



RESCUE

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PLAN

August 31, 2021

Cherokee County



**Cherokee County, GA
Cherokee County Board of Commissioners**

State and Local Fiscal Recovery Funds
2021 Report

\$50,263,622
Estimated Amount to Be Awarded

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GENERAL OVERVIEW

Executive Summary

The Cherokee County Board of Commissioners has a unique opportunity to utilize the funds received from the American Rescue Plan Act to help the County, its citizens and businesses to recover from the Coronavirus or COVID-19 Pandemic. The County intends to use the funds to aid with the following broad initiatives:

- Job Training & Retraining Programs
- Business Recovery Programs
- Facility Improvements
- Judicial System Enhancements
- Make Up Lost Revenues
- Health and Safety Initiatives
- Technology Improvements
- Homelessness & Community Needs

To date, Cherokee County has utilized \$36,402 for unemployment insurance and \$16,582 for hazard pay for the Probate Court system. The County is awaiting the U.S. Treasury's final decision and rules on fund uses and restrictions before finalizing its plan and the specific projects it plans to undertake. The projects presented in this report are preliminary and subject to change.

Uses of Funds

Cherokee County has expended minimal funds to date. While awaiting further guidance from the U.S. Treasury, the County has put together the following intended uses of the funds to help support a strong and equitable recovery from the COVID-19 pandemic and economic downturn. Specific strategies to maximize programmatic impact and effective, efficient, and equitable outcomes are still being determined. In general, Cherokee County is promoting projects in each of the following Expenditure Categories:

- a. Public Health (EC 1)
- b. Negative Economic Impacts (EC 2)
- c. Services to Disproportionately Impacted Communities (EC 3)
- d. Revenue Replacement (EC 6)

More details on anticipated programs and projects in each category are discussed in the Project Inventory portion of this report.



Cherokee County has also utilized funds received specifically for Emergency Rental Assistance, Housing Assistance, and so forth, for its overall approach for pandemic recovery. Those funds and their uses are as follows:

Purpose	Awarded	Total Expended	Expenditure Ratio
CARES Act 2020	\$9,211,622	\$9,211,622	100%
CDBG-CV	\$1,699,801	\$769,082	45%
Emergency Rental Assistance, Round 1	\$7,789,284	\$971,247	12%
Emergency Rental Assistance, Round 2	\$2,465,318	\$0	0%
Transportation Services	\$2,777,875	\$970,357	35%
Senior Services - Food and Material Aid	\$273,733	\$190,346	70%
Fire and Emergency Services - Mitigation Measures	\$134,153	\$130,141	97%
Election Services	\$4,475	\$4,475	100%
Public Safety Services	\$33,157	\$33,157	100%
TOTAL	\$24,235,518	\$11,260,508	50%

Promoting equitable outcomes

The efforts and intended outcomes to promote equity are still being determined. Each annual report to follow will provide an update, using qualitative and quantitative data, on how the County's approach achieves or promotes equitable outcomes or makes progress against equity goals during the performance period.

Efforts to promote equitable outcomes, including how programs are designed with equity in mind are still being determined. How Cherokee County will consider and measure equity at the various stages of the program may include:

Goals: Are there particular historically underserved, marginalized, or adversely affected groups that need to be served?

Awareness: How equal and practical is the ability for residents or businesses to become aware of the services funded by the SLFRF?

Access and Distribution: Are there differences in levels of access to benefits and services across groups? Are there administrative requirements that result in disparities in ability to complete applications or meet eligibility criteria?

Outcomes: Are intended outcomes focused on closing gaps, reaching universal levels of service, or disaggregating progress by race, ethnicity, and other equity dimensions where relevant for the policy objective?

Cherokee County's planned use of funds will be intended to prioritize economic and racial equity as a goal, will name specific targets intended to produce meaningful equity results at scale, and the County will articulate its strategies to achieve those targets. The County's overall equity strategy translates into the specific services or programs offered in the following Expenditure Categories:

Negative Economic Impacts (EC 2): assistance to households, small businesses, and non-profits to address impacts of the pandemic, which have been most severe among low-income populations. This includes assistance with food, housing, and other needs; employment programs for people with barriers to employment who faced negative economic impacts from the pandemic (such as residents of low-income neighborhoods, minorities, disconnected youth, the unemployed, formerly incarcerated people, veterans, and people with disabilities); and other strategies that provide disadvantaged groups with access to education, jobs, and opportunity.

Services to Disproportionately Impacted Communities (EC 3): services to address health disparities and the social determinants of health, build stronger neighborhoods and communities (e.g., affordable housing), address educational disparities (e.g., evidence-based tutoring, community schools, and academic, social-emotional, and mental health supports for high poverty schools), and promote healthy childhood environments (e.g., home visiting, child care).

Cherokee County is still determining its intended outcomes to promote equity using qualitative and quantitative data on how the County's approach will achieve or promote equitable outcomes or will progress toward equity goals. Any constraints or challenges that impact project success in terms of increasing equity will be described in future reports.

The geographic and demographic distribution of funding, including whether it is targeted toward traditionally marginalized communities will also be included in future reports.

Community Engagement

Cherokee County's planned use of funds will incorporate written, oral, and other forms of input that capture diverse feedback from constituents, community-based organizations, and the communities themselves. The specifics of those are still being determined. Where relevant, descriptions will include how funds will build the capacity of community organizations to serve people with significant barriers to services, including people of color, people with low incomes, limited English proficiency populations, and other traditionally underserved groups.

Labor Practices

The workforce practices on any infrastructure projects being pursued (EC 5) are still to be determined. How projects will use strong labor standards to promote effective and efficient delivery of high-quality infrastructure projects while also supporting the economic recovery through strong employment opportunities for workers will be detailed in future reports. For example, the report may include whether any of the following practices are being utilized: project labor agreements, community benefits agreements, prevailing wage requirements, and local hiring.

Use of Evidence

Cherokee County is still determining how the SLFRF funds will be used for evidence-based interventions and/or if projects will be evaluated through rigorous program evaluations that are designed to build evidence. In this section the County will describe its overall approach for using evidence and evaluation, including how a Learning Agenda (either narrowly focused on SLFRF or broadly focused on the recipient's broader policy agenda) could support its overarching evaluation efforts in order to create an evidence-building strategy for the County. Detailed evidence information for each project will be included in the Project Inventory in future reports.

Category	Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
1 Expenditure Category: Public Health		
1.1 COVID-19 Vaccination		
1.2 COVID-19 Testing		
1.3 COVID-19 Contact Tracing		
1.4 Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, etc.)		
1.5 Personal Protective Equipment		
1.6 Medical Expenses (including Alternative Care Facilities)		
1.7 Capital Investments or Physical Plant Changes to Public Facilities that respond to the COVID-19 public health emergency		
1.8 Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)		
1.9 Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to COVID-19		
1.10 Mental Health Services		
1.11 Substance Use Services		
1.12 Other Public Health Services		
2 Expenditure Category: Negative Economic Impacts		
2.1 Household Assistance: Food Programs		
2.2 Household Assistance: Rent, Mortgage, and Utility Aid		
2.3 Household Assistance: Cash Transfers		

Category	Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
2.4 Household Assistance: Internet Access Programs		
2.5 Household Assistance: Eviction Prevention		
2.6 Unemployment Benefits or Cash Assistance to Unemployed Workers		
2.7 Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)		
2.8 Contributions to UI Trust Funds*	\$36,402	\$36,402
2.9 Small Business Economic Assistance (General)		
2.10 Aid to nonprofit organizations		
2.11 Aid to Tourism, Travel, or Hospitality		
2.12 Aid to Other Impacted Industries		
2.13 Other Economic Support		
2.14 Rehiring Public Sector Staff		
3 Expenditure Category: Services to Disproportionately Impacted Communities		
3.1 Education Assistance: Early Learning		
3.2 Education Assistance: Aid to High-Poverty Districts		
3.3 Education Assistance: Academic Services		
3.4 Education Assistance: Social, Emotional, and Mental Health Services		

Category	Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
3.5 Education Assistance: Other		
3.6 Healthy Childhood Environments: Child Care		
3.7 Healthy Childhood Environments: Home Visiting		
3.8 Healthy Childhood Environments: Services to Foster Youth or Families Involved in Child Welfare System		
3.9 Healthy Childhood Environments: Other		
3.10 Housing Support: Affordable Housing		
3.11 Housing Support: Services for Unhoused persons		
3.12 Housing Support: Other Housing Assistance		
3.13 Social Determinants of Health: Other		
3.14 Social Determinants of Health: Community Health Workers or Benefits Navigators		
3.15 Social Determinants of Health: Lead Remediation		
3.16 Social Determinants of Health: Community Violence Interventions		
4 Expenditure Category: Premium Pay		
4.1 Public Sector Employees	\$16,582	\$16,582
4.2 Private Sector: Grants to other employers		
5 Expenditure Category: Infrastructure		
5.1 Clean Water: Centralized wastewater treatment		
5.2 Clean Water: Centralized wastewater collection and conveyance		

Category	Cumulative expenditures to date (\$)	Amount spent since last Recovery Plan
5.3 Clean Water: Decentralized wastewater		
5.4 Clean Water: Combined sewer overflows		
5.5 Clean Water: Other sewer infrastructure		
5.6 Clean Water: Stormwater		
5.7 Clean Water: Energy conservation		
5.8 Clean Water: Water conservation		
5.9 Clean Water: Nonpoint source		
5.10 Drinking Water: Treatment		
5.11 Drinking Water: Transmission & distribution		
5.12 Drinking water: Transmission & distribution: lead remediation		
5.13 Drinking water: Source		
5.14 Drinking water: Storage		
5.15 Drinking water: Other water infrastructure		
5.16 Broadband: "Last Mile" projects		
5.17 Broadband: Other projects		
6 Expenditure Category: Revenue Replacement		
6.1 Provision of Government Services		
7 Administrative Expenses		
7.1 Administrative Expenses		
7.2 Evaluation and Data Analysis		
7.3 Transfers to Other Units of Government		
7.4 Transfers to Nonentitlement Units (States and Territories only)		

ECONOMIC VIABILITY

PROJECT INVENTORY



PROGRAM/SERVICE: Be Pro Be Proud

FUNDING: \$2,000,000

PROJECT EXPENDITURE

CATEGORY: 2.7 - Job Training Assistance

DESCRIPTION: Annual operating and maintenance of a Mobile Workforce Unit to train students and citizens, as well as safe in class training and education. Matching grants to be provided to the Cherokee Office of Economic Development (COED) totalling \$500,000 annually through 2024.

COVID has resulted in the elimination of many hospitality, restaurant, and other local jobs. Offering an opportunity for citizens to receive the training necessary will be imperative to economic viability. Assistance, including job training, for individuals who want and are available for work, including those who have looked for work sometime in the past 12 months or who are employed part time but who want and are available for full-time work.



PROGRAM/SERVICE: Small Business Grants, Loans & Ongoing Programs and Services

FUNDING: \$2,000,000

PROJECT EXPENDITURE CATEGORY: 2.9 - Small Business Economic Assistance

DESCRIPTION: Grants for existing and start-up small businesses, in addition to ongoing programs and services provided for local small businesses to include \$500,000 annually through 2024 administered by the Cherokee Office of Economic Development (COED).

Small Businesses are the backbone of Cherokee County's economy. COVID has made it very difficult to start and grow small businesses. Assistance to small businesses, including loans, grants, in-kind assistance, technical assistance or other services, that responds to the negative economic impacts of the COVID-19 public health emergency.

ECONOMIC VIABILITY



PROGRAM/SERVICE: Grants to Impacted Industries

FUNDING: \$1,500,000

PROJECT EXPENDITURE CATEGORY: 2.12 - Aid to Other Impacted Industries

DESCRIPTION: Grants to Cherokee County Chamber of Commerce, Cherokee County Conference Center Management Firm, Hotels, and Travel Agencies administered by the Cherokee Office of Economic Development (COED). Aid to tourism, travel, hospitality, and other impacted industries that responds to the negative economic impacts of the COVID-19 public health emergency.

FACILITY IMPROVEMENTS



PROGRAM/SERVICE: Indoor Air Purification Systems

FUNDING: \$5,000,000

PROJECT EXPENDITURE CATEGORY: 1.7 - Capital Investments or Physical Plant Changes to Public Facilities

DESCRIPTION: Upgrade each County facility to include air purification systems to kill COVID-19 and other viruses. Synexis Biodefense Systems (Synexis.com) is an example of products to be evaluated. It is believed that COVID can remain airborne for longer times and future distances than originally thought, according to the EPA. We will need to evaluate our facilities, including HVAC systems, and install filtration systems to kill the airborne virus in the air and on surfaces. Expenses for the improvement of ventilation systems in congregate settings, public health facilities, or other public facilities.



PROGRAM/SERVICE: Permanent Storage Facilities for modular Vaccination Stations, as well as acquisition of vaccination stations, signage and equipment.

FUNDING: \$2,500,000

PROJECT EXPENDITURE CATEGORY: 1.7 - Capital Investments or Physical Plant Changes to Public Facilities

DESCRIPTION: There is a need to permanently store vaccination stations and equipment at the conference center where large vaccination events have and continue to occur. The conference center will be identified as a facility to accommodate large vaccination events. Portable vaccination stations were built to allow set-up and tear-down for weekly vaccination events.

These stations will be purchased and stored in a permanent facility. Expenses related to COVID-19 vaccination programs and sites, including staffing, acquisition of equipment and supplies, facilities costs, and information technology or other administrative expenses.



PROGRAM/SERVICE: Disinfection of Public Areas

FUNDING: \$250,000

PROJECT EXPENDITURE CATEGORY: 1.7 - Capital Investments or Physical Plant Changes to Public Facilities

DESCRIPTION: Expenses for disinfection of public areas and other facilities in response to the COVID-19 related threats to public health emergency.

JUDICIAL SYSTEM



PROGRAM/SERVICE: Virtual Courts

FUNDING: \$3,250,000

PROJECT EXPENDITURE CATEGORY: 1.8 – Other COVID Public Health Expenses Technology Improvements to provide secured virtual courts, to include software and hardware, audio/video systems, IT infrastructure, and cyber security.

DESCRIPTION: The Justice Center was shut down for many months by Georgia Supreme Court Executive Order due to potential exposure and risks to COVID. The option to provide service remotely, and handle caseload backlog will be critical moving forward.



PROGRAM/SERVICE: Evidence Based Community Violence Intervention Programs

FUNDING: \$1,000,000

PROJECT EXPENDITURE CATEGORY: 1.8 – Other COVID Public Health Expenses

DESCRIPTION: Court Programs, including: Juvenile Court, Drug Court, DUI Court, Mental Health Court, and Veterans Court. Mental health treatment, substance misuse treatment, and other behavioral health services.

GENERAL PROJECTS/PROGRAMS



PROGRAM/SERVICE: Lost Revenue

FUNDING: \$7,000,000

PROJECT EXPENDITURE CATEGORY: 6.1 – Lost Revenue

DESCRIPTION: Lost revenue for General Fund and Cherokee Recreation and Parks Agency Funds. For the provision of government services to the extent of a reduction in the recipient's general revenue.



PROGRAM/SERVICE: Lost Revenue

FUNDING: \$750,000

PROJECT EXPENDITURE CATEGORY: 6.1 – Lost Revenue

DESCRIPTION: Lost revenue for EMS Fund. For the provision of government services to the extent of a reduction in the recipient's general revenue.



PROGRAM/SERVICE: Lost Revenue

FUNDING: \$250,000

PROJECT EXPENDITURE CATEGORY: 6.1 – Lost Revenue

DESCRIPTION: Lost revenue due to the conference center being closed during pandemic. Conference Center Fund losses. Aid to tourism, travel, hospitality, and other impacted industries that responds to the negative economic impacts of the COVID-19 public health emergency.

HEALTH & SAFETY INITIATIVES



PROGRAM/SERVICE: Healthcare Costs

FUNDING: \$3,000,000

PROJECT EXPENDITURE CATEGORY: 1.6 Medical Expenses

DESCRIPTION: Pay for employee healthcare costs due to exposure to COVID, and implement a robust health and wellness initiative for employees and their families, including grants to non-profit organizations to provide healthcare services to vulnerable populations in Cherokee County. COVID has highlighted the need to educate employees regarding improving health, to include but not limited to, prevent contracting viruses. Also, it is unknown the impact on employee health due to exposure to COVID. Expenses for treatment of the long-term symptoms or effects of COVID-19, including post-intensive care syndrome.



PROGRAM/SERVICE: Equipment and Supplies

FUNDING: \$500,000

PROJECT EXPENDITURE CATEGORY: 1.5 Personal Protective Equipment

DESCRIPTION: Replenish COVID medical supplies and purchase medical equipment. Expenses for acquisition and distribution of medical and protective supplies, including sanitizing products and personal protective equipment.



PROGRAM/SERVICE: EMS Transportation

FUNDING: \$500,000

PROJECT EXPENDITURE CATEGORY: 1.6 Medical Expenses

DESCRIPTION: Emergency medical response expenses, including emergency medical transportation related to COVID-19.

HEALTH & SAFETY INITIATIVES

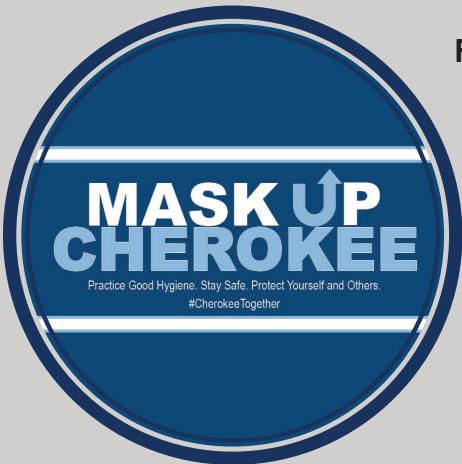


PROGRAM/SERVICE: Medical Testing Equipment, Supplies and Vaccinations

FUNDING: \$1,250,000

PROJECT EXPENDITURE CATEGORY: 1.1 – COVID Vaccination

DESCRIPTION: Purchase testing equipment & supplies, and the cost of vaccinations through partnership with Northside Hospital-Cherokee and Bethesda Community Clinic. Equipment, supplies and personnel to provide testing and vaccinations administered in 2020 and 2021. Expenses for acquisition and distribution of medical and protective supplies, including sanitizing products and personal protective equipment.



PROGRAM/SERVICE: Communications

FUNDING: \$125,000

PROJECT EXPENDITURE CATEGORY: 1.4 Prevention in Congregate Settings

DESCRIPTION: Campaign to effectively communicate to citizens regarding COVID-19. Expenses for communication related to COVID-19 vaccination programs and communication or enforcement by recipients of public health orders related to COVID-19.



PROGRAM/SERVICE: Backup Center/Air Quality

FUNDING: \$1,400,000

PROJECT EXPENDITURE CATEGORY: 1.7 Capital Investments or Physical Plant Changes to Public Facilities

DESCRIPTION: Equipment is needed to upgrade the E-911 Backup Center to ensure there is no disruption in service when employees are exposed to COVID-19 or other viruses. In addition, routine sanitizing and cleaning of both facilities will be necessary due to 24/7 operations requiring closure. Health & Safety is critical to the work environment.

During COVID-19, the facility was closed down on multiple occasions to clean and sanitize due to exposure. To avoid disruption in service, equipment should be purchased to establish a fully functional E-911 Backup Center.

Expenses for disinfection of public areas and other facilities in response to the COVID-19 related threats to public health emergency.

HEALTH & SAFETY INITIATIVES

PROGRAM/SERVICE: Public Safety Salaries & Benefits

FUNDING: \$6,000,000

PROJECT EXPENDITURE CATEGORY: 1.9 Payroll Costs for Public Health, Safety and Other Public Sector Staff Responding to COVID

DESCRIPTION: Public Safety and other personnel are on the front line mitigating and responding to COVID-19, including law enforcement, E-911 dispatchers, deputy marshals, firefighters, and EMS personnel. Payroll and covered benefit expenses for public safety, public health, health care, human services, and similar employees to the extent that the employee's time is spent mitigating or responding to the COVID-19 public health emergency.

PROGRAM/SERVICE: Upgrade/Enhancements for Virtual/On-Site Services

FUNDING: \$2,000,000

PROJECT EXPENDITURE CATEGORY: 1.7 - Capital Investments or Physical Plant Changes to Public Facilities

DESCRIPTION: Enhance and expand remote capabilities and online services. Due to the need to conduct virtual meetings and work-from-home options, technology - including laptops, docking stations, monitors and associated infrastructure security will be necessary. Also, enhanced virtual software/maintenance will be required.

PROGRAM/SERVICE: Expand/Enhance Virtual County Services

FUNDING: \$1,400,000

PROJECT EXPENDITURE CATEGORY: 1.7 Capital Investments or Physical Plant Changes to Public Facilities

DESCRIPTION: Enhance citizen engagement and online services with use of technology, including alerting systems and cyber security. The county currently provides development plan approval virtually, but additional programs and hardware/software will be necessary to expand virtual services in other areas and enhance citizen engagement tools, including cyber security.

HOMELESSNESS/COMMUNITY NEEDS



PROGRAM/SERVICE: Facility Renovations, Programs and Services

FUNDING: \$4,000,000

PROJECT EXPENDITURE CATEGORY: 3.11 – Housing Support Services – Services for Unhoused Persons

DESCRIPTION: Renovations of Transition Center to include modifications to provide separate living suites (bedroom, kitchen and restroom) for mothers and their children, and space for non-profits to provide wrap-around services. Homelessness has become more prevalent in Cherokee County as a result of lost employment, mental illness, domestic violence, and substance use disorders due to COVID. Programs or services that address housing insecurity, lack of affordable housing, or homelessness, including: Supportive housing or other programs or services to improve access to stable, affordable housing among individuals who are homeless.



PROGRAM/SERVICE: Operating Grants for Non-profit Organizations

FUNDING: \$4,000,000

PROJECT EXPENDITURE CATEGORY: 2.10 - Aid to Non-profit Organizations

DESCRIPTION: Grants to non-profits for operation of the transition center to provide wrap-around services for those in need (homeless, etc.), or programs and services provided by non-profits in their facilities located in Cherokee County. Non-profit organizations have been impacted by COVID-19 with reduced funding to provide and expand services provided, such as: food, job training, mental health, domestic violence and substance use disorders, and suicide prevention for children and their families. Assistance to nonprofit organizations, including loans, grants, in-kind assistance, technical assistance or other services, that responds to the negative economic impacts of the COVID-19 public health emergency. §35.6(12)(C)(iv)(C) Services for child welfare-involved families and foster youth to provide support and education on child development, positive parenting, coping skills, or recovery for mental health and substance use. FCA Drug Awareness/Prevention Programs - Family Violence Center - MUST Ministries - Malon D. Mimms Boys & Girls Club - Encompass Ministries - Never Alone - Empower Cherokee - FOCUS - Anna Crawford Childrens Center - Children's Haven - Goshen Valley Boys Ranch - Homeless Veterans.

HOMELESSNESS/COMMUNITY NEEDS



PROGRAM/SERVICE: Housing Assistance for Seniors

FUNDING: \$500,000

PROJECT EXPENDITURE CATEGORY: 2.2 – Household Assistance – Rent, Mortgage, Utilities

DESCRIPTION: Home repairs, weatherization, utility assistance. Assistance programs, including cash assistance programs, that respond to the COVID-19 public health emergency.

PERFORMANCE REPORT

For the Project Inventories in Section 8, Cherokee County will include key performance indicators for major SLFRF funded projects. Key performance indicators will be reported for each project, or group projects with substantially similar goals and the same outcome measures. The County may choose to include some indicators for each individual project, as well as cross-cutting indicators. The County will include both output and outcome measures.

In addition, Cherokee County will include the mandatory performance indicators if the County has projects in the relevant areas. The County will provide data disaggregated by race, ethnicity, gender, income, and other relevant factors, when possible. Data will be presented in a table and each annual report will include updated data for the performance period, as well as prior period data.

Cherokee County



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GEORGIA

