American Rescue Plan Act
State and Local Fiscal Recovery Funds

2022 Report

Pima County, Arizona

Recovery Plan

JAN LESHER
County Administrator

July 28, 2022

U.S. Department of the Treasury
1500 Pennsylvania Avenue, NW
Washington, D.C. 20220

Confronted with a global pandemic, local governments like ours have risen to meet a combination of public health and economic challenges unparalleled in recent history. The federal government, through the American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Funds (SLFRF), provided Pima County with critical funding at a time of great need, allowing us to provide immediate relief to the community, strengthen our capacity to address ongoing challenges, and directly respond to community needs. Through this allocation of federal recovery funds, Pima County has been able to continue to respond to the direct needs brought forth by the pandemic, and devote funding to recovery across the community.

The federal government's empowerment of local governments to invest this funding in ways that meet our unique local challenges has enhanced our capacity to respond comprehensively and equitably to diverse effects of the pandemic in our communities. The Pima County Board of Supervisors, Pima County Administration and Pima County Departments have all aligned to determine and distribute necessary investments with this federal allocation to assure the needs of our community are met.

Central to Pima County's recovery effort are direct public health response, economic recovery efforts, and future investment in critical access support services for the community. The Pima County Board of Supervisors approved the County's project inventory, representing $203,421,667 in federal investment, on December 21, 2021. ARPA SLFRF has equipped Pima County with the necessary resources to robustly respond to the urgent public health and economic recovery needs of our community, and responsibly invest in our community's long-term preparedness for maintaining critical operations and service lines and their accessibility to all community members, especially during a public health emergency.

Central to Pima County's efforts to stop COVID-19 infection spread and to lower hospitalization rates, Pima County continued to invest in public health response, specifically testing, vaccination, and contact tracing efforts. Additional federal SLFRF dollars were directed to longer-term strategies to promote public health and reduce vulnerability to communicable disease infection. These strategies are directed toward some of our most

vulnerable populations, such as domestic violence survivors, people with serious or chronic mental health disorders, youth and adults in detention settings and congregate care settings, among other strategies detailed herein.

Pima County is also fully committed to re-establishing economic stability of individual community members and the community's economic drivers, with an emphasis on tourism and hospitality. To this end, Pima County has invested these federal funds to continue to fill gaps in our continuum of homelessness prevention and food security services, increase education and job training opportunities for low-income households, and increase the number of children attending high-quality preschools, which will allow parents to return to work. Investments are also directed at tourism and hospitality, disproportionately affected industries from the pandemic, including marketing to business and leisure travelers, repairing properties used for COVID-19 testing and vaccination, and supporting the re-opening of established tourism activities.

Pima County is grateful to receive these integral federal funds to invest in our community. The County will be detailing how these funds are spent with regular updates to the United States Treasury, Pima County Board of Supervisors, and the public through our Annual Recovery Plans, Pima County Recovers transparency website, Pimarecovers.com, and through ongoing memoranda. These reporting mechanisms will demonstrate the County's commitment to equitable recovery across our community and Southern Arizona region, in addition to demonstrate the progress Pima County has made in using the funds to restore Pima County's vitality as we continue to recover from the COVID-19 pandemic.

Sincerely,

Jan Lesher
Pima County Administrator

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Executive Summary

Pima County is committed to providing direct pandemic response to meet our most pressing community needs. The American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Funds (SLFRF) allocations have been a crucial lifeline to empower jurisdictions to respond to the needs of their communities that have been directly and indirectly exacerbated by the COVID-19 pandemic.

Signed into law on March 11, 2021 by President Biden, Pima County has received its full allocation of $203,421,668 in ARPA SLFRF funding from the United States Treasury (UST). Pima County received its first tranche of federal financial assistance under SLFRF totaling $101,710,834 on May 19, 2021, and approved by the Pima County Board of Supervisors (BOS) on August 10, 2021. The second tranche of $101,710,834 was received by Pima County on June 9, 2022. The total $203,421,668 allocation, and SLFRF project portfolio was approved by the BOS on December 21, 2021.

Upon receiving notice of the funding award, Pima County leadership elicited feedback from County service departments, elected officials and their constituents, County administration and community service agencies to developed a framework for the distribution of these necessary funds informed the County's highest needs related to its COVID-19 pandemic response to and recovery.

The County organized its distribution of awarded funds into three prioritization areas – public health response and investments, economic recovery from negative impacts exacerbated by the pandemic, and longer-term infrastructure investments. Through this framework, the Pima County SLFRF project portfolio was designed and critical funding allocated to County departments, community agencies, and community partnerships.

The County's SLFRF investments, finalized and approved by the BOS on December 21, 2021 are representative of the feedback directly provided by County and community agencies working directly with community members to provide necessary resources, services, and innovative new programs associated with the County's pandemic response. The SLFRF framework also assures that the design, planning and implementation of these projects equitably meet the needs of Pima County's most vulnerable, and disproportionately affected community members, local businesses, and historically underrepresented individuals.

Pima County Profile

Pima County is one of the southernmost counties in Arizona, sharing 125-miles of international border with Mexico. Pima County is an incredibly diverse community that is representative of its geographical location, proximity to Mexico, regional tribal Nations, culture, heritage, and gastronomy, making it a unique home to over a million residents.

Within Pima County are five incorporated municipalities, including the County seat - City of Tucson - in addition to City of South Tucson, and the towns of Marana, Oro Valley, and Sahuarita. Pima County is home to two sovereign Tribal Nations: the Tohono O'odham Nation and Pascua Yaqui Tribe. Pima County has a large unincorporated area, which includes rural districts such as Ajo, Arizona. Pima County spans

over 9,000 square miles (9,184), and while 7% of the population lives in rural districts across the County, which geographically, is representative of two-thirds the area.

Pima County is governed by a Board of Supervisors (BOS), the governing body of elected officials representing 5 districts across the County. The BOS provides direction to County Administration and County departments to assure Pima County residents and the community around Pima County get access to critical services, ensure safe communities, invest in economic development, sustainably manage natural resources and protect the public's health. The Pima County BOS, as the legislative body for the County, is responsible for local public policy, approving the local budget, making emergency declarations when needed, and setting priority policy areas for all County community members.

Pima County's County seat, City of Tucson received the first United Nations UNESCO City of Gastronomy designation in the United States, joining the UNESCO Creative Cities Network. Recipients of this distinction are recognized for cultural heritage, sustainable development, food traditions, heritage food networks, and culturally rooted influences.

Pima County Socio-Demographic Overview

Communities are representative of their diverse populations, cultures, region and geography. The Pima County community, policy makers, and partners all demonstrate dedication and commitment to the region, fostering support for economic investment and community resiliency. Pima County has a diverse socio-economic and demographic profile, in addition to a rural / urban geography, which impose challenges to the County in terms of achieving equitable access to services, supporting educational and economic attainment and responding effectively to the direct and indirect effects of the COVID-19 pandemic.

Pima County Population Demographics

Pima County's population is estimated to be 1,047,279, females accounting for 51% (531,169) and males comprising 49% (516,110). Age ranges are evenly distributed across age brackets, however of note 57% are under 44, and 43% are over 45 years old. Importantly, Pima County's population has a larger population over 65 (20%) than the state, 17.9%.[1]

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[1] United States Census. American Community Survey, Pima County 2019 AC 1-year estimates.

Gender composition of Pima County residents, based on 2019 ACS 1-year estimates subject tables
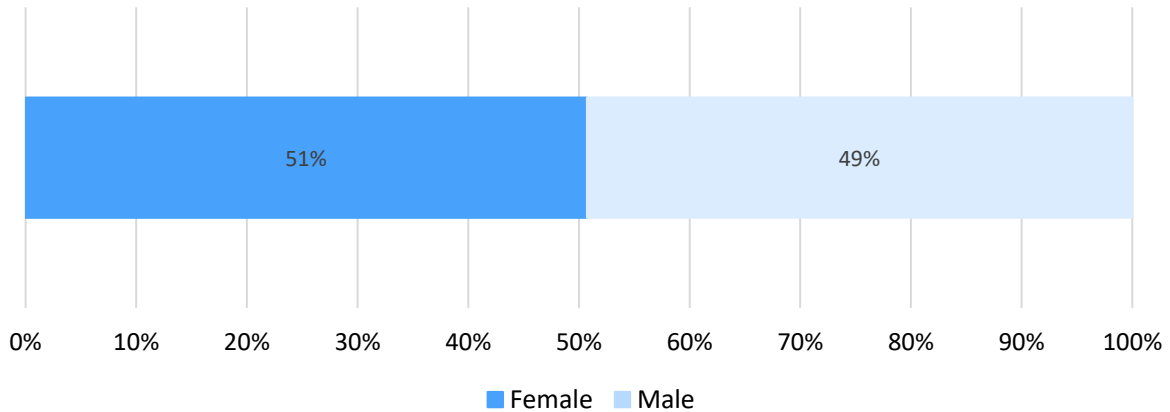
Age composition of Pima County residents, based on 2019 ACS 1-year estimates subject tables
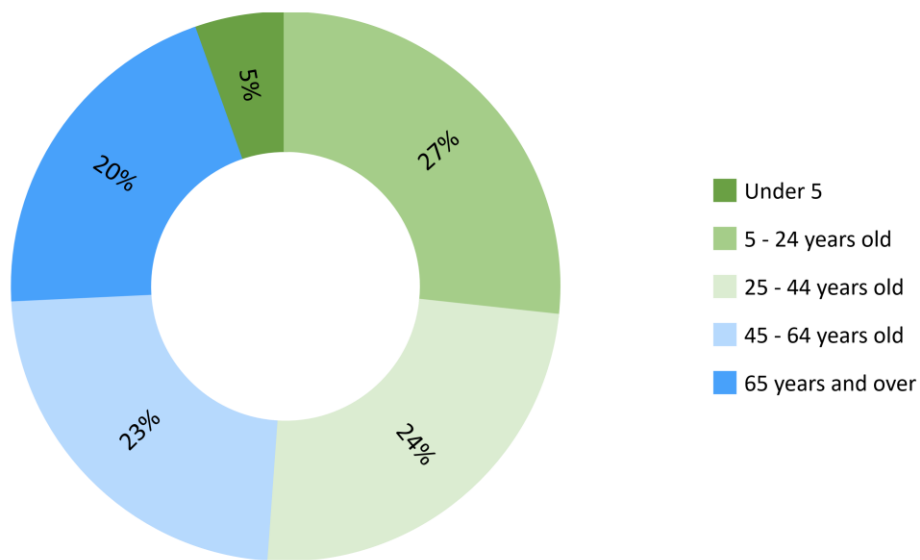
Pima County Race and Ethnicity Demographics

As indicated herein, Pima County's racial and ethnic data breakout is representative of the region and culture. Pima County is inclusive of a diverse population, 50% (535,435) of which identify as White alone, followed by 38% (395,446) identifying as Hispanic / Latin(o)(a)(x), of any race.

Racial and ethnic breakdown of Pima County residents, based on 2019 ACS 1-year estimates data profile

535,435

395,446

35,055

28,844

25,427

24,722

1,599

751

- ■ White alone
- ■ Hispanic or Latino (of any race)
- □ Black or African American alone
- □ Asian alone
- ■ American Indian and Alaska Native alone
- ■ Two or more races
- ■ Native Hawaiian and Other Pacific Islander alone
- □ Some Other Race alone
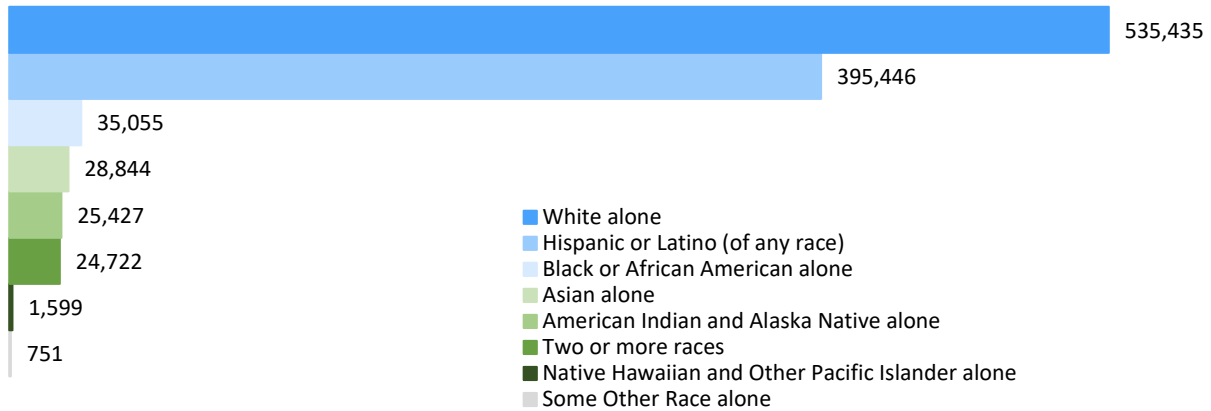
Pima County Education and Economic Attainment

A community's educational attainment statistics are important to reflect on, as they can provide insight into educational access needs, economic outcomes, Educational attainment is a core social determinant of health. The population 25 years and over is estimated to be 710,449, of those, 88% have attained high school diploma or higher, and 33% of this population has attained a Bachelor's degree or higher.

Educational attainment of Pima County residents 25 years and over, based on 2019 ACS 1-year estimates data profile

| 5% | 7% | 22% | 25% | 8% | 19% | 14% |

0%   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

- ■ Less than 9th grade
- ■ 9th to 12th grade, no diploma
- ■ High school graduate (includes equivalency)
- □ Some college, no degree
- ■ Associate's degree
- ■ Bachelor's degree
- □ Graduate or professional degree
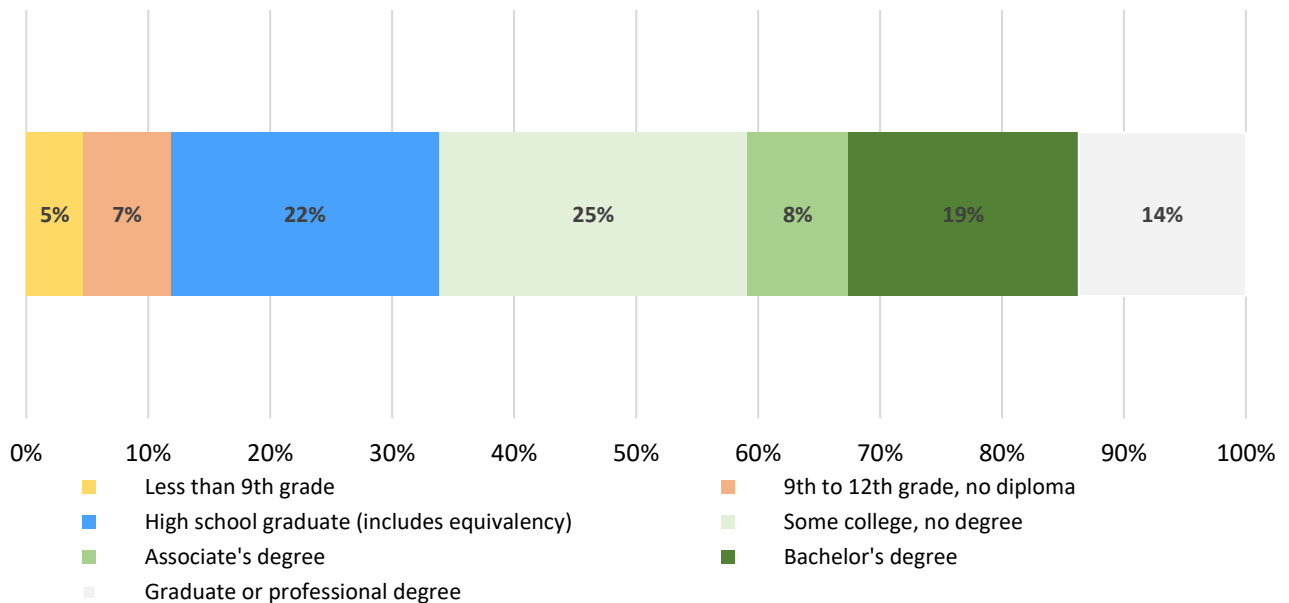
First, social science researchers documented Pima County's overall state of vulnerability, wherein vulnerability refers to a community's capacity to "prevent human suffering and financial loss in a disaster."[2] Relying on data from the American Community Survey (ACS), the Centers for Disease Control and Prevention (CDC) reports social vulnerability index (SVI) scores for counties in the United States. Possible SVI scores range from "0" (low vulnerability) to "1" (high vulnerability); Pima County scores **0.88 (high vulnerability)** when applying data from the 2018 ACS.[3,4]

Additionally, a collaborative study conducted by the City of Tucson, Pima County and the Economic and Business Research Center at the University of Arizona assessed vulnerability at the neighborhood level within Tucson and Pima County. Employing data from the ACS enabled investigators to formulate a composite measure with the potential to determine neighborhood vulnerability using census tracts as the unit of analysis. The study found 42.7% (103/241) of Pima County's census tracts to be socially and economically vulnerable, implying that the effects of a disaster, such as the COVID-19 pandemic, would be quite severe for much of the Pima County population.[5]

The Neighborhood Vulnerability Index[6] considers five factors that signal vulnerability in a community:

- Percent of residents that identify as anything other than "non-Hispanic white alone"
- Percent of households who rent, rather than own, their homes
- Percent of residents aged 25 and over who lack a four-year bachelor's degree or higher
- Percent of households with incomes below 80% of Area Median Income (as determined by Housing and Urban Development – HUD)
- Share of children that live in households below the official poverty line.

Median Income, Poverty and Unemployment

As indicated in the vulnerability index, poverty is linked to negative health outcomes, increased stress, limited accessibility to services, and lower quality education, among other indicators. Areas with higher poverty rates often have populations that are already vulnerable, or are disproportionately affected communities that are at even higher risk at the start of the COVID-19 pandemic.

Poverty thresholds, which are issued by the U.S. Bureau of Census, and *poverty guidelines*, which are issued by the U.S. Department of Health and Human Services (HHS), are the two federal measures of poverty. The poverty thresholds, often referred to as the Federal Poverty Level (FPL), is measured by the U.S. Bureau of Census as the minimum amount of annual income needed for individuals and families to

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[2] "Place and Health- CDC/ATSDR Fact Sheet," Agency for Toxic Substances and Disease Registry, Centers for Disease Control, August 30, 2021, https://www.atsdr.cdc.gov/placeandhealth/svi/fact_sheet/fact_sheet.html.
[3] "CDC SVI Documentation," Centers for Disease Control, January 31, 2020, https://svi.cdc.gov/Documents/Data/2018_SVI_Data/SVI2018Documentation.pdf.
[4] "CDC's Social Vulnerability Index- SVI Interactive Map," Agency for Toxic Substances and Disease Registry, Centers for Disease Control, October 9, 2018, https://svi.cdc.gov/map.html.
[5] "Tucson and Pima County Housing Study," MAP- Making Action Possible in Southern Arizona, The University of Southern Arizona, Accessed May 26, 2022, <https://mapazdashboard.arizona.edu/tucson-pima-county-housing-study>.
[6] "Neighborhood Vulnerability Study" https://mapazdashboard.arizona.edu/article/neighborhood-vulnerability-study

afford necessities such as food, clothing, housing, and transportation.[7] Poverty guidelines are established by HHS to serve as eligibility criteria for participation in government programs.

Federal Poverty Guidelines apply to SLFRF in defining households as low or moderate-income when household income is "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 (DHHS)."[8] Communities are at low or moderate-income when it is "at or below 65 percent of the Area Median Income for the county and size of the household based on the most recently published data by the Department of Housing and Urban Development." [9] Ten percent of all families in Pima County have incomes below the poverty level.[10]

Pima County has 220 census tracts, and 44 of those are designated as qualified census tracts (QCTs), meaning 50% or more of the households are income eligible (below 60 percent of the Area Median Gross Income) or have a poverty rate of 25 percent or more.[11]

The aforementioned data is integral to the SLFRF allocation and project investments across the County. This regional data enables the County and its partners to make informed decisions about services targeting Pima County's most vulnerable, disproportionately affected communities, and other at-risk community members. The data empowers the County to assure that these considerations inform its direct pandemic response, recovery, and investment into long-term provision of services**.**

Detailed in the 2022 ARPA SLFRF Recovery Plan is the BOS-approved project portfolio and approach to direct pandemic response and long-term pandemic and economic recovery. This portfolio highlights innovative approaches to service delivery, building upon successes from Pima County's response and investment into opportunities, and lessons learned from the COVID-19 pandemic. These projects are thoughtful representation of ongoing and long-term investment into creating a larger, more accessible network of resources for the community, and promoting Pima County's resiliency into the future.

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[7] Fisher, G. M. (1997). U.S. Bureau of Census. The Development of the Orshansky Poverty Thresholds and Their Subsequent History as the Official U.S. Poverty Measure. Accessed July 29, 2022, https://www.census.gov/hhes/povmeas/publications/orshansky.html.

[8] U.S. Department of Treasury. June 17, 2022. *Compliance and Reporting Guidance: State and Local Fiscal Recovery Funds*. Version 4.1. Accessed at: https://home.treasury.gov/system/files/136/SLFRF-Compliance-and-Reporting-Guidance.pdf. p. 20.

[9] Ibid.

[10] U.S. Census. American Community Survey. ACS 2019 1-year population estimates.

[11] United States Housing and Urban Development, 2022.

Uses of Funds

Public Health (EC 1)

Pima County allocated over half of its SLFRF allocation to its COVID-19 public health response. This is inclusive of direct COVID-19 mitigation efforts conducted by the Pima County Health Department (PCHD), County Administration and Pima County's Chief Medical Officer, and is also representative of public health promotion activities, public health resilience, and public health investment managed by other Pima County Departments.

Public Health COVID-19 Response

Pima County Health Department conducted or directly managed (with support from contracted entities such as area-labs, the State of Arizona, and other partner agencies) COVID-19 testing, vaccination, contact tracing and case investigation activities. Pima County also budgeted funding to support the distribution of COVID-19 therapies, as they become available. Additionally, resources have been deployed to congregate care settings, to promote vaccination for homebound and institutionalized individuals, and education and outreach on COVID-19 for vulnerable communities, such as individuals and families experiencing homelessness, individuals in detention settings, and other congregate care sites located in Pima County.

These budgeted activities directly align with Pima County's commitment to COVID-19 mitigation and its implementation of direct public health service, based on national best practices. These strategies remain paramount to Pima County's responsiveness to the volatility brought forth with the COVID-19 pandemic. To further defray the costs associated with COVID-19 pandemic, SLFRF was budgeted to account for the costs of historic supplies and services associated with the COVID-19 vaccine deployment (spring 2021) across the County, as allowable, per U.S. Treasury guidance.

All strategies deployed under the County's public health response and COVID-19 mitigation efforts employ a targeted, equitable framework that fosters a multi-point access approach for greater distribution of crucial resources. PCHD continues to be a central organizing agent for vaccine distribution locations by site type, specifically: large operation static sites, faith-based organizations, schools, community centers, community-based sites, congregate settings, vulnerable populations, rural areas and federally qualified health centers, in addition to urgent vaccine site requests. All vaccine POD and static sites requests, and subsequent deployment, assure each site decision is made incorporating critical social vulnerability indicators (SVI), and associated SVI score, in addition to county-priority access areas, to assure large community vaccine access points.

The impact of the aforementioned COVID-19 response strategies includes continued access to COVID-19 testing and increased distribution of take-home testing kits, successful vaccine campaigns resulting in 78.9% of Pima County vaccinated (since vaccines became available),[12] and thousands of completed case investigation and contacts traced. Throughout the pandemic, and continuing into FY2022 and FY2023, PCHD continues to employ national best practices to provide the greatest access to necessary COVID-19 services, especially for vulnerable residents and disproportionately affected communities. In FY2022 alone, more than 60,000 doses of COVID-19 vaccine were administered across approximately 270 unique sites over more than 800 site-days (one 'site-day' is defined as any volume of doses administered at a unique site on a unique date). In FY2022, 819,363 people had received at least one dose of vaccine in Pima County.

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[12] Arizona Department of Health Services – COVID19 Data Dashboard. https://www.azdhs.gov/covid19/data/index.php

Public Health Promotion

Pima County has defined public health promotion as projects that educate and support County residents, especially those residents that are most vulnerable to communicable disease, such as individuals and families in congregate settings. The County's public health promotion framework also directs funding to public health communication and outreach, in alignment with the County's COVID-19 pandemic response strategies. Public health services are further augmented through direct funding to local fire departments and first responders, and to the Arizona Food Bank Network, to defray higher costs associated with, directly or indirectly, responding to the COVID-19 pandemic.

Public Health Communication and Outreach

In alignment with public health outreach strategies deployed by PCHD and Pima County Administration, Pima County Communications continue to develop and conduct public health communications and marketing campaigns to aid in the pandemic response, mitigation, and pandemic recovery. Communications are deployed across multiple platforms – print, radio, television, public advertisement space, electronic and social media, many of which are distributed in English and Spanish. Messaging is representative of key public health outreach strategies and released in collaboration with other county departments, assuring all community members, including our vulnerable populations, have access to critical public health services, messaging, and resources.

Wrap-around Public Health Services for Congregate Facilities and Vulnerable Populations

The County has designated SLFRF to support public health and medical services at both Pima County Adult and Juvenile Detention facilities. Of note, the County is allocating funding to vaccine and vaccine storage at its detention facilities. To further accommodate the healthcare needs of children who are less likely to receive regular preventive health care and considered higher risk for COVID-19 infection, Pima County has allocated SLFRF to support prophylactic dental care at the Juvenile detention facility to mitigate potential communicable disease exposure in community settings. Currently juveniles requiring non-emergency dental procedures are transported to services offsite. This change also creates a lower cost and more efficient service delivery model.

Pima County remains directly invested in partnering with community agencies to support public health and community services for individuals and families residing within its boundaries. The County has invested some of its SLFRF allocation to support for victims of domestic violence, sexual assault, harassment, and stalking. One such investment is directed at using SLFRF funding to pilot data-driven, community-informed enhancements to improve the accessibility of victim support services, especially victims that are underserved, such as, but not limited to, LGBTQIA+, individuals with disabilities, limited English proficiency, and families that may be insecurely housed, or escaping domestic violence.

In addition to seed funding to support additional services for victims and their families, the County has invested, in partnership, with our largest local-area domestic violence shelter to renovate its emergency shelter facility from congregate to non-congregate living quarters. The necessary COVID-19 mitigation measures adopted throughout Pima County caused the current shelter to be shuttered. The shelter was forced to pivot to renting available motel rooms to temporarily house individuals and families escaping domestic violence, which is a financially unsustainable alternative. The renovated facility will safely house domestic violence victims in non-congregate living spaces and is expected to expand service capacity.

Public Health Resiliency and Investment

In addition to direct public health response efforts, the County is dedicated to community recovery and resiliency. Through the pandemic the County became acutely aware of needed and ongoing access to public health services, in addition to the investment in long-term preparedness and provision of services. SLFRF investment in these areas include public health investments such as facility and infrastructure modifications to best serve the community now and into the future.

Facility / Infrastructure Modifications for Continued Provision of Direct County Services

Pima County is committed to long-term preparedness for maintaining critical operations and service lines across County departments, especially during a public health emergency. Pima County has determined several opportunities to further public health resiliency through its SLFRF project inventory. Specifically, opportunities presented themselves to increase capacity for remote operations and to augment existing facilities to better serve the community, and invest in new facilities that promote the health and well-being of county residents.

Of note, the SLFRF project inventory is representative of improving critical operations of the County, based on service modifications necessary for continuity of operations during the pandemic and ensuring services continuity after COVID-19 case surges dissipate.

Mitigation measures to stop the spread of the COVID-19 pandemic elevated the County's need to make judicial services accessible virtually in adherence to public health and safety guidelines, while maintaining the integrity of court services. The County invested SLFRF funding into remote enabling courtrooms, distance bench conferencing, and virtual support for jury trials. Through these facility investments, the Courts have responded directly to public health and safety requirements, while maintaining access to justice services. These modifications are in alignment with the Court's 'Access to Justice' strategic agenda, which creates assurances and long-term efficiencies of court proceedings, and continued direct access to justice services.

The County has invested SLFRF into directly supporting the operations of the Pima County Medical Examiner, specifically providing critical equipment to meet the raised needs caused by the COVID-19 pandemic. Increased deaths due to COVID-19 revealed limitations in facility and equipment capacity to meet this growing demand. Planned modifications for the facility include a revised facility floor plan for increased efficiency, purchasing equipment necessary for increased volume of decedents, and creating exterior and interior multifunctional spaces that align with increased service provision.

These public health investments reflect the acute and ongoing public health needs brought forth and / or exacerbated by the COVID-19 public health pandemic. They are a reflection of the need to continue to invest in public health response systems, provide of critical medical and public health resources, create public health access points, messaging, and outreach campaigns to assure public preparedness, and invest in long-term and ongoing services realized by the pandemic. Finally, these public health investments assure the County can meet the needs of our most vulnerable and disproportionately affected community members.

Negative Economic Impacts (EC 2)

Pima County was directly affected economically by the impacts of the COVID-19 pandemic. Many individuals and families realized these impacts across Pima County who suffered economic hardship, housing, food and financial insecurity. Additionally, negative economic impacts were realized across major industries integral to the Pima County economy, such as hospitality and tourism.

The County is committed offsetting the negative economic impacts that continue to directly affect community members, through emergency housing support, eviction legal support, and job / workforce training. Pima County has directed SLFRF dollars to projects that reflect economic recovery and community resiliency such as investments in tourism, the Pima County region, disproportionately affected job industries, and economic marketing.

Economic Recovery Direct Response

Community members throughout Pima County have experienced acute economic impacts directly, and indirectly, associated with the pandemic. These include housing instability, job loss, and negative economic impacts to major sectors across Pima County. Since the onset of the pandemic, Pima County departments have directed attention to assure the community has access to emergency housing and fiscal resources to strengthen housing, food and employment security.

Pima County community members experienced unprecedented employment losses as a result of the pandemic, which caused elevated levels of economic insecurity, especially among low and moderate-income households. This unanticipated consequence of the COVID-19 pandemic required an immediate and strategic governmental response to meet the needs of the community.

At the individual and household level, Pima County prioritized emergency and supportive housing**.** These services were designed to fill gaps in existing service continuums and to expand service capacity to accommodate the expanded need. For example, in addition to expanding the availability of emergency housing slots, Pima County is filling a gap in the continuum of homelessness prevention services by introducing an Emergency Eviction Legal Services (EELS) program to provide free legal counsel, up to and including full representation in court, for low-income tenants facing eviction.

Economic Recovery Promotion

Pima County is also using SLFRF to promote longer term economic well-being across the community by expanding access to high-quality early childhood education for low-income households and by strategically expanding publicly-funded adult education and job training resources for unemployed and underemployed workers seeking livable wage employment.

The Pima Early Education Program – scholarships (PEEPs) project is using SLFRF to expand access to high quality preschool programs for low-income households. This effort is two-fold, first increasing the number of scholarship-funded classroom slots in high quality preschools, and second, increasing the number of high-quality preschools accessible to low-income households. A desired by-product of increasing the availability of no-cost preschool is direct access to affordable early childhood educations centers, ability for parents to return to work, and long-term social and educational benefits for children demonstrated in early childhood education investments.

Through sub-recipient agreements with JobPath, Inc. and Pima Community College, Pima County is responding to the need for training in Workforce Investment Board (WIB) targeted growth industries. JobPath, Inc. provides academic, financial, and career counseling while helping students pay for expenses outside of tuition. The burden of students' expenses indirectly related to their school attendance would likely result in students abandoning their certificate or degree program without JobPath's financial and counseling supports. Pima Community College is expanding its capacity to serve students in growth industries through stackable credential programs in health, public safety, cyber security / information

technology, hospitality, and veterinary professions. In addition, Pima College is expanding its high school equivalency program for adult learners with investments from SLFRF.

Economic Recovery Community Resiliency

At the organizational- and systems-level, Pima County is focusing its efforts on re-igniting its robust tourism and hospitality industries. Pima County is allocating SLFRF to promote business or leisure travel across the region, specifically highlighting the rich history of the area, vibrant cultures, inviting recreational opportunities, and gastronomy. Additionally, Pima County is supporting regional tourism through County-owned recreational properties that were forced to close because of restrictions imposed during the pandemic. With support from SLFRF, these tourist attractions will reopen to full operational capacity, such as *Old Tucson, Pima County Air & Space Museum, Sonoran Desert Museum, Titan Missile Museum*, and others. In addition to providing enticing visitor experiences, the operators of these properties provide critical local jobs for the Pima County community.

Public Health-Negative Economic Impact: Public Sector Capacity (EC 3)

Pima County has assigned three projects to Public Sector Capacity, specifically salaries and employee related expenses for employees assigned to the COVID-19 pandemic response, testing and vaccine efforts. Additionally, SLFRF will be used in support of County capital investments that will provide long-term public health and community services to the County into the future.

Health Department Vaccine and Testing Salary and Fringe FY2021

Pima County has allocated SLFRF funds to reimburse costs incurred for staffing related to COVID-19 vaccination and testing initiatives from March 3, 2021 through June 30, 2021. These funds were utilized for payroll and eligible employee related expenses for public health employees in the divisions directly responsible for the County's work towards mitigating and responding to the public health emergency.

Additional Funding for Community Resilience and Cross-Functional Services

Ajo, Arizona is a small, but vibrant, community located in far west unincorporated Pima County. The Ajo Curley School Gymnasium is an appropriate, and needed, facility for residents of this rural area to access pandemic and other public health related information and resources (e.g., testing and vaccination). Its location will also provide for cross-functional utilization specifically, public events, centralized community service provision, recreation, and other community gatherings. Of note, this facility will support the individuals and families seeking asylum at the southern border, serving as temporary respite space prior to their transportation to other locales. This facility will be modified to meet public health COVID-19 recommendations to accommodate adequate physical distancing, space for COVID-19 testing, and coordination of services for this rural population. Finally, this space will be adequate for additional emergency response services as identified by County leadership.

Finally, Pima County has invested its SLFRF allocation into the Northwest Service Center, a planned integrated facility incorporating statute-mandated public health services as well as workforce training and other community services support. The services at this facility will support on-going public health pandemic mitigation efforts, and economic recovery. Located within a 2022 federally qualified census tract, and a medically underserved area, the facility will increase accessibility to support services for some of Pima County's most vulnerable populations, in addition to providing centralized services to much of the community.

Premium Pay (EC 4)

Pima County did not allocate any funds to this expenditure category.

Infrastructure (EC 5)

Pima County recognizes the need to dedicate resources toward the expansion and support of network improvements, cyber-security, broadband, and technology infrastructure across the County departments, workforce and partners. The pandemic exacerbated the need to invest, plan, and deploy added technology infrastructure to mitigate the risk of cyber-attacks and cyber-intrusions, and to expand secure network access to County departments and staff, with the increases to the remote workforce, pivot of County services to virtual and remote-accessible, and shift the County infrastructure and data capacity to 'cloud' environments.

These infrastructure investments include remote enabled workforce security upgrades, public safety support network upgrades broadband infrastructure, network equipment and security software.

Revenue Replacement (EC 6)

In accordance with U.S. Treasury guidance and allowability determination, Pima County has decided to take the maximum standard deduction for the SLFRF funding. Under the maximum standard deduction, Pima County has identified SLFRF projects that are determined eligible, and qualify as general government services per UST's Final Rule. The projects identified under this qualification are all approved by the Pima County Board of Supervisors, and eligible for this reclassification, with no impact to overall federal allocation.

These projects include: Pima County staffing associated with the programmatic and fiscal compliance of SLFRF, operation and development of Pima County's public-facing transparency website, PimaRecovers.com, consumer health and food safety licensure cost increases, modifications and repairs to Pima County facilities that were impacted or re-purposed for the COVID-19 pandemic, and revenue loss for applicable general government services.

Promoting Equitable Outcomes

Located in southern Arizona, Pima County is a resilient community that is representative of its region. The region is representative of binational, tribal, urban and rural populations across incorporated and unincorporated Pima County. The County strives to promote equitable outcomes for the community, in addition to enabling access to public resources, representative of the diversity across the area. While Pima County is comprised of a richly diverse population, it also representative of diverse socio-economic demographic needs across the community. Exacerbated by the pandemic, health and economic disparities has become prevalent in communities, nationally. The SLFRF project portfolio is representative of investments that strive to address critical and long-term needs of the County, in addition to keeping services accessible to the whole community, and directly addressing the vulnerable and disproportionately affected community members.

The Pima County Board of Supervisors (BOS) December 1, 2020, *"Resolution Declaring Racial and Ethnic Health Inequities and Income Inequality in Pima County to be Public Health Crisis"* notes the continued presence "year after year, grave health disparities between different racial/ethnic and low income populations, not only in Pima County of course, but across the state and the nation."[13] Specifically, the resolution identifies health disparities experienced by Pima County's African American, Hispanic, and Native American populations. The declaration asserts that "systemic racism and poverty negatively impact the social factors that determine a person's health, including access to safe and affordable housing, active recreational opportunities, well-paying jobs, quality early childhood education, clean air and water, and health care and health insurance."[14]

Additional attributes that contribute to increased vulnerability in Pima County include:
- Pima County is defined as a Medically Underserved Area (MUA) by Arizona Department of Health Services (ADHS)
- Approximately 9% of the county population does not have health insurance coverage[15]
- According to state reporting, most federally qualified census tracts (QCTs) in Pima County are considered MUAs[16]
- The U.S. Census Bureau American Community Survey estimates for 2019 indicate that 17% of Pima County residents live below the federal poverty line. [17]
- Of the 240 census tracts in Pima County, 44 (18%) are considered federally Qualified Census Tracts (QCTs), and these areas are spread across the county in urban, rural, and tribal regions, including both incorporated municipalities and unincorporated areas of the county.

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[13] Pima County Board of Supervisors Memorandum (December 1, 2020). *Resolution declaring racial and ethnic health inequities and income inequality in Pima County to be public health crisis.* Available at: https://webcms.pima.gov/UserFiles/Servers/Server_6/File/Government/Administration/CHHmemosFor%20Web/2020/December/Resolution%20Declaring%20Racial%20and%20Ethnic%20Health%20Inequities%20and%20Income%20Inequality..pdf.
[14] Ibid.
[15] University of Arizona. Making Action Possible (MAP) for Southern Arizona, Health and Social Well-being, 2020 Health Insurance Coverage rates. Accessed on July 27, 2022. https://mapazdashboard.arizona.edu/health-social-well-being/health-insurance-coverage/health-insurance-coverage.
[16] Arizona Department of Health Services. *Arizona Medically Underserved Areas Biennial Report, October 2020*. Available at: https://www.azdhs.gov/documents/prevention/health-systems-development/data-reports-maps/reports/azmua-biennial-report.pdf.
[17] U.S. Census Bureau. *Pima County 2019: American Community Survey 5-year Estimate Subject Tables*. Available at: https://data.census.gov/cedsci/table?q=Pima%20County%20poverty&tid=ACSST5Y2019.S1701.

Prior to and throughout the pandemic response, the County worked diligently to implement data-driven approaches to best meet the needs of the diverse needs of people living in the region, providing equitable and accessible emergency health and wrap-around services. Key practices include synthesis of data on QCTs, demographics, social determinants of health, and geography (specifically, rural and urban impacts) to better understand the pandemic's disproportionate effects on people across the County. Additionally, through the pandemic response, the County has utilized additional tools such as Social Vulnerability Index (SVI) and health equity oversight to assure that resources are deployed where they are needed most throughout the county.

Prior to the COVID-19 pandemic, Pima County stakeholders elected to prioritize looking at community health needs through the lens of the social determinants of health framework, focusing on conditions in the environments in which people are born, live, work, play, worship and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. This holistic and data-driven approach promoting access to comprehensive services aims to assure that Pima County meets the physical, mental, social, and economic needs of people in the region. With the onset of the COVID-19 pandemic, the County augmented this approach to identify disproportionately affected residents of the county, to assure that robust testing, vaccinations, and wrap-around services are prioritized for the populations most at-risk and most in need, and to inform transparent public health data reporting.

The County has SLFRF allocations to projects aimed at assuring that people have equitable access to public health services, community services, economic resources, and infrastructure in a multipronged and holistic approach to service delivery. Each project detailed in the County's SLFRF project portfolio includes pertinent data demonstrating how each project individually attended to and demonstrated equity in the FY 2022 reporting period.

Historically Underserved, Marginalized, or Adversely Affected Populations
As identified in the recently published 2021 [Pima County Community Health Needs Assessment](#) (CHNA)[18] The 2021 Pima County CHNA identified 'access to services' as a key priority for Pima County, specifically, access to primary healthcare, specialized healthcare, and mental health services that are acceptable and appropriate to the diverse needs and background of an individual.[19]

Two specific challenges were noted pertaining to equity and access to services, community economic and health outcomes, and the associated impacts of such. The first challenge, is a lack of culturally or linguistically appropriate services available across the County. The second challenge is reflective of the disproportionate (and often systematic) impacts of social determinants to at-risk County residents, such as food insecurity, lack of affordable housing, limited childcare and caregiver options, limited transportation, and poverty. The CHNA specifically indicates, "Hispanic/Latin(o)(a)(x), Black/African American, and Native American populations are at higher risk of major and chronic health issues due to systemic and societal inequality."[20] Additionally, Black/African American and Native American community members have premature death rates 1.4 to 2 times higher than the county's average premature death rate.

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[18] Arizona Prevention Research Center. (2021). 2021 Pima County Community Health Needs Assessment.
[19] Pima County. *Pima County Community Health Needs Assessment, 2021*. Available at:
https://www.healthypima.com/community-health-needs-assessments.
20 Ibid.

Data gleaned from the 2021 CHNA indicate that Pima County community members identifying as a racial or ethnic minority:

- Struggle more than their white counterparts in secondary education and are less likely to attain a post-secondary certificate or diploma;
- Are more likely to experience poverty; and
- Are more likely to live in higher stress neighborhoods.

Pima County has dedicated SLFRF investments to a series of projects throughout its project portfolio to serving vulnerable, disproportionately affected and / or economically at-risk populations. Many of these projects have dedicated services designed to serve historically underserved and marginalized ethnic, racial, and geographic communities exemplified by people living in one of Pima County's 44 QCTs, first and second-generation immigrants, people of color, LGBTQIA+, women, and other adversely affected populations.

Outreach and Awareness of SLFRF Projects and Services

Pima County is managing its SLFRF projects through county departments and community collaborator sub-recipients who have the necessary subject matter expertise and community relationships to successfully implement SLFRF projects and best meet the needs of the community through equitable delivery of service. The County is dedicated to creating awareness and culturally appropriate outreach to assure public messaging around availability of these augmented services and investments.

The outreach strategies and activities used by each project are specific to the populations being served. For example, PCHD selected sites for COVID-19 testing and vaccination that were deemed most geographically accessible to low-resourced and otherwise vulnerable populations based on SVI score, local and state-level health data, and census tract data. PCHD also set up testing/vaccination services in congregate settings, including youth and adult detention centers, to ensure access to populations least likely to receive preventive health care. The Emergency Eviction Legal Services (EELS) project uses court documents from the Pima County Justice Courts (eviction court) to assertively contact community members by telephone who are likely to be eligible and have the greatest need. High-quality preschools, located in either public elementary schools or neighborhood based centers utilize their stakeholder networks, various media, and word of mouth.

Each year, projects will use aggregate demographic information collected from applicants to determine if the project is equitably serving the community and will use the data to inform adaptations to their strategies and activities to extend their reach to previously unserved or underserved populations.

Pima County reports via its public facing website, PimaRecovers.com, on all services funded by SLFRF. This includes funding allocated, by expenditure category, per project. Additionally, the website will report pertinent performance indicators, and evaluation reporting associated with the access, utilization and impact of these funds in the community. Pima County Grants Management and Innovation (GMI), the department responsible for management of these funds, coordinates all SLFRF project data and evaluation activities for the County's project portfolio to ensure that outreach and service delivery are equitable, and meet the needs of the community, with attention to disproportionately affected and vulnerable members of the community. GMI dedicated staff will review project data with project leadership and staff at least annually to determine the degree to which benefits and services are inclusive of the most vulnerable populations. Where equity appears to be lacking, these discussions will inform recommendations for modifying project elements to achieve equity goals set forth in project planning.

Equitable access to benefits and services is an on-going commitment of Pima County and reviewed no less than annually. Pima County's economic recovery direct services to individuals and households have income eligibility requirements. For SLFRF projects with income criteria, the limit is set at no more than 300% federal poverty level by household size. Projects serving individuals and households collect and report income qualification data as well as demographic characteristics of applicants / participants (where available, volunteered, and consented), such as race, ethnicity, age, parental status, household status, and others. Several programs collect and report geographic addresses, which is used to assess the degree to which services are reaching those living in the most vulnerable census tracts.

Each project reduces potential unintended barriers to service by providing access to eligibility screening through multiple venues – telephonic, electronic, and in-person, and by allowing applicants to use a self-statement plus proxy rather than an official record for income verification. Additionally, projects serving individuals routinely present information in both English and Spanish, which are the two dominant languages in the area, and employ staff who are fluent in English and Spanish. There do not appear to be administrative requirements at this time that are overly burdensome or serve as barriers to individuals / households making application to receive services or financial support. Program staff have extensive knowledge of referral resources that they use with applicants for service provision.

Pima County's commitment to ensuring equitable access to benefits and services is further exemplified by the organization's robust use of population health data and reporting: including, but not limited to, data on demographics (including race and ethnicity), geography, QCTs, and SVI assessments, as well as targeted deployment of emergency response teams to promote equitable access to services. In designing accessible community pandemic-response resources, such as testing efforts and vaccination clinics, the County has developed a cross-functional effort that aligns SVI and QCT data alongside epidemiological statistics, resulting in planning and design driven by up-to-date information.

Outcomes: Closing Gaps or Reaching Universality
Pima County has identified three themes within each SLFRF project expenditure category (EC): **response, promotion, and resilience**. These categories align with Pima County's equity goals, prioritize the urgent needs of Pima County's most vulnerable populations and augment the capacity of its public systems to reduce marginalization.

Specifically, the County has dedicated its approach to the SLFRF project portfolio through the following tenets and guidelines:
- *Response activities* focus on immediate and urgent need across the community and in response directly or indirectly to the COVID-19 pandemic. Examples include public health emergency response efforts (testing and vaccinations) and emergency housing for newly evicted individuals and families to prevent homelessness.
- *Promotion activities* respond to short and medium-term community needs such as allocations to first responders to defray costs associated with the pandemic and health communications to encourage health behaviors and increase awareness of resources. Examples include economic recovery activities, such as providing high-quality preschool education for 3 – 5 year olds in households with incomes below 200% of the federal poverty level.
- *Resiliency and investment activities* are those activities that establish increased capacity, such as increasing remote accessibility to court proceedings, investments in long-term public health and economic development services in a centralized location within a qualified census tract, and activities to promote economic recovery and growth across the County.

SLFRF projects across the portfolio strategic and data-driven responses to community-identified needs. The project portfolio directly addresses public health response and investment, negative economic impacts, building the workforce to better respond to the public health crisis, and rebuilding economic health across the community. The County's approach to this spending directs improved, more comprehensive, access to services across the region via the array of wrap-around health, economic and community services funded. Each SLFRF project team has committed to robust data collection and evaluative work that centers on the intentional planning for progress towards the greater goals of creating an equitable network of services, and pivoting when service delivery is found to not be addressing community needs.

Community Engagement

Pima County is committed to public transparency and engagement to assure the SLFRF investments are meeting the needs of the community across the County. Pima County has employed a layered approach to facilitating that feedback to incorporate into SLFRF project planning, project trajectory, and evaluation of project efficacy. This includes engaging department subject matter expertise associated with the populations they are serving, determining community needs, and enabling feedback from community members served by these projects. Additionally, the County elicits direct feedback from its legislative body, the Pima County Board of Supervisors (BOS), and their constituents to assure effective delivery of these projects across the community. Finally, the County engages public input, public reporting, and transparency, through public-facing data-dashboard tools, public meetings and memorandum.

Pima County is planning to align these various forms of community engagement to build a *Learning Agenda* to inform, plan and assess evidence in these projects and interventions in FY2023. These modalities, described herein will assure a strategic, data-driven, and informed approach to further engage the community, elected officials, County service departments, and the public, thus assuring thoughtful and careful planning to build on SLFRF investments.

Public Forum Community Engagement – www.pimarecovers.com

On February 22, 2022, Pima County officially launched its COVID-19 relief funding transparency website, PimaRecovers.com. This is a direct investment in the County's commitment to public transparency and openness in government. Importantly, it enables the public to view and comment on the County's SLFRF funding projects, activities and expenditures, in addition to other federal relief packages in response to the pandemic.

This website includes a 'data expenditure and budget' interactive dashboard. Additionally, SLFRF programmatic data and success stories are integrated into this public reporting platform further demonstrating public benefit from COVID-19 funding, across the expenditure categories. Pima County's Annual Recovery Plan Reports (submitted to the U.S. Department of the Treasury) are accessible to the public through this website.

In addition to the public-facing website, Pima County community members have a variety of opportunities to provide input on the County relief expenditures, such as public meetings, and providing feedback to the Pima County BOS. The BOS has been apprised of all budgeted plans for SLFRF allocations, in conjunction with providing constituent priorities to inform the budgeting process for Pima County's direct allocation. The BOS is an integral partner in assuring the County is committed to the priorities of the residents.

SLFRF Efficacy and Public Feedback

The County is committed to communication, transparency and feedback on SLFRF investments. County Administration will report regularly to the BOS on SLFRF project statuses, outputs and impacts. This, in addition to the public-facing website and data dashboard, are critical steps forward in the framework to better solicit feedback on SLFRF efficacy and resourcing. SLFRF updates to the BOS will include quarterly fiscal reporting, project / programmatic reporting, and pertinent evaluative data describing the SLFRF program investment and community impact. Data and reporting will highlight COVID-19 recovery impacts across Pima County priority populations, disproportionately affected communities, and relevant geographic areas across the County.

Throughout the performance period, the County will solicit, collect, and report on public feedback, using surveys, focus groups, stakeholder groups, and key informant information gathering. County department and Supervisor district staff have direct communication with the public and, importantly, are on the front lines working with our constituents to determine community needs resulting from the COVID-19 pandemic. This direct programmatic work across the funding priorities has directly informed the framework for determining the SLFRF project inventory.

SLFRF Project-Level Community Engagement

Pima County's SLFRF project portfolio has a considerable number of public-facing projects that directly impact the community and County residents. These projects span across the *Public Health, Economic Recovery, Infrastructure, and General Government Services* expenditure categories.   The County, specifically the Pima County Grants Management and Innovation (GMI) Department (fiscal agent for the County's SLFRF allocation) has engaged in a series of planning sessions with each recipient of SLFRF project funding. These planning sessions determined the scope and desired impact of the proposed project, as well as each project's outputs, outcomes, and key performance indicators. Within that planning process, GMI supported projects with strategizing around opportunities and tools for collecting feedback from program / project participants, including surveys, focus groups, key informant interviews, and other relevant participant feedback opportunities.

Labor Practices

Pima County, in accordance with U.S. Treasury's SLFRF Final Rule, federal Uniform Grant Guidance (2 CFR 200), Arizona Revised Statutes, and Pima County Procurement policies, Pima County Grants Management and Innovation (GMI) has created a compliance tool-kit for all facility repair, maintenance, and capital projects. This includes technical support and oversight of all projects requiring capital investments. This technical assistance package assures that all funding source (federal and local) requirements for bid practices, fair and equitable labor practices, domestic preference, and other mandated requirements are met.

This technical support and assistance package includes extensive documentations and checklists for sub-recipients', contractors' and sub-contractors' respective requirements associated with federal, state and local regulations, mandates and policies associated with capital expenditures and infrastructure investments. This technical assistance tool-kit was developed by an inter-disciplinary team of subject matter experts in federal grant funding, Pima County Procurement, capital project management teams (including facilities management, architects, designers, and contractors) in addition to leadership across the GMI divisions of Finance, Development, and Research and Analysis.

These technical support and assistance documents highlight the following:

- While SLFRF does not itself require Davis-Bacon compliance, Pima County, its departments and sub-recipients are mandated to determine if any other funder of a capital project enforces Davis-Bacon Act protocols (or prevailing wage best practices) and, if it does, all construction activities funded with SLFRF will also comply;
- Pima County maintains compliance with the Uniform Grant Guidance 2 CFR 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards, as applicable in all its federal awards;
- Arizona Revised Statues prohibits the establishment of a prevailing wage by any of its local jurisdictions;
- Pima County leadership is committed to assuring laborers and mechanics working on capital improvement projects are compensated fairly for their work;
- Pima County prioritizes small and local businesses in procurement for infrastructure projects. It ensures Small Business Enterprise (SBE) compliance in locally-funded design and construction projects and in the procurement of goods and services as well as Disadvantaged Business Enterprise (DBE) compliance in federally-funded design and construction projects;
- Pima County is requiring all sub-contractors to obtain a Unique Entity Identification (UEI) number from www.sam.gov.

Pima County will continue to provide technical assistance toward all facilities and capital investment projects to assure compliance with all federal, state and local regulations. The County will provide assistance with the aforementioned requirements, labor agreements, permitting, and labor requirements. While the County does not regularly utilize community benefits agreements, extensive community input is often gathered on capital projects throughout the design phase to ensure community needs are met.

Uses of Evidence

The Foundations for Evidence-Based Policymaking Act of 2018 emphasizes the need for federal agencies to formally plan and invest in infrastructure to support evidence-building activities as part of agency-wide (and coordinated government-wide) strategic planning, spanning a variety of distinct uses of data with focus on utilization of learnings.[21] Evaluation is a key functional activity underlying evidence building and is inextricably bound to any substantive improvement in intentional data use. Strategically rooted research and evaluation efforts should "address an appropriate balance between needs related to organizational learning, ongoing program management, performance management, strategic management, interagency and private sector coordination, internal and external oversight, and accountability."[22]

For localities like Pima County, SLFRF funding presents an opportunity to reconcile multi-level priorities and articulate an intentional organizational learning strategy in the form of a **Learning Agenda** designed to both achieve goals associated with pandemic mitigation and recovery as well as to realize the broader benefits of SLFRF-funded capacity enhancements. This Learning Agenda will center on building an evidence base that enables the County to promote effective, efficient, and equitable stewardship of funding on behalf of people living in Pima County.

One way the County has solidified its commitment to program evaluation is by building out its Grants Management and Innovation (GMI) Research and Analysis (RA) unit, a division devoted to evaluation planning, practice, and use associated with SLFRF projects. The unit will house a mixture of data analysts and evaluators. This resource, within a central services department, is intended to promote impartiality as well as to promote a direct channel of communication to disseminate data reports and evaluation findings to organizational leadership for use in decision-making.

A principal goal of GMI capacity expansion will be to ensure that evaluation reporting informs decision-making by departmental and County leadership through intentional planning and guided use. While priorities of decision-makers at different levels of the organization often differ, well-designed and well-executed evaluations can allow GMI RA to work with sponsoring department staff to ensure that evaluations are useful and relevant to decision-makers. GMI RA will also assist with synthesizing evaluation reports and other information, contextualizing relevant successes, failures, and lessons learned to ensure that findings that may resound beyond the sponsoring department to reach partners and public audiences alike as appropriate.

Engagement in formative work on the organization's Learning Agenda for ARPA-SLFRF will allow County evaluation practitioners to work in the longer term towards operationalizing the concept of evaluative thinking within departmental contexts.

Promotion of evaluative thinking within the County organization can be supported in a number of ways:
- Create an intentional learning environment;
- Establish a habit of scheduling meeting time focused on evaluative thinking practice;
- Use role-play when planning evaluation work;
- Diagram or illustrate thinking with colleagues;
- Engage in supportive, critical peer review; and

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[21] 115th U.S. Congress (2018). *H.R. 4174 - Foundations for Evidence-Based Policymaking Act of 2018.* Available at: https://www.congress.gov/bill/115th-congress/house-bill/4174/text.
[22] Results for America (2019). *Evidence Act Brief.* Available at: https://results4america.org/evidence-act-resources/

- Engage in evaluation.[23]

County evaluators and peers will employ these strategies to support a cohesive approach to evaluative thinking within and across departments in order to establish buy-in and sustain enthusiasm, ideally progressing to development and adoption of policies to support high quality evaluation practice and infuse evaluative thinking across the organization.

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[23] Buckley, J., Archibald, T., Hargraves, M., & Trochim, W. M. (2015). Defining and teaching evaluative thinking: Insights from research on critical thinking. *American Journal of Evaluation, 36*(3), 375–388.

Performance Report

At the request of the Pima County Board of Supervisors (BOS) and the County Administrator, Pima County's Grants Management & Innovation Department (GMI) provides the fiscal and programmatic oversight of U.S. Treasury's allocation of SLFRF to the county. In that role, GMI's three divisions – Finance, Development, and Research & Analysis – provide guidance and support to all Pima County SLFRF projects in accordance with goals outlined in United States Treasury's (UST) Final Rule, and by County departments, and County Administration.

Upon Pima County BOS approval of the SLFRF project spending plan and portfolio, GMI staff conducted a multi-pronged planning process for each SLFRF project with each project's management team, leadership, staff, and community collaborator sub-recipients. This supported recipients of this funding to detail project scopes, plans, goals, key performance indicators, and evaluative practices. Additionally, it guided project partners through budget drafting, spending plans, project activities and fiscal best practices. These planning efforts were carefully documented to assure shared project oversight, project implementation, and data collection, interpretation, evaluation efforts and fiscal responsibility. These efforts also informed contract agreements for each sub-recipient of SLFRF funding from the County.

GMI RA offers ongoing support to each SLFRF project partner for data collection, analysis, interpretation and evaluation. SLFRF project partners have all designed data and reporting elements, programmatic monitoring plans and associated pertinent timelines to assure ongoing performance management of the SLFRF investments. GMI RA works directly with these departments to securely store, analyze, report, and evaluate their respective data.

Throughout the project portfolio, each SLFRF project's outputs, outcomes, and performance indicators are detailed within their project narrative herein. As stewards of this data, GMI RA reviews any data and programmatic reporting with SLFRF project leadership to assure appropriate interpretation and analysis of respective data. These collaborations assure achievement of planned objectives, equitable reach, and direct impact of these projects across the community.

Progress toward the County's SLFRF objectives is shared through the interactive www.pimarecovers.com website along with publicly available correspondence with Pima County's BOS, through memorandum from Pima County Administration and department / community leadership engaged with the project. Additionally, Pima County's *Annual Recovery Plan Performance Report* will be made publicly available in addition to direct distribution, at the end of each fiscal year to UST, County Administration, and the Pima County BOS.

PIMA COUNTY SLFRF PROJECT PORTFOLIO

Contact Tracing and Case Investigation

Project Identification Number: PC01
Allocation Amount: $24,425,167.09
Project Expenditure Category: 1.3 COVID-19 Contact Tracing

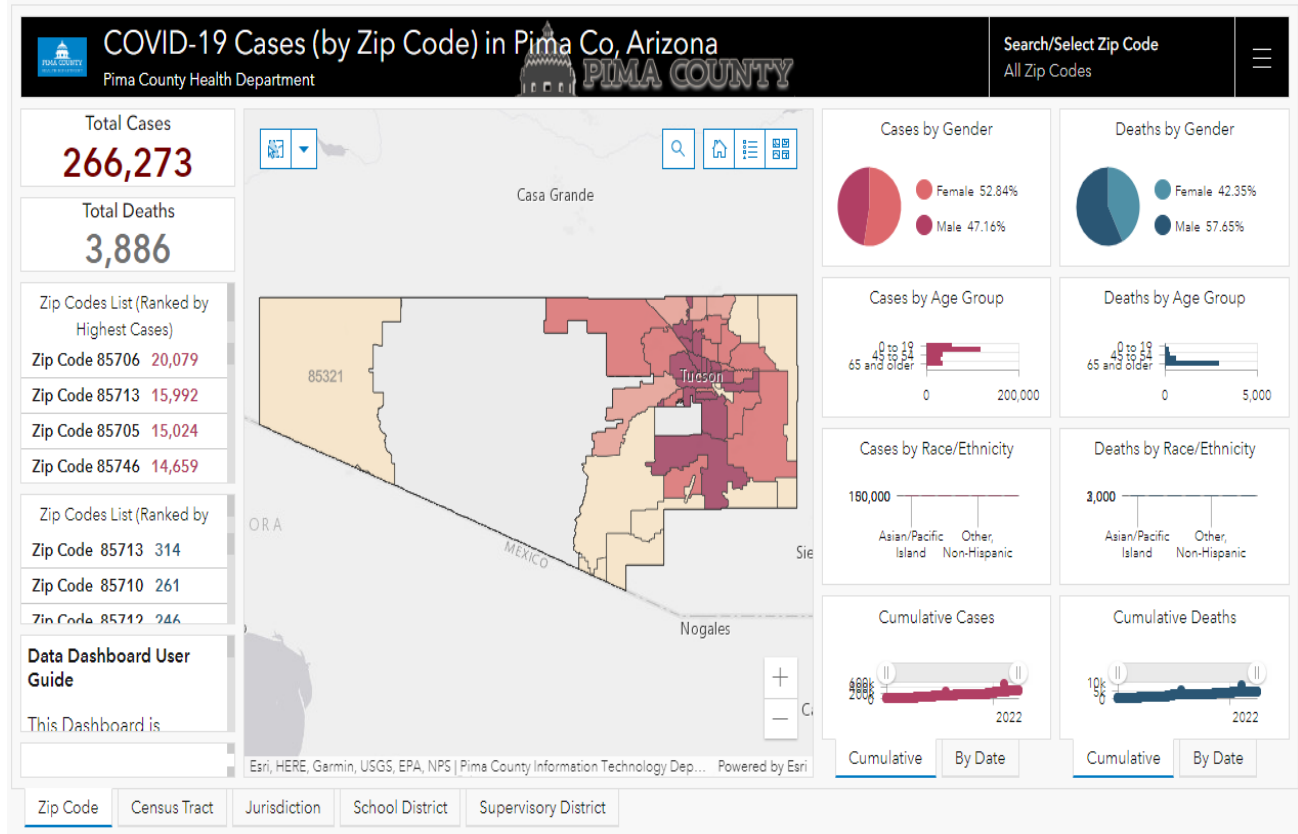**Contract Tracing and Case Investigation Project Overview**
Pima County has allocated $24,425,167.09 in SLFRF to support contact tracing and case investigation (CT AND CI) activities. An enumerated eligible use of SLFRF for COVID-19 mitigation and prevention, CT and CI activities have been integral to local public health pandemic mitigation efforts in Pima County and around the world. CT and CI are essential components of Pima County Health Department's public health toolbox for containing disease outbreaks.

Given the demonstrated transmissibility of COVID-19, contact tracers perform a vital role by communicating with individuals who test positive for COVID-19 (i.e., 'cases') to identify and communicate with priority (individuals within the household) and high-risk close contacts. Timely follow-up with these identified contacts can curb unmitigated spread of the virus, as contact tracers provide contacts with information on recommended resources such as quarantine or isolation guidance and community testing availability. Such activities help to ensure successful quarantine or isolation of contacts during the potential timeframe when they may be infectious, limiting community spread.

Prior to the federal government's passage of SLFRF, Pima County Health Department (PCHD) recognized that significant expansion of surveillance and contact tracing would be required in order to build adequate capacity to address staffing needs resulting from the ongoing public health emergency. In its May 2020 assessment of contact tracing needs, PCHD identified a need to augment CT AND CI staffing, bolstering its 24 existing FTEs of County staff (with limited epidemiological ability based on staff of 5 epidemiologists) and volunteers to 150 FTEs (planned FY2023 expansion) in order to be able to respond to case volumes at that time. In July 2020, Pima County contracted through a competitive RFP process with Maximus Health Services ('Maximus') to ensure adequate support for countywide CT AND CI activities led by PCHD.

From the initial date of contract (August 2020) through the end of the current reporting period, Maximus has completed a wide range of essential pandemic response activities for PCHD, integrating fundamental CT AND CI functions with County-sponsored testing and vaccination resources as part of Pima County's comprehensive approach to mitigating the public health emergency.

Basic activities include conducting interviews, symptom monitoring, and evaluation/referral for resources, as well as sharing of referral pathways/information for vaccination and/or treatment. Beyond this, Maximus has conducted positive case outreach (i.e., notifying individuals from Pima County-sponsored testing sites of positive test results), field outreach (i.e., completing outreach to COVID-19 cases that did not answer the phone and met certain criteria, such as residing in a high disease burden area), and outbreak assessments and response in K-12 schools and other identified congregate settings. Maximus also creates and maintains various reporting resources, including periodic and ad hoc reports detailing the status of public health response indicators, as well as a public facing dashboard.

Pima County's public-facing COVID-19 case dashboard created and maintained by Maximus. This is an example screenshot, for an up to date version please click the link below.

Web Resource: April 22, 2022 - Case Investigation and Contact Tracing Contractor Report

Contract Tracing and Case Investigation Objectives

The Pima County Health Department seeks to accomplish three objectives with contact tracing and case investigations:

- To identify, respond to and mitigate COVID-19 outbreaks;
- To reduce health and economic costs borne by the County and its partners by preventing spread of the virus; and
- To promote community health and safety.

Contract Tracing and Case Investigation Main Activities

Pima County's contact tracing and case investigation project involves six main activities:

- Identifying priority and high-risk close contacts;
- Ensuring resources are available for testing, vaccination and medical evaluation;
- Conducting timely notification of priority contacts in time to prevent further transmission;
- Offering resources to support effective and equitable response activities;
- Providing health education and disease management guidance; and
- Ensuring successful quarantine or isolation of contacts during the potential timeframe when they may be infectious.
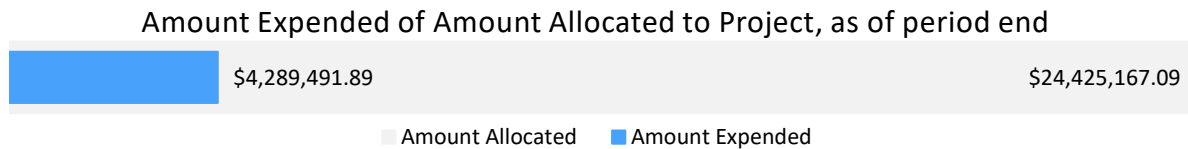
Contract Tracing and Case Investigation Key Performance Indicators

Five key performance indicators measure the efforts made by the Pima County Health Department's Contact Tracing/Case Investigation project:

- Number of attempted case investigations;
- Number of cases investigated;
- Number of attempted contacts traced;
- Number of contacts traced; and
- Number of field investigations completed.

Contract Tracing and Case Investigation Project Status

Of the $24,425,167.09 in SLFRF allocated to this project for contact tracing and case investigation activities, $4,289,491.89 (18%) has been expended through June 30, 2022. The contact tracing and case investigation activities are reflective of multiple federal funding allocations, discretionary grant funding, and the Pima County Health Fund. SLFRF will be the primary funding source for Pima County's contact tracing and case investigation work over the period of performance.

Amount Expended of Amount Allocated to Project, as of period end

$4,289,491.89	$24,425,167.09

☐ Amount Allocated ■ Amount Expended

Contract Tracing and Case Investigation Context

The FY2022 reporting period was characterized by several notable events that impacted CT and CI efforts. The December 2020 through June 2021 period was characterized by the advent of the first COVID-19 vaccines, with initial vaccine doses provided in Pima County in December 2020. A series of contributing factors such as (but not limited to) access to (and uptake of COVID-19 vaccines), public health and safety local and state recommendations and policies, resulted in relatively low case counts through the Spring and early Summer of 2021 in Pima County – see graphic below. However, the resurgence of the virus with onset of the Delta variant in June 2021 and, more notably, the Omicron surge in January 2022 resulted in drastic increases in daily COVID-19 case counts.

Correspondingly, CT and CI activities were redirected to prioritize settings serving high-risk populations, such as those at elevated risk for severe illness (e.g., long-term care facilities) and those not yet eligible for vaccination (e.g., schools) and at high risk for outbreak situations. Pima County worked directly with Arizona Department of Health Services (AZDHS) to ensure that every case was contacted directly by a case investigator, assuring that all cases, both high-risk and lower risk (younger, or with no comorbidities) were directly liaised by public health staff, to further assure a comprehensive public health response across the community.
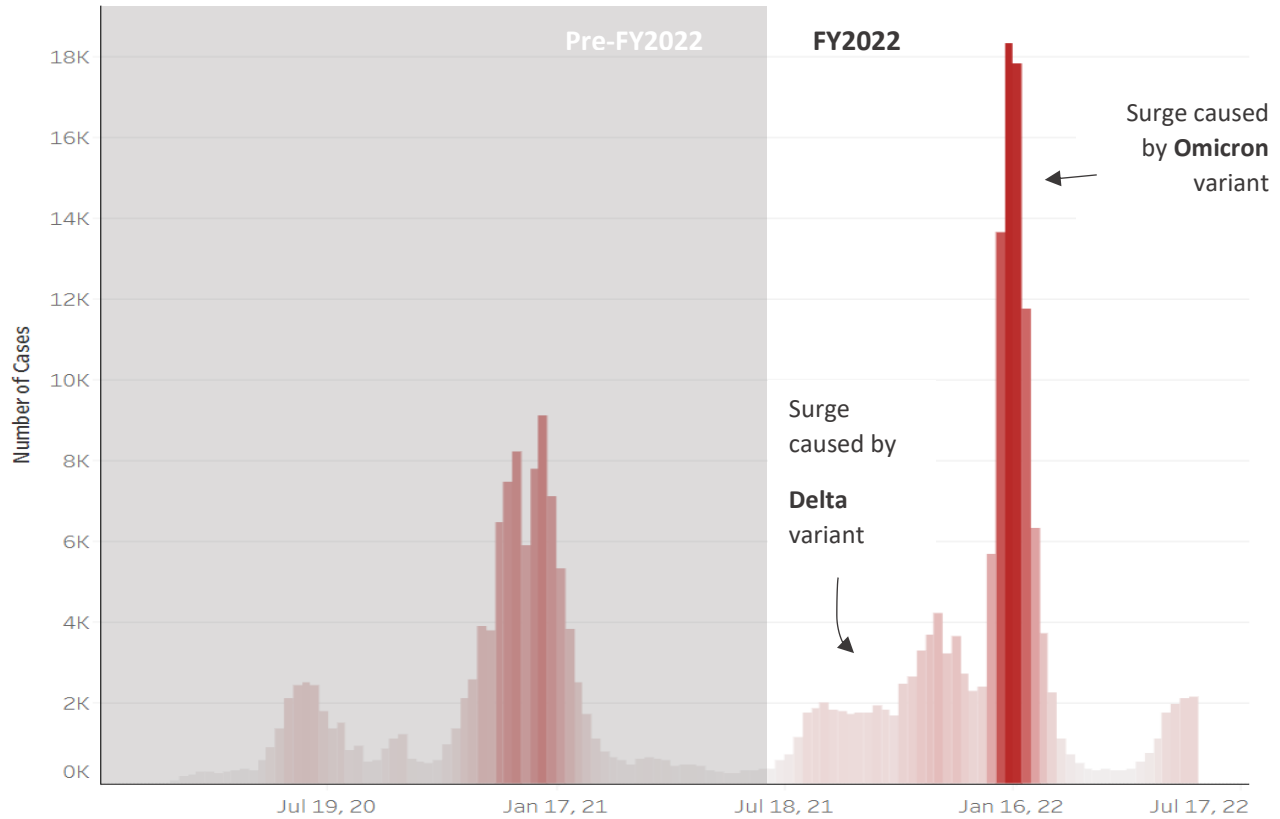
COVID-19 cases by week in Pima County, as reported by Arizona Department of Health Services

County-Sponsored Contract Tracing and Case Investigation Activities

During the reporting period, CT and CI activities resulted in **84,278** cases investigated of **183,699** attempted case investigations. Of **149,146** attempted contacts traced, there were **94,973** contacts traced. CT and CI activities in Pima County also encompassed **969** field investigations.

Beyond these measures of its basic CT and CI functions, Maximus also details a variety of related public health pandemic response activities it conducts in coordination with PCHD to help the department respond to timely needs. For example, in June 2022 Maximus staff, under the direction of PCHD, conducted **outreach to summer camps** in Pima County to provide outbreak mitigation resources in the areas of health guidance, testing, vaccination, and reporting. Under PCHD guidance, Maximus initiated a field based CI and CT response unit to engage with high risk community members that were not accessible through internet or phone. Additionally, Maximus staff supported County initiatives such as **referrals to care resource coordinators, behavioral health services, and were integral in the school case surges and contacts supported** (80,590 school cases and contacts were supported). Finally, Maximus will support the County in upcoming efforts, such as **high-risk situations (homeless) and congregate care outreach**.

COVID-19 Vaccines

Project Identification Number: PC02
Allocation Amount: $19,550,236.20
Project Expenditure Category: 1.1 COVID-19 Vaccination

COVID-19 Vaccines Project Overview

Pima County has allocated $19,550,236.20 in SLFRF to support COVID-19 vaccination activities from July 1, 2021, forward. An enumerated eligible use of SLFRF, vaccination programs strengthen mitigation efforts by contributing to reductions in severe acute illness and death among people who contract COVID-19.

Through 2021 and into 2022, Pima County Health Department (PCHD), the County's statute-mandated public health authority, has been a central community leader for COVID-19 response, specifically, COVID-19 mitigation, testing, vaccination and outreach. Pima County deployed their *'Accelerated Vaccination Plan'* as soon as vaccines became available in January 2021. This plan aligned with best practices for vaccinating the most vulnerable in the community first, and pivoting those priority groups and at-risk populations to evolve based on national recommendations, and vaccine availability. PCHD, in partnership with area-hospitals, City of Tucson, and the State of Arizona immediately stood up six fixed vaccine sites across the County, with the ability to inoculate 12,000 – over 16,000 per day, based on the supply of vaccines.[24]

As COVID-19 vaccines became more readily available across the County, COVID-19 vaccine distribution data became integral in planning more targeted outreach based on demographic, geographic, and vulnerability status. This planning and deployment of resources was paramount in the growth of PCHD's equity work across the community. Pima County has continued to promote vaccination through ongoing analysis of disaggregated geographic and demographic data associated with vaccine distribution with a commitment to equity embedded in all decisions about vaccine access. PCHD continues to work closely with long-term and assisted living facilities, schools, community based organizations and community the Pima County Community Advisory Committee and ethics committee, stakeholders, municipal leadership, University of Arizona and the State of Arizona as well as American Indian / Alaska Native (AI/AN) tribal leaders. These partnerships are integral to align vaccine distribution efforts with federally recommended priority populations, and gather crucial data associated with populations eligible to get their first COVID-19 vaccine dose.

In addition to large-scale static sites, PCHD deployed planning and strategic outreach for vaccine point-of-distribution (POD) and mobile vaccine sites. This effort assured the County was providing direct access to COVID-19 vaccine resources for our most vulnerable (such as LTC and assisted living) and hard-to-reach communities, vaccine hesitant individuals, and eligible individuals that had not received their first inoculations.

PCHD continues to be a central organizing agent for vaccine distribution locations by site type, specifically: large operation static sites, faith-based organizations, schools / community centers / community-based sites, congregate settings, vulnerable populations, rural areas and federally qualified health centers, in addition to urgent vaccine site requests. All vaccine POD and static sites requests, and subsequent deployment, assure each site decision was made incorporating critical social vulnerability indicators (SVI),

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[24] Pima County Accelerated Immunization Plan, January 12, 2021. Pima County Memorandum to Pima County Board of Supervisors.

and associated SVI score, in addition to county-priority access areas, to assure large community vaccine access points.

As a component of this planning, outreach and community COVID-19 response, PCHD convened its first Public Health Ethics Committee (November 30, 2020). The ethics committee was convened to bring diverse community perspectives and expertise to help PCHD meet the needs of the community through their COVID-19 response, plan for COVID-19 vaccination and outreach, and discuss ethical matters related to emerging public health issues – with specific focus on local context and community priorities. This

Developed in Spring 2021, alongside the deployment of COVID-19 vaccines, PCHD stood up a public-facing 'Vaccine Dashboard' allowing for analysis of trends over time across a variety of variables, enabling PCHD to assess the impact of vaccination efforts across the region beyond those that are County-sponsored in order to plan and implement outreach as warranted. This resource also promotes public transparency with regards to the outcomes associated with vaccination efforts.
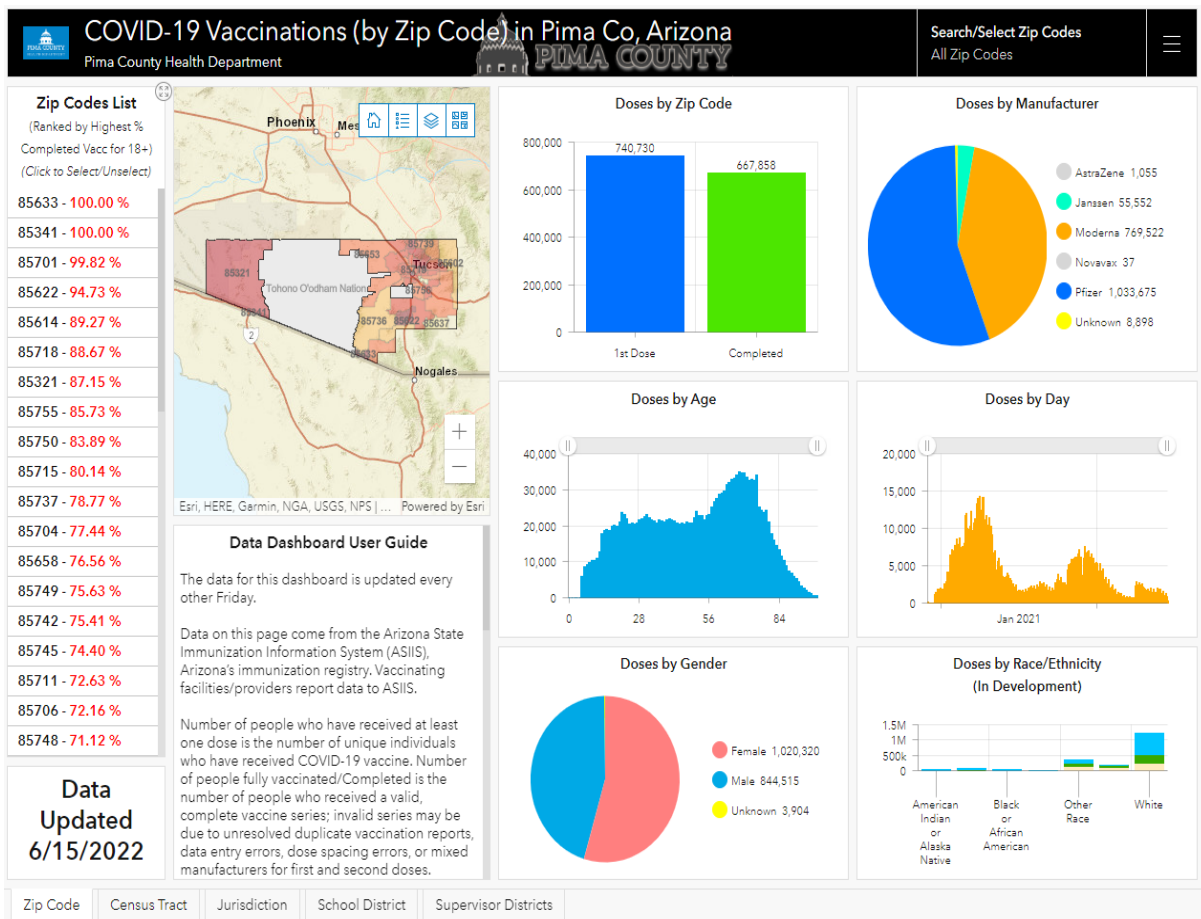
Pima County's public-facing COVID-19 case dashboard created and maintained by Maximus. This is an example screenshot, for an up to date version please click the link below.

Since vaccines for COVID-19 became available to provide individuals with initial immunization, and in light of subsequent recommendations for booster doses among high-risk populations, Pima County continues to integrate a variety of site-based and mobile vaccination resources to ensure adequate support for, and equitable access to, vaccine across the county's geography and among its demographic subpopulations.

Looking forward, vaccine access will remain available across Pima County through multiple qualified health entities and at locations accessible to all residents.

Web Resource: [Pima County Vaccine Dashboard](#)

COVID-19 Vaccines Project Objectives
The Pima County Health Department pursues five objectives under the COVID-19 Vaccines project:
- To vaccinate the County's residents with at least one dose of COVID-19 vaccine;
- To maximize the number of individuals fully vaccinated;
- To provide booster doses to eligible high-risk populations;
- To promote uptake of annual booster doses in the future; and
- To promote vaccination equity among disproportionately impacted populations and other vulnerable groups across Pima County.

COVID-19 Vaccines Project Main Activities
The COVID-19 Vaccine project is distinguished by five main activities:
- Assisting community vaccination providers to obtain adequate supplies of vaccine to accommodate demand among vaccine-eligible populations;
- Operating fixed and mobile County-sponsored vaccination sites;
- Coordinating among other vaccine providers as Pima County's public health authority;
- Promoting vaccination outreach and education, especially to vulnerable populations and among those affected by disparities exacerbated by the COVID-19 pandemic; and
- Conducting epidemiological surveillance and associated ongoing data monitoring to inform local planning and strategy aimed at addressing the effects of COVID-19 on the community.

COVID-19 Vaccines Project Key Performance Indicators
Five key performance indicators allow the Pima County Health Department to measure how closely the project's main activities bring the County to the project's intended objectives:
- Number of contractor-staffed, **County-funded** vaccination site-days (over reporting period)
- Number of vaccine doses administered at contractor-staffed, **County-funded** vaccination sites (over reporting period)
- Number of individuals vaccinated in Pima County (all-time, as of period end)
  - Overall
  - By age group
  - By race
  - By ethnicity
  - By series of vaccination
- Number and percentage of County population fully vaccinated (all-time, as of period end)
  - Overall (all ages)
  - Among vaccine age eligible population
- Percent of the fully vaccinated booster-eligible population that has received a first booster dose (all-time, as of period end)

COVID-19 Vaccines Project Status

Of the $19,550,236.20 in SLFRF allocated to this project, $3,612,097.29 (18%) has been expended through June 30, 2022. The COVID-19 testing activities are reflective of multiple federal funding allocations, discretionary grant funding, and the Pima County Health Fund. ARPA CSLFRF will be the primary funding source for Pima County's COVID-19 testing work over the period of performance.

Amount Expended of Amount Allocated to Project, as of period end

$3,612,097.29	$19,550,236.20

☐ Amount Allocated ■ Amount Expended
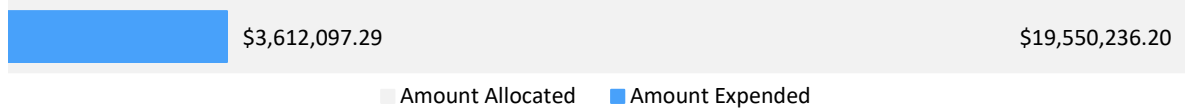
Context

Prior to the FY2022 reporting period (July 1, 2021 through June 30, 2022), more than half of Pima County residents (55%) had received their first dose of a COVID-19 vaccine – see 'Pima County COVID-19 Vaccination Report, June 30, 2021' graphic below.

The FY2022 reporting period was characterized by several notable events that influenced vaccination efforts in Pima County. Since the receipt of initial vaccine doses in December 2020, PCHD focused mainly on coordinating the vaccination of priority populations, based on risk for severe disease and on essential worker category, to protect members of these groups from health effects associated with infection. As vaccine supply stabilized and community demand for vaccine decreased over time, the County has continued to promote administration of available vaccine doses to residents through contracted and regional non-contracted partner agencies.
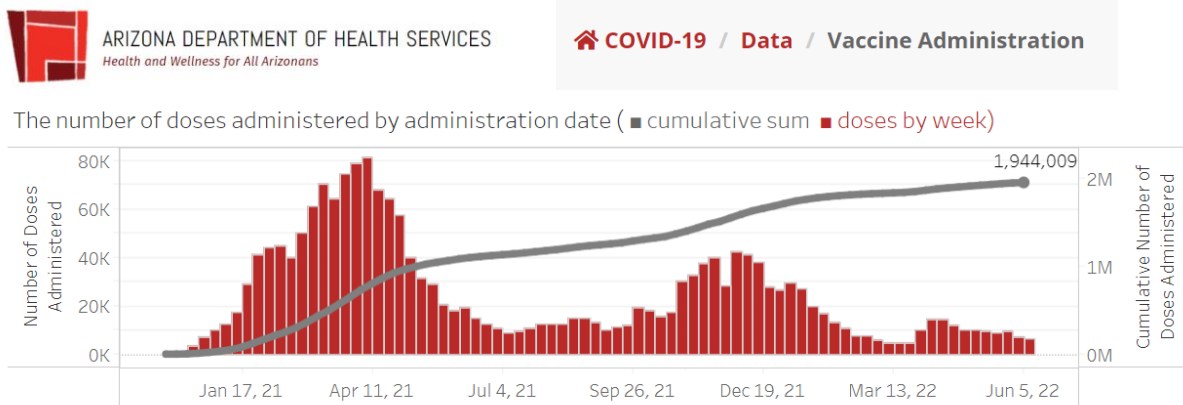
Number of vaccine doses administered in Pima County by administration date, as reported by Arizona Department of Health Services

*SOURCE: Arizona Department of Health Services (2022). COVID-19 Data Dashboard: Vaccine Administration. Available at: https://www.azdhs.gov/covid19/data/index.php#vaccine-admin

In May 2021 (just prior to the end of the FY2021 reporting period), vaccine eligibility was expanded to include individuals ages 12 to 15 in Pima County. Likewise, upon federal approval in November 2021, PCHD began offering pediatric vaccine shots to children ages 5 to 11, and at the end of June 2022, pediatric vaccine shots became eligible for children ages 0 to 4.

Booster vaccinations emerged during the FY2022 reporting period as part of mitigation efforts aimed at preventing adverse health consequences of infection given the emergence of the Delta and Omicron variants. In September 2021, booster doses became available to individuals: who were 6 months from their last vaccination and were age 65 or older; at high risk of severe COVID-19; and ages 18 or older who lived in long term care settings, or had underlying medical conditions, or worked or lived in high-risk settings with exposure to coronavirus. Second booster doses subsequently became available in March 2022 for individuals ages 50 and older.

Selected dates of vaccine rollout in Pima County

December 2020: Initial vaccine rollout to priority populations

April 2021: Eligibility opened to general population ages 16 and older

May 2021: Eligibility expanded to youth ages 12-15

September 2021: Booster dose eligibility opened to high-risk populations

November 2021: Eligibility expanded to children ages 5-11

June 2022: Eligibility for children as young as 6 months old

Spotlight on County-Sponsored Vaccination Activities

During the reporting period, County-sponsored vaccination sites yielded administration of tens of thousands of doses of COVID-19 vaccine to people of all ages across the county, including tribal partnerships, and homeless outreach efforts. These efforts, conducted in conjunction with Premier Medical Group USA (PMG), included static sites, such as the vaccine clinic based at Pima County's Abrams Public Health Center, as well as mobile and pop-up sites at schools and other community locations. Many of these efforts were targeted towards high-risk communities, such as areas with low vaccination rates and/or high CDC SVI scores, as well as settings to engage populations newly eligible for initial courses of vaccine and/or booster doses, such as mobile vaccine clinics at schools. In FY2022, these efforts resulted in more than 60,000 doses of COVID-19 vaccine administered across approximately 270 unique sites over more than 800 site-days (one 'site-day' is defined as any volume of doses administered at a unique site on a unique date).

Among the sites, the County's fixed-site vaccine clinic at Abrams Public Health Center was particularly prolific during the reporting period, yielding administration of more than 30,000 doses of COVID-19 vaccine over the period from September 14, 2021, to May 19, 2022. This site featured Janssen, Moderna, and Pfizer vaccine for individuals ages 5 and older, including both initial courses of vaccine and booster doses.

County-level Vaccination Indicators

Through the end of the reporting period, 819,363 people had received at least one dose of vaccine in Pima County. Out of these, 437,068 (53%) of those who received at least one dose were female, while 380,429 (46%) were male (the remaining 1,866 were unknown gender). Based on race of population, 485,449 vaccinated individuals were White, of any ethnicity. Based on ethnicity, 219,204 vaccinated individuals were Hispanic or Latino.

Number vaccinated in Pima County with at least one dose of vaccine, estimated number in Pima County population, and percent vaccinated, by race and ethnicity, as of June 30, 2022

Race	Estimated number in Pima County population[*]	Number vaccinated with at least one dose	Percent vaccinated with at least one dose
White	795,391	493,394	62%
American Indian/Alaska Native	40,603	21,139	52%
Asian	29,276	22,042	75%
Black/African American	38,343	21,396	56%
Native Hawaiian/Pacific Islander	1,733	3,974	229%
Unknown	-	105,034	-
Other	141,933	152,384	107%
Total	**1,047,279**	**819,363**	**78%**
Ethnicity			
Hispanic or Latino	395,446	219,204	55%
Not Hispanic or Latino	651,833	361,762	55%
Unknown	-	238,397	-
Total	**1,047,279**	**819,363**	**78%**

*SOURCE: U.S. Census Bureau. *2019 ACS 1-Year Estimates Data Profile DP05: ACS Demographic and Housing Estimates.* Available at: https://data.census.gov/

A main limitation is that while the number vaccinated with at least one dose reflects individuals who received at least one dose of vaccine in Pima County, these individuals are not necessarily residents of Pima County, resulting in estimated percentages of county population vaccinated that are greater than 100%. Further, large proportions of vaccinated individuals had unknown race (13% of total, 105,034) or ethnicity (29%, 238,397), limiting inference associated with these data.

Through the end of the period, 78% of the estimated Pima County population received at least one dose of COVID-19 vaccine. Rates of vaccination relative to estimated population increased with age, as rates of vaccination among those ages 30 and older were 86% or higher. As with the race and ethnicity data, the partial overlap between the vaccinated population and estimated county population results in estimated percentages of county population vaccinated that are greater than 100%.

Percent vaccinated with at least one dose of COVID-19 vaccine per 100 individuals in Pima County population, by age group, through (June 30, 2022)

Number vaccinated in Pima County with at least one dose of vaccine, estimated number in Pima County population, and percent vaccinated, by age group, as of June 30, 2022
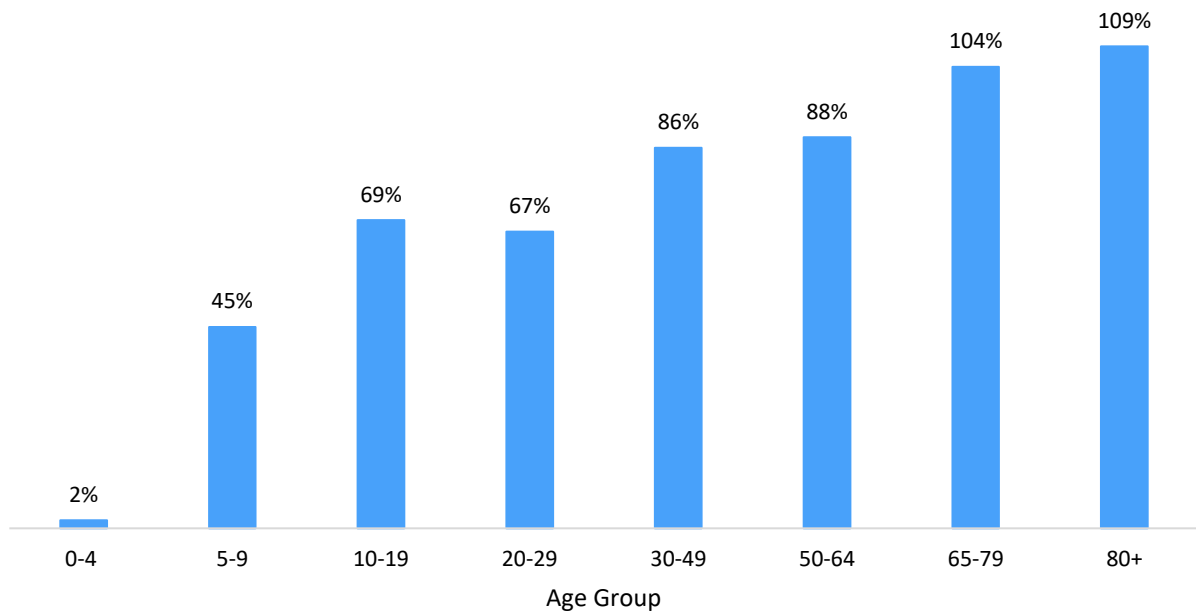
Age Group	Estimated number in Pima County population*	Number vaccinated with at least one dose	Percent vaccinated with at least one dose
0-4	57,113	1,055	2%
5-9	60,599	27,503	45%
10-19	130,340	90,565	69%
20-29	163,569	109,337	67%
30-49	238,570	204,699	86%
50-64	184,492	162,630	88%
65-79	160,738	167,243	104%
80+	51,858	56,331	109%
Total	**1,047,279**	**819,363**	**78%**

*SOURCE: U.S. Census Bureau. *2019 ACS 1-Year Estimates Subject Table S0101: Age and Sex.* Available at: https://data.census.gov/

The table below presents the different series of vaccines administered to the residents of Pima County. Elderly populations considered more vulnerable to severe illness and death from COVID-19 were prioritized first for booster doses, and greater proportions of individuals ages 50 and older who were vaccinated with a complete initial series had been boosted, as compared to younger individuals, as of the end of the reporting period.

Number of people vaccinated in Pima County by series completion and booster status, and percent boosted among those vaccinated with complete series, by age group, as of June 30, 2022

Age Groups	Number vaccinated, incomplete series	Number vaccinated, complete series (any booster status)	Number vaccinated, complete series (plus booster)	Percent of individuals vaccinated with complete series who have been boosted
0-4	1,049	6	-	0%
5-9	7,189	20,314	802	4%
10-19	18,599	71,966	18,163	25%
20-29	18,079	91,258	30,023	33%
30-49	29,786	174,913	77,234	44%
50-64	21,557	141,073	81,449	58%
65-79	19,390	147,853	105,870	72%
80+	6,744	49,587	34,407	69%
Total	**122,393**	**696,970**	**347,948**	**50%**

Of people who received at least one dose of vaccine in Pima County, most received either Pfizer (451,786, 55%), Moderna (309,907, 38%), or Janssen (53,657, 7%). 433 received AstraZeneca, 18 received Novavax, and the remainder (3,562) were unknown.

COVID-19 Testing

Project Identification Number: PC03
Allocation Amount: $15,512,629.90
Project Expenditure Category: 1.2 COVID-19 Testing

COVID-19 Testing Project Overview

Pima County has allocated $15,512,629.90 in SLFRF for COVID-19 testing. An enumerated eligible use of SLFRF for COVID-19 mitigation and prevention, testing programs have been integral to local public health pandemic mitigation efforts. Since the onset of the COVID-19 pandemic in early 2020, testing has been prioritized in Pima County's pandemic response, as capacity to test has informed emergency response planning and the strategic focus of limited resources. Testing continues to be a necessary and useful identification and mitigation strategy. To date, Pima County Health Department (PCHD) has worked to ensure widespread availability of COVID-19 testing across Pima County to all residents. Targeted testing for high-risk areas (census track) was initiated in 2020 based on Social Vulnerability Index (SVI), as well as case counts, hospitalization, and mortality data. This effort is a continuing PCHD effort, and activity is tracked on a weekly basis with a public facing dashboard that includes these factors.

Pima County was one of the first jurisdictional entities in Arizona to build COVID-19 testing capabilities in response to scarce laboratory capacity at the beginning of the pandemic. During periods of widespread virus, transmission in the community, Pima County Health Department (PCHD) continued to provide low-barrier, no-cost polymerase chain reaction (PCR) and antigen testing as a reasonable and necessary response by a regional public health agency, despite exhausting federal and state funding. Pima County has been responsive to public demand for COVID-19 testing by contracting with partners like Paradigm, SJM Premier, Premier, and Phamatech to provide these services across the community.

In collaboration with Federal, State, and contracted partners, PCHD has surged testing resources to accessible sites throughout the community. For instance, an early coordinated effort with the U.S. Department of Health and Human Services, in cooperation with Arizona Department of Health Services and the Arizona Department of Emergency and Military Affairs, enabled PCHD to mobilize approximately 20,000 tests for a testing blitz featuring nine drive-up testing sites across the county in August 2020. More recently, Pima County expanded community testing availability in response to the Omicron surge in January 2022 through a combination of: augmented capacity at contractor sites, including a saliva testing site pioneered in conjunction with Arizona State University at a community center in a Qualified Census Tract; expansion of mobile "pop up" testing events located throughout the community; employment of the Test-to-Stay strategy in learning settings; and implementation of a drive-thru mass-testing site operated by Federal Emergency Management Agency (FEMA). PCHD has also conducted distribution of free at-home rapid tests, including initiating distribution of test kits (over 8,000) at multiple public events and locations across the county.

Targeted mobile testing to ensure equitable access was done since 2020 in conjunction with data, community advisory committee input, engagement of community leaders at testing sites, and a commitment to mitigation of COVID-19 in communities of color (MC3) including refugee communities. The MC3 work had been nationally recognized through multiple awards, as well as a virtual presentation to the UN committee on refugees.

To date, the peak of diagnostic COVID-19 testing in Pima County occurred in the FY2022 reporting period, in the midst of Pima County's Omicron surge, with more than 80,000 tests conducted the week of January

9, 2022. While laboratory-testing volumes have subsequently decreased, due to widespread community alternatives for testing, PCHD and its partners remain poised to provide low-barrier COVID-19 testing resources to the community as needed moving forward. Presently, more than 88 retail pharmacies, urgent care settings, community health centers, and medical offices, as well as on-line vendors, offer options for COVID-19 testing in Pima County.

Web Resource: Pima County COVID-19 Testing

COVID-19 Testing Project Objectives
The Pima County Health Department has two general aims with COVID-19 Testing:
- To ensure that low-barrier COVID-19 testing is accessible to residents of Pima County; and
- To identify, isolate, and mitigate the transmission of COVID-19 in Pima County.

COVID-19 Testing Project Main Activities
Five main activities characterize the work performed under the Pima County Health Department's COVID-19 Testing project:
- To build and maintain adequate capacity and resources, including supplies and staffing, to accommodate demand for COVID-19 testing in Pima County;
- To collaborate with State and Federal governmental agencies, as well as with contracted partners, to operate fixed-site and mobile testing sites;
- To distribute no-cost at-home COVID-19 rapid test kits to the community;
- To promote testing outreach and education, especially to vulnerable populations and among those affected by disparities exacerbated by the COVID-19 pandemic, through engagement with community through Community Health Workers (CHWs); and
- To conduct epidemiological surveillance and associated ongoing data monitoring to inform local planning and strategy aimed at addressing the effects of COVID-19 on the community as well as assess the impact of testing.

COVID-19 Testing Project Key Performance Indicators
Three key performance indicators gauge the Pima County Health Department's success in the pursuit of testing objectives and demonstrate their commitment to equity:
- Number of at-home test kits distributed, by site (during the reporting period)
- Number of diagnostic COVID-19 tests reported (during the reporting period)
  - By gender
  - By race/ethnicity
  - By age group
  - By test type
- Number of positive diagnostic tests (during the reporting period)
  - By gender
  - By race/ethnicity
  - By age group.

COVID-19 Testing Project Status

Of the $15,512,629.90 in SLFRF allocated to this project for COVID-19 testing, $4,083,774.78 (26%) has been expended through June 30, 2022. The COVID-19 testing activities are reflective of multiple federal funding allocations, discretionary grant funding, and the Pima County Health Fund. SLFRF will be the primary funding source for Pima County's COVID-19 testing work over the period of performance.

Amount Expended of Amount Allocated to Project, as of period end

$4,083,774.78 $15,512,629.90

☐ Amount Allocated   ■ Amount Expended
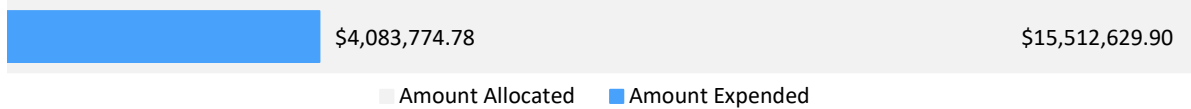
COVID-19 Testing Context

The FY2022 reporting period was characterized by several notable events that influenced COVID-19 testing in Pima County. The period immediately preceding this reporting period, specifically December 2020 through June 2021, encompassed initial vaccine rollout aimed at protecting high-risk populations from infection. Throughout periods marked by lower levels of community virus transmission, such as the late Spring and early Summer of 2021, testing continued to serve the purpose of identifying cases and thus supporting contact tracing and case investigation activities in the county. The resurgence of virus

Diagnostic tests by week of collection in Pima County, as reported by Arizona Department of Health Services

SOURCE: Arizona Department of Health Services (2022). COVID-19 Data Dashboard: Laboratory Testing. Available at: ADHS - Home (azdhs.gov)

transmission with onset of the Delta variant during mid-June 2021 and the Omicron surge in January 2022 was met by increased community demand for testing, resulting in increased volumes of diagnostic tests conducted.

Beyond support for a wide range of diagnostic testing provided across the community (see 'County-level Testing Indicators' section below), Pima County distributed at-home test kits to community members to increase testing availability and convenience. From March 27, 2022, through the end of the FY2022 reporting period, Pima County distributed more than 8,000 at-home test kits at different events organized in the county.

Number of at-home test kits distributed by Pima County by site type, March 27, 2022 – June 30, 2022

Site or Event for Distribution	Number of at-home test kits distributed	Percent of total
Pima County Fair	878	11%
Fourth Avenue Street Fair	2,780	35%
Pima County Public Libraries	678	8%
Cyclovia (one-day bicycling event)	400	5%
Children's Day Festivals / Dia del Nino	970	12%
Mariachi Conference	541	7%
Fair – 'other'	134	2%
Other site (Pima Community College, Community Food Bank, etc.)	472	6%
Other event (Earth Day, PEEPs celebration)	1,174	15%
Total	**8,027**	**100%**

County-Level Testing Indicators

According to Arizona Department of Health Services (AZDHS), there were over 3 million diagnostic COVID-19 tests conducted in Pima County – across all agencies25. During the reporting period, three different types of diagnostic (laboratory) tests were performed in Pima County (and nationwide), namely antigen, PCR, and serology tests. In FY2022, there were 1,471,836 total tests performed through Pima County supported initiatives, including 939,857 PCR tests (64%), 515,738 antigen tests (35%), and 16,241 (1%) Serology tests performed in Pima County. Volumes of at-home tests performed were not reported to public health authorities consistently enough to be reported here.

With regards to gender, 831,660 tests of females resulted in 103,952 positive cases (12%), 608,396 tests of males resulted in 88,357 positive cases (15%), and 31,780 tests of individuals of unknown gender resulted in 3,908 positive cases (12%).

The table below presents COVID testing by race/ethnicity in Pima County. Notably, 964,280 tests (66% of tests performed during the reporting period) were associated with individuals of 'Unknown' or 'Missing' race/ethnicity, impeding meaningful comparisons to estimated subpopulations.

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[25] Arizona Department of Health Services. (2022). Laboratory Testing. <https://www.azdhs.gov/covid19/data/index.php#lab-testing>

Number and percent of tests performed by race/ethnicity in Pima County, FY2022 (Pima County sponsored testing)

Race/Ethnicity	Estimated number in Pima County population*	Estimated percent of Pima County population	Number of tests performed
White, non-Hispanic	535,435	51%	210,193
Hispanic or Latino	395,446	38%	201,066
Black/African American, non-Hispanic	35,055	3%	16,782
Asian/ Pacific Islander	28,844	3%	19,277
Other-non-Hispanic	27,072	3%	49,625
American Indian/Alaska native	25,427	2%	10,613
Unknown or Missing	-	-	964,280
Total	**1,047,279**	**100%**	**1,471,836**

*SOURCE: U.S. Census Bureau. *2019 ACS 1-Year Estimates Data Profile DP05: ACS Demographic and Housing Estimates.* Available at: https://data.census.gov/

During the reporting period, 1,471,836 diagnostic COVID-19 tests yielded 196,217 (13%) positive test results in Pima County. Among those of known race/ethnicity, the Hispanic or Latino population had highest percentage of positive test results (21%), American Indian/Alaska Native (20%), other non-Hispanic population (17%), Black/ African American, non-Hispanic population (13%), White, non-Hispanic population (13%), Asian/ Pacific Islander population (12%), and those of 'Unknown' or 'Missing' race/ethnicity (12%).

Number and percent of positive test results by race/ethnicity in Pima County, FY2022 (Pima County sponsored testing)

Race/Ethnicity	Number of tests performed	Number of positive test results	Percent positive
Hispanic or Latino	201,066	42,357	21%
American Indian/Alaska native	10,613	2,099	20%
Other-non-Hispanic	49,625	8,429	17%
Black/African American, non-Hispanic	16,782	2,216	13%
White, non-Hispanic	210,193	27,319	13%
Unknown or Missing	964,280	111,580	12%
Asian/ Pacific Islander	19,277	2,217	12%
Total	**1,471,836**	**196,217**	**13%**

The table below presents age group-wise COVID-19 testing for the reporting period. During this period, Pima County performed the most tests (555,137), and had the highest test rate per estimated population, on individuals 20-44 years age group and the same group reported more positive test results (82,087) as well.

Number of tests performed and test rate per 1,000 population by age group in Pima County, FY2022 (Pima County Sponsored Testing)

Age Groups	Number of tests performed	Estimated number in Pima County population*	Test rate per 1,000 population
0-5	45,412	57,113	795.1
5-19	278,508	190,939	1458.6
20-44	555,137	344,967	1609.2
45-54	174,978	112,541	1554.8
55-64	173,167	129,123	1341.1
65+	244,292	212,596	1149.1
Unknown	342	-	-
Total	**1,471,836**	**1,047,279**	**1405.4**

*SOURCE: U.S. Census Bureau. *2019 ACS 1-Year Estimates Subject Table S0101: Age and Sex.* Available at: https://data.census.gov/

During the reporting period, 13% of tests performed produced positive results in Pima County. Of the tests performed, 15% in the 20-44 age group were positive, followed by 14% in the 45-54 age group. Other known age groups were 13% or lower.

Number of tests and positive results ('cases') by age group in Pima County, FY2022
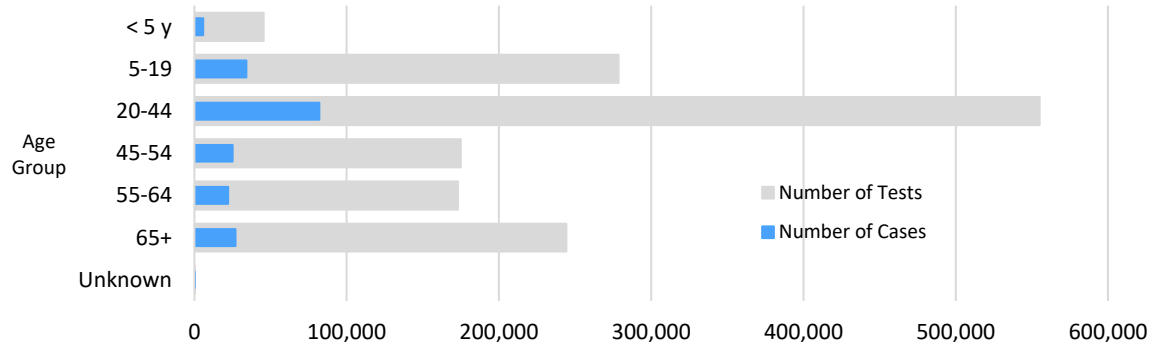
Number and percent of positive test results by age group in Pima County, FY2022

Age Groups	Number of tests performed	Number of positive test results	Percent Positive
0-5	45,412	5,713	13%
5-19	278,508	34,132	12%
20-44	555,137	82,087	15%
45-54	174,978	25,132	14%
55-64	173,167	22,077	13%
65+	244,292	27,020	11%
Unknown	342	56	16%
Total	**1,471,836**	**196,217**	**13%**

COVID-19 Mitigation Effort at Congregate Sites

Project Identification Number: PC04
Allocation Amount: $1,059,658.00
Project Expenditure Category: 1.4 Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work)

COVID-19 Mitigation Effort at Congregate Sites Project Overview
Pima County has allocated $1,059,658.00 in SLFRF to support the growth of the COVID-19 Mitigation Effort at Congregate Sites throughout Pima County. In addition to direct work at congregate sites, this project seeks to provide COVID-19 mitigation efforts to vulnerable populations across the County.

At the onset of the COVID-19 pandemic, it became clear that COVID-19 outbreaks are devastating for those living in congregate facilities. Because those in congregate settings are often elderly, disabled, or otherwise at increased risk for poor health outcomes, Pima County Health Department (PCHD) deployed resources and focused efforts on COVID-19 mitigation for congregate settings, and vulnerable populations. These efforts include, but are not limited to providing COVID-19 information and outreach, COVID-19 testing vaccination resources and specific evaluation of long-term care (LTC) risk for healthcare acquired COVID-19 transmission. Specific priority populations as this project develops include, but are not limited to, long-term care facility and assisted living residents, asylum seekers/refugees, individuals experiencing homelessness, and homebound individuals.

Key goals of this program include establishing a community network of support services for COVID-19 mitigation for the aforementioned priority populations. While this project was active throughout the pandemic, this project will continue to build capacity through the SLFRF performance period.

Of note, this SLFRF project seeks to build supportive and trusting relationships with community partners specifically serving these priority populations and community members. These relationships are integral for COVID-19 mitigation efforts for these special populations across the community. Activities include the dissemination of COVID-19 guidance and best practices, on-site training and evaluation activities in conjunction with the organizational guidance, data collection, management and reporting, COVID-19 outbreak monitoring and the provision of critical resources such as test kits, gloves, masks, and cleaning supplies. As COVID-19 vaccines have deployed across the County, this project has also created vaccine initiatives specific to each priority population to help increase inoculations across Pima County's vulnerable populations. This project will further build relationships and create resources based on community partnership feedback, needs, and priorities. These relationships continue to be a vital part of our ongoing COVID-19 response.

COVID-19 Mitigation Effort at Congregate Sites Project Objectives
For Pima County, mitigating COVID-19 at congregate sites means taking on three objectives:
- To disseminate COVID-19 resources to community partners and priority populations – it includes, but not limited to COVID-19 testing, vaccination and outreach materials;
- To provide virtual or on-site training to identify and mitigate LTC COVID-19 infection control risks; and
- To disseminate COVID-19 supplies and services to community partners and priority populations.

COVID-19 Mitigation Effort at Congregate Sites Project Main Activities

At present, this project is directly focused on COVID-19 mitigation efforts in congregate settings and highly vulnerable populations, across the County, specifically, long-term care facilities, congregate sites, and vulnerable populations such as asylum seekers, individuals experiencing homelessness, and other at-risk community members. Over the SLFRF performance period, this project will continue to pivot to meet the COVID-19 mitigation and public health needs of the community, however over the FY2022 reporting period, priority groups are outlined in the below.

Long-term Care

Establishing a Congregate team to build relationship with 340+ long-term care facilities in Pima County. Team made daily phone calls in early 2020 to check in on outbreaks and offer resources. Pima County also initiated (and maintained) weekly calls with Assisted Living Facilities (ALF) and LTC organizational leaders to further augment and build this effort. Throughout 2021 and 2022, Pima County has coordinated with both federal, state, and local partners and contractors to provide vaccination to people living in long-term care facilities. This had required four, or more, vaccine events at each facility to ensure that individuals have received appropriate initial series doses and boosters. This effort is ongoing.

Asylum Seekers/Refugees

Through a long-standing partnership with area non-governmental organizations', specifically, Catholic Community Services (CCS), at Casa Alitas Welcome Center (CAWC), Pima County has a commitment to resource services for individuals and families seeking asylum at the Southern U.S. - Mexico Border, and processed through the Pima County region. These services include emergency food, shelter, emergent medical care, public health resources, supplies and transportation. Since 2019, through June 2022, there have been over 67,000 individuals served in Pima County.

As an effort to protect both the asylum seekers and our community from further COVID spread, the Pima County Health Department began providing COVID-19 testing to everyone over age two arriving at CAWC. This also created the need to create an isolation area for those who tested positive or were symptomatic. In August 2021, PCHD and CAWC expanded operations to a dedicated non-congregate hotel facility for this purpose.

Since inception, PCHD has contracted to assure every asylum seeker is tested for COVID-19 and has the opportunity to receive a COVID-19 vaccination (if eligible, and not already vaccinated). SLFRF project funding will support future outreach and staffing efforts, in conjunction with the already existing project funding for Emergency Housing Medical (PC-07) which is the direct provision of COVID-19 testing and vaccines through a contracted medical provider onsite.

Individuals Experiencing Homelessness

Early in 2021, the PCHD Ethics Committee advised that people experiencing homelessness should be in an early priority group for vaccination. In partnership with the Tucson Pima Collaboration to end Homelessness (TPCH) and El Rio, PCHD created a COVID-19 vaccine ambassadorship-training program – specifically including a training toolkit and webinar for homeless service providers. This training and webinar was designed to equip service providers with direct training on COVID-19 mitigation efforts, specifically, reducing the spread of COVID-19, available COVID-19 community resources – such as testing and vaccination, and enable providers to answer and respond to COVID-19 questions.

While the homeless population could receive vaccination at any vaccine site or mobile event of their choosing, El Rio's street medicine team also held vaccine events at shelters and drop-in centers. Through this effort, over 430 vaccinations were given to people experiencing homelessness. In June 2022, a second training webinar was held for shelter providers to discuss ongoing mitigation efforts and expanding services. Throughout July-September 2022, TPCH and PCHD are planning COVID vaccine booster clinics at cooling centers, shelters, and drop-in centers to increase vaccination rates, and provide much-needed booster shots to this population.

Homebound Individuals and Vulnerable Populations

As early as January 2021, PCHD began receiving requests from community members who wanted to be vaccinated, but had difficulty leaving home. Due to increasing community demand, PCHD launched the 'Homebound Vaccination Program' in March 2021. To date we have received 1,734 registrations, in Pima and surrounding counties. Initially only Johnson and Johnson was offered, in hopes of providing just one shot. However, there was demand for the other vaccines, and both Moderna and Pfizer were added, including pediatric doses as needed. In the fall of 2021, flu shots were offered in addition to COVID vaccines. The homebound program has continued to evolve and provide other resources to the homebound population, including deliveries of at-home tests, masks, and the creation of a listserv providing information relevant to this population.

Finally, working with Arizona Department of Developmental Disabilities, PCHD developed a specific response to ensure that those individuals with disabilities were able to receive vaccines either in their homes or through arranged transport to a vaccine site.

COVID-19 Mitigation Effort at Congregate Sites Project Key Performance Indicators
Key performance indicators will be designed as the project design and planning continues over the SLFRF performance period.

COVID-19 Mitigation Effort at Congregate Sites Project Status
Of the $1,059,658.00 in SLFRF allocated to this project, $34,474.75 (3%) has been expended through June 30, 2022. As indicated in the SLFRF project overview, this Congregate Sites project will continue to address, and provide necessary resources for priority populations to mitigate COVID-19 transmission. Much of this project's foundational design work was created prior to the SLFRF project reporting period (July 1, 2021 through June 30, 2022), but the project will continue to build upon this foundational work, and expand the project to continue to meet the needs of vulnerable populations and congregate care sites across the County, over the SLFRF performance period.

Amount Expended of Amount Allocated to Project, as of period end

$34,474.75	$1,059,658.00

☐ Amount Allocated   ■ Amount Expended
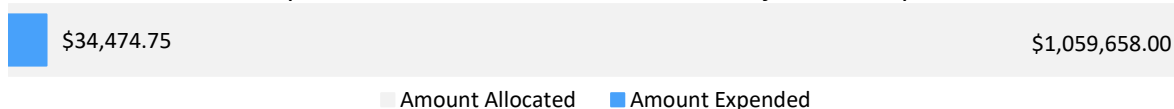
Monoclonal Antibody Treatment

Project Identification Number: PC05
Allocation Amount: $500,000.00
Project Expenditure Category: 1.6 Medical Expenses (including Alternative Care Facilities)

Monoclonal Antibody Treatment Project Overview
Pima County has allocated $500,000.00 in SLFRF to support the procurement of monoclonal antibody treatments for individuals at high-risk of extreme illness, hospitalization, and death from COVID-19 infection.

SARS-coV-2 is an indiscriminately infecting contagion. Obesity, asthma, diabetes, and other medical conditions weaken natural immunity, putting affected people at high risk of severe COVID-19 symptomatology, hospitalization, and death.[26] Monoclonal antibody (mAb) treatments supplement vaccinations for people with compromised natural immunity.[27] Pima County Health Department (PCHD) will support the development and expansion of mAb treatments for eligible residents of Pima County, to assure therapeutics are available to the community, and priority / vulnerable populations. This expansion planning will occur in FY2023.

Monoclonal Antibody Treatment Project Objective
One objective defines Pima County's monoclonal antibody treatment project, which is to prevent extreme illness, hospitalization, and death by providing mAb treatment to eligible, high-risk individuals who contract COVID-19.

Monoclonal Antibody Treatment Project Main Activities
The Pima County Health Department's approach to preventing extreme illness, hospitalization, and death through the use of monoclonal antibody treatment entails four main activities:

- Developing eligibility criteria for identification and selection of COVID-19 patients for mAb treatment;
- Procuring mAb treatments from licensed suppliers;
- Storing monoclonal antibodies according to best practices; and
- Administering courses of mAb treatment to selected, high-risk COVID-19 patients.

Monoclonal Antibody Treatment Project Key Performance Indicators
In order to determine the degree to which the monoclonal antibody treatment project serves the Pima County population, the Pima County Health Department monitors three key performance indicators:

- Number of courses of treatment procured;
- Number of courses of treatment administered; and
- Number of patients receiving mAb treatment.

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[26] Centers for Disease Control and Prevention. People with certain medical conditions. May 2, 2022, https://www.cdc.gov/coronavirus/2019-ncov/need-extra-precautions/people-with-medical-conditions.html#:~:text=Like%20adults%2C%20children%20with%20obesity,very%20sick%20from%20COVID%2D19
[27] U.S Department of Health and Human Services-COMBATCOVID. What are monoclonal antibodies? Accessed June 17, 2022. https://combatcovid.hhs.gov/what-are-monoclonal-antibodies

Monoclonal Antibody Treatment Project Status

Of the $500,000.00 allocated to this project, no funds have been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$500,000.00

■ Amount Allocated ■ Amount Expended
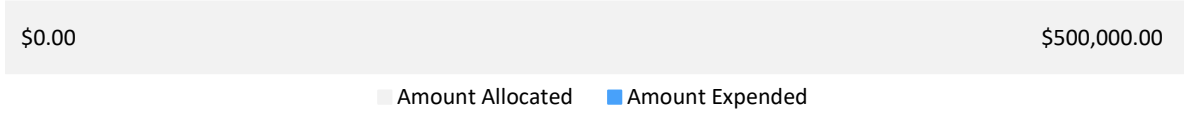
Emergency Housing - Medical Support

Project Identification Number: PC07
Allocation Amount: $775,000.00
Project Expenditure Category: 2.16 Long-term Housing Security - Services for Unhoused Persons

Emergency Housing - Medical Support Project Overview

Pima County has allocated $775,000.00 in SLFRF to support the provision of COVID-19 testing, COVID-19 vaccination, and medical staff for the emergency housing of individuals and families seeking legal asylum and processed through the Pima County sector. This use of SLFRF will specifically fund staffing and supplies provided by *Premier Medical Group USA (PMG)* for COVID-19 testing and vaccination for asylum seekers at CAWC beginning December 1, 2021.

Prior to (beginning in January 2019) and throughout the COVID-19 public health emergency, community non-governmental organizations (NGOs) and local governments have collectively responded to provide humanitarian aid for individuals and families seeking asylum in Pima County. Pima County has collaborated with non-governmental organizations, specifically, Catholic Community Services (CCS), the City of Tucson, and other contract partners to provide food, emergency housing, medical care and transportation, for asylum seekers who admitted to the U.S. at Arizona's international border with Mexico and temporarily traveling through Pima County. The County supports these efforts as fiscal agent for all federal funding and coordination of contracted services.

Casa Alitas, a program run by CCS, is the longest running humanitarian aid program in Pima County. The Casa Alitas Welcome Center (CAWC) provides congregate sheltering for asylum seekers, leased from the County at the Pima County Juvenile Justice Center (PCJJC). Those who arrive at CAWC go through an intake process, during which the party's sponsors in the U.S. are contacted to coordinate travel to the intended destination in the U.S. Additionally, individuals are tested for COVID-19 and are offered no-cost COVID-19 vaccination. Those who test positive for COVID-19 receive no-cost temporary housing to promote adherence to public health guidance for isolation/quarantine.

To support COVID-19 mitigation, the County has aligned non-congregate sheltering for COVID-19 isolation and quarantine, in addition to augmenting public health and medical services across all congregate and non-congregate facilities, to include COVID-19 testing for all guests arriving onsite, and COVID-19 vaccines. Pima County has allocated SLFRF specifically to fund medical services for asylum seekers who are received at CAWC. Pima County Health Department (PCHD) contracts with PMG to coordinate COVID-19 testing and vaccination for asylum seekers served by CCS at all congregate and non-congregate County-supported facilities.

Additionally, PMG supports the medical monitoring of all individuals testing positive for COVID-19. PMG works with CCS and the County to assure that all COVID positive patients are stabilized and provided medical oversight through their quarantine period.

Emergency Housing - Medical Support Project Objectives

Pima County's objective for providing medical support in emergency housing settings is to promote individual and public health through mitigation of COVID-19 spread by providing testing and offering vaccination to asylum seekers and to ensure the health / medical oversight of all asylum seekers in this program that test positive for COVID-19.

Emergency Housing - Medical Support Project Main Activities

Pima County carries out three main activities when engaging in medical support for emergency housing. The County:

- Provides no-cost COVID-19 testing to all asylum seekers upon arrival at CAWC; and
- Offers no-cost COVID-19 vaccination to all asylum seekers served at CAWC;
- Provides stabilizing medical care for those testing positive and their family member contacts through the period of mandatory COVID isolation.

Emergency Housing - Medical Support Project Key Performance Indicators

Three key performance indicators help Pima County assess the how far the main activities of the Emergency Housing - Medical Support project go toward promoting individual and public health.

- Number of COVID-19 tests administered;
- Number of positive COVID-19 test results;
- Number of COVID-19 vaccine doses administered; and
- Number of asylum seekers provided medical care upon testing positive for COVID-19.

Emergency Housing - Medical Support Project Status

Of the $775,000.00 in SLFRF allocated to this project, $405,746.31 (52%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

	$405,746.31	$775,000.00

☐ Amount Allocated ■ Amount Expended
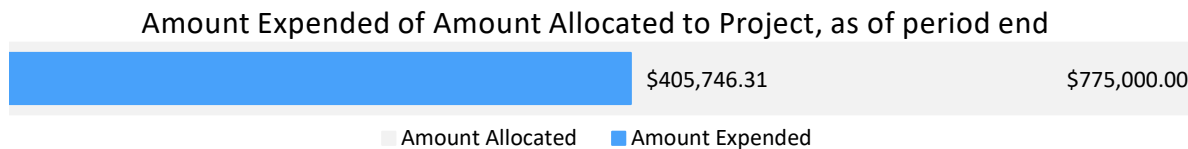
Pima County allocated SLFRF funds to expand emergency medical and public health services to the asylum seeker population, starting December 1, 2021. The contract between PMG and PCHD is reflective of staffing and supplies to provide COVID-19 testing and vaccination at all congregate and non-congregate shelters within this program.

From December 1, 2021, through June 30, 2022, over 27,996 asylum seekers received a COVID-19 test, resulting in 1,196 positive test results. The positivity rate was less than 5%. Over the same period, over 2,000 COVID-19 vaccine doses were administered at CAWC. Of those that tested positive, 1,119 (between December 1, 2021 through June 30, 2022), all have received medical support and oversight from PMG over the duration of their stay with CCS.

Total number of asylum seekers served by CCS / CAWC, monthly (December 2021 - June 30, 2022)

Chart: Total number of asylum seekers served by month:
- December 2021: 3,306
- January 2022: 4,453
- February 2022: 2,458
- March 2022: 4,712
- April 2022: 5,090
- May 2022: 6,216
- June 2022: 3,247
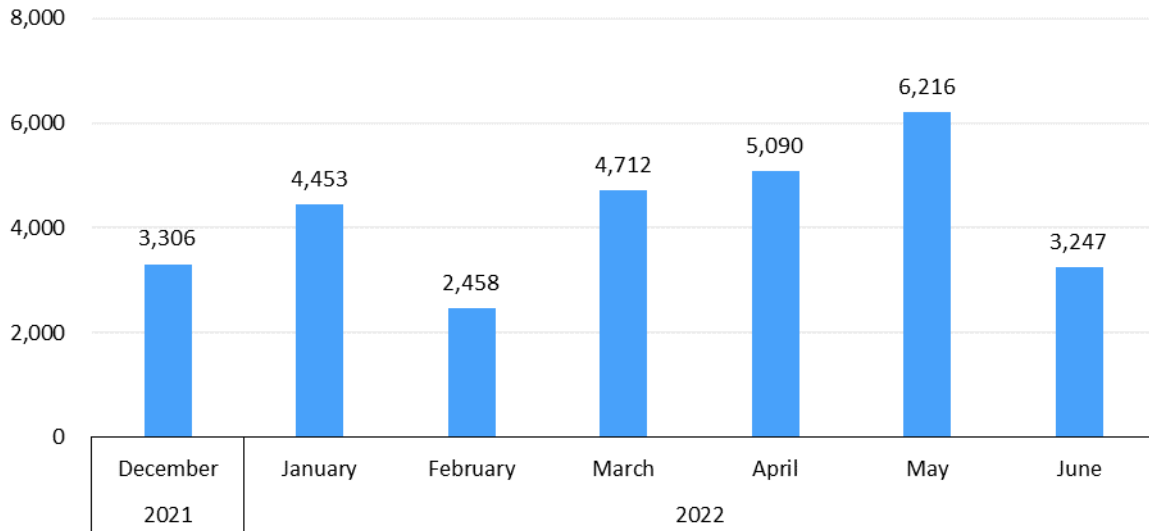
Number of COVID-19 tests administered and percent positivity, December 2021 – June 2022

Chart: Number of Negative Tests and Number of Positive Tests with Percent Positive labels:
- December 2021: 2%
- January 2022: 14%
- February 2022: 3%
- March 2022: 2% (Percent Positive)
- April 2022: 2%
- May 2022: 2%
- June 2022: 5%

Legend: ■ Number of Negative Tests ■ Number of Positive Tests
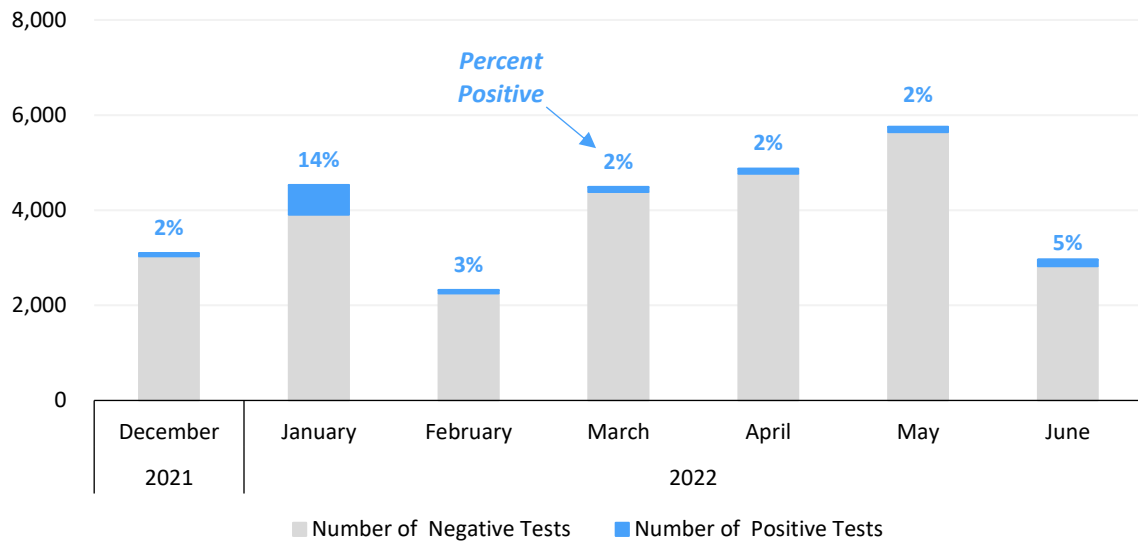
Emergency Housing - Medical Support Use of Evidence

Testing and vaccination are evidence-based public health practices used in identification and mitigation of COVID-19.

Health Department Testing Support Supplies FY2021

Project Identification Number: PC08b
Allocation Amount: $2,075,341.49
Project Expenditure Category: 1.2 COVID-19 Testing

Health Department Testing Support Supplies FY2021 Project Overview

Since the onset of the pandemic in early 2020, testing has been among the highest priorities in Pima County's pandemic response, as capacity to test has informed emergency response planning and the strategic focus of limited resources. In this context, Pima County Health Department (PCHD) has supported the widespread availability of testing across Pima County to all residents. The county continued its support to testing despite it had exhausted its Coronavirus Relief funds during the height of pandemic infection period.

An enumerated eligible use of SLFRF for COVID-19 mitigation and prevention, testing supplies and services have been integral to public health pandemic mitigation efforts in Pima County and around the world. Pima County had allocated fund to incurred PCHD COVID-19 testing costs for supplies and services. PCHD used this allocated fund in purchasing testing support supplies deployed across Pima County in order to stop COVID-19 disease transmission and lower mortality.

Pima County allocated $2,075,341.49 in SLFRF for this purpose. This funding was used, in part for Maximus contact tracing efforts, and staffing supplies and workspaces to respond to the COVID-19 pandemic.

Web Resource: Pima County COVID-19 Testing

Health Department Testing Support Supplies FY2021 Project Objectives

The Pima County Health Department aimed at two objectives with the Testing Support Supplies project in FY 2021:
- To ensure that low-barrier COVID-19 testing is accessible to residents of Pima County; and
- To identify, isolate, and mitigate the transmission of COVID-19 in Pima County.

Health Department Testing Support Supplies FY2021 Project Main Activity

The main activity associated with this project was purchasing testing support supplies for COVID-19 mitigation and prevention.

Health Department Testing Support Supplies FY2021 Project Key Performance Indicators

The key performance indicators for determining the degree to which the Pima County Department of Health's main activity fulfilled its objectives include:
- Number of diagnostic COVID-19 tests reported (during the reporting period)
  - By gender
  - By age group
  - By test type
- Number of positive diagnostic tests (during the reporting period)
  - By gender
  - By age group.

Health Department Testing Support Supplies FY2021 Project Status

The project received $2,075,341.49 in SLFRF and PCHD spent the entire allocated amount in purchasing testing support supplies.

Amount Expended of Amount Allocated to Project, as of period end

	$2,075,341.49

Amount Allocated   Amount Expended
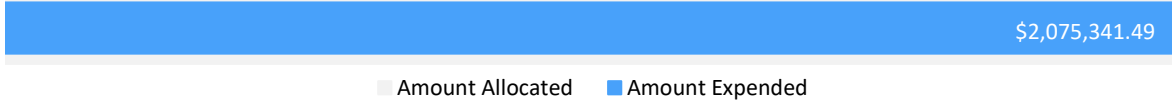
Health Department Vaccine Support Supplies FY2021

Project Identification Number: PC08c
Allocation Amount: $3,117,942.64
Project Expenditure Category: 1.1 COVID-19 Vaccination

Health Department Vaccine Support Supplies FY2021 Project Overview

Pima County has allocated $3,117,942.64 in SLFRF to incurred Pima County Health Department (PCHD) COVID-19 vaccine costs for supplies and services. An enumerated eligible use of SLFRF for COVID-19 mitigation and prevention, vaccination programs strengthen mitigation efforts by contributing to reductions in severe acute illness and death among people who contract COVID-19. These funds were used to purchase vaccination program supplies that were deployed across Pima County in order to reduce severe disease and lower mortality. These funds were used in partnership with local-area stakeholders, specifically area-hospitals, such as Tucson Medical Center and Banner University Medical Center; medical partners specifically, SJM Premier Medical Group; and City of Tucson for the large static vaccine distribution sites at the onset of vaccine distribution efforts.

PCHD has implemented ongoing COVID-19 vaccination efforts across the Pima County community, with a particular focus on populations that have been disproportionately impacted populations by the effects of COVID-19, such as those at high risk for severe illness. It has done so by leveraging a mix of County, State, and Federal resources and by drawing upon the expertise of community partners and contracted agencies to prioritize and efficiently deliver vaccine to the community.

Following activation of Pima County's first COVID-19 vaccine Points of Distribution (PODs) in mid-December 2020, PCHD issued its *Pima County, Arizona COVID-19 Accelerated Immunization Plan* in January 2021 – see graphic at right. Through this plan, PCHD proposed vaccine rollout aimed towards reducing the burden on hospital resources caused by the large number of community coronavirus infections at the time. In addition to prioritizing the order in which vaccine would be made available to different population groups in the county, PCHD also identified and addressed the numerous logistical demands and challenges associated with obtaining vaccine supply from the federal government via the Arizona Department of Health Services and with standing up fixed-site vaccination PODs. County leadership also highlighted the need to conduct mobile vaccine outreach and delivery in community settings in the rural and semi-urban areas of Pima County.

In recognition of this identified need, PCHD issued its *Promoting Vaccine Equity for Vulnerable Populations in Pima County Accelerating COVID-19 Immunity* plan in February 2021. This plan was organized around the foundational belief that "COVID-19 vaccines should be equally available to everyone, everywhere." This principle has guided PCHD vaccination strategy from early 2021 forward, and it has been operationalized in a variety of ways. This includes calibration of targeted outreach efforts using Centers for Disease Control and Prevention (CDC) Social Vulnerability Index (SVI) data to identify and mitigate disease burden areas of the community in which COVID-19 incidence overlapped substantially with high levels of social vulnerability.

Health Department Vaccine Support Supplies FY2021 Project Objectives

The Pima County Health Department's Vaccine Support Supplies project was guided by three objectives in FY 2021:
- To vaccinate the County's residents with at least one dose of COVID-19 vaccine;
- To maximize the number of individuals fully vaccinated; and

- To promote vaccination equity among disproportionately impacted populations and other vulnerable groups across Pima County.

Health Department Vaccine Support Supplies FY2021 Project Main Activities

Pursuing the objectives of the Vaccine Support Supply project in FY 2021 meant executing five activities:
- Assisting community vaccination providers to obtain adequate supplies of vaccine to accommodate demand among vaccine-eligible populations;
- Operating fixed and mobile County-sponsored vaccination sites;
- Coordinating among other vaccine providers as Pima County's public health authority;
- Promoting vaccination outreach and education, especially to vulnerable populations and among those affected by disparities exacerbated by the COVID-19 pandemic; and
- Conducting epidemiological surveillance and associated ongoing data monitoring to inform local planning and strategy aimed at addressing the effects of COVID-19 on the community.

Health Department Vaccine Support Supplies FY2021 Project Key Performance Indicators

Two key performance indicators measure the County's proximity to the objectives of the project:
- Number of individuals vaccinated in Pima County (all-time, as of period end);
- Number and percentage of County population fully vaccinated (all-time, as of period end); and
  - Overall (all ages)
  - Among vaccine age eligible population (i.e., people age 5 years and older).

Health Department Vaccine Support Supplies FY2021 Project Status

Of the $3,117,942.64 in SLFRF allocated to this project for vaccination supplies, $3,117,942.64 (100%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$3,117,942.64

☐ Amount Allocated   ■ Amount Expended
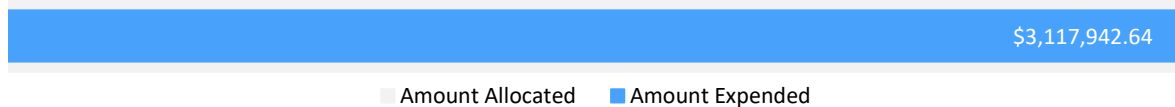
Context

The FY2021 reporting period was characterized by several notable events that influenced vaccination efforts in Pima County. The receipt of initial vaccine doses in December 2020 fueled initial vaccination efforts focused primarily on priority populations, based on risk for severe disease and on essential worker category, to protect members of these groups from health effects associated with infection. As vaccine supply stabilized, PCHD continued to promote vaccination in Pima County through contracted and regional non-contracted partner agencies.

The number of doses administered by administration date (■ cumulative sum ■ doses by week)
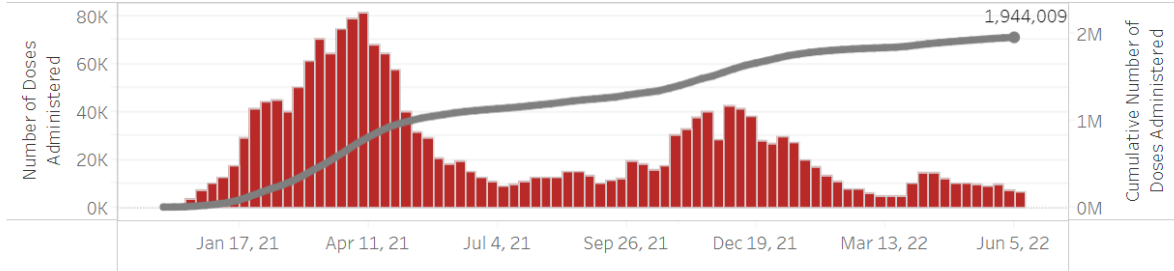
Number of vaccine doses administered in Pima County by administration date, as reported by Arizona Department of Health Services

*SOURCE: Arizona Department of Health Services (2022). COVID-19 Data Dashboard: Vaccine Administration. Available at: https://www.azdhs.gov/covid19/data/index.php#vaccine-admin

As of June 30, 2021, more than half of Pima County residents (55%) had received their first dose of a COVID-19 vaccine – see 'Pima County COVID-19 Vaccination Report, June 30, 2021' graphic below.

Pima County COVID-19 Vaccination Report
June 30, 2021

Total doses administered to Pima County residents: 1,072,158*

As of June 28, 2021, a total of 577,160 (55.25%) Pima County residents have received their first dose of a COVID-19 vaccine. A total of 540,764 residents were vaccinated by a local provider in Pima County ("inside") and 36,396 residents were vaccinated by a provider outside of the county ("outside"). Note, dates that don't appear in graphs had zero vaccinations. *Total number of vaccine doses administered to Pima County residents by all vaccine providers.

Pima County First Dose Vaccinations by Date and by Location of Service
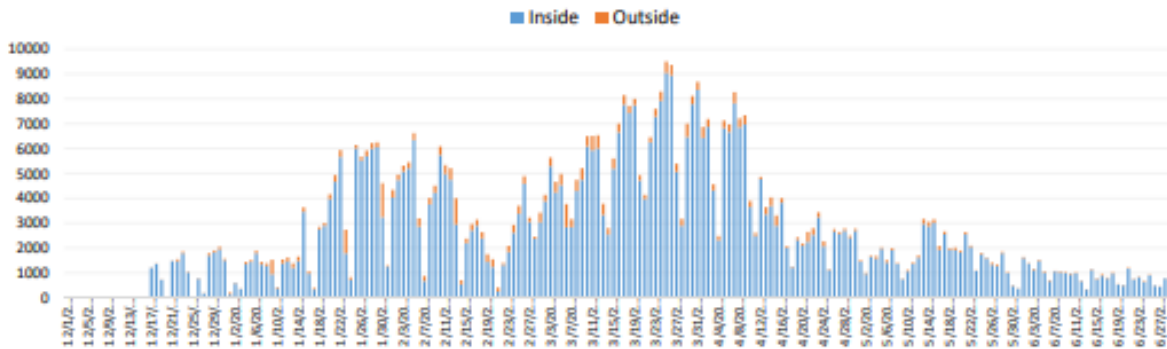
First Time Vaccinated Residents by Gender and Age Group

		Number vaccinated	% of residents vaccinated	2019 pop. size	% of total pop.	% of age group
Residents vaccinated		577,160		1,044,675	55%	
Gender						
	Female	314,428	54%	530,457	51%	
	Male	261,385	45%	514,218	49%	
	Unknown	1,347	0%			
Age group						
	0-9	0	0%	118,576	11%	0%
	10-14	11,491	2%	62,299	6%	18%
	15 - 19	29,060	5%	69,243	7%	42%
	20 - 29	72,182	13%	164,060	16%	44%
	30 - 39	71,948	12%	122,736	12%	59%
	40 - 49	71,542	12%	114,326	11%	63%
	50 - 59	81,748	14%	121,325	12%	67%
	60 - 69	104,176	18%	128,571	12%	81%
	70 - 79	90,352	16%	93,065	9%	97%
	80+	44,648	8%	50,474	5%	88%
	Unknown	13	0%			0%

Emergency Eviction Legal Services (EELS)

Project Identification Number: PC09
Allocation Amount: $3,013,785.49
Project Expenditure Category: 2.18 Housing Support - Other Housing Assistance

Emergency Eviction Legal Services (EELS) Project Overview

The Emergency Eviction Legal Services (EELS) project was initiated at the direction of the Pima County Board of Supervisors in March 2021, and began serving Pima County residents in August 2021. With a $3,013,785.49 allocation from Pima County's SLFRF, EELS fills a gap in Pima County's continuum of efforts to reduce homelessness by providing no cost legal and other services to tenants facing eviction and is focused on households whose eviction risk is associated with a loss of income due to COVID-19.

Lack of tenant representation in eviction cases is a widespread problem.[28] In Pima County cases, during 2018-2019, it was determined that 80% of tenants with court cases do not appear in court, and of those tenants that do appear in court, roughly 90% appear without legal representation. Conversely, landlords / property owners are represented by counsel in 80% of the cases, demonstrating stark inequity in appropriate and accessible representation for tenants.[29]

In terms of equity, the most vulnerable to rental housing eviction in Pima County include "low-income women, domestic violence victims, and families with children".[30] Pima County also recognizes disproportionate impacts on households and communities of color who are more likely to have lower incomes and be at higher risk.[31]

Similarly, a December 2020 report from Pima County's Eviction and Homelessness Prevention Task Force indicated that. "Lower-income households are reporting dramatically higher levels of financial strain and housing insecurity … 42% of Arizona renter households with incomes below $25,000 reported not being current on rent."[32]

Given the enormous stakes in an eviction case—loss of housing—as well as the inequities in the process, a movement to establish "right to counsel" programs arose, and the first such program was established in New York in 2017.[33] EELS is, in part, an outgrowth of that effort.[34] It is pioneering an innovative and holistic approach to prevent evictions and keep families in their homes. In determining the level of need for access to tenant legal services, the EELS team has deployed a dedicated staff of professionals (County staff and contracted law firms) who work directly with tenants, landlords and the Courts to provide a variety of services with the ultimate goal of keeping people housed. Tenants or landlords who contact

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[28] *See* National Coalition for a Civil Right to Counsel, *Eviction representation statistics for landlords and tenants absent special intervention* (April 2022), *available at*
http://civilrighttocounsel.org/uploaded_files/280/Landlord_and_tenant_eviction_rep_stats__NCCRC_.pdf.

[29] Eviction in Pima County. Innovation for Justice, James E. Rogers College of Law, University of Arizona. i4j-eviction-report for digital distribution March 2020.pdf (arizona.edu)

[30] Ibid p. 3.

[31] Pima County Eviction and Homelessness Prevention Taskforce, December 2020 Report. Final Task Force ereport1208.pdf (pima.gov)

[32] Ibid

[33] Office of Civil Justice, New York City Human Resources Administration, *Universal Access to Legal Services: A Report on Year Four of Implementation in New York City* (Fall 2021), p. 2, *available at*
https://www1.nyc.gov/assets/hra/downloads/pdf/services/civiljustice/OCJ_UA_Annual_Report_2021.pdf.

[34] The establishment of EELS was a recommendation of the Pima County Eviction and Homelessness Prevention Taskforce. *See supra* note 5.

EELS speak first with a Navigator. EELS has one Navigator embedded in Pima County Consolidated Justice Court, another embedded with the Pima County Constables, and other Navigation staff located at CWD sites. These Navigators work with contacts to determine what CWD services they might be eligible for and to complete the EELS intake process.

Upon determining tenant eligibility, the EELS team ensures that tenants are connected directly with counsel, (either brief legal assistance or full legal representation) and that there are lawyers assigned to all eligible cases. Since inception (August 2021), there have been 1,885 applicants to EELS, with 1,432 determined eligible, and 956 referred to legal services (754 provided **brief legal assistance**, while 202 provided **full legal representation).**

EELS is the second tenants' right-to-counsel program in Arizona, and the first located within a social-services agency. Its staff is housed within the Community Workforce and Development (CWD) Department within Pima County, which situates the program to assure that there are available complementary solutions for both the landlord and tenant, and to expedite those resources, as determined appropriate, most often direct aid or rehousing aid through the Emergency Rental Assistance Program (ERAP) and Emergency Housing program. This continuum of complimentary program services assures that coordination of eligible resources is paramount in supporting tenants and promoting long-term housing solutions for individuals and families.

Website: https://webcms.pima.gov/cms/One.aspx?portalId=169&pageId=770712

EELS Project Objectives
The overarching objective of EELS is improve tenants' access to justice by providing direct legal services to Pima County tenants facing eviction, while also connecting tenants and landlords with other appropriate services, all of which seek to ensure that residents stay securely housed.

EELS has two primary objectives.
- EELS' primary objective is to **improve tenants' access to justice by funding legal assistance**, up to and including full representation, to low-income tenants facing eviction.
- EELS' second objective is to **connect all tenants facing eviction and landlords to appropriate community and social services** to help tenants address immediate and compounding factors related to their housing and financial well-being and make landlords whole.

EELS Main Activities and Timeline
Awareness and Outreach: Through a data-sharing partnership with the Pima County Consolidated Justice Court and Green Valley Justice Court, EELS staff receive daily court data on eviction cases filed and set for hearing and directly contact those impacted tenants by postcard and, if possible, by phone. The EELS project also staffs a telephone line, maintains an informational website, and receives referrals from social service organizations. Some tenants walk-in to the EELS office to complete an application. EELS services are promoted at resource fairs and other outreach events, and through partnership with other stakeholders. EELS staff have provided information on their services at stakeholder meetings throughout the community, including to tenant-focused, landlord-focused, court-sponsored, and neighborhood groups.

Eligibility Screening: EELS staff conduct phone or in-person interviews to determine applicant tenant's eligibility for services.

Legal and Housing Support Services: Eligible tenants are engaged in one or more of the following Legal and Housing Support Services: Eligible tenants are engaged in one or more of the following:

- Legal assistance through a contracted attorney;
- Support with completing the *Emergency Rental Assistance Program* (ERAP) application form; and/or
- Emergency housing assistance, if applicable. EELS Court Navigators also provide support to tenants and landlords with navigating the eviction process.

Pima County subcontracts with <u>five local law firms and nonprofit agencies to serve tenants enrolled in the EELS project</u>: Barton Mendez Soto PLLC, Ferguson Hill Filous PLLC, Law Office of Paul Gattone, Southern Arizona Legal Aid, Inc., and Step Up to Justice.

The creation of the EELS program was authorized beginning in March 2021 and began serving COVID-19 impacted tenants in August 2021. EELS will continue to provide services using American Rescue Plan Act funding through December 2024.
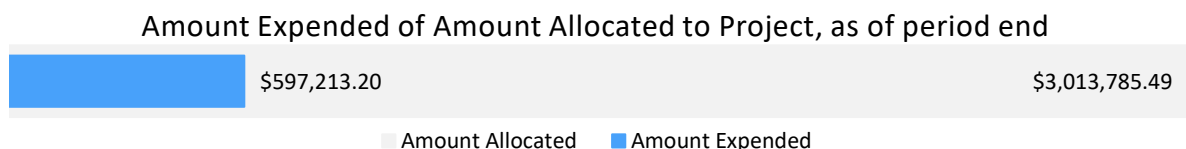
EELS Key Performance Indicators
Three key performance indicators measure the effectiveness of the main activities in the EELS program:

- Number of households served;
- Case disposition data for households provided with full legal representation; and
- Number of households assisted with completing rental assistance applications.

EELS Status
Of the $3,013,785.49 in SLFRF allocated to this project, $597,213.20 (20%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$597,213.20	$3,013,785.49

☐ Amount Allocated ☐ Amount Expended

Data Collection and System Capacity

EELS staff, under the guidance of CWD leadership, procured and developed a new data management system for EELS services. As of June 2022, EELS has been using the APRICOT case management database solution as the primary data management tool for the collection and reporting of EELS data. The shift to this data management system has been integral to augmenting data collection and reporting capacity.

Tenant / Applicant Engagement with EELS Program

There are a variety of methods that individuals can connect to the EELS program. The EELS program has designed opportunities for outreach to clients and potential applicants, such as monitoring daily court activities, and post-judgment, in addition to staffing a telephone line for any applicant (tenant or landlord) to receive information on the eviction process, eligibility for EELS, and / or other eligible programs. Roughly, 40% of applicants connected with EELS through direct contact with the hotline, while another 40% were connected to EELS programming through outreach conducted by EELS staff, as facilitated by

daily court activities and judgment, and many applicants reported having connected with EELS services through multiple of the aforementioned outreach services.

Tenant / Applicant Eligibility - EELS Eligibility is restricted to tenants that:

- Demonstrate an income at or below 80% Area Median Income for household size (through evidence or self-statement plus fact-specific proxy∗); and
- Demonstrate imminent eviction risk – "one month behind on rent", "5, 10, or 30-day Notice", and/or "Filed in Court."∗∗

∗ The fact-specific proxy used by EELS is the *Neighborhood Vulnerability in the Tucson Region 2018* map, which is accessible through Pima County's Geographic Information Systems (gis.pima.gov). Households located in **"vulnerable," "more vulnerable," or "most vulnerable" area** are allowed to establish income eligibility by self-statement.

∗∗ The Pima County Board of Supervisors also requires a loss of income or financial hardship due to COVID-19. Because all eligible tenants are either low- or moderate-income, Treasury permits Pima County to presume they are COVID-19 impacted. U.S. Dep't of Treasury, *Coronavirus State and Local Fiscal Recovery Funds, Interim Final Rule,* 87 Fed. Reg. 4338, 4345 (Jan. 27, 2022). Accordingly, EELS does not require tenants to separately demonstrate COVID-19 impact.

Eligibility Determination

During FY 2022, of the 1,885 applicants during the reporting period (August 2021 through June 30, 2022), the majority, 1,432 (76%) of applicants were determined "eligible" for EELS services.

Of those not determined 'eligible,' 143 (8%) were determined "not eligible," 135 (7%) were "not determined (PJRA)∗∗∗," 108 (6%) were listed as "unknown", and 67 (4%) were "pending" (meaning the eligibility determination is in process).

Number of EELS applications by eligibility determination in Pima County
August 2021 through June 30, 2022
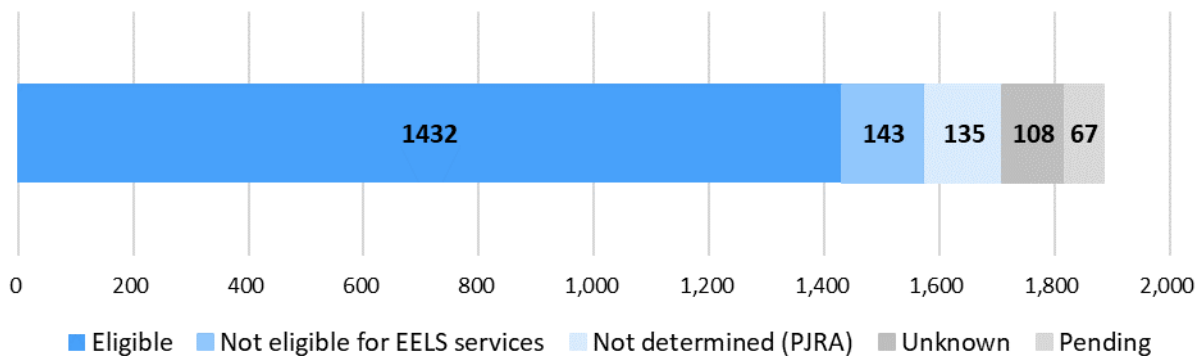
∗∗∗*Post-Judgment Rental Assistance (PJRA) is a service whereby EELS expedites processing of Emergency Rental Assistance under the Emergency Rental Assistance Program for tenants and landlords who have applications in process at the time of court judgment. This process was adopted by EELS and its County Department leadership (Community and Workforce Development) to help prevent tenant evictions even after judgment in the court case, when legal services are no longer available.*

Income Eligibility and Verification

Income eligibility for EELS is determined as part of the eligibility screening. There were 1,885 program applicants during FY 2022, 1,432 determined as eligible. Of the total applicants, 1,412 (75%) demonstrated income eligibility either through documentation or self-statement plus proxy and 1,286 of all applicants (68%) lived at a residence verified to be in a "vulnerable", "more vulnerable", or "most vulnerable"

neighborhood, meaning documentation of income for these households was not required. Documentation of Income Eligibility and/or Eviction Risk did not guarantee that the applicant was eligible for free legal assistance. Tenants who do not reach EELS until they are in the post-court judgment phase may demonstrate income eligibility and have high eviction risk but are still not eligible for legal services under EELS due to the program guidelines established by Pima County's Board of Supervisors.

The second threshold for EELS eligibility is elevated risk for eviction. The three situations (applicants may meet one, or multiple of these criterion) that meet the high-risk threshold are:
- Documented eviction case filed in court, which was true for 1,449 (77%) of all EELS applicants;
- "5, 10, or 30-Day Notice" to evict, which was true for 183 (10%); and/or
- Demonstration of being one month (or more) behind on rent, which was true for 129 (7%) of EELS applicants.

Note: There were 171 applicants for which eviction risk data was missing.

EELS Applicants

Included herein are the data elements measured by the EELS program, which will facilitate EELS management and staff's understanding of the demographic and household characteristics of EELS applicants. EELS was initiated less than one year ago and because the data collection system evolved in significant ways through this short time-period, there are gaps in the data reporting, such as a high frequency of 'unknown' or unanswered questions. The implementation of the Apricot system should eliminate most of these gaps in the data.

The data that is available from project inception do provide critical insight into the clientele served in this first year. This data is particularly valuable because the courts do not collect demographic information on litigants, so historically there has been a lack of demographic data on who faces eviction in Pima County.

Demographic Information

Race and Ethnicity:
Race and Ethnicity data is captured during the eligibility and enrollment period. This data is self-reported through an interview process by EELS staff and inputted into the EELS database management system, *Apricot*. Of the 1,885 applicants, there are demonstrated variations in the type of Race and Ethnicity categories available for the data to be entered, as noted in the Race Frequencies in the table, below, entitled **Race of EELS participants by ethnicity, August 2021 to June 2022**.

Of the project applicants, the top 3 sub-categories for race are:
- White, 48%,
- Unknown or not collected, 21%, and
- Black / African American, 13%.

Of the 1,885 of EELS applicants, 1,322 people, (70%) provided both their race and their ethnicity. Of the 1,322 applicants who provided their demographic data, the three most frequent racial-ethnic groups are:
- White, non-Hispanic or Latino, 508 (38%) identified as
- White Hispanics or Latino, 306 (23%), and
- Black/African American, Non-Hispanic or Latino 202 (15%).

Out of the 1,885 applicants, 719 (38%) identified as Hispanic or Latino, 851 (45%) identified as non-Hispanic or Latino, and 96 (5%) indicated, "Prefer not to answer". Consistent with data reporting gaps

and barriers seen in other demographic data reported for the EELS project, there is still a fairly high respondent 'unknown' category, 139 (7%) of the total.

Race of EELS participants by ethnicity, August 2021 to June 2022

	Ethnicity					
Race	**Hispanic or Latino**	**Non-Hispanic or Latino**	**Prefer not to answer**	**Unknown**	**(Blank)**	**Row totals**
American Indian/Alaska Native	19	25	6	5	1	**56**
Asian	1	2	1	3	-	**7**
Black/African American	21	202	16	13	-	**252**
Black/African American | American Indian/Alaska Native	1	-	-	-	-	**1**
Native Hawaiian/Pacific Islander	1	7	1	-	-	**9**
Native Hawaiian/Pacific Islander | Asian	-	1	-	-	-	**1**
Prefer not to answer	117	13	12	2	1	**145**
Unknown	238	70	12	75	-	**395**
White	306	508	47	38	-	**899**
White | American Indian/Alaska Native	1	2	-	1	-	**4**
White | Black/African American	1	10	-	2	-	**13**
White | Native Hawaiian/Pacific Islander	-	1	-	-	-	**1**
(blank)	13	10	1	-	78	**102**
Column totals	**719**	**851**	**96**	**139**	**80**	**1885**

Gender:
The EELS applicant data demonstrates the applicants that identify as female are the largest subset of the total applicants, representing 1,101 (58%), and individuals that identify as male represent 678 (36%) of the total applicants. One applicant has identified as non-binary, with four preferring not to answer, 101 (5%) respondents are unknown or did not respond.

EELS applicants by Gender Identity, August 2021 to June 2022

Gender	Count
Female	1,101
Male	678
Non-binary	1
Prefer not to answer	4
Unknown/Blank	101
Total	**1,885**

Household Characteristics

Household Size:

The chart, below lists numbers of households with and without children and average household size. The range in number of children was zero to nine and the range in number of adults was between one and nine.

Household characteristics – EELS applicants, August 2021 – June 2022

| Households	With Children	Without Children
Number of households	707 (38%)	1,178 (62%)
Single parent households – Female	284 (40%)	--
Single parent households - Male	68 (10%	--
Average household size	3.0	1.5
Average number of children	2.1	--
Total number of children	1,485	--

Dwelling type:

Applicants indicated residence in one of four housing types: **Apartment, Single Family Residence, Public Housing, or Trailer**. About 70% of applicants indicated apartment while 15% indicated Single Family Residence, 12% indicated Trailer, and 0.2% indicated Public Housing, with the balance being unknown / unreported (2%)

Geographic Data:

Each year the U.S. Census Bureau identifies census tracts across the U.S. where 50% or more of households have incomes below 60% of the Area's Median Gross Income or have a poverty rate of 25% or more and designates them as federal Qualified Census Tracts (QCT). In 2022, 44 Pima County census tracts met this definition. The majority of Pima County's QCTs are located in the urban Tucson area along the Interstate 10 corridor. While low-income households reside throughout Pima County, 600 (32%) of EELS applicants, as shown in the graphic, below, have addresses in a QCT.

Percent of EELS applications in a qualified census tract by total Pima County applicants
August 2021 through June 30, 2022

EELS addresses in a Pima County Qualified Census Tract

32%

78%

EELS addresses <u>not</u> in a Pima County Qualified Census Tract
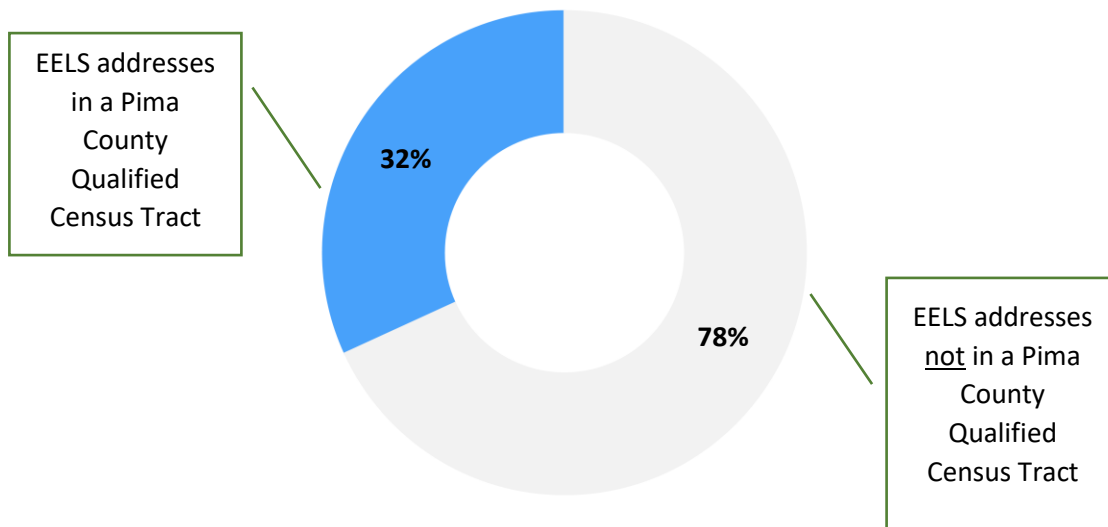
The Eligibility Status for EELS Applicants, Percent of Total Applicants & Qualified Census Tracts graphic, below, demonstrates that households in QCTs were slightly more likely to be found eligible compared to the entire applicant pool during the period of reporting (August 1, 2021 through June 30, 2022). Of the 1,885 applicants, 1,432 were found eligible, of those 1,432 eligible applicants, 497 reside in a QCT, and 935 do not reside in a QCT. Of the total group residing in a QCT, the 497 represent 83% eligibility for services of the groups.

Geographic Detail of Enrolled Applicants:
Below, in the EELS Participants Served, by Census Tract Map is a heat map showing the geographic distribution of EELS applicants enrolled into the program during FY2022. The qualified census tracts in the greater metropolitan Tucson area are designated by dotted lines in the map.

EELS Participants Served, by Qualified Census Tract
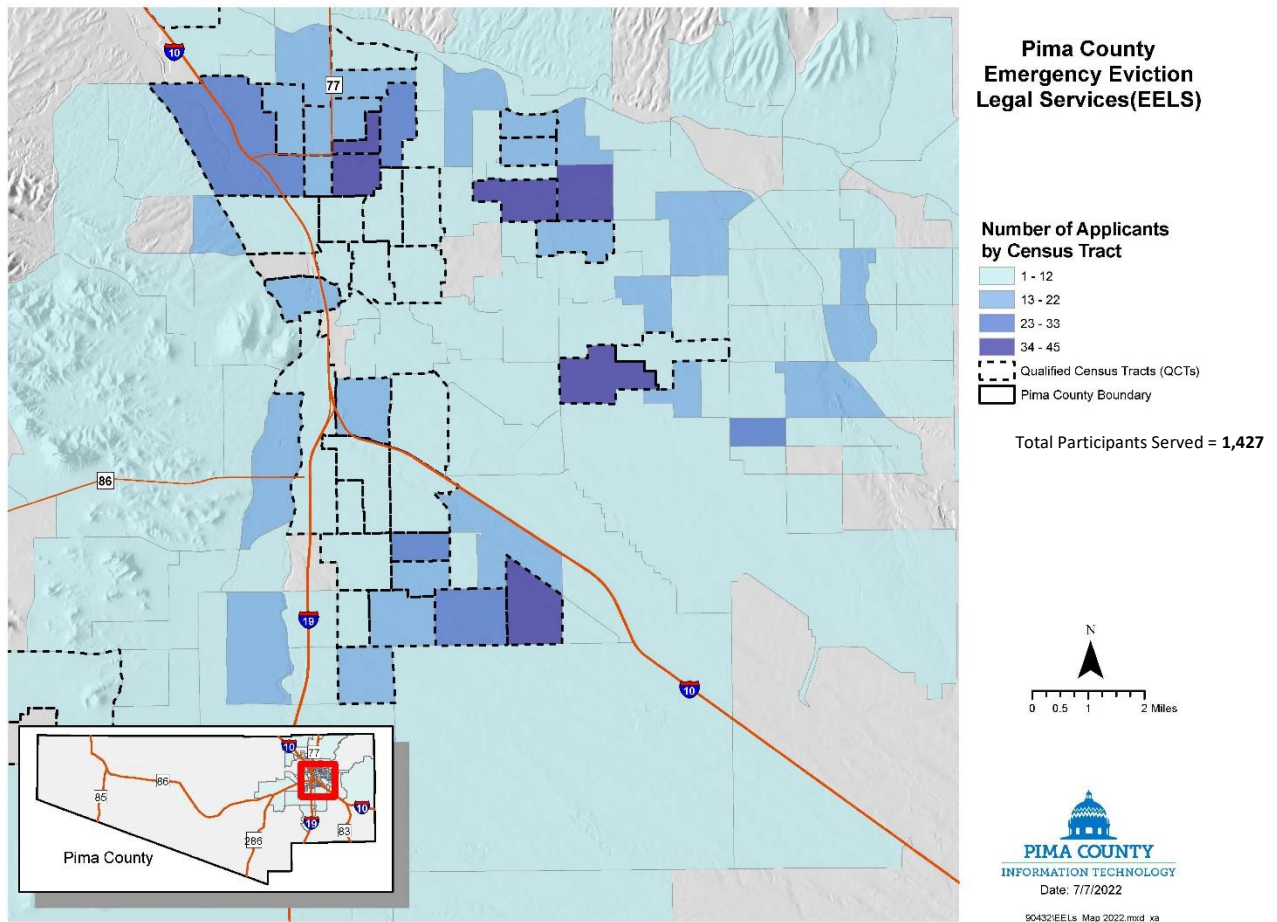
Primary Services Delivered to EELS Clients:
The two primary services provided to EELS clients were legal services provided by an attorney – either a brief consultation or full representation in court – and support with expedited processing of an application for emergency rental assistance. A designated EELS staff member refers eligible EELS clients to contracted attorneys. The assigned attorney then interviews the client to determine type of counsel – brief consult or full representation. Notably, 956 EELS-enrolled tenants were referred to legal services during FY 2022.

Applicant Outcomes:

In 2021, during and after the expiration of the Centers for Disease Control's Eviction Moratorium, post-judgment tenants had potential additional legal rights not ordinarily available. Thus, from August through December of 2021, EELS referred eligible tenants to counsel post-judgment. By the end of 2021, presumably all moratorium-impacted cases had processed through the courts, and the court began a return to more-normal operations.

Accordingly, starting January 2022, tenants are no longer referred to counsel post-judgment. All EELS eligible clients except those in a post-judgment phase in eviction court are offered legal services through EELS, specifically brief legal assistance through full representation in their eviction court case. During the reporting period, 754 eligible applicants were provided brief legal assistance, while 202 were provided full legal representation. While available, some eligible applicants refused legal services due to distrust of the legal system, not wanting to damage the relationship with their landlord, and immigration/citizen status as possible reasons for declining those services. EELS staff hope to look more closely at refusals in the upcoming reporting period.

EELS, in cooperation with the Pima County Community Assistance Division (within CWD), rental assistance distribution partners, and community service partners prioritize processing rental assistance applications of tenants enrolled in EELS because those tenants are on the brink of eviction. EELS eligible households are immediately assigned to a caseworker and processed in an expedited manner. Of note, while potentially not eligible for EELS at time of application, households are often directly referred to appropriate services such as the Emergency Rental Assistance Program (ERAP), job assistance services, and/or emergency housing. Since project inception, EELS staff have directed 2,286 to ERAP, 370 were referred to job assistance programs, and 76 were referred directly to emergency housing services, including 57 that were referred to SLFRF emergency housing for newly evicted individuals and families.

Project Efficacy and Evaluation:

Improving access to justice by providing counsel for tenants is viewed by many,[35] including EELS staff, as a successful outcome in itself. In Pima County Consolidated Justice Court, in 2020, 79 tenants were represented in eviction cases, while in 2019 the number was 56.[36] As noted above, during the reporting period, 202 households received full representation through EELS alone, well over double the most recent years' numbers. Another 552 benefited from a consultation with counsel. This indicates EELS is improving access to justice for tenants.

It is also important, however, to measure outcomes in cases in which legal representation is provided. There is insufficient data and evaluation rigor to draw inferences between the EELS cohort and the entire population of Pima County residents at risk of eviction due to the primary and secondary effects of COVID-19. With that being stated, staff are prepared to provide general outcome data for EELS clients provided full representation in eviction court.

There are preliminary signs of positive results. The Pima County Consolidated Justice Court reports that in the total calendar years 2021 and 2022, the court decided in favor of the defendant (tenant) in eviction

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[35] *See, e.g., Gideon v. Wainwright*, 372 U.S. 335, 345 (1963) ("The right to be heard would be, in many cases, of little avail if it did not comprehend the right to be heard by counsel.") (quoting *Powell v. Alabama*, 287 U.S. 45, 68-69 (1932).

[36] Memorandum from County Administrator to Pima County Board of Supervisors, *Re: Eviction Statistics* (Feb. 25, 2021), https://webcms.pima.gov/UserFiles/Servers/Server_6/File/Government/Administration/CHHmemosFor%20Web/2021/February/Eviction%20Statistics.pdf

cases 26%, and 29% of the times, respectively. For EELS, in the partial year time periods in 2021 and 2022, clients receiving full representation achieved a positive court outcome 58% and 49% of the times. A positive outcome for the defendant / tenant includes: a finding for the defendant, a dismissal, or settled. While only a small subset of the total number of eviction cases, clients provided full representation by EELS-contracted attorneys were at least 71% more likely to have a positive court outcome (i.e. For defendant) compared to all tenants with eviction court cases in the same calendar year in the Pima County Consolidated Justice Court.

Pima Early Education Program (PEEPs)

Project Identification Number: PC10
Allocation Amount: $30,200,000.00
Project Expenditure Category: 2.11 Healthy Childhood Environments - Child Care

Pima Early Education Program (PEEPS) Project Overview

The Pima Early Education Program scholarships (PEEPs) project was created at the direction of the Pima County Board of Supervisors (BOS) in the spring of 2021. PEEPs was a direct response to the growing number of Pima County households with children, 3 – 5 years old, who became unable to afford early childhood education as a result of the COVID-19 pandemic, and/or could not afford before the pandemic. The Pima County BOS appreciated the immediate and long-term benefits of early childhood education for the county, and its direct association to mitigating the negative economic impacts of the pandemic.

Under the guidance of Pima County's Community and Workforce Development Department, staff is using $30.2 million in SLFRF to expand the county's service capacity for evidence-based early childhood education targeting moderate and low income households. Pima County adopted the existing public welfare financial infrastructures (e.g., Arizona Department of Economic Security and First Things First) to determine eligibility and finance scholarships. This strategy allowed for quick start up and integration of the expanded programming to the benefit of participating public and private pre-school operators, and eligible households. PEEPs program design reinforces the county's allegiance to high-quality education

PEEPs Guiding Principles

1. Increase **high-quality preschool** capacity while addressing existing need for financial aid.
2. Distribute **scholarships** efficiently and effectively through existing programs and partners.
3. **Do not supplant** existing public assistance for preschool and utilize local funding as a "last dollar in" approach.
4. **Coordinate** with existing agencies that provide public assistance for high-quality preschool to establish **baseline need** and simple system-level benchmarks, **monitor progress** and refine collaborative efforts to improve the system as a whole.
5. Establish **scholarship rates** that **cover the full cost** of providing high-quality preschool per child, based on accepted cost of quality and local market rate studies, considering wages necessary to **attract quality teachers**, and accounting for current DES subsidy rates and school district in-kind contributions, and pandemic-related increased costs.
6. Ensure participating preschool providers are geographically dispersed, with **priority** given to preschools serving **lower income**/higher need neighborhoods, **tribal** and **rural areas**.
7. **Connect** eligible families to high-quality preschools and **financial assistance**, including parents in local **workforce development programs**.
8. **Collaborate** with partners to connect participating families with other **community resources** to accelerate family and community wide benefits.
9. Maximize multi-year partner contributions to make the program more **sustainable**.
10. **Advocate** with partners for a long-term **state-wide solution**.
11. **Remain flexible** as providers and families recover and rebuild from the pandemic.
12. Review, reevaluate, revise, and report regularly with **input from stakeholders**.

SY2022 PEEPs Key Take Home Messages

846 Low -income children were served by PEEPs in SY2022.	**80%** of PEEPs preschools had 3+ *Quality First* star rating (out
71% of PEEPs students identified as a racial / ethnic minority.	**21%** of PEEPs students identified as dual language learners.

by restricting the majority of funding to preschools that meet or exceed a three-star Quality First school rating as defined by the State of Arizona Early Childhood Development and Health Board, d.b.a. First Things First, which is Arizona's statewide tobacco tax-funded early childhood agency focusing on children's first five years. CWD / PEEPs staff serve as conduits of funding, and as advocates for high quality preschool education.

In addition to the use of SLFRF, contributions of funding to serve moderate and low-income households in Pima County with early childhood education at no cost to households are being made by local city and town governments in Pima County, including City of Tucson, Town of Marana, and Town of Oro Valley.

Website: https://webcms.pima.gov/cms/One.aspx?pageId=756311

PEEPs Objectives
Overall, PEEPs goals are to:
- Increase the number of 3-5 year old children from low-income families attending high quality preschools in Pima County, and
- Increase the number of high quality preschools in Pima County.

The United Way of Tucson and Southern Arizona created a graph that shows the gap between the number of preschool eligible children in Pima County and those served by high quality preschools. The number served has risen from baseline data collected in June 2021 but the gap is still substantial, at 5,730 unserved children.
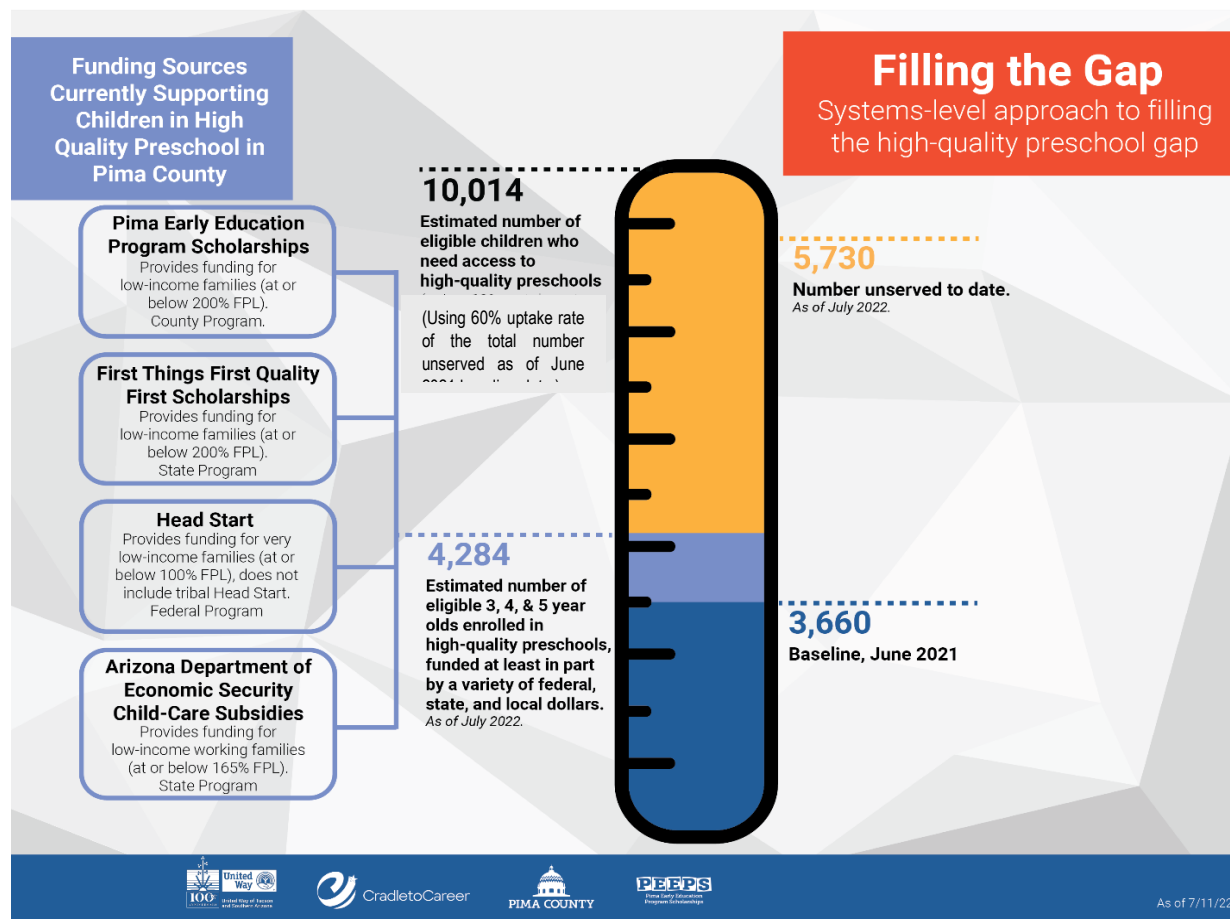
PEEPs Main Activities

CWD / PEEPs staff serve as conduits of funding and as advocates for high-quality preschool education. In these roles, PEEPs staff:

- <u>Initiate and oversee contracts</u> with preschool providers located within Pima County-based public school districts, private preschools, and Head Start programs.
- <u>Convene early childhood education stakeholders</u> to coordinate funding and services, and to address logistical gaps or issues at a system-wide level.
- Promote *Quality First*, a program of Arizona's First Things First state agency that is Arizona's Early Learning Quality Improvement and Rating System.
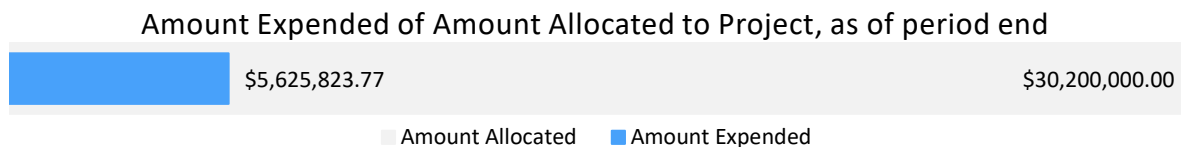
PEEPs Key Performance Indicators

PEEPs utilizes six key performance indicators to judge the effectiveness of their main activities as they relate to their objectives:

- Number of children served;
- Number of families meeting SLFRF definition of Impacted and Disproportionately Impacted populations;
- Parent satisfaction with program;
- Early Childhood Education program administrator satisfaction with program;
- Early Childhood Education advocates satisfaction with program; and
- Funder satisfaction with the program

PEEPs Status

Of the $30,200,000.00 in SLFRF allocated to this project, $5,625,823.77 (19%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$5,625,823.77	$30,200,000.00

☐ Amount Allocated   ■ Amount Expended

Pima County PEEPs has directly contracted with six preschool programs located in area public school districts to provide one or more full-time preschool classrooms across Pima County:

- Amphitheater Unified School District #10,
- Flowing Wells Unified School District #08,
- Marana Unified School District #06,
- Sahuarita Unified School District #30,
- Sunnyside Unified School District #12, and
- Tucson Unified School District #1

In addition, PEEPs has contracted with Arizona's First Things First to distribute scholarship monies to more than 170 qualified public and private preschools and with Child Parent Centers, the fiscal agent for Pima County Head Start schools, to provide extended day pre-school at 10 sites.

During the 2021-2022 school year (SY2022), the COVID-19 pandemic continued to hamper PEEPs schools' ability to engage parents and children in their early childhood education programs, and to recruit qualified teachers to serve in the classroom. While the number of students enrolled in PEEPs was less than the planned number, there were still 1,145 students, 3 – 5 years old from eligible households served by PEEPs with high-quality early childhood education during SY2022. Eligibility for scholarships was limited to children living in households earning less than 200% federal poverty level.

Number of PEEPS students served, by contract type

PEEPs Contract Type	Total # of Students Served by PEEPs
Pima County Funded Quality First Scholarships	516
Pima County Funded School District Expansion Classes	165
Pima County Funded Head Start Extended Day Classes	165
Totals	**846**

Types of Preschools:
There are three major types of preschool programs that are supported by PEEPs: Pre-school Centers, 57%, School District Centers, 31%, and Homes (including group homes), 12%.

Ratings:
A primary objective of PEEPs is to promote and expand high quality preschool experiences for all children. Recent studies continue to show how important "quality" is in maximizing the benefits of early childhood education. PEEPs has adopted the Quality First model rating system as defined by the State of Arizona Early Childhood Development and Health Board, d.b.a. First Things First, which is Arizona's statewide tax-funded early childhood agency focusing on children's first five years. PEEPs staff is working diligently with its partners and schools to identify opportunities to increase each school's quality rating, as well as increase the number of schools with quality ratings. For example, recently PEEPs staff received feedback from participating schools prompting PEEPs staff to allocate unspent SLFRF from SY2022 to investments in playground equipment and facility improvements that will help schools increase their Quality First rating under the environmental rating scale and licensing related to health and safety standards. In addition, United Way of Tucson and Southern Arizona's new program Accelerate Quality complements the PEEPs program by increasing the number of high quality providers in Pima County through small investments in coaching, preparation for rating assessments, and materials and equipment. Accelerate Quality is funded by individuals, businesses, and non-profits. Pima County's PEEPs funding for new expansion classes at school districts has also increased the number of quality preschools. Through these efforts, as well as federal funding through DES, the number of PEEPs preschools providers recognized as high quality in Pima County has increased from 142 at the beginning of SY2022 to 153.

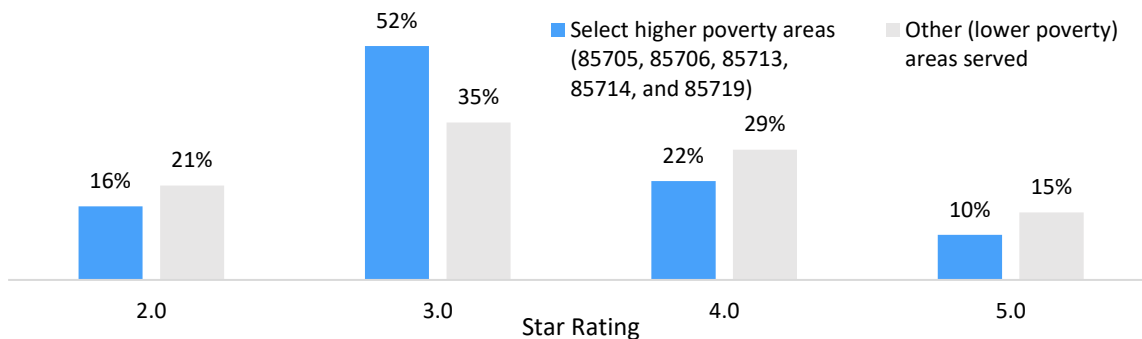Of the preschools with one or more students enrolled under PEEPs scholarship, 30 have earned a 2-star rating, 62 have a 3-star rating, 41 have a 4-star rating, and 20 have a 5-star rating – or 80% have a 3-star rating or above. Across all PEEPs supported schools the average Quality Rating is 3.0 Stars. As detailed in the table, below, PEEPs supports early childhood education classrooms in six jurisdictions in Pima County.

Number of star-rated PEEPs pre-schools as of March 30, 2022 and population statistics by jurisdiction

| Jurisdiction | Number of PEEPs pre-schools by rating | | | | | Population estimate[37] | Population estimate under 5 years old[38] | Persons in poverty estimate[39] |
	2-star	3-star	4-star	5-star	Total			
Town of Marana	1	1	2	0	4	54,895	6.3%	5.6%
Town of Oro Valley	0	0	3	1	4	47,879	3.3%	7.2%
Town of Sahuarita	1	1	1	0	3	35,337	8.2%	10.2%
City of South Tucson	0	3	0	0	3	5,692	4.1%	38.6%[40]
City of Tucson	22	46	24	16	108	543,242	5.7%	20.8%
Unincorporated Pima County	6	11	11	3	31	368,670[41]	Unavailable	Unavailable
Total	**30**	**62**	**41**	**20**	**153**	-	-	-

The graphic below displays the distribution of PEEPs providers by star rating between five select higher poverty zip code areas and other areas served. The five zip codes used are the highest ranked poverty areas and range from 23% to 33% below the poverty level.[42] These zip codes include 85705, 85706, 85713, 85714, and 85719. Of 153 providers with valid star ratings, 50 (33%) were identified in these five zip codes, compared to 103 (67%) in other zip code areas. There is a greater proportion of providers with a star rating of 3.0 in the selected higher poverty areas (52% vs. 35%); while there are greater proportions of higher rated (4.0 or 5.0) providers in other zip code areas served (44% vs. 32%, respectively).

Distribution of PEEPs providers by star rating and by poverty rate of area served, as of March 30, 2022

Legend: ■ Select higher poverty areas (85705, 85706, 85713, 85714, and 85719) □ Other (lower poverty) areas served

Star Rating	2.0	3.0	4.0	5.0
Select higher poverty areas	16%	52%	22%	10%
Other (lower poverty) areas served	21%	35%	29%	15%

The graphic below illustrates the number of provider types per high poverty zip code. *Centers* are available in each high poverty zip code area with the 85705 area having the most available at six. The 85719 area had four *centers* available and the remaining areas have one respectively. The 85706-service area had the

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[37] U.S. Bureau of Census. Quick facts: Pima County, Arizona. Accessed July 22, 2022.
https://www.census.gov/quickfacts/fact/table/pimacountyarizona/PST045221.
[38] Ibid
[39] Ibid
[40] Arizona Commerce Authority. Demographics (Census Bureau data): Arizona.
https://www.azcommerce.com/oeo/population/demographics-census-data/
[41] Arizona Commerce Authority. Population estimates: Arizona. Accessed July 22, 2022
https://www.azcommerce.com/oeo/population/population-estimates/
[42] City of Tucson. Poverty rate by zip code. Accessed July 22, 2022
https://www.tucsonaz.gov/files/pdsd/pdfs/BoundaryMaps/00povzc.pdf.

most *home* providers at 10 and was the only area to have an available *school district* provider with one. The 85713 had two *home* providers. The other areas did not have *home* or *school district* providers noted. This data will inform preschool recruitment efforts in SY2023.

SY2022 Number and type of providers, by high poverty zip codes in Pima County

Number of providers
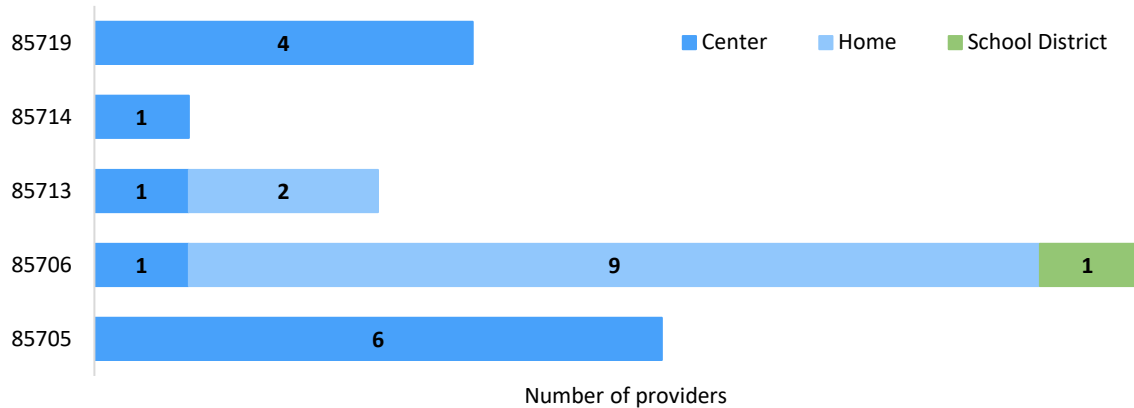
Availability:
An important facet of pre-school is opening and closing time: 93% of PEEPs preschools open at or before 7:30 a.m. and 72% close at 6:00 p.m. or later. Sixteen "Home" centers are open 24 hours. For the pre-school's operating in the five highest poverty zip code areas, 94% open at or before 7:30 a.m. and 69% close at 6 p.m. or later.

Percent of preschool types with extended hours

Preschool location	Open at or before 6:30 a.m.	Open at or before 7:30 a.m.	Closes at 6 p.m. or later	Closes at 7 p.m. or later
Center	78%	99%	81%	8%
Home	91%	100%	55%	18%
Group Home	96%	100%	50%	29%
School District Center	31%	69%	69%	0%
Total	**73%**	**93%**	**72%**	**11%**

Locations:
Another important facet is geographic accessibility. Each year the U.S. Census Bureau identifies census tracts across the U.S. where 50% or more of households have incomes below 60% of the Area's Median Gross Income or have a poverty rate of 25% or more. In 2022, 44 Pima County census tracts met this definition. The qualified census tracts in the greater metropolitan Tucson area are designated by dotted lines in the map. As shown in the map below with the shades of green indicating the number of PEEPs preschools in each census tract and the dotted lines designating the qualified census tracts, PEEPs supported preschools are available in or immediately adjacent to federally qualified census tracts. Also,

importantly, in the inset map showing the full boundaries of Pima County, the middle third of Pima County is tribal lands not served by tribal funding streams.
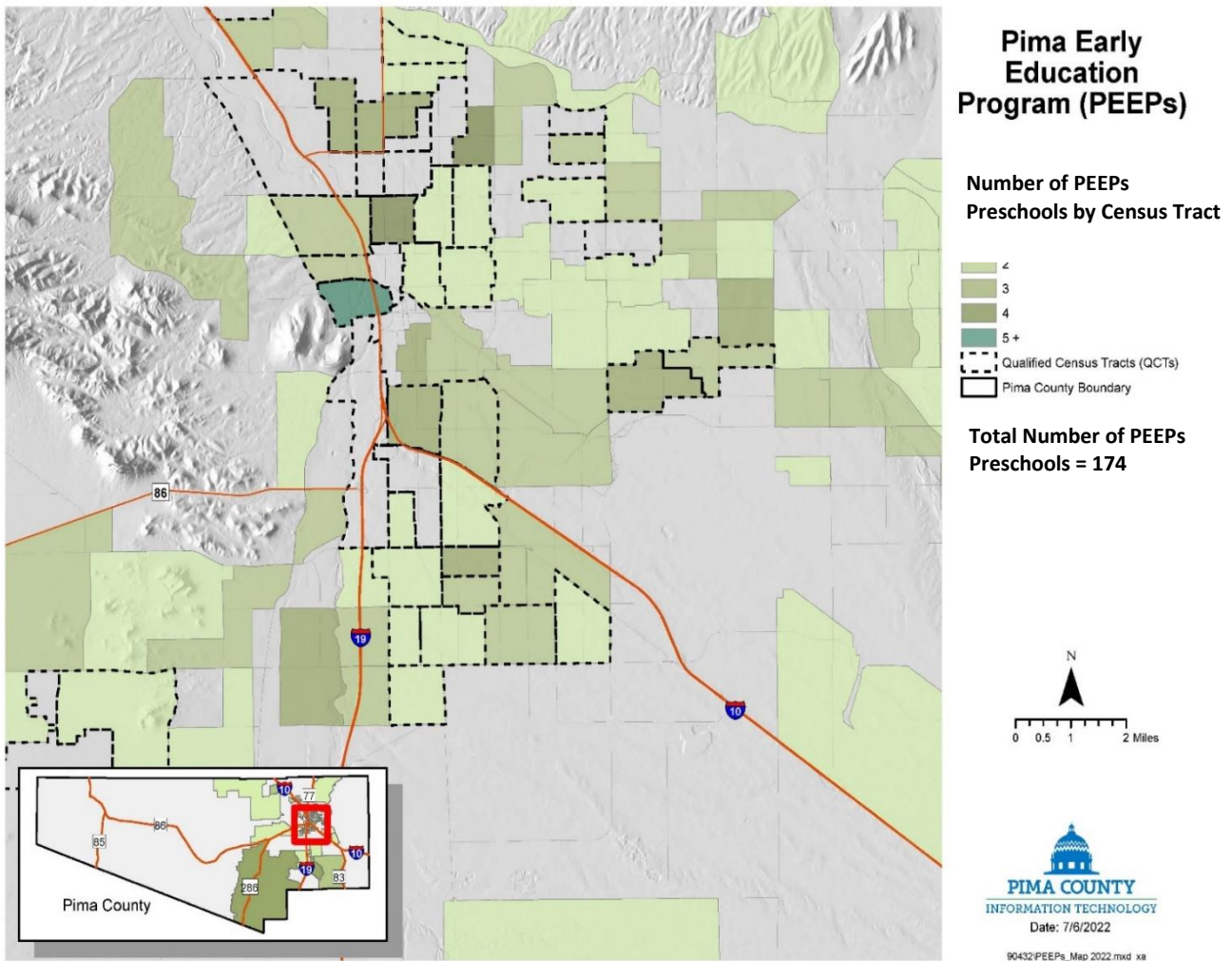

PEEPs Student Demographics

A wealth of research shows that those benefiting the most from high quality preschool are children from economically disadvantaged families, children of color and dual language learners. See, for example, Morgan (2019)[43] and Gray-Lobe, Pathak, and Walters (2021)[44]. In addition to counting the number of children served with PEEPs scholarships during the 2021-2022 school year, PEEPs tracked dual language learners and race and ethnicity for the 330 students, 3-5 years old attending PEEPs-funded school district expansion and extended-day Head Start classes. Providers under First Things First do not yet have the capacity to report students by race/ethnic identity. Of the 330 PEEPs students surveyed, 68 (21%) were

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[43] Morgan, Hani. (2019). Does High-Quality Preschool Benefit Children? What the Research Shows. Education Sciences. 9. 19. 10.3390/educsci9010019.https://www.researchgate.net/publication/330539765_Does_High-Quality_Preschool_Benefit_Children_What_the_Research_Shows

[44] Gray-Lobe, Pathak, and Walters. (2021). The long-term effects of universal preschool in Boston. Blueprint Labs Discussion Paper #2021.05. May 2021. https://blueprintcdn.com/wp-content/uploads/2021/05/Blueprint-Labs-Discussion-Paper-2021.4-Gray-Lobe-Pathak-and-Walters.pdf

identified as dual language learners, including 40 school district students (24%) and 28 Head Start students (17%).

SY2022 Ethnic and racial identities of PEEPS students in school district and Head Start classrooms (n=330)
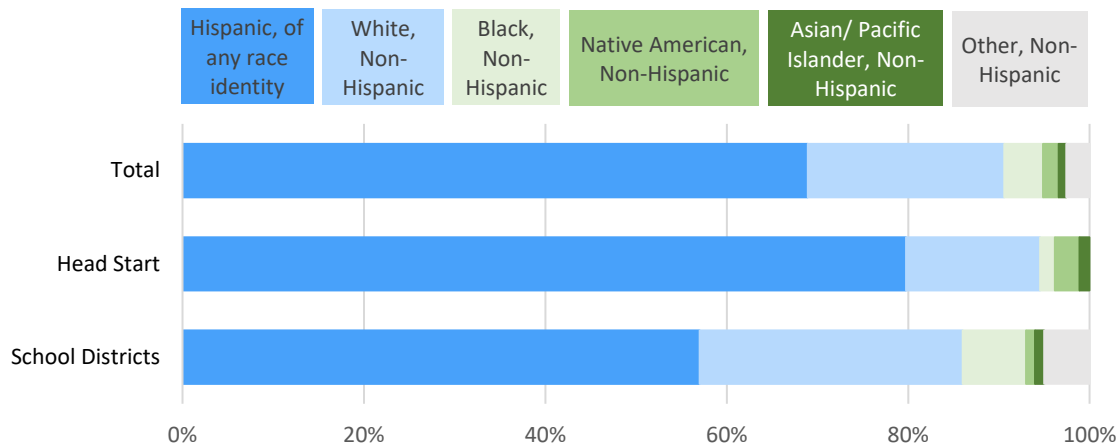
Lessons learned during SY2021-2022
- The number one lesson learned this year was the need to focus on the retention and recruitment of teachers. This is the most significant constraint to opening or reopening preschool classes. To address this, the PEEPs program substantially increased scholarship reimbursement rates for next school year with specific requirements for school districts to show how they will use the funding to increase teacher compensation, as well as investing in other quality improvements.
- Discussions with pre-school administrators led staff the conclusion that the long-term sustainability of increasing the percent of 3-5 year olds also requires physical site improvements in addition to classroom and teacher support. Given that fewer scholarships were used during SY2021-2022 than anticipated, some of those funds will be used in SY2022-2023 to improve the physical facilities of early childhood education centers. Some schools need preschool-age appropriate playground equipment as new preschool classes are added at elementary schools, some have playground equipment that needs replacement and some playgrounds need shade. Making these improvements with SLFRF is a program sustainability measure.
- Initially, PEEPs limited scholarships to households with incomes below 200% federal poverty level. Discussions with members of the Board of Supervisors, pre-school administrators and early childhood education advocates have led PEEPs staff to expand eligibility for most scholarships to households at or below 300% federal poverty level for future years.   This change was made to increase the number of households eligible for and accessing PEEPs scholarships while maintaining the program's focus on low and moderate-income households with children 3 – 5 years old.
- PEEPs staff have solicited and received considerable feedback from parents, preschool directors, advocates, and other sister agencies that has been used to improve the program. PEEPs staff will be working over the summer to finalize its plan for soliciting more formal feedback from a variety of stakeholders in SY2022-2023.

Use of Evidence - Pima Early Education Program

The goals of the Pima Early Education Program (PEEP) are (1) to increase the number of 3 to 5 year old children from families with incomes at or below 200% of the Federal Poverty Level attending high quality preschools in Pima County, and (2) to increase the capacity and number of preschools recognized as high quality, as well as the number of high quality preschool participating in financial assistance programs for their students.

The State of Arizona recognizes high quality preschools as those participating in the State's Quality First program with a rating of 3-5 stars, those participating in the Federal Head Start program, or nationally accredited preschools. As of June 2022, 173 of 174 PEEPs preschools are (a) participating in the State's Quality First program, (b) have applied to participate in the State's Quality First program and are in the process of receiving a Quality First assessment and rating, or (c) are participating in the Federal Head Start program. The remaining one preschool is Nationally Accredited and is not in Quality First or Head Start.

Numerous longitudinal studies show that investing in high-quality preschool, especially for economically disadvantaged, minority and dual language children, provides short-term and lasting benefits to children, families, schools, employers, taxpayers, and the community. See, for example, Morgan (2019)[45] and Gray-Lobe, Pathak, and Walters (2021)[46].

Quality First, a program of Arizona's First Things First state agency, is Arizona's Early Learning Quality Improvement and Rating System. Arizona's Quality First program was designed to include similar evidence based interventions that are components of other quality rating and improvement systems (QRIS) across the nation.

> Quality First partners with childcare and preschool providers to improve the quality of early learning across Arizona. The system assesses providers on evidence-based indicators of quality, funds supports to help providers enhance the quality of their programs, and then publicly rates providers on a five-tier scale. There are five quality improvement services that Quality First offers to participating early care and education (ECE) programs: coaching, assessment, financial incentives, specialized assistance, and professional development.[47]

As part of The Quality First: Arizona's Early Learning Quality Improvement and Rating System Implementation and Validation Study, Phase 1, researchers "synthesized research evidence about Quality Rating and Improvement System features and summarized trends in state QRIS. The purpose of this synthesis was to situate Quality First within the context of other QRIS nationally. Second, building on existing literature reviews and projects that have already been conducted…a research synopsis was

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[45] Morgan, Hani. (2019). Does High-Quality Preschool Benefit Children? What the Research Shows. Education Sciences. 9. 19. 10.3390/educsci9010019. https://www.researchgate.net/publication/330539765_Does_High-Quality_Preschool_Benefit_Children_What_the_Research_Shows

[46] Gray-Lobe, Pathak, and Walters. (2021). The long-term effects of universal preschool in Boston. Blueprint Labs Discussion Paper #2021.05. May 2021. https://blueprintcdn.com/wp-content/uploads/2021/05/Blueprint-Labs-Discussion-Paper-2021.4-Gray-Lobe-Pathak-and-Walters.pdf

[47] Epstein, D., Hegseth, D., Friese, S., Miranda, B., Gebhart, T., Partika, A., and Tout, K. (2017). Quality first: Arizona's early learning quality improvement and rating system implementation and validation study. Chapel Hill, NC: Child trends (p. ii).

written for each Quality First component."[48] The study found that "Overall, the Quality First model and its five main components are similar in structure and operations to other QRIS nationally. [49]

The Phase 1 study also included "a validation of the Quality First Rating Scale (1 to 5 stars) to examine if the rating is working as expected and whether it distinguishes between different levels of quality."[50]

> Overall, findings from the Quality First validation analyses are consistent with other recent validation studies including those in California, Delaware, Minnesota, Oregon, Rhode Island and Wisconsin, which all reported significant relationships between ratings and an independent measure of program quality.[51]

In addition, the study found that Quality First programs improve their quality over time.[52]

Head Start has been around for almost six decades as it was initiated in 1964, is almost exclusively federally funded, and is administered by the Office of Head Start, which is part of the U.S. Department of Health and Human Services.

> Head Start programs promote the school readiness of infants, toddlers, and preschool-aged children from low-income families. Services are provided in a variety of settings including centers, family child care, and children's own home. Head Start programs also engage parents or other key family members in positive relationships, with a focus on family wellbeing. Parents participate in leadership roles, including having a say in program operations.[53]

Components in every program include education, health services, and family involvement.

"Head Start programs deliver services through 1,600 agencies in local communities. Most Head Start programs are run by non-profit organizations, schools, and community action agencies." In Pima County, Child-Parent Centers, Inc. is the regional provider for Head Start programing.

Proven, long-term impacts of Head Start include:[54]

- **Economic Stability:** Head Start participants are 12% less likely to live in poverty as adults and 29% less likely to receive public assistance.
- **Early Support**: Families in Early Head Start have stable home environments and less involvement with the child welfare system.
- **Advancing Parents**: Head Start enhances parents' education level, employment status, and income.
- **Health**: Head Start children have more access to health care and have improved physical health throughout their lifetime.

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[48] Epstein, D., Hegseth, D., Friese, S., Miranda, B., Gebhart, T., Partika, A., and Tout, K. (2017). Quality first: Arizona's early learning quality improvement and rating system implementation and validation study. Chapel Hill, NC: Child trends (p 7
[49] Ibid (p.18).
[50] Ibid, p. ii
[51] Ibid, p. xii
[52] Ibid, p. vi
[53] https://www.acf.hhs.gov/ohs/about/head-start Accessed March 16, 2022
[54] https://nhsa.org/resource/2022-state-fact-sheets/ Accessed March 16,.2022

Community and Workforce Development Data System Upgrade

Project Identification Number: PC11
Allocation Amount: $567,933.51
Project Expenditure Category: 2.37 Economic Impact Assistance - Other

Data System Project Overview
Pima County is allocating $567,933.51 in SLFRF to acquire and implement a new data management system to improve services provided within the Community and Workforce Development (CWD) department. Treasury's Final Rule[55] specifically articulates improvements to data management systems to "improve public delivery of government programs and services" as an allowable expense. CWD is responsible for providing an array of social and economic support services to Pima County residents, including, but not limited to, housing services, employment assistance, community initiatives and outreach, workforce and education, and housing / neighborhood development. This department has seen a drastic increase in program requests and direct client assistance since the onset of the COVID-19 pandemic, and many of its programs directly support individuals and families negatively impacted by the pandemic.

This SLFRF project investment will enable the department to procure and develop a comprehensive data solution that will integrate department services areas, and improve the client enrollment process. The project design is anticipated to synthesize and connect all existing proprietary data solutions within CWD, in addition to creating a user-friendly application process for individuals and families requesting CWD program support. The data management system will also enable the department to improve data tracking and data management across program areas. These improvements will allow the department to improve service delivery models through data-driven performance management.

Through implementation of this project, CWD plans to expand on its role as a physical "one-stop" for accessing services by implementing a "digital one-stop." Using this system, CWD will be able to build referral pathways within its service delivery model by improving data collection on all enrollments, and create a more robust internal referral process to other eligible services within the CWD portfolio. Developing such a data system will maximize departmental efficiencies and support CWD clients through efficient and timely service delivery.

Data System Objectives
The objectives of the data system project are to:
- Efficiently track and report activities of the department;
- Serve households requesting program services across the department in an organized and effective manner; and
- Augment capacity to refer to additional services as needed by clients, and determined appropriate by department.

Data System Main Activities
Community and Workforce Development will perform five main activities in the data system project to achieve data system objectives. The Department will:

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[55] Coronavirus State and Local Fiscal Recovery Funds. January 27, 2022. Federal Register. Vol. 87, No 18. Page 4388. https://www.govinfo.gov/content/pkg/FR-2022-01-27/pdf/2022-00292.pdf

- Procure a data management system, through the Pima County approved Request for Proposal (RFP) process;
- Collaborate with the data management system developers to configure data system architecture and adapt processes;
- Test and approve the new data management system development;
- Migrate existing data to new system; and
- "Go Live" with new system – integrated with existing proprietary data management solutions across the department.

Data System Key Performance Indicators

The effectiveness of the main activities will be exhibited by the following key performance indicators:
- Data system software procurement;
- Data system architecture development and design based on current program processes, and data requirements set by department and program subject matter expertise;
- Data system testing; and
- Data system "Go Live" and department approvals.

Data System Status

Community and Workforce Development (CWD) followed the County's procurement process to conduct a Request for Proposal (RFP), and select a data management system software product and support package. The new system design, planning and implementation is scheduled to start after the formal procurement and contracting process is complete. (Fall 2022)

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$567,933.51

■ Amount Allocated   ■ Amount Expended
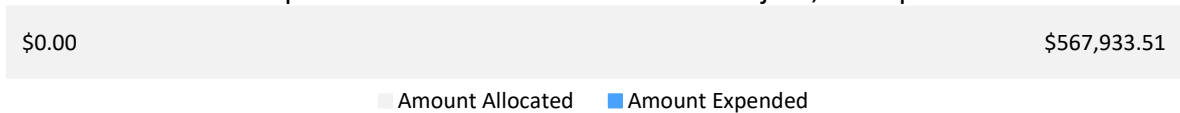
Kino Services Center Facility Modifications

Project Identification Number: PC12
Allocation Amount: $388,006.00
Project Expenditure Category: 2.37 Economic Impact Assistance - Other

Kino Services Center Facility Modifications Project Overview
Pima County is allocating $388,006.00 in SLFRF to upgrade the Kino Services Center (KSC), one of the primary, and public facing sites for Community and Workforce Development (CWD) services. CWD is responsible for providing an array of social and economic support services to Pima County residents, including, but not limited to, housing services, employment assistance, community initiatives and outreach, workforce and education, and housing / neighborhood development. This department has seen a drastic increase in program requests and direct client assistance since the onset of the COVID-19 pandemic, and many of its programs directly support individuals and families negatively impacted by the pandemic.

This SLFRF project investment will allow clients to access computers, private computer stations, and internet while applying for program support from CWD. These modifications will enable public utilization of technology solutions to apply for programs and services across the department. Currently, the facility design has open concept design and computers are public facing. These facility modifications will create a resource area for program applicants, private spaces to meet with enrollment specialists, and training spaces for employment training.

The resource area created through investment of SLFRF dollars, will create a specific space for individuals to access, apply for, and receive CWD services as needed. Private spaces will enable clients and case manager to meet privately, assuring individuals and families are provided services with dignity, privacy, and confidentiality. These participants represent populations who have historically been disproportionately affected by negative economic impacts across the community, exacerbated by the COVID-19 pandemic. The facility modifications create additional access to individuals and families that need CWD services, such as housing support, job training, and other social and community services that are priority for Pima County residents.

Kino Services Center Facility Modifications Objectives
Facility modifications to the Kino Services Center serve two objectives:
- To better resource applicants for CWD services, including, computer stations, internet access, and meeting spaces for case management and training; and
- To augment capacity to refer to additional services as needed by clients, and determined appropriate by department.

Kino Services Center Facility Modification Activities
Designing resource center space that aligns with the goals of CWD to provide increased spaces to apply for services, increase private spaces for case management and resource coordination, and facilitate increased access to CWD services.

Kino Services Center Facility Modifications Key Performance Indicators
Knowledge of the extent to which facility modifications at the Kino Services Center promote the objectives of the project will come from four key performance indicators:
- Number of service stations built;

- Number of computers accessible for applicants;
- Number of training / meeting spaces accessible; and
- Impact of facility modifications to successful enrollments in CWD services.

Kino Services Center Facility Modification Status

There are no ARPA expenditures on this project through June 30, 2022 reporting period.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$388,006.00

☐ Amount Allocated ■ Amount Expended
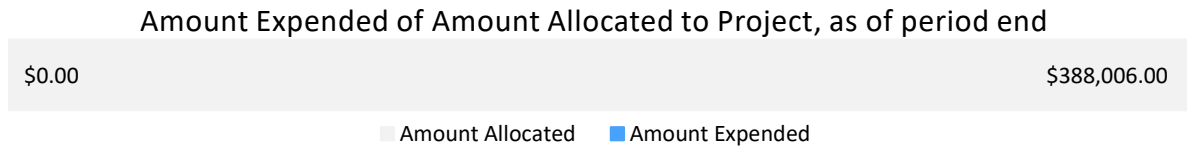
Emergency Housing Support, Case Management, and Supportive Services

Project Identification Number: PC13
Allocation Amount: $2,950,000.00
Project Expenditure Category: 2.18: Housing Support - Other Housing Assistance

Emergency Housing, Case Management and Supportive Services (Emergency Housing) Overview
Pima County has allocated $2,950,000.00 to support the Emergency Housing Support and Case Management (Emergency Housing) pilot project, providing a safety net for individuals and families amidst potential increases in evictions, resulting directly, or indirectly, from COVID-19 pandemic hardship.

Pima County has taken a multi-pronged approach to build a stronger safety net to prevent intermittent and long-term risk of homelessness, through other SLFRF pilot programs, specifically Emergency Eviction Legal Prevention (EELS) and federal funding sources for rental assistance, Emergency Rental Assistance programming (ERA), in addition to already existing continuum of care services provided by the County. This project, specifically, provides an intervention point to provide immediate housing support to any individual or family that is at risk of experiencing homelessness due to eviction. The intent of this program is to provide continued housing stability, in conjunction with case management services to address the immediate housing needs, providing a seamless pipeline of services toward permanent housing.

Pima County's Community and Workforce Development (CWD) department has designed and implemented this pilot project in alignment with already existing CWD programs and services, as this department is the central County support agency for housing services, and wrap-around economic support services. This project is designed based on an existing and extensive resource network to assure a comprehensive safety net for residents at-risk of homelessness from eviction.

Pima County CWD started this program on January 26, 2022, with approval from the Pima County Board of Supervisors and Pima County Administration, and has provided emergency housing 176 unique individuals (including adults and children) through June 30, 2022, with 80% of participants exiting to positive and permanent housing outcomes. This program hopes to demonstrate that early interventions in housing can prevent chronicity and assure continuity of essential social services, resulting in long-term housing stability. Investment in projects, such as this one, demonstrate continued investment in the population it seeks to serve through estimated reduction in other acute services, such as, but not limited to the justice health acuity nexus. Of note, this project will serve more children and families than other similar programs and provide a broader safety net for families, as well as individuals.

Emergency Housing Objectives
The Emergency Housing Support, Case Management, and Supportive Services project has four objectives:
- To provide immediate emergency housing to individuals and families that are newly, or at risk of, being evicted and experiencing homelessness and due to familial status or other circumstances will be unlikely to qualify to stay at a traditional homeless shelter;
- To provide services to at risk populations experiencing homelessness, and not able to be referred to other comparable support programs;
- To provide comprehensive case management services based on eligibility – including, but not limited to, rental assistance, direct and long-term housing services, social services, as applicable; and
- To expand the referral services network and directly respond to housing insecurity in the community.
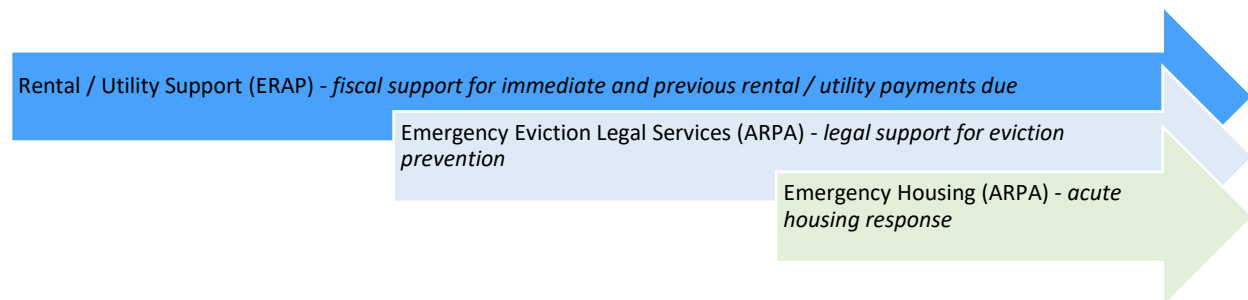
Emergency Housing Main Activities

CWD has designed this project to respond to housing insecurity throughout the community. Funded through SLFRF, the Emergency Housing project operates 40 non-congregate rooms in a designated hotel shelter space. This capacity is anticipated to expand as the program grows, exhibited by increased and ongoing demand for these services.

Currently, major project activities include the direct housing and food for eligible individuals and families, and comprehensive case management services, specifically, coordination of housing services, determining eligibility for other eligible services (e.g., job / workforce services, enrollment in health / public health services e.g., Medicaid, TANF, and / or other / like services provided by CWD, or its community partners).

Eligibility and Referral Screening

Program eligibility is determined through referral pathways such as, but not limited to Pima County Constables, Emergency Eviction Legal Services (EELS), and direct referrals. Eligibility is determined by risk of immediate homelessness, and / or no appropriate referral to similar services, where appropriate (e.g., Emergency Rental Assistance Program).

By design, this department can determine eligibility for multiple programs that have shared goals, based on current needs of the applicant, and guide appropriately.

Rental / Utility Support (ERAP) - *fiscal support for immediate and previous rental / utility payments due*

Emergency Eviction Legal Services (ARPA) - *legal support for eviction prevention*

Emergency Housing (ARPA) - *acute housing response*

Emergency Housing Services

For individuals and families determined eligible (evicted or immediately facing eviction), the Emergency Housing team will conduct an intake for the individual / family unit and get them housed immediately in the non-congregate shelter space. In housing individuals, there is direct oversight over the provision of food, necessary supplies and other support needs, determined by the case management team.

Case Management Services

Upon entry into the Emergency Housing Program, case management services are provided through the case management team, aligning with best practices – specifically, support in finding long-term housing, job training and / or job placement, social / health services (e.g., Medicaid, TANF, behavioral health services), and other services as determined appropriate by the case management team.

Outcomes and Long-term Goals

This program is interested in aligning the design of this work with the tenets set forth in best practices in reducing the risk of long-term or chronic homelessness. Goals for this program are to continue to prevent eligible individuals or families from becoming homeless or reduce the time that an individual or family remains homeless, measure the successful enrollments in complementary social or economic support services, and assure safe, long-term housing solutions for all participants in the program.

Emergency Housing Key Performance Indicators

The U.S. Treasury has articulated two key performance indicators under 2.18, one is "Number of households receiving eviction prevention services (including legal representation" and the other is "Number of affordable housing units preserved or developed." While Pima County's Emergency Housing and Case Management for Newly Evicted Individuals and Families project is not preventing eviction or preserving or developing affordable housing units, it is preventing homelessness. Project staff are assessing eligibility, collecting demographic information from applicants, and counting the number of individuals and families served by the project.

As CWD is responsible for programs that address homelessness throughout the County, the department is entering all program data into the Homeless Management Information System (HMIS) database. HMIS is a local information technology system used to collect client-level data on the provision of housing and services to homeless individuals and families, in addition to persons at risk of homelessness. As this system is responsive to the Continuum of Care (CoC) programming, it has become a national standard for critical data collection associated with providing services for residents at risk of, or currently experiencing, homelessness.
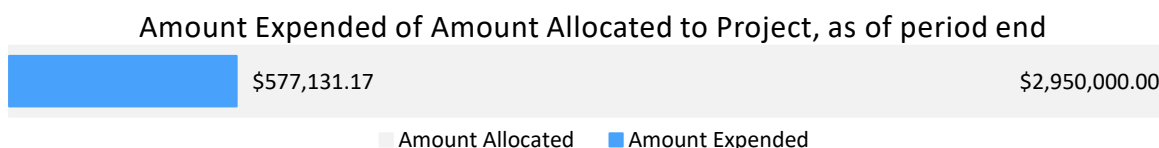
As this project is still within its first 6-months, the department is capturing all the required data for HMIS, as determined by best practices set within the department, but focusing on critical data areas, enumerated below.

- Program Entry Data (Number of individuals and families entering the program)
- Case Management Services Referred to, while in the program
- Individual / Family economic changes while in the program (e.g., change in income, getting jobs while in the program)
- Outcome / Program Exit data (specifically – type of housing – permanent or temporary, and length of stay in program)

*As indicated above, HMIS data is robust data set that will continue to grow with the project, and other data elements will likely be included as the project emerges out of its infancy.

Emergency Housing Project Status

Of the $2,950,000.00 in SLFRF allocated to this project, $577,131.17 (20%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

| $577,131.17 | | $2,950,000.00 |

Amount Allocated ▪ Amount Expended

The Emergency Housing project began January 26, 2022. The Community and Workforce Development (CWD) Department has secured non-congregate residential hotel space to house newly evicted individuals and families at risk of experiencing homelessness. This facility will support project growth and continued demand in the community. Since inception of the project, CWD has operated emergency housing in 40 non-congregate hotel rooms, with plans to expand based on demand for the program, and staffing availability in subsequent months and years.

To-date the project has served 176 unique individuals, including 63 households. Of the households served, more than half (54%, n=34) included children.

The Emergency Housing Project hotel utilization has been at or above 70% occupancy since April 1, 2022, exceeding 80% most weeks since mid-April. The demand for these services remains consistent, with the majority of individuals and families showing an average length of stay of 30-days, a reduction in the anticipated and budgeted 45-day estimate. This demonstrates that project participants are getting into secure housing faster than anticipated.

Referral Pathways and Program Entry Data

Individuals and families can be referred to this program through multiple referral pathways. Of note, the primary referral pathways include the Pima County Constables, self-directed referrals, EELS referrals, or direct referrals from outside sources. The referral pathway process benefits from layered approach to best meet community members and intervene at critical housing.

Number of individuals served, by gender and age range in Pima County, through June 30, 2022
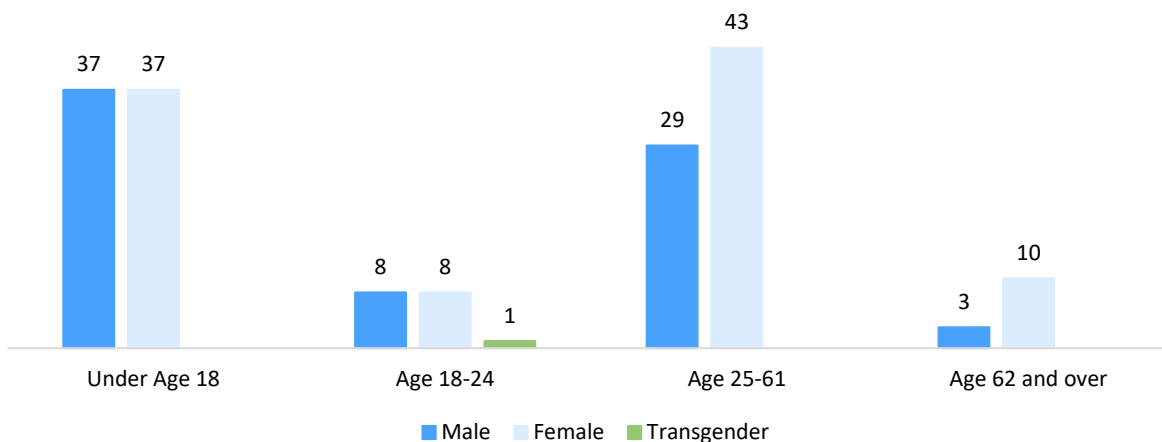
Of the 176 individuals served, 102 were adults and 74 were children under age 18. The majority of adults were female (60%), and of these, 34% of adult female participants (35 women) were enrolled with children. In comparison, males comprised 39% of the adult participants (40 men), but only 25% of adult participants are males with children.

Forty-three percent (43%) of the adults had no monthly cash income at start, 2% had income between $251 and $500, 21% had income between $501 and $1,000, 11% had income between $1,001 and $1,500, 12% had income between $1,501 and $2,000, and 11% had income of greater than $2,000.

Number of adults served, by monthly cash income at start of service in Pima County through June 30, 2022

| No income | $251-$500 | $501-$1000 | $1001-$1500 | $1501-$2000 | $2001+ |
| 44 | 2 | 22 | 11 | 12 | 11 |
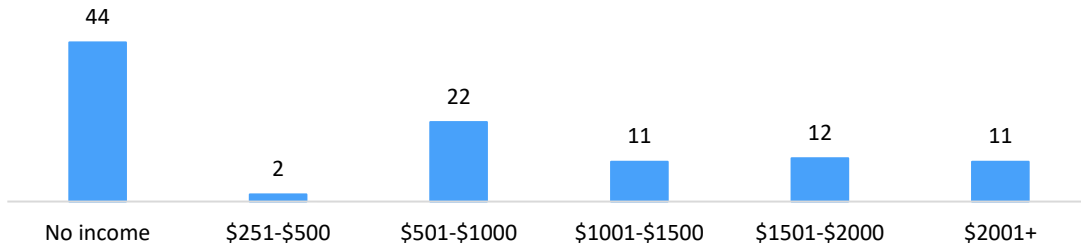
Percent of emergency housing program participants by ethnicity in Pima County through June 30, 2022

- Non-Hispanic/Non-Latin(a)(o)(x) — 57%
- Hispanic/Latin(a)(o)(x) — 43%
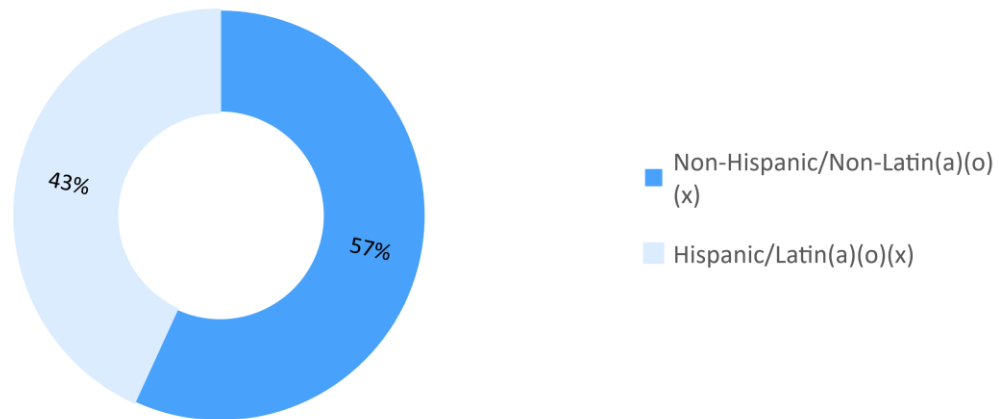
Non-Hispanic/Non-Latin(a)(o)(x) participants make up 57% of Emergency Housing recipients. The largest three race categories are White (70%), Black, African American, or African (14%), and multi-race individuals (11%).

Percent of emergency housing program participants by race in Pima County, through June 30, 2022

- White — 70%
- Black, African American, or African — 14%
- Asian or Asian American — 2%
- American Indian, Alaska Native, or Indigenous — 1%
- Native Hawaiian or Pacific Islander — 2%
- Multiple Races — 11%
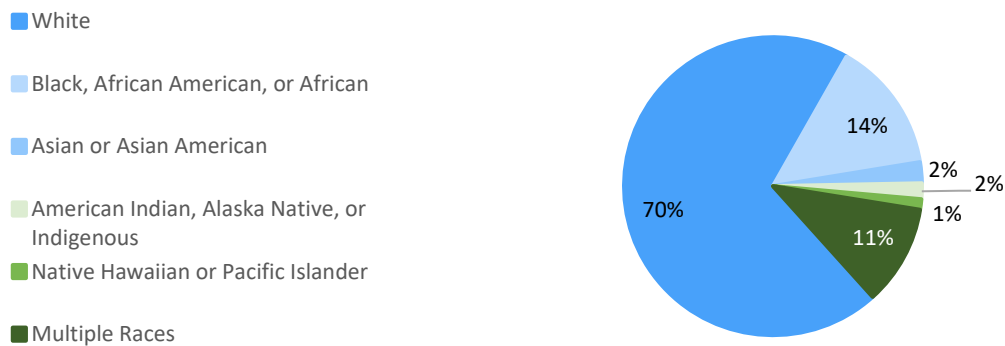
Case Management Data

Comprehensive case management is provided to all participants in the Emergency Housing project. The case management services are intended to provide critical supports for successful exit from the program and long-term housing support.

Housing Support

Twenty adults had received housing support from other organizations due to their living situation. Sixty-five percent of the adults received support in homeless situations, while 20% received support in other locations, and 15% received support in institutional settings. The table below provides the detail of adults involved in the program and receiving housing support from other organizations.

Number of emergency housing participants by living situation, July 1, 2021 – June 30, 2022

Type	Living situation	Number of participants
Homeless Situations	Emergency shelter, including hotel or motel paid for with emergency shelter voucher	13
Institution al Settings	Substance abuse treatment facility or detox center	1
	Hospital or other residential non-psychiatric medical facility	2
Other Locations	Rental by client, with other housing subsidy (including RRH)	2
	Hotel or motel paid for without emergency shelter voucher	2
Total		**20**

Food/Nutrition Support

Forty-nine individuals received nutrition support at start, including from SNAP (47 individuals, 27% of participants) and WIC (two individuals), while 27% of program exits (21 of 79 individuals) participated in SNAP at exit.

Health Insurance

Eighty percent of individuals (141 of 176) had health insurance at program start. Among those who had health insurance at start, the vast majority (90%, n=127) had one source of health insurance. The most common type of health insurance among individuals at start and exit was Medicaid.

Program Exit Data – Participant Outcomes and Goals

None of the 79 individuals that had a 'program exit' participated in the Emergency Housing Program for longer than 60 days. Forty-one percent of program exits received emergency housing services for 31 to 60 days. One-quarter of program exits (24%) left the program 22 to 30 days after entry. Eleven percent of program exits exited the program after 8 to 21 days of participation. Seventeen percent of program exits remained in the program for no more than seven days.

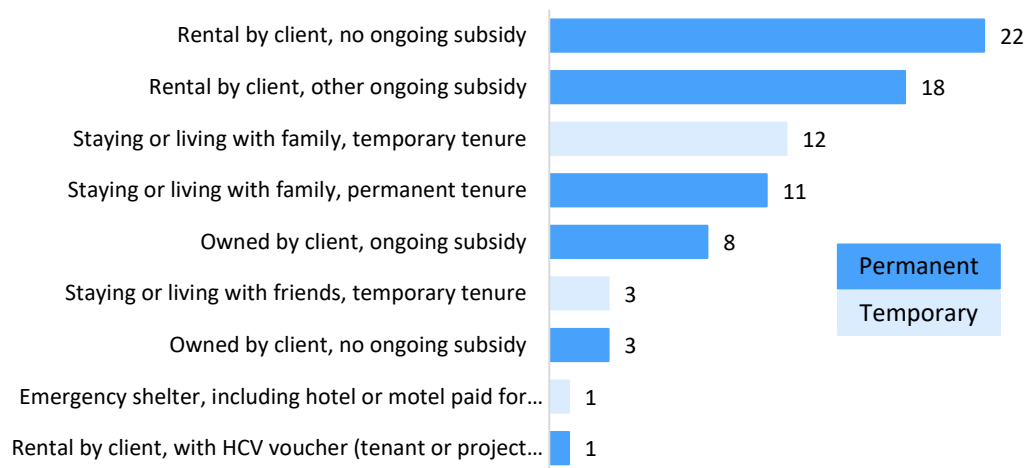Of the 176 individuals served by the Emergency Housing Program, 79 individuals (45%) left by June 30, 2022. The vast majority of program departures (80%, 63 individuals) exited to positive housing destinations. Permanent housing arrangements found by program exits include rentals with no ongoing subsidy (28% of all program departures), rentals with an ongoing subsidy (23% of all program departures),

staying or living with family (14% of all program departures), and one program exit occupied a rental with a Housing Choice Voucher (HCV).

Twenty percent of program exits (16 individuals) found temporary housing. Twelve program exits exited to stay temporarily with family. Three program exits exited to stay temporarily with friends. One leaver exited to stay temporarily in an emergency shelter with the use of an emergency voucher.

Concerning earned income at exit, 33% of adult program exits (15 of 45) exited the program with earned income. Additionally, nearly one-quarter of adult program exits (24%) exited with Supplemental Security Income (SSI). One-third of adult program exits (33%) exited the program with no income.

Number of program exits by exit destination (n=79), in Pima County, through June 30, 2022

Exit destination	Count
Rental by client, no ongoing subsidy	22
Rental by client, other ongoing subsidy	18
Staying or living with family, temporary tenure	12
Staying or living with family, permanent tenure	11
Owned by client, ongoing subsidy	8
Staying or living with friends, temporary tenure	3
Owned by client, no ongoing subsidy	3
Emergency shelter, including hotel or motel paid for…	1
Rental by client, with HCV voucher (tenant or project…	1

Permanent
Temporary

Northwest Services Center

Project Identification Number: PC14
Project Allocation: $34,900,000.00
Project Expenditure Category: 3.4, Public Sector Capacity - Effective Service Delivery

Northwest Services Center (NWSC) Overview
Pima County has allocated $34,900,000.00 in SLFRF to the Pima County Northwest Services Center (NWSC), a capital investment project to build a public health, workforce and community services facility within a federally qualified census tract to increase accessibility to critical public services for underserved, and otherwise vulnerable community members.

The current property and facility is an existing County capital asset that will be demolished and redesigned to create a hub of public health, housing, workforce, and community services that currently exist at disparate sites throughout the County. COVID-19 directly amplified the need across the county for public health services and for public-facing community services supporting economic recovery among individuals and households, especially for historically disconnected and marginalized community members.

Public Health Services

This facility will be designed to incorporate Pima County direct medical services, to include clinic spaces as well as office and service areas for Consumer Health and Food Safety (CHFS), supplemental nutrition programs (WIC) services, vital records, public health data infrastructure, and mental health support services. This facility will also support the expansion of additional public health divisions' services, as determined appropriate by County Administration, the Pima County Chief Medical Officer, and Public Health Director. This capital project will result in Pima County's strengthened capacity to adequately respond to the needs of the community, the COVID-19 pandemic, and any other public health emergency.

Economic Recovery Services and Community / Workforce Support

In addition to ensuring adequate and effective public health responses to the pandemic and preventing future infrastructure barriers to continuity of care, Pima County is invested in systematically supporting economic recovery from the pandemic through interconnected workforce development services. Pima County's Community and Workforce Development (CWD) department has been an integral community asset, especially throughout, and in response to, the COVID-19 pandemic. The Northwest Services Center will expand and enhance Pima County's geographic accessibility to services for job seekers by housing workforce and training programs. The facility will have training areas, computer labs, and added supports for job seekers needing to apply for jobs, case management services, one-on-one coordination of services, and resource deployment.

The completion of the Northwest Services Center facility is a long-term investment in public health and economic recovery infrastructure, enabling the County to eliminate facility leases for some of these existing services and move them to a central and accessible location. This facility plan and design is a direct result of community needs realized during the COVID-19 pandemic, and the ability for the County to respond and provide greater access to the community for those respective services. As stated, the Northwest Services Center site is located in a federally qualified census tract in Pima County, and is in a federally designated medically underserved area. The site is accessible by public transit, and is more centrally located than other County facilities, providing greater public access to necessary public services.

NWSC Objectives

The ultimate objectives are to more effectively serve underserved and marginalized community members with public health and economic recovery services in the short and long-term, and to increase the County's capacity to effectively and efficiently respond to future public health crises. The immediate objectives of this project are the timely deployment of central planning and implementation phases:

- Conceptual Planning and Masterplan
- Demolition and Construction
- Opening of NWSC

NWSC Main Activities

This facility investment will realize three central phases, specifically – conceptual planning for the adaptive reuse of the existing facility, development of an overall masterplan for the complete build-out of the site, along with a phasing plan and conceptual cost estimates. Upon completion of the design phase, the County will move into demolition and construction of the facility, in addition to street and traffic modifications to assure greater entry and egress access.

NWSC Key Performance Indicators

Pima County has established one key performance indicator for the Northwest Services Center project, which is the timely completion of the 3 Central Phases for NWSC

- Conceptual planning, design and architecture planning for adaptive reuse of facility
- Demolition and Construction
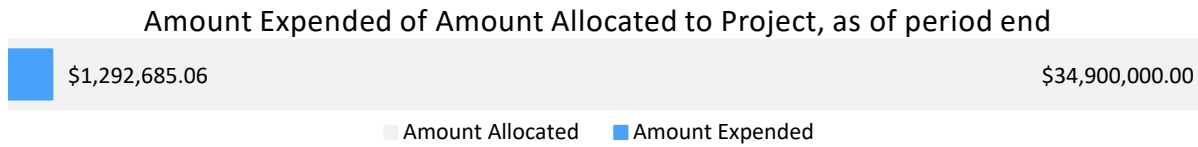- Opening of the facility to the public

NWSC Project Status

Currently, Pima County Facilities Management (PCFM) has contracted with *Line and Space*, a local design and architecture agency, for the conceptual design phase of the Northwest Services Center. This agency was procured in accordance with Pima County Board of Supervisors and Pima County Procurement policy assuring competitive procurement and evaluation of bids.

This facility will consolidate a number of County service agencies, specifically *Pima County Health Department (PCHD)* and *Pima County Community Workforce Development (CWD)*. *Line and Space* has worked with key subject matter expertise and leadership from each department to assure the space design will meet the core functional areas of the respective departments providing services. Line and Space, in addition to PCFM, have coordinated programming workshops with each of the planned Pima County occupant departments (CWD and PCHD) to facilitate the design approach, site plans, operational plans, facility flow, and room / space utilization and plans. This includes design detail of each operational space that is required to meet the needs of clinic utilization, in addition to workforce training needs. Since the facility is a planned multi-use facility, there will be specific design plans associated with conference and training rooms, in addition to shared and public spaces.

PCFM has completed the required permitting process to proceed with the facility planning, design and construction. PCFM has recently completed their procurement of Lloyd Construction for the next phases of the capital project. Lloyd Construction will be responsible for working with the County as the General Contractor to implement all construction and design plans, in addition to working with the County for qualified consultants and sub-contractors.

The construction is estimate to complete in winter of 2024, with the subsequent opening of the facility to the public. Pima County departments plan to implement data elements integral to, and reflective of, the services provided at the NWSC to demonstrate the need for such a facility, and utility of these necessary public health and community and workforce services.

Of the $34,900,000.00 in ARPA CSLFRF allocated to this project, $1,292,685.06 (4%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$1,292,685.06 $34,900,000.00

Amount Allocated   Amount Expended

Restoration and Modifications of Curley Gymnasium - Ajo

Project Identification Number: PC15
Allocation Amount: $2,200,000.00
Project Expenditure Category: 3.4 Public Sector Capacity - Effective Service Delivery

Curley Gymnasium Overview

Pima County has allocated $2,200,000.00 in SLFRF for the preservation, design and construction of the Ajo Curley School Gymnasium. This project will have both economic and public health direct impacts for Ajo and Pima County residents.

Located in unincorporated Pima County, and 43 miles from the Mexican border, Ajo is a small community with population of 2,841.[56] The surrounding Ajo community does not have adequate facilities for large public events, or community service delivery. The Ajo Curley School gymnasium has been identified as an appropriate facility to allow for cross-functional utilization specifically, public events, identified space for community service provision, and community gatherings. Of note, this facility will support the individuals and families seeking asylum at the southern border, serving as temporary respite space, prior to their transportation to other locales.   This facility will be modified to meet public health COVID-19 recommendations, specifically with respect to adequate physical distancing, space for COVID-19 testing, and coordination of services for this population. Similarly, this facility will serve as a community space that can be used for civic, public health and recreation activities, and other identified service needs. Finally, this space will be adequate for additional emergency services as identified by County leadership. The facility modifications will allow for multiple uses for Ajo residents, all which adequately meet the demands of the community, while assuring public health and safety, in addition, support economic growth and impact for years to come.

The improvements to the Curley School gymnasium space will prioritize necessary repairs and modifications to allow for large groups, while maintaining COVID-19 public health and safety standards. Anticipated building improvements include allowing for additional space in the building, specifically, the removal of lockers and showers and rehabilitation of the required restrooms. Additionally, there will be improvements to lighting, HVAC, and utilities and repairs to flooring, stucco, and fire alarm systems. Included in this scope are modifications to the parking lot to account for additional parking (specifically, striping the accessible parking spaces and bumper installation) and transportation need associated with utilization of the facility and large-scale transportation of asylum seekers into metropolitan Pima County. No ground disturbance is anticipated beyond reconnecting the building's utilities.

The Improvements to the 1938 gymnasium will also provide recreational/civic use opportunities for the Ajo Community, which has limited facilities. In the unincorporated community of Ajo, the Curley School Gymnasium has been identified as the only available building large enough to accommodate groups of 50 or more individuals for temporary respite. As a recipient of American Rescue Plan Act (ARPA) dollars, this project aligns with the core tenets of such funding opportunity, in the direct provision of services to disproportionately affected communities, maintaining public health access and standards, and the provision of necessary public health services at the southern border. This project is part of a Pima County led, regional strategy Provide and assure humanitarian aid in Southern Arizona.

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[56] US Census, 2020.

Curley School Objectives

By improving the Ajo Curley School Gymnasium, Pima County's objectives are to:

- Design and renovate the historic Ajo Curley School gym to accommodate for public health priorities and economic recovery;
- Implement, construct, and permit Ajo Curley School gym in a timely and compliant manner; and
- Utilize the facility to meet needs of the public, such as, but not limited to Humanitarian Aid and Economic Development

Curley School Main Activities

The Ajo Curley Gym main activities are as follows:

- Designing, planning, and permitting the facility;
- Constructing the facility;
- Utility Relocation; and
- Meeting additional design & construction needs, as determined appropriate, and within budget (contingency).
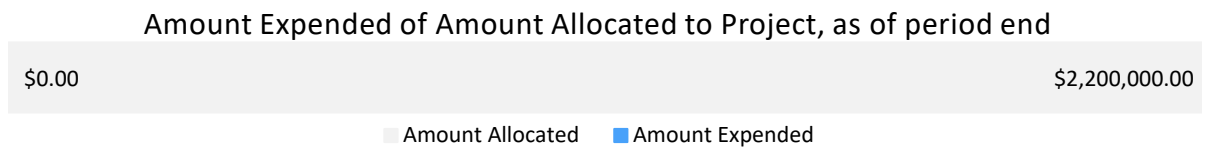
Curley School Key Performance Indicators

The following key performance indicators will act as markers of progress toward meeting the Curley School Gymnasium project objectives:

- Timely start and completion of main activities listed herein;
- Successful reopening of the facility Fall 2023 and operational planning for utilization; and
- Tracking of activities and utilization plan for the facility upon opening in fall / winter 2023.

Curley School Status

Of the $2,200,000.00 in SLFRF allocation to this project, $0.00 has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$2,200,000.00

Amount Allocated   ■ Amount Expended

Currently, Pima County Facilities Management (PCFM) has worked to assure the design and permitting process have started and are on track to begin construction in Fall of 2022.

PCFM has partnered with a local-area architecture and planning firm, Poster Mirto McDonald (PMM). PMM specializes in historic preservation, community architecture and urban planning. PMM has an impressive portfolio of projects and long-standing history working throughout the community. PMM has been a long-standing partner of community organizations and local-area governments.

PMM and PCFM have spent the recent months completing the facility design, and project plan. As Ajo Curley School is listed on the historic register, PCFM has included all State Historic Preservation (SHPO) permitting requirements associated with this project, as aligned by state regulation and Pima County Office of Sustainability and Conservation, in fall 2022. Additionally, PCFM will work to complete any appropriate National Environmental Policy Act (NEPA) requirements, as determined necessary by

regulation, and executed project plan. PCFM, and the project team – including Pima County Grants Management and Innovation and Pima County Procurement, have worked diligently to assure all federal requirements associated with SLFRF, Federal Guidance (2 CFR 200) and Arizona Revised Statute are met.

As design and permitting comes to completion, construction is planned for fall of 2022, to complete in 2023.

Office of the Medical Examiner Equipment

Project Identification Number: PC16
Allocation Amount: $4,000,000.00
Project Expenditure Category: 1.7 Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

Office of the Medical Examiner (OME) Project Overview
Pima County has allocated $4,000,000.00 in SLFRF to purchase necessary fixtures and equipment as it augments facility capacity for increased demand. Throughout the COVID-19 pandemic, the Pima County Office of the Medical Examiner (PCOME) had drastic increases to overall processing of remains, investigations and indigent internment processing. Over the course of the COVID-19 pandemic, the facility and equipment capacity exposed limitations to meet the growing demand. Specifically, the facility design for the Office of the Medical Examiner would align as a consolidated larger-capacity facility, with an increase in freezer space, incinerators, increase intake / release space and capacity, and auxiliary / mobile cold storage for overflow. Facility modifications, additional sally ports, and crucial equipment, specifically, increase in freezer space (including auxiliary and mobile cold storage), incinerators, and additional equipment are all crucial in assuring appropriate and timely response to the COVID-19 pandemic. SLFRF funding will only be utilized for the equipment necessary to outfit the modernized facility.

The Pima County Medical Examiner and the staff have experienced a substantial increase in the number of cases they handle and the services they provide. PCOME has become a regional facility serving as the Medical Examiner for Pima, Cochise, and Santa Cruz as well as performing examinations for eight other surrounding Counties. With the proximity of Pima County to the U.S.-Mexico border Pima County has become the repository for the remains of foreign nationals who perish in the desert while crossing the into the U.S. The original facility was built in 1999 and expanded/renovated in 2004. The expansion project while improving the facility did not provide adequate autopsy suites, refrigerated storage and additional capacity to meet their current and future needs. This expansion project will be completed on site adjacent to the existing Medical Examiner's building.

At approximately 34,000 square feet, the current facility has distinct spaces aligned for administration and offices, autopsies, and public facing spaces. The new facility will provide the Medical Examiner and staff the appropriate space required to meet the current increased demand and allow for future growth within Pima County and the region. The design of the new facility will also incorporate updated medical examiner trends, including current technology to improve the quality of their services and increase efficiency. The public interface will be developed to improve the experience of individuals interacting with the office and create the proper separation of staff and the public.

OME Project Objectives
Project objectives are to design, expand and augment all PCOME facility spaces to more appropriately respond to increased regional volumes.

OME Project Main Activities
Pima County aims to achieve the project objectives through four main activities:
- Hiring a consultant;
- Developing and following a site plan for PCOME facility and modifications;
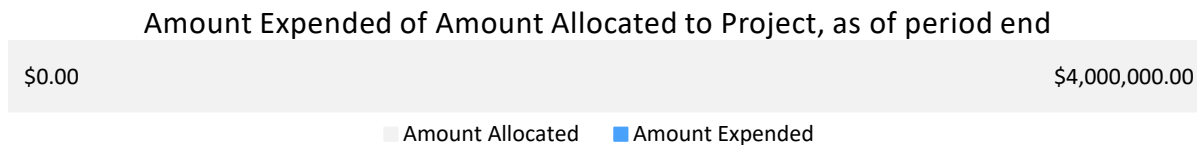- Developing a design; and
- Constructing.

OME Project Key Performance Indicators

The following key performance indicators will measure progress in the direction of the project objectives:

- Timely completion of design, construction and facility modifications; and
- PCOME volumes and throughput improvements through facility modifications.

OME Project Status

Of the $4,000,000.00 in SLFRF allocated to this project, $0.00 has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$4,000,000.00

☐ Amount Allocated   ■ Amount Expended

Pima County Facilities Management (PCFM) and OME are in the planning and design phase of this project. Currently weekly meetings are conducted for the design and implementation, specifically the design team, which includes PCFM, OME, Pima County Administration, and subject matter expertise, as aligned by OME. Currently, the Design Development Package is complete, and the design team has met to complete a construction document workshop to finalize the planning phase of the project. Procurement, permitting, and construction are scheduled to begin in fall of 2022 with an estimated completion date of December 2024.

Domestic Violence Shelter Improvements

Project Identification Number: PC17
Allocation Amount: $1,000,000.00
Project Expenditure Category: 1.4 Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, Childcare facilities, etc.)

Domestic Violence Shelter Improvements Overview

$1,000,000.00 of SLFRF funds are allocated to Pima County Behavioral Health (PCBH) and its partner, Emerge Center Against Domestic Abuse (*Emerge!*) to renovate the current congregate shelter to non-congregate emergency shelter for individuals and families escaping domestic violence. *Emerge!* is the area's largest domestic violence service provider in Pima County, operating an emergency shelter and hotline, in addition to the provision of case management services, advocacy, education and outreach. Pima County has a long history of collaborating with Emerge! to address domestic violence across the community. Partnerships between *Emerge!* and the Pima County Behavioral Health Department, Pima County Attorney's Office, and Pima County Adult Probation have strengthened the community's domestic violence response system.

The shelter operated by *Emerge!* is the only one in our community specializing in the trauma and safety considerations for domestic violence victims. The current shelter facility is a 51-bed communal living model with shared bedrooms, bathrooms, dining room, and kitchen. Due to COVID-19 public health and safety recommendations and increased demand for services, *Emerge!* explored a non-congregate emergency shelter model. With the onset of COVID-19 and clear limitations to congregate shelter models, *Emerge!* was forced to shelter clients with area-hotel partners who could provide non-congregate housing at short notice. This move all but eliminated the spread of COVID-19 within the program. Since July 2021 (through June 30, 2022), *Emerge!* has provided non-congregate shelter for over 300 individuals and families for an average of 20+ days per stay, resulting in over 8,000 bed nights. However, this adjustment exponentially increased operational costs and is unsustainable. Proposed enhancements to the current shelter will expand the capacity to serve more families and improve the shelter's ability to accommodate non-congregate shelter to respond to the current and any future pandemic emergencies.

The proposed renovation will allow *Emerge!* to increase the number of DV victims and their children who can be sheltered in our community. The congregate facility's current 13 units (which serves 20-25 households and a maximum of 51 people) will be expanded to 28 non-congregate rooms, each with their own bathroom and kitchenette. This will permit up to 42 households (approximately 84 individuals) to be sheltered on any given night, and is estimated to result in more than 700 unduplicated people being served each year. This will greatly reduce the 25-30 people currently being turned away each week due to capacity limitations. Beyond increased numbers served, this change is expected to increase the positive outcomes for shelter residents by reducing communal living challenges and allowing more time to be spent addressing trauma and taking the practical steps needed to live a life free from abuse.

The County's partnership and $1 million SLFRF investment in the renovation of the *Emerge!* emergency shelter into a non-congregate facility will result in systemic infrastructure improvements that will forever change the landscape of victim services in Pima County.

Web Resource: Emerge! Website

Domestic Violence Shelter Improvements Project Objectives

Improvements to the *Emerge!* domestic violence shelter are being made with three objectives in mind:
- To expand non-congregate living spaces at the Emerge! shelter;
- To increase the capacity to assist more families affected by COVID-19 while escaping domestic abuse; and
- To reduce operating costs associated with contracting out non-congregate shelter with hotels for individuals who need to quarantine.

Domestic Violence Shelter Improvements Project Main Activities

Achieving the objectives of the *Emerge!* shelter improvements involves five main activities on the part of Pima County Behavioral Health:
- Receiving a written commitment from the City of Tucson;
- Executing the sub-recipient agreement;
- Planning facility modifications;
- Initiating facility modifications; and
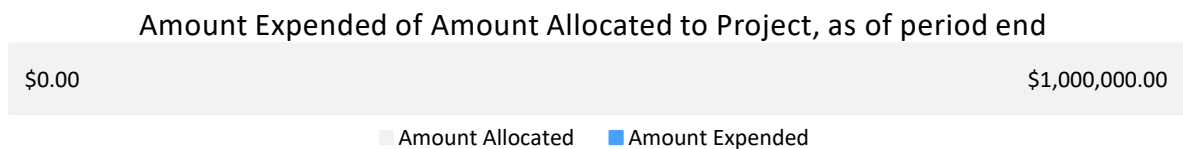- Completing facility modifications.

Domestic Violence Shelter Improvements Project Key Performance Indicators

Determining how far the main activities go toward achieving the objectives of the project is based on four key performance indicators:
- Progress on facility modifications – timeliness, quality, budget accuracy;
- Number of non-congregate units;
- Percent change in capacity compared to baseline; and
- Number of families served via non-congregate units.

Domestic Violence Shelter Improvements Project Status

Of the $1,000,000.00 in SLFRF allocated to this project, $0.00 (0%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$1,000,000.00

☐ Amount Allocated ■ Amount Expended

The project design and planning for renovation of the *Emerge!* shelter has commenced as of spring 2022. *Emerge!* has received additional funding (in addition to the SLFRF $1 million allocation) from City of Tucson, the State of Arizona, and private foundation funds. The SLFRF Pima County allocation is directed toward the construction and demolition portion of the facility renovation plan.

Emerge! has partnered with a local-area architecture and planning firm, Poster Mirto McDonald (PMM). PMM specializes in historic preservation, community architecture and urban planning. PMM has an impressive portfolio of projects and long-standing history working throughout the community. PMM has been a long-standing partner of community organizations and local-area governments. PMM and *Emerge!* have spent the recent months completing the facility design, and project plan.

Emerge!, Pima County, City of Tucson, and PMM have convened a project management team to assure timely project and design goals are met, specifically, the permitting of the facility, environmental review process, historical preservation review, demolition and the onset of construction. This oversight committee will assure compliance with all federal funding requirements for this project are met and documented, in conjunction with oversight for timely delivery of project milestones.

It is expected that the permitting process, in conjunction with required permitting and review processes will be completed in summer 2022, with demolition and the start of construction starting fall of 2022.

Victim Services Community Needs Assessment

Project Identification Number: PC18
Allocation Amount: $700,000.00
Project Expenditure Category: 1.11 Community Violence Interventions

Victim Services Community Needs Assessment Project Overview
Pima County Behavioral Health (PCBH) contracted with the Southwest Institute for Research on Women (SIROW) to conduct a Domestic Violence Community Needs Assessment. This needs assessment directly sought to investigate the accessibility of support services for victims of domestic violence, sexual assault, harassment and stalking. Pima County is dedicated to designing evidence based and data-driven programming; therefore, Pima County leveraged $15,000.00 in County general funds to pay for the needs assessment and guide strategic investment of Federal ARPA funds.

Pima County has allocated $700,000.00 of SLFRF funds to respond to recommendations detailed in the needs assessment. These funds will be used to generate data-driven, community-informed enhancements that improve accessibility to support services, especially for underserved populations in Pima County such as LGBTQIA+, people with disabilities, people with limited English proficiency, and families who are insecurely housed or escaping domestic violence.

Needs Assessment Recommendations
Recommendations from the needs assessment centered on increasing financial support for survivors, specifically low-cost legal representation, longer-term low-barrier housing, case management services and flexible financial assistance. Therefore, PCBH intends to pilot programming with the intention to enhance the availability of low-cost legal representation and low-barrier emergency housing via services delivered utilizing a trauma-informed care model.

Victim Services Community Needs Assessment Project Objective
The objective of the Victims Services Community Needs Assessment is to foster safety in the lives of victims of domestic abuse by addressing specific needs identified among stakeholders.

Victim Services Community Needs Assessment Project Main Activities
The four main activities of the Victims Services Community Needs Assessment include:
- Receiving approval from the Pima County Board of Supervisor to conduct pilot programming;
- Planning intervention implementation;
- Initiating intervention implementation; and
- Monitoring intervention progress moving forward.

**Victim Services Community Needs Assessment Project Key Performance Indicators**
Key performance indicators (KPIs) for this project will depend on the specific activities approved by the Pima County Board of Supervisors. KPIs will likely follow this initial course:
- Number and type of intervention(s) selected based on findings from needs assessment;
- Progress towards/completion of intervention planning; and
- Progress towards completion of intervention implementation.
- Outcomes specific to the interventions selected will be identified.

Victim Services Community Needs Assessment Project Status
Of the $700,000.00 in SLFRF allocated to this project, $0.00 has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$700,000.00

■ Amount Allocated　■ Amount Expended
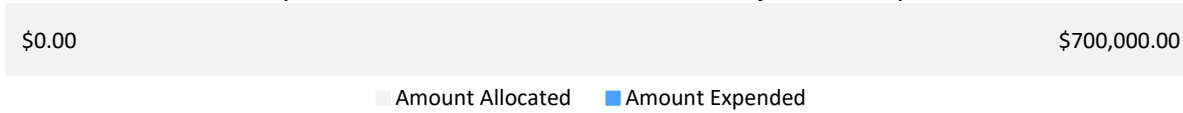
This project is still in its planning period. Gathering local-level data was imperative to identifying which services would benefit the most from capacity-expanding investments and which services needed to be created due to survivor need. PCBH is currently working on obtaining approval from the Pima County Board of Supervisors to begin piloting programming. If approved, next steps will consist of hiring a program manager to develop program structure, engage stakeholders, and identify key performance indicators.

Pilot programming, if approved, is designed to enhance access to low-barrier safe housing and affordable legal services. The intention is to hire staff to provide case management and navigation, minimizing the need for survivors to self-advocate while prioritizing survivor safety. Staff will connect survivors to housing, counseling, and legal support as needed. Additionally, PCBH intends to contract at a reduced rate with local lawyers experienced in domestic violence case law to provide legal services for more complicated cases, those that extend beyond obtaining an order of protection and may involve complications related to child custody. Outcomes related to access to support services and types of legal services delivered will be tracked.

Correctional Health Vaccine Storage

Project Identification Number: PC19
Allocation Amount: $100,000.00
Project Expenditure Category: 1.7: Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation / Quarantine)

Correctional Health Vaccine Storage Project Overview
Pima County has allocated $100,000.00 in SLFRF for the purchase of equipment to safely store vaccines for administration to members of the institutional populations at Pima County Adult Detention Center (PCADC) and Pima County Juvenile Detention Center (PCJDC). One (1) vaccine refrigerator and one (1) vaccine freezer will be purchased for each facility, amounting to a total purchase of four (4) vaccine storage appliances. These investments will increase each facility's vaccine storage capacity, including vaccines approved to prevent complications due to COVID-19. Both County detention centers house individuals in a congregate setting who are unlikely to receive preventive / regular health care in the community. The capacity to vaccinate these vulnerable populations is an efficient and effective way to reduce disease transmission.

Correctional Health Vaccine Storage Project Objectives
The Correctional Health Vaccine Storage project aims at two specific objectives:
- To increase the volume of space that will allow more doses of vaccines to be stored safely and on-site; and
- To augment on-site vaccine delivery for members of institutional populations.

Correctional Health Vaccine Storage Project Main Activities
Two main activities define this project:
- Procuring four (4) appliances designed in accordance with specifications necessary to store vaccine doses safely and to keep doses viable; two (2) vaccine refrigerators and two (2) vaccine freezers for PCADC and PCJDC (one of each appliance per facility); and
- Installing appliances on-site at PCADC and PCJDC.

**Correctional Health Vaccine Storage Project Key Performance Indicators**
The PCADC and the PCJDC utilize three key performance indicators to assess the effectiveness of their efforts:
- Number of vaccine storage appliances purchased and installed;
- Amount of on-site vaccine storage capacity (i.e. number of doses that can be stored at one time at each facility);
- Percent change in vaccine storage capacity compared to baseline (i.e., prior to purchase); and
- Number of vaccine doses delivered on-site, by type.

Correctional Health Vaccine Storage Project Status
Of the $100,000.00 allocated to this project, $0.00 has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$0.00 $100,000.00

☐ Amount Allocated   ■ Amount Expended
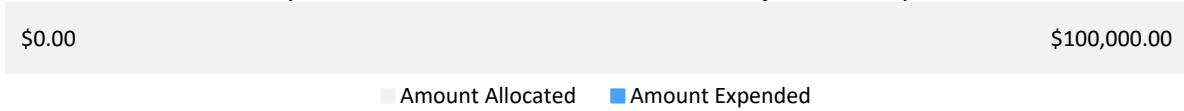
Pima County purchased two vaccine refrigerators and two under-counter vaccine freezers to enhance vaccine storage capacity. For each site, Pima County Adult Detention Center (PCADC) and Pima County Juvenile Detention Center (PCJDC), Pima County purchased one refrigerator and one freezer. Since neither facility had storage dedicated to vaccines previously, vaccine-dedicated storage increased by 100% at both sites. Each piece of equipment included a certificate of calibration, required per the CDC for programs intending to enroll in the *Vaccines for Children* program.

Correctional Health Vaccine Purchase

Project Identification Number: PC20
Allocation Amount: $100,000.00
Project Expenditure Categories: 1.7 Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation / Quarantine)

Correctional Health Vaccine Purchase Project Overview
Pima County has allocated $100,000.00 in SLFRF to purchase vaccines, which will ensure that individuals detained in Pima County are offered the highest standards of public health until their return to the community.

Vaccine-preventable diseases cause long-term illness, hospitalization, and even death. The COVID-19 pandemic has demonstrated the value of vaccines to prevent death, and how quickly vaccine-preventable illness can spread among the unvaccinated in congregate settings. Beyond promoting individual and population health in the correctional setting, ensuring that people can receive vaccines on-site at Pima County Adult Detention Center (PCADC) and Pima County Juvenile Detention Center (PCJDC) reduces the likelihood a detainee would need transported offsite into the community, mitigating potential exposures for both detainees and community members.

Correctional Health Vaccine Purchase Project Objectives
The correctional health vaccine purchase project has three objectives:
- To prevent the development and spread of long-term illness, hospitalization and death among members of Pima County's detained populations;
- To mitigate the spread of contagions, such as COVID-19, between Pima County detainees and the larger Pima County community by reducing the likelihood that a detainee would require transport offsite into the Pima County community; and
- To afford the opportunity to all youth to have their current immunization history updated in compliance with the Center for Disease Control and Prevention (CDC) Advisory Committee on Immunization Practices (ACIP).

Correctional Health Vaccine Purchase Project Main Activities
In order to accomplish the objectives for the correctional health vaccine purchase project, Pima County engages two main activities:
- Purchasing vaccines for PCADC and PCJDC; and
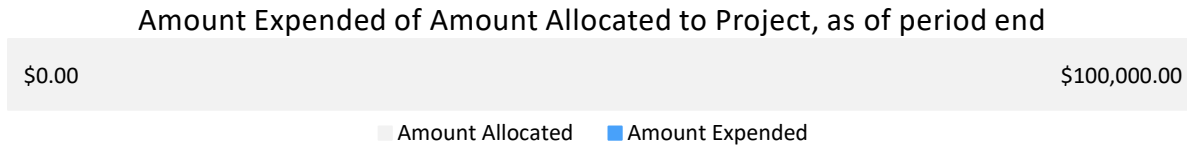- Tracking the number of vaccines administered to detainees at PCADC and PCJDC.

Correctional Health Vaccine Purchase Project Key Performance Indicators
Two key performance indicators permit Pima County to monitor the effectiveness of the main activities in the Vaccine Supply project:
- Number of vaccine doses purchased, by type; and
- Number of vaccine doses administered on-site, by type.

Correctional Health Vaccine Purchase Project Status

Of the $100,000.00 allocated to this project, $0.00 has been expended through June 30, 2022. This program is still in its planning phase. County increased storage capacity for vaccines on June 21, 2022. Next steps are to determine the annual amount of vaccines needed and submit orders to vendors contracted with the County. Orders are expected to be received prior to June 30, 2023.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$100,000.00

☐ Amount Allocated ☐ Amount Expended

Mental Health Legal Representation Equipment

Project Identification Number: PC21
Allocation Amount: $4,500.00
Project Expenditure Category: 1.7 Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation / Quarantine)

Mental Health Legal Representation Equipment Project Overview
Pima County Behavioral Health (PCBH) contracts with Banner Hospital to provide evaluations to determine whether an individual may be a danger to themselves or others, and whether to recommend Court Ordered Treatment. Mental Health Defender's Office attorneys assist those undergoing evaluation for Court Ordered Treatment to inform clients of their rights throughout the process. Historically, these services were offered in person at the courtroom in Banner Hospital, but with many clients having to quarantine for their safety, Mental Health Defenders identified a need to provide alternative, remote forms of communication. $4,500.00 will go toward enabling remote modes of service delivery.

Mental Health Legal Representation Equipment Project Objective
The objective of this project is to enhance telecommuting abilities for Mental Health Defenders to ensure clients still have access to legal representation while reducing their exposure to COVID-19.

Mental Health Legal Representation Equipment Project Main Activities
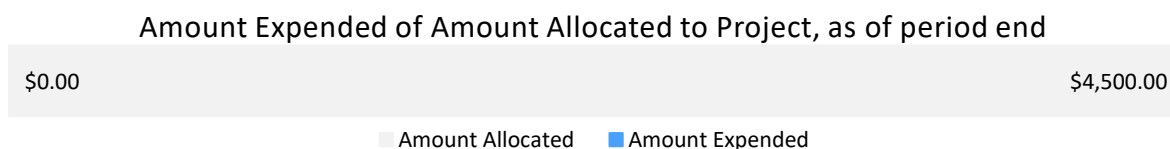Enhancing telecommuting abilities for Mental Health Defenders involves three main activities:
- To purchase tablets;
- To implement tablets among Mental Health Defenders; and
- (among MHDs) To utilize tablets to enhance hearing and meeting capacity.

Mental Health Legal Representation Equipment Project Key Performance Indicator
The key performance indicator for this project is the number of tablets purchased and implemented.

Mental Health Legal Representation Equipment Project Status
Of the $4,500.00 in SLFRF allocated to this project, $0.00 has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$4,500.00

 Amount Allocated Amount Expended

Contract negotiations with sub-recipient are ongoing. Next steps are to execute a contract with Banner University Medical Center – South Campus to purchase tablets and provide County with reports on number of tablets purchased and their costs.

Juvenile Correctional Dental

Project Identification Number: PC22
Allocation Amount: $100,000.00
Project Expenditure Category: 1.14 Other Public Health Services

Juvenile Correctional Dental Project Overview
Pima County contracts with a medical service provider to provide dental care to juveniles detained at Pima County Juvenile Detention Center (PCJDC), however the only service currently available is an oral examination. There is no dental equipment at PCJDC. Currently, juveniles requiring non-emergency dental procedures must be transported to services offsite if the guardian will arrange the appointment, be present at the appointment and is financially responsible for the appointment. This procedure places a burden on the children who are required to be transported in handcuffs as well as on security staff who are required to travel with the child, which reduces security staff at PCJDC. $100,000.00 of ARPA funds will be aimed at enhancing the current capacity to address dental concerns on-site, which reduces the likelihood of community exposure to COVID-19. Additionally, this will support the provision of emergency and prophylactic dental procedures, which are integral to overall health for children.

Juvenile Correctional Dental Project Objectives
The objectives of the dental facility enhancements at the PCJDC include:
- To reduce the risk of exposure to COVID-19 by performing non-emergency dental procedures on-site at the PCJDC; and
- To maintain security at the PCJDC by preventing the need for security staff to accompany children at the PCJDC to offsite dental facilities.

Juvenile Correctional Dental Project Main Activities
Achieving the objectives of the dental facility enhancements project requires two main activities:
- Purchasing dental equipment, including but not limited to, dental chair, dental cabinet and handheld dental instruments; and
- Purchasing prophylactic dental supplies, including, but not limited to, fluoride and dental sealants.
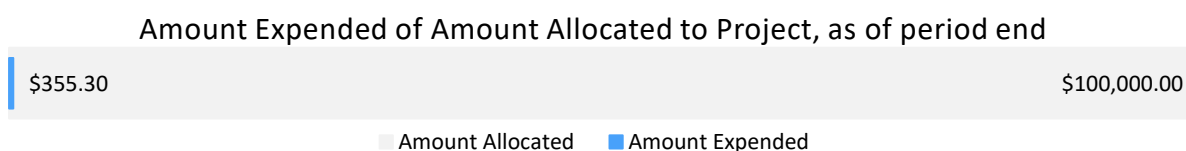
Juvenile Correctional Dental Project Key Performance Indicator
This dental facility enhancement project will track two central elements upon implementation:
- To purchase dental equipment, including but not limited to, dental chair, dental cabinet and handheld dental instruments; and
- To purchase prophylactic dental supplies, including, but not limited to, fluoride and dental sealants.

Juvenile Correctional Dental Project Status
Of the $100,000.00 in SLFRF allocated to this project, $355.30 (0.4%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$355.30	$100,000.00

☐ Amount Allocated   ■ Amount Expended

This project is moving out of its planning period and into the first stages of implementation. Pima County has identified the types of equipment and supplies needed and received approval from the dental staff at the Juvenile Detention Center to begin ordering. County submitted an order for a portable dental unit, but this has not yet been received or paid for. It is anticipated all equipment will be ordered and received by October 1, 2022 and prophylactic programming will begin to be offered at that time.

Supportive Housing and Job Training

Project Identification Number: PC23
Allocation Amount: $1,005,500.00
Project Expenditure Category: 2.16 Long-term Housing Security: Services for Unhoused Persons

Supportive Housing and Job Training Program Overview
Pima County has allocated $1,005,500.00 to foster a partnered effort between Pima County Behavioral Health (PCBH), Pima County Community and Workforce Development (CWD), and employers, to increase affordable, supportive, non-congregate housing and job training in a Qualified Census Tract.

The program will be designed to serve people returning to the community from incarceration who have co-occurring disorders, a marginalized population that has been disproportionately impacted by COVID-19. Transitional-supportive housing will be augmented with on-site, on-the-job training and social service supports. The Supportive Housing and Job Training program takes an evidence-based, holistic service approach designed to measure and enhance the social determinants of health. A major goal is to generate sustainability by which income would help fund the program in perpetuity, but not be the sole source of funding.

Supportive Housing and Job Training Program Objectives
The objectives of the Supportive Housing and Training project include:
- To prevent future justice system involvement among individuals who are being released from jail and who have co-occurring disorders by creating conditions (i.e., providing housing and job skills) under which these people can engage in community behavioral health treatment;
- To increase capacity of affordable housing options for individuals who are being released from jail and who have co-occurring disorders, equipping them with skills that prepare them to enter the job market;
- To partner with employers for targeted training of formerly incarcerated individuals who have co-occurring disorders, equipping them with skills that prepare them to enter the job market;
- To promote program sustainability of the program by generating income; and
- To provide supportive clinical services among individuals in this population who have clinical need.

Supportive Housing and Job Training Program Main Activities
The Supportive Housing and Job Training program entails several main activities on the part of all program partners, which include:
- Conducting a meta-analysis of Evidence-Based Practices related to supportive housing and job training and complete market research of available properties to determine service delivery model.
- Hiring staff and work with intra-county departments for strategic planning;
- Acquiring property as needed to provide affordable housing and job training;
- Modifying properties to fulfill the objectives of the program;
- Contracting with project partners;
- Designing job training curricula;
- Implementing supportive, therapeutic residential programming; and
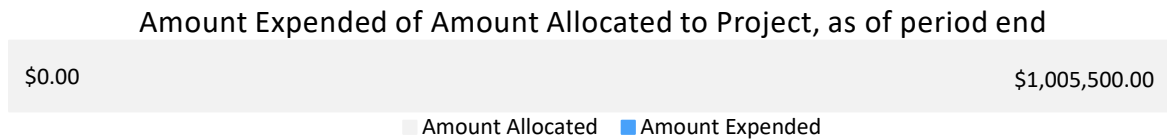- Monitoring progress.

Supportive Housing and Job Training Program Key Performance Indicators

Key performance indicators for this project will depend on selected programmatic activities that have yet to be determined. KPIs may include:

- Property acquisition completion status;
- Percentage progress on facility modification plans;
- Number of affordable housing units preserved or developed;
- Number of individuals housed;
- Total number of days of housing provided;
- Job training curricula developed;
- Number of workers enrolled in sectoral job training;
- Number of workers completing sectoral job training programs; and
- Satisfaction of individuals (and stakeholders) with program services.

Supportive Housing and Job Training Program Status

Of the $1,005,500.00 in SLFRF allocated to this project, $0.00 has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$1,005,500.00

Amount Allocated   Amount Expended

The Supportive Housing and Job Training project is in planning phase. Activities include an assessment of evidence-based job training models, affordable housing strategies, market research, sustainability planning, and identification of potential stakeholders and key staff.

Visit Tucson Destination Promotion

Project Identification Number: PC24
Allocation Amount: $2,000,000.00
Project Expenditure Category: 2.35 Aid to Tourism, Travel, or Hospitality

Visit Tucson Project Overview

Tourism is the leading export industry for Southern Arizona. As a result of the COVID-19 pandemic crisis, Southern Arizona and Pima County have experienced large reductions in tourism-related spending, impacting all areas of our economy. With the tourism industry "shut down" for large portions of 2020, major tourist attractions, convention activity, large-scale festivals and celebrations were all canceled or substantially scaled back, resulting in a reduction of almost 60% of revenues the County typically realizes from travel, tourism and hospitality. As Pima County's destination marketing organization, *Visit Tucson* is positioned to actively market, promote and advertise the area's unique, desirable and safe tourism opportunities, helping to attract tourists back to the region, and promoting economic recovery for the region.

Visit Tucson is a nonprofit organization that uses multi-modal communication strategies to promote local economic growth throughout the southwest region, specifically, Pima County. *Visit Tucson* creates promotional content and communication materials such as travel media, films, commercials and photo shoots to promote the metro Tucson region. As a prominent destination marketing organization, these communications strategies not only attract visitors, and events to the region, it attracts visitors and residents to the region, supporting local business, promoting local industry growth, and is a key investment in regional economic growth. *Visit Tucson* partners with over 500 unique businesses across the Pima County region.

The Pima County Board of Supervisors allocated $2,000,000.00 of SLFRF to support *Visit Tucson.* This investment will include activities such as marketing, promotion and other communication strategies to highlight the Pima County region, local business, and assist in ongoing economic recovery efforts. This investment will support the region's recovery from negative economic impacts directly resulting from the COVID-19 pandemic.

Visit Tucson Objectives

The objectives for *Visit Tucson* relate to three main activity areas and they are:
- Digital Platforms: To create and to place digital communication campaigns in selected travel, tourism, leisure and meeting media platforms to generate travel interest in Southern Arizona and Pima County and to return visitors to the area;
- Public Relations: To promote Tucson's travel attributes to/in national travel publications, newspapers, meetings, and travel trade publications; and
- Meetings Media: To develop and place print advertising promotional campaigns about Tucson and Southern Arizona targeting corporate and incentive meeting planners.

Visit Tucson Main Activities

Pima County's sub-recipient agreement with *Visit Tucson* was fully executed on February 1, 2022. Since that time, *Visit Tucson's* primary activities have included creating and placing digital campaigns in selected travel, tourism, leisure and meetings media platforms. These campaigns have included sponsored content, sponsored email blasts, paid search, paid social, programmatic display and native advertising, display advertisements. Additionally *Visit Tucson* has communicated Southern Arizona and Pima County's

adoption of *U.S. Centers for Disease Control and Prevention*'s (CDC) public health safety protocols, to build confidence in the return of tourism to Pima County.

To achieve their public relations objectives, *Visit Tucson* hired a Public Relations firm, *Bread and Butter*, to promote Tucson's travel attributes in national travel publications, newspapers, and meetings and travel trade publications. *Visit Tucson* used a portion of its SLFRF to offset partial costs to print the 2022 Tucson Official Travel Guide in furtherance of its public relations plan. In accordance with its meetings media objective, *Visit Tucson* developed and placed print advertising promotional campaigns about Tucson, Pima County, and Southern Arizona targeting corporate and incentive meeting planners.

Visit Tucson Key Performance Indicators
Visit Tucson's key performance indicators were selected for each of its three main activity areas: digital platforms, public relations, and meetings media.

Digital platforms
- Number, type, and placement of each social media campaign.
- Number of unique and repeat ad views/impressions, by platform.
- Number of other social media engagements (link click-throughs, likes, shares, and comments).
- Number of paid searches by sponsored content.
- Incremental bookings and revenues, tracked by Adara Impact.

Public Relations
- Earned media value derived from public relations activities.
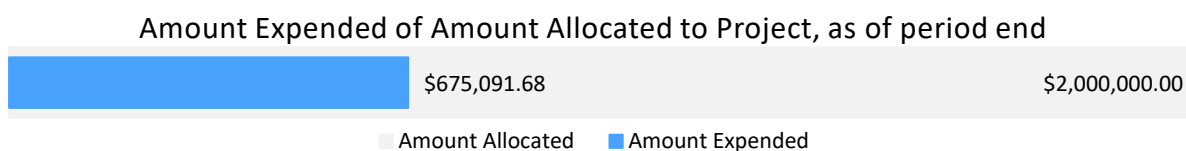- Number of copies of Tucson Official Visitor Guide distributed.

Meetings Media
- Effectiveness of print advertising measured by traffic driven to custom meetings landing page over timeframe of campaign.
- Leads and bookings generated by specific website and placements.

Visit Tucson Status
Visit Tucson produced an impressive 'Annual Report' to highlight activities across the region, that directly support the goals, outcomes and impact of their work in the region.

Of the $2,000,000.00 in SLFRF allocated to this project, $675,091.68 (34%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$675,091.68	$2,000,000.00

☐ Amount Allocated   ▉ Amount Expended

Digital Platforms
Visit Tucson has created and placed digital campaigns in selected travel, tourism, leisure and meetings media platforms mutually agreed upon with Pima County Attractions and Tourism Department staff, to generate travel interest in Southern Arizona and Pima County and to return visitors to the area. Campaigns

included sponsored content, sponsored email blasts, paid search, paid social, programmatic display and native advertising, display advertisements.

Visit Tucson campaigns have specifically emphasized:
- Tucson's top peak-season feeder markets such as cities with non-stop routes to Tucson International Airport;
- Area attractions and major events;
- The region's temperate climates;
- Outdoor adventure recreation opportunities;
- Regional gastronomy;
- Dining and lodging deals.

Placement of media has maximized attention during the region's peak months for travel and tourism.

Visit Tucson hired a Public Relations firm, *Bread and Butter*, with the expertise to promote Tucson's travel attributes in national travel publications, newspapers, and meetings and travel trade publications. The campaigns developed by *Bread and Butter* emphasized the region's *'Best Of'* designations such as *The Chuck Huckleberry Loop* – a 136+ mile system of paved, shared-use paths and short segments of buffered bike lanes, noted food designations, other top travel attributes of the region, and the region's implementation of public health safety protocols.

Visit Tucson used a portion of its SLFRF to offset partial costs to print the 2022 Tucson Official Travel Guide in furtherance of *Visit Tucson's* public relations plan.

Visit Tucson developed and placed print advertising promotional campaigns about Tucson and Southern Arizona targeting corporate and incentive meeting planners.

Similarly, between January 1st and June 30th, 2022, 84% ($629,000.00) of *Visit Tucson's* budget was dedicated to social media campaigns delivered through the following venues.

Digital platform marketing investment by advertising venue, January 1, 2022 to June 30, 2022

Digital platform marketing	January 1 – June 30, 2022 allocation	Percent of total
Orange 142 Integrated Digital Campaigns	$ 301,000.00	48%
TripAdvisor Display Advertising	$ 120,000.00	19%
Priceline.com Display Advertising	$ 100,000.00	16%
Conde Nast Mixed Digital Placements	$ 50,000.00	8%
Weather Channel Display Advertising	$ 50,000.00	8%
AAA Destination Sponsorship	$ 7,800.00	1%
Total	**$ 628,800.00**	**100%**

Digital platform performance by advertising venue, January 1, 2022 to June 20, 2022

Digital platform marketing	Impressions	Clicks	CTR	Other Results	Sales
AAA Destination Sponsorship#	72,102	69	0.1%	1,419 confirmed bookings	Not available
Conde Nast Mixed Digital Placements	5,584,968	15,960	0.29%	Not available	Not available
Orange 142 Integrated Digital Campaigns	17,544,072	206,553 video views	1.11%	435 confirmed hotel bookings	$212,835.45 confirmed hotel bookings revenue*
Weather Channel Display Advertising	4,862,071	11,800	0.24%	Not available	Not available
Priceline.com Display Advertising	5,442,521	4,640	0.09%	3,201 Total Conversions	$1,333,205**
TripAdvisor Display Advertising	8,110,289	52,267	0.50%	Not available	Not available

#Partial reporting; *Tracked by Adara Impact (Adara.com); **Tracked by Priceline.com based on users exposed to ads

Public Relations

Visit Tucson used $25,000.00 of its sub-award to reimburse *Bread & Butter,* a national public relations firm*,* for five months of their $5,000.00 monthly retainer fee from January through May of 2022. During this timeframe, *Bread & Butter* directly assisted in generating 37 articles with a combined circulation of 2,553,397,571.

Additionally, *Visit Tucson* invested $33,255.00 of its sub-award in printing costs for the 2022 edition of *Visit Tucson's* annual visitor guide publication, the *Tucson Official Travel Guide (TOTG).* The TOTG will be distributed through the end of the 2022 calendar year and features a variety of content highlighting Pima County attractions and the Southern Arizona Heritage & Visitor Center along with numerous metro Tucson hotels & resorts, outdoor activities, restaurants, etc. *Visit Tucson* printed 150,000 total copies of the 2022 TOTG and has distributed nearly 70,000 copies since mid-January when the publication shipped.

Earned media coverage, an excellent opportunity to expand reach and awareness of the region, supports national-based coverage. The region was highlighted in national publications, specifically the Washington Post, Bon Appetite magazine, and Food and Wine magazine in 2022. In FY 2022, there were 282 articles generated, representing 422 placements, valued at more than $35 million directly representing and highlighting the region.

Meetings Media

Visit Tucson reports that Meetings activity rebounded in FY 2022 as the impacts of the COVID-19 pandemic lessened. *Visit Tucson* coordinated advertising campaigns to invest in the region's presence in the National Meetings Market (coordination of large meetings, corporate and incentive travel, destination business meetings). Investment in Meetings Media promotion had an estimated economic impact of $4.5 million, an estimated 50% recovery from 2020.

Visit Tucson has allocated a portion of its sub-award focused on generating meeting revenue, as follows:

Media print advertising by publication

$ 7,935.00	Association Conventions & Facilities
$ 11,602.00	Corporate & Incentive Travel
$ 4,000.00	Facilities & Destinations
$ 3,965.00	Insurance & Financial Meetings Mgmt.
$ 9,200.00	Meetings Today
$ 6,000.00	NorthStar Meetings Group: Meetings & Conventions
$ 6,000.00	Prevue Magazine
$ 13,000.00	Smart Meetings
$ 61,702.00	**Total Investment**

These investments have led to the following status of *Visit Tucson's* Meetings Media objectives.

Meetings Media performance by metric, FY 2022

Performance Metrics	2021-22 (Goal)	*2021-22 (Actual)	2020-21 (Actual)
Leads	750	1,049	528
Bookings	275	290	216
Room Nights	150,000	130,619	120,696
Estimated Economic Impact	**$60 Million**	**$62.8 Million**	**$59.6 Million**

 *July 2021 - May 2022 results

Determining success across the project goals is reflected in public interaction and engagement in digital marketing campaigns, outreach locally, and nationally, and increased revenues to the region – all demonstrating investment and economic recovery across Pima County. *Visit Tucson* reviewed travel performance indicators, specifically, the Smith Travel Research (STR), looking at monthly hotel / resort data. In FY 2022, there were notable data suggesting economic growth in Tucson / Pima County compared regionally, and nationally. Of note, in Spring of 2022, there was an occupancy rate exceeding 70% monthly, daily average daily rates for rooms were over $300 (higher than pre-pandemic rates), increased room revenue, and an increase in room inventory across the region.

The County and *Visit Tucson* will continue to align strategic communication plans, and goals to bring attention to the region, promote economic growth, and highlight local businesses throughout the region.

Tucson City of Gastronomy Food Destination Promotion

Project Identification Number: PC25
Allocation Amount: $500,000.00
Project Expenditure Category: 2.35 Aid to Tourism, Travel, or Hospitality

Tucson City of Gastronomy (TCoG) Project Overview
On December 15, 2015, Tucson, Arizona became the first UNESCO City of Gastronomy designated in the United States joining the UNESCO Creative Cities Network. As a response to this distinction, the Tucson City of Gastronomy (TCoG), a Tucson-based 501(c) 3, was formed in December 2016 to manage the UNESCO City of Gastronomy designation of Tucson and its southern Arizona food shed. Recipients of this distinction are recognized for cultural heritage, sustainable development, food traditions, heritage food networks, and culturally rooted influences. Under the TCoG network, there are 52 local restaurants, 27 local certified artisans, 9 local retailers, and 4 caterers supporting the City of Gastronomy distinction, supporting community-minded business practices, and sustaining the food heritage network across Pima County and Southern Arizona.

Since the onset of the COVID-19 pandemic, Pima County, and metropolitan Tucson has experienced negative economic impacts to the hospitality and tourism industry. At the early onset of the COVID-19 pandemic (March 2020), restaurants were forced to close for public health and safety practices, events were canceled, and tourism halted. According to available economic data, leisure and hospitality employment suffered a 20% decline at the onset of 2020 (spring). Local-area restaurants were forced to temporarily lay-off employees, limit capacity, and pivot operational models to align with a changing landscape of public health mandates.

As public health mandates began to ease, it has been integral to focus on economic recovery efforts, specifically to disproportionately affect industries such as hospitality and leisure, across Pima County. The UNESCO City of Gastronomy is an esteemed global distinction that allows the Pima County region to highlight local-area restaurants, chefs, food culture and heritage, and celebrate the Pima County and Southern Arizona Region.

Pima County allocated $500,000.00 in SLFRF to TCoG for investment and marketing of Pima County's local hospitality network, heritage food, culture, and community through new food festivals (Pueblos Del Maiz) that highlight local businesses, and attract both business and leisure visitors. These events, planned annually, will include regional food vendors, chef demonstrations, live music and entertainment, educational panels, movie screenings and other activities to celebrate the regional traditions and highlight the cultural heritage. These annual events will provide marketing and support local-area business (hospitality, leisure, arts and entertainment, and local artisans) that were negatively affected by the COVID-19 pandemic. Pueblos Del Maiz, the annual event showcase will honor the economic, environmental and cultural impact of maiz (corn), and showcase the cultural impact, and highlight local business all as a larger cultural impact across the community, as part of a month-long four city, international event, as described under the TCoG activities herein.

Partner agencies to support this event include, Visit Tucson for local-area and regional marketing, digital media campaigns, and publications for marketing and outreach of the event. Additionally, UNESCO's Creative Cities Network is promoting cooperation among participatory cities, as evidenced by the international showcase month-long multi-city collaboration for Pueblos del Maiz. Locally, partners' integral to the success of this event and cultural food showcase include local chefs, restaurants, hoteliers,

artisans, and other hospitality and tourism industry partners. TCoG is committed to engaging and partnering with women and minority-owned businesses, and to working with local American Indian Tribes – Pascua Yaqui and Tohono O'odham Nation.

TCoG website: https://tucson.cityofgastronomy.org/
Pueblos Del Maiz: https://www.pueblosdelmaiz.com/tucson#about
Pueblos Del Maiz Annual Report

TCoG Objectives
Tucson City of Gastronomy's (TCoG) overarching objective is to strengthen tourism by amplifying the region's growing reputation as a cultural and food destination.

Sub-objectives are:
- To establish the Pueblos del Maiz Fiesta (Cities of Corn Festival) as an annual celebration of corn's historic cultural, economic, and gastronomical influence on the area that brings visitors to the area for business and pleasure; and
- To increase tourism to Pima County from other parts of the U.S., as well as from Canada and Mexico by establishing the area as a premier culinary travel destination and as a UNESCO Creative City of Gastronomy.

TCoG Main Activities
The inaugural *Pueblos del Maíz Fiesta* – a month-long, four city international food and culture celebration tour, began its multi-city journey in Tucson on May 5 – 8, 2022. Following the Tucson installment of the event, it traveled to three other designated food heritage cities – San Antonio, Texas; Merida, Mexico; and Puebla, Mexico. The Tucson festival emphasized regional food vendors, chef demonstrations, live music and entertainment, educational panels, movie screenings, and traditional farming demonstrations.

The curation of food / culinary experiences to enhance visitors' stays in Pima County, thereby reinforcing and enhancing the value of Pima County as a desired destination for business and pleasure travelers. Experiences included cooking classes, tasting tours, and dining experiences as well as farm tours, visits to food production facilities, and tours of food research centers and seedbanks. Videos were used to attract more national and international visitors by highlighting TCoG Certified Restaurants and Food Artisans, and telling the backstories of the area's heritage ingredients, food cultures, and regional food products.

TCoG Key Performance Indicators
The TCoG project has the following key performance indicators:
- Output
  - Number of food experiences curated and advertised through various marketing channels;
  - Number of food experiences registered on online booking platforms;
  - Number of videos produced and distributed through various digital channels; and
  - Number of local businesses involved in the event.
- Outcome
  - Total numbers of unique visitors who view the ads or videos (reach) and number of ad/video views (impressions);
  - Total numbers of webpage/video views (page views) and individuals viewing the webpages/videos (unique visitors);

- Total numbers of unique visitors who view digital ads for the event (reach) and number of ad views (impressions);
- Total numbers of event webpage views (page views) and individuals viewing the webpage (unique visitors); and
- Total numbers of people attending the event in person and via live stream.

TCoG Status

The Tucson edition of the *Pueblos del Maiz* Fiesta attracted a diverse regional audience including Pima County residents and visitors from Phoenix, Nogales, Ajo, Pascua Yaqui Nation, Tohono O'odham Nation, and Hermosillo (MX). The festival also saw some visitors from farther places, including Oregon, California, New York City, and Mexico City.

The Pueblos del Maíz had a total estimated attendance of **4,850 individuals**.

Of the $500,000.00 in SLFRF allocated to this project, $223,600.03 (45%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$223,600.03	$500,000.00

☐ Amount Allocated   ■ Amount Expended
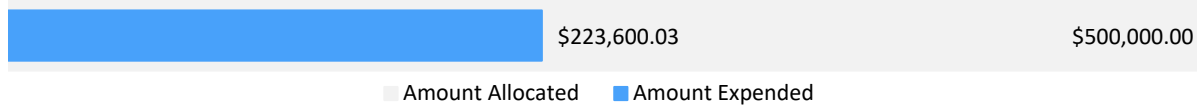
Pueblos del Maíz 2022 Event Schedule with Attendees

Event	Location	Attendance
Lila Downs	Music Hall at University of Arizona	1,100
Tontitos y Bataretes: Maize en Sonora Digital lecture on the history of corn in Sonora, Mexico	Zoom (online)	30
Andres Lobato Photo Exhibit	Citizen Hotel	60
Maize in Times of War Filming Screening and Q&A session	Fox Theatre (downtown Tucson)	100
Latin Jazz with Rafael Moreno	Century Room	60
San Xavier Co-Op Farm Open farm day at San Xavier with a wide range of vendors and visitors	PDM @ San Xavier	150
Dr. Cintli Lecture Lecture titled: "IXI'IM: AN INDIGENOUS MAIZ-BASED PHILOSOPHY FOR THE AMERICAS"	Century Room in downtown Tucson	40
Maiz Showcase A "bocadito dinner experience featuring some of Tucson's finest chefs."	Hotel Congress (historic downtown Tucson hotel	330

Event	Location	Attendance
El Tambó Fest	Hotel Congress	340
Pueblos del Maíz @ Mission Garden Open garden day at Mission Garden informal and educational activities, in the spirit of fostering a learning community of cultural exchange, including planting Tohono O'odham 60-day corn in the O'odham Garden at Mission Garden; Traditional methods of harvesting, roasting and grinding corn to prepare *ga'iwsa* or *chicos,* traditional dishes featuring roasted corn; and *Ga'iwsa* and *chicos* cooking demonstration and tastings	Mission Garden	75
Let's Talk About Maíz Panel Panelists included: Alexandra Zamecnik (Executive Director of Native Seeds/Search); Carolyn Niethammer (Local Author on Southern Arizona Food History); Jeffrey Silvertooth (UA School of Plant Sciences); Emily Rockey (Garden Supervisor from Mission Garden); Dr. Roberto Cintli Rodriguez (Associate Professor, University of Arizona); and Sterling Johnson (Farmer from the Tohono O'odham Nation)	Century Room in downtown Tucson	65
Maíz Block Party	Hotel Congress & 5th Avenue – downtown Tucson	2,500

Attendees and Impact

Pueblos del Maiz Tucson had over 4,800 attendees spread across 12 events at seven venues over the 4 days, plus a concert on April 28th co-promoted with the Agave Heritage Festival. This event engaged participation from 35 local food and craft vendors, 13 regional music performers (including 3 indigenous bands), 9 TCoG certified restaurants and artisans at the Maiz Showcase dinner, and 10 educational events. This event totaled participation from 15 total program partners and 48 locally owned businesses.

Tucson City of Gastronomy (TCoG) staff report the inaugural Pueblos del Maíz festival in Tucson greatly surpassed its targets of 2,000 attendees and 15 vendors/other culinary related services. All operations remained within the budgetary parameters. This event served over 300 persons with compostable food serving containers, and diverted over 2,500 pounds of waste from the landfill for recycling or composting.

As an inclusive event, the event directly showcased a diverse demographic of local business, artisans, creators, and non-profit groups.

Marketing and Outreach

Media metrics indicate that 1.8 million persons were reached through digital and print advertising, and social media, with a total of 2.7M impressions. TCoG aligned a multi-modal media approach to the event including marketing leading up to the event, and onsite media support and business engagement. Leading up to the event, the festival was highlighted in digital and print media, videos, blogs and newsletters, in

addition to social media platforms supported by TCoG and partners (Visit Tucson, and all local participatory vendors, and their respective social media accounts).

Media and marketing during, and surrounding, the event included video production, highlighting the TCoG certified restaurant partners and food artisans. This campaign also sought to highlight the food experiences that can be directly booked by participants, to continue to show support for participatory and local area businesses. These short productions successfully engaged participants and event attendees on multiple booking platforms to sign up for bookable experiences at local-area businesses. Finally, the event photography and videography will be made available for cultural, food and travel promotion to area-partners and event participants. The photographs and videography can be used for print and online advertising, editorial promotion, e-commerce, social media promotion and public relations materials.

TCoG staff and consultants now have reference data to improve on its 2022 success related to:
- Planned venues
- Marketing focal points
- Expense efficiencies
- Engaging additional local and national sponsors.

The Pueblos del Maiz inaugural event was a showcase of the regional heritage of Pima County, showcase of diverse food cultures, and representative of diverse businesses, chefs, artisans, musicians, and locally owned businesses. The event exceeded attendee participation goals, and the multi-day event schedule allowed the event to include a myriad of activities representative of the cultural impact of the region. Finally, the marketing and outreach investment leading up to the event showcase, and day-of / on-site marketing directly promotes long-term investment in local-area businesses, tourism, hospitality, and cultural events – all industries directly affected by the COVID-19 pandemic.

Old Tucson Reopening Assistance

Project Identification Number: PC26
Allocation Amount: $4,000,000.00
Project Expenditure Category: 2.35 Aid to Tourism, Travel, or Hospitality

Old Tucson Studios Project Overview
Old Tucson Studios, which is owned by Pima County, has been a visitor draw to Pima County. Originally opened as a Hollywood western movie set in 1939, the property became a tourist attraction in 1960 while maintaining its use for old western film projects. More than 400 movies and commercial shoots have been filmed at Old Tucson. The previous lease holder terminated its lease with Pima County in April 2020 due to the impact of COVID-19.

The Pima County Board of Supervisors, wanting to preserve the property's historic significance and its importance as an economic driver for the area, pursued a new lease holder. As a negotiating tool, the Pima County Board of Supervisors committed $4,000,000.00 from its ARPA CSLFRF allocation to prepare the property for the new lease holder by conducting needed repairs and maintenance and maintaining security until the new lease holder took possession, and to promote the site's reopening.

On April 5, 2022, the Pima County Board of Supervisor's approved *American Heritage Railways* (AHR) as the site's new operator. In an April 5, 2022 memorandum to the Board of Supervisors entitled Old Tucson Studios Operating Agreement: Notice of Recommendation for Award from the acting County Administrator, AHR is described as having "specialized in the operation and restoration of historic rail equipment and hospitality properties for over 25 years" and as having "a diverse range of talents from acquisition, operations, risk management, special event design, finance, production, licensing, food and beverage, and retail merchandising. Additionally, AHR has relationships with major movie studios, including licensing deals, which will help return filming to the Old Tucson property.

Old Tucson Reopening Assistance Objectives
The overarching objective is to re-establish the Old Tucson Studios property as an economic driver that combines historic preservation, education, and entertainment values.

Pima County's objectives are as follows:
- Secure a new lease holder with the established capacity to operate the Old Tucson site as an historic property, an educational site, and as a recreational site.
- Re-open Old Tucson site by June 30, 2024.
- Generate sufficient income to maintain lease holder and contribute to the local economy (e.g., local jobs, film ventures, and tourism)

Old Tucson Reopening Assistance Main Activities and Timeline
As the property owner, Pima County will conduct four main activities:
- Complete repairs of existing equipment and facilities,
- Maintain facility and utilities until new lease holder takes possession,
- Provide 24/7 security of the property until new lease holder takes possession, and
- Promote re-opening of site through various local, national, and international media outlets and travel companies.
- Work with the area Destination Marketing Organization, (Visit Tucson) to provide sales and tour operators bookings for the Old Tucson property.

The general timeline is as follows:

Old Tucson reopening timeline by task, April 2021 to June 2025

Task	Begin	End – Not later than:	Status of Completion
Complete site maintenance and repairs	April 2021	6/30/2023	Not completed
Provide 24/7 property security	April 2021	6/30/2023	Not completed
Use bid process to secure new lease holder	April 2021	12/31/2022	Completed April 5, 2022
Lease holder takes possession of site	June 2022	6/30/2023	Completed April 5, 2022
Limited Re-opening of Old Tucson to the public	October 2022	12/31/2022	Not completed
Full Re-opening of Old Tucson to the public	June 2023	12/31/2024	Not completed
Promote re-opening of Old Tucson	June 2022	6/30/2025, including spending of all obligated funds	Not completed

Old Tucson Reopening Assistance Key Performance Indicators

Pima County has established the following key performance indicators for the Old Tucson Reopening Assistance project.

Output indicators
- Completion of repairs and maintenance
- Property promotion metrics
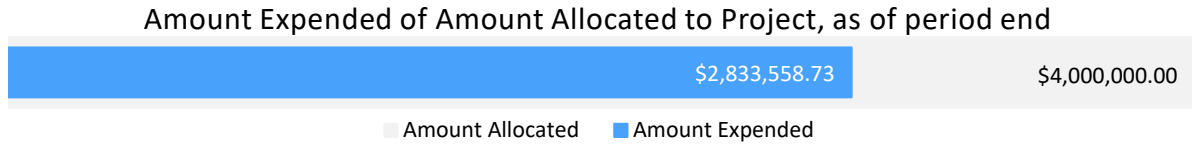- Timeliness of property opening

Outcome indicators
- Executed agreement with new lease holder
- New / retained employees
- Revenue generation

Old Tucson Reopening Assistance Status

The Pima County Board of Supervisors executed a lease agreement with American Heritage Railways on April 5, 2022. Pima County Facilities Department has been completing necessary repairs and property maintenance, as agreed upon in the property lease agreement. A private security company, VetSec, contracted with Pima County and provided 24/7 security at the property for the entirety of FY2022. No funds were spent on promotion during FY2022. A measured rollout of the property will begin in October of 2022 with the first ticketed event at Old Tucson. "NightFall" a Halloween themed event with a scripted storyline and completely immersive experience. In addition, there will be comedy shows, singing, stunt shows and family fun throughout the property. Local actors, and staff are currently being hired along with local management staff and a General Manager with experience in marketing, sales and event management. Following Halloween, the property will close for several weeks while the management transforms again into a Christmas-themed Old Western town with shows, music and events through-out the property. Early in 2023 the property will open for ticketed tours, rental events and filming of movies. Management has also connected and is working with local biking and running groups who are interested in staging events at the Old Tucson property to begin runs and biking events throughout Tucson Mountain Park. Management is currently working with Visit Tucson and Film Tucson for bookings in 2023.

Of the $4,000,000.00 in SLFRF allocated to this project, $2,833,558.73 (71%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$2,833,558.73	$4,000,000.00

Amount Allocated   Amount Expended

Leased Properties Re-opening Assistance

Project Identification Number: PC27
Allocation Amount: $3,020,000.00
Project Expenditure Category: 2.35 Aid to Tourism, Travel, or Hospitality

Leased Properties Project Overview

Pima County has a series of leased properties that support attractions and regional tourism. In direct response to public health and safety guidelines, many of these facilities and attractions were forced to close, or significantly pivot operations to limit occupancy onsite. Like other affected industries, tourism and regional attractions were economically affected by the COVID-19 pandemic, characterized through limited or no revenues to support staff, operations, or repairs / maintenance of the facilities as outlined in the provision of the lease agreement. As these facilities are capital assets to the County, the Pima County Board of Supervisors approved $3,020,000.00 on SLFRF to repair and maintain the facilities, in addition to investments to marketing and outreach upon the reopening of such facilities.

Pima County Attractions and Tourism has partnered with Pima County Facilities Management and leaseholder businesses to determine and prioritize key repairs that need to be made to each facility in order to reopen effectively, and safely, to the public. Pima County departments have identified the repairs and maintenance proposals that are integral to public utilization / public facing spaces. This will focus repair and maintenance efforts and prioritize the reopening of these facilities and programs back to pre-pandemic volumes.

The leased properties include the Arizona Sonoran Desert Museum, Pima Air and Space Museum, Titan Missile Museum, Ajo Country Club, and the Pima County Fair Grounds. Pima County Attractions and Tourism has aligned budgeted funding to promote and market these facilities and regional tourism generated by these businesses.

Leased Properties Objectives

The overarching objective is to re-establish these properties and reopen to the public, while adhering to public health and safety guidelines.

Pima County's objectives are as follows:
- Identify critical repairs on all properties that are integral to public health and safety recommendations, and successful reopening;
- Targeted marketing and outreach to support successful reopening of these businesses through the performance period
- Generate sufficient income to maintain leaseholder and contribute to the local economy (e.g., local jobs, tourism)

Leased Properties Main Activities

As the property owner, Pima County will conduct following main activities:
- Identify repairs of existing equipment and facilities,
- Complete repairs and maintenance tasks, as determined appropriate per public health and safety guidelines,
- Promote re-opening of site through various local, national, and international media outlets and travel companies.

Leased Properties Key Performance Indicators

Pima County has established the following performance indicators for the Leased Properties Repair and Maintenance project.

Output indicators

- Completion of repairs and maintenance
- Property promotion metrics
- Timeliness of property opening

Outcome indicators

- New / retained employees
- Revenue generation
- Customer feedback opportunities

Leased Properties Project Status

Pima County Attractions and Tourism, in tandem with Pima County Facilities Management, have worked with the aforementioned properties / organizations to determine a list of prioritized, and public facing repairs integral to the successful and safe reopening of these facilities. Of note, public health and safety guidelines set forth under the COVID-19 pandemic are paramount in prioritizing these facility modifications.

As a direct result of the COVID-19 pandemic limited attendance and operational capacity for these businesses has directly resulted in limited ability to address these critical repairs. These dollars will allow Pima County to fund these projects to assure these businesses can focus their efforts on operational capacity, revenue and job retention, as tourism begins to recover across the region. Pima County will also invest dollars into the marketing and outreach upon reopening of these facilities to help with economic recovery. To-date, the list of repairs and maintenance opportunities have been completed, and reviewed by Pima County departmental leadership, and are scheduled to start in FY 2023.

Of the $3,020,000.00 in SLFRF allocated to this project, $7,006.16 (0.2%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$7,006.16	$3,020,000.00

Amount Allocated   Amount Expended
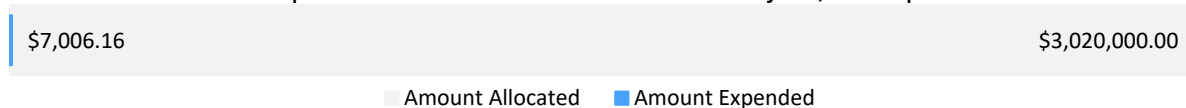
Kino Veterans Memorial Stadium District Parking Lot Restoration

Project Identification Number: PC28
Allocation Amount: $829,918.34
Project Expenditure Category: 2.35 Aid to Tourism, Travel, or Hospitality

Kino Veterans Memorial Stadium Parking Lot Restoration Project Overview

The Pima County Board of Supervisors allocated $829,918.34 in SLFRF to fully restore the Veterans Memorial Stadium parking lot at the Kino Sports Complex. During the height of the COVID-19 pandemic, the facility, one of the largest sports and entertainment districts in Southern Arizona, was repurposed for COVID-19 relief while closed due to COVID-19 public health and safety state and local orders. The stadium, and its parking lot were repurposed for emergency food distribution, through a partnership with the Community Food Bank of Southern Arizona (CFBSAz), and eventually COVID-19 large-scale, fixed vaccination sites, in partnership with Pima County Health Department and Banner University Medical Center. Additionally, other sites on the complex were utilized for ongoing COVID-19 testing.

Both the emergency food relief and distribution effort and the COVID-19 vaccine effort were primarily drive through access, to assure appropriate social distancing, public health and safety measures, and expedite resource delivery. These two efforts served, on average, hundreds of residents per day. The repurposing of this parking lot was essential in providing critical resources to respond to both public health and negative economic impacts of the COVID-19 pandemic. In repurposing this space, however, it exacerbated the deterioration of the parking lot, and compromised the county's ability to return the site to its intended purpose – hosting large recreational and professional events.

Kino Veterans Memorial Stadium Parking Lot Restoration Project Objective

Three objectives guide the Veterans Memorial Stadium Parking Lot Restoration project. They are:
- To return the Kino Stadium District parking lot to its intended purpose hosting recreational and professional activities and events.
- To repair lot and parking spaces
- To increase available spots, and improve ADA compliant accessibility

Kino Veterans Memorial Stadium Parking Lot Restoration Project Main Activities

To repair the parking lot effectively, project activities include:
- Removal and replacement of asphalt;
- Removal and replacement of parking equipment and signs;
- Repair and replacement of curbs on medians;
- Restripe of all available spaces.

Kino Veterans Memorial Stadium Parking Lot Restoration Project Key Performance Indicators

Pima County uses four key performance indicators to gauge progress toward the objectives of the project:
- Project construction status and timely completion;
- Number of available spaces – including ADA compliant spaces;
- Utilization data on attendees to all events at Kino Veterans Memorial Stadium; and
- Customer satisfaction.

Kino Veterans Memorial Stadium Parking Lot Restoration Project Status
Parking lot project was completed in spring 2022, timely.

Amount Expended of Amount Allocated to Project, as of period end

	$829,918.34

☐ Amount Allocated ☐ Amount Expended
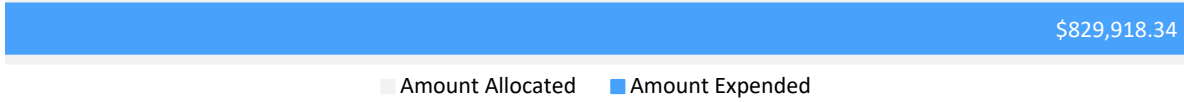
Stadium District staff will begin collecting space utilization key performance indicator data in FY2023.

Kino Stadium District Asphalt Development

Project Identification Number: PC29
Allocation Amount: $691,857.65
Project Expenditure Category: 2.35 Aid to Tourism, Travel, or Hospitality

Kino Stadium District Asphalt Development Project Overview
The Pima County Board of Supervisors allocated $691,857.65 in SLFRF to create additional accessible parking at the Kino Stadium District Complex. The parking lot adjacent to the Veterans Memorial Stadium, currently a gravel lot, was also utilized to support the COVID-19 pandemic response, specifically emergency food distribution and COVID-19 vaccination. This project proposes to modify the gravel lot to asphalt, decreasing dust, and enabling the County to use that space effectively for a variety of event-types.

The resulting repairs and modifications to this lot will assure an additional 828-paved parking space, including ADA-compliant spaces for event use. With the easement of COVID-19 restrictions, Kino Veterans Memorial Stadium has been able to resume their operations, and the repairs to this lot will allow for revenue generation through events – such as car shows, the Tucson Gem and Mineral Show and events that can charge parking fees. The renovation and paving of this gravel parking are allows for increased capacity at the main complex, in conjunction with increasing the available footprint for usable event space, and activities not requiring the grass field – specifically, large festivals, and large-scale open events.

Kino Veterans Memorial Sports Complex is operated by the Pima County's Stadium District and is the largest sports and entertainment venue in Southern Arizona.

Kino Stadium District Asphalt Development Project Objectives
Pima County advances four objectives with asphalt development in the Kino Stadium District:
- To expand accessibility to Kino Stadium Complex sports and entertainment events;
- To increase the footprint of available space for event utilization, or additional parking;
- To increase the available parking footprint by 828, with additional space dedicated to Americans with Disabilities Act (ADA) compliant parking spaces; and
- To increase revenue for disproportionately affected industry (events) due to the COVID-19 pandemic through increased capacity, increased footprint and the available expansion of events into the respective lot space

Kino Stadium District Asphalt Development Project Main Activities
The main activities of this project are to upgrade a gravel parking lot to asphalt and to increase utility of the space, augment number of total and ADA-compliant parking spots.

Kino Stadium District Asphalt Development Project Key Performance Indicators
Pima County uses three key performance indicators to assess the potency of its main activities in achieving project objectives, including
- Number of returning events;
- Number of new events; and
- Customer satisfaction.

Kino Stadium District Asphalt Development Project Status

In addition to expanding the number of spaces to meet the anticipated need, the parking lot has 10 additional ADA compliant parking spots. According to Stadium District staff, "Since the parking lot has been paved, it has attracted a number of first-time events to the Complex such as *Southern Arizona Contractor's Career Day, Bike Criterium, CDL Driver Training, and Car Shows*." Staff also report that the parking lot was completed in time to host the *2022 Annual Tucson Gem and Mineral Show* and that the exhibitors and event leadership were "most appreciative of the lot being more ADA accessible."

Stadium District staff will begin collecting key performance indicator data in FY2023, with project start.

Of the $691,857.65 in SLFRF allocated to this project, $0.00 has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$691,857.65

■ Amount Allocated   ■ Amount Expended
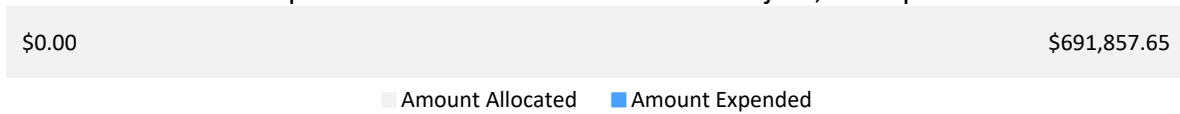
Kino Event Center Repair

Project Identification Number: PC30
Allocation Amount: $750,000.00
Project Expenditure Category: 2.35 Aid to Tourism, Travel, or Hospitality

Kino Event Center Repair Project Overview
The Pima County Board of Supervisors allocated $750,000.00 in SLFRF to restore the Kino Event Center, a county-owned property on the north side of the Pima County Kino Stadium District. During the height of the COVID-19 pandemic, the facility, a component of one of the largest sports and entertainment districts in Southern Arizona, was repurposed for COVID-19 relief, specifically COVID-19 testing. Kino Event Center became one the Pima County Health Department's emergency, and on-going, testing sites for the COVID-19 response. The facility was dedicated to safe facilitation of COVID-19 testing for the Pima County community, and was one of the largest testing sites accessible to the community. The site, due to its large footprint, enabled the facilitation of COVID-19 testing for symptomatic and non-symptomatic individuals through separate facility entrances, and testing locations within the building.

This necessary repurposing caused unavoidable wear and tear to the property and exacerbated the property's rate of deterioration, which compromised the county's ability to return the site to its intended purpose – hosting small and large recreational and professional events. For example, prior to the pandemic this site hosted smaller events averaging 80 attendees two to three times per week and hosted large events averaging 750 attendees two to three times per month.

Kino Event Center Repair Project Objective
The objective of this project is:
- To return the Kino Event Center facility to its pre-pandemic purpose hosting recreational and professional activities and events.

Kino Event Center Repair Project Main Activities
The main activities of this project are to repair damage caused using the facility as a COVID-19 testing and vaccination site and to complete needed maintenance of the site to re-open to public use.
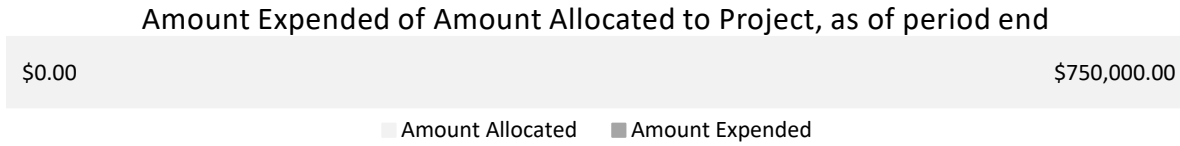
Kino Event Center Repair Project Key Performance Indicators
The key performance indicators for appraising the effectiveness of this project include:
- Timely and effective completion of repairs and maintenance;
- Number of returning bookings;
- Number of new bookings;
- Number of attendees per booking;
- Customer satisfaction

Kino Event Center Repair Project Status

Of the $750,000.00 in SLFRF allocated to this project, $0.00 has been expended through June 30, 2022. Kino Event Center Repairs are planned to start in FY2023.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$750,000.00

■ Amount Allocated   ■ Amount Expended

Remote Enabled Workforce Security Upgrade

Project Identification Number: PC31
Allocation Amount: $3,195,000.00
Project Expenditure Category: 5.21 Broadband - Other Projects

Remote Enabled Workforce Security Upgrade Project Overview
Pima County allocated $3,195,000.00 in SLFRF to support Remote-Enabled Workforce Security.

Pima County Information Technology Department (PCITD) dedicated SLFRF funding toward the *Cisco Umbrella and Cisco Secure Endpoint* network solutions to support the network security across the County, especially in response to an increase to the remote workforce, and digitization of County services. This investment and planning is directed at the augmentation of network security and ITD infrastructure in direct response to network infrastructure needs exhibited by the COVID-19 pandemic. In addition to increased remote working, and digital service delivery, the County infrastructure and data capacity has largely shifted to 'cloud' environments.

To assure that all threats of cyber-attacks and cyber-intrusions are mitigated, the County will utilize the aforementioned Cisco service package, in addition to VMware NSX security platforms to provide greater secure network access to staff, partners and the community.

Remote Enabled Workforce Security Upgrade Project Objectives
The Remote Enabled Workforce Security Upgrade has two general objectives:
- To promote greater access and security for Pima County networks; and
- To increase accessibility for Pima County staff and partners to secure network.

Remote Enabled Workforce Security Upgrade Project Main Activities
Pima County IT identified two main activities in the pursuit of its objectives:
- Implementation of NSX security platform; and
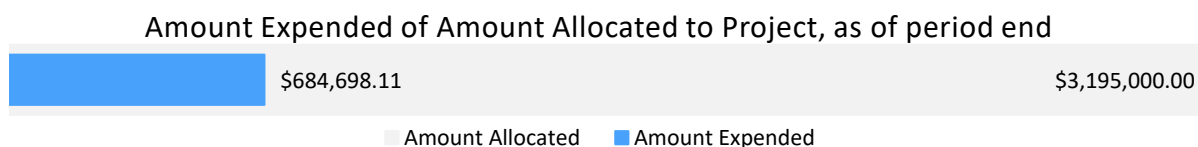- Enhanced monitoring of current software.

Remote Enabled Workforce Security Upgrade Project Key Performance Indicators
The effectiveness of the security upgrade is appraised largely by three key performance indicators:
- Progress on implementation of NSX, and associated goals met through project implementation;
- Number of security threats identified that are mitigated through this increased security; and
- Number of County employees and departments supported by this infrastructure investment.

Remote Enabled Workforce Security Upgrade Project Status
Of the $3,195,000.00 in SLFRF allocated to this project, $684,698.11 (21%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$684,698.11	$3,195,000.00

□ Amount Allocated ■ Amount Expended

The design, planning and implementation of this project have all started in FY2022. PCITD has developed a project implementation timeline that will continue through the performance period of the SLFRF cycle. PCITD will start collecting indicator data in FY2023 to support and evaluate the work conducted to-date and through future phases of this project implementation.

Public Safety Support Network Upgrade

Project Identification Number: PC32
Allocation Amount: $1,500,000.00
Project Expenditure Category: 5.21 Broadband: Other projects

Public Safety Support Network Upgrade (Microsoft Enhanced Security Admin Environment – ESAE) Project Overview
Pima County has allocated $1,500,000.00 to upgrade the public safety network security capacity. This investment will mitigate security risks to critical criminal justice data, ensuring that the County can continue to meet federal Criminal Justice Information Services (CJIS) and Arizona Criminal Justice Information (ACJIS) security requirements for data at rest and in motion.

In direct response to the increasing, and ever-present threat of cyber-attacks and cyber-intrusions in our infrastructure, Pima County has committed to the modernization of the cyber security capacity, especially during the pandemic. In Fiscal Year 2021, Pima County Information Technology Department (PCITD) determined the need to proceed with the *Enhanced Security Admin Environment (ESAE) Microsoft One Time - Public Safety Environment* to ensure the Pima County, as an organization and especially its criminal justice environment, is secure from emerging cyber threats.

This project will engage Microsoft to provide technical assistance to the PCITD team on the implementation and mitigation of COVID–19-related threats to the public safety support environment. As additional public safety, workloads move to in cloud-hosted environments, the ESAE solution will continue to keep the environment protected against cyber-attacks.

Public Safety Support Network Upgrade Project Objective
The objectives of this project is to provide greater access and security for Pima County networks.

Public Safety Support Network Upgrade Project Main Activities
The main activities of Pima County IT under this project involve:
- Implementation of an *Azure Secure Administrative Environment;*
- Monitoring network security and documenting security capacity; and
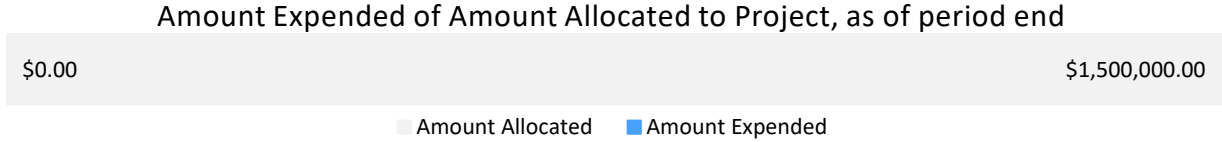- Building Privilege Access Workstations (PAW).

Public Safety Support Network Upgrade Project Key Performance Indicators
This project includes the following key performance indicators:
- Number of PAWs built;
- Progress on technology deployment (percent deployed?);
- Project management and oversight, specifically documentation of milestones and impact; and
- Security Operations Center (SOC) Monitoring.

Public Safety Support Network Upgrade Project Status
Of the $1,500,000.00 in ARPA CSLFRF allocated to this project, $0.00 has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$1,500,000.00

Amount Allocated ■ Amount Expended

Planned purchases for this initiative are scheduled for early FY2023. These purchases included 10 laptops and 5 monitors that will be utilized to support this effort. Currently, Pima County is developing a master agreement with Microsoft to implement the (ESAE) solution. This project is expected to deploy in early FY2023 and continue through the performance period.

Broadband Infrastructure

Project Identification Number: PC33
Allocation Amount: $500,000.00
Project Expenditure Category: 5.21 Broadband: Other Projects

Broadband Infrastructure Project Overview
Pima County allocated $500,000.00 in SLFRF to support the investment and upgrade of broadband infrastructure across the County departments and facilities. As exhibited by the COVID-19 pandemic, effective technology infrastructure has become integral to the successful communication, response and service delivery for all County departments.

Of note, the County, under the leadership of Pima County Information Technology Department (PCITD), is dedicated to investments in upgrading the broadband infrastructure to assure effective functionality across departments and services provided across the County, such as, but not limited to health, education, public and social services, among other governmental systems. The PCITD is planning to partner with *Arizona Communication Experts* to install broadband infrastructure to assure County departments and partner agencies (such as underserved businesses) can continue to enhance critical service areas such as, but not limited to, public health and social service data systems within the Pima County cloud network.

Broadband Infrastructure Project Objective
The objective of the Broadband Infrastructure project is to provide service to unserved or underserved businesses via new Fiber Connection.

Broadband Infrastructure Project Main Activities
The main activities of this project include:
- Complete Design Package for new 48-strand Fiber connection
- Complete Request for Quote (RFQ) Process and Notice to Proceed (NTP), when appropriate
- Begin Construction and Perform Construction Oversight
- Project Management and Oversight
    - Communicate milestone completion of project plan, timely
    - Verify completion of critical milestones
    - Close out project and issue final payment.

Broadband Infrastructure Project Key Performance Indicators
The following key performance indicators (KPIs) will measure the imminence of the project objective:
- RFQ process complete and NTP obtained
- Completion of Fiber optic infrastructure and testing (including detailed planning data on Fiber infrastructure completed, for example size, speed, and locations)
- Completion of critical project management items
- Project close out and final payment
- Number of underserved businesses served with new Fiber connection
- Internet speed and miles of new Fiber connections (including detailed implementation data on Fiber infrastructure completed, for example size, speed, and locations

Broadband Infrastructure Project Status
Of the $500,000.00 in SLFRF allocated to this project, $0.00 has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$500,000.00

☐ Amount Allocated ■ Amount Expended
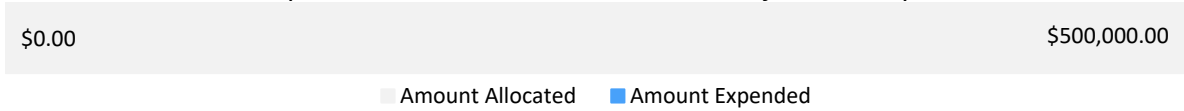
Currently, Pima County has planned completion of physical work associated with this project that will start in fall 2022. Due to material delays and municipal road improvement projects, the project has paused until completion of those items. It is expected that this project will start August 2022, with data metrics compiled throughout the project lifecycle.

Network Equipment

Project Identification Number: PC34
Allocation Amount: $1,505,000.00
Project Expenditure Category: 5.21 Broadband: Other Projects

Network Equipment Project Overview
Pima County allocated $1,505,000.00 in SLFRF to support the investment and upgrade of the County's broadband infrastructure to ensure all county functions, departments, and governmental systems are functioning efficiently for effective service delivery.

The COVID-19 pandemic highlighted inefficiencies in the current broadband functionality employed by Pima County. This was exacerbated by the shift to move many of the County functions to remote access, assure employees were able to telecommute, and adjust in person services to virtual access points. Additionally, the need to improve infrastructure to enhance data systems, and other cloud-based services became integral throughout the pandemic. While this investment is in direct response to information technology infrastructure improvements to support the County and its service delivery throughout the pandemic, these investments will improve County access to services, data infrastructure, and resource delivery throughout pandemic recovery.

Network Equipment Project Objective
Through the Network Equipment project, Pima County Information Technology Department (PCITD) will assure improvements to internet and network access across the County departments, access points, and partner agencies under the County network.

Network Equipment Project Main Activities
The main activities of Pima County ITD that lead to greater internet and network access in Pima County include:
- Installing network equipment;
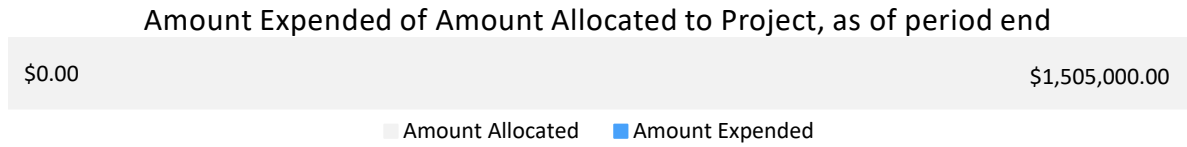- Testing and validating new equipment; and
- Monitoring new network equipment.

Network Equipment Project Key Performance Indicator
This project includes the following key performance indicators (KPIs):
- Determine appropriate network infrastructure improvement;
- Project oversight and documentation of critical milestones met for project implementation;
- Documented indicators to demonstrate infrastructure improvements such as, but not limited to, County departments, County employees, and partner agencies supported by this investment.

Network Equipment Project Status

Of the $1,505,000.00 in SLFRF allocated to this project, $0.00 has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$1,505,000.00

■ Amount Allocated   ■ Amount Expended

This project is planned to start in fall of 2022, currently the project is in a planning and design phase. PCITD will work to implement a project timeline at the onset of FY2023.

Security Software Services Implementation

Project Identification Number: PC35
Allocation Amount: $2,300,000.00
Project Expenditure Category: 5.21 Broadband - Other Projects

Security Software Services Implementation Project Overview

Pima County allocated $2,300,000.00 in SLFRF to modernize the cyber-security capacity across the County network. As exhibited by the increasing risk of cyber-threats and intrusions at the onset of the COVID-19 pandemic, it became imperative for the County to augment network security, especially as the County pivoted to remote work capacity, virtual service provision and increased public data reporting under the cloud services network.

Pima County committed funds towards further network security by engaging network security operations partners to provide technical assistance on the planning, design and implementation of security infrastructure, security best practices, and mitigation of cyber-threats will assure that the infrastructure environment supporting all County departments are monitored at all times.

Security Software Services Implementation Project Objectives

The Security Software and Services Implementation project has the two following objectives:
- To provide greater access and security for Pima County networks; and
- To increase accessibility for Pima County staff and partners to a more secure network.

Security Software Services Implementation Project Main Activities

Pima County Information Technology Department's (PCITD) main activities under this project include:
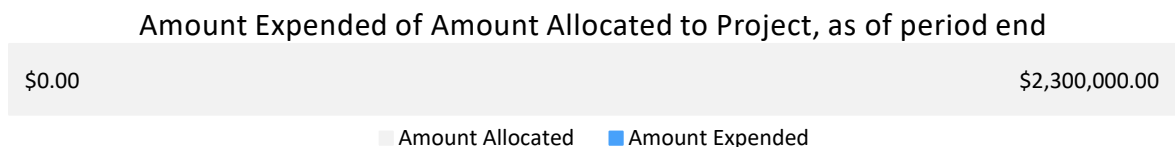- Installing security software;
- Testing and validating security software; and
- Monitoring new security software.

Security Software Services Implementation Project Key Performance Indicator

The number of security threats identified and mitigated through this increased security is the key performance indicator for this project.

Security Software Services Implementation Project Status

Of the $2,300,000.00 in SLFRF allocated to this project, $0.00 has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$2,300,000.00

☐ Amount Allocated   ☐ Amount Expended

PCITD is currently in the design and planning phase for this project. Initial work is being done to identify and procure vendors. PC ITD expects implementation in fall 2022.

Courts-Remote Enabled Projects

Project Identification Number: PC36
Allocation Amount: $3,000,000.00
Project Expenditure Category: 1.7 Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

Courts-Remote Enabled Projects Project Overview

Pima County Superior, Juvenile, and Consolidated Justice Court will use a total of $3,000,000.00 in SLFRF funds to implement the technology infrastructure upgrades listed below in order to adapt court operations to the pandemic and reduce backlogs.

Courtroom Upgrades

Pima County Superior, Juvenile, and Consolidated Justice Court has budgeted $2,443,223.00 to upgrade seventeen (17) courtrooms at Superior and Juvenile Court with remote-enabled technology and to implement distanced bench conferencing in the 27 courtrooms that support jury trials, as well as to implement similar capability in 10 courtrooms at Pima County Consolidated Justice Court.

Upgrading courtrooms to be compatible with modern audio/video technology provides the option for parties to attend a proceeding remotely without having to travel to the courthouse. Adding the video component to proceedings provides for credibility of witnesses and parties when all participants can be seen on video and not just attend via a conference audio connection. This expands the ability to hold hearings for detained parties and enables the court to meet statutes on mandated timelines and public health safety protocols by reducing human traffic in the courthouse. The technology upgrade provides convenience to the public and supports access to justice, which is a key element of the Supreme Court's strategic agenda.

Williams Sound Technology supports *distanced bench conferencing* for judges, attorneys, and courtroom reporters. This technology provides the ability to speak in private with the judge from any location in the courtroom and eliminates the need for any participants to approach the bench for confidential discussions.

The project requires County Facilities to run new cabling to audio-visual and computer components to support the technology upgrade. A staggered upgrade plan is required to relocate hearings in courtrooms being upgraded to other available rooms during the upgrade process. The audio-visual components will be standardized with the 37 rooms that were completed in FY2021. The five (5) courtrooms on the eighth floor of Superior Court will include an evidence podium and additional room monitors.

Upgrade Audio / Visual in Superior Court Conference Rooms and Court Training Center (CTC)

Superior Court has budgeted $140,000.00 to upgrade audio / visual (A/V) equipment at the CTC (located at the Juvenile Court Center) and in conference rooms used for both training and meetings on-site at Superior Court. These modifications will enhance the ability to offer hybrid (in person and through Microsoft Teams) versions of classes (and meetings with public) and improve training for Court employees and the public while increasing the number of participants. Increased accessibility of classes will assist in facilitating compliance with Supreme Court's statewide annual requirements per employee (16-hours, including classes on ethics, diversity and computer network security). The project requires County Facilities to run new cabling to A/V and computer components to support the technology upgrade. Once complete, the vendor and Court ITSD resources will complete implementation of the technology components.

Jury Deliberation Room Upgrades

Superior Court has budgeted $34,100.00 to upgrade ten (10) jury deliberation rooms to support digital evidence viewing by jurors. This upgrade will improve safety for jurors not having to handle dangerous evidence (e.g., guns, knives). It will also reduce the need to transport evidence from storage areas to the courthouse and deliberation rooms, increasing efficiency and reducing costs. The project requires County Facilities to run cabling and electrical in each room to support a wall-mounted large monitor, a DVD player, and a computer. Court ITSD will configure and install hardware.

Development Environment Upgrade

Superior Court has budgeted $205,055.00 to implement two large-scale development efforts that are prioritized because of the COVID-19 pandemic:

- A Pretrial Services platform to digitize all pretrial processes from initial appearance assessments through case management and data reporting/business intelligence. The platform will meet the Court's need for data consolidation across all Pretrial Services programs, digitization of all program data, automated workflow processes, and improved operational reporting. The platform will support individuals enrolled in Pretrial Services programs that are engaged in alternatives to detention and track successes within the criminal justice system focused on improving quality of life in the areas of health, security, and safety outcomes.
- Development of a Mental Health system to facilitate the efficient and effective provision of mental health evaluations, competency restoration, and mental health court services. This system will support the management of competency to stand trial evaluations, as well as the extension and operation of restoration to competency services. The system supports the most vulnerable and challenging court customers who have been assigned to the specialty mental health court program, by providing supervision and access to appropriate services, directly affecting community safety by reducing criminal activity. The system also promotes expeditious processing of criminal cases.

Project costs include the purchase, configuration, and implementation of the new environment sized to support Pretrial and mental health.

Probation Laptops

Superior Court has budgeted $177,622.00 to purchase, configure, and deploy 114 laptops and docking stations for assignment to Adult and Juvenile Probation Officers.

Adult Probation Officers with mobile technology in the field have full access to the Probation database and are able to conduct business with probationers in the community, an evidence-based practice. More engagement in the community reduces the number of visitors in Probation waiting rooms, often in close contact with each other. Reducing foot traffic will enhance the health and safety of the public and staff. Finally, remote computing is not only efficient and safe; it is the standard in community corrections.

Juvenile Probation Officers will utilize laptops to conduct interviews with youth and families, as well as required visual contacts for Supervised Diversion, Standard Probation, and Juvenile Intensive Probation. The laptops will also enable probation staff to engage in court proceedings without physically entering courtrooms. Laptops enable probation staff to stay connected and engaged with team members and supervisors. These allows for access to trainings and meetings without jeopardizing the welfare of staff members and the public.

Courts-Remote Enabled Projects Project Objectives

The remote enabling of court facilities is in service of two objectives:

- To safely hold proceedings and reduce/avoid backlogs through use of digitized records and facilities upgraded with remote technologies to meet pandemic and continuity of operations standards; and
- To allow staff to meet mandated training requirements through use of remote technologies.

Courts-Remote Enabled Projects Project Main Activities

Pursuing the objectives of this project entails six main activities:

- Planning and installing any necessary cabling (in conjunction with Pima County Facilities);
- Obtaining quotes from vendors for equipment and labor;
- Sending purchase orders to vendors (e.g., For the Record, Dell) for equipment and labor;
- Coordinating and implementing installation plans with vendors;
- Configuring and installing equipment, including imaging and deployment of laptop devices; and
- Monitoring the deployment of technological upgrades, including outcome tracking.

Courts-Remote Enabled Projects Project Key Performance Indicators

This project includes the following key performance indicators (KPIs):

Key performance indicators by subproject

Sub-Project	KPI	Notes	Output Format
Courtroom Upgrades	Status Update (Quarterly)	Description of critical activities completed: a) to date, and b) Reporting Period (as appropriate).	Report and Percentage of Completion Analysis
	Bi-annual End-User Survey to validate constituent satisfaction with Courtroom Upgrades (Bi-annual)	Survey Judicial Officers and Attorneys for feedback on Courtroom Upgrade satisfaction and quality as well as the Court's ability to support digital and virtual hearings.	Report on data and findings
	Emergency Planning Status (Annual)	Description of Continuity Of Operations readiness	Report
Jury Deliberation Room Upgrades	Status Update (Quarterly)	Description of critical activities completed: a) to date, and b) Reporting Period (as appropriate).	Report and Percentage of Completion Analysis
	End-User Survey to validate constituent satisfaction with Deliberation Room Upgrades (Bi-annual)	Survey Law Clerks / Bailiffs, Attorneys and/or Seated Jurors for feedback on Deliberation Room Upgrade satisfaction and quality.	Report on data and findings
Probation Laptops	Status Update (Quarterly)	Description of critical activities completed: a) to date, and b) Reporting Period (as appropriate).	Report and Percentage of Completion Analysis
	End-User Survey to validate Juvenile Probation Officer	Survey Juvenile Probation Officers for feedback on ARPA-funded laptop satisfaction and quality as well as their	Report on data and findings

Sub-Project	KPI	Notes	Output Format
	satisfaction with new Laptops (Bi-annual)	ability to engage with Juvenile Probationers digitally and virtually.	
	Track Adult Probation Performance Metrics positively impacted by the new Laptops (Quarterly)	Track rates of: a) Successful instances of Probation completion, b) in-office probationer contacts, and c) field presence (by hours).	Report
Upgrade Conference and Training Rooms	Status Update (Quarterly)	Description of critical activities completed: a) to date, and b) Reporting Period (as appropriate).	Report and Percentage of Completion Analysis
	End-User Survey to validate satisfaction with Conference and Training Room Upgrades (Bi-annual)	Survey Court Staff for feedback on Conference and Training Room Upgrade satisfaction and quality.	Report on data and findings
Development System Upgrades	Status Update (Quarterly)	Description of critical activities completed: a) to date, and b) Reporting Period (as appropriate).	Report and Percentage of Completion Analysis
	End-User Survey to validate satisfaction with Pre-Trial Services (PTS) and Mental Health application upgrades (Bi-annual)	Survey PTS and Mental Health Division Staff for feedback on the satisfaction and quality of PTS and Mental Health Computer application upgrades.	Report on data and findings

Courts-Remote Enabled Projects Project Status

Of the $3,000,000.00 in SLFRF allocated to this project, $1,011,933.10 (34%) has been expended, through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$1,011,933.10	$3,000,000.00

▢ Amount Allocated ▮ Amount Expended
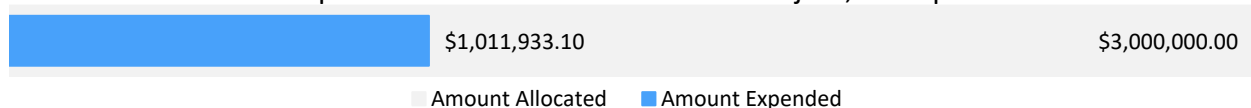
Of all of the planned projects, through the reporting period, the following have started or are complete:
- Distanced bench conferencing – installed for all 27-courtrooms at Superior Court in FY2022. In addition, twelve (12) courtrooms were completed in FY2022 and are now equipped to accommodate remote hearings. The remaining fifteen (15) rooms will be completed in FY2023.
- The development environment was implemented in FY2022 enabling the *pretrial case management platform and the mental health projects* to proceed with implementation expected in late FY2023 and early FY2024.
- Probation laptops for adult and juvenile probation (n = 114) were also purchased and deployed in FY2022.
- Planned upgrades to jury deliberation rooms, the court training center and specified conference rooms are targeted for completion in FY2023.

Public Health Communications and Outreach

Project Identification Number: PC41
Allocation Amount: $621,401.89
Project Expenditure Category: 1.7 Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

Public Health Communications and Outreach Project Overview

Communication and outreach are crucial to the COVID-19 pandemic response. The Pima County Communications Department has worked diligently with the Pima County Health Department and Pima County Administration to assure critical pandemic-related messaging, materials, and outreach are provided to the community in a timely and accessible manner. Pima County has allocated $621,401.89 in SLFRF to develop and conduct public health communications and marketing campaigns to aid in the response, mitigation and recovery of the COVID-19 pandemic.

Public Health communication and outreach strategies are integral to mitigation strategies employed by Pima County. Since the onset of the COVID-19 pandemic, the Pima County Communications Department have designed specific, and multi-modal messaging to assure the residents of Pima County have the most accurate and timely information. Communication strategies have all been designed to aid in the direct pandemic response – specifically, the provision of real-time health information; communication of local, state and federal COVID-19 policies; and associated best practices for public health and safety.

As the COVID-19 pandemic has continued to evolve, communications strategies have aligned, focusing on testing accessibility efforts, COVID-19 transmission and rates, and vaccine distribution. In 2021, public health communication efforts were focused primarily on vaccine accessibility and new variants. Specifically funded by SLFRF to-date, were five targeted campaigns for COVID-19 Vaccine Encouragement and Vaccine Hesitancy.

Through numerous media outlets and educational campaigns, Pima County used their funds to explain the importance of COVID-19 vaccinations and to address concerns for those who have vaccine hesitancy. In an effort to connect with all Pima County residents, advertisement campaigns were ran on seven different television stations (English & Spanish), four different radio stations, and three different social media networks.

An example of the success thus far, there has been 55,606 views/clicks on all social media campaigns providing vital vaccine information. With the SLFRF, Pima County continues to use their platform to promote COVID-19 vaccinations and educate the public on safe COVID mitigation techniques.

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Public Health Communications and Outreach Project Objectives

The departmental partners of Pima County government share two of objectives in the Public Health Communications and Outreach project:
* To develop and to conduct public health communications and marketing campaigns to aid in the response, mitigation and recovery of the COVID-19 pandemic; and
* To create social media advertisements in order to build COVID-19 vaccine awareness.

Public Health Communications and Outreach Project Main Activities

Pima County has three main activities for attaining its objectives:

- Developing public health messaging and outreach campaigns;
- Campaigning through various media outlets; and
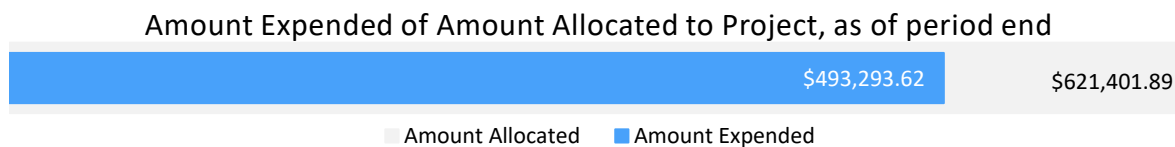- Developing a long-term COVID-19 educational campaign.

Public Health Communications and Outreach Project Key Performance Indicators

Pima County makes use of four key performance indicators to stay on track with its objectives. They include:

- Number of social media, TV, Radio, Digital Ads, Direct Mail, Outdoor Ads;
- Number of clicks/views on social media posts - 55,606
- Number of events with PCHD (or other departments) with COVID-19 awareness focus; and
- Public Survey on COVID19 outreach tools (e.g., how did you hear about this service / event).

Project Status

Of the $621,401.89 in SLFRF allocated to this project, $493,293.62 (79%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$493,293.62	$621,401.89

☐ Amount Allocated ☐ Amount Expended

Pima County Communications has used the SLFRF for seven public health campaigns over the course of the reporting period, predominately focused on ***vaccine encouragement and vaccine hesitancy***. These campaigns employed multi-modal approaches that include television, radio, print / digital media, social media, on-site promotion and advertisement. All of these campaigns were deployed in both English and Spanish.

Pima County Communications released a series of five Vaccine Encouragement public health campaigns between April and December of 2021. The vaccine encouragement campaigns supported the Pima County effort to assure all eligible residents were knowledgeable about available vaccines, vaccine distribution sites, vaccine safety, and vaccine eligibility. Vaccine encouragement efforts sought to encourage residents across Pima County to take advantage of free and available COVID-19 vaccines.

The five vaccine encouragement campaigns included 1,409 television spots, 2,794 radio spots and digital/print media (half-page advertisements, on-site promotions, live interviews, and digital media – 80,000 impressions).

In addition to television, radio and print media, Pima County Communications further established a social media footprint for outreach including Facebook, Instagram, and YouTube. The social media impact targeted Pima County residents within a 10-mile radius of Pima County's large fixed vaccine distribution sites, greater Tucson area, all genders, age ranging between 13 and 55, and 'general public – across Pima County,' outreach. The Vaccine Encouragement campaigns collectively had 1,492,206 impressions across the Facebook and Instagram social media platforms. Impressions are defined as the number of times content is displayed, regardless of end-user interaction. Of the 1.5 million impressions, the vaccine

encouragement campaigns had 31,374 direct clicks, and a reach of over 250,000 individuals. Pima County Communications also released video advertisements on YouTube in both English and Spanish, running April 16 through early June 2021. These ads had a combined reach of 294,424 impressions, with just under 14,000 views.

Similarly, the Pima County Communications team released two campaigns specifically targeted at <u>vaccine hesitancy</u>. These campaigns ran between May through June 2021 targeting all ages, all genders and all Pima County residents. The Vaccine Hesitancy campaigns sought to create and distribute content to the public about vaccine safety, efficacy, and create confidence around COVID-19 vaccination for 'vaccine hesitant' or 'vaccine unsure' individuals. The two vaccine hesitancy campaigns resulted in 1,924 television spots across English and Spanish networks, 475,971 social media impressions across Facebook and Instagram, resulting in over 10,000 clicks, and a reach of 110,549.

These campaigns were results of a comprehensive public health strategy, which aligned timely, accurate, and accessible public health communications to assure public health priorities are effectively communicated to the Pima County community. These campaigns resulted in direct public interaction with social media posts, public news narratives, and participation in public health campaigns. Similarly, these public health communication strategies have resulted in access to information about COVID-19 vaccines, accessibility of public health services, and timely reporting of local, state and federal public health and safety recommendations.

Economic Recovery Communications and Outreach

Project Identification Number: PC42
Allocation Amount: $980,000.00
Project Expenditure Category: 2.35 Aid to Tourism, Travel, or Hospitality

Economic Recovery Communications and Outreach Project Overview
Pima County has allocated $980,000.00 in SLFRF to invest in communications and outreach associated with economic recovery across Pima County. Nationally, the COVID-19 had detrimental effects on local economies, tourism, and disproportionately affected local business, including, but not limited to, hospitality, local events, and festivals. Pima County Communications has determined investment areas to use communication and outreach tools, such as social media, local-area media (print and digital), as well as event promotion to improve resiliency of local economic growth and regenerate Pima County's local economy.

Pima County Communications will adopt a multi-modal approach to communications and outreach dedicated to the economic recovery of Pima County. This approach includes direct activities such as direct promotion and marketing of local events, festivals, and local businesses. The goal of this initiative is to restore and grow local event, festival and hospitality industries to meet or exceed pre-pandemic participation levels. Through this continued promotion, economic recovery communications can highlight not only events, but disproportionately affected local business that are either directly or indirectly participatory in these events, specifically hospitality industry partners such as restaurants, hotels, entertainment, concert venues, and other businesses.

Finally, a goal of this campaign will also communicate public health and safety best practices for events across the County. Pima County Communications will release tools and campaigns to inform local businesses on best practices for conducting an event safely, per public health recommendations and safety protocols. This will support local business, event planners and event promotors in creating a safer environment for participation in local events.

The goals of this project not only help to improve the participation and engagement in events and highlight the local Pima County economy, but also to cross-promote and build ongoing interest, marketing opportunities, and public engagement with local businesses across the County in perpetuity. Continued marketing of events, and local business is a sustainable approach to assure local business investment, jobs, and economic growth across certain business sectors that could not operate in full during the COVID-19 pandemic.

Economic Recovery Communications and Outreach Project Objectives
By taking on the Economic Recovery Communications and Outreach project, Pima County strives for four objectives:
- To restore and grow local event/festival and hospitality industries through event sponsorships and marketing;
- To increase participation in local events;
- To improve the local economy; and
- To increase resiliency in local promoters and show producers to withstand event attendance changes due to existence of pandemic and endemic contagious diseases.

Economic Recovery Communications and Outreach Project Main Activities

Three main activities are putting Pima County on the path to achieving the objectives of this project:
- Creating campaigns that teach local businesses best practices for conducting an event during COVID (or other outbreak);
- Conducting events and festivals to promote Pima County's local businesses; and
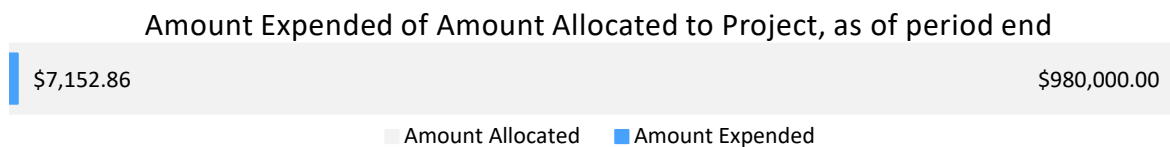- Providing marketing assistance to events and festivals aimed at promoting local businesses.

Economic Recovery Communications and Outreach Key Performance Indicators

Pima County estimates the effectiveness of its course of action with the following three key performance indicators:
- Analysis of event and festival attendance compared to pre-pandemic levels;
- Total participation in local events (vendors, local promotors); and
- Changes in job growth over time (e.g., disproportionately affected industries).

Project Status

Of the $980,000.00 in SLFRF allocated to this project, $7,152.86 (1%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$7,152.86	$980,000.00

Amount Allocated   Amount Expended

Pima County Communications is actively engaging with local and national businesses to increase both events and job creation opportunities. The SLFRF allocations for this has allowed two separate events to take place in the spring of 2022: *Promotion of the Southern Arizona Heritage and Visitor Center and the job recruitment for the local area*.

The promotion of the Pima County Historic Courthouse, a building that is on the 'National Register of Historic Places' and famed for the arraignment of John Dillinger, has been refurbished and turned into the *Southern Arizona Heritage and Visitor Center*. The County preserved the past and highlighted the local attractions by creating a space to come learn about all that Pima has to offer.

The job recruitment events are part of a new push to bring local jobs into Pima County. The County is putting more focus on the need to recruit national talent into the local area to spur economic growth. During FY2023, planned spending for this effort will be directed to the local economic engine known as *Sun Corridor*. *Sun Corridor* has the ability to work with large organizations and promote Southern Arizona as a hub for growth and economic stability. To support this funding is being allocated for creation and dissemination of COVID-19 recovery messaging, and will focus on the local economic recovery. Additionally, there will be funding directed, over three years, to promote festivities and events locally, and to the surrounding counties.

To ensure that the community can access all of the planned County events fiscal investment is being directed towards renovating the County public-facing website. This will improve web services and internet based communications to the public. By doing so it will enhance the County's ability to inform the public about post-COVID program and services available to them. Given the increased web traffic during the pandemic a more agile platform is needed to further engage constituents in ways that are comfortable

with them. The new website will be able to be translated into 60+ languages, multi-device accessible and utilize an artificial intelligence (AI) based chat bot to better serve the end user.

Pima Community College Micro-pathways to In-Demand Jobs

Project Identification Number: PC44
Allocation Amount: $5,340,676.00
Project Expenditure Category: 2.10 Assistance to Unemployed or Underemployed Workers (e.g. job training, subsidized employment, employment supports or incentives)

Pima Community College (PCC) Micro-pathways Project Overview

On April 5, 2022, Pima County executed an intergovernmental agreement with Pima Community College (PCC) using $5,340,676.00 of SLFRF to address an urgent need for low-to-no-cost workforce education and training opportunities for Pima County residents who suffered employment losses related to the COVID-19 pandemic. COVID-19 has had detrimental effects on the Pima County economy, with layoffs, furloughs, and modified working conditions. Changes to the labor market, such as fewer hospitality and retail jobs in addition to ongoing automation of office and factory jobs, mean many workers won't have jobs to return to and will need to reskill in order to reenter the workforce.

Funding for PCC supports essential components of its **MICRO-PATHWAYS – "*Reskilling and Recovery Network Strategic Plan".*** PCC has created eight micro-pathways that are aligned with state-of-the-art Centers of Excellence. A worker skills gap has inhibited a strong economic recovery and growth in Arizona in the post-COVID era. Industry 4.0 (i.e., automation, artificial intelligence, mobile technology, cloud computing) has created a demand for high-tech skills and the need for reskilling and upskilling.

PCC 'Micro-pathways' programming will provide participants with financial support to aid access to micro-pathways, apprenticeships, and other workforce development training programs to gain employment in high growth career fields. This will include dedication of funding for micro-pathways navigators, career coaches, and success coaches for micro-Pathway Courses, as well as apprenticeship scholarships for required technical instruction.

PCC partners with employers to create work-based learning opportunities and apprenticeships for micro-pathway learners, and to build a strong talent pipeline to high-skill/high-tech jobs. As a Pima County SLFRF sub-recipient, PCC is focused on providing financial support to Pima County residents to aid their access to micro-pathways, apprenticeships, and other workforce development training programs to gain employment in high growth career fields and to defray their costs of completing a High School Equivalency degree. Additionally, PCC will apply SLFRF to make educational opportunities more accessible to a larger number of students in five Centers of Excellence: Health Professions, Public Safety, Cyber Security/Information Technology, Hospitality, and Veterinary Technology. This will be accomplished by purchasing needed equipment and supplies, including equipment to expand the PCC's capacity to provide remote instruction and to accommodate students with laboratory assignments.

> Micro-pathways are short-term programs (i.e., 6 months or less) that lead directly into in-demand jobs with family-sustaining wages within Pima County.
>
> PCC's eight micro-pathways were co-designed by PCC in partnership with regional business and industry partners and include embedded industry-recognized certifications.
>
> Note: PCC defines "family-sustaining wages" as 20% above minimum wage for entry level on a stackable pathway with opportunities for increased skills and increased wages.

Pima Community College (PCC) Micro-pathways Objectives

Pima Community College is an *open-admissions college within the diverse setting of Pima County, PCC provides comprehensive and flexible life-long learning opportunities to promote learner success and to empower every learner, every day, for every goal.* Quoted from Pima College's website*.*

SLFRF will contribute to Pima County residents recovering from the negative economic impact of the COVID-19 pandemic through the following objectives.

Pima College's overarching outcome objectives with this funding are to: 1) train low-income students impacted by COVID-19 in stackable credentials to help them achieve a family sustaining wage, and 2) to achieve high employment rates among students earning one or more stackable credentials through the college.

Pima College has two overarching output objectives with is funding: 1) Provide no fewer than 500 Pima County residents with financial support to aid access to Micro-pathways, apprenticeships, and other workforce development training programs to gain employment in high growth career fields; and 2) Employ sufficient numbers of Micro-pathways navigators, career coaches, and success coaches for Micro-pathway Courses and Apprenticeship scholarships for required technical instruction.

There are common output and outcome objectives nuanced to fit each Center of Excellence (listed in Project Overview section) summarized below.

- Outputs
  - Numbers of procured equipment, and licenses, as detailed in contract
  - Number of vouchers provided for HSE testing
  - Number of new courses designed
  - Number of existing courses updated
  - Number of new and updated courses offered/implemented
  - Online storage capacity

- Outcomes
  - Number of low-income students receiving training
  - Student utilization of services, e.g. new or updated courses, virtual lab, dual enrollment for high school students, etc.
  - Degree to which student participation is consistent with program expectations
  - Number of credits earned, per low-income student
  - Number of students receiving high school equivalency certificate, stackable credential, industry certification, or associate's degree
  - Percent of eligible students passing a state or national exam
  - Number of workers enrolled in sectoral job training programs
  - Number of workers completing sectoral job training programs
  - Percent of students and professors expressing satisfaction

Pima Community College (PCC) Micro-pathways Main Activities

PCC's intergovernmental agreement with Pima County under SLFRF was fully executed by the Pima County Board of Supervisors on April 5, 2022. Since that time PCC has been conducting start-up by hiring staff and incorporating the funding into its financial and programmatic tracking systems to ensure high quality oversight and audit readiness.

PCC's activities under this funding include the following:

- Student financial support - Providing Pima County 500 residents with financial support to aid access to micro-pathways, apprenticeships, and other workforce development training programs to gain employment in high growth career fields.
- Hiring - Employing Micro-pathways navigators, career coaches, and success coaches for Micro-Pathway Courses, & Apprenticeship scholarships for required technical instruction.
- Health Professions Center of Excellence – Purchasing: 1) one female and one male high-fidelity cadaver model (Syndaver), 2) one anatomage table, 3) 24 GoPro cameras to extend lab utilization, and 4) DistanceSim, vSim, zSpace, & xLung institutional licenses for virtual learning.
- Public Safety Center of Excellence – Purchasing high tech simulation and virtual reality equipment supporting fire science, emergency medicine, and law enforcement
- Adult Basic Education – Funding high school equivalency testing and administration fees for 3,500 low-income Adult Basic Education students. Purchase Chromebooks that low and moderate-income Adult Education students can borrow and earn the right to keep.
- Cyber Security, Information Technology Center of Excellence – Funding the development of a Cyber Security micro-pathway to prepare the student for national certification as an Offensive Security Certified Professional, a programming micro-pathway, and an Early College Program in Information Technology.
- Hospitality Center of Excellence – Purchasing Hyflex technology and equipment, plus one year's salary for a laboratory specialist and part-time subject matter experts, for use in Culinary Fundamentals and Hotel & Restaurant Management certificate programs.
- Veterinary Technology - Purchasing and implementing new digital medical software for Veterinary Technology program.

Pima Community College (PCC) Micro-pathways Key Performance Indicators
In addition to tracking the objectives listed in Section B, PCC has committed to collecting and reporting on the following U.S. Treasury required measures:

- Number of workers enrolled in sectoral job training programs; and
- Number of workers completing sectoral job training programs.

Additionally, PCC has selected the following performance measures:

Outputs

- Number of low-income students receiving training.
- Number of credits earned, per low-income student.

Outcomes

- Number of students receiving high school equivalency certificate, stackable credential, industry certification, or associate's degree.
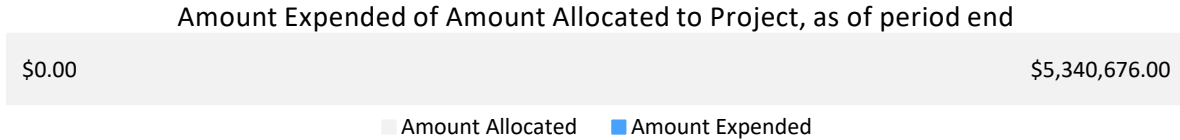- Percent of eligible students passing a state or national exam.

Satisfaction

- Student and professor satisfaction levels.

Pima Community College (PCC) Micro-pathways Status

PCC has been in start-up mode during the past three months, which has included hiring project managers, integrating the project into PCC's accounting system, establishing inter-departmental lines of communication, finalizing curriculum, and organizing staff training events. Staff are finalizing processes, protocols, and forms for eligibility screening, voucher requests, etc. and has been gathering quotes for the intended equipment and supply purchases to ensure maximum cost-benefit.

Of the $5,340,676.00 in SLFRF allocated to this project, $0.00 has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$0.00 $5,340,676.00

Amount Allocated   ■ Amount Expended

JobPath Tuition and Support Programs

Project Identification Number: PC45
Total Allocation: $3,003,500.00
Project Expenditure Category: 2.10, Assistance to Unemployed or Underemployed Workers

JobPath Project Overview

Pima County has sub-contracted with JobPath, Inc. using SLFRF to address an urgent need for job training and workforce development services for residents suffering employment losses related to the COVID-19 pandemic. COVID-19 has had detrimental effects on the Pima County economy[57], with layoffs and modified working conditions. Changes to the labor market, such as fewer hospitality and retail jobs in addition to ongoing automation of office and factory jobs, mean many workers will not have jobs to return to and will need to reskill in order to reenter the workforce. Since its inception in 1998, JobPath, Inc., a local 501(c)3 organization has been a primary support mechanism to assist students and lower income workers in Pima County in their quest to advance their training with a goal to obtain technical certifications and associates' degrees leading to higher income jobs. An allocation of $3,003,500.00 from Pima County's SLFRF combined with funding from Pima County's General Fund will be used to serve eligible adults interested in earning certifications or degrees, or completing apprenticeships, in growth fields targeted by the Pima County Workforce Investment Board (WIB).

Each enrolled JobPath student is assigned a *Student Success Coach* who helps them develop a strengths-based student success and financial plan tailored to their specific goals and potential barriers, and meets with each student at least monthly to support their success and to help them address unanticipated barriers. The Student Success Coach, and then a Workforce Readiness Coach during the six month follow-up period, is available to each student on an ad hoc basis throughout their enrollment and six-month follow-up period. The Workforce Readiness Coach supports students with honing their employment soft skills, such as interviewing, resume writing, and negotiation.

The funds allotted to each student are targeted to their specific needs, which may include money for books, utility payments, gas cards, emergency car repair, tuition, testing fees, and job-related tools. The Student Success Coach also helps each student connect to other resources to reduce barriers to completing their certificate, apprenticeship, or degree program, such as childcare resources, academic scholarships, Pima County One Stop funding, and housing support. JobPath is designed to improve certification, apprenticeship, and degree completion rates among particularly vulnerable student populations through targeted supports that serve as a safety net for both anticipated and unanticipated barriers. JobPath, Inc. supports training programs that match with local Workforce Investment Board (WIB)-targeted industries in Information Technology, Applied Technology, and Health Professions. General Information about JobPath, Inc can be found at https://www.jobpath.net.

JobPath Objectives

JobPath is basing its objectives on its past performance with other projects:
- Enroll and provide career counseling and sponsorship for eligible adults from July 1, 2021 – June 30, 2022.
- Forty-five percent of enrolled participants earn a certificate, complete an apprenticeship, or complete one year of a 2-year college degree program within one year of enrollment.

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[57] https://mapazdashboard.arizona.edu/article/how-rough-was-initial-impact-covid-19-tucsons-economy

- Eighty percent of participants that obtain a certification or complete an apprenticeship obtain employment.
- Eighty percent of participants completing the first year of a college degree program enroll and complete the second year.

JobPath Main Activities

With the goal of serving 670 low-income adults each year, JobPath's main activities are as follows. Staff outreach to unemployed and underemployed members of low-income households through partnerships with Arizona@Work, the Pima County Interfaith Council (PCIC), Pima Community College, and other community based organizations. JobPath uses a variety of methods to access eligible community members, including tabling at community events, social media pushes, co-branded marketing with key partners, and direct interaction through events hosted by PCIC at local churches.

Interested applicants are assessed for eligibility. Minimum requirements include:
- Letter of acceptance with start date or current enrollment in a JobPath sponsored program in Applied Technology, Information Technology, or Health Professions;
- High school diploma or equivalent (waived if enrolled in Pima Community College's Integrated Basic Education and Skills Training (IBEST) program, which combines high school equivalency program with a certification program in a career/technical program;
- Legal eligibility to work in the United States;
- Arizona residence for at least one full year;
- Minimum age of 18 years old; and
- Income qualification: must be at or below the "Low" level according to U.S. Housing and Urban Development income guidelines by household size.

JobPath staff collect eligibility information from all applicants through virtual interviews. Once found eligible and enrolled, each student works with a staff member to develop an individualized long-term financial plan coupled with an education and training plan. Depending on their expressed needs, applicants are referred to other community resource programs, such as food banks, transitional housing, and childcare resources. Career counseling is provided along with case management ("sponsorship") to help individuals gain skills and competencies needed to obtain, or advance in, career ladder employment in Workforce Investment Board (WIB) targeted industries. JobPath ensures that participants enroll into a degree program, a certification program, or an apprenticeship program in career areas where there is a demand for skilled workers. Job placement assistance is one way this is achieved. JobPath also tracks each participant's job success for two years after placement and maintains a record of post-program activities.

Staff maintains records of all students enrolled by JobPath identified by:
- Study area;
- Academic and program completion;
- Exit, including withdrawal;
- employment and wage status for students who report it, including employment in Workforce Investment Board (WIB) targeted industries;
- Other financial aid and co-enrollment in Arizona@Work / Pima County One-Stop; and
- Multiple participant demographic characteristics. JobPath staff attempt to track all students for six months following their exit to ascertain their employment and wages status, and to inquire about additional service needs.
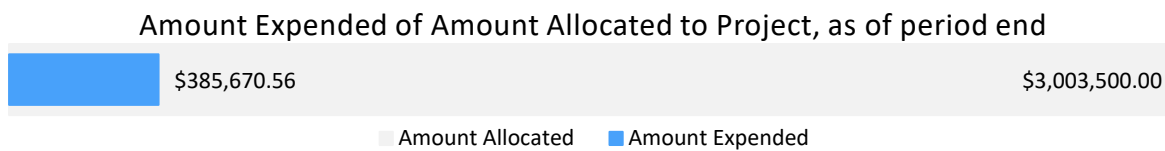
JobPath Key Performance Indicators

In its inaugural SLFRF year (FY2022), JobPath collected and reported on the following U.S. Treasury required measures:

- Number of workers enrolled in sectoral job training programs;
- Number of workers completing sectoral job training programs;
- Number of students placed into employment by WIB-supported career path; and
- Average wage of students employed following completion of JobPath.

JobPath Status

Of the $3,003,500.00 in SLFRF allocated to this project, $385,670.56 (13%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$385,670.56	$3,003,500.00

☐ Amount Allocated   ☐ Amount Expended

During its first year of SLFRF, JobPath reports enrolling 335 students and serving a total of 584 adults with 220 students in certificate programs, nine (9) in apprenticeship programs, and 355 in degree programs. There were a total of 249 existing JobPath students enrolled prior to Fiscal Year 2022 (FY2022) who received SLFRF funding support during FY2022. The demographic characteristics of JobPath participants provide some context to the program's reach and diversity in terms of income, age, gender identity, race and ethnicity, geography, highest academic level, and single head of household status.

Household Income

All JobPath students fall within the low and moderate-income categories defined by the U.S. Treasury for SLFRF, ≤40% Area Median Income and ≤65% Area Median Income, respectively. In fact, the only HUD category in the ARPA's "moderate" category are the 108 students within HUD's Low 1 category.

Household income level for JobPath students U.S. Department of Housing and Urban Development guidelines in Pima County, through June 30, 2022

Legend:
- ■ Extremely Low 1 (≤$14,450 per year)
- ■ Extremely Low 2 (≤$17,420 per year)
- ■ Extremely Low 3 (≤$21,960 per year)
- ■ Very Low 1 (≤$24,050 per year)
- ■ Very Low 2 (≤$27,450 per year)
- ■ Low 1 (≤$38,450 per year)
- ■ Blank
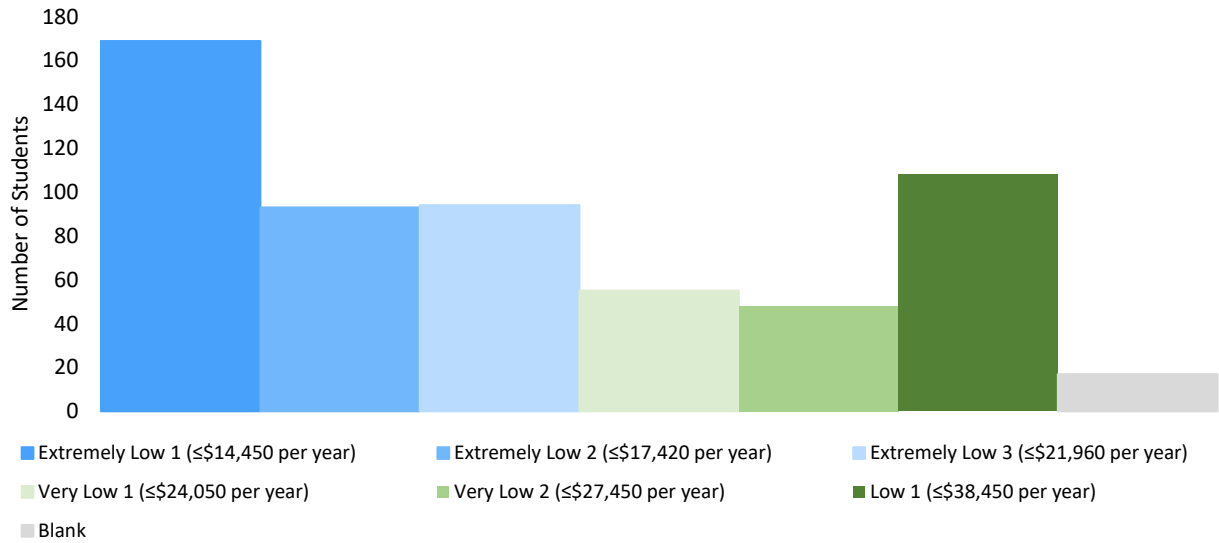
The graphic for household income level for JobPath students stratifies students by HUD income categories. According to enrollment records, there were 169 JobPath students served during FY2022 who fall under HUD's 'extremely low 1' income category (<$14,450 annual income). The average gross monthly income for all JobPath students in this cohort was $1,253.35, which annualizes to $15,040.20.

Other Financial Support:
Of enrolled students, 74% did not indicate any additional financial support, while 22% indicated receiving one or more of the following financial aid supports: Tribal assistance, Pell Grant, Scholarship, or unemployment insurance. Of the 584 enrolled students, 11% were co-enrolled with Arizona@Work/ Pima County One Stop. Almost 14% indicated having student loans with 4% having student loans without other financial support.

Gender and Age:
The highest number and percent of JobPath participants (33%) during FY2022 were female, ages 25 – 34 years old followed by females, 35 – 44 years old. The highest number of male and non-binary participants were also 25 – 34 years old. Overall in FY2022, female participants accounted 65% of all students (n=382), male participants accounted for 33% (n=195), Non-binary participants accounted for 1% (n=6) and one student preferred not to answer for under both gender and age. Seventy-four percent (74%) of students reported their marital status as single (432). In this cohort, 47% indicated having children and 55% of students with children indicated they were single parents.
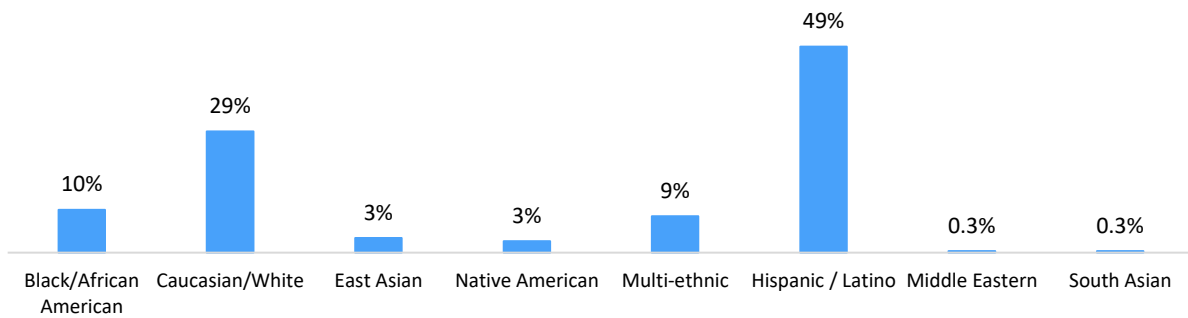
JobPath participants by gender and age in Pima County, through June 30, 2022
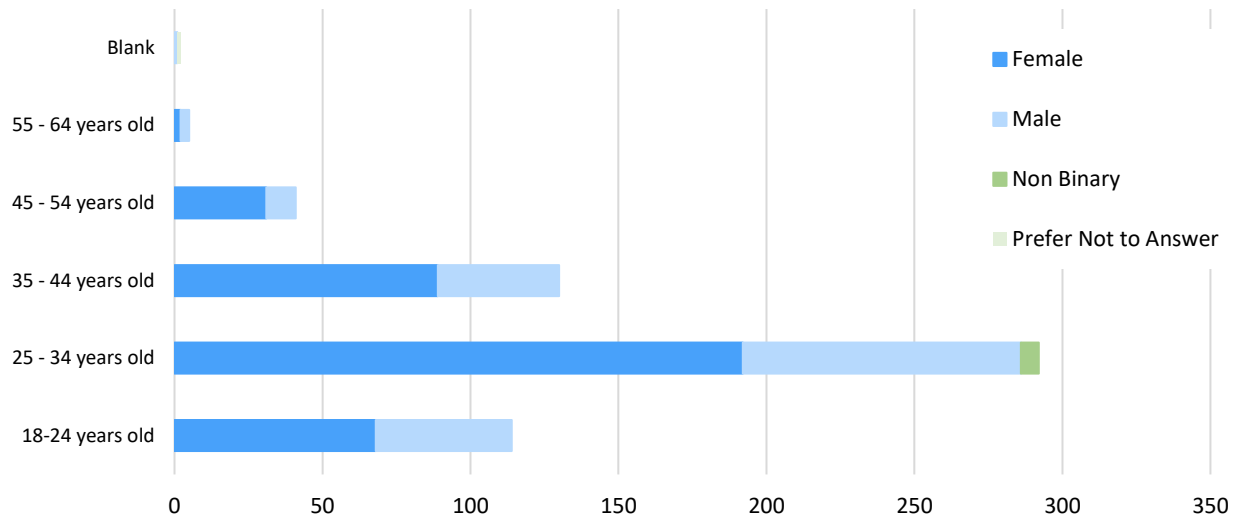

Race and Ethnicity:

Compared to Pima County's population from the U.S. Census, the FY2022 JobPath cohort is over-representative of Hispanic/Latino, Black/African American, and multi-ethnic populations.

Composition of JobPath race/ethnicity identities, through June 30, 2022

Geography:

This heat map, below, shows the distribution of JobPath students across Pima County. The dotted lines show the outlines of the 44 federally qualified census tracts in Pima County. Each year the U.S. Census Bureau identifies census tracts across the U.S. where 50% or more of households have incomes below 60% of the Area's Median Gross Income or have a poverty rate of 25% or more. In 2022, 44 Pima County census tracts met this definition. The qualified census tracts in the greater metropolitan Tucson area are designated by dotted lines in the map.
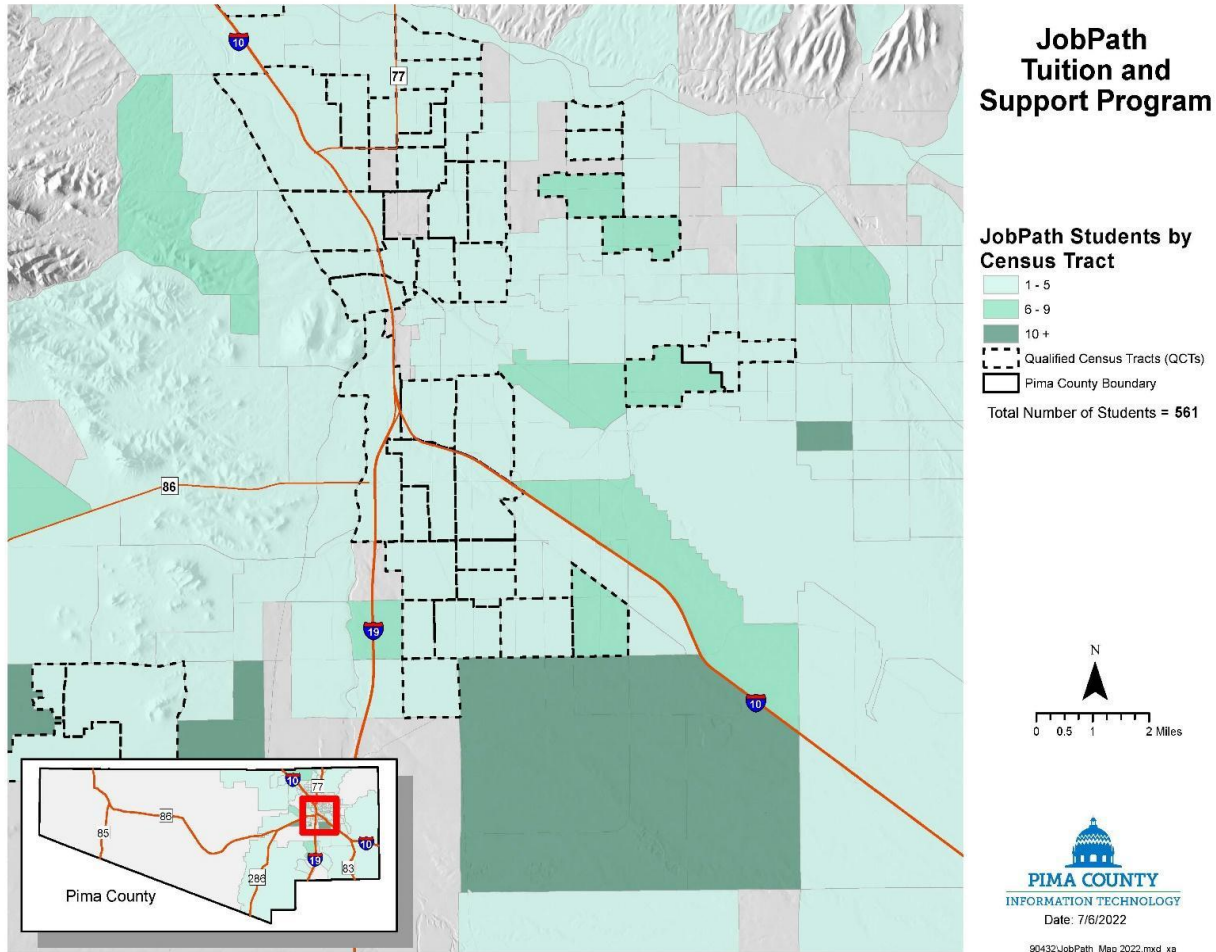
Academic Attainment:

In addition to the information in the participants highest educational level at entry by gender identity, below, showing JobPath students' highest level of educational attainment at enrollment, 274 students (47%) qualified as first generation college students. Thirty-five percent of female students had an existing post-secondary degree at enrollment compared to 19% of male students. Females had also completed some college or training at a higher rate than their male counterparts in this cohort, 29% versus 24%.

JobPath Project Activities

JobPath focuses on three major Workforce Investment Board (WIB) target areas: health-related programs, applied technology, and information technology. As of June 15, 2022, 67% (n=392) JobPath students were enrolled in health related programs, 29% (n =167) were enrolled in applied technology programs, and 4% (n=25) were enrolled in information technology programs. Outreach and eligibility efforts by JobPath staff

were conducted in-person and online and included introductions to JobPath programs and services, information on local employment and training programs, and assistance in completing applications for JobPath sponsorship.

JobPath enrollment by industry type in Pima County, through June 30, 2022
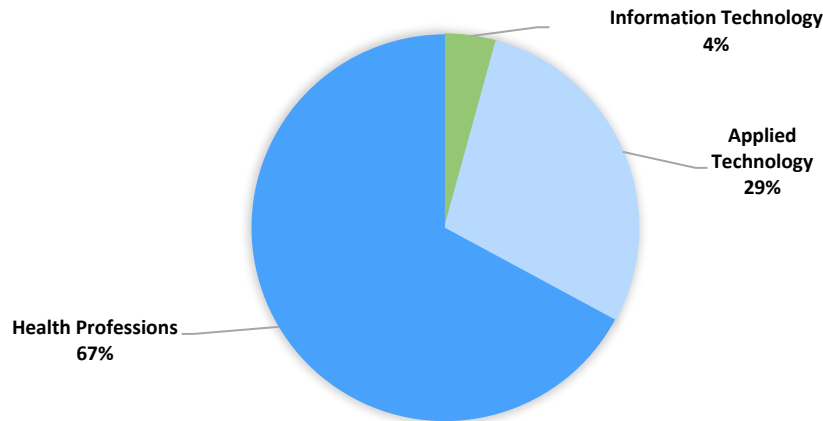
The three graphs, below, display the gender composition of JobPath students in each of the three-targeted industries. Applied technology is majority male, health professions are primarily female, and information technology is evenly distributed between male and female. Adults identifying as non-binary are included in each of the three industries.

JobPath gender composition by different professions in Pima County, through June 30, 2022
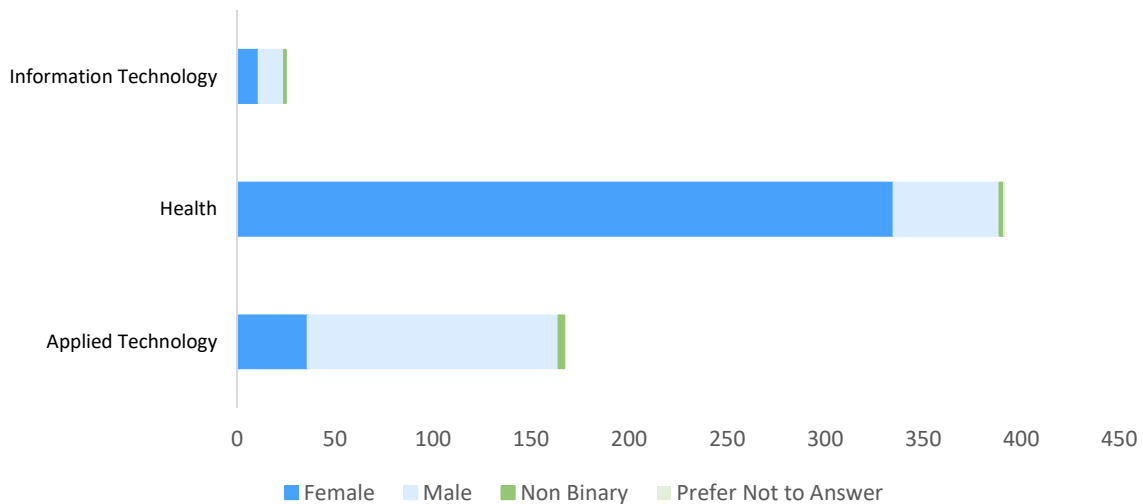
Description of student participation by each WIB target area: Applied Technology, Information Technology, and Health Professions.

Applied Technology (AT)

A majority of the students in *AT programs*, 71%, were in certificate programs. Of the total enrolled in AR programs, 24% of students are enrolled in degree programs, and the remaining 5% were in apprenticeship programs. Overall, 167 students were enrolled in Applied Technology programs and, of that number, 45 completed their respective programs during FY2022. Programs within Applied Technology included certifications in Truck Driver Training, Aviation Technology, Automotive Mechanics, Logistics & Supply Chain Management, and Mechanical/Electro-Mechanical Designer, and an Electrician apprenticeship. Associate's Degree programs included Building & Construction Technologies, Computer-Aided Design, Automated Industrial Technology, and Welding & Fabrication.

Information Technology (IT)

Of the students enrolled in *IT programs*, sixteen (16), or 64%, are in degree programs. Of the total enrolled in IT programs, 36% of students are enrolled in certificate programs (9). JobPath has twenty-five (25) students enrolled into Information Technology programs. IT certificate programs included IT Support Technician and IT Support Specialist. Degree programs included Cyber Security, Networking/Cyber Defense, and Programmer/Cyber Security.

Health Professions

Students at JobPath enroll into Health programs at the highest rates. Of the 584 enrolled students, 392 were enrolled in health-related programs. Three-hundred (300) of which were in degree programs and the remaining ninety-two (92) were in certificate programs. Health certification programs included Dental Assisting and Licensed Practical Nursing. Degree programs included Clinical Research Coordinator, Dental Hygiene, Medical Laboratory Technologies, Radiologic Technology, Registered Nursing, Respiratory Therapy, Surgical Technology, and Veterinary Technology. Of the 392 students, 41 were enrolled concurrently in a Bachelor's of nursing program, 17 were completing Registered Nursing pre-requisites, and five students were enrolled in Radiologic Technology Prerequisites.

During FY2022, an Associate's Degree in Registered Nursing was the most popular academic objective, followed by a certificate as a Licensed Practical Nurse, an Aviation Technology certification, and then by an Associate's Degree in Dental Hygiene.

Most popular educational/training programs (all enrolled JobPath students), through June 30, 2022
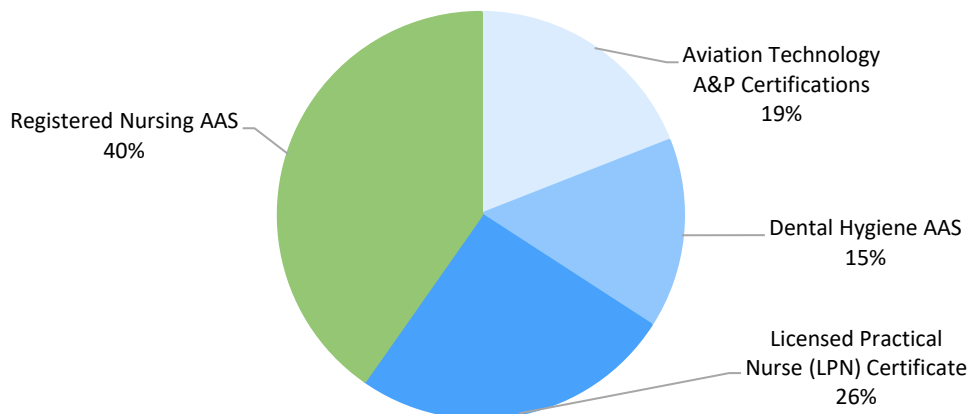
On average, JobPath provided each student $2,654.00 in cash assistance to help them reduce or remove barriers to their academic completion. Each student completes a financial plan with JobPath staff within 30 days of enrollment.   Examples of what expenses JobPath financial support covers include, among other items: rent/utility assistance, gas/transportation assistance, and exam/tuition fees.

Completion and Exit

Each JobPath student completes an individualized education plan based on their academic needs, which results in varied anticipated time to completion even for the same certificate, apprenticeship or degree program. For example, while one student may be scheduled to complete their program within three years, another student with the same academic objective may take five months to complete the program.

In FY2022, 206 students completed their academic study. Of those completing their academic study, 148 (61%) were female, 57 (38%) were male, and one identified as non-binary (0.6%). Thirty-three students withdrew from the program in FY2022, one did so after completing their academic study. There were 45 (22%) students that completed *Applied Technology* certificates or degrees, with the highest completion rate among students in the Truck Driving (CDL license) certificate program.   Nearly all students in the *Information Technology* educational area have estimated completion dates in 2023 and 2024. Two (2) students did complete their respective programs. The highest number of academic completers (n = 159) were in Health-related professions.

> **Of 206 'Academic Completers' during FY2022:**
>
> **134** completed an **Associate's Degree**
>
> **72** completed **certificates**
>
> **100** were **first generation college students**
>
> **68** were **single parents**
>
> **22** were **students with past legal convictions**

Job Placement/Wage Information

JobPath, Inc. provided Pima County with a services report that indicated 45 completers were placed in Workforce Investment Board targeted industries in FY2022 with an average hourly wage of $28.87. JobPath met its goal of an average wage over $16.00 per hour.

Fire District COVID-19 Support

Project Identification Number: PC46
Allocation Amount: $1,000,000.00
Project Expenditure Category: 1.14 -Other Public Health Services

Fire District COVID-19 Support Project Overview
The Pima County Board of Supervisors, in recognition of the essential and irreplaceable public health and safety role fire districts serve in Pima County, prioritized reimbursing Fire Districts for expenses related to the effects of the COVID-19 pandemic not covered by other funding sources.

Throughout the COVID-19 pandemic, rural fire districts incurred additional non-reimbursable expenses, specifically, personnel-related expenses, personal protective equipment (PPE), and supplies expenses related to providing emergency services. SLFRF allows for critical funding infusions to area-fire districts to cover specific expenses such as COVID-19 sick pay, additional staffing needs, and overtime pay to attain adequate staffing to meet emergency response demands. The unanticipated spike in expenses placed a significant financial burden on rural fire districts.

Pima County executed a Memorandum of Understanding (MOU) with the Pima County Fire Chiefs Association in March 2022 to make available up to $1 million of SLFRF for rural fire districts in Pima County. Rural Fire Districts were previously awarded a portion of Pima County's allocation of Corona Virus Relief Funding. (March 1, 2020 – December 31, 2021)

The Pima County Fire Chiefs Association solicited proposals from fire districts operating outside municipal fire department service areas for reimbursement of eligible expenses incurred between March 3, 2021 and March 31, 2022.

Fire District COVID-19 Support Objectives
The objective of the Fire district COVID-19 Support project is to reimburse rural fire districts operating in Pima County for expenses related to the effects of the COVID-19 Pandemic not covered by other funding sources, specifically personnel and supply costs for direct emergency / public health response services.

Fire District COVID-19 Support Main Activities
An executed Memorandum of Understanding (MOU) between Pima County and the Fire Chiefs Association authorized up to $1 million to address eligible non-reimbursed expenses incurred by rural fire districts. The Pima County Fire Chiefs Association agreed to:
- Create a solicitation for proposals from fire districts and affiliated non-profits for reimbursement of eligible expenses incurred between March 03, 2021 and March 31, 2022, due to the first order effects of the COVID-19 Pandemic.
- With approval from Pima County Administration, publish the solicitation as a call for proposals.
- Receive proposals from fire districts and related non-profits.
- Submit funding recommendations to Pima County Administration with all supporting documentation.

Eligible expenses for this project include personnel related expenses including overtime personnel pay, personal protective equipment (PPE), and related fire emergency team equipment.

Fire District COVID-19 Support Key Performance Indicators

Consistent with the key principles outlined in the SLFRF Compliance and Reporting Guidance, this project responds to the COVID-19 public health emergency through support for workers performing essential public health related emergency services.

- Number of Pima County Fire Districts awarded SLFRF through the Pima County Fire Chiefs Association.
- Amount of eligible expenses reimbursed by line item category.

Fire District COVID-19 Support Project Status

All 18 rural Pima County fire districts were provided an opportunity to request reimbursement of COVID-19 related expenses through the grant program managed by the Pima County Fire Chiefs Association. Eight (8) of 18 (44%) of the eligible fire districts submitted requests for reimbursement.

Based on approved reimbursement requests from six rural fire district applicants, Pima County anticipates releasing a total of $725,536.00 to these entities, which will be distributed in early FY2023. Each of these six applicant fire districts responded to the call for proposals and submitted the required documentation.

These fire districts are as follows:

Avra Valley	Northwest
Green Valley	Three Points
Rincon Valley	Golder Ranch

Two additional fire districts, Picture Rocks and Corona de Tucson, submitted reimbursement requests totaling $90,927.72. Approval of these requests is pending submittal of the required expenses documentation. The composition of line items approved for reimbursement is as follows:
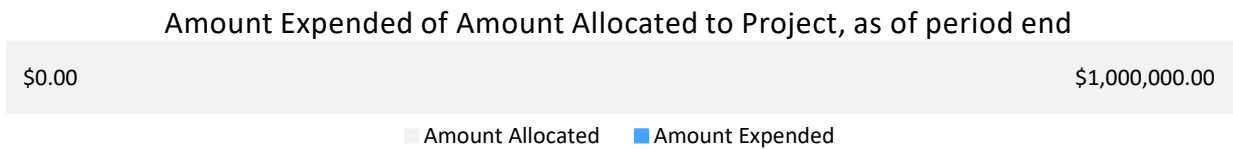
Funding requests by rural fire districts designated approved for funding

Category	Description	Amount of Funding Requested/Approved
COVID Personnel and Payroll Expenses	Personnel/Payroll expense for **coverage** by replacement employees to cover scheduled staff out due to COVID symptoms (may include over-time)	$ 320,711.00
COVID Paid Leave	Personnel / Payroll expense for scheduled staff out due to COVID symptoms/diagnosis	$ 318,005.00
Personal Protection Equipment (PPE) Equipment / Supplies	Gloves, masks (basic, N95, resuscitators, w/nebulizer) medicines (for inhalation intervention), and disinfectant supplies for deep cleaning and sanitizing equipment / facilities.	$ 58,508.00
Administration	General administrative costs to support program delivery	$ 28,312.00
Total		**$ 725,536.00**

Pima County rural fire districts funding request, through June 30, 2022

Legend:
- COVID Leave
- COVID Personnel Payroll
- PPE / Supplies
- Admin
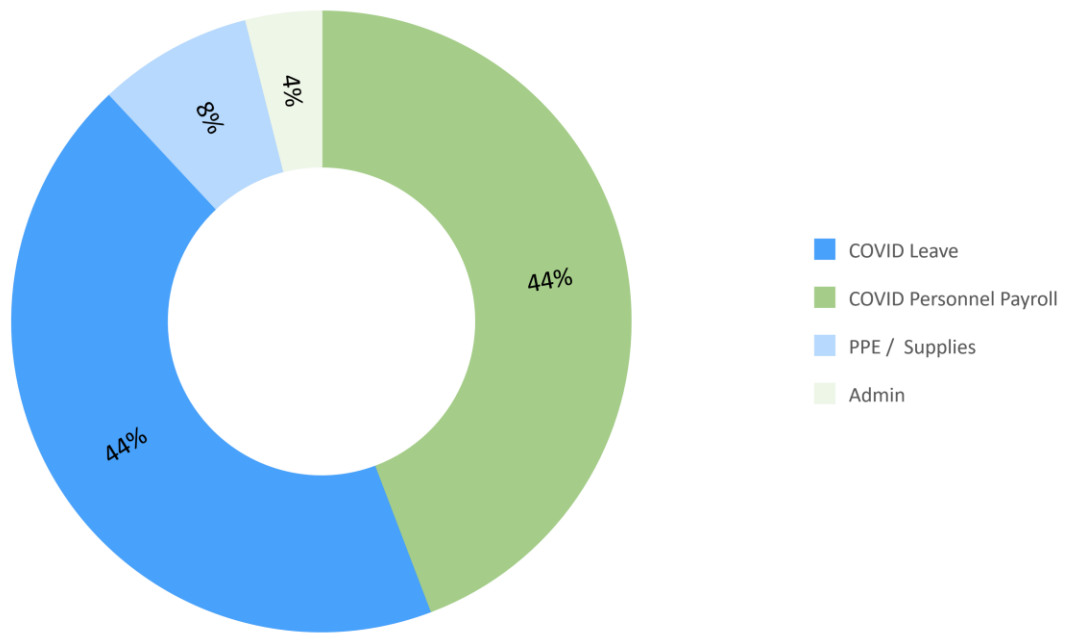
While Pima County's Finance Department has recorded $0.00 expended of $1,000,000.00 in SLFRF allocated to this project, $725,536.00 was in the process of approval for payment by June 30, 2022 and will be recorded in Pima County's financial system in the first quarter of FY2023.

Amount Expended of Amount Allocated to Project, as of period end

$0.00 $1,000,000.00

Amount Allocated   Amount Expended

Food Security Initiative

Project Identification Number: PC47
Allocation Amount: $600,000.00
Project Expenditure Category: 2.1 Household Assistance - Food Programs

Food Security Project Overview
Pima County allocated $600,000.00 in SLFRF to Arizona Food Bank Network (AzFBN) to provide grant assistance to food banks in Pima County. This amount was designated by the County to be used to address food insecurity and its impact on people in Pima County at risk of hunger as a result of the COVID-19 pandemic.

Food Security Project Objective
The objective of the Food Security Initiative is to provide food banks with funding needed to ensure that these organizations are equipped to distribute food as needed to food-insecure households in Pima County.

Food Security Project Main Activities
Under the Food Security Initiative, the Arizona Food Bank Network and its food bank affiliates engage in three (3) main activities:
- (For AzFBN) Distributing funds to food banks via AzFBN grants;
- (For food banks) Purchasing supplies and equipment necessary to distribute food to households;
- (For food banks) Distributing food to households on an ongoing basis as needed.

Food Security Project Key Performance Indicators
Three key performance indicators help estimate the degree to which the objective of the Food Security Initiative is fulfilled. They include:
- Number of grantees awarded funding;
- Number of pounds of food distributed; and
- Number of households served.

Food Security Project Status
Of the $600,000.00 in SLFRF allocated to this project, $190,035.44 (32%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$190,035.44	$600,000.00

□ Amount Allocated ■ Amount Expended
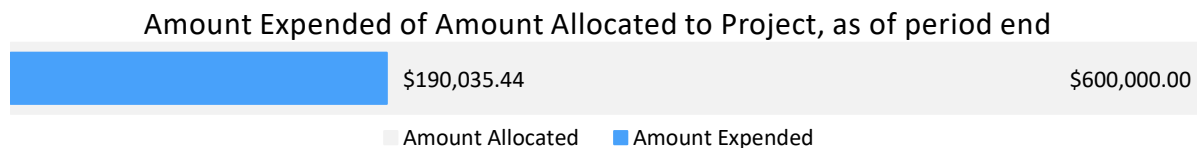
Arizona Food Bank Network (AzFBN) has granted funding to 22 organizations in five Pima County locations: Arivaca (unincorporated), Marana, Sahuarita, Tucson, and Vail (unincorporated). The majority of funded organizations (82%, n=18) are located within the city of Tucson, an urban place of one million residents. Twenty-one of the 22 recipients were awarded funds in February 2022 and the remaining grantee was awarded funds in June 2022. Funding awards ranged between $3,000.00 and $10,966.00, with an average award of approximately $9,000.00.

The purpose of the Food Security initiative is to strengthen Pima County food banks' capacity to address increased requests for emergency food supplies. To that end, grantees received funds to enhance their infrastructure, and their food distribution process in addition to monies to purchase food. For example, four recipients were awarded funds to purchase a refrigerator or freezer, six were awarded funds related to transportation of food, and three were awarded funds to enhance their storage capacity.

Budgeted line items included in grant recipient award

Line Item	Number (Percent of Grantees)
Food and food prep supplies	12 (55%)
Equipment and supplies	7 (32%)
Storage	3 (14%)
Transportation	6 (27%)
Staffing	2 (9%)
Property services: rent, utilities, and maintenance	5 (23%)
Insurance	1 (5%)

AzFBN grantees distributed two million pounds of food and served 29,184 households between February 1, 2022 and June 30, 2022.

Public Health Vaccination Wayfinding Ellie Towne

Project Identification Number: PC48
Allocation Amount: $20,000.00
Project Expenditure Category: 1.2 COVID-19 Testing

Ellie Towne Supplies Project Overview
Pima County allocated $20,000.00 of SLFRF to support Pima County Public Health Preparedness efforts for a COVID-19 site set up at Ellie Towne Flowing Wells Community Center (Ellie Towne). Ellie Towne, a County-owned community center facility, was identified as an appropriate access point for COVID-19 testing in 2020 at the start of Pima County directed COVID-19 testing efforts.

Through partnership with Arizona State University (ASU), Pima County implemented the first and only saliva-testing site in Pima County. This site footprint assured all individuals could receive testing through a drive-through service model, mitigating risk of COVID-19 exposure.

Due to the high volume of individuals tested at the Ellie Towne site, it became imperative to invest in signage (multilingual) to assure traffic safety, safety of staff providing tests, and more efficient throughput for testing services. Due to increased availability and distribution of at-home tests and available testing sites sponsored by Pima County, Ellie Towne has stopped its COVID-19 serology testing and has resumed operations as a community center and facility.

Ellie Towne Supplies Project Objectives
This project's main objective was to provide clear signage, testing instructions and navigation support to assure safe and effective throughput at the Ellie Towne COVID-19 Testing Site.

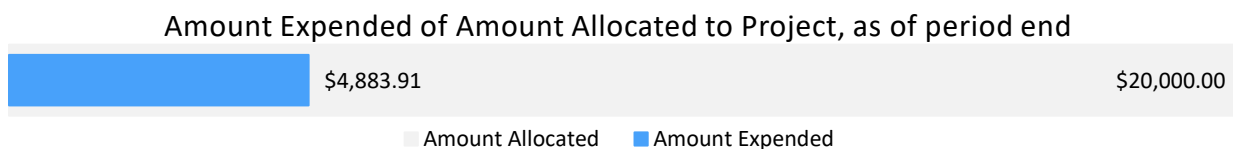**Ellie Towne Supplies Project Main Activities**
Providing COVID-19 serology testing was the main activity to assure safe and effective throughput at the Ellie Towne COVID-19 Testing Site.

Ellie Towne Supplies Project Key Performance Indicators
The number of individuals tested at the Ellie Towne COVID-19 Testing Site was the key performance indicator for this project.

Ellie Towne Supplies Project Status
Of the $20,000.00 in SLFRF allocated to this project, $4,883.91 (24%) has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$4,883.91	$20,000.00

☐ Amount Allocated ■ Amount Expended

Economic Recovery Marketing

Project Identification Number: PC49
Allocation Amount: $150,000.00
Project Expenditure Category: 2.35 Aid to Tourism, Travel or Hospitality

Economic Recovery Marketing Project Overview
Pima County allocated $150,000.00 of SLFRF to support economic recovery across the County through an economic impact study, in partnership with *Sun Corridor* and *Hilton and Myers*.

As evidenced by a severe and unanticipated economic slowdown across the region, Pima County suffered greatly from the COVID-19 pandemic. As a component of Pima County's commitment to economic recovery, the County commissioned an economic study around the COVID-19 economic impacts in the region through *Sun Corridor*, a transformative local economic development organization. Study findings will be promoted through a strategic marketing and communications plan in partnership with *Hilton and Myers Advertising*, a full-services traditional and digital marketing agency. As a result, the study findings will inform long-term economic growth and investment strategies implemented across the Pima County region.

Economic Recovery Marketing Project Objectives
This project's main objective is to support and implement an economic study, directly addressing the economic impacts of the COVID-19 pandemic on the Pima County region. Upon completion of the study, the partners (Pima County, *Sun Corridor*, and *Hilton & Myers*) will design a strategic communication and marketing campaign to support economic recovery across the region, especially targeting disproportionately affected businesses and industries affected by the pandemic, as determined through this study.

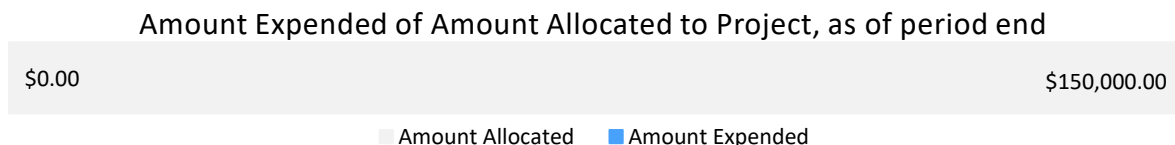**Economic Recovery Marketing Project Main Activities**
This project's central focus is to design data-driven economic recovery marketing and resource strategies to support disproportionately affected businesses and industries across the County, and promote continued economic growth within the region.

Economic Recovery Marketing Project Key Performance Indicators
This project is still in its planning and design phase; key performance indicators will be determined upon implementation.

Economic Recovery Marketing Project Status
Of the $150,000.00 in SLFRF allocated to this project, $0.00 has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$150,000.00

☐ Amount Allocated   ■ Amount Expended

Of note, this project has garnered additional investment and partnership with Pima County Communications and Pima County Economic Development departments to design data-driven communication, marketing, and impact of this, and other economic recovery efforts dedicated to the pandemic recovery across Pima County.

Downtown Tucson Partnership Continued Partnership

Project Expenditure Number: PC50
Allocation Amount: $25,000.00
Project Expenditure Category: 2.35 Aid to Tourism, Travel, or Hospitality

Downtown Tucson Partnership (DTP) Project Overview
According to its website, the Downtown Tucson Partnership (DTP) is a nonprofit 501 (c) 6 corporation created in 1998 to implement enhanced municipal services for the downtown Business Improvement District (BID). The DTP aims to encourage and foster growth in areas that will promote economic development, networking, and expansion by way of resource development and planning. This is accomplished through initiatives that involve beautification, development, and marketing where advocacy is an integral component. Previously, Coronavirus Relief Funds provided to DTP were used to help dozens of local businesses stay afloat through the peak of the pandemic. The Pima County Board of Supervisors allocated an additional **$25,000.00** in SLFRF assistance to DTP to help sustain their pandemic recovery efforts.

Downtown Tucson Partnership services and programs have provided funding assistance to various initiatives such as Beautification and Green scape. They have supported programs like the Clean and Green Team, the Merchant Planter Program, City Planters program, Outdoor Café Grant Program, Building Illumination Program, and the Street Illumination Program. Other programs that benefited from DTP support include the Clean & Safe initiatives. These programs conducted street and sidewalk clean-checks, litter removal, landscaping and graffiti clean-up. Funding likewise supported business recruitment and retention, marketing promotions, construction projects, and DTP Connects program, which assisted a local Homeless Outreach Program through a partnership with Old Pueblo Community Services (OPCS).

Website: https://downtowntucson.org/

DTP Project Objective
The DTP aspires to be known as a place of inclusivity and innovation "making Downtown Tucson the economic and cultural center of the region - an inclusive place people want to live, work, and play, and where new ideas flourish." DTP staff believe that through support and encouragement to area businesses and establishments, downtown Tucson will continue to prosper.

**DTP Project Main Activities**
The DTP employs Downtown Ambassadors who, per their website, are "easily recognized by distinct purple uniforms, and who provide key in-person support related to enhanced maintenance, beautification, business assistance, and safety initiatives to the BID." One important function of Ambassadors is to regularly meet with area business owners and employees, and to serve as a welcoming crew to visitors by offering information and assistance.

DTP Project Status
The Downtown Tucson Partnership (DTP) program focuses on the beautification, development, and overall improvement of the Business Improvement District (BID). DTP's support of the BID encompasses a range of core downtown industries: eateries, retail, entertainment, performance venues, apartment living, hotels, and transit services. The specific use of SLFRF dollars is currently being determined.

Of the $25,000.00 in SLFRF allocated to this project, $0.00 has been expended through June 30, 2022.

Amount Expended of Amount Allocated to Project, as of period end

$0.00	$25,000.00

Amount Allocated ■ Amount Expended
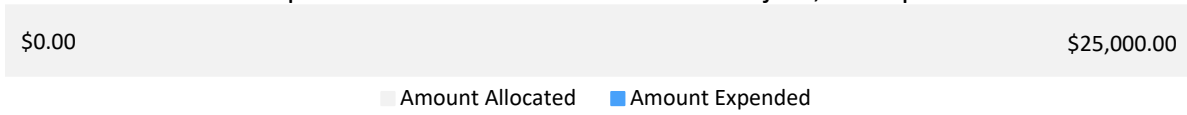
Employee Vaccine Incentive Project

Project Expenditure Number: PC54
Allocation Amount: $6,328,203.00
Project Expenditure Category: 1.1 COVID-19 Vaccination

Employee Vaccine Incentive Project Overview

Pima County has allocated $6,328,203.00 for COVID-19 vaccine incentives among Pima County employees. This program was approved by the Pima County Board of Supervisors in August 2021, to provide incentives for vaccinated Pima County employees that were fully vaccinated by October 1, 2021. This project was proposed and deployed to encourage the uptake of COVID-19 vaccinations for Pima County employees and their families with a primary goal of supporting the health and wellness of both the employees and Pima County community.

The COVID-19 Vaccine Incentive Program for Pima County employees included a one-time $300 COVID-19 Health Incentive for any employee who is fully vaccinated by October 1, 2021. Additionally, each County employee who was fully vaccinated by the October 1, 2021 deadline received three days of approved paid leave.

Employee Vaccine Incentive Project Objective

The Vaccine Incentive Program is designed to encourage employees to obtain the COVID-19 vaccination. Employees vaccinated prior to Program roll out would also be eligible to receive the $300 incentive. The Vaccine Incentive Program also reduces financial impact to the County Health Plan as the average cost for an employee requiring COVID-19 medical intervention/treatment is $3,289. The Vaccine Incentive Program featured disincentives for unvaccinated employees and became effective October 1, 2021 deadline. The disincentives included elimination of health insurance premium discounts ($35 per pay period) and 30 percent base health plan charge ($25 per pay period/$1,573 per year). Unvaccinated employees with a valid medical or religious exemption were not subject to the surcharge.

Employee Vaccine Incentive Project Main Activities

The Vaccine Incentive Program was successfully marketed and administered through the Pima County Human Resources and Benefits Team.

Employee Vaccine Incentive Key Performance Indicators

As of June 27, 2022 Pima County had 5,928 active vaccinated employees out of 7,000 total active employees (85%) with 74 total exemptions granted.

Employee Vaccine Incentive Project Status

Of the $6,328,203.00 in SLFRF allocated to this project, $5,388,137.62 (85%) has been expended through June 30, 2022.

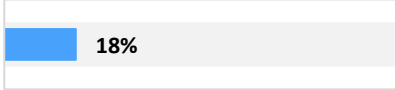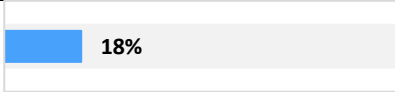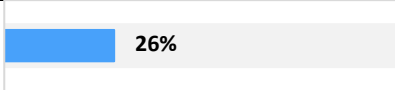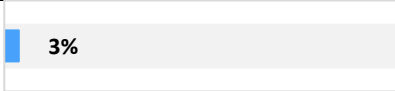### Amount Expended of Amount Allocated to Project, as of period end

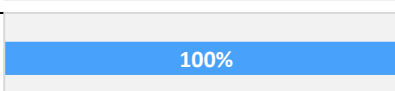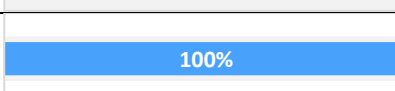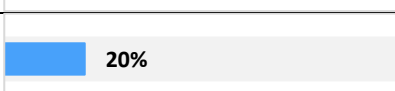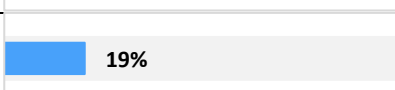|	
$5,388,137.62	$6,328,203.00

☐ Amount Allocated ■ Amount Expended
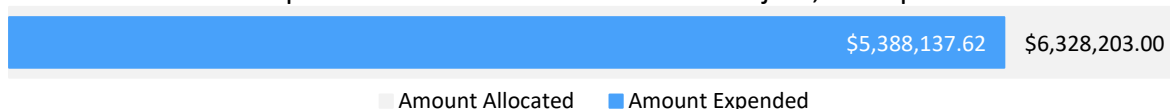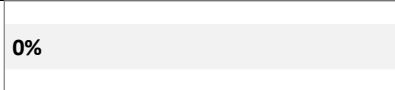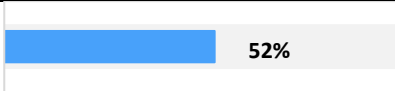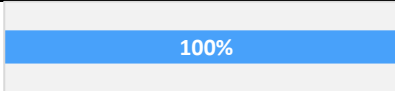
The Vaccine Incentive Program was adopted by the Pima County Board of Supervisors in August 2021 and successfully implemented (funds distributed) by October 2021.
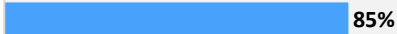
PIMA COUNTY SLRF APPENDIX

APPENDIX

ARPA Allocation and Expenditure Table, thru June 30, 2022

Project ID	Project Name	Total Allocated	Total Expended	Percent Expended
PC01	Contact Tracing / Case Investigation	$24,425,167.09	$4,289,491.89	18%
PC02	COVID-19 Vaccines	$19,550,236.20	$3,612,097.29	18%
PC03	COVID-19 Testing	$15,512,629.90	$4,083,774.78	26%
PC04	COVID-19 Mitigation Effort at Congregate Sites	$1,059,658.00	$34,474.75	3%
PC05	Monoclonal Antibody Treatment	$500,000.00	$0.00	0%
PC07	Emergency Housing - Medical Support	$775,000.00	405,746.31	52%
PC08a	Health Department Vaccine and Testing Salary and Fringe FY2021	$3,315,409.80	$3,315,409.80	100%
PC08b	Health Department Testing Support Supplies FY2021	$2,075,341.49	$2,075,341.49	100%
PC08c	Health Department Vaccine Support Supplies FY2021	$3,117,942.64	$3,117,942.64	100%
PC09	Emergency Eviction Legal Services (EELS)	$3,013,785.49	$597,213.20	20%
PC10	Pima Early Education Program (PEEPs)	$30,200,000.00	$5,625,823.77	19%

Project ID	Project Name	Total Allocated	Total Expended	Percent Expended
PC11	Community and Workforce Development Data System Upgrade	$567,933.51	$0.00	0%
PC12	Kino Service Center Facility Modifications	$388,006.00	$0.00	0%
PC13	Emergency Housing Support, Case Management, and Supportive Services	$2,950,000.00	$577,131.17	20%
PC14	Northwest Services Center	$34,900,000.00	$1,292,685.06	4%
PC15	Curley Gymnasium-Ajo	$2,200,000.00	$0.00	0%
PC16	Office of the Medical Examiner Equipment	$4,000,000.00	$0.00	0%
PC17	Domestic Violence Shelter Improvements	$1,000,000.00	$0.00	0%
PC18	Victim Services Community Needs Assessment	$700,000.00	$0.00	0%
PC19	Correctional Health Vaccine Storage	$100,000.00	$0.00	0%
PC20	Correctional Health Vaccine Purchase	$100,000.00	$0.00	0%
PC21	Mental Health Legal Representation Equipment	$4,500.00	$0.00	0%
PC22	Juvenile Correctional Dental	$100,000.00	355.30	0.4%

Project ID	Project Name	Total Allocated	Total Expended	Percent Expended
PC23	Supportive Housing and Job Training	$1,005,500.00	$0.00	0%
PC24	Visit Tucson Destination Promotion	$2,000,000.00	$675,091.68	34%
PC25	Tucson City of Gastronomy Food Destination Promotion	$500,000.00	$223,600.03	45%
PC26	Old Tucson Reopening Assistance	$4,000,000.00	$2,833,558.73	71%
PC27	Leased Properties Re-opening Assistance	$3,020,000.00	$7,006.16	0.2%
PC28	Kino Stadium District Parking Lot Restoration	$829,918.34	$829,918.34	100%
PC29	Kino Stadium District Asphalt Development	$691,857.65	$0.00	0%
PC30	Kino Event Center Repair	$750,000.00	$0.00	0%
PC31	Remote Enabled Workforce Security Upgrade	$3,195,000.00	$684,698.11	21%
PC32	Public Safety Support Network Upgrade	$1,500,000.00	$0.00	0%
PC33	Broadband Infrastructure	$500,000.00	$0.00	0%
PC34	Network Equipment	$1,505,000.00	$0.00	0%

Project ID	Project Name	Total Allocated	Total Expended	Percent Expended
PC35	Security Software Services Implementation	$2,300,000.00	$0.00	0%
PC36	Courts - Remote Enabled Projects	$3,000,000.00	$1,011,933.10	34%
PC41	Public Health Communications and Outreach	$621,401.89	$493,293.62	79%
PC42	Economic Recovery Communications and Outreach	$980,000.00	$7,152.86	1%
PC44	PCC Micro-pathways to In-Demand Jobs	$5,340,676.00	$0.00	0%
PC45	JobPath Tuition and Support Programs	$3,003,500.00	$385,670.56	13%
PC46	Fire District COVID-19 Support	$1,000,000.00	$0.00	0%
PC47	Food Security Initiative	$600,000.00	$190,035.44	32%
PC48	Public Health Vaccination Wayfinding Ellie Towne	$20,000.00	$4,883.91	24%
PC49	Economic Recovery Marketing	$150,000.00	$0.00	0%
PC50	Downtown Tucson Partnership Continued Partnership	$25,000.00	$0.00	0%
PC52	Revenue Replacement	$10,000,000.00	$1,452,210.28	15%

Project ID	Project Name	Total Allocated	Total Expended	Percent Expended
PC54	PC Employee Vaccine Incentive Project	$6,328,203.00	$5,388,137.62	85%
Total Amount	Total Amount	$203,421,667.00	$43,214,677.89	21%