

# City of San Antonio Recovery Plan



## State & Local Fiscal Recovery Funds 2022 Annual Report



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## GENERAL OVERVIEW

### Executive Summary

The Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program, a part of the American Rescue Plan Act of 2021 (ARPA), delivers \$350 billion to state, local, and Tribal governments across the country to support their response to and recovery from the COVID-19 public health emergency.

The U.S. Department of the Treasury allocated \$326.9 million of SLFRF to the City of San Antonio. The City received the first half in the amount of \$163.45 million in May 2021 and the second half in June 2022. These funds must be obligated by December 2024 and spent by December 2026.

The SLFRF program provides resources to:

- Fight the negative effects of the pandemic and support families and businesses struggling with its public health and economic impacts
- Maintain essential public services
- Build a strong, resilient, and equitable recovery by making investments that support long-term growth and opportunity

On June 16, 2021, as part of the City's Trial Budget presentation, staff presented to the City Council a two-phased strategy for the use of ARPA SLFRF. On August 2021, as part of the FY 2022 Budget process, a two-phased strategy was approved by the City Council:

- Phase I was approved as part of the FY 2022 Budget and focused on stabilizing the City budget and addressing community needs.
- Phase II began in the fall of 2021 with an extensive community engagement to set spending priorities for the use of the federal funds.



In Phase I, the City allocated \$97.5 million of the first tranche received in May 2021. Of the \$97.5 million, \$46.5 million was allocated to the General Fund over two years (FY 2022 and FY 2023) to stabilize the City budget and to address community needs exacerbated by the pandemic. This includes programs that support mental health, domestic violence, housing, and community navigators. \$51 million was allocated to the Hotel Occupancy Tax (HOT) Funds over three years (FY 2021, FY 2022, and FY 2023) to support the City's convention and Alamo operations, and the arts.

Phase II began on October 20, 2021, with a briefing to the City Council. At this briefing, a spending framework, strategic guiding principles, and a community input plan for the use of SLFRF were presented. During the month of November 2021, the City conducted community engagement to obtain feedback on the use of SLFRF. Additionally, in November 2021, \$30 million of SLFRF was allocated for residential utility assistance to aid San Antonians who were financially impacted by the COVID-19 crisis and in need of financial assistance with utility payments in arrears. This allocation was based on feedback from the community and the City Council.

On December 9, 2021, staff presented the results of the community input and Small Business Advisory Commission meetings to the City Council, and council members provided feedback on spending priorities. On January 26, 2022, staff presented a recommended spending framework reflecting the community and the City Council input. After the input was provided by the City Council during these two meetings, the City Council approved the spending framework for the remaining amount of \$199.4 million on February 3, 2022.

The table below illustrates the programs of the City’s two-phased approach.

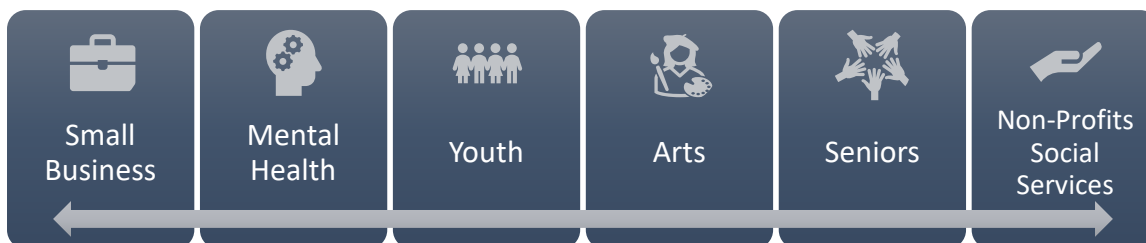
Programs	Phase I	Phase II	Total
Housing	\$ 4,400,000	\$ 10,000,000	\$ 14,400,000
Emergency Preparedness	5,000,000		5,000,000
Homeless	464,156		464,156
311/Customer Service	918,847		918,847
City Services Navigators	2,682,121		2,682,121
Mental Health	3,381,179	26,000,000	29,381,179
Domestic Violence	7,588,424	8,842,036	16,430,460
Vision Zero	5,200,000		5,200,000
Emergency Medical Services (EMS)	2,141,684		2,141,684
Public Health: SA Forward Plan	5,000,000		5,000,000
Street Maintenance	9,723,589	10,000,000	19,723,589
Convention & Sports Facilities Operations	48,385,430		48,385,430
Arts	2,586,852	5,000,000	7,586,852
Utility Assistance		30,000,000	30,000,000
Emergency Response		50,047,126	50,047,126
Bridge Maintenance Program		3,800,000	3,800,000
Small Business		26,250,000	26,250,000
Youth		10,000,000	10,000,000
Seniors		5,000,000	5,000,000
Non-Profit Social Services		2,507,964	2,507,964
One-Time Capital Projects		32,000,000	32,000,000
Employee Retention		10,000,000	10,000,000
<b>Total</b>	<b>\$ 97,472,282</b>	<b>\$ 229,447,126</b>	<b>\$ 326,919,408</b>

The table below illustrates the spending framework approved by the City Council on February 3, 2022.

Spending Framework	Amount (In Millions)
COVID-19 Response/Emergency Preparedness	\$50.00
Infrastructure	45.80
Small Business <sup>1</sup>	26.25
Mental Health <sup>1</sup>	26.00
Emergency Housing Assistance	10.00
Employee Retention	10.00
Youth <sup>1</sup>	10.00
Continuation of Domestic Violence Programs	8.84
Arts <sup>1</sup>	5.00
Seniors <sup>1</sup>	5.00
Non-Profit Social Services <sup>1</sup>	2.50
<b>Total</b>	<b>\$199.39</b>

<sup>1</sup>Implementation Plans are being discussed at the City Council Committee Meetings prior to City Council approval.

As part of the spending framework, the City Council identified the spending categories to address community needs listed below for further discussion at City Council Committees with the goal of defining specific goals and outcomes. Prior to the Council Committees beginning their work, a policy discussion with the City Council took place on March 22, 2022.



The City Council Committees were tasked to provide policy direction to City staff to develop a plan for each spending category that will:

- Identify a COVID-19 impact
- Respond to the impact identified, benefit those impacted, and promote equitable outcomes
- Define key outcome goals and performance indicators
- Include a 4-year implementation plan (all funds should be committed by December 2024 and spent by December 2026)

Once implementation plans are approved by the respective City Council Committee, the next step is review and approval by the City Council by no later than the fall of 2022. Thereafter, departments are charged with monitoring and tracking performance indicators to maintain alignment with the established goals through program completion.

Implementation plans and reports demonstrating the progress achieved by the City are included in the City’s dedicated ARPA website (<https://covid19.sanantonio.gov/What-Were-Doing/ARPA>).

## Uses of Funds

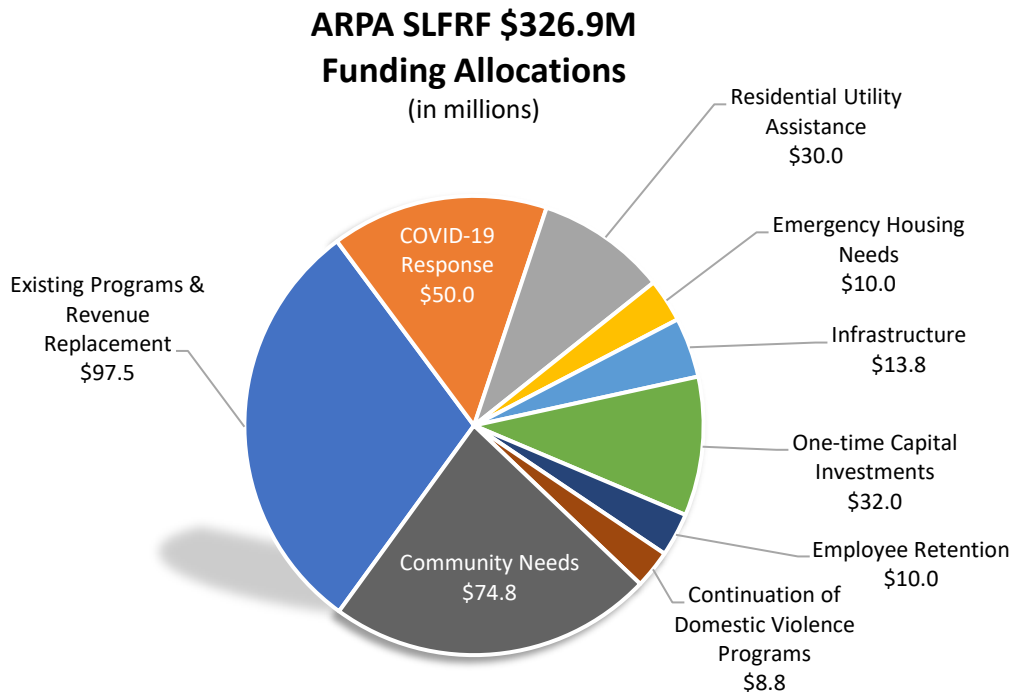
The City is utilizing SLFRF under the revenue replacement expenditure category for the provision of government services for FY 2021 through December 2026. This includes funding for the General Fund and Hotel Occupancy Tax (HOT) Funds.

## Revenue Replacement

The City’s revenue loss as notated in the 2022 Second Quarter Project & Expenditures Report submitted to the U.S. Treasury is \$476.59 million for calendar year 2020 and \$511.36 million for calendar year 2021. Since the City was awarded \$326.9 million in SLFRF, the revenue loss amount exceeded that of the award amount. Therefore, based on the premise that recipients may expend up to their revenue loss amount on government services, the amount in totality may be utilized for the provision of government services to aid in the recovery from the COVID-19 pandemic. As such, the City elected to categorize its full award to expenditure category 6.1 Revenue Replacement – Provision of Government Services. Specifics on how the City is utilizing these funds are detailed in the Project Inventory section.

## SLFRF Funding Allocations

The City’s focus areas, guiding principles, and community engagement efforts ensured that the allocation of funds were directed towards programs that aided in supporting a strong and equitable recovery. The illustration below provides a high-level summary of program allocations, which are further detailed in the Project Inventory section.



- Existing Programs & Revenue Replacement – Provides support towards existing programs to stabilize the City’s budget and to address community needs exacerbated by the pandemic, which includes programs that support mental health, domestic violence,

housing, emergency preparedness, and community navigators. Support towards revenue recovery for the HOT Funds to support the convention center, Alamodome, and the arts.

- COVID-19 Response – Provides resources to address the COVID-19 pandemic including testing sites, contact tracing, vaccination sites, and vaccine incentives for San Antonio residents. This category also provides funding for personal protective equipment for City employees, employee testing, and vaccine incentives.
- Residential Utility Assistance – Provides utility assistance (water and electricity) to eligible households in need of financial assistance with utility payments in arrears.
- Emergency Housing Needs – Supplements the City’s Emergency Housing Assistance Program to assist residents with rent and mortgage payments with a focus on addressing the housing security needs of lower-income households.
- Infrastructure – Streets & Bridges – Support to the Citywide reconstruction of failed “F” streets and improvements to existing deficient and deteriorated bridge structures and/ or the development of new bridges in City limits.
- One-time Capital Investments – Supports one-time capital investments tailored to aid individuals with disabilities, high quality childcare, and infrastructure to continue support towards biomedical research.
- Employee Retention - Provides a one-time \$1,000 payment to City employees.
- Continuation of Domestic Violence Programs – Continues Domestic Violence Programs added in FY 2022 that focus on victim advocacy and crisis response team hours.
- Community Needs – Support to several categories identified from community engagement efforts, which includes Small Business, Non-Profits Social Services, Mental Health, Arts, Youth, and Seniors.

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## Other Federal Funds

The City of San Antonio began its response to COVID-19 in March of 2020. With the assistance of federal grants, the City’s investment in responding to the COVID-19 pandemic as of June 2022 is \$1.2 billion. Of this amount, \$1.03 billion is funded by federal grants.

The following table illustrates the federal and local sources supporting the City’s response to the COVID-19 pandemic.

City of San Antonio COVID-19 Response (Sources of Revenues)			
Funding Description	Federal Funds	Local Funds	Total
<b>Coronavirus Relief Fund</b>	<b>\$ 270,713,278</b>	<b>\$ -</b>	<b>\$ 270,713,278</b>
<b>CARES/ CRRSAA</b>			
Housing Emergency Assistance	\$ 111,105,118	\$ -	\$ 111,105,118
Airport	55,121,445		55,121,445
Childcare	35,947,792		35,947,792
Other Federal Grants (including FEMA)	67,648,152		67,648,152
<b>Sub-total CARES/ CRRSAA</b>	<b>\$ 269,822,507</b>	<b>\$ -</b>	<b>\$ 269,822,507</b>
<b>ARPA</b>			
State and Local Fiscal Recovery Funds	\$ 326,919,408	\$ -	\$ 326,919,408
Housing Emergency Assistance	76,469,691		76,469,691
Airport	42,530,956		42,530,956
Other Federal Grants	44,505,526		44,505,526
<b>Sub-total ARPA</b>	<b>\$ 490,425,581</b>	<b>\$ -</b>	<b>\$ 490,425,581</b>
<b>Local Funds</b>	<b>\$ -</b>	<b>\$ 185,120,593</b>	<b>\$ 185,120,593</b>
<b>Total</b>	<b>\$1,030,961,366</b>	<b>\$ 185,120,593</b>	<b>\$ 1,216,081,959</b>

The City of San Antonio quickly pivoted City operations to address the needs of San Antonians as a result of the economic and health impacts of the pandemic. Recognizing the urgency of the situation, the City Council took quick action to assist those in need by funding programs for vulnerable and affected populations with federal and local dollars. In April 2020, the City Council approved the creation of the Emergency Housing Assistance Program and, subsequently in June 2020, adopted a Recovery and Resiliency Plan to provide immediate relief to those in need. This program was primarily funded by federal grants.

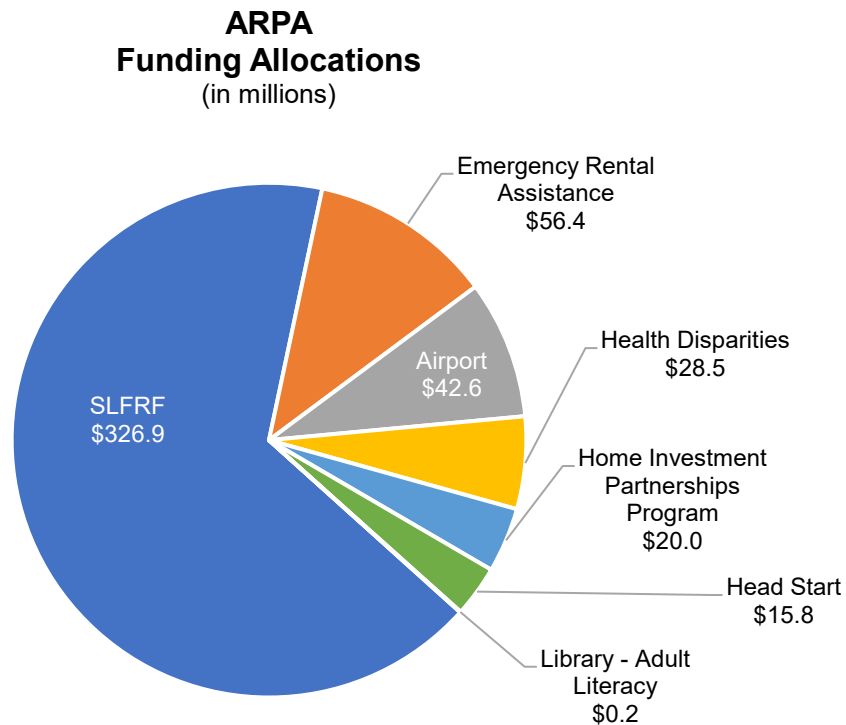


The American Rescue Plan Act (ARPA) funds supplement the services the City has provided since 2020 with other federal and local funds. The table below provides a summary of the City’s investment in response to COVID-19 in San Antonio since 2020.

City of San Antonio COVID-19 Response (Uses of Revenues)			
Programs	CARES/CRRSAA Funding	ARPA Funding	Total
Emergency Response	\$ 175,459,168	\$ 78,566,097	\$ 254,025,265
Revenue Replacement		97,472,282	97,472,282
Health Implementation Plan	91,524,641		91,524,641
Workforce Development	55,335,705		55,335,705
Housing Security	41,794,479		41,794,479
Emergency Housing Assistance*	157,666,866	126,633,691	284,300,557
Small Business	49,856,283	30,950,000	80,806,283
Arts	2,600,000	5,000,000	7,600,000
Digital Inclusion	18,897,546		18,897,546
Airport	55,128,694	42,530,956	97,659,650
Childcare Services	35,947,792		35,947,792
Infrastructure and Capital Projects		45,800,000	45,800,000
Other (Seniors, Health, Headstart, Youth, Non-Profits Social Services, Mental Health)	18,181,204	79,828,591	98,009,795
<b>Total</b>	<b>\$ 702,392,378</b>	<b>\$ 506,781,617</b>	<b>\$ 1,209,173,995</b>

Table 1. \*Includes Residential Utility Assistance

The illustration below provides additional details on the ARPA funds awarded to the City of San Antonio.



## Community Engagement

The City of San Antonio was deliberate with a widespread effort to gather input from residents regarding budget priorities. The budget process included both in person and survey data collection. Resident participation in the data collection was promoted through numerous channels, including paid digital, radio, television, social media and print advertising. The City shared paid and organic posts throughout June and July of 2021 to promote budget input and town hall events, and social media post performance resulted in 1,884,310 reach; 6,291 engagements and 1,844 link clicks or video views. Resident input was also gathered during a citywide telephone town hall meeting that attracted 465 residents. In addition, grassroots promotions included 225-yard signs at parks and libraries, 35,000 mailers in targeted areas, email marketing to 9,400 past survey respondents and neighborhood leaders, promotion through stakeholder groups, earned media and other City-owned channels. The data collection surveys, and all promotional efforts were made available in English and Spanish.

Following the City Council Goal Setting session on June 25, 2021, the City extended the data collection survey deadline and collaborated with Council Districts 1-6 to boost participation in underrepresented areas. In addition to the existing digital data collection method, this work included printed surveys. In partnership with Metro Health's Healthy Neighborhoods Team and the Department of Human Services, residents were assisted in filling out surveys at church events, senior centers, parks and during block walking events. More paid social media advertising was coupled with marketing efforts, such as direct mail pieces in targeted districts, printed materials supplied to City Council offices, giveaways, and targeted social media posts. These efforts resulted in input from over 12,000 budget surveys completed.

With this input, City staff developed a proposal that includes community priorities for the funding from the American Rescue Plan. The plan was being presented at each of the 10 Council Districts through a series of in person, virtual and citywide telephone town hall meetings. Town hall meetings were being promoted using similar marketing, advertising and grassroots outreach used in the data collection process. Town hall meetings took place from mid-August through the first week in September of 2021. San Antonio residents were encouraged to participate in the town hall meetings in person or live on the web at [www.sanantonio.gov/tvsa](http://www.sanantonio.gov/tvsa), on the City's Facebook page, on local and cable television channels and by dialing 210-207-5555.

In November 2021, the City hosted eight community meetings and conducted outreach to seniors to gather feedback from residents regarding their priorities for the use of SLFRF. Widespread social media efforts were used to advertise the meetings and survey. A survey was made available from November 18 to December 1, 2021. A total of 2,417 surveys were completed and 593 residents participated at the town hall meetings through audience live polling.

In addition, the City Council requested that the Small Business Advisory Commission (SBAC) be engaged to discuss the needs and priorities of small businesses impacted by COVID-19. Three public meetings with SBAC were held on November 17, November 29, and December 4, 2021, to garner input from the small business community. SBAC received input from a small business survey, two written statements and comments during the three listening sessions.

The report summarizing the results of the community input and the SBAC presentation can be found on the City's ARPA website at <https://covid19.sanantonio.gov/What-Were-Doing/ARPA>.

The City continues to engage with the community through the development of the implementation plans from categories in our spending framework. Meetings are conducted with City Council Committees to guide plan development. Once a program implementation plan is approved by the Council Committee, it goes before the City Council for consideration and approval. These meetings are made available to the public through various methods to aid in reducing barriers to services and are made available at AT&T channel 99, Grande channel 20, Spectrum channel 21, digital antenna 16, and [www.sanantonio.gov/TVSA](http://www.sanantonio.gov/TVSA). The meetings are also available by calling (210) 207-5555 (English and Spanish available).

These efforts encourage the citizens of San Antonio to participate in local government by providing their input and ideas. The feedback and information collected has and will continue to be used to develop SLFRF spend plans.

Below provides a brief description of the City Council Committees that review, provide feedback, and approve the implementation plans for Small Business, Mental Health, Youth, Arts, Seniors, and Non-Profits Social Services.

Community Health, Environment and Culture (CHEC) Committee oversees policies, plans and programs that affect the quality of life of our residents including the protection and enhancement of the natural environment, public health, human services, climate preparedness, solid waste, libraries, and parks. Additionally, the committee oversees activities related to the stewardship of San Antonio's unique artistic, cultural, and historic heritage. This committee is charged with overseeing the implementation plans for Arts, Seniors, and Non-Profits Social Services.

Economic and Workforce Development (EWD) Committee oversees policies, plans and programs related to the vitality of the local economy, including the creation and retention of jobs, attraction of new businesses and private investments, support of small businesses, incentive policies and growth of targeted industries. The committee also reviews all aspects of the City's investments in education, workforce development, and training as well as provides recommendations and policy guidance that further San Antonio's "smart city" goals, such as enhancing cybersecurity, promoting digital inclusion, expanding municipal broadband, and pursuing economic opportunity. This committee is charged with overseeing the implementation plans for Small Business and Youth.

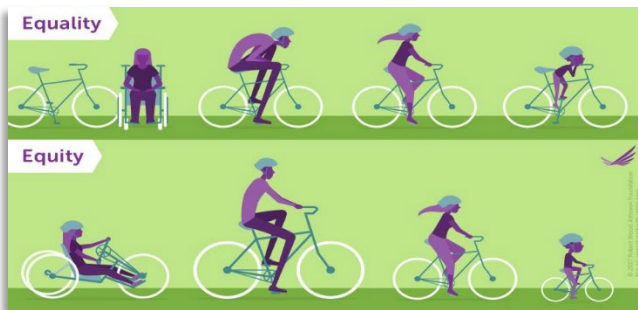
Public Safety Committee oversees policies, plans, and programs related to fire protection, emergency management, EMS service delivery, and police and law enforcement. The committee also oversees the progress and implementation of the City's ongoing Police Services Review project and other public safety related plans and policies. This committee is charged with overseeing the implementation plan for Mental Health.

The following illustration provides a summary of our community engagement efforts for the community needs spending categories through June. Information on additional community engagement efforts will be included in future reports.



**Promoting equitable outcomes**

The City of San Antonio promotes equitable outcomes by utilizing its Budget Equity Tool in addition to specific equity considerations in its investment of SLFRF.



**Operationalizing Equity through the City’s Budget Equity Tool**

Since FY 2018, the City’s budget development process intentionally embedded equity as a strategy using a Budget Equity Tool, which represented a shift from an equality-based approach to a more strategic equity approach.

Over the past five years, the City has integrated explicit considerations of racial, economic, and now gender in 2023, equity into the City’s budget development process as a key strategy in its comprehensive and citywide approach towards advancing equity. Each City department submits a Budget Equity Tool identifying how the upcoming budget year plan for the department includes deliberate work towards equitable outcomes. The Budget Equity Tool includes a set of questions to guide City departments in assessing how their overall budget allocations benefit and/ or burden communities, specifically communities of color and low-income communities. Additionally, the Budget Equity Tool helps departments identify opportunities for future efforts that could improve outcomes for low-income communities and communities of color.

In a City department’s assessment, they have access to the City of San Antonio Equity Atlas – Online Equity Maps (<https://www.sanantonio.gov/Equity/Initiatives/Atlas>). The maps inform our work, guide our investments, and help to achieve citywide equity goals and strategies. The equity atlas assigns points 1-5 reflecting demographic numbers for communities of color, as well as

points 1-5 reflecting demographic numbers for lower income communities. The equity atlas scores range from 2 to 10 and are a combined score of race and income, indicating that the higher the number, the higher the concentration of both people of color and low-income households in that census tract. Consequently, a high equity atlas score will reflect a higher concentration of communities of color with lower income.

In addition, City departments access the Racial Equity Indicator Report, which demonstrates that people of color in San Antonio experience worse outcomes in health, education, employment, housing, and across many other metrics (<https://www.sanantonio.gov/Equity/Initiatives/IndicatorReport>).

### Labor Practices

The City is pending the initiation of work on infrastructure projects, and contracts have not yet been awarded. As such, the City will pursue any infrastructure projects according to its existing standards for labor agreements and practices that make the City of San Antonio a regional leader in strong small business and employment opportunities and worker protections. Additionally, once information is available, the City will highlight best practices, such as project labor agreements, community benefits agreements, prevailing wage requirements, and/ or local hiring.

City and state policies relevant for forthcoming projects are anticipated to include the following:

- City of San Antonio's Small Business Economic Development Advocacy (SBEDA) Policy and Ordinance: The Small Business Economic Development Advocacy (SBEDA) Program provides contracting preferences to eligible local small, minority, and women-owned businesses (S/M/WBEs) to promote their participation on City contracts. The requirements and regulations associated with the SBEDA Program will be applied to all contracts for the purchase of services, goods or supplies awarded by, or on behalf of, the City with an estimated value greater than \$50,000. Also included within the scope of the SBEDA Program are contracts or other agreements between the City and any governmental agency, quasi-governmental agency, corporation, developer or contractor, under which the agency, corporation, developer or contractor receives any fiscal assistance from or through the City for the purpose of contracting with businesses to perform real estate development, renovation, maintenance, or other services.
- City of San Antonio Wage & Labor Standard Provisions (Ordinance #2008-11-20-1045) The City of San Antonio Wage & Labor Standard provisions dictates that any City of San Antonio funded construction, demolition, rehabilitation projects will adhere to Texas Government Code Section 2258.
- State of Texas Government Code Chapter 2258: Requires contractor and subcontractor to pay laborers, workers and employee on public projects, no less than the general prevailing rate of wages (consisting of hourly cash wages plus fringe benefits) for work of similar character in the locality where the work is performed.

The above-mentioned city and state prevailing labor practices are included on all contracts and agreements to ensure that City of San Antonio infrastructure projects maximize their collective local impact by promoting strong small business and employment opportunities for local workers. Note that federal regulations take precedence over city and state policies, which will only be applied to federal funded contracts, as allowable.

## Use of Evidence

The City has utilized the revenue replacement expenditure category for its award, however, the City is collecting data on several programs that are utilizing evidence-based interventions and/ or program evaluation. This information will be provided in the next report.

## Performance Report

The City is tracking goals and outcomes by incorporating performance management into its SLFRF-funded programs both with methods that were already in place and those that had to be created. As previously mentioned, in Phase I, the City allocated funds to various programs with the focus on stabilizing the City budget and addressing community needs. Since these programs were adopted as part of the FY 2022 budget, their planned and actual performance is monitored and reported on a quarterly basis. The City has capitalized on this existing performance management to monitor SLFRF-funded programs.

As part of Phase II, the City allocated funds towards a spending framework. Of this spending framework, there are six categories in which the City's process is for departments to create implementation plans and receive guidance and approval to implement from both a City Council Committee and the City Council. In these implementation plans, departments identify their goals, equitable outcomes, and performance indicators. Once implementation plans are approved, they serve as a guide for monitoring program performance through program completion.

While the City's SLFRF award was categorized under Expenditure Category 6.1 Revenue Replacement for the Provision of Government Services, we have identified the following data to report for the Treasury's mandatory performance indicators.

### Household Assistance (EC 2.2), Long-Term Housing Security (EC 2.15-2.16) and Housing Support (EC 2.17-2.18)

- Number of households receiving eviction prevention services (including legal representation)
  - Relocation Assistance Program – 127 households were awarded rental and utility assistance
- Number of affordable housing units preserved or developed
  - Owner-occupied Rehabilitation Program – assisted 8 homes with major rehabilitation
  - Minor Repair Program – assisted 80 homes with minor rehabilitation
  - Under 1 Roof Program – assisted 95 homes with energy efficient roof shingle replacement

The City will continue to monitor the performance of SLFRF-funded programs, and will make adjustments where appropriate to maintain transparency, efficiency, and accuracy.



**PROJECT INVENTORY**

The City of San Antonio’s SLFRF award was categorized under Expenditure Category 6.1 Revenue Replacement for the Provision of Government Services. This section provides details of each of the initiatives/ programs funded with SLFRF.

As mentioned earlier in this report, the City’s strategy to allocate funds was divided in two phases. The table below provides a listing of the initiatives/ programs funded by SLFRF. These various City programs braided funding from other federal grants and local funds to maximize the impact to the San Antonio community.

Initiatives/ Programs funded with State and Local Fiscal Recovery Funds			
Programs	Phase I	Phase II	Total
Housing	\$ 4,400,000	\$ 10,000,000	\$ 14,400,000
Emergency Preparedness	5,000,000		5,000,000
Homeless	464,156		464,156
311/Customer Service	918,847		918,847
City Services Navigators	2,682,121		2,682,121
Mental Health	3,381,179	26,000,000	29,381,179
Domestic Violence	7,588,424	8,842,036	16,430,460
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Street Maintenance	9,723,589	10,000,000	19,723,589
Convention & Sports Facilities Operations	48,385,430		48,385,430
Arts	2,586,852	5,000,000	7,586,852
Utility Assistance		30,000,000	30,000,000
Emergency Response		50,000,000	50,000,000
Bridge Maintenance Program		3,800,000	3,800,000
Small Business		26,250,000	26,250,000
Youth		10,000,000	10,000,000
Seniors		5,000,000	5,000,000
Non-Profit Social Services		2,507,964	2,507,964
One-Time Capital Projects		32,000,000	32,000,000
Employee Retention		10,000,000	10,000,000
<b>Total</b>	<b>\$ 97,472,282</b>	<b>\$ 229,400,000</b>	<b>\$ 326,919,408</b>

**Affordable Housing and Emergency Housing Assistance - \$14.4 million**

**Affordable Housing - \$4.4 Million:** The funding supports the total housing investment of \$35.7 million included in the FY 2022 Budget by enhancing the housing stability services to help families with programs, such as Owner-occupied Rehabilitation, Minor Repair, and Under 1 Roof programs. Additionally, this includes providing funding for Relocation Assistance to aid in risk mitigation. This total funding supports findings in the San Antonio Housing Policy Framework that addresses the growing housing affordability gap. This is a one-time SLFRF investment in FY



2022. The funds were authorized to be spent for the fiscal year beginning October 1, 2021 and ending September 2022.

This investment benefits families at or below 80% Average Median Income (AMI), households in historically marginalized areas and those facing eviction. The program focuses on ensuring San Antonio residents remain at their current homes and addressing the housing security needs for lower-income households that have been exacerbated by the COVID-19 pandemic. The City used the Equity Atlas to target outreach efforts in areas of the city with the highest concentration of low-income households and people of color. In addition, the City leveraged existing community-based organizations and partnerships to ensure that marginalized communities are aware of the housing rehabilitation and relocation assistance programs. Additional resources are dedicated to conduct outreach in Qualified Census Tracts and census tracts with higher equity scores in the San Antonio Equity Atlas.

The Home Rehab Programs selected residents for assistance through the home rehab application utilizing an Equity Scoring Matrix that selected residents with incomes at or below 80% of the Area Median Income based upon home selection and the combined equity score, redline score, applicant age, disability status and size of the home. Utilizing the scoring matrix prioritized selection of families that resided in census tracts with higher representation of people of color and higher poverty levels. Additionally, the Matrix prioritized seniors and individuals that were disabled. Funding assisted 183 total homes – 8 homes with major rehabilitation; 80 homes with minor rehabilitation; and 95 homes with energy efficient roof shingle replacement.

Home Rehab Program applicants were selected for assistance through the home rehab application utilizing an Equity Scoring Matrix that selected residents with incomes at or below 80% of the Area Median Income based upon home selection and the combined equity score, redline score, applicant age, disability status and size of the home. Overall, more than 50% of selected residents were 50% AMI or lower and all residents were under 80% AMI.

Program	Outcomes Plan – FY 2022	Results October 2021 to June 2022	% Complete
Owner-Occupied Rehabilitation	Approve 81 homes through the Open Home Rehab Application. Of this, complete a scope of work for 30 homes and begin construction on 20 homes.	32 homes approved – 2 completed, 2 under construction, and remaining in scope assessment	40%
Minor Repair	Approve 155 homes through the Open Home Rehab Application and 20 homes through a Minor Repair partner. Of the 175 approved homes, complete a scope of work for 28 homes and begin construction on 65 homes.	80 minor repair projects approved – 25 completed/ under construction, and remaining in scope assessment	52%
Under 1 Roof	Complete 225 roof repairs/ replacements with 100 under construction	230 roofs approved for replacement – 170 are completed and remaining in scope assessment	76%
Relocation Assistance	Assist 60 residents with relocation or with rental/ utility assistance	Assisted 116 residents with relocation or with rental/ utility assistance	100%



**Emergency Housing Assistance - \$10 Million:** This funding augments federal funding allocated through the CARES and ARPA acts to provide emergency rental and mortgage assistance to San Antonio residents financially impacted by COVID-19. The City of San Antonio created the Emergency Housing Assistance Program (EHAP) to address the emergency housing needs of the community.

The EHAP was created to mitigate the financial hardships associated with the pandemic by providing financial assistance to eligible low-income families who have fallen behind on rent and utilities payments. The EHAP focused on eligibility for families at or below 80% AMI and provided assistance of 6 months for families between 50% to 80% AMI and 9 months for families below 50% AMI. The program focused on distributing funds quickly and to a significant portion of the eligible population. The EHAP provided assistance to nearly 66,000 households from April 2020 to March 2022.

The average AMI for these households was 26.1% while females led the head of households with 74.80%. The average age of the head of households was 41 years old. Data also shows that 54.33% of households were Hispanic and 45.67% non-Hispanic. Additionally, 56.71 % were White, 25.98% were Black-African American, 0.78% American Indian, 8.66% Other/Multi-Race, and 7.87% opted out. Lastly, 22% of the head of households were high school graduates while 10% had less than high school education.

The \$10 million allocation from the SLRF has served 4,638 households through June with a goal of 5,587.

The EHAP has been effective in reaching Hispanic/ Latino households. Outreach specifically targeting Hispanic/ Latino residents includes offering bilingual help with the application process at libraries in the city's historically low-income communities. The City, through the Neighborhood Housing Services Department (NHSD), also spread information through bilingual campaigns and with advertisements on Spanish-speaking platforms.

The EHAP focused on distributing funds quickly and to a significant portion of the eligible population. The NHSD distributed assistance to households with the understanding that documentation requirements could potentially prevent or discourage marginalized and vulnerable residents from applying. The program allocated funds to households between 50% to 80% AMI to help households in the lowest income brackets and in need of immediate rental assistance. To ensure a low bar to entry and mitigate any potential disparities, the program provided flexibility in its application process, especially if applicants were experiencing informal banking situations or income volatility. This included self-attestation of Covid hardship as an alternative or submitting a signed letter to explain their situation. To help marginalized residents including undocumented immigrants in need of emergency rental or utilities assistance, the program accepted an ID issued by state or other country and did not require social security number of applicants.

### **Emergency Preparedness - \$5.0 million**

The ARPA funds provide support to the City's resiliency to future weather events and other disruption plans that total a resiliency investment of \$8.5 million included in the FY 2022 Budget. This funding will enhance the City's emergency management and resiliency by adding four



community resiliency hubs to be utilized for San Antonio residents during an emergency. These hubs can be used for temporary shelter and for community preparedness events to better equip residents in an emergency event. The City is currently conducting community outreach to obtain feedback on the four proposed locations and educating the community on what a resiliency hub is. The goal is to have these centers available by November 2022.

Additionally, the ARPA funds support the purchase of generators for public safety facilities, specifically fire stations. This investment will ensure that first responders are equipped and ready to respond to emergencies in the event of electrical outages. This is a one-time SLFRF investment in FY 2022.

Program	Outcomes Plan – FY 2022	Results October 2021 to June 2022	% Complete
Emergency Response	<ul style="list-style-type: none"> <li>Four resiliency hubs for the community</li> <li>Replace/ add Generators to 14 to 17 Fire Stations</li> </ul>	<ul style="list-style-type: none"> <li>Locations for Resiliency Hubs have been identified. Public outreach and marketing plan for resilience hubs is underway and will be complete in mid-August.</li> <li>The generator purchase was approved by the City Council on June 23 and construction drawings will be finished mid-July.</li> </ul>	50%

**Homelessness - \$464 thousand**

This supports the City’s \$32.5 million in homelessness funding in FY 2022. This investment enhances support to the Partners with South Alamo Regional Alliance for the Homeless (SARAH) to divert households from entering homeless emergency shelters. The program assists individuals and families with immediate needs such as rent, utility assistance, or hotel vouchers to quickly stabilize housing situations. This will help leverage additional private philanthropy funds secured by SARAH for the Diversion Program. This is a one-time SLFRF investment in FY 2022.

The City’s homeless prevention programs directly support low-income households to maintain or access stable housing situations when facing economic instability caused by the pandemic. Program design and eligibility focuses resources on the most vulnerable populations, and targeted outreach will aim to further close racial and income gaps.

Program	Outcomes Plan – FY 2022	Results October 2021 to June 2022	% Complete
Homeless Diversion	60 clients will be served under the Diversion Program.	279 people (111 households) were served, which includes 43 single-households and 68 families.	100%

Additionally, the City is enhancing contract monitoring with two positions to monitor and work with nonprofit organizations in effectively and efficiently using funding allocated to support the City’s policy priorities and ensure compliance with local, state, and federal regulations and federal grant deliverables. This is a multi-year SLFRF investment in FY 2022 and FY 2023.



**311 Customer Service Operations - \$919 thousand**

The City is enhancing its 311 Call Center with seven customer service positions to increase efficiency and satisfaction in customer service when responding to resident requests for information. This is a multi-year SLFRF investment in FY 2022 and FY 2023.

The use of funds expands staffing to support the City of San Antonio's 311 Call Center in responding to the growing need of language accessibility for non-English speaking residents. The 311 Customer Service line plays a critical role in connecting and dispersing vital information to San Antonio residents as we continue to respond to pandemic matters and ongoing recovery efforts.

By increasing staffing, the desired outcome is to improve response times and reduce abandonment rates by 4% for Spanish-speaking residents who utilize the 311 Call Center. In FY 2021, 311 received 73,917 Spanish calls, answering 79% of the calls. In FY 2022 year-to-date (through June), 311 has received 32,238 Spanish calls, answering 95% of the calls.

The 311 Department is leveraging community partners for marketing and promotional outreach and developing a digital resource that will be translated into Spanish. The digital resource is in the development phase.

Program	Outcomes Plan – FY 2022	Results October 2021 to June 2022	% Complete
311 Customer Service	4 Customer Service Supervisors and 42 Customer Service Representatives will receive 677,650 total calls and answer 647,748 calls or 96% for the FY 2022 Oct-Jun period.	4 Customer Service Supervisors and 42 Customer Service Representatives received 587,800 total calls and answered 546,654 calls or 98% for FY 2022 Oct-Jun period.	75%

*\*Note: the above represents the plans and results for FY 2022. FY 2023 plans are being developed and results will be included in the subsequent reporting period.*

**Community Navigators - \$2.7 million**

This funding supports a navigator program to assist older adults, families, and individuals. Older adults will be connected to financial counseling services focusing on issues facing older adults including identity theft, scams, and reverse mortgages. Families will be provided assistance with fair housing, housing navigation services, and homeless individuals will be connected to services, including shelter, mental health, domestic violence, and job training resources. This is a multi-year SLFRF investment in FY 2022 and FY 2023.

As the City began its response to the pandemic, the City realized that the community needed assistance in navigating the many services available in San Antonio provided by local, federal, and non-profit agencies. In response to this need, the City added community navigators to connect residents to financial counseling, safety net, mental health, domestic violence, and job training resources. This navigation program connects residents to City initiatives and other available programs to bridge gaps for individuals, families, and older adults experiencing severe financial stress and homelessness. The community navigators also assist with homeless shelter

diversion, street outreach resources, and benefits navigation that serve low-income households, including older adults experiencing housing instability due to the direct and indirect effects of COVID-19.

The DHS Homeless Benefits Navigator and Older Adult Financial Security programs have served more than 8,500 residents since October 2021. Approximately 90% of clients receiving Benefits Navigator assistance and 85% of older adults receiving financial counseling had incomes under 125% of the Federal Poverty Level (\$33,125 for a household of four). An estimated 32% of residents accessing Benefits Navigator social service referrals and application assistance were African American, and 17% of older adults accessing financial counseling were African American. Furthermore, approximately 65% of Benefits Navigator clients and 38% of clients were primary Spanish speakers.

The Homeless Benefits Navigator program served 8,080 residents from October 1, 2021 to June 30, 2022. Of these, 5,431 received rental assistance application help, 739 received mortgage assistance application help, 6,513 received utility assistance application help and 4,671 received emergency food assistance. The Older Adult Financial Security program served 576 older adults over the period, working closely with clients to reduce delinquent accounts for 43% of clients and increase the credit score for 20% of clients.

One tool of homeless navigation and prevention has been the funding of a flexible homeless diversion fund. This fund quickly connects people to a stable living situation and helps households to avoid a stay in an emergency homeless shelter. Households must be literally homeless, fleeing domestic violence or at imminent risk of homelessness within 21 days and must show an ability to continue sustaining housing. To date, just over \$175,000 has assisted 119 households to avoid entering an emergency shelter and quickly end their experience of homelessness.

Since October 2021, the community navigator programs have conducted outreach presentations to nearly 150 community meetings, including at neighborhood associations, Senior Centers, emergency shelters, new Home Buyer Classes, and other resource fairs. These presentations included over 1,500 attendees.

The programs also presented to multiple professional groups, including presentations to 27 San Antonio Public Library branch managers and community trainers that share resources with residents across the community; to 23 staff members of San Antonio Independent Living Skills (SAILS) who will in turn share program information with residents living with disabilities; to the South Texas Silver Sabbath and Community Board Symposium, which included attendees from 20+ agencies serving Older Adults in the San Antonio area; and the Bexar County Elder Abuse and Exploitation Task Force Meeting, which included staff representing the Alamo Area Agency on Aging, Texas Department of Family and Protective Services, Bexar County Court System, Gonzaba Foundation, San Antonio Police Department Fraud/ Elder Crimes, UT Health Science Center, and the Texas Senate Office. All are working in conjunction for the prevention of Elder Fraud Abuse. The Homeless Benefits Navigator and Older Adult Financial Security programs make referrals to the organizations represented in these presentations and receive referrals from them to better serve low-income residents, older adults and residents living with disabilities.



Every Benefits Navigator on staff is bilingual in English/ Spanish, and more than half of staff Financial Counselors are bilingual, as well. Most service provided in the two programs is conducted via telephone-based appointments, which residents have found to be an easier and more convenient way to access the services than driving or taking the bus for face-to-face assistance. In-person consultations for both services remain an option for those without access to phone or internet or those who prefer in-person assistance.

Most individuals assisted by homeless diversion funding access the program through the City’s Homeless Connections Hotline. This hotline serves as an access point to all homeless services and received 16,538 calls in FY 2022 through June. Of the clients receiving assistance, 28% were Black or African American, 61% were of Hispanic or Latino ethnicity, and 36% reported having a disabling condition.

Program	Outcomes Plan – FY 2022	Results October 2021 to June 2022	% Complete
Homeless Navigators	Assist 3000 unduplicated clients and connect them to services	Assisted 8,080 residents with benefits navigation services, exceeding the estimated FY 2022 annual target of 3,000 unduplicated individuals.	100%
Financial Security Benefits Navigators for Older Adults	Assist 700 clients	Assisted 578 older adults with financial counseling services.	82%

*\*Note: the above represents the plans and results for FY 2022. FY 2023 plans are being developed and results will be included in the subsequent reporting period.*

### Mental Health - \$29.4 million

**Multidisciplinary Team SACORE - \$3.4 million:** This funding allowed the City to introduce a pilot program to provide an alternative response to 911 police calls by adding a dedicated multi-disciplinary response team to address mental health calls in one of the six police substations in San Antonio. The On-Scene Crisis Response/ Coordinated Response Pilot Program will enhance the City’s response to mental health calls by having a team comprised of a civilian clinician, a paramedic and a police officer. The paramedic is part of the San Antonio Fire Department (SAFD) Mobile Integrated Healthcare (MIH) Program and provides treatment to individuals suffering from acute behavioral and/ or emotional disorders. Additionally, clinicians are added to be on-scene community advocates that have been trained in rapid intake and triage to identify if a person needs a more intensive clinical intervention and notify specialized services when appropriate. Also, included is overtime for police officers and equipment to support the coordinated pilot program. This is a multi-year SLFRF investment in FY 2022 and FY 2023.

The Meadows Mental Health Policy Institute conducted an analysis of the San Antonio Police Department’s (SAPD) response to mental health emergencies in the summer of 2021. The Institute was asked to identify potential programmatic and system transformation opportunities informed by existing data on integrated response best practices in the first response system to meet the goal of rapid access to appropriate clinical care.

One of the recommendations from the Meadows study was the adoption of a Multi-Disciplinary Response Team (MDRT) Model comprised of a clinician, a paramedic, and a police officer to be



deployed in those areas and times where data shows the highest needs. A second recommendation is the addition of licensed clinical support to the 911 call center to support identification and response to behavioral health issues.

The San Antonio Community Outreach and Resiliency Effort (SA CORE) team launched in April 2022 as a partnership between the San Antonio Fire Department, the San Antonio Police Department, and the Center for Health Care Services. The team serve in the Central Police Substation located in zip code 78207, an area of the city with a high equity score and high volume of mental health 911 calls. The team operates 16 hours per day, seven days per week, 7am-11pm. The pilot program is for 12 months, and an evaluation will be conducted at the conclusion of the pilot period. The SA CORE team was introduced to the community as part of the FY 2022 budget development process in the summer of 2021 as a result of community feedback received in early 2021. In November 2021, the Public Safety Committee was presented with an overview of the program and provided with a timeline for implementation.

As of June 30, 2022, the SA CORE team was assigned to a combined total of 440 calls for service. Of this, 113 resulted in emergency detentions and 129 were addressed on scene. Furthermore, 29% went to a behavioral health hospital, 33% were resolved in the community, and less than 2% were arrested. The other calls included outcomes, such as unable to locate, transport to medical hospital, and follow up calls. Additional positive impacts of the team’s efforts in our community include voluntary admissions for treatment, medical transports and addressing various social needs.

Strategic long-term planning discussions and efforts are in progress. The City is exploring to possibly include housing licensed clinicians within the 911 call center to assess and screen mental health related calls.

Program	Outcomes Plan – FY 2022	Results April 2022 to June 2022	% Complete
Strengthen Mental Health Response	<ul style="list-style-type: none"> <li>Provide support for overtime and equipment for the Coordinated On-Scene Response Pilot Program with the City’s Metro Health Department, San Antonio Fire Department, and San Antonio Police Department.</li> <li>Program goal is to reduce arrests and connect residents to appropriate services.</li> </ul>	<ul style="list-style-type: none"> <li>The Police, Health, &amp; Fire Departments collaboratively developed and implemented the new San Antonio Community Outreach Resiliency Effort (SA CORE) team. The new team began responding to mental health calls in the Central Service Area on April 18, 2022.</li> <li>The SA CORE team has responded to 440 calls for service through June. Of those calls only 5 resulted in arrest.</li> </ul>	75%
Strengthen Mental Health Response	<ul style="list-style-type: none"> <li>Add clinicians to the 911 Floor to better assess mental health calls</li> </ul>	<ul style="list-style-type: none"> <li>Positions have been hired and training will begin in August.</li> </ul>	50%

*\*Note: the above represents the plans and results for FY 2022. FY 2023 plans are being developed and results will be included in the subsequent reporting period.*



**Mental Health - \$26 million:** This funding was allocated in February of 2022 and is one of seven areas that the City Council asked City Council Committees to develop an implementation plan for City Council Consideration. Mental Health was assigned to the Public Safety Committee.

The Public Safety Committee began meeting in April of 2022 and has discussed priorities for the utilization of the SLFRF funds. The next graphic includes a timeline of the use of the SLFRF for the \$26 million allocation for mental health.



## Domestic Violence Expansion - \$16.4 million

Funding supports twenty-seven positions to expand hours for domestic violence calls to include, evenings and weekends, additional case management and wrap around services, stronger evaluation and data driven strategies, and enhanced community education initiatives focused on prevention. Additionally, these crisis community advocates will respond alongside police officers on calls related to domestic violence. This is a multi-year SLFRF investment in FY 2022, FY 2023, FY2024 and FY2025.

Family-Centered Violence Prevention. Provides funding for Cognitive Behavioral Therapy (CBT) for Survivors of Violence. The use of funds utilizes an evidence-based intervention program for lessening the impact of trauma on children exposed to violence. This proposed initiative combines school-based therapy with the identification of children exposed to violence to mitigate the negative outcomes of exposure to violence and will serve various public-school districts through a collaboration with community-based organizations.

The Family-Centered Violence Prevention Program is intended to close disparities in violence experienced by young men and women of color compared to their white counterparts. The City is disaggregating data of clients served by race, gender, and disability status to include in future reports.

The City is also using SLFRF to implement evidence-based screening tools to identify individuals at the highest risk of lethal or near-lethal events. The City plans to implement in FY 2023 a case management process for survivors of domestic violence identified as highest risk for lethality, and provide supportive services including temporary housing, mental health services, and ongoing trauma informed case management to support victim self-efficacy.

The areas of the city where this program is being implemented are those areas where there is the greatest number of 911 calls for family violence. Specifically, most of the calls have historically corresponded to zip codes that reflect the greatest concentration of low-income households and



people of color. To serve the limited English proficient population the City is hiring bilingual staff, including case managers and community health workers, to distribute information via non-English media, such as translation of documents, and utilization of trusted messengers in outreach efforts.

Program	Outcomes Plan – FY 2022	Results October 2021 to June 2022	% Complete
Domestic Violence Expansion	<ul style="list-style-type: none"> <li>Provide screening and advocacy for a total of 7,000 clients through Advocates and Case Managers.</li> <li>Provide direct assistance for 750 total survivors of violence.</li> <li>Complete 25 outreach presentations and host 30 DART/DAG meetings.</li> </ul>	<ul style="list-style-type: none"> <li>A total of 965 nights of shelter have been provided with over 500 primary and 6,083 secondary victims receiving direct financial assistance.</li> <li>1,100 victims were offered case management services.</li> <li>25 of the 34 positions have been hired, with all positions anticipated to start by the end of FY 2022.</li> </ul>	74%

*\*Note: the above represents the plans and results for FY 2022. FY 2023 plans are being developed and results will be included in the subsequent reporting period.*

### Vision Zero \$5.2 million

Vision Zero pedestrian safety improvements will support design, vehicle and pedestrian traffic counts, and some construction of mid-block crossings across eight corridors to address severe pedestrian injury areas, which were identified by the City’s Vision Zero 2020 Severe Pedestrian Injury Report. The projects will take place in areas of persistent poverty, which are disproportionately impacted by severe pedestrian injuries and fatalities. The safety improvements will facilitate crossings to places that people want to go but that are not well served by the existing traffic network. This is a one-time SLFRF investment in FY 2022.

As part of the City’s Transportation Department’s FY 2022 work plan, design and construction is underway for pedestrian safety improvements (28 mid-block crossings) on eight, high injury network corridors (HIN). Funds were allocated for Vision Zero pedestrian safety improvements that include mid-block crossings or other [United States Department of Transportation \(USDOT\) Federal Highway Administration \(FHWA\) Proven Safety Countermeasures](#) that suit the identified locations on the City’s HIN roadways.

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U.S. Department of Transportation  
Federal Highway Administration  
FHWA-SA-21-044

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**FOR MORE INFO »**  
View the Office of Safety's  
Pedestrian Refuge Island  
technical sheet.

### Medians and Pedestrian Refuge Islands in Urban and Suburban Areas

A **median** is the area between opposing lanes of traffic, excluding turn lanes. Medians in urban and suburban areas can be defined by pavement markings, raised medians, or islands to separate motorized and non-motorized road users.

A **pedestrian refuge island** (or crossing area) is a median with a refuge area that is intended to help protect pedestrians who are crossing a road.





Safety Benefits:

**Median with Marked Crosswalk**  
**46%**  
reduction in pedestrian crashes.<sup>2</sup>

**Pedestrian Refuge Island**  
**56%**  
reduction in pedestrian crashes.<sup>2</sup>

Example of a road with a median and pedestrian refuge islands.  
Source: City of Charlotte, NC

Pedestrian crashes account for approximately 17 percent of all traffic fatalities annually, and 74 percent of these occur at non-intersection locations.<sup>1</sup> For pedestrians to safely cross a roadway, they must estimate vehicle speeds, determine acceptable gaps in traffic based on their walking speed, and predict vehicle paths. Installing a median or pedestrian refuge island can help improve safety by allowing pedestrians to cross one direction of traffic at a time.

Figure 1. Screenshot of FHWA Proven Safety Countermeasures



Figure 2. San Antonio Pedestrian and Bicycle Severe Injury (2020) Reports (SP/BIA)

As identified in the most recent City [Vision Zero Severe Pedestrian/Bicycle Injury Area \(SPIA\) Reports \(2020\)](#), most of the locations identified for mid-block crossings are located in areas of persistent poverty, which are disproportionately impacted by severe pedestrian injuries and fatalities. This is consistent with studies, including [Smart Growth Americas annual report, “Dangerous by Design 2022”](#), which indicates that low-income and communities of color are disproportionately impacted by vehicle, pedestrian, and bicycle crashes.



Figure 3. Smart Growth America Dangerous by Design (2022) Report Cover

The pedestrian safety improvements will introduce more opportunities for safe crossings along major arterial corridors throughout San Antonio and reduce the distance that pedestrians must walk to cross the street at signalized intersections on many state and city roadways. The Transportation Department will assess the impact of the increased crossings on these roadways to determine if the introduction of the crossings reduce the number of severe pedestrian/ cyclist injuries and fatalities. This data will be used to tailor safety education and engagement activities to address the areas of need for each of the remaining seven HIN corridors.

Many of the locations where the need for pedestrian safety improvements and mid-block crossings have been identified are in communities where English is the second language for many of the residents. The City is employing multiple stakeholder engagement techniques to ensure that residents have information about the pedestrian, bicycle and automobile safety practices, such on obeying posted speed limits and the location of crosswalks in both Spanish and English. City departments are working to disseminate information on targeted safety campaigns and construction of mid-block crossings planned for each of the eight HIN corridors, which are located citywide and cover all the City Council Districts. The Transportation Department has already received community feedback in writing, on-line and via voicemail in response to the first pilot safety education campaign on the Culebra Road Corridor (one of the City’s most dangerous roads for all users), which includes portions of right-of-way owned by the Texas Department of Transportation (TxDOT).

From June through August 2022, the first pilot safety campaign for Culebra Road, has been shared through the Transportation Department’s website and mailed to 20,000 residents located within half of a mile of the corridor. These mailers were distributed in mid-July and the department has already received the following feedback from residents via voicemail, mail and on-line, which also has a spatial mapping tool where areas of concern can be highlighted with a pin drop on a map.

- ✓ 323 Views of Website
- ✓ 155 Participants
- ✓ 813 Responses (voice)
- ✓ 145 Comments
- ✓ 90 Subscribers



Finally, a media event highlighting the Culebra safety campaign will occur in August 2022 to share findings from the feedback received. This type of approach will be applied for all the HIN corridors.



Figure 6. Collage of Culebra Road Billboard & Transit Shelter Graphics

In addition to the targeted safety campaigns and construction of mid-block crossings, the Transportation Department has partnered with the City’s Municipal Courts to develop a safety and education campaign for new drivers who, based on court data, represent a high percentage of the traffic citations along many city roadways. Integrating Vision Zero information and prevention will be part of the Court’s program to educate drivers.

Program	Outcomes Plan – FY 2022	Results October 2021 to June 2022	% Complete
Vision Zero Pedestrian Crossing	The Transportation department anticipates that design and construction to begin on 2 of the 28 mid-block crossing locations and to continue selection of consultant for Severe Pedestrian Injury Area Report. This initiative will result in the implementation of 28 mid-block crossings to improve pedestrian safety along historically unsafe corridors.	The 28 mid-block crossings have been assessed and data gathered. All locations that weren't selected as mid-block crossing candidates were also identified and removed from the list. Currently in design with an on-call consultant. Coordination with Public Works has taken place. The finalization of the scope of work for the Severe Pedestrian Injury Area report is in Progress.	30%



**Telemedicine Emergency Medical Services - \$2.1 million**

Leveraging Telemedicine Technology for Emergency Medical Services (EMS) calls to expand a Clinical Dispatcher Pilot Program that increases access to emergency response services through telemedicine with eight clinical dispatchers that primarily serve low-income communities and communities of color. The program frees ambulance and paramedic resources to respond to critical emergencies. This is a multi-year SLFRF investment in FY 2022 and FY 2023.

The pilot program demonstrated that 75% of program participants lived in areas that reflect the greatest concentration of low-income households and people of color in the City of San Antonio Equity Atlas. The Clinical Dispatcher Program is expected to increase access to emergency response services for people of color and low-income communities where approximately 75% of calls are generated by people living in census tracts with higher equity scores in the San Antonio Equity Atlas. The City will track program utilization using pre-determined demographic data by census tracts.

Program	Outcomes Plan – FY 2022	Results October 2021 to June 2022	% Complete
Clinical Dispatchers	Estimated to received 5,125 calls through the GoodSAM App.	The clinical dispatchers served 4,934 calls through the GoodSAM app.	75%

**Metro Health SA Forward Plan - \$5.0 million**

In response to the pandemic-related lessons learned around health disparities, health equity, and social justice and to capitalize on additional funding for public health, the San Antonio Metropolitan Health District (Metro Health) developed a community strategic growth plan called SA Forward as an expansion to the department’s strategic plan. This expansion includes additional programs and initiatives in the areas of Access to Care, Data & Technology Infrastructure, Food Insecurity & Nutrition, Health Equity & Social Justice, Mental Health & Community Resilience, and Violence Prevention. Funds in the amount of \$5.0 million will support some of these initiatives within the SA Forward plan from FY 2023 and FY 2024. The specific initiatives to be supported by this allocation will be identified as part of the City’s Fiscal Year 2023 Budget Process.

**Street Maintenance - \$19.7 million**

\$9.7 million of the \$19.7 million allocation supports the City’s FY 2022 total investment of \$110 million in street maintenance. The annual program serves to prolong the useful life of streets by mitigating deteriorating pavement conditions caused by age, utility cuts, and underlying soil conditions.

Program	Outcomes Plan – FY 2022	Results October 2021 to June 2022	% Complete
Street Maintenance Program	Anticipate completing 537 Pavement Preservation projects and 267 Street Rehabilitation projects for a total of 804 street maintenance projects anticipated to be completed citywide.	Completed 553 Pavement Preservation projects and 317 Street Rehabilitation projects for a total of 870 street maintenance projects completed citywide.	72%

The City of San Antonio has a 4,190-centerline mile network of which 457 miles (11%) of streets are considered failed streets (F-streets). An F-street has deteriorated pavement and requires extensive rehabilitation of the roadway. The City has allocated \$10 million to reconstruct F-streets citywide. These funds will be distributed across the City based on the percentage of current F-streets by Council District. Staff is currently working with each Council District to identify and program projects to be completed with this funding as part of the proposed FY 2023 Budget. Staff is targeting the completion of all projects by September 2024.

## **Convention Facilities Fund Support - \$48.4 Million**

COVID-19 had an unprecedented impact on the Hotel Occupancy Tax (HOT) Revenues with revenues declining by 44% in FY 2020. In April of 2020, the City Manager implemented a hiring freeze due to budgetary and service impacts resulting in the furlough of 266 employees from departments funded by the HOT Tax and by revenues derived by the Convention Center and the Alamodome. The SLRF funds have been critical to support the operations of the Convention Center, and Alamodome. This funding will aid these operations in FY 2021, FY 2022, FY 2023, and FY 2024.

In FY 2021, the City utilized \$12.7 million for the purposes of providing support to the HOT Funds to ensure continuity of vital government services. In FY 2021, SLFRF was utilized to support the cost of operations for the Convention Center and the Alamodome due to a decline in tourism and conventions activities that occurred. Additionally, SLFRF supported the return of employees at the Convention Center.

The City has designated \$35.7 million from FY 2022 through 2024 to continue to ensure continuity of vital government services to support the cost of operations for the Convention Center, Alamodome.

## **Arts - \$7.5 Million**

In FY 2021, the Department of Arts & Culture was allocated \$2.6 million to maintain the funding for Arts Agencies supported by the Hotel Occupancy Tax (HOT) fund at 2019 levels.

As previously mentioned, there are seven spending categories that City Council Committees are preparing implementation plans for City Council approval. Arts is one of these spending categories and the City Council allocated \$5 million to fund Arts Agencies.

The City Council designated the Community Health, Environment & Culture Committee (CHECC) to oversee the implementation for Arts. The Department of Arts & Culture developed an implementation plan known as ARPA 4 Arts, which provides grants to nonprofits and individual artists disproportionately impacted by the COVID-19 pandemic.

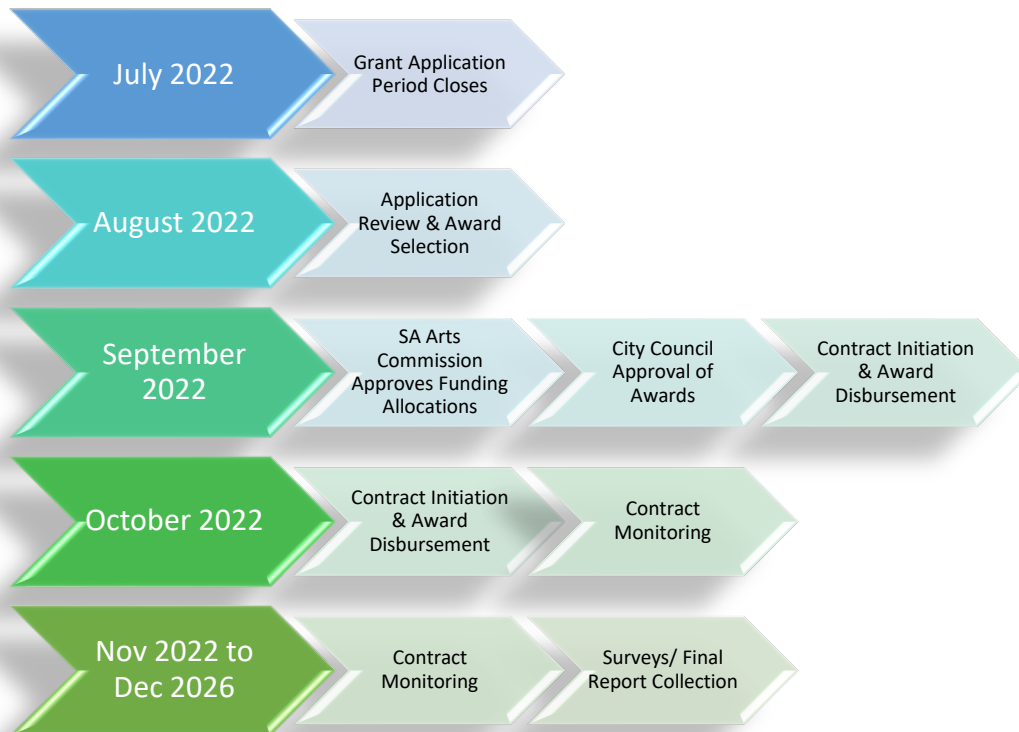
CHECC considered the recommendation over the course of two meetings and the plan was approved on May 10, 2022. On June 2, 2022, the City Council provided approval of the ARPA 4 Arts implementation plan.



Figure 7. Timeline of Arts past & current events.

The Department of Arts & Culture will manage this program for individual artists and nonprofit arts organizations to help them thrive beyond the pandemic. Individual artists may use grant funds to support housing/living expenses, professional development, and support of artistic career, including equipment, materials, and rent. Nonprofits may use grant funds to mitigate financial hardship, including supporting payroll costs, operations and maintenance of equipment and facilities, technical assistance, and COVID-19 mitigation and infection prevention measures.

Figure 8. Timeline of Arts upcoming events.



The Arts program provides grants to assist arts non-profits and artists to assist with operational costs aimed to assist recipients to become more resilient. This program is anticipated to be in the fall of 2022. To ensure that the funds are assisting those disproportionately impacted by COVID-19, the City's grant criteria include the following priorities (up to 100 points):

- Up to 30 Points for Annual Income
- Up to 30 Points for % of Income from Artistic Activity
- Up to 10 Points for Equity Atlas Score
- Up to 15 Points for Diversity, Equity, and Inclusion (Gender, LGBTQIA+, Racial/Ethnic Classification)
- 5 Points for Veteran
- 5 Points for Disabled
- 5 Points for Did not receive SA CARES 4 Art Grant

The detailed implementation plan approved by the City Council for Arts is available in the Appendix section.

## **Residential Utility Assistance - \$30 million**

This allocation provides \$30 million in household utility assistance to aid San Antonians who were financially impacted by the COVID-19 crisis and in need of financial assistance with utility payments in arrears. In November 2021, the City entered into agreements with CPS Energy, the local electric and gas utility, for a total of \$20 million, and the San Antonio Water System (SAWS), the local water and wastewater utility, for a total of \$10 million.

CPS Energy and SAWS promoted the assistance programs through messages on their websites, television and print news stories, and by hosting information tables at public resource fairs across San Antonio. The utility companies also promoted the availability of assistance through postcard mailouts and door hangers in geographic areas with lower-income households. Additional outreach included a robo-dialer campaign to ratepayers, an email campaign, service center posters, newsletter articles, and social media communication.

CPS Energy and SAWS developed a simplified application to capture only necessary data for delivering service and compliance reporting, while minimizing barriers to access. In addition, community service representatives operated phone-based applications and accepted in-person consultations at utility service centers. The use of Qualified Census Tracts as a determination of COVID-19 impact reduced barriers to assistance by eliminating the need to complete an application for assistance, thus ensuring continued utility service to the most vulnerable communities within San Antonio.

CPS Energy, the local electric and gas utility, has served more than 2,000 residents with bill assistance, of which approximately 74% earned less than 125% of the Federal Poverty Level (FPL). SAWS, the local water and wastewater utility, has served more than 18,000 residents to date, of which approximately 33% earned less than 125% of the FPL. All residents served have demonstrated that they were financially impacted by the COVID-19 crisis through responses to a questionnaire or are currently enrolled in an Automated Discount Program available to residents earning less than 125% of the Federal Poverty Level. Under certain circumstances, utility bill assistance was provided to residents confirmed to reside in a federal Qualified Census Tract and who had outstanding balances on their utility bill accounts incurred during the pandemic.



### COVID-19 Emergency Response - \$50 million

This allocation supports the City’s response to COVID-19 by providing services to the community and ensuring the city workforce has proper protective equipment and tools. Community services provide testing sites, contact tracing, and vaccine incentives. Support for City employees provides personal protective equipment, employee testing, and vaccine incentives. Resources allocated to the City’s response are estimated to be utilized in FY 2022 and FY 2023.

Additionally, this allocation includes administrative components for the management, oversight, and reporting of ARPA grants, which provides a multi-year SLFRF investment from FY 2022 through FY 2026.

**COVID-19 Community Testing:** Metro Health initiated a contract with Community Labs, a local non-profit to provide COVID-19 tests to San Antonio residents. Community Labs provided testing for 49,356 residents from January 2022 through June 2022.

Metro Health, San Antonio Fire Department and Community Labs operated six COVID-19 testing locations in neighborhoods with high equity scores. Communities with high equity scores are those that include a high number of residents of color and those living with low incomes. Below is a list and map of these testing location sites.

COVID-19 Testing Location	Address	City	State	Zip Code
Alamo Community College District Office	2222 N Alamo Street	San Antonio	Texas	78215
Palo Alto College	1400 W Villaret Blvd	San Antonio	Texas	78224
St. Phillips College	1801 Martin Luther King Drive	San Antonio	Texas	78203
Yates Community Center	568 Rasa Dr.	San Antonio	Texas	78227
Melendrez Community Center	5919 W Commerce Street	San Antonio	Texas	78237
Copernicus Community Center	5003 Lord Rd.	San Antonio	Texas	78220

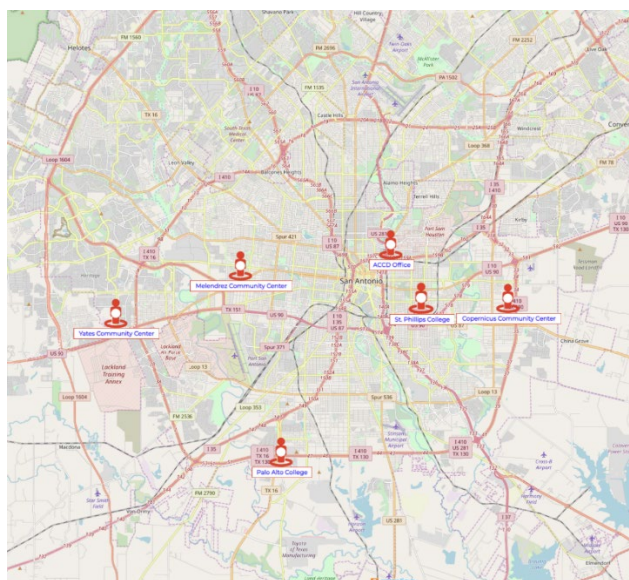


Figure 9. Map of the Community Labs COVID-19 Testing Locations

**COVID-19 Contact Tracing:** Metro Health initiated a contract with the UT Health School of Public Health Houston, San Antonio Campus (UTSPH Houston) to assist with COVID-19 case investigations. UTSPH Houston has trained 50 of their staff to conduct case investigations on

positive COVID-19 cases. Case investigations involve notifying the individuals and interviewing to gather information on symptoms, provide isolation guidance, and providing referrals for social resources. All contact investigative efforts are accurately and timely entered into the National Electronic Disease Surveillance System (NEDSS)-base system (NBS). From October 1, 2021 through June 30, 2022, 258,151 cases were assigned for investigation and UTSPH Houston attempted to call each case. UTSPH Houston was able to establish contact with 38,373 individuals and successfully interviewed 36,697 residents.

**COVID-19 Vaccine \$100 Gift Card Incentives:** Metro Health plans to begin issuing 10,000 vaccine gift cards in August 2022 through the Metro Health’s main immunizations clinic and mobile pop-up clinics that are coordinated with community stakeholders in neighborhoods with high equity scores.

### Citywide Bridge Program - \$3.8 million

The Citywide Bridge Program improves and rehabilitates existing deficient and deteriorated bridge structures and/ or builds new bridges within the city limits. Bridges are selected for replacement or new construction based on industry criteria such as hydraulic capacity, structural condition, age, and pedestrian mobility. Each selected bridge project includes any needed right-of-way acquisition, utility adjustments, environmental clearances, and incidental construction beyond the physical footprint of the bridge.

The funding allocation of \$3.8 million from SLFRF augments the \$1.157 million allocated in the recently approved 2022 Bond Program for a total of \$4.957 million for the Citywide Bridge Program. Since approving these funds, as of June 2022, City staff have released a Request for Qualifications for design services for the Citywide Bridge program and are working on short-listing a recommended list of bridges for this program. The selection process will entail an evaluation of the current inventory of bridges prioritizing those with the greatest potential for improvement of safety and connecting communities. The staff anticipates finalizing the list of recommended bridges and awarding the design services contract in November 2022.

### One-time Capital Investments - \$32 million

This allocation provides support in the amount of \$32 million for three capital projects, which are listed below and are currently under contract negotiations.

- Morgan’s Wonderland - \$15 million to support park improvements to include construction of a pediatric care center, multi-assistance center, an inclusive 4D theater experience attraction, and other park amenities and enhancements. Morgan’s Wonderland is a theme park that welcomes everyone and was built to provide and create an atmosphere of inclusion for those with and without disabilities while encouraging everyone to gain a greater understanding of one another. At this theme park children and adults with special needs have access to facilities that enable them to enjoy outdoor recreation fully.
- Educare San Antonio - \$7 million for the design and construction of a state-of-art infant, toddler, preschool, and kindergarten site.
- Texas Biomedical Research Institute - \$10 million for campus infrastructure improvements, to include upgrades to the campus’ electrical grid.



## Employee Retention - \$10 million

Funds were used to provide a \$1,000 one-time distribution to employees as a retention benefit program. This program was developed with employee input. A total of 9,548 employees received the retention benefit. Police uniform employees waived their right to this retention benefit as part of their most current collective bargaining agreement approved in May 2022.

## Small Business - \$26.2 million

The City Council designated the Economic & Workforce Development Committee (EWDC) to oversee the implementation planning of the allocation to Small Business. The City allocated additional funds of \$4.7 million to small business for a total of \$30.95 million. EWDC considered the Small Business Advisory Commission (SBAC) Investment Portfolio recommendation over the course of several meetings, with the implementation plan approved June 15, 2022. On June 23, 2023, the City Council provided approval of the implementation plan to be carried out in two phases.

- Phase I - focus on the deployment of the COVID Impact Grants program to provide access to capital, and the associated outreach and technical assistance. This phase will begin in July 2022 and conclude in December 2022.
- Phase II - will begin August 2022 and prioritize programs in the Capacity Building, Ecosystem Enhancements, and Localism strategies. Implementation of programs in the Geographic Placemaking strategy will coincide with the completion of the City's Economic Development Department's Strategic Planning Initiative.

SBAC identified five priority areas to be included in the portfolio of Small Business investments. It is expected that these investments not only address the immediate needs of the small business owners, but also provides the opportunity for transformational change in the larger small business ecosystem resulting in a stronger, more resilient economy. EWDC reviewed and accepted the SBAC priority areas.

SBAC recommended priorities detailed within this document through its regular meetings and in consideration of community input to identify the following funding areas in the ARPA SLFRF Investment Portfolio: Access to Capital, Capacity Building, Ecosystem Enhancements, Localism, and Geographic Placemaking.

The following table provides a summary of investments by identified priority.

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Strategy/ Program	Amount
<b>Access to Capital</b>	<b>\$20,625,000</b>
COVID Impact Grants - \$17 Million	
COVID Impact Grants Outreach and Marketing - \$625K	
Growth Fund Loan/ Grants - \$3 Million	
<b>Capacity Building</b>	<b>1,450,000</b>
Launch SA Improvements - \$300K	
Back Office Support Program - \$750K	
Web Presence Program - \$400K	
<b>Ecosystem Enhancements</b>	<b>3,000,000</b>
Implementation of Pillars Identified in the SA Ecosystem Report	
<b>Localism</b>	<b>625,000</b>
Buy Local Program Implementation & Operations Support	
<b>Geographic Placemaking</b>	<b>5,250,000</b>
Operation Facelift - \$3.0 Million	
Outdoor Spaces Program - \$1.25 Million	
Corridor Program Pilot - \$1.0 Million	
<b>Total</b>	<b>\$39,950,000</b>

The strategies and programs being implemented address solutions, both short-term and long-term, for businesses to recover from the negative impacts of the pandemic and achieve long-term resiliency. Long-term resiliency requires intentional investment and strategies to build infrastructure and support in coordination with immediate relief.

With the COVID Impact Grants program in Phase I, the City is providing meaningful and efficient support to small businesses that continue to work toward recovery from the economic strife caused by the public health crisis and secondary impacts associated with the pandemic. To ensure that the funds are assisting those disproportionately impacted by COVID-19, the City’s grant scoring criteria includes the following priorities (maximum of 115 points):

- Up to 30 Points for reduction in gross revenue from 2019 to 2021
- Up to 30 Points for Industry Employment Loss
- Up to 20 Points for demographic criteria (Minority, Women, Veteran, or disabled owned)
- Up to 20 Points for equity atlas score
- Up to 15 points for other grant funding received (the lesser the amount the higher the points)

The implementation plan for Small Business that details investments by priority area and program is available in the Appendix section.

### Youth - \$10 Million

The City Council designated the Economic & Workforce Development Committee (EWDC) to oversee the implementation planning for a total of \$10 million for Youth. The implementation plan for this allocation is currently in development – it was approved by the EWDC on June 24, 2022 and is anticipated to be brought before the City Council for consideration and approval on August 18, 2022. Once the implementation plan is approved by the City Council, additional detail for this category will be provided in future reports. The estimated timeline for this category is illustrated on pg. 37.

## Seniors - \$5 million

The City Council designated the Community Health, Environment & Culture Committee (CHECC) to oversee the implementation planning for a total of \$5 million funding for Seniors. The implementation plan for this allocation is currently in development and is anticipated to be brought to CCHEC on August 9, 2022, and the City Council for consideration and approval on August 18, 2022. Once the implementation plan is approved by the City Council, additional detail for this category will be provided in future reports. The estimated timeline for this category is illustrated on pg. 37.

## Non-Profits Social Services - \$4 million

The City Council designated the Community Health, Environment & Culture Committee (CHECC) to oversee the implementation planning for a total of \$4 million for Non-Profits Social Services. The originally allocated amount of \$2.5 million was augmented with City funds for a total investment of \$4 million.

CHECC considered the department recommendations over the course of several meetings, and it was determined to carry out this investment in two phases.

- Phase I - Focus on immigration services.
- Phase II – Non-Profits social services.

In Phase I, a total of \$1.5 Million was designated for Immigration Services. The implementation plan and associated criteria for distribution was approved by CHECC on May 26, 2022, and the City Council on June 2, 2022. The plan provides support to immigrant serving organizations and services that support noncitizens, including but not limited to permanent U.S. residents, undocumented, asylum seekers, and refugees. The plan is aimed at creating decreased economic security of noncitizens and decreased pathways for citizenship. The City released a request for proposal on June 6, 2022 to identify immigration service organization providers. Proposal evaluations are currently underway, and contract awards are proposed for August 2022. Once the providers are selected, the City will incorporate as part of the agreements, the equity criteria to ensure that funds are assisting those disproportionately impacted by COVID-19.

In Phase II, a total of \$2.5 Million was designated for Non-Profit Social Services. The implementation plan for this phase is currently in development and associated criteria for distribution is anticipated to be presented to CHECC for approval on August 9, 2022, and the City Council for consideration and approval on August 18, 2022. Once the implementation plan is approved by the City Council, additional detail for this category will be provided in future reports. The estimated timeline for this category is illustrated on pg. 37.

The detailed implementation plan approved by the City Council for the Non-Profits Social Services – Immigration Services program is available in the Appendix section.

## Upcoming Activity

The illustration below is the anticipated timeline for the spending categories of Mental Health, Youth, Seniors, and Non-Profits Social Services, which reflects a combined competitive process.



## Project Inventory Matrix for Community Investments

The Project Inventory Matrix for the City’s community investments are in the subsequent pages, which provides additional details for each program to include, the COVID-19 impact, strategies/ goals, equitable outcomes, and performance indicators. The detail represents the implementation plans that have been approved by both a City Council Committee and the City Council. The matrix includes notes for spending categories still in development and pending these required approvals. Through June 2022, the City Council has approved the implementation plans for Arts, Non-Profits Social Services – Immigration Services, and Small Business.

The following matrix includes detailed project information on the spending categories. Additionally, the full documents of the City Council approved implementation plans are in the Appendix section.



Spending Category	COVID-19 Impact	Strategy/ Program/ Goal	Equitable Outcomes	Performance Indicators	Allocation (in millions)
Arts	<ul style="list-style-type: none"> <li>Arts nonprofits &amp; artists were disproportionately impacted by COVID-19</li> <li>The Arts experienced financial hardships from revenue losses</li> <li>18% decrease in employment</li> <li>16% decrease in creative economy</li> </ul>	<ul style="list-style-type: none"> <li>Develop grant program for arts nonprofits &amp; artists</li> <li>Support nonprofits' operational costs, strategic planning &amp; COVID-19 mitigation</li> <li>Support artists' housing/living expenses, professional development, &amp; artistic career</li> </ul>	<ul style="list-style-type: none"> <li>Disproportionately impacted communities prioritized in funding policy</li> <li>Arts agencies &amp; artists thrive beyond the pandemic</li> <li>Residents &amp; visitors connected &amp; engaged with local artists &amp; arts programming</li> <li>San Antonio's reputation as a top arts &amp; tourist destination reinforced</li> </ul>	<ul style="list-style-type: none"> <li>At least 133 artists will receive grants</li> <li>At least 40 nonprofit arts organizations will receive grants</li> <li>100% of grant funding will be disbursed by December 2024 &amp; spent by December 2026</li> <li>75% of nonprofits receiving grants are more financially resilient as a result</li> <li>50% of artists receiving grants created new works and performances</li> </ul>	<p>Arts Total \$ 5.00</p>
<b>Small Business</b>				<b>Small Business Total</b>	<b>\$ 30.95</b>
Small Business	Impact of pandemic accelerates trends in small business digital inclusion, access to flexible financial capital, technical assistance, and space needs	<p>COVID Impact Grants - Phase I (SBAC Priority: Access to Capital)</p> <p>COVID Impact Grants - Phase I Outreach &amp; Marketing (SBAC Priority: Access to Capital)</p> <p>Web Presence Program - Phase II (SBAC Priority: Capacity Building)</p> <p>Launch SA Improvements - Phase II (SBAC Priority: Capacity Building)</p> <p>Operation Facelift 2.0 - Phase II (SBAC Priority: Geographic Placemaking)</p> <p>Outdoor Spaces Program - Phase II (SBAC Priority: Geographic Placemaking)</p> <p>Corridor Program Pilot - Phase II (SBAC Priority: Geographic Placemaking)</p>	<p>Increased opportunity and access to capital for underserved groups with a focus on Black- and Latino-owned businesses</p> <p>Businesses in the hardest-to-reach areas and the most historically underserved have increased opportunity to successfully apply for and receive a grant</p> <p>Identify and address barriers to create opportunities for business owners</p> <p>Coordinated and sustainable small business ecosystem that serves as a safety net during future economic downturns</p> <p>Strengthened connection between people and the places they share</p> <p>Increased opportunity and access to capital for underserved groups with a focus on Black- and Latino-owned businesses</p> <p>Identify and address barriers to create opportunities for business owners</p> <p>Increased opportunity and access to capital for underserved groups with a focus on Black- and Latino-owned businesses</p> <p>Identify and address barriers to create opportunities for business owners</p>	<p># Jobs created # Jobs retained</p> <p>Grant awardee demographics # of businesses that stay open after receiving grant</p> <p>\$ Revenue</p> <p># Program Participant Participant Business Failure Rate</p> <p>\$ Revenue \$ Invested in Corridors # Jobs created # Jobs retained</p> <p>\$ Revenue # Jobs created # Jobs retained \$ Revenue</p> <p>\$ Leveraged from other funding sources \$ Capital demand # &amp; \$ CDFI Loans # &amp; \$ Bank Loans</p>	<p>\$ 17.00</p> <p>\$ 0.63</p> <p>\$ 0.40</p> <p>\$ 0.30</p> <p>\$ 3.00</p> <p>\$ 1.25</p> <p>\$ 1.00</p> <p>\$ 3.00</p>
Small Business	Small Businesses, in particular Black- and Latino-owned, have disproportionately lower access to financial capital to sustain or grow operations during the pandemic	Growth Fund - Phase I (SBAC Priority: Access to Capital)	Identify and address barriers to create opportunities for business owners	# Jobs created # Jobs retained \$ Revenue	\$ 3.00
Small Business	Business Development Organizations struggle to reach businesses to provide assistance	Implementation of Pillars Identified in the SA Ecosystem Report - Phase II (SBAC Priority: Ecosystem Enhancements)	Identify and address barriers to create opportunities for business owners	# Jobs created # Jobs retained \$ Revenue	\$ 3.00
Small Business	Small Businesses without adequate back-office functions struggle to access recovery/funding and other assistance programs	Back Office Support Program - Phase II (SBAC Priority: Capacity Building)	Identify and address barriers to create opportunities for business owners	# Jobs created \$ Revenue	\$ 0.75
Small Business	Secondary effects of the impact of pandemic on hospitality industry felt by other small business sectors due to lack of local demand	Buy Local Implementation - Phase II (SBAC Priority: Localism)	Support for production and consumption of local goods while promoting local history, culture, and identity	# Buy local multiplier Shift in consumer behavior and sentiment	\$ 0.25
Small Business		Buy Local Operations Support - Phase II (SBAC Priority: Localism)			\$ 0.38



Spending Category	COVID-19 Impact	Strategy/ Program/ Goal	Equitable Outcomes	Performance Indicators	Allocation (in millions)
<b>Non-Profits Social Services</b>					
*(In development - pending review & approval from Community Health, Environment & Culture Committee and the City Council)					
		<ul style="list-style-type: none"> <li>Fund navigation and case management services to coordinate access to resources across providers, organizations, and agencies</li> <li>Provide direct assistance to families in financial crisis (ex: households at risk of homelessness, unexpected financial hardship, etc.)</li> <li>Connect noncitizens with enrollment assistance for public benefits for which they may be eligible</li> <li>Connect noncitizens who are legally eligible to work to training and employment opportunities</li> <li>Provide outreach and education on immigration pathways</li> <li>Fund legal representation for immigrants at risk of deportation, including parents of U.S. Citizen children, crime victims, victims of domestic violence, trafficking victims, DACA eligible residents, and abused or neglected children</li> </ul>	<ul style="list-style-type: none"> <li>Families with improved Financial Security</li> <li>Increased access to opportunities for improved immigration status</li> </ul>	<ul style="list-style-type: none"> <li>% Families enrolled in two or more resources</li> <li>% Families in financial crisis that are stabilized</li> <li>% Families enrolled and accepted into public benefits programs</li> <li>% Enrolled individuals obtaining a better job within 90 days of program completion</li> <li>% Noncitizens who report increased understanding of legal rights</li> <li># Noncitizens who file an application for immigration benefits or relief</li> <li>% Noncitizens who accept legal representation post screening interview</li> </ul>	4.00
Non-Profits Social Services - Immigration Services (Phase I)	Address negative COVID – 19 impacts on economic security for noncitizens Address decreased opportunities for citizenship that have been adversely impacted by COVID – 19				1.50
Non-Profits Social Services (Phase II)*	In Development	In Development	In Development	In Development	2.50
<b>Youth</b>					
(In development - pending review & approval from Economic & Workforce Development Committee and the City Council)					
<b>Youth Total</b>					<b>10.00</b>
<b>Seniors</b>					
(In development and subject to change - pending review & approval from Community Health, Environment & Culture Committee and the City Council)					
<b>Seniors Total</b>					<b>5.00</b>
<b>Mental Health</b>					
(In development - pending review & approval from Public Safety Committee and the City Council)					
<b>Mental Health Total</b>					<b>26.00</b>
<b>Total</b>					<b>80.95</b>



# APPENDIX



### Background

The COVID-19 pandemic immediately devastated San Antonio's creative economy, causing organizations and businesses that house artistic programming to shutter their doors, cancel performances and exhibitions, cut budgets, and reduce personnel. This ultimately impacted individual artists, who lost jobs and gigs due to these cancellations, budget cuts, and closures. San Antonio's creative economy job loss during the pandemic was 18%.

On February 3, 2022, City Council allocated \$5 million in American Rescue Plan Act (ARPA) funds to the arts. Using the ARPA Final Rule categories of impacted households and impacted industries, which aids industries in the travel, tourism, and hospitality sector and employment losses of more than 6%, the Department of Arts & Culture will manage an ARPA 4 Arts Grant Program for individual artists and nonprofit arts organizations to help them thrive beyond the pandemic.

### Grant Eligibility

Applicants must meet the following criteria to be eligible for the ARPA 4 Arts Grant Program.

#### ***Individual Artists:***

- Gig workers and independent contractors.
- Limited to artists who live in the San Antonio city limits.
- Must be a professional artist that derives a portion of their income from independent contractor artistic activity as of May 31, 2019.
- Must be a professional artist that has a portfolio which includes published or publicly displayed works.

#### ***Nonprofit Arts Organizations:***

- San Antonio Based IRS recognized 501(c)3 tax-exempt nonprofit in "good status" as a nonprofit corporation and up to date with IRS 990 filings.
  - The Department will validate whether the organization has a current, valid 501(c)3 status with the Texas Secretary of State (SOS). Through this validation, the Department will determine whether the nonprofit is listed as inactive or has not renewed its documentation with the SOS or whether they have forfeited, voluntarily or involuntarily dissolved, or terminated their existence.
- Must have been in existence and actively producing programs that are open to the public in the City of San Antonio for a minimum of three years. Membership only organizations are not eligible.
  - The Department will use articles of incorporation and IRS 990s to ensure the agency was established prior to May 31, 2019.
  - A Review panel will check website for mission and public programming.
- Must be an arts and cultural business whose mission and actual operations (as articulated within its mission statement) is primarily the creation, education, preservation, presentation of arts or cultural programming; and be the primary presenter / producer of the work and responsible for all aspects of its provision to the community. Applicants are not allowed to be fiscal sponsors.
  - The Department will use articles of incorporation to ensure that nonprofit was established with the primary purposes listed above.
  - The Department will verify that the actual operations of the nonprofit fit within the arts and culture mission and that the nonprofit is the primary presenter / producer.
  - The Department will review the nonprofit's mission on GuideStar and their website to ensure that they match and provide this information to the Review Panel.
  - A review panel will determine if a nonprofit qualifies as Culturally Specific.
- Must have at least one paid staff person who will be designated as administrator of the grant funds.
  - The Department will check this through IRS 990.

**Grant Awards**

***Individual Artists:***

- The total amount allocated for individual artists is \$1,000,000.
- Grants will be awarded in the amount of up to \$7,500 per artist.

***Nonprofit Arts Organizations:***

- The total amount allocated for nonprofit arts organizations is \$4,000,000.
- ARPA 4 Arts Grant Program allocations will be distributed to eligible nonprofit arts small businesses based on the funding scale outlined in the Evaluation & Award Process Section.

**Plan Components**

COVID-19 Impact	Programs / Strategies	Equitable Outcomes	Performance Indicators	Amount
<ul style="list-style-type: none"> <li>• Arts nonprofits &amp; artists were disproportionately impacted by COVID-19</li> <li>• The Arts experienced financial hardships from revenue losses</li> <li>• 18% decrease in employment</li> <li>• 16% decrease in creative economy</li> </ul>	<ul style="list-style-type: none"> <li>• Develop grant program for arts nonprofits &amp; artists</li> <li>• Support nonprofits’ operational costs, strategic planning &amp; COVID-19 mitigation</li> <li>• Support artists’ housing/living expenses, professional development, &amp; artistic career</li> </ul>	<ul style="list-style-type: none"> <li>• Disproportionally impacted communities prioritized in funding policy</li> <li>• Arts agencies &amp; artists thrive beyond the pandemic</li> <li>• Residents &amp; visitors connected &amp; engaged with local artists &amp; arts programming</li> <li>• San Antonio’s reputation as a top arts &amp; tourist destination reinforced</li> </ul>	<ul style="list-style-type: none"> <li>• At least 133 artists will receive grants</li> <li>• At least 40 nonprofit arts organizations will receive grants</li> <li>• 100% of grant funding will be disbursed by December 2024 &amp; spent by December 2026</li> <li>• 75% of nonprofits receiving grants are more financially resilient as a result</li> <li>• 50% of artists receiving grants created new works and performances</li> </ul>	<p>\$5M (\$4M for Arts Nonprofits; \$1M for Artist)</p>

**Evaluation and Award Process**

The Department will utilize the [SanAntonioGoSmart](#) grant platform to administer the ARPA 4 Arts grant opportunities for nonprofit arts organization and individual artists. All completed applications will be reviewed for eligibility. Each application will be reviewed and deemed eligible or ineligible by a Review Panel which could include the San Antonio Arts Commission (SAAC), SAAC Committees, Department of Arts & Culture staff, and industry experts. Once eligibility is determined, eligible applicants will be awarded funding based on the criteria outlined below.

**Individual Artists:**

Equitable Points System	
Category	Eligibility Requirement or Points
San Antonio Resident	Eligibility Requirement
TIN or SSN	Eligibility Requirement
1040 filed	Eligibility Requirement
Statement of work as an independent professional artist. To Qualify - Must meet the following criteria: <ul style="list-style-type: none"> <li>• At least three years of relevant work experience, or has received specialized training in your artistic field, such as a degree or certification</li> <li>• Derives a portion of individual earned income from your artistic practice or areas related to their field or demonstrates a clear investment of time and resources into the creation of new works.</li> <li>• Has a professional portfolio that includes published or publicly displayed works.</li> </ul>	Eligibility Requirement
Annual Income Range	Up to 30 points
% Income from Artistic Activity	Up to 30 points
Equity Atlas Score	Up to 10 points
Diversity, Equity & Inclusion (Gender, LGBTQIA+, Racial/Ethnic Classification)	Up to 15 points
Veteran	5 points
Disabled	5 points
Did not receive SA CARES 4 Art Grant	5 points

1. The top scoring artists will receive a grant up to \$7,500. All artist grants may be reduced at the same rate in the event a tie places more than 133 artists in the top scoring applications or if there is insufficient funding to provide \$7,500 grants. If all funding is not allocated in the first grant cycle, the Department may open the application for an additional grant cycle.
2. All artist grant recipients will receive a one-time distribution of funding and must agree to follow the requirements outlined in the Grant Reporting Requirements Section.

**Nonprofit Arts Organizations:**

**Nonprofit Arts Business Size <sup>1</sup>**

Budget	Range	Max Award *
\$ 50,000	to \$ 200,000	12.0%
\$ 200,001	to \$ 500,000	11.0%
\$ 500,001	to \$800,000	10.0%
\$ 800,001	to \$1,000,000	9.0%
\$ 1,000,001	to \$2,000,000	8.0%
\$ 2,000,001	to \$3,000,000	7.0%
\$ 3,000,001	to \$6,000,000	4.0%
\$ 6,000,001	to \$ 8,000,000	3.0%
\$ 8,000,001	to \$15,000,000	2.0%
Over \$15,000,000		Not eligible

*\*In keeping with the City's Cultural Equity Policy, Culturally Specific nonprofit arts businesses' max award percentage will be increased by an additional 20% of the qualifying organizations' average operating expense included in the original application up to a maximum of \$150,000.*

1. **Nonprofit Arts Organization Size** will be based on average of the last three years of IRS 990s in GuideStar at <https://www.guidestar.org/search> at the time of application (Line 18 - expenditures).
2. **Culturally Specific Nonprofit Arts Organizations** are defined as organizations whose specific mission as posted in GuideStar and verified on their website that their actual programming has a specific focus to promote, preserve and enhance the identity and character of one of the following specific cultures:
  - a. Women
  - b. *African Americans*: Persons with origins in any of the black racial groups of Africa.
  - c. *Hispanic-Americans/Latinx*: Persons of Mexican, Puerto Rican, Cuban, Spanish or Central or South American origin.
  - d. *Asian Americans*: Persons having origins in any of the original peoples of the Far East, Middle East, Southeast Asia, Indian subcontinent or Pacific Islands and any other region of the Asian continent.
  - e. *Native Americans*: Persons having origin in a recognized Native American Tribe.

*\*Culturally Specific nonprofits are not designated based on their audiences, customers, and clientele. To qualify as a Culturally Specific nonprofit arts business, the leadership (Executive Director and Board Chair) of the Culturally Specific nonprofit business must demographically represent the specific culture identified.*

3. Nonprofit arts organizations that do not have a current grant from the City will be treated as “new” and funding will be limited to one half of the funding in the scale in which they qualify.
4. If amount of funding is insufficient to meet amounts listed above, all arts nonprofit grants will be reduced at the same rate. However, if additional funding is made available subsequent to the initial award, nonprofits may receive additional funds.
5. All nonprofit grant recipients will receive a one-time distribution of funding and must:
  - f. Submit an expenditure plan which includes categories, amounts and a timeline for expenditures upon contract initiation.
  - g. Follow the requirements outlined in the Grant Reporting Requirements Section.

**Eligible Uses of Funds**

In accordance with U.S. Department of the Treasury’s guidance, eligible uses of funding for the ARPA 4 Arts Grant Program include:

***Nonprofits:***

- Aid to mitigate financial hardship, such as supporting payroll costs, lost pay and benefits for returning employees, support of operations, and maintenance of existing equipment and facilities
- Technical assistance, counseling, or other services to support business planning
- COVID-19 mitigation and infection prevention measures

***Individual Artists:***

- Housing/Living Expenses
- Professional development, including training and classes
- Support of artistic career, including equipment, materials, rent and rental fees, studio spaces, and collaborating artist fees

**Grant Reporting Requirements**

Grant recipients must keep detailed records of receipts for expenditure of grant funds, and staff and payroll records. Grant recipients are required to comply with all grant requirements and maintain all records in accordance with City, State & Federal Regulations and Guidelines.

Artist grant recipients will be required to complete follow-up surveys and submit a final report within one year of receiving the grant. Nonprofit grant recipients will be required to complete follow-up surveys after grants are awarded through December 2026, the date by which all expenditures must be made, or when all expenditures using grant funding are made, whichever comes first. Nonprofit grant recipients will be required to submit a final report once all expenditures using grant funding are made.

Data collected through surveys include, but are not limited to:

- Plans for grant funding, including how much is allocated for each expenditure category and when funding will be spent
- How grant was used and how much was used in each expenditure category
- Any successes, including resiliency of organization and creation of new artworks, as a result of funding
- Any staff, artists or contractors supported as a result of funding

**Program Timeline**

Grants for both individual artists and nonprofit arts organizations will be run on the same timeline.

- June 29, 2022: Application open period
- July 27, 2022: Deadline for questions pertaining to the application
- July 29, 2022: Application closes
- August 2022: Review period and selection
- September 2022: San Antonio Arts Commission approves funding allocations
- September 2022: City Council approves funding allocations
- September 2022: Award notification period begins
- September – October 2022: Contract initiation and funds disbursement begins
- October 2022 – December 2026: Contract monitoring and surveys/final report collection

**Restrictions on Communication**

In accordance with §2-61 of the City Code, interested applicants are prohibited from communication regarding the ARPA 4 Arts Request for Applications (RFA) with City Officials, Employees, and members of the San Antonio Arts Commission from June 29, 2022, until the date proposed awards are approved by City Council. Exceptions to this restriction are outlined below in the Available Help Section.

**Available Help**

Questions from Applicants may be submitted to the [ArtsFunding@SanAntonio.gov](mailto:ArtsFunding@SanAntonio.gov) by email no later than 5 p.m. on July 27, 2022. We will respond to questions within two business days and Frequently Asked Questions with responses will be posted on the Grant page of the Department of Arts & Culture’s website at <https://SanAntonio.gov/ArtGrants>.



## ARPA Spending Framework Investments for Nonprofits/Social Services Phase 1: Immigration Organizations and Services

### Background

On March 11, 2021, Congress signed into law ARPA which included resources to support local government's response to and recovery from the COVID-19 pandemic. The City of San Antonio was awarded \$326.9 million in State and local Fiscal Recovery Funds. As part of the FY 2022 Budget process, City Council approved \$97.5 million to support the city budget and address community needs. On November 18, 2021, Council approved an additional \$30.0 million for utility assistance. The remaining \$199.4 million remained unallocated and was intended to be awarded following a community engagement process that began in the fall of 2021.

On January 26, 2022, following a community engagement process, staff presented a recommended spending framework reflecting Community and City Council input. The final spending framework was approved by City Council on February 3, 2022. The approved spending framework included \$87.8 million recommended for programmatic funding with \$4 million dedicated to support nonprofit and social services to support organizations and residents disproportionately impacted by the COVID-19 pandemic.

Through a comprehensive plan, the Department of Human Services will manage investments for nonprofits and social services in the amount of \$4 million through a competitive process. This document outlines the first phase of the implementation plan, which focuses on investments for immigration serving organizations and programs.

### Eligibility

#### Eligible Organizations

- Nonprofit organizations (501 (c) 3)
- Faith-Based organizations
- Public Entities (including non-COSA government agencies)

#### Additional Information on Eligibility

- Must have been in existence and actively producing programs that are open to the public in the City of San Antonio for a minimum of two years
- Must demonstrate agency and/or residents served have been disproportionately impacted by the COVID-19
- Services are intended to be targeted to serve noncitizens, including lawful permanent, undocumented, asylum-seeking, and refugee residents

### Program Funding and Anticipated Awards: \$4 Million

The Department of Human Services is proposing two competitive processes for distribution of investments for nonprofit and social services organizations. The first phase of the plan is proposed to support immigrant serving organizations, through a competitive Request for Proposal (RFP) process in the amount of \$1.5 million for a term of two years.

A plan for the balance of the \$4 million allocation for social services non-profits of \$2.5 million will be brought to the Community Health Environment, and Culture Committee and City Council for approval at future meetings.



**Phase 1: Immigration Serving Organizations and Services - \$1.5 Million**

- Minimum award of \$100,000 over two-year contract term
- Allowable administrative rate of 30%

**Phase 2: Nonprofit and Social Services - \$2.5 Million**

- Minimum award of \$100,000 over two-year contract term
- Allowable administrative rate of 30%

## Stakeholder Engagement

The Department of Human Services and the City of San Antonio’s Immigration Liaison held three stakeholder feedback sessions from May 9– 20, 2022 attended by 31 immigrant serving organizations and key stakeholders. The purpose of these sessions was to share community and City Council input, gather suggestions on proposed funding priorities and goals, and finalize performance indicators.

**Participating Stakeholders:**

Academia America	Endeavors	Refugee Services of Texas
Alamo Colleges	Episcopal Diocese of West Texas	San Antonio Food Bank
American Gateways	First Baptist Church of San Antonio	San Antonio First Church of the Nazarene
American Organization for Immigrants	Immigration Legal Resource Center	San Antonio ISD
Arab American Community Network	Interfaith Welcome Coalition	Southwest ISD
Catholic Charities of San Antonio	Justice for All Immigrants	Texas Office of Refugees
Center for Refugee Services	Lutheran Immigration and Refugee Services	UTHSA Nursing School
Church of Jesus Christ of Latter – Day Saints	Mandaeen Community of San Antonio	The Young Center
City Church San Antonio	New Hope Connection	YWCA
Corazon Ministries	Providencia Group	
Culturingua	RAICES	

## Funding Priority Investments

<b>Immigration Serving Organizations and Programs:                      Funding is proposed to support organizations and services that support noncitizens (includes but is not limited to permanent residents, undocumented, asylum seekers, and refugees)</b>			
COVID – 19 Impact	Strategy/Programs	Equitable Outcomes	Performance Indicators
Address negative COVID – 19 impacts on economic security for noncitizens	Fund navigation and case management services to coordinate access to resources across providers, organizations, and agencies	Families with Improved Financial Security	% Families enrolled in two or more resources
	Provide direct assistance to families in financial crisis (ex: households at risk of homelessness, unexpected financial hardship, etc.)		% Families in financial crisis that are stabilized
	Connect noncitizens with enrollment assistance for public benefits for which they may be eligible		% Families enrolled and accepted into public benefits programs
	Connect noncitizens who are legally eligible to work to training and employment opportunities		% Enrolled individuals obtaining a better job within 90 days of program completion
Address decreased opportunities for citizenship that have been adversely impacted by COVID – 19	Provide outreach and education on immigration pathways	Increased access to opportunities for improved immigration status	% Noncitizens who report increased understanding of legal rights
	Fund legal representation for immigrants at risk of deportation, including parents of U.S. Citizen children, crime victims, victims of domestic violence, trafficking victims, DACA eligible residents, and abused or neglected children		# Noncitizens who file an application for immigration benefits or relief % Noncitizens who accept legal representation post screening interview

## Request for Proposal Timeline

DATE	ACTION ITEM
June 2, 2022	City Council A-Session Briefing
June 6, 2022	Request for Proposal Opens
June 17, 2022	Pre-Submittal Conference
June 18 -23, 2022	Training and Technical Assistance Workshops
June 24, 2022	Last Day/Time for Questions
July 8, 2022	Request for Proposal Closes
July 11-25, 2022	Evaluation and Scoring
August 2022	City Council A Session – Approval of Awards
September 2022	Contracts Begin

## No Contact Period

In accordance with §2-61 of the City Code, interested applicants are prohibited from communication regarding the Immigration Services RFP with City Officials and Employees during specific portions of the competitive process. The Department of Human Services, in line with prior competitive RFPs issued is recommending an abbreviated no contact period for City Officials as reflected below.

- **City Officials:** July 8, 2022 until the date the City Manager posts proposed awards for City Council consideration.
- **City Employees:** June 6, 2022 until the date proposed awards are approved by City Council.

## Scoring Criteria

- **Experience Background and Qualifications: 30 Points**
  - Agency experience
  - Financial management
  - History providing migrant services
- **Proposed Plan: 40 Points**
  - Demonstrate disproportionate COVID – 19 impacts to organization or residents
  - Alignment with proposed program strategies, outcomes, and performance indicators
  - Identify how support to organizations and residents assists them thrive long-term
  - Community collaboration
- **Budget and Budget Narrative: 20 Points**
  - Prior receipt of federal COVID -19 funding assistance
  - Leveraged agency resources
  - Capacity building investments
  - Long-term sustainability

# ARPA Small Business

## Implementation Plan

### Executive Summary

On February 3, 2022, the City Council approved the spending framework for State & Local Fiscal Recovery Funds received by the City of San Antonio under the American Rescue Plan Act (ARPA). This framework included \$30.95 million for small businesses. Based on a comprehensive outreach effort, the City’s Small Business Advisory Commission (SBAC) identified five priority areas to be included in the portfolio of Small Business investments. It is expected that these investments not only address the immediate needs of the small business owners, but also provides the opportunity for transformational change in the larger small business ecosystem resulting in a stronger, more resilient economy. The Economic & Workforce Development Committee accepted the SBAC priority areas. The following table provides a summary of investments by identified priority.

<b>Strategy/Program</b>	<b>Recommended Funding</b>
<b>Access to Capital</b>	<b>\$20,625,000</b>
<i>COVID Impact Grants</i>	\$17,000,000
<i>COVID Impact Grants Outreach and Marketing</i>	\$625,000
<i>Growth Fund Loan/ Grants*</i>	\$3,000,000
<b>Capacity Building</b>	<b>\$1,450,000</b>
<i>Launch SA Improvements</i>	\$300,000
<i>Back Office Support Program*</i>	\$750,000
<i>Web Presence Program*</i>	\$400,000
<b>Ecosystem Enhancements</b>	<b>\$3,000,000</b>
<i>Implementation of Pillars Identified in the SA Ecosystem Report*</i>	\$3,000,000
<b>Localism</b>	<b>\$625,000</b>
<i>Buy Local Program Implementation and Operations Support*</i>	\$625,000
<b>Geographic Placemaking</b>	<b>\$5,250,000</b>
<i>Operation Facelift 2.0*</i>	\$3,000,000
<i>Outdoor Spaces Program</i>	\$1,250,000
<i>Corridor Program Pilot*</i>	\$1,000,000

\*Staff recommends RFP solicitation

Recognizing the immediate needs of small businesses that continued to be impacted by the COVID-19 pandemic, the implementation plan will be executed in two phases. Phase 1 will focus on the execution of the COVID Impacts Grants program. In partnership with LiftFund, this program will provide direct financial assistance of up to \$45,000 to small businesses owners to be used on qualifying expenses such as payroll, rent/mortgage, utilities, and supplies. To support this program, \$625,000 has been allocated for targeted outreach and technical assistance to be provided by local business development organization partners with a focus on areas with the greatest digital divide.

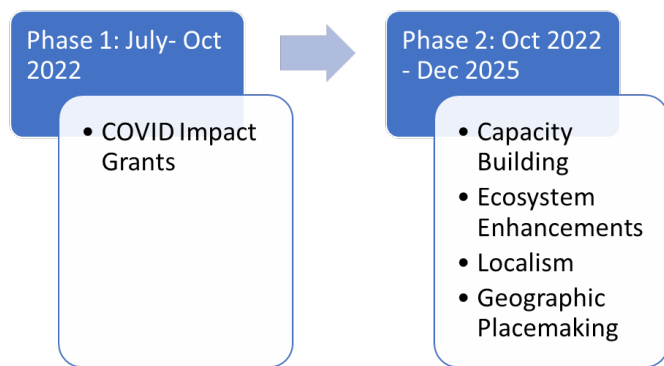


Figure 1 Implementation Timeline

With the completion of the COVID Impact Grants program, the Economic Development Department (EDD) will focus on execution of Phase 2 of the implementation plan beginning with the Capacity Building, Ecosystem Enhancements, and Localism strategy areas in the fall of 2022. Implementation of the programs associated the Geographic Placemaking strategy will coincide with the completion of the EDD strategic planning initiative.

## Background

With the onset of the COVID-19 pandemic, many of the city’s small businesses were negatively impacted. While there have been several recovery programs, including \$45.5 million in grants from the CARES Act and General Fund resources, the COSA Hospitality Grants Program, among other local and national efforts, anecdotal evidence has shown that certain sectors continue to face ongoing challenges due to the pandemic and its secondary impacts.

On March 11, 2021, Congress signed into law the American Rescue Plan Act (ARPA), which included resources to support local government’s response to and recovery from the COVID-19 pandemic. The City of San Antonio was awarded \$326.9 million in State & Local Fiscal Recovery Funds. As part of the FY 2022 Budget process, the City Council approved \$97.5 million to support the City budget and address community needs. On November 18, 2021, the City Council approved an additional \$30.0 million for utility assistance. The remaining \$199.4 million remained unallocated and was intended to be awarded following a community engagement process in the fall of 2021.

In November 2021, a comprehensive community outreach effort took place that included 2,417 responses through a city-wide SASpeakUp survey online and available at ARPA town hall meetings, 28 public comments at three Small Business Advisory Commission (SBAC) Listening Sessions, and 157 responses to the Small Business Owner Input Form.

On January 26, 2022, following a community engagement process, staff presented a recommended spending framework reflecting the community and City Council input. The final spending framework of \$199.4 million was approved by the City Council on February 3, 2022. The approved spending framework included \$87.8 million recommended for programmatic funding, which included \$30.95 million for small businesses.

SBAC recommended priorities detailed within this document through its regular meetings and in consideration of community input to identify the following funding areas in the ARPA Investment Portfolio: Access to Capital, Capacity Building, Ecosystem Enhancements, Localism, and Geographic Placemaking.

The Investment Portfolio addresses solutions, both short-term and long-term, for businesses to recover from the negative impacts of the pandemic and achieve long-term resiliency. Long-term resiliency requires intentional investment and strategies to build infrastructure and support in coordination immediate relief.

The City Council designated the Economic & Workforce Development Committee (EWDC) to oversee the implementation planning for the \$30.95 million funding designation. EWDC considered the SBAC Investment Portfolio recommendation over the course of several meetings, with the following approved June 15, 2022.

## Investment Portfolio

Working with SBAC and EWDC, the Economic Development Department sought to create a balanced portfolio of investments aimed at addressing the immediate needs of small businesses owners while also seeking to identify transformative solutions to improve our community and opportunities for small businesses going forward. The following chart provides an overview of the investments by identified priority.

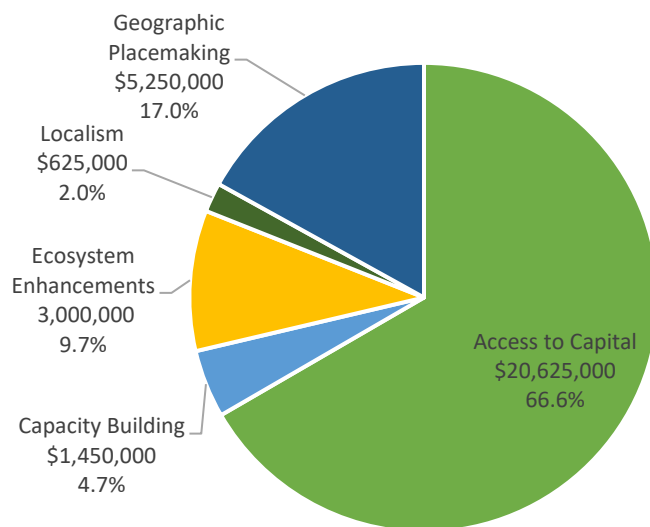


Figure 2 Program Portfolio

The strategies and programs identified in the implementation plan will be implemented in two phases. Phase 1 will focus on the deployment of the COVID Impact Grants program and the associated outreach and technical assistance. This phase will begin in July 2022 and conclude in November 2022.

Phase 2 will begin in the Fall of 2022 and prioritize programs in the Capacity Building, Ecosystem Enhancements, and Localism strategies. Implementation of programs in the Geographic Placemaking strategy will coincide with the completion of EDD Strategic Planning Initiative.

The following sections will provide additional detail on investments by priority area and program.

## Access to Capital

\$20,625,000

*Provide access to flexible capital that meets the needs of small businesses at every stage and aligns with the SA Ecosystem Report that identified access to capital as one of the greatest needs of small businesses owned by minority groups that have traditionally been underfunded.*

### COVID Impact Grants

\$17,000,000

#### Program Description

Small businesses need support, technical assistance, and tools to support their recovery from the COVID-19 pandemic while building long-term resiliency. Recognizing this, San Antonio is implementing the COVID Impact Grants program to provide meaningful and efficient support to small businesses that continue to work toward recovery from the economic strife caused by the public health crisis and secondary impacts associated with the pandemic.

EDD is partnering with LiftFund for the administration of the COVID Impact Grants program with an administrative fee of 8% (or \$1.36 million) of the \$17 million total allocation for administrative expenses.

#### Grant Eligibility Criteria

Applicants must meet all the following criteria to be eligible for the COVID Impact Grants:

- Business is in one of the eligible NAICS codes provided below. These NAICS codes were identified as experiencing at least 5% employment loss from pre-pandemic levels
- Reduction in gross revenues in 2020 and 2021 when compared to 2019
- Minimum 20% reduction in gross revenues from 2019 to 2021
- Must meet SBA size standards for small businesses for 6-digit NAICS code
- Established prior to January 1, 2020 with demonstrated revenue in 2019
- Be in operation and not filed for bankruptcy at time of application
- Primarily be located within San Antonio city limits and remain for one year from date of grant award
- Not be in the following categories: gambling/gaming businesses; franchisors; sexually oriented businesses; payday & auto loan providers; liquor stores and businesses in which a City employee or officer has a financial interest, as defined in Sec. 2-53 of the City's Ethics Code
- Not have applied for any other City of San Antonio grant programs funded by the American Rescue Plan Act (ARPA), including, but not limited to ARPA 4 Arts
- Grant applicant must be authorized representative of business

#### Eligible NAICS codes

Demonstrated a 5% loss or more in employment 2021 compared to 2019.

NAICS	Industry	Employment Loss
213	Support Activities for Mining	-80.9%

<b>NAICS</b>	<b>Industry</b>	<b>Employment Loss</b>
512	Motion Picture and Sound Recording Industries	-55.7%
519	Other Information Services	-48.0%
331	Primary Metal Manufacturing	-38.6%
711	Performing Arts, Spectator Sports, and Related Industries	-37.6%
721	Accommodation	-33.7%
487	Scenic and Sightseeing Transportation	-32.7%
486	Pipeline Transportation	-30.2%
448	Clothing and Clothing Accessories Stores	-29.7%
485	Transit and Ground Passenger Transportation	-25.0%
532	Rental and Leasing Services	-24.3%
333	Machinery Manufacturing	-23.4%
323	Printing and Related Support Activities	-22.6%
115	Support Activities for Agriculture and Forestry	-22.5%
211	Oil and Gas Extraction	-22.4%
212	Mining (except Oil and Gas)	-17.6%
316	Leather and Allied Product Manufacturing	-17.4%
518	Data Processing, Hosting, and Related Services	-16.5%
515	Broadcasting (except Internet)	-15.7%
623	Nursing and Residential Care Facilities	-12.2%
425	Wholesale Electronic Markets and Agents and Brokers	-11.2%
442	Furniture and Home Furnishings Stores	-10.9%
339	Miscellaneous Manufacturing	-10.8%
315	Apparel Manufacturing	-10.8%
722	Food Services and Drinking Places	-10.5%
812	Personal and Laundry Services	-10.4%
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	-10.3%
326	Plastics and Rubber Products Manufacturing	-9.6%
453	Miscellaneous Store Retailers	-8.8%
624	Social Assistance	-8.8%
322	Paper Manufacturing	-8.2%



NAICS	Industry	Employment Loss
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	-8.1%
622	Hospitals	-7.5%
236	Construction of Buildings	-5.9%
424	Merchant Wholesalers, Nondurable Goods	-5.9%
321	Wood Product Manufacturing	-5.6%
712	Museums, Historical Sites, and Similar Institutions	-5.5%
713	Amusement, Gambling, and Recreation Industries	-5.5%
451	Sporting Goods, Hobby, Musical Instrument, and Book Stores	-5.4%
112	Animal Production and Aquaculture	-5.2%
446	Health and Personal Care Stores	-5.0%
524	Insurance Carriers and Related Activities	-5.0%

#### Scoring Matrix

<b>Reduction in Gross Revenue 2019 to 2021</b>	<b>30</b>	<b>Points</b>
40% or Greater		30
30% - 39.9%		20
20% - 29.9%		10
<b>Industry Employment Loss</b>	<b>30</b>	<b>Points</b>
25% or greater		30
20 – 24.9 %		25
15-19.9%		20
10-14.9%		15
5-9.9%		10
<b>Demographic Criteria</b>	<b>20</b>	<b>Points</b>
Minority-Owned		5
Women-Owned		5
Veteran-Owned		5
Disabled-Owned		5
<b>Equity Atlas Score</b>	<b>20</b>	<b>Points</b>
Equity Atlas Score 8-10		20

Equity Atlas Score 5-7		10
Equity Atlas Score 2-4		0
<b>Other Grant Funding Received*</b>	<b>15</b>	<b>Points</b>
\$0		15
\$1 to \$10,000		10
\$10,001 to \$25,000		5
\$25,001 or more		0

\*To include PPP, EIDL, Restaurant Revitalization Fund, and COSA Recovery and Hospitality Grants

#### Grant Funding and Category Amounts

Reduction in Gross Revenue	Grant Amount
20% - 29.9%	\$15,000
30% - 39.9%	\$25,000
40% or Greater	\$35,000

#### Construction Impact Funding

Additional funding of \$10,000 will be available to businesses located within major, City-initiated construction zones. The following projects started within the timeframe of October 1, 2019 and December 31, 2021 and include project duration time of at least 18 months.

Eligible projects include:

- The Alamo (Area Streets)
- Broadway Street Corridor (East Houston Street to IH35)
- Prue Road (Babcock Road to Laureate Drive) (D/B)
- Harry Wurzbach Road/Austin Highway Connectors
- West Commerce Street (Frio Street to Colorado Street)
- Goliad Road (Fair Avenue to East Southcross Boulevard)
- Commerce Street (St. Mary’s Street to Santa Rosa Street)
- Cedarhurst Drive Area (Dumont Drive to Eaglerock Drive)
- North St. Mary’s Street (East Mistletoe Avenue to West Josephine Street)
- Brooks City Base South New Braunfels Avenue (Lyster Road to Aviation Landing)
- North New Braunfels Avenue Phase 1 (East Houston Street to Burseson Street)
- Bulverde Road Phase 1 (Butterleigh Drive to North of Quiet Meadow Street)
- West Military Drive & Westmar Drive Area

- Enrique M. Barrera Parkway Phase 1 (Old Highway 90 Area)
- Brooks City Base Inner Circle Road (Louis Bauer Drive to Research Plaza)
- Barbara Drive Drainage Phase 2
- Aldine Drive & Burr Oak Drive (Alley to Outfall)
- Mission Road (San Antonio River to Southeast Military Drive)
- Fredericksburg Road (North Flores Street to West Woodlawn Avenue)

*Implementation Timeline*

July 2022: Community outreach launch  
 August 2022: Applications open  
 September – October 2022: Scoring and awarding  
 December 2022: Funding disbursement complete

Equitable Outcomes

- Increased opportunity and access to capital for underserved groups with a focus on Black- and Latino-owned businesses

COVID Impact Grants Outreach and Marketing \$625,000

Program Description

This program provides support to the business development organization partners to ensure targeted outreach, marketing and technical assistance are provided to small business owners who are eligible to apply for COVID Impact Grants.

*Implementation Timeline*

July 2022: Marketing and outreach  
 August 2022: Technical support  
 August – October 2022: Provide direct assistance to advise grant recipients of best use of grants should advice be requested

Equitable Outcomes

- Businesses in the hardest-to-reach areas and the most historically underserved have increased opportunity to successfully apply for and receive a grant

**\*Note: All subsequent programs described are included within Phase 2 of the Implementation Plan\***

Growth Fund \$3,000,000

Program Description

The Growth Fund program provides small businesses, which have disproportionately lower access to financial capital, the financial assistance to sustain or grow operations. This program will increase

opportunity and access to capital for underserved groups in business. It will also identify and address the barriers to create better opportunities for business owners. Performance will be measured through jobs created, retained and growth in revenue.

A competitive RFP process will be conducted to identify implementation partner(s) for this program.

#### *Implementation Timeline*

Spring 2023: Program development including criteria for participation

Fall 2023: Solicitation process begins

2024: Contract award and program implementation

#### Equitable Outcomes

- Increased opportunity and access to capital for underserved groups with a focus on Black- and Latino-owned businesses
- Identify and address barriers to create opportunities for business owners

### Capacity Building

\$1,450,000

*Small businesses grow to their greatest potential.*

### Launch SA Improvements

\$300,000

#### Program Description

The Economic Development Department has operated LaunchSA, located in the Central Library, in partnership with LiftFund since 2014. Physical improvements will be made to the Launch SA space with the goal to create a best-in-class full-service small business support hub. Potential improvements include technology upgrades and reconfiguration of the existing space.

#### *Implementation Timeline*

Fall 2023: Space needs assessment complete and coordination with San Antonio Public Library

Winter 2023: Procurement process (if needed)

Spring 2024: Improvements complete

#### Equitable Outcomes

- Coordinated and sustainable small business ecosystem that serves as a safety net during future economic downturns

## Back Office Support Program

\$750,000

### Program Description

At the outset of the pandemic, back office support services were identified as a major deficiency for many small businesses trying to access financial assistance programs. Frequently, businesses were unable to provide the necessary financial documentation to access those resources.

Currently, San Antonio for Growth on the Eastside (SAGE) operates a Back Office Program to provide the necessary support to ensure that the background operations of businesses are successful. Programs such as these help identify challenges in areas, such as accounting, project management, billing, HR, and supply chain operations, and develop tailored solutions to create opportunities for business owners to effectively operate and grow their business. This program seeks to identify one or more partner agencies to develop a scalable model to provide back office support to small business owners across the city.

A competitive RFP process will be conducted to identify implementation partner(s) for this program.

### *Implementation Timeline*

Fall/Winter 2022: Solicitation process begins

Spring 2023: Partner identification and program implementation

### Equitable Outcomes

- Identify and address barriers to create opportunities for business owners

## Web Presence Program

\$400,000

### Program Description

Support through this program will assist businesses in the creation of an online presence that could include the creation or upgrade of existing websites as well as social media and online advertising education and support. Potential services include conducting an individualized needs assessment, tool development to include photography and copywriting, training, and update support.

A competitive RFP process will be conducted to identify implementation partner(s) for this program.

### *Implementation Timeline*

Fall/Winter 2022: Solicitation process begins

Spring 2023: Partner selection and program implementation

### Equitable Outcomes

- Identify and address barriers to create opportunities for business owners

## Ecosystem Enhancements

\$3,000,000

*Develop a stronger, more resilient small business ecosystem.*

### Implementation of Pillars – SA Ecosystem Report

\$3,000,000

#### Program Description

The 2021 SA Ecosystem Report, supported by JPMorgan Chase & Co, Common Future and Next Street, codeveloped insights with local stakeholders to identify four ecosystem pillars that can help to lift small business owned by minority groups that have traditionally been underfunded and focus on closing a racially systematic wealth gap in our community. Those pillars are access to flexible capital, sustainability and resiliency, access and networks, and ecosystem coordination. Support of this ecosystem can improve the local economy and create a sustainable business environment for local prosperity. The four pillars will facilitate the long-term creation of wealth and jobs in San Antonio, which will lead to a sustainable economic growth in underdeveloped areas of the city. This program will support transformative work to improve the ecosystem by investing in initiatives aimed at addressing one or more of the opportunities identified in the report. Emphasis will be placed on initiatives that leverage other funding sources and involve collaboration between one or more agencies.

A competitive RFP process will be conducted to identify implementation partner(s) for this program and initiatives.

#### *Implementation Timeline*

Fall/Winter 2022: Solicitation process begins

Spring 2023: Identification of initiatives and partner agencies

#### Equitable Outcomes

- Increased opportunity and access to capital for underserved groups with a focus on Black- and Latino-owned businesses
- Identify and address barriers to create opportunities for business owners

## Localism

\$625,000

*Foster growth of demand for locally made products and services and the implementation of finding from ongoing assessment of buy local initiatives.*

### Buy Local Implementation & Operations

\$625,000

#### Program Description

The Buy Local Program will promote the importance of locally owned, independent businesses and create a business alliance to advocate for those businesses. Supporting local businesses will recirculate more money in the local economy, preserve and celebrate local culture and neighborhoods, attract visitors, and maintain livable communities where the full diversity of residents can prosper. Project scope will

incorporate findings and recommendations from the assessment of current buy local initiatives completed in Spring 2022. This includes identification of a lead agency partner to support program implementation.

A competitive RFP process will be conducted to identify implementation partner(s) for this program.

### *Implementation Timeline*

Fall/Winter 2022: Implementation of findings and recommendation from Buy Local Assessment to include program design, partner identification, funding structure, and marketing strategy

Spring/Summer 2023: Identification of lead agency partner for ongoing program execution to include plan for financial sustainability and long-term strategy

### Equitable Outcomes

- Support for production and consumption of local goods while promoting local history, culture, and identity

### Geographic Placemaking

\$5,250,000

*Establishing a framework to create connected, vibrant, and inclusive communities through transformative placemaking. As defined by [Brookings](#), transformative placemaking “aims to nurture an economic ecosystem that is regionally connected, innovative, and rooted in the assets of its local residents and businesses.”*

### Operation Facelift 2.0

\$3,000,000

#### Program Description

From 1998-2018, the Neighborhood Housing Services Department operated the Operation Facelift program. This program, funded by a combination of City and federal HUD resources, provided funding for exterior improvements to commercial properties, either tenant or owner occupied, in target areas as part of neighborhood revitalization efforts. In the last years of the program, the property had to be located within RenewSA target areas. The purpose of the program was to reverse the deterioration of commercial structures in targeted areas and stimulate new, private investment and economic growth. Eligible projects could receive up to \$35,000 in exterior improvements to the building. Records show that the City completed 95 façade improvement projects and expended \$1,881,974 under this program.

Currently SAGE, operates a Store Front Grant Program with the objective of revitalizing small businesses. The Storefront Grant is a matching grant program that provides up to \$10,000 for façade improvements in targeted areas that will help revitalize and return activity to our commercial corridors. All grant funds must be matched dollar for dollar by the property owner. To date, 150 commercial businesses have received SAGE Store Front Grant, with a total investment of over \$1.3 million in Eastside business façade improvements.

This proposed initiative will seek to reinstitute the Operation Facelift program to provide funding for storefront and façade improvements in target areas. Staff will review prior program guidelines and recommend modifications.

A competitive RFP process will be conducted to identify implementation partner(s) for this program.

*Implementation Timeline*

Fall 2022: Develop program requirements and scope

Winter 2022/2023: Solicitation process

Spring 2023: Program implementation

Equitable Outcomes

- Strengthened connection between people and the places they share

Outdoor Spaces Program

\$1,250,000

Program Description

There have been fundamental changes in customer preferences resulting from the COVID-19 pandemic that include increased and continued demand for outdoor spaces as extensions of existing business blueprint. The program will provide funding to businesses that wish to create outdoor spaces as an enhancement to the current facility. The National Restaurant Association’s 2021 State of the Restaurant Industry report indicated that since the start of the pandemic, 62% of fine dining and 56% of casual dining restaurant owners have committed more resources to expanding and developing their outdoor dining spaces, and 45% of both casual and fine dining operators said they have added seating to their parking lots and sidewalks. Most operators surveyed said they plan on keeping those outdoor improvements in place.

Concurrently, staff will work with participating businesses and the City’s Development Services Department to identify opportunities to streamline and/or simplify permitting processes.

A competitive RFP process will be conducted to identify implementation partner(s) for this program.

*Implementation Timeline*

Fall 2022: Identify program requirements, criteria, and begin coordination with Development Services Department

Fall/Winter 2022: Solicitation process Begins

Spring 2023: Program implementation



## Equitable Outcomes

- Strengthened connection between people and the places they share

Corridor Program Pilot

\$1,000,000

## Program Description

There are economic corridors throughout the city, once at their prime, that have lost vitality due to a variety of reasons, such as the impact of the pandemic on small businesses located along the corridor, changes in demographics, consumer trends, lack of access to financial capital, need for technical assistance, and space needs. This pilot program will focus on two economic corridors in San Antonio. By improving these corridors, we can strengthen the connection between people and the places they share, which will create and retain jobs as well as increase revenue in these corridors.

A competitive RFP process will be conducted to identify implementation partner(s) for this program.

## *Implementation Timeline*

Fall 2023: Corridor selection and solicitation process

Spring 2024: Program initiation

## Equitable Outcomes

- Strengthened connection between people and the places they share

# COVID Impact Matrix

COVID-19 Impact	Strategies/ SBAC Priority	Program	Equitable Outcomes	Performance Indicators	Amount	
Impact of pandemic accelerates trends in small business digital inclusion, access to flexible financial capital, technical assistance, and space needs	Access to Capital	COVID Impact Grants	Increased opportunity and access to capital for underserved groups with a focus on Black- and Latino-owned businesses	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs retained</li> </ul>	\$17.00 M	
		COVID Impact Grants Outreach and Marketing	Businesses in the hardest-to-reach areas and the most historically underserved have increased opportunity to successfully apply for and receive a grant	<ul style="list-style-type: none"> <li>Grant awardee demographics</li> <li>Number of businesses that stay open after receiving grant</li> </ul>	\$625 K	
	Capacity Building	Web Presence Program	Identify and address barriers to create opportunities for business owners	<ul style="list-style-type: none"> <li>Revenue</li> </ul>	\$400 K	
		Launch SA Improvements	Coordinated and sustainable small business ecosystem that serves as a safety net during future economic downturns	<ul style="list-style-type: none"> <li>Program Participation</li> <li>Participant Business Failure Rate</li> </ul>	\$300 K	
	Geographic Placemaking	Operation Facelift 2.0	Strengthened connection between people and the places they share		<ul style="list-style-type: none"> <li>Revenue</li> <li>Corridor Investments</li> <li>Jobs created</li> <li>Jobs retained</li> </ul>	\$3.00 M
		Outdoor Spaces Program				\$1.25 M
		Corridor Program Pilot				\$1.00 M

COVID-19 Impact	Strategies/ SBAC Priority	Program	Equitable Outcomes	Performance Indicators	Amount
Small Businesses, in particular Black- and Latino-owned, have disproportionately lower access to financial capital to sustain or grow operations during the pandemic	Access to Capital	Growth Fund	Increased opportunity and access to capital for underserved groups with a focus on Black- and Latino-owned businesses Identify and address barriers to create opportunities for business owners	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Jobs retained</li> <li>Revenue</li> </ul>	\$3.00 M
Business Development Organizations struggle to reach businesses to provide assistance	Ecosystem Enhancements	Implementation of Pillars Identified in the SA Ecosystem Report	Increased opportunity and access to capital for underserved groups with a focus on Black- and Latino-owned businesses Identify and address barriers to create opportunities for business owners	<ul style="list-style-type: none"> <li>\$ Leveraged from other funding sources</li> <li>Capital demand</li> <li>CDFI Loans</li> <li>Bank Loans</li> </ul>	\$3.00 M
Small Businesses without adequate back-office functions struggle to access recovery funding and other assistance programs	Capacity Building	Back Office Support Program	Identify and address barriers to create opportunities for business owners	<ul style="list-style-type: none"> <li>Jobs created</li> <li>Revenue</li> </ul>	\$750 K
Secondary effects of the impact of pandemic on hospitality industry felt by other small business sectors due to lack of local demand	Localism	Buy Local Implementation	Support for production and consumption of local goods while promoting local history, culture, and identity	<ul style="list-style-type: none"> <li>Buy local multiplier</li> <li>Shift in consumer behavior and sentiment</li> </ul>	\$250 K
		Buy Local Operations Support			\$375 K

## Program Budget by Year

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
<b>Access to Capital</b>						
COVID Impact Grants	\$16,320,000	\$680,000				\$17,000,000
Growth Fund			1,500,000	1,500,000		3,000,000
COVID Impact Grants Outreach and Marketing	325,000	300,000				\$625,000
<b>Access to Capital Total</b>	<b>\$16,645,000</b>	<b>\$980,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	-	<b>\$20,625,000</b>
<b>Capacity Building</b>						
Launch SA Improvements			300,000			300,000
Back Office Support Program		400,000	250,000	100,000		750,000
Web Presence Program		200,000	125,000	75,000		400,000
<b>Capacity Building Total</b>	-	<b>\$600,000</b>	<b>\$675,000</b>	<b>\$175,000</b>	-	<b>\$1,450,000</b>
<b>Ecosystem Enhancements</b>						
Implementation of Pillars Identified in the SA Ecosystem Report		1,500,000	1,000,000	\$500,000		3,000,000
<b>Ecosystem Total</b>	-	<b>\$1,500,000</b>	<b>\$1,000,000</b>	<b>\$500,000</b>	-	<b>\$3,000,000</b>

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
<b>Localism</b>						
Buy Local Initial Implementation		250,000				250,000
Buy Local - Operational Support			200,000	125,000	50,000	375,000
<b>Localism Total</b>	-	<b>\$250,000</b>	<b>\$200,000</b>	<b>\$125,000</b>	<b>\$50,000</b>	<b>\$625,000</b>
<b>Geographic Placemaking</b>						
Operation Facelift 2.0		1,000,000	1,000,000	1,000,000		3,000,000
Outdoor Spaces Program		750,000	500,000			1,250,000
Corridor Program Pilot			500,000	500,000		1,000,000
<b>Geographic Placemaking Total</b>	-	<b>\$1,750,000</b>	<b>\$2,000,000</b>	<b>\$1,500,000</b>	-	<b>\$5,250,000</b>
<b>Total</b>	<b>\$16,645,000</b>	<b>\$5,080,000</b>	<b>\$5,375,000</b>	<b>\$3,800,000</b>	<b>\$50,000</b>	<b>\$30,950,000</b>

## Timeline

Phase	SBAC Identified Priority	Investment Portfolio Project	Timeline
<b>Phase 1</b>	Access to Capital	COVID Impact Grants	July 2022: Community outreach August 1 – 22, 2022: Applications open September – October 2022: Scoring and award notifications December 2022: Funding disbursement complete
	Access to Capital	COVID Impact Grants Outreach and Marketing	July 2022: Marketing and outreach August 2022: Technical assistance August – October 2022: Direct assistance to advise grant recipients
<b>Phase 2</b>	Capacity Building	Back Office Support Program	Fall/Winter 2022: Solicitation Process Begins Spring 2023: Partner identification and program implementation
		Web Presence Program	Fall/Winter 2022: Solicitation Process Begins Spring 2023: Partner selection and program implementation
	Ecosystem Enhancements	Implementation of Pillars – SA Ecosystem	Fall/Winter 2022: Solicitation Process Begins Spring 2023: Identification of initiatives and partner agencies

Phase	SBAC Identified Priority	Investment Portfolio Project	Timeline
	Localism	Buy Local Program Implementation	<p>Fall/Winter 2022: Implementation of findings and recommendation from Buy Local Assessment to include program design, partner identification, funding structure, and marketing strategy</p> <p>Spring/Summer 2023: Identification of lead agency partner for ongoing program execution to include plan for financial sustainability and long-term strategy</p>
		Operation Facelift 2.0	<p>Fall 2022: Develop program requirements and scope</p> <p>Winter 2022/2023: Solicitation Process</p> <p>Spring 2023: Program implementation</p>
	Geographic Placemaking	Outdoor Spaces Program	<p>Fall 2022: Identify program requirements, criteria, and begin coordination with Development Services Department</p> <p>Fall/Winter 2022: Solicitation Process Begins</p> <p>Spring 2023: Program implementation</p>
		Corridor Pilot Program	<p>Fall 2023: Corridor selection and solicitation process</p> <p>Spring 2024: Program initiation</p>



Phase	SBAC Identified Priority	Investment Portfolio Project	Timeline
	Access to Capital	Growth Fund Loan/Grants	Spring 2023: Program development including criteria for participation Fall 2023: Solicitation Process Begins 2024: Contract Award & Program Implementation
	Capacity Building	Launch SA Improvements	Fall 2023: Space needs assessment complete and coordination with San Antonio Public Library Winter 2023: Procurement process Spring 2024: Improvements Complete





## Reference Links

Theme	Name	Description	URL
ARPA	City of San Antonio - ARPA Website	Provides detail on financial reports, City Council Committee meetings, City Council meetings	<a href="https://covid19.sanantonio.gov/What-Were-Doing/ARPA">https://covid19.sanantonio.gov/What-Were-Doing/ARPA</a>
Budgeting	City of San Antonio - Office of Management & Budget	Includes adopted budget documents, quarterly reports, and budget development information.	<a href="https://www.sanantonio.gov/budget">https://www.sanantonio.gov/budget</a>
Equity	City of San Antonio Equity Atlas - Online Equity Maps	To inform our work, guide our investments and work to achieve the citywide equity goals and strategies, the Office of Equity has created a simplified version of an Equity Atlas and Matrix, or equity ranking index and set of maps, that can be used to help rank many of our internal lists that relate to projects, programs and even procedures.	<a href="https://www.sanantonio.gov/Equity/Initiatives/Atlas">https://www.sanantonio.gov/Equity/Initiatives/Atlas</a>
Equity	City of San Antonio Indicator Report	This Racial Equity Indicator Report demonstrates that people of color in San Antonio experience worse outcomes in health, education, employment, housing, and across many other metrics.	<a href="https://www.sanantonio.gov/Equity/Initiatives/IndicatorReport">https://www.sanantonio.gov/Equity/Initiatives/IndicatorReport</a>
Equity	City of San Antonio Undesign the Redline Exhibit	An exhibit where we showcased a framework for unearthing our most deep, systemic and entangled crises.	<a href="https://www.sanantonio.gov/Equity/Initiatives/UndesignTheRedline">https://www.sanantonio.gov/Equity/Initiatives/UndesignTheRedline</a>
Equity & Transportation	Crosswalk Visibility Enhancements	A collection of countermeasures and strategies effective in reducing roadway fatalities and serious injuries on our Nation's highways from the U.S. Department of Transportation Federal Highway Administration.	<a href="https://safety.fhwa.dot.gov/provencountermeasures/">https://safety.fhwa.dot.gov/provencountermeasures/</a>
Equity & Transportation	City of San Antonio Vision Zero Severe Pedestrian/ Bicycle Injury Area (SPIA) Reports (2020)	City of San Antonio reports on Severe Pedestrian/ Bicycle Injury Areas.	<a href="https://www.visionzerosa.com/Resources">https://www.visionzerosa.com/Resources</a>
Equity & Transportation	Dangerous by Design Annual Report	An annual report from a study that indicates that low-income and communities of color are disproportionately impacted by vehicle, pedestrian, and bicycle crashes.	<a href="https://smartgrowthamerica.org/wp-content/uploads/2022/07/Dangerous-By-Design-2022-v3.pdf">https://smartgrowthamerica.org/wp-content/uploads/2022/07/Dangerous-By-Design-2022-v3.pdf</a>
Evidence-Based Standards	An Evaluation of Financial Empowerment Centers	A report on an evaluation study of empowerment financial centers.	<a href="https://cfefund.org/wp-content/uploads/2017/07/FEC-Evaluation.pdf">https://cfefund.org/wp-content/uploads/2017/07/FEC-Evaluation.pdf</a>
Evidence-Based Standards	Overview: Financial Empowerment Center Counselor Training Standards	Provides an overview of the Financial Empowerment Center Counselor Training Standards, which consists of six sections.	<a href="https://fecpublic.org/wp-content/uploads/2021/03/FEC_Counselor_Training_Standards_Overview_updated.pdf">https://fecpublic.org/wp-content/uploads/2021/03/FEC_Counselor_Training_Standards_Overview_updated.pdf</a>