COVID-19 IMPLEMENTATION PLAN

This plan was developed to document pandemic recovery implementation efforts to meet the near-term community needs of Larimer County.

LARIMER RECOVERY COLLABORATIVE

March 31, 2021

Plan photos provided by Larimer County
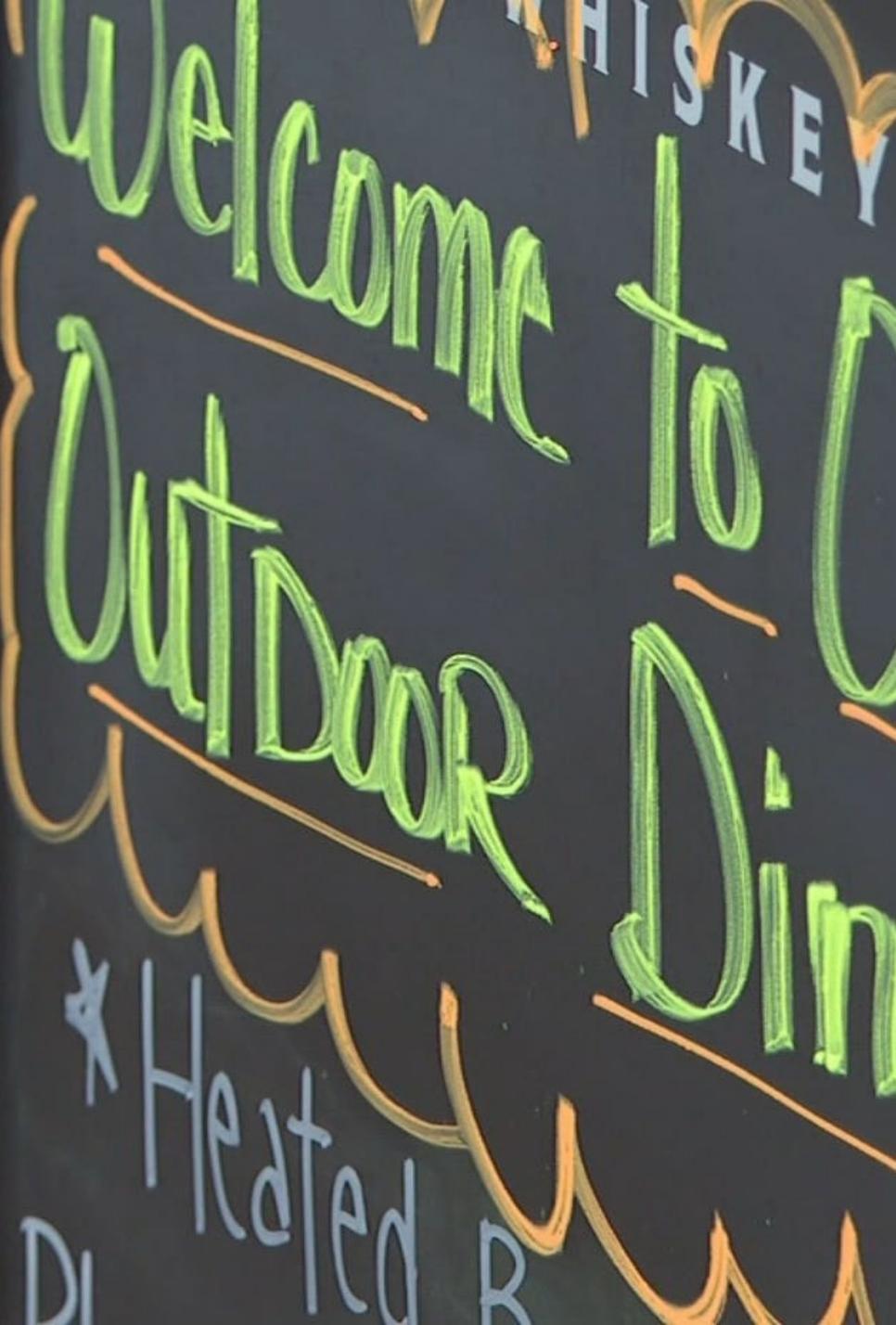
Executive Summary
Building Back Better

The goal of this Implementation Plan is to:

► *Recognize the believed impacts of COVID-19 throughout the remainder of 2021*

► *Describe our most important community needs*

► *Identify how these needs can be met*

Prior to the pandemic, Larimer County was moving towards a healthier, more equitable, and prosperous community. Now, with a renewed perseverance our community continues to move forward to implement solutions for community needs, which have been amplified by COVID-19.

This plan was created with the guidance of county leadership, departments, partner organizations, and community members.

The collective efforts and knowledge of leaders, from sectors across our community, inform the strategies and actions of this plan. The purpose of this collaborative work is to use the pandemic recovery as an opportunity to create impactful and sustainable change in the county.

The resilience of Larimer County will be reinforced by these recovery efforts. Progress towards our goals will uplift those most impacted and our community, as a whole.

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Background

About this Document

The Larimer Recovery Collaborative (LRC) has been working for the past year, coinciding with pandemic response efforts, to identify strategies to help our community recover from the devastating effects of the COVID-19 Pandemic.

This COVID-19 Implementation Plan, developed in early 2021, is a supplement to the December 2020 COVID-19 Recovery Plan. For the sake of this document, March 31, 2021 was considered the end date for these planning efforts. This Implementation Plan is considered a living document and will continue to evolve as part of long-term recovery efforts.

It is important to stress that the pandemic is still on-going, and this plan is only a snapshot of recovery efforts at the time of writing.

The implementation phase of this plan is mainly focused on the next 12-18 months (near-term) of this recovery phase, which is critical to ensure that our community can get back to a sense of normalcy.

Some strategies can be readily implemented as resources are available, while others require support and coordination to focus efforts on preexisting issues, which were exacerbated by the crisis. Not all strategies will incorporate fiscal requests. Some may benefit from anticipated future federal funding and others may establish a task force to achieve objectives. Many involve collaborative partnerships or other plans associated with solutions for the unmet needs.

As recovery is truly an opportunity to build resilience, many of the strategies in this plan may extend beyond this time frame to ensure long-term successes.

As the world and Larimer County are still responding to this persistent disaster, it is expected that long-term recovery planning efforts will continue to evolve over the course of this pandemic event.

Produced by the Larimer Recovery Collaborative

Where We are Now
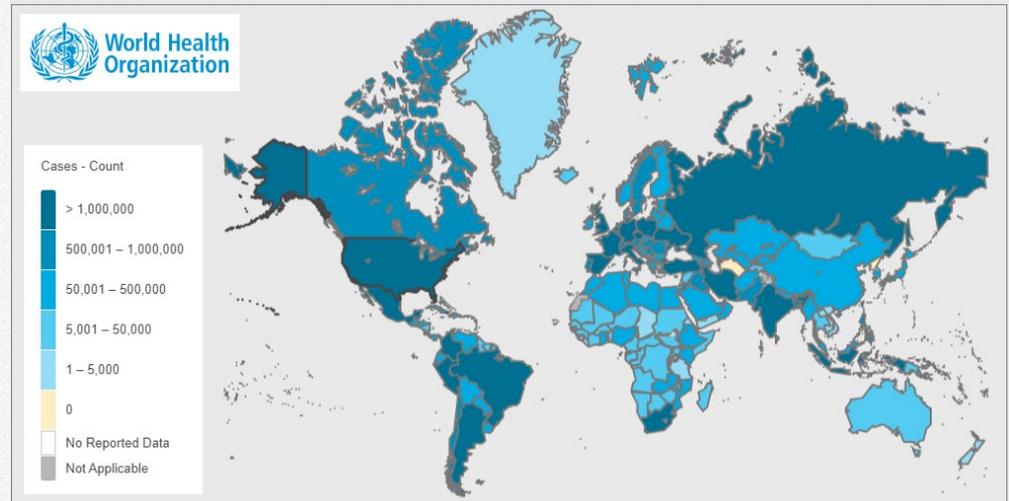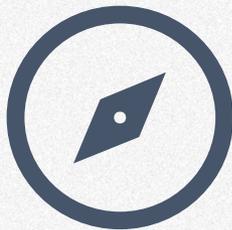
As of March 31st, 2021 the global total COVID-19 cases have reached over 128 million. Of those cases, over 2.8 million people have died.

Across the US, over 540,000 people have died and there have been over 30.4 million cases.

In Colorado, there have been over 463,000 cases and over 6,170 deaths.

In Larimer County, over 22,000 cases have been reported. There have been 231 deaths.

On December 14th, 2020, the first vaccine was administered in the US. As of March 31st 2021, over 190 million vaccine doses have been delivered, with over 53.4 million people fully vaccinated. This is over 16% of the roughly 330 million people in the U.S.

In Larimer County, over 30,000 people are fully vaccinated, which is 8.7% of the population.

The vaccines have been given in phases, based on need and risk. Since December 2020, multiple phases have opened in the state and the country. In, Colorado, the general population phase is set to open on Friday, April 2nd 2021.

Where We are Now

The Colorado dial framework continues to be a tool for community education on current recommendations to control the level of risk in day-to-day activities and operations.

The metrics used to determine level status remain:

► New cases: How much the virus is circulating in a county.

► Percent positivity: Whether there is sufficient COVID-19 testing to capture the level of virus transmission.

► Impact on hospitalizations: Whether hospitalizations are increasing, stable, or declining.

On November 17th, the dial framework was updated, adding a purple level, "Extreme Risk," which is based on hospital capacity and shortages of staff and/or PPE.

Dial 2.0 Level: Concern

CONCERN • HIGH RISK • CAUTION • YELLOW • ORANGE • SEVERE RISK • BLUE • RED • PROTECT OUR NEIGHBORS • GREEN • LEVEL • PURPLE • EXTREME RISK

The state moved Larimer County to Yellow on Feb. 6.
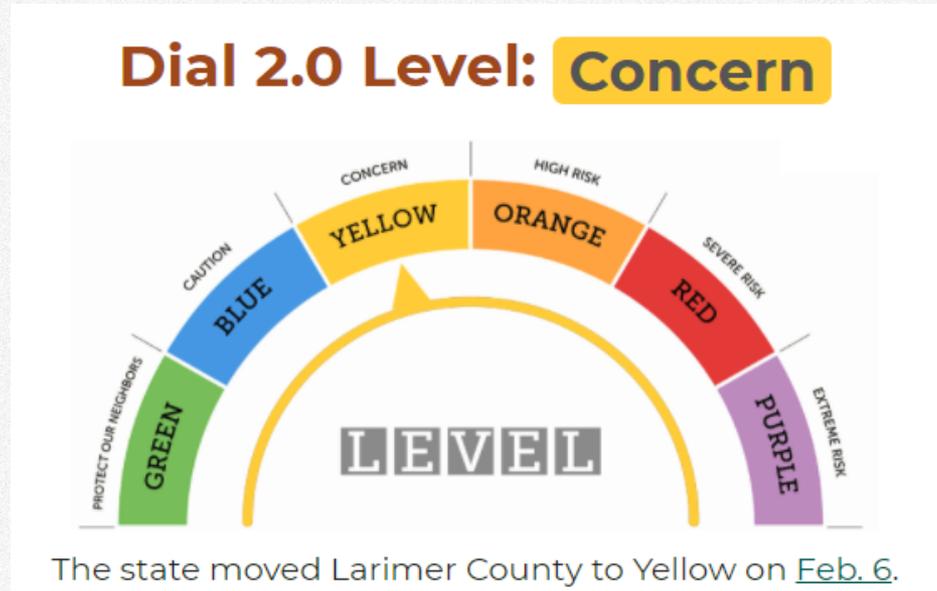
On February 6th, Larimer County was placed in the "Concern" yellow level. As of March 31st, the county remains in that yellow level.

The yellow level is decided based on a county having:

► 7.5% or positivity rates.

► 100-300 cases per 100,000.

► No more than two new COVID-19 hospital admissions per day.

All school districts in Larimer County have returned to some level of in-person learning.

Indoor dining has opened at 50% capacity, as well as gyms and indoor entertainment and events. However, bars remain closed.

Remote work for offices is highly encouraged, but employers are able to have up to 50% of staff in the office. High risk populations are still advised to stay at home.

Areas of Focus

This plan is, as was the preceding Recovery Plan, aligned across the following Areas of Focus as developed by the Larimer Recovery Collaborative.
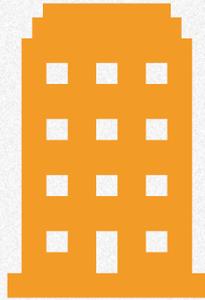
Government, Education, & Policy is an Area of Focus comprised of the following community sectors:

► Educational Systems

► Infrastructure, Connectivity, & Transportation

► County Operations & Programs

Workforce, Small Business, & Economic Development is an Area of Focus comprised of the following community sectors:

► Workforce & Employment

► Small & Mainstreet Business

► Primary Employers

► Hospitality, Visitor Experience, & Outdoor Recreation

► Creative Industries

► Agriculture & Farming

► Nonprofit Support

Community Support Services is an Area of Focus comprised of the following community sectors:

► Older Adult Services

► Housing Stability & Homelessness

► Early Learning & Childcare

► Voluntary Agencies & Faith-Based Organizations

► Food & Essential Needs

► Behavioral & Physical Health / Healthcare Access

Near-Term Unmet Needs

Community Needs

COVID-19 has created both challenges and opportunities for our community. This section provides an overview of those near-term unmet needs that will be addressed over the next 12-18 months to ensure our community can adequately recover from the COVID-19 Pandemic.

Many of these needs existed prior to the pandemic but have been magnified by current events. Of these needs, the lack of culturally and linguistically attuned approaches for community support has come to the forefront. Systemic challenges like housing affordability, childcare, and behavioral health must be addressed through an interdisciplinary approach, as these and other needs cross Areas of Focus and Community Sectors.
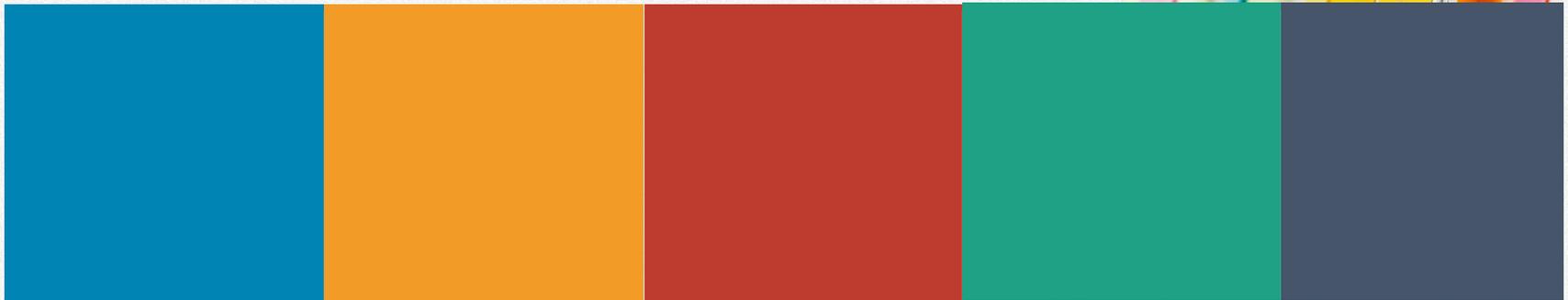
Government, Education, & Policy

Continued challenges for Larimer County Government include:

► The continued need to adapt to our post COVID reality

► Recovery will continue to coincide with response for several more months

► Continuing to sustain relationships that were built throughout the event

► Continued need to address access and equity issues, exacerbated by the pandemic, through a community and culturally informed strategy

Continued challenges for School Districts include:

► The continued need to adapt to our post COVID reality

► Anticipated need for sustainable, long-term mental & behavioral health support

► Continuing to sustain relationships & communication channels that were built during the event

Workforce, Small Business, & Economic Development

Continued challenges for Larimer County Workforce & Employment include:

► Skills Gap/Mismatch
  ► Many COVID-impacted workers do not possess the knowledge, skills and abilities required to fill open positions in this market
  ► Rapid reskilling/upskilling is needed

► Technology Skills and Digital Literacy
  ► Access to technology
  ► Ability to successfully use technology to engage in the economy

► Labor Force Participation Rate (especially women)

► Equitable and Inclusive Hiring Practices
  ► Skills based hiring (not based solely on education and prior experience)
  ► Language barriers

► Safe working environment for vulnerable individuals
  ► Some people cannot risk returning to a traditional work environment because of health risks to them and/or their families (ties to childcare)

► Unemployment Insurance and other benefits time-out

► Loss of workers in key sectors and occupations
  ► Retirement, encore jobs
  ► Burnout

Workforce, Small Business, & Economic Development

Continued challenges for Larimer County Businesses include:

► Occupancy limitations for Food Service, Retail, Hospitality
  ► Lack of predictability
  ► Safety concerns for employees and customers

► Understanding the new post-pandemic reality
  ► How will consumer habits change (e.g. dine in, brick and mortar retail)

► Workforce challenges
  ► Hiring, laying-off, recruiting, onboarding
  ► Upskilling incumbent workforce
  ► Automation

► Changing dynamics of work
  ► Real estate market, office space, remote work
  ► Broadband access

► Supply chain disruptions
  ► Cost and availability of key inputs and goods

► Access to information
  ► Federal, State and local programs for business support
  ► COVID-19 Dial changes
  ► Safety information

UNMET NEEDS

Community Support Services

It is recognized across all Community Support Services that many of these challenges, especially those relating to social equity, were exacerbated by the pandemic event.

Continued challenges for Larimer County Older Adult Services include:

► Partnership for Age Friendly Communities

► One Call / One Click program (Vaccine transportation)

► Grand Families Coalition & Department of Health Services

Continued challenges for Larimer County Housing Stability & Homelessness include:

► Countywide availability of homeless services

► Sheltering

► Eviction Prevention / Re-housing

Continued challenges for Larimer County Early Learning & Childcare include:

► Workforce challenges

► Access to affordable childcare

Community Support Services

UNMET NEEDS

Continued challenges for Larimer County Voluntary Agencies & Faith-Based Organizations include:

► Volunteer population

► Fundraising

► Food Security / Access to Supports

► Connect First

► SNAP Outreach

► Aging & Adult Services

Continued challenges for Larimer County Behavioral Health include:

► Larimer Behavioral Health Services 2021 grant funding cycle

► Mental Health / Substance Use Alliance

Continued challenges for Larimer County Physical Health include:

► Vaccinations

► Continuing/expanded non-emergency medical transport needs

► Healthcare disparities across marginalized populations

Prioritization

Environmentally Sound

Socially Equitable

SUSTAINABILITY

Economically Feasible
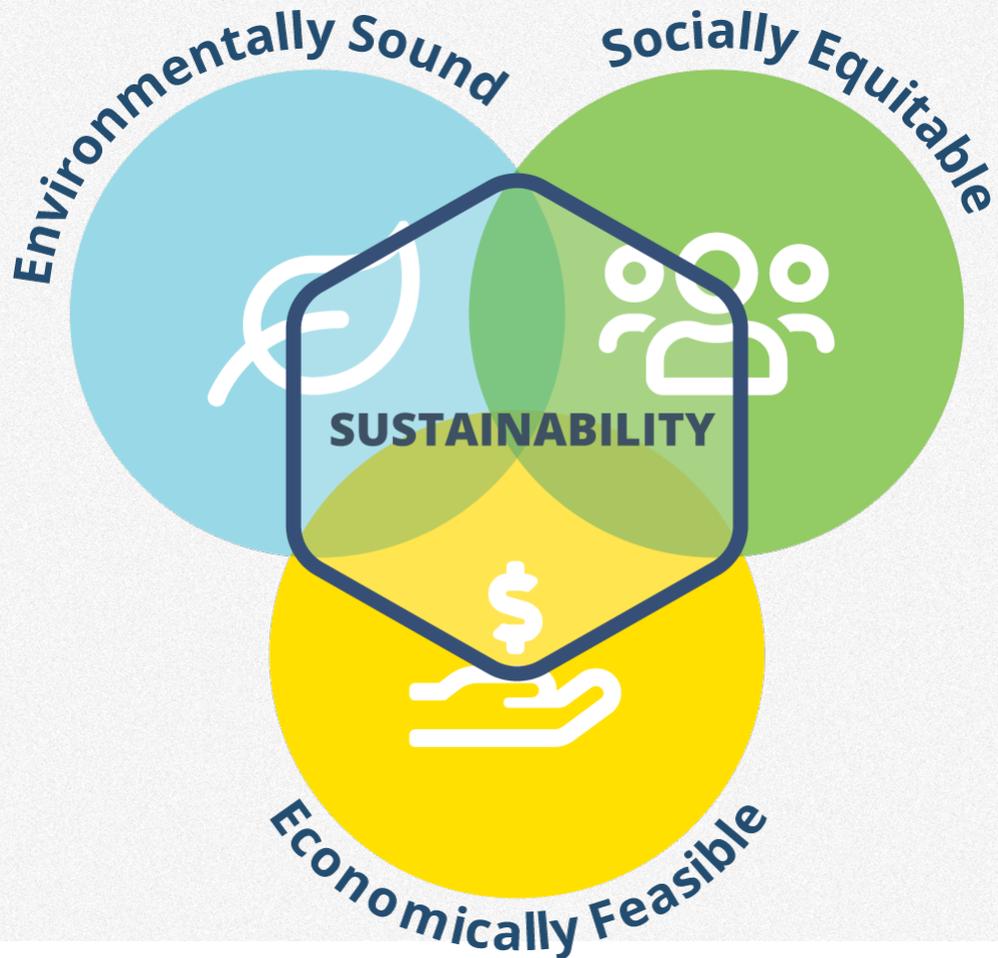
The triple bottom line approach was utilized by the LRC to prioritize needs. This sustainability framework allowed the collaborative to focus on specific actions that would address the unmet needs.

The actions that were given priority were those which would most benefit the community as a whole. This was accomplished by considering the collective economic, environmental, and social benefits of an action.

This plan is intended to address equity in the implementation of recovery strategies across all Areas of Focus. Essential to the support of sustainable and equitable progress (including racial, cultural, and linguistic) is the work in each of the areas being done with intentional and informed decisions.

Strategies & Actions

Recovery Strategies
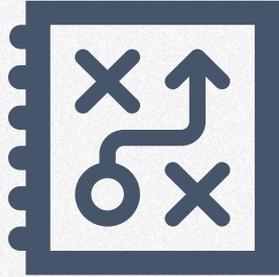
The Larimer Recovery Collaborative identified 24 distinct strategies for meeting our community's identified near-term needs. While some strategies are new and a direct result of the pandemic's impacts, many existed or were being implemented prior to the event.

From these strategies, a collection of 42 specific recovery actions have been identified. These near-term actions are further detailed on the following pages. All efforts are being led by Larimer County and / or the LRC.

It should again be mentioned that this plan is a living document that will continue to evolve as part of long-term recovery efforts. For some actions, details such as cost, key partners, or existing efforts currently underway are in the process of being assessed.

Recovery Action Sheets

The graphic below provides an overview of the information contained on each Recovery Action Sheet.

Recovery Strategy

Need which the Strategy Helps to Meet

Specific Action to Meet the Need

Cost Estimate (if known at this time)

Partners needed for action to succeed
(in many cases these organizations are still being identified)

County-Supported Mental and Behavioral Health Program

Unmet Need: Address needs for supports to our school districts

Recovery Action: Behavioral Health Support for School Districts

Action ID: 1.1

Cost: TBD – Cost dependent of Framework development

Key Partners: Larimer County; Poudre School District; Thompson School District; Estes Park School District

Project Description: The county will continue to support the partnership program, including working groups, to assist school districts with embedding behavioral health interventionists for students and staff.

Project Benefits: Behavioral health professionals, external of school district staff per State regulation, will provide crucial support to students and staff in coping with the effects and impacts of the pandemic, in addition to standard health needs.

Efforts Already Underway: Current county development of mental and behavioral health program.

Details about the Proposed Action

Benefits to be Realized

Existing Efforts and Resources

Area of Focus

Supports Equity Initiatives

Primary Sector
Note: Some actions impact multiple primary sectors. Those without a clear lead are demarked by the following icon:

Government, Education, & Policy

The purpose of this area of focus is to identify strategies for institutions to move forward in a new environment following the COVID-19 Pandemic. For government and educational systems, there was an urgent and disruptive need to modify the delivery of traditional essential services. Many in-person services had to be made entirely virtual and most had never been available this way previously. Initially, this created challenges, but has also brought opportunities to provide services more efficiently and effectively to the community. The following are strategies for how our county government can move forward in a post-Pandemic environment, as well as some strategies put forth by our educational institutions and school districts.

County-Supported Mental and Behavioral Health Program

Unmet Need: Address needs for supports to our school districts

Recovery Action: Behavioral Health Support for School Districts

Action ID: 1.1

Cost: TBD – Cost dependent of Framework development

Key Partners: Poudre School District; Thompson School District; Estes Park School District

Project Description: The county will continue to support the partnership program, including working groups, to assist school districts with embedding behavioral health interventionists for students and staff.

Project Benefits: Behavioral health professionals, external of school district staff per State regulation, will provide crucial support to students and staff in coping with the effects and impacts of the pandemic, in addition to standard health needs.

Efforts Already Underway: Current county development of mental and behavioral health program.

Cultivate & Strengthen Partnerships between County, Municipalities, and School Districts

Unmet Need: Address needs for supports to our school districts

Recovery Action: Increase Collaboration with School Districts

Action ID: 2.1

Cost: Staff Time

Key Partners: Poudre School District; Thompson School District; Estes Park School District

Project Description: The county will engage in annual or bi-annual goal-setting meetings to identify collaborative, common goals, and increase communication mechanisms between the county, municipalities, and school districts outside of disaster situations.

Project Benefits: Regular meetings, about a broader scope of awareness of school district programs and operations, will encourage communication and inclusivity in identifying and meeting the needs of the community.

Efforts Already Underway: Larimer County has included area school districts in the LRC.

Identify Long-Term Solutions for Cross-Sector, Long-Term Unmet Needs Faced by School Districts

Unmet Need: Address needs for supports to our school districts

Recovery Action: Create a School District Task Force

Action ID: 3.1

Cost: Staff time, Enhanced funding may be needed as initiatives or projects develop

Key Partners: Poudre School District; Thompson School District; Estes Park School District

Project Description: The county will establish and support a task-force to monitor challenges associated with the ending of relief programs and students returning to school. The priority will be on working collaboratively to identify solutions to these issues and continuing to foster strong communication across channels developed during the pandemic.

Project Benefits: Proactive, collaborative planning and communication will aid in the transition and sustainability of operations for students and staff returning to routines, ensuring the stability of long-term solutions and cross-sector considerations. These considerations include the expected increase in social service needs, such as CPS-related issues and supporting after-school care programs.

Efforts Already Underway: TBD

Leverage Recovery as an Opportunity to Improve Equity

Unmet Need: The continued need to adapt to our post COVID reality

Recovery Action: Identify Mechanisms for Advisement on Equity

Action ID: 4.1

Cost: TBD – Dependent on structure identified and support systems implemented. Participant compensation comparable to other expert area consultants.

Key Partners: TBD

Project Description: The county will work to identify a mechanism for advisement on Equity in recovery efforts and future community work. This includes reducing any barriers that may limit the involvement of advisory participants.

Project Benefits: By creating a space for equity advisors to share knowledge and removing barriers to participation, the county can be better informed on the needs of the community and the effects of decisions and planning efforts.

Efforts Already Underway: LRC and Larimer County Equity Board

Leverage Recovery as an Opportunity to Improve Equity

Unmet Need: The continued need to adapt to our post COVID reality

Recovery Action: Create a Community Leader Equity Consulting Team

Action ID: 4.2

Cost: TBD –Dependent on Framework development

Key Partners: TBD

Project Description: The county will facilitate the development of a regional Equity Community Leader Consulting Team, which will be supported by partners. These community leaders, acting as consultants, will be compensated for their work in improving our initiatives, relationships, and programs.

Project Benefits: Elevating the voices of those in the community most affected by negative impacts and in need of recovery support will ensure inclusive, practical planning in developing solutions to uplift communities and increase long-term resilience.

Efforts Already Underway: TBD

Leverage Recovery as an Opportunity to Improve Equity

Unmet Need: The continued need to adapt to our post COVID reality

Recovery Action: Support Outreach by Community Members

Action ID: 4.3

Cost: Funding from CDPHE for a CHW certification program (42 hours) and supervisor training (16 hours) for up to 10 supervisors

Key Partners: La Familia; Larimer County Department of Health and Environment

Project Description: The county will partner with the Department of Health and Environment to support and compensate community members or community led organizations. These community members and organizations will help to decrease the information gap regarding the vaccine, advocate for the importance of getting vaccinated, and assist members of marginalized communities in registering for vaccination.

Project Benefits: Community members and community led organizations supporting outreach for public health education has benefits in health outcomes for underserved populations, as well as provides opportunities to inform about access to other social services and support programs.

Efforts Already Underway: La Familia, as part of a national program, has been leading a promotora / community health worker certification training program.

Maintain Minimum Footprint of County Facilities

Unmet Need: The continued need to adapt to our post COVID reality

Recovery Action: Evaluate and Foster Remote Work Culture

Action ID: 5.1

Cost: Staff Time

Key Partners: TBD

Project Description: The county will enhance remote work culture by identifying strategies that support and improve the remote work environment. This includes monitoring current remote work policy and addressing concerns that arise, such as IT issues or operational difficulties.

Project Benefits: Leveraging the lessons learned from the shift to remote work will assist in the design and adaptation of a supportive, sustainable work model which encourages interpersonal connections and allows flexibility for staff.

Efforts Already Underway: TBD

Maintain Minimum Footprint of County Facilities

Unmet Need: The continued need to adapt to our post COVID reality

Recovery Action: Evaluate County-leased and Owned Spaces

Action ID: 5.2

Cost: Staff Time

Key Partners: TBD

Project Description: The county will identify where current lease space can be reduced permanently or where currently owned space can be more efficiently consolidated / leased to others.

Project Benefits: Reducing the space used by the county overall and innovatively using current space allows for more efficient energy use, improved budgetary considerations, and the opportunity to offer more space for community use.

Efforts Already Underway: TBD

Rural Broadband Infrastructure Development

Unmet Need: Pandemic resulted in more remote work, increased the need for access to technology, and exacerbated difficulties with rural internet access.

Recovery Action: Increase Countywide Broadband Services

Action ID: 6.1

Cost: $120,000 one-time, $60,000 ongoing

Key Partners: TBD

Project Description: The county will hire a full-time employee to manage and oversee the rural broadband infrastructure development program, as well as engage in citizen outreach, strengthen private-public partnerships, and continue to build upon the pilot program established by CVRF.

Project Benefits: Prioritizing support for equitable access and progress in development of infrastructure will ensure that underserved areas are able to adapt to the increased reliance on technology and remote work, create opportunities for the workforce, and promote economic recovery.

Efforts Already Underway: The county recently piloted projects aimed at expanding broadband access through CVRF funding.

Workforce, Small Biz, & Eco Dev

In this Area of Focus, the purpose is to identify strategies to assist in the recovery of the local and regional economy, which has struggled due to the effects of the pandemic. As businesses had to adjust to changes in their operations, the workforce was impacted, and economic development slowed.

These effects have highlighted areas in our community which need support to foster growth and stability in the economy. While some of these strategies assist in small business development, many aim to support the adaptation, education, and progress of a struggling workforce.

Additional Conservation Corps for Fire Recovery & Watershed Restoration

Unmet Need: Needed support for upwardly mobile employment after relief programs end

Recovery Action: Larimer County Conservation Corps Fire Recovery and Watershed Restoration

Action ID: 7.1

Cost: $100,000

Key Partners: TBD

Project Description: The county will leverage the existing program, which provides work-based skills and training, by adding an additional eight corps-members. These members will work full-time over eight weeks and contribute over 2,000 hours of restoration and recovery work. This project is scalable depending on need and can be implemented over multiple years.

Project Benefits: Opportunities for employment, created by expanding the program, add critical support to the ongoing recovery and restoration efforts of the county, as well as offering skills and training for workers to make further progress in their careers.

Efforts Already Underway: Larimer County Conservation Corps for Fire Recovery & Watershed Restoration

Collaboratively Market NoCo Region

Unmet Need: Long-term business retention & post-pandemic economic resilience

Recovery Action: Invest in Marketing Effort to Attract Industries to the Region

Action ID: 8.1

Cost: $25,000

Key Partners: Larimer County; Weld County; Upstate Colorado Economic Development

Project Description: The county will invest in a joint marketing effort, with Upstate Colorado Economic Development Corporation and Weld County, to collaboratively promote Northern Colorado and share our region's story with targeted industries, both internal and external to region.

Project Benefits: Promoting growth in the NoCo region will contribute to economic recovery and diversification, support workforce development though training and education, and build resources in the area.

Efforts Already Underway: TBD

Employment-Focused Training & Supportive Service Funding for Activities Leading to Gainful Employment

Unmet Need: Needed support for upwardly mobile employment after relief programs end

Recovery Action: Provide Technology Skills Development & Digital Literacy Training

Action ID: 9.1

Cost: $380,000

Key Partners: TBD

Project Description: The county will create and implement a program to increase technology skills and digital literacy for those who have limited access and experience engaging with technology. This program would provide basic technology training, access to appropriate equipment for those who need it to complete the program, and provide a laptop, or similar device, to those who complete the program. This program may serve individuals and/or businesses.

Project Benefits: By reducing the gap in technology skills and digital literacy, those who may not have access to education and tools needed to adjust to the greater reliance on technology will be able to pursue opportunities for sustainable, upwardly mobile employment

Efforts Already Underway: TBD

Employment-Focused Training & Supportive Service Funding for Activities Leading to Gainful Employment

Unmet Need: Needed support for upwardly mobile employment after relief programs end

Recovery Action: Training & Supportive Service Money for Activities Leading to Gainful Employment

Action ID: 9.2

Cost: $300,000

Key Partners: TBD

Project Description: In order to support job seekers in moving to gainful employment, the county will create client-led training, including industry recognized credentials and certificates, and establish a supportive service fund to assist with barriers to receiving training and finding work, such as childcare, internet access, and transportation.

Project Benefits: Promoting access to gainful employment by offering support for increasing training and education and reducing barriers, such as childcare and transportation, will allow people to foster resilience in their career and financial situations.

Efforts Already Underway: TBD

Employment-Focused Training & Supportive Service Funding for Activities Leading to Gainful Employment

Unmet Need: Needed support for upwardly mobile employment after relief programs end

Recovery Action: Implement Focused Spanish Language Job Seeker Services

Action ID: 9.3

Cost: $100,000

Key Partners: TBD

Project Description: To serve at least 100 Spanish speaking customers over a 12 month period, the county will create capacity for Spanish speaking staff to provide one-on-one employment support and facilitate connection to resources.

Project Benefits: Meeting with individuals will ensure sustainability in their development and gives a personal opportunity to discuss progress, as well as needs and barriers.

Efforts Already Underway: TBD

Employment-Focused Training & Supportive Service Funding for Activities Leading to Gainful Employment

Unmet Need: Needed support for upwardly mobile employment after relief programs end

Recovery Action: Continue Ongoing General Job Seeker Support

Action ID: 9.4

Cost: Staff Time / Current Budget Allocation

Key Partners: TBD

Project Description: The county will continue to provide general job seekers services to those seeking employment and help to connect people to meaningful work in our community.

Project Benefits: Providing continued support for those seeking employment fosters the unique ability to support businesses with meeting their talent needs, as well as aiding individuals in finding fitting, stable jobs.

Efforts Already Underway: TBD

Employment-Focused Training & Supportive Service Funding for Activities Leading to Gainful Employment

Unmet Need: Needed support for upwardly mobile employment after relief programs end

Recovery Action: Provide Training and Work Based Learning for Target Groups

Action ID: 9.5

Cost: Staff Time / Current Budget Allocation

Key Partners: TBD

Project Description: The county will work to provide specific and customized training, and work-based learning opportunities to targeted audiences. These include internships and apprenticeships to aid in finding sustainable, upwardly mobile employment.

Project Benefits: Work-based learning opportunities and specific training creates a diverse and adaptable workforce that is able to fill gaps in employment which might otherwise remain unfilled.

Efforts Already Underway: TBD

Level Up Program

Unmet Need: Long-term business retention & post-Pandemic economic resilience

Recovery Action: Support Level Up Program Evolution

Action ID: 10.1

Cost: TBD – Dependent upon emerging needs & strategy development

Key Partners: TBD

Project Description: The county will continue to identify opportunities for the evolution of the Level Up Program, which was launched to reward businesses that went above and beyond the safety protocols during the pandemic.

Project Benefits: By supporting the evolution of the Level Up Program, the relationships built between the business community and county departments can continue to strengthen and develop, providing an important opportunity to better serve and communicate with businesses going forward.

Efforts Already Underway: TBD

Maintain & Expand Business Support Programs

Unmet Need: Long-term business retention & post-Pandemic economic resilience

Recovery Action: Expand the Small Business Pivot Program

Action ID: 11.1

Cost: $200,000

Key Partners: TBD

Project Description: The county will support the expansion of the Small Business Pivot Program, which teaches business owners how to modify business practices to keep them competitive in the rapidly changing economy. This expansion would add 4-6 additional cohorts, serving approximately 45 businesses per cohort, as well as create more online content for greater accessibility.

Project Benefits: This program provides support and education for small businesses to reduce their risks by focusing on opportunities to reimagine business practices and identify necessary changes to business and financial models.

Efforts Already Underway: TBD

Maintain & Expand Business Support Programs

Unmet Need: Long-term business retention & post-Pandemic economic resilience

Recovery Action: Financially Support the Larimer Small Business Development Center

Action ID: 11.2

Cost: Current Budget Allocation

Key Partners: TBD

Project Description: The county will continue to financially support Larimer Small Business Development Center, which provides support for the growth and resiliency of small businesses through consulting, workshops, and connection to resources.

Project Benefits: Focusing on increasing business survivability in the near term and building toward greater economic resilience will allow Larimer County to grow and maintain a healthy, diverse industry mix.

Efforts Already Underway: TBD

Maintain & Expand Business Support Programs

Unmet Need: Long-term business retention & post-Pandemic economic resilience

Recovery Action: Maintain Collaborative Response & Recovery Activities Resources

Action ID: 11.3

Cost: Staff Time

Key Partners: TBD

Project Description: The county will maintain and support the Collaborative Response & Recovery Activities, including the weekly business newsletter, Keep NoCo Open Campaign and the websites for NoCo Recovers, Choose Northern Colorado, and NoCo Recovery Tracker.

Project Benefits: Sustainable recovery and growth is helped by building upon the foundation of reliable communication campaigns and trusted sources of information for resources and programs, which the community has depended on for awareness of the current situation.

Efforts Already Underway: TBD

Skills Transferability Study

Unmet Need: Needed support for upwardly mobile employment after relief programs end

Recovery Action: Conduct a Skills Transferability Study

Action ID: 12.1

Cost: TBD - Dependent on outcomes of the study

Key Partners: TBD

Project Description: The Skills Transferability Study will review industries, occupations, and individuals impacted by pandemic related employment changes. Using this information, interventions and strategies will be identified to fill immediately available job opportunities in the area, as well as identify specific training and education opportunities. This will position people to obtain employment in key industries throughout the region.

Project Benefits: The study will help to direct efforts for promoting adaptability in the workforce, increasing current employment, and creating a more prepared workforce through training and education.

Efforts Already Underway: TBD

Support "Reignite Our Economy" Recovery Plan

Unmet Need: Long-term business retention & post-pandemic economic resilience

Recovery Action: Support "Reignite Our Economy" Recovery Plan Development

Action ID: 13.1

Cost: $25,000

Key Partners: TBD

Project Description: Larimer County will financially support development of the "Reignite Our Economy" Recovery Plan. This plan will be developed in collaboration with partners and is a coordinated effort involving economic development partners and Chambers of Commerce in Larimer and Weld Counties.

Project Benefits: The existing and future work from organizations around the region will result in a plan adapted to the needs of our communities, businesses, institutions, and local governments. This plan will be tailored to meet local goals and objectives for economic recovery, both short and long term.

Efforts Already Underway: TBD

Talent 2.0

Unmet Need: Needed support for upwardly mobile employment after relief programs end

Recovery Action: Implement Talent 2.0 Initiatives

Action ID: 14.1

Cost: TBD – Cost dependent upon outline activities

Key Partners: TBD

Project Description: The framework of Talent 2.0 promotes access to employment by removing barriers and aligning education and workforce resources to business and community needs. The county will use current data to refocus efforts on this initiative, specifically working to upskilling incumbent workers and support work-based learning, such as internships and apprenticeships.

Project Benefits: Workers will be better suited to fill positions that employers need, and employers will be supported in finding and retaining the necessary staff to operate their businesses.

Efforts Already Underway: Talent 2.0 was initially launched in 2018.

Community Support Services

The purpose of this Area of Focus is to identify strategies for programs and organizations to improve and be successful in a new environment following the COVID-19 Pandemic. All community support services can be considered "system-based" and require multiple strategies, myriad entities, and long-term focus to improve. The following are existing or new strategies to move us forward in addressing the most basic human needs in our community.

Address Gap in Long-Term Care

Unmet Need: Identifying solutions for issues, related to people who are aging, that were exacerbated as a result of the Pandemic

Recovery Action: Study of Gaps in Long-term Care Resources

Action ID: 15.1

Cost: Staff Time, More information and additional assessments needed to identify long-term efforts necessary.

Key Partners: TBD

Project Description: In encouraging a study of all current efforts around gaps in long-term resources, Larimer County will support groups and coalitions in creating more effective and streamlined solutions around the issues of limited placement options for seniors and workforce shortages in all levels of long-term care.

Project Benefits: Identifying and coordinating existing programs and efforts will minimize redundancies, maximize resource use, and ensure the safety of individuals in need of care.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Address Isolation

Unmet Need: Identifying solutions for issues, related to people who are aging, that were exacerbated as a result of the Pandemic

Recovery Action: Identification of Aging Adult Support Systems Improvements

Action ID: 16.1

Cost: Staff Time. More information and additional assessments needed to identify long-term efforts necessary.

Key Partners: TBD

Project Description: Areas for system improvements in Larimer County aging adult services will continue to be identified and the existing network of services for older adults will be reinforced and enhanced.

Project Benefits: Collaborative planning and communication between organizations supporting older adults will help to identify strengths, opportunities, and gaps in the services and resources being provided.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Address Isolation

Unmet Need: Identifying solutions for issues, related to people who are aging, that were exacerbated as a result of the Pandemic

Recovery Action: Prioritize Older Adults in 2021 Behavioral Health Services Grants

Action ID: 16.2

Cost: Staff Time. More information and additional assessments needed to identify long-term efforts necessary.

Key Partners: TBD

Project Description: In the 2021 round of grant funding for Behavioral Health Services, Larimer County will prioritize the support and maintenance of older adult behavioral health access, which is especially necessary in the wake of isolation experienced during the pandemic.

Project Benefits: Prioritizing older adult behavioral health access will support a critical need for the individuals in this population after extended isolation during the pandemic.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Identify Proper County Housing & Homelessness Role

Unmet Need: The worsening of the affordability of housing and accessibility of housing as a result of the Pandemic

Recovery Action: Support Access to Housing Objective in Strategic Plan

Action ID: 17.1

Cost: Staff Time. More information and additional assessments needed to identify long-term efforts necessary.

Key Partners: TBD

Project Description: The 2019-2023 Larimer County Strategic Plan objective to improve access to housing will continue to be supported and the county's role in the longer-term work of addressing this issue will be defined.

Project Benefits: Using the information that shaped the Strategic Plan, practical and sustainable progress will be made toward this objective for the community.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Identify Proper County Housing & Homelessness Role

Unmet Need: The worsening of the affordability of housing and accessibility of housing as a result of the Pandemic

Recovery Action: Assess County's Role in Homeless Services Support

Action ID: 17.2

Cost: Staff Time. More information and additional assessments needed to identify long-term efforts necessary.

Key Partners: TBD

Project Description: Assess the county's role in implementation opportunities of the recommendations from the County Manager's Office Management Internship Capstone Project, which will include mapping the current landscape of homeless services and identifying gaps that can be addressed.

Project Benefits: Using the countywide information to identify any areas that are lacking in support for individuals and bring awareness of existing services available to this population will help to promote access.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Identify Proper County Housing & Homelessness Role

Unmet Need: The worsening of the affordability of housing and accessibility of housing as a result of the Pandemic

Recovery Action: Support and Collaborate with Partners Addressing Affordable Housing

Action ID: 17.3

Cost: Staff Time. More information and additional assessments needed to identify long-term efforts necessary.

Key Partners: Northern Colorado Continuum of Care; City of Fort Collins Homelessness Advisory Committee

Project Description: Larimer County will continue to engage in partnerships with Northern Colorado Continuum of Care and the City of Fort Collins Homelessness Advisory Committee to address homelessness, support affordable housing initiatives, and employ rapid re-housing efforts to end homelessness in our communities.

Project Benefits: Working with organizations, that have strong relationships within this community, allows efforts and funds to be dedicated to solutions and programs that are informed by needs prior to the pandemic, as well as the increased needs resulting from the economic impacts in the community.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Identify Strategy for Volunteer, Faith-Based, & Non-Profit Supports

Unmet Need: Gaps resulting in capacity for volunteer and faith-based support due to the Pandemic

Recovery Action: Support Needs of Volunteer, Faith-Based, and Non-Profit Organizations

Action ID: 18.1

Cost: Staff Time. More information and additional assessments needed to identify long-term efforts necessary

Key Partners: TBD

Project Description: In encouraging a study of all current efforts around gaps in long-term resources, Larimer County will support groups and coalitions in creating more effective and streamlined solutions around the issues of limited placement options for seniors and workforce shortages in all levels of long-term care.

Project Benefits: Identifying and coordinating existing programs and efforts will minimize redundancies, maximize resource use, and ensure the safety of individuals in need of care.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Improve Food Security

Unmet Need: Food insecurity & addressing essential needs following the end of relief programs

Recovery Action: Continue Connect First Food Insecurity Improvement Efforts

Action ID: 19.1

Cost: Staff Time. More information and additional assessments needed to identify long-term efforts necessary.

Key Partners: TBD

Project Description: Continue participating in Connect First focus efforts, which is an initiative working to identify and enroll those students and families that qualify for SNAP benefits but may not know they are eligible.

Project Benefits: Using available information and networks to bridge the gap between those who qualify for SNAP and those enrolled ensures access to food resources for families in need.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Improve Food Security

Unmet Need: Food insecurity & addressing essential needs following the end of relief programs

Recovery Action: Support and Enhance SNAP Outreach Efforts with Partners

Action ID: 19.2

Cost: Staff Time. More information and additional assessments needed to identify long-term efforts necessary.

Key Partners: TBD

Project Description: Continue ongoing SNAP outreach, reinforce community partnerships between referral organizations and the Department of Human Services, and seek additional funding source to enhance efforts.

Project Benefits: Strengthening partnerships with referral organizations helps to ensure community members that qualify for SNAP do not miss out on benefits, improving critical access for families experiencing food insecurity.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Improve Transportation

Unmet Need: Identifying solutions for issues related to people who are aging that were exacerbated as a result of the Pandemic

Recovery Action: Support Transportation Solutions for Medical Care Access

Action ID: 20.1

Cost: Staff time, enhanced funding may be needed for One-Call/One-Click Service

Key Partners: TBD

Project Description: Expand partnerships developed in the current Vaccination Transportation Project to identify and support sustainable transportation solutions, which provide adequate non-emergent transport for populations experiencing barriers to receiving medical care.

Project Benefits: Addressing the barrier of transportation for our aging adult populations, as well as those who are homebound or experience issues with mobility, promotes critical access to necessary medical care.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Operation of a Housing Program

Unmet Need: The worsening of the affordability of housing and accessibility of housing as a result of the Pandemic

Recovery Action: Hire Housing Stability Program Manager

Action ID: 21.1

Cost: None, funded by US Treasury

Key Partners: TBD

Project Description: The county will fill the current vacancy for a Housing Stability Program Manager to manage outsourcing of funds and partner with various community organizations to address needs for housing accessibility.

Project Benefits: This position allows for the undivided focus on crucial management of funds and cooperation with partnered organizations for a program that fosters resilience and progress in recovery for the community.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Support On-Going & Continuing Behavioral Health Initiatives

Unmet Need: Mitigation of Physical & Behavioral Health Impacts of Pandemic

Recovery Action: Support Community Emotional Well-being

Action ID: 22.1

Cost: Staff time. More information and additional assessments needed to identify long-term efforts necessary.

Key Partners: TBD

Project Description: Strong support will be continued for emotional well-being, as a priority for the Larimer County Community Health Improvement Plan (CHIP), which includes addressing gaps in the continuum of care, substance use disorder and treatment, and primary prevention, as well as the resulting needs of the impacts of the pandemic.

Project Benefits: Emotional well-being is a crucial part of successful community recovery and focusing support on this ensures our community comes back more resilient, as individual members and as a whole.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Support On-Going & Continuing Behavioral Health Initiatives

Unmet Need: Mitigation of Physical & Behavioral Health Impacts of Pandemic

Recovery Action: Expand Behavioral Health Services Through 2021 Grant Funding

Action ID: 22.2

Cost: Staff time. More information and additional assessments needed to identify long-term efforts necessary.

Key Partners: TBD

Project Description: Utilize 2021 Behavioral Health Services Grants Cycle funding to expand and enhance current behavioral health services, as well as plan toward filling service gaps in preparation for the opening of the new facility.

Project Benefits: Leveraging available funding to increase and improve access to behavioral health services will provide the community with more opportunities to benefit from these critical programs.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Support On-Going & Continuing Behavioral Health Initiatives

Unmet Need: Mitigation of Physical & Behavioral Health Impacts of Pandemic

Recovery Action: Improve Behavioral Health Services Through Network Collaboration

Action ID: 22.3

Cost: Staff time. More information and additional assessments needed to identify long-term efforts necessary.

Key Partners: TBD

Project Description: Continue system improvements by leveraging existing network of services and collaborations focused on behavioral health associated with the Larimer County Community Health Improvement Plan (CHIP), which has a priority focus area of "Promote Mental and Emotional Wellbeing Across the Lifespan".

Project Benefits: Using existing partnerships and programs to increase support for behavioral health needs, resulting from the impacts of the pandemic, allows for efficient access and greater outreach opportunities.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Support On-Going & Continuing Physical Health Recovery Initiatives

Unmet Need: Mitigation of Physical & Behavioral Health Impacts of Pandemic

Recovery Action: Promote Equitable Physical Health Access Through Partnerships

Action ID: 23.1

Cost: Staff time. More information and additional assessments needed to identify long-term efforts necessary.

Key Partners: TBD

Project Description: To improve equitable access to physical health care and reduce the disparity in health outcomes for marginalized populations, the county will continue to engage in and strengthen partnerships associated with Larimer County Community Health Improvement Plan (CHIP).

Project Benefits: Leveraging partnerships that currently exist to support access to medical care will assist in addressing the increased need for care, especially for those who delayed or avoided care during the pandemic.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Support On-Going & Continuing Physical Health Recovery Initiatives

Unmet Need: Mitigation of Physical & Behavioral Health Impacts of Pandemic

Recovery Action: Build and Implement the LCDHE Vaccine Distribution Plan

Action ID: 23.2

Cost: Staff time. More information and additional assessments needed to identify long-term efforts necessary.

Key Partners: TBD

Project Description: The county will continue to build and implement LCDHE Vaccine Distribution Plan.

Project Benefits: Utilizing the lessons learned from implementing vaccination distribution strategies, the county can create a robust, practical standard operating procedure to efficiently deliver vaccinations, both routine and emergent, in the future.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Support On-Going & Continuing Childcare Recovery Initiatives

Unmet Need: Stabilization of disrupted services associated with childcare & early learning as a result of the Pandemic

Recovery Action: Support Affordability and Availability of Childcare

Action ID: 24.1

Cost: Staff time. More information and additional assessments needed to identify long-term efforts necessary.

Key Partners: Early Childhood Council of Larimer County and United Way of LC

Project Description: The county will continue to support the Larimer County Community Health Improvement Plan (CHIP) primary focus area of "Provide Access to Quality Childcare", focusing on affordability and the recruitment and retention of the childcare workforce.

Project Benefits: Increasing access to childcare will help to remove a barrier that many families faced during the pandemic and give those who want to return to the workforce the option to do so.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Support On-Going & Continuing Childcare Recovery Initiatives

Unmet Need: Stabilization of disrupted services associated with childcare & early learning as a result of the Pandemic

Recovery Action: Support Possible Childcare Center for Larimer County Staff

Action ID: 24.2

Cost: Staff time. More information and additional assessments needed to identify long-term efforts necessary.

Key Partners: TBD

Project Description: As outlined in the 2019-2023 Strategic Plan, the county will continue to support the potential opening of a childcare center available to Larimer employees.

Project Benefits: Supporting Larimer County employees with access to a childcare center would reduce a stressor for parents and promote a positive work environment.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Support On-Going & Continuing Childcare Recovery Initiatives

Unmet Need: Stabilization of disrupted services associated with childcare & early learning as a result of the Pandemic

Recovery Action: Collaborate with Early Childhood Council on Affordability and Availability of Childcare

Action ID: 24.3

Cost: Staff time. More assessments needed to identify long-term efforts necessary.

Key Partners: Early Childhood Council of Larimer County

Project Description: There will be continued engagement with the Early Childhood Council of Larimer County in their work towards affordability of childcare and support for the early childhood workforce.

Project Benefits: By leveraging the work being done by parents, childcare providers and other professionals, Larimer County can make informed progress on recovery objectives which address pre-existing gaps made worse by the pandemic.

Efforts Already Underway: This strategy continues to expand or support initiatives that were already in place prior to the pandemic, but with the added layer of recovery.

Next Steps

Funding

Utilizing a wide array of funding sources will be critical to implementation of this plan.

Finding funding for some unmet needs may be more difficult than others, as each potential funding resource comes with its own requirements and limitations. Evaluating each funding source individually across all remaining needs will allow funding to be best directed and spent.

In some cases, it may be more feasible to meet needs through pilot projects or a phased approach. An example of this approach is the current county efforts focused on expanding broadband access.

As of this plan's writing there are a number of promising, newly released funding streams from the State and Federal Government. Initial high-level summaries of these programs are included on the following pages.

American Rescue Plan

As of this plan's writing, the American Rescue Plan Act of 2021 was in the initial phases of being rolled out. These multi-year funding opportunities will help to continue addressing a number of our community's unmet needs. Funding is being provided to address the following specific areas:

► Money for Working Families

► Expanded Child Tax Credit

► Help Schools Safely Reopen

► Unemployment Benefits

► Small Business & Nonprofit Grants & Loans

► State and Local Relief Grants

► National COVID-19 Vaccination Program

► Increase of COVID-19 Testing & Mitigation

► Expanding Health Coverage & Lowering Health Care Costs

► Housing Assistance

► Food Security

► Access to Childcare & Early Learning

► Temporary Assistance for Needy Families

► Pandemic Emergency Fund

► Pension Security

► Improving Tax Credits

► Farm Communities, Growers, & Producers Relief

► Improving Worker Safety & Compensation Coverage

► Supporting Veterans & Service Members

► FEMA / Economic Development Administration

► Transit / Airline Industry Relief

THE AMERICAN RESCUE PLAN

AMERICAN RESCUE PLAN ACT OF 2021

Colorado Recovery Plan

As of this plan's writing, the 2021 Colorado Stimulus Plan was newly introduced by the Governor. This plan prioritizes one-time investments for projects that support the most impacted communities.

The Colorado Stimulus Package will:

Help Colorado BUILD BACK STRONGER by...

- Strengthening small businesses
- Revitalizing our infrastructure
- Supporting Colorado families
- Investing in rural Colorado
- Developing our workforce

#COStimulus

► Energize Colorado Gap Fund

► REDI Grants for Rural Economies

► Advanced Industry Grant Program

► OEDIT Strategic Fund

► Colorado Startup Loan Fund

► Shovel Ready Infrastructure Projects

► Workforce Centers and Re-entry Training

► Displaced Workers Scholarships

► Innovative Housing and Community Revitalization

► Affordable Housing Incentive Program

► Broadband Investments

► BEST Grants for School Construction

► School Tutoring/Summer School

► Mental Health Hotline and Screenings in Schools

► Childcare Business Support

► Support for Agricultural Sector

► Investments in Drought Response

► Energy Career Pathways

► RENEW Grant for Local Governments

► Relief for Arts/Culture Organizations

► Restaurant Sales Tax Relief

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