

Arapahoe County, Colo.
Draft Recovery Plan

**State and Local Fiscal Recovery
Funds**

2021 Report

Arapahoe County, Colo.
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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 .

Questions on reporting, eligible uses, or other general topics should be directed to SLFRP@treasury.gov.

GENERAL OVERVIEW

Executive Summary

Arapahoe County, Colo. is one of Colorado's fastest growing counties, with more than 655,000 residents. By 2030, about 800,000 are projected to live here, which would make us the most populous county in the metro area, surpassing the City and County of Denver. The 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.

The County is home to 13 cities and towns, nine school districts and 450 local improvement and special service districts. It also has one of the lowest property tax mill levies in the state. Arapahoe County is home to some of the nation's largest companies, representing the aerospace and defense, biosciences, broadband, construction, engineering, financial services, healthcare, hospitality, information technology and advanced manufacturing industries, among others. The County is also home to Centennial Airport, one of the 10 busiest general aviation airports in the nation.

The COVID-19 pandemic has 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 2 million items of personal protective equipment, coordinated public health response, and supported several stand-alone testing sites.

When the federal government distributed funds from the Coronavirus Aid, Relief, and Economic Security (CARES) Act in May 2020, Colorado, like most of the U.S., was deep into the extended shutdowns and resulting loss of income and revenue, which forced all County departments and stakeholders to act quickly and nimbly to determine where the relief should go. The County adopted a response and recovery plan to help guide these one-time federal fund investments under the CARES Act and implemented the Arapahoe County CARES program to help disperse the funds. This meant establishing new assistance programs on the fly or expanding existing offerings, all while operating in an unfamiliar remote work environment—while still providing all normal County services to residents and businesses.

Without this funding, the County would have been unable to cover costs that were necessary to respond to the public health emergency related to COVID-19 given our limited financial resources. For example:

- \$15.3 million in direct business grants to nearly 870 businesses,
- \$1.4 million for businesses to secure PPE supplies, remote work buildout and COVID safety training,
- \$6 million to our nine school districts for PPE supplies and remote learning assets,
- \$3.95 million to cover increased staffing, PPE and remote work supplies for the health department,
- \$3.28 million to create an Alternate Care Facility in case of hospital overcrowding,
- \$1.3 million for COVID testing and first responder medical studies,
- \$441,900 for rental or mortgage assistance to provide 311 months of expenses for 165 households, and

- \$56.5 million to municipalities that were ineligible to receive direct funding to support localized needs.

The passage of the American Rescue Plan Act (ARPA) enabled the County to spend some funds during this performance reporting period to continue critical safety net programs – such as providing support to food insecurity providers as well as housing vouchers - that but for additional one-time funding likely would have ended.

Arapahoe County recognized these one-time federal funds represent a one-time opportunity to make strategic and impactful investments to achieve our established goal: a full recovery from COVID-19, effectively balancing health, safety, and the economy.

As a result, Arapahoe County is currently updating its response and recovery plan to meet the evolving nature of the COVID-19 pandemic and ensure goal alignment. As such, this performance plan should be considered as a draft document, which will be updated within 60 days after approval by our governance body, the Arapahoe County Board of Commissioners (Board).

To achieve the stated goal, Arapahoe County has established the following objectives:

- Support the economic recovery of our residents and businesses across the county, including rebuilding and/or enhancing the tax base.
- Protect the health and well-being of county employees.
- Increase access to testing and vaccinations.
- Support the most vulnerable across the county.
- Educate about personal responsibility, situational awareness, and preventive actions to reduce transmission, supporting high-risk populations to minimize risk and remain in safe environments.
- Fund direct COVID-19 costs in a manner that minimizes county liability, recognizing multiple grant streams and funding opportunities.
- Secure Arapahoe County’s fiscal health, leveraging one-time funds and grants to improve sustainability of the county’s budgetary position.
- 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.
- Leverage data-driven decision-making models to assess public health, economic recovery, and funding impacts.

As the County implements specific programs and strategies to accomplish these objectives, we will consider the following:

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

- Coordinate with municipal partners across the county.
- Coordinate 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.
- Consider geographic and socioeconomic equity in decision-making.
- Seek innovative programs/ideas and long-term (vs. short term) investments.
- In the disaster management models, recovery scales into preparation for the next likely event.

Like previous one-time federal funding, the Board has adopted an initial list of broad programmatic areas – which we call “buckets” – where funding could be allocated over the course of the next several years, including:

- Vulnerable Populations
- Business Support
- Public Health
- COVID Response (direct costs associated with the pandemic)
- County Operations
- Emergency Preparedness
- Homelessness (including housing and programmatic support)
- Capital Investments (such as water, wastewater and broadband projects)
- Mental Health
- Education

Based on the guidance issued by the U.S. Treasury, the County has begun populating potential ideas under each of these categories and conducted stakeholder outreach to generate additional ideas for consideration. Based on information received to date, Arapahoe County is completing additional research into potential programs and services, as well as developing evaluation criteria for future investments.

Arapahoe County anticipates finalizing its Response and Recovery Plan no later than Q4 2021. As such, this performance plan should be considered as a draft document, which will be updated within 60 days after approval by our governance body, the Arapahoe County Board of Commissioners.

Uses of Funds

Arapahoe County has established countywide objectives for programmatic funding considerations to help determine distribution of one-time federal funds from ARPA and the Emergency Rental Assistance (ERA) legislation. The County is seeking to maximize available funding in alignment with legislative text and U.S. Treasury Department guidance. The County anticipates finalizing our funding utilization approach by Q4 2021 and will update this plan accordingly.

Initially, the County programmed approximately \$17.5 million of general fund to continue pandemic-related programs and services in 2021. As result of ARPA and ERA, the County will be able to allocate these one-time program costs to ARPA or ERA, reducing negative impacts to the County's general fund and maximizing the Board's ability to address general government needs in the 2022 budget process. Approximately \$TK million in ARPA funds have been spent to continue programs and services in the areas of Public Health (EC 1) and Services to Disproportionally Impacted Communities (EC 3).

Promoting equitable outcomes

Arapahoe County is one of Colorado's fastest growing counties and one of the most diverse, with more than 650,000 residents. According to initial data from the 2020 U.S. Census, 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 percent of County residents identify as Hispanic/Latino. Nearly 8,700 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. The County's unemployment rate remains at 6.6 percent, which is higher than the state of Colorado.

Arapahoe County has a history of successfully targeting resources to serve historically underserved populations. One of the key considerations adopted by the Board of County Commissioners within the current draft recovery plan is to consider geographic and socioeconomic equity in our decision-making process. Approximately \$TK million in ARPA funds have been spent to continue Services to Disproportionally Impacted Communities (EC 3). As we finalize our recovery plan document, additional information will be provided on how Arapahoe County intends to promote equitable outcomes.

Community Engagement

Throughout late July and August 2021, Arapahoe County has conducted 14 outreach meetings with key stakeholders across the region. Stakeholders represented individuals that work with, interact, or represent vulnerable populations, homelessness, businesses, emergency preparedness, K-12 and post-secondary education, public health, behavioral health, food insecurity, older adults, BIPOC communities, municipalities, water and wastewater providers, and special districts.

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.

Key themes and specific ideas identified during these outreach sessions will be incorporated into Arapahoe County’s final recovery plan.

Labor Practices

Arapahoe County has not determined whether infrastructure projects will be advanced as part of the final recovery plan. Additional information will be provided following adoption by the Board of County Commissioners.

Use of Evidence

Arapahoe County has not determined which interventions or programs will be advanced as part of the final recovery plan beyond the initial programmatic areas under consideration. Additional information will be provided following adoption by the Board of County Commissioners.

Table of Expenses by Expenditure Category

Category		Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
1	Expenditure Category: Public Health		
1.1	COVID-19 Vaccination	1,425	1,425
1.2	COVID-19 Testing	241,372	241,372
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)		
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)	571,861	571,861
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	8,993	8,993
2	Expenditure Category: Negative Economic Impacts		
2.1	Household Assistance: Food Programs	239,000	239,000

Category		Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
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)	4,462,887	4,462,887
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	33,848	33,848
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		
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	83,035	83,035
3.15	Social Determinants of Health: Lead Remediation		

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

Project Inventory

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

Funding amount: \$7,000,000

Project Expenditure Category: 2.9 Small Business Economic Assistance (General)

Project Overview

Arapahoe County is administering a Rent Rescue Grant Program to support our small- and medium-sized businesses throughout our communities. If the business is behind on commercial lease payments and has closed its doors or dramatically limited operations due to Public Health Orders related to COVID-19, grant funding will be made available provided the business meets all the eligibility criteria and requirements. Business eligibility includes, among others, employers under 500 employees, for-profit businesses that have lost at least 25% of its income due to COVID-19 pandemic and are in good standing with the state, and first priority will be given to those businesses with the most severe impact from the pandemic.

Use of Evidence

Arapahoe County has not determined which interventions or programs will be advanced as part of the final recovery plan beyond the initial programmatic areas under consideration and this one that has been continued from earlier pandemic relief efforts. Additional information on these programmatic approaches will be provided following adoption by the Board of County Commissioners.

Project [Identification Number]: Business PPE Grants [303714]

Funding amount: \$100,000

Project Expenditure Category: 2.9 Small Business Economic Assistance (General)

Project Overview

Provide grants to businesses within Arapahoe County that have been negatively impacted by the COVID-19 public health emergency and/or have had their operations limited or were closed due to public health orders. Expenditures for businesses to provide personal protective equipment (PPE) for employees, disinfect, clean, and modify their businesses in order to reopen and comply with public health orders will be reimbursed to eligible businesses.

Use of Evidence

Arapahoe County has not determined which interventions or programs will be advanced as part of the final recovery plan beyond the initial programmatic areas under consideration and this one that has been continued from earlier pandemic relief efforts. Additional information on these programmatic approaches will be provided following adoption by the Board of County Commissioners.

Project [Identification Number]: GPS Monitoring Support [303714]

Funding amount: \$200,000

Project Expenditure Category: 2.13 Other Economic Support

Project Overview

The economic impact of the COVID-19 public health emergency has resulted in some persons sentenced by the courts to wear GPS monitors not being able to fund this monitoring due to unemployment and other pandemic-induced financial hardship. To make sure this important program can be continued the County will provide supplemental funding to the GPS monitoring vendor to allow this monitoring to continue.

Use of Evidence

Arapahoe County has not determined which interventions or programs will be advanced as part of the final recovery plan beyond the initial programmatic areas under consideration and this one that has been continued from earlier pandemic relief efforts. Additional information on these programmatic approaches will be provided following adoption by the Board of County Commissioners.

Project [Identification Number]: Community COVID Testing [550097]

Funding amount: \$1,000,000

Project Expenditure Category: 1.2 COVID-19 Testing

Project Overview

Funding allocated to community health providers for comprehensive COVID-19 testing including supplies, equipment, and staffing related to those testing programs.

Use of Evidence

Arapahoe County has not determined which interventions or programs will be advanced as part of the final recovery plan beyond the initial programmatic areas under consideration and this one that has been continued from earlier pandemic relief efforts. Additional information on these programmatic approaches will be provided following adoption by the Board of County Commissioners.

Project [Identification Number]: Community COVID Testing [550098]

Funding amount: \$500,000

Project Expenditure Category: 1.2 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.

Use of Evidence

Arapahoe County has not determined which interventions or programs will be advanced as part of the final recovery plan beyond the initial programmatic areas under consideration and this one that has been continued from earlier pandemic relief efforts. Additional information on these programmatic approaches will be provided following adoption by the Board of County Commissioners.

Project [Identification Number]: Public Communications [550100]

Funding amount: \$1,500,000

Project Expenditure Category: 1.8 Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

Project Overview

Provide funding for increased public communications a 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.

Use of Evidence

Arapahoe County has not determined which interventions or programs will be advanced as part of the final recovery plan beyond the initial programmatic areas under consideration and this one that has been continued from earlier pandemic relief efforts. Additional information on these programmatic approaches will be provided following adoption by the Board of County Commissioners.

Project [Identification Number]: COVID-19 Data Analysis and Tracking [700548]

Funding amount: \$100,000

Project Expenditure Category: 1.8 Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

Project Overview

Funding to provide professional services to collect, analyze, and track pertinent COVID-19 data such as infection and transmission rates to inform and assist in mitigating and responding to COVID-19 within Arapahoe County.

Use of Evidence

Arapahoe County has not determined which interventions or programs will be advanced as part of the final recovery plan beyond the initial programmatic areas under consideration and this one that has been continued from earlier pandemic relief efforts. Additional information on these programmatic approaches will be provided following adoption by the Board of County Commissioners.

Project [Identification Number]: Public Facility Cleaning and Mitigation [750531]

Funding amount: \$700,000

Project Expenditure Category: 1.12 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 mitigate the spread of the virus as well as other supplies and improvements to public spaces to enhance the safety of the public and employees.

Use of Evidence

Arapahoe County has not determined which interventions or programs will be advanced as part of the final recovery plan beyond the initial programmatic areas under consideration and this one that has been continued from earlier pandemic relief efforts. Additional information on these programmatic approaches will be provided following adoption by the Board of County Commissioners.

Project [Identification Number]: Food Assistance [850301]

Funding amount: \$600,000

Project Expenditure Category: 2.1 Household Assistance: Food Programs

Project Overview

To provide funding to organizations that are providing food assistance to individuals and families within Arapahoe County that have been impacted by the COVID-19 public health emergency and the corresponding economic hardship.

Use of Evidence

Arapahoe County has not determined which interventions or programs will be advanced as part of the final recovery plan beyond the initial programmatic areas under consideration and this one that has been continued from earlier pandemic relief efforts. Additional information on these programmatic approaches will be provided following adoption by the Board of County Commissioners.

Project [Identification Number]: COVID Navigators [850302]

Funding amount: \$200,000

Project Expenditure Category: 3.14 Social Determinants of Health: Community Health Workers or Benefits Navigators

Project Overview

The COVID-19 Pandemic has created challenges for at-risk adults and families that have significantly impacted their physical and mental health and safety and wellbeing. School closures and remote-learning options, coupled with employment impacts, as well as increased isolation and vulnerability have resulted in increased emotional and financial stress on at-risk adults and families. These additional temporary positions will provide intentional and effective outreach during this pandemic to the most vulnerable children, at-risk adults and families in order to provide the necessary support to assure their physical, emotional, mental and other needs are met in a way that will prevent abuse and neglect.

Use of Evidence

Arapahoe County has not determined which interventions or programs will be advanced as part of the final recovery plan beyond the initial programmatic areas under consideration and this one that has been continued from earlier pandemic relief efforts. Additional information on these programmatic approaches will be provided following adoption by the Board of County Commissioners.

Performance Report

These programs have been continued from earlier pandemic relief efforts. Arapahoe County has not determined which interventions or programs will be advanced as part of the final recovery plan beyond the initial programmatic areas under consideration in alignment with new SLFRF reporting requirements and guidelines. Additional information on these programmatic approaches will be provided following adoption by the Board of County Commissioners.