

AMERICAN RESCUE AND RECOVERY SOURCES AND USES GUIDE

GUIDING QUESTIONS FOR CITY LEADERS

This section provides background on the specific components of the American Rescue Plan (ARP) — and Jobs Plan, once it has passed — that are most relevant to your goals and projects, and it explains the unifying purpose of the priorities stated below. It should represent your organization’s thesis for recovery. Key questions to address in shaping priorities are:

- 1 What are the **key problems** in your city that you believe ARP-funded investments could help address?
- 2 How will ARP funds help build upon **existing strengths** and previous efforts to address local challenges?
- 3 How could ARP funds **catalyze new streams of work**, new local hubs of economic growth, or new private opportunities?
- 4 How could ARP funds be leveraged to build **community wealth** in underserved populations?
- 5 What are some of the **underlying strengths** of your city that will help you to best leverage the ARP?
- 6 What work has already been done regarding the ARP, and **what remains**?

PRIORITIES AND PROJECTS

This section should outline a series of overarching priorities that will guide your spending of ARP funds. These priorities should be based on an assessment of local strengths, local needs, and a consideration of funding sources’ eligibility requirements. Discrete projects, guided by concrete deliverables and an actionable set of tasks, will serve as the vehicles to fulfill the various priorities. You should have **three-to-five** key guiding priorities.



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PRIORITIES AND PROJECTS

PRIORITY #1

State priority here (e.g., grow the number and revenues of Black- and Latino-owned businesses in high- and medium-wage sectors by 20% by 2026):

PROJECT #1.1

State the title or description of the project supporting this priority (e.g., building a supplier diversity intermediary that cuts red-tape and connects vendors and key purchasers in the Black- and Latino- business ecosystem):

PROJECT #1.1 – DESIRED OUTCOMES AND LEADS

List the concrete deliverables of this project. How will you know that the project is progressing or has been completed? Who is responsible for ensuring that progress is being made? To the degree possible, quantify the desired outcomes. (e.g., increase contracts awarded to Black-owned businesses in school construction projects by 25%, led by the Unified School District):

PROJECT #1.1 – ACTION ITEMS

List the action items, especially the key investments, necessary to carry out this project. Designate the immediacy of these tasks: **NOW**, **SOON**, **LATER**:

PROJECT #1.1 – POTENTIAL SOURCES OF FUNDING

Refer to our [Federal Investment Guide](#).

PROJECT #1.1 – POTENTIAL SIZE RANGE

List how much you expect to spend annually on key interventions. This is important. While the ARP is a one-time infusion of federal resources, some funds can be spent for up to nine years after the ARP's passage. Diligence is necessary to strategically spend (e.g., \$5 million over five years to capitalize a supplier diversity intermediary, the City puts forward \$500,000 in years one and two and the business and philanthropic communities make up the difference):

PROJECT #1.1 – LEAD PERSON(S) OR POSITION(S)

Who is responsible for ensuring that progress is being made on this goal?:

PROJECT #1.1 – KEY EXTERNAL CONTACTS AND ROLES

PROJECT #1.1 – CURRENT OR FORMER INITIATIVES IN PLACE

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PRIORITIES AND PROJECTS

PROJECT #1.2

State the title or description of project supporting this priority:

PROJECT #1.2 – DESIRED OUTCOMES AND LEADS

List the concrete deliverables of this project. To the degree possible, quantify the desired outcomes:

PROJECT #1.2 – ACTION ITEMS

*List the action items, especially the key investments, necessary to carry out this project. Designate the immediacy of these tasks: **NOW**, **SOON**, **LATER**:*

PROJECT #1.2 – POTENTIAL SOURCES OF FUNDING

Refer to our [Federal Investment Guide](#).

PROJECT #1.2 – POTENTIAL SIZE RANGE

List how much you expect to spend annually on key interventions:

PROJECT #1.2 – LEAD PERSON(S) OR POSITION(S)

Who is responsible for ensuring that progress is being made on this goal?:

PROJECT #1.2 – KEY EXTERNAL CONTACTS AND ROLES

PROJECT #1.2 – CURRENT OR FORMER INITIATIVES IN PLACE

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PRIORITIES AND PROJECTS

PRIORITY #2

State priority here:

PROJECT #2.1

State the title or description of project supporting this priority:

PROJECT #2.1 – DESIRED OUTCOMES AND LEADS

List the concrete deliverables of this project. To the degree possible, quantify the desired outcomes:

PROJECT #2.1 – ACTION ITEMS

List the action items, especially the key investments, necessary to carry out this project. Designate the immediacy of these tasks: **NOW**, **SOON**, **LATER**:

PROJECT #2.1 – POTENTIAL SOURCES OF FUNDING

Refer to our [Federal Investment Guide](#).

PROJECT #2.1 – POTENTIAL SIZE RANGE

List how much you expect to spend annually on key interventions:

PROJECT #2.1 – LEAD PERSON(S) OR POSITION(S)

Who is responsible for ensuring that progress is being made on this goal?:

PROJECT #2.1 – KEY EXTERNAL CONTACTS AND ROLES

PROJECT #2.1 – CURRENT OR FORMER INITIATIVES IN PLACE

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PRIORITIES AND PROJECTS

PROJECT #2.2

State the title or description of project supporting this priority:

PROJECT #2.2 – DESIRED OUTCOMES AND LEADS

List the concrete deliverables of this project. To the degree possible, quantify the desired outcomes:

PROJECT #2.2 – ACTION ITEMS

*List the action items, especially the key investments, necessary to carry out this project. Designate the immediacy of these tasks: **NOW**, **SOON**, **LATER**:*

PROJECT #2.2 – POTENTIAL SOURCES OF FUNDING

Refer to our [Federal Investment Guide](#).

PROJECT #2.2 – POTENTIAL SIZE RANGE

List how much you expect to spend annually on key interventions:

PROJECT #2.2 – LEAD PERSON(S) OR POSITION(S)

Who is responsible for ensuring that progress is being made on this goal?:

PROJECT #2.2 – KEY EXTERNAL CONTACTS AND ROLES

PROJECT #2.2 – CURRENT OR FORMER INITIATIVES IN PLACE

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PRIORITIES AND PROJECTS

PRIORITY #3

State priority here:

PROJECT #3.1

State the title or description of project supporting this priority:

PROJECT #3.1 – DESIRED OUTCOMES AND LEADS

List the concrete deliverables of this project. To the degree possible, quantify the desired outcomes:

PROJECT #3.1 – ACTION ITEMS

List the action items, especially the key investments, necessary to carry out this project. Designate the immediacy of these tasks: **NOW**, **SOON**, **LATER**:

PROJECT #3.1 – POTENTIAL SOURCES OF FUNDING

Refer to our [Federal Investment Guide](#).

PROJECT #3.1 – POTENTIAL SIZE RANGE

List how much you expect to spend annually on key interventions:

PROJECT #3.1 – LEAD PERSON(S) OR POSITION(S)

Who is responsible for ensuring that progress is being made on this goal?:

PROJECT #3.1 – KEY EXTERNAL CONTACTS AND ROLES

PROJECT #3.1 – CURRENT OR FORMER INITIATIVES IN PLACE

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PRIORITIES AND PROJECTS

PROJECT #3.2

State the title or description of project supporting this priority:

PROJECT #3.2 – DESIRED OUTCOMES AND LEADS

List the concrete deliverables of this project. To the degree possible, quantify the desired outcomes:

PROJECT #3.2 – ACTION ITEMS

*List the action items, especially the key investments, necessary to carry out this project. Designate the immediacy of these tasks: **NOW**, **SOON**, **LATER**:*

PROJECT #3.2 – POTENTIAL SOURCES OF FUNDING

Refer to our [Federal Investment Guide](#).

PROJECT #3.2 – POTENTIAL SIZE RANGE

List how much you expect to spend annually on key interventions:

PROJECT #3.2 – LEAD PERSON(S) OR POSITION(S)

Who is responsible for ensuring that progress is being made on this goal?:

PROJECT #3.2 – KEY EXTERNAL CONTACTS AND ROLES

PROJECT #3.2 – CURRENT OR FORMER INITIATIVES IN PLACE

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PRIORITIES AND PROJECTS

PRIORITY #4

State priority here:

PROJECT #4.1

State the title or description of project supporting this priority:

PROJECT #4.1 – DESIRED OUTCOMES AND LEADS

List the concrete deliverables of this project. To the degree possible, quantify the desired outcomes:

PROJECT #4.1 – ACTION ITEMS

List the action items, especially the key investments, necessary to carry out this project. Designate the immediacy of these tasks: **NOW**, **SOON**, **LATER**:

PROJECT #4.1 – POTENTIAL SOURCES OF FUNDING

Refer to our [Federal Investment Guide](#).

PROJECT #4.1 – POTENTIAL SIZE RANGE

List how much you expect to spend annually on key interventions:

PROJECT #4.1 – LEAD PERSON(S) OR POSITION(S)

Who is responsible for ensuring that progress is being made on this goal?:

PROJECT #4.1 – KEY EXTERNAL CONTACTS AND ROLES

PROJECT #4.1 – CURRENT OR FORMER INITIATIVES IN PLACE

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PRIORITIES AND PROJECTS

PROJECT #4.2

State the title or description of project supporting this priority:

PROJECT #4.2 – DESIRED OUTCOMES AND LEADS

List the concrete deliverables of this project. To the degree possible, quantify the desired outcomes:

PROJECT #4.2 – ACTION ITEMS

*List the action items, especially the key investments, necessary to carry out this project. Designate the immediacy of these tasks: **NOW**, **SOON**, **LATER**:*

PROJECT #4.2 – POTENTIAL SOURCES OF FUNDING

Refer to our [Federal Investment Guide](#).

PROJECT #4.2 – POTENTIAL SIZE RANGE

List how much you expect to spend annually on key interventions:

PROJECT #4.2 – LEAD PERSON(S) OR POSITION(S)

Who is responsible for ensuring that progress is being made on this goal?:

PROJECT #4.2 – KEY EXTERNAL CONTACTS AND ROLES

PROJECT #4.2 – CURRENT OR FORMER INITIATIVES IN PLACE

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PRIORITIES AND PROJECTS

PRIORITY #5

State priority here:

PROJECT #5.1

State the title or description of project supporting this priority:

PROJECT #5.1 – DESIRED OUTCOMES AND LEADS

List the concrete deliverables of this project. To the degree possible, quantify the desired outcomes:

PROJECT #5.1 – ACTION ITEMS

List the action items, especially the key investments, necessary to carry out this project. Designate the immediacy of these tasks: **NOW**, **SOON**, **LATER**:

PROJECT #5.1 – POTENTIAL SOURCES OF FUNDING

Refer to our [Federal Investment Guide](#).

PROJECT #5.1 – POTENTIAL SIZE RANGE

List how much you expect to spend annually on key interventions:

PROJECT #5.1 – LEAD PERSON(S) OR POSITION(S)

Who is responsible for ensuring that progress is being made on this goal?:

PROJECT #5.1 – KEY EXTERNAL CONTACTS AND ROLES

PROJECT #5.1 – CURRENT OR FORMER INITIATIVES IN PLACE

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PROJECT #5.2

State the title or description of project supporting this priority:

PROJECT #5.2 – DESIRED OUTCOMES AND LEADS

List the concrete deliverables of this project. To the degree possible, quantify the desired outcomes:

PROJECT #5.2 – ACTION ITEMS

*List the action items, especially the key investments, necessary to carry out this project. Designate the immediacy of these tasks: **NOW**, **SOON**, **LATER**:*

PROJECT #5.2 – POTENTIAL SOURCES OF FUNDING

Refer to our [Federal Investment Guide](#).

PROJECT #5.2 – POTENTIAL SIZE RANGE

List how much you expect to spend annually on key interventions:

PROJECT #5.2 – LEAD PERSON(S) OR POSITION(S)

Who is responsible for ensuring that progress is being made on this goal?:

PROJECT #5.2 – KEY EXTERNAL CONTACTS AND ROLES

PROJECT #5.2 – CURRENT OR FORMER INITIATIVES IN PLACE

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CONCLUSION

Conclude with a few sentences re-summarizing the purpose and vision for the ARP-funded initiatives you're hoping to undertake:
