

# ULSTER COUNTY RECOVERY AND RESILIENCE PLAN

*June 2021*

This plan lays out the high-level priorities for Ulster County's Recovery and Resilience efforts, utilizing the American Rescue Plan funds. The plan's goal is to ensure Ulster County emerges from the pandemic stronger and more equitable, by smartly investing these funds in a way that will create lasting, generational impacts.

Ulster County expects to receive \$34.59 million dollars in Rescue Plan funding over the next two years. We have a once-in-a-generation opportunity – and an obligation - to lead our community out of this very dark period into a future that is bright and hopeful. With this plan, we envision a future for our community where we don't just return to the way things were before the pandemic, but instead seize this moment to take bold and transformative action.

This plan is the product of the Recovery and Resilience Working Group, which hosted four public hearings in June 2021, conducted a community survey that received nearly 300 responses, and received input from legislators and community organizations. The plan is aligned with and draws from strategic planning work done in several of these issue areas over the past two years, including the Housing Action Plan, the Ulster 2040 strategy, the Green New Deal, and the ongoing work of the Behavioral Health Task Force.

Because Rescue Plan funds are time-limited, we focus in this plan on capital expenditures – opportunities where we can make investments today that will continue to pay off for years to come in terms of community health, economic growth, and quality of life. Where we do recommend programs and services, they are either time-limited responses to the impact of the pandemic, or, in one case, continuing a crucial time-limited effort in order to allow more time to develop lasting programs and services.

This plan is designed to delineate high-level priorities and goals, along with a process within each funding category to develop and implement specific programs and expenditures. Every item in this plan will go through the usual budget or budget amendment process, and relevant contracts will go through the normal procurement and contract approval process. So there will be substantial and ongoing opportunities for Legislative-Executive collaboration as projects are developed and funds are deployed.

Additionally, we expect additional sources of funding for many of these efforts to become available over the coming months. For example, we believe New York State is planning to dedicate some of its Rescue Plan funds to mental health and housing efforts, and there may yet be federal infrastructure funding. An important component of this work will be to monitor and utilize these emerging sources of funds. The programs and plans we develop here will allow us to be ready to competitively access those funds.

Thus we should be thinking of this plan as a program agenda, rather than a strict funding budget, and look to leverage all available funds to pursue the goals we set.

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The plan funds recovery and resilience in three areas:

- Ensuring we continue to provide care for every single one of our residents, especially the most vulnerable among us and those hit hardest by the pandemic,
- Accelerating our economic recovery in a way that builds a more resilient, robust, and equitable economy - an economy that everyone can do better in, and
- Directly responding to the public health threat from the pandemic, including funding for contact tracing and vaccination delivery.

The plan also uses five percent of Rescue Plan funds for administration, program development and management, and reporting, in order to make sure we make the best possible use of the funds. The administration team will also be responsible for seeking and securing additional funds to support and extend this work.

The pages that follow lay out high-level visions for what we aim to accomplish in each of these areas, along with a process for developing and implementing projects within each area, funding targets, and a summary of the public and Legislative input the Working Group received.

The funding targets for each program are summarized in the table below. (Again, these are funding *targets* for Rescue Plan dollars because we will look to leverage additional sources of funding wherever possible.)

Program	2021	2022	2023	2024	Total	Percent of Total
<b>Care</b>						
Mental Health and Addiction Recovery	\$1,000,000	\$2,000,000	\$1,000,000	\$1,000,000	\$5,000,000	14.46%
Housing	\$1,900,000	\$1,200,000	\$1,200,000	\$200,000	\$4,500,000	13.01%
Non-Profit, Youth, and Community Programs	\$500,000	\$1,000,000	\$1,000,000	\$500,000	\$3,000,000	8.67%
Food Security and Access	\$50,000	\$100,000	\$100,000	\$100,000	\$350,000	1.01%
<b>Economic Recovery</b>						
Small Business and Economic Recovery	\$1,500,000	\$2,500,000	\$1,500,000	\$500,000	\$6,000,000	17.35%
Infrastructure and trails	\$1,000,000	\$2,500,000	\$2,500,000	\$0	\$6,000,000	17.35%
Green Home Retrofit and Workforce Development	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$3,000,000	8.67%
<b>Emergency Response</b>						
COVID-19 Response	\$2,250,000	\$0	\$0	\$0	\$2,250,000	6.50%
Emergency Response and Preparedness	\$0	\$2,250,000	\$150,000	\$0	\$2,400,000	6.94%
<b>Admin</b>						
Fund Administration and Overhead	\$225,000	\$500,000	\$500,000	\$500,000	\$1,725,000	4.99%
<b>TOTAL</b>	<b>\$8,200,000</b>	<b>\$12,550,000</b>	<b>\$8,450,000</b>	<b>\$3,300,000</b>	<b>\$34,225,000</b>	<b>98.94%</b>
<b>Fund Balance:</b>					<b>\$365,000</b>	

## Mental Health and Addiction Recovery

**Vision:** *In Ulster County, we are now able to treat mental health with the same level of seriousness and resources as we treat our traditional healthcare systems. We have built a state-of-the-art Mental Health and Addiction Recovery Center and are able to provide wrap-around mental health care, including outpatient mental health services, detox services, and other community care services to all our residents.*

Ulster County faces critical gaps in our mental health infrastructure. The Ulster County Behavioral Health Task Force is partnering with community leaders to identify ways to fill these gaps, including building out a location to support a stabilization center, detox services, and other outpatient mental health services. The Task Force has been meeting monthly since May and is expected to present a draft report with recommendations in August.

One critical gap that the Task Force and other community stakeholders have identified is a Crisis Stabilization Center. A Crisis Stabilization Center provides a 24/7 community crisis response hub where people of all ages can connect immediately with an integrated team of clinical counselors, peer specialists and behavioral health or addiction professionals. The center is voluntary, and people can self-refer, be referred by their primary care or behavioral health provider, or be brought to the center by law enforcement. Dutchess County has been operating a Crisis Stabilization Center, which is currently being used as a funding model by the State Office of Mental Health. An RFP for an Ulster County Crisis Stabilization Center is under development.

We will continue to monitor state funding opportunities for the Stabilization Center and use Rescue Plan funds to fill funding gaps for its development. Additional Rescue Plan funds will be used towards further Task Force recommendations, which may include respite centers, supportive and transitional housing, and increasing the capacity of existing programs with waitlists (such as methadone and access to Mental Health Counseling for teens). The funding focus will be on capital investments that can serve long term purposes or seed funding for programs that will become self-supporting through service revenues.

The plan also funds the HEAL program, which is otherwise expected to sunset in 2022, into 2023 and 2024. This 3-person team supports community-engaged interventions in opioid treatment, including data surveillance and analysis, monthly meetings with providers and community groups, implementation of evidence-based practices, and application for grant funding that has so far allowed for the creation of the High Risk Mitigation Team and support for local providers to expand their services. The project will aim to secure ongoing funds for those components that are deemed most valuable to continue after the 2024 sunset.

None of these efforts replace the need to return the inpatient beds that were moved out-of-county at the start of the pandemic. Ulster County will continue to work aggressively to return these beds to the County.

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### Funding targets:

	2021	2022	2023	2024	Total
<b>Mental Health Infrastructure</b>	\$1,000,000	\$2,000,000	\$500,000	\$500,000	\$4,000,000
<b>HEAL program</b>			\$500,000	\$500,000	\$1,000,000
<b>Mental Health and Addiction Recovery</b>	<b>\$1,000,000</b>	<b>\$2,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$5,000,000</b>

### Summary of public input:

Mental Health and Addiction Recovery was the number one response selected by respondents to the Rescue Plan survey, and several respondents who selected other priorities also mentioned mental health support in their comments. It was also the subject of three Legislative proposals.

## Infrastructure

**Vision:** *Targeted investments in water and sewer infrastructure in communities across the County support hundreds of new housing units and new centers of economic activity. Our spectacular trails network connects communities up and down the County, providing recreation and transportation for residents and bringing visitors to our towns and villages.*

New construction for economic development and housing in the County is limited by water and sewer infrastructure availability, whose costs are often beyond what individual projects can bear. This program will address this need by providing matching funds for infrastructure investments to assist economic development and housing projects, community service facilities such as health and childcare, recreation, and public facilities that result in shared services and lower costs at the community level.

Another key piece of Ulster County's infrastructure is our trails network. During the pandemic, residents and visitors alike discovered just how crucial this infrastructure is to public health, tourism, and quality of life. The Trails Advisory Committee estimates that visitors to our trails spent over \$10 million in Ulster County last year. As our trails become better connected with and between our population centers, they are also increasingly being used as a zero-carbon transportation option. With these funds we have the opportunity to accelerate closing the last gaps in the trails system.

These funds will be added to two capital programs that are available to assist with infrastructure priority projects in partnership with municipalities: the Community Development fund and the Open Space and Recreation fund. Ordinarily the use of these funds requires a County property interest to support bonding, limiting the projects that can be funded. Using Rescue Plan funds in place of bonding will allow a broadening of applicable projects. The Planning Department will create an application process for use of both funds.

### Community Development program:

This program provides matching funds for infrastructure investments such as water and sewer to assist economic development and housing projects, community service facilities such as health and childcare, and public facilities that result in shared services and lower costs at the community level. The level of required match will be determined on a case by case basis but will not exceed 75% of the project costs. Applications from municipalities participating in the County's Housing Smart Communities Initiative will be prioritized, along with projects supporting a community-identified housing and/or economic development priority.

### Open Space and Recreation program:

This program provides matching funds for open space protection, farmland preservation, and expansion of public recreational opportunities consistent with the County's adopted Open Space Plan. Matching funds can be used for conservation easements, property acquisition, and filling of gaps in the County's multi-use trail system. The County will develop a funding application managed by the Planning Department and Department of Environment. Eligible applicants

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include municipalities and non-profit organizations, and all projects must document local support and willing landowners.

### Funding targets:

	2021	2022	2023	2024	Total
<b>Water and sewer</b>	\$500,000	\$2,000,000	\$2,000,000		\$4,500,000
<b>Trails and recreation</b>	\$500,000	\$500,000	\$500,000		\$1,500,000
<b>Infrastructure and trails</b>	<b>\$1,000,000</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>		<b>\$6,000,000</b>

### Summary of public input:

Infrastructure was the number four survey response, and the majority of public hearing speakers addressed filling gaps in the County's trails system. Water and sewer infrastructure is the subject of two Legislative proposals, and five Legislators have suggested using funds for trails.

We have received water/sewer projects or project ideas for the Community Development Program from several municipalities, and we expect that we would receive additional proposals with an open call for projects. Family of Woodstock also suggested dedicating infrastructure matching funds to projects specifically supporting increased housing supply. The Trails Advisory Committee has provided a shortlist of suggested gap-filling projects in the trails network.

## Housing

**Vision:** *All of our residents live in dignity, and everyone who serves our communities can actually afford to live here. Leveraging these funds, we have created hundreds of high-quality housing units, especially for our working families, seniors, and the most vulnerable among us.*

Ulster County is facing a severe housing crisis, as documented in the recently released Housing Action Plan. The crisis is years in the making but has been greatly exacerbated during the pandemic by a combination of declining local incomes and the arrival of new, higher income residents fleeing more densely populated areas. The County also faces a longstanding shortage of supportive, emergency, and transitional housing to provide services to residents who need support for mental health and substance abuse challenges and those who are experiencing or are at risk of homelessness.

The Housing Action Plan calls for development of a Housing Smart Communities program to support municipalities in reviewing and updating their policies and regulations around zoning, short term rentals, and project approvals as well as to proactively identify sites for housing development. Rescue Plan funds would be used to develop supporting materials for that program and to fund a consultant process to work with a cohort of municipalities each year over the next three years to develop their own Housing Action Plans.

The County created a Housing Development Corporation (HDC) in 2020 to increase our housing supply. The Corporation is pursuing a 160-unit development on the site of the former jail. But the Corporation has no assets of its own and so cannot acquire properties except by transfer from the County.

This plan directs \$2 million of the Rescue Plan funding to the HDC as seed funding to acquire properties for the purpose of creating and/or retaining housing, fund housing rehabilitation, and support project development. The HDC will work developer and/or nonprofit partners to create or rehabilitate housing as needed and to ultimately acquire and manage the property and provide ongoing services. Funds from the sale of the property to the partner would be returned to the fund for future projects.

The HDC can also receive properties from the County that have been pulled from the foreclosure auction for housing development purposes, in much the same way that a land bank can. In 2021, five single family homes were pulled from the auction for this purpose. The County may surplus these properties to the HDC, which can then partner with a developer to rehab the homes and sell them as affordable single-family residences, likely around 80 percent of Area Median Income. (Because rehab costs plus back taxes are liable to be more than the income-controlled sales price of the homes, the HDC will likely need to work with a nonprofit developer that has grant funding for this purpose.) The HDC will report to the Executive and Legislature on the experience with returning these five properties to the market as affordable home ownership, in order to inform decisions about seeking to create an Ulster County land bank.

The plan also directs \$1.5 million to the HDC to fund the demolition of the old jail on Golden Hill and prepare the property for redevelopment. Funding the demolition from the Rescue Plan

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funds will decrease the project cost and speed up the project timeline. Leveraging the federal funds will also improve our tax credit application's scoring, making it more likely that the project receives funding in its first round. It will also give the County more control over the timing and conduct of the demolition process, and ultimately increase the proceeds the County receives back on the sale of the property to the developer.

These efforts to increase our housing supply are necessarily long-term investments. But many of our residents and small landlords are facing immediate crisis due to pandemic-related economic disruption. Although New York State has made millions of dollars in rental assistance available, the programs have been extremely difficult to access and have so far gone under-utilized. The plan directs \$200,000 to the Planning Department to contract with one or more local nonprofits to provide assistance in securing available state and federal tenant and landlord support. The Planning Department will monitor and report on the use of these funds and degree of success in obtaining support for tenants and landlords and advise on whether remaining unmet needs require additional funding support.

### Funding targets:

	2021	2022	2023	2024	Total
<b>Housing Smart Communities Program</b>	\$200,000	\$200,000	\$200,000	\$200,000	\$800,000
<b>Rental emergency assistance support</b>	\$200,000				\$200,000
<b>Accelerate Golden Hill project</b>	\$1,500,000				\$1,500,000
<b>Housing Development Corp projects</b>		\$1,000,000	\$1,000,000		\$2,000,000
<b>Housing</b>	<b>\$1,900,000</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>\$200,000</b>	<b>\$4,500,000</b>

### Summary of public input:

Housing was one of the three highest priorities on survey responses, the subject of two Legislative proposals, and the subject of one comment at the public hearings. Tenant Protection and Assistance was selected as a priority by approximately one in ten survey respondents.



## Small Business and Economic Recovery

**Vision:** *Our businesses have bounced back from the pandemic. Both longstanding companies and new entrepreneurs are thriving, generating hundreds of new jobs and a sense of creative excitement and momentum. Sites around the County from Ulster to Ellenville, Saugerties to Shawangunk are returned to productive use.*

Many of our businesses were devastated by the pandemic, some losing most or all of their business for months at a time. Many were eventually helped to muddle through with federal relief dollars, but program terms and limits meant that not everyone – especially the 90 percent of our businesses that employ less than 20 workers – were eligible. Rescue Plan dollars will be used for direct assistance to these businesses, as well as to invest in the foundation of our economic future.

The Ulster 2040 economic development plan lays out a strategy for a People-Centered Economy by focusing on four clusters that can drive high quality jobs within a resilient local economy, along with investments in our social and economic infrastructure. Rescue Plan dollars will be used to spur growth in our most promising emerging industries, helping to ignite the creation of more good-paying jobs for our residents.

We will also accelerate our revitalization of the former IBM site in the Town of Ulster, making this the centerpiece of Ulster County's economic future and investing to build a hub for sustainable farming, filmmakers and artists, manufacturing, clean energy, and more; and also work to revitalize other high-potential industrial and brownfield sites across the county. We will also invest in 21st-century infrastructure to power our 21st-century economy, bringing broadband to all of our communities so students do not need to travel to find a hotspot to do their homework, and workers and businesses can operate seamlessly from anywhere in the county.

### **Direct aid to businesses**

UCEDA will add ARP funds to the CDBG-funded direct business grants program to be rolled out this fall. The program is to be developed by the UCEDA board and staff, under contract with the Office of Economic Development. The program will target businesses that did not receive federal pandemic aid, especially those founded recently, as well as disadvantaged businesses (minority-, woman-, veteran-owned or in distressed communities). The program expects to make forgivable loans of \$10,000-\$50,000 depending on business size and need. An application process will be developed, and the UCEDA board will set up a committee to review applications.

### **Enterprise Campus**

Funds will be used to accelerate redevelopment at the Enterprise Campus, including preparing Building 202 for an education, workforce and business development, and film and recording hub, and planning for redevelopment of the East Campus.

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### 2040 Cluster investments

Under contract with UCEDA, funds will be used to make strategic investments in priority growth sectors including our Food and Agriculture, Makers and Creators, Clean Energy and Environment, and Health and Wellness clusters. Projects may include feasibility studies for infrastructure and enterprise investments, space redevelopment, consulting support for business development.

### Brownfields

Under contract with UCEDA, Environment, and/or Planning, consultants will be hired to conduct the necessary Environmental Assessments prior to foreclosure/redevelopment decisions on properties languishing on the foreclosure-eligible lists due to environmental contamination risks.

### Broadband

Using modern networking technology Ulster County can deploy reliable high-speed Internet service from our own internet backbone via County-owned towers and structures. In 2022, UCEDA will use funds to implement proof-of-concept projects for wireless broadband in rural areas of the County and to establish high-bandwidth backhaul connections to regional points-of-presence to ensure adequate bandwidth for future expansion of viable concept projects. In 2023, UCEDA will leverage the remaining funds to attract other partners to invest in buildout of successful concepts to increase availability and affordability of broadband access throughout the County.

### Funding targets:

	2021	2022	2023	2024	Total
Direct aid to businesses	\$1,000,000				\$1,000,000
Enterprise Campus	\$500,000	\$1,000,000			\$1,500,000
2040 Cluster investments		\$500,000	\$500,000	\$500,000	\$1,500,000
Brownfields redevelopment		\$500,000	\$500,000		\$1,000,000
Broadband		\$500,000	\$500,000		\$1,000,000
Small Business and Economic Recovery	\$1,500,000	\$2,500,000	\$1,500,000	\$500,000	\$6,000,000

### Summary of public input:

Small business economy recovery investment was the fifth largest response to the survey. Two Legislators have suggested using funds for brownfields remediation and redevelopment, and one has suggested using funds to speed the Enterprise Campus redevelopment. One Legislative suggestion focused on support for the Food and Agriculture cluster, and one suggested the development of film production space at Enterprise West. Increasing broadband access was selected as a priority by approximately one in eight survey respondents, and it was the subject of one Legislative proposal.

## Green Home Retrofit and Workforce Development

**Vision:** *By investing in energy efficiency retrofits for our homes, we save our renters and homeowners on the energy bills, increase our resilience to global energy markets, create hundreds of good-paying jobs, and help to stabilize the climate.*

One of the greatest win-win-win opportunities in our clean energy efforts – and one of the greatest challenges for stabilizing the climate – is retrofitting our aging building stock to be energy efficient and fossil fuel-free. Retrofitting our homes can dramatically lower home energy costs, saving as much as \$200 per month, and improving housing affordability.

There is also a huge opportunity for job creation. Draft recommendations from the NYS Climate Action Council's Energy Efficiency and Housing Panel call for 75% of all buildings in the state to be retrofitted by 2050 with approximately 50% complete by 2040. For Ulster County, this means retrofitting nearly 60,000 homes over the next 30 years – a scale-up of approximately 30-fold over the rate at which this work is being done now. However, our energy efficiency and heating and cooling contractors tell us they can barely keep up with demand now because of workforce limitations.

This program will work with one or more nonprofit organizations who run home retrofit programs to rehab low-to-moderate income homes to high efficiency standards while working with employers, SUNY Ulster, Ulster BOCES, and our Office of Employment and Training to run an on-the-job training program coupled with Building Performance Institute classes and certification at SUNY Ulster.

In rental homes, work could be funded in exchange for a rent stabilization or fair market rent guarantee of a specified number of years. NYSERDA funds can likely be leveraged to extend our investment.

### Funding targets:

	2021	2022	2023	2024	Total
<b>Green Home Retrofit and Workforce Development</b>		\$1,000,000	\$1,000,000	\$1,000,000	\$3,000,000

### Summary of public input:

Job Training and Clean Energy and Environment were both selected as a priority by approximately one in six survey respondents. One Legislative proposal suggests home retrofit and green job training investments.

## Food Security and Access

**Vision:** *Our farms, food businesses, and community organizations are linked in a strong, resilient network, backed by solid infrastructure, that can flexibly connect supplies of local food to those in need and bring fresh, local produce into our schools and institutions.*

COVID-19 has laid bare the startling extent of food insecurity in our community. The emergency feeding network across the County has little to no coordinated support from the County. This creates inefficiencies and unnecessary challenges in providing critical services to residents. This program would directly support feeding hungry people while implementing multiple goals of the Ulster 2040 plan agricultural, food & beverage industry. It would also provide programmatic support to the Ulster County Food Waste Prevention and Recovery Act resulting in a substantial environmental benefit by reducing food waste and unnecessary landfilling.

This program works in collaboration with Cornell Cooperative Extension of UC to create and support an Ulster County Food Systems Council. The council would include agencies, organizations, producers, distributors, and consumers, and provide coordination and technical assistance where needed to further build the capacity of existing local and regional food coalitions to strengthen local food systems and foster sustainability. It would:

- Support the emergency feeding organizations across the County, linking them to food supplies and food processing infrastructure
- Help support agricultural gleaning and other initiatives that get local produce into the emergency feeding network
- Link local institutions and purchasers with local supplies of fresh fruit, vegetables and meats
- Work with the agricultural, food & beverage cluster, to find ways to donate their excess food into the emergency feeding network implementing the UC Food Waste Prevention and Recovery Act
- Support the agricultural, food & beverage cluster to divert inedible waste and excess food from the solid waste stream implementing the UC Food Waste Prevention and Recovery Act
- Directly implement the goals from Ulster 2040 for the agricultural, food & beverage cluster including: enhance the sustainability of local businesses, expand access to regional markets, and capture value from the waste stream.

### Funding targets:

	2021	2022	2023	2024	Total
<b>Food Security and Access</b>	<b>\$50,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$350,000</b>

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### Summary of public input:

Food security and assistance was selected as a priority by approximately one in five survey respondents. Creating a Food Council with a supporting position at CCE was the subject of one legislative proposal.

## Non-Profit, Youth, and Community Programs

**Vision:** *One of the greatest strengths of our community – witnessed again and again during the pandemic – is how we rise together to meet challenges and take care of each other. Through this funding we are able to help a broad range of community organizations – from arts to human services, youth to seniors – deliver programs to help everything in the community move from surviving to thriving.*

Our not-for-profit service organizations experienced disproportionate negative economic effects of the pandemic, while also stepping up to serve residents in need. Additionally we know that community recovery needs are broad and varied, and our nonprofits are well placed to address many of these needs. These funds will be used to help not-for-profit organizations and the communities they serve to recover from the impacts of the pandemic and to make capital investments to strengthen organizational capability for years into the future.

Funding processes and calls for proposals will be collaboratively determined by the Executive and Legislature and may include the usual Legislative Programs process, partnering with connector organizations in the arts, youth programming, and human services to select and manage projects, and/or via a grant application process for specific programming needs with a joint Executive-Legislative committee to review applications.

### Funding targets:

	2021	2022	2023	2024	Total
<b>Non-Profit, Youth, and Community Programs</b>	<b>\$500,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$500,000</b>	<b>\$3,000,000</b>

### Summary of public input:

Funding for Not-for-Profit Economic Recovery Support was selected by only about one in twelve survey respondents. However, in comments many respondents suggested community programs for supporting youth, education, the arts, housing, and community health. One public hearing speaker specifically mentioned youth programs as a category they saw missing from the survey.

One legislator called for restoring funding to organizations cut in the 2021 budget process and several legislators suggested funding for specific nonprofit organizations or community programs. There was also a legislative request for funding for a new Community Center in Plattekill.

## Emergency Response and Preparedness

**Vision:** *A state-of-the-art emergency management and government operations facility centralizes critical functions from across County government in a hardened and energy self-sufficient structure resilient to emergencies. An expanded 911 Center will allow us to better support towns with integrated dispatch. Deploying digital technology allows us to serve residents more flexibly and efficiently both during emergencies and under normal operations.*

Currently the Department of Emergency Management and our E911 Center are in a space insufficient to support current operations. This project builds upon grant funding already in the pipeline to upgrade all of our existing dispatch equipment and build a state-of-the-art Emergency Operations Center adequate to fulfill the needs of a County that has managed through multiple hurricanes, snowstorms, forest fires, and most recently the COVID-19 pandemic.

Rescue Plan funds will be used for planning and engineering of the facility, while additional grant funding will be sought for construction along with bonding. An RFP for building design requirements and site selection is currently under development.

We will also dedicate Rescue Plan funds to fully digitizing and digitally indexing County records back to 1685, so that online searches can fully replace in-person searches. This will also free up space in the County Office Building and allow historical records to be moved to proper archive storage for preservation.

### Funding targets:

	2021	2022	2023	2024	Total
<b>Emergency Operations Center and E911</b>		\$2,000,000			\$2,000,000
<b>Records digitization</b>		\$250,000	\$150,000		\$400,000
<b>Emergency Response and Preparedness</b>		<b>\$2,250,000</b>	<b>\$150,000</b>		<b>\$2,400,000</b>

### Summary of public input:

Emergency response and preparedness was selected as a priority by approximately one in five survey respondents.

## COVID Public Health Response

We will need to budget some of the Rescue Plan funds for unreimbursed public health expenditures and projected forthcoming expenditures for contract nurses, contact tracing and case investigations, and vaccine POD temporary staff. Some of these expenditures have been or will be federally reimbursed, but we expect that not all will be, and reimbursement may not arrive for several years.

### Funding targets:

	2021	2022	2023	2024	Total
<b>Case Investigations and Contact Tracing</b>	\$1,000,000				\$1,000,000
<b>Vaccine POD Temporary Staff</b>	\$1,250,000				\$1,250,000
<b>COVID-19 response</b>	<b>\$2,250,000</b>				<b>\$2,250,000</b>

### Summary of public input:

We did not request or receive public input on this category of spending.



## Appendix: Survey Results Summary

295 survey respondents listed their top first, second, and third priorities for using the Rescue Plan funding. Counts of survey responses for first, second, and third priorities are shown in the table below.

	1st	2nd	3rd	Total #
Broadband Accessibility	8	13	15	36
Clean Energy and Environment	11	16	18	45
Community center	1	0	0	1
Community Violence Prevention	51	31	31	113
County workforce	1	0	2	3
Emergency Response and Preparedness	9	22	16	47
Farm support	1	0	0	1
Homeowner assistance	1	0	0	1
Housing	52	31	27	110
Increase Food Security and Accessibility	5	17	21	43
Infrastructure	39	29	30	98
Job Training	5	13	22	40
Law enforcement	6	4	0	10
Mental Health and Addiction Services	47	42	35	124
Not-for-Profit Economic Recovery Support	6	5	10	21
Poverty assistance	1	0	0	1
School Safety	0	1	0	1
Small Business Economic Recovery Support	23	37	34	94
Stabilize County Finances (Revenue Loss Recove	8	16	18	42
Tax reduction	7	2	0	9
Tenant Protection and Assistance	12	13	6	31
Transit	0	1	0	1
Walkways and bikelanes	1	0	0	1
Youth programming	0	0	2	2

Three categories were clustered at the top: Mental Health and Addiction Services, closely followed by Housing and Community Violence Prevention, each with over one hundred total responses. Among those who selected Community Violence Prevention and provided further comments, some respondents suggested an increase in law enforcement funding or staffing and/or salaries at the County jail. Others suggested investments in housing, mental health, job training, and youth programming.

These top three were followed by Infrastructure and Small Business Economic Recovery Support, with nearly one hundred responses each.

Another cluster with forty to fifty total responses included Emergency Response and Preparedness, Clean Energy and Environment, Revenue Loss Recovery, Food Security and Assistance, and Job Training.

Tenant Protection and Assistance, Broadband, and Not-for-profit Economic Recovery Support each received twenty to forty responses.

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Other choices and write-ins for "Other" with fewer than 10 total responses each included Tax reduction, Law enforcement, County workforce, Community center, Farmer support, Homeowner assistance, Poverty assistance, Walkways and bike lanes, Transit, Youth programing, and School safety.