and work is underway. The City will implement, make available, and administer a centralized compliance and homeownership program for Boulder County residents. The program objectives are as follows:

- Create policy alignment amongst municipalities within Boulder County on homeownership, rental compliance, and eviction prevention;
- Expand affordable home ownership units within Boulder County;
- Apply consistent best practices amongst municipalities within Boulder County on homeownership, rental compliance, and eviction prevention; and
- Ensure ongoing affordability of existing and new units.

Habitat for Humanity of the St. Vrain Valley

Funding Amount: \$800,000

Projected Duration: Through 12/31/2025

Project Expenditure Category: 2.15 Long-term Housing Security: Affordable Housing

Project Overview

This Habitat for Humanity development called Roger’s Road consists of development of three tri-plex townhomes. Two of the buildings are two-story structures with four three-bedroom and two four-bedroom units. The third building is a single-story structure designed with a zero-entryway and doorways wide enough to allow for wheelchair access. The homes are designed for families to age in place and be easily modified to be handicapped accessible. The third building is one story and will have two two-bedroom units and one three-bedroom unit. ARPA funding is supporting the costs for construction of the infrastructure for the development.

Project Status

Funds have been disbursed to Habitat for Humanity, and construction is underway. The infrastructure is 90% complete. Habitat for Humanity is waiting for two utility companies to move equipment that is impeding finalization of the driveway and sidewalk for this development. The majority of the funds have been spent on infrastructure, and any remaining funds will be spent on foundations. Boulder County will partner with Habitat for Humanity when they are ready to begin homeowner selection.

Housing and Human Services SNAP Outreach Manager

Funding Amount: \$277,083

Projected Duration: Projected end 12/31/2025

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

Project Overview

Boulder County has seen an increased need for benefits support since the start of the pandemic and continues to see a rise in the number of people who are experiencing food insecurity, who are uninsured or underinsured, and are struggling to support their basic needs. With the end of the Public Health Emergency (PHE) at the federal and state level, Boulder County committed to ensuring that every community member who is eligible for benefits support is given the opportunity to enroll. This position is responsible for managing the SNAP Outreach contractor(s) selected through a competitive RFP process, ensuring they fulfill the project's objectives and meet all contractual obligations. Is

Project Status

A SNAP Outreach vendor was selected, and the SNAP Outreach Manager was hired, and started with Boulder County in January 2024. The SNAP Outreach Manager will oversee a SNAP outreach contract with a community-based organization that will prioritize reaching households that experience a disproportionate burden of food insecurity and low access to benefits. The contract will increase the number of individuals who are enrolled in SNAP by 3,850 each year over the course of its two-year term. The SNAP Outreach Contract was initiated mid-April 2024, and the organization is still in the process of hiring staff to begin outreach work. In addition, The SNAP Outreach Manager will engage in qualitative data collection with at least 30 internal staff and 10 external stakeholders, including cultural brokers and those serving populations of interest (low-income, those experiencing food insecurity, low-income seniors, and Hispanic/Latine community members) to identify barriers and areas of improvement for outreach and engagement. This qualitative research will identify at least five key areas for improvement for overall outreach and engagement, which will be presented to leadership and decision-makers at HHS. A survey was launched and shared with external stakeholders serving low-income populations experiencing food insecurity. Eighteen responses have been received as of May 2024. Qualitative data collection in the form of semi-structured interviews have been completed with 16 internal staff and two external partners. As a result of these interviews, several areas of improvement for outreach and engagement are emerging. First, there is a need for unified or standardized processes for outreach and engagement. There is also a potential issue wherein community partners are over-contacted and over-burdened for information from the county, pointing to a need to streamline and coordinate efforts to obtain information and feedback from our partners.

Project Demographic Distribution

The following table reflects the Project Demographic Distribution and Primary Targeted Population for each project as defined by Treasury and indicated in Treasury portal submissions.

Table 4. ARPA project demographic distribution - priority targeted populations (EC1.1-2.37)

Project Name	Project Demographic Distribution	ARPA Primary Targeted Population
1.2.1 BCPH COVID Testing	Public Health - Impacted	General Public
1.4.1 Juvenile Assessment Center FTE	Public Health - Impacted	General Public
1.5.1 BCPH PPE	Public Health - Impacted	General Public
1.7.1 BCPH Vaccine Community Support	Public Health - Impacted	General Public
1.7.3 COVID Recovery Center	Public Health - Impacted	General Public
1.7.5 BCPH Direct COVID Costs	Public Health - Impacted	General Public
1.12.1 Mobile Response Teams	Public Health - Impacted	General Public
1.12.2 HUB Community-Wide Navigation	Public Health - Impacted	General Public
1.12.3 Equitable Access: Community-Based Grants	Public Health - Impacted	General Public
1.12.4 Equitable Access: MH Vouchers	Public Health - Impacted	General Public
1.12.5 Equitable Access: School Based Services	Public Health - Impacted	General Public
1.12.6 Equitable Access: Community Trainings	Public Health - Impacted	General Public
1.12.7 BCPH Mental and Behavioral Health	Public Health - Impacted	General Public
2.1.1 BCPH Food Insecurity	Assistance to Households - Disproportionately Impacted	Households that qualify for certain federal programs ⁵
2.2.1 Eviction Representation	Assistance to Households - Impacted	Households that experienced increased food or housing insecurity
2.3.1 Left Behind Workers Fund	Assistance to Households - Impacted	Households that experienced unemployment
2.3.2 Childcare Direct Cash Assistance	Assistance to Households - Impacted	Low- or-moderate income households or populations ¹
2.4.1 Digital Divide Project Manager	Assistance to Households - Impacted	Low- or-moderate income households or populations ²
2.10.1 Employment Services	Assistance to Households - Impacted	Households that experienced unemployment
2.10.2 Workforce Call Center	Assistance to Households - Impacted	Households that experienced unemployment
2.11.1 BCPH Childhood Health Other	Assistance to Households - Impacted	Low- or-moderate income households or populations ²
2.11.2 YMCA Mapleton	Assistance to Households - Impacted	Low- or-moderate income households or populations ²
2.11.3 YMCA Scholarships	Assistance to Households - Impacted	Low- or-moderate income households or populations ²

Project Name	Project Demographic Distribution	ARPA Primary Targeted Population
2.11.4 Longmont Childcare Center	Assistance to Households - Impacted	Low- or-moderate income households or populations ²
2.12.1 BCPH Family Connects	Assistance to Households - Impacted	Low- or-moderate income households or populations ²
2.15.2 Housing Pipeline Willoughby	Assistance to Households - Impacted	Low- or-moderate income households or populations ²
2.15.3 Housing Pipeline Casa de la Esperanza	Assistance to Households - Impacted	Low- or-moderate income households or populations ²
2.15.4 Housing Pipeline Policy Manager	Assistance to Households - Impacted	Low- or-moderate income households or populations ²
2.17.1 Emergency Choice Vouchers	Assistance to Households - Disproportionately Impacted	Individuals experiencing homelessness
2.29.1 Survive and Thrive Sm. Business	Assistance to Small Businesses - Disproportionately Impacted	Other small businesses disproportionately impacted by the pandemic (Child Care Providers)
2.34.1 Survive and Thrive Nonprofits	Assistance to Non-Profits - Impacted	Non-profits that experienced a negative economic impact of the pandemic
2.34.2 FRC Funding	Assistance to Non-Profits - Impacted	Non-profits that experienced a negative economic impact of the pandemic
2.37.1 DA Office Court Reporting	Assistance to Households - Impacted	Other households or populations that experienced a negative economic impact of the pandemic

² Low or moderate-income households and communities are those with (i) income at or below 300 percent of the Federal Poverty Guidelines for the size of the household based on the most recently published poverty guidelines by the Department of Health and Human Services (HHS) or (ii) income at or below 65 percent of the Area Median Income for the county and size of household based on the most recently published data by the Department of Housing and Urban Development (HUD).

⁵ For Disproportionately Impacted households, these programs are Temporary Assistance for Needy Families (“TANF”), Supplemental Nutrition Assistance Program (“SNAP”), Free- and Reduced-Price Lunch (“NSLP”) and/or School Breakfast (“SBP”) programs, Medicare Part D Low-Income Subsidies, Supplemental Security Income (“SSI”), Head Start, Special Supplemental Nutrition Program for Women, Infants, and Children (“WIC”), Section 8 Vouchers, Low-Income Home Energy Assistance Program (“LIHEAP”), and Pell Grants.

Project Key Performance Indicators and Demographics

Below are tables with key performance indicators and project demographics. Note that not all projects provided full or even partial demographic data due to challenges described above in this report, particularly Immediate Needs projects. The numbers below reflect the data received but not the full representation of numbers served.

Table 5. Key Performance Indicators

Programmatic Data Required	Totals	Programs
Number of households served by program	3148	2.1.1 BCPH Food Insecurity 2.3.1 Left Behind Workers Fund
Number of small businesses served by program	0	None
Number of non-profits served by program	3	2.34.1 FRC Funding
Number of people or households receiving eviction prevention services (including legal representation)	184	None
Number of affordable housing units preserved or developed **	449	2.17.1 Emergency Choice Vouchers 2.15.2 Housing Pipeline: Willoughby Corner 2.15.3 Housing Pipeline: Casa de la Esperanza

Programmatic Data Required	Totals	Programs
Number of workers enrolled in sectoral job training programs *	642	2.10.1 Employment Services 2.10.2 Workforce Boulder County
Number of workers completing sectoral job training programs *	602	2.10.1 Employment Services 2.10.2 Workforce Boulder County
Number of people participating in summer youth employment programs	0	None
National Center for Education Statistics (NCES) School ID or NCES District ID if all schools within the district received funds, if not list all school ID that received funds	0	None
Number of students participating in evidence-based tutoring programs	0	None
Number of children served by childcare and early learning (pre-school/pre-K/ages 3-5)	2018	2.11.2 YMCA Mapleton 2.11.3 YMCA Scholarships 2.11.4 Longmont Childcare Hub
Number of families served by home visiting	525	2.12.1 BCPH Family Connects

*ARPA funds did not pay for training, but funds allowed for referrals to the training

**ARPA funds were only a portion of the funding for these housing projects

Table 6. Project demographics

Project Demographic	Juvenile Assessment Center FTE	COVID Recovery Center	Hub: Community Wide Navigation	Equitable Access: Community Based Grants/ Vouchers ⁺	BCPH Mental and Behavioral Health	BCPH Food Insecurity	Eviction Representation	Left Behind Workers Fund	Emp. Services/ Work-force Boulder County	BCPH Child--hood Health Other	YMCA Scholarship	BCPH Family Connects	Emergency Choice Vouchers	OUR Center FRC Support	EFAA FRC Support
American Indian or Alaska Native	0	*	3	14	5	*	5	*	*	1	*	0	*	3	*
Asian	0	*	*	30	5	*	1	*	*	1	*	21	*	7	*
Black or African American	0	*	9	69	2	*	19	*	*	3	*	4	*	19	*
Mixed Race	*	*	*	34	12	*	25	*	*	25	*	65	*	0	*
Native Hawaiian or Other Pacific Islander	*	*	*	13	1	*	1	*	*	*	*	1	*	2	*
White	13	*	154	651	124	*	111	*	*	71	*	389	*	320	*
Other	0	*	31	236	0	*	*	*	*	*	*	4	*	0	*
Declined to Answer	0	*	62	59	6	*	*	*	*	41	*	0	*	*	*
Data Not Collected	0	75	*	222	490	*	22	185	*	35	*	41	17	40	*
Hispanic or Latino	6	*	94	2742	69	*	62	183	*	*	*	87	*	265	4^^
Not Hispanic or Latino	7	*	102	604	82	*	114	2	*	*	*	397	*	182	26^^
Declined to Answer	0	*	64	73	0	*	*	*	*	*	*	0	*	*	*
Data Not Collected	0	75	-	211	511	*	8	*	*	*	*	41	17	12	*
Male	10	*	92	368	22	*	*	82	8881	78	*	172^	*	195	11
Female	2	*	147	691	74	*	*	103	9339	0	*	^	*	265	19
Non-binary	*	*	*	54	23	*	*	*	*	*	*	0	*	*	*
Identifies as Transgender	*	*	*	93	28	*	*	*	*	*	*	0	*	1	*
Prefer not to say	1	*	8	31	0	*	*	*	*	*	*	0	*	*	*
Prefer to self-describe	*	*	*	34	0	*	*	*	*	*	*	0	*	*	*

Project Demographic	Juvenile Assessment Center FTE	COVID Recovery Center	Hub: Community Wide Navigation	Equitable Access: Community Based Grants/ Vouchers*	BCPH Mental and Behavioral Health	BCPH Food Insecurity	Eviction Representation	Left Behind Workers Fund	Emp. Services/ Workforce Boulder County	BCPH Child--hood Health Other	YMCA Scholarship	BCPH Family Connects	Emergency Choice Vouchers	OUR Center FRC Support	EFAA FRC Support
Data Not Collected	*	75	*	151	515	*	184	*	*	*	*	227	17	*	3473
Heterosexual	*	*	*	133	45	*	*	*	*	*	*	0	*	*	*
Not Heterosexual	*	*	*	78	75	*	*	*	*	*	*	0	*	*	*
Lesbian	*	*	*	6	4	*	*	*	*	*	*	0	*	*	*
Gay	*	*	*	4	10	*	*	*	*	*	*	0	*	*	*
Bisexual	*	*	*	29	11	*	*	*	*	*	*	0	*	*	*
Orientation Not Listed	*	*	0	75	594	*	184	185	*	*	*	0	17	*	*
Identifies as Person with Disability or Accessibility Issue	*	*	*	0	0	*	59	*	*	*	*	26	17	*	*
Low-Moderate (at or below 65%)	*	75	*	363**	0	2953	22	*	*	*	792	87	17	*	*
Low (at or below 40% AMI)	*	*	*	35**	74	*	155	*	*	0	1180	0	0	*	*

*These totals are the accumulation of seven non-profit organizations and may not add up.

*Data not collected or available

**Data not complete

^Sex of Infant

^^Ethnicity of clients applying for Direct Financial Assistance