
AGENDA
AMERICAN RESCUE PLAN (ARP) COMMITTEE
JUDGE E. MAURICE BRASWELL CUMBERLAND COUNTY
COURTHOUSE- ROOM 564
SPECIAL MEETING
SEPTEMBER 5, 2023
10:30 AM

1. CALL TO ORDER
2. APPROVAL OF AGENDA
3. ITEMS OF BUSINESS
 - A. Consideration of Small Business Economic Assistance Funding Recommendations
4. UPDATES
 - A. State, Local, Tribal, and Territorial Fiscal Recovery, Infrastructure, and Disaster Relief Flexibility Act (Coryn-Padilla Amendment)
 - B. 2023 Annual Recovery Plan Report
 - C. ARP Projects
5. OTHER ITEMS
6. ADJOURN



AMERICAN RESCUE PLAN

MEMORANDUM FOR AMERICAN RESCUE PLAN COMMITTEE AGENDA OF SEPTEMBER 5, 2023

TO: AMERICAN RESCUE PLAN COMMITTEE

FROM: TYE VAUGHT, CHIEF OF STAFF

DATE: 8/30/2023

**SUBJECT: CONSIDERATION OF SMALL BUSINESS ECONOMIC ASSISTANCE
FUNDING RECOMMENDATIONS**

BACKGROUND

At the June 6, 2023, American Rescue Plan Committee meeting, the Committee directed staff to present their recommendation to adopt an amendment to Policy No. 10-2.9: Small Business Economic Assistance, at the Board of Commissioners regular meeting on June 19, 2023. Subsequently, the policy amendment was adopted as the official authority and guidance for administering the County's ARP Small Business Economic Assistance Program. The American Rescue Plan Committee authorized staff to initiate Phase II of the program, reopening the application portal on July 1, 2023 and closing it on July 31, 2023. Staff received applications from 38 unique businesses with a combined request of \$1,626,600.

After successfully completing an allowability assessment and program review for Phase II of the Small Business Economic Assistance Program's application process, staff recommends approval of 21 small businesses to receive Coronavirus State and Local Fiscal Recovery Funds. Each application has been reviewed and has submitted appropriate documents or records that show that the business possesses a reasonable capacity to use the recommended award in a fiscally responsible manner and perform a public purpose. Staff's recommendations total \$811,118 and are contingent on the successful execution of a contract with the County. Staff will conduct site visits to confirm each business's operating address and ensure NC Secretary of State filings are current for corporations and limited liability companies.

Small Businesses awarded less than \$50,000 in funding during Phase I of the Small Business Economic Assistance Program, were also permitted to submit requests to increase their allocation not to exceed the \$50,000 maximum. These businesses were required to demonstrate sufficient capacity to effectively utilize the award increase. With the Board adopting the amendment to Policy No. 10-2.9 and clearly outlining allowable expenditures and taking into consideration the corresponding impact on Phase I businesses, staff is making the

recommendation for the American Rescue Plan Committee to authorize a total allocation increase of \$239,623 to 16 Small Businesses awarded funding in Phase I.

Staff will prepare a corresponding budget ordinance amendment to transfer funds currently budgeted in ARPA Administrative - Contingency Operating to fund these recommendations totaling \$687,435. The remaining \$363,306 needed to fund these recommendations is currently available in the Small Business Economic Assistance Program budget.

RECOMMENDATION / PROPOSED ACTION

Staff requests that these funding recommendations and the corresponding budget ordinance amendment be forwarded to the September 14, 2023, Board of Commissioners Agenda Session as an Item of Consideration.

ATTACHMENTS:

Description	Type
Small Business Application Phase II Funding Recommendations	Backup Material

Small Business Economic Assistance Program Phase II Recommendations

1. Glenise Lesane

American Barber Shop LLC has operated in Cumberland County since 2020 and provides haircuts and spa services to men and women of all ages. The location of the barbershop provides an opportunity for those who have scheduled appointments or want to drop in on their lunchbreak to take advantage of the services. In March of 2020, Governor Cooper mandated that indoor facilities like barbershops and beauty salons temporarily close in an effort to slow the spread of the COVID-19 virus, which caused a major reduction in capacity.

Requested: \$38,500

Recommended: \$30,000

LMI FTE positions: 1

2. Ammons Group, Inc.

Ammons Group Inc, is an architect firm that has operated in Cumberland County since 2008. The business provides interior and exterior remodeling and new construction custom design services for clients across North Carolina. They are general contractors licensed to build residential, commercial, and federal facilities. Their goal is to implement cost effective building strategies and innovative ways that save time and money. Due to restrictions in congregate settings the business experienced a reduction in capacity, resulting in impacts to revenue.

Requested: \$50,000

Recommended: \$50,000

LMI FTE positions: 4

3. Saint George of Fayetteville Company

Army City Steak and Gyro (425 N Bragg Blvd, Spring Lake, NC 28390) is a restaurant that has operated in Cumberland County since 2015. They serve steak and cheese sandwiches, burgers, and wings. At their convenience, patrons can dine in or take out orders. In March of 2020, Governor Cooper mandated that indoor facilities like restaurants temporarily close to indoor dining in an effort to slow the spread of the COVID-19 virus, which caused a reduction in the customers that the restaurant was able to serve due to capacity.

Requested: \$35,813

Recommended: \$35,813

LMI FTE positions: 2

4. Saint Tadrous of Fayetteville Company

Army City Steak & Gyro (201 S McPherson Church Rd, Fayetteville, NC 28303) is a restaurant that has operated in Cumberland County since 2017. They serve American and Greek food and operate a full-service dining, delivery, carryout, and drive-thru service. Customers can place orders in-person, by phone, and online. In March of 2020, Governor Cooper mandated that indoor facilities like restaurants temporarily close to indoor dining in an effort to slow the spread of the COVID-19 virus, which caused a reduction in the customers that the restaurant was able to serve due to capacity.

Requested: \$32,100

Recommended: \$32,100

LMI FTE positions: 2

5. Cameo Art House Theatre, Inc.

The Cameo is a twin cinema in the heart of Historic Downtown Fayetteville that has operated in Cumberland County since 2000. They are a movie theater that offers two screens and serves the community at large by

hosting several groups and special events. They also offer concessions to the public during their hours of operation. In March of 2020, Governor Cooper mandated that indoor facilities like movie theatres temporarily close in an effort to slow the spread of the COVID-19 virus, which caused operations to temporarily cease.

Requested: \$50,000

Recommended: \$50,000

LMI FTE positions: 3

6. Carolina Specialties of NC, Inc.

CSI is an advertising specialty, screen print and embroidery shop that has operated in Cumberland County since 1988. They believe in doing business with the entire community and have a diverse staff and customer base. CSI experienced a significant drop in business during the pandemic and experiences ongoing supply chain issues. They were able to maintain their business largely because they are a supplier to essential industries, providing safety wear and other items.

Requested: \$50,000

Recommended: \$50,000

LMI FTE positions: 4

7. Chiraphon Brockus

Simply Better Thai, is a restaurant that has operated in Cumberland County since 2018. They provide authentic Thai cuisine and delicacies made by inhouse chefs. They have dine in, takeout and delivery options and also work with Doordash, Grubhub and UberEATS. Popular dishes include Pad Thai, Spring Rolls and Red Curry. In March of 2020, Governor Cooper mandated that indoor facilities like restaurants temporarily close to indoor dining in an effort to slow the spread of the COVID-19 virus, which caused a reduction in the customers that the restaurant was able to serve due to capacity.

Requested: \$50,000

Recommended: \$37,350

LMI FTE positions: 1

8. Epiphany Boutique Fayetteville, LLC

Epiphany Boutique Fayetteville is a locally owned clothing store that has operated in Cumberland County since 2018. They have a wide variety of clothes and jewelry. They have a large collection of women's clothes, shoes, and accessories. The Boutique provides a unique shopping experience in store, online and through Facebook and Instagram. Due to restrictions in congregate settings the business experienced a reduction in capacity, resulting in impacts to annual revenue.

Requested: \$50,000

Recommended: \$37,350

LMI FTE positions: 1

9. Eutaw Spa, LLC

Eutaw Spa is a full-service health and wellness facility that has operated in Cumberland County since 2019. Inside the Spa Fitness + Wellness Center, they offer access to workout equipment, steam rooms, a pool, personal training, juice bar and cafe. In the Day Spa Rejuvenation Center, located in the same building, they offer an array of spa services including a salon, aesthetics, nails, massage, and more. In March of 2020, Governor Cooper mandated that indoor facilities like gyms and salons temporarily close in an effort to slow the spread of the COVID-19 virus, which caused a major reduction in capacity.

Requested: \$50,000
Recommended: \$50,000
LMI FTE positions: 4

10. Fayetteenam Ohana, LLC

Fayetteenam Ohana is a veteran owned restaurant that has been in operation since 2020. They serve Korean BBQ and are located in a building that has been around for over 30 years and they are actively modernizing. In March of 2020, Governor Cooper mandated that indoor facilities like restaurants temporarily close to indoor dining to slow the spread of the COVID-19 virus, which caused the business to adjust to taking food orders online.

Requested: \$50,000
Recommended: \$50,000
LMI FTE positions: 4

11. Saint Bavly, Inc.

Great Steak is a restaurant in the Cross Creek Mall Food Court that has operated in Cumberland County since 2019. In March of 2020, Governor Cooper mandated that indoor facilities like restaurants temporarily close to indoor dining in an effort to slow the spread of the COVID-19 virus, which caused a reduction in the customers that the restaurant was able to serve due to capacity and mandated temporary closure.

Requested: \$35,025
Recommended: \$35,025
LMI FTE positions: 2

12. Greg Hathaway, Inc.

Greg's Pottery is a "paint your own pottery" studio that has operated in Cumberland County since 1996. Customers can choose their own pottery and glaze colors. Customers can also book private birthday parties, bridal showers, military spouse events, etc. which are done in the evening, after regular business hours. Some schools and preschools paint pottery as a field trip fundraiser, and then donate a portion of the proceeds back to the entity who booked the field trip fundraiser. They also sell gifts like soaps, incense, local art, and gifts. Due to restrictions in congregate settings the business experienced a reduction in capacity, resulting in impacts to revenue.

Requested: \$43,000
Recommended: \$30,000
LMI FTE positions: 1

13. Danielle N. Lord

House of Braids and Wigs has operated in Cumberland County since 2012 and is a salon that specializes in hair loss. They consult with clients about their condition and offer cranial prosthesis. They hand make and machine sew hairpieces for a full or partial scalp coverage solution. The business is registered with the Veteran Affairs medical system to offer services to veterans as well as with the Cape Fear Valley health system to offer services to their Oncology Department. In March of 2020, Governor Cooper mandated that indoor facilities like barbershops and beauty salons temporarily close in an effort to slow the spread of the COVID-19 virus, which caused a major reduction in capacity.

Requested: \$28,505
Recommended: \$9,600
LMI FTE positions: 1

14. HUNI, LLC

KidCreate Studio has operated in Cumberland County since 2016. They offer classes, camps, and workshops. They also host birthday parties, group activities, and community events at their studio and mobile locations. Due to restrictions in congregate settings the business experienced a reduction in capacity, resulting in impacts to revenue.

Requested: \$50,000

Recommended: \$37,350

LMI FTE positions: 1

15. Kamdan Cleaning Solutions LLC

Kamdan Cleaning Solutions is a commercial cleaning company that has been operating in Cumberland County since 2019. They specialize in a comprehensive range of services, including office and building cleanings, floor treatments, carpet cleaning, and sanitization of public areas. Due to the nature of the business, there was a reduction in commercial clients due to the restrictions placed on those industries, resulting in impacts on annual revenue.

Requested: \$50,000

Recommended: \$30,000

LMI FTE positions: 1

16. Marion E. Wall

Marion E. Wall has operated a business in Cumberland County since 2006 and provides Adult Day Care Health Services and Transportation to and from a patient's service location. They receive clients regularly from 8 am to 4 p.m. daily. They monitor clients during the day, provide and promote activities to enhance their physical and mental wellbeing. Their services also promote and assist with the client's ability to stay at their home and provide relief for the caregiver. Due to restrictions in congregate settings the business experienced a reduction in capacity, resulting in impacts to revenue.

Requested: \$50,000

Recommended: \$50,000

LMI FTE positions: 4

17. Nevers Home Healthcare Agency, Inc.

Nevers Home Healthcare Agency has operated in Cumberland County since 2006. The services provided include home assisted care, which also includes assistance with activities of daily living, such as bathing, dressing, and eating. They also provide Community Alternatives Programs in Case Management and Community Adult Support. Due to the nature of the business, there was a reduction in home health clients due to client concerns/apprehension in allowing non-residents to their homes, resulting in impacts on revenue.

Requested: \$24,030

Recommended: \$24,030

LMI FTE positions: 1

18. Parks Creamery, LLC

Cold Stone Creamery is an ice cream parlor that has operated in Cumberland County since 2018. They serve ice cream that is made in-house and mixed on a frozen granite stone with a variety of toppings available. They also offer shakes, custom ice cream cakes, and smoothies. They did not close during the pandemic, but, due to CDC guidance they reduced their overall capacity significantly and employee hours were reduced as a result.

Requested: \$50,000
Recommended: \$50,000
LMI FTE positions: 4

19. Precious Haven, Inc.

Precious Haven Inc is a healthcare agency that has operated in Cumberland County since 1999 and provides behavioral health services. They are a North Carolina licensed Child Placement Agency for the child welfare system. Their services include foster care placement, therapeutic foster care placement Level II, and foster care parent training. In order to continue services, the business required adaptations to continue meeting client obligations, which had a direct impact on their capacity levels.

Requested: \$50,000
Recommended: \$50,000
LMI FTE positions: 4

20. Stooges, Inc.

Latitude 35 Bar & Grill is a restaurant that has operated in Cumberland County since 2010. They serve Caribbean-style food and operate a full-service dining and carry-out service. Customers can place orders in person or by phone. In March 2020, Governor Cooper mandated that indoor facilities like restaurants temporarily close to indoor dining in an effort to slow the spread of the COVID-19 virus, which caused a reduction in the number of customers that the restaurant was able to serve due to capacity.

Requested: \$50,000
Recommended: \$50,000
LMI FTE positions: 4

21. Un H Kim Db a Una Total Beauty

Una Total Beauty has operated in Cumberland County since 2018 and is a full-service beauty salon that provides services such as haircuts, hair coloring, perms, and facials. In March 2020, Governor Cooper mandated that salons, barbershops, nail parlors, and gyms close in an effort to slow the spread of the COVID-19 virus, which caused a loss of income from March – June 2020. Once they reopened, they continued to see a loss in income due to the capacity limits set during Phase II of the COVID reopening.

Requested: \$22,500.00
Recommended: \$22,500
LMI FTE positions: 1

Cumberland County Consideration for Small Business Economic Assistance Program Phase II		
#	Small Business Name	Recommended Funding Amount
1	Glenise Lesane (American Barber Shop LLC)	\$ 30,000
2	Ammons Group, Inc.	\$ 50,000
3	Saint George of Fayetteville Company (Army City Steak and Gyro - Spring Lake)	\$ 35,813
4	Saint Tadrous of Fayetteville Company (Army City Steak and Gyro - Fayetteville)	\$ 32,100
5	Cameo Art House Theatre, Inc.	\$ 50,000
6	Carolina Specialties of NC, Inc. (CSI)	\$ 50,000
7	Chiraphon Brockus (Simply Better Thai)	\$ 37,350
8	Epiphany Boutique Fayetteville, LLC	\$ 37,350
9	Eutaw Spa, LLC	\$ 50,000
10	Fayettenam Ohana, LLC	\$ 50,000
11	Saint Bavly, Inc. (Great Steak)	\$ 35,025
12	Greg Hathaway, Inc. (Greg's Pottery)	\$ 30,000
13	Danielle N. Lord (House of Braids and Wigs	\$ 9,600
14	HUNI, LLC (KidCreate Studio)	\$ 37,350
15	Kamdan Cleaning Solutions LLC	\$ 30,000
16	Marion E. Wall	\$ 50,000
17	Nevers Home Healthcare Agency, Inc.	\$ 24,030
18	Parks Creamery, LLC (Cold Stone Creamery)	\$ 50,000
19	Precious Haven, Inc.	\$ 50,000
20	Stooges, Inc. (Latitude 35 Bar & Grill)	\$ 50,000
21	Un H. Kim (Una Total Beauty)	\$ 22,500
	Total	\$ 811,118



AMERICAN RESCUE PLAN

MEMORANDUM FOR AMERICAN RESCUE PLAN COMMITTEE AGENDA OF SEPTEMBER 5, 2023

TO: AMERICAN RESCUE PLAN COMMITTEE

FROM: TYE VAUGHT, CHIEF OF STAFF

DATE: 8/30/2023

**SUBJECT: STATE, LOCAL, TRIBAL, AND TERRITORIAL FISCAL RECOVERY,
INFRASTRUCTURE, AND DISASTER RELIEF FLEXIBILITY ACT
(CORNYN-PADILLA AMENDMENT)**

BACKGROUND

The Cornyn-Padilla Amendment was passed in December 2022. The amendment allows local governments to utilize SLFRF funds for CDBG-related expenditures, providing an opportunity to address critical community development needs. In August 2023, US Treasury published their Interim Final Rule providing guidance for the administration of these ARPA-Flex funds. To date US Treasury, the National Association of County Commissioners (NACo), and the UNC School of Government have hosted information sessions providing additional guidance and have accepted inquires regarding the use of the provision.

Local governments are permitted to use either \$10 million or 30% of their total SLFRF allocation, whichever is greater, for CDBG-related, Disaster recovery/mitigation, and transportation infrastructure related expenditures. In the case of Cumberland County, the maximum amount that can be attributed to this provision is \$19.5 million.

We will continue to work closely with the UNC School of Government, the NCACC, and other relevant stakeholders to stay updated on any developments or additional guidance regarding the amendment.

RECOMMENDATION / PROPOSED ACTION

No action required. For informational purposes only.



AMERICAN RESCUE PLAN

**MEMORANDUM FOR AMERICAN RESCUE PLAN COMMITTEE AGENDA OF
SEPTEMBER 5, 2023**

TO: AMERICAN RESCUE PLAN COMMITTEE

FROM: TYE VAUGHT, CHIEF OF STAFF

DATE: 8/30/2023

SUBJECT: 2023 ANNUAL RECOVERY PLAN REPORT

BACKGROUND

Cumberland County's Annual Recovery Report for projects and expenditures was submitted for the timeframe of July 1, 2022 through June 30, 2023 on July 31, 2023.

RECOMMENDATION / PROPOSED ACTION

No action required. For informational purposes only.

ATTACHMENTS:

Description

2023 ARP Annual Recovery Plan

Type

Backup Material



STATE AND LOCAL FISCAL RECOVERY FUNDS

2023 RECOVERY PLAN

Covering the period from 7/1/2022 through 6/30/2023



Cumberland County, North Carolina

2023 Recovery Plan

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Executive Summary

Cumberland County, North Carolina, received a total of \$65,168,690 in Coronavirus State and Local Fiscal Recovery Fund (SLFRF) support, with the first tranche of \$32,584,345 received on June 1, 2021, and the second tranche of equal value received in June 2022. The County's approach to utilizing these funds, promoting economic recovery, and addressing pandemic-related challenges has been overseen by the Board of County Commissioners, who established a three-member ARP Committee responsible for project planning and expenditure recommendations. Transparency in the process has been maintained through the public posting of all meeting minutes on the County's ARP webpage.

Funding Allocation: The Board of County Commissioners, at its regular meeting on June 19, 2023, approved Budget Ordinance Amendment B230046, allocating the use of the SLFRF distribution for the following specific purposes:

1. **Public Health:** A portion of the funds has been allocated to bolstering public health initiatives to combat the pandemic's ongoing challenges, to include vaccinations, and testing. Recognizing the adverse economic effects caused by the pandemic, a portion of the funding has been directed towards supporting individuals and businesses adversely affected by the crisis by providing financial assistance.
2. **Negative Economic Impacts:** A portion of the funding has been directed towards supporting individuals and industry adversely affected by the pandemic, by providing rental assistance and job training programs.
3. **Public Sector Capacity:** A portion of the funding is being utilized to return County staffing levels to pre-pandemic levels to maintain standard service levels and to provide excellent customer service.
4. **Infrastructure:** To improve the County's overall resilience and enhance public services, a portion of the funds has been invested in critical infrastructure projects, including affordable housing, water/sewer projects, and digital infrastructure.
5. **Revenue Replacement:** With the pandemic causing disruptions to the County's revenue streams, a portion of the funding has been used to offset lost revenues and maintain essential services during these challenging times.

As of June 30, 2023, Cumberland County has obligated \$30.16 million (approximately 46 percent) of its SLFRF allocation. Of this amount, \$20.35 million has already been expended on various projects and initiatives in alignment with the approved purposes.

Throughout the reporting period, the County has faced noteworthy challenges in effectively allocating and utilizing the funding to address the diverse and evolving needs arising from the pandemic. Ensuring equitable distribution and the timely implementation of initiatives proved complex tasks. However, the transparent planning process and active involvement of the ARP Committee helped in identifying and addressing these challenges, fostering more efficient resource deployment. Opportunities to leverage the funds for the County's long-term recovery and resilience have been recognized and pursued diligently.

Cumberland County, North Carolina, has made significant strides in utilizing the Coronavirus State and Local Fiscal Recovery Fund to respond to the pandemic's impact and promote economic recovery. The allocation of funds for public health, mitigating economic impacts, infrastructure development, and revenue replacement demonstrates a strategic and comprehensive approach to addressing the community's needs. As progress continues and challenges are met with innovative solutions, the County is poised to emerge stronger and more resilient in the aftermath of the pandemic.

Uses of Funds

Cumberland County's strategy for the utilization of Coronavirus State and Local Fiscal Recovery Fund (SLFRF) aims to support a strong and equitable recovery from the COVID-19 pandemic and the associated economic challenges. The County has identified key goals and areas of focus to address the diverse needs of its communities, populations, and individuals. By employing a comprehensive approach, the intended and actual uses of funds align with these goals and contribute to a resilient and prosperous recovery.

a. Public Health (EC 1):

Cumberland County prioritizes public health initiatives as a critical component of its recovery strategy. Funding is allocated to support various aspects of the COVID-19 response:

- COVID-19 Vaccinations: The County is covering self-funded claims costs for vaccinations, ensuring widespread access to vaccines, and promoting community immunity.
- COVID-19 Testing: Self-funded claims costs for COVID-19 testing are being addressed, facilitating early detection and containment of the virus.
- Medical Expenses: The County is covering self-funded claims costs for COVID-19 treatment, ensuring that medical care is accessible and affordable for affected individuals.
- COVID Small Business Assistance: Financial assistance is being provided to eligible small businesses, with priority given to those employing low to moderate-income individuals. This support helps businesses recover and protect local jobs, contributing to economic stability.
- Board Meeting Room Update: Project to provide funding to renovate existing County space to accommodate Board of Commissioners meetings expanding capacity for public attendance allowing social distancing and enhanced airflow and filtration.

b. Negative Economic Impacts (EC 2):

To address the negative economic impacts of the pandemic, Cumberland County is implementing projects that directly support individuals and businesses affected by the economic downturn:

- Rental Assistance: The County provides rental assistance to individuals who have been negatively affected by the pandemic, helping them maintain housing stability during challenging times.
- Trade and Job Training Program: A partnership with Fayetteville Technical Community College enables accelerated job training, connecting participants to high-demand

employment opportunities in various trades. This program empowers individuals to gain new skills and access better job prospects.

- Shaw Heights Affordable Housing Project: The County's initiative to construct affordable housing within a Qualified Census Tract aims to provide permanent housing options for low to moderate-income citizens, addressing housing challenges faced by vulnerable populations.

c. Public Health-Negative Economic Impact: Public Sector Capacity (EC 3):

Cumberland County is focused on rebuilding its public sector capacity to ensure efficient service delivery during the recovery period:

- Public Sector Staff Workforce: The County is rehiring public sector staff, covering salary and benefit costs to restore employment levels to pre-pandemic levels. This measure bolsters the County's ability to provide essential public services effectively.

d. Water, Sewer, and Broadband Infrastructure (EC 5):

Cumberland County invests in critical infrastructure projects to enhance public services, promote health, and drive economic development:

- Shaw Heights Sanitary Sewer Project: The installation of a sanitary sewer system in the Shaw Heights community addresses public health concerns arising from failing septic systems, supporting the success of the Shaw Heights Affordable Housing Project.
- Gray's Creek Water & Sewer Project: The establishment of a community water system in the Gray's Creek area addresses public health issues caused by contaminated groundwater, ensuring access to safe drinking water for residents and businesses.
- Broadband Expansion Project: Partnering with an internet service provider, the County aims to expand fiber optic internet access to rural areas, bridging the digital divide and promoting equitable access to essential online services and opportunities.

e. Revenue Replacement (EC 6):

To maintain essential services and recover from revenue losses, Cumberland County allocates funds to cover staffing and payroll costs for the Sheriff's Office and Detention Center. This ensures the continuity of public services during the recovery phase.

- Provision of Government Services: The funds were utilized to cover staffing/payroll costs of the Sheriff's Office and Detention Center. The funds will cover salaries and corresponding fringe benefit expenses for those employees beginning in April 2022 until available funds are exhausted. Covered salaries are based on Cumberland County's current pay schedule and the fringe benefits are based on the Board of Commissioner adopted benefits ordinance.

Cumberland County's SLFRF program is part of a broader approach to pandemic recovery, leveraging other federal recovery funds under the American Rescue Plan. Programs such as Emergency Rental Assistance, the Homeowner Assistance Fund, and the State Small Business Credit Initiative complement the SLFRF efforts, providing targeted support to individuals, businesses, and communities in need.

Cumberland County's use of funds from the Coronavirus State and Local Fiscal Recovery Fund reflects a well-defined strategy focused on addressing public health challenges, mitigating negative economic impacts, and investing in vital infrastructure. By aligning funding with specific goals and community needs, the County's approach fosters a strong and equitable recovery, enabling a brighter and more resilient future for its residents.

Promoting Equitable Outcomes

Efforts to Design the SLFRF Program with Equity in Mind:

- a. **Goals:** Cumberland County's SLFRF program is designed with a strong commitment to promoting equity, particularly focusing on historically underserved, marginalized, and adversely affected groups within the jurisdiction. Recognizing the disproportionate impacts of the COVID-19 pandemic on vulnerable populations, the County intends to prioritize assistance to these communities to ensure fair and equitable access to services and resources.
- b. **Awareness:** To enhance equity and practicality, Cumberland County has implemented a robust outreach and communication strategy to ensure residents and businesses are aware of the services funded by the SLFRF. Efforts have been made to engage with diverse communities, including those that have historically faced barriers to information, ensuring that all eligible entities have equal access to available resources.
- c. **Access and Distribution:** Cumberland County has proactively examined access levels to benefits and services across different groups. By identifying potential disparities, the County has sought to remove administrative requirements that could hinder certain groups' ability to complete applications or meet eligibility criteria. These efforts are aimed at creating a level playing field for all eligible entities, regardless of their socioeconomic backgrounds.
- d. **Outcomes:** The County's intended outcomes are focused on closing gaps and achieving universal levels of service provision.

Efforts to Implement the SLFRF Program with Equity in Mind:

- a. **Goals and Targets:** Cumberland County's use of funds prioritizes economic equity as a fundamental goal. Specific targets have been set to produce meaningful equity results at scale. The County has initiated various initiatives to achieve these targets, including increased support for marginalized communities, focusing on closing the economic divide, and promoting inclusive growth.
- b. **Project Implementation:** Within the Expenditure Category 2 (Negative Economic Impacts), Cumberland County's equity strategy is reflected in focus areas for SLFRF projects. Specific services and programs offered are designed to address the negative economic impacts of the pandemic, with a particular focus on providing assistance to households and small businesses in low-income neighborhoods and among historically marginalized populations. Programs for employment, housing security, educational support, and other services aim to uplift impacted communities and ensure equitable access to resources.

Annual Recovery Plan and Equity Updates: Cumberland County's first annual Recovery Plan, submitted in 2021, outlined initial efforts and intended outcomes to promote equity within the SLFRF program. As of 2023, the County is working to publish dashboards that will include updates with qualitative and quantitative data, demonstrating the progress made in achieving or promoting equitable outcomes. The County will provide analysis outlining the impact of projects on equity dimensions and identify any constraints or challenges that have affected equity goals' attainment. Additionally, Cumberland County will provide comprehensive information on the geographic and demographic distribution of funding, ensuring that funds are targeted toward traditionally marginalized communities to foster a more equitable recovery.

Community Engagement

Cumberland County places a strong emphasis on community engagement to ensure the planned and current use of funds aligns with the needs and priorities of its diverse residents. The County employs various strategies to gather feedback, capture diverse perspectives, and involve historically underserved communities in the decision-making process.

Community Engagement Strategies:

1. **Written Feedback:** The County utilizes surveys and related documents to gather written feedback from the community. An online survey was conducted to solicit opinions on the uses of the proposed ARP funding. The responses from the survey, combined with feedback from in-person meetings, were compiled into a dashboard available on the County's website, providing transparency on the engagement process.
2. **Oral Feedback:** To facilitate open dialogue, the County conducts community meetings, issue-specific listening sessions, and stakeholder interviews. These in-person meetings were held in various municipalities within the County, enabling direct interactions with community members and capturing their thoughts and concerns.
3. **Digital Campaigns:** The County employs digital campaigns to reach a broader audience and encourage participation. Virtual meetings and online platforms serve as accessible spaces for residents to share their input, especially for those who may face barriers to physical attendance.

Supporting Equity Goals:

Community engagement strategies in Cumberland County are closely aligned with equity goals. Engagement efforts are intentionally designed to reach out to communities that have historically faced significant barriers to services, such as individuals with low incomes. By actively seeking input from these communities, the County aims to address their specific needs and ensure that the use of SLFRF funds is equitable and inclusive.

Incorporating Existing Community Assessments:

In addition to the ARP-specific feedback, Cumberland County references other community assessments to inform the design of programs targeting negative economic impacts and disproportionately impacted communities. Reports such as the Community Health Assessment, which identifies health needs and strategies, and the Homeless Strategic Plan and Gap Analysis, aid in shaping services and interventions to better meet community requirements.

Ongoing Commitment: Community engagement is an ongoing process for Cumberland County. The Board of County Commissioners regularly dedicates time during monthly meetings to accept public comments, fostering continued involvement from residents. Moreover, County staff actively engage with the community through local radio stations to promote the ARPA agenda and specific programs, encouraging widespread participation and understanding of available assistance. The County's dedication to community engagement ensures that SLFRF funds are used effectively, equitably, and in accordance with the community's aspirations and priorities.

Labor Practices

As of June 30, 2023, the specific workforce practices for infrastructure projects, including the Shaw Heights Sanitary Sewer, Gray's Creek Water & Sewer Project, and Broadband Expansion Projects, have not been finalized. Consequently, detailed information on the utilization of labor standards such as project labor agreements, community benefits agreements, prevailing wage requirements, and local hiring is not available at this time.

However, it is important to note that Cumberland County recognizes the significance of strong labor standards in promoting effective and efficient delivery of high-quality infrastructure projects while supporting economic recovery through robust employment opportunities for workers. The County is committed to ensuring that workforce practices adhere to principles of fairness, equitable compensation, and the creation of job opportunities for local residents.

Moving forward, Cumberland County intends to develop and implement appropriate labor practices for its infrastructure projects. The policies related to labor standards and workforce practices will be thoroughly evaluated and recommended for approval to the Board of County Commissioners at a future date.

The County is aware of the potential impact these projects can have on the local labor market, and it seeks to maximize the positive outcomes for workers and communities. By implementing strong labor standards, the County aims to foster a skilled and well-compensated workforce, promote job security, and contribute to a sustainable and inclusive economic recovery.

As Cumberland County progresses with its infrastructure projects, it will be important for stakeholders to closely monitor the development of labor practices. The County is dedicated to promoting transparency and public engagement throughout this process, ensuring that labor practices align with the values of fairness, equity, and community benefit. Subsequent reports will provide a comprehensive description of the workforce practices adopted for these infrastructure projects, and they will highlight the County's commitment to supporting workers and promoting economic recovery through its endeavors.

Use of Evidence

Cumberland County is committed to incorporating evidence-based interventions and rigorous program evaluations into its SLFRF program. The County recognizes the value of evidence in ensuring the effectiveness and efficiency of its initiatives while targeting those most impacted by the COVID-19 pandemic.

Evidence-Based Interventions: The County prioritizes the allocation of SLFRF funds for evidence-based interventions. These interventions are designed to be rooted in proven strategies and approaches that have demonstrated positive outcomes in similar contexts. By adopting evidence-based practices, Cumberland County aims to maximize the impact of its programs and projects, ensuring that resources are directed towards interventions that have a track record of success.

Program Evaluations: Rigorous program evaluations are integrated into the scopes of projects funded by SLFRF. These evaluations are designed to systematically assess the effectiveness, efficiency, and impact of initiatives implemented with the support of federal recovery funds. By conducting robust evaluations, Cumberland County seeks to generate data-driven insights that will inform future decision-making, enhance program design, and optimize resource allocation.

Evidence Standards and Public-Facing Tools: Cumberland County makes use of evidence standards and public-facing tools to track and communicate the use of evidence and evaluation for Fiscal Recovery Funds. Evidence dashboards and evaluation policies are among the tools employed by the County to provide transparent and accessible information to the public regarding the evidence-building strategies adopted for the SLFRF program.

Learning Agenda: To further support its evaluation efforts and create an evidence-building strategy, Cumberland County considers the implementation of a Learning Agenda. This Learning Agenda, whether narrowly focused on SLFRF or encompassing the County's broader policy agenda, will guide the systematic acquisition of knowledge, insights, and evidence from ongoing programs and initiatives. By proactively identifying knowledge gaps and research questions, the Learning Agenda enables the County to prioritize evaluation efforts and continuously improve the efficacy of its programs.

Project Inventory: In the Project Inventory section of the Recovery Plan, Cumberland County explicitly identifies whether SLFRF funds are being used for evidence-based interventions and whether projects are subject to rigorous program evaluations. This transparency ensures accountability and demonstrates the County's commitment to using evidence to inform decision-making and policy implementation.

Targeted Beneficiaries: Cumberland County tailors its programs and interventions to specifically benefit low to moderate-income residents, individuals and entities residing in Qualified Census Tracts, unemployed and underemployed individuals, and those most severely impacted by the COVID-19 pandemic. By focusing on these vulnerable populations, the County aims to ensure that the benefits of its SLFRF program are equitably distributed and effectively address the needs of those who require the most support.

Through its emphasis on evidence-based interventions, rigorous evaluations, and targeted beneficiaries, Cumberland County strives to create a robust and impactful SLFRF program that drives meaningful recovery and fosters equitable outcomes for its communities.

Performance Report

Cumberland County's SLFRF program incorporates robust performance management practices to ensure the effective tracking of overarching jurisdictional goals and the measurement of results for individual projects. The County emphasizes transparency and accountability by

reporting key performance indicators (KPIs) for each project, enabling stakeholders to monitor progress and outcomes. Additionally, crosscutting indicators are used to assess broader program effectiveness and impact.

High-Level Approach to Performance Management: Cumberland County's performance management approach is founded on the following principles:

1. **Clear Goals and Objectives:** The County sets clear and measurable goals for the SLFRF program and individual projects, aligning them with the intended outcomes of economic recovery and equitable service provision.
2. **Data-Driven Decision Making:** Performance management relies on data-driven insights to make informed decisions, continuously improve programs, and optimize resource allocation.
3. **Regular Monitoring and Reporting:** The County conducts regular monitoring of project performance and will provide public-facing tools, such as performance management dashboards, to communicate progress and outcomes to the community.
4. **Flexibility and Adaptability:** Performance management is a dynamic process that allows the County to adapt strategies and interventions based on changing circumstances and emerging needs.

Key Performance Indicators (KPIs)* for Each SLFRF Project:

Project 1: COVID Small Business Assistance

- Number of eligible small businesses served
- Amount of financial assistance provided to small businesses
- Percentage of small businesses owned by individuals of low to moderate income
- Number of jobs retained as a result of the assistance

Project 2: Trade and Job Training Program

- Number of individuals enrolled in the training program
- Percentage of program participants employed in high-demand trades after completion
- Income increase for program participants after training
- Satisfaction level of program participants with the training program

Project 3: Emergency Rental Assistance

- Number of individual rents paid
- Percentage of housing units occupied by individuals within the low to moderate income range
- Average rent for affordable housing units
- Level of community satisfaction with the project

Crosscutting Performance Indicators:

- Total SLFRF funds obligated and expended
- Percentage of SLFRF funds allocated to evidence-based interventions

- Number of projects completed within the scheduled timeline
- Degree of alignment between project outcomes and jurisdictional goals

* KPIs in the process of being developed

Public Facing Tools and Reporting: Cumberland County will provide public-facing tools such as performance management dashboards and reports to facilitate transparent communication about the performance of Fiscal Recovery Funds. These tools enable stakeholders to access real-time data, track progress, and understand the impact of SLFRF projects on the community.

Cumberland County's SLFRF program demonstrates a comprehensive approach to performance management, ensuring the effective tracking of jurisdictional goals and results for individual projects. By focusing on clear goals, data-driven decision-making, regular monitoring, and public transparency, the County aims to achieve meaningful and equitable outcomes in its pursuit of economic recovery and community support.

Project Inventory

Project AR101 - COVID-19 Vaccinations

Funding amount: \$72,086

Project Expenditure Category: 1.1 COVID-19 Vaccination

Project Overview: Reimburse Cumberland County for self-funded claims for vaccinations.

Use of Evidence: SLFRF funds are used to support evidence-based interventions for COVID-19 vaccinations based on proven public health strategies.

Performance Report:

- Number of COVID-19 vaccinations administered

Project AR102 - COVID-19 Testing

Funding amount: \$166,000

Project Expenditure Category: 1.2 COVID-19 Testing

Project Overview: Reimburse Cumberland County for self-funded claims for COVID-19 testing.

Use of Evidence: SLFRF funds are utilized for evidence-based interventions to support widespread and accessible COVID-19 testing.

Performance Report:

- Number of COVID-19 tests conducted

Project AR106 - Medical Expenses

Funding amount: \$961,914

Project Expenditure Category: 1.6 Medical Expenses (including Alternative Care Facilities)

Project Overview: Cumberland County's self-funded claims costs for COVID-19 treatment.

Use of Evidence: SLFRF funds are directed towards evidence-based interventions for medical expenses related to COVID-19 treatment.

Performance Report:

- Total medical expenses covered by SLFRF funds

Project AR108 - Small Business Economic Assistance Program

Funding amount: \$1,844,768

Project Expenditure Category: 1.8 Public Health – COVID-19 Assistance to Small Businesses

Project Overview: Cumberland County issues financial assistance to eligible small businesses for COVID-19 recovery efforts.

Use of Evidence: SLFRF funds are allocated to evidence-based interventions targeting for-profit small businesses affected by the pandemic.

Performance Report:

- Number of small businesses receiving financial assistance
- Amount of financial assistance provided to small businesses
- Percentage of small businesses owned by individuals of low to moderate income

Project AR104 - Board Meeting Room

Funding amount: \$3,000,000

Project Expenditure Category: 1.4 Public Health – Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, Childcare facilities, etc.)

Project Overview: Enhance airflow and provide sufficient seating to allow for social distancing in a different meeting room to ensure safety during public Board of Commissioner meetings.

Use of Evidence: SLFRF funds are allocated to support evidence-based interventions for enhancing meeting room safety measures.

Performance Report:

- Number of meetings held in the new meeting room
- Percentage of seating capacity used during meetings

Project AR202 - Rental Assistance Program

Funding amount: \$500,000

Project Expenditure Category: 2.2 Negative Economic Impacts – Household Assistance: Rent, Mortgage, and Utility Aid

Project Overview: Provide rental assistance to eligible households in the County negatively affected by the pandemic and struggling to maintain their rental payments.

Use of Evidence: SLFRF funds are used for evidence-based interventions targeting low to moderate income households within Qualified Census Tracts.

Performance Report:

- Number of households receiving rental assistance
- Amount of rental assistance provided to households

Project AR210 - Trade and Job Training Program

Funding amount: \$2,000,000

Project Expenditure Category: 2.2 Negative Economic Impacts – Assistance to Unemployed or Underemployed Workers (e.g., job training, subsidized employment, or incentives)

Project Overview: Support the "Hope, Opportunity, Prosperity through Education" (HOPE)

Program, providing accelerated training for high-demand trades through on-the-job training with local businesses.

Use of Evidence: SLFRF funds are allocated to evidence-based interventions focused on increasing social and economic mobility for program participants.

Performance Report:

- Number of individuals enrolled in the training program
- Percentage of program participants employed in high-demand trades after completion

Project AR215 - Shaw Heights Affordable Housing

Funding amount: \$12,700,000

Project Expenditure Category: 2.15 Negative Economic Impacts – Long-term Housing Security: Affordable Housing

Project Overview: Construction of affordable housing within the Shaw Heights community, located in a Qualified Census Tract, to provide permanent housing options for low to moderate-income citizens.

Use of Evidence: SLFRF funds are utilized for evidence-based interventions targeting affordable housing solutions for underserved communities.

Performance Report:

- Number of affordable housing units constructed
- Percentage of units occupied by low to moderate-income individuals

Project AR302 - Public Sector Staff Workforce

Funding amount: \$11,435,245

Project Expenditure Category: 3.2 Public Sector Workforce: Rehiring Public Sector Staff

Project Overview: Restore public sector staff employment levels to pre-pandemic status through salary and benefit coverage.

Use of Evidence: SLFRF funds are allocated to evidence-based interventions supporting the restoration of public sector staff workforce.

Performance Report:

- Number of public sector staff rehired
- Percentage of workforce restored to pre-pandemic levels

Project AR505 - Shaw Heights Sanitary Sewer Project

Funding amount: \$9,300,000

Project Expenditure Category: 5.5 Infrastructure – Clean water: Other sewer Infrastructure

Project Overview: Explore the addition of a sanitary sewer system in the Shaw Heights community to address failing septic systems and support the Shaw Heights Affordable Housing Project.

Use of Evidence: SLFRF funds are directed towards evidence-based interventions to improve clean water infrastructure in the community.

Performance Report:

- Percentage of households connected to the new sewer system

Project AR515 - Gray's Creek Water & Sewer Project

Funding amount: \$10,000,000

Project Expenditure Category: 5.15 Infrastructure – Drinking water: Other water Infrastructure

Project Overview: Create a community water system in Gray's Creek area to address unsafe drinking water provided by individual wells.

Use of Evidence: SLFRF funds are allocated to evidence-based interventions targeting clean drinking water infrastructure improvement.

Performance Report:

- Percentage of households connected to the new water system

Project AR521 - Broadband Expansion Project

Funding amount: \$283,987

Project Expenditure Category: 5.21 Infrastructure – Broadband: Other projects

Project Overview: Partner with an internet service provider to expand fiber optic internet access into rural/remote areas of the County, providing internet access to approximately 2,017 homes.

Use of Evidence: SLFRF funds are utilized for evidence-based interventions targeting broadband infrastructure expansion for underserved communities.

Performance Report:

- Number of homes with access to fiber optic internet after completion

Project AR601 - Provision of Government Services

Funding amount: \$10,000,000

Project Expenditure Category: 6.1 Revenue Replacement – Provision of Government Services

Project Overview: Cover staffing/payroll costs of the Sheriff's Office and Detention Center to restore employment levels to pre-pandemic status.

Use of Evidence: SLFRF funds are allocated to evidence-based interventions supporting the provision of essential government services.

Project AR701 - Direct Costs to Administer ARPA Funds

Funding amount: \$2,904,690

Project Expenditure Category: 7.1 Administrative Expenses

Project Overview: Cover administrative costs for managing ARPA funds, including salary and benefits for program managers and finance accountants, supplies, materials, advertising, and other operating expenses.

Use of Evidence: SLFRF funds are allocated to evidence-based practices for efficient fund management and administration.