Legislation Text

File #: 2022-0376, **Version:** 2

To: Board of Supervisors, County of Sonoma
Department or Agency Name(s): Office of Equity, Human Services Department, County Administrator's Office
Staff Name and Phone Number: Alegría De La Cruz, 565-8709; Angela Struckmann, 565-6990; Sheryl Bratton, 565-3778
Vote Requirement: Majority
Supervisorial District(s): Countywide

Title:

American Rescue Plan Act (ARPA) Community Resilience Programs Funding Plan

Recommended Action:

A) Approve department and community proposals seeking funding through the American Rescue Plan Act Notification of Funding Availability for a contract start date of July 1, 2022.
B) Authorize the Director of the Human Services Department, or designee, to execute contracts with organizations selected for funding as a result of the Notification of Funding Availability for ARPA Community Resilience Programs.

Executive Summary:

The American Rescue Plan Act (ARPA) was signed into law on March 11, 2021 and represents a new and innovative approach to releasing federal funds to municipalities with a strong intention to provide impactful direct assistance to individuals and communities most impacted by COVID-19. The legislation has a clear intent of serving low income communities and communities of color, well emphasized by this statement taken directly from the law: "While the pandemic has affected communities across the country, it has disproportionately impacted low-income families and communities of color and has exacerbated systemic health and economic inequities. Recovery Funds allow for a broad range of uses to address the disproportionate public health and economic impacts of the crisis on the hardest-hit communities, populations, and households."

Sonoma County was allocated nearly $96 million under this legislation. Funds must be obligated by December 31, 2024 and fully expended by December 31, 2026.
Distribution of these funds was not specifically proscribed, giving each municipality ownership of the implementation plan.

Over the past year, your Board has received updates from staff and provided clear direction on creating a distribution plan that was centered on addressing community needs and emphasizing equity.

Staff has worked deeply with community since July of 2021 to identify priority funding areas and communities most in need of assistance. Once your Board approved of those areas in December of 2021, staff re-engaged with community to create a proposal solicitation process that was as accessible to community partners as possible.

Throughout this process, your Board has ardently embraced the spirit of the legislation and the deep work staff has undertaken with community has allowed Sonoma County to bring the intent of this legislation to life.

Today's meeting will provide information to the Board on the community funding solicitation process, updates to the funding areas, the proposals received through the Notification of Funding Availability (NOFA), funding recommendations from the Review Committee, and to receive Board direction on which proposals to fund. Additionally, this item will discuss next steps and the plan for the on-going implementation and management of ARPA funds. Proposals selected for funding today will commence on July 1, 2022. Receiving board direction on which proposals to fund today will ensure contracts may commence and funds can start flowing into the community this summer.

Discussion:

Background
In response to Board direction in July, 2021, staff completed a series of community engagement efforts including convening an ARPA Equity Work Group, distributing community surveys, holding five virtual town halls, and conducting listening sessions with groups of community health workers or *promotores*. All of these efforts focused on:

1. Presenting data on COVID impacts in Sonoma County to demonstrate the disproportionality in impact experienced by communities of color, to ensure an equitable recovery; and
2. Eliciting specific feedback from and about individuals who were disproportionately impacted by the pandemic.

Based on feedback, ideas, and shared experiences from the Town Halls, Community Surveys, the ARPA Equity Work Group, listening sessions with *promotores*, and Board member input received on November 2, 2021, the community identified specific needs within each of these major categories: Negative Economic Impacts on Individuals and Households, Disparities in Public Health Outcomes, and Broadband Infrastructure needs.

On December 14, 2021, the Board allocated approximately $24 million for on-going COVID response and monitoring; $5 million for ARPA implementation; $8 million for funding towards the Public Health Lab & Morgue; $8 million for a lump sum hazard payment to County Employees; $1 million for County Investments in Cultural Responsiveness; $3 million towards Broadband; $4 million towards Homelessness; $9 million for Rapid Economic Assistance and $34 million in the areas of Negative Economic Impacts and Disparities in Public Health Outcomes, to be distributed based on a community solicitation process. $3.875 million of the $9 million Rapid Economic Assistance funding was applied to the current DHS contract with On the Move for the CURA project. On March 14, 2022, the remaining $5.125 million for Rapid Economic Assistance was added into the NOFA, now totaling $39,258,067.

At the December meeting $20,479,840 was directed to Negative Economic Impacts and $13,653,227 was directed to Public Health Outcomes; however, as discussed in greater detail below, federal changes to the ARPA implementation rules have necessitated removing the specific funding parameters for these two areas. The timeline proposed in the December 2021 item (<https://sonomacounty.ca.gov/initial-arpa-allocations-for-county-and-community>) included community

workshops to be held in January 2022 and the launch of a solicitation process in January/February 2022. During the December Board meeting, the Board expressed interest in establishing a solicitation and grant administration process that would be easy for community organizations to work with, while also emphasizing the importance of an equity focused results-based accountability (RBA) framework.

NOFA Solicitation Community Engagement Efforts:
In order to establish a solicitation process that achieved the Board's goals of reducing hurdles for community applicants, the ARPA implementation team held an ARPA focus group in early January for community-based organizations (CBOs) with experience receiving federal funding. The goal was to seek input on the types of supports CBOs who have successfully received federal funding in the past would need from the County to be able to create and sustain partnerships with other generally smaller organizations to effectively serve the communities most impacted the by the pandemic, as reflected by local disaggregated data. Fourteen individuals from eleven organizations attended. Feedback from this group was used to support and ensure that the development and use of a disbursement process would benefit both the CBOs who have successfully received federal funding in the past and organizations who have typically not had access to federal money but which are deeply connected to local communities of color and those community members most disproportionately impacted by the pandemic.

In mid-January, the ARPA implementation team held two virtual CBO "meet-and-greet" sessions as a way to provide space for CBOs, as well as County departments, to start conversations about partnering for ARPA funding. The purpose behind the creation of these virtual spaces was to encourage collaboration and alignment among different stakeholders to facilitate the creation of comprehensive proposals that would meet the intent of the ARPA legislation to "address the unequal impact of the pandemic." The "meet-and-greet" sessions included a presentation on: ARPA regulations; COVID-19 Impacts on Sonoma County's Health; an update on community outreach; and the types of funding and priority funding areas approved for the solicitation process by the Board of Supervisors. Presenters also emphasized that successful applicants would take a collaborative approach and partner with other organizations to meet community needs, through the creation of culturally responsive proposals that would effectively address the disproportionate impact of the pandemic on local communities of color, as reflected by public health data. Attendees were given the opportunity to enter breakout sessions based on priority funding area, and were provided a set of questions to guide the conversation. At the end of the meetings, attendees were able to sign up to be included on a contact list that was shared with everyone who indicated an interest in partnering. A total of 132 individuals across 105 organizations and County departments shared their contact information with each other.

In response to feedback from the "meet-and-greet" sessions about the need for dedicated collaborative spaces, throughout the month of February, the ARPA implementation team hosted six ARPA networking meetings. These ongoing networking meetings were less formal than the "meet-and-greet" sessions, and they were designed solely to provide the space and opportunity for continued conversation and collaboration amongst organizations and County departments. 84 individuals registered for these meetings.

NOFA Release:
On February 24, the ARPA Community Resilience Program's NOFA was released. This approach was taken in part to facilitate creativity in applicants' solutions, rather than having to respond to a more prescriptive Request for Proposals process. The NOFA, all attachments, and the application were released on the Upstream Investments website (<http://upstreaminvestments.org/arpa/>) and applications were submitted directly

through the ARPA inbox (ARPA@sonoma-county.org <mailto:ARPA@sonoma-county.org>). A public notice was also posted on La Voz and The Press Democrat.

A Technical Assistance Workshop was held via Zoom one week after the publication of the NOFA. There were 112 attendees, and the meeting was recorded and posted on the Upstream Investments website. During the Technical Assistance Workshop, attendees were able to submit questions via the chat function. Answers to those questions, as well as ongoing questions submitted through the ARPA inbox were posted to the Upstream Investments website. The question and answer document was updated every Friday throughout the NOFA period.

The NOFA was initially set to close on April 7, six weeks after its release. However, due to complications associated with the County's launch of its new website and its content management system, including broken links and temporarily unavailable content, that deadline was extended to April 11 at 11:59pm.

A minimum award amount was set at $250,000 for the total 2.5-year grant period. This amount takes into account the administrative burden associated with ensuring compliance with federal dollars, including contract administration, program/fiscal monitoring, and program performance. Contracts funded through this NOFA are expected to begin July 1, 2022, and end December 31, 2023, and may be renewed through December 31, 2024, depending on service provider performance.

Funding Allocations for Priority Activities and Communities

The initial funding allocation recommendations made to the Board in December 2021 were based on the ARPA Interim Rule, published May 17, 2021. The ARPA Final Rule (https://home.treasury.gov/system/files/136/SLFRF-Final-Rule.pdf), released January 6, 2022, recategorized a number of eligible activities. Some activities that had initially been identified as *Disparities in Public Health Outcomes* were recategorized as *Negative Economic Impacts on Individuals and Households,* and vice versa. The original 60/40 split of funds by category ($20,479,840 to Negative Economic Impacts and $13,653,227 to Public Health Outcomes) no longer applied to the initial recommendations, due to these changes in the Final Rule. As such, the NOFA did not identify which category each targeted activity fell under, but instead listed *all* Sonoma County targeted ARPA activities, as noted below:

- Assistance to households/basic needs
- Childcare and childcare facilities
- Educational Disparities
- Community Health Workers & Public Benefits Navigators
- Housing and Shelter
- Mental Health Services
- Assistance to Workers
- Small Business & Nonprofits
- Premium Pay
- Culturally Responsive COVID-19 Disaster Response

The community needs-assessment, compiled with information from Town Hall participants, community surveys, listening sessions, the ARPA Equity Workgroup, and Sonoma County COVID health data revealed that the populations listed below have been hit hardest by the COVID-19 pandemic in Sonoma County. In

accordance with ARPA guidelines, proposers were encouraged to describe how their programs would help eliminate or reduce the disproportionality experienced by the following adversely impacted populations, including, but not limited to:

- Essential Workers, including Farm Workers
- BIPOC (Black, Indigenous and People of Color) Students
- BIPOC-owned businesses and non-profit organizations
- High School Students who graduated during virtual learning
- Populations with the highest rates of COVID-19 (cases per 100,000) in Sonoma County by race/ethnicity, including but not limited to:
    - Hispanic/Latinx
    - American Indian/Alaska Native
    - Native Hawaiian and other Pacific Islander
    - Black/African American

The legislation defines households, small businesses, and non-profits located in HUD Qualified Census Tracts as having been disproportionately impacted by the pandemic. To further define areas of focus, the County also relied on the Human Development Index (HDI) scores revealed in the Portrait of Sonoma County: 2021 Update <http://upstreaminvestments.org/Impact/Portrait-of-Sonoma-County/>, and COVID-19 Case Data for Sonoma County <https://experience.arcgis.com/experience/1edbb41952a8417385652279305e878d/page/Race-%2F-Ethnicity/>related to the disproportionate impact of COVID-19 on specific populations. The targeted ARPA activities and priority populations were reviewed and approved by County Counsel.

Additionally, of the $9 million set aside for Rapid Economic Assistance, $3,875,000 was rolled into a pre-existing contract between the Department of Health Services (DHS) and On the Move to fund the CURA project on March 1, 2022. CURA has been providing assistance to low-income community members, with a focus on Indigenous and Latinx communities, which at the onset of the pandemic made up nearly 90% of the COVID cases in Sonoma County while only representing 27% of the total population. The decision was made to direct more funding to the CURA project because Emergency Financial Assistance funds which had been previously allocated had been completely disbursed due to the intense need in the community created by another surge of COVID cases caused by the Omicron variant in late 2021 and early 2022. The remaining $5,125,000 was added to the NOFA process on March 14, 2022 under the main category of Assistance to Households, specifically for programs under the Emergency Financial Assistance and Financial Assistance subcategory.

NOFA Proposal Review Process

The NOFA Proposal review process represents another departure from standard ways of doing business, which can be difficult for smaller CBOs to access. Reviews were conducted by a mindfully selected group of 33 individuals.

Reviewer Selection Process

Invitations to participate in the review process were sent to over 150 individuals representing the lived and professional experiences in our community, particularly in communities of color, government, K-12 education, early childhood education, health and human services, funders, the ARPA Equity Workgroup, business, environmental concern, and law enforcement. Individuals unable to participate were asked to recommend

others that might be interested and eligible. Reviewers were asked to identify areas in which they had a conflict of interest as well as provide a description of that conflict. Those that identified a conflict of interest were placed in a review category in which they did not have a conflict. Reviewers were asked to meet the following criteria:

- Be willing to commit 20 - 30 hours during the month of April;
- Understand how the intersectionality of social categorizations such as gender, race, socio-economic status, immigration status, ethnicity, nationality, sexual orientation, family structural identities, religion, age, mental disability, physical disability, mental illness, and physical illness can create overlapping and interdependent systems of discrimination and systemic barriers;
- Have a commitment to acknowledging individual biases and promoting equitable access to public health protections and economic recovery; and
- Represent the diversity of Sonoma County.

Thirty-three reviewers were assigned evenly to six committees representing 8 priority areas and department proposals as follows:

1. Mental Health
2. Small Business and Nonprofit
3. Assistance to Households
4. Housing and Shelter & Childcare
5. Department Proposals & Assistance to Workers
6. Educational Disparities & Community Health Workers

Applications were assigned to committees to equally distribute the number of applications each committee reviewed, avoid reviewer conflict of interest, and maximize both professional and lived experience. Each reviewer was responsible to read and score 12 - 18 proposals. Reviews were completed on April 24 and committee meetings were conducted April 26 - May 3. Each review committee member contributed 40-50 volunteer hours for a total of about 1,485 volunteer hours, well beyond what was initially requested of them.

Prior to initiating reviews, committee members attended an orientation where they were presented with the data from the Portrait of Sonoma and other resources. This provided all reviewers with a base level of understanding on the data regarding the most disproportionately impacted communities in Sonoma County to date.

Additionally, a point system was created for rating each application thereby ensuring uniformity in proposal evaluation. Both community and departmental applications were evaluated within the criteria identified below:

A. Program Design and Approach - 60 points + 10 additional bonus points for services targeted to Qualified Census Tracts
B. Organizational Capacity - 15 points
C. Fiscal Qualifications and Budget - 25 points

Review committee scoring and subsequent funding recommendations were based solely on the information contained in the applications. The review committee members were directed not to make assumptions, nor consider their personal knowledge or experience regarding the proposing agencies and/or proposed services. In order to ensure that all proposing agencies were reviewed in a fair and equitable manner, and to ensure

that no agency was given unfair advantage, the scores and recommendations are based solely on the applications that were submitted and the manner in which those applications address the requirements of the NOFA. All proposals received some bonus points as all proposals stated they would provide services in at least one of the Qualified Census Tracts.

Based on the information included in each application, committees selected the strongest applications from each priority area and department proposals. These thirty-nine applications moved forward for consideration by a final review committee made up of one representative from each of the original six committees

The committee determined the most equitable way to decide how to narrow the proposals was to base the allocation on total amount requested in each of the priority areas versus amount available. Once the percentages were calculated, it was determined that these were reflective of community need based on the total amount requested in each area, capacity to serve in those areas and the community needs assessment completed last fall.

Although proposals were received for Premium Pay and Community Health Workers & Public Benefits Navigators, the applicants were not ranked high enough to rise to the final level of review. Furthermore, Premium Pay and Culturally Responsive COVID Response only had Department Proposals submitted. Therefore, the percentage of funds from Premium Pay and Culturally Responsive COVID Response were combined and utilized to support the one Department proposal recommended for funding.
Funding allocations were as follows:

- Assistance to Households - 20%
- Assistance to Workers - 6%
- Childcare and Childcare Facilities - 10%
- Community Health Workers - 1%
- Culturally Responsive COVID Response - 5%
- Educational Disparities - 6%
- Housing and Shelter - 20%
- Mental Health Services - 20%
- Small Business and Nonprofits - 12%

In addition to 20% of the $34.1 million available, Assistance to Households received $5.125 million that was designated by the Board for emergency financial assistance. Proposals were recommended for funding based on their original committee ranking and the degree to which proposed services supported diverse populations most impacted by COVID.

The funding recommendations being presented today are thoughtfully recommended by the final review committee. Funding recommendations were forwarded to applicants on May 4th. Organizations that were not recommended for funding received notification on May 6th.

Recommended Proposals
Twenty-seven funding recommendations are presented today. The Board will have the opportunity to choose funding that will bring the greatest equitable relief to our community. A detailed list of applications recommend for funding is included in Attachment A and the application summaries are included in

Attachment B. In addition, a list of the applications not recommended for funding is included in Attachment C. The recommendations include funding for Lead Agencies in the following areas:

- Assistance to Households - 7 applications totaling $11,862,083
- Assistance to Workers - 2 applications totaling $2,050,226
- Childcare and Childcare Facilities - 1 application totaling $3,290,595
- Culturally Responsive COVID Response - 1 application totaling $1,925,470
- Educational Disparities - 3 applications totaling $2,060,950
- Housing and Shelter - 3 applications totaling $4,116,009
- Mental Health Services - 8 applications totaling $7,151,895
- Small Business and Nonprofits - 2 applications totaling $6,800,839

Funding amounts were determined by review committee members based on maximum and minimum funding levels stated in each proposal. In addition, the committee implemented a strategy to fund more proposals rather than a small number of larger proposals. The committee recommended this strategy to maximize impact based on community need from applications and the data reviewed. In certain cases, proposals were recommended below their minimum funding request based on the committee's recommendation to maximize funding for other proposals based on community need. Lastly, the committee's funding recommendations focus on some of the smaller proposals that have a specific emphasis on populations that have been disproportionality impacted.

Organizations that received smaller amounts than requested will have the opportunity to scale back the proposed program model and have already confirmed they will be able to implement the proposed program at the lower amount. The recommendations have not been modified by staff and reflect pure feedback from the review committee.

Next Steps and Implementation Plan

Next Steps
In order to ensure a contract start date of July 1, and allow funds to begin moving into the community to address identified needs as quickly as possible, staff will begin final contract negotiations with selected programs immediately. The planned implementation timeline to achieve this is as follows:

May 25 - June 30 2022 - Funded programs and projects will be notified and required to submit detailed budgets. Scopes of work and contracts will be finalized.
July 1, 2022 - December 31, 2023 - Initial award contract period.
October 1, 2023 - December 31, 2023 - Contract negotiations to extend projects a final year, based on performance.
January 1, 2024 - December 31, 2024 - Final contract year.
July 1, 2022 - December 30, 2024 - Investments/assistance dispersed throughout the community.

Agencies and departments representing funded proposals will attend training and meetings on the following:

- ARPA orientation, including eligibility documentation, reporting, and program and fiscal monitoring
- Equity Centered Results Based Accountability (RBA)
- Data Collection

- Quarterly Equity Centered RBA 'Turn-the-Curve'
- Monthly ARPA Learning Community

Periodic Reporting and Unanticipated Challenges
Given the magnitude of the ARPA Program, its novel intent and Sonoma County's new and innovative way of approaching the community award program, uncertainties are a natural element of this program. Staff acknowledges that executing contracts with nearly 30 CBOs, some of which have never worked with the County or received federal funds may reveal unanticipated challenges, even as early as in the contract negotiation period, and during throughout the award period.

As such, staff plans to return to your board in late summer or early fall of this year to provide an update on the execution of the contracts and to seek direction on how to address situations where a shift in funding may be necessary for unforeseen reasons. Subsequent to this meeting, staff intends to return to your board periodically to provide informational updates on all ARPA-funded projects and will seek direction from your Board as needed. Annual updates will also include results of the equity centered RBA process to illustrate the extent to which ARPA funded projects are achieving their intended goals. Data will be publicly shared through the Clear Impact Dashboard and will be available prior to reporting to the Board.

Implementation Plan
Your Board has indicated a strong interest in these funds being managed in a manner that supports success of community partners, particularly those new to doing business with the County and/or working with federal funds, as well as managing contracts with an emphasis on achieving outcomes, including investing in a Results-Based Accountability framework.

Over the contract period, the contracts will be actively monitored through the equity centered RBA process. Staff will work together with community-based program staff to develop shared performance measures to track progress at the program level for the ARPA implementations. In addition, an online dashboard will be developed to transparently track program progress in real time, while connecting program-level efforts to results and population indicators. This process includes capacity building for staff and community partners on how to develop and track new equity metrics, as well as regularly scheduled meetings with contracted CBOs to ensure intended outcomes are and will be achieved. The RBA monitoring will include review of outcomes by demographics via the Upstream Investments Shared Outcomes Measurement System.

To date, the Board has approved a total of 6.0 FTEs to implement all elements of the ARPA program. A summary of each of the positions approved is described in Attachment D. A few critical factors have changed since staff originally proposed this structure. First, the Final Rule had not been published. The Final Rule was released in January, 2022, and the number of administrative reporting and audit requirements have increased substantially as compared to what was provided in the Interim Rule. For example, it places rigorous requirements on completing annual audits of almost all sub-recipients. In Sonoma County's case, this means many of the community organizations that receive ARPA funds will be held to these rigorous reporting and audit standards. Second, the County may be entering into agreements with nearly 30 community partners, as well as managing the funding tracks associated with the Public Health Lab, COVID response and monitoring, Rapid Economic Assistance, funding for homelessness outside of the NOFA process, and funding for 3 small County projects. As a result of the change in rules, the diversity and magnitude of funding tracks, the goal of providing excellent support to awardees and the investment in implementing Results Based Accountability,

staff has identified the need to evaluate the staffing plan to ensure they are positioned to support the community grantees, meet Board expectations and comply with the federal requirements.

Once the final number and make up of community awards is known, staff will complete a final analysis of the level of staffing required to successfully implement ARPA and may return to the Board to refine the implementation plan. At this time, staff believes that any shift in resources can be executed within the allocations already identified, and that there would be no impact to direct community award amounts. Staff intends to return to the Board with this update in the first quarter of FY22-23.

Strategic Plan:
This item directly supports the County's Five-year Strategic Plan and is aligned with the following pillar, goal, and objective.

> **Pillar:** Healthy and Safe Communities
> **Goal:** Goal 1: Expand integrated system of care to address gaps in services to the County's most vulnerable.
> **Objective:** Objective 2: Identify gaps in the Safety Net system of services and identify areas where departments can address those gaps directly, and seek guidance from the Board when additional resources and/or policy direction is needed.
>
> **Pillar:** Healthy and Safe Communities
> **Goal:** Goal 2: Establish equitable and data-driven distribution of services
> **Objective:** Objective 3: Identify and eliminate data gaps for underrepresented groups, and collaborate with the community to implement measures to mitigate the negative impacts caused by the lack of access to services by racial and ethnic groups that are disproportionately underserved by 2026.

The learnings from this ARPA process can be used to address data gaps in other areas of the County infrastructure.

Prior Board Actions:
12/14/21: File # 2021-1386, Provided direction for funding on County items and approved Community Investment funding areas and funding amount.
12/7/21: COVID-19 Emergency Response Strategy, Appropriations and Delegated Authority Update
11/2/21: File # 2021-1197, Received ARPA Funding Plan implementation update and provided staff direction for 12/14/21 meeting; received presentation and reports on COVID-19 economic impact from Dr. Rob Eyler and Dr. Marlene Orozco; authorized the Director of the Human Services Department to execute a contract with the selected winner of the RFP for Enterprise Resource Planning System to support compliance with ARPA -funded county programs.
9/14/21: File # 2021-0828, Received County Department Preliminary Proposals with recommendations for funding. Board determined that community input should be heard prior to making department allocations.
7/27/21: File # 2021-0730, Received an update on Community Funding portion of ARPA implementation and allocated additional resources for ARPA implementation.

FISCAL SUMMARY

Expenditures	**FY 21-22 Adopted**	**FY22-23 Projected**	**FY 23-24 Projected**

Budgeted Expenses			
Additional Appropriation Requested		39,258,067	
Total Expenditures		**$39,258,067**	
Funding Sources			
General Fund/WA GF			
State/Federal		39,258,067	
Fees/Other			
Use of Fund Balance			
Contingencies			
Total Sources		**$39,258,067**	

Narrative Explanation of Fiscal Impacts:
The County of Sonoma will distribute $34,133,067 in FY 22-23 as published in the NOFA to ARPA subrecipients. In addition, the remaining balance of the $9 million intended for Rapid Economic Assistance--or $5,125,000--will augment the original $34 million for a new total of $39,258,067 to be awarded to ARPA subrecipients.

Appropriations will be added to the FY22-23 budget by way of Supplemental Adjustments.

Staffing Impacts:			
Position Title (Payroll Classification)	**Monthly Salary Range (A-I Step)**	**Additions (Number)**	**Deletions (Number)**

Narrative Explanation of Staffing Impacts (If Required):
N/A

Attachments:
Attachment A: Applications Recommended for Funding
Attachment B: Application Summaries
Attachment C: Applications Not Recommended for Funding
Attachment D: Staff Roles in ARPA Administration
Attachment E: PowerPoint Presentation

Related Items "On File" with the Clerk of the Board:
None