

AMERICAN
RESCUE PLAN ACT
ARPA

**CITY OF KINGSTON
ECONOMIC RECOVERY PLAN
2022**



The City of
Kingston, NY

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LETTER FROM THE MAYOR



Dear Kingston Stakeholders:

Coming upon nearly two years since the COVID-19 epidemic first started to severely impact the City's way of life, while there are signs of progress mitigating the spread of the virus, the pandemic is still disrupting many aspects of Kingston's economy and living conditions. Fortunately, City staff and elected leaders, the business sector, regional officials, parties in the non-profit sector, and residents of the City as a whole have come together and are cooperating on responding to and overcoming the social and economic

effects that are rippling through all parts of Kingston's and Ulster County's economy. Also meeting this moment of crisis, the Federal government made significant funding available to the City under the American Rescue Plan, in order to enable an effective response to and recovery from the epidemic and the social and economic havoc it has wreaked.

Within these pages, my administration has set forth an ***Economic Recovery Plan*** that details how \$17.3 Million in Federal support and stimulus funding is proposed to be applied over the next five years in order to comprehensively restore community health and wellness and implement a broad and sustainable local economic recovery.

We all depend on good health, decent homes, quality jobs and infrastructure, and a vibrant economy. Through careful planning and working together we can ensure that Kingston remains a great place to live, work and play.

I request your active involvement in putting this ***Economic Recovery Plan*** into action.

Steven T. Noble
Mayor

ACKNOWLEDGEMENTS

MAYOR – Steven T. Noble

COMMON COUNCIL PRESIDENT – Honorable Andrea Shaut

COMMON COUNCIL

January 1, 2022 to December 31, 2023

- ▶ Honorable Barbara Hill, Ward 1
- ▶ Honorable Carl Frankel, Ward 2
- ▶ Honorable Reynolds Scott-Childress, Ward 3
- ▶ Honorable Rita Worthington, Ward 4
- ▶ Honorable Naimah Muhammad, Ward 5
- ▶ Honorable Anthony Davis, Ward 6
- ▶ Honorable Michael Olivieri, Ward 7
- ▶ Honorable Steven Schabot, Ward 8
- ▶ Honorable Michele Hirsch, Ward 9

ECONOMIC RECOVERY TASK FORCE

- ▶ Steven T. Noble, Mayor
- ▶ John Tuey, Comptroller
- ▶ John Schultheis, P.E., City Engineer
- ▶ Summer Smith, Director of Communications & Engagement
- ▶ Ruth Ann Devitt-Frank, Director of Grants Management

CITY OFFICE & DEPARTMENT HEADS

- ▶ Daniel Baker, Assessor
- ▶ Amanda Bruck, Director of Community Development
- ▶ Suzanne Cahill, Director of Planning Department
- ▶ Jackie DeCicco, Executive Secretary of Civil Service Office
- ▶ Ruth Ann Devitt-Frank, Director of Grants Management
- ▶ Emily Flynn, Director of Health & Wellness
- ▶ Barbara Graves-Poller, Corporate Counsel
- ▶ Judith Hansen, Water Department Superintendent
- ▶ Stephan Knox, Director of Building Safety
- ▶ Kyle McIntosh, Director of Information Technology
- ▶ Ed Norman, Department of Public Works Superintendent
- ▶ Chris Rea, Fire Chief
- ▶ John Schultheis, P.E., City Engineer
- ▶ Bartek Starodaj, Director of Housing
- ▶ Lynsey Timbrouck, Director of Parks and Recreation
- ▶ Egidio Tinti, Police Chief
- ▶ Elisa Tinti, City Clerk
- ▶ Summer Smith, Director of Communications and Community Engagement
- ▶ Tawana Washington, Director of Human Rights



The City of
Kingston, NY



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 - 5. Suzanne Cahill, Director of Planning Department
 - 6. John Schulteis, PE, City Engineer
 - 7. Daniel Baker, Assessor
 - 8. Kevin Corte, Director of Housing
 - 9. Chris Rea, Deputy Fire Chief

10. Lynsey Timbrouck, Director of Parks and Recreation
11. Egidio Tinti, Police Chief
12. Summer Smith, Director of Communications and Community Engagement
13. Judith Hansen, Water Department Superintendent
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STRATEGIC INVESTMENT OF ARPA FUNDING WILL HELP RESTORE AND AUGMENT THE VIBRANCY OF THE CITY OF KINGSTON



“ The aim of ARPA funding is to fight the pandemic; support businesses and families struggling with its health and economic impacts; maintain vital public services; and build an equitable recovery by making investments that support long-term growth and opportunity.

The careful planning that has gone into creating this Economic Recovery Plan has generated actionable strategies that will help the City of Kingston wisely invest the ARPA funds to achieve these important goals that are fundamental to restoring and strengthening the vitality of our community.

- STEVEN T. NOBLE
Mayor

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EXECUTIVE SUMMARY

ARPA OVERVIEW

The City of Kingston has excellent systems of planning. Likewise, over the last 10 plus years, there have been actions to form multi-party collaboration, strengthen community-based systems, and establish policies and programming that are geared to aiding overall economic development and community health and wellness. Still, COVID-19's onset significantly disrupted City life and the underlying economy of Kingston and the surrounding region. Fortunately, the federal American Rescue Plan Act (ARPA) provides the Kingston City government with a unique opportunity to invest in public health protection and to structure action in order to overcome economic hardship and strengthen the community.

The \$17.3 Million of American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Funds made available to the City of Kingston from the US Treasury are proposed to be strategically scheduled and implemented according to this ***Economic Recovery Plan***. The plan will advance public health, safety, and wellness while restoring beneficial business activity to mitigate any lasting impact the pandemic may otherwise have had on the City. It will also support economic development actions, including improvements to broadband, water, and sewer infrastructure as one component of a multi-pronged strategy that will propel the City's economy forward.

As a result of ARPA funding allocations proposed in this ***Economic Recovery Plan***, there will be a strong, immediate and broad-based community recovery from the pandemic. At the same time, these resources are strategically aimed to bolster the economic foundation and stimulate economic growth into the foreseeable future.

PURPOSE & PROCESS OF PLAN

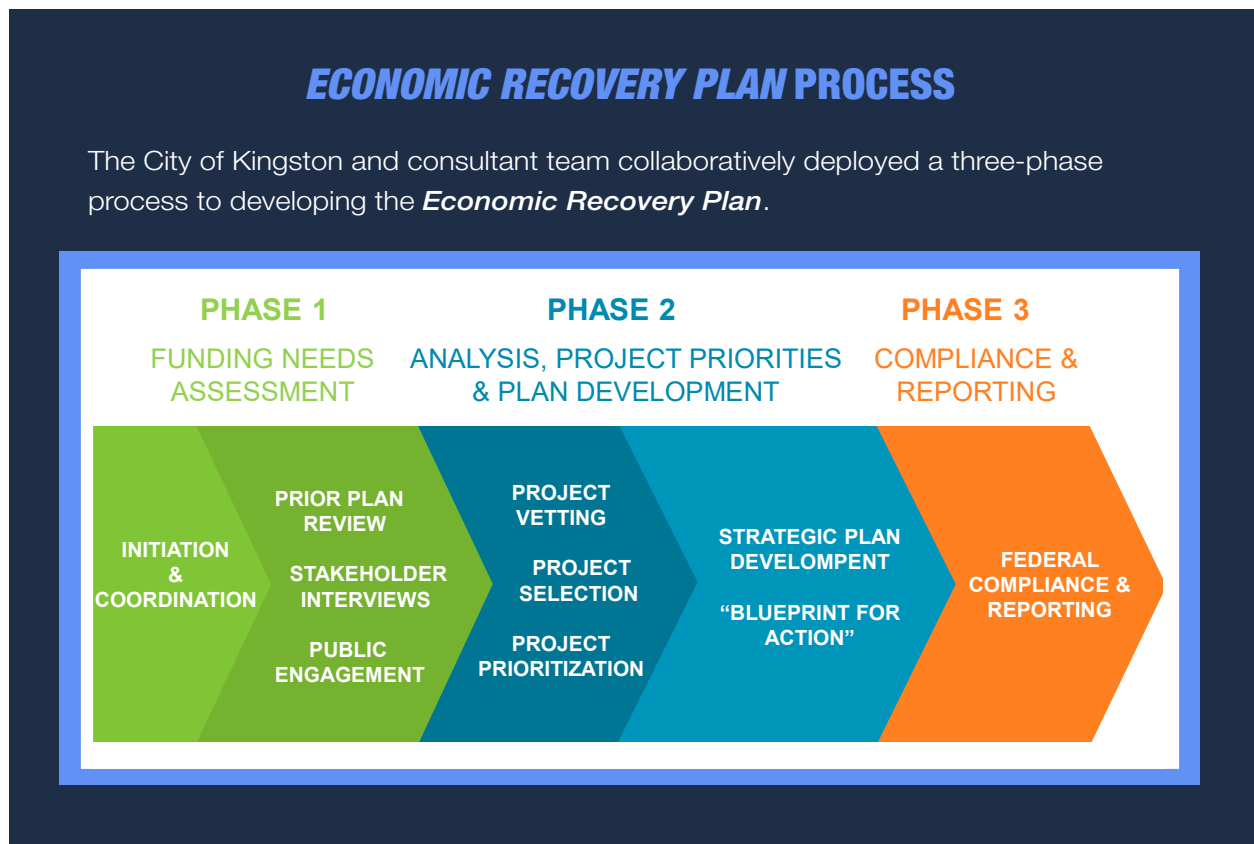
This Plan was formed using a community-based needs assessment that explored the ways the community is being impacted by the pandemic and identified the priority projects that are scheduled to advance under this plan. These implementation actions will at least partially be underwritten by available ARPA funds as a means to prepare and catalyze capital improvements. They also comprise strategic actions that are designed to generate a strong and broad-based economic resurgence from the pandemic in Kingston.

The Plan presents goals for funding and the evaluation criteria that were used to assess whether and how an array of potential projects could generate the desired economic recovery in the community. This evaluation is meant to identify the ways that various projects may align with goals. It was also used to review the relative strengths of different actions compared with one another. Based upon the evaluation criteria, 46 ARPA projects emerged that the City will invest in from a broader set of 156 possible actions that were identified.

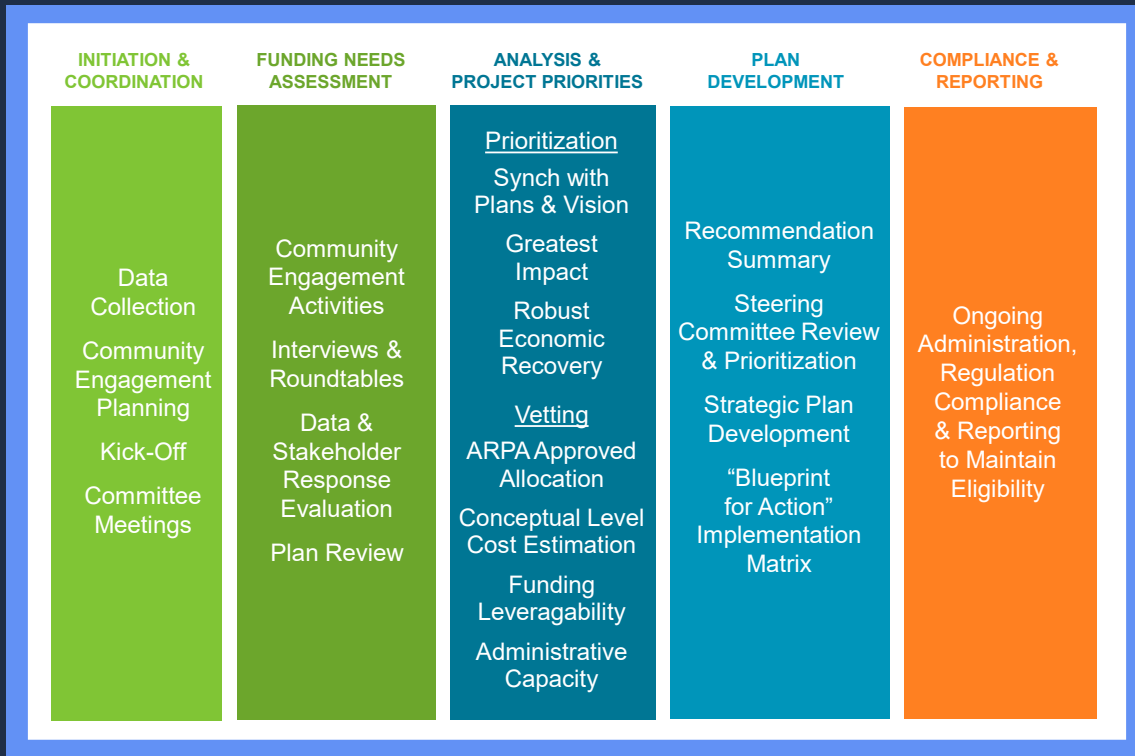
ECONOMIC RECOVERY PLAN PROCESS

The process of *Economic Recovery Plan* formation generated a broad base of public awareness and support. A major component consisted of a rigorous needs analysis. Varied voices from the community were consulted and provided guidance on needs and the form of possible action. Consulting many people from different groups, who are involved in different parts of Kingston or in varied sectors, helps ensure that the input obtained is balanced and reflects a realistic identification of pressing social and economic issues. It also helps in identifying valid and salient opportunities to restore and enhance the economy, as well as protect public health.

Flowing from the outreach, there was identification of alternative potential ways to use the funding in order to deliver large impacts and support a speedy and robust recovery. There was also an effort to pinpoint the role the City government can play in helping shape investment. The process of project vetting also sought to identify how to generate large and broad benefits for the community. Moreover, it involved identifying particular ways spending can be applied to cause desirable changes in local policy and fundamental improvements in the overall economy.



ECONOMIC RECOVERY PLAN PHASES IN DETAIL



Based upon the types of project identified, 8 different ARPA allocation categories were established. Projects were ranked across 12 different scoring categories to identify the projects with the highest community benefits. From these projects, 46 actions were elevated for funding. These 46 actions were aligned across these 8 funding categories to be put in motion to advance a resilient economic resurgence.

This Strategic Plan meets the mandates of ARPA. It is in sync with the development vision as expressed in the City’s 2016 Comprehensive Plan and many varied supporting subject-specific plans that have been formed in recent years in order to aid resource development and management. The strategic actions in this ***Economic Recovery Plan*** are designed to address the remediation of COVID and stimulate a broad and equitable economic recovery from the pandemic. By examining the potential fit of proposed ARPA actions against current projects, programs, and plans, there is effort to ensure that these policies and investments will work in concert with past efforts and not have negating effects.

FINDINGS OF NEEDS ASSESSMENT

A key part of plan formation encompassed a program of public involvement that was used to define how the pandemic is influencing the Kingston community and economy. This same opinion gathering provided for identification of the resources needed to implement the *Economic Recovery Plan* to optimally address the many identified needs.

It will not be possible to act on every single recommendation, but this process of input gathering has beneficially tapped into the vast knowledge of residents and the business and non-profit community. Through commentary on experiences people are facing, examination of policies, projects and programming, and feedback on local context, many insights were gained about particular issues, the places where action can be targeted, and unique ways the pandemic is influencing public health and the local economy. It identified pinch-points, highlighted potential priorities for action, plus it generated perspectives on the rationale for and ways to design and implement the actions that are proposed and which have been strategically assembled within this *Economic Recovery Plan*.

The ‘Needs Assessment’ section of this Plan describes in more detail the techniques used to garner public feedback. It also summarizes key themes frequently discussed and identified as cross-cutting issues which should be addressed within action strategies identified in the ‘Funding Plan’.

HIGHLIGHTS

FINDINGS OF NEEDS ASSESSMENT

- ▶ The housing environment is highly stressed and requires a multifaceted response.
- ▶ There is a need to assist small business in immediate need, incentivize creation of employment opportunities, and stimulate desirable economic development and expansion.
- ▶ Invest in revitalizing / enhancing Broadway and the Uptown, Midtown and the Rondout cores, and other key connecting corridors.
- ▶ Advance community wellness using the Live Well Kingston framework.
- ▶ Promote workforce development/ job training and employee-employer matching.
- ▶ Celebrate and support Kingston’s diverse cultures, which add to the City’s vibrancy.
- ▶ Strategically upgrade aging subsurface infrastructure through prioritization and readiness.
- ▶ Address pent-up and newly emphasized needs for modernizing City buildings and parks.
- ▶ Support healthy growth and development of the City’s youth, and implement programs that inclusively bolster autonomy and leadership and aid socialization and educational enrichment.
- ▶ Expand Wi-Fi and assess and build speed and reliability of broadband systems.
- ▶ Increase local food production and procurement and stimulate food system development to address food insecurity.
- ▶ Continue to stimulate active transport and bolster transit service.
- ▶ Establish coordination and communication between parties to leverage resources and advance community development.

FUNDING PLAN

As the *Economic Recovery Plan* investments come together, the City of Kingston has identified key funding allocation categories that are critical to the City’s economic future. Investing in multiple categories will effectively continue to re-build the economy that was disrupted by the COVID-19 pandemic. The allocation categories are organized to invigorate the roots of Kingston’s economy while supporting essential community and social infrastructure that will provide for a versatile local economy. By strategically allocating funds through the identified categories, the City will establish a broad-based recovery that supports innovation and desirable change, while seeking to leverage additional funding to achieve fuller actions. The 8 allocation categories the City has identified are presented below.

PROPOSED ARPA FUNDING PLAN	
Action Category	Budget
1. Arts, cultural, & tourism development projects	\$1,042,500
2. Business districts development / business (re)development fund	\$1,200,000
3. Housing action projects	\$4,757,500
4. Non-profit service support	\$1,225,000
5. Parks & greenways improvement fund	\$1,250,000
6. Public health protection / General public support & safety	\$2,125,000
7. Vital community infrastructure projects	\$4,545,000
8. Administration, program delivery, and premium pay	\$1,155,000
TOTAL ARPA PROPOSED BUDGET	\$17,300,000

The table above shows the proposed Economic Recovery Plan budget. The proposed budget is allocated across 8 funding categories which include 46 individual ARPA projects. Budgets for each allocation category are provided below, while detailed information regarding each category is provided within the Funding section of this Plan.

1. ARTS, CULTURAL, & TOURISM DEVELOPMENT PROJECTS

Project #	Action Description	Budget
121	Support Wayfinding Plan Implementation	\$512,500
94	Advance Arts & Tourism	\$25,000*
91	Fund internship opportunities in art and tourism sector	\$15,000*
93	Small, individual artist grants	\$50,000*
90	Workforce development investment to aid/ catalyze arts industry	\$35,000*
135	Establish arts economic development seed funding	\$30,000*
139	Create special-events grant program for arts, cultural, and tourism events	\$375,000*
	Percentage of ARPA Funding: 7%	\$1,042,500

2. BUSINESS DISTRICTS DEVELOPMENT/ BUSINESS (RE)DEVELOPMENT FUND PROJECTS

Project #	Action Description	Budget
119	Business (Re)Development Fund	\$750,000
140 / 149	Assist minority-owned and women-owned business enterprises (stabilize MWBEs). Establish incentive funds local businesses can access to expand/hire	\$125,000*
120	Support/fund County-level program(s) to assist City businesses	\$275,000*
114	Initiate creation of a technology center (incubator)	\$50,000*
	Percentage of ARPA Funding: 7%	\$1,200,000

3. HOUSING ACTION PROJECTS

Project #	Action Description	Budget
27	Support Land Bank rehab of single-family homes on City-owned properties	\$1,000,000
29	Structure transfer of more properties to Landbank for rehabilitation and buy-downs	\$100,000*
88	Provide more funding for energy efficiency upgrades program	\$250,000
6	Update eviction policies and rent stabilization laws	\$50,000*
26	Continue to support the Landlord Ambassador Program	\$250,000
28 / 108	Rehabilitate vacant / abandoned City properties. Establish direct incentives for housing rehabilitation (citywide) / aid housing quality	\$685,000
151	Counteract housing distress/ displacement. Support homeless persons/ households	\$1,000,000
106	Establish pool to incentivize affordable units development & leverage state / federal financing	\$1,000,000*
	Housing Initiative TBD	\$422,500
	Percentage of ARPA Funding: 27.5%	\$4,757,500

4. NON-PROFIT SERVICE SUPPORT

Project #	Action Description	Budget
Multiple	Non-Profit Service Providers Services/ Support Program	\$1,225,000
	Percentage of ARPA Funding: 8%	\$1,225,000

5. PARKS & GREENWAYS IMPROVEMENT FUND

Project #	Action Description	Budget
Multiple	Parks & Greenways Improvement Fund	\$1,250,000*
	Percentage of ARPA Funding: 7%	\$1,250,000*

6. PUBLIC HEALTH PROJECTS

Project #	Action Description	Budget
4	Form food systems strategic plan to address food insecurity	\$50,000*
142	Partner with County on mental health crisis 1st responder service	\$700,000*
36	Bolster safety protocols to ensure parks programming carried out safely	\$10,000*
55	Heighten police community engagement/ involvement, i.e. implement bike patrolling	\$10,000*
59 / 35	Establish an Emergency Communications Plan; updated existing Disaster Plan	\$100,000*
60	Secure soft/hardware to enable inter-departmental communications during hazard events	\$50,000*
86	Implement software to enable electronic site/ building plans reviews	\$80,000*
7	Support implementation of ADA accessibility in City	\$100,000*
40	Expand/build-out public Wi-Fi around City properties, including Neighborhood Centers	\$150,000
38 / 39 / 43	Develop construction drawings to renovate the City's three neighborhood centers	\$225,000*
136 / 138	Upgrades to City Hall to replace HVAC and touchless fixtures	\$400,000*
3	Invest in cybersecurity/ remote work support software	\$50,000
33	Develop Fire Station construction drawings.	\$200,000
	Percentage of ARPA Funding: 12%	\$2,125,000

7. VITAL COMMUNITY INFRASTRUCTURE PROJECTS

Project #	Action Description	Budget
10 / 69 / 15	Improve Henry Street: <ul style="list-style-type: none"> Continue/allocate investment in City's sidewalk system on Henry Street Henry Street Lead Line Replacement Pilot project Support sanitary sewer upgrade on Henry Street 	\$1,120,000
22	Design Flatbush Ave./ Foxhall Sewer reconstruction & complete street upgrade	\$475,000*
11	Develop a study to replace/standardize 17 pump stations and replace 2 pump stations	\$1,200,000
21	Obtain camera and smoke testing equipment (for sewers)	\$75,000
68	Develop a lead service inventory to identify locations to address	\$75,000*
64	Purchase equipment to address new lead service requirements (water system)	\$150,000
14	Design Albany Ave. complete street with sanitary & storm sewer comprehensive fix	\$1,000,000
65	Repair one water tank	\$350,000
95	Assist County efforts to increase/improve public transit in the City	\$100,000
	Percentage of ARPA Funding: 26%	\$4,545,000

8. ADMINISTRATION, PROGRAM DELIVERY, AND PREMIUM PAY

Project #	Action Description	Budget
160	Plan Development, Administration and Program Delivery	\$855,000
34	Premium Pay to Essential Workers	\$300,000
	Percentage of ARPA Funding: 5.5%	\$1,155,000

Flatbush and Foxhall Avenues street repairs and upgrades will improve pedestrian and bicycle infrastructure to enhance livability in the neighborhood by creating a sustainable and attractive streetscape in the heart of the City



COMPLIANCE & REPORTING SUMMARY

ARPA PROJECT AND FINANCIAL COMPLIANCE AND REPORTING REQUIREMENTS

The U.S. Treasury has detailed a number of compliance and reporting requirements. The City of Kingston falls in the category of ARPA reporting for local governments that have a population less than 250,000 and an allocation of greater than \$10 Million. Based on this category, the City is responsible to report quarterly on projects and expenditures using the U.S. Treasury reporting portal. The U.S Treasury Department urges the implementation of a set of internal controls to best meet compliance and reporting requirements. The **Internal Controls Best Practices** table below, provided by the U.S Treasury, presents a sample of internal controls recommended.

INTERNAL CONTROLS BEST PRACTICES

Best Practice	Description	Example
Written policies and procedures	Formal documentation of recipient policies and procedures	Documented procedure for determining worker eligibility for premium pay
Written standards of conduct	Formal statement of mission, values, principles, and professional standards	Documented code of conduct / ethics for subcontractors
Risk-based due diligence	Pre-payment validations conducted according to an assessed level of risk	Enhanced eligibility review of sub-recipient with imperfect performance history
Risk-based compliance monitoring	Ongoing validations conducted according to an assessed level of risk	Higher degree of monitoring for projects that have a higher risk of fraud, given program characteristics
Record maintenance and retention	Creation and storage of financial and non-financial records.	Storage of all sub-recipient payment information

SOURCE: U.S. TREASURY, STATE AND LOCAL FISCAL RECOVERY FUNDS COMPLIANCE AND REPORTING GUIDANCE, NOVEMBER 15, 2021)

ARPA OVERVIEW

WHAT IS THE AMERICAN RESCUE PLAN ACT (ARPA)

The City of Kingston will receive \$17.3 Million in Federal American Rescue Plan Act (ARPA) funding in response to the recent COVID-19 pandemic and its associated impacts. ARPA, signed into law on March 11th, 2021, is a \$1.9 trillion economic stimulus intended to catalyze the United States' recovery from the economic and health effects of COVID-19 and the ongoing recession. This influx of federal funding provides essential resources to help individuals, households, and communities disproportionately impacted by the pandemic not only recover, but thrive. The Act delivers direct and flexible aid to America's municipalities to provide much-needed relief and recovery.

The pandemic exacerbated deficits and posed unprecedented challenges for public health and the economy. The ARPA legislation is intended to address public health and assist areas of concern including public safety; businesses and economic sustainability; vaccine access; food security; housing needs and rising housing costs; addiction; and mental health. The City plans to pursue qualifying projects that will address long-standing infrastructure issues and meet the needs identified as being the most pressing with projects that deliver the largest public benefit.

The funding provided under ARPA provides the City of Kingston with the opportunity to make strategic investments in long-lived assets as well as cover temporary operating shortfalls until economic conditions and operations normalize. The City aims to address the needs of the community with a balanced approach that assists economic recovery in all sectors, including by potentially bolstering tourism; small business; improving water, sewer and broadband infrastructure; and addressing other identified local and governmental needs. The City is seeking to maximize the opportunity provided by the ARPA State and Local Fiscal Recovery Funds and its efforts to optimize the allocation of these funds by generating a broad base of support and guidance in the development of the strategic plan.

GENERAL PURPOSES ALLOWED FOR ARPA ALLOCATIONS

The segment of American Rescue Plan Act (ARPA) funding allocated to state, county, and municipal governments are Coronavirus State and Local Fiscal Recovery Funds. These allocations have been made to help local governments “turn the tide on the pandemic, address its economic fallout, and lay the foundation for a strong and equitable recovery.”¹ Recipients, including the City of Kingston, may use Coronavirus State and Local Fiscal Recovery Funds for the following eligible uses:



SUPPORT PUBLIC HEALTH EXPENDITURES

Fund COVID-19 mitigation efforts, medical expenses, behavioral healthcare, and certain public health and safety staff.



ADDRESS NEGATIVE ECONOMIC IMPACTS

Address economic harms to workers, households, small businesses, impacted industries, and the public sector.



REPLACE LOST PUBLIC SECTOR REVENUE

Provide government services to the extent of the reduction in revenue experienced due to the pandemic.



PROVIDE PREMIUM PAY FOR ESSENTIAL WORKERS

Support those who have borne and will bear the greatest health risks because of their service in critical infrastructure sectors.



INVEST IN WATER, SEWER, AND BROADBAND INFRASTRUCTURE

Make investments to improve access to clean drinking water, support wastewater and storm-water infrastructure, and expand broadband internet access.

Within the categories of eligible uses, recipient communities have flexibility to decide how best to use this funding to meet community-specific needs.

¹ *State and Local Fiscal Recovery Funds Fact Sheet* – United States Federal Reserve, May 2021.

SUPPORTING THE PUBLIC HEALTH RESPONSE

Coronavirus State and Local Fiscal Recovery Funds provide resources to meet the need for an unprecedented public health response from state, local, territorial, and tribal governments through the provision of care for those impacted by the virus and through services that address disparities in public health that have been exacerbated by the pandemic. Communities may use this funding to address a range of public health needs across COVID-19 mitigation, medical expenses, behavioral healthcare, and public health resources. Eligible projects, programs, services, and funding uses include, but are not limited to:

- ▶ Vaccination programs and testing.
- ▶ Personal protective equipment purchases.
- ▶ Support for vulnerable populations to access medical or public health services.
- ▶ Public communication efforts.
- ▶ Enhancement of healthcare capacity, including alternative care facilities.
- ▶ Enhancement of public health data systems.
- ▶ Capital investments in public facilities to meet pandemic operational needs.
- ▶ Ventilation improvements in key settings like healthcare facilities.
- ▶ Mental health treatment, substance misuse treatment, and other behavioral health services.
- ▶ Crisis intervention and services or outreach to promote access to mental health and social services.

ADDRESSING THE NEGATIVE ECONOMIC IMPACTS CAUSED BY THE PUBLIC HEALTH EMERGENCY

According to data provided by the United States Treasury, the COVID-19 public health emergency resulted in significant economic hardship for many Americans. As noted by the Treasury, more than 20 million jobs were lost between February and April 2020 “as businesses closed, consumers stayed home, schools shifted to remote education, and travel declined precipitously.” To address the negative economic impacts caused by the public health emergency, State and Local Fiscal Recovery Funds are eligible for projects, programs, services, and funding uses that serve households, small businesses, and industries impacted by COVID-19. These eligible funding commitments include, but are not limited to:

- ▶ Delivering assistance to workers and families, including aid to unemployed workers, job training, aid to households facing food, housing, or other financial insecurity.
- ▶ Supporting small business to address financial challenges caused by the pandemic and aid in a rebound by deploying loans, grants, in-kind assistance, and/or counseling.
- ▶ Speeding the recovery of the tourism, travel, and hospitality sectors, supporting industries that were particularly hard-hit by the COVID-19 emergency.
- ▶ Rebuilding public sector capacity, by rehiring public sector staff and/or building internal capacity to successfully implement economic relief programs with investments in data analysis, targeted outreach, technology infrastructure, and/or impact evaluations.

SOURCE: *State and Local Fiscal Recovery Funds Fact Sheet* – United States Federal Reserve, May 2021.

- ▶ Addressing the disproportionate public health and economic impacts of the crisis – and the exacerbated health and economic inequities – impacting the hardest-hit communities, populations, and households including low-income communities, vulnerable communities, and communities of color by:
 - Addressing health disparities and the social determinants of health.
 - Investing in housing and neighborhoods, such as services to address individuals experiencing homelessness and affordable housing development.
 - Addressing educational disparities.
 - Promoting healthy childhood environments.

REPLACING LOST PUBLIC SECTOR REVENUE

State and local governments that are facing budget shortfalls may use Coronavirus State and Local Fiscal Recovery Funds to avoid cuts to government services. The U.S. Treasury has established a methodology by which each recipient community can calculate its reduction in revenue or elect the standard allowance of up to \$10 million.

PROVIDING PREMIUM PAY FOR ESSENTIAL WORKERS

Many essential workers who have put their physical well-being at risk to meet the needs of their communities during this public health crisis have not received compensation for the heightened risks they have, and will continue to, experience. Local communities are authorized to commit State and Local Fiscal Recovery Funds to projects, programs, services, and funding uses including, but not limited to:

- ▶ Grants to private employers of essential workers who must be physically present at their jobs including, among others: staff at nursing homes, hospitals, and home-care settings; workers at farms, food production facilities, grocery stores, and restaurants; public health and safety staff; childcare workers, educators, and school staff; and social service and human services staff.

INVESTING IN WATER, SEWER, AND BROADBAND INFRASTRUCTURE

Permissible funding commitments include investments in necessary improvements to communities' water, sewer, and broadband infrastructures. Eligible project include, but are not limited to those that:

- ▶ Address the impacts of climate change.
- ▶ Build, expand, upgrade, or improve an array of drinking water infrastructure such as facilities, transmission, distribution, and storage systems, including the replacement of lead service lines.
- ▶ Address wastewater infrastructure needs, including constructing publicly-owned treatment infrastructure, managing and treating stormwater or subsurface drainage water, facilitating water reuse, and securing publicly-owned treatment works.
- ▶ Address broadband shortfalls and promote high-speed, reliable, and affordable broadband coverage to support participation in remote school, healthcare, and work.

SOURCE: *State and Local Fiscal Recovery Funds Fact Sheet* – United States Federal Reserve, May 2021.

ECONOMIC RECOVERY PLAN OVERVIEW

PURPOSE

The City of Kingston's *Economic Recovery Plan* was formed after months of research, community engagement, and dialogue with stakeholders who have a vested interest in the City's recovery. The *Economic Recovery Plan* recognizes the unique opportunity made available through receipt of ARPA State and Local Fiscal Recovery Funds, and it serves as a guiding mechanism for local leaders to identify, prioritize, and address immediate and long-term needs exacerbated and created by the pandemic. This Plan is a living document and will continue to evolve as the City responds to COVID-19.

Community feedback was used to inform the *Economic Recovery Plan*, while complying with federal guidelines to craft a Plan for the use of ARPA funds. The underlying purpose is to optimize the allocation of the pending \$17.3 Million of ARPA funding in order to alleviate, recover, and mitigate against COVID-19 and its associated impacts. This Plan aims to integrate social and economic programming with the implementation of capital projects in order to address disparities in the City, foster a strong public sector as a partner, and simultaneously leverage greater resources and collaboration that will advance the Plan's recovery goals.

PROCESS

In order to efficiently and effectively evaluate the needs of the community and develop recommendations, the City assembled an *Economic Recovery Plan* Task Force. This steering group consisted of Mayor Noble along with several department heads knowledgeable about the ARPA eligible impact areas.

The Task Force guided action to develop the City's *Economic Recovery Plan*. Weekly advisory meetings were held for the purpose of clear and consistent correspondence, tracking the schedule, and adjusting to unforeseen or new information pertaining to COVID-19 and the local and regional recovery.

In conducting its guidance and review of a prospective use of ARPA funding, the Task Force helped:

1. Frame and prioritize issues;
2. Conduct internal analyses;
3. Undertake community outreach, public engagement and/or public information, and;
4. Prepare for providing implementation support as appropriate and necessary.

The City of Kingston hired Laberge Group as a consultant to provide support on ARPA related matters and assist in fulfilling its mission to identify and fund strategic initiatives that will maximize the benefits derived from its allocation of ARPA aid, promote long-term fiscal health of the City, and comply with US Treasury guidelines and requirements. Laberge Group was responsible for review of previous planning documents and programs, conducting community engagement, developing project needs and prioritization, and forging the ***Economic Recovery Plan***. A robust Community Engagement Process was implemented to guide the plan's development.

The Community Engagement Process was a critical component of planning, and it guided development of the ***Economic Recovery Plan***. Robust outreach was performed by the City and the ***Economic Recovery Plan*** Task Force. Public input and feedback was obtained through a series of surveys, meetings, and workshops that engaged City staff, key stakeholders, and the general public.

KEY ENGAGEMENT ACTIVITIES INVOLVED:

- 1. Community Survey** – The Community Survey was available both online and in-person for optimal response. Additionally, the survey was available in English and Spanish as the City is home to a relatively high percentage of Spanish-speaking households.
- 2. Two (2) Public Meetings** – These were held in October 2021 to inform and engage the public. They were conducted virtually over Zoom as a result of COVID-19 precautions. Recordings were made readily available, in English and Spanish, on the EngageKingston website.
- 3. Eighteen (18) Department Head Interviews** – These one-on-one interviews conducted over three months discussed needs for specific projects, program stabilization, expansion, or future direction.
- 4. Five (5) Roundtable Sessions** – Broad community-wide stakeholder invitations to the roundtables were circulated throughout the City. These stakeholder consultations, held in October and November 2021, included small focus groups and examined how aid could help various community groups and organizations within Kingston recover from the pandemic.
- 5. Four (4) Individual Stakeholder Interviews** – Stakeholders unable to participate in a roundtable session were invited to request one-on-one discussions to share insights on key topics and COVID-19 challenges, and how ARPA funds could be used to benefit the community as a whole.

Following the engagement process, ***Economic Recovery Plan*** goals were established and potential projects were identified. In an effort to align with the City's overarching objectives, previous plans were considered in order to contemplate ways to build consistency with these and achieve momentum advancing key aligned initiatives. Included in the Appendix to this Plan is a projects matrix that lists a set of potential actions that were identified as needed in order to advance and bolster the economic recovery and public health. Following ARPA eligibility and funding guidelines, over 150 potential programmatic recommendations were determined which can aid the City's social and economic recovery.

A subset of projects were selected for advancement according to this plan after they were classified by ARPA funding allocation categories and assessed for their relative merits and how they fit with

community and project goals and could be expected to generate desirable impacts. The ultimate ranking to select projects that would be assigned for implementation within these categories of economic recovery investment involved making hard choices based on project scoring and community benefit.

Project rankings and selections were made based on scoring criteria that aligned with the City's short-term priorities and long-term vision. The twelve criteria used to determine project ranking, which are described in detail in the Funding Plan section of this plan, included establishing whether a prospective project:

- ▶ Involves an asset considered essential to the functioning of the community and the economy.
- ▶ Is consistent with a need previously identified in a community planning document (such as the Comprehensive Plan) and is an established policy objective.
- ▶ Has a high level of project readiness, including detailed rationale, cost basis information, and appropriate documentation.
- ▶ Constitutes an investment that will stimulate economic growth.
- ▶ Protects public health.

PLAN ADOPTION

Upon completion, the Draft ***Economic Recovery Plan*** was referred to the City's elected Common Council. During this time, the Plan objectives and strategies underwent Common Council consideration as well as evaluation by the Finance Committee. Prior to plan adoption, a public meeting was held in conjunction with the Common Council's review and consideration. This meeting was promoted well in advance to heighten attendance and participation was encouraged during the meeting. Comments and insights provided by the public were evaluated for potential incorporation when refining the final plan. The final revised plan was then returned to the Common Council for adoption.

COMMUNITY OVERVIEW

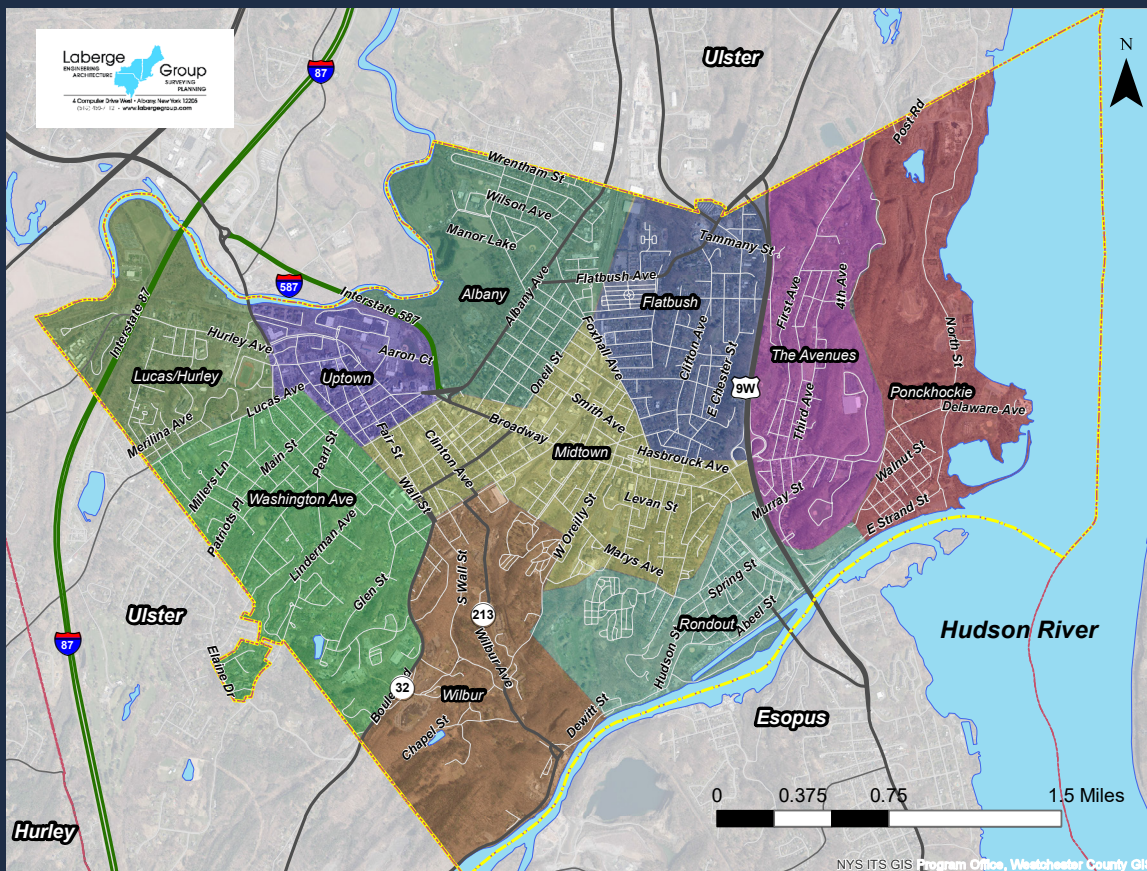
The City of Kingston, located in the southern portion of New York on the west bank of the Hudson River, serves as the County Seat for Ulster County. Kingston is one of the oldest cities in the country. As of the 2019 Census, the City has an area of 7.49 square miles and a population of 3,191.5 persons per square mile. The City is 91 miles (146 km) north of New York City and is 59 miles (95 km) south of the State's capital, Albany. Kingston is grouped within the New York metropolitan area around Manhattan by the United State Census Bureau. Due to its strategic location and access to both the railroad and canal connections, the City became a transport hub within the nineteenth century.

Dating back as far as 1614, Kingston is well-known for its rich history and vibrant cultural life. As early as 1614, the Dutch established a trading post at Ponckhockie and the Dutch cultural influence remained strong through the nineteenth century. The first permanent settler, Thomas Chambers, was recorded in 1653. By 1654, European settlers began purchasing land from the Esopus Native Americans, and in 1661 the settlement was granted a charter as a separate municipality.

The City was designated as New York’s first state capital during the Revolutionary War, being one of the largest Hudson River settlements at the time, and was burned by British troops in 1777.

NEIGHBORHOODS WITHIN THE CITY OF KINGSTON

There are ten (10) neighborhoods within the City of Kingston, which include the Lucas/Hurley, Washington Ave, Wilbur, Uptown, Rondout, Midtown, Albany, Flatbush, The Avenues, and Ponckhockie. The Uptown Stockade Area was the location of the first capital of New York State, Midtown is largely commercial and is home to the historic City Hall, and Downtown is located within the Rondout-West Strand Historic District on the City’s waterfront. The Uptown Stockade Area, the Rondout-West Strand Historic District, and the Downtown Waterfront Area are recognized on the National Register of Historic Places. As one of the nation’s oldest cities, Kingston has undergone substantial change throughout its history to meet the ever-evolving needs of its people while celebrating its contributions to the state and national landscape.



POPULATION

As of the 2020 Census, the City has a population of 24,069 and is Ulster County’s most populous area. Kingston has experienced a slight population increase between 2010 and 2020 from 23,893 to 24,069 revealing a degree of urban growth. Unlike the City, Ulster County experienced a minor decrease in population between 2010 and 2020 from 182,492 to 181,851.

There are various causes that can lead to population growth especially when considering urban areas such as Kingston. These causes include, but are not limited to, the natural increase in population, migration, industrialization, commercialization, advancement of transport, and urbanization. Between 2020 and 2021, migration was one cause of population growth within the City in response to COVID-19. New York City residents migrated north to the City of Kingston and other nearby places in the midst of the pandemic to retreat from high density living. As a result, displacement has occurred within the last two (2) years posing unprecedented challenges for the community. The impacts of this population gain are City-wide and cross-sector, impacting housing, education, job opportunity, and access to resources.

CITY OF KINGSTON POPULATION BASICS						
		2010	2018	2010 to 2018 Change	2010 to 2018 Percent Change	2020
Age	Total Population	23,893	23,210	-683	-3%	24,069 (+ 859 from 2018)
	<20	5,732	5,382	-350	-6%	N/A
	20-29	3,334	3,469	135	4%	N/A
	30-44	4,589	4,712	123	3%	N/A
	45-64	6,599	6,072	-527	-8%	N/A
	65-74	1,674	2,042	368	22%	N/A
	75-84	1,231	943	-288	-23%	N/A
	85+	734	590	-144	-20%	N/A

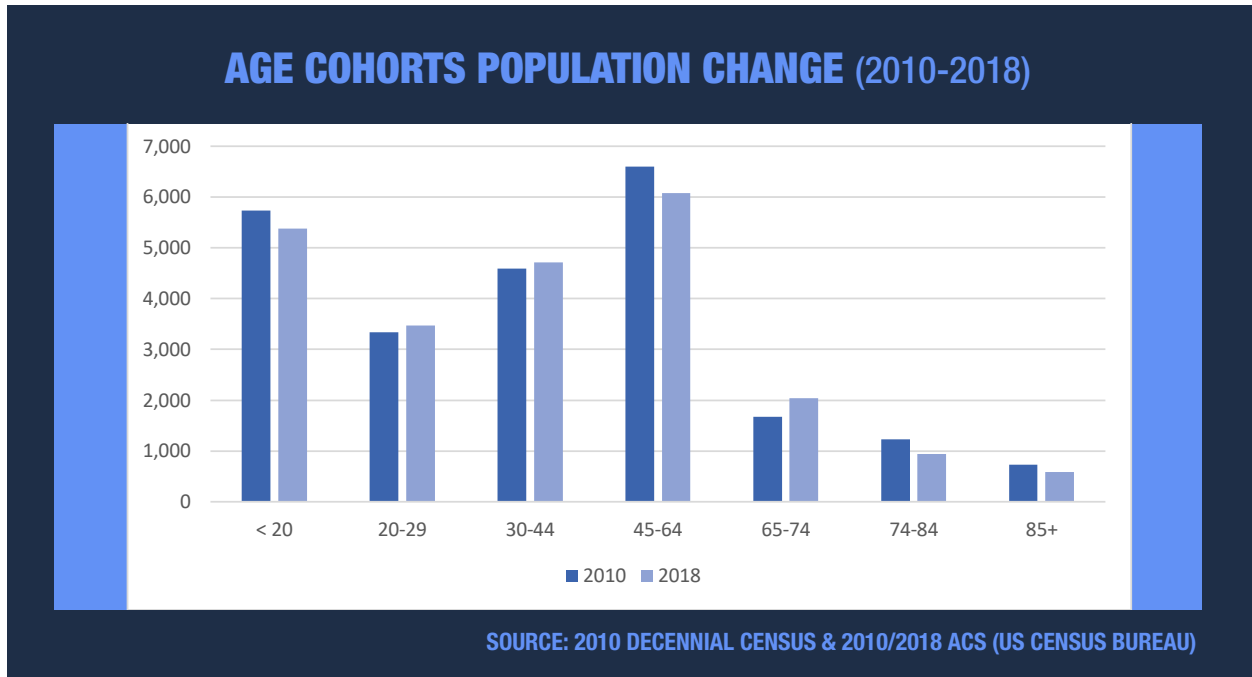
SOURCE: 2010 & 2020 DECENNIAL CENSUS & 2010/2018 ACS (US CENSUS BUREAU)

The resident median age in 2019 was 37.2. As per the 2010 Decennial Census, the largest age cohort within Kingston ranges from 45 to 64, the second largest age cohort is all persons younger than 20, and the third largest age cohort ranges from 30 to 44. The age cohort, 65 to 74, experienced a 22% increase between 2010 and 2018, which is significant when compared to all other cohorts listed. Although there was an increase in the cohort, it has minimal effect on the median age because it is the third smallest cohort within the overall population.

Ulster County appears to have an aging population as the median age has increased from 41.2 in 2010 to 43.7 in 2018. Census 2019 estimates indicate the median age for Ulster County is 44. Therefore, there is nearly a seven (7) year difference in median age between Ulster County and the

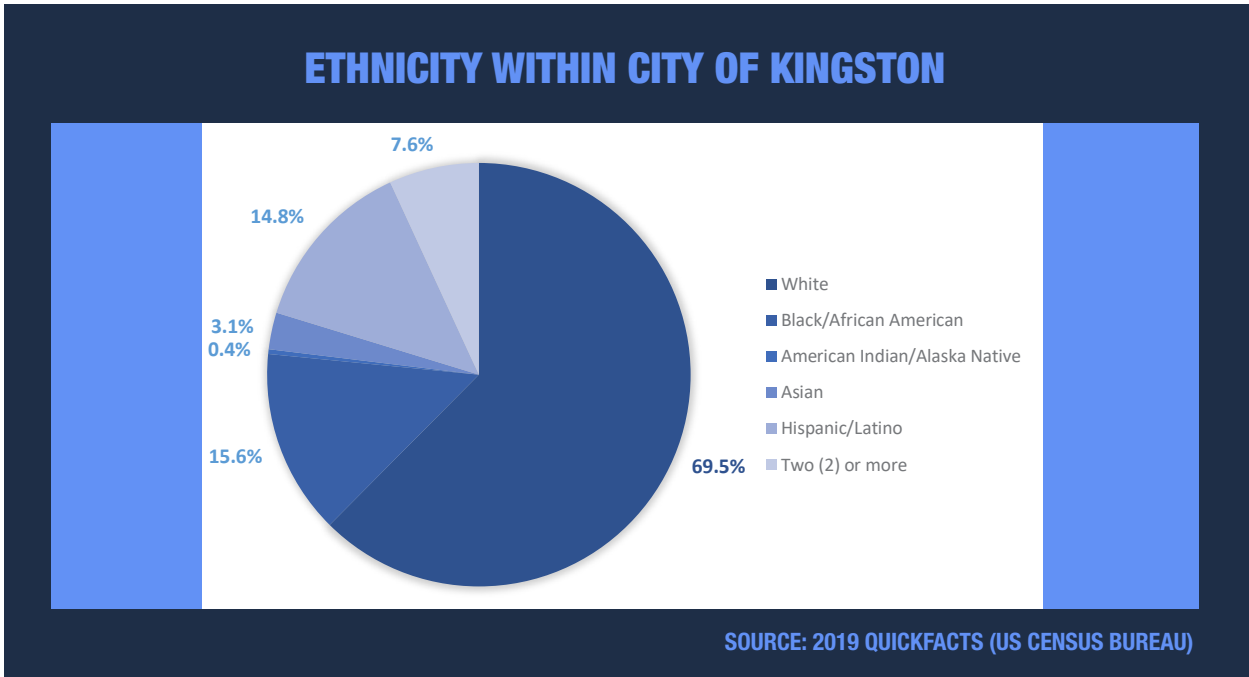
City of Kingston. This is consistent with the widely accepted notion that young adults/professionals typically migrate to urban centers for job opportunity and the fast-paced lifestyle.

HOUSEHOLDS



U.S. Census Data for years 2015-2019 indicates the average household size in the City of Kingston is 2.46 persons, and some 82.4% of the population has been living in the same house for over one (1) year. Residents and stakeholders, alike, have expressed their concern for resident displacement as a result of COVID-19, the housing shortage, and lack of affordable units.

In terms of access to technology, 89.25% of households within the City have access to a computer while 83.2% of households have a broadband and internet subscription in 2019. These percentages are not indicative of the quality of technological resources. Therefore, although a household may have internet, it cannot be assumed it is reliable. COVID-19 highlighted the importance of technology in the twenty-first century. Technology granted educational institutions and places of employment the capacity to work remote during the shutdown. This reliance also shed light on inequitable access to resources, which in turn, directly impacts access to opportunity.



ETHNICITY

The City of Kingston is heterogenous, which contributes to its vibrant and distinguishing characteristics. Reflected in 2019 estimates, 17% of households speak a language other than English at home, which reflects the diverse communities within Kingston. Despite these diverse backgrounds, they all have one thing in common, Kingston. Kingston is home to many, and just as the City impacts the lives of those who live there, those who live there shape the City. Kingston embraces, celebrates, and embodies the custom and traditions of its residents.

EDUCATION

Census 2019 estimates indicate 84.8% of the City population has obtained a high school degree or equivalent, while only 26.8% have received a bachelor’s degree or higher. Many local organizations involved in workforce development trainings expressed interest in maintaining online programs to supplement in-person classes. On the other hand, art organizations expressed their concern for online learning because nothing can replicate the dynamic discussion and interaction that takes place within the classroom.

INCOME

Income levels in Ulster County are stagnant or declining except for the highest earning households. In fact, the lowest earning households have experienced the largest decline in income between 2010 and 2018, with incomes decreased by 14.3% accounting for inflation. The 2018 median household income in Kingston was \$51,299. The per income capita in the past twelve (12) months in 2018 was \$27,716. Some 19.2% of the population was deemed “persons in poverty” according to the Census data, which includes the youth population.

HOUSING

There is a total of 10,592 housing units in Kingston with 1,231 (12%) units classified as vacant. The City of Kingston has a relatively older housing stock. A quarter of Ulster County’s housing units were

built over eighty years ago and nearly 60% built over 50 years ago. Older houses have a higher risk of containing lead-based paint, needing substantial structural repair, and replacement of major systems like heating or plumbing. In addition, the lack of insulation and lower quality windows result in higher heating and cooling costs. Comparatively, over half (51%) of Kingston's housing stock was built prior to 1940, and less than 10% of the housing stock was built post-1980. Housing rehabilitation has been offered and assisted through City's Community Development Department.

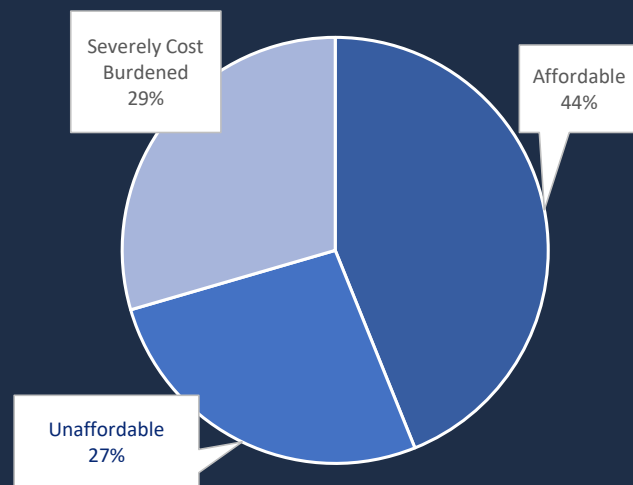
CITY OF KINGSTON HOUSING COST BURDEN ALL INCOME LEVELS

“ *With people moving to Kingston during the pandemic, housing access has become a huge crisis. Rents are too high and landlords are requiring more and more documentation to lease a place. City people are outbidding each other with cash offers; making it near impossible for people who already live and work here to purchase a home.*”

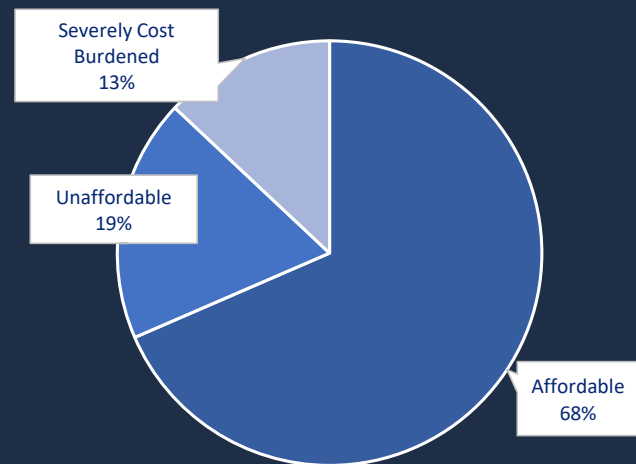
“ *I am incredibly fortunate and have housing security in a way I see many long time Kingston residents lack.*”

CITIZENS AND KEY STAKEHOLDERS
WHO COMPLETED THE CITY OF
KINGSTON ECONOMIC RECOVERY
SURVEY – 2021

RENTERS HOUSING BURDEN



OWNERS HOUSING BURDEN



SOURCE: US DEPARTMENT OF HOUSING AND URBAN
DEVELOPMENT & 2018 AMERICAN COMMUNITY SURVEY

The housing stock in urban centers, including the City of Kingston, are mostly renter occupied. This coincides with 2018 ACS Data showing 41% (4,356 units) are owner occupied, and 47% (5,005 units) are renter occupied. Data provided by US HUD and the 2018 ACS indicate that 29% of renters within the City of Kingston are severely cost burdened (spend more than 50% of their total income on housing costs), while another 56.1% of renters are moderately cost burdened (spend more than 30% of their total income on housing costs). Nearly half of the housing units within Kingston are renter occupied, and more than half of those renters, almost one-third of the City’s population, is moderately to severely cost burdened.

According to the Ulster County Housing Action Plan (2021), median wages are down 4% county-wide. Additionally, renters have disproportionately low wages when compared to homeowners. Owner occupied household income went down by 3% while renter household income dropped by 13%. The median gross rent is \$1,050, median home value is \$177,500, monthly home cost with a mortgage are \$1,738, and monthly home cost without a mortgage is \$756.

TOP 5 INDUSTRIES IN CITY OF KINGSTON

	# of Residents Employed in Industry	% of Employed Residents	Avg. Industry Wage in Ulster County
Retail Trade	1,397	11.9%	\$30,475
Finance/Insurance	745	6.3%	\$65,787
Healthcare/Social Assistance	2,464	21.0%	\$43,258
Educational Services	1,274	10.9%	\$34,658
Accommodation/Food Services	1,041	8.9%	\$22,288

SOURCE: NYS DEPARTMENT OF LABOR & 2018 AMERICAN COMMUNITY SURVEY (US CENSUS BUREAU)

EMPLOYMENT & ECONOMIC ENVIRONMENT

NYS Department of Labor research found that the top five (5) industries within the City of Kingston include: retail trade, finance and insurance, healthcare and social assistance, educational services, and accommodations/food services. When combined, these industries account for 59% of employed residents. It is crucial to note that several of these industries were identified as those hardest hit by COVID-19 with an emphasis on healthcare, educational services, and food services. Food services, showing the lowest paid wage average in Ulster County, were impacted tremendously during the pandemic leaving the low-earning residents financially vulnerable.

GOALS OF THE PLAN

OVERVIEW

Kingston's \$17.3 million American Recovery Plan Act (ARPA) funds allocation will be strategically allotted in a planned schedule of investment designed to address the City's pressing needs. This investment schedule is organized in order to recover from and mitigate the severe effects of COVID-19, inclusive of its many associated social and economic impacts. Importantly, this local program of economic recovery and stimulus is intended to enable a broad-based response to and dynamic emergence from the pandemic.

Community involvement is critical to economic recovery. Accordingly, there was outreach to identify needs arising around the pandemic. The broad-based input gathering generated understanding of particular ways COVID-19 has and is impacting the Kingston community. It helps pinpoint strategies for economic revitalization through examination of local context, exploration into dimensions of need and is based upon a review of past planning.

The interested public, City elected officials, municipal department heads, and identified local stakeholders as key partners and participants were all requested to supply perspectives. By consulting people of varied backgrounds, the objective was to obtain robust insights in defining the recovery plan's goals.

RECOVERY VISION

The overarching aim of this *Economic Recovery Plan* emphasizes a broad and sustainable recovery. The process and tactics that may be used vary by topic, location, or objective. Recovery for the City of Kingston means supporting the whole community, protecting public health, and fostering robust economic development. Recovery aims to provide for resilient local systems, improve critical infrastructure conditions, address the housing crisis, increase public and active transportation, enhance educational opportunities, and prompt equitable outcomes that reinforce Kingston as a great place and community.

PROJECT GOALS

The following goals advance the City's vision and were established based on guidance from the community. Challenges created or exacerbated by the pandemic were identified and discussed preceding the identification of response goals, recognizing that many aspects of everyday life were significantly affected by COVID-19, ranging from the economy to public wellness.

PROACTIVELY PROTECT PUBLIC HEALTH

1. Due to the COVID-19 pandemic, Mayor Steve Noble of the City of Kingston, NY, declared a State of Emergency in March 2020 and a city-wide shelter-in-place recommendation went into effect to reduce the risk of Kingston community members being exposed to and contracting the virus. All city schools closed, after-school and parks department programming was suspended, non-essential City meetings were cancelled or postponed, and organizations and businesses were required to cut capacity by 50% for regular business as well as for all events and other gatherings. Essential City services continued by appointment only.

As a result of these emergency measures, the City encountered unforeseen expenses for which we request reimbursement from FEMA:

- ▶ To protect City staff and the public they continue to serve during the pandemic, we conducted comprehensive facility disinfection and purchased additional PPE and disinfectant supplies for offices and public areas at City Hall, fire houses and equipment, and the water department. Cleaning/disinfection began in early March and has continued regularly since then. Additionally, in April 2020, the water department contracted for professional emergency cleaning of the water filtration plant that serves the entire City in order to mitigate risk when a plant employee tested positive for COVID.
- ▶ The City collaborated with Ulster County to establish a centrally located COVID drive-through testing site in Midtown Kingston, which is home to US Census Tracts 9520, 9521 and 9519. These tracts have poverty rates of 24.6%, 22.5%, and 20.3% respectively (ACS 2018 5Year Survey) and are the poorest in all of Ulster County. Moreover, although the City's overall population is 16.9% Black or African American and 14.5% are Latino or Hispanic, 64% and 67.5% of these residents respectively live in Tracts 9520, 9521 and 9519 combined. We purchased traffic cones to delineate lanes for safe traffic control and committed to providing ongoing police security for this site. The testing site opened in April 2020 and has operated continuously since then; it will continue to operate into the foreseeable future.
- ▶ As per the New York State Education Department, 61% of students enrolled in the Kingston City School District are considered economically disadvantaged and qualify for free or reduced-price breakfast and lunch (data.nysed.gov); when schools closed, most of these students immediately lost access to regular meals. In response, the City, County and a group of local community service organizations formed the Kingston Emergency Food Collaborative (KEFC) to alleviate food security risks for vulnerable residents. From March through June, the Mayor's office and other city staff provided physical and financial support to the KEFC hotline and distribution centers. This included grants to two organizations that specialize in food distribution to the needy and an agreement with the local YMCA to provide a central space for distribution. The City also rented tenting and refrigeration units for storage of purchased and donated food.
- ▶ The YMCA center closed at the end of June, but the Hodge Community Center and People's Place Pantry, which began operating as distribution centers in March, continue to do so. Funding the City provided to the Collaborative supported staff and supplies at these

two centers between March 18 and May 15, 2020. Additional City of Kingston Statistics (ACS 2018): 18% of all residents live in poverty 28.6% of all children live in poverty 14.5% of people are from a Hispanic or Latino ethnic background 69.9% White 16.9% Black or African American 6.9% Mixed Race 6.3% Other

2. The City of Kingston requests reimbursement for overtime costs incurred by our Police Department between the end of August 2020 and March 26, 2021. We also request reimbursement for a COVID-19 health and safety direct mail piece that was distributed to over 15,000 households in order to reach all Kingston residents with important pandemic information and contact numbers in March 2020.

The Police Department continued to provide security at the City's COVID-19 testing site, which had originally opened in spring 2020. Kingston's first reimbursement request submitted in October 2020 included dates from the site opening to the end of August 2020. We now request reimbursement for additional Police overtime hours spent providing security at this same location from the end of August through March 6, 2021, when the testing site closed. The testing site was located in Midtown Kingston, which includes the three highest-poverty census tracts in Ulster County, NY (Poverty Rates are 24-26%). The neighborhood is also home to the City's highest number of minority residents. All testing was free of charge. The direct mail piece mentioned above was sent to all households in the City of Kingston in March 2020, when the Mayor declared a citywide State of Emergency.

The mailer included basic facts about COVID-19 and important contacts for additional information and food resources. It was printed in both Spanish and English; Spanish is the first language of over 16% of residents and many do not speak any English. The City engaged a local mailing house to print, assemble, and post this important informational piece. Copies of the flyer are included as attachments.

3. The City of Kingston, NY requests reimbursement for overtime costs incurred by our Police and Fire Departments between January 17, 2021 and June 18, 2021 at our area's COVID-19 vaccination sites, which Ulster County established and managed. Kingston is the largest municipality in Ulster County, with just under 24,000 residents. It's overall average poverty rate is 18%. The Police Department began to provide security at the City's first vaccination site located at the Kate Walton Field House on January 17 and continued to do so until this site closed on March 20, 2021. The Fire Department provided EMS services at the same vaccination site during the same timeframe. This vaccination site was on the Kingston High School campus in Midtown Kingston, which includes the three highest-poverty census tracts in Ulster County, NY (Poverty Rates are 24-26%). The neighborhood is also home to the City's highest number of minority residents. All vaccinations were free of charge. When the Kate Walton Field House closed, a new, larger vaccination site opened in a vacated Best Buy store at the Hudson Valley Mall in Kingston. This location is on the Ulster County bus route, which has enabled residents relying on public transportation from across the County to travel to the site. It continues to serve as a vaccination site while the City has also scheduled pop-up locations in specific neighborhoods and times to accommodate even more residents in Kingston. The Fire Department has continued to provide EMS staff at all vaccination sites. The Police Department's OT activities were fully completed in March 2021.

In addition to these efforts to reduce the risk of Kingston community members being exposed to and contracting COVID-19, other public health needs emerged in the community, including mental health and food security.

The shutdown in Spring 2020 brought a shift away from in-person, onsite schooling and work. Quarantines changed community activity patterns and disrupted income streams. This resulted in substantial food and economic insecurity. It became evident that many students depended on school-supplied meals. Food insecurity quickly extended beyond students and is an issue that still remains community-wide.

Mental health has been severely impacted as well. Lost jobs, affordable housing challenges, and people quarantining together (or conversely, quarantining in isolation) have exacerbated stressful household environments. This impacted persons of all ages, and the City has seen an overall increase in broadly defined mental-health related needs.

Effectively addressing the current spectrum of health and wellness challenges will require public sector investment in a broad and interdisciplinary array of services and the implementation of a range of strategies executed by many parties.

The Kingston Emergency Food Collaborative is a coalition of community organizations, community members, the City of Kingston, and Ulster County's Project Resilience



“ Unequal access to healthy food is more than just a crisis in the current moment. It is a social emergency that requires rethinking how our community lives and works together.”

**- TROY ELLEN DIXON
Kingston Emergency Food
Collaborative (KEFC)**

MAYOR NOBLE STOPPED IN TO VISIT
VINCENZO'S PIZZA IN UPTOWN KINGSTON.



“ *Our small businesses are the heart of our economy, keeping locals employed and passionate entrepreneurs bringing in the money that keeps our neighborhoods vibrant.* ”

- Citizen or stakeholder who completed the
City of Kingston Economic Recovery survey – 2021

SUPPORT LOCAL BUSINESS & EXPAND THE ECONOMY

Numerous local businesses of many types have been negatively impacted by COVID-19 leading to temporary and permanent shutdowns. Many businesses adjusted operations to remain open, but continue to face steep challenges posed by the pandemic. Unfortunately, many businesses have not received assistance, and those that did, reiterate there are still major challenges to overcome. Street reconstruction in Midtown during this time has further created challenges for service businesses and institutions. Other challenges include an increase in cost of goods, lack of workforce/labor, and social distance guidelines. In advancing this goal it is essential to understand how to keep a diversity of businesses operating and growing. There are many ultra-small businesses including minority-owned enterprises and these may require quite specialized and targeted assistance. It is also evident that needs can vary from operation to operation and that regional level economic development support systems and partnerships will also play a role in aiding a strong and resounding commercial recovery.

UPGRADE CRITICAL INFRASTRUCTURE

The pandemic has impacted the way of life in Kingston and has shown that community systems can be challenged or stressed when least expected. Kingston is a truly great City, but aspects of infrastructure are aging and have been in place for over a century. Surface infrastructure, such as streets/bridges, are visibly in need of repair. Sidewalk improvements range in level of need throughout the City. Water and sewer systems require modernization. There are numerous lead service lines throughout the City that must be replaced.

Public Works staff is commended for keeping these aging systems operational, but investment needs are backlogged. In order to cost-effectively advance surface-level improvements, sub-surface upgrades should occur first to avoid unnecessary costs. Moreover, if municipal capital facilities are not kept in a state of good repair, this can transform into an issue of public health and safety caused by a malfunction. Infrastructure that is not properly maintained and upgraded as necessary is also likely to inhibit desirable growth and private investment that can help transcend economic slowdowns such as the one caused by the pandemic.

This goal promotes strategic investments in infrastructure that are fundamental to achieving and sustaining the basic quality of life in the City. It recognizes that the local government facilities touch on many aspects of everyone's lives and all residents benefit from quality public facilities, such as parks, public safety, emergency services, and public buildings. Moreover, this goal promotes investment to achieve new or higher levels of service, such as better communications enabled by quality broadband service. It also registers a need for local government to help keep other vital systems and networks secure and functioning. This includes supporting the smooth functioning of hospitals, the public health system, energy systems, the food sector (including urban agriculture), and essential financial and commercial services.

PROMOTE EQUITABLE OUTCOMES

The City of Kingston recognizes that funding is needed to aid those significantly affected by COVID-19, inclusive of vulnerable, underserved and underrepresented communities. Resources to help those more likely to face disparities or encounter stress are needed to help alleviate extreme circumstances. In instances this may involve structuring targeted investments. The ***Economic Recovery Plan*** dialogue has sought to understand needs arising where there are lower income levels. Strategy implementation will seek to facilitate some resource outlays which support the City's diverse cultures, its immigrant population, youth, and older persons, as well as its non-English speaking communities.

ARPA funds will allow the Kingston City Land Bank to continue to provide well-designed, affordable homes in Kingston.



I believe the biggest short term challenge is housing. If we cannot house a workforce (and protect them from unjustified increases) it will be impossible for Kingston to flourish.”

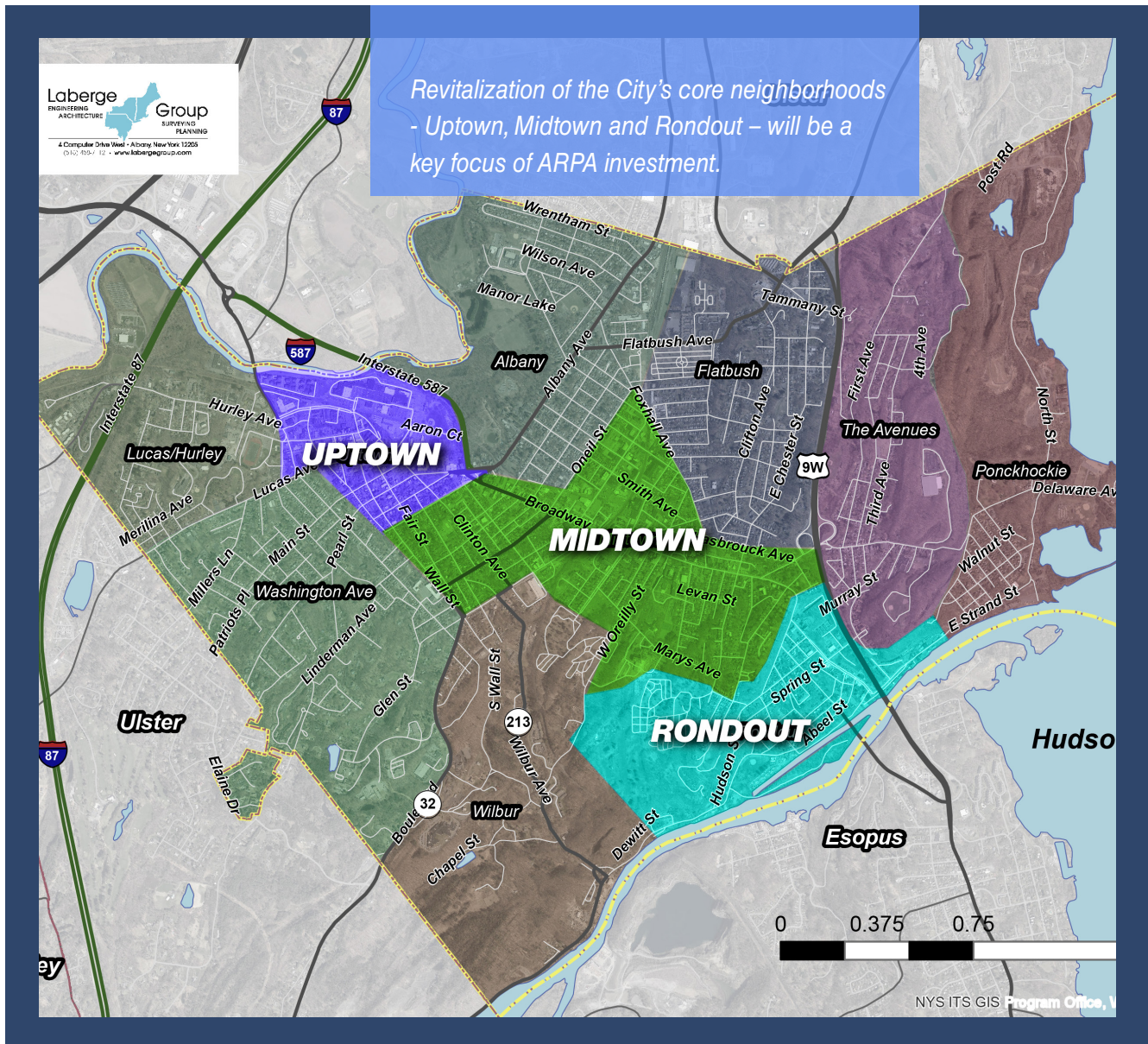
- Citizen or stakeholder who completed the City of Kingston Economic Recovery survey – 2021

GROW THE HOUSING SUPPLY & SUPPORT HOUSEHOLD SECURITY

Housing is an essential need. The issues of housing affordability, availability, and security were significantly heightened by COVID-19, and these factors continue to negatively impact the City. A population influx in the midst of the pandemic resulted in resident displacement, higher housing costs, and extremely tight housing supplies. This goal encapsulates undertaking multiple possible interventions to increase and diversify the housing stock; add affordable options; improve housing security; and provide accessible supportive services. The goal of bolstering the supply of housing includes preserving and enhancing the quality of existing stock in the City. The goal of alleviating housing insecurity includes examination of potential actions related to the eviction moratorium, rent escalation, high utility costs, and the transition to less intensive reliance on fossil fuels.

REVITALIZE THREE CITY CORES & STRENGTHEN NEIGHBORHOODS

Kingston has a strong and unique community character and identity that underpins the community and its economic base. The efforts to provide for community health and wellness and expand the economy should be applied to reinforce the Broadway spine and other key corridors, and to reinforce sense of place and build on the unique mix of assets within the Uptown, Midtown and downtown Rondout centers. Simultaneous with this, the investments should support and bolster strong and healthy neighborhoods.



FOSTER ACTIVE & MULTI-MODAL TRANSPORTATION

The topic of improving public transit availability and frequency of service was a theme raised during community discussions. The consensus was that overcoming limited public transportation options, through partnership with the County, would have a propelling effect on the area economy. It would vastly improve transport equity and the ability for people to live without a car, while it leverages and magnifies the complete streets, trails and bicycling infrastructure improvements already implemented. Fostering multimodal and active transport will also generate a more livable community and it can enable quality infill and growth in the housing supply as well as in commercial and mixed-use settings. Art galleries, restaurants, theaters, and resource centers depend on attendance. Increasing accessibility through convenient and affordable and well-planned transportation choices and programming will be widely beneficial.

SUPPORT EDUCATIONAL OPPORTUNITY

There is an aim to support an inclusive educational experience that fosters youth enrichment and healthy, lifelong learning. Shifting from in-person to remote learning not only affected the format of education, but also its quality. Lack of engagement, interaction, and physical activity impacted students during COVID-19. Not all students have access to electronic devices (computer, tablet, or cell phone) that are needed to access virtual classes, and likewise, not all students have access to reliable Wi-Fi. Thus, this goal embodies select efforts by the City to help people access necessary technology, broadband and Wi-Fi services as well as the associated skills they need to succeed. As for the latter aim, aiding educational opportunity can ensure that people have access to various forms of training and occupational enrichment, which can help match qualified and well-trained individuals possessing skills in high demand with modern job opportunities with higher relative wages. This will aid in the realization of a highly diverse and competitive overall Kingston economy.

The goal to foster educational opportunity also embodies support for creative pursuits among persons of various abilities, aptitudes, and interests. It also involves investing in the City as a community that provides residents with a high standard of living by providing the quality of parks, facilities, and internet connectivity that are an integral part of daily life.

PROGRESS SUSTAINABILITY

This ***Economic Recovery Plan*** is intended to help the City of Kingston provide for robust community and economic development in immediate coming years and to plan for the highest quality future that will support all of the City's population for years and generations to come. An important goal of this Plan is to integrate sustainable solutions throughout ARPA-funded project implementation. These sustainable objectives include long-term goals for reducing greenhouse gas emissions; adding green buildings; maximizing opportunities for mixed-use development

and infill; improving walkability as well as multimodal and active transport; establishing additional quality greenways and open spaces; increasing land use efficiency; and improving the food system. Increasing multi-party and departmental communication will be an important strategy employed toward attaining these enhanced sustainability goals. This focus on increased sustainability will foster increased resiliency and preparedness in case of other hazard events or technological disruption in the power grid.

LEVERAGE AVAILABLE RESOURCES & SYNERGIZE INVESTMENTS

Synergize means to “combine or coordinate the activity of two (2) or more agents to produce a joint effect greater than the sum of their separate effects.” The public engagement process revealed not only the large aggregate efforts and investments of local and regional organizations and enterprises, and diverse initiatives, but also the inclination to coordinate and align resources. This goal seeks to spark and promote conversations between many entities in Kingston. When efforts can align or combine, this can provide the power to make a substantial and long-lasting difference in the community. In addition to inter-party collaboration, ARPA funds should be attempted to be used to leverage and maximize existing resources in response to COVID-19. Funding can be used to assist businesses, organizations, and others recover from the pandemic while also supporting their capacity to invest in and sustain Kingston as a unique place.

STRATEGIC & SYSTEMATIC APPROACH

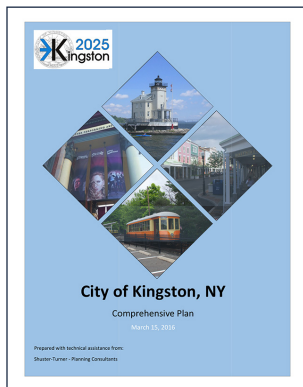
Achieving recovery and resilience from COVID-19 requires a systemic approach. ARPA funds should be strategically allocated for optimal recovery and long-term impacts. COVID-19 created unprecedented challenges and exacerbated existing issues in the City. The ***Economic Recovery Plan*** is intended to address large hurdles faced by the community with emphasis placed on aiding those heavily affected by the pandemic. There will be an effort to advance effective and proactive investments and policies.

NEEDS ASSESSMENT

EXISTING PLAN REVIEW

Over the last decade, the City of Kingston has provided for long-range planning and has taken significant strides toward establishing a framework for strategic decision-making and modernization in order to meet the ever-evolving needs of its residents, businesses, and visitors. Various planning documents have been created and/or updated to serve as guidelines to improve the overall quality of life and guide the future of Kingston forward. Although unforeseen, COVID-19 and its associated impacts generate an opportunity to address longstanding challenges in Kingston that were heightened as a result of the pandemic. Forging strong consistency between past planning and the current pandemic response will ensure that unique needs are likely to be met. This consistency will bolster key aspects of Kingston’s social and economic base.

In preparation and development of the City of Kingston’s *Economic Recovery Plan*, previously adopted and drafted plans were reviewed in great detail by the Planning Team. These plans were used to confirm community values and priorities, as well as provide an in-depth examination of previously recommended programs or projects that could potentially aid in the recovery of the City. Furthermore, the community engagement provided for within the economic recovery planning process helped identify key strategies that continue to be a priority for the City.



THE COMPREHENSIVE PLAN/MASTER PLAN – KINGSTON 2025 (2016)

The *Economic Recovery Plan (ERP)* is organized in alignment with *Kingston 2025*, the City’s Comprehensive Plan adopted in 2016. *Kingston 2025* identifies Guiding Principles and Initiatives that address areas such as housing, open space, economic development, transportation and mobility, historic preservation, and public facilities. Many strategies promoted within the Comprehensive Plan have the potential to aid the recovery process. Project proposals eligible for ARPA funding were examined through the lens of *Kingston 2025* to prioritize the City’s long-term goals and community vision.

There are some notable Comprehensive Plan strategies that have not yet been completed. These partially or incomplete strategies that continue to be of need within the economic recovery process include:

- ▶ Supporting physical rehabilitation, energy efficiency, and improvements of homes through grants or low interest loans;
- ▶ Advancing homeownership of low- and moderate-income persons;

- ▶ Fostering and leveraging economic development partnership;
- ▶ Promoting job training and workforce development programs;
- ▶ Encouraging specialized retail and service uses to build on the existing business asset base; and
- ▶ Increasing use of public transit and expanding transit infrastructure.

SUBJECT SPECIFIC PLANS THAT COMPLEMENT THE COMPREHENSIVE PLAN



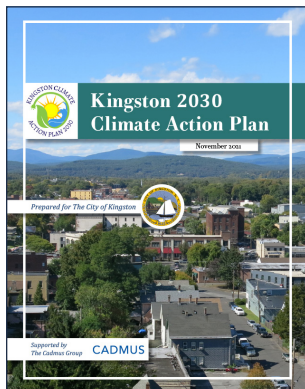
WAYFINDING ASSESSMENT (2018)

The *Wayfinding Assessment* focuses on improving navigation to guide visitors and residents around the City of Kingston, market Downtown Kingston assets (including the City’s “hidden jewels”), and help direct visitors to Downtown and other city destinations from Kingston’s major arteries. The underlying aims of each of these objectives are to create a sense of place and to promote economic development.

Many strategies are multidimensional and can contribute to the fruition of more than one specific objective, and thus, should receive consideration during the development of the *Economic Recovery Plan* to the extent that they coincide with ARPA eligible projects or strategies, including:

- ▶ Assisting economic recovery by improving placemaking, connectivity, and mobility. These improvements will foster economic development by supporting tourism and increasing economic activity from residents.
- ▶ Fostering sustainability by facilitating non-vehicle, multi-modal transport.
- ▶ Addressing inequitable transportation access to educational and economic opportunities.

The strategies proposed within this Assessment are accompanied by detailed budgets and implementation guidelines. Implementation of these strategies will significantly aid reuse of place and can progress development of the arts and the core areas of the City.



CLIMATE ACTION PLAN (2021)

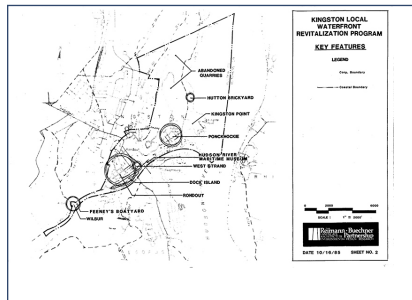
The City of Kingston is the first city in New York State to earn the title of the Silver-certified Climate Smart Community. The City has reduced greenhouse gas emissions (GHG) by over 20% by 2020. To date, it has converted its entire 2,200 streetlight system to LED, and has initiated a multi-million dollar redesign of its transportation system. The *Kingston 2030 Climate Action Plan (CAP)* presents the subsequent series of strategies to further the City’s efforts. Objectives identified in the *CAP* that strongly correspond with ARPA goals include, but are not limited to, educational and workforce cleantech opportunities, expand bus routes and schedules, increased walkability and bikeability, increased housing density, and increased local food production.



PARKS & RECREATION MASTER PLAN (2013)

The mandated shutdown heightened the need for parks and outdoor greenspace throughout the City of Kingston. The **Parks & Recreation Master Plan** is intended to guide the continuation of strategic improvements and development of parks, recreational facilities and services within Kingston. Nature-based learned and integrating recreation into new development were two (2) topics discussed during the public outreach process. Park improvements

and development has been reinforced as highly advantageous to creating a healthy city. There are many parks and recreation capital improvements identified as needed and desirable. The pandemic has influenced some priority setting, but it underscores the importance of quality parks, trails, and recreation facilities in the creation of Kingston as a healthy and livable city.



LOCAL WATERFRONT REVITALIZATION PROGRAM (1992)

The **Local Waterfront Revitalization Program** aims to promote economic development and revitalization of the City's local waterfront revitalization area while assuring the protection and beneficial use of coastal resources. The **LWRP** identifies potential improvements to water-enhanced and water-dependent uses, which strongly corresponds with the City's park system, the Comprehensive Plan, the Parks and

Recreation Master Plan, and the **Economic Recovery Plan**.



OPEN SPACE PLAN (2019)

The **Open Space Plan** promotes responsible stewardship of important resources throughout the City of Kingston such as maintaining clean drinking water, protecting natural habitats, providing recreational opportunities, and positioning the City to mitigate against impacts of climate change. Strategies identified within this plan align with the **Economic Recovery Plan** goal of advancing community resiliency. The identified strategies support local food production through the creation of urban community gardens and the protection of farmland, both of which will improve community resiliency by helping to alleviate food insecurity.

ARTS & CULTURE MASTER PLAN (2022)

Kingston has a robust arts and culture component throughout the City and as such, many stakeholders from this community were asked to participate in the roundtable sessions. The arts stimulate a creative economy and contribute to the City's vibrancy. Data provided by Americans for the Arts, an advocacy group, demonstrated how arts and culture improves outcomes in education, social justice, and health and wellness sectors. An emphasis on the arts and attention to the arts-based community and economic development are seen as providing a creative, dynamic, and innovative environment. The *Economic Recovery Plan* aggressively ties into this subject-specific plan.

ARTS & CULTURE MASTER PLAN, 2022



CITY OF KINGSTON, NEW YORK

ARTS & CULTURE MASTER PLAN 2022



VISION ESTABLISHED IN THE ARTS & CULTURE MASTER PLAN

We envision Kingston as a city where arts and culture can connect our diverse populations, celebrate our unique energy, educate people about our rich histories, enliven our landscape with public art, provide economic opportunities, and support both long-term and new residents so all can prosper.

PRIORITIES



CREATIVE ECONOMY

Preserve and create affordable space, workforce development, and economic opportunities



CONNECTIVITY AND COLLABORATION

Improve communication and local/regional geographic and organizational partnerships



EQUITY, DIVERSITY, AND INCLUSION

Celebrate Kingston's cultural diversity while ensuring equity and inclusion



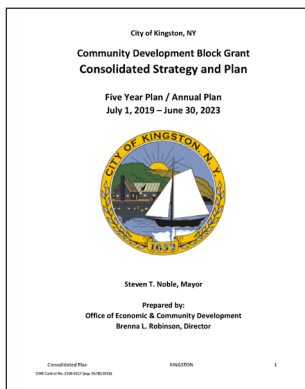
POLICY AND FUNDING

Strengthen support and policy for arts and culture



CITY OF KINGSTON
NEW YORK

WEST AFRICAN DRUMMING,
AMADOU DIALLO AT KINGSTON LIBRARY;
WORKSHOP ART FABRICATION, LLC



CONSOLIDATED PLAN STRATEGY (2019)

This **Consolidated Plan** (“**Con Plan**”) provides a basis and strategy for the use of federal funds granted to the City of Kingston by the United States Department of Housing and Urban Development (HUD) under the Community Development Block Grant Program (CDBG). The Priority Needs outlined in this plan include: Increasing Decent Housing, Fostering Neighborhood Stabilization, Expanding Economic Opportunity, and Addressing Homeless Needs in the Community. **Con Plan** alignment with the **Economic Recovery Plan** objectives includes, but is not limited to: affordable housing assistance; housing rehabilitation and accessibility improvements; youth and community public service programs; parks and recreation improvements; public safety initiatives; and lead hazard prevention.

MOVING FORWARD

Many strategies established in existing plans and program initiatives align with and qualify as eligible projects or initiatives under ARPA regulations. Therefore, there have been efforts to weave these into the City’s **Economic Recovery Plan**. Advancing and capitalizing upon subject-specific builds into the general plan for successful and meaningful implementation. Not only does this boost consistency of City goals and objectives, but this approach also heightens resiliency and addresses subject-specific concerns throughout Kingston.

EVALUATION OF CITY DEPARTMENT NEEDS & OPPORTUNITIES

Interviews were conducted in October and November of 2021 with all City Department Heads as well as the Mayor to assess specific needs, challenges, and deficiencies created and/or exacerbated by COVID-19. These meetings served to identify concerns and recommendations specific to each department. Some key findings are provided below which contribute to Plan development and the effort to alleviate, recover and mitigate against COVID-19 and its associated impacts.

INTERVIEWS CONDUCTED

There were 18 informational interviews conducted with various department heads as well as the Mayor. The interviews typically lasted an hour. They sought to gain insights on each particular division or office and characteristics of its operations such as: rough departmental budget, number of staff either full or part time, and mission and operating characteristics. This delivered perspective on how all aspects of the City administration were dealing with and overcoming the pandemic.

OFFICIALS CONSULTED IN DEPARTMENT HEAD INTERVIEWS

- ▶ Steve Noble, Mayor
- ▶ Daniel Baker, Assessor
- ▶ Amanda Bruck, Former Director of Community Development
- ▶ Kevin Bryant, Former Corporation Counsel
- ▶ JSuzanne Cahill, Director of Planning Department
- ▶ Kevin Corte, Former Director of Housing
- ▶ Jackie DeCicco, Executive Secretary of Civil Service Office
- ▶ Emily Flynn, Director of Health & Wellness
- ▶ Judith Hansen, Water Department Superintendent
- ▶ Stephan Knox, Director of Building Safety
- ▶ Kyle McIntosh, Director of Information Technology
- ▶ Ed Norman, Department of Public Works Superintendent
- ▶ Chris Rea, Fire Chief
- ▶ John Schultheis, P.E., City Engineer
- ▶ Summer Smith, Director of Communications and Community Engagement
- ▶ Lynsey Timbrouck, Director of Parks and Recreation
- ▶ Egidio Tinti, Police Chief
- ▶ Elisa Tinti, City Clerk
- ▶ Tawana Washington, Director of Human Rights

FINDINGS FROM INTERVIEWS

Each department or office was clearly impacted by COVID. However, staff was responsive and agile in adjusting work organization to deal with the City offices close-down and the limitation on no direct public access to City buildings. There was also flexibility and responsiveness demonstrated as work shifted from more routine operations to dealing with the variety of contingencies that arose during the pandemic, or as work was adjusted in order to achieve safe social distancing.

Specifically, as a result of COVID-19, there was also an effort to use the interviews to understand how the pandemic influenced services and users or clients that a particular department served. This analysis particularly worked to identify the way the pandemic and economic slowdown was impacting the effort to deliver services/ programming, plus it sought to understand how the response in each division was organized and the degree to which the department head may have considered this effective. Looking forward, there were also requests for the department heads to identify the investments that they may suggest undertaking in order to deal with the effects of the pandemic.

Not surprisingly, a major theme that arose within the findings based on a comparison across all departments was a need for adjustments of work places in order to achieve social distancing and safe work environments. At the pandemic's outset, office staff typically transitioned to remote work locations and conducted day-to-day business virtually. As could be reasonably expected, communication was sometimes challenging with staff distributed across a combination of home and office work environments. See Appendix for a full summary.

INNOVATE COMMUNICATIONS TECHNOLOGY

As staff responded, there were efforts to upgrade city information technology and security to support the altered work flow within the administration. Technological upgrades and innovative work practices were evident across all departments. The City implemented emergency communication upgrades to improve coordination across departments and to prepare for a future spike in COVID-19 cases.

There clearly is a need for multiple types of physical investments within public buildings themselves, inclusive of more technology upgrades. Based on the interviews, budgeting is available in this ***Economic Recovery Plan*** for Information technology upgrades, including cybersecurity and remote work capacity or enhanced wi-fi connectivity.

PUBLIC BUILDING IMPROVEMENTS

Likewise, based on departmental interviews, there are investments added to the ***Economic Recovery Plan*** that can aid and reinforce the establishment of safe indoor environments. These investments would be used to improve air conditioning (HVAC) systems and to advance implementation of touchless fixtures such as activated doors or lavatory systems operated with sensors.

Even during the peak of the lockdown, critical staff, such as fire fighters, police officers, and public works employees, needed to be on-site in order to carry out essential services and maintain critical systems. In those cases there were efforts to stagger and re-organize work schedules so there was a lower density of workers in places such as lunch rooms at one time.

It was indicated that to a large extent it was possible to carry out operations of police and fire and the public works division with relative safety. In some instances space limitations did arise, because there was not enough room to provide for strong social distancing within existing buildings and rooms.

ACCESSING CDBG-CV CARES RESOURCES CAN COMPLEMENT **ECONOMIC RECOVERY PLAN IMPLEMENTATION**

The federal Community Development Block Grant (CDBG), Coronavirus Aid Relief, & Economic Security (CARES) Act, or 'CDBG CV Cares', is a unique new program operated by the U.S. Dept. of Housing & Urban Development (HUD). This program was setup by Congress to provide grants to local governments to prepare for, and respond to the spread of COVID-19. These funds are intended to serve locations where there are higher concentrations of low and moderate income persons. The CDBG-CV activities are allowed to encompass public service activities and facilities improvements. The Kingston administration is using this Economic Recovery Planning process to identify optimal ways to blend and leverage the effective application of ARPA and CDBG-CV Cares resources.

Just after passage of the federal funding intended for use in dealing with the effects of COVID-19, the City received roughly \$400,000 as its CDBG-CV Cares allocation. Initially, the CDBG-CV Cares funding was used to help stabilize and support distressed businesses, in the form of very low interest loans.

At this point in pandemic response planning, City officials hope there will be additional CDBG-CV Cares "entitlement funds" that Kingston, as a central city with a sizable low and moderate income population, will be eligible to receive, by formula, within a forthcoming 2nd Round of CDBG Cares disbursements. The Administration has identified a set of potential actions it could seek to undertake using CDBG-CV Cares resources, with an aim to provide greater public health protection and aid the CV response.

One particular priority that has emerged within this **Economic Recovery Plan** needs assessment is the desire to take more actions to physically bolster public buildings as safe places for the effective conduct of public business/ public services, and as safe havens for the public. Most City public buildings have been identified as having unique facility improvements needs. At the same time, it has become apparent there are similar improvements that can almost universally be advanced across all types of buildings.

One location that is being considered as a prototype in this regard is City Hall. This facility is already in the process of receiving a façade improvement, with simultaneous energy efficiency/ weatherization improvements, such as upgrades of City Hall windows. Yet, a need remains to upgrade doors, and improve internal air exchange and handling through Heating Ventilation and Air Conditioning (HVAC) system improvements. There is also a need to add touchless fixtures, such as within lavatories. These types of public building/ facilities resiliency actions aim to protect staff and general public health at these properties.

It has been identified that City hall is not in a location that qualifies for the expenditure for CDBG-CV Cares funding. Thus, a notion has emerged of allocating some ARPA funds for advancing the modernization of City Hall, while it may be preferable to attempt to leverage action using CDBG CV Cares grant financing for efforts to modernize and increase the functionality of the neighborhood centers, particularly the Rondout Center. It is also preferable to try to prioritize some improvements at the Hodge Center. It is also hoped the City may be eligible to pursue competitive, discretionary CDBG-CV Cares grants funding according to as yet unreleased but possible forthcoming notice(s) of funding opportunity.

FIRE SAFETY BUILDING NEEDS

It is important for safety personnel, including firefighters, to be provided with isolated areas in which to change clothing and shower to promote decontamination while maintaining a distance deemed appropriate to prevent the spread of virus. Existing configurations at two of Kingston's three firehouses have space limitations that may not be adequate to properly mitigate virus spread. In addition to these space constraints, the East O'Reilly Street Central Fire Station, which is an essential public building that serves a key role in managing public safety, is in poor physical condition to the extent that it may not be operable in the foreseeable future. Despite the demonstrable need to either replace or fully modernize the Central Fire Station, it is beyond the feasible scope of this **Economic Recovery Plan** to fund this type of large scale architectural design or renovation because of the budgetary requirements. For a fiscal undertaking of this scope, it will be necessary to secure an architectural study with budgetary information.

PUBLIC WORKS & CAPTIAL NEEDS

Interviews with the City Engineer, Water Superintendent, Wastewater Treatment Plant Operator, and staff from the Department of Public Works indicate an opportunity to coordinate projects to realize cost-savings. For instance, if street upgrades are being undertaken - such as sidewalk enhancements or the addition of bike lanes - this opportunity can be used to implement a coordinated approach in which underlying water, stormwater, and sanitary sewer infrastructure are modernized at the same time. This approach is economical both in the short-term, by maximizing construction investments,



and over the longer term, by reducing the need for costly ad-hoc repairs and reducing the amount of stormwater that enters sanitary sewers and reduced capacity at the Wastewater Treatment Plant.

Based on the interviews conducted, the preferred approach is to identify locations to work on these key initiatives simultaneously. The Albany Avenue, Foxhall Avenue, and Henry Street corridors are locations that emerged as priorities. Allocating ARPA funds to initiate engineering designs for these projects may support the targeting of federal and state grant funds that would defray a significant portion of the capital costs. This is part of a larger strategy employed throughout this plan to identify

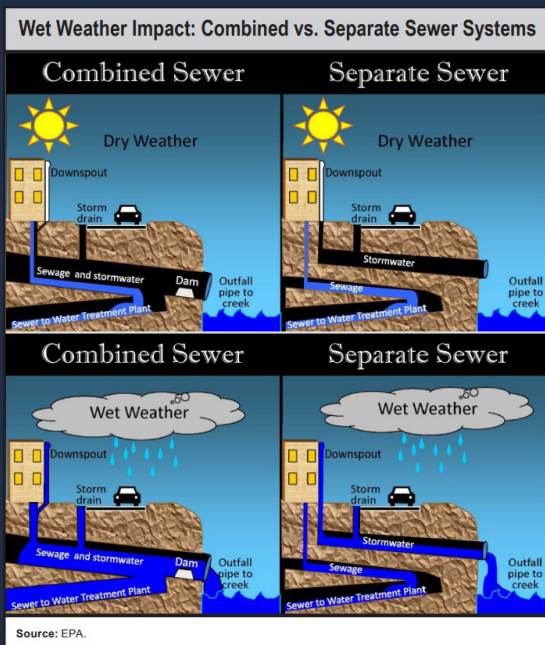
opportunities to leverage small investments of ARPA funding to secure larger federal and state investments with the City of Kingston.

WATER, STORMWATER, AND SANITARY SEWER INFRASTRUCTURE IMPROVEMENTS

Like many communities throughout the state and across the country, Kingston is faced with managing – and therefore often repairing – aging water, stormwater, and sanitary sewer infrastructure. Proactive improvements to these systems will mitigate the need for costly ad-hoc repairs while reducing the workload of the Wastewater Treatment Plant. These improvements will also benefit the community by safeguarding public health and safety; increasing environmental sustainability; and supporting economic development.

COMMUNITY DEVELOPMENT, HOUSING & PLANNING COORDINATION

There are active efforts to ensure that Community Development, Housing, and Planning work is conducted efficiently and effectively, and to enhance the administration’s ability to assist partnerships in addressing pressing community issues. The City is working to ensure that public properties achieved through foreclosure can be efficiently disposed of and directed to non-profit partners who can help structure productive reuse of these assets through the creation of new home ownership opportunities. There is an opportunity to carve out clear roles for these divisions and ensure that they can help free up any available City resources. For planning and permitting reviews, the pandemic has shown that new technologies can aid workflow and levels. Adoption of technological advances will be an important step as the City seeks to aid an increase in the supply of housing.



STAFFING CAPACITY ASSESSMENT

For the *Economic Recovery Plan* to be successfully implemented, it will be critical that selected projects achieve the envisioned impact and that synergies between and among the component projects are optimized. The \$17.3 million in ARPA investments will involve multiple infrastructure and community projects to be implemented in a relatively short time period.

It will also be critical that the City continues to provide strong central leadership during the implementation phase. The implementation phase will require support from a dedicated and a cohesive internal management team whose members have clearly established roles and responsibilities. This team will be responsible for executing the City's *Economic Recovery Plan* successfully and in a timely manner. To foster successful implementation, it is recommended that the City establish an internal organizational framework and operating guidelines that establish expectations regarding project results, reporting, and compliance.

CRITICAL COMPONENTS NECESSARY TO SUCCESSFULLY IMPLEMENT ARPA OBJECTIVES

- ▶ City-wide government commitment to the vision of the City of Kingston's *Economic Recovery Plan*.
- ▶ Delivery of Quality Projects and Services.
- ▶ Integration between and among the initiatives.
- ▶ Timeliness of individual project initiation and completion.
- ▶ Ongoing communication of projects between and among partners and ongoing process for community/public input and feedback.
- ▶ Compliance system and procedures to meet all Federal project and fiscal rules, regulations and reporting requirements by the City and sub-recipient organizations. Specific roles and responsibilities should be established and assigned to assure for the necessary accountability.
- ▶ Project leader to oversee ARPA implementation for the five year reporting period.
- ▶ Strong project management for each individual project – both City projects and sub-recipient projects.

CAPACITY TO IMPLEMENT ARPA PROJECTS

During the pandemic the City did not expend large amounts of resources on overtime. An examination of how the pandemic promoted shifts or escalation in workloads appears to show that:

- ▶ The IT Department experienced increased demands for assistance as it aided more online remote work.
- ▶ Based on interviews with the Police Chief and the Fire Chief, it does not appear there was concern for increased levels of calls; however, it was noted that staff did take-on the risk of this dangerous work and there was personal and household stress that accompanied it.
- ▶ Since overtime was avoided, other Departments appear to have shifted workloads to focus on high priorities. This has impacted overall completion of other necessary work.
- ▶ It appears that department managers, as exempt staff, sometimes worked long hours dealing with the heightened workload.

An important planning consideration within this Plan is how to effectively organize the Economic Recovery workload so that defined projects are effectively implemented and completed within the allotted time and utilizing available budgetary resources.

The pandemic has tightened the labor market and limited the pool of potential applicants for a number of occupations. As a result, the City, like many other organizations, has position openings. These staff vacancies are contributing to some lag in completing projects. Moreover, the overall administrative workload has been high due to issues that have emerged during the pandemic.

The following provides an overview of several of the City Departments that have been tasked with COVID-19 responses or are anticipated to be tasked with responsibilities in order to understand their capacity.

DEPARTMENT OF COMMUNITY DEVELOPMENT

The Community Development Department is a staff of three (3) positions including the Director, an Administrative Assistant, and Housing Rehabilitation Specialist. The Administrative Assistant is employed full-time, and the Rehabilitation Specialist is employed full-time, splitting time with part of the Assessor's Office. A primary function of the Department is the management of U.S. Department of Housing (HUD) Community Development Block Grant (CDBG) funds the City receives on an annual basis. The Director is also the Executive Director of the Kingston Local Development Corporation.

The Community Development Department has experience in managing Federal funds and program compliance requirements. However, given the current workload and existing compliance requirements, the Department indicated that it currently does not have capacity to take on a significant role related to ARPA funding without additional staff.

ENGINEERING DEPARTMENT

The Engineering Department, headed by the City Engineer, has two (2) staff vacancies. This staffing shortage is influencing the rate of completion of sewer, storm sewer, and other capital projects, excluding any water and recreation capital projects.

OFFICE OF GRANTS MANAGEMENT

The Office of Grants Management currently consists of a Director of Grants Management, a Grants Manager, and one half of a staff position in the Comptroller's Office, who assists with reimbursements from government agencies and vendor payments. A second position to be shared with the Comptroller's Office is soon to be added. Grants Management is responsible for grant writing, contract management, compliance, and reporting to foundations and NYS and federal funding agencies. The current grant portfolio includes over \$50 million dollars of capital and non-capital investments in over 45 active projects. The Office also manages projects that do not have a City department assigned to project management.

The Office does not oversee or manage the Federalally funded CDBG. Considering the capacity of the existing administration to advance the ARPA workload, there is also a staffing shortage in the Office of Grants Management. One FTE grants management position is currently vacant there.

HEALTH & WELLNESS DEPARTMENT

The Health and Wellness Department is gearing-up to implement a non-ARPA grant from the New York State Department of Health. The grant implements creating healthy schools and community, which aligns with the Live Well Kingston initiative. This grant generated funding for a second full-time employee in the department. The Department will be hiring another DOH funded position to bring staffing up to a total of three (3), inclusive of the Director. This anticipated position may have some time allocated to aid in the implementation of ARPA projects that align with the Live Well initiative.

IT DEPARTMENT

The IT Department, independent of ARPA, is seeking to increase its staff by roughly one FTE. It is experiencing a high level of public records requests according to New York State law.

ASSESSING DEPARTMENT

The Assessing Department is experiencing a high level of work. In an effort to keep the assessment database inventory current and help keep an equitable tax burden, the Department expressed the need for one additional FTE staff member.

WATER BOARD

The Water Board, while a separate governmental board within the City, is interpreting that new laws termed as "lead surface requirements" represent an unfunded government mandate that is causing the City to take action in order to remediate lead in drinking water systems. The Water Board's Superintendent indicates there will be a need to add one (1) new FTE staff as a way to assist compliance with these requirements.

RECREATION DEPARTMENT

Finally, there was some organizing and hiring of seasonal staff in order to implement higher safety measures and protocols within recreation programs due to the pandemic. The Recreation Director would seek to sustain funding in order to be able to retain these additional recreation program staff positions.

COMPTROLLER'S OFFICE

The Comptroller's Office manages all the finances for the City of Kingston. In addition, the Office manages the fiscal compliance of several federal grants with the exception of the Community Development Block Grant (CDBG) which is the responsibility of the Department of Community Development. While the Comptroller's Office is well poised to manage the administration of the ARPA program and fiscal compliance, it will necessitate additional resources due to the magnitude and frequency of compliance requirements. The Mayor's budget proposed a new Junior Accountant position to be shared with the Office of Grants Management. It is anticipated that this position will be dedicated 25% to ARPA to assist with the mandated compliance components.

COMMUNITY OUTREACH & NEEDS ASSESSMENT

PUBLIC MEETINGS

A multi-pronged engagement process was used to obtain meaningful and accurate feedback from the interested public on challenges faced throughout the community due to the pandemic and the slowdown. This same outreach identified opportunities available for catalyzing and sustaining economic recovery.

Public participation lasted three months. It coincided with the beginning phase of the project, starting just after the kick-off. All results are depicted within the detailed Appendices that are attached to this Plan.

Overall, this engagement program generated results using the following tools:

- ▶ **A 20-question ‘Economic Recovery Plan Needs Assessment public opinion survey** (questionnaire) completed by over 100 participants, either online or in physical form.
- ▶ **Two project public information/ input gathering meetings**, conducted remotely over Zoom software platform, one of which provided Spanish interpretation. The video recordings of these two meetings are available on the City’s EngageKingston public website and project platform. These meeting videos have been viewed multiple additional times since posting.
- ▶ **Five subject-oriented stakeholder roundtables**, attended by over 50 individuals. These informative discussions among key stakeholders with knowledge about various subject disciplines provided valuable information and insights regarding particular needs that have arisen within different sectors and geographical areas of the community. The roundtables generated understanding about stresses and opportunities for action. These discussions were also used to help characterize issues and possible responses in the housing, business, recreation, tourism, arts, and the more broadly defined non-profit sectors.



- ▶ **Four individual stakeholder interviews** were conducted.
- ▶ **Eighteen Department Head Interviews** garnered detailed insights and understanding of roles in the City public administration. There was an objective to gain feedback from each department on the ways in which each one was uniquely impacted by COVID and how they suggested structuring investments in response to the pandemic to overcome the economic slowdown.

KEY FINDINGS

This plan presents a number of findings derived from public outreach. See Appendixes for full details. While varied needs were identified, there was significant overlap in belief as to the roots of issues. There was also strong agreement regarding ways that investments can be structured and applied in order to help rectify problems that have intensified, or newly emerged, during the pandemic. Rationales for action and the design of projects are based on understanding about issues and descriptions of context obtained through public outreach. They also often link with existing plans and planning programs that themselves were formed using high levels of public input. A few key points are important to emphasize based on the feedback received:

- ▶ **The housing environment is highly stressed and requires a multifaceted response. Prices are escalating.** Large numbers of people are experiencing issues of affordability and displacement. Housing supply is limited and the existing supply lacks diversity. Availability of very small or larger, multiple bedroom units is limited, and the quality of building stock that is available is deteriorating. These findings indicate an apparent need to diversify housing and generate a wide range of housing options at different price points. Many comments were received that backed using policy and planning to stabilize and improve the supply of housing. This included a consensus that ARPA investments should be directed to broadly enhancing the housing environment.

Since the onset of the pandemic, housing prices have escalated, available stock has been depleted, and displacement has increased.



- ▶ **There is a need to assist small business threatened with closing or in immediate need, as well as to aid and incentivize creation of employment opportunities, and stimulate desirable economic development and expansion.** The arts, recreation, tourism, services, and light manufacturing all were noted as being in need of support.
- ▶ **Invest in revitalizing/ enhancing Broadway and the Uptown, Midtown and the Rondout cores, and other key connecting corridors.**
- ▶ **Advance community wellness using the Live Well Kingston framework.**
- ▶ **Promote workforce development/ job training and employee-employer matching.**
- ▶ **Celebrate and support Kingston’s diverse cultures, which add to the City’s vibrancy.**
- ▶ **Sequentially upgrade aging subsurface infrastructure city-wide through prioritization and preparing readiness.** Providing synchronized investments and preparing for their construction will bolster the City’s ability to advance development and avoid deterioration of water, sewer or stormwater systems that could inhibit growth. Establishing readiness to advance capital improvements can enable the successful pursuit of county, state or federal financial support as a means to leverage modernization of these critical assets.
- ▶ **Address the need to modernize City buildings and parks.**
- ▶ **Foster healthy growth and development of the City’s youth by implementing programs that inclusively bolster autonomy, build leadership skills, encourage socialization, and support educational enrichment.**



Revitalizing and enhancing business cores and key connecting corridors has emerged as an important investment in fostering economic development and re-establishing economic stability.

- ▶ **Expand Wi-Fi access; improve speed and reliability; and identify affordable broadband systems.** During the pandemic, many people suffered because they were not able to get online. There is a demonstrated need to access the crucial information conduits that underpin modern living and which are essential to overall community and economic development.
- ▶ **Increase local food production and procurement. Stimulate food system development to address food insecurity.** During the first stage of the pandemic, a successful ‘emergency food collaborative’ assisted people facing food and hunger during the slowdown. This emergency response benefitted from high levels of volunteerism, as well as resource support and collaboration from non-profits and varied government agencies.
- ▶ **Continue to stimulate active transport and bolster transit service.**
- ▶ **Establish coordination and communication between parties to leverage resources and advance community development.**

Using the results of the *Economic Recovery Plan’s* detailed program of public outreach, there was identification of over 150 potential projects which could be advanced as part of this *Economic Recovery Plan*. The Initial Projects Matrix in the appendix identifies each individual potential project identified during public outreach. This matrix identifies the source or sources wherein a notion for a potential project action was brought forth.



Emergency food response during the first stage of the pandemic relied largely on a collaboration between volunteers, non-profits, and government agencies. Food insecurity remains an issue in the City of Kingston.

PROJECT PUBLICITY & PUBLIC MEETINGS

There has been wide project publicity in order to provide community and regional awareness of Kingston's intent to develop an *Economic Recovery Plan*. It aims to help the public recognize the importance of the City's effort to establish a strategic plan for the optimal allocation of ARPA funds, which directly affects the community as a whole.

Specific efforts were made to broadly publicize efforts and opportunities offered through ARPA funding and the development of a strategic plan with intent to inform the interested public and spark public interest. The City's 'Engage Kingston' website was used to provide content around the Economic Recovery planning process, while the City's communications and engagement staff assisted with publicity. This included promotions on social media and in the Mayor's newsletter, as well as live broadcasts by the Mayor on local radio.

The website was used to both collect public feedback, such as using the community survey, and present information as it evolved to assist project educational outreach. Content links displayed on the City's website covered past meetings and publicity updates. Users can review Project documents, ask questions, or provide comments at their convenience.

Two public outreach meetings were specifically designed to inform, listen and engage the general public as well as receive public comments whereby people could identify issues and mention notions they had regarding potential economic recovery actions. The objective was to share the project purpose, the project milestones, timelines, and to accumulate participant perspectives. The recording and PowerPoint presentation from the meetings were posted on the website.

The development of this *Economic Recovery Plan* will involve a third public meeting whereby the public can provide public comment on the draft plan. This meeting will also be publicized.



American Rescue Plan Act (ARPA)

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In response to the COVID-19 pandemic, the Federal Government created the [American Rescue Plan](#) to provide direct relief to Americans, contain the virus, and rebuild the economy. Municipalities across the country will receive financial support over two years to assist in recovery efforts. The City of Kingston has been awarded approximately \$17 million from the ARPA program and is currently working to create a comprehensive Economic Recovery Plan to best utilize the funding.

American
Rescue
Plan
Act
of 2021

Public meetings were promoted on the “Engage Kingston” website and social media as well as through radio interviews.

PUBLIC ENGAGEMENT TIMELINE

October 19 - 25, 2021

Department Interviews Round 1

- Information Technology
- Human Rights
- Health & Wellness
- Civil Service
- Planning
- Engineering
- Housing
- Grant Management
- Assessment
- Grants Management

October 25, 2021

Public Meeting #1

October 26, 2021

Public Meeting #2

October 26 - 27, 2021

Department Interviews Round 2

- Fire
- Parks & Recreation

October 29 - November 1, 2021

Roundtable Sessions Round 1

- Arts, Recreation, Tourism
- Health, Wellness, & Healthcare
- Housing & Community Development
- Business & Business Organizations

November 4, 2021

Community Survey Published

November 4 - 15, 2021

Department Interviews Round 3

- Police
- Communications & Engagement
- Water
- Building Safety
- Department of Public Works
- Wastewater Treatment Plant
- Community Development
- Town Clerk

November 29 - December 1

Stakeholder Interviews

- Bardavon
- Arts Mid-Hudson
- Reher Center
- RUPCO

KINGSTON ARPA PUBLIC OPINION SURVEY

OVERVIEW

A community survey was administered in order to garner public perspectives on the impacts of the pandemic and possible needs to recover from the effects of COVID 19. Sentiment was shared that issues within the housing environment have become major stresses in need of attention. There are also perceptions that COVID-19 is disrupting general wellness in the community, including youth populations. The pandemic is also deeply affecting local business operations, as well as significantly influencing the local labor market. Finally, there is awareness that lower income and traditionally disadvantaged groups are experiencing greater challenges and there is support for addressing disparities.

A full summary of the survey can be found in the Appendix together with a copy of both the English and Spanish surveys.

PURPOSE OF SURVEY

A survey questionnaire was made available to any interested persons in order to gather insights as to ways the pandemic has impacted the community. It was designed to garner feedback on what constitute pressing needs and on possible ways to invest ARPA resources. Strategies within the *Economic Recovery Plan* were crafted from the ideas generated.

SURVEY DESIGN/ ADMINISTRATION

The ‘community survey’ was available for any interested member of greater Kingston to complete from November 4 through December 3, 2021. Generally, its purpose was to explore issues that have arisen around the pandemic and it gathered information on respondents’ perceptions and rankings of needs across a variety of impact areas. The survey addressed subjects including, but not limited to: public health response; infrastructure investment; small business support; assistance related to education, workforce, and human services; and solutions addressing challenges in housing and transportation.

The survey was accessible online within EngageKingston, the City’s public project-oriented website. It was also available for completion in written form. Media publicity accompanying the release of the survey promoted the survey. These efforts included distribution of a press release, inclusion in the Mayor’s weekly newsletter, an online briefing, local radio appearances, social media posts, and email list-serves.

The format comprised a combination of discrete choice questions, such as checkbox questions, dropdown responses, a Likert scale ranking question, as well as follow-up open-ended response questions. Overall, there were a total of 20 questions. Just over half consisted of the open-ended format that enabled a user to supply up to 100 words describing the rationale for their answer to the preceding question, or by requesting identification of specific projects and programs that they feel can have significant positive impacts.

RESULTS

Altogether, 88 surveys were completed. Many questions are organized to enable multiple responses; thus, the number of answers provided in a particular question often exceeds 88.

People completing the survey very often identified themselves as a City of Kingston resident. Over 1/3 labeled themselves as involved with a Non-Profit Organization/ Agency. The other top three associations were: Business Owner; Parent/Caregiver; and Education Provider.

Participants associated themselves with representing a variety of community sectors. People involved in Housing were the largest set. The top four sectors represented were:

- ▶ Housing;
- ▶ Arts & Entertainment;
- ▶ Education; and
- ▶ Social & Human Services.

Asked to identify important choices in terms of the largest unmet need created by the pandemic (Question #3) indicated:

- ▶ Housing (25.7%);
- ▶ Education/ Learning Equality (14.2%);
- ▶ Workforce/ Labor/ Employment (13.3%);
- ▶ Eviction/ Prevention/ Delinquency Assistance (9.7%); and
- ▶ Healthcare (physical and mental) (8.0%).

Consistent with Question #3, a ranking of ‘Impact Areas,’ in order of assigned priority for recovery assistance, likewise, showed a high interest in prioritizing topics like housing (which was also grouped with transportation and community revitalization), as well as education (which was linked with workforce and human services).

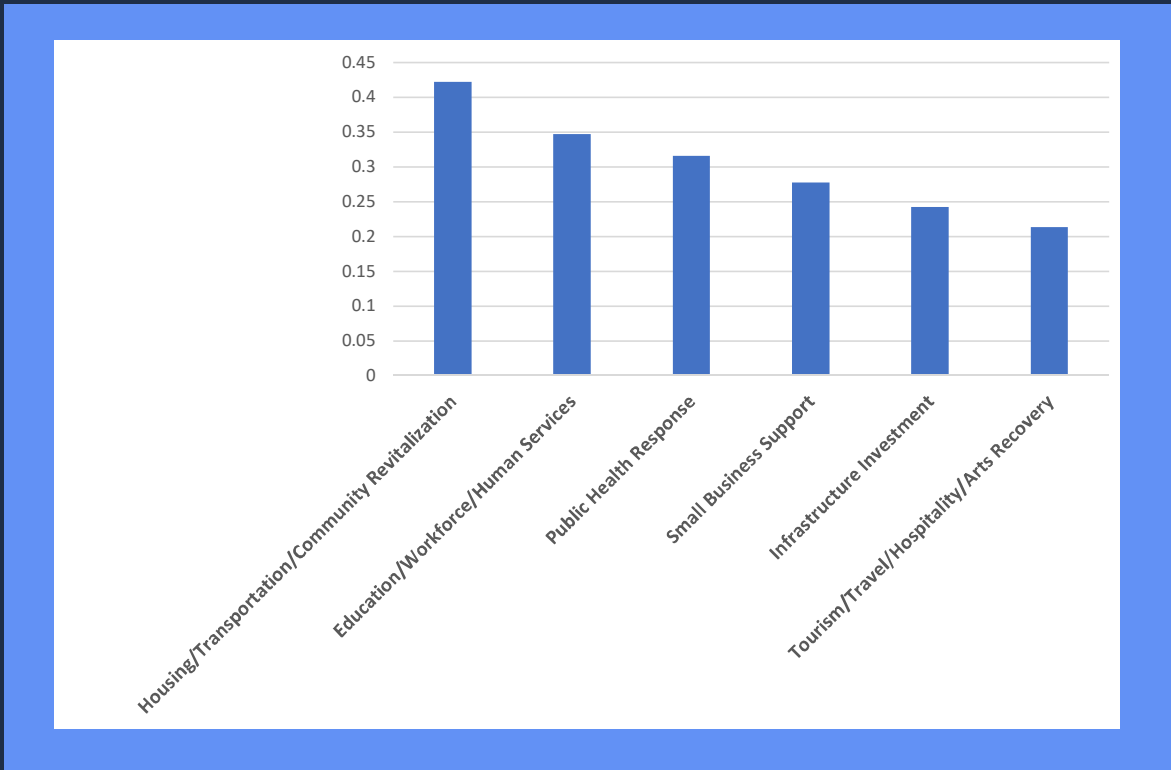
As shown in the graphic on the following page, respondents were twice as likely to prioritize “housing/ transport/community revitalization needs” than “infrastructure investment.” They were also half as likely to rank “tourism/travel/hospitality and arts recovery” as important recovery needs.

RESPONDING TO COVID

In survey Question #8, there were 10 choices available to users when asked to rank ways to support public health response needs as either ‘High Need’, ‘Moderate Need’, or ‘Low Need’. No topic had greater than 15% of responses assigned as ‘Low need’. The six high frequency responses receiving a ‘High Need’ were (two tied for second and two tied for fifth):

1. Insufficient support for mental health issues;
2. Access to healthcare for people experiencing homelessness;
3. Health disparities in neighborhoods of color and/or low-income;
4. Ability to reach traditionally underserved individuals;
5. Access to bilingual medical and mental health professionals; and
6. Insufficient staffing in healthcare workforce.

RANKING OF “IMPACT AREAS” PRIORITIES FOR RECOVERY ASSISTANCE



AVERAGE RANK - HIGH TO LOW IMPORTANCE: SURVEY QUESTION #5

COVID-INDUCED STRESS

There was often commentary on how the pandemic-caused shutdown/ slowdown resulted in jobs losses and business closings, plus created stress for persons and households. People identified instability in their housing situations and economic stress to personal or household health, including mental health. They also noted how non-English speaking populations and people of more moderate means have experienced major hardships.

There were those who saw an opportunity to use ARPA funds to counteract “social disintegration”. Some noted the positive examples of people coming together, particularly in rapidly forming and successfully enacting the Kingston Emergency Food Collaborative/ Project Resilience (meal prep and distribution). Survey participants often point to the value of various projects and policy initiatives already underway, such as youth recreation and enrichment, arts planning and programming, and within the realm of non-motorized transportation.

There was a large body of commentary on how the City’s housing environment has been disrupted, impacting people, social systems and the economy. Respondents describe a housing crisis. They identified the pervasive threat of occupants displacement and rapidly escalating costs and uncertainty surrounding the topic of personal and household shelter. There was a theme evident in responses

that housing market instability was causing problems in the community were deep and contributing to the community stresses that were both common and widespread.

Children’s health was also certainly a focus. Multiple commentors noted that if child care offerings are too limited, or childcare businesses can’t open, are too expensive, or have limited staffing and capacity, this will affect community health and wellness because children are not having opportunities for socialization and enrichment. Moreover, parents are inhibited in their efforts to work and achieve balance, and instead in order to make ends meet, they need to commit greater emphasis on providing childcare at the same time as they work.

Asked to rank choices of potential needs for “Assistance Related to Education/ Workforce Human Services” (Question #9), the top ranked three High Needs were:

1. Increase access to affordable, enriching childcare;
2. Academic and social-emotional support for children; and
3. Access to the internet/broadband (hardware and service).

There has been some work by non-profits to promote easier and more equitable internet access, since a basic requirement of modern life is connectivity to the world wide web. The survey respondents sometimes pointed to the benefits of aiding and pushing access to this technology and providing training resources that help people master what have become basic life skills in terms of using digital resources.

HOUSING / TRANSPORTATION/ COMMUNITY REVITALIZATION NEEDS

Asked to rank 14 “Assistance Related to Housing/Transportation/Community Revitalization” actions as High, or Moderate, or Low Needs (Question #11), the following top five scored as High Need actions with more than half, and usually 60% or more labeling these particular interventions as high need:

1. Increase affordable housing options;
2. Services to address homelessness;
3. Support services for payment of unpaid rent and other financial obligations;
4. Increase resources to address blighted properties and inequities in neighborhood investment; and
5. Awareness/access to existing resources for support and funding.

Housing concerns are paramount. Commentors also point to a need to help connect people with needed resources and there is concern for both aiding economic stability and recovery in Midtown and throughout the City. Thematically, respondents also seem to express awareness of the interdependency of factors and the broad or interdisciplinary nature of needs and structuring action around recovery.

BUSINESS & TRANSPORT ENVIRONMENT

It is clear many businesses have been dramatically impacted by the pandemic. Comments acknowledged how small business is the foundation of Kingston's economy and various retail services are "mom and pop" operations and a desirable alternative to big box retail. Yet, they noted the service sector has been particularly hard hit.

Many opined that employment markets changed. There were layoffs and people have been cautious in returning to work, such as in service sector roles. This in-turn was impacting the numerous retail trade businesses located in the City.

Broadway businesses were uniquely disrupted because streetscape construction impeded access at the same time the quarantine and social distancing influenced workforce changes and business slowdowns. There was a point made that better project communications during construction could have helped.

Many people see possibilities to foster community and economic development in Midtown. Multiple commentators stressed an emerging role for its Business Alliance as a convenor and facilitator, including through actions such as "shop local" campaigns or joint advertising. Others pointed to the needs for loan facilities, or other business supports, but they promoted tying into County-level offerings so as to avoid duplication of efforts.

The arts was also identified as a key as well as a disrupted sector. Some noted that ArtsHub is a worthy endeavor. Others called for a multi-arts center or filling specific types of gaps, such as space dedicated to dance. There was emphasis about how these are highly legitimate small businesses and they contribute to the "creative capital" here.

Asked to identify "Small Business Support needs" (Question #13), people emphasized:

1. Business retention/ keeping existing business open (score of 70, which was 1.4 more times more frequently cited than the next ranked 'High Need', which is somewhat similar to this one);
2. Helping businesses access working capital;
3. Service to assist with supply cost escalation or supply chain disruption; and
4. Entrepreneurship programs.

Other points made regarding the economic climate during the pandemic include:

- ▶ Commercial tax rates for business were cited as high;
- ▶ Multiple comments focused on the potential to enhance the image of the Rondout district and making sure this part of the City receives investment;
- ▶ There were different types of comments expressing support for job training, both for adults, as well as which aid the long-term prospects for youths residing in the City;
- ▶ A few comments expressed support for deployment of a system of wayfinding; and
- ▶ One person mentioned that reinvigorating Midtown could be accomplished by promoting SUNY Ulster to expand its offerings, or attracting another institution of higher learning to the neighborhood.

There was some caution expressed by some survey respondents about the benefits that could be derived from supporting tourism and promoting the City's cultural history, while others emphasized it is an important part of Kingston's unique economic base, supports sense of place, and is a clean industry. The concern seemed to link with an idea that visitors were potentially transmitting stress because they were consuming temporary lodging (overnight/ weekend vacation rentals market) or were learning about and moving to the City, which in turn was resulting in gentrification. It seems there could be a benefit from providing public awareness about the role of tourism creating employment for residents, and supporting retail trade and enabling opportunities for local businesses.

Asked to rank "Tourism/ Travel/ Hospitality/ Arts Recovery" needs (Question #15), respondents were somewhat less likely to rank an action as 'High Need' compared with the incidence of high responses contained in other Likert scale questions within the survey, but the top high ranked needs were:

1. Invest in Pedestrian Improvements;
2. More connectivity between arts and schools/youth;
3. Parking improvements; and
4. Shuttle services.

Commentors seemed to highlight that transport environment transformation should be pushed. While it did not show up compared against the high-ranking need for housing interventions, similar to the finding above supporting pedestrian improvements, people taking the survey urged continued efforts at enhancing walk- and bike-ability and achieving better bus service. It is clear that the robust community dialogue that has focused on advancing multi-modalism has deep and active roots. Besides many comments that promoted improved public transit, interests identified covered:

- ▶ Aiding investments to advance ADA-accessible sidewalks;
- ▶ Promoting greater bicycle and pedestrian safety; and
- ▶ Advancing trails planning and development.

SURVEY FINDINGS

Overall, within the survey, there was strong interest expressed around aiding the broadly defined housing market, bolstering the local safety net, and reinforcing core elements of City systems that people routinely depend upon. For instance, the development of community-based transport was often cited as providing value and people like trail improvements and point to other potential multi-modal improvements.

People also foresee a need to invest in quality of life. They seem to support using a multi-pronged approach and envision non-profits having an important role in creating programming, education and awareness that will help develop and sustain the community. Respondents also placed value on achieving an equitable and broad-based recovery and they identified support for making investments in social infrastructure, or transformational changes, and even finding ways for investments to address and respond to climate change at the same time as they aid with more immediate recovery

response and economic and housing market stabilization. Likewise, the needs of youths are on people's minds, so people support putting resources into ensuring their wellness and making investments that will benefit future leaders and workforce participants.

Finally, many ideas were presented regarding how to ensure business sector continuity and overall economic stability. It appears survey participants recognize that labor markets are in flux and the service and arts and even tourism sectors are important components of Kingston's economic base. These sectors need support and can be strategically aided to foster beneficial long-term overall growth.

Commentors appear to foresee change and greater economic potential emerging around Midtown, but the timing of the streetscape construction further exacerbated the Midtown economy during the pandemic. Survey respondents also prioritize economic investment in the Rondout.

ROUNDTABLE MEETINGS & INTERVIEWS

STAKEHOLDER ROUNDTABLE SUMMARIES

Five key informant roundtables were conducted with groups of invited community leaders in order to understand the impacts of COVID-19 and the needs of the community. These sessions were used to identify COVID-19 mitigation and economic recovery needs, concerns, and recommendations for recovery that were specific to the topic areas being examined. These stakeholder consultations presumed that the participants could provide valuable feedback based on their familiarity of the community and the particular subject matter being explored. The findings from these meetings represented one aspect of the public outreach from which the comments could be parsed and used to identify possible project actions to consider as part of the implementation of the City of Kingston's *Economic Recovery Plan*.

The following groups were defined to generate input on topics of interest with invitees requested to share insights in virtual roundtable sessions conducted using Zoom teleconferencing software. Full summaries of each of these meetings is contained in an Appendix of this Plan:

- ▶ Arts, Recreation, & Tourism;
- ▶ Health, Wellness, & Healthcare;
- ▶ Housing & Community Development;
- ▶ Businesses & Business Organizations; and
- ▶ Non-Profits Organizations and Invited Council Members/ members-Elect.

The highly stressed housing environment, and the need for housing solutions, along with the need for quality multimodal transportation came up multiple times. These topics were mentioned across groups.

The roundtable actors focused on health and wealth disparities and using systematic approaches to address them. Likewise, it was routinely noted that people's health and wellness and economic recovery depended on a broad and multi-pronged approach to addressing COVID. There was concern for community mental health due to the pandemic. The needs of youth and helping them overcome this situation was foremost on many participants' minds.

In the Roundtables, there were technical solutions proposed. Participants also often stressed the importance of using a collaborative approach to prevent the virus's spread, overcome its effects, and in order to restore economic activity and jobs that the whole community depends upon.

See the Appendix for detailed summaries of the Roundtable meetings.

INTERVIEWS

One-on-one interviews were also conducted with the leaders of local organizations that requested an in-depth discussion pertaining to their experience with COVID-19 as well as their ongoing needs. Summaries of these meetings are contained in the Appendix of this Plan.

The following individuals were interviewed:

- ▶ Dr. Sarah Litvin, Executive Director of the Reher Center;
- ▶ Linda Marston-Reid, Executive Director for Arts Mid-Hudson;
- ▶ Chris Silva, Executive Director of Bardavon/Ulster Performing Arts Center; and
- ▶ Kevin O'Connor, RUPCO President and Kristen Wilson, RUPCO Vice President.

These parties are aware of community resource flows and needs and they are familiar with running complex programs. They provided insights on regional context and ways to revitalize the economy and advance community development. They were knowledgeable about regional initiatives such as the Ulster County 2021 Housing Action Plan and the local Arts & Culture Master Plan. Each of them is familiar with State and Federal initiatives. Each of them also encouraged allocation of ARPA funding to assist the non-profit sector to advance organizational missions that alleviate the impacts of COVID-19 and improve the community.



“ Housing is one of the highest needs that has come out of COVID. There have been times when there is literally zero housing available. There are no starter homes, or condos, and of course no affordable housing options. There is also increasing homelessness.”

*- Kevin O'Connor during a one-on-one interview
President of RUPCO, a non-profit provider of, and
advocate for, affordable housing in Ulster County.*

FUNDING PLAN

BUILDING A FRAMEWORK

This Funding Plan forms the strategic blueprint for investment and action. It provides the rationale for how to select projects and programs to best meet the community's needs for recovery from the pandemic. The City of Kingston, with its Economic Recovery Task Force, established a framework to understand the extensive needs expressed by the community, evaluate and rank each potential project to understand economic and community benefits, and to ultimately prioritize actions for funding. Following this designed process is intended to guide the City, protect public health and provide for a sustained and systematic economic resurgence in Kingston.

Utilizing information obtained during the needs assessment, the City built a framework for identifying the funding recommendations. Since federal ARPA funding flows to the local government, it is imperative to establish a balanced approach for how funds will be allocated and administered so that resources get to where they are needed and projects are effectively implemented. The Funding Plan includes a discussion on the budgetary requirements and staffing that are needed to set up and complete City-led projects and cost-effectively oversee the community disbursements that will flow to non-governmental community partners and to the community itself. The City, together with its numerous non-profits, community-based organizations and businesses, will engage a multitude of actions to implement a plan that is sustaining and enriching to the Kingston community.

EVALUATION CRITERIA & RANKING SELECTION PROCESS

Once outreach was completed, the 2nd project phase commenced. It consisted of action vetting, with an aim to identify a smaller, readily achievable set of projects that will be funded and implemented per this *Economic Recovery Plan*. The selected project actions together comprise the core strategy or “blueprint for action” and recovery.

To help distill 150+ possible project actions identified in public outreach into a set of stimulus/ mitigation projects funded in this *Economic Recovery Plan*, there was an assessment and comparison of the 150+ alternative projects.

As part of strategy formation there was also the final ranking assignment. Each project was grouped within an allowed ARPA funding allocation category. Within each category, each project was ranked upon the location of a project; budget information; evaluation criteria; insights drawn from public outreach; and the potential to leverage other local or regional resources. This tool informed the decision as to which projects from among the 150 would be shown within the five-year plan’s funding implementation schedule. The evaluation containing the scoring of 150+ potential projects is contained in the Plan’s ‘Recovery Strategies Matrix’, Appendix XI.

DESCRIPTION OF THE EVALUATION CRITERIA

Evaluation criteria were created for use in these screenings. The evaluation criteria comprise a general screening tool to help identify and assess how a particular project / action might generate a desired impact. Based upon the needs assessment, 12 evaluation / scoring criteria were identified for use in cataloguing how the identified potential economic recovery needs may match-up with and advance the goals of the Kingston’s *Economic Recovery Plan*. These criteria would be applied to each identified potential actions/projects to generate an overall score or ranking of 0 - 12 to assist the City in selecting prioritized projects.

- 1. Critical Infrastructure** – This involves assets that are essential for the functioning of the community and economy. The Federal Cybersecurity & Infrastructure Security Agency identifies 12 critical infrastructure sectors whose assets, systems, and networks, whether physical or virtual, are considered so vital to the US that their incapacitation would have a debilitating effect.
- 2. Consistency/ Key Plan Objective** – This represents a need identified in an existing community plan or plans and which is an established policy objective aligned with the City’s overall development framework expressed in the comprehensive plan or supporting subject-specific plans.
- 3. High Readiness** – There is detailed documentation available describing a project or need, its rationale, and the cost basis. Often these are accompanied by detailed designs and as applicable permitting/ approvals are obtained or in process such that the action can be rapidly implemented, whether it be in terms of constructing an improvement or initiating a program, service or event.
- 4. Aids Sustainability** – The investment will provide long-term basic support for the community.

Typically this is defined to comprise and reflect an action that will aid ecological versatility and resiliency in the face of climate change or decreased potential greenhouse gas emissions.

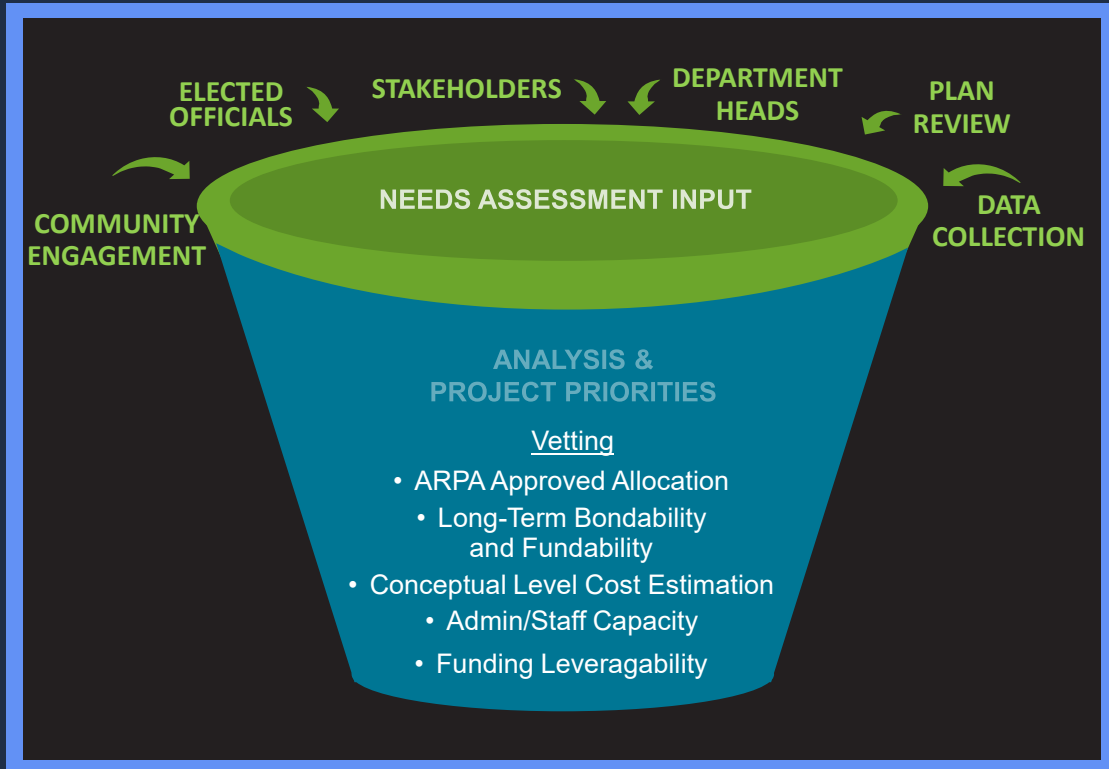
5. **Protects Public Health** – Aids community health and wellness, such as by addressing determinants of health or mitigating risks of COVID, helping decrease the spread of disease, aiding prevention, or enabling people to be healthier.
6. **Leverages Resources** – Putting funds towards this objective will or could enable matches from other parties who, likewise, are interested in advancing an improvement. This ability to stretch and mobilize funds could be in partnership with the State or Federal government, non-government entities such as non-profits, or the business sector.
7. **New Level of Service or Efficiency** – Making this public investment supports fiscal balance by providing a new product, service or addressing a problem in a new way; improves finances or sustains financial flows in relation to the level of governmental output; or streamlines services so that the costs are lessened.
8. **Small Business, Tourism, Culture & Arts** – These represent investments that will stimulate economic growth, restore business, improve employment levels, and/or promote tourism in the City of Kingston.
9. **Targets Discriminated or Disadvantaged Groups** – These actions serve low-to-moderate income (LMI) individuals or households or traditionally discriminated/disadvantaged groups that often face disparities to aid equality (i.e. youth, elders, minorities, impoverished, etc).
10. **Supports System Change** – Aligns with efforts to change and reform traditional practices and address the root causes of social problems that are embedded within the community and society so as to dramatically alter social and economic structures and optimize the outcome.
11. **Large Community Benefit** – Will positively benefit many people within the City of Kingston.
12. **Directly Aids Groups Affected by COVID** – These investments will support a program or group of individuals directly impacted by COVID or negatively affected by COVID.

DESCRIPTION OF THE RANKING SELECTION

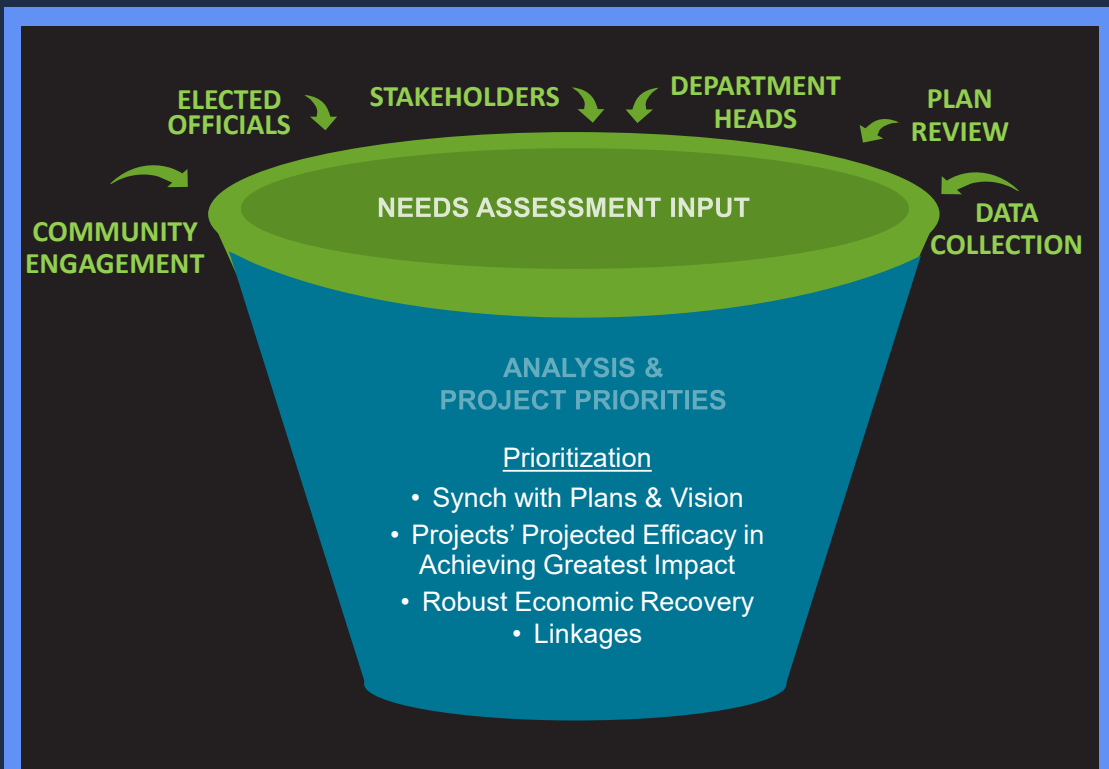
While the screenings support objective decision-making, there will still be hard and competing choices as to which projects are “ranked” and selected for implementation in this ***Economic Recovery Plan***. The highest potential impact projects may not be chosen to advance for various reasons.

It is worth considering the merit of particular projects being ranked for implementation. It is also worth considering the broader mix of projects that are suggested to go forward and receive funding and implementation. The criteria assist with providing the rationale behind choices. It can aid community awareness of why these were prioritized for Kingston’s economic recovery, but not every reason for ranking a particular project is detailed in this plan, although much of the rationale for categories of projects being formed and projects being ranked and selected for assignment within a category is available in this plan.

PROJECT VETTING



PROJECT PRIORITIZATION



FUNDING ALLOCATION RECOMMENDATIONS

As the *Economic Recovery Plan* investments come together, the City of Kingston has identified key funding allocation categories that are critical to the City's economic future. Investing in multiple categories will effectively continue to re-build the economy that was disrupted by the COVID-19 pandemic. The allocation categories are organized to invigorate the roots of Kingston's economy while supporting essential community and social infrastructure that will provide for a versatile local economy. The intent is to build on the City's existing strengths, opportunities, and past planning efforts; and to provide for fundamental and sustained future growth to bolster the unique aspects of Kingston's economy.

Keeping essential aspects of the economy strong and vital will aid in a responsive and targeted recovery. Building on and reinforcing existing assets and strengths will provide for resilience should other disruptions arise. Through this effort, such actions and investments will not only improve the City's public health and economy, but will stimulate a large amassing of benefits now and in the future.

By strategically allocating funds through the identified categories, the City will establish a broad-based recovery that supports innovation and desirable change, while seeking to leverage additional funding to achieve fuller actions. These funds will enable construction of public facilities that will address and serve identified local needs. It is also expected that resource allocations will aid in restoring business activity; reestablishing lost jobs; creating new targeted economic activity; triggering growth; and improving diversification and affordability of housing supply. The investments will also support non-profit/ non-governmental action that will address the needs of those most directly affected by COVID while fostering the equitable growth that is crucial for building a highly sustainable and resilient community.

As such, the 8 allocation categories the City has identified include:

1. Arts & Tourism Development
2. Business Districts Development/ Business (Re)Development Fund
3. Housing Action
4. Non-Profit Provider Support
5. Parks & Greenways Improvement Fund
6. Public Health Protection/ General Public Support & Safety
7. Vital Community Infrastructure
8. Administration & Program Delivery

** While in cases there is existing analysis available to describe the need for an action, often there is not existing information available or supplied on possible costs. When there was not any existing cost information available for that particular potential action, a highly preliminary budget assignment was made. These particular budget assignments are annotated with a star (*).*

1. ARTS, CULTURAL, & TOURISM DEVELOPMENT

Cultural resource management and development, plus support for a creative economy, build on remarkable local assets and sense of place and help foster an inclusive, equitable, and adaptable social and economic environment. This section of funding is dedicated to facilitating action that will grow and bolster these two sectors. It covers investments to build a framework that supports arts and tourism, plus it may encompass some direct grants-making, or sub-recipient arrangements, whereby organizations or individuals can access funds to help grow and stabilize these sectors.

Kingston's social and cultural landscape is defined by diverse activities conducted by many different groups through festivals, events and celebrations which are integral to building community, identity, and sense of place. It is proposed to establish a City-administered block of funds to use for these events. The funding would be made available by application to the City for a range of activities, such as supporting required health protocols implementation; developing marketing and promotions; and defraying some of the cost of event delivery to encourage events that support the diversity of our community. The City's ability to review and authorize events operating plans and the use of public spaces will ensure effective management and access to parks, streets and public properties. This supports overall community and economic development and it will benefit the tourism/service sector.

IMPACT OF THE ARTS AND THE CREATIVE ECONOMY ON THE CITY OF KINGSTON

300+
CULTURAL ASSETS

1600+
JOBS

\$57M
IN ANNUAL WAGES

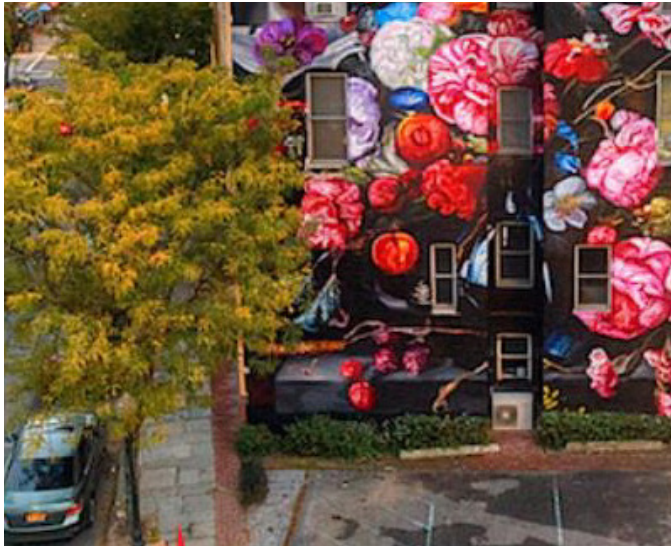
\$167M
IN ANNUAL REVENUE

“ *We envision Kingston as a city where arts and culture can connect our diverse populations, celebrate our unique energy, educate people about our rich histories, enliven our landscape with public art, provide economic opportunities, and support both long-term and new residents so all can prosper.* **”**

- Excerpt from the Vision presented in the City of Kingston Arts & Culture Master Plan - 2021

ARTS, CULTURAL, & TOURISM DEVELOPMENT PROJECTS

Project #	Action Description	Budget
121	Support Wayfinding Plan Implementation	\$512,500
94	Advance Arts & Tourism	\$25,000*
91	Fund internship opportunities in art and tourism sector	\$15,000*
93	Small, individual artist grants	\$50,000*
90	Workforce development investment to aid/ catalyze arts industry	\$35,000*
135	Establish arts economic development seed funding	\$30,000*
139	Create special-events grant program for arts, cultural, and tourism events	\$375,000*
	Percentage of ARPA Funding: 7%	\$1,042,500




TOP, LEFT TO RIGHT: MURALS GRACING BUILDING EXTERIORS ACROSS THE CITY BOTH REFLECT AND FOSTER KINGSTON'S STANDING AS A REGIONAL ARTS CENTER; DANCERS FROM ACROSS THE REGION PERFORM DURING THE HUDSON VALLEY TANGO FESTIVAL. BOTTOM, LEFT TO RIGHT: THE CENTER FOR CREATIVE EDUCATION OFFERS AN ARRAY OF CLASSES WITH EMPHASIS ON SERVING LOW INCOME AND MINORITY YOUTH; LACE MILL, FORMERLY A CURTAIN FACTORY, HAS BEEN TRANSFORMED INTO A LIVE/WORK SPACE FOR KINGSTON ARTISTS.

2. BUSINESS DISTRICTS DEVELOPMENT/ BUSINESS (RE)DEVELOPMENT FUND

The City will work with Ulster County and its three area business organizations (Uptown, Mid-town and the Rondout Business Districts) to assist businesses. City businesses can gain funding assistance to stabilize and grow, cultivate complimentary services, and/or establish and bolster unique business needs within the City. A portion of these funds is anticipated to be made available to entities to improve streetscapes, the business environment, and/or an array of services cooperatively available to businesses. Re-grants, forgivable loans, or low interest loans to businesses will be developed to support business development, entrepreneurship, and help the many ultra-small businesses that are still struggling to recover, and which are the foundation of Kingston’s economy. In addition to business expansions, these funds will also be used for business attraction and to establish new business activity in the City.

The City recently entered into an economic development partnership with Ulster County to oversee aspects of economic development programming and microenterprise assistance. The City will seek to expand this partnership to provide administration/ oversight through a cooperative subrecipient agreement.

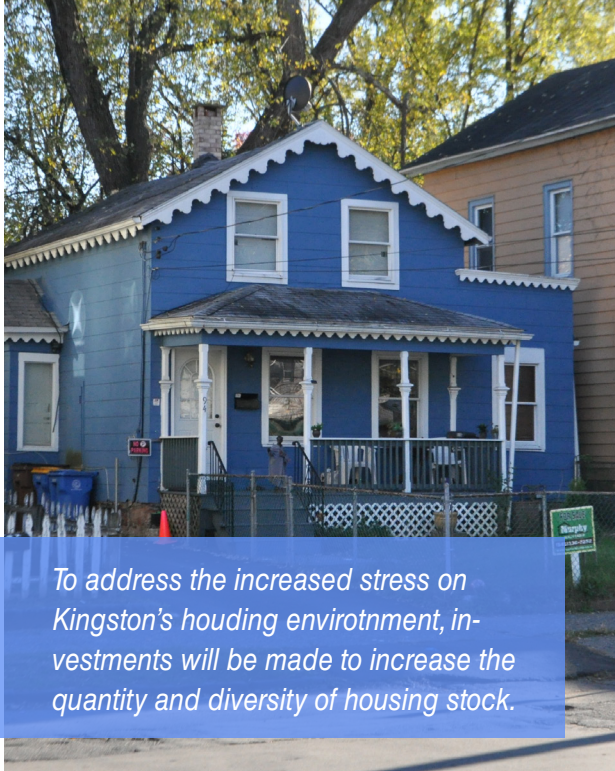


The food service industry was heavily affected by COVID-19. Challenges that restaurants face to this day include a lack of workforce, the need to redesign dining areas to comply with social distancing, items that are consistently out of stock, and increasing prices. Every aspect of the industry has been impacted and many businesses will need assistance to survive.

- Participant in the Economic Recovery Plan Business Roundtable – 2021

BUSINESS DISTRICTS DEVELOPMENT/ BUSINESS (RE)DEVELOPMENT FUND PROJECTS

Project #	Action Description	Budget
119	Business (Re)Development Fund	\$750,000
140 / 149	Assist minority-owned and women-owned business enterprises (stabilize MWBEs). Establish incentive funds local businesses can access to expand/hire	\$125,000*
120	Support/fund County-level program(s) to assist City businesses	\$275,000*
114	Initiate creation of a technology center (incubator)	\$50,000*
	Percentage of ARPA Funding: 7%	\$1,200,000



To address the increased stress on Kingston's housing environment, investments will be made to increase the quantity and diversity of housing stock.

3. HOUSING ACTION

A very high level of stress exists in Kingston's housing environment. There is a need to develop more housing units of diverse types and sizes. Besides a need for more rental and owner-occupied housing, complimentary policies can help stabilize the situation so people are not threatened by displacement. Funds will support housing improvements to create accessible and affordable units to people of lower and middle incomes, or essential workers, as well as reduce the burden on shelters. Funds will seek to improve the quality of the area housing stock throughout the City. The City will partner with a housing organization(s) as a subrecipient to oversee the administration and program delivery of such funds.

HOUSING ACTION PROJECTS

Project #	Action Description	Budget
27	Support Land Bank rehab of single-family homes on City-owned properties	\$1,000,000
29	Structure transfer of more properties to Landbank for rehabilitation and buy-downs	\$100,000*
88	Provide more funding for energy efficiency upgrades program	\$250,000
6	Update eviction policies and rent stabilization laws	\$50,000*
26	Continue to support the Landlord Ambassador Program	\$250,000
28 / 108	Rehabilitate vacant / abandoned City properties. Establish direct incentives for housing rehabilitation (citywide) / aid housing quality	\$685,000
151	Counteract housing distress/ displacement. Support homeless persons/ households	\$1,000,000
106	Establish pool to incentivize affordable units development & leverage state / federal financing	\$1,000,000*
161	Housing Initiative TBD	\$422,500
	Percentage of ARPA Funding: 27.5%	\$4,757,500

4. NON-PROFIT PROVIDER SUPPORT

Diverse non-profits seek to access ARPA funds as they deliver beneficial programming or development actions. The needs assessment identified many initiatives assisting people with achieving basic needs, healthy living, and quality of life – these encompass health prevention and health services, supportive housing, food access, youth services, childcare, job training, and other actions. It is an objective to identify one or more qualified non-profits that can conduct competitive solicitations and manage funds disbursements. Using this approach, the City will not have to allocate significant manpower for conducting day-to-day programming. Instead, the selected organization(s) will serve as sub-recipient and will report to the City according to a predetermined framework that follows ARPA requirements. This organization(s) will then provide sub-grants to non-profits, as well as monitor, evaluate, and report on progress. Selection of this organization(s) to provide administration and program delivery will be based upon a Request for Qualifications (RFQ) process.

There are many actions that can potentially be supported and provided with evaluations during the **Economic Recovery Plan** needs assessment. These include, but are not limited to:

- ▶ Increase food production/procurement.
- ▶ Aid/ invest-in advancing universal internet &/or community internet.
- ▶ Support direct contracts between local farmers and emergency food services.
- ▶ Improve communication between local health entities (develop protocols, techniques).
- ▶ Underwrite meal production system/ programming to address food insecurity.
- ▶ Aid child/youth services programming.
- ▶ Establish solutions/funding to make childcare more affordable.
- ▶ Support training programs such as YouthBuild.
- ▶ Conduct survey to map/evaluate radio frequency gaps, internet connectivity, speeds, and needs.
- ▶ Increase accessibility to various youth programming by investing in reliable transport.
- ▶ Provide jobs/ jobs stipends for kids.
- ▶ Invest in programming that stimulates sense of autonomy/leadership with youth.
- ▶ Invest in communication among non-profits /bolster relationships between organizations.
- ▶ Supply technology training/ assistance to support remote users.
- ▶ Address childcare at County-level (and/or study regional childcare needs).
- ▶ Support/establish mental health services (since regional hospital-based services were relocated).
- ▶ Increase/provide work space from which non-profits can operate.
- ▶ Support capital needs of non-profits.

NON-PROFIT SERVICE SUPPORT

Project #	Action Description	Budget
Multiple	Non-Profit Service Providers Services/ Support Program	\$1,225,000
	Percentage of ARPA Funding: 8%	\$1,225,000



“ *The YWCA has been an anchor in Ulster County for almost a century, providing a critical range of local services to advance the well-being of children and families... The YWCA will be instrumental in shaping the future of the community.*”

- MICHELLE HINCHEY
NY State Senator

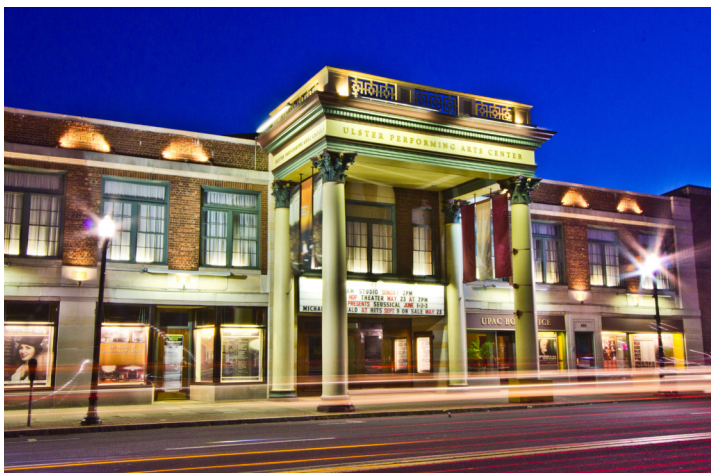
“ *While the Kingston Emergency Food Collaborative (KEFC) has been providing food as a direct service since March 2020, we are also working on creating systemic change to achieve food sovereignty. We can't wait until the pandemic is over to work toward food security for the people of Kingston. The KEFC can't do it alone. We are in this for the long haul, and we hope you are, too.*”

- TROY ELLEN DIXON
Kingston Emergency Food Collaborative (KEFC)



“ *As a non-profit theater, ongoing issues have created road blocks to our recovery. This is why support, including ARPA funds, is the only way we will continue to stay open over the next year or more.*”

- CHRIS SILVA
UPAC



5. PARKS & GREENWAYS IMPROVEMENT FUND

This block represents funds that will be dedicated to improving public parks, recreation spaces and recreational trails. It provides for healthy recreation pursuits by anyone regardless of their status or physical ability. It is proposed to use a separate category of funds below to initiative upgrades of public buildings, like the three 'recreation centers.'

PARKS & GREENWAYS IMPROVEMENT FUND		
Project #	Action Description	Budget
Multiple	Parks & Greenways Improvement Fund	\$1,250,000*
	Percentage of ARPA Funding: 7%	\$1,250,000*

An objective is to make multiple parks improvements spread around the City. These improvements will support healthy, socially distanced outdoor community activity. The following are examples of upgrades that can be completed:

- ▶ Replace Hutton Park Pavilion.
- ▶ Obtain new equipment for trail maintenance (tractors/ mowers).
- ▶ Purchase more recreation equipment/supplies to meet demand.
- ▶ Add pickleball courts at Loughran Park.
- ▶ Relocate/upgrade fence at Hodge Center.
- ▶ Upgrade fence at Van Buren Street Playground.
- ▶ Upgrade docks, electrical system at TR Gallo Marina in order to meet code.
- ▶ Upgrade bathrooms at TR Gallo Park.
- ▶ Initiate planning and feasibility analysis for a skate park.
- ▶ Restore lighthouse electric service.

IMPORTANCE OF PARKS IN MANAGING COVID-19

Since parks are outdoor public spaces where it is possible to achieve social distancing which can reduce the transmission of the virus, the Parks staff reports there was a higher prevalence of people using city parks and associated recreation facilities. ARPA investments in parks will ensure that these outdoor living rooms / public spaces can continue to accommodate high levels of use and visitation.



IMPORTANCE OF YOUTH (& ADULT) RECREATION PROGRAMS

Within this *Economic Recovery Plan*, a special emphasis is made to note that City public recreation program offerings are considered a highly valuable form of community social infrastructure. Notably, through proactive organizing and relatively minor adjustments in staffing, the City was able to continue delivering many of its traditional recreational programs, including after school and summer youth enrichment programs, during the first two years of the pandemic, in 2020 and 2021. This continuation of recreation programming during the height of the pandemic is seen as having helped City youth achieve the social and educational support that is so important to their overall and long-term wellness.

THE EVERETTE HODGE CENTER IS A MAJOR PART OF THOUSANDS OF MIDTOWN KINGSTON RESIDENTS' LIVES. IN ADDITION TO PROVIDING AWARD-WINNING AFTER SCHOOL PROGRAMMING, THE CENTER IS A RESOURCE CONNECTING FAMILIES WITH PROGRAMS THAT PROVIDE ASSISTANCE WITH FOOD SECURITY, OFFER EDUCATIONAL SERVICES, OR SPECIALIZE IN HELPING FAMILIES WHO ARE STRUGGLING WITH HOMELESSNESS.



“

[When] people’s basic needs are met, then we can focus on recovering the economy, but it’s a fairly basic concept that a healthy economy is reliant on a healthy community.”

“Protecting the health and welfare of residents enables them to assist in the recovery of all other areas. You can’t build something if the workers are sick or have to stay home with children because they can’t afford childcare.”

- Citizens or stakeholders who completed the City of Kingston Economic Recovery survey – 2021

PUBLIC HEALTH PROJECTS

Project #	Action Description	Budget
4	Form food systems strategic plan to address food insecurity	\$50,000*
142	Partner with County on mental health crisis 1st responder service	\$700,000*
36	Bolster safety protocols to ensure parks programming carried out safely	\$10,000*
55	Heighten police community engagement/ involvement, i.e. implement bike patrolling	\$10,000*
59 / 35	Establish an Emergency Communications Plan; updated existing Disaster Plan	\$100,000*
60	Secure soft/hardware to enable inter-departmental communications during hazard events	\$50,000*
86	Implement software to enable electronic site/ building plans reviews	\$80,000*
7	Support implementation of ADA accessibility in City	\$100,000*
40	Expand/build-out public Wi-Fi around City properties, including Neighborhood Centers	\$150,000
38 / 39 / 43	Develop construction drawings to renovate the City's three neighborhood centers	\$225,000*
136 / 138	Upgrades to City Hall to replace HVAC and touchless fixtures	\$400,000*
3	Invest in cybersecurity/ remote work support software	\$50,000
33	Develop Fire Station construction drawings.	\$200,000
	Percentage of ARPA Funding: 12%	\$2,125,000

6. PUBLIC HEALTH PROTECTION/ GENERAL PUBLIC SUPPORT & SAFETY

This category represents programming or project assistance that can enhance general health and wellness. It includes access to testing, or related health prevention and support. It covers publicly led or publicly covered human services, as opposed to those led by non-profits or private sector actors, and which would potentially be supported using other categories of funds proposed for establishment. Often public health services are regional in nature, so this fund might be used to help defray the costs of programming delivered by entities such as the County, but it can also encompass City-based efforts. For instance, within multi-sector partnerships, there might be a role identified for the City government in helping advance systems change and long-term community wellness. An example of the former comes in the form of an expanded mobile mental health support service led by the County. An example of the latter could center on the City Department of Health & Wellness as it supports complimentary health planning and policy-making, or the Office of Communications and Community Engagement as it forms protocols to ensure effective inter-departmental communications during emergencies.

Conducting government business and service delivery encompasses many different functions. It is essential to be able to operate public buildings in a safe fashion. Critical emergency services cannot

be allowed to degrade or fail. Many possible ways have been identified to optimize City services delivery. This epidemic has shown that the public system has vulnerabilities. Within the five-year ARPA spending window, this sub-fund covers design and engineering, or actual physical improvements at public buildings. It enables essential workers to more effectively and safely carry out job functions. It also enables effective public access to government and improved, not degraded, public services delivery.

7. VITAL COMMUNITY INFRASTRUCTURE

As an older American community, there is often a need to modernize whole infrastructure sets, inclusive of water, sewer, storm sewer systems, plus upgrade surface infrastructure, in order to achieve vital complete streets that provide desired character and function to support desirable development. This category provides resources to strategically embark upon the design and/or construction of comprehensive infrastructure improvements within key segments of Kingston's grid, in particular spots, or through focus on key components of particular systems, in order to ensure that infrastructure functions as expected and so there can be strategic and sequential investment that supports desired growth. Other vital community infrastructure improvements include the need for enhancements to transportation. Such improvements include enhancing the bus service frequency and coverage and leveraging the creation of a bikeshare program. There was significant public input received during the needs assessment identifying the desire for better transit coverage, therefore a budget allocation is provided for the City to help leverage Ulster County Area Transit system expansion of bus service. This could be used as part of a match that would be used in combination with formula funding for these purposes to advance the services offered by Ulster County Transportation Council.

LEAD LINE LATERALS

The City is tracking opportunities for additional State funding for underwriting of replacement/ upgrades of lead service lines that connect from water lines in streets into individual buildings. The City got funds two years ago from NYS Dept. of Public Health. In that instance the program was a scattered site program that operated city-wide. A large number of properties were rehabilitated, but the City would like to do targeted programs focusing on where there is highest need in the form of apparent high concentrations of lead service lines. Optimally, work to dig up and replace these water connections can be synchronized with other planned underground infrastructure work, particularly when there are other plans to do horizontal infrastructure work and the City is already planning on opening the street and doing construction, such as to replace a water main or water and sewer mains. Doing work in a coordinated fashion like this will save money compared with working in the same location multiple times and creating wear and tear and impacting the surface pavement or having to mobilize and dig twice versus a more economical coordinated approach.

VITAL COMMUNITY INFRASTRUCTURE PROJECTS

Project #	Action Description	Budget
10 / 69 / 15	Improve Henry Street: <ul style="list-style-type: none"> Continue/allocate investment in City's sidewalk system on Henry Street Henry Street Lead Line Replacement Pilot project Support sanitary sewer upgrade on Henry Street 	\$1,120,000
22	Design Flatbush Ave./ Foxhall Sewer reconstruction & complete street upgrade	\$475,000*
11	Develop a study to replace/standardize 17 pump stations and replace 2 pump stations	\$1,200,000
21	Obtain camera and smoke testing equipment (for sewers)	\$75,000
68	Develop a lead service inventory to identify locations to address	\$75,000*
64	Purchase equipment to address new lead service requirements (water system)	\$150,000
14	Design Albany Ave. complete street with sanitary & storm sewer comprehensive fix	\$1,000,000
65	Repair one water tank	\$350,000
95	Assist County efforts to increase/improve public transit in the City	\$100,000
	Percentage of ARPA Funding: 26%	\$4,545,000

8. ADMINISTRATION & PROGRAM DELIVERY

In order to meet the federal compliance requirements, the City of Kingston recognizes that a strong compliance team of staff knowledgeable in the administration and oversight of the projects is necessary. In addition to the fiscal compliance, the City will also need to have staff dedicated to the delivery of each program or project that is funded to assure that the City properly implements the project and avoids any potential claw back of federal funding.

It is recommended that as part of this category the City rapidly identify and have in place resources (staff or contract services) that can manage the technical and compliance aspects associated with the \$17.3 million of ARPA federal funding. Responsibility will include establishing upfront ARPA procedures that reflect the federal requirements in the context of the City's existing operations for all of the subrecipients, as well as managing the subrecipients on a regular basis. The procedures should address both fiscal and project compliance requirements and should include responsibilities of subrecipients and oversight of recipients. The City will need to provide the proper training and oversight of any assigned City staff responsible for ARPA funds.

In addition, premium pay for the City’s essential workers will be included within this category. This allows the City to respond to workers performing essential work during the COVID–19 public health emergency by providing premium pay to eligible workers.

ADMINISTRATION, PROGRAM DELIVERY, AND PREMIUM PAY

Project #	Action Description	Budget
160	Plan Development, Administration and Program Delivery	\$855,000
34	Premium Pay to Essential Workers	\$300,000
	Percentage of ARPA Funding: 5.5%	\$1,155,000

IMPLEMENTATION & COMPLIANCE

Kingston's Economic Recovery Plan outlines the City's priority projects and how the funds are proposed to be spent. This plan is intended to be flexible and the City may adjust these projects and award totals as needed. The City intends to continue to seek other grant and/or loan sources to leverage funds to best position the City for economic recovery. Should a priority project receive other funding, alternative projects that advance the goals of the plan may be selected.

As projects are advanced, the City of Kingston is responsible for ensuring the award funds are used for eligible purposes. Many of the identified ARPA funded projects respond to the COVID-19 public health emergency and meet urgent community needs. As a result, the City recognizes that swift and effective implementation is vital. The City must balance facilitating simple and rapid program access widely across the community and maintaining a robust documentation and compliance regime. This section outlines the compliance requirements as well as the proposed implementation strategy by the City of Kingston.

COMPLIANCE REQUIREMENTS

The City of Kingston is responsible for the implementation of the Economic Recovery Plan in accordance with the Federal rules and regulations provided by the U.S. Treasury. The U.S. Treasury has provided a final rule for developing an effective compliance regime. The following is a summary of the compliance requirements. In the Appendix of this document is the **Summary Outline of U.S. Treasury Guidance on ARPA Compliance and Reporting**.

ELIGIBLE USE OF ARPA FUNDS

As a recipient of the ARPA award, the City of Kingston has substantial discretion to use the award funds in the ways that best suit the needs of the City's constituents – as long as such use fits into one of the following four statutory categories:

1. To respond to the COVID-19 public health emergency or its negative economic impacts;
2. To respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to such eligible workers of the recipient, or by providing grants to eligible employers that have eligible workers who performed essential work;
3. For the provision of government services, to the extent of the reduction in revenue of such recipient due to the COVID-19 public health emergency, relative to revenues collected in the most recent full fiscal year of the recipient prior to the emergency; and
4. To make necessary investments in water, sewer, or broadband infrastructure.

These eligible use categories and other restrictions were adopted as part of the Federal requirements

established by the U.S. Treasury on the use of funds under the program. It is the City's responsibility to ensure all award funds are used in compliance with these requirements. In addition, the City recognizes that there may be additional compliance obligations that may apply when projects are leveraged with other sources of funds in conjunction with the ARPA award funds. The City of Kingston is required to maintain proper documentation supporting determinations of costs and applicable compliance requirements, and how such requirements have been satisfied as part of the City's award management, internal controls, and subrecipient oversight and management.

REVENUE LOSS

In addition, as part of the ARPA, the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) are providing assistance to municipalities that have experienced revenue loss due to the onset of the COVID-19 public health emergency. The City of Kingston may determine the amount of revenue it lost either by (1) using a formula provided by the U.S. Treasury or (2) electing to use the "standard allowance." The standard allowance provides an estimate of revenue loss based on average revenue loss across states and localities, and offers a simple, convenient way to determine revenue loss. Under this option, the U.S. Treasury presumes that municipalities have lost up to \$10 million in revenue due to the public health emergency. Therefore, recipients are permitted to use that amount to fund government services. Revenue Loss funds have a greater flexibility in how they are allocated than the other SLFRF funds awarded as part of the ARPA which must meet an allowed expenditure category.

The City has elected the "standard allowance" option, which allows the City of Kingston to obligate up to \$10 million of its \$17.3 million funds as lost revenue towards general government services. The Lost Revenue category for the City can be used to pay for "government services" which may include any service traditionally provided by a government (i.e., road construction, infrastructure, providing public safety, health and educational services). Funds spent under government services are subject to streamlined reporting and compliance requirements. Projects that are designated to be funded by this plan, but which are later determined to not directly meet an allowed Expenditure Category, may be funded under the City's "Lost Revenue" expenditure category.

ELIGIBLE COSTS & ALLOWED TIMEFRAMES

The City of Kingston may use award funds to cover eligible costs that the City organization incurred during the period that begins on March 3, 2021 and ends on December 31, 2024, as long as the award funds for the obligations incurred by December 31, 2024 are expended by December 31, 2026. Costs for projects incurred by the City prior to March 3, 2021 are not eligible.

However, the City of Kingston may use award funds to provide assistance to households, businesses, nonprofits, and individuals within the eligible use categories for costs that those households, businesses, nonprofits, and individuals incurred prior to March 3, 2021.

- ▶ **Public Health/Negative Economic Impacts:** The City of Kingston may use award funds to provide assistance to households, small businesses, and nonprofits – such as rent, mortgage, or utility assistance – for costs incurred by the household prior to March 3, 2021, provided that the City did not incur the cost of providing such assistance prior to March 3, 2021.

- ▶ **Premium Pay:** Recipients may provide premium pay retroactively for work performed at any time since the start of the COVID-19 public health emergency. Such premium pay must be “in addition to” wages and remuneration already received and the obligation to provide such premium pay must not have been incurred by the recipient prior to March 3, 2021.
- ▶ **Investments in Water, Sewer, and Broadband:** The City may use award funds to make necessary investments in water, sewer, and broadband. The City may use award funds to cover costs incurred for eligible projects planned or started prior to March 3, 2021, provided that the project costs covered by the award funds were incurred by the recipient after March 3, 2021.
- ▶ **Revenue Loss:** The U.S. Treasury gives the City of Kingston broad discretion to use funds for the provision of government services to the extent of reduction in revenue. Use of funds for government services must be forward looking for costs incurred by the recipient after March 3, 2021.

Any funds not obligated or expended for eligible uses by the timelines above must be returned to the U.S. Treasury, including any unobligated or unexpended funds that have been provided to subrecipients and contractors.

COMPLIANCE RESPONSIBILITIES

The following provides a general summary of the City of Kingston compliance responsibilities under applicable statutes and regulations. Note that the descriptions below are only general summaries.

1. **Allowable Activities.** The City of Kingston has reviewed program requirements to determine eligibility and will record eligible uses of award funds. The City must develop and implement effective internal controls to ensure that funding decisions under the ARPA award constitute eligible uses of funds, and document determinations.
2. **Allowable Costs.** Allowable costs are based on the premise that the City is responsible for the effective administration of federal awards, application of sound management practices, and administration of federal funds in a manner consistent with the program objectives and terms and conditions of the award. The City of Kingston must implement robust internal controls and effective monitoring to ensure compliance.
 - a. **Administrative Costs:** The City of Kingston may use funds for administering the program, including costs of consultants to support effective management and oversight, including consultation for ensuring compliance with legal, regulatory, and other requirements. The City of Kingston is permitted to charge both direct and indirect costs to their award as administrative costs. Direct costs are those that are identified specifically as costs of implementing the program objectives, such as contract support, materials, and supplies for a project. Indirect costs are general overhead costs of an organization where a portion of such costs are allocable to the award such as the cost of facilities or administrative functions like a director’s office.
 - b. **Salaries and Expenses:** In general, certain employees’ wages, salaries, and covered benefits are an eligible use of award funds.

- 3. Cash Management.** The City may place ARPA funds received in interest-bearing accounts and does not need to remit interest to U.S. Treasury. The City is not limited to using that interest for eligible uses under the award.
- 4. Eligibility.** The City of Kingston is responsible for ensuring funds are used for eligible purposes. Generally, the City must develop and implement policies and procedures, and record retention, to determine and monitor implementation of criteria for determining the eligibility of beneficiaries and/or subrecipients. The City, and its subrecipient(s) administering a program on behalf of the City, will need to maintain procedures for obtaining information evidencing a given beneficiary, subrecipient, or contractor's eligibility.
- 5. Equipment and Real Property Management.** Any purchase of equipment or real property with funds must be consistent with the Federal guidance. Equipment and real property acquired under this program must be used for the originally authorized purpose.
- 6. Matching, Level of Effort, Earmarking.** There are no matching, level of effort, or earmarking compliance responsibilities associated with the ARPA award funds. However, ARPA funds may only be used for non-Federal match in other programs where costs are eligible under both programs and use of such funds is not prohibited by the other program.
- 7. Period of Performance.** The City of Kingston shall develop and implement internal controls related to activities occurring outside the period of performance. For example, the City will identify each project's policy on allowability of costs incurred prior to award or start of the period of performance. All funds remain subject to statutory requirements.
- 8. Procurement, Suspension & Debarment.** The City of Kingston is responsible for ensuring that any procurement using ARPA funds, or payments under procurement contracts using such funds are consistent with the procurement standards set forth in the Federal guidelines. The City must use documented procurement procedures that are consistent with these standards.
- 9. Program Income.** Generally, program income includes, but is not limited to, income from fees for services performed, the use or rental of real or personal property acquired under Federal awards and principal and interest on loans made with Federal award funds. Program income does not include interest earned on advances of Federal funds, rebates, credits, discounts, or interest on rebates, credits, or discounts. The City of Kingston should calculate, document, and record the City's program income. Additionally, the City should implement written policies that explicitly identify appropriate allocation methods, accounting standards and principles, compliance monitoring checks for program income calculations, and records.
- 10. Reporting.** The City of Kingston must complete financial, performance, and compliance reporting as required and outlined in the Federal guidance. Expenditures may be reported on a cash or accrual basis, as long as the methodology is disclosed and consistently applied. The City of Kingston must appropriately maintain accounting records for compiling and reporting accurate, compliant financial data, in accordance with

appropriate accounting standards and principles. In addition, where appropriate, the City may need to establish controls to ensure completion and timely submission of all mandatory performance and/or compliance reporting by subrecipients to the City.

11. Subrecipient Monitoring. The City of Kingston will be required to manage and monitor the subrecipients selected to implement projects to ensure compliance with program requirements. As part of this process, the City must clearly identify to the subrecipient: (1) that the award is a subaward of ARPA funds; (2) any and all compliance requirements for use of the funds; and (3) any and all reporting requirements for expenditures of the funds. The City will need to evaluate (and monitor) each subrecipient's risk of noncompliance based on a set of common factors. These risk assessments may include factors such as prior experience in managing Federal funds, previous audits, personnel, and policies or procedures for award execution and oversight. Ongoing monitoring should reflect its assessed risk and include monitoring, identification of deficiencies, and follow-up to ensure appropriate remediation.

Accordingly, the City of Kingston should develop written policies and procedures for subrecipient monitoring and risk assessment and maintain records of all award agreements identifying or otherwise documenting subrecipients' compliance obligations. The City of Kingston intends to provide a subaward (e.g., via contract or grant) to other entities to provide services to other users. For example, the City may provide a grant to a nonprofit to provide homeless services to individuals experiencing homelessness. In this case, the subaward to a nonprofit is based on the services that the City of Kingston intends to provide, assistance to households experiencing homelessness, and the nonprofit is serving as the subrecipient, providing services on behalf of the City. Therefore, the subrecipients will be subject to audit.

REPORTING RESPONSIBILITIES

The City of Kingston will have two (2) types of reporting requirements for the ARPA program. The City of Kingston must submit one initial Interim Report and then quarterly or annual Project and Expenditure Reports which include subaward reporting.

- ▶ **Interim Report:** Provides an initial overview of status and uses of funding. This is a one-time report. The City of Kingston is required to submit a one-time interim report with expenditures by Expenditure Category covering the period from March 3rd to July 31, 2021, by August 31, 2021 or sixty (60) days after first receiving funding. This Interim Report has been submitted by the City.
- ▶ **Project and Expenditure Report:** Report on projects funded, expenditures, and contracts and subawards over \$50,000, and other information. The City of Kingston, the initial quarterly Project and Expenditure Report will cover three calendar quarters from March 3, 2021 to December 31, 2021 and must be submitted to Treasury by January 31, 2022. The subsequent quarterly reports will cover one calendar quarter and must be submitted to Treasury within 30 calendar days after the end of each calendar quarter.

The U.S Treasury Department urges the implementation of a set of internal controls to best meet compliance and reporting requirements. The table below, **Internal Controls Best Practices**, provided by the U.S Treasury, presents a sample of internal controls recommended.

INTERNAL CONTROLS BEST PRACTICES

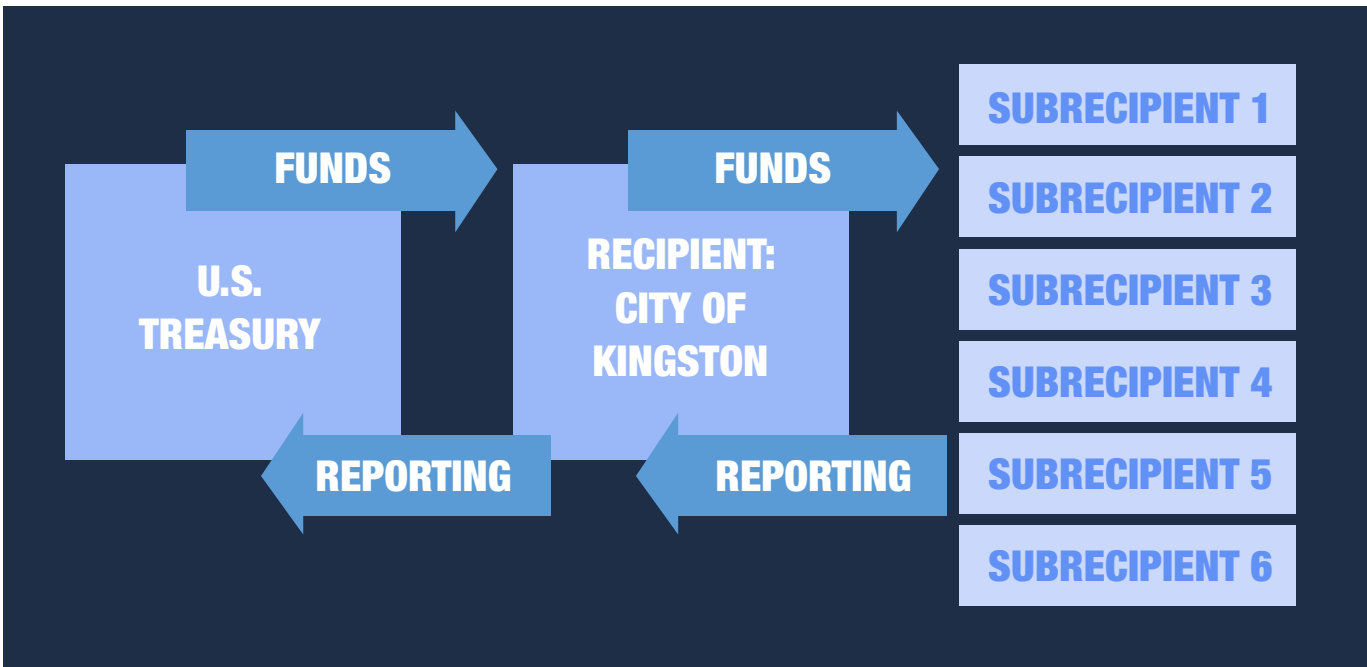
Best Practice	Description	Example
Written policies and procedures	Formal documentation of recipient policies and procedures	Documented procedure for determining worker eligibility for premium pay
Written standards of conduct	Formal statement of mission, values, principles, and professional standards	Documented code of conduct / ethics for subcontractors
Risk-based due diligence	Pre-payment validations conducted according to an assessed level of risk	Enhanced eligibility review of sub-recipient with imperfect performance history
Risk-based compliance monitoring	Ongoing validations conducted according to an assessed level of risk	Higher degree of monitoring for projects that have a higher risk of fraud, given program characteristics
Record maintenance and retention	Creation and storage of financial and non-financial records.	Storage of all sub-recipient payment information

**SOURCE: U.S. TREASURY, STATE AND LOCAL FISCAL RECOVERY FUNDS
COMPLIANCE AND REPORTING GUIDANCE, NOVEMBER 15, 2021**

The City of Kingston will be required to provide detailed obligation and expenditure information for any contracts and grants awarded, loans issued, transfers made to other government entities, and direct payments made by the City that are greater than \$50,000. In general, the City of Kingston will be asked to provide the following information for each Contract, Grant, Loan, Transfer, or Direct Payment greater than \$50,000:

- ▶ Subrecipient identifying and demographic information (e.g., DUNS number and location)
- ▶ Award number (e.g., Award number, Contract number, Loan number)
- ▶ Award date, type, amount, and description
- ▶ Award payment method (reimbursable or lump sum payment(s))
- ▶ For loans, expiration date (date when loan expected to be paid in full)
- ▶ Primary place of performance
- ▶ Related project name(s)
- ▶ Related project identification number(s) (created by the recipient)
- ▶ Period of performance start date
- ▶ Period of performance end date
- ▶ Quarterly obligation amount
- ▶ Quarterly expenditure amount
- ▶ Project(s)
- ▶ Additional programmatic performance indicators by funding type (i.e. household Assistance, Small Business Economic Assistance, Premium Pay, Revenue Replacement, etc.)

Aggregate reporting is required for contracts, grants, transfers made to other government entities, loans, direct payments, and payments to individuals that are below \$50,000. This information will be accounted for by expenditure category at the project level.



ECONOMIC RECOVERY IMPLEMENTATION

IMPLEMENTATION TEAM

As identified, there is a significant compliance and reporting component required for implementing the City’s Economic Recovery Plan. It is recommended that an Economic Recovery Implementation Team (“Implementation Team”) be established to ensure compliance and provide the City with the tools for advancing projects. As the City of Kingston builds its Implementation Team, the following recommendations are presented for consideration:

- ▶ Rapidly identify and have in place a resource (staff or contract services) that can manage the technical and compliance aspects associated with the \$17.3 million of ARPA federal funding and including upto \$10 million of Revenue Recovery Funds. As outlined above, there are significant project management elements including project and fiscal compliance and reporting associated with the ARPA funding. While ARPA funding is new with its own set of regulations, other federal programs, such as CDBG, can provide a framework for development of the systems needed to properly handle the ARPA funds. It is recommended, if possible, that the City employ either through a staff position or contract, the person(s) with the federal funding expertise to establish and administer the necessary project and fiscal implementation and compliance systems.
- ▶ Establish upfront and maintain a set of ARPA procedures that reflect the Federal requirements in the context of the City’s existing operations. The procedures should address both fiscal and project compliance requirements and should include responsibilities of sub-recipients and oversight of recipients.
- ▶ Provide the proper training and oversight of the staff, contractors and subrecipients responsible for ARPA funds.
- ▶ Create template ARPA contracts for infrastructure projects and for subrecipients that include the compliance and reporting requirements.

The City's Implementation Team is expected to be knowledgeable in the administration and oversight of Federal programs to assure that the City properly implements the projects, meets fiscal requirements, and avoids any potential claw back of federal funding.

The Implementation Team is envisioned to consist of a Project Leader and critical departments that will be responsible for project implementation. This Implementation Team assures commitment to the vision, coordination, accountability, and timeliness of all aspects of implementation, as well as meeting all fiscal and project reporting and compliance. Under the Mayor's overall direction, suggested members of the Implementation Team include: the ARPA Project Leader, Director of Community Development, Director of Grants Management, City Engineer, Comptroller, and the Communications Director.

The Implementation Team will play an integral role in City's efforts to meet the ARPA compliance requirements. A portion of a new junior accountant position has been allocated to the Office of Grants Management to support the City during the implementation phase and to assist in the overall establishment of procedures and monitoring necessary to meet the timely compliance and reporting requirements of ARPA. Recommended ARPA compliance activities that will need to be carried out include:

- ▶ Creation of knowledgeable resource(s) to work with the internal City ARPA team. Become knowledgeable on the ARPA rules and regulations and identify the ARPA team expert responsible for oversight of the project compliance and reporting.
- ▶ Establishment of the programmatic requirements of sub-recipients for inclusion in sub-recipient contracts.
- ▶ Coordination of the templates for subrecipient scope of service, compliance requirements, project reporting and records retention requirements that will be included the sub-recipient agreements that detail sub-recipient obligations. (Integrate the fiscal and fiscal reporting and recording requirements.) These should be used as a framework for ongoing project management.
- ▶ Train and support the project managers as necessary in the ARPA compliance requirements and reporting and the City's expectations for ARPA project management.
- ▶ Monitor status of compliance and reporting by project and sub-recipient and report any potential issues to the project manager and if ongoing to supervisor and if necessary, the Implementation Team.

ARPA PROJECT LEADER

The City recognizes that the ARPA funds present a transformational opportunity to improve the community; particularly those neighborhoods most impacted by COVID-19, infrastructure and government resiliency. It is recommended that an ARPA project leader be established that can coordinate all the implementation and compliance requirements. This ARPA project leader should report directly to the Mayor and should have ample time to dedicate to ARPA. It is recommended that either the ARPA project leader or another dedicated position preferably with experience in managing federal funding be responsible to set up the fiscal and project compliance program and the related documentation and reporting systems.

The time dedication of the project leader will be dependent on the time and expertise of staffing developed/assigned to manage and conduct the ARPA compliance and reporting requirements. The Mayor, together with the ARPA project leader, will be responsible to drive and sustain momentum for the community vision for use of ARPA funds; to assure the projects sustain the City's mission and vision and to keep the multiple projects on task, meeting deadlines. The leadership will also work to assure for a City-wide organizational framework, systems and supports necessary to successfully implement and manage the ARPA projects and corresponding compliance requirements. Additional responsibilities will include: addressing persistent conflicts and non-compliance with ARPA requirements.

The ARPA project leader and the Comptroller's Office should work together to establish the necessary procedures, accounting and fiscal reporting requirements for the tracking of expenditures related to ARPA funds. A new junior accountant position has been established in the 2022 City Budget. As it is currently envisioned 25% of the position can be dedicated to assist with the ARPA implementation phase. The ARPA project leader would be responsible for the Compliance and Reporting requirements outlined in this Plan.

PROJECT SPECIFIC PROJECT MANAGERS

The City of Kingston recognizes that each project requires a project manager (internal projects or sub-recipient projects) that is responsible to assure the City's mission and vision are reflected in the scope of service and in the quality and effectiveness of service delivery. In addition they are assuring that the sub-recipient is properly registered, that the project is progressing, agreements are in place, compliance requirements are in writing and understood by the subrecipient or contractor, project and fiscal reporting is submitted correctly and on time and that subrecipient monitoring is on-going and delivered based on a risk assessment of the subrecipient.

Infrastructure improvement projects, in general are planned to be provided by the City's Engineering Department for both City projects and those to be undertaken by other stakeholders. Management of infrastructure projects in general are more labor intensive and may require additional ARPA reporting.

Community-based programs and projects will have project management from the relevant subject matter City Department such as Arts & Cultural Affairs, Community Development, Economic Development and Health and Wellness. Projects may also be assigned to the Office of Grants Management for project management. Upon completion of the City's ARPA Strategic Plan and identification of the component initiatives, an evaluation of the numbers, scope and relevant subject matter of the projects will be undertaken and a matching of projects to Departments for project management will be undertaken. It is anticipated that additional staffing may be needed to provide the necessary project management.

ACCESSING FUNDS

The Implementation Team will be responsible for issuing the release of funds, which will include a variety of approved subrecipients. It is envisioned that the City of Kingston will utilize a number of subrecipients or contractors to manage a variety of the funding categories presented in the Economic Recovery Plan. This will enable the City to broadly assist the community and enable community leaders to play an integral role in the recovery of the City. The City will release multiple Request for Proposals (RFP) or Request for Qualifications (RFQ) in accordance with the Federal procedures.

The Implementation Team will also develop an Application Intake Form. This form will be a tool that individuals, businesses, homeowners, nonprofits and others use to apply to the City or the designated subrecipient managing the funding category.

MODIFICATIONS TO THE PLAN

The City's Economic Recovery Plan is intended to be flexible and adaptable to the City's economic recovery needs. The Implementation Team will be responsible for advancing the ARPA projects as outlined in this Economic Recovery Plan.

The prescribed funding budgets for each of the eight (8) funding categories may only be adjusted by the City's Common Council. The Implementation Team may adjust the allocated funding to projects within the funding categories as necessary. This is to enable an expeditious implementation process that accounts for a variety of unknowns at the time of plan development, for example received construction bid documentation or future grant funding received. This allows the Implementation Team to respond quickly and without budget modifications.

In addition, the Implementation Team may determine that a project or project component is better suited to be funded as a "Revenue Loss" allocation. This adjustment can be made by the Implementation Team to meet compliance requirements. The Implementation Team may also adjust any of the allocated budgets up to 10% before requiring Common Council approval.