

# Jefferson County Recovery Plan

## State and Local Fiscal Recovery Funds

### 2021 Report

Note: The Recovery Plan Performance Report will provide the public and Treasury information on the projects that recipients are undertaking with program funding and how they are planning to ensure program outcomes are achieved in an effective, efficient, and equitable manner. While this template includes the minimum requirements for the Recovery Plan, each recipient is encouraged to add information to the plan that they feel is appropriate to provide information to their constituents on efforts they are taking to respond to the pandemic and promote an equitable economic recovery.

Each jurisdiction may determine the general form and content of the Recovery Plan, as long as it meets the reporting requirements, and recipients are encouraged to tailor this template to best meet their needs. Use of infographics, tables, charts, pictures, case studies, and other explanatory elements are encouraged.

## Notes on using this template

All States and territories, and metropolitan cities and counties with a population that exceeds 250,000 residents that are recipients of State and Local Fiscal Recovery Funds (SLFRF) awards are required to produce a Recovery Plan Performance Report (the “Recovery Plan”). The Recovery Plan provides information on the recipient’s projects and how they plan to ensure program outcomes are achieved in an effective and equitable manner. It will include key performance indicators identified by the recipient and some mandatory indicators identified by Treasury. Each annual Recovery Plan must be posted on the public-facing website of the recipient by or on the same date that the recipient submits the report to Treasury.

The initial Recovery Plan will cover the period from the date of award to July 31, 2021 and must be submitted to Treasury by August 31, 2021. Thereafter, the Recovery Plan will cover a 12-month period and recipients will be required to submit the report to Treasury within 30 days after the end of the 12-month period (by July 31).

Annual Report	Period Covered	Due Date
1	Award Date – July 31, 2021	August 31, 2021
2	July 1, 2021 – June 30, 2022	July 31, 2022
3	July 1, 2022 – June 30, 2023	July 31, 2023
4	July 1, 2023 – June 30, 2024	July 31, 2024
5	July 1, 2024 – June 30, 2025	July 31, 2025
6	July 1, 2025 – June 30, 2026	July 31, 2026
7	July 1, 2026 – December 31, 2026	March 31, 2027

### **Instructions:**

This document is meant as a suggested template for applicable SLFRF recipients to assist them in submitting their Recovery Plan. Recipients should consult the SLFRF Guidance on Recipient Compliance and Reporting Responsibilities (Reporting Guidance) located at <https://home.treasury.gov/system/files/136/SLFRF-Compliance-and-Reporting-Guidance.pdf> for detailed guidance on the submission of this report.

Treasury encourages Recipients to tailor this report to best meet their needs in terms of format and content. Treasury recommends the use of infographics, tables, charts, pictures, case studies, and other explanatory elements in describing their programs.

*Text in italics* represents the requirements from the Reporting Guidance and is meant to serve as a reference as recipients prepare their Recovery Plan. This instructions page and the *text in italics* should be removed before the final transmitted report is published and submitted to Treasury.

Additional information around Expenditure Categories is located in Appendix 1 of the Reporting Guidance.

### **For More Information**

More information about the State and Local Fiscal Recovery Fund program and associated reporting requirements are located at [www.treasury.gov/SLFRP](http://www.treasury.gov/SLFRP) .

Questions on reporting, eligible uses, or other general topics should be directed to [SLFRP@treasury.gov](mailto:SLFRP@treasury.gov).

**Jefferson County**  
**2021 Recovery Plan**

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## GENERAL OVERVIEW

### **Executive Summary**

*In this section, provide a high-level overview of the jurisdiction's intended and actual uses of funding including, but not limited to: the jurisdiction's plan for use of funds to promote a response to the pandemic and economic recovery, key outcome goals, progress to date on those outcomes, and any noteworthy challenges or opportunities identified during the reporting period. See Section C(1) on page 24 of the Reporting Guidance for additional information.*

Jefferson County will use American Rescue Plan funds for COVID-19 expenses in a manner that meets community and county needs. The county will also seek out alternate funding sources for proposed projects to ensure ARPA funds provide the county with maximum financial flexibility. Jefferson County is establishing data-driven decision-making processes to assess community needs that make meaningful impacts to our most vulnerable and underserved communities.

Community engagement surveys are being conducted to help us better understand the needs of the community. Prioritization of internal department needs are evaluated through Jefferson County's Vision and Strategic Outcomes, along with the US Treasury guidelines.

The seven Strategic Outcomes considered are:

- Create Safe, Healthy, and Thriving Communities
- Enhance Inclusive Community Engagement
- Ensure Responsible Growth and Development
- Protect Natural Resources and Our Environment
- Strengthen Public Facilities and Infrastructure
- Operate as an Employer of Choice
- Provide Innovative, Equitable, and Effective Services

Key goals include support for community members impacted by COVID-19, such as unemployment and industry skills gaps. The funds will be used to support self-sufficiency of people and organizations while addressing root causes of needs. We will strive for transformative system changes where possible, rather than providing a one-time "band-aid" that temporarily treats the symptoms. For example, rather than providing a financial payment to unemployed or underemployed workers, a goal might be to fund programs that reduce the skills gap so that such an individual can gain a certification that will help them build a sustainable career. At the same time, we recognize there may be some emergent short-term needs that require funding while long-term solutions are developed.

Internal County department needs will be viewed through the following lens.

- Is the proposed use aligned with Jefferson County Strategic Outcomes and eligible under ARPA rules?
- How does the request support COVID recovery efforts within the county or the larger Jefferson County community?
- Which requests have the greatest impact or most improve equity?
- By spending this money right now, will operations be sustainable going forward? Does it create operational savings or help generate additional revenue?
- Does funding fix the problem or will the same problem exist in 2025?

Another essential goal is to protect the health and well-being of all Jefferson County community members and visitors. This is accomplished through coordinating preparedness and response efforts with state and local public health departments to prevent, prepare for, and respond to COVID-19. Meeting these needs may consist of both addressing immediate emergency response needs and driving transformative efforts to reduce public health inequities.

## Uses of Funds

*Describe in further detail your jurisdiction's intended and actual uses of the funds, such as how your jurisdiction's approach would help support a strong and equitable recovery from the COVID-19 pandemic and economic downturn. Describe any strategies employed to maximize programmatic impact and effective, efficient, and equitable outcomes. Given the broad eligible uses of funds and the specific needs of the jurisdiction, explain how the funds would support the communities, populations, or individuals in your jurisdiction. Address how you are promoting each of the following Expenditure Categories, to the extent they apply:*

Jefferson County is evaluating the Expenditure Categories in a collaborative approach with the community, business leaders, and internal departments. Our goal is to fully understand the overarching needs and determine if those requests represent an eligible use of the funds. Along with the Expenditure Categories, requests will be evaluated to ensure they meet at least one of Jefferson County's Strategic Outcomes. Through mindful strategic planning and analysis, the funds will be expended to align with these categories to achieve COVID-19 recovery.

- a. *Public Health (EC 1)*
- b. *Negative Economic Impacts (EC 2)*
- c. *Services to Disproportionately Impacted Communities (EC 3)*
- d. *Premium Pay (EC 4)*
- e. *Water, sewer, and broadband infrastructure (EC 5)*
- f. *Revenue Replacement EC 6)*

Jefferson County is evaluating potential expenditures using the following criteria:

- ARPA eligibility rules
- Relation to COVID-19 recovery
- Jefferson County Strategic Outcomes
- True Recovery: One-time vs ongoing expenses – since this funding is one-time, it should be used to truly solve one-time needs rather than only temporarily meeting ongoing needs
- Relative impact
- Impact on Equity

One key short-term need the county has faced has been increasing staffing to deal with immediate workload increases tied directly to the COVID-19 pandemic. These immediate needs have included:

- Continued Public Health response to COVID-19
- Administration of federal relief funds
- Increased legal representation
- Increased processing of emergency assistance payments

- Technology and operational changes to facilitate ongoing hybrid work and service environments

Jefferson County is aware that there are other potential funding sources that may help finance programs and other ARP requests. To that end, we are investigating alternative funding sources to be used in addition to or in conjunction with the American Rescue Plan funds. Some of these alternate sources include Emergency Rental Assistance, Housing Assistance, pending federal infrastructure legislation, and expected State of Colorado programs addressing COVID impacts. Our goal will be to leverage all funding sources in order to maximize the impact of the funds. The county will consider these alternative funding sources as we move forward with recommending and prioritizing requests, working towards maximizing impact and equity.

*Where appropriate, include information on your jurisdiction's use (or planned use) of other federal recovery funds including other programs under the American Rescue Plan such as Emergency Rental Assistance, Housing Assistance, and so forth, to provide broader context on the overall approach for pandemic recovery.*

*See Section C(2) on page 24 of the Reporting Guidance for additional information.*

### **Promoting equitable outcomes**

*In this section, describe efforts to date and intended outcomes to promote equity. Each annual report to follow must provide an update, using qualitative and quantitative data, on how the recipients' approach achieved or promoted equitable outcomes or progressed against equity goals during the performance period.*

*Describe efforts to promote equitable outcomes, including how programs were designed with equity in mind. Include how your jurisdiction will consider and measure equity at the various stages of the program, including:*

- Goals: Are there particular historically underserved, marginalized, or adversely affected groups that you intend to serve?*
- Awareness: How equal and practical is the ability for residents or businesses to become aware of the services funded by the SLFRF?*
- Access and Distribution: Are there differences in levels of access to benefits and services across groups? Are there administrative requirements that result in disparities in ability to complete applications or meet eligibility criteria?*
- Outcomes: Are intended outcomes focused on closing gaps, reaching universal levels of service, or disaggregating progress by race, ethnicity, and other equity dimensions where relevant for the policy objective?*

*Describe how your jurisdiction's planned or current use of funds prioritizes economic and racial equity as a goal, names specific targets intended to produce meaningful equity results at scale, and articulates the strategies to achieve those targets. Explain how your jurisdiction's overall equity strategy translates into the specific services or programs offered by your jurisdiction in the following Expenditure Categories:*

- Negative Economic Impacts (EC 2): assistance to households, small businesses, and non-profits to address impacts of the pandemic, which have been most severe*

*among low-income populations. This includes assistance with food, housing, and other needs; employment programs for people with barriers to employment who faced negative economic impacts from the pandemic (such as residents of low-income neighborhoods, minorities, disconnected youth, the unemployed, formerly incarcerated people, veterans, and people with disabilities); and other strategies that provide disadvantaged groups with access to education, jobs, and opportunity.*

- b. Services to Disproportionately Impacted Communities (EC 3): services to address health disparities and the social determinants of health, build stronger neighborhoods and communities (e.g., affordable housing), address educational disparities (e.g., evidence-based tutoring, community schools, and academic, social-emotional, and mental health supports for high poverty schools), and promote healthy childhood environments (e.g., home visiting, child care).*

*Describe your jurisdiction's efforts to date and intended outcomes to promote equity using qualitative and quantitative data on how the jurisdiction's approach achieved or promoted equitable outcomes or progressed against equity goals. Describe any constraints or challenges that impacted project success in terms of increasing equity.*

Jefferson County is invested both in ensuring any programs enacted using ARPA funding are conducted equitably and in funding programs that specifically address existing inequities.

Jefferson County plans to hire an ARPA Equity Coordinator with the possibility to hire a second coordinator, if the need to do so is demonstrated. This individual will be an equity subject matter expert to consult with and support the Rescue Team for all COVID-19 recovery projects. These roles will be housed in the EDI Program under the Jeffco EDI Program Manager. One position will be initially hired to focus on developing methods for Jefferson County to support decision-making teams working on projects and programs related to ARPA. Once programs are selected for funding, this role will collaborate to institute a recommended framework around monitoring and evaluation while also advising ways to foster enhanced inclusive community engagement.

This position will be instrumental in developing metrics specific to ARPA impacts. To the extent that current equity metrics are available, the coordinator will utilize and build on that work. Data will be used to evaluate equitable outcomes, provide insight, and will be foundational in creating best practices for distribution of ARPA funds. This evaluation will be in alignment with the evidence-based criteria outlined in federal guidelines. This information will be shared with the Rescue Team and county leadership to enable adjustments to ARPA funding priorities and operations to better address equity.

Overall, the collaboration between the equity coordinator and the Rescue Team and other departments will ensure Jefferson County follows Executive Order 13895's guidance in working to advance equity to all, including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality.

*Describe the geographic and demographic distribution of funding, including whether it is targeted toward traditionally marginalized communities.*

*See Section C(3) on pages 24 and 25 of the Reporting Guidance for additional information.*

## **Community Engagement**

*Describe how your jurisdiction's planned or current use of funds incorporates written, oral, and other forms of input that capture diverse feedback from constituents, community-based organizations, and the communities themselves. Where relevant, this description must include how funds will build the capacity of community organizations to serve people with significant barriers to services, including people of color, people with low incomes, limited English proficiency populations, and other traditionally underserved groups.*

*See Section C(4) on page 25 of the Reporting Guidance for additional information.*

Jefferson County is in the process of conducting three community engagement surveys to better understand current needs related to COVID-19, its impacts, and existing inequities. These surveys are specifically targeted at individuals in diverse groups who live or work in Jefferson County, businesses, and non-profit organizations. These surveys are being conducted by a local, female-owned company that will break down the survey responses by demographic categories to differentiate needs as identified by segments of the community. We also have set up a "suggestion box" on the County website to ensure anyone can submit an idea for a way to spend ARPA funds. The survey results will be available to the County in late summer or fall to assist in the identification of spending priorities, using this community input as a guide alongside the expertise of county staff. In addition, focus groups and roundtables are being held with the business community in Jefferson County to better understand the ongoing pressures on local businesses.

## **Labor Practices**

*Describe workforce practices on any infrastructure projects being pursued (EC 5). How are projects using strong labor standards to promote effective and efficient delivery of high-quality infrastructure projects while also supporting the economic recovery through strong employment opportunities for workers? For example, report whether any of the following practices are being utilized: project labor agreements, community benefits agreements, prevailing wage requirements, and local hiring.*

*See Section C(5) on page 25 of the Reporting Guidance for additional information.*

One of Jefferson County's Strategic Outcomes is to continuously focus on enhancing infrastructure resiliency, creating versatile spaces and amenities for residents and visitors to enjoy, and ensuring ease of movement within the County. We recognize that one of the allowable uses of funds is to make necessary investments in water, sewer, or broadband infrastructure. In addition, the State of Colorado is working to improve infrastructure. We are also investigating improved access to broadband, water, stormwater, and sewer infrastructure within our County. We are exploring opportunities to partner with other public entities to maximize use of our resources and avoid duplication of efforts. Once we have determined which infrastructure projects will be supported by Jefferson County ARPA funds, we will be able to give more information on planned workforce practices.

## **Use of Evidence**



Identify whether SLFRF funds are being used for evidence-based interventions and/or if projects are being evaluated through rigorous program evaluations that are designed to build evidence. Specifically, in this section, recipients should describe their overall approach for using evidence and evaluation, including how a Learning Agenda (either narrowly focused on SLFRF or broadly focused on the recipient's broader policy agenda) could support their overarching evaluation efforts in order to create an evidence-building strategy for their jurisdiction. However, detailed evidence information for each project should be included in the Project Inventory (see details in the Project Inventory section below).

See Section C(6) on page 26 of the Reporting Guidance for additional information.

As stated earlier and throughout this report, we are still in the process of researching which projects to support. We will evaluate economic data; review county department and community needs; and utilize residential, business, special district, and county surveys. Also, projects will be evaluated upon how they meet Treasury guidelines on the use of funds and Jefferson County's Strategic Outcomes. With this information, we will develop our priority list, begin allocating funds and designing program specifics using evidence-based understanding of interventions most likely to address determined needs. Once we reach the stage of designing programs, we will incorporate the use of metrics to continuously evaluate program success. Jefferson County is also in the process of determining metrics to measure our progress towards our county-wide strategic goals. We plan to align our evaluation of ARPA funded projects with improving these still-to-be-determined metrics.

### Table of Expenses by Expenditure Category

In this section, list the amount of funds used in each Expenditure Category. The table should include cumulative expenses to date within each category, and the additional amount spent within each category since the last annual Recovery Plan.

Jurisdictions may modify the table as needed by deleting unused rows where they have not expended any funds or by adding columns to more clearly characterize their program expenditures over time.

For the initial Recovery Plan, the amounts listed for "Cumulative expenditures to date" and "Amount spent since last Recovery Plan" will be equal.

Category		Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
1	Expenditure Category: Public Health		
1.1	COVID-19 Vaccination		
1.2	COVID-19 Testing		
1.3	COVID-19 Contact Tracing		
1.4	Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, etc.)		
1.5	Personal Protective Equipment		
1.6	Medical Expenses (including Alternative Care Facilities)		

Category		Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
1.7	Capital Investments or Physical Plant Changes to Public Facilities that respond to the COVID-19 public health emergency		
1.8	Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)		
1.9	Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to COVID-19		
1.10	Mental Health Services		
1.11	Substance Use Services		
1.12	Other Public Health Services		
2	Expenditure Category: Negative Economic Impacts		
2.1	Household Assistance: Food Programs		
2.2	Household Assistance: Rent, Mortgage, and Utility Aid		
2.3	Household Assistance: Cash Transfers		
2.4	Household Assistance: Internet Access Programs		
2.5	Household Assistance: Eviction Prevention		
2.6	Unemployment Benefits or Cash Assistance to Unemployed Workers		
2.7	Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)		
2.8	Contributions to UI Trust Funds*		
2.9	Small Business Economic Assistance (General)		
2.10	Aid to nonprofit organizations		
2.11	Aid to Tourism, Travel, or Hospitality		
2.12	Aid to Other Impacted Industries		
2.13	Other Economic Support		
2.14	Rehiring Public Sector Staff		
3	Expenditure Category: Services to Disproportionately Impacted Communities		
3.1	Education Assistance: Early Learning		
3.2	Education Assistance: Aid to High-Poverty Districts		
3.3	Education Assistance: Academic Services		
3.4	Education Assistance: Social, Emotional, and Mental Health Services		
3.5	Education Assistance: Other		
3.6	Healthy Childhood Environments: Child Care		
3.7	Healthy Childhood Environments: Home Visiting		

Category		Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
3.8	Healthy Childhood Environments: Services to Foster Youth or Families Involved in Child Welfare System		
3.9.	Healthy Childhood Environments: Other		
3.10	Housing Support: Affordable Housing		
3.11	Housing Support: Services for Unhoused persons		
3.12	Housing Support: Other Housing Assistance		
3.13	Social Determinants of Health: Other		
3.14	Social Determinants of Health: Community Health Workers or Benefits Navigators		
3.15	Social Determinants of Health: Lead Remediation		
3.16	Social Determinants of Health: Community Violence Interventions		
4	Expenditure Category: Premium Pay		
4.1	Public Sector Employees		
4.2	Private Sector: Grants to other employers		
5	Expenditure Category: Infrastructure		
5.1	Clean Water: Centralized wastewater treatment		
5.2	Clean Water: Centralized wastewater collection and conveyance		
5.3	Clean Water: Decentralized wastewater		
5.4	Clean Water: Combined sewer overflows		
5.5	Clean Water: Other sewer infrastructure		
5.6	Clean Water: Stormwater		
5.7	Clean Water: Energy conservation		
5.8	Clean Water: Water conservation		
5.9	Clean Water: Nonpoint source		
5.10	Drinking water: Treatment		
5.11	Drinking water: Transmission & distribution		
5.12	Drinking water: Transmission & distribution: lead remediation		
5.13	Drinking water: Source		
5.14	Drinking water: Storage		
5.15	Drinking water: Other water infrastructure		
5.16	Broadband: "Last Mile" projects		
5.17	Broadband: Other projects		
6	Expenditure Category: Revenue Replacement		
6.1	Provision of Government Services		
7	Administrative and Other		
7.1	Administrative Expenses	206,369	206,369

Category		Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
7.2	Evaluation and data analysis		
7.3	Transfers to Other Units of Government		
7.4	Transfers to Nonentitlement Units (States and Territories only)		

See Section C(7) on page 27 of the Reporting Guidance for additional information.

### Project Inventory

*In this section, jurisdictions should provide a description of each project undertaken. See Section C(8) on page 27 of the Reporting Guidance for additional information. Below is an example of how to present the information noted in the Reporting Guidance, which incorporates project details as well as evidence and performance measure information outlined in the relevant sections above. This information should be replicated for all of the jurisdiction’s projects.*

#### **Example Project**

Project [Identification Number]: [Project Name]

Funding amount: [Funding amount]

Project Expenditure Category: [Category number, Category Name]

#### Project overview

- A description of the project that includes an overview of the main activities of the project, the approximate timeline, primary delivery mechanisms and partners, if applicable, and intended outcomes.
- Link to the website of the project if available
- How project contributes to addressing climate change (for infrastructure projects under EC 5)

#### Use of Evidence

- Briefly describe the goals of the project, and whether SLFRF funds are being used for evidence-based interventions, the evidence base for the interventions, and/or if projects are being evaluated through rigorous program evaluations that are designed to build evidence. If a recipient is conducting a program evaluation in lieu of reporting the amount of spending on evidence-based interventions, they must describe the evaluation design (see Reporting Guidance for additional details that should be included).
- Identify the dollar amount of the total project spending that is allocated towards evidence-based interventions for each project in the Public Health (EC 1), Negative Economic Impacts (EC 2), and Services to Disproportionately Impacted Communities (EC 3) Expenditure Categories.

See Section C(6) on page 26 of the Reporting Guidance for additional information.

## **Additional Projects**

Project [Identification Number]: [Project Name]

Funding amount: [Funding amount]

Project Expenditure Category: [Category number, Category Name]

We have not yet determined which projects we will be undertaking except for the addition of County staff in areas that have been impacted by COVID.

**Project:** Grant Team to handle execution of ARPA Funds - The “Rescue Team” was created to support our community through the distribution of the ARPA funds by providing budget recommendations, stewardship, fiscal oversight, and compliance with federal regulations.

**Planned Total Funding Amount:** \$ 3,783,774

**Project Expenditure Category:** 7.1 Administrative Expenses

**Project:** Additional Litigation Attorney - 1.0 temporary litigation attorney to assist with defense of COVID-19 inmate lawsuits filed against the Sheriff’s Office and assist with anticipated increase of tax appeals also related to COVID-19

**Planned Total Funding Amount:** \$315,872

**Project Expenditure Category:** 7.1 Administrative Expenses

**Project:** Rescue Contract Attorney - .5 temporary transactional/contract attorney to assist in creating contracts for programs that will be created in response to American Rescue Plan Act of 2021 (ARPA)

**Planned Total Funding Amount:** \$153,394

**Project Expenditure Category:** 7.1 Administrative Expenses

## Performance Report

- *For the Project Inventories in Section 8, include key performance indicators for your jurisdiction’s major SLFRF funded projects. Report key performance indicators for each project, or group projects with substantially similar goals and the same outcome measures. Jurisdictions may choose to include some indicators for each individual project as well as crosscutting indicators. Include both output and outcome measures. See Section C(9) on page 27 of the Reporting Guidance for additional information.*
- *In addition, you must include the mandatory performance indicators if your jurisdiction has projects in the relevant areas (this information may be included in each recipient’s Recovery Plan as they determine most appropriate). Provide data disaggregated by race, ethnicity, gender, income, and other relevant factors, if possible. Data should be presented in a table and each annual report should include updated data for the performance period as well as prior period data.*
  - a. *Household Assistance (EC 2.2 & 2.5) and Housing Support (EC 3.10-3.12):*
    - *Number of people or households receiving eviction prevention services (including legal representation)*
    - *Number of affordable housing units preserved or developed*
  - b. *Negative Economic Impacts (EC 2):*
    - *Number of workers enrolled in sectoral job training programs*

- *Number of workers completing sectoral job training programs*
- *Number of people participating in summer youth employment programs*
- c. *Education Assistance (EC 3.1-3.5):*
  - *Number of students participating in evidence-based tutoring programs*
- d. *Healthy Childhood Environments (EC 3.6-3.9):*
  - *Number of children served by childcare and early learning (pre-school/pre-K/ages 3- 5)*
  - *Number of families served by home visiting*

*See Section C(10) on page 27 of the Reporting Guidance for additional information.*

As we are still in the needs assessment phase, we have not yet allocated funding to any major projects with the exception of adding staff in areas within county government that have been impacted by COVID. When we have analyzed the data we are collecting, finished prioritizing the projects, made recommendations to our elected board and received approval from them, we will be able to provide information on key performance indicators. However, we do note that the Rescue Team will support annual single audits by the county's independent auditor to ensure the use of ARPA funds has followed both the U.S. Treasury's final rule and the original legislative text.