



# WINNEBAGO COUNTY

— ILLINOIS —

## 2<sup>nd</sup> REVISED AGENDA

Winnebago County Courthouse  
400 West State Street | Rockford, IL 61101  
County Board Room | 8<sup>th</sup> Floor

Thursday, July 11, 2019  
6:00 p.m.

1. Call to Order ..... Chairman Frank Haney
2. Agenda Updates ..... Chairman Frank Haney
3. Roll Call ..... Clerk Lori Gummow
4. Invocation ..... Board Member Dave Tassoni
5. Awards, Proclamations, Presentations, Public Hearings, and Public Participation
  - A. Awards – None
  - B. Proclamations – None
  - C. Presentations – None
6. Public Comment ..... Registered Speakers  
*Members of the public may address the Board by submitting their request no later than 2 hours prior to the start of the meeting. Contact [www.wincoil.us](http://www.wincoil.us) or (815) 319-4225 for guidelines.*
7. Board Member Correspondence ..... Board Members
8. Chairman's Report ..... Chairman Frank Haney
  - A. Trustee Program Recommendation
9. Announcements & Communications ..... Clerk Lori Gummow
  - A. Correspondence (see packet)
10. Consent Agenda..... Chairman Frank Haney
  - A. Raffle Report
  - B. Approval of June 13, 2019 minutes
  - C. Layover of June 27, 2019 minutes

- 11. **County Administrator’s Report.....Administrator Carla Paschal**
- 12. **Department Head Updates.....Department Heads**
- 13. **Standing Committee Reports ..... Chairman Frank Haney**
  - A. Economic Development Committee..... **Jas Bilich, Committee Chairman**
    - 1. Committee Report
    - 2. Resolution Authorizing Participation In Abandoned Residential Property Municipal Relief Program Grant
    - 3. Resolution Authorizing Participation In Home Accessibility Program Grant
    - 4. Resolution Allocating \$5,000 Of The Host Fee Allocations For Fiscal Year 2019 To Keeping Families And Communities Together-KFACT
    - 5. Resolution Adopting The Winnebago County Economic Development, Business Incentive And Host Fee Program Policy
  - B. Public Safety Committee..... **Aaron Booker, Committee Chairman**
    - 1. Committee Report
    - 2. Resolution Approving an Intergovernmental Agreement Between the County of Winnebago and Win-Bur-Sew Fire Protection District
  - C. Personnel and Policies Committee.....**David Fiduccia, Committee Chairman**
    - 1. Committee Report
    - 2. Ordinance Creating Sections of Chapter 2, Article III, Division 7 (Chief Human Resources Officer) of the County Code of Ordinance
    - 3. Ordinance Amending Section 2-123 of the County Code of Ordinances to be Laid Over
    - 4. Recommendation for Employee Termination
  - D. Finance Committee .....**Jaime Salgado, Committee Chairman**
    - 1. Committee Report
  - E. Zoning Committee ..... **Jim Webster, Committee Chairman**
    - Planning and/or Zoning Requests:
    - 1. Committee Report
  - F. Operations & Administrative Committee ..... **Keith McDonald, Committee Chairman**
    - 1. Committee Report
  - G. Public Works Committee ..... **Dave Tassoni, Committee Chairman**
    - 1. Committee Report
- 14. **Unfinished Business ..... Chairman Frank Haney**
- 15. **New Business.....Chairman Frank Haney**

A. Board Appointments

1. Reappoint Howie Heaton, Rockford Area Venues and Entertainment Authority, Machesney Park, Illinois, June 2019 – June 2024, 5 year term

B. Appointment of an Acting County Administrator

16. Adjournment ..... Chairman Frank Haney

Next Meeting: Thursday, July 25, 2019

# **CHAIRMAN'S REPORT**



# **ANNOUNCEMENTS & COMMUNICATIONS**



# WINNEBAGO COUNTY

— ILLINOIS —

## Announcements & Communications

Date: July 11, 2019

Item: Correspondence to the Board

Prepared by: County Clerk Lori Gummow

---

**Governing Statute(s):** State of Illinois Counties Code [55 ILCS 5/Div. 3-2, Clerk](#)

**County Code:** [Ch 2. Art. II. Div. 4, Sec. 2.86 – Record Keeping & Communications](#)

**Background:** The items listed below were received as correspondence.

1. County Clerk Gummow received from the United States Nuclear Regulatory Commission the following:
  - a. Information Request to Support Upcoming Problem Identification and Resolution Inspection at Byron Station, Units 1 and 2.
  - b. Federal Register / Vol. 84, No. 127 / Tuesday, July 2, 2019 / Notices
2. County Clerk Gummow received from Charter Communications a letter regarding Quarterly Franchise Fee Payment.
3. County Clerk Gummow received from Comcast a letter regarding TiVo Customer Xfinity On Demand App.
4. County Clerk Gummow received from Sue Goral, Winnebago County Treasurer the Monthly Report for June, 2019 Bank Balances.

**Recommendation:** The Winnebago County Clerk recommends that the correspondence listed be placed on file as a part of the County Board records maintained by the County Clerk.

# **CONSENT AGENDA**

## RAFFLE APPLICATION REPORT

Presently the County Clerk's office has Raffle Applications submitted by  
11 different organizations for 12 Raffles.

All applying organizations have complied with the requirements of the Winnebago  
County Raffle Ordinance. All fees have been collected, bonds received and all  
individuals involved with the raffles have received the necessary Sheriff's  
Department clearance.

The Following Have Requested A Class A, General License				
LICENSE #	# OF RAFFLES	NAME OF ORGANIZATION	LICENSE DATES	AMOUNT
30132	1	AMERICAN ASSOCIATION OF UNIVERSITY WOMEN-ROCKFORD AREA BRANCH	07/12/2019-07/16/2019	\$ 4,999.00
30133	1	COON CREEK CASTERS	07/20/2019-07/20/2019	\$ 1,000.00
30134	1	HARLEM FANS CLUB	08/16/2019-10/25/2019	\$ 3,000.00
30135	1	MACTOWN YOUTH FOOTBALL	07/22/2019-10/06/2019	\$ 1,750.00
30136	1	ROCK RIVER ROBOTICS OFFSEASON COMPETITION	07/27/2019-07/27/2019	\$ 300.00
30137	1	STEEL PIGS MOTORCYCLE CLUB	07/13/2019-07/13/2019	\$ 2,000.00
30138	1	ROCKFORD UNIVERSITY	07/12/2019-08/05/2019	\$ 4,999.99
30139	1	ROCKTON POLICE ASSOCIATION	09/01/2019-09/01/2019	\$ 400.00
30140	1	ROCKTON POLICE ASSOCIATION	07/30/2019-09/01/2019	\$ 4,500.00
30141	1	SHULTZ FOUNDATION FOR ADVANCING COUNSELING	07/17/2019-07/17/2019	\$ 4,999.99
30142	1	UNITED METHODIST WOMEN OF COURT STREET	07/12/2019-11/09/2019	\$ 800.00
30143	1	UNIVERSITY CLUB OF ROCKFORD	07/12/2019-08/22/2019	\$ 2,500.00

The Following Have Requested A Class B, MULTIPLE (2, 3 OR 4) LICENSE				
LICENSE #	# OF RAFFLES	NAME OF ORGANIZATION	LICENSE DATES	AMOUNT

The Following Have Requested A Class B, MULTIPLE (2, 3 OR 4) LICENSE				
LICENSE #	# OF RAFFLES	NAME OF ORGANIZATION	LICENSE DATES	AMOUNT

The Following Have Requested A Class C, One Time Emergency License				
LICENSE #	# OF RAFFLES	NAME OF ORGANIZATION	LICENSE DATES	AMOUNT

The Following Have Requested A Class D, E, & F Limited Annual License				
LICENSE #	# OF RAFFLES	NAME OF ORGANIZATION	LICENSE DATES	AMOUNT

This concludes my report

Deputy Clerk

Kayla Hilliard

LORI GUMMOW  
Winnebago County Clerk

Date

11-Jul-19

**REGULAR ADJOURNED MEETING  
WINNEBAGO COUNTY BOARD  
JUNE 13, 2019**

1. Chairman Frank Haney Called to Order the Regular Adjourned Meeting of the Winnebago County Board for Thursday, June 13, 2019 at 6:00 p.m.

2. Chairman Haney announced the following Agenda Changes:

Please Add:

Closed Session for Pending Litigation at the end of the Agenda

3. Roll Call: 19 Present. 1 Absent. (Board Members Arena, Booker, Boomer, Butitta, Crosby, Fellars, Fiduccia, Gerl, Goral, Hoffman, Kelley, McDonald, Nabors, Redd, Salgado, Schultz, Tassoni, Webster, and Wescott were present) (Board Member Bilich was absent.)
4. County Board Member Arena gave the invocation and led the Pledge of Allegiance.

**AWARDS, PRESENTATIONS AND/OR PROCLAMATIONS AND PUBLIC PARTICIPATION**

5. Awards - Public Health Administrator, Martell presented Deborah Olson "Radon Contest Winner," with an award.  
  
Proclamations - State's Attorney Hite-Ross accepted a proclamation in recognition of "World Elder Abuse Awareness Day" on behalf of the Family Violence Coordinating Council. Chairman Haney proclaimed June 15, 2019 "World Elder Abuse Awareness Day."  
  
Presentations - Executive Director, Mike Dunn Jr. from Region 1 Planning Council gave a presentation regarding the Trustee Agent Solution. Discussion by Lank Bank Coordinator Eric Setter and Board Members Arena, McDonald, Gerl, and Schultz.

Board Member Bilich arrived at 6:15 p.m.

**PUBLIC COMMENT**

6. Mayor McNamara of the City of Rockford spoke in support of the Trustee Program.

Ted Rehl, Mayor of South Beloit spoke of the benefits of the Trustee Program.

Pastor Copeland from New Zion Lutheran Church spoke of the issue with blight properties in the neighborhood.

Rockford Public School Superintendent, Ehren Jarrett invited the Board to visit a new elementary school being built in Winnebago County. He spoke in favor of blight reduction in neighborhoods.

Rockford Part District Board of Commissioners President, Ian Linnabary spoke in support of the Region 1 Council proposal.

J. Hanley, General Council from the Rock River Water Reclamation District spoke in support of the Trustee Program.

Bryan Davis, Vice President of Governmental Affairs and Community Engagement at SupplyCore expressed his support for the Region 1 Planning Council Trustee Program.

### **BOARD MEMBER CORRESPONDENCE**

7. Board Member Redd asked for a silent prayer for former Board Member Georgeanne Duckett who recently passed away.

Board Member Arena asked if the State's Attorney has received an invoice for the Sheriff's Attorney.

Board Member McDonald asked Chairman Haney if he may potentially have a job with Region 1 Planning after the Chairman position. Discussion by Chairman Haney.

Board Member Boomer would like to review rules of removing agenda items. Discussion by Chairman Haney.

Board Member Crosby asked State's Attorney Hite-Ross to provide a detailed invoice. Discussion by State's Attorney Hite-Ross.

Board Member Wescott asked the Veterans in the room to stand to be recognized. Board Member Wescott asked Chairman Haney to step down from his position.

Board Member Hoffman asked County Administrator Paschal to explain the difference of being self-insured and having insurance.

Board Member Webster spoke of a hand-out regarding Host County Fees.

Board Member Nabors spoke of a flyer from the West Side Business Association. There will be a meeting on Thursday, June 20, 2019 at 7 p.m. at Fuzzy's Restaurant.

Board Member Redd announced June 19<sup>th</sup> will be Juneteenth at Sinnissippi Park.

### **CHAIRMAN'S REPORT**

8. Chairman Haney encouraged the Board to watch Fred VanFleet and wished him the best.

## **ANNOUNCEMENTS & COMMUNICATION**

9. County Clerk Gummow submitted the Items Listed Below as Correspondence which were “Placed on File” by Chairman Haney:
- A. County Clerk Gummow submitted from the United States Nuclear Regulatory Commission the following:
- a. Limerick Generating Station, Units 1 and 2; Braidwood Station, Units 1 and 2; and Byron Station, Units 1 and 2 – Regulatory Audit in Support of License Amendment Requests to Adopt TSTF-505, Revision 2, “Provide Risk-Informed Extended Completion Times – RITSTF Initiative 4b” (EPID L-2018-LLA-0567 and EPID L-2018-LLA-0727)
  - b. Federal Register / Vol. 84, No. 98 / Tuesday, May 21, 2019 / Notices
  - c. Federal Register / Vol. 84, No. 107 / Tuesday, June 4, 2019 / Notices
  - d. Exelon Generation Company, LLC – Acceptance of Fleet Request for Alternative to use ASMC Code Case N-879 (EPID L-2019-LLR-0037)
  - e. Exelon Generation Company, LLC – Request for Additional Information Regarding Fleet Request to use ASME Code Cases N-878 and N-880 (EPID L-2018-LLR-0077)
  - f. Braidwood Station, Units 1 and 2; Byron, Unit Nos. 1 and 2; Clinton Nuclear Station, Unit 1; Dresden Nuclear Power Station, Units 2 and 3; LaSalle County Station, Units 1 and 2; and Quad Cities Nuclear Power Station, Units 1 and 2 and Exelon Fleet Actions – Assignment of Acting Branch Chief
- B. County Clerk Gummow submitted from the Illinois Environmental Protection Agency a Notice of Application for Permit to Manage Waste for the following:
- a. Description of Project: Modifications to the current East Expansion Unit CQA Program to update material and geotextile testing methods.
  - b. Description of Project: Annual closure and post-closure care cost update for the North Expansion Unit in accordance with Condition X.8 of Permit Modification No. 75.
  - c. Description of Project: Annual post-closure care cost update in accordance with Condition IX.8 of Permit Modification No. 93.
  - d. Description of Project: Annual closure and post-closure care cost update for the East Expansion Unit in accordance with Condition X.8 of Permit Modification No. 5.
  - e. Description of Project: Annual closure and post-closure care cost update for the West Expansion Unit in accordance with Condition X.8 of Permit Modification No. 22.



- C. County Clerk Gummow submitted from Charter Communications locally known as Spectrum, the Quarterly Franchise Fee Payment Report for the following:
  - a. Town of Rockton
  - b. Township of Harlem
  - c. Town of Roscoe
- D. County Clerk Gummow submitted from Charter Communications, locally known as Spectrum, letters regarding upcoming changes to their Terms and Conditions of Service for the following:
  - a. County of Winnebago
  - b. Township of Harlem
  - c. Township of Rockton
  - d. Township of Roscoe
- E. County Clerk Gummow submitted from Charter Communication, locally known as Spectrum, letters regarding changes in channel lineup on or around May 24, 2019 for the following:
  - a. County of Winnebago
  - b. Township of Harlem
  - c. Township of Rockton
  - d. Township of Roscoe
- F. County Clerk Gummow submitted from Charter Communication, locally known as Spectrum, letters regarding changes in channel lineup on or around June 27, 2019 for the following:
  - a. County of Winnebago
  - b. Township of Harlem
  - c. Township of Rockton
  - d. Township of Roscoe
- G. County Clerk Gummow submitted from Sue Goral, Winnebago County Treasurer the Monthly Report for May 2019 Bank Balances.
- H. County Clerk Gummow submitted from Theresa Grennan, Chief Deputy Winnebago County Treasurer the Investment Report for June 2019.
- I. County Clerk Gummow submitted from Comcast a letter regarding Changes to Digital Premier.

#### **CONSENT AGENDA**

- 10. Chairman Haney entertained a motion to approve the Consent Agenda for June 13, 2019 (Raffle Report and County Board Minutes of May 9, 2019 and to layover the County Board Minutes of

May 23, 2019). Board Member Hoffman moved for the approval of the Consent Agenda, seconded by Board Member Nabors. The motion was approved by a unanimous vote of all members present.

### **COUNTY ADMINISTRATOR'S REPORT**

11. County Administrator Paschal spoke of a meeting with the H.R. and Finance Departments to develop a plan to address the Baker Tilly recommendations.

County Administrator Paschal spoke of the Host Fee Incentive Policy. The Policy will be revised and to the Board on June 27<sup>th</sup>.

The Economic Development Committee met last night to discuss the annual award host fee policy.

Interviews with stakeholders has begun for the Public Safety Building project.

County Administrator Paschal spoke of the Swedish American Wellness center and will open July 1, 2019.

Budget review meetings are in progress and may have a draft budget the first week of July.

Sheila Storey, River Bluff Administrator put in her resignation.

County Engineer, Vanderwerff gave an update of the Hazard Mitigation Study.

### **DEPARTMENT HEAD UPDATES**

12. No Report.

### **REPORTS FROM STANDING COMMITTEES**

#### **ZONING COMMITTEE**

13. Board Member Webster made a motion to approve agenda items 1. and 2. (as listed below), seconded by Board Member Fellars. Motion was approved by a unanimous vote of all members present.

1. SU-04-19 A special use permit for an Agri-Business to allow an U-pick operation (i.e. raspberry / blueberry patch) in the AG, Agricultural Priority District for property that is commonly known as 2820 Yale Bridge Road (with conditions), in Rockton Township.
2. SU-03-19 A special use permit for a wedding and/or reception facility in the AG, Agricultural Priority District for the property that is commonly known as 10540 Best Road in Durand Township (with conditions), District 2.

Board Member Webster announced the next Zoning Board of Appeals meeting is scheduled for Wednesday, July 10, 2019 and the next Zoning Committee is scheduled for June 26, 2019.

### **ECONOMIC DEVELOPMENT**

14. Board Member Wescott made a motion to approve a Resolution Directing the County of Winnebago to use Twenty Five Thousand (\$25,000) in Host Fees to Fund a Director for the Great Neighborhoods Program of the Rockford Region, seconded by Board Member Crosby. Discussion by Board Members Schultz, Nabors, Kelley, Arena. Board Member Arena made a motion to amend the Resolution to clarify that the dollars would be spent on a one-time basis and not used for personnel purposes, seconded by Board Member Butitta. Motion to amend the Resolution was approved by a unanimous vote of all members present. Discussion by Patrick O'Keefe on behalf of Great Neighborhoods and Board Members Webster and Fellars. Motion to approve the amended Resolution was approved by a roll call vote of 12 yes and 8 no votes. (Board Members Boomer, Fiduccia, Kelley, McDonald, Nabors, Schultz, Tassoni, and Webster voted no.)
15. Board Member Wescott made a motion to approve a Resolution Allocating Host Fees in The Amount of Fifteen Thousand Dollars (\$15,000) To The Youth Against Violence Organization for the Ill Rock Marching Matadors Summer Camp, seconded by Board Member Gerl. Discussion by Board Member Wescott. Motion was approved by a voice vote. (Board Members Kelley, Schultz, and Webster voted no.)

### **OPERATIONS & ADMINISTRATIVE COMMITTEE**

16. Board Member McDonald made a motion to approve a Resolution to Redivide Election Precincts, seconded by Board Member Hoffman. Discussion by Chairman Haney, County Clerk Gummow, and Board Member Salgado. Motion was approved by a unanimous vote of all members present.
17. Board Member McDonald questioned the reconsideration of a Resolution Authorizing Communication With the Illinois General Assembly Regarding Proposed Changes to the Property Tax Code for Sales in Error and Tax Deeds. Discussion by Chairman Haney and Board Members McDonald, Arena, Boomer. Board Member Boomer made a motion to send the Resolution back to Committee, seconded by Board Member Fellars. Motion was approved by a voice vote. (Board Members Arena, Kelley, and Salgado voted no.) Discussion by State's Attorney Hite-Ross and Board Member McDonald.

### **PUBLIC WORKS**

18. Board Member Tassoni made a motion to approve (19-014) an Ordinance Establishing Speed Zones on Pecatonica Road from US-20 to 1000 Feet South of the Northern Pecatonica Village Boundary and from the Northern Village Boundary to 1000 Feet South, seconded by Board Member Booker. Discussion by Board Member Booker. Motion was approved by a unanimous vote of all members present.

19. Board Member Tassoni made a motion to approve (19-015) a Resolution Awarding Bid for Bulk Rock Salt, seconded by Board Member Gerl. Discussion by County Engineer Vanderwerff and Board Members Arena and Tassoni. Motion was approved by a unanimous vote of all members present.
20. Board Member Tassoni made a motion to approve (19-016) a Resolution Awarding Bid for Township Sealcoating, seconded by Board Member Gerl. Discussion by County Engineer Vanderwerff and Board Members Tassoni, and Redd. Motion was approved by a unanimous vote of all members present.

### **PUBLIC SAFETY**

21. Board Member Booker read in for the first reading of an Ordinance Amending Section 30-32 of the Winnebago County Code to Authorize the Winnebago County Sheriff to Appoint a Coordinator for ESDA. Board Member Booker made a motion to suspend the rules, seconded by Board Member Fellars. Motion to suspend the rules was approved by a voice vote. Board Member Booker made a motion to approve the Ordinance, seconded by Board Member Goral. Discussion by State's Attorney Hite-Ross, County Administrator Paschal, Chief Deputy Karner of the Winnebago County Sheriff's Department, and Board Members Boomer, Booker, Fellars, and McDonald. Motion was approved by a unanimous vote of all members present.
22. Board Member Booker made a motion to approve a Resolution Approving an Intergovernmental Agreement Between the County of Winnebago and City of Rockford to Provide Services of a Coordinator for the Winnebago County Emergency Services and Disaster Agency, seconded by Board Member Wescott. Discussion by County Administrator Paschal, States Attorney Hite-Ross, Chief Deputy Karner of the Winnebago County Sheriff's Department, and Board Members Fiduccia, Schultz, Booker, McDonald, Salgado, Goral, Arena, Tassoni, and Booker. Motion was approved by a unanimous vote of all members present.

Board Member Booker recognized former Winnebago County Sheriff Deputy Shelly Abate who recently lost a battle with cancer.

### **PERSONNEL AND POLICY COMMITTEE**

23. Board Member Fiduccia thanked Chairman Haney for putting the Ordinance Creating Sections of Chapter 2, Article III, Division 7 (Chief Human Resources Officer) of the County Code of Ordinances on the next meeting agenda. Discussion by Chairman Haney and Board Member Fiduccia.

### **FINANCE COMMITTEE**

24. Board Member Salgado announced he will be meeting next Thursday with the Clerk's Office to speak about Clerk fees.

### **UNFINISHED BUSINESS**

25. None.

**NEW BUSINESS**

26. Board Member Kelley made a motion to approve the Reappointments listed below, seconded by Board Member Hoffman. Motion was approved by a voice vote.

**Reappointment(s):**

**North Park Water District**

May 2019 – May 2024, 5-year term

Todd Scott

Machesney Park, IL

**North Park Water District**

May 2019 – May 2024, 5-year term

Dale James

Machesney Park, IL

**Harlem Cemetery Association**

May 2019 – May 2025, 6-year term

Patricia Rogers

Loves Park, IL

**Harlem Cemetery Association**

May 2019 – May 2025, 6-year term

Thomas Taylor

Roscoe, IL

**Harlem Cemetery Association**

May 2019 – May 2025, 6-year term

Ray Rogers

Loves Park, IL

**Harlem Cemetery Association**

May 2019 – May 2025, 6-year term

Terry Johnson

Loves Park, IL

**Northwest Fire Protection District**

May 2019 – May 2022, 3-year term

Gregory Gill

Machesney Park, IL

Board Member Kelley departed.

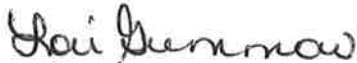
27. Chairman Haney entertained a motion to go into Closed Session for Pending Litigation. County Board Goral made a motion to go into Closed Session pursuant to the provision of Section 2C-11 of the Illinois Open Meeting Act 5ILCS 20/2C-11 to discuss Pending Litigation, seconded by

Board Member Crosby. Motion was approved by a voice vote. (Board Members Fellars and Tassoni voted no.) The meeting closed at 8:25 p.m. The Open Session Meeting reconvened at 9:07 p.m. Chairman Haney announced that no action was taken during the Closed Session.

Board Members Hoffman, Wescott, Tassoni, Schultz, Gerl, Salgado, and Webster departed during closed session.

28. Chairman Haney entertained a motion to adjourn. County Board Member Fellars moved to adjourn the meeting, seconded by Board Member Bilich. Motion was approved by a voice vote. (Board Members Gerl, Hoffman, Kelley, Salgado, Schultz, Tassoni, Webster and Wescott were absent.) The meeting was adjourned at 9:07 p.m.

Respectfully submitted,



Lori Gummow  
County Clerk

ar

**REGULAR ADJOURNED MEETING  
WINNEBAGO COUNTY BOARD  
JUNE 27, 2019**

1. Board Member Gerl Called to Order the Regular Adjourned Meeting of the Winnebago County Board for Thursday, June 27, 2019 at 6:02 p.m.
2. Board Member Gerl announced the following Agenda Changes: No Changes
3. Roll Call: 20 Present. 0 Absent. (Board Members Arena, Bilich, Booker, Boomer, Butitta, Crosby, Fellars, Fiduccia, Gerl, Goral, Hoffman, Kelley, McDonald, Nabors, Redd, Salgado, Schultz, Tassoni, Webster, and Wescott were present)
4. County Board Member Schultz gave the invocation and led the Pledge of Allegiance.

**AWARDS, PRESENTATIONS AND/OR PROCLAMATIONS AND PUBLIC PARTICIPATION**

5.     Awards                 -     None
- Proclamations     -     None
- Presentations     -     None

**PUBLIC COMMENT**

6.     None.

**BOARD MEMBER CORRESPONDENCE**

7.     Board Member Butitta spoke of a tour a brief tour he had of the new kennels at Animal Services. He announced the Winnebago County Animal Services Auxiliary is looking for volunteers.

Board Member Wescott announced he is stepping down from as the Economic Development Committee chairperson. He encourages Board Members to replace him with Board Member Jas Bilich.

**CHAIRMAN'S REPORT**

8.     No Report.

**ANNOUNCEMENTS & COMMUNICATION**

9. County Clerk Gummow submitted the Items Listed Below as Correspondence which were "Placed on File"
- A. County Clerk Gummow submitted from the United States Nuclear Regulatory Commission the following:
    - a. Federal Register / Vol. 84, No. 117 / Tuesday, June 18, 2018 / Notices
  - B. County Clerk Gummow received from Charter Communication, locally known as Spectrum, letters regarding changes in channel lineup on or around July 9, 2019 for the following:
    - a. County of Winnebago
    - b. Township of Harlem
    - c. Township of Rockton
    - d. Township of Roscoe
  - C. County Clerk Gummow received from Comcast a letter regarding Changes to the Comcast channel line-up in our community.
  - D. County Clerk Gummow received from Nancy L McPherson, Winnebago County Recorder the Monthly Report for May 2019.

### **CONSENT AGENDA**

10. Board Member Gerl entertained a motion to approve the Consent Agenda for June 27, 2019 (Raffle Report, Bills and County Board Minutes of May 23, 2019 and to layover the County Board Minutes of June 13, 2019). Board Member Fellars moved for the approval of the Consent Agenda, seconded by Board Member Hoffman. The motion was approved by a unanimous vote of all members present.

### **COUNTY ADMINISTRATOR'S REPORT**

11. County Administrator Paschal gave a brief clarification of an editorial on our plan for roads.

County Administrator Paschal spoke of the Economic Development Policy and will have a meeting on Monday July 1, 2019 to approve the policy that has been discussed.

County Administrator Paschal introduced Patricia McDiarmid, the new River Bluff Administrator.

The first draft of the Budget for the General and Public Safety Sales Tax Funds will be presented July 9, 2019.

Tom Hodges, Supervisor of Assessments, gave an overview of the 2019 Tax Levy and the rate scenarios. He thanked Tammy Hillis in the County Clerk's Office for all of her help. Discussion by Board Member Webster and Fellars.



## **DEPARTMENT HEAD UPDATES**

12. No Report.

## **REPORTS FROM STANDING COMMITTEES**

### **FINANCE COMMITTEE**

13. Board Member Salgado read in for the first reading of an Ordinance Establishing Civil Fees and Criminal and Traffic Assessments to be Charged by the Clerk of the Circuit Court to be Laid Over. Board Member Salgado made a motion to suspend the rules, seconded by Board Member Wescott. Motion to suspend the rules was approved by a voice vote. Board Member Salgado made a motion to approve the Ordinance, seconded by Board Member Boomer. Discussion by Chief Deputy Circuit Clerk, Tom Lawson and Board Members Tassoni and Goral. Motion was approved by a voice vote.
14. Board Member Salgado read in for the first reading of a Budget Amendment 2019-023 Com Ed Siren Past Due Invoices to be Laid Over. Board Member Salgado made a motion to suspend the rules, seconded by Board Member Wescott. Motion to suspend the rules was approved by a voice vote. Board Member Salgado made a motion to approve Budget Amendment 2019-023, seconded by Board Member Boomer. Discussion by County Administrator Paschal, Purchasing Director Johns, and Board Members Fellars, Salgado, McDonald, Redd, Goral, and Arena. Motion was approved by a voice vote.
15. Board Member Salgado read in for the first reading of a Budget Amendment 2019-024 Memorial Hall Revenue and Expenditures to be Laid Over. Board Member Salgado made a motion to suspend the rules, seconded by Board Member Wescott. Board Member Salgado made a motion to approve Budget Amendment 2019-024, seconded by Board Member Wescott. Discussion by County Administrator Paschal. Motion was approved by a voice vote.

### **ZONING COMMITTEE**

16. Board Member Webster read in for the first reading agenda items 1, 2, 3, and 4 (as listed below), to be laid over. Board Member Webster made a motion to suspend the rules, seconded by Board Member Goral. Motion was approved by a unanimous vote of all members present. Board Member Webster made a motion to approve agenda items 1, 2, 3, and 4, seconded by Board Member Fellars. Motion was approved by a voice vote.
  1. SU-05-19 A special use permit for a vacation rental in the AG, Agricultural Priority District for property commonly known as 6702 Yale Bridge Road in Shirland Township (with conditions), District 2 to be laid over.
  2. SU-06-19 A special use permit for a vacation rental in the AG. Agricultural Priority District for property commonly known as 13002 Harrison Road in Shirland Township (with conditions), District 2 to be laid over.

3. SU-09-19 A special use permit for a vacation rental in the AG. Agricultural Priority District for property commonly known as 3013 W. Rockton Road in Rockton Township (with conditions), District 2 to be laid over.
4. SU-10-19 A special use permit for a vacation rental in the AG. Agricultural Priority District for property commonly known as 8022 Old River Road in Owen Township (with conditions), District 1 to be laid over.
17. Board Member Webster read in a Resolution authorizing Waiver of Fees for Demolition Permits, Countywide. Discussion by Director of Development Services Dornbush. Board Member Webster made a motion to approve the Resolution, seconded by Board Member Nabors. Discussion by Director of Development Services Dornbush and Board Members Redd and Goral. Motion was approved by a voice vote.

Board Member Webster announced the next Zoning Board of Appeals meeting will be July 10, 2019 and the next Zoning Committee will meet July 24, 2019.

### **ECONOMIC DEVELOPMENT**

18. Board Member Wescott made a motion to approve a Resolution Appointing Jasmin Bilich as Chairman of the Economic Development Committee of the County Board of the County of Winnebago, Illinois, seconded by Board Member Webster. Motion was approved by a voice vote.

### **OPERATIONS & ADMINISTRATIVE COMMITTEE**

19. Board Member McDonald made a motion to approve a Resolution Awarding Joint Purchasing Carpentry Services, seconded by Board Member Hoffman. Motion was approved by a voice vote.
20. Board Member McDonald made a motion to approve a Resolution Authorizing the Purchase of Powered Ambulance Cots, seconded by Board Member Hoffman. Motion was approved by a voice vote.
23. Board Member McDonald made a motion to approve a Resolution Awarding Joint Purchasing Painting Services, seconded by Board Member Arena. Motion was approved by a voice vote.
24. Board Member McDonald made a motion to approve a Resolution Awarding Seal Coating Services, seconded by Board Member Hoffman. Motion was approved by a voice vote.
25. Board Member McDonald made a motion to approve a Resolution Authorizing Communication with the Illinois General Assembly Regarding Proposed Changes to the Property Tax Code for Sales in Error and Tax Deeds, seconded by Board Member Arena. Discussion by Board Member McDonald. Motion was approved by a voice vote. Discussion by State's Attorney Hite-Ross, Purchasing Director Johns, and Board Members McDonald, Crosby, Fellars, and Goral.

## **PUBLIC WORKS**

26. Board Member Tassoni made a motion to approve (19-017) a Resolution Authorizing the Execution of an Intergovernmental Agreement Between the County of Winnebago and the Rockford Park District to Provide Joint Maintenance and Engineering Services, seconded by Board Member Kelley. Discussion by Board Member Tassoni. Motion was approved by a voice vote.
27. Board Member Tassoni made a motion to approve (19-018) a Resolution Authorizing the Execution of a Membership Agreement with Julie, Inc. to Notify the Winnebago County Waterworks System of Possible Excavations (Section 16-00645-00-ES), seconded by Board Member Kelley. Discussion by Board Member Tassoni and Gerl. Motion was approved by a voice vote.
28. Board Member Tassoni made a motion to approve (19-019) a Resolution Approving an Agreement Between the County of Winnebago and Region 1 Planning Council to Update Winnebago County's Multi-Hazard Mitigation Plan (To be completed with hours allocated to the County for FY20), seconded by Board Member Kelley. Discussion by Winnebago County Engineer Vanderwerff and Board Members Arena and Tassoni. Motion was approved by a voice vote.

## **PUBLIC SAFETY**

29. Board Member Booker made a motion to approve a Resolution Approving an Intergovernmental Agreement Between the County of Winnebago and South Beloit Community School District No. 320 for School Resource Officer Program, seconded by Board Member Fellars. Discussion by County Administrator Paschal and Board Member Schultz. Motion was approved by a voice vote.

Board Member Booker spoke of complaints received about vehicles with loud exhaust. Board Member Booker reported he is opposed of removing the tornado sirens.

## **PERSONNEL AND POLICY COMMITTEE**

30. Board Member Fiduccia read in for the first reading of an Ordinance Creating Sections of Chapter 2, Article III, Division 7 (Chief Human Resources Officer) of the County Code of Ordinances to be Laid Over.

Board Member Fiduccia reported that Animal Services received 984 calls for service. Cherry Valley had 6, New Milford had 0, Village of Winnebago had 6, Pecatonica had 2, Durand had 1, South Beloit had 20, Roscoe had 9, Rockton had 16, Loves Park had 51, Machesney Park had 69, unincorporated Winnebago County had 184, the City of Rockford had 620 calls for service. They took in 176 dogs, 153 cats, 5 guinea pigs, 1 hamster, 1 snake, 1 lizard, 1 tarantula, 22 fish, and 50 wildlife. We adopted out 65 dogs, 62 cats, 2 ferrets, 4 guinea pigs, 2 lizards, 10 fish, and 2 domestic birds.

Human Resource director, Ponder spoke of the Chief Human Resources Officer position and would be happy to discuss the position.

### **LIQUOR COMMISSION**

31. Board Member Gerl read in for the first reading of an Ordinance Amending Section 6-13 of the Winnebago County Code to Expand the Hours During Which County Liquor Licensees May Sell Alcoholic Liquor on Sundays to be Laid Over. Discussion by Board Member Tassoni. Board Member Tassoni made a motion to suspend the rules, seconded by Board Member Butitta. Discussion by Board Members Arena and Butitta. Motion was approved by a voice vote. Board Member Butitta made a motion to approve the Ordinance, seconded by Board Tassoni. Motion was approved by a voice vote.

### **UNFINISHED BUSINESS**

32. Board Member McDonald spoke of Committee Chairs standing before the Board to give their report.

### **NEW BUSINESS**

33. Board Member Gerl read in for the first reading of the Appointment listed below, to be Laid Over. County Board Member Goral made a motion to suspend the rules to approve the appointments, as listed below, seconded by Board Member Wescott. Motion to suspend the rules was approved by a voice vote. County Board Member Wecott moved for the approval of the appointments, seconded by Nabors. Motion was approved by a voice vote.

#### **Appointment(s):**

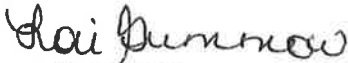
#### **Winnebago County Board of Health**

Tuffy Quinonez

Board Member Tassoni announced Board Member Gerl did an exceptional job as acting Chairman.

34. Board Member Gerl entertained a motion to adjourn. County Board Member Butitta moved to adjourn the meeting, seconded by Board Member Bilich. Motion was approved by a voice vote. The meeting was adjourned at 7:26 p.m.

Respectfully submitted,



Lori Gummow  
County Clerk

ar

# **ADMINISTRATOR'S REPORT**

# **DEPARTMENT HEAD UPDATES**

# **ZONING COMMITTEE**

**Attachment**  
**ZONING COMMITTEE**  
**OF THE COUNTY BOARD AGENDA**  
July 11, 2019

**Zoning Committee.....Jim Webster, Committee Chairman**

1. **COMMITTEE REPORT (ANNOUNCEMENTS)** - *for informational purposes only; not intended as a public notice*:
  - Chairman, Brian Erickson, hereby announces that a *Zoning Board of Appeals (ZBA)* meeting is scheduled for Wednesday, **August 14, 2019**, at 5:30 p.m. in Room 303 of the County Administration Building.
  - Chairman, Jim Webster, hereby announces that the next *Zoning Committee (ZC)* meeting is *tentatively* scheduled for Wednesday, **July 24, 2019**, at 5:00 p.m. in Room 303 of the County Administration Building.



# **ECONOMIC DEVELOPMENT COMMITTEE**

SPONSORED BY: JAS BILICH

RESOLUTION  
OF THE  
COUNTY BOARD OF THE COUNTY OF WINNEBAGO, ILLINOIS

SUBMITTED BY: ECONOMIC DEVELOPMENT COMMITTEE

2019CR\_ \_

RESOLUTION AUTHORIZING PARTICIPATION IN  
ABANDONED RESIDENTIAL PROPERTY  
MUNICIPAL RELIEF PROGRAM GRANT

WHEREAS, the Illinois Housing Development Authority (the "Authority") has issued to the County of Winnebago that certain Conditional Commitment Letter (together with any amendments thereto, the "Commitment"), pursuant to which the Authority has agreed to issue a grant from the Abandoned Residential Property Municipal Relief Program (the "Program") to the County of Winnebago in an amount not to exceed Seventy-Three Thousand and 00/100 Dollars (\$73,000.00) (the "Grant") and the County of Winnebago will use the Grant funds solely and exclusively for eligible activities in connection with Program and for no other purpose; and

WHEREAS, the Winnebago County Board deems it to be in the best interest of the County of Winnebago to accept the Grant.

NOW THEREFORE BE IT RESOLVED, by the County Board of the County of Winnebago that the County of Winnebago is hereby authorized to accept the Grant.

BE IT FURTHER RESOLVED that the County of Winnebago is authorized to accept the Commitment and enter into a Program Funding Agreement for the Program (the "Agreement") with the Authority where in the County of Winnebago agrees to perform Program services in return for the Grant.

BE IT FURTHER RESOLVED that the County of Winnebago hereby accepts the Grant, agrees to deliver and/or execute the Commitment and the Agreement and any and all other instruments, certifications and agreements as may be necessary or desirable for the County of Winnebago to perform all of its obligations and duties under the Program (including any amendments, other agreements or supplements).

BE IT FURTHER RESOLVED that Dr. Sandra Martell, the Winnebago County Health Department Administrator, without the necessity or requirement for the signature of another person, is hereby authorized, empowered, and directed to execute on behalf of the County of Winnebago, the Commitment, the Agreement and all other documents and instruments relating to the Grant to be delivered to the Authority in connection with the

closing of the Grant and take such further action on behalf of the County of Winnebago as they deem necessary to effectuate the foregoing Resolutions.

BE IT FURTHER RESOLVED that the County of Winnebago hereby ratifies, authorizes, confirms and approves any prior action of the County of Winnebago taken in furtherance of the foregoing Resolutions and any and all documents and instruments previously executed on behalf of the County of Winnebago in connection with the Grant.

Respectfully submitted,

**ECONOMIC DEVELOPMENT  
COMMITTEE**

**AGREE**

---

Jas Bilich, Chairman

---

Paul Arena

---

Fred Wescott

---

John Butitta

---

Jean Crosby

---

Dan Fellars

---

Burt Gerl

---

Tim Nabors, Jr.

---

Dorothy Redd

**DISAGREE**

---

Jas Bilich, Chairman

---

Paul Arena

---

Fred Wescott

---

John Butitta

---

Jean Crosby

---

Dan Fellars

---

Burt Gerl

---

Tim Nabors, Jr.

---

Dorothy Redd

The above and foregoing Resolution was adopted by the County Board of the County of Winnebago, Illinois, this \_\_ day of \_\_\_\_\_, 2019.

---

Frank Haney  
Chairman of the County Board  
of the County of Winnebago, Illinois

Attested by:

---

Lori Gummow  
Clerk of the County Board  
of the County of Winnebago, Illinois

**OFFICER'S CERTIFICATE AND  
CERTIFICATE OF INCUMBENCY**

This Officer's Certificate and Certificate of Incumbency (this "Certificate") is being furnished to the Illinois Housing Development Authority (the "Authority") in connection with the grant being made by the Authority to the County of Winnebago, an Illinois unit of local government (the "County"), in connection with the Abandoned Residential Property Municipal Relief Program:

The undersigned hereby certifies that:

- (a) The undersigned has full power and authority to execute and deliver this Certificate on behalf of the County;
- (b) Attached hereto as **Exhibit A** is a true, correct and complete copy of the Resolution duly adopted by the County on \_\_, 2019, and such Resolution has not been amended, rescinded or revoked and remains in full force and effect on the date hereof; and
- (c) The following person has been duly appointed to the position in the County set opposite her name and continues to serve in such position on the date hereof, and the signature opposite her name is her genuine signature:

Name

Position

Signature

Dr. Sandra Martell

Winnebago County Public  
Health Administrator



IN WITNESS WHEREOF, the undersigned has executed this Certificate on this  
\_\_ day of \_\_, 2019.

County of Winnebago,  
an Illinois unit of local government,

By: \_\_\_\_\_

Name: Lori Gummow

Its: Clerk of the County Board of the  
County of Winnebago, Illinois

SPONSORED BY: JAS BILICH

RESOLUTION  
OF THE  
COUNTY BOARD OF THE COUNTY OF WINNEBAGO, ILLINOIS

SUBMITTED BY: ECONOMIC DEVELOPMENT COMMITTEE

2019CR\_ \_ \_

RESOLUTION AUTHORIZING PARTICIPATION IN  
HOME ACCESSIBILITY PROGRAM GRANT

WHEREAS, the Illinois Housing Development Authority (the "Authority") has issued to the County of Winnebago that certain Conditional Commitment Letter (together with any amendments thereto, the "Commitment"), pursuant to which the Authority has agreed to issue a grant from the Home Accessibility Program (the "Program") to the County of Winnebago in an amount not to exceed One Hundred Seventy Thousand and 00/100 Dollars (\$170,000.00) (the "Grant") and the County of Winnebago will use the Grant funds solely and exclusively for eligible activities in connection with Program and for no other purpose; and

WHEREAS, the Winnebago County Board deems it to be in the best interest of the County of Winnebago to accept the Grant.

NOW THEREFORE BE IT RESOLVED, by the County Board of the County of Winnebago that the County of Winnebago is hereby authorized to accept the Grant.

BE IT FURTHER RESOLVED that the County of Winnebago is authorized to accept the Commitment and enter into a Program Funding Agreement for the Program (the "Agreement") with the Authority where in the County of Winnebago agrees to perform Program services in return for the Grant.

BE IT FURTHER RESOLVED that the County of Winnebago hereby accepts the Grant, agrees to deliver and/or execute the Commitment and the Agreement and any and all other instruments, certifications and agreements as may be necessary or desirable for the County of Winnebago to perform all of its obligations and duties under the Program (including any amendments, other agreements or supplements).

BE IT FURTHER RESOLVED that Dr. Sandra Martell, the Winnebago County Health Department Administrator, without the necessity or requirement for the signature of another person, is hereby authorized, empowered, and directed to execute on behalf of the County of Winnebago, the Commitment, the Agreement and all other documents and instruments relating to the Grant to be delivered to the Authority in connection with the closing of the Grant and take such further action on behalf of the County of Winnebago as they deem necessary to effectuate the foregoing Resolutions.

BE IT FURTHER RESOLVED that the County of Winnebago hereby ratifies, authorizes, confirms and approves any prior action of the County of Winnebago taken in furtherance of the foregoing Resolutions and any and all documents and instruments previously executed on behalf of the County of Winnebago in connection with the Grant.

Respectfully submitted,

**ECONOMIC DEVELOPMENT  
COMMITTEE**

**AGREE**

---

Jas Bilich Chairman

---

Paul Arena

---

Fred Wescott,

---

John Butitta

---

Jean Crosby

---

Dan Fellars

---

Burt Gerl

---

Tim Nabors, Jr.

---

Dorothy Redd

**DISAGREE**

---

Jas Bilich Chairman

---

Paul Arena

---

Fred Wescott,

---

John Butitta

---

Jean Crosby

---

Dan Fellars

---

Burt Gerl

---

Tim Nabors, Jr.

---

Dorothy Redd

The above and foregoing Resolution was adopted by the County Board of the County of Winnebago, Illinois, this \_\_ day of \_\_\_\_\_, 2019.

---

Frank.Haney  
Chairman of the County Board  
of the County of Winnebago, Illinois

Attested by:

---

Lori Gummow  
Clerk of the County Board  
of the County of Winnebago, Illinois



**OFFICER'S CERTIFICATE AND  
CERTIFICATE OF INCUMBENCY**

This Officer's Certificate and Certificate of Incumbency (this "Certificate") is being furnished to the Illinois Housing Development Authority (the "Authority") in connection with the grant being made by the Authority to the County of Winnebago, an Illinois unit of local government (the "County"), in connection with the Home Accessibility Program:

The undersigned hereby certifies that:

- (a) The undersigned has full power and authority to execute and deliver this Certificate on behalf of the County;
- (b) Attached hereto as **Exhibit A** is a true, correct and complete copy of the Resolution duly adopted by the County on \_\_\_\_\_, 2019, and such Resolution has not been amended, rescinded or revoked and remains in full force and effect on the date hereof; and
- (c) The following person has been duly appointed to the position in the County set opposite her name and continues to serve in such position on the date hereof, and the signature opposite her name is her genuine signature:

<u>Name</u>	<u>Position</u>	<u>Signature</u>
Dr. Sandra Martell	Winnebago County Public Health Administrator	

IN WITNESS WHEREOF, the undersigned has executed this Certificate on this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

County of Winnebago,  
an Illinois unit of local government,

By: \_\_\_\_\_  
Name: Lori Gummow  
Its: Clerk of the County Board of the  
County of Winnebago, Illinois

Sponsored by: Jas Bilich, Chairman

**R E S O L U T I O N**  
**Of the**  
**COUNTY BOARD OF THE COUNTY OF WINNEBAGO,**  
**ILLINOIS**

Submitted by: Economic Development Committee

2019 CR

---

**RESOLUTION ALLOCATING \$5,000 OF THE HOST FEE  
ALLOCATIONS FOR FISCAL YEAR 2019 TO KEEPING FAMILIES  
AND COMMUNITIES TOGETHER-KFACT**

---

**WHEREAS**, the County Board of the County of Winnebago, Illinois, previously approved an Ordinance Adopting a Host Fee Allocation and Award Policy for the use and allocation of host fee funds for economic development which sets forth categories of investment for these funds; and

**WHEREAS**, the County Board has determined that host fee funds are to be used for economic development, defined as growth-oriented community investment that benefits Winnebago County citizens and improves economic well-being and quality of life in the County; and

**WHEREAS**, Keeping Families And Communities Together- KFACT is changing the lives of girls in the Rockford area – girls who have lived a life of trauma and are often forgotten throughout society. With the empowerment of KFACT, girls will become strong young ladies who will break the cycle of poverty and trauma with continued services and mentorship; and

**WHEREAS**, Keeping Families And Communities Together- KFACT Lady All Stars middle and high school mentoring, KFACT University, and Labor of Love mentoring services provides focus on education and poverty alleviation, and 100% of the participants graduate high school, 96% pursue post-secondary education; and

**WHEREAS**, Keeping Families And Communities Together- KFACT meets the criteria of the Host Fee Allocation and Award Policy and has been endorsed by the Economic Development Committee; and

**NOW, THEREFORE, BE IT AND IS HEREBY RESOLVED**, by the County Board of the County of Winnebago, Illinois, that the County of Winnebago allocate \$5,000 host fee funds to Keeping Families And Communities Together- KFACT.

**BE IT FURTHER RESOLVED**, that the Clerk of the County Board is hereby directed to prepare and deliver copies of this resolution to the Winnebago County Administrator and the Winnebago County Auditor.

Respectfully Submitted,  
**ECONOMIC DEVELOPMENT  
COMMITTEE**

**AGREE**

**DISAGREE**

---

JAS BILICH, CHAIRMAN

---

JAS BILICH, CHAIRMAN

---

JEAN CROSBY

---

JEAN CROSBY

---

JOHN BUTITTA

---

JOHN BUTITTA

---

FRED WESCOTT

---

FRED WESCOTT

---

DOROTHY REDD

---

DOROTHY REDD

---

BURT GERL

---

BERT GERL

---

PAUL ARENA

---

PAUL ARENA

---

DAN FELLARS

---

DAN FELLARS

---

TIM NABORS

---

TIM NABORS

The above and foregoing Resolution was adopted by the County Board of the  
County of Winnebago, Illinois this \_\_\_\_ day of \_\_\_\_\_, 2019.

ATTESTED BY:

---

**FRANK HANEY**  
CHAIRMAN OF THE COUNTY BOARD OF  
THE COUNTY OF WINNEBAGO, ILLINOIS

---

**LORI GUMMOW**  
CLERK OF THE COUNTY BOARD  
OF THE COUNTY OF WINNEBAGO, ILLINOIS



KEEPING FAMILIES AND COMMUNITIES TOGETHER

**KFACT**

PO Box 342, Rockford, IL 61105  
815.708.8430 | [www.k-fact.org](http://www.k-fact.org)

Empowering Girls Isn't an Option...It's a Must

June 5, 2019

Attention: Winnebago County Chairman, Mr. Frank Haney

Founded in 2009, KFACT (Keeping Family and Communities Together) is a non-profit 501(c) 3 youth development and mentoring organization, established to address opportunity gaps among at-risk, financially disadvantaged, underserved girls in the Rockford area. KFACT provides comprehensive services through the Lady All Stars Holistic Mentorship Program. As the area's only holistic mentoring organization, KFACT strives to prepare girls in middle school and high school to break the cycle of poverty. The Lady All Stars program gives girls opportunities to succeed by preparing them for post-secondary education and helping them to break the cycle of generational poverty. KFACT's mission is "Building Healthy Futures for Girls through Holistic Mentoring." Holistic mentoring is the best way to help girls break free from generational poverty because it takes into account the entire life experience of the girl. KFACT's approach is holistic because it addresses the most basic needs of the girls that serve as barriers to success: questions like, "Where will I live?", "What will I eat?", and "Can I go to school?" are addressed to assist girls in focusing on their futures. Through mentoring, KFACT is able to identify those concerns and develop a plan for success.

The vision of KFACT's Lady All Stars mentoring program is to support the development of young girls into exceptional women and to offer girls the experiences and supportive environment that they need to achieve their dreams and end generational poverty. The program does this by offering mentoring and case management services that expose them to the benefits and the importance of post-secondary education, fostering positive self-image, and promoting self-respect for self and others, and encouraging educational achievement through post-secondary education.

KFACT's services have a tremendous impact. The girls we serve gain confidence personally and academically; they develop respect for themselves and others while developing lasting relationships with mentors starting in middle school and continuing into adulthood. Since KFACT was founded in 2009, 100% of participants graduated high school and 96% pursued post-secondary education. KFACT helps girls by giving them tools to build healthy, successful lives and achieve their dreams. When girls are empowered, the community benefits. The burden on public resources is lessened when girls stay in school. Because girls who dropout have more difficulty finding employment than boys and earn less, girls rely more on public resources to meet basic needs. Research shows girls who receive an education marry later, have fewer children and are more likely to get healthcare for themselves and their children. Every year of education increases a girl's future earnings by 10-20%. For example, high school graduates in the Rockford metropolitan statistical area who complete at least an associate's degree will earn an average \$16,100 more a year than a high school dropout.

Of 250 girls currently in the Lady All Stars Program, 98% attend Rockford Public Schools (RPS). In 2018, RPS's graduation rate was only 65% compared with 85% of students statewide according to

SPONSORED BY: JAS BILICH

**RESOLUTION  
OF THE  
COUNTY BOARD OF THE COUNTY OF WINNEBAGO, ILLINOIS**

SUBMITTED BY: ECONOMIC DEVELOPMENT COMMITTEE

**2019 CR\_\_\_\_\_**

**RESOLUTION ADOPTING THE WINNEBAGO COUNTY ECONOMIC  
DEVELOPMENT, BUSINESS INCENTIVE AND HOST FEE PROGRAM POLICY**

**WHEREAS**, the County is a duly organized and existing county created under the provisions of the laws of the State of Illinois, and is now operating under and pursuant to the provisions of the Counties Code, as amended (55 ILCS 5/1 *et seq.*); and

**WHEREAS**, Section 5-1005(21) of the Counties Code (55 ILCS 5/5-1005(21)) authorizes counties to appropriate and expend funds from the county treasury for economic development purposes, including the making of grants to any other governmental entity or commercial enterprise deemed necessary or desirable for the promotion of economic development in the county; and

**WHEREAS**, Winnebago County is committed to promoting economic development with the overall objectives of strengthening the local economy, creating jobs and diversifying the County's property tax base; and

**WHEREAS**, a formal policy addressing Economic Development, Business Incentives and Winnebago County's Host Fee Program will assist Winnebago County Board members reach the best possible economic development decisions; and

**WHEREAS**, the Winnebago County Board's Economic Development Committee has recommended a policy to foster business expansion opportunities that will help achieve Winnebago County's economic development objectives.

**NOW, THEREFORE, BE IT RESOLVED**, by the County Board of the County of Winnebago, Illinois, that the Winnebago County Board hereby adopts the Winnebago County Economic Development, Business Incentive and Host Fee Program Policy, in substantially the same form as that set forth in Exhibit A, attached hereto.

**BE IT FURTHER RESOLVED**, that this resolution shall be effective on its adoption.

**BE IT FURTHER RESOLVED** that the Clerk of the County Board is hereby directed to prepare and deliver copies of this resolution to the Director of Regional Planning and Economic Development, the County Administrator, Director of Finance, and the Winnebago County Auditor.

Respectfully submitted,  
Economic Development Committee

**AGREE**

**DISAGREE**

---

JAS BILICH, CHAIRMAN

---

JAS BILICH, CHAIRMAN

---

DOROTHY REDD

---

DOROTHY REDD

---

PAUL ARENA

---

PAUL ARENA

---

FRED WESCOTT

---

FRED WESCOTT

---

JOHN BUTITTA

---

JOHN BUTITTA

---

JEAN CROSBY

---

JEAN CROSBY

---

DAN FELLARS

---

DAN FELLARS

---

BURT GERL

---

BURT GERL

---

TIM NABORS

---

TIM NABORS

The above and foregoing Resolution was adopted by the County Board of the County of Winnebago, Illinois this \_\_\_\_ day of \_\_\_\_\_ 2019.

ATTESTED BY:

---

**FRANK HANEY**  
CHAIRMAN OF THE COUNTY BOARD OF THE  
COUNTY OF WINNEBAGO, ILLINOIS

---

**LORI GUMMOW**  
CLERK OF THE COUNTY BOARD  
OF THE COUNTY OF WINNEBAGO, ILLINOIS



**WINNEBAGO COUNTY**

— ILLINOIS —

**Winnebago County  
Economic  
Development, Business  
Incentive and Host Fee  
Program**



## **Program Goal and Objective and Basis:**

Winnebago County is committed to promoting economic development with the overall objectives of strengthening the local economy, creating jobs and diversifying the County's property tax base. The Economic Development, Business Incentive and Host Fee Program is intended to support this effort by giving the County tools to help foster business expansion opportunities that will increase EAV and over time, help achieve the County's economic development objectives.

The Economic Development, Business Incentive and Host Fee Program is based on the economic development tools available to the County which include the following:

1. A rebate of the property tax increment generated from new or increased EAV as a result of property investment, development and/or revitalization of underutilized property. Abatements are determined upon project scoring. In unique circumstances, tax abatements may also be considered by the County. Both rebates of property tax increment and tax abatements ultimately are made at the discretion of the Winnebago County Board.
2. Host Fee Loans will be based upon specific evaluation criteria. While loans will be based on specific evaluation criteria, these Host Fee Loans will continue to be lent based on the availability of current and future Host Fees and are at the discretion of the Winnebago County Board.

This incentive program can be utilized alone or in conjunction with other municipal, county, state and/or federal economic development programs that may be available (including, but not limited to: Enterprise Zones and Tax Increment Financing (TIF) and Illinois Job Recovery Law (IJRL) district incentives). This incentive program is not an entitlement. Rather, it is a tool available at the Winnebago County Board's discretion to promote business development and investment in targeted sectors that will lead to long term economic enhancement for the County as a whole.

Requests for incentives should only be requested of the County after all other potential funding sources have been explored.

### **Statutory Authority**

Illinois Compiled Statutes 35 ILCS 200/18-165, entitled, "Abatement of taxes", provides in pertinent part that:

*Any taxing jurisdiction, upon a majority vote of its governing authority may, after the determination of the assessed value of a property, order the clerk of the county to abate any portion of its taxes on the following types of Commercial and Industrial property:*

*(1) Commercial and industrial*

- A. The abatement shall not exceed a period of (10) ten years and the aggregate amount of abated taxes for all jurisdictions combined shall not exceed \$4,000,000; or,*
- B. The property of any commercial or industrial development of at least 500 acres \*\*\* having been created within a taxing district. The abatement shall not exceed a period of 20 years and the aggregate amount of abated taxes for all taxing jurisdictions combined shall not exceed \$12,000,000.*
- C. The property of any commercial or industrial firm currently located in the taxing district that expands a facility or its number of employees. The abatement shall not exceed a period of ten (10) years and the aggregate amount of abated taxes for all taxing districts combined shall not exceed \$4,000,000. The abatement period may be renewed at the option of the taxing districts.*

## Target Business Clusters

The Northern Illinois Comprehensive Economic Development Strategy (CEDS) outlined the strategic goals and objectives for economic development in Winnebago, Boone and McHenry County. This document identified the following industry clusters to be a priority for Winnebago County and therefore represent the targeted business sectors for this incentive program:

- Advanced Manufacturing,
- Transportation, Logistics and Distribution
- Agriculture and Food Processing
- Healthcare and Medical Sciences

While each application will be considered on a case by case basis, strongest consideration is given to applications within these business clusters.

## Economic Development, Business Incentive and Host Fee Eligibility Criteria

1. New or expanding business located in or relocating to Winnebago County and in good standing with the State of Illinois are eligible to apply for this program. To qualify for the Incentive Program, the application must result in a demonstrated increase in the equalized assessed valuation for the property.
2. The property on which the incentive is to be applied may be **owner-occupied or leased**. In the case of leased properties, the developer/owner of the leased property will need to be a party to the incentive agreement. **A company must sign a minimum of a five-year lease in order to be eligible to apply for the Incentive Program. Additionally, the incentive will not be offered in excess of the length of the lease. However, should a company have, for example, a five-year lease with a renewable option after five years, they could be granted a 10-year incentive. Should the company choose not to renew their contract after five years, the incentive would cease.**
3. Applicants must demonstrate a **competitive need** for the Incentive. In order to do this, the company must either provide evidence of location options **or** an officer of the Corporation must sign a “but for” statement. **In either case the applicant must demonstrate a cost differential.**
  - a. ***Evidence of location options*** –The applicant must provide evidence of non-Winnebago County location options, that is, the applicant has multiple location options (including other company-owned locations) and could locate outside of Winnebago County; or demonstrate that at least one other non-Winnebago County location is being considered for the project. Such proof shall include, but is not limited to, incentive letters, prospective offers from other states, or other documentation indicating the firm’s interest in alternative, non-Winnebago County locations; **or**

***“But for” projects*** – The applicant must establish that “but for the Incentive, the capital investment, job creation and retention would occur elsewhere.”

Such proof shall include, but is not limited to, a statement from an authorized representative of the applicant that, without this incentive, the applicant would not be inclined to create new jobs and/or retain existing jobs in Winnebago County. The Applicant’s statement will take the following form:

*“I certify that capital improvements would not be placed in service and the job creation and/or retention of existing jobs would not occur without the Winnebago County Economic Development, Business Incentive and Host Fee Program”.*

Signed: \_\_\_\_\_  
[CEO/President/Owner]

Dated: \_\_\_\_\_

**and.**

- b. **Demonstrate a Cost Differential:** The applicant must complete a cost comparison of Winnebago County's site vs. the non-Winnebago County alternative (s) and identify the cost differences. For example, the company must demonstrate that Winnebago County costs - such as utilities, property taxes, employee-based taxes, building construction and/or building lease, annual building maintenance & operations and labor - exceed those of all competing locations under final consideration. The company can demonstrate a cost differential in one of two ways:

**i. Industry Based Cost Differential:** Provide evidence of a cost differential based on comparison of industry costs in other areas. Such proof shall include, but is not limited to, financial statements or internal memoranda; records of industry's cost structure in the other areas; general comparisons of costs of labor, utilities, taxes and so on; or any other financial documentation evidencing cost differential.

**ii. Site Based Cost Differential:** Provide evidence of a cost differential based on comparison of Winnebago County vs. finalist non-Winnebago County sites. Such proof shall include, but is not limited to: written information such as non-Winnebago County sites under consideration; cost/benefit analyses of moving or closing the business; general comparisons of costs of labor, utilities, taxes, fees, construction and/or lease at the other sites under consideration; the specific value of incentives and/or lower taxes of a competing site; or any other documentation proving cost differential.

Once Winnebago County receives this information, it will initiate primary and secondary research and dialog with the applicant to validate the cost differential. **All applications and supporting documentation is subject to verification and independent analysis.**

4. **"New investment"** will be eligible for the incentive program. For example, if a company builds a new building or makes capital improvements to an existing building, those investments would be eligible, as they represent an increase to the fair market value of the property and therefore, increases the EAV. However, if a company acquires an existing building and makes no additional improvements, the incentive program would not be applicable as there would be no new value added to the tax base. The one exception to this would be for the re-occupancy of a vacant building.
5. **Vacant office, industrial, R&D, warehouse, or distribution buildings** will also be eligible for this incentive according to the following guidelines:
  - a. Only a building with an assessed value that had been reduced by 50% of the vacant portion of the building's total square footage and subsequently restored to the appropriate value upon reoccupation of the building by a

target industry company would be eligible.

- b. The property taxes for that property should be rebated for the specified numbers of years as well as the incentive portion of the property taxes based on the quality of the project (see the Business Incentive Evaluation Guideline's suggested scoring criteria for Vacant/Abandoned Buildings).

Note: In cases where both new investment (improvements) and the re-occupancy of a vacant building are involved, the company's application would be scored based on the total incremental tax revenues resulting from both streams. The company's score would determine both the incentive level for the portion of the tax bill relating to the re-occupancy of the vacant building, as well as for the portion of the tax bill relating to the new investment.

6 **Businesses located or locating within the Jurisdictional Bounds of Winnebago County are eligible for this Incentive Program regarding the following.**

- Tax abatements (rebates).
- Host Fee Funds shall only be used for TIF eligible expenses (as defined by Illinois Compiled State Statutes, 65 ILCS 55/11-74.4-3(q)).

**Host Fee Funds**

A "unit of local government", as defined by article 7, Section 1 of the Constitution of the State of Illinois, 1970, may request Host Fee Funds from Winnebago County to assist with Project Gap Financing. Funds are to be loaned to a unit of local government at zero percent (0%) interest rate for a set period of time. The payments shall not exceed five (5) years to a unit of local government, and repayments shall not exceed twenty (20) years to the County (totaling 25 years). Within one year of the last payment to the unit of local government, repayment must ensue and continue for the scheduled time frame as set forth in a mutually approved Redevelopment Agreement between the unit of local government and Winnebago County. To request such funds, the following criteria must be met. These funds are only to be used for TIF eligible expenses (as defined by Illinois Compiled State Statutes, 65 ILCS 55/11-74.4-3(q)) Loans will be dependent upon the amount of funding available at time of request and subject to the approval by the Winnebago County Board.

**The following outlines the process at each step assuming approval where relevant.**

1. The unit of local government submits a completed application for each individual request to Winnebago County for Host Fee funds detailing such items as amount requested, maximum number of years amount can be disbursed, employment numbers, estimated EAV, and square footage of the project for both land and building, (see attachments in the back of this packet).
2. County reviews the submitted request and determines application feasibility and eligibility
  - a. Preliminary approval is given

3. Redevelopment Agreement is drafted and reviewed between the unit of local government and the County.
  - a. Payment and Repayment schedule is set
    - i. Financial structure is defined
    - ii. Timeline is established
4. The unit of local government's Board reviews and approves the Redevelopment Agreement.
5. Winnebago County Board Reviews and approves the Redevelopment Agreement with the allocation of Host Fee Funds.
6. Funds are disbursed from the County to the unit of local government based upon the approved Redevelopment Agreement
7. Within one year after the completion of payments from the County to the unit of local government (maximum of 5 years), the unit of local government must begin repayment of the amount established in the Redevelopment Agreement for the specified period of time (maximum of 20 years).

#### **Tax Abatements (Rebates) & Host Fee Funds**

#### **Criteria for Determining the Level of Incentive**

The incentive offered through this program is based on rebating a portion of the County's property taxes derived from new EAV generated through the investment or reinvestment. The degree of the incentive shall vary based on the following:

- Economic Impact
- Fiscal impact
- Strategic impact

#### **Level of Incentive:**

The maximum rebate would be a percentage (%) for a maximum of 10 years, ***or until such time as the company has received \$4 million in incentives from all taxing jurisdictions combined, whichever comes first. (Based on IL state statute.)***

The term and depth of discount, whether it is fixed or a sliding scale, will be driven by the convergence of the above analyses.

In cases where the company's investment is added to the tax rolls mid-year, the amount of the incentive would be calculated on a pro-rated basis accordingly. The term of the incentive would not be diminished; however, it would not coincide with the tax year. That is, a company that is determined eligible for a three-year incentive may receive ½ year worth in Year 1, a full year's worth in Years 2 and 3, and the remaining ½ year in Year 4.

Host Fee Loans would be evaluated based on the same criteria as property tax rebates. Host Fee Loans tend to be more subjective. However, the dollar amount of the request will be evaluated against the above factors (Criteria for Determining the Level of Incentive) to ensure the County receives an adequate return on investment for Host Fee Loans. Host Fee Loans are at the discretion of the Winnebago County Board and will be reviewed semi-annually as determinations of Host Fees are made, or warranted.

#### **Clawback Provisions/Verification Audit**

The company shall maintain operations at the project location for, at a minimum, the length of the incentive granted, beginning on the date the project is placed in service. A discontinuance by the company of operations at the project location during the first half of the term of this agreement shall result in all of the incentives taken by the company during such period being deemed “wrongfully incentivized property taxes under provisions adopting this Business Incentive resolution” and shall be subject to forfeiture. Discontinuance by the company of operations at the project location after said initial period (one half of the length of incentives) shall not result in the forfeiture of any incentives previously taken by the company but shall result in the discontinuance of future benefits.





# WINNEBAGO COUNTY

— ILLINOIS —

**Winnebago County  
Economic Development, Business Incentive and Host Fee Program  
Application**

Please provide supporting documentation as necessary.

**Part 1: COMPANY INFORMATION**

Company information (include name, d/b/a, street address, city, zip code, phone & fax numbers and website address).

---

---

Type of organization: (corporation, partnership, LLC, etc.): \_\_\_\_\_

FEIN # \_\_\_\_\_ Illinois IBT# \_\_\_\_\_

If a corporation or subsidiary, include corporation name street address, city, zip code, phone & fax numbers and website address.

---

---

Executive officer/authorized company representative (include full name, title, office address, phone number and email address)

---

---

Please provide a general description of the company, how long the company has been in business locally and overall, type and description of business/industry, SIC/NAICS codes:

---

---

---

---

<b>Current Employment</b>	<b>Full-Time</b>	<b>Part-Time</b>
Locally:		
Company Wide:		

## Part II: PROJECT LOCATION

Type of development: \_\_\_ New Construction \_\_\_ Addition \_\_\_ Re-utilization vacant building

New or relocating business? \_\_\_ If relocating, from where? \_\_\_\_\_

Proposed project location in Winnebago County

Street Address: \_\_\_\_\_ City \_\_\_\_\_

Parcel Identification Number (PIN #) \_\_\_\_\_ Current Zoning: \_\_\_\_\_

Size of parcel: \_\_\_\_\_ Size of Building: \_\_\_\_\_ Building area to be added: \_\_\_\_\_

Will the project location be owned or leased by the applicant? \_\_\_\_\_

If leased, proposed length of lease? \_\_\_\_\_

*Note: A company must sign a minimum of a five-year lease in order to be eligible to apply for a property tax incentive. Additionally, an incentive will not be offered in excess of the length of the lease. However, should a company have, for example, a five year lease with a renewable option after five years, they could be granted a 10-year incentive. Should the company choose not to renew their contract after five years, the incentive would cease. An executed copy of the lease will be required for verification.*

Lessor of any site must be a party to the Business Incentive Program

agreement. Lessor Company Contact: \_\_\_\_\_

Other Location(s) being consideration – both within and outside of Winnebago County:

\_\_\_\_\_

\_\_\_\_\_

Property Acquisition/Entitlement Timeline: \_\_\_\_\_

### Part III: PROJECT DESCRIPTION

Description of the proposed project/improvements:

---

---

---

Please attach a concept plan for the building/site improvements.

Project timeline: Proposed construction start: \_\_\_\_\_

Anticipated completion: \_\_\_\_\_

Identify the intended % of labor force expected from Winnebago County:

---

Total estimated project costs/investment (including acquisition and soft costs): \$ \_\_\_\_\_

- |   |          |
|---|----------|
| 1) Land & Site Improvements:              | \$ _____ |
| 2) Utility / Infrastructure Improvements: | \$ _____ |
| 3) Building Improvements:                 | \$ _____ |
| 4) Equipment / Machinery                  | \$ _____ |

What additional utilities and/or infrastructure improvements will be needed to support the investment? (road improvements, utility services, telecommunications/ broadband, rail spurs, etc.)

---

How will the infrastructure improvements be funded? \_\_\_\_\_

Indicate any special environmental or efficiency factors that will be incorporated into the project:

---

#### Part IV: EMPLOYMENT IMPACT

Total Jobs Retained/Created, Average Wages, and Total Payroll for Years 1, 2, 3 and at Full Capacity:

	Year 1	Year 2	Year 3	Full Capacity
# of Employees Transferred	_____	_____	_____	_____
# of New Jobs Created	_____	_____	_____	_____
# of Winnebago County jobs retained	_____	_____	_____	_____
Total # of Employees	_____	_____	_____	_____
Average Wage (non-management)	_____	_____	_____	_____
Total Payroll (all employees)	_____	_____	_____	_____

#### EMPLOYEE BENEFITS

Please summarize benefits below and attach copies of insurance and pension plans.

Benefits	None	Employee	Employee & Family
Medical/Dental/ Vision Insurance			
Retirement			

## Part V: ECONOMIC IMPACT

Current EAV: Land: \_\_\_\_\_ Building: \_\_\_\_\_ For tax year \_\_\_\_\_

Estimated increase in Equalized Assessed Valuation: \$ \_\_\_\_\_

*Calculated at 1/3 of the increase in fair market value directly resulting from the proposed investment and/or improvements.*

Expected increase in Company Revenue Generation: \$ \_\_\_\_\_

Expected increase in Sales Taxes Generation (if applicable): \$ \_\_\_\_\_

Estimated annual cost to operate/maintain the facility? \_\_\_\_\_/Sq. ft.

Estimated annual cost for:		
Property Taxes:	\$ _____	/Square Foot
Utility Taxes:	\$ _____	/Square Foot
Telecommunications Tax:	\$ _____	/Square Foot
Special District Tax:	\$ _____	/Square Foot

Total investment in new machinery and equipment, within the first three years:

First Year: \$ \_\_\_\_\_ Second Year: \$ \_\_\_\_\_ Third Year: \$ \_\_\_\_\_

## Part VI: STATEMENT OF QUALIFICATION AND JUSTIFICATION

Please provide the following in support of your application and request:

### 1) *What type of assistance is being requested*

- ☐ a. **Host Fee Funds**
- i What is the amount (\$) being requested? \$ \_\_\_\_\_
  - ii What is the repayment period of time being requested (up to a maximum of 20 years)? \_\_\_\_\_ years
- ☐ b. **Tax Abatement (Rebates)**

### 2) **Need for Assistance:** Applicants must demonstrate a **competitive need** for the incentive. In order to do this, the company must either provide evidence of location options **or** sign a “but for” statement. ***In either case the applicant must demonstrate a cost differential.***

- a. **Evidence of location options** –The applicant must provide evidence of non-Winnebago County location options, which could be that the applicant has multiple location options (including other company-owned locations) and could locate outside of Winnebago County or demonstrate that at least one other non-Winnebago County location is being considered for the project. Such proof shall include, but is not limited to, incentive letters, prospective offers from other states, or other documentation indicating the firm’s interest in alternative, non- Winnebago County locations; **or**,
- b. **“But for” projects** – The applicant must establish that “but for the Incentive, the capital investment, job creation and retention occur elsewhere.”

If you select this option, an authorized representative shall sign the below statement representing that without the Incentive, the company would not be inclined to undertake the project and create new jobs and/or retain existing jobs in Winnebago County:

*“I certify that capital improvements would not be placed in service and the job creation and/or retention of existing jobs would not occur without the Winnebago County Economic Development and Business Incentive Program”.*

Signed: \_\_\_\_\_  
[CEO/President/Owned]

Date: \_\_\_\_\_

**3) Demonstrate a Cost Differential:** The applicant must complete a cost comparison of Winnebago County' site vs. the finalist non- Winnebago County alternative (s) and identify the cost differences. For example, the company must demonstrate that Winnebago County costs - such as utilities, property taxes, employee-based taxes, construction and/or building lease, annual building maintenance & operations and labor - exceed those of all competing locations under final consideration. **Please sign and attach your Statement of Cost Differential and include at the top the following information:**

- a. **Company Description:** Describe the nature of the company seeking the incentive -- its products and markets -- and demonstrate that the company is an eligible type of business.
- b. **Project Description:** Describe the nature and location of the project for which the firm is seeking a rebate; demonstrate the firm is expanding or retaining operations. If the project involves the consolidation of a number of facilities to a single facility, please include the name of the facility being relocated, its current address, the number of employees currently being employed at that site, the median wage/salary of the employees at that site, the number of jobs from that site that will be relocated to the new site and the current function of the location (.e. corporate headquarters, warehouse/distribution, branch manufacturing plant, customer service center). Also, please be sure to note any special factors such as LEEDS certifications, energy efficiency measures or brownfield development
- c. **Need for Local Assistance:** Describe the need for an incentive and how (if applicable) the applicant's use of the incentive may increase employment in Winnebago County.

Identify a cost differential for the project by responding to either item i) or ii) below. **(Include this calculation in your Statement of Cost Differential and label it as "Cost Differential.")**

- i **Industry Based Cost Differential:** Provide evidence of a cost differential based on comparison of industry costs in other areas. Such proof shall include, but is not limited to, financial statements or internal memoranda; records of industry's cost structure in the other areas; general comparisons of costs of labor, utilities, taxes and so on; or any other financial documentation evidencing cost differential.
- ii **Site Based Cost Differential:** Provide evidence of a cost differential based on comparison of Winnebago County vs. finalist non-Winnebago County sites. Such proof shall include, but is not limited to: written information such as non- Winnebago County sites under consideration; cost/benefit analyses of moving or closing the business; general comparisons of costs of labor, utilities, taxes, fees, construction and/or lease at the other sites under consideration; the specific value of



incentives and/or lower taxes of a competing site; or any other documentation proving cost differential.

Once Winnebago County receives this information, it will initiate primary and secondary research and dialog with the applicant to validate the cost differential.

- 4) Eligible Projects:** Projects must be a new construction, expansion of an existing facility or the re-occupancy of a vacant facility.

**Is the company expanding operations?** (Check one of the three boxes which apply)

- ☐ Siting a new facility (with capital investment and new jobs) in Winnebago County; or
- ☐ Expanding its operation (capital investment and new jobs) at a current Winnebago County location; or
- ☐ If relocating operations within Winnebago County, the company must demonstrate the expansion cannot be accommodated at the current site due to constraints, including but not limited to:
  - lack of adequate street or road capacity or access;
  - inability of local authorities to assist in the expansion;
  - lack of available contiguous land for expansion;
  - excessive land costs in the current location;
  - reconstruction requires a shutdown of operations;
  - structurally or functionally obsolete facility;
  - lack of adequate utility capacity;
  - lack of available work force; or similar reasons.

Once an application is received, if the company is proposing to move a facility from one Winnebago County location to another, Winnebago County will send a letter to the mayor of the current host community to verify the site constraints that are “pushing” the expansion to another Winnebago County location.

#### **5) Acknowledgement of the CLAW-BACK Language**

The application shall include an acknowledgement of the requirement to maintain operations at the project location for, at a minimum, the length of the incentive granted, beginning on the date the project is placed in service. A discontinuance by the company of operations at the project location during the first half of the term of this agreement shall result in all of the incentives taken by the company during such period being deemed “wrongfully incentivized under provisions adopting this Business Incentive resolution” and shall be subject to forfeiture. Discontinuance by the company of operations at the project location after said initial period (one half of the length of incentive granted) shall not result in the forfeiture of any incentives previously taken by the company but shall result in the discontinuance of future benefits.

## **CERTIFICATION OF APPLICATION**

*The CEO and/or Chairman of the Board of the applicant hereby acknowledges and agrees to their responsibilities relative to the Winnebago County Economic Development and Business Incentive program.*

---

**Signature of Applicant**

---

**Title**

---

**Date**

**Winnebago County Business Incentive Evaluation Guide**  
***[To Be Completed by Winnebago County]***

Company Name: \_\_\_\_\_ Date: \_\_\_\_\_

Municipal Taxing District: \_\_\_\_\_ School Dist. \_\_\_\_\_

Existing Illinois Location: \_\_\_\_\_

Existing Winnebago County Location: \_\_\_\_\_

New Location: \_\_\_\_\_

**ECONOMIC IMPACT (maximum 30 points)**

**1. Total jobs created and/or retained (Max 15 points available)**  
*(first two years of operation)*

- ☐ Under 25 (5 points)
  - ☐ 26-50 (7 points)
  - ☐ 51-99 (10 points)
  - ☐ 100-199 (13 points)
  - ☐ 200-over (15 points)
- Total** \_\_\_\_\_

**2. Total capital investment in land and building (Max 10 points available)**  
*(first two years of operation)*

- ☐ \$500,000 - \$1,999,999 (6 points)
  - ☐ \$2,000,000-\$3,999,999 (7 points)
  - ☐ \$4,000,000-\$5,999,999 (8 points)
  - ☐ \$6,000,000-\$7,999,999 (9 points)
  - ☐ \$8,000,000 and over (10 points)
- Total** \_\_\_\_\_

**3. Total capital investment in new machinery/equip (Max 5 points available)**  
*(first two years of operation)*

- ☐ \$500,000 - \$1,999,999 (1 points)
  - ☐ \$2,000,000-\$3,999,999 (2 points)
  - ☐ \$4,000,000-\$5,999,999 (3 points)
  - ☐ \$6,000,000-\$7,999,999 (4 points)
  - ☐ \$8,000,000 and over (5 points)
- Total** \_\_\_\_\_

<b>Total Economic Impact Score (maximum 30 points)</b> _____
--

**STRATEGIC IMPACT (maximum 25 points)**

- 4. Type of Business/Industry** *(Max 10 points available)*
- ☐ Manufacturing *(10 points)*
  - ☐ Information Technology *(10 points)*
  - ☐ Professional Office *(10 points)*
  - ☐ Corporate HQ *(10 points)*
  - ☐ Agricultural Facility / Food Processing *(10 points)*
  - ☐ *Transportation, Logistics, Distribution* *(10 points)*
  - ☐ *Health Care and Medical Sciences* *(10 points)*
  - ☐ Other, Retail, Etc. *(0 points)*
- Total** \_\_\_\_\_

**Note: Corporate Headquarters are operations responsible for administering either the world wide, multi-country, or US activities of the company.**

- 5. Median Employee Salary (New Hires)** *(Max 10 points available)*
- ☐ Under \$29,000 *(2 points)*
  - ☐ \$30,000 - \$39,000 *(4 points)*
  - ☐ \$40,000 - \$49,000 *(6 points)*
  - ☐ \$50,000 - \$69,000 *(8 points)*
  - ☐ \$70,000 and above *(10 points)*
- Total** \_\_\_\_\_

- 6. Benefits** *(Max 5 points available)*
- ☐ Employee & Family *(5 points)*
  - ☐ Employee *(3 points)*
  - ☐ None *(0 points)*
- Total** \_\_\_\_\_

<b>Total Strategic Impact Score (maximum 25 points)</b> _____
---

**FISCAL IMPACT (maximum 50 points)**

- 7. Total new County property tax generated (annually) (Max 50 points available)**
- ☐ \$1,899 - \$7,599 *(25 points)*
  - ☐ \$7,600 - \$15,199 *(30 points)*
  - ☐ \$15,200 - \$22,799 *(36 points)*
  - ☐ \$22,800 - \$30,399 *(43 points)*
  - ☐ \$30,400 and over *(50 points)*
- Total** \_\_\_\_\_

<b>Total Fiscal Impact Score (maximum 50 points)</b> _____
--

**OTHER/BONUS CONSIDERATIONS (maximum 20 points)**

**8. Estimated Winnebago County Construction Labor Content (Max 10 points available)**

- ☐ 50-65% (6 points)
- ☐ 66-80% (8 points)
- ☐ 81-100% (10 points)

**9. Site/Building (points possible in more than 1 category) (Max 10 points available)**

- ☐ Brownfield (8 points)
- ☐ Building vacant for one or more years (4 points)
- ☐ Building underutilized for one or more years (3 points)
- ☐ Building will be LEED certified (2 points) **Total** \_\_\_\_\_

**Total "Other" Score (maximum 20 points)** \_\_\_\_\_

**Total Points:** \_\_\_\_\_pts

**Additional Qualitative Benefit Points:** (Max 5 points) \_\_\_\_\_

*To be determined by the Winnebago County Economic Development Committee based on the qualitative merits of the proposal and/or alignment with economic development goals for the County.*

**Recommended Incentive:**

\_\_\_\_\_ % of New EAV over \_\_\_\_\_ years

## **Tax Abatements (Rebates)**

Grading System for...										
NEW INVESTMENT										
Points Received		Eligible Incentive								
70-85	5 Year Abatement									
	Year 1	Year 2		Year 3		Year 4		Year 5		
	50%	50%		50%		50%		50%		
86-100	10 Year Abatement									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	100%	90%	80%	70%	60%	50%	40%	30%	20%	10%

Grading System for...										
OCCUPYING VACANT BUILDINGS										
Points Received		Eligible Incentive								
60-80	5 Year Abatement (50% of vacancy level)									
	Year 1	Year 2	Year 3	Year 4	Year 5					
	50%	50%	50%	50%	50%					
81-100	10 Year Abatement ( __% listed below of the vacancy level)									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	100%	90%	80%	70%	60%	50%	40%	30%	20%	10%
*Stated percentage (%) per year of the incremental assessed value for a building that its value reduced, or the Stated percentage (%) of the improvement assessment (building's assessment) related to the newly leased space for a building that had not been reduced in value due to its vacancy.										

the Illinois State Board of Education (ISBE). Only 71% of RPS girls graduated vs. 88% statewide. KFACT programming ensures more girls are graduating from high school which reduces the public burden and adds to the strength of the region's workforce.

A 2008 study from the National Dropout Prevention Center/Network and ICF International identified 15 effective strategies for dropout prevention, highlighting 8 strategies frequently employed in the most successful programs. These strategies are: Family Engagement; Mentoring; Tutoring; Alternative Schooling; School-Community Collaboration; Career and Technical Education; Safe Learning Environment; and Active Learning. KFACT's holistic program goes beyond a simple dropout program and utilizes each of these best practices in some way. KFACT serves the most at-risk girls in the community. 90% live in poverty and 94% live in single parent homes. 33% lack basic needs like shelter, transportation and food. 98% of them are or will be first generation college students. KFACT's numbers prove our approach works: 100% of our girls' graduate high school. 96% pursue post-secondary education. Over 50 girls have received one-on-one mentoring from Mentor Specialist staff members and volunteers, college and career prep and additional services and another 34 remained engaged through the KFACT University program. But without additional funding, we can't serve all of the girls that need us. 75 girls were put on the waiting list due to capacity and funding limits. We are requesting support to continue and expand the services for girls in our community.

KFACT would like to formally request your support to provide direct services for at-risk mentees. Without Mentor Specialists, KFACT is unable to provide services girls who want to lead successful lives- free of poverty, abuse and lack of opportunity and education.

Thank you for your time and consideration and all that you do for our community. I look forward to your response.

Sincerely,  
Shamika Williams,  
KFACT Founder & Executive Director

# **PUBLIC SAFETY COMMITTEE**



**R E S O L U T I O N**  
**of the**  
**COUNTY BOARD OF THE COUNTY OF WINNEBAGO, ILLINOIS**

Submitted by: Public Safety Committee

2019 CR\_\_\_\_\_

---

**RESOLUTION APPROVING AN INTERGOVERNMENTAL  
AGREEMENT BETWEEN THE COUNTY OF WINNEBAGO AND  
WIN-BUR-SEW FIRE PROTECTION DISTRICT**

---

**WHEREAS**, Article VII, Section 10 of the Constitution of the State of Illinois authorizes units of local government to contract and associate among themselves to obtain or share services and to exercise, combine, or transfer any power or function, in any manner not prohibited by law or ordinance; and

**WHEREAS**, the County and Win-Bur-Sew are units of local government as defined in the Intergovernmental Cooperation Act, 5 ILCS 220/1 *et seq.*; and

**WHEREAS**, the Intergovernmental Cooperation Act, 5 ILCS 220/1, *et seq.*, provides that any power or powers, privileges, functions, or authority exercised or which may be exercised by a public agency of this State may be exercised, combined, transferred, and enjoyed jointly with any other public agency of this State; and

**WHEREAS**, Win-Bur-Sew is a duly formed Illinois fire protection district, pursuant to Fire Protection District Act, 70 ILCS 705/0.01 *et seq.*, located in Winnebago County, Illinois; and

**WHEREAS**, the purpose of this Intergovernmental Agreement is to establish the terms and conditions under which an Inter-Agency Tactical Emergency Medical Support Program is created and operated between the Winnebago County Sheriff's Office and the Win-Bur-Sew Fire Protection District to provide specialized pre-hospital emergency medical support to the Sheriff's Weapons and Tactics Team ("SWAT") during tactical operations.

**NOW, THEREFORE BE IT RESOLVED**, by the County Board of the County of Winnebago, Illinois that Frank Haney, the Winnebago County Board Chairman, is authorized and

directed to, on behalf of the County of Winnebago, enter into an intergovernmental agreement with the Win-Bur-Sew Fire Protection District, attached hereto.

**BE IT FURTHER RESOLVED** that the intergovernmental agreement entered into by Frank Haney pursuant to the authority granted in this Resolution shall contain substantially the same terms as the intergovernmental agreement which is attached to this Resolution.

**BE IT FURTHER RESOLVED** that this Resolution shall be in full force and effect immediately upon its adoption.

**BE IT FURTHER RESOLVED** that the Clerk of the County Board is hereby authorized and directed to prepare and deliver certified copies of this Resolution to the Winnebago County Sheriff, Winnebago County Auditor, Treasurer and County Administrator.

Respectfully submitted,  
**PUBLIC SAFETY COMMITTEE**

**AGREE**

**DISAGREE**

---

Aaron Booker, Chairman

---

Aaron Booker, Chairman

---

Paul Arena

---

Paul Arena

---

John Butitta

---

John Butitta

---

Dan Fellars

---

Dan Fellars

---

Angie Goral

---

Angie Goral

---

Dorothy Redd

---

Dorothy Redd

---

Fred Wescott

---

Fred Wescott

The above and foregoing Resolution was adopted by the County Board of the County of Winnebago, Illinois this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
Frank Haney, Chairman of the  
County Board of the  
County of Winnebago, Illinois

ATTEST:

\_\_\_\_\_  
Lori Gummow, Clerk of the  
County Board of the  
County of Winnebago, Illinois

**INTERGOVERNMENTAL AGREEMENT  
BETWEEN THE COUNTY OF WINNEBAGO, ILLINOIS AND  
WIN-BUR-SEW FIRE PROTECTION DISTRICT**

This Intergovernmental Agreement ("Agreement") is entered into this 19<sup>th</sup> day of June, 2019, by and between the County of Winnebago, Illinois ("County") on behalf of the Winnebago County Sheriff's Office ("Sheriff's Office") and the Win-Bur-Sew Fire Protection District ("Win-Bur-Sew"), an Illinois Fire Protection District.

**WHEREAS**, Article VII, Section 10 of the Constitution of the State of Illinois authorizes units of local government to contract and associate among themselves to obtain or share services and to exercise, combine, or transfer any power or function, in any manner not prohibited by law or ordinance; and

**WHEREAS**, the County and Win-Bur-Sew are units of local government as defined in the Intergovernmental Cooperation Act, 5 ILCS 220/1 *et seq.*; and

**WHEREAS**, the Intergovernmental Cooperation Act, 5 ILCS 220/1, *et seq.*, provides that any power or powers, privileges, functions, or authority exercised or which may be exercised by a public agency of this State may be exercised, combined, transferred, and enjoyed jointly with any other public agency of this State; and

**WHEREAS**, Win-Bur-Sew is a duly formed Illinois fire protection district, pursuant to Fire Protection District Act, 70 ILCS 705/0.01 *et seq.*, located in Winnebago County, Illinois; and

**WHEREAS**, the purpose of this Agreement is to establish the terms and conditions under which an Inter-Agency Tactical Emergency Medical Support Program is created and operated between the Sheriff's Office and Win-Bur-Sew. The Sheriff's Emergency Medical Technician ("EMT") program will provide specialized pre-hospital emergency medical support to the Sheriff's Weapons and Tactics Team ("SWAT") during tactical operations. To that end, a team of Tactical Medics (Paramedics) will be developed to support and operate with SWAT, by providing medical care and rescue in support of SWAT operators and their mission; and

**WHEREAS**, the Sheriff's Office and Win-Bur-Sew intend to work under

the medical direction of doctors employed by Mercy Health Systems to enhance emergency medical service within Winnebago County by establishing this interagency partnership; and

**WHEREAS**, the Sheriff's Office and Win-Bur-Sew intend to create a Tactical Emergency Medical Support Program ("TEMS"); and

**WHEREAS**, The SWAT TEMS unit will provide for Tactical Medics to work and train with the Sheriff's SWAT Team; and

**WHEREAS**, The SWAT TEMS unit will provide SWAT Tactical Medics to respond with SWAT to tactical operations whenever it is reasonably possible to do so as provided by this agreement; and

**WHEREAS**, the Sheriff's Office and Win-Bur-Sew will work cooperatively to assure sufficient resources and training are allocated to the establishment and maintenance of the program created by this agreement.

**NOW, THEREFORE**, in consideration of the above premises, and the mutual covenants, terms, and provisions contained herein, the County and Win-Bur-Sew agree to the following:

#### **SECTION 1: Tactical Medic Organizational Structure and Chain of Command**

1.0 A defined structure of organization within the Sheriff's SWAT team shall be established with respect to the SWAT TEMS Program. The chain of command in order of operational authority is as follows:

1. Sheriff or his designee;
2. Deputy Chief of Investigations;
3. Deputy Chief of Patrol;
4. SWAT commander;
5. SWAT Team Leader; and
6. SWAT Assistant Team Leader by Designation

1.1 The SWAT TEMS Chain of Command shall be defined as:

1. Tactical Medic Team Leader;
2. Assistant Tactical Team Leader

1.2 Each agency's respective chain of command shall be recognized and remain in effect for the duration of this Agreement. The chain of command of each agency shall exist independently of each other with the following understanding:

1. During tactical operations, the Tactical Medic Team Leader is under the direct command of the SWAT commander;
2. The SWAT commander has the ultimate authority regarding tactical decisions. This includes patient care mitigation that may further endanger team members or the mission;
3. The Tactical Medic will make and implement all medical decisions as the Attending Medical Practitioner unless these decisions are found to: jeopardize team safety, jeopardize mission accomplishment, or conflict with orders given by the SWAT commander or higher as listed above in Section 1.0.

## **SECTION II: RESOLUTION OF CONFLICTS**

2.0 If the Sheriff's Office and Win-Bur-Sew's standard operating procedures, chain of command, or any other unforeseen circumstances come into conflict, the conflict will immediately be resolved in the following manner:

1. The SHERIFF will have sole and exclusive authority and jurisdiction of all tactical and law enforcement operations, public safety decisions, dissemination of public information and confidentiality;
2. The SWAT TEMS will have authority over medical diagnoses and medical care when there exists no conflict with tactical mission objectives, team safety, or team leader orders given during tactical operations;

3. Conflicts involving patient care will be resolved by TEMS Medical Director.

### **SECTION III: QUALIFICATIONS FOR PROGRAM PARTICIPATION**

- 3.0 Tactical Medic Program candidates must meet the following minimum qualifications to be considered for acceptance or continued participation into the program:
  1. Must be an Illinois Licensed Paramedic in good standing for a minimum of one year;
  2. Must successfully complete and pass a physical fitness test;
  3. Must participate in and successfully complete a minimum of 24 hours of SWAT/EMT training annually;
  4. Attend any other training required by the SWAT commander, Fire Chief or Mercy Health System;
  5. Must meet Illinois statutory requirements for lawfully possessing a firearm;
  6. Must successfully pass background investigation by the Sheriff's Office;
  7. The candidate's work, behavior, attitude, clinical skills, and professionalism during regularly assigned duties must consistently achieve satisfactory ratings;
  8. Must obtain the consent of the Sheriff, Mercy Health System and Win-Bur-Sew leadership;
  9. Selection for participation in the Tactical Medic Program will be based on the following:
    - A. Candidates will submit letters of interest to the Sheriff and Win-Bur-Sew Fire Chief;

- B. The Sheriff, SWAT commander and Fire Chief will interview and select candidates to be members of the SWAT TEMS unit;
- C. Participation in the Tactical Medic Program will be based on the following:
  - 1. Participate and complete all in-service training sessions;
  - 2. Successfully complete the 40 hour firearms course and bi-annual qualification with SWAT team firearms and qualification is under direction of the SWAT commander and/or Sheriff's Department;
  - 3. Attend annual use of force training; and
  - 4. Complete Basic/CQB/Advanced SWAT operator class.

#### **SECTION IV: CONFIDENTIALITY AND OPERATIONAL SECURITY POLICY**

4.0 Members of the SWAT TEMS unit understand that they will be exposed to confidential information during program participation. They also understand that they shall adhere to keeping all operational details and patient medical information strictly confidential and shall not disclose this information to any third party. Sheriff personnel participating in SWAT shall also keep patient medical information confidential pursuant to the requirements of all applicable federal and state laws. Information covered under this policy will include, but is not limited to, the knowledge of:

- 1. SWAT personnel, equipment and tactics;
- 2. All SWAT operation logistical information; ERT Operations; and
- 3. The identities of SWAT members, undercover law enforcement personnel and confidential informant.

4.1 Unless otherwise directed by the SWAT Commander, Tactical Medics are strictly prohibited from disclosing any information about SWAT personnel, equipment and tactics, with any person or persons not



authorized to receive such knowledge. Specifically, Tactical Medics are strictly prohibited from disclosing any information, visual images, and audio images directly or indirectly related to SWAT operations on any social network platform or from recording any such information on any personal electronic device.

4.2 Unless otherwise directed by chain of command, Tactical Medics shall not communicate with any media representative

4.3 Any breach of the standards set forth in this agreement may result in discipline, suspension, or expulsion from the Tactical Medic Program. In addition, any violation of confidentiality may result in further discipline according to applicable laws.

**SECTION V: RESPONSIBILITIES OF THE SHERIFF-** The following specific services and duties will be the obligations of the Sheriff's Office:

5.0 The SWAT commander or designee shall provide dates of training via Email or phone for Tactical Medics to attend and fulfill the training requirements set forth in this agreement;

5.1 The Sheriff will loan SWAT/TEMS portable STARCOM radios with access to SWAT talk groups during SWAT operations.

**SECTION VI: RESPONSIBILITIES OF MEMBERS OF TEMS -** The following specific services, duties, and responsibilities will be the obligation of SWAT/TEMS:

6.0. The SWAT/TEMS shall provide, through a resource hospital; medical direction, medical protocols, medical training, and quality assurance to the Tactical Medic Program;

6.1. SWAT/TEMS members along with Win-Bur-Sew or other participating departments shall provide all medical equipment necessary for the program establishment and continued functioning;

6.2. Win-Bur-Sew shall provide and pay for all required tactical gear as deemed necessary for the team including, but not limited to, ballistic vests, ballistic helmets or tools that meet the standards of the SWAT commander;

- 6.3. Win-Bur-Sew shall provide SWAT/EMTs with all emergency vehicles necessary to discharge their duties as SWAT/EMTs and follow all SOPS and SOGs of the Fire District and Sheriff's Department for response.

## **SECTION VII: PROGRAM OBJECTIVES AND OPERATIONS**

- 7.0 Standard operating procedures shall be developed jointly for the program by the Sheriff's Office and SWAT/TEMS. These procedures shall be in accordance with the program's purpose and objectives as stated in this Agreement.
- 7.1 The following objectives of the Tactical Medic Program shall guide the development and evolution of program operations. These objectives are to:
  1. Enhance Emergency Response Team ("ERT") mission success;
  2. Reduce mortality and morbidity among ERT operators, law enforcement personnel, innocent victims, and perpetrators;
  3. Reduce "line of duty" injuries and disability costs;
  4. Reduce lost work time for specially trained officers/deputies who are hard to replace; and
  5. Maintain good team morale and welfare.

**SECTION VIII: FUNCTIONS OF THE TACTICAL MEDIC** - The Tactical Medic will perform specialized functions as part of the standard operational practices adopted for the program. These functions may include:

1. Acquiring and maintaining medical history, immunizations, and the current health status of each SWAT Team Member. Strict confidentiality of medical information will be maintained at all times;
2. Development of Self-Aid/Buddy-Aid programs for team;

3. Monitoring the medical effects of environmental/mission conditions on individual and team performance. Any significant findings will immediately be conveyed to the Team Leader.
4. Providing medical treatment to ill or injured team members during tactical operations. Medical care will also be provided to non-law enforcement personnel injured or ill during tactical operations;
5. Serving as the patient advocate for SWAT team members or other law enforcement officers /deputies who are treated by other medical providers. The Tactical Medic will establish good working relationships with other local emergency response agencies and definitive medical care facilities to assure the appropriate integration of the SWAT/TEMS program;
6. A Medical Threat Assessment (MTA) will be conducted for all tactical operations and training events as necessary
7. Preparing the training and implementation of mission specific casualty extraction techniques. This training will also include Immediate Action Drills. It will be the Tactical Medic's role to develop Operator Recovery pre-plans for all call-outs/operations;
8. The TEMS Leader or designee shall arrange for notification and/or staging of appropriate resources such as but not limited to: Medical Air Evac, stand-by ambulances, fire departments, any other resources needed for scene stabilization

#### **SECTION IX: TACTICAL MEDIC RESPONSE INCIDENTS**

- 9.0 Tactical Medics will respond to SWAT call, training, and emergency unless unable to respond and if unable to respond, the Fire District will notify the SWAT chain of command in a timely manner.

#### **SECTION X: COMPENSATION, GRANTS AND FUNDING**

- 10.0 Any and all employee wages and overtime wages occurred while participating in the Tactical Medic Program by employees of the Win-Bur-Sew Fire Department shall be compensated solely by the Win-Bur-Sew Fire Department. Any and all employee wages and overtime

wages occurred while participating in the Tactical Medic Program by employees of the Sheriff's Office shall be compensated solely by the Sheriff. The County and the Sheriff's Office shall not be responsible for workers' compensation claims of Win-Bur-Sew employees providing services pursuant to this Agreement. Win-Bur-Sew shall not be responsible for worker's compensation claims of Sheriff's employees providing services pursuant to this Agreement.

- 10.1 Both parties agree to engage, when feasible and desirable, to jointly seek grants to fund activities that are the subjects of this Agreement.

#### **SECTION XI: EFFECTIVE DATE AND TERM**

- 11.0 This Agreement will take effect as soon as it is signed by all authorized representatives from the County, Win-Bur-Sew and the Sheriff's Office. The County or Win-Bur-Sew may terminate this Agreement for any reason at any time upon forty-five (45) days written notice to the other Party.

#### **SECTION XII. INDEMNIFICATION**

12.0 Win-Bur-Sew agrees to defend itself in any actions or disputes brought against Win-Bur-Sew in connection with or as a result of this Agreement and to hold harmless and fully indemnify the County and the Sheriff's Office and/or the County's and Sheriff's elected and appointed officials, officers, deputies and employees from any and all losses, liabilities, damages, claims, expenses, actions or judgments, including reasonable attorney's fees, as a result of the negligent or willful or wanton acts of Win-Bur-Sew in connection with or as a result of this Agreement. The County agrees to fully indemnify and hold harmless Win-Bur-Sew and its elected and appointed officials, officers and employees from any and all losses, liabilities damages, claims, expenses, actions or judgments, including reasonable attorney's fees, as a result of the negligent or willful or wanton acts of the County and/or Sheriff in connection with or as a result of this Agreement.

- 12.1 Win-Bur-Sew shall maintain for the duration of this Agreement, and any extensions thereof, at its own expense, insurance that includes "Occurrence" basis wording and is issued by a company or companies qualified to do business in the State of Illinois, which generally require that the company

be assigned a Best's Rating of "A" or higher with a Best's financial size category of class XIV or higher, or by membership in a governmental self-insurance pool, in at least the following types and amounts:

- 12.2 Commercial General Liability in a broad form, to include but not limited to coverage for the following where exposure exists: bodily Injury and Property Damage, Premises/Operations, independent contractors, Products/Completed operations, Personal Injury and Contractual Liability; limits of liability not less than \$500,000 per occurrence and \$1,000,000 in the aggregate;
- 12.3 Business Auto Liability, to include but not limited to, bodily Injury and Property Damage, including owned vehicles, hired and non-owned vehicles and employee non-ownership; limits of liability shall not be less than \$1,000,000 per occurrence, combined single limit for bodily injury liability and property damage liability; and
- 12.4 In reference to the insurance coverage maintained by Win-Bur-Sew, such policies shall not be canceled, limited in scope, or non-renewed until after thirty (30) days written notice has been given to the County. Certificates of Insurance evidencing the above-required insurance shall be supplied to the County within ten (10) days of approval of this Agreement.

### **SECTION XIII. NO ASSIGNMENT**

- 13. The County and Win-Bur-Sew shall not assign this Agreement without the prior written approval of the other party.

### **SECTION XIV. NO SUBCONTRACTORS**

- 14. Neither the County nor Win-Bur-Sew shall enter into subcontracts for any services provided for in this Agreement.

### **SECTION XV. GOVERNING LAW**

- 15. The County and Win-Bur Sew agree this Agreement has been executed and delivered in Illinois and that their relationship and any and all disputes, controversies or claims arising under this Agreement shall be governed by the laws of the State of Illinois, without regard to conflicts of laws principles. The County and Win-Bur Sew further agree that the exclusive venue for all such disputes shall be the Circuit Court of the 17<sup>th</sup> Judicial Circuit of Winnebago County, Illinois, and the County and Win-Bur-Sew hereby consent to the personal jurisdiction thereof.

## **SECTION XVI. SEVERABILITY**

16. The provisions of this Agreement are severable. If any paragraph, section, subdivision, sentence, clause or phrase of this Agreement is for any reason held to be contrary to law, or contrary to any rule or regulation having force and effect of law, such decision shall not affect the remaining portions of this Agreement.

## **SECTION XVII. NO AGENCY**

17. The County and Win-Bur Sew agree that nothing contained is intended or should be construed as in any manner creating or establishing a relationship of partners between the County, the Sheriff's Office and Win-Bur Sew, or constituting the County and/or the Sheriff's Office (including its officers, employees and agents) as agents, representatives, or employees of Win-Bur-Sew for any purpose, or in any manner, whatsoever. Similarly, nothing contained herein is intended or should be construed as in any manner creating or establishing a relationship of partners between the County and Win-Bur-Sew and/or the Sheriff's Office and Win-Bur-Sew, or constituting Win-Bur-Sew (including its officers, employees and agents) as agent, representatives of the County and/or Sheriff's Office, for any purpose, or in any manner, whatsoever.

## **SECTION XVIII. NOTICES**

18. The County and Win-Bur-Sew agree to promptly notify each other in writing of:

18.1 Any decision to terminate this Agreement,

18.2 The receipt of notice of any claim or lawsuit involving the services provided under this Agreement, and

18.3 The receipt of any written or verbal requests for inspection and/or copying of any documents relating in any manner whatsoever to the services provided by the County, Sheriff's Office and Win-Bur-Sew under this Agreement

18.4 Except as otherwise provided herein, all notices required to be given under this Agreement shall be in writing and shall be hand-delivered or sent by certified mail, return receipt request, to the following addresses:

If to the County:

Winnebago County Administrator Carla Paschal

Winnebago County Administration Building  
404 Elm Street  
Rockford, Illinois 61101

If to the Sheriff:

Winnebago County Sheriff Gary Caruana  
Winnebago County Justice Center  
650 W. State Street  
Rockford, Illinois 61102

If to the Win-Bur-Sew Fire Protection District:

Win-Bur-Sew Fire Protection District  
Rob Martin, Fire Chief  
110 E. Main Street  
Winnebago, Illinois 61088

All notices or documents delivered or required to be delivered under the provisions of this Agreement shall be deemed received one (1) day after hand-delivery or three (3) days after sending by certified mail. Any of the Parties by written notice so provided may change the address to which future notices are sent.

**SECTION XIX: BINDING EFFECT**

19.0. The County and Win-Bur-Sew hereto represents to the other that it has undertaken all necessary actions to execute this Agreement and that it has the legal authority to enter into this Agreement, and to undertake all obligations imposed on it.

**SECTION XX: COUNTERPART EXECUTION**

20.0. This Agreement may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

**COUNTY OF WINNEBAGO, ILLINOIS**  
an Illinois body politic and corporate

\_\_\_\_\_  
Frank Haney  
Chairman of the County Board of the  
County of Winnebago, Illinois  
Date: \_\_\_\_\_

Attest: \_\_\_\_\_

Lori Gummow  
Clerk of the County Board of the  
County of Winnebago, Illinois  
Date: \_\_\_\_\_

**WINNEBAGO COUNTY SHERIFF'S OFFICE**

\_\_\_\_\_  
Gary Caruana  
Winnebago County Sheriff

\_\_\_\_\_  
Date

**WIN-BUR-SEW FIRE PROTECTION DISTRICT**



\_\_\_\_\_  
Rob Martin  
Win-Bur-Sew Fire Chief

Date: 6/19/19



**PERSONNEL &  
POLICIES  
COMMITTEE**



# WINNEBAGO COUNTY

— ILLINOIS —

## Memorandum

Date: June 28, 2019  
To: County Board  
From: County Administrator Carla Paschal  
Re: Chief Human Resources Officer

---

While some of the areas of responsibility cover the same areas for both the Human Resources Director and the Chief Human Resources Officer, the role is completely different (in some cases areas in my responsibility overlap the Human Resources Director but the my responsibilities are more strategic and administrative while the Human Resources Director is to “administer” which means handling the daily functions surrounding the area).

The following are areas that overlap but contrast in responsibility:

Human Resources Director	Chief Human Resources Officer
Administering all collective bargaining agreements between the county and bargaining units of employees under the employment jurisdiction of the county board.	Oversee administration of collective bargaining agreements between the county and bargaining units of employees under the employment jurisdiction of the county board and participate in and advise the county administrator in negotiations of collective bargaining agreements
Administering the health and dental insurance program that is available to the employees.	Assists the county administrator in developing employee benefit programs and oversee implementation and administration.
Administering any and all federal and state laws related to fair and equitable hiring and employment practices with respect to employees under the employment jurisdiction of the county board, including, but not limited to, the Illinois Human Rights Act (775 ILCS 5/1-101 et seq.), Title VII of	Maintains responsibility for the county’s compliance with federal, state, and local legislation pertaining to all personnel matters. Serves as the Meaningful Access Coordinator for the County, designated to promote equal access and full participation under Title VI Civil



# WINNEBAGO COUNTY

— ILLINOIS —

the Civil Rights Act of 1964, the Civil Rights Act of 1991 and the Americans With Disabilities Act.	Rights and Title II Americans with Disabilities Act (ADA) for the county.
Administering the safety and liability risk management program for employees under the employment jurisdiction of the county board.	Assists the county administrator with developing policy and strategy related to the county's risk management program and self-funded insurance programs; assists in the development and implementation of policies and guidelines to protect the county and its property from loss, damage, liability, and other risks; investigates claims and directly participates in the resolution of claims against the county.

The following are items that are included in the Chief Human Resources Officer job description that are NOT included in the Human Resources and are not currently being performed:

- Serve as a strategic partner to the county administrator to optimize human capital resources.
- Oversees the annual review for improvement of the county's policies, procedures and practices on personnel matters.
- Maintains knowledge of industry trends and employment legislation to ensure compliance.
- Communicate changes in the county's personnel policies and procedures, and ensures that proper compliance is followed.
- Assists the county administrator with developing effective employee recruitment and retention programs. Responsible for developing reporting metrics to assess the success of these programs.
- Assist the county administrator in the annual review, preparation, and administration of the county's wage and salary program.
- Develop and oversee job description development. Ensures job descriptions are compliant with state and federal regulations.
- Recommend and evaluate staff development for the county.
- Responsible for managing OSHA training and compliance throughout the County. Develop and maintain a system for the Human Resources department to track, audit, provide support and identify what training should be completed by county departments.

These functions are critical to support the County Administrator, minimize risk to the County and drive the Human Resource initiatives of the County.



# WINNEBAGO COUNTY

— ILLINOIS —

I have compared salaries for similar positions in the local area and a salary of \$100,000 to \$120,000 is comparable. If you would like salary suggestions, I feel we should reach out to an independent source to evaluate. It would be a conflict for our Human Resources department to evaluate compensation for this position.

Sponsored by: David Fiduccia, Chairman

COUNTY BOARD MEETING

June 13, 2019

**ORDINANCE**  
**of the**  
**COUNTY BOARD OF THE COUNTY OF WINNEBAGO, ILLINOIS**

Submitted by: Personnel and Policies Committee

2019 CR

---

**ORDINANCE CREATING SECTIONS OF CHAPTER 2, ARTICLE III,  
DIVISION 7 (CHIEF HUMAN RESOURCES OFFICER)  
OF THE COUNTY CODE OF ORDINANCES**

---

**WHEREAS**, the County wishes to create Division 7, Sections 2-XXX through 2-XXX of Chapter 2, Article III of the County Code of Ordinances.

**NOW, THEREFORE, BE IT ORDAINED**, by the County Board of the County of Winnebago, Illinois, that Chapter 2, Article III, Division 7 of the County Code of Ordinances be created as follows:

**ARTICLE III**

**DIVISION 7. - CHIEF HUMAN RESOURCES OFFICER**

**Sec. 2-xxx. - Establishment.**

The office of chief human resources officer is hereby established.

**Sec. 2-xxx. - Qualifications.**

The chief human resources officer shall have, at a minimum, a bachelor's degree with ten to twelve years of progressive HR management experience, including leading an HR division or department within the public sector (preferably a county) or a combination of higher level private sector HR leadership and higher education or manager experience within a public sector environment. Preferred Master's degree in Human Resources Management or a similar master's degree program and HR certification through SHRM or IPMA-HR. A chief human resources officer who meets the above criteria may be exempt from the residency requirement set forth in [section 62-5](#) of the County Code of Ordinances.

### **Sec. 2-xxx. - Appointment/dismissal.**

The chief human resources officer shall be recommended by the county administrator, and appointed or dismissed by the county administrator with the advice and consent of the county board.

### **Sec. 2-xxx - Duties.**

Under the supervision of the county administrator, the chief human resources officer will perform the following duties:

- (a) Serve as a strategic partner to the county administrator to optimize human capital resources.
- (b) Oversees the annual review for improvement of the county's policies, procedures and practices on personnel matters.
- (c) Maintains knowledge of industry trends and employment legislation to ensure compliance.
- (d) Maintains responsibility for the county's compliance with federal, state, and local legislation pertaining to all personnel matters.
- (e) Communicate changes in the county's personnel policies and procedures, and ensures that proper compliance is followed.
- (f) Assists the county administrator with developing policy and strategy related to the county's risk management program and self-funded insurance programs; assists in the development and implementation of policies and guidelines to protect the county and its property from loss, damage, liability, and other risks; investigates claims and directly participates in the resolution of claims against the county.
- (g) Assists the county administrator in developing employee benefit programs and oversee implementation and administration.
- (h) Assists the county administrator with developing effective employee recruitment and retention programs. Responsible for developing reporting metrics to assess the success of these programs.
- (i) Assist the county administrator in the annual review, preparation, and administration of the county's wage and salary program.
- (j) Develop and oversee job description development. Ensures job descriptions are compliant with state and federal regulations.
- (k) Recommend and evaluate staff development for the county.
- (l) Responsible for managing OSHA training and compliance throughout the County. Develop and maintain a system for the Human Resources department to track, audit, provide support and identify what training should be completed by county departments.
- (m) Serves as the Meaningful Access Coordinator for the County, designated to promote equal access and full participation under Title VI Civil Rights and Title II Americans with Disabilities Act (ADA) for the county.
- (n) Oversee administration of collective bargaining agreements between the county and bargaining units of employees under the employment jurisdiction of the county board, and participate in and advise the county administrator in negotiations of collective bargaining agreements.

- (o) May perform functions of the county administrator in absence of same.
- (p) Participate on committees and special projects and seeks additional responsibilities.

**BE IT FURTHER ORDAINED**, that all ordinances or parts of ordinances in conflict herewith are hereby repealed to the extent of such conflict.

**BE IT FURTHER ORDAINED**, that this Ordinance shall be effective immediately upon passage.

**BE IT FURTHER ORDAINED**, that the Winnebago County Clerk shall place a certified copy of this Ordinance Amendment upon its adoption in the records of office of the Winnebago County Clerk.

Respectfully Submitted,  
**PERSONNEL AND POLICIES COMMITTEE**

**AGREE**

**DISAGREE**

\_\_\_\_\_  
DAVE FIDUCCIA, CHAIRMAN

\_\_\_\_\_  
DAVE FIDUCCIA, CHAIRMAN

\_\_\_\_\_  
DAVE BOOMER

\_\_\_\_\_  
DAVE BOOMER

\_\_\_\_\_  
ANGIE GORAL

\_\_\_\_\_  
ANGIE GORAL

\_\_\_\_\_  
JOE HOFFMAN

\_\_\_\_\_  
JOE HOFFMAN

\_\_\_\_\_  
DAVE KELLEY

\_\_\_\_\_  
DAVE KELLEY

\_\_\_\_\_  
DOROTHY REDD

\_\_\_\_\_  
DOROTHY REDD

\_\_\_\_\_  
JIM WEBSTER

\_\_\_\_\_  
JIM WEBSTER

The above and foregoing Ordinance was adopted by the County Board of the County  
of Winnebago, Illinois this \_\_\_\_ day of \_\_\_\_\_ 2019.

---

**FRANK HANEY**  
CHAIRMAN OF THE COUNTY BOARD  
OF THE COUNTY OF WINNEBAGO, ILLINOIS

ATTESTED BY:

---

**LORI GUMMOW**  
CLERK OF THE COUNTY BOARD  
OF THE COUNTY OF WINNEBAGO, ILLINOIS



# Winnebago County 2018 Strategic Planning and Goal Development



## WINNEBAGO COUNTY

— ILLINOIS —

Prepared by

Greg Kuhn, Ph.D.  
Assistant Director, Public Management

Jeanna Ballard, MPA  
Research Associate

Melissa Henriksen, MPP  
Senior Research Associate

NIU CGS

---

### OCTOBER 2018



NORTHERN ILLINOIS UNIVERSITY

Center for  
Governmental Studies

*Outreach, Engagement, and Regional Development*

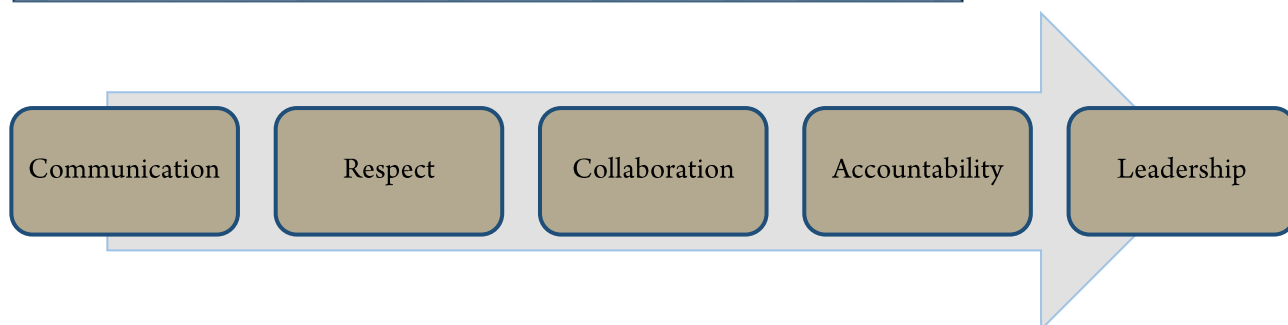
# EXECUTIVE SUMMARY

Strategic planning is a preferred approach to expressing and guiding an organization's future. Rather than making decisions issue by issue, a holistic strategic planning process serves as a designed conversation to provide a forum for a methodical exchange of ideas and development of strategic goals. Winnebago County ("the County") engaged the Center for Governmental Studies (CGS) at Northern Illinois University (NIU) to facilitate a strategic planning process and workshop with Board members. Prior to the 2018 workshop, several focus groups were held with community stakeholders to gather input on their vision for the County. With the focus groups as a starting point for discussions, the workshop provided a collaborative atmosphere for the Board and management staff to work together to explore the future, develop strategic goals and determine where it is the County wants to go as an organization. As was discussed and reviewed during the workshop, executive-level strategic planning sessions are a staple of good governance and leadership for progressive organizations.

## ORGANIZATIONAL VALUES

In early 2018, County Administration officials leveraged a partnership with Rockford University graduate students to survey employees on the organization's values. Research began with an exploratory phase to determine best practices in the identification of organizational values that included a review and analysis of 37 organizations. The official survey of Winnebago County employees began on March 21, 2018 and closed on April 12, 2018. The questions focused on the top five organizational values currently seen in the **ORGANIZATION**, in their **DEPARTMENT**, and **GOING FORWARD**. Below are the top five values that survey participants want to see in the organization going forward (see [Appendix A](#) for the full Winnebago County Organizational Values report).

### Going Forward: Top Organizational Values for Winnebago County



## STRATEGIC PRIORITY AREAS

Ultimately, five key strategic priority areas were identified as an outcome of the 2018 planning process and workshop. These five strategic priority pillars highlight the key activities and initiatives that the County should focus its resources on in both the short- and long-term. The strategic priority areas identified during the workshop sessions [in no particular order] are financial sustainability and stewardship, organizational efficiency and collaboration, community health and public safety effectiveness, 21<sup>st</sup> century infrastructure and dynamic economic development.



## STRATEGIC GOALS

Another outcome of the process was the creation of key organizational goals helping to ensure that employees and other stakeholders are working toward common priorities. After all of the goals were shared and discussed during the workshop, participants were asked to classify each goal according to a matrix model of time and complexity. The goals were classified as short- or long-term and as complex or routine. In total, the group developed 4 short-term routine goals, 6 short-term complex goals, 3 long-term routine goals, and 6 long-term complex goals. Following the classification exercise, the Board was asked to delineate, via an online ranking exercise, which goals should be given a higher priority than others should. The top goals based on the Board's average scores from each category are offered here as a process "snapshot" representing the most important strategic goals or priority areas for the Board and staff to address in the months and years ahead (see [Appendix B](#) for a full review of all the strategic goals presented, discussed and ranked).

Goal Snapshot: Highest Ranked Goals within each Time and Complexity Quadrant	
<b>SHORT-TERM ROUTINE</b>	<ul style="list-style-type: none"> <li>• Promote fiscal soundness and take steps to create and maintain a balanced budget for the County Government</li> <li>• Analyze and review the short- and long-term operations of the County's nursing home at River Bluff</li> <li>• Evaluate County public safety facilities and operations</li> <li>• Examine organizational human resource system and policy reforms</li> </ul>
<b>SHORT-TERM COMPLEX</b>	<ul style="list-style-type: none"> <li>• Improve/create intergovernmental partnerships and collaborations to create and capitalize on economies of scale</li> <li>• Enhance economic growth and activities in and across the County</li> <li>• Review, analyze and reform/redesign animal services policies and operations</li> </ul>
<b>LONG-TERM ROUTINE</b>	<ul style="list-style-type: none"> <li>• Develop a long-term capital improvement plan (CIP) for highways, major equipment, building maintenance and other essential capital improvements</li> <li>• Invest in infrastructure maintenance and improvement to protect, conserve, restore and properly manage County assets</li> <li>• Explore innovative alternatives to incarceration</li> </ul>
<b>LONG-TERM COMPLEX</b>	<ul style="list-style-type: none"> <li>• Promote, facilitate and take an active role to encourage outside economic investments in the County</li> <li>• Take steps to establish/improve mental health support and care systems</li> <li>• Capitalize on the County's unique natural assets and features (i.e., river)</li> </ul>

# INTRODUCTION

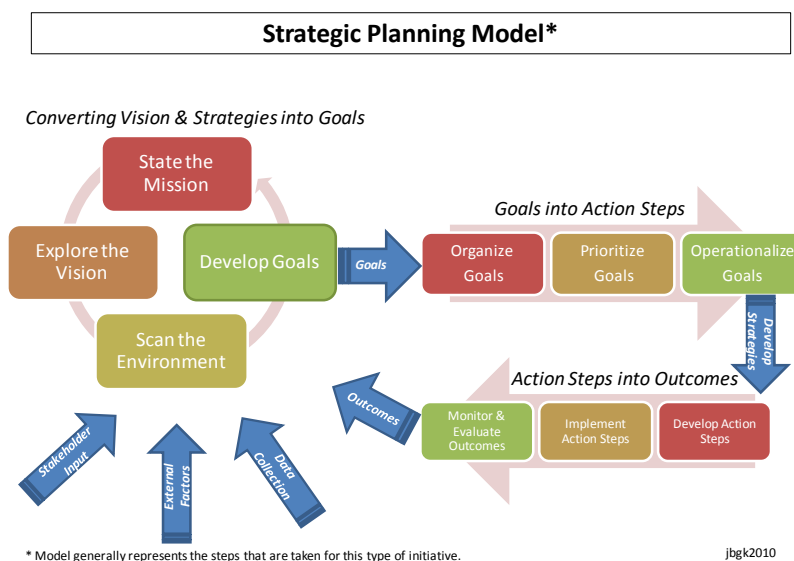
The County has placed itself among the special group of organizations that engage in formalized strategic planning and goal setting exercises (Figure 1). Strategic planning sessions are not a new phenomenon for progressive communities and the value of such processes continues to be recognized by policy-making boards and staff in both private and public organizations. This important work will serve the community well into the coming years.

The County Board gathered in early 2018 to explore and discuss the future, share a vision for the community, and establish new goals for Winnebago County. The 2018 workshop sessions provided a positive atmosphere to methodically and *strategically* determine where it is the County wants to go as an organization. As was shared with Board members at the conclusion of the workshop, the County should resist the temptation to rearrange priorities as the fiscal year moves along. It is important to adhere to

the results of the Board's efforts throughout the County's strategic planning and budgeting processes; do not pull a seemingly easy goal from the bottom of the list of priorities just because it seems easy. This kind of shifting can create a confusing tone in the organization.

The judicious use of the County's limited resources (including financial resources and professional staff time) will be the key to good results. The County as an organization has high standards, so it is important to keep in mind that high standards can place a strain on the organization, as excellence requires adequate staff time, expertise, and resources. In the end, quality policies and quality implementation equate to tough choices in setting priorities and in allocating resources. Only a limited number of goals and objectives can be effectively managed and implemented at any given time. In a very realistic sense, clear and stable priorities must be maintained if the County desires to stretch its resources as far as they can go.

**Figure 1. Strategic Planning Model**



## Pre-Workshop Environmental Scanning - Stakeholder Focus Groups

This valuable pre-workshop component is an important piece designed to help ground the environmental scanning portions of the process. Listening is vital to planning and several focus groups were held with County staff and community members (i.e., civic groups, intergovernmental organizations, and residents). These steps are an important part of "taking stock" and helping to understand current County policies and

operational perspectives, perceptions, and preferences. The focus group sessions were designed to serve as a primer for the strategic planning process. The information that is presented in this summation was designed to add *exploratory and thematic information* for the Board to consider during the strategic planning workshop sessions (see [Appendix C](#) for a full summary of all focus group data). Five focus groups were held in January 2018 and included the following groups:

- Advisory Council
- Governmental Stakeholder
- Community Leaders
- Constitutional Officers
- County Staff

## **Key Themes and Data Analysis Highlights – Focus Group Aggregated General Themes**

- **For Winnebago County, we envision a future in which...**
  - County leadership is unified and engaged with residents
  - Affordable housing is available to all
  - Residents have an increased sense of security in the community
  - Diversity and inclusion of all residents is a high priority
  - Amenities and infrastructure are maintained and updated
- **Winnebago County is...**
  - A great place to raise a family
  - A caring, faith-based community
  - Progressive with a lot of potential
  - Strategically-located
  - Diverse and supportive of its community
- **Winnebago County offers...**
  - Diverse, high-quality employment opportunities
  - Excellent public recreation and park district
  - Active community and social service organizations
  - Numerous amenities at an affordable cost of living
  - A mixture of rural locations and urban development
- **Winnebago County should strive towards...**
  - Having a variety of dining and entertainment options
  - Improving community perceptions and changing the narrative
  - Providing high-quality rehabilitation and mental health services to residents
  - Increasing services provided for youth and seniors (all age spectrum planning)
  - Improving employee retention and recognition
- **Winnebago County's future expectations and priorities are to...**
  - Improve collaboration and communication within the County Board
  - Follow-through and have a “move forward” mindset
  - Provide residents with an increased sense of security in the community
  - Diversify revenue and funding sources
  - Encourage more citizen engagement

# Outline of Leadership Exercises and Discussion Sessions

The format for all of the discussion sessions used in the planning effort employed approaches that were highly participative and interactive. The process utilized a group discussion approach called ‘*Nominal Group Technique*’ where participants are assured equal opportunities to speak and share opinions by the facilitators. During the sessions, individuals had the opportunity to generate and share their ideas, as well as participate in group activities allowing them to weigh alternatives and refine their thinking through dialogue. As ideas were shared and debated, the group worked steadily toward a consensus regarding organizational values, purpose, future directions, and priorities.

## Workshop Session I. Introduction Exercise – Important Topics and Visioning

Each participant started the workshop by introducing themselves and answering two questions about Winnebago County. The first question was “What topics or issue, with regards to Winnebago County, do you think most needs to be addressed during this workshop? The second question involved participants exploring the vision of Winnebago County, “In 10-15 years, when I return to the County, I hope to see, or think I will see...” in regards to what services, programs, staffing levels, capital needs, and other opportunities that would or should be present in the County at these intervals. Participants were asked to think about their ideas ahead of time and be ready to share them with the group during the first workshop session. This was a brainstorming exercise—any and all ideas about the County’s future were encouraged and shared. No evaluative or judgmental debate was permitted during this session. Below is a summary of those answers.

### A. Opening Exercise: Important Topic to be Discussed

(\*) Denotes the answer was given by multiple participants

- Fiscal responsibility (long-term) \*
- Uniformity across county/organization, remove silo mentality \*
- Quality education for students\*
  - Youth is the future/vocational training dollars for schools
- Sustainable job training for all \*
- Every neighborhood safe\*
- External and internal County infrastructure \*
- Population growth\*
  - Make Winnebago County a destination (jobs, quality of life)
- Drug and mental health issues\*
- Crime reduction and public safety\*
- New revenue sources\*
- Transparency \*
- Hire and retain good leaders/personnel
- Consolidation of services and resources to better serve taxpayers\*
  - Metro policing example
- Need to improve infrastructure including county roads/highways. Prioritize spending.

- Improved economic development in the County\*
  - Industrial, community, small business
- Animal control – reform/changes, improve care
- Improve criminal justice system
  - Reduce recidivism
- Retaining youth/retirees in area – jobs, quality of life\*
- Support homeownership vs. rentals
- How do we do more with less – be the shining star of Illinois
- Insufficient workforce for needs
- Property tax rates
- Improve River Bluff nursing home
- Need to implement plans/recommendations
- Need to address political corruption
- Outside investment in County

## **B. Exploration of the Visions of the Future for Winnebago County**

At the conclusion of the icebreaker and brainstorming exercise, participants were asked to use their imagination and knowledge of the community to respond to the following visioning question: “In 10-15 years, when I return to the County, what do I hope to see or think I will see?” Responses included visions related to services, development, programs, housing, economic activity, organization design, capital needs, etc., that would or should be present at the County in the future.

### ***Visions of the Future:***

- Hope – Thriving community across the County
  - High homeownership
- No boarded-up/distressed properties
- Consolidation of services – police, roads, elimination of townships\*
  - More efficient/maintain quality
- If economic climate and financial picture doesn’t change – population declines
- Community pride\*
- Thriving west and southwest sides with better transportation and economic development, services (county and city)\*, i.e., grocery stores
- Thriving downtown district\*, low unemployment (less than 5% especially with minorities)
- Maintain great amenities such as park district, golf courses – capitalize
- All communities, local government, work together for whole County – collaboration
- New Spring Creek interchange – new development, hospitals, convention center, metro police
- Rock River won’t be a community divider/barrier
- More energy, infrastructure
- Government complex out of downtown area
- No silos in County organizations
  - Helps budget process
- One location – combine services into strategic areas
  - Housing, health center



- Internal
  - More transparent, less silos in departments
  - Budget transparency
- Aquatics Center, Zoo
- Less than 5,000 people without a GED or high school diploma - including literacy
- More minorities in skilled trades - 25-50% improvement
- Revenues up, taxes down, including in population, community pride – support each other, implement economic development values, less crime, funding mental health\*, taking care of aging population
- Health care, aerospace/aviation hub, IT infrastructure, County reacts to cutting-edge industries – look forward – “Metroplex” – interconnected
- Destination for vocational training
  - Companies want to hire graduates, produce best students – workforce ready
- Hilton hotel = Meridian and West State, hospital, nice homes, mall/shopping, workforce in County that mirrors the make-up of the community, minorities in skilled trades, domestic violence addressed
- Alignment Rockford, continued collaboration with higher education institution – bring more training/education

## Workshop Session II. Surrender or Lead

Participants were introduced to a leadership exercise called “Surrender or Lead.” The premise is that sub-groups of participants work to develop responses to some simple, but effective and thought-provoking questions. Participants were broken up into four working groups and asked to respond to a series of structured questions designed to initiate discussion and reveal perspectives, challenges, and frustrations of the participants as a whole. The participants’ responses were recorded on flip chart paper and discussed. The responses provided by each group are recorded below. Underlined sections are key phrases that groups provided in response to the open questions.

### Group #1

1. We want to be influential and see progress soon, but our challenges hold us back.
2. The two most important things to focus on are education (trades, equal opportunity) and community collaboration because of root causes.
3. If it weren’t for problems, we would have better services, better leaders/personnel and better results/outcomes.
4. We need to finally accept/attack all challenges and execute our priorities.
5. Budget gets followed, consolidation happens, “who does what” gets figured out will have the biggest impact on Winnebago County in the coming 2-3 years.



### Group #2

1. We want to improve the quality of life for all Winnebago residents, but resources and authority are limited.
2. The two most important things to focus on are economic development and public safety because they directly impact the quality of life.
3. If it weren't for being behind in technological advancements and negative community self-perceptions, we would be further along.
4. We need to finally collaborate within the County and across governments to achieve a sustainable budget and quality of life.
5. Working together will have the biggest impact on Winnebago County in the coming 2-3 years.

### Group #3

1. We want to improve the quality of life, but complacency holds us back.
2. The two most important things to focus on are safety and economic diversity because we want to retain and grow population.
3. If it weren't for crime, we would prosper.
4. We need to finally stop talking and act.
5. Career options/stop being a welfare destination will have the biggest impact on Winnebago County in the coming 2-3 years.

### Group #4

1. We want to stay within the budget, but need to set priorities.
2. The two most important things to focus on are cooperation, County Board and Administration among the elected silos because they don't comprehend the big picture.
3. If it weren't for state unfunded mandates (taking County funds), it would be much easier to balance the budget.
4. We need to finally have consequences to/for budgets not being met.
5. Train the workforce to create a workforce to attract businesses will have the biggest impact on Winnebago County in the coming 2-3 years.

### Surrender or Lead Themes

- |                                      |   |
|--------------------------------------|---|
| ▪ Quality of life                    | ▪ Collaboration, consolidation where needed                             |
| ▪ Finance, budget                    | ▪ Set priorities – follow-through, action, benchmarks, success measures |
| ▪ Complacency                        | ▪ See the “big picture”   |
| ▪ Perceptions                        | ▪ Organizational improvement  |
| ▪ Safety and crime                   | ▪ Education and training, career options                                |
| ▪ Economic diversity and development |   |

## Workshop Session III. Environmental Scanning: Internal and External S.W.O.T

The next step of the strategic planning process involved reviewing and accounting for the internal and external factors present in the environment that can potentially influence the success of the County both negatively and positively. Given the exploratory statements and challenges raised in the Surrender or Lead exercise, participants were then asked to identify what constraints and practical difficulties are likely to be encountered that will make it difficult to achieve the desired future state. These elements included both internal and external factors, conditions, trends, regulations, agencies, resources, etc. Furthermore, participants were asked to identify the organization's **strengths (S)** and **weaknesses (W)**. In what areas does the County regularly excel, and in what areas are there difficulties or shortcomings in terms of expertise, resources, training, etc.? What **opportunities (O)** are on the horizon that can be used to the County's advantage? Conversely, what trends or **threats (T)** lie ahead that would be obstacles or hindrances? Many responses spanned all four categories.

### S.W.O.T. EXERCISE (Strengths, Weaknesses, Opportunities, Threats)

#### INTERNAL

STRENGTHS	WEAKNESSES/CHALLENGES
<ul style="list-style-type: none"> <li>▪ Health systems</li> <li>▪ Medical centers</li> <li>▪ Carla/professional staff</li> <li>▪ Location/transportation</li> <li>▪ Aerospace</li> <li>▪ Shovel-ready sites</li> <li>▪ Sports centers</li> <li>▪ Parks</li> <li>▪ Open land</li> <li>▪ Airport free trade zone</li> <li>▪ Low cost of living</li> <li>▪ Farming/agricultural business</li> <li>▪ Host fees</li> <li>▪ Higher education institution in the County</li> <li>▪ Landfill</li> <li>▪ Air quality</li> <li>▪ River – scenic – natural assets</li> <li>▪ Downtown develop</li> </ul>	<ul style="list-style-type: none"> <li>▪ Technology</li> <li>▪ Volume of parks</li> <li>▪ Deferred maintenance</li> <li>▪ Public perceptions</li> <li>▪ County deferred</li> <li>▪ Maintenance facility and IT infrastructure</li> <li>▪ Population loss</li> <li>▪ True diversity</li> <li>▪ Infrastructure</li> <li>▪ Out-migration affects businesses</li> <li>▪ School system</li> <li>▪ Crime stats</li> <li>▪ Entrenched poverty/crime cycles</li> <li>▪ Mixed results housing authorities</li> <li>▪ Silos organic barriers</li> <li>▪ Not enough public transportation</li> <li>▪ Blight</li> <li>▪ Public information meetings/town hall on county government functions</li> <li>▪ Lack of collaboration with other governments</li> <li>▪ Justice center</li> <li>▪ Financial cash flow</li> <li>▪ Highway maintenance</li> <li>▪ Lack of a capital improvement plan</li> </ul>

## EXTERNAL

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"><li>▪ Aerospace cluster</li><li>▪ Health care</li><li>▪ Landfill</li><li>▪ Educational (higher education)</li><li>▪ Location</li><li>▪ Shovel-ready commercial sites</li><li>▪ Airport-free trade zone</li><li>▪ UPS</li><li>▪ Low cost of living</li><li>▪ Scenic open space</li><li>▪ Casino</li><li>▪ Farming – Agricultural business</li><li>▪ Outside investors</li><li>▪ Downtown</li><li>▪ River district</li><li>▪ Public information town hall meetings</li><li>▪ Rail lines – Metra</li><li>▪ Collaboration/consolidation<ul style="list-style-type: none"><li>○ Evaluate for efficiency</li></ul></li><li>▪ Justice system</li><li>▪ Communication – outreach, IT, website</li></ul>	<ul style="list-style-type: none"><li>▪ County deferred maintenance (facilities, IT)</li><li>▪ Population loss/decline</li><li>▪ Infrastructure cost maintenance</li><li>▪ Out-migration of businesses to Wisconsin</li><li>▪ Casino</li><li>▪ Taxes</li><li>▪ State of Illinois dysfunction</li><li>▪ Generational poverty</li><li>▪ Generational wealth</li><li>▪ Educational system has low standards for passing students</li><li>▪ Recidivism</li><li>▪ Blight</li><li>▪ Increasing interest rates</li><li>▪ Trade wars</li><li>▪ Not consolidating – status-quo</li><li>▪ Landfill</li></ul>

## Workshop Session IV. Nominal Group Goal Identification

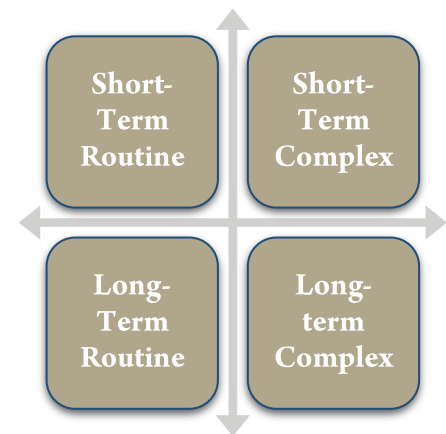
This extensive discussion session provided the forum for the collaborative establishment of strategic goals and objectives necessary to achieve the future vision of the County. With the preceding sessions serving as a sound foundation for goal setting, the final session was a healthy group discussion of goals and/or strategies needed to achieve the future visions as expressed by the group. To begin the process, groups were allotted time to highlight the three or four most important policy and program goals that they think the County should accomplish in the next 1-3 years (short-term) and 4-8 years (long-term).

Goals could be highly specific or general. Again, only questions of clarification were permitted to be asked during this session. Evaluative or judgmental assertions or debates were deferred to a follow-up session where all participants engaged in open discussions of the goals or action items, their impact on the region, the organization and their relative importance to the County's current or future circumstances.

## Classification

At the end of the open discussion, participants were asked to classify each goal according to a matrix model of time and complexity. Agreed criteria were used to classify a goal as short- or long-term and as complex or routine (Figure 2). **Short-term goals** were those goals that could or should be completed or substantially underway in the next one to three years. **Long-term goals** were those goals that could or should be completed or substantially underway within a four- to eight-year timeframe. **Complex goals** were goals that required extraordinary resources, specialists, funding, or the agreement of outside organizations or agencies. **Routine goals**, although not necessarily simple, were goals that could be accomplished upon unilateral decision of the Board and within present budget streams or with minor revenue enhancements or reallocations.

**Figure 2. Time and Complexity Matrix**  
by Professor G. Gabris



The purpose of the exercise is to group goals of roughly the same type together so when prioritization occurs, the participants can avoid the problem of comparing “apples to oranges.” All statements were recorded on flipchart paper.

## Open Group Discussion and Consolidation of Goals

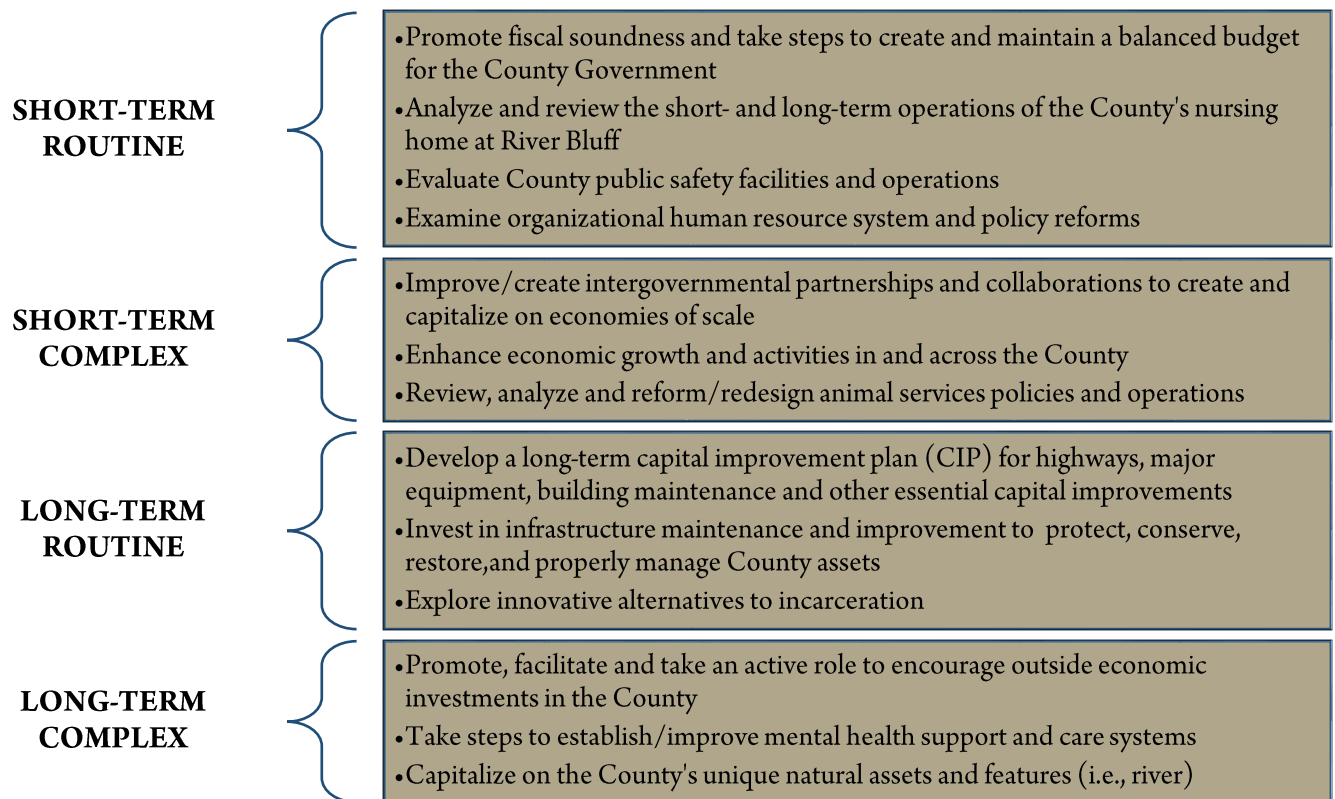
This final phase of the discussion served as the forum for the County Board members and senior staff to discuss, evaluate, and debate the ideas and goals offered by each participant in the previous sessions. Participants were asked to give their opinions, evaluations, and judgments of the worthiness and value of different policy objectives. In total, the group developed 4 short-term routine goals, 6 short-term complex goals, 3 long-term routine goals, and 6 long-term complex goals.

## Prioritization of Goals

Following the classification exercise, the County Board was asked to delineate, via an online ranking exercise, which goals should be given the highest priority. Board members were provided an online ranking tool where a ranking value was assigned to each goal in each quadrant of the matrix. The calculation of goal ranking consisted of ‘forced ranking’ where the ranking of each identified goal is averaged by the rankings given by all Board members. For example, if a goal is given the scores of 2, 5, 6, 6, 1, 2 and 3, the average total would be 3.57. **The lower the score, the higher the priority.** Again, the average totals were based on the ratings provided.

The following presents the Board’s prioritized goals, within each quadrant, as they emerged from the consensus ranking exercise (Figure 3). The top goals based on the Board’s average scores are offered here as a process “snapshot” of the most important strategic goals or issue areas for the Board and senior staff to address in the months and years ahead.

**Figure 3. Goal Snapshot: Highest Ranked Goals within each Time and Complexity Quadrant\***



\* For a full review and presentation of all of the strategic goals developed during the Board's Leadership Workshop, please see [Appendix B](#).

## STRATEGIC PRIORITY AREAS

Several key strategic priority areas surfaced during the workshop and were observable in many of the goal areas (Figure 4). The strategic priority areas identified during the workshop sessions [in no particular order] are financial sustainability and stewardship, organizational efficiency and collaboration, community health and public safety effectiveness, 21<sup>st</sup> century infrastructure and dynamic economic development.

**Figure 4. Strategic Priority Areas**



## Conclusion

The value of the group's workshop discussions and this summary report will be fully realized when used as an active working guide to both the County's leadership team and staff. This report captures the content of the discussions and is designed to assist the organization in developing action plans through a follow-up session for appropriate committees, departments, and elected officials. The report should also be used as the issues explored during the strategic planning process are discussed, pursued, operationalized, and put into action.

The next step is for the County's senior staff to review the results, fine-tune these goals and create objectives and key tasks via their action-planning sessions. Staff should be prepared to report back to the County Board (and/or appropriate committees) on how and when the top priorities and goals might be most efficiently and effectively addressed.

What became apparent to the NIU team was a commitment by the Board and senior staff members to advance the County. It was clear during the exchange of ideas and dialogue throughout the discussion sessions and workshops that the organization is fortunate to have progressive leadership and a management team that is looking ahead. One noted observer summarized the challenges of progress this way:

*"The art of progress is to preserve order amid change,  
and change amid order..." -A.N. Whitehead*

We wish you well with the ambitious year that lies ahead.



Greg Kuhn, PhD and Mel Henriksen, MPP  
Session Facilitators  
NIU Center for Governmental Studies

# **APPENDIX A:**

## **Winnebago County Organizational Values Report**

## APPENDIX A: Winnebago County Organizational Values Report



# WINNEBAGO COUNTY

— ILLINOIS —

### Organizational Values Report

Winnebago County is engaged in its first board-level, formal strategic planning process. In addition to defining the organization's vision, mission, and objectives, defining the organizational values is equally important to determining organizational direction.

**“The values guide the perspective of the organization as well as its actions....They form an ethical foundation for the organization”<sup>1</sup>**

While facilitation of developing the strategy has been led by Northern Illinois University Center for Governmental Studies, the County Administration leveraged a partnership with Rockford University graduate students to survey employees on the organizational values.

#### Survey Development

Research began with an exploratory phase to determine best practices in the identification of organizational values. This included the review and analysis of 37 organizations.

##### By Type

9 governmental agencies  
5 county governments  
2 quasi-governmental agencies  
5 not-for-profits  
16 private companies

##### By Location

24 Winnebago County  
5 Illinois  
8 United States

There were 170 unique values (238 values in total) identified across the 37 agencies reviewed. The most common values that occurred were “integrity”, “accountability”, and “collaboration.” However, the majority of the values were variations on similar themes. Therefore, the values were classified into groups based on terminology as well as the descriptions provided by the agency (where applicable.) This resulted in 20 broad, representative values that served as the basis for an employee values survey.

- |                                  |                           |                        |
|----------------------------------|---------------------------|------------------------|
| 1. Accountability/Responsibility | 8. Continuous             | 14. Quality/Excellence |
| 2. Agility                       | Improvement/Innovation    | 15. Respect            |
| 3. Celebration                   | 9. Diversity              | 16. Results-Driven     |
| 4. Civility                      | 10. Employee Engagement   | 17. Safety             |
| 5. Collaboration/Teamwork        | 11. Fiscal Responsibility | 18. Service            |
| 6. Communication                 | 12. Integrity             | 19. Sustainability     |
| 7. Community Engagement          | 13. Leadership            | 20. Transparency       |

<sup>1</sup> Leyla Norman: <http://smallbusiness.chron.com/organizational-value-statement-23848.html>



### Survey Distribution

The survey began on March 21, 2018. A reminder email was sent on April 2, 2018. Supervisor follow-up was conducted on April 6, 2018. The survey closed on April 12, 2018.

It should be noted that not all employees have County email addresses, nor can it be confirmed that paper copies were distributed to employees where the supervisor did not respond to requests for confirmation. Therefore, the survey was *verifiably* distributed by email and in print to 1,001 employees.

324 surveys were returned (299 online; 25 in print); a return rate of 32%.

With a total of 1,263 employees and officials, this represents 25.6% of the workforce.

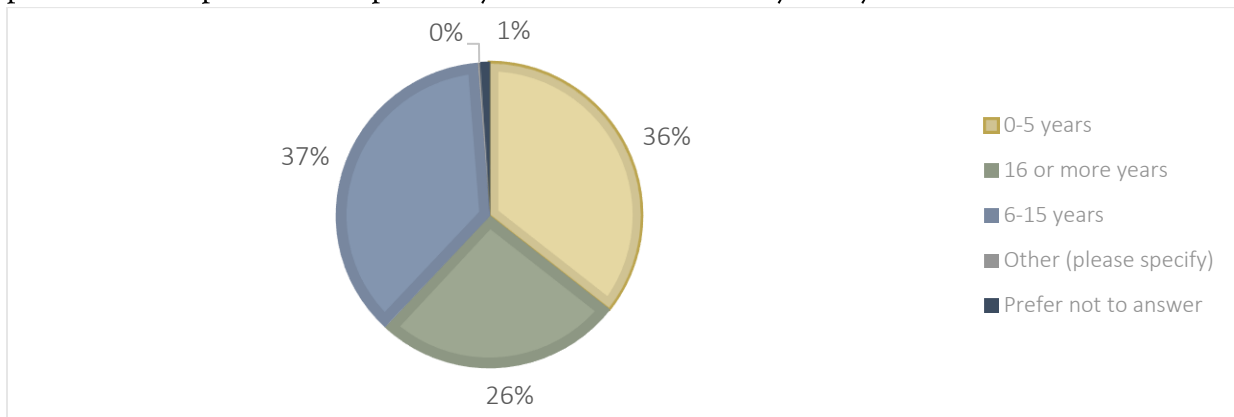
### Survey Results

**Question 1:** Employees were first asked to identify the elected official to whom their department reports to in order to identify the areas represented by the survey results.

<b>Elected Official</b>	<b>Responses</b>	<b>Total</b>	<b>Represented</b>
Auditor	2	3	67%
Chief Judge	59	239	25%
Circuit Clerk	1	80	1%
Coroner	9	12	75%
County Board/Chairman	120	458	26%
County Clerk	4	10	40%
Recorder of Deeds	1	14	7%
Sheriff	72	335	21%
State's Attorney	22	81	27%
Superintendent of Education	4	7	57%
Treasurer	5	8	63%
Other*	5	13	38%
Prefer not to answer	20		

*\*36 respondents selected "other" and named a department. These were manually assigned to the appropriate elected official. NOTE: This suggests that they either do not know which elected official oversees their department, or do not to identify their department with that official.*

**Question 2:** Respondents were asked to provide their years of service to the County in order to identify the profile of the respondents. Respondent years of service were fairly evenly distributed.



Should the organization wish to further analyze the data, it may also be useful in determining whether or not there is a difference in opinions among employees based on their length of time with the organization.

**Instructions:** Before answering any other questions, respondents were instructed to read this statement:

**“Organizational values represent traits and qualities identified as the most highly regarded by its stakeholders. Organizational values drive our everyday behaviors, decision-making, interpersonal interactions, prioritization, and recognition.”**

**Question 3:** Respondents were asked what the top five values are that they currently see in the ORGANIZATION (across County departments.)

45% of respondents selected service as an existing top five value across the organization.

<u>The Organization Now</u>	<u>Frequency</u>
Service	147
Diversity	99
Safety	96
Accountability/Responsibility	90
Collaboration/Teamwork	90
Community Engagement	79
Continuous Improvement/Innovation	74
Fiscal Responsibility	69
Results-Driven	64
Respect	64
Civility	62
Communication	58
Leadership	55
Integrity	54
Employee Engagement	48

Other	41
Quality/Excellence	35
Sustainability	33
Celebration	28
Transparency	26
Agility	20
<b>Total:</b>	<b>1332</b>

**Question 4:** Respondents were asked what the top five values are that they currently see in their DEPARTMENT.

43% of respondents selected collaboration/teamwork as a top five value in their department.

42% of respondents selected service as a top five value in their department.

37% of respondents selected accountability/responsibility as a top five value in their department.

<b><u>Your Department Now</u></b>	<b><u>Frequency</u></b>
Collaboration/Teamwork	140
Service	139
Accountability/Responsibility	120
Respect	94
Safety	89
Integrity	86
Continuous Improvement/Innovation	86
Fiscal Responsibility	83
Leadership	76
Communication	72
Results-Driven	72
Quality/Excellence	59
Diversity	59
Employee Engagement	54
Community Engagement	48
Civility	39
Transparency	32
Sustainability	27
Agility	24
Celebration	22
Other	20
<b>Total:</b>	<b>1441</b>

**Question 5:** Respondents were asked, GOING FORWARD, what top five values they would like to see in the entire organization including their own department, partners, and leadership, place an emphasis on.

60% of respondents ranked communication as a top five value to emphasize going forward.

47% of respondents ranked respect as a top five value to emphasize going forward.  
 45% of respondents ranked collaboration/teamwork as a top five value to emphasize going forward.  
 43% of respondents ranked accountability/responsibility as a top five value to emphasize going forward.

<b><u>Together Going Forward</u></b>	<b><u>Frequency</u></b>
Communication	194
Respect	153
Collaboration/Teamwork	148
Accountability/Responsibility	141
Leadership	109
Employee Engagement	106
Continuous Improvement/Innovation	102
Integrity	97
Safety	88
Quality/Excellence	86
Fiscal Responsibility	72
Transparency	70
Service	53
Diversity	47
Community Engagement	39
Results-Driven	38
Sustainability	32
Civility	30
Celebration	24
Other	13
Agility	5
<b>Total:</b>	<b>1647</b>

More than one comment indicated five values could not be identified presently within the organization as a whole. These respondents selections may have therefore contributed to the mean number selected regarding the organization being 4.11, the department 4.45, and going forward is 5.08 (includes the selection of “Other”.) The increase from organization, to department, to going forward, supports the indication that opinions are least favorable of the organization as a whole, more favorable of their department, and a desire to see more of these values demonstrated going forward.

Comparing the selection frequency and ranking of each value from present to future provides insight as to what strategies may need to be deployed in order to promote the organizational values the agency should reinforce.

For example, shown below the value “Communication” is highlighted in pink. It is visible across the organization and slightly better in departments currently. However, it is ranked as the most important value going forward. This indicates the organization should develop a plan to address its internal communication gaps.

The Organization Now	Frequency Q3	% Q3	Your Department Now	Frequency Q4	% Q4	Together Going Forward	Frequency Q5	% Q5
Service	147	11.036%	Collaboration / Teamwork	140	9.715%	Communication	194	11.8%
Diversity	99	7.432%	Service	139	9.646%	Respect	153	9.3%
Safety	96	7.207%	Accountability / Responsibility	120	8.328%	Collaboration / Teamwork	148	9.0%
Accountability / Responsibility	90	6.757%	Respect	94	6.523%	Accountability / Responsibility	141	8.6%
Collaboration / Teamwork	90	6.757%	Safety	89	6.176%	Leadership	109	6.6%
Community Engagement	79	5.931%	Integrity	86	5.968%	Employee Engagement	106	6.4%
Continuous Improvement / Innovation	74	5.556%	Continuous Improvement / Innovation	86	5.968%	Continuous Improvement / Innovation	102	6.2%
Fiscal Responsibility	69	5.180%	Fiscal Responsibility	83	5.760%	Integrity	97	5.9%
Results-Driven	64	4.805%	Leadership	76	5.274%	Safety	88	5.3%
Respect	64	4.805%	Communication	72	4.997%	Quality / Excellence	86	5.2%
Civility	62	4.655%	Results-Driven	72	4.997%	Fiscal Responsibility	72	4.4%
Communication	58	4.354%	Quality / Excellence	59	4.094%	Transparency	70	4.3%
Leadership	55	4.129%	Diversity	59	4.094%	Service	53	3.2%
Integrity	54	4.054%	Employee Engagement	54	3.747%	Diversity	47	2.9%
Employee Engagement	48	3.604%	Community Engagement	48	3.331%	Community Engagement	39	2.4%
Other	41	3.078%	Civility	39	2.706%	Results-Driven	38	2.3%
Quality / Excellence	35	2.628%	Transparency	32	2.221%	Sustainability	32	1.9%
Sustainability	33	2.477%	Sustainability	27	1.874%	Civility	30	1.8%
Celebration	28	2.102%	Agility	24	1.666%	Celebration	24	1.5%
Transparency	26	1.952%	Celebration	22	1.527%	Other	13	0.8%
Agility	20	1.502%	Other	20	1.388%	Agility	5	0.3%
<b>Total:</b>	<b>1332</b>	<b>100%</b>	<b>Total:</b>	<b>1441</b>	<b>100%</b>	<b>Total:</b>	<b>1647</b>	<b>100%</b>
Mean # of selections	4.11		Mean # of selections	4.45		Mean # of selections	5.08	

Another example is “Respect”, highlighted in orange. This suggests that employee engagement and recognition methodologies may need to be deployed.

### Next Steps

1. Board commitment to a set employee-inspired organizational values as a part of the strategic planning process; 5-6 values is ideal.
2. Administrative launch of a lead-by-example commitment to organization values with supporting purpose, descriptions, and exemplary behaviors.
3. Conduct an employee engagement survey to gain employee input and understand the discrepancies between current and future state.
4. Develop strategies for deployment based on employee engagement responses and suggestions.
5. Integrate into the daily culture, work, ritual, and recognition.
6. Embed into performance measurements, processes, and operations.

This report submitted by Deputy County Administrator Julia Halsted on June 15, 2018.

Appendix A-I: survey statistics

Appendix A-II: survey respondent comments

# Appendix A-I: Survey Statistics

Values identified based on exploratory research of commonly held values of reputable organizations ranging from local through national in size

NOTE: Values categorized based on the definition established by the agency.

Values	Count of Value
<b>Accountability</b>	<b>10</b>
Accountability	5
Accountable	2
Responsibility	2
Responsibility to the Public	1
<b>Agility</b>	<b>3</b>
Agility	1
Bias for Action	1
Move fast	1
<b>Celebration</b>	<b>3</b>
Celebrate	1
Celebrations of Successes	1
Fun-LUing Attitude	1
<b>Civility</b>	<b>10</b>
Caring	3
Decency	1
Fairness	1
Mutual Respect	1
Respect	1
Welcoming	1
Friendly Customer Service	1
Say thank you	1
<b>Collaboration</b>	<b>19</b>
Alliances	1
Build social value	1
Collaborate	1
Collaboration	5
Community Partners	1
Community Resources	1
Interconnectedness	1
Our partners	1

Partnerships	1
Relationship-Oriented	1
Teamwork	3
Unity	1
Discuss. Decide. Deliver.	1
<b>Communication</b>	<b>2</b>
Communicate	1
Communication	1
<b>Community Engagement</b>	<b>12</b>
Community	1
Community Ownership and Stakeholder Investment	1
Enhance Community Character	1
Give	1
Involve All Sections of the Community	1
Involve Residents	1
Involving the Local Public Health System	1
Justice	1
Our communities	1
Ownership	2
Public Trust	1
<b>Continuous Improvement</b>	<b>27</b>
Build on Previous Experience	1
Competency	1
Consolidation/Efficiency	1
Continuous Improvement	3
Continuously Data-Driven Decision Making	1
Efficiency	1
Ideas	1
Ideation	1
Improvement	1
Innovation	7
Invent and simplify	1
Optimize toward ideals	1
Positive Change	1
Shared Responsibility and Working Toward a Shared Vision	1
Simplicity	1
Simplify	1
Technological Advancement	1
Problem-Solving	1
Keep it simple	1
<b>Diversity</b>	<b>13</b>
Diversity	7
Diversity and Expand	1

Embrace	1
Inclusion	1
Inclusive to Diversity	1
Open and inclusive	1
Faith	1
<b>Employee Engagement</b>	<b>21</b>
Education	1
Employee Empowerment	1
Empower individuals	1
Excellence in Training	1
Have Fun	1
High Expectations	1
Hire and Develop the Best	1
Loyalty	1
Our fellow employees	1
Ownership	1
Passion	1
People	2
Pride	1
Professional	1
Staff	1
Story telling	1
Tradition	1
Value Employees	1
Value Every Voice	1
Act like owners	1
<b>Fiscal Responsibility</b>	<b>6</b>
Fiscal Responsibility	1
Frugality	1
Know Our Assets and Remove Liabilities	1
Our investors	1
Stewardship	1
Low Costs	1
<b>Integrity</b>	<b>13</b>
Honesty	1
Honor	1
Integrity	10
Trustworthiness	1
<b>Leadership</b>	<b>25</b>
Advocacy	1
Are Right, A Lot	1
Be bold	1
Courageous	1



Dive Deep	1
Earn Trust of Others	1
Have Backbone; Disagree and Commit	1
Humility	1
Inspire Action	1
Leadership	4
Learn	1
Optimism	1
Passion	1
Strategic Leadership	1
Think Big	1
Think First	1
Trailblaze	1
Vocally Self Critical (Learn and Be Curious)	1
Warrior Spirit	1
Inspire Trust	1
Lead from the head and heart	1
Tell it like it is	1
<b>Quality</b>	<b>17</b>
Design is not a luxury	1
Excellence	4
Good work takes time	1
Insist on the Highest Standards	1
Passion	1
Performance	2
Quality	6
Quality and Efficiency	1
<b>Respect</b>	<b>7</b>
Respect	5
Respect	1
Respectful	1
<b>Results-Driven</b>	<b>15</b>
Achieve	1
Achievement	1
Align	1
Commitment	1
Deliver Results	1
Focus on impact	1
Focus on Success	1
Learner-Centered Community	1
Mission-Oriented	1
Performance Driven	1
Quality of Life	1

Results-Driven	2
Student Responsibility	1
Passion for Execution	1
<b>Safety</b>	<b>5</b>
Promote Safety	1
Safety	3
Safety and Reliability	1
<b>Service</b>	<b>12</b>
Be your own customer	1
Consumer first	1
Customer obsession	1
Customer Service	1
Exceptional Service	1
Our customers	1
Serve	1
Service	2
Willing	1
Servant's Heart	1
Customer-Focused	1
<b>Service</b>	<b>3</b>
Service	1
Service-Centered	1
Service-Oriented	1
<b>Sustainability</b>	<b>8</b>
Environmental Stewardship	1
Good Stewardship	1
Planning	1
Respect Resources	1
Seed	1
Strategic Planning	1
Systems Thinking	1
Sustainability	1
<b>Transparency</b>	<b>6</b>
Be open	1
Honesty	1
Present	1
Transparency	2
Trust	1
<b>Grand Total</b>	<b>237</b>

Average # Values per Agency – 6.4

Median # Values - 6

<b>Agencies</b>	<b>Count of Values</b>
<b>Gov</b>	<b>9</b>
City of Loves Park, Illinois	1
Rock Valley College	1
Rockford Park District	1
Rockford Public Schools	1
Rockton Fire Department	1
Village of Cherry Valley Police	1
Winnebago County Adult Probation Dept	1
Winnebago County Health Dept	1
Winnebago County Sheriff's Dept	1
<b>Gov - County</b>	<b>5</b>
Champaign County, Illinois	1
Dupage County, Illinois	1
Kane County, Illinois	1
Lake County, Illinois	1
Polk County, Iowa	1
<b>Not-for-Profit</b>	<b>5</b>
Goodwill of Northern Illinois	1
The Rock River Valley Blood Center	1
Transform Rockford	1
Winnebago County Crime Commission	1
YMCA of Rock River Valley	1
<b>Private</b>	<b>16</b>
Amazon	1
Build-A-Bear	1
Coca-Cola	1
Disney	1
Facebook	1
Kellogg's	1
Kraft/Heinz	1
Squarespace	1
Starbucks	1
United Technologies	1
UTC Aerospace Systems	1
Southwest Airlines	1
Woodward	1

Mondelez International	1
UPS	1
Lowe's	1
<b>Quasi-Gov</b>	<b>2</b>
Rockford Area Economic Development Council	1
Rockford Chamber of Commerce	1
<b>Grand Total</b>	<b>37</b>

<b>Agency</b>	<b># of Values</b>
Amazon	14
Build-A-Bear	6
Champaign County, Illinois	6
City of Loves Park, Illinois	5
Coca-Cola	7
Disney	6
Dupage County, Illinois	5
Facebook	5
Goodwill of Northern Illinois	5
Kane County, Illinois	5
Kellogg's	6
Kraft/Heinz	5
Lake County, Illinois	5
Polk County, Iowa	8
Rock Valley College	7
Rockford Area Economic Development Council	5
Rockford Chamber of Commerce	11
Rockford Park District	10
Rockford Public Schools	9
Rockton Fire Department	8
Squarespace	6
Starbucks	5
The Rock River Valley Blood Center	5
Transform Rockford	9
United Technologies	10
UTC Aerospace Systems	4
Village of Cherry Valley Police	5
Winnebago County Adult Probation Dept	5
Winnebago County Crime Commission	5
Winnebago County Health Dept	9
Winnebago County Sheriff's Dept	3
Lowe's	6
Mondelez International	7
Southwest Airlines	6

UPS	5
Woodward	4
YMCA of Rock River Valley	5
<b>Grand Total</b>	<b>237</b>

## Agency Values

### Amazon

Are Right, A Lot  
 Bias for Action  
 Customer obsession  
 Deliver Results  
 Dive Deep  
 Earn Trust of Others  
 Frugality  
 Have Backbone; Disagree and Commit  
 Hire and Develop the Best  
 Insist on the Highest Standards  
 Invent and simplify  
 Ownership  
 Think Big  
 Vocally Self Critical (Learn and Be Curious)

### Build-A-Bear

Achieve  
 Celebrate  
 Collaborate  
 Embrace  
 Give  
 Learn

### Champaign County, Illinois

Diversity  
 Justice  
 Quality of Life  
 Responsibility to the Public  
 Teamwork  
 Value Employees

### City of Loves Park, Illinois

Communicate  
 Diversity and Expand  
 Enhance Community Character  
 Involve All Sections of the Community  
 Know Our Assets and Remove Liabilities

### Coca-Cola

Accountability

Collaboration  
Diversity  
Integrity  
Leadership  
Passion  
Quality

---

**Disney**

Community  
Decency  
Innovation  
Optimism  
Quality  
Story telling

---

**Dupage County, Illinois**

Accountability  
Consolidation/Efficiency  
Leadership  
Quality  
Transparency

---

**Facebook**

Be bold  
Be open  
Build social value  
Focus on impact  
Move fast

---

**Goodwill of Northern Illinois**

Have Fun  
Respect Resources  
Think First  
Value Every Voice  
Say thank you

---

**Kane County, Illinois**

Good Stewardship  
Inclusive to Diversity  
Involve Residents  
Promote Safety  
Strategic Leadership

---

**Kellogg's**

Accountability  
Focus on Success  
Humility  
Integrity  
Passion

Simplicity

---

**Kraft/Heinz**

Consumer first

Innovation

Integrity

Ownership

Quality

---

**Lake County, Illinois**

Environmental Stewardship

Excellence

Exceptional Service

Fiscal Responsibility

Leadership

---

**Polk County, Iowa**

Collaboration

Continuous Improvement

Diversity

Employee Empowerment

Mission-Oriented

Planning

Results-Driven

Technological Advancement

---

**Rock Valley College**

Collaboration

Diversity

Excellence

Innovation

Learner-Centered Community

Mutual Respect

Public Trust

---

**Rockford Area Economic Development Council**

Align

Inspire Action

Seed

Serve

Trailblaze

---

**Rockford Chamber of Commerce**

Accountable

Advocacy

Communication

Diversity

Excellence

Improvement  
Integrity  
Leadership  
Professional  
Service  
Teamwork

#### **Rockford Park District**

---

Accountability  
Agility  
Diversity  
Innovation  
Integrity  
Passion  
Relationship-Oriented  
Respectful  
Results-Driven  
Service-Centered

#### **Rockford Public Schools**

---

Achievement  
Community Partners  
Community Resources  
Continuous Improvement  
Diversity  
High Expectations  
Staff  
Stewardship  
Student Responsibility

#### **Rockton Fire Department**

---

Honesty  
Loyalty  
People  
Pride  
Quality  
Respect  
Safety  
Tradition

#### **Squarespace**

---

Be your own customer  
Design is not a luxury  
Empower individuals  
Good work takes time  
Optimize toward ideals  
Simplify



---

**Starbucks**

Accountable  
Courageous  
Performance Driven  
Present  
Welcoming

---

**The Rock River Valley Blood Center**

Alliances  
Continuous Improvement  
Customer Service  
Efficiency  
Quality

---

**Transform Rockford**

Caring  
Ideation  
Inclusion  
Interconnectedness  
Respect  
Responsibility  
Transparency  
Trustworthiness  
Unity

---

**United Technologies**

Excellence  
Innovation  
Integrity  
Our communities  
Our customers  
Our fellow employees  
Our investors  
Our partners  
Respect  
Trust

---

**UTC Aerospace Systems**

Ideas  
Integrity  
People  
Performance

---

**Village of Cherry Valley Police**

Commitment  
Excellence in Training  
Honor

---

**Lowe's**

---

Integrity  
Ownership  
Respect  
Teamwork  
Customer-Focused  
Passion for Execution

---

**Mondelez International**

Inspire Trust  
Act like owners  
Open and inclusive  
Discuss. Decide. Deliver.  
Keep it simple  
Lead from the head and heart  
Tell it like it is

---

**Southwest Airlines**

Friendly Customer Service  
Fun-LUVing Attitude  
Low Costs  
Safety and Reliability  
Servant's Heart  
Warrior Spirit

---

**UPS**

Innovation  
Safety  
Service  
Quality and Efficiency  
Sustainability

---

**Grand Total**

# Appendix A-II: Survey Respondent Comments

Questions 3, 4, and 5, provided two open-ended responses: "Other" allowed for suggested values not listed. "Comments" allowed for open-ended commentary.

## Question 3: What are the TOP FIVE values you see CURRENTLY in the ORGANIZATION (across County departments)?

*Responses to "Other (please specify):*

### Suggestions, Positive, or Neutral

cant think of anything

consistency

Creativity in creating County Revenue

I am unable to answer regarding other departments because I don't work for them

Unsure - only see my department

### Negative

Cutting budgets without regard for consequences

downsizing

I do not see any of these now.

I think everything needs to be worked on. Honestly, I can't check any of them.

I think that with the exception of a few departments these qualities are lacking, particularly respect, integrity and collaboration/teamwork. Many decisions and procedures are decided upon without regard for their efficiency and effectiveness.

In the county as a whole I don't see these values, esp. at animal services

lack of respect by county board

Low Morale

N/A

Needs improvement on above values

Non apply

None of the above

none

None

None

none

none

none

none above

None in this area

None of above

None of the above

none of the above  
none of the above  
none of the above

None of the above applies to CORRECTIONS. Corrections get no respect, and are treated like a lower class person. Corrections are UNDER STAFFED ALWAYS --The only things the Sherriff followed through with from his LAST campaign promises have been new uniforms and new radios. And the radios are not much better. The nepotisms is as bad if not WORSE with this administration than the last. Double dipping pensions is a joke while work my ass off. Pod officers were laid off while 3 SGT sat on their ASS in Administration. How many officer would that have been. . [redacted name] is a JOKE- Bad attitude and unapproachable  
none of these

None... I "hear" talk... I do not see!!

political/campaign promises, lack of employer accountability/responsibility, total disregard for employee safety, lack of leadership county wide and lack of cooperation between department heads!

Power, Anti-Law Enforcement, arrogance, none of the others apply

Sorry - Still learning about other departments so can't choose five

The lack of integrity, leadership and accountability within the county board alone, is the worst I have seen it in the 12 years I have been here.

There is too much emphasis on fiscal responsibility and not enough on generating revenue.

Top five problems: Employee Engagement, Fiscal Responsibility, Respect, Service, Safety

WITH THE CURRENT ADMINISTRATION CAN ONLY PICK 1 ITEM

Working together while short staffed

### **Question 3: What are the TOP FIVE values you see CURRENTLY in the ORGANIZATION (across County departments)?**

*Responses to "Comments"*

Employees are not considered when making decisions that directly affect them. There is no fiscal responsibility. Money is spent on pet projects instead of retaining good employees. There is very little respect for County Board and Chairman. There is little to no safety for employees. It is hard to provide more service with fewer employees.

We are failing - more diversity is needed in the County. Some offices are not taxpayer friendly. A lot of employees do not respect the County Board/Chairman. The County does NOT consider the safety of employees. Transparency only when convenient to the County.

### **Question 4: What are the TOP FIVE values you see CURRENTLY in your DEPARTMENT?**

*Responses to "Other (please specify):"*

Suggestions, Positive, or Neutral

Be responsible for your own work. More people need to be responsible for their own jobs and not have to pick up other workers slack. Too many chiefs not enough Indians. Respect is earned not given. Cameras.

consistency

My dept. fulfills all of the above.

[Redacted name] work s side by side with her people. [Redacted name] is working on it.

tenacity

### Negative

Cutting staff

I don't feel any of the above apply to my department

I work in the jail and have worked there for [redacted]. This is the absolute worst I have ever seen morale and staff levels. We started the year 52 OFFICERS SHORT. When the County Board finally decided to bring back the 10 laid off officers, only 7 came back. Since 1-1-2018, we have had at least 4 officers quit, with others on the way out. So technically, we are only "up" 3 officers. Lockdowns are nonstop, officer burn out is abundant, and officer and inmate safety in on the brink. Something needs to be done. We need staff, plain and simple. And not just 5-10 officers. We need staff. We also need a minimum staffing number set and adhered to. When we have 5 quit, we get approval to hire 2-3. In that time, another 1-2 have quit so even with the new hires, we are constantly behind the gun and severely understaffed. Find the money, redirect money, we need staff.

lack of employee engagement, diminishing employee moral

Need improvement

Non apply

None of the above

none

None

None

none

None

none

None of the above

We need overall improvement

### **Question 4: What are the TOP FIVE values you see CURRENTLY in your DEPARTMENT?**

*Responses to "Comments"*

Collaboration / Teamwork has to be an ongoing process. We strive to provide the utmost service to our taxpayers. We believe our taxpayers are our top priority.

We are working on [teamwork] but it is hard to do when we are short staff and we are spread then to get things done. If we do not get more hires, our office is not going to do well. We are working on [communication] but it feels like we are being ignored when we ask for 1 to 2 new hires to help with workflow - improving the way we do our work. Employee Engagement - on some new topics. Quality/Excellence - toward taxpayers and our work.

**Other (please specify):GOING FORWARD I would like to see the ENTIRE ORGANIZATION including my department, partners, and leadership, place an emphasis on these TOP FIVE common values:**

*Responses to "Other (please specify):"*

Suggestions, Positive, or Neutral

the county has good employees who know their job and have vested interest in the department doing well but you don't utilize those employees knowledge  
Trust

Negative

a livable wage

cross training

EVERYONE treated the same

High priority: Employee raises

I think the board should have more respect for the staff of the county.

Low morale

Needs improvement

Pay equality

proper staffing levels

recognize that the amount of work placed on us is unhealthy and improper, and that the county is setting itself up for lawsuits

Staffing. Hire people.

**Comment: GOING FORWARD I would like to see the ENTIRE ORGANIZATION including my department, partners, and leadership, place an emphasis on these TOP FIVE common values:**

*Responses to "Comments"*

Hire more minorities. Leadership always goes unnoticed. Elected offices need to take a class on how to provide quality service to taxpayers. Elected offices are quick to transfer a phone call from a taxpayer before finding out what they actually need. We need real cameras in the Admin building, panic buttons, emergency drills, parking in ramp for employees; we risk our lives crossing the street to get to work. The Chairman/County Board need to be transparent not just when they want.

Respect from departments & leaders for the work being done. Safety is a very large issue. There needs to be real cameras in all offices. The employees are constantly at risk when walking to the parking lots they are assigned - County ^ City need to make accommodations for employees to park in the ramp.

When your employees are treated well - taxpayers will be also. Respect and trust are earned. All employees should be allowed to park in garage! Transparency not only when they want us to see it.

## **APPENDIX B: PRIORITIZED STRATEGIC GOALS**

## APPENDIX B: Prioritized Strategic Short- and Long-term Goals

SHORT-TERM ROUTINE		
GROUP AVG	GOAL ID #	GOAL
1.1	STR - 1	Promote fiscal soundness and take steps to create and maintain a balanced budget for the County Government. -Continue taking steps to accomplish ongoing budget balancing and undertake process improvement reviews in County operations and activities. -Explore budgeting frameworks that would establish guidelines and disadvantages for elected officers not staying within the allocated budget
2.6	STR - 2	Analyze and review the short- and long-term operations of the County's nursing home at River Bluff -Evaluate the climate of short- and long-term nursing care trends and needs -Assess the gap between revenue and costs at the County nursing home
2.9	STR - 3	Evaluate County detention facilities and operations -Explore detention reform options such as low level misdemeanor reform alternatives and eliminating overnight jail stays in certain conditions
3.5	STR - 4	Examine organizational human resource system and policy reforms -Evaluate and assess possible consolidations of human resource functions within the County organization where it would be most efficient and effective



## SHORT-TERM COMPLEX

GROUP AVG	GOAL ID #	GOAL
2.2	STC - 1	<p>Improve/create intergovernmental partnerships and collaborations to create and capitalize on economies of scale</p> <ul style="list-style-type: none"> <li>-Explore, facilitate, encourage and evaluate shared use of resources and capabilities within the County including possibilities as noted below: <ul style="list-style-type: none"> <li>- County Sheriff and Rockford police and other local police agencies</li> <li>- A metro fire and emergency services response model</li> <li>- Public safety collaboration for shared technologies, i.e., possible 911 consolidation, (Fusion Center)</li> </ul> </li> <li>-Boards or elected officials possible consolidation</li> </ul>
2.3	STC - 2	<p>Enhance economic growth and activities in and across the County</p> <ul style="list-style-type: none"> <li>-Implement community redevelopment strategies to stimulate economic growth</li> <li>-Take steps to promote economic diversity and investments</li> <li>-Explore business and development incentives to increase job opportunities that are sustainable while offering a living wage</li> <li>-Promote programs for employment and workforce development</li> <li>-Be willing to explore and advance second chance employment programs</li> <li>-Support workforce training programs with schools and training programs at all levels including technical, high school, college, apprenticeship, etc.</li> <li>-Partner with educators to upgrade outcomes from school suspensions</li> </ul>
3.3	STC - 3	Review, analyze and reform/redesign animal services policies and operations
3.7	STC - 6	<p>Advance and improve the County organization</p> <ul style="list-style-type: none"> <li>-Encourage organizational development and the creation of a positive and dedicated work environment</li> <li>-Promote employee wellness</li> <li>-Enhance and improve efficiency in processes and innovation across departments</li> <li>-Evaluate retention and attraction issues/challenges of the County workforce</li> </ul>
4.4	STC - 4	<p>Undertake a County branding, awareness and communication plan</p> <ul style="list-style-type: none"> <li>-Create/implement a plan to improve the perceptions/branding and image of the County to multiple stakeholders, businesses, visitors and investors</li> <li>-Help citizens understand the role of County government</li> </ul>
5.1	STC - 5	Explore the future role, function and structure of townships

LONG-TERM ROUTINE		
GROUP AVG	GOAL ID #	GOAL
1.7	LTR - 2	Develop a long-term capital improvement plan for highways, major equipment, building maintenance and other essential capital improvements
2.0	LTR - 1	Invest in infrastructure maintenance and improvement to protect, conserve, restore, and properly manage County assets <ul style="list-style-type: none"> <li>-Improve County-maintained roads</li> <li>-Explore financing options and funding streams including possible host fees, a 1% sales tax for infrastructure improvements</li> <li>-Seek and prepare for state/federal funding programs and collaborations to improve, maintain or expand infrastructure</li> </ul>
2.3	LTR - 3	Explore innovative incarceration or detention options and programs with stakeholders for outside of jail alternatives: <ul style="list-style-type: none"> <li>-Work to promote GED program improvements and reinstatement</li> <li>-Explore alternative work/trade programs for inmates-workforce development to reduce recidivism</li> </ul>

## LONG-TERM COMPLEX

GROUP AVG	GOAL ID #	GOAL
1.7	LTC - 1	<p>Promote, facilitate and take an active role to encourage outside economic investments in the County</p> <ul style="list-style-type: none"> <li>-Develop strategies and steps for business retention/acquisition</li> <li>-Encourage multiple career paths and workforce skill development including promoting and supporting vocational tech programs, schools and providers</li> <li>-Increase and diversify revenue and grow population across the County</li> <li>-Promote economic development and investment in the western part of the County</li> </ul>
2.8	LTC - 3	<p>Take steps to establish/improve mental health support and care systems</p> <ul style="list-style-type: none"> <li>-Explore and evaluate options and alternatives</li> <li>-Partner and integrate with community providers and agencies including courts, law enforcement and social services</li> </ul>
3.5	LTC - 2	<p>Take steps to recognize and capitalize on the river as a unique natural asset and feature</p> <ul style="list-style-type: none"> <li>-Encourage economic development along the river</li> <li>-Promote the river as an asset for both recreation and commercial activities</li> <li>-Partner with stakeholders to capitalize on the river as a unique place, amenity and economic engine</li> </ul>
4.1	LTC - 4	<p>Promote energy source maximization and sustainability using County assets</p> <ul style="list-style-type: none"> <li>-Explore waste to energy production</li> <li>-Evaluate renewable alternatives in partnership with the County landfill</li> </ul>
4.1	LTC - 5	<p>Promote community engagement, inclusion and participation</p> <ul style="list-style-type: none"> <li>-Broaden inclusion and work to engage underrepresented populations and add to those involved</li> <li>-Develop strategies to improve/enhance the inclusivity and diversity of the County's governing units, government frameworks and the County organization</li> </ul>
4.8	LTC - 6	<p>Undertake an assessment and feasibility study of a Metra rail line to connect Rockford to O'Hare and Union Station in Chicago</p>

# **APPENDIX C:**

## **Summary of Focus Group Data**

## APPENDIX C: Summary of Focus Group Data

One of the key analytical techniques used for focus group notes is an analyst's search for key phrases, words, or terms that cut across all groups. Coding is done by analysts' individual readings of the data, followed by key term searches with the aid of document software. The words and phrases listed below present the results of the study team's analysis of the collected focus group notes. At a glance, the reader can discover what terms were used or referred to most frequently in the feedback notes. Using individual analysts' coding, the researcher identifies terms that recur across groups and across questions. The results are revealing in that, they highlight key topics or issues that should be weighed and considered when proceeding with strategic planning discussions.

The information that follows is a summary of key themes and topics that emerged during the exploratory focus group/outreach sessions. The sessions were designed to serve as a primer for the strategic planning process. The information that is presented in this summation was designed to add *exploratory and thematic information* for the Board to consider during the strategic planning workshop sessions.

The same six exploratory focus group discussion questions were asked to each focus group and are listed below:

1. How would you describe Winnebago County to a stranger or someone who doesn't live or work here?
2. If you left Winnebago County tomorrow, and did not return for 10-15 years, what do you think you'll see, or what do you hope you'll see, when you return?
3. What do you like best about Winnebago County? Related to that, what are the strengths/greatest assets of the County?
4. Can you identify areas or topics in need of attention or improvement? Related to that, what are the weaknesses/greatest needs in Winnebago County? Challenges?
5. What are/should be the top priorities for the County over the next 3-5 years?
6. If you could change or initiate one key item or thing about the County, what would it be?

## Overall Themes

The data below were derived from the analysis of the bundled focus group data. Using qualitative analysis techniques such as reviews of phrases, developing sorting categories, and conducting word counts, the following comment themes, topics, and phrases surfaced. *Note: Some categories, topics, and phrases that were seen as closely related by the analysts were combined for the theme/phrase/word counts presented below.*

### 1. How would you describe Winnebago County to a stranger or someone who doesn't live or work here?

#### - Frequent Themes or Phrases

- Shift to new ideas/change with the times/lack of sense of awareness as a County (20)
- Great place to raise a family/"little big town"/has it all/good resources (16)
- Amenities/quality of life/downtown/shopping (14)
- High employment opportunities/economic driver/aerospace (12)
- Evolving/good potential/becoming a destination (11)
- Location (10)

- Passionate people/good community spirit/diverse community (8)
- County leadership/collaboration (6)
- Crime (6)
- Vacant buildings/opportunities for increased income level/population decline (5)
- Transportation/airport (4)

**2. If you left Winnebago County tomorrow, and did not return for 10-15 years, what do you think you'll see, or what do you hope you'll see, when you return?**

- Frequent Themes or Phrases

- Regional and community development/goal alignment/unification (23)
- More opportunities for youth/increased graduation rates (13)
- Growth in downtown/amenities/follow Rockford (12)
- Better handle on crime/safer neighborhoods/crime and safety perceptions (11)
- Employment opportunities/talent retention/change perception of blue collar (9)
- Stable/sustainable community/accepting (8)
- Change in leadership/active leadership (7)
- Improved transportation system (4)
- Housing improvements (2)

**3. What do you like best about Winnebago County? Related to that, what are the strengths/greatest assets of the County?**

- Frequent Themes or Phrases

- Access to officials/leadership (13)
- Park district/public recreation (13)
- Community/diversity (10)
- Natural resources/land/open space (9)
- Services/nonprofits/health department/faith-based (7)
- Amenities/downtown/children's museum (7)
- Diverse housing mix/affordable housing options/cost of living (5)
- Infrastructure/water utility (4)
- Location (4)
- Airport/transportation (4)
- Schools/education (3)
- Size (2)

**4. Can you identify areas or topics in need of attention or improvement? Related to that, what are the weaknesses/greatest needs in Winnebago County? Challenges?**

- Frequent Themes or Phrases

- Leadership/more engaged/follow-through (16)
- Community culture/"boys club"/diversity (10)
- Public perception/need for mentorship/social-emotional/ (7)
- Crime/drugs (6)
- Improve budgeting/diversify funding (5)

- Poverty/food deserts/shrinking middle class (5)
- Location (3)
- Housing development (3)
- Infrastructure (3)
- Public transportation/limited public transportation (3)
- Maintain what we have/loss of amenities (2)
- Education/options besides college (2)

**5. What are/should be the top priorities for the County over the next 3-5 years?**

- Frequent Themes or Phrases

- Access to officials/leadership (5)
- Airport/transportation (5)
- Diverse housing stock/affordable housing options/cost of living (4)
- Geographic location/size (4)
- Natural resources/land/open space (4)
- Park district/public recreation opportunities (3)
- Economic development (3)
- Community/diversity/faith-based (2)
- Services/nonprofits/health department (2)
- Current amenities/sports complex/tourism/downtown (2)
- Schools/education (1)

**6. If you could change or initiate one key item or thing about the County, what would it be?**

- Frequent Themes or Phrases

- Downtown redevelopment/inviting to business/variety of entertainment and dining options/beautification (18)
- Undertake a city-wide organizational review (staffing levels, ordinances, etc.) (8)
- Marketing and branding initiative/communication improvements/transparency (7)
- Rec center/community center with pool/YMCA (7)
- Move-forward mindset/follow-through (5)
- Unify community/positive narrative/community group to identify solutions and priorities (4)
- Affordable housing (3)

Sponsored by: David Boomer

COUNTY BOARD MEETING  
July 11, 2019

**ORDINANCE**  
**of the**  
**COUNTY BOARD OF THE COUNTY OF WINNEBAGO, ILLINOIS**

Submitted by: Personnel and Policies Committee

2019 CO

---

**AN ORDINANCE AMENDING SECTION 2-123 OF THE  
COUNTY CODE OF ORDINANCES**

---

**WHEREAS**, Chapter 2 of the County Code of Ordinances, Article III, sets forth the duties of various members of the County Administration; and

**WHEREAS**, the County Board wishes to amend Section 2-123 of Chapter 2, of the County Code of Ordinances.

**NOW, THEREFORE, BE IT ORDAINED**, by the County Board of the County of Winnebago, Illinois, that Chapter 2, Article III of the County Code of Ordinances be amended as follows:

**Sec. 2-123. – Appointment/dismissal.**

The county administrator shall be appointed, disciplined or dismissed by the county board upon recommendation of the Personnel and Policies Committee.

**BE IT FURTHER ORDAINED**, that the remainder of Chapter 2, Article III, of the County Code of Ordinances shall remain unchanged.

**BE IT FURTHER ORDAINED**, that all ordinances or parts of ordinances in conflict herewith are hereby repealed to the extent of such conflict.

**BE IT FURTHER ORDAINED**, that this Ordinance Amendment shall be effective immediately upon passage.

**BE IT FURTHER ORDAINED**, that the Winnebago County Clerk shall place a certified copy of this Ordinance Amendment upon its adoption in the records of office of the Winnebago County Clerk.



Respectfully Submitted,  
**PERSONNEL AND POLICIES COMMITTEE**

**AGREE**

**DISAGREE**

\_\_\_\_\_  
DAVE FIDUCCIA, CHAIRMAN

\_\_\_\_\_  
DAVE FIDUCCIA, CHAIRMAN

\_\_\_\_\_  
DAVE BOOMER

\_\_\_\_\_  
DAVE BOOMER

\_\_\_\_\_  
ANGIE GORAL

\_\_\_\_\_  
ANGIE GORAL

\_\_\_\_\_  
JOE HOFFMAN

\_\_\_\_\_  
JOE HOFFMAN

\_\_\_\_\_  
DAVE KELLEY

\_\_\_\_\_  
DAVE KELLEY

\_\_\_\_\_  
DOROTHY REDD

\_\_\_\_\_  
DOROTHY REDD

\_\_\_\_\_  
JIM WEBSTER

\_\_\_\_\_  
JIM WEBSTER

APPROVED this \_\_\_\_\_ day of \_\_\_\_\_, 2019, by the County  
Board of the County of Winnebago, Illinois.

\_\_\_\_\_  
Frank Haney  
Chairman of the County Board  
of the County of Winnebago, Illinois

Attested by:

\_\_\_\_\_  
Lori Gummow  
Clerk of the County Board  
of the County of Winnebago, Illinois

Ayes: \_\_\_\_\_ Nays: \_\_\_\_\_ Absent: \_\_\_\_\_

**NEW BUSINESS**

# **BOARD APPOINTMENTS**



## Executive Summary

Date: July 2, 2019

From: County Board Chairman Frank Haney

Topic: **Board Appointment**

---

**State of Illinois Public Act 099-0634** requires disclosure of appointments to local public entities.

**County Code Chapter 2, Article II, Division 4, Section 2-88** states, “The chairman shall make all appointments to commissions, boards, authorities, or special districts with the advice and consent of the county *board*, or as otherwise provided by law.”

**Recommendation:** County Board Chairman Frank Haney recommends the following person(s) to serve as County appointees.

.....  
Howie Heaton of Machesney Park, Illinois, 61103 to serve a 5-year term from June 2019 – June 2024 on the RAVE Board.

About the Rockford Area Venues & Entertainment Authority	
<b>Location:</b>	300 Elm Street, Rockford, IL 61101
<b>Service Description:</b>	Governing board for BMO Harris Bank Center and other venues under their supervision
<b>Board Composition:</b>	Eight members, three of which are appointed by the County Board Chairman with the advice and consent of the County Board
<b>Compensation</b>	N/A
<b>Origin of Entity:</b>	70 ILCS 200-240-1 to 240-60
<b>Property Tax/Funding:</b>	Revenues generated from events subsidy from the City of Rockford, naming rights
<b>Consolidation/ Dissolution Plans:</b>	<i>If applicable</i>