NATIONAL ASSOCIATION of COUNTIES NACo

COUNTY FRAMEWORKS FOR RECOVERY FUND INVESTMENT

NACo's MISSION

Strengthen America's counties.

NACo's VISION

Healthy, safe and vibrant counties across America.

This report was prepared in conjunction with Brookings Metro as part of NACo's Equitable Economic Recovery Project. Ensuring counties across the country can facilitate an equitable economic recovery constitutes a shared interest for NACo and Brookings Metro. As such, this report draws on the existing resources and expertise of Brookings scholars, who are referenced throughout this text. NACo would like to thank and acknowledge their contributions to this report and the Equitable Economic Recovery Project.

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INVESTING IN AN EQUITABLE ECONOMIC RECOVERY: RESCUE AND REBUILD

American Rescue Plan Act (ARPA) has multiple purposes. At one level, the ARPA is a public health bill, providing $160 billion in public health-related funding to address the spread of COVID-19 and ensure that businesses could safely reopen, and workers can safely return to the job. The ARPA is also a direct relief bill, providing immediate financial relief to the American people including $411 billion in stimulus payments to individuals, $289 billion in expanded unemployment insurance and $135 billion in expansions of the Child Care Tax Credit and Earned Income Tax Credit. Finally, ARPA is a **government relief bill** allocating $350 billion for state, local and tribal governments under the State and Local Fiscal Recovery Fund (Recovery Fund) with five authorized uses:

1. Responding to public health needs
2. Economic damage from the pandemic
3. Providing premium (i.e., hazard) pay for essential workers
4. Replacing lost revenue
5. Investing in necessary water and broadband infrastructure

While all five areas are worthy of investment, there is a hierarchy of needs that local governments will likely pursue. Replacing lost revenue and public health offer the clearest initial uses for local governments.

Unless government is operating at full strength, it cannot lead recovery strategies. Unless the virus is suppressed, the economy cannot recover.

From a baseline of budget stability, local governments can utilize ARPA to both implement short-term, emergency relief measures and invest in longer-term economic and social transformation. Across those two areas— "rescue" and "rebuild"— there are three key drivers that can spur an equitable economic recovery:

VIBRANT, CONNECTED COMMUNITIES –

- Rescue: ensure every neighborhood, especially those struggling against poverty and structural racism, gets the necessary emergency relief to access stable housing and basic infrastructure and necessities.
- Rebuild: create long-term community vibrancy by dealing with housing affordability, closing the digital divide and creating new community wealth strategies.

JOB CREATION AND QUALITY BUSINESS GROWTH –

- Rescue: deliver liquidity to still-vulnerable small businesses to avert widespread job loss, especially microbusinesses operating in underserved communities.
- Rebuild: help entrepreneurs and small businesses access the capital and knowledge needed to innovate, create jobs and build wealth locally.

JOB PREPARATION AND WAGE GAINS –

- Rescue: stabilize unemployed and underemployed workers through economic assistance and rewarding essential workers who have sacrificed their own health on the frontlines.
- Rebuild: invest in the productive potential of an increasingly diverse talent base and connect workers to quality career pathways.

AN EQUITABLE RECOVERY REQUIRES VIBRANT, CONNECTED COMMUNITIES

The economic and health challenges faced by American households during the pandemic reflect the broader structural inequities in between different neighborhoods within broader counties and regions. The nation's unequal geography of opportunity demands that strategies target resources to those individuals and, importantly, neighborhoods that need relief most. Due to entrenched patterns of residential segregation, the low-income workers and households hit hardest by the health and economic crisis tend to concentrate in low-income neighborhoods and communities of color. As Brookings Metro's Alan Berube and Eli Byerly-Duke observe the Treasury Department has provided local governments special flexibility using their Recovery Funds to address issues of health inequity and economic precarity in low-income neighborhoods (Qualified Census Tracts).

TO RESPOND TO THE PANDEMIC, EVERY NEIGHBORHOOD MUST BE CONNECTED TO RELIEF

Without a baseline of stability, low-income households will unlikely be able to participate in the economic rebound; this necessitates the efficient delivery of **housing relief** to struggling renters and homeowners. Housing insecurity was a widespread problem among low-income renters well before the pandemic and, without stable housing, it will be hard for workers to fully participate in the labor market as it recovers.

During 2020, local rent relief programs sought to stabilize both tenants and landlords, but these programs continue to face significant administrative and implementation challenges. The Housing Initiative at Penn, the NYU Furman Center, and the National Low Income Housing Coalition have outlined several lessons learned. Neighborhood-level data can help programs target resources to those communities most at-risk of housing instability. Resident take-up can be maximized in several ways. One method for tenant outreach is through a broad network of community non-profits with trust and communication channels to low-income communities. Lowering stringency requirements for landlords can build participation in among that critical stakeholder. Simplicity—in eligibility requirements and paperwork burdens for tenants and administrative management for governments—can increase access to programs increase access for those tenants that are most unstably housed.

ARPA provides local governments with four main sources of emergency housing relief.

1. Treasury has explicitly outlined the use of flexible Recovery Funds to address homelessness, increase the supply of affordable housing, and provide housing vouchers and supportive services to low-income residents, particularly in Qualified Census Tracts (QCT).

> *"The Treasury guidance points to a wider set of presumed eligible uses in these impacted places, such as investing in affordable housing, homelessness prevention, broadband, and lead abatement; addressing disparities in educational resources for high-poverty schools and vulnerable students; and promoting healthy childhood environments through child care, home visiting programs, and services for system-involved families and youth."*
>
> *– Alan Berube and Eli Byerly-Duke*

2. Nearly $22 billion to continue the Emergency Rental Assistance (ERA) program, distributed directly to counties with more than 200,000 residents or state governments to provide direct financial assistance and services to unstable renters.
3. States can request funds from the $9.6 billion Homeowner Assistance Fund to prevent mortgage delinquencies, defaults, foreclosures, loss of utilities or home energy services, and displacements through 2025.
4. Five billion will be provided to states to help individuals and families experiencing homelessness or at-risk of experiencing homelessness. Five billion will also be distributed to housing authorities for supportive services, affordable housing construction, and the **conversion** of hotels and motels through the HOME Investment Partnership.

Beyond housing, many struggling households need emergency relief to access **food and water**. Local governments can ensure low-income communities receive this relief through investments in outreach workers and service coordinators. ARPA includes:

- Twelve billion in key investments to food assistance programs, including a $2.5 billion expansion in the Supplemental Nutrition Assistance Program (SNAP);
- Five billion for states to continue the Pandemic-EBT (P-EBT) program, which provides grocery benefits to replace meals that children miss when schools are closed;
- and $890 million to invest in the WIC program and an Emergency Food and Shelter Program.

Finally, local leaders may consider emergency broadband support to households in need. Owing to its eligibility for Recovery Funds, ARPA provides $388.1 billion in flexible funding to put towards digital equity strategies, building on the $3.2 billion Emergency Broadband Benefit (EBB) program launched by the Federal Communications Commission in May 2021.

Los Angeles County, Calif.

Los Angeles County, Calif. created a **Community Health Worker outreach initiative**, a network of non-profit and other community partners seeking to provide services and information to communities impacted by the pandemic. The initiative, created with funding from the CARES Act, has conducted over 200,000 outreach activities impacting more than 369,000 county residents. Los Angeles County is **investing a portion** of their federal Fiscal Recovery Fund allocation to further extend this program.

Montgomery County, Md.

The **Montgomery County, Md.** Office of Broadband Programs (OBB) is organizing events to provide residents in the community with access to computers. OBB is also partnering with a local organization ConnectedDMV to provide trainings for staff and community members interested in learning how to aid residents in enrolling for the EBB program.

Brookings Metro's Adie Tomer and Caroline George recommend four steps to delivering digital connectivity to the households that need it most.

1. Establishing a Digital Equity Office, which will house a chief digital equity officer and staff to permanently coordinate digital equity activities. This minimizes the potential for duplicative efforts between local governments and states, which is a significant risk.
2. These digital equity officers coordinate across community health offices, libraries, schools, community groups, and community development financial institutions (CFDIs) to encourage households to sign up for the EBB through local ISPs. The FCC prepared a ready-to-use EBB Outreach Toolkit to assist organizations in getting the word out.
3. Local governments should get digital devices to households in need. In St. Louis, for instance, the library system distributed 1,500 wireless-capable "GrandPad" tablets to seniors. Connected Nation's State Connectivity COVID-19 Response Plan is a useful guide for local leaders as they consider device donation strategies.
4. Invest in digital skills programs to grow digital literacy and other skills.

ADDRESSING LONG-STANDING ISSUES FOSTERS CONDITIONS TO REBUILD COMMUNITIES

Longer term, ARPA offers the potential for transformative investments in **affordable housing** production that address two longstanding objectives: ensure an adequate supply of decent-quality rental housing and provide low-income households with long-term rental assistance. As Brookings Metro's Jenny Schuetz writes, the housing affordability challenge varies across the United States along with local capacity to implement new solutions. In some markets, restrictive zoning limits the supply of new housing, creating affordability challenges for middle-income and low-income residents.

King County, Wash.

King County, Wash. is tacking the income challenge by acquiring multi-family housing properties in high-opportunity neighborhoods to convert them to affordable rates, which is oftentimes more cost effective than building new construction. Since 2016, the King County Housing Authority has **acquired** 2,000 units of housing. This conversion strategy is an eligible use of the Recovery Fund and the $5 billion HOME Investment Partnership.

Franklin County, Ohio

Building off two pilot programs funded through the CARES Act, the **Franklin County Digital Equity Coalition Framework** in Ohio offers a leading example of the prerequisite measurement and engagement necessary to build an inclusive capital plan.

Zoning reforms that encourage new multifamily housing development will be critical to address supply shortfalls in hotter markets, such as those being pursued in Minneapolis, Oregon, and Washington, DC (see sidebar).

In other markets, housing is cheap relative to national averages, but household incomes are too low to afford any market rate options and/or market rate developers see little incentive to build new housing or improve existing stock.

Closing the **digital divide** is another long-run priority for local governments, argue Adie Tomer and Caroline George. As a first step, local governments can coordinate regionally to develop broadband capital investment plans. These plans serve to uncover long-term needs, including outlining investment sequences, uncovering target neighborhoods and projects, and experimenting with new ownership and revenue-raising models. An additional benefit of developing a capital plan is to prepare for potential future broadband funding through federal legislation.

Finally, Brookings Metro's Tracy Hadden Loh notes that ARPA provides an opportunity to invest in vanguard **community wealth** generation strategies explicitly aimed at closing wealth gaps. For example, LISC Twin Cities has secured $30 million for a Community Asset Transition Fund to reclaim and transfer ownership of land to cooperatives and resident groups, one example of broader inclusive property ownership strategies unfolding in urban and rural areas.

AN EQUITABLE RECOVERY REQUIRES JOB CREATION AND QUALITY BUSINESS GROWTH

Local economic recovery strategies are being crafted amidst widespread small business uncertainty. Over half of small business owners report it will take at least four months to return to normal operating levels, if ever, a share that rises to 60% for owners running small businesses in food, accommodation, and arts and entertainment. Yet, county leaders can also recognize the bright spots in the small business statistics. Even as America's existing small business owners express continued concerns, new business starts grew by 24% in 2020, driven mainly by an increase in non-store retail startups selling goods and services online.

As workers and families find their economic footing, new business ownership could be a path to economic stability, and even upward mobility. Early indications suggest the startup surge is disproportionately concentrated in Black and Hispanic or Latino neighborhoods, suggesting that an entrepreneurship-fueled recovery could be racially inclusive. Resources from ARPA can address both dynamics, by delivering relief to small businesses still at-risk of closure and catalyzing a recovery fueled by small business creation and expansion.

VULNERABLE SMALL BUSINESSES REQUIRE LIQUIDITY TO AVERT WIDESPREAD JOB LOSS

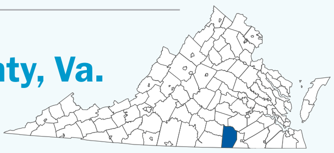
Widespread small business failures could drastically lengthen the time it takes for the labor market to recover, and relief is still necessary to avert further business destruction. But there are not enough public resources to give every small business capital, which means that targeting relief to those businesses hit hardest by COVID-19 is a priority. Evidence suggests that three factors matter in targeting.

1. Size – young, microbusinesses—those under five years old and with fewer than 10 employees—are more likely to contract and close during an economic downturn.
2. Location – business closure rates were higher among small businesses in majority-minority neighborhoods (36%) compared to businesses in majority-white neighborhoods (22%).

Cook County, Ill.

Cook County, Ill. has implemented a Small Business Assistance Program which assists small businesses impacted by the pandemic with free advising and resources to recover. Under this program, businesses may apply for a grant, free one-on-one advising or attend informational webinars which address a variety of issues including how to acquire new capital, accounting business management, customer relations and marketing strategies.

Brunswick County, Va.



Brunswick County, Va. in partnership with the Virginia Department of Housing and Community Development is administering the Brunswick County Small Business Recovery Assistance Fund. This fund provides eligible businesses meet long-term business coals while adjusting to COVID-19 demands. Eligible expenses for businesses receiving funds including retooling and technology activities (e.g., technology upgrades, sanitization needs, job training classes or technical assistance) and rent or mortgage assistance.

3. Industry – different than the 2001 or 2007-08 recessions, the COVID-19 economic crisis hit food services, retail, and accommodation industries hardest, all Main Street industries that employed millions of lower wage workers. While employment rates have nearly rebounded for high-wage workers, employment rates for low-wage workers are 28% below their pre-pandemic peak.

There are three steps that local leaders can take to deliver small business relief. First, **map the small business relief programs within ARPA.** Local leaders must understand the three streams of resources that can be deployed to support small businesses during the relief stage. The county-controlled Fiscal Recovery Funds provide flexibility in addressing the negative economic impact of the pandemic, including direct support to small businesses. There are also ARPA allocations for which small businesses must compete, totaling about $50 billion, although many of those capital sources have been exhausted during the summer of 2021. Finally, the ARPA also included a new $24 billion childcare stabilization fund that works through states to extend relief to childcare providers.

Second, use the Recovery Funds to support small business **outreach and technical assistance networks.** Many cities built technical assistance and outreach networks for their small businesses to obtain loans from the Paycheck Protection Program (PPP) or the Economic Injury Disaster Loan (EIDL) program. They could now allocate Recovery Funding to support those networks through grants to chambers of commerce, community-based nonprofits, and entrepreneurship support organizations—any entity that has connectivity and trust with small business owners.

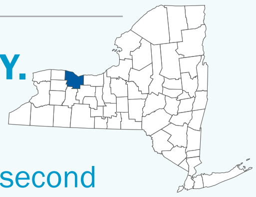
These networks can deploy trusted brokers to connect small businesses to federal relief programs, keep them afloat as consumer demand returns , and then ensure that their loans are forgiven to avoid significant debt loads. Another ARPA provision—SBA's Community Navigator Pilot Program—was designed to support these local networks with competitive grants. To maximize a local area's fair share of the state-controlled childcare stabilization fund, counties may consider expanding their small business outreach networks to bring in community-based intermediaries with connectivity to child care providers, including associations for the education of young children (AEYCs); Child Care Resource and Referral agencies (CCR&Rs); and Shared Service Alliances (SSAs).

Third, counties can utilize flexible local funding to provide **direct aid** to small businesses. As federal small business relief programs are exhausted, local government officials will decide whether they want to provide capital directly to small businesses using their Recovery Funds. Directly allocating flexible local capital to small businesses means that those funds cannot be used in other critical areas of economic support; thus, counties may opt to exhaust other funds first. Coordination with states in this endeavor is key. A sensible division of labor would be that states use their Recovery Funds to provide grants or low-interest loans while local governments invest in outreach and technical assistance infrastructure to ensure underserved entrepreneurs can access those funds. State-led programs require local delivery channels, often supported by cities and counties, for them to be effective and equitable. Wisconsin $75 million small business program offers a good model for this state-local partnership.

ENSURING EQUITABLE ACCESS TO CAPITAL AND KNOWLEDGE HELPS TO CREATE JOBS AND BUILD LOCAL WEALTH

As the recovery continues, the strategic lens for small business support will shift from averting destruction to making strategic investments in entrepreneurship ecosystems and small business growth strategies. Those longer-term investments typically try to address one of three broader economic objectives: create jobs, address racial disparities in asset ownership and invest in underserved neighborhoods and commercial corridors.

Monroe County, N.Y.



Monroe County, N.Y. has launched the second phase of the Fast Forward Monroe Small Business Grant Assistance initiative. The phase 2 initiative partners with several community organizations to make to the program more accessible, specifically for minority-owned and underserved businesses, while providing comprehensive application help and support.

The Treasury guidance gives governments significant flexibility to target **Recovery Fund programs** to "businesses with less capacity to weather financial hardship, such as the smallest businesses, those with less access to credit, or those serving disadvantaged communities." These Recovery Fund programs can not only provide direct capital to businesses, but strengthen small business ecosystems through capacity building investments in business support organizations. Ingham County, M.I. initially deployed ARPA funding for its $11 million Sunrise grant program, and is now considering longer-term investments in a revolving loan fund and technical assistance resources to support succession planning for business owners interested in transferring their businesses into worker-owned cooperatives.

State investment in entrepreneurship-led economic development will be a critical leverage point for county governments In a Brookings Metro post, Robert Maxim, Eric Cromwell, Dan Schmisseur, Mark Muro, and Joseph Parilla outline how the State Small Business Credit Initiative (SSBCI) offers a longer-term small business support option., SSBCI provides $10 billion to states and tribal governments, and it complements existing small business relief programs by giving states more time (10 years) and flexibility to distribute capital. SSBCI incentivizes states to move capital quickly (states can only receive additional tranches once current funds are lent), inclusively ($2.5 billion is set aside for disadvantaged businesses), and with leverage (a requirement that $10 in private capital be leveraged for every $1 in state-supported capital). During the prior iteration of the program, SSBCI was used to support capital access, collateral support, loan participation and loan guarantee programs, and venture capital programs.

SSBCI-supported lending programs can work with mission lenders such as CDFIs and community banks, lending institutions that have proven to be successful in reaching economically and socially disadvantaged businesses. This could involve launching CDFI-led funds—capitalized by major financial institutions—to support undeserved small businesses with viable products and services but little connection to mainstream finance. For example, the California Rebuilding Fund was seeded by the state and is working with a network of 12 CDFIs to deploy capital to small businesses with fewer than 50 employees.

Venture capital (VC) programs can work with nonprofit venture development organizations (VDOs) and private investors to mitigate capital access challenges for high-growth startups. The Treasury Department provided states with $500 million in technical assistance funding, which could be used strategically to spur access to SSBCI for funds focused on supporting women, minority-owned or rural entrepreneurs.

AN EQUITABLE RECOVERY REQUIRES JOB PREPERATION AND WAGE GAINS

The pandemic has exacerbated significant pre-existing economic and racial inequities in the U.S. labor market. Prior to the COVID-19 pandemic, 33 million workers were not earning high enough wages to cover their expenses. Now, the COVID-19 recession has created historic levels of insecurity for low-wage workers. Low wage workers are also disproportionately sacrificing their personal safety and that of their families to carry out essential, frontline work during the pandemic. Meanwhile, the nation's future talent base, its young people, has experienced unprecedented education and employment disruptions as well.

The labor market is beginning to recover, but recent estimates suggest that the U.S. economy is still far from recovery. The American Rescue Plan offers a historic opportunity to not only deliver much-needed economic relief to struggling workers, but also plan and invest in a broader transformation in inclusive talent development.

A LOCAL RESPONSE INCLUDES STABILIZNG THE UNEMPLOYED AND UNDEREMPLOYED

In response to current economic insecurity, ARPA provides significant resources to stabilize workers and families and ensure that young people have the resources they need to learn and develop. The Treasury has given local governments permission to use their Recovery Fund allocations to provide premium pay for essential workers and help low and moderate-income workers address the economic effects of the pandemic. Education systems will receive an additional $123 billion, one-fifth of which must be spent to address learning loss caused by the pandemic, including summer learning, extended day, comprehensive after-school programs or extended school year programs. Building on the federal government's direct assistance to unemployed workers and struggling families, local governments can pursue three complementary strategies to stabilize their local workforce.

First, **boost pay for essential workers.** Essential workers' role in feeding, protecting, and caring for the broader population helped stabilize local communities during the pandemic, roles that disproportionately were filled by low-wage workers County officials could earmark a portion of their Recovery Fund allocation to compensate essential workers through premium pay. Drawing on several state programs, Brookings Metro's Molly Kinder outlines three design principles for

Suffolk County-City of Boston, Mass.

The Suffolk County-City of Boston, Mass.

- Negotiated agreements to enroll 500 youth in college courses to earn credit and certifications while getting paid for their experiences
- Partnered with Northeastern University to "provide a platform with ready-made projects, collaboration supports, and a quality assurance and management dashboard to engage 500 youth under the guidance of a manager or mentor

essential worker programs that are: 1) Federally guided, state- and local-led, and employer provided; 2) Equity-oriented; and 3) Offer broad eligibility, with exceptions for large, profitable companies.

One of the challenges for local government officials is how to coordinate hazard pay with states. The principles highlighted above mainly draw from state models, and it is likely that states will implement their own hazard pay policies. Therefore, avoiding duplication between city and county-level policies and state-level policies will be important to utilize scarce resources effectively. Intergovernmental coordinating councils that bring together leaders from each level of government are one way to coordinate hazard pay responses.

A second major barrier to a labor market recovery is that potential workers cannot find **stable, affordable childcare.** Many childcare facilities closed during the pandemic, and those that remained open operated with lower enrollments due to safety protocols.

ARPA expands the Child Care and Development Fund (CCDF) by $15 billion and provides states with $24 billon for childcare stabilization grants. Local governments, in coordination with states, work to ensure that these resources meet their local community's needs, including coordinating with local childcare networks to connect childcare facilities to the stabilization fund to help them stay afloat.

Third, **youth development** opportunities, through employment, education, and other pro-social activities. Brookings Metro's Martha Ross and Alicia Sasser Modestino, Sarah Soroui, and Rashad Cope suggest that Boston provides a model for how to revise summer youth employment programs. At one level, local governments can deploy earn and learn programs to address two key barriers to participation: 1) reducing the financial burden of pursuing education so that teens did not have to choose between earning and learning; and 2) provide a coach to help students address problems that could derail their coursework.

INVESTING IN WORKERS IS KEY TO REBUILDING LOCAL LABOR MARKET POTENTIAL

American workers are in the midst of a significant labor market reset. Displaced workers are determining how they want to re-enter the labor market and currently employed workers are leaving their jobs at significant rates. In September 2021, the share of U.S. workers leaving jobs was 3%, according to the Labor Department, the highest level since at least 2000. As the labor market recovers, the nation's local leaders can seize this opportunity to help workers reconnect to better jobs. To better connect low-income workers to good jobs local governments must first **modify systems** that help displaced workers connect to resources and learn about job opportunities.

Indianapolis and Marion County

In Indianapolis and Marion County, EmployIndy collaborated with employer and nonprofit partners to set up data sharing agreements with the state to pull down important fields and information from the unemployment insurance system so that they can target audiences displaced in the pandemic. EmployIndy has been sending weekly texts to new UI applicants, asking them if they would like to talk with a career navigator and see how their skills transfer to available jobs.

Second, **job training** programs ought to be funded at a scale that allows them to embed the design elements of successful, rigorously evaluated short-term training programs (such as the WorkAdvance pilot, which cost between $5,000 and $7,000 per trainee). Those design elements include:

- The industry knowledge and business connections to engage and recruit employers
- The community awareness and connections to recruit a wide pool of potential trainees, including those from disadvantaged backgrounds that have faced structural barriers to labor market success
- Knowledge of and ability to execute industry-recognized technical and "soft skills" training
- Resources to provide financial support to individuals for training and other cost barriers such as transportation or child care
- Coaching and supportive services for trainees, from program entry to job placement

Preceding training, local governments could deploy "reconnect services" that use community outreach to ensure that the most disadvantaged and underserved populations are given opportunities and resources to connect to the system. These programs cannot produce equitable outcomes if proactive efforts are not made to ensure that the pipeline of trainees is representative.

One example of this strategy is Tennessee Reconnect, which is funding regional efforts to create Community Navigator programs. Each of four regions in Tennessee receives $1.25 million in state funding per year to hire a team of institution-neutral navigators that work with adults from the moment they express interest in returning to college until they graduate.

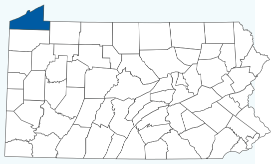
ACHIEVINIG BENCHMARKS RELIES ON COLLECTING AND ANALYZING QUALITY METRICS

Recovery strategies seek to achieve ambitious outcomes. Upon stabilizing economic insecure households and small businesses, local government leaders *rebuild* through strategies that create higher value, more racially inclusive local economies. These dual objectives can be mutually reinforcing, and several metrics can measure progress against this vision. Higher-quality growth can be measured not only by a jobs recovery, but the creation of **family-sustaining jobs** that pay livable wages. And because racial and geographic disparities have long persisted against top-line economic growth, metrics which analyze how employment and income gains are **accruing** across different demographic groups and neighborhoods during the recovery period are important to consider.

Growth and inclusion recovery metrics will be influenced by a broad range investments and policy decision at the local level in addition to broader macroeconomic and public health trajectories. Measuring the outcomes of these investments will enable better understanding of opportunities and constraints to an equitable recovery. When data allows, each of these investment areas can be tracked across different demographic groups.

Treasury officials have also **provided** several mandatory performance indicators related to housing (number of people or households receiving eviction prevention services; number of affordable housing units preserved or developed); job preparation (number of workers enrolled in and completing sectoral job training programs; number of people participating in summer youth employment programs); and healthy childhood environments (number of children served by childcare and early learning; number of families served by home visiting).

Erie County, Pa



Erie County, Pa. partnered with a local community foundation to create a dashboard of indicators tot serve as a knowledge base for the county. Indicators span many domain areas and help local leaders focus resources and support to areas of the community in need. In recovering from the pandemic, the dashboard can provide insight into how county investments are impacting local communities and where pandemic-induced gaps have formed.

ADDITIONAL RESOURCES AND READING

Vibrant, Connected Communities

- Rental assistance
- Anti-homelessness
- Broadband
- Water
- Community Investment Trusts

Job Creation and Quality Business Growth

- Small business
- Business districts
- Regional growth

Job Preparation and Wage Gains

- Hazard Pay
- Summer Jobs
- Childcare
- Job Training

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