



COVID-19 RECOVERY AND RESILIENCY PLAN

July 2, 2020



CITY OF SAN ANTONIO
OFFICE OF THE CITY MANAGER

TO: Erik Walsh, City Manager

FROM: Colleen M. Bridger, MPH, PhD, Assistant City Manager, Interim Health Director

COPY: Mayor and Council

SUBJECT: COVID-19 Recovery and Resiliency Plan

DATE: July 2, 2020

As a follow-up to the Goal Setting Session presentation on Friday, June 26, we have included for your review the COVID-19 Recovery and Resiliency Plan summaries. As a living document, these summaries will be updated from time to time and we will make sure you have the latest version each time that changes.

This plan was developed using the following Guiding Principles:

- **Public Health and Safety:** Ensure continued COVID-19 related public health and safety while building resilience and fostering economic stability for households, nonprofits and businesses.
- **Equity:** Imbed equity in policy decisions and distribution of resources.
- **Braided Funding:** Appropriately integrate local, state and federal resources to achieve maximum impact.
- **Community Resilience:** Ensure households and businesses affected by COVID-19 have the resources and tools to become financially resilient and better prepared to withstand future economic challenges.
- **Well-Being:** Strengthen generational family well-being built upon a solid foundation of thriving non-profit organizations.

The plan is framed around four pillars:

- **Workforce Development:** Providing workforce training and support services with a focus on high-demand jobs
- **Housing Security:** Providing access to programs and services aimed at addressing emergency housing and financial needs while also investing in long-term solutions to improve our community's resiliency
- **Small Business Support:** Providing access to programs and services small businesses need immediately to re-open in a COVID-19 environment and thrive in the future
- **Digital Inclusion:** Expanding access to technology in the most marginalized communities

As a reminder, we will be providing monthly financial updates and we are developing an on-line dashboard to help you and the community see our progress as we roll out these strategies. Please contact me if you have any questions regarding the strategy summaries. We are happy to discuss.



CONTACT INFORMATION

Strategy	Pillar	Contact
Workforce Training and Support Services with focus on high demand jobs	Workforce Development	sanantonio.gov/EDD (210) 207-8080
Temporary Child Care Support for Working Families	Workforce Development	sanantonio.gov/humanservices (210) 207-8198
Virtual and Place Based Recovery Hub and Connect Residents to Low Cost Financial Products	Housing Security	sanantonio.gov/humanservices (210) 207-8198 www.sanantonio.gov/NHSD (210) -207-6459
Fair-housing Counseling and Family Resource Center	Housing Security	sanantonio.gov/humanservices (210) 207-8198 www.sanantonio.gov/NHSD (210) -207-6459
Homeless shelter options with services	Housing Security	sanantonio.gov/humanservices (210) 207-8198
Door-to-door engagement with hard-to-reach families to connect them to resources	Housing Security	sanantonio.gov/humanservices (210) 207-8198
Family Independence Initiative Up Together Investment	Housing Security	sanantonio.gov/humanservices (210) 207-8198
Digital Referral Platform for Joint Case Management	Housing Security	sanantonio.gov/humanservices (210) 207-8198
Expand domestic violence prevention and intervention strategies	Housing Security	sanantonio.gov/Health/HealthyLiving/ViolencePrevention (210) 207-8780
On-the-job training support for small businesses	Small Business Support	sanantonio.gov/EDD (210) 207-8080

Virtual and place-based Financial Recovery and Resilience Hub for Small Businesses	Small Business Support	sanantonio.gov/EDD (210) 207-8080
Micro Business Grant Support	Small Business Support	sanantonio.gov/EDD (210) 207-8080
Door-to-door engagement with hard-to-reach micro businesses and families to connect them to resources	Small Business Support	sanantonio.gov/EDD (210) 207-8080
Protective Equipment & Sanitizer	Small Business Support	sanantonio.gov/EDD (210) 207-8080
Arts Grant Support	Small Business Support	getcreativesanantonio.com (210) 206-ARTS
Distance learning in-home internet access to students K-12 and college	Digital Inclusion	sanantonio.gov/Innovation/Home (210) 207-8360 https://www.sanantonio.gov/ITSD
COSA Recovery Portal	Digital Inclusion	sanantonio.gov/Innovation/Home (210) 207-8360 https://www.sanantonio.gov/ITSD



WORKFORCE DEVELOPMENT

TOTAL FUNDING: \$75 MILLION



Workforce Training and Support Services with Focus on High-Demand Jobs

Strategy

The City of San Antonio, through general fund support, will provide workforce training and education to San Antonio residents, specifically those negatively affected by the COVID-19 pandemic in the hardest hit industries of hospitality, food service, and retail. Workforce skills and education training will assist these residents to increase their chance of finding better jobs as businesses mitigate the impact of COVID-19 and begin to hire.

This new program, which pieces together and scales existing City workforce strategies, seeks to intake participants, provide skills and career assessments and guide participants on a recommended pathway that may include high school equivalency preparation, short-term, long-term and on-the-job training. Participants will receive stipends while participating in training programs.

Expected Outcomes

- This program will serve up to 10,000 San Antonio residents by September 2021. Of these residents served, up to:
- 80% will receive comprehensive wraparound support, case management and career navigation services.
- 75% will be referred to short-term training programs.
- 10% will be referred to long-term training programs.
- *10% will be referred to subsidized on-the-job training with local small business employers.
- 5% will be referred to high school equivalency preparation courses.
- 75% of participants will complete training programs.
- Aspirational Goal – within 3 months of training completion, 50% of participants will secure employment within a demand occupation with a career path established to improve their earning potential.

Implementation Partners

		Participant Services							
Primary Partners	Outreach	Intake, Assessment, Referral	Case Management	High School Equivalency Training	Short Term Training	Long Term Training	On the Job Training*	Stipends	Job Placement
Alamo Colleges		✓	✓	✓	Provider	Provider		✓	✓
Chrysalis Ministries		✓	✓						✓
Family Service		✓	✓						✓
Project QUEST		✓	✓		Referrals	Referrals		✓	✓
Restore Education		✓	✓	✓	Provider			✓	✓
SA Works	✓								Employer Engagement
WSA	✓	✓	✓		Referrals	Referrals	✓	✓	✓
City - EDD	✓								
City - DHS	✓		✓						
City – NHSD	✓		✓						



*Outcomes and partners for on-the-job training are included in this Pillar, however funding is associated with small businesses and allocated within the Small Business Pillar.

Secondary partners, or subcontractors, to include Dress for Success, Each One Teach One, Goodwill, SA Hope Center, University of Incarnate Word, Our Lady of the Lake University, St. Mary’s University, the University of Texas at San Antonio, and Texas A&M San Antonio; and business intelligence organizations including BioMed SA, and Cyber Security SA.

Budget and Funding Components – Preliminary Figures

Participant Intake, Referral, Wraparound Support and Career Navigation		\$6.67 million
Alamo Colleges - \$2.82m	Restore Education - \$.35m	
Workforce Solutions Alamo - \$1.73m	Family Service - \$.32m	
Project Quest - \$1.28m	Chrysalis Ministries - \$.16m	
Participant Training and Education – Direct Service and Fiscal Agents		\$13.63 million
Alamo Colleges - \$6.75m	Workforce Solutions Alamo - \$2.13m	
Project Quest - \$4.25m	Restore Education - \$.5m	
Participant Stipends – Fiscal Agents		\$44.11 million
Alamo Colleges - \$23.18m	Workforce Solutions Alamo – \$7.2m	
Project Quest - \$12.15m	Restore Education - \$1.58m	
Business Intelligence – Employment and OJT opportunities and training needs		\$.24m
SAWorks - \$.24m		
Program Outreach - branding, collateral materials, advertising		\$.35m
EDD, GPA and various contractors		
Total:		\$65 million

The contract term for each primary partner will be six months, with an option to renew for an additional nine months. Contract deliverable may be modified for the extension term, based on business intelligence, training offerings and participant feedback.

Application/Participation/Selection Process

Program outreach will be executed in collaboration with the various strategies included in the Recovery and Resiliency Plan, such as door-to-door engagement efforts. Additional outreach strategies include social media, robocalls, neighborhood associations, billboards, VIA bench and shelter advertising, community organizations and churches, etc.

Due to the large volume of participants and to facilitate a ‘no-wrong-door’ approach, participant intake will also occur through WSA, Alamo Colleges, Project QUEST, Chrysalis Ministries, Family Service and Restore Education. Any organization conducting participant intake will enter relevant data into the City’s tracking portal and will complete a standard participant assessment tool. This agency will also be responsible for training placement, case management and job placement support, unless otherwise approved by EDD.

Equity and Engagement Strategies



COVID-19 Community Recovery and Resiliency Plan Workforce Development

Program marketing will be targeted to geographies with an equity matrix score of eight (8) or higher which consists of a population of 499,513 or 34% of the San Antonio population.

To further ensure equity in the distribution of resources, each agreement with a primary partner agency will include aspirational goals for participant intake, case management, and training completion based on race/ethnicity, gender, age, income, disability, formerly incarcerated, individuals experiencing homelessness and geography. If agency aspirational goals are not met on a quarterly basis, good faith efforts must be submitted and approved by EDD. To facilitate attainment of these goals, primary partner agencies and EDD staff will collaborative develop preference criteria be used in the participant intake process.

EDD staff will also conduct resident engagement activities in the summer of 2020, to identify and mitigate addition participation barriers.

Major Milestones Timeline

- June – EWDC briefed on implementation plan
- July – Contracts executed with primary partners; Marketing and participant intake and assessment begins
- December – EWDC briefed on possible contract extensions with partners
- September 2021 – Program completed



Emergency Child Care Supports for Working Families

The City of San Antonio, through grant and general fund support will provide temporary childcare access, by subsidizing the cost of care, for low-income parents who are engaged in workforce training programs. Support will be specifically targeted to individuals engaged in AlamoPromise: COVID – 19 Workforce Recovery Response training.

Model and Child Care Referral Process



Child Care Subsidy Partners

- City Departments
 - Economic Development Department
- Community
 - Workforce Solutions Alamo
 - Alamo Community College District (ACCD)
 - Project Quest
 - Licensed Child Care Centers and Homes
 - United Way of San Antonio & Bexar County
 - San Antonio Area Foundation

Expected Outcomes

- From mid-June to November 2020, 4,000 children of parents who are working/going to school will be provided with 3 months of childcare.
- By November 2020, a total of 2,777 individuals/families will have received stabilizing childcare allowing them to pursue training and/or workforce opportunities.

Budget and Funding

Expenses		Funding Sources	
Temporary Services (Administrative)	\$300,000	Grant, General Fund, and Private Fundraising	\$10,000,000
Child Care Subsidies	\$9,700,000		
TOTAL	\$10,000,000	TOTAL	\$10,000,000

Equity and Engagement



COVID-19 Community Recovery and Resiliency Plan Workforce Development

- Subsidies will be made available to individuals engaged in the AlamoPromise: COVID – 19 Workforce Recovery Response programming.
- The Department of Human Services will work closely with the AlamoPromise: COVID – 19 Workforce Recovery Response team engaged in case management and wrap around services (ACCD and Project Quest) to prioritize subsidy availability for children of parents who are: Economically vulnerable, represent traditionally marginalized members of the population, and those who are facing significant barriers which prohibit them from fully participating in the program.

Selection/Application

- **Outreach and Intake Assessment** – Alamo Community College District and Workforce Solutions Alamo
- **Training and Case Management** – Alamo Community College District and Project QUEST
 - **Child Care Subsidy Referrals** – Workforce Solutions Alamo, City of San Antonio – Department of Human Services, United Way of San Antonio & Bexar County
- **Exit Transition to Workforce Placement Partners** – Alamo Community College District

Implementation Timeline:

- Late June 2020: Coordinate Integration of Child Care Subsidy Referral Process into AlamoPromise: COVID – 19 Workforce Recovery Response Model.
- July 2020: Begin Receiving and Enrolling Referred Parents and Connecting them to Child Care Centers.
- October 2020: Subsidy begins to Expire for Families Enrolled in July 2020.



HOUSING SECURITY

TOTAL FUNDING: \$50,532,216



Virtual and Place Based Recovery Hub and Connect Residents to Low Cost Financial Products

The City will open a Virtual and Place Based Recovery HUB that will be co-located with the Fair Housing Counseling and Family Resource Center. Both programs will be virtual and will also open three physical locations: Central Library, Neighborhood Place, and Claude Black Community Center. The Virtual and Place Based Recovery HUB will assist households recovering from economic impacts of COVID-19 become financially stable and more resilient going forward through financial counseling, benefits navigation, low-cost financial products, and connection to appropriate related services including workforce training, small business assistance, and homeless services.



- Recovery Center Partners**
- City Departments
 - Neighborhood Housing Services Department
 - Department of Human Services
 - Economic Development Department

 - Community
 - Family Service
 - VITA Coalition
 - local financial institutions
 - Multiple referral partners
 - Grass Roots Organizations
 - CHDOs & Housing Partners

Expected Outcomes

- By July 1, open three Financial and Housing Recovery Centers at the Central Library, Neighborhood Place, and Claude Black Community Center.
- By December 1, complete door to door outreach to 30,000 residents in targeted zip codes.
- By June 2021, reduce total household debt of clients by \$4.9 million.
- By April 15, 2021, issue \$500,000 in low-cost refund anticipation loans to 400 tax payers.
- By May 1, 2021, assist 500 residents to open certified Bank Of bank accounts.
- By May 1, 2021, 6,500 residents will access financial recovery and benefits counseling.

Equity and Engagement Strategies

- Provide all services and materials in English and Spanish and translation services for other languages as needed.
- Coordinate with Office of Equity to identify marginalized neighborhoods predominately comprised of people of color and are economically vulnerable.



- Outreach through door-to-door marketing to 30,000 residents in targeted neighborhoods.
- Collaborate with community and faith-based partners to identify immigrant families who are disconnected from mainstream benefits and resources.
- Contract with community and faith-based partners and organizations to identify families who are disconnected from mainstream benefits and resources and provide opportunities for different intake opportunities.
- Reserve flexible resources for assistance to families that may not qualify for federal benefits.
- Ensure target population has multiple options to easily and quickly access services including in person, virtual, and phone appointments to reduce barriers to services including transportation and time off.

Selection/Application Process

Financial Recovery Center clients will access services through a single phone number or online portal. An Intake Specialist will conduct an initial assessment of immediate household needs; triage urgency; and schedule an in person or virtual appointment with the appropriate financial, benefits, or housing counselor. Counselors will be cross trained to reduce need for multiple appointments and assessments.

- **Financial Counseling** – Financial coaching including budgeting, debt management, credit report education, benefits and linking to positive products through Bank Of San Antonio, etc.
- **Benefits Navigation/Enrollment** – Assist with eligibility assessment and enrollment working with federal, state and local benefits providers and with community partners including unemployment assistance, TANF, health insurance, housing authority programs, Financial Independence Initiative, transportation, utility assistance, rent/mortgage assistance, etc.
- **Workforce assistance** – Enrollment with Family Service’s occupation counselors, DHS Training for Job Success program, and NXT Level and referral to Alamo Promise, Workforce Solutions Alamo, Project Quest, Goodwill, and other community workforce programs
- **Small Business recovery assistance** – Financial Counseling for simple small business recovery assistance tied to family finances and referral to EDD, LaunchSA, and other community partners.

Implementation Timeline

- June 2020: Hire temporary staff and execute contract with Family Service
- July 1, 2020: Open Centers in Central Library, Neighborhood Place, Claude Black
- May 31, 2021: Complete all performance under CSBG funded activities

Budget and Funding

Expenses		Funding Sources	
Family Service Expansion	\$1,401,487	CSBG-CARES	\$2,937,062
COSA Expansion & Technology	846,627		
Direct Client Assistance	1,751,886	CRF	\$1,182,938
Connection to Low-Cost Financial Products	120,000		
TOTAL	\$36,494,216	TOTAL	\$4,120,000



Fair Housing Counseling and Family Resource Center

Strategy

The City will open a Fair Housing Counseling and Family Resource Center that will be co-located with the Recovery HUB. Both programs will be virtual and will also open three physical locations: Central Library, Neighborhood Place, and Claude Black Community Center. The Fair Housing Counseling and Family Resource Center will assist households recovering from economic impacts of COVID-19 to become housing stable through housing counseling, rental and mortgage assistance, pro bono legal services, and connections to other services such as the city's minor repair and Under 1 Rood Program.

Equity and Engagement Strategies

- Provide all services and materials in English and Spanish and translation services for other languages as needed.
- Coordinate with Office of Equity to identify marginalized neighborhoods predominately comprised of people of color and are economically vulnerable.
- Outreach through door-to-door marketing to 30,000 residents in targeted neighborhoods.
- Collaborate with community and faith-based partners to identify immigrant families who are disconnected from mainstream benefits and resources.
- Contract with community and faith-based partners and organizations to identify families who are disconnected from mainstream benefits and resources and provide opportunities for different in-take opportunities.
- Reserve flexible resources for assistance to families that may not qualify for federal benefits.
- Ensure target population has multiple options to easily and quickly access services including in person, virtual, and phone appointments to reduce barriers to services including transportation and time off.

Implementation Partners

- Texas Rio Grand Legal Aid and San Antonio Legal Services Associates
- Non Profits, Community Partners, and Service Providers

Expected Outcomes

As a result of this funding and by December 31, 2020, the City will accomplish the following:

- Provide 1,000 families with information on Recovery Centers and in-person in-take opportunities for housing assistance for as many families.
- Participate in at least 500 eviction court hearings.
- Provide 10,000 families housing assistance.
- Intake at least 400 residents with homeowner rehabilitation programs to preserve our affordable housing stock (minor repair, under 1 roof, etc)
- Inform at least 200 residents on available down payment assistance



COVID-19 Community Recovery and Resiliency Plan Housing Security

- Host at least 15 community/virtual meetings on various affordable housing topics to engage impacted communities and increase program outreach.
- Prevent at least 1,000 eviction cases from being filed and heard by diverting to rental assistance program.

Budget

The Neighborhood and Housing Services Department will lead the Fair Housing Counseling and Family Resource Center and the budget for this initiative is \$27,874,216. The City currently offers a variety of housing resources and programs to assist vulnerable residents in our community. These include emergency housing assistance, homeowner rehabilitation programs, and right to counsel support. The \$27.9 million will allow for the expansion of the emergency housing assistance program and right to counsel program as well as the staffing for the housing component of the new resource center to increase overall access to housing programs in the community. The funding for the program is from the Coronavirus Relief Fund and is broken down as follows:

- \$465,165 to fund 4 housing navigators, 2 Right to Counsel Navigators, and 2 customer service representatives to help staff the 3 centers. Funding also includes office and computer expenses.
- \$464,500 for staff to be present at all 5 eviction courts to assist individuals that need legal assistance or financial assistance, a contract with TRLA to have attorneys available, a contract with SALSA to coordinate pro bono efforts to help with those experiencing eviction other landlord tenant issues, and office and computer expenses.
- \$25,588,699 in direct assistance through the Emergency Housing Assistance Program.
- \$1,355,852 million for staffing the Emergency Housing Assistance Program and intake through various partners like archdiocese, Catholic Charities, Domesticas Unidas, Raices, and SAGE.

Major Milestones

- June 2020: Hire temporary staff, execute contracts with TRLA and SALSA to assist with Right to Counsel, execute contracts with non-profits and grass-roots organizations to assist with intake for the Emergency Housing Assistance Program, Council Consideration of Notice of Tenant's Rights, provide staff support at eviction courts.
- July 1, 2020: Open Recovery Center in Central Library, Neighborhood Place, Claude Black.



Homeless Emergency Shelter and Alternative Housing Options

This strategy includes multiple components designed to permanently house homeless individuals; increase available emergency shelter bed space, and reduce chronic and unsheltered homelessness including diversion from homelessness, hotel bridge housing, rapid rehousing, and expanded outreach avenues and funding to quickly rehouse residents who are experiencing homelessness.

Expected Outcomes:

- By June 30, 2020, DHS will contract for up to 500 hotel rooms to increase capacity at emergency shelter locations
- By July 2020:
 - Prioritize currently homeless individuals from emergency shelters for permanent housing assistance and begin transitioning homeless to temporary hotel housing
 - Hire and contract for additional homeless outreach staff and finalize system wide outreach protocol.
 - DHS will continue operating the Homeless Connections Hotline to serve as an effective access point for new or unsheltered homeless seeking shelter, housing, and basic needs.
- By December 2020:
 - 500 homeless individuals and families will be rapidly re-housed to permanent housing or in temporary transitional shelter awaiting housing placement.
 - Once transitioned, housing teams will assess 100% of residents and identify transitional/permanent housing for 80% of hotel clients.
 - 85% of homeless who are rapidly re-housed will maintain housing for 6 months.

Expected Partners

- City Departments
 - San Antonio Police Department
 - Neighborhood Housing Services Department
- Community
 - South Alamo Regional Alliance for the Homeless (SARAH) Haven for Hope
 - Salvation Army
 - American GI Forum,
 - SAMMinistries
 - Society of St. Vincent de Paul
 - Alamo Area Resource Center
 - BEAT AIDS
 - San Antonio AIDS Foundation
 - Thrive Youth



Budget and Funding

Expenses		Funding Sources	
Rental of Hotel Space	3,286,500	ESG-CARES (round 1) Funding period ends December 2022	\$3,902,645
Hotel Operations/Support Services	2,083,536		
Rapid Rehousing Programs	2,657,300	Coronavirus Relief Fund Funding period December 2020	5,335,355
Outreach (contract)	450,664		
Outreach (DHS)	600,000		
Homeless Hotline (DHS)	160,000		
TOTAL	\$9,238,000	TOTAL	\$9,238,000

Equity and Engagement Strategies

- Include a homeless consumer on the evaluation panel
- Evaluation panel will consist of internal and external stakeholders in addition to having an individual with lived experience of homelessness.
- Invite potential vendors to participate in DHS sponsored learning collaboratives.
- Agencies will provide demographic data on clients served

Selection/Application Process

- Housing teams and systems navigators will assess and prioritize currently homeless individuals in emergency shelters based on vulnerability and transition them to temporary hotel shelter while awaiting their housing placement.
- This process will increase capacity in emergency shelters for newly homeless and unsheltered individuals. Outreach teams will be assigned designated areas to canvas and build rapport with clients to help them move from street homelessness to a higher level of care and/or housing intervention.
- DHS will contract with non-profit organizations to provide short term (0-3 months) and medium term (4-24 months) rental assistance for clients experiencing homelessness to quickly move them into permanent housing with case supportive services.
- Where possible, transition homeless from shelters directly to permanent housing.
- Case managers and system navigators will help homeless transition successfully to permanent housing and maintain housing. Hotel rooms will also provide a diversion from shelter option for newly homeless who can be rapidly rehoused or for clients not eligible for current shelter options.

Implementation Timeline

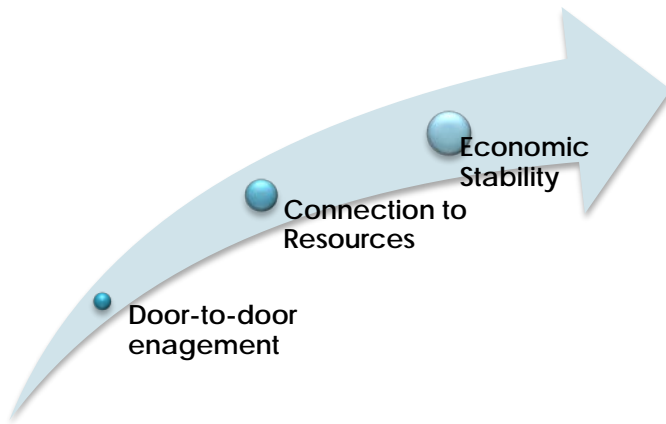
- Coordinate with Culture and Neighborhood Housing Committee to prioritize ESG-CARES Round 2 funding
- June –July 2020: Issue Request for Letters of Interest (LOI) and execute contracts for homeless prevention, street outreach, emergency shelter and rapid rehousing services.
- July 2020: Develop system wide outreach protocol and hire/contract for additional outreach staff
- July 2020: Prioritize homeless for permanent housing and begin transitioning to hotels
- December 2020: 500 homeless individuals will be housed or in the process of housing placement.



Door-to-Door Engagement with Households

The Department of Human Services, in collaboration with funded partner agencies, will utilize an equity driven approach to target door – to – door outreach to inform residents who have been traditionally marginalized and are likely to disproportionately be negatively impacted by COVID -19 of available resources and services. Specific focused populations for services include people of color, undocumented residents, and LGBTQIA individuals, among others.

Door-to- Door Outreach Strategy Flow Chart



Engagement Partners

- City Departments:
 - Neighborhood Housing Services Department
 - Metropolitan Health District
 - Economic Development Department
- Nonprofit & Referral Partners:
 - Nearly 70 funded nonprofit partners funded through the Human and Workforce Development Services Consolidated Funding Process

Expected Outcomes

By December 2020:

- 75% of identified households within identified service area will receive face to face outreach services
- 30,000 residents will be with information about available resources
- 80% of households receiving door to door outreach services will receive a referral for recovery and resilience services; and 80% will complete an application for services

Budget and Funding Components

Expenses		Funding Sources	
Contract with Nonprofit Agency for community workers	\$385,810	Coronavirus Relief Fund	\$500,000
Advertising and Printing	\$50,000		
Direct Client Assistance	\$52,638		
Technology	\$11,552		
TOTAL	\$500,000	TOTAL	\$500,000



Equity and Engagement Strategies

- Target populations will be identified and prioritized by poverty rate at the Census tract level
- Engagement workers will be recruited from a wide range of backgrounds, representative of the community and trained in culturally-appropriate outreach methods
- Workers will be recruited who are bilingual in Spanish and other languages

Selection/Application Process

Connection to resources will include referral and potentially scheduling appointments with the following community services:

- Financial counseling
- Benefits navigation assistance
- Food Security Resources
- Utility, housing counseling, and rental and mortgage assistance
- Workforce and job training assistance
- Small Business recovery assistance
- Senior meal, activity and isolation reduction services
- Head Start and child care subsidy services
- Domestic Violence and Child Abuse Intervention and Prevention Services

Major Milestones Timeline

- June 2020: Begin hiring of temporary staff and contracting with Family Service
- June 2020: Identify and prioritize Census tracts for door-to-door engagement
- June 2020: Develop messaging and marketing materials
- July 1, 2020: Begin first outreach efforts
- July-November 2020: Continue refining message to anticipate and respond to community needs
- December 2020: Begin demobilization of outreach or determine continued need and identify funding strategy



Collaboration and Contract with Family Independence Initiative (FII)

Provide low-income residents with access to the Family Independence Initiative (FII) UpTogether program, which is a self-sufficiency and success-focused model to help participants increase income and build assets over a two-year period. Through UpTogether, participants work together to strengthen existing and create new social networks, gain access payments of unrestricted financial capital, set goals on their self-determined paths, monitor progress, and support one another in achieving economic and social mobility. Funding also includes additional cash assistance of \$500 to 2,000 vulnerable residents.

Expected Outcomes

- Enroll 1,000 participants in long-term UPTOGETHER Program
- At least 45% of participants will increase their income by an average of 20% or more over income at the beginning of the program
- At least 36% of participants will increase their income by an average of 50% or more over income at the beginning of the program
- 2000 residents impacted by COVID-19 will receive \$500 in direct payment assistance to support financial stability during time of high unemployment and loss of income

Expected Partners

- City Departments
 - Neighborhood Housing Services Department
- Community
 - San Antonio Area Foundation
 - H.E. Butt Foundation
 - Methodist Healthcare Ministries
 - Alamo Colleges
 - Non-profit partners

Budget and Funding

Expenses		Funding Sources	
Operational Cost	\$604,500	Federal CARES Act funding	\$4,000,000
UpTogether Program Direct Assistance	\$2,450,000		
COVID-19 Emergency Direct Assistance	995,500		
TOTAL	\$4,050,000	TOTAL	\$4,000,000



Selection/Application Process

- UpTogether program eligibility includes residents earning under 150% of the Federal Poverty Level (FPL) who have been financially impacted by COVID and are residing in areas of high need identified in coordination with the Office of Equity.
- Program participants will be recruited through the Financial and Housing Recovery Center; community based agencies serving vulnerable populations; and from among residents that received the first round of COVID-19 direct payment assistance
- UpTogether participant will receive direct, unrestricted payments totaling approximately \$6,000 per participant over 2 years.
- Initial payments will be an estimated \$600 in the first months, followed by smaller payments as their participation progresses. The payment assistance contributes to the participants' ability to remain stable as they work to increase their income and on-hand savings through activities such as job training and creating or further developing a small business.
- Engagement through technology (phone, videochat) that eliminates transportation and time investments needed for residents to reduce residents transportation barriers to access services

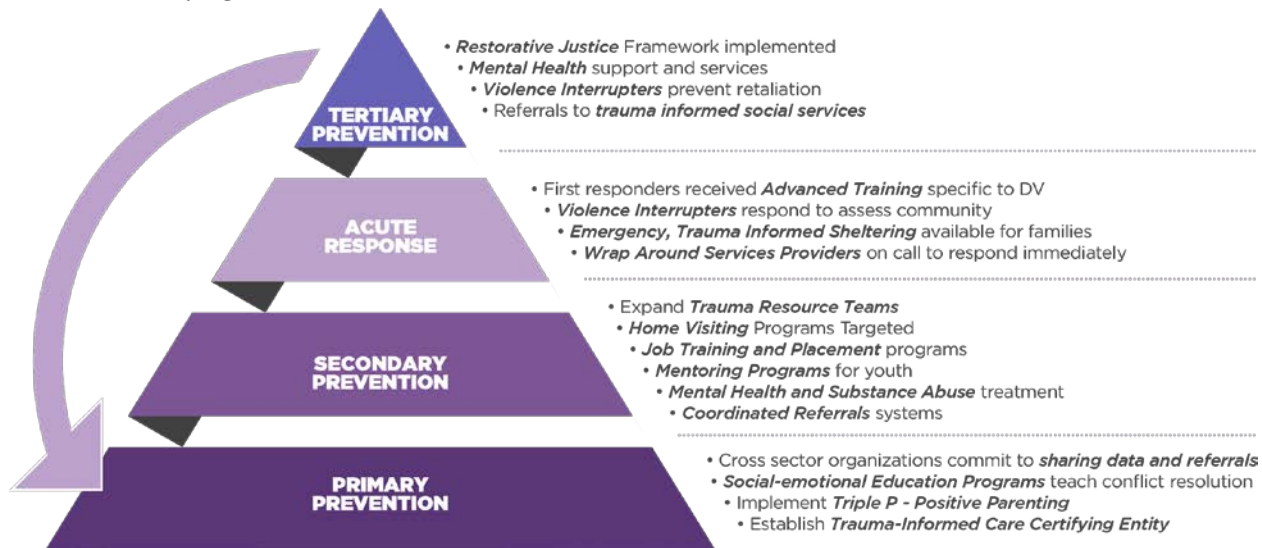
Timeline

- July, 2020: Begin providing COVID-19 Emergency Assistance
- August, 2020: Begin enrollment of UpTogether Program participants
- September, 2020: Complete COVID-19 Emergency Assistance
- September, 2020: Complete enrollment of UpTogether Program participants
- August, 2022: Complete 2 year UpTogether program



Expand domestic violence prevention and intervention strategies

The domestic violence strategy combines direct services through initiatives including the Domestic Violence High-Risk team and cognitive behavioral therapy for children exposed to violence, with community-wide prevention and education campaigns.



Budget

Initiative	Original Investment	CARES Act Funding
Triple P Positive Parenting Program	\$250,000	\$970,000
Domestic Violence High-Risk Team/Handle With Care	\$246,276	\$1,650,000
Coordinated Community Response	\$170,000	\$680,000
Total	\$666,276	\$3,300,000

Expected Outcomes

- By December 2020, the Stay Positive Parenting campaign will have generated at least 2 Million media impressions, and at least 400 families will have enrolled in the online parenting program.
- By December 2020, the Domestic Violence Awareness and Prevention campaign will have generated at least 2 Million impressions and provided training to 200 professionals through online opportunities.
- By December 2020, at least 1,000 therapy sessions will have been provided to students experiencing violence in the home as facilitated by Metro Health through partnerships with Communities in School and University Health System.
- By December 2020, the Domestic Violence High-Risk Team will have provided case management services to 400 high-risk families.

Expected Partners

- City Departments
 - Metro Health
 - Department of Human Services
 - San Antonio Police Department
- Community
 - San Antonio and Bexar County Collaborative Community Commission on Domestic Violence



- San Antonio Domestic Violence Task Force
- United Way Ready Child Impact Council
- Bexar County Family Justice Center
- Family Violence Prevention Services
- The PEACE Initiative
- University of Texas San Antonio

Selection/Application Process

- Domestic Violence High-Risk Team - Individuals will be identified for the Domestic Violence High-Risk Team through the use of a danger assessment. Individuals who screen high-risk will be eligible for DVHRT services. Individuals may be referred for screening from any community agency, but it is anticipated that most referrals will initially come from law enforcement.
- Triple P Online Program - Families are eligible for the Triple P parenting program if they reside in San Antonio and currently have at least one child under the age of 5. Parents will be referred for the Triple P program through COSA Delegate Agencies and can self-refer through the completion of an interest form.
- School-based Cognitive Behavioral Therapy – Students can be referred for services by a teacher, or school counselor. Students identified through the Handle with Care program will receive priority placement.

Equity and Engagement

All resources are prioritized to target to Zip codes with the highest equity scores, meaning the greatest need. Resources for school-based services are prioritized to school districts with the highest number of referrals for children exposed to violence. The Domestic Violence High-Risk Team model uses an evidence-based screening tool to identify individuals at greatest risk of experiencing domestic violence to prioritize services and resources. The communications campaigns are being developed through the leadership of a community advisory group which includes representatives from Family Violence Prevention Services, the PEACE Initiative, CCDV, SAPD, and survivors of domestic violence. Additionally, community stakeholders will be engaged by:

- June 1 – 12, 2020 – Workgroups from the Collaborative Commission on Domestic Violence develop the implementation plan for strategies
- June 12 - 30, 2020 – Presentation of a draft implementation plan for community input:
 - Triple P Provider Network, June 8th
 - Univision Townhall, June 12th
 - KSAT Townhall, June 16th
 - San Antonio Domestic Violence Task Force, June 18th

Implementation Timeline

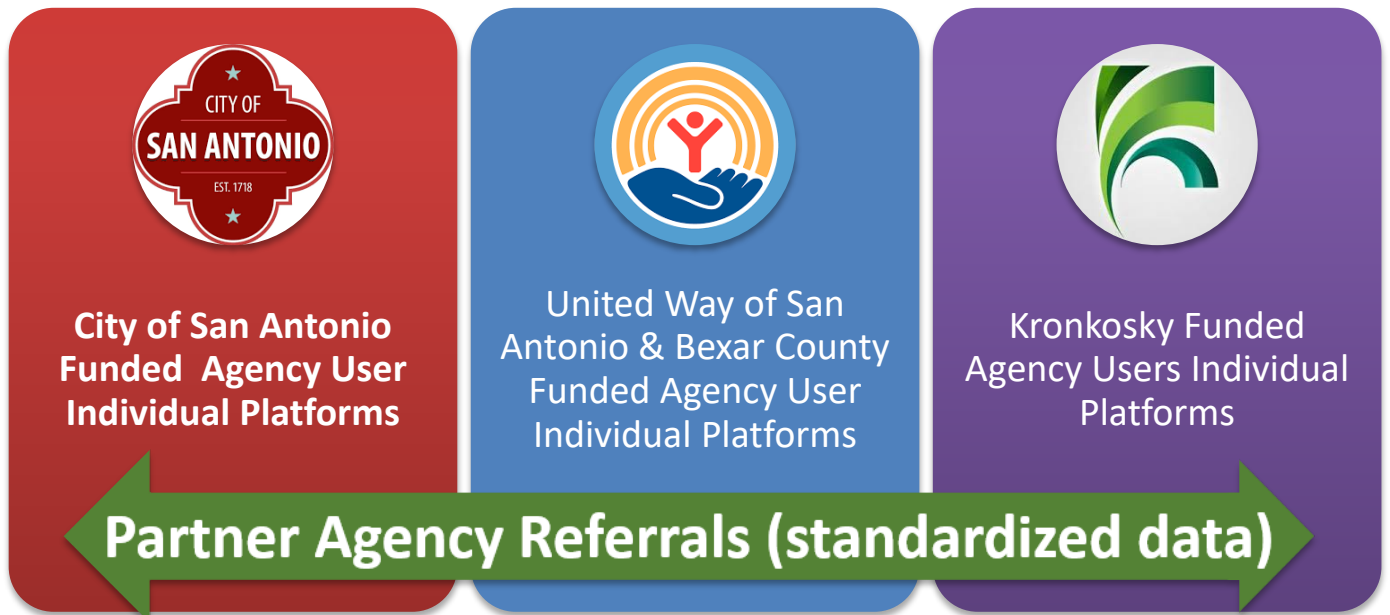
- June 2020 – Gather input from community stakeholders through remote meetings
- End of June - Finalize implementation plan and complete the contracting process
- July 2020 – Media Campaign Launch
- August 2020 – Online Parenting Program Launch
- Mid-December 2020 – Program Evaluation and Assessment



Digital Referral and Case Management Platform

A new Digital Referral and Case Management Platform will provide an internal and external referral system platform to streamline case management of families across service sectors and providers. Further, they would build on collaboration and coordination efforts currently supported by the City of San Antonio, Bexar County, nonprofit partners, and community funders.

Digital Referral Platform Model (Assumes Use of Signify Platform)



Digital Referral Platform Partners

- City Departments:
 - Neighborhood Housing Services Department
 - Economic Development Department
 - Metropolitan Health District
- Community Funders:
 - Kronkosky Foundation
 - United Way of San Antonio & Bexar County
- Community System Users:
 - More than 70 non-profit organizations and local service providers, including those funded by the City of San Antonio Department of Human Services and Economic Development Department through the Human and Workforce Development Services Consolidated Funding Process



Expected Outcomes

- By July 2021, a Case Management System and Referral Platform will be implemented with a minimum of 70 contracted agency partners utilizing the system to case manage families and make referrals.
- Once implemented, 95% of families and/or individuals will receive 2 or more referrals for wraparound services.
- Of those families and/or individuals who have received one or more referrals, 90% of families and/or individuals will be jointly case managed by one or more agencies.

Budget and Funding Components

Expenses		Proposed Funding Source	
System Procurement and Licenses	\$1,500,000	CARES Act Funding	\$1,500,000
TOTAL	\$1,500,000	TOTAL	\$1,500,000

Note: Cost does not include annual license fees

Equity and Engagement Strategies

- The Department of Human Services will work closely with local funders and City departments to ensure that clients receiving services funded by the City of San Antonio and local funders are entered into the case management system to enable cross agency case management.
- Participating service providers will utilize the referral platform to ensure that marginalized community members enrolled in case management receive and access appropriate referrals for services.
- Individual case managers will utilize referral utilization data to align case management strategies to address barriers to accessing services and achieving individual and family goals.
- Both system data on utilization of services and anecdotal case management data will be utilized by individual agencies to align service practices and also by funders to assess funding investments and their impact in improving outcomes for individuals and families.

Major Milestones Timeline (Assumes Use of Existing Communitywide Referral Platform)

- June 2020: Develop Business Case User Requirements and Seek ELT Waiver on Standard Procurement Processes
- July 2020: IT Governance Committee Approval
- August 2020: RFCA Approval
- January 2021: Phase 1 Deliverables
- July 2022: Phase 2 Deliverables and Identify Funding Source for Ongoing License Costs
- October 2022: Full System Implementation



SMALL BUSINESS SUPPORT

TOTAL FUNDING: \$38,100,000



Micro Business Grants and Additional Support

Strategy

The COVID-19 pandemic has caused unprecedented challenges and disruptions to businesses and non-profit organizations nationwide including local businesses and organizations in San Antonio. To provide immediate relief to micro businesses (those with 20 or fewer employees) and non-profits struggling under the financial impact of COVID-19 and to assist with reopening safely, City of San Antonio will give financial assistance in form of grants and offer protective equipment to businesses and non-profits. The main goal of these programs is to assist local businesses and organizations that are struggling as a result of the pandemic begin on a path of recovery and help with the adoption of safe practices for their employees and customers by taking the Greater.SAfer.Together pledge.

The **Micro Business Grant Program** will be administered in partnership with LiftFund and provide grants for up to 1,000 businesses and non-profit organizations. The grant amounts will range from \$10,000 to \$75,000 and eligibility will be based upon the following identified criteria:

- Micro business/ non-profits located within the city limits with a plan to continue operations;
- In operation prior to August 1, 2019;
- Have not been awarded a grant through Bexar County in 2020;
- Have twenty or fewer employees with plans to re-hire;
- Demonstrate a revenue/budget loss as a result of state/local emergency closure declaration or as the result of the covid-19 pandemic since March 1, 2020; and
- Have an annual revenue/budget of less than \$2 million.

Additionally, up to \$400,000 will be used for LiftFund to provide **Loan Payment Forbearance** to at least sixty-four (64) San Antonio small business borrowers with active loans for the months of March-December 2020, of which 24 of these loans were awarded to small, minority, women-owned businesses through the City's Loan Interest Buydown Program. Eligible businesses must be impacted by Covid-19, and the loan payment forbearance will provide an average savings of \$41,500 per small business.

Small businesses with less than 500 employees will also be able to access **On-the-Job Training (OJT)** support via Workforce Solutions Alamo. Eligible unemployed participants will receive a training stipend of \$450 per week for twelve (12) weeks in a small business learning and working in a demand occupation within a career pathway leading to wage growth. Small businesses will be eligible to host up to 20 OJT positions. Various outreach partners, including WDC, SAGE, Southside First, Centro and SA Works will provide marketing assistance and connections between Workforce Solutions Alamo and businesses who are willing to participate in the OJT program.

Finally, City of San Antonio has previously authorized distribution of \$2M of **protective equipment** to small businesses and non-profits. On May 27, 2020 a distribution event was held at the Alamodome where nearly 5,400 businesses and non-profits – who took the Greater SAfer Together pledge – received infrared thermometers, hand sanitizers and facemasks to safely reopen their doors and protect their employees and customers. The remaining supplies will be distributed to Council district offices to provide to the previously registered businesses and non-profits in their areas that did not pick up supplies and those unable to register for the event. Businesses and non-profits that received the supplies completed a survey that shows that 53% are located in the equity score areas of 6-10, fifty-seven (57%) percent of them suffered a loss in revenue of 53% or more since March 2020 and have laid off 21,500 employees. The main industry sectors impacted by the pandemic are food and beverages, retail stores, and miscellaneous services.



COVID-19 Community Recovery and Resiliency Plan

Small Business Support

Expected Outcomes

- 1,000 businesses and non-profits to receive grants through LiftFund ranging from \$10,000 - \$75,000
- 100% of grant funding to be disbursed to eligible entities by September 30, 2020
- 75% of entities receiving grants will demonstrate an increased knowledge of financial practices that promote business resiliency
- 50% of entities receiving grants will hire/rehire some or all employees by December 30, 2020
- 2020 annual revenues/annual budgets for businesses/ non-profits receiving grants be at least 50% of 2019 annual revenues/ budgets
- 2021 annual revenues/ annual budgets for businesses receiving grants to be at least 75% of 2019 annual revenues/ budgets
- At least 50 small businesses will receive OJT Grants and provide up to 950 training opportunities for unemployed residents
- Up to 8,500 businesses and non-profit organizations to receive protective supplies by end of August 2020

Application/Participation/Selection Process

Outreach for the Micro Business Grants will include direct mailing to businesses and non-profits in the higher equity score areas (8-10). Community partners, such as SAGE, WDC, Southside First and Centro will provide direct assistance to recipients of these grants and additional area businesses. Targeted social media advertising will also be deployed. Maestro and Launch SA will offer additional support through physical and virtual hubs to connect entities to resources and provide referrals. Additional outreach strategies will include neighborhood and community organizations, churches, etc. and direct emails to businesses.

The following businesses and services will be ineligible to receive grants: professional services, gambling/gaming businesses, national franchises, sexually-oriented businesses, payday & auto loan providers, liquor stores and businesses in which a City employee or officer has a financial interest, as defined in Sec. 2-53 of the City's Ethics Code.

Equity and Engagement Strategies

Liftfund will create a dedicated webpage for online grant applications submission and will also offer direct assistance for completing applications. Businesses and non-profits applying will be required to take the Greater.SAfer.Together pledge and commit to connect with financial, technical and capacity building resources offered by the community outreach partners and through the place-based and virtual hubs.

To prevent a 'first-come-first-serve' scenario that may prevent hard-to reach businesses from accessing grants, applications will be accepted for a period of two weeks. All applications received will be screened for eligibility by LiftFund and scored based on preference criteria to include the location of the entity and corresponding equity scores per the City of San Antonio Equity Matrix, business ownership characteristics, and amount of previous COVID-19 funding received from SBA and PPP loans. Preference points will also be awarded to veteran, minority, women-owned businesses located in the higher equity score areas (8-10) as they include 499,513 or 34% of San Antonio's total population with people of color making up more than 72% of the population.



COVID-19 Community Recovery and
Resiliency Plan
Small Business Support

Initiatives Budget	Amount
Micro Business and Nonprofit Grants	\$24,700,000
San Antonio Businesses LiftFund Loan Payment Forbearance (64)	\$400,000
LiftFund Administration Expenses	\$1,675,800
Protective Equipment Supplies	\$2,000,000
On-the-Job training Stipend to Participants	\$5,000,000
Outreach and Marketing	\$224,200
Total:	\$34,000,000

Timeline

- June 23: EWDC Meeting, confirm scoring matrix
- June 30: Review implementation plan, application and agreement with LiftFund
- July 1 - 10: Finalize agreement with LiftFund, launch webpage and develop marketing collateral
- July 6 - 24: Direct mailing and outreach on grant program; distribute remaining protective supplies
- July 13 – 24: Grant application open period
- July 27 – August 7: Application review and scoring
- August 10 – 28: Award notification and funds disbursement
- July – Sept. 2020: Distribute OJT stipends



Door-to-Door Outreach and Micro Business Engagement Program

Program Background

The door-to-door outreach and micro business engagement initiative is a new program in partnership with local community and economic development organizations. The program will coordinate outreach to micro businesses (those with less than 20 employees) at their physical place of business in order to provide them with the needed small business wraparound services to successfully navigate the ongoing business challenges presented by COVID-19 and support future business resiliency. Utilizing the City's Equity Matrix's combined scores for census tracts, outreach organizations will be charged with prioritizing micro businesses in those tracts with scores of 10 – 8 and below within their Geographic Focus Area.

The program will not only provide local micro businesses with the tools, services, and resources they need to successfully navigate recovery and improve their future resiliency, but also provide partner community organizations with improved networking, community collaboration, outreach tools, data, and business support resources to continue to offer these enhanced outreach and support services following completion of the program.

Proposed Community Partners

To implement and execute the program, staff has proposed engagement and funding for eight (8) organizations to provide the needed services and outreach. This work will include everything from the physical, door-to-door outreach and the coordination of partner assistance, development of curriculum and pre-banking and pre-finance trainings, and needed follow up work with businesses to track both gaps and future success.

Key partners include the following:

- The San Antonio Economic Development Foundation (SAEDF) will serve as the program's **Coordination Lead**. As the Coordination Lead, SAEDF will coordinate work between the Small Business Outreach Organizations, Training Organizations, and the Financial Technical Assistance Organization (more below), including scheduling trainings, consistent communications and check-ins between the teams, the collection, organization, and reporting of data from the Outreach Teams to the City, and generally serve as the main point-of-contact between City staff and the program's other community partners. With its knowledge of economic development practices and experience coordinating various community partners towards a shared outcome, SAEDF will also be able to share that knowledge with the other partner organizations, and foster the development of a more comprehensive and inclusive economic development team.
- Centro San Antonio (Centro), the Westside Development Corporation (WDC), San Antonio for Growth on the Eastside (SAGE), and Southside First will serve as the program's **Primary Small Business Outreach Organizations**. These community organizations will be charged with doing the on-the-ground, door-to-door outreach with local micro businesses, obtaining information from businesses to help fill gaps and providing the resources and connections necessary for business recovery and future resiliency. These outreach efforts will occur in Geographic Focus Areas for each organization, and emphasize the historically underserved parts of the city, with a focus on businesses within census tracts with a Combined Score of 8 or higher on the City's Equity Matrix. This outreach work will be supported by other community organizations, churches, etc.
- The Women's Business Center (WBC) and Launch SA will serve as the program's **Training Organizations**. These Training Organizations will develop the curriculum and provide Outreach Organizations with focused training around effective and empathetic small business outreach and engagement, effective information collection, key content and strategies for assisting small businesses, and more. The Training Organizations will also help develop important survey questions and data requests to help the Outreach Organizations better serve small businesses.
- LiftFund will serve as the program's **Financial Technical Assistance Organization**. In this role, LiftFund will develop training regarding key information needed for pre-banking / pre-finance outreach and assistance by the Outreach



COVID-19 Community Recovery and Resiliency Plan Small Business Support

Organizations, and also serve businesses referred to LiftFund by the Outreach Organizations looking to obtain financial technical assistance. Key information collected by LiftFund includes business background information (years of operation, impact of COVID19, employment, etc), basic financial and insurance information, and a budget worksheet.

Expected Outcomes

As part of the program, staff has targeted a minimum of **5,000 business engagements** by the participating Outreach Organizations, with an “engagement” meaning a minimum of three contacts with each business:

- An initial contact in person, by phone, email, or social media;
- A follow up contact; and
- A close out contact to address any outstanding concerns or needs that the business might have.

Outreach Organizations must meet in person with business owners at least once at their place of business during either the initial contact or follow up contact in order to count as an engagement.

Additionally, as part of the outreach and engagement, short term outcomes include:

- 75% of businesses engaged will report an increase in awareness of local business support organizations and resources;
- 50% of businesses will connect with other business support organizations;
- 75% of businesses engaged by the outreach team will demonstrate increase knowledge of financial practices that promote business resiliency; and
- 25% of businesses engaged will hire/rehire employees by December 30, 2020.

Finally, the program will also conduct more medium-term assessments of each business engaged. Through the outreach and direction to available local resources in support of each business’ recovery and future resiliency, staff has set the following targets:

- 2020 annual revenues for businesses engaged will be at least 50% of 2019 net annual revenues; and
- 2021 annual revenues for businesses engaged will be at least 75% of 2019 net annual revenues.

Budget

The **Total Proposed Budget** for the program is **\$1,250,000**. This includes:

- \$150,000 for the Coordination Lead;
- \$800,000 for the Outreach Organizations (\$200,000 / organization);
- \$100,000 for the Training Organizations (\$50,000 / organization); and
- \$200,000 for the Financial Technical Assistance Organization

Timeline

- July 10, 2020 – Agreements executed with partner organizations
- July 20 – 31, 2020 – Outreach Team trainings completed
- August 3, 2020 – Door-to-Door outreach begins
- September 15, 2020 – 5000 business receive preliminary engagement
- November 9, 2020 – 5000 businesses receive follow up engagement
- December 31, 2020 – 5000 businesses receive close-out engagement
- February 28, 2021 & February 28, 2022 – Annual revenue collected from engaged businesses.



Virtual and Place-Based Financial Recovery & Resiliency Hubs

Program Background

The Virtual and Place-Based Financial Recovery & Resiliency Hubs Program is an investment in existing, physical community small business hubs to support the purchase of needed technology and equipment to serve an increased number of small businesses seeking services and resource assistance. It is also an investment in virtual small business resources including trainings, online resources and resource navigation, and virtual mentoring and webinars to further business capabilities, recovery, and improve future resiliency.

The physical hubs will be located within the offices of community organizations that serve historically underserved areas of the community, and whose service areas align with City census tracts that represent some of the highest combined scores in the City's Equity Matrix. Many small and micro businesses (those with 20 or less employees) in the community do not have consistent access to the internet or the devices or digital literacy to access resources offered virtually. Thus, these hubs provide a physical location for businesses to meet with community business organizations and access the help, technology, and other resources needed to support their business operations.

The investment in the virtual hub will also provide community business organizations with additional resources to share with those businesses utilizing the physical hub spaces, while also expanding information, resources, and services to businesses around San Antonio who have more consistent online access.

Proposed Community Partners

To support these existing hubs, staff has proposed collaboration and funding for four (4) physical hubs, and one (1) virtual hub partner.

- Partners and office locations for the Physical Hubs will include:
- The Westside Development Corporation (WDC);
- San Antonio for Growth on the Eastside (SAGE);
- Southside First; and
- Maestro Center

The Coronavirus Relief Funding (CRF) support for these organizations will look to enhance their physical locations by supporting investments in:

- New computers, monitors, tablets, and other devices needed for expanded services;
- Computer software and/or software licenses for products that the organizations can use to better serve businesses;
- Additional desks, chairs, and/or tables; and
- Costs associated with increased internet speed; and/or;
- Investments in equipment, dividers, signage, plexiglass shields, and other resources needed to limit spread of COVID19 and promote safe practices for businesses utilizing the hubs.

The Virtual Hub partners will be Launch SA and Maestro Center, will support each organization's work to increase access to local resources and services through an online, resource navigator, and the development of trainings, webinars, and other digital business services for small and micro businesses in both Spanish and English. The investment would include funding for costs associated with:

- Design and engineering costs for new virtual programs for use by other community business partners in order to better serve businesses;



COVID-19 Community Recovery and Resiliency Plan Small Business Support

- Software licenses for programs and applications for online webinar, seminar, and other programming needs; and
- Design and engineering for an investment in a locally focused online resource navigator to better serve local businesses looking for resources, networking, and business organization assistance.

Expected Outcomes

Staff has targeted this funding towards outcomes associated with an increase in physical and virtual services, including:

- A 25% increase in programming (webinars, mentoring sessions, etc) at each hub, based on a benchmark from each organization regarding businesses served in Q4 2019; and
- 75% of businesses served by each hub will demonstrate increased knowledge of financial practices that promote business resiliency.
- Additionally, staff recommending the following outcome targets for the program:
 - 10% of businesses engaged by each hub will hire/rehire employees by December 31, 2020;
 - 2020 annual revenues for businesses engaged will be at least 50% of 2019 net annual revenues.
 - 2021 annual revenues for businesses engaged will be at least 75% of 2019 net annual revenues.

Budget

The **Total Proposed Budget** for the program is **\$200,000**. This includes

- \$100,000 for Physical Hubs (\$25,000 / organization)
- \$100,000 for the Virtual Hubs (amount / organization TBD) and associated programming.

Timeline

- July 10, 2020 – Agreements negotiated & executed
- July 31, 2020 – Technology purchases and installations completed
- August 1 – December 31, 2020 – Bi-weekly online seminars and ongoing virtual and in-person mentoring and support.
- February 28, 2021 & February 28, 2022 – Annual revenue collected from engaged businesses.



SA CARES 4 Art

Background

The main goal of these programs is to help local individual artists that are struggling as a result of the pandemic begin on a path of recovery, and ensure the adoption of safe practices for their activities by taking the *Greater.SAfer.Together Pledge*.

Grant Eligibility & Process

Individual Artists Grants:

- This grant is for Individual Artists who are gig workers and independent contracts
- Artists who have a business entity and file business taxes separate from their personal income tax are not eligible for this grant and should apply for the Small Business Micro Grants instead of the Individual Artists Grant
- Limited to artists who live in San Antonio city limits
- Demonstrate a loss of artistic activity and income between March 1, 2020 and December 30, 2020

Individual Artist applications will be open for a period of two weeks or until all grants are awarded, whichever comes first. Department of Arts & Culture will promote equity utilizing a scoring methodology that will take into account the artist's residence and corresponding equity scores per the City of San Antonio Equity Atlas, race and ethnicity, gender, LGBTQ+ identity, veteran's status.

Non-Profit Arts Business Grants:

- Be a San Antonio Based IRS recognized 501(c) 3 tax-exempt non-profit in "good status" as a nonprofit corporation and up to date with IRS 990 filings
- Between \$40,000 and \$15,000,000 in budget size
- Have been in existence and actively producing programs that are open to the public in the City of San Antonio for a minimum of three years. Membership only organizations are not eligible.
- Be an **arts and cultural business** whose mission and actual operations is primarily the creation, education, preservation, presentation of arts or cultural programming; and be the primary presenter /producer of the work and responsible for all aspects of its provision to the community. Applicants are **not** allowed to be fiscal sponsors.
- Have at least one paid staff person who will be designated as administrator of the grant funds.
- Demonstrate a loss of business operations due to COVID-19 pandemic income between March 1, 2020 and December 30, 2020

Grants to Non-Profit Arts Agencies will have a set deadline and, if eligible, will be awarded funds based on their budget scale and funds availability. “SA CARES 4 Art” grant program allocations will be distributed to eligible non-profit arts small businesses up to the maximum amounts as follows:

Non-Profit Arts Business Size ¹			Max Award *
Minimum	Max		
\$ 40,000	\$ 200,000		10.0%
\$ 200,001	\$ 500,000		9.0%
\$ 500,001	\$ 800,000		8.0%
\$ 800,001	\$ 1,000,000		7.0%
\$ 1,000,001	\$ 2,000,000		6.0%
\$ 2,000,001	\$ 3,000,000		5.0%
\$ 3,000,001	\$ 4,000,000		4.0%
\$ 4,000,001	\$ 6,000,000		2.0%
\$ 6,000,001	\$ 8,000,000		1.0%
\$ 8,000,001	\$ 15,000,000		0.75%
over	\$ 15,000,000		not eligible

*In keeping with the City's Cultural Equity Policy, Culturally Specific² Non-Profit Arts Businesses' Max Award percentage will be increased by an additional 5%.

- Non-Profit Arts Business Size** will be based on an average of the last 3 years IRS 990 in GuideStar at <https://www.guidestar.org/search> at the time of application (expenditures).
- Culturally Specific Non-Profit Arts Businesses** are defined as organizations whose **specific mission** as posted in GuideStar and actual programming primarily includes promoting, preserving and enhancing the identity and character of the following communities:
 - *Women*
 - *African-Americans*: Persons with origins in any of the black racial groups of Africa.
 - *Hispanic-Americans/Latinx*: Persons of Mexican, Puerto Rican, Cuban, Spanish or Central and South American origin.
 - *Asian-Americans*: Persons having origins in any of the original peoples of the Far East, Middle East, Southeast Asia, the Indian subcontinent or the Pacific Islands and any other region of the Asian continent.
 - *Native Americans*: Persons having origin in a recognized Native American Tribes. Culturally Specific Non-Profit Arts Businesses are not designated based on their audiences, customers and clientele. They must also have leadership (Executive Director and Board Chair that demographically represent the specific culture.
- If amount of funding is not sufficient to meet amounts listed above, all non-profit arts business allocations will be reduced at the same rate. However, if additional funding is made available subsequent to the initial award, the non-profit may receive additional funds up to the above scale.
- If a non-profit received a grant through City of San Antonio's Greater. SAfer. Together. Micro Business Grant Program OR a Bexar County Small & Micro Business COVID-19 Relief Grant Program, the amount received from these programs will be reduced from the award under this grant.

Proposed Budget

\$600,000 in federal funding is available for Individual Artists Grants. The total amount available for Non-profit Arts Small Business Grants is \$2,000,000.

Expected Outcomes

- 112 artists to receive \$5,000 grants
- At least 40 Non-profit Arts Small Businesses will receive Grants
- 100% of grant funding to be disbursed to eligible entities by September 30, 2020
- 75% of entities receiving grants will return to creating art by December 30, 2020
- 50% of entities receiving grants to hire/rehire employees and/or artists by December 30, 2020

Equity and Engagement Strategies

The primary outreach for the Grants for Individual Artists will be done by the Department of Arts & Culture through social media, direct emails to artists on our email lists, newsletter and our non-profit arts business partners in collaboration with Economic Development Department (EDD). Maestro and Launch SA will offer additional support through physical and virtual hubs to connect entities to resources and provide referrals.

Application Timeline

- June 23 – June 30: Review implementation plan, scoring matrix
- July 1 - 10: Finalize and test application in SanAntonioGoSmart system.
- July 13 – 30: Application open period
- August 1 – August 30: Application review period and selection
- Sept 4-30: Funds disbursement

Grant Follow-Up:

Department of Arts & Culture will require all grant recipients to complete a follow-up survey in October or after the grant is awarded indicating if and when they have been able to resume art creating activities.



DIGITAL INCLUSION

TOTAL FUNDING: \$27,297,546

COVID-19 Community Recovery and Resiliency Plan Digital Inclusion

Connected Beyond the Classroom Initiative

Leveraging the Greater Austin Area Telecommunications Network (GAATN) multi-agency partnership model, the original San Antonio Area Broadband Network (SAABN) concept, and our existing COSANet infrastructure which includes rights to CPSE “dark fiber”, we propose to Build a collaborative, citywide, multi-government agency network between the City and other governmental entities to expand fiber capability and student access in San Antonio, helping mitigate digital divide issues in our community, specifically in student populations, K-12 and colleges/universities.

Potential benefits include allowing participating governmental entities to exchange information with each other faster and more efficiently, increasing broadband capabilities to each agency’s internal and external constituents, and establishing a platform for new broadband applications for the delivery of services to the public. Current key stakeholders include the Alamo Community College District, Region 20, (15) Bexar County Independent School Districts, City Education Partners, Federal Reserve Bank of Dallas, Digital Inclusion Alliance of San Antonio, and Texas A&M University.

Expected Outcomes

The development of a flexible distance learning network that aims to:

- a. Provide in-home school system access for up to 20,000 students
- b. Not be dependent on any one technology
- c. Leverage collective capabilities and assets of all partners (vendor contracts, buying power, fiber, communication towers, building rooftops, networks, etc.,) that can be applied within each neighborhood
- d. Use multiple funding models to grow and sustain it

Approach

- Identify collective partner capabilities and assets in each target neighborhood
- Identify applicable technology solutions:
 - Mobile Wireless Broadband (AT&T, Verizon, T-Mobile, etc.,)
 - Wireline Services (Charter Communications)
 - Fixed Wireless Broadband Deployment (City/Partner wireless service)
- Focus on key neighborhoods in SAISD (24) and Edgewood (8)
- Focus on key neighborhoods in Harlandale (2), South San (3), Southwest (4)
- Focus on key neighborhoods in Judson (1), North East (3), Northside (5)

Rollout Strategies

- For Neighborhoods being serviced using Mobile Wireless Broadband temporary storefronts will be setup at designated schools where MiFi/smart devices are configured and issued to the student
- For Neighborhoods being serviced using the proposed Fixed Wireless Broadband network an appointment will be made with the student household to install an “on-roof antenna” or an “in-home antenna” that will connect to the wireless broadband network and convert that signal into a Wi-Fi network.

COVID-19 Community Recovery and Resiliency Plan Digital Inclusion

Vendor Selection

- Leverage DIR and state buy-board contracts for multiple vendor projects to procure mobile broadband services or build/install new infrastructure needed for the Fixed Wireless Broadband network.

Proof of Concept: *16 square mile priority area*

1. Initial high priority neighborhoods include: Historic Westside, Prospect Hill, West End Hope in Action, Las Palmas, Collins Gardens, and Los Jardines
2. Overlay each individual school district's infrastructure with COSANet infrastructure and determine opportunities to connect, share and fill gaps across networks to ensure a successful proof of concept deployment
3. Stand up new network distribution and wireless access points to reach students using school facilities, traffic signals poles, or other municipal government facilities
4. Create a new ILA with each individual partner for COSA network use
5. Build a support and maintenance model to ensure that students can receive Helpdesk services and Break/Fix support for equipment failures of deployed technology.
6. Development an End-of-Life and technology refresh cycle to manage long-term sustainment of the Distance Learning Network

Future Growth: *focus on 50 priority neighborhoods*

Repeat the success of the proof of concept:

1. Continue expanding through the priority neighborhoods
2. Continue to assess and overlay partner school districts' infrastructure with COSANet infrastructure and determine opportunities to connect, share, and fill gaps across the network.
3. Incorporate devices, digital literacy training, and multiple connectivity options for students.
4. Continue to create or add partners to the ILA for shared planning and operating cost of the new network.

Priority Neighborhood Selection

The overall area and the neighborhoods for the proof of concept were selected with digital equity in mind and by the use of a few tools that included findings from the CoSA's Digital Inclusion Survey and Assessment (DISA) on broadband access, the City's Equity Atlas Maps, technical infrastructure map, and feedback from key stakeholders.

Budget

The project cost is \$27,000,000. Below are rough estimates, but multiple technology models are still being investigated which may shift funds within the three categories:

- \$4M (Capital)- Core infrastructure and fiber connections – The backbone network interconnecting school districts, the College District and the City
- \$17M (Capital) - Network access and/or wireless mesh – The wireless connection between the student's home and their home school
- \$6M (Capital) - Student connectivity – The equipment installed/available in the home that allows access to the distance learning network.

Timeline: Major Milestones

COVID-19 Community Recovery and Resiliency Plan Digital Inclusion

- June 2020 - Business Case Built, User Requirements Identified by 50 Priority Neighborhoods
- July 2020 – Planning with Independent School Districts and Alamo Community College
- Establish a governance model and an inter-local agreement framework that supports the Distance Learning Network and would be comprised of two committees:
 - An Executive committee which approves budgets, contracts and technical recommendations
 - A Joint Operations Committee that oversees the operation, upgrade, and sustainment lifecycle of the distance learning network
- August 2020 -Vendor Bids, Contract Planning, City Council Approvals
- September 2020 – Prototype in demonstration neighborhood
- October - December 2020 – Build in 3-5 priority neighborhoods and assess results
- January - September 2021- Build out as many of the remaining 50 neighborhoods as possible

COVID-19 Community Recovery and
Resiliency Plan
Digital Inclusion

COSA Recovery Portal

A web portal and web content to provide residents and business with improved and increased one-stop access to community programs, services, information, and other resources. The portal will support the delivery of content in multiple languages and will provide tools to ensure that content is inclusive through access and usable and useful to residents.

Total Investment - \$250,000

- One-time cost; \$250,000
- Recurring annual costs: \$30,000

Expected Outcomes

- Online directory of community services
- Digital services for residents, businesses, and visitors
- Improved customer satisfaction
- Improved access to services for historically underserved communities

Expected Partners

City Departments

- Metro Health
- Department of Human Services
- Innovation
- Neighborhood and Housing
- GPA
- Customer Service

Vendors

- OpenCities

Selection/Application Process

- Expanded use of an existing technology platform originally implemented in March 2020 to support COSA's Joint Task Force response to the COVID-19 pandemic

Equity and Engagement

- A community-based User Centered Design approach will inform community wants and needs, specifically prioritizing the needs of those communities who are under-served
- The design and execution will conform with DOJ Title II Americans with Disabilities Act and Title VI Civil Rights standards that ensure accessibility goals are met
- The portal will be translated into 106 languages using the Google Translate add on.

Implementation Timeline

- June 2020 - Business case completed and user requirements identified by the individual programs and departments and scoped as per their prioritization and understanding of the community.

COVID-19 Community Recovery and Resiliency Plan Digital Inclusion

- July 2020 - Planning with existing technology vendor
- August 2020 - Contract planning and City Council approvals
- September 2020 – The recovery portal framework, information architecture, and user experience standards will be prototyped leveraging a cross-section of site personas.
- October - December 2020 – Implement pages and content in phases by program priority
- January – March 2021 – Content updates and modifications based on continuous user feedback from all users will included in future releases.



BUDGET

COVID-19 RECOVERY AND RESILIENCY PLAN

COVID-19 Community Resiliency and Recovery Plan
 Workforce Development

Expenditure Category		Workforce Training & Support Services	Temporary Child Care Support for Working Families	Total
General Ledger Account	Description			
5202020	Contractual Services - Intake, Referral, Wraparound Support and Career Navigation	8,000,000		8,000,000
5202020	Contractual Services - Training	14,000,000		14,000,000
5202020	Contractual Services - Training Subsidies to Participants	43,000,000		43,000,000
5202020	Contractual Services - Day Care		9,600,000	9,600,000
5202010	Temporary Services		375,856	375,856
5205010	Mail and Parcel Post		24,144	24,144
	Contractual Services	65,000,000	10,000,000	75,000,000
5302010	Office Supplies			-
	Commodities	-	-	-
5407032	Direct Services - Training Subsidies to Participants			-
5403040	Cell Phone Service			-
	Self Insurance/ Other	-	-	-
5501000	Computer Equipment			-
	Capital Outlay	-	-	-
	TOTAL	65,000,000	10,000,000	75,000,000

COVID - 19 Community Resiliency and Recovery Plan
Housing Security Pillar

Expenditure Category		FII	Fair Housing Counseling and Family Resource Center	Virtual and Place Based Recovery HUB	Connect Residents to Low Cost Financial Products	Door to Door Engagement	Digital Referral	Homeless Shelter	Domestic Violence	Total
GL	Description									
5201040	Fees to Pro		783,565		45,390				885,000	1,713,955
5202020	Contractual Services	4,000,000		2,401,487	35,304	155,094	1,500,000	8,623,984		16,715,869
5208530	Alarm and Security				20,000	163,480		360,136		543,616
5202010	Temporary Services		1,276,952	312,267	19,306			253,880	477,000	2,339,405
5203040	Adv and Publications		40,000	75,000		3,000			900,000	1,018,000
5205010	Mail and Parcel Post		60,000							60,000
5203060	Bindng and Printing			75,000		3,141			90,000	168,141
5203090	Transportation			23,760		3,000			12,000	38,760
5201025	Education Classes			11,600						11,600
5204050	Facility Expenses		50,000							50,000
	Contractual Services	4,000,000	2,210,517	2,899,114	120,000	327,715	1,500,000	9,238,000	2,364,000	22,659,346
5302010	Office Supplies		25,000	4,000		3,000			10,000	42,000
	Commodities	-	25,000	4,000	-	3,000	-	-	10,000	42,000
5407032	Direct Services		25,588,699	1,051,886		157,733			900,000	27,698,318
Cell Phone Services	Cell Phone Services					3,552				3,552
	Self Insurance/Other	-	25,588,699	1,051,886	-	161,285	-	-	900,000	27,701,870
5501000	Computer Equipment		50,000	45,000		8,000			26,000	129,000
	Capital Outlay	-	50,000	45,000	-	8,000	-	-	26,000	129,000
										-
	TOTAL	4,000,000	27,874,216	4,000,000	120,000	500,000	1,500,000	9,238,000	3,300,000	50,532,216

COVID-19 Community Resiliency and Recovery Plan
 Small Business Support

Expenditure Category							
General Ledger Account	Description	Microbusiness Support	Arts Support	Protective Equipment and Sanitizer	Virtual and Place-based Financial Recovery Hub	Door to Door Engagement	Total
5202020	Contractual Services - Grants	27,000,000			200,000	1,300,000	28,500,000
5202020	Contractual Services - Training Subsidies to Participants	5,000,000					5,000,000
	Contractual Services	32,000,000	-	-	200,000	1,300,000	33,500,000
530480	Other Commodities			2,000,000			2,000,000
	Commodities	-	-	2,000,000	-	-	2,000,000
5407032	Direct Services		2,600,000				2,600,000
5403040	Cell Phone Service					-	-
	Self Insurance/ Other	-	2,600,000	-	-	-	2,600,000
5501000	Computer Equipment						-
	Capital Outlay	-	-	-	-	-	-
	TOTAL	32,000,000	2,600,000	2,000,000	200,000	1,300,000	38,100,000

COVID-19 Community Resiliency and Recovery Plan
 Digital Inclusion

Expenditure Category		Core Infrastructure and Fiber Connections	Network Access & Wireless Mesh	Student Connection in the Home	Recovery Portal	Total
General Ledger Account	Description					
5202020	Contractual Services	4,000,000	17,047,546	6,000,000	250,000	27,297,546
	Contractual Services	4,000,000	17,047,546	6,000,000	250,000	27,297,546
5302010	Other Commodities					-
	Commodities	-	-	-	-	-
5407032	Direct Services - Grants					-
5403040	Cell Phone Service				-	-
	Self Insurance/ Other	-	-	-	-	-
5501000	Computer Equipment					-
	Capital Outlay	-	-	-	-	-
	TOTAL	4,000,000	17,047,546	6,000,000	250,000	27,297,546