Floyd County Resilience Hub Network:

A Countywide Framework for Preparedness, Response, and Recovery

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I. Executive Summary

Floyd County has experienced repeated flooding that has damaged homes, businesses, public infrastructure, and community facilities while isolating communities and placing disproportionate burdens on older adults, people with disabilities, medically fragile residents, low-income households, and people without reliable transportation. This plan provides a practical, community-driven roadmap for building a countywide resilience hub network that improves preparedness, strengthens emergency response, and supports long-term recovery.

Community engagement showed strong support for a system that combines comprehensive services with local access. Sixty people completed the community survey, and 97 percent said they live or work in Floyd County. Power for medical equipment was the highest rated need, with 97 percent rating it very important. Food distribution, showers, charging stations, overnight rest space, laundry, supply distribution, wireless internet, transportation, and medical support also received strong support. Meetings and interviews reinforced the need for reliable communication, coordinated volunteers, transportation, long-term shelter, and a central source of verified information.

The recommended model is a hybrid system: one full-service central hub on safe, accessible ground, connected to strategically located community spokes and mobile resources. The central hub would provide emergency shelter, showers, laundry, food preparation, major supply storage, medical-device power, communications, partner workspaces, and recovery navigation. Spokes located in trusted facilities such as churches, fire departments, libraries, schools, and community centers would provide information, charging, warming and cooling space, food and water distribution, communications, and volunteer coordination closer to residents.

St. Vincent's Mission and its property at 5028 KY Route 1428 in Allen offer the strongest near-term path for the central hub. The site combines a trusted nonprofit operator, existing buildings and utilities, highway access, parking, approximately seven acres, and room for expansion. A formal public-private partnership should preserve St. Vincent's ownership and normal use while giving Floyd County defined emergency activation rights, protecting public investment, and providing annual readiness support and reimbursement of documented emergency costs.

Implementation should proceed in phases. Immediate priorities for the core hub site are property due diligence, environmental cleanup planning, engineering and architectural design, completion of partnership agreements, development of a component-based capital budget, and coordinated grant applications. USDA Community Facilities is the strongest potential capital anchor, supplemented by EPA Brownfields, Kentucky Department for Local Government programs, FEMA, Appalachian Regional Commission, Economic Development Administration, energy programs, coal-severance resources, and private philanthropy. The spoke network

should begin with a pilot in three to five repeatedly flooded communities, followed by evaluation and countywide expansion.

Core Recommendation

Develop one full-service central resilience hub at the Allen property, connect it to a limited number of prequalified community spokes, and add mobile capabilities for isolated communities.

This core recommendation of a combined structure with a core center, community spokes, and mobile capabilities balances the following:

- Depth of service: Residents could obtain food, power, showers, laundry, shelter, and recovery assistance without having to visit several locations.
- Geographic access: Residents could receive basic support closer to home rather than traveling across the county.
- Redundancy: If one building or access route fails, other parts of the network can continue operating.
- Phased affordability: The hub and spoke can be developed as a coordinated portfolio of smaller investments rather than one project.

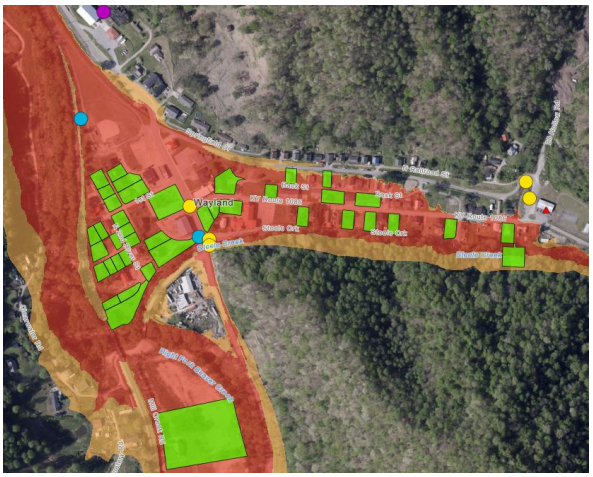
At a Glance

Floyd County Resilience Hub Network – Key Facts and Recommended Direction

Key fact	Finding
Community input	3 public meetings; 60 survey responses; 97% of respondents live or work in Floyd County
Top life-safety need	97% rated power for medical equipment as very important
Recommended system	One full-service central hub + community spokes + mobile resources
Recommended central site	5028 KY Route 1428, Allen; approximately 7 acres; existing buildings, utilities, parking, and expansion space
Central-hub partner	St. Vincent's Mission, a trusted local organization with flood-recovery experience
Pilot spoke strategy	Begin with 3-5 communities affected by repeated flooding, then scale countywide
Capital funding anchor	USDA Community Facilities, layered with EPA Brownfields, DLG, FEMA, ARC, EDA, energy, coal-severance, and philanthropy

Maps: Repeated Flooding and Community Change

Garrett: flood exposure and buyout properties



Wayland: flood exposure and buyout properties

Structures
Floodwaters
Buyout Property

GIS Mapping Courtesy of Ohio University[1]

The maps illustrate why recovery cannot depend on a single location. Repeated flooding and property buyouts have changed the physical and social structure of communities, increasing the need for distributed services and deliberate community rebuilding.

[1] https://experience.arcgis.com/experience/840f81827ad54f2bb0a82faf96905eeb/page/Map

Priority Recommendations

- Complete acquisition due diligence, Brownfields planning, structural and roof assessments, and final design for the Allen property.
- Execute long-term public-benefit, emergency activation, and annual readiness agreements between Floyd County and St. Vincent's Mission.
- Design the central hub for reliable power, communications, food and water distribution, showers, laundry, shelter, medical-device charging, volunteer coordination, and recovery services.
- Launch a three-to-five-site spoke pilot using standardized readiness assessments, operating agreements, equipment packages, and training.
- Identify best practices and innovative models that encourage rural residents to actively participate in disaster planning, response, and recovery.
- Create a transportation and supply delivery plan to ensure community members without transportation are able to access services and supplies.
- Use a layered funding strategy and a component-based budget so each source pays for the costs it is best positioned to support.
- Maintain year-round programming, so the network builds trust, supports workforce and community development, and remains ready for activation.

Resources

- Appendix B. Public/Private Partnership Analysis
- Appendix C. Funding Opportunities and Spoke-Site Financing Plan
- Appendix D. Long-Term Resilience Hub Partnership Agreement
- Appendix E. Emergency Activation and Facility-Use Agreement
- Appendix F. Capital Funding and Public-Benefit Agreement
- Appendix G. Annual Readiness Services Contract
- Appendix H. Operations Checklist
- Appendix I. Grant Readiness Package
- Appendix J. Architectural Drawings and Renderings

Interactive mapping resource:

https://experience.arcgis.com/experience/840f81827ad54f2bb0a82faf96905eeb/page/Map

II. Introduction

Purpose of the Community Resilience Hub Plan

Floyd County, Kentucky, has experienced repeated flooding that has damaged homes, businesses, public infrastructure, and community facilities, disrupting the lives of thousands of residents. The increasing frequency and severity of these disasters highlight the need for long-term investments that strengthen the county's ability to prepare for, respond to, and recover from future emergencies.

The Mountain Association, in partnership with Deco Architects and in collaboration with local stakeholders, developed this Community Resilience Hub Plan to identify practical, community-driven solutions to improve disaster preparedness and provide year-round benefits to Floyd County residents.

The purpose of this plan is to provide partners in Floyd County with a grant-ready roadmap for establishing Community Resilience Hubs that serve as trusted gathering places before, during, and after disasters. The plan evaluates community needs, identifies potential sites, examines different hub models, develops conceptual designs, estimates implementation costs, and recommends funding and governance strategies that can guide future investment.

Rather than focusing solely on emergency response, this plan recognizes that resilience is built every day. Community resilience hubs can strengthen social connections, improve access to essential services, support economic development, and provide valuable community space during normal times while remaining ready to serve as critical emergency resources during disasters.

Project Goals

The planning process was guided by six primary goals:

- Understand how flooding and other hazards affect Floyd County residents and identify unmet resilience needs.
- Engage residents, community organizations, local government, emergency management, and other stakeholders in shaping the vision for a resilience hub.
- Evaluate existing community assets and identify suitable locations for future resilience hub development, with an emphasis on higher-ground sites outside the floodplain.

- Develop conceptual designs and preliminary cost estimates for the preferred site.
- Identify sustainable operating models, partnerships, and funding opportunities that support long-term success.
- Produce a comprehensive, grant-ready plan that positions Floyd County to pursue implementation funding.

What is a Community Resilience Hub?

Community resilience hubs are trusted community facilities that provide services and support year-round and expand their role during emergencies. Most often, resilience hubs are not facilities dedicated to emergency response but rather places such as churches, libraries, community centers, fire stations, and schools. These embedded organizations serve vital functions such as gathering spaces, resource centers, cooling and warming centers, volunteer coordination, food distribution centers, training and education, communications hubs, or emergency shelters.

During disasters, resilience hubs can provide backup power, emergency communications, charging stations, food and water distribution, medical support, volunteer coordination, and information for residents. During normal operations, these same facilities can host educational programming, health services, community meetings, youth activities, and other services that strengthen community connections.

During past flooding events in Floyd County, schools, churches, fire stations, libraries and community centers played a vital role in responding to needs. They provided rescue and transportation, hot meals, food and supply distribution, information, and access to other resources. Most of these responses came through organizations embedded in local communities. The main needs that could not be met in local communities were short-term and long-term shelter, showers, laundry, and backup power. There was also confusion about where to seek help, which local site was offering what, when hot meals would be available, etc.

This dual-purpose model increases both community preparedness and everyday quality of life, ensuring that investments in resilience provide lasting value beyond disaster response.

Scope of the Plan

This report summarizes the planning process conducted between November 2025 and July 2026. It documents community engagement activities, analyzes existing

conditions, evaluates potential hub models and a candidate site, presents conceptual designs for the preferred location, and outlines recommendations for implementation.

The report is intended to support local decision-makers, community organizations, funding agencies, and future project partners as Floyd County advances toward implementation of a community resilience hub network.

The following section establishes the local context and begins building the case for the recommendations that follow.

Understanding Flood Risk and Community Need

A Community Shaped by Water

Water has always played an important role in Floyd County's history, economy, and settlement patterns. Communities developed along streams and river valleys that provided transportation routes, fertile land, and access to natural resources. Because Eastern Kentucky's topography is characterized by narrow river valleys with steep hillsides surrounding them, and with the trend toward more frequent severe rainfall events, communities, businesses, and housing now face increased vulnerability to flooding.

Over the past several decades, Floyd County has experienced numerous flood events that have damaged homes, disrupted businesses, closed roads, displaced families, and strained local emergency response systems. More recently, catastrophic flooding across Eastern Kentucky demonstrated how quickly extreme rainfall can overwhelm infrastructure and isolate communities for days or weeks.

As climate conditions continue to change, many experts project that heavy rainfall events will become more frequent and more intense throughout Central Appalachia. These changing conditions require communities to think beyond disaster recovery and invest in long-term resilience strategies that reduce risk before the next disaster occurs.

Existing Challenges

Like many rural Appalachian communities, Floyd County faces a combination of challenges that increase vulnerability during emergencies.

These include:

- An aging population and residents with increased medical needs.
- Limited transportation options for many households.
- Aging public infrastructure.

- Communities located within narrow valleys and flood-prone areas.
- Limited access to backup power and emergency communications.
- Economic challenges that make disaster recovery more difficult for many families.

These factors do not affect all residents equally. Older adults, individuals with disabilities, low-income households, people without reliable transportation, and those requiring electricity for medical equipment often experience disproportionate impacts during disasters. Understanding these vulnerabilities was an important component of the planning process and helped shape recommendations throughout this report.

Community Assets

Despite these challenges, Floyd County possesses significant strengths that form the foundation of community resilience. Residents consistently describe strong neighborly relationships and a culture of helping one another during emergencies. Faith communities, volunteer organizations, emergency responders, schools, nonprofit organizations, local governments, and community centers all play essential roles in disaster response and long-term recovery.

These existing assets represent opportunities to build a resilience hub system that strengthens, not replaces, the networks already serving the community.

Why a Community Resilience Hub?

Community resilience hubs offer an opportunity to bring together multiple community functions within a single, trusted location. In Floyd County, a resilience hub has the potential to:

- Improve emergency preparedness and coordination.
- Provide reliable communications and backup power during disasters.
- Support vulnerable residents before, during, and after emergencies.
- Strengthen partnerships among community organizations.
- Serve as a gathering place for education, workforce development, health initiatives, and community events throughout the year.
- Increase Floyd County's competitiveness for state, federal, and philanthropic funding.

Rather than viewing disaster preparedness as a separate activity, resilience hubs can integrate emergency planning into the daily life of the community. This approach

creates facilities that are both practical and sustainable while strengthening social connections, increasing local capacity, and improving quality of life.

The recommendations presented throughout this report are grounded in this broader understanding of resilience—one that recognizes preparedness, community development, economic opportunity, and social connectedness as mutually reinforcing investments in Floyd County's future.

III. Community Engagement

Community Meetings

Three community meetings were held in January and February 2026, in collaboration with the Floyd County Fiscal Court, representatives from Ohio University, and the Mountain Association.

- January 22, 2026, Floyd County Fiscal Court Building – 12 community members in attendance.
- February 18, Eastern District Library – 16 community members in attendance.
- February 19, McDowell Baptist Church – 26 community members in attendance.

Needs most expressed by residents who attended the meetings:

- Organized Transportation
    - If vehicles are flooded, residents may have no way to access services.
    - Flood waters may cut off entrance/exit into communities. Vehicles with taller ground clearance may need to be brought in from other communities to evacuate residents.
- Food
    - Many communities had a church, school, nonprofit, or individuals providing hot meals in the days/weeks following the floods.
    - Long-term assistance was much more difficult to come by, especially for those living in damaged homes.
- Shower & Laundry facilities were identified as a critical need
- Public access to Wi-Fi, preferably a signal that extends to the parking lot of public facilities
- Reliable back-up power and available charging stations for phones and medical devices.
- Short- and long-term emergency housing.
- Activities for children in the immediate aftermath of the disaster. Several folks expressed appreciation for the Floyd County library for providing support for children. Others noted that it would be helpful to have art/activity bags that could be given to children post-disaster to help them cope with the stress they and their families are experiencing.
- More volunteers. There are always a lot of volunteers immediately after a disaster, but there are long-term resilience needs that require committed, long-term volunteers. Members of local volunteer fire departments expressed

concern that, without renewed volunteerism, their departments will "cease to exist in the next 5-10 years."
- A central information hub that people can access with all the information about where to go for what service or resources.

Community Survey[2]

An online survey was conducted, yielding 60 responses.

Overall findings: Survey responses show strong community support for a Floyd County disaster recovery space or network of spaces that can meet immediate life-safety needs, especially after flooding or severe weather. Respondents prioritized power, food, showers, sleeping/rest space, charging, laundry, supply distribution, and communications. Open-ended comments also emphasized accessibility, transportation, case management, preparedness, and long-term housing recovery.

- 58 of 60 respondents (97%) said they live or work in Floyd County.
- 15 respondents (25%) live in Prestonsburg city limits; the rest are spread across communities including David, Auxier, McDowell, Martin, Garrett, Betsy Layne, and Teaberry.
- 13 respondents (22%) regularly use a power-dependent medical device, and 8 (13%) use a mobility aid at least sometimes.
- The highest "Very Important" rating was power to operate personal medical equipment: 58 of 60 respondents (97%).
- 9 respondents (15%) had previously used a relief center. Among those respondents, the most-used services were food distribution, laundry, supply distribution, internet access, and charging stations.
- Open-ended responses repeatedly called for a safe, clean, accessible place with food, water, showers, power, internet/cell access, heating/cooling, and staff who can connect residents to recovery services.

Interviews and Conversations

In addition to conversations at community meetings, Mountain Association staff had myriad other conversations with local officials, local and regional nonprofit leaders, community leaders, business owners, and faith leaders. Below are some things we heard.

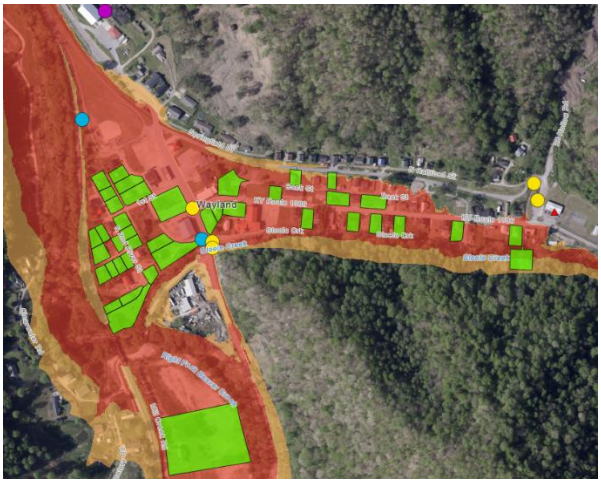
[2] Appendix A contains a detailed analysis of the survey.

- Neighbors and local volunteers are always the first responders and having local communities more organized to respond ahead of disasters would be helpful.
- There are never enough resources for the long-term recovery process.
    - Local leaders have limited capacity and knowledge of resources for rebuilding infrastructure and so often feel there is no help.
    - County officials and their staff are dealing with competing priorities and needs and limited capacity to meet those needs.
- A collaborative system of coordinating volunteers would result in more efficient and effective deployment of resources.
- Long-term shelter (months, not weeks) that doesn't tie up Jennie Wiley State Park is needed. Having long-term shelter there hurts tourism and the local economy.
- More investment in prevention and preparation is needed.
- Some communities have been fundamentally (physically and sociologically) changed by repeated flooding. Community relationships are disrupted or lost, which impacts the process of recovery. Those changes often leave local leaders unsure of what rebuilding and recovery should look like.

Overall, those interviewed praised local efforts and expressed appreciation for those who came in the weeks after flooding events to volunteer and support recovery. However, interviewees voiced concern and frustration that FEMA moves slowly and inefficiently, citing lost paperwork, staff turnover that results in speaking to a new representative each time, and generally slow processes.

People also expressed significant concern and a sense of loss about how repeated flood events are fundamentally changing communities, particularly as residents move away. In the communities of Garrett and Wayland, for example, the majority of residential property owners in the flood zone have accepted buyouts, and the communities have lost more than a third of their residential properties.

Garrett (Green are buyout properties)



Wayland

In Garrett, Wayland, and similar communities, recovery is complicated. The communities will never be the same, so the task of recovery also becomes one of re-forming community with newcomers and those who remain after the weather events.

III. A Floyd County Resilience Hub Network

What Should a Floyd County Resilience Hub Do?

A Floyd County resilience hub system should provide a coordinated network of trusted, accessible locations that can support residents before, during, and after emergencies. During disasters, the central hub and spoke sites should offer emergency shelter, power and charging stations, food, water, basic medical support, reliable communications, and space for distributing supplies. The system should also provide a clear structure for volunteer coordination so that churches, fire departments, schools, libraries, nonprofits, local government, and community members can work together efficiently rather than duplicating efforts.

Year-round, the hub system should strengthen the county's overall well-being and preparedness. Hub and spoke locations could host workforce training, community meetings, youth programming, senior activities, farmers markets, telehealth services, broadband access, and small business support. They could also serve as cooling centers during extreme heat and warming centers during cold weather. By serving as useful community spaces every day, the hubs would build trust, keep facilities active, and make it easier for residents to know where to go during a disaster. The organizations managing the central hub could also coordinate emergency response drills and training in partnership with first responders and others.

The system should be designed so that the central hub provides larger-scale coordination, storage, communications, and specialized services, while spoke sites bring essential support closer to people in communities throughout Floyd County. This hub-and-spoke approach would improve access, reduce transportation barriers, and create a more flexible and dependable network for both emergency response and long-term community resilience.

Central Resilience Hub vs. Hub-and-Spoke Model

Purpose and Context

For Floyd County, two basic potential structures have emerged for a disaster resilience hub that serves residents before, during, and after a disaster: a central, one-stop resilience hub and a hub-and-spoke system. These structural approaches are not mutually exclusive. A central facility can function as the primary anchor of a larger network of smaller community sites.

Central, One-Stop Resilience Hub

Under this model, Floyd County would develop one primary, flood-safe facility with the space and infrastructure needed to provide most resilience services in one location. The facility could include solar power with backup batteries, food preparation and storage, showers, laundry, sleeping and rest areas, charging stations, communications equipment, pet facilities, supply storage, partner offices, large multi-purpose meeting space, and space for case management.

The central facility would also serve as the main coordination point for emergency management, nonprofit organizations, health providers, volunteers, and outside relief agencies.

Advantages

- **Comprehensive services in one place.** Residents could obtain food, power, showers, laundry, shelter, and recovery assistance without having to visit several locations.
- **Stronger infrastructure.** Investments in solar power, battery storage, generators, kitchens, showers and communications systems can be concentrated in one building rather than divided among many sites.
- **Simpler management.** One lead organization, operating plan and facility team would be easier to coordinate than a large network of independently operated buildings.
- **Efficient use of specialized staff.** Governmental agency representatives, local nonprofit staff, medical, and emergency personnel could work from one location instead of traveling between multiple facilities.
- **Clear public identity.** Residents, emergency responders, and outside relief organizations would know where the county's primary resilience facility is located.
- **Year-round community value.** A well-designed central hub could host meetings, trainings, health outreach, internet access, youth and senior programs and other activities when no emergency is occurring.

Disadvantages

- **Potential single point of failure.** If the facility loses access, power, water or communications—or if surrounding roads are blocked—a large portion of the county's resilience capacity could be unavailable.

- **Transportation barriers.** Residents without reliable vehicles, including older adults, people with disabilities and low-income households, may have difficulty reaching one central site.
- **Limited reach during flooding.** Flooded roads, landslides, damaged bridges, and debris can isolate communities even when the hub itself is safely located.
- **Geographic inequity.** A facility near Prestonsburg could be convenient for some residents but difficult to reach from communities in distant parts of the county, which has 396 square miles with major road arteries often following creek beds.
- **High initial cost.** A building that provides sleeping space, showers, laundry, kitchens, medical power, supply storage and extensive backup energy may require substantial construction and operating funding.
- **Possible congestion.** A single site may become overwhelmed by residents, volunteers, donations, agency staff and relief vehicles during a major countywide disaster.

Hub-and-Spoke Resilience System

A hub-and-spoke system would retain a primary countywide hub and connect it to smaller facilities across Floyd County. Potential spoke sites could include fire departments, schools, churches, libraries, community centers, and food pantries.

The main hub would provide the strongest infrastructure and handle countywide coordination, supply storage, partner staging, and specialized services. Spoke sites would provide a smaller set of services closer to residents. Mobile equipment, pre-staged supplies, and temporary distribution points could extend the system into communities that become isolated.

Not every spoke would need showers, sleeping space or a full kitchen. A small spoke might provide information, charging, Wi-Fi, community check-ins and supply pickup. A larger spoke might offer backup power, food distribution, warming or cooling space, and limited overnight accommodation.

Advantages

- **Better geographic access.** Residents could receive basic support closer to home rather than traveling across the county.
- **Greater redundancy.** If one building or access route fails, other parts of the network can continue operating.
- **Use of trusted local organizations.** Churches, fire departments, schools and community centers already have relationships with residents and often understand who may need additional help.

- **Faster local communication.** Spoke-site leaders can share verified information, conduct wellness checks, and identify needs within their immediate communities.
- **More effective support for isolated communities.** Supplies, charging equipment, and information can be positioned in several parts of the county before a forecasted event.
- **Stronger volunteer participation.** Residents may be more willing to volunteer through organizations in their own communities.

Disadvantages

- **More complicated coordination.** The county would need clear agreements covering activation, staffing, communications, supply requests, reporting and decision-making at every site.
- **Uneven capabilities.** Some facilities may have backup power, accessible restrooms, and adequate parking, while others may provide only basic information and distribution.
- **Additional training and maintenance.** Equipment must be tested, supplies rotated and volunteers trained at multiple locations.
- **Communication challenges.** Spokes must remain connected to the main hub even when cell service and internet access fail. Radios, satellite equipment or other redundant systems may be needed.
- **More organizations involved.** Differences in leadership, insurance, staffing, building ownership and operating policies can complicate the system.
- **Risk at individual spoke sites.** Some trusted community facilities may be in flood-prone areas or have only one vulnerable access road. Each site must be screened rather than selected solely because it is familiar.

Implications of the Floyd County Community Survey

The community survey strongly supports a facility capable of offering a substantial bundle of services. Respondents placed particularly high value on power for medical equipment, food distribution, showers, charging, overnight rest space, laundry and supply distribution. Fourteen respondents reported using a power-dependent medical device or mobility aid, reinforcing the importance of dependable power, ADA accessibility, and transportation assistance.

Transportation and geographic access were recurring concerns, and the survey analysis recommends planning for a hub-and-spoke system rather than relying entirely on one

central site. These results suggest that residents want the depth of service offered by a central facility but also need the geographic accessibility of a distributed network.

Rural and Small-Community Examples

Maui County, Hawaii: An Explicit Hub-and-Spoke Model

The Maui County Resilience Hub Network uses a formal two-tier structure across communities with varied levels of access. Tier 1 hubs are anchor facilities equipped with infrastructure, trained leadership, and emergency services. Tier 2 spokes include smaller organizations, neighborhoods, schools and churches that distribute resources, share information, and mobilize volunteers. The system is designed to decentralize emergency response and extend support to rural and underserved communities.

Learn more: Living Pono Project overview

Puerto Rico: A Distributed Network of Community Hubs

Following Hurricane Maria, Mercy Corps worked with local organizations to equip 17 community resilience hubs across Puerto Rico. The sites received solar energy systems, water storage, communications equipment, and emergency supplies. During Hurricane Fiona, the hubs provided clean water, food, hygiene supplies, charging, Wi-Fi and refrigeration for medicines. Although this is better described as a distributed network than a strict hub-and-spoke system, it shows the value of having multiple locally operated facilities when roads, bridges and utilities are disrupted.

Learn more: Mercy Corps program example

Western North Carolina: An Emerging Appalachian Network

After Hurricane Helene, community centers, volunteer fire departments, mutual-aid organizations, and mobile solar units became essential local support points in rural Western North Carolina. Examples include the Celo Community Center and Double Island Volunteer Fire Department in Yancey County, as well as a mobile solar trailer operated by Rural Organizing and Resilience in Madison County. These facilities supported communications, food distribution, childcare, rescues, volunteer housing, and medical equipment. Regional partners are now strengthening these sites with permanent or mobile solar-and-battery systems. This is an especially relevant comparison for Floyd County because it involves mountainous Appalachian communities, damaged roads, extended outages, and trusted local institutions.

Learn more: Invest Appalachia case example

Key finding

Floyd County would be best served by a hybrid approach: a full-service central hub on safe, accessible ground, connected to strategically located community spokes and mobile resources

Recommended Direction for Floyd County

Floyd County should not treat the choice as one central hub or a hub-and-spoke system. The strongest approach would be a central, full-service resilience hub that anchors a countywide hub-and-spoke network.

The central hub should be located on higher ground, outside identified flood hazards, and should have dependable access, ADA-compliant design, and robust backup power. It should include services that are difficult or inefficient to duplicate, such as showers, laundry, sleeping and rest space, food preparation, major supply storage, power for medical devices, partner workspaces, and recovery navigation services. This is consistent with the project goal of identifying and designing a flood-safe facility that serves as both a preparedness center and an emergency-response anchor.

A limited number of strategically located spokes should then provide a defined minimum level of service. At a minimum, spokes could offer:

- Verified emergency information and community check-ins.
- Charging and limited backup power.
- Heating or cooling space.
- Food, water and basic supply distribution.
- Wi-Fi, radio or other emergency communications.
- Volunteer coordination and referrals to the central hub.

Mobile solar equipment, supply vehicles and temporary distribution sites should be included for places that cannot support a permanent spoke or may become inaccessible.

Recommended structure: one full-service central hub, several prequalified community spokes, and mobile capabilities for isolated areas. This balances depth of service, geographic access, redundancy and phased affordability.

This hybrid model would preserve the operational efficiency and comprehensive services of a one-stop facility while reducing the central model's greatest weakness: the risk that distance, flooding, or road closures could prevent residents from reaching

it. It would also allow Floyd County to build the system in phases, beginning with the main hub and adding selected spokes as funding, partnerships, and local capacity are developed.

Central Hub Site Selection and Recommendation

Partnership and Site Rationale

Early in the planning process, it became clear that Floyd County already had a trusted local partner with relevant disaster-recovery experience. St. Vincent's Mission has participated in previous flood-recovery efforts, maintains longstanding relationships with residents and service organizations, and understands the needs of vulnerable households throughout the county. St. Vincent's interest in acquiring the property at 5028 KY Route 1428 creates an opportunity to establish a permanent central resilience hub without having to create a new organization or operating structure from the ground up.

Partnering with St. Vincent's Mission provides a practical balance between public purpose and nonprofit ownership. The Mission can operate the facility and use it for community-serving activities throughout the year, while Floyd County, emergency-management agencies, first responders, churches, schools, health providers, and other organizations can activate the site during emergencies. A formal agreement should define public access, emergency activation, maintenance, insurance, staffing, and the responsibilities of each partner. With those protections in place, the partnership can provide the county with a dependable facility while avoiding the cost and administrative burden of county ownership.

Site Selection Criteria

Criterion	Why the Allen site is a good fit
Outside the floodplain	A central resilience hub must remain accessible and operational when other locations are flooded. The site has been considered because it is outside the areas most vulnerable to recurring flooding.
Accessibility	Its location along KY Route 1428 and near major transportation routes provides access from Allen, New Allen, Prestonsburg, and surrounding communities.
Existing utilities	Existing buildings and prior commercial use indicate that water, wastewater or septic service, electricity, and communications are present. Each system should be evaluated for capacity, condition, code compliance, and emergency use.
Ownership	St. Vincent's Mission's acquisition provides a committed owner and long-term operator. Clear site control strengthens

	applications to USDA, ARC, CDBG, EPA Brownfields, and other funders.
Parking	The property appears to provide room for routine parking, emergency circulation, delivery vehicles, supply distribution, volunteer check-in, and temporary staging.
Expansion potential	The approximately seven-acre property provides space for RV or FEMA trailer sites with full hook-ups, equipment storage, outdoor activities, temporary emergency facilities, and expanded programming.
ADA accessibility	Accessible parking, entrances, interior routes, restrooms, signage, and shelter accommodation should be incorporated as core project elements, especially for older adults and people with disabilities. All the essential services are on one level, eliminating the need and cost of an elevator.
Emergency vehicle access	The final site plan should include marked emergency entrances, turning areas, loading zones, and circulation routes for ambulances, fire apparatus, delivery trucks, and supply vehicles.
Construction feasibility	Reusing existing buildings may be faster and more economical than new construction, but environmental conditions, structural integrity, roof condition, utilities, fire protection, accessibility, and code compliance must be fully evaluated.
Cost	The project can be separated into fundable packages, allowing EPA Brownfields, USDA Community Facilities, ARC, CDBG, energy programs, and philanthropy to support the costs for which they are best suited.

Recommended Building and Site Program

The Allen property could serve as the central coordinating facility within a broader hub-and-spoke system. During disasters, it should provide emergency shelter, food and water distribution, charging stations, medical support, reliable communications, supply storage, volunteer coordination, and space for public agencies and nonprofit partners. During non-disaster operations, it could support workforce training, community meetings, youth and senior programming, telehealth, broadband access, small-business assistance, and use as a cooling or warming center.

Flexible assembly and emergency shelter space

- Commercial or community kitchen
- Food, water, medical supply, and emergency-equipment storage
- Volunteer reception and coordination area
- Offices and an emergency communications room
- Accessible restrooms and showers
- Laundry facilities
- Loading, staging, and distribution areas
- Adequate public parking and emergency-vehicle circulation
- Outdoor gathering and programming space
- RV or FEMA trailer sites with full hook-ups

- Solar generation, battery storage, and backup generation
- Emergency water storage or redundant water capacity
- Redundant broadband, radio, and satellite communications
- Space reserved for future expansion or temporary emergency facilities

Site Plan and Renderings

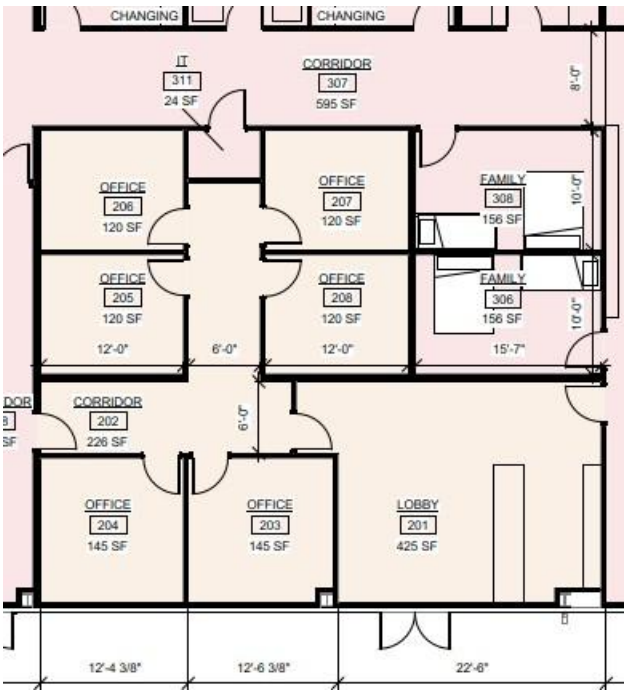
The following site plans were prepared by DECO Architects, Inc, a firm located in Somerset, KY with familiarity working with Mountain Association on community development projects. They represent our recommended use based on input from St. Vincent Mission and informed by the community surveys and research done by Mountain Association staff. Full size schematic and renderings are included in the appendix.

This plan represents significant modifications to an existing building on a parcel of land under purchase contract by St. Vincent Mission. The building is approximately 12,800 square feet and measures 160ft x 80ft.

The recommended plan attempts to achieve flexibility in three areas:

- Flexibility of use for individual rooms.
- Versatility in being able to scale up or down (few people or many).
- Operation by St. Vincent for regular programming outside of disaster and recovery.

Offices

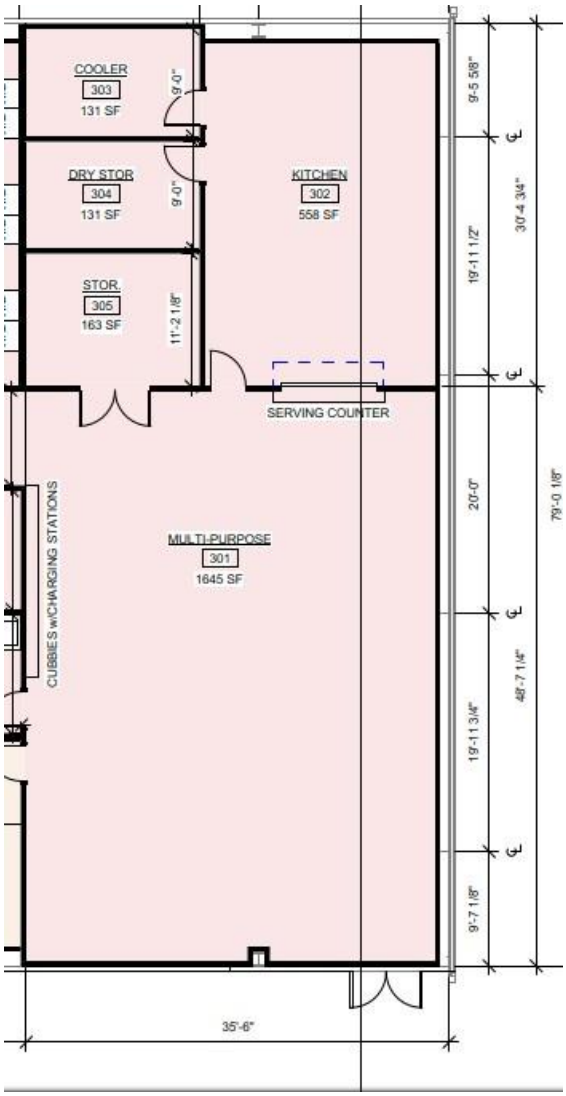


The front center of the building includes a lobby with a reception desk and access to a suite of 6 offices. These offices are envisioned for use on an ad hoc basis by agencies and organizations who may need to maintain temporary local space for the duration of a disaster and recovery efforts. FEMA, for instance, may use office space following a disaster to meet with those seeking assistance or to make a claim. The Small Business Administration may use them to meet with business owners. Similarly, Appalachian Legal Research and Defense (AppalRed) may utilize space following a disaster to assist people with replacing important documents or other needs.

This portion of the plan also shows two rooms labeled “Family Room.” These rooms are accessed through the multi-Purpose Room and are large enough to allow for small family units to separate themselves as needed from the larger public spaces. This may be necessary for those with sensitivity to noise and crowds, for those with infants, or for those who may need privacy for breastfeeding or other dependent care. Though they are labeled as Family rooms, there is nothing inherent in the design restricting alternate uses as needed. Medical personnel may use a room to provide care to people at the Center, for example, or a chaplain may use it to provide pastoral care.

Multi-Purpose Room & Kitchen

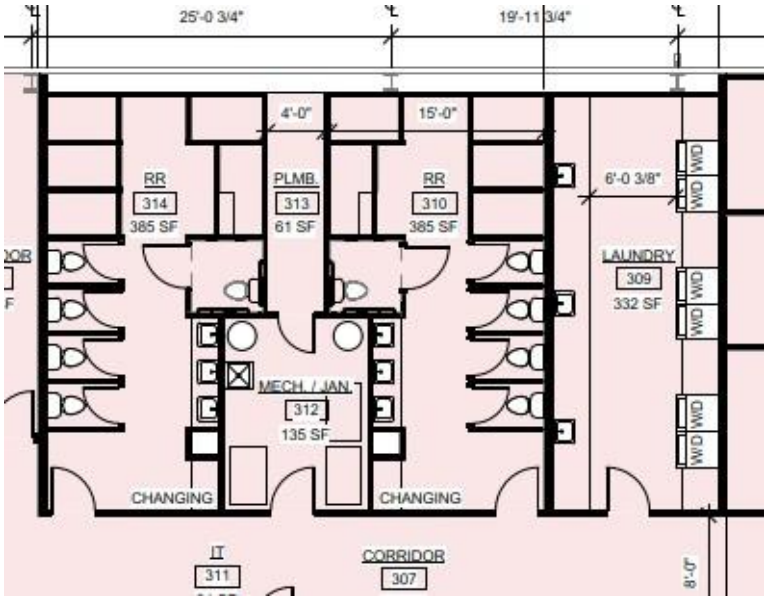
The multi-Purpose Room is approximately 1,600 square feet of space intended to be the largest 'people gathering' space in the building. It may be set up with tables and chairs so that food may be served. It may be set up with cots for a mass shelter or used for distribution of supplies. There is a Storage room to allow for tables and chairs to be stored until needed.



The multi-Purpose Room is also intended to house a charging bank, a series of shelves and spaces with enough electrical service to allow for many portable electronic devices and batteries to be charged at once. This service is essential but wouldn't be shown in detail at this stage of design.

Adjacent to the multi-Purpose Room is a commercial kitchen with dry and cold storage. This allows for food to be prepared and served on site, accommodating large groups of volunteers and community members. When not being used for disasters, this space may be utilized by St. Vincent Mission to prepare food and feed their large volunteer groups and hold large group meetings.

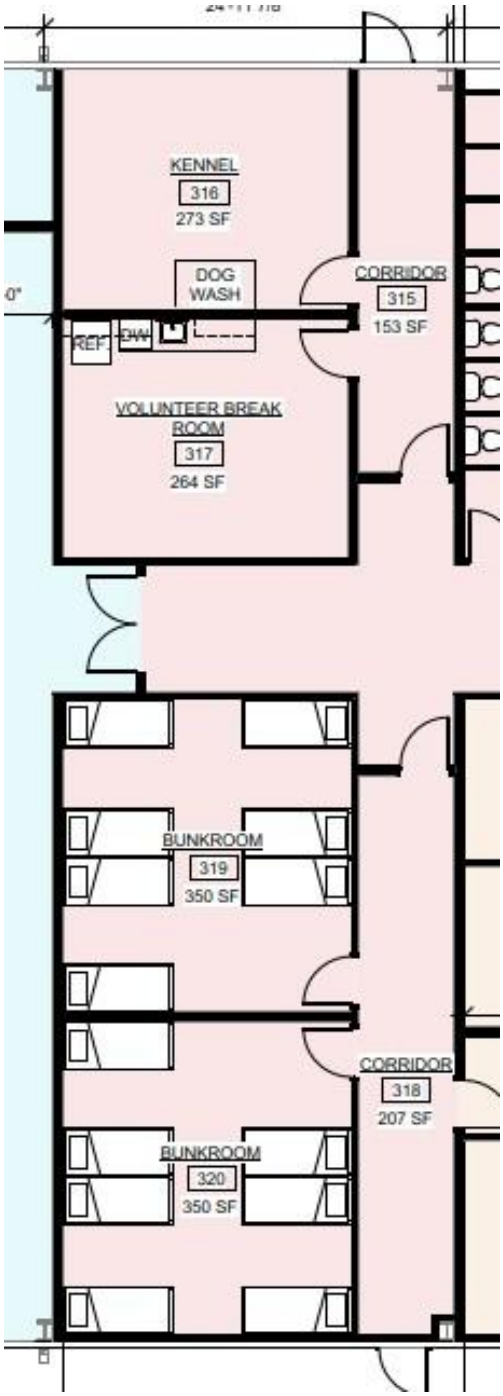
Rest Rooms and Laundry



Restrooms are shown with 5 toilet stalls each, including one ADA compliant stall in each as well. Similarly, 5 shower stalls are shown, also including one ADA compliant stall.

Laundry facilities were identified in the community surveys as being important and otherwise lacking in previously available recovery sites. This design shows a Laundry Room with 6 commercial washer/dryer units opposite a deep counter for folding laundry and three hand-wash sinks.

These areas are intended to be available whenever the Hub is occupied in response to a disaster or weather events and as such are not restricted in access from the Multi-Purpose Room. Additionally, the corridor running in front of these spaces, connecting the Multi-Purpose Room to the Warehouse space, is wider than typical at 8ft. This allows for groups of people to pass in the area comfortably and also allows for pallets of material or supplies to be transported easily from one side of the building to the other.



Volunteer Space & Kennel

There are two bunk-rooms shown with 7 bunk-beds apiece. This meets a need identified by St. Vincent to accommodate smaller groups of volunteers who are logistically difficult to accommodate at their other location. It also creates emergency sleeping spaces for those who may be using the space as a cooling or heating station or smaller weather event overnight.

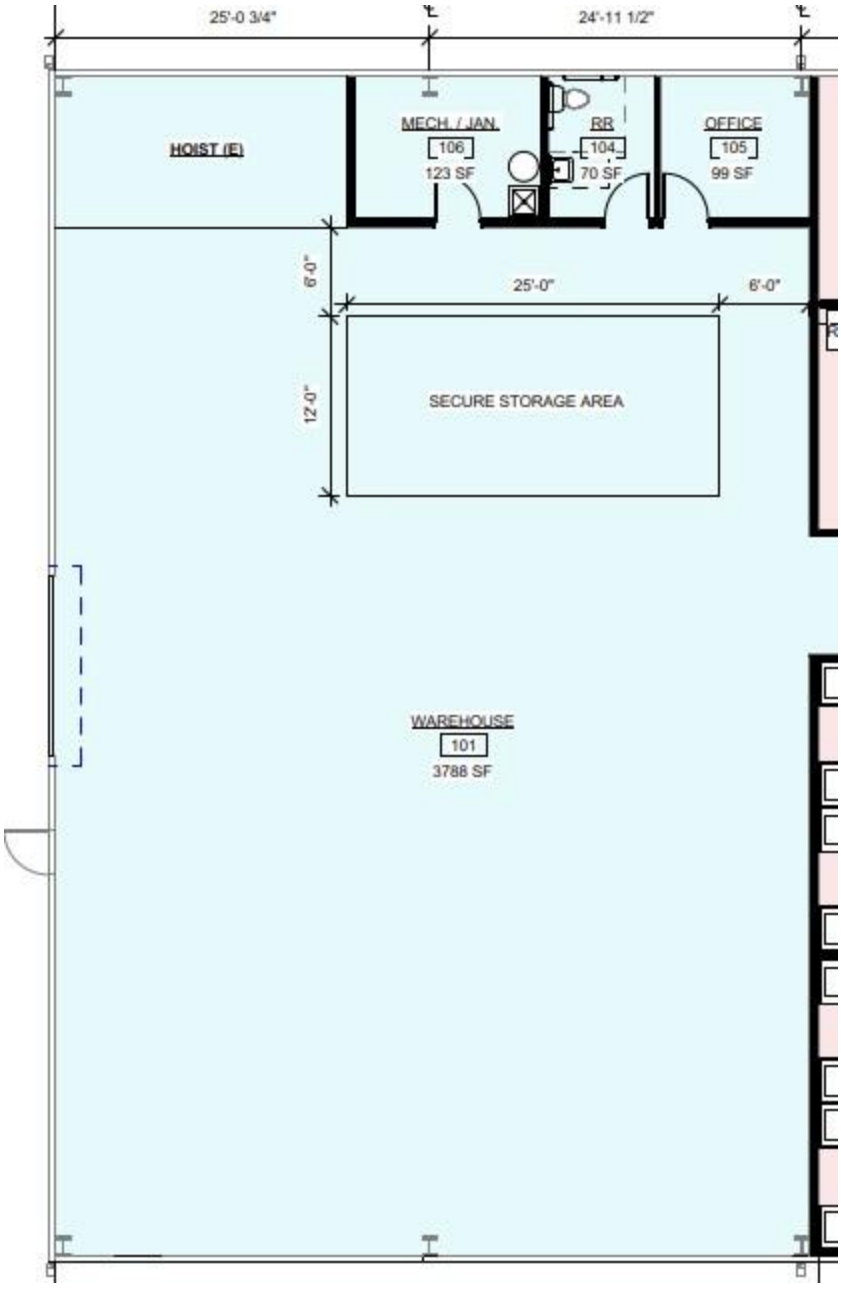
St. Vincent also suggested a Volunteer Break Room, included in this area. A Volunteer Break Room makes space for those providing care to others a non-public area to catch their breath or gather themselves. This room is shown with a refrigerator and small kitchenette.

In the surveys conducted as part of this project, care for the pets of evacuees or people seeking help was identified as a high concern. Others have raised stories of people declining shelter when they clearly needed it because they weren't permitted to bring their pets. While this facility cannot accommodate a large number or variety of animals, this design includes a Kennel, which may be furnished as appropriate to allow for the care of pets. This room was placed on an outside wall in consideration of the possible future addition of a dog run or outside animal area.

Warehouse

This 3,700 sq. ft. warehouse space has a truck ramp with bay door and a hoist existing. It includes a small office and restroom for warehouse staff. A section of floor is marked off for the installation of fencing to provide secure storage space for high-value supplies such as generators. It is connected to the opposite side of the building and the multi-purpose room by an 8’ wide corridor to accommodate a pallet jack or large amounts of supplies to be transported.

This warehouse space is in addition to almost 7,000 square feet of warehouse space in the adjacent building to be utilized by St. Vincent for construction materials. If the other houses the construction materials, this warehouse could be utilized to store perishable or other supplies.



Other Recommendations

Internet

Internet access can be an essential service during or following a disaster. It should be a priority to offer reliable internet access to both the community and service providers at a Hub. Wi-Fi Calling is a smartphone feature that allows you to utilize wireless internet service to make phone calls instead of cellular signal. This feature reduces congestion on nearby cellular towers and ensure calls can be made even if the cellular tower is down, building resiliency in communications.

Due to the fluctuating nature of equipment prices, features, and availability, we are offering general suggestions in this report rather than specifics. We recommend that an IT professional be consulted in further design phases to recommend equipment models and features as well as incorporation into the wiring / electrical portion of the design.

Starlink is a satellite internet provider that offers service up to 2TB in the Allen community. Unlike fiber or cable options, Starlink uses equipment mounted on the roof of the building to send and receive service from satellites in orbit rather than a cable or physical connection from the property to another. The advantage in this use is that in the event of flooding, wind, or other disaster, Starlink isn't reliant on long runs of cable staying undamaged – no tree can hit a line somewhere else and disable it. Starlink's hardware can withstand winds of 175mph or greater, suggesting a greater likelihood that it will remain operational following a storm. We recommend a roof-mounted Starlink or similar service for this project. As of the writing of this report, the equipment cost is approximately $2,000 with ongoing service of 500GB priced at $155 a month.

Hardware such as a router, managed network switch, and hardwired access points will be required inside the building. The costs for this equipment is anticipated to be in the range of $2,000 to $3,000 total. Emergency power to the network equipment is also recommended. An Uninterrupted Power Source (UPS) of an appropriate size to ensure continuity of power can range from $500 to $2,500. The UPS will protect the equipment from damage by power surges and keep it operational for the life of the battery load in the event of a power outage.

Charging Bank

The Hub should provide the opportunity for community members to charge their portable electronics such as cell phones, laptops, headphones, hearing aids, power banks, tool batteries, flashlights, etc. Ideally, the Hub would create a space that allows multiple people to charge devices simultaneously. The solution to this we have envisioned is the addition of a charging bank consisting of a number of open-faced

cubbyholes, each with a power receptacle and wide enough for medium-to-large size devices. This creates some opportunity for people to charge their devices while they utilize other areas or functions of the Hub. Future design progress would need to include sufficient electrical circuits dedicated to the charging bank.

Energy Resilience

The Hub should focus on two energy priorities: efficiency and redundancy.

Efficiency

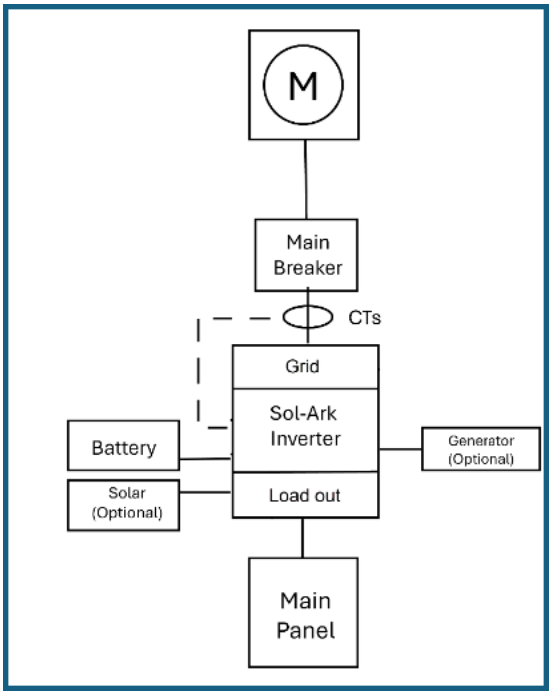
Energy efficiency represents both a reduction in operating costs and an increase in the duration of backup power. Energy efficiency addresses the choices made during design, material selection, construction, and equipment specification to ensure that operating the building uses only the energy necessary. We recommend the following considerations:

- The Hub may not see extensive day-to-day use in every portion of the building. It may not be necessary to heat or cool portions of the building which are not being occupied. Wireless programmable thermostats allow the building manager to control multiple thermostats from a computer or mobile device. They can also help control the power demand of the building by creating a staggered schedule for heat pumps and other equipment. Being able to control this from a remote location also provides flexibility for building management moving between this facility and St. Vincent's other properties.
- We recommend minimum efficiency ratings of 15 SEER2 for commercial standalone air conditioning units (and heat pumps if electric). We recommend commercial gas furnaces have a minimum efficiency rating of 92% AFUE. The construction cost estimate included in the appendix assumes a package with a minimum SEER rating of 18.
- Heat pump water heaters should be used. They are more energy efficient and also serve to dehumidify the area they are installed in.
- With natural gas service to the building, we recommend using a gas range and potentially gas heat pumps. Duel fuel heat pumps should be considered for redundancy as well.
- Occupancy sensors turn lighting off-and-on when they sense someone enter the area. Occupancy sensors throughout the Hub will accommodate the 'all-hours' operation of the facility and also account for the varied nature of volunteers, emergency personnel, and impacted people utilizing the facility while reducing energy consumption and cost.

- Lighting should be LED throughout the project – particularly outside lighting, which tends to default to higher wattage and lamp types which use more energy. Exit signs should be LED.

Redundancy

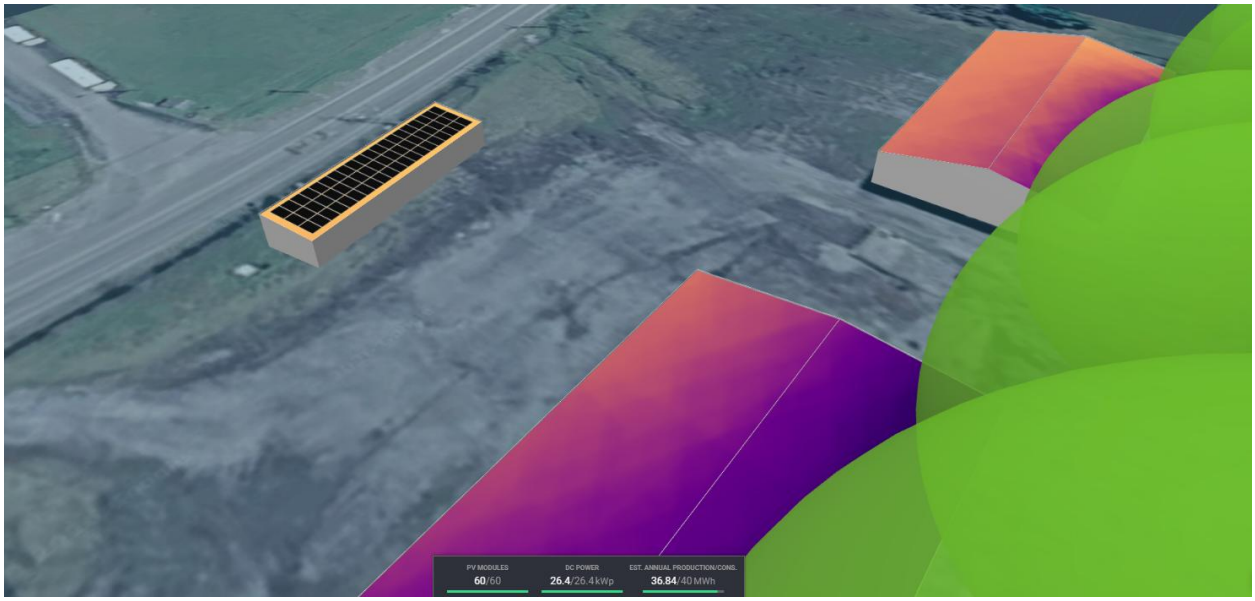
Energy redundancy focuses on preventing power loss by adding backup generation and storage. Mountain Association's Energy Team suggests the installation of 26 kW DC solar panels with a 45 kWh battery and a 15 kVA natural gas generator each tied into a Sol-Ark Inverter.



Power to the building flows through the inverter, which disconnects from the grid when power is unstable. When that service is interrupted, the inverter pulls from the battery to power the building. When the battery reaches a certain level of depletion, the generator kicks on to recharge the battery. If necessary, the generator can be installed to power the inverter directly while the solar recharges the battery instead. This will allow the building to run without interruption as long as there is natural gas service. If there is concern about a lengthy loss of gas service, or there is history of gas service being interrupted, a 250 gallon tank with propane or diesel fuel should be installed as well to power the generator. The dual solar / gas power plus battery should minimize the fuel needed to operate the building, making the 250 gallon tank last for quite some time.

The cost for the solar plus battery system outlined above should be approximately $130,000. A 15kVA natural gas generator is approximately $10,000 installed.

The positioning of the building combined with nearby trees make a roof mounted solar panel system less than ideal. We suggest a covered parking area at the edge of the parking lot / grassy area in front of the buildings with solar panels covering the roof to better capture the sun's energy.



The system as laid out would produce over 32,000 kWh annually – more than $5,000 of electricity costs per year. While that savings isn't sufficient to cash flow the installation costs, the value of a redundant power supply and the longevity it brings to operating the building in a service interruption should not be undervalued.

Conclusion

The Allen property offers Floyd County a strong combination of a trusted operator, existing buildings and utilities, highway access, substantial acreage, parking, and room for expansion. Subject to final environmental, floodplain, structural, accessibility, and cost review, partnering with St. Vincent's Mission provides a practical and achievable path toward creating a central resilience hub that can anchor a countywide network of community-based spoke locations.

IV. Public/Private Partnership Options[3]

Recommended Partnership Structure

St. Vincent's Mission retains ownership and normal use of the building; Floyd County formally designates the site as a resilience hub, assists with public and private fundraising, supports annual readiness, and reimburses documented emergency operating costs when the hub is activated.

The proposed arrangement is practical: St. Vincent's Mission would own and use the building for its regular programs, while Floyd County would have clearly defined rights and responsibilities when the facility is activated for public resilience or emergency purposes.

The county would not need to purchase or operate the building year-round. Instead, the parties could use a long-term partnership agreement that protects public investment, establishes emergency access, and allows the county to support fundraising, preparedness, and emergency operations.

Kentucky fiscal courts have broad authority to support public functions, including public health, services for older adults and youth, flood control, public safety, and cooperation with private agencies to provide public services. The Floyd County Attorney should review the final structure, funding sources, procurement requirements, and agreements.

Source: Kentucky Revised Statutes – Fiscal Court Powers

Partnership Options

1. Nonprofit-Owned, County-Designated Resilience Hub

St. Vincent's Mission would retain full ownership and routine control of the property. Floyd County would formally designate the facility as a county resilience hub through a partnership agreement and incorporate it into the county emergency operations plan.

The agreement would grant the county the right to request activation of specified portions of the facility for agreed-upon emergency purposes, while St. Vincent's Mission would remain the owner and a primary operating partner.

[3] Appendix B contains a more detailed discussion of the options for public/private partnership.

→Advantages
This model is relatively simple, preserves nonprofit ownership, and avoids creating a new entity. It also makes the facility part of the county's formal emergency system rather than an informal charitable response site.

→Potential concern
The agreement must distinguish St. Vincent's Mission's routine programs from public services delivered through the resilience-hub partnership. The county should not have unrestricted control over the property, and St. Vincent's Mission should not be expected to absorb unlimited emergency costs.
Source: Kentucky Revised Statutes – Local Emergency Management

2. Capital Grant with a Long-Term Public-Use Agreement

If Floyd County helps secure or provide capital funding, the parties could execute a capital funding and public-benefit agreement. The county, a state agency, or another public funder could pay for eligible resilience improvements while St. Vincent's Mission retains ownership.

In return, St. Vincent's Mission would agree to keep the publicly funded improvements available for resilience-hub purposes for a defined period—often 10, 15, or 20 years, depending on the funding source.

The agreement should address sale of the property, substantial changes in use, damage, or discontinuation of hub services. Remedies could include prorated repayment, transfer of publicly purchased equipment, or relocation of hub functions to another approved facility.

→Advantages
This structure protects public investment while allowing the property to remain nonprofit-owned. It is especially appropriate for permanent improvements that support both St. Vincent's Mission's normal operations and emergency public use.

→Potential concern
The commitment must be long enough to satisfy funders but flexible enough to accommodate changes in St. Vincent's Mission's programs and future facility needs.

3. County as Grant Applicant; St. Vincent's Mission as Subrecipient

For grants that require a local-government applicant, Floyd County could serve as the primary applicant and fiscal administrator. St. Vincent's Mission would be the site owner, operating partner, or formal subrecipient.

The county could handle grant reporting, reimbursement requests, and compliance, while St. Vincent's Mission would provide site access, maintain improvements, and fulfill agreed public-service responsibilities.

Some FEMA hazard-mitigation programs allow eligible private nonprofit organizations to participate as subapplicants, but eligibility varies by program. Each opportunity must be reviewed individually before assuming that improvements to privately owned property are eligible.

Source: FEMA – Private Nonprofit Eligibility Overview

→Advantages
County participation may strengthen applications and open opportunities that St. Vincent's Mission could not pursue independently. The county can also demonstrate that the facility is part of a broader emergency management and flood resilience strategy.

→Potential concern
Floyd County would assume administrative responsibility. Grant-specific agreements would need to cover procurement, documentation, maintenance, reporting, insurance, audit access, and the useful life of improvements.

4. Annual Readiness Contract Plus Emergency Reimbursement

Floyd County could provide an annual readiness payment in exchange for maintaining defined resilience-hub capabilities.

Ventura County, California, uses a facility agreement in which participating property owners retain ownership while the county may use approved facilities temporarily for disaster relief. The agreement addresses facility-management roles, condition inspections, and reimbursement for emergency-related damage, custodial services, personnel, and supplies.

Source: Ventura County Emergency Shelter Facility Agreement

→Advantages

This avoids expecting St. Vincent's Mission to maintain a public emergency facility entirely at its own expense. It gives the county a predictable level of readiness without assuming routine responsibility for the building.

→Potential concern
The contract must clearly separate ordinary building expenses, resilience-readiness costs, and emergency-specific expenses.

5. Emergency Facility License or Standby Lease

A limited license or standby lease could give Floyd County a defined right to use designated portions of the building only during an activated emergency.

→Advantages
The county gains a clear legal right of emergency use while St. Vincent's Mission retains normal control and ownership.

→Potential concern
A lease can create more complex insurance, liability, and property-control questions. A limited license or emergency-use agreement may be simpler unless a grant requires leasehold interest.

6. Joint Fundraising Partnership

St. Vincent's Mission would normally remain the principal charitable recipient because it owns the property and is the nonprofit operator. Floyd County can still play a substantial fundraising role without informally collecting private charitable donations.

A dedicated Floyd County Resilience Hub Fund could be established within St. Vincent's Mission or at the Floyd County Community Foundation Community Foundation. A separate restricted fund would help assure donors that contributions are used for hub construction, equipment, readiness, and emergency operations.

Public funds and private charitable gifts should be tracked separately, and the county should avoid informally holding donations without a clearly authorized mechanism.

Recommended Structure for Floyd County

The strongest fit is a combination of nonprofit ownership, county designation, long-term protection of public investment, annual readiness support, and emergency reimbursement.

- **St. Vincent's Mission retains ownership.** St. Vincent's Mission owns the building, conducts its regular programs, and benefits from the building's energy, kitchen, meeting, storage, and accessibility improvements.
- **Floyd County formally designates the hub.** The facility is identified in the county emergency operations plan, hazard-mitigation planning, and other relevant county plans. The parties jointly establish activation procedures.
- **A long-term agreement protects public benefit.** A 10- to 20-year agreement defines resilience services, emergency access, maintenance responsibilities, and remedies if the property is sold or the hub function ends.
- **The county provides annual readiness support.** Once the annual operations budget becomes clear, St. Vincent's Mission and Floyd County agree upon an annual contribution to support preparedness services.
- **Emergency expenses are reimbursed separately.** Floyd County reimburses documented incremental expenses incurred during county-requested activations, subject to agreed rates and documentation.
- **Grant responsibilities are assigned case by case.** St. Vincent's Mission applies directly for some grants with county support; for others, Floyd County applies and uses a subrecipient or site-control agreement.

V. Suggested Implementation Roadmap

Purpose of the Roadmap

This roadmap translates the recommendations in the Floyd County Resilience Hub Network plan into a practical sequence of actions. It assumes that the system will be developed in phases, beginning with formal partnerships and property due diligence, followed by design and funding, construction of the central hub, pilot spoke-site investments, and transition to long-term operations. The timing is illustrative and should be adjusted as property acquisition, environmental review, design, and funding decisions are completed.

Implementation at a Glance

Phase	Primary focus	Estimated timing
Phase 1	Organize, Secure the Property, and Confirm Partnerships	0-6 months
Phase 2	Complete Due Diligence, Engineering, and Final Design	4-12 months
Phase 3	Build the Capital Stack and Secure Funding	6-18 months
Phase 4	Construct and Equip the Central Hub	12-30 months
Phase 5	Launch Pilot Spoke Sites and Countywide Operations	18-36 months
Phase 6	Evaluate, Expand, and Sustain the Network	Year 3 and ongoing

Phase 1: Organize, Secure the Property, and Confirm Partnerships

Estimated timing: Months 0-6

The first phase should establish clear ownership, decision-making, public purpose, and project management. These steps are necessary before major grant applications, design commitments, or construction contracts are pursued.

- Complete St. Vincent's Mission's acquisition and confirm legal site control for 5028 KY Route 1428.
- Establish a joint project leadership team including St. Vincent's Mission, Floyd County Fiscal Court, Floyd County Emergency Management, Mountain Association, and key technical partners.
- Adopt a memorandum of understanding describing the parties' roles during planning and fundraising.
- Negotiate the long-term Capital Funding and Public-Benefit Agreement, Emergency Activation and Facility-Use Agreement, and Annual Readiness Services Contract.

- Designate the Allen property as the proposed central hub in county emergency operations, hazard-mitigation, recovery, and capital-planning documents.
- Identify three to five communities for the initial spoke-site pilot, prioritizing repeated flood exposure, geographic isolation, vulnerable populations, and strong local partners.
- Develop a project communications plan explaining the hub-and-spoke model to residents, potential spoke-site operators, funders, and partner agencies.

Phase 1 Deliverables

- Executed property-acquisition documents and proof of site control.
- Project governance chart and partner contact list.
- Draft or executed public-benefit, activation, and readiness agreements.
- Preliminary central-hub and spoke-site service standards.
- List of pilot spoke communities and candidate facility partners.
- Updated project narrative suitable for early funder conversations.

Phase 2: Complete Due Diligence, Engineering, and Final Design

Estimated timing: Months 4-12

The second phase should resolve environmental, structural, accessibility, energy, utility, and code questions so that the project can move from concept to a reliable construction budget.

- Review the Phase I and Phase II environmental assessments and confirm Brownfields eligibility, liability protections, and cleanup requirements.
- Complete asbestos, lead, mold, roof, structural, electrical, plumbing, fire-protection, water, sewer or septic, and accessibility assessments.
- Request a Kentucky Targeted Brownfield Assessment or other technical assistance where appropriate.
- Complete survey, geotechnical, drainage, floodplain, access, and site-circulation studies.
- Work with DECO Architects to finalize the site plan, building program, concept drawings, renderings, code analysis, and phased construction plan.
- Develop an energy-resilience design addressing solar, battery storage, backup generation, critical-load panels, efficient HVAC, communications, and potential EV charging.

- Separate environmental cleanup, roof replacement, general rehabilitation, resilience systems, equipment, and future expansion into distinct cost packages.
- Complete preliminary assessments for pilot spoke sites using common readiness and eligibility criteria.

Phase 2 Deliverables

- Final due-diligence and building-condition report.
- Brownfields cleanup pathway and cost estimate.
- Schematic design package and updated DECO renderings.
- Central-hub building program and site plan.
- Energy-resilience and communications plan.
- Detailed project budget with contingencies and phased bid packages.
- Pilot spoke-site assessment reports and recommended investment tiers.

Phase 3: Build the Capital Stack and Secure Funding

Estimated timing: Months 6-18

Funding development should proceed in parallel with design. Each funding source should be assigned to the costs it is most capable of supporting.

Funding source	Primary project role
USDA Community Facilities	Acquisition, renovation, roofing, utilities, ADA improvements, equipment, vehicles, and resilient energy systems.
USDA Technical Assistance	Mountain Association or another eligible intermediary provides planning, financing, operations, and application assistance to the central hub and spoke-site partners.
EPA Brownfields	Eligible assessment, cleanup, abatement, monitoring, and disposal costs.
Kentucky Department for Local Government	CDBG, CDBG-DR, ARC, Flood Control Local Match, coal-severance resources, and local-government grant administration.
FEMA / Kentucky Emergency Management	Flood mitigation, safe-room or hardening components, drainage, utility protection, and critical backup systems with a documented mitigation benefit.
ARC / EDA	Economic resilience, workforce training, broadband, commercial kitchen, business continuity, logistics, and equipment.
Kentucky Energy Programs	Solar, storage, critical loads, energy efficiency, HVAC, and related electrical upgrades.
Private Philanthropy	Local match, community engagement, pilot spokes, supplies, equipment, training, evaluation, and operating start-up.

Phase 3 Deliverables

- Component-based funding matrix with applicant, match, deadline, and eligible-cost assignments.
- USDA pre-application consultation and financing strategy.
- DLG and Big Sandy Area Development District funding consultation.
- Brownfields cleanup application or revolving-loan-fund strategy.
- Priority federal, state, and philanthropic applications.
- Documented match commitments and fundraising plan.
- Five-year capital, readiness, and operating forecast.

Phase 4: Construct and Equip the Central Hub

Estimated timing: Months 12-30

Construction should begin only after environmental, procurement, funding, design, and permitting requirements are complete. The work may need to be divided into several bid packages or funding phases.

- Complete eligible environmental cleanup and hazardous-material abatement.
- Replace or repair the roof and complete structural, fire-safety, electrical, plumbing, HVAC, and accessibility improvements.
- Construct shelter, shower, laundry, kitchen, storage, communications, volunteer-coordination, office, and distribution areas.
- Improve parking, emergency-vehicle circulation, loading, outdoor gathering space, drainage, and utility connections.
- Install solar, battery storage, backup generation, critical-load panels, refrigeration, water resilience, broadband, radio, and satellite communications.
- Purchase furnishings, cots, charging equipment, medical-device power connections, food and water storage, radios, and emergency-management equipment.
- Establish any RV or temporary housing hookups included in the approved design.
- Complete inspections, commissioning, staff training, warranties, inventory, and grant closeout documentation.

Phase 4 Deliverables

- Completed and inspected central-hub improvements.
- Commissioned energy, water, communications, and life-safety systems.
- Equipment inventory and maintenance schedule.
- Final occupancy, fire, accessibility, and operating approvals.

- Updated emergency activation plan and facility map.
- Public opening and partner orientation.

Phase 5: Launch Pilot Spoke Sites and Countywide Operations

Estimated timing: Months 18-36

The spoke system should begin with a manageable pilot that allows Floyd County to test standards, agreements, communications, and support systems before expanding countywide.

- Execute participation and activation agreements with three to five pilot spoke-site owners.
- Assign each pilot site a readiness tier and approved equipment package.
- Complete accessibility, power, communications, refrigeration, water, signage, and minor facility improvements.
- Use pooled procurement for generators, transfer switches, radios, charging stations, refrigeration, signage, and technical services.
- Train local coordinators and volunteers in activation, communications, distribution, wellness checks, documentation, and demobilization.
- Connect spokes to the central hub through redundant radio, broadband, satellite, or other communication systems.
- Conduct a countywide tabletop exercise followed by an operational drill involving the central hub and pilot spokes.
- Document lessons, gaps, and corrective actions before selecting the next round of sites.

Phase 5 Deliverables

- Three to five operational pilot spokes.
- Standard spoke-site agreement, checklist, and equipment package.
- Countywide communications and resource-request protocol.
- Volunteer roster and training records.
- Exercise after-action report and corrective-action plan.
- Updated cost model for countywide expansion.

Phase 6: Evaluate, Expand, and Sustain the Network

Estimated timing: Year 3 and ongoing

Long-term success will depend on regular use, maintenance, stable operating support, and periodic expansion based on demonstrated gaps.

- Evaluate the central hub and pilot spokes using service, readiness, access, participation, and equity measures.
- Expand the spoke network in phases, focusing on communities with limited access, repeated hazard exposure, and strong operating partners.
- Maintain annual readiness contracts, emergency reimbursement procedures, and public-benefit protections.
- Budget for utilities, insurance, staffing, equipment replacement, fuel, communications subscriptions, training, exercises, and maintenance.
- Update the county emergency operations plan, hazard-mitigation plan, site maps, contact lists, and activation procedures annually.
- Conduct at least one tabletop exercise and one operational drill each year.
- Use year-round programming to build trust and maintain facilities through workforce, health, youth, senior, broadband, food-system, and small-business activities.
- Publish an annual resilience hub report summarizing readiness, use, funding, improvements, and next priorities.

Key Decision Points

Decision point	Question to resolve
Property and environmental readiness	Has site control been finalized, and can the project proceed without compromising liability protections or Brownfields eligibility?
Public-private agreements	Are ownership, emergency access, public-benefit commitments, maintenance, readiness compensation, insurance, and reimbursement responsibilities clearly documented?
Design and cost	Do final designs and estimates reflect community priorities, code requirements, long-term operations, and phased affordability?
Funding	Are sufficient capital, match, and operating funds committed before construction begins?
Spoke readiness	Do candidate sites meet minimum safety, access, ownership, staffing, and communications standards?
Operational sustainability	Is there a funded plan for annual readiness, maintenance, training, equipment replacement, and activation costs?

Recommended Near-Term Actions: First 90 Days

- Confirm the acquisition status and legal site control for the Allen property.
- Convene St. Vincent's Mission, Floyd County Fiscal Court, Emergency Management, Mountain Association, Big Sandy Area Development District, and DECO Architects.
- Assign a project manager and establish a regular decision-making schedule.
- Complete a due diligence gap analysis and prioritize remaining inspections.

- Request meetings with USDA Rural Development, Kentucky DLG, Kentucky Brownfields Program, and Kentucky Emergency Management.
- Prepare a component-based preliminary budget and funding calendar.
- Select candidate communities and partners for the three-to-five-site spoke pilot.
- Begin drafting the long-term public-benefit, emergency activation, and annual readiness agreements.

Conclusion

The resilience hub network should be implemented as a phased, coordinated system rather than as a single construction project. Early emphasis on ownership, agreements, due diligence, design, and funding will reduce risk and protect public and nonprofit investment. Completing the central hub and a small spoke-site pilot before expanding countywide will allow Floyd County to test the model, demonstrate results, and build the partnerships needed to demonstrate the efficacy and community benefits of the hub and spoke system and prepare the network for additional funding.

VII. Funding Opportunities and Spoke-Site Financing Plan Summary[4]

Project Overview

The proposed Floyd County resilience hub system combines a central facility at 5028 KY Route 1428 in Allen with a network of smaller spoke locations such as churches, fire departments, libraries, schools, community centers, and health facilities. St. Vincent's Mission is acquiring the approximately seven-acre Allen property, which includes multiple existing buildings and offers space for emergency coordination, supply storage, resilient energy systems, community services, and year-round programming.

The project will require a layered financing strategy because no single source is likely to cover property acquisition, environmental cleanup, roof and structural work, general renovation, energy systems, equipment, programming, and long-term operations. The strongest approach is to divide the project into clearly defined components and match each component with the federal, state, or philanthropic program best suited to fund it.

Priority Funding Strategy

USDA Rural Development's Community Facilities Direct Loan and Grant Program is the strongest potential anchor for the central hub. It may support acquisition, construction, rehabilitation, roofing, utilities, ADA improvements, generators, solar and battery systems, furnishings, communications equipment, vehicles, and other durable equipment needed for an essential community facility. Small and low-income service areas may qualify for grants covering up to 75% of eligible costs, although USDA may offer a smaller grant combined with a long-term direct loan.

Funding source	Best use	Typical match or financing
USDA Community Facilities	Central-hub acquisition, renovation, roof, equipment, vehicles, resilient energy	Up to 75% grant in the smallest, lowest-income areas; actual award may be lower
EPA Brownfields	Assessment and cleanup of asbestos, lead, petroleum, contaminated debris, and related environmental conditions	Cleanup grants generally require 20% cost share
Kentucky DLG programs	CDBG rehabilitation, CDBG-DR recovery, ARC, flood-match, coal-severance match, spoke investments	Program-specific; county or city usually applies
FEMA / KYEM	Floodproofing, drainage, hardening, safe rooms, critical power, and communications	Often 75% federal / 25% nonfederal
ARC and EDA	Construction, broadband, workforce, business continuity, food systems, and economic resilience	ARC may cover up to 80% in distressed counties; EDA often 50%-80%

[4] Appendix C contains a more detailed description of funding sources along with links.

Kentucky energy programs	Solar, batteries, microgrids, critical-load panels, efficient HVAC, insulation, lighting	Varies by program
Foundations and local funds	Planning, engagement, supplies, pilot spokes, local match, training, and start-up programming	Often no standard match

Allen Property: Environmental and Capital Priorities

The Allen property has already had Phase I and Phase II environmental assessments identifying pollutants and toxic substances that may qualify for Brownfields assistance. Priority next steps include asbestos, lead, mold, roof, structural, electrical, and tank inspections; documentation of liability protections; and separate cost estimates for environmental cleanup and ordinary rehabilitation.

- EPA Brownfields funds may pay for assessment, abatement, removal, transportation, disposal, sampling, cleanup planning, air monitoring, and public involvement.
- EPA may support contaminated roofing-material removal, but a completely new roof will generally require USDA, ARC, CDBG, coal-severance funds, philanthropy, or financing.
- The roof, solar, battery storage, and electrical systems should be planned together so that the final roof can carry the future energy system and protect critical hub functions.
- St. Vincent's Mission and Floyd County should establish clear public-use, emergency-activation, maintenance, insurance, and decision-making agreements before major applications are submitted.

Spoke-Site Financing Plan

The spoke network should be developed as a coordinated portfolio of smaller investments rather than one large project. An initial pilot project of three to five communities that have experienced repeated flooding should evaluate potential spoke sites for ownership, flood and landslide exposure, road access, utility reliability, structural condition, ADA accessibility, public access, and the number and needs of residents served. Each participating site should sign a simple operating agreement covering activation, staffing, maintenance, fuel, security, and reporting. Once the pilot is completed, a county-wide assessment could commence.

Spoke tier	Illustrative investment	Typical improvements
Tier 1: Information and supply point	$10,000-$30,000	Radios, charging, signage, basic supplies, shelving, weather radio, first aid
Tier 2: Short-duration support site	$30,000-$100,000	Generator or battery backup, refrigeration, Wi-Fi, accessible restroom work, heating/cooling, water storage

Recommended Implementation Model

Floyd County or a designated nonprofit intermediary could establish a pooled mini-grant program for spokes. This would reduce the administrative burden on small local organizations and allow the county or intermediary to purchase generators, transfer switches, radios, charging equipment, refrigeration, signage, and engineering services in bulk.

- Planning awards of $2,500-$7,500 for assessments, cost estimates, engineering, and operating agreements.
- Basic readiness awards of $10,000-$30,000 for communications, supplies, signage, and small equipment.
- Capital awards of $30,000-$100,000 for generators, electrical work, HVAC, refrigeration, broadband, accessibility, and water systems.
- Larger competitive awards for a limited number of Tier 3 sites after engineering and hazard review.

Illustrative First-Year Pilot Spoke Budget

Item	Illustrative amount
Site assessments and technical assistance	$50,000
Three Tier 1 pilot sites	$60,000
Two Tier 2 pilot sites	$100,000
Shared communications, signage, training, and exercises	$50,000
Administration, procurement, evaluation, and contingency	$70,000
Illustrative first-year total	**$330,000**

Recommended Next Steps

- Finalize ownership, public-use, and emergency-activation agreements among St. Vincent's Mission, Floyd County, emergency management, and spoke-site partners.
- Create a component-based master budget separating environmental cleanup, roof and structural work, general renovation, hazard mitigation, energy systems, water and stormwater, equipment, programming, and spoke investments.
- Meet with USDA Rural Development to confirm service-area eligibility, grant tier, loan expectations, eligible equipment, and treatment of any shared or religious-use space.
- Complete the Brownfields and roof action plan, including cleanup eligibility, liability protections, cost estimates, and future EPA application readiness.
- Contact the Kentucky Department for Local Government and Big Sandy Area Development District to screen the project for CDBG, CDBG-DR, ARC, Flood Control Local Match, and coal-severance resources.

- Coordinate with Kentucky Emergency Management to identify FEMA-eligible central-hub and spoke-site components and ensure alignment with the county hazard-mitigation plan.
- Contact Grant Ready Kentucky for assistance with grant research and grant writing.
- Develop and implement a 3-year fundraising plan[5]
- Launch a philanthropic spoke fund and begin with three to five pilot sites before expanding countywide.
- Develop a five-year operating plan covering utilities, maintenance, generator testing, fuel, insurance, staffing, training, and equipment replacement.

The most credible financing strategy is to use USDA Community Facilities as the central capital anchor while layering EPA Brownfields, DLG, FEMA, ARC, EDA, energy, infrastructure, coal-severance, and philanthropic resources around clearly separated project components. The spoke network should begin with a standardized assessment process, a pooled mini-grant structure, and a small group of pilot sites. This approach will allow Floyd County and St. Vincent's Mission to address immediate property needs, demonstrate early results, and build a flexible countywide resilience system over time.

[5] Appendix I is a Grant Readiness Package that contains copy-ready language and a planning-level budget framework.

VIII. Community Benefits of a Resilience Hub Network

A Stronger, More Connected County

A resilience hub network would give Floyd County a coordinated system of trusted places where residents can receive help during emergencies and access useful services throughout the year. The central hub would provide countywide coordination, storage, communications, and larger-scale services, while smaller spoke sites located in communities across the county would bring assistance closer to residents. This structure is especially important in a rural county where mountainous terrain, damaged roads, limited transportation, and dispersed settlements can make it difficult for people to reach a single centralized facility.

The value of the network extends well beyond disaster response. By using existing community institutions such as churches, fire departments, libraries, schools, and nonprofit facilities, the system would strengthen local relationships, improve coordination among organizations, and create a dependable structure for serving residents before, during, and after a crisis. The network would also help Floyd County make better use of public and private investments by sharing equipment, training, communications, and operating procedures across multiple sites.

Benefits During Disasters

During floods, severe storms, extreme temperatures, power outages, or other emergencies, the hub network would provide a clear and reliable place for residents to go for help. The central hub could serve as the main coordination and distribution center, while spoke locations would provide neighborhood-level support and reduce travel barriers. This frees local government facilities that might otherwise need to store or host donations and materials to focus on their own responsibilities and response. Spokes allow for a structured process for gauging need as they report back into the central hub which supplies are needed and the level of activity at the spoke. Real time information allows for a nimbler response. Spokes also create familiarity within the need for help. It can be intimidating to go to a shelter or distribution center staffed by unknown people. The spoke model uses hyper-local familiar places as the center and members of the local community as volunteer staff.

Community benefit	How the network helps
Immediate safety and shelter	Emergency shelter, warming and cooling space, accessible restrooms, and temporary refuge for displaced residents.
Power and communications	Charging stations, backup electricity, internet access, radios, and redundant communications to help residents contact family, emergency services, and assistance programs.

Food, water, and supplies	Storage and distribution of food, drinking water, hygiene items, emergency kits, and other essential supplies.
Health and medical support	Basic medical assistance, medication refrigeration, charging for medical devices, telehealth connections, and coordination with health providers.
Volunteer coordination	A structured location for volunteer check-in, assignments, training, donations management, and coordination among government, nonprofits, churches, and community groups.
Faster recovery	Centralized information, case-management connections, benefit enrollment, cleanup coordination, and assistance for households and small businesses after a disaster.

Year-Round Community Benefits

A resilience hub is most effective when it is active and useful every day, not only during disasters. Regular use builds trust, keeps equipment maintained, familiarizes residents with the location, and creates stronger relationships among the organizations that will need to work together during an emergency.

- Workforce training, job-readiness activities, and access to educational programs.
- Community meetings, civic engagement, and collaborative planning.
- Youth programming, after-school activities, and leadership opportunities.
- Senior activities, social connection, health information, and support services.
- Farmers markets, food distribution, and local food-system development.
- Cooling and warming center services during periods of extreme heat or cold.
- Telehealth, broadband access, and support for residents without reliable internet service.
- Small-business support, business-continuity assistance, shared workspace, and recovery resources.

Equity, Access, and Community Capacity

A countywide network would improve access for residents who are older, have disabilities, lack reliable transportation, depend on electrically powered medical equipment, or live in isolated communities. Locating spoke sites in familiar and trusted places would reduce the distance people must travel and make services easier to reach. Consistent accessibility standards, clear signage, multilingual or plain-language information, and strong relationships with local service providers would help ensure that the system serves those most likely to face barriers during a crisis.

The network would also build long-term local capacity. Shared plans, training, equipment standards, volunteer systems, and communications protocols would help organizations respond together rather than independently. The central hub could support spoke sites with technical assistance, supplies, data, and coordination, while spoke-site partners would provide local knowledge and trusted relationships. This combination would create a

more flexible and responsive system than either a single facility or a collection of unconnected emergency sites.

Long-Term Value for Floyd County

Over time, the resilience hub network could reduce disruption, speed recovery, protect public health, and strengthen the county's social and economic stability. It would help preserve essential services, support local businesses and workers, and create a visible framework for cooperation among Floyd County, St. Vincent's Mission, emergency management, first responders, health providers, schools, churches, nonprofits, and residents.

Most importantly, the system would turn disaster preparedness into an ongoing community-development strategy. By investing in facilities and relationships that serve residents every day, Floyd County would create a stronger foundation for responding to future emergencies while also improving quality of life, access to services, and community connection in the present.

IX. Conclusion

This planning process confirmed that Floyd County does not need to build resilience from scratch. The county already has a strong foundation of trusted local organizations, volunteer leaders, faith communities, fire departments, schools, libraries, nonprofits, public agencies, and residents who have repeatedly stepped forward during floods and other emergencies. What has been missing is a coordinated structure that connects those assets, strengthens their capacity, and gives residents a clear and dependable system for accessing help. The proposed resilience hub network responds directly to that need.

What We Learned

The most important lesson from community meetings, interviews, and the countywide survey is that residents need both comprehensive services and local access. People identified reliable power, charging for medical devices, food, water, showers, laundry, overnight rest space, communications, transportation, medical support, and supply distribution as essential. The survey showed especially strong concern about life-safety power: 97 percent of respondents rated power for medical equipment as very important. Residents also emphasized the importance of a central source of verified information, coordinated volunteers, and stronger long-term recovery support.

At the same time, Floyd County's geography makes a single facility insufficient. Flooding, landslides, damaged roads, and limited transportation can isolate communities even when a central building remains safe. This led to a clear recommendation: one full-service central hub, supported by strategically located community spokes and mobile resources. The central hub can provide services that are difficult to duplicate, including shelter, showers, laundry, large-scale storage, partner coordination, communications, and recovery navigation. Spoke sites can bring basic services closer to residents, including charging, warming and cooling space, information, food and water distribution, communications, and volunteer coordination.

The planning process also showed that resilience must be useful every day, not only during disasters. Facilities that host workforce training, community meetings, youth and senior programming, telehealth, broadband access, farmers markets, and small-business support will be more trusted, better maintained, and more sustainable. Year-round activity keeps relationships active, gives residents familiarity with the sites, and strengthens the partnerships that will matter most during an emergency.

Why the Recommended Model Matters

The recommended partnership with St. Vincent's Mission and the property at 5028 KY Route 1428 in Allen gives Floyd County a practical path from planning to implementation. The site offers a trusted nonprofit operator, existing buildings and utilities, substantial acreage, parking, emergency access, and room for future expansion. It can serve as the countywide anchor while avoiding the cost and administrative burden of creating a new organization or requiring the county to own and operate the facility year-round. A long-term public-use and emergency-activation agreement can protect public investment while preserving St. Vincent's Mission's ownership and normal community-serving use.

The financing analysis also demonstrated that the project is achievable if it is divided into clear components. USDA Community Facilities can serve as the central capital anchor; EPA Brownfields resources may address eligible environmental cleanup; Kentucky Department for Local Government programs, ARC, FEMA, EDA, energy programs, coal-severance resources, and philanthropy can support specific construction, mitigation, energy, infrastructure, and spoke-site needs. This layered strategy matters because it reduces dependence on any single funding source and allows the project to move forward in phases.

Most importantly, the resilience hub network is not simply a disaster-response project. It is a long-term community development strategy. It can protect public health, reduce isolation, improve access to services, support local businesses and workers, strengthen volunteerism, and create more durable relationships among government, nonprofits, first responders, health providers, schools, churches, and residents. In communities that have lost homes, population, and gathering places to repeated flooding, the network can also help rebuild social connection and restore a sense of shared capacity.

Moving Forward

The next phase should focus on implementation: completing property due diligence, finalizing the partnership and public-use agreements, developing engineering and architectural plans, confirming the operating model, and preparing coordinated funding applications. The spoke network should begin with a small pilot in three to five communities that have experienced repeated flooding. That pilot can test readiness standards, operating agreements, equipment packages, communications protocols, and training before the model is expanded countywide.

Floyd County has already demonstrated extraordinary resilience through the actions of neighbors, volunteers, local organizations, and public servants. This plan provides a way to

turn that strength into a more organized, equitable, and sustainable system. By investing in a central hub, connected community spokes, and the partnerships that make them work, Floyd County can be better prepared for the next disaster while also improving quality of life today.

Appendix A

Floyd County Community Survey Results

Disaster Recovery and Resilience Hub Needs

Analysis of 60 responses collected November 27, 2025–May 31, 2026

Executive Summary

Overall finding: Survey responses show strong community support for a Floyd County disaster recovery space or network of spaces that can meet immediate life-safety needs, especially after flooding or severe weather. Respondents prioritized power, food, showers, sleeping/rest space, charging, laundry, supply distribution, and communications. Open-ended comments also emphasized accessibility, transportation, case management, preparedness, and long-term housing recovery.

- 58 of 60 respondents (97%) said they live or work in Floyd County.
- 15 respondents (25%) live in Prestonsburg city limits; the rest are spread across communities including David, Auxier, McDowell, Martin, Garrettt, Betsy Layne, and Teaberry.
- 13 respondents (22%) regularly use a power-dependent medical device, and 8 (13%) use a mobility aid at least sometimes.
- The highest “Very Important” rating was power to operate personal medical equipment: 58 of 60 respondents (97%).
- 9 respondents (15%) had previously used a relief center. Among those respondents, the most-used services were food distribution, laundry, supply distribution, internet access, and charging stations.
- Open-ended responses repeatedly called for a safe, clean, accessible place with food, water, showers, power, internet/cell access, heating/cooling, and staff who can connect residents to recovery services.

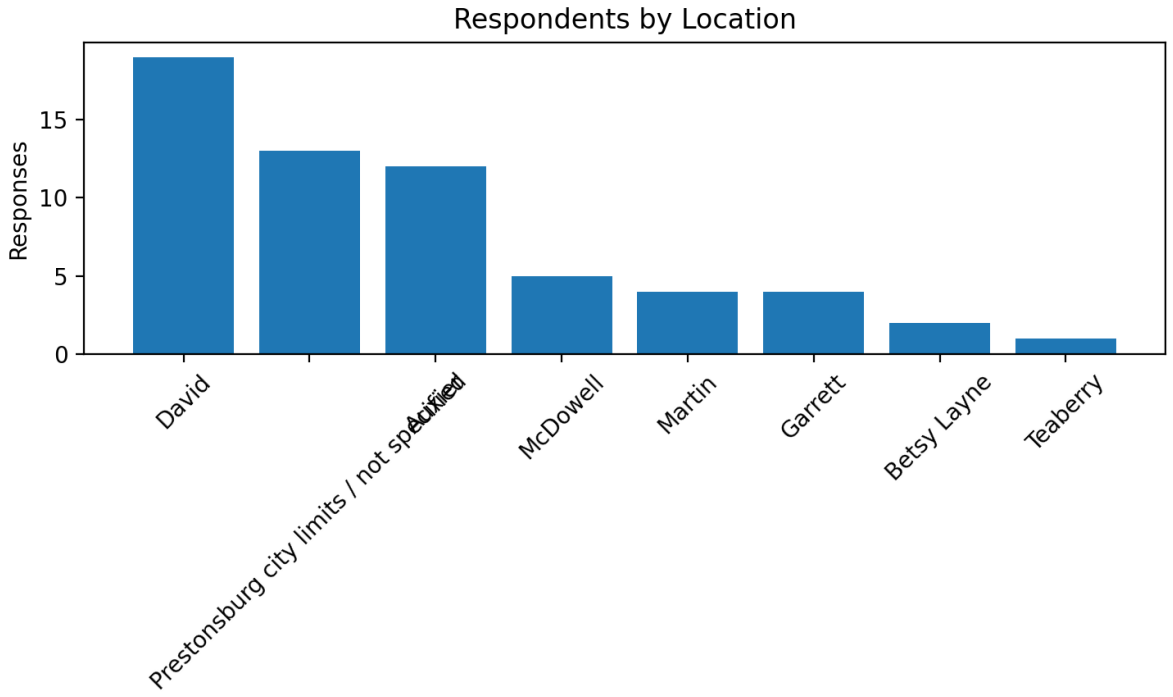
Survey Snapshot

Measure	Result
Total responses analyzed	60
Collection period	November 27, 2025 to May 31, 2026
Live or work in Floyd County	58 yes (97%)

Live in Prestonsburg city limits	15 yes (25%); 45 no (75%)
Use power-dependent medical device	13 yes (22%)
Use mobility aid at least sometimes	8 yes/sometimes (13%)
Previously used a relief center	9 yes (15%)

Respondent Profile

Geographic spread. Responses came from residents/workers across the county. David was the largest named location outside Prestonsburg, followed by Auxier, McDowell, Martin, Garrett, Betsy Layne, and Teaberry. Blank location responses largely correspond to respondents who either said they live within Prestonsburg city limits or did not specify a location outside Prestonsburg.



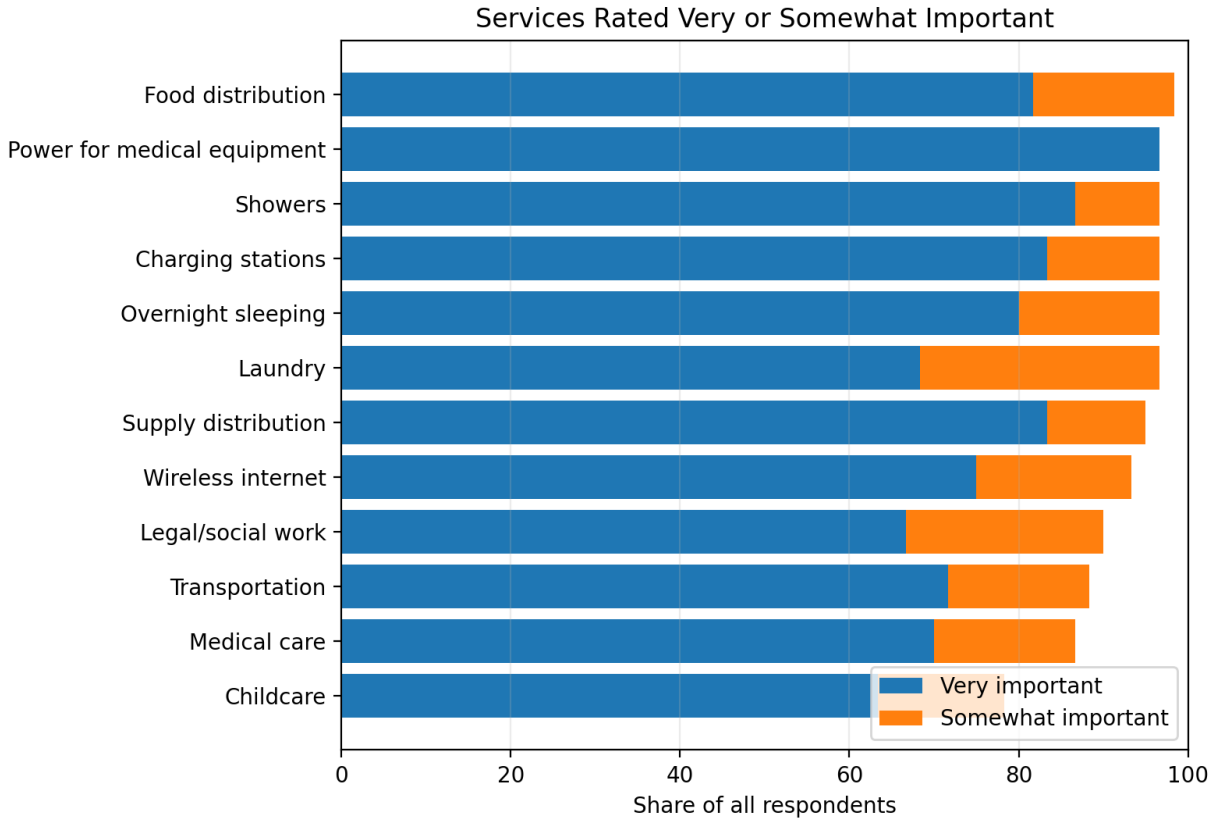
Location	Responses	Share
David	19	32%
Prestonsburg city limits / not specified	13	22%
Auxier	12	20%
McDowell	5	8%
Martin	4	7%
Garrett	4	7%

Betsy Layne	2	3%
Teaberry	1	2%

Access and medical vulnerability. 14 respondents (23%) either use a power-dependent medical device or use a mobility aid at least sometimes. This group rated medical care, charging, food distribution, transportation, and power for medical equipment as especially important, reinforcing the need for ADA-accessible facilities, reliable backup power, and transportation support.

Service Priorities

The survey asked respondents to rate twelve possible services. Most services received very high levels of support, suggesting the community views a resilience hub as a bundled set of core services rather than a single-purpose site.



Service	Very Important	Very + Somewhat Important	Average score*
Food distribution	49 (82%)	59 (98%)	3.78
Power for medical equipment	58 (97%)	58 (97%)	3.92

Showers	52 (87%)	58 (97%)	3.82
Charging stations	50 (83%)	58 (97%)	3.78
Overnight sleeping	48 (80%)	58 (97%)	3.73
Laundry	41 (68%)	58 (97%)	3.63
Supply distribution	50 (83%)	57 (95%)	3.80
Wireless internet	45 (75%)	56 (93%)	3.69
Legal/social work	40 (67%)	54 (90%)	3.61
Transportation	43 (72%)	53 (88%)	3.70
Medical care	42 (70%)	52 (87%)	3.63
Childcare	38 (63%)	47 (78%)	3.56

*Average score excludes “Unsure” responses and uses a 4-point scale: Very Important = 4, Somewhat Important = 3, Helpful but not important = 2, Not Important = 1.

What the Rankings Suggest

- **Life-safety power should be treated as non-negotiable.** Power to operate personal medical equipment received 58 “Very Important” ratings (97%), the strongest single result in the survey.
- **Core daily living functions belong in the first phase.** Food distribution, showers, overnight sleeping/rest space, charging, and laundry were all rated Very or Somewhat Important by at least 96% of respondents.
- **Recovery navigation matters.** Legal services/social work, transportation, and medical care scored somewhat lower than the basic survival services but still had strong support. This points to a hub model that includes case management and partner agency presence, even if those services operate by schedule or surge staffing rather than full-time staffing.
- **Childcare is important but may require deeper design work.** Childcare had the highest level of uncertainty and the lowest combined Very/Somewhat rating. It should not be ignored, but it likely needs more focused follow-up on safe staffing, liability, age groups, and emergency operations.

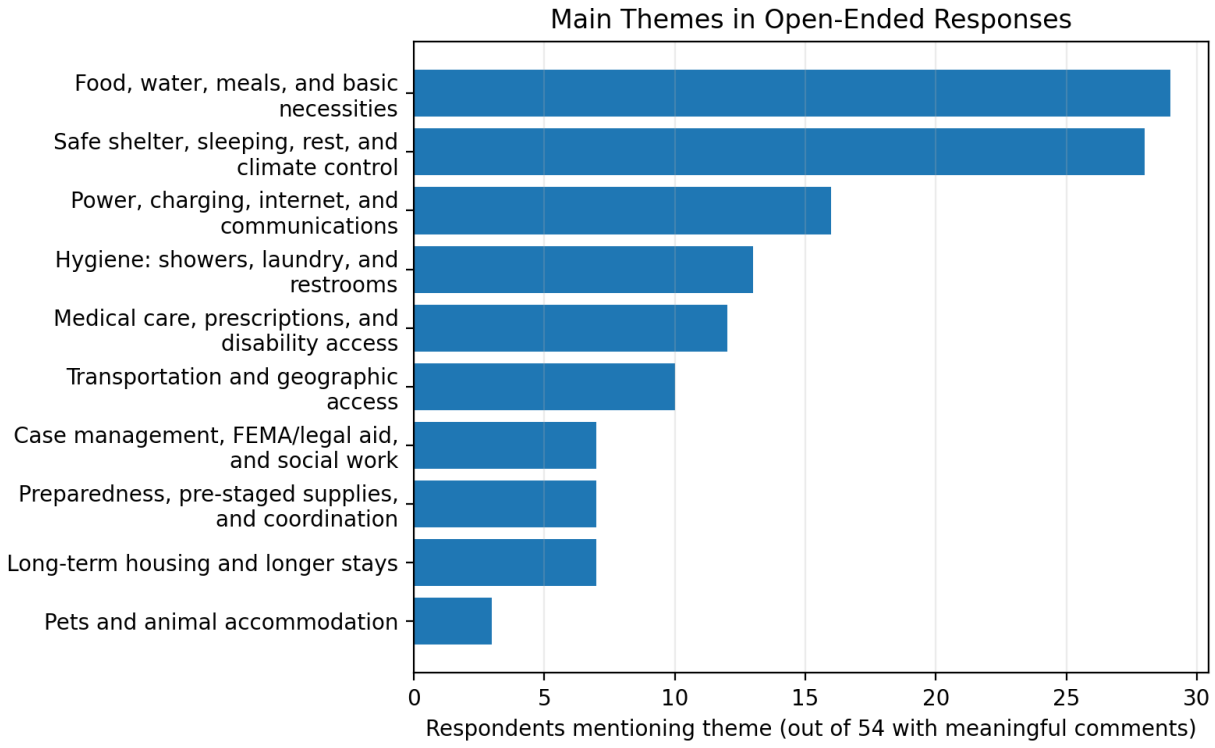
Prior Relief Center Use

Nine respondents reported having previously used a relief center following a disaster. Their reported use patterns are consistent with the broader priority rankings: food, laundry, supplies, internet, charging, showers, and medical care were the most common services used.

Service used by prior relief-center users	Responses	Share of prior users
Food Distribution	7	78%
Laundry Facilities	6	67%
Supply Distribution	5	56%
Internet Access	4	44%
Charging Stations	4	44%
Showers	3	33%
Medical Care	3	33%
Sleeping Facilities	1	11%

Open-Ended Response Themes

54 respondents provided meaningful open-ended comments. Comments were coded into practical planning themes. Because one comment could mention more than one theme, counts do not add to 54.



Theme	Mentions	Planning implication
Food, water, meals, and basic necessities	29	Pre-stage food, water, clothing, hygiene supplies, cleanup tools, and distribution systems.

Safe shelter, sleeping, rest, and climate control	28	Provide safe, clean, heated/cooled space for rest, sleeping, and temporary refuge.
Power, charging, internet, and communications	16	Include backup power, charging, Wi-Fi, cell redundancy, and clear information updates.
Hygiene: showers, laundry, and restrooms	13	Plan for showers, toilets, laundry, and sanitation as core rather than optional services.
Medical care, prescriptions, and disability access	12	Design for powered medical equipment, medications/prescriptions, ADA access, and clinical partners.
Transportation and geographic access	10	Use a hub-and-spoke approach; provide transportation from isolated or flood-prone communities.
Case management, FEMA/legal aid, and social work	7	Create space for case managers, FEMA/legal navigation, and human service organizations.
Preparedness, pre-staged supplies, and coordination	7	Use the hub outside disasters for preparedness training, stockpiling, MOUs, and coordination.
Long-term housing and longer stays	7	Coordinate hub planning with flood-safe housing, homeless services, and longer-term recovery pathways.
Pets and animal accommodation	3	Plan separate, safe animal accommodation or partnerships for pets and service/therapy animals.

Representative Anonymous Comments

The following short excerpts illustrate the tone of the open-ended responses. They are included without contact information.

- “safe and supportive environment for shelter and food during a disaster”
- “Power, warmth/cool, food, accessible for wheelchairs, walkers”
- “Transportation provided to get there from my part of the county”
- “teach people how to prepare and plan for disasters”
- “Disaster case managers are a need”
- “We need long term, safe, affordable housing that is not in a high-risk flood zone”

Planning Implications

The survey points toward a practical, service-rich resilience hub model. The results do not support a minimal warming/cooling station only; respondents described a place that can help people survive the first days of a disaster, maintain medical and communication needs, clean up, rest, connect with services, and begin recovery.

Recommendation	Rationale from survey
1. Plan for a hub-and-spoke system, not only one central site.	Respondents named access barriers related to geography, flooding, hollers, mountains, and the location of Prestonsburg relative to other communities.

2. Make backup power and medical-equipment support a design requirement.	Power for personal medical equipment was the strongest "Very Important" result, and 14 respondents reported power-dependent medical or mobility needs.
3. Include core overnight/daily-living services in the first phase.	Food, showers, charging, sleeping/rest space, laundry, supplies, and internet were consistently rated as high priorities.
4. Build in ADA accessibility and transportation.	Respondents specifically mentioned wheelchair/walker access, powered equipment, and transportation to reach services from isolated parts of the county.
5. Co-locate recovery navigation and case management.	Open-ended comments called for FEMA/legal help, disaster case managers, referrals, human service organizations, and better coordination.
6. Pre-stage supplies and use the hub for preparedness before disasters.	Comments emphasized being proactive, having supplies on hand before flooding, and teaching residents how to prepare.
7. Address pets, longer stays, and housing recovery in the operating plan.	Several comments noted pets, safe longer-term places to stay, homelessness, and flood-safe affordable housing as connected recovery needs.

Suggested Service Tiers for Design

Tier	Services to include
Tier 1: Essential life/safety services	Backup power; power for medical equipment; food and water; heated/cooled shelter; charging; restrooms; basic medical support; accessible entry and interior circulation.
Tier 2: Stabilization services	Showers; laundry; overnight sleeping/rest area; internet/Wi-Fi; cell communication support; supply distribution; transportation coordination.
Tier 3: Recovery navigation	Case management; FEMA/legal/social work support; insurance navigation; mental health/crisis counseling; partner agency workspace.
Tier 4: Preparedness and long-term resilience	Preparedness trainings; pre-staged cleanup supplies; community communication systems; MOUs with agencies; pet accommodation plan; connection to safe housing strategies.

Limitations

- The survey reflects a small, self-selected sample of 60 responses and should not be treated as a statistically representative countywide sample.
- The results show a strong "ceiling effect": many respondents rated nearly every service as Very Important. This is useful for defining a core service bundle, but it limits fine-grained ranking among high-priority services.
- Open-ended theme counts are based on practical coding of comments and should be read as directional, not as exact measures of public opinion.

Suggested Next Steps

1. Use the results to define minimum facility requirements for any resilience hub site: backup power, ADA accessibility, food/water distribution, hygiene, charging, communications, and sleeping/rest capacity.
2. Create an operating model that names lead agencies, staffing roles, MOUs, supply storage protocols, transportation plans, pet accommodation, and activation triggers.
3. Coordinate resilience hub planning with Floyd County's flood mitigation, housing, and long-term recovery strategies.

Appendix B

Public–Private Partnership Options

Floyd County Central Resilience Hub at St. Vincent's Mission

Recommended direction

St. Vincent's Mission retains ownership and normal use of the building; Floyd County formally designates the site as a resilience hub, assists with public and private fundraising, supports annual readiness, and reimburses documented emergency operating costs when the hub is activated.

The proposed arrangement is practical: St. Vincent's Mission would own and use the building for its regular programs, while Floyd County would have clearly defined rights and responsibilities when the facility is activated for public resilience or emergency purposes.

The county would not need to purchase or operate the building year-round. Instead, the parties could use a long-term partnership agreement that protects public investment, establishes emergency access, and allows the county to support fundraising, preparedness, and emergency operations.

Kentucky fiscal courts have broad authority to support public functions, including public health, services for older adults and youth, flood control, public safety, and cooperation with private agencies to provide public services. The Floyd County Attorney should review the final structure, funding sources, procurement requirements, and agreements.

Source: Kentucky Revised Statutes – Fiscal Court Powers

Options for Structured Partnership

1. Nonprofit-Owned, County-Designated Resilience Hub

St. Vincent's Mission would retain full ownership and routine control of the property. Floyd County would formally designate the facility as a county resilience hub through a partnership agreement and incorporate it into the county emergency operations plan.

The agreement would give the county the right to request activation of defined portions of the facility for agreed emergency purposes, while St. Vincent's Mission would remain the owner and a primary operating partner.

St. Vincent's Mission responsibilities

Own and maintain the property.
Use the building for its normal mission and programs.
Maintain designated resilience-hub areas and equipment.

Designate staff to coordinate with the county.
Participate in preparedness training and exercises.
Make agreed portions of the facility available when activation criteria are met.

Floyd County responsibilities

Designate the facility in the county emergency operations plan.
Establish the conditions under which the hub may be activated.
Coordinate emergency management, public safety, and county communications.
Help position supplies, staff, and emergency equipment.
Reimburse agreed emergency operating expenses.
Support grant applications and capital fundraising.
Connect St. Vincent's Mission with state and federal emergency-management resources.

Advantages

This model is relatively simple, preserves nonprofit ownership, and avoids creating a new entity. It also makes the facility part of the county's formal emergency system rather than an informal charitable response site.

Potential concern

The agreement must distinguish St. Vincent's Mission's routine programs from public services delivered through the resilience-hub partnership. The county should not have unrestricted control over the property, and St. Vincent's Mission should not be expected to absorb unlimited emergency costs.

Source: Kentucky Revised Statutes – Local Emergency Management

2. Capital Grant with a Long-Term Public-Use Agreement

If Floyd County helps secure or provide capital funding, the parties could execute a capital funding and public-benefit agreement. The county, a state agency, or another public funder could pay for eligible resilience improvements while St. Vincent's Mission retains ownership.

- Solar panels, battery storage, or natural gas-powered backup generators.
- HVAC and energy-efficiency improvements.
- Showers, laundry facilities, and accessible restrooms.
- A commercial or emergency-use kitchen.
- Emergency communications equipment.
- Medical-device charging areas.
- Water storage or purification.
- Accessibility and life-safety improvements.

- Emergency supply storage.

In return, St. Vincent's Mission would agree to keep the publicly funded improvements available for resilience-hub purposes for a defined period—often 10, 15, or 20 years, depending on the funding source.

The agreement should address sale of the property, substantial changes in use, damage, or discontinuation of hub services. Remedies could include prorated repayment, transfer of publicly purchased equipment, or relocation of hub functions to another approved facility.

Advantages

This structure protects public investment while allowing the property to remain nonprofit-owned. It is especially appropriate for permanent improvements that support both St. Vincent's Mission's normal operations and emergency public use.

Potential concern

The commitment must be long enough to satisfy funders but flexible enough to accommodate changes in St. Vincent's Mission's programs and future facility needs.

3. County as Grant Applicant; St. Vincent's Mission as Subrecipient

For grants that require a local-government applicant, Floyd County could serve as the primary applicant and fiscal administrator. St. Vincent's Mission would be the site owner, operating partner, or formal subrecipient.

Typical flow of funds

Funding agency → Floyd County → St. Vincent's Mission and/or project contractors

The county could handle grant reporting, reimbursement requests, and compliance, while St. Vincent's Mission would provide site access, maintain improvements, and fulfill agreed public-service responsibilities.

Some FEMA hazard-mitigation programs allow eligible private nonprofit organizations to participate as subapplicants, but eligibility varies by program. Each opportunity must be reviewed individually before assuming that improvements to privately owned property are eligible.

Source: FEMA – Private Nonprofit Eligibility Overview

Advantages

County participation may strengthen applications and open opportunities that St. Vincent's Mission could not pursue independently. The county can also demonstrate that the facility is part of a broader emergency-management and flood-resilience strategy.

Potential concern

Floyd County would assume administrative responsibility. Grant-specific agreements would need to cover procurement, documentation, maintenance, reporting, insurance, audit access, and the useful life of improvements.

4. Annual Readiness Contract Plus Emergency Reimbursement

Floyd County could provide a modest annual readiness payment in exchange for maintaining defined resilience-hub capabilities.

Annual readiness payment could support

- Generator, battery, and equipment testing.
- Communications-system maintenance.
- Replacement of expiring emergency supplies.
- Staff and volunteer training.
- Emergency exercises and drills.
- Insurance costs associated with public use.
- Maintaining designated space in a ready condition.
- Updating emergency contacts and operating procedures.

Activation-related reimbursement could include

- Staff overtime and additional custodial services.
- Food, water, and emergency supplies.
- Additional utility costs.
- Waste removal, security, and cleanup.
- Repairs related to emergency use.
- Temporary equipment rental.

Ventura County, California, uses a facility agreement in which participating property owners retain ownership while the county may use approved facilities temporarily for disaster relief. The agreement addresses facility-management roles, condition inspections, and reimbursement for emergency-related damage, custodial services, personnel, and supplies.

Source: Ventura County Emergency Shelter Facility Agreement

Advantages

This avoids expecting St. Vincent's Mission to maintain a public emergency facility entirely at its own expense. It gives the county a predictable level of readiness without assuming routine responsibility for the building.

Potential concern

The contract must clearly separate ordinary building expenses, resilience-readiness costs, and emergency-specific expenses.

Emergency Facility License or Standby Lease

A limited license or standby lease could give Floyd County a defined right to use designated portions of the building only during an activated emergency.

Rooms, parking areas, and outdoor areas available to the county.
Areas reserved for St. Vincent's Mission.
Activation and deactivation procedures.
Maximum length of emergency occupancy.
Authority to install temporary equipment.
Responsibility for staffing and security.
Damage, cleanup, and restoration responsibilities.
Conditions under which activation may be declined because the building is unsafe or unavailable.

Advantages

The county gains a clear legal right of emergency use while St. Vincent's Mission retains normal control and ownership.

Potential concern

A lease can create more complex insurance, liability, and property-control questions. A limited license or emergency-use agreement may be simpler unless a grant requires leasehold interest.

Joint Fundraising Partnership

St. Vincent's Mission would normally remain the principal charitable recipient because it owns the property and is the nonprofit operator. Floyd County can still play a substantial fundraising role without informally collecting private charitable donations.

Ways the county could support fundraising

- Adopt a fiscal-court resolution endorsing the project.
- Identify the hub as a county resilience priority.
- Participate in meetings with government, philanthropic, and corporate funders.
- Provide letters of commitment that specify county contributions.
- Serve as applicant for eligible public grants.
- Provide data, maps, hazard information, and community-needs documentation.
- Commit county staff, emergency-management services, equipment, or eligible in-kind match.
- Appropriate funds under a documented public-services contract.
- Help recruit hospitals, utilities, banks, businesses, and regional partners.

- Include the project in county capital, hazard-mitigation, and emergency-management plans.

A dedicated Floyd County Resilience Hub Fund could be established within St. Vincent's Mission or at a community foundation. A separate restricted fund would help assure donors that contributions are used for hub construction, equipment, readiness, and emergency operations.

Public funds and private charitable gifts should be tracked separately, and the county should avoid informally holding donations without a clearly authorized mechanism.

Real-World Models

Baltimore Community Resiliency Hub Program

Baltimore's hubs are trusted nonprofit community organizations, including faith-based organizations, that retain their identities and normal community functions. City agencies partner with the organizations and provide preparedness supplies, building-efficiency improvements, backup power, training, grant connections, and coordinated emergency communications.

The ownership and operating model is relevant to Floyd County: community or faith organizations control the facilities, while local government provides designation, coordination, equipment, training, and funding support.

Source: Baltimore Office of Sustainability – Community Resiliency Hubs

Baltimore Church-Based Solar and Battery Hubs

Faith-based hubs at Empowerment Temple, City of Refuge, and Miracle City Church received battery systems through a partnership involving the city's resilience network, Groundswell, and the Maryland Energy Administration. The churches continue their ministries and community programs, while the energy systems provide emergency power and reduce routine utility costs.

Source: Groundswell – Baltimore Resilience Hubs

Ventura County Emergency Facility Agreements

Ventura County's agreement allows independently owned facilities to be used for disaster relief without transferring ownership. It addresses availability, operating responsibility, emergency costs, property damage, insurance, and facility restoration.

Source: Ventura County Emergency Shelter Facility Agreement

Covenant Christian School, Texas

A dual-use storm shelter planned at Covenant Christian School in Conroe, Texas, is designed to operate as a school gymnasium during normal conditions and as a hardened

public disaster facility during emergencies. The reported structure combines federal support, private-school participation, a public land arrangement, and a long-term maintenance commitment.

The example demonstrates the principle that a privately used community building can receive public resilience investment when public benefits and long-term maintenance duties are contractually protected.

Source: Houston Chronicle – Covenant Christian School Storm Shelter

Recommended Structure for Floyd County

The strongest fit is a combination of nonprofit ownership, county designation, long-term protection of public investment, annual readiness support, and emergency reimbursement.

1. **St. Vincent's Mission retains ownership.** St. Vincent's Mission owns the building, conducts its regular programs, and benefits from the building's energy, kitchen, meeting, storage, and accessibility improvements.
2. **Floyd County formally designates the hub.** The facility is identified in the county emergency operations plan, hazard-mitigation planning, and other relevant county plans. The parties jointly establish activation procedures.
3. **A long-term agreement protects public benefit.** A 10- to 20-year agreement defines resilience services, emergency access, maintenance responsibilities, and remedies if the property is sold or the hub function ends.
4. **The county provides annual readiness support.** Subject to available funds, Floyd County contracts for specific preparedness services rather than making an unrestricted contribution.
5. **Emergency expenses are reimbursed separately.** Floyd County reimburses documented incremental expenses incurred during county-requested activations, subject to agreed rates and documentation.
6. **Grant responsibilities are assigned case by case.** St. Vincent's Mission applies directly for some grants with county support; for others, Floyd County applies and uses a subrecipient or site-control agreement.

Suggested Division of Responsibility

Area	St. Vincent's Mission	Floyd County
Property ownership	Owns the building and property.	No ownership required.
Routine use	Controls and schedules normal operations.	Uses space only as agreed.
Building maintenance	Maintains ordinary building systems.	May fund defined resilience upgrades or readiness costs.

Area	St. Vincent's Mission	Floyd County
Hub activation	Makes the facility available under agreed conditions.	Requests activation through established procedures.
Emergency operations	Provides facility staff and community relationships.	Coordinates emergency management, public safety, and government services.
Emergency costs	Documents eligible incremental expenses.	Reimburses approved incremental expenses.
Fundraising	Receives charitable contributions and leads private fundraising.	Endorses the project, joins funder meetings, and pursues eligible public grants.
Equipment	Maintains equipment located at the facility.	May purchase, loan, or fund equipment.
Public accountability	Reports on funded activities and readiness.	Oversees public expenditures and grant compliance.
Training	Trains staff and volunteers.	Provides or coordinates emergency-management training.

Core Agreements Needed

Long-Term Resilience Hub Partnership Agreement: Defines ownership, public purpose, access, readiness duties, activation rights, and the length of the commitment.[6]

Emergency Activation and Facility-Use Agreement: Covers command, staffing, available rooms, supplies, security, safety, closure, cleanup, and restoration.[7]

Capital Funding and Public-Benefit Agreement: Protects public investment in permanent improvements to nonprofit-owned property.[8]

Annual Readiness Services Contract: Identifies the preparedness services the County is purchasing and the annual compensation.[9]

Grant-Specific Subrecipient Agreements: Address procurement, reporting, audit access, maintenance, insurance, and other requirements for county-administered grants.

Insurance, indemnification, accessibility, procurement, financial reporting, equipment ownership, dispute resolution, termination, and property sale provisions should be addressed throughout the agreements.

Faith-Based and Public-Funding Considerations

Because St. Vincent's Mission is faith-based, publicly funded resilience-hub services should have a clearly secular emergency-management purpose, be available without religious discrimination, and be accounted for separately from religious programming.

[6] Template included as Appendix D
[7] Template included as Appendix E
[8] Template included as Appendix F
[9] Template included as Appendix G

For federal Department of Homeland Security-supported activities, explicitly religious activities generally may not be paid for with direct federal assistance. Privately funded religious activities must be separated in time or location from federally supported services.

Source: 6 C.F.R. Part 19 – Federal Faith-Based Organization Rules

Appendix C

Property-Specific Funding Development and Spoke-Site Financing Plan

This report identifies federal, state, and philanthropic resources that could be combined to finance a central resilience hub and a distributed network of smaller spoke locations.

Executive Summary

The Floyd County resilience hub system will require a layered financing strategy. No single funding source is likely to cover land or building acquisition, construction, hazard mitigation, energy systems, equipment, programming, and long-term operations. The most workable approach is to divide the system into fundable components and match each component with the program best suited to pay for it.

USDA Rural Development's Community Facilities Direct Loan and Grant Program is the strongest potential lead source for the central hub. It can support acquisition, construction, renovation, permanent building systems, furnishings, vehicles, and durable equipment for an essential community facility in a rural area. Small, low-income service areas may qualify for grants covering up to 75% of eligible project costs, although USDA often combines a smaller grant with a long-term direct loan.

A related USDA Community Facilities Technical Assistance and Training Grant can fund the planning, financial, organizational, and application support needed to move the central hub and spoke network toward financing. Mountain Association is well positioned to serve as the technical-assistance partner, working with St. Vincent's Mission, Floyd County, and spoke-site organizations.

FEMA and Kentucky Emergency Management are strongest for discrete hazard-mitigation components; ARC and EDA can support construction and equipment when tied to economic resilience; Kentucky energy programs can support solar, batteries, efficiency, and microgrids; and private foundations are best positioned to support planning, community participation, start-up staffing, training, supplies, and small spoke-site investments.

Highest-priority funding roles

- Lead capital source: USDA Community Facilities.

- Project planning and USDA application support: USDA Community Facilities Technical Assistance and Training funds, with Mountain Association as the proposed technical-assistance partner.
- County-administered building, recovery, match, and spoke-site funding: Kentucky Department for Local Government programs, especially CDBG, CDBG-DR, ARC, flood-control match, and coal-severance resources.
- Hazard-resistant construction and safe-room components: FEMA programs administered through Kentucky Emergency Management.
- Economic-development, broadband, workforce, and community-facility components: Appalachian Regional Commission and EDA.
- Solar, battery storage, efficiency, and microgrid systems: Kentucky Office of Energy Policy and related federal energy programs.
- Water, sewer, drainage, and stormwater infrastructure: Kentucky Infrastructure Authority.
- Community engagement, equipment, supplies, programming, and spoke-site mini-grants: Foundation for Appalachian Kentucky and other philanthropy.

Property and Project Context

St. Vincent Mission is acquiring the approximately seven-acre commercial property at 5028 KY Route 1428, Allen, Kentucky 41601. which has been marketed as containing three metal buildings with office space, warehouse or dock-door areas, concrete floors, and residential space in one building. The site is near U.S. 23 and could provide space for emergency coordination, storage, supplies, community services, resilient energy systems, and year-round programming.

Because the property has had commercial or industrial-type uses and includes multiple older buildings, St. Vincent Mission should complete environmental due diligence before or as part of acquisition. Potential concerns may include asbestos-containing building materials, lead-based paint, petroleum products, underground or aboveground tanks, solvents, stained soils, mold, and other contaminants associated with prior uses. This report does not conclude that contamination exists; formal assessment is required.

Immediate property-specific priorities

- Obtain asbestos, lead-based paint, mold, roof, structural, electrical, and environmental inspections for all three buildings.
- Preserve liability protections by documenting that St. Vincent Mission did not cause or contribute to any pre-existing contamination.

4. Separate environmental cleanup costs from general renovation and resilience-hub construction costs.

- Do not assume EPA funds can pay for a completely new roof. EPA may support removal and disposal of contaminated roofing materials or limited stabilization necessary for cleanup, but ordinary roof replacement generally requires USDA, ARC, energy, foundation, or other capital funding.

Funding-source comparison

The following chart uses strategic suitability scores rather than estimated award amounts. A score of 5 indicates a particularly strong fit for the type of cost; a score of 1 indicates a weak or uncommon fit.

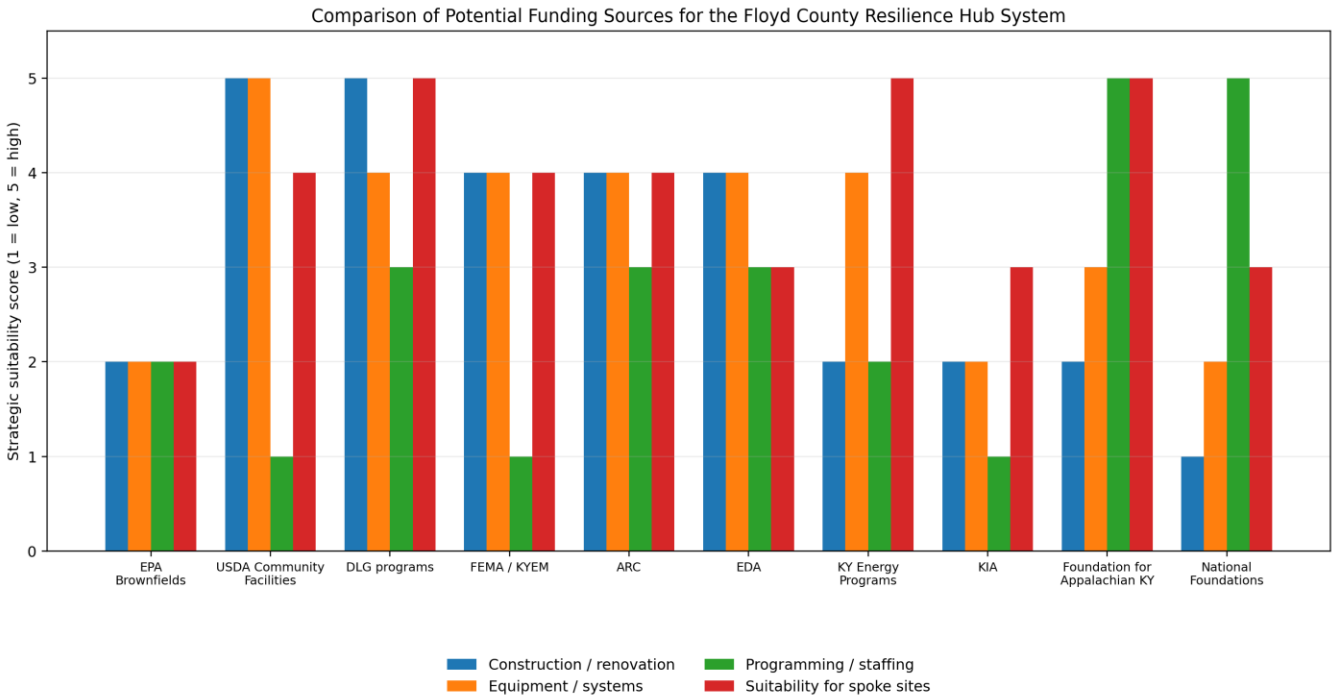


Figure 1. Comparative suitability of funding sources, including EPA Brownfields for environmental cleanup.

At-a-glance comparison

Source	Best uses	Typical match or cost share	Overall fit
USDA Community Facilities	Construction, renovation, equipment, vehicles	Up to 75% grant in smallest, lowest-income areas; actual award may be lower	Very high
FEMA / KYEM	Mitigation, safe rooms, flood protection, hardening, critical power	Often 25% nonfederal; enhanced shares may apply	High for eligible components
ARC	Construction, equipment, broadband, planning, workforce	Often 20% in distressed counties; verify current designation	High
EDA	Construction, equipment, business continuity, workforce	Often 20%-50%, depending on distress and program	Moderate
KY Energy Programs	Solar, batteries, efficiency, microgrids	Varies by opportunity	High for energy package
KIA	Water, sewer, drainage, stormwater	Usually loan-based; forgiveness varies	Moderate for site infrastructure

Foundation for Appalachian Kentucky	Planning, engagement, supplies, small equipment, local match	Usually no standard match	High for spokes and start-up
National foundations	Health, equity, planning, evaluation, programming	Usually no standard match	Moderate; relationship-dependent
Kentucky Department for Local Government	CDBG building rehabilitation, CDBG-DR recovery, ARC, flood-match, coal-severance match and spoke investments	Varies: CDBG often no statutory local match; ARC and federal programs have program-specific shares	Very high when county is applicant
USDA Community Facilities Technical Assistance	Needs assessment, service-area documentation, financing plans, application preparation, management training, and spoke-site capacity building	Up to $150,000; no required match, although cash match may improve competitiveness	High for project development; Mountain Association as partner

EPA Brownfields Funding for the Allen Property

Why the property may qualify as a brownfield

EPA defines a brownfield as real property whose expansion, redevelopment, or reuse may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. A property does not need to be proven heavily contaminated before assessment assistance is considered. The prior uses, building age, and potential for asbestos, lead, petroleum, or other environmental conditions should be evaluated by qualified professionals. The property has already had a Phase 1 and Phase 2 environmental assessment which identified pollutants that the Brownfields program may help to ameliorate.

1. EPA Brownfields Cleanup Grant

EPA Brownfields Cleanup Grants provide funding to eligible entities to clean up one or more brownfield sites owned by the applicant. Current EPA program information states that applicants may request up to $500,000, with a performance period of up to four years. Nonprofit organizations may be eligible, but the applicant must own the property by the required date, must not be liable for the contamination, and must satisfy site-eligibility and environmental due-diligence requirements.

Potential eligible costs at 5028 KY Route 1428

- Asbestos inspection, abatement, removal, transportation, and disposal.
- Lead-based paint assessment and abatement.
- Cleanup of petroleum-contaminated soil or tanks, if eligible and documented.
- Removal and disposal of contaminated debris and limited demolition necessary to complete cleanup.
- Environmental sampling, cleanup planning, quality assurance, air monitoring, health and safety planning, and final cleanup reporting.
- Community engagement and required public involvement related to cleanup.

Cost share: EPA Brownfields Cleanup Grants generally require a 20% cost share. The next competition and exact terms should be confirmed when EPA releases new guidelines. The FY 2026 competition closed January 28, 2026, so the project should use 2026 for assessment, ownership, cleanup planning, community engagement, and application readiness for a future round.

More information: https://www.epa.gov/brownfields/types-funding

2. Can EPA Brownfields funding pay for roof replacement?

Only in limited circumstances. EPA Brownfields money is for assessment and cleanup of contamination, not ordinary rehabilitation or redevelopment. If roofing contains asbestos or another hazardous material, EPA funds may pay for testing, abatement, removal, handling, and disposal. Limited roof stabilization or replacement work may be allowable when it is directly necessary to carry out or protect an approved cleanup remedy, but the application must clearly connect the work to cleanup and EPA must approve it.

A full roof replacement because the roof is old, leaking, or needed for the resilience hub would generally be treated as redevelopment or capital improvement rather than environmental cleanup. The safer financing structure is to use EPA funds for eligible hazardous-material removal and use USDA Community Facilities, ARC, energy funds, private foundations, a capital campaign, or financing for the new roof and other general rehabilitation.

Recommended roof funding package

Roof-related cost	Best potential source	Important limitation
Environmental inspection and testing	Kentucky Targeted Brownfield Assessment; EPA assessment resources	Phase I/II, asbestos and lead surveys, sampling
Hazardous roofing-material abatement	EPA Cleanup Grant or Brownfields RLF	Only documented cleanup-related removal and disposal
Temporary stabilization required for cleanup	EPA Cleanup Grant, subject to EPA approval	Must be necessary to safely execute or protect cleanup
New roof system and structural roof work	USDA Community Facilities; ARC; foundation capital; loan	General rehabilitation and resilience-hub capital cost
Insulation, cool roof, solar-ready work	Kentucky or federal energy programs; USDA	Energy efficiency and resilience scope
Solar panels and battery storage	Energy programs; USDA; philanthropy	Should be designed after roof condition and load capacity are confirmed

3. Brownfields Revolving Loan Fund financing

EPA funds Brownfields Revolving Loan Fund programs operated by eligible governmental and regional entities. An existing RLF recipient may be able to provide a cleanup loan or, in some cases, a subgrant for an eligible site. This can be useful if the timing of a direct EPA Cleanup Grant does not align with acquisition and construction. Kentucky Brownfield Program staff and EPA Region 4 should help identify an active RLF serving Floyd County.

More information: https://www.epa.gov/brownfields/brownfields-revolving-loan-fund-rlf-grants

Federal Funding Sources

1. FEMA Hazard Mitigation Assistance and BRIC

FEMA's hazard-mitigation programs help communities reduce future loss of life and property. Relevant programs may include Building Resilient Infrastructure and Communities (BRIC), the Hazard Mitigation Grant Program, Flood Mitigation Assistance, and any successor or congressionally funded pre-disaster mitigation programs. Kentucky Emergency Management generally serves as the state applicant, with counties, cities, and eligible organizations participating as subapplicants.

Best fit for Floyd County

- Community safe rooms or storm shelters.
- Floodproofing, elevation, drainage, utility relocation, and structural hardening.
- Backup power and communications when directly tied to continued critical services and documented risk reduction.
- Planning, engineering, environmental review, and benefit-cost analysis.
- Mitigation improvements at individual spoke sites where each site has a clear public-safety role.

FEMA is not normally the right source for a general community-center renovation. The strongest strategy is to separate the mitigation package from the general building project and document the avoided losses and public-safety benefits of each component.

Typical match: Often 75% federal and 25% nonfederal, with enhanced federal shares possible under specific programs.

More information: https://www.fema.gov/grants/mitigation

Kentucky Emergency Management mitigation information:
https://www.kyem.ky.gov/recover-and-mitigate/disaster-mitigation

2. Appalachian Regional Commission

ARC supports economic development and critical infrastructure in Appalachia. A resilience hub is most competitive when it protects jobs and essential services, provides workforce or business-continuity functions, supports broadband access, or strengthens regional food, energy, health, and supply-chain resilience.

- Construction and renovation of public or nonprofit community facilities.
- Broadband, communications, training equipment, and permanent systems.
- Architectural, engineering, planning, and technical-assistance costs.
- Workforce development, small-business recovery, and regional coordination.

In distressed counties, such as Floyd, ARC typically covers up to 80% of eligible costs, leaving a 20% match.

More information: https://www.arc.gov/grants-and-opportunities/area-development-program/

3. USDA Community Facilities Direct Loan and Grant Program

USDA Rural Development's Community Facilities Direct Loan and Grant Program helps public bodies, community-based nonprofit organizations, and federally recognized tribes develop facilities that provide essential public services in rural communities with populations of 20,000 or fewer. Assistance can be a grant, a long-term direct loan, or a combination of the two.

Why this is a particularly strong fit

A central resilience hub could qualify as an essential community facility if it is structured around public services rather than private or exclusively organizational use. Strong public functions include emergency shelter, heating and cooling, charging for medical equipment, emergency communications, distribution of food and water, public health and recovery services, volunteer coordination, and year-round services for vulnerable residents.

Potential eligible costs

Cost category	Potential use
Property and site	Purchase of land or an existing building, site preparation, and necessary site improvements.
Construction	New construction, renovation, rehabilitation, expansion, structural repairs, roofing, windows, doors, plumbing, and electrical systems.
Professional services	Architecture, engineering, environmental review, and other approved project-development costs.
Accessibility	ADA improvements, accessible entrances, restrooms, circulation, and related modifications.
Energy and resilience systems	HVAC, generators, solar generation, battery storage, and critical-load systems when integral to the facility and approved by USDA.
Equipment	Kitchen and refrigeration equipment, medical and emergency-response equipment, communications systems, furnishings, fixtures, and public-service vehicles.
Generally not eligible	Routine operating expenses, ongoing salaries, ordinary utilities, consumable supplies, and space devoted primarily to worship or private commercial activity.

Grant percentages and match requirements

Maximum USDA grant	General service-area test	Minimum balance from other sources
75%	Population 5,000 or fewer and income below the applicable 60% threshold	25%
55%	Population 12,000 or fewer and income below the applicable 70% threshold	45%
35%	Population 20,000 or fewer and income below the applicable 80% threshold	65%

15%	Population 20,000 or fewer and income below the applicable 90% threshold	85%

These are maximum grant percentages, not guaranteed awards. USDA considers financial need, project priority, available appropriations, other resources, and the applicant's ability to repay debt. A project that qualifies for the 75% tier may still receive a smaller grant paired with a Community Facilities direct loan.

Key structuring issues for St. Vincent's Mission and Floyd County

- Document that the facility provides an essential public service and is available to the broader community.
- Clearly allocate any areas used for worship, religious instruction, private programs, or other potentially ineligible purposes.
- Establish a formal operating agreement defining county access, activation procedures, maintenance, insurance, and decision-making.
- Confirm whether USDA will use a countywide service area, the host community, or another defensible service area when calculating the grant tier.
- Do not begin construction, make major purchases, or commit funds before USDA confirms environmental, procurement, and project-eligibility requirements.

More information: https://www.rd.usda.gov/programs-services/community-facilities/community-facilities-direct-loan-grant-program

USDA Community Facilities Technical Assistance and Training Grant

USDA offers a separate Community Facilities Technical Assistance and Training Grant to help rural communities and nonprofit organizations plan, finance, manage, and operate essential community facilities. This assistance is competitive and is not automatically included with a Community Facilities construction award. Grants are generally made to eligible public bodies, nonprofit organizations, and federally recognized tribes that provide technical assistance to rural communities or facility operators.

Potential award and match

Awards may be up to $150,000. No match is required, although USDA gives preference to applications that include a cash match. In-kind contributions do not count as match. Funding availability and application dates are established through periodic federal notices; the project should confirm the next competition with USDA Rural Development's Kentucky office.

How the funds could support the Floyd County hub system

- Define and document the central hub and spoke-site service areas, including population and income data needed for USDA grant-tier analysis.
- Complete community-facility needs assessments, stakeholder engagement, and site-readiness reviews.
- Develop the central hub and spoke operating model, governance structure, public-use agreements, and activation protocols.

- Prepare preliminary capital budgets, operating projections, replacement reserves, and financing plans.
- Identify and coordinate complementary funding from USDA, FEMA, ARC, CDBG, EPA Brownfields, state energy programs, and private foundations.
- Prepare USDA Community Facilities loan and grant application materials and supporting documentation.
- Strengthen the financial management, board governance, procurement readiness, and facility-management capacity of St. Vincent's Mission and participating spoke organizations.
- Create standard assessment tools, equipment packages, and operating agreements that can be used across the spoke network.

Recommended partnership with Mountain Association

Mountain Association could be identified as the proposed technical-assistance partner for a future USDA Community Facilities Technical Assistance and Training application. Since Mountain Association already has familiarity with the needs, Hub and Spoke model, and existing relationships with community leaders in Floyd County, it can, in collaboration with St. Vincent's Mission and the Floyd County Fiscal Court, coordinate project development, financing strategy, service-area and income analysis, partner agreements, spoke-site assessments, application preparation, and capacity building. St. Vincent's Mission would remain the central facility owner and operator, while Floyd County and emergency-management partners would help define the public-service role and countywide coordination structure.

A countywide application covering the central hub and multiple spoke organizations may be more competitive than a request focused only on one building because it demonstrates broader rural impact and allows USDA-funded assistance to benefit several community-facility operators.

Other USDA technical-assistance option: Rural Community Development Initiative

The USDA Rural Community Development Initiative provides intermediary organizations with approximately $50,000 to $500,000 to build the capacity of rural nonprofits, public bodies, and low-income communities. RCDI requires a dollar-for-dollar cash match; in-kind contributions do not satisfy the match. Mountain Association could potentially serve as an intermediary for a broader initiative supporting resilience-hub governance, financial management, emergency operations, and facility planning across Floyd County or a larger Appalachian service area.

RCDI is a less direct fit for the immediate Allen property project than the Community Facilities Technical Assistance and Training Grant, but it could be useful for long-term development of the spoke network and replication in other Eastern Kentucky communities.

More information: https://www.rd.usda.gov/programs-services/community-facilities/community-facilities-technical-assistance-and-training-grant

RCDI information: https://www.rd.usda.gov/programs-services/community-facilities/rural-community-development-initiative-grants

4. U.S. Economic Development Administration

EDA's Public Works and Economic Adjustment Assistance programs support construction and non-construction projects that strengthen distressed economies. A resilience hub must have a credible economic-development role, such as business continuity, workforce training, broadband access, commercial-kitchen capacity, logistics, or space for displaced businesses and service providers.

- Construction, renovation, site work, infrastructure, and equipment.
- Business-continuity and emergency workspace.
- Broadband and communications.
- Planning, feasibility, engineering, and technical assistance.
- Workforce and economic-recovery programming.

Typical match: Federal shares often range from 50% to 80%, depending on economic distress and the specific funding notice.

More information: https://www.eda.gov/funding/programs/public-works

Kentucky Funding and Administrative Partners

5. Kentucky Department for Local Government

Kentucky's Department for Local Government (DLG) administers several funding streams that could support the central hub and the spoke network. DLG is unlikely to finance every project component through one award, but it can be a critical source for building rehabilitation, disaster recovery, infrastructure, economic-resilience activities, federal match, and smaller community-facility investments. Most major DLG programs require a county or city government to apply, making Floyd County Fiscal Court an essential partner.

Community Development Block Grant (CDBG)

Regular CDBG is one of the strongest DLG options for rehabilitation of the Allen property if the project principally benefits low- and moderate-income residents and meets a federal CDBG national objective. Floyd County would likely apply, with St. Vincent's Mission serving as owner, operator, or subrecipient under a binding public-use agreement.

CDBG Disaster Recovery (CDBG-DR)

Floyd County is within the region affected by the 2022 Eastern Kentucky flooding. CDBG-DR may support long-term recovery, public facilities, infrastructure, mitigation, economic revitalization, and resilience activities when the project fits Kentucky's HUD-approved action plan or a future amendment.

Appalachian Regional Commission through DLG

DLG is a principal state pathway for ARC funding. ARC could support construction, broadband, workforce and first-responder training, telehealth, business continuity, commercial-kitchen capacity, equipment, and architectural or engineering work when the project is framed around economic resilience.

Flood Control Local Match Program

This state program can help local governments meet the required match for eligible federally funded flood-control and mitigation projects. It could be useful for FEMA-funded drainage, floodproofing, elevation of critical systems, acquisition, or other flood-risk reduction associated with the central hub or spoke sites.

Coal-severance resources

Local Government Economic Development Fund and Local Government Economic Assistance Fund resources may offer flexible support for local match, roof replacement, rehabilitation, engineering, equipment, utility connections, site work, broadband, or spoke-site improvements, subject to current appropriations and Fiscal Court priorities.

Big Sandy Area Development District assistance

The Big Sandy Area Development District can help Floyd County identify the correct DLG program, prepare CDBG and ARC applications, document low- and moderate-income benefit, complete environmental review, manage procurement, develop budgets, and administer awards.

Potential DLG-supported uses at the Allen property

- Roof, structural, electrical, plumbing, HVAC, and ADA-accessibility rehabilitation through an eligible CDBG or ARC project.
- Public-service areas, commercial kitchen, restrooms, communications, furnishings, and durable equipment.
- Disaster-recovery, distribution, coordination, and continuity-of-services functions through CDBG-DR where eligible.
- Floodproofing, drainage, stormwater, utility protection, and federal mitigation match.
- Flexible local match or gap financing from coal-severance resources.
- Planning, engineering, environmental review, grant administration, and spoke-site assessments.

DLG Program Fit and Match Summary

DLG-administered resource	Best project role	Applicant pathway	Match / financing

Regular CDBG	Building rehabilitation, public facilities, infrastructure and accessibility	Floyd County or an eligible city	Annual rules vary; often no fixed local match, but leverage strengthens applications
CDBG-DR	Flood recovery, mitigation, public facilities and economic revitalization	Floyd County through an eligible state program	Determined by the action plan and program design
ARC	Construction, equipment, broadband, workforce and economic resilience	County or eligible nonprofit through Kentucky process	Often up to 80% ARC in distressed counties; verify current status
Flood Control Local Match	Match for eligible federal flood-control or mitigation work	Local government	Designed to offset required local match; availability varies
Coal-severance funds	Flexible capital, match, roof, equipment and site needs	Floyd County Fiscal Court	Local allocation rather than a standard competitive match grant
ADD technical assistance	Application development and grant administration	Big Sandy Area Development District partnership	Technical/administrative support; terms vary

More information - DLG federal grants:
https://kydlgweb.ky.gov/FederalGrants/16_CDBG.cfm

More information - DLG special programs:
https://kydlgweb.ky.gov/StateGrants/16_SpecProg.cfm

More information - DLG flood-control match:
https://kydlgweb.ky.gov/StateGrants/16_ADF.cfm

6. Kentucky Emergency Management

Kentucky Emergency Management is the essential state partner for FEMA mitigation and recovery funding. It can help determine whether central-hub or spoke-site improvements are eligible, ensure alignment with the county hazard-mitigation plan, and guide benefit-cost analysis, environmental review, procurement, and grant management.

Match: Determined by the underlying FEMA program; a 25% nonfederal share is common.

More information: https://www.kyem.ky.gov/recover-and-mitigate/disaster-mitigation

7. Kentucky Infrastructure Authority

KIA primarily finances drinking-water, wastewater, stormwater, and related public infrastructure. It is unlikely to fund the hub building itself, but it could support water and sewer extensions, drainage, stormwater controls, green infrastructure, or resilient utility connections serving a central or spoke site.

Match and financing: Program-specific. Assistance is often loan-based, with possible principal forgiveness or other favorable terms for disadvantaged communities.

More information: https://kia.ky.gov/

8. Kentucky Office of Energy Policy

Kentucky energy programs may support solar photovoltaic systems, battery storage, microgrid controls, electrical upgrades, critical-load panels, energy-efficient HVAC, insulation, lighting, and energy planning. Opportunities change over time and may be funded through federal allocations administered by the state.

Match: Varies by program and funding cycle.

More information: https://eec.ky.gov/Energy/Programs/Pages/default.aspx

Private and Philanthropic Funding

9. Foundation for Appalachian Kentucky & the Floyd County Community Fund

Floyd County has a local community fund through the **Floyd County Community Foundation**, an affiliate of the **Foundation for Appalachian Kentucky.** The foundation supports projects that improve quality of life, build community capacity, promote collaboration, and attract additional resources. For the resilience hub system, it would likely be a better fit for small, clearly defined projects than for major construction. Possible uses include emergency communications equipment, charging stations, refrigerators, cots, first-aid supplies, signage, volunteer training, accessibility improvements, small generators, and local matching funds for larger grants.

The foundation's **Floyd County Crisis & Recovery Fund** and the broader **Appalachian Kentucky Civic Experiment Grant Program** may also support disaster preparedness, resident leadership, community engagement, and pilot spoke-site projects. A strong request might fund three pilot spoke locations with equipment, supplies, training, and operating plans. This type of proposal would align well with the foundation's preference for collaborative, visible projects that address a specific local need.

Match: No single standard match; requirements vary by opportunity. The listed contact is **Kathy Allen, Community Engagement Officer**, at kathy@appalachianky.org

More information: https://www.appalachianky.org/grant-opportunities/

11. Center for Disaster Philanthropy

Strong alignment with preparedness, long-term recovery, local coordination, vulnerable populations, training, emergency communications, and selected equipment or capacity-building costs. Funding is generally tied to specific disaster funds or targeted strategies.

Match: No universal match requirement.

More information: https://disasterphilanthropy.org/cdp-funds/our-grantmaking-process/

12. Robert Wood Johnson Foundation

Potential fit for health equity, medical-device charging, medication refrigeration, cooling, mental health, community health workers, research, evaluation, and rural health-resilience demonstrations. It is not a likely source for ordinary building construction.

Match: Match varies by funding call; many opportunities have no standard match.

More information: https://www.rwjf.org/en/grants.html

13. Catholic Campaign for Human Development

Relevant only if the project includes genuine low-income resident leadership, organizing, advocacy, or community-owned economic development. It can support organizing staff, leadership development, meetings, training, and resident participation, but is not a general capital source.

Match: No universal match percentage; applicants need a diversified, sustainable funding plan.

More information: https://www.usccb.org/committees/catholic-campaign-human-development/cchd-community-development-grant-program

15. Appalachian Funders Network Members

The network is not a single grant program. Its value is relationship building with funders interested in Appalachian economic transition, health, equity, arts, civic capacity, environment, and disaster resilience. A component-based investment prospectus will make it easier for different members to support planning, equipment, match, programming, evaluation, and spoke-site grants.

Match: No network-wide match requirement.

More information: https://www.appalachiafunders.org/

Implementation and Funding Plan for Spoke Locations

The spoke network should be developed as a coordinated portfolio of smaller investments rather than as a single large construction project. Churches, volunteer fire departments, libraries, schools, community centers, health facilities, and other trusted local sites may have different owners, capacities, hazards, and operating requirements. A standard readiness process and a menu of investment packages will allow Floyd County to match each site with the right funder. A pilot project involving 3-5 communities is recommended prior to moving into full implementation.

1. Establish a tiered spoke model

Spoke tier	Illustrative investment	Typical improvements
Tier 1: Community information and supply point	$10,000-$30,000	Signage, radios, charging, basic supplies, shelving, weather radio, first aid, outreach materials
Tier 2: Short-duration support site	$30,000-$100,000	Generator or battery backup, refrigeration, Wi-Fi, accessible restroom improvements, heating/cooling, water storage
Tier 3: Extended-service spoke	$100,000-$350,000+	Major electrical upgrades, solar and storage, resilient HVAC, kitchen equipment, showers, accessibility, communications, minor renovation

2. Complete a readiness and eligibility screen

1. Confirm ownership, willingness to participate, public access, insurance, and authority to accept grant-funded improvements.
2. Evaluate floodplain location, landslide exposure, road access, utility reliability, structural condition, ADA access, and proximity to vulnerable residents.
3. Identify the site's normal community function and the emergency services it can realistically provide.
4. Estimate the number of residents served, especially older adults, low-income households, people with disabilities, and medically vulnerable residents.
5. Document existing electrical capacity, generator connections, broadband, kitchen and refrigeration capacity, water, sanitation, and storage.
6. Require a simple operating agreement covering activation, staffing, maintenance, fuel, testing, security, and reporting.

3. Create standard spoke investment packages

Package	Possible costs	Best funding prospects
Communications and charging package	Radios, satellite or redundant internet, Wi-Fi, charging stations, public information boards, and backup power for communications.	Foundation for Appalachian Kentucky; FEMA when mitigation-eligible; ARC; local sponsors
Power resilience package	Generator, transfer switch, solar, battery storage, critical-load panel, electrical upgrades, and fuel storage where appropriate.	Kentucky energy programs; FEMA; USDA for eligible nonprofit/public facilities; philanthropy
Cooling, warming, and clean-air package	Efficient HVAC, heat pumps, air filtration, insulation, weatherization, cots, and related equipment.	Energy programs; health-focused foundations; USDA; local match

Food, water, and medication package	Refrigerators, freezers, commercial kitchen equipment, potable-water storage, shelving, and medication refrigeration.	USDA; ARC; local and regional foundations; health partners
Accessibility and sanitation package	Ramps, doors, accessible restrooms, showers, wayfinding, backup water, and sanitation improvements.	USDA; ARC; local government; philanthropy
Emergency coordination package	Tables, storage, incident-command supplies, volunteer-management tools, printers, mapping displays, and training.	Foundation grants; CDP; ARC; local business sponsors

4. Use a pooled mini-grant structure

Floyd County or a designated nonprofit intermediary should seek philanthropic and public funds for a countywide spoke-improvement pool. DLG-administered CDBG, CDBG-DR, ARC, coal-severance, and flood-match resources should be evaluated alongside foundation funding. Rather than requiring every small church, fire department, or community center to manage a federal grant, the county or intermediary could issue standardized mini-grants, purchase equipment in bulk, and provide technical assistance.

Mountain Association could use USDA technical-assistance funding to create the common assessment, budgeting, governance, and operating tools needed for this pooled approach. This would reduce the burden on individual churches, fire departments, libraries, and community organizations and improve their readiness for later capital grants.

- Planning awards of $2,500-$7,500 for assessments, quotes, engineering, and operating agreements.
- Basic readiness awards of $10,000-$30,000 for supplies, communications, small equipment, and signage.
- Capital awards of $30,000-$100,000 for generators, electrical work, HVAC, refrigeration, broadband, accessibility, and water systems.
- Competitive larger awards for a limited number of Tier 3 sites after engineering and hazard review.

5. Bundle similar sites and purchases

Bundling will reduce costs and strengthen applications. The county could procure generators, transfer switches, radios, charging equipment, refrigerators, signage, or engineering services for several sites at once. Sites with similar needs can also be grouped in one ARC, energy, FEMA, or philanthropic proposal. Bundled spoke packages may be especially well suited to a county-sponsored CDBG, ARC, CDBG-DR, or coal-severance request administered with help from the Big Sandy Area Development District.

6. Build the match strategy

Match source	Potential contribution
County and city contributions	Cash appropriations, equipment, public works assistance, emergency-management staff time
Site-owner contributions	Cash, approved labor, utility upgrades, maintenance commitments, donated space

Private philanthropy	Flexible cash match, assessments, design, equipment, start-up programming
Businesses and utilities	Equipment sponsorships, communications, fuel, broadband, electrical assistance
Health systems	Medical refrigeration, clean-air equipment, health supplies, training
Volunteer and in-kind support	Use only when the grant program expressly allows and documentation requirements can be met

7. Phase implementation

Phase	Timing	Actions
Phase 1: Organize and assess	0-6 months	Select candidate sites; complete readiness screens; define service areas; adopt agreements; prepare cost estimates.
Phase 2: Demonstrate	6-18 months	Fund 3-5 diverse pilot spokes; test activation protocols; document costs, usage, and lessons.
Phase 3: Scale	18-36 months	Bundle proven packages into larger public and philanthropic applications; expand coverage in underserved areas.
Phase 4: Sustain	Ongoing	Budget for maintenance, fuel, testing, insurance, replacement reserves, training, and annual exercises.

8. Plan for operating costs from the beginning

Capital grants rarely cover long-term operation. Each spoke agreement should identify responsibility for utility bills, generator testing, fuel rotation, battery maintenance, internet service, insurance, cleaning, replacement of supplies, staff or volunteer coverage, and annual exercises. A small countywide resilience-hub operating fund could combine county support, annual philanthropy, business sponsorships, and site-owner contributions.

Recommended first-year spoke budget

Item	Illustrative amount
Countywide site assessments and technical assistance	$50,000
Three Tier 1 pilot sites at approximately $20,000	$60,000
Two Tier 2 pilot sites at approximately $75,000	$150,000
Shared communications, signage, training, and exercises	$50,000
Project administration, procurement, and evaluation	$40,000
Contingency	$30,000
Illustrative first-year total	**$380,000**

Recommended Funding Sequence

1. Confirm governance and ownership

Finalize the relationship between St. Vincent's Mission, Floyd County, emergency management, and spoke-site owners. Adopt public-access and emergency-activation agreements.

2. Develop a component-based master budget

Separate property, general construction, mitigation, energy, water and stormwater, equipment, furnishings, programming, start-up operations, and spoke investments.

3. Convene DLG and Big Sandy Area Development District

Ask DLG and the Big Sandy Area Development District to screen the Allen property and spoke network for regular CDBG, CDBG-DR, ARC, Flood Control Local Match, and coal-severance resources. Determine whether Floyd County will serve as applicant, grant recipient, contracting entity, and compliance lead, and define the long-term public-use agreement needed for a nonprofit-owned property.

4. Meet with USDA Rural Development

Request a preliminary eligibility and financing discussion before final design or procurement. Ask USDA to assess the likely service area, grant tier, loan requirement, religious-use allocation, and eligible equipment.

5. Develop a USDA technical-assistance partnership

Work with Mountain Association or another regional economic development organization as the proposed technical-assistance partner to prepare for the next USDA Community Facilities Technical Assistance and Training competition. Develop a countywide scope covering service-area analysis, central-hub financing, spoke-site assessments, governance, operating plans, application preparation, and organizational capacity building. Also explore whether Mountain Association could lead a future Rural Community Development Initiative proposal for the broader spoke network.

6. Coordinate with Kentucky Emergency Management

Identify FEMA-eligible components at both the central hub and spokes and ensure they appear in the county hazard-mitigation plan.

7. Prepare an ARC/EDA economic-resilience case

Quantify business continuity, workforce, broadband, supply-chain, food, health, and service-retention benefits.

8. Develop the energy package

Complete an energy audit and preliminary design for solar, storage, critical loads, efficient HVAC, and generator integration.

9. Launch a philanthropic spoke fund

Seek flexible planning and pilot funding from the Foundation for Appalachian Kentucky, disaster philanthropy, health funders, local businesses, and Appalachian Funders Network members.

10. Establish long-term operating commitments

Create a five-year operating forecast, replacement reserve, testing schedule, training plan, and annual exercise calendar.

Key Sources for the Property-Specific Additions

- EPA Brownfields Types of Funding: https://www.epa.gov/brownfields/types-funding
- EPA Brownfields Eligibility: https://www.epa.gov/brownfields/eligibility
- EPA FY 2026 Brownfields Competition: https://www.epa.gov/brownfields/fy-2026-brownfields-multipurpose-assessment-and-cleanup-grant-competition
- EPA All Appropriate Inquiries: https://www.epa.gov/brownfields/brownfields-all-appropriate-inquiries
- Kentucky Brownfields Program: https://eec.ky.gov/Environmental-Protection/brownfields/Pages/default.aspx
- Kentucky Targeted Brownfield Assessments: https://eec.ky.gov/Environmental-Protection/brownfields/Pages/targeted-brownfield-assessments.aspx
- Kentucky Brownfield Liability Relief: https://eec.ky.gov/Environmental-Protection/brownfields/Pages/liability-protection-and-technical-assistance.aspx
- Property listing reviewed for basic site description: https://commercial.century21.com/property/5028-ky-rt-1428-allen-ky-41601-REN031260700
- USDA Community Facilities Technical Assistance and Training Grant: https://www.rd.usda.gov/programs-services/community-facilities/community-facilities-technical-assistance-and-training-grant
- USDA Rural Community Development Initiative: https://www.rd.usda.gov/programs-services/community-facilities/rural-community-development-initiative-grants

Conclusion

The most credible financing strategy is to use USDA Community Facilities as the anchor for the central hub, supported by USDA technical-assistance funding with Mountain Association or another regional economic development organization as the proposed project-development partner, while using Kentucky Department for Local Government programs as a major public-sector pathway for building rehabilitation, disaster recovery, economic-resilience components, local match, and spoke-site investments. FEMA, ARC, EDA, energy, infrastructure, EPA Brownfields, coal-severance, and philanthropic funds should then be layered around clearly separated project components. The spoke network should begin with a standardized readiness process and a small number of pilot sites,

funded through a pooled mini-grant and bulk-procurement approach led or supported by Floyd County and the Big Sandy Area Development District.

Appendix D

LONG-TERM RESILIENCE HUB PARTNERSHIP AGREEMENT

Floyd County Community Resilience Hub

This Long-Term Resilience Hub Partnership Agreement ("Agreement") is entered into as of _____, 20____ ("Effective Date"), by and between:

Floyd County Fiscal Court, a political subdivision of the Commonwealth of Kentucky, with its principal offices at _____ ("County");

and

St. Vincent's Mission, Inc., a Kentucky nonprofit organization, with its principal offices at _____ ("Owner").

The County and Owner may be referred to individually as a "Party" and collectively as the "Parties."

RECITALS

WHEREAS, Floyd County is subject to flooding, severe storms, extended utility outages, extreme temperatures, public health emergencies, transportation disruptions, and other hazards that can affect the health, safety, and well-being of County residents;

WHEREAS, the Parties desire to establish and maintain a central community resilience hub capable of supporting residents before, during, and after emergencies;

WHEREAS, Owner owns or will own the property and improvements located at _____, Floyd County, Kentucky, as more particularly described in Exhibit A ("Facility");

WHEREAS, Owner intends to use the Facility for its charitable, community, administrative, educational, religious, and other mission-related activities when the Facility is not activated or needed for designated public resilience purposes;

WHEREAS, the County desires to recognize the Facility as part of Floyd County's broader resilience hub network and to obtain defined rights to access and activate the Facility for public purposes;

WHEREAS, the Parties may jointly pursue grants, charitable contributions, public appropriations, equipment, technical assistance, or other resources for development and operation of the Facility;

WHEREAS, the Parties wish to protect the public purpose of investments made in the Facility while recognizing Owner's continued ownership and routine use of the property; and

WHEREAS, the Parties intend to define their respective responsibilities for ownership, public access, readiness, maintenance, emergency activation, funding, reporting, and long-term stewardship of the Facility.

NOW, THEREFORE, in consideration of the mutual promises contained in this Agreement, the Parties agree as follows:

1. PURPOSE

The purpose of this Agreement is to establish a long-term partnership through which the Facility will:

1. Serve as the central facility within the Floyd County resilience hub network;
2. Support community preparedness, risk reduction, and resilience during ordinary conditions;
3. Provide space for public education, training, planning, and community-building activities;
4. Be maintained at an agreed level of readiness for emergency activation;
5. Be made available to the County under defined emergency and non-emergency conditions;
6. Support emergency response, relief, recovery, and continuity of essential community services;
7. Provide accessible services to residents, including people with disabilities and others with access or functional needs;
8. Serve as a location for coordination among government, nonprofit, faith-based, healthcare, utility, volunteer, and community organizations; and
9. Protect the long-term public benefit of funds and resources invested in the Facility.

2. FACILITY AND PROPERTY

2.1 Property

The Facility covered by this Agreement is located at:

Facility name: Floyd County Community Resilience Hub
Street address: _____
City, state, ZIP: _____
County parcel number: _____
Recorded deed reference: _____
Current property owner: St. Vincent's Mission, Inc.

A legal description, site map, floor plan, and identification of buildings and outdoor areas covered by this Agreement shall be included in Exhibit A.

2.2 Included Areas

Areas subject to public-purpose and emergency-use commitments may include:

10. Community meeting and assembly areas;
11. Classrooms or training rooms;
12. Commercial or warming kitchen areas;
13. Public restrooms and bathing facilities;
14. Emergency sleeping or respite areas;
15. Administrative or coordination areas;
16. Storage rooms for emergency supplies;
17. Accessible parking, entrances, and pedestrian routes;
18. Outdoor gathering, staging, feeding, or distribution areas;
19. Communications and technology areas;
20. Generator, battery, solar, water, and utility infrastructure;
21. Medical-equipment charging or refrigeration areas; and
22. Other areas identified in Exhibit A.

2.3 Restricted Areas

The Owner may identify areas that are not ordinarily available for public or emergency use, including:

23. Confidential client-service areas;
24. Private offices;
25. Record-storage areas;
26. Residential areas;
27. Mechanical or utility rooms;
28. Secure storage areas;
29. Areas containing sensitive or valuable property; and
30. Other areas identified in Exhibit A.

Restricted areas may be used only with Owner's approval, except when immediate entry is reasonably necessary to address a threat to life, safety, or the Facility.

3. OWNERSHIP

3.1 Continued Ownership

Owner shall retain title to the land, buildings, fixtures, and Owner-funded improvements comprising the Facility, subject to:

31. The public-purpose commitments contained in this Agreement;
32. Any deed restriction, grant covenant, mortgage, security interest, or use restriction accepted by Owner;
33. Any separately documented ownership interest in equipment or improvements acquired with County or third-party funds; and
34. The County's contractual access and activation rights.

Nothing in this Agreement transfers title to the Facility to the County.

3.2 No Leasehold Interest

Except as otherwise stated in a recorded instrument or separate lease, this Agreement does not create:

35. A lease or tenancy;
36. An easement;
37. A transfer of real property;
38. A partnership or joint venture;
39. A landlord-tenant relationship; or
40. A permanent possessory interest in favor of the County.

The County's rights are contractual public-purpose, access, and activation rights.

3.3 Protection of County and Grant-Funded Assets

Ownership of equipment, fixtures, infrastructure, and improvements purchased with County or grant funds shall be identified in Exhibit B.

Exhibit B shall state for each significant asset:

41. Description of the asset;
42. Source of funds;
43. Purchase price or value;
44. Date placed in service;

45. Legal owner;
46. Responsible party for maintenance;
47. Required useful life;
48. Restrictions on sale, transfer, relocation, or disposal;
49. Insurance responsibilities;
50. Replacement responsibilities; and
51. Disposition procedures at the end of the Agreement.

3.4 Encumbrances

Owner shall not knowingly sell, lease, mortgage, pledge, or materially encumber the Facility in a manner that would interfere with the public-purpose commitments or County rights established under this Agreement.

Before entering into a mortgage, long-term lease, sale agreement, or other transaction affecting the Facility, Owner shall:

52. Provide the County with at least _____ days' written notice;
53. Disclose the requirements of this Agreement to the proposed lender, purchaser, or lessee;
54. Seek written recognition of the Agreement when reasonably required to protect public investments; and
55. Comply with applicable grant or funding restrictions.

4. PUBLIC PURPOSE

4.1 Public Resilience Purposes

The Facility shall be maintained and used in support of the following public purposes:

56. Community preparedness education;
57. Emergency planning and exercises;
58. Disaster-risk reduction;
59. Cooling, warming, clean-air, and respite services;
60. Public information and communications;
61. Emergency charging and backup-power access;
62. Distribution of food, water, and emergency supplies;
63. Disaster assistance and recovery services;
64. Coordination of volunteers and community organizations;
65. Public health and wellness activities;
66. Community meetings related to resilience and recovery;
67. Training for residents, responders, volunteers, and partner organizations;

68. Support for vulnerable or underserved populations;
69. Continuity of community services following a disaster;
70. Emergency sheltering when specifically authorized and operationally feasible; and
71. Other activities approved by the Parties that advance community resilience.

4.2 Routine Owner Use

When the Facility is not activated or reserved for a designated public-purpose activity, Owner may use it for any lawful activity consistent with:

72. Owner's charitable and organizational mission;
73. The Facility's physical capabilities;
74. Applicable grant and funding requirements;
75. The readiness standards established under this Agreement; and
76. The County's scheduled access rights.

4.3 No Interference with Readiness

Owner's routine activities shall not materially impair:

77. Emergency access;
78. Generator, solar, battery, water, communications, or other resilience systems;
79. Emergency supply storage;
80. Accessible routes and entrances;
81. Required occupancy capacity;
82. Fire and life-safety systems;
83. Emergency signage;
84. County-owned equipment; or
85. The Facility's ability to become operational within the agreed activation period.

5. LENGTH OF COMMITMENT

5.1 Initial Term

The initial term of this Agreement shall begin on the Effective Date and continue for:

☐ Ten years
☐ Fifteen years
☐ Twenty years
☐ The useful life of the principal grant-funded improvements
☐ Another period: _____

Unless otherwise specified, the initial term shall expire on _____, 20____.

5.2 Renewal

The Agreement may be renewed by written agreement of the Parties for successive terms of _____ years.

The Parties shall begin renewal discussions no later than _____ months before the expiration of the current term.

5.3 Funding-Related Commitment

When construction, equipment, or improvements are supported with public or restricted grant funds, the Facility shall remain committed to the required public purpose for the longest of:

86. The term established in Section 5.1;
87. The useful life required by the applicable funding source;
88. The period stated in a deed restriction or grant covenant; or
89. The period required by applicable law.

5.4 Survival of Obligations

The following obligations shall survive expiration or termination to the extent applicable:

90. Reimbursement and repayment obligations;
91. Asset-disposition requirements;
92. Grant compliance;
93. Record retention;
94. Confidentiality;
95. Damage and restoration responsibilities;
96. Indemnification and liability obligations;
97. Audit rights; and
98. Obligations contained in recorded covenants or restrictions.

6. COUNTY ACCESS RIGHTS

6.1 Emergency Access

The County shall have the right to request and, under the conditions stated in this Agreement and the Emergency Activation and Facility-Use Agreement, activate designated areas of the Facility for an actual, threatened, or impending emergency.

Emergency access may include reasonable access to:

99. Public-use areas;

100. Emergency supply storage;
101. Communications systems;
102. Backup power systems;
103. Water and sanitation systems;
104. Kitchens and feeding areas;
105. Parking and outdoor staging areas;
106. Equipment owned or designated for County emergency use; and
107. Other areas identified in the activation plan.

6.2 Non-Emergency Access

Upon reasonable notice, the County may access designated areas for:

108. Facility inspections;
109. Readiness assessments;
110. Emergency planning;
111. Inventory verification;
112. Maintenance of County-owned equipment;
113. Training and exercises;
114. Public resilience programs;
115. Meetings with partner organizations;
116. Grant monitoring and reporting;
117. Accessibility assessments; and
118. Other mutually approved public purposes.

Except for emergencies, the County shall normally provide at least _____ business days' notice.

6.3 Scheduled Public Use

The Parties shall develop an annual schedule of anticipated County and public resilience activities.

The schedule should identify:

119. Training dates;
120. Public education events;
121. Exercises;
122. Readiness inspections;
123. Equipment tests;
124. Community meetings;
125. Seasonal cooling or warming operations; and
126. Other planned activities.

Owner shall make reasonable efforts to accommodate these activities while continuing its normal operations.

6.4 Keys and Access Credentials

The County may be provided with keys, codes, access cards, or other credentials necessary for emergency access.

The County shall:

127. Limit credentials to authorized personnel;
128. Protect access codes from unauthorized disclosure;
129. Notify Owner when credentials are lost or compromised;
130. Return credentials when personnel change or the Agreement ends; and
131. Follow the access-control procedures in Exhibit C.

7. EMERGENCY ACTIVATION RIGHTS

7.1 Authorized Activating Officials

The following officials may request activation:

132. Floyd County Judge/Executive;
133. Floyd County Emergency Management Director;
134. An authorized designee of either official; or
135. Another official identified in the Floyd County Emergency Operations Plan.

7.2 Conditions for Activation

The Facility may be activated in response to:

136. A declared local, state, or federal emergency;
137. A threatened or impending emergency;
138. Severe weather or hazardous environmental conditions;
139. A utility outage or infrastructure failure;
140. An evacuation or displacement event;
141. A public health emergency;
142. A need for emergency distribution or public information;
143. A recovery operation;
144. A planned emergency exercise; or
145. Another incident for which Facility use would protect or assist the public.

A formal emergency declaration is not required when immediate use is reasonably necessary to protect life, health, safety, or property.

7.3 Owner Consultation

When circumstances allow, the County shall consult Owner before activation.

When immediate action is necessary and an authorized Owner representative cannot be reached, the County may initiate activation using the agreed emergency access procedures.

The County shall notify Owner as soon as reasonably possible.

7.4 Safety Limitations

Activation is subject to the Facility being reasonably safe and usable.

Owner may object to or limit activation when:

146. The Facility has sustained structural or environmental damage;
147. Access routes are unsafe;
148. Essential utilities are unavailable and no safe alternative exists;
149. Activation would create an immediate threat to occupants;
150. The requested use exceeds the Facility's approved capabilities;
151. The Facility is already occupied beyond safe capacity; or
152. Another urgent condition makes use unreasonable.

The Parties shall attempt to identify a partial-use or alternative arrangement before refusing activation entirely.

7.5 Activation Agreement

Specific activation procedures, command structure, operational control, costs, staffing, security, damage, restoration, and deactivation shall be governed by the Emergency Activation and Facility-Use Agreement attached as Exhibit D.

If the two agreements conflict, this Agreement shall control regarding long-term ownership, public-purpose obligations, investment protection, and the length of the commitment. Exhibit D shall control regarding the day-to-day management of an active emergency operation.

8. READINESS STANDARDS

8.1 General Standard

The Parties shall maintain the Facility at the readiness level described in Exhibit E.

The target readiness level shall be:

☐ Available for limited public services within _____ hours
☐ Available for daytime emergency operations within _____ hours
☐ Available for overnight sheltering within _____ hours
☐ Available for full activation within _____ hours
☐ Tiered readiness depending upon the service requested

8.2 Minimum Readiness Capabilities

Subject to funding and the approved Facility design, readiness may include:

1. Safe building access;
2. Accessible parking, entrances, routes, restrooms, and service areas;
3. Functioning fire detection and life-safety systems;
4. Backup electricity;
5. Generator or battery capability;
6. Fuel or energy-management plans;
7. Heating, cooling, and ventilation;
8. Potable water;
9. Wastewater or emergency sanitation;
10. Emergency lighting;
11. Internet, radio, telephone, or satellite communications;
12. Food preparation or distribution capability;
13. Refrigeration for food or medication;
14. Charging for phones, mobility devices, and medical equipment;
15. Emergency supply storage;
16. Public information systems;
17. Security and access control;
18. First-aid supplies;
19. Cleaning and sanitation supplies;
20. Staff and volunteer call-down procedures;
21. Emergency signage;
22. Accessible communication resources; and
23. Current operating plans and contact lists.

8.3 Readiness Limitations

The inclusion of a capability in a plan does not guarantee that it will remain available during every disaster.

The Parties shall document:

1. Known limitations;
2. Dependencies on utilities or vendors;
3. Staffing requirements;
4. Seasonal limitations;
5. Maximum occupancy;
6. Maximum operating duration;
7. Activities requiring outside partners; and
8. Services the Facility is not equipped to provide.

9. OWNER READINESS DUTIES

Owner shall be responsible for the following, subject to the approved annual operating plan and available resources:

1. Maintaining the building in a safe and usable condition;
2. Maintaining property insurance;
3. Maintaining ordinary utility accounts;
4. Maintaining Owner-owned building systems;
5. Protecting emergency-use areas from incompatible uses;
6. Providing reasonable access for inspection and testing;
7. Identifying changes that may affect readiness;
8. Promptly reporting significant damage or system failures;
9. Maintaining Owner-owned furnishings and equipment;
10. Maintaining required permits, inspections, and certifications;
11. Keeping emergency exits and accessible routes clear;
12. Participating in annual readiness planning;
13. Designating primary and alternate Facility contacts;
14. Maintaining records required by applicable grants;
15. Ensuring that Owner personnel understand the activation process;
16. Protecting County-owned equipment located at the Facility; and
17. Supporting agreed public-purpose activities.

Owner shall not be required to provide emergency personnel, security, medical care, food, supplies, transportation, or volunteer management unless specifically agreed in an annual plan or activation document.

10. COUNTY READINESS DUTIES

The County shall be responsible for the following, subject to lawful appropriations and available resources:

1. Incorporating the Facility into appropriate County emergency plans;
2. Designating authorized activation officials;
3. Participating in annual readiness inspections;
4. Developing activation and operating procedures;
5. Coordinating public safety and emergency-management partners;
6. Maintaining County-owned equipment;
7. Coordinating emergency staffing plans;
8. Assisting with training and exercises;
9. Providing or arranging emergency communications resources assigned to the County;
10. Supporting public information about the Facility's emergency role;
11. Identifying potential funding opportunities;
12. Supporting reimbursement documentation during an activation;
13. Coordinating accessibility and functional-needs planning;
14. Coordinating shelter, feeding, distribution, or recovery partners;
15. Maintaining County emergency contact lists;
16. Informing Owner of material changes in applicable County emergency plans; and
17. Supporting after-action review and corrective-action planning.

Nothing in this Agreement obligates the County to make a future appropriation in violation of applicable budget or fiscal requirements.

11. JOINT READINESS DUTIES

The Parties shall jointly:

1. Conduct at least one annual Facility inspection;
2. Review the activation plan annually;
3. Conduct or participate in at least one exercise every _____ years;
4. Review emergency contact information at least twice each year;
5. Review insurance coverage annually;
6. Review accessibility at least once every _____ years and after major renovations;
7. Update the emergency equipment inventory annually;
8. Identify readiness gaps and assign corrective actions;
9. Review lessons learned after each activation;
10. Coordinate communications with emergency partners;

11. Review the long-term capital plan;
12. Pursue funding when mutually beneficial;
13. Maintain an annual resilience hub work plan; and
14. Document compliance with public-purpose commitments.

12. ANNUAL OPERATING AND READINESS PLAN

No later than _____ of each year, the Parties shall approve an Annual Operating and Readiness Plan.

The plan shall identify:

1. Current Facility capabilities;
2. Target readiness level;
3. Planned public activities;
4. Training and exercise dates;
5. Inspection and testing schedules;
6. Maintenance assignments;
7. Staffing expectations;
8. Equipment and supply inventories;
9. Estimated operating costs;
10. County support, if any;
11. Owner contributions, if any;
12. Capital-improvement priorities;
13. Funding opportunities;
14. Accessibility improvements;
15. Corrective actions from prior inspections or activations;
16. Performance measures;
17. Public communication priorities; and
18. Changes to contact information.

Failure to approve an annual plan shall not automatically terminate this Agreement. The most recently approved plan shall remain in effect until replaced, unless it has become unsafe, unlawful, or impracticable.

13. MAINTENANCE AND CAPITAL IMPROVEMENTS

13.1 Ordinary Maintenance

Owner shall ordinarily be responsible for routine building and grounds maintenance unless Exhibit F assigns a particular duty to the County.

13.2 Resilience Systems

Responsibility for maintaining specialized resilience systems shall be assigned in Exhibit F, including:

1. Solar panels;
2. Battery-storage systems;
3. Generators;
4. Fuel systems;
5. Water storage or treatment;
6. Communications equipment;
7. Emergency refrigeration;
8. Charging stations;
9. Security equipment;
10. Emergency lighting;
11. Accessible equipment; and
12. Other specialized systems.

13.3 Capital Improvements

No Party is required to fund a capital improvement unless the expenditure has been separately approved.

Before undertaking a major improvement, the Parties shall document:

1. Scope of work;
2. Project owner;
3. Funding source;
4. Procurement responsibility;
5. Design and construction responsibility;
6. Ownership upon completion;
7. Maintenance responsibility;
8. Insurance responsibility;
9. Useful-life requirements;
10. Public-use restrictions;
11. Disposition requirements;
12. Required approvals; and
13. Consequences if the Facility ceases to serve its public purpose.

13.4 Alterations

The County shall not make permanent structural alterations without Owner's written approval.

Owner shall not materially alter the designated emergency-use areas or resilience systems without consulting the County when the change may reduce readiness, capacity, accessibility, or public usefulness.

14. FUNDING AND RESOURCE DEVELOPMENT

14.1 Cooperative Fundraising

The Parties may cooperate in pursuing:

1. Federal grants;
2. State grants;
3. Local appropriations;
4. Foundation grants;
5. Corporate contributions;
6. Charitable donations;
7. Equipment donations;
8. Technical assistance;
9. In-kind support; and
10. Other resources.

14.2 No Unauthorized Commitments

Neither Party may submit a funding application that legally or financially obligates the other Party without written approval.

Neither Party may:

1. Promise matching funds from the other Party;
2. Pledge the other Party's property;
3. Commit the other Party to long-term operating expenses;
4. Represent that the other Party has approved a project when it has not; or
5. Accept funding conditions binding on the other Party without authorization.

14.3 Grant Administration

For each jointly supported grant, the Parties shall execute a written project addendum identifying:

1. Applicant and grant recipient;
2. Fiscal agent;
3. Project manager;
4. Scope and deliverables;
5. Budget;
6. Match requirements;
7. Procurement responsibilities;
8. Reporting responsibilities;
9. Ownership of improvements and equipment;
10. Record-retention requirements;
11. Audit responsibilities;
12. Reimbursement procedures;
13. Public-use period;
14. Repayment or recapture risks; and
15. Responsibilities following termination.

14.4 Contributions Do Not Create Ownership

Unless expressly stated in a deed, grant agreement, asset schedule, or separate written instrument, contributions by the County do not create an ownership interest in the underlying real estate.

15. OPERATING COSTS

15.1 Routine Costs

Owner shall ordinarily pay routine costs associated with its normal use of the Facility, including ordinary utilities, routine custodial services, and ordinary maintenance.

15.2 Readiness Costs

Readiness-related costs shall be allocated through the Annual Operating and Readiness Plan.

These costs may include:

1. Generator testing;
2. Fuel rotation;
3. Battery-system maintenance;
4. Emergency communications subscriptions;
5. Emergency supply replacement;
6. Specialized inspections;

7. Equipment maintenance;
8. Training;
9. Security;
10. Accessibility improvements;
11. Emergency internet capacity; and
12. Insurance attributable to the Facility's emergency role.

15.3 Activation Costs

Costs resulting from an actual activation shall be addressed under Exhibit D.

15.4 County Appropriations

Any County payment is subject to:

1. Approval by the Floyd County Fiscal Court;
2. Availability of appropriated funds;
3. Applicable procurement requirements;
4. Documentation requirements;
5. Audit requirements; and
6. Applicable state and federal law.

16. ACCESSIBILITY AND EQUITABLE PUBLIC SERVICE

16.1 Accessibility

The Parties shall work to ensure that public and emergency activities conducted at the Facility are accessible to people with disabilities.

Planning shall address:

1. Accessible parking and drop-off;
2. Accessible exterior and interior routes;
3. Accessible entrances;
4. Accessible restrooms and bathing facilities;
5. Accessible service and sleeping areas;
6. Effective communication;
7. Sign-language interpretation;
8. Materials in accessible formats;
9. Service animals;
10. Charging for mobility and medical equipment;
11. Medication refrigeration;

12. Quiet or low-stimulation areas when feasible;
13. Transportation access; and
14. Reasonable modifications to policies and procedures.

16.2 Nondiscrimination

Publicly supported programs at the Facility shall be provided without unlawful discrimination.

No person shall be denied emergency services based on:

1. Race or color;
2. National origin;
3. Religion;
4. Sex;
5. Disability;
6. Age;
7. Family status;
8. Income;
9. Sexual orientation or gender identity when protected by applicable law or policy;
10. Immigration or citizenship status, except where eligibility rules lawfully require otherwise; or
11. Another status protected by applicable law.

16.3 Religious Activities

Owner may conduct religious activities consistent with its mission.

However:

1. Receipt of County-coordinated emergency services shall not be conditioned upon participation in religious activity;
2. Religious activities shall be voluntary;
3. Public funds shall not be used for inherently religious activities except as permitted by law;
4. Public emergency services should be separated by time or location from explicitly religious activities when reasonably necessary; and
5. County communications shall present the Facility as serving the public without religious eligibility requirements.

17. PUBLIC COMMUNICATIONS AND FACILITY IDENTITY

17.1 Identification

The Facility may be publicly identified as:

Floyd County Community Resilience Hub at St. Vincent's Mission

or another name approved by the Parties.

17.2 Use of Names and Logos

Neither Party may use the other Party's logo, trademark, or endorsement in fundraising, advertising, or promotional material without permission.

This restriction does not prevent factual statements about:

1. The existence of the partnership;
2. The Facility's public role;
3. Approved funding;
4. Scheduled public activities; or
5. Emergency activation.

17.3 Public Information

The Parties shall coordinate public communications concerning:

1. Available services;
2. Hours of operation;
3. Activation status;
4. Accessibility;
5. Transportation;
6. Items residents should bring;
7. Household-pet procedures;
8. Volunteer opportunities;
9. Donations; and
10. Facility limitations.

18. INSURANCE

Each Party shall maintain insurance or self-insurance appropriate to its legal status and responsibilities.

Coverage may include:

1. Property insurance;
2. Commercial general liability;
3. Governmental liability or risk-pool coverage;
4. Automobile liability;
5. Workers' compensation;
6. Volunteer accident coverage;
7. Professional liability;
8. Directors and officers coverage;
9. Cyber and privacy coverage;
10. Equipment coverage; and
11. Business-interruption coverage.

Specific requirements, limits, certificates, and additional-insured provisions shall be set out in Exhibit G.

Each Party shall promptly notify the other of a material cancellation, lapse, or reduction in coverage that may affect the Facility or partnership.

19. LIABILITY AND RESPONSIBILITY

19.1 Responsibility for Personnel

Each Party is responsible for the supervision, conduct, compensation, insurance, and workers' compensation obligations of its own employees, agents, contractors, and volunteers.

19.2 Responsibility for Property

Each Party is responsible for property it owns, except as otherwise stated in this Agreement.

19.3 Allocation of Liability

To the extent permitted by Kentucky law, each Party shall be responsible for claims and losses caused by its own negligent, reckless, wanton, or intentional acts or omissions or those of persons under its control.

19.4 No Waiver of Immunity

Nothing in this Agreement waives:

1. Sovereign immunity;
2. Governmental immunity;

3. Qualified official immunity;
4. Charitable or statutory protections;
5. Any defense available under Kentucky law; or
6. Any applicable limitation on damages or liability.

19.5 Legal Review of Indemnification

Any indemnification provision added to this Agreement must be specifically reviewed and approved by the Floyd County Attorney and Owner's legal counsel.

20. RECORDS, REPORTING, AND AUDIT

20.1 Annual Report

The Parties shall prepare or approve an annual summary that may include:

1. Public programs conducted;
2. Number of residents served;
3. Trainings and exercises completed;
4. Readiness inspections;
5. Equipment tests;
6. Maintenance performed;
7. Grant-funded accomplishments;
8. Readiness gaps;
9. Corrective actions;
10. Capital needs;
11. Activations;
12. Community feedback; and
13. Priorities for the coming year.

20.2 Financial Records

Each Party shall maintain appropriate records for funds it receives or spends.

Records related to public or grant funding shall be retained for the period required by the applicable funding source or law.

20.3 Audit and Inspection

Upon reasonable notice, the County and applicable funders may inspect records directly related to:

1. County funds;

2. Publicly funded assets;
3. Grant compliance;
4. Public-purpose use;
5. Required maintenance;
6. Asset inventories; and
7. Performance obligations.

Audit access shall not extend to unrelated confidential donor, client, personnel, pastoral, or organizational records.

20.4 Public Records

Records held by the County may be subject to the Kentucky Open Records Act.

Owner shall not be considered a public agency solely by entering into this Agreement, except to the extent applicable law provides otherwise.

21. GOVERNANCE AND PARTNERSHIP MANAGEMENT

21.1 Designated Representatives

Each Party shall designate a primary and alternate representative.

County

Primary representative: _____
Title: _____
Telephone: _____
Email: _____

Alternate representative: _____
Title: _____
Telephone: _____
Email: _____

Owner

Primary representative: _____
Title: _____
Telephone: _____
Email: _____

Alternate representative: _____
Title: _____

Telephone: _____
Email: _____

21.2 Partnership Committee

The Parties may establish a Resilience Hub Partnership Committee composed of representatives of:

1. Floyd County Fiscal Court;
2. Floyd County Emergency Management;
3. St. Vincent's Mission;
4. Public health;
5. Fire and emergency medical services;
6. Law enforcement;
7. Disability and aging organizations;
8. Utilities;
9. Community-based organizations;
10. Healthcare providers;
11. Volunteer organizations;
12. Residents; and
13. Other partners.

The committee shall be advisory unless delegated specific authority in writing.

21.3 Meetings

The Parties' designated representatives shall meet at least:

☐ Quarterly
☐ Semiannually
☐ Annually
☐ At another interval: _____

Meetings should address readiness, funding, maintenance, public programming, upcoming exercises, risks, and needed decisions.

22. PERFORMANCE MEASURES

The Parties may use performance measures such as:

1. Number of readiness inspections completed;
2. Percentage of required systems operational;
3. Time required to activate;
4. Number of staff and volunteers trained;

5. Number of public preparedness activities;
6. Number of residents participating;
7. Percentage of corrective actions completed;
8. Backup-power duration;
9. Water and sanitation capacity;
10. Communications capability;
11. Accessibility improvements completed;
12. Number and duration of activations;
13. Resident satisfaction;
14. Partner participation; and
15. Funding secured for resilience improvements.

Performance measures shall support improvement and accountability rather than create a guarantee that the Facility will operate without interruption during every emergency.

23. SALE, TRANSFER, OR CHANGE IN CONTROL

23.1 Notice

Owner shall provide at least _____ days' written notice before:

1. Selling the Facility;
2. Transferring title;
3. Entering into a long-term lease;
4. Merging or dissolving;
5. Ceasing operations at the Facility; or
6. Taking another action that may materially affect the public-purpose commitment.

23.2 Successor Assumption

When legally and practically possible, Owner shall require a purchaser, transferee, successor, or long-term lessee to assume the remaining obligations of this Agreement.

23.3 County Options

If Owner proposes to sell or transfer the Facility during the commitment period, the Parties may negotiate:

1. Assignment of the Agreement;
2. A right of first negotiation;
3. A right of first refusal;
4. Purchase by the County or another nonprofit;

5. Transfer to a successor public-purpose operator;
6. Relocation of County-owned equipment;
7. Repayment of unamortized public investments; or
8. Another arrangement that preserves the public benefit.

Any purchase option or right affecting title should be documented in a separate recorded instrument reviewed by legal counsel.

24. FAILURE TO MAINTAIN PUBLIC PURPOSE

24.1 Material Failure

A material failure may include:

1. Abandoning the agreed public purpose;
2. Repeatedly denying authorized County access without reasonable cause;
3. Disabling resilience systems without an approved alternative;
4. Selling restricted equipment contrary to funding requirements;
5. Failing to maintain required insurance;
6. Using public funds for unauthorized purposes;
7. Failing to correct a serious safety violation;
8. Violating a material grant covenant;
9. Using the Facility in a manner that makes emergency activation impracticable; or
10. Another substantial violation of this Agreement.

24.2 Notice and Opportunity to Cure

Except in an immediate life-safety situation, the non-defaulting Party shall provide written notice describing the alleged failure.

The defaulting Party shall have:

☐ 30 days
☐ 60 days
☐ 90 days
☐ Another period: _____

to correct the failure or submit an acceptable corrective-action plan.

24.3 Remedies

Available remedies may include:

1. Corrective-action requirements;

2. Temporary suspension of non-emergency access;
3. Restoration of equipment or systems;
4. Repayment required by a grant;
5. Reimbursement of unamortized public investment;
6. Transfer of publicly funded equipment;
7. Termination;
8. Enforcement of a recorded covenant; or
9. Other remedies available by law.

25. EARLY TERMINATION

25.1 Termination by Mutual Agreement

The Parties may terminate this Agreement at any time through a written agreement addressing:

1. Publicly funded improvements;
2. Equipment disposition;
3. Grant obligations;
4. Outstanding costs;
5. Record retention;
6. Public communication; and
7. Continuity of resilience services.

25.2 Termination for Cause

Either Party may terminate for an uncured material breach.

25.3 Termination Due to Casualty or Impossibility

The Agreement may be terminated or suspended when:

1. The Facility is destroyed or substantially damaged;
2. The property becomes unsafe for long-term use;
3. Continued use becomes unlawful;
4. Required utilities cannot reasonably be restored;
5. Funding conditions make continued operation impracticable; or
6. Another condition makes performance impossible.

25.4 Termination Without Cause

Because this Agreement protects long-term public investments, neither Party may terminate without cause during the initial commitment period unless:

1. The other Party agrees in writing;
2. Applicable funders approve;
3. Required repayment or asset-transfer obligations are satisfied; and
4. An acceptable plan is developed to protect the public benefit.

After the initial commitment period, either Party may terminate without cause by providing at least _____ months' written notice.

26. PUBLIC INVESTMENT RECAPTURE

When public funds are used for capital improvements, the applicable project addendum may require repayment if the Facility ceases to serve the agreed public purpose before the end of the commitment period.

A recapture formula may be based on:

Unamortized Public Investment = Total Public Capital Contribution × Remaining Commitment Period ÷ Original Commitment Period

Any recapture obligation shall:

1. Be approved before funds are committed;
2. Account for depreciation and useful life;
3. Exclude ordinary activation reimbursements;
4. Be reduced by any approved transfer of assets or obligations;
5. Be consistent with funder requirements; and
6. Be subject to applicable law.

27. DAMAGE OR DESTRUCTION

If the Facility is materially damaged:

1. Owner shall notify the County promptly;
2. The Parties shall assess the effect on readiness;
3. Insurance claims shall be coordinated as appropriate;
4. The Parties shall determine whether repair, replacement, temporary relocation, or termination is appropriate;
5. Publicly funded assets shall be handled according to applicable requirements; and

6. The County shall update its emergency plans to reflect reduced or unavailable capability.

Nothing in this Agreement requires Owner to rebuild the Facility unless a grant, insurance policy, recorded covenant, or separate agreement requires reconstruction.

28. DISPUTE RESOLUTION

Before initiating litigation, the Parties shall attempt to resolve disputes through the following process:

1. Discussion between the designated representatives;
2. Review by the Floyd County Emergency Management Director and Owner's executive director;
3. Review by the Floyd County Judge/Executive and Owner's board chair or designee;
4. Nonbinding mediation, if mutually agreed; and
5. Other remedies available by law.

This process does not prevent immediate action necessary to protect life, safety, property, funding, or legal rights.

29. FORCE MAJEURE

Neither Party shall be considered in default for a failure caused by events beyond its reasonable control, including:

1. Natural disasters;
2. War or terrorism;
3. Widespread utility failure;
4. Government order;
5. Epidemic or pandemic;
6. Labor disruption;
7. Supply-chain failure;
8. Destruction of the Facility; or
9. Other extraordinary circumstances.

The affected Party shall provide notice and take reasonable steps to resume performance.

An emergency that activates the Facility shall not, by itself, excuse responsibilities specifically intended to apply during emergencies.

30. COMPLIANCE WITH LAW

The Parties shall comply with applicable:

1. Federal law;
2. Kentucky law;
3. Local ordinances;
4. Emergency-management requirements;
5. Building and fire codes;
6. Accessibility requirements;
7. Public health requirements;
8. Environmental requirements;
9. Procurement requirements;
10. Grant requirements;
11. Licensing requirements; and
12. Insurance requirements.

If a provision conflicts with a mandatory legal requirement, the legal requirement shall control and the remainder of the Agreement shall remain in effect.

31. NOTICES

Official notices shall be delivered personally, by certified mail, recognized delivery service, or electronic mail with confirmation.

Notice to Floyd County Fiscal Court

Name/title: _____
Address: _____
Email: _____
Telephone: _____

Notice to Floyd County Emergency Management

Name/title: _____
Address: _____
Email: _____
Telephone: _____

Notice to St. Vincent's Mission

Name/title: _____
Address: _____

Email: _____
Telephone: _____

32. GENERAL PROVISIONS

32.1 Independent Parties

The Parties are independent entities. Nothing in this Agreement creates an employment, agency, partnership, or joint-venture relationship.

32.2 Assignment

Neither Party may assign this Agreement without the other Party's written consent, except as part of an approved transfer that preserves the public-purpose obligations.

32.3 Entire Agreement

This Agreement, its exhibits, project addenda, and incorporated activation agreement constitute the entire agreement regarding the long-term resilience hub partnership.

32.4 Amendments

Material amendments must be in writing and signed by authorized representatives of both Parties.

Operational exhibits may be updated by written approval of the designated representatives when the update does not materially alter legal, financial, property, or public-purpose obligations.

32.5 Severability

If any provision is found invalid or unenforceable, the remaining provisions shall continue in effect.

32.6 Waiver

Failure to enforce a provision on one occasion does not waive the right to enforce it later.

32.7 Governing Law

This Agreement shall be governed by the laws of the Commonwealth of Kentucky.

32.8 Venue

Any legal proceeding concerning this Agreement shall be filed in a court of competent jurisdiction serving Floyd County, Kentucky, unless applicable law requires otherwise.

32.9 Counterparts and Electronic Signatures

The Agreement may be executed in counterparts and through legally valid electronic signatures.

32.10 Effective Date

The Agreement becomes effective after:

1. Approval by the Floyd County Fiscal Court;
2. Approval by the governing board of St. Vincent's Mission;
3. Execution by authorized representatives;
4. Approval of any required grantor or lender; and
5. Completion of any additional requirements stated below:

---

33. AUTHORIZATION AND SIGNATURES

Each individual signing below represents that they are authorized to execute this Agreement on behalf of the identified Party.

FLOYD COUNTY FISCAL COURT

By: _____
Name: _____
Title: Floyd County Judge/Executive
Date: _____

Approved by the Floyd County Fiscal Court on:

Date: _____

Attest:

By: _____
Name: _____
Title: Floyd County Clerk
Date: _____

Approved as to form:

By: _____
Name: _____
Title: Floyd County Attorney
Date: _____

ST. VINCENT'S MISSION, INC.

By: _____
Name: _____
Title: _____
Date: _____

Approved by the Board of Directors on:

Date: _____

Attest:

By: _____
Name: _____
Title: _____
Date: _____

RECOMMENDED EXHIBITS

Exhibit A — Property and Facility Description

Include:

- Legal property description;
- Site plan;
- Floor plans;
- Parcel information;
- Designated public-use areas;
- Restricted areas;
- Parking;
- Accessible routes;
- Outdoor staging areas;
- Utility locations;
- Generator, solar, and battery locations;
- Emergency shutoffs; and
- Maximum occupancy.

Exhibit B — Ownership and Asset Schedule

Include:

- Land and building ownership;
- County-funded assets;
- Owner-funded assets;
- Grant-funded assets;
- Donated equipment;
- Asset values;
- Serial numbers;
- Maintenance assignments;
- Insurance assignments;
- Useful-life periods; and
- Disposition requirements.

Exhibit C — Access and Key-Control Procedures

Include:

- Authorized personnel;
- Key and code procedures;
- Alarm procedures;
- Emergency entry;
- Restricted areas;
- Credential security;
- Notification requirements; and
- Return of credentials.

Exhibit D — Emergency Activation and Facility-Use Agreement

Include:

- Activation authority;
- Operational command;
- Permitted uses;
- Staffing;
- Security;
- Shelter operations;
- Feeding;
- Accessibility;

- Medical support;
- Household pets;
- Costs;
- liability;
- Damage;
- Deactivation; and
- Restoration.

Exhibit E — Readiness Standards and Capability Matrix

For each capability, identify:

- Target readiness level;
- Responsible Party;
- Inspection frequency;
- Testing requirement;
- Minimum capacity;
- Known limitation;
- Backup plan; and
- Corrective-action process.

Exhibit F — Maintenance Responsibility Matrix

Address:

- Roof and structure;
- HVAC;
- Plumbing;
- Electrical systems;
- Fire systems;
- Generator;
- Solar;
- Battery storage;
- Water systems;
- Communications;
- Kitchen;
- Accessibility features;
- Security;
- Grounds;
- Snow and debris removal;

- Custodial services; and
- Emergency supplies.

Exhibit G — Insurance Requirements

Include:

- Coverage types;
- Policy limits;
- Property valuation;
- Additional-insured requirements;
- Certificates;
- Notice of cancellation;
- Deductible responsibilities;
- Equipment coverage;
- Activation coverage; and
- Volunteer coverage.

Exhibit H — Annual Operating and Readiness Plan Form

Include:

- Scheduled public programs;
- Inspection dates;
- Exercise dates;
- Maintenance priorities;
- Capital priorities;
- Budget;
- Equipment inventory;
- Staffing;
- Training;
- Corrective actions;
- Performance measures; and
- Approval signatures.

Exhibit I — Capital Project and Grant Addendum Form

Include:

- Project description;
- Funding source;

- Budget;
- Match;
- Procurement;
- Project management;
- Ownership;
- Maintenance;
- Useful life;
- Public-purpose period;
- Reporting;
- Recapture;
- Disposition; and
- Authorized signatures.

Exhibit J — Emergency and Partnership Contact List

Include:

- County Judge/Executive;
- Emergency Management Director;
- Owner representatives;
- Fire and EMS;
- Law enforcement;
- Public health;
- Utilities;
- Maintenance contractors;
- Insurance carriers;
- Shelter and feeding partners;
- Disability organizations;
- Medical providers;
- Transportation partners; and
- Volunteer organizations.

Appendix E

EMERGENCY ACTIVATION AND FACILITY-USE AGREEMENT

Floyd County Community Resilience Hub

This Emergency Activation and Facility-Use Agreement ("Agreement") is entered into as of _____, 20____, by and between:

Floyd County Fiscal Court, a political subdivision of the Commonwealth of Kentucky, with offices at _____ ("County");

and

St. Vincent's Mission, Inc., a Kentucky nonprofit organization and owner or lawful operator of the property described below, with offices at _____ ("Facility Owner").

The County and Facility Owner may be referred to individually as a "Party" and collectively as the "Parties."

1. Purpose

The purpose of this Agreement is to establish the conditions under which the County may activate and use designated portions of the Floyd County Community Resilience Hub during an emergency, disaster, severe weather event, extended utility outage, public health emergency, evacuation, recovery operation, emergency exercise, or other incident affecting Floyd County.

This Agreement is intended to:

- Allow the Facility to be activated quickly when community needs arise;
- Define the authority and process for activation and deactivation;
- Establish the responsibilities of the County and Facility Owner;
- Protect the Facility Owner's property and normal operations;
- Provide for reimbursement of eligible expenses and repair of damage;
- Support accessible and nondiscriminatory emergency services; and
- Coordinate Facility operations with the Floyd County Emergency Operations Plan.

2. Facility

The property covered by this Agreement is located at:

Facility name: Floyd County Community Resilience Hub
Street address: _____
City, state and ZIP: _____
Property owner: St. Vincent's Mission, Inc.
Primary Facility contact: _____
Primary contact telephone: _____
Primary contact email: _____

The portions of the Facility available for emergency use are identified in **Exhibit A: Facility Description and Authorized Use Areas**.

Unless specifically authorized in writing, the County shall not use offices, storage rooms, residential areas, worship spaces, confidential client-service areas, mechanical rooms, or other areas identified by the Facility Owner as restricted.

3. Permitted Emergency Uses

Depending on the nature of an incident and the capabilities of the Facility, the County may activate the Facility for one or more of the following purposes:

- Public information and communications;
- Cooling, heating, clean-air, or temporary respite services;
- Distribution of food, water, emergency supplies, hygiene items, or other relief materials;
- Charging of phones, medical devices, mobility equipment, or other essential equipment;
- Emergency communications, internet access, and benefit-application assistance;
- Coordination of volunteers, donations, or community organizations;
- Temporary evacuation or mass-care sheltering;
- Disaster case management and recovery assistance;
- Emergency feeding or meal preparation;
- Storage or staging of emergency supplies;
- First aid or limited health-support services;
- Emergency operations, incident coordination, or responder support;
- Temporary workspace for governmental or nonprofit disaster-response personnel;
- Community recovery meetings;
- Emergency exercises and training; or
- Other uses mutually approved by the Parties.

The Facility shall not be operated as a hospital, skilled nursing facility, detention facility, hazardous-materials response site, or long-term residential facility unless separately authorized and appropriately staffed, licensed, insured, and equipped.

4. Relationship to Emergency Plans

The County shall identify the Facility, as appropriate, within the Floyd County Emergency Operations Plan, mass-care plan, shelter plan, continuity plan, communications plan, or related emergency-management documents.

Nothing in this Agreement requires the County to activate the Facility during every emergency. Activation shall depend upon the nature of the incident, the safety and condition of the Facility, available personnel and resources, transportation access, utility availability, and community need.

5. Term

This Agreement shall begin on _____, 20_***, and shall remain in effect for*** ___ years unless terminated in accordance with Section 24.

The Parties may renew the Agreement in writing. The Parties should review the Agreement, contact information, Facility capabilities, and exhibits at least annually.

6. Authority to Activate

The following County officials may request activation of the Facility:

- Floyd County Judge/Executive;
- Floyd County Emergency Management Director;
- An authorized designee of either official; or
- Another official designated in writing by the Floyd County Judge/Executive.

When reasonably possible, the activating official shall consult with the Facility Owner before activation.

The Facility Owner designates the following individuals as authorized activation contacts:

Primary:
Name: _____
Title: _____
Telephone: _____
Email: _____

Alternate:
Name: _____
Title: _____
Telephone: _____
Email: _____

7. Activation Procedure

An activation request should include:

- The nature of the emergency;
- The requested activation time;
- The anticipated duration;
- The areas of the Facility requested;
- The services to be provided;
- The anticipated number and type of occupants;
- The County official responsible for operations;
- Known security, medical, accessibility, transportation, or logistical needs; and
- Any anticipated use by partner agencies.

Activation may initially be requested verbally when urgent conditions make written notice impractical. The County shall provide written confirmation as soon as reasonably possible, preferably within 24 hours.

A suggested activation notice is included as **Exhibit B**.

8. Facility Safety Assessment

Before opening the Facility to the public, representatives of the County and Facility Owner shall conduct a safety and condition assessment to the extent conditions permit.

The assessment should document:

- Structural or storm damage;
- Utility status;
- Generator and fuel status;
- Fire alarms, exits, extinguishers, and suppression systems;
- Water and wastewater service;
- Heating, cooling, and ventilation;
- Accessibility of parking, entrances, routes, restrooms, service areas, and exits;
- Communications and internet service;
- Known environmental or health hazards;
- Areas that are unsafe or restricted; and
- The general condition of floors, walls, furnishings, equipment, and exterior areas.

Photographs or video may be used to document pre-activation conditions.

The Facility Owner may decline or delay activation if the Facility is unsafe, inaccessible, damaged, unavailable, or needed for another urgent purpose. When possible, the Parties shall determine whether a limited portion of the Facility can be safely activated.

9. Operational Control

During activation, the County shall have operational control over the designated emergency-use areas and emergency activities conducted under County authority.

The Facility Owner shall retain:

- Ownership and general control of the property;
- Control over areas not designated for emergency use;
- Responsibility for its employees, programs, records, and equipment not assigned to emergency operations; and
- The right to identify unsafe conditions or activities that may threaten the Facility, its occupants, or its mission.

The County shall designate an on-site Facility or Incident Manager. The Facility Owner may designate an on-site liaison. The County manager and Facility Owner liaison shall communicate regularly regarding operations, safety, maintenance, scheduling, and emerging concerns.

10. Incident Command and Partner Organizations

Emergency operations shall be coordinated through the County's emergency-management structure and, when applicable, the Incident Command System.

The County may authorize government agencies, emergency responders, nonprofit organizations, healthcare organizations, utilities, contractors, and other partners to operate within the Facility.

The County shall ensure that partner organizations:

- Operate within their assigned roles;
- Follow applicable Facility rules and safety procedures;
- Maintain appropriate supervision of their personnel and volunteers;
- Carry required licenses, credentials, and insurance;
- Protect confidential information; and
- Vacate the Facility when directed.

No partner organization acquires a tenancy, leasehold interest, or independent right to use the Facility through this Agreement.

11. Facility Owner Responsibilities

Subject to available personnel and resources, the Facility Owner shall:

- Provide access to the approved portions of the Facility;
- Identify keys, access codes, utility controls, emergency shutoffs, alarms, and restricted areas;
- Provide available information concerning Facility systems and equipment;
- Designate an authorized liaison;
- Notify the County of known hazards or operating limitations;
- Allow reasonable pre-emergency inspections, training, and exercises scheduled by mutual agreement;
- Maintain its normal property and casualty insurance unless otherwise agreed;
- Provide the County with available documentation of pre-existing Facility conditions; and
- Cooperate in documenting emergency-related costs and damage.

The Facility Owner is not required to provide personnel, equipment, food, medical services, security, transportation, supplies, or other operational support unless specifically stated in this Agreement or approved during an activation.

12. County Responsibilities

During activation, the County shall be responsible for coordinating or providing, directly or through its partners:

- Emergency management and operational supervision;
- Public safety and security appropriate to the incident;
- Registration, intake, information, and public communication;
- Staffing and volunteer management;
- Emergency supplies and equipment;
- Food and water services, when offered;
- Sanitation, cleaning, waste removal, and infection-control measures;
- Accessible services and effective communication;
- Reasonable accommodations and functional-needs support;
- Medical support appropriate to the Facility's designated use;
- Transportation coordination, when applicable;
- Animal and service-animal procedures;
- Documentation of occupants, personnel, costs, supplies, incidents, and damage;
- Protection of Facility property;
- Compliance with occupancy limits and fire-safety requirements; and

- Orderly deactivation, cleaning, repair, and return of the Facility.

The County shall not make structural changes, install permanent equipment, drill into walls or floors, remove fixtures, or materially alter the Facility without written approval from the Facility Owner, except when immediate action is reasonably necessary to protect life or prevent substantial property damage.

13. Continuation of Facility Owner Activities

The Parties acknowledge that St. Vincent's Mission may normally use the Facility for charitable, administrative, community, religious, educational, or other mission-related purposes.

The Parties shall attempt to allow the Facility Owner to continue compatible activities in portions of the building not required for emergency operations. Emergency use shall receive priority when necessary to protect life, health, and safety.

The County shall not require any person receiving publicly coordinated emergency assistance to participate in religious activities, worship, prayer, instruction, or religious counseling. Religious activities conducted by the Facility Owner shall be voluntary and reasonably separated by time or location from publicly coordinated emergency services.

14. Accessibility and Nondiscrimination

Emergency services at the Facility shall be provided without unlawful discrimination based on race, color, national origin, religion, sex, disability, age, familial status, sexual orientation, gender identity, income, citizenship status, or other status protected by applicable law.

The County shall coordinate reasonable measures to provide equal access to emergency services, including:

- Accessible parking and drop-off locations;
- Accessible routes, entrances, service areas, sleeping areas, restrooms, and exits;
- Effective communication for people who are deaf, hard of hearing, blind, have low vision, or have speech or cognitive disabilities;
- Reasonable modifications to policies and procedures;
- Access for service animals;
- Charging and backup power for durable medical equipment and mobility devices;
- Refrigeration for medications when required and feasible;
- Accessible cots or sleeping arrangements;
- Assistance with activities of daily living when such support can be safely provided;
- A quieter or lower-stimulation area when feasible; and
- Referral or transfer procedures for people needing a higher level of medical care.

The County and Facility Owner shall complete an accessibility assessment before the Facility is designated for overnight sheltering.

15. Service Animals and Household Pets

Service animals shall be permitted in accordance with applicable law.

The County shall determine whether and how household pets will be accommodated. Unless otherwise stated in **Exhibit C**, household pets shall not be housed in general sleeping, food-preparation, or dining areas.

When household pets are accepted, the County shall coordinate appropriate crates, food, sanitation, veterinary support, staffing, and separation from service animals.

16. Medical and Behavioral Health Services

The Facility is not a hospital or medical shelter unless specifically designated and staffed as such.

Only appropriately licensed or credentialed personnel may provide medical, behavioral health, pharmacy, nursing, or other professional health services.

The County shall establish procedures for:

- Medical emergencies and 911 calls;
- Medication refrigeration and storage;
- Infection prevention;
- Sharps and medical-waste disposal;
- Behavioral health crises;
- Overdose response;
- Transfer to hospitals, medical shelters, or other appropriate facilities; and
- Documentation and protection of health information.

17. Food Preparation and Distribution

Food preparation and distribution shall comply with applicable health and sanitation requirements.

The County or designated feeding organization shall be responsible for:

- Food sourcing and safety;
- Temperature control;
- Kitchen supervision;
- Allergen and dietary information when available;
- Cleaning and sanitation;

- Pest prevention;
- Waste disposal; and
- Restoration of kitchens, dining areas, and equipment.

Facility Owner food, supplies, kitchen equipment, or appliances shall not be used without authorization.

18. Security and Law Enforcement

The County shall assess the need for security based on the nature of the activation.

Security measures may include:

- Controlled entry and exit;
- Identification or credentialing of staff and volunteers;
- Protection of restricted areas;
- Traffic and parking control;
- Procedures for weapons, prohibited items, disruptive conduct, and criminal activity;
- Protection of supplies, medications, donations, and equipment;
- Coordination with law enforcement; and
- Procedures for missing persons, unattended children, and family reunification.

Nothing in this Agreement requires the Facility Owner or its employees to perform law-enforcement or security functions.

19. Confidentiality, Records, and Privacy

Each Party shall be responsible for records it creates or maintains.

The County shall establish reasonable procedures to protect personal, medical, financial, immigration, disability-related, and other confidential information collected during emergency operations.

The Facility Owner shall not be required to provide access to confidential organizational, personnel, donor, client, pastoral, or service records unless required by law or separately authorized.

Emergency records may be subject to public-records, audit, grant, reimbursement, or retention requirements. Information shall be disclosed only as authorized or required by law.

20. Media, Photography, and Public Information

The County shall coordinate official emergency information and media access related to the activation.

Media representatives shall not enter sleeping areas, medical-support areas, confidential service areas, or restricted portions of the Facility without authorization.

Photographs, recordings, or interviews involving emergency occupants shall require appropriate consent, except as otherwise permitted by law.

Neither Party shall use the other Party's name, logo, trademark, or public statements in fundraising, advertising, or promotional materials without permission, except for factual emergency public information.

21. Costs and Reimbursement

21.1 Facility-use charge

The Parties select the following arrangement:

☐ The Facility shall be provided without a rental charge during an emergency activation.

☐ The County shall pay a Facility-use charge of $_____ per day.

☐ The County shall pay a Facility-use charge according to the schedule in Exhibit D.

☐ Other arrangement: _____.

21.2 Incremental operating expenses

The County shall reimburse the Facility Owner for reasonable, necessary, documented incremental costs directly resulting from activation, subject to applicable law and available appropriations.

Eligible expenses may include:

- Additional electricity, water, sewer, heating, cooling, internet, telephone, or fuel;
- Generator fuel and maintenance;
- Additional cleaning, sanitation, pest control, and waste removal;
- Facility Owner personnel costs specifically requested or approved by the County;
- Security or maintenance expenses;
- Replacement of consumed Facility Owner supplies;
- Repair or replacement of damaged property;
- Rental of equipment;
- Required inspections; and

- Other costs approved in writing.

Ordinary operating expenses that the Facility Owner would have incurred without activation are not reimbursable unless otherwise agreed.

21.3 Authorization and documentation

When practicable, extraordinary expenses shall be approved in advance by the County's authorized representative.

The Facility Owner shall maintain invoices, receipts, time records, photographs, utility statements, inventories, and other documentation reasonably required for County, state, federal, insurance, or grant reimbursement.

The Facility Owner shall submit invoices within _____ days after deactivation unless the County approves an extension.

Payment is subject to applicable governmental purchasing, auditing, appropriation, and reimbursement requirements. Nothing in this Agreement guarantees reimbursement by FEMA, the Commonwealth of Kentucky, or any third party.

22. Damage, Repair, and Restoration

The County shall be responsible, to the extent permitted by law, for reasonable repair or replacement costs for physical damage to the Facility or Facility Owner property caused by County personnel, County-directed volunteers, emergency occupants, or authorized partner organizations during an activation, excluding:

- Ordinary wear and tear;
- Pre-existing damage;
- Damage caused by the underlying disaster;
- Damage caused by latent defects or Facility system failures not resulting from emergency operations;
- Damage caused by the Facility Owner or its personnel; and
- Losses otherwise excluded under this Agreement.

The Parties shall complete a joint post-use inspection as soon as reasonably possible after deactivation.

The County may arrange repairs directly or reimburse the Facility Owner for approved repairs. Permanent repairs shall be coordinated with the Facility Owner.

Emergency alterations made to protect life or property shall be removed and the Facility restored unless the Parties agree that the alteration should remain.

23. Insurance, Liability, and Indemnification

23.1 Insurance

Each Party shall maintain insurance or self-insurance appropriate to its operations and legal status.

Before activation, or during the annual review, the Parties should exchange evidence of applicable coverage, which may include:

- Commercial general liability;
- Property insurance;
- Automobile liability;
- Workers' compensation;
- Volunteer accident coverage;
- Professional liability;
- Cyber or privacy coverage; and
- Governmental self-insurance or risk-pool coverage.

Required limits, additional-insured provisions, and certificates of insurance, if any, are identified in **Exhibit E**.

23.2 Responsibility for personnel

Each Party remains responsible for the actions, supervision, compensation, workers' compensation, and conduct of its own employees, officers, agents, contractors, and volunteers.

Volunteers operating under County direction should be registered, credentialed, or documented through the appropriate emergency-management or partner-organization process.

23.3 Indemnification

To the extent permitted by Kentucky law, each Party shall be responsible for claims, damages, liabilities, and expenses arising from its own negligent, reckless, wanton, or intentional acts or omissions, or those of persons under its direction or control.

Any indemnification obligation of the County is limited by applicable law, available appropriations, governmental or sovereign immunity, and the Kentucky Constitution. Nothing in this Agreement shall be interpreted as a waiver of any immunity, defense, limitation of liability, or statutory protection available to either Party.

The Facility Owner does not assume responsibility for emergency-management decisions, the adequacy of emergency services, the conduct of emergency occupants, or actions taken under the direction of the County.

24. Termination and Suspension

Either Party may terminate this Agreement without cause by providing _____ days' written notice.

Termination shall not end an active emergency use unless:

- The Facility has become unsafe;
- Continued use presents an imminent threat to life or property;
- The County materially violates this Agreement and fails to correct the violation when correction is possible;
- The Facility is required for another urgent life-safety purpose; or
- The Parties agree to relocate or end operations.

- The Facility Owner may immediately restrict access to any area that becomes unsafe.

Termination shall not eliminate payment, repair, confidentiality, record-retention, or liability obligations arising from an activation that occurred before termination.

25. Deactivation and Return of Facility

The County shall notify the Facility Owner when emergency operations are being discontinued.

Before returning the Facility, the County shall coordinate:

- Removal of emergency occupants;
- Removal of County and partner equipment and supplies;
- Appropriate disposition of donations and abandoned property;
- Removal of signs and temporary installations;
- Cleaning and sanitation;
- Waste removal;
- Restoration of furniture and rooms;
- Return of keys and access credentials;
- A joint damage inspection;
- Documentation of outstanding repairs and expenses; and
- A date by which remaining repair or reimbursement issues will be addressed.

The Parties should conduct an after-action meeting within _____ days following a significant activation.

26. Training, Exercises, and Inspections

The Parties may conduct periodic:

- Facility walk-throughs;
- Accessibility assessments;
- Generator and communications tests;
- Fire and evacuation drills;
- Shelter or distribution exercises;
- Staff and volunteer training;
- Inventory reviews; and
- Emergency contact updates.

Exercises requiring substantial Facility use shall be scheduled by mutual agreement. Unless otherwise agreed, each Party shall bear its own exercise and training costs.

27. Compliance with Law

The Parties shall comply with applicable federal, state, and local laws, regulations, executive orders, emergency orders, health requirements, fire codes, building codes, accessibility requirements, procurement requirements, licensing standards, and safety rules.

If any provision of this Agreement conflicts with a mandatory legal requirement, the legal requirement shall control, and the remainder of the Agreement shall remain in effect.

28. No Lease or Property Interest

This Agreement creates a revocable contractual license for emergency use. It does not create a lease, tenancy, easement, ownership interest, partnership, joint venture, or agency relationship.

The County shall not acquire any continuing right to occupy the Facility after deactivation.

29. Assignment

Neither Party may assign this Agreement without the written consent of the other Party, except that the County may authorize emergency-response partners to perform specific functions during an activation without transferring the County's responsibilities under this Agreement.

30. Dispute Resolution

The Parties shall first attempt to resolve disagreements through consultation between the Floyd County Emergency Management Director and the Facility Owner's executive representative.

Unresolved disputes shall be referred to the Floyd County Judge/Executive and the Facility Owner's chief executive or board designee.

Nothing in this section prevents either Party from taking immediate action necessary to protect life, safety, property, or legal rights.

31. Notices

Official notices under this Agreement shall be delivered personally, electronically, or by mail to:

Floyd County Fiscal Court

Name/title: _____
Address: _____
Email: _____
Telephone: _____

Floyd County Emergency Management

Name/title: _____
Address: _____
Email: _____
24-hour telephone: _____

St. Vincent's Mission, Inc.

Name/title: _____
Address: _____
Email: _____
Telephone: _____

Operational contact information may be updated without formally amending the Agreement when both Parties receive written notice.

32. Entire Agreement and Amendments

This Agreement and its exhibits constitute the entire understanding between the Parties concerning emergency use of the Facility.

Amendments must be in writing and signed by authorized representatives of both Parties.

Operational procedures, contact lists, inventories, floor plans, and similar exhibits may be updated by mutual written approval of the designated representatives without re-executing the entire Agreement, unless the change materially alters the Parties' legal or financial obligations.

33. Severability

If any provision of this Agreement is found invalid or unenforceable, the remaining provisions shall remain in effect to the fullest extent permitted by law.

34. Governing Law and Venue

This Agreement shall be governed by the laws of the Commonwealth of Kentucky. Any legal action concerning this Agreement shall be brought in a court of competent jurisdiction serving Floyd County, Kentucky, unless applicable law requires otherwise.

35. Authorization and Signatures

Each person signing below represents that they are authorized to enter into this Agreement on behalf of the identified Party.

FLOYD COUNTY FISCAL COURT

By: _____
Name: _____
Title: Floyd County Judge/Executive
Date: _____

Approved as to form:

By: _____
Name: _____
Title: Floyd County Attorney
Date: _____

ST. VINCENT'S MISSION, INC.

By: _____
Name: _____
Title: _____
Date: _____

Approved by the Board of Directors on: _____

Attest:

By: _____
Name and title: _____
Date: _____

RECOMMENDED EXHIBITS

Exhibit A — Facility Description and Authorized Use Areas

Include:

- Property description and address;
- Floor plans;
- Rooms approved for emergency use;
- Restricted areas;
- Maximum occupancy by area;
- Accessible parking and entrances;
- Emergency exits;
- Restrooms and bathing facilities;
- Kitchen and food-service areas;
- Generator connections;
- Electrical capacity;
- Water and wastewater systems;
- Communications equipment;
- Storage areas;
- Outdoor distribution or staging areas; and
- Designated pet area, if applicable.

Exhibit B — Activation and Deactivation Form

Include:

- Date and time of request;
- Activating official;
- Type of emergency;
- Requested services;
- Areas requested;
- Estimated number of occupants;
- Operational period;
- County Facility Manager;
- Facility Owner liaison;
- Initial safety assessment;

- Utility status;
- Special conditions;
- Activation approval; and
- Deactivation date and time.

Exhibit C — Facility Operations Plan

Include:

- Staffing structure;
- Incident command and reporting;
- Registration and intake;
- Accessibility and functional-needs procedures;
- Service-animal and household-pet procedures;
- Security;
- Medical emergencies;
- Food service;
- Sanitation;
- Volunteer management;
- Donations;
- Communications;
- Media;
- Transportation;
- Child and vulnerable-adult protection;
- Prohibited conduct;
- Evacuation of the Facility; and
- Continuity of St. Vincent's Mission activities.

Exhibit D — Expense and Reimbursement Schedule

Include:

- Facility-use fee, if any;
- Utility calculation method;
- Personnel rates;
- Equipment rates;
- Generator and fuel costs;
- Cleaning and sanitation;
- Documentation requirements;
- Invoice submission deadline;
- Approval authority; and

- Payment process.

Exhibit E — Insurance Requirements

Include:

- Coverage types;
- Minimum limits;
- Certificates of insurance;
- Additional-insured requirements;
- Notice of cancellation;
- Volunteer coverage; and
- Governmental self-insurance documentation.

Exhibit F — Pre-Use and Post-Use Condition Report

Include:

- Photographs;
- Room-by-room condition;
- Furniture and equipment inventory;
- Utility readings;
- Existing damage;
- Emergency-related damage;
- Required repairs;
- Estimated costs;
- Responsible party; and
- Completion dates.

Exhibit G — Emergency Contact and Access List

Include:

- County Judge/Executive;
- Emergency Management Director;
- Facility Owner representatives;
- Sheriff and law enforcement;
- Fire department;
- EMS;
- Public health;
- Utilities;
- Red Cross or mass-care partners;
- Food-service partners;

- Animal services;
- Accessibility and functional-needs contacts;
- Maintenance contractors;
- Insurance contacts; and
- Key, alarm, and access-code procedures.

Appendix F

CAPITAL FUNDING AND PUBLIC-BENEFIT AGREEMENT

Floyd County Resilience Hub - 5028 KY Route 1428, Allen, Kentucky

DRAFT TEMPLATE FOR DISCUSSION. This document should be reviewed and revised by the Floyd County Attorney, counsel for St. Vincent's Mission, the applicable funding agency, and the parties' insurers before execution.

Parties and Effective Date

This Capital Funding and Public-Benefit Agreement (the "Agreement") is entered into as of [EFFECTIVE DATE] by and between the Floyd County Fiscal Court, a political subdivision of the Commonwealth of Kentucky ("County"), and St. Vincent's Mission, a Kentucky nonprofit corporation ("Owner"). The County and Owner may be referred to individually as a "Party" and collectively as the "Parties."

Recitals

WHEREAS, Owner owns or will acquire the real property and improvements located at 5028 KY Route 1428, Allen, Kentucky 41601 (the "Property").

WHEREAS, The Parties intend for designated portions of the Property to serve as the central facility in the Floyd County Resilience Hub Network.

WHEREAS, The County may provide, secure, administer, or help raise public funds for permanent improvements and equipment serving a public resilience purpose.

WHEREAS, The Parties desire to protect the public investment while preserving Owner's title, routine operations, and nonprofit mission.

WHEREAS, The Parties intend this Agreement to document the public benefit, permitted use, maintenance obligations, emergency access, reporting, and remedies associated with the funded improvements.

1. Purpose

The purpose of this Agreement is to establish the terms under which public funds may be invested in permanent improvements to nonprofit-owned property and to ensure that those improvements remain available for the agreed public resilience purposes throughout the Public-Benefit Period.

2. Definitions

Term	Meaning
Capital Funds	County funds, grant proceeds, public appropriations, or other funds administered or secured by the County for the Project.
Funded Improvements	The construction, rehabilitation, equipment, systems, and other capital assets listed in Exhibit A.
Public-Benefit Period	The period beginning on Substantial Completion and ending [10/15/20] years later, or such longer period required by a funding source.
Resilience Hub Purposes	Emergency shelter, communications, charging, food and water distribution, medical support, supply distribution, volunteer coordination, warming and cooling services, recovery assistance, training, and related year-round community uses.
Activation	A request or declaration by an authorized County official that designated portions of the Property be made available for agreed emergency or resilience functions.
Substantial Completion	The date the Funded Improvements are sufficiently complete for their intended public use, as certified by the project architect, engineer, or funding agency.

3. Capital Funding Commitment

Subject to appropriation, grant award, funding-agency approval, and satisfaction of all conditions, the County may provide or administer Capital Funds in an amount not to exceed $[AMOUNT]. No expenditure is authorized unless included in an approved budget and scope of work. This Agreement does not obligate the County beyond funds lawfully appropriated or awarded.

- Approved sources of funds: [CDBG / CDBG-DR / ARC / coal-severance / FEMA match / local funds / other].
- Owner contribution or match: $[AMOUNT] and/or approved in-kind contribution described in Exhibit B.
- County administrative or grant-management responsibilities: [DESCRIBE].

4. Approved Project and Use of Funds

Capital Funds shall be used solely for the approved Project described in Exhibit A. Eligible costs may include design, engineering, environmental review, construction, rehabilitation, accessibility improvements, resilient energy systems, communications, water and sanitation systems, equipment, and other approved capital costs.

- Owner shall not materially change the approved scope, budget, contractor, or use without prior written approval.
- No Capital Funds may be used for religious worship, sectarian instruction, private commercial benefit, lobbying, or other ineligible purposes.
- Costs benefiting both public resilience functions and Owner's routine programs shall be allocated using a reasonable, documented method approved by the funding agency.

5. Ownership and Title

Owner shall retain fee title to the Property. Unless a grant requires otherwise, the County acquires no ownership interest in the real estate. Title to movable equipment purchased with Capital Funds shall be held by [OWNER/COUNTY], subject to the use, inventory, transfer, and disposition requirements of this Agreement and the applicable grant.

6. Public-Benefit Commitment

During the Public-Benefit Period, Owner shall operate and maintain the Funded Improvements so that they remain available for Resilience Hub Purposes. The facility may continue to support Owner's normal charitable programs, provided those uses do not materially interfere with the public-benefit obligations.

- Maintain designated public-use areas in safe, sanitary, code-compliant, and serviceable condition.
- Participate in annual readiness planning, inspections, drills, and activation exercises.
- Permit reasonable public access during agreed programs and County-requested Activations.
- Maintain nondiscriminatory access consistent with applicable civil-rights and disability laws.
- Avoid sale, lease, encumbrance, abandonment, or material change of use without the notice and approval required by this Agreement.

7. Emergency Activation and Access

Emergency activation procedures shall be detailed in a separate Emergency Activation and Facility-Use Agreement or operating annex. At minimum, the County shall have the right to

request access to the designated spaces and systems identified in Exhibit C during a declared emergency or other agreed activation condition.

- Authorized officials: [COUNTY JUDGE/EXECUTIVE, EMERGENCY MANAGEMENT DIRECTOR, DESIGNEES].
- Notice and communication procedures: [DESCRIBE].
- Areas and systems available during activation: [DESCRIBE].
- Incremental emergency operating costs shall be governed by a separate reimbursement schedule or readiness contract.

8. Procurement and Construction Compliance

The Parties shall comply with all procurement, bidding, wage, bonding, environmental, historic-preservation, civil-rights, conflict-of-interest, and grant-specific requirements. The Party designated as procurement lead shall maintain the official procurement file.

- Owner shall provide access for inspections by the County, funding agencies, auditors, architects, and engineers.
- Change orders require prior written approval when required by law, grant terms, or the approved budget.
- No construction shall begin before required environmental and funding approvals are complete.

9. Maintenance, Insurance, and Replacement

Owner shall be responsible for routine maintenance, utilities, custodial care, security, and preservation of the Funded Improvements, except as otherwise stated in Exhibit D. Owner shall maintain insurance appropriate to the Property and Project, including property, general liability, workers' compensation, and any coverage required by a funder.

- Insurance shall name the County and funding agency as additional insured or loss payee when required.
- Owner shall promptly repair damage and notify the County of any condition that materially impairs public use.
- Replacement of grant-funded equipment shall follow useful-life and disposition rules.

10. Records, Reporting, and Audit

Owner shall maintain complete financial, procurement, construction, insurance, maintenance, inventory, and public-use records for at least [NUMBER] years after the later of final payment or expiration of the Public-Benefit Period, or longer if required by law or a

grant. The County and authorized agencies may inspect and audit those records upon reasonable notice.

11. Sale, Transfer, Encumbrance, or Change of Use

During the Public-Benefit Period, Owner shall not sell, transfer, lease, mortgage, encumber, abandon, or materially change the use of the Property or Funded Improvements without at least [90/120] days' prior written notice and any approval required by the County or funding agency. Any permitted successor must assume the remaining obligations in writing.

12. Default and Remedies

A material default includes misuse of funds, failure to maintain the improvements, denial of agreed public access, unauthorized sale or change of use, failure to maintain insurance, or material violation of grant requirements. Except for urgent threats to public funds or safety, the defaulting Party shall receive written notice and [30] days to cure, or a reasonable period if cure cannot be completed within 30 days.

- Suspension or withholding of unpaid funds.
- Specific performance or injunctive relief.
- Transfer of publicly purchased movable equipment.
- Prorated repayment based on the unexpired portion of the Public-Benefit Period, subject to funder rules.
- Other remedies available at law or under the applicable grant.

13. Prorated Repayment Formula

Unless a funding source requires a different method, the recoverable amount shall equal the public capital investment multiplied by the number of full months remaining in the Public-Benefit Period, divided by the total number of months in that period, less any amount waived in writing because equivalent public benefit is preserved.

14. Indemnification and Governmental Immunity

To the extent permitted by Kentucky law, each Party shall be responsible for its own acts and omissions and those of its officers, employees, agents, contractors, and volunteers. Nothing in this Agreement waives sovereign, governmental, charitable, or other immunity, defense, or limitation of liability available to either Party.

15. Term and Termination

This Agreement begins on the Effective Date and continues through the Public-Benefit Period and completion of all closeout, record-retention, repayment, and disposition obligations. Termination does not eliminate obligations protecting public funds or property unless the County and funding agency approve a written resolution.

16. General Provisions

- Entire agreement; amendments must be in writing and signed by authorized representatives.
- No assignment except with prior written approval.
- Kentucky law governs; venue shall lie in a court of competent jurisdiction.
- Notices shall be delivered to the addresses in Exhibit E.
- If any provision is unenforceable, the remainder shall remain effective.
- The Parties are independent entities; this Agreement does not create a partnership, joint venture, or employment relationship.
- This Agreement may be signed in counterparts and by approved electronic signature.

Exhibits

Exhibit	Contents
Exhibit A	Approved scope of work, plans, budget, funding sources, and useful-life schedule
Exhibit B	Owner contribution and match documentation
Exhibit C	Public-use areas, activation rights, and access map
Exhibit D	Maintenance, utilities, insurance, and replacement responsibilities
Exhibit E	Notice contacts
Exhibit F	Grant-specific terms and federal/state compliance clauses

Signatures

FLOYD COUNTY FISCAL COURT By: _____ Name: _____ Title: _____ Date: _____	Approved as to form: By: _____ Counsel: _____ Date: _____
ST. VINCENT'S MISSION By: _____ Name: _____ Title: _____ Date: _____	Approved as to form: By: _____ Counsel: _____ Date: _____

Appendix G

ANNUAL READINESS SERVICES CONTRACT

Floyd County Resilience Hub - Preparedness Services and Annual Compensation

DRAFT TEMPLATE FOR DISCUSSION. This document should be reviewed and revised by the Floyd County Attorney, counsel for St. Vincent's Mission, the applicable funding agency, and the parties' insurers before execution.

Parties and Contract Year

This Annual Readiness Services Contract (the "Contract") is entered into by and between the Floyd County Fiscal Court ("County") and St. Vincent's Mission ("Provider") for the period beginning [START DATE] and ending [END DATE] (the "Contract Year").

1. Purpose

The County is purchasing defined preparedness and readiness services so that the resilience hub at 5028 KY Route 1428, Allen, Kentucky can be maintained in a condition capable of timely activation. This Contract is for specific services and deliverables; it is not an unrestricted contribution toward Provider's general operations.

2. Annual Compensation

The County shall pay Provider an annual amount not to exceed $[ANNUAL AMOUNT], subject to appropriation and satisfactory performance. Payment shall be made [monthly/quarterly/semiannually] in installments of $[AMOUNT], following receipt and approval of the required invoice and performance report.

- Optional performance holdback: [5-10]% payable after the annual exercise and year-end report.
- Emergency activation expenses are not included unless expressly listed; eligible incremental activation expenses shall be reimbursed separately.
- No payment is due for services not performed, inadequately documented, or outside the approved scope.

3. Readiness Services Purchased

Service	Required performance

Facility readiness	Maintain the designated hub areas in a clean, safe, accessible, and activation-ready condition.
Equipment testing	Test generators, transfer switches, batteries, solar systems, charging equipment, radios, satellite communications, refrigeration, water systems, and other critical equipment according to manufacturer and funder requirements.
Supply management	Inventory, rotate, secure, and report on emergency supplies; identify expired, damaged, or depleted items.
Communications readiness	Maintain current contact lists, radio protocols, redundant communications capability, and public-information procedures.
Volunteer coordination	Maintain volunteer roles, contact lists, check-in procedures, background or credential requirements, and training records.
Training and exercises	Participate in at least [NUMBER] tabletop exercise(s) and [NUMBER] operational drill(s) during the Contract Year.
Partner coordination	Attend resilience-hub planning meetings and coordinate with emergency management, first responders, health providers, utilities, nonprofits, and spoke sites.
Accessibility and vulnerable-population planning	Maintain procedures for older adults, people with disabilities, medically fragile residents, families with children, people without transportation, and residents without internet access.
Activation planning	Maintain and annually update the activation checklist, floor plan, staffing plan, shelter or service capacity, security plan, traffic flow, distribution plan, and shutdown procedures.
Public information	Maintain signage and basic public information describing services, activation status, accessibility, and contact procedures.
Reporting	Submit the reports, logs, inventories, certifications, and corrective-action updates required by this Contract.

4. Minimum Readiness Standards

- Designated emergency areas can be opened and staffed within [NUMBER] hours after an authorized activation request.
- Critical backup-power equipment is tested at least [monthly/quarterly] and serviced on schedule.
- Emergency communications are tested at least [quarterly].
- Accessible entrances, routes, restrooms, parking, and service areas remain available and unobstructed.
- Emergency contact lists are reviewed and updated at least quarterly.
- Supply inventories are reviewed at least quarterly and after every activation.
- Corrective actions identified in inspections or exercises are documented and addressed by agreed deadlines.
- Provider maintains sufficient insurance and trained personnel to perform the contracted services.

5. Deliverables and Schedule

Due date	Deliverable
Within 30 days of contract start	Updated readiness plan, contact list, facility map, equipment inventory, and annual work calendar.

Monthly	Equipment test log, maintenance exceptions, significant facility changes, and invoice if monthly billing is used.
Quarterly	Readiness status report, supply inventory, volunteer roster status, communications test, and corrective-action report.
Annually	Full readiness inspection, updated activation plan, tabletop exercise, operational drill, after-action report, and five-year capital/maintenance needs list.
After an activation	Initial activity and expense report within [10] business days and final after-action report within [30] days.

6. Allowable Use of Readiness Payments

Readiness compensation may be used only for costs reasonably allocable to the purchased services, including personnel time, training, drills, routine testing, minor maintenance, communications subscriptions, inventory management, insurance increments, recordkeeping, and agreed readiness supplies.

- Not allowable without written approval: major capital construction, unrelated program costs, debt service, religious activities, lobbying, fines, penalties, and costs reimbursed by another source.
- Shared costs shall be allocated using a written and reasonable methodology.
- Purchases above $[THRESHOLD] require prior County approval and compliance with applicable procurement requirements.

7. Emergency Activation and Separate Reimbursement

When the County requests activation, Provider shall use reasonable efforts to open and operate the agreed facility functions. The annual readiness payment compensates Provider for maintaining capability, not for all costs incurred during an emergency.

- Separately reimbursable costs may include incremental staffing, food, water, consumable supplies, fuel, security, custodial services, waste disposal, laundry, emergency repairs, and damage caused by public emergency use.
- Reimbursement requires contemporaneous records, receipts, staff time logs, and compliance with the approved rate schedule in Exhibit C.
- Provider shall seek available FEMA, state, insurance, donated-resource, and other reimbursements when directed, and shall not receive duplicate payment.

8. County Responsibilities

- Designate authorized activation officials and maintain current contact information.
- Provide timely notice of exercises and activations when circumstances permit.
- Coordinate the hub with the county emergency operations plan and emergency management system.
- Provide or help arrange training, planning support, and partner coordination.

- Review reports and invoices promptly and identify deficiencies or corrective actions.
- Reimburse eligible emergency activation costs under the agreed process.
- Support, where feasible, fundraising and grant development for capital and readiness needs.

9. Provider Responsibilities

- Maintain the site and readiness capabilities described in this Contract.
- Provide qualified staff or volunteers and designate a primary readiness coordinator.
- Comply with applicable laws, health and safety requirements, civil-rights obligations, and grant conditions.
- Notify the County promptly of equipment failures, insurance changes, damage, construction, ownership changes, or other conditions affecting readiness.
- Maintain accurate financial and performance records.
- Avoid discrimination and provide reasonable accommodations consistent with law and facility capability.
- Coordinate routine Provider activities so they do not materially prevent agreed emergency activation.

10. Performance Review and Corrective Action

The County may inspect readiness records and designated facility areas upon reasonable notice. If performance falls below the agreed standards, the County shall provide written notice and a corrective-action deadline. The County may withhold future installments, reduce payment for unperformed services, require repayment of unsupported costs, or terminate for material nonperformance.

11. Records, Audit, and Retention

Provider shall retain invoices, payroll or time records, test logs, inventories, attendance records, procurement documentation, insurance records, and performance reports for at least [5] years after the end of the Contract Year, or longer if required by law or funding source.

12. Insurance, Liability, and Indemnification

Provider shall maintain appropriate property, general liability, workers' compensation, automobile, volunteer, and other coverage. To the extent permitted by Kentucky law, each Party is responsible for its own acts and omissions. Nothing in this Contract waives any governmental, sovereign, charitable, statutory, or common-law immunity or defense.

13. Term, Renewal, and Termination

This Contract expires at the end of the Contract Year unless renewed in writing. Either Party may terminate without cause on [60/90] days' written notice, subject to payment for satisfactorily completed services. Immediate suspension or termination may occur for unsafe conditions, misuse of funds, loss of required insurance, fraud, or material breach.

14. Appropriation and Availability of Funds

The County's obligations are contingent on lawful appropriation and availability of funds. Nothing in this Contract creates a debt beyond the current fiscal year or obligates a future fiscal court to appropriate funds.

15. General Provisions

- The Parties are independent contractors; no employment, agency, partnership, or joint venture is created.
- Amendments must be written and signed by authorized representatives.
- Provider may not assign this Contract without County approval.
- Kentucky law governs; notices shall be delivered to the contacts in Exhibit D.
- The Contract, including exhibits, constitutes the entire agreement for the purchased readiness services.
- If any provision is unenforceable, the remaining provisions continue in effect.
- Electronic and counterpart signatures are permitted.

Exhibits

Exhibit	Contents
Exhibit A	Annual scope of services and site-specific readiness standards
Exhibit B	Annual work plan, deliverable calendar, and performance measures
Exhibit C	Compensation schedule and emergency reimbursement rates
Exhibit D	Notice and activation contacts
Exhibit E	Equipment inventory and testing schedule
Exhibit F	Insurance requirements and certificates

Suggested Annual Compensation Worksheet

Cost component	Annual amount
Readiness coordinator and administrative time	$_____
Equipment testing and minor maintenance	$_____
Communications subscriptions and testing	$_____

Training, exercises, and partner coordination	$_____
Supply inventory and rotation	$_____
Incremental insurance and compliance costs	$_____
Facility readiness, cleaning, and security	$_____
Contingency / corrective actions	$_____
Total annual readiness compensation	**$**_____

Signatures

FLOYD COUNTY FISCAL COURT By: _____ Name: _____ Title: _____ Date: _____	Approved as to form: By: _____ Counsel: _____ Date: _____
ST. VINCENT'S MISSION By: _____ Name: _____ Title: _____ Date: _____	Approved as to form: By: _____ Counsel: _____ Date: _____

Appendix H

Operations Checklist

Central Hub

Use this checklist as a working operations tool. Assign responsibility for each item, record completion dates, and adapt the checklist to the final facility design, emergency operations plan, funding requirements, and spoke-site capabilities.

Checklist Information

Facility / site		**Checklist period**	
Site address		**Prepared by**	
Site coordinator		**Phone / email**	
County contact		**Emergency Management contact**	
Last updated		**Next review date**	

A. Governance and Operating Readiness

A1. Agreements and Authority

Done	Task	Responsible person	Date / notes
☐	Current public-benefit, emergency activation, facility-use, and annual readiness agreements are signed and accessible.		
☐	Authorized activation officials and alternates are identified.		
☐	The central hub and spoke sites are included in applicable county emergency operations and hazard-mitigation plans.		
☐	Roles of St. Vincent's Mission, Floyd County, Emergency Management, first responders, and spoke-site partners are documented.		
☐	Insurance certificates, liability provisions, and emergency-use coverage are current.		
☐	Grant-funded property, equipment, and public-use obligations are tracked.		
☐	Contact information for legal counsel, insurers, utilities, and major funders is current.		

A2. Staffing and Leadership

Done	Task	Responsible person	Date / notes
☐	Primary and alternate site coordinators are designated.		
☐	Incident command and decision-making roles are assigned.		
☐	Staff and volunteer call-down lists are current.		
☐	Background checks, credentials, or licenses are current where required.		
☐	Shift schedules and relief staffing procedures are available.		
☐	Partner agency representatives and liaison contacts are identified.		
☐	A succession plan exists if key leaders are unavailable.		

B. Routine Facility Readiness

B1. Building and Site Condition

Done	Task	Responsible person	Date / notes
☐	Entrances, exits, hallways, and emergency egress routes are clear.		
☐	Roof, walls, doors, windows, and drainage systems show no urgent defects.		
☐	Parking, loading, emergency vehicle access, and turning areas are unobstructed.		
☐	Accessible parking, entrances, interior routes, restrooms, and service areas are operational.		
☐	Fire alarms, extinguishers, suppression systems, and emergency lighting are inspected and current.		
☐	Security systems, locks, exterior lighting, and key-control procedures are functional.		
☐	Restrooms, showers, laundry, kitchen, and shelter areas are clean and serviceable.		
☐	Outdoor gathering, staging, trailer, and distribution areas are safe and maintained.		
☐	Known environmental hazards and restricted areas are marked and controlled.		

B2. Utilities and Resilient Energy

Done	Task	Responsible person	Date / notes
☐	Electric service and critical-load panels are operational.		
☐	Generator is tested under load and fuel supply is adequate.		
☐	Automatic or manual transfer switch is tested.		
☐	Solar and battery systems are inspected and operating normally.		
☐	Battery charge levels and estimated runtime are recorded.		
☐	HVAC and air-filtration systems are functioning.		
☐	Heating and cooling plans are adequate for expected shelter capacity.		
☐	Water service, emergency water storage, and sanitation systems are operational.		
☐	Wastewater or septic systems have adequate capacity.		
☐	Fuel, propane, and hazardous materials are safely stored and documented.		
☐	EV charging or other optional energy services are inspected, if applicable.		

B3. Communications and Technology

Done	Task	Responsible person	Date / notes
☐	Primary internet and Wi-Fi systems are operational.		
☐	Backup internet, satellite, radio, or other redundant communications are tested.		
☐	Radios are charged, labeled, programmed, and assigned.		
☐	Emergency contact directories and call-down lists are current.		
☐	Charging stations, extension cords, surge protection, and power strips are inspected.		
☐	Computers, printers, scanners, phones, and network equipment are functional.		
☐	Public-address, alert, and signage systems are ready.		
☐	Cybersecurity, passwords, data backup, and access controls are current.		

C. Supplies, Equipment, and Program Readiness

C1. Emergency Supplies

Done	Task	Responsible person	Date / notes
☐	Food inventory is current and expiration dates are checked.		
☐	Drinking water inventory and storage conditions are verified.		
☐	Hygiene supplies, cleaning supplies, and sanitation materials are stocked.		
☐	Cots, bedding, blankets, towels, and privacy supplies are clean and available.		
☐	First-aid supplies and automated external defibrillator are inspected.		
☐	Medication refrigeration capability is tested and temperature logs are current.		
☐	Medical-device charging areas are identified and labeled.		
☐	Child and family activity supplies are available.		
☐	Personal protective equipment is stocked.		
☐	Pet supplies and animal accommodation procedures are available, if offered.		
☐	Distribution supplies, boxes, pallets, carts, shelving, and inventory tools are ready.		

C2. Equipment and Vehicles

Done	Task	Responsible person	Date / notes
☐	Kitchen, refrigeration, freezer, and food-service equipment are functional.		
☐	Laundry and shower equipment are functional.		
☐	Forklifts, pallet jacks, carts, and material-handling equipment are inspected.		
☐	County or partner vehicles assigned to the hub are fueled and operational.		
☐	Trailers, mobile solar units, and portable generators are tested.		
☐	Tents, tables, chairs, lighting, and temporary distribution equipment are available.		
☐	Equipment manuals, warranties, service contracts, and maintenance logs are accessible.		

D. Training, Volunteers, and Coordination

D1. Training and Exercises

Done	Task	Responsible person	Date / notes
☐	Staff and volunteers receive annual orientation to the hub plan.		
☐	Incident command, safety, communications, shelter, and distribution roles are practiced.		
☐	At least one tabletop exercise is completed annually.		
☐	At least one operational drill involving central and spoke sites is completed annually.		
☐	Corrective actions from drills and activations are assigned and tracked.		
☐	Food safety, first aid, CPR, accessibility, and trauma-informed service training are current where needed.		
☐	Spoke-site coordinators understand activation, reporting, and resource-request procedures.		

D2. Volunteer Management

Done	Task	Responsible person	Date / notes
☐	Volunteer registration, check-in, identification, and assignment procedures are ready.		
☐	Volunteer roles, supervisors, and shift lengths are defined.		
☐	Safety briefing and conduct expectations are documented.		
☐	Spontaneous volunteer and donation-management procedures are available.		
☐	Volunteer time and donated resources can be documented for reimbursement or match purposes.		
☐	Meals, rest areas, sanitation, and support for volunteers are planned.		

E. Activation Checklist

E1. Initial Activation

Done	Task	Responsible person	Date / notes
☐	Activation request is received from an authorized official and documented.		
☐	Site coordinator confirms facility availability and reports readiness status.		
☐	County Emergency Management and partner organizations are notified.		
☐	Staff and volunteer call-down is initiated.		
☐	Facility is inspected for immediate safety hazards before opening.		
☐	Power, water, sanitation, HVAC, communications, and critical equipment are verified.		
☐	Opening time, services available, capacity, and access instructions are communicated publicly.		
☐	Traffic, parking, emergency vehicle, and distribution routes are established.		
☐	Security and access-control points are staffed.		
☐	Incident log, financial tracking, and activity documentation are opened.		

E2. Service Area Setup

Done	Task	Responsible person	Date / notes
☐	Registration and information area is established.		
☐	Accessible service route and priority assistance procedures are confirmed.		
☐	Shelter and rest areas are arranged.		
☐	Charging and medical-device power areas are established.		
☐	Food, water, and supply distribution areas are established.		
☐	Medical support and telehealth space are prepared.		
☐	Volunteer check-in and assignment area is established.		
☐	Communications and partner coordination room is activated.		
☐	Child and family support area is prepared, if offered.		
☐	Pet area is prepared, if offered.		
☐	Waste, cleaning, infection-control, and restroom schedules are established.		

F. Operations During an Emergency

F1. Daily Operational Control

Done	Task	Responsible person	Date / notes
☐	Daily operational briefing is conducted and documented.		
☐	Current occupancy, service volume, supply levels, and unmet needs are recorded.		
☐	Safety, security, accessibility, and sanitation conditions are inspected each shift.		
☐	Generator fuel, battery charge, water, refrigeration, and critical systems are monitored.		
☐	Verified public information is updated and shared with spoke sites.		
☐	Resource requests from spoke sites are received, prioritized, and tracked.		
☐	Deliveries, donations, and outgoing distributions are logged.		
☐	Staff and volunteer hours and assignments are documented.		
☐	Incidents, injuries, complaints, and safeguarding concerns are documented and escalated.		
☐	County Emergency Management receives scheduled situation reports.		

F2. Resident Services

Done	Task	Responsible person	Date / notes
☐	Residents receive clear information about available services and hours.		
☐	People with disabilities and other access or functional needs receive reasonable accommodation.		
☐	Medical-device charging and medication refrigeration are monitored.		
☐	Food and water distribution follows safety and equity procedures.		
☐	Shelter, shower, laundry, and sanitation use is scheduled and monitored.		
☐	Residents are connected with transportation, medical, housing, case management, and recovery resources.		
☐	Privacy and confidentiality are protected.		

☐	Children, older adults, and medically fragile residents are monitored for additional support needs.		

F3. Coordination with Spoke Sites

Done	Task	Responsible person	Date / notes
☐	Each active spoke submits a regular status report.		
☐	Spoke-site supply and staffing requests are logged.		
☐	Communications checks are completed at scheduled intervals.		
☐	Deliveries and mobile support are prioritized based on access and life-safety needs.		
☐	Changes in spoke capability or accessibility are communicated countywide.		
☐	Spoke-site incidents and unmet needs are escalated to the central hub or Emergency Management.		

G. Demobilization and Recovery

G1. Deactivation

Done	Task	Responsible person	Date / notes
☐	County and site leadership agree on the time and sequence for closing services.		
☐	Residents and partner agencies receive advance notice of closure or transition.		
☐	Remaining residents are connected to appropriate shelter, housing, medical, or recovery services.		
☐	Unused supplies are inventoried, secured, transferred, or properly disposed of.		
☐	Rented or borrowed equipment is returned and documented.		
☐	Volunteer and partner demobilization is completed.		
☐	Final cleaning, sanitation, security, and facility inspection are completed.		
☐	Utilities and equipment are returned to normal operating mode.		
☐	Damage and repair needs are photographed and documented.		

G2. Documentation and Reimbursement

Done	Task	Responsible person	Date / notes
☐	Final activity, occupancy, distribution, volunteer, and incident records are compiled.		
☐	Receipts, invoices, time sheets, fuel logs, and donated-resource records are complete.		
☐	Emergency operating costs are separated from routine expenses.		
☐	Insurance, FEMA, state, county, or other reimbursement claims are prepared.		
☐	Grant-funded equipment losses or damage are reported.		
☐	A final financial reconciliation is completed.		

G3. After-Action Review

Done	Task	Responsible person	Date / notes
☐	After-action meeting is held within 30 days.		
☐	Central hub, spoke sites, County, Emergency Management, volunteers, and partner agencies participate.		
☐	What worked, what failed, unmet needs, and equity concerns are documented.		
☐	Corrective actions, responsible parties, funding needs, and deadlines are assigned.		
☐	Plans, agreements, training, supply levels, and equipment standards are updated.		
☐	A public or partner summary is prepared, as appropriate.		

H. Annual Review and Long-Term Sustainability

H1. Annual Readiness Review

Done	Task	Responsible person	Date / notes
☐	Public-benefit and readiness agreements are reviewed and renewed as needed.		
☐	Annual readiness compensation and emergency reimbursement rates are approved.		

☐	Insurance and legal compliance are reviewed.		
☐	Facility and equipment condition assessments are updated.		
☐	Five-year capital replacement and maintenance plan is updated.		
☐	Operating budget includes utilities, staffing, communications, fuel, training, insurance, and replacement reserves.		
☐	Grant and fundraising priorities are updated.		
☐	Spoke-site readiness tiers and participation status are reviewed.		
☐	Community and partner feedback is incorporated.		
☐	Annual readiness report is completed and shared with County leadership and partners.		

I. Quick Reference: Minimum Activation-Ready Standard

Category	Minimum standard	Status
Leadership	Site coordinator and alternate available; activation authority confirmed.	☐ Ready ☐ Needs action
Access	Safe public access, accessible entrance, parking, and emergency vehicle route.	☐ Ready ☐ Needs action
Power	Grid or backup power available for lighting, communications, refrigeration, and medical devices.	☐ Ready ☐ Needs action
Communications	At least two functioning communication methods.	☐ Ready ☐ Needs action
Water and sanitation	Potable water, toilets, handwashing, waste, and cleaning capability.	☐ Ready ☐ Needs action
Life safety	Fire protection, emergency exits, lighting, first aid, and security.	☐ Ready ☐ Needs action
Staffing	Minimum staffing and volunteer roles filled.	☐ Ready ☐ Needs action
Supplies	Food, water, hygiene, shelter, and distribution supplies appropriate to the site's role.	☐ Ready ☐ Needs action
Documentation	Incident log, registration, inventory, financial, and volunteer tracking forms ready.	☐ Ready ☐ Needs action
Coordination	Connection to County Emergency Management, central hub, and assigned spokes confirmed.	☐ Ready ☐ Needs action

Sign-Off

Site coordinator		**Date**	
St. Vincent's Mission representative		**Date**	
Floyd County representative		**Date**	
Emergency Management representative		**Date**	

Appendix I

Grant Readiness Package

Central Hub at 5028 KY Route 1428, Allen, Kentucky 41601

Prepared for use in federal, state, and philanthropic grant applications

This package contains copy-ready language and a planning-level budget framework. Final grant submissions should use current architectural, engineering, environmental, and cost-estimating information and should be tailored to each funder's rules.

1. Copy-Ready Project Description

Floyd County, Kentucky proposes to establish a countywide resilience hub network anchored by a full-service central facility at 5028 KY Route 1428 in Allen and connected to strategically located community spoke sites. The system will strengthen the county's ability to prepare for, respond to, and recover from floods, severe storms, extended power outages, extreme temperatures, and other emergencies. It will also provide year-round services that improve community health, economic stability, access to technology, and social connection.

St. Vincent's Mission, a trusted Floyd County nonprofit with experience in flood recovery and community service, is acquiring the approximately seven-acre Allen property. The site includes existing buildings, utilities, parking, highway access, and room for future expansion. The central hub is envisioned to provide emergency shelter, food and water distribution, a commercial kitchen for the preparation of hot meals, charging stations, medical-device power, showers, laundry, a pet kennel, communications, supply storage and distribution, volunteer coordination, partner workspaces, and recovery navigation. During normal operations, the facility may host workforce training, community meetings, youth and senior programming, farmers markets, telehealth, broadband access, warming and cooling services, and small-business support.

The central facility will be supported by a phased network of prequalified spoke sites located in trusted community institutions such as churches, volunteer fire departments, schools, libraries, community centers, and health facilities. Spokes will provide basic services closer to residents, reducing transportation barriers and maintaining local access when roads or bridges are damaged. The initial pilot will include three to five communities affected by repeated flooding, followed by evaluation and countywide expansion.

2. Statement of Need

Floyd County has experienced repeated flooding that has damaged homes, businesses, roads, utilities, public facilities, and community institutions. Mountainous terrain and narrow valleys can isolate communities, while limited transportation, aging infrastructure, power outages, and communications failures increase the risk to older adults, people with disabilities, medically fragile residents, low-income households, and residents without reliable vehicles or internet access.

Community engagement confirmed the need for both comprehensive services and geographically distributed access. Residents identified power for medical equipment, food, water, showers, charging, laundry, overnight rest space, communications, transportation, medical support, and supply distribution as priorities. Local organizations have repeatedly served as first responders, but the county lacks a coordinated system, dedicated full-service facility, common operating standards, and sustained funding for readiness and long-term recovery.

3. Key Statistics for Grant Applications

Key fact	Grant-ready statistic or finding
Community engagement	Three public meetings with 58 attendees, 60 survey responses, and numerous meetings with local leaders.
Local connection	97%, live or work in Floyd County.
Top life-safety priority	97%, rated power for personal medical equipment as very important.
Medical and mobility vulnerability	13 respondents use a power-dependent medical device; 8 use a mobility aid at least sometimes.
Broad support for core services	At least 95% rated food distribution, showers, charging, overnight rest space, laundry, or supply distribution as very or somewhat important.
Central hub site	Approximately seven acres at 5028 KY Route 1428, Allen, with existing buildings, utilities, parking, and expansion potential.
Recommended system	One full-service central hub, three to five initial spoke sites, and mobile capabilities for isolated areas.

4. Project Goals and Expected Outcomes

Goal	Expected outcome
Improve life safety	Provide dependable power, shelter, water, food, communications, medical support, and accessible services during emergencies.
Reduce geographic barriers	Bring basic services closer to isolated communities through spoke sites and mobile resources.
Strengthen coordination	Create common activation, communications, volunteer, supply, and reporting systems across public and nonprofit partners.
Protect vulnerable residents	Prioritize older adults, people with disabilities, medically fragile residents, families with children, low-income households, and people without transportation or internet.
Increase energy resilience	Use efficient systems, solar generation, battery storage, backup generation, and critical-load management.

Support faster recovery	Provide information, case-management connections, benefit navigation, business support, and long-term recovery coordination.
Create year-round value	Use the central hub and spokes for workforce, health, youth, senior, broadband, food-system, and community programs.

5. Conceptual Site Plan

The following diagram is an illustrative planning concept based on the proposed building program. It is not a surveyed or architectural site plan and should be replaced or supplemented with final DECO Architects drawings in formal capital applications.

Figure 1. Illustrative conceptual site plan for grant planning purposes; not to scale.

6. Proposed Building and Site Program

- Flexible assembly and emergency shelter space.
- Commercial or community kitchen and food-service area.
- Accessible showers, restrooms, and laundry facilities.
- Food, water, medical-supply, and emergency-equipment storage.
- Kennel area for family pets
- Volunteer reception, training, and coordination space.
- Emergency communications and partner coordination room.

- Offices, telehealth, broadband access, and recovery-navigation space.
- Loading, staging, distribution, public parking, and emergency-vehicle circulation.
- Outdoor gathering, youth, senior, and community-programming space.
- Solar generation, battery storage, backup generation, and critical-load systems.
- Emergency water storage or redundant water capacity.
- Redundant broadband, radio, and satellite communications.
- RV or temporary housing hookups and land reserved for future expansion.

7. Budget Summary and Planning-Level Cost Framework

The master plan identifies project components but does not yet contain a final construction estimate. The table below is structured for direct use in grant development and should be completed using DECO Architects' cost estimate, environmental cleanup estimates, contractor pricing, and current equipment quotes. Keeping these categories separate will allow each funding source to support eligible costs.

Budget category	Planning amount	Likely funding role
Property acquisition and closing	$_____	St. Vincent's Mission, private philanthropy and CDFI financing
Environmental assessment and Brownfields cleanup	$_____	EPA Brownfields, Kentucky Brownfields, RLF, local match
Roof and structural rehabilitation	$_____	USDA Community Facilities, CDBG, ARC, coal-severance, philanthropy
Architectural, engineering, permitting, and grant administration	$_____	USDA, ARC, CDBG, EDA, technical assistance
Interior renovation and building systems	$_____	USDA, CDBG, CDBG-DR, ARC
ADA accessibility improvements	$_____	USDA, CDBG, ARC, foundations
Kitchen, showers, laundry, restrooms, shelter, and storage	$_____	USDA, ARC, CDBG, philanthropy
Energy resilience: solar, batteries, generator, HVAC, critical loads	$_____	Kentucky energy programs, USDA, FEMA, philanthropy
Communications, broadband, radios, and technology	$_____	ARC, EDA, FEMA, foundations, local sponsors
Site work, parking, drainage, loading, utilities, and outdoor space	$_____	CDBG, KIA, FEMA, USDA, ARC
Furniture, fixtures, emergency equipment, vehicles, and supplies	$_____	USDA, ARC, foundations, local funds
Initial spoke-site pilot	$	DLG, ARC, energy programs, philanthropy, local match
Contingency and escalation	$_____	Allocate according to funder rules
TOTAL PROJECT COST	**$**_____	Final total after design and cost estimation

8. Copy-Ready Cost Estimate Narrative

The current project budget is being refined through environmental review, building-condition assessment, architectural design, engineering, and equipment planning. The final estimate will separate acquisition, environmental cleanup, roof and structural work, general rehabilitation, accessibility, energy resilience, communications, site infrastructure, equipment, and spoke-site investments. This component-based structure will prevent duplication of funding and allow the project team to match each expense to the most

appropriate federal, state, local, or philanthropic source. A construction contingency and escalation allowance will be included because of the age of the existing buildings, potential environmental conditions, and volatility in construction and equipment pricing.

9. Funding Strategy

Funding source	Best project role
USDA Community Facilities	Primary capital anchor for acquisition, renovation, roof, systems, equipment, vehicles, and eligible resilient energy.
USDA Technical Assistance	Mountain Association as a partner to support needs assessment, financing, application preparation, governance, operations, and spoke-site planning.
EPA Brownfields	Eligible environmental assessment, cleanup, abatement, monitoring, and disposal costs.
Kentucky Department for Local Government	CDBG, CDBG-DR, ARC administration, Flood Control Local Match, and coal-severance resources.
FEMA / Kentucky Emergency Management	Mitigation-specific drainage, hardening, safe-room, critical power, communications, and utility protection.
ARC and EDA	Economic resilience, broadband, workforce, business continuity, food systems, logistics, and equipment.
Kentucky Energy Programs	Solar, storage, efficient HVAC, microgrid controls, electrical upgrades, and critical-load systems.
Foundations and local funds	Planning, community engagement, local match, pilot spokes, supplies, training, evaluation, and operating start-up.

10. Partnership and Governance Summary

St. Vincent's Mission will retain ownership and normal use of the Allen property. Floyd County should formally designate the facility as a resilience hub, incorporate it into emergency plans, support public and private fundraising, and maintain defined activation and reimbursement responsibilities. Public investment should be protected through a long-term Capital Funding and Public-Benefit Agreement. Annual preparedness services should be documented through an Annual Readiness Services Contract, and emergency use should be governed by an Emergency Activation and Facility-Use Agreement.

- St. Vincent's Mission: property owner, year-round operator, and principal community-serving partner.
- Floyd County Fiscal Court: public partner, applicant or administrator for selected grants, emergency designation, and readiness support.
- Floyd County Emergency Management: activation, planning, training, communications, and integration into county emergency systems.
- Mountain Association or another Economic Development Partner: project development, funding strategy, USDA technical-assistance partner, coordination, and implementation support.
- DECO Architects: architecture, site planning, building program, renderings, engineering coordination, and cost estimating.
- Spoke-site organizations: local access, community communications, basic services, volunteer coordination, and neighborhood-level response.

11. Implementation Schedule

Timing	Major milestone
0-6 months	Complete acquisition, governance, agreements, due-diligence gap analysis, partner organization, and pilot-spoke selection.
4-12 months	Complete environmental, structural, accessibility, utility, energy, and design work; develop final cost estimate.
6-18 months	Submit coordinated capital, cleanup, mitigation, energy, and philanthropic applications; secure match.
12-30 months	Complete cleanup, construction, systems installation, equipment purchases, inspections, and commissioning.
18-36 months	Equip and launch three to five pilot spokes; train partners; conduct tabletop and operational exercises.
Year 3 and ongoing	Evaluate, expand the network, maintain annual readiness, and sustain year-round programming.

12. Performance Measures

- Central hub acquisition, cleanup, construction, and commissioning milestones completed.
- Number and percentage of critical systems supported by backup power.
- Hours of backup power and communications capability available.
- Number of operational spoke sites by readiness tier.
- Number of staff and volunteers trained and retained.
- Number of residents served during exercises, extreme-weather events, emergencies, and year-round programs.
- Number of medically vulnerable residents supported through charging, refrigeration, telehealth, or referrals.
- Time required to activate the central hub and spoke sites.
- Volume of food, water, supplies, and recovery referrals distributed.
- Number of partner organizations participating in planning, exercises, and activation.
- Corrective actions completed following drills or emergencies.
- Public and private funds leveraged for capital, readiness, and operations.

13. Grant Application Checklist

☐ Confirm applicant eligibility and determine whether St. Vincent's Mission, Floyd County, or another partner should apply.
☐ Confirm property ownership, site control, service area, population, and income data.
☐ Update the project description and statement of need for the specific funder.
☐ Insert final DECO site plan, concept drawings, renderings, and building program.
☐ Insert current environmental reports, cleanup plan, roof and structural assessments, and liability documentation.
☐ Insert final capital cost estimate, operating budget, match commitments, and funding-source assignments.
☐ Attach partnership, public-benefit, emergency activation, and readiness agreements.

☐ Document community engagement and include survey statistics, meeting information, and letters of support.
☐ Confirm environmental, procurement, civil-rights, accessibility, historic-preservation, and grant-specific requirements.
☐ Include implementation schedule, performance measures, maintenance plan, insurance, and long-term operating strategy.
☐ Review for duplication of benefits and confirm that no cost is charged to more than one funding source.
☐ Obtain legal, financial, architectural, engineering, and funder review before submission.

14. Application Information Worksheet

Application field	Project information
Applicant legal name	
Applicant UEI / tax ID	
Project title	Floyd County Resilience Hub Network
Project address	5028 KY Route 1428, Allen, Kentucky 41601
Project contact	
Requested amount	$_____
Total project cost	$_____
Cash match	$_____
In-kind match	$_____
Project start date	
Project completion date	
Primary service area	
Population served	
Median household income / eligibility measure	
Congressional district	
State and local partners	Floyd County Fiscal Court; St. Vincent's Mission; Floyd County Emergency Management; Mountain Association; DECO Architects; other development partners

15. Recommended Attachments

- Letters of commitment and support from Floyd County, St. Vincent's Mission, Emergency Management, community organizations, and service partners.
- Property deed, purchase documents, site-control evidence, parcel map, survey, and floodplain confirmation.
- Phase I and Phase II environmental assessments and Brownfields documentation.
- Roof, structural, electrical, plumbing, HVAC, accessibility, and building-condition reports.
- DECO architectural drawings, renderings, site plan, building program, and cost estimate.
- Energy assessment and preliminary solar, storage, generator, and critical-load design.
- Community survey analysis, meeting summaries, stakeholder list, and interactive mapping information.
- Public/private partnership agreements, activation agreement, readiness contract, and operating checklist.
- Detailed budget, match documentation, funding matrix, cash-flow schedule, and five-year operating forecast.

- Organizational documents, audits or financial statements, insurance, policies, and grant-management procedures.

Conclusion

This grant readiness package gives Floyd County and St. Vincent's Mission a consistent set of copy-ready materials for future applications. The project is strongest when presented as a phased countywide system: a full-service central hub on safe, accessible ground; a pilot network of trusted community spokes; mobile capabilities for isolated areas; and a formal public-private partnership that protects public investment and sustains readiness. Final applications should replace planning placeholders with current designs, cost estimates, match commitments, and grant-specific requirements.

Appendix J

DECO Architects Materials

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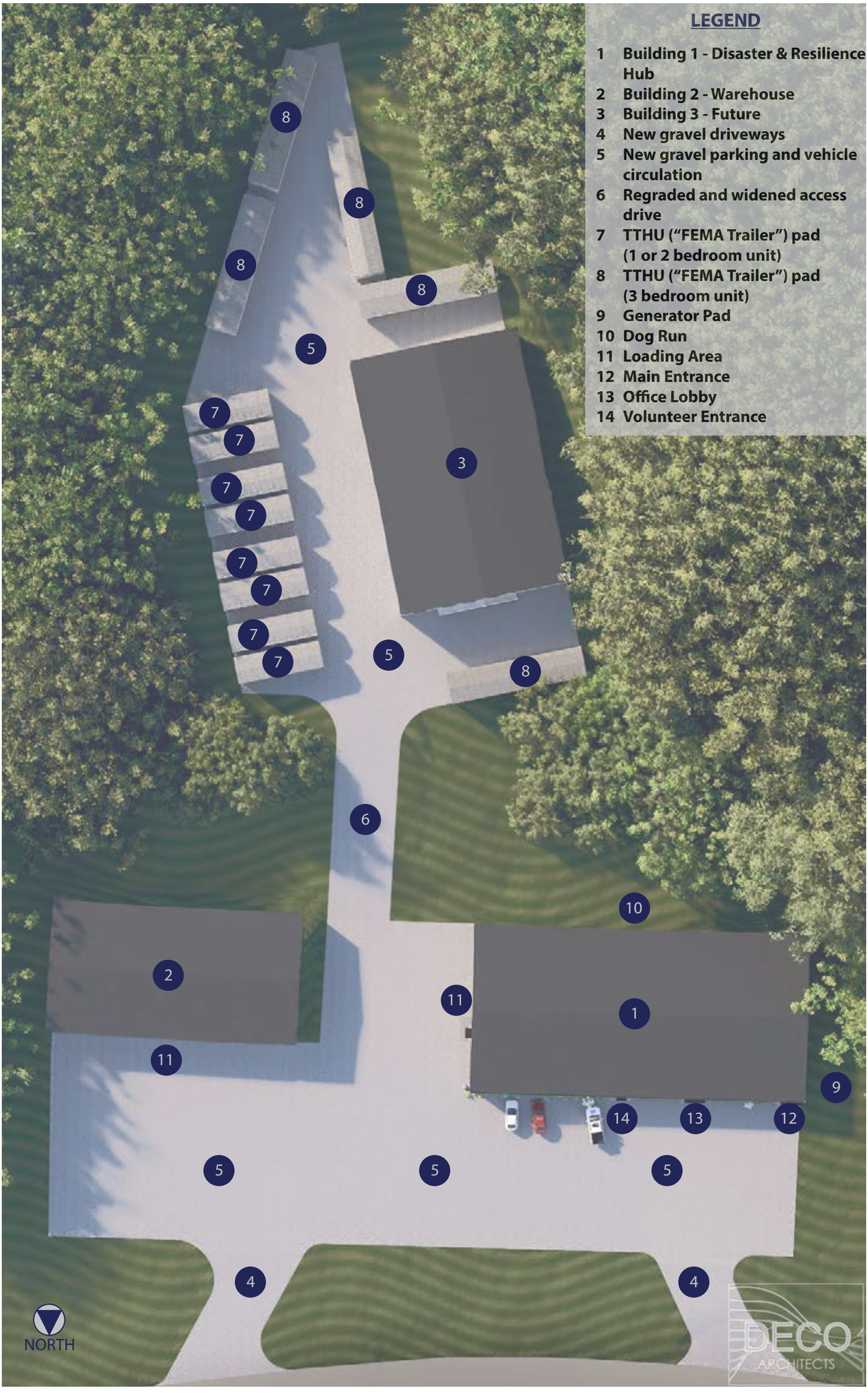


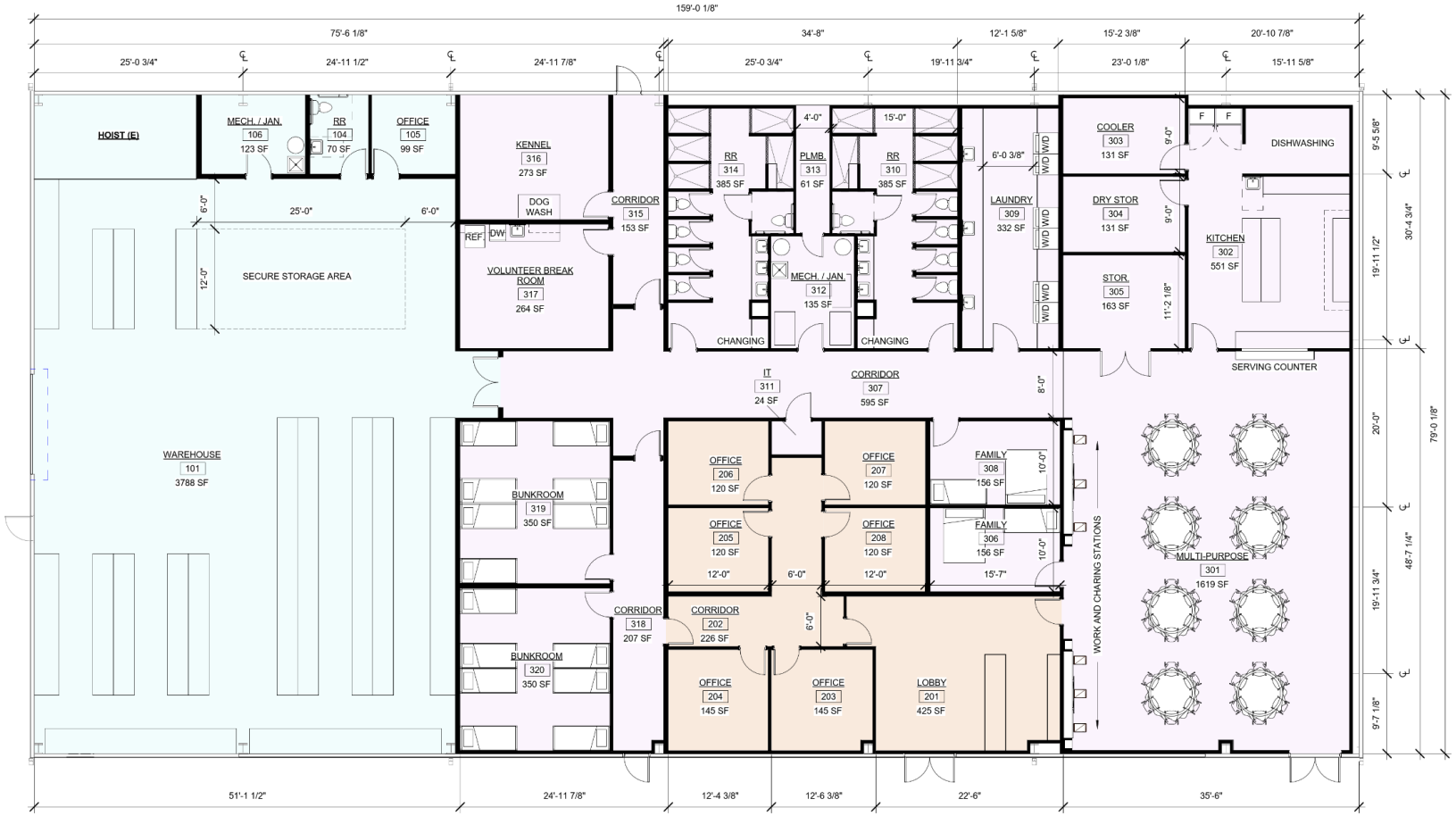
LEGEND

1 Building 1 - Disaster & Resilience Hub
2 Building 2 - Warehouse
3 Building 3 - Future
4 New gravel driveways
5 New gravel parking and vehicle circulation
6 Regraded and widened access drive
7 TTHU (“FEMA Trailer”) pad (1 or 2 bedroom unit)
8 TTHU (“FEMA Trailer”) pad (3 bedroom unit)
9 Generator Pad
10 Dog Run
11 Loading Area
12 Main Entrance
13 Office Lobby
14 Volunteer Entrance

Allen Property Renderings

ST. VINCENT MISSION
DECO
ARCHITECTS

DECO
ARCHITECTS



SPACE TYPE

- DISASTER HUB
- OFFICE
- WAREHOUSE

FLOYD COUNTY DISASTER & RESILIENCE HUB

BUILDING 1 FLOOR PLAN

St. Vincent Mission 50 Years of Service in Appalachia

MOUNTAIN ASSOCIATION
Building a New Economy, Together.

DECO ARCHITECTS

Floyd County Disaster and Resilience Hub

5028 KY-1428
Allen, Kentucky 41601
July 24, 2026

31,500 Total SQFT (site is 6.06 acres)
Site development and full renovation of 1 of 3 buildings on site

Element	Cost per Unit	Unit	X	Quantity	=	Estimated Cost
Division 01 - General Conditions						
Project Management and Coordination	$ 2,000.00	Week	X	32.00	=	$ 64,000.00
Temporary Utilities	$ 150.00	Week	X	32.00	=	$ 4,800.00
Construction Trailer	$ 75.00	Week	X	32.00	=	$ 2,400.00
Port-a-John ($11/week each; 1 per 10 people)	$ 11.00	Week	X	32.00	=	$ 352.00
Temporary Barriers and Enclosures	$ 1.00	SF	X	5,500.00	=	$ 5,500.00
Storage Trailers ($25/week each)	$ 25.00	Week	X	32.00	=	$ 800.00
Cleaning and Waste Management	$ 300.00	Week	X	32.00	=	$ 9,600.00
subtotal						**$ 87,452.00**
Division 02 - Demolition and Existing Conditions						
Demolition, General	$ 8.00	SF	X	12,800.00	=	$ 102,400.00
subtotal						**$ 102,400.00**
Division 03 - Concrete						
DGA Floor Filler	$ 6.00	SF	X	2,000.00	=	$ 12,000.00
Concrete, Steel-reinforced	$ 150.00	CY	X	150.00	=	$ 22,500.00
subtotal						**$ 34,500.00**
Division 04 - Masonry						
N/A	$ -	SF	X	-	=	$ -
subtotal						**$ -**
Division 05 - Metals						
Cold Form LG Metal Framing	$ 10.00	LF	X	1,350.00	=	$ 13,500.00
subtotal						**$ 13,500.00**
Division 06 - Wood, Plastics, and Composites						
Casework	$ 250.00	LF	X	50.00	=	$ 12,500.00
subtotal						**$ 12,500.00**
Division 07 - Thermal and Moisture Protection						
Gutter and Downspouts w/splash blocks	$ 20.00	LF	X	600.00	=	$ 12,000.00
Batt Insulation (walls)	$ 2.50	SF	X	7,570.00	=	$ 18,925.00
PEMB Insulation	$ 1.00	SF	X	18,650.00	=	$ 18,650.00
PEMB Metal Package	$ 5.00	SF	X	18,650.00	=	$ 93,250.00
subtotal						**$ 142,825.00**

Division 08 - Openings								
Door, Coiling Counter	$	4,000.00	EA	X	1.00	=	$	4,000.00
Door, Overhead (coilling insulated metal)	$	15,000.00	EA	X	2.00	=	$	30,000.00
Door, Exterior (double insulated metal)	$	4,000.00	EA	X	2.00	=	$	8,000.00
Door, Exterior (single insulated metal)	$	2,500.00	EA	X	3.00	=	$	7,500.00
Door, Interior (double solid core wood)	$	1,500.00	EA	X	1.00	=	$	1,500.00
Door, Interior (single solid core wood - rated)	$	2,000.00	EA	X	4.00	=	$	8,000.00
Door, Interior (single solid core wood)	$	1,200.00	EA	X	23.00	=	$	27,600.00
Door, Interior (single hollow metal)	$	2,000.00	EA	X	4.00	=	$	8,000.00
subtotal							**$**	**94,600.00**
Division 09 - Finishes								
Ceiling Finish, Drywall	$	10.00	SF	X	1,800.00	=	$	18,000.00
Ceiling Finish, Paint	$	1.50	SF	X	1,800.00	=	$	2,700.00
Ceiling Finish, ACT	$	6.75	SF	X	6,000.00	=	$	40,500.00
Floor Finish, LVT	$	5.00	SF	X	2,650.00	=	$	13,250.00
Wall Base, vinyl	$	2.00	LF	X	2,700.00	=	$	5,400.00
Wall Finish, Drywall	$	5.00	SF	X	20,000.00	=	$	100,000.00
Wall Finish, Paint	$	1.00	SF	X	20,000.00	=	$	20,000.00
subtotal							**$**	**199,850.00**
Division 10 - Specialties								
FE Cabinet (w/FE)	$	500.00	EA	X	6.00	=	$	3,000.00
Canopy, hanger rod style	$	75.00	SF	X	100.00	=	$	7,500.00
Signage (Room)	$	200.00	EA	X	32.00	=	$	6,400.00
Toilet Accessories (full set)	$	2,000.00	EA	X	18.00	=	$	36,000.00
subtotal							**$**	**52,900.00**
Division 11 - Equipment								
Kitchen Equipment	$	100,000.00	Allowa	X	1.00	=	$	100,000.00
subtotal							**$**	**100,000.00**
Division 12 - Furnishings*								
**included in Soft Costs*								
subtotal							**$**	**-**
Division 13 - Special Construction*								
N/A	$	-	SF	X	-	=	$	-
subtotal							**$**	**-**
Division 14 - Conveying Equipment								
N/A	$	-	SF	X	-	=	$	-
subtotal							**$**	**-**
Division 21 - Fire Suppression*								
N/A	$	-	SF	X	-	=	$	-
subtotal							**$**	**-**

Division 22 - Plumbing								
Plumbing, Whole System	$	18.00	SF	X	9,000.00	=	$	162,000.00
subtotal							**$**	**162,000.00**
Division 23 - HVAC								
Mechanical, Whole System	$	30.00	SF	X	12,800.00	=	$	384,000.00
subtotal							**$**	**384,000.00**
Division 26 - Electrical								
Electrical, Whole System	$	25.00	SF	X	12,800.00	=	$	320,000.00
subtotal							**$**	**320,000.00**
Division 27 - Communications								
Technology, Communications, Security Systems	$	8.00	SF	X	9,000.00	=	$	72,000.00
subtotal							**$**	**72,000.00**
Division 28 - Electronic Safety and Security*								
Fire Alarm, Whole System	$	1.50	SF	X	12,800.00	=	$	19,200.00
subtotal							**$**	**19,200.00**
Division 31 - Earthwork*								
Grading	$	60.00	CY	X	5,000.00	=	$	300,000.00
Foundation Drain	$	40.00	LF	X	480.00	=	$	19,200.00
subtotal							**$**	**319,200.00**
Division 32 - Exterior Improvements*								
Gravel drive and parking	$	1.00	SF	X	71,850.00	=	$	71,850.00
Concrete stoops	$	150.00	CY	X	20.00	=	$	3,000.00
Seed & Straw	$	0.25	SF	X	10,000.00	=	$	2,500.00
Landscaping	$	8.00	SF	X	650.00	=	$	5,200.00
subtotal							**$**	**82,550.00**
Division 33 - Site Utilities*								
Sewer Connection	$	100.00	LF	X	400.00	=	$	40,000.00
subtotal							**$**	**40,000.00**
Division 41 - Material Processing and Handling Equipment*								
**None in project*								
subtotal							**$**	**-**
Division 48 - Electrical Power Generation*								
Natural Gas Generator	$	75,000.00	EA	X	2.00	=	$	150,000.00
subtotal							**$**	**150,000.00**
Total Construction (Hard Costs)							$	2,389,477.00
Contingency (%)								10.00%
Contingency ($)							$	238,947.70
Design Fee (%)								6.00%
Design Fee ($)							$	143,368.62

Geotechnical Investigations Fee (%)		0.50%
Geotechnical Investigations Fee ($)	$	11,947.39
Testing & Special Inspections Fee (%)		1.00%
Testing & Special Inspections Fee ($)	$	23,894.77
Testing & Balancing / Commissioning Fee (%)		1.50%
Testing & Balancing / Commissioning Fee ($)	$	35,842.16
Soft Costs (%)		6.00%
Soft Costs ($)	$	143,368.62
Total Costs ($)	$	2,986,846.25