

**CITY OF SAN ANTONIO
OFFICE OF MANAGEMENT & BUDGET**

TO: Erik Walsh, City Manager

THROUGH: Maria Villagomez, Deputy City Manager

FROM: Scott Huizenga, Director, Office of Management & Budget

COPY: Mayor and City Council;
Executive Leadership Team; William McManus, Police Chief; Jeff Coyle,
Director, Government & Public Affairs, Razi Hosseini, Director, Public
Works; Emily B. McGinn, Interim Assistant to the City Council

DATE: July 8, 2020

SUBJECT: REQUESTED INFORMATION FROM FY 2021 GOAL SETTING SESSION

This correspondence transmits information requested by Councilmembers during the FY 2021 Goal Setting Session held on June 26th at the Henry B. Gonzalez Convention Center.

Trial Budget

Civilian Salary Cost

Councilmember Courage requested the amount equivalent to 1% of salary for civilian employees.

In FY 2020, one percent of civilian salary including pension, Federal Insurance Contributions Act (FICA), and life insurance is \$4.5 million for 7,671 civilians. Of that amount, the General Fund is \$2.17 million for 3,606 civilians.

SASpeakUp Campaign

Councilmember Cabello-Havrda and Councilwoman Sandoval requested the demographic breakdown for the Trial Budget SA SpeakUp survey responses including responses to open-ended questions.

The survey is scheduled to close on Friday, July 31. The data will be disaggregated by District, and this information will be provided to each City Council District on Tuesday August 4th.

Police

Back Pay Amount Paid to SAPD Officers

Councilmember Andrews-Sullivan requested the amount the City has paid out in back pay to officers whose terminations were overturned through arbitration.

Since FY 2010, there have been seven police officers who have had their terminations overturned through arbitration with back pay. These seven cases resulted in \$1,121,164 in back pay settlements.



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STRAC Grants

Councilmember Andrews-Sullivan requested information on grants received by the City from The Southwest Texas Regional Advisory Council (STRAC).

STRAC partners with the Police and Fire Departments to fund services including Emergency Response Services at Haven for Hope, Program for Intensive Care Coordination, Texas Targeted Opioid Response, and SAPD Mental Health Unit. In FY 2020, the City received close to \$1.6 million from STRAC.

Less-lethal ammunition and Riot Gear

Councilmember Andrews-Sullivan requested how much the department has spent on items such riot gear, shields, less-lethal ammunition, and if the department has a tank-type vehicle.

Over the past five years (2016 to 2020), the Police Department has spent on average \$51,883 on items such as riot gear, shields, and less-lethal ammunition. Additionally, SAPD's SWAT Unit uses a Ballistic Personnel Carrier that was purchased in 2006 using federal Urban Area Security Initiative grant funds (UASI).

SAPD Position Breakdown

Councilmember Viagran requested the breakout of civilian and sworn officers in the Police Department.

The Police Department has a total of 3,142 positions (including grant-funded positions) in the department. Of this amount, 2,463 are sworn uniform positions and 677 are civilians. These positions do not include Parks Police, Airport Police, School Crossing Guards, and Detention Center positions. The list of SAPD positions by department unit is included as Attachment 1.

COPS Grant

Councilmember Viagran inquired about the number of Police Officers the City has been awarded in the past through the COPS Grant.

Prior to the 2020 award, the City has been granted 79 officers in total through the COPS Hiring Grant in three different years (FY 2010, FY2016 and FY 2018).

Councilmember Peláez asked several questions related to the 2021 COPS grant including if the City can use existing police funding to match the COPS Hiring Program (CHP) grant.

SAPD is not able to use any funds that were budgeted for General Fund personnel as matching funds. In the Financial Clearance Memo, as well as in the grant Notice of Funding Availability (NOFA), the listing of eligible expenditures is limited to salary and benefits for new hires. According to the language of the grant, these funds are for "Supplementing, Not Supplanting" the Police Department budget.

Additionally, the City cannot use vacancies for the match. Pages 8-9 of the NOFA state that "The only allowable costs under CHP are the approved full-time, entry-level salaries and fringe benefits of newly hired or rehired sworn career law enforcement officers hired or rehired on or after the award start date." And, "All items other than entry-level personnel costs (salaries and fringe

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benefits) as described in the preceding section are considered unallowable under CHP.” Therefore, consultant fees would not be an eligible expense under this grant. The City could, however, amend the grant to request a decrease to the number of officers approved and request funds be allocated to consultant fees.

Community Engagement Team and Stand Up SA

Councilmember Cabello-Havrda requested information about the training that is provided to the group violence intervention team. She also requested additional information about the Stand Up SA Program.

The SAPD Community Engagement Team (CET) is comprised of three staff members: one management analyst and two outreach workers. The table below provides the training for each of the positions. Attachment 2 also provides information on the Stand Up San Antonio program through Metro Health.

Management Analyst Training	Outreach Workers Training
<ul style="list-style-type: none">• Crime Victims Liaison Training• Trauma-Informed Care (UT Health, Children’s Shelter)• Leadership in Police Organizations (LPO)• Safe Growth Crime Prevention• UHS Stop the Bleed- Instructor• GIS Mapping• Group Violence Intervention: Cross-Site Visits and Project TA Training• Fusion Center and Internal SAPD<ul style="list-style-type: none">○ Gang Meetings/Trainings○ PSTAG Trainings• National Gang Center TA Training<ul style="list-style-type: none">○ Outreach Worker Best Practices○ Youth Engagement Best Practices○ Social Media and Youth Gangs• Dept. of Justice Office for Victims of Crime Virtual Training• Office of Juvenile Justice and Delinquency Prevention Virtual Training• Child Safe Workshops	<ul style="list-style-type: none">• Outreach and Conflict Mediation Training (Prior Cure Violence)• Trauma-Informed Care (UT Health, Children’s Shelter)• Crime Victims Liaison Training• UHS Stop the Bleed (to teach residents, victims, high-risk population)• Site visits with various San Antonio service providers for familiarization on local resources and their requirements (i.e. Reentry Center, Child Safe, Clarity, The Neighborhood Place, etc.).• Site visits with SAFFE Units, Juvenile Probation, Adult Probation, and other partner agencies for familiarization and collaboration• COSA Trainings (Public Speaking, Emotional Intelligence, etc.)• National Gang Center TA Training• Outreach Worker Best Practices• Youth Engagement Best Practices• Social Media and Youth Gangs• Office of Juvenile Justice and Delinquency Prevention Virtual Training• Child Safe Workshops

Shooting Practice

Councilmember Peláez requested information on the training and equipment provided to police officers for shooting practice.

Cadets in total complete 92 hours of firearms training and fire an estimated 3250 rounds.

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Officers who attend yearly In-Service are traditionally given 100 ammunition rounds to train prior to qualifying during an eight-hour training block. However, due to COVID-19, the department has been working an abbreviated In-Service schedule in which officers now are given four-hour firearm blocks due to time constraints.

Police Officer Retirements

Councilmember Courage asked for the average number of sworn retirements since 2014.

For the period of FY 2014 to FY 2019, there was an average of 70 retirements per year. This number does not include other separations such as terminations and death.

Health

COVID-19 Recovery and Resiliency Plan

Councilmember Sandoval requested a list of the programs supported in the Recovery & Resiliency Plan and to whom council members can refer constituents when they receive questions. Councilmember Courage also requested details of the four pillars of the Recover & Resiliency plan to include a breakdown of the budget, partner organizations, and fund allocations for the organizations. The COVID-19 Recovery and Resiliency Plan is provided in Attachment 3.

Domestic Violence Metrics

Councilmember Perry requested the metrics to track the success of the Comprehensive Domestic Violence Plan.

Data and Metrics are included in Section 1 of the Comprehensive Domestic Violence Plan reflected in Attachment 4. The Year One Work Plan for the Commission on Collaborative Strategies to Prevent, Combat, and Respond to Domestic Violence (CCDV) is included in Attachment 5.

Domestic Violence Calls

Councilmember Andrews-Sullivan requested information regarding domestic violence to include how many domestic violence calls the City received and how many survivors were assisted both prior to and after the COVID-19 outbreak.

During the Stay Home period (March 23 to April 22) there was a decrease in total calls received by SAPD of 13.5% when compared to the same period in 2019. However, there was an increase of 9.1% in Family Violence Calls during the same period. Furthermore, the family violence offense reports, which are reports generated from all types of calls received by SAPD, were down 10.8% during the Stay Home period.

An increase in calls can represent more people seeking help, which is a core goal of the City of San Antonio and CCDV. Similarly, a decrease in calls during COVID-19 is concerning because there is no reason to believe people were experiencing less violence, but they may have been less likely to seek help. The nature of calls may have shifted during COVID-19 leading to fewer reports. COSA is continuing to investigate all available sources of data to determine the full impact of the Stay Home orders on help-seeking behavior related to domestic violence. At this time, no definite conclusions can be drawn about the drop-in calls and reports.

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Streets

Centerline Miles of New Streets

Mayor Nirenberg and Councilmember Rocha Garcia requested information about how many centerline miles of new streets are added to the City's inventory each year from new subdivisions and how long are the streets under warranty.

The Public Works Department accepted 13.61 centerline miles of streets from new subdivision development in FY 2019 and 5.01 centerline miles of streets to-date for FY 2020.

A developer must provide a one-year warranty upon completion and preliminary acceptance of roadways in new subdivision developments. Upon completing the construction of new roadways, the Development Services Department inspects and provides conditional acceptance for these roadways and initiates a one-year monitoring and warranty process. Prior to the expiration of the warranty period, Development Services and Public Works inspect the new streets and create a list of defects that need to be addressed before the streets receive final acceptance. Development Services staff works with the developer to correct the defects, after which the roadways become the City's responsibility to maintain.

Hotel Occupancy Tax

Tower of the Americas Assessment

Councilmember Peláez inquired about an assessment for Tower of the Americas to determine at potential storm damage.

An assessment of Tower of the Americas was completed, however no hail damage to the roof was identified.

Attachments

Attachment 1 – San Antonio Police Department Positions by program

Attachment 2 – Stand Up San Antonio

Attachment 3 – COVID-19 Recovery and Resiliency Plan

Attachment 4 – Comprehensive Domestic Violence Plan

Attachment 5 – CCDV Year One Work Plan

San Antonio Police Department
Positions by program - Sworn and Civilian

PROGRAM (Includes Grant Positions)	Sworn	Civilian	Total
Patrol	1,428	39	1,467
Special Victims	56	4	60
Homicide	84	8	92
Traffic Investigation	10	-	10
Robbery	24	1	25
Vehicle Crime	20	3	23
Traffic Enforcement	102	7	109
DWI	28	-	28
Recruitment Detail	31	3	34
Training Academy	34	7	41
SAFFE	134	-	134
Community Engagement Team	3	2	5
Internal Affairs	18	3	21
Body Worn Cameras	-	-	-
Open Records & Subpoenas	-	14	14
Executive Protection	6	-	6
Airport Police Command	2	-	2
Disaster & Crisis Management	9	-	9
Street Crimes Unit*	79	-	79
Property Crimes	56	-	56
Repeat Offenders	43	3	46
Crime Scene	21	37	58
Narcotics	41	12	53
Fusion	39	1	40
SWAT	30	-	30
VICE	29	1	30
Financial Crimes	27	1	28
Crime Analytics	3	17	20
K9 Units	15	-	15
Bomb Squad	5	-	5
Crisis Negotiators	4	-	4
Event Security & Traffic Management	-	-	-
Crisis Response Team	31	20	51
Mental Health Unit	14	-	14
Off-Duty Event Services	7	3	10
Victims Advocacy	-	9	9
VIP & Neighborhood Night Out	2	1	3
Office of the Chief	12	7	19
Asset Seizure Detail	5	1	6
Court Liaison	2	4	6
Research & Planning	2	3	5
Communications	-	297	297

**San Antonio Police Department
Positions by program - Sworn and Civilian**

PROGRAM (Includes Grant Positions)	Sworn	Civilian	Total
Fleet	-	14	14
Fingerprinting, Background Checks, & Clearance Letters	-	15	15
Uniform Crime Reporting	-	8	8
Alarms	-	15	15
Facility Maintenance	-	10	10
Technology	7	8	15
Psychological Services	-	4	4
Financial, Grant, Inventory, & Donation Management	-	26	26
Contract Towing	-	3	3
Property Room	-	16	16
Contract Management	-	7	7
Police Records, Missing Persons, Inspections of Vehicles for hire	-	43	43
	2,463	677	3,140

*Includes gang crime investigations, narcotics, robberies, and firearms



Stand Up San Antonio

While the attention of the public is understandably drawn to mass shootings, the vast majority of gun deaths in the United States are due to interpersonal conflicts. The burden of these deaths falls heavy on communities of color, and heaviest on young men of color. In Bexar County, homicide is one of the top 5 causes of death in people ages 15 – 44. A public health prevention approach to violence addresses violence like a disease that can spread from person to person through social networks.

Leading Causes of Death Ages 15-44 Bexar County, 2017			
	Ages 15-24	Ages 25-44	Total
Accident	68	190	258
Suicide	43	102	145
Cancer	10	109	119
Homicide	37	82	119
Heart Disease	-	104	104

Violence interrupters are well established as an evidence-based strategy to prevent retaliatory murders and break the cycle of gun violence. Violence interrupters focus intervention on the people who are at the highest risk for shooting or being shot through targeted interventions. There are three models used for violence interrupters: 1) Cure Violence – Stand Up SA, 2) Group Violence Intervention - SAPD, and 3) Hospital-Based Violence Interrupters with Stand Up SA. San Antonio currently hosts all three models, though none of the current implementations are at scale. San Antonio has a unique

opportunity to explore comparing the different models of intervention to determine which is most effective in our community. Cities that have fully implemented the violence interruption model have experienced dramatic declines in retaliatory shootings. For example, Philadelphia experienced a 30% reduction in shootings and a change in attitudes towards violence in neighborhoods with Cure Violence teams¹. In 2015, Metro Health implemented the Cure Violence model of violence interruption based on Dr. Gary Slutkin’s theory of treating violence as a disease. This philosophy is locally applied by Metro Health’s Stand Up SA program. In 2018, Stand Up SA modified the use of Dr. Slutkin’s model to address the violence problem unique to San Antonio specifically. Stand Up SA is also focused on identifying individuals who are at an elevated risk of recidivism and attempting to ‘break the cycle’ of returning to incarceration.

City of San Antonio Violence Interrupter Programs			
	Stand Up SA	Stand Up – Hospital-Based Violence Interrupters	GVI
COSA Department	Metro Health	Metro Health	SAPD
Employees	4 Full-Time 11 Part-Time Outreach	2 Part-time Outreach Workers	1 Data Analyst 2 Full-Time Outreach
Primary Service Area	Eastside	BAMC and UHS	City-Wide <ul style="list-style-type: none"> A majority on West, Central, East, and South Patrol Areas
Current Number of Active Participants	128	In development	CY20: 134 <ul style="list-style-type: none"> Proactive- 20 Victim- 114 Current Active Cases: 21

The goals of Stand Up SA include establishing meaningful, collaborative, and sustainable partnerships within targeted neighborhoods and educating the public regarding methodologies to reduce gun violence. Stand Up SA staff focuses on youth and young adults between the ages of 5-24 at high risk of perpetrating violence and living in four Stand Up SA service area neighborhoods (Wheatley Heights, Eastpoint, Camelot/Springhill, and Prospect Hill). Staff work local partners to interrupt violent conflicts, change behavior, and then change social norms and expectations regarding violence. Staff members identify and detect potential shooting events and individuals/groups with the highest risk of involvement. Participants are distinguished from all possible points of entry, such as calls from the community, schools, and notice from law enforcement to interject ourselves into the situation(s) to interrupt the next escalation. Stand Up SA continues to gain confidence within the community and in the ability to identify problem areas.



Initially staffed with 22 Violence Interrupters/Outreach Workers, funding cuts limited the capacity of the program, currently eleven part-time Outreach Workers. Two part-time hospital-based violence interrupters are being added to the team in the Spring of 2020 to serve gunshot victims identified at UHS and BAMC. In addition to direct outreach staff, grant funding has provided for a data analyst to support a rigorous evaluation of the program and a case manager to provide intensive case management services, including screening, assessments, and referrals to families with the highest needs such as those related to children and families experiencing trauma, exposure to violence and other at-risk factors impacting the wellbeing of children and families. All outreach workers are hired from the community as credible messengers who have direct, lived experience with a life of violence. Most of the outreach workers are people who are previously incarcerated and have dedicated their lives to interrupting the violence that changed the course of their own lives.

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Stand Up Participant Profile		
	New Participants 2019	New Participants 2020
Total	130	46
Gender	61% Male/ 39% Female	76% Male/ 24% Female
Racial/Ethnic Identity	76% Black/14% Other/10% Latino/Hispanic	72% Black/ 28% Other
Average Age	37	32
Previously Incarcerated	24%	63%
Currently on Parole/Probation	23%	28%
Recidivism	3.7%	-

Stand Up SA Primary Objectives FY 2020

- Prevent recidivism in participants
- Increase percentage of participants referred to a job opportunity, school, or service opportunity
- Staff intervene in the majority of gun violence on the Eastside involving gangs

When Stand Up transitioned away from Cure Violence, the program lost access to the Cure Violence evaluation system and database. The primary measure of success in the last two years has been recidivism; however, this does not capture the full scope of Stand Up’s work. Starting in January of 2020, Stand Up debuted a new evaluation system capturing the number of hours spent in various activities. Unfortunately, due to COVID-19, Stand Up has not been able to do traditional outreach since the beginning of March. In February 2020, the Stand-Up team:

- Mediated in 21 conflicts
- Spent 255 hours monitoring hotspots
- Intervened in 3 violent incidents, including one death
- Spent 278-hour monitoring individuals and working with participants
- Enrolled four new participants and spent 76 hours building rapport with non-participants
- 23 current participants are considered high-risk for participating in a violent incident soon

The Vision for the Future

Stand Up SA has been funded through the Medicaid 1115 Waiver, but would like to look for additional sources of funding to expand staff to full-time. Additionally, Stand Up would like to develop a second team on the Westside that will include training from Cure Violence on gender-based violence.

Options for Expansion		
	Cost	Description
Restorative Justice Coordinators to Eastside schools	\$350,000	Provide in school support to students and parents in the Stand Up service area including provide training to faculty and staff. Staffing would include: <ul style="list-style-type: none"> • 1 Senior Management Analyst • 4 Community Health Workers
Westside Stand Up Team to focus on domestic violence and gun violence prevention	\$650,000	Develop a second team trained by Cure Violence on the new approach by <ul style="list-style-type: none"> • 1 FTE Outreach Supervisor • 10 FTE Outreach Workers
Invest in an evaluation comparing violence interruption approaches in San Antonio	\$100,000	Work with the Institute for Health Promotion Research to develop a multiyear evaluation plan
Expand services provided at the second Stand Up team location to include restorative justice coordinators and Case Manager	\$550,000	<ul style="list-style-type: none"> • 1 Senior Management Analyst • 4 Community Health Workers • 1 Case Manager

Contact:

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Office (210) 207-2867 Cell (210) 514-2461
Jenny.hixon@sanantonio.gov

¹Delgado, S., Alshabi, L., & Butts, J.A. (2017) Young Men in Neighborhoods with Cure Violence Programs Adopt Attitudes Less Supportive of Violence. John Jay Research and Evaluation Center. John Jay REC Data Bits 2017-01

COVID-19 RECOVERY AND RESILIENCY PLAN

July 2, 2020



CITY OF SAN ANTONIO
OFFICE OF THE CITY MANAGER

TO: Erik Walsh, City Manager

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

COPY: Mayor and Council

SUBJECT: COVID-19 Recovery and Resiliency Plan

DATE: July 2, 2020

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

This plan was developed using the following Guiding Principles:

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

The plan is framed around four pillars:

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

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



CONTACT INFORMATION

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

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



WORKFORCE DEVELOPMENT

TOTAL FUNDING: \$75 MILLION



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

Strategy

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

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

Expected Outcomes

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

Implementation Partners

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



**COVID-19 Community Recovery and
Resiliency Plan**
Workforce Development

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

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

Budget and Funding Components – Preliminary Figures

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

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

Application/Participation/Selection Process

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

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

Equity and Engagement Strategies



COVID-19 Community Recovery and Resiliency Plan Workforce Development

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

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

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

Major Milestones Timeline

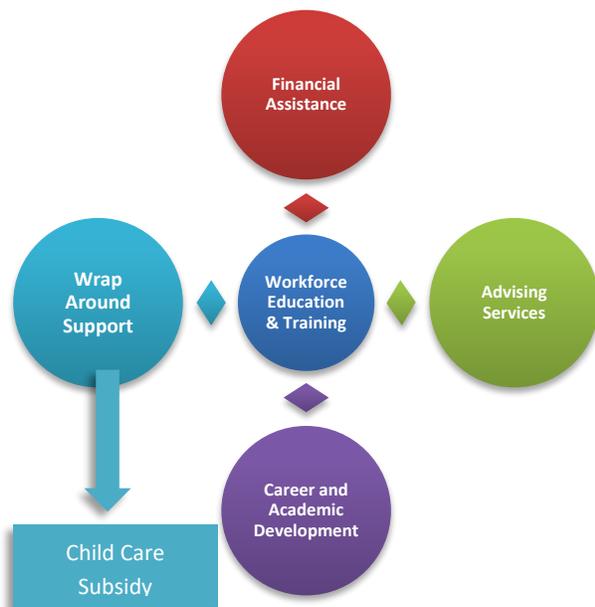
- June – EWDC briefed on implementation plan
- July – Contracts executed with primary partners; Marketing and participant intake and assessment begins
- December – EWDC briefed on possible contract extensions with partners
- September 2021 – Program completed



Emergency Child Care Supports for Working Families

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

Model and Child Care Referral Process



Child Care Subsidy Partners

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

Expected Outcomes

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

Budget and Funding

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

Equity and Engagement



COVID-19 Community Recovery and Resiliency Plan Workforce Development

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

Selection/Application

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

Implementation Timeline:

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



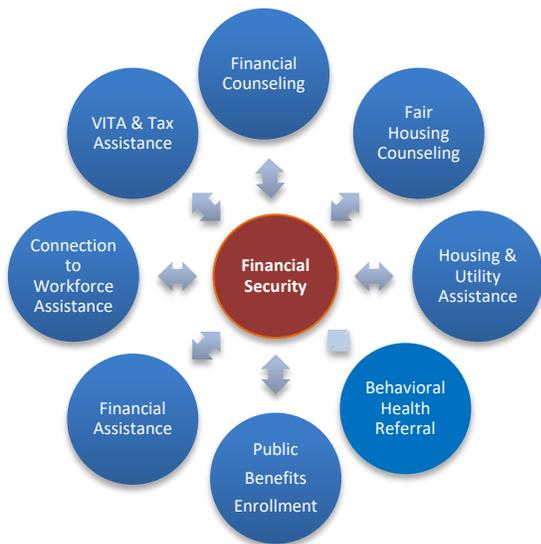
HOUSING SECURITY

TOTAL FUNDING: \$50,532,216



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

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



Recovery Center Partners

- City Departments
 - Neighborhood Housing Services Department
 - Department of Human Services
 - Economic Development Department

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

Expected Outcomes

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

Equity and Engagement Strategies

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



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

Selection/Application Process

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

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

Implementation Timeline

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

Budget and Funding

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



Fair Housing Counseling and Family Resource Center

Strategy

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

Equity and Engagement Strategies

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

Implementation Partners

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

Expected Outcomes

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

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



COVID-19 Community Recovery and Resiliency Plan Housing Security

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

Budget

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

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

Major Milestones

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



Homeless Emergency Shelter and Alternative Housing Options

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

Expected Outcomes:

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

Expected Partners

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



Budget and Funding

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

Equity and Engagement Strategies

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

Selection/Application Process

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

Implementation Timeline

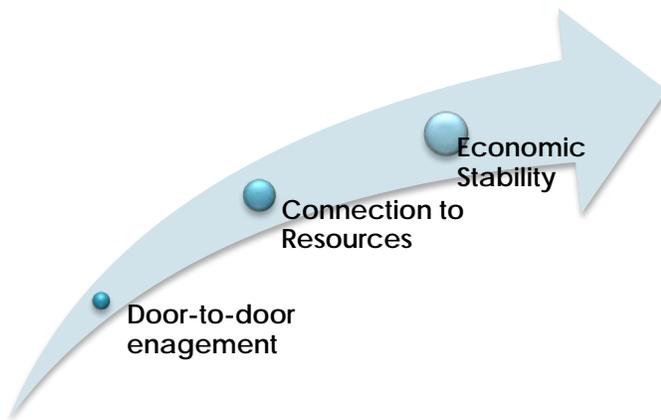
- Coordinate with Culture and Neighborhood Housing Committee to prioritize ESG-CARES Round 2 funding
- June –July 2020: Issue Request for Letters of Interest (LOI) and execute contracts for homeless prevention, street outreach, emergency shelter and rapid rehousing services.
- July 2020: Develop system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



Door-to-Door Engagement with Households

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

Door-to- Door Outreach Strategy Flow Chart



Engagement Partners

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

Expected Outcomes

By December 2020:

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

Budget and Funding Components

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



Equity and Engagement Strategies

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

Selection/Application Process

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

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

Major Milestones Timeline

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



Collaboration and Contract with Family Independence Initiative (FII)

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

Expected Outcomes

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

Expected Partners

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

Budget and Funding

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



Selection/Application Process

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

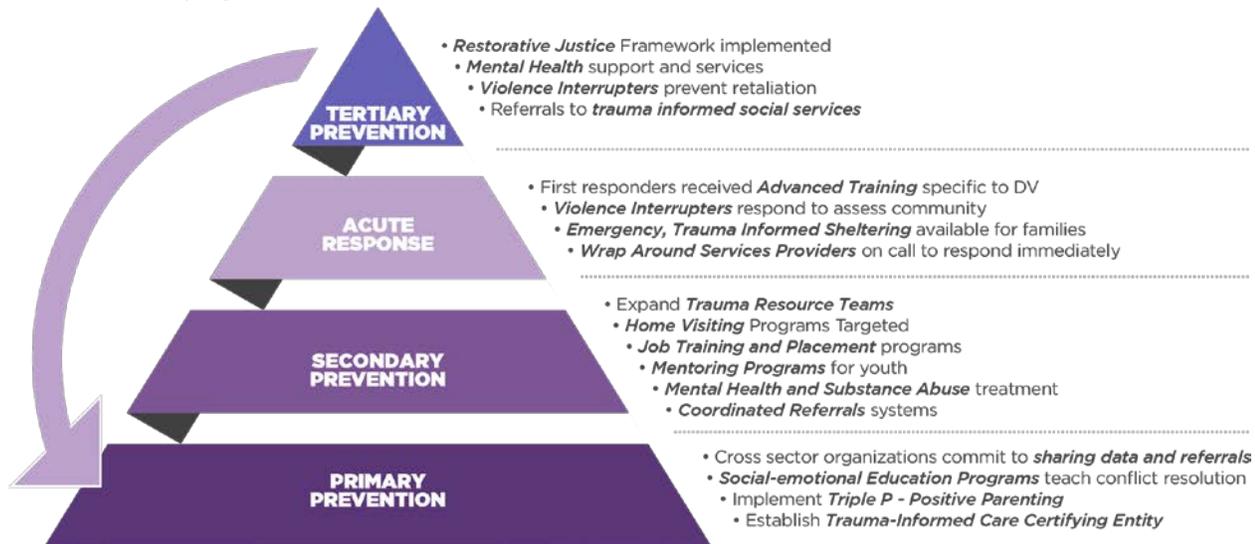
Timeline

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



Expand domestic violence prevention and intervention strategies

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



Budget

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

Expected Outcomes

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

Expected Partners

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



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

Selection/Application Process

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

Equity and Engagement

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

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

Implementation Timeline

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



Digital Referral and Case Management Platform

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

Digital Referral Platform Model (Assumes Use of Signify Platform)



Digital Referral Platform Partners

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



Expected Outcomes

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

Budget and Funding Components

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

Note: Cost does not include annual license fees

Equity and Engagement Strategies

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

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

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



SMALL BUSINESS SUPPORT

TOTAL FUNDING: \$38,100,000



Micro Business Grants and Additional Support

Strategy

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

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

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

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

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

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



COVID-19 Community Recovery and Resiliency Plan

Small Business Support

Expected Outcomes

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

Application/Participation/Selection Process

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

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

Equity and Engagement Strategies

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

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



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

Timeline

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



Door-to-Door Outreach and Micro Business Engagement Program

Program Background

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

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

Proposed Community Partners

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

Key partners include the following:

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



COVID-19 Community Recovery and Resiliency Plan

Small Business Support

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

Expected Outcomes

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

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

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

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

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

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

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

Budget

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

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

Timeline

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



Virtual and Place-Based Financial Recovery & Resiliency Hubs

Program Background

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

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

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

Proposed Community Partners

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

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

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

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

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

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



COVID-19 Community Recovery and Resiliency Plan Small Business Support

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

Expected Outcomes

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

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

Budget

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

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

Timeline

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



SA CARES 4 Art

Background

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

Grant Eligibility & Process

Individual Artists Grants:

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

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

Non-Profit Arts Business Grants:

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

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

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

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

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

Proposed Budget

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

Expected Outcomes

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

Equity and Engagement Strategies

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

Application Timeline

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

Grant Follow-Up:

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



DIGITAL INCLUSION

TOTAL FUNDING: \$27,297,546

COVID-19 Community Recovery and Resiliency Plan Digital Inclusion

Connected Beyond the Classroom Initiative

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

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

Expected Outcomes

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

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

Approach

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

Rollout Strategies

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

COVID-19 Community Recovery and Resiliency Plan Digital Inclusion

Vendor Selection

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

Proof of Concept: *16 square mile priority area*

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

Future Growth: *focus on 50 priority neighborhoods*

Repeat the success of the proof of concept:

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

Priority Neighborhood Selection

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

Budget

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

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

Timeline: Major Milestones

COVID-19 Community Recovery and Resiliency Plan Digital Inclusion

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

COVID-19 Community Recovery and Resiliency Plan Digital Inclusion

COSA Recovery Portal

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

Total Investment - \$250,000

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

Expected Outcomes

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

Expected Partners

City Departments

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

Vendors

- OpenCities

Selection/Application Process

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

Equity and Engagement

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

Implementation Timeline

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

COVID-19 Community Recovery and Resiliency Plan Digital Inclusion

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



BUDGET

COVID-19 RECOVERY AND RESILIENCY PLAN

COVID-19 Community Resiliency and Recovery Plan
 Workforce Development

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

**COVID - 19 Community Resiliency and Recovery Plan
Housing Security Pillar**

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

COVID-19 Community Resiliency and Recovery Plan
 Small Business Support

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

COVID-19 Community Resiliency and Recovery Plan
Digital Inclusion

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

City of San Antonio
Comprehensive Domestic Violence Plan

LOVE IS...





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In Spring 2019, our community identified an increase in domestic violence-related murders. Councilwoman Shirley Gonzales and Councilman Manny Pelaez asked the Department of Human Services (DHS) and Metropolitan Health District (Metro Health) for a structured assessment of domestic violence-related services. The evaluation included available services, systems of data collection and analysis, and community responses to family violence, including by law enforcement, social services, courts, and educators. The assessment also pinpointed gaps in service, and potential system improvements in incident reporting and follow up.



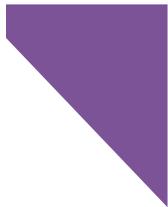
WHAT IS A PUBLIC HEALTH APPROACH TO DOMESTIC VIOLENCE PREVENTION?

Public health is fundamentally a science of prevention, addressing upstream factors to prevent downstream consequences. In practice, this means that upstream public health solutions like supporting positive parenting, for downstream problems like domestic violence-related homicide, take many years to change outcomes. Survivors of one form of violence are more likely to be victims of other forms of violence. Youth who have been physically abused by an intimate partner are more likely to have experienced abuse as a child¹. Children who experience physical abuse or neglect are at greater risk for committing violence against peers², teen dating violence, and committing child abuse³, intimate partner violence, and sexual violence later in life. A public health approach is not a quick fix, but slow, deep change to systems and whole communities. It requires sustained, multisector commitment and transparent evaluation of what is working and what isn't to make change rooted in evidence. Though a public health approach frames this report, the strategies proposed in the City of San Antonio Domestic Violence Comprehensive Plan mix both immediate solutions to issues that need to be addressed today with strategies that will take many years to fully demonstrate results.

The Centers for Disease Control and Prevention (CDC) developed a four-step process to identify the scope of violence and an evidence-based, community-responsive prevention plan. First, define the problem (**Section 1: Data and Metrics**). Second, identify risk and protective factors (**Section 2: Gap Analysis**), and third, identify prevention programs and policies to test in the community (**Section 3: Five Year Plans**). The fourth step of the model is an ongoing evaluation and adjustment of programs and policies to meet the needs of the community (**Section 4: Year One Workplan**).



Section I: Data & Metrics



No one source of information reliably captures the scope and impact of domestic violence in San Antonio, nor all the programs that could influence prevention. A central challenge when determining the scope of the problem is that most of the quantitative data available are from law enforcement. **However, a 2017 analysis by the U.S. Department of Justice estimates that police were notified in only 56% of domestic violence victimizations⁴.**

1.1 DEFINING THE ISSUE: WHAT DOMESTIC VIOLENCE LOOKS LIKE IN SAN ANTONIO

After nearly forty years of steady declines in domestic violence-related homicides, the trend in the United States has reversed. Since 2015, murders by an intimate partner have increased in the United States and Texas⁵. The 2018 Texas Council on Family Violence Honoring Victims Report shared the stories of the 174 women killed by male intimate partners in 2018, the highest number of women killed in Texas the last ten years⁶. The chart on this page shows San Antonio mirrors this trend with murders of women by men in domestic violence-related homicides increasing from 2015-2018. Four years is not a sufficient period to determine if there will be a sustained trend; however, any increase in deaths is tragic and cause for concern. Thankfully, most people who experience domestic violence will not be murdered. But this also means it's unclear whether an increase in murder indicates an overall increase in violence or an increase in the lethality of domestic violence. Murders of intimate partners by firearms have increased 26% since 2010, while murders by other means

Domestic Violence Related Homicides, SAPD and BCSO		
YEAR	TOTAL	WOMEN
2019 <small>YTD 7/31/19</small>	20	10
2018	35	21
2017	30	18
2016	24	10
2015	19	8
2014	22	11

have continued to drop⁷. In Texas in 2018, 59% of domestic violence-related homicides involved a firearm. From 2016-2019, 58% of women killed in domestic violence incidents in San Antonio were murdered with a gun.

Domestic violence extends beyond murder.

The Department of Justice (DOJ) reports that between 1994 and 2011, the rate of severe intimate partner violence, defined as rape or sexual assault, robbery, and aggravated assault, fell 72%, with most of the decline attributable to decreased victimization of women⁸. Nearly half of women and 1 in 3 men in Texas report having experienced sexual violence, physical violence, or stalking by an intimate partner⁹. The CDC estimates that in the previous 12 months, 807,000 women and 711,000 men in Texas experienced domestic violence. Estimates for domestic violence locally are pulled together from several sources, none of which is comprehensive, but each adds to understanding. Three sources of call data are presented here—Family Violence

Prevention Services Hotline, 211, and SAPD. Family Violence Prevention Services (FVPS) operates a hotline for shelter and assistance for domestic violence survivors. In 2017, FVPS received **3,265 calls**, which dropped slightly to 3,073 in 2018. Zip code data is unavailable for FVPS callers. In 2017, 211 received **3,741**

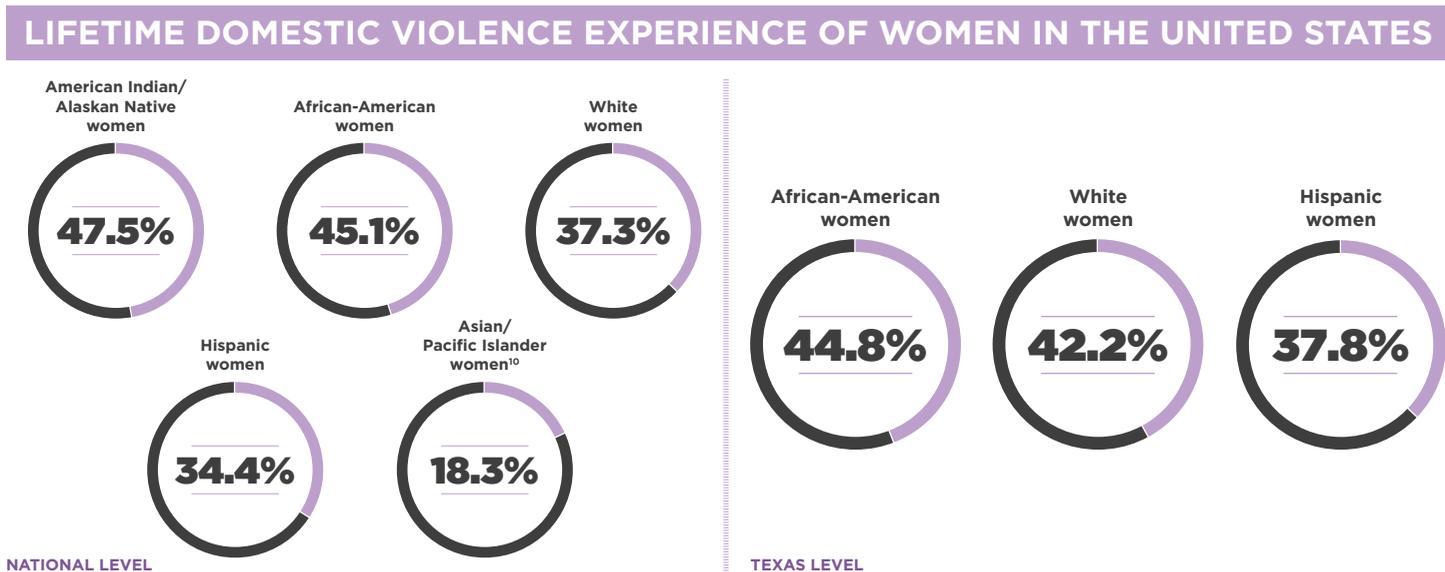
In Texas in 2018, 59% of domestic violence-related homicides involved a firearm. From 2016-2019, 58% of women killed in domestic violence incidents in San Antonio were murdered with a gun.

calls related to domestic violence, which fell slightly to 3,114 calls in 2018. Both years, the highest number of calls were placed from **78207**. Calls to SAPD are at a greater scale, with 38,517 family violence-related calls in 2017 and 40,094 in 2018. When comparing not just the number of calls, but the rate, **78205 has the highest rate of family violence related reports,**

with 128.72 per 1,000 in 2018. Zipcode **78235** has the next highest rate at 24.48/1,000, with **78208 (19.77), 78202 (19.63), 78220 (19.37), and 78226 (78226)**. Both 211 and SAPD refer individuals to FVPS, and one individual may call multiple times in a year.



Local data that includes races and ethnicity is not available for most indicators, however in national surveys, black and indigenous women, and women of color in general, consistently experience higher rates of domestic violence than white women.



San Antonio is a majority Latino city, with 64% of the population identifying as Latino. If ethnicity is the only factor, San Antonio should have lower rates of violence against women, as Hispanic/Latina women in Texas report violence at lower rates than their Black and White counterparts. As discussed in the San Antonio Status of Women Report, when rates of violence are compared among Texas cities, not simply absolute counts, the high rate of violence in San Antonio appears to be more than an artifact of data and reflects the real experience of women in the community.

In May 2019, the San Antonio Status of Women Report¹¹ was released. San Antonio women had a higher rate of rape and murder by male partners than women in the three other cities examined (Dallas, Houston, and Austin). Women in San Antonio also had lower rates of bachelor’s degree completion, wider earnings gaps compared to men, and the lowest-earning levels of women compared to the other three cities examined. Higher levels of women are working poor in San Antonio than in other major Texas cities. Taken in combination, women in San Antonio lack access to economic resources, increasing their vulnerability to financial abuse, and potentially limiting their options for leaving an abusive relationship.

San Antonio is a growing city, the seventh largest in the nation, San Antonio had the fourth largest absolute population change (185,020) between 2010 and 2017 and the largest

percentage change (13.9%) during this period. As the population increases, even if rates of violence remain the same or decrease, the absolute number of individuals needing assistance will increase. When arrests are combined with DV related deaths and calls to SAPD, the overall story is one of an increase in domestic violence and a widespread, urgent problem.

THE DATA THAT INFORMED THE PLAN WAS COLLECTED THROUGH FIVE SOURCES:

- ▶ Survey of domestic violence service providers.
- ▶ Surveys of attendees at a Domestic Violence Congressional Townhall.
- ▶ Interviews of community leaders, service providers, advocates, and academics.
- ▶ Data from SAPD, Texas courts, the Texas Council on Family Violence, and DHS grantees.
- ▶ In addition, the City of San Antonio engaged state, and national experts to identify best practices from other communities that could be adopted here.

1.2 CONGRESSIONAL TOWNHALL SURVEY

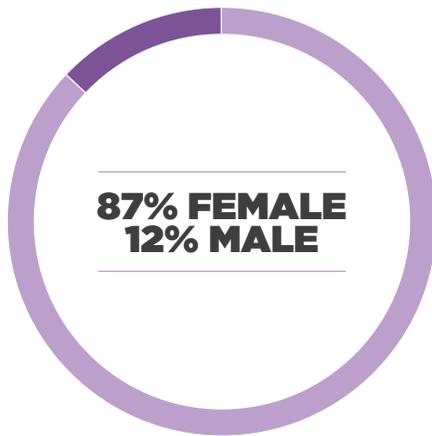
On July 2, 2019, Congressmen Joaquin Castro and Lloyd Doggett hosted a Congressional Town Hall in coordination with the PEACE Initiative and the San Antonio Mennonite Church. Survivors and family members of victims shared stories of abuse and resilience, including when they sought help and were unable to get services.

Among 83 surveyed attendees, three organizations were identified most frequently as sources of support: Family Violence Prevention Services (**40%**), SAPD (**20%**), and the Peace Initiative (**20%**)¹². Twenty-one percent of attendees could not identify any organization. Over half of respondents said San Antonio needs to increase community awareness and education. Attendees identified youth programming, higher penalties for perpetrators, mental health services, removing guns from perpetrators, and victim assistance as priorities.

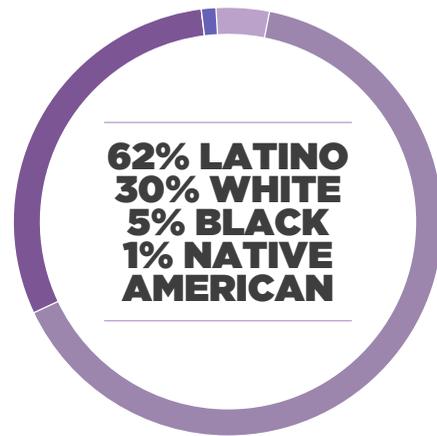


— SURVEY RESPONDANT PROFILE* —

**may not total to 100% due to missing values*



GENDER



ETHNICITY

Additionally, respondents selected potential city actions in order of highest preference:

1. Removing weapons from the home of domestic violence abusers **(60%)**
2. Teen and youth dating violence prevention programs **(52%)**
3. Training for police officers on domestic violence response **(47%)**
4. Increase support for survivors during the court process by adding legal advocates **(37%)**
5. Parent education programs that prevent child abuse **(34%)**
6. Communication campaigns about where to seek help for domestic violence **(33%)**
7. Training for healthcare providers to identify and support survivors **(29%)**

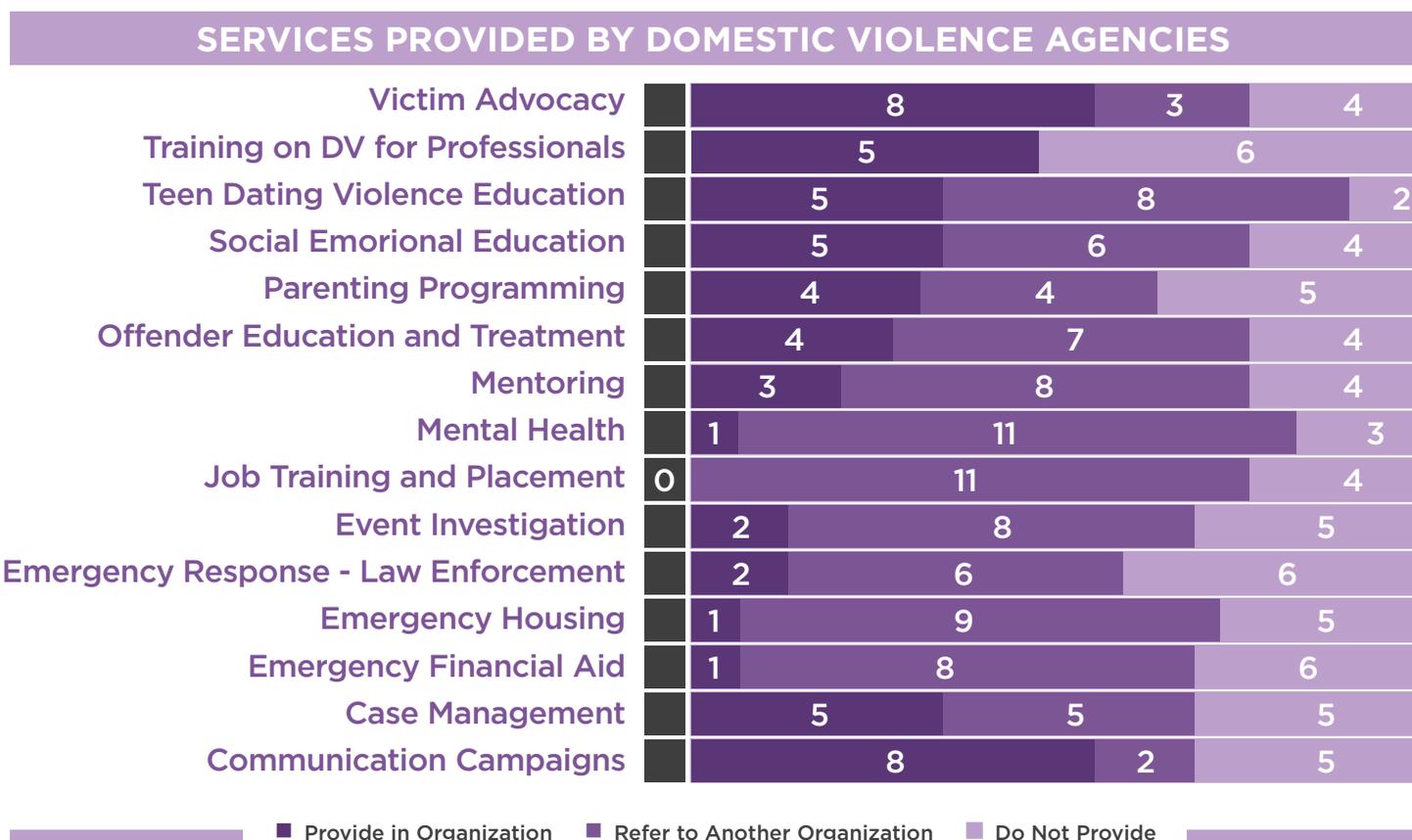
Respondents also wrote on the back of surveys, some sharing very personal stories of abuse, loss, and survival. A handful of respondents shared that they had never heard of the idea of domestic violence until they left their abuser or called the police.

The Congressional Townhall highlighted the frustration felt by some in the community with systems perceived to fail victims and protect perpetrators. An essential step in addressing domestic violence in San Antonio is developing a shared understanding of the services, processes, and outcomes to prevent and respond to domestic violence.

1.3 DOMESTIC VIOLENCE SERVICE PROVIDER SURVEYS AND COMMUNITY INVENTORY

Agencies in the Bexar County Domestic Violence Task Force, agencies funded by United Way Strong Individuals & Families domestic violence initiatives, and/or identified as delegate agencies by the City of San Antonio were invited to complete an inventory of their services, clients and staff. Of 49 agencies identified, 40 completed the survey, online or in an interview.

The chart below displays services provided in house, referred out, or not. If more than one respondent from an agency completed the survey, only one set of responses was analyzed. Only job training and placement were not identified as provided by any respondent.

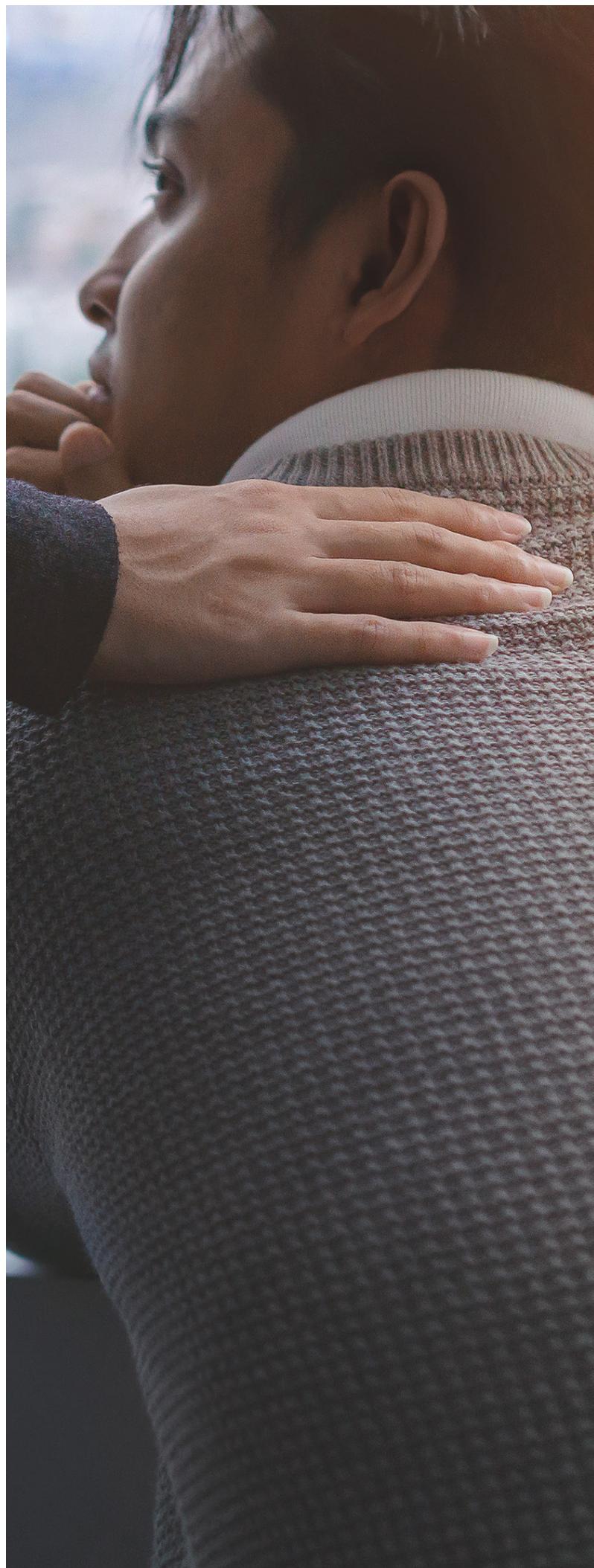


Though eight organizations said they provided communication campaigns, in discussion with respondents, these were generally small scale, including newsletters or ad placement. No agency has the capacity or funding to implement a comprehensive city-wide campaign with a message that can be shared by multiple domestic violence-related agencies. Respondents reported serving a combined total of **36,761 clients in FY 2018**. Respondents also reported having a total of 244 full-time staff members dedicated to domestic violence. Job training

and placement and emergency financial aid are areas of notably few service providers. Survey respondents were also asked for input on how they would spend funding for domestic violence services.

Significantly, this group of respondents emphasized services for both victims and offenders, which was rarely mentioned by townhall respondents. Respondents also suggested focusing on services for children, both education and specialized services for children who witness abuse. Survey respondents also suggested expanding funding for shelter, the District Attorney, and law enforcement response.

The service provider inventory (Appendix A) also highlights that services for children and emergency financial assistance are limited.



1.4 KEY INFORMANT INTERVIEWS

More than 50 individuals representing 35 agencies were interviewed as part of a community assessment (Appendix D). Though all respondents were asked similar questions, interviews ranged from thirty minutes to three hours. Several meetings were conducted in a group format with multiple respondents from the same agency. Quotes are not assigned to respondents.

Where do I start?

General frustration was expressed that domestic violence has been a severe issue in San Antonio, and many felt that it had been largely ignored. Respondents shared stories of murders, high profile cases of abuse, and many efforts that had been made to increase awareness. The Bexar County Task Force was started by community service providers to begin the process of coordinating services, but respondents expressed a desire for a structured, coordinated approach that also held all parts of the system accountable.

What should the city know about your work?

Respondents also shared frustration that often, decision makers within the city structure had no real appreciation for the complexity of the work or the challenge of working with populations in crisis. Many respondents asked for a point person, called by one respondent “a domestic violence czar,” within the city structure. Several respondents asked for a transparent system of accountability for city response that would report directly to City Council. Some respondents requested that complaints about law enforcement be directed to City Council or a position in the Mayor’s office.

Time-intensive elements of the work include supporting a survivor as they make a plan to safely leave their abuser, helping them get the necessary documents, finding a safe place to stay, and starting over again if the client decides to return. People in all parts of the response network shared stories of spending their own money, taking calls and driving to pick up



clients from gas stations in the middle of the night, and investing years in clients as they slowly reached the point where they were ready to leave an abusive situation. Domestic violence is not a crime by strangers but occurs in the most intimate relationships, where victims often love their abusers and co-parent with them.

Many respondents reported working weekends and evenings, as they felt it necessary to serve clients. They expressed frustration that some city-funded response systems, including Crisis Response Teams, were unavailable during the hours when they felt that people are most in need of immediate services. These stories are important to highlight, not only to reflect providers' personal commitment but also to determine the hours services are needed. Additionally, as shared metrics for evaluation are developed, measures should account for the enormous variability in the path of each client. As identified in Section I, work serving domestic violence survivors doesn't fit neatly into standard evaluation systems. Key informants consistently identified housing, emergency financial aid, services for children, and legal services as underserved categories in San Antonio.

*They think it's just how it is,
and we have to tell people they
don't need to live like this.*

Nearly all advocates and service providers noted that for many people experiencing abuse, multigenerational patterns of violence have left them without healthy models. Abuse isn't recognized as abnormal, but just the way relationships are supposed to be. Respondents who worked with youth reported working with teachers who expressed distress about student relationships and concern that unhealthy patterns were being established. Advocates shared that when they speak with survivors and explain the cycle of violence, "I can watch the light come on in her eyes." Most people interviewed asked the city to fund a communication campaign to inform residents about early warning signs of domestic abuse. Respondents suggested having abuse survivors share their stories. A handful of respondents suggested having abusers speak about why they abused their partner and how they changed.

We could build a hundred shelters and still need more. It just has to stop.

Criminal justice-based strategies must complement preventive services and programs. However, interviewees, including law enforcement, agreed that the solution for domestic violence in the community will not come from law enforcement. Overwhelmingly, respondents from all parts of the city, researchers, and state-level advocates emphasized that prevention is the only long-term solution. Specifically, teaching young children about healthy relationships, early warning signs of abuse, encouraging young people to develop healthy self-esteem, and engaging parents in modeling healthy conflict.

When you talk to the neighbors, they all knew. They were waiting. They didn't know what to do.

Family, friends, neighbors and employers often are aware of abuse. People experiencing abuse are most likely to first disclose abuse to family and friends rather than to organizations. Respondents suggested programs to train family and friends on how to respond, how to connect a person experiencing abuse with services, and how to engage law enforcement if there were serious safety concerns.

Arrest him and take the guns.

Respondents had a much more extensive range of reactions to the treatment of abusers. Most respondents said some version of “Take the guns away.” Almost all discussed the importance of early intervention and treatment for abusers to break the cycle. For offenders who were particularly violent or had multiple arrests, respondents expressed that they wished the response was swift and sure. Inconsistent enforcement of bond conditions and protective orders, in addition to the length of time between a violation and response from the judicial system, were seen as letting survivors down and leaving them feeling as though “the system” was not for them. Considerable variability in experiences with law enforcement was reported. Respondents asked that first responders be provided with detailed training on the variety of responses to trauma, including when victims “shut down.”



The next morning, she's calling asking to get him released.

Respondents were sensitive to the many complicated factors that survivors weigh when deciding whether to leave an abuser. People living with abuse who are caregivers, either of children or adult dependents, face particular challenges. They often do not want to go to a shelter. They do not want to take children out of school or are worried about travel to work. Survivors may technically have many options to hold their abuser accountable, but encounter numerous barriers in the court process. Respondents who were part of the court process expressed frustration that they could not get survivors to continue in the court process and testify. They shared that many survivors don't realize that jail is not the only option—the court may be able to offer their abuser substance abuse treatment or other services. The court process is confusing and can be intimidating. Legal advocates expressed that there is a much greater need than current capacity.

Additionally, abusers who have financial resources may drag out the court process for years. Each time a court date approaches, survivors prepare to relive the trauma of abuse and face their abuser in court. When the hearing is repeatedly pushed back, survivors are understandably exhausted and may quit the process. Legal advocates shared that clients often experience sustained harassing communication from abusers while waiting for the court process. Additionally, survivors are often financially dependent on the abuser for child support and fear that jail time and the financial fallout will be devastating to their children. Respondents expressed that they wished more financial assistance was available, as many survivors return to abusers out of economic necessity.



We all have to be accountable.

Representatives from every sector wondered about what the other areas were doing. There was a general assumption of goodwill, but the opaque functioning of each agency presents a barrier in identifying opportunities to improve systems for both service providers and clients. Respondents reported often having to reach out personally to other agencies after repeated phone calls by clients were not returned. Respondents were highly concerned that calls for help or calls to hold accountable perpetrators who are violating the terms of their release go unanswered. For survivors and people in crisis, reaching the right person at the right time can make all the difference in being able to leave an abusive situation or deciding to stay.

Our wheel is different.

LGBTQ+ survivors face unique challenges. Despite significant progress, the language used around domestic violence is often heteronormative. A recent survey of batterer's intervention programs in the United States found that 88% of respondents did not have services for LGBTQ+ perpetrators¹³. Key informants shared several unique challenges faced by LGBTQ+ individuals experiencing intimate partner violence. By reporting intimate partner violence, they may be outed. Violence experienced by transgender people may include withholding hormones, throwing out gender-confirming clothing, using anti-transgender slurs, or threatening to out the individual. Additional pressure may be the concern that by coming forward with abuse, it will add to negative perceptions of the community.

Where does the information go?

Medical providers expressed concern that while screening protocols were often in official policy, they were unclear if staff knew how to refer patients who screened positive for domestic violence. Healthcare providers reported that while training was standard, practices were individual and often depended on the staff on shift. Respondents expressed that it was often frustrating trying to refer clients to other agencies for services because they would get no answer or response. Several respondents mentioned creating a unique entry point hotline with accountability to follow up on every call.



What would show progress? That's a good question.

There was no consensus about how to evaluate progress on domestic violence in San Antonio short of reducing murders. Some respondents suggested an increase in DV related arrests; some suggested a decrease. Some suggested a rise in the shelter population; some suggested a reduction. The lack of clarity is consistent with an additional finding that very few respondents felt confident they understood the full scope of domestic violence in San Antonio. Most reported knowing that it was still dramatically underreported and anticipated that reports could increase if more people became aware.

1.5 GAPS IDENTIFIED BY CDC AND TEXAS COUNCIL ON FAMILY VIOLENCE

A 2010-2012 CDC survey identified unmet needs among women in Texas who had experienced domestic violence. Of those surveyed, **63.4%** reported feeling fearful, **59.4%** were concerned for their safety, **36.9%** reported injury, **29.9%** missed at least one day of work or school, **23.8%** needed legal services, **12.7%** needed housing, **10.9%** contacted a hotline, **9.6%** required victim advocate services, and **9.2%** became pregnant¹⁴.

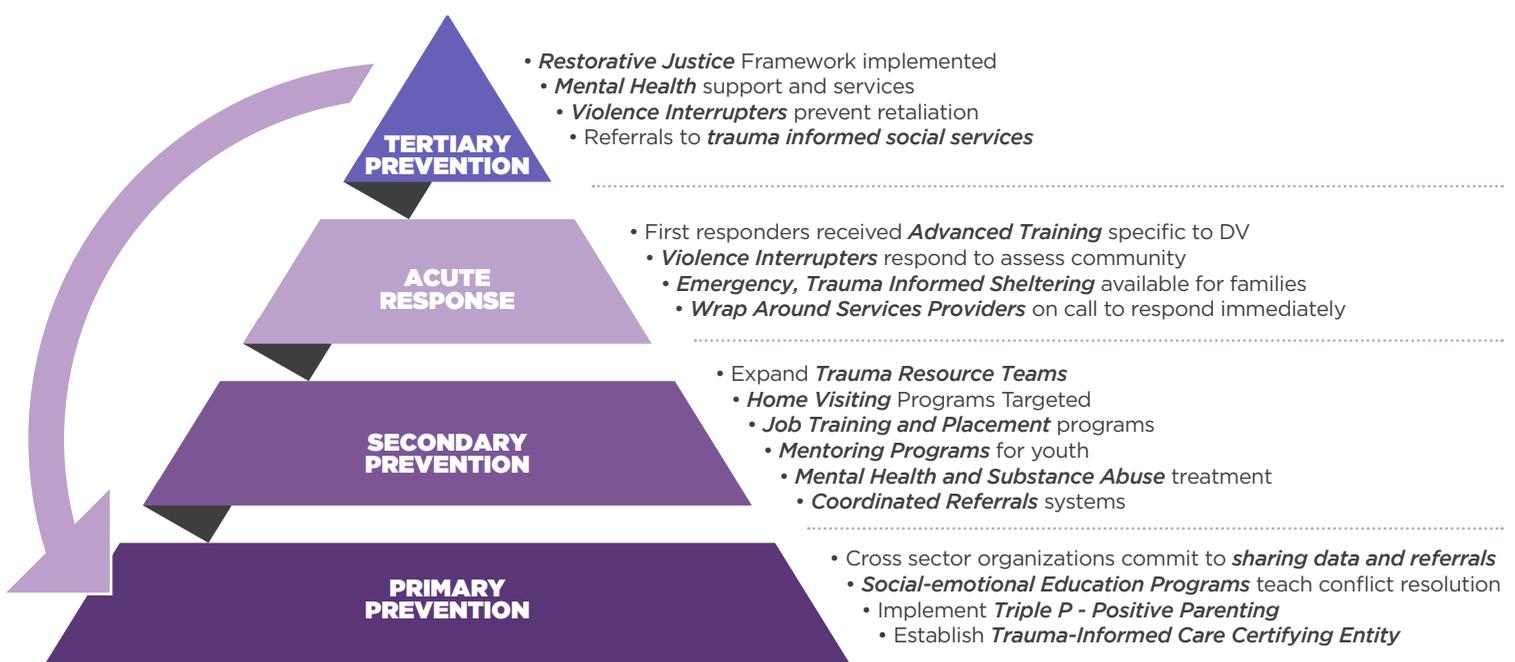
Community gaps were assessed by the Texas Council on Family Violence and will be released in their 2019 statewide report. Preliminary findings show that housing, childcare, legal advocacy, and flexible funds (i.e., funds to pay for gas so a client can get to a job interview) were all high needs for the greater San Antonio region. Additionally, the Council saw a crucial need for coordination across agencies. The Council noted existing examples of collaboration--for example, Family Violence Prevention Services co-locates many community partners working to serve survivors of domestic violence. Additionally, the San Antonio Police Department has many collaborative programs to address domestic violence with community partners.

These challenges identified in national and statewide data are the same as those pinpointed by local leaders. No one strategy will solve the problem. But multiple, complementary short- and long-term strategies can interweave to create a new direction. The strategies proposed in the next section will be presented first at a high level and then discussed in depth.

Section II: Gaps, Goals, & Strategies

Most forms of violence share common risk and protective factors, at both individual and community levels. Communities that lack economic opportunities and have high rates of unemployment are associated with child abuse¹⁵, intimate partner violence, sexual violence, and youth violence¹⁶. Witnessing violence and norms in communities that support aggression is associated with physical assaults of children, intimate partner violence, and youth violence¹⁷.

The City of San Antonio Domestic Violence Prevention model (below) identifies strategies at multiple intervention points. Primary Prevention means preventing violence before it happens. Primary prevention changes the fundamental influences that set the trajectory for people in our community and shifts the structures that determine who lives a safe and healthy life, and who faces barriers to safety and health. Primary prevention approaches to domestic violence include parenting programs to reduce child abuse and improve family function, social, emotional learning curricula that support children in developing the skills for healthy relationships, and developing responsive, shared data systems to identify patterns in the community as they come.



Secondary prevention targets high-risk individuals or populations. The acute response occurs during the 48 hours around an event. Services are typically provided by first responders, including law enforcement, EMS, and emergency departments. Tertiary approaches aim to reduce the risk that an individual or community continues to experience after violence has already occurred. The system that prevents and responds to domestic violence in San Antonio is incredibly complex, with one family potentially passing through multiple agencies and levels of government. Gaps were identified at each level of prevention and response. Each gap is followed by at least one strategy recommended to address the gap in the next three years.

Strategies were identified through the model presented by the CDC's comprehensive violence prevention program: Select, Adapt, Evaluate. Strategies were evaluated using five criteria:

- ▶ **Evidence of Effectiveness**
- ▶ **Availability of implementation guidance and tools**
- ▶ **Training and technical assistance necessary to implement the approach**
- ▶ **Cost of adopting and sustaining the approach**
- ▶ **Fit to community perceived needs and preferences**

A few important caveats: Several keystone organizations that respond to domestic violence survivors underwent significant changes in the Spring and Summer of 2019. Some of the frustrations expressed by respondents were followed by statements that they also knew the responsible agency was in the process of making improvements. Additionally, while developing this plan, the City of San Antonio already started addressing community concerns through SAPD and Metro Health. These initiatives are explained in an update in Section 4.3.



2.1 SUMMARY OF RECOMMENDATIONS

PRIMARY PREVENTION

Gap 1	Child, youth & family prevention programs are insufficient to meet community needs.
Strategy	1.1 Promote adoption and implementation of comprehensive, evidence based parenting education programs to reduce the incidence of child abuse, including the Triple P Parenting Program.
5 Year Goal	Disrupt The Developmental Pathways Toward Partner Violence.

Gap 2	Community norms nurture domestic violence, and the community is generally unaware of services.
Strategy	2.1 Develop a community-wide media campaign across multiple types of media and communication channels, including large employers, to saturate the San Antonio market. 2.2 Expand school-based prevention and engagement of service providers to reduce violence through the implementation of evidence based violence prevention programming and structured partnerships between schools and community service providers.
5 Year Goal	Teach Safe and Healthy Relationship Skills.

SECONDARY PREVENTION

Gap 1	Resources and evaluations are not consistently coordinated between agencies and sectors.
Strategy	3.1 Promote opportunities for cross-sector partnerships and coordination to support the implementation of best practices. 3.2 Implement an assessment of system processes using an evidence based tool such as Praxis International Blueprint for Safety. 3.3 Improve data collection and develop data-driven strategies to evaluate community initiatives and increase transparency and accountability of community services.
5 Year Goal	Increase Cross-Sector Partnerships and Transparency.

2.1 SUMMARY OF RECOMMENDATIONS CONT.

ACUTE RESPONSE

Gap	Evidence-based tools to identify survivors with a high risk of death or serious injury are inconsistently implemented.
Strategy	4.1 Expand access to forensic nurse examination programs. 4.2 Pilot a Domestic Violence High-Risk Team. 4.3 Provide enhanced training to first responders specialized in: sensitive interviewing, trauma-informed interviewing, and immigration. 4.4 Ensure that lethality assessments are used appropriately and result in action.

Gap	Services for survivors of domestic violence are scattered, and entry points are unclear.
Strategy	5.1 Develop a central entry point into supportive services that can triage, refer and follow up to ensure the first call is enough. 5.2 Augment survivor services with expansion of child-centered programming.
5 Year Goal	Coordinate and Streamline Access to Services and Trauma-Informed Response Systems.

TERTIARY PREVENTION

Gap	Housing and legal services are stretched and need additional capacity.
Strategy	6.1 Address the Long-Term Housing Needs of Survivors. 6.2 Expand the capacity for legal services, including non-attorney legal advocates.
5 Year Goal	Support Survivors To Increase Safety And Lessen Harms.

Gap	Services and accountability for offenders do not sufficiently remove weapons and provide treatment to break the cycle of violence.
Strategy	7.1 Implement a program to enforce existing laws prohibiting firearm possession by domestic violence offenders. 7.2 Develop a joint drug and domestic violence court. 7.3 Expand access to trauma-informed interventions for offender programs.
5 Year Goal	Reduce access to weapons and Increase availability of rehabilitative programs.



Section III: Five Year Plan

Domestic violence is a complex issue, cutting across multiple systems and requiring multigenerational strategies. **A public health approach requires more than a five-year commitment.** However, in five years, a change in direction and early indicators should be possible. The proposed five-year plan builds on existing gaps and moves toward addressing upstream factors that influence endemic violence in the community. Each Goal is presented with an annual indicator and a five-year outcome that can be used to measure community change. **During Year 1**, a baseline will be established for all 5 Year Outcomes. Future reports will provide baseline data and targets for improvement.

GOAL 1: DISRUPT THE DEVELOPMENTAL PATHWAYS TOWARD PARTNER VIOLENCE

ANNUAL INDICATORS

- ▶ % increase in programs providing evidence-based parenting education and child abuse prevention
- ▶ # of parents receiving evidence-based parenting programming

5 YEAR OUTCOME

- ▶ % decrease in child abuse-related injuries
- ▶ % decrease in child abuse-related deaths
- ▶ % decrease in domestic violence-related fatalities

It is hard to overstate the importance of childhood experiences of violence in later experiences of violence. The early lessons children receive about relationships and attachment are profoundly important in their life trajectory, as discussed above¹⁸. Factors associated with perpetrating or experiencing domestic violence become apparent well before dating relationships begin¹⁹. Poor behavioral control, drug and alcohol use, involvement with antisocial peers, crime, and violence all are antecedents to domestic violence. Approaches that interrupt the pathways between early exposure to violence and later perpetration or victimization include home visiting programs, such as the Nurse-Family Partnership, rich preschool environments that engage families, and programs that support the development of healthy parenting skills such as the Triple P in collaboration with community partners.



GOAL 2: TEACH SAFE AND HEALTHY RELATIONSHIP SKILLS

ANNUAL INDICATORS

- ▶ # of impressions created by anti domestic violence campaign
- ▶ # of businesses implementing a domestic violence-related policy and providing information to their employees
- ▶ % change in referrals for domestic violence-related services to 211
- ▶ # of schools implementing evidence based youth violence prevention programs.

5 YEAR OUTCOME

- ▶ % decrease in calls to 211 for domestic violence-related assistance
- ▶ % decrease in calls to 911 for domestic violence-related support
- ▶ % increase in San Antonio residents who can identify the early warning signs of domestic violence
- ▶ % decrease in adolescents experiencing dating violence

Approaches that address the more comprehensive social and physical environment can encourage disclosure of abuse, and positive social norms that are intolerant of domestic violence can increase the likelihood that bystanders will intervene²⁰.

As identified at the beginning of this report, domestic violence is one manifestation of the multiple ways in which violent behaviors intersect. Poor communication skills, poor emotional regulation and conflict management and acceptance of partner violence put individuals at risk for both perpetrating and experiencing violence²¹. Social, emotional programs for youth support mutually respectful, nonviolent relationships. Social, emotional programs can also promote bystander intervention in unsafe relationships.

GOAL 3: INCREASE CROSS-SECTOR PARTNERSHIPS AND TRANSPARENCY

ANNUAL INDICATORS	5 YEAR OUTCOME
<ul style="list-style-type: none">▶ # of active Commission members attending at least 80% of Commission meetings▶ Annual report of shared outcomes utilizing data sources from multiple, collaborative systems	<ul style="list-style-type: none">▶ % of San Antonio domestic violence related organizations reporting strong collaborative partnerships▶ % increase in funding for domestic violence prevention and programs among Commission members

The roots of violent behavior are intertwined, as are the solutions. Communities that have successfully addressed reducing violence have used coordinated, multi-level, collaborative approaches that organized resources and programs across sectors²². For example, the Cardiff model is a multi-agency coordinated community approach that uses strategic sharing of information to improve the response of community agencies and law enforcement. Compared to similar cities, Cardiff experienced a **32%** reduction in aggravated assaults and a **42%** reduction in hospital admission for violence-related injuries²³. Other coordinated community responses include family violence lethality assessments, High-Risk Teams, and 24-Hour Contact Initiatives. None of these strategies can be conducted by one agency or sector. The comprehensive domestic violence plan is developed with this knowledge: reducing domestic violence will require dedicated, open coordination across sectors and organizations.

GOAL 4: COORDINATE AND STREAMLINE ACCESS TO SERVICES AND TRAUMA-INFORMED RESPONSE SYSTEMS

ANNUAL INDICATORS

- ▶ # of agencies participating in centralized referral
- ▶ # of referrals to a centralized entry point
- ▶ # of referrals to High-Risk Team
- ▶ # of DV forensic nurses trained
- ▶ % of providers utilizing shared Lethality Assessment Protocol

5 YEAR OUTCOME

- ▶ % of survivors reporting they were able to identify assistance
- ▶ % of high-risk survivors who receive case management services

Survivors of domestic violence experience long term adverse physical and mental health outcomes. The entire approach of this report is to prevent violence from happening in the first place. However, when violence does happen, the community needs to respond comprehensively and reduce the potential long-term impacts. Evidence-based approaches include ensuring wrap-around services that are victim-centered, housing that rapidly transitions to stable, affordable long-term housing, and first responder and civil legal protections. Additionally, universal screening, treatment, and support for survivors using trauma-informed approaches have the potential to mitigate some of the negative impacts of domestic violence²⁴.

GOAL 5: SUPPORT SURVIVORS TO INCREASE SAFETY AND LESSEN HARMS

ANNUAL INDICATORS

- ▶ # of long-term housing units available for survivors
- ▶ # of clients served by pro bono legal services for issues related to domestic violence
- ▶ # of survivors referred to job training programs

5 YEAR OUTCOME

- ▶ % of survivors reporting they were able to secure timely legal representation
- ▶ % of survivors reporting that housing was a barrier to leaving an abusive relationship

Experiencing domestic violence is associated with long term harms to health and wellbeing. Housing instability and the lack of long-term supportive housing for individuals experiencing domestic violence is a significant barrier preventing survivors from leaving an abusive home and seeking safety²⁵. Domestic violence is a significant contributor to homelessness for women and children²⁶. San Antonio is unusual in having one centralized domestic violence shelter. Long term, supportive housing that includes comprehensive job training and support is needed. Living in poverty has been identified as an independent risk factor for experiencing domestic violence²⁷. Strengthening financial security can be accomplished through public benefit programs, such as **TANF** and **SNAP**, in addition to cash transfers. Increasing the economic standing and safety of families through income supports has been shown to decrease domestic violence among parents and improve school performance in children²⁸. Ensuring safe, supportive housing, and job training for families can change the trajectory of the family and support recovery.

GOAL 6: REDUCE ACCESS TO WEAPONS AND INCREASE AVAILABILITY OF REHABILITATIVE PROGRAMS

ANNUAL INDICATORS

- ▶ % of offenders completing an intervention program
- ▶ # of firearms surrendered by offenders

5 YEAR OUTCOME

- ▶ % decrease in domestic violence firearm deaths
- ▶ % decrease in recidivism from participants in intervention programs

This two-part strategy reduces the lethality of domestic violence by reducing access to the most common means of murder and increases access to rehabilitative services. Guns are overwhelmingly the weapon used in domestic violence-related homicides. Mass shootings, classified as four or more victims in a single incident, include family annihilations. Over half (**54%**) of mass shootings are family annihilations, meaning half of the mass shootings are domestic violence incidents. Additionally, women are twice as likely to be killed in a multiple-victim incident, often where a woman and several family members are killed. Firearms are also used to terrorize and intimidate victims and survivors of domestic violence. An estimated **4.5 million women** in the United States alive today have been threatened by an intimate partner with a gun. **Over 1 million women have been shot or shot at by an intimate partner²⁹.**



Section IV: Year One Workplan



The implementation of the City of San Antonio Domestic Violence Comprehensive Plan can only be completed through deep and sustained community partnerships. The City of San Antonio has made significant commitments to ensure sections of the plan are implemented immediately and is actively developing partnerships to support implementation of all recommendations. The primary partner in the process is the Commission on Collaborative Strategies to Prevent, Combat, and Respond to Domestic Violence (CCDV). Created by District Court Judge Peter Sakai, the CCDV is a first-of-its-kind joint City/County commission that will be implementing portions of the domestic violence comprehensive plan selected by Commission Chairs over the next three years.

COMMISSION ON COLLABORATIVE STRATEGIES TO PREVENT, COMBAT AND RESPOND TO DOMESTIC VIOLENCE

Co-chaired by Judge Monique Diaz and Dr. Colleen Bridger, Assistant City Manager, six committees (Healthcare, Judiciary, Law Enforcement, Policy, Prosecution, and Non-Profit) have each identified one program and one process objective to implement in Year One, with a plan for at least three-year implementation. In **Year 1**, new programs and processes are being developed and launched. **Year 2** is a full year of implementation and adjustment to models based on the launch, and **Year 3** provides the opportunity to evaluate successes and identify areas for expansion or innovation. The strategies selected and the Year 1 Workplan are included in the next section. Ongoing evaluation and adjustment to the approach will be necessary as additional challenges or new opportunities for funding or partnership emerge. However, the CCDV is deeply committed to ensuring the next year brings real change to San Antonio and Bexar County. A complete listing of members is available in the Appendices.

4.1 STRATEGY SELECTION

▼HEALTHCARE COMMITTEE

George Hernandez (University Health System) and Jelynn Burley (Center for Healthcare Services), Co-Chairs

The Healthcare Committee identified a referral process and communications campaign as the focus of the first year of work. The gap analysis identified inconsistencies in referral processes for domestic violence survivors who are identified by healthcare providers. Some hospital systems have well-developed training and referral process. **Many do not.**

Additionally, providers expressed a desire for more training and specific guidance on connecting patients to services. The Healthcare Committee will develop, pilot, and train on a model referral process. Additionally, the Healthcare Committee will work with community stakeholders to provide training and provider education on domestic violence-related screening and referral.

Develop transparent referral process for individuals seeking domestic violence asst.					
TASK	MEASURED BY	Q1: OCT- DEC	Q2: JAN- MAR	Q3: APR- JUN	Q4: JUL- SEPT
By January 2020, complete assessment of existing domestic violence referral process in San Antonio area hospital systems	Assessment Report				
By March 2020, develop model referral system in collaboration with local domestic violence service providers	Model Referral Protocol				
By April 2020, pilot model referral system in one hospital system	# of referrals during the pilot Provider evaluation				
Identify data collection system	Data Collection Protocol				
Provide training to area hospitals on a referral system	# of individuals trained # of trainings hosted				

Develop and disseminate communications campaign

TASK	MEASURED BY	Q1: OCT- DEC	Q2: JAN- MAR	Q3: APR- JUN	Q4: JUL- SEPT
By February 2020, launch a teen dating violence awareness campaign in collaboration with community partners	Media Impressions # of placements				
By June 2020, host RIIP6 Conference and provide training and communications materials for hospital-based providers	# of attendees # of DV sessions				
By April 2020, in collaboration with STRAC, provide training through the STRAC EMS conference for first responders on domestic violence and referral process	# of attendees # of DV sessions				
By September 2020, complete follow-up evaluation with providers trained through programs. Identify recommendations for continuing training and provider communications	Recommendations Report				

▼ JUDICIAL COMMITTEE

Judge Mary Lou Alvarez and Judge Ron Rangel, Co-Chairs

The Judicial committee identified two key strategies to address in the first year. In collaboration with the Law Enforcement committee, the Judicial committee will be identifying a process to ensure laws that prohibit firearm possession by individuals convicted of domestic violence offenses are fully enforced. Additionally, the judicial committee will work with the Non-Profit committee to increase access to pro bono legal representation. **CONT.>**

Implement a program to enforce existing laws that prohibit firearm possession by individuals subject to protective orders or other court orders					
TASK	MEASURED BY	Q1: OCT- DEC	Q2: JAN- MAR	Q3: APR- JUN	Q4: JUL- SEPT
By January 2020, survey relevant entities to determine current practices and procedures regarding firearm surrender and retrieval by individuals subject to protective orders and other court orders.	Assessment report				
By March 2020, identify all necessary stakeholders for implementation of program and ascertain level of commitment, challenges and barriers to implementation.	# of stakeholder meetings # of attendees				
By May 2020, develop a program tailored to needs, resources and structure of Bexar County stakeholders.	Development of program				
By August 2020, implement program, including training of judges, law enforcement, prosecutors, legal community and other relevant stakeholders.	# of surrender orders entered				
Expand the capacity for legal services, including non-attorney legal advocates					
TASK	MEASURED BY	Q1: OCT- DEC	Q2: JAN- MAR	Q3: APR- JUN	Q4: JUL- SEPT
By January 2020, assess the current civil legal services provided to survivors of domestic violence in Bexar County and determine the capacity of current legal providers.	Assessment Report				
By March 2020, identify level of need for civil legal services to assess gaps in current level of representation and accessibility for survivors of Domestic Violence.	Assessment report				
By May 2020, assess the feasibility of expanding availability of non-attorney legal advocates.	Feasibility Plan				
By July 2020, develop a plan for expanding the capacity for civil legal services to survivors of domestic violence.	Recommendations Report				
By September 2020, implement a plan for expanding the capacity for civil legal services to survivors of domestic violence.	--				

▼LAW ENFORCEMENT COMMITTEE

Chief William McManus and Sheriff Javier Salazar, Co-Chairs.

The Law Enforcement committee identified piloting a Domestic Violence High-Risk Team program as the core activity for the first year. The Domestic Violence High-Risk Team is an interdisciplinary team that identifies, engages, monitors, and provides treatment to offenders and victims at high risk of the most dangerous outcomes. Similar to the Multidisciplinary Team Model used in child abuse cases, a model that has proven successful in San Antonio, DVHRT empowers first responders including law enforcement, healthcare providers, and community advocates with evidence-based tools to assess the risk an individual is experiencing and a system to flag and support individuals at high risk for severe injury or death. Already being used in several Texas communities, the model is an evidence-based, collaborative community approach to reducing domestic violence-related homicides.

Pilot High-Risk Domestic Violence Program					
TASK	MEASURED BY	Q1: OCT- DEC	Q2: JAN- MAR	Q3: APR- JUN	Q4: JUL- SEPT
By January 2020, identify existing lethality and danger assessments currently in use in San Antonio and Bexar County	Summary Report				
By January 2020, identify and engage core agencies necessary for DVHRT implementation	Agency Meeting Attendance				
By February 2020, identify lethality and danger assessment to be implemented	Lethality Report				
By March 2020, develop a case management model	Case Management Model Protocol				
By March 2020, develop MOU necessary for data sharing	MOU				
By March 2020, develop a budget and seek additional funding for implementation	Funding Proposal				
By June 2020, develop screening and referral protocol	Screening Protocol				
By September 2020, begin pilot implementation of DVHRT	# of DVHRT Screening Completed				

▼NON-PROFIT COMMITTEE

Patricia Castillo, PEACE Initiative, Marta Pelaez, Family Violence Prevention Services, Julia Raney Rodriguez, Texas Rio Grande Legal Aid

The Non-Profit Committee has identified two strategies for implementation over the next year. In response to the community request for school based, youth centered programming, the committee will work with local school districts and the Metropolitan Health District to identify and implement an evidence based teen dating violence prevention curriculum. Additionally, access to legal representation continues to be a high priority request from survivors. The Non-Profit committee will identify potential sources of pro-bono assistance and develop a training and coordination system.

Facilitate ISD adoption of evidence-based violence prevention curriculum for implementation in schools					
TASK	MEASURED BY	Q1: OCT- DEC	Q2: JAN- MAR	Q3: APR- JUN	Q4: JUL- SEPT
By January 2020, identify existing evidence-based teen dating violence prevention curriculum being implemented in San Antonio	Assessment report				
By January 2020, identify evidence-based curriculum for potential implementation in SA Schools	Curriculum Review				
By March 2020, in collaboration with TCFV and Metro Health initiate process of implementation and adoption of evidence-based curriculum	# of school districts engaged				
By April 2020, develop implementation plan in collaboration with community partners	Implementation Plan				
By May 2020, make final recommendations for implementation for '20-'21 school year	# of schools implementing new curriculum				
By August 2020, facilitate training for curriculum implementation	# of individuals trained				

Identify and develop additional sources of pro-bono legal representation for protective orders					
TASK	MEASURED BY	Q1: OCT- DEC	Q2: JAN- MAR	Q3: APR- JUN	Q4: JUL- SEPT
By January 2020, meet with local pro bono stake holders to discuss a pro bono protective order project	# of stakeholder meetings				
By March 2020, identifying and begin recruitment of attorneys for pro bono representation	# of attorneys recruited				
By April 2020, provide training to attorneys to facilitate pro bono assistance to victims/survivors	# of individuals trained				
By August 2020, implement pro bono protective order project	Recommendations Report				

▼ PROSECUTION COMMITTEE

Joe D. Gonzales, Bexar County District Attorney Chair and Joe Nino (Deputy City Attorney, City of San Antonio, Prosecution Division)

The Prosecution Committee identified implementing an assessment of system processes using an evidence-based tool like the Praxis International Blueprint for Safety as a key strategy. Other communities that have implemented the Blueprint for Safety have selected tools within the full assessment to focus their inquiry. After examining current practices, the Prosecution Committee has identified examining has identified the process of addressing violations of protective orders as a key area for further work.

Implement system assessment using evidence based tools					
TASK	MEASURED BY	Q1: OCT- DEC	Q2: JAN- MAR	Q3: APR- JUN	Q4: JUL- SEPT
By January 2020, identify existing processes related to enforcement of protective orders.	Assessment Report				
By March 2020, identify model processes and system improvements.	Model process and Improvement Recommendations				
By April 2020, develop new protocols and system improvements.	# of protocols developed				
By May 2020, begin implementation of system improvements	# of protocol changes # of agencies engaged in system change				
By September 2020, complete preliminary analysis of system improvements	Evaluation Report				

4.2 CONCLUSION

The Domestic Violence Comprehensive Plan developed by the City of San Antonio is the starting place, not the end, of a long-term commitment to a coordinated community response that will shift the fundamental structures responding to domestic violence, and the root causes that continue to feed violence in our community. A coordinated community response asks that we don't give up when things don't work the first time or move on when successes make the issue seem less critical. The CCDV is a mix of elected officials, nonprofit executives, career city and county employees, law enforcement leaders, and community advocates. We all answer to different stakeholders and are held to different outcomes.

Throughout the writing of this report and sharing the recommendations with the community, **the frustration, anger, and impatience with another process that might result in no real change was clear and justified.** Domestic violence is not a new problem for San Antonio and for some in the community, there is anger that it took a headline about an increase in murder to capture the attention of the community. However, what is also clear is that many organizations have always been working hard, trying new things, expanding services, serving a greater number of people, but are often behind the scenes and in silos without intentional, system wide coordination. The Bexar County Domestic Violence Task Force, which began in 2012, was an attempt to address the lack of coordination and missed opportunities to make fast fixes. Building coordinated approaches takes time and trust, resources that may be in short supply among advocates who have watched for years as suggestions and solutions slipped by. A prevention model asks that we try has identified the process of addressing violations of protective orders as a key area for further work, measure the outcomes, and come back together to evaluate what is working, and what needs improvement. We know where we want to go as a community. We all want safer families, empowered individuals in loving relationships, and a coordinated community of support. We have started building the path forward, but we won't know exactly where the next five years will lead until we try new ideas and see what works. We know, without a doubt, that we have to try new, bold plans. **Survivors, victims, and our community deserve nothing less.**

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²Logan JE, Leeb RT, Barker LE. Gender-specific mental and behavioral outcomes among physically abused high-risk seventh-grade youths. *Public Health Reports*. 2009;124(2):234-245.

³Duke NN, Pettingell SL, McMorris BJ, Borowsky IW. Adolescent violence perpetration: associations with multiple types of adverse childhood experiences. *Pediatrics*. 2010;125(4):e778-e786.

⁴Reves, B.A. (2017) *Police Response to Domestic Violence, 2006-2015*. U.S. Department of Justice.

⁵*Ibid.*

⁶Texas Council on Family Violence (2018) *Honoring Victims Report*. Available here.

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⁹Smith, S.G., Chen, J., Basile, K.C., Gilbert, L.K., Merrick, M.T., Patel, N., Walling, M., & Jain, A. (2017). *The National Intimate Partner and Sexual Violence Survey (NISVS): 2010-2012 State Report*. Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention.

¹⁰*Ibid.*

¹¹Saenz, R., & Casura, L. (2019) *The Status of Women in San Antonio*. Commissioned by the City of San Antonio.

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CCDV Year One Work Plan						
Task		Measured By	Q1	Q2	Q3	Q4
Healthcare	Develop transparent referral process for individuals seeking domestic violence assistance					
	By January 2020, complete assessment of existing domestic violence referral process in San Antonio area hospital systems	Assessment Report				
	By March 2020, develop model referral system in collaboration with local domestic violence service providers	Model Referral Protocol				
	By April 2020, pilot model referral system in one hospital system	# of referrals during the pilot Provider evaluation				
	Identify data collection system	Data Collection Protocol				
	Provide training to area hospitals on a referral system	# of individuals trained # of trainings hosted				
	Develop and disseminate communications campaign					
	By February 2020, launch a teen dating violence awareness campaign in collaboration with community partners	Media Impressions # of placements				
	By June 2020, host RHP6 Conference and provide training and communication materials for hospital-based providers	# of attendees # of DV sessions				
	By April 2020, in collaboration with STRAC, provide training through the STRAC EMS conference for first responders on domestic violence and referral process	# of attendees # of DV sessions				
By September 2020, complete follow-up evaluation with providers trained through programs. Identify recommendations for continuing training and provider communications.	Recommendations Report					
Judicial	Implement a program to enforce existing laws that prohibit firearm possession by individuals subject to protective orders or other court orders					
	By January 2020, survey relevant entities to determine current practices and procedures regarding firearm surrender and retrieval by individuals subject to protective orders and other court orders.	Assessment report				
	By March 2020, identify all necessary stakeholders for implementation of program and ascertain level of commitment, challenges, and barriers to implementation.	# of stakeholder meetings # of attendees				
	By May 2020, develop a program tailored to needs, resources and structure of Bexar County stakeholders.	Development of program.				
	By August 2020, implement program, including training of judges, law enforcement, prosecutors, legal community and other relevant stakeholders.	# of surrender orders entered				
	Expand the capacity for legal services, including non-attorney legal advocates					
	By January 2020, assess the current civil legal services provided to survivors of domestic violence in Bexar County and determine the capacity of current legal providers.	Assessment report				
	By March 2020, identify the level of need for civil legal services to assess gaps in current level of representation and accessibility for survivors of DV	Assessment report				
	By May 2020, assess the feasibility of expanding availability of non-attorney legal advocates.	Feasibility Plan				
	By July 2020, develop a plan for expanding the capacity for civil legal services to survivors of domestic violence.	Implementation Plan				
By September 2020, implement a plan for expanding the capacity for civil legal services to survivors of domestic violence	Recommendations Report					

CCDV Year One Work Plan						
Task		Measured By	Q1	Q2	Q3	Q4
Law Enforcement	Pilot High-Risk Domestic Violence Program					
	By January 2020, identify lethality and danger assessments currently in use in San Antonio and Bexar County	Summary Report				
	By January 2020, identify and engage core agencies necessary for DVHRT implementation	Agency Meeting Attendance				
	By February 2020, identify lethality and danger assessment to be implemented	Lethality Report				
	By March 2020, develop a case management model	Case Management Model Protocol				
	By March 2020, develop MOU necessary for data sharing	MOU				
	By March 2020, develop a budget and seek additional funding for implementation	Funding Proposal				
	By June 2020, develop screening and referral protocol	Screening Protocol				
By September 2020, begin pilot implementation of DVHRT	# of DV HRT Screening Completed					
Non-Profit	Facilitate ISD adoption of evidence-based violence prevention curriculum for implementation in schools					
	By January 2020, identify existing evidence-based teen dating violence prevention curriculum being implemented in San Antonio	Assessment Report				
	By January 2020, identify evidence-based curriculum for potential implementation in SA Schools	Curriculum Review				
	By March 2020, in collaboration with TCFV and Metro Health initiate the process of implementation and adoption of evidence-based curriculum	# of school districts engaged				
	By April 2020, develop an implementation plan in collaboration with community partners	Implementation Plan				
	By May 2020, make final recommendations for implementation for '20-'21 school year	# of schools implementing new curriculum				
	By August 2020, facilitate training for curriculum implementation	# of individuals trained				
	Identify and develop additional sources of pro-bono legal representation for protective orders					
	By January 2020, meet with local pro bono stake holders to discuss a pro bono protective order project	# of stakeholder meetings				
	By March 2020, identifying and begin recruitment of attorneys for pro bono representation	# of attorneys recruited				
	By April 2020, provide training to attorneys to facilitate pro bono assistance to victims/survivors	# of individuals trained				
By August 2020, implement pro bono protective order project	# of individuals trained # of individuals referred					
Prosecution	Implement system assessment using evidence-based tool					
	By January 2020, identify existing processes related to the enforcement of protective orders.	Assessment Report				
	By March 2020, identify model processes and system improvements.	Model process and Improvement Recommendations				
	By April 2020, develop new protocols and system improvements.	# of protocols developed				
	By May 2020, begin implementation of system improvements	# of protocol changes # of agencies engaged in system change				
By September 2020, complete preliminary analysis of system improvements	Evaluation Report					

