



Recovery Plan

State and Local Fiscal Recovery Funds

2021 Report

August 31, 2021

Washington County, Minnesota
2021 Recovery Plan

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GENERAL OVERVIEW

Executive Summary

Washington County, Minnesota, while a county that is fortunate to have natural, financial, and human resources, had residents who were greatly affected by the COVID-19 pandemic, as did every other jurisdiction in the country. Its leadership and residents are grateful to have additional resources to rebuild our organization and assist our residents as the pandemic abates.

A number of projects will address needs and deficiencies and inequities that were exacerbated in the county by the pandemic. The hungry became more evident, the unhoused became more prevalent, the un- and under-employed suffered more acutely from their financial plight. A number of programs will address and, it is hoped, alleviate these deficiencies going forward.

This report includes a listing of projects and initiatives that the county will undertake in its recovery. Projects will bolster county spending to replace aging and overused physical resources that make county business possible and were overlooked or underfunded due to revenue loss during the pandemic response. Other projects will enhance county workspaces and public spaces to make them safer for workers and members of the public to use while recovering from this pandemic and going forward.

Uses of Funds

Washington County is approaching its recovery efforts in two phases. The first phase, covering the first two years, commits approximately 80% of the County's allocation to address continued response to ongoing pandemic needs, focusing on recovery to those most impacted by the public health emergency, addressing long-standing gaps in the economy that prevent equitable economic recovery, and shoring up government services to ensure ongoing capacity and assurance for the future to continue to serve the needs of our community.

Almost 38% of the county's allocation has been dedicated to the public health response. Ensuring availability and access to COVID-19 vaccination and testing, best positions the county to respond to the COVID-19 public health emergency. Equipment, service, and building modifications are addressed in our recovery plan will assist in the response to COVID-19. The broader health impacts of the pandemic and the public health emergency are also addressed with adaptations to public buildings and services, as well as necessary equipment to mitigate COVID-19 transmission.

The American Rescue Plan Act (ARPA) provides the county the opportunity to bolster our Crisis Response Team to address the increasing mental health needs within the county, as well as assist with other payroll costs related to the county's ongoing response. The county has ongoing needs to provide virtual environments, tools, and resources to continue to operate the county and serve its residents by strengthening efforts to mitigate the transmission of COVID-19.

The county's allocation takes a strategic approach to support a strong and equitable recovery from the COVID-19 pandemic by addressing economic gaps experienced by residents, businesses, and non-profits, by focusing on food security, internet access, and job training.

The county's emphasis on services to disproportionately impacted communities focuses targeted support to those hardest hit by the pandemic and addresses housing stability throughout the jurisdiction with housing outreach and an Emergency Rental Assistance Program management. Community Health Workers will address the health disparities exacerbated by the pandemic.

The county is using a portion of the allocation to improve the county's infrastructure to better position itself for the ongoing public health emergency. Investments in the county's information technology, capital equipment needs, and staff augmentation – for example, in the attorney's division to address the case backlog as a result of the pandemic – will allow the county to continue its recovery and preparation for a future COVID-19 response.

The second phase of the county's response is dependent on evaluation and assessment of phase one efforts. The county will address the remaining 20% of its allocation to either continue existing efforts, or, as needed, change course to address new challenges or circumstances presented to the county, its residents, or other impacts within the community.

Promoting equitable outcomes

Equity considerations are central to Washington County's work. Although the county consistently ranks as one of the healthiest counties in Minnesota, some residents are still affected by poor health. The health outcomes of populations within the county can be starkly different depending on a variety of factors, including race, education, income, and geographic locations. The COVID-19 pandemic has exacerbated many of these disparities that already existed. During the county's COVID-19 response efforts, staff regularly considered equity in decision making and response activities. Much of the county's equity work involves community partnerships, collaborations, and outreach. The county regularly integrates equity in its approach, structure, and delivery to advance its intended outcome of ensuring all residents have equal access to services. This outcome recognizes both the critical relationship between county services and the health and well-being of residents.

Approaches to make county services more equitable include:

- Removal of barriers that slow response time – such as limiting personal information needed for services like food support or vaccine appointments,
- Working with diverse community representatives to understand communication gaps with historically underserved, marginalized, or adversely affected groups,
- Seeking trusted messengers to equalize access to information,
- Translating materials and having interpreter services available,
- Eliminating transportation barriers by offering rides to residents who need transportation services to vaccine clinics, COVID-19 testing facilities, or food distribution events, and
- Offering no-contact delivery options for food support.

In spring 2021, feedback from diverse community representatives was gathered to understand communication gaps with communities of color and underrepresented groups, specifically around vaccine information. Various campaigns were developed with reaching diverse communities in mind. As vaccine clinic operations expanded to the public, staff considered equity in messaging and promotion, translated materials in clinics, made interpreter telephone services available, and made the clinic space as welcoming as possible to all individuals.

Standing clinics are promoted countywide through many different channels and community partners. The county has also worked to eliminate transportation barriers, offering rides to residents who need transportation to clinics, or for COVID-19 testing. And, more recently, the county has hosted clinics in the community, (in addition to standing efforts in county buildings) working with partners including school districts, farmers markets, and a mobile home community.

Explicitly informed by community partnerships, collaborations, and outreach since March 2021, the Food Security Unit continues to integrate equity as a core value in its approach, structure, and delivery to advance its intended outcome of ensuring access to high-quality food to all county residents in need. This ambitious outcome recognizes both the critical relationship that links high-quality food, its supportive role in strengthening immunity, and its availability as a critical determinant in COVID-19 severity and recovery in the lives of individuals and the food insecurity that has disproportionately affected the county's historically underserved, marginalized, and adversely affected residents before and throughout the pandemic. The Food Security Unit will embed equity through its ARPA funded projects by:

- Continuing to remove administrative structures that would slow or limit a speedy or sustained response,
- Asking only for size of household and age ranges of its members to ensure food quantity is proportionate,
- Removing the barrier of transportation by offering no-contact deliveries, and
- Explicitly seeking trusted messengers to equalize access to information and to communicate options and opportunities to residents.

Community Engagement

Using a variety of input processes, Washington County has actively solicited the feedback of individuals and households with whom the county partners, shaping its services in response. Through phone calls, emails, and face-to-face communication, resident input has led directly to the development of specific programs including the prepared meal delivery and the Harvest Express, two programs that will continue with ARPA funds. In addition, the county sought feedback from diverse community representatives in Spring 2021 to understand communication gaps with communities of color and underrepresented groups, specifically around vaccine information.

Ongoing community engagement work around COVID-19 response and beyond seeks to work through trusted partner organizations, and residents of affected communities. At the same time, the county continues to build staff capacity and understanding around health equity and how to advance the work. The proposed Community Health Worker model highlighted in this report will further expand the county's ability to reach residents in communities of color and those faced with negative impacts from the pandemic.

Labor Practices

The county's plan for infrastructure projects is limited to the expansion of accessibly to broadband transmission of data over a high speed internet connection. A number of areas in the county are either unserved or underserved with access to high speed internet. This

program could provide matching funds for local units of government efforts to provide additional services to their residents.

While the details of this program are unfolding, the county’s initiative will focus on promoting effective and efficient delivery of high-quality broadband infrastructure, while also supporting the economic recovery through strong employment opportunities for workers through either project labor agreements, community benefits agreements, prevailing wage requirements, and/or local hiring.

Use of Evidence

The county relies heavily on following best practices from a number of sources, including the Centers for Disease Control and Prevention and professional associations for county programmatic planning and delivery within the county. Much of the Recovery Plan outlined relies on expanding or improving existing programs to better address the inequitable impact of the COVID-19 public health emergency. Equally, some of the projects are directly tied to the American Rescue Plan Act’s identification of a program or initiative that would reduce the disparate impact of the COVID-19 public health emergency and/or address underlying economic inequities that are exacerbating the impact of the COVID-19 public health emergency.

Washington County is investing more than 20% of its allocation, or \$11,087,000, on interventions such as crisis response, food security, internet accessibility, housing support, community health workers, and career pathways to have a direct impact on the goals described for each of these initiatives.

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		
1.2	COVID-19 Testing		
1.5	Personal Protective Equipment	\$303,356.96	\$303,356.96
1.7	Capital Investments or Physical Plant Changes to Public Facilities that respond to the COVID-19 public health emergency		
1.8	Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)		
1.9	Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to COVID-19	\$161,008.17	\$161,008.17
1.10	Mental Health Services		
2	Expenditure Category: Negative Economic Impacts		

Category		Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
2.1	Household Assistance: Food Programs		
2.7	Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)		
2.1 3	Other Economic Support		
3	Expenditure Category: Services to Disproportionately Impacted Communities		
3.1 1	Housing Support: Services for Unhoused persons		
3.1 2	Housing Support: Other Housing Assistance		
3.1 3	Social Determinants of Health: Other		
3.1 4	Social Determinants of Health: Community Health Workers or Benefits Navigators		
5	Expenditure Category: Infrastructure		
5.1 7	Broadband: Other projects		
6	Expenditure Category: Revenue Replacement		
6.1	Provision of Government Services	\$87,425.00	\$87,425.00
7	Administrative and Other		
7.1	Administrative Expenses		
7.2	Evaluation and data analysis		
7.3	Transfers to Other Units of Government		

Project Inventory

PUBLIC HEALTH – EXPENDITURE CATEGORY ALLOCATION \$19,180,793

Project Identifier: 900001
Project Name: COVID-19 Vaccination Planning & Implementation
Funding Amount: \$500,000
Expenditure Category: 1.1 COVID-19 Vaccination

This project is necessary as part of the county's COVID-19 response, mitigation, and prevention activities and would include costs for staff, supplies, and materials necessary. The county's program would prioritize unserved or underserved communities within our jurisdiction by basing vaccination efforts on geography paired with the Minnesota Department of Health social vulnerability index as we plan and implement clinic offerings.

Project Identifier: 900002
Project Name: COVID-19 Testing Planning & Implementation
Funding Amount: \$500,000
Expenditure Category: 1.2 COVID -19 Testing

This project continues the county's testing program and costs and would include all supplies, staff time, and materials. The county's program would prioritize unserved or underserved communities within our jurisdiction by providing varying testing sites, times, and addressing transportation needs and language barriers within the community to ensure accessibility.

Project Identifier: 900003
Project Name: Protective Equipment & Measures
Funding Amount: \$500,000
Expenditure Category: 1.5 Personal Protective Equipment

This project will provide the necessary safety measures for virus transmission mitigation, including, but not limited to, materials and supplies for personal protection, temporary modifications, enhanced cleaning, materials and supplies for ongoing telework, and other supplies as needed for protective measures.

Project Identifier: 900004
Project Name: Campus Heating and Cooling Improvements
Funding Amount: \$8,000,000
Expenditure Category: 1.7 Capital Investments or Physical Plant Changes to Public Facilities that respond to the pandemic

This project will replace the heating, cooling, and ventilation systems throughout the Washington County Stillwater campus, including boilers and chillers, along with associated piping, pumps, and motors as necessary. In addition, select air-handling units may have to be replaced to accommodate the new equipment. The new equipment will provide a higher energy efficiency than the current equipment. Enhancements would include increased air flow and outside air intake, replacement of equipment that is unable to accommodate the recommended guidelines during a pandemic due to age and vintage, and provide additional functionality, which would allow for quick reaction to public health-related concerns in a timely manner.

These building modifications would assist our response to COVID-19 and the broader health impacts of COVID-19 and the COVID-19 public health emergency as adaptations to public buildings to implement COVID-19 mitigation tactics.

Project Identifier: 900005
Project Name: Building Modifications to Ensure Safe Service Delivery
Projected Cost \$5,101,535
Expenditure Category: 1.7 Capital Investments or Physical Plant Changes to Public Facilities that respond to the pandemic

The project would reconfigure workstations and office spaces to accommodate changes in workstyles, including telework, due to the pandemic. Replacing existing furniture with more flexible options will maximize the space and reduce the need for future space growth in the county. Reconfiguration of front reception desk areas throughout county will enhance safety between front desk staff and the public, and increase security in the buildings. Upgrades and installation of A/V equipment throughout the county will allow for enhanced virtual interaction between staff working between sites, between home and office, and between staff and clients.

These building modifications would assist our response to COVID-19 and the broader health impacts of COVID-19 and the COVID-19 public health emergency as adaptations to public buildings to implement COVID-19 mitigation tactics. Reconfigurations would allow for proper teleworking, to accommodate social distancing guidelines in a pandemic, while maximizing the availability of staff within buildings to serve the needs of the public.

Project Identifier: 900006
Project Name: Public Health Enhancements to County Environmental Centers
Funding Amount: \$439,800
Expenditure Category: 1.7 Capital Investments or Physical Plant Changes to Public Facilities that respond to the pandemic

The county uses its environmental center to support the public health preparedness efforts. This project will provide dedicated space in Woodbury, and at the new center in Forest Lake, for supplies and equipment necessary to respond to public health emergencies.

These building modifications would assist our response to COVID-19 and the broader health impacts of COVID-19 and the COVID-19 public health emergency as adaptations to public buildings to implement COVID-19 mitigation tactics by providing the opportunity for drive through test sites and improving flow and egress within the facility.

Project Identifier: 900007
Project Name: Library Express Lockers
Funding Amount: \$350,000
Expenditure Category: 1.7 Capital Investments or Physical Plant Changes to Public Facilities that respond to the pandemic

The Library has express lockers in Hugo, Newport, and Marine on St. Croix. In 2020, the use of these lockers was 52% higher than in 2019. Also in 2020, all Washington County Library branches provided curbside pickup, which provided a much needed service during the pandemic. Adding express lockers outside all branches would provide 24/7 access to library

materials across the county. In addition, the lockers could replace the curbside pickup service offered at each branch.

Additional express lockers in Washington County would assist our response to COVID-19 and the broader health impacts of COVID-19 and the COVID-19 public health emergency as adaptations to public buildings to implement COVID-19 mitigation tactics. Lockers would also support equity-focused services by allowing flexibility in access to library services for hard-hit communities. Additional access to library materials would also help address educational disparities and promote healthy childhood environments.

Project Identifier: 900008
Project Name: Safe Working Environment at Big Marine Park Reserve
Funding Amount: \$168,000
Expenditure Category: 1.7 Capital Investments or Physical Plant Changes to Public Facilities that respond to the pandemic

The staff facility building at Big Marine Park Reserve does not have running water, staff restrooms, or a handwashing station. This project would add these basic amenities for staff.

According to the Centers for Disease Control, handwashing is one of the core components to slow the spread of COVID-19. By providing a restroom and handwashing station for staff, staff have better opportunities to wash before eating, after using a restroom, and after being in a public place. One chemical toilet, and associated costs, will also be discontinued.

This project will assist our response to COVID-19 and the broader health impacts of COVID-19 and the COVID-19 public health emergency by mitigating transmission.

Project Identifier: 900009
Project Name: Safe Handling of Deposits
Funding Amount: \$100,000
Expenditure Category: 1.8 Other COVID-19 Public Health Expenses

Contactless Safes to reduce armored car pick-ups. In addition to reducing the county's armored car expense, it eliminates contact between the armored car driver and county staff.

This project will assist our response to COVID-19 and the broader health impacts of COVID-19 and the COVID-19 public health emergency by mitigating transmission and reduction in contact transactions.

Project Identifier: 900010
Project Name: Public Health Records Assessment and Support
Funding Amount: \$400,000
Expenditure Category: 1.8 Other COVID-19 Public Health Expenses

This project improves the design and execution of certain public health records systems within the county. This project positions the county to be able to better address and assess health disparities within our jurisdiction.

Project Identifier: 900011
Project Name: Payroll and Benefit Costs of those directly responding to Pandemic
Funding Amount: \$2,669,658
Expenditure Category: 1.9 Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to the pandemic

While the costs have dropped significantly in 2021, the county continues to incur salary and benefit costs for those directly responding to the pandemic, including costs to administer these federal funds.

Project Identifier: 900012
Project Name: Virtual Meeting Service and Support
Funding Amount: \$201,800
Expenditure Category: 1.9 Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to the pandemic

The County Board Room requires a high-quality production effort to meet the needs of commissioners, the public, and county staff who attend meetings and workshops. There is an internal staff commitment to maintain all the AV equipment in the Board Room weekly to meet the production quality expectations. In addition to the Board Room, there are 197 conference rooms that serve the public and departments that routinely need support for maintenance and programming. This position will also develop conference room standards, develop a training program for staff, and coordinate contracted work that cannot be completed internally. This will support telework and client services.

To ensure effective government services, this position will be expected to provide a high quality of customer service to all county departments to minimize any AV disruptions to meetings in conference rooms and the Board Room.

Project Identifier: 900013
Project Name: Crisis Response Mental Health Services Augmentation
Funding Amount: \$250,000
Expenditure Category: 1.10 Mental Health Services

The longer-term impacts of COVID-19 are yet to be determined, and there has been both an influx of new intakes, as well as the suspension of routine case closures and adverse actions. This creates a swelling of caseloads across most programs and an increased demand on the state and federal government for additional resources. This project would employ the appropriate number of special project positions through July 31, 2023, to administer assistance programs based on current needs.

Washington County's effort is focused on services to address health disparities and the social determinants of health by providing services to communities disproportionately impacted by the COVID-19 public health emergency. Relying on the Best Practice Toolkit from the National Guidelines for Behavioral Health Crisis Care, the county continues to integrate best practices and evidence based intervention to address health disparities and social determinants of health.

NEGATIVE ECONOMIC IMPACTS – EXPENDITURE CATEGORY ALLOCATION \$802,000

Project Identifier: 900014
Project Name: Food Security Program
Funding Amount: \$202,000
Expenditure Category: 2.1 Household Assistance: Food Programs

In order to respond to the negative economic impacts of the COVID-19 public health emergency, Washington County will continue its Food Security Program in partnership with local food shelves to support the most severely impacted low-income populations. The program will include Emergency Food Pack delivery, transportation of food boxes to people in the community, and infrastructure to support food shelf partners.

The Food Security Program aims to provide 90% of individuals/families who request support in completing steps to transition to other food support programs as well as addressing 100% of current and newly-arrived shelter guests are connected to available food support programs.

Project Identifier: 900015
Project Name: Career Pathway System Project
Funding Amount: \$400,000
Expenditure Category: 2.7 Job Training Assistance

This request is designed to develop a sustainable Career Pathways System for Washington County employers and high school students. Career Pathways is an approach to accelerating the talent pipeline process that enables schools and employers to establish partnerships that integrate the skill needed by employers into school curriculum and experiential learning. It provides the opportunity for students to gain more realistic understandings of their career interests and helps employers promote their businesses and career opportunities through engagement with students. This is a priority of the Workforce Development Board.

The program would develop the structure for the county-wide business and high school consistency of engagement, transition to an "in-kind" effort, aligning existing resources to manage and maintain what has been created.

Businesses are struggling now, more than ever, to find qualified candidates, due to both COVID-19 and the baby-boomer generation retiring at a rate that can be higher than new entrants into the workforce. This project will help provide a more stable talent pipeline for industries in demand in Washington County, many of which are listed as those most impacted by COVID-19.

As school districts move toward adopting Career Pathway approaches, there is a growing need to provide assistance in how they connect with businesses and to avoid different engagement approaches that will discourage businesses from participating.

This project responds to the negative economic impacts of the COVID-19 public health emergency to both individuals and businesses. Those with barriers to accessing training and employment have seen an increase in this impact due to COVID-19. Young adults from disparately impacted families prior to and during COVID-19 need a better system to guide them through the process of identifying Career Pathways that meet their interests, abilities and affordability. This project will lay the foundation for young adults across Washington County to create better opportunities for themselves.

Project Identifier: 900016
Project Name: Internet Access to Support Adults and Students
Funding Amount: \$200,000
Expenditure Category: 2.13 Other Economic Support

This is a multi-year funding request for the Library's hotspot program, which has been serviced through CARES funding since its inception in November 2020.

In 2020, the Library purchased 500 hotspots with a one-year service contract with CARES Act funding. These hotspots were available for check out starting in November 2020. In the past six months, these hotspots have been checked out 2,754 times. Washington County will continue to track and report, as a performance measure, the check outs (utilization).

Continuation of this program provides assistance to households, small businesses, and non-profits to address the impacts of the pandemic by the most severely impacted populations. Providing hotspots via the county library supports the community with much needed access to internet services for education, jobs, and opportunities.

Relying on the Interim Final Rule (May 10, 2021) resource and reference, internet connectivity is essential in responding to the public health emergency (Emily Vogles et al., 53% of Americans Say the Internet Has Been Essential During the COVID-19 Outbreak (Apr. 30, 2020), <https://www.pewresearch.org/internet/2020/04/30/53-of-americans-say-theinternet-has-been-essential-during-the-covid-19-outbreak/>),

And again, as noted in the Interim Final Rule (May, 10, 2021), internet access is a significant tool to address health related activities (<https://www.ntia.gov/blog/2020/more-half-american-households-used-internet-healthrelated-activities-2019-ntia-data-show>; <https://www.ntia.gov/blog/2020/nearly-third-american-employeesworked-remotely-2019-ntia-data-show>; and generally, <https://www.ntia.gov/data/digital-nation-dataexplorer>).

Finally, the impact on workers has been exacerbated with anew to ensure internet access to remain employed (<https://www.ntia.gov/blog/2020/more-half-american-households-used-internet-healthrelated-activities-2019-ntia-data-show>; <https://www.ntia.gov/blog/2020/nearly-third-american-employeesworked-remotely-2019-ntia-data-show>; and generally, <https://www.ntia.gov/data/digital-nation-dataexplorer>. 69).

SERVICES TO DISPROPORTIONATELY IMPACTED COMMUNITIES - EXPENDITURE CATEGORY ALLOCATION \$10,035,000

Project Identifier: 900017
Project Name: Housing Outreach Team Supervision
Funding Amount; \$250,000
Expenditure Category: 3.11 Housing Support: Services for Unhoused Persons

The Housing Outreach Services Team (HOST) began in 2014 and has grown immensely in the last six years and especially during the pandemic. The Center for Evidence-based Solutions to Homelessness guide the county's strategy and approach regarding homelessness within our jurisdiction. A supervisor will ensure county resources are able to meet the current need of the community and the anticipated growth.

Funds are being directed to provide services to communities disproportionately impacted by the COVID-19 public health emergency to promote and encourage strong, equitable growth. The need for homeless and housing support in Washington County has continued to grow. With the onset of COVID-19, HOST has experienced an elevated need for homeless outreach, emergency shelter and housing support services while standing up a COVID-19 shelter.

Project Identifier: 900018
Project Name: County Emergency/Transitional Housing Capital Program
Funding Amount: \$6,800,000
Expenditure Category: 3.12 Housing Support: Other Housing Assistance

This project would support the purchase of a 50-75 bed hotel to be converted into a 30-bed shelter. The costs include remodeling and first year service and shelter costs. The Center for Evidence-based Solutions to Homelessness guide the county's strategy and approach regarding homelessness within our jurisdiction.

Funds are being directed to provide services to communities disproportionately impacted by the COVID-19 public health emergency to promote and encourage strong, equitable growth. This will be the first permanent shelter in Washington County for single adults and will allow residents to receive necessary services in the community. The project will serve the hardest-hit communities and families, and address health disparities and the social determinants of health, investments in housing, and neighborhoods.

The shelter should open in Spring 2023.

Project Identifier: 900019
Project Name: Emergency Rental Assistance
Funding Amount: \$350,000
Expenditure Category: 3.12 Housing Support: Other Housing Assistance

The county is providing more than \$14 million in rental assistance over the next two years. Additional staffing is necessary to ensure all applications are processed in a timely fashion and eligibility requirements are met.

Project Number: 900020
Project Name: Equitable Services Consultant
Funding Amount: \$400,000
Expenditure Category: 3.13 Social Determinants of Health: Other

This project will pay for a consultant to lead the effort to shift the county's focus and resources to more equitably provide services to Washington County residents to address disparate outcomes for populations most vulnerable to the public health crisis. Areas to be addressed include access and resource development. This will be measured by an increase in the numbers of unduplicated residents from the target group that access services and the correlation to the overall population of Washington County.

Washington County's effort is focused on services to address health disparities and the social determinants of health by evaluating services to communities disproportionately impacted by the COVID-19 public health emergency. In order to promote strong, equitable growth, the consultant will assess current state, work with stakeholders to define future state, and create

implementation plan to better address health disparities. Our strategy is closely aligned with the county's partnership with the Government Alliance for Racial Equity.

Project Identifier: 900021
Project Name: Community Health Worker-Health Equity Initiative
Funding Amount: \$2,235,000
Expenditure Category: 3.14 Social Determinants of Health: Community Health Workers or Benefits Navigators

Community Health Workers (CHWs) are frontline public health workers who are trusted members of our community and have an unusually close understanding of the service needs within the community. This trusted relationship enables CHWs to serve as a liaison/link/intermediary between health/social services and the community to facilitate access to services and improve the quality and cultural competence of service delivery. CHWs also build individual and community capacity by increasing health knowledge and self-sufficiency through a range of activities, such as outreach, community education, informal counseling, social support and advocacy. This ARPA project requests aims to develop a community engagement program within the Health and Human Services area of Washington County and directly addresses community recovery from the COVID-19 pandemic through a health equity lens.

Washington County's effort is focused on services to address health disparities and the social determinants of health by providing services to communities disproportionately impacted by the COVID-19 public health emergency. In order to promote strong, equitable growth, eligible services include services that connect residents with health care resources and public assistance programs and build healthier environments; funding public benefits navigators to assist community members with navigating and applying for available federal, state, and local public benefits or services.

As identified by the Centers for Disease Control and Prevention (<https://www.cdc.gov/dhdsdp/pubs/toolkits/chw-toolkit.htm>), applied research findings and best practices include Community Health Workers as a valuable tool for addressing and responding to health disparities.

Washington County expects improved service delivery and access evidenced by client/patient satisfaction of county services, percentage of members receiving services in their first language, percentage of community members indicating the Community Health Worker program is suited to community needs, percentage of community members indicating the Community Health Worker program is suited to community needs, and the percentage of community members indicating the Community Health Worker program is reaching the most in need.

INFRASTRUCTURE – EXPENDITURE CATEGORY ALLOCATION \$2,000,000

Project Identifier: 900022
Project Name: Broadband matching funds
Funding Amount: \$2,000,000
Expenditure Category: 5.17 Broadband: Other projects

This project is in the planning phase and may include matching grants to local units of government for the expansion of high-speed broadband within Washington County.

REVENUE REPLACEMENT – EXPENDITURE CATEGORY ALLOCATION \$8,046,200

Project Identifier: 900023
Project Name: County Attorney Staff Augmentation
Funding Amount: \$198,800
Expenditure Category: 6.1 Provision of Government Services, Lost Revenue Replacement

This is a request for an Attorney I special project position for two years. This position will address backlog of lower level crimes to ensure effective government services.

Project Identifier: 900024
Project Name: Fleet Replacement
Funding Amount: \$1,000,000
Expenditure Category: 6.1 Provision of Government Services, Lost Revenue Replacement

The current Fleet Program Budget for 2022 is \$641,300. The Fleet Program budget should be \$1.52 million per year, based on needs due to end of useful life of Public Works equipment. In addition, the existing fleet and equipment replacement backlog is estimated at \$5.4 million. In 2015, the Fleet Program budget was at \$1.4 million and over the last few years, the amount has been reduced, with the proposed 2022 budget being further reduced to \$641,300. The anticipated performance measure will be reducing the average age of replacement from 17.5 years to 10-12 years.

An adequate fleet is essential for ensuring effective government services.

Project Identifier: 900025
Project Name: Public Safety Radio Replacement
Funding Amount: \$500,000
Expenditure Category: 6.1 Provision of Government Services, Lost Revenue Replacement

This request funds a replacement of all Washington County public safety radios installed in squad cars. The present radios were purchased in 2007-2008 and are no longer supported for parts. The new radios offer several enhancements such as encryption, improved controls, and wireless programming, which will decrease staff time in supporting the radios.

The Wi-Fi programming will allow for social distancing as all updates may be done remotely ensuring for more effective government services.

Project Identifier: 900026
Project Name: Election Equipment Replacement
Funding Amount: \$500,000
Expenditure Category: 6.1 Provision of Government Services, Lost Revenue Replacement

This project would replace the assistive voting devices (AVD) used in each precinct on Election Day and at all absentee voting locations. Currently, Washington County uses machines from 2004 and they are no longer manufactured. New parts are not available with only refurbished parts/machines available when repair or replacement is needed.

This would modernize the system and improve cyber security.

Project Identifier: 900027
Project Name; Voice-Telephone System Replacement
Funding Amount: \$2,017,200
Expenditure Category: 6.1 Provision of Government Services, Lost Revenue Replacement

To facilitate telework and virtually deliver county services efficiently and effectively, this project would replace the current county telephone system that is at the end of its useful life.

Project Identifier: 900028
Project Name: St. Croix Bluffs Boat Launch Improvement
Funding Amount: \$700,000
Expenditure Category: 6.1 Provision of Government Services, Lost Revenue Replacement

This funding will accelerate the replacement of the boat launch at St. Croix Bluffs Regional Park. This will provide accessibility to the river and fishing piers. The boat launch is used for access to the river while responding to emergencies on the St. Croix River.

Project Identifier: 900029
Project Name: Information Technology Infrastructure
Funding Amount: \$3,130,200
Expenditure Category: 6.1 Provision of Government Services, Lost Revenue Replacement

This project will provide funding for increased information technology infrastructure and security measures as outlined in the county's capital equipment and technology plan. These improvements will support telework work for county employees and remote access for those doing business with the county, as well as improve client communication, all in response to the pandemic.

ADMINISTRATIVE – EXPENDITURE CATEGORY ALLOCATION \$400,000

Project Identifier: 900030
Project Name: County Emergency/Transitional Housing (Youth)
Funding Amount; \$400,000
Expenditure Category: 7.3 Transfers to Other Units of Government

Washington County would partner with a neighboring jurisdiction to purchase a building for purposes of providing a youth shelter. The Center for Evidence-based Solutions to Homelessness guide the county’s strategy and approach regarding homelessness within our jurisdiction.

Funds are being directed to provide services to communities disproportionately impacted by the COVID-19 public health emergency to promote and encourage strong, equitable growth. Children and youth in need of short-term, emergency housing will have access to a facility within 30 minutes of their family home and will benefit from the right level of support and services.