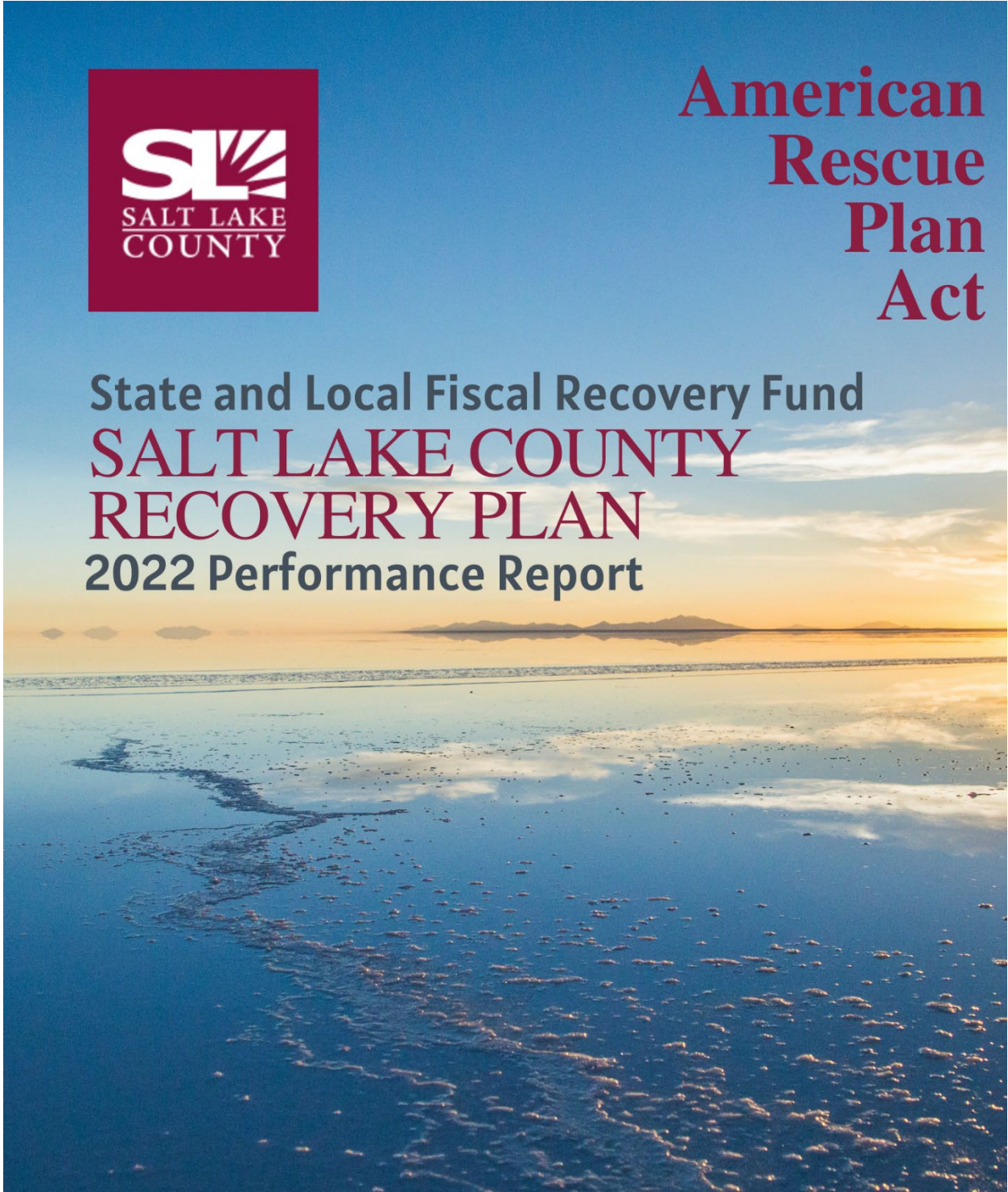




# American Rescue Plan Act

## State and Local Fiscal Recovery Fund **SALT LAKE COUNTY** **RECOVERY PLAN** 2022 Performance Report



# Salt Lake County **Recovery Plan**

## **State and Local Fiscal Recovery Funds** 2022 Report

# Salt Lake County

## 2022 Recovery Plan

<b>GENERAL OVERVIEW .....</b>	<b>3</b>
<b>Executive Summary .....</b>	<b>3</b>
<b>Uses of Funds .....</b>	<b>6</b>
<b>Promoting equitable outcomes .....</b>	<b>7</b>
<b>Community Engagement.....</b>	<b>7</b>
<b>Labor Practices .....</b>	<b>8</b>
<b>Use of Evidence .....</b>	<b>9</b>
<b>Performance report.....</b>	<b>10</b>
<b>PROJECT INVENTORY .....</b>	<b>11</b>
COVID-19 Public Health Intervention Program.....	11
Court Backlog Support.....	14
Jail Resource Reentry Program .....	15
Green Well Reverse Osmosis Treatment.....	17
Employee Vaccine Incentive Program - Kick COVID to the Curb.....	18
Salt Lake Center of Opportunity Partnership (CO-OP).....	19
Caseload Reduction Initiative Program.....	21
Green & Healthy Homes.....	23
High Needs/Medical Services (MVP) Housing.....	25
Workforce Inclusion and Successful Employment (WISE) Program .....	28
Housing Trust Fund.....	31
Integrated Water Conservation and Land Use Municipal Partnerships.....	34
Water Conservation Multi-Purpose Fields to Synthetic .....	36
Flip the Strip for Salt Lake County Facilities.....	37

## GENERAL OVERVIEW

### EXECUTIVE SUMMARY

In March 2021, President Biden signed the American Rescue Plan Act. This legislation established the Coronavirus State and Local Fiscal Recovery Fund (SLFRF), which provides significant resources to state, local, territorial, and Tribal governments to support urgent COVID-19 response efforts, such as:

Responding to the pandemic's public health and economic impacts on families and households, the workforce, businesses, and non-profits

Providing premium pay to eligible public sector essential workers or grants to employers with eligible essential workers

Replacing lost public sector revenue and restoring government service levels

Investing in water, sewer, and broadband infrastructure

As the largest metropolitan county in the State of Utah, Salt Lake County is allocated \$225 million in the American Rescue Plan Act (ARPA). The 2020 County population of 1,165,517 represents approximately 36% of Utah's population. The Salt Lake City area, often referred to as "the crossroads of the west", is the largest metropolitan area between Phoenix and the Canadian border, north to south, and between Denver and California, east to west.

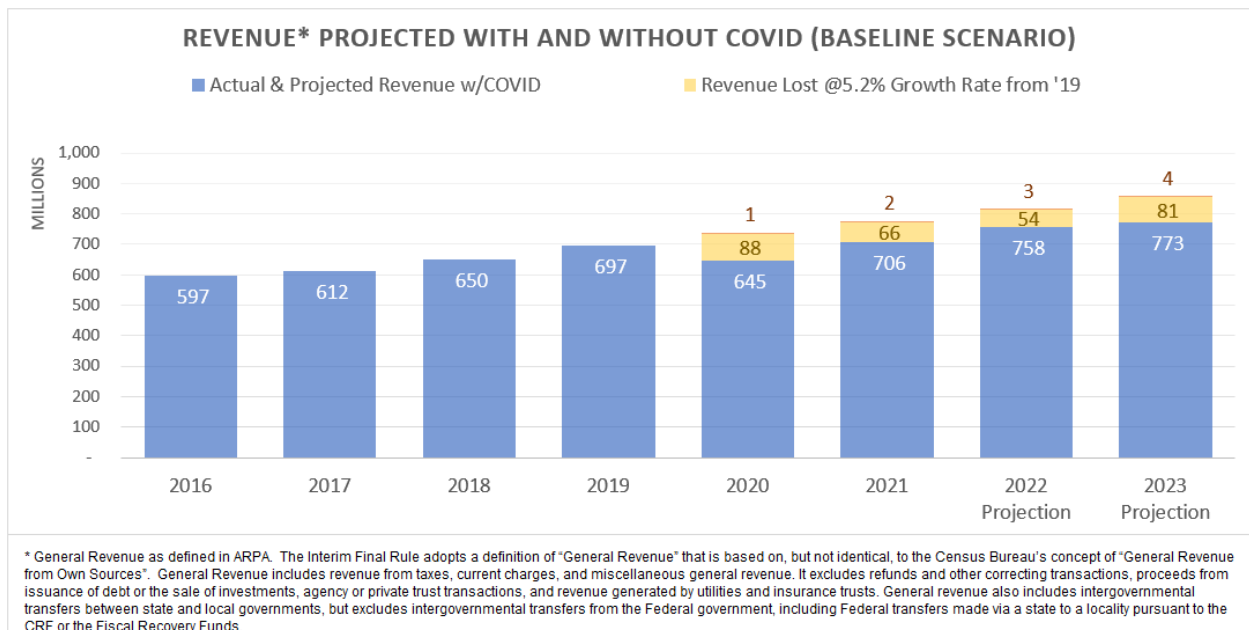
This report provides details about Salt Lake County Recovery initiatives adopted through June 30<sup>th</sup>, 2022. All ARPA appropriations were vetted by an internal Legal, Finance, Performance and Equity working group established to facilitate the ARPA Program, then were recommended by Mayor Jennifer Wilson, and subsequently approved by the County Council. The approved ARPA appropriations focus on COVID-19 Public Health response and mitigation, economic recovery, and infrastructure. The ARPA funding also preserves some existing programs and initiatives through allowable revenue replacement for provision of Government Services. The public had an opportunity to comment on ARPA appropriations during the public comments period included in the Council budget workshops held between October 21 and December 7, 2021, and again between June 7 and June 21, 2022.

To maximize the ARPA funds for the Salt Lake County residents, Mayor Wilson convened her executive team to brainstorm possible uses of ARPA dollars. A consultant was hired to facilitate the session in May 2021. In turn, during June and July 2021, the Mayor facilitated sessions with all executive elected officials of Salt Lake County, as well as the nine-member County Council. The results of the sessions have been compiled and are informing budget requests. The results are also being used to identify areas of broad agreement among elected and senior leadership. Policy makers also reviewed the Treasury's Final Rule before finalizing the County's plans to expend the funding. In addition, budget direction was issued to all program managers in Salt Lake County to bring forward ideas for ARPA dollars.

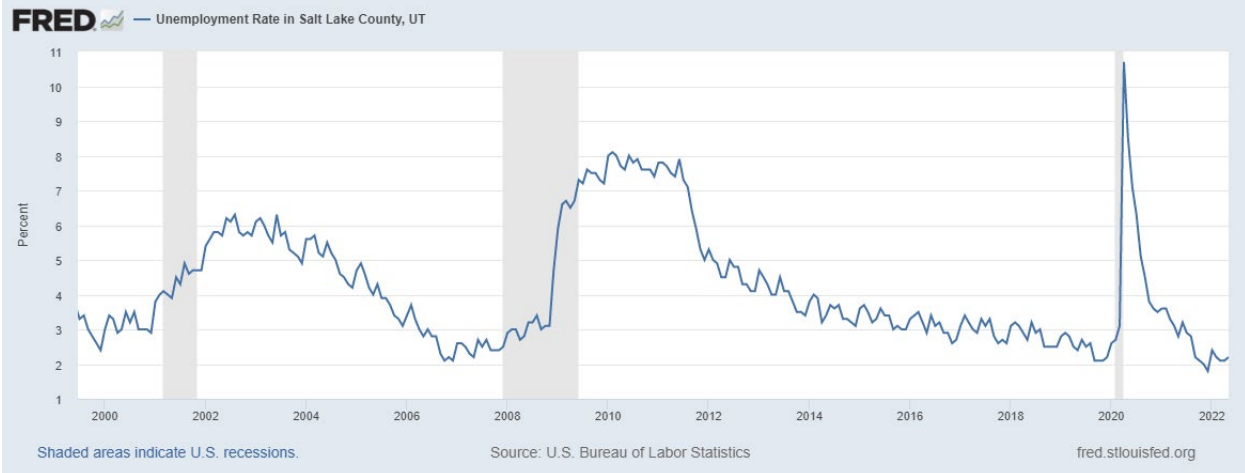
Shortly after the March 6, 2020, declared emergency, the County adopted an adjusted budget for Fiscal Year 2020 including approximately \$77 million in cuts. The predicted shortfall in budgeted

revenues affected almost all the funds in the County’s budget. Certain special revenue fund sales taxes declined dramatically (these boutique taxes include restaurant, car rental, and hotel taxes), as did certain economic sectors within the county’s general sales taxes. There were also significant declines in operating revenues for some County operations that were impacted by the health restrictions, such as recreation, arts and culture, convention, and other community services.

As both health restrictions and public concern have subsided all the depressed economic sectors are recovering, but some will likely not reach 2019 levels until 2023. Most revenues will be below the pre-COVID trajectory for years. Assuming the County’s revenue growth would have continued at the same rate experienced from 2017-2019, the cumulative lost revenue due to the pandemic is estimated to be \$289 million by 2023, as detailed in the chart below.



The unemployment rate in Salt Lake County jumped to 11% in March of 2020, which was more than 3% higher than the Great Recession but has declined much more quickly. As of December 2021, unemployment was 1.9% and is 2.2% as of May 2022.



Employment in most industry sectors experienced a decline in 2020. As of June 2022, employment was above pre-pandemic levels (comparing to June 2019) in all but two industry sectors, leisure and hospitality, and government. The table below shows job growth and decline by industry.

**NONAGRICULTURAL EMPLOYMENT BY INDUSTRY**  
**SALT LAKE CITY MSA**  
(thousands)

	June			Percent Change	
	2022(p)	2021	2019	2022 vs. 2021	2022 vs. 2019
<b>Total Nonagricultural Employment</b>	<b>792.2</b>	<b>768.4</b>	<b>753.9</b>	<b>3.1</b>	<b>5.1</b>
Mining, Logging and Construction	58.3	53.5	47.4	9.0	23.0
Manufacturing	63.9	61.0	59.4	4.8	7.6
Trade, Transportation, and Utilities	162.1	154.4	148.3	5.0	9.3
Information	24.4	21.5	20.7	13.5	17.9
Financial Activities	63.2	63.9	60.2	-1.1	5.0
Professional and Business Services	136.8	135.4	131.9	1.0	3.7
Education and Health Services	90.8	88.9	85.4	2.1	6.3
Leisure and Hospitality	63.4	58.8	64.6	7.8	-1.9
Other Services	23.3	22.4	23.0	4.0	1.3
Government	106.0	108.6	113.0	-2.4	-6.2

Note: The Salt Lake City Metropolitan Statistical Area (MSA) is comprised of Salt Lake and Tooele counties. Note: Government owned education, healthcare, etc. are enumerated within Government.

Source: U.S. Bureau of Labor Statistics, Current Employment Statistics 7/22/2022 p = preliminary r = revised

## USES OF FUNDS

Salt Lake County is evaluating community needs through community partners' feedback and evaluating its existing programs to leverage ARPA funds. Priority will continue to be given to initiatives that combat the COVID pandemic, support economic recovery, and improve infrastructure, as well as programming for Salt Lake County's most vulnerable populations. Additionally, the County leaders are funding critical government services that were impacted during the pandemic.

To that end, an SLCo ARPA Working Group continues to review all spending plans to ensure legal, equity, performance compliance, and financial reporting integrity in line with the ARPA Final rule. This group has been meeting since the passage of the ARPA to interpret the SLFRF Interim/Final Rule and the Compliance and Reporting Performance Reporting Guidance, operationalize an application process, create accountability, and collect and report required performance measures to the Department of Treasury and the public. The Working Group includes representatives from the County District Attorney's Office, Mayor's Finance, Mayor's Administration including the Mayor's Office of Diversity and Inclusion, County Auditor, Contracts & Procurement, Department of Human Services, and Office of Data & Innovation. The Working Group has created an internal portal for County agencies to access a quick reference guide, an online performance reporting form for ARPA SLFRF funds, and links to various Treasury training resources. The members of the Working Group have also attended several Treasury, GFOA, and NACO webinars to better understand the reporting requirements.

The County acted swiftly in March of 2020 taking several actions to combat the pending recession. These actions included an immediate hiring freeze as well as appropriation reductions totaling \$77 million, or roughly 7.5% of ongoing operations. This was necessitated by substantially reduced revenues in certain sectors of the overall budget.

Programming for Parks and Recreation, Arts and Culture, Conventions and Tourism are heavily dependent on transient room taxes, car rental taxes and restaurant taxes. These sectors were hit hard as the pandemic took hold, with transient room taxes dropping more than 80% for some reporting periods. These revenue sources have since stabilized with monthly results now usually exceeding 2019 pre-pandemic levels.

As of the 2022 budget the County has reversed a significant portion of the COVID-19 budget cuts in response to recovering revenues and with a focus on maintaining structural balance. Remaining COVID-19 cuts will no longer be tracked and are considered part of the new baseline for 2022.

As mentioned, and illustrated above, preliminary estimates project 100% of ARPA dollars will qualify under the "revenue replacement" category. This is not the primary priority for the use of ARPA dollars, but it is comforting from a financial perspective to have the increased flexibility associated with that specific spending category. It also necessitates going through the normal county budget process prior to making final appropriations of ARPA funding.

## PROMOTING EQUITABLE OUTCOMES

Our vision is for Salt Lake County to be an inclusive place where everyone is given equitable access to opportunities and a place where we act intentionally to connect people of all backgrounds to achieve their highest potential. As the first county in the nation to attain status, Salt Lake County continues to be a certified Welcoming County through the Office for New Americans with recertification currently underway.

In 2021, the Council on Diversity Affairs (CODA), under the Mayor's Office of Diversity & Inclusion, formally adopted a community-driven long-range action plan addressing systemic change in programs, policies, and practices countywide. The CODA action plan was born through deep community engagement in 2020. Implementation is administered in partnership by subject matter experts and community leaders in the fields of Housing, Economic Opportunities, Human Resources, Criminal Justice & Law Enforcement, Health Initiatives, and Rising Young Leaders. Transparent reporting of the CODA Action Plan is administered by a Data & Innovation subcommittee. The CODA subcommittees continue to meet monthly, working with community leaders to identify, shape and guide the development and implementation of Salt Lake County's priorities. In 2022, the CODA Action Plan received a nomination demonstrating a governmental example of ethics in leadership. The implementation of the action plan continues to support data informed programming.

During 2020 and 2021, Salt Lake County implemented a robust workforce focused on erasing gaps in service distribution to vulnerable populations by distributing \$114 million in rental assistance by July of 2022, community grants for vaccine outreach geared towards community-based organizations, an equitable vaccine distribution taskforce, and targeted economic inclusion programs. Each program has developed opportunities to facilitate service application assistance with program coordinators, community health workers, and grants such as Economic Inclusion Community Assistance Program. Salt Lake County continues to steward pragmatic and community need driven solutions to service and aid gaps.

## COMMUNITY ENGAGEMENT

One of Salt Lake County's first lessons in COVID response was that our communication infrastructure with diverse and traditionally underserved communities was not adequate to ensure that we fully understood the community need and responded with appropriate resources. With intentionality, in early 2020 Salt Lake County began building a communication and feedback infrastructure to help guide our use of CARES dollars to ensure that relief was targeted specifically to communities most impacted by COVID and that the relief addressed their most basic needs. For example, Salt Lake County's Office of Regional Development built a communication infrastructure that includes continued robust community engagement targeted to small businesses, including minority owned, female owned, and under banked entrepreneurs. Through communication hubs including local community and ethnic chambers of commerce, municipal economic development offices, and the communication channels of Salt Lake County's Offices of Diversity & Inclusion and New Americans, today Salt Lake County uses public engagement surveys to learn the needs of the most impacted communities and then to deliver meaningful



relief. From what we learned, today we have a service delivery model that includes contracts with dozens of community-based organizations. A recently launched new round of rental relief is an example of program delivery shaped by continued community engagement.

As we move through recovery, we continue to lean into and invest in the communication infrastructure developed during the early days of COVID response. This approach, combined with Salt Lake County's stated vision to provide every service through a lens of equity, access, and inclusion, is changing the way we engage with the public as we develop services to respond to community need and as we prioritize ARPA funding. For example, in early 2022, Salt Lake County launched a Health Equity Program in the Health Department so public health can holistically respond to the needs of the communities served.

To maximize community engagement opportunities, Salt Lake County continues to partner with organizations such as Together Today, Stronger Tomorrow; the United Way of Salt Lake, the Kem C Gardner Policy Institute, Envision Utah, the Wasatch Front Regional Council, and the Coalition of Religious Leaders to incorporate the findings of their public research and engagement into Salt Lake County's ARPA funding decisions. Each partner organization employs distinct methods designed to gather feedback from traditionally underserved groups, including people of color, low-income, and those with limited English proficiency. Finally, in early 2022, Salt Lake County awarded a contract to a social media engagement consultant to help build Salt Lake County's social media audiences, with a particular emphasis on building communication bridges with traditionally underserved audiences. The consultant will help facilitate need and service surveys through different social media platforms that will help shape future ARAP investments based on articulated and demonstrated community need. The social media engagement will augment the efforts of Salt Lake County's newly launched website, which is designed with readability, the cornerstone of translatability, as a key policy objective.

## **LABOR PRACTICES**

The County has robust Human Resources policies and compliance records to adhere to the prevailing wage and other labor requirements through state and federal grant programs including the Davis-Bacon Act. The County also has a strong Employee Relations program to provide guidance and training in the areas of EEO, ADA, and FMLA.

Salt Lake County actively engages in recruitment efforts to ensure members of underrepresented groups are included in the applicant pools. Additionally, preference is given to veterans and their qualifying spouse/widow(er).

Salt Lake County also engages with employee associations to discuss employee-related matters including employees' representation and advice on HR-related policies, employee benefits and compensation practices.

The County regularly conducts market studies to ensure fair and competitive wages for its workforce. A compensation and benefits advisory committee, the Total Rewards Advisory

Committee, was created to engage with various stakeholders including elected officials and department heads. The objective of the Advisory Committee is to provide input on the county-wide compensation and benefits programs.

Salt Lake County's Office of Diversity and Inclusion organized a summer internship program to hire interns with a diverse demographic in race, ethnicity, economic and educational backgrounds. Interns had a two-tier internship opportunity, with the first tier pairing them with staff leads in areas such as Criminal Justice and Law Enforcement, Health Initiatives, Human Resources, Data & Innovation, Office of Diversity and Inclusion, Office for New Americans, and in the Salt Lake County Mayor's Office. In addition, interns had the opportunity to work in concert with the COVID-19 vaccination team, implementing research focused on outreach strategies, community engagement with local businesses and other service-centric organizations, to schedule and set up vaccination clinics targeting underrepresented communities in Salt Lake County.

Salt Lake County awards contracts for goods or services through a fair and open competitive procurement process. Salt Lake County also provides a preference system in procurement that encourages responsible business practices, health care for employees, small, women-owned, or minority-owned emerging business enterprises, and veterans hiring. Additionally, the County has minimum standards and an apprenticeship utilization program for construction procurements that promote the health and safety of the workforce, job training, improve the skills of the workforce, and enhance the economic vitality of the county.

Recently, Salt Lake County has been recognized by Forbes for the second year in a row as one of [America's Best-In-State Employers](#). Salt Lake County has also maintained its AAA bond rating from all three rating agencies. <sup>1</sup>.

## USE OF EVIDENCE

Salt Lake County will employ strong data and analytics for SLFRF funded projects when applicable. The use of evidence and/or program evaluation will be paramount in implementing SLFRF Funded programs and projects by the County agencies as well as external partners and subrecipients.

After the initial allocation of the ARPA funds, the County agencies are working on implementation the plans that will include a periodic review of the program and applying evidence-based approaches when applicable. The County will perform quarterly performance assessments to ensure program goals are being met and to make appropriate course corrections.

Salt Lake County is considered a leader in implementing new and innovative ideas when it comes to evidence-based interventions and program evaluation. Salt Lake County was one of the first in

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<sup>1</sup> <https://www.fitchratings.com/entity/salt-lake-county-ut-general-government-credit-summary-96249140>

the nation to launch Pay for Success (PFS) programs. The County has undertaken several PFS initiatives including:

- Criminal Justice REACH project (<https://pfs.urban.org/pfs-project-fact-sheets/content/salt-lake-county-s-reach-program>).
- Homes Not Jail (<https://pfs.urban.org/pfs-project-fact-sheets/content/salt-lake-county-s-homes-not-jail-program>).
- Early Childhood Education ([https://www.cdc.gov/nceh/lead/docs/pay\\_for\\_success\\_guide.pdf](https://www.cdc.gov/nceh/lead/docs/pay_for_success_guide.pdf))

The successful implementation of these programs proves that Salt Lake County will rigorously use evidence-based interventions and program evaluation to ensure successful outcomes of SLFRF funded projects.

## PERFORMANCE REPORT

Salt Lake County has a robust performance management system as part of its recovery efforts. Salt Lake County Office of Data & Innovation is assisting with performance management and reporting requirements. As part of the performance review, all projects go through rigorous legal, fiscal, equity and performance reviews. The County agencies are required to submit performance indicators for each project they propose. Office of Data & Innovation staff reviews the performance indicators, data collection methods and reporting. The performance data will be collected on a quarterly basis and will be published on the public facing website ([www.slco.org/ARPA](http://www.slco.org/ARPA)).

The project inventory section of this report includes performance indicators for each individual project.

# PROJECT INVENTORY

## COVID-19 PUBLIC HEALTH INTERVENTION PROGRAM

Funding Amount: \$30,423,579

Project ID: FRF1.1\_2150\_A

**ARPA Expenditure Category:** EC 1: Public Health

**Sub-category:** 1.1 COVID-19 Vaccination

### PROJECT OVERVIEW

Salt Lake County Health Department (SLCoHD) aims to exceed the national goal by fully vaccinating 70% of eligible residents. Vaccination remains the strongest protection against severe illness and death. Data from 2/1/2021 through 02/07/2022 indicates unvaccinated Utah residents are at 6.5 times greater risk of dying and 4.1 times greater risk of being hospitalized due to COVID-19. As of 02/07/22, 65% of the Salt Lake County eligible population is fully vaccinated.

The SLCoHD will reach the 70% vaccination rate goal by increasing COVID-19 vaccination rates throughout the entire population of Salt Lake County with particular emphasis on vaccination efforts targeting communities with health disparate populations – low vaccination rates, COVID hot spots, access to health care, and low-income households. Providing free, convenient, and accessible vaccines at each of the five county-wide health clinics, work sites, shopping centers, schools, places of worship, corrections, and community locations will alleviate COVID-19 related hospitalizations and deaths throughout Salt Lake County.

The SLCoHD efforts include working with healthcare partners, pharmacies, community-based organizations, health equity partners, and elected officials to help alleviate COVID-19 related hospitalizations and deaths throughout Salt Lake County.

### PROJECT DETAIL

Since the advent of COVID-19 vaccination, it has been a key public health intervention in mitigating the spread of COVID-19 disease and its variants. In addition, the emerging endemic nature of COVID-19 requires vaccination efforts to continue into the foreseeable future. The funding will include:

1. Staff to run vaccination clinics including vaccinators, registration staff, event managers, outreach planning, outreach coordinator, branch managers, scheduling coordinator, asst. schedulers, asset program manager, asset maintenance coordinator, logistics lead, event coordinator, office support.
2. 4-6 identified priority outreach events each day with sustained service delivery–
  - a. At least two with high-risk population like the jail, shelters, drug rehabs, etc.
  - b. Equity outreach with nursing homes, door to door, worksites, schools, markets, house of worships, etc.
3. Continue to have mass vaccination sites at 5 SLCoHD Public Health Centers.
4. Office supplies – papers, pens, etc. to aid with patient registration and vaccine administration documentation.
5. Medical supplies-syringes, needles, alcohol prep pads, bandages, cotton balls, emergency medications, etc.
6. Media, computer software (electronic medical record), computer supplies, vaccine data loggers annual fee, direct mailing, education/training for staff (CPR), facilities management charges, flu vaccines, gas/fuel for vehicles, incentives, interpretations services, maintenance of vehicles,

machinery/equipment, office equipment and iPad/phones/hotspots, medical waste-contract hauling, mileage allowance, burner mobile telephone, office equipment (copiers, scanners, printers, replacement, etc.), other professional fees (musician/entertainment), oxygen tank maintenance, printing (banners, posters, fact sheets), rental of spaces for clinics, Smart Sheet Licenses, security for outreach, security for 5 public health centers, Senso monitoring devices replacements, small equipment, snacks/treats, vehicle rental, warehouse rental, When I Work platform and contract call center.

Utilizing the funds and resources above, vaccination efforts will be conducted at work sites, schools, long-term care facilities, and other community locations. SLCoHD will collaborate with community partners and leaders in the planning and implementation of outreach events in communities of need to fostering trust, provide COVID-19 education, and promote vaccination. SLCoHD-operated Public Health Center clinics and equity outreach clinics will be operated in partnership with community-based organizations with the aim to serve a higher proportion of clients from under-served populations and areas of high COVID-19 rate who often experience barriers to accessing traditional healthcare vaccine providers.

On-going evaluation of vaccination efforts within under-resourced communities will occur using a data analyst to collect and analyze vaccine coverage and dissemination metrics

## EQUITABLE OUTCOMES

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**Goals:** Across America and in Salt Lake County, communities of color and other under-served populations have suffered more from COVID-19 infections, hospitalizations, and death. We have defined under-resourced and marginalized populations as the following groups: Black or African American, Asian, Disabled community, Latino, Muslim, Native Hawaiian / Other Pacific Islander, American Indian or Alaska Native, Refugees and New Americans, Seniors living in low-income housing, and nine under-served priority zip codes identified based on their COVID-19 burden, socioeconomic status, and vaccination rates.

**Awareness:** We have seen a gap in COVID-19 outcomes (vaccination rates and case rates) between our Asian and White populations compared to other communities of color. Outcome gaps are indicators of awareness gaps within under-resourced communities within Salt Lake County. SLCoHD continues to address awareness discrepancy in several ways throughout the pandemic:

Collaboration with 29 community partners to manage community-specific COVID-19 awareness, education, and services. Grantees within their communities hold space for discussion through existing services working such as social media and live virtual town-halls. These discussions are held in the appropriate languages and culturally appropriate formats. Finally, grantees coordinate directly with community health care workers to ensure they are given the opportunity to communicate valuable information.

All printed materials have been translated into languages such as Spanish, Vietnamese, Samoan, Arabic, simplified Chinese, Tongan, Marshallese, Somali, Nepali, Congolese (French), Burmese, and Portuguese (Brazilian).

**Access and distribution:** As with awareness, we have seen a gap in COVID-19 outcomes between our Asian and White populations compared to our other communities of color. Outcome gaps indicate access and distribution gaps within the county's under-resourced communities. Through continual process improvement, administrative requirements that aggravate disparities are being identified and addressed.

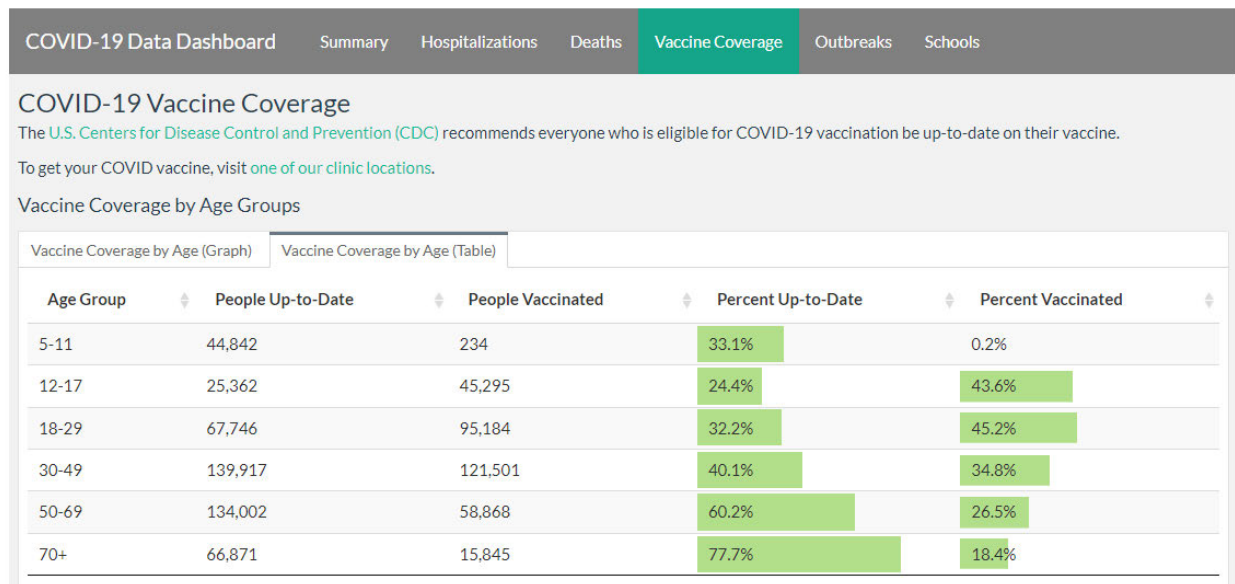
## PROGRAM OUTCOMES

Outcomes focus on reviewing and analyzing disaggregated data by race and ethnicity to increase knowledge and understanding of disease burden or differences in service uptake – with the goal of closing gaps in case rates and vaccination rates. Further, social vulnerability metrics are used to identify and assess barriers and ensure equitable access to services.

## PROGRAM PERFORMANCE INDICATORS

Project Indicator	Unit of Measurement	Target
Increase the quarterly number of community partners holding SLCoHD sponsored clinics each quarter.	# of community partners	12
SLCoHD will hold vaccine clinics in priority zip codes	# of clinics / quarter	270
Quarterly clinic hours in the priority zip codes	# of hours / quarter	940
Increase immunization rates in communities of color and other under-served populations through community collaborations.	% of Increase in immunization rate	5%
Decrease hospitalization rates in SLCo with the emphasis on priority zip codes.	% of hospitalization rate	20%
SLCoHD Community Health Workers will pre-canvas outreach clinics	# of pre-canvas event / quarter	260
SLCoHD will hold outreach clinics	# of outreach clinics/ quarter	520

## COVID-19 Data Dashboard



\*As of July 25, 2022

Learn more about SLCoHD's Covid-19 response here: <https://slco.org/health/COVID-19/data/>

## COURT BACKLOG SUPPORT

Funding Amount: \$6,864,285

Project ID: FRF2.14\_8200\_A

**ARPA Expenditure Category: EC 3: Public Health-Negative Economic Impact: Public Sector Capacity**

**Sub-category: 3.4 Public Sector Capacity: Effective Service Delivery**

### PROJECT OVERVIEW

The project aims to clear the court backlog by hiring Time-Limited employees to assist with processing the large backlog of jury trials resulting from court shutdown in 2020 due to COVID-19. Also utilize additional funds for expert witnesses that will be needed for these jury trials.

Funds will be used to hire Time Limited staff as follows:

- 6 Paralegals/4 Legal Secretaries – Assist with the avalanche of trial preparation that must occur, regardless of whether the trial moves forward or not. This includes but is not limited to, issuing and reissuing subpoenas, preparation of discovery, various motions, and trial binders.
- 4 Victim Counselors/4 Case Managers/1 Data Specialist – Assist victims who are being negatively impacted by the “Hurry up and wait” scheduling philosophy and minimize the risk of revictimization.
- 2 Legal Investigators/1 Crime Analyst – Assist with finding victims and witnesses, personally serving subpoenas and evidence collection and follow up on cases that have been idling for up to two years.

As we recover from the coronavirus pandemic, the court is resuming normal operations and with the backlog of criminal cases going to trial, the expert witness funding is currently inadequate to handle the volume of impending trials. Experts are generally needed for the more serious offenses (i.e., 1st and 2nd degree felonies) and these are the cases that still need to go to trial.

### PROGRAM OUTCOMES

The project objective is to clear the backlog of jury trials so those awaiting justice can achieve a measure of closure and caseloads and workloads can be normalized for attorneys and staff. These additional resources will help with successful processing of all backlogged jury trials due to COVID.

### PROGRAM PERFORMANCE INDICATORS

Project Indicator	Unit of Measurement	Target
The number jury trials brought to resolution that were initiated between March 27, 2020, and April 1, 2022	# of jury trials	335

## JAIL RESOURCE REENTRY PROGRAM

Funding Amount: \$3,307,740

Project ID: FRF6.1\_2400\_A

**ARPA Expenditure Category:** EC 6: Revenue Replacement

**Sub-category** 6.1 Provision of Government Services

### PROJECT OVERVIEW

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The Covid-19 pandemic has disproportionately impacted Criminal Justice Services' (CJS) clients and Salt Lake County (SLCo) citizens in the criminal justice system. The Jail Resource Reentry Program (JRRP) helps former inmates navigate the transition from jail back into the community by offering access to services and the support they may need to stabilize, stay healthy, and regain self-sufficiency. A need exists to better send clients out of the jail with as much information specific to their needs and prevent them from returning to the same circumstances that led to their arrest.

### PROJECT DETAIL

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When released from SLCo Jail, every individual enters the release area where JRRP will be located and staffed by CJS and LDA. Every individual released will be offered services by JRRP staff prior to exiting the secure SLCo Jail release area. Once engaged by JRRP staff, the individual will be invited to a safe JRRP discussion area where warm handoff to services can be provided. JRRP will provide two categories of services:

1. **Basic services:** The provision of basic services is intended to provide an engagement tool to delay the individual's departure long enough for JRRP staff to intervene and engage, by providing support for immediate needs. Basic services include access to email, phone calls, free Wi-Fi, phone charging stations, snacks, water, female personal hygiene products, a safe place to wait for transportation, transportation services, bus tokens, and onsite donated clothing items.
2. **Other services:** Once the individual is engaged with JRRP staff, warm handoffs to more intensive services will be available. Including, but not limited to, needs-based referrals specific to the 100% Seriously, Persistently Mentally Ill (SPMI) target population and secondary risk factors, including mental health, substance abuse, detox, case management, legal assistance, and emergency shelter services. LDA specifically offers attorney case-clearers, attorney of the day, reentry coordinators, cross agency partnerships, reentry coordinators, and first appearance court coordinators. Additional assistance will be provided for Adult Probation and Parole check in, court dates, warrant checks, domestic violence treatment and counseling, Medication Assistance Treatment, Narcan/Naloxone kits, enrollment assistance for Supplemental Nutrition Assistance Program, Medicaid, Department of Workforce Services information, homeless resources, and housing referrals. Printed pocket resource guides summarizing warm handoff services will be provided in English and Spanish.

### USE OF EVIDENCE

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Evidence-based practice shows providing effective services at the early stage of involvement with the criminal justice system results in decreased recidivism. The Jail Reentry Program (JRRP) was conceived as a high-impact solution to reduce recidivism in Salt Lake County. The proposal is a result of data-informed decisions and a commitment to the continued use of analytics and partnership engagement to reduce recidivism, inspire sound public policy, and provide a model that promotes good governance through independent, non-partisan research, and innovative programs.

### PROGRAM OUTCOMES

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The program aims to decrease the likelihood that persons will re-offend and re-appear in the jail. To reduce recidivism 3-5% among the former inmates by assisting in navigating the transition from jail back into the community by offering access to services and support they may need to stabilize, stay healthy, and regain self-sufficiency.

**PROGRAM PERFORMANCE INDICATORS**

<b>Project Indicator</b>	<b>Unit of Measurement</b>	<b>Target</b>
Increase the number of days between jail bookings for those obtaining services through the JRRP Program.	# of days	30
Increase the number of days clients remain engaged with treatment.	# of days	7
Reduce the number of jail bookings for those obtaining resources through JRRP	% of bookings	40%

## GREEN WELL REVERSE OSMOSIS TREATMENT

Funding Amount: \$3,000,000

Project ID: FRF: 5.8\_1070\_A

**ARPA Expenditure Category:** EC 7: Administrative

**Sub-category:** 7.2 – Transfer to Other Units of Government

### PROJECT OVERVIEW:

Salt Lake County's Parks and Recreation has partnered with City of Riverton to convert the existing culinary water source to a secondary water source or well water. This will be accomplished by utilizing the green well or drilling a new well on Riverbend golf course. With the changes in climate and the resulting drought, conservation of water is critical to maintain the quality of life for all Salt Lake County residents.

### PROJECT DETAIL

The funds will be used to improve the Green Well by constructing a reverse osmosis filtration system once the City of Riverton has borne the costs to retrofit the well's structure to accommodate the filtration system. This project will improve drinking water quality. This project would also increase drought resistance by enabling the City to use ground water, which can survive temporary drought conditions.

To engineer, design and construct a water treatment plant for the Green Well. Work is to include adding a VFD to existing motor and adding to and/or adjusting existing piping to connect the proposed treatment facility to the existing pump house. Develop conceptual drawings and present to the City Council and the Planning Commission for approval. After the planning commission and council approval, develop finalized engineered construction drawings/blueprints and specifications or include engineered design/blueprints sheets of a ready to go, provided unit. Establish specifications, general instructions, and contract documents, bid, and construct/install the facility.

### PROGRAM OUTCOMES

The objective is to provide more drinking water which would eliminate the need for Riverton City to purchase more water from the Jordan Valley Water Conservancy District. Riverton City consistently exceeds its allotted allocation of water provided by the Jordan Valley Water Conservancy District (JVWCD) each year. Upon completion of the new RO plant, the Green Well is anticipated supplement the City's reliance on the water provided by the JVWCD.

### PROGRAM PERFORMANCE INDICATORS

Project Indicator	Unit of Measurement	Target
100% completed operational reverse osmosis filtration system on the Green Well project by June 2023.	# of days	365
Add approximately 900 gallons per minute (or 1,450-acre feet per year) of drinking water.	# gallons per minute	900
Maximum of 1,000 gallons per minute per day of discharged water ends up in the Great Salt Lake	# of gallons/per day	1,000

## EMPLOYEE VACCINE INCENTIVE PROGRAM - KICK COVID TO THE CURB

Funding Amount: \$2,917,962

Project ID: N/A

**ARPA Expenditure Category:** EC 1: Public Health

**Sub-category** 1.1 COVID-19 Vaccination^

### PROJECT OVERVIEW

Anticipating a federal vaccine mandate, Mayor Wilson and the Salt Lake County Council determined it was in the best interest of Salt Lake County to provide a vaccine incentive to employees to encourage vaccine uptake. It is imperative that those providing services to the public are healthy and that we minimize time away from work due to illness. The vaccine incentive program addressed both of those concerns. Finally, because Salt Lake County is self-insured for health insurance, helping employees avoid COVID hospitalizations made financial sense for Salt Lake County.

### PROJECT DETAIL

Salt Lake County employees were eligible to earn up to \$500 by receiving their COVID-19 and flu vaccines. Employees who submitted verification of their COVID-19 vaccination by December 3, 2021, received \$300. Employees were given an additional \$100 by also getting their flu vaccine, and another \$100 by verifying that every 12+ member of their household was vaccinated against COVID-19.

### PROGRAM OUTCOMES

The program outcome is to increase COVID-19 vaccination intake among the County workforces. The objective is to encourage as many employees as possible to obtain the COVID vaccine and to ensure their households are vaccinated to minimize the spread of COVID among our workforces. An additional objective is to minimize the impacts of flu on our workforce and avoid flu hospitalizations among our workforce while hospital utilization rates remain high due to COVID in the community.

### PROGRAM PERFORMANCE INDICATORS

Project Indicator	Unit of Measurement	Target
75% of all county employees (full-time and part-time) are fully vaccinated	% of employees	75%
75% of all county employees' households are fully vaccinated.	% of employees' households	75%

## SALT LAKE CENTER OF OPPORTUNITY PARTNERSHIP (CO-OP)

Funding Amount: \$4,000,000

Project ID: FRF\_CO-OP

**ARPA Expenditure Category:** EC 2: Negative Economic Impacts

**Sub-category** 2.30 Technical Assistance, Counseling, or Business Planning\*\*^

### PROJECT OVERVIEW

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The Salt Lake Center of Opportunity Partnership (CO-OP) will provide technical assistance, counseling, and other services to assist businesses from socioeconomically disadvantaged communities. The pandemic had a disproportionate effect on businesses in Salt Lake County from communities with lower economic opportunity. CO-OP will use ARPA funding to launch a long-term initiative to increase economic opportunity in Salt Lake County by increasing the availability and connection to resources that will help these businesses thrive. This builds on the Economic Development Division's success during COVID, where we provided grants and technical assistance to over 1,500 companies from socioeconomically disadvantaged communities. Our goal is to work with 7,500+ businesses that employ 25,000+ residents during the 5-year time frame of ARPA and launch a sustainable initiative that will continue, helping 1,500+ business annually.

### PROJECT DETAIL:

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We will use funds for three major activities:

1. Business Outreach,
2. Technical Assistance,
3. Grants

Business Outreach works by funding community-based organizations ("Partners") to get the word out and get businesses the resources they need. We will use a commission-based approach to efficiently incentivize partners to engage businesses, understand their problems, connect them with technical assistance, create action plans, and work collaboratively to ensure the businesses achieve their action plans. We will use active performance evaluation to maximize return-on-investment.

Technical assistance will fund programming that targets socioeconomically disadvantaged businesses. We will create and evaluate performance benchmarks, while also working with partners to create a feedback loop that reviews and improves technical assistance. Contracts will be annual and adjusted based on demonstrated impact in previous cycles.

For grants, we will actively monitor whether - and which size - grants increase the use of technical assistance and completion. of might be necessary but want to ensure we do not spend funds more effectively used toward the first two activities.

To make this program sustainable long-term, we will seek replacement revenue from outside entities. Our goal is to raise around \$1.25m through 2026 and achieve annual revenues of at least \$750,000 from 2027 forward. We already have banks interested in committing funds.

We will work with our legal team to ensure that our request for applications requires grant recipients to certify that businesses qualify for services through residence/operation in qualified census tracts, income below the threshold set by Treasury guidance, or other requirements.

## EQUITABLE OUTCOMES:

**Goals:** We will target communities that face economic opportunity gaps as recently identified by the Gardner Institute's Diversity Databook. This will be based on issues such as geography, race, and gender. For example, we will focus heavily on businesses from the West Side as well as minority and women-owned businesses.

**Awareness:** We will work through community-based organization Partners that have strong connections to these communities to maximize awareness, which is a model we have successfully used in previous programs.

**Access and distribution:** We will actively work alongside Partners to minimize these issues. We will strategically fund Partners to ensure that funding contemplates community size and need, while also seeking new Partners that work in under-served communities.

## PROGRAM OUTCOMES

Our goal is to close economic opportunity gaps by increasing small business ownership and the success of those businesses. Outcomes will be based on closing gaps and disaggregating progress by race, ethnicity, and other equity dimensions.

## PROGRAM PERFORMANCE INDICATORS

Project Indicator	Unit of Measurement	Target
COOP Number of business that completed technical assistance	# of businesses	1,000
COOP Number of businesses supported	# of businesses	1,500
COOP Satisfaction with the business navigators	% of businesses Satisfaction	90%

## CASELOAD REDUCTION INITIATIVE PROGRAM

Funding Amount: \$2,833,722

Project ID: FRF\_ILSCASELOAD

**ARPA Expenditure Category:** EC 3: Public Health-Negative Economic Impact: Public Sector Capacity

**Sub-category** 3.4 Public Sector Capacity: Effective Service Delivery

### PROJECT OVERVIEW

Due to the effects of the COVID-19 pandemic, a large backlog of court filings is affecting both adult and juvenile courts. This project aims to reduce the backlog by creating time-limited full-time employee positions for three of Salt Lake County's indigent defense providers.

### PROJECT DETAIL

ARPA funds will be used to hire time limited full-time employees for the county's three indigent defense providers: the Salt Lake Legal Defenders Association (LDA), the Utah Juvenile Defenders Association (UJDA), and Lokken and Putnam. These new employees will expand each of the providers capacity, allowing them to work on the backlog of cases and adapt to the new demands the pandemic has created. ARPA funds will be used to hire 3 attorneys, 1 legal assistant, 1 investigator, 1 data analyst and 5 social service workers (all time-limited).

The largest case backlog exists in the adult criminal courts. The additional attorneys at LDA will directly address the organizations need to expand their capacity. Specifically, this will allow existing attorneys to focus on processing older cases while the new attorneys handle new filings. The legal assistant and investigator will help the new attorneys process new cases.

For UJDA and Lokken, the social service workers greatly expand the attorneys' ability to resolve and try cases. These employees can work on tasks like substance abuse referrals, securing mental health treatment, and addressing housing among other functions. By redirecting this work away from the attorneys, it expands the overall capacity of the organizations by allowing the attorneys to focus their time on strictly legal tasks. It should also be noted that this set up saves the county money because generally the attorneys are the highest paid employees.

### PROGRAM OUTCOMES

Expand the capacity of the 3 indigent legal services providers to allow them to address case back logs and new burdens created by the pandemic. The programs aim to achieve the following:

1. To cut down the number of new cases being assigned to senior attorneys thereby freeing up time to try or resolve older cases.
2. To allow social services professionals to takeover non-legal tasks to free up attorney time for legal tasks.
3. To increase referrals to community-based treatment providers.

### PROGRAM PERFORMANCE INDICATORS

Project Indicator	Unit of Measurement	Target
Track number of felony cases	# of cases	7,970

Track number of misdemeanor cases	# of cases	3,320
Track the number of case filings assigned to new attorneys	# of cases	405
Track the number of cases where social services provided for the juvenile defense services clients	# of cases	1,040
Track the number of hours provided by Social Workers for the parental defense services clients.	# of hours	6,600

## GREEN & HEALTHY HOMES

Funding Amount: \$1,500,000

Project ID: FRF\_GRNHLTHHOME

**ARPA Expenditure Category:** EC 2: Negative Economic Impacts  
**Sub-category** 2.15 Long-term Housing Security: Affordable Housing\*^

### PROJECT OVERVIEW

Salt Lake County Housing and Community Development (HCD) has administered the Green and Healthy Homes Initiative (GHHI) program for the last ten years. Each home that is assisted through renovation receives a complete Healthy Homes Assessment to identify deficiencies which can cause health issues, a disproportionate energy burden, or unsafe living conditions. Within GHHI, we administer an Aging in Place Program to fully retrofit a home for accessibility and mobility throughout the home, thereby allowing the elderly or physically disabled to remain in their homes and neighborhoods. For the existing program, HUD funds are used for loans or grants or a combination of funding mechanisms to complete the home retrofits.

### PROJECT DETAIL

This ARPA program is an extension of the existing GHHI program to reach more households in need, particularly those impacted by COVID-19. In 2014 among Salt Lake County residents aged 65 or older, the rate of emergency calls due to fall injuries was 458.6 per 10,000 and the subsequent hospitalization rate was 130.0 per 10,000. In 2016, the fall mortality rate was 5.4 per 10,000. Intended outcomes: For the 144-193 Aging in Place projects, medical and health care cost saving of \$28.8M-\$38.6M (average national indicator from John Hopkins University). In addition, the program provides untold housing cost savings for the clients and a higher quality of life.

Funds will be used as grants and/or 0% deferred loans to retrofit homes following a Healthy Home Assessment. The assessment identifies deficiencies such as asthma triggers, radon, carbon monoxide risks, fire hazards, mold & moisture, asbestos, VOCs, pests, energy efficiency loss, and injury risks. The Office of Regional Development conducts the home assessments. After the assessment and with the permission of the household, additional tests may be administered to detect mold, radon or lead-based paint. Funds are used to pay for the tests and for the staff time needed to prepare a work plan. The county obtains bids from pre-qualified contractors and the project is awarded to the lowest bidder. The funds will be used to pay licensed contractors with expertise in hazard mitigation for the materials and labor complete the retrofits.

### EQUITABLE OUTCOMES

The goal of the program is to serve historically under-served and adversely affected families; those households that have a health condition this is impacted by conditions of the home. Awareness of the program has increased in the last year because we have implemented a communications approach developed by the Utah Division of Multicultural Affairs that guides outreach to culturally and linguistically diverse communities during and beyond crisis.

Access and distribution of the program services and benefits is not limited. Different applicants bring different opportunities and challenges, and it is our goal to meet them where they are and not make them conform to rigid processes that dissuade participation in the program.



## ADDRESSING NEGATIVE ECONOMIC IMPACT

GHHI program targets disproportionately impacted communities. If a family is able, financially, to rectify adverse household conditions, they are not eligible for the program. In addition, the underwriting criteria for the loan portion of the program allows for the loan amount to be adjusted if the homeowner has higher equity in their home. This is a rare, but possible, situation.

## COMMUNITY ENGAGEMENT PLAN

The program will use written and oral forms of communication with various community groups to get feedback. We already partner with the following organizations to source clients in need of the GHHI program services: University of Utah Pediatrics, Intermountain Health Care, State of Utah Asthma Taskforce, SLV Habitat for Humanity, CAP Weatherization, CDC of Utah, NeighborWorks, Assist Inc, SLC, WVC, Utah Physicians for a Healthy Environment, Utah Community Action, and the community groups we engage with on the other agency programs.

## PROGRAM OUTCOMES

Intended outcomes are to reduce risks to families with existing health conditions; to increase their quality of life, to reduce their household maintenance expenses, and to eliminate the things in their homes that contribute to lost days at work, medical bills emergency room visits, and safety concerns.

## PROGRAM PERFORMANCE INDICATORS

<b>Project Indicator</b>	<b>Unit of Measurement</b>	<b>Target</b>
Number of Housing units provided Energy Efficiently improvement projects as part of this program.	# of Housing Units	75
The percentage of annual reduction in utility consumption due to the implementation of energy efficiency projects.	% of utility consumption	25%
Number of housing units provided with abatement of harmful substances in the home including radon gas and lead paint abatement.	# of Housing Units	150
Percentage of households where all outreach material and translation services are made available in the language spoken in the household.	% of households	100%

## HIGH NEEDS/MEDICAL SERVICES (MVP) HOUSING

Funding Amount: \$6,000,000

Project ID: FRF\_HIGHNEEDMED

**ARPA Expenditure Category:** EC 2: Negative Economic Impacts

**Sub-category** 2.16 Long-term Housing Security: Services for Unhoused Persons\*^

### PROJECT OVERVIEW

The High Needs/Medical Services program provides essential services to unhoused residents of Salt Lake County over the age of 60. This population is at an increased risk due to the intersectionality between aging and homelessness. Salt Lake County is targeting this vulnerable population with solutions to long-term housing and supportive medical/mental health services

### PROJECT DETAIL

The High Needs Medical Services (aka. Medically Vulnerable People (MVP) program targets acquisition and rehabilitation of a motel/hotel (or other suitable facility) to provide private and safe rooms to improve the health and housing outcomes of 200+ individuals experiencing homelessness.

The MVP Housing Program will provide a non-congregate setting to address the acute needs of individuals experiencing homelessness who are aging, vulnerable, medically frail, in need of recuperative care, and/or have an underlying health condition or compromised immune system: those most at risk of hospitalization and increased morbidity due contagious diseases such as COVID-19.

As identified and pursued as a top priority by the Salt Lake Valley Coalition to End Homelessness, when combined with additional deeply affordable housing, this project addresses an immediate gap. In addition, it is designed to be flexible and can pivot as the medical and housing needs of the community continue to evolve.

MVP is a pioneer project in Salt Lake County and Utah. It is built on the strengths of partnering organizations and an existing proof-of-concept that can be leveraged and scaled to address existing service gaps. The MVP partner organizations bring operational expertise to the acquired facility. The Road Home will provide building operations and housing case management. Fourth Street Clinic will provide medical care, assessment, and referral and care oversight. Shelter the Homeless will hold the asset and manage the property.

MVP Primary Services include:

- Contagious disease (including COVID-19) mitigation
- Non-Congregate Vulnerable Populations (NCVP) sheltering
- Quarantine and Isolation (Q/I) recuperative care sheltering
- Flexible Street to Housing (FSH)
- MVP Supportive Services: (supportive services assure the successful implementation of and the successful outcomes of primary services)
- Coordinated entry
- Housing focused and person-centered case management
- Long term housing connections for individuals experiencing homelessness (successful exits)
- Supportive health services and connections to health services (medical, mental health)
- Supportive employment services and connections to related services and mainstream benefits

- Connections to case management and supportive services
- Provision of meals, transportation, and security

## EQUITABLE OUTCOMES

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People experiencing homelessness who live in congregate settings are among those individuals who have been hardest hit by the pandemic, suffering from high rates of severe illness and death from coronavirus. People who are homeless and contract coronavirus are twice as likely to be hospitalized, 2-4 times as likely to require critical care, and 2-3 times as likely to die than the general public. People living in congregate settings comprise less than 1% of the U.S. population, but nearly 50% of coronavirus deaths. ([https://nlihc.org/sites/default/files/FEMA\\_Housing-Is-Healthcare.pdf](https://nlihc.org/sites/default/files/FEMA_Housing-Is-Healthcare.pdf))

Individuals experiencing homelessness also may be dealing with trauma and children experiencing homelessness are at risk for emotional and behavioral problems (Perlman et al., 2014). Research has shown that the homeless have a risk of mortality that is 1.5-11.5 times greater than the general population (Gambatese et al., 2013). Preventive services including mental health, substance use, medical care, and social supports, delivered in a trauma-informed way, are needed, irrespective of whether they present with diagnosable conditions. Individuals experiencing homelessness locally are overrepresented by communities of color, from minority communities that are disproportionately impacted by COVID-19, and have disproportionately high rates of poor health, particularly when compared to low income and non-homeless populations. A majority of racial and ethnic minorities make up a disproportionately high percentage of those receiving services when compared to Salt Lake County. For example, Black individuals make up 13.1% of those receiving homeless services, but only 2.2% of the total population.

## ADDRESSING NEGATIVE ECONOMIC IMPACT

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During the fall 2021 Point in Time Count, nearly 20% of those who were surveyed and experiencing unsheltered homelessness, indicated that their homelessness was due to COVID-19. The MVP Project serves those who are experiencing homelessness and addresses the health and economic impacts of COVID-19 have likely been most acute in lower-income neighborhoods, including concentrated areas of high unemployment, limited economic opportunity, and housing insecurity. Services alleviate the immediate economic impacts of the COVID-19 pandemic on housing insecurity, while addressing conditions that contributed to poor public health and economic outcomes during the pandemic, namely concentrated areas with limited economic opportunity and inadequate or poor-quality housing.

## COMMUNITY ENGAGEMENT PLAN

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We plan to incorporate feedback from homeless system service providers, including The Road Home, Volunteers of America, Fourth Street, and Shelter the Homeless, as well as clients that they (and other providers) serve.

The design of this program has been informed by temporary programs that were created as part of the response to COVID-19, including the Vulnerable Populations Hotel. Learning from that experience, and feedback received by individuals served, as well as community partners, will help to inform the program.

The target population consists of vulnerable individuals experiencing homelessness who are age 60 and over, disproportionately represented by people and communities of color, and has a 20-year shorter life span. We will reach out to the providers that serve these individuals.

Poor health is a major cause of homelessness. Injuries and illness, whether medical or behavioral health related, often start out as a health condition but can lead to a vicious cycle of exhausting available sick leave, becoming unemployed, losing health insurance, and depleting personal financial resources (NHCH, 2019), causing homelessness.

Moreover, homelessness can create new health problems and exacerbate existing ones. Behavioral health issues such as depression and anxiety or substance use disorders often develop or are made worse by difficult situations, such as experiencing homelessness. Furthermore, injuries sustained from accidents or violence may not heal properly and minor cuts or common colds can easily develop into larger problems, such as infections or pneumonia (NHCH, 2019). As evidenced, many experiencing homelessness have high rates of chronic and co-occurring health conditions.

Critically considering the target population – seniors, medically fragile, likely to have comorbidities with chronic health conditions – and the described complexities of homelessness, the target population is not only at higher risk of COVID-19, but they are also the most vulnerable to the negative and compounding impacts of COVID-19, including infection, hospitalization, and/or death.

#### PROGRAM OUTCOMES

The MVP program’s goal is to improve housing and health outcomes for those experiencing homelessness in Salt Lake County that includes contagious disease (including COVID-19) mitigation, Non-Congregate Vulnerable Populations (NCVP) sheltering, Quarantine, and Isolation (Q/I) recuperative care sheltering and Flexible Street to Housing (FSH).

#### PROGRAM PERFORMANCE INDICATORS

<b>Project Indicator</b>	<b>Unit of Measurement</b>	<b>Target</b>
Provide housing to high needs individuals	# of individuals	200
Connect vulnerable individuals with long-term housing solutions	# of individuals	50
Connect vulnerable individuals with supportive services (medical, mental health, employment)	# if individuals	150

## WORKFORCE INCLUSION AND SUCCESSFUL EMPLOYMENT (WISE) PROGRAM

Funding Amount: \$10,000,000

Project ID: FRF\_WISE

**ARPA Expenditure Category:** EC 2: Negative Economic Impacts

**Sub-Category:** 2.10 Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employment, employment supports or incentives) <sup>\*^</sup>

### PROJECT OVERVIEW

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The Workforce Inclusion and Successful Employment (WISE) Program will connect unemployed and underemployed lower income County residents with better jobs through a 5-year pilot that evaluates the return on investment for additional services that increase the success of workforce development programs.

WISE will focus on County residents with household income at or below 200% of Federal Poverty Guidelines. These communities were disproportionately affected by the pandemic, since which time they have experienced higher rates of unemployment and underemployment. This program will connect 2000+ eligible residents with higher-paying jobs, while also providing a proof-of-concept for how to better serve those populations in the future.

### PROJECT DETAIL

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Funds may be used by contractors to support the provision of Outreach, Advising, Resource Navigation, Career Coaching, and Mental Health Counseling. Contractors will add these activities to their existing services or programs. Salt Lake County will contract with for expenses associated with adding additional services related to:

- Conducting outreach to community members, showing the path to a better career, and creating a plan for that process.
- Providing advising for academic/training programs at improved student-to-advisor ratios, supporting participants' plans and making the process as smooth as possible.
- Providing resource navigation to ensure people get the resources they need to thrive in training (ie: Housing Assistance, Childcare, Transportation, ESL, Technology Assistance, etc.)
- Providing career coaching to prepare participants for job searches and connect them to quality jobs before, during, or after training.
- Providing mental health counseling to keep participants on track and set them up for success.

Contractors will provide a robust staffing and budget request as part of the competitive request for applications due July 1, 2022. This request will also involve performance-based budgeting, such that expenses will be connected with program performance.

Salt Lake County will award approximately \$6 million in contracts in 2022, \$2 million in 2023, and \$1 million in 2024. This approach will allow us to add programs or scale successful programs in the future.

We will measure program outcomes using clear metrics related to how programs support the community:

- Job placement
- Job retention after 6 months

- Does the participant have retirement benefits?
- Family Economic Stability (FES) indicators – has the person:
  - Received public assistance in the last year?
  - Participated in year-round employment?
  - Expended more than 30% of income on housing?
  - Utilized homeless services?
  - Moved at least once in 12 months?
  - Enrolled in SNAP?"

## EQUITABLE OUTCOMES

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**GOALS:** We will increase employment outcomes for lower income communities and certain groups within Salt Lake County - West Side residents, women, and minorities - that were disproportionately affected by the pandemic due to their historical under-employment, lack of access to workforce programs, and lack of access to wraparound services.

**AWARENESS:** We will work with community partners to maximize awareness. We are already performing community outreach, workshops, and asset mapping to understand high-priority community issues and outreach strategy.

**ACCESS AND DISTRIBUTION:** We will evaluate program partners' competitive applications based on the strength of their understanding of this problem and strategy to resolve it.

## ADDRESSING NEGATIVE ECONOMIC IMPACT

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WISE will support workforce programs that lead to better jobs for residents of low-income neighborhoods, minorities, disconnected youth, the unemployed, formerly incarcerated people, veterans, and people with disabilities. It will provide disadvantaged groups with access to education, jobs, and security.

Most public and private sector employers offer significant funding for program attendance - full-tuition, tuition support, or funding to programs - and workforce connections - through employer-based training, apprenticeships, and other programs to connect students to jobs. It also has significant funding for wraparound services - childcare, housing assistance, transportation, and other support.

However, these opportunities do not exist if a person does not enroll in a program or successfully access wraparound services, they cannot benefit from those activities. In turn, as demonstrated by the Gardner Institute's Diversity Databook, Salt Lake County's low- and moderate-income communities consistently under-utilize these programs. We must find a way to increase workforce inclusion resulting in successful employment. We must get more people into the programs. WISE is a right step in that direction.

## COMMUNITY ENGAGEMENT PLAN

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WISE is as much about learning from the community as it is about helping the community learn through workforce programs. We are already launching community outreach, surveys, stakeholder engagement, and asset mapping. This is part of a Program Design phase to ensure we can launch this program as expediently as possible if funding is approved. Also, in addition to funding workforce programs, we will also fund community-based organizations that can help serve as navigators, employing a case-management type approach to connect people with the most appropriate programs and wraparound services. By funding these activities through 2026, we will create long-term capacity in the community. We will continue our community outreach and workshops throughout the program. We will also require

Contractors to participate in a Community of Practice, which involves monthly workshops and meetings to share lessons learned. Finally, we plan to maintain a blog to share our lessons learned and engage with the community.

#### PROGRAM OUTCOMES

The WISE program intends to show positive return-on-investment for additional services that connect lower-income communities with higher-paying jobs. The program objectives include:

1. Manage impact evaluation to demonstrate positive net-tax impact of program
2. Successfully connect 2000+ lower-income County residents with higher-paying jobs
3. Increase completion rates in workforce development programs by 50%
4. Increase access to workforce development programs for lower-income communities

#### PROGRAM PERFORMANCE INDICATORS

<b>Project Indicator</b>	<b>Unit of Measurement</b>	<b>Target</b>
Number of participants enrolled in workforce training and preparation programs.	# of individuals	300
Percent of participants who successfully complete the workforce training and preparation programs.	% of individuals	50%
Number of participants who successfully get hired after starting a program and retain that job for at least 6 months	# if individuals	135
Measure increase in the income a person obtains in a new job following their program against their income before starting the program.	\$ Dollars	\$10,000

## HOUSING TRUST FUND (AFFORDABLE HOUSING INITIATIVE)

Funding Amount: \$20,000,000

Project ID: TBD

**ARPA Expenditure Category:** TBD

**Sub-category** TBD

### PROJECT OVERVIEW

Rising rent and homeownership costs have exacerbated the pandemic economic hardships experienced by low-income households in Salt Lake County and those living in Qualified Census Tracts. The Salt Lake Metro area is now the 10th least affordable metro area in the nation (Clever Real Estate) and more than half of Utah's households are unable to afford the State's median priced home (Gardner Policy Institute). To begin addressing the issue of affordable housing, Salt Lake County has allocated up to requested \$20,000,000 in ARPA funding to the Salt Lake County Housing Trust Fund which is administered by a board comprised of individuals with expertise in affordable housing. The Board will be making recommendations to the Salt Lake County Mayor and County Council on projects that will best address the affordable housing crisis in Salt Lake County.

The Salt Lake County Housing Trust Fund will help the disproportionately impacted residents of Salt Lake County navigate overcome the following the following housing problems. Salt Lake County's median monthly rental cost is \$1,389 (Second Quarter 2021), an increase of 12% from the same period a year before. Salt Lake County's median home price is \$550,000 (Third Quarter 2021), an increase of 28% over the same period a year before.

**For clarity, as of the date of this report, no actual affordable housing projects have been approved or funded, and no ARPA funding has been expended. Rather, the Salt Lake County Council, upon recommendation of the Salt Lake County Mayor, has earmarked this money to fund future projects, as recommended by the County Mayor and approved by the County Council.**

### PROJECT DETAIL

To maximize the impact of these funds, it is anticipated that eligible projects using ARPA and other funds in the Housing Trust Fund will focus on four main uses:

- 1) Help address the rising affordability problem for both renters and homeowners
- 2) Use data and research as proactive tools to strategically invest in housing projects that support opportunity and choice. Examples: location proximity to community supports, housing form choices, and housing type choices
- 3) Program will track outcomes/indicators that address both quantity, quality, and equitable access
- 4) Strategically preserve affordable housing in Salt Lake County; Preliminary analysis of the Preservation data reveals that 29% of units are set to expire income restrictions between 2022 - 2030.

This program supports equitable outcomes in housing (both rental and homeownership) as well as housing stability/economic opportunity for:



- 1) Families and individuals living in Qualified Census Tracts
- 2) Families and individuals across Salt Lake County who experienced negative economic impacts from the pandemic.

#### EQUITABLE OUTCOMES

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Residents of Salt Lake County that reside in Qualified Census Tracts or have low to moderate households' incomes experienced negative economic impacts during the pandemic. Equitable awareness, access, and outcomes will be supported through:

- 1) Grantees will be required to provide program materials for participants (including outreach, applications, and FAQs) in multiple languages and formats, for example: paper based and online based.
- 2) Grantees will be required to bridge language and technology barriers by providing both virtual and in-person technical assistance for applications with childcare options when appropriate.
- 3) Grantees will be required to submit regular reports that identify equitable outreach practices as well as tracked submitted/completed/approved application demographics. This will allow partners to identify where/if there are gaps and prompt appropriate follow up conversations and action plans from grantees.

#### ADDRESSING NEGATIVE ECONOMIC IMPACT

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Residents of Salt Lake County that reside in QCT or have low to moderate households' incomes experienced negative economic impacts during the pandemic. The same residents have significant barriers to accessing safe affordable housing: the cost of rental and homeownership housing has increased significantly over the past year (12% and 28% respectively) For comparison, consider that the average wage of essential workers in Utah (Retail, Postal Service, Truck Drivers, Cashiers, Janitors, and cleaners) is \$31,150. Essential wage workers are among the many households in Salt Lake County that have low incomes.

The Housing Trust fund will increase and preserve access to safe affordable rental and homeownership housing in Salt Lake County. In particular, homeownership programs will seek to connect low-income households with opportunities to build future equity.

The Housing Trust fund will increase and preserve safe affordable housing that is near food, jobs, broadband, transportation, schools, and childcare resources. Access will be measured with an opportunity index tool that tracks distance of housing to community resources. The Housing Trust fund will support projects that align with the social determinants of health concept that where we live has a direct impact on our health. Housing, Health, and Opportunity are inter-related.

#### COMMUNITY ENGAGEMENT PLAN

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The Housing Trust Fund Advisory Board will be formed to provide advice to the Mayor, ORD Director, and Council on the use of the funds:

1. One member of the Advisory Board will from a community-based organization
2. Two members of the Advisory Board will be persons with lived experience in affordable housing

The Housing Trust Fund staff will:

1. Build on best practices for outreach gained through the rental assistance outreach program
2. Seek input from the Mayor's Council on Diversity Affair Housing Sub-Group

#### PROGRAM OUTCOMES

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The Housing Trust Fund goal is to provide families and Individuals economic stability by living in safe affordable housing located in neighborhoods with meaningful access to food, jobs, broadband, transportation, and childcare resources. The Housing Trust Fund objectives include:

1. 1,200 combined units of preserved/constructed/assisted housing in Salt Lake County.
2. At least 60% of units will be near community resources and opportunities or support household choice
3. At least 10% of homeownership opportunities will be dedicated to essential workers

#### PROGRAM PERFORMANCE INDICATORS

<b>Project Indicator</b>	<b>Unit of Measurement</b>	<b>Target</b>
Number of households assisted with obtaining affordable housing	# of households	1,200

## INTEGRATED WATER CONSERVATION AND LAND USE MUNICIPAL PARTNERSHIPS

Funding Amount: \$2,100,000

Project ID: FRF\_WCLU

**ARPA Expenditure Category:** EC 5: Infrastructure

**Sub-category:** 5.8 Clean Water: Water Conservation

### PROJECT OVERVIEW

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Without additional water for the growing population, the future quality of life for Salt Lake County (SLCo) residents will decrease. Residential development and many other industries rely on adequate availability of water. Water conservation is one of the best methods for preserving Salt Lake County's water supply.

The purpose of the program is to further facilitate water conservation by integrating the land use planning of municipalities and water resources and conservation planning of water districts to improve county-wide water conservation efforts by increasing collaboration with the different municipalities and water districts. The goal of this collaboration is to create effective and individualized water conservation plans. The results of these plans will be tracked to determine their efficacy.

### PROJECT DETAIL

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SLCo is projected to add 600,000 more residents by the year 2065 (Kem C. Gardner Policy Institute) and water for current and future populations is a top concern. Water availability for a growing population is not guaranteed due to droughts, increased demand, infrastructure capability, and continual fluctuations of supply. Water planning is not a zero-sum exercise, serious consideration and action must be made to maintain sufficient water for the growing population and water levels of the Great Salt Lake. The consequences of drying up the Great Salt Lake to the economy, public health, migratory birds, ecosystem, and regional identity are astronomical and should not be taken lightly.

The first phase of the project would include workshops where municipalities and water districts collaborate in creating integrated plans for water conservation. A professional organization would conduct workshops with approximately three to five municipalities and the local water district. Representatives from municipalities, water districts, and stakeholder organizations would work together with facilitators to establish water conservation action plans specific to the needs and opportunities of each municipality. This investment will help to create a solution that involves SLCo municipalities developing unique land use and water conservation action plan and executing on those plans.

Partnerships will focus on guiding each SLCo municipality through four phases to help municipalities develop land use and water conservation action plans.

**Phase 1:** Conduct research in partnership with municipalities on water use to establish baselines.

**Phase 2:** Salt Lake County municipalities, water agencies, and stakeholders develop individual water conservation and land use action plans from workshops with professional facilitators.

**Phase 3:** Salt Lake County municipalities with approved action plans are eligible to apply for grants to assist with implementing water conservation measures.

**Phase 4:** Data from each participating municipality is collected and analyzed. From this data implementation reports are produced.

**PROGRAM OUTCOMES**

The main proposed outcome is improving water conservation for current and future generations. The intended objective is for all SLCO municipalities to participate in the Integrated Water Conservation and Land Use Municipal Partnerships program. Water conservation is the main objective. This program will assist willing municipalities through a process of integrating water resources and conservation into land use planning. Municipalities have significant opportunities in facilitating water conservation which will benefit current and future generations and preserve our regional ecosystem including the Great Salt Lake.

In summary, the first objective is for all willing municipalities to participate in the workshops and develop water conservation action plans. The second objective is to assist municipalities in carrying out their short-term water conservation action plan by accomplishing the goals and objectives of their specific plan. Each municipality is in a different position for planning, growth, and integrated water conservation. This program will be customized according to individual municipal needs.

**PROGRAM PERFORMANCE INDICATORS**

<b>Project Indicator</b>	<b>Unit of Measurement</b>	<b>Target</b>
Increase in the number of jurisdictions with a water element in their General Plan	# of municipalities	23
Increase in the number of jurisdictions with waterwise requirements in all new construction	# of municipalities	15
Increase in the number of jurisdictions with incentive programs for households and businesses to reduce water consumption.	# of municipalities	10
Increase in the number of participants in jurisdiction incentive programs for households and businesses to reduce water consumption.	# of municipalities	10

## WATER CONSERVATION MULTI-PURPOSE FIELDS TO SYNTHETIC

Funding Amount: \$6,223,247

Project ID: FRF\_PARA22MAPK

**ARPA Expenditure Category:** EC 5: Infrastructure

**Sub-category** 5.8 Clean Water: Water Conservation

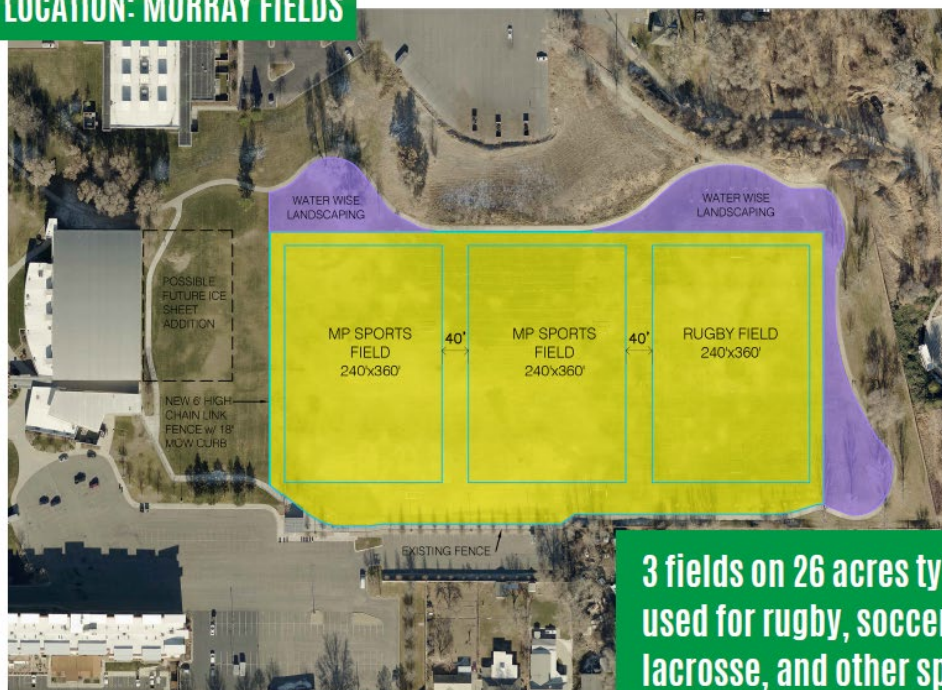
### PROJECT OVERVIEW

Water conservation is a priority to Salt Lake County Parks and Recreation. In an effort to conserve water, while also continuing to provide access to quality, durable, cost-effective outdoor sports fields, we propose replacing grass at several of our multi-purpose sports fields with synthetic turf. Watering one multi-purpose sports field, two acres in size, requires 14,105 gallons daily; 98,736 gallons weekly; and 2,172,192 gallons annually. To maintain (staff, water, fertilizer, aeration, mowing, etc.) one multi-purpose sports field costs \$13,438 annually.

In addition to long-term water conservation, synthetic turf provides the following perks:

- New turf fields use ZERO gallons of water,
- improved playability—use throughout the day and year, despite weather conditions,
- eliminates puddling or mud,
- reduction in pesticides often used in outdoor public gathering spaces,
- drought resistant,
- partially made with recycled materials,
- 10-year lifespan, and cooling technologies included in the synthetic turf design keeps it cool on hot days.

### PILOT LOCATION: MURRAY FIELDS



## FLIP THE STRIP FOR SALT LAKE COUNTY FACILITIES

Funding Amount: \$2,196,550

Project ID: FRF\_FLIP

**ARPA Expenditure Category:** EC 5: Infrastructure

**Sub-category:** 5.8 Clean Water: Water Conservation

### PROJECT OVERVIEW

The Flip the Strip program focuses on water conservation efforts by converting Salt Lake County's facility parking strips into water-efficient landscapes. The project will convert 142 grass turf park strips at 32 Salt Lake County facilities to water-wise landscapes. Resulting in over 5 million gallons of water saved each year.

### PROJECT DETAIL

The project will first hire a landscape architect for the design of the localscapes. The projected bid will be for \$100,000. After design/designs are picked the project will contract with a landscaping company to perform the demolition/removal, irrigation installation, and perennial plant material installation. Construction of the first 6 facilities will commence in May 2023 at a projected cost of \$800,000. Once initial construction is evaluated the remaining facilities are set to be completed over the summer of 2024 at a cost of \$1,300,000.

Flip the Strip program will convert 142 Parking strips at 40 different Salt Lake County facilities from turf to localscaping and install targeted sprinkler systems at the Government Center. Turf parking strips and islands serve as aesthetic and convenience purposes only — on average, they consume 5,000-8,000 gallons of water each year. Most parking strips and islands are never used by the public.

The selection of the parking strips is based on their large water footprint, and geographic diversity of facilities across the County. Localscaped areas require little to no irrigation with minimal ongoing maintenance expense once the plant materials are established. The strips and islands still fulfill their purpose without consuming excessive amounts of water. Once completed, the County will save 28 gallons per square foot.

### PROGRAM OUTCOMES

The main proposed outcome is improving water conservation for current and future generations. The program aims to realize savings of over 5 million gallons of water a year from the water-conservation efforts.

### PROGRAM PERFORMANCE INDICATORS

Project Indicator	Unit of Measurement	Target
Convert 142 parking strips to localscapes	# of parking strips	142
Save over 5 million gallons of water per year	# of gallons	5,000,000