



ARAPAHOE COUNTY

2024 Report RECOVERY PLAN

**STATE AND LOCAL FISCAL
RECOVERY FUNDS**



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A. EXECUTIVE SUMMARY

Arapahoe County is one of Colorado's fastest growing counties, with more than 656,000 residents. By 2030, another 120,000 residents are projected to call the County home, keeping it firmly in the top three in the state. Arapahoe County spans approximately 805 square miles, and its diversity is evident throughout, from vibrant urban, suburban, and rural communities to an unparalleled open space and trail system, to major employment centers and a robust multimodal transportation network.

Arapahoe County is home to 13 cities and towns, nine school districts, and nearly 500 local improvement and special service districts. The County is home to some of the nation's largest companies, representing the aerospace and defense, biosciences, broadband, engineering, financial services, healthcare, hospitality, information technology and advanced manufacturing industries. It is also home to Centennial Airport, one of the busiest general aviation airports in the nation.

The County's budget relies heavily on federal and state grant funds as well as property taxes to fund most programs and services. Arapahoe County has one of the lowest property tax mill levies in the state and is one of 13 Colorado counties constrained by the Taxpayer's Bill of Rights, which places limits on the rate of revenue growth. Arapahoe County's only sales and use tax is dedicated to maintaining parks and open spaces, with more than 50% of the revenue generated shared back with municipalities.

The COVID-19 pandemic significantly impacted the economic and personal health of Arapahoe County residents, businesses, and nonprofit partners. In 2020, Arapahoe County issued an emergency declaration, activated its Office of Emergency Management, distributed more than two million items of personal protective equipment, coordinated a public health response, supported several stand-alone testing sites, and stabilized businesses, residents, and municipalities through direct grant funding. This immediate response to the public health emergency was made possible as a result of funding from the 2020 Coronavirus Aid, Relief, and Economic Security (CARES) Act.

Enacted on March 11, 2021, the \$1.9 trillion American Rescue Plan Act (ARPA) had several key provisions, including \$350 billion in State and Local Fiscal Recovery Funds (SLRF) to 30,000 governments nationwide. Of the \$350 billion in SLRF funding, Arapahoe County received \$127.5 million. The passage of ARPA enabled the County to continue critical safety net programs that would have otherwise ended without this additional one-time funding. The passage of ARPA also empowered the County to lead on innovative new programs to help communities bounce back from the pandemic. The 2023-2024 reporting period for the Recovery Plan marks a significant shift for the County's ARPA program, as more projects are starting to yield positive results, including:

- \$2.7 million in food assistance to provide meals for over 60,000 low-income families, seniors, and other individuals.
- \$2.77 million to fund retraining services to residents who were unemployed or underemployed as a result of the pandemic, resulting in over 130 individuals achieving gainful employment.



- \$10 million in affordable housing grants to help supply gap financing across the County, preserving and developing over 670 housing units.
- \$1.2 million to provide critical resources to families and individuals experiencing housing instability.
- \$4.47 million in rental assistance to keep struggling small businesses afloat, resulting in 79% of business owners keeping their doors open through 2024.
- \$1.5 million to provide legal services to help hundreds of low-income households avoid eviction from their homes.
- \$1.2 million to fund capital investments to support high quality and affordable childcare, resulting in 60 children from disproportionately impacted communities receiving childcare services each year.
- \$1.59 million to provide thousands of low-income and underserved community members with affordable and high-quality dental services.
- \$7 million to establish learning centers that will help Arapahoe Community College and the Community College of Aurora expand their programming to address acute industry workforce shortages, providing high growth and high demand career opportunities to thousands of students.

B. BACKGROUND

Program Goals and Objectives

To help ensure ARPA funds were appropriately invested within Arapahoe County, the Board of County Commissioners updated its Response and Recovery Plan, refining goals, objectives, and desired outcomes.

GOAL

A full recovery from COVID-19, effectively balancing health, safety, and the economy.

Arapahoe County also recognized these one-time federal funds were a one-time opportunity to make strategic and impactful investments in the community and County to achieve its established goal of a full recovery from COVID-19, effectively balancing health, safety, and the economy.

OBJECTIVES

- (1) Support the economic recovery of our residents and businesses across the County, including rebuilding and/or enhancing the tax base.
- (2) Protect the health and well-being of County employees.
- (3) Increase access to testing and vaccinations.
- (4) Support the most vulnerable across the County.
- (5) Educate about personal responsibility, situational awareness, and preventive actions to reduce transmission, supporting high-risk populations to minimize risk and remain in safe environments.
- (6) Fund direct COVID-19 costs in a manner that minimizes County liability, recognizing multiple grant streams and funding opportunities.
- (7) Secure Arapahoe County's fiscal health, leveraging one-time funds and grants to improve sustainability of the County's budgetary position.
- (8) Make strategic and impactful investments that position Arapahoe County for long-term vs. short-term success in alignment with the County's overall vision and strategic plan.
- (9) Leverage data-driven decision-making models to assess public health, economic recovery, and funding impacts.

As the County implemented specific programs and strategies to accomplish these objectives, it considered the following:

- Health, safety, and wellness of public and County employees.
- Public health guidance/regulations, including the potential for implementing additional restrictions.

- Coordination with municipal partners across the County.
- Coordination with adjacent counties to the extent possible.
- Expectation setting, including levels of service.
- Longer-term limitation of certain services.
- County fiscal impacts/constraints.
- Impact of federal and state actions or inferences to address recovery.
- Flexibility to adapt to changing conditions.
- Supplemental staff support to administer numerous federal programs.
- Geographic and socioeconomic equity in decision-making.
- Innovative programs/ideas and long-term (vs. short term) investments.

The Board established broad programmatic categories to allocate funding as follows:



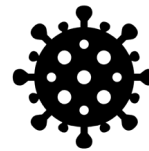
Vulnerable Populations



Business Support



Physical Health



COVID-19 Response



County Operations



Housing/
Homelessness



Water/Sewer



Mental Health

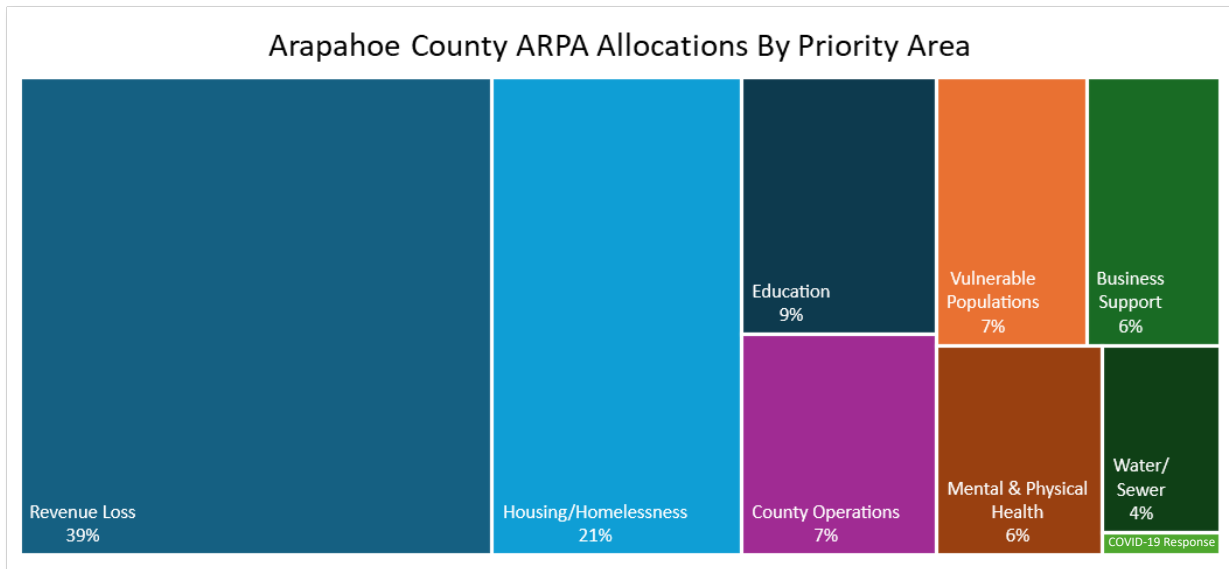


Education

The Board of County Commissioners used information from community engagement meetings to develop key planning assumptions, which determined the amount of funding allocated to respective program areas:

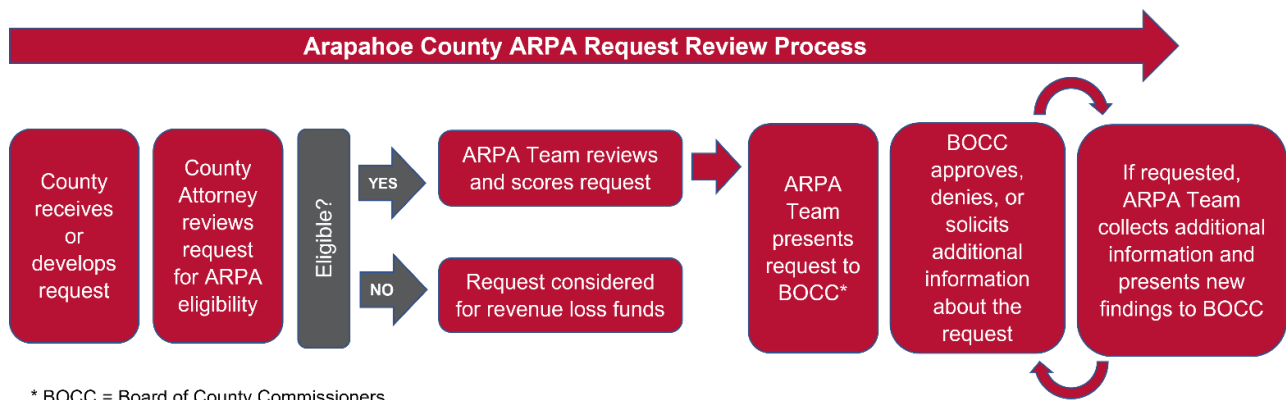
- Adopt the maximum amount of federally defined revenue loss calculation available to the County to provide the Board flexibility to address general government concerns.
- Ensure County-related programs/priorities are first to be funded by ARPA.
- Establish criteria to evaluate internal and third-party funding requests.
- Align with recovery plan objectives and considerations.
- Align allocations with stakeholder feedback.
- All investments are within eligibility criteria defined by U.S. Treasury.

Figure 1: Arapahoe County ARPA Allocations By Priority Area



Solicitation and Review Process

The County solicited and received more than 100 proposals from community for consideration. An interdisciplinary ARPA Team was created to review and evaluate proposals, comprised of staff from the human services, community resources, and finance departments as well as staff from the Commissioners’ Office, Office of Emergency Management, and County Attorney’s Office.



Proposals were scored using a weighted criteria after confirming eligibility. Once evaluations were complete, proposals were brought forward to the Board of County Commissioners for consideration and approval.

Table 1: Arapahoe County ARPA Request Evaluation Criteria

Criteria	Considerations	Weight
Alignment with Recovery Plan	Does the request align with the outcomes established in the Arapahoe County Recovery Plan, planning assumptions, and stakeholder feedback?	40%
Outcomes of the ARPA Funds	How many people will benefit from the funds?	30%
Capacity and Organizational Ability	Can the organization or County department effectively implement the funds with existing or planned capacity?	10%
Readiness/Timeliness	Can the organization or County department effectively implement the funds in a timely manner?	10%
Financial Impact	Will this funding allow the organization or County department to leverage other key sources of funding?	10%

As the County allocates remaining funds, staff continue to evaluate and review project scope changes and solicit guidance from the Board of County Commissioners during quarterly update meetings. County staff also strive to improve internal processes and increase internal coordination.

C. USE OF FUNDS

The recovery plan allowed Arapahoe County to provide support to community organizations and County operations, focusing on a strong and equitable economic and social recovery from the COVID-19 pandemic. Arapahoe County made significant investments within the six general expenditure categories, as outlined in Tables 3 – 7, which are organized by Project ID and describe the alignment between the project and goal of the expenditure category (EC). Each Project ID is listed in the Project Inventory with additional information, including its foundation in evidence and specific performance measures, where applicable.

Public Health (EC 1)

Goal: Respond to COVID-19, the broader health impacts of COVID-19, and the COVID-19 public health emergency, including community violence interventions and behavioral health.

Table 3: Arapahoe County Investments in Alignment with EC 1

Project ID	EC	Alignment with Expenditure Category Goal
990043	1.07	Communications around COVID-19 public health measures to improve response to the pandemic and applicable safety requirements.

Project ID	EC	Alignment with Expenditure Category Goal
990042	1.07	Arapahoe County payroll expenses related to employee sick leave due to a COVID-19 exposure to ensure adequate quarantine, ultimately protecting the health and safety of other employees and community members.
990047	1.14	Funds for supplies to clean and sanitize County facilities, therefore reducing potential exposure to employees and public visitors.
750504	1.07	Various physical improvements to County facilities to allow better physical distancing between employees and public visitors, thus reducing potential exposure.
750532	1.14	Miscellaneous COVID-19-related expenses to ensure continuous County operations.
700556	1.04	Temporary staff to maintain cleanliness in the Arapahoe County Detention Center, our largest County-managed congregate setting, to decrease potential COVID-19 exposure.
550098	1.02	Supporting COVID-19 community testing to provide timely and accurate COVID- 19 status to Arapahoe County residents.
550097	1.02	Supporting COVID-19 community testing to provide timely and accurate COVID- 19 status to Arapahoe County residents.
990052	1.12	Providing funds to a key community mental health services provider to treat mental health disorders exacerbated by the pandemic, including substance abuse disorders.
990053	1.12	Providing funds to a key community mental health services provider to treat suicidal ideation, often exacerbated by the pandemic.
990057	1.12	Providing funds to a key community mental health services provider offering no-cost mental health services to Arapahoe County residents.
303882	1.12	Expanding the mental health program for pretrial clients.
990056	1.14	Increasing access to dental care in an underserved community within the County.
990049	1.07	Providing one-time grants of \$1,500 to low-wage workers who tested positive for COVID-19 to allow proper isolation practices without subjecting them to financial hardship due to missing work.
850310	1.01	Providing supplemental income to low-wage workers who receive the COVID-19 vaccine and experience negative side effects that keep them from working.

Negative Economic Impacts (EC 2)

Goal: Respond to negative economic impacts of the COVID-19 public health emergency, including services to households (such as affordable housing, job training, and childcare), small businesses, nonprofits, and impacted industries.

Table 4. Arapahoe County Investments in Alignment with EC 2

Project ID	EC	Alignment with Expenditure Category Goal
990040	2.29	Software to support Arapahoe County’s workforce development grant distribution.
990041	2.29	Temporary positions to provide support and administer grants to local businesses impacted by COVID-19.
990037	2.29	Rent support to small businesses who were unable to pay rent due to reduced economic activity during the pandemic.
990039	2.10	Providing workforce training to those experiencing unemployment as a result of COVID-19.
990038	2.29	Business counseling support to small businesses struggling to remain afloat during the pandemic.
990054	2.10	Expanding programming and facilities to a regional community college to provide workforce training centered around construction, clean energy, and engineering.
990055	2.10	Building a Health Innovation Center at Arapahoe Community College to expand critical programming in high-growth, high-demand careers.
990089	2.16	Purchasing a permanent operations building to ensure continued provision of transitional housing for a diverse population.
850301	2.01	Provide funding to food banks and Meals on Wheels programs.
990091	2.11	Supporting a pilot program to train service providers for a childcare collaborative.
990088	2.16	Expanding current shelters for victims of domestic violence.

Project ID	EC	Alignment with Expenditure Category Goal
990090	2.37	Funding senior transportation services for seniors in Arapahoe County.
990070	2.25	Funding for every school district in the County to provide mental health services to students experiencing mental health or behavioral health crises.
990069	2.15	Supporting affordable housing developments within the County, thus increasing housing access to residents experiencing financial hardship.
990065	2.16	Shelter for members of the unhoused population in Arapahoe County.
303862	2.05	No-cost legal services to residents navigating potential eviction or other housing disputes.
303719	2.16	Temporary position to coordinate homelessness services within the County.
990064	2.16	Supportive housing for those experiencing homelessness who have been justice-involved.
990067	2.16	Providing housing to people experiencing homelessness.
990063	2.19	Navigation to connect people experiencing homelessness with the appropriate services.
990066	2.16	Long-term shelter and employment services to people experiencing homelessness.
990060	2.19	Temporary caseworkers to support and provide services to vulnerable children, families, and adults.
990050	2.11	Facility renovations for an organization providing shelter and employment services to families experiencing homelessness.
303730	2.01	Decreasing food insecurity by providing consistent meals to households in need.

Project ID	EC	Alignment with Expenditure Category Goal
990036	2.37	Fee assistance to pretrial clients who are unable to pay fees for tracking, urinalysis, and alcohol monitoring due to pandemic-related job loss.

Public Health – Negative Economic Impact: Public Sector Capacity (EC 3)

Goal: Support public sector workforce and capacity, including public sector payroll, rehiring of public sector workers, and building public sector capacity.

Table 5: Arapahoe County Investments in Alignment with EC 3

Project ID	EC	Alignment with Expenditure Category Goal
990059	3.05	Increasing District Attorney staffing to handle a backlog of cases caused by the COVID-19 pandemic.
600000	3.02	Increasing Human Resources staffing to improve recruiting as a result of job changes during the pandemic.
990071	3.05	Upgrading technology for the Arapahoe County Coroner to more efficiently conduct death investigations which significantly increased during the pandemic.

Premium Pay (EC 4)

Goal: Incentivize employees who experienced increased risk of exposure during the COVID-19 pandemic.

Table 6: Arapahoe County Investments in Alignment with EC 4

Project ID	EC	Alignment with Expenditure Category Goal
990034	4.01	Providing a one-time payment to all non-director positions on a tiered system to provide the highest payments to employees with the greatest exposure risk during the COVID-19 pandemic.

Water, Sewer, and Broadband Infrastructure (EC 5)

Goal: Improve and increase water system transmission, distribution, treatment, and conservation.

Table 7: Arapahoe County Investments in Alignment with EC 5

Project ID	EC	Alignment with Expenditure Category Goal
990074	5.08	Developing a Countywide plan with all applicable water providers to identify opportunities for coordination and conservation.

990075	5.11	Upgrading water distribution lines which will include new valves, additional hydrants, and connection to existing service lines.
990079	5.11	Upgrading water distribution systems by installing a new water line.
990080	5.11	Developing water redundancy pipelines to ensure reliability, drought-harden the system, and continue the shift to renewable supplies.
990081	5.1	Building an additional filtration capacity and related infrastructure that will improve the water quality for customers.
990082	5.11	Establishing emergency inter-connections to improve the water supply reliability of Arapahoe County water providers.
990083	5.02	Renovating existing lift station components to avoid wastewater system failure.
990084	5.13	Equipping alluvial wells to provide additional redundancy and reliability to water supply systems.
990085	5.11	Replacing critical water valves that, if failed, would cause increased damage, possible temporary flooding, possible road closures, or businesses to be without water.
990086	5.14	Developing a new reservoir, new alluvial wells, and the infrastructure needed to store and convey renewable water supplies to help meet potable demands and secure water for drought supply.
990087	5.11	Constructing new capacity in portions of potable systems in order to convey renewable water supplies.

Revenue Replacement (EC 6)

Goal: Replace government revenue lost due to the COVID-19 pandemic.

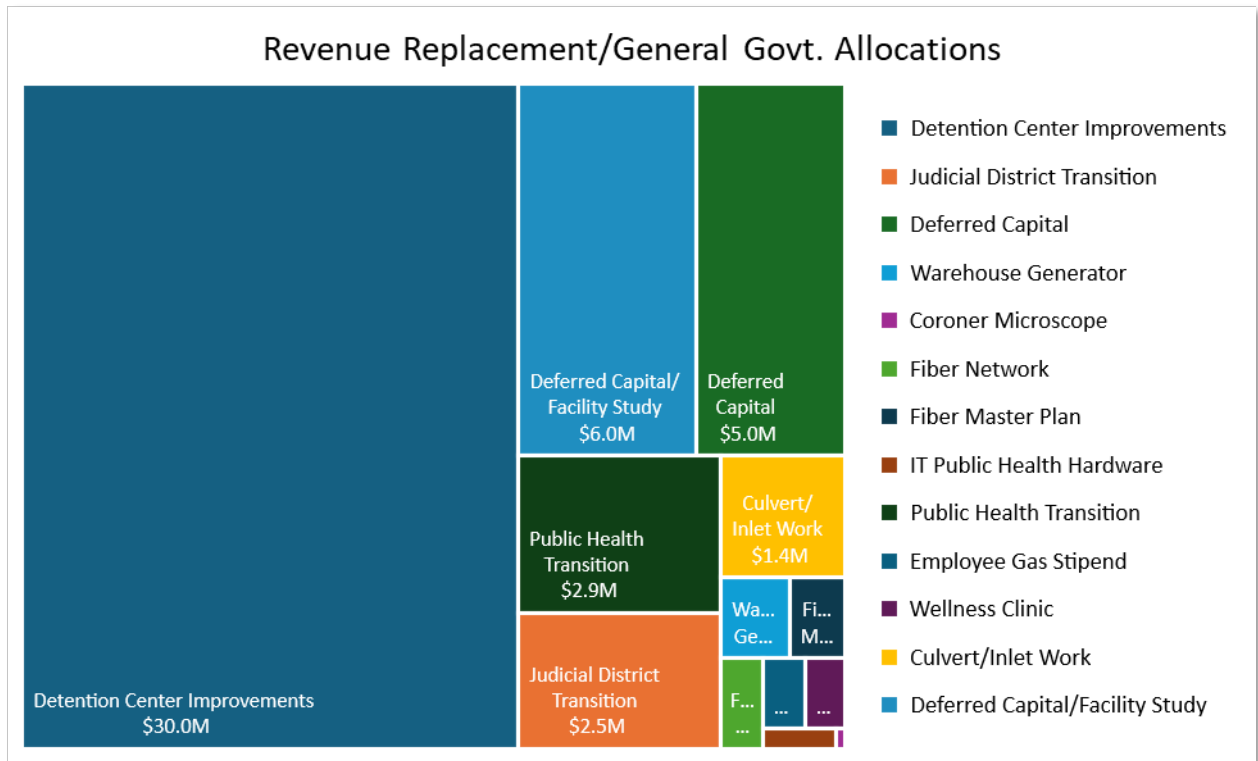
Table 8: Arapahoe County Investments in Alignment with EC 6

Project ID	EC	Alignment with Expenditure Category Goal
990068	6.01	Provide employees who are required to work in the office a one-time stipend to compensate for increased gas prices and inflation.
990068	6.01	Replacing old or failing culverts to convey stormwater and protect habitat.
990068	6.01	Expanding first responder wellness clinic services to full onsite care to include additional medical support staff and purchase of capital equipment and physical improvements to facilities.

990068	6.01	Expand fiber network, connecting it to the City of Centennial fiber infrastructure, to link our data centers and avoid or reduce our networking expenses.
990068	6.01	Replacing aging instruments, such as Microscopes, to modernize critical functions of the Coroner’s Office.
990068	6.01	Develop a fiber master plan to address internet access in unserved and underserved communities.
990068	6.01	Install a back-up generator in the Arapahoe County Warehouse to increase reliability of the County Printshop, Distribution Services, Facilities, Information Technology, and the Election System.
990068	6.01	Transition to a new standalone County Public Health Department.
990068	6.01	Build out IT infrastructure related to the new County Public Health Department.
990068	6.01	Carry out the transition necessitated with the split of the 18 th Judicial District.
990068	6.01	Address the backlog of deferred maintenance, capital projects, and critical investments.
990068	6.01	Make much needed improvements to the County Detention Center.

Based on federal guidelines, the County could have claimed all ARPA funding as revenue replacement for general government uses. However, the Board of County Commissioners thought it was important to also focus on making significant community investments. Most of the County’s revenue replacement funds addressed detention center improvements as well as deferred capital projects and critical investments. These investments are visualized in Figure 2.

Figure 2: Arapahoe County Revenue Replacement/General Gov't Allocations



D. PROMOTING EQUITABLE OUTCOMES

Arapahoe County is one of Colorado’s fastest growing counties and one of the most diverse. According to 2022 U.S. Census data, Arapahoe County has the largest proportion of Black/African American non-Hispanic and the largest Asian/Pacific Islander non-Hispanic populations among Colorado’s 11 largest counties. Approximately 21% of County residents identify as Hispanic/Latino. 5.8% of families live in poverty, with female-led households, especially those with children under 18, having much higher poverty rates than married couple families in every commissioner district.

Table 9: Race/Ethnicity by Percentage of Population

Race/Ethnicity	Arapahoe County Shares	Colorado Shares
Hispanic or Latino	21.0%	22.5%
Not Hispanic White	56.0%	65.0%
Black or African American alone	10.4%	3.8%
American Indian and Alaska Native alone	0.4%	0.4%
Asian alone	5.8%	5.8%
Native Hawaiian and Other Pacific Islander alone	0.2%	0.1%

Some other race alone	0.5%	0.5%
Two or more races	5.7%	4.6%

Like much of U.S., housing affordability continues to be a critical issue for the County. With more than a third of the County’s housing stock considered renter-occupied, the percentage of individuals cost burdened by rent has climbed 4.9 percentage points above the national average. The County’s unemployment rate remains at 3.1%, which is slightly lower than the state of Colorado.

Arapahoe County has a record of successfully targeting resources to serve historically underserved populations. One of the Board’s key considerations within the Recovery Plan is to consider geographic and socioeconomic equity in the County’s decision-making process and performance reporting requirements.

As evidenced by the investments described throughout this report, Arapahoe County placed significant emphasis on investments targeted to alleviate the burdens of COVID-19 for the hardest-hit populations, such as people experiencing eviction and homelessness, small businesses, and nonprofit organizations providing services to these and other vulnerable, historically disadvantaged populations. Table 10 outlines some example allocations within the 25 qualified census tracts in Arapahoe County, illustrating the County’s geographically dispersed investments in historically underserved communities.¹ Each listed Project ID references the project identification number listed in the Project Inventory.

Table 10: Example Allocations Serving Qualified Census Tracts in Arapahoe County

Census Tract	Geographic Location	Example Investments
55.51	Western Arapahoe County (Sheridan, Englewood)	Stride Dental Clinic, providing dental services to underserved communities (Project ID 990056)
72.02	North/Central Aurora	Community College of Aurora workforce innovation center, increasing workforce training opportunities for technology and engineering fields (Project ID 990054)

¹The [25 qualified census tracts](#) in Arapahoe County include: 55.51, 55.52, 59.51, 64.00, 66.01, 66.04, 71.11, 72.01, 72.02, 73.01, 73.02, 74.00, 75.00, 76.00, 800.00, 801.00, 810.02, 811.01, 811.02, 812.00, 815.00, 818.00, 819.00, 820.00, and 824.00.

<u>815.00</u>	South Aurora	GOALS Campus Renovations, increasing childcare options and housing for families experiencing homelessness (Project ID 990050)
<u>77.04</u> ; <u>818.00</u>	Central Aurora	Aurora Mental Health services, providing mental health, suicide prevention, and substance use disorder treatment (Project ID 990053)

Each project agreement includes specific reporting or program eligibility requirements to promote equitable outcomes consistent with ARPA. For example, some funded programs target low-income or low-wage workers, and eligibility requirements ensure recipients are either enrolled or eligible to be enrolled in assistance programs, such as TANF, Medicaid, or SNAP to qualify. Other program agreements include demographic information reporting requirements that will allow the County to verify ARPA-funded programs are supporting intended populations.

Examples of Investment Outcomes within Arapahoe County

- Helped **112** small businesses stay open with rental assistance.
- Distributed essential supplies to over **100** households each week.
- Constructed **2 new workforce centers** to accelerate and establish upskill education opportunities in healthcare and construction industries.
- Supported **168** low-income customers compliance with pretrial requirements.
- Provided **\$4,000,000** across nine school districts for student mental health services.
- Provided eviction legal education, advice, representation, and social supports to over **1,500** residents.

E. COMMUNITY ENGAGEMENT

The Arapahoe County Commissioners emphasized community engagement from the outset of the County’s ARPA programming. Prior to making any non-emergency COVID-19 relief allocations, the County conducted 14 outreach meetings with key stakeholders across the region to understand the highest needs of the community. To engage with populations that have historically faced significant barriers to services, the meetings explicitly included members of the BIPOC community, those experiencing food insecurity, and other vulnerable populations.

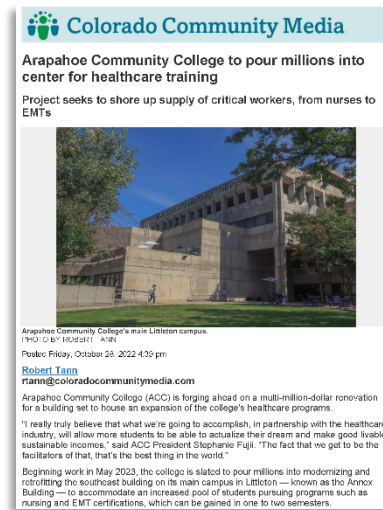
The County also met with individuals that work with, interact with, or represent people experiencing homelessness, small businesses, emergency preparedness, K-12 and postsecondary education, public health, behavioral health, older adults, municipalities, water and wastewater providers, and special districts. Where direct engagement was not feasible,

many subject matter experts – such as educators and social service professionals – were able to provide secondhand information from the lived experiences of those that they serve daily.

These meetings provided stakeholders with consistent information about ARPA, requirements and restrictions associated with one-time federal funding, and the County’s desired objectives and initial programmatic areas. A facilitated discussion identified continued community needs, existing service gaps or barriers, and potential ideas for resolution. From these meetings, the County identified the following themes about what its residents need the most:

- Vulnerable populations still need assistance centered around food, housing, and eviction support.
- COVID-19 exacerbated many of the root causes of homelessness, such as addiction and mental health disorders, so the need for supportive services increased.
- Businesses were interested in workforce readiness focused on long-term employment needs.
- K-12 and community college educators had identified needs for capital investments to support specific programs and services.
- Water and wastewater providers sought to use these one-time funds to advance regional, long-term investments to address growth, redundancy, and to “drought harden” our water system.

As projects come online and achieve milestones, the County uses existing communication channels to share information and communicate the impact the ARPA one-time federal investment is having within and for the community.



F. LABOR PRACTICES

Any infrastructure projects funded with ARPA dollars use a competitive procurement process to ensure an equitable and consistent process for every potential contractor. The County also ensures compliance with all applicable county, state, and federal labor practices, including accessibility, equal opportunity, and prevailing wage standards.

G. USE OF EVIDENCE

Each identified ARPA project relied on applicable evidence to identify performance metrics and reporting requirements for each subrecipient where appropriate as outlined in the “Use of Evidence” section for each project listed in the Project Inventory. Some key examples are outlined in Table 11.

Table 11: Example Uses of Evidence to Support ARPA Allocations

Investment	Applicable Evidence
Affordable Housing Grant Program (Project ID 990069)	“Consumers in a Housing First model accessing housing faster and are more likely to remain stably housed. Studies have shown that rapid re-housing helps people exit homelessness quickly – in one study, an average of two months – remain housed. A variety of studies have shown that between 75% and 91% of households remain housed a year after being rapidly re-housed.” ²
Supportive Housing Toolkit (Project ID 990064)	“Study after study has shown that supportive housing not only resolves homelessness and increases housing stability, but also improves health and lowers public costs by reducing the use of publicly funded crisis services, including shelters, hospitals, psychiatric centers, jails, and prisons.” ³
Aurora Shelter Campus/ Alternative Sheltering Options (Project ID 990065)	Haven of Hope in San Antonio, TX, is a case study that demonstrates how campus can serve approximately 1,700 people per day through emergency shelter, hot meals, a place to shower, laundry services, and outreach services. ⁴
STRIDE Community Health Center Dental Clinic (Project ID 990056)	Research published in the Journal of Clinical Periodontology reported that people with COVID-19 who had severe gum disease appeared at greater risk of more severe COVID-19 disease. According to the research, periodontitis was associated with higher risk of ICU admission, need for assisted ventilation and death of COVID-19 patients. ⁵

² <https://endhomelessness.org/resource/housing-first/>

³ <https://www.usich.gov/solutions/housing/supportive-housing>

⁴ <https://www.havenforhope.org/>

⁵ <https://pubmed.ncbi.nlm.nih.gov/33527378/>

Project Spotlight

Arapahoe Community College (ACC) Health Innovation Simulation Center



“Our Health Innovation Center delivers multi-disciplinary, simulated learning experiences across all of Arapahoe Community College’s health programs. This expansion of programming is central to our mission of preparing students for academic and career success while serving our communities now and in the future through the development of a talented healthcare workforce.” – Dr. Cheryl Calhoun, ACC Provost & Vice President of Instruction

ACC's Health Innovation Simulation Center is expanding critical programming to address and remedy acute healthcare industry workforce needs and shortages. ACC's health simulation center includes nursing skills labs with 12 patient bed stations, a physical therapy skills lab, EMS skills training rooms including one that can incorporate 360-degree simulation technology, EMT training rooms with ambulance simulators, a nurse aid skills lab with six patient bed stations, a five bed simulated hospital nursing skills lab, medical office technology/medical assistant classroom/lab, and several classrooms with seating ranging from 22 to 68 students all with updated classroom audio-visual systems that can support in-room and hybrid learning.

The Center, which opened in phases from Spring 2023 through Fall 2024, focuses on simulated and active learning experiences, which improves collaboration and dialogue between healthcare disciplines and train students to better serve patients as they transition between local providers. These simulated education spaces will be used across all health programs, educating students, and integrating the healthcare experience across the various specialties. COVID-19 created significant challenges for the provision of clinicals (at health facilities) required as a part of the training and education for many healthcare professions. Quality hands-on and advanced simulated learning experiences can replace the clinical experience required by

Colorado State Board of Nursing accreditations by 50%. The trained students will serve residents and healthcare industry partners of Arapahoe County and the Center's simulated classroom environment enables greater capacity for clinical experiences which will allow ACC's Registered Nurse Program to grow by 10%.

The Center's program's design incorporates plans for continuance and continuity of education in the event of another pandemic and allows instructors and students to maintain focus on compliance and competencies needed to achieve and maintain certification. Supporting and growing Arapahoe County's healthcare workforce both supports the public health response to COVID-19 and addresses the negative economic impacts of COVID-19 by training workers and supporting the healthcare industry.

Project Spotlight

Community College of Aurora (CCA) Center for STEM, Power Mechanics, and Applied Technologies



“We embark on a journey to construct not just a building, but a beacon of opportunity in advancing social and economic mobility for our community. Together, we turn dreams into concrete realities, shaping a stronger and diversified workforce for years to come.” – Dr. Mordecai Ian Brownlee, Community College of Aurora President

Community College of Aurora’s (CCA) Center for STEM, Power Mechanics, and Applied Technologies is slated to open in Fall 2025. The center will ensure residents and businesses of Arapahoe County have access to state-of-the-art instructional facilities related to engineering, construction, diesel, science, technology, and mathematics. CCA is leveraging their ARPA funding for construction of the building and programming. When complete, the center is estimated to serve roughly 1,800 students a year.

With this new center, CCA will upgrade and expand outdated diesel technology training space, better leverage the expertise and resources of the college’s construction training partner through co-location and program expansion, and add capacity for high-tech, interactive applied learning spaces for engineering and other technology fields which are uniquely aligned to assist industries and the community in economic recovery from the pandemic.

Project Spotlight

K-12 Mental Health Program: Cherry Creek School District



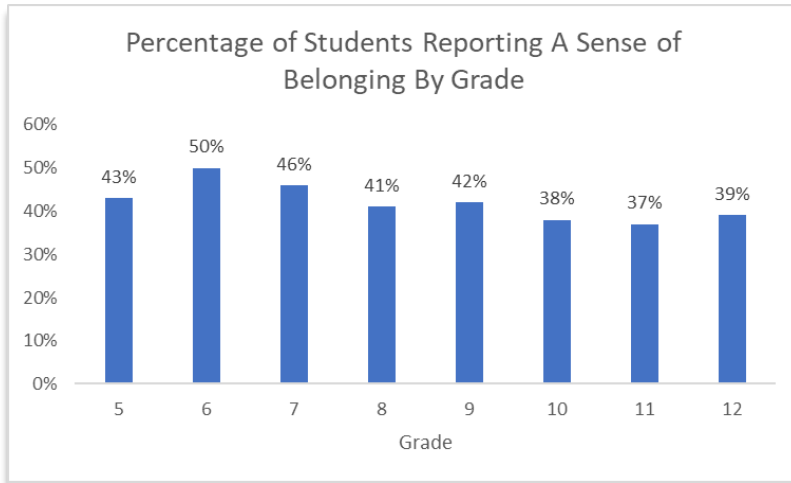
“Without investment of these one-time federal funds, Cherry Creek Schools would not have had the means to provide these spaces and tools to our students to help re-center themselves. The mental well-being of our students has undoubtedly improved inside and outside the classroom.” – Teresa Cummins, Director of Grants Management, Cherry Creek School District

Following the aftermath of the COVID-19 pandemic, the Cherry Creek School District experienced significant challenges to their mental health support systems. As students returned to in-person learning, the district found themselves in need of psychologists and additional tools to help staff manage the needs of their students. The ARPA funds were used to:

- 1) Establish a pilot Universal Social Emotional Learning (SEL) Screener to determine how well the school community makes students feel valued, included, and supported.
- 2) Expand calming spaces to Title I schools.
- 3) Expand mental health supports in schools through contracts for school psychologists and social workers with community partner agencies.
- 4) Provide staff support services in response to crises in buildings including student and staff deaths.

In February 2023, eight buildings participated in the SEL Screener program, with an overall student response rate of 81%. By the Fall of 2023, the school district grew program participation to 31 buildings, reaching 14,795 students.

Figure 3: Cherry Creek School District Student SEL Screener Feedback



Feedback from Cherry Creek’s students has shown strengths in the areas of supportive relationships, and social awareness across the age ranges, with 3rd-5th graders having high social awareness, and 6th-12th graders reporting strongly on self-management. From Fall 2023 to Spring 2024, the school district saw a 12% increase in elementary age students for the growth mindset topic area. For the 2024-25 school year, the school district will be implementing this tool across all 65 schools and working on tools for sharing resources to scaffold family support in areas that may be showing a need for improvement.

Project Spotlight

Food Assistance – Hope Starts Here Food Bank



“When the price of eggs, along with everything else on the shelves, significantly increased, I had to make tough decisions about what to continue to put on my grocery list...[Hope Starts Here] food bank has helped to fill the gap when finances were tight.” - Betty W. (Food Assistance Recipient)

Hope Starts Here Food Bank has served the Arapahoe County community for nearly 15 years. At the height of the COVID-19 pandemic, the food bank served over 500 families a week. Many of these individuals had lost their jobs, work hours, and homes, creating a huge need for finding ways to survive. ARPA funding allowed the food bank to have an abundance of food to help provide for these families.

In 2023, Hope Starts Here rented warehouse space that allowed them to purchase a commercial refrigerator and freezer with ARPA funding. Safe food storage allowed the food bank to serve more practical items such as a variety of meats, dairy, and fresh fruits, and vegetables.

The pantry has seen an uptick in community members experiencing the negative impacts of inflation, coinciding with decreases in SNAP benefits over the last year. This has created a need, not only for those with lower incomes, but also for those not previously considered food insecure. In 2023, Hope Starts Here had 3,696 new families open accounts to receive food, serving a total of 4,182 households. Because of the ARPA funding, Hope Starts Here will begin offering two more opportunities each month for community members to receive food as well as purchasing another commercial freezer to hold more proteins to offer more healthy options.

Project Spotlight

Food Assistance – Sharing With Sheridan Food Pantry



As the community continues to recover from the effects of the COVID-19 pandemic, many neighbors are struggling with paying for rent, transportation, medicine, and food given the severe cost inflation. In the last half of 2023, the Sharing With Sheridan Food Pantry experienced month-over-month increases in the average number of families visiting the pantry, from 148 per week in July to 237 per week in December.

The ARPA funds received by the pantry were critical to their ability to meet growing demand. The pantry surveyed neighbors in July 2023 to determine their greatest food needs to most effectively leverage these funds. The results of the survey showed that fluid milk and eggs were the top two most requested items. Based on this feedback, the pantry dedicated the vast majority of their 2023 grant funds to the purchase of these items, providing milk and eggs weekly, in addition to the abundance of produce and pantry staples they routinely offer.

Additionally, grant funds were used to acquire trailers for transportation and refrigerated space, providing capacity to safely store milk during drive-through distributions. In the pantry's 2023 survey, one neighbor commented "I am elderly and disabled and I hope you will continue the outside drive-thru distribution. The food is critical for me."

Project Spotlight

Food Assistance – “Backpack Buddies” Program



The "Backpack Buddies" initiative at Dalton Elementary, facilitated by Peace With Christ Lutheran Church, has been a steadfast support system for food-insecure students for several years. ARPA funding enabled Peace With Christ Church to continue its weekly Backpack Buddies program, ensuring that 75 food-insecure children not only receive essential nutrition over the weekends, but also experience the warmth and care extended by their peers.

Grayce Schettler, a first-year teacher at Peace With Christ and former student of Dalton Elementary attests to the program's profound impact. She fondly recalls her friends receiving support from the program during her own schooling years and now actively engages her third-grade students in packing these crucial bags each week.

Donna Patton, the founder of Backpack Buddies, emphasizes the collaborative effort involving students of various ages. Third graders pack the bags while eighth graders take on the responsibility of delivering them, thereby fostering a sense of community service and connection among students.

While direct interaction with the children receiving the aid is not feasible, collaboration with the school's social worker ensures that the support reaches those in need. The social worker identifies additional children who may benefit from the program, enabling Peace With Christ Church to extend its assistance to a broader demographic. Everyone is always accepted if they have a need and are served.

Project Spotlight

Food Assistance – Break Bread



“Break Bread is something my family looks forward to every week. It’s a safe environment for my son to play and they always make sure to have a tomato-free option for me.” – Long Time Diner of Break Bread

Break Bread is a nonprofit organization dedicated to addressing food insecurity and fostering community connections in Arapahoe County. Break Bread is committed to serving diverse populations, including low-income families, seniors, and individuals experiencing homelessness. The organization partners with local agencies and community groups to ensure equitable access to its programs and services, and actively works to create an inclusive environment where all feel welcome. By removing barriers to participation and creating a safe, non-judgmental space, Break Bread ensures that everyone has the opportunity to benefit from the nourishment and community support provided. The organization’s commitment to diversity, equity, inclusion, and accessibility aligns with Arapahoe County’s values and helps create a more just and equitable society for all.

With the support of ARPA funds, Break Bread expanded its programs to provide nutritious meals and essential supplies, meeting the lasting need from the COVID-19 pandemic. Break Bread’s ARPA-funded initiatives focused on two core areas: weekly chef-prepared meals and essential supply distribution. The weekly meals, offered in both sit-down and to-go formats, provide a reliable source of nourishment and a welcoming space for community members to connect. The essential supply distribution, including shelf-stable items, fresh produce, and hygiene products, helps bridge the gap between meals and addresses immediate needs.

Break Bread has served over 21,000 meals and distributed essential supplies weekly to over 100 households using ARPA funding. Ninety percent of participants report increased access to nutritious food; 75% report a greater sense of community connection and reduced isolation. These programs facilitate meaningful community relationships that provide resources and confidence, empowering participants with the skills and knowledge to make the most of their resources and achieve long-term food security.

Project Spotlight

GOALS – Ability Connection Colorado Creative Options



"I've seen a huge growth in his social skills. He's able to communicate his needs at home and I would recommend the program to anyone!" – Parent of a child attending Creative Options ECE Center on the GOALS Oxford Vista Campus

Ability Connection Colorado (ACCO) established and has maintained a strong relationship with Family Tree since 2019. This partnership resulted in the opening of ACCO's fifth Early Education Center on the GOALS Oxford Vista Campus in October 2023 to provide high quality comprehensive and inclusive services for children experiencing homelessness as well as the surrounding community.

Using ARPA funding, ACCO's Creative Options Program provides early, continuous, intensive, and comprehensive child development and family support services that enhance the physical, social, emotional, and intellectual development of children birth to five; support parents' efforts to fulfill their parental roles; and help parents move toward self-sufficiency in five early education centers.

With the support of the Colorado Department of Early Childhood, ACCO was able to secure an emerging and expansion grant to help furnish the center with materials and equipment for the five classrooms: 1 infant, 2 toddler and 2 preschool.

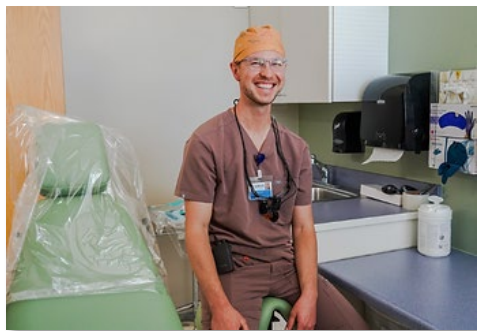
Since the opening in October 2023, ACCO has served 60 children, 100% of which are from low-income households. Additionally, 12 children received Individualized Education Program/Individualized Family Service Program services through an in-house development services team and seven children received supports and strategies through ACCO's multi-tiered system of support.

Project Spotlight

STRIDE Community Health Center

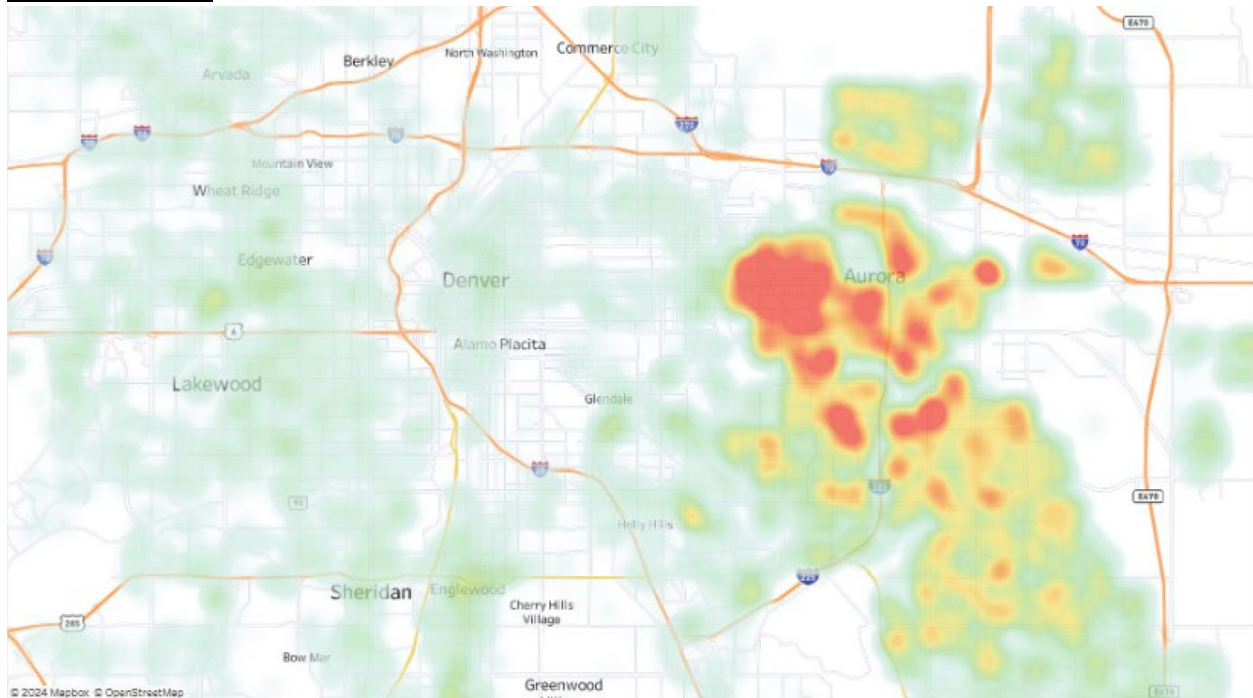
“There is an increasing number of senior patients within our community who are no longer on employer-provided dental insurance and do not yet qualify for federal insurance options. Thus, there is a need to provide them with quality dental care at an affordable price.”— Dr. Rockwood, DDS

STRIDE swiftly collaborated with Arapahoe County to address the immediate needs of the community as the pandemic saw a sudden influx of patients seeking medical care. Leveraging critical ARPA funding and support from Arapahoe County, STRIDE secured a consultant to conduct a comprehensive analysis of healthcare service gaps and was able to rapidly scale its operations to meet the surge in demand.



The analysis uncovered significant gaps in dental care access in the southern part of the County, particularly near Englewood. Additionally, it highlighted deficiencies in both medical and behavioral health services, as well as dental care, in central Arapahoe County, specifically south of Aurora. Armed with these insights, STRIDE was able to prioritize its efforts and resources to address these critical gaps.

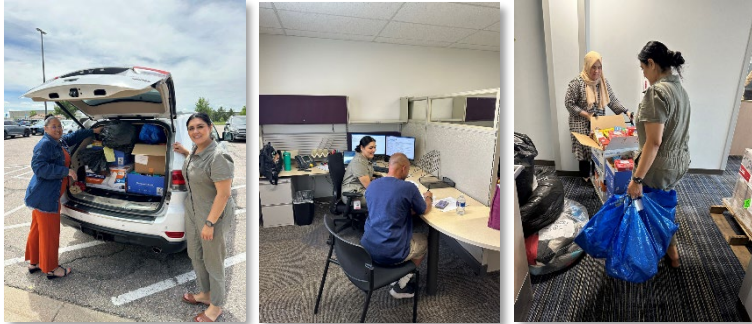
Figure 4: 2023 Heatmap Showing the Concentration of STRIDE Patients and Demand for Services South of Aurora



A significant portion of the funding was allocated to expanding dental care services in Englewood, addressing one of the major gaps identified in the assessment. Additionally, the funds supported the expansion of behavioral health and primary medical services at the Hampden and Chambers, East Colfax, Potomac, and Del Mar locations. These expansions played a crucial role in reducing appointment scheduling delays, significantly improving access to care for low-income residents. This milestone not only strengthened STRIDE's capacity to meet immediate healthcare needs but also reinforced its commitment to long-term community health and well-being, post-pandemic. This collaborative effort ensured that provider access was sustained across Arapahoe County, allowing residents to receive timely and essential healthcare services during a period of significant upheaval.

Project Spotlight

Family Resource Navigator Program



“If it wasn’t for the program and funding, we would have ended up homeless. I am so thankful I was able to experience the program and continue to keep the roof over mine and my children’s heads.” - Beneficiary of the Family Resource Navigator Program

The Family Resource Navigator program helps families navigate the vast landscape of human and social services offered in and around Arapahoe County. The program provides referrals, information, advocacy, and coaching to individuals and families who need support connecting with resources and services using an integrated Two Generational approach (2Gen). The program is staffed with four navigators that facilitate access to services that specifically promote family stability and long-term well-being and place an increased focus on families experiencing homelessness or who are at risk of becoming homeless.

Since September 2021, 2,494 households have been referred to the program. Most of the referrals come from the Department of Human Services, both eligibility and child protection. Some referrals come from community partner agencies like other counties, school districts, and nonprofit agencies. The referrals are screened to assess and identify the needs of the families.

Below are three of the many success stories resulting from the ARPA-funded Family Resource Navigator program.

Success Story #1

The Family Resource Navigator worked with a family of three. The family was new to Colorado after fleeing a domestic violence situation in another state. The family was given a HUD housing voucher through Aurora Housing Authority and needed to find a place to live and had no idea where to begin looking. The family had no transportation and were staying in a hotel. The Family Resource Navigator sent the mother a list of housing leads and dropped off some bus

vouchers so she could get around town. The Navigator was able to get the family a \$100 gift card to King Soopers while she waited for her SNAP benefits to kick in and worked with a donor to get the family an additional \$150 gift card so she could pay for two nights at a hotel while waiting for the approval of the housing selection. The Navigator along with A/DWorks! (the County's workforce development center) staff collaborated on funding for the housing deposit for the new place. The family was able to move into their new home, with some essential household items from a referral from Love Inc. and House of Light thanks to the help from the Family Resource Navigator program.

Success Story #2

The Family Resource Navigator worked with an intact family consisting of a mother, a father, and two children. The family was living in their car with occasional nights in a motel/hotel to get cleaned up. The father was maintaining a night job and the mother had just been hired for a new job. The family came to the Navigators because the father was out of money, was not going to get paid for another few days, and was unable to pay for a night in a hotel. The Family Resource Navigator was able to give the dad a \$250 Visa gift card and a \$200 King Soopers card donated through the CarePortal to help with food, hotel, and other necessities. The Family Resource Navigator quickly jumped at the opportunity to connect the family with Aurora@Home, which led to the family getting housed.

Success Story #3

The Family Resource Navigator worked with a family who were in the process of being evicted from their home. The Family Resource Navigator spoke with the leasing manager who was unwilling to work with the County on rental assistance, so she worked with the family to find a new apartment. The Family Resource Navigator gathered all the necessary documents and was able to get the family approved for a deposit and first month's rent so they could move before being forced out on the street. The family is still housed and doing well.

Project Spotlight

Housing Navigator Program



“One client worked with the program as a veteran and domestic violence victim. The client received temporary shelter assistance while evaluating housing resources available.” – Staff Member of the Housing Navigator Program

The Housing Navigation Program, which includes three Housing Navigators, provides vital supports to individuals who are homeless or at risk of homelessness in Arapahoe County. The program provides case management and stabilization services, to include referrals, information, advocacy, and coaching, primarily but not exclusively to single adults who are demonstrating multiple barriers to achieving and maintaining stable housing. Funded by ARPA, the housing navigation team is located within the community, at various locations, to provide outreach and meet individuals in need where they are already accessing services in our community, with a primary goal of increasing stability for these individuals. The navigation program accomplishes this goal through collaborations with partner organizations, including Arapahoe Libraries, Movement-5280, Giving Heart, GraceFull Community Café, Castlewood Library, and Life Center of Littleton.

In the first quarter of 2024 alone, the navigator team spent 80% of their time in the community helping 111 clients get back on their feet. The navigation team continues to secure stable housing for people from diverse backgrounds including veterans and survivors of domestic violence. The stories of clients overcoming extreme adversity in the face of the region’s complex housing challenges are a testament to the success and impact of the program. Without one-time ARPA funding, Arapahoe County would not have had the means to provide critical housing navigation services for these individuals.

Project Spotlight

Affordable Housing Development Grant Program



“The gap financing provided by the Affordable Housing Development Grant has been a lifeline for our community. It has enabled us to coordinate emergency sheltering during inclement weather, serve as a warming site, and soon become an overflow site for those in need. This crucial support ensures that our most vulnerable residents have a safe and warm place to stay during the harshest conditions, highlighting the essential role of continued investment in affordable housing initiatives.” –

Movement 5280

The COVID-19 pandemic demonstrated an increase in housing costs due to lower supply, availability, and costs. Affordable housing options in the metro area were not sufficient to meet the needs of lower wage workers and other populations disproportionately impacted by the pandemic.

In 2022, Arapahoe County approved ARPA funding for the Affordable Housing Development Grant Program, which provides gap financing to assist in the development of affordable housing across the County. The Affordable Housing Development Grants supported the active development of hundreds of new quality multifamily housing units truly affordable to individuals, including families and seniors with incomes ranging from 30% to 80% of the Area Median Income. The affordable housing construction projects funded under the program include:

- Bonsai Flats, providing 149 rental affordable housing units in Sheridan
- The Stables, providing over 130 rental affordable housing units in Aurora
- Acero at Metro Center, providing 222 rental affordable housing units in Aurora
- Eagle Meadows, providing 93 rental affordable housing units in Aurora
- Sapling Grove, providing 81 rental affordable housing units in Denver
- Corey’s House, providing a new emergency shelter for 18–29-year-olds in Englewood

Residents of these housing units will have access to modern, thoughtfully designed living spaces, along with community-informed onsite programs and services available both at indoor and outdoor spaces intended to enhance the daily lived experience of all residents. Without one-time ARPA funding, Arapahoe County would not have had the means to provide gap financing to help develop affordable housing units for hundreds of residents.

Project Spotlight

Colorado Legal Services Eviction Clinic



“Our brilliant and big-hearted advocates in Arapahoe County work every day to keep our neighbors housed, to fight for dignity for families and individuals who may be at their moment of greatest legal need. And not only do we provide justice and dignity to those we serve but we know that this and all our work in Arapahoe County resulted in a gross economic impact of over \$9.6 million in our most recent year of analysis, 2022. We are honored to stand with Arapahoe County leaders to serve this community.” – Matt Baca, Executive Director of Colorado Legal Services

Throughout the COVID-19 pandemic and post pandemic, Colorado Legal Services (CLS) experienced a tremendous increase in the number of low-income and marginalized individuals who were at risk of housing displacement and in need of legal services. CLS leadership and housing staff realized that being on site at a courthouse was the best way to help people stay housed. Arapahoe County awarded \$1,500,000 in ARPA funding to CLS in 2022. CLS used these funds to:

- Implement a court clinic model that has incorporated new technology and defined staff roles to ensure that every tenant at the Littleton courthouse who is at risk of eviction receives help and comprehensive legal education, advice, or representation.
- Implement an interdisciplinary model for helping tenants by developing a first-in-Colorado initiative that integrates lawyers, paralegals, and social workers to help tenant secure safe and stable housing and community supports that will help them stay housed. CLS staff have designed our Arapahoe Eviction Clinic from the ground up to ensure that tenants who come to the clinic are receiving high quality legal services.

For individuals at risk of housing displacement, access to justice is often the first of many steps towards securing permanent housing. Yet meaningful access to justice is uneven in Colorado. Many barriers continue to exist: the complexity of the court system, distrust and fear of the

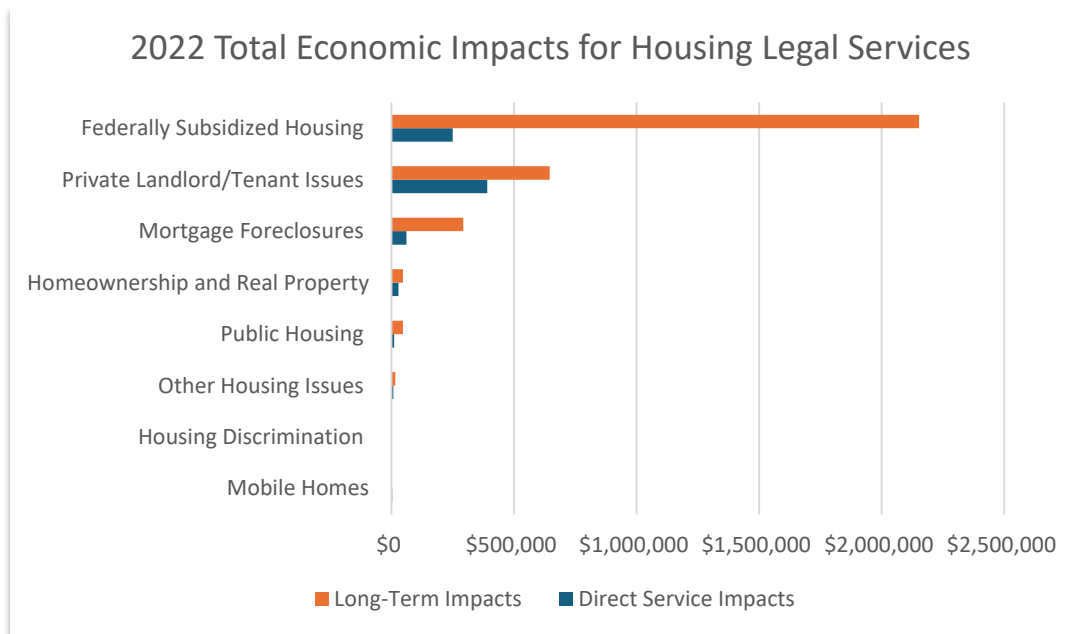
legal system, insufficient resources for civil legal aid, lack of affordable legal advice, technology challenges, opaque language, and court fees.

The eviction clinic, and CLS’s subsequent litigation efforts, produce significant and measurable benefits for the people of Arapahoe County. In 2022, third-party analysis showed that for every \$1 invested in CLS in 2022, the state of Colorado receives \$6.19 in long-term and short-term financial benefits, a 619% social return on investment. CLS provided \$1.4 million in services to 957 residents in 2022 and produced \$8.2 million in long-term impacts from savings in community support costs, reduction in community medical care expenses, additional community income, savings on homeless support for families that remained housed, and savings in law enforcement and court administration costs from finalizing evictions. CLS expects these values to increase substantially based on recent changes to their clinic program that will allow them to reach more citizens.

Client Support Services (CSS) social workers began working in the Arapahoe Clinic in the Spring of 2023 to identify ways to improve the client experience in Arapahoe County. Social workers have provided over 500 unique individuals within the County with resources including housing, mental health, shelters, food banks, medical, domestic violence, rental assistance, utility assistance, and benefit attainment since partnering with the legal team at the clinic. Social workers also provide emotional support to those meeting with the attorneys, allowing clients to feel more open and understood.

To date, CLS have provided legal education, advice, representation, and social supports to over 1,500 residents of Arapahoe County as a result of the ARPA funding they received to implement the Eviction Clinic.

Figure 5: 2022 Economic Impacts From Housing Legal Services Provided by CLS



Project Spotlight

Commercial Rent Rescue



“I remember the moment that I opened up the email from Arapahoe County and it said, ‘congratulations.’ It definitely helped alleviate some of the burden as well as just gave us a little more renewed sense of hope that we really could make it. Had we not received help from Arapahoe County, we would have had to close our doors.”

– Tia Cavender, Founder and CEO of Dig Deep Research

The commercial sector in Arapahoe County was negatively impacted by the COVID-19 pandemic, as many small businesses began experiencing significant declines in revenue and financial hardships. Business owners fell behind on their rent, and several owners tapped into their personal assets and funds to pay their rent and keep their businesses afloat.

Dig Deep Research was one such business. Dig Deep helps local communities find and secure federal grant funding for water improvement projects. Their services help to keep fees and taxes lower for residents. Dig Deep founder and CEO Tia Cavender, like many others, had to dip into personal savings and take out loans to stay afloat during the pandemic. Small businesses, like Dig Deep Research, are the backbone of a healthy and robust economy, and it was critical that the County prevent their closing through no fault of their own.

In 2021, Arapahoe County approved ARPA funding for the Commercial Rent Rescue Program. The program’s goal was to assist small businesses in the County with paying back their rent and to help keep them afloat during the challenging economic climate of the pandemic. A total of 112 grants, averaging \$40,010, were awarded to small businesses across multiple industries including health and wellness, retail, hospitality and restaurants, and community-based services like adult day care. For Dig Deep Research and Tia Cavender, ARPA funding helped her pay rent, keep her doors open, and continue striving for a brighter future. As of 2024, 79% of the businesses that received funding under the Commercial Rent Rescue Program remain open.

Project Spotlight

ARPA ReTrain Program



The COVID-19 pandemic devastated economic activity, causing massive job losses and significant hardships as people were mandated to stay home resulting in many businesses shutting down. Arapahoe/Douglas Works! was fortunate to receive \$2.77 million in ARPA ReTrain funds to assist individuals experiencing unemployment or underemployment due to the pandemic. These funds are utilized to provide short-term certifications, work-based learning, supportive services for wrap-around support, and laptops to improve digital access and literacy for Arapahoe County residents, particularly focusing on underserved populations.

Through the ARPA ReTrain Grant, Arapahoe/Douglas Works! has served 369 Arapahoe County residents who were over the age of 16 and impacted by the pandemic, providing access to upskilling, providing wrap-around services, making referrals to community partners, and braiding funding from other grants resulting in full-time, self-sufficient employment and holistic support.

For example, Michael came into the program with a goal of getting his Class A CDL because it was required to be promoted into an apprenticeship with his current employer. Throughout the duration of his enrollment in the program, Mechelle Love, his workforce specialist, continued to provide Michael encouragement. This was particularly important when halfway through training he sustained an injury and had to take a short leave of absence. Michael and Mechelle remained in contact for the next several weeks and Michael was eventually able to resume and complete his training, leading to him obtaining his Class A CDL. He later reported that he accepted a position through Local 111 with Sturgeon Electric. He had been previously relying on payments from a past workmen's comp claim and is now receiving a starting hourly pay of \$25.49 as a CDL groundsman.

The occupational training opportunities provided through ARPA ReTrain has led to individuals earning industry-recognized credentials across multiple occupations and securing employment in professions such as truck drivers, medical assistants, computer network support specialists, and aerospace engineering and operations technologists. To date, Arapahoe/Douglas Works!

has placed 134 ARPA ReTrain participants into employment with an average hourly wage of \$23.28.

Project Spotlight

“Where Good Things Grow” Economic Development Campaign



During the height of the pandemic, Arapahoe County used a portion of its ARPA funding to support local businesses with “safe shopping” messages that encouraged masking and other safety protocols to protect customers and employees alike. As efforts turned to recovery, the County invested additional ARPA funding into an economic development campaign to raise awareness of County services and businesses that make the County an attractive place to work, play, and raise a family.

The “Where Good Things Grow” campaign focused on two primary audiences. First, business owners, employers, and entrepreneurs. Secondly, current residents and people who work in the County. The integrated marketing campaign featured local business owners and community influencers to draw attention to the vast variety of business and recreation opportunities within the County and its 13 municipalities.

Campaign Takeaways

- The campaign delivered more than 19 million impressions in the marketplace. These impressions generated awareness among target audiences leveraging various media channels (social media, legacy media, and out-of-home advertisements).
- 1.6 million people visited the County website to learn more about County resources, including business and employee support through the Arapahoe/Douglas Workforce Development Center.
- A survey was conducted among residents to inform the campaign’s creative and media placements. The insights learned have been used for other County communication efforts and have been integrated into existing marketing/communication campaigns.
- The campaign’s [featured video](#) was seen by more than seven million people and delivered an impressive 52.38% click-through rate on the website.

Feedback from the campaign has been very positive. Local business owners told us the combination of tactical COVID-19 support followed by economic development messaging helped keep a steady supply of existing customers while also generating new customers as recovery efforts heated up.

The campaign survey helped identify resident sentiment toward the County.

Survey Feedback

- The data underscored the need for the campaign. The County’s brand image and reputation declined among residents as did perception of employment opportunities.
- On the flip side, a strong majority of residents continued to rate Arapahoe County as an excellent or good place to live, eat, shop, and recreate. Seven in 10 residents named a positive attributes about the County and businesses.
- Awareness of the County’s workforce development center was relatively low, allowing us to focus marketing efforts specifically toward applicable audiences.
- The “Where Good Things Grow” campaign allowed Arapahoe County businesses and organizations to shine brightly throughout the entire Denver Front Range area and continues to drive customers to businesses and our economic development offerings.

H. PERFORMANCE REPORT

Each project is led by an internal County “project sponsor” who routinely discusses the status of each investment with the entity leading the project to ensure that it is progressing as anticipated. Staff use this information to provide quarterly ARPA allocation updates to the Board of County Commissioners. At these meetings, the Commissioners reserve the right to request additional performance information about the investments or re-allocate funds if the project is not progressing as intended.

Further, in conjunction with the performance data requirements associated with each Treasury expenditure category, project sponsors identified specific data requirements for applicable projects (examples in Table 12). These reporting requirements are included in each subrecipient agreement and outlined in the Project Inventory.

Table 12: Example Performance Reporting Requirements by Investment Type

Investment Type	Example Performance Reporting Requirements
Food Assistance	<ul style="list-style-type: none"> • Type of assistance provided • Household income • Residence address • Race • Ethnicity • Gender • Age
Childcare	<ul style="list-style-type: none"> • Age (date of birth) • Gender • Race • Residence address • Enrolled in Child Care Assistance Program, Early Head Start, or Head Start • Percentage served by families over poverty income levels • Percentage served by families eligible for the Child Care Assistance Program, Early Head Start, and Head Start
Workforce Education	<ul style="list-style-type: none"> • Type of programs provided • Number of students enrolled in the programs • Number of students completing the programs • Number of students whose income is at or below 300% of the Federal Poverty Guidelines or an income at or below 65% of the Area Median Income

Mental Health Services	<ul style="list-style-type: none"> • Type of mental health service/assistance provided • Client residence zip code • Race • Ethnicity • Gender • Age of client within age ranges (e.g., 0-10, 11-20, 21-30, etc.)
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As of July 2024, most projects have performance data to report. However, a small number of projects are still in their early stages. The Project Inventory section includes each performance measure and data point where applicable.

I. PROJECT INVENTORY

Completed projects are denoted with a green checkmark.

Business Support



Project [Identification Number]: **Awardforce Software [990040]**

Funding Amount: \$5,854.00

Project Expenditure Category: 2.29 - Loans or Grants to Mitigate Financial Hardship^

Project Overview: During the pandemic, Arapahoe County's A/D Works! utilized the Awardforce application platform for business grants and assistance. Arapahoe County's current software license is up for renewal, and it is necessary to continue this for an additional year to ensure that there are virtual and electronic service delivery options for grants related to federal and state stimulus funding distribution and access.

Use of Evidence: Improving the virtual delivery of services reduces the spread of COVID-19 by reducing in-person transactions and interactions.

Reference materials: <http://www.sciencedirect.com/science/article/pii/S2589750020301424>

Performance Report Outputs (Since Project Inception):

- Number of grants awarded through software: 1,281

Project [Identification Number]: **Business Services Staff Time [990041]**

Funding Amount: \$530,000.00

Project Expenditure Category: 2.29 - Loans or Grants to Mitigate Financial Hardship^

Project Overview: The administration of additional support provided to our local businesses has increased the time that staff is spending in this area, specifically in response to the COVID-19 pandemic and the increase in grant funds being issued to businesses in the area. The A/D Works! business services

staff and leadership needed to charge their allocation of time spent on this initiative accordingly to ARPA when working initiatives for business development in direct relation to pandemic recovery. In addition, this funding allowed the hiring of two temporary grant funded business services workforce specialist positions to assist with the increased demands of local businesses in recovery.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Total services provided: 7,004
- Number of work-based learning services: 535

Performance Report Outcomes (Since Project Inception):

- Number of services provided that exceeded pre-pandemic levels: 1,014



Project [Identification Number]: Commercial Rent Rescue [303713]

Funding Amount: \$4,478,628.40

Project Expenditure Category: 2.29 - Loans or Grants to Mitigate Financial Hardship^

Project Overview: A/D Works! completed a business rent relief program, allocating \$4,4478,628 to 112 businesses to stabilize business operations during the pandemic.

Use of Evidence: Businesses are continuing to struggle to work through the pandemic. This program was targeted at the small businesses that need commercial rent support.

Performance Report Outputs (Since Project Inception):

- Total Grants Awarded: 112
- Average Award Amount: \$40,009.58

Performance Report Outcomes (Since Project Inception):

- Percentage of businesses that have remained in business: 86%

Project [Identification Number]: ReTrain Arapahoe [303720]

Funding Amount: \$2,770,000.00

Project Expenditure Category: 2.10 - Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employment, employment supports or incentives)*^

Project Overview: Utilize funding to provide short term certifications, work-based learning, incumbent worker training, and supportive services for individuals experiencing unemployment or under employment due to the pandemic. Up to \$10,000 per individual was provided for training, certifications, and a laptop to improve digital access and literacy. A/D Works! used 12 various temporary grant funded employees and the time of existing staff to allocate to the initiative.

Use of Evidence: Training outcomes, and placements. Unemployment rate in Arapahoe County.

Performance Report Outputs (Since Project Inception):

- Agency-Wide ARPA enrollments: 371

Performance Report Outcomes (Since Project Inception):

- Total ARPA employment placements: 133
- Average hourly wage: \$23.43
- Number of A/D Works! customers enrolled in apprenticeships through Retrain Arapahoe: 13



Project [Identification Number]: SBDC - Small Business Support Program [990038]

Funding Amount: \$140,887.98

Project Expenditure Category: 2.29 - Loans or Grants to Mitigate Financial Hardship^

Project Overview: Provide additional assistance to businesses who need assistance beyond rent, to stay open. This includes working with the Colorado Small Business Development Center (SBDC) on counseling services for up to 100 small businesses and three different types of business support grants to help stabilize the business:

- Revenue replacement up to \$30,000.00.
- Operational expense assistance Up to \$20,000.00.
- Innovation/Technology up to \$20,000.00.

This funding also assisted in creating the Business Boost Program, in partnership with the Community College of Aurora and the Aurora-South metro Small Business Development Center. This program created curriculum designed to assist our small businesses in enhancing the operations and scalability to thrive in a digital world. Recorded workshops are available in English and Spanish, free of charge, to assist our small and micro-businesses evolve in a digital world through the pandemic and after.

Use of Evidence: Businesses are continuing to struggle to work through the pandemic. This program is targeted at the smallest businesses that need business counseling support. If they have been negatively impacted by the pandemic they will have grant opportunities available.

Performance Report Outputs (Since Project Inception):

- Total views: 1,252

Performance Report Outcomes: N/A

County Operations



Project [Identification Number]: Arapahoe County Employee Premium Pay [990034]

Funding Amount: \$3,515,831.00

Project Expenditure Category: 4.01 - Premium Pay - Public Sector Employees

Project Overview: The Arapahoe County Executive Team proposed a one-time payment to employees who worked at Arapahoe County between March 14, 2020, and April 1, 2021. The proposal approved by the Board of County Commissioners consisted of various tiers dependent upon each employee's COVID-19 exposure risk related to fulfilling job requirements.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Number of public employees that received premium pay based on their essential in-person job responsibilities during the pandemic: 1,790

Performance Report Outcomes: N/A



Project [Identification Number]: **ARPA Communications [550100]**

Funding Amount: \$1,549,688.63

Project Expenditure Category: 1.07 - Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)^

Project Overview: Provide funding for increased public communications related to providing a more robust notification of required public health measures and mask-wearing information to increase public compliance as part of the response to and efforts to mitigate the spread of COVID-19. This award-winning marketing communications campaign engaged residents across the County through a variety of mediums: social media, targeted digital TV, terrestrial radio, online streaming, point of purchase displays, and outdoor signage (billboards, flyers).

Use of Evidence: N/A

Performance Report Outputs: N/A

Performance Report Outcomes (Since Project Inception):

- Impressions delivered: 3,033,767
- Clicks to County COVID-19 resource website: 39,834
- Click through rate: 1.31% (exceeds target)
- Video views: 1,479,679
- Video completion rate: 46.96% (exceeds target)
- Website sessions: 707,428

Project [Identification Number]: **Backlog of Cases and Trials Due to Pandemic [990059]**

Funding Amount: \$1,285,233.21

Project Expenditure Category: 3.05 - Public Sector Capacity: Administrative Needs

Project Overview: There are concerns about the negative impacts on public safety caused by the tremendous backlog of cases and trials in Arapahoe County. Due to the court shutdown and lack of in-person hearings, the District Attorney’s Office is carrying thousands of extra cases into our current year, with nearly 1,000 trials set over the next six months. To put the depth of the problem in context, we were able to complete 24 trials over the last month in Arapahoe County. Not only does the high caseload put victim services at risk, but the district attorney is concerned that the extra staff strain will lead to burnout and experienced prosecutors leaving for more pay and less stress in the private sector. To respond to this backlog, the District Attorney's Office sought funding for 14 temporary employees to include eight deputy district attorneys, three victim witness assistants, two legal assistants, and one investigator. The cost also includes the necessary one-time technology and equipment to allow them to perform their jobs over the next two years to reduce and eliminate the backlog.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Cases resolved: 3,272

Performance Report Outcomes: N/A

Project [Identification Number]: **Contracted Finance Assistance for Federal Grants [550102]**

Funding Amount: \$340,000.00

Project Expenditure Category: 7.01 - Administrative Expenses

Project Overview: The workload of the Finance Department is currently strained with all the administrative work that is required for the setup, tracking/monitoring, reporting, and compliance of American Rescue Plan (ARPA) and Emergency Rental Assistance (ERA) federal funds. The use of contract accounting assistance would help to greatly reduce the workload on staff that currently have a full-time workload of other responsibilities. We would propose to engage our auditors, CliftonLarsonAllen, for assistance with interpreting and implementing reporting and compliance procedures. We would also request temporary accounting assistance to assist with the day-to-day monitoring and tracking of the use of the federal funds.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Number of ARPA Project and Expenditure reports filed: 8
- Number of ERA Project and Expenditure reports filed: 11

Performance Report Outcomes: N/A



Project [Identification Number]: **COVID-19 Sick Leave [550099]**

Funding Amount: \$103,837.00

Project Expenditure Category: 1.07 - Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)^

Project Overview: County payroll expense related to ensuring that employees that are suffering from or have been exposed to COVID-19 can adequately isolate and quarantine.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Number of hours granted to public employees for COVID-related reasons: 3,845.90

Performance Report Outcomes: N/A



Project [Identification Number]: **Facility Cleaning [750531]**

Funding Amount: \$127,094.64

Project Expenditure Category: 1.14 - Other Public Health Services^

Project Overview: Provide funding for the supplies, equipment, and staffing for the additional cleaning sanitizing and disinfecting that is required during the COVID-19 public health emergency to allow our public facilities to continue to operate and remain safe for employees and residents.

Use of Evidence: N/A

Performance Report Outputs: N/A

Performance Report Outcomes: N/A



Project [Identification Number]: Facility Improvements [750504]

Funding Amount: \$641,173.12

Project Expenditure Category: 1.07 - Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)^

Project Overview: Immediate and long-term physical improvements across all County facilities to maintain social distancing permit public queuing with reduced occupancy within public buildings and provide employee protections to prevent and/or mitigate the spread of COVID-19 while providing essential services to the public.

Use of Evidence: N/A

Performance Report Outputs: N/A

Performance Report Outcomes: N/A



Project [Identification Number]: Other Needs [750532]

Funding Amount: \$146,028.58

Project Expenditure Category: 1.14 - Other Public Health Services^

Project Overview: Provide funding for pandemic-related needs that may not fit into other larger project expenditure categories that are designed to allow continued government services by employees and facilities for our citizens.

Use of Evidence: N/A

Performance Report Outputs: N/A

Performance Report Outcomes: N/A

Project [Identification Number]: Staffing for Recruiting Purposes [600000]

Funding Amount: \$768,000.00

Project Expenditure Category: 3.02 - Public Sector Workforce: Rehiring Public Sector Staff

Project Overview: The pandemic forced us to look at recruiting differently. During the pandemic, employees and candidates learned they can work remotely and are assessing where they want to work

and live; remote work has opened options up to many of the workforce. No longer can we as an organization sit and wait for applicants to apply. We need to source candidates and conduct preemployment actions quicker than before. This requires face-to-face, proactive, brand marketing. If we do not adapt, applicants may well go to other employers who are able to move faster by conducting preemployment requirements quicker and making offers and on-board faster and easier. This will allow us to search for candidates from non-traditional resources (organizations for minorities, dyslexia, autism, etc.) which will also have an impact on our DEI program. Although we continue to look at business process improvement (reducing preemployment physical capabilities testing), COVID-19 has and continues to have additional burdens, such as moving to remote orientation which has added workload to this position. Those processes take away from the already required work the needs to be completed (more emails send to new employees, more follow up for paper completion and validation, etc.) and unfortunately, the potential for more to slip through the cracks, impacting compliance (I9s).

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- New hires: 433
- Job postings: 545
- Job fairs and hiring events attended: 19

Performance Report Outcomes: N/A



Project [Identification Number]: **Temporary FTEs for Detention Center Kitchen and Laundry [700556]**

Funding Amount: \$295,048.22

Project Expenditure Category: 1.04 - Prevention in Congregate Settings (Nursing Homes, Prisons/Jails,

Project Overview: Detentions Services Bureau has released, per court order based on the pandemic, nearly all sentenced inmates. Per Colorado law, sentenced inmates work in order to earn time off their sentence to the County jail. Many of those jobs were in the kitchen and laundry, preparing breakfasts, lunches, and dinners for all inmates as well as washing, drying, folding, and distributing laundry for inmates. As such, contract staff or deputy sheriffs are filling those roles. The known backlog of court cases makes it unlikely increase the sentenced population that would normally perform those functions. This project provides 2 years of contract staffing for those functions.

Use of Evidence: N/A

Performance Report: Although hiring was difficult for the contracted vendor, they were able to supplement staffing to some degree utilizing a small portion of this funding that was made available. Additionally, continued use of soft, disposable meal trays was critical to maintaining the highest operational efficiency possible.



Project [Identification Number]: **Updated Postmortem Imaging Equipment [990071]**

Funding Amount: \$449,759.63

Project Expenditure Category: 3.05 - Public Sector Capacity: Administrative Needs

Project Overview: The acquisition of whole-body imaging capabilities would put Arapahoe County in a position to more efficiently process the increased caseload that we have faced since the beginning of the COVID-19 pandemic and anticipate experiencing throughout recovery. This infrastructure improvement would significantly improve the process of death investigations while protecting staff by reducing the turn-around-time and reducing radiation exposures while obtaining body radiographs and decreasing manual labor and potential disease exposure of body manipulation and positioning during the procedure. Although a whole-body imaging system will not decrease the caseload, it will certainly improve our processes and efficiency and thus free some time for MDIs and autopsy technicians to put toward other death investigation and autopsy responsibilities. This technology will contribute to our pandemic recovery and equilibration to the “new- normal” and going forward will be a tool for future response to mass fatalities and emergency operations. The current radiology room within our autopsy space meets the physical requirements for the Lodox whole-body imaging system, so it is anticipated that minimal facility adjustments will be necessary. The cost of the system, to include the imaging system, imaging gurney, system console and monitor, workstation computer, x-ray generator, and other components is quoted as \$450,000.00. Initial funding for required maintenance and warranty of this fixed asset is critical to its life cycle; we ask that service plan funding for the first three years initially be included (see accompanying service contract pricing). As future cost savings are anticipated due to this improved business process, we anticipate being able to absorb maintenance costs in the future.

Use of Evidence: N/A

Performance Report: There has been a decrease in the backlog of criminal cases within the 18th Judicial District. The Lodox system demonstrated a significant time savings of 87% in a forensic setting. Whole-body imaging technology has also been shown to be beneficial in dental identification of unidentified bodies and partial remains, making it a tool that is beneficial both in individual cases and in mass fatality situations.

COVID-19 Response

Project [Identification Number]: **Other Community Testing Support [550098]**

Funding Amount: \$260,682.00

Project Expenditure Category: 1.02 - COVID-19 Testing^

Project Overview: Funding for other COVID-19 testing efforts that are occurring within Arapahoe County to include providing the testing infrastructure and supplies related to State-provided testing sites as well as testing wastewater for the prevalence of COVID-19.

Use of Evidence: N/A

Performance Report Outputs: N/A

Performance Report Outcomes (Since Project Inception):

- Number of tests administered at Centennial site: 43,363

Project [Identification Number]: **STRIDE - Community Testing [550097]**

Funding Amount: \$316,712.00

Project Expenditure Category: 1.02 - COVID-19 Testing^

Project Overview: Funding for COVID-19 testing efforts that are occurring within Arapahoe County to be provided by a nonprofit community health organization.

Use of Evidence: N/A

Performance Report: N/A

Education

Project [Identification Number]: Arapahoe Community College (ACC) Health Innovation Simulation Center [990055]

Funding Amount: \$3,500,000.00

Project Expenditure Category: 2.10 - Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employment, employment supports or incentives)*^

Project Overview: Arapahoe Community College’s Health Innovation Center, planned to be completed by August 2024, will expand critical programming in high-growth, high-demand career fields to address acute industry workforce needs and prepare Arapahoe County residents for careers in engineering, construction, clean energy, power mechanics and healthcare. ACC’s Health Innovation Center will center around a health simulation suite that integrates research of the health programs into a single shared academic space with a focus on simulated and active learning experiences. These simulated education spaces will be used across all health programs, educating the students and integrating the healthcare experience across their various specialties. The integrated approach will improve collaboration and dialogue between healthcare disciplines and train students to better serve patients as they transition between local providers. Additionally, these simulated learning environments will allow ACC to remain current in providing compliant recertification programs for ACC graduates and other professionals.

Use of Evidence: N/A

Performance Report: After completion of the construction and the start of providing services, the community college shall include type of programs provided, number of students enrolled in the programs, number of students completing the programs, and number of students whose income is at or below 300% of the Federal Poverty Guidelines or an income at or below 65% of the Area Median Income.

Project [Identification Number]: Community College of Aurora (CCA) Center for STEM, Power Mechanics & Sustainable Energy [990054]

Funding Amount: \$3,500,000.00

Project Expenditure Category: 2.10 - Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employment, employment supports or incentives)*^

Project Overview: Community College of Aurora’s Center for Engineering and Applied Technology slated to open Fall of 2025 will expand critical programming in high-growth, high-demand career fields to address acute industry workforce needs and prepare Arapahoe County residents for careers in engineering, construction, clean energy, power mechanics and healthcare. The Center for STEM, Power Mechanics and Sustainable Energy at Community College of Aurora will create a dynamic new training and education space for students and industry partners featuring diesel power mechanics, construction, clean energy and applied engineering programming, as well as interactive learning-lab space. This space is being built for use as a CTE and Workforce training facility to enhance our institutional programming in STEM, Power Mechanics, and Applied Technology. CCA will upgrade and expand outdated diesel technology trainings, better leverage the expertise and resources of the college’s construction training partner through co-location and program expansion, and add capacity for high-tech, interactive applied learning space or engineering and other technology fields to assist industries and the community in economic recovery from the pandemic. CCA serves the most diverse population of students in the State of Colorado. Workers of color, a significant portion of the Aurora population, have been adversely affected by COVID-19 at higher rates than other groups. In-demand industries such as construction and transportation are experiencing a shortage of skilled workers which is hampering economic recovery. The proposed Center will address the needs of workers and industry. The Center is in a Qualified Census Tract and the primary intended users of the Center are local residents that also live within the qualified census tract.

Use of Evidence: N/A

Performance Report: After completion of the construction and the start of providing services at the workforce center, Subrecipient shall provide quarterly reporting documenting the use of the new center. Reporting shall include type of programs provided, number of students enrolled in the programs, number of students completing the programs, and number of students whose income is at or below 300% of the Federal Poverty Guidelines or an income at or below 65% of the Area Median Income.

Project [Identification Number]:	K-12 Education Needs [990070]
Funding Amount:	\$3,416,945.00
Project Expenditure Category:	2.25 - Addressing Educational Disparities: Academic, Social, and Emotional Ser

Project Overview: A grant program that would allocate \$4,000,000 of ARPA funds to the nine school districts for K-12 mental health services. The fund allocations would be determined by a formula based on enrollment (50% weight) and percent of students eligible for free/reduced lunch (50% weight) using 2019 data to generally determine each school district’s maximum funding amount. They can then use the funds on eligible expenses related to mental health services and receive reimbursement up to their maximum funding amount.

Use of Evidence: School programs have a wealth of data about how investments yield positive outcomes.

Performance Report Outputs:

Aurora Public Schools

- Restorative Practices - Number of staff members that have received restorative practices training: 27
- SEL Framework - Number of staff working on the SEL Project: 8
- Calming Corners - Number of calming corner kits placed: 542
- ESS Program - Number of staff trained: 28

Cherry Creek School District

- Expansion of Calming Spaces - Number of schools that have received funding: 13
- Expansion of Mental Health Supports - Number of schools expanding substance abuse interventionist services: 7
- Universal SEL Screener - SEL screener student response rate: 81%

Englewood School District

- Total number of services provided: 908
- Total number of unique clients served: 76

Littleton Public Schools

- Mental Health Education for grades 6-12 - Number of students participating in lessons: 1,204
- Expanded Use of Panorama System - Number of students participating in the annual climate, safety, and wellness survey: 7,854
- Development of Mental Health Education For 6-12th Grades - Number of lessons completed: 1,158
- Expand Use of Panorama System - Number of students surveyed: 7,854
- Mental Health Outreach Latino Students - Number of students served: 63
- Mental Health Personnel Care - Number of staff participating in mental health services: 26
- Substance Abuse - Number of participants in parent workshops: 50

Sheridan School District

- Mental Health Services - Number of medical based services provided: 220

Strasburg School District

- Mental Health Services - Number of students served: 19
- SEL Curriculum - Number of students participating in SEL curriculum: 679

Performance Report Outcomes: N/A

Emergency Preparedness

Project [Identification Number]:	South Metro Fire Onsite Wellness Clinic [990110]
Funding Amount:	\$254,432.00
Project Expenditure Category:	6.01 - Revenue Replacement: Provision of Government Services

Project Overview: South Metro Fire Rescue hired an occupational physician to support our efforts in Health and Wellness, specifically to support the improved health surveillance, prevention of occupational illness/injury, workers' comp medical care and the behavioral health of our Firefighters and Paramedics. We would like to expand our services to full onsite care which would include additional medical support staff and purchase of capital equipment and physical improvement to our facilities to include traditional exam rooms for HIPAA compliance and infection disease protocols which would include hand washing stations in exam rooms. A fulltime Medical Assistant would be a first choice as an additional employee.

Use of Evidence: N/A

Performance Report: N/A

Homelessness and Housing



Project [Identification Number]: Affordable Housing Grant Program [990069]

Funding Amount: \$10,000,000.00

Project Expenditure Category: 2.15 - Long-term Housing Security: Affordable Housing*^

Project Overview: Arapahoe County Community Resources created a grant with ARPA funding that allows development companies/housing authorities/local entities to apply for funding, to provide gap financing to assist in providing affordable housing in Arapahoe County. The affordable housing projects can potentially include transitional and supportive housing; anything that falls on the continuum of housing needs for lower income households.

Use of Evidence: This will depend on the type of housing program that is funded through the grant process. If the project is a transitional or permanent supported housing program, we would look for a housing first approach. Permanent Supported Housing programs also have evidence-based data that backs their success. Included are some links related to these approaches:

- <https://endhomelessness.org/resource/housing-first/>
- https://www.usich.gov/resources/uploads/asset_library/Evidence-Behind-Approaches-That-End-Homelessness-Brief-2019.pdf

Performance Report Outputs (Since Project Inception):

- Number of affordable housing units preserved or developed: 675

Performance Report Outcomes: N/A



Project [Identification Number]: Aurora Navigation Center [990065]

Funding Amount: \$5,000,000.00

Project Expenditure Category: 2.16 - Long-term Housing Security: Services for Unhoused Persons*^

Project Overview: The City of Aurora requested a partnership with Arapahoe County on initiatives related to addressing homelessness in the City of Aurora, leveraging the use of ARPA funds to establish a Homelessness Services Navigation Center. The navigation center will serve adults experiencing

homelessness in the Denver metro area. The center will serve approximately 500 individuals each day, with the ability to scale up to serve 550-700 individuals in extreme conditions.

The navigation center will include pallet shelters/safe parking, transitional housing, and emergency shelter. Food, shelter, case management, housing navigation, and employment services will be provided onsite.

Use of Evidence: There are many examples of successful campus style facilities around the country that provide shelter, such as Haven for Hope in San Antonio. The facility opened in 2010 as a transformational campus model including street outreach, a safe outdoor space, indoor sheltering, medical and dental, behavioral health, workforce and over 100 partners. The cost was \$101 million and over 60% of the funding came from private donors. Another example of collaborating resources is the Brian Garcia Welcome Center in Phoenix, which includes assessment, health, legal, PO services, meals, shelter, housing, employment, day center, etc. Additionally, the idea of alternative housing options such as safe camping, safe parking, and pallet homes has been utilized and demonstrated success in other areas.

Evidence includes:

- <https://palletshelter.com/case-studies/los-angeles/>
- <https://www.fastcompany.com/90365347/pallet-shelters-let-cities-offer-quick-housing-to-the-homeless>
- <https://www.huduser.gov/portal/sites/default/files/pdf/Understanding-Encampments.pdf>
- <https://academic.oup.com/jof/article/118/2/139/5664700>

Performance Report: While the funding has been allocated, the shelter has not opened yet. This funding was designated for land acquisition. When the shelter opens, future metrics will include development of services, number of shelters constructed, and number of people served.

Project [Identification Number]: **CLS Eviction Pilot Program [303862]**

Funding Amount: \$1,500,000.00

Project Expenditure Category: 2.05 - Household Assistance: Paid Sick and Medical Leave

Project Overview: CLS is implementing its eviction pilot program in Arapahoe County, similar to programs implemented in Adams and Denver counties. The program provides landlord-tenant legal clinics and serves/represents clients in landlord-tenant and other housing disputes, with a goal to reduce preventable evictions, mitigate eviction-related consequences, and connect tenants with community resources. The pilot program provides a dedicated attorney, paralegal within existing Courthouse office space to provide these services. Arapahoe County has a high rate of eviction filings and limited resources to support those who need help, especially as a result of the pandemic.

Use of Evidence: Building on a similar pilot in Adams-Broomfield counties, from 12/18/18 - 10/15/20, the program represented 363 households, representing 695 people in those households of which 408 were children. 85% of those households retained their housing, more time to move or a voucher and 85% did not have an eviction judgement.

Performance Report Outputs (Since Project Inception):

- Number of individuals provided eviction legal education, advice, representation, and social supports: 1,500+
- Number of households served (including legal representation): 447

Performance Report Outcomes (Since Project Inception):

- Number of housing units preserved or developed: 447



Project [Identification Number]:	Homeless Program Administrator [303719]
Funding Amount:	\$260,000.00
Project Expenditure Category:	2.16 - Long-term Housing Security: Services for Unhoused Persons*^

Project Overview: The Homeless Program Administrator position is a temporary grant funded position created to help coordinate the County's larger homeless efforts as well as homeless projects funded by ARPA. This position will establish a regional coordinating committee in the County to ensure joint efforts and leveraged resources to address homelessness in the County, following the pandemic.

Use of Evidence: The Countywide coordination efforts brought through this position will identify specific directions such as Housing First that have proven to be successful in other areas such as Houston's "The Way Home" which utilized Housing First as a best practice, and which has reduced homelessness by 60%.

Performance Report Outcomes (Since Project Inception):

- Created Arapahoe County's Homeless Coordination Committee at all levels.
- Created committee work plan/strategic plan that includes goals, outcomes, and objectives.
- Monitoring of progress and collection of data related to housing projects approved with ARPA funds.
- Homeless Coordinating Committee (HCC) has been formed.
- HCC Strategic Plan work completed in 2022-2023.
- HCC Strategic Plan was drafted and completed in January 2024.

Performance Report Outcomes: N/A



Project [Identification Number]:	Permanent Supportive Housing Toolkit [990064]
Funding Amount:	\$3,000,000.00
Project Expenditure Category:	2.16 - Long-term Housing Security: Services for Unhoused Persons*^

Project Overview: Arapahoe County has been heavily involved in leading the way on a local PSH Toolkit project to serve the justice involved population. This project would include land acquisition and construction of a 100-bed facility to house clients of several justice rehabilitation program partners, including the 18th Judicial District problem solving courts, the Arapahoe County Pretrial Mental Health program, Diversion clients of the 18th Judicial District Attorney's Office, the Probation Mental Health Program, Project SAFER, Veterans Treatment Court, jail reentry, and defendants being restored to competency out of custody. This facility will improve the health, safety and rehabilitation of approximately 100 justice-involved clients at a time by addressing rehabilitation needs for those with mental health or substance use disorders.

Use of Evidence: The Permanent Supportive Housing Toolkit method and approach is an approach recognized by HUD as the best Housing First practice and used by Colorado Department of Local Affairs and jurisdictions throughout the United States including Pasadena, CA. Evidence includes:

- <https://www.usich.gov/solutions/housing/supportive-housing>
- https://www.usich.gov/resources/uploads/asset_library/evidence-behind-approaches-that-end-homelessness.pdf

Performance Report: While the funding has been allocated for land acquisition and construction, the facility has not opened yet. When the facility opens, future metrics will include the development of program services in coordination with the PSH Toolkit committee, delivery of services, and reduction of recidivism and homelessness in the target population.

Project [Identification Number]: Ridge View Campus Partnership [990067]

Funding Amount: \$2,000,000.00

Project Expenditure Category: 2.16 - Long-term Housing Security: Services for Unhoused Persons*^

Project Overview: Governor Jared Polis identified \$45 million in ARPA funding to reconstruct the current Ridgeview campus, as a transitional housing and Substance Use Diagnosis (SUD) treatment center for individuals experiencing homelessness. This campus is property owned by the State of Colorado (CDHS) and located in unincorporated Arapahoe County. The Ridgeview campus is a former youth residential center, which has been closed since 6/30/21. Repurposing this campus to address homelessness and substance use treatment needs in our area would be beneficial as the campus is equipped for a large amount of treatment and transitional housing beds, food service, as well as employment training and case management services. The State of Colorado has requested partnership with Arapahoe County, in addition to the City of Aurora, Adams County, Denver County, and the Tri-Cities, in leveraging funds and resources to develop this campus. The state has currently secured a master planner that will provide a more concrete outline and plan for funds. At this time, it is estimated that it will cost around \$20,000 per "bed" to serve individuals in the transitional housing portion of the campus. Medicaid will fund the SUD treatment. Logistics and ongoing operating specifics are still in development.

Use of Evidence: The Fort Lyon Model, currently in place in Colorado, is the model being used for this campus style treatment approach. The Fort Lyon campus is currently run by the State of Colorado and has successful outcomes in addressing homelessness as well as behavioral health needs. This treatment center will also follow Medicaid rules, regulations, and best practices for treatment.

Performance Report: This project is still in development. Future metrics will include the number of individuals served; types of services received; number of successfully completed; number with self-sufficiency after exit; number with continued housing after exit.

Project [Identification Number]: SAFER - Transitional Bridge Housing [990089]

Funding Amount: \$2,000,000.00

Project Expenditure Category: 2.16 - Long-term Housing Security: Services for Unhoused Persons*^

Project Overview: Mental Health Colorado is requesting \$2 million in ARPA funds for a capital project to purchase a building for permanent operations of Solutions for Achieving Fast Effective Response (SAFER). SAFER provides transitional bridge housing for individuals with mental health and substance abuse care needs, particularly when their needs are associated with involvement in the criminal justice system. This funding would be used to purchase an existing building in Arapahoe County, which can serve as a permanent operational site for SAFER to provide transitional bridge housing for an increased number of SAFER's target population, eliminate reliance on third-party hotels, and create a more secure environment for wrap around services. In its own facility, SAFER would be better able to engage with, collaborate with, and augment Arapahoe County's other ARPA projects, especially the Navigation Center, Ready to Work, and the planned Permanent Supportive housing project.

Use of Evidence: SAFER is an existing and respected entity in the Arapahoe County community. Between April 2020 and June 2022, SAFER served 142 individuals of diverse racial and ethnic backgrounds, including veterans as a priority population for the program. Age ranges from 19-80 years of age. In its two years of operation, SAFER demonstrates an average four months stay between current motels. In their second year, they dedicated 3,248 peer service hours and over 1,200 hours of individual clinical support to participants, earning an overall success rate of 75%. Success is defined as: 1) Engaging with the program; 2) Staying safe/healthy and using primary care doctors rather than emergency department services; 3) Remaining uninvolved with the justice system; 4) Moving forward in employment and/or education; and 5) Becoming housed (or transferred to a higher level of care).

Performance Report: The agreement for this project is still being drafted. Funding will be allocated for land acquisition and renovation. Future reporting will include metrics after the agreement has been executed.



Project [Identification Number]:	Tri-Cities Navigation Center [990063]
Funding Amount:	\$300,000.00
Project Expenditure Category:	2.19 - Social Determinants of Health: Community Health Workers or Benefits Navigators*^

Project Overview: One of the primary needs in the Tri-Cities (Englewood, Littleton, and Sheridan) region with regards to addressing homelessness is the establishment of a Navigation Center. Such an initiative will greatly increase the level of coordination, strategy and capacity for data-driven approaches to serving the needs of individuals experiencing homelessness in the area. In order to formalize this work, the Tri-Cities Navigation Center will provide an independent nonprofit organization tasked with carrying forward navigation work in the tri-cities. Initially, the Center will have capacity to establish needed organizational structure around the aforementioned work being done already in the form of organizational infrastructure and dedicated staffing. Long-term, the Center will be able to scale navigation work in the region to a full realization of holistic navigation services.

Use of Evidence: There have been many models established across the County that demonstrate an evidence based and successful approach to addressing homelessness, that are similar to the navigation center in the Tri-Cities. An example of this is the San Francisco Model which meets clients where they are and contains a spectrum of services ranging from physical/mental health to housing support to Human Services. The cost to construct was \$3 million and ongoing costs are \$1 million per year. Savings is related

to a reduction in public safety interactions. In addition, the local Burns Tri-Cities homelessness study found the following:

- Family – Causes of homelessness – inability to pay rent; relationship issues; employment changes/loss of job; housing cost increase; mental health; domestic violence.
- Individual Chronic – loss of job; relationship issues; inability to pay rent; mental health; housing cost increases; disability.
- What prevents people from exiting homelessness – criminal justice/legal issues; domestic violence; employment; health issues and injuries; housing costs.

Both the causes of and the issues that prevent people from exiting homelessness point to a direct correlation with the need for a navigation center or “one stop shop” where people can find help in addressing these issues. The Navigation Center can also address the human dignity issues of access to showers, laundry, mail, storage, etc.

Performance Report: While funds have been expended, the Navigation Center is not yet open. The Navigation Center is anticipated to open by the end of 2024. When the Navigation Center opens, metrics will include the number of individuals served, services provided, zip code, race, ethnicity, gender, age, and outcomes of individuals served.



Project [Identification Number]:	Tri-Cities Ready to Work Bridge House [990066]
Funding Amount:	\$1,000,000.00
Project Expenditure Category:	2.16 - Long-term Housing Security: Services for Unhoused Persons*^

Project Overview: The Tri-Cities policy group has identified a priority of opening a "Ready to Work" bridge house in the Tri-Cities area (Littleton, Englewood, Sheridan). The Ready to Work program is an established local program with successful locations in Aurora and Boulder. The Ready to Work program is a shelter concept that provides work and basic needs for a population of men over a transitional period (around 6 months). During that time, shelter and all basic needs are provided, and employment is gained. The time in the program is utilized to attain self-sufficiency for the men involved so that when they have completed the program, they have permanent employment and housing in the community. Currently, there are no shelter options in the Tri-Cities area of Arapahoe County. This project would enhance housing and shelter options for this area of the County, during a time where homelessness is increasing.

Use of Evidence: Ready to Work has best practices and an evidence-based approach established through their two other successful locations — Bridge House Boulder and Ready to Work Aurora. Long Term ROI that has been demonstrated through the two existing locations includes: 72% graduation rate to mainstream employment and housing, 85% 1-year retention rate of employment and housing. The cost of the program is \$85k per unit vs \$400k+ for a traditional housing unit. Average time in the program is 10.88 months with 43,711 paid hours of labor. The current Ready to Work program has won the 2020 Governor's Award for Downtown Excellence as well as the Bank of America Neighborhood Builders Award.

Performance Report: The building has been acquired and construction renovations have begun. Once the program begins serving anticipated clientele by the end of 2024, future metrics will demonstrate similar outcomes to those at other Ready to Work locations.

Mental Health

Project [Identification Number]: AuMHC Safety Net Campus [990052]

Funding Amount: \$5,000,000.00

Project Expenditure Category: 1.12 - Mental Health Services*^

Project Overview: Aurora Mental Health Center currently operates immediate access acute-care services at three separate locations: Walk-In Center and a 16-bed Crisis Stabilization Unit on the Anschutz Medical Campus; our Connect to Care walk-in access point at 791 Chambers Road; and Withdrawal Management (Detox) services at 1290 S. Potomac. These disparate locations require first responders and the public to determine which location to access, creating unnecessary confusion, as well as the need to move clients across sites when required. The 2020 Behavioral Health Needs Assessment prepared for the Colorado Department of Human Services Office of Behavioral Health identified confusion regarding availability and access to crisis services as well as need for a more complete continuum of substance use disorder care as two priorities Statewide and in our service area.

We are investing in a new multidisciplinary safety net campus at 1290 South Potomac Street. This facility will co-locate services in a state-of-the-art, trauma-informed building as a “one stop” access point for both mental health and substance use disorder acute care. Current plans are to include the following services onsite, creating a single co-located place for clients, community members, and first responders to access acute services. Connect to Care (C2C): provides clients immediate access to services when they need them and is staffed with a multidisciplinary team which includes therapists, family support specialists, case managers, and peer specialist. C2C also works directly with our Psychiatric Access Team to ensure clients have access to a nurse and medical professional who can prescribe medication. C2C uses a hybrid model so that clients can walk in without an appointment at a time that is convenient for them, make an appointment the same day, or set up an access appointment within 1-2 weeks. Clients then meet with the appropriate members of our care staff who can meet their needs. This may take the form of beginning therapy, receiving medication, accessing housing or food resources, or receiving psychoeducation that helps them manage their concerns. Same-day access reduces wait time for services, which can be a significant deterrent to many individuals seeking therapy. C2C provided access to care for over 2,200 individuals in 2021, including over 1,500 (72%) from Arapahoe County. Crisis Services: include walk-in, crisis stabilization services and crisis respite. The Crisis Stabilization Unit (CSU) is a 16-bed unit, providing residential services for adult clients for up to five days. The program engages clients in a robust treatment program that includes case management, individual and group therapy, Peer support, consultation with a psychiatrist, and 24/7 access to supportive staff members. Services include medication evaluation and management, individual, group and family therapist, milieu oversight and activities, peer services, and case management. The CSU provided services to over 400 individuals in 2021, including 122 (30%) from Arapahoe County. The Walk-In Center provides immediate screening and support from 8am-11pm, 7 days a week for individuals experiencing a crisis.

Services include assessment and support to help individuals de-escalate and stabilize, identify safety concerns if they exist and help individuals connect with resources and the most appropriate type of follow up care. The Walk-In Center provided services to over 870 individuals in 2021, include 514 (59%) from Arapahoe County. The Crisis Respite program is a 4-bed residential facility for adults to provide up to 14 days of respite care. The Crisis Respite Program provided services to 16 individuals in 2020, including 7 (44%) from Arapahoe County.

Substance Use Disorder Services: East Metro Detox and Recovery Services (EMDRS) provides a social model of withdrawal management, case management, recovery coaching through specialized peer coaches, and referral and connection to continue treatment services. EMDRS provides access to withdrawal management services for Arapahoe County residents through several methods: self-referral and drop-off by the individual, transportation through a law enforcement agency, ambulance drop off through partnership with Falck Ambulatory Services, and through agreements with local hospitals. EMDRS also provides community education and training to our local law enforcement and fire and rescue departments, community nonprofit partners and local community advocacy groups. EMDRS provided services to over 1,650 individuals in 2021, including over 1,000 (64%) from Arapahoe County. We additionally provide Medication Assisted Treatment (MAT) for drug and alcohol use, an evidence-based treatment model that combines psychiatric medications with counseling and behavioral therapy to help individuals obtain sobriety and maintain long-term recovery. MAT provides services to over 50 individuals annually. Research has shown that less than half of individuals with opioid use disorder seek help, highlighting the importance of access to these services in our community.

This project is also collaborating with STRIDE Community Health Center to develop a second facility to provide co-located primary care and oral health services. STRIDE is the federally qualified health center serving Arapahoe County, providing primary medical care, oral healthcare, pediatrics, patient navigation and other services for over 50,000 low-income Coloradans annually. The health campus model will bring together our shared expertise and experience to create a comprehensive continuum of services available in one location to ensure clients receive the right care, at the right time, and at the right location. Future plans for the property may also include residential housing units.

Use of Evidence: It is essential to build architectural and design plans for the facilities that incorporate components of trauma-informed design to create healing spaces and components of universal design to promote environments that will be accessible to the diverse community we serve. Research indicates that building design can directly contribute to the safety, satisfaction, and access for both clients and staff. Buildings that are not designed with these concepts may have literal structure barriers, such as poor lighting and difficult to navigate floor plans, which may prevent clients from experiencing the healing environment they need, while staff may be forced to work in an environment that feels unsafe and strained. Numerous studies, as well as the National Council for Behavioral Health's principles of trauma-informed design indicate the following components of healing healthcare spaces: deinstitutionalization; visual or physical access to nature; damage-resistant, attractive and culturally sensitive décor and furnishings; use of natural light; availability of staff respite areas; orderly and clean spaces; and balance between social and private spaces for client interactions. This project will support incorporation of these research-based design principles into our facilities. The health campus model will enable clients to access mental health, addictions, crisis, primary care and oral health services at a single trauma-informed and healing location, eliminating barriers to access for both clients and community partners.

Performance Report: This project is still in development. After completion of the construction and the start of providing services at the multidisciplinary safety net campus as described, future reporting will include: the number of patients served, age (date of birth), gender, race, residence address, type of services provided (mental health/substance abuse, etc.), percentage of patients served with income under federal poverty level, and percentage of patients receiving Medicaid.



Project [Identification Number]: AuMHC Suicide Prevention [990053]

Funding Amount: \$104,000.00

Project Expenditure Category: 1.12 - Mental Health Services*^

Project Overview: AuMHC requests support to invest in the infrastructure needed to fully adopt the seven principles of the Zero Suicide Framework, enabling us to better identify suicide risk, train staff how to engage clients, implement evidence-based treatments for suicide ideation, and conduct ongoing data collection and measurement to provide measurement-based performance improvement and care. We will establish a Suicide Prevention Pathway, which will provide guidelines and monitoring mechanisms to ensure that suicide risk assessments are completed, a safety plan is created for all clients with risk, and both risk and treatment plan are documented and communicated among treatment team members. We will provide training to staff to improve ability to recognize and address risk, for both administrative and clinical staff, as well as to increase capacity in evidence-based treatments, such as Cognitive Behavioral Therapy for Suicide Prevention (CBT-SP), dialectical behavior therapy (DBT), and the Collaborative Assessment and Management of Suicide (CAMS), that have demonstrated impact on suicide risk.

Use of Evidence: We will provide training to staff to improve ability to recognize and address risk, for both administrative and clinical staff, as well as to increase capacity in evidence-based treatments, such as Cognitive Behavioral Therapy for Suicide Prevention (CBT-SP), dialectical behavior therapy (DBT), and the Collaborative Assessment and Management of Suicide (CAMS), that have demonstrated impact on suicide risk.

Performance Report: After completion of the trainings described, reporting documentation will include type of training, number of staff trained, date of each training, and curriculum used in trainings.



Project [Identification Number]: Continuation of Colorado Spirit program [990057]

Funding Amount: \$488,060.00

Project Expenditure Category: 1.12 - Mental Health Services*^

Project Overview: AllHealth Network proposes the continuation of our Colorado Spirit program to support the mental health needs of our community. The Colorado Spirit program offers free individual and group counseling and support to assist individuals and communities in recovering from the challenging effects of the COVID-19 pandemic through the provision of community-based, telephonic and web-based outreach and psychoeducational services. The goals of the program are to reach large numbers of people affected by the pandemic and to assess the emotional needs of those impacted by the pandemic and make referrals to transitional behavioral health services when necessary. The team is responsible for identifying tangible needs and to link the public to community resources. The team provides a warmline as well as telephonic and video-based emotional support, education, basic crisis

counseling and connection to community referrals. In addition, Colorado Spirit staff train and educate organizations and community-based groups on how to support others to promote community resilience and recovery. This work is intended to leave behind a permanent legacy of improved coping skills, educational and resource materials, and enhanced community linkages. This program fills a critical gap by providing free psychological support for our community during a time of remarkably high demand for behavioral health services. Studies have shown the importance of providing ongoing resources, awareness, and training to support mental health outcomes in communities. As more than one program participant in Colorado Spirit has exclaimed, “I don’t know what I would do without you!” We aim to continue to offer this service at no charge to support the public health of our community.

Use of Evidence: The Colorado Spirit program is the name given in our state for a US Department of Health and Human Services FEMA program called Crisis Counseling Assistance and Training Program. The program is based on two evidence-based practices: Psychological First Aid and Skills for Psychological Recovery. Both of these practices were developed by the National Child Traumatic Stress Network and apply to all ages. All Colorado Spirit staff are required to be trained in both practices. The goals of Psychological First Aid (PFA) are broadly recognized as reducing immediate distress and optimizing short and long-term functioning. PFA is an approach for assisting people in the immediate aftermath of disaster and humanitarian crisis to reduce initial distress and to foster short and long-term adaptive functioning. PFA is largely intended for use by helpers in contact with people recently impacted by distressing events. PFA consists of assessing needs and concerns, helping people to address basic needs, listening without pressuring people, comforting people, linking people to information, services, and social supports, and protecting them from further harm. The eight PFA core actions include contact and engagement, safety and comfort, stabilization (if needed), information gathering on current needs and concerns, practical assistance, connection with social supports, information on coping, and linkage with collaborative services.

Skills for Psychological Recovery (SPR) is an evidence-informed modular intervention that aims to help survivors gain skills to manage distress and cope with post-disaster stress and adversity. Individuals affected by a disaster or traumatic incident, whether survivors, witnesses, or responders to such events, may struggle with or face new challenges following the event. SPR is designed to help children, adolescents, adults, and families gain skills to reduce ongoing distress and effectively cope in the weeks and months following disaster and trauma. It is based on an understanding that disaster survivors will experience a broad range of reactions (physical, psychological, behavioral, and spiritual) over differing periods of time. SPR is not formal mental health treatment, but rather a secondary prevention model that utilizes skills-building components that have been found helpful in a variety of post-trauma situations⁸. The six SPR skills include gathering information and prioritizing assistance, building problem solving skills, promoting positive activities, managing reactions, promoting helpful thinking, and rebuilding healthy social connections. Funding will be used in part to train, implement, and monitor fidelity and adherence to these evidence-based practices for staff of the Colorado Spirit program.

Performance Report: AllHealth Network will measure pre and post-test staff perceptions of preparedness and confidence to provide psychological assistance for future disasters following training in PFA and SPR. Staff perceived competence in PFA and SPR skills, and perceived preparedness and confidence to provide psychological assistance for future disasters are commonly used measures of fidelity to these practices. Staff cultural sensitivity/cultural humility will be measured pre and post training in cultural competency given the diversity of community members connected to the Colorado Spirit program. Program activity

health outcomes, creates positive patient experiences, and decreases health disparities. STRIDE would use the ARPA funding from Arapahoe County to develop a dental clinic in West Arapahoe County with three dental bays and three private rooms to meet the dental needs of Medicaid, uninsured, and underinsured residents. Specifically, this project will bring the following services to West Arapahoe County: Comprehensive exams, Digital x-rays, Cleanings, Fillings and sealants, Crowns, Root Canals, Dentures, Emergency care, Extractions, and Pediatric Specialty Care

Use of Evidence: Populations disproportionately affected by COVID-19 are also at higher risk for oral diseases and experience oral health and oral healthcare disparities at higher rates. Unfortunately, COVID-19 has led to closure and reduced hours of dental practices, limiting routine care and prevention. Residents of Arapahoe County, particularly those impacted by COVID-19 need access to affordable, high-quality dental services, which have all been limited due to the COVID-19 pandemic. Additionally, research published in the Journal of Clinical Periodontology reported that people with COVID-19 who had severe gum disease appeared at greater risk of more severe COVID-19 disease. According to the research, periodontitis was associated with higher risk of ICU admission, need for assisted ventilation and death of COVID-19 patients.

Performance Report Outputs (7/1/2023 – 6/30/2024):

- Number of dental care visits: 3,963
- Total number of CHC clients served: 13,368

Performance Report Outcomes: N/A

Vulnerable Populations

Project [Identification Number]: **Continue funding 3.5 TGFP for Caseworkers and Services [850302]**

Funding Amount: \$1,149,000.00

Project Expenditure Category: 2.19 - Social Determinants of Health: Community Health Workers or Benefits

Project Overview: The impacts of the pandemic are far beyond what we could have anticipated. The overall well-being of children, their parents and the at-risk and elderly, is subject to worsen as folks emerge from the pandemic. These problems relate to household finances, jobs, physical/behavioral healthcare, housing, transportation, caregiving, and well-being. They reinforce the need for strong safety net supports and access to resources that reach populations most deeply and disparately impacted by the pandemic. These additional positions provide support in a multitude of ways to reduce the risk of child and adult maltreatment. These include financial supports, social support, establishing protective factors and well-being.

Use of Evidence: These positions are providing needed services and supports to vulnerable children, families and adults. All families and individuals are referred through our Child and Adult Protection Division in the Human Services Department.

Performance Report Outputs (Since Project Inception):

- Number of adult protection screened out referrals that received services: 1,141

- Number of child welfare screened out referrals that received services: 862

Performance Report Outcomes (Since Project Inception):

- Percentage decrease in adult protection subsequent referrals: 1.5%
- Percentage decrease in adult protection subsequent cases: 81.8%
- Percentage decrease in child welfare subsequent referrals: 2.5%
- Percentage decrease in child welfare subsequent cases: 11.4%



Project [Identification Number]: Eastern Food Box Program [303730]

Funding Amount: \$285,827.17

Project Expenditure Category: 2.01 - Household Assistance: Food Programs*^

Project Overview: The Eastern Plains Food Box program provides a monthly food box valued at \$175 to seniors age 60 and over living in the I-70 corridor area of the rural Eastern Plains. Seniors receive a food box prepared by the Byers General Store based on individual needs and preferences and delivered to their homes to supplement nutritional needs while also offering the opportunity for seniors to maintain social distancing if needed or who have no access to reliable transportation in the rural area to access food.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Number of households continuously served: 85

Performance Report Outcomes: N/A

Project [Identification Number]: Food Assistance to Food Banks and Meals on Wheels [850301]

Funding Amount: \$2,700,000.00

Project Expenditure Category: 2.01 - Household Assistance: Food Programs*^

Project Overview: The Non-Profit Impact Assistance Grant provide Food Banks and Meals on Wheels Programs, who have seen in increased service demand due to the impact of COVID-19 pandemic, an opportunity to apply for Arapahoe County Funding to purchase food, supplies, equipment, and other legitimate items needed to scale up operation to meet the increased demand for their services and support the food need of Arapahoe County residents.

Use of Evidence: Food Banks are able to help fill the gap for low-income households - between the public assistance (SNAP) and the full need for adequate food supplies for low-income individuals, families and seniors. This funding helps the Food Banks meet the increased need in the community.

Performance Report Outputs (Since Project Inception):

- Number of households served: 60,261

Performance Report Outcomes: N/A



Project [Identification Number]: Friend, Family, Neighbor Childcare Collaborative [990091]

Funding Amount: \$16,200.00

Project Expenditure Category: 2.11 - Healthy Childhood Environments: Child Care*^

Project Overview: Human Services is requesting \$16,200 of ARPA funds to support a pilot program with Family, Friend, Neighbor (FFN) to train service providers for a childcare collaborative. The pilot consists of a three-month training program that provides participants (initial target audience is African immigrants and African American women) with most of the state-required training to apply for a Family Child Care Home providers' license. The funds would cover facility rental, training staff, and curriculum/materials. The intent of the program is to address a service gap in childcare providers in the County.

Use of Evidence: 9 Training Sessions Held

Performance Report: N/A

Project [Identification Number]: Gateway Domestic Violence Services - South Shelter Expansion [990088]

Funding Amount: \$1,500,000.00

Project Expenditure Category: 2.16 - Long-term Housing Security: Services for Unhoused Persons*

Project Overview This project will allow us to expand our current shelter by adding a second floor to a portion of the property which will expand the number of bedrooms by four that will be available to provide shelter to victims of domestic violence. At least two bedrooms will be suited for families. The congregate areas of the kitchen, dining and living rooms will be adapted to allow for additional social distancing. The entire re-design and expansion will be done through the lens of trauma-informed design, an approach intended to design the space that promotes comfort, healing and dignity especially as shelter guests seek a safe place as they flee from domestic violence situations. The facility mechanics will be brought up to code with a focus on improving protection from COVID-19 and other endemic issues that arise.

Use of Evidence: Gateway Staff that work at this shelter have or will be trained on the Housing First Model. We are tracking client services through CAFE (HMIS comparable data base) required by HUD.

Performance Report: While land has been secured for the project, the shelter expansion is not yet open. Performance data will be provided when the shelter expansion is operational.

Project [Identification Number]: GOALS Early Childhood Education Child Care Center [990050]

Funding Amount: \$1,200,000.00

Project Expenditure Category: 2.11 - Healthy Childhood Environments: Child Care*^

Project Overview: GOALS Early Childhood Education Child Care Center will provide renovated space for 70 year-round childcare slots (ages 0 to 5) for the GOALS program and the surrounding community. Of the 70 to be served, up to 10% (7 children) could be used by families over poverty income levels depending on the needs of the community. Approximately 90% (63) slots will be targeted for families

Project Overview: Community Resources requested \$75,000 of ARPA funds to provide 1.5 years of match funds to Via Mobility for senior transportation services (previously managed by DRCOG). Historically Arapahoe County was required to provide this to DRCOG, totaling \$41,388.89 each year. This match was previously re-allocated to cover shortages in our Senior Resources programs as well as back to the County General Fund, with Board approval. Community Resources requested the funds to assist Via Mobility for approximately 1.5 years of this match requirement while they work to increase their funding and partnerships with local municipalities throughout the County to help provide funding in the future.

Use of Evidence: DRCOG transportation services have been provided to seniors in our area for many years and have been successful in ensuring safe transportation to medical appointees, grocery shopping, etc. for those that are unable to provide it themselves due to limiting factors.

Performance Report Outputs (Since Project Inception):

- Number of households served: 405
- Number of rides provided: 7,845

Performance Report Outcomes: N/A



Project [Identification Number]: **Village Exchange Center Low Wage Workers Relief Fund [990049]**

Funding Amount: \$250,000.00

Project Expenditure Category: 1.07 - Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)^

Project Overview: Program is designed to provide one-time, \$1,500 grants to low wage workers that test positive for COVID-19 to enable them to quarantine for 14 days. The grants will ensure that they have income replacement while quarantining to assist with eliminating these folks that tested positive to not spread the disease by having to go to work.

Use of Evidence: By providing income replacement for those that have contracted the virus and enabling them to quarantine for 14 days will follow the guidance set by the CDC.

Performance Report Outputs (Since Project Inception):

- Number of participants served: 133

Performance Report Outcomes: N/A



Project [Identification Number]: **Village Exchange Center Vaccination Incentive Program [850310]**

Funding Amount: \$1,000,000.00

Project Expenditure Category: 1.01 - COVID-19 Vaccination^

Project Overview: It is suggested that some of the vulnerable populations that are choosing not to be vaccinated are low-income individuals that are concerned about the potential loss of income from becoming ill for a day or two from the vaccine. This program incentivizes this population by ensuring they would have approximately two days of income, should they become ill from the vaccine. This is

directly related to the pandemic, and the state and federal governments have implemented similar programs to encourage people to become vaccinated.

Use of Evidence: By providing income replacement for those that have contracted the virus and enabling them to quarantine for 14 days will follow the guidance set by the CDC.

Performance Report Outputs (Since Project Inception):

- Number of individuals vaccinated: 6,902

Performance Report Outcomes: N/A

Water/Sewer

Project [Identification Number]: ACWWA - Local Connections [990082]

Funding Amount: \$200,000.00

Project Expenditure Category: 5.11 - Drinking water: Transmission & Distribution

Project Overview: Inverness and ACWWA have identified several local connections that should serve as emergency drought supplies as well as emergency inter-connections in general. A total of three sets of inter-connections between ACWWA and Inverness and two SMWSA members (ACWWA-Stonegate and ACWWA-Cottonwood) need to be in place to improve the supply reliability of these Arapahoe County water providers. As our climate conditions in our region become more erratic year after year, our entities recognize the need for these emergency interconnections that could give us access to all of SMWSA members (14 total) as well as the WISE Authority members (10 total) and do so in a reliable, as well as fiscally responsible, manner. This project will help ensure reliability of service, drought harden the system, and help shift the region to renewable supplies.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Percentage of project completed: 1%

Performance Report Outcomes: N/A

Project [Identification Number]: ACWWA - Redundancy Pipeline [990080]

Funding Amount: \$500,000.00

Project Expenditure Category: 5.11 - Drinking water: Transmission & Distribution

Project Overview: Arapahoe County Water and Wastewater Authority (“ACWWA”) has identified three water mains within its distribution system where a failure could result in significant interruptions in operation. Three redundant lines have been identified on ACWWA’s Capital Improvement Plan project list and were evaluated during a recent master planning analysis. The line with the greatest impact is a 36” pipeline that conveys water from the east of ACWWA’s Service Area to the west which runs in Arapahoe Road and through the Town of Foxfield before heading further west beyond Parker Road. A failure of this pipeline would restrict the movement of water to the western side of ACWWA’s Service

Area, which include facilities such as the Centennial Medial Plaza, Centennial Airport, and the Arapahoe County Justice Center. During the high demand summer months, more than 50% of ACWWA’s total supply comes from the eastern side of its Service Area, and restricting flow to the west could lead to significant service impacts. This risk can be mitigated with the installation of a redundant pipeline from Chaparral to Foxfield. This project will help address the need to ensure reliability, drought harden the system, and continue the shift to renewable supplies. While this project is ACWWA- specific, if the County is interested in providing financial support, we would reach out to the Colorado Water Conservation Board and the City of Centennial to explore potential partnership opportunities. If this project is combined with an interconnection to Inverness’s system, it may have a benefit to Inverness as well.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Percentage of project completed: 0%

Performance Report Outcomes: N/A

Project [Identification Number]: ACWWA and Cottonwood - Iron and Manganese Treatment [990081]

Funding Amount: \$800,000.00

Project Expenditure Category: 5.1 - Drinking water: Treatment

Project Overview: Cherry Creek is a source of renewable water for more than 41,000 customers of Arapahoe County Water and Wastewater Authority (ACWWA) and Cottonwood Water and Sanitation District (Cottonwood), but the water must first be treated to remove iron and manganese in order to meet Safe Drinking Water Act (SDWA) requirements. The current treatment system can only remove 50% of these metals, resulting in water going to customers that can be discolored and of less-than-optimal taste. This project will build an additional 3.3 MGD of filtration capacity and related infrastructure that will increase the amount of water they can take from Cherry Creek to 5.3 MGD. This is a 165% increase in capacity and will improve the water quality for their customers.

Use of Evidence: N/A

Performance Report Outputs (Since project inception):

- Percentage of project completed: 0%

Performance Report Outcomes: N/A

Project [Identification Number]: ACWWA Critical Valve Replacement [990085]

Funding Amount: \$100,000.00

Project Expenditure Category: 5.11 - Drinking water: Transmission & Distribution

Project Overview: ACWWA has hundreds of valves in operations in its system. These valves are maintained to ensure proper operations. Valves are vital to manage water flow during emergencies.

ACWWA has identified some critical valves that are either in major arterioles and/or large in size that if they failed, they would cause increase damage, possible temporary flooding and possible road closures or businesses to be without water. The next critical valve to replace is a 24" value on South Chambers Rd and Fairplay.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Percentage of project completed: 0%

Performance Report Outcomes: N/A

Project [Identification Number]: ACWWA Equipping Alluvial Wells [990084]

Funding Amount: \$250,000.00

Project Expenditure Category: 5.13 - Drinking Water: Source

Project Overview: ACWWA will re-drill its most productive potable supply well, which feeds ACWWA's Joint Water Purification Plant. This will allow ACWWA to maintain adequate renewable water supply for its customers. The loss of this well would have significant impacts and jeopardize ACWWA's ability to meet peak demands during summer months.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Percentage of project completed: 0%

Performance Report Outcomes: N/A

Project [Identification Number]: ACWWA Lift Station Upgrades - Peoria [990083]

Funding Amount: \$500,000.00

Project Expenditure Category: 5.02 - Clean Water: Centralized Wastewater Collection and Conveyance

Project Overview: This project will entail the renovation of the existing lift station components that have been in service since 2000. The lift station components to be replaced are the mechanical components (valve and pumps), the electrical and instrumentation components (VFD's, level indicators, etc.) and some degraded structural components (lift rail system and grating supports). The existing pumps are the original equipment that are now experiencing reduced operational efficiency. Additional components will be a flow detection at the pump station and at the discharge point of the force main that delivers the pumped wastewaters as per the CDPHE requirements. The Lift Station is located adjacent to the Cherry Creek State Park and failure of the system could result in the overflow into the State Park. Redundant pumps and controls are included in the design.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Percentage of project completed: 60%

Performance Report Outcomes: N/A



Project [Identification Number]:	ACWWA Lift Station Upgrades - VCC [990083]
Funding Amount:	\$500,000.00
Project Expenditure Category:	5.02 - Clean Water: Centralized Wastewater Collection and Conveyance

Project Overview: Lift stations move wastewater from residential and commercial areas to our water treatment plant for proper treatment. These stations are vital for safely moving the effluent to our plant as wastewater spills can cause damage to Cherry Creek, Cherry Creek Reservoir and other environmental issues. For that reason, maintaining these lift stations is critical to the County and its residents. ACWWA's VCC Lift Station serves over 25% of ACWWA's wastewater customers including the Cottonwood Water and Sanitation District. In 2019, the VCC Lift Station suffered a catastrophic failure caused by a pipe broken by a contractor which allowed stormwater to enter the sanitary sewer system, overwhelmed the lift station design capacity, and flooded 13 residential structures. Due to ACWWA's emergency actions, ACWWA was able to prevent any notable impacts to Cherry Creek and Cherry Creek Reservoir. As a result, ACWWA has designed improvements that will increase the reliability of the lift station and provide resiliency from future natural hazards and disasters, thus adding further protection from future wastewater flooding of homes, Cherry Creek, and Cherry Creek Reservoir. The upgraded lift station also provides back-up redundancy for the City of Aurora in case of failure of the City of Aurora's Lot 15 lift station.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Percentage of project completed: 100%

Performance Report Outcomes: N/A

Project [Identification Number]:	Byers Water System Improvements [990079]
Funding Amount:	\$1,257,000.00
Project Expenditure Category:	5.11 - Drinking water: Transmission & Distribution

Project Overview: The Byers Water and Sanitation District (BWSD) serves the unincorporated town of Byers located in north central Arapahoe County, Colorado. The District's service areas provides water and wastewater service to an estimated population of 1,322 people. The distribution system is, however, limited in conveying higher demand fire flows due to small diameter piping. Service areas lying north of the Union Pacific Railroad and Interstate 70 are also vulnerable to water supply loss due to a single pipeline serving these areas. Therefore, recommended improvements include distribution system upgrades to increase fire flow deliveries and to provide redundant piping across the railroad and Interstate 70 corridors.

Use of Evidence: The project is for the installation of a new 12-inch water line from the water treatment facility to the north end of the service area. This will meet the requirements of 5.11-Drinking Water: Transmission & Treatment

Performance Report Outputs (Since Project Inception):

- Percentage of project completed: 10%

Performance Report Outcomes: N/A

Project [Identification Number]:	Countywide Water Availability Study [990074]
Funding Amount:	\$300,000.00
Project Expenditure Category:	5.08 - Clean Water: Water Conservation

Project Overview: This study would be phase 2 of the Water Supply Study that has already been initiated and which focuses on the unincorporated area generally east of I-25. The phase 2 study will expand the geographic scope to include the entire County, including Aurora and the other jurisdictions plus all the water districts in the County. Several different types of water supplies are being used by water providers in the County, including renewable water from the South Platte River, imported renewable water, and Denver Basin groundwater. By understanding the challenges to all the water districts and by making conservation, efficiency, and a more regional approach to securing water resources, we can define a strategic and Countywide approach to water. This phase 2 study would:

- Involve all cities, town and water supplier to develop a joint long-term, strategic approach to water supply and conservation for the County.
- Identify total water demand and supply for the County for forecasted growth, broken out by water provider.
- Define total water supplies, identify gaps, and recommend projects and programs to address the gaps.
- Evaluate the water districts conservation plans and identify best practices for implementation.
- Assuming that recommended projects are not able to meet the gaps, explore options for possible projects either by individual providers or as joint efforts led by the County.

Use of Evidence: N/A

Performance Report: Performance measures and data elements include per capita water use by district and water supply planning region/sub-region, estimated amount of water supply developed, under development, and made available, identification of targets for water reuse, amounts of total available surface water supply stored for subsequent years or provided as an offset to groundwater pumping, consistency between the water districts/jurisdictions’ water management plans, number of acre-feet per year saved through water conservation and efficiency projects and programs, number of aquifer storage and recovery (ASR) projects, number of development projects where specific development conditions have been applied for incorporating water conservation measures, and number of public education outreach and programs for water conservation.

Project [Identification Number]:	Inverness' Cherry Creek Project Water Authority Walker Reservoir & Infrastructure [990086]
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Funding Amount: \$229,600.00

Project Expenditure Category: 5.14 - Drinking water: Storage

Project Overview: This project will develop a new reservoir, new alluvial wells and the infrastructure needed to store and convey 155 AF/yr of renewable water supplies from Cherry Creek, near Franktown, to Inverness. This new Cherry Creek supply will give Inverness the opportunity to meet its potable demands with nearly 100% from renewable sources and secure water for drought supply as well.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Percentage of project completed: 92%

Performance Report Outcomes: N/A

Project [Identification Number]: Inverness Cherry Creek Project Water Authority Water Conveyance [990087]

Funding Amount: \$213,200.00

Project Expenditure Category: 5.11 - Drinking water: Transmission & Distribution

Project Overview: Purchase and construction of new capacity in portions of the Meridian's potable system in order to convey Inverness' renewable water supplies from Cherry Creek (155 AF/YR), stored in Rueter Hess Reservoir, to the Inverness potable system. The project will complete the last piece of infrastructure to firm our supplies with nearly 100% from renewal sources during both average and dry years.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Percentage of project completed: 28%

Performance Report Outcomes: N/A



Project [Identification Number]: Inverness Drive East Inlets [990075]

Funding Amount: \$300,000.00

Project Expenditure Category: 6.01 - Revenue Replacement: Provision of Government Services

Project Overview: Public Works and Development (PWD) partnered with Inverness Metro District on a bridge rehab on Inverness Drive East. To keep water from flowing across the bridge and affecting the bridge structure, the design called for storm sewer and inlets to address the issues. Per SEMSWA "policy" this falls back to the County (i.e., project), but they will maintain it. The County paid \$150,000 and Inverness paid \$150,000, leaving \$150,000 of ARPA funding remaining for other needs/programs, as directed by the Board of County Commissioners and/or the Executive Budget Committee. The project was very successful in terms of improving the effectiveness of the stormwater management and

efficiency. These improvements will help ensure that this bridge remains in service and meets or exceeds the expected design life of the structure.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Percentage of project completed: 100%

Project [Identification Number]: Stormwater Projects [990075]

Funding Amount: \$1,064,884.00

Project Expenditure Category: 6.01 - Revenue Replacement: Provision of Government Services

Project Overview: Public Works and Development (PWD) is replacing over 130 culverts in eastern Arapahoe County from FY21 - FY24 along the following County roads: Bradbury, County Line, Calhoun, Jolly, Woodis, Yale, Monahan, Ridge, Wolf Creek, Strasburg, Piggot, Headlight, Exmoor, Wall, Bixler, East, Bartlet, Deter-Winters, Serena, Huntington, Kalcevic, and Knutdson. They were originally budgeted for in the Road and Bridge fund, but using ARPA funds for these costs frees up those budgeted funds for other maintenance activities. PWD have successfully completed three years of projects (2021, 2022, 2023) and is actively working to complete the remaining projects in 2024. PWD expect to fully satisfy their obligations, completing all previously identified projects by November 2024. To date, PWD have significantly improved the County's stormwater infrastructure system with the financial investment of \$840,000. All completed projects meet or exceed industry standards. In addition, the culvert condition ratings will be adjusted accordingly to reflect replacement of deteriorated infrastructure and updated in our asset management system.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Percentage of project completed: 75%

Revenue Loss/General Government Expenditures

Project [Identification Number]: Revenue Loss/General Government Services [990068]

Funding Amount: \$49,687,892.00

Project Expenditure Category: 6.01 - Revenue Replacement: Provision of Government Services

Project Overview: This project is to reflect the County's use of calculated revenue loss funds per Treasury Department guidance to be used on expenditures related to general government services. Of this allocation, the County allocated \$275,000 to provide employees who are required to work in the office a one-time stipend of \$400 to compensate for increased gas prices and inflation during 2022. The pandemic caused the fragmentation of the multi-county public health department and \$2.9 million of this amount was allocated for one-time transition costs of the new single-county health department. Reimbursement of salary and benefit costs of essential public safety employees allowed the County to invest \$30 million in funding to the ongoing effort renovate the medical, mental health, kitchen, and laundry facilities at the detention center. Further, \$6.4 million of this revenue loss allocation was utilized

for FY 2023 budget items such as deferred capital maintenance of County facilities and other one-time investments.

Use of Evidence: N/A

Performance Report Outputs (Since Project Inception):

- Number of public employees receiving the gasoline stipend: 608

Performance Report Outcomes: N/A