

Hillsborough County, New Hampshire Recovery Plan Annual Performance Report



State and Local Fiscal Recovery Funds 2025 Report

**Hillsborough County, New Hampshire
2025 Annual Recovery Plan Performance Report**

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GENERAL OVERVIEW

Executive Summary

This is the fifth annual report issued under the United States Department of the Treasury's compliance and reporting guidelines. This goal of this report is to provide details to the public on Hillsborough County's use of Coronavirus State and Local Fiscal Recovery Funds (SLFRF) under American Rescue Plan Act (ARPA). Note, the terms SLFRF and ARPA are used interchangeably, and with the same meaning throughout this document. Hillsborough County received a total of \$81,002,217 of American Rescue Plan Act funds. The County built the program from the ground up, as there was no existing grant or program that could be easily modified. The first year was dedicated to hiring staff; creating policies and procedures, creating tracking systems for expenses, reporting compliance; creating forms; launching departmental projects and designing a community assistance program. Over years two & three, the County deployed many projects that addressed internal needs and launched two cycles of community support. This report bridges years three-four of the five-year ARPA program. The deadline to obligate all ARPA funds occurred during this reporting period, and as such, this report contains the final plans for implementing the SLFRF award.

Treasury's annual reporting schedule is listed below, which aligns with the County's fiscal year cycle. This report coincides with the County's fiscal year 2025:

Annual Report	Period Covered	Due Date
1	Award Date – July 31, 2021	August 31, 2021
2	July 1, 2021 – June 30, 2022	July 31, 2022
3	July 1, 2022 – June 30, 2023	July 31, 2023
4	July 1, 2023 – June 30, 2024	July 31, 2024
5	July 1, 2024 – June 30, 2025	July 31, 2025
6	July 1, 2025 – June 30, 2026	July 31, 2026
7	July 1, 2026 – December 31, 2026	March 31, 2027

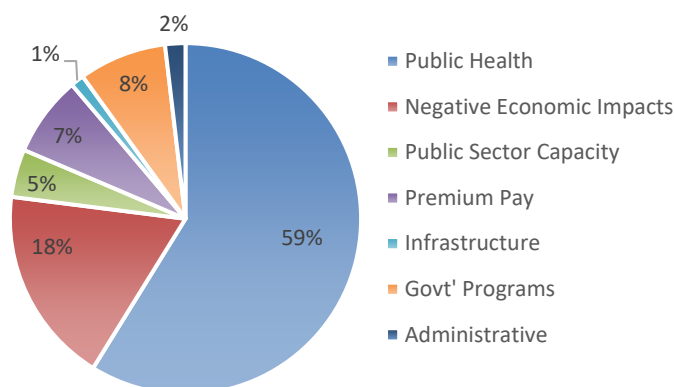
When considering how to expend the ARPA funds, the Hillsborough County Board of Commissioners set the following overarching guided principles:

- Avoid funding items and projects that can be funded by other state or federal resources.
- Avoid duplication of funding, as significant ARPA funds have been approved and allocated at the State and Municipal level. The County should not duplicate funding unless the need shows current funding is inadequate to meet that need.
- Be strategic and measured, as the term of the ARPA funds program has a longer horizon in which to spend the funds (December 2026).
- Remain flexible as the pandemic is not over and county department and community needs may evolve over time.
- ARPA funds are non-reoccurring so investment of funds should be applied primarily to non-reoccurring expenditures or have a path to sustainability:
 - Care will be taken to avoid new programs or add-ons to existing programs that require an on-going financial commitment, unless the program needs are temporary in nature.
 - Investment in eligible infrastructure is particularly well-suited, because it is a non-recurring and can be targeted to important long-term assets that provide benefits over many years. However, care will be taken to assess any on-going operating costs that may be associated with the project.

The County's adopted Recovery Plan separated funding into two priorities. The first being an Internal Needs Assessment/funding department projects. The original plan allocated \$59M to internal projects and the balance to the community. As of the Obligation Deadline and reflected in this report, a total of 49 departmental projects have been approved, totaling \$59,312,205. In general, the County struggled with capacity to conduct RFP's and implement the internal projects. The responsibility to implement the departmental projects fell to existing staff & management. Although some changes to department projects were made, some withdrawn and others increased, the County stayed very close to its original plan. The County has completed a fair number of internal projects and fully expects to meet the deadlines to complete open projects.

The second priority of the County's Recovery Plan included several rounds of funding to support community entities. The first round of community support was directed to non-profits that experienced a direct adverse impact caused by the pandemic. These entities were beneficiaries. Eligible applicants had to demonstrate either a negative economic impact, such as reduced revenue from lower enrollment, donations, inability to hold fund-raisers, closures, and/or increased costs of operations; or a negative health impact, such as costs to implement distancing & mitigation measures (i.e. HVAC). Approximately \$12.4M was awarded to 35 non-profits to address economic harms, or mitigation tactics. Under the second round of community support, the County considered proposals from entities that would carry out eligible projects, known as Subrecipients. Approximately \$9.3M was awarded to seven (7) Subrecipients under Round Two, including the creation of 116 new affordable housing units. Included as a Subrecipient, the City of Manchester was awarded \$515,250 from the County's set-aside for Emergent Needs, in support of emergency shelter operations. The Subrecipient projects are fully described in the Project Inventory, later in this report. Below is a breakdown of the County's ARPA funding by Treasury's Expenditure Category; and the County's support of community projects by focus area:

**Hillsborough County Total ARPA Funds
Allocation by Expenditure Category
as of December 31, 2024**



Community Sector Breakdown	
Youth	36%
Affordable Housing	12%
Health	11%
Homelessness	10%
Town Infrastructure	8%
Arts	7%
Disabled	7%
Veterans/First Responders	5%
Food Programs	3%
Seniors	1%
TOTAL	\$21,690,012

The American Rescue Plan Background

The Coronavirus State and Local Fiscal Recovery Funds (SLFRF), a part of the American Rescue Plan was signed into law on March 11, 2021 (H.R.1319), and delivered \$350 billion to state, local, and Tribal governments across the country to support their response to and recovery from the COVID-19 public health emergency. At its deployment, the program bolstered resources to governments to help:

- Fight the pandemic and support families and businesses struggling with its public health and economic impacts;
- Maintain vital public services, even amid declines in revenue, and
- Build a strong, resilient, and equitable recovery by making investments that support long-term growth and opportunity

Under the ARPA program, all funds were required to be obligated by recipients within the statutory period beginning March 3, 2021, through December 31, 2024, and expended to cover such obligations by December 31, 2026. This time period, during which recipients can expend SLFRF funds, is the “period of performance.”. The program will conclude and move into close-out following December 31, 2026.

While there were some immediate needs included in Hillsborough County’s Recovery Plan, the County also recognized the changing landscape of the pandemic and sought to implement long-term solutions. Discussed in detail throughout this report, the Hillsborough County Commissioners generally supported capital projects in favor of operational costs. The County has obligated all funds as required and is using the remainder of the period of performance to complete several capital projects (both internal and community-based).

To achieve the key objectives, Treasury outlined specific ways in which recipients may invest funds. Within these categories, recipients have flexibility to decide how best to use this funding to meet the needs of their communities:

1. **Support public health response:** Fund COVID-19 mitigation efforts, medical expenses, behavioral health care, community violence interventions, staffing of public health, public safety, human services and other related government entity positions.
2. **Address negative economic impacts:** Respond to economic harms to workers, families, small businesses, impacted industries and rehiring of public sector workers, including County staff.
3. **Services to impacted and disproportionately impacted communities:** Education assistance, healthy childhood environments, housing support.
4. **Premium Pay for Essential workers:** Offer additional support, to county employees and other essential workers in the community, who faced the greatest health risks due to their service. (Note eligibility under this category ended April 10, 2023).
5. **Water, Sewer and broadband infrastructure:** Make necessary investments to improve access to clean drinking water, invest in wastewater and storm-water infrastructure and provide unserved or underserved locations with new or expanded broadband access.
6. **Replace lost public sector revenue:** Use funds to provide government services up to the amount of revenue lost due to the pandemic. Recipients may opt to use a flat allowance of up to \$10M.
7. **Administrative:** Costs to carry out the legal and administrative requirements of the award; transfers of funds to other units of government so they can carry out eligible activities.

In addition to outlining the eligible uses of ARPA Funds, Treasury has outlined specific *ineligible* uses of the ARPA Funds:

- ARPA funds may not be used to reduce or offset net tax revenue
- May not be used for deposits to a pension fund
- Other ineligible uses include funding debt service, legal settlements or judgments, and deposits to a “rainy day” fund or financial reserves
- Other restrictions apply to eligible uses

The Hillsborough County Board of Commissioners believe it is important to identify, prioritize and fund the core functions and responsibilities of Hillsborough County as a government entity. Those County core functions are: nursing home long term care as both a direct service provider and a payer source of long term care within the county, county corrections, and criminal justice. The Hillsborough County Board of Commissioners also identified existing county partnership and projects with non-profits or other non-governmental organizations (NGOs) who perform services directly relating to County responsibilities as “core functions” for purposes of SLFRF funding.

ARPA Funds Allocated in Hillsborough County

Around the time the ARPA funds were deployed, according to the 2020 Census 30.70% of the State’s residents lived in Hillsborough County, which is the highest percentage of the state’s residents. The Hillsborough County Board of Commissioners were cognizant that the ARPA Funds provided an opportunity to help turn the tide on the pandemic, address its economic fallout, and lay the foundation for a strong and equitable recovery to a significant number of residents in the State of New Hampshire.

However, Hillsborough County was not the only governmental entity to receive SLFRF awards within its geographic borders. Recognizing the significant amount of ARPA Funds throughout the region, the Commissioners were mindful of other local ARPA Recovery Plans. Consideration was given to avoid duplication of funding that a town or city could more appropriately address with their own allocations of ARPA Funds. This approach would maximize the impact of all ARPA Funds within Hillsborough County’s departments and the community.

Below is a list of municipalities in Hillsborough County and the amount of ARPA Funds available to them. The public is encouraged to visit the municipalities’ website(s) to understand how their local governments are investing their SLFRF awards. In addition, the State of New Hampshire received \$994,555,877.60.

Municipalities within Hillsborough County							
Amherst	\$1,217,917		Hillsborough	\$594,203		New Boston	\$5,384,006
Antrim	\$226,312		Hollis	\$792,601		New Ipswich	\$533,912
Bedford	\$2,240,191		Hudson	\$2,536,303		Pelham	\$1,407,792
Bennington	\$150,085		Litchfield	\$855,466		Peterborough	\$662,118
Brookline	\$539,852		Lyndeborough	\$171,469		Sharon	\$36,531
Deering	\$195,329		Manchester	\$44,346,733		Temple	\$140,779
Francestown	\$156,718		Mason	\$141,868		Weare	\$900,017
Goffstown	\$1,787,262		Merrimack	\$2,622,532		Wilton	\$375,114
Greenfield	\$182,855		Milford	\$1,624,703		Windsor	\$22,869
Greenville	\$208,892		Mont Vernon	\$263,243		TOTAL ARPA Funds in County ¹ : \$87,046,533	
Hancock	\$163,945		Nashua	\$16,564,916			

¹ This figure does not include the \$81,002,217 ARPA Funds that Hillsborough County received.

The Role and Function of County Government

In examining the intended functional delivery of ARPA Funds in Hillsborough County the public should be aware of the structure of county government in New Hampshire, and its core services and responsibilities to the public.

Structure of New Hampshire County Government

New Hampshire government is defined by its division of state, county and municipal services and their responsibilities pursuant to the United States and New Hampshire Constitutions, federal and state law, and case law. County government is rooted in a unique combination of tradition and efficiency. The current structure of county government is modelled after a bicameral system of government.

The County Commissioners make up the Executive Branch with the elected constitutional officers and appointed county officials², the County Delegation makes up the Legislative Branch.

Executive Branch

Board of County Commissioners

Each NH county has a three-member elected board of commissioners which is responsible for the day-to-day operations of county government, in both fiscal and policy matters as mandated by New Hampshire Revised Statute Annotated (NH RSA) 28. The Board elects a chair, vice-chair and clerk and meets formally to conduct county business.

The Board of Commissioners has responsibility for the general management and control of the financial affairs of Hillsborough County, including the management and control of its property. The Commissioner's duties are mandated by statute as set forth in New Hampshire RSA Chapter 28. The Commissioners sit as a Board, exercising their rights, authority and powers by a vote of the majority. The Board meets regularly throughout the year to carry out its responsibility for overall day-to-day financial management and control of county assets and liabilities.

The Commissioners have authority to implement administrative policies and procedures to safeguard the County's assets and monitor its financial liabilities. The Commissioners are required to employ such number of clerks and agents as they deem necessary and to adopt and establish rules and procedures for the discharge, removal, or suspension of County employees. Exercising their authority, the Commissioners review and approve all expenditures, competitive bids, contracts, and budget transfer requests. They negotiate collective bargaining agreements with six employee bargaining units, and consider employee grievances. The Commissioners initiate, direct, and resolve all litigation on behalf of the County. They are also responsible, on an annual basis, for submitting to the Executive Committee of the County Delegation and to each member of the County Convention an itemized budget recommendation for County operations for the next year.

A. Appointed Officials

The following heads of departments are appointed and supervised by the Board of Commissioners. Major county departments are organized by function as follows:

1) *County Administrators/Managers*

County Administrators and Managers are a creation of the boards of county commissioners. Unlike city and town administrators and managers, county administrators/managers have no statutory authority. All authority vested in county administrators/managers is at the sole

² Supervised and appointed by the Board of Commissioners.

discretion of the boards of county commissioners. The responsibilities vary greatly from county to county, depending on the size, complexity and philosophy of the county.

2) *County Nursing Home Administrators*

The counties operate eleven nursing homes, one in each county except for Coos County, which has two nursing homes. County nursing homes provide long term care and rehabilitation services to all qualifying citizens but generally have higher proportions of Medicaid residents than non-county nursing homes. County nursing home administrators are responsible for developing, monitoring, and evaluating the quality and appropriateness of care and treatment provided to nursing home residents.

Nursing home administrators are required to be licensed by the State of NH under RSA 151-A. The Board of Examiners of Nursing Home Administrators is responsible for developing and enforcing professional stands for all nursing home administrators. There are a variety of medical professionals providing care and treatment at nursing homes and there are corresponding state boards responsible for the development and enforcement of professional standards. In addition, the New Hampshire Department of Health and Human Services conducts annual, onsite evaluation of all nursing homes to ensure compliance with Medicaid/Medicare regulations.

The majority of county workers are employed at the eleven county nursing homes. They provide compassion, professionalism, and commitment to quality of care for each of the more than 2,200 residents of county nursing homes.

3) *County Corrections Superintendents*

In accordance with RSA 30-B, counties operate ten county departments of corrections which are responsible for the care, custody and control of adults awaiting trial, as well as adults sentenced to serve up to twelve (12) months. If the sentence is greater than one year, inmates serve their sentence at the New Hampshire State Prison. However, there are instances when a person is sentenced to a term that exceeds 12 months of imprisonment to a county corrections facility. For these instances, the expense of lodging a person in a county correctional facility is charged to the state or the state may take physical custody of the inmate at that time.

County corrections superintendents have statutory authority to grant work release or other programs deemed conducive to inmate rehabilitation within the rules of procedure approved by the individual board of county commissioners.

B. Constitutional Officers

County constitutional officers are created under Part 2, Section 71 of the New Hampshire Constitution. Constitutional officers are elected and accountable to the voters. The Board of County Commissioners provides budgetary oversight for the constitutional officers in each County.

1) *County Attorney*

The county attorney serves as the chief law enforcement officer in their county. The county attorney prosecutes all felonies committed in their jurisdiction except for first- and second-degree homicide and works in conjunction with the State Attorney General's office, sheriff's department, New Hampshire state police and local police departments.

2) *County Sheriff*

In addition to their constitutional duties, county sheriffs receive legally mandated authorization from RSA 104:6. County sheriffs are the only law enforcement officers with State-wide police power in all 234 cities and towns in the State of New Hampshire. General duties include: rural

patrols, criminal investigations, support of local law enforcement initiatives, vehicle escorts, transport and control of inmates/juveniles, service of process, court security for NH Superior Courts, and the operation of law enforcement and public safety dispatch systems.

3) *Register of Deeds*

The Register of Deeds receives its legally mandated authorization from New Hampshire Constitution, Part 2, Articles 71-72. The duties of the register are dictated by RSA's and include the recording, reproduction and indexing of legal documents pertaining to real estate and the reporting to the cities and towns (for tax purposes) of all transfers of property and the maintenance of records dating back to 1827. The register is also responsible for collecting the State's real estate transfer tax.

Legislative Branch – County Delegation

The legislative branch of county government is comprised of the elected members of the State House of Representatives. As such, State Representatives serve a dual role. State Representatives are also members of the "county convention" which later became known as the "county delegation".

The county delegation convenes in early December, following the State election, for the purpose of organizing and selecting its leadership. Each county delegation chooses an executive committee and elects a chair, vice-chair and clerk. The county delegation is directly responsible for appropriating public funds to support the functions of county government. The full Delegation meets formally to vote on county budgets each year.

Functions of New Hampshire County Government

While this overview does not offer a comprehensive assessment and analysis of the complete role of county government, it does examine several core services provided by Hillsborough County. These core services are a major focus point in the approach and expenditure of SLRF Funds.

A. Long-Term Care

The county mission of providing long-term care is a historic one that dates back to the 18th century county farms and county hospitals. As the needs of the citizens changed over time, so did the delivery of services. Counties serve a dual role as both a "direct provider"/operator of long-term care/rehabilitation services and "payer" of long-term care services provided by both for and not for profit nursing home care operated by other entities within Hillsborough County.

1. County Nursing Homes—Service Providers

The ten counties in New Hampshire operate eleven Nursing Homes to meet the needs of its frailest population.

The Hillsborough County Nursing Home is located on a scenic hilltop in Goffstown, New Hampshire. The facility is a 300 bed Skilled and Intermediate Care facility which includes a 22-bed Behavioral Health Unit and a 50-bed Memory Care Unit.

A diverse team of over 400 caring individuals provide for the care, comfort, rehabilitation, safety and security of our county's frail elderly population.

2. County Government—Payer Source

Long Term Care costs are paid primarily through Medicaid, which is a Federal program for the low income administered by the State. The Federal government funds 50% of Medicaid costs and requires

the State to fund the remaining 50%. In New Hampshire, the State portion of Long Term Care costs is funded by the Counties.

Long Term Care costs include the costs for nursing home care as well as Home & Community Based Services (HCBS) and Choices for Independence (CFI) Waiver programs for Medicaid eligible seniors.

There are twenty-one (21) Medicaid certified nursing homes in Hillsborough County with the capacity for approximately 2,250 residents. Additionally, a large spectrum of organizations provides HCBS and CFI Waiver program services to seniors throughout the county.

Funding Long Term Care services is the largest item in the County budget. New Hampshire has the second oldest population in the nation. Population estimates project this population to grow exponentially the years ahead, creating an even greater need for long term services and supports in the County.

The long term care system continues to be at the core of county government's commitment to local and accountable delivery of services.

This core function of county government in New Hampshire, i.e. the care of the elderly in county nursing homes and the payor source for elderly care consumes the majority of each county's budget in any fiscal year, and the impact of the pandemic on New Hampshire's nursing homes (public and private) has been immense.

B. Justice and Public Safety

Among the most important jobs any government does is to protect the safety and welfare of its citizens in a just and fair manner. In New Hampshire this effort is coordinated across all levels and branches of government. County government's role in criminal justice strikes the balance between the strong desire to protect public safety at the community level and finding appropriate economies of scale.

C. Investigation and Prosecution of Criminal Offenses

The County Attorney prosecutes the vast majority of criminal cases in New Hampshire focusing on all felony charges. Municipal governments coordinate local circuit court prosecution with County Attorney offices in order to achieve continuity in case disposition thereby expanding the role of the County Attorney. The local nature of prosecution is the key to New Hampshire's ability to find a community balance between punishment and rehabilitation. This balance is not the same in every setting and the regional, county-based system ensures that a one-size-fits-all justice system is not imposed on its communities. The County Attorney is also an elected official, which ensures both a level of public review and accountability.

D. Care, Custody and Control of Adult Offenders

New Hampshire county corrections offer a well-coordinated structure for both pre-trial and short-term incarceration with programs. Staying connected with family and community is a very important part of county corrections and with the intent to help reduce recidivism. County departments of corrections are governed by RSA 30-B and the NH Criminal Code.

E. Public Safety

The County Sheriff has a critical role in law enforcement and local public safety activities. In NH, County Sheriffs and deputies are empowered to operate statewide, across municipal and county borders which offer a unique ability to investigate and act when needed. The growth in public safety needs has led many

local town governments to work with County Attorneys to prosecute local cases and to rely on regional county sheriff departments to dispatch local fire and police services.

Sheriffs continue to provide security for the NH Superior Court system. Sheriffs are responsible for general security of the court house as well as the transportation and control of offenders or offenders adjudicated in the criminal justice system. Corresponding duties in the civil law system involve service of process and execution of Court orders that are a pivotal function of the Sheriff and ensure the orderly operation of the civil justice system, including service of domestic violence petitions, evictions, child custody and other forms of formal process.

F. Real Estate and Land Records

Recording land transactions is among the first and original roles of county government. Many registries have original land records dating back to the 1800s and resources have been invested to preserve these historic records.

The sale or purchase of a home or business is a big part of the state's economy and the Registry of Deeds has become one of the most visible county services. In recent years the ten Registry of Deeds offices have begun modernize access to public records by developing subscription services that allow internet access to documents.

The task of maintaining and recording land records includes a wide set of responsibilities.

- Recording deeds
- Recording state, federal, and local tax liens
- Setting local tax rates and assessments
- Collecting state real estate transfer tax
- Recording municipal land use records

Increasingly the volume and complexity associated with recording all public records has led many municipalities to begin recording land use records at the county registry. This includes plot plans, site plans and demolition plans.

ARPA Implementation Strategy

Based on Hillsborough County's structure detailed above, the Hillsborough County Board of Commissioners identified two (2) phases to allocate funding. First recognizing a need to invest in county departments, and second within the community:

Phase I, the Internal Needs Assessment and Allocation

The focus of Phase I was to address critical priority issues within County departments to ensure continuity of public service deliverables during the pandemic and the recovery, with a focus on:

1. Emergent funding for the pandemic response in the County departments.
2. Funding for strategic investments in County department infrastructure & services.

The County originally allocated approximately \$59 million of the total award to address departmental needs, investments in infrastructure and improvements to internal services for the community. To date, 49 departmental projects have been approved, totaling \$59,312,205. Examples include addressing increased violence through a Community Engagement program within the Sheriff's Office, adding temporary staff within the County Attorney's Office to address the backlog of court cases, HVAC improvements and other COVID-19 mitigation tactics within the Department of Corrections (DOC), Nursing Home and main campus (Bouchard Building). While some projects are straightforward and costs were readily obtainable (i.e. purchase of PPE and COVID-19 testing supplies), other large-scale projects required additional planning. All departmental projects were implemented through existing personnel and some delays were experienced due to workload capacity, and especially contractor and product availability.

Phase II, the Community Needs Assessment and Allocation

A total of \$21.6M was awarded toward community needs. Community needs distribution utilized internal and external resources to identify priority areas and define the process of awarding funds, keeping within the scope and purview of the responsibilities and functions of Hillsborough County government. The County engaged directly with community stakeholders and held public hearings to obtain input on potential initiatives within county functions in the community. Following community input and consultations, two rounds of funding to meet identified community needs were implemented.

In the Final Rule, Treasury noted that non-profits faced significant challenges because of the pandemic, including increased demand for services and changing operational needs. They faced reductions in donations, collection of fees for services, loss of staff and volunteers. At the same time, nonprofits provided a host of services for their communities, including helping Americans weather the multitude of challenges presented by the pandemic. Treasury recognized this dichotomy—nonprofits as entities that had themselves been negatively impacted by the pandemic and as entities that provided services that respond to the public health and negative economic impacts of the pandemic on households and others —by creating two roles for nonprofits.

The County allocated significant funding to support the capacity of community organizations that serve people with significant barriers to services, including people of color, people with low incomes, limited English proficiency populations, and other traditionally underserved groups. Consistent with the Final Rule, the County implemented two tracks of assistance. Proposals that promote equity, as defined in Executive Order 13985 On Advancing Racial Equity and Support for Underserved Communities Through the Federal Government, (issued on January 20, 2021), were given highest priority. If requests had exceeded funds available, the County identified second-tier prioritization as follows:

- Long term care
- Workforce development
- Affordable housing development
- Youth services/childcare

Additional information may be found on the County's ARPA web page (<http://hcnh.org/AmericanRescuePlan>), including the application guidelines, applications received, and list of awards for those that were finalized.

Track One: Direct Beneficiary (\$15M-\$19M planned)

The County accepted applications from non-profits that were directly, negatively impacted by the COVID-19 pandemic. A total of \$12,360,229 was awarded to eligible non-profits. As a direct beneficiary, the nonprofit was awarded a one-time grant. A review committee, comprised of County staff and Executive Committee members, determined the eligibility of costs up-front in the application phase. The following summary describes the costs allowed:

- A. Costs to implement COVID-19 prevention or mitigation tactics, such as vaccination, testing programs and/or contact tracing programs, enhanced cleaning efforts, provision of masks or personal protective equipment, consultation with infection prevention professionals to develop safe reopening plans, barriers or partitions, and physical plant changes to enable greater use of outdoor spaces or ventilation improvements. Please note that capital expenditures (i.e., expenditures on property, facilities, or equipment), with a *total* estimated cost of \$1M or more are subject to additional criteria. Eligible uses under this category must be in response to the disease itself or other public health harms that it caused.
- B. The nonprofit experienced a negative economic impact as a result of the pandemic. For example, if a nonprofit organization experienced impacts like decreased revenues or increased costs (e.g., through reduced contributions or uncompensated increases in service need). Applicants must demonstrate there was a negative economic impact, or an economic harm and whether this harm was caused or made worse by the COVID-19 public health emergency. Applicants must provide documentation to support the request. For example, a comparison of revenue from 2021 to 2022, records of increased costs (supplies, wages, hours, etc.).

Track Two: Subrecipient (\$2-\$6M planned)

Funds awarded to nonprofit entities to carry out an eligible use and serve beneficiaries on behalf of the County (e.g., childcare program, developing affordable housing). Under this category, the nonprofit demonstrated several factors, including – eligibility of the activity, the need for the activity, and eligibility of the end-user (aka beneficiary). The County executed Subrecipient Agreements detailing the level of reporting, documentation, payment terms, applicable regulatory requirements and more.

Subrecipient applications were reviewed for compliance, to assess risk, then forwarded to the BOC for consideration. The BOC determined the level of assistance for Subrecipient projects. The County has funded seven (7) Subrecipients for a total of \$9,329,783, described throughout this report.

ANNUAL REPORTING

Uses of Funds

The County's strategy and goals in its approach to support a strong equitable recovery from the COVID-19 pandemic and economic downturn are summarized in the Executive Summary. The County is focusing on several long-neglected needs, its current and future needs resulting from the pandemic. The projects identified by the County departments will improve efficiency, access to its services, battle community violence and mental health, help to protect vulnerable populations in the County's care, preserve history and more. These departments include Hillsborough County's Nursing Home, Department of Corrections, Attorney's Office, Registry of Deeds, and the Commissioner's Office of Administration and Finance. Full project descriptions for all approved projects may be found on the County's website <http://hcnh.org/AmericanRescuePlan>.

Support for non-profits to address community needs was also a high priority. The County recognizes nonprofits are integral to addressing the needs of individuals within its jurisdiction, noting many nonprofits serve disproportionately affected individuals. The County assisted a wide range of nonprofits, ultimately reaching a broad set of residents.

As of this writing, the entirety of the County's ARPA award has been obligated to meet the Treasury's guidelines. The County pushed to meet the Obligation Deadline of December 31, 2024, including holding special meetings to award funds/sign contracts. The importance of meeting the deadline was a shared common goal among staff, managers and elected officials. This report reflects the final plans; projects are summarized in the following table and fully described later in this report.

Use of Funds Table (as of December 31, 2024 Obligation Deadline)

American Rescue Plan Expenditure Categories	Estimated Amount
1. Public Health	
Testing	\$211,799
Prevention in Congregate Settings ¹	\$35,806,794
Personal Protective Equipment (PPE)	\$535,961
Other COVID-19 Public Health Expenses	\$4,526,969
Assistance to Non-Profits (Track 1 - Beneficiaries)	\$2,249,424
Community Violence Interventions	\$4,051,213
Behavioral Health-Mental Health Services	\$265,527
Subtotal Public Health (59%*)	\$47,647,687
2. Negative Economic Impacts	
Household Assistance: Food Programs	\$450,000
Workforce Development ²	\$266,278
Healthy Childhood Environments: Child Care	\$935,787
Long-term Housing Security: Affordable Housing	\$1,975,524
Long-term Housing Security Services for Unhoused Persons	\$986,944
Aid to Non-Profits (Track 1 - Beneficiaries)	\$10,110,805
Subtotal Negative Economic Impacts (18%)	\$14,725,338
3. Public Health-Negative Economic Impact: Public Sector Capacity	
Public Sector Workforce: Rehiring Public Sector Staff	\$204,158
Public Sector Capacity: Administrative Needs	\$3,368,437
Subtotal Public Sector Capacity (4%)	\$3,572,595
4. Premium Pay	
County employees (discontinued in April 2023) ³	\$5,991,621
Subtotal Premium Pay (7%)	\$5,991,621
5. Infrastructure	
Drinking water: Transmission & Distribution	\$1,000,000
Subtotal Infrastructure (1%)	\$1,000,000
6. Revenue Replacement	
Provision of Gov't Services ⁴	\$6,551,567
Subtotal Revenue Replacement (8%)	\$6,551,567
7. Administrative	
Direct costs carry out ARPA Program	\$998,159
Transfers to Other Units of Government (Manchester)	\$515,250
Subtotal Administrative (2%)	\$1,513,409
Total Awarded = Total Projects Identified as of December 31, 2024	\$81,002,217

Notes to table:	
*Percentage is of total award	
1. HCNH's \$325,000 Workforce Development project was moved to Revenue Replacement	
2. Premium Pay discontinued April 10, 2023 with the termination of the public health emergency	
3. The County has elected to use the standard allowance of \$10M, has not yet identified all projects to occur under this category.	

Promoting Equitable Outcomes

Hillsborough County recognizes that the negative economic and health impacts have been most severe among low-income and underserved populations. Many of the projects outlined in this report aim to reach historically underserved, marginalized, or adversely affected groups. Examples of these groups include incarcerated individuals, elderly individuals and at-risk youth.

Along with need, the County's use of funds under this Recovery Plan was designed with equitable outcomes in mind. The Hillsborough County Department of Corrections (HCDOC) and Sheriff's Office have designed projects with the goal of improving equity outcomes for both lower-income and minority populations. Although most of the projects carried out by the County directly do not require qualitative or quantitative reporting, equity was a guiding principle in designing the projects. Following is a brief selection of data that indicates potential racial, economic and educational disparities.

Indicators of inequities of incarcerated individuals: Sample data extracted from DOC records indicates minorities are over-represented in the HCDOC compared their representation in the New Hampshire population, with Black and Hispanic ethnicity accounting for approximately a quarter of the population, compared to the State's population of approximately 6%.

In addition to the racial disparities present with incarcerated people, there are studies the further link incarceration rates to the economics of underserved communities. According to the research of the American Action Forum *"Adults in poverty are three times more likely to be arrested than those who aren't, and people earning less than 150 percent of the federal poverty level are 15 times more likely to be charged with a felony—which, by definition, carries a longer sentence— than people earning above that threshold"*; and According to the Brookings Institute *"Boys born into households in the bottom 10% of earners are 20 times more likely to be in prison on a given day in their early 30s than children born into the top 10%."*

As with indicators of racial and economic disparities with incarcerated people, there are studies that further link incarceration rates to the educational levels in underserved communities, highlighted by a US Department of Justice Report which identifies 43% of incarcerated people do not have high school diploma.

The County also recognizes inequalities related to healthcare and mental health faced by the inmate population. Jails today are faced with a large and growing population who require significant Medical and Mental Health services. Unfortunately, jails across the Country have become the fail safe for community safety when individuals who are experience Mental Health crisis cannot be brought to a designated receiving facility. Jails are capable of triaging and stabilizing but do not have capacity to do restoration or treatments. The HCDOC sees increasing medical concerns within its population, ranging from chronic untreated health conditions to significant withdrawal from long term substance misuse.

To this end, the County approved and allocated funds to a project for Jail Planning, Needs Assessment and Pre-Design of a new facility. Described in the Project Inventory, later in this report, this project was added near the Obligation Deadline and aims to address many of the structural and programming barriers that exist in the County's current jail facility. The goal is to improve outcomes for inmates, who by nature, experience greater levels of inequalities.

Addressing Inequalities in other Departments/projects: While the above statistics relate to the County's inmate population, the potential inequalities highlighted support that addressing inequity in the community may improve negative outcomes, such as preventing incarceration. To this end, the Sheriff's Office is undertaking several initiatives to reduce crime among disadvantaged youths, dissuade crime in "hot spots", improve community relations with seniors and youth, participate in remote training to improve skills that result in positive community interactions. The County is undertaking a multi-pronged approach to reduce crime rates, prevent youth from entering the correctional system, and improve the physical and mental health outcomes of those incarcerated.

The projects outlined by the HC Nursing Home (HCNH) are also addressing inequalities for certain groups. The HCNH facility is a 300 bed Skilled and Intermediate Care facility which includes a 19-bed behavioral unit and a 50 bed special needs Alzheimer's Unit. First and foremost, these patients are at greater risk for severe illness and death associated to COVID-19. The majority of projects to be undertaken by the HCNH aims to reduce and prevent the spread of the virus. Second to the protection of its residents, the HCNH will undertake an education program for its lower-earning Licensed Nursing Assistants positions. A high percentage of these positions are held by low-income females (often head of household). Advancement in the healthcare industry requires education, and tuition costs are often a significant barrier. The prospect of lost wages while receiving education often makes continued education impossible. This educational program will provide opportunity for long-term career advancement.

Lastly, the County has allocated significant funding to community entities (approximately \$22M). Priority for assistance was directed at projects that promote equitable outcomes. A total of 35 non-profit organizations were funded in the first round of community support. These diverse entities serve many vulnerable populations, and their missions aim to reduce inequalities. Under the second round of community funding several affordable housing projects have been selected, affordable childcare, homelessness and an entity that serves children that are victims of crime (or have witnessed a crime).

Addressing Inequalities for Youth: The pandemic has taken a significant social, emotional, and educational toll on children. It has also had a negative economic impact on low-income families. The County prioritized services to youth, recognizing the need to address or prevent adverse childhood experiences (ACEs). According to the Center for Disease Control³, ACEs can have lasting effects on health and well-being in childhood and life opportunities well into adulthood. ACEs and associated social determinants of health, such as living in under-resourced or racially segregated neighborhoods, can cause toxic stress. Toxic stress, or extended or prolonged stress, from ACEs can negatively affect children's brain development, immune systems, and stress-response systems. These changes can affect children's attention, decision-making, and learning. Further, Adverse childhood experiences can be prevented. Preventing adverse childhood experiences requires understanding and addressing the factors that put people at risk for or protect them from violence. Creating safe, stable, nurturing relationships and environments for all children can prevent ACEs and help all children reach their full potential.

³ <https://www.cdc.gov/aces/about/index.html>

As a Subrecipient, APRA funds will support the: Boys & Girls Club of Manchester's (BGCM) efforts to provide high-quality, affordable, and accessible summer programming to Manchester children and families, regardless of income. Improvements to Camp Foster will help close the summer childcare gap and provide more equitable access for low-income families of all races and ethnicities. With a weekly cost of \$185 and a sliding scale for low-income families, BGCM's summer day camp is the most economical for working families and is well below market price compared to other nonprofit camps. To accommodate the needs of working parents, before camp supervision is provided each camp day beginning at 6:30 a.m. After camp supervision is offered until 6:00 p.m. Breakfast is available each morning and dinner each evening. Children are bused to Camp Foster from the Union Street Clubhouse. These services are free of charge, so income is never a barrier to participation. This year BCGM has expanded their scholarship program to target inner-city Manchester children, so those living in the highest-poverty pockets of the city will have better access to safe, enriching summer programming. Manchester children and families are increasingly affected by violence, crime, the opioid epidemic, homelessness, and a host of other poverty-related issues, all of which have been exacerbated by the pandemic. Working and lower-income families are struggling, and there is an ever-increasing need for quality childcare.

- 53% of BGCM's members live in households with an annual income of less than \$38,000.
- 15% of Manchester residents live in poverty, compared to 8.1% of NH residents.
- 43% of BGCM's members live in single-parent households, compared to 30% of Manchester families and 28% of NH families.
- 52% of BGCM's members are racial and ethnic minorities. By comparison, 15% of Manchester's overall population are racial and ethnic minorities.
- 43% of Club members live in a single-parent household.
- 56% of BGCM's members are 12 or younger, and 44% are teens.

Also as a Subrecipient, APRA funds will support the Granite State Children's Alliance, Child Advocacy Center. The complex dynamics within child protection services require a collaborative, multidisciplinary approach to investigation and care. The Child Advocacy Center (CAC) in Hillsborough County (Manchester and Nashua) partners in the child protection safety net and provides an essential service to child abuse victims and their caregivers in the greater Nashua and Manchester communities, serving all of Hillsborough County. CACs respond to and address the needs of children and families who require our services through referrals from local law enforcement, the Division for Children, Youth and Families (DCYF) and the Attorney General's Office. Prior to the development of the Child Advocacy Center (CAC) model in NH in 2003, the social service and the criminal justice systems were not working together in an effective manner and children disclosing abuse would be subjected to numerous interviews. This created a segmented, repetitious, and often frightening experience for child victims and the subsequent traumatization led to inconsistencies in the investigation, resulting in cases that met challenges through the judicial system. This resulted in offenders against children not being held accountable for their crimes, leaving children and our community at serious risk. CAC's partner with public, private, state, county and local organizations to provide a collaborative, trauma informed, coordinated systematic approach to child abuse investigations. CAC's also provide follow up supports for children and their families including behavioral health and specialized medical services. Each CAC provides a child/family friendly, victim centered, neutral setting for joint investigations, Forensic Interviews, Family Supports, for child victims of crime involving sexual abuse, felony level physical abuse, and child witnesses to violence such as a homicide or a serious domestic assault.

The Hillsborough County CACs provide a safe and effective place for child victims to disclose their abuse. Children are seen at the Hillsborough County CACs for forensic interview and family support services related to sexual abuse, physical abuse, criminal neglect, human trafficking and when children are witness to a felony level violent crime. The Hillsborough County CACs are responsible for the coordination of the multidisciplinary team of law enforcement officers, DCYF Child Protection Social Workers and Hillsborough County Attorney's Office (HCAO) prosecutors and Victim/Witness Advocates involved in the investigation and prosecution of these crimes. CAC Forensic Interviewers utilize evidence-based methods to interview child victims aged 3-18. These forensic interviews provide information that is crucial to the prosecution of perpetrators. The CAC provides a recording of each interview for evidentiary purposes and CAC Family Support Specialists work collaboratively with HCAO Victim Witness Advocates to support children and families through the criminal justice process. From January 2022 through June 2025, the Child Advocacy Center of Hillsborough County—serving both Manchester and Nashua—provided services to 1,337 child victims and their families, all at no cost to them.

Community Engagement

In designing the community support component of the program, the County consulted with several organizations to obtain feedback and guidance, including the NH Community Development Finance Authority, NH Charitable Foundation, NH Center for Nonprofits, Cheshire County and the City of Elk Grove, CA, who all provided feedback and/or examples related to nonprofit assistance. Their experiences and documents helped inform the design of HC's program. Other input included the Southern NH Planning Commission, Nashua Regional Planning Commission and United Way of Greater Nashua. The input received helped direct the County to release two tracks of funding (that have been described).

The County also held a public hearing in the fall of 2022 to obtain direct community input to help set priorities for the second round of community funding. Approximately 50 individuals attended, many of which provided comments to the Commissioners.

All decisions related to the ARPA Program are under the authority of the Board of Commissioners. The Board holds regular public meetings, at which time public comments are always accepted. Appropriation of the ARPA funds are further reviewed by the Hillsborough County Executive Committee and Hillsborough County Convention as applicable, providing even more opportunities for the public to participate. The County also relied on recent studies, reports and other data sources. These included the State of NH's Recovery Plan and its sources – Council on Housing Stability's Three Year Strategic Plan (07/07/2021), NH DHHS & NHES's Constraints on New Hampshire's Workforce Recovery (02/18/2021), NHES Economic and Labor Market Information Bureau's Reviving NH's Workforce (06/2021), and NH Department of Business and Economic Affairs' Economic Recovery & Expansion Strategy (05/24/2022).

Labor Practices

The County is undertaking several large-scale capital expenditures. Examples include an overhaul of the Nursing Home's HVAC system, renovations to the main campus to achieve social distancing, and a water infrastructure project planned under EC 5 with the Town of Milford, NH. The County has applied the required workforce practices, incorporated strong labor standards to promote effective and efficient delivery of high- quality infrastructure projects while also supporting the economic recovery through strong employment opportunities for workers. Projects with a total estimated cost of \$10M or more are required to adhere to the Davis Bacon Act, as amended. All contracts are subject to Appendix II to Part 200 - Contract Provisions for Non-Federal Entity Contracts Under Federal Awards. The County is monitoring and collecting the required documentation related to labor practices.

Use of Evidence

The current project inventory does not include projects that involve evidence-based interventions and/or program evaluations.

Performance Report

The County has incorporated performance management into the SLFRF program through various means. Subrecipients submit quarterly reports containing output and outcome data. Internal activities are tracked by the departments and reported back to the ARPA Program Manager. In some cases, the County may choose to include specific indicators for each individual project as well as crosscutting indicators. In addition to the outline provided in this section of reporting, key performance indicators for each SLFRF project are included in the Project Inventory section below.

Project Inventory

Following is a project inventory list, using Treasury's suggested format. The Projects are listed in order of Expenditure Category and greater detail may be found on the County's website at <http://hcnh.org/AmericanRescuePlan>. The funding amounts reflected in this section are based on the final amounts, as approved by the governing bodies, as of December 31, 2024 (aka the Obligation Deadline), rounded to the nearest whole dollar.

Public Health; 1.2 COVID-19 Testing

Department of Corrections (DOC): Testing

Project Identification Number: 4230PH1.2FY22008

Funding amount: \$123,400 (Completed December 2024)

Project overview: This project concluded as of the Obligation Deadline. The Hillsborough County Department of Corrections (County Jail facility) utilized both polymerase chain reaction (PCR) and rapid tests to mitigate and contain COVID-19 outbreaks within the facility. Project costs covered both PCR and Rapid test kits for inmates and staff, per state and CDC guidelines. Both testing methods were impacted by DOC's "outbreak" status, State of NH's continuation of supply programs, evolution of CDC and DHHS testing protocols, and level of inmate intake, infections and activities. SLFRF funds enabled the County to ensure adequate supplies were on hand. The total cost of this project was reduced as the cost of testing and supply chains improved, along with improved response to Outbreak Status.

Use of Evidence – N/A

HC Nursing Home: Testing

Project Identification Number: 4411PH1.2FY23018

Funding amount: \$88,399 (Completed December 2024)

Project overview: Funding covered required COVID testing for employees, residents, visitors and vendors that was not reimbursed through other funding sources. Testing expenses included specimen collection materials, testing supplies, personal protective equipment, specimen storage equipment, record keeping, reporting supplies, and biohazard waste management. Centers for Medicare & Medicaid Services (CMS) regulations required COVID-19 testing of residents and health care personnel based upon vaccination status and in response to exposure to SARS- CoV-2. Testing was completed by Point of Care (PoC) testing (rapid Antigen Testing) on site at the nursing home and by PCR testing through the UNH COVID Lab.

Use of Evidence – N/A

Public Health; 1.4 Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, etc.)

HC Nursing Home: HVAC Improvements/Air Quality

Project Identification Number: 4412PH1.4FY22004

Funding amount: \$18,053,225 + \$1,722,313 Contingency (\$19,775,538 Total)

Project overview: The Hillsborough County Nursing (HCNH) home is a 300-bed skilled and intermediate care facility, which includes a 19-bed Behavioral Unit and a 50-bed special needs Alzheimer's Unit. It is dedicated to meeting the skilled and intermediate short- and long-term nursing needs of Hillsborough County residents. Individuals in HCNH's care are high risk for contraction and most vulnerable to severe outcomes and death due to COVID-19. Knowing SARS-CoV-2 is primarily spread through aerosolized particle transmission, HVAC improvements are identified as a key tool to mitigate the transmission of infection in institutional settings.

The first phase of the project was to hire a Construction Management (CM) company, to conduct a full assessment and cost-benefit analysis of options. The Contractor provided recommendations, which the County used to weigh options and prepare the Written Justification required by Treasury.

The County is in the implementation phase of the recommended HVAC improvements to improve air quality while mitigating risk of airborne pathogen transmission. Following are the key objectives of the improvements, please see the County's ARPA website for full details of this major project:

- Isolation of air flow between patient care units
- Establish centralized air conditioning and eliminate usage of window-based A/C units
- Enhance filtration and/or neutralization of potential pathogens in recycled air
- Enhance the temperature control in service areas of the facility

Ahead of the Obligation Deadline, this contract was adjusted to cover additional items related to the HVAC improvements (such as roof improvements to support the new units). Additionally, as the County finalized project budgets for the Obligation Deadline, contingency funds were set aside to cover unforeseen issues, as permitted by the contract.

Use of Evidence – N/A

HC Nursing Home Climate Controlled Building-PPE Storage

Project Identification Number: 4412PH1.4FY23019

Funding amount: Withdrawn (Previously allocated \$600,000)

Project overview: To establish appropriate long-term storage of personal protective equipment required for the Nursing Home's COVID-19 Pandemic response. Replacing the two small storage units currently in place on the property with a larger, temperature-controlled storage building.

Use of Evidence – N/A

HC Nursing Home COVID-19 Mitigation; Infection Prevention

Project Identification Number: 4412PH1.4FY23020

Funding amount: \$34,529 (Completed December 2024)

Project overview: This project concluded as of the Obligation Deadline. Funds covered the purchase of specialty cleaning and disinfecting equipment and supplies to reduce transmission of COVID-19 between individuals. Included was the purchase of UV- air filters for the existing heating system to reduce spread of the virus (in place for approximately three years, until such time the new HVAC system-wide upgrade is completed).

Use of Evidence – N/A

HC Nursing Home PCC Infection Control Modules

Project Identification Number: TBD

Funding amount: Withdrawn (Previously allocated \$201,000)

Project overview: Costs would have covered patient care coordinator software costs. The Department covered these costs through their operating budget and funds were better utilized toward their HVAC project.

Use of Evidence – N/A

HC Nursing Home Firewall Upgrade & Broadband Upgrade for expanded telehealth

Project Identification Number: 4412PH1.4FY23021

Funding amount: Withdrawn (Previously allocated \$45,000)

Project overview: The HCNH had planned to use ARPA funds to upgrade broadband capacity to meet needs related to increased reliance upon wireless technology. However, due to the changing landscape of in-person vs. remote healthcare, the Department was able to meet their internet needs through their operating budget and funds were better utilized toward their HVAC project.

Use of Evidence – N/A

HC Nursing Home Mobile Device Costs

Project Identification Number: 4412PH1.4FY22011

Funding amount: \$12,784 (Completed June 2025)

Project overview: COVID-19 mitigation strategies required the implementation of mobile video telecommunication options to allow residents and family members to communicate regardless of COVID-19 status. One measure to achieve this was the purchase of five (5) cellular phones with cellular service plans. These phones were utilized for both tele-health and family visits. Residents and/or their visitors who are in isolation or quarantine could connect privately and safely without the risk of transmission. The five (5) cellphone plans are at a cost of \$3,700 per year.

Use of Evidence – N/A

HC Sheriff's Office (HSCO) Vehicles

Project Identification Number: 4211PH1.4FY22007

Funding amount: \$844,452

Project overview: The COVID pandemic highlighted the health, safety and logistical challenges of transporting incarcerated or arrested individuals that have a high likelihood of having been exposed to COVID or other communicable diseases and viruses. It is imperative that these individuals be separated from other incarcerated individuals being transported or from individuals that have been arrested. This separation is critical for deputy safety as well as for the safety of the incarcerated individuals being transported. Project has been updated to include the purchase of 11 total vehicles: subject to inventory availability the purchases will include cruisers/SUV's/pick-up truck and one (1) transport van specifically outfitted for the safe transport of individuals with COVID or other easily transmittable viruses. Vehicles (SUV/pick-ups) outfitted with appropriate storage drawers, shelves and lockers to store pandemic and crime scene response and evidence collection equipment, personal protective equipment and ballistic shields. Other vehicles will be outfitted with separation shields and other safety equipment. Expenditures under this project are anticipated to be completed by early 2026.

Use of Evidence – N/A

Department of Corrections: Airborne Mitigation & Containment

Project Identification Number: 4230PH1.4FY23022

Funding amount: \$208,775 (Completed December 2024)

Project overview: This project concluded as of the Obligation Deadline. The project included using multiple mitigation strategies, including improvements to building ventilation, to reduce the spread of disease and lower the risk of exposure. Work included HVAC System Ultraviolet Germicidal Irradiation (UVGI) upgrades (\$117,918); air duct cleaning of ventilation system to support UVGI (\$79,900); and upgraded air filters.

Use of Evidence – N/A

Department of Corrections: Sanitization and Infectious Disease Source Controls

Project Identification Number: 4230PH1.4FY23023

Funding amount: \$176,147 (Completed December 2024)

Project overview: This project concluded as of the Obligation Deadline. The DOC conducted a facility assessment to determine practices and areas where mitigation strategies can prove effective in reducing exposure and transmission of COVID-19. Work included multiple mitigation strategies focused on sanitization and infectious disease source controls, to help reduce the risk of SARS-CoV-2 within the DOC. Project included purchase of disinfecting and cleaning agents; replacement of high use porous surfaces to allow sanitization (i.e. chairs, tables, floors); hands-free restroom fixtures & ice machine.

Use of Evidence – N/A

Department of Corrections: Prevention Through Physical Distancing

Project Identification Number: 4230PH1.4FY23024

Funding amount: \$1,020,283

Project overview: The CDC recommended physical distancing to reduce the spread of COVID-19. The DOC evaluated its practices and facility limitations which greatly enhance the risk of exposure. A major component of this project includes replacement of the facility's three (3) elevators. Due to physical distancing requirements; the elevators' allowed capacity was reduced by 66%. Although an effective strategy to mitigate the risk of the spread of COVID-19, this mitigation strategy increased the usage of the 33-year-old elevators by 200-300%, greatly hastening the failure rate and end of life of these systems. At the outset of the project two (2) of the three elevators were operational. However, during the project, those two became inoperable – meaning all three. The only functional elevator was the staff/freight elevator. The DOC faced significant delays in obtaining parts as well as having to meet new code requirements, as the elevators were considered new builds. The scope of work changed to include upgraded electrical and sump pumps – which were costly and time consuming. As of this writing, two elevators are complete/operational, with the third and final unit anticipated by end of calendar year.

At its initial implementation, this project involved improving physical distancing of the cadets in the Correctional Academy. For a short time, an off site space was rented to conduct the physical training portion of the program, as needed for the State-mandated Physical Fitness Standards.

The project also covered the acquisition of a transport vehicle, outfitted to limit air transmission between inmates and staff. Lastly, within the original estimated budget, funds were used toward installation of additional security cameras in the jail. The cameras allow Officers to monitor activities remotely and improve distancing between staff and inmates for certain activities.

Use of Evidence – N/A

Commissioner's Office of Administration & Finance (COAF): Prevention & Mitigation Sanitization

Project Identification Number: 4140PH1.4FY22003

Funding amount: \$1,720,044

Project overview: Amended September 2024: The County determined that certain components of the 4140PH1.4FY23025/Main Campus Modifications Project are better suited to be placed in this (Mitigation & Containment) Project. While working with architects & engineers to develop plans for the expansion renovations, it became clear the expansion was separate and distinct from the air quality issues. At the start of the ARPA program, the renovations were presented as a stand-alone project, then subsequently all work at Bouchard was rolled into one project. However, a couple years into the ARPA program and with a better understanding of Treasury guidelines, costs related to HVAC, water infiltration mitigation, and touchless were moved to this existing project (Mitigation & Containment), as it has already covered costs related to air filtration and other air sanitization items. The original project included costs for decontamination equipment and services, air filters and UV filters. Amended project moves air quality and sanitization costs out of Project 4140PH1.4FY23025/Main Campus Modifications to better align the goals and objectives of the respective projects. Filters \$6,500; Touchless \$12,175; Drainage \$112,686; Bouchard HVAC \$1,502,000. The smaller items have been completed, with the HVAC remaining to implement.

Use of Evidence – N/A

COAF: Main Campus Mitigation & Containment Building Improvements

Project Identification Number: 4140PH1.4FY23025

Funding amount: \$ 6,827,616 + \$1,353,803 Contingency (\$8,181,419 total)

Project overview: Amended September 2024: See Project 4140PH1.4FY22003 above. Certain costs originally contained in this Project were moved to the existing Mitigation & Containment Project (4140PH1.4FY22003). This Amended Project now contains only renovation improvements to the Bouchard and “cow barn” buildings to mitigate and contain the spread of COVID-19 through social distancing and expanded use of existing facilities. Hillsborough County business is primarily conducted at the Bouchard building, located on the county complex in Goffstown. As overcrowding in some departments continues to be an issue, the County hired architectural and engineering consultants to analyze current conditions, to offer the most feasible and economical path forward. The A&E assessment concluded that existing space on and within the County’s Goffstown campus can meet the County’s needs through complete renovations. There was vacant space on the second floor of the Bouchard Building, which was previously gutted and in an unfinished state, along with a detached building (historically used as the cow barn). These areas are the most feasible to renovate, while the Admin Building was deemed cost-prohibitive to renovate for the amount of space offered.

With renovations focused on these two areas, the UNH Cooperative staff will move into the renovated cow barn, freeing up multiple office areas on the first floor of Bouchard. The renovated cow barn, owned by the County, will offer long-term options should UNH’s lease expire or County needs change. The Sheriff’s Office will move its location to occupy some of that freed up space, as well as the second floor (to be renovated). The move of the Sheriff’s Office will coordinate with their separate, ARPA funded, Emergency Communications infrastructure project, consolidating their staff to one wing of the building with state-of-the-art technology. Lastly, the remaining first floor space will allow County departments to move into larger areas, achieving the goal of distancing staff with improved air quality.

As of this writing, construction is well underway with an estimated completion date of September 2026.

Use of Evidence – N/A

COAF: 19 Temple St mitigation & containment building improvements

Project Identification Number: 4140PH1.4FY23026

Funding amount: \$3,794,100

Project overview: 19 Temple Street is a county-owned building located in Nashua. This historic building is currently occupied by the County Attorney’s Office and the Registry of Deeds. Project includes replacement of HVAC system and installation of touchless fixtures at 19 Temple Street to contain and mitigate the spread of COVID-19. The first mitigation & containment strategy is replacement of the existing heating and cooling systems. A new HVAC system with more modern technology is proposed to help purify the air and remove particulate matter. Costs were increased to reflect actual contract amounts for HVAC and improvements to the roof to support the new HVAC system. It should be noted that implementation of the project is complex due to the historic nature and age of the building, as well as coordination of work in a fully occupied and operational building. Project is underway with an estimated completion date of fall 2026.

Use of Evidence – N/A

Public Health; 1.5 Personal Protective Equipment

HC Nursing Home: COVID PPE & Medical Supplies

Project Identification Number: 4420PH1.5FY23027

Funding amount: \$80,123 (Completed December 2024)

Project overview: This project concluded as of the Obligation Deadline. ARPA funds enabled the County to acquire and maintain the PPE supplies necessary to protect health care personnel caring for residents in our facility. During earlier phases of the pandemic, the State of NH provided bulk deliveries of PPE to healthcare facilities at no cost. Project was significantly reduced as pricing, availability and use of PPE has eased. Funds were redirected to the Nursing Home's HVAC project.

Use of Evidence – N/A

HCSO: Wash and Wear Uniforms

Project Identification Number: 4211PH1.5FY22006

Funding amount: \$143,836 (Completed December 2024)

Project overview: This project concluded as of the Obligation Deadline. This project included purchasing wash and wear uniforms for the County's sworn personnel and emergency communications personnel (52 individuals). The COVID pandemic highlighted the need for the emergency personnel to have wash and wear uniforms. During the early stages of the pandemic it became clear that traditional uniforms that need to be dry cleaned are not practical when faced with operating in a pandemic environment and everyday uniform cleanliness. Dry cleaning is extremely expensive and not always time sensitive.

Use of Evidence – N/A

COAF: PPE for County staff

Project Identification Number: TBD

Funding amount: Withdrawn (Previously allocated \$10,000)

Project overview: ARPA funds redirected to other needs.

Use of Evidence – N/A

DOC: PPE & Wash and Wear Uniforms

Project Identification Number: 4230PH1.5FY22010

Funding amount: \$312,012 (Completed in June 2025)

Project overview: Project includes two components; items such as masks, gowns, gloves, eye protection, shields, etc. The budgeted amount of \$183,247, was reduced from original estimates as availability, costs and use of PPE eased. The second component (budgeted \$128,765) includes purchase of wash and wear-style uniforms. Consistent with the Sheriff's Department project, the DOC will purchase new uniforms for its staff to mitigate COVID-19 transmission risks at the facility; between inmates and staff, between staff and between staff and family members.

Use of Evidence – N/A

Public Health; 1.7 Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

HC Sheriff's Office: Emergency Communications Infrastructure Improvements

Project Identification Number: 4211PH1.7FY23028

Funding amount: \$4,053,673 + \$438,020 Contingency

Project overview: HCSO's radio infrastructure is in critical condition, and the county is well-positioned to benefit from a large state-wide communications project that is underway. Several other NH counties are participating in this large project, including Grafton and Stafford Counties.

The NH Department of Safety, Division of Emergency Services and Communications (DESC) has installed a geo-redundant radio system with the core Infrastructure including remote site components and multi-site dispatch console system. This system allows for strategic interoperability console installations. Essentially, the counties will be allowed to tie into the state's core. The ability to tie-into the state's core will provide specific benefits to the County's communications system, public safety users and ultimately the members of our communities by leveraging the state's infrastructure investment with HCSO radio system upgrades. The significant benefits to HCSO and the County's residents include built in interoperability, redundancy, continuity of operations and disaster planning capabilities right at our fingertips.

HCSO also proposes to address the need for body worn cameras as part of this integrated government service infrastructure enhancement. Body worn cameras are directly tied to improved community communication, relations, monitoring, and accountability.

This emergency communications system upgrade project is closely tied to moving the existing communications center to a larger, renovated space. The required upgrades will be aligned with the site improvements included in the overall Bouchard/Admin building project noted above.

Use of Evidence – N/A

Public Health; 1.9 Assistance to Non-Profits

Non-Profit Track One Beneficiary Negative Health Impact Assistance

Project Identification Number: 4140PH1.9FY23040

Funding amount: \$2,249,424

Project overview: Under its adopted Recovery Plan, the County set aside funds to assist community entities. The County accepted applications from non-profit entities that serve HC residents. The entities, as beneficiaries, experienced a direct negative health impact of COVID-19. Funds covered the cost of improvements to non-profit facilities; such as HVAC, installation of barriers, modifications of offices, outdoor space, technology and other measures to distance staff. This project concluded in October 2023 with a total of ten (10) non-profits assisted. A related round of funding was released concurrently to this project (noted later in this report) to aid non-profit organizations that experienced a negative economic impact.

Use of Evidence – N/A

Public Health; 1.11 Community Violence Interventions

HC Sheriff's Office: Community Engagement Program

Project Identification Number: 4211PH1.4FY22009

Funding amount: \$815,822

Project overview: To implement a community engagement program focused on increasing and improving law enforcement interaction with youth and senior citizens. Program costs will include the creation of a temporary (through the period of performance), full-time Deputy under special assignment as a Community Engagement Officer to this program, vehicle, training and incidental costs. Use of Recovery Funds will allow the Sheriff's Office to provide a Community Engagement Officer with the resources, training and accountability needed to engage in specific, effective community policing initiatives in addition to supporting proven Community Violence Intervention programs. Evidence-based practices like focused deterrence, street outreach and violence interrupters will help address community violence as a public health issue, which may help prevent and even reduce additional harm to individuals, households, and communities. Only personnel related costs will be charged after the Obligation Deadline.

Use of Evidence – While not subject to use of evidence, numbers of events, and estimates of youth served is being and other data is being collected. In the past year, approximately 80% of the Deputy's time is spent conducting youth outreach. A considerable amount of time is spent at the Manchester and Nashua Police Athletic Leagues (MPAL & NPAL). Both PAL's serve the surrounding towns and the programming is free. There has been a notable uptick in MPAL participation from children and families supported by Waypoint, Families in Transition and Wellness on Wheel since implementation of this program. Since 2023, connections through PAL and other community programs resulted in reaching more than 7,600 youth in Nashua and 21,800 youth in Manchester.

Senior outreach also expanded due to partnerships with Catholic Medical Center, senior housing sites, 55-plus communities, Social Security Administration, NH Department of Justice, Elder Abuse and Neglect Unit, and more. This work helps the County reach individuals who would have little opportunity to engage with law enforcement. It helps empower and protect some of the County's most vulnerable population.

Lastly, civic engagement partners include Manchester Lion's Club, Manchester and Nashua Police's Tactical Christmas, Litchfield Senior Group at Open Doors Church, Nashua Senior Center, Holy Cross Family Learning Center's Immigration education in Manchester, Stewart Property's senior housing sites, The Genesis Project's teen outreach in Hillsboro.

HC Sheriff's Office: Community Violence Intervention (focused patrols)

Project Identification Number: 4211PH1.11FY22017

Funding amount: \$291,908

Project overview: Given the increased rate of violence during the pandemic, Treasury determined that violence interventions are responsive to the impacts of the pandemic in all communities. The final rule incorporates specific types of services, including evidence-based practices like focused deterrence.

The County implemented targeted/focused patrols. The areas were identified using crime statistics and analysis. Considerable study data supports the effectiveness of focused law enforcement patrols, often referred to as "hot spot patrols" in reducing violent crime and specifically gun crime. Hot spot patrols involve a variety of tactics that include frequent, short duration law enforcement presence in

a high crime area as well as longer duration foot patrols where high visibility and interaction with community members and visitors to these areas is the focus.

HCSO worked closely with the Manchester Police Department (MPD) who incorporated the County's efforts into their data analysis. MPD used a Comp Stat tracking system to drive the selection of patrol areas based on violent crime trends. HCSO's patrols, while proactive, will also be somewhat reactive in that they are focused on crime trends which are studied and used to form predictive crime trend models. Based on the predictive models we will saturate the areas identified.

Use of Evidence – N/A

Granite State Children's Alliance, Child Advocacy Center (Subrecipient)

Project Identification Number: 4140PH1.11FY24051

Funding amount: \$3,200,000

Project overview: This Subrecipient was selected under Round 2 of the County's Community Support program. The Subrecipient provides a safe, child/family friendly, victim centered, neutral setting for joint investigations and forensic interviews of child victims of crime (ages 3-17) involving sexual abuse, felony level physical abuse, and child witnesses to violence such as a homicide or a serious domestic assault through the Child Advocacy Centers (CAC). The CAC of Hillsborough County includes locations in both Manchester and Nashua. Funds covered by this Agreement will support acquisition, renovation, and development of "model CAC's" in Manchester and Nashua, that provide all the needed services in one location. Best practices outlined nationally are to bring all layers of investigation, medical response, and mental health treatment under one roof in a unified approach. This model has been successful throughout New England including sites in Providence, RI, Boston, Springfield, Lawrence, MA and in Laconia, NH. Currently, the only model CAC in NH, located in Laconia, provides both specialized medical and behavioral health services on site. This CAC has shown impressive rates of child and caregiver engagement in services with a 50% attendance rate for scheduled medical appointments and 76% attendance rate for scheduled behavioral health appointments. Developing model CACs in New Hampshire's two largest cities located in New Hampshire's most populous county provides an opportunity to cost effectively deliver comprehensive services to children and families living in communities across Hillsborough County. The project includes acquisition and renovation of 607 Chestnut Street in Manchester. This site contains approximately 12,000 square feet with parking for 20-35 vehicles. It will accommodate two forensic interview suites, one medical examination suite, mental/behavioral health suites, appropriate staff offices, conference room space and the administrative offices of the Granite State Children's Alliance. Construction is underway.

The acquisition and renovation site in Nashua is located at 16 Broad Street. This building is approximately 3,400 square feet with parking for 15-20 vehicles to accommodate caregivers, staff and the multidisciplinary team members involved in child abuse cases. The location at 16 Broad Street is ADA compliant and can accommodate a family waiting room, forensic interview room, multidisciplinary team room, behavioral health offices, appropriate staff offices, and a conference room. Staff moved into the Nashua site on September 29, 2024 and began seeing clients shortly after. Since opening this site, a total of 106 children have been served, with 33 of those children receiving behavioral health services through the expanded model CAC. From January 2022 through June 2025, the Child Advocacy Center of Hillsborough County—serving both Manchester and Nashua—provided services to 1,337 child victims and their families.

Use of Evidence – N/A

Public Health; 1.12 Behavioral Health

Department of Corrections: Inmate Mental Health, Physical Fitness Equipment

Project Identification Number: 4230PH1.12FY22015

Funding amount: \$265,530 (Completed June 2022)

Project overview: Universally, correctional facilities saw the stressors associated with Covid- 19 restrictions exacerbate mental health issues that disproportionately impact incarcerated people. This project is directly linked to addressing Inmate mental health impacts due Covid-19. Both the World Health Organization (WHO) and the US Department of Justice advocate for inmates to have access to physical fitness regimes or programs to support positive mental health outcomes.

The DOC provides comprehensive case management for inmates, that includes both medical and mental health. A multi-pronged approach that incorporates counseling, as well as medicinal and emotional therapy approaches, is enhanced through the promotion of physical fitness and exercise to help inmates work toward goals and better handle stressors.

During multiple periods of the pandemic; Inmates have been restricted to their designated housing units and programs, activities, visits and recreation that could pose an increased risk of the introduction of, or transmission of, Covid-19 have been significantly restricted if not suspended. Unfortunately, the required responses to mitigate the spread of Covid-19 in correctional facilities only exacerbate these mental health issues.

Use of Evidence – N/A

Negative Economic Impacts; 2.1 Household Assistance: Food Programs

Meals on Wheels (Subrecipient)

Project Identification Number: 4140NE2.1FY24047

Funding amount: \$450,000 (Completed September 2024)

Project overview: This Subrecipient was selected under Round 2 of the County's Community Support program. Funds covered by this Agreement supported the "Meals on Wheels Central Distribution Building Plan" to establish a new West Manchester, NH nutrition hub through a complete remodel of an existing building. The premises, formerly a restaurant, contain 6,100 square feet of space in the restaurant and offices, 2,600 square feet of separate office space and 8,200 square feet of manufacturing and storage space, as well as a loading dock. Work included renovating the former site of Blake's Creamery to accommodate an ADA compliant ramp, two ADA compliant restrooms, a community gathering space, improvements to the Manchester-based Home-Delivered Meals distribution site, and added three new offices to increase organizational capacity to serve a growing number of Hillsborough County's older adults in need of nutritional services. As a result of this funding, the Central Distribution Hub portion of the new HCMOW complex in Manchester is fully operational and open to the public. Meal costs are reduced, operations more efficient, and the space more conducive to holding a larger volume of food to ensure continued service without supply chain interruptions now or in the future. The Project was projected to serve approximately 2,000 individuals and ultimately served 3,759. Of those served, 94% were seniors and 54% were low-income individuals.

Use of Evidence – N/A

Negative Economic Impacts; 2.10 Assistance to Unemployed or Underemployed Workers

Nashua Center: Workforce Transportation (Subrecipient)

Project Identification Number: 4140NE2.10FY24050

Funding amount: \$266,278 (Completed October 2024)

Project overview: This Subrecipient was selected under Round 2 of the County's Community Support program. The Nashua Center operates programs for children from birth to age 3 and adults with disabilities or acquired brain disorders. The three programs that serve the adult population include Residential Services, Adult Day Services and LIFE-OP. Workforce development is a component of all three programs, and access to employment requires transportation. The lack of reliable, consistent transportation is a significant barrier for adults with intellectual/developmental disabilities to obtain and keep employment. This Project was projected to serve approximately 52 disabled individuals, and ultimately served 115 total individuals who engaged in paid or volunteer roles within the community. Funds included the acquisition of four specially modified vehicles: one full-size accessible van and three accessible minivans.

Use of Evidence – N/A

Negative Economic Impacts; 2.11 Healthy Childhood Environments

Boys & Girls Club of Manchester, NH (Subrecipient)

Project Identification Number: 4140NE2.11FY24048

Funding amount: \$935,787 (Completed October 2024)

Project overview: This Subrecipient was selected under Round 2 of the County's Community Support program. This non-profit operates Camp Foster, a 22-acre outdoor youth summer day camp facility in Bedford, NH. Funds under this Agreement supported the construction of two permanent pavilions to create additional program space, allowing increased enrollment. In cases of inclement weather, all campers must be bused back to the main facility and spend the time indoors. Replacing temporary tents, the pavilions provide sheltered activity space to increase camper safety during bad weather and make the program more adaptable. Construction of the pavilions enabled the entity to increase enrollment capacity by an additional 60 spaces per week, or up to an additional 600 children per summer, helping to address the waiting list for affordable summer childcare. This goal was achieved and as of this writing a total of 675 additional unduplicated children were enrolled. The average weekly attendance enrolled is 470 children (up from 410 prior to the pavilions), achieving the goal to increase capacity. The project also aims to address gaps in equity, serving predominately low-income children, described more fully in that earlier section of this report.

Use of Evidence – N/A

Negative Economic Impacts; 2.15 Long-term Housing Security: Affordable Housing

New Hampshire Housing Finance Authority (Subrecipient)

Project Identification Number: 4140NE2.15FY24052

Funding amount: \$2,361,773

Project overview: Under Round 2 of the County's Community Support, proposals were accepted for a wide range of eligible activities, including the priority area of affordable housing. Under Treasury's guidance certain housing projects are considered presumptively eligible, including those receiving

HOME Investment Partnership and/or Low-Income Housing Tax Credit (LIHTC) funds. In New Hampshire, the NH Housing Finance Authority (NHHFA) oversees the distribution of HOME and LIHTC. The County has contracted with NHHFA to oversee the construction and long-term compliance of the funded housing projects, as the projects are already enrolled in NHHFA's portfolio. The NHHFA has the capacity and expertise to oversee the project long after the SLFRF period of performance. The following housing projects were funded and included in the NHHFA Agreement:

Housing Development Name	# of Units	Amount Funded	Status
Hillsborough Heights	42	\$917,984	Completed-occupied
Woodland Village, Phase I	42	\$380,000	Lease-up phase
Woodland Village, Phase II	32	\$480,000	Awaiting occupancy permits

Negative Economic Impacts; 2.16 Long-term Housing Security Services for Unhoused Persons

Catholic Charities-Liberty House (Subrecipient)

Project Identification Number: 4140NE2.16FY24049

Funding amount: \$986,944 (Completed June 2025)

Project overview: This Subrecipient was selected under Round 2 of the County's Community Support program. Funds under this project assisted the entity to provide support to Veterans experiencing homelessness. During the Subrecipient agreement term, Liberty House served 51 new resident veterans. Of the 51 new residents, 11 were current residents, 10 moved to aftercare status and 30 moved on to community veteran status. During this same period, Liberty House also served 185 new community veterans through the veterans' pantry. Service to the resident veterans included the four-step model:

1. Rediscovering Purpose
2. Physical Health and Mental Wellness
3. Connecting to meaningful and sustainable employment
4. Transitioning to independent living.

During the sustainable employment phase, residents focus on their financial stability. This includes increasing their credit score and overall monthly income. During the Subrecipient Agreement term, residents increased their credit score by 19% and increased their overall monthly income by 59%.

During the second half of the Subrecipient Agreement term, Liberty House was able to add an Aftercare Specialist position which increased services within the 4th step- Transitioning to independent living. As of the final report, the Aftercare Specialist was working with 10 veterans in their homes in the community focusing on housing retention, maintaining employment and other mental and physical health wellness.

All veterans registered with Liberty House during the Subrecipient Agreement term had access to the community pantry that includes food, clothing and personal items. In addition to pantry services, community veterans are also able to access case management services that help with connections to mental health services, physical health care services, financial literacy, housing support, financial support and more.

Negative Economic Impacts: 2.34 Assistance to Impacted Nonprofit Organizations

Non-Profit Track 1 – Beneficiary

Project Identification Number: 4140NE2.34FY23039

Funding amount: \$10,111,075 (Completed December 2022)

Project overview: The County accepted applications from non-profits that were directly, negatively impacted by the COVID-19 pandemic. A total of 35 eligible, beneficiary, non-profits were awarded one-time grants. A review committee, comprised of County staff and Executive Committee members, determined the eligibility of costs submitted and documented in the application phase. Negative economic impacts included loss of revenue due to shut-downs, reduced enrollments, cancellation of fund-raisers, etc. The list of amounts and entities funded may be found on the County's website and in its quarterly reports.

Use of Evidence: N/A

Public Health – Negative Economic 3.2 Public Sector Capacity: Rehiring Public Sector Staff

Department of Corrections: Temporary Agency Medical Staff

Project Identification Number: 4230PH3.2FY24042

Funding amount: \$204,158 (Completed October 2023)

Project overview: Since the beginning of the COVID-19 pandemic, the DOC experienced an overwhelming decrease in nursing staff. The staffing shortage resulted in the need to contract with temporary agency staff to fill vacant RN and LPN positions to maintain an appropriate level of care for inmates. The DOC had budgeted FT and/or FTE positions that existed on January 27, 2020 but that were unfilled as of March 3, 2021. The DOC was in critical need of nursing staff, at a time when COVID-19 negatively impacted various medical professions across the county, the State of NH, and the local region. Many healthcare professionals left the industry all-together, leaving a staffing shortage. Further, the County cannot compete with private sector incentives. This project provided funds to contract with a temporary agency for nursing staff for approximately three (3) months while the department transitioned to a new contract.

Use of Evidence: N/A

Public Health – Negative Economic 3.5 Public Sector Capacity: Administrative Needs

Commissioner's Office of Administration and Finance (COAF): Audio Visual System

Project Identification Number: 4140PS3.5FY23030

Funding amount: \$96,949 (Completed October 2024)

Project overview: The project involved the installation of a full A/V system in the Bouchard building's primary meeting room where the majority of public meetings are held. The new system will allow for hybrid meetings and improved technology. The new system includes television monitors, microphones, and improved wireless connectivity. This project complied with applicable regulations, including the 2019 NDAA and prohibitions listed at 2 CFR § 200.216.

Prior to the project, the public meeting room was not equipped with updated technology. The pre-project equipment consisted of a mobile projector, a pull-down screen and external speakers. The old systems created audio feedback and distortion.

Use of Evidence: N/A

Registry of Deeds: Scanning of Books/Records

Project Identification Number: 4193PH3.5FY22012

Funding amount: \$220,357 (Completed June 2025)

Project overview: The Registry of Deeds is the keeper of hundreds of thousands of original property records, including deeds and plans. These records date back to the 1700's, and not all are scanned/available online. The COVID-19 public health emergency highlighted the need for records to be available online. Both temporary closures and social distancing practices inhibited public access to the records. Professionally trained and qualified personnel utilized state-of-the-art scanning equipment and processes, to scan the books. The result is a set of enhanced, digitized images imported into the County's existing system. The Registry had approximately 714 books that were not scanned and were not available online. As the project was carried out, the scanning contractor encountered some issues with image quality and final processing after the original onsite scanning was completed. The issues delayed the imaging portion of the project as well as the preservation of the remaining deed volumes (separate project). The contractor came back onsite in March of 2024 to re-scan those books. Following the re-scan, additional delays were encountered due to staffing issues with the contractors. However, the project was fully completed and implemented as planned, resulting in the following scanned and formatted:

- 415 Deed record books
- 136 Grantor and Grantee Index books
- 15 Execution books
- 4 Copied Records books

Use of Evidence: N/A

County Attorney's Office: Temporary Staff

Project Identification Number: 4123AD7.1FY22005

Funding amount: \$2,882,149

Project overview: During the COVID-19 public health emergency, many courts were unable to operate safely during the pandemic and, as a result, faced significant backlogs decreasing the County's ability to administer services. This project covers the wages and associated costs to hire four (4) additional Assistant County Attorneys and two (2) Legal Secretaries to reduce the case backlog. The need for the positions is evaluated periodically to determine if case backlogs have been satisfied. The positions are temporary through the term of the SLFRF award. Following the Obligation Deadline, only personnel costs will be covered by this project. The County will use its operating budget to cover support costs of these positions.

Use of Evidence: Although this category is not subject to use of evidence, the County Attorney's Office monitored the number of backlog cases. The original number of cases, resulting from court closures and the pandemic in general, was 1023 cases. The number was reduced to 719 by the end of 2022; 274 at the end of 2023; and eliminated by the end of 2024. However, while the backlog was addressed, new cases continued to pile up. All during a time when the County Attorney's Office struggled(s) with retaining attorneys and legal staff. At this time the temporary positions continue to work on high caseload numbers resulting from the increase in crime attributed to the pandemic. The attorneys carry an average of 107 (South district) to 148 cases (North district) per attorney.

Sheriff's Office: Trauma Kits

Project Identification Number: 4211PH3.5FY22013

Funding amount: \$8,998 (Completed June 2022)

Project overview: The pandemic created an uptick in not only crime, but also requests to assist at civic events, protests, public meetings, etc. HCSO assisted at large scale demonstrations/public events, local public meetings where COVID vaccination and mask wearing debates became hostile and has also assisted in providing security at vaccination locations. This project provided individual trauma kits to each deputy. Additionally, HCSO now has several advanced trauma kits available for deployment to critical incident scenes, crime scene/incident response vehicle, command post and cell blocks. The funding also allowed basic lifesaving/trauma treatment training for individual deputies, and advanced train-the trainer type sessions for a smaller number of deputies.

Use of Evidence: N/A

Sheriff's Office: Mental Health & Wellness Program

Project Identification Number: 4211PH3.5FY23031

Funding amount: \$15,311 (Completed December 2024)

Project overview: HCSO personnel were on the frontlines of the COVID-19 pandemic and there was a considerable level of additional stress borne by the first responders. The pandemic highlighted the need to have mental health and resources available to personnel. HCSO personnel regularly respond to stressful, troubling and gruesome incidents and crime scenes. It is critically important that support and check in services, specifically tailored to the first responder, was available.

Funding was used to obtain specialized training for individuals identified within the agency to serve in a mental health and wellness oversight role. These individuals were trained and became a part of a Critical Incident Team (CIT), available for staff, crime scene response, and critical incident de-briefing sessions. Funds also enabled the HCSO to host mental health and wellness training sessions for Sheriff's deputies and communications personnel who so often deal with tragic and unpleasant situations.

Use of Evidence: N/A

HC Sheriff's Office: Remote Learning & Law Enforcement Training

Project Identification Number: 4211PH3.5FY22016

Funding amount: \$57,000 (Completed December 2024)

Project overview: This project included the purchase of equipment, videos and online law enforcement training resources to facilitate virtual learning and law enforcement training. Meeting training needs and requirements became extremely difficult during the pandemic. The HCSO worked diligently to catch up on missed training needs and requirements. The COVID-19 pandemic necessitated a fresh look at law enforcement training. As a result of the COVID pandemic there was an increased focus on the ability to deliver high quality virtual in-service training to law enforcement professionals. Such a training delivery format allows for deputies to complete training remotely and in small groups. This capability does not eliminate the need for in-person training altogether but does allow increased flexibility in getting required and additional training to deputies in a cost effective and safe manner. Approximately 63 training sessions/subscriptions was undertaken, along with the purchase of laptops/projector.

Use of Evidence: N/A

Department of Corrections: Sanitary Facilities Improvements

Project Identification Number: 4230PH3.5FY24046

Funding amount: \$175,000 (Completed December 2024)

Project overview: This Project covered resurfacing of the inmate shower stalls and replacement of floor-mount mop sinks. Increased use of the showers (to maintain social distancing) as well as enhanced cleaning protocols for the showers exasperated and hastened the failure of the existing epoxy surface. Increased cleaning protocols throughout the facility have had the same effect on the mop sinks. These areas were addressed to maintain a clean and sanitized facility.

Use of Evidence: N/A

Premium Pay – 4.1 Public Sector Employees

County Employee Premium Pay

Project Identification Number: 4140PP4.1FY22001

Funding amount: \$5,991,621 (Reduced from original estimate of \$11,126,041)

Project overview: Premium Pay was discontinued with the end of the national public health emergency on 4/10/2023. The balance of unexpended funds for this project was moved to the Nursing Home's HVAC improvement project.

Since the start of the COVID-19 public health emergency, in the spring of 2020, essential workers put their physical well-being at risk to meet the daily needs of their communities and to provide care for others. Recognizing this, the SLFRF included an eligible category for Premium Pay for essential workers and further identified any work performed by an employee of a State, local, or Tribal government as an eligible essential critical sector.

County employees are essential workers who were relied on to maintain continuity of operations, including protecting the health and wellbeing of their communities. Treasury defined essential work as "regular in-person interactions or regular handling of items that were handled by others.". The SLFRF Final Rule, released January 6, 2022, expanded essential worker eligibility and provides three classifications: (1) the worker's pay is below the wage threshold, (2) the worker is not exempt from the FLSA overtime provisions, or (3) the recipient has submitted a written justification to Treasury.

The County analyzed all covered positions and found 20 of the 627 covered employees who were both exempt from FLSA and had wages that exceed the threshold. Providing Premium Pay to these employees was responsive to these positions performing essential work during the public health emergency. As noted in the Interim Final Rule, governments felt substantial fiscal pressures, faced significant revenue shortfalls and remained over 1 million jobs below their pre-pandemic staffing levels. As the United Nations, Department of Economic and Social Affairs stated, "by threatening disruption of public service delivery, the COVID-19 pandemic touched a cardinal principle of public services, that of continuity." The County's Premium Pay program was structured to reflect the various department needs. The Department of Corrections and Nursing Home have specific structures that varied by position and shift; with the balance of all other eligible County positions receiving a biannual lump sum payment. Full details for each category of covered positions can be found in the ARPA Policies and Procedures.

Use of Evidence: N/A

Infrastructure; Water and Sewer

Drinking Water: 5.11 Transmission & Distribution

Town of Milford, Nashua Street Pump Station (Subrecipient)

Project Identification Number: 4140WS5.11FY24053

Funding amount: \$1,000,000

Project overview: The Town of Milford, funded as a Subrecipient, is improving its distribution system to convey water from Pennichuck Water Works (PWW)’s Amherst franchise area into the Town of Milford via an existing interconnection. This project will implement a new booster pump station at the Amherst/Milford Town line to allow a current peak flow of 0.9 MGD and a future peak flow of 2.0 MGD, a second future peak flow of 4.0 MGD to pass into Milford. This project will replace an existing below-grade pump station in Amherst that currently conveys water from PWW’s system into Milford.

Use of Evidence: N/A

Revenue Replacement – 6.1 Provision of Government Services: The County has elected to use the “Standard Allowance” of \$10M, as permitted in the Final Rule.

HC Nursing Home: Transport Vehicles

Project Identification Number: 4411RR6.1FY23032

Funding amount: \$186,680 (Completed November 2022)

Project overview: Project included replacement of two (2) vehicles for patient transports: a five-passenger 2007 Ford Econoline Van equipped with a wheelchair lift, and a 15-passenger 2008 Ford Aerotech Bus equipped with a wheelchair lift. Frequent mechanical problems reduced their reliability.

Use of Evidence: N/A

HC Nursing Home: County Complex Solar Project

Project Identification Number: 4411RR6.1FY23033

Funding amount: \$90,000

Project overview: The County intended to implement a solar array on County property and originally funded this project for \$3M. A consultant was hired to analyze and prepare estimates for the County’s needs. The cost estimate indicated a solar array would likely cost at least \$6M, far exceeding the amount allocated. The planned project was to establish a 1.7 MW solar array on County-owned property to offset current and future electricity costs. Installation of a solar array designed to this level would have offset current and future electricity costs for the Nursing Home and Bouchard (main campus) facilities. The two sites were spending over \$300,000 annually on electricity costs.

Ultimately, ARPA funds were only utilized for consulting and design analysis. The County will not use ARPA funds to implement a solar array, however through the consulting process, has learned other ways to reduce electricity costs and is considering them for the future using general fund dollars. A small amount of funds remains under this contract for the consultants to prepare and present additional options.

Use of Evidence: N/A

COAF: Cyber Security/broadband

Project Identification Number: 4140RR6.1FY23034

Funding amount: \$ 472,107.14

Project overview: This project will improve and support the ability for enhanced connectivity and security to county departments, ensuring public officials and staff can continue to serve the public through high-speed connections, extend device web access and prevent malware/hacking. All equipment/services will comply with applicable regulations, including the 2019 NDAA and prohibitions listed at 2 CFR § 200.216. Work includes upgrading the County's existing unified communications system, which is operating on hardware and software that are end of support; upgrades to the call manager system; and enhanced networks across multiple buildings.

Use of Evidence: N/A

Registry of Deeds: Book Preservation/Restoration

Project Identification Number: 4193RR6.1FY22014

Funding amount: \$2,022,545 (Completed March 2025)

Project overview: The Registry of Deeds is the keeper of hundreds of thousands of original property records, including deeds and plans. These records date back to the 1700's and are contained primarily in bound books. The original pages within the books and book bindings are subject to deterioration, fading and damage. The Registry is normally only able to budget for approximately 10 books to be restored per year. The preservation process included creating an informational log for each volume; dismantling the bindings; surface dry cleaning of all paper; mend/reinforce as needed; trim/flatten by hand; de-acidification; re-sew/rebind; title stamping; and prepare a treatment report. Costs included the purchase of roller shelves for the newly restored (and heavy) books. The following were restored/preserved:

- 662 Deed record books were restored
- 31 Grantor/Grantee books and four (4) Copied Records.

Use of Evidence: N/A

COAF: County Complex Costs

Project Identification Number: 4140RR6.1FY23035-4140RR6.1FY24045

Funding amount: \$611,099

Project overview: One-time costs related to County complex needs, including:

- Converting Bouchard building's existing interior and exterior lighting to LED (\$105,561)
- Pole Barn Roof repair/replacement (\$76,238- completed January 2023)
- Purchase of Kioti Tractor, Ford F-350 Pick-up, Fisher V-Plow (\$97,040- completed March 2023)
- Purchase of photocopiers (\$18,348 – completed February 2024 – small amt. of funds remain for maintenance)
- Demolition of the Piggery & Kennel (\$75,273 – completed June 2024)
- County complex new roof (\$238,639 – completed April 2024)

Use of Evidence: N/A

DOC: New Jail Planning, Needs Assessment & Pre-Design

Project Identification Number: 423ORR6.1FY25054

Funding amount: \$488,869

Project overview: Funds are designated to complete an analysis of the County's current correctional facility. Project Includes planning, pre-design, and needs assessment. The Hillsborough County Department of Corrections was built in 1986 and opened in 1989. The original design of the facility was adequate for its time period. The total square footage of the building is approximately 240,000 square feet. The facility currently retains all original HVAC, Plumbing and Electrical systems, as well as the original security controls. A recent feasibility study indicated significant costs will be required to upgrade the facility to remain functional and meet all building standards. These projections do not include future operational needs and are focused on just maintaining occupancy and the current structure. Additionally, the County faces significant annual costs associated with maintaining the current systems and continuing to fix, instead of replace, the aging and failing systems.

In addition to the costs associated with the physical structure, as noted above, other current design concerns and contributing factors that need to be accounted for include the effects of overall staff needs and to reflect the current needs of the inmate population. The current facility design lacks staff office space, appropriate meeting and inmate programming space, storage areas, and efficient workflow patterns. The Corrections philosophy has changed significantly since the jail was designed in the 1980's. Jails today are faced with a large and growing population who require significant Medical and Mental Health services. Co-occurring substance misuse and mental health treatment for individuals sentenced to the jails' in-house program has proven to be an issue.

This project will allow the Hillsborough County Department of Corrections, the largest County Corrections and the only urban facility in New Hampshire, to design and plan a new, modern, state-of-the-art facility to meet the existing and future needs of the population served. At the completion of this project the County will be able to set goals to ensure long-term sustainable operations and present the project's findings to the governing bodies. The final report will state: "It will cost THIS much, to build THIS facility in THIS location".

Use of Evidence: N/A

DOC: Inmate Classification Software

Project Identification Number: 423ORR6.1FY25055

Funding amount: \$78,687

Project overview: Jail Classification systems are utilized in assessing every jail inmate's custody and program needs and are considered one of the most important management tools available to jail administrators and criminal justice system planners. This software will reduce staff time by integrating with the current jail management software by providing fast and accurate classification determinations. This is achieved by utilizing an easy-to-use decision platform to safely and effectively manage an inmate's housing and programming plan and on-going management throughout custody. This will assist the department's Case Managers with assessing individuals with a more comprehensive approach in establishing custody levels therefore reducing liability, as well as providing more effective inmate management.

Use of Evidence: N/A

DOC: Plow Truck

Project Identification Number: 4230RR6.1FY25056

Funding amount: \$59,241 (Completed September 2024)

Project overview: Purchase of a plow truck for jail facility maintenance operations.

Use of Evidence: N/A

Nursing Home: Facility Operations Equipment

Project Identification Number: 4411RR6.1FY25058

Funding amount: \$131,588

Project overview: Project includes purchase of a replacement Ford F350 truck (acquired October 2024) for facility maintenance operations; and purchase of a replacement Commercial Airjet Folder for laundry operations (on order as of this writing).

Use of Evidence: N/A

DOC: Facility Safety Upgrades

Project Identification Number: 4230RR6.1FY25058

Funding amount: \$2,049,257

Project overview: This project includes critical upgrades to the jail's security and surveillance equipment to mitigate risk and liabilities, improve safety for staff and inmates, and enhance operational efficiencies. Although the County is exploring the feasibility of constructing a new facility, these items are being prioritized to help maintain operations, as a new facility (or complete reno) would be years out. Items addressed include repair to the control panels that operate doors; purchase of body cameras; upgraded security camera system; purchase/replacement of 2-way staff radios.

Use of Evidence: N/A

COAF: Temple Street Stairwell/Security Improvements

Project Identification Number: 4140RR6.1FY25060

Funding amount: \$28,816

Project overview: Installation of security barriers at open stairwell leading to the County Attorney's Office within the Temple Street building. 19 Temple Street is a county-owned building located in Nashua. This historic building is currently occupied by the County Attorney's Office and the Registry of Deeds. There is an unsecured stairwell, open to the public that is currently cordoned off by temporary line divider stanchion posts and signage. Project will include semi-permanent safety glass barriers to prevent unauthorized entry, along with minor security improvements to entrance doors.

Use of Evidence: N/A

HC Nursing Home: Healthcare Workforce Education

Project Identification Number: 4411NE2.10FY23029

Funding amount: \$325,000

Project overview: Note: This project was moved from Negative Economic Impacts (2.10) to Revenue Replacement. Workforce shortages in every industry nationwide have increased the demand for workers. This has resulted in substantial wage increases in many industries, driving many health care workers out of the industry altogether. Hillsborough County Nursing Home continues to struggle with vacant positions in the nursing department. The shortage of nursing staff members significantly worsened due to the COVID-19 public health emergency.

This project will establish an educational pathway for current Licensed Nursing Assistants to advance to become Licensed Practical Nurses (LPN). The LPN program will consist of two (2) days of classroom education and one (1) day of clinical experience. SLFRF funding will cover the tuition cost for the students in addition to wages for classroom and clinical days. The students will continue working as LNA's for the other two (2) days per week. This program will cover approximately six individuals beginning fall 2025.

Use of Evidence: Not required, however progress will be measured by the following metrics:

1. Turnover of licensed nursing assistant and licensed nurse positions.
2. Enrollment in the program
3. Licensure of individuals enrolled in the program
4. Retention of graduates of the program

Administrative; 7.1 Administrative Expenses

ARPA Program Direct Admin Costs

Project Identification Number: 4700AD7.1FY22002 (and 4700AD7.1FY22002-A)

Funding amount: \$998,152

Project overview: Project includes funding a temporary ARPA Program Manager (grant oversight, compliance, reporting, monitoring, etc.), office supplies, equipment, mileage, and other direct admin costs. This project has two identification numbers to reflect Treasury's guidance for costs to carry out legal & administrative requirements after the Obligation Deadline.

Use of Evidence: N/A

Transfers to Other Units of Government 7.1– City of Manchester

Project Identification Number: 4141AD7.3FY23041

Funding amount: \$515,250

Project overview: Increased rates of homelessness and lack of capacity at existing shelters resulted in individuals living in unfit locations including city sidewalks and other public facilities. In response to this issue the Subrecipient created and implemented a 24/7 emergency shelter to prevent loss of life during the winter months, located at 39 Beech Street, Manchester, NH. The facility was planned as a short-term solution to meet the needs of individuals experiencing homelessness. ARPA funds were applied to its original operation dates of January 17th to June 30, 2023. This facility was established in conjunction with other longer-term solutions and offers wrap-around and other emergency support services for individuals/families that have been disproportionately economically impacted by COVID-19

Use of Evidence: N/A