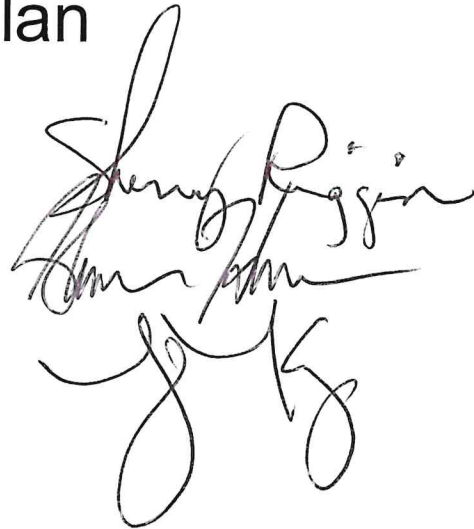


**ORIGINAL**

Delaware County, Indiana  
**Fourth Amended Recovery Plan**

**State and Local Fiscal Recovery  
Funds**

2022 Plan



Sherry Riggan  
County Clerk

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Delaware County, Indiana  
Fourth Amended Recovery Plan

Table of Contents

**General Overview ..... 2**  
    Executive Summary ..... 3  
    Uses of Funds ..... 3  
    Promoting Equitable Outcomes ..... 4  
    Community Engagement ..... 4  
    Labor Practices ..... 4

**Project Inventory ..... 7**  
    Funded Projects ..... 7

**Performance Report ..... 19**

# GENERAL OVERVIEW

## Executive Summary

This is the fourth revision of the plan created by Delaware County, Indiana government to respond to the financial and personal impact that the COVID-19 has inflicted on the citizens and businesses of Delaware County, Indiana. The Board of Commissioners, in conjunction, with the County Council and entire county government elected officials and department heads have worked on a plan that will try and spend the funds granted under the American Rescue Plan to help local businesses, attractions, individuals, and others as we all work our way out of the quarantine. The United States Department of Treasury has issued preliminary guidelines for local governments to utilize with regard to the proper expenditure of the funds. Because of the speed of the passage, the guidelines have been developing over the past several months and weeks. The Treasury adopted its final rules on January 6, 2022.

The Commissioners have met with various elected officials and individuals impacted by the COVID-19 pandemic and how it affected their lives, their departments and their businesses. The Commissioners have reviewed the interim ruling from the Department of Treasury on how the funds can be used as well as attended hours of webinars, seminars and training on the purpose and use of the funds. During the past 12 months, other projects, issues and matters have come before the Commissioners that need to be addressed in the Plan going forward.

This plan is a working, breathing document that will be constantly updated and changed as the needs present themselves. The Commissioners do not believe this revision of the plan, in its present form, will be stagnant as situations will arise over the next three years that will need to be addressed. The Commissioners believe that the funds from the American Rescue Plan were designed to assist the public and businesses and should be used in the most productive way possible.

The Commissioners have met with officials from the City of Muncie at the start of the process to maximize the effect of the funds on the community as well as to determine the intent of both governmental entities that the use of the funds are complimentary and not duplicative. The American Rescue Plan identified differences in need and impact between urban and rural areas and designated funds to those governmental entities. The demands and criteria for the use of American Rescue Plan funds depending on population and demographics, as determined by Congress, are complex, but are intended to address various needs. While the Board of Commissioners are selected by all citizens of Delaware County, including residents of the City of Muncie, both the city and county government believe that the use of the funds by each entity should address their own needs within their own boundaries. The County also recognizes that the incorporated towns in the county also received their own funding, but historically small towns have sustained significant losses of revenue to fund government and their share of ARP funds will not address all their needs. Delaware County believes it is important to assist businesses in the County and small towns as they also suffered during this time.

The Board of Commissioners have been administering their plan for over 18 months and made 2 prior revisions because of the needs of the community that have been identified during the ensuing 18 months. The full impact of the pandemic on not only the governmental services

and accessibility, but on the business, commercial and private lives of everyone in the community. The pandemic exposed some rather serious issues with the ability of government to adequately communicate with each other and the public in the event of a similar catastrophe. The public demand for the delivery of services from local government is increased exponentially during these types of emergencies. Government tried to provide the best possible level of service, but until there is an actual emergency, the theoretical plans can be exposed. The Board of Commissioners believe that with this plan and the subsequent revisions, the County can provide improved services not only for government, but also for infrastructure and address many of the deficiencies exposed by the pandemic.

The Board of Commissioners have also learned, in the past 18 months of administering this Plan, that local business in the unincorporated area of the County as well as in the small towns also learned of their vulnerabilities as a result of the pandemic. The Board of Commissioners believe that it is important for the economic health and long term viability of the community and small businesses that the County partner with them and the leadership of the Innovation Connector to help business not only with funds, but expertise and knowledge to allow them to prosper.

The Delaware County Board of Commissioners welcomes input and ideas about the plan and look forward to implementing the plan and providing needed assistance to the County's citizens and businesses now, and in the future.

### **Uses of Funds**

*Delaware County has created this American Rescue Funds plan to describe in detail the our intended and actual uses of the funds. The County believes that after thoughtful consideration and input from various sources that this plan and/or "approach" would help support a strong and equitable recovery from the COVID-19 pandemic and economic downturn in the County and surrounding community outside the city of Muncie.*

*The County's plan is designed to maximize programmatic impact and effective, efficient, and equitable outcomes and address issues in government as well as infrastructure and small businesses that were negatively affected by COVID-19. Furthermore, this plan also addresses and provides funds for some of the "hidden" costs of the COVID-19 pandemic such as increased drug and criminal activity, landlord/tenant dispute resolution as well as addressing some domestic issues that seemed to have been magnified during the pandemic. The Plan document provides a description on the uses of funds and specific needs identified during the "due diligence" investigation.*

*The County's Plan document does address issues concerning the proper accounting and reporting of public health issues by assisting the local county health department do a more thorough and complete job of creating information assistance as well as expanding their clinic to address future public health needs. The County's Plan document also addresses public health issues by reinvigorating and updating equipment of the emergency medical services which were exposed during the height of the COVID-19 outbreak.*

*The County's Plan does provide some funding for negative economic impacts felt by restaurants, lodging and tourist venues. These are all small businesses that because of the nature of their*



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*services, were disproportionately impacted by the pandemic crisis. These same businesses suffered further economic damages when employees were slow to return to work because of health issues and financial issues. Many of the employees that were in these businesses were from disproportionately impacted communities.*

*The County's Plan further addressed economic disparities by increasing spending on water, sewer and broadband infrastructure projects in the county. County residents that were caught in industries that had to close or limit hours because of the COVID-19 emergency could receive benefits by investments of ARP funds in significant infrastructure projects and also provide much needed infrastructure services to their homes. Increases in broadband infrastructure will improve education and educational alternatives for community members in the rural area. These are the same people that had children that suffered away from school in their educational needs because of slow or no internet connectivity.*

*The County's Plan also recognizes the essential government workers that continued to provide public safety or governmental services as needed to keep the economy moving. Governmental services continued to be demanded from the citizens such as ambulance services, police department intervention in domestic disturbances or criminal activity, dispatching of public safety officers and employees where needed to important services such as deed recording for real estate transfers, court services and even paying the County's bills during the health emergency. Public employees continued to serve in these essential positions and shall receive recognition for staying in their jobs and positions despite tremendous risk or pressure from the demands of the citizens for some semblance of "normal". These employees were required to continue to provide the same high level of service, regardless of the office that the public had come to expect and without them, further damage would have occurred to society and the economy.*

### **Promoting equitable outcomes**

*The County's plan does promote and documents efforts to date and intended outcomes to promote equity with regard to delivery of services, operation of government to make sure that businesses and individuals can continue to function. The County's plan also provides opportunities to address inequities on the delivery of data, water and sewer to underserved areas or to address health concerns promptly and assist the community.*

*The County's plan was created to address inequities in delivery of services and health related issues for equitable outcomes for all rural individuals. Inequities such as broadband function (or lack thereof) are included in this plan to allow families and school students to access information and e-learning opportunities in a manner similar to families and school children in urban areas.*

*Traditionally rural residents are marginalized in receipt of basic health related services such as proper water and sewage disposal because their population will not support many upgrades or significant water and sewer projects. Many times the needs of rural county residents with regard to proper water and sewage services are not adequately addressed because of the individual cost to the homeowner or tenant. A simple water or sewer project inside an urban area is more advantageous because there are more people to share the cost. An urban resident's access to clean water or proper sanitation is much greater at a cheaper price than rural residents. The County's plan is designed to help address some of this inequity by sponsoring a number of water, sewer and storm-water projects, projects that would have been cost prohibitive to offer to these*

same residents. These same infrastructure projects that are part of the County's plan are designed to help residents in the rural area or areas in a small town to upgrade or create infrastructure that will significantly increase the level of hygiene and sanitation. These improvements were also designed to slow down or stop the transmission of disease and death. Coupled with the improvements as contemplated by the Health Department's projects in the County's Plan, will significantly increase the level of health services to a long time underserved and adversely affected groups of people that live in the County.

The County's Plan goals are to increase the level of service for infrastructure as well as governmental services for people in the rural areas of the county that are marginalized because of their address or location. Access to greater and faster broadband, clean drinking water and the elimination of waste water are issues which rural residents are sacrificed because of their proximity to population centers. Health care in the rural areas is adversely affected by the lack of significant population and many people in the rural areas rely upon the services provided by the County Health department. Accurate recordkeeping and prediction modeling will be essential for rural residents in future health crisis.

The County's Plan distributes funds to businesses and provides funds for projects Describe how our planned or current use of funds prioritizes economic and racial equity as a goal, names specific targets intended to produce meaningful equity results at scale, and articulates the strategies to achieve those targets. Explain how our overall equity strategy translates into the specific services or programs we offer in the following Expenditure Categories:

The County's Plan is intended to promote equity for the rural residents of the county and provide infrastructure improvements and projects that will better deliver water and sewer services to them, closer to being on par with urban residents. Many times rural residents are denied these basic services because of lack of population density and the cost per household of water and sewer infrastructure projects. In a more densely populated area such as a city, then the cost of the service can be spread among a greater number of people and therefore lowering the cost to each household. Rural residents are required to pay a much higher cost, per household for these same services mainly due to the lack of population density and the cost of traversing these services over a greater area. Rural residents do not receive the same level of service and therefore suffer not only in a lack of services, but also in health concerns from water and sewer works that are antiquated, if they exist. The County's Plan concentrates a significant amount of the resources to infrastructure works to address this long standing disparity.

The County's Plan is distributed among the rural area of the County and some of the businesses in the small towns outside the urban area. The size of the rural area as well as the reduced population often means that services that are commonplace or a level that is deemed acceptable in an urban setting do not translate to the rural areas. Funding for these projects is often times based upon a fee to the household instead of fees and tax revenue. Households in the county, outside of urban areas, pay a disproportionately greater percentage of their income for services because of the increased costs of delivery of these services.

## **Community Engagement**

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*The County's Plan was created after numerous meetings with various parts of county government as well as interaction with leaders in rural areas and small towns. The County Attorney, County Commissioners, individually, met with department heads, elected officials, community leaders as well as individuals to discuss possible projects and uses of the funds. Many projects were proposed for inclusion in the plan and the Commissioners needed to go through all of them and determine which one best served the community. The County posted their proposed plan on its website and sought input. The plan was also announced at a public meeting on September 20, 2021. In the public meeting, the Commissioners described how the plan was developed and put together as well as the fact that the plan was a document that was subject to amendment as the needs of the community dictated and changed. A separate discussion was conducted with the County Council for the appropriation request at their public meeting in October. As a result of that discussion, the plan was modified.*

*The County Commissioners and the County Attorney constantly monitor guidance from the US Department of Treasury for possible plan changes or projects that can best move the unincorporated areas of Delaware County forward as well as continue the level of government services. The plan will be a "living, breath Describe how our planned or current use of funds incorporates written, oral, and other forms of input that capture diverse feedback from constituents, community-based organizations, and the communities themselves. Where relevant, this description must include how funds will build the capacity of community organizations to serve people with significant barriers to services, including people of color, people with low incomes, limited English proficiency populations, and other traditionally underserved groups.*

### **Labor Practices**

*The County's Plan involves a significant number of infrastructure projects. Each project will subscribe to Indiana law for public bidding as well as labor safety issues through the Indiana Department of Labor and normal governmental project requirements. Many of the potential contractors will be local or use local help and many will also be union shops that will hire from various union labor employees. All projects will have a contract that requires adherence to Indiana law during the course of the project.*

## Funded Projects

### 1. Assistance for Mental Health issues and Rehabilitation Treatment

- A. Amount Allocated: \$1,500,000.00
- B. Description of Project: During the pandemic, federal, state and local leaders and officials noticed the toll that the quarantine and disease took on everyone's mental health. Some people were able to cope with the entire process and many, many others were not. Issues with stress, uncertainty, finances and the disease itself manifested in many ways that took a toll on a person's health and mental process. The County recognizes that under the American Rescue Plan funding for mental health projects and issues are important. Funding for build out at the Justice Center rehabilitation facility may be a use. This will in partnership with the City of Muncie since this issue affects both populations.
- C. Administration of Funds: Delaware County Commissioners
- D. Appropriation Year(s): 2021 and 2022
- E. Use Authority: 42 U.S.C. § 803(c)(1)(A)

### 2. Court System Assistance and Case Management

#### A. Mediation for domestic, civil and housing assistance as well as assistance with substance abuse cases

- i. Amount Allocated: \$100,000.00
- ii. Description of Project: The Court system operated in a limited capacity for over 6 months' non-emergency hearings were rescheduled. The rescheduling caused a backlog with civil cases. The civil cases were delayed to accommodate the criminal cases as required under the rules of court as well as constitutional considerations. Through the pandemic, the courts have seen a dramatic increase for mediation in paternity and dissolution cases through the Alternative Dispute Resolution (ADR) process. Financial assistance is needed to provide significant service to resolve these types of civil cases more quickly, ease the burden on the courts and reach a resolution faster for the litigants. The Commissioners recognize that it is important for litigants to resolve their cases as soon as possible and that American Rescue Plan funds can assist residents of Delaware County to achieve that goal.



As society slowly crawls out of the closures and movement back to everyday operations, those issues, civil and domestic relations matter that were curtailed because of the “lock down” are now rushing forward and need to be addressed. If they are allowed to languish in the court system, they could evolve into more significant problems. The court system found many years ago that the great majority of civil and domestic cases resolve their issues without the benefit of either a judge or jury. The courts in Indiana were one of the leaders in creating alternative dispute resolution rules, courts and processes to help facilitate the prompt and speedy resolution of cases. The Courts in Delaware County have embraced this tool to help resolve cases and clear up their case load and move matters to resolution. This allows residents to move on with their lives, resolve their differences and not have to other methods which could undermine society. The caseload backlog has been the result of the pandemic and without it being addressed timely the courts will continue to move even slower and cause resolutions to be delayed. The Commissioners recognize that for the Courts to continue their work and keep the cases moving forward, there must be an emphasis toward prompt resolution of civil and domestic cases. The funds from the American Rescue Plan are to be used to assist in expediting cases and moving them to resolution sooner. The funds would promote alternative dispute resolution and help pay mediators.

During the pandemic many residents faced a loss of their primary and secondary sources of income and were unable to pay their rent. Stimulus payments may not have been sufficient to pay the accumulated past due rent due to other demands for money such as food, medicine and other expenses. As a result, landlords have lost rent and income which were not really address in other COVID-19 relief programs. The COVID limited operations of the Courts as well as moratoriums on evictions imposed by the CDC and Indiana Supreme Court prevented landlords from any type of relief to move out tenants that were unwilling, unable or just did not want to pay their rent. Landlord/Tenant cases have started being filed and are adding to an already congested court calendar that compounds other court access issues. The Delaware County Courts have programs that address landlord/tenant issues in the courts and would use the funds from the American Rescue Plan to fund programs that assist in mediating disputes with tenants and landlords if the rent payment issues are related to the COVID pandemic. The funds would be used to pay mediators, costs of advertising the program, contacting

landlords and tenants to get them to voluntarily join the program and remove the case from the Court’s docket.

**B. Assistance with Costs for Public Defender Criminal Cases Backlogged by Pandemic**

- i. Amount Allocated: \$75,000
- ii. Description of Project: During the pandemic, the criminal justice system sustained a slowdown of trials and moving cases through the system while crime continued and arrests were made. The Courts processed the cases as they could with the limited resources and opportunities. There were occasions when jury trials were placed on hold for both criminal and civil matters. Under the Constitution, incarcerated individuals have a right to a speedy and public trial, but the pandemic altered this timeline substantially.

In most courts in the United States, the majority of criminal cases are handled by public defenders. Delaware County’s criminal cases continue to move slowly through the system, but are hampered by the lack of sufficient public defenders has slowed the cases. The County has seen several public defenders leave their employ as the pandemic eases, but the backlog worsens.

The Courts have determined that they need additional funding to pay contract counsel to handle public defender cases and clear the backlog.

The use of American Rescue Plan funds will address pandemic created problems and delays in the criminal justice system as well as help restore some justice to the accused, both incarcerated pre-trial and those that are out of jail.

**C. Jury Trial Assistance for Courts**

- i. Amount Allocated: \$75,000.00
- ii. Description of Project: The pandemic left the Court system with a significant backlog of cases, both civil and criminal that need to be addressed. Litigants in criminal matters are guaranteed a speedy

trial and it is incumbent on the Courts to address the needs of people that are being charged with a crime to expeditiously handle their case. However, the courts also have to weigh their rights and responsibilities with respect to civil cases and litigants, many of which have been waiting on a trial for more than 3-4 years. The Courts need additional funding for the payment of jury trial costs due to the significant increase in demand for jury trials.

- D. Administration of Funds: The Delaware County Court Administration would be responsible for overseeing and administering the funds in this program.
- E. Appropriation Year(s): 2022 and 2023
- F. Use Authority: 42 U.S.C. § 803(c)(1)(A)

**3. Assistance for Businesses, Lodging, Attractions, Tourism business and activities**

- A. Amount Allocated: \$1,000,000.00
- B. Description of Project: The pandemic devastated many small businesses in the county as well as the tourism and lodging industries. Unlike restaurants, hotels, motels and tourist locations could not provide “take out” options for potential visitors. These businesses came to a virtual standstill for the past 12 months. The County Convention and Visitor’s Bureau sustained a significant loss of revenue which will be address in the “Revenue Replacement” section of this plan. Additionally, there are a number of eating establishments in the County were also adversely impacted by the COVID-19 pandemic. The American Rescue Plan has criteria to help these hard-hit industries and provide funds so that they can rehire their workforce, make needed repairs or alterations to improve their business, address hygiene and ventilation issues as well as improve the property and operations to try and regain some of the losses that they incurred. These types of repairs, restorations, improvements and alterations normally come from operating revenues, but with a drastic loss of revenue, funds were non-existent and will not be available for quite some time.

The Delaware County Visitor and Convention Commission was created to attract visitors to the area and assist tourism related businesses. The Delaware County Visitor and Convention Commission would be a natural and proper entity to provide funds so that restaurants, lodging and tourist destinations in the County can receive funds and help their struggling businesses. These funds would be used to

provide assistance to motels outside the city limits of Muncie to help address losses related to the COVID pandemic. Also, funds would be used to assist local attractions and tourism-based activities like Academy of Model Aeronautics, Frank Merry Park and similar attractions that suffered from the lock down last year. It is possible that funds also could be allocated to create a “micro loan” program going forward for these types of businesses. These funds would also be used for restaurants that are located outside the city limits of Muncie and were hard hit by the pandemic and subsequent lock down. Restaurants in Daleville, Yorktown, Albany, Gaston and Eaton all suffered as people were forced to stay away and not frequent these locations for months. Money would be used for grants and possible low interest loans to address infrastructure and ventilation/sanitation needs in the business.

Many small businesses in the County also sustained substantial damage from the pandemic and will need assistance to try and regain their momentum. Supply chain problems, inflation and logistical problems that started with the pandemic are now affecting small businesses outside of the urban population. Assistance is needed not only financially but also consultation, business advice and support. The Innovation Connector was created to help foster and grow small startup businesses with the care, support and advice that is needed to make a business idea a successful venture.

While receiving ARP grant funding is vital for the next-step growth of a small business, the Delaware County Commissioners believe in the importance of providing assistance beyond what funding can do. Since Delaware County is fortunate to have business resources to assist the ongoing growth and support the needs of businesses, GRANTEES of ARP grant funding must agree to a minimum of one business coaching session per quarter for a period of one year after the grant award. These sessions will serve as “business health checks” for GRANTEES. They will provide opportunities for GRANTEES to ask for and receive information and assistance to help their businesses in the long term. The Muncie Innovation Connector, Inc., which serves businesses throughout Delaware County, will provide services, at no charge, for GRANTEES. After grant documents are signed and the award money distributed, a staff member from the Innovation Connector will contact GRANTEES to arrange for the first coaching session.

These grants should be for small (less than 10 employee) companies that can demonstrate a need for assistance and agree to the business health checks that the Innovation Connector and provide.

The pool of funds allocated by the Commissioners for this project should be equally divided between the Delaware County Visitor and Convention Commission which will focus on restaurants, motels, hotels, tourism destinations and those entities in the hospitality business and the Innovation Connector to focus on small (less than



10 employees, including the owner that works in the business) that are outside of the City of Muncie that can demonstrate a need and a desire to participate in the business health checks offered.

- C. Administration of Funds: The funds would be divided equally with one-half (\$500,000.00) administered by the County's Visitor's Bureau Board of Directors and the remaining one-half (\$500,000.00) administered by the Innovation Connector, Ted Baker, Director.
- D. Appropriation Year(s): 2022
- E. Use Authority: 42 U.S.C. § 803(c)(1)(A)

#### **4. Delaware County Health Department Clinic and Disease Tracking**

- A. Amount Allocated: \$500,000.00
- B. Description of Project: The County Health Department has been providing testing, vaccination and contact tracing assistance during the course of the pandemic and its resources have been stretched thin during this period. As part of the essential services provided by the Health Department, reports and analysis on COVID cases and hospitalizations were provided to the Delaware County Emergency Services Agency and the Commissioners. This information is critical to the Commissioners in their determination of disaster and emergency declarations. The Commissioners worked closely with the Health Department throughout the course of the pandemic and relied upon the Department to vaccinate essential public safety employees of the County following FDA approval of the vaccines. The Health Department's need to utilize this current facility as a "make shift" clinic to provide vaccinations was less than ideal. The Health Department also found that information technology hardware and software were inadequate to address these challenges.

The Health Department has determined that there is a significant need to create a separate, safe space for a clinic that can administer vaccinations, conduct testing, perform exams and other services of the Health Department may offer for future services. In the event that the Delta variant becomes more predominant in the area or another pandemic is on the horizon, the Health Department believes that a more secure and appropriate clinic space in the Health Department building would be a necessity. The Commissioners recognize the Plan has funds available to assist the Health Department and its clinic refurbishment.

Furthermore, the Health Department has determined that its computer and software infrastructure need to be updated to continue assisting people in the community with their health needs. Presently the Health Department must rely upon out dated record keeping to help track public health issues and cases. This became even more evident during the recent pandemic. The Delaware County Health Department needs to upgrade its computer hardware and software to be able to address public health crisis in the future. The Board of Commissioners believe that an upgraded computer recordkeeping system is desperately needed by the Health Department so that it can perform in an optimum level in the next public health emergency.

- C. Administration of Funds: The Delaware County Health Department would administer the funds provided.
- D. Appropriation Year(s): 2021
- F. Use Authority: 42 U.S.C. § 803(c)(1)(A)

**5. Delaware County Fairgrounds and Exposition Center**

- A. Amount Allocated: \$250,000.00
- B. Description of Project: The Delaware County Fairgrounds and Exposition Center serve as an important cultural and community organization and location for the entire Muncie/Delaware County population. During the COVID-19 pandemic, the Fairgrounds and Exposition Center experienced a complete shutdown of its operations and functions. The Delaware County Fair and Exposition that is normally conducted in July of each year did not occur except for a truncated 4-H exhibition schedule. The Fairgrounds and Exposition Center provide an important location for rural families to display projects, wares, animals, and other aspects of their lives. It also serves an important link for urban residents to understand, appreciate, and observe rural activities and lifestyle. Delaware County, while having a city with an urban lifestyle and problems, is also a very vibrant and historically significant rural community that was adversely affected by COVID-19. As a destination for activities and social gatherings, the unique location in the middle of the urban area of the City of Muncie offers a unique and special opportunity to meld together urban and rural populations in an appreciation of both communities. The Fairgrounds and Exposition Center has served the community for over 150 years and continues to be a critical bridge for the entire community.

COVID-19 caused a substantial reduction in revenue and, consequently, no funds were available for repair work as well as needed work around the grounds for future use. The main expo hall (Heartland Building) sustained a rupture to its sprinkler

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system to make the building virtually unusable for activities. The Fairgrounds also serves important needs of the County outside the fair activities. Heartland Hall also serves as a facility to house large meetings of elected boards and commissions; has served as a facility used by local health department when a large space was necessary; serves as a venue for gatherings, events and other uses by private individuals and companies. The pandemic caused all of those functions to stop and this had a serious and negative impact on the entire facility.

The American Rescue Plan funding will be used restore funding that was lost during the pandemic and help upgrade the facility to continue its availability for future large vaccination activities, mass casualty events and training center as well as other governmental functions that require the area.

- C. Administration of Funds: Delaware County Board of Commissioners
- D. Appropriation Year(s): 2021
- E. Use Authority: 42 U.S.C. § 803(c)(1)(A)

## 6. Infrastructure

- A. Sewer, Water, and Storm Water Projects
  - i. Delaware County Regional Wastewater District Projects:
  - ii. Description of Projects: The American Rescue Fund had specific uses for its funding to include water, sewer and broadband infrastructure projects. Delaware County has a Regional Wastewater District (DCRWD) that administers wastewater issues for approximately 4500 Delaware County residents. Unlike the Muncie Sanitary District, DCRWD must only rely on service fees and not general property tax revenue for operations. DCRWD has 3 main service providers to process the wastewater and has been looking to expand its services to areas that desperately need wastewater treatment services. The DCRWD has identified a number of projects that are needed to either address current issues or work on solving issues in the future. Those projects as identified are as follows:

*a. Royerton Relief Sewer:*

The Royerton area was the most recently added system to the DCRWD project list. The history of this sewer project is replete with mismanagement, construction issues, and lack of proper oversight. The customers served by this sewer project have been taxed with higher-than-normal rates to pay for these issues and will be saddled with these payment obligations for the life of the original bond. The DCRWD has made substantial changes to its operation, leadership, supervisory personnel, and procedures to address these problems. The residents of the unincorporated areas of Royerton, Country Village/Creekwood, and DeSoto, as well as other subdivisions and houses in the area were joined together for a large waste water treatment system about 15 years ago. As the area grew, the system did not. A relief sewer is needed in the Royerton area to address changes in flow, some flooding issues onto private property and an elementary school property and athletic fields. This project is needed to mitigate serious systemic problems while avoiding the incurrence of additional debt that would otherwise be a significant burden to the citizens.

Projected Cost: \$1,500,000.00

*b. Oakville/Mt. Summit sewer extension.*

This is a wastewater project to address needs in the unincorporated town of Oakville, IN and combine with the wastewater treatment facility in Mt. Summit, a town in Henry County about 4 miles from Oakville. The DCRWD will administer the project as well as the sewers that are to be installed in Oakville. The Town of Mt. Summit has also agreed that the DCRWD will take over billing, repair and administration operations of its sewer system in the future. Approximate cost is \$4,500,000.

*c. Salem Township Overlook Drive Sewer Extension.*

Overlook Drive is part of a subdivision inside Salem Township. This area does not presently have wastewater services and this subdivision has been a part of Salem Township for many, many years and the subdivision has had wastewater issues for many years. The DCRWD is in control of the sewer system in Salem Township and needs to extend service to this subdivision area. Cost \$500,000.



B. Infrastructure Projects-Storm, Wastewater and Drinking Water Projects

a. County Storm Water Projects:

The County's Storm Water Utility Board is working on a plan for addressing storm water needs in DeSoto as well as some older subdivisions such as Albany Commercial Development/Bell Road Storm water sewer and retention project. This project also has some aspects of wastewater and drinking water that also need to be done at the same time for cost effectiveness. There also have been identified by residents of several storm water projects in Royerton, Nottingham Hills, Oaklawn Addition, Winwood Subdivision, Town and Country Estates, Breezewood Addition, Cunningham Addition, Woodland Park, Country Village and Creekwood, Cook Acres, Beverly Hills and maybe some other areas in the county. Storm water drains have eroded over the years and need to be upgraded and replaced.

Projected Cost: \$1,500,000.00

b. Town of Daleville:

The Town of Daleville needs to extend storm water services around the downtown area to accommodate additional storm water flow attributable to recent development and redevelopment within the downtown area.

Projected Cost: \$200,000.00

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c. Town of Yorktown:

Town of Yorktown NW quadrant. In this area is located "Park One" an industrial park that is a quickly developing industrial park in the County. There is a need to extend water and sewer to the north side of SR 332 to continue growth in the park. The Town of Yorktown provides water and sewer services to the industrial park, but will need assistance to provide utilities on the north side of SR 332.

Projected Cost: \$1,000,000.00

d. Wes Del Schools

Wes Del Schools have encountered a serious health issue that needs to be addressed. Their current wastewater treatment facility has reached its end of life and either needs to be replaced or the system connected to the Town of Gaston wastewater system. The Town of Gaston wastewater system has sufficient capacity to accept the effluent of the school buildings. The School Corporation has determined that for the long term wastewater treatment stability it is better to connect to the Town of Gaston treatment system now and have a consistent treatment option for the future. The cost of the majority of the infrastructure needed to decommission its current system and connect to the Town of Gaston waste treatment facilities.

Projected cost: \$500,000.00

#### C. Delaware County Housing Project

Delaware County has been fortunate to have several new, large employers that have located their businesses in the County. In the last year, the County has been the beneficiary of over 1,000 new jobs for its citizens. The pandemic has exposed a serious issue with respect to jobs and workers throughout the United States. Business laid off a number of workers during the pandemic or shifted their operations to more “remote” style operations. Now that that pandemic has been lifted (eventhough various strains still continue to plague society) a shortage of employees are evident. Unemployment is at a 50 year historic low and the need for employees is critical. Wages are starting to increase for the first time in about 20 years and with the sudden influx of new significant jobs, Delaware County is facing a housing shortage. This project would assist with a large scale housing project by assisting with water, wastewater and storm water infrastructure to get housing underway for people that will come to the County and work in these new jobs.

Project Cost: \$2,500,000.00

#### D. County Shell Building Project

The County, in the past, has had a number of “shell” buildings that were marketed to prospective employers and tenants. This program has been very successful and the current inventory of “shell” buildings has been depleted. Historically, the County would assist with the development of a new “shell” building with either land acquisition, infrastructure work, finance and/or marketing. The County needs another “shell” building for

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the purpose of continuing its economic development momentum. This project would provide the County's contribution of infrastructure (water, sewer and storm sewer) improvements to the "shell" building project. The County would partner with a contractor to build and then market the "shell" building for additional economic development benefits.

Project Cost: \$270,000.00

- iii. Administration of Funds: The administration of the funds would be performed by the entity that receives the funds, but generally the DCRWD, Delaware County and the Town of Daleville.
- iv. Appropriation Year(s): 2021 through 2024.
- v. Use Authority: 42 U.S.C. § 803(c)(1)(D)

E. Broadband

- i. Amount Allocated: \$250,000.00 (2022)  
\$1,029,216.88 (2023)
- ii. Description of Project: The funds would be used to address broadband and bandwidth issues in the county outside the city limits of Muncie. This will help schools and businesses with connectivity issues and download matters that exist because large internet providers have not brought their services to the unincorporated areas of the county.
- iii. Administration of Funds: The administration of the funds would be performed by East Central Indiana Planning District, Inc., a tax exempt not for profit entity.
- iv. Appropriation Year(s): 2022 through 2024
- v. Use Authority: 42 U.S.C. § 803(c)(1)(D)

**7. County Buildings Issues and Equipment to address COVID and other possible future pandemics**

A. Amount Allocated: \$1,000,000.00

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- B. Description of Project: The County incurred significant costs to retrofit the existing county buildings and facilities to address COVID protocols and safety measures. These steps were taken at all the then existing county facilities at great expense to the County. The County continues to provide treatment of county facilities for airborne pathogens on a weekly basis to address the increase of possible infection from the delta variant of the COVID-19 virus and other protections for limiting or preventing the spread of the disease all of which were not contemplated prior to the pandemic. Additionally, since the COVID-19 pandemic, the County has added another government facility, the Delaware County Justice and Rehabilitation Center (DCJRC) on South Tillotson. The DCJRC was planned prior to the pandemic and was constructed with technology and safeguards that were known and in existence prior to the pandemic. Since the start of the pandemic, the DCJRC needs alterations and changes to address further potential epidemiological events and catastrophes. The pandemic exposed certain deficiencies in existing facilities regarding the delivery of services during a pandemic which need to be incorporated into the new facility, as well. Some offices that have moved to the new facility will need additional computer hardware and software to assist with future pandemic issues and to address possible pandemic problems in the future. Additionally, this facility exists in a qualified census tract and will assist in serving members of the community in and around the facility. There are further uses of the funds that can assist with county building projects and facilities moving forward to make the structures safe for the workforce and the public.
- C. Administration of Funds: The funds would be administered by the County Commissioners.
- D. Appropriation Year(s): 2021
- E. Use Authority: 42 U.S.C. § 803(c)(1)(A)

## **8. Emergency Medical Services (EMS) Equipment and PPE Replacement**

- A. Amount Allocated: \$450,000.00
- B. Description of Project: EMS needs to add to their existing equipment inventory and purchase additional cardiac monitors. The maintenance contract for these new monitors is \$25,000/year. The cost of purchase is \$160,000, which includes a 3-



year service agreement and annual inspections by a certified technician from the supplier. The pandemic taxed the current cardiac monitors to the point that additional monitors are needed.

EMS also needs to purchase an ambulance to add to the fleet for service to the patients. A new vehicle must be fitted with all the needed equipment as required by the State EMS Commission. Since COVID it has been more challenging, as we carry more equipment, PPE and disinfection supplies. This vehicle is also the primary vehicle used to administer COVID-19 vaccinations to home-bound patients, which DCEMS has been providing in a partnership with the County Health Department since mid-April, 2021. The cost for a larger squad is approximately \$250,000.

EMS also used a substantial amount of their materials and PPE during the pandemic. EMS is currently in the process of resupplying all of their PPE and supplies to pre-pandemic levels. In the current market and with shortages still prevalent, EMS is continuously price checking and purchasing equipment as it becomes available, but supply chain issues as well as demand make it difficult to get an exact amount or cost. It is estimated that EMS will need approximately \$40,000 to resupply its current inventory.

- C. Administration of Funds: Delaware County EMS through the Delaware County Commissioners' office.
- D. Appropriation Year(s): 2022
- E. Use Authority: 42 U.S.C. § 803(c)(1)(A)

**9. Employee Retention and Recruitment**

- A. Amount Allocated: \$1,800,000
- B. Description of Project: The County will implement a retention bonus to the employees that are currently employed with Delaware County and have been continuously employed during the pandemic. The purpose is to retain employees during this economy to provide essential governmental services. Additionally, the County needs to address consistent shortfalls in critical hard to fill positions across the County like correctional officers, emergency communications dispatchers, court staff and other positions that provide important governmental services. Both will allow the County to operate at full capacity and make the County more marketable as an employer.
- C. Administration of Funds: Delaware County, Indiana

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- D. Appropriation Years(s): 2021
- E. Use Authority: 42 U.S.C. §803(c)(1)(B)  
COMPLETED

#### **10. Administration of Plan**

- A. Amount Allocated: \$2,200,000
- B. Description of Project: Administration of the American Rescue Plan, payment of claims, review of claims and payments as well as plan for any audit of payments under the plan. These funds may also be used to purchase software which will allow reporting to the US Department of Treasury easier and more transparent.
- C. Administration of Funds: Delaware County Commissioners and Treasurer
- D. Appropriation Year(s): \$2,200,000 for year 2022 and the balance for the years through 2026
- E. Use Authority: 42 U.S.C. §803(d)

#### **11. Delaware County Community Corrections**

- A. Amount Allocated: \$100,000.00
- B. Description of Project: As the national COVID-19 pandemic hit Delaware County in mid-March 2020, the county shut down their offices to the public. As the pandemic continued, Delaware County began making decisions regarding arrest policies, jailing of offenders, and cancellation of court proceedings, all of which impacted Delaware County Community Corrections (DCCC) greatly. DCCC was unable to shut down and we continued to work and monitor clients because of the nature of our business and monitoring on Home Detention programs is 24/7.

It is important to point out that although officers were not arresting for certain offenses and individuals were not being jailed or going to court, there continued to be crime with an increase in substance abuse related offenses and domestic violence incidents due to the quarantine and isolation. Services like DCCC classes and support meetings were shut down and when they resumed, space was limited due to social distancing protocols for safety resulting in less clients engaged in programming. DCCC began a new domestic violence class called MRT-DV to help address the increased domestic violence cases as a

result of the COVID-19 pandemic. Because of social distancing protocols, the class size was limited to 12 participants meaning an increase in the number of classes offered and added to accommodate the clients referred to substance abuse and domestic violence classes. DCCC currently averages 35 participants a month in the substance abuse classes and domestic violence class. Prior to the pandemic, DCCC was able to accommodate approximately 130 participants a month in all of the substance abuse and behavior modification courses. Participants in these programs emanate from the felony courts on the Vivitrol Program, Home Detention JRP, Problem Solving Courts, and the Court Alcohol and Drug Program from Muncie City Court. DCCC is asking funds to assist with the purchase of workbooks for these classes for the year and costs to continue administering these classes to the participants.

The participants in these classes are monitored by Case Managers, a Peer Recovery Specialist and a Surveillance Officer during their time at DCCC, most of which are on for a year. The Case Managers monitor the clients during their programming, maintain regular appointments with them to help guide them through their case, give drug screens for those that are battling substance abuse issues, and report compliance/noncompliance issues to the referring courts. The Peer Recovery Specialist meets with the participants to provide support during their classes, guidance in their recovery, and support to them as they complete their monitoring period or case. The Surveillance Officer checks on these same participants in their home and monitors their GPS points to ensure the safety of the community. The Officer also provides participant, staff, and building safety during the running of the classes. DCCC is also seeking funds to continue in administering case management for all participants with the above mentioned staff involved in these classes throughout the year and additional funds for drug screen costs, increased fuel and vehicle maintenance for surveilling participants in their home.

C. Administration of Funds: Delaware County Community Corrections and Delaware County Commissioners.

D. Appropriation Year: 2022

**12. Town of Daleville**

A. Amount Allocated: \$352,000.00

B. Description of Project: Purchase new heating, air conditioning and air handling equipment to filter circulated air in the town municipal building to decrease disease spreading.

C. Administration of Funds: Delaware County

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D. Appropriation year: 2021

E. Use Authority 42 USC §803(c)(1)(A)

COMPLETED

### **13. County Volunteer Fire Department Communication hardware and software**

A. Amount Allocated: \$35,000.00

B. Description of Project: The local volunteer fire departments are an essential partner in public safety in the county. The majority of residents are protected by the dedicated individuals that agree to forego their own personal and professional lives to provide fire, medical and emergency services to residents in the County. Volunteer fire departments are important for the delivery of information and medical services. The recent pandemic exposed the fragility of the communication systems that have tried to integrate the local volunteer departments. Technology changes each and every day and the local volunteer fire departments lack the technical assistance and the funds necessary to maintain proper communication with other emergency partners in the County. This project will assist with the purchase of hardware and software so that the county volunteer fire departments can upgrade their communications and reporting capabilities to be able to maintain contact with the County, its emergency apparatus and partners.

C. Administration of Funds: Delaware County

D. Appropriation year: 2022

E. Use Authority 42 USC §803(c)(1)(B)

### **14. Revenue Replacement**

A. Amount Allocated: \$\_\_\_\_\_.

B. Description of Project: This section of the plan deals with one aspect of the American Rescue Plan as to losses of revenue in various funds. All revenue amounts are determined by a review of the State of Indiana, Department of Local Government Finance (DLGF) Gateway annual reports for Delaware County. These are amounts certified to the State DLGF by the Auditor's office annually.

According to guidance from the Treasury Department, the calculation for determining revenue replacement is the base year plus the growth adjustment minus the actual general revenue to equal, if any, the revenue that has been lost. The base

year is the most recent full fiscal year prior to the COVID-19 public health emergency which for Delaware County would be calendar year 2019. The calculation point for revenue replacement would be December 31, 2020; December 31, 2022 and December 31, 2023.

- C. Administration of Funds: The Delaware County Council
- D. Appropriation Year(s): 2021, 2022, 2023 and 2024
- E. Use Authority: 42 U.S.C. § 803(c)(1)(C)