



SMC Recovery Initiative

Creating a Better Future through
Collaboration, Advancing Equity,
and Inclusion

San Mateo County's Recovery Initiative is a collaboration among local government agencies, community-based organizations, nonprofits, private partners, and residents to promote inclusive recovery and leverage the collective capacity of the whole community to build a more equitable, healthy, and connected **San Mateo County**.

September 18, 2020

San Mateo County's Recovery Initiative is a collaboration among local government agencies, community-based organizations, nonprofits, private partners, and residents to promote inclusive recovery and leverage the collective capacity of the whole community to **build a more equitable, healthy, and connected San Mateo County.**

In April 2020, San Mateo County convened a group of local officials to plan for COVID-19 recovery. It was soon clear that the response to the COVID-19 pandemic was causing a cascade of new and amplified social and economic challenges that would have long-lasting impacts. The County then expanded its planning effort to a broader, more inclusive, communitywide approach to find strategies that meet immediate needs and create capacity for the community to build a better future.

In July 2020, the County's Recovery Initiative staff convened more than 160 government, nonprofit, and private-sector partners to prioritize recovery strategies and build the implementation plan presented in this report. This report reflects the goals, objectives, recommendations, and priorities identified through more than 35 working sessions. This process strengthened partnerships across the community and has positioned the County to leverage resources and expertise to help sustain recovery efforts through the long term.

The Recovery Initiative website is a central resource for tracking the progress of recovery efforts and directing users to current resources. The website also compiles real-time recovery metrics to better understand changing needs and help direct efforts and resources where they are most needed.

Recovery Initiative participants and partners are committed to building a more equitable, healthy, and connected San Mateo County. Identified lead and support implementation partners will refine work plans and funding plans and carry out implementation of recommendations that align with their capabilities and expertise. Recovery Initiative staff will continue to work with the community to convene working groups, facilitate information exchange, and track recovery metrics to ensure a coordinated and sustained path to recovery.

Recovery Initiative Overview

This section provides a summary of the Recovery Initiative's guiding principles, collaboration, organization, recommendation development process, implementation partners, and recovery metrics.

The recovery initiative is driven by four guiding principles.

Public Health



As always and especially in the midst of a pandemic, maintaining the health and well-being of the public is paramount. Public health officials and medical service providers aim to support a robust and well-resourced physical and mental health system. Most importantly, each individual must follow public health recommendations and take actions to protect themselves and others from COVID-19.

Fiscal Responsibility



Public funding and resources to respond to the pandemic are not unlimited. Municipal governments must maximize available federal and state funding and work within their own budgets to fund community recovery initiatives. In these uncertain times, San Mateo County must balance fiscal health with providing financial support that facilitates recovery in the most fiscally responsible way possible.

Equity



The effects of COVID-19 are amplifying inequities, but the recovery is an opportunity for a collective restart. To create an equitable community, systems, policies, and practices of oppression must be dismantled. Our new systems must eliminate disparities and provide access to opportunities and quality services for all unserved, underserved, under-resourced, and ineffectively served individuals and families.

Communitywide Collaboration

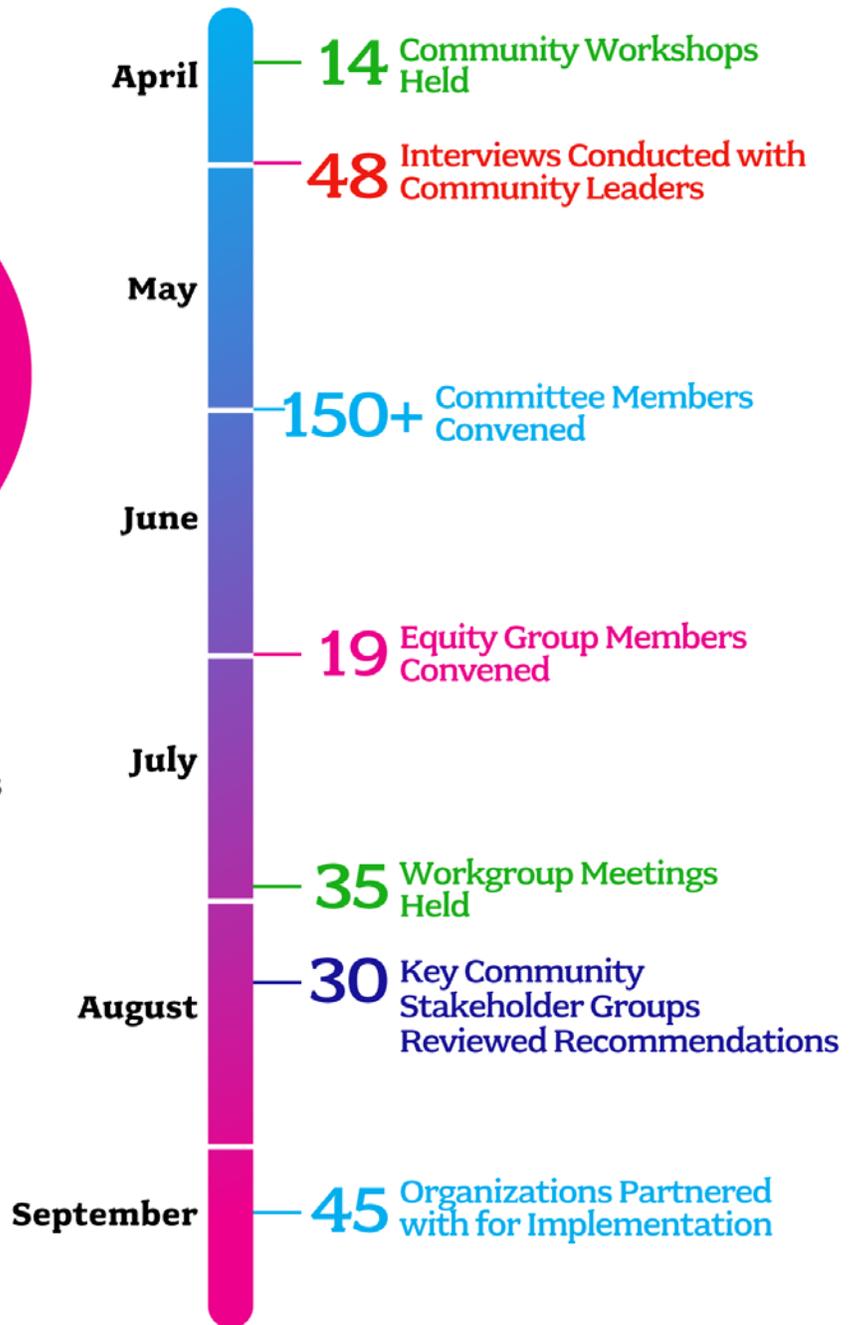


No single organization can get us through this challenging time. Government partners, including federal, state, county, cities, and towns, all need to work together with community-based organizations and nonprofits, foundations, donors, businesses, and every individual to harness the collective capacity of the community into coordinated action.

Communitywide collaboration has been at the center of the effort.

168
Recovery
Initiative
members

- 40+ County Staff
- 10+ Private-sector Partners
- 15+ City Representatives
- 50+ Community-based Organizations and Nonprofits



The Recovery Initiative

organized...

...a leadership council,



Recovery Coordination Council

Provides leadership for recovery efforts and works collaboratively to leverage resources from across the community

two advisory groups,



Public Information and Outreach Group

Builds a communication framework to reach all residents



Equity Recovery Group

Ensures the recovery is used as an opportunity to advance equity and provide equitable access to opportunities

...and five committees focused on key recovery issues.



Public Health Committee

- Promote community compliance with health directives
- Reduce the spread of COVID-19 particularly across communities of color and among service and essential workers hardest hit by the virus



Community Infrastructure Committee

- Bridge the digital divide
- Provide safe public and active transportation



Economic Recovery Committee

- Support local businesses, community-based organizations, and nonprofits
- Prepare the workforce for new and future jobs



Vulnerable Population Support Committee

- Meet the essential needs of the County's most vulnerable populations
- Promote mental health and wellness



Education and Child Care Committee

- Provide quality, safe, and affordable child care
- Support distance learning and out-of-school care

Recovery Initiative Participants

Recovery Coordination Council

- Hon. Warren Slocum, San Mateo County Board of Supervisors District 4
- Michael Callagy, San Mateo County Manager
- Bart Charlow, Samaritan House
- Ken Cole, SMC Human Services Agency
- Rosanne Foust, SAMCEDA
- Barrie Hathaway, JobTrain
- Peggy Jensen, San Mateo Deputy County Manager
- Kitty Lopez, First 5 San Mateo County
- Hon. Nancy Magee, Superintendent, San Mateo County Office of Education
- Hon. Larry Moody, East Palo Alto
- Louise Rogers, San Mateo County Health
- Hon. Kamilah Salahuddin, Trustee, Jefferson Union High School District
- Melissa Stevenson Diaz, San Mateo County City Managers' Association, City of Redwood City Manager
- Hon. Sue Vaterlaus, City of Pacifica

Public Information and Outreach Group

- Tasha Bartholomew, SamTrans/Caltrain
- Lilian Chang, San Mateo County Youth Commission
- Hon. Marie Chuang, Town of Hillsborough
- Michelle Durand, San Mateo County Manager's Office
- Hon. Ned Fluet, Town of Woodside
- Emma Gonzalez, San Mateo County Manager's Office of Community Affairs
- Megan Gosch, San Mateo County Manager's Office of Community Affairs
- Leslie Guevarra, Senator Jerry Hill's Office
- Ray Hodges, San Mateo County Department of Housing
- Brian Kulich, San Mateo County Counsel
- Hon. Amourence Lee, City of San Mateo
- Hon. Manufou Liaiga-Anoa'I, Jefferson Elementary School District, Pacific Islander Community Partnership
- Patricia Love, San Mateo County Office of Education
- Shireen Malekafzali, San Mateo County
- Shawwna Maltbie, City of Daly City
- Effie Milionis Verducci, San Mateo County Office of Sustainability
- Malissa Netane-Jones Peninsula Conflict Resolution Center
- Tania Perez, San Mateo County
- Stephen Stolte, City of Daly City
- Melissa Vergara, San Mateo County Office of Community Affairs
- Samantha Weigel, City of San Mateo
- Marshall Wilson, Measure K
- Linda Wolin, Office of San Mateo County Supervisor Dave Pine

Equity Recovery Group

- Tony Bayudan, Office of San Mateo County Supervisor David Canepa
- Michelle Blakely, First 5 San Mateo County
- Hon. Hector Camacho, San Mateo Board of Education
- Don Cecil, SAMCEDA
- Rob Chua, Avenues Consulting
- Gina Dalma, Silicon Valley Community Foundation
- Marci Dragun, San Mateo County Board of Supervisors
- Rosanne Foust, SAMCEDA
- Emma Gonzalez, San Mateo County Office of Community Affairs
- Hon. Manufou Liaiga-Anoa'I, Jefferson Elementary School District, Pacific Islander Community Partnership
- Maria Lorente-Foresti, San Mateo County Office of Diversity and Equity
- Hon. Juslyn Manalo, Daly City
- Rita Mancera, My Puente
- Frank Omowale Satterwhite, Leadership Inc
- Hilary Papendick, San Mateo County Office of Sustainability
- Everardo Rodriguez, North Fair Oaks Community Council
- Lisa Tealer, Bay Area Community Health Advisory Council

Public Health Committee

- Hon. Carole Groom, San Mateo County Board of Supervisors, District 2
- Hon. Dave Pine, San Mateo County Board of Supervisors, District 1
- Mike Callagy, San Mateo County Manager
- Scott Morrow, SMC Health Officer
- Louise Rogers, SMC Director of County Health
- John Beiers, County Counsel

Community Infrastructure Committee

- Hon. Hector Camacho, San Mateo Board of Education
- Susie Castoria, D2 San Mateo County Board of Supervisors
- April Chan, SamTrans
- Sean Charpentier, City/County Association of Governments
- Hon. Ken Chin San Mateo, Foster City School District
- Fred Hansson, San Mateo County
- Ellen Kamei, AT&T
- Hon. Cliff Lentz, Brisbane City
- Ortensia Lopez, El Concilio of San Mateo County
- Benjamin McMullan, San Mateo County Paratransit Coordinating Council
- John Nibbelin, San Mateo County Counsel
- Derek Ouyang, Stanford University
- Matt Petrofsky, San Mateo County Office of Sustainability
- Jim Porter, San Mateo County Public Works
- Everardo Rodriguez, North Fair Oaks Community Council
- Tony Rose, MedCreds
- Hon. Ann Schneider, Millbrae
- Emma Shlaes, Silicon Valley Bike Coalition
- Ann Stillman, San Mateo County Public Works
- Hon. Charles Stone, City of Belmont
- Theresa Vallez-Kelly, San Mateo County Office of Education
- Jon Walton, San Mateo County Information Services
- Christy Wegener, SamTrans
- Mike Wentworth, San Mateo County
- Hon. Bill Widmer, Atherton

Economic Recovery Committee

- Aaron Akin, Good City Company
- Rovy Lynn, Antonio California Apartment Association (CAA Tri-County)
- Laura Bent, Samaritan House
- Hon. Michael Brownrigg, Burlingame
- Hon. Catherine Carlton, Menlo Park
- Pedro Castaneda, San Mateo County
- Don Cecil, MC2 Bay Area Public Affairs Consulting
- Juanita Croft, Belle Haven Community Development Fund
- Hon. Rick DeGolia, Town of Atherton
- Heather Forshey, San Mateo County Environmental Health
- Rosanne Foust, SAMCEDA
- Hon. Rich Garbarino, South San Francisco
- Clay Holstine, Brisbane City Manager
- John Hutar, San Mateo County/ Silicon Valley Convention and Visitors Bureau
- Jack Johnson, San Mateo County Office of Sustainability
- Ann O'Brien Keighran, Office of San Mateo County Supervisor David Canepa
- Brown Leslie, Peninsula Clean Energy
- Julie Lind Rupp, San Mateo County Central Labor Council
- Lori Lindburg, California Life Sciences Institute (CLSI)
- Linda Lopez, North Fair Oaks Community Council
- Hon. Catherine Mahanpour, City of Foster City
- Elizabeth Malmberg, Sustainable Pescadero Collaborative
- Hon. Julia Mates, Belmont
- Hon. Rico Medina, San Bruno
- Hon. Diane Papan, City of San Mateo
- Hon. Laura Parmer-Lohan, City of San Carlos
- Hon. Jan Pepper, Peninsula Clean Energy
- Brandon Phipps, City of Daly City
- Kris Quigley, California Life Sciences Institute (CLSI)
- Tony Rose, MedCreds
- Hon. Ann Schneider, City of Millbrae
- Michelle Tate, NOVA
- Art Taylor, JobTrain
- LaTrice Taylor, Samaritan House
- Juda Tolmasoff, Office of Supervisor Carole Groom
- Jon Walton, San Mateo County Information Services Department
- You Xue, Restaurateur
- Miriam Yupanqui, Nuestra Casa de East Palo Alto
- Gina Zari, SAMCAR

Vulnerable Populations Support Committee

- Hon. Alicia Aguirre, City of Redwood City, Cañada College
- Stephanie Balon, Filipino Mental Health Initiatives
- Tanya Beat, Human Resources
- Laura Bent, Samaritan House
- Pat Bohm, Daly City Partnership
- Nancy Chang Stanford University
- Marci Dragun, San Mateo County Board of Supervisors
- Georgia Farooq, Thrive Alliance
- Will Gibson, San Mateo County Planning and Building
- Scott Gilman, San Mateo County Behavioral Health and Recovery Services
- Stewart Hyland, Housing Leadership Council of San Mateo County
- Jack Johnson, San Mateo County Office of Sustainability
- Connie Juarez-Diroll, San Mateo County Manager's Office
- John Keller, Burlingame Hills Association
- Susan Kokores, Commission on the Status of Women
- Justin Kromelow, Healthcare Professional
- Lisa Mancini, San Mateo County Health Aging and Adult Services
- Mary McGrath, San Mateo County Office of Education
- Alex Melendez, Housing Leadership Council of San Mateo County
- Hon. Mark Nagales, South San Francisco
- Francisco Sapp, San Mateo Pride Center
- Caleb Smith, San Mateo County Office of Sustainability
- Robert Spencer, San Mateo County Correctional Health
- Mike Stancil, Daly City Partnership
- Shawneece Stevenson, The Primary School
- Olga Talamante, Chicana Latina Foundation
- Michele Tate, NOVA
- LaTrice Taylor, Samaritan House
- Lisa Tealer, Bay Area Community Health Advisory Council
- Kava Tulua, One East Palo Alto
- Justin Watkins, Get Healthy San Mateo
- Tracy Weatherby, Second Harvest Food Bank
- Stephanie Weisner, StarVista

Education and Child Care Committee

- Edith Arias, Padres en Accion
- Michelle Blakely, First 5 San Mateo County
- Janine Bruce, Stanford School of Medicine
- Jennifer Brust, Burlingame
- Vanessa Castro, Safe Routes to Schools
- Heather Cleary, Peninsula Family Service
- Christina Falla, Office of Supervisor Carole Groom
- Katie Goetz, Woodside United Methodist Church; Peninsula Solidarity Cohort
- Hon. Maurice Goodman, San Mateo County Community College District
- Hon. Giselle Hale, City of Redwood City
- Evan Jones, Mid-Peninsula Boys and Girls Club
- Samuel Leinbach, Belmont-Redwood Shores School District
- Kitty Lopez, First 5 San Mateo County
- Patricia Love, San Mateo County Office of Education
- Hon. Daina Lujan, South San Francisco Unified School District
- Moana Lupe, Institute for Human and Social Development
- Hon. Nancy Magee, San Mateo County Office of Education
- Hon. Sara McDowell, City of San Carlos
- Aubrey Merriman, Boys and Girls Club of North San Mateo County
- Jackie Nunez, San Mateo County Office of Sustainability
- Brian Oh, Get Healthy San Mateo County
- Meghan O'Reilly-Green, PTO President at Orion/Mandarin/ Immersion Parent Participatory School
- Christine Padilla, Build Up for San Mateo County's Children
- Jennifer Pifeleti, Institute for Human and Social Development
- Sarah Pistorino, San Mateo County Youth Commission
- Gina Quiney, Office of Supervisor Carole Groom
- Alyson Suzuki, San Mateo County Office of Education
- Randy Torrijos, Office of Supervisor Dave Pine
- Theresa Vallez-Kelly, San Mateo County Office of Education
- Ann Walden, The Primary School
- Jon Walton, San Mateo County Information Services
- Hon. Shara Watkins, San Mateo / Foster City School District
- Christy Wegener, SamTrans
- Hon. Sharifa Wilson, Ravenswood City School District

The Equity Recovery Group developed a guiding statement for the recovery.

The effects of COVID-19 are amplifying inequities, but the recovery is an opportunity for a collective restart. To create an equitable community, systems, policies, and practices of oppression must be dismantled. Our new systems must eliminate disparities and provide access to quality services for all unserved, underserved, under-resourced, and ineffectively served individuals and families.

The Equity Recovery Group and Committees applied an equity lens to the recommendations by answering five review questions.



Decision Making and Solutions

Who sits at the decision-making table? Are there systematic barriers to participation? Whose perspectives and interests are represented?



Understanding Data

What do the various data tell us about the need for the proposed initiative? Specifically, consider race, ethnicity, gender identity and gender expression, income, languages spoken, ability, age, and neighborhood.



Burdens and Benefits

Who would benefit or be burdened by this proposed initiative? Would low-income households or communities of color experience a disproportionate burden? What inequity is being addressed?



Accountability, Communication, and Community Engagement

How will we be accountable to and communicate with the community throughout implementation? How do we engage those who are not often represented in decision making or those most affected by inequities?



Next Steps

If equity considerations have been identified by asking these questions, how will they be addressed?

The Recovery Initiative built upon response initiatives to develop a recommended comprehensive, **inclusive community recovery approach.**

Selected High Priority Focus Areas



- More than 150 government, nonprofit, and private-sector representatives, residents, and business owners organized into work groups and committees
- Committees reviewed, discussed, and identified key focus areas

Assessed the Current Environment



- Committees organized “lived-experience” panels to hear how COVID-19 has had an impact on community members
- Committees reviewed current programs by San Mateo County, cities, and community partners

Reviewed Available Data



- Committees assessed data including economic indicators, financial assistance projections, transit ridership, child care needs, students without Wi-Fi access, food distribution, and COVID+ cases and testing

Identified Challenges and Needs



- Committees considered all information and data to summarize current challenges and future needs for the short term and long term

Developed Recommendations



- Committees developed proposed recommendations to address current needs and create a better future for all
- Recovery Initiative staff reviewed draft recommendations with a variety of key community stakeholders

The Recovery Initiative developed more than
125 recommendations in nine focus areas
 to be implemented by community partners.

 **Reduce the Spread**
 of COVID-19

Lead Partners	COVID Communications Team (Joint Information Center, San Mateo County Office of Community Affairs, County Health System Public Information Officer)
Support Partners	San Mateo County Emergency Operations Center, San Mateo County Human Services Agency
Implementation Objectives	<ul style="list-style-type: none"> – Promote community compliance with health directives – Reduce the spread of COVID-19 particularly across communities of color, service and essential workers, and older adults in congregate settings who have been hardest hit by the virus

 **Bridge the Digital Divide**

Lead Partners	San Mateo County Office of Education, San Mateo County Information Services Department
Support Partners	SAMCEDA, community-based organizations and nonprofits, school districts, County libraries, internet service providers, tech firms
Implementation Objectives	<ul style="list-style-type: none"> – Provide Wi-Fi access countywide – Increase access to computers and Internet for small businesses, job seekers, the isolated, and families and parents engaging in virtual home learning – Expand tech training and support options – Leverage state and federal resources and legislative opportunities

 **Provide Safe Public and Active Transportation**

Lead Partners	SamTrans, City/County Association of Governments (C/CAG)
Support Partners	Cities, towns, community-based organizations and nonprofits
Implementation Objectives	<ul style="list-style-type: none"> – Provide messaging for safe public transit use – Identify and implement active and public transportation-improvement projects and strategies – Leverage local, regional, state, and federal resources and legislative opportunities



Support

Local Businesses, Community-based Organizations, and Nonprofits

Lead Partners	SAMCEDA, Thrive
Support Partners	Renaissance Entrepreneur Center, chambers of commerce, cities, large businesses, San Mateo County/Silicon Valley Convention and Visitors Bureau, community-based organizations and nonprofits
Implementation Objectives	<ul style="list-style-type: none"> – Help slow the spread of COVID-19 – Provide targeted assistance to businesses based on need – Understand changing needs and share best business practices – Establish programs that benefit the local business community – Adopt local policies to support small businesses – Leverage state and federal resources and legislative opportunities to assist small businesses – Engage and support community-based organizations and nonprofits – Build the capacity of community-based organizations and nonprofits – Leverage state and federal resources and grant opportunities to assist community-based organizations and nonprofits



Prepare the Workforce for

New and Future Jobs

Lead Partners	NOVA, JobTrain, Labor, SAMCEDA, Thrive, San Mateo County Human Services Agency
Support Partners	Community colleges, universities
Implementation Objectives	<ul style="list-style-type: none"> – Gather job-market intelligence – Provide relevant training programs and get people back to work – Leverage state and federal resources and legislative opportunities



Meet the Essential Needs of the County's

Most Vulnerable Populations

Lead Partners	San Mateo County Core Service Agencies, San Mateo County Housing, San Mateo County Human Services Agency, Second Harvest
Support Partners	Community-based organizations and nonprofits, foundations
Implementation Objectives	<ul style="list-style-type: none"> – Provide targeted financial and other assistance to ensure vulnerable residents remain housed – Increase the number of affordable housing units throughout San Mateo County – Provide support to “mom and pop” property owners – Ensure sufficient food and essential supplies are provided to those in need – Leverage state and federal resources and legislative opportunities



Promote

Mental Health and Wellness

Lead Partners	San Mateo County Behavioral Health and Recovery Services
Support Partners	Community-based organizations and nonprofits, schools, foundations, private insurers
Implementation Objectives	<ul style="list-style-type: none"> – Use a variety of communication channels to provide culturally and linguistically appropriate information on mental health resources – Provide culturally and linguistically appropriate information to individuals whose conditions have been exacerbated by the pandemic or who have been cut off from their support systems – Support community-based organizations providing mental health resources to low-income and underserved communities – Develop programs that provide a lifeline for isolated individuals – Leverage state and federal resources and legislative opportunities to maintain and expand mental health services for all community members



Provide

Quality, Safe, and Affordable Child Care

Lead Partners	4Cs, First 5, Big Lift
Support Partners	Community-based organizations and nonprofits, cities, school districts, San Mateo County Office of Education
Implementation Objectives	<ul style="list-style-type: none"> – Support child care providers so they can remain solvent and meet the needs of the community – Support families in obtaining quality, safe, and affordable child care – Leverage state and federal resources and legislative opportunities



Support

Distance Learning and Out-of-School Care

Lead Partners	4Cs, First 5, Big Lift
Support Partners	Community-based organizations and nonprofits, cities, school districts, San Mateo County Office of Education, County Out-of-School Task Force
Implementation Objectives	<ul style="list-style-type: none"> – Support out-of-school care providers – Support parents and children in virtual learning – Leverage state and federal resources and legislative opportunities to support learning and opportunities for students

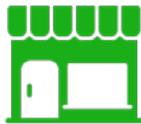
The Recovery Initiative will use metrics to track and assess progress.



- Requests for rental assistance
- Rental vacancy rates
- Applications for the immigrant assistance program
- Requests for assistance from small property owners
- Project Roomkey use
- Number of evictions



- People served, amount of food distributed, and number of distribution sites
- Senior meals delivered
- CalFresh applications for food assistance



- Unemployment rate
- Business closures
- Job openings
- Businesses retaining workforce



- Number of students without Wi-Fi
- Students granted technology
- Areas of the County offering public Wi-Fi



- Capacity of child care centers operating
- Child care providers applying for financial assistance
- Grants awarded compared to number of applications or need
- Cost of available child care options
- After-school care providers operating or transitioning to full-time care
- Teachers attending trainings



- Number of masks distributed
- Businesses educated on health orders and state industry guidelines
- Number of individuals tested

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Committee Reports

Committee reports for each focus area include implementation partners, challenges, needs, relevant data, current programs, recovery objectives, and recommendations.

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Reduce the Spread of COVID-19

Lead Partners COVID Communications Team (Joint Information Center, San Mateo County Office of Community Affairs, Health System Public Information Officer)

Support Partners San Mateo County Emergency Operations Center, San Mateo County Human Services Agency

Implementation Objectives

- Promote community compliance with health directives
- Reduce the spread of COVID-19 particularly across communities of color, service and essential workers, and older adults in congregate settings who have been hardest-hit by the virus

The local public health response to the COVID-19 pandemic is part of a larger statewide approach that aims to limit the spread of the virus through promoting personal behaviors such as hand-washing, wearing of face coverings, social distancing, and avoiding gatherings and by providing enough testing, contact tracing, and isolation of cases to prevent overwhelming hospital and health care systems. The primary goal is to ensure enough hospital and health care capacity is available to meet community needs for treatment, not only for COVID-19 but for other critical medical conditions. When these efforts are not sufficient to prevent overwhelming hospital and health care systems, state and local stay-at-home and other orders designed to limit interactions must be implemented to suppress the spread and may be turned “on” and “off” again as local circumstances change. Unfortunately, in addition to the morbidity and mortality caused by the virus, there are significant economic impacts to stay-at-home orders and closures, including job loss, leaving individuals and families struggling to meet their basic needs.

Challenges

- COVID-19 cases have been concentrated among populations working essential front-line, lower-wage jobs, which disproportionately includes communities of color and those living in densely populated communities and overcrowded housing
- There is a need for culturally and linguistically appropriate messaging on recommended behaviors, including what to do and what you can expect if you test positive for COVID-19
- Many COVID-19 positive residents do not have a location to safely isolate, the financial ability to do so, and/or a way to safely obtain food or resources for themselves and their dependents while they isolate
- The state data system for transmitting information about positive lab test results and related information experienced a break down that led to a statewide backlog in cases and errors in public-facing reporting
- There are significant supply chain and capacity constraints that limit availability of COVID-19 tests. State guidance has recommended tests administered through medical providers be

primarily limited to people with COVID-19 symptoms. State-sponsored sites that have been rotated throughout the County are more accessible but are subject to change at state direction.

- Turnaround time for available tests varies with a current 14-day average of 4 days
- Changing directives from the state on openings and closures are hard for the community to understand and raise many questions from all sectors

Identified Needs

- Identify COVID-19 hot spots and provide culturally and linguistically appropriate targeted information, education, testing, and community support
- Research and experiment with test options that are cost-effective, are easily deployed throughout the County, and provide accurate results
- Develop clear communication on behaviors and what to do if you are COVID-19 positive and guidance to business owners on safe operating procedures in multiple languages and in a culturally appropriate manner
- Establish supported isolation locations and assist COVID-19–positive residents and their families if they need assistance

Relevant Data

- Geographic areas with high rates of COVID-19 cases
- Number of new COVID-19 cases by geographic area, income, and demographic data such as age, race, ethnicity, gender identity and expression, etc.
- Total cases countywide
- Percent of COVID-19 tests that are positive

Current Programs

- ✓ [County Health COVID-19 dashboard](#)
- ✓ [Rotating testing sites](#)
- ✓ [Contact tracing team](#)
- ✓ [Our Recovery campaign](#)
- ✓ [Community Town halls](#)
- ✓ Community-specific campaigns
- ✓ [Informational materials for COVID-19 positive residents](#)
- ✓ Isolation Assistance Program for COVID-19–positive residents
- ✓ [Business community health and safety plan education](#)
- ✓ County Environmental Health outreach to businesses

Public Health Committee Members

- Hon. Carole Groom, San Mateo County Board of Supervisors, District 2
- Hon. Dave Pine, San Mateo County Board of Supervisors, District 1
- Mike Callagy, San Mateo County Manager
- Scott Morrow, SMC Health Officer
- Louise Rogers, SMC Director of County Health
- John Beiers, County Counsel

Reduce the Spread of COVID-19

Objectives	Recommendations
1. Promote community compliance with health directives	1.1. Proactively provide timely, simple, culturally and linguistically appropriate messaging about state and local health orders with as much lead time as possible prior to any changes—opening or closing 1.2. Support ongoing countywide and micro-targeted linguistically and culturally appropriate COVID-19 messaging related to prevention behavior and distribute messaging through trusted messengers and in digital and non-digital formats
2. Reduce the spread of COVID-19 particularly across communities of color, service and essential workers, and older adults in congregate settings who have been hardest-hit by the virus	2.1. Plan for and provide assistance to those needing to isolate inside or outside the home depending on their situation (e.g., those living in multi-family homes, multi-generational homes, or those with children or dependents who cannot be left alone) 2.2. Provide testing based on analyses of COVID-19 geographic hotspots and community needs and provide appropriate support for those who lack Internet access to register for testing or lack personal transportation to testing sites



Bridge the Digital Divide

Lead Partners San Mateo County Office of Education, San Mateo County Information Services Department

Support Partners SAMCEDA, community-based organizations and nonprofits, school districts, San Mateo County libraries, Internet service providers, tech firms

Implementation Objectives

- Provide Wi-Fi access countywide
- Increase access to computers and Internet for small businesses, job seekers, the isolated, and families and parents engaging in virtual home learning
- Expand tech training and support options
- Leverage state and federal resources and legislative opportunities

With social distancing requirements and businesses and schools operating remotely, it is now more critical than ever for all residents to have access to quality Internet and technology and the necessary training and support to use this technology. Lack of digital access is an equity issue, and the pandemic is exacerbating the educational and economic disparities created by the digital divide.

Challenges

- Increasing digital divide among children, families, older adults, and businesses
- Lack of Wi-Fi, technology, and digital literacy have had greater impacts on vulnerable populations during the pandemic due to social isolation and job loss

Identified Needs

- Access to high-quality broadband Internet for everyone in San Mateo County
- Technology support and training in multiple languages to older adults and others who require assistance
- Messaging concerning access to Internet and connectivity that reaches all communities
- Financial assistance to pay ongoing costs for Internet services and other utilities

Relevant Data

- Households and businesses without Wi-Fi by geographic area, income, and demographic data such as age, race, ethnicity, gender identity and expression, etc.
- Areas of the County not covered by public Wi-Fi or other public Internet connectivity options
- Students requested and/or granted technology

Current Programs

- ✓ [Free public County-operated Wi-Fi access—100 locations](#)
- ✓ [San Mateo County Internet Access Initiative pilot in three school districts](#)
- ✓ [San Mateo County Libraries Hotspot Initiative](#)
- ✓ School district provision of connectivity and technology to students
- ✓ [Comcast low cost Internet program](#)

Community Infrastructure Committee Members

- Hon. Hector Camacho, San Mateo Board of Education
- Susie Castoria, D2 San Mateo County Board of Supervisors
- April Chan, SamTrans
- Sean Charpentier, City/County Association of Governments
- Hon. Ken Chin San Mateo, Foster City School District
- Fred Hansson, San Mateo County
- Ellen Kamei, AT&T
- Hon. Cliff Lentz, Brisbane City
- Ortensia Lopez, El Concilio of San Mateo County
- Benjamin McMullan, San Mateo County Paratransit Coordinating Council
- Lisa Nash, Resident
- John Nibbelin, San Mateo County Counsel
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- Matt Petrofsky, San Mateo County Office of Sustainability
- Jim Porter, San Mateo County Public Works
- Everardo Rodriguez, North Fair Oaks Community Council
- Tony Rose, MedCredits
- Hon. Ann Schneider, Millbrae
- Emma Shlaes, Silicon Valley Bike Coalition
- Ann Stillman, San Mateo County Public Works
- Hon. Charles Stone, City of Belmont
- Theresa Vallez-Kelly, San Mateo County Office of Education
- Jon Walton, San Mateo County Information Services
- Christy Wegener, SamTrans
- Mike Wentworth, San Mateo County
- Hon. Bill Widmer, Atherton



Bridge the Digital Divide

Objectives	Recommendations
1. Provide Wi-Fi access countywide	1.1. Expand the most cost-effective solutions to increase access across the County by convening community partners and building on the results of existing efforts, including partnerships with private-sector partners to provide financial support for connectivity programs and Internet expansion
2. Increase access to computers and Internet for small businesses, job seekers, the isolated, and families and parents engaging in virtual home learning	2.1. Provide targeted financial assistance to small businesses for technology equipment, Internet service, and technical assistance and training 2.2. Partner with regional organizations addressing the digital divide 2.3. Reach out to local tech firms about providing financial support for connectivity programs and Internet expansion across the County
3. Expand tech training and support options	3.1. Expand current programs to provide culturally and linguistically appropriate training and instruction through community-based organizations and nonprofits and other organizations 3.2. Provide funding for community-based organizations and nonprofits to provide technology training and information and referral to affordable technology programs
4. Leverage state and federal resources and legislative opportunities	4.1. Monitor and analyze state and federal legislation and grant programs; advocate for policies that expand financial assistance programs, access to broadband, navigation support, and technical assistance and training



Provide

Safe Public and Active Transportation

Lead Partners SamTrans, City/County Association of Governments (C/CAG)

Support Partners Cities, towns, community-based organizations and nonprofits

Implementation Objectives

- Provide messaging for safe public transit use
- Identify and implement active and public transportation improvement projects and strategies
- Leverage local, regional, state, and federal resources and legislative opportunities

It is critical to ensure that all residents—particularly low-income and transit-reliant residents—have access to public transportation for commuting and daily life. COVID-19 is also an opportunity for residents to use active transportation options like walking and biking, which involve limited person-to-person contact.

Challenges

- SamTrans ridership decreased by about 75% when the pandemic began and during Stage 1 of the shelter-in-place order. As the economy re-opened and shelter-in-place orders were lifted, ridership increased to around 35% of pre-pandemic levels (as of August 2020)
- On-board passenger capacity of transit vehicles is currently limited due to social distancing requirements and efforts to maintain the health of transit workers and riders
- Extended remote working would decrease ridership long-term
- Transit may see an increase in individuals occupying buses for shelter
- Preparing for a potential drastic and sudden increase of ridership (schools going back to in-person learning or places of employment suddenly reopening)
- Transit manpower projection is difficult given all the uncertainties—maintaining adequate staff levels under reduced service conditions yet being ready to respond to higher ridership demands is challenging
- Changing operating status of gyms, recreation centers, and wellness programs limits opportunities for exercise, sports, and other fitness activities for people of all ages
- Riders are wary of using public transit, and messaging related to transit safety has to be clear. The Bay Area’s transit agencies jointly developed the [Riding Together: Bay Area Healthy Transit Plan](#) to standardize their health and safety commitments and their expectations for employees and customers alike. These commitments are based on information from the California Department of Public Health, the Centers for Disease Control and Prevention, and the World Health Organization. Bay Area transit agencies drew on best practices from transit operators around the globe for the implementation of mitigation steps.

Identified Needs

- High-quality transit service will continue to be essential for those who are reliant on public transit
- Prevention measures by transit riders to ensure the health of drivers and passengers

- Consumer confidence so that riders feel safe on public transportation
- As traffic congestion returns, buses may encounter speed and reliability challenges
- Transportation for school-age children, mitigated by distance learning
- Access to outdoors via healthy transportation and recreation options through walking and biking

Relevant Data

- Public transit and school routes and ridership—location and demographic overlays
- Current transit ridership—indicator of location of essential trips
- SamTrans bus reliability and on-time performance metrics
- Number of Slow Streets programs

Current Programs

- ✓ Installation of barriers between SamTrans bus operators and boarding passengers
- ✓ SamTrans distribution of free face coverings to bus riders when needed
- ✓ Reimagine SamTrans
- ✓ Slow Streets Program
- ✓ Safe Routes to School

Community Infrastructure Committee Members

- Hon. Hector Camacho, San Mateo Board of Education
- Susie Castoria, D2 San Mateo County Board of Supervisors
- April Chan, SamTrans
- Sean Charpentier, City/County Association of Governments
- Hon. Ken Chin San Mateo, Foster City School District
- Fred Hansson, San Mateo County
- Ellen Kamei, AT&T
- Hon. Cliff Lentz, Brisbane City
- Ortensia Lopez, El Concilio of San Mateo County
- Benjamin McMullan, San Mateo County Paratransit Coordinating Council
- Lisa Nash, Resident
- John Nibbelin, San Mateo County Counsel
- Derek Ouyang, Stanford University
- Matt Petrofsky, San Mateo County Office of Sustainability
- Jim Porter, San Mateo County Public Works
- Everardo Rodriguez, North Fair Oaks Community Council
- Tony Rose, MedCreds
- Hon. Ann Schneider, Millbrae
- Emma Shlaes, Silicon Valley Bike Coalition
- Ann Stillman, San Mateo County Public Works
- Hon. Charles Stone, City of Belmont
- Theresa Vallez-Kelly, San Mateo County Office of Education
- Jon Walton, San Mateo County Information Services
- Christy Wegener, SamTrans
- Mike Wentworth, San Mateo County
- Hon. Bill Widmer, Atherton



Provide

Safe Public and Active Transportation

Objectives	Recommendations
1. Provide messaging for safe public transit use	1.1. Provide culturally and linguistically appropriate information about what riders need to do to safely ride the bus, such as wear a mask 1.2. Promote consumer confidence in public transit by pushing positive messaging, including having local leaders and other influencers share images of themselves riding transit 1.3. Promote consumer confidence of public transit through clear communication of health and safety precautions being taken by transit agencies
2. Identify and implement active and public transportation improvement projects and strategies	2.1. Expand bike routes through cities as part of established bike and pedestrian plans 2.2. Create guidelines for cities to implement and expand Slow Streets programs to promote active transportation; coordinate and evaluate these opportunities to ensure there will not be degradation to public transit routes 2.3. Promote infrastructure and programs for active transportation for both the public and students, such as walking and biking to school (e.g., Safe Routes to School) 2.4. Identify funding opportunities to improve pedestrian and bicycle infrastructure connecting to bus stops and including amenities such as lighting and shelter at bus stops 2.5. Consider providing smaller transport vehicles, such as vans, for public transportation off main collection and drop-off routes 2.6. Identify opportunities for bus priority quick-build projects for bus facilities and others that could support bus speed and reliability as congestion returns to key corridors 2.7. Explore targeted reduced fare strategies for income-qualified riders
3. Leverage local, regional, state, and federal resources and legislative opportunities	3.1. Monitor and analyze state and federal legislation and policy and advocate for opportunities and funding for active transportation and public transit 3.2. Push for funding for zero-emission buses through electrification or other strategies for 2040 3.3. Encourage integration of objectives to address COVID-19 mobility and accessibility challenges in Communities of Concern into the C/CAG FY 2020-21 Lifeline Transit Call for Projects



Support

Local Businesses, Community-based Organizations, and Nonprofits

Lead Partners SAMCEDA, Thrive

Support Partners Renaissance Entrepreneur Center, chambers of commerce, cities, large businesses, San Mateo County/Silicon Valley Convention and Visitors Bureau, community-based organizations and nonprofits

- Implementation Objectives**
- Help slow the spread of COVID-19
 - Provide targeted assistance to businesses based on need
 - Understand changing needs and share best business practices
 - Establish programs that benefit the local business community
 - Adopt local policies to support small businesses
 - Leverage state and federal resources and legislative opportunities to assist small businesses
 - Engage and support community-based organizations and nonprofits
 - Build the capacity of community-based organizations and nonprofits
 - Leverage state and federal resources and grant opportunities to assist community-based organizations and nonprofits
-

Local businesses and community-based organizations and nonprofits have been hit hard by the pandemic. Many businesses are closed and others are adapting their operations to health-order requirements with varying degrees of success. Losing small businesses will eliminate many good jobs and change our communities. At the same time, community-based organizations and nonprofits that provide important services to the community are facing increased demand with fewer resources. Looking ahead, it will be important to support local businesses, build the capacity of community-based organizations and nonprofits, and position San Mateo County as a favorable place to build future businesses and organizations.

Challenges

- Uncertainty about when and how businesses can operate and when and how they may need to close
- Difficulty getting actionable information regarding rapidly changing health orders and how the orders apply to businesses
- Inability to operate profitably under reduced levels of operation
- Reduced sales due to customer reluctance to return to dining, shopping, and other activities outside the home
- Lack of equipment, software, Internet connectivity, and/or expertise to pivot to online business models
- Many community-based organizations and nonprofits and their clients lack the equipment, expertise, and/or connectivity to provide services effectively online

- Local regulatory and permitting obstacles to outdoor services
- Donations to many nonprofits are down due to cancelation of major events and redirection of funds by major donors
- Many nonprofits are experiencing increased demand for services such as food, mental health assistance, and other support

Identified Needs

- Purchasing personal protective equipment (PPE) at bulk rates
- Information, direction, and assistance to comply with health orders while operating safely
- Financial assistance
- Technical assistance with marketing and technology
- Create a supportive climate for post-COVID entrepreneurs starting future businesses
- Resources and support for community-based organizations and nonprofits providing services to vulnerable residents

Relevant Data

- Unemployment rate broken down by demographic data such as age, race, ethnicity, gender identity and expression, etc.
- Job openings
- Business closures
- Businesses retaining workforce
- New businesses opening

Current Programs

- ✓ [Federal CARES Act](#)
- ✓ [SMC Strong Small Business Grants and Nonprofit Grants](#)
- ✓ Geographically targeted small business assistance program
- ✓ Outdoor dining programs
- ✓ [SMC Child Care Business Grant Program](#)
- ✓ [San Mateo County Child Care Relief Fund](#)
- ✓ Information sharing related to health-order updates
- ✓ County Environmental Health Outreach Campaign
- ✓ [Paycheck Protection Program](#)
- ✓ [Great Plates Program](#)
- ✓ SAMCEDA Needs Assessment

Economic Recovery Committee Members

- Aaron Aknin, Good City Company
- Rovy Lynn, Antonio California Apartment Association (CAA Tri-County)
- Laura Bent, Samaritan House
- Hon. Michael Brownrigg, Burlingame
- Hon. Catherine Carlton, Menlo Park
- Pedro Castaneda, San Mateo County
- Don Cecil, MC2 Bay Area Public Affairs Consulting
- Juanita Croft, Belle Haven Community Development Fund
- Hon. Rick DeGolia, Town of Atherton
- Heather Forshey, San Mateo County Environmental Health
- Lori Lindburg, California Life Sciences Institute (CLSI)
- Linda Lopez, North Fair Oaks Community Council
- Hon. Catherine Mahanpour, City of Foster City
- Elizabeth Malmborg, Sustainable Pescadero Collaborative
- Hon. Julia Mates, Belmont
- Hon. Rico Medina, San Bruno
- Hon. Diane Papan, City of San Mateo
- Hon. Laura Parmer-Lohan, City of San Carlos
- Hon. Jan Pepper, Peninsula Clean Energy

- Rosanne Foust, SAMCEDA
- Hon. Rich Garbarino, South San Francisco
- Clay Holstine, Brisbane City Manager
- John Hutar, San Mateo County/ Silicon Valley Convention and Visitors Bureau
- Jack Johnson, San Mateo County Office of Sustainability
- Ann O'Brien Keighran, Office of San Mateo County Supervisor David Canepa
- Brown Leslie, Peninsula Clean Energy
- Julie Lind Rupp, San Mateo County Central Labor Council
- Brandon Phipps, City of Daly City
- Kris Quigley, California Life Sciences Institute (CLSI)
- Tony Rose, MedCredits
- Hon. Ann Schneider, City of Millbrae
- Michelle Tate, NOVA
- Art Taylor, JobTrain
- LaTrice Taylor, Samaritan House
- Juda Tolmasoff, Office of Supervisor Carole Groom
- Jon Walton, San Mateo County Information Services Department
- You Xue, Restaurateur
- Miriam Yupanqui, Nuestra Casa de East Palo Alto
- Gina Zari, SAMCAR



Support

Local Businesses, Community-based Organizations, and Nonprofits

Objectives	Recommendations
1. Help slow the spread of COVID-19	<ol style="list-style-type: none">1.1. Convey to the state the need for more lead time when opening/reopening status changes1.2. Provide timely resources and information for business questions about health orders and ensure appropriate safety and cleanliness guidelines are posted1.3. Encourage compliance with health and safety guidelines and target specific outreach to businesses in COVID-19 hotspot areas1.4. Provide business owners with webinars, information packets, and one-on-one assistance on opening or reopening regulations in multiple languages and refresher webinars prior to any expected reopening1.5. Develop solutions for addressing sector-specific barriers for operating successfully during health orders (e.g., personal care, dining, and retail) through consultation with city planning, economic development, and chambers of commerce1.6. Expand testing for employees to reassure customers that employees are COVID-19 negative to build consumer confidence1.7. Prioritize testing for key sectors—child care, food bank, grocery stores, community-based organizations and nonprofits, homeless shelters, San Mateo County core service agencies, social service providers—to build confidence for parents, the public, etc.1.8. Explore ways to support PPE procurement
2. Provide targeted assistance to businesses based on need	<ol style="list-style-type: none">2.1. Seek foundation and other funding to expand the geographically targeted Small Business Grant Program2.2. Provide training, legal assistance, technology assistance, business plan development, and marketing consultation to small businesses and new businesses2.3. Explore with the investment community opportunities to support new businesses

Objectives	Recommendations
3. Understand changing needs and share best business practices	3.1. Identify trends and evaluate needs by coordinating data with SAMCEDA, San Mateo County Environmental Health, and others collected via local business surveys, tracking commercial vacancies, and other metrics 3.2. Share best practices for collaboration among cities, chambers of commerce, and local businesses to keep them informed and understand their changing needs and concerns through online panels and forums
4. Establish programs that benefit the local business community	4.1. Create and promote a Buy Local campaign to encourage residents and businesses to buy local products and services 4.2. Create and promote a Hire Local campaign to encourage businesses to hire local residents 4.3. Create a low-cost loan program for small businesses and new businesses that is “backstopped” by a combination of private, public, and donor funds 4.4. Create double bottom-line opportunities for local businesses to meet COVID-related needs of residents (e.g., food, home meal delivery, pharmacy delivery, etc.) 4.5. Develop a model incentive program to compromise on back commercial rent that can be considered by local jurisdictions 4.6. Cities without economic development staff could consider jointly contracting for that expertise
5. Adopt local policies to support small businesses	5.1. Support small business online sales by relaxing regulations to help with curbside pickup and other allowable distribution methods 5.2. Limit fees that third-party delivery companies charge local restaurants 5.3. Suspend and/or decrease city and county permitting and other fees for local businesses 5.4. Identify opportunities for preferential treatment for local small businesses by government, large corporations, and major institutions 5.5. Develop templates and toolkits for cities to quickly and easily adopt local actions that accelerate and restart businesses based on best practices (for example, a template for limiting third-party delivery fees within their jurisdiction)
6. Leverage state and federal resources and legislative opportunities to assist small businesses	6.1. Monitor and analyze state and federal legislation and policy and advocate for opportunities and funding for small businesses

Objectives	Recommendations
7. Continue to engage and support community-based organizations and nonprofits	7.1. Invite additional community-based organizations and nonprofits to participate in the Recovery Initiative implementation work 7.2. Continue two-way communication with nonprofits through events and conversations convened by Thrive 7.3. When more testing resources are available, make testing for frontline, public-facing nonprofit service providers a high priority
8. Build the capacity of community-based organizations and nonprofits	8.1. Provide assistance through Thrive for nonprofits to track metrics for services to vulnerable populations including services provided, costs, and unmet demand 8.2. Encourage community-based organizations and nonprofits to explore operational efficiencies through collaboration and/or consolidation of common functions 8.3. Collaborate with major funders to increase resources for recovery-related programs provided by community-based organizations and nonprofits
9. Leverage state and federal resources and grant opportunities to assist community-based organizations and nonprofits	9.1. Monitor and analyze state and federal policies and grants and advocate for funding opportunities for community-based organizations and nonprofits



Prepare the Workforce for

New and Future Jobs

Lead Partners NOVA, JobTrain, Labor, SAMCEDA, Thrive, San Mateo County Human Services Agency

Support Partners Community Colleges, Universities,

Implementation Objectives

- Gather job market intelligence
- Provide relevant training programs and get people back to work
- Leverage state and federal resources and legislative opportunities

Pre-COVID, San Mateo County had a robust economy with nearly zero percent unemployment. Since initial shelter-in-place orders, record numbers of people have been furloughed or laid off due to closures of non-essential businesses and travel restrictions. Job losses have been high in the service and hospitality sectors, which employ many of the County's lower income residents, and it is unknown if or when those jobs will return. This recovery is an opportunity to focus on workforce and economic development goals that also reduce income inequality and create a higher skilled workforce.

Challenges

- Many jobs are gone for good and others have yet to be created
- Inability to understand what skills employers need now and into the future
- Uncertainty about availability of child care and schools, which limits the ability for parents to work inside or out of the home
- Compounded hardships for low-wage workers, many who are service workers and essential workers

Identified Needs

- Resources and strategies for job and economic development opportunities for the post-COVID economy
- Culturally and linguistically appropriate training programs for immigrants and adults with limited English skills
- Create higher quality jobs (e.g., wage, benefits, scheduling, safety standards, training and career paths, worker voice, etc.) as an important component of advancing equity
- Inventory of current job training and workforce development efforts underway to prevent duplication of effort
- Understanding of the current capacity of training partners
- Engagement of employers willing to invest in the workforce via wages, benefits, and training

Relevant Data

- Unemployment rate broken down by demographic categories such as age, race, ethnicity, gender identity and expression, etc.
- Job openings
- Business closures

- Businesses retaining workforce

Current Programs

- ✓ JobTrain and NOVA job placement resources
- ✓ Community colleges' career development programs and job relocation services
- ✓ SAMCEDA Needs Assessment
- ✓ Family Service Agency of San Mateo
- ✓ Union apprenticeship programs and Trades Introduction Program
- ✓ Rapid response workshops for impacted union members

Economic Recovery Committee Members

- Aaron Aknin, Good City Company
- Rovy Lynn, Antonio California Apartment Association (CAA Tri-County)
- Laura Bent, Samaritan House
- Hon. Michael Brownrigg, Burlingame
- Hon. Catherine Carlton, Menlo Park
- Pedro Castaneda, San Mateo County
- Don Cecil, MC2 Bay Area Public Affairs Consulting
- Juanita Croft, Belle Haven Community Development Fund
- Hon. Rick DeGolia, Town of Atherton
- Heather Forshey, San Mateo County Environmental Health
- Rosanne Foust, SAMCEDA
- Hon. Rich Garbarino, South San Francisco
- Clay Holstine, Brisbane City Manager
- John Hutar, San Mateo County/ Silicon Valley Convention and Visitors Bureau
- Jack Johnson, San Mateo County Office of Sustainability
- Ann O'Brien Keighran, Office of San Mateo County Supervisor David Canepa
- Brown Leslie, Peninsula Clean Energy
- Julie Lind Rupp, San Mateo County Central Labor Council
- Lori Lindburg, California Life Sciences Institute (CLSI)
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- Hon. Catherine Mahanpour, City of Foster City
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- Hon. Rico Medina, San Bruno
- Hon. Diane Papan, City of San Mateo
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- Michelle Tate, NOVA
- Art Taylor, JobTrain
- LaTrice Taylor, Samaritan House
- Juda Tolmasoff, Office of Supervisor Carole Groom
- Jon Walton, San Mateo County Information Services Department
- You Xue, Restaurateur
- Miriam Yupanqui, Nuestra Casa de East Palo Alto
- Gina Zari, SAMCAR



Prepare the Workforce for New and Future Jobs

Objectives	Recommendations
1. Gather job market intelligence	1.1. Reconvene the workforce development roundtable of regional organizations to conduct labor market intelligence and assess employer and industry skill needs and trends 1.2. Map sector-specific skill gaps, leverage resources of networked providers capable of addressing those gaps, and conduct continual quantitative and qualitative review and assessment of pertinent skill gap data 1.3. Survey career pathways, certification programs, and existing training and resources for the County’s demand sectors; develop a summary of what options are currently available; and collaborate with labor, community colleges, and job training organizations to identify gaps 1.4. Work with labor unions to understand what services their members need and what programs they offer 1.5. Partner with academic, public policy, business, and other experts to learn more about the long-term implications of the remote work culture and opportunities 1.6. Identify jobs that require an in-person presence and work with businesses to create incentive programs to keep workers in the region
2. Provide relevant training programs and get people back to work	2.1. Based on research, develop short-term and long-term job placement training programs and tools that incorporate existing programs and develop new programs for current and future quality jobs resulting from the pandemic, such as: <ul style="list-style-type: none"> – Infrastructure installation, tech support, and outreach – Distance learning facilitators, virtual teaching, and child care providers – Multi-lingual and multi-cultural community outreach specialists – Green jobs including climate-resilience implementation, electric vehicle charger installation, building electrification, etc. – Transit operators and mechanics – Construction workers 2.2. Work with placement agencies to connect qualified workers with potential job opportunities
3. Leverage state and federal resources and legislative opportunities	3.1. Monitor and analyze state and federal legislation and policy and advocate for job training and job creation 3.2. Identify opportunities for immediate job creation through application of potential stimulus funding and develop a prioritized list of “shovel-ready” projects and climate resilience projects and provide to the state delegation



Meet the Essential Needs of the County's Most Vulnerable Populations

Lead Partners San Mateo County Core Service Agencies, San Mateo County Housing, San Mateo County Human Services Agency, Second Harvest

Support Partners Community-based organizations, nonprofits, foundations

- Implementation Objectives**
- Provide targeted financial and other assistance to ensure vulnerable residents remain housed
 - Increase the number of affordable housing units throughout San Mateo County
 - Provide support to “mom and pop” property owners
 - Ensure sufficient food and essential supplies are provided to those in need
 - Leverage state and federal resources and legislative opportunities
-

COVID-19 has amplified inequities and created extreme hardships for the community’s unserved, underserved, under-resourced, and ineffectively served individuals and families. Vulnerable populations include those who are at higher risk for experiencing poor health outcomes because they face significant hardships (e.g., financial, educational, housing, etc.), have cultural or linguistic barriers to accessing quality health services, or live in locations where providers are not readily available. These groups may include low-income children, families, and older adults; racial and ethnic minorities; rural communities; the lesbian, gay, bisexual, and transgender (LGBT) community; people with physical or cognitive disabilities; non-English speakers; immigrants (documented and undocumented); and people experiencing homelessness. The response to COVID-19 included eviction moratoriums and a surge in emergency financial assistance to these groups. But these are short-term solutions, and many vulnerable populations need multifaceted support. Ensuring that basic needs are met for vulnerable populations advances equity and provides access to quality services for all unserved, underserved, under-resourced, and ineffectively served individuals and families.

Challenges

- Eviction moratoriums are temporary relief for renters
- Many low-income or unemployed renters lack the ability to pay back missed rent
- Possible increase of homelessness once eviction moratorium expires
- Property owners, particularly “mom and pop” property owners, are struggling to make mortgage payments and pay for taxes, insurance, and maintenance costs without rental income
- An increasing number of individuals and families rely on food distribution
- Many children may have a gap in meals with schools closed
- Older adults and the medically vulnerable are sheltering at home
- COVID-19 unemployment benefits have been reduced

Identified Needs

- Expanded rental assistance programs
- Property owner assistance programs
- Transitional policies in anticipation of the expiration of eviction moratorium
- Options for individuals who are homeless once Project Roomkey ends
- Expanded food distribution and delivery options

Relevant Data

- Requests for rental assistance by geographic area, income, and demographic data such as age, race, ethnicity, gender identity and expression, etc.
- Rental vacancy rates and average monthly rent by geographic area
- Applications for the Immigrant Assistance Program
- Requests for assistance from small property owners by geographic area, income, and demographic data such as age, race, ethnicity, gender identity and expression, etc.
- Project Roomkey use
- People served, amount of food distributed, and number of distribution sites
- Senior meals delivered (Great Plates and Meals on Wheels)
- CalFresh applications for food assistance
- Case-management applications and referrals by geographic area, income, and demographic data such as age, race, ethnicity, gender identity and expression, etc.
- Number of overdoses with relevant demographic metrics such as age, race, ethnicity, gender identity and expression, etc.
- Number of virtual alcohol and substance abuse recovery groups

Current Programs

- ✓ [County Board of Supervisors Order related to eviction moratorium/rental payback](#)
- ✓ Tracking state and federal eviction and rent assistance proposals
- ✓ [Core Services Agencies COVID-19 Emergency Financial Assistance Program](#)
- ✓ [San Mateo County Immigrant Relief Fund](#)
- ✓ Small property owners' assistance program through CARES funding
- ✓ South San Francisco Small Property Owner Assistance Program
- ✓ Legal and other assistance for renters and property owners
- ✓ [Second Harvest Food Bank](#)
- ✓ [Great Plates Program](#)
- ✓ School District Universal Meals Pilot Program
- ✓ Homeless shelters
- ✓ [State Homekey Program](#)

Vulnerable Populations Support Committee Members

- Hon. Alicia Aguirre, City of Redwood City, Cañada College
- Stephanie Balon, Filipino Mental Health Initiatives
- Tanya Beat, Human Resources
- Laura Bent, Samaritan House
- Pat Bohm, Daly City Partnership
- Lisa Mancini, San Mateo County Health Aging and Adult Services
- Mary McGrath, San Mateo County Office of Education
- Alex Melendez, Housing Leadership Council of San Mateo County
- Hon. Mark Nagales, South San Francisco

- Nancy Chang Stanford University
- Marci Dragun, San Mateo County Board of Supervisors
- Georgia Farooq, Thrive Alliance
- Will Gibson, San Mateo County Planning and Building
- Scott Gilman, San Mateo County Behavioral Health and Recovery Services
- Stewart Hyland, Housing Leadership Council of San Mateo County
- Jack Johnson, San Mateo County Office of Sustainability
- Connie Juarez-Diroll, San Mateo County Manager's Office
- John Keller, Burlingame Hills Association
- Susan Kokores, Commission on the Status of Women
- Francisco Sapp, San Mateo Pride Center
- Caleb Smith, San Mateo County Office of Sustainability
- Robert Spencer, San Mateo County Correctional Health
- Mike Stancil, Daly City Partnership
- Shawneece Stevenson, The Primary School
- Olga Talamante, Chicana Latina Foundation
- Michele Tate, NOVA
- LaTrice Taylor, Samaritan House
- Lisa Tealer, Bay Area Community Health Advisory Council
- Kava Tulua, One East Palo Alto
- Justin Watkins, Get Healthy San Mateo
- Tracy Weatherby, Second Harvest Food Bank
- Stephanie Weisner, StarVista



Meet the Essential Needs of the County's
Most Vulnerable Populations

Objectives	Recommendations
1. Provide targeted financial and other assistance to ensure vulnerable residents remain housed	1.1. Continue to provide emergency rental assistance to qualifying households that have been adversely affected by COVID-19 1.2. Continue to project future needs for emergency rental assistance funding and work with public, private, and other funders to meet projected demand 1.3. Provide funding to community-based organizations and nonprofits to expand culturally and linguistically appropriate outreach and application assistance to residents for financial assistance programs 1.4. Pilot an incentive program for renters and property owners to compromise on back rent 1.5. Continue to contract with community-based organizations and nonprofits to provide legal support for renters and track ongoing needs for legal service 1.6. Continue to contract with community-based organizations and nonprofits to provide information and referral and other support services for renters and property owners 1.7. Identify opportunities for long-term rental and mortgage assistance over multiple months 1.8. Identify opportunities to reduce overcrowding in COVID-19 hotspot areas
2. Increase the number of affordable housing units throughout San Mateo County	2.1. Maintain County funding commitment to the Affordable Housing Fund 2.2. Continue community engagement efforts as requested by cities to support affordable housing 2.3. Continue support for affordable housing solutions such as second units and shared housing 2.4. Identify strategies for cities to invest their affordable housing funds to build new affordable units 2.5. Meet Regional Housing Needs Allocation (RHNA) by building the required number of affordable housing for all income levels

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|--|--|
| 3. Provide support to “mom and pop” property owners | 3.1. Target financial support to small “mom and pop” residential property owners (those with few units and who are dependent on rent to pay the mortgage) to assist the most vulnerable property owners and renters
3.2. Provide culturally and linguistically appropriate marketing and application support for small property owners for financial and all other assistance programs
3.3. Track applications for small property owner assistance and assess the County program to determine additional needs for assistance and any changes that would improve program operation if additional funding is available |
| 4. Ensure sufficient food and essential supplies are provided to those in need | 4.1. Work with Second Harvest and community partners to identify any unmet food needs in geographically targeted low-income communities
4.2. Continue receiving updates from Second Harvest on the extent of need and their ability to meet that need
4.3. Continue getting updates from San Mateo County Human Services Agency on applications, approvals and backlog (if any) for CalFresh
4.4. Expand capacity of Second Harvest and other local organizations to provide assistance with groceries and meals if an increased need arises
4.5. Assess targeted needs for meal and essential item delivery and develop options for expanding meal delivery programs for homebound vulnerable residents and residents who need to isolate |
| 5. Leverage state and federal resources and legislative opportunities | 5.1. Advocate for, monitor, and analyze state and federal legislation and policy and how it may affect local property owner and renter assistance and protection
5.2. Advocate for, monitor, and analyze state and federal legislation and policy and how it may affect provision of food and essential items to vulnerable residents
5.3. Advocate for more income-based housing vouchers |
-



Promote

Mental Health and Wellness

Lead Partner San Mateo County Behavioral Health and Recovery Services

Support Partners Community-based organizations and nonprofits, schools, foundations, and private insurers

- Implementation Objectives**
- Use a variety of communication channels to provide culturally and linguistically appropriate information on mental health resources
 - Provide culturally and linguistically appropriate information to individuals whose conditions have been exacerbated by the pandemic or who have been cut off from their support systems
 - Support community-based organizations providing mental health resources to low-income and underserved communities
 - Develop programs that provide a lifeline for isolated individuals
 - Leverage state and federal resources and legislative opportunities to maintain and expand mental health services for all community members
-

It is critical to deliver mental health and substance use support to adults and children. During COVID-19, many individuals have fallen ill, lost a loved one, or struggled to adjust to the uncertain and stressful situation. Essential workers are increasingly stressed and overworked as the pandemic has extended from weeks to months. Issues such as domestic violence, alcohol and other drug abuse, and depression can also be exacerbated by the strain of the pandemic.

Challenges

- Substance abuse and the lack of in-person support
- Stigma in minority communities when seeking treatment and assistance
- Lack of Internet connectivity that limits online support and resources
- Loss of opportunity to reach troubled youths due to closed programs and schools
- Fear of seeking treatment and assistance due to immigration status
- Reduced space for substance abuse treatment due to distancing requirements
- Social isolation issues
- Lack of health insurance and loss of health insurance coverage due to job loss
- Experiences of grief and loss with social distancing and fatalities
- Increased racism, discrimination, and xenophobia
- Added parental stress due to uncertainty of school and child care operations, distance learning facilitation, and remote working

Identified Needs

- Diverse communication methods (languages and formats) for outreach
- Mental health providers who speak threshold languages

- Resources for families and children at risk, including families with younger children (age 0-5) and families with children with special needs
- Support to youth and young adults, especially those with special needs or disabilities or who are English language learners, low-income, or homeless
- Greater outreach to older adults, people with disabilities and others with access and functional needs, and vulnerable individuals who cannot leave home
- Phone calls, postcards, and other types of communication

Relevant Data

- Calls to suicide prevention and other assistance hotlines and warm lines by demographic data such as age, race, ethnicity, gender identity and expression, etc.
- Referrals for substance-abuse support through hospital emergency departments
- Requests for mental health support including demographic data
- Reports of domestic violence and child abuse including demographic data

Current Programs

- ✓ [Health Equity Initiatives by the County Office of Diversity and Equity](#)
- ✓ [County Office of Education and County Behavioral Health and Recovery Services \\$6 million grant for mental health pilot project in schools](#)
- ✓ IMPaCT comprehensive database of mental health providers including private, public funded, and individual therapists

Vulnerable Populations Support Committee

- Hon. Alicia Aguirre, City of Redwood City, Cañada College
- Stephanie Balon, Filipino Mental Health Initiatives
- Tanya Beat, Human Resources
- Laura Bent, Samaritan House
- Pat Bohm, Daly City Partnership
- Nancy Chang Stanford University
- Marci Dragun, San Mateo County Board of Supervisors
- Georgia Farooq, Thrive Alliance
- Will Gibson, San Mateo County Planning and Building
- Scott Gilman, San Mateo County Behavioral Health and Recovery Services
- Stewart Hyland, Housing Leadership Council of San Mateo County
- Jack Johnson, San Mateo County Office of Sustainability
- Connie Juarez-Diroll, San Mateo County Manager's Office
- John Keller, Burlingame Hills Association
- Susan Kokores, Commission on the Status of Women
- Justin Kromelow, Healthcare Professional
- Lisa Mancini, San Mateo County Health Aging and Adult Services
- Mary McGrath, San Mateo County Office of Education
- Alex Melendez, Housing Leadership Council of San Mateo County
- Hon. Mark Nagales, South San Francisco
- Francisco Sapp, San Mateo Pride Center
- Caleb Smith, San Mateo County Office of Sustainability
- Robert Spencer, San Mateo County Correctional Health
- Mike Stancil, Daly City Partnership
- Shawneece Stevenson, The Primary School
- Olga Talamante, Chicana Latina Foundation
- Michele Tate, NOVA
- LaTrice Taylor, Samaritan House
- Lisa Tealer, Bay Area Community Health Advisory Council
- Kava Tuluva, One East Palo Alto
- Justin Watkins, Get Healthy San Mateo
- Tracy Weatherby, Second Harvest Food Bank
- Stephanie Weisner, StarVista



Promote

Mental Health and Wellness

Objectives	Recommendations
1. Use a variety of communication channels to provide culturally and linguistically appropriate information on mental health resources	1.1. Centralize information and referrals for crisis hotlines and other virtual mental health resources available to the public 1.2. Use existing client networks to distribute culturally and linguistically appropriate information on available mental health resources from major insurance companies, Medicare, and San Mateo County Behavioral Health and Recovery Services (covering those insured through Medi-Cal) 1.3. Provide non-digital culturally and linguistically appropriate public information and resources related to mental health (e.g., ads in newspapers, printed flyers, mailers) 1.4. Coordinate with faith-based leaders to provide culturally and linguistically appropriate information and outreach to members about mental health support and resources 1.5. Leverage distribution channels like food distribution and other COVID-19 outreach to include mental health messaging and resources 1.6. Ensure local mental health resources are included in 2-1-1 scripts
2. Provide culturally and linguistically appropriate information to individuals whose conditions have been exacerbated by the pandemic or who have been cut off from their support systems	2.1. Provide culturally and linguistically appropriate crisis intervention hotlines and warm lines for emotional support 2.2. Promote use of employer-provided mental health resources by teachers, medical staff, and other essential workers 2.3. Work with employee assistance programs to develop and promote peer-counseling programs for teachers, medical staff, and other essential workers with access to employment benefits 2.4. Provide information and referrals to mental health support services for youth and young adults and increase the capacity of community-based organizations and nonprofits that provide those services 2.5. Share information on available behavioral health and wellness support services to younger children (0-5), school-age children, families, and parents of children with special needs
3. Support community-based organizations providing mental health resources to low-income and underserved communities	3.1. Work with community-based organizations and nonprofits providing mental health support to identify unmet needs 3.2. Continue receiving updates from community-based organizations and nonprofits providing mental health support on extent of need and their ability to meet that needs 3.3. Expand capacity of community-based organizations and nonprofits providing mental health support and other local organizations to provide assistance 3.4. Identify opportunities to increase mental health training for law enforcement and explore the potential for “mental health response teams” to accompany law enforcement

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|--|---|
| 4. Develop programs that provide a lifeline for isolated individuals | 4.1. Coordinate postcards (e.g., Dear Neighbor campaign), phone calls (e.g. Friendship Line), and letters to connect with homebound individuals |
| | 4.2. Coordinate wellness checks for isolated older adults or other homebound residents |
-
- | | |
|---|---|
| 5. Leverage state and federal resources and legislative opportunities to maintain and expand mental health services for all community members | 5.1. Advocate for, monitor and analyze state and federal legislation and policy to expand mental health resources and services |
| | 5.2. Continue to seek state and federal support for mental health services for students |
| | 5.3. Leverage the state’s Mental Health Services Oversight and Accountability Commission grant to build the capacity of schools to provide mental health supports to students |
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Provide

Quality, Safe, and Affordable Child Care

Lead Partners 4Cs, First 5, Big Lift

Support Partners Community-based organizations and nonprofits, cities, school districts, San Mateo County Office of Education

- Implementation Objectives**
- Support child care providers so they can remain solvent and meet the needs of the community
 - Support families in obtaining quality, safe, and affordable child care
 - Leverage state and federal resources and legislative opportunities
-

Child care resources are critical for working parents, whether they are essential workers or working remotely. Prior to COVID-19, the demand for child care exceeded the need. Now, child care providers of all types are finding it difficult to understand and implement health orders while remaining a viable business. Many child care providers can no longer operate, which has widened the preexisting gap even further and created a critical shortage in available and affordable care. Providing resources to support child care providers supports families and furthers the community's economic recovery.

Challenges

- Child care providers find public health guidance and requirements unclear and difficult to navigate
- Many child care providers, both centers and family homes, are closed
- Class size requirements and increased health and safety regulations limit child care operators' income and create a potentially unviable business model
- Some parents have health concerns regarding group care
- Because COVID-19 tests are limited to people with symptoms by many providers and results take time, when an employee or a student at a child care center is exposed, the center must close for multiple days, creating hardships for parents and potential income concerns for the provider

Identified Needs

- Funding to keep child care centers open with reduced attendance and increased requirements
- Resources and information for providers to implement appropriate public health measures
- Additional resources to address staff shortfalls
- Recognition of child care providers as essential staff and prioritization of testing
- Information for families on how they can help ensure the health of their children and others who are using child care resources
- Financial assistance for essential workers to afford child care

Relevant Data

- Number of child care spots available
- Number of child care centers operating and percent capacity by geographic area
- Number of providers applying for financial assistance by geographic area
- Cost of available child care options
- Number of subsidized spots and percent filled

Current Programs

- ✓ [San Mateo County Child Care Relief Fund](#)
- ✓ [SMC Strong small business and nonprofit grant program](#)
- ✓ [4Cs and First 5 Emergency Child Care Supplies Program](#)
- ✓ [4Cs, First 5 San Mateo County](#), and San Mateo County [Office of Education](#) information and resource repositories
- ✓ San Mateo County COVID-19 Child Care Response Team
- ✓ San Mateo County Child Care Partnership Council

Education and Child Care Committee Members

- Edith Arias, Padres en Accion
- Michelle Blakely, First 5 San Mateo County
- Janine Bruce, Stanford School of Medicine
- Jennifer Brust, Burlingame
- Vanessa Castro, Safe Routes to Schools
- Heather Cleary, Peninsula Family Service
- Christina Falla, Office of Supervisor Carole Groom
- Katie Goetz, Woodside United Methodist Church; Peninsula Solidarity Cohort
- Hon. Maurice Goodman, San Mateo County Community College District
- Hon. Giselle Hale, City of Redwood City
- Evan Jones, Mid-Peninsula Boys and Girls Club
- Samuel Leinbach, Belmont-Redwood Shores School District
- Kitty Lopez, First 5 San Mateo County
- Patricia Love, San Mateo County Office of Education
- Hon. Daina Lujan, South San Francisco Unified School District
- Moana Lupe, Institute for Human and Social Development
- Hon. Nancy Magee, San Mateo County Office of Education
- Hon. Sara McDowell, City of San Carlos
- Aubrey Merriman, Boys and Girls Club of North San Mateo County
- Jackie Nunez, San Mateo County Office of Sustainability
- Brian Oh, Get Healthy San Mateo County
- Meghan O'Reilly-Green, PTO President at Orion/Mandarin/ Immersion Parent Participatory School
- Christine Padilla, Build Up for San Mateo County's Children
- Jennifer Pifeleti, Institute for Human and Social Development
- Sarah Pistorino, San Mateo County Youth Commission
- Gina Quiney, Office of Supervisor Carole Groom
- Alyson Suzuki, San Mateo County Office of Education
- Randy Torrijos, Office of Supervisor Dave Pine
- Theresa Vallez-Kelly, San Mateo County Office of Education
- Ann Walden, The Primary School
- Jon Walton, San Mateo County Information Services
- Hon. Shara Watkins, San Mateo / Foster City School District
- Christy Wegener, SamTrans
- Hon. Sharifa Wilson, Ravenswood City School District

 Provide
Quality, Safe, and Affordable Child Care

Objectives	Recommendations
1. Support child care providers so they can remain solvent and meet the needs of the community	1.1. Continue to provide timely resources and information to address child care provider questions about health orders including guidance related to procedures for closing and reopening after positive cases 1.2. Use surveys, forums, panels, and other methods to solicit ongoing input from providers on the challenges they are facing including safety and health issues, marketing to families, development of business plans, budgeting, and licensing 1.3. Provide technical assistance to child care providers based on their identified needs 1.4. Host panel discussions and webinars and provide other opportunities for sharing information and best practices among child care providers 1.5. When testing availability allows, prioritize child care staff and families for rapid COVID-19 testing 1.6. Form a County Early Care and Education department to help with coordination between child care leadership groups 1.7. Consider opportunities for child care programs to repurpose unused commercial spaces and other available facilities 1.8. Identify and support a child care employee pipeline to address workforce issues 1.9. Work with community colleges to use established child care pathways programs to increase the number of trained child care providers 1.10. Consider options for expanding capacity of child care class sizes both in centers and homes
2. Support families in obtaining quality, safe, and affordable child care	2.1. Understand unmet family needs and explore opportunities to meet the needs 2.2. Provide an updated list of child care programs with open spaces 2.3. Provide financial assistance for families in need 2.4. Provide referral and navigation assistance to families for child care needs 2.5. Provide health guidance and assistance for families that may need alternative care if a child or household member is ill or COVID-19 positive
3. Leverage state and federal resources and legislative opportunities	3.1. Identify local, state, and federal funding opportunities to expand assistance programs for child care and build local capacity for quality, safe, and affordable child care 3.2. Advocate for the state to classify child care providers as essential workers and provide hazard pay and health insurance coverage 3.3. Support efforts to identify opportunities for longer term reform of the child care system (e.g., access, affordability, financial viability of centers) 3.4. Fund and leverage the Child Care Partnership Council to support advocacy and policy change efforts



Support

Distance Learning and Out-of-School Care

Lead Partners 4Cs, First 5, Big Lift

Support Partners Community-based organizations and nonprofits, cities, school districts, San Mateo County Office of Education, County Out-of-School Task Force

Implementation Objectives

- Support out-of-school care providers
- Support parents and children in virtual learning
- Leverage state and federal resources and legislative opportunities to support learning and opportunities for students

The COVID-19 crisis has been a traumatic event for the whole community but has been particularly taxing for children who have had to adjust to new social and learning environments with less interaction with other children, teachers, coaches, and other adults. The uncertainty of school schedules, and whether children will have in-person classroom instruction or virtual learning, is taxing on parents and students. Parents are struggling to balance their work responsibilities with a virtual or possibly hybrid school day without out-of-school care which includes before and after school care and care on days when school is not in session.

Challenges

- Unclear guidance and requirements for out-of-school care
- Uncertainty about school plans due to watch list requirements—opening will be all virtual but could move to a hybrid plan at an unknown future date
- Limited space, staffing, and availability of out-of-school care
- Distance learning support and extracurricular activities for vulnerable students
- Limited space, staffing, and availability of out-of-school care
- Internet connectivity/digital divide

Identified Needs

- Technology equipment and Internet connectivity
- Distance learning support and facilitation
- Child care for working parents
- Space and funding for programs for lowest income school children

Relevant Data

- Number of child care spots available
- Number of subsidized spots and percent filled
- Number of out-of-school care providers operating, percent capacity, and geographic areas served
- Number of students reporting Internet connectivity issues and geographic and demographic data
- Number of providers applying for financial assistance
- Cost of available child care and out-of-school care options
- Number of out-of-school care providers operating or transitioning to full-time
- Student attendance during distance learning by geographic and demographic data

Current Programs

- ✓ Universal Meals for San Mateo County students
- ✓ [San Mateo County Internet Access Initiative pilot in three school districts](#)
- ✓ Out-of-School Support Task Force
- ✓ School districts providing out-of-school care
- ✓ City recreation, enrichment, child care, and after-school programs
- ✓ School district provision of connectivity and technology to students

Education and Child Care Committee Members

- Edith Arias, Padres en Accion
- Michelle Blakely, First 5 San Mateo County
- Janine Bruce, Stanford School of Medicine
- Jennifer Brust, Burlingame
- Vanessa Castro, Safe Routes to Schools
- Heather Cleary, Peninsula Family Service
- Christina Falla, Office of Supervisor Carole Groom
- Katie Goetz, Woodside United Methodist Church; Peninsula Solidarity Cohort
- Hon. Maurice Goodman, San Mateo County Community College District
- Hon. Giselle Hale, City of Redwood City
- Evan Jones, Mid-Peninsula Boys and Girls Club
- Samuel Leinbach, Belmont-Redwood Shores School District
- Kitty Lopez, First 5 San Mateo County
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- Hon. Daina Lujan, South San Francisco Unified School District
- Moana Lupe, Institute for Human and Social Development
- Hon. Nancy Magee, San Mateo County Office of Education
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- Aubrey Merriman, Boys and Girls Club of North San Mateo County
- Jackie Nunez, San Mateo County Office of Sustainability
- Brian Oh, Get Healthy San Mateo County
- Meghan O'Reilly-Green, PTO President at Orion/Mandarin/ Immersion Parent Participatory School
- Christine Padilla, Build Up for San Mateo County's Children
- Jennifer Pifeleti, Institute for Human and Social Development
- Sarah Pistorino, San Mateo County Youth Commission
- Gina Quiney, Office of Supervisor Carole Groom
- Alyson Suzuki, San Mateo County Office of Education
- Randy Torrijos, Office of Supervisor Dave Pine
- Theresa Vallez-Kelly, San Mateo County Office of Education
- Ann Walden, The Primary School
- Jon Walton, San Mateo County Information Services
- Hon. Shara Watkins, San Mateo / Foster City School District
- Christy Wegener, SamTrans
- Hon. Sharifa Wilson, Ravenswood City School District



Objectives	Recommendations
1. Support out-of-school care providers	<ul style="list-style-type: none">1.1. Identify an agency and/or group of agencies to lead and coordinate out-of-school care efforts1.2. Develop and disseminate public health guidance to recreation and out-of-school care providers based on school districts, the four pillars, and all state guidance1.3. Provide a letter for a COVID-19 exposed, asymptomatic child care employee to give to a healthcare provider to obtain the required referral for a COVID-19 test1.4. Consider opportunities for out-of-school care programs to use school sites, faith community facilities, and other space to provide distance learning support for vulnerable students1.5. Expand training for out-of-school providers on mandatory reporting issues such as trauma1.6. Promote a peer counseling support structure to provide emotional support to teachers, staff, and practitioners through employee assistance programs1.7. Seek partnerships to increase funding for out-of-school programs1.8. Share examples of working relationships between out-of-school providers and school districts and increase coordination where those relationships do not already exist1.9. Address the increased connectivity and technology needs of out-of-school care programs providing digital learning support
2. Support parents and children in virtual learning	<ul style="list-style-type: none">2.1. Provide guidance for parents regarding expectations for a school day when students are at home, including resources specifically for parents of children with special needs2.2. Provide laptops, Chromebooks, and tablets with appropriate security software and Internet connectivity to support distance learning for low-income, rural, and immigrant students2.3. Provide culturally and linguistically appropriate technical assistance for families to use computers and equipment2.4. Organize a volunteer effort to provide free culturally and linguistically appropriate virtual tutoring, art and music classes, and other enrichment activities for low-income and vulnerable students2.5. Share information with children and families related to available behavioral health and wellness support services through general communication and culturally and linguistically appropriate communications for targeted communities
3. Leverage state and federal resources and legislative opportunities	<ul style="list-style-type: none">3.1. Monitor and analyze state and federal legislation and policy and advocate for opportunities and funding for schools and out-of-school care providers

APPENDIX A:

Key Stakeholder Reviewers

Committee recommendations were presented to key community stakeholders for review and discussion prior to finalizing the report.

Key Stakeholder Reviewers

- San Mateo County Board of Supervisors
- City Managers
- State Delegation
- Council of Cities
- City/County Association of Governments (C/CAG)
- Faith Community (more than 60 faith-based organizations)
- San Mateo County Economic Development Association (SAMCEDA)
- San Mateo County and Silicon Valley Convention and Visitors Bureau
- Local chambers of commerce
- San Mateo County Office of Education
- San Mateo County School Boards Association
- Community Colleges
- 4Cs
- First 5 San Mateo County
- Thrive Alliance (more than 100 members)
- Second Harvest Food Bank
- San Mateo County Core Service Agencies
- San Mateo County Departments

APPENDIX B:

Recovery Initiative Team

San Mateo County staff led Recovery Initiative activities with support provided by IEM.

Recovery Initiative Team

San Mateo County Staff

- Peggy Jensen, Deputy County Manager of San Mateo County
- Danielle Lee, Assistant Director of the Office of Sustainability, San Mateo County
- Jessica Stanfill Mullin, Sustainability Program Manager, Livable Communities, Office of Sustainability, San Mateo County

Contract Support Staff

- Meghan Aminto, Project Manager, IEM
- Krista Houk, Program Manager, IEM
- Mandy Gardner, Planner, IEM
- Shelby Rushing, Planner, IEM
- Brandy Welch, Planner, IEM

APPENDIX C:

Draft Implementation Plan

The Draft Implementation Plan details the type of assistance, recovery phase, lead and support implementation partners, beneficiaries, estimated costs, time frames, and leveraged funds for each recommendation.

Focus Areas

Reduce the Spread of COVID-19.....	57
Bridge the Digital Divide	58
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Support Local Businesses, Community-based Organizations, and Nonprofits.....	63
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Implementation Plan

The implementation plan characterizes each recommendation, proposes lead and support organizations, and estimates costs and time frames. The implementation plan will be reviewed and further developed with lead and support organizations in the coming weeks.

Element	Description
#	Recommendation number under each focus area
Type of assistance	Category of assistance, including: <ul style="list-style-type: none"> • Collaboration • Data collection and analyses • Equipment • Facilities • Financial assistance • Food • Housing <ul style="list-style-type: none"> • Information and resources • Infrastructure • Planning • Policy • Program analysis • Public information and outreach <ul style="list-style-type: none"> • Services • Staff and expertise • Technical assistance • Testing • Training
Phase	Phase of recovery: <ul style="list-style-type: none"> • Meeting current needs—recommendations to address current needs as of September 2020 • Creating community capacity—recommendations related to providing tools, assistance, and training to community groups to help build knowledge and expertise • Building a better future—recommendations for long-term and fundamental changes in institutions and current policies and practices
Lead	Organization(s) that coordinate implementation of the recommendation, given organizational focus and capabilities. Lead organizations leverage existing networks and partnerships for resources and expertise and work to identify potential funding sources.
Support	Organization(s) that align closely with the objectives and can apply their current work and expertise to implement the recommendation in coordination with the lead(s).
Target Community	Intended beneficiaries of the proposed recommendation.
Cost Estimate	Initial cost estimate for implementation of the recommendation. This includes funding only and does not include staffing needs. These initial cost estimates represent a starting point for a more detailed financial plan that will be developed with input from lead and support organizations. <p>Cost estimate categories include:</p> <ul style="list-style-type: none"> • No added cost = it is likely that this recommendation can be completed with existing staff and/or resources • Low = less than \$100,000 • Medium = \$100,000 to \$999,999 • High = \$1,000,000 to \$4,999,999 • Very High = more than \$5,000,000
Time Frame	Time frame is an estimated completion timeline. Time frames will be confirmed with lead and support organizations, and milestones will be established for each recommendation. <ul style="list-style-type: none"> • Immediate: completion within 0–6 months • Intermediate: completion within a year • Ongoing: recommendation active until no longer needed
Funds	Current and/or past leveraged funding that was spent in support of the recommendation as of September 14, 2020.

Reduce the Spread of COVID-19

#	Reduce the Spread of COVID-19 Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time Frame	Current/ Past Leveraged Funds
1.1	Proactively provide timely, simple, culturally and linguistically appropriate messaging about state and local health orders with as much lead time as possible prior to any changes—opening or closing	Public information and outreach	Meeting current needs	COVID Communications Team (Joint Information Center, Office of Community Affairs, Health System PIO)	SAMCEDA, cities, other partners	Businesses, residents, and others	No added costs	Ongoing	
1.2	Support ongoing countywide and micro-targeted linguistically and culturally appropriate COVID-19 messaging related to prevention behavior and distribute messaging through trusted messengers and in digital and non-digital formats	Public information and outreach	Meeting current needs	COVID Communications Team (Joint Information Center, Office of Community Affairs, Health System PIO)	CBOs, cities, nonprofits, school districts	Businesses, residents, and others	Low	Ongoing	\$1.2M County funding
2.1	Plan for and provide assistance to those needing to isolate inside or outside the home depending on their situation (e.g., those living in multi-family homes, multi-generational homes, or those with children or dependents who cannot be left alone)	Services— Isolation assistance/ isolation locations	Meeting current needs	San Mateo County Health	San Mateo County Emergency Operations Center, San Mateo County Human Services Agency, Mental Health Association	All residents	Medium	Ongoing	

#	Reduce the Spread of COVID-19 Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time Frame	Current/ Past Leveraged Funds
2.2	Provide testing based on analyses of COVID-19 geographic hotspots and community needs and provide appropriate support for those who lack Internet access to register for testing or lack personal transportation to testing sites	Services— testing and support services	Meeting current needs	Health System, testing partners, San Mateo County Manager's Office	San Mateo County Emergency Operations Center, GIS specialists	All residents		Ongoing	\$100K spent; \$10M allocated

Bridge the Digital Divide

#	Bridge the Digital Divide Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time Frame	Current/ Past Leveraged Funds
1.1	Expand the most cost-effective solutions to increase access across the County by convening community partners and building on the results of existing efforts, including partnerships with private-sector partners to provide financial support for connectivity programs and Internet expansion	Services— connectivity	Building a better future	Connectivity Community Advisory Committee (SAMCEDA, Office of Ed, ISD)	State delegation and Board of Supervisors, cities, internet providers	Residents without connectivity	Very High		\$2.9M
2.1	Provide targeted financial assistance to small businesses for technology equipment, Internet service, and technical assistance and training	Financial assistance	Meeting current needs	SAMCEDA, Renaissance Entrepreneur Center (REC)	County and other funders (foundations, cities, etc.)	Businesses without connectivity			

#	Bridge the Digital Divide Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time Frame	Current/ Past Leveraged Funds
2.2	Partner with regional organizations addressing the digital divide	Collaboration	Creating community capacity	San Mateo County Office of Education, San Mateo County Information Services Department	SAMCEDA	Residents without connectivity	No added costs	Ongoing	
2.3	Reach out to local tech firms about providing financial support for connectivity programs and Internet expansion across the County	Services—connectivity	Meeting current needs	SAMCEDA	San Mateo County Office of Education, San Mateo County Information Services Department, cities	Residents without connectivity	No added costs		
3.1	Expand current programs to provide culturally and linguistically appropriate training and instruction through CBOs and nonprofits	Technical assistance	Creating community capacity	SAMCEDA, San Mateo County Office of Education, San Mateo County Information Services Department	CBOs and nonprofits, cities, school districts	Residents without connectivity		Ongoing	
3.2	Provide funding for CBOs and nonprofits to provide technology training and information and referrals to affordable technology programs	Financial assistance	Creating community capacity	CBOs and nonprofits	Libraries, community colleges, volunteers, and private sector firms	Residents without connectivity			

#	Bridge the Digital Divide Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time Frame	Current/ Past Leveraged Funds
4.1	Monitor and analyze state and federal legislation and grant programs; advocate for policies that expand financial assistance programs, access to broadband, navigation support, and technical assistance and training	Policy	Building a better future	Cities, advocates and business community	San Mateo County libraries	All residents	No added costs	Ongoing	

Provide Safe Public and Active Transportation Options

#	Provide Safe Public and Active Transportation Options Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time Frame	Current/ Past Leveraged Funds
1.1	Provide culturally and linguistically appropriate information about what riders need to do to safely ride the bus, such as wear a mask	Public information and outreach	Meeting current needs	SamTrans	Community partners and local jurisdictions	Residents	TBD by SamTrans	Ongoing	
1.2	Promote consumer confidence in public transit by pushing positive messaging, including having local leaders and other influencers share images of themselves riding transit	Public information and outreach	Meeting current needs	SamTrans	San Mateo County and Local Jurisdictions	Residents	TBD by SamTrans	Ongoing	
1.3	Promote consumer confidence of public transit through clear communication of health and safety precautions being taken by transit agencies	Public information and outreach	Meeting current needs	SamTrans	San Mateo County and Local Jurisdictions	Residents	TBD by SamTrans	Ongoing	

#	Provide Safe Public and Active Transportation Options Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time Frame	Current/ Past Leveraged Funds
2.1	Expand bike routes through cities as part of established bike and pedestrian plans	Infrastructure	Building a better future	C/CAG; Cities	Local jurisdictions, Silicon Valley Bike Coalition	Residents	TBD by cities	Ongoing	
2.2	Create guidelines for cities to implement and expand Slow Streets programs to promote active transportation; coordinate and evaluate these opportunities to ensure there will not be degradation to public transit routes	Infrastructure	Building a better future	C/CAG; Cities	Local jurisdictions, Silicon Valley Bike Coalition	Residents			
2.3	Promote infrastructure and programs for active transportation for both the public and students, such as walking and biking to school (e.g., Safe Routes to School)	Public information and outreach	Building a better future	C/CAG, Office of Education, Cities	Local jurisdictions, Silicon Valley Bike Coalition	Residents	TBD by cities	Ongoing	
2.4	Identify funding opportunities to improve pedestrian and bicycle infrastructure connecting to bus stops and including amenities such as lighting and shelter at bus stops	Infrastructure	Building a better future	C/CAG	County Office of Sustainability	Residents		Ongoing	
2.5	Consider providing smaller transport vehicles, such as vans, for public transportation off main collection and drop-off routes	Services— transportation	Meeting current needs						

#	Provide Safe Public and Active Transportation Options Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time Frame	Current/ Past Leveraged Funds
2.6	Identify opportunities for bus priority quick-build projects for bus facilities and others that could support bus speed and reliability as congestion returns to key corridors	Infrastructure	Building a better future	C/CAG	County Office of Sustainability	Residents	No added costs	Ongoing	
2.7	Explore targeted reduced fare strategies for income-qualified riders	Services— transportation	Meeting current needs	SamTrans		Residents	TBD by SamTrans		
3.1	Monitor and analyze state and federal legislation and policy and advocate for opportunities and funding for active transportation and public transit	Policy	Building a better future	C/CAG	SamTrans	Residents	No added costs	Ongoing	
3.2	Push for funding for zero-emission buses through electrification or other strategies for 2040	Resources	Building a better future	SamTrans		Residents	TBD by SamTrans	Ongoing	
3.3	Encourage integration of objectives to address COVID-19 mobility and accessibility challenges in Communities of Concern into the C/CAG FY 2020-21 Lifeline Transit Call for Projects	Policy	Meeting current needs	C/CAG		Residents	TBD by C/CAG	TBD by C/CAG	

Support Local Businesses, Community-based Organizations, and Nonprofits

#	Support Local Businesses, Community-based Organizations, and Nonprofits Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
1.1	Convey to the state the need for more lead time when opening/reopening status changes	Policy	Meeting current needs	City/County lobbyists	SAMCEDA, League of Cities, County state Association of Counties (CSAC)	All businesses	No added cost		
1.2	Provide timely resources and information for business questions about health orders and ensure appropriate safety and cleanliness guidelines and posted	Public information and outreach	Meeting current needs	SAMCEDA and SMSVCVF	San Mateo County Health and Environmental Health	All businesses	No added cost		
1.3	Encourage compliance with health and safety guidelines and target specific outreach to businesses in COVID-19 hotspot areas	Public information and outreach	Meeting current needs	Environmental Health (hotspot/targeted list)	SAMCEDA, chambers of commerce, etc. outreach	All businesses	Cost of additional staff		
1.4	Provide business owners with webinars, information packets, and one-on-one assistance on opening or reopening regulations in multiple languages and refresher webinars prior to any expected reopening	Information, resources, technical assistance	Creating community capacity	SAMCEDA and City Economic Development Staff and chambers of commerce	San Mateo County Environmental Health	All businesses and English as second language business owners	No added cost		

#	Support Local Businesses, Community-based Organizations, and Nonprofits Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
1.5	Develop solutions for addressing sector-specific barriers for operating successfully during health orders (e.g., personal care, dining, and retail) through consultation with city planning, economic development, and chambers of commerce	Collaboration	Creating community capacity	Cities, chambers of commerce, SAMCEDA		Businesses of various types	No added cost		
1.6	Expand testing for employees to reassure customers that employees are COVID-19 negative to build consumer confidence	Testing	Meeting current needs	Businesses		Businesses and employees	Cost incurred by business owner		
1.7	Prioritize testing for key sectors—child care, food bank, grocery stores, community-based organization and nonprofit staff, homeless shelters, county core service agencies, social service providers—to build confidence for parents, the public, etc.	Testing	Meeting current needs	San Mateo County Health (for the ones they offer)	Large providers of Testing		No added cost		
1.8	Explore ways to support PPE procurement	Collaboration	Meeting current needs	EOC	Chamber, Cities, SAMCEDA to coordinate bulk purchases		No added cost		

#	Support Local Businesses, Community-based Organizations, and Nonprofits Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
2.1	Seek foundation and other funding to expand the geographically targeted Small Business Grant Program	Financial assistance	Meeting current needs	SAMCEDA	REC, Foundations, other donors	Small businesses in low-income areas			\$200k in County funds \$75k in public donations
2.2	Provide training, legal assistance, technology assistance, business plan development, and marketing consultation to small businesses and new businesses	Technical assistance	Creating community capacity	SAMCEDA, Renaissance Entrepreneur Center	Community Colleges, JobTrain, local business schools, tech firms	Small businesses	Medium		
2.3	Explore with the investment community opportunities to support new businesses	Collaboration	Building a better future	SAMCEDA					
3.1	Identify trends and evaluate needs by coordinating data with SAMCEDA, County Environmental Health, and others collected via local business surveys, tracking commercial vacancies, and other metrics	Data analyses	Meeting current needs	SAMCEDA		All businesses	No added cost	Ongoing	

#	Support Local Businesses, Community-based Organizations, and Nonprofits Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
3.2	Share best practices for collaboration among cities, chambers of commerce, and local businesses to keep them informed and understand their changing needs and concerns through online panels and forums	Public information and outreach	Creating community capacity	SAMCEDA	Economic Development and Community Development staff	Cities	No added cost	Ongoing	
4.1	Create and promote a Buy Local campaign to encourage residents and businesses to buy local products and services	Public information and outreach	Meeting current needs	Cities and chambers of commerce	SAMCEDA	Unemployed residents and businesses of all types	Low		
4.2	Create and promote a Hire Local campaign to encourage businesses to hire local residents	Public information and outreach	Meeting current needs	Cities and chambers of commerce	SAMCEDA	Unemployed residents and businesses of all types			
4.3	Create a low-cost loan program for small businesses and new businesses that is “backstopped” by a combination of private, public, and donor funds	Financial Assistance	Creating community capacity	County to discuss with SMC Credit Union	SAMCEDA, REC, Cities	All businesses	High		
4.4	Create double bottom-line opportunities for local businesses to meet COVID-related needs of residents (e.g., food, home meal delivery, pharmacy delivery, etc.)	Services— meal/essential item delivery	Creating community capacity	Cities, counties, and others	SAMCEDA	Businesses and residents in need			

#	Support Local Businesses, Community-based Organizations, and Nonprofits Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
4.5	Develop a model incentive program to compromise on back commercial rent that can be considered by local jurisdictions	Policy	Meeting current needs	Cities	SAMCEDA	Businesses in leased space			
4.6	Cities without economic development staff could consider jointly contracting for that expertise	Staff and expertise	Creating community capacity	City Managers	SAMCEDA	Cities	Low		
5.1	Support small business online sales by relaxing regulations to help with curbside pickup and other allowable distribution methods	Policy	Meeting current needs	Cities/County unincorporated areas	SAMCEDA	Small businesses	Low		
5.2	Limit fees that third-party delivery companies charge local restaurants	Policy	Meeting current needs	Cities/County unincorporated areas	SAMCEDA				
5.3	Suspend and/or decrease city and County permitting and other fees for local businesses	Policy	Meeting current needs	Cities/County unincorporated areas		Local businesses	Low		
5.4	Identify opportunities for preferential treatment for local small businesses by government, large corporations, and major institutions	Policy	Building a better future	Silicon Valley Joint Venture, SAMCEDA	Local government, large corporations	Small and minority-owned businesses	No added cost		

#	Support Local Businesses, Community-based Organizations, and Nonprofits Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
5.5	Develop templates and toolkits for cities to quickly and easily adopt local actions that accelerate and restart businesses based on best practices (for example, a template for limiting third-party delivery fees within their jurisdiction)	Policy	Creating community capacity	Cities/County		Local businesses	No added cost		
6.1	Monitor and analyze state and federal legislation and policy and advocate for opportunities and funding for small businesses	Policy	Building a better future	SAMCEDA	LSBLG, Joint Venture, chambers of commerce	Small businesses			
7.1	Invite additional CBOs and nonprofits to participate in the Recovery Initiative implementation work	Collaboration	Building a better future	San Mateo County Recovery Initiative, Thrive	CBOs and nonprofits	All residents			
7.2	Continue two-way communication with nonprofits through events and conversations convened by Thrive	Collaboration	Building a better future	Thrive	CBOs and nonprofits	All residents			
7.3	When more testing resources are available, make testing for frontline, public-facing nonprofit service providers a high priority	Services provided—testing	Building a better future	San Mateo County Recovery Initiative, Thrive	CBOs and nonprofits	CBOs and nonprofits			

#	Support Local Businesses, Community-based Organizations, and Nonprofits Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
8.1	Provide assistance through Thrive for nonprofits to track metrics for services to vulnerable populations including services provided, costs, and unmet demand	Collaboration	Building a better future	San Mateo County Recovery Initiative, Thrive	CBOs and nonprofits	All residents			
8.2	Encourage CBOs and nonprofits to explore operational efficiencies through collaboration and/or consolidation of common functions	Collaboration	Creating community capacity	San Mateo County Recovery Initiative, Thrive	CBOs and nonprofits	CBOs and nonprofits			
8.3	Collaborate with major funders to increase resources for recovery related programs provided by CBOs and nonprofits	Funding	Creating community capacity	San Mateo County Recovery Initiative, Thrive	CBOs and nonprofits	CBOs and nonprofits			
9.1	Monitor and analyze state and federal policies and grants and advocate for funding opportunities for CBOs and nonprofits	Funding	Creating community capacity	San Mateo County Recovery Initiative, Thrive	CBOs and nonprofits	CBOs and nonprofits	No added costs		

Prepare the Workforce for New and Future Jobs

#	Prepare the Workforce for New and Future Jobs Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
1.1	Reconvene the workforce development roundtable of regional organizations to conduct labor market intelligence and assess employer and industry skill needs and trends	Data analyses	Building a better future	NOVA, JobTrain, Labor, SAMCEDA, SMC Human Services Agency	SAMCEDA, city economic development staff, Universities, Bay Area Economic Council, SVLG, Thrive, Labor Council Affiliates	Employers and job seekers	No added costs		
1.2	Map sector-specific skill gaps, leverage resources of networked providers capable of addressing those gaps, and conduct continual quantitative and qualitative review and assessment of pertinent skill gap data	Data analyses	Building a better future	NOVA, JobTrain, Labor, SMC Human Services Agency	SAMCEDA, city economic development staff, Universities, Bay Area Economic Council, SVLG, Thrive, Labor Council Affiliates	Employers and job seekers	No added costs		

#	Prepare the Workforce for New and Future Jobs Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
1.3	Survey career pathways, certification programs, and existing training and resources for the County's demand sectors; develop a summary of what options are currently available; and collaborate with labor, community colleges, and job training organizations to identify gaps	Data analyses	Meeting current needs	NOVA, JobTrain, Labor, SMC Human Services Agency	SAMCEDA, Universities, Bay Area Economic Council, SVLG, Thrive	Employers, Economic Development staff, chambers of commerce	No added costs		
1.4	Work with labor unions to understand what services their members need and how they can best collaborate with local government	Data analyses	Meeting current needs	Labor, San Mateo County Recovery Initiative Staff		Workers	No added costs		
1.5	Partner with academic, public policy, business, and other experts to learn more about the long-term implications of the remote work culture and opportunities	Information sharing	Building a better future	San Mateo County Recovery Initiative Staff, Labor, SMC Human Services Agency	SAMCEDA, Universities, Bay Area Economic Council, SVLG	Employers	No added costs		
1.6	Identify jobs that require an in-person presence and work with businesses to create incentive programs to keep workers in the region	Collaboration	Creating community capacity			Workers			

#	Prepare the Workforce for New and Future Jobs Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
2.1	<p>Based on research, develop short-term and long-term job placement training programs and tools that incorporate existing programs and develop new programs for current and future quality jobs resulting from the pandemic, such as:</p> <ul style="list-style-type: none"> —Infrastructure installation, tech support, and outreach —Distance learning facilitators, virtual teaching, and child care providers —Advance equity by providing multi-lingual and multi-cultural community outreach, engagement, and support to communities and small businesses —Green jobs including climate-resilience implementation, electric vehicle charger installation, building electrification, etc.. —Transit operators and mechanics Construction workers 	Training	Creating community capacity	NOVA, JobTrain, Thrive, Labor	SAMCEDA, Universities, Bay Area Economic Council, SVLG	Job seekers			

#	Prepare the Workforce for New and Future Jobs Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
2.2	Work with placement agencies to connect qualified workers with potential job opportunities	Services—job placement	Meeting current needs	NOVA, JobTrain	SAMCEDA, Universities, Bay Area Economic Council, SVLG	Job seekers	No added costs		
3.1	Monitor and analyze state and federal legislation and policy and advocate for job training and job creation	Policy	Creating community capacity	San Mateo County, Labor	Thrive	Job seekers	No added costs		
3.2	Identify opportunities for immediate job creation through application of potential stimulus funding and develop a prioritized list of “shovel-ready” projects and climate resilience projects	Planning	Building a better future	San Mateo County, Labor, Thrive		Job seekers	No added costs		

Meet the Essential Needs of the County’s Most Vulnerable Populations

#	Meet the Essential Needs of the County’s Most Vulnerable Populations Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
1.1	Continue to provide emergency rental assistance to qualifying households that have been adversely affected by COVID-19	Financial assistance	Meeting current needs	Core Service Agencies	San Mateo County, cities, and foundations	Low-income renters	Very High		\$9.6M
1.2	Continue to project future needs for emergency rental assistance funding and work with public, private, and other funders to meet projected demand	Financial assistance	Meeting current needs	Core Service Agencies	San Mateo County, Cities, and foundations	Low-income renters	No added costs		
1.3	Provide funding to CBOs and nonprofits to expand culturally and linguistically appropriate outreach and application assistance to residents for financial assistance programs	Technical assistance	Meeting current needs	San Mateo County Human Services Agency	Core Service Agencies, CBOs and nonprofits	Residents	Medium		
1.4	Pilot an incentive program for renters and property owners to compromise on back rent	Policy	Meeting current needs	San Mateo County	CBOs, nonprofits, and Property Owners Association	Renters and property owners	Low		
1.5	Continue to contract with CBOs and nonprofits to provide legal support for renters and track ongoing needs for legal service	Services—legal services	Meeting current needs	San Mateo County	Legal Aid, Core Service Agencies, CBOs and nonprofits	All renters			

#	Meet the Essential Needs of the County's Most Vulnerable Populations Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
1.6	Continue to contract with CBOs and nonprofits to provide information and referral and other support services for renters and property owners	Services—navigation assistance	Meeting current needs	San Mateo County	Core Service Agencies, CBOs and nonprofits	Renters and property owners			
1.7	Identify opportunities for long-term rental and mortgage assistance over multiple months	Financial assistance	Building a better future	San Mateo County Housing Authority		Low-income residents	Low		
1.8	Identify opportunities to reduce overcrowding in COVID-19 hotspot areas	Housing	Meeting current needs	San Mateo County	CBOs and nonprofits				
2.1	Maintain County funding commitment to the Affordable Housing Fund	Financial assistance	Building a better future	San Mateo County Department of Housing		Low-income residents			
2.2	Continue community engagement efforts as requested by cities to support affordable housing	Collaboration	Building a better future	Home for All	Communities	Low-income residents			
2.3	Continue support for affordable housing solutions such as second units and shared housing	Financial assistance	Building a better future	Home for All		Low-income residents			
2.4	Identify strategies for cities to invest their affordable housing funds to build new affordable units	Policy	Building a better future	Cities		Low-income residents			

#	Meet the Essential Needs of the County's Most Vulnerable Populations Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
2.5	Meet Regional Housing Needs Allocation (RHNA) by building the required number of affordable housing for all income levels	Housing	Building a better future	Cities		Low-income residents			
3.1	Target financial support to small "mom and pop" residential property owners (those with few units and who are dependent on rent to pay the mortgage) to assist the most vulnerable property owners and renters	Financial Assistance	Meeting current needs	San Mateo County		Small residential property owners			
3.2	Provide culturally and linguistically appropriate marketing and application support for small property owners for financial and all other assistance programs	Services—legal services	Meeting current needs	Legal Aid, Community Law Project, EPA, Project Sentinel	San Mateo County; cities; Foundations	Renters and property owners	Medium		
3.3	Track applications for small property owner assistance and assess the County program to determine additional needs for assistance and any changes that would improve program operation if additional funding is available	Data analyses	Meeting current needs	San Mateo County	Core Service Agencies, CBOs, nonprofits, cities	Renters and property owners			

#	Meet the Essential Needs of the County's Most Vulnerable Populations Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
4.1	Work with Second Harvest and community partners to identify any unmet food needs in geographically targeted low-income communities	Program Analysis	Meeting current needs	San Mateo County, Second Harvest, Nonprofits		Low-income residents	Low		
4.2	Continue receiving updates from Second Harvest Food Bank on the extent of need and their ability to meet that need	Food	Meeting current needs	San Mateo County		Low-income residents			
4.3	Continue getting updates from Human Services on applications, approvals and backlog (if any) for CalFresh	Food	Meeting current needs	Human Services Agency		Qualified low-income residents			
4.4	Expand capacity of Second Harvest and other local organizations to provide assistance with groceries and meals if an increased need arises	Food	Meeting current needs						
4.5	Assess targeted needs for meal and essential item delivery and develop options for expanding meal delivery programs for homebound vulnerable residents and residents who need to isolate	Food	Meeting current needs	San Mateo County	Community Partners	Low-income residents			

#	Meet the Essential Needs of the County's Most Vulnerable Populations Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
5.1	Advocate for, monitor, and analyze state and federal legislation and policy and how it may affect local property owner and renter assistance and protection	Policy	Building a better future	San Mateo County		All renters and property owners			
5.2	Advocate for, monitor, and analyze state and federal legislation and policy and how it may affect provision of food and essential items to vulnerable residents	Policy	Building a better future						
5.3	Advocate for more income-based housing vouchers	Policy	Building a better future	County Federal Delegation	County Housing Authority	Low-income renters			

Promote Mental Health and Wellness

#	Promote Mental Health and Wellness Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
1.1	Centralize information and referrals for crisis hotlines and other virtual mental health resources available to the public	Public information and outreach	Meeting current needs	San Mateo County Behavioral Health and Recovery Services (County BHRS)		All residents	No added costs		
1.2	Use existing client networks to distribute culturally and linguistically appropriate information on available mental health resources from major insurance companies, Medicare, and San Mateo County Behavioral Health and Recovery Services (covering those insured through Medi-Cal)	Public information and outreach	Meeting current needs	County BHRS		All residents	No added costs		
1.3	Provide non-digital culturally and linguistically appropriate non-digital public information and resources related to mental health (e.g., ads in newspapers, printed flyers, mailers)	Public information and outreach	Meeting current needs	San Mateo County BHRS and community partners, health plans		Residents without connectivity	No added costs		

#	Promote Mental Health and Wellness Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
1.4	Coordinate with faith-based leaders to provide culturally and linguistically appropriate information and outreach to members about mental health support and resources	Public information and outreach	Meeting current needs	Faith in Action, Clergy Network		All residents	No added costs		
1.5	Leverage distribution channels like food distribution and other COVID-19 outreach to include mental health messaging and resources	Public information and outreach	Meeting current needs			All residents			
1.6	Ensure local mental health resources are included in 2-1-1 scripts	Public information and outreach	Meeting current needs	San Mateo County BHRS		All residents	No added costs		
2.1	Provide culturally and linguistically appropriate crisis intervention hotlines and warm lines for emotional support	Public information and outreach	Meeting current needs	Institute on Aging		All residents			
2.2	Promote use of employer-provided mental health resources by teachers, medical staff, and other essential workers	Services—counseling	Meeting current needs	San Mateo County BHRS, local employers		Employees in key sectors	No added costs		
2.3	Work with employee-assistance programs to develop and promote peer-counseling programs for teachers, medical staff, and other essential workers with access to employment benefits	Services—counseling	Meeting current needs	San Mateo County BHRS, local employers		Employees in key sectors			

#	Promote Mental Health and Wellness Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
2.4	Provide information and referrals to mental health support services for youth and young adults and increase the capacity of CBOs and nonprofits that provide those services	Public information and outreach	Meeting current needs	Safe Space and other CBOs and nonprofits providing mental health services for youth		Youth and young adults	No added costs		
2.5	Share information on available behavioral health and wellness support services to younger children (0-5), school-age children, families, and parents of children with special needs	Public information and outreach	Meeting current needs	4Cs and First 5	CBOs and nonprofits	All residents	No added costs		
3.1	Work with CBOs and nonprofits providing mental health support to identify unmet needs	Data analyses	Meeting current needs	San Mateo County BHRS	CBOs and nonprofits	All residents			
3.2	Continue receiving updates from CBOs and nonprofits providing mental health support on extent of need and their ability to meet that needs	Data analyses	Meeting current needs	San Mateo County BHRS		All residents			
3.3	Expand capacity of CBOs and nonprofits providing mental health support and other local organizations to provide assistance	Financial assistance	Creating community capacity	Foundations		Low-income communities			

#	Promote Mental Health and Wellness Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
3.4	Identify opportunities to increase mental health training for law enforcement and explore the potential for “mental health response teams” to accompany law enforcement	Training	Building a better future	Cities		All residents			
4.1	Coordinate postcards (e.g., Dear Neighbor campaign), phone calls (e.g. “Friendship Line”), and letters to connect with homebound individuals	Public information and outreach	Meeting current needs	CBOs, nonprofits, volunteers		Isolated and homebound individuals			
4.2	Coordinate wellness checks for isolated older adults, and other homebound residents	Public information and outreach	Meeting current needs	Cities, CBOs, nonprofits, volunteers	Health Plan, Healthcare Districts	Isolated and homebound individuals	No added cost		
5.1	Advocate for, monitor and analyze state and federal legislation and policy to expand mental health resources and services	Policy	Building a better future	San Mateo County					
5.2	Continue to seek state and federal support for mental health services for students	Policy	Building a better future	San Mateo County					

#	Promote Mental Health and Wellness Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
5.3	Leverage the state's Mental Health Services Oversight and Accountability Commission grant to build the capacity of schools to provide mental health supports to students	Services— mental health resources	Creating community capacity	San Mateo County Office of Education, San Mateo BHRS	12 School districts				

Provide Quality, Safe, and Affordable Child Care

#	Provide Quality, Safe, and Affordable Child Care Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
1.1	Continue to provide timely resources and information to address child care provider questions about health orders including guidance related to procedures for closing and reopening after positive cases	Public information and outreach	Meeting current needs	4Cs/First 5	San Mateo County Health and Environmental Health	Child care providers	No added cost		
1.2	Use surveys, forums, panels, and other methods to solicit ongoing input from providers on the challenges they are facing including safety and health issues, marketing to families, development of business plans, budgeting, and licensing	Data analyses	Meeting current needs	4Cs/First 5					
1.3	Provide technical assistance to child care providers based on their identified needs	Technical assistance	Creating community capacity	4Cs/First 5		Child care providers			
1.4	Host panel discussions and webinars and provide other opportunities for sharing information and best practices among child care providers	Public information and outreach	Creating community capacity	4Cs/First 5					

#	Provide Quality, Safe, and Affordable Child Care Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
1.5	When testing availability allows, prioritize child care staff and families for rapid COVID-19 testing	Testing	Meeting current needs	Testing Providers	Public and Private health systems	Child care providers, children and families			
1.6	Form a County Early Care and Education department to help with coordination between child care leadership groups	Policy	Creating community capacity	4Cs and San Mateo County Office of Education		Child care providers			
1.7	Consider opportunities for child care programs to repurpose unused commercial spaces and other available facilities	Facilities	Meeting current needs	Cities, County	4Cs, First 5	Child care providers	Low		
1.8	Identify and support a child care employee pipeline to address workforce issues	Staff	Creating community capacity	Build up	Community Colleges, Job Train, others	Child care providers	Low		
1.9	Work with community colleges to use established child care pathways programs to increase the number of trained child care providers	Training	Creating community capacity	Build up	Community Colleges, Job Train, others	Child care providers	Low		
1.10	Consider options for expanding capacity of child care class sizes both in centers and homes	Data analyses	Meeting current needs			Child care providers			
2.1.	Understand unmet family needs and explore opportunities to meet those needs	Data analyses	Meeting current needs			Families			

#	Provide Quality, Safe, and Affordable Child Care Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
2.2	Provide an updated list of child care programs with open spaces	Public information and outreach	Meeting current needs	4Cs		Families	No added cost		
2.3	Provide financial assistance for families in need	Financial assistance	Meeting current needs			Families			
2.4	Provide referral and navigation assistance to families for child care needs	Services—navigation assistance	Meeting current needs			Families			
2.5	Provide health guidance and assistance for families that may need alternative care if a child or household member is ill or COVID-19 positive	Public information and outreach	Meeting current needs			Families			
3.1	Identify local, state, and federal funding opportunities to expand assistance programs for child care and build local capacity for quality, safe, and affordable child care	Policy	Creating community capacity	Advocacy groups		Child care providers; families	No added cost		
3.2	Advocate for the state to classify child care providers as essential workers and provide hazard pay and health insurance coverage	Policy	Building a better future	Advocacy groups		Child care providers	No added cost		

#	Provide Quality, Safe, and Affordable Child Care Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
3.3	Support efforts to identify opportunities for longer term reform of the child care system (e.g., access, affordability, financial viability of centers)	Policy	Building a better future	4Cs/First 5 Build Up		Child care providers; families	No added cost		
3.4	Fund and leverage the Child Care Partnership Council to support advocacy and policy change efforts	Policy	Building a better future			Child care providers; families			

Support Distance Learning and Out-of-School Care

#	Support Distance Learning and Out-of-School Care Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
1.1	Identify an agency and/or group of agencies to lead and coordinate out-of-school care efforts	Collaboration	Building a better future						
1.2	Develop and disseminate public health guidance to recreation and out-of-school care providers based on school districts, the four pillars, and all state guidance	Public information and outreach	Meeting current needs	San Mateo County Office of Education and School Districts		Child care providers	No added costs		
1.3	Provide a letter for a COVID-19 exposed, asymptomatic child care employee to give to a healthcare provider to obtain the required referral for a COVID-19 test	Testing	Meeting current needs			Child care providers	No added costs		
1.4	Consider opportunities for out-of-school care programs to use school sites, faith community facilities, and other space to provide distance learning support for vulnerable students	Facilities	Meeting current needs	County Out-of-School Care Task Force, Cities	San Mateo County Office of Education	Child care providers			

#	Support Distance Learning and Out-of-School Care Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
1.5	Expand training for out-of-school providers on mandatory reporting issues such as trauma	Training	Creating community capacity	San Mateo County Office of Education		Child care providers			
1.6	Promote a peer counseling support structure to provide emotional support to teachers, staff, and practitioners through employee assistance programs	Services—mental health resources	Creating community capacity	San Mateo County Office of Education and School Districts		Child care providers			
1.7	Seek partnerships to increase funding for out of school programs	Collaboration	Meeting current needs	County Out-of-School Care Task Force, Cities		Child care providers	No added costs		
1.8	Share examples of working relationships between out-of-school providers and school districts and increase coordination where those relationships do not already exist	Collaboration	Creating community capacity						
1.9	Address the increased connectivity and technology needs of out-of-school care programs providing digital learning support	Services—connectivity	Creating community capacity	San Mateo County Office of Education and San Mateo County ISD	Cities, School Districts, out-of-school care providers	Child care providers, schools, families	No added costs		

#	Support Distance Learning and Out-of-School Care Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
2.1	Provide guidance for parents regarding expectations for a school day when students are at home, including resources specifically for parents of children with special needs	Public information and outreach	Meeting current needs	San Mateo County Office of Education and School Districts	School Districts	Families	No added costs		
2.2	Provide laptops, Chromebooks, and tablets with appropriate security software and Internet connectivity to support distance learning for low-income, rural, and immigrant students	Equipment and technical assistance	Creating community capacity	San Mateo County Office of Education and School Districts	Out-of-School Providers	Students and families			
2.3	Provide culturally and linguistically appropriate technical assistance for families to use computers and equipment	Technical assistance	Creating community capacity	School Districts	Youth Council, Libraries	Students and families			
2.4	Organize a volunteer effort to provide free culturally and linguistically appropriate virtual tutoring, art and music classes, and other enrichment activities for low-income and vulnerable students	Services— tutoring and enrichment	Meeting current needs	Arts Commission, Peninsula Arts Council, and others		Students and families	No added costs		

#	Support Distance Learning and Out-of-School Care Recommendations	Type of Assistance	Phase	Lead Organization	Support Organization	Target Community	Cost Estimate	Time frame	Current/ Past Leveraged Funds
2.5	Share information with children and families related to available behavioral health and wellness support services through general communication and culturally and linguistically appropriate communications for targeted communities	Public information and outreach	Meeting current needs	San Mateo County Health, San Mateo County Office of Education, School Districts		Students and families	No added costs		
2.6	Provide information, assistance, and resources to support parents in virtual learning for children with special needs	Public information and outreach	Meeting current needs	San Mateo County Office of Education	CBOs and nonprofits, School Districts	Students and families			
3.1	Monitor and analyze state and federal legislation and policy and advocate for opportunities and funding for out-of-school care	Policy	Building a better future	Elected officials		Schools and care providers	No added costs		