



**Amendment 2  
to the  
Lake County, Illinois  
Coronavirus Aid, Relief, and Economic Security Act  
(CARES Act) Funding Plan  
November 10, 2020**



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## 1. Executive Summary

The Coronavirus Aid, Relief, and Economic Security Act (CARES Act) was passed by Congress and signed into law on March 27, 2020. Lake County applied for Coronavirus Relief Funds (CRF) through the CARES Act available to municipalities with a population greater than 500,000. On April 23, 2020 Lake County received \$121,539,986.20 in CARES Act funds from the US Treasury. Guidance from the US Treasury states that funds will only be used to cover costs that:

- Are incurred due to the COVID-19 public health emergency.
- Were not accounted for within FY20 budget(s).
- Were incurred between March 1, 2020 and December 30, 2020.

In May of 2020, the Lake County Board approved the establishment of the Special Committee on COVID-19 Recovery. The Special Committee provides policy guidance and strategic priorities to County Administration for the planning and execution of federal COVID response funds, recommends a CARES Act fund budget to the County Board, and provides oversight to ensure compliance with CARES Act policy and guidance. The Special Committee reports to the Lake County Board's Financial and Administrative Committee.

Based on guidance from the Special Committee, Lake County Staff built a funding plan based on six categories plus an unallocated reserve / contingency.

- Resident Support and Assistance
- Business and Economic Assistance
- Municipal & Local Essential Services
- Public Health Support and Assistance
- PPE Stockpile and Distribution
- County-Wide Essential Services
- Contingency / Reserve (Unallocated)

Within each category, programs have been developed to meet the guidance and intent of the Lake County Board and meet the needs of Lake County residents.

The original plan calls for a total initial appropriation of \$105 million to develop and execute required programs within the categories defined in the plan. Because \$30 million was previously appropriated by the Lake County Board for "quick hitting" programs, an additional \$75 million will need to be appropriated to execute the plan as written. The initial "quick hitting" programs have been integrated into this plan. [Amendment 1](#) to the plan updates programs, re-allocates appropriated funds, and appropriates unallocated funds. Amendment 2 to this plan re-allocates appropriated funds. [Link to the original July 27, 2020 plan.](#)

With Board approval of this plan (and subsequent amendments), the County Administrator is given the responsibility and authority to execute the plan and expend appropriated CARES Act funds within approved categories while following all applicable County purchasing and procurement requirements for program execution.

## 2. Budget Summary

Lake County CARES Act Budget and Plan (Amendment #2)			
	Amount	Total Budgeted	% of Total
Resident Support and Assistance			
Rental Assistance (Phase 1)	\$ 4,000,000	\$ 13,500,000	11%
Rental Assistance (Additional Program Funding)	\$ 1,000,000		
Utility Assistance	\$ 1,000,000		
Food Security and Assistance (Phase 1)	\$ 2,000,000		
Food Security and Assistance (Additional Program Funding)	\$ 3,000,000		
Non-Congregate Sheltering for the Homeless Population	\$ 1,000,000		
Workforce - Childcare	\$ 1,500,000		
Business and Economic Assistance			
Small Business Grant Program (Phase 1)	\$ 10,000,000	\$ 17,000,000	14%
Small Business Grant Program (Additional Program Funding)	\$ 7,000,000		
Municipal and Local Essential Service			
Municipality & Fire Prot. Dist. Reimbursement Program (Phase 1)	\$ 10,000,000	\$ 42,000,000	35%
Municipality & Fire Prot. Dist. Reimbursement Program (Additional Program Funding)	\$ 19,700,000		
Taxing Body Reimbursement Program (Phase 2)	\$ 12,300,000		
Public Health Support and Assistance			
Health Dept. COVID-Related Operational Expenses (Reimbursement & Ongoing)	\$ 350,000	\$ 17,200,000	14%
Substantially Dedicated Staff Payroll Expenses (Public Health Staff)	\$ 5,000,000		
General Public Health Education and Messaging Costs	\$ 650,000		
Mass Vaccination Efforts (Does Not Include Vaccine)	\$ 300,000		
Behavioral Health Programming (Tele-Health Resources)	\$ 1,000,000		
Vulnerable Community - Public Health Response (Safety Kits, Education, etc.)	\$ 2,000,000		
Safety Kits to Underserved Communities (70,000 Kits)	\$ 1,000,000		
Public Health Workforce Resiliency & Mass Vaccination Software (IT, Telcom, etc.)	\$ 6,900,000		
PPE Stockpile & Distribution			
County PPE Stockpile and Storage	\$ 1,750,000	\$ 1,750,000	1%
County-Wide Essential Services			
General County Support		\$ 28,050,000	23%
Substantially Dedicated Staff Payroll Expenses	\$ 2,000,000		
Sanitization & Disinfection Expenses	\$ 1,500,000		
COVID IT Capability, Continuity, Stability, and Security	\$ 3,000,000		
COVID Facilities Safety Improvements (Capital)	\$ 5,000,000		
County COVID Operational Expenses	\$ 1,904,000		
Bronner Group (Audit Consultant)	\$ 96,000		
Wastewater COVID Testing Partnership (Public Works, NSWDR, Northwestern)	\$ 200,000		
Land Team E-Plan Review/E-Application Implementation	\$ 150,000		
CARES Act Program Administrative Support Consultant	\$ 400,000		
19th Judicial Circuit Court			
Technology Related Expenses & Needs	\$ 475,000		
Clerk of the Circuit Court			
General Expense	\$ 100,000		
County Clerk			
Election Support (PPE, Signage, etc.)	\$ 150,000		
Coroner's Office			
Substantially Dedicated Staff Payroll Expenses (First Responder)	\$ 550,000		
Temporary Onsite and Offsite Storage	\$ 120,000		
COVID Related Supplies & Equipment	\$ 900,000		
Workforce Development			
Office Modifications Necessary to Meet Public Health Guidelines	\$ 30,000		
Sheriff's Office			
Jail Expenses Related to Holding IDOC Prisoners Due to COVID	\$ 1,000,000		
Substantially Dedicated Staff Payroll Expenses (First Responder)	\$ 10,175,000		
COVID Related Expenses	\$ 300,000		
Contingency / Reserve (Unallocated)			
Contingency / Reserve	\$ 2,039,986		2%
TOTAL			
	\$ 121,539,986	\$ 119,500,000	100%
Note: Program delivery cost must be included in the budgeted amount.			

### 3. Background

#### **Coronavirus Aid, Relief, and Economic Security Act (CARES Act)**

The CARES Act was passed by Congress and signed into law on March 27, 2020. Lake County applied for Coronavirus Relief Funds (CRF) through the CARES Act available to municipalities with a population greater than 500,000. On April 23, 2020 Lake County received \$121,539,986.20 in CARES Act funds from the US Treasury. Guidance from the US Treasury provides the framework for the use of funds. Expenditures must be used for actions taken to respond to the public health emergency, as well as expenditures incurred to respond to second-order effects of the emergency. The County has certified, as part of the application, that funds will only be used to cover costs that:

- Are incurred due to the COVID-19 public health emergency.
- Were not accounted for within FY20 budget(s).
- Were incurred between March 1, 2020 and December 30, 2020.

#### **Lake County Board Special Committee on COVID-19 Recovery**

On May 12, 2020, the Lake County Board approved the [establishment of the Special Committee](#). The Special Committee reports to the Financial and Administrative Committee with the following purpose:

- Provide policy guidance and strategic priorities to County Administration for the planning and execution of the various federal COVID response funds provided to Lake County (CARES Act Funds, etc).
- Recommend a budget to the County Board for the federal COVID response funds provided to Lake County ensuring all appropriations are in accordance with federal regulations.
- Provide oversight to ensure compliance with policy and guidance for all expenditures of federal COVID response funds provided to Lake County.

#### **Recovery and Relief Coordination Committee**

Established to respond to the COVID-19 crisis. The Coordination Committee is comprised of senior staff and reports to the County Administrator. Based on guidance from the Special Committee on COVID-19 Recovery, the Coordination Committee will:

- Define task force goals and objectives, review individual task force plans, assess progress, and recommend adjustments.
- Ensure comprehensive and coordinated planning and execution.
- Recommend changes to task forces members (as required).
- Provide updates and recommendations to the Lake County Board Special Committee on COVID-19 Recovery.

#### **CARES Act Funding Categories (“Large Buckets”)**

Based on guidance from the Special Committee, staff response and recovery task forces built a funding plan based on six categories (plus a reserve / contingency). The primary categories are:

- Resident Support and Assistance
- Business and Economic Assistance
- Municipal & Local Essential Services
- Public Health Support and Assistance
- PPE Stockpile and Distribution
- County-Wide Essential Services
- Contingency / Reserve

Programs: Staff task forces have built programs within each funding category to meet the guidance and intent of the Lake County Board and meet the needs of Lake County residents. In order to expedite funds to high priority needs, some programs have been approved with an initial appropriation.

## 4. Execution of the Plan (Responsibilities and Authorities)

### **County Board:**

Within the structure of this plan, the Lake County Board has the following responsibilities:


- Provide guidance, priorities, and oversight to the County Administrator through the Special Committee on COVID Recovery.
- Emergency appropriate CARES Act funds into approved categories:
  - Resident Support and Assistance
  - Business and Economic Assistance
  - Municipal & Local Essential Services
  - Public Health Support and Assistance
  - PPE Stockpile and Distribution
  - County-Wide Essential Services
  - Contingency / Reserve (Unallocated)
- Line item transfer funds between the approved categories.
- Approve and fund additional categories to expend CARES Act funds.
- Amend this plan to best serve the residents of Lake County.

### **County Administrator:**

With Board Approval of this plan, the County Administrator is given the following responsibilities and authorities to execute the plan and expend appropriated CARES Act funds within approved categories:

- Build, modify, and execute programs within each approved category.
- Expend / administer appropriated CARES Act funds in accordance with the approved budget and plan as well as the guidelines provided by the U.S. Department of Treasury.
- Execute any and all agreements between Lake County and designated community partners related to the allocation and distribution of allocated funds (authority delegated to the County Administrator or their documented designee(s) for each specific program.)
- Follow all applicable County purchasing and procurement requirements for program execution.
- Recommend CARES Act budget allocations and amended line item transfers to the County Board.
- Approve additional programs that meet Special Committee guidance within approved categories.
- Move funds between programs within an approved category.
- Approve all related purchase orders, invoices, or contract modifications or provide written documentation of authorized designees for each specific program.
- Seek Consultant guidance where necessary to ensure compliance.
- Report plan progress at every Special Committee and F&A Committee meeting.

## 5. Category: Resident Support and Assistance



# Resident Support & Assistance

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**Focus Areas**

- Food and nutrition
- Rental assistance
- Utility payment assistance
- Homelessness / housing stability
- Childcare

**Partners**

- Townships
- Not-for-profits
- Park Districts / Departments

**\$13,500,000    (11%)**

	Amount	Total Budgeted	% of Total
<b>Resident Support and Assistance</b>			
Rental Assistance (Phase 1)	\$ 4,000,000		
Rental Assistance (Additional Program Funding)	\$ 1,000,000		
Utility Assistance	\$ 1,000,000		
Food Security and Assistance (Phase 1)	\$ 2,000,000	\$ 13,500,000	11%
Food Security and Assistance (Additional Program Funding)	\$ 3,000,000		
Non-Congregate Sheltering for the Homeless Population	\$ 1,000,000		
Workforce - Childcare	\$ 1,500,000		

### Program List

- A. Rental & Utility Assistance (\$6 million)
  - Phase I: Funded at \$4 million and \$1 million ([Previously Approved and Allocated](#))
  - Phase II: Additional funding - \$1 million
- B. Food Security and Assistance (\$5 million)
  - Phase I: Funded at \$2 million ([Previously Approved and Allocated](#))
  - Phase II: Additional funding - \$3 million
- C. Non-Congregate Sheltering for Homeless - \$1 Million
- D. Workforce (Childcare) - \$1.5 million

## 5.A Program: Rental and Utility Assistance

<b>Goal / Objective</b>	Mitigate community spread of COVID-19 by providing safe places for people to "stay at home."
<b>Project Summary</b>	<ul style="list-style-type: none"> <li>• COVID-19-related loss of income leading to inability to pay rent/utilities; rent/utility assistance would be provided by qualified sub-recipient organizations directly to landlord/utility providers on tenant's behalf.</li> <li>• Up to six months of rental and/or utilities assistance or arrears for households with income of under 80% area median income<sup>1</sup> and liquid assets under \$7,500</li> <li>• Coordinated through 211 for easy access</li> <li>• Clients will be tracked in ServicePoint to eliminate duplication</li> <li>• Screening for eligibility for other basic needs assistance and relevant County programs, including workforce</li> <li>• Budgeting assistance provided</li> </ul>
<b>Relevant Data</b>	<ul style="list-style-type: none"> <li>▪ Housing assistance was the top reason people called Lake County's 211 in March with 435 calls<sup>2</sup></li> <li>▪ Lake County April Unemployment 14.8%<sup>3</sup></li> </ul>
<b>Implementation Partners</b>	<ul style="list-style-type: none"> <li>▪ Catholic Charities, Community Action Partnership, Community Partners for Affordable Housing</li> <li>▪ United Way's 211</li> <li>▪ Townships</li> <li>▪ Other community organizations</li> </ul> <p><b>Budget Information</b></p> <ul style="list-style-type: none"> <li>▪ Phase I: \$4 Million for Rental, \$1 Million for Utility</li> <li>▪ Phase II: Additional \$1 Million for Rental</li> </ul>
<b>Budget Information</b>	Agencies will receive an upfront allocation and then reimbursement

## 5.B Program: Food Programs

### Priorities

1. Food Pantry Support
2. Lake County Community Action to Counter Hunger (CATCH) – Food
3. Shelter Food Support
4. New Food Program(s) – Meet Unmet Needs

<sup>1</sup> Lake County residents must be at or below 80% Area Median Income, adjusted for the household size, according to the CDBG income limits published by HUD. A chart containing income limits per household size is available on the Lake County website at the following URL:

<https://www.lakecountyil.gov/DocumentCenter/View/12800/Income-and-RentLimits-PDF>

<sup>2</sup> <https://uwlc.211counts.org/>

<sup>3</sup> Illinois Department of Employment Security, Workforce Information Update – April 2020



### 5.B.1 Program: Food Pantry Support

<b>Goal</b>	Ensure food insecure residents of Lake County have access to food.
<b>Objective</b>	Support existing community efforts in meeting increasing demand for food.
<b>Project Summary</b>	The Northern Illinois Food Bank network supplies food to distribute for most of Lake County's pantries. They can use funding to support the Lake County Food Fund used for purchasing specific items that would then be put on the shopping list and available to Lake County agencies (see list below) with no shared maintenance fees, to support pop-up distribution costs, and for equipment needed such as refrigerators.
<b>Relevant Data</b>	<ul style="list-style-type: none"> <li>• Most pantries in Lake County have seen a 50% or more increase in demand for services (NIFB) since February.</li> <li>• Two examples of increased demand include: <ul style="list-style-type: none"> <li>○ 75% of those that attended a pop-up food distribution last week at Six Flags Great America had never used a food pantry before. This distribution served 2200 families. (NIFB)</li> <li>○ NIFB is expanding My Pantry Express (grocery ordering and pickup) from 100 to 450 orders per week as a result of this increased demand at the Waukegan Walmart location.</li> </ul> </li> <li>• Food insecurity has also increased due to high unemployment (March and April unemployment data shows a cumulative of over 42,000 claims filed in Lake County, (IDES). This represents a nearly 6-fold increase in unemployment claims filed since the onset of the pandemic.</li> </ul>
<b>Implementation Partners</b>	Northern Illinois Food Bank
<b>Budget Information</b>	\$500,000

### 5.B.2 Program: Lake County Community Action to Counter Hunger (CATCH)

<b>Goal</b>	Ensure food insecure residents of Lake County have access to food.
<b>Objective</b>	Support existing community efforts in meeting increasing demand for food.
<b>Project Summary</b>	<ul style="list-style-type: none"> <li>• Lake County CATCH is a coalition of social service providers, non-profit organizations, community-based organizations, and houses of worship committed to ensuring that everyone in our community has enough food to eat during the COVID-19 pandemic.</li> <li>• Lake County CATCH can help deliver groceries, meal boxes, or hot/cold meals to community members who need to remain at home but don't have access to the resources they need (including seniors, those with underlying health conditions, and those who have tested positive for COVID-19). CATCH is funded through private donations but needs support to scale up to meet increased demand during the pandemic. All CATCH services are free of charge for those who need it and do not impact public charge.</li> </ul>

	<ul style="list-style-type: none"> <li>Because this is a coalition, funding is recommended to be provided directly to vendor partners.</li> </ul>
<b>Relevant Data</b>	<ul style="list-style-type: none"> <li>This collaboration provided more than 3000 meals to PADS and A Safe Place during the pandemic related non-congregate shelter operations to date.</li> <li>Online referrals over the past two-week period have resulted in 31 high-risk families being fed.</li> <li>This program has successfully reached those that would normally fall through the cracks of our food system- such as those ineligible for SNAP, people without social support to get groceries delivered, without technology or funds to order groceries, who lack transportation or are homebound and unable to use food pantries.</li> </ul>
<b>Implementation Partners</b>	<ul style="list-style-type: none"> <li>Alliance for Human Services (Project managing organization)</li> <li>Community Action Partners (Vendor)</li> <li>Roberti Community House (Vendor)</li> <li>Curt's Café (Vendor)</li> </ul>
<b>Budget Information</b>	\$250,000

### 5.B.3 Program: Shelter Food Support

<b>Goal</b>	Ensure food insecure residents of Lake County have access to food.
<b>Objective</b>	Support existing community efforts in meeting increasing demand for food.
<b>Project Summary</b>	Provide financial support to purchase meals for shelter clients
<b>Relevant Data</b>	<ul style="list-style-type: none"> <li>Provide financial support to purchase meals for shelter clients</li> <li>Lake County's shelter system is currently housing more than 240 people in motel based non-congregate settings.</li> <li>Non-congregate motel sheltering does not provide food prep facilities nor easy access to grocery stores. Consequently, food costs increase in motel based non-congregate shelter settings.</li> </ul>
<b>Implementation Partners</b>	<ul style="list-style-type: none"> <li>PADS</li> <li>A Safe Place</li> <li>Community Action Partnership</li> </ul>
<b>Budget Information</b>	\$250,000

### 5.C Program: Non-Congregate Sheltering for Homeless

<b>Goal</b>	Mitigate community spread of COVID-19 by providing safe places for people to "stay at home." Quarantine Shelter for People Experiencing Homelessness
<b>Objective</b>	Provide safe sheltering for the homeless and support transitions to appropriate housing.
<b>Project Summary</b>	<ul style="list-style-type: none"> <li>A Safe Place, domestic violence shelter, and PADS are providing shelter in hotels to limit virus exposure</li> </ul>

	<ul style="list-style-type: none"> <li>Services are provided by phone to work on housing plans and referrals</li> <li>One times costs, such as application fees and security deposits serve as a barrier to housing. The Finish Line Fund model was piloted last year and will help move people out of shelter and into housing.</li> </ul>
<b>Relevant Data</b>	<ul style="list-style-type: none"> <li>Homeless census is more than 3 times what it would normally be at this time of year.</li> <li>A Safe Place's domestic violence crisis line is averaging over 100 calls per week when last year at this time there were an average of 14 calls.<sup>[1]</sup></li> <li>Housing assistance was the top reason people called 211 since March 15 with 493 calls<sup>[2]</sup></li> </ul>
<b>Implementation Partners</b>	<ul style="list-style-type: none"> <li>A Safe Place to provide domestic violence shelter and services.</li> <li>PADS Lake County to provide emergency shelter and services.</li> <li>Catholic Charities to administer payments for housing-related costs.</li> <li>Lake County Coalition for the Homeless to manage the housing referral and placement process.</li> </ul>
<b>Budget Information</b>	<p>Estimated costs of \$1 million dollars to assist:</p> <ul style="list-style-type: none"> <li>PADS for hotels and associated costs</li> <li>A Safe Place for hotels and associated costs</li> <li>Catholic Charities for one-time costs, such as security deposit, to assist households in moving into housing</li> </ul>
<p><sup>[1]</sup> Email from Pat Davenport, Executive Director of A Safe Place</p> <p><sup>[2]</sup> <a href="https://uwlc.211counts.org/">https://uwlc.211counts.org/</a></p>	

## 5.D Program: Workforce

### Priorities


- Childcare

### 5.D.1 Program: Workforce – Childcare Support and Assistance

<b>Goal</b>	Assist childcare providers with costs related to COVID-19 requirements and provide new in-home childcare options to the community.
<b>Objective</b>	<ul style="list-style-type: none"> <li>Ensure residents returning to work have childcare</li> <li>Ensure current community daycare centers and home care providers remain operable with decreased enrollment</li> <li>Train and subsidize childcare providers to work in family homes</li> </ul>
<b>Project Summary</b>	<ul style="list-style-type: none"> <li>Surveyed childcare providers in June and July who identified: <ul style="list-style-type: none"> <li>increased cost to remain open following State requirements</li> <li>are concerned about long term sustainability of operations due to decreased enrollment</li> <li>difficulty sourcing PPE and Cleaning supplies in bulk</li> </ul> </li> <li>69% English and 45% Spanish respondents applied for the Childcare Restoration Grant</li> <li>90% English and 59% Spanish respondents experienced lost revenue due to capacity constraints</li> </ul>

	<ul style="list-style-type: none"> <li>• 83% English and 95% Spanish respondents are open</li> <li>• <b>Select Comments from Survey:</b> <ul style="list-style-type: none"> <li>○ Our concerns at this moment are: Lack of enrollment; Lack of income: job security/payroll/rent/taxes/utilities/supplies; Feasibility of following the guidelines</li> <li>○ I am very concerned about being able to operate under these new conditions. We are currently operating in the red, and I have to make some tough decisions. I have to raise the rates or close.</li> <li>○ In May and June my income was \$13,000 short each month to cover payroll and that included nothing left to pay rent, insurance, utilities etc. Luckily I received the PPP SBA loan but those funds are now depleted. SO my concern is what will happen over the next 4-6 months if my revenue doesn't increase or I do not receive additional grant monies. I foresee having to possibly close down by the end of 2020 if things stay the same with lost revenue, lost capacity and low enrollment.</li> </ul> </li> <li>• <b>Barriers to reopening/remaining open</b> <ul style="list-style-type: none"> <li>○ Cost: Facilities have increased cost for PPE, disinfectants, staffing needs related to following COVID State requirements</li> <li>○ Enrollment: Families not returning due to job loss and fear of COVID exposure</li> <li>○ Staffing: Teachers with school age children cannot work without programs for their children over summer and with remote learning</li> </ul> </li> <li>• <b>Opportunities for funding</b> <ul style="list-style-type: none"> <li>○ Operational subsidy to offset reduced enrollment</li> <li>○ Disinfectants, cleaning supplies and PPE.</li> <li>○ Gap Funding due to reduced monthly tuition income (SBS Loan self-certify)</li> <li>○ Subsidized daycare tuition for families</li> <li>○ Create a subsidized program for individual care in family homes to be provided by out-of-work childcare workers and recent graduates with childcare training and education. Focus on homes that have a single working parent that cannot return to work due to E-learning or lost spot in childcare facility due to COVID capacity restrictions.</li> </ul> </li> </ul>
<b>Relevant Data</b>	<ul style="list-style-type: none"> <li>• 461 licensed childcare providers in Lake County</li> <li>• Approximately 22,355 children served by childcare in Lake County (Data from Early Childhood Community Coalition project 2019)</li> <li>• \$270 million Illinois Childcare Restoration Grant applications due July 24<sup>th</sup> with awards given in August.</li> </ul>
<b>Implementation Partners</b>	<ul style="list-style-type: none"> <li>• YWCA Childcare Referral and Resource for Lake County</li> <li>• Early Childhood Community Coalition</li> <li>• Park Districts</li> <li>• Church/Food Pantry</li> <li>• Other community partners</li> </ul>
<b>Budget Information</b>	<ul style="list-style-type: none"> <li>• \$3 Million</li> </ul>
<b>Funding Model</b>	Reimbursement Model for childcare providers based on application requests

## 6. Category: Business and Economic Assistance



# Business & Economic Assistance

**Focus Areas**

- Small Business Assistance
- Preserve, support jobs / workforce

**Partners**

- Lake County Partners
- Lake County Visitor's Bureau
- College of Lake County
- Chambers of Commerce

**\$17,000,000 (14%)**

	Amount	Total Budgeted	% of Total
<b>Business and Economic Assistance</b>			
Small Business Grant Program (Phase 1)	\$ 10,000,000		
Small Business Grant Program (Additional Program Funding)	\$ 7,000,000	\$ 17,000,000	14%

### Program List

- A. Small Business Grant Program – \$10 million ([Previously Approved and Allocated](#))
- B. Small Business Grant Program - additional funding of \$7 million

### 6.A-B Program Overview: Small Business Grant Program

<b>Summary</b>	The Lake County Small Business Assistance Grant Program was created by the Lake County Board with the expressed purpose of assisting small, main street, businesses who have been negatively impacted by COVID-19. The intent is to cover four months' worth of occupancy costs plus incremental costs brought on by the response to COVID-19 and the requirements of the Restore Illinois plan. The program is administered by Lake County Partners (LCP) with final grant approval and funds dispersed by Lake County.
<b>Program Eligibility</b>	<p>Small businesses in Lake County who meet the following criteria are eligible to apply in the first round of funding.</p> <ul style="list-style-type: none"> <li>• For profit, incorporated business (e.g. LLC, S Corp, Partnership, Sole Proprietorship, etc.). Independent contractors not currently eligible.</li> <li>• In business prior to February 15, 2020.</li> <li>• Earn less than \$2.5 million in annual revenue</li> <li>• Must be able to document a significant negative business impact from COVID-19</li> </ul>

	<ul style="list-style-type: none"> <li>• Preference will be given to businesses who have not received Federal Assistance [i.e. Paycheck Protection Plan (PPP) or Economic Injury Disaster Loan (EIDL)].</li> </ul>
<b>Program Goals</b>	<ul style="list-style-type: none"> <li>• Provide a grant to all eligible Lake County small businesses that apply (request additional funding if / when needed)</li> <li>• The Program looks to accomplish the goals of geographic distribution and representation of minority and women-owned businesses.</li> </ul>
<b>Grant Award</b>	<p>Grant award not to exceed \$30,000 to a business.</p> <ul style="list-style-type: none"> <li>• The grant award has been calculated not to exceed \$30,000 is intended to cover four months of occupancy costs (i.e. rent, mortgage, utilities) and incremental expenses incurred due to COVID-19 (e.g. PPE, new equipment, plexiglass, masks, sanitization services/materials, employee training, etc.).</li> <li>• Average monthly rent x 4.5, up to a maximum of \$30,000. For example: If a small business paid rent of \$57,600 in 2019, their grant award would be. <math>\\$57,600 \div 12 = \\$4,800 \times 4.5 = \\$21,600</math></li> </ul> <p>Where a business has multiple locations that are eligible, a grant award will only be awarded to one location.</p>
<b>Process</b>	<p>The Small Business Assistance Grant Program is a new program being developed in response to COVID-19 and accessing CARES act funding to assist businesses. There are multiple process components that were deployed in the development and delivery of the program.</p> <ul style="list-style-type: none"> <li>• Identify <b>program manager</b></li> <li>• Establish a <b>community-led taskforce</b> to guide and advise on program development</li> <li>• Develop an <b>application</b> and application portal</li> <li>• Assemble a team of individuals to <b>answer questions</b> and assist businesses in completing the application</li> <li>• Develop a <b>promotion plan</b></li> <li>• Establish a process for <b>application review</b> and selection</li> <li>• Develop a <b>grant review and approval team</b> and process</li> <li>• Address steps to make <b>timely payment</b> to businesses</li> </ul> <p>It is expected that the total eligible applications through this first round of funding will exceed the approved and allocated \$10 million.</p> <p>Recommendations for additional funding may be asked to fund all eligible applications received or provide available data to support changes in eligibility and goals to reissue a revised program design and application.</p>
<b>Program Manager</b>	<p>Lake County Partners as the public/private economic development agency representing all of Lake County and Lake County businesses was selected as the program manager. The program manager is responsible for the development of the program components, the online application, and providing oversight of the program delivery.</p>
<b>Community-led Taskforce</b>	<p>The Lake County COVID-19 Business &amp; Economic Development Task Force was convened by Lake County Partners and led out by the Small Business Development Center, College of Lake County.</p>

	<p>Taskforce Goals:</p> <ul style="list-style-type: none"> <li>• Identify recovery solutions and specify CARES Act funding required to design and implement those solutions.</li> <li>• Gather input from the business community about recovery needs.</li> <li>• Identify and prioritize solutions.</li> <li>• Present solution proposals to the Lake County COVID-19 Recovery Committee.</li> <li>• Provide guidance for solution design and implementation.</li> </ul> <p>Taskforce Roles and responsibilities</p> <ul style="list-style-type: none"> <li>• Provide input and perspective on issues facing the Lake County small business community.</li> <li>• Talk with other businesses to get additional input and perspective.</li> <li>• Represent the businesses they speak with to the task force and the task force to the businesses.</li> <li>• Help create business recovery solutions.</li> <li>• Attend task force meetings and be accountable for action items.</li> </ul>
<b>Application and Application portal</b>	<p>Lake County Partners (LCP) outsourced the development and hosting of the online application. LCP provides direct oversight to the third party and approves and monitors the work being done.</p> <ul style="list-style-type: none"> <li>• The third party developed the application web-portal.</li> <li>• Businesses are directed to fill out the required information, completing each field of the application, and uploading required supplemental information as well as attesting to terms and legal disclaimers.</li> <li>• Businesses are required to report how they have been negatively impacted by COVID-19.</li> <li>• The application portal is open for a set amount of time (July 7 – July 20).</li> <li>• Application are available in English and Spanish.</li> <li>• Paper applications are not available.</li> </ul>
<b>Application FAQ and Assistance</b>	<p>Teams have been assembled to assist businesses with questions during the application process</p> <ul style="list-style-type: none"> <li>• Questions pertaining to the application and website problems (third party vendor)</li> <li>• Specific business-related questions (SBDC)</li> <li>• Program questions (LCP)</li> <li>• LCP and SBDC led three webinars throughout the application period fielding questions and providing additional assistance.</li> <li>• An FAQ document was created, shared and updated</li> </ul>
<b>Promotion Plan</b>	<ul style="list-style-type: none"> <li>• Lake County Communication is the lead agency in developing and deploying the media and marketing plan with participation from LCP, LC Health Department and Small Business Development Center of College of Lake County.</li> <li>• The goal of the promotion plan is to build awareness of the program among small businesses across the county.</li> <li>• Leveraging partners is critical to the success of getting the word to all businesses including Chambers of Commerce, including the Hispanic Chamber and the Black Chamber; municipalities and economic</li> </ul>




	<p>development groups; community-based organizations and faith-based community; and the Job Center of Lake County.</p> <ul style="list-style-type: none"> <li>• A media toolbox was created and shared with all partnering agencies to get the message out continuously throughout the program’s two weeks.</li> <li>• Additional outreach measures were implemented to increase the number of applications received by zip codes as well as women and minority owned businesses.</li> </ul>
<b>Application Review and Approval</b>	<p>There is a multi-level review and approval process to move the applications from complete – eligible – approved.</p> <ul style="list-style-type: none"> <li>• Complete applications are moved to be screened to meet eligibility</li> <li>• Eligible applications are moved to randomization to meet program goals</li> <li>• All remaining applications are randomized to total the approved and allocated funding of \$10M</li> </ul> <p>A Grant Award Committee is formed to review and approve applications for recommendation of final approval.</p> <p>County Administrator reviews the approved applications and provides final approval.</p> <p>Payment is processed by the County and paper checks are issued.</p>
<b>Accountability</b>	<p>Due diligence will be done throughout the application process of businesses providing information and documentation required to substantiate eligibility, grant award calculation, COVID-19 impact and use of the funds. Businesses will be required to submit a report of how the funds were spent. Improper use of the funds could require the grant to be paid back.</p> <p>Data and process status reports will be compiled weekly once the application is online and through the payment process.</p> <p>A program status report will be provided after the program is closed. – it is anticipated after the payments have been made</p> <ul style="list-style-type: none"> <li>• Total number of applications</li> <li>• Total number of applications that met criteria</li> <li>• Total number of applications approved</li> <li>• Total number grants awarded</li> <li>• Break down of total award</li> <li>• Total number of applications and total grants awarded <ul style="list-style-type: none"> <li>▪ Minority-owned</li> <li>▪ Women-owned</li> <li>▪ In business less than one year (started business between Feb 2019 to Feb 2020)</li> <li>▪ Key business sectors</li> <li>▪ Zip codes</li> </ul> </li> </ul>



**Data sources used to guide program eligibility and program goals**

<b>Lake County Businesses by Sales Volume</b> <b>Source: Reference USA database accessed on June 12, 2020</b>	
Less Than \$500,000	9,790
\$500,000-\$1 Million	8,237
\$1-2.5 Million	4,522
\$2.5-5 Million	1,979
\$5-10 Million	1,158
\$10-20 Million	502
\$20-50 Million	355
\$50-100 Million	128
\$100-500 Million	69
\$500 Million - \$1 Billion	16
More than \$1 Billion	9
NOTE: Reference USA is based on phone surveys of businesses. Several businesses decline to report a sales volume number.	

## 7. Category: Municipal and Local Essential Services



# Municipal & Local Essential Services

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**Focus Area**

- Reimburse COVID response costs

**Partners**

- All 52 municipalities
- Lake County Municipal League
- Fire Protection Districts
- Other Taxing Bodies (Priorities)
  - School Districts
  - Library Districts
  - Park Districts
  - Forest Preserve
  - Townships
  - Sanitary / Water Districts

**\$42,000,000 (35%)**

	Amount	Total Budgeted	% of Total
<b>Municipal and Local Essential Service</b>			
Municipality & Fire Prot. Dist. Reimbursement Program (Phase 1)	\$ 10,000,000		
Municipality & Fire Prot. Dist. Reimbursement Program (Additional Program Funding)	\$ 19,700,000	\$ 42,000,000	35%
Taxing Body Reimbursement Program (Phase 2)	\$ 12,300,000		

### Program List

- A. Municipality and Fire Prot. District Reimbursement (\$10 million) ([Previously Approved & Allocated](#))
- B. Additional Municipality and Fire Prot. District Reimbursement (\$19.5 million)
- C. Other Taxing Body Reimbursement (\$12.3 million with \$200,000 unallocated)

	Allocation	Allocation Method		Board Allocations
Municipalities	\$ 27,500,000.00	\$42.20 (w/o Fire Dept.) \$46.25 (w/ Fire Dept.)	Per capita in municipality	\$ 29,500,000.00
Fire Protection Districts	\$ 2,000,000.00	\$5.61	Per capita in district	
Townships	\$ 1,600,000.00	\$2.30	Per capita in township	\$ 12,300,000.00
Park Districts	\$ 1,600,000.00	\$3.49	Per capita in district	
School Districts	\$ 7,000,000.00	\$53.79	Per student in district	
Library Districts	\$ 1,600,000.00	\$3.22	Per capita in district	
Forest Preserve	\$ 400,000.00	-	-	
Sanitary/Water Districts & Agencies	\$ 100,000.00	\$0.19	Per capita in district / agency	
Unallocated	\$ 200,000.00	-	-	\$ 200,000.00
<b>Total:</b>				<b>\$ 42,000,000.00</b>

## 7.A-B Program: Municipal and Fire Protection District Reimbursement

<b>Goal</b>	Recognizing the important and unique role that governments play, the CARES Act included funding to help offset the costs of local government response to the coronavirus pandemic
<b>Objective</b>	Reimburse local governments for unbudgeted, COVID-19-related expenses that meet specific criteria established by the U.S. Department of Treasury that occur between March 1, 2020 and December 30, 2020.
<b>Project Summary</b>	<ul style="list-style-type: none"> <li>Guidelines modeled after the guidance and FAQ's produced by the Department of Treasury provide the framework for the expenses that can be reimbursed.</li> <li>Municipalities and fire protection districts were invited on July 15, 2020 to submit reimbursement requests by July 31, 2020 for an initial allocation of \$9 million and \$1 million, respectively.</li> </ul>
<b>Relevant Data</b>	<ul style="list-style-type: none"> <li>Direct reimbursement funding will be provided to Lake County's 52 municipalities and 19 fire protection districts.</li> <li>The maximum available allocation for each taxing body is determined by population.</li> <li>Additional opportunities to request reimbursement may be available in the future.</li> <li>Allowable expenses include payroll expenses, paid sick and medical leave for compliance with COVID-19, personal protective equipment, sanitation and disinfection, facility and space expenses to meet Public Health guidelines, telework capabilities, legal and communications expenses, and FEMA Public Assistance Program 25% local cost share.</li> <li>Non-allowable expenses include revenue loss, non-COVID-19-related expenses, damages covered by insurance, expenses covered by another federal, state or local program, donor reimbursements, severance pay, legal settlements, and bonuses/incentives and permanent salary increases.</li> </ul>
<b>Implementation Partners</b>	<ul style="list-style-type: none"> <li>Lake County Administrator's Office</li> <li>Lake County Finance and Administrative Services</li> <li>Lake County State's Attorney's Office</li> <li>CARES Act consultant to Lake County</li> </ul>
<b>Budget Information</b>	<ul style="list-style-type: none"> <li>\$27.5 million for municipalities</li> <li>\$2 million for fire protection districts</li> <li>\$200,000 unallocated</li> <li></li> </ul>
<b>Funding model</b>	Reimbursement requests will be reviewed and reimbursed by Lake County.

## 7.C Program: Taxing Body Reimbursement

### Program Priorities:

1. School Districts
2. Library Districts
3. Park Districts
4. Forest Preserve District
5. Townships
6. Sanitary and Water Districts and Agencies


### 7.C.1 Program: School District Reimbursement

<b>Goal</b>	To mitigate K-12 spread of COVID-19 by providing funding for Lake County K-12 Schools for their students and staff to remain safe in school environments and to allow district to develop the best alternative means possible if in person instruction is limited or impractical.
<b>Objective</b>	Provide educational instruction as much as possible in person while continuing to evaluate and develop alternative methods of delivery during the COVID-19 pandemic.
<b>Project Summary</b>	<ul style="list-style-type: none"> <li>• School Districts will be allocated funding on a reimbursement basis to assist with COVID related needs which may include items such as <ul style="list-style-type: none"> <li>○ keeping schools clean and operational</li> <li>○ Providing alternative means of educational instruction</li> <li>○ Procuring technology infrastructure and hardware</li> </ul> </li> <li>• Outside vendors are being contacted in all school aspects to assist in all phases during this pandemic</li> </ul>
<b>Relevant Data</b>	<p>In person learning is what is best for students</p> <ul style="list-style-type: none"> <li>• 45 public school districts</li> <li>• 6 charter schools</li> <li>• 29 Nonpublic schools</li> <li>• 142,468 students</li> </ul>
<b>Guidance Documents</b>	<a href="http://www.isbe.net/Documents/FAQ-Part-3-Transition-Guidance.pdf">http://www.isbe.net/Documents/FAQ-Part-3-Transition-Guidance.pdf</a> <a href="https://www.isbe.net/Lists/News/NewsDisplay.aspx?ID=1324">https://www.isbe.net/Lists/News/NewsDisplay.aspx?ID=1324</a>
<b>Implementation Partners</b>	<p>Collaboration between feeder schools and other districts</p> <ul style="list-style-type: none"> <li>• Communication with all stakeholders</li> <li>• Lake County Health Department</li> <li>• Illinois Department of Public Health</li> <li>• Illinois State Board of Education</li> </ul>
<b>Budget Information</b>	\$7 million allocated to be used on a per pupil calculation.

## 7.C.2-5 Program: General Taxing Body Reimbursement

<b>Goal</b>	Recognizing the important and unique role that governments play, the CARES Act included funding to help offset the costs of local government response to the coronavirus pandemic
<b>Objective</b>	Reimburse local governments for unbudgeted, COVID-19-related expenses that meet specific criteria established by the U.S. Department of Treasury that occur between March 1, 2020 and December 30, 2020.
<b>Project Summary</b>	<ul style="list-style-type: none"> <li>Guidelines modeled after the guidance and FAQ's produced by the Department of Treasury provide the framework for the expenses that can be reimbursed.</li> <li>Priority for reimbursement is: <ul style="list-style-type: none"> <li>School District (separate program)</li> <li>Library Districts</li> <li>Park Districts</li> <li>Forest Preserve District</li> <li>Townships</li> </ul> </li> </ul>
<b>Relevant Data</b>	<ul style="list-style-type: none"> <li>Direct reimbursement will be provided to taxing bodies.</li> <li>The maximum available allocation for each taxing body is determined by population.</li> <li>Additional opportunities to request reimbursement may be available in the future.</li> <li>Allowable expenses include payroll expenses, paid sick and medical leave for compliance with COVID-19, personal protective equipment, sanitation and disinfection, facility and space expenses to meet Public Health guidelines, telework capabilities, legal and communications expenses, and FEMA Public Assistance Program 25% local cost share.</li> <li>Non-allowable expenses include revenue loss, non-COVID-19-related expenses, damages covered by insurance, expenses covered by another federal, state or local program, donor reimbursements, severance pay, legal settlements, and bonuses/incentives and permanent salary increases.</li> </ul>
<b>Implementation Partners</b>	<ul style="list-style-type: none"> <li>Lake County Administrator's Office</li> <li>Lake County Finance and Administrative Services</li> <li>Lake County State's Attorney's Office</li> <li>CARES Act consultant to Lake County</li> </ul>
<b>Budget Information</b>	<ul style="list-style-type: none"> <li>\$5.3 million for local taxing entities (except school districts).</li> </ul>
<b>Funding model</b>	Reimbursement requests are being reviewed and reimbursed internally by Lake County.

## 8. Category: Public Health Support and Assistance



# Public Health Support & Assistance

**Focus Areas**

- Consumables
- Education
- Vaccination
- Contact tracing & testing
- Vulnerable community assistance
- Behavioral health services
- Local healthcare system capacity

**Partners**

- Health Department
- Local hospitals
- Long term care facilities

\$17,200,000 (14%)

<b>Note:</b> Lake County Health Department has access to numerous funding streams. The in this table only includes CARES Act funds budgeted to support and augment these other funding streams.	Amount	Total Budgeted	% of Total
<b>Public Health Support and Assistance</b>			
Health Dept. COVID-Related Operational Expenses (Reimbursement & Ongoing)	\$ 350,000		
Substantially Dedicated Staff Payroll Expenses (Public Health Staff)	\$ 5,000,000		
General Public Health Education and Messaging Costs	\$ 650,000		
Mass Vaccination Efforts (Does Not Include Vaccine)	\$ 300,000		
Behavioral Health Programming (Tele-Health Resources)	\$ 1,000,000		
Vulnerable Community - Public Health Response (Safety Kits, Education, etc.)	\$ 2,000,000		
Safety Kits to Underserved Communities (70,000 Kits)	\$ 1,000,000		
Public Health Workforce Resiliency & Mass Vaccination Software (IT, Telcom, etc.)	\$ 6,900,000		
		\$ 17,200,000	14%

### Program List

- A. Health Department COVID-Related Operational Expenses
- B. Health Department Substantially Dedicated Staff Payroll
- C. Public Health Education and Messaging
- D. Mass Vaccination
- E. Behavioral Health Programming
- F. Vulnerable Communities - Public Health Response [Community Prevention Support](#)
- G. Public Health Workforce Resiliency

### 8.A Program: Health Department COVID-Related Operational Expenses

<b>Summary</b>	<p>The Health Department will continue to incur operational expenses for as long as it needs to respond to the pandemic and continue providing the necessary services to support the Lake County community. These costs will range from operational supplies, medical supplies, PPE, and cleaning services. This program will ensure that the Health Department can continue to provide as close to normal levels of programming as possible with the necessary modifications to accommodate the current pandemic's needs.</p>
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## 8.B Program: Health Department Substantially Dedicated Staff Payroll

<b>Summary</b>	<p>As a result of COVID-19, the Health Department has reassigned staff to serve the county's response's critical functions. These staff are paid from a mix of tax support, grants, and reimbursements for services provided. Reassigned staff were primarily from revenue-generating programs that cannot operate during the pandemic. However, other reassignments have resulted in a lower ability to claim payment for rendered services and less being done on grant-based work. This program would support the continued COVID-19 response by providing payroll allocations for those reassignments, making up for part of the deficit created. It will also enable LCHD to continue to be flexible in providing the needed services to the community (through supplemental staffing). The payroll allocation will only be used for staff who are substantially dedicated to the COVID-19 response.</p>
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## 8.C Program: Public Health Education and Messaging

<b>Summary</b>	<p>Responding to a pandemic of this magnitude requires significant community education. Assuring that Lake County residents have the information they need and can appropriately use that information to make decisions is a primary objective of the Health Department's pandemic response. This program will provide funds needed to develop and disseminate public health education to all populations in a way that is accessible, culturally relevant, and effective. This includes costs for placement in traditional media (direct mail, newspaper, etc.) and online channels (website, social media) and funds to design, translate, test, and implement education campaigns to help reduce the spread of COVID-19.</p>
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## 8.D Program: Mass Vaccination

<b>Summary</b>	<p>While a vaccine has not been developed for COVID-19, the Health Department is preparing for the large-scale vaccination effort needed should a vaccine be developed. Also, the Health Department is planning mass vaccination campaigns for conditions that increase the risk and severity of COVID-19 (i.e. Influenza). This program would prepare the Health Department and the broader health system in Lake County to provide the needed vaccines at a size and scope that matches the pandemic's severity. This includes purchasing operational supplies required for vaccination site operations, medical supplies for the delivery of vaccines, and retainers for vaccination sites.</p>
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## 8.E Program: Public Health Workforce Resiliency

<b>Summary</b>	<p>COVID-19 significantly disrupted the Health Department's workforce. In response to social distancing requirements and for our clients and staff's safety, the Health Department moved any employee who did not need to be in the office to remote work. Unfortunately, some teams are still working at the Health Department offices only because they do not have the technology necessary to work remotely (i.e., laptops and phones). COVID-19 has radically shifted the way everyone works and will continue to change how the Health Department must operate its programs to deliver the highest quality of service to the Lake County community. This program increases the Health Department workforce's resilience the this and future pandemics by providing the technology to make remote work an acceptable alternative for as many staff as possible without sacrificing services. It will also implement technology that enables the Health Department again to provide needed services that were stopped due to the pandemic (i.e., residential services). Also, the program will allow our programs to rethink how they must engage with the Lake County community moving forward (i.e., virtual focus groups).</p>
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## 8.F Program: Behavioral Health Programming

<b>Goal</b>	Increase access to telehealth services (counseling, psychiatry, medical), address increase of grief and trauma issues, and promote harm reduction for overdose prevention.
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Provide central location(s) for people to access their telehealth appointments if they don't have that ability or privacy at home.</li> <li>• Increase behavioral health providers' abilities to effectively address grief and trauma issues, and to increase the availability of these services.</li> <li>• Provide access to and encourage harm reduction strategies for those unable or unwilling to access treatment or commit to abstinence.</li> </ul>
<b>Project Summary</b>	<ul style="list-style-type: none"> <li>• Telehealth <ul style="list-style-type: none"> <li>○ Most behavioral health service providers have moved their services to a telehealth model due to restrictions on onsite care due to COVID. Many people don't have access to the technology or knowledge to take advantage of these services. They may lack compatible devices or adequate internet service, or knowledge on how to use the technology. This is especially true for people who are economically disadvantaged or have little experience with technology.</li> <li>○ Some people cannot use telehealth services from home because of lack of privacy. This is especially true for people who live with multiple family members or roommates, victims</li> </ul> </li> </ul>



	<p>of domestic violence, and adolescents who do not wish their parents to know they are seeking counseling.</p> <ul style="list-style-type: none"> <li>○ The plan would require video-capable computers and internet access, a secure location(s) and staff to assist people with using the equipment and cleaning the devices between uses.</li> <li>● Grief and Trauma <ul style="list-style-type: none"> <li>○ Train existing providers in the behavioral health system to increase their knowledge and skills in addressing grief and trauma.</li> <li>○ Fund additional staff to address grief/trauma issues.</li> </ul> </li> <li>● Overdose Prevention <ul style="list-style-type: none"> <li>○ Train the existing behavioral health system to increase their skills in using and promoting harm reduction.</li> <li>○ Fund partners to promote and distribute harm reduction supplies.</li> <li>○ Increase naloxone distribution to reduce fatal overdoses.</li> </ul> </li> <li>● Public Awareness <ul style="list-style-type: none"> <li>○ Fund a public awareness campaign to raise awareness of these issues and resources and distribute wellness information to the general public.</li> </ul> </li> </ul>
<b>Relevant Data</b>	<ul style="list-style-type: none"> <li>● The Behavioral Health Committee surveyed Lake County service providers (mental health, substance use, domestic violence): <ul style="list-style-type: none"> <li>○ 89% said they had increased their use of telehealth due to COVID.</li> <li>○ 84% said they anticipate continuing to use telehealth to provide services over the next six months.</li> <li>○ On average, providers said 30% of their clients are unable to access telehealth.</li> <li>○ The providers were asked to rank the reasons their consumers could not access telehealth services (in order): <ol style="list-style-type: none"> <li>1. Knowledge of using the technology;</li> <li>2. Lack of compatible smart phone or computer;</li> <li>3-5. (tied) Lack of internet access, Lack of private space to conduct sessions, Lack of robust data plan.</li> </ol> </li> <li>○ 76% have seen an increase in Grief and Trauma issues in the past two months (the most common issue cited).</li> <li>○ 83% anticipate an increase in grief and trauma issues in the next six months.</li> <li>○ 89% anticipate an increase in the requests for services in the next six months.</li> </ul> </li> <li>● Lake Coroner data shows increase in suicides for 2020 at higher rate than previous thirteen years (projected to be 86; average is 62).</li> <li>● 2020 was already showing an increase in overdose deaths compared to the same months in 2019. June is potentially very high (multiple cases still need final determination).</li> <li>● National data shows spikes in overdoses.</li> </ul>

<b>Implementation Partners</b>	<ul style="list-style-type: none"> <li>• Mano a Mano</li> <li>• Willow House</li> <li>• Member churches of North Shore Ministers Alliance, possibly others</li> <li>• University Center of Lake County</li> <li>• Lake County Health Department</li> <li>• Liv4Lali</li> <li>• Live Well Lake County Stigma Action Team</li> <li>• Potential for additional partners exists</li> </ul>
<b>Budget Information</b>	\$1 million dollars to support 4 programs, including: <ul style="list-style-type: none"> <li>• Telehealth access points</li> <li>• Grief and Trauma response</li> <li>• Overdose prevention</li> <li>• Public Awareness</li> </ul>
<b>Funding model</b>	Agencies will receive a start up grant and/or reimbursement

## 8.G Program: Vulnerable Communities - Public Health Response

1. Community Prevention Support: Funding approved at \$1 million dollars
2. Essential Hygiene and Products: Funding Requested at \$1 million dollars

### 8.G.1 Program: Vulnerable Communities – Community Prevention Support

<b>Goal</b>	Assure vulnerable Lake County community members have access to the resources and the information they need to stop the spread of COVID-19.
<b>Objective</b>	Support the Asociación Comunitaria Latina (ACL) and African American Community Partnership Group (AACPG) in leading COVID-19 prevention efforts among Lake County's Latino and African American communities.
<b>Project Summary</b>	The Asociación Comunitaria Latina (ACL) and African American Community Partnership Group (AACPG) were convened by the Lake County Health Department in mid-May to address the striking COVID-19 morbidity and mortality inequities affecting those communities. More than 50 organizations that directly serve the Latino and African American communities are represented on the ACL and AACPG, and both groups independently identified a need to support prevention and culturally relevant education and outreach efforts.

	<p><b>Prevention materials:</b> Procuring, assembling, and distributing “safety kits” out to the community that include masks, hand sanitizer, and educational materials to approximately 70,000 community members.</p> <p><b>Education/Outreach:</b> developing/disseminating culturally relevant outreach materials through various media, including printed materials, community-based news media, and social media. Also includes funding for mini grants to local organizations to support outreach/education efforts such as health education events, case managers, and community health workers.</p>
<b>Relevant Data</b>	<ul style="list-style-type: none"> <li>• There are approximately 155,000 Latinos and 52,000 African American Lake County community members.</li> <li>• Poverty rates among White, Black, and Latino community members are 8.8%, 29.2%, and 19.3% respectively. (American Community Survey Data).</li> <li>• According to <a href="#">Lake County COVID-19 data</a>, for every one White person who tests positive, four Black and eight Latino individuals test positive, and mortality rates are twice as high among communities of color than White communities.</li> <li>• <a href="#">Communities of color disproportionately are affected by living conditions, work circumstances, and underlying health conditions</a> that make it more likely for them to contract COVID-19 (and to have a more severe case) because they lack access to the resources and information they need to practice social distancing and maintain their health.</li> </ul>

<b>Implementation Partners</b>	Advocate Aurora Advocate Condell Catholic Charities - Community Center Chicago Area Peace Corp Chicago Workers Collaborative Coalicion Latinos Unidos De Lake County Coalition to Reduce Recidivism College of Lake County COOL Learning HACES Lake County Community Action Partnership Lake County Health Department Lake County Sheriff's Department	Mano a Mano Northwestern Memorial Hospital Puerto Rican Society Round Lake Public Library States Attorney's Office Sign of the Dove Church University Center Waukegan Housing Authority Waukegan Park District Waukegan Public Library YWCA Lake County Local fraternities and sororities
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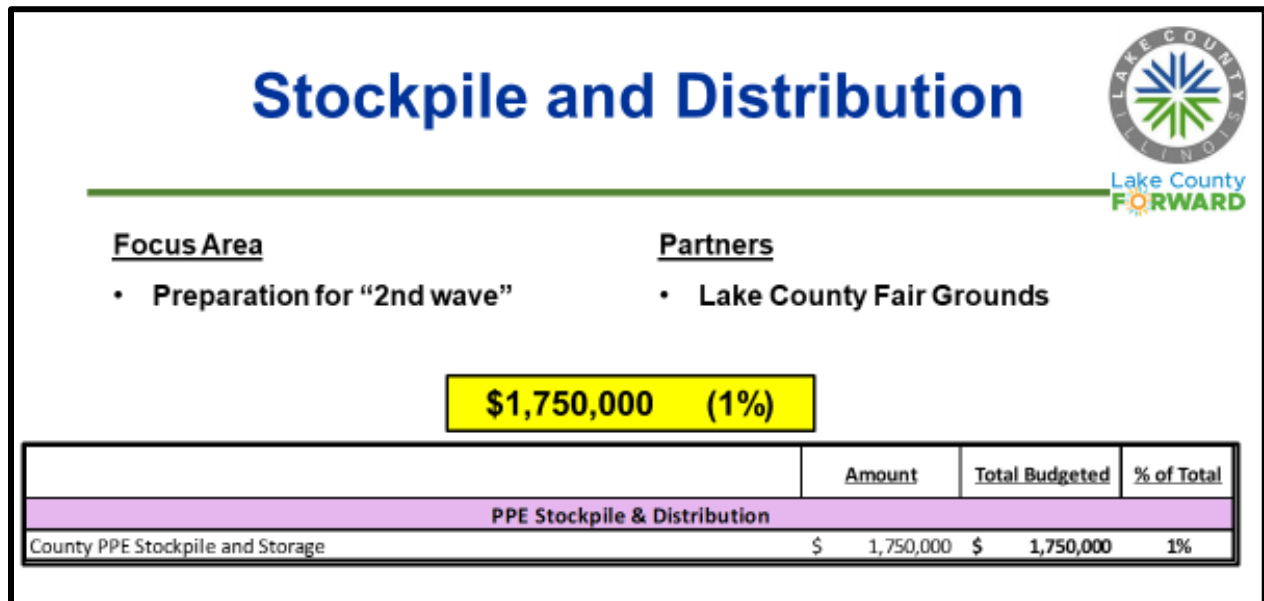
<b>Budget Information</b>				
	<b>Item</b>	<b>Amount Needed</b>	<b>Cost Per Item</b>	<b>Price Total</b>
	<b>Prevention Materials (sourced from <a href="https://www.ipromo.com/promo-products/741/Health-Products.html">https://www.ipromo.com/promo-products/741/Health-Products.html</a>)</b>			
	Masks Washable (2pp)	150,000	\$ 2.50 each	\$375,000
	Masks Disposable (10 per familyx50,000 family kits)	500,000	\$ 0.45 each	\$225,000
	Hand Sanitizer (8 oz) for individual carry	70,000	\$ 2.00	\$140,000
	Bag/box costs	70,000	\$ 0.26	\$18,000
	<b>Total</b>			<b>\$758,000</b>
	<b>Education/Outreach/Program Delivery</b>			
	<b>Total</b>			<b>\$242,000</b>
	<b>Total</b>			<b>\$1,000,000</b>

### 8.G.2 Program: Vulnerable Communities – Essential Hygiene Products

<b>Goal</b>	Ensure residents of Lake County impacted by COVID have access to essential Hygiene and Products (such as toilet paper, cleaning products, baby supplies, personal care products, etc).
<b>Objective</b>	Support efforts in procuring and distributing essential goods to Lake County residents impacted by the COVID-19 pandemic.
<b>Project Summary</b>	As a result of the COVID-19 pandemic, thousands of Lake County residents have lost their incomes, and can no longer afford the food and essential goods they need to care for their families. While food resources have increased over the past few months, many families continue to struggle with obtaining the other essential goods needed to keep their families and homes safe and sterile. These products are not commonly included at food pantry distributions and include items such as: cleaning products (including bleach and surface sprays), hand/dish soap, menstrual products, incontinence products, diapers/wipes, over the counter medicines.
<b>Relevant Data</b>	<ul style="list-style-type: none"> <li>Data from IDES indicates that 51,719 Lake County residents filed for unemployment between March 1 and May 31.</li> </ul>

	<ul style="list-style-type: none"> <li>• Lake County's unemployment rate in May 2019 was 3.3%, and in May 2020 was 12.9%. Many of the jobs lost are concentrated in the food service and hospitality sectors, disproportionately impacting individuals that already had little/no safety net.</li> <li>• Unemployment rates in middle class cities like Mundelein jumped from 3.7% in March 2020 to 15.7% in April 2020, indicating that many families are facing new financial insecurity.</li> <li>• Private and governmental relief aid has concentrated overwhelmingly on addressing food, housing/utilities, health, and business needs, leaving little to no resources for these other essential goods.</li> </ul>
<b>Implementation Partners</b>	<ul style="list-style-type: none"> <li>• Northern Illinois Food Bank</li> <li>• Local community/social service organizations</li> </ul>
<b>Budget Information</b>	\$1 million dollars

## 9. Category: PPE Stockpile and Distribution



### Program List

- A. County PPE Stockpile (\$1.75 million)

### 9.A-B Program: PPE Stockpile and Distribution

<b>Goal</b>	Having an adequate supply of PPE ensures that high risk organizations are prepared, which can help reduce infection rates for COVID-19. The supply also helps support organizations in need that were not able to get supplies when the pandemic began, as well as ensure that Lake County Government has the needed supplies to operate safely.
<b>Objective</b>	Have in stock a 60-day supply of PPE for high risk sectors, as well as an additional cache of supplies available for community support as needed.
<b>Project Summary</b>	<ul style="list-style-type: none"> <li>• Lake County Emergency Management Agency (LCEMA) will continue to obtain items through IEMA and FEMA through State procurement and the Strategic National Stockpile (SNS). LCEMA will also continue to receive donated PPE from local organizations.</li> <li>• Lake County Government will create a procurement team and will purchase items that the State has not provided, or provided in limited quantity, to obtain a 60-day supply of items and an additional cache of extra supplies.</li> <li>• Lake County Government will rent warehouse space to store the large quantities of items needed for an adequate supply.</li> </ul>

<b>Relevant Data</b>	<ul style="list-style-type: none"> <li>• 60-day supplies are based on pre-established tiers based on risk and amounts are determined by supplies requested and supplied to organizations during the pandemic.</li> <li>• To date, 177 orders totaling almost 4 million items have been requested to the State. Of that, 1.5 million items have been received. 2.4 million items have been ordered that are pending.</li> <li>• LCEMA has received over 338,000 donated PPE from various organizations within the community.</li> <li>• Certain PPE items have been easier to obtain from the State. Other orders have not been fulfilled or in limited quantities. For example, LCEMA has only received .3% of all disinfectant wipes that were ordered.</li> </ul>
<b>Implementation Partners</b>	<ul style="list-style-type: none"> <li>• Lake County Administrator's Office</li> <li>• Lake County Health Department and Community Health Center</li> <li>• Lake County Emergency Management Agency</li> <li>• Lake County Division of Transportation</li> <li>• Lake County Finance and Administrative Services</li> <li>• Lake County Human Resources Department</li> <li>• Lake County Facilities and Construction Services</li> </ul>
<b>Budget Information</b>	<p>\$1.75 million has been allocated for the project and can include the following costs</p> <ul style="list-style-type: none"> <li>• PPE procurement</li> <li>• Warehouse storage</li> <li>• Inventory software</li> </ul>
<b>Funding Model</b>	Internal procurement through Lake County Government

## 10. Category: County-Wide Essential Services

# County-Wide Essential Services

Lake County  
FORWARD

## Focus Area

- Reimburse COVID response costs

## Partners

- County-wide departments

	Amount	Total Budgeted	% of Total		
<b>County-Wide Essential Services</b>					
<u>General County Support</u>					
Substantially Dedicated Staff Payroll Expenses	\$ 2,000,000	\$ 28,050,000	23%		
Sanitization & Disinfection Expenses	\$ 1,500,000				
COVID IT Capability, Continuity, Stability, and Security	\$ 3,000,000				
COVID Facilities Safety Improvements (Capital)	\$ 5,000,000				
County COVID Operational Expenses	\$ 1,904,000				
Bronner Group (Audit Consultant)	\$ 96,000				
Wastewater COVID Testing Partnership (Public Works, NSWRD, Northwestern)	\$ 200,000				
Land Team E-Plan Review/E-Application Implementation	\$ 150,000				
CARES Act Program Administrative Support Consultant	\$ 400,000				
<u>19th Judicial Circuit Court</u>					
Technology Related Expenses & Needs	\$ 475,000				
<u>Clerk of the Circuit Court</u>					
General Expense	\$ 100,000				
<u>County Clerk</u>					
Election Support (PPE, Signage, etc.)	\$ 150,000				
<u>Coroner's Office</u>					
Substantially Dedicated Staff Payroll Expenses (First Responder)	\$ 550,000				
Temporary Onsite and Offsite Storage	\$ 120,000				
COVID Related Supplies & Equipment	\$ 900,000				
<u>Workforce Development</u>					
Office Modifications Necessary to Meet Public Health Guidelines	\$ 30,000				
<u>Sheriff's Office</u>					
Jail Expenses Related to Holding IDOC Prisoners Due to COVID	\$ 1,000,000				
Substantially Dedicated Staff Payroll Expenses (First Responder)	\$ 10,175,000				
COVID Related Expenses	\$ 300,000				

**\$28,050,000 (23%)**

### Program List ([\\$2 Million Previously Approved and Allocated](#))



- A. 19<sup>th</sup> Circuit Court
- B. Clerk of the Circuit Court
- C. Coroner
- D. County Clerk
- E. Sheriff's Office
- F. Workforce Development
- G. General County Operations and Support



## 10.A-H Program: County-Wide Essential Services

<b>Goal</b>	Recognizing the important and unique role that governments play, the CARES Act included funding to help offset the costs of local government response to the coronavirus pandemic.
<b>Objective</b>	Reimburse Lake County for its unbudgeted, COVID-19-related expenses that meet specific criteria established by the U.S. Department of Treasury that occur between March 1, 2020 and December 30, 2020.
<b>Project Summary</b>	<ul style="list-style-type: none"> <li>• Lake County's operations have been greatly impacted by the COVID-19 pandemic as many departments and agencies serve public health and public safety functions and perform other essential services. The following types of County-wide expenses are reimbursable under CARES Act funding:</li> <li>• Some personnel have been unable to perform their normally assigned duties because they have become substantially dedicated on either a partial or full-time basis to COVID-19-related activities.</li> <li>• Safe performance required purchase of protective equipment, cleaning supplies, and other materials.</li> <li>• Several facilities were closed due to the pandemic and not all staff were able to work remotely from home.</li> <li>• COVID-19 has heightened public health awareness and necessitated certain protections to make our government facilities safe.</li> <li>• Technology needs changed dramatically during the initial response to COVID-19 and over time as departments/agencies found new ways to do business.</li> </ul>
<b>Relevant Data</b>	<ul style="list-style-type: none"> <li>• Specific allocations are recommended for specialized needs in the Chief County Assessor's Office, the 19<sup>th</sup> Judicial Circuit Court, Clerk of the Circuit Court, County Clerk, Coroner's Office, Workforce Development, and the Sheriff's Office</li> <li>• An additional allocation is included for General County Support, to include sanitation and disinfection, COVID-related payroll expenses, IT and audio-visual expenses, COVID-related capital improvements, wastewater testing, and COVID-related professional services.</li> </ul>
<b>Implementation Partners</b>	<ul style="list-style-type: none"> <li>• Lake County Administrator's Office</li> <li>• Lake County Finance and Administrative Services</li> <li>• All Lake County Departments and Agencies</li> <li>• CARES Act consultant to Lake County</li> </ul>
<b>Budget Information</b>	\$28.05 million has been allocated for reimbursement and projects.
<b>Funding model</b>	Reimbursement requests will be prepared with the assistance of the Departments who incur the expenses by Finance, will be reviewed by our consultant and County Administration, and reimbursed internally by Lake County.

## 11. Category: Contingency / Reserve (Unallocated)

# Contingency / Reserve

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- Unforeseen expenses
- Ensure all funds expended by end of CY2020

**\$2,039,989    (2%)**

	Amount	Total Budgeted	% of Total
<b>Contingency / Reserve (Unallocated)</b>			
Contingency / Reserve	\$ 2,039,986		2%

## Appendix A. COVID-Related Capital (Facilities) Priority List

**Note:** This list contains projects (in priority order) currently identified as meeting the intent of the CARES Act. Proper review and justification will be performed on these projects, as well as, any new requirements that occur in the County's response to the pandemic. Presence on this list does not constitute final approval for use of CARES Act funds or as approval to execute. CARES Act guidance and Lake County procurement policies and procedures will be strictly adhered to prior to final project execution.

Priority	Project Amount	% Complete by EOY	Location	Title	Description
1	\$200,000	100%	Coroner's Office, Waukegan	Fencing and All-Season Awning for Exterior COVID Response	COVID-19 Response operations will continue through the fall and winter. Current fencing and tent structure are temporary and not capable of withstanding the winter weather. Project will construct a more sustainable fence to improve movement of Coroner operations and provide a semi-permanent awning structure to allow for exterior COVID case reviews as these are not permitted inside of the Coroner's office.
2	\$125,000	100%	Coroner's Building, Waukegan	Electrical and Building Upgrades to Support new X-Ray	In direct response to COVID-19, the Coroner's Office procured modernized exam equipment (x-ray) to perform speedy and accurate data. Facilities upgrades are necessary to support this equipment, to include increased size of electrical services and some minor renovation to the interior spaces. Facilities has assessed the building and cannot support the installation of the Coroner's equipment without these facilities improvements.
3	\$65,000	100%	Courts Tower, Waukegan	Escalator UV Handrail Sanitizer Installation	Current escalators do not have the ability to be disinfected without the manual application of chemicals. The UV attachments will continuously disinfect these handrails and limit the contact spread of infectious diseases such as COVID-19.
4	\$900,000	100%	Health Dept, Waukegan	Midlakes Clinic, North Chicago, North Shore Clinic, HVAC Improvements	The Facilities engineering team performed an assessment of the HVAC equipment and found the units were beyond their useful life, they had minimal capacity to increase fresh air intake while maintaining conditioned interior spaces and could not support upgraded air filtrations systems to limit infectious diseases. New equipment would be designed to maximize efficiency, air filtration, and outside air exchange.

Priority	Project Amount	% Complete by EOY	Location	Title	Description
5	\$250,000	100%	Health Dept, Waukegan	3002 Grand Ave HVAC Improvement and Fan Coil Replacement	The Facilities engineering team performed an assessment of the HVAC equipment and found the units were beyond their useful life, they had minimal capacity to increase fresh air intake while maintaining conditioned interior spaces and could not support upgraded air filtrations systems to limit infectious diseases. New equipment would be designed to maximize efficiency, air filtration, and outside air exchange.
6	\$250,000	100%	Health Dept, Waukegan	Womens Health Center, BMB, HVAC Controls, Filtration, Disinfection	The Facilities engineering team performed an assessment of the HVAC equipment and found the units were beyond their useful life, they had minimal capacity to increase fresh air intake while maintaining conditioned interior spaces and could not support upgraded air filtrations systems to limit infectious diseases. New equipment would be designed to maximize efficiency, air filtration, and outside air exchange.
7	\$250,000	100%	Health Dept, Vernon Hills	Women's Residential Services HVAC and Boiler Replacement	The Facilities engineering team performed an assessment of the HVAC equipment and found the units were beyond their useful life, they had minimal capacity to increase fresh air intake while maintaining conditioned interior spaces and could not support upgraded air filtrations systems to limit infectious diseases. New equipment would be designed to maximize efficiency, air filtration, and outside air exchange.
8	\$480,000	100%	Admin Tower, Waukegan	North MAG Reconfiguration, Social Distancing Improvements	Project will reconfigure the security entrance and exit at the north entrance, to include moving the magnetometers (MAGS) and x-ray machines, installation of permanent glass security panels, and the reconfiguration of the exit to provide additional interior space for personnel queuing while entering the building.
9	\$150,000	100%	Misc	Contracted Project Management	The Facilities and Construction Services department will require additional personnel to execute the County's current construction and maintenance workload, as well as, the additional COVID-19 related projects in the short timeframe necessary under the CARES Act
10	\$125,000	100%	19th District Courts, Waukegan	Courtroom T-110, Renovate to Accommodate Jury Trials	The 19th Judicial Circuit Court requires the ability to hold jury trials to maintain an individual's constitutional due process rights and the right to confront their accusers. The possibility of holding jury trials will also help expedite the processing of cases through the criminal

Priority	Project Amount	% Complete by EOY	Location	Title	Description
					<p>court system and reduce some of the jail population for those that have remained in custody while their jury trial had to be continued. Due to the social distancing requirements needed to protect judges, court employees and the public during the COVID-19 crisis, the Courts only allowed into the courtrooms just those necessary for emergency hearings. Because of the numerous people that are required to select and hold a jury trial, all such trials were suspended. However, because of the aforementioned due process and case processing concerns, the courts must find ways in which to resume jury trials, but still protect all of those that will be involved. The majority of courtrooms in the 19th Circuit have adequate space to hold jury trials during normal times, but during this crisis, alternatives and creativity are required to make these trials safe and successful. Courtroom T-110 in the new Courts Tower, up to this point and while renovations to courtrooms at the Babcox Center are being completed, has been used as the daily Bond Court due to its proximity to the jail. Now that renovations to the Babcox Justice Center are nearly complete, T-110 can be reverted to its original use as a larger criminal jury trial courtroom. When adapting T-110 for Bond Court, temporary measures were put in place (e.g. full wall with glass barriers to separate the public from the court participants). However, since Courtroom t-110 offers larger courtroom space than all other existing courtrooms, and to better accommodate social distancing of participants during the COVID crisis, the temporary measures must now be removed. If this courtroom does not return to its original design sooner rather than later, the 19th Circuit Court will be further hindered from resuming jury trials and most likely have to find alternative locations, such as modifying courtrooms at the Branch Court buildings or larger non-court facilities, incurring additional safety, security, and facilities costs to modify and operate.</p>
11	\$250,000	100%	Courts Tower, Waukegan	Elevator Modernization, Destination Controls	Project will reprogram and upgrade the Court Tower elevator controls with destination controls, which will provide up to 30% more traffic-handling capacity and 25% less elevator travel time than traditional elevator dispatching. This will reduce congregation

Priority	Project Amount	% Complete by EOY	Location	Title	Description
					and travel time in the elevator cabs, thus decreasing the potential exposure of the public and staff to communicable and infectious diseases including COVID-19.
<b>Total:</b>	<b>\$3,045,000</b>				

## Appendix B. Overview of Lake County Relief & Recovery Effort

**PURPOSE:** Organize, plan, and execute Lake County COVID-19 relief and recovery operations.

### **CONCEPT OF OPERATIONS:**

The Lake County Board Special Committee on COVID-19 Recovery will provide guidance and oversight to County Administration to ensure efficient and appropriate use of the various federal COVID response funds provided to Lake County. County Administration will organize and resource task forces to achieve defined outcomes. Recovery and relief planning will require the “whole of government,” so task force leads are authorized to request support from any / all Lake County departments to support task force responsibilities. Planning efforts will incorporate Lake County Health Department guidance as well as Governor Pritzker’s “Restore Illinois” plan. A Strategic Advisory Group will be established by the Lake County Board Chair to provide input to Lake County Government on recovery and relief efforts.

### **ORGANIZATION AND RESPONSIBILITIES:**

**Strategic Advisory Group on COVID-19 Recovery and Relief:** A non-partisan, public-private advisory group that will inform Lake County Government through the Lake County Board Chair on strategic needs, requirements, options, and recommendations for recovery and relief from the COVID-19 crisis. Members will be invited by the Lake County Board Chair to participate.

**Lake County Board Special Committee on COVID-19 Recovery:** Approved by the County Board and reports to the Financial and Administrative Committee with the following purpose:

- Provide policy guidance and strategic priorities to County Administration for the planning and execution of the various federal COVID response funds provided to Lake County (CARES Act Funds, etc).
- Recommend a budget to the County Board for the federal COVID response funds provided to Lake County ensuring all appropriations are in accordance with federal regulations.
- Provide oversight to ensure compliance with policy and guidance for all expenditures of federal COVID response funds provided to Lake County.

**County Administrator:** Oversees comprehensive staff recovery and relief planning and the execution of approved recovery and relief plans and budgets.

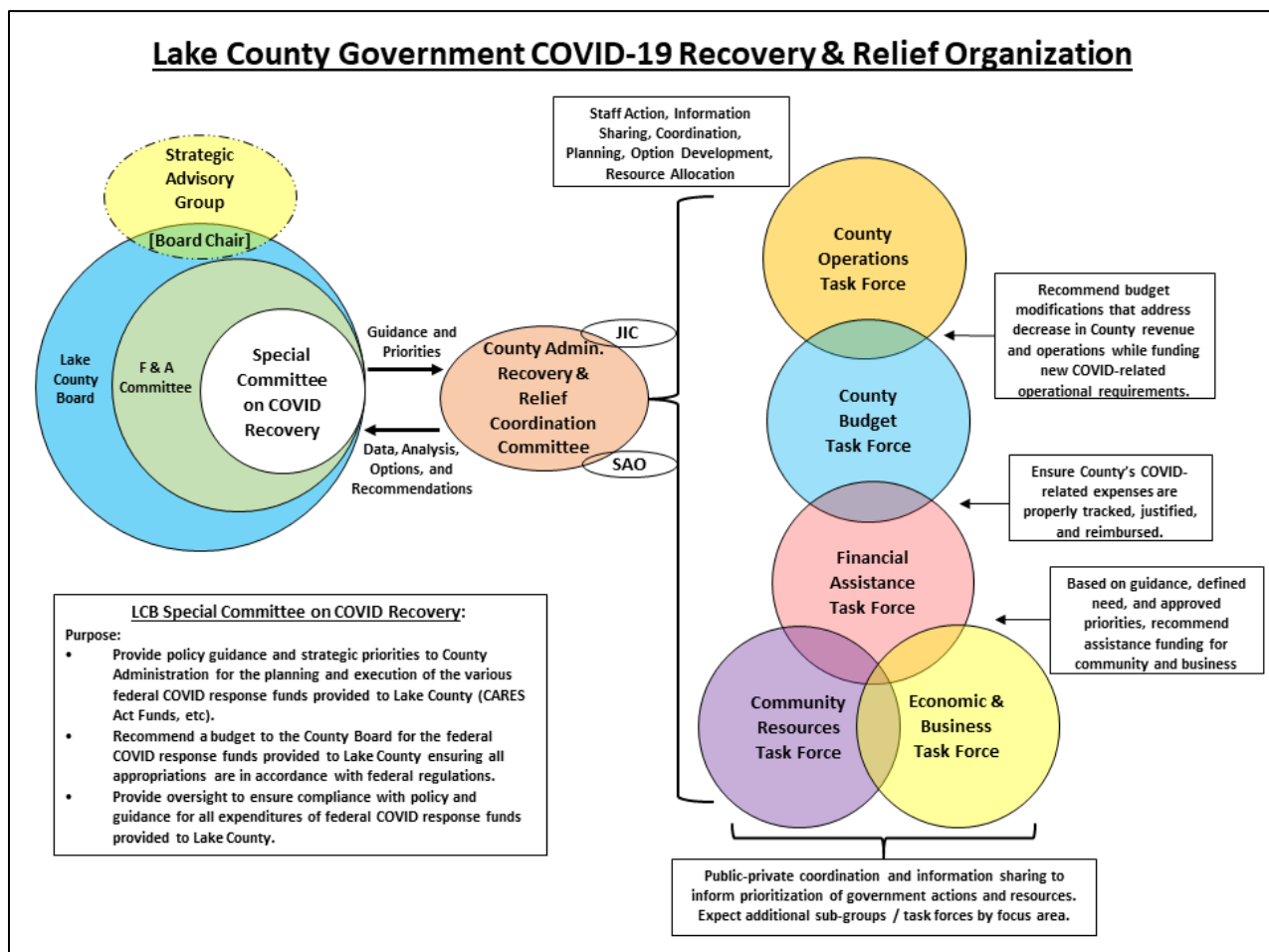
**Recovery and Relief Coordination Committee:** Reports to the County Administrator and comprised of the Deputy County Administrator, Emergency Operations Center Director, Lake County Health Department (LCHD) representative, and task force leads. The Joint Information Center (JIC) and State’s Attorney’s Office (SAO) will directly support the Recovery and Relief Coordination Committee. Based on guidance from the Special Committee on COVID-19 Recovery, the Recovery and Relief Coordination Committee will:

- Define task force goals and objectives, review individual task force plans, assess progress, and recommend adjustments.
- Ensure comprehensive and coordinated planning and execution.
- Recommend changes to task forces members (as required).
- Provide updates and recommendations to the Lake County Board Special Committee on COVID-19 Recovery.

**Task Forces:** Five task forces will report to the County Administrator through the Recovery and Relief Coordination Committee. Task forces will collaborate and share updates to maximize impact.

- County Operations Task Force:
  - *Purpose:* Plan for increasing on-site staff and opening to the public.
- Budget Impact Task Force
  - *Purpose:* Plan and implement FY20 budget modifications in response to decreasing revenues and operational changes resulting from COVID-19.
- Financial Assistance Task Force
  - *Purpose:* Maximize execution of federal and State funding to aide COVID-19 recovery and relief based on Lake County Board priorities and guidance.
- Community Resources Task Force
  - *Purpose:* Coordinate support to underserved and vulnerable communities during COVID-19 recovery in accordance with Lake County Board priorities and guidance.
- Economic and Business Task Force

*Purpose:* Coordinate information sharing between existing business-focused agencies and organizations to inform and prioritize government resources for recovery





## Appendix C: Planning Guidance for Staff

The Special Committee on COVID-19 Recovery provided the following guidance to County Administration for planning and execution of CARES Act funding.

- CARES Act funds are not the County's money
- Must solicit input from Board Members, stakeholders, and the community
- Must be ready for an audit – prepare now
- Leverage existing relationships, organizations, and expertise to expedite assistance
- Move quickly and flexibly
- Apply equity and vulnerability lenses
- Allocate one-time uses that avoid ongoing obligations for the County within the budget and guidance set by the Board
- Use existing processes where possible to expedite deployment and avoid duplicated administrative burden
- Use of funding will be reported on and documented per internal controls established by County (with support of a financial/audit consultant)
- Full transparency shall be provided on determination of, use of, and application of all funding
- Strict reporting and accounting is required for every program and partner receiving funds
- Agreements must define expectations and “clawback”