



WINNEBAGO COUNTY

— ILLINOIS —

AGENDA

*Virtual Meeting – Zoom
(Winnebago County YouTube Live)*

**Thursday, January 14, 2021
6:00 p.m.**

The Winnebago County Board Chairman has determined that an in-person meeting is not practicable or prudent because of the COVID-19 pandemic.

1. **Call to Order**Chairman Joseph Chiarelli
2. **Invocation and Pledge of Allegiance** Board Member Jaime Salgado
3. **Agenda Announcements**Chairman Joseph Chiarelli
4. **Roll Call**Clerk Lori Gummow
5. **Awards, Presentations, Public Hearings, and Public Participation**
 - A. Awards – None
 - B. Presentations – None
 - C. Public Hearings – None
 - D. Public Participation – None
6. **Approval of Minutes**Chairman Joseph Chiarelli
 - A. Approval of December 7 and 10, 2020 minutes
 - B. Layover of December 22, 2020 minutes
7. **Consent Agenda**.....Chairman Joseph Chiarelli
 - A. Raffle Report
 - B. Auditor’s Report – approval of bills – None
 - C. Administrator Report – leaves of absences
 - D. Other Administrative Reports
8. **Appointments**
 - A. None
9. **Reports of Standing Committees**Chairman Joseph Chiarelli
 - A. Finance CommitteeJaime Salgado, Committee Chairman
 1. Committee Report

2. Resolution Authorizing the Execution of a Hourly Wage Increase for the Certified Nursing Assistants at River Bluff Nursing Home
3. Resolution Authorizing Settlement of Litigation
4. Budget Amendment 2021-001 COVID-19 Vaccine Management to be Laid Over

B. Zoning CommitteeJim Webster, Committee Chairman

Planning and/or Zoning Requests:

1. Committee Report

C. Economic Development Committee.....Jas Bilich, Committee Chairman

1. Committee Report
2. Resolution Approving A Five Thousand (\$5,000) Grant From Host Fees To Winnebago County Diversity Council To Support Training, Marketing, And Community Outreach
3. Resolution Approving 2021-25 Comprehensive Economic Development Strategy (CEDS) For The Northern Illinois Region

D. Operations & Administrative CommitteeKeith McDonald, Committee Chairman

1. Committee Report
2. Resolution Extending the Coronavirus Response Policy

E. Public Works CommitteeDave Tassoni, Committee Chairman

1. Committee Report

F. Public Safety and Judiciary Committee.....Burt Gerl, Committee Chairman

1. Committee Report

10. Unfinished Business.....Chairman Joseph Chiarelli

11. New Business.....Chairman Joseph Chiarelli

12. Announcements & Communications Clerk Lori Gummow

A. Correspondence (see packet)

13. Adjournment – Next Meeting.....Chairman Joseph Chiarelli

Next Meeting: Thursday, January 28, 2021

Approval of Minutes

**ORGANIZATIONAL MEETING
WINNEBAGO COUNTY BOARD
DECEMBER 7, 2020**

1. Chairman Joseph Chiarelli called to order Organizational Meeting of the Winnebago County Board for Monday, December 7, 2020 at 6:06 p.m.
2. Roll Call: 20 Present. 0 Absent. (Board Members Arena, Bilich, Booker, Butitta, Crosby, Fellars, Gerl, Goral, Hoffman, Kelley, Lindmark, McCarthy, McDonald, Nabors, Redd, Salgado, Schultz, Tassoni, Webster, and Wescott were present)
3. County Clerk Gummow swore in Board Member Wescott.
4. County Board Member McCarthy gave the invocation and led the Pledge of Allegiance.
5. Board Member Arena made a motion to approve a Resolution Amending the Organizational Structure of the County Board of the County of Winnebago, Illinois, seconded by Board Member Hoffman. Motion was approved by a roll call vote of 20 yes votes.
6. Board Member Goral made a motion to approve an Ordinance Amending the Rules of Order and Procedure of the County Board of the County of Winnebago, Illinois, seconded by Board Member Hoffman. County Administrator Thompson advised to suspend the rules. Board Member McDonald made a motion to suspend the rules, seconded by Board Member Hoffman. Motion to suspend the rules was approved by a roll call vote of 20 yes votes. Motion to approve the Ordinance was approved by a roll call vote of 20 yes votes.
7. Board Member Salgado made a motion to approve the Appointment of Committee Chairs, Vice Chairs and Members, seconded by Board Member Arena. Motion was approved by a roll call vote of 20 yes votes.

Chairman Chiarelli thanked County Administrator Thompson and Board Members Arena and Hoffman for their hard work and cooperation.

Board Member Hoffman welcomed Chairman Chiarelli.

Board Member Webster thanked the new and returning Board Members and Board Member McCarthy for his invocation.

8. Chairman Chiarelli entertained a motion to adjourn. Board Member Webster moved to adjourn the meeting, seconded by Board Member Gerl. Motion was approved by a unanimous vote of all members present. Meeting was adjourned at 6:24 p.m.

Respectfully submitted,



Lori Gummow
Winnebago County Clerk

ar

**REGULAR ADJOURNED MEETING
WINNEBAGO COUNTY BOARD
DECEMBER 10, 2020**

1. Chairman Chiarelli Called to Order the Regular Adjourned Meeting of the Winnebago County Board for Thursday, December 10, 2020 at 6:00 p.m.

County Clerk Gummow announced due to COVID and meeting virtually a roll call vote will be taken for each Resolution and Ordinance.

Chairman Chiarelli read in a statement determining that an in person meeting is not practical or prudent due to the COVID-19 pandemic.

2. County Board Member Nabors gave the invocation and led the Pledge of Allegiance.

3. Agenda Announcements:

Please add a Closed Session at the end of the Agenda before adjournment.

4. Roll Call: 19 Present. 1 Absent. (Board Members Arena, Bilich, Booker, Butitta, Crosby, Fellars, Gerl, Goral, Hoffman, Kelley, Lindmark, McCarthy, McDonald, Nabors, Redd, Salgado, Schultz, Tassoni, and Webster were present) (Board Member Wescott was absent.)

AWARDS, PROCLAMATIONS, PRESENTATIONS, PUBLIC HEARINGS, and PUBLIC PARTICIPATION

5. Awards - None

Proclamations - None

Presentations - None

Public Participation - None

APPROVAL OF MINUTES

6. Board Member Hoffman made a motion to approve County Board Minutes of November 12, 2020 and layover County Board Minutes of November 19 and 24, 2020, seconded by Board Member Gerl. Motion was approved by a roll call vote of 19 yes votes. (Board Member Wescott was absent.)

CONSENT AGENDA

7. Chairman Chiarelli entertained a motion to approve the Consent Agenda for December 11, 2020. Board Member Bilich made a motion to approve the Consent Agenda with includes the Raffle Report, seconded by Board Member Gerl. Motion was approved by a roll call vote of 19 yes votes. (Board Member Wescott was absent.)

APPOINTMENTS

8. Chairman Chiarelli entertained a motion to approve the County Administrator Appointment of David J. Rickert as Winnebago County Chief Financial Officer. Board Member Crosby made a motion to approve the appointment, seconded by Board Member Gerl. Discussion by County Administrator Thompson, Richert, Interim Chief of the Civil Bureau LeClercq, and Board Members McDonald, Arena, Fellars, and Kelley. Motion was approved by a roll call vote of 19 yes votes. (Board Member Wescott was absent.)

REPORTS FROM STANDING COMMITTEES

FINANCE COMMITTEE

9. Board Member Salgado announced there will be a Finance Meeting next Thursday.

ZONING COMMITTEE

10. No Report.

ECONOMIC DEVELOPMENT

11. Board Member Bilich announced there will be a Finance Meeting next week.

Board Member Redd departed at 6:19 p.m.

OPERATIONS & ADMINISTRATIVE COMMITTEE

12. Board Member McDonald made a motion to approve a Resolution Approving Annual FireEye Maintenance Service Agreement, seconded by Board Member Crosby. Motion was approved by a roll call vote of 18 yes votes. (Board Members Redd and Wescott were absent.)

PUBLIC WORKS

13. Board Member Tassoni anticipates there will be a Public Works Meeting Tuesday, December 15, 2020.

PUBLIC SAFETY AND JUDICIARY COMMITTEE

Board Member Redd returned at 6:29 p.m.

14. Board Member Gerl made a motion to approve a Resolution Approving Office-Warehouse Lease and Refrigerated Shipping Container Purchase Agreement Between Maggio Truck Center and the County of Winnebago, Illinois, seconded by Board Member Hoffman. Discussion by County Administrator Thompson, County Coroner Hintz, and Board Members Nabors, Tassoni, and Webster. Motion was approved by a roll call vote of 19 yes votes. (Board Member Wescott was absent.)

UNFINISHED BUSINESS

15. None.

NEW BUSINESS

16. None.

ANNOUNCEMENTS & COMMUNICATION

17. County Clerk Gummow submitted the Items Listed Below as Correspondence which were "Placed on File" by Chairman Chiarelli:
- A. County Clerk Gummow received from the United States Nuclear Regulatory Commission the following:
- a. Byron Generating Station, Units 1 and 2 – Notification of NRC Fire Protection Team Inspection Request for Information.
 - b. Federal Register / Vol. 85, No. 231 / Tuesday, December 1, 2020 / Notices.
 - c. Braidwood Station, Units 1 and 2; Byron Station, Units NIS.1 and 2; Calvert Cliffs Nuclear Power Plant, Units 1 and 2; Clinton Power Station, Unit No. 1; Dresden Nuclear Power Station, Units 2 and 3; James A. Fitzpatrick Nuclear Power Plant; LaSalle County Station, Units 1 and 2; Limerick Generating Station, Units 1 and 2; Nine Mile Point Nuclear Station, Units 1 and 2; Peach Bottom Atomic Power Station, Units 2 and 3; Quad Cities Nuclear Power Station, Units 1 and 2; and R.E. Ginna Nuclear Power Plant.
 - d. Byron Station, Unit Nos. 1 and 2 – Exemption From Select Requirements of 10 CFR Part 26 (EPID L-2020-LLE-0218 [COVID-19])
- B. County Clerk Gummow received from Charter Communications the following:
- a. Quarterly Franchise Fee Payment the for the Town of Rockton

- b. A letter regarding the launch of the NFL Network on Spectrum TV Lifestyle on or after December 1, 2020 and a change in channel line-up.
 - C. County Clerk Gummow received from Mediacom Communications a letter regarding rate adjustments.
- 18. Chairman Chiarelli entertained a motion to go into Closed Session to discuss Pending and Potential Litigation. Board Member Bilich made a motion to close the meeting pursuant to the provisions of Section 2C-11 of the Illinois Open Meeting Act 5ILCS 20/2C-11, seconded by Board Member Nabors. The motion was approved by a roll call vote of 19 yes votes. (Board Member Wescott was absent.) The Meeting closed at 6:36 p.m.
- 19. The Meeting reconvened at 7:17 p.m. Chairman Chiarelli announced that no action was taken during the Closed Session.

ADJOURNMENT

- 20. Chairman Chiarelli entertained a motion to adjourn. County Board Member Goral moved to adjourn the meeting, seconded Gerl. Motion was approved by a voice vote. The meeting was adjourned at 7:19 p.m.

Respectfully submitted,



Lori Gummow
County Clerk
ar

**REGULAR ADJOURNED MEETING
WINNEBAGO COUNTY BOARD
DECEMBER 22, 2020**

1. Chairman Chiarelli Called to Order the Regular Adjourned Meeting of the Winnebago County Board for Thursday, December 22, 2020 at 6:00 p.m.

Chairman Chiarelli read in a statement determining that an in person meeting is not practical or prudent due to the COVID-19 pandemic.

2. County Board Member Redd gave the invocation and led the Pledge of Allegiance.

3. Agenda Announcements:

Please add a Closed Session at the end of the Agenda before the adjournment.

4. Roll Call: 18 Present. 2 Absent. (Board Members Arena, Bilich, Butitta, Crosby, Fellars, Gerl, Goral, Hoffman, Kelley, Lindmark, McCarthy, Nabors, Redd, Salgado, Schultz, Tassoni, Webster, and Wescott were present) (Board Members Booker and McDonald were absent.)

AWARDS, PROCLAMATIONS, PRESENTATIONS, PUBLIC HEARINGS, and PUBLIC PARTICIPATION

5. Awards - None

Proclamations - None

Presentations - None

Public Participation - None

APPROVAL OF MINUTES

6. Chairman Chiarelli entertained a motion to approve the Minutes. Board Member Bilich made a motion to approve County Board Minutes of November 19 and 24, 2020 and layover County Board Minutes of December 7 and 10, 2020, seconded by Board Member Crosby. Motion was approved by a roll call vote of 18 yes votes. (Board Members Booker and McDonald were absent.)

CONSENT AGENDA

7. Chairman Chiarelli entertained a motion to approve the Consent Agenda for December 22, 2020. Board Member Hoffman made a motion to approve the Consent Agenda with includes the Raffle Report and Auditor's Report, seconded by Board Member McCarthy. Motion was approved by a roll call vote of 18 yes votes. (Board Members Booker and McDonald were absent.)

APPOINTMENTS

8. None.

REPORTS FROM STANDING COMMITTEES

FINANCE COMMITTEE

9. Board Member Salgado made a motion to approve a Resolution Authorizing County Contribution for State's Attorneys Appellate Prosecutor's Program, seconded by Board Member Arena. Discussion by Board Member Salgado. Motion was approved by a roll call vote of 18 yes votes. (Board Members Booker and McDonald were absent.)

Board Member Salgado wished all a Merry Christmas and a Happy New Year.

ZONING COMMITTEE

10. Board Member Webster wished all a Merry Christmas and Happy Holidays.

ECONOMIC DEVELOPMENT

11. Board Member Bilich announced the Economic Development Committee is working on a few items that are currently in the State's Attorney Office.

OPERATIONS & ADMINISTRATIVE COMMITTEE

12. Board Member Butitta made a motion to approve a Resolution Authorizing the Execution of a Renewal Agreement with Voya Financial for Stop Loss Specific and Aggregate Coverage on the Self-Insured Co-Pay/POS and High Deductible Medical Plans, seconded by Board Member Arena. Discussion by County Administrator Thompson, Jeanette Rowan with Gallagher Benefits Services, and Board Members Arena and Fellars. Motion was approved by a roll call vote of 18 yes votes. (Board Members Booker and McDonald were absent.)

PUBLIC WORKS

13. Board Member Tassoni made a motion to approve Agenda Items 2. and 3. (as listed below), seconded by Board Member Webster. Discussion by Board Member Tassoni. Motion was approved by a roll call vote 18 yes votes. (Board Members Booker and McDonald were absent.)
 2. (20-043) Resolution Authorizing the Approval of a Change in Plans to Reconcile Bid Quantities with As-built Quantities for the Resurfacing of Kishwaukee Road (CH 3) from Meridian Road to Beltline Road/Airport Drive (Section 20-00000-02-GM).

3. (20-044) Resolution Authorizing the Approval of a Change in Plans to Reconcile Bid Quantities with As-Built Quantities for the Resurfacing of Montague Road (CH 27) from Kennedy Hill Road to Meridian Road (Section 20-00000-03-GM).
14. Board Member Tassoni made a motion to approve (20-045) Resolution Authorizing the Approval of a Change in Plans to Reconcile Bid Quantities with As-Built Quantities for Pavement Repairs on Guilford Road (CH 86) East of Mulford Road (Section 20-00000-08-GM), seconded by Board Member Kelley. Discussion by Board Member Tassoni. Motion was approved by a roll call vote of 18 yes votes. (Board Members Booker and McDonald were absent.)
15. Board Member Tassoni made a motion to approve (20-046) Resolution Authorizing the Supplemental Appropriation of MFT Funds for the Maintenance of County Highways (Section 20-00000-00-GM), seconded by Board Member Webster. Discussion by Board Member Tassoni. Motion was approved by a roll call vote of 18 yes votes. (Board Members Booker and McDonald were absent.)
16. Board Member Tassoni made a motion to approve (20-047) Resolution Declaring as Surplus Highway Department Vehicles and Equipment and Authorizing Sale, seconded by Kelley. Discussion by Board Member Kelley. Discussion by County Engineer Molina, and Board Members Salgado and Tassoni. Motion was approved by a roll call vote of 18 yes votes. (Board Members Booker and McDonald were absent.)

Board Member Tassoni wished all a Merry Christmas.

PUBLIC SAFETY AND JUDICIARY COMMITTEE

17. Board Member Gerl wished all a Merry Christmas and a Happy New Year.

UNFINISHED BUSINESS

18. Board Member Kelley inquired about the tabled appointments. Discussion by Interim Chief of Civil Bureau LeClerc.

NEW BUSINESS

19. None.

ANNOUNCEMENTS & COMMUNICATION

20. County Clerk Gummow submitted the Items Listed Below as Correspondence which were "Placed on File" by Chairman Chiarelli:
 - A. County Clerk Gummow received from the United States Nuclear Regulatory Commission the following:

- a. Summary of November 13, 2020, Meeting with Exelon Generation Company, LLC Regarding a Planned Request for an Alternative to Certain Documentation Requirements for the Replacement of Pressure Retaining Bolting (EPID L-2020-LRM-0102)
 - b. Byron Station, Unit Nos. 1 and 2 – Exemption from Annual Force-on-Force Exercise Requirements of 10 CFR Part 73, Appendix B, “General Criteria for Security Personnel,” Subsection VI.C.3(I)(1) (EPID L-2020-LLE-0199) [COVID-19]
 - c. Exelon Generation Company, LLC – Request for an Alternative to Use ASME Code Case N-893 (Epid L-2020-llr-0147 and L-2020-LLR-0148)
 - d. Exelon Generation Company, LLC – Alternative Request for Documentation of Replacement of Pressure Retaining Bolting.
- B. County Clerk Gummow received from Theresa Grennan, Chief Deputy Winnebago County Treasurer the Investment Report as of December 2020.
- C. County Clerk Gummow received Certificates of Liability Insurance for the following:
- a. Comcast of Illinois/Indiana/Ohio, LLC
 - b. Gaskill & Walton Construction
 - c. Stepping Stone of Rockford, Inc
- D. County Clerk Gummow received Certificates of Liability Insurance for the following:
- a. Comcast of Illinois/Indiana/Ohio, LLC
 - b. Gaskill & Walton Construction
 - c. Stepping Stone of Rockford, Inc

Board Member Gerl thanked the I.T. Department for the closed caption on the meetings.

Board Member Tassoni read in an item from the Rock River Water Reclamation District addressed to the COVID-19 Vaccination Team Members.

Board Member Webster spoke of felons with guns.

Board Member Goral spoke of the problems with guns in the community.

Board Member McCarthy believes individuals should know right from wrong.

- 21. Chairman Chiarelli entertained a motion to go into Closed Session to discuss Pending and Potential Litigation. Board Member Gerl made a motion to close the meeting pursuant to the provisions of Section 2C-11 of the Illinois Open Meeting Act 5ILCS 20/2C-11, seconded by

Board Member Hoffman. The motion was approved by a roll call vote of 18 yes votes. (Board Members Booker and Kelley were absent.) The Meeting closed at 7:00 p.m.

Board Member McDonald arrived at 7:01 p.m.

22. The Meeting reconvened at 7:08 p.m. Chairman Chiarelli announced that no action was taken during the Closed Session.

Chairman Chiarelli wished all a Merry Christmas and thanked all for being helpful in his transition in his new role as Chairman.

Board Member McDonald apologized for missing the Board Meeting.

Board Member McCarthy spoke highly of the County Board.

ADJOURNMENT

23. Chairman Chiarelli entertained a motion to adjourn. County Board Member Webster moved to adjourn the meeting, seconded Fellars. Motion was approved by a voice vote. The meeting was adjourned at 7:09 p.m.

Respectfully submitted,



Lori Gummow
County Clerk
ar

CONSENT AGENDA

RAFFLE APPLICATION REPORT

Presently the County Clerk's office has Raffle Applications submitted by
1 different organizations for 2 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

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
30463	1	VETERANS OF FOREIGN WARS POST #9759	01/15/2021-01/15/2022	\$ 5,000.00
30464	1	VETERANS OF FOREIGN WARS POST #9759	01/15/2021-01/15/2022	\$ 5,000.00

This concludes my report,

Deputy Clerk

Kayla Hilliard

LORI GUMMOW
Winnebago County Clerk

Date 14-Jan-21

Appointments

Reports of Standing Committees

FINANCE COMMITTEE



Resolution Executive Summary

Prepared By: Patrick Thompson and Pat McDiarmid

Committee: Finance

Committee Date: January 7, 2021

Resolution Title: Resolution for Approval for Wage Increase for C.N.A. Position

Board Meeting Date: January 14, 2021

Budget Information:

Was item budgeted? Yes	Appropriation Amount:
If not, explain funding source:	
ORG/OBJ/Project Code: 72500-41110	Budget Impact: \$97,500

Background Information: River Bluff takes pride in providing exceptional care to all residents through person-centered care. We staff C.N.A.s at the ratio of 1 C.N.A. to 10 residents although this number can fluctuate based on the level of care needed. We often provide one-to-one care for various reasons such as danger of falling, behavioral issues, mechanical assisted lifting or when skilled services are needed.

In order to maintain our caregiver to resident ration, we have used staffing agencies to provide us with educated trained professional workers. We have easily been using agencies for the past 12 years. Cost for services has escalated over the years and we are now paying an average of \$37.00 per hour in comparison to the \$13.15 per hour we pay our employees who work in the C.N.A. job title.

While we offer a stable environment with an excellent benefit package, our employees are more concerned with the actual pay check in that at this point in their lives, money is the key issue to provide the necessities for growing a family and establishing a home. In order to keep us competitive with other nursing homes in our area it is imperative that we increase wages. We are currently working on bringing in new residents. This will require additional personnel as we increase resident count. Every 6 to 8 residents will need an addition to the C.N.A. count. We would much rather pay our employees than expense agency fees.

While increasing wages does not guarantee that we will solve all of our employment issues, it will certainly make us much more interesting to job seekers as the COVID pandemic diminishes and let us build a strong team to provide the level of service we are so proud of.

Recommendation: The Finance Committee, chaired by Jaime Salgado has reviewed the resolution presented to the Board. The Board is asked to vote in favor of the Committee's recommendation at its January 14, 2021 meeting.

Contract/Agreement: AFSCME Bargaining Unit Memo of Understanding Attached.

Legal Review: Reviewed with the States Attorney's office.

Follow-Up: This wage increase would be effective on the February 12, 2021 payroll.

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

Sponsored by: Jaime Salgado
Submitted by: Finance Committee

2021 CR

**RESOLUTION AUTHORIZING THE EXECUTION OF A HOULY WAGE INCREASE FOR THE CERTIFIED
NURSING ASSISTANTS AT RIVER BLUFF NURSING HOME**

WHEREAS, the County of Winnebago, Illinois, has a Certified Nursing Assistant (C.N.A.) position at River Bluff Nursing Home (RBNH); and

WHEREAS, effective January 1, 2021 the minimum hourly rate for the C.N.A. position will increase from \$13.15 to \$13.51 per the AFSCME bargaining unit contract. We are recommending an additional \$2.00 per hour increase to the C.N.A. position. This increase in the hourly rate will allow RBNH to eliminate the need for agency staffing and keep RBNH competitive with other nursing homes in the area; and

WHEREAS, the intent is to be budget neutral with a reduction in agency wages; and

WHEREAS, the Finance Committee of the County Board for the County of Winnebago, Illinois has reviewed the request and recommends that the County Board authorize execution of a \$2.00 per hour rate increase for C.N.A. position at RBNH effective on the February 12, 2021 payroll.

NOW, THEREFORE BE IT RESOLVED, by the County Board of the County of Winnebago, Illinois that the Winnebago County Board Chairman is hereby authorized to increase the hourly rate for the C.N.A. position an additional \$2.00 per hour effective on the February 12, 2021 payroll.

BE IT FURTHER RESOLVED, the Finance Department shall record the following transaction:

FROM ACCOUNT	0401-72500-43190	OTHER PROFESSIONAL SERICES	(\$97,500)
TO ACCOUNT	0401-72500-41110	REGULAR SALARIES	\$97,500

BE IT FURTHER RESOLVED, that this Resolution shall be in full force and effective immediately upon its adoption and the Clerk of the County Board is hereby authorized to prepare and deliver certified copies of this Resolution to the Director of Purchasing, Director of Human Resources and the County Auditor.

Respectfully Submitted,
FINANCE COMMITTEE

AGREE

DISAGREE

JAIME SALGADO, CHAIRMAN

JAIME SALGADO, CHAIRMAN

STEVE SCHULTZ, VICE CHAIRMAN

STEVE SCHULTZ, VICE CHAIRMAN

PAUL ARENA

PAUL ARENA

JOHN BUTITTA

JOHN BUTITTA

JEAN CROSBY

JEAN CROSBY

JOE HOFFMAN

JOE HOFFMAN

KEITH McDONALD

KEITH McDONALD

The above and foregoing Resolution was adopted by the County Board of the County of Winnebago, Illinois this ____ day of _____ 2021.

JOSEPH CHIARELLI

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

2021
WINNEBAGO COUNTY

REQUEST FOR BUDGET TRANSFER

DATE SUBMITTED:		12/31/2020		TRANSFER NO: TRF21-001			
DEPARTMENT:		River Bluff		SUBMITTED BY: Pat McDiarmid			
FUND#:		401		DEPT. BUDGET NO.		70500	

Department Org Number	Object (Account) Number	Object (Account) Description	Adopted Budget	Amendments Previously Approved	Revised Approved Budget	Increase (Decrease)	Revised Budget after Approved Budget Amendment
Expenditures							
72500	43190	Other Professional Services	\$3,000,000	\$0	\$3,000,000	(\$97,500)	\$2,902,500
72500	41110	Regular Salaries	\$2,592,331	\$0	\$2,592,331	\$97,500	\$2,689,831
Revenue							
TOTAL ADJUSTMENT:						\$0	
Reason budget transfer is required:							
The increase in the hourly rates for the C.N.A position will allow RBNH to eliminate the need for agency staffing and keep RBNH competitive with our nursing homes in the area.							
Potential alternatives to budget transfer:							
N/A							
Impact to fiscal year 2021 budget:							
None							
Revenue Source: _____							

Memorandum of Understanding

This letter shall constitute a Memorandum of Understanding (MOU) with respect to the Collective Bargaining Agreement (CBA) for the period of October 1, 2017 through September 30, 2021 entered into between the County of Winnebago (County) and Local #473 of the American Federation of State, County and Municipal Employees, AFL-CIO, Illinois Council 31 (hereinafter referred to as "Union").

Effective January 25, 2021, the starting wage as set forth in Appendix IIIA of the CBA for Grade E1, Certified Nursing Assistant (CNA), will increase from \$13.51 to \$15.51 and the starting wage for Grade F1, Rehab CNA, will increase from \$14.48 to \$16.48.

Effective January 25, 2021, all bargaining unit employees at River Bluff Nursing Home employed in the position of Certified Nursing Assistant (Grade E1) or Rehab CNA (Grade F1) will receive an increase of \$2.00 per hour on their regular hourly rate in effect on January 25, 2021. Said increase will only apply to Certified Nursing Assistants and Rehab CNAs who are employed by the County/River Bluff Nursing Home on January 25, 2021.

The parties agree that the wage increases set forth in this MOU shall not be precedent setting and shall not be cited in any future matter, including future negotiations between the County and AFSCME.

Patrick Thompson, Winnebago County Administrator/Date

Mike Delgado, AFSCME President/Date

Lori Laidlaw/AFSCME Council 31/Date

SPONSORED BY: JAIME SALGADO

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

SUBMITTED BY: FINANCE COMMITTEE

2021CR_____

RESOLUTION AUTHORIZING SETTLEMENT
OF LITIGATION

WHEREAS, *Michael Condatore v. Frank Haney and County of Winnebago*, is a pending civil action against the County and former chairman, Frank Haney, filed in the Seventeenth Judicial Circuit, Winnebago County, Illinois, as case number 2020 L 129; and

WHEREAS, the Plaintiff therein has agreed to settle all claims he has against the County and former chairman Frank Haney for the sum of Forty Thousand Dollars (\$40,000.00); and

WHEREAS, the Finance Committee, after having reviewed the facts and circumstances of the aforementioned case and after having conferred with the Winnebago County State's Attorney, through his assistant, has determined it is in the best interests of the citizens of Winnebago County to settle this case on the terms set forth above.

NOW, THEREFORE, BE IT RESOLVED, by the County Board of the County of Winnebago, Illinois, that the Winnebago County State's Attorney is hereby authorized to settle the aforementioned lawsuit by paying the Plaintiff therein the sum of Forty Thousand Dollars (\$40,000.00).

BE IT FURTHER RESOLVED that the Winnebago County Treasurer, Winnebago County Clerk, and Winnebago County Finance Department are authorized and directed to prepare and deliver to the Winnebago County State's Attorney one or more County Warrants totaling \$40,000.00, payable as directed by the State's Attorney.

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

Respectfully submitted,

FINANCE COMMITTEE

AGREE

JAIME SALGADO, CHAIRMAN

STEVE SCHULTZ

JOHN BUTITTA

PAUL ARENA

JOE HOFFMAN

JEAN CROSBY

KEITH McDONALD

DISAGREE

JAIME SALGADO, CHAIRMAN

STEVE SCHULTZ

JOHN BUTITTA

PAUL ARENA

JOE HOFFMAN

JEAN CROSBY

KEITH McDONALD

The above and foregoing Resolution was adopted by the County Board of the County of Winnebago, Illinois, this ____ day of _____, 2021.

Joseph Chiarelli
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



Resolution Executive Summary

Prepared By: Winnebago County Health Department
Committee: Winnebago County Finance Committee
Committee Date: January 7th, 2021
Resolution Title: Resolution for Approval of Population Vaccination Management System
County Code: Winnebago County Purchasing Ordinance Emergency status
Board Meeting Date: January 14th, 2021

Budget Information:

Was item budgeted?	No	Appropriation Amount:	\$ 540,500
If not, explain funding source: Fund Balance (Emergency Reserve)			
ORG/OBJ/Project Code: 60100/43160/60000		Budget Impact:	\$540,500 expenditure increase

Background Information: In response to COVID-19 pandemic, the Winnebago County Health Department will undertake a population vaccination program. To efficiently and safely distribute the vaccines a comprehensive management system with pre-registration capabilities and interface capabilities to our hospital systems is required. The Health Department has consulted with DoIT internally and analyzed the best alternative for Winnebago County in light of time constraints, financial commitments and system capabilities to efficiently execute per out population vaccination plan.

Recommendation: The Winnebago County recommends approval and purchase of the Qualtrics system to integrate into our population vaccination plan.

Contract/Agreement: Qualtrics is to be engaged for a 1 year agreement producing cloud based and professional services and support.

Legal Review: Reviewed by Charlotte Leclercq, December 3, 2020

Follow-Up: Winnebago County Health Department will submit packed with Board of Health Major Expenditure approval, purchase order and invoice/

2021 Fiscal Year

Sponsored by:

Jaime Salgado, Finance Committee Chairman

Finance: Jan 7, 2021

Lay Over: Jan 14, 2021

Final Vote: Jan 28, 2021**2021 CO****TO: THE HONORABLE BOARD MEMBERS OF THE COUNTY OF WINNEBAGO, ILLINOIS**

The Winnebago County Finance Committee presents the following Ordinance amending the Annual Appropriation Ordinance for the fiscal year ending September 30, 2021 and recommends its adoption.

ORDINANCE

WHEREAS, the Winnebago County Board adopted the "Annual Budget and Appropriation Ordinance" for the fiscal year ending September 30, 2021 at its September 24, 2020 meeting; and,

WHEREAS, 55ILCS 5/6-1003(2014), states, "After the adoption of the county budget, no further appropriations shall be made at any other time during such fiscal year, except as provided in this Act. Appropriations in excess of those authorized by the budget in order to meet an immediate emergency may be made at any meeting of the board by a two-thirds vote of all the members constituting such board, the vote to be taken by ayes and nays and entered on the record of the meeting."

NOW, THEREFORE, BE IT ORDAINED, that the County Board deems that pursuant to the provisions as set forth in 55ILCS 5/6-1003(2014), certain conditions have occurred in connection with the operations of the County which are deemed to be immediate emergencies; therefore the following increases are hereby authorized.

2021-001 Covid-19 Vaccine Management

Reason: This program will help support Winnebago County vaccine administration and reporting for the Covid-19 vaccine.

Alternative: None

Impact to fiscal year 2021 budget: \$540,500

Revenue Source: Funds to be taken from the Health Department's Fund Balance

<u>Acct Description</u>	<u>Org</u>	<u>Obj</u>	<u>Pri</u>	<u>Debit (Credit)</u>
Expense:				
Data Processing Consulting	60100	43160		\$540,500
Revenue:				
Fund Balance				
		Total Adj		\$540,500

(AGREE)

JAIME SALGADO,
FINANCE CHAIRMAN

JEAN CROSBY

JOE HOFFMAN

PAUL ARENA

STEVE SCHULTZ

KEITH McDONALD

JOHN BUTITTA

Respectfully Submitted,
FINANCE COMMITTEE
(DISAGREE)

JAIME SALGADO,
FINANCE CHAIRMAN

JEAN CROSBY

JOE HOFFMAN

PAUL ARENA

STEVE SCHULTZ

KEITH McDONALD

JOHN BUTITTA

The above and foregoing Ordinance was adopted by the County Board of the County of Winnebago, Illinois this ____ day of _____ 2021.

ATTESTED BY:

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

JOSEPH CHIARELLI
CHAIRMAN OF THE COUNTY BOARD
OF THE COUNTY OF WINNEBAGO, ILLINOIS

Major Expenditure Request Form

(For Purchases Exceeding \$3,000.00)

Division: Winnebago County Health Dept.

Submitted by: Dr. Sandra Martell

Description: Qualtrics – COVID-19 Vaccination Management Software

Approximate amount: \$540,500

Project/Program: 60000

Object/Account: ~~42000~~ 43160

Balance remaining (after this transaction): \$

As of Date:

Was Item budgeted: ☐ Yes ☒ No

Is budget amendment required: ☐ Yes ☒ No

Funding Source (if not budgeted): Public Health Emergency Reserve

Financial Officer Verification:



Date: 12/11/2020

Justification for expense: COVID-19 Vaccination Management Software

Other pertinent information: See attached Sections from COVID-19 Vaccination Plan for Winnebago County. The Qualtrics COVID-19 Vaccination Management Software has been selected to support Vaccine Administration and Reporting; Vaccination Second-Dose Reminders; Requirements for Immunization Registries; Vaccine Safety Monitoring; and Vaccination Program Monitoring at the community population level. The initial registration go-live to support pre-registration and prioritization has been targeted for January 1, 2020. Winnebago County DoIT participated in the review process of the systems.

Illinois Department of Public Health (IDPH) has partnered with Juvare to support some functionality for COVID-19 vaccination at the local health department level; however, the system is not intended to support prioritization of vaccination or wait-listing. The Juvare solution is not required.

Director:

Date: ____/____/____

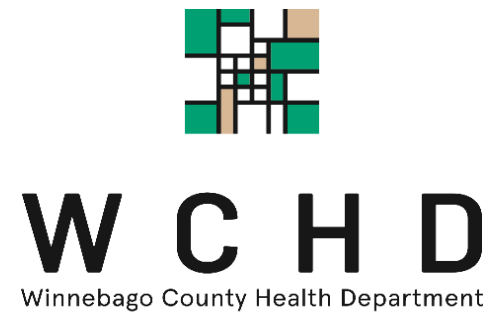
Administrator: Sandra L. Martell RN, DNP

Digitally signed by Sandra L. Martell RN, DNP
DN: cn=Sandra L. Martell RN, DNP, o=Winnebago County Health
Department, ou=Winnebago County Health Department, email=smartell@wchd.org, c=US
Date: 2020.12.10 17:59:58 -0600

Date: 12/10/2020

Approved by Board of Health on: _____

Date: ____/____/____



Purchase Order	2020-785
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Requestor:	Dr. Martell	ORDER FOR SUPPLIES/SERVICES <i>To be completed by Requestor</i>
Date:	12/11/2020	

Project Code	Object # <i>Serving Our Whole Community</i>	Suggested Vendor	Vendor Number	Item/Part #	Full Description of Services/Goods	U/M	Qty	Unit Price	Ext. Price
HA 60000	43160 - Data Processing Consulting	Qualtrics, LLC	New	Cloud Professional	Vaccine Management System	Each	1	\$ 540,500.00	\$ 540,500.00
									\$ -
									\$ -
									\$ -
									\$ -
									\$ -
									\$ -
If use is for multiple programs:			0.00%		0.00%		\$ -	\$ -	
								Shipping and Handling	
DATE NEEDED BY:								Total Cost	
ASAP								\$ 540,500.00	

Staff Signature:	⇒	Date:		
Supervisor Signature:	⇒	Date:		(Up to \$500)
Division Head Signature:	⇒	Date:		(Up to \$1000)
Director of Finance Signature:	⇒	Date:	12/11/2020	(Up to \$3,000)
Public Health Administrator Signature:	⇒	Date:		(Up to \$3,000)
Board of Health Approval:	⇒	Date:		(Over \$3,000)

Justification/Use for Needing Supplies or Services:	COVID-19 Vaccination Management Software - The Qualtrics COVID-19 Vaccination Management Software has been selected to support Vaccine Administration and Reporting; Vaccination Second-Dose Reminders; Requirements for Immunization Registries; Vaccine Safety Monitoring; and Vaccination Program Monitoring at the community population level.
Grant/FFS Source to Offset Expense:	Public Health Emergency Reserve
Goods/Services Cover Needs for Months/Year	

Vendor:	Qualtrics, LLC
Contact Person:	Trey Hansen
Address:	333 W. River Park Drive, Provo, UT 84604
Phone#:	Steve Sartori (201)-961-3274 Contact Support
E-Mail:	trey@qualtrics.com

Order to be placed after approvals by:		Purchasing	If using a Purchasing Card, you must obtain approvals first, then attach this to your purchasing card statement		
	X	Requestor	Whose Purchasing Card is to be used to purchase the item(s):	Center Director	
If over \$3,000 a Major Expenditure Request must be attached.			Quotes are to be attached	Director of Finance	

ME: Qualtrics - PO#2020-785

RE: COVID-19 Vaccination Management Software

Justification for Expense: The Qualtrics COVID-19 Vaccination Management Software has been selected to support Vaccine Administration and Reporting; Vaccination Second-Dose Reminders; Requirements for Immunization Registries; Vaccine Safety Monitoring; and Vaccination Program Monitoring at the community population level.

BOH Member	Yay	Nay
Angie Goral	1	
Dr. Ronald Gottschalk	1	
Dr. John Halversen	1	
Dr. David Helland	1	
Luci Hoover	1	
Dr. Patricia Lewis	1	
James Powers	1	
Dr. Allen Williams, President	1	
Robert McCreath	1	
Tuffy Quinonez		
ME Approved 9.o.1	9	0

Dr. David Helland

11:31am on 12/11/2020

Voice approval by phone

Qualtrics - COVID-19 Vaccination Management Software - PO#2020-785



Fri 12/11/2020 10:21 AM

Christina Washington

BOH APPROVAL REQUESTED ASAP RE: Qualtrics - COVID-19 Vaccination Management Software

To Board of Health

Cc Dr. Sandra Martell; James Keeler (JKeeler@wchd.org); Rebecca Lyons



ME Qualtrics COVID-19 Vaccination Management Software.pdf
2 MB

Good Morning,

Please find attached a **Major Expenditure for Qualtrics regarding COVID-19 Vaccination Management Software.**

Justification of Expense: The Qualtrics COVID-19 Vaccination Management Software has been selected to support Vaccine Administration and Reporting; Vaccination Second-Dose Reminders; Requirements for Immunization Registries; Vaccine Safety Monitoring; and Vaccination Program Monitoring at the community population level.

We are requesting BOH Approval on this Major Expenditure ASAP.

Please reply with your vote or you may call me at 815-720-4200.

If you have any questions, please do not hesitate to let me know.

Thank you,

Christina Washington

Ron Gottschalk Approval - Email 10:24a.m. on 12.11.20



Fri 12/11/2020 10:24 AM

Ron Gottschalk <rgottschalk@gmail.com>

Re: BOH APPROVAL REQUESTED ASAP RE: Qualtrics - COVID-19 Vaccination Management Software

To Christina Washington

I approve the major expenditure request.

Ron Gottschalk

Robert McCreath Approval - Email 10:43a.m. on 12.11.20



Fri 12/11/2020 10:43 AM

Bob McCreath <r.mccreath@comcast.net>

RE: BOH APPROVAL REQUESTED ASAP RE: Qualtrics - COVID-19 Vaccination Management Software

To Christina Washington

By all means I approve.
Bob McCreath

Dr. Allen Williams Approval - Email 11:33a.m. on 12.11.20



Fri 12/11/2020 11:28 AM

Williams, Allen <awilliams@swedishamerican.org>

Re: BOH APPROVAL REQUESTED ASAP RE: Qualtrics - COVID-19 Vaccination Management Software

To Christina Washington

We removed extra line breaks from this message.

I vote yes

Luci Hoover Approval - Email 11:46a.m. on 12.11.20



Fri 12/11/2020 11:42 AM

Luci Hoover <lphoover901@aol.com>

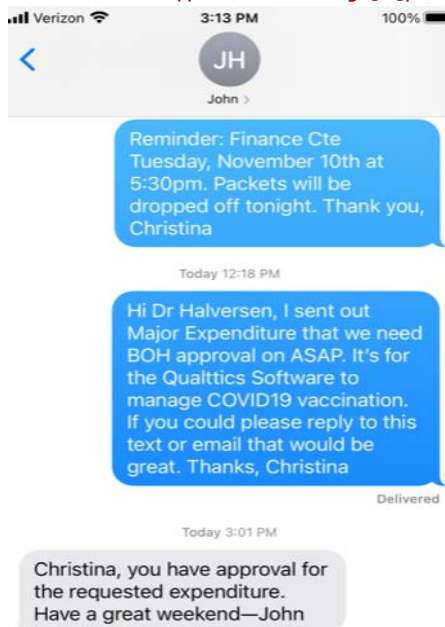
Re: BOH APPROVAL REQUESTED ASAP RE: Qualtrics - COVID-19 Vaccination Management Software

To Christina Washington

You have my approval 😊

Sent from my iPhone

Dr. John Halversen Approval - Text Message 3:13p.m. on 12.11.20



Dr. Patricia Lewis Approval - Email 10:11a.m. on 12.12.20



Sat 12/12/2020 10:11 AM

Patricia Lewis <pryanlewis@aol.com>

Re: BOH APPROVAL REQUESTED ASAP RE: Qualtrics - COVID-19 Vaccination Management Software

To Christina Washington

I approve this purchase.
Pat Lewis

Sent from my iPad

James Powers Approval - Email 11:26a.m. on 12.12.20



Sat 12/12/2020 11:26 AM

James powers <piglet70@att.net>

Re: BOH APPROVAL REQUESTED ASAP RE: Qualtrics - COVID-19 Vaccination Management Software

To Christina Washington

You have my approval.

Jim Powers

Sent from my iPad



Order Form

Parties:	Qualtrics, LLC 333 W. River Park Dr. Provo, UT 84604 United States ("Qualtrics")	County of Winnebago 404 Elm Street Rockford, IL 61101 United States ("Customer")
Effective Date:	The date signed by the last party to sign.	
Governing Document:	This Order Form is subject to the Qualtrics Terms of Service at https://www.qualtrics.com/terms-of-service/ (the "Agreement"). All capitalized terms used but not defined herein have the meanings given to them in the Agreement. If there is a conflict between the terms of the Agreement and this Order Form, this Order Form will control.	
Attachments:	<ul style="list-style-type: none">- Service Level Exhibit- Fees Exhibit- Cloud Service Exhibit- Professional Services Exhibit	
Services:	As set forth in the exhibits attached hereto	
Term:	As set forth in the exhibits attached hereto	
Payment Terms:	As set forth in the exhibits attached hereto	
Additional Terms:		
To be completed by Customer		
Regional Data Center:	US	Purchase Order Number (if any):
Email Address for Invoice Submission:	smartell@wchd.org	Shipping Address:
Invoicing Instructions (if applicable):		Billing Address for Invoice Submission: 555 N Court St Attn: County of Winnebago Winnebago County Health Rockford IL United States 61103

Qualtrics	Customer
By (signature):	By (signature):
Name:	Name:
Title:	Title:
Date:	Date:
Qualtrics Primary Contact:	Customer Primary Contact:
Name: Trey Hansen	Name: Sandra Martell
Phone:	Phone: +1 815-720-4200
Email: treyh@qualtrics.com	Email: smartell@wchd.org



Order Form

Service Level Exhibit

Service Levels

1. **Availability.** Qualtrics will use commercially reasonable efforts to ensure that the Cloud Service will be available at all times, excluding when the Cloud Service is unavailable due to (a) required system maintenance as determined by Qualtrics ("**Scheduled Maintenance**"); and (b) causes outside of the reasonable control of Qualtrics that could not have been avoided by its exercise of due care, including any outages caused by: (i) the Internet in general; (ii) a Customer-caused event; or (iii) any Force Majeure Event ("**Availability**").
2. **Scheduled Maintenance.** A minimum of five days' advance notice will be provided by email to Customer for all Scheduled Maintenance exceeding two hours. For Scheduled Maintenance lasting less than two hours, notice will be displayed on the login page.
3. **Downtime.** "**Downtime**" is defined as the Cloud Service having no Availability, expressed in minutes.
4. **Remedies for Downtime.** If Downtime exceeds a certain amount per month, Customer will be entitled, upon written request, to a credit ("**Fee Credit**") based on the formula: Fee Credit = Fee Credit Percentage set forth below * (1/12 current annual Fees paid for Software affected by Downtime). All times listed immediately below are per calendar month.
 1. If Downtime is 30 minutes or less, no Fee Credit Percentage is awarded.
 2. If Downtime is from 31 to 120 minutes, Customer is eligible for a Fee Credit Percentage of 5%.
 3. If Downtime is from 121 to 240 minutes, Customer is eligible for a Fee Credit Percentage of 7.5%.
 4. If Downtime is 241 minutes or greater, Customer is eligible for a Fee Credit Percentage of 10.0%



Order Form

Fees Exhibit

License Details

Start Date	End Date	Term in Months
07-Dec-2020	06-Dec-2021	12

Cloud Service Details

Year	Services	Price	Estimated Invoice Date	Payment Terms from Invoice	License Configuration
1	Cloud Professional	\$190,500.00 \$350,000.00	Effective Date	Net 30	Q-1356403
Total		USD \$540,500.00			

Prices shown do not include applicable taxes. Applicable taxes will be presented on the invoice.

Press Release

Notwithstanding anything to the contrary in the Agreement, upon mutual execution of this Order Form Customer grants Qualtrics the right to issue a press release naming Customer as a customer of Qualtrics and identifying the product purchased.



Order Form

Cloud Service Exhibit

Cloud Service Renewal (not applicable to pilots or proofs of concept). Qualtrics sends renewal notices to customers at least 60 days before the end of the term. Upon expiration of each term, the Cloud Service will automatically renew for a successive one-year term with a price increase of no more than 5% at such renewal, unless either party provides notice of nonrenewal within 30 days after receiving the renewal notice.

[Description of Services on following page]

CLOUD SERVICE

CX5 State of the Art

Website Feedback
XM Directory - State of the Art
ExpertReview - Compliance Assist
Offline App
Predict iQ
Professionally Developed Theme
Role-based Dashboards
Screen Out Reporting
SMS
Stats IQ (Describe and Relate)
Stats IQ (Pivot and Regression)
Text IQ
Vanity URL
CX Core Number of Responses: Unlimited for Vaccine Management
Dashboard Users Includes up to 5
SMS Text Reserve : 50000
Developer Tools
Action Planning
Admin Users (Unlimited)
Advanced Question Types
Advanced Quotas
Advanced Security Management
Branded URL
CLFU (Case Management)
Custom Theme
CX ExpertReview - Response Quality (Advanced)
CX Journey Optimizer
In-app addon for Website Feedback
CX TAM (10 hours)

PROFESSIONAL SERVICES

CX Custom Implementation
Qualtrics partner EY - NORTH AMERICA will deliver CX5 Custom Implementation Services. Qualtrics will invoice on behalf of EY - NORTH AMERICA.

CX Custom Engineering Services
Qualtrics to deliver CX5 Custom Engineering Services. Annual maintenance of USD 0 beginning in year 2.



Order Form

Technical Account Manager Schedule

TAM Allocated Hours: TAM will be available to provide up to 10 hours of TAM services per week.

Term: TAM will co-term with the term of the Cloud Service.

Fees: \$95,000 USD per 12 months

Overview of Technical Account Manager Offering ("TAM Offering")

The TAM will focus primarily on high value-add activities for Customer, including strategic technology thought partnership, formal program technology reviews, optimizing technology decisions, escalation management, training, and revision activities. The TAM will work in conjunction with other specialists to help diagnose, troubleshoot, and resolve technical support queries from the Customer.

The designated TAM will:

1. Be globally distributed and work in regional time zones during normal business hours and days (excluding local holidays and weekends and PTO).
 - 1.1. Outside of these hours, Customer requests will be handled by the Qualtrics general support team.
2. Be the primary point of contact for up to 10 program administrators designated by Customer to Qualtrics. Program inquiries from other Customer users (non administrators) should be routed to the designated program administrators who should, in turn, work with the TAM. General support inquiries from Customer users (administrators and non-administrators) should be directed to the Qualtrics general support team.
3. Be acquainted with the professional and engineering services work and customizations associated with Customer's program. Troubleshooting and resolution of custom work will be performed by the professional and engineering services teams, respectively.
4. Provide up to five post-implementation program-specific trainings per year (one hour per training) to increase the product knowledge of the Customer program team. Additional training webinars may be arranged at Customer expense.
5. Provide one on-site visit/training (if desired) at Customer location to key stakeholders. The on-site training is not to exceed one business day. Additional on-sites may be scheduled with mutual agreement and at Customer expense at a rate of \$1,000/day.
6. Participate in internal Customer meetings and workshops where invited and available to optimize technology decisions for life of program.
7. Make technical modifications or revisions or do minor new builds relevant to the existing programs on an as-needed basis as agreed upon with Customer. The scope of these adjustments and minor new builds includes the following: (1) survey flow and setup; (2) dashboards; (3) distribution setup and (4) site intercepts. Customer and the TAM will prioritize tasks and determine owners based on Customer's weekly hours allocation.
 - 7.1. Any technical modifications, revisions, or minor new builds must be within scope of TAM offering (see out of scope items below) and scoped by the TAM. Customer must provide a minimum of five business days for the designated TAM to complete project scoping. Once the project scoping is complete, the project delivery timeline is to be agreed upon by the TAM and Customer, giving consideration to scoped hours, quality assurance, user acceptance testing, and prioritized workload.
 - 7.2. Minor new build is defined as any new build that may be scoped and completed in less than the weekly allotted TAM hours. Any new build is held to the 'Activities out of scope' section hereof.
 - 7.3. TAMs may utilize a project management software to track tickets, modifications, revisions and minor new builds.
8. Provide visibility and updates for product issues or escalations, as communicated by the TAM.

TAM activities out of scope include:

9. Requests for TAM activities that require more than the TAM allocated hours per week (e.g., program modifications, revision activities, newly supported products, minor new build requests, product use, or other program growth) are subject to additional scoping, resources, and fees, to be agreed in a separate contract.
10. New project builds or program launch that requires a Program Architect and/or Solution Architect to be involved (e.g. implementation of non-standard or complex workflows, complex or novel automations and/or integrations).

Order Form

11. Significant program growth requiring substantive new builds including new surveys, dashboards, hierarchies, analysis and visualization widgets and/or reports that would require re-scoping and architecture from a technical and business perspective and/or require more time than is available in the TAM allocated hours.
12. Product Engineering Services for custom feature requests.
13. Custom coding, including Javascript, HTML and CSS.

TAM Offering is subject to the following limitations:

14. TAM personnel will be assigned by Qualtrics. While Qualtrics intends to maintain continuity of account ownership, TAM personnel may be changed in Qualtrics' sole discretion, with reasonable notice and transfer timeline when possible.
15. TAM offering is provided in English only, unless otherwise agreed to.
16. TAM is intended to provide in depth program support to Customer core team and will not be available to provide support for survey respondents or general users (non-administrators).
17. The time allocated to program support and technology activities will be limited to the normal business hours available for the designated (shared) TAM.
18. The TAM is offered and purchased on a per Qualtrics license basis.
19. The TAM offering is a defined set of allocated hours per week, subject to program requirements. The allocated hours expire each week and do not accrue.
20. At any time during the term hereof, the allocated TAM hours may be increased on mutual agreement if Customer requires additional resourcing. Typically, options for allocated time include 10, 15, 20, and 30 designated hours per week.
21. With mutual agreement, Customer agrees that Qualtrics may use subcontractors to deliver certain portions of the offering. Qualtrics is responsible for breaches hereof caused by its subcontractors.
22. If the TAM is requested to make technical modifications, revisions or do minor new builds relevant to the existing programs, the Customer shall provide a TAM specific user account. The TAM is able to provide assistance as needed for the account setup.
23. Customer hereby permits the TAM and, where applicable, Qualtrics Customer Success and Qualtrics general support teams, to access Customer's Qualtrics accounts as necessary to provide the services and support related hereto to Customer, which access may include accessing and downloading Customer Data to the extent necessary to perform the offering set forth herein.



Order Form

Professional Services Exhibit

Customer agrees that Qualtrics may use partners to deliver any portion(s) of the Project at Qualtrics' discretion.

1. Definitions

- a. "Deliverables" refers to those implementation deliverables included in the Project Scope in Section 2.
- b. "Delivery Team" refers to the set of resources assigned by Qualtrics for fulfillment of project scope.
- c. "Project" refers to the project that is the cumulation of Deliverables to be provided under this Professional Services Exhibit.
- d. "Standard Business Hours" are 0800 to 1200 hours according to the time zone of the office in which Delivery Team is located, unless otherwise agreed to in writing during the Project.

2. Project Scope

a. Implementation Services - Scope Summary

- i. The services scope, as outlined below, is intended to stand up a Vaccine Management Solution within the Qualtrics platform for use by the Customer.
- ii. While the Implementation Services outlined below will lay the foundational groundwork for all phases the outcome of the included services will be to configure the system to enable the Customer to successfully navigate Phase 1a of the vaccine rollout as defined by CDC guidelines. Phase 1a will provide vaccinations to high-risk workers in healthcare.
- iii. This solution will assist in such activities as vaccine administration, scheduling, sentiment gathering and analysis, communication, and reporting. Full scope provided below.

b. Implementation Services - Vaccine Delivery Preparation

i. Public Sentiment

1. Delivery Team Responsibilities:

- a. Build the Public Sentiment survey, which will provide a survey to individual contacts to gather the contact's sentiment and knowledge around the COVID-19 Vaccine.
- b. Configure automated survey distribution through channel(s) supported by the platform (e.g. email, SMS, etc.).
- c. Perform testing through generating test responses, survey preview, or other appropriate in-platform means to validate the survey setup and flow.
- d. Develop, apply and maintain any custom code (e.g., CSS, JavaScript, HTML) applied to the survey (additional Engineering Services costs will apply for such support to be activated)

2. Customer Responsibilities:

- a. Complete up to two (2) survey reviews with the Delivery team against the Customer's survey experience and reporting requirements.
- b. Validate that all responses are collected in the format expected before the first project is launched.
- c. Provide the Delivery Team with a summary of any concerns or questions that the Customer would like to solicit from the receipt as part of the Public Sentiment survey.
- d. Must provide the list of emails or phone numbers to distribute the survey.

c. Implementation Services - Core Vaccine Workflow

i. Assessment Scheduling & Follow-Up Survey Configuration and Website Feedback Support

- 1. Responsibilities identified under Website Feedback Support, below, are only applicable if the Customer intends to use the Qualtrics Website Feedback intercepts as a mechanism for survey distribution on the Customer-hosted website.
- 2. Qualtrics Responsibilities:
 - a. Survey and Action Configuration:
 - i. Build the Assessment Scheduling & Follow-Up Survey, which collects contact information from the respondent, collects screening information like symptoms and risk factors and provides the respondent with vaccine scheduling options, with design and review input from the Customer.
 - ii. Perform vaccine administration survey testing through generating test responses, survey preview, or other appropriate in-platform means to validate the survey setup and flow.
 - iii. Develop, apply and maintain any custom code (e.g., CSS, JavaScript, HTML) applied to the survey (additional Engineering Services costs will apply for such support to be activated)
 - iv. Configure the vaccine scheduling software (Acuity scheduling platform) integration to display available times/dates to the respondent and book the selected time/date.

Order Form

1. Qualtrics contracts Acuity on behalf of the Customer. The cost and fees to use Acuity scheduling are captured in the overall cost of the implementation and license.
 - v. Configure the Post Scheduling Action that sends a QR code SMS, Confirmation email and Patient Portal Access email to the respondent.
 - b. Website Feedback Support:
 - i. Support Customer in configuration of one (1) domain and one (1) intercept purchased as part of this Project, if applicable.
 - ii. Advise Customer in obtaining code from the Qualtrics platform for use in Website Feedback intercept, if applicable.
 - iii. Review configured web intercept to verify best practices are followed and intercept is ready for production, if applicable.
 3. Customer Responsibilities:
 - a. Survey and Action Configuration:
 - i. Complete up to two (2) survey reviews with the Delivery team against the Customer's survey experience and reporting requirements.
 - ii. Validate that all responses are collected in the format expected before the first project is launched.
 - b. Website Feedback Support:
 - i. Configure the web intercept to be used for sourcing survey participants.
 - ii. Deploy and maintain Website Feedback code on applicable Customer-owned domain.
 - iii. Build creative elements of Website Feedback, including popovers, feedback tabs, side bars, etc.
 - iv. Configure Website Feedback intercept, including the logic determining when to present creatives.
- ii. **QR Code - Patient Vaccine ID Support**
1. When the patient arrives at the vaccine administration site, provider, clinic, otherwise, they present their QR code to the vaccine administrator. The vaccine administrator scans the patient's QR code and the vaccine QR code using scanners. These scanners populate the appropriate fields in the Patient Site Arrival survey that Qualtrics uses to track the Patient Vaccine ID and well as the vaccine administered.
 - a. Qualtrics does not provide scanners to administration sites nor contracts third-party vendors to provide scanners to capture this information. Subsequently, the Customer is responsible for all QR scanning hardware and configuration to interface with our solution at the administration sites.
 2. The Customer must find a third-party vendor who can be contracted to provide scanners and perform the following workflow upon the patient going to the administration site and scanning the QR code:
 - a. Calls the Qualtrics public API PUT Update Response API call (<https://api.qualtrics.com/reference#update-response-1>) to update a response in the Patient Site Arrival survey in order to populate it with the Patient Vaccine ID.
 3. Qualtrics Responsibilities:
 - a. Provide up to five (5) hours of support by a Technology Consultant, Engagement Manager or equivalent to help the third-party QR code scanner vendor design and build the solution.
 - i. Support hours are to be provided in English via email, phone call or teleconference. No onsite support will be provided.
 4. Customer Responsibilities:
 - a. Identify and contract a third-party vendor to design and deploy the solution discussed in this section including distributing scanning hardware to administration site locations to be used in conjunction with the solution.
 - b. Facilitate an introduction and Project Kickoff between the Delivery Team and the third-party vendor.
- iii. **Vaccine Administration Form**
1. Delivery Team Responsibilities:
 - a. Build the Vaccine Administration Form survey, which is used by a medical professional at the time of administering a vaccine dose to a patient to collect the necessary information to associate the patient to the applicable vaccine dose (manufacturer, lot, etc.).
 - a. Configure automated survey distribution through channel(s) supported by the platform (e.g. email, SMS, etc.).

Order Form

- b. Perform testing through generating test responses, survey preview, or other appropriate in-platform means to validate the survey setup and flow.
 - c. Develop, apply and maintain any custom code (e.g., CSS, JavaScript, HTML) applied to the survey (additional Engineering Services costs will apply for such support to be activated)
 - 2. Customer Responsibilities:
 - a. Complete up to two (2) survey reviews with the Delivery team against the Customer's survey experience and reporting requirements.
 - b. Validate that all responses are collected in the format expected before the first project is launched.
- iv. **Adverse Reaction Tracker**
 - 1. Delivery Team Responsibilities:
 - a. Build the Adverse Reaction Tracker survey, which will be distributed to contacts that have received the vaccine on a scheduled basis solicit information from them on their experience with the vaccine and if any adverse reactions have occurred.
 - b. Instructions on what to do if a potential adverse reaction is identified can be provided to the patient.
 - c. Configure automated survey distribution through channel(s) supported by the platform (e.g. email, SMS, etc.).
 - d. Perform testing through generating test responses, survey preview, or other appropriate in-platform means to validate the survey setup and flow.
 - e. Develop, apply and maintain any custom code (e.g., CSS, JavaScript, HTML) applied to the survey (additional Engineering Services costs will apply for such support to be activated)
 - 2. Customer Responsibilities:
 - a. Complete up to two (2) survey reviews with the Delivery team against the Customer's survey experience and reporting requirements.
 - b. Validate that all responses are collected in the format expected before the first project is launched.
 - c. Determine adverse reaction tracker distribution cadence.
- v. **Patient Portal Survey Configuration**
 - 1. Delivery Team Responsibilities:
 - a. Email or SMS message to provide a personal link to the survey portal and instructions on how to input the authentication key. Key provided to contact will either be generated by Qualtrics or based on demographic information determined by the Customer.
 - b. Provide a page for contact to input authentication key to gain access to survey.
 - c. Patient Portal will provide access to the following workflows:
 - i. **"Vaccine Certification"**
 - 1. Provides a page options to view vaccine history, certification, and additional and additional information.
 - 2. Provides the following options for the vaccine certification:
 - a. 1) A print button to either print a physical copy or print as a PDF.
 - b. 2) The ability for the contact to list one or more email addresses to deliver the vaccine certification to as a formatted email.
 - ii. **"Appointment Verification and Alteration"**
 - 1. Provides a page with options to view or update their vaccine administration appointment along with supplementary information and guidance.
 - 2. Provides the following options for the contacts appointment details (address, date, date, preparation, etc.):
 - a. 1) A print button to either print a physical copy or print as a PDF.
 - b. 2) The ability for the contact to list one or more email addresses to deliver the information as a formatted email.
- d. **Implementation Services - Reporting**
 - i. **Executive Overview Dashboard Configuration**
 - 1. Qualtrics Responsibilities:
 - a. Conduct a scoping and design call with the Customer upon commencement of license to agree upon specific dashboard content and layout.
 - b. Deploy the preconfigured Executive Overview Dashboard associated with the COVID-19 Vaccine Solution.
 - c. Connect the dashboard to one or all of the surveys purchased as part of this Project.

Order Form

- d. Map up to twenty (20) survey questions and up to thirty (30) embedded data fields per survey to the dashboard.
 - e. Configure up to three (3) user roles; grant role-based access to the dashboard, including access to specific pages and responses, as defined by the Customer.
 - 2. Customer Responsibilities:
 - a. Define and share with Delivery Team specific role-based access requirements for dashboard, specific pages, and responses.
 - ii. **Provider/Clinic Operational Dashboard**
 - 1. Qualtrics Responsibilities:
 - a. Conduct a scoping and design call with the Customer upon commencement of license to agree upon specific dashboard content and layout.
 - b. Deploy the preconfigured Provider/Clinic Dashboard associated with the COVID-19 Vaccine solution.
 - c. Connect the dashboard to one or all of the surveys purchased as part of this Project.
 - d. Map up to twenty (20) survey questions and up to thirty (30) embedded data fields per survey to the dashboard.
 - e. Configure up to three (3) user roles; grant role-based access to the dashboard, including access to specific pages and responses, as defined by the Customer.
 - 2. Customer Responsibilities:
 - a. Define and share with Delivery Team specific role-based access requirements for dashboard, specific pages, and responses.
- e. **Implementation Services - Additional Supporting Configuration and Integrations**
- i. **Closed Loop Follow-Up Configuration**
 - 1. Delivery Team Responsibilities:
 - a. Configure logic and field sets for up to five (5) Tickets tasks.
 - b. Create one (1) dashboard to enable reporting of ticketing-related metrics that can be gathered using standard ticketing functionality.
 - 2. Customer Responsibilities:
 - a. Define and configure logic behind ticket task creation and routing.
 - b. If dynamic ticket assignment is desired, ensure the username of assignees are included as an Embedded Data field in each survey response. (Manual ticket assignment may be used as an alternative).
 - ii. **Additional Configuration**
 - 1. Delivery Team Responsibilities:
 - a. Provide up to twenty (20) additional Delivery Team hours to provide additional configuration.
 - b. Hours can be used for any additional reporting, dashboard, survey, and other platform configuration needs.
 - 2. Customer Responsibilities:
 - a. Provide any information required for the Delivery Team and Customer to create a mutually agreed upon scope of work.
 - iii. **Response Export Automation (x 2) - (Export to IIS, and I-CARE)**
 - 1. Delivery Team Responsibilities:
 - a. Configure and test two (2) Response Export Automations including:
 - i. Two (2) Export files with the following characteristics:
 - 1. UTF-8 Encoding
 - 2. CSV delimited format
 - 3. Plaintext
 - ii. Automation message library setup
 - iii. Frequency of distribution (hourly, daily, weekly)
 - b. Provide all documentation available related to Response Export Automations.
 - c. Provide a sample of the files exported to the Customer.
 - iv. Customer Responsibilities:
 - 1. Provides information required by Delivery Team Engineering such as IP Address range information within one (1) week of the Project kickoff date.
 - a. If the related IP Address/Range is not wholly owned and managed by the Customer, the IP Address/Range may be subject to review and approval by the Delivery Team Security Operations team, which may result in additional delays to the project schedule.

Order Form

2. Provide all requested technical information required promptly, including sample files, IP ranges for whitelisting if appropriate, library messages, and other information.
- v. **Batch User Upload**
 1. Delivery Team Responsibilities:
 - a. Upload batch files of users (up to 1000 users) with associated roles/attributes.
 2. Customer Responsibilities:
 - a. Provide a list of users (up to 1000 users) and associated roles/attributes in a standard file format specified by Delivery Team.
 - b. Provide a file indicating the contact tracer hierarchy.
- f. **Engineering Services**
 - i. **Provider Scheduling Management Platform Development**
 1. Internal development and integration of Qualtrics platform with the Acuity scheduling system to the Vaccine Solution for use by the Customer.
 - ii. **SFTP Provisioning**
 1. Delivery Team Responsibilities:
 - a. Set up a SFTP location on a Delivery Team server that the Customer may use.
 2. Customer Responsibilities:
 - a. Provide folder structure information to the Delivery Team.
 - iii. **I-CARE Custom Integration**
 1. Summary
 - a. I-Care is the Illinois state immunization system of record. As part of this implementation our Engineering Services team will assist in providing an integration to pass the recorded vaccine administration data recorded in the Qualtrics system to I-Care.
 - b. As the exact integration capabilities of I-Care are not known at this time this integration is scoped for either an API or file based data transfer.
 - c. In the event that the integration methods outlined here are not feasible I-Care integration methods, Customer has the option to execute the Order Form found in **Exhibit A** to establish an outbound HL7 connection to I-Care. The Order Form found in Exhibit A will be accompanied by a Statement of Work produced at the time of execution detailing the full project scope.
 2. Delivery Team Responsibilities
 - a. Will establish and integration with I-Care to pass vaccine administration data recorded within Qualtrics to I-Care via one of the following two methods:
 - i. File Integration Automation
 1. Delivery Team will provide a structured file export of the vaccine administration data and deliver that file to an SFTP server or other specified endpoint for consumption into the I-Care platform.
 2. File delivery frequency to be determined by mutual agreement between Delivery Team and Customer and may be as frequent as every 15 minutes.
 3. Each time the automation runs all vaccine administration data gathered since the last time the automation has run will be gathered and included in the structured file.
 - ii. API Integration Automation
 1. Delivery Team will create automation that will establish an API connection to a Customer specified endpoint and send the vaccine administration data recorded in Qualtrics to that destination.
 2. Data transfer frequency to be determined by mutual agreement between Delivery Team and Customer and may be as frequent as every 15 minutes or triggered each time the Vaccine Administration Form is completed.
 3. Each time the automation runs all vaccine administration data gathered since the last time the automation has run will be gathered and included in the API data transfer.
 3. Customer Responsibilities
 - a. Customer must facilitate the gathering of all required information to successfully establish the integration. Such information may include but is not limited to:
 - i. Endpoint URLs
 - ii. Access credentials

Order Form

- iii. API endpoint documentation
- iv. Standardize file format specifications

g. Delivery Team Allocation

- i. Inclusions
 - 1. Resource Allocation Table

Service Type	Resource Allocation	Allocation Duration/Frequency
Partner Implementation Services	Client Executive Implementation Executive Implementation Manager Senior Implementation Consultant 2 Implementation Consultants 2 Offshore Senior Testing Consultants Offshore Testing Consultant	Part time, 12 weeks Part time, 12 weeks Full time, 8 weeks Full time 8 weeks, Part time 4 weeks Full time, 8 weeks Full time, 8 weeks Full time, 8 weeks
Qualtrics Implementation Services	Qualtrics Implementation SME	Part time, 12 weeks

- 2. Allocation Duration
 - a. The Delivery Team Roles, Service Types and Resource Allocations above **will apply for twelve weeks** starting from the first Kick-off meeting.
- 3. Service Type Limitations
 - a. Implementation Services to be delivered will be substantially similar to, but not limited to, those outlined in Section 2 "Project Scope." Team resource allocation estimate based on services required to deliver scope as outlined in Section 2. Any significant deviation from the outlined scope may require contracting additional resources beyond
- ii. Exclusions
 - 1. All Exclusions listed in applicable Schedules for Service Types listed in Resource Allocation Table.
- iii. Assumptions
 - 1. All Assumptions listed in applicable Schedules for Service Types listed in Resource Allocation Table.
 - 2. For the duration of the Project, Customer will provide the Delivery Team with access to Customer's Qualtrics brand (account) as a brand administrator.
 - 3. Resources are dedicated up to allocation specified in the above table and as explained below.
 - 4. Customer is responsible for providing program-related work to meet the allocation of Delivery team resources.
 - 5. Delivery team will maintain resources with knowledge of and experience in the Customer's program.
 - 6. Any replacement resources will be fully trained, qualified according to the role they will play on the project, and approved by the Customer's program sponsor or equivalent throughout the project.
 - 7. The Customer agrees that Qualtrics may use partners, including individuals or organizations under contract with Qualtrics, to deliver any portions of the Project at the discretion of Qualtrics. All partners will still be under the leadership of Qualtrics.
 - 8. A Full Time Equivalent (FTE) resource is equivalent to 36 hours per week
 - 9. The resources will provide no more than hours outlined in the above table.
 - 10. Any support required beyond the above hours may require a new, signed Order Form with additional fees.
 - 11. If the resource hours have not been used by the end date of the "Resource Duration" then these hours will be considered expired. Customer will still be liable to pay for such expired resource hours.
- iv. General Delivery Team Responsibilities
 - 1. Engages with Customer throughout the Project, keeping the Customer informed of timelines and progress toward completion throughout the Project.
 - 2. Shares training resources as appropriate for each Deliverable, which may be in the form of live online training, online materials, and/or free online webinars.
 - 3. For projects that involve a new license setup, provides initial configuration of license and Qualtrics account, including creation of up to 3 brand administrator users.

Order Form

4. The purpose of the Project is to train the Customer to be able to manage the program when the Project is complete. As such, the Delivery Team does not perform full setup and configuration of Qualtrics as a full-service implementation.
5. Role-Specific Responsibilities
 - a. Engagement Manager (EM)
 - i. Act as the primary POC for the business/program team.
 - ii. Oversee day to day program management, including project planning, backlog grooming status updates, and risk/issues tracking.
 - iii. Provide initial support for stakeholder / end user requirement gathering.
 - iv. Consult on workflow design including survey, dashboard design.
 - v. Develop and manage individual project implementation plan timelines and workflows across all projects.
 - vi. Help identify, assess and mitigate program and project risk, including understanding the potential impact to the project and communicating action steps for both Customer and Delivery teams to execute on.
 - b. Technology Consultant (TC)
 - i. The TC is the primary POC for the IT/technical team.
 - ii. Manage and coordinate documentation for Implementation services.
 - iii. Manage and coordinate build and testing with advice and support on buildout.
- v. General Customer Responsibilities
 1. Engages actively throughout the Project, following a cadence decided with the Delivery Team during kickoff call; changes or cancellations of any meetings require 24 hours' notice in order to avoid forfeiture of allotted time.
 2. Manages User Acceptance Testing ("UAT") process and any special testing requirements, ensuring that each stage of the Project is complete and the scope of work has been met. This may include:
 - a. Uploading sample data to the Qualtrics platform to test system functionality and license settings.
 - b. Validating that scoped features and settings were implemented correctly and meet the requirements of the Project.
 - c. Engaging other stakeholders within Customer's organization as needed to test technical or functional aspects of the Qualtrics platform.
 3. As needed, provides resources to fill all required roles for successful implementation, which may include project sponsorship, signatory, stakeholder management, project coordination, customer experience lead, technical lead, operational support.
 4. Completes all items listed under Customer Responsibilities in Section 2 for each applicable Deliverable.
 5. Maintains all features included in the license after the implementation period, including any updates to Deliverables created during the Project, as well as the creation of any new Deliverables, including surveys and dashboards.
 6. For projects that involve a new license setup, provides required information for setup of brand administrator accounts; brand administrator users may create additional user accounts and manage access to the license, in accordance with any limitations specified in the license terms.
- h. Exclusions
 - i. No additional integrations with third-party platforms are supported except those specifically indicated above (including HL7 integrations).
- i. General Assumptions
 - i. Additionally, configuration will be required to prepare for and support future phases. Such services will be outlined and contracted within a separate statement of work.
 - ii. Qualtrics will provide support tools and support tools training as outlined in section 2 for the Customer call center. However, Customer will be responsible for all other call center activities and enablement.
 - iii. The scheduling software being used in conjunction with this solution, to schedule respondents for testing, is Acuity Scheduling (<https://www.acuityscheduling.com/>). No other scheduling software providers are supported. Qualtrics contracts Acuity Scheduling on behalf of the Customer. The cost and fees to use Acuity Scheduling are captured in the overall cost of the implementation and license.

Order Form

- vi. For projects that involve a new license setup, provides required information for setup of brand administrator accounts; brand administrator users may create additional user accounts and manage access to the license, in accordance with any limitations specified in the license terms.

5. Governance

- a. Delivery Team will coordinate with Customer to schedule a Project kickoff call, at which time the Project begins. Timing of kickoff call will be mutually agreed between Delivery Team and Customer based on Delivery Team availability and Customer's milestones. It is estimated that the Project will **begin within one (1) week(s)** after the Effective Date of this Service Order. It is estimated that the Project will last **for up to twelve (12) week(s)**.
- b. The Project is complete based on completion of delivery and Customer's acceptance, per the terms of the Acceptance Criteria section.
- c. Unless otherwise agreed by both parties in writing, all interactions and meetings will be conducted in English, and will be conducted remotely, via phone, email, or video conference.

6. Acceptance Criteria

- a. Allocation-Based Deliverables
 - i. All services delivered in part or in whole by allocated resources will be deemed Accepted on expiration of the related Delivery Team Allocation.

7. Third Party Vendors and Products

- a. Customer remains responsible for their own vendors and third parties providing services related hereto.
- b. Qualtrics is not responsible for third party products obtained by Customer.

8. Change Orders

- a. If Customer or Delivery Team wishes to change the scope of the Project, they will submit details of the requested change to the other in writing. Delivery Team will, within a reasonable time after such request is received, provide a written estimate to Customer of changes to Project cost, timeline, and/or scope.
- b. Promptly after receipt of the written estimate, Customer and Delivery Team will negotiate and agree in writing on the terms of such change (a "Change Order"). Each Change Order complying with this Section will be considered an amendment to this Service Order.

9. Annual Hosting and Maintenance

- a. Qualtrics will provide support for any customizations that the Delivery Team has developed. This includes:
 - i. Costs for hardware and software necessary to operate the customizations together with the Services.
 - ii. Maintaining compatibility with the standard functionality as implemented by Customer.
 - iii. The custom capabilities integrate with Qualtrics' core software products but are separate.
 - iv. The Professional Services Support ensures ongoing compatibility with the evolving core products.
 - v. Qualtrics will provide maintenance and fix issues if the original functionality becomes inoperable within the licensing period for Qualtrics and within one year of the most recent annual hosting and maintenance renewal.
 - vi. Customer support and troubleshooting issues related specifically to the custom developed solution.
 - vii. Any and all updates or revisions that are needed for security purposes.
 - viii. Continuous monitoring and alerting of critical system functionality on a 24/7 basis.
 - ix. Management and execution of required migrations, deprecations, and upgrades.



Order Form

Exhibit A: HL7 Integration Order Form

ORDER FORM

HealthConnect Application HL7 Integration

References Statement of Work dated _____

Date of Order: _____

Summary:

Order Form entitles Customer to contract for the HealthConnect Application within Qualtrics at the rates provided below. The HealthConnect Application provides HL7 connectivity to an external system. If an integration with I-Care can not be established with the "I-Care Custom Integration" deliverable as outlined in Section 2 of the referenced Statement of Work a \$20,000 credit will be applied to the year 1 total of the HealthConnect Application cost.

Scope:

- A separate Statement of Work will be produced at the time the Order Form is signed detailing final scope.
- The scope within the Statement of Work must provide an HL7 integration to facilitate the data transfer of vaccine administration data recorded within the Qualtrics platform to I-Care.

HL7 Integration Pricing Table:

License Tiers	Limits	Set Up Fee *	Annual License **
Tier 1	up to 40k msg/events per year	\$10,000.00	\$20,000.00
Tier 2	up to 120k msg/events per year	\$10,000.00	\$36,000.00
Tier 3	up to 250k msg/events per year	\$10,000.00	\$60,000.00
	Over 250k messages		\$30/1000msgs

* Set up fee is charged per integration/connection/EHR only once

** Annual License is calculated per interface (connection) for any given EHR/System

Payment and Fees:

Item(s)	Invoice Date	Price (USD)
Setup Fee	Date Signed	\$10,000
*Tier Annual License	Date Signed	\$TBD
I-Care API Integration Credit	Date Signed	-\$20,000

*All fees are one time except Annual License fees which will be renewed yearly for the length of the contract terms within the accompanying Statement of Work.

Winnebago County

Qualtrics

Signature: _____

Signature: _____

Name: _____

Name: _____

Title: _____

Title: _____

QUALTRICS CONFIDENTIAL

Platform Presentations

11.12.2020; 11.13.2020, and 11.18.2020

Sandra Martell

Platform	Epic-1	SalesForce	Qualtrics	Patagonia	Rank *
Time	11.13.2020	12:00 - 12:30	1:00 – 13:30	?	(1 – 4)
Patient Registration	U	3	4	3	
Prescheduling	U	3	4	U	
Onsite scheduling	U	3	4	3	
Prescreening questions	U	1 – team would need to develop	3	U	
Reminders	U	3	4	3	
VIS forms and others	U	U	3	3	
Inventory management	U	U - ? regarding how it would work with ICARE	3	3	
Vaccine administered	U	3	3	3	
Reporting analytics	U	U	4	U	
Communicate with ICARE	3	3 - MuleSoft	4	4	
Communicate with CDC/VTrckS	U	U	U	U	
Communicate with Epic	4	3 - MuleSoft	API Through ICARE	Through ICARE	
Communicate with VAERS	3	3 - MuleSoft	4	1	
Time for Installation (i.e. go live)	12+ weeks	12 weeks	3 weeks	?	
Platform Cost	Requires partnership with existent EPIC customer. Does not exist as standalone system	U pricing based on licensing per user.	Depending on configuration of users \$200,000 for base product.		
Other	All systems require customization	Systems require customization.	System platform can be configured/adapted		

		Current provider of state of Illinois contact tracing software.	throughout the process; Scanning capability		
--	--	-----------------------------------------------------------------	------------------------------------------------	--	--

***Rank**

1 – Contains NONE of the necessary elements

2 – Contains FEW of the necessary elements

3 – Contains MOST of the necessary elements

4 – Contains ALL of the necessary elements

U – Unable to Assess

Notes:

Patagonia: Previously provided introduction of proposed product and roll-out. Members of the team participated – Natalie and Marianne Pop. Presentation link uploaded in the “Box” for the team.

Winnebago County DoIT reached out to 2 additional vendors to support vaccination efforts. On November 18, 2020, additional vendors were considered.

- Accenture: Project implementation of Salesforce product. Estimated cost of project \$1.5 million
- Deloitte: Project implementation of Salesforce product.

Platform Presentations

11.12.2020; 11.13.2020, and 11.18.2020

Rebecca Lyons

Platform	Epic-1	SalesForce	Qualtrics	Patagonia
Time		12:00 - 12:30PM	1:00 – 13:30PM	1:00-2:00PM (9.22.20)
Patient Registration		3	4	3
Prescheduling		3	4	U
Onsite scheduling		3	4	3
Prescreening questions		1 – team would need to develop	3	U
Reminders		3	4	3
VIS forms and others		U	3	3
Inventory management		U - ? regarding how it would work with ICARE	3	3
Vaccine administered		3	3	3
Reporting analytics		U	4	U
Communicate with ICARE		3 - MuleSoft	4	4
Communicate with CDC/VTrckS		U	U	U
Communicate with Epic		3 - MuleSoft	API Through ICARE	Thru ICARE
Communicate with VAERS		3 - MuleSoft	4	1
Time for Installation (i.e. go live)		12 weeks	3 weeks	Product launch estimated for November
Platform Cost		U. pricing based on licensing per user.	Depending on configuration of users \$200,000-\$300,000 for base product.	U. Would be additional fee for app.
Other		Systems require customization. Current provider of state of Illinois contact tracing software. Used by Lake County for vaccine registration.	System platform can be configured/adapted throughout the process; Scanning capability	Appointment management system used by WCHD clinic.

***Rank**

1 – Contains NONE of the necessary elements

2 – Contains FEW of the necessary elements

3 – Contains MOST of the necessary elements

4 – Contains ALL of the necessary elements

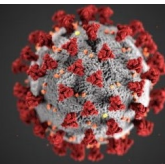
U – Unable to Assess

Notes:

Patagonia: Previously provided introduction of proposed product and roll-out on 09.22.20. Members of the team participated – Natalie Parker and Marianne Pop. Presentation link uploaded in the “Box” for the team.

Winnebago County DoIT reached out to 2 additional vendors to support vaccination efforts. On November 18, 2020, additional vendors were considered.

- Accenture: Project implementation of Salesforce product. Estimated cost of project \$1.5 million
- Deloitte: Project implementation of Salesforce product. Estimated cost of project \$1-4 million



Section 9: COVID-19 Vaccine Administration Documentation and Reporting

Exploring Systems Solutions

The WCHD Population Vaccination Team reviewed systems to support vaccine administration and reporting. Qualifications for the system included accessibility by multiple users synchronously and asynchronously, ability to interface with major electronic health records within Winnebago County, ability to interface with the state of Illinois immunization registry (I-CARE), accessible to patients/clients to pre-register key demographic and health history data, ability to decision support for prioritization of vaccine including wait listing, ability to track vaccine type, robust scheduling including reminders and recalls, capability to track patient/client experience to provide feedback for continuous quality improvement, ability to report adverse events through the VAERS (Vaccine Adverse Events and Reporting System) and management of the inventory of COVID-19 vaccine across multiple entities including pharmacies. In addition, the team sought a system that would support reporting of metrics in a dashboard format to inform vaccine providers and the community regarding the uptake of vaccine by population and sub-population groups, availability of vaccine, on-line scheduling, and common side effects/adverse events.

Other considerations of the Pop Vax Team included back-up systems, ease of use, turn-key readiness, and the ability of the community to have ownership over their own data. Systems that required partnering with one hospital system to obtain proposals were eliminated from consideration in the final analysis.

Proposals and demonstrations were solicited from the following system vendors:

- Epic® <https://www.epic.com/software>
- Patagonia Health® <https://patagoniahealth.com/>
- Qualtrics® <https://qualtrics.com>
- Salesforce <https://www.salesforce.com>
- Accenture® <https://www.accenture.com>
- Deloitte® <https://www2.deloitte.com>

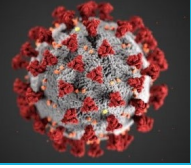
Final System Solution

- **Collection of Data on Vaccination from Providers**

The team with input from the Winnebago County Department of IT (DoIT) selected Qualtrics® as the vendor to provide support for vaccine administration documentation and reporting. Winnebago County will be using the Qualtrics® system to collect COVID-19 vaccine administration.

- **Submission of COVID-19 Vaccination to I-CARE**

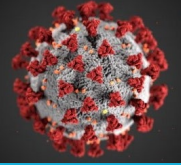
The Qualtrics® system will pass required data to both I-CARE and the V-TrcKs systems. Additional detail is provided in Section 11. As a certified LHD, WCHD will upload its data through I-CARE. IDPH



will be responsible for the transfer of the data from the statewide immunization registry to required federal reporting entities.

- **Provider Readiness and Training**

- **System Users:** Winnebago County COVID-19 vaccine providers, will be trained via webinar. Qualtrics® has included a technical support advisor dedicated to Winnebago County who will also be available to work with individual entities. The first vaccinator groups will be the healthcare systems who typically work on multiple system platforms. A scheduled deployment of training provided by Qualtrics® will mirror the distribution of vaccine to providers building super-users as vaccine distribution grows.
- **Equipment:** Qualtrics® is web-based application allowing access from multiple types of devices and providers across the county to support vaccination.
- **Real-time Documentation and Reporting from Satellite, Temporary, and Off-Sites:** In community PODs, accessibility will be provided through Mifi type devices to ensure internet connectivity. In scenarios where paper is used, WCHD will provide clerical support for back-end entry within 24 hours of the vaccination event.
- **Monitoring Provider Level Data:** Reports will be generated through the Qualtrics® system and compared against physical inventory reports on a random basis. The designated Vaccine Management team member will reach out on any discrepancies or outstanding reports to reconcile and/or provide additional education and troubleshooting. Providers that do not comply with documentation and reporting requirements will be withdrawn from participation and vaccine reallocated to others.
- **Generating COVID-19 Vaccination Coverage Reports:** Qualtrics® will provide vaccine coverage reports to assist in outreach to enroll additional providers to expand capacity and/or extension of timelines to existent providers to support vaccination. Focus will be placed on coverage in relation to the pre-identified priority groups outlined in Section 4. The Communications team will also be included to support messaging to priority groups around vaccination.

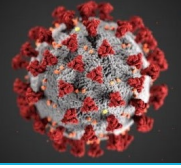


Section 10: COVID-19 Vaccination Second-Dose Reminders

Providers will collect as much information before a vaccination is administered to be able to contact the recipients in multiple ways afterward: address, email, phone, and cell phone. The department intends to use the quickest and most cost-effective electronic methods first but will mail reminders as a last resort.

Some of the intended methods of outreach include:

- Using Qualtrics® to send out emails and text message reminders.
- Working with mass vaccination clinics to ensure they too are sending out appropriate second-dose reminders.
- Communicating best practice for population vaccination clinics is to set up an additional clinic at the appropriately spaced interval and offer a second dose to those who were vaccinated at the first clinic so that a second appointment can be scheduled immediately following administration of the first dose. The department would also encourage use of cards/stickers with second-dose reminders that contains date due, vaccine type, and location.
- Promoting the use of Qualtrics®, so recipients can see the date of the vaccination and the type of vaccine administered.
- Running daily reports on individuals who have not completed their second dose. That report would then be used to send out paper mailings to those who are past due for their second dose of vaccine and calling them to action to complete. The recall mailing would contain the vaccine type and the date the second dose should have been completed.



Section 11: COVID-19 Requirements for IISs or Other External Systems

System Requirements

The Qualtrics® application will be used to document vaccine administration in high-volume vaccination settings including open and closed PODs and temporary PODs. Qualtrics will provide functionality for:

Patient-focused Activities

- Patient registration
- Patient assessment for prioritization and wait listing
- Scheduling
- Reminders/recalls
- Patient education about vaccine and what to expect
- Documentation of vaccine administration including date, time, location, product, and lot number

Vaccine Management Activities

- Inventory management
- Adverse event reporting

Quality focused metrics

- Reporting
- Dashboarding of key indicators such as vaccine coverage at the community level
- Customer satisfaction surveys

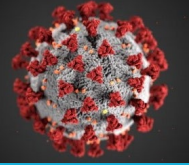
Collection of Data Variables

Demographic information including but not limited to:

- Name
- Date of Birth/Age
- Race/ethnicity
- Address
- City
- State
- Zip code
- Phone Number/Mobile Number
- Occupation

Medical information:

- Chronic medical conditions
- Pregnancy status/LMP
- Breastfeeding



- Allergies
- Prior reactions to vaccinations

System Interfaces and Integrations

I-CARE and VTrckS

- The Qualtrics® application will interface with the I-CARE and VTrckS to support reporting at both the state and federal level as required for vaccine management.
- As a certified LHD, WCHD will upload its data through I-CARE. IDPH will be responsible for the transfer of the data from the statewide immunization registry to required federal reporting entities.

Electronic Health Records

Qualtrics® will provide the capability to supply data to electronic health records using a secure file transfer protocol (SFTP). As a redundancy, healthcare providers will also be able to look up relevant patient data on immunizations through I-CARE.

Providing Access to Providers

Web-based

The Qualtrics application is a web-based solution to provide access from multiple points of entry and locations. A secure web-based application was selected to leverage all existent hardware available to vaccination providers and patients to connect through the internet/web.

Provider Access

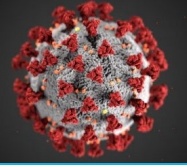
Provider access will be prioritized based on the phases outlined in Sections 3 and 4 through the identified contacts. Providers enrolled in I-CARE will be prioritized for outreach for training in the use of the Qualtrics Platform and the planned roll out through their entities.

Public Access

The Qualtrics® application will be made widely available for the public to access to self-register and self-assess. Staff will be deployed to assist in communities where access to technology is limited.

Manual Back-up Processes

Registration and scheduling information will be downloaded from Qualtrics® and stored on a flash drive to allow for printing and manual capture of data. Labels will be generated manually if not included with the vaccine to document manufacturer and lot number. In addition, Qualtrics® can automate exports into csv files that can be stored locally.



Adverse Event Reporting

- Client Reporting - Qualtrics® will also conduct a routine “customer satisfaction survey” to provide real-time opportunities for quality improvement. Through this follow-up mechanism, patients will be asked about potential adverse events.
- Provider Reporting – A link will be made to VAERS system (Vaccine Adverse Event Reporting System) through the Qualtrics® application.

Quality Assurance/Quality Improvement of Data Collection and Measurement

Routine Physical and Electronic Audits: WCHD will work with the Qualtrics Technical Lead assigned to perform routine audit of data and systems to ensure that data is accurate, valid, and consistent. Procedures will be developed and pre-determined to resolve potential duplicates. Daily reports will be generated through Vaccine Management and compared to physical counts to ensure reliability. Procedures will be established to document any wastage of vaccine.

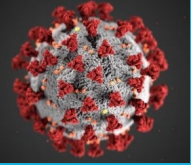
Client/Customer Satisfaction: As part of patient focused activities, Qualtrics® will also conduct a routine “customer satisfaction survey” to provide real-time opportunities for quality improvement. Through this follow-up mechanism, patients will be asked about potential adverse events and how their vaccine administration experience was at the at given administration site as well as the experience and interactions with vaccination site personnel.

WCHD Capacity for Data Exchange, Reporting, and Storage

- **Demonstrated Capacity with Current Systems:** WCHD currently provides services and uses multiple data systems to support public health including but not limited to INEDSS (Illinois National Electronic Data Surveillance System), Ahlers’ Title X System, Cornerstone, I-WIC, Salesforce, Visit Tracker, I-CARE, Substance Use Prevention and Drug Overdose Prevention Program portals, and HUD.
- **Information Technology (IT) Support:** WCHD is connected to other Winnebago County entities through fiber optics. Winnebago County DoIT (Department of IT) has been engaged throughout the process and will provide IT support.

Data Use Agreements

WCHD will develop a Data Use Agreement to share data with partner provider entities to support vaccination efforts.



Section 13: Regulatory Considerations for COVID-19 Vaccination

Ensuring Provider Knowledge of EUA and VIS

- As part of enrollment information and orientation, providers will be educated of the requirement to provide the VIS and EUA fact sheet as appropriate for the vaccine. Ongoing plans for provider education and toolkit information are in development that would include this material in addition to materials provided by CDC on this subject. Ongoing updates for providers will occur with updates through education campaigns, monitoring of VAERS reports, and feedback from communities. In addition, Links to the CDC COVID-19 webpages that contain the fact sheets and forms.
- Provider education plans are currently in development, but the CDC provider agreement includes a provider acknowledgment about use of the VIS/EUA to be provided for the patient. We are working with multiple health care partners to ensure all health care providers who administer the vaccine are aware of the requirement. The department will use CDC-developed training materials and assure these materials are also available for distribution through the health department.

Ensuring Use of EUA and VIS

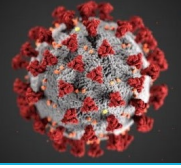
- EUA and VIS will be included in the registration process through Qualtrics.
- Vaccine registrants will be required to acknowledge receipt of the EUA and VIS.
- Providers will be required to document EUA and VIS on file at the time of vaccination.
- Questions on the receipt of the EUA and VIS will be collected as part of the Qualtrics Client/Customer Satisfaction Survey.

Section 14: COVID-19 Vaccine Safety Monitoring

Reporting Adverse Events through the Adverse Events Reporting System (VAERS)

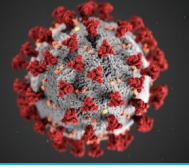
Providers

- Requirement to report adverse events will be included in data use agreements (DUA) with the Winnebago County Health Department (WCHD).
- Provider training will review requirement to report and special conditions required to be reported under the Emergency Use Authorization for the vaccine (EUA).
- Information on the VAERS Reporting System will be included in all provider materials
- VAERS reporting link: www.vaers.hhs.gov
 - Phone: 800-822-7967
 - Email: info@vaers.org
- Providers will be reminded to report adverse events through VAERS through system generated reminders.



Clients/Customers

- The Qualtrics system will support reporting of side effects/adverse events through the client/customer satisfaction survey that will be administered electronically after vaccine administration. Follow-up will be initiated with any client/customer reporting side effects/adverse events.
- WCHD will take verbal reports from clients through the established COVID-19 hotline 815.319.6705 and WCHD will submit report to VAERS.
- WCHD will take email reports through its COVID-19 email address that has been used throughout the pandemic COVID19@wchd.org.
- Information on how to submit reports directly to VAERS will be posted on the WCHD website.



Section 15: COVID-19 Vaccination Program Monitoring

Introduction

Through the Qualtrics dashboard capabilities, Winnebago County will be monitoring vaccination coverage. The interface to I-CARE will be checked on a daily basis to ensure that information is being passed.

Methods and Procedures for Metrics and Data

The Director of Data and Quality for Winnebago County Health Department/Planning Section will oversee the data and metrics with the COVID-19 Epidemiologist and the Health Protection Epidemiologist. The Incident Command Team from WCHD and the Population Vaccination Team will review the data on a weekly basis for adjustment in strategies.

- Provider enrollment will be monitored through the I-CARE Program and local Data Use Agreements executed with the Winnebago County Health Department.
- Access to COVID-19 vaccination services by population through all phases will be monitored through the Qualtrics Dashboard for Winnebago County.
- System performance will be monitored through Qualtrics.
- Data reporting to CDC will be done by the Illinois Department of Public Health.
- Provider level data reporting will be evaluated on a daily basis through review of data inputted into the Qualtrics system.
- Vaccine ordering and distribution will be monitored through I-CARE and the Qualtrics Vaccine Management module. Vaccine supplies will be verified by physical counts when discrepancies between vaccines order and administered are identified.
- 1st and 2nd dose vaccination coverage will be monitored through reports from both Qualtrics and I-CARE.

Monitoring Resources

The Director of Finance/Finance Chief will continue to follow existent procedures in place for the pandemic to monitor resources used by the Winnebago County Health Department.

- **Budget:** Based on funds provided through the Illinois Department of Public (IDPH), a budget will be developed to allocate and track funds used to support the vaccination effort internally.
- **Staffing:** Monitored through electronic timekeeping system TimeClock Plus for WCHD employees.
- **Supplies:** Monitored through the existent Operations Section Lead/Personal Health Services in collaboration with the Logistics Lead for the Population Vaccination Team.
 - Purchase orders will be placed for supplies not included in vaccination kits.
 - Agreements with existent providers will be extended to include additional pick-up and management of biohazard waste.

ECONOMIC DEVELOPMENT COMMITTEE

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

SUBMITTED BY: Economic Development Committee

2021 CR _____

**RESOLUTION APPROVING A FIVE THOUSAND (\$5,000) GRANT FROM HOST
FEES TO WINNEBAGO COUNTY DIVERSITY COUNCIL TO SUPPORT TRAINING,
MARKETING, AND COMMUNITY OUTREACH**

WHEREAS, the County of Winnebago has determined that host fee funds are to be used for economic development in the region; and

WHEREAS, the County of Winnebago has supported the effects of the “Winnebago County Diversity Council” (Council), since being established numerous years ago as well as financially assisting the Council with host fee grants for the past several years; and

WHEREAS, the Council’s goal is to increase and improve diversity inclusion within Winnebago County Government as well as within the Winnebago County Region by approaching it through statistical analysis, policy setting and implementing, and community outreach; and

WHEREAS, the Council strives to attract and hire minorities in addition to supporting and growing minority businesses in the area by job fairs, scholarships, contract procurements and other means; and

WHEREAS, the Council is requesting \$5,000 to assist with training, marketing, and community outreach for their cause through various means; and

NOW THEREFORE, BE IT RESOLVED, the County of Winnebago, Illinois will donate \$5,000.00 (Five-Thousand Dollars) to “Winnebago County Diversity Council” (Council) from host fee funds to assist with training, marketing, and community outreach for their cause through various means; and

BE IT FURTHER RESOLVED, that this resolution shall be in full force and effect immediately upon its adoption; and

BE IT FURTHER RESOLVED, that the Clerk of the County Board is hereby authorized to prepare and deliver a certified copy of this Resolution to the Winnebago County Finance Director, Winnebago County Administrator, Winnebago County Director of Development Services, and the Winnebago County Auditor.

Respectfully submitted,
Economic Development Committee
DISAGREE

AGREE

JAS BILICH, CHAIRMAN

JAS BILICH, CHAIRMAN

DOROTHY REDD

DOROTHY REDD

JEAN CROSBY

JEAN CROSBY

ANGELA FELLARS

ANGELA FELLARS

BRAD LINDMARK

BRAD LINDMARK

TIM NABORS

TIM NABORS

FRED WESCOTT

FRED WESCOTT

The above and foregoing Resolution was adopted by the County Board of the County of
Winnebago, Illinois this ____ day of _____ 2021.

ATTESTED BY:

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

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



Resolution Executive Summary

Committee Date: Wednesday, January 6, 2021

Committee: Economic Development

Prepared By: Chris Dornbush

Document Title: Resolution Approving A Five Thousand (\$5,000) Grant From Host Fees To Winnebago County Diversity Council To Support Training, Marketing, And Community Outreach

County Code: NA

Board Meeting Date: Thursday, January 14, 2021

Budget Information:

Was item budgeted? Yes	Appropriation Amount: \$5,000
If not, explain funding source:	
ORG - OBJ - Project Code: 41700 - 43190	Budget Impact: None - Budgeted

Background Information:

Winnebago County Diversity Council (Council) has been a long standing collection of Winnebago County Board Members as well as Community Members / County Employees that advance diversity inclusion for Winnebago County as a governmental entity and as a Region. The Council works with different departments such as, Human Resources and Purchasing to assist with a wide range of items, including but not limited to; reviewing current minority statistics, the development of policies to encourage and increase hiring of minorities, training, marketing, procurement processes for minority owned businesses, community outreach programs, and numerous other initiatives.

Recommendation:

Administration has long supported and continues to support the efforts of the Council through initiatives and policies as well as financial assistance from host fees. In more recent years the County has allocated funds to the Council as follows; 2017-CO-059 \$5,000, 2018-CR-021 & 2018-CR-050 \$3,000, and 2019-CO-037 \$3,000 and are requesting \$5,000 this year.

Contract/Agreement:

NA

Legal Review:

Yes

Follow-Up:

Member of the Council may update either the Economic Development Committee and/or the entire Board as they see fit.

2017 Fiscal Year

Finance: 06/01/2017

Lay Over: 06/08/2017

Final Vote: 06/22/2017

Sponsored by:

Ted Biondo, Finance Committee Chairman

Fred Wescott, Economic Development Committee Chairman

2017 CO 059**TO: THE HONORABLE MEMBERS OF THE COUNTY OF WINNEBAGO, ILLINOIS**

The Winnebago County Finance Committee presents the following Ordinance amending the Annual Appropriation Ordinance for the fiscal year ending September 30, 2016 and recommends its adoption.

ORDINANCE

WHEREAS, the Winnebago County Board adopted the "Annual Budget and Appropriation Ordinance" for the fiscal year ending September 30, 2017 at its September 29, 2016 meeting; and,

WHEREAS, 55ILCS 5/6-1003(2014), states, "After the adoption of the county budget, no further appropriations shall be made at any other time during such fiscal year, except as provided in this Act. Appropriations in excess of those authorized by the budget in order to meet an immediate emergency may be made at any meeting of the board by a two-thirds vote of all the members constituting such board, the vote to be taken by ayes and nays and entered on the record of the meeting."

NOW, THEREFORE, BE IT ORDAINED, that the County Board deems that pursuant to the provisions as set forth in 55ILCS 5/6-1003(2014), certain conditions have occurred in connection with the operations of the County which are deemed to be immediate emergencies; therefore the following increases are hereby authorized.

2017-019 Host Fee Fund

Reason: Awards and transfers for 2017 exceeded the budget or needed adjustments for actual. Some awards are reduced, others were removed from the 2017 list of awardees. See detail.

Alternative: None

Impact to fiscal year 2018 budget: None

Revenue Source: Overall decrease in budgeted awards

Other Professional Services	41700	43190	(\$203,304)
Transfers	41700	49110	\$29,144
Transfers	58600	39110	\$600
Transfers	58400	39110	\$1,256
Transfers	81000	39110	(\$15,000)
Transfers	46100	39110	(\$485,000)
Transfers	46200	39110	\$200,000
		<u>Total Adjustment:</u>	(\$472,304)

Respectfully Submitted,
**FINANCE COMMITTEE and ECONOMIC DEVELOPMENT
COMMITTEE**

(AGREE)

(DISAGREE)



TED BIONDO,
FINANCE CHAIRMAN



GARY JURY



JOE HOFFMAN



BURT GERL




DAVE BOOMER

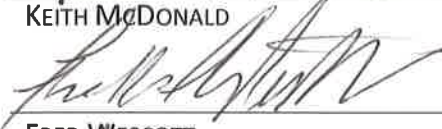
STEVE SCHULTZ



JAIME SALGADO



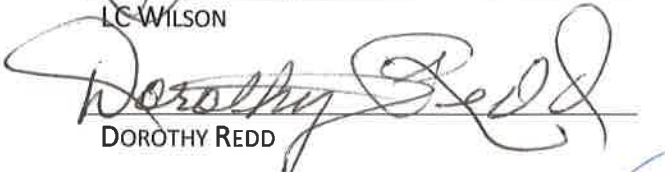
KEITH McDONALD



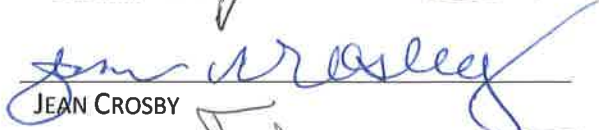
FRED WESCOTT,
ECONOMIC DEVELOPMENT CHAIRMAN



LC WILSON



DOROTHY REDD



JEAN CROSBY



DAVE FIDUCCIA

TED BIONDO,
FINANCE CHAIRMAN

GARY JURY

JOE HOFFMAN

BURT GERL

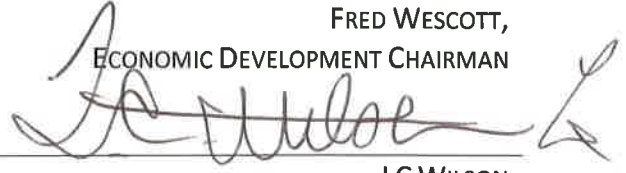
DAVE BOOMER

STEVE SCHULTZ

JAIME SALGADO

KEITH McDONALD

FRED WESCOTT,
ECONOMIC DEVELOPMENT CHAIRMAN



LC WILSON

DOROTHY REDD

JEAN CROSBY


DAVE FIDUCCIA

The above and foregoing Ordinance was adopted by the County Board of the County of Winnebago, Illinois this 8TH day of JUNE 2017.



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

ATTESTED BY:



MARGIE M. MULLINS
CLERK OF THE COUNTY BOARD
OF THE COUNTY OF WINNEBAGO, ILLINOIS

2017
WINNEBAGO COUNTY
 FINANCE COMMITTEE
 REQUEST FOR BUDGET AMENDMENT

DATE SUBMITTED:		AMENDMENT NO: 2017-019				
DEPARTMENT: Host Fee Fund		SUBMITTED BY:				
FUND#:		117	DEPT. BUDGET NO.		41700	

DEPT CODE	ACCT. NO.	ACCOUNT DESCRIPTION	BEGINNING BUDGET	ADJUSTED BUDGET	INCREASE (DECREASE)	REVISED BUDGET AMOUNT	
41700	43190	Other professional services	\$3,926,200	\$3,702,896	(\$203,304)	\$3,499,592	
41700	49110	Transfers	\$900,000	\$949,110	\$29,144	\$929,144	
58600	39110	Transfers	(\$51,000)	(\$50,400)	\$600	(\$50,400)	
58400	39110	Transfers	(\$125,000)	(\$123,744)	\$1,256	(\$123,744)	
81000	39110	Transfers	\$0	(\$15,000)	(\$15,000)	(\$15,000)	
46100	39110	Transfers	\$0	(\$485,000)	(\$485,000)	(\$485,000)	
46200	39110	Transfers	(\$200,000)	\$0	\$200,000	\$0	
TOTAL ADJUSTMENT:					\$	(472,304)	\$3,754,592

Reason budget amendment is required:

Awards and transfers for 2017 exceeded the budget or needed adjustments for actual. Some awards are reduced, others were removed from the 2017 list of awardees. See detail.

Potential alternatives to budget amendment:

Impact to fiscal year 2018 budget:

None

Revenue Source:

Overall decrease in budgeted awards.

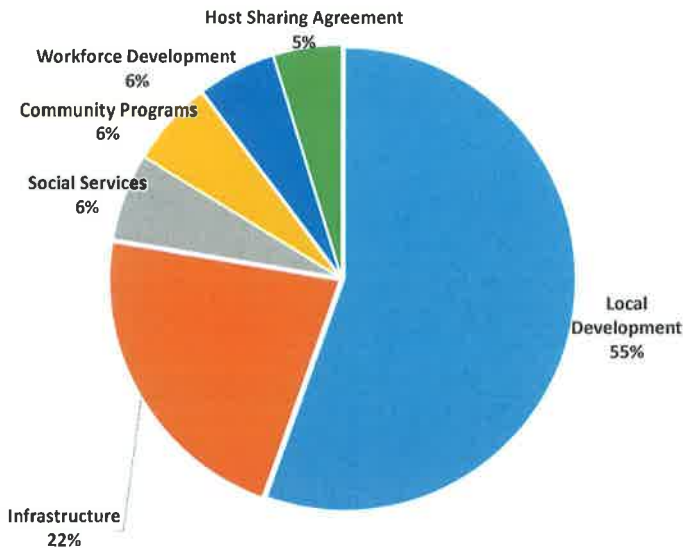
Approval by staff liason: Carla Paschal

Approval by staff liason:

Carla Paschal

Winnebago County
REVISED FY2017 Host Fee Committments

Agencies by Category	Sum of Revised Award	% Awards
Local Development	\$ 2,567,750	55.43%
Infrastructure	\$ 1,027,294	22.18%
Social Services	\$ 282,000	6.09%
Community Programs	\$ 276,996	5.98%
Workforce Development	\$ 255,000	5.51%
Host Sharing Agreement	\$ 223,000	4.81%
Grand Total	\$ 4,632,040	100.00%



	2017 Approved Budget	2017 ACTUAL To Date	2017 Budget Revision
Projected Revenue	3,530,000	3,530,000	3,530,000
Awards	3,926,200	3,792,696	3,702,896
Transfers	900,000	1,040,000	929,144
Total	4,826,200	4,832,696	4,632,040
	(1,296,200)	(1,302,696)	(1,102,040)
Fund Equity, Beginning	3,453,000	3,453,000	3,453,000
Fund Equity, Ending	2,156,800	2,150,304	2,350,960

Amount awarded over approved budget
Increase/(Decrease) to approved deficit

6,496
(194,160)

Agency	Final FY2017 Award
Alignment Rockford	\$ 25,000
Booker Washington Center	\$ 50,000
Boys & Girls Club of Rockford	\$ 75,000
Center for Nonviolence & Conflict Transformation	\$ 12,000
City of Rockford	\$ 460,000
Economic Development District of Northern Illinois (EDDNI)	\$ 75,000
Emerson Mosley Associated LLC	\$ 75,000
Ethnic Heritage Museum	\$ 25,000
Free Flags for Veterans	\$ 5,000
Freedom Field	\$ 34,000
Greater Rockford Airport Authority	\$ 622,000
Greenwood Cemetery	\$ 20,000
Host Fee Consulting & Communications	\$ 20,000
Inner City Reconstruction Group	\$ 20,000
International Women's Baseball Center	\$ 175,000
Keep Northern Illinois Beautiful	
Operations	\$ 40,000
Recycling Center Capital Campaign	\$ 50,000
Klehm Arboretum & Botanic Garden	\$ 50,000
Kolkmeier Consulting	\$ 7,350
Lobbyist (TBD)	\$ 25,000
Midway Village Museum	\$ 5,000
Neighborhood Network	\$ 12,000
Northern Illinois University	\$ 20,000
Purpose Built Communities (Fordam Forward)	\$ 200,000
Rock 39 Industrial Park	
Debt Service Non-SSA - G	\$ 50,400
Debt Service SSA - F	\$ 123,744
Rock Valley College	\$ 50,000
RockFast Ltd	\$ 50,000
Rockford Area Economic Development Council	\$ 100,000
Rockford BMX	\$ 5,000
Rockford Park District	
Nicholas Conservatory & Gardens	\$ 100,000
Reclaiming First	\$ 350,000
Rockford Park District Foundation	\$ 25,000
Rockford Rescue Mission	\$ -
Rolling Green Neighborhood Association	\$ 2,496
Rosecrance Mental Health	\$ 100,000
Severson Dells	
Operations	\$ 50,000
Passenger vehicle	\$ -
Sponsorships	\$ 2,500
United Way	\$ 10,000
University of Illinois Extension	\$ 80,000
Village of New Milford	\$ 223,000
Village of Winnebago	\$ 8,400
West Gateway Coalition	\$ 11,000
Winnebago County	
Code Enforcement	\$ 45,000
Diversity Council	\$ 5,000
Regional Planning & Econ Dev Dept	\$ 205,000
Veterans Memorial Hall Dept	\$ 50,000
Winnebago County - Highway	
Alpine Rd Bridge Replacement	\$ 200,000
Demolition reserves	\$ 40,650
Lindenwood Rd improvements	\$ 250,000
Perryville Path Upgrades	\$ 35,000
Water feasibility study	\$ 37,500
Winnebago County Fair Association	\$ -
Winnebago County Soil & Water Conservation District	\$ 45,000
YMCA of Rock River Valley	\$ 150,000
Youth Services Network	
Youth Court	\$ 27,000
Redeploy For Girls	\$ 48,000
Zion West Association	\$ 50,000
Grand Total	\$ 4,632,040

Projects by Category	Sum of Revised Award	% Awards
Local Development	\$ 2,567,750	55.43%
AAR Rockford MRO	622000	13.43%
African-American Resource Center	50000	1.08%
Annual Membership	75000	1.62%
Associated Bank Development	75000	1.62%
BMO Harris Centre	460000	9.93%
Event pavilion construction	50000	1.08%
Graham Ginestra Home Acquisition	25000	0.54%
Horse barn	0	0.00%
Hotel feasibility study	8400	0.18%
IWBC headquarters and museum	175000	3.78%
Kishwaukee School redevelopment - RPS 205 IGA	200000	4.32%
Legislative lobbyist	7350	0.16%
Lobbying services	25000	0.54%
Nicholas Conservatory & Gardens	100000	2.16%
Operations	100000	2.16%
Reclaiming First	350000	7.56%
Recycling Center Capital Campaign	50000	1.08%
Redevelopment for Perryville/Newburg YMCA	150000	3.24%
Statue site improvement	20000	0.43%
WestRock Wake Park	25000	0.54%
Infrastructure	\$ 1,027,294	22.18%
Alpine Rd Bridge Replacement	200000	4.32%
Code Enforcement	45000	0.97%
Consulting, communications & marketing services & supplies	20000	0.43%
Debt Service Non-SSA - G	50400	1.09%
Debt Service SSA - F	123744	2.67%
Demolition reserves	40650	0.88%
Lindenwood Rd improvements	250000	5.40%
Perryville Path Upgrades	35000	0.76%
Regional Planning & Econ Dev Dept	205000	4.43%
Strategic Planning	20000	0.43%
Water feasibility study	37500	0.81%
Social Services	\$ 282,000	6.09%
Emergency Funding	100000	2.16%
Operations	75000	1.62%
Redeploy For Girls	48000	1.04%
Restorative justice services	12000	0.26%
Workforce development program	20000	0.43%
Youth Court	27000	0.58%
Community Programs	\$ 276,996	5.98%
Boulevard Gardens	2496	0.05%
Diversity Council	5000	0.11%
I Read Program	10000	0.22%
Midwest National Championship	5000	0.11%
Neighborhood Youth Group	11000	0.24%
Operational supplies (flags)	5000	0.11%
Operations	181000	3.91%
Passenger vehicle	0	0.00%
Various events	2500	0.05%
Veterans Memorial Hall Dept	50000	1.08%
World War II Days event	5000	0.11%
Workforce Development	\$ 255,000	5.51%
Alternative employment program	50000	1.08%

2017 Host Fee Award Changes

Existing Awardees	Purpose	Approved Amount	Revised Amount	Change	Rationale
Lobbyist (TBD)	Lobbying Services		25,000	(25,000)	(NEW REQUEST - INTERNAL) Services required to navigate climate in Springfield and assist with unfunded mandates. Returning necessary approved funding redirected for Wake Park
Northern Illinois University	Strategic Planning Services		20,000	(20,000)	(NEW REQUEST - INTERNAL) Strategic planning for 3-year approach to budget, community, and economic development priorities
Host Fee Consulting and Communications (TBD)	Consulting, communications and marketing services		20,000	(20,000)	(NEW REQUEST - INTERNAL) Consulting services and marketing/ communications supplies to manage the 2017 host fee program roll out and promotion
Center for Nonviolence & Conflict Transformation	Restorative justice work	11,000	12,000	(1,000)	(INCREASE) - Inconsistent reference to amount in internal documents. Balancing to actual payment and last approved version of Host
Economic Development District of Northern Illinois	Local economic development initiatives - regional collaboration resources, grant writing services and planning	49,000	75,000	(26,000)	(INCREASE) Capital assistance with WinGIS relocation and RPC infrastructure (matched by city)
Freedom Field	Operational Funds for green energy demonstration facility	100,000	34,000	66,000	Board decision to take back funds based on lack of outcomes
Highway: Water Feasibility Study	Water system feasibility study with the Village of New Milford	75,000	37,500	37,500	IGA with Village stipulates they reimburse for half of the study cost
Kolkmeier Consulting	Lobbying Services	23,000	7,350	15,650	Initial payment made for consulting services prior to funds being shifted to Westrock Wake Park
Rock 39 Debt Service Non-SSA	Extended utilities to develop a logistics and distribution corridor at Baxter Road and I-39	51,000	50,400	600	Reduced to reflect actual
Rock 39 Debt Service SSA	Extended utilities to develop a logistics and distribution corridor at Baxter Road and I-39	124,000	123,744	256	Reduced to reflect actual
Rockford Rescue Mission	Works! Center for vocational training	50,000	-	50,000	Retracted by the former administration, but not reallocated. Board never approved
Severson Dells	Vehicle - Capital allocation	80,000	-	80,000	Monies not needed - SD does not intend to purchase it's own vehicle
Village of Winnebago	Hotel Study	16,700	8,400	8,300	Study complete - total cost \$8,400
Winnebago County Highway Department - Demolition	Funds set aside for demotion related projects	50,000	40,650	9,350	Original reduction was to 43K with 7 k shifted to Westrock. Adjusted to account for invoices posted against Kolkmeier, and in order to balance at 25K for Westrock per board resolution
Winnebago Fair Association		25,000	-	25,000	Retracted by the former administration, but not reallocated. Board never approved
Sum of changes to allocations				\$ 200,656	

COMMITTEE: FinanceSUBJECT: Per. Hourly Pch

(11)
Sustained
rules

	AYES	NAYES	PRESENT	ABSENT	ABSTAINED
1. BIONDO, TED					
2. BOOKER, AARON					
3. BOOMER, DAVID					
4. CROSBY, JEAN					
5. FELLARS, DANIEL					
6. FIDUCCIA, DAVID					
7. GERL, BURT					
8. GORAL, ANGIE —				✓	
9. HOFFMAN, JOE —				✓	
10. JURY, GARY					
11. KELLEY, DAVID					
12. MCDONALD, KEITH					
13. NICOLOSI, ELI					
14. REDD, DOROTHY					
15. SALGADO, JAIME					
16. SCHULTZ, STEVE					
17. TASSONI, DAVID					
18. WEBSTER, JIM					
19. WESCOTT, FRED					
20. WILSON, L.C.					
TOTALS <u>Voice Vote</u>	18			2	

COUNTY BOARD MEETING

DATE: JUNE 8, 2017COMMITTEE: FinanceSUBJECT: Fee. Traffic ParkAmend. Clarical\$50,000.

AYES

NAYES

PRESENT

ABSENT

ABSTAINED

1. BIONDO, TED					
2. BOOKER, AARON	✓				
3. BOOMER, DAVID	✓				
4. CROSBY, JEAN	✓				
5. FELLARS, DANIEL	✓				
6. FIDUCCIA, DAVID	✓				
7. GERL, BURT	✓				
8. GORAL, ANGIE				✓	
9. HOFFMAN, JOE				✓	
10. JURY, GARY	✓				
11. KELLEY, DAVID	✓				
12. MCDONALD, KEITH	✓				
13. NICOLOSI, ELI	✓				
14. REDD, DOROTHY	✓				
15. SALGADO, JAIME	✓				
16. SCHULTZ, STEVE		✓			
17. TASSONI, DAVID	✓				
18. WEBSTER, JIM	✓				
19. WESCOTT, FRED	✓				
20. WILSON, L.C.	✓				
TOTALS	17	1		2	

UnanimousDate

STATE OF ILLINOIS, } ss.
COUNTY OF WINNEBAGO }

*I, TIANA J. MCCALL, County Clerk in and for said County, in the State
aforesaid, do hereby certify that I have compared the foregoing attached copy of:*

**RESOLUTION APPROVING RECOMMENDATIONS FOR 2018 HOST FEE
GRANT AWARDS**

*With the original document which is on file in my office; and found it to be a true, perfect and
complete copy of the original document*



*IN TESTIMONY WHEREOF, I have hereunto set my
hand and affixed the seal of said County, at my office in
the City of Rockford, in said County,*

this 23rd DAY OF FEBRUARY, 2018.

Tiana J. McCall, Winnebago County Clerk

BY:  Deputy County Clerk

SPONSORED BY: FRED WESCOTT

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

SUBMITTED BY: ECONOMIC DEVELOPMENT COMMITTEE

2018 CR 021

RESOLUTION APPROVING RECOMMENDATIONS FOR
2018 HOST FEE GRANT AWARDS

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, the four categories of economic development encompassed by this policy are capital development, workforce development, infrastructure, and community development; and

WHEREAS, host fee award eligibility is subject to an application review process with grant award recipients being required to enter into a Host Fee Award Agreement and make periodic reports; and

WHEREAS, County Administration has received grant applications for fiscal year 2018 host fee funds and has made recommendations for grant awards according to the schedule attached hereto as Exhibit A.

NOW THEREFORE BE IT AND IT IS HEREBY RESOLVED, by the County Board of the County of Winnebago, Illinois, that the County of Winnebago allocate host fee funds as grant awards for fiscal year 2018 in accordance with the schedule attached hereto as Exhibit A.

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.



2018 Economic Development Grant Applications

Requested	\$2,889,015
Available for Award	\$ 856,157
<u>Recommended</u>	<u>\$ 855,864</u>
Remaining	\$ 293

Category	2018 Awards Recommended		Cumulative Awards	Policy Model
Capital	\$72,000	8%	66%	65%
Community	\$133,000	16%	4%	5%
Infrastructure	\$303,864	36%	22%	15%
Legacy	\$114,000	13%	3%	0%
Workforce	\$233,000	27%	5%	15%
Grand Total	\$855,864	100%	100%	100%

Capital Development

Recommended	\$6,000	Lighting Updates
Requested	\$48,000	African-American Resource Center at Booker
2017 Grant	\$50,000	Facility lighting upgrades

Recommended	\$5,000	Improving Nursing Skills for the Region through Clinical Simulation
Requested	\$92,206	Rockford University
2017 Grant	\$0	State-of-the-art training simulator device to develop comprehensive clinical skills, training simulation clinic and equipment

Recommended	\$38,000	Downtown Streetscape Master Plan
Requested	\$50,000	Village of Rockton
2017 Grant	\$0	Urban design firm hired to create a plan create long-term viability as a premier location for high quality of life, prosperity, and visitor attraction.

Recommended	\$20,000	County Board Non-Profit Support
Requested	\$20,000	Winnebago County 501(c)3 Organizations
2017 Grant	\$0	Each County Board Member may recommend a not-for-profit organization for up to a \$1,000 grant. This may include but is not limited to an event attendance or sponsorship. An administrative process would be established to facilitate these requests.

Recommended	\$3,000	Diversity Council
Requested	\$10,000	Winnebago County Diversity Council
2017 Grant	\$5,000	Initiatives to celebrate diversity and promote cultural competency.

Recommended	\$0	Blight Busters Rehabilitation and Employment Program
Requested	\$125,000	Comprehensive Community Solutions
2017 Grant	\$0	Employees low-to-moderate-income residents in renovation, deconstruction, post-demolition lot greening, repurposing, and vacant property maintenance to stabilize or rehabilitate blighted properties

Recommended	\$0	Landscape and Beautification of Heritage Museum Park, Phase I
Requested	\$50,000	Ethnic Heritage Museum
2017 Grant	\$25,000	Funding for leveling property grade, brick pathways, lighting, and plantings.

Recommended	\$0	Rockford Recycling Center Equipment
Requested	\$22,200	Keep Northern Illinois Beautiful
2017 Grant	\$50,000	Recycling Center equipment to improve safety and productivity

Recommended	\$0	Hardware and website upgrades
Requested	\$10,300	Keep Northern Illinois Beautiful
2017 Grant	\$0	Computer hardware, software, and computer updates

Recommended	\$0	Children's Garden Renovation/Crabapple Creek
Requested	\$50,000	Klehm Arboretum & Botanic Garden
2017 Grant	\$50,000	ADA accessible asphalt path, seat area shade structure, site furnishings, and landscaping

Recommended	\$0	Lindell Engineering and Research (LER) Adiabatic Metal Forming
Requested	\$500,000	RockFast, LTD
2017 Grant	\$0	Relocation, build the forming technology system line as part of RVC Barber Colman Village metal forming program

Community Development

Recommended	\$2,000	Surrounded by Light Gallery Exhibit Tourism Attraction
Requested	\$45,000	Discovery Center Museum
2017 Grant	\$0	Design, purchase, and installation of new exhibit at the region's leading tourism attraction museum. Nationally ranked Top 10 Children's Museum; 160,000 guests per year, more than 123,000 per year out of town visitors.

Recommended	\$32,000	Great American Clean-Up and Medication Collection (relative to the Opioid Intervention Initiative)
Requested	\$22,000	Keep Northern Illinois Beautiful
2017 Grant	\$40,000	Substantially volunteer-operated community beautification program and medication collection program aligned to opioid crisis response. Mobilizes more than 1,300 volunteers to beautify approximately 300 miles of roadways and eliminates 1.8 tons of addictive and poisonous prescriptions.

Recommended	\$2,000	World War II Days Tourism Attraction Event
Requested	\$5,000	Midway Village Museum
2017 Grant	\$5,000	Tourism-generating media buys to promote the largest historical reenactment in the midwest. This event bring 8,000 guests to the event, many from out of town.

Recommended	\$12,000	Alignment and Effectiveness Neighborhood Associations
Requested	\$18,000	Neighborhood Network of Rockford, Inc
2017 Grant	\$12,000	Fees to facilitate and support new and existing neighborhood groups, which promote public safety, network building, a positive community identity, pride in neighborhoods, and, ultimately, increased property values.

Recommended	\$10,000	Alignment of Faith Community Resources
Requested	\$25,000	One Body Collaborative
2017 Grant	\$0	Meet the Need software platform, allowing access to the entire community at no cost; aggregating Collective Impact outcomes.

Recommended	\$10,000	Choose Winnebago: Big Time, Small Towns Rural Tourism Campaign
Requested	\$75,000	Rockford Area Convention & Visitors Bureau
2017 Grant	\$0	Marketing and promotion of the smaller communities within Winnebago County.

Recommended	\$5,000	Veteran Support Initiatives
Requested	\$5,000	Winnebago County
2017 Grant	\$0	Initiatives to recognize and support veterans.

Recommended	\$45,000	Land Conservation in Winnebago County
Requested	\$45,000	Winnebago County Soil & Water Conservation District
2017 Grant	\$45,000	Delivery of conservation, urban erosion, drainage, and natural resource programs for the agricultural community and small tract owners.

Recommended	\$15,000	Youth Court
Requested	\$27,000	Youth Services Network, Inc (YSN)
2017 Grant	\$27,000	Peer-based restorative justice program; including substantial training program leading to academic and career-influencing outcomes. Recommended for future funding from PSST as Alternative Program.

Recommended	\$130,394	Water District Expansion - New Milford (2017 CR 107)
Requested	\$130,394	Illinois Department of Transportation
2017 Grant	\$0	Funding for project approved by 2017 CR 107; \$65,347 will be refunded by New Milford, \$37,500 was allocated in FY2017 now to be paid from reserves.

Recommended	\$0	IWBC: Investing in the Present and Future through Educational Baseball Programming
Requested	\$160,000	International Women's Baseball Center (IWBC)
2017 Grant	\$175,000	Development and distribution of educational programming in Rockford.

Recommended	\$0	Rockford Aquarium, Feasibility Study Update
Requested	\$15,000	Rockford Aquarium
2017 Grant	\$0	Funding to update the original 2013 feasibility study.

Infrastructure

Recommended	\$5,000	Citizen Survey for Strategic Planning Input
Requested	\$5,000	Rockford Area Convention & Visitors Bureau
2017 Grant	\$0	The Rockford Area Convention & Visitors Bureau included Winnebago County, City of Rockford, and Transform Rockford in designing its citizen survey. As a funding partner, results will provide the County citizen feedback for strategic planning, prioritization.

Recommended	\$100,000	Economic Development Multi-Year Membership Commitment - Year 2 of 5
Requested	\$100,000	Rockford Area Economic Development Council
2017 Grant	\$100,000	In 2016, the RAEDC received a multi-year commitment from the County as an investor in the Rockforward 20/20 strategic plan. Through the County's continued membership, economic development sales, marketing, recruiting, retention, research, reports, and alignment management are performed by the RAEDC on behalf of the County by way of partnership (as opposed to employing economic development specialists.) To rectify the unsigned commitment document, the Board is asked to ratify the agreement in the amount of \$100,000/year for five years (2016-2020).

Recommended	\$11,470	Partnerships and Strategies to Reduce Violent Crime
Requested	\$11,470	Rockford Metropolitan Agency for Planning
2017 Grant	\$0	Illinois Criminal Justice Information Authority focused deterrence strategy case management system and monitoring devices.

Recommended	\$5,000	Professional Association Membership
Requested	\$5,000	United Counties Council of Illinois
2017 Grant	\$0	Professional association membership providing access to training, development, networks, and lobbying partnership; the UCCI has in the past and may potentially again refund membership fee. Past membership fees have been reimbursed based on fund availability.

Recommended	\$2,000	2-1-1 Crisis, Information, & Resource Service
Requested	\$46,059	United Way of Rock River Valley
2017 Grant	\$10,000	Marketing and promotion of the 2-1-1 resource and crisis hotline.

Recommended	\$50,000	Government Efficiency Study
Requested	\$50,000	Winnebago County Government
2017 Grant	\$0	Identify opportunities to streamline, centralize, or align services to responsibly utilize resources and minimize costs inside or across governments in Winnebago County.

Recommended	\$0	InCity Farms Aquaponics
Requested	\$250,000	RockFast, LTD
2017 Grant	\$0	Site acquisition, remediation, and preparation.

Workforce

Recommended	\$22,000	Police and Fire Career AcademiPolice and Fire Career Academies and Pathways 2.0
Requested	\$40,000	Alignment Rockford
2017 Grant	\$25,000	Development and implementation of a police and fire workforce talent pipelineDevelopment and implementation of a police and fire workforce talent pipeline. Exposing youth to police and fire career opportunities is a critical success factor to increasing minority participation in police and fire departments in the future, including the Winnebago County Sheriff's Department. The City of Rockford is also a partner in this initiative.

Recommended	\$5,000	Awaken Café Culinary Program
Requested	\$133,630	Awaken Foundation
2017 Grant	\$0	Culinary program focused on training disadvantaged and at-risk individuals. Capacity to train 20 people every six weeks. disadvantaged persons.

Recommended	\$5,000	Entrepreneurship Resource and Development Center
Requested	\$41,264	Entrepreneur Club, The
2017 Grant	\$0	Entrepreneur development seminars, networking events and programs. Minority-owned business initiative promoting additional economic development and innovation.

Recommended	\$5,000	Inspire: A Teen Leadership Conference
Requested	\$40,842	Girl Scouts of Northern Illinois
2017 Grant	\$0	Weekend-long program for high school girls to explore leadership potential, personal brand and mission, cutting-edge career opportunities, and build a brighter future.

Recommended	\$10,000	HIRE Grounds Café: Second Chance Employment
Requested	\$29,800	Hope in Recovery Employment, LLC
2017 Grant	\$0	Capital improvements to the facility housing a café-with-a-cause - providing second-chance employment, education, and recovery solutions. Once reaching full operation, expects to employ 5-10 full time employees per year while training/employing/serving 500 per year.

Recommended	\$10,000	Enhancing Economic Impact of Non-Profit Organizations
Requested	\$30,000	Northern Illinois Center for Nonprofit Excellence (NICNE)
2017 Grant	\$0	Program development, participant recruitment, and program delivery to reduce the costs and barriers to participation by nonprofits.

Recommended	\$80,000	Extension and 4-H Winnebago County
Requested	\$80,000	University of Illinois Extension
2017 Grant	\$80,000	Agricultural workforce development programs.

Recommended	\$2,000	Trades Program Scholarship Endowment
Requested	\$12,000	West Gateway Coalition
2017 Grant	\$11,000	Developing scholarship fund to provide opportunities to students to enter trades programs

Recommended	\$50,000	Learning and Policy Compliance Training System
Requested	\$50,000	Winnebago County Workforce
2017 Grant	\$0	Establish an online training system for staff to fulfill risk containment, policy, and statutory federal, state, and municipal required and performance enhancing trainings. The online system will provide efficiencies in training delivery, compliance, and documentation.

Recommended	\$15,000	External Professional Development
Requested	\$15,000	Winnebago County Workforce
2017 Grant	\$0	Required and recommended professional development of professional staff.

Recommended	\$10,000	Community Engagement and Communications
Requested	\$10,000	Winnebago County Community
2017 Grant	\$0	Community events, meetings, and strategic communications essential to transparent information sharing, partnership building, and effective communications with citizens.

Recommended	\$10,000	Diversity Initiative Internship Program
Requested	\$10,000	Winnebago County Government
2017 Grant	\$0	The County Administration and Human Resources Department will establish an internship program to assist with exposing youth and young professionals to career fields and employment opportunities at Winnebago County. This is a critical success factor in the retention of local talent.

Recommended	\$2,000	GED Education
Requested	\$1,000	Winnebago County
2017 Grant	\$0	Assist large community of Winnebago County residents with obtaining their general education degrees, thereby increasing employability of workforce.

Recommended	\$7,000	Young Professional Development and Retention
Requested	\$20,000	Winnebago County
2017 Grant	\$0	The single most costly area of population loss in Winnebago County is with young professionals. Outreach and communication initiatives to grow, retain, and attract young professionals as well as align with existing efforts of other public and private organizations is important to our long-term success.

Recommended	\$0	Redeploy for Girls
Requested	\$47,000	Youth Services Network, Inc (YSN)
2017 Grant	\$47,000	Case management, educational, tutoring, community service, life skills, employment, recreation, family support program for adjudicated young ladies.

Recommended	\$0	Culinary Program Feasibility
Requested	\$31,900	YWCA Northwestern Illinois
2017 Grant	\$0	Evaluate, plan, prepare, and launch a culinary program that provides a pathway out of poverty through food service and soft skills training and targeted job placement.

Legacy Requests

Recommended	\$56,250	Fairground Boys & Girls Club Youth Development Program
Requested	\$75,000	Boys & Girls Club of Rockford
2017 Grant	\$75,000	Academic success, healthy lifestyle, character and leadership development, Career Launch program. 25% step-reduction due to substantially routine operational costs and salaries; recommended for future funding from PSST as a recommended Alternative Program.

Recommended	\$25,000	Nature Education for Winnebago County
Requested	\$43,200	Severson Dells Educational Foundation
2017 Grant	\$50,000	Operational subsidy for free nature education programs, primarily nature walks, lectures, and school programs. 50% step-reduction due to substantially routine operational costs.

Recommended	\$32,750	After School Program
Requested	\$60,750	Zion West Enterprise, NFP
2017 Grant	\$50,000	Academic intervention and support in reading and math, homework assistance, and enrichment activities to Ellis Heights students. 25% step-reduction due to substantially routine operational costs and salaries; recommended for future funding from PSST as a recommended Alternative Program.

Recommended	\$0	Women's Restorative Justice Program
Requested	\$100,000	Salvation Army of Winnebago County, The
2017 Grant	\$75,000	Transitional housing and social services to enable women to overcome barriers by attaining life skills, employment, and sobriety.

Feb. 15, 2018

Respectfully submitted,

ECONOMIC DEVELOPMENT COMMITTEE


FRED WESCOTT, CHAIRMAN

FRED WESCOTT, CHAIRMAN


L.C. WILSON

L.C. WILSON


DOROTHY REDD

DOROTHY REDD


JEAN CROSBY

JEAN CROSBY


DAVE FIDUCCIA

DAVE FIDUCCIA

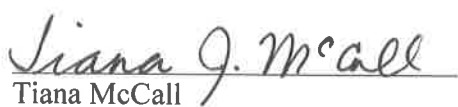
The above and foregoing Resolution was adopted by the County Board of the County of Winnebago, Illinois, this 22nd day of February, 2018.



Frank Haney

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

Attested by:


Tiana McCall

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

Jan. 30, 2018

Respectfully submitted,

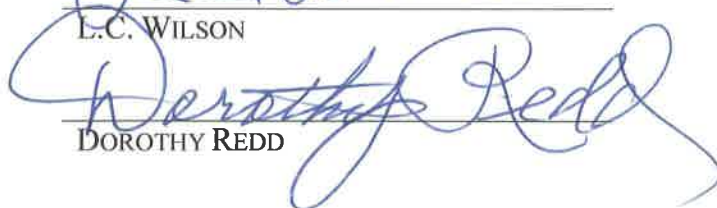
ECONOMIC DEVELOPMENT COMMITTEE


FRED WESCOTT, CHAIRMAN

FRED WESCOTT, CHAIRMAN


L.C. WILSON

L.C. WILSON


DOROTHY REDD

DOROTHY REDD

JEAN CROSBY

JEAN CROSBY

DAVE FIDUCCIA


DAVE FIDUCCIA

The above and foregoing Resolution was adopted by the County Board of the County of Winnebago, Illinois, this ____ day of _____, 2018.

Sent back to Committee by County Board

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

Attested by:

Tiana McCall
Clerk of the County Board
of the County of Winnebago, Illinois

126

COMMITTEE: Econ. Devel.

SUBJECT: Recommendation for 2018
Host For Grant Awards

	AYES	NAYES	PRESENT	ABSENT	ABSTAINED
1. BIONDO, TED	✓				
2. BOOKER, AARON	✓				
3. BOOMER, DAVID	✓				
4. CROSBY, JEAN	✓				
5. FELLARS, DANIEL				✓	
6. FIDUCCIA, DAVID	✓				
7. GERL, BURT	✓				
8. GORAL, ANGIE	✓				
9. HOFFMAN, JOE	✓				
10. JURY, GARY	✓				
11. KELLEY, DAVID	✓				
12. MCDONALD, KEITH	✓				
13. NICOLOSI, ELI	✓				
14. REDD, DOROTHY	✓				
15. SALGADO, JAIME	✓				
16. SCHULTZ, STEVE		✓			
17. TASSONI, DAVID	✓				
18. WEBSTER, JIM	✓				
19. WESCOTT, FRED	✓				
20. WILSON, L.C.	✓				
TOTALS	18	1		1	

Unanimous Vote

STATE OF ILLINOIS, } ss.
COUNTY OF WINNEBAGO }

I, Tiana J. McCall, County Clerk in and for said County, in the State aforesaid, do hereby certify that I have compared the foregoing attached copy of:

RESOLUTION APPROVING RECOMMENDATIONS FOR 2018 HOST FEE ALLOCATIONS AND COMPLETE LISTING OF HOST FEE ALLOCATIONS FOR FISCAL YEAR 2018

With the original document which is on file in my office; and found it to be a true, perfect and complete copy of the original document

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seal of said County, at my office in the City of Rockford, in said County,

this 27TH DAY OF APRIL, 2018.

Tiana J. McCall, Winnebago County Clerk

BY:  *Deputy County Clerk*



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

Sponsored by: Fred Wescott
Submitted by: Economic Development Committee

2018 CR 050

**RESOLUTION APPROVING RECOMMENDATIONS FOR
2018 HOST FEE ALLOCATIONS**

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, the four categories of economic development encompassed by this policy are capital development, workforce development, infrastructure, and community development; and

WHEREAS, the recommendations meet the criteria of the Host Fee Allocation and Award Policy and have been endorsed by the Economic Development Committee.


NOW, THEREFORE, BE IT AND IT IS HEREBY RESOLVED, by the County Board of the County of Winnebago, Illinois, that the County of Winnebago allocate host fee funds as grant awards for fiscal year 2018 in accordance with the schedule attached hereto as Exhibit A.

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)


FRED WESCOTT, CHAIRMAN


L.C. WILSON

DOROTHY REDD


JEAN CROSBY


DAVE FIDUCCIA

(DISAGREE)

FRED WESCOTT, CHAIRMAN

L.C. WILSON

DOROTHY REDD

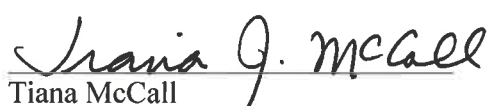
JEAN CROSBY

DAVE FIDUCCIA

The above and foregoing Resolution was adopted by the County Board of the County of Winnebago, Illinois, this 26th day of April, 2018.


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

Attested by:


Tiana McCall
Clerk of the County Board
of the County of Winnebago, Illinois

2018 Host Fee Fund Projections & Allocation Summary

HOST FEE FUND STATUS

Revenue Projection	\$ 3,940,000
2018 Allocations	\$ (3,941,068)
Projected Balance	\$ (1,068)

RESERVE FUND STATUS

Beginning Fund Equity	\$ 2,445,572
2018 Allocations	\$ (580,000)
Current Balance	\$ 1,865,572
Reserve Fund Target to Fund 18-Month Commitments	\$ 3,583,062
Reserve Fund Over/Under	\$ (1,717,490)

2018 INVESTMENT SUMMARY

Category	Amount	2018 %
Capital	\$ 2,584,647	65.58%
Community	\$ 133,000	3.37%
Infrastructure	\$ 548,046	13.91%
Legacy	\$ 114,000	2.89%
Workforce	\$ 281,375	7.14%
Host Fee Sharing	\$ 280,000	7.10%
Grand Total	\$ 3,941,068	100.00%

Type	2018 %
Host Fee Sharing	7.12%
Multi-Year	58.17%
One-Time	34.71%
Grand Total	100.00%

41700 Host Fee Fund

2018 Allocations & Multi-Year Installments Due

ORD/RES	Agent	Project	2018 Payment Amount
2017 CO 109	5Cast Plus	Financial Forecasting & Consultant Service	\$ 17,000
2018 CR 021	African-American Resource Center at Booker	Lighting Updates	\$ 6,000
2018 CR 021	Alignment Rockford	Police and Fire Career Academies and Pathways 2.0	\$ 22,000
2018 CR 021	Awaken Foundation	Awaken Café Culinary Program	\$ 5,000
2018 CR 021	Boys & Girls Club of Rockford	Fairground Boys & Girls Club Youth Development Program	\$ 56,250
2007 CR 006	City of Rockford	BMO Harris Banke Centre	\$ 460,000
2017 CR 113	City of Rockford	Barbara Coleman	\$ 320,000
2018 CR TBD	City of Rockford	Barbara Coleman Reduction in 2018 amount due	\$ (320,000)
2018 CR 021	Discovery Center Museum	Surrounded by Light Gallery Exhibit Tourism Attraction	\$ 2,000
2018 CR TBD	Dom Sawchuk	Phase I Lean Implementation, Sheriff's Office	\$ 19,700
2017 CO 109	Economic Development District of Northern Illinois/Region 1 Planning Council	Planning and research services	\$ 50,000
2018 CR TBD	Economic Development District of Northern Illinois/Region 1 Planning Council	Reduction in 2018 amount due	\$ (1,625)
2017 CO 096	Enterprise Document Management	Document management and pre-procurement investment	\$ -
2018 CR 021	Entrepreneur Club, The	Entrepreneurship Resource and Development Center	\$ 5,000
2017 CO 109	Fehr Graham	Prairie Road Pump Neighborhood Association Well Study	\$ 10,750
2018 CR TBD	Gary W. Anderson Architects	Architectural Services, International Women's Baseball Center	\$ 3,557
2018 CR 021	Girl Scouts of Northern Illinois	Inspire: A Teen Leadership Conference	\$ 5,000
2015 CR 121, 2017 CO 099	Greater Rockford Airport Authority	Maintenance Repair Organization	\$ 706,640
2018 CR 021	Hope in Recovery Employment, LLC	HIRE Grounds Café: Second Chance Employment	\$ 10,000
2018 CR 021	Illinois Department of Transportation	Water District Expansion - New Milford (2017 CR 107)	\$ 130,394
2018 CR TBD	Illinois Department of Transportation	Reduction in 2018 amount due;	\$ (27,690)
2018 CR TBD	Illinois State Association of Counties	State-wide legislation oriented county association membership	\$ 2,072
2018 CR 021	Keep Northern Illinois Beautiful	Great American Clean-Up and Medication Collection	\$ 32,000
2018 CR 021	Midway Village Museum	World War II Days Tourism Attraction Event	\$ 2,000
2018 CR 021	Neighborhood Network of Rockford, Inc	Alignment and Effectiveness of Neighborhood Associations	\$ 12,000
2018 CR TBD	Nicolay & Dart	Contractual services (Apr - Sept)	\$ 30,000
2017 CO 109	Nicolay & Dart / Government Affairs	Oct-Mar contractual services; Government affairs expenses	\$ 35,000
2017 CR 111, 2017 CO 059	Northern Illinois Center for Governmental Studies	Second half installment of strategic planning services fee	\$ 10,000
2018 CR 021	Northern Illinois Center for Nonprofit Excellence (NICNE)	Enhancing Economic Impact of Non-Profit Organizations	\$ 10,000
2018 CR 021	One Body Collaborative	Alignment of faith community resources	\$ 10,000
2018 CR TBD	Quickstart39, LLC	Rock 39 Redevelopment	\$ 285,000
2012 CR 099	Rock 39 F & G Bonds	Rock 39 Industrial Park	\$ -
2014 CO 026	Rock Valley College	Aviation building and program	\$ 50,000
2018 CR 021	Rockford Area Convention & Visitors Bureau	Choose Winnebago: Big Time, Small Towns Rural Tourism Campaign	\$ 10,000
2018 CR 021	Rockford Area Convention & Visitors Bureau	Citizen Survey for Strategic Planning Input	\$ 5,000
2018 CR 021	Rockford Area Economic Development Council	Rockforward 20/20	\$ 100,000
2018 CR 021	Rockford Metropolitan Agency for Planning	Partnerships and Strategies to Reduce Violent Crime	\$ 11,470
2014 CO 025	Rockford Park District	Reclaiming First	\$ 350,000
2011 CR 096	Rockford Park District Foundation	Nicholas Conservatory	\$ 100,000
2016 CR 089	Rockford Public School District	Purpose Built/Fordem Forward	\$ 200,000
2018 CR 021	Rockford University	Improving Nursing Skills for the Region through Clinical	\$ 5,000
2018 CR 021	Severson Dells Educational Foundation	Nature Education for Winnebago County	\$ 25,000
2018 CR 021	United Counties Council of Illinois	Professional Association Membership	\$ 5,000
2018 CR TBD	United Counties Council of Illinois	Professional Association Membership	\$ (2,500)
2018 CR 021	United Way of Rock River Valley	2-1-1 Crisis, Information, & Resource Service	\$ 2,000
2018 CR 021	University of Illinois Extension	Extension and 4-H Winnebago County	\$ 80,000
2017 CO 096	Veterans Memorial Hall, Winnebago County Government	Business operations to ensure public access	\$ 35,000
2017 CR 143	Village of New Milford	Host Fee Sharing Agreement	\$ 240,000
2018 CR TBD	Village of New Milford	Increase due to anticipated revenue increase	\$ 40,000
2018 CR 021	Village of Rockton	Downtown Streetscape Master Plan	\$ 38,000
2018 CR 021	West Gateway Coalition	Trades Program Scholarship Endowment	\$ 2,000

2018 CR 021	Winnebago County	Veteran support initiatives	\$ 5,000
2017 CO 096, 2017 CO 099	Winnebago County	Water system trade-out for bond payments	\$ 162,300
2018 CR 021	Winnebago County	GED Education	\$ 2,000
2018 CR 021	Winnebago County	Young Professional Development and Education	\$ 7,000
2018 CR 021	Winnebago County Board Non-Profit Support	Community not-for-profit grants	\$ 20,000
2018 CR 021	Winnebago County Community	Community Engagement and Communications	\$ 10,000
2018 CR 021	Winnebago County Diversity Council	Diversity Council	\$ 3,000
2018 CR 021	Winnebago County Government	Government Efficiency Study	\$ 50,000
2018 CR 021	Winnebago County Government	Diversity Initiative Internship Program	\$ 10,000
2017 CO 109	Winnebago County Health Department	Blight Reduction - Property Demolition	\$ 100,000
2018 CR TBD	Winnebago County Health Department	Additional costs due to unanticipated project scope	\$ 10,000
2017 CO 096	Winnebago County Highway	High priority rated projects	\$ 200,000
2018 CR 021	Winnebago County Soil & Water Conservation District	Land Conservation in Winnebago County	\$ 45,000
2018 CR 021	Winnebago County Workforce	External Professional Development	\$ 15,000
2018 CR 021	Winnebago County Workforce	Learning and Policy Compliance Training System	\$ 50,000
2018 CR 021	Youth Services Network, Inc (YSN)	Youth Court	\$ 15,000
2018 CR 021	Zion West Enterprise, NFP	After School Program	\$ 32,750
			\$ 3,941,068

0117 Host Fee Reserves

Board Action	Agent	Project	2018 Payment Amount
2017 CO 096	Winnebago County Government	General Fund Subsidy	\$ 580,000
			\$ 580,000

Total 2018 Allocations**\$ 4,521,068**

Host Fee Fund (41700) **Multi-Year Commitments**

	City of Rockford	Rockford Park District Foundation	F& G Bonds	Rock Valley College	Rockford Park District	Rockford Area Economic Development Council	Greater Rockford Airport Authority	Rockford Public School District	City of Rockford	Total Annual Payment Commitments
	BMO Harris Bank Centre	Nicholas Conservatory	Rock 39 Industrial Park	Aviation Program	Reclaiming First	Rockforward 20/20	Maintenance Repair Organization	Purpose Built/Fordem Forward	Barber Colman Village	
Total Committed	8,990,000	800,000	8,467,797	1,000,000	7,000,000	500,000	10,979,109	600,000	3,200,000	41,536,906
Initiating Payment Year	2007	2011	2013	2014	2015	2016	2016	2017	2018	
2018	460,000	100,000	-	50,000	350,000	100,000	706,640	200,000		1,966,640
2019	460,000	100,000	174,144	50,000	350,000	100,000	847,968	200,000	320,000	2,602,112
2020	460,000	100,000	174,144	50,000	350,000	100,000	565,312		320,000	2,119,456
2021	460,000	100,000	599,244	50,000	350,000		565,312		320,000	2,444,556
2022	460,000	100,000	594,197	50,000	350,000		565,312		320,000	2,439,509
2023	460,000	100,000	597,300	50,000	350,000		565,312		320,000	2,442,612
2024	460,000		593,650	50,000	350,000		565,312		320,000	2,338,962
2025	460,000		594,625	50,000	350,000		565,312		320,000	2,339,937
2026	460,000		590,225	50,000	350,000		565,312		320,000	2,335,537
2027			595,375	50,000	350,000		565,312		320,000	1,880,687
2028			595,000	50,000	350,000		565,312		320,000	1,880,312
2029			594,175	50,000	350,000		565,312			1,559,487
2030			592,900	50,000	350,000		565,312			1,558,212
2031			596,100	50,000	350,000		565,312			1,561,412
2032			593,775	50,000	350,000		565,312			1,559,087
2033				50,000	350,000		565,312			965,312
2034					350,000		565,312			915,312
(Credits)							(800,000)			(800,000)
Paid to Date	4,850,000	200,000	982,943	200,000	1,050,000	200,000	1,744,826	200,000	-	9,427,769
Balance Due	4,140,000	600,000	7,484,854	800,000	5,950,000	300,000	9,234,283	400,000	3,200,000	32,109,137
Category	Capital	Capital	Capital	Capital	Capital	Infrastructure	Capital	Capital	Infrastructure	
Ord/Res	2007 CR 006	2011 CR 096	2012 CR 099	2014 CO 026	2014 CO 025	2018 CR 021	2015 CR 121	2016 CR 089	2017 CR 113	

24 - 4/26/18

ECONOMIC DEVELOPMENT RECOMMENDATIONS

2018 HOST FEE ALLOCATIONS

2018 CR _____ April 26, 2018

PROJECT	HOST FEE SHARING	MAINTENANCE & EDUCATION	CAPITAL DEVELOPMENT	WORKFORCE DEVELOPMENT	INFRASTRUCTURE	COMMUNITY DEVELOPMENT	TRANSFER TO OTHER FUNDS	RESERVE	NOTE
	43471	43470	43472	43473	43474	43474	49110	0117	
Architectural Services, International Women's Baseball Center			3,557						Services rendered by Gary W. Anderson Architects reviewed by and partially paid for by the County in 2016; balance outstanding toward this previously Host Fee Fund-sponsored project site
City of Rockford, Barber Colman Village 2018 Installment					(320,000)				This project will not require it's initial multi-year installment until 2019
Economic Development District of Northern Illinois				(1,625)					Reduction in funding to match actual invoice amount
Illinois Department of Transportation					(27,690)				Reduction in funding approved in 2018 CR 021 for project approved by 2017 CR 107 due to partial payment made in FY2017; \$102,704 due in 2018 with \$32,674 refund due by New Milford
Illinois State Association of Counties					2,072				Statewide county association membership; larger counties involved with similar legislative interests
Nicolay & Dart State Lobbying Services					30,000				Funds will be used to cover 2017 CO 059 approved month-to-month contract with Nicolay & Dart LLC, for lobbying services April through September 2018.
Northern Illinois University Center for Governmental Studies					10,000				Second half installment of strategic planning services fee previously approved by 2017 CR 111 and 2017 CO 059
Phase I Lean Implementation, Sheriff's Office			19,700						Sheriff's team engaged in deploying a team approach to implementing lean methodologies to eliminating wastes, improving services, and launching process improvement. retainer \$19,200, plus \$500 allowable expense contingency.
Prairie Road Pump Neighborhood Association Well Study			10,000						Additional projects costs due to unanticipated project scope
Quickstart39, LLC			285,000						Rock 39 Redevelopment Agreement project
United Counties Council of Illinois					(2,500)				First year membership discount of \$2,500
Village of New Milford	280,000								Increase due to anticipated revenue increase
SUB-TOTAL ECONOMIC DEVELOPMENT RECOMMENDATIONS BY CATEGORY	\$ 280,000	\$ -	\$ 318,257	\$ (1,625)	\$ (308,118)	\$ -	\$ -	\$ -	\$ 288,514

PROJECT	HOST FEE SHARING	MAINTENANCE & EDUCATION	CAPITAL DEVELOPMENT	WORKFORCE DEVELOPMENT	INFRASTRUCTURE	COMMUNITY DEVELOPMENT	TRANSFER TO OTHER FUNDS	RESERVE	NOTE
	43471	43470	43472	43473	43474	43474	49110	0117	
City of Rockford			460,000						BMO Harris Bank Centre
Rockford Park District Foundation			100,000						Nicholas Conservatory
Rock Valley College			50,000						Aviation Program
Rockford Park District			350,000						Reclaiming First
Greater Rockford Airport Authority			706,640						Maintenance Repair Organization
Rockford Public School District			200,000						Purpose Built/Fordem Forward
City of Rockford					320,000				Barbara Coleman Village
SUB-TOTAL MULTI-YEAR ECONOMIC DEVELOPMENT RECOMMENDATIONS BY CATEGORY	\$ -	\$ -	\$ 1,866,640	\$ -	\$ 320,000	\$ -	\$ -	\$ -	\$ 2,186,640
TOTAL ECONOMIC DEVELOPMENT RECOMMENDATIONS BY CATEGORY	\$ 280,000	\$ -	\$ 2,184,897	\$ (1,625)	\$ 11,882	\$ -	\$ -	\$ -	\$ 2,475,154

COMMITTEE: Economic DevelopmentSUBJECT: item B pull out lobbyist contractHost Fee Allocations - 2018

16

	AYES	NAYES	PRESENT	ABSENT	ABSTAINED
1. BIONDO, TED		✓			
2. BOOKER, AARON		✓			
3. BOOMER, DAVID	✓				
4. CROSBY, JEAN		✓			
5. FELLARS, DANIEL		✓			
6. FIDUCCIA, DAVID	✓				
7. GERL, BURT		✓			
8. GORAL, ANGIE	✓				
9. HOFFMAN, JOE		✓			
10. JURY, GARY		✓			
11. KELLEY, DAVID		✓			
12. MCDONALD, KEITH	✓				
13. NICOLSI, ELI				✓	
14. REDD, DOROTHY		✓			
15. SALGADO, JAIME		✓			
16. SCHULTZ, STEVE	✓				
17. TASSONI, DAVID		✓			
18. WEBSTER, JIM	✓				
19. WESCOTT, FRED		✓			
20. WILSON, L.C.		✓			
TOTALS	6	13		1	

motion fails 13 6 with 1 absent

COMMITTEE: economic developmentSUBJECT: item B 2018 Host Fee Allocations

(16)

	AYES	NAYES	PRESENT	ABSENT	ABSTAINED
1. BIONDO, TED	✓				
2. BOOKER, AARON	✓				
3. BOOMER, DAVID	✓				
4. CROSBY, JEAN	✓				
5. FELLARS, DANIEL	✓				
6. FIDUCCIA, DAVID	✓				
7. GERL, BURT	✓				
8. GORAL, ANGIE	✓				
9. HOFFMAN, JOE	✓				
10. JURY, GARY	✓				
11. KELLEY, DAVID	✓				
12. MCDONALD, KEITH	✓				
13. NICOLosi, ELI				✓	
14. REDD, DOROTHY	✓				
15. SALGADO, JAIME	✓				
16. SCHULTZ, STEVE		✓			
17. TASSONI, DAVID	✓				
18. WEBSTER, JIM	✓				
19. WESCOTT, FRED	✓				
20. WILSON, L.C.	✓				
TOTALS	18	1		1	

motion passes

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

2019 CO 037

**AN ORDINANCE ADOPTING RECOMMENDATIONS FOR 2019 HOST FEE
ANNUAL AND 2018 ANNUAL RECOMMENDATIONS CARRYOVER
ALLOCATIONS**

WHEREAS, the County of Winnebago has determined that host fee funds are to be used for economic development; and

WHEREAS, the County Board of the County of Winnebago, Illinois approved an "Ordinance Adopting A Host Fee Allocation & Award Policy" that establishes a policy for the use and allocation of host fee funds for economic development and provides categories of investment of for these funds; and

WHEREAS, the spending from the host fee fund outlined and described in Exhibit A, "Annual Recommendations and Fiscal Year 2018 Annual Recommendations Carryover" is aligned with the host fee allocation and award policy; and

WHEREAS, upon review of the recommendations from the Chairman of the County Board of Winnebago County, Illinois, the Economic Development Committee of the County Board of the County of Winnebago, Illinois recommends adopting the Recommendation For 2019 Host Fee Annual Allocations as described in Exhibit A "Annual Recommendations and Fiscal Year 2018 Annual Recommendations Carryover"

NOW, THEREFORE BE IT ORDAINED, by the County Board of the County of Winnebago, Illinois, that the County of Winnebago, Illinois hereby adopts spending host fees in fiscal year 2019 on the projects outlined in Exhibit A " Annual Recommendations and Fiscal Year 2018 Annual Recommendations Carryover;" and

BE IT FURTHER ORDAINED, this ordinance shall go into effect immediately upon its adoption; and

BE IT FURTHER ORDAINED, that the Clerk of the County Board is hereby directed to prepare and deliver a copy of the Ordinance to the Winnebago County Administrator, Winnebago County Auditor, and the Winnebago County Regional Planning and Economic Development Director.

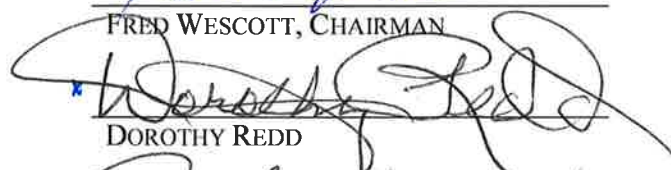
Respectfully Submitted,
ECONOMIC DEVELOPMENT COMMITTEE

AGREE

DISAGREE

x 
FRED WESCOTT, CHAIRMAN

FRED WESCOTT, CHAIRMAN

x 
DOROTHY REDD

DOROTHY REDD

x 
PAUL ARENA

PAUL ARENA

x 
JAS BILICH

JAS BILICH

x 
JOHN BUTITTA

JOHN BUTITTA

x 
JEAN CROSBY

JEAN CROSBY

x 
DAN FELLARS

DAN FELLARS

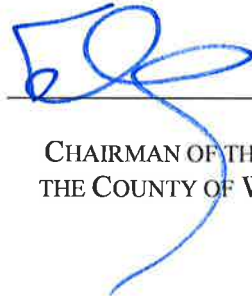
x 
BURT GERL

BURT GERL

x 
TIM NABORS

TIM NABORS

The above and foregoing Resolution was adopted by the County Board of the County of Winnebago, Illinois this 11th day of April, 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

HOST FEE FUND		
ANNUAL RECOMMENDATIONS		
Recommendation for 2019	\$ 20,000	County Board Non-Profit Support
2018 Grant	\$ 20,000	Each County Board Member may recommend a not-for-profit organization for up to a \$1,000 grant. This may include but is not limited to an event attendance or sponsorship.
Recommendation for 2019	\$ 3,000	Diversity Council
2018 Grant	\$ 3,000	Initiatives to celebrate diversity and promote cultural competency.
Recommendation for 2019	\$ 20,000	Keep Northern Illinois Beautiful
2018 Grant	\$ 32,000	Keep Northern Illinois Beautiful is assisting the County in its Consumer Electronics Recycling Program. Last year, the County opted into this program with the state and is receiving funding for this program. For fiscal year 2019, this would be the only cost of the program.
Recommendation for 2019	\$ 45,000	Winnebago County Soil & Water Conservation District
2018 Grant	\$ 45,000	Delivery of conservation, urban erosion, drainage, and natural resource programs for the agricultural community and small tract owners.
Recommendation for 2019	\$ 30,000	Government Efficiency Study - Winnebago County Government
2018 Grant	\$ 50,000	Identify opportunities to streamline, centralize, or align services to responsibly utilize resources and minimize costs inside or across governments in Winnebago County.
Recommendation for 2019	\$ 80,000	University of Illinois Extension and 4-H Winnebago County
2018 Grant	\$ 80,000	Agricultural workforce development programs. The County's funding provides matching funds for the Extension. Many Illinois counties provide funding to the Extension through a tax levy.
Recommendation for 2019	\$ 50,000	Internal Capital - Winnebago County Government
2018 Grant	\$ 50,000	Upgrades to Munis software to improve efficiencies, internal controls and process workflows.
Recommendation for 2019	\$ 170,000	Operations of the Water System at Baxter Road - Winnebago County Government
2018 Grant	\$ 162,300	User fees are not sufficient to fund the operating costs of the County-owned water system at Baxter Road.
Recommendation for 2019	\$ 50,000	EDDNI/Region 1 Planning
2018 Grant	\$ 50,000	Annual Membership Fee
Recommendation for 2019	\$ 100,000	Blight Reduction (Property Demolition) - Winnebago County Health Department
2018 Grant	\$ 100,000	The Federal blight reduction grant which had been used to demolish properties was discontinued. Funds would be directed towards completing the county-wide demolition strategy critical to revitalizing neighborhoods.
Recommendation for 2019	\$ 25,000	Severson Dells Educational Foundation
2018 Grant	\$ 25,000	Operational subsidy for free nature education programs, primarily nature walks, lectures, and school programs. 50% step-reduction due to substantially routine operational costs.
Recommendation for 2019	\$ 42,190	Boys & Girls Club of Rockford
2018 Grant	\$ 56,250	Academic success, healthy lifestyle, character and leadership development, Career Launch program. 25% step-reduction due to substantially routine operational costs and salaries; recommended for future funding from PSST as a recommended Alternative Program.
Recommendations provided by Dorothy Redd:		
Recommendation for 2019	\$ 20,000	100 Strong
2018 Grant	\$ -	Provides Apprenticeship Program for At Risk Youth (male and females, freshman in high school and beyond) to teach a trade.
Recommendation for 2019	\$ 20,000	Awaken Foundation
2018 Grant	\$ 5,000	Culinary program focused on training disadvantaged and at-risk individuals. Capacity to train 20 people every six weeks, disadvantaged persons.
Recommendation for 2019	\$ 15,000	African-American Resource Center at Booker
2018 Grant	\$ 6,000	Improvements at 1005 South Court Street including handicapped accessible bathroom upgrades and carpeting.
Recommendation for 2019	\$ 47,000	Zion West Enterprise, NFP
2018 Grant	\$ 32,750	Academic intervention and support in reading and math, homework assistance, and enrichment activities to Ellis Heights students.
Recommendations provided by Chairman Haney:		
Recommendation for 2019	\$ 15,000	Unplug 815
2018 Grant	\$ -	Tourism marketing campaign.
Recommendation for 2019	\$ 20,000	Alignment Rockford
2018 Grant	\$ 22,000	Alignment Rockford (AR) will continue to coordinate the development and implementation of a workforce talent pipeline to grow local capacity for the Rockford Police Department and Rockford Fire Department through a unique partnership with Rockford Public Schools District 205 (RPS). During this project Alignment coordinates the development of on-ramp activities for elementary and middle school students, providing them career awareness experiences to grow excitement and knowledge of the careers that exist within the Rockford Police and Fire Departments. Through the high school Academy model, RPS and AR will work together to provide students a robust experience within the Human & Public Services Academy. While in high school, students will have work based learning experiences directly connected to careers within the City's Police and Fire Departments, resulting in credit at Rock Valley College (RVC).
Total Recommendations	\$ 772,190	

HOST FEE FUND		
FISCAL YEAR 2018 ANNUAL RECOMMENDATIONS CARRYOVER		
2018 Carryover	\$ 11,750	County Board Non-Profit Support
2018 Carryover	\$ 25,000	Winnebago County Workforce Learning and Policy Compliance Training System
Total Fiscal Year 2018 Carryover	\$ 36,750	

⑭ Suspend

COMMITTEE: Economic DevelopmentSUBJECT: Ord. Adopting Recomen. for 2019 Host
Fees Annual & 2018 Annual Recommendations
Carryover Allocations

	AYES	NAYES	PRESENT	ABSENT	ABSTAINED
1. ARENA, PAUL	✓				
2. BILICH, JAS	✓				
3. BOOMER, DAVID	✓				
4. BOOKER, AARON	✓				
5. BUTITTA, JOHN	✓				
6. CROSBY, JEAN	✓				
7. FELLARS, DANIEL	✓				
8. FIDUCCIA, DAVE	✓				
9. GERL, BURT	✓				
10. GORAL, ANGIE	✓				
11. HOFFMAN, JOE	✓				
12. KELLEY, DAVE	✓				
13. MC DONALD, KEITH	✓				
14. NABORS, JR., TIMOTHY	✓				
15. REDD, DOROTHY	✓				
16. SALGADO, JAIME	✓				
17. SCHULTZ, STEVE				✓	
18. TASSONI, DAVE	✓				
19. WEBSTER, JIM	✓				
20. WESCOTT, FRED	✓				
TOTALS <i>unanimous</i>	19			1	

(14)

COMMITTEE: Economic DevelopmentSUBJECT: Ord. Adopting Recomen. for 2019 Host
Fees Annual + 2018 Annual Recommendations
Canyoner Allocations

	AYES	NAYES	PRESENT	ABSENT	ABSTAINED
1. ARENA, PAUL	✓				
2. BILICH, JAS	✓				
3. BOOMER, DAVID	✓				
4. BOOKER, AARON	✓				
5. BUTITTA, JOHN	✓				
6. CROSBY, JEAN	✓				
7. FELLARS, DANIEL	✓				
8. FIDUCCIA, DAVE	✓				
9. GERL, BURT	✓				
10. GORAL, ANGIE	✓				
11. HOFFMAN, JOE	✓				
12. KELLEY, DAVE	✓				
13. MC DONALD, KEITH	✓				
14. NABORS, JR., TIMOTHY	✓				
15. REDD, DOROTHY	✓				
16. SALGADO, JAIME	✓				
17. SCHULTZ, STEVE				✓	
18. TASSONI, DAVE	✓				
19. WEBSTER, JIM	✓				
20. WESCOTT, FRED	✓				
TOTALS <i>unanimous</i>	19			1	

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

2021 CR _____

**RESOLUTION APPROVING 2021- 25 COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY (CEDS) FOR THE NORTHERN ILLINOIS REGION**

WHEREAS, Winnebago County has been a member of the Economic Development District of Northern Illinois (EDDNI) and has been a partner in the 2010-14 and the 2016-20 Comprehensive Economic Development Strategy (CEDS) for Boone and Winnebago Counties; and

WHEREAS, Winnebago County and other local government officials, business representatives, civic leaders and economic development officials participated in the collaborative planning process to develop the 2021-25 CEDS for the Northern Illinois Region along with Region 1 Planning Council and Boone and McHenry counties; and

WHEREAS, a technical group comprised of staff and researchers from Region 1 Planning Council, local government officials, business representatives, civic leaders, and others have worked together to complete the 2021-2025 CEDS; and

WHEREAS, public information meetings were held in Winnebago County and other participating counties to review the draft CEDS; and

WHEREAS, the CEDS is designed to bring together the public and private sectors in the creation of an “economic road map” to diversify regional economies; to encourage economic development opportunities; and to allow entities within the County to apply for grants and assistance from the U.S. Department of Commerce Economic Development Administration; and

WHEREAS, the CEDS is in alignment with Winnebago County’s economic development goals and objectives.

NOW, THEREFORE BE IT RESOLVED BY THE COUNTY BOARD OF THE COUNTY OF WINNEBAGO, ILLINOIS, that it hereby approves the 2021-2025 Comprehensive Economic Development Strategy (CEDS) for the Northern Illinois Region and authorizes Region 1 Planning Council to submit the document to the U.S. Department of Commerce Economic Development Administration.

BE IT FURTHER RESOLVED, that this Resolution shall be effective upon its adoption.

BE IT FURTHER RESOLVED, that the Clerk of the County Board is hereby directed to prepare and deliver certified copies of this Resolution to the Winnebago County Clerk, County Administrator, and the Winnebago County Planning and Economic Development Director.

Respectfully submitted,
Economic Development Committee

AGREE

DISAGREE

JAS BILICH, CHAIRMAN

JAS BILICH, CHAIRMAN

DOROTHY REDD, VICE CHAIRWOMAN

DOROTHY REDD, VICE CHAIRWOMAN

JEAN CROSBY

JEAN CROSBY

ANGELA FELLARS

ANGELA FELLARS

BRAD LINDMARK

BRAD LINDMARK

TIM NABORS

TIM NABORS

FRED WESCOTT

FRED WESCOTT

The above and foregoing Resolution was adopted by the County Board of the County of Winnebago, Illinois this ____ day of _____ 2021.

ATTESTED BY:

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

JOSEPH V. CHIARELLI
CHAIRMAN OF THE COUNTY BOARD
OF THE COUNTY OF WINNEBAGO, ILLINOIS

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

2020¹ CR _____

**RESOLUTION APPROVING 2021- 25 COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY (CEDS) FOR THE NORTHERN ILLINOIS REGION**

WHEREAS, Winnebago County has been a member of the Economic Development District of Northern Illinois (EDDNI) and has been a partner in the 2010-14⁵ and the 2016-20 Comprehensive Economic Development Strategy (CEDS) for Boone and Winnebago Counties; and

WHEREAS, Winnebago County and other local government officials, business representatives, civic leaders and economic development officials participated in the collaborative planning process to develop the 2021-25 CEDS for the Northern Illinois Region along with ~~EDDNI~~ Region 1 Planning Council and Boone and McHenry counties; and

WHEREAS, a technical group comprised of staff and researchers from ~~EDDNI~~ Region 1 Planning Council, local government officials, business representatives, civic leaders, the Chicago Metropolitan Agency for Planning, and others Northern Illinois University have worked together to completed the draft 2021-2025 CEDS; and

WHEREAS, public information meetings were held in Winnebago County and other participating counties to review the draft CEDS; and

WHEREAS, the CEDS is designed to bring together the public and private sectors in the creation of an “economic road map” to diversify regional economies; to encourage economic development opportunities; and to allow entities within the County to apply for grants and assistance from the U.S. Department of Commerce Economic Development Administration; and

WHEREAS, the CEDS is in alignment with Winnebago County’s economic development goals and objectives.

NOW, THEREFORE BE IT RESOLVED BY THE COUNTY BOARD OF THE COUNTY OF BY THE COUNTY OF WINNEBAGO, ILLINOIS, that it hereby approves the 2021-2025 Comprehensive Economic Development Strategy (CEDS) for the Northern Illinois Region and authorizes Region 1 Planning Council ~~the Economic Development District of Northern Illinois (EDDNI)~~ to submit the document to the U.S. Department of Commerce Economic Development Administration.

BE IT FURTHER RESOLVED, that this Resolution shall be effective upon its adoption.

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

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Respectfully submitted,
Economic Development Committee

AGREE

DISAGREE

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JAS BILICH, CHAIRMAN

JAS BILICH, CHAIRMAN

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DOROTHY REDD, VICE CHAIRWOMAN

DOROTHY REDD, VICE CHAIRWOMAN

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JEAN CROSBY

JEAN CROSBY

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BRAD LINDMARK

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TIM NABORS

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FRED WESCOTT

FRED WESCOTT

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The above and foregoing Resolution was adopted by the County Board of the County of Winnebago, Illinois this ____ day of _____ 202110.

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ATTESTED BY:

JOSEPH V. CHIARELLI
CHAIRMAN OF THE COUNTY BOARD
OF THE COUNTY OF WINNEBAGO, ILLINOIS

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

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Resolution Executive Summary

Committee Date: Wednesday, January 6, 2021

Committee: Economic Development

Prepared By: Chris Dornbush

Document Title: Resolution Approving 2021- 25 Comprehensive Economic Development Strategy (CEDS) For The Northern Illinois Region

County Code: NA

Board Meeting Date: Thursday, January 14, 2021

Budget Information:

Was item budgeted? NA	Appropriation Amount: \$
If not, explain funding source:	
ORG - OBJ - Project Code:	Budget Impact: None - Budgeted

Background Information:

Winnebago County Board has previously approved and adopted the last two Comprehensive Economic Development Strategy (CEDS) Plans for the years 2010-2014 and then again for 2016-2020. The CEDS Plan lays the groundwork for economic development strategies as a region for the Counties of Winnebago, Boone, and McHenry. The benefit of the approving the Plan sets forth the continuation of having future targeted growth areas for economic development as well as allowing the County to be able to apply and potentially receive federal funds from grants for having an established plan in place.

Recommendation:

County Board and administration has long supported and continues to support the efforts of the CEDS through initiatives and policies. This should be supported so that the County can be able to receive potential federal grants/funds and to foster the continued growth of economic development in the region.

Contract/Agreement:

NA

Legal Review:

Yes

Follow-Up:

NA

2021 - 2025

Comprehensive Economic Development Strategy

for Northern Illinois



Boone | McHenry | Winnebago

November 2020

2021-2025 Comprehensive Economic Development Strategy for Northern Illinois

Adopted November 18th, 2020

This document has been prepared by the Region 1 Planning Council in collaboration with its member agencies, partnership organizations, and local stakeholders.

This CEDS document was prepared using federal funds under award ED20CJO3020019 from, and in cooperation with, the U.S. Economic Development Administration, U.S. Department of Commerce.

The statements, findings, recommendations are those of the author(s) and do not necessarily reflect the views of the U.S. Economic Development Administration or the U.S. Department of Commerce.



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Acknowledgements

The following individuals and organizations assisted in the CEDS planning process.

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Chairman Karl Johnson, *Boone County*

Chairman Jack Franks, *McHenry County*

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Nathan Bryant, *Rockford Area Economic Development Council*

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I. Introduction

Background

This document is the 2021-2025 update of the Comprehensive Economic Development Strategy (CEDS) for the Region 1 Planning Council Economic Development District in Northern Illinois, representing a continued focus on regional collaboration in support of economic development planning. This will be the third CEDS for Boone and Winnebago Counties, and the second for McHenry County. Our region consists of two major metropolitan statistical areas (MSAs) in Illinois – Rockford MSA (defined as Boone and Winnebago Counties), and the Chicago MSA (of which McHenry is the northwestern-most county within). This is also the second CEDS for this 3-county geography, making this document an update of the plan developed for 2016-2020. The region's

economic indicators, shared strengths, assets, and partnerships have grown and progressed since the completion of the 2016-2020 CEDS. Our region continues to share industry strengths, transportation and infrastructure assets, regional economic development partnerships, and a shared economic development strategy which forms the basis for collaboration. Together, Boone, Winnebago, and McHenry Counties (collectively referred to as the Northern Illinois Region, or formally as Region 1 Planning Council Economic Development District) remain a competitive region in the global economy and can better leverage limited local, state, and federal funds to drive job creation, an improved quality of life, and development strategies described within this document.

Regional Definitions:

This document references many different “regions”. Below is a summary of those geographies.

Northern Illinois Region / Economic Development District

Boone, Winnebago, and McHenry counties

Rockford MSA / Rockford Region

Boone and Winnebago counties

Chicago MSA / Chicagoland*

Cook, DeKalb, DuPage, Grundy, Jasper (IN), Kane, Kendall, Kenosha (WI), Lake (IN), Lake (IL), McHenry, Newton (IN), Porter (IN), and Will counties

Northeastern Illinois / CMAP Region

Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will counties

Collar counties

DuPage, Kane, Lake, McHenry, and Will Counties

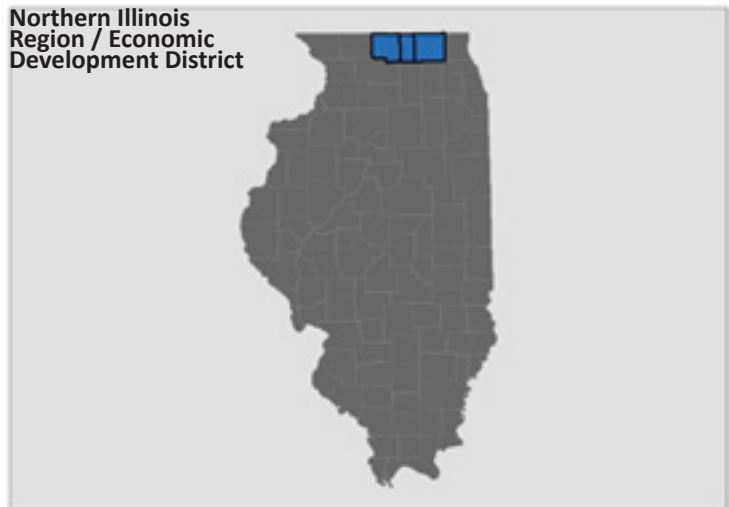
Great Lakes Megaregion**

All major population centers located between the following transportation corridors: Chicago-Minneapolis, Chicago-St. Louis, Chicago-Indianapolis-Cincinnati, Chicago-Buffalo-Rochester, Chicago-Detroit

*Chicagoland has varying geographical definitions. For the purposes of this document, it will be synonymous with the Chicago MSA

**The Great Lakes Megaregion often includes the Windsor-Quebec City corridor in Canada. Any data within this document will only include the portion of this region within the United States

Northern Illinois Region / Economic Development District



History

The Region 1 Planning Council (RPC) was officially established in 2018. The organization combined longstanding planning and special purpose governmental entities which represented regional planning efforts. These include: The Metropolitan Planning Organization (MPO) for the Rockford Metropolitan Planning Area, formerly known as RMAP, which formed in the 1960s for the purpose of transportation planning; Rockford Regional Economic Development District, which oversaw the creation of the region's first CEDS plan in 2010 and enhanced regional economic development planning in the region; WinGIS, which has provided regional geographic information services since 2000; and the Northern Illinois Land Bank Authority, which combats blight and bolsters property values in the region by finding new life for distressed properties. All of these organizations are under the umbrella of Region 1 Planning Council, formed in December 2018.

The RPC regularly engages regional stakeholders for various planning efforts on all subject matter. This engagement includes various municipalities, counties, economic development organizations, educational and workforce development organizations, and non-profit partners. These stakeholders are heavily involved when discussing regional economic development efforts, and aligning them with existing regional goals. This alignment and engagement has led to cohesive regional goals and an excitement throughout the community to increase our engagement with the EDA on significant projects.

2010-2015 CEDS

The Rockford MSA adopted its first CEDS in 2010. The regional economic development plan was developed with public input and by aligning public and private sector, nonprofit, and community partner goals. The 2010 CEDS was completed amidst the Great Recession when regional unemployment was on the rise. The plan brought to attention what many knew already – the regional economy was overly reliant on several manufacturing sectors, and facing concerning trends in business development, workforce, infrastructure, and quality of life, that if left unchecked would worsen these problems.

Economic need drove the creation of the first CEDS, but the larger goal was to increase collaboration in the region and plan projects, initiatives, and strategies to make the Rockford MSA “a world-class, sustainable community with a diverse economic base.” This vision, slightly updated, remains. Likewise, despite the change in geography, many of the goals and strategies from the 2010 remained the same or similar in the 2016 iteration. Because of this, the current CEDS again builds on and updates the strategies from its predecessor, a progression of the decade-old strategies from the first CEDS can be seen even in this version

2016-2020 CEDS

The 2016 CEDS built upon the first CEDS and represented a clear evolution of regional economic development planning within the region. The planning process was robust, involving multiple stakeholders, exercises, and robust public input. The resulting document was direct and clear in the direction for the region, and further laid the groundwork for the formation of a regional planning council. This was one priority goal that was achieved in the intervening years.

Notably, while economic development planning efforts were previously focused on the Rockford MSA (Winnebago and Boone Counties), the 2016 iteration of the CEDS document expanded to include McHenry County. The collar county and the Rockford MSA collaborated as part of a nine-county application for the EDA's Make it in America Challenge, and continued to apply for the EDA's Investing in Manufacturing Communities Partnership (IMCP) in 2014 and 2015. This coordination was the prelude to McHenry's involvement in the 2016 CEDS. In 2020, McHenry County formally joined the RPC board. Because McHenry is generally less distressed than the Rockford MSA counties, the need to increase collaboration for larger regionally cohesive strategies became even more of a priority. This remains true in this update.

This current CEDS is an update of the 2016-2020 CEDS. Much has changed in the intervening years, but similarities in the steering committee makeup, format and language of the report, and most importantly – the action plan – are clear in this document. This 2021-2025 CEDS update seeks to evolve economic development planning even further.

EDA Impact

Chicago Rockford International Airport (RFD) is an economic engine in the Northern Illinois Region and is a good example of how the three-county region has put the goals and strategies of its Comprehensive Economic Development Strategy into action. Since 2015, the Northern Illinois Region has leveraged roughly \$7 million dollars in EDA funding for airport-related infrastructure and promotion of aerospace jobs into more than \$50 million of additional public and private investment into the region's aerospace, aviation, and logistics industries. Chicago Rockford International Airport's growth created nearly 2,000 jobs in 2019 alone, including construction-related jobs and both permanent and seasonal positions at new and existing airport tenants.

The EDA's investment is helping RFD become what its leaders envisioned years ago: A Midwest hub for e-commerce. Air freight business is booming so much that breaking cargo volume records has become an annual tradition at RFD. More than 2.3 billion pounds of cargo traveled through the airport in 2019, triple the volume of landed cargo weight recorded at the airport in 2015. Amazon's Prime Air, which has made Rockford a significant spoke in its rapidly expanding “hub and spoke” air freight network, is a chief reason for this growth. Additionally, United Parcel Service (UPS), which operates its second-largest U.S. air freight hub at RFD,

has added jobs and retooled its Rockford facility to accommodate the increased volume of cargo it is routing through the airport.

Construction of a 90,000-square-foot international cargo terminal at RFD began in October 2020 as this document was being drafted, further evidence that the airport is viewed by air freight operators as an attractive place to do business. The airport is developing the \$11 million terminal, which will be leased to a longtime airport tenant, Emery Air, and other cargo companies.

The EDA's investments have netted jobs and capital investment at the airport. The Federal Aviation Administration presently ranks RFD as the nation's 19th largest cargo airport in terms of cargo volume. Additionally, the airport was recognized as the world's fastest-growing cargo airport in 2018 for facilities that handled more than 250 metric tons of air cargo, according to a September 2019 report from Airports Council International. In short, EDA investments resulting from the Northern Illinois Region's CEDS planning process has helped RFD become a world-recognized leader in the air freight industry.



EDA investments at Chicago Rockford International Airport are helping the airport become a Midwest hub for e-commerce air freight.
[SCOTT P. YATES/ROCKFORD REGISTER STAR]

2020 CEDS Planning Process

The COVID-19 pandemic formed the backdrop for the planning process for this CEDS update. Following COVID-19 mitigation efforts, as recommended by the state of Illinois, the RPC and many of its partner agencies moved to remote working operations, which required the RPC to alter the planning process for the 2020 CEDS update.

Unchanged from the previous CEDS process, a three-county CEDS Strategy Committee, consisting of public- and private-sector representatives spearheaded the process. In accordance with EDA guidelines, the members of the committee represented the main economic interests of the region, including leaders from manufacturing, healthcare, key public officials, community leaders, economic development professionals, workforce development representatives, labor and trade groups, higher education, and utilities. Committee members were selected in a formulaic manner so that each county was represented by the same number of representatives. The previous CEDS Steering Committee was used as a baseline for determining the membership of the committee. Additionally, in the 2016 CEDS, McHenry County created its own steering committee which met separately and communicated strategies and priorities to the main committee. All partners were integrated into a single committee for this update cycle.

Region 1 Planning Council, facilitated the CEDS planning process. Not only is the RPC the Economic Development District, but works with many of the Steering Committee stakeholders on individual projects or through general support. The RPC is able to play a role in the alignment of other regional planning efforts, particularly those related to transportation, infrastructure, sustainability, and land use planning. Much like the previous CEDS

iteration, RPC staff worked closely with the region's economic development professionals at Growth Dimensions in Boone County, McHenry County Economic Development Corporation (MCEDC), and the Rockford Area Economic Development Council (RAEDC) in Winnebago County. Additionally, as an adaptation to COVID-19 and the lack of in-person engagement, numerous one-on-one discussions were conducted with stakeholders outside of Steering Committee meetings.

Steering Committee meetings were virtual and occurred monthly from July 2020 to November 2020. In order to simulate small group discussions and exercises that typically occur during in-person meetings during a normal CEDS process, these monthly Steering Committee meetings alternated between large group discussions and small group exercises. For example, organizational-specific feedback for the SWOT analysis and action items were more efficiently discussed in a small group setting, whereas general feedback and responses to drafts were better done as a large group. Additionally, surveys were distributed prior to select meetings to form a baseline for discussion and updates for the vision, goals, and strategies.

Due to COVID-19, public workshops were not held as part of the planning process. However, goals and strategies were made available online from mid-September to October for public comment. Public comments were incorporated into the drafted tactical plan. The CEDS document draft was made available for 30 days from mid-October to mid-November. Comments were incorporated into the final document. A record of public comments is included in Appendix II.

While the COVID-19 pandemic disrupted much of the planning process, the planning team also approached the pandemic as a way to increase the attention given to resiliency planning in this document—a regional goal for the update prior to 2020. The virtual CEDS Steering Committee meetings provided an additional forum for discussions about the impacts COVID-19 has had on business and government operations and helped develop a dialogue on what regional strategies should be pursued for post-COVID response, recovery, and resiliency in the face of a changing world.

Alignment with Existing Plans

Stakeholders and RPC staff made a concerted effort to align the CEDS with other regional plans that preceded or were concurrent with the process. Great strides have been made toward regionalism in the intervening years, though “planning fatigue” is still felt throughout the region. This CEDS aims to build off of existing plans that were created with a wealth of public input. Examples of these plans and how they were incorporated include:

Rockford Region Strategic Diversification Plan (2012)

This plan was funded partly through an EDA adjustment grant for the purpose of analyzing the Rockford MSA’s competitiveness in aerospace, aviation and logistics, medical equipment manufacturing, and alternative energy parts manufacturing. This plan is nearly 10 years old and may require some updates, though its action steps remain largely relevant. The Diversification Plan informs action steps in this current plan, particularly in strategies related to business development, regional collaboration, and targeted industries.

ON TO 2050

The Chicago Metropolitan Area for Planning (CMAP) oversees the updates and implementation of its comprehensive plan for the Chicago Metropolitan region, which includes McHenry County. The plan not only guides transportation investments, but also frames regional priorities on development, the environment, the economy, and quality of life. The Rockford Region is inexorably tied to the larger Chicago metropolitan region. As such, attention has been given so that strategies within this CEDS update generally overlap with those of CMAP’s comprehensive plan particularly those which relate to the larger region.

2050 Metropolitan Transportation Plan for the Rockford Region

RPC is responsible for developing the regional Metropolitan Transportation Plan (MTP), sometimes referred to as the long-range transportation plan (LRTP). The plan covers Winnebago, Boone, and northern Ogle Counties and aims to identify the region’s transportation vision, strategies, and priorities for future transportation. The most recent

iteration was adopted in July, 2020. When updating this CEDS, RPC staff looked to align the two plans, particularly on goals related to transportation infrastructure investment.

McHenry County Strategic Plan 2017-2020

The most recent Strategic Plan for McHenry County was adopted by their board in 2017 and guides the county’s work to provide the highest quality services to the county. The five goals and their strategies outlined in McHenry County’s Strategic Plan bear similarities to those within the CEDS and thus, many of the strategies and action items within this document are also overtly or abstractly referenced within the county’s plan.

Comprehensive Plans:

McHenry County 2030 Comprehensive Plan; Boone County Comprehensive Plan 2029; Winnebago County 2030 Land Resource Management Plan

Existing comprehensive/land use plans not only offer baseline policy recommendations to reference, but also provide background information, a vision, and strategic direction for the respective county. Each comprehensive plan was referenced during the update of the CEDS strategies, with the idea that the CEDS bolsters the economic development and other related portions of these plans.

Rockford 20/20 Strategic Plan (2016-2020)

The Rockford Area Economic Development Council (RAEDC) outlines its mission, vision, and strategies within this plan for economic development. As one of the three economic development organizations within our EDD, the strategies within were used to inform business development strategies within the CEDS.

Chicago Metro Metal Consortium

In 2014, the Chicago Region received the Investing in Manufacturing Communities Partnership designation from the U.S. Department of Commerce for the Chicago Metro Metal Consortium. MCEDC has been particularly active in assisting the consortium, helping to organize match-making events throughout the region and training others on its successful methods. Metal fabrication remains a key cluster in the Northern Illinois Region.

Chicago Regional Growth Corporation (CRGC)

The CRGC is the regional economic development organization comprised of the City of Chicago and the collar counties, including McHenry County. While not an EDD, the CRGC plays an active role in coordinating economic development partners and enhancing the regional ecosystem around Chicago. Firms in McHenry County have accessed its programs, and priorities of this organization inform various CEDS strategies with respect to the larger region.

Rockford Regional Plan for Sustainable Development (2014)

This plan for the Rockford MSA was created by the Rockford Region Vital Signs project and RMAP (prior to RPC formation) through funding from the U.S. Department of Housing and Urban Development, U.S. Department of Transportation, and the U.S. Environmental Protection Agency. The intensive plan and corresponding process still informs regional planning priorities. This plan provided the first recommendation for the creation of a Regional Planning Commission in the Rockford Region – an action item that also manifested as a top priority in the 2016-2020 CEDS and has since been completed. Strategies within this plan were also revisited in the context of improving resiliency-related strategies for this CEDS update.

Boone County Government Strategic Plan (2016)

This plan was updated concurrently with the previous iteration of the CEDS with shared stakeholder participation and three of its broad goals connect directly with CEDS goals:

1) Intergovernmental Collaboration, 2) Promotion of Economic Development to support New and Existing Business, and 3) Investment in Infrastructure to enhance Quality of Life. These goals remain largely unchanged in this update and are still to be pursued.

City of Rockford 2020 Comprehensive Plan

The 2015 amendment to this plan has been used in the 2010 CEDS, the Rockford Region Diversification Plan, and other plans, and had an extensive public input process in order to develop action steps for the region's largest city. Items from its economic development, quality of life, and infrastructure sections are in the CEDS as city priorities that fit regional goals.

IL Northern Stateline Regional and Local Workforce Plans 2017-2019, 2020-2024

Regional workforce development plans informed this iteration of CEDS. Specifically, many of the action items in these plans were verbatim from the action items in the 2016 CEDS. Specific workforce strategies do not appear in this iteration of the CEDS partly for this reason. However, the goals and strategies of our workforce partners play a key role in economic development and are to be consistently referenced and used as justification for recommendations within this plan.

Vision and Goals

The CEDS Steering Committee approved the following updated vision for the Northern Illinois Region:

In 2025, the Northern Illinois Region will be a world-class, diverse, inclusive, and prosperous region with a resilient economic base and a superior quality of life that outperforms peer regions in job growth, capital investment, and innovation.

To reach that vision, the Steering Committee, building off of the previous CEDS, approved the following goals:

- 1. A full range of infrastructure, with emphasis on transportation, utilities, and communication in order to successfully meet the needs of the region's businesses.*
- 2. Sustainable economic development which improves quality of life while protecting the environment and natural resources that lend resiliency to the region*
- 3. Collaborative regional economic development efforts, emphasizing communication, coordination, shared assets and promotion of the region for business investment*
- 4. Efficient business development, expansion, diversification, job growth, and innovation throughout the region.*
- 5. A high quality of life enhanced by the region's sense of place, livability, community health, and creative environments.*
- 6. Promotion of the natural environment, cultural and recreational amenities, and our industrial and agricultural legacy to support a visitor-based economy.*

II. Background

As discussed in the introduction, the Region 1 Planning Council, as an Economic Development District containing Boone, McHenry, and Winnebago Counties, is committed to regional economic development planning. This collaboration is largely due to key linkages between the three counties. While the three counties have their own unique identifiers and characteristics which set them apart, they are also linked through shared industries, workforce, infrastructure, and contributions to the larger region. These larger regions include the 21-county Greater Chicago Region (population 9.53million), and the larger Great Lakes Megaregion (population ~85million). In particular, the Great Lakes Megaregion which the Northern Illinois region contributes to outputs an estimated Gross Regional Product (GRP) of \$4 trillion, or about 20% of the total US GDP. The megaregion's traditional manufacturing base remains an

important contributor to this GRP despite declining employment. The larger megaregion is also becoming a leading center for business and professional services, biotechnology, education, and research and development activities. While the three-county region exemplifies the trends of the greater regions, there also characteristics of our region which deserve additional analyses of its own. This section will give a brief overview of regional connections, shared issues between the counties, and top line indicators which provide context for economic development within our region.

Figure 1: EDD Geography

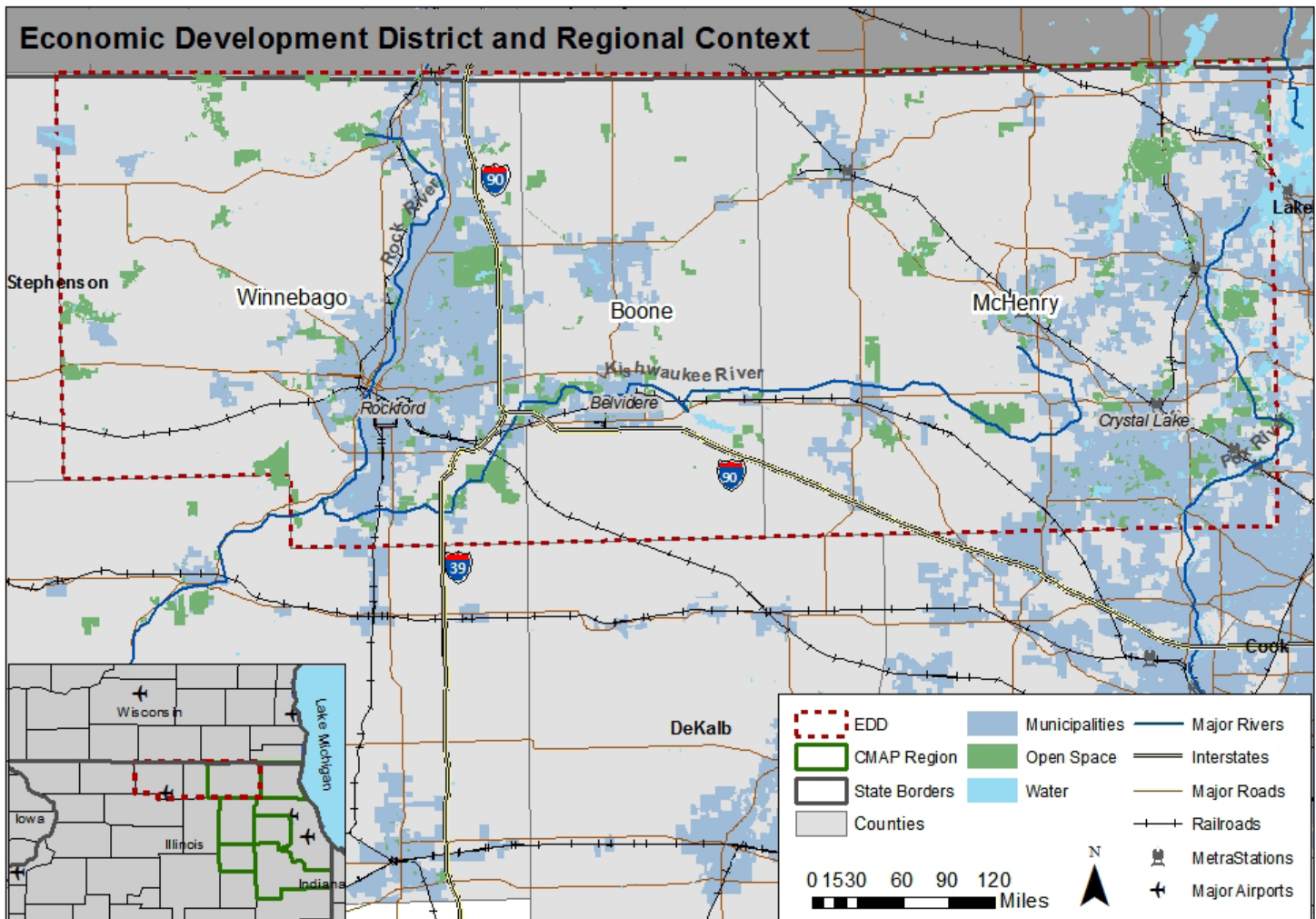
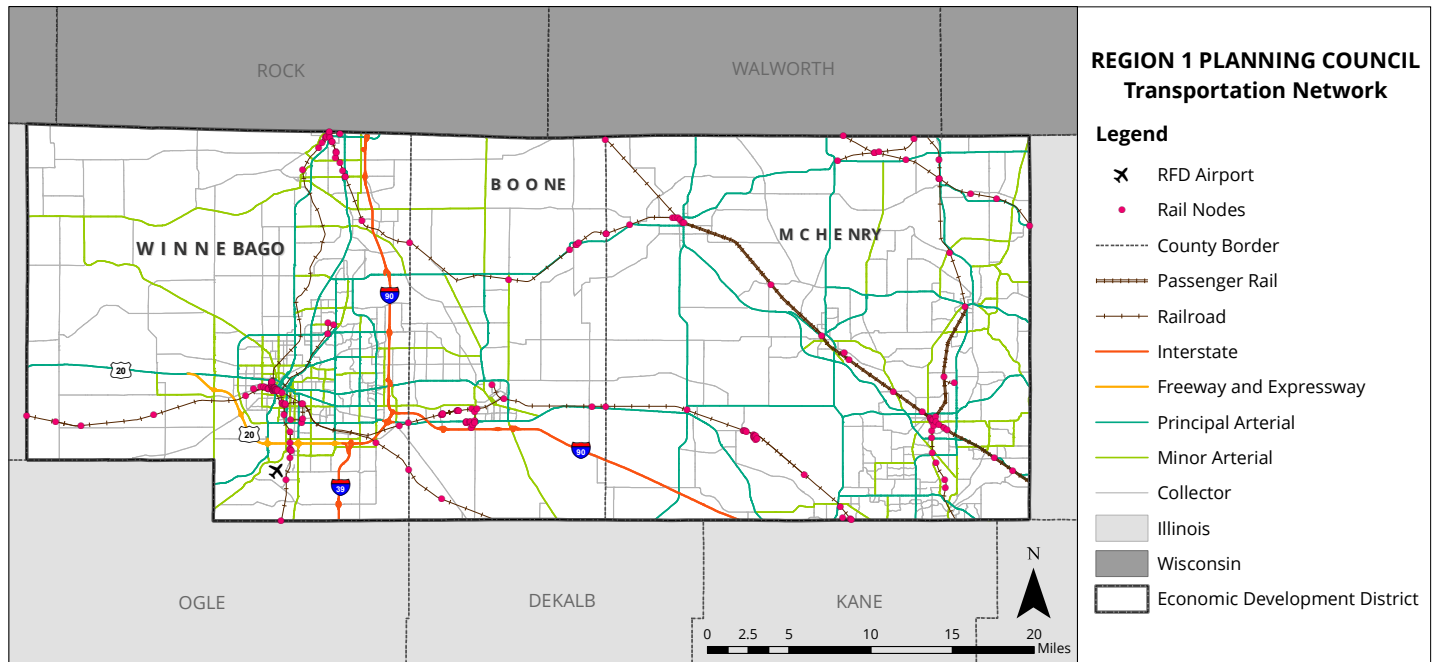


Figure 2: EDD Transportation



Regional Links

One of the clearest ways our region is integrated to the Chicago metropolitan area is through infrastructure. This includes federal and state highways, freight rail, and the Chicago-Rockford International Airport (RFD). The segment of Interstate 90 known as the Jane Addams Memorial Tollway is a significant transportation and economic artery for the three-county region, with an annual vehicle mile total of 2,401,837,605 – the second highest among Illinois tollways behind the Tri-State Tollway which rings around Chicago. The \$2.5 billion Jane Addams Memorial Tollway Rebuilding and Widening Project was completed in 2016 and improved 90 miles of I-90 from Chicago O’Hare International Airport to Rockford. The improved highway has been a boon for our region in moving freight, commuters, and visitors. Sixteen percent of the Rockford MSA’s employed residents commute to the Chicago area – an increase from 12% in 2013.

McHenry County is most closely linked with Chicago. As a “collar-county”, many residents choose to live in Chicagoland’s most northwestern county, and commute to the city. McHenry County is served by the Metra passenger rail line. Around 3.2% of McHenry

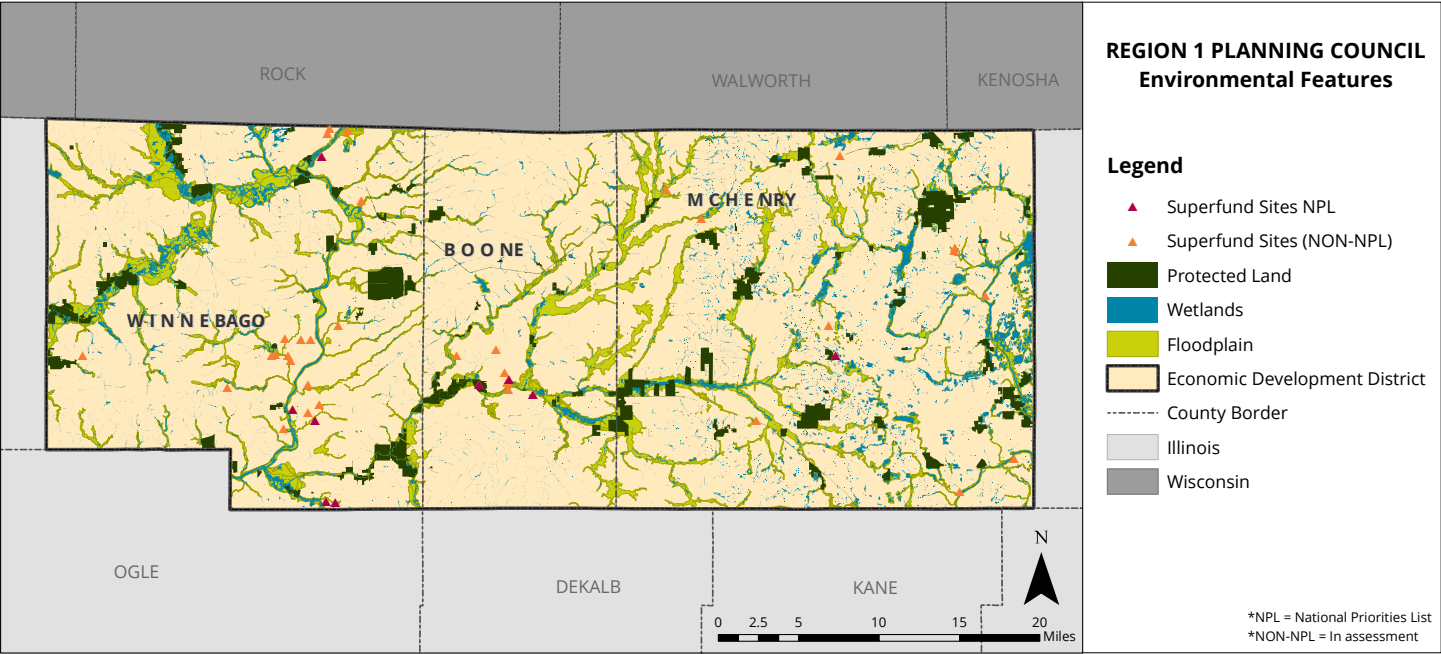
County employed residents commute to the City of Chicago. In July of 2020, the \$33.4 million Illinois Route 23 Interchange project on I-90, the first interstate interchange within the county was completed in partnership with the City of Marengo, McHenry County, and the Illinois Department of Transportation (IDOT). This interchange has great potential for the region, both in moving residents and pursuing large-scale development projects surrounding the interchange. Additionally, the interchange increases access to both the Chicago-Rockford International Airport and O’Hare, an important factor for the region’s growing logistics industry. Increased infrastructure connections will also assist in the supply of skilled workers – a critical factor in business location decisions and growth. While the statewide population has been trending downward, growth and business expansion in the region are linked to that of Greater Chicago, as it is expected that potential outward growth of the Chicago area will occur on the I-90 corridor, further linking our region to the city.

Shared Land and Environmental Issues

Beyond infrastructure connections, the region shares many land use and environmental concerns. Common in Midwest regions, large portions of the three counties retain a rural identity, with agriculture and agriculture-related business as a significant land use and economic output. Western parts of McHenry County, southwestern parts of Winnebago County, and central parts of Boone County all balance development pressures with a desire to retain their rural heritage. Additionally, all types of communities, from large cities like Rockford to smaller rural communities like Harvard, struggle with revitalizing distressed development sites and are interested in identifying strategies to jumpstart reinvestment.

Much like the last CEDS process, water supply and pricing was cited as a major strength by local businesses. However, because much of the region is groundwater dependent, water must be managed sustainably to preserve that strength. In the past, representatives from all three counties participated in the Northern Ground Water Protection Planning Committee. Now the three counties are active in groundwater task forces such as Healthy Land and Water (Winnebago and Boone) and the McHenry County Water Resources Action Plan. Major watersheds in the region – which correspond to the major rivers - include the Rock, Kishwaukee, and Fox.

Figure 3: Environmental Features



Source: IL DNR, EPA, FEMA

Interstate Competition

Being a region that exists on a state border, Northern Illinois also has important connections to its northern neighbors. The large Wisconsin cities of Beloit, Janesville, and Madison are linked to the region via I-90. Beloit, Milwaukee, and Janesville, in particular, have a similar industrial makeup to the Rockford MSA, thanks in part to the location of all three on the Rock River. Differences between Illinois and Wisconsin often drive competition among the two. This is especially true in resident attraction efforts. Despite this, the proximity, transportation connections, and a shared labor force can form the basis for collaboration.

Differences Between Counties

While the three counties share geographic, infrastructure, and environmental attributes, there are clear differences that set them apart. McHenry and Winnebago Counties are nearly equal in population with strong employment concentrations in manufacturing and business services. However, the settlement patterns within McHenry are unique in that relatively recent outward growth from the Chicago area turned what was previously a largely rural county into a network of suburban communities with a workforce tied to the Chicago area. Winnebago County, with most of its population and employment in the City of Rockford, is a long-standing metropolitan area in its own right. Winnebago County does share some of the benefits from Chicago's northeastern expansion, though its population and job growth have moved at a much slower pace due to waves of economic and social troubles.

Like McHenry County, Boone County's growth has also been relatively recent, having benefitted from suburbanization of both the Rockford and Chicago areas. Despite the County being the smallest of the three in terms of population and area, this is an advantage as operations and development decisions are able to employ a more localized touch. Additionally, the business and employment base of Boone County is closer to that of the Rockford area with an emphasis on automobile and machinery manufacturing, due to the presence of one of Fiat Chrysler Automobiles' (FCA) major plants.

Top Line Indicators

Population

To describe the economic development environment within our region, some relevant core indicators should be examined. This section provides key statistics which frame the economic development strategies. In tandem, both the Targeted Industry analysis and the SWOT section will help to further discuss economic development and build upon some of this initial analysis. Taken as a single region, the three counties are home to almost 650,000 people. Northern Illinois has recently experienced population loss and has had a slower growth rate in the number of new jobs compared to Chicago, the state, and the country (Table 1). However, the Chicago Region itself has grown more slowly than its large metropolitan counterparts, partially due to the slow growth of the larger region.

In Northern Illinois, nearly a fifth of its workers are employed in the manufacturing sector (Table 1). Winnebago and McHenry County both have large manufacturing bases, however Boone County makes up a large portion of manufacturing within the region, where 45.5% of its employees worked in manufacturing in 2018. The region's manufacturing legacy is a point of pride for the region, with much of its historical development being led by factories and plants. It is also important to note that manufacturing, being a significant basic (exported) industry, is particularly sensitive to global industry trends and trade policy. While future-proofing the sector is possible, and is a priority for the region, it is still the case that when manufacturing struggles, the Northern Illinois economy struggles. In response, both Winnebago and Boone County have expressed that new development should be approached openly knowing the importance of diversification.

Table 2: Top 10 Industries and Share (2018)

Sector	Northern Illinois Region	Greater Chicago Region	State of Illinois
Manufacturing	19.6%	8.8%	10.0%
Health Care and Social Assistance	13.7%	12.8%	13.5%
Retail Trade	11.2%	10.1%	10.4%
Educational Services	8.8%	8.6%	9.0%
Accommodation and Food Services	8.5%	8.7%	8.8%
Administrative and Support and Waste Management and Remediation Services	7.6%	8.4%	7.4%
Construction	5.2%	3.8%	3.9%
Wholesale Trade	4.5%	5.4%	5.0%
Transportation and Warehousing	3.6%	5.0%	4.8%
Other Services (except Public Administration)	3.4%	3.7%	3.5%
Total	86.0%	75.2%	76.3%

Source: U.S Census Bureau; LEHD Quarterly Workforce Indicators

Table 1: Top Line Indicators

Indicator	Time Period	Boone County	McHenry County	Winnebago County	Northern Illinois Region	Greater Chicago Region	State of Illinois	United States
Population	2018	53,606	307,789	286,174	647,569	9,536,428	12,821,497	322,903,030
	2014-2018 % Change	-0.7%	0.0%	-2.0%	-1.0%	0.2%	-0.4%	2.8%
Employment	2018	25,748	163,471	132,751	321,970	4,712,444	6,225,964	152,739,884
	2014-2018 % Change	5.7%	5.2%	1.6%	3.7%	4.7%	3.2%	6.5%
Unemployment Rate	2018	5.6%	3.6%	5.6%	4.6%	4.1%	4.3%	3.9%
	2014-2018 Point Change	-0.02	-0.03	-0.03	-0.03	-0.03	-0.03	-0.02
Per Capita Income	2018	\$47,437	\$55,720	\$43,742	\$48,966	\$52,658	\$56,919	\$54,526
	2014-2018 % Change	16.8%	16.0%	14.3%	15.8%	0.0%	15.1%	15.8%
GRP per Capita (2012 \$)	2018	\$31,843	\$32,432	\$44,792	\$37,555	\$60,400	\$57,328	\$52,375

Sources: U.S. Bureau of Census, Economic Analysis; American Community Survey, Local Area Unemployment Statistics

Business Vitality

Regional well-being can also be based on business vitality and hiring trends. While COVID-19 has thrown traditional business churn tracking into flux, the steering committee reported that prior to 2020, business openings and closings have been steady. Business assistance and ensuring that the economic conditions of the region are suitable for entrepreneurs and small business creation will be a major undertaking for our region and the partners within. Young businesses have traditionally been an important source of job creation. Fewer new businesses could mean fewer new jobs.

Workforce

The Northern Illinois Region can produce and sustain a well-educated and skilled workforce. However, there are significant challenges in attracting and retaining them. This is evident when examining the shares of college graduates in the region (Table 3). Compared to the Chicago region and the state of Illinois, the Northern Illinois region has a lower proportion of its working age population attaining degrees. McHenry County has a larger number of residents with college degrees, possibly due to its ties with the Chicago labor-market. While the region does not have any public universities, Northern Illinois University (NIU) in neighboring DeKalb County does provide 4-year higher education to those who pursue it. NIU also has satellite locations within the region and partnerships with Rock Valley College. The University of Illinois College of Medicine also has a campus in Rockford, offering MD degrees, a family medicine residency program, and the Center for Rural Health Professions. Rock Valley College and McHenry County College are the two community colleges in the region, and both play important roles in tailoring educational and workforce training programs to the local industries. Two advanced training centers in the region help to accomplish this, as do the workforce

services provided by the Workforce Connection and McHenry County Workforce Network. Adding on to the educational pathway, the region recognizes steps to achieve a better-educated, better-trained workforce, especially in the science, technology, engineering, and math (STEM) disciplines will be necessary to compete in an evolving, globally competitive economy.

Another workforce factor that affects the region is the “graying” of the population and slow growth or decline in younger age groups. Both of these will also need to be addressed if the region is to be competitive. While the recession showed major losses in key working-age groups such as those between ages 25-44, as well increases in retirements from older workers, this pattern has waned slightly more recently. A retiring workforce not only means that businesses may face greater competition for new employees, but may also impact internal operations as new workers must be trained and industry knowledge can be lost when legacy workers leave. This is especially true for the manufacturing industry, and tends to impact smaller businesses more than corporations, who are more likely to have succession planning, training, and employee search operations in place

Attention must also be given to other factors which could attribute to the increasing levels of unemployment and *underemployment* in the region which prevent people from participating in the workforce. This list includes - though not exhaustively - a lack of transportation, location of affordable housing, criminal records, lack of affordable childcare, etc. While different organizations have missions to address these issues, it must be understood that workforce issues go beyond just education and age trends.



The new LEED Gold Certified Liebman Science Center at McHenry County College in Crystal Lake prepares students for careers and includes lab, lecture, and preparation spaces, as well as a planetarium (pictured on cover).
[MCHENRY COUNTY ECONOMIC DEVELOPMENT CORPORATION]



Instructor Robin Schroer (left) talks with Rock Valley College students Kelsey Smith (center) and Ciarra Horton on Jan. 20, 2020 during an electrical systems class that is part of the college's new mechatronics certificate program in Rockford.
[SCOTT P. YATES/ROCKFORD REGISTER STAR]

Table 3: Education Attainment Indicators and Trends

Indicator	Time Period	Boone County	McHenry County	Winnebago County	Northern Illinois Region	Greater Chicago Region	State of Illinois	United States
Population	2018	53,606	307,789	286,174	647,569	9,536,428	12,821,497	322,903,030
	2014-2018 % Change	-0.7%	0.0%	-2.0%	-1.0%	0.2%	-0.4%	2.8%
Employment	2018	25,748	163,471	132,751	321,970	4,712,444	6,225,964	152,739,884
	2014-2018 % Change	5.7%	5.2%	1.6%	3.7%	4.7%	3.2%	6.5%
Unemployment Rate	2018	5.6%	3.6%	5.6%	4.6%	4.1%	4.3%	3.9%
	2014-2018 Point Change	-0.02	-0.03	-0.03	-0.03	-0.03	-0.03	-0.02
Per Capita Income	2018	\$47,437	\$55,720	\$43,742	\$48,966	\$52,658	\$56,919	\$54,526
	2014-2018 % Change	16.8%	16.0%	14.3%	15.8%	0.0%	15.1%	15.8%
Sources: U.S. Census Bureau, American Community Survey								
GRP per Capita (2012 \$)	2018	\$31,843	\$32,432	\$44,792	\$37,555	\$60,400	\$57,328	\$52,375

Table 4: Working-Age Population Indicators and Trends

Indicator	Time Period	Northern Illinois Region	Greater Chicago Region	State of Illinois	United States
20 to 24 years	2018	6.1%	6.70%	6.80%	6.90%
	2010-2018 % Change	11.3%	2.2%	0.1%	5.1%
25 to 44 Years	2018	24.02%	27.70%	26.76%	26.43%
	2010-2018 % Change	-11.9%	-2.5%	-3.0%	3.6%
45 to 65 Years	2018	28.40%	26.08%	26.18%	25.98%
	2010-2018 % Change	5.5%	5.8%	3.5%	6.7%
Median Age	2018	39.4	37.2	37.9	37.9
	2010-2018 Change	2.47	1.80	1.70	0.03

Source: U.S. Census Bureau

Distress

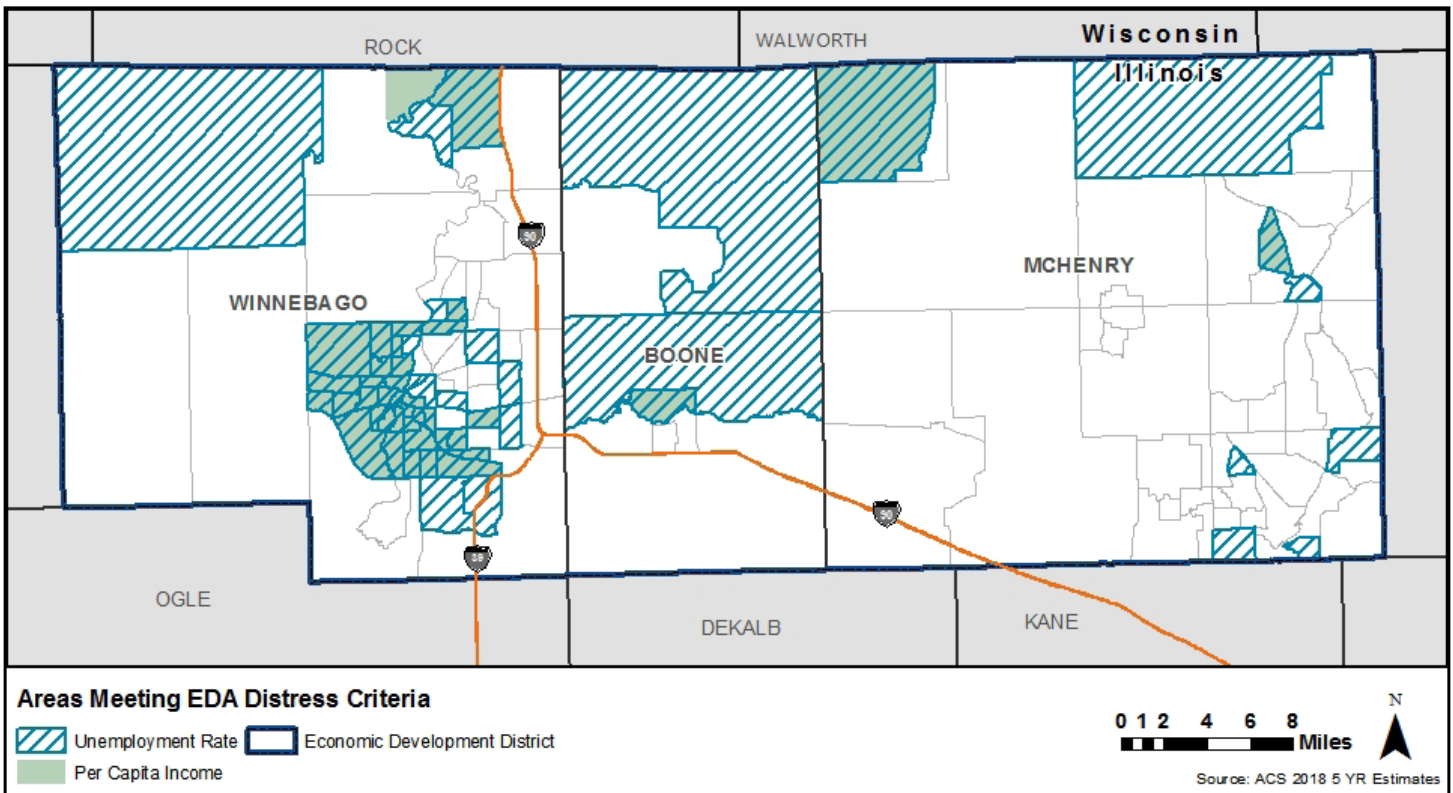
While the CEDS is largely focused on regional economic development challenges, assets, and initiatives, stakeholders noted that special effort must be made to ensure that economic growth is spread across all parts of the region. Economically distressed communities and neighborhoods of the region benefit greatly from both locally specific tactics and regionally important tactics outlined in this plan. Discussions, particularly those around workforce, quality of life, and redevelopment, are centered around place-based economic development initiatives. Focus on these areas also aligns with EDA's commitment to distressed areas through targeted investments.

EDA considers an area to be distressed if: 1) the most recently available per capita income is 80% or less of the national average; 2) the average unemployment rate over the most recent 24-month period is at least one percentage point greater than the national average; or 3) the area has a "special need" as determined by EDA. The census tracts within our region which fall under the first two distressed categories are shown in Figure 1. Distress measures often play a key role in eligibility and match proportions for funding under EDA programs. Many

tracts within Winnebago and Boone counties qualify as distressed under the unemployment threshold, while specific census tracts in McHenry County qualify. Portions of populations that qualify as distressed under the per capita income metric are scattered throughout the region, often overlapping with the unemployment criteria. Additionally, when looking at the counties as a whole, Winnebago and Boone Counties have had unemployment rates at least one percentage point above the national average.

The 2016 CEDS was conducted at a time when impacts from the 2008 Recession had taken place and the region had stabilized. For the purpose of internal consistency and providing a "pre-COVID baseline", most of the measurables shown here are done prior to 2020. However, the impacts from the COVID-19 Pandemic and its subsequent recession on all of these indicators must be monitored closely and frequently. Keeping up-to-date indicators not only serve as a means to measure the economic development progressions within the region, but also assist with fund procurement and ensuring investments are targeted and create the most value for our region.

Figure 4: Distress Indicators by Census Tract



III. Targeted Industry Analysis

To provide further background on our regional economy, the 2021-2025 CEDS identifies 11 industry clusters across the three-county region. These clusters were identified using the following methodology:

- Review of the 2016-2020 CEDS;
- Conversations with the CEDS Steering Committee and other relevant partners; and
- Previous targeted industry analysis studies including those conducted by regional Economic Development Organizations.

While identifying these industries provides initial guidance for business development, a more in-depth analysis is needed to understand the overlap areas between industries and how shared strategies can benefit multiple sectors, and ultimately the region as a whole. The identified clusters fall into four (4) areas:

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

The large overlaps in the targeted industry clusters also provide an opportunity for regional entities to focus their efforts while maximizing development opportunities and benefits. It was also expressed that a more in-depth regional analysis may be pursued in the future.

Figure 5: Industry Cluster Summary



Advanced Manufacturing Clusters

Automotive

Regional Employment: 8,248

Major Companies: Fiat Chrysler Automobiles (FCA) and its suppliers; Accuride Wheel End Solutions, Bergstrom, Charter Dura-Bar

Regional Overview: The automotive sector has been and continues to be a cornerstone of the regions' manufacturing sector. The largest employer in the region continues to be the Fiat Chrysler Automobiles (FCA) factory in Belvidere, though recent layoffs, a potential merger with an international PSA Group, and talks of moving to Detroit may lessen its' significance. Accuride – Wheel End Solutions has grown significantly in recent years, having invested over \$70 million into capital upgrades and implementing data-driven operations and decision-making. This turnaround provides the region with another strong and growing automotive firm that can be relied upon for consistent employment and growing GRP. Other major automotive players in the region include Bergstrom and Charter Dura-Bar, both continuing to play important roles in the region's economy. Overall the sector is continuing to steadily grow within the region. It will be important to work with these firms as they prepare to adjust to current and future needs in the automotive industry, such as the increasing demand for electric and automated vehicles.

Aerospace and Defense Production

Regional Employment: 2,092

Major Companies: Collins Aerospace Systems (Formerly UTC), Woodward, GE Aviation

Regional Overview: The Aerospace and Defense Production sector continues to grow within the region which remains the national center of aerospace and aviation technology, despite the loss of B/E Aerospace. Most recently, Collins Aerospace Systems (formerly UTC Aerospace Systems) has combined with Raytheon Technologies Corporation, opening new avenues and opportunities within the industry that can be nurtured and exploited for the development of the region. Woodward continues to be a stable employer with two high production factories located in Loves Park. GE Aviation has held steady over recent years, but has felt the effects of the global pandemic contracting the global market demand for their aviation products. It will be key to the continued growth of this sector and region to work with the aviation companies to ensure continued production and employment, and ideally greater growth in the future.

Production Technology and Heavy Machinery

Regional Employment: 7,315

Major Companies: Unicarriers Americas Corp., Taylor Company, Mechanical Tool and Engineering Co., Parker Hannifin

Regional Overview: The region's Production Technology and Heavy Machinery manufacturers serve a variety of industries in this cluster- including agricultural equipment, construction equipment, and industrial machinery and process equipment and their components. It also includes a particular expertise in hydraulics. Considering the importance and connectivity of this sector, it is reassuring to see major companies continue to produce in the region and even work on expanding their operations and deliverables. Just recently the UniCarriers Americas Corp. announced an expansion of their partnership with Vecna Robotics, increasing their efficiency and their drive to expand their footprint in the region. Equally important has been the Taylor Company's resilience and dedication to continue their production, and therefore employment, through this economic downturn. Mechanical Tool and Engineering Co. and Parker Hannifin have also found ways to continue employing the region and contributing to the GRP.

Metal and Metal Products

Regional Employment: 9,889

Major Companies: Scot Forge, Knaack Manufacturing, Rockford Toolcraft, Southern Imperial, Franklin Display Group

Regional Overview: Considering the size and number of the region's manufacturing sectors, the Metal and Metal Products sector is key to the success of the cluster as a whole. This sector overlaps with many of the other manufacturing clusters as it represents the region's strength in making equipment and machinery. So far, the sector has been relatively static in terms of growth, but the continued demand in the region adds to the importance of this sector for consistent employment and GDP. The Tactical Plan focuses on development strategies in regional cooperation, resiliency, and business development, as well as workforce retention, all of which will help this sector continue to maintain strong ties to the region and will help bolster the region's economy.

Metalworking Technology

Regional Employment: 6,383

Major Companies: Ingersoll Cutting Tool, Ingersoll Machine Tools, Regal Cutting Tool

Regional Overview: The Metalworking Technology sector overlaps with the other sectors in the Advanced Manufacturing cluster, representing the region's strength in making equipment and machinery that work with metals. This affects the Automotive, Aerospace and Defense Production, Production Technology, and Heavy Machinery sectors, and is heavily connected to the Metal and Metal Products sector. This sector has seen many successes over the past years as well as some difficulties. Ingersoll Cutting Tool and Ingersoll Machine Tool have both grown and are continuing to introduce new products to the market. In the later part of 2020, Ingersoll Machine Tools went on to expand their partnership with Siemens, looking to become "a leading digital enterprise in the machine tool market". Unfortunately, other companies have struggled. Greenlee Textron closed their facility in the Rockford area in late 2020 and moved the majority of their existing volume to Ohio. Regal Cutting Tool has held steady in terms of growth within the region. Their largest hurdle over the years has been finding a qualified workforce, pushing the company to partner with local high schools in the region, which has shown signs of success. Economic development entities will need to continue to foster the workforce programs surrounding metalworking in order to maintain and grow this sector. It will also be imperative to implement business development and workforce retention strategies found in the Tactical Plan.

Plastic Products

Regional Employment: 2,933

Major Companies: AptarGroup, JL Clark, Fabrik Molded Plastics, Filtartek

Regional Overview: The Plastic Products sector is primarily located within McHenry County, but continues to have growth potential throughout the three-county region. The major companies making up the sector have continued to grow and develop roots in the area. AptarGroup as a whole has grown their revenue 61% over the last 10 years, and their market capitalization has increased 204% in that same time period. In 2018, JL Clark increased their capacity by 30%, meaning job creation and increased revenue. In 2017, Fabrik Molded Plastics increased their job offerings by opening a second, 44,000 square foot facility in McHenry, IL. The continued growth of this sector is something economic and workforce development entities will need to emphasize and nurture. The Tactical Plan provides various strategies in terms of workforce development and retention and business development that will further expand this sector within the region.

Chemical Products

Regional Employment: 1,514

Major Companies: Chemtool, Rust-Oleum, Rock Valley Oil and Chemical

Regional Overview: The Chemical Products sector has remained relatively static in terms of growth in the region. There have been no major changes in terms of closing facilities or expanding on or building new facilities. Rust-Oleum has, in recent years, closed facilities in other states in preparation for more streamlined production and future growth opportunities. Economic development entities will need to better understand the connection between this sector and others within the Advanced Manufacturing Cluster and utilize strategies within the Tactical Plan that push for connectivity between regional entities, business development and retention, and workforce retention to help this sector grow and remain a key sector in the region.

Transportation, Logistics, and Distribution Cluster

Regional Employment: 34,875

Major Companies: Amazon, UPS, Lowe's, FedEx, Packaging Coordinators

Regional Overview: Transportation, logistics, and distribution refers to the combination of the Distribution/Electronic Commerce and Transportation/Logistics sectors, as both rely heavily on similar assets and development strategies. This has grown to become the largest targeted industry cluster in the region with the recent addition of Amazon. Amazon completed building a 120,000 square foot expansion at the Chicago Rockford International Airport in 2019 and already has plans to continue expanding their footprint within the region. Through its building phases and subsequent regular usage, Amazon has increased the employment rate as well as the GRP, something which can be used as a development tool when soliciting other industries to the region. This, partnered with the steady growth of UPS, Lowe's, FedEx, and other packaging coordinators, highlights the need for development entities, the airport, and private businesses to work closely to develop strategies that build on the regions strategic advantages.

Agriculture and Food Processing Clusters

Production Agriculture

Regional Employment: ~2,689

Major Companies: N/A

Regional Overview: Production Agriculture is a sector endemic to the region and a key segment of the region's economy. This is true for surrounding counties outside of the EDD as well. In 2019, production agriculture grew the regions GRP by \$249.9 million and increased the number of jobs by 6%, when compared to 2014 numbers. However, there are issues that economic development partners and the region as a whole need to mitigate in order to have continued success in this sector. As of the 2017 Census of Agriculture, there are only 2,074 farms within the region. This is a drop from previous census years indicating either a consolidation trend or a loss of farm land due to urban sprawl. A consolidation trend is evidenced by the increase in the average farm size in Winnebago County, however, in both Boone and McHenry Counties the average farm size continues to drop, supporting the argument for loss of farm land to urban development. Many small and mid-sized farms have seen success in selling their goods to restaurants, grocery stores, at farmer's markets, and through Community Supported Agriculture programs. Other strategies, as mentioned in the Tactical Plan, include increasing agritourism, food tourism, and focusing on renovating and rebuilding structures and areas already in urban areas to balance urban development with agricultural operations.

Food Processing and Manufacturing

Regional Employment: 2,820

Major Companies: General Mills, Mondelez International

Regional Overview: This sector leverages the region's agricultural strengths with its transportation networks that connect to large consumer markets. So far this has worked well as the firms, though somewhat static in growth, continue to remain in the region, offering consistent employment and GRP. The willingness of these firms to stay within the region makes it all the more important for economic development entities to work to keep them in the region, as well as help them grow and expand their operations. Many of the Tactical Plan strategies involve strengthening regional infrastructure. This will increase road capacities and therefore increase the capacities and efficiencies of Food Processing and Manufacturing firms as well.



Susie's Garden Patch in Garden Prairie is a family owned farm in operation since 1985, which also attracts visitors for picking and canning. Agriculture is a key industry in the region. [SCOTT P. YATES/ROCKFORD REGISTER STAR]



Food processing is a key industry cluster in the region, as evidenced by the presence of larger plants such as General Mills [SCOTT P. YATES/ROCKFORD REGISTER STAR]

Healthcare and Medical Sciences Clusters

Healthcare

Regional Employment: 32,807

Major Companies: Centegra Health System, Mercy Rockford Health System, OSF HealthCare, Swedish American Health System

Regional Overview: Healthcare is the second largest industry cluster in the region, and continues to see the most growth. Between 2014 and 2019 this sector saw a 9% growth in the number of jobs and a GRP of approximately \$2.6 billion. Part of this GRP is attributed to the traditional services for local residents in the region, while another part of the GRP can be attributed to medical tourism. This sector has continued to expand their specializations, attracting individuals from neighboring counties and other areas. These specializations and job growth have also attracted and are expected to continue to attract an educated and specialized workforce, including in areas such as behavioral health, mental health, and emotional health. The tactical plan identifies various strategies that economic development entities can use to increase the attraction and also the retention of this type of workforce.

Medical Device and Supplies Manufacturing

Regional Employment: 1,170

Major Companies: Sage Products (Stryker Corporation), Medela, Catalent, Medtronic

Regional Overview: Primarily located in McHenry County, the Medical Device and Supplied Manufacturing sector has grown consistently and continues to expand, adding jobs and increasing the GRP of the region. In 2016, Sage Products was acquired by Stryker Corporation and started expanding their footprint in the region. By 2021 they expect to add an additional 610,000 square feet of warehouse space, manufacturing space, office space, and parking space as well as about 300 more jobs. Though not growing as quickly, Medela, Catalent, and Medtronic all still have a consistent presence in the region, leveraging McHenry's proximity to major cities and counties in the area.



An operating room within the comprehensive stroke center at OSF HealthCare Saint Anthony Medical Center is part of a four-story, \$85 million patient tower added to the Rockford hospital in 2018.
[ARTURO FERNANDEZ/ROCKFORD REGISTER STAR]

IV. SWOT

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis for the Northern Illinois Region was conducted as part of the CEDS development process in order to understand the present economic conditions facing Winnebago, Boone, and McHenry counties. The following narrative provides an overview of the SWOT analysis and is a marriage of key data findings and feedback gathered from the CEDS Steering Committee and other stakeholders. It builds upon the SWOT analysis of the 2016-2020 CEDS and incorporates elements of master plans and strategic plans adopted by local governments and economic development and workforce agencies within the three-county region.

This CEDS is organized around six goals, each featuring a number of underlying strategies and actions. This structure is identical to the 2016-2020 CEDS, though the nature of the current goals, strategies, and action steps contain key revisions and updates based on feedback from Steering Committee members and the public.

Most notably, the availability of a skilled and flexible workforce – one of the six goals of the previous CEDS – is no longer a stand-alone goal in this revision. Steering Committee members felt that workforce availability is so tightly interwoven into the fabric of the Northern Illinois Region's economic

development environment that workforce-related strategies and actions should be woven throughout all CEDS goals rather than organized under a stand-alone workforce goal.

Steering Committee members also felt strongly that the Northern Illinois Region's visitor-based economy is so integral to the region's economic welfare that tourism, while related to quality of life, deserves to be treated as a stand-alone goal in this revised and updated CEDS. Thus, the 2021-2025 CEDS is organized around these six goals:

- Infrastructure
- Land Use and Sustainable Development
- Efficient Business Development
- Regional Collaboration
- Quality of Life
- Tourism

Infrastructure

Partners from across the region believe that working together to plan and advocate for key road, rail, and airport upgrades is critical to the region because of the vital role transportation plays in economic development. The first goal of the 2016-20 CEDS is:

A full range of infrastructure, with emphasis on transportation, utilities, and communication in order to successfully meet the needs of the region's businesses.

Strengths

As discussed previously, the region is united by a strong transportation network. The top asset noted in the previous CEDS was the region's "location in the central US at the junction of major highways, rail, and air with proximity to Chicago, Madison, and Milwaukee." When the process of revising this CEDS began, those shared assets again rose to the top.

Interstate 90 (the Jane Addams Memorial Tollway) runs through the entire region, connecting it to Chicago and the rest of the Midwest. I-90 carries between 27,000 and 60,000 vehicles per day within the region, including significant truck traffic. McHenry County's access to I-90 was greatly enhanced with the July 2020 completion of a \$33.4 million interchange improvement at Illinois 23 in Marengo.

Part of the region is also served by Interstate 39, which is

a significant truck route through the middle of Illinois and a catalyst of recent distribution and warehouse growth. U.S. 20 is a four-lane divided highway through part of the region, providing another Interstate-quality route. U.S. 14 and U.S. 12 in McHenry also carry significant traffic.

The region is also home to Chicago Rockford International Airport (RFD), the 19th largest cargo airport in the country, according to the Federal Aviation Administration. RFD is home to UPS's second-largest air hub in North America and its 10,000-foot runway can accommodate any aircraft flying today. The AAR Corp. maintenance, repair, and overhaul facility that opened at RFD in 2016 has helped the airport attract more cargo airlines and other airside development. Additionally, while not in the region, proximity to Chicago O'Hare International Airport,

one of the world's largest passenger and freight air facilities, also benefits numerous companies and the region's residents.

The region also boasts significant rail assets, including several Class 1 railroads, a short-line railroad, and a regional railroad, all of which augment regional freight movement capacity. This freight system and interconnectedness is of vital importance for large scale industrial and other employers in the region.

The region has improved broadband infrastructure in recent years through investments in the iFiber initiative. A looped fiber backbone along I-90 and I-39 supports the high speeds that advanced manufacturers, hospitals, and information technology firms need. McHenry County has also pursued expansion of fiber, creating a spine that links McHenry County College with the county government center in Woodstock. Additional expansions are planned to improve connectivity and speed in the northern and western parts of McHenry County. More partnerships and fund identification will be necessary to ensure access to broadband, particularly in Boone County and rural Winnebago County.

Rockford Area Economic Development Council launched the Northern Illinois Qualified Sites Program in 2017 to help close a notable gap identified in the previous CEDS: the absence of high-quality business parks that are truly shovel-ready. Today, six shovel-ready industrial parks in Winnebago and Boone counties are benefitting from online marketing as part of the Northern Illinois QSP.

Weaknesses

Specific locations within the region suffer from inadequate infrastructure. Several of the region's freight rail lines need upgrades to handle faster and larger freight loads, particularly the Illinois Railway that passes Chicago Rockford International Airport, and the Union Pacific line that serves the FCA plant in Belvidere and also passes through McHenry and Winnebago counties. Additionally, the region lacks a direct connection to the Union Pacific Global III Intermodal Facility in Rochelle, which would prove beneficial should the intermodal hub be put back into use.

Finally, the region broadly needs better public transportation services. While McHenry County is served by Metra commuter rail, the other counties of the region lack passenger rail service. Rockford is the largest city in Illinois not served by passenger rail. In addition to passenger rail, stakeholders frequently discussed the need to expand last mile public transportation connections – bike, pedestrian, and transit connections to homes and businesses. The lack of connection limits the number of non-auto transportation options for residents and employees. Moreover, these gaps are a barrier for those who seek job-training opportunities and may dissuade young, skilled workers from locating in the region. Another barrier that has been expressed is the timing and convenience of existing public transit options. While transit planning is

undoubtedly complex, partners must be keen in understanding convenience and timing when it comes to their service planning.

McHenry County has made great strides toward improving its last mile connections. In 2012, the County spearheaded an effort to consolidate several municipal dial-a-ride services into a single coordinated service known as MCRide, which expands on bus routes and paratransit service provided by Pace. Some stakeholders have expressed interest in further expansion of these bus programs to rural areas of Boone County to improve regional connectivity of demand-response transit service.



Expansions of the MCRide service area can improve regional connectivity, particularly in the rural areas where the service has shown success.
[NORTHWEST HERALD (SHAW MEDIA)]

Opportunities

A number of efforts offer the possibility of addressing these weaknesses. Industrial real estate location decisions are often influenced by clusters of similar companies or strategic locations within the broader supply chain. To that end, Winnebago, Boone, and McHenry counties are using proceeds of a state transportation grant to establish a joint marketing plan to attract industry to three greenfield sites along I-90 and U.S. 20 that have benefitted from significant infrastructure upgrades: 485 acres surrounding U.S. 20 and Illinois 2 in Winnebago County; 1,334 acres at I-90 and Irene Road in Boone County; and 590 acres surrounding I-90 and Illinois 23 in McHenry County.

Additionally, Region 1 Planning Council, in partnership with Rockford Area Economic Development Council, has received a state grant to develop a strategic plan to enhance broadband access in Winnebago County that will cultivate primary job growth. While many local governments and community institutions have ramped up their broadband efforts and provide students, workers, and residents with internet connection during the COVID-19 crisis, coordinated efforts for broadband

planning, focusing on access, adoption, and use within our region will be a valuable undertaking for our region. Partners from across the region recognize the importance of broadband as an infrastructure issue, but also as a workforce issue as reliable internet connection is vital for job seekers and teleworkers alike.

Though the Northern Illinois Qualified Sites Program has made six shovel-ready industrial parks in Winnebago and Boone counties more visible to site selectors around the globe, stakeholders expressed a desire to add more QSP sites to the three-county region, especially industrial parks that feature mega-parcels of 500 acres or larger.

McHenry County's 2040 Long Range Transportation plan, adopted in 2014, features a slate of transportation projects that CMAP estimated can boost GRP by \$117 million by 2040. Implementing such long-range planning will improve and expand the current system in critical ways.

Upgrading freight rail lines throughout the region can attract larger manufacturing facilities, especially in industries cited for their growth potential, such as Food Processing and Heavy Machinery and Production Technology. Freight rail is also a key to developing air cargo transloading near RFD.

Stakeholders involved in this CEDS revision have specifically cited extension of passenger rail for Rockford, Belvidere, Marengo, and Huntley, as outlined in the Rebuild Illinois capital plan, as a means to increase mobility and link residents to wider job markets. Additionally, stakeholders cited opportunities to establish micro-transit and rideshare (vanpools) as a means to better connect residents with major job centers and downtowns within the three-county region.

"Lacking state and federal resources for broadband expansion and programming is also cited as a top concern, especially in the wake of the COVID-19 pandemic may well accelerate demand for telehealth, distance learning and other services that are dependent on reliable broadband infrastructure."

Threats

The primary infrastructure threat is the need for long-term, sustainable transportation funding at the federal, state, and local levels. Local governments often have limited funding for major projects, and capital funding typically comes from federal or state sources that are dependent on local match funding.

Stakeholders cited crumbling infrastructure as a burden to health systems serving large areas within the three-county region. Lacking state and federal resources for broadband expansion and programming is also cited as a top concern, especially in the wake of the COVID-19 pandemic that may well accelerate demand for telehealth, distance learning, and other services that are dependent on reliable broadband infrastructure.

This funding threat can only be overcome by carefully targeting infrastructure investments, integrating those investments with land use planning, increasing travel alternatives (such as public transit), and exploring innovative funding techniques.

While the convergence of road, rail, and air at RFD is a strength and opportunity for the region, other airports around the nation offer similar characteristics. The region's transportation assets could be threatened by competing facilities elsewhere, and must take advantage of these opportunities before they go to other locations. Stakeholders cited Illinois' continued political and financial support for a new suburban Chicago airport in Peotone as a direct threat to the continued growth trajectory of RFD.

Sustainable Economic Development

While stakeholders recognized the need for economic growth, they also cited the need for balanced growth. The urban/rural mix of the three-county region presents opportunities to collaborate on best practice regarding land use and sustainable development. The second goal of this CEDS update is:

Sustainable economic development which aims to increase the quality of life of residents while protecting the land and natural resources that support a resilient region.

Strengths

The Northern Illinois Region has ample land suited and zoned for industrial and commercial development, near major transportation corridors, and is generally accessible to its larger workforce.

Throughout the three-county region, local governments have used state and federal brownfield grants to strip pollutants from old industrial sites and prime the properties for new uses. For example, long-vacant industrial facilities in Rockford, including two former Amerock factories, have been repurposed: one as a downtown Embassy Suites hotel and conference center and the other as a large warehouse and manufacturing center.

An additional strength of the region are local farms that support jobs and crop and livestock production and are vital to the regional economy. Additionally, these farms help maintain the region's agricultural heritage and sense of place.

Additionally, the region's cities provide a strong, accessible market for locally grown goods; and larger markets such as Chicago, Madison, and Milwaukee are easily reachable by highway. Support for locally grown foods, as well as interest in urban agriculture and farmers' markets, are also strengths. More information about the economic impact of Production Agriculture is included in the Targeted Industry section.

Weaknesses

Stakeholders noted that the region needs a more concerted focus needed on infill development, such as the former Motorola site in McHenry. Many of these old factory buildings sit empty because they don't meet today's production standards. Large developments like these present a continued challenge for the region, and solutions that lead to reuse are complex undertakings that require long-term, coordinated efforts and community commitment.

That same commitment will be needed to address the lack of shovel-ready sites in the region. While the region has a few large-scale industrial parks, it lacks sites with fully connected utilities that could meet the demands of any potential big user. Not having such a site was reported as a glaring business attraction weakness of the region.

Across the three-county region, local government revenue to support municipal services is strained, partly due to several decades of urban sprawl that has lasting consequences.

Police, fire, and utility services, for example, are spread over larger areas with a declining tax base, underscoring the need for smart-growth principles and sustainable economic development. The previously mentioned need to extend utilities and infrastructure to create more shovel-ready industrial sites would ensure that future factories and warehouses are appropriately sited and not influenced solely by real estate prices or the availability of tax incentives.

The steady disappearance of farmland is a continuing concern for the region. Farmland covers 500,472 acres, nearly 56% of all land in Winnebago, Boone, and McHenry counties. However, it is slowly disappearing. Winnebago County lost 2% of its farmland and McHenry County lost 11% between 2012 and 2017, according to the most recent USDA Census of Agriculture. Preservation of agricultural land is an especially important priority for Boone County, where the number of farms declined 4.6% from 479 to 457 and total farmland shrank 16% to 113,500 acres during the same five-year period, according to the USDA report.

Like other rust-belt areas of the country, residential and business vacancy are a major weakness and general concern for the region. While vacant facilities do get repurposed, the process is arduous. Additionally, there are major large vacant buildings in the region such as the Barber Colman campus in Winnebago (Rockford) and the Motorola campus in McHenry (Harvard). Large sites like this have their own factors complicating reuse but are major priorities regardless.

Numerous sites remain, as shown by USPS vacancy rates. In Q1 2019, around 4.1% of business addresses in Boone County were listed as vacant, 9% in McHenry County, and 15.3% in Winnebago. As a whole the EDD had a business vacancy rate of 11.8%. While these rates have largely remained the same since the time of the previous CEDS update, stakeholders have prioritized finding strategies to reuse or redevelop existing facilities. One major step would be a simple regional inventory of these vacant commercial sites, which could then be used to prioritize properties for redevelopment, similar to what is being done in the region for housing. Another challenge is finding developers who have an interest in infill development. Stakeholders at the City of Rockford described this as a major barrier to redevelopment and reuse of commercial buildings. Lastly, because of the COVID-19 pandemic and a movement towards teleworking in traditionally white-collar jobs, many

unknowns still remain about the commercial development market, particularly for office-space. Past difficulties with redevelopment, as well as the quickly changing real-estate landscape, will need to inform any future redevelopment strategies within the region.

Opportunities

Stakeholders noted that local governments have an opportunity to attract younger residents and workers to the three-county region by encouraging denser residential development and a more diverse housing stock overall.

Additionally, stakeholders cited the need to link smart growth practices and economic development, when cost effective, and incorporate more sustainability principles into relevant plans, policies, and codes at the municipal and county levels.

Another opportunity presents itself through the identification of new uses for idled industrial sites in the region, particularly Colman Village in southwest Rockford and the former Motorola plant in Harvard. These properties have great historical value and are worth preserving. This will allow the region to attract business, make use of existing infrastructure and utilities, and lessen the property tax burden on others by returning large orphan properties to the tax rolls. Likewise, stakeholders cited the need for a targeted inventory of properties that prioritizes redevelopment potential and community and economic impact to maintain vibrant neighborhoods and commercial and industrial corridors.

Promoting the use of Leadership in Energy and Environmental Design (LEED) standards was also cited as a means to enhance sustainable development and reduce energy costs for the public and private sectors. Rockford's Prairie Street Brewhouse, the FCA plant in Belvidere, and the Science Center at McHenry County College are among roughly three dozen buildings in the three-county region that have earned the U.S. Green Building Council's LEED certification.

Realizing that the auto industry is pivoting toward electric vehicles and that consumer demand for this new technology is rising, Region 1 Planning Council has begun crafting a regional framework for an electric vehicle charging network for future growth and innovation. The Electric Vehicle Readiness Plan was identified as a regional need through the update of the 2050 Metropolitan Transportation Plan for the Rockford Region (2050 MTP). The plan will help the region identify appropriate future public and private infrastructure investments and potential policy changes to accommodate a robust charging network in Boone, Winnebago, and northeastern Ogle counties.

Finally, stakeholders agree that consumer demand for farmers markets, urban agriculture, and restaurant menus featuring locally-sourced foods is a sign that farm bureaus should work more closely with municipal governments and economic development organizations to establish new local markets for farmers, thus sustaining farming jobs while improving access to healthy foods.

Threats

Exelon Corporation's announcement that the Byron nuclear power plant will close in 2021 is a reminder that the Northern Illinois Region, which has long enjoyed inexpensive electricity, must develop sustainable, alternative energy sources to mitigate the likelihood of higher electricity costs in the future.

During this CEDS process, municipal stakeholders cited the need for balanced development, agriculture and natural areas as key to retaining and attracting young, educated, and skilled workers. Parks, forest preserves, and other natural lands provide a respite from the "hustle and bustle" of an urban work environment. Stakeholders noted that the Northern Illinois Region would be well served to market its natural lands as a workforce strategy, as the COVID-19 pandemic has made more workers realize that telecommuting technology allows them the freedom to live anywhere.



Exelon's planned closure of its Byron nuclear power plant in September 2021 threatens the cheap, clean source of electricity that has made doing business in northern Illinois attractive for more than three decades. The plant generates enough electricity to power more than 2.3 million homes. [RANDY STUKENBURG/ROCKFORD REGISTER STAR]



Pedigree Ovens completed a 1.7MW array in Harvard, IL in 2020. It is expected that the solar power generation will offset 1,456 tons of greenhouse gasses annually. [MCHENRY COUNTY ECONOMIC DEVELOPMENT CORPORATION]

Regional Collaboration

Collaboration is the framework for successful implementation of many actions in the tactical plan. Regional collaboration was identified as the first goal of the 2016-2020 CEDS for Winnebago, Boone, and McHenry Counties, and much work has been done to address it over the past five years. Stakeholders said that regional collaboration is still a critical element of the Northern Illinois Region's economic vitality. Thus, the third goal of the 2021-2025 CEDS is:

Collaborative regional economic development efforts, emphasizing communication, coordination, shared assets, and promotion of the region for business investment.

Strengths

Regional partnerships provide the foundation for collaboration. The addition of McHenry County to the Northern Illinois Region was a hallmark of the 2015-2020 CEDS process. Another milestone: the marriage of Economic Development District of Northern Illinois (today known more simply as the Northern Illinois Region EDD) with Rockford Metropolitan Agency for Planning under an umbrella Regional Planning Commission known as Region 1 Planning Council (RPC). RPC serves as a research and planning partner of the economic development cooperative while providing member counties with a more efficient delivery of research, planning, and back-office services.

Additionally, collaboration continues to flourish among the three economic development organizations serving the region – Rockford Area Economic Development Council in Winnebago County, Growth Dimensions in Boone County, and McHenry County Economic Development Corporation in McHenry County.

The three EDOs are using proceeds of an Illinois Department of Transportation grant to craft a marketing strategy to drive industrial development at three key interchanges along Interstate 90, a significant transportation corridor that links the three-county region to the Midwest and the nation as a whole.

Additionally, informal talks began in 2020 among EDOs in a larger seven-county region (Stephenson, Winnebago, Boone, McHenry, Lee, Ogle, DeKalb counties) to discuss post-COVID efforts/challenges, regional branding, and data sharing..

The formation of Northern Illinois Land Bank in Winnebago and Boone counties 2019 is further evidence of regional collaboration. The land bank was established to combat blight and elevate property values by eliminating tax liens and transferring clean titles to new owners who put distressed properties back to productive use. This year, the land bank sold its first property: a boarded-up duplex in Rockford, which had been condemned and vacant for several years. Efforts are underway to add additional geographies to the land bank, including Boone and McHenry Counties.

Weaknesses

While progress has been made on regional collaboration, much remains to be done. Many of the region's strongest collaborations are at the county level. More work is needed to overcome long-standing differences among roles and geographic orientations. Boone and Winnebago counties, for example, have historically identified as part of the Rockford Region while McHenry County has traditionally identified itself as part of the Chicago Region. While McHenry County joined the Northern Illinois Region EDD five years ago, they are served by the Chicago Metropolitan Agency for Planning for federal transportation planning efforts. Boone and Winnebago, on the other hand, are largely served by Region 1 Planning Council for federal transportation planning. However, the city of South Beloit and village of Rockton are served by the State Line Area Transportation Study, the MPO for the Beloit, Wisconsin urbanized area in regards to federal transportation planning.

Stakeholders desire more collaboration among units of local government. Data from the Illinois Department of Revenue indicates that in 2014 the region had 197 different taxing bodies. The vast number of taxing bodies in the region create the potential for greater business regulation and uncoordinated investment. Many of the taxing bodies in the Northern Illinois Region rely on property taxes to sustain their budgets, complicating efforts to address the relationship between property tax rates and the business environment.

The region's "limited/weak branding" was a weakness noted as early as 2012 in the Rockford Region Strategic Diversification Plan (the first incarnation of the region's rolling, five-year CEDS). That plan concluded that the Rockford region "must work proactively to enhance its marketing program and improve the image it projects to the outside world." Boone and McHenry counties do not suffer as much from an image problem, though the consensus among stakeholders who participated in the recent SWOT exercise was that three-county region would be well served by a stronger marketing/branding effort.

Opportunities

One opportunity that can contribute to improved collaboration among economic development agencies is the more efficient use of limited funding to get a bigger “bang” on their marketing and business attraction efforts. Additionally, regional branding can help promote the region’s business strengths and shared proximity to Chicago, particularly when communicating with international businesses. Strengthening partnerships among governments and economic development organizations would provide an opportunity to reduce redundancies and provide more efficient use of government funds as requested by stakeholders and public input.

Finally, communities outside the three counties participating in this plan have expressed interest in collaboration efforts. The region’s public and private sectors are able to quickly collaborate when facing a pressing workforce need, as evidenced by Rock Valley College and Northern Illinois University (based in DeKalb County) four-year engineering program in Rockford aimed at serving the region’s aviation and aerospace industry. Similar to the Rock Valley College/NIU engineering partnership, many initiatives contained in this CEDS will have the opportunity to cross outside the Northern Illinois Region.

“Regional branding can help promote the region’s business strengths and shared proximity to Chicago, particularly when communicating with international businesses.”

Threats

Reduction in government and private sector funding is a primary threat to enhanced regional collaboration. This threat can come from shifting priorities in the ever-changing political and economic landscape. All collaborative efforts must demonstrate efficient and effective use of funds and be served by basic shared values to guide decision making.

While local governments within the three-county region have ample access to revolving loan funds, tax rebate programs, state and federal tax credit resources, and other incentives to attract business, a nagging “culture of competition” among local jurisdictions and a failure to agree on how to apply such incentives threaten to undermine business attraction efforts at a regional level.

Routine communication and deliberate attempts to collaborate with an eye toward even “small wins”, such as consolidation of services between organizations or alignment during strategic planning efforts, is critical to strengthening relationships within the three-county region and preventing further competition amongst regional partners. Care must be taken to ensure all parties’ interests are represented, and that any plan for joint action has sufficient buy-in.

Efficient Business Development

The business development activities of the Northern Illinois Region's economic development organizations and governments can help the private sector grow the regional economy. As demonstrated by the successes of the 2016-2020 CEDS, partnerships with businesses can reduce the barriers for growth and encourage investment in the region. This is the fourth goal of the 2021-2026 CEDS:

Efficient business development, expansion, diversification, job growth, and innovation throughout the region.

Strengths

The Northern Illinois Region is a center of manufacturing excellence with more than double the U.S. concentration of manufacturing employment. This strength can be a competitive advantage in attracting domestic and international manufacturers, particularly those in the supply chain of industries that maintain a strong presence here.

Long a leader in automotive, production technology, and metalworking, the region's manufacturing sector has gradually pivoted toward advanced manufacturing disciplines. The region's longstanding culture of innovation has helped fuel this pivot, evidenced by Collins Aerospace's \$50 million investment in "The Grid," a high-tech research and development lab at its Rockford plant where aerospace leaders will develop next generation hybrid and electric jet propulsion systems.

Meanwhile, capital investments from the region's health systems since 2016 are nearing \$1 billion, and a surge in air freight business has created hundreds of aviation and logistics jobs at Chicago Rockford International Airport. Highlights of the region's business attraction and retention wins during the last five years include:

- The largest employer in the region, Fiat Chrysler Automobiles, restarted its Belvidere Assembly Plant in June, bringing back the 3,800 workers it laid off in March to produce the 2021 Jeep Cherokee model. In 2019, the plant eliminated a third shift and about 1,400 jobs amid dwindling demand for the Cherokee.
- United Parcel Service and Amazon Air have expanded operations at Chicago Rockford International Airport, adding more than 1,000 jobs in the last two years.
- Camfil invested \$13 million in 2019 to expand its Crystal Lake manufacturing plant and purchase new equipment. The McHenry County manufacturer plans to hire 90 employees over the next five years as it expands its air filtration and pollution control product lines.
- A surge of capital investment in hospitals and clinics has significantly enhanced the Northern Illinois Region as a regional health care destination.
- The 2019 debut of the six-story, 194-bed Javon Bea Hospital and Physician Clinic-Riverside in Rockford represented a \$500 million investment from Mercyhealth and was the largest construction project in the history

of Winnebago County. Mercyhealth will have invested \$70 million by the end of 2020 to modernize Javon Bea Hospital-Rockton Avenue on Rockford's westside, and is primed to build a \$100 million, 13-bed "microhospital" in the City of Crystal Lake in McHenry County.

- OSF Healthcare added 78 larger, private patient rooms and space for a pharmacy and women's services as part of an \$85 million expansion at OSF St. Anthony Medical Center in Rockford. This expansion was completed in 2018.
- UW Health is adding a 110,000-square-foot women and children's patient tower to SwedishAmerican Hospital in Rockford, along with significant modernization of other areas of the hospital. This phased, \$130 million investment is in addition to three clinics that UW Health has built since 2017 representing another \$30 million worth of capital investment.

Marked growth in manufacturing exports has helped the region become more resilient to economic downturns. Key export industries are transportation equipment manufacturing (particularly automotive and aerospace), metalworking, and production technology. The following business climate aspects also make the region attractive:

- In 2019, electricity prices in Illinois were the lowest in the Midwest for the seventh consecutive year, according to the U.S. Energy Information Administration.
- Nicor Gas is among the lowest cost gas utilities in the state of Illinois and is among the lowest cost gas utilities in the United States, according to the company.

Moreover, while the region suffers from negative publicity about the Illinois' business climate (see below), it does have some tax advantages. Specifically, the lack of an inventory tax and personal property tax benefits the warehousing/distribution and manufacturing sectors. Also, while parts of the region have high property tax rates, relative lower land values reduce business costs.

“The region’s reliance on certain key manufacturing sectors – particularly Automotive, Metalworking, and Production Technology – makes it more susceptible to economic downturns. For example, during the Great Recession, the region lost almost 11,000 manufacturing jobs versus 17,000 jobs combined in other sectors”

Weaknesses

The region’s reliance on certain key manufacturing sectors – particularly Automotive, Metalworking, and Production Technology – makes it more susceptible to economic downturns. For example, during the Great Recession, the region lost almost 11,000 manufacturing jobs versus 17,000 jobs combined in other sectors. Some parts of the region are particularly vulnerable to the loss of a single employer, particularly Belvidere. Other areas, such as McHenry County, benefit from a diverse employment base.

Perhaps the most significant business development weakness in the Northern Illinois Region is the state’s poor business climate reputation. For example, Illinois was ranked 37th in Forbes’ 2019 “Best States for Business,” up from the 40th spot it held in 2014. The state ranked even lower – 45th place – when the business magazine examined prospects for business growth in all 50 states. Illinois’s corporate income tax, worker’s compensation rates, and local property taxes are frequently cited as weaknesses.

Since 2017, Moody’s has rated the Illinois’ credit lowest in the country at Baa3 – a function of the state’s looming pension crisis and ramshackle finances and a phenomenon that forces Illinois to spend more revenue on debt-related interest. The vast number of Illinois government taxing bodies – 6,918 (only Texas has more) – exacerbates the negative perception of the state’s tax and regulatory environment.

Stakeholders agree on the value of maintaining a competitive taxation policy, though power to set that policy is not entirely in the control of local governments. The state is responsible for income and corporate tax rates along with the overall tax structure that emphasizes revenue generation from sales and property taxes to support local government services.

Across the three counties, sales tax rates range from 7.75% to 9.75% with the city of Rockford at the top of that range. However, in communities north of the Wisconsin border, including Beloit, Walworth, and Janesville, the sales tax rate is 5.5%. Stakeholders agree on the value of maintaining a competitive taxation policy at the local, county, and state level that allows the region to compete nationally and internationally. The region is competing against not just other communities in Illinois, but those throughout the nation and world.

The competitive nature of the region’s property tax rates must take into consideration trends in the tax base, not just nominal rates. Tax base fluctuations inherently impact tax rates. Areas of low growth in the property tax base are at risk for higher property tax rates in the future if the cost of public services outpaces growth in the base. On a positive note, the 2019 property tax base across the three-county region, as measured by Equalized Assessed Value, reached or surpassed levels not seen since 2011.

- Winnebago County EAV grew 6% to \$4.84 billion in 2019 compared to 2018.
- Boone County’s total EAV increased 5.3% to nearly \$1.1 billion in 2019 compared to 2018.
- McHenry County EAV grew 5.5% to nearly \$8.9 billion in 2019 compared to 2018.

However, a closer look at the numbers shows that residential EAV growth is driving this trend throughout the three-county region. Tax base growth due to industry reveals smaller gains, a sign that economic development efforts in the region must focus on attracting more industry to reduce the property tax burden on homeowners. It’s important to note that vast majority of the region’s property tax base is residential: 71 percent in Boone, 75 percent in Winnebago, and 83 percent in McHenry County. This structure is problematic and feeds into the perception that property taxes are quite high because residential property owners shoulder much of the property tax burden. Pursuing policies to encourage industrial economic growth and increase the number of businesses in Northern Illinois would help address this burden.



The Embassy Suites by Hilton Rockford Riverfront and adjoining conference center opened in downtown Rockford in 2020. The \$87.5 million project involved redevelopment of a blighted 13-story factory tower overlooking the Rock River. [SCOTT P. YATES/ROCKFORD REGISTER STAR]

Opportunities

Stakeholders noted that our region has a good relationship with Northern Europe when it comes to foreign direct investment. There are opportunities to continue to leverage that relationship, however, local governments and economic development professionals need to be cognizant of the geopolitical world. This understanding would guide everything from branding, to general communications, to tailoring incentives.

On the subject of incentives, there may be an opportunity to explore and diversify the suite of incentives offered to businesses interested in relocating here. CMAP's "Improving Local Development Incentives" report (released in September 2020) provides examples of best practices for incentives and could be a valuable resource for exploring and/or retooling incentive structures.

Threats

At the time of the SWOT exercise, local government stakeholders reported that COVID-19 had delayed many projects, derailing internal timelines for development. While operations may be able to get back on track sooner than initially thought, there was an immediate effect on business development. Another major threat related to the pandemic was the limited federal financial resources, particularly the perceived lack of accounting and transparency of CARES Act funding at the federal level. With the waiting times associated with state and federal support, the fear that the new market conditions could erase the gains made post-2008 recession, negative effects on small business and their role in the local economy, thin resources at the local level, will have a lasting impact on the region. This has led to a great deal of unease surrounding the long-term effects of COVID-19.

One threat that existed prior to COVID-19 is the perception of the state and business attraction competition with neighboring regions. It is largely understood that lower development costs are offered in Wisconsin, and that economic development professionals must find workarounds to offset those costs in order to equalize any relocation proposition. Tangential to this is the financial state of Illinois as a whole. The state is experiencing a "wealth-flight" where money, whether it be residents or businesses, are moving out of the region. Interstate politics and competition is a complex issue with many issues being out of the control of local governments and professionals, but stakeholders noted that some of the effects can be mitigated to an extent with incentives and marketing, while still avoiding race-to-the-bottom situations.



Mercyhealth's \$505 million Javon Bea Hospital-Riverside, the largest construction project in the history of Winnebago County, opened in northeast Rockford in 2019.
[IMAGE PROVIDED BY MERCYHEALTH]



Camfil, a Swedish air filtration manufacturer, added 50,000 square feet to its 110,000-square-foot Crystal Lake plant as part of a \$13 million investment in 2018.
[MCHENRY TIMES]

Quality of Life

Stakeholders noted that while quality of life is a somewhat difficult term to define, it directly affects economic development efforts and it is both a strength and a challenge. Economic Development and Quality of Life are closely linked. The fifth goal of the 2021-25 CEDS is:

A higher quality of life enhanced by the region's sense of place, livability, diversity, community health, and creative environments.

Strengths

The 2010-15 CEDS identified “proximity to Chicago, Madison, and Milwaukee; and quality of life assets such as affordable housing and real estate, the low cost of living, parks, rivers, and green space” as key strengths of the Northern Illinois Region. A decade later, stakeholders involved in this CEDS revision say this statement still rings true. This sentiment especially resonates in McHenry County, as many of its residents live there in order to enjoy Chicago’s job opportunities and cultural and recreational attractions while maintaining a smaller-city or rural quality of life. Each of the three counties has a rich diversity of cultural attractions and sports and recreational amenities. The region is home to four state parks and more than 30,000 acres of forest preserves and conservation areas. The Rock, Kishwaukee, and Fox River corridor provide water recreation opportunities.

In many ways, the Northern Illinois Region enjoys an affordable cost of living. For instance, the Rockford MSA had a cost of living 89.6% of the U.S. average in 2019. This is owed in part to lower housing and utility expenses. While McHenry County’s cost of living is higher, it was cited by stakeholders as lower than neighboring Chicago, providing a competitive advantage in attracting residents.

A key component of this lower cost of living is housing prices, which also track below Chicago and the nation. The region features a mixture of urban, suburban, and rural areas. That diversity can be attractive to residents, businesses, and visitors.

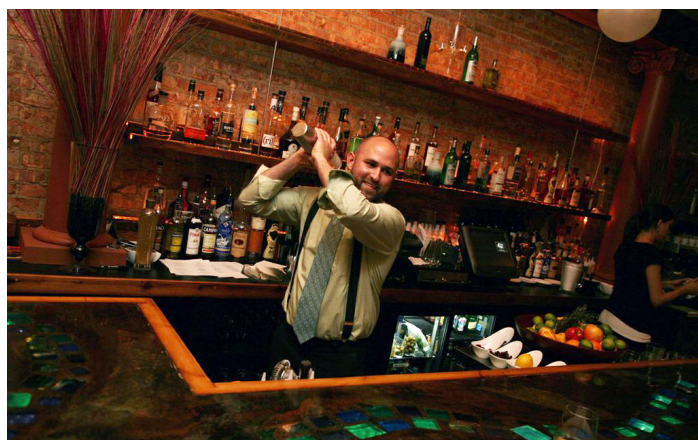
The region has several award-winning health systems that provide a wide range of care, as well as employment opportunities. As previously noted, all health systems serving the three-county region have heavily invested in capital expansions in recent years to provide better access to high-level healthcare, providing residents from outside the region with even greater incentive to come here for healthcare.

The region’s cultural and recreational attractions are a major strength. More than 4.2 million people attended sporting events at Rockford-area indoor and outdoor sports complexes in 2018, including many tournaments for out-of-area teams. Of those, 2.9 million were at the Mercyhealth Sportscore Complexes & Indoor Sports Center, which expanded in 2017. These facilities provide both a high-caliber amenity for regional residents and a boost to the regional economy with tourism dollars. The region is also home to the Rockford IceHogs, the minor league affiliate to the NHL’s Chicago Blackhawks, which attracted nearly 160,000 in attendance in 2018. The region has numerous

theaters, music venues, and festivals that also attract visitors and benefit residents. Notably, the Boone County Fair is the largest within the state, which attracted nearly 208,000 visitors in 2018.



Tour de North End is an annual neighborhood celebration in Rockford which attracts bicyclists from around the region to tour local businesses.
[ROCKFORD AREA CONVENTION AND VISITORS BUREAU]



Residents report that downtown nightlife has been on the upswing. Pictured: Social Urban Bar in downtown Rockford.
[ROCKFORD AREA CONVENTION AND VISITORS BUREAU]

Weaknesses

Net migration out of Illinois remains high and further population declines are projected. This phenomenon is a particular weakness in terms of the perception of the quality of life in the Northern Illinois Region. During the past 10 years, Rockford — once the second-largest city in Illinois outside Chicago — has fallen from Illinois' third-largest community to fifth.

The Rockford MSA of Boone and Winnebago Counties lost 20,375 people — a 5.8% population decline — from 2010 to 2018 — the third largest population decline in the Midwest, according to an October 2019 Business Insider report. Conversely, McHenry County added nearly 47,000 residents — an 18% population increase — during the same period, according to Census estimates. Nevertheless, Illinois has about 160,000 fewer residents today compared to 2010, a 1.2% decline. Illinois could have a smaller voice in Washington and access to fewer federal funds to improve the region's quality of life if this trend holds true after the completion of the 2020 Census.

Cost of living is a strength of the region. However, there are some concerns when looking at the cost of living components and comparative Q3 2019 data from the Council for Community and Economic Research (C2ER). The Rockford MSA, comprised of Winnebago and Boone Counties has a cost of living index of 89.6, where 100 is the national average. Housing costs are largely the reason for this affordability, though this component of the index presumably includes both renters and owners. There is a growing concern for rental affordability and the potential increase of rent burdened householders in the region — those who commit over a third of their income on rent. Additionally, both the transportation and healthcare components of the index are slightly above the national baseline, indicating that while the services may be quality, residents generally pay more for them. Lastly, the Chicago MSA had a cost of living index of 121.9 during the same period and while McHenry is included in this index, it does point to the relative affordability to our region, despite its proximity to Chicago.

Stakeholders continue to identify the challenge of supporting healthy lifestyles for residents. While the region has strong health care systems, Winnebago County — the region's most urban county — has particularly low health scores. In County Health Rankings, which is a standardized aggregate of health related measurables within life expectancy, quality of life, clinical care, health behaviors, socioeconomic factors, and physical environment metrics, it ranked 92nd in Illinois in Health Outcomes and 97th in Health Factors out of 102 counties, both of which are understood to correlate with the county's unemployment and poverty indicators that must be addressed. This is in stark contrast to Boone and McHenry counties, which ranked 18th and 5th respectively on Health Outcomes in the state. Addressing the social determinants of health has been a major focus for regional health organizations and departments.

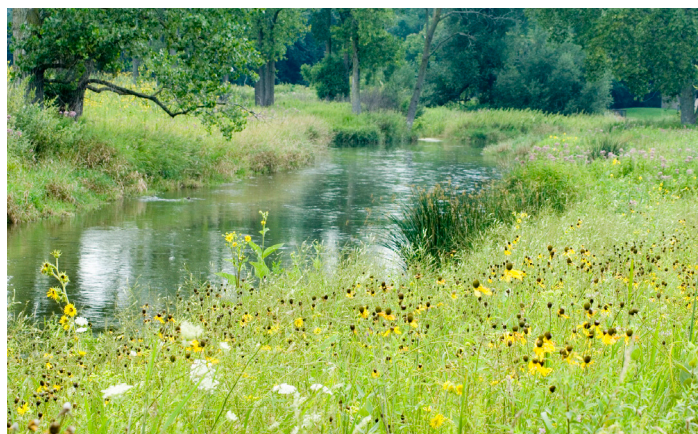
Opportunities

Pursuing strategies to leverage the region's numerous cultural and recreational amenities would strengthen the economy by attracting residents and visitors and adding more money into the regional economy.

The addition of loft apartments, a hotel, and an indoor sports complex in downtown Rockford is drawing residents and visitors looking for an urban living experience and recreation opportunities. While there are still many vacant, eyesore properties and underused office buildings in need of repurposing, the redevelopment of these sites could continue to attract even more residents looking for an urban setting with a lower cost of living than other large cities.

The region's balance of urban, rural, and natural areas is attractive to many residents, and stakeholders noted that the region's forest preserves, river corridors, and bike trails that span all three counties can benefit from joint marketing and promotional campaigns. A roughly 2-mile extension of the Long Prairie Trail from its eastern terminus at Boone McHenry County Line Road through Chemung and Harvard in McHenry County is an infrastructure investment that would enhance residents' quality of life while providing visitors another incentive to come to this region.

Additionally, joint marketing of "small town" events and attractions throughout the Northern Illinois Region could enhance visitor spending to the more rural parts of the region that are often overlooked by Rockford, Belvidere, and larger municipalities that possess an array of cultural attractions.



The region is home to more than 3,000 acres of forest preserves and conservation areas such as Glacial Park in McHenry County.
[ENJOY ILLINOIS]

Threats

Threats related to quality of life are largely wrapped up in topics previously discussed, including continued negative publicity about the region surrounding issues of crime, poverty, and safety, development that alters the fundamental landscape of the region character, and uncertainty regarding state finances due to its implications for local tax policy.

Despite the mix of urban, suburban, and rural settlement patterns in our region, stakeholders did express the concern that there needs to be a greater diversity of housing stock within the region. Like many of regions, the lack of affordable multi-family housing can have negative cascading effects on

supporting a workforce and building a healthy middle-class.

An ongoing threat is the far-reaching impacts of COVID-19 on the region's ability to attract private investment, grow jobs, and fund infrastructure that will drive both of those efforts. The resulting fundamental paradigm shift will affect quality of life and any efforts to adapt economic development to the impacts of COVID-19 will need to keep impacts on the quality of life of the region in mind.

Tourism

For this iteration of the CEDS, there was enough discussion around a “visitor-based economy” to warrant a new goal focused on tourism. Prior to confirming this as a new goal, the subject came up in discussion of the other goals. Many strategies previously within the quality of life goal are now specified in this final goal of the 2021-2025 CEDS:

Promotion of the natural environment, cultural and recreational amenities, and our industrial and agricultural legacy to develop and support a visitor-based economy.

Strengths

The economic impact of tourism, and the work of the tourism boards in our region, the Rockford Area Visitors and Convention Bureau (RACVB) and Visit McHenry County, were identified by stakeholders as regional strengths. Boone County tourism efforts are undertaken by various partners, including Northern Illinois Tourism Development, Boone County Conservation District, local park districts, Granges of Boone County, and Belvidere Chamber of Commerce. In 2019, RACVB reported that the tourism sector in Winnebago County grew by 4.3%, with visitors spending more than \$409 million while visiting the County. In 2018, Visit McHenry reported that visitor spending in McHenry County had increased 3.6%, attracting \$256 million in local spending.

As mentioned in the quality of life section, stakeholders see one of the region's greatest strengths is the presence of outdoor amenities. These include neighborhood parks, forest preserves, state parks, arboretums, and trails. All counties have extensive lists of these attractions, which make up one of the defining features of the region's visitor-based economy. Stakeholders reported that our greenways, particularly around our rivers, are attractions for Chicago-based visitors, who don't have to travel far or out-of-state for outdoor recreation. The retail environment was also determined to be a strength, offering both large retail stores and smaller local businesses – including boutique stores within main street districts.

Also mentioned in the quality of life section were the cultural amenities provided by our region. These includes sports, major events, and arts. It's also important to note that visitors include both those from within the region and those from outside.



Annual events such as the Boone County Fair, one of the largest county fairs in Illinois, are significant attractors for both local residents and outside visitors.
[ENJOY ILLINOIS]

Weaknesses

One of the big weaknesses of our region when it comes to fostering a visitor-based economy is the lack of knowledge of our region by outsiders. Promotion of our region is an ongoing effort, that needs to be completed not only by the tourism boards, but also by other community organizations and residents. Another weakness related to tourism is the greater association of this area with Chicagoland and not as its own distinct region. Stakeholders also mentioned that it can sometimes be difficult to compete with Wisconsin's outdoor recreation attractions, despite our region having similar lakes, trails, and forest preserves.

One other potential weakness that was brought up was the feel that there are too many tourism and regional marketing organizations. Consolidation, separation, or communication of the specific roles that individual organizations could be beneficial for both efficiency and cost-effectiveness.

Opportunities

When talking with the Rockford Area Visitors and Convention Bureau, an important facet of our region's visitor-based economy was brought up in regards to economic resiliency – that is, while many indoor attractions, events, and restaurants have suffered greatly under COVID-19 due to social-distancing and public safety guidelines, outdoor recreation opportunities were far less affected. Many of the same guidelines which affected indoor gatherings were not as present or jarring to outdoor operations. Outdoor activities were largely seen as safer and easier to adapt to new guidelines. This is not to say that our tourism industry was left unscathed, far from it. However, our commitment to outdoor amenities presents an opportunity to continue attracting visitors to our region, relative to other regions that have a reliance on indoor amenities.

While the region has great parks and recreational opportunities, stakeholders noted that there is room for improvement. It was suggested that many opportunities exist specifically in the Belvidere Park District, by building upon the small-town pride within Boone County. Additionally, many main street and downtown areas have seen success in arts-based initiatives such as public murals, which add to community character while supporting local artists. This is something that stakeholders noted could be further developed.

The region is fortunate enough to have three large rivers running through it—the Rock, Kishwaukee, and Fox. Riverfront development is a clear choice for fostering a visitor-based economy. Various riverfront amenities exist already, however, stakeholders mentioned that the region often takes these attractions for granted and that these assets should be leveraged further. Further development of Davis Park in Rockford and river front parks in various McHenry County communities present opportunities for further attraction.

While development of new tourism attractions is an opportunity, so too is an expanded approach towards branding. The Steering Committee suggested a shift in branding strategy to capitalize on

recreational and quality of life amenities. For example, shifting from a “nice to have” to a “need to have” approach can have long term benefits for both determining what tourism to develop and how to attract visitors. Tourism boards remain the best organizations to guide regional branding efforts, however, this approach to branding would be beneficial for all organizations.

In Rockford, there has been a trend, both implicitly and overtly, to guide a “back to downtown” movement. This is seen in many ways – from the success of Rockford City Market, downtown business and restaurant support, community institutional presence, major downtown developments, and an increase in housing options. These movements, while supported in some ways by local government, are community-led movements. There is a wide perception that the region, and specifically the largest city within the region, was a far different place as recently as 10 years ago. There is an opportunity to build upon these successes and to keep responding to the demands of residents and visitors in value-added and equitable ways.

Threats

Lack of funding was listed as a prominent threat that has been magnified by the COVID-19 pandemic. It can be hard to justify funding for tourism and marketing efforts in the region when the sector as a whole may be seen as less profitable due to a decrease in people being able to seek entertainment. Despite this, our region's tourism industry can be more resilient to these patterns, and efforts to sustain the industry should be supported however possible.

Mentioned previously throughout this document, one of the most persistent threats to anything related to attraction of businesses, residents, or visitors is the negative view of Illinois and our region. This has been a pressing challenge for pursuing any improvements to a visitor-based economy and overcoming perception is a complex task, especially when there are grains of truth among inaccuracies. Various organizations in the region take on outreach efforts helping to paint the region in a positive light. It could be that successes within our region will speak for themselves, so long as our region continues to improve itself.

Funding is also a concern for tourism, as declining tax revenues threaten to diminish investments, commitments, and returns. The issue of funding has manifested itself in recent plans by park districts and will continue to be an ongoing threat that the region should be mindful of.

V. Resiliency

The 2021-2025 CEDS has incorporated economic resilience throughout the planning process and within this document. Various topics were discussed as ways for responding to regional “shocks” or adapting to a changing world. Resiliency discussions are not new to the region, as past CEDS processes acknowledged the resilience of the regional economy as vital during the Great Recession, and the vision of the 2016-2020 CEDS added “resilient economic base” to its language. This CEDS keeps that vision.

Below are brief summaries of how economic resilience has been addressed in this document. First, as updates to previous resilience discussions, and second, as new discussions which took place. All of which is reflected within the action plan.

Updates to 2016 Resiliency Discussions

- Region 1 Planning Council supports local governments, economic development agencies, and community institutions with technical assistance and data analysis related to economic disruption. While RPC has been providing assistance to these groups, it is the intent that the RPC will assist with the collection of more economic disruption data going forward. This assistance includes working with individual agencies, as well as a convening body to discuss regional economic disruption and strategies.
- It was expressed during the CEDS development process that the Rockford Region Strategic Diversification Plan may need an update. Partly due to the age of the document and its current recommendations, but also due to the changed economic realities of the post-COVID landscape. This may also manifest as an updated in-depth targeted industry analysis, reflected as an action item in the tactical plan.
- Building upon the region’s successful promotion of exports by its manufacturers, there has been an important effort to increase economic resilience, which continues in this CEDS. This is evidenced in moving forward a regional group consisting of economic development organizations, both within our EDD and in neighboring counties, with an expressed emphasis on promotion of our region.
- Strategies to improve workforce development and education around the region’s targeted industries are continued in this CEDS. Succession planning is still a challenge, though programming from various organizations are making concerted efforts. Credentials and better connecting our workforce to opportunities has been another large effort. In 2019, RPC, in partnership with Rockford Areas Economic Development Council, Rock Valley College, and the Workforce Connection undertook a Coordinated Workforce Study, surveying businesses and analyzing the needs for middle-skills credentialing within the region. The study is being used to inform

talent pipeline programming through the Workforce Connection, RVC, and K-12.

- The steering committee for this process recognized the interaction between quality of life and attracting and retaining young families. Having young families and young workers will counteract the effects of retirements and outmigration that still persists as a threat to the regional economy and ability to rebound. In addition to quality of life strategies, tourism was separated out as an element for attraction and retention of residents. Lastly, diversity and equity, while a difficult topic to address in an economic development plan, was noted as an important regional commitment which affects public perception of the region, community trust in institutions, and ensuring that all residents are able to participate in our economy and society to achieve their goals.
- Like the previous CEDS, the land use strategies of this CEDS include elements to address the environmental resilience by preventing flooding, groundwater depletion, and associated risks. There is a recognition that economic recovery and environmental recovery should be tied in the aftermath of disaster events, and emergency-response professionals from each county can share best practice and planning efforts while aligning with economic recovery programs.

In addition to discussing existing resiliency topics from previous CEDS processes, new discussions surrounding resiliency took place for this update. Examples are detailed below.

COVID-19

This CEDS update took place in 2020, at the height of the pandemic caused by the COVID-19 disease. It became clear early in the year that this global health crisis would quickly contribute to a global economic crisis, trickling down to our own local economy, businesses, and workers. Pandemics such as this would certainly qualify as a major disruption to the economic base, and thus, was an impossible-to-ignore backdrop of our CEDS Steering Committee discussions and planning process. Partners were quick to discuss ways to curb the effects of the pandemic, recover our economy, and build up our regional environment not only to withstand future shocks, but to adapt to a changed post-COVID world.

One example includes connecting business to recovery programs. While ensuring that businesses are connected to local, state, and federal business assistance programs has always been vital to the community, the steering committee expressed that this now has to be an “all-in” effort. Economic development organizations, chambers, local governments, and the RPC itself have made efforts to facilitate these connections to the Coronavirus Aid, Relief, and Economic Security (CARES) Act, and other programs/initiatives through direct grants, recapitalization of RLFs,

diversifying supplier networks, etc. All of these are initiatives that the region would need federal assistance with, and would be expected to be pursued as the region recovers from the pandemic.

As a result of the pandemic, residents were advised to stay home as much as possible. Many workers, particularly those in office oriented jobs, began to work remotely from home. The education system was also thrown into flux as the majority of districts transitioned to remote or online learning. Some workforce training programs are becoming remote, in addition to health services (telehealth). The region may look for efforts attract remote workers to live in the region while they telecommute. All of this is to say that businesses, institutions, and residents are in need of increased broadband services. Enhancing broadband networks was a strategy in the 2016 CEDS, and that strategy has been greatly expanded upon to meet these needs.

Even before the pandemic, the region's communities have been moving towards providing mental and behavioral health services, in addition to quality physical treatment. EDOs and business representatives in particular expressed the need to supply workers, especially those deemed as "essential workers", with adequate behavioral and mental health services as a response to labor-related stresses caused in part, but not exclusively, by the pandemic.

While these examples are not exclusive of the strategies discussed during the CEDS process, they are reflected within our action plan. Economic recovery assistance is expected to aggressively continue throughout the 5-years of this plan.

Automation

Automation will be a key technological trend to watch for in our region. Industries such as manufacturing, healthcare, and logistics – all prominent and growing in our region – have the potential for a complete upheaval of its workforce and technological needs due to advances in automation and other technology such as artificial intelligence.

Discussions took place between community colleges about the future of automation and preparing our workforce for shifts in human roles within increasingly automated industries. For example, Rock Valley College and McHenry County College's commitment to Science, Technology, Engineering, and Mathematics (STEM) and related programs, as well as inclusion of adaptive curriculums within new Advanced Technology Center campuses for both colleges can make our region proactive to any potential disruptions to our core industries caused by automation and technology.

Sustainable Infrastructure

The committee discussed energy incentives provided by utility companies, and how use of these are expected to expand in the coming years. These incentives not only play a role in physical infrastructure, but also in marketing the region for business attraction. On the land use and environmental planning scale, green infrastructure was suggested as a general goal for pursuing new development, with an aim towards striking balances between feasibility, cost, and impact.

An emerging priority for the region is looking at renewable energy infrastructure in light of recent events indicating a reduction clean energy generation in Northern Illinois. Inexpensive energy prices are a competitive advantage for business attraction efforts to support local industry development. As renewable energy consumption becomes a mandatory component of operations of industry, the area would benefit from its own renewable energy generation infrastructure both in supporting its industry and in its communities cost of living. Likewise, as a major source of economic development funding from tipping fees, Winnebago County's landfill continues to potentially be at concerning level of available capacity. An investment into an industrial campus with proximity to Chicago Rockford International Airport, the Winnebago County landfill, and the Rock River Water Reclamation District, with a focus on renewable energy generation. Supportive waste-to-energy private industry developments, could anchor a new rail-served industrial park that would allow for infrastructure which could support future industry.

The impact of climate change was one of the backdrops surrounding discussions of green infrastructure and sustainable development. Our region in particular has, and will likely continue to see, an increased frequency of flooding and weather extremities such as droughts, tornadoes, and derechos. Climate migration may also impact our region as a non-coastal area. While there is no silver bullet for global and dynamic systems issues, economic development policies can be one of the cogs in proactive preparation for climate change.

VI. Tactical Plan

Below is the tactical plan for the 2021-2025 Update to the Comprehensive Economic Development Strategy. Over the course of two months, the steering committee developed these strategies and actions which our region will pursue over the course of the next five years. The action, responsible parties, and general timeline are detailed.

The timelines for the actions are grouped into short-term (1-year), mid-term (5-year), and ongoing goals. Priority projects, listed in section VII., includes more detailed timelines.

This table represents the strategic economic development roadmap for our region. It is intended to be a dynamic reference, and such is subject to change during annual updates to the CEDS as our region progresses.

Goal 1			
A full range of infrastructure, with emphasis on transportation, utilities, and communication in order to successfully meet the needs of the region's businesses.			
Strategy 1.1: Continue working with Chicago – Rockford International Airport (RFD) to expand air cargo, passenger service, and airport logistics-related development in the region.			
Action		Responsible	Timeline
1.1A	Promote business use of airport passenger service and use of UPS next-day cargo capabilities, using a “Consider Rockford First” type model.	Chicago-Rockford International Airport (RFD), Cargo companies	Ongoing
1.1B	Recruit students and workers, including minority youth, for RVC aircraft maintenance school and Maintenance Repair and Overhaul companies at the airport.	RFD, RVC, aviation and aerospace employers	5-year
1.1C	Support Rockford airport officials on cargo, MRO, and other development opportunities through economic development efforts, incentives, and capital procurement for infrastructure upgrades.	City and County governments and RVC	Ongoing
1.1D	Improve amenities and infrastructure at Rockford Global Trade Park and the Kishwaukee and 11th Street gateways, and make available parcels shovel-ready and marketable for industries that would benefit from proximity to Chicago Rockford International Airport.	City of Rockford, Winnebago County, RAEDC	5-year
Strategy 1.2: Upgrade and extend freight rail service in key corridors to boost rail-reliant industrial development.			
Action		Responsible	Timeline
1.2A	Upgrade Illinois Railway line from Davis Junction to Rockford, and identify possible link to Rochelle to connect to an intermodal hub facility.	RPC, Illinois Tollway, Winnebago County, Ogle County	5-year
1.2B	Create large, rail-served industrial development at Rockford Global Trade Park – South.	RPC, City of Rockford, Illinois Railway, Winnebago County	5-year
1.2C	Upgrade Union Pacific rail line through McHenry, Boone, and Winnebago Counties.	RPC, Union Pacific, IDOT, CMAP	5-year
1.2D	Conduct freight study to identify infrastructure needs of major regional freight corridors.	RPC	5-year
Strategy 1.3: Increase mobility options for each county's suite of transit services, including innovative mobility services to link residents and workforce to wider labor, employment, and recreational markets and a passenger rail intercity connection.			
Action		Responsible	Timeline
1.3A	Examine models for developing, expanding, and/or coordinating various public transit services provided by PACE, RMTD, and others, including bus rapid transit, demand response/micro-transit options, and rideshare programs to major employment centers, passenger rail stations, and downtowns in order to increase convenience and efficiency of services.	RPC, CMAP, RMTD, RTA/PACE, SMTD, Employers	5-Year

1.3B	Establish rideshare program in Rockford MSA with goal of developing demand for van or bus service to jobs elsewhere in the region and to Chicago area.	RPC, RMTD	5-Year
1.3C	Pursue steps to develop passenger rail service for Rockford, Belvidere, Marengo, and Huntley as outlined in Rebuild Illinois capital plan.	State, IDOT, RPC, Local Governments	5-Year
1.3D	Support MCRide service in McHenry County and Boone County Public Transportation in Boone County, and explore coordination of demand-response transit services with rural/non-urbanized portions of the three counties to build regional connectivity.	Boone County, McHenry County, Winnebago County, IDOT, CMAP, RPC	Ongoing
1.3E	Examine other services to provide regional connectivity in concert with regional mobility plans with emphases on service to employment centers and workforce training.	RPC, County governments	5-Year
1.3F	Expand existing transit district boundaries and examine models for sustainable local funding to comprehensively serve regional service needs	IDOT, RPC, RMTD, Rockford, Loves Park, Machesney Park, Belvidere, Winnebago County, Boone County	Ongoing
1.3G	Seek to alleviate perceptions of public transit in the region, particularly Boone County Council on Aging's bus service through re-branding or other efforts	Boone County, Boone County Council on Aging, Local Governments	5-year

Strategy 1.4: Leverage the region's interstates and arterials as an economic catalyst, while improving overall highway access for businesses and residents.

Action		Responsible	Timeline
1.4A	Upgrade and extend the necessary infrastructure to develop land around the Irene Road/Interstate 90 interchange in Boone County for advanced manufacturing and logistics.	RPC, City of Belvidere, Boone County, Growth Dimensions, Illinois Tollway	1-year
1.4B	Continue supporting the completion of CMAP's regionally significant projects, particularly those within McHenry or in proximity, as catalysts for economic development and increased regional mobility.	McHenry County, Illinois Tollway, CMAP	Ongoing
1.4C	Improve infrastructure around the US 20/Illinois 2 interchange area to provide better access and services to Rockford Global Trade Park developments.	City of Rockford, Winnebago County, IDOT, RPC	1-year
1.4D	Advocate for and identify funds for Interstate 39 improvements and reconstruction, particularly to support the growing logistics services within the I-39 corridor.	RPC, IDOT, Win. County, Ogle County	1-year
1.4E	Identify and obtain funding to extend infrastructure, particularly sewer and water, at the new I-90/Illinois 23 Interchange in McHenry County to support the attraction of future development around the interchange.	McHenry County, City of Marengo, Illinois Tollway	1-year

Strategy 1.5: Create a regional slate of infrastructure priorities based on the strategies in this CEDS and obtain the necessary funding for these projects.

Action		Responsible	Timeline
1.5A	Complete the 5-year Transportation Improvement Programs and corresponding Metropolitan Transportation Plans for McHenry County Department of Transportation, and the Region 1 Planning Council to further detail regional infrastructure priorities for both urban and rural areas	McHenry County, RPC	5-year
1.5B	Identify and pursue opportunities for shared infrastructure services, such as a shared city/county maintenance yard, so as to free up funding for new infrastructure and maintenance of existing infrastructure.	RPC, county and municipal governments	1-year

Strategy 1.6: Pursue project bundling for utility, communications, and roadway improvements when possible, to expedite project delivery and reduce costs.			
Action		Responsible	Timeline
1.6A	Coordinate multiple infrastructure improvements into single projects to increase efficiency and decrease costs to local government and other funders, implementing a “one-dig policy” or bundling contracts.	Local governments, RPC	Ongoing
Strategy 1.7: Enhance broadband networks by extending backbones and adding last-mile connections to better facilitate e-commerce, telework, telehealth, and telelearning capability in the three-county region.			
Action		Responsible	Timeline
1.7A	Continue the expansion of fiber service in McHenry County, ensuring that downtown businesses and residential areas are connected.	McHenry County, municipal governments, other broadband partners	1-year
1.7B	Extend fiber to key job creation sites and community institutions within the region, while also ensuring fiber redundancies for stable connections.	Municipalities, other broadband partners	1-year
1.7C	Partner with TriRivers Health Partners and iFiber to connect companies and broadband service providers with available dark fiber.	RPC, TriRivers Health Partners, iFiber	Ongoing
1.7D	Seek additional funding for broadband access, adoption, and use, through programs such as Illinois DCEO Connected Communities.	RPC, EDOs, Workforce, School systems, Realtors, Broadband Partners	1-year
1.7E	Work with community institutions such as hospitals, community colleges and non-profits to identify priority populations in need of broadband, as well as assist with funding procurement for deployment programs.	Hospital systems, public libraries, RVC, MCC, housing authorities, other broadband partners	1-year
1.7F	Adapt to the changing requirements of business and residential location decisions by identifying the needs of teleworkers and including connection attributes in Multiple Listing Services.	EDOs, Realtors Associations, municipal governments	Ongoing
Strategy 1.8: Improve and seek infrastructure projects which accommodate new technology and increase efficiencies of existing systems.			
Action		Responsible	Timeline
1.8A	Implement Intelligent Transportation Systems (ITS) regionally and invest in proven ITS strategies using models such as Smart Communities (i.e. Columbus, OH).	RPC, IDOT, RMTD, ComED, county and municipal governments	Ongoing
1.8B	Establish standards and create a regional plan for public and private incorporation of renewable energies and related energy supply infrastructure (e.g. solar, wind, electric vehicle charging stations, etc.).	RPC, RMTD, ComEd, county and municipal governments	5-year
1.8C	Coordinate with local and statewide partners in the development of connected/autonomous vehicle (CAV) initiatives for freight service and passenger transportation.	RPC, IDOT	Ongoing
1.8D	Prepare the region for advanced communications technologies, including fifth-generation wireless communications (5G).	County and municipal governments, other partners	Ongoing
1.8E	Site and develop an industrial campus with proximity to Chicago-Rockford International Airport, Winnebago County landfill, and the Rock River Water Reclamation District, with a focus on renewable energy generation, coupled with waste-to-energy developments to anchor supportive rail-served industrial parks	County and municipal governments, RPC	5-year

Goal 2			
Support sustainable and equitable economic development which improves quality of life while protecting the environment and natural resources that lend resiliency to the region.			
Strategy 2.1: Ensure that building and development codes and all other economic development and infrastructure plans promote, incentivize, and facilitate the redevelopment of existing structures and encourage infill development.			
Action		Responsible	Timeline
2.1A	Align and coordinate transportation, land use, housing, and economic development planning and policies with sustainability plans and smart growth practices.	RPC, county and municipal governments	Ongoing
2.1B	Identify and promote a slate of incentives, programs, and policies to encourage LEED building and rehabilitation standards.	RPC, county and municipal governments	1-year
2.1C	Explore and seek funding for the reuse of existing developed facilities in the region, such as Barber Colman in Winnebago County and the Motorola site in McHenry County	EDOs, county and municipal governments	5-year
Strategy 2.2: Continue to assess, remediate, and redevelop brownfield sites throughout the region for the purposes of public safety, environmental protection, historic preservation, and/or reuse.			
Action		Responsible	Timeline
2.2A	Create a targeted brownfield inventory for the region which prioritizes properties based on redevelopment potential, while incorporating expected reuse access, community impacts, and other characteristics.	RPC, county and municipal governments	1-year
2.2B	Streamline permit and review processes in ways that still address concerns/needs but communicates options for private-sector development.	Local governments	Ongoing
2.2C	Build upon and potentially deploy similar models to The City of Rockford's Business First "one-stop shop" initiative throughout the region as an easier way for businesses to redevelop targeted commercial and industrial sites.	Local governments	5-year
2.2D	Engage private sector to promote potential for redeveloping sites and other opportunities within the region, with an aim to find developers who have significant interest in redevelopment.	Local governments, EDO's	Ongoing
2.2E	Ensure that new buildings and additions facilitate ongoing improvement and/or maintenance of healthy air, soil, and water quality	Conservation districts, public health departments, private sector	Ongoing
Strategy 2.3: Protect prime farmland from urban sprawl and promote the key role of agriculture in the economy.			
Action		Responsible	Timeline
2.3A	Use boundary agreements to protect prime farmland, while maximizing business development along commercial nodes and near existing development.	County and Municipal gov'ts	Ongoing
2.3B	Continually reference local and regional comprehensive land plans to maintain a balance between development and preservation.	Local governments	Ongoing

Strategy 2.4: Develop regional best practices for repurposing vacant residential land that contributes to the fiscal and economic goals of the area.

Action		Responsible	Timeline
2.4A	Maintain clear and consistent communication with the Northern Illinois Land Bank on properties that can be acquired and then sold by the RPC to buyers who can repurpose property consistent with regional and local priorities.	RPC (as land bank host), Local governments	Ongoing
2.4B	Maintain and monitor tax databases, flagging tax delinquent properties as well as properties where water has been shut off.	Local governments, RPC	Ongoing
2.4C	Identify and connect committed end-users with vacant residential and commercial properties which lay outside the scope of the land bank and county trustee programs.	EDOs, county and municipal governments, private developers	5-year
2.4D	Create an infill development strategy which identifies, prioritizes and provides a comprehensive redevelopment plan for residential neighborhood blocks, commercial corridors, and buildings in need of repurposing.	EDOs, county and municipal governments, private developers	5-year

Goal 3			
Collaborative regional economic development efforts emphasizing communication, coordination, shared assets, and promotion of the region for business investment.			
Strategy 3.1: Use Region 1 Planning Council (RPC) as a forum for local government and economic development officials to coordinate planning, foster collaboration, and enhance communication about initiatives of significance to Winnebago, Boone, and McHenry Counties.			
Action		Responsible	Timeline
3.1A	Maintain the RPC as a regional research and planning partner and Economic Development District.	RPC	Ongoing
3.1B	Use RPC to foster collaboration among economic development organizations with a focus on regional business attraction, marketing, and other regionally significant initiatives.	RPC, RPC Board	Ongoing
3.1C	Support and provide guidance for unification efforts of business and economic development organizations in the region.	RPC	Ongoing
3.1D	Follow best practices as outlined in the International Economic Development Council (IEDC) code of ethics, and leverage the RPC as a forum for mediation.	EDOs	Ongoing
Strategy 3.2: Maintain the Economic Development District and oversee the scope of work laid out within the CEDS.			
Action		Responsible	Timeline
3.2A	Complete application for formal designation as an Economic Development District.	RPC	2020
3.2B	Convene quarterly CEDS Steering Committee meetings to monitor progress, adjust tactics and discuss annual progress reporting to EDA.	RPC, Steering Committee	Ongoing
3.2C	Identify economic development initiatives that are ideal for regional partnerships while also assisting with county-specific and local projects.	RPC, RPC Board	Ongoing
Strategy 3.3: Establish a regional identity and leverage our location and shared assets to create a marketing strategy for the region.			
Action		Responsible	Timeline
3.3A	Develop a regional business attraction branding theme in collaboration with other northern Illinois counties, with a particular focus on promoting our proximity to Chicago in order to attract international investment and promote our industrial resilience	RPC, EDOs	1-year
3.3B	Attend key trade shows as a region, such as SelectUSA.	EDOs	Ongoing
Strategy 3.4: In coordination with local working groups, a council of governments, and other partners, identify and “speak with one voice” on top funding and legislative priorities at the federal and state levels.			
Action		Responsible	Timeline
3.4A	Work with Illinois DCEO to tie regional economic development incentives to Illinois’ five-year economic development plan.	RPC, EDOs, & Local gov’ts, CMAP, COG	Ongoing
3.4B	Engage CEDS Steering Committee during quarterly meetings to prioritize requests for EDA funding, while also promoting projects that fit with EDA priorities.	RPC, Steering Committee	Ongoing
3.4C	Provide local government administrations and the regions’ elected officials with prioritized projects of regional significance for funding consideration.	RPC	1-year

3.4D	Develop a multi-county legislative agenda that outlines desired changes in state and federal policies and regulations that impact the competitiveness of the region, including taxation, worker compensation, workforce diversity and inclusivity, and economic recovery programs.	RPC, Region Chambers, RFD, gov't entities, COG	1-year
3.4E	Engage and stay informed with Chicago-region partners as they identify and cultivate a Chicago based entity with the mandate and resources to implement their own regional economic development strategy.	McHenry County, McHenry County EDC, CMAP, RPC	5-year
3.4F	Align or create an advocacy group with a priority of advancing a regional social determinants of health agenda and narrative to aid the region in addressing issues of persistent poverty and negative market perceptions.	County Health Departments, Chambers, public housing authorities, gov't entities, RPC	

Goal 4			
Efficient business development, expansion, diversification, job growth, and innovation throughout the region.			
Strategy 4.1: Strengthen existing industry clusters and develop selected emerging clusters within the region.			
<i>Action</i>		<i>Responsible</i>	<i>Timeline</i>
4.1A	Conduct in-depth targeted industry analysis, including detailed mapping of individual clusters and the linkages between targeted clusters to update existing studies among the three counties and identify industry-specific targets.	EDOs, Workforce	5-years
4.1B	Build upon industry-specific cluster groups, such as the Rockford Area Aerospace Network, and MCEDC's matchmaking programming to strengthen targeted clusters, such as medical device manufacturing, metalworking, hydraulics, and agribusiness.	EDOs	5-years
4.1C	Partner with trade associations, such as IMA, Center for Automotive Research, and the Chicago Metro Metal Consortium, to develop supplier opportunities via "manufacturer matchmaking events."	EDOs, Chambers	Ongoing
Strategy 4.2: Promote and expand business retention efforts among economic development, workforce development, and local government programs.			
<i>Action</i>		<i>Responsible</i>	<i>Timeline</i>
4.2A	Develop business survey programs in Boone and McHenry Counties using RAEDC's CORE Conversations and CORE Illinois programs as models. Align when possible with Chambers of Commerce and Workforce Board efforts.	EDOs, Workforce, Chambers	Ongoing
4.2B	Promote succession planning programs and best practices to small- and mid-sized businesses in the 3-county region.	EDOs, Chambers, IMEC, SBDC	Ongoing
4.2C	Promote financial support for small businesses, such as loan and investment programs; specifically, in response to major economic downturns.	EDOs, Chambers, City & County gov'ts, Rockford Local Dev. Corp.	Ongoing
4.2D	Better understand and develop programs which holistically address underemployment and unemployment barriers such as lack of transportation, affordable housing, criminal records, etc.	Workforce, Local Gov'ts, social services, RMTD, Housing Authorities	Ongoing
Strategy 4.3: Recruit businesses and emerging industries to the region through targeted business attraction.			
<i>Action</i>		<i>Responsible</i>	<i>Timeline</i>
4.3A	Identify and promote shovel-ready industrial and commercial parks in the region by using national frameworks, MCEDC's Certified Sites Illinois program, and RAEDC's/Growth Dimensions Qualified Sites Program (QSP) as models.	RPC, EDOs	Ongoing
4.3B	Work with counties to develop sites within the region, outside the QSP listings, where development is desired.	RPC, EDOs, County gov'ts	Ongoing
4.3C	Identify commercial development opportunities in Rockford to serve the growing number of businesses and workers centered around the Chicago-Rockford International Airport.	EDOs, RFD, City of Rockford	Ongoing
Strategy 4.4: Identify, create, and promote programs, activities, and policies which foster innovation, inclusivity, and nurture entrepreneurial activity, particularly in emerging and existing businesses.			
<i>Action</i>		<i>Responsible</i>	<i>Timeline</i>
4.4A	Monitor enrollment, student demand, and employers' workforce needs to inform and enhance STEM education, middle-skills credentialing, and Career and Technical Education (CTE) at Rock Valley College and McHenry County College.	Workforce, RVC, MCC, employers	Ongoing

4.4B	Develop additional workforce training/business incubators as needed to increase employment in underrepresented populations.	Workforce, Higher Ed, employers, Trade Unions	Ongoing
4.4C	Create and support "innovation exchange hubs" to develop start-ups and early-stage companies, particularly those in information technology or product-based businesses, building off of models from NIU EIGERlab Innovation Network, Small Business Development Centers and other best practices..	EDOs	Ongoing
4.4D	Connect local businesses interested in selling goods to government agencies with Illinois Procurement Technical Assistance Centers (PTAC) to provide counseling, technical information, marketing assistance and training.	EDOs	Ongoing
4.4E	Develop solutions in the small business assistance programs, including Small Business Development Centers, to fill gaps and identify linkages that will improve service to growing companies, building upon existing programs such as the Entrepreneur Venture Program at Growth Dimensions.	EDOs, SBDCs	1-year
4.4F	Develop and promote a linked network of makerspace facilities to emphasize craft manufacturing, local food, and minority and women-owned businesses.	Local gov't, Higher Ed	5-year
4.4G	Connect minority and women-owned businesses to funding opportunities and programs, reducing barriers to capital and bridging funding gaps.	SBA, Municipal gov'ts	Ongoing

Strategy 4.5: Promote agribusiness and local food industries as a growth area for applicable parts of the region and to adapt to changes to the agricultural product supply chains.

<i>Action</i>		<i>Responsible</i>	<i>Timeline</i>
4.5A	Develop food hubs for aggregation of regionally grown produce for delivery to the Chicago region, northern Illinois and southern Wisconsin.	City & County gov'ts, Farm Bureaus	5-year
4.5B	Identify locations suitable for urban agriculture and assist companies and individuals with such projects.	City & County gov'ts, Farm Bureaus	1-year
4.5C	Encourage direct sales and build local networks of suppliers to lessen impacts of future shocks to the agricultural system.	EDOs, Farm Bureaus	Ongoing

Strategy 4.6: Promote and make efficient use of business incentives and programs from government, utilities, not-for-profits, and other partners to advance key industries.

<i>Action</i>		<i>Responsible</i>	<i>Timeline</i>
4.6A	Implement the development plans of the region's existing and new Enterprise Zones as a catalyst for growth in targeted areas and assist businesses with expansion and renovation.	EDOs	5-year
4.6B	Promote ComEd and Nicor energy incentives as part of the region's business outreach programming and emphasize the competitive advantages of low cost energy.	EDOs	5-year
4.6C	Increase foreign direct investment and exports within the region by leveraging the region's Foreign Trade Zone, International Trade Center, and Metro Chicago Exports.	EDOs	Ongoing
4.6D	Partner with the Illinois Manufacturing Excellence Center to help manufacturers reduce operational costs and improve performance.	EDOs, IMEC	Ongoing

Goal 5

A high quality of life enhanced by the region's sense of inclusion, place, livability, community health, and creative environments.

Strategy 5.1: Strengthen downtowns and surrounding neighborhoods, both urban and rural, as anchors for work, live, and play, while creating active and diverse neighborhoods that help the region attract and retain young workers.

<i>Action</i>		<i>Responsible</i>	<i>Timeline</i>
5.1A	Support the redevelopment of key riverfront properties in the three-county region to foster housing, businesses, and entertainment centers.	Municipality gov'ts	Ongoing
5.1B	Continue pursuing downtown Rockford development projects, such as improvements to Davis Park, BMO Harris Bank Center, and Coronado Performing Arts Center, which act as catalysts for increased residential and commercial growth in the urban core.	City of Rockford	Ongoing
5.1C	Build upon and diversify educational programming within the region's downtowns as a way to attract economic activity, engage communities, engage the creative class, and serve students within those areas.	Rock Valley College, McHenry County College	5-year
5.1D	Encourage alternative transportation, such as biking, within downtowns, business districts and historic neighborhoods using "Complete Streets" best practices as a model.	RPC, City governments, IDOT	Ongoing
5.1E	Identify and promote relevant planning and funding opportunities to increase the diversity of housing, i.e., low-income housing, multi-unit housing, single occupancy housing, etc.	Non-profits, public housing authorities, RPC, city and county governments	Ongoing
5.1F	Undertake housing needs assessments and host summits to understand the current housing stock and future needs of the three-county region and identify opportunities to fill gaps.	Non-profits, public housing authorities, developers, city and county governments	1-year

Strategy 5.2: Promote healthy lifestyles by building upon the region's health care systems, engaging with employers, and increasing awareness of health-related resources.

<i>Action</i>		<i>Responsible</i>	<i>Timeline</i>
5.2A	Use local food systems, such as farmers markets, community-supported agriculture, community gardens, and urban agriculture to increase access to healthy food and connect farmers with additional markets for their commodities.	EDOs, City gov'ts, Farm Bureaus, Employers	Ongoing
5.2B	Expand employer-based wellness programs, including mental and emotional health services, by leveraging the expertise and services of local health systems.	Employers, local health providers, chambers of commerce	Ongoing
5.2C	Identify and pursue strategies to improve access to primary healthcare and reduce volume of Emergency Room visits.	RPC, city and county governments, health systems and public health departments	Ongoing

Strategy 5.3: Advocate for and improve access to behavioral health services by engaging providers, employers, workforce development, and health departments to overcome existing and new labor-related stresses.

<i>Action</i>		<i>Responsible</i>	<i>Timeline</i>
5.3A	Work with employers to become trauma-informed work places.	Workforce organizations, public health departments, local health providers, employers	Ongoing
5.3B	Build low-cost educational and training opportunities for behavioral health workers, through both distance learning and local collaborations.	Higher education providers, local health providers, public health departments	5-year

Strategy 5.4: Improve public safety through infrastructure investments and research-based programmatic reform of public services.			
Action		Responsible	Timeline
5.4A	Identify and seek funding to fill gaps in public safety system and develop working plans with relevant agencies to fill those gaps, support data sharing, and identifying entities for civic engagement training.	Municipal and county governments, RPC	1-year
Strategy 5.5: Work with communities to foster creative environments for entrepreneurs.			
Action		Responsible	Timeline
5.5A	Connect entrepreneurs to small business resources and networks, including mentorship, grants and other financial support.	EDOs, city and county governments	Ongoing
5.5B	Develop business incubators across the region to support economic diversification and small business growth.	EDOs, city and county governments	Ongoing
Strategy 5.6: Improve the competitive and responsive local and state tax environment for businesses and residents.			
Action		Responsible	Timeline
5.6A	Monitor trends in local government service costs relative to changes in the property tax base, allowing taxing districts to better understand information that helps influence long-term trends in tax rates.	City and county governments	Ongoing
5.6B	Ensure that regional marketing materials highlight the competitive nature of the region's tax environment and low cost-of-living.	EDOs, Tourism Bureaus, Chambers, Workforce	Ongoing
Strategy 5.7: Explore and support alternative revenue sources for local and regional taxing bodies.			
Action		Responsible	Timeline
5.7A	Identify growing and emerging industries that can be designated as alternative revenue sources.	City and county governments, chambers of commerce	Ongoing
5.7B	Seek funding and create programs to support unique and niche markets, i.e., downtown boutiques and specialty retailers.	Chambers of commerce, EDOs, SBDC	Ongoing
5.7C	Create a blueprint to help emerging industries navigate local, regional, state, and national codes and regulations, as they apply.	Chambers of commerce, EDOs, SBDC	5-year
Strategy 5.8: Incentivize and facilitate sustainable residential and mixed-use development.			
Action		Responsible	Timeline
5.8A	Incentivize the use of green infrastructure, such as permeable surfaces, rain gardens, and other stormwater management best practices.	City and county governments	Ongoing
5.8B	Examine conservation subdivisions and cluster neighborhoods as possibilities for new residential development.	City and county governments	1-year

Goal 6			
Promotion of the natural environment, cultural and recreational amenities, and our industrial and agricultural legacy to support a visitor-based economy.			
Strategy 6.1: Develop and promote tourism and recreational use of the region's natural assets, including waterways, parks, preserves, and agricultural areas.			
Action		Responsible	Timeline
6.1A	Create a regional inventory of tourism assets that includes sports tourism, intellectual tourism, arts tourism, gardens/arboretums, agritourism, ecotourism, heritage tourism, etc.	Tourism Bureaus, county governments, park districts and forest preserves	1-year
6.1B	Promote the region as a green getaway from Chicago with destinations such as our forest preserves, conservation areas, state parks, wildlife refuges, outdoor recreation, and regional trails.	Tourism Bureaus, land owners	Ongoing
6.1C	Tie outdoor recreation to economic resiliency, as an element of the visitor-based economy which has been less affected by COVID-19 restrictions.	Tourism Bureaus, local governments	Ongoing
Strategy 6.2: Expand regional trail connections and accompanying development, capitalizing on increased amenity value, particularly in rural areas.			
Action		Responsible	Timeline
6.2A	Implement regional greenways plans to connect parks, downtowns, and other desirable areas via recreational paths.	RPC, city and county governments	5-year
6.2B	Seek funding to fill gaps in regional trail connectivity between all three counties.	RPC, county governments	5-year
Strategy 6.3: Develop a regional marketing vision for the region, encompassing all potential opportunities for visitor-based economies.			
Action		Responsible	Timeline
6.3A	Examine best-practice holistic regional marketing strategies and find ways to replicate them in this region.	Tourism Bureaus, chambers of commerce	5-year
6.3B	Align tourism messaging with economic development/business attraction messaging.	EDOs, Tourism Bureaus, local governments	Ongoing

VII. Implementation and Tracking

2021-2025 Key Implementation Activities

The region defines economic development very broadly. Much like the previous iterations of the CEDS, this is evidenced by the plan's goals, strategies, and actions. Coordination is the norm and not the exception within our region, but organizations still have their own goals and strategic efforts to undertake. While not inclusive of every single economic development activity that could occur within the next five-years, the tactical plan in the previous section details some of the actions the region and partners plan to take. Many items in the tactical plan are policies or initiatives in the pipeline which may evolve over time. Lastly, resources are scarce, especially in the wake of a pandemic-induced recession. Recognizing these factors, this section will outline the identified key activities the region will seek to undertake within the next five years, with an emphasis on near term milestones.

In order to make this a more actionable document, heightened attention was given to action items which are tangible and/or would not need outside funding sources. While a "laundry list" of priority infrastructure items is no longer required within the CEDS, partners found this to be useful if the CEDS were to truly be a continually referenced roadmap for economic development. In the previous iteration of this document, stakeholders prioritized action

items that sought to develop regional collaboration. Strengthening those collaborations is still a prescient goal of the region, however stakeholders feel that including priority infrastructure and tangible implementation not only makes sense at this point as a region, but partnering on projects will further strengthen collaboration.

Similar to the larger tactical plan, determining the priority actions combined various methods. These included: 1) stakeholder input gathered during the September and subsequent CEDS Steering Committee meetings, 2) individual discussions and meetings with key responsible parties, 3) internal discussions within the RPC, and 4) a prioritization survey administered to the steering committee. Over the next two years the region commits to undertaking the key activities detailed in the table below. Actions are listed in the order that they appear within the tactical plan, and thus are not in any hierarchy of prioritized activities. The steering committee plans to meet quarterly to track progress and discuss updates or changes to the key implementation activities. Annual updates will be released starting in 2021.

Action Number	Action Description	Responsible Parties	Key Milestones	Implementation Measurement/Deliverable
1.1C	Support Rockford airport officials on cargo, MRO, and other development opportunities through economic development efforts, incentives, and capital procurement for infrastructure upgrades.	City of Rockford, RAEDC, RPC, Rock Valley College	Q3 2021 – Development opportunities identified and prioritized Q4 2021 – Partnerships identified Q1 2022 – Identify and apply for Funds	At least one new EDA investment into Rockford Airport by 2023.
1.1D	Improve amenities and infrastructure at Rockford Global Trade Park and the Kishwaukee and 11th St. gateways, and make available parcels shovel-ready and marketable for industries that would benefit from proximity to Chicago Rockford International Airport.	City of Rockford, RAEDC	Ongoing; Q4 2021 - Development strategy determined	At least one major development in areas surrounding airport underway or completed in 2025.
1.3D	Support MCRide service in McHenry County and Boone County Public Transportation in Boone County, and explore coordination of demand-response transit services with rural/non-urbanized portions of the three counties to build regional connectivity.	Boone County, McHenry County, Winnebago County, IDOT, CMAP, RPC	Q3 2021 – Needs, partnerships, and capacity determined for regional connectivity Q3 2023 – Coordination plan for services completed	Have complete regional connectivity by 2025
1.4E	Identify and obtain funding to extend infrastructure, particularly sewer and water, at the new I-90/Illinois 23 Interchange in McHenry County to support the attraction of future development around the interchange.	McHenry County, City of Marengo, Illinois Tollway	Q3 2021 - Funding procured Q3 2022 – Build phases for fully served sites	Completion of infrastructure required for development around interchange by 2024.

Action Number	Action Description	Responsible Parties	Key Milestones	Implementation Measurement/Deliverable
1.6A	Coordinate multiple infrastructure improvements into single projects to increase efficiency and decrease costs to local government and other funders, implementing a “one-dig policy” or bundling contracts.	Local governments, RPC	Ongoing; Q1 2022 – Recommendations and policies agreed upon by all parties	Coordination policy in place by 2023.
1.7A	Continue the expansion of fiber service in McHenry County, ensuring that downtown businesses and residential areas are connected.	McHenry County, municipal governments, other broadband partners	Q2 2021 – Expansions determined and funding procured	Measurable improved fiber access and adoption in McHenry County by 2022.
1.7B	Extend fiber to key job creation sites and community institutions within the region, while also ensuring fiber redundancies for stable connections.	Municipalities, Counties, RAEDC, Growth Dimensions, MCEDC, other broadband partners	Ongoing; Q2 2021 – Additional funding from DCEO, USDA, EDA, etc. procured	Measurable improved fiber access and adoption by businesses in the region by 2022.
1.8A	Implement Intelligent Transportation Systems (ITS) regionally and invest in proven ITS strategies using models such as Smart Communities (i.e. Columbus, OH).	RPC, IDOT, RMTD, ComEd, county and municipal governments	Q1 2021 – ITS opportunities programs identified	Implementation of identified ITS Programs within the region by 2025.
1.8B	Establish standards and create a regional plan for public and private incorporation of renewable energies and related energy supply infrastructure (e.g. solar, wind, electric vehicle charging stations, etc.).	RPC, RMTD, ComEd, county and municipal governments	Q2 2021 – Renewable energy and supply infrastructure opportunities and partnerships identified Q3 2022 – Completion of a regional renewable energy plan, including recommendations for incorporation and ordinances	Local codes and ordinances to address renewable energies and energy supply infrastructure in place by 2023.
1.8C	Coordinate with local and statewide partners in the development of connected/autonomous vehicle (CAV) initiatives for freight service and passenger transport.	RPC, IDOT	Q1 2022 – Partnerships and next steps for CAV development in place	Develop CAV Study for region by 2025.
1.8E	Site and develop an industrial campus with proximity to Chicago-Rockford International Airport, Winnebago County landfill, and the Rock River Water Reclamation District, with a focus on renewable energy generation, coupled with waste-to-energy developments to anchor supportive rail-served industrial parks	County and municipal governments, RPC	Q3 2021 - Funding identified and applied for, partnerships in place Q3 2022 - Begin development phases	Renewable energy industrial campus established by 2025
2.1A	Align and coordinate transportation, land use, and economic development planning and policies with sustainability plans and smart growth practices.	RPC, county and municipal governments	Ongoing; Inclusion of smart growth and sustainability in planning documents to be tracked during creation of plans	Implemented, nameable smart growth policies within the region by 2025
2.1C	Explore and seek funding for the reuse of existing developed facilities in the region, such as Barber Colman in Winnebago County and the Motorola site in McHenry County.	RAEDC, Growth Dimensions, MCEDC, RPC, county and municipal governments	Q1 2022 – Convene stakeholders in a “redevelopment forum” setting to discuss significant sites and next steps	Actionable reuse strategy in place by Q3 2022 with concrete next steps to pursue reuse of at least one major site.

Action Number	Action Description	Responsible Parties	Key Milestones	Implementation Measurement/Deliverable
2.2A	Create a targeted brownfields inventory for the region which prioritizes properties based on redevelopment potential, while incorporating expected reuse, access, community impacts, and other characteristics.	RPC, county and municipal governments	Q1 2021 – Begin project scoping with partners with a preliminary analysis, and assessment of current inventories by Q4 2021. Q4 2021 – Apply for funding	Working inventory and a list of top redevelopment priorities completed by Q1 2022.
2.4D	Create an infill development strategy which identifies, prioritizes, and provides a comprehensive redevelopment plan for residential neighborhood blocks, commercial corridors, and buildings in need of repurposing.	Economic Development Organizations, county and municipal governments, private developers	Q2 2022 – Materials drafted for partner use Q4 2021 – Funding procured for strategy development Q4 2021 – Convene partners and begin project scoping	Strategy in place by end of 2022, with future redevelopment being guided by the strategy ongoing.
3.3A	Develop a regional business attraction branding theme in collaboration with other northern Illinois counties, with a particular focus on promoting our proximity to Chicago to attract international investment.	RPC, Economic Development Organization Group	Discussions about approach currently taking place. Q2 2021 – Scope out steps Q3 – 2021 – Project kickoff	Regional branding initiative in place and materials rolled out to partners by Q2 2022.
4.1B	Build upon industry-specific cluster groups, such as the Rockford Area Aerospace Network and MCEDC's matchmaking programming to strengthen targeted clusters, such as medical device manufacturing, metalworking, hydraulics, and agribusiness.	RAEDC, Growth Dimensions, MCEDC	Q3 2021 - Needs identified	New cluster groups established by end of 2025.
4.2C	Promote financial support for small businesses such as loan and investment programs; specifically, in response to major economic downturns.	EDOs, Chambers, City & County gov'ts, Rockford Local Dev. Corp.	Q1 2021 -Programs identified Recapitalization of identified local RLFs by Q3 2021	Report small business success metrics quarterly Opportunities to be pursued throughout the region
4.4B	Develop additional workforce training/business incubators as needed to increase employment in underrepresented populations.	Workforce, Higher Ed, employers, Trade Unions	Q2 2021 – Programs and partnerships identified to pursue over 5 years Q2 2022 – At least 1 opportunity identified; funding procured	At least one new business incubator in each of the counties by Q4 2025
6.2B	Seek funding to fill gaps in regional trail connectivity between all three counties.	RPC, county governments	Q4 2021 – System gaps identified and funding procured Q3 2022 – Work on trails to begin	Inter-county trail connectivity completed and reflected in marketing and wayfinding materials by 2025.

Measuring Implementation

The tactical plan contains many ongoing activities. These ongoing activities represent agreed upon best practices or policies which partners wish to adhere, work towards, or be mindful of. The region is committed to working collaboratively together, both on a specific project bases and as a united Economic Development District. Implementation will be qualitatively measured through successes and updates discussed at quarterly steering committees or at other convened groups. Examples of broad quantitative measurements of success are shown in Table 6.

Factor	Interim Work	Measurements through end of Q4 2025
Improved small business recovery and assistance	Partners will work to connect businesses with assistance programs from respective agencies, including CARES Act funds, RLFs, grants etc	Number of businesses reported receiving local, state, federal assistance.
Private-sector redevelopment of properties	Local governments and EDOs will seek out developers interested in redevelopment, as well as supplemental funding tools such as gap financing programs.	Number of developers engaged for redevelopment projects.
Prioritized EDA funding requests submitted as an EDD	Reference the key activities list while determining projects to apply for federal funding. Update table as needed during quarterly CEDs Steering Committee meetings.	Total amount of funding received from EDA for regional projects Share of projects submitted to EDA that receive funding.
Site selection proposals	Partners to be responsive in any technical assistance during RFI site selection process.	Number of site selection proposals submitted to economic development organizations or economic development professionals.
Alignment of economic development planning with comprehensive, land use, environmental etc. plans	Economic development professionals and planners to be consulted in order to tie economic development goals to other planning goals.	Inclusion of economic development sections, indicators, or consul within new plans.
Regional economic recovery	Partners will apply for state and federal economic recovery programs, particularly in the months during and immediately after the COVID-19 pandemic.	Number of programs applied; funding received. Number of programs initiated and jobs/businesses retained.

These measurements will be informative for the progression of our regional economic development activities. In addition to completing the prioritized tasks and tracking measurements, it is useful to track general economic performance. To do this, the region can analyze performance against Northern Illinois' past, as well as with our peers (these regions are known as peer regions). Although it is often impossible to draw a causal relationship between regions based solely on the execution of economic development policies or plans, benchmarking overall performance can offer valuable insights to their effectiveness. It also offers an opportunity to contextualize local conditions to broader extra-regional factors.

As such, this plan will establish a handful of basic indicators that will be tracked in conjunction with the CEDS. As of this update, RPC has implemented staffing to monitor indicators over time. Over the next five years RPC will be responsible for tracking the decided metrics for our regional performance as well as that of peer regions. Peer regions were selected based on similar demographic, economic, and locational characteristics. The following tables give an overview of the basic indicators for the region and peer communities. Reviewers may note that the five peer regions in this update are not identical to those which were published as part of the 2016 CEDS; this reflects

the fact that as Northern Illinois changes, as do others, it is worthwhile to monitor standard metrics, but also to reassess periodically ensuring that benchmark communities reflect the advantages and conditions seen in the Northern Illinois market. Additional metrics may be added as necessary to address areas of particular concern as/if they arise (such as changes in wages, productivity, or employment in targeted industries).

Table 5 shows the demographic and economic factors that illustrate the size differences between the comparison areas. As highlighted earlier, the growth or decline in younger working-age population groups is particularly important as an indicator for the health of the labor force and given the national ongoing trend of the aging workforce. GRP and personal incomes estimates are commonly used to compare the economic performance and relative wealth of regions. Although the Northern Illinois Region ranks behind several of its peers in terms of the size of its economy (as measured by GRP per capita) it ranks near the top in personal income (income per capita), which is consistent with the original benchmark assessment in 2015.

Table 5: Performance Metrics of Economic Development Regions

<i>Region or District Area</i>	<i>Population</i>	<i>GRP per Capita</i>	<i>Median Household Income</i>	<i>24-month Average Unemployment Rate (BLS) Distress Threshold*</i>	<i>2018 Per Capita Personal Income**</i>
Northern Illinois	647,569	\$ 43,676.41	\$ 53,005	1.32	91.41%
Greater Peoria	400,117	\$ 64,978.40	\$ 66,607	1.02	89.95%
Northwest Pennsylvania RPDC	424,765	\$ 38,388.42	\$ 45,875	1.33	77.53%
Michiana Area COG	598,245	\$ 57,084.12	\$ 47,450	-0.2	86.16%
Miami Township-Dayton Joint EDD	532,034	\$ 54,338.16	\$ 40,814	0.68	86.12%
Northeastern Ohio Four County RPDC	820,662	\$ 72,618.56	\$ 41,368	0.46	87.36%

*(< 0 better than than national unemp; > 0 worse) (per. Ending Aug 2020)

** (< 100% indicates % lower than nation at large)

Sources: U.S. Bureaus of Census, Labor Statistics, and Economic Analysis, generated by StatsAmerica

Appendix A: List of Abbreviations and Acronyms

Abbreviation	Meaning
CEDS	Comprehensive Economic Development Strategy
Baa3	The lowest rating of investment grade Moody's Long-term Corporate Obligation Rating. Obligations rated Baa3 are subject to moderate credit risk.
C2ER	Council for Community and Economic Research
CARES Act	Coronavirus Aid, Relief, and Economic Security Act
CAV	Connected/ Autonomous Vehicle
CMAQ	Chicago Metropolitan Agency for Planning
COG	Council of Governments
CORE	Creating Opportunities for Retention and Expansion
CRGC	Chicago Regional Growth Corporation
CTE	Career and Technical Education
DCEO	Department of Commerce and Economic Opportunity
EAV	Equalized Assessed Value
EDA	U.S. Economic Development Administration
EDD	Economic Development District
EDO	Economic Development Organization
FCA	Fiat Chrysler Automobiles
GDP	Gross Domestic Product
GRP	Gross Regional Product
IDOT	Illinois Department of Transportation
IEDC	International Economic Development Council
IMA	Illinois Manufacturing Association
IMEC	Illinois Manufacturing Excellence Center
ITS	Intelligent Transportation Systems
LEED	Leadership in Energy and Environmental Design
LEHD	Longitudinal Employer-Household Dynamics
L RTP	Long Range Transportation Plan
MCC	McHenry County College
MCEDC	McHenry County Economic Development Corporation
MD	Doctor of Medicine
MPO	Metropolitan Planning Organization
MRO	Maintenance, Repair, and Operations
MSA	Metropolitan Statistical Area
MTP	Metropolitan Transportation Plan
NHL	National Hockey League
NIU	Northern Illinois University
NPL	National Priorities List
PTAC	Procurement Technical Assistance Center
QSP	Qualified Sites Program
RACVB	Rockford Area Visitors and Convention Bureau
RAEDC	Rockford Area Economic Development Council

RFD	Chicago Rockford International Airport
RLF	Revolving Loan Fund
RMAP	Rockford Metropolitan Agency for Planning
RMTD	Rockford Mass Transit District
RPC	Region 1 Planning Council
RPDC	Regional Planning and Development Commission
RPDO	Regional Planning and Development Organization
RTA	Regional Transportation Authority
RVC	Rock Valley College
SBA	Small Business Association
SBDC	Small Business Development Center
SMTD	Stateline Mass Transit District
STEM	Science, Technology, Engineering, and Math
SWOT	Strengths, Weaknesses, Opportunities, Threats
UPS	United Parcel Service
USDA	U. S. Department of Agriculture
USPS	U.S. Postal Service
WinGIS	Winnebago County Geographic Information System
UPS	United Parcel Service
USDA	U. S. Department of Agriculture
USPS	U.S. Postal Service
WinGIS	Winnebago County Geographic Information System

Appendix B: Results of 2016-2020 CEDS

GOAL I: A collaborative economic development strategy within the Northern Illinois Region emphasizing communication, cooperation, alignment of initiatives, shared assets, and promotion of the region for business investment.

Progress:

- Region 1 Planning Council (RPC) established in 2017 to serve the Northern Illinois Region counties and surrounding counties with a variety of planning, research, and back-office services.
- RPC convened a working group of representatives from economic development organizations across seven counties (Winnebago, Boone, McHenry, Lee, Ogle, DeKalb, and Stephenson) in 2019 to discuss shared regional business attracting marketing and other opportunities and challenges. This informal group – tentatively dubbed “Chicago Metro West” – is presently sharing information about efforts and challenges related to COVID-19.

Challenges:

- Definition of region differs depending on audience, making it difficult to identify a regional marketing program.
- “Chicago Metro West” members began to establish a rapport after meeting a handful of times in 2019, but momentum stalled as the group hit pause due to the pandemic and did not reconvene until August 2020.
- Regional economic efforts have often been reactive rather than proactive, with formal partnerships coalescing around economic development and grant opportunities, rather than around pre-meditated goals and strategies.
- COVID-19 has put local governments in a “survival mode” mindset, exacerbating RPC’s efforts to engage its partners and clients in forward-looking resiliency and sustainable economic development efforts.

GOAL II: Efficient business development, expansion, diversification, job growth, and innovation throughout the region.

Progress:

- The region’s aerospace cluster remains a beehive of innovation, as evidenced by Collins Aerospace System’s \$50 million investment in a high-tech lab in Rockford that will help build a hybrid-electric jet in 2021 with leading-edge technology.
- AAR Corp., a global leader in the aviation maintenance, repair, and overhaul industry, began operating at a new \$40 million twin-hangar jet maintenance hub at Chicago Rockford International Airport in 2016, which has made the airport more attract to domestic and international cargo operators.
- Since 2015, health systems in Winnebago, Boone, and McHenry County have spent or announced \$1 billion worth of hospital and clinic construction, renovation, and expansion projects in Winnebago, Boone, and Ogle counties.
- Small and mid-sized farms throughout the region have seen success in selling their products to restaurants, grocery stores, and at farmer’s markets.

Challenges:

- Nearly a fifth of workers within Northern Illinois are employed in the manufacturing sector, which makes the three-county region vulnerable to economic downturns and shocks such as COVID-19.
- The three-county region is overdue for a targeted industry cluster analysis to better understand overlaps within its manufacturing, agricultural, healthcare, and transportation/logistics industries and how shared strategies can benefit multiple sectors.
- The Rockford region has long enjoyed some of the cheapest electricity rates in the Midwest. However, Exelon’s announcement in 2020 that it intends to shutter its Byron nuclear power station in 2021 would strip the region of this often-overlooked business attraction tool. It is imperative that the region develop an energy resiliency plan and begin building its own sustainable energy infrastructure.

GOAL III: Availability of a skilled and flexible workforce that successfully meets the needs of existing and emerging industries and technologies.

Progress:

- Rock Valley College is helping 150 low-income, minority persons who are underserved and underemployed pay short-term educational and training opportunities that lead to jobs in truck driver training, computer numerical control (CNC) operation, cold forming, and industrial welding thanks to a \$1.5 million grant in 2019 from the Illinois Community College.
- McHenry County College obtained \$15.8 million in state capital funding in 2019 to establish a career and technical building in Crystal Lake to prepare the region’s workforce for the jobs requiring “old” and “new” skills in the realm of welding, electronics, mechatronics, advanced manufacturing, and engineering technology.
- Rock Valley College forged a partnership with the city of Belvidere, Belvidere School District, and private companies in Boone County to establish an Advanced Technology Center in Belvidere that will enhance the traditional manufacturing skills the region is known for.

- Rockford Public Schools has established a “Rockford Promise” partnership that will provide academically-eligible students with four years of free tuition to obtain a bachelor’s degree from Northern Illinois University.

Challenges:

- There remain approximately 40,000 adults in Winnebago and Boone counties who lack a high school diploma; poverty and unemployment rates in the Rockford area are typically higher than national averages.
- Difficulty for residents in underserved areas to get to job centers.
- The three-county region lacks a shared, cohesive solution for building and maintaining an entrepreneurial ecosystem that promotes small business growth and innovation and builds upon its rich manufacturing and agricultural heritage.

GOAL IV: A full range of infrastructure, with emphasis on transportation, utilities, and communication in order to successfully meet the needs of the region’s businesses.

Progress:

- RPC obtained a \$15,000 state grant in 2020 to help public and private sector partners in Winnebago County identify broadband infrastructure gaps and establish more equitable and affordable broadband service.
- Federal investments in roads and cargo ramps at Chicago Rockford International Airport, including an EDA investment to improve Falcon Road, have helped Chicago Rockford International Airport attract more cargo business and grow more than 1,000 jobs since 2019.
- A Qualified Sites Program launched in 2017 is marketing “shovel ready” industrial parks in Winnebago and Boone counties to real estate brokers and site selectors around the world.
- Construction on Interstate 90 interchanges in Boone and McHenry counties and a new interchange at U.S. 20 and Illinois 2 in Winnebago County are creating attractive greenfields for manufacturing and logistics industries and possibly some retail opportunities.
- A Rockford Region Passenger Rail Station Conceptual Siting Analysis is underway, which will investigate two passenger rail stations in the Rockford Region that will help establish Chicago to Rockford Intercity Rail.

Challenges:

- Broadband infrastructure and access lags in northwest Winnebago County and in small villages, rural areas, and in certain business districts within the larger three-county region.
- There remains much room for transportation improvements within the three-county region, and the absence of commuter rail makes it challenging to move people to and from the Chicago area.
- More “shovel ready” industrial parks are needed within the three-county region, particularly those that can accommodate businesses looking for “mega sites” of 500 acres or more.

GOAL V: Sustainable economic development with redevelopment of underused commercial and industrial properties, including brownfields, and promotion of land use patterns that allow for growth while protecting natural resources.

Progress:

- Renewal of Illinois’ River Edge historic tax credit program in 2018, an economic development tool that has spurred more than \$100 million worth of redevelopment projects along Rockford’s riverfront, including the 2020 debut of a downtown Hilton Embassy Suites Hotel and conference center.
- Northern Illinois Land Bank Authority was established in 2019 as an affiliate of the RPC to return distressed, tax-delinquent properties in Boone and Winnebago counties to productive use. The Land Bank sold its first property in September 2020 – a boarded-up duplex in Rockford with a fair market value of \$58,480 – for \$20,000.
- RPC is overseeing completion of a Regional Freight Plan that will be a blueprint for the Rockford Region regarding freight-related infrastructure improvements, freight-related land use planning, and freight linkages to economic development.
- RPC is conducting a Keith Creek Corridor Study in the city of Rockford that will look at alternative transportation options; equitable access to natural resources; infrastructure improvements; resiliency of the corridor; and economic redevelopment along the Creek.

Challenges

- Several large and dormant industrial properties within the three-county region, particularly Colman Village in southwest Rockford (Winnebago County) and the former Motorola manufacturing plant in Harvard (McHenry County) remain barriers to redevelopment efforts and will require specific strategies for infill and revitalization.
- Lack of funds often forces local governments to prioritize infrastructure maintenance as opposed to construction that would

support new industrial parks to aid business attraction efforts.

- The stigma of high taxes and population loss at the municipal, county, and state level are barriers to business attraction and retention.

GOAL VI: A higher quality of life through support and enhancement of the region's sense of community identity, community health, natural features, cultural and recreational amenities, and creative industries.

Progress:

- In 2019, Rockford Area Convention & Tourism Bureau reported that the tourism sector in Winnebago County grew by 4.3% with visitors spending more than \$409 million. In 2018, Visit McHenry reported that visitor spending increased 3.6% to \$256 million.
- Rockford City Market has added an Indoor City Market and in 2019 surpassed previous annual attendance records, drawing more than 111,000 people to downtown Rockford during the 2019 season.

Challenges:

- Lack of funding threatens arts and cultural amenities and often handicaps efforts to encourage visitor spending within the three-county region.
- The region has no shortage of bike path and recreation trails, but connectivity remains a problem.
- Many residents still struggle with access to health care services. Poor health outcomes, particularly in Winnebago County, are a barrier to business attraction and overall worker productivity.
- The region lacks joint marketing and branding strategies to promote its rivers, parks, and other outdoor recreation assets.

Appendix C: Public Comments and Changes

Individual or Organization	Public Comment	Staff Response and Changes
<p>Todd Wells, on behalf of Bourn & Koch Inc.</p>	<p>The cluster “Metalworking Technology” is now missing from this plan and may be an oversight, where production of metalworking technology still occurs in the Winnebago region. In the 2010-2015 plan, Industrial Machine Manufacturing was a targeted industry. The cluster exists in the 2016-2020 plan as “Metalworking Technology”. Bourn & Koch is among the businesses targeting growth in this cluster for the Rockford area.</p> <p>To verify that this section wasn’t combined within the “Production Technology and Heavy Machinery” cluster, I compared the employment counts between the current plan and this proposed plan and decided that the differences between the current plan and this draft don’t make up for the gap.</p> <p>It may be the case that the “Metalworking Technology” cluster disappeared into the “Metal and Metal Products” cluster, where the total of this cluster appears that it may be a combined employment count of two of the current clusters. However, the “Production Technology and Heavy Machinery” cluster in this new version is described as being inclusive of industrial machinery and process equipment and may therefore be a better category to include “Metalworking Technology”, if it needed to be combined away.</p>	<p>Thank you for your comments. All suggestions have been made. Excluding Metalworking Technology looks to be an oversight and it is understood that this is a legacy and growing industry in the Rockford region. It is distinct enough from Production Technology - both in data and description – to be included as its own industry.</p>
<p>Kevin A. Catlin, on behalf of Boone County</p>	<p>On page 10 under heading “differences between counties,” Boone County seems to be illustrated as a third-strong compared to Winnebago and McHenry. I believe Boone should be elevated because it is a great place to live, school districts are wonderful, and we have a more personal touch to our operations and development.</p> <p>Page 12: Although Boone County has a strong manufacturing base, I believe we should convey early on that Boone County is willing to approach new development with an open mind.</p> <p>Page 20: was there any discussion on potentially merging or collaborating between Winnebago and Boone pertaining to transportation? I feel like Boone residents could benefit from such a partnership that might save the Council on Aging some funds, while providing Winnebago with more apparatus and a broader commuter base.</p> <p>Page 21: will R1 apply for funding to increase broadband access in Boone County? I want to ensure the resources and funding is being spread effectively enough to capture a wider spectrum of individuals.</p> <p>Page 25: possibly talk about possibility of land bank wanting to expand to include more partners.</p> <p>Page 26: typo under weaknesses – the first paragraph has a sentence that reads “Boone and Winnebago and Boone Counties...” see below</p> <p>Page 31: I’d be curious to know if Boone lost more than Winnebago and vice versa. And obviously we should be able to figure out why they left and tailor our economic development strategy to recruiting them back or adding new residents to the population.</p> <p>Page 33: it is obvious that there are too many organizations playing around with tourism. That should be controlled by one entity. Possibly some cost savings there too.</p> <p>Page 39: speaking of mobility, something strategically needs to be done to address the stigma of the Council on Aging bus service for Boone County. We were thinking of some sort of rebranding, but most people believe the buses are only for the elderly which is not true.</p> <p>GREAT STRATEGY OVERALL!</p>	<p>Thank you for the comments and specific suggestions. These have all been reviewed by our team and incorporated in ways that we feel honors the suggestions. We have also taken note of analyses that we may examine in the future, and could potentially include in progress updates. We have also added a new strategy ,1.3G to the document.</p>

Individual or Organization	Public Comment	Staff Response and Changes
Rockford Chamber of Commerce	<p>On behalf of the Rockford Chamber of Commerce I am providing public comments/recommendations as it pertains to Goal 3 in the draft 2021-2025 CEDS Plan: “Collaborative regional economic development efforts emphasizing communication, coordination, shared assets, and promotion of the region for business investment.” And specific to Strategy 3.4: “In coordination with local working groups and other partners, identify and “speak with one voice” on top funding and legislative priorities at the federal and state levels.”</p> <p>It is our belief that language and a strategy component in the CEDS needs to be specific to the formation of Council(s) of Governments to be the “one voice” for regional priorities, including funding, but also to address critical needs that will grow our economy and improve the lives of the residents in our region. A COG should be included as one of the “responsible parties” as part of this plan.</p> <p>Councils of Governments (COGs) are voluntary associations that represent member local governments, mainly cities and counties, that seek to provide cooperative planning, coordination, and technical assistance on issues of mutual concern that cross jurisdictional lines. In this sense, COGs serve to develop consensus on many issues that need to be addressed in a subregional or regional context. If properly structured, COG duties complement and do not duplicate jurisdictional activities, and serve to unify jurisdictions and agencies on matters of mutual concern, but independent of the responsibilities traditionally exercised by the individual members within their own communities.</p> <p>We believe that a COG’s core mission to lead in determining and prioritizing regional outlook that will enhance economic growth, workforce development, natural resource conservation, and quality of life for local communities through leadership, program and project development, planning, and leveraging of resources.</p>	<p>Thank you for the comments and information. The team was unsure of the timeliness/status of this initiative and thus did not include it. COG language has been added to the strategy and as a responsible partner. It is expected that a formed COG will play a crucial role in future economic development discussions and progress reports.</p>
Ron Clewer, Area Resident	<p>ATTN Committee members:</p> <p>My comments are submitted in accordance with the request for public comment on the CEDS plan. I was a participant in the initial CEDS plan, and I appreciate the opportunity to provide comments in this third iteration. I hope the committee and R1 find my input relevant and will consider amending the CEDs plan to address at a minimum the following equity related comments.</p> <p>To best serve the region’s interest, planners must ensure that proposed plans, policies, and regulations serve and benefit all residents of our region in ways that reduce or eliminate inequities. Unfortunately, I don’t believe this CEDs document does enough to cast an equity lens on its SWOT assessment of current conditions or within the tactical plan strategies.</p> <p>Because the basis of the plan is to leverage our assets to advance our economy and grow our region, equity, inclusion, and an acceptance of diversity should be vital and highly recognized components of the plan.</p> <p>The American Planning Association released Planning for Equity Policy Guide in the spring of 2019. According to the document, it reaffirms the commitment of the American Planning Association and its members to “promote equity and explicitly remove barriers in policies and regulations that perpetuate inequity in the United States.” It further defines equity as, “just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.” Perhaps the CEDs plan implies a success for all intention; however, with where we are in the world at this point and time, I believe explicitly centering equity in the document is not only appropriate but essential and wise.</p> <p>Other planning organizations are doing just that – playing an active role in equalizing communities and the infrastructure and programs contained in their boundaries so that prosperity for all becomes a reality. Some, are even more bold... The Metropolitan Planning Council studied and produced a document on the Cost of Segregation across Chicago in 2017, and in 2018 released Our Equitable Future as a means to address the inequities driven by segregation.</p> <p>These documents provide valuable content that help frame our regional economic development planning to ultimately drive greater job creation and a higher quality of life. I am hopeful that the strategy and steering committees will consider the intentional inclusion of an equity centered frame to the plan.</p>	<p>The full public comments from this submission are not included in this document for the sake of concision, but are available upon request.</p> <p>Thank you for your comments. Equity, inclusion and the incorporation of housing as a community issue directly related to workforce and economic development has been taken into consideration. As a committee, we will seek to bear this in mind and elevate voices who advocate for these issues.</p> <p>Nearly all comments have been incorporated.</p> <p>Changes of note include:</p> <ul style="list-style-type: none"> - Added Action item 3.4F - Updated narrative portions surrounding the effects of persistent poverty as it relates to cost of living, transportation, workforce, equity, etc. - Added public housing authorities to select action items - Added “inclusivity” to language of 4.4

Individual or Organization	Public Comment	Staff Response and Changes
Bob Babcock, Area Resident	<p>This can't be about making wealthy folks more money. We're being cheated as families live in poverty, unsupported because education is underfunded and there's not emphasis on providing jobs to low income people. If they're not qualified, DON'T IGNORE THEM! HELP THEM GET QUALIFIED.</p> <p>THAT is "Economic Development"!</p> <p>In an 8 county area with the largest populations, Winnebago has the highest percentage in foster care. And we don't have enough foster parents!</p>	<p>Thank you for your comments. The CEDS Team and Committee agree with this assessment. Committee members representing workforce training, community institutions, and labor groups offered their insight throughout this plan creation and recommendations to emphasize the need for providing jobs to lower income populations through training and equitable investment. Inclusion and equity will be a focus going forward.</p>
Mark West, on behalf of Rockton Strong	<p>We have reviewed the 2021-2025 CED with great interest. We were particularly interested in the statement of Vision and Goals on page 8. Of particular interest were the following:</p> <p>...</p> <p>RECOMMENDATIONS</p> <p>In our view, relatively insignificant improvements to economic development CANNOT have a higher priority than environmental impact. We are currently fighting a situation where elected officials are willing to risk the air and water of an entire community for modest economic gains. It is our view that the Economic Development Council should do everything within its power to emphasize the importance of environmental protections and ensure local governments follow best practices to protect communities from air and water pollution.</p> <p>Our organization would welcome the opportunity to meet with, or provide further documentation to anyone within your organization. We look forward to providing any cooperation you may seek.</p>	<p>The full public comments from this submission are not included in this document for the sake of concision, but are available upon request</p> <p>Thank you for your comments and advocacy. Throughout our discussions and update of the plan, emphasized sustainable development, prioritizing those strategies higher than in previous iterations.</p> <p>While the plan does not bind our county and municipal partners to pursue what is recommended, we hope that officials do reference both the CEDS and their own land use/comprehensive plans when making development decisions, and always bear in mind their duties to promote the health, safety, and welfare of their communities.</p> <p>However, this plan does prioritize what EDA funding will be invested into the region. EDA itself emphasizes resiliency and sustainability. We will make clear that any projects that we or partners might seek federal dollars for, do not result in overt and dangerous environmental impacts.</p>

Individual or Organization	Public Comment	Staff Response and Changes
<p>Spitty Tata, on behalf of Transform Rockford</p>	<p>Transform Rockford (TR) applauds the thoroughness of the CEDS Plan. We believe most of the strategies and actions listed will be transformational to the region. Most strategies and tactics are completely aligned with TR transformation Map and projects. In many cases, we believe that R1 has gone above and beyond our T-Map and we would enthusiastically support those strategies as R1 proceeds down the implementation path with the partners in our region.</p> <p>Page 9. Vision statement: Recommendations: Include the concepts of Equity and Inclusion in addition to diversity into the statement. In addition, we suggest replacing “world class” with the community derived phrase “top-25 community”</p> <p>Page 9: Goals: TR is completely aligned with the Goal statements</p> <p>Section II No Comments</p> <p>Section III Targeted Industry Clusters.</p> <p>TR’s plan does not include Medical Sciences as a regional cluster, however, if R1’s research shows that we have enough strength in this cluster in our region, we support forming this cluster.</p> <p>Agriculture and Food Processing Cluster: Boone, Winnebago and McHenry are mentioned, but will CEDS ensure alignment/ collaboration with Stephenson County and surrounding counties with significant presence of agribusiness? We believe this needs mention.</p> <p>Section IV SWOT Analyses.</p> <p>Regional Collaboration: Transform Rockford supports R1’s role in proactively enhancing regional economic collaboration. We assume this is not limited to Economic collaboration and extends to all forms of collaboration in our region.</p> <p>Section V Resiliency.</p> <p>Covid 19 Section: Recommendation: In this section include more verbiage with regard to attracting remote workers into our region.</p> <p>Comment: Although the Covid 19 downturn has affected our manufacturing industry negatively, the positive side is that we can use this as an opportunity to diversify our industry base and reduce our reliance on any one economic sector or cluster in the region.</p> <p>Section VI Tactical Plan</p> <p>1.1B Recommendation: Intentional recruitment of minority youth for this effort and so state in the action</p> <p>1.3A Recommendation: Include language that ensures we reduce travel times with public transit (e.g., Point to Point Transportation)</p> <p>1.7 Recommendation: Include an action to specifically expand broad-band networks to underserved populations.</p> <p>3.1D Recommendation: Use community created shared values (example Transform Rockford)</p> <p>4.3 We see this as a very good strategy that stands on its own with its own set of actions. The actions listed here align better with a different strategy focused on site development in the region. TR supports both strategies.</p> <p>4.4B Recommendation: Remove the term “manufacturing-based” so the target underserved populations have broader access to other industries as well.</p> <p>4.4E Recommendation: Include Launch815 as a virtual platform for small business assistance</p> <p>4.6D We support this tactic, but it seems out of place in this strategy</p> <p>5.4 Recommendation: Given the current civic unrest, strengthen this strategy to include more specific actions.</p> <p>5.5 Recommendations: Add specific tactics to shore up mentorship and SCORE. Add specific call-out/focus to support and growing the number of Stage 1 and Stage 2 companies in our region. Startups and Accelerator Programing</p> <p>Section VII Implementation and Tracking</p> <p>1.7A Comment: We are not aware of why McHenry is specifically called out. It seems like Boone and Winnebago can benefit from fiber service also?</p> <p>Table 7: Is there a fuller list of peer communities to compare to?</p> <p>Table 7: Instead of using median as the measure of income comparison can there be a measure of equity like percent of households over “living wage”</p>	<p>Thank you for your comments and support.</p> <p>Agriculture is important not just for the EDD geography, but also in our surrounding counties. Slight language changes were made to reference this.</p> <p>Additions have been made to the resiliency section.</p> <p>Various changes have been made to the tactical plan. Many of the listed recommendations have already been made based on previous public comments, aiding in the legitimacy of the changes.</p> <p>Some action items were not changed due to detailed discussions that have taken place with partners. Regardless, all comments are noted and could aid in progress reports and updates of the tactical plan.</p> <p>RPC intends to expand upon the peer communities and improve our progress tracking methodology going forward.</p> <p>Section VII comments are useful to us as we seek to do this. We believe there should be process alignment here with Transform Rockford.</p>

Individual or Organization	Public Comment	Staff Response and Changes
Kerry Knodle, Area Resident	<p>To Whom It May Concern:</p> <p>Thank you for the opportunity to submit public comment on the Draft CEDS Plan for Winnebago, Boone, and McHenry County. As a member of the initial CEDS Steering Committee, and an interested private citizen, I have followed the evolution of the CEDS Plan as well as the various committees/bodies/agencies that have worked to implement the CEDS over time. I hope you find my comments and suggestions useful.</p> <p>First, some general comments which reflect my overall reaction to the document. The concepts referenced may affect more than one area of the CEDS:</p> <ul style="list-style-type: none"> • Steering Committee Representation: Over time, it appears that representation by the nonprofit sector of our communities has decreased. Especially in the era of COVID, as the demands for services from the nonprofit sector skyrockets, I would urge RPC to reach out to area nonprofit leaders for inclusion in the implementation phase, and certainly in future CEDS efforts. • The plan, I believe, needs to be more intentional in its approach to the development of human capital as equally essential to the success of the region. In your review of each goal and tactical plan, I urge you to consider the effect on all segments of our population, especially those who are underrepresented, and un/under employed. • While hampered by COVID, I would urge you to be much more aggressive in publicizing this plan and intentionally seek input from those least likely to be heard on these topics. • While not entirely incongruous, it seems as if having a goal of achieving a high quality of life, when the vision measures it by "outperforming peer regions" injects a competitive element that I consider distasteful. • Targeted Industry Clusters – a question: The 11 clusters you cite employ only 16% of the region's population. What is the rationale for a focus on such a small portion of the overall workforce? • Alignment with Existing Plans: It has been said often that our region is awash in plans and planning, but behind the curve in results. While we have achieved progress on several fronts, is there any kind of "crosswalk" of the various plans with an eye toward identifying overlapping elements and strategies? Some years back, I worked on such a review of dozens of studies done on the Winnebago County Criminal Justice System, and found repeated recommendations that, in many cases, had been ignored or shelved. I think it would be helpful to public acceptance of this plan if the successes of those existing plans could be highlighted. <p>...</p> <p>I hope that the committee will take my comments and suggestions in the spirit that they are given – to turn planning into effective and sustainable action. I applaud the efforts of all concerned and understand the herculean task of regional planning. If I may be of help in any way, please do not hesitate to reach out.</p> <p>Warm regards,</p>	<p>Extensive public comments from this submission are not included in this document for the sake of concision, but are available upon request</p> <p>Thank you for your comments. We appreciate the detailed feedback and attachments you have provided as we look towards implementation. Various changes have been made to the document based on your suggestions. A few responses are below:</p> <ul style="list-style-type: none"> - There was an error in employment numbers in the targeted industry infographic. This has been fixed. - Going forward, the CEDS Committee will focus on human capital and investments, especially in the context of COVID-19 recovery. Non-profit and human services representation will be added to the steering committee. - The decision to leave out the workforce goal came at the desire of the workforce board representatives on the steering committee. The intent was not to de-emphasize the importance of workforce in our region. R1 will be working closely with workforce partners on any federal funded initiatives in our region. - Tourism was added as a separate goal as a result of committee discussions. It has not replaced any other goals, despite the number of goals remaining the same. Again, we appreciate the detailed feedback and will bear in mind all suggestions moving forward.

Individual or Organization	Public Comment	Staff Response and Changes
	<p>Thank you for the opportunity to submit comments on the CEDS 2021-2025 Draft Document. Please see below our suggestions, comments and questions regarding the draft. Overall, we believe this was a very good overview of challenges and potential strategies to enhance our regional economy and commend the R1 Planning staff for their work.</p> <p>Sustainable Development</p> <ul style="list-style-type: none"> • To be competitive nationally and reverse the decline in population in the greater Rockford area, we must continue to work to achieve world class sustainable development. The approach should include a diverse offering of urban living and business opportunities. Our region must enhance the quality of life with urban lifestyle options that is especially appealing to those 25-44, representing the young professionals, families and individuals who make-up the needed workforce that will help grow the local economy. • Should consider taking a phased approach to infill development prioritizing the city center of Rockford. In addition to Barber Colman, Motorola facilities, we call out the former Rockford Register Star building at 99 E. State St. in Rockford. This building consist of approximately 180,000 square feet of development space. • For better urban mobility, continue to pursue funding such as the federal BUILD grant program under the US DOT for the Rockford "Downtown Complete Streets Project" that would develop traffic calming measures and innovative public transit options such as the electric bus circulator route. <p>Regional Collaboration</p> <ul style="list-style-type: none"> • Strong regional collaboration is needed and should include Rock County, Wisconsin which shares transportation/logistics infrastructure and also the regional labor and visitor/destination market, and two large cities, Rockford and Beloit. • Collaboration should include planning and branding strategy for the region as a whole. • Develop strategies to attract remote workers nationally. <p>Supporting a Visitor Based-Economy</p> <ul style="list-style-type: none"> • For regional visitor attraction, also include local residents who attend and use local recreational and entertainment amenities. A visitor-based economy includes our own residents. • The Kishwaukee River Valley Greenway should be highlighted for its biking/hiking trails as an attraction for visitors from the Chicago region. <p>Other Comments and Questions</p> <ul style="list-style-type: none"> • Home Rule is an important tool for the City of Rockford to have the ability to compete on an even playing field with other jurisdictions throughout the region that currently have this authority to develop effective revenue strategies to provide services and balance budgets. • Government reduction planning and strategy, consolidation. What is the strategy? • What are some of the small wins referred to in the document? Please provide examples for context. • Identify effective measurement tools to assess the impact of federal funding initiatives from the EDA that support innovation and drive new business start-ups. 	<p>Thank you for your comments. There is a lot here that we will need to keep in mind going forward, and as we update our strategies.</p> <ul style="list-style-type: none"> - A phased approach will likely be a part of any infill development strategy, but reference has been made within the plan. - The BUILD grant program, and other transportation programs are accounted for through the work of RPC (as the MPO, and CMAP. Some of the strategies within this plan could be pursued with BUILD, SPR, etc. programs. We and our partners understand the importance of transportation infrastructure investments as it relates to economic development and quality of life. - Shared collaboration with Rock County, WI (through SLATS) is on our radar, especially when it comes to transportation and logistics infrastructure. For the purpose of the plan, representing the EDD, cross-state collaboration may seem forgotten but we recognize the importance of aligning with our neighbors, and this will be pursued. - Language regarding recreation among local/regional residents has been added, as well as language on our greenways as attractions. - Language has been added in the regional collaboration section regarding small wins and consolidation.



COLLABORATIVE PLANNING FOR NORTHERN ILLINOIS

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815-319-4180 | info@r1planning.org

OPERATIONS & ADMINISTRATIVE COMMITTEE



Resolution Executive Summary

Prepared By: Patrick Thompson

Committee: Operations and Administration

Committee Date: January 7, 2021

Resolution Title: Resolution for Extension of the Coronavirus Response Policy

Board Meeting Date: January 14, 2021

Budget Information:

Was item budgeted?	Appropriation Amount:
If not, explain funding source:	
ORG/OBJ/Project Code:	Budget Impact:

Background Information: On April 10, 2020, Winnebago County adopted the Coronavirus Response Policy effective April 1, 2020 thru December 31, 2020. The United States Department of Labor has issued an extension of the FFCRA effective January 1, 2021 thru March 31, 2021. The cumulative hours of leave provided for under this policy does not change on January 1, 2021. Hours used in either 2020 or 2021 will be counted against the same limit. The updated policy does not add any new FFCRA Sick Leave Hours or renew any FFCRA Sick Leave Hours used prior to January 1, 2021.

Recommendation: The Operations and Administrative Committee, chaired by Keith McDonald has reviewed the resolution presented to the Board. The Board is asked to vote in favor of the Committee's recommendation at its January 14, 2021 meeting.

Contract/Agreement: Policy extension is effective January 1, 2021 thru March 31, 2021.

Legal Review: States Attorney's office

Follow-Up: N/A

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

Sponsored by: Keith McDonald

Submitted by: Operations and Administrative Committee

2021 CR

RESOLUTION EXTENDING THE CORONAVIRUS RESPONSE POLICY

WHEREAS, the significant global a significant global outbreak of Coronavirus Disease 2019 (COVID-19) emerged in early 2020; and

WHEREAS, the federal government approved the Families First Coronavirus Response Act (FFCRA) on March 18, 2020, to provide paid leave to employees impacted by COVID-19, the current Act is set to expire on December 31, 2020; and

WHEREAS, the FFCRA is applicable to the County of Winnebago as a public entity and we are extending the FFCRA effective on January 1, 2021 through March 31, 2021; and

WHEREAS, the United States Department of Labor has issued an extension of the FFCRA through March 31, 2021; and

WHEREAS, the revised Coronavirus Response Policy, attached hereto as Exhibit A, has been approved and implemented by the County Administrator and is submitted to the County Board for Approval.

NOW, THEREFORE BE IT RESOLVED, by the County Board of the County of Winnebago, Illinois, that the Coronavirus Response Policy effective January 1, 2021, attached hereto as Exhibit A, is adopted by the County of Winnebago and replaces the policy previously adopted on April 10, 2020.

BE IT FURTHER RESOLVED that this Resolution shall be in full force effective January 1, 2021 through March 31, 2021.

BE IT FURTHER RESOLVED, that the Clerk of the County Board is hereby directed to prepare and deliver a copy of this Resolution to the County Administrator, the County Human Resources Director, and the Winnebago County State's Attorney.

Respectfully Submitted,
OPERATIONS AND ADMINISTRATIVE COMMITTEE

AGREE

DISAGREE

KEITH McDONALD, CHAIRMAN

KEITH McDONALD, CHAIRMAN

JOHN BUTITTA, VICE CHAIRMAN

JOHN BUTITTA, VICE CHAIRMAN

PAUL ARENA

PAUL ARENA

JEAN CROSBY

JEAN CROSBY

JOE HOFFMAN

JOE HOFFMAN

DOROTHY REDD

DOROTHY REDD

JAIME SALGADO


JAIME SALGADO

The above and foregoing Resolution was adopted by the County Board of the County of Winnebago, Illinois this _____ day of _____ 2021.

ATTESTED BY:

JOSEPH CHIARELLI
CHAIRMAN OF THE COUNTY BOARD
OF THE COUNTY OF WINNEBAGO, ILLINOIS

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

Description: CORONAVIRUS RESPONSE POLICY		Policy Number:	
	WINNEBAGO COUNTY	Revision Date:	4/1/20
		Issue Date:	3/27/20
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I. PURPOSE

To set forth the County of Winnebago's policy and procedures regarding leave, payment and benefits when an employee requires time off related to Coronavirus/COVID-19.

II. SCOPE

Except as otherwise provided herein, this policy applies to all employees at Winnebago County, including those of elected officials, if so adopted.

III. EFFECTIVE DATE


This policy was originally effective April 1, 2020 through December 31, 2020 and is being extended through March 31, 2021.

As authorized by law, the County hereby extends the pay and leave provisions contained in the Families First Coronavirus Response Act (FFCRA) for all County employees for the period of time from January 1, 2021 through March 31, 2021. This policy update provides an extension of time for the use of FFCRA sick leave hours under specific circumstances and expanded leave eligibility under the Family and Medical Leave Act of 1993 for specified reasons related to COVID-19 as originally implemented in the County's Policy issued on March 27, 2020 and revised on April 1, 2020.

The cumulative hours of leave provided under this policy does not change on January 1, 2021. Hours used in either 2020 or 2021 will be counted against the same limit. This policy update does not add any new FFCRA sick leave hours.

IV. POLICY

Winnebago County is committed to ensuring that employees that require quarantine and/or isolation for exposure to COVID-19 or time off related to COVID-19 are compensated in accordance with current County policies, the federal Families First Coronavirus Response Act, and any and all other applicable state and federal laws.

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V. FAMILIES FIRST CORONAVIRUS RESPONSE ACT

The Families First Coronavirus Response Act (FFCRA) provides Emergency Paid Sick Leave to employees for reasons related to COVID-19 and expands qualifying leave under the Family and Medical Leave Act to include leave for specified reasons related to COVID-19. On April 2, 2020, the U.S. Department of Labor issued a temporary rule to implement the FFCRA (the "Rule"). To the extent that this policy conflicts with the FFCRA and/or the Rule, or any subsequent amendments, the provisions of the FFCRA and/or Rule will apply, with the portions of this policy that do not conflict remaining in full force and effect.

VI. DEFINITIONS

- A. Quarantine: A situation in which a person who is not symptomatic but is suspected to have been exposed to COVID-19 is asked to remain separated from other people in order to prevent the possible spread of the virus.
- B. Isolation: The separation from other people of a person known or reasonably believed to be infected with COVID-19.
- C. Qualifying Reasons for Sick Leave: An employee is entitled to take up to 80 hours of paid leave related to COVID-19 (at either full pay or two-thirds pay, depending on the reason for the leave) if the employee is unable to work, including telework, because the employee:
 - 1. Is subject to a Federal, State, or local quarantine or isolation order related to COVID-19;
 - 2. Has been advised by a health care provider to self-quarantine due to concerns related to COVID-19;
 - 3. Is experiencing COVID-19 symptoms and is seeking a medical diagnosis;
 - 4. Is caring for an individual subject to an order described in (1) above or self-quarantine as described in (2) above;
 - 5. Is caring for his or her child whose school or place of care is closed (or child care provider is unavailable) due to COVID-19 precautions; or
 - 6. Is experiencing any other substantially-similar condition specified by the Secretary of Health and Human Services.

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- D. Qualifying Need Related to a Public Health Emergency: An employee is unable to work (or telework) due to a need for leave to care for the son or daughter under 18 years of age of such employee if the school or place of care has been closed, or the child care provider of such son or daughter is unavailable, due to a public health emergency.

VII. EXCLUSIONS


The FFCRA permits employers of employees who are health care providers and emergency responders, as defined by the United States Department of Labor, to exclude those employees from the application of the Emergency Paid Sick Leave and the Expanded FMLA. Based upon this authorization and the need to maintain essential services, the following employees are excluded from the leave and pay provisions for leave: (a) as defined in Section VI(C)(2) above – only to the extent that the leave is requested due to the health care provider’s opinion that the employee is particularly vulnerable to COVID-19; (b) Section VI(C)(5) above; and (c) Section VI(D) above:

1. All employees at River Bluff Nursing Home; and
2. All employees of the Winnebago County Sheriff’s Department.

VIII. PAID FFCRA SICK LEAVE

- A. Any employee taking paid leave under the FFCRA must notify their supervisor following established practices (or as required by their collective bargaining agreement, if applicable), and support their request with the documentation set forth in Section X below.
- B. Additionally, while under a quarantine period, an employee:
1. Is not to come onto work premises. For COVID-19, the quarantine period is expected to be 14 days;
 2. Is urged to discuss the possibility of telework with their supervisor, which would negate the need to use paid COVID-19 leave. If permitted to telework, the employee must be available to their supervisor during working hours by phone; and
 3. Must keep their supervisor informed of the projected end date of their quarantine.

An employee must provide documentation from the respective Public Health Authority and/or health care provider clearing them to return to work prior to coming back onto work premises. Employees are expected to cooperate with reasonable requests to facilitate

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access to health information, if necessary, to confirm that returning to work is safe.

C. Additionally, while under a treatment/isolation period, an employee:

1. Is not to come onto work premises;
2. Is not permitted to perform any work, including telework or fulfillment of any on-call status duties;
3. Should contact County Human Resources to discuss leave under the Family and Medical Leave Act (FMLA) or other applicable leaves; and
4. Must keep their supervisor informed of the date they anticipate being able to return to work.

An employee must provide documentation from the respective Public Health Authority and/or health care provider clearing them to return to work prior to coming back onto work premises. Employees are expected to cooperate with reasonable requests to facilitate access to health information, if necessary, to confirm that returning to work is safe.

IX. EXPANDED FMLA

Employees (part-time or full-time) who have been employed for at least 30 calendar days can take FMLA for a "Qualifying Need Related to a Public Health Emergency." In order to use FMLA under the FFCRA, you must:

- A. Let your supervisor know as soon as possible in the event you are seeking leave based on a qualifying need related to a public health emergency; and
- B. Complete FMLA paperwork and provide appropriate supporting documentation, as set forth in Section X below.

X. DOCUMENTATION

Employees must provide documentation containing the following information prior to taking paid FFCRA sick leave or expanded FMLA under this policy:

- (1) Employee's name;
- (2) Date(s) for which leave is requested;
- (3) Qualifying reason for the leave; and
- (4) Oral or written statement that the employee is unable to work or telework

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because of the qualified reason for leave.

In addition, documentation of the following information is required, depending on the qualified reason for the leave:

- (1) For leave as defined in Section VI(C)(1), the name of the government entity that issued the quarantine or isolation order;
- (2) For leave as defined in Section VI(C)(2), the name of the health care provider who advised the employee to self-quarantine;
- (3) For leave as defined in Section VI(C)(4), the name of the government entity that issued the quarantine or isolation order or the name of the health care provider who advised the individual being cared for to self-quarantine, whichever is applicable; and
- (4) For leave as defined in Section VI(C)(5) or leave under the expanded FMLA:
 - (a) The name of the son or daughter being cared for;
 - (b) The name of the school, place of care, or child care provider that has closed or become unavailable;
 - (c) A representation that no other suitable person will be caring for the son or daughter during the period for which the employee take paid sick leave or expanded FMLA; and
 - (d) For the care of a child older than 14 years of age during daylight hours, a statement that special circumstances exist requiring the employee to provide care.

XI. PAYMENT AND LEAVE PRACTICES

A. Starting April 1, 2020, the County will adhere to the pay and leave requirements as contained in the FFCRA, except as otherwise provided herein.

B. Use of accruals:

1. Employees who are receiving two-thirds of their pay under the FFCRA for leave as defined in Section VI(C)(4) may elect to use vacation, personal time, compensatory time, and/or sick accruals to make up the remaining one-third in order to receive full pay.
2. Employees who are receiving two-thirds of their pay under the FFCRA for leave as defined in Section VI(C)(5) or Section VI(D) may elect to use vacation, personal

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time, and compensatory time accruals to make up the remaining one-third in order to receive full pay.

3. Employees must notify their supervisor if electing to use accruals under this subsection.

XII. DISCLOSURE OF INFORMATION

All employees are asked to make their supervisor aware if they have been in close contact with someone whom they know has been given a directive to isolate by a Public Health Authority or health care provider due to concerns related to COVID-19.

UNFINISHED BUSINESS

NEW BUSINESS

ANNOUNCEMENTS & COMMUNICATIONS



WINNEBAGO COUNTY

— ILLINOIS —

Announcements & Communications

Date: January 14, 2021

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. Byron Station – Security Baseline Inspection Report 05000454/2020403 and 05000455/2020403
 - b. Federal Register / Vol. 85, No. 249/Tuesday, December 29, 2020/Notices
 - c. Braidwood Station, Units 1 and 2, and Byron Station, Unit Nos. 1 and 2 – Issuance of Amendment Nos. 219, 219, 223, and 223 Regarding Revision of Technical Specifications 5.6.5, “Core Operating Limits Report (COLR)” (EPID L-2020-LLA-0038)
 - d. Summary of December 15, 2020, Meeting with Exelon Generation Company, LLC Regarding a Planned Request for an Exemption to Reduce the Frequency of Updates to its Inservice Testing and Inspection Programs (EPID L-2020-LRM-0089)
2. County Clerk Gummow received from Charter Communications a letter regarding the Quarterly Franchise Fee Payment for the Village of Rockton.
3. County Clerk Gummow received Certificates of Liability Insurance for the following:



WINNEBAGO COUNTY

— ILLINOIS —

- a. Winnebago County
- b. Charter Communications, Inc.

**Adjournment –
Next Meeting**