

REVISED FINANCE COMMITTEE AGENDA

Called by: Chairman, Jaime Salgado
Members: Joe Hoffman, Burt Gerl,
Dave Boomer, Dave Fiduccia, Steve
Schultz, Keith McDonald

DATE: THURSDAY, JUNE 6, 2019
TIME: 5:30 PM
LOCATION: ROOM 303
COUNTY ADMINISTRATION BLDG
404 ELM STREET
ROCKFORD, IL 61101

AGENDA:

- A. Call to Order
- B. Roll Call
- C. Approval of February 21 and March 7, 2019 Minutes
- D. Public Comment – This is the time we invite the public to address the Finance Committee with issues and concerns. We ask you to limit your comments to three minutes. Personal attacks or inappropriate language of any sort will not be tolerated. We will allow a maximum of five speakers on a first come basis with sign up at the meeting. Speakers may not address zoning matters which are pending before the ZBA, the Zoning Committee or the County Board. Personnel matters or pending or threatened litigation may not be addressed in open session. An individual may speak a maximum of three times per calendar year on the same topic. This prohibition shall include the repetition of the same topic in a statement on what is purported to be a different topic. After acknowledgement by the chair, please stand and state your name. Thank you.
- E. Closed Session
- F. ~~Budget Amendment 2019-023 Host Fee Fund~~
- G. Other Matters
- H. Adjournment

**Winnebago County Board
Finance Committee Meeting**
County Administration Building
404 Elm Street, Room 303
Rockford, IL 61101

Thursday, February 21, 2019

Immediately Following the Operations and Administrative Committee Meeting at 5:30 PM

Present:

Jaime Salgado, **Chairman**
Steve Schultz
Keith McDonald
Dave Boomer
Joe Hoffman
Dave Fiduccia

Others Present:

Carla Paschal, County Administrator
Molly Terrinoni, Finance Director
Dave Kurlinkus, Deputy State's Attorney
Mark Karner, Chief Deputy
Kim Ponder, Human Resources Director
Jim Webster, County Board Member

Absent:

Burt Gerl

AGENDA:

- A. Call to Order
- B. Roll Call
- C. Approval of August 14, 16, 21, 28, 30, and September 27, 2018 Minutes
- D. Public Comment
- E. Chairman Comments
- F. Staff Comments
- G. Budget Amendment 2019-017 Lethality Assessment Program Grant
- H. Budget Amendment 2019-018 Duty Ammunition, Weapons and Range Supplies
- I. An Ordinance to Abate the 2010C Winnebago County Alternate Bond Property Tax Levy for the Year 2018 to be Laid Over
- J. An Ordinance to Abate the 9-1-1 Surcharge Alternate Revenue Bond (Series 2012B) Property Tax Levy for the Year 2018 to be Laid Over
- K. An Ordinance to Abate the 2012C State Income Tax Alternate Bond Property Tax Levy for the Year 2018 to be Laid Over
- L. An Ordinance to Abate the Federal Aid Matching Tax and Motor Fuel Tax Alternate Bond (2012D Series) Property Tax Levy for the Year 2018 to be Laid Over
- M. An Ordinance to Abate the 2012F Alternate Revenue Bond Property Tax Levy for the Year 2018 to be Laid Over
- N. An Ordinance to Abate the 2012G Alternate Revenue Bond Property Tax Levy for the Year 2018 to be Laid Over
- O. An Ordinance to Abate the 2013A Public Safety Sales Tax Alternate Bond Property Tax Levy for the Year 2018 to be Laid Over
- P. An Ordinance to Abate the Federal Aid Matching Tax and Motor Fuel Tax Alternate Bond (Series 2013B) Property Tax Levy for the Year 2018 to be Laid Over
- Q. An Ordinance to Abate the 2016A Public Safety Sales Tax Alternate Bond Property Tax Levy for the Year 2018 to be Laid Over
- R. An Ordinance to Abate the 2016D Public Safety Sales Tax Alternate Bond Property Tax Levy for the Year 2018 to be Laid Over

- S. An Ordinance to Abate the 2016E Public Safety Sales Tax Alternate Bond Property Tax Levy for the Year 2018 to be Laid Over
- T. An Ordinance to Abate the 2017B Federal and Matching Tax and Motor Fuel Tax Alternate Bond Property Tax Levy for the Year 2018 to be Laid Over
- U. An Ordinance to Abate the 2017C Tort Property Tax & Quarter Cent Sales Tax Alternate Bond Property Tax Levy for the Year 2018 to be Laid Over
- V. Staff Report
- W. Other Matters
 - 1. Capital Bond Discussion
 - 2. Recorder Automation Fund Discussion
- X. Adjournment

Chairman Salgado called the meeting to order at 5:56 PM.

Motion to approve the Minutes of August 14, 16, 21, 28, 30, and September 27, 2018

Moved: Mr. Hoffman, Seconded: Mr. Fiduccia.

Motion passed by unanimous voice vote.

Public Comment

Chairman Salgado read the Public Comment section of the Agenda.

- Mr. Webster spoke about host fees.
- A discussion followed.

Chairman Comments

None

Staff Comments

- Host fee information will be accumulated and incorporated into a new policy.

Budget Amendment 2019-017 Lethality Assessment Program Grant

Motion to approve. Moved: Mr. Hoffman, Seconded: Mr. McDonald.

- A discussion followed.

Motion passed by unanimous voice vote.

Budget Amendment 2019-018 Duty Ammunition, Weapons and Range Supplies

Motion to approve. Moved: Mr. Fiduccia, Seconded: Mr. McDonald.

- A discussion followed.

Motion passed by unanimous voice vote with the exception of two votes.

Motion to approve items I through U. Moved: Mr. Fiduccia, Seconded: Mr. Boomer.

- A discussion followed.

Motion passed by unanimous voice vote.

Staff Report

None

Other Matters

- 1. Capital Bond Discussion

- Ms. Paschal met with the financial advisor and they are finalizing debt service numbers so she can put together scenarios for capital needs.
- 2. **Recorder Automation Fund Discussion**
- The State's Attorney had asked the Auditor to look into the Recorder Automation Fund.
- Mr. Salgado spoke to Mike Dunn, Jr. regarding consolidating the Auditor's Office with the Treasurer's Office.
- Mr. Schultz spoke about the budget.

Motion to adjourn. Moved: Mr. Schultz, Seconded: Mr. Hoffman.
Motion passed by unanimous voice vote.

Respectfully submitted,

Amy Ferling
Administrative Assistant

**Winnebago County Board
Finance Committee Meeting**
County Administration Building
404 Elm Street, Room 303
Rockford, IL 61101

Thursday, March 7, 2019

Immediately following the Combined Finance Committee & Operations & Administrative
Committee Meeting at 5:30 PM & Operations & Administrative Committee Meeting following

Present:

Jaime Salgado, **Chairman**
Steve Schultz
Keith McDonald
Joe Hoffman
Burt Gerl
Dave Fiduccia

Others Present:

Frank Haney, County Board Chairman
Carla Paschal, County Administrator
Molly Terrinoni, Finance Director
Dave Kurlinkus, Deputy State's Attorney

Absent:

Dave Boomer

AGENDA:

- A. Call to Order
- B. Roll Call
- C. Public Comment
- D. Chairman Comments
- E. Staff Comments
- F. Budget Amendment 2019-019 Starcom
- G. Staff Report
- H. Other Matters
 - 1. Capital Bond Discussion
- I. Adjournment

Chairman Salgado called the meeting to order at 5:45 PM.

Public Comment

Chairman Salgado omitted reading the Public Comment section of the Agenda due to no one present to speak.

Chairman Comments

- Mr. Salgado will discuss making some adjustments to the budget amendments under Other Matters.

Staff Comments

- Ms. Paschal will have some comments under Other Matters.

Budget Amendment 2019-019 Starcom

Motion to approve. Moved: Mr. Gerl, Seconded: Mr. Hoffman.

- A discussion followed.

Motion passed by unanimous voice vote with the exception of two votes.

Staff Report

None

Other Matters

1. Capital Bond Discussion

- Ms. Paschal discussed the fiscal year expenditure budget, General and Public Safety Sales Tax funds, and Budget Amendments. A discussion followed.
- Ms. Paschal distributed and explained a capital improvement budget. A discussion followed.
- Mr. Salgado discussed wanting to look at the Budget Amendment process, make sure it is vetted out, and have a formal discussion. A discussion followed.

Motion to adjourn. Moved: Mr. Gerl, Seconded: Mr. Hoffman.

Motion passed by unanimous voice vote.

Respectfully submitted,

Amy Ferling
Administrative Assistant

2ND REVISED
OPERATIONS & ADMINISTRATIVE
COMMITTEE AGENDA

Called by: Chairman, Keith McDonald
Members: Jaime Salgado, Joe Hoffman, Dorothy Redd, Jean Crosby, John Butitta, Paul Arena

DATE: THURSDAY, JUNE 6, 2019
TIME: IMMEDIATELY FOLLOWING THE FINANCE COMMITTEE MEETING AT 5:30 PM

LOCATION: ROOM 303
COUNTY ADMINISTRATION BLDG
404 ELM STREET
ROCKFORD, IL 61101

AGENDA:

A. Call to Order

B. Roll Call

C. Public Comment – This is the time we invite the public to address the Operations and Administrative Committee with issues and concerns. We ask you to limit your comments to three minutes. Personal attacks or inappropriate language of any sort will not be tolerated. We will allow a maximum of five speakers on a first come basis with sign up at the meeting. Speakers may not address zoning matters which are pending before the ZBA, the Zoning Committee or the County Board. Personnel matters or pending or threatened litigation may not be addressed in open session. An individual may speak a maximum of three times per calendar year on the same topic. This prohibition shall include the repetition of the same topic in a statement on what is purported to be a different topic. After acknowledgement by the chair, please stand and state your name. Thank you.

~~D. Ordinance Amending Section 30-32 of the Winnebago County Code to Authorize the Winnebago County Sheriff to Appoint a Coordinator for ESDA~~

~~E. Resolution Approving an Intergovernmental Agreement Between the County of Winnebago and City of Rockford to Provide Services of a Deputy Coordinator for the Winnebago County Emergency Services and Disaster Agency~~

F. Resolution to Redivide Elections Precincts

G. Other Matters

1. Discussion – Strategic Plan – Tiana McCall, Chief Strategic Initiatives Officer

2. Sub-Committee – Land Bank

H. Adjournment

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

Submitted by: Operations and Administrative Committee

2019-CR-

RESOLUTION TO REDIVIDE ELECTION PRECINCTS

WHEREAS, pursuant to 10 ILCS 5/11-2 of the Illinois Compiled Statutes, redividing election precincts shall be made by a County Board at the Board's regular meeting in June of any given year; and

WHEREAS, the Winnebago County Clerk has recommended redividing four (4) election precincts to add four (4) additional election precincts to the number of existing election precincts in Winnebago County, Illinois; and

WHEREAS, it is in the best interests of the citizens of Winnebago County, Illinois, for the County Board to redivide four (4) election precincts to add four (4) additional election precincts to the number of existing election precincts in Winnebago County, Illinois, as recommended by the Winnebago County Clerk.

NOW, THEREFORE, BE IT RESOLVED, by the County Board of the County of Winnebago, Illinois that from and after the effective date of this Resolution, the following four (4) election precincts shall be redivided to add four (4) additional election precincts to the number of existing election precincts in Winnebago County, Illinois as provided below:

The election precinct currently designated as **Cherry Valley Township Precinct 1**, shall be divided to form two election precincts known as **Cherry Valley Township Precinct 1** and **Cherry Valley Township Precinct 12**.

The new election precinct designated as ***Cherry Valley Township Precinct 1*** will consist of all property within the following metes and bounds description:

Part of the Sections 1, 2 11, 12 and 13 in Township 43 North, Range 2 East of the Third Principal Meridian, bounded and described as follows, to wit: Beginning at the Northeast corner of said Section 1; thence South along the East lines of said Sections 1, 12 and 13 to the centerline of Railroad Right of Way in said Section 13; thence Northwesterly along said centerline to the centerline of the North Branch Kishwaukee River; thence Northerly along said centerline to the

North line said Section 1; thence East along said North line to the Point of Beginning.

The new election precinct designated as ***Cherry Valley Township Precinct 12*** will consist of all property within the following metes and bounds description:

Part of Sections 1 and 2 in Township 43 North, Range 2 East of the Third Principal Meridian, bounded and described as follows, to wit: Beginning at the Northwest corner of said Section 2; thence East along the North lines of said Sections 1 and 2 to the centerline of the North Branch Kishwaukee River; thence Southerly along said centerline to the centerline of Madigan Creek; thence Northwesterly along said centerline to the centerline of Mill Road; thence Southwesterly and Westerly along said centerline to the centerline of Perryville Road also being the Southwest corner of said Section 2; thence North along said centerline to the Point of Beginning.

The election precinct currently designated as **Cherry Valley Township Precinct 4**, shall be divided to form two election precincts known as **Cherry Valley Township Precinct 4** and **Cherry Valley Township Precinct 9**.

The new election precinct designated as ***Cherry Valley Township Precinct 4*** will consist of all property within the following metes and bounds description:

Sections 21, 22, 23, 24, 25, 26, 27, 34, 35, 36 and Part of Sections 11, 13, 14, 15, 17, 20, 28 and 33 in Township 43 North, Range 2 East of the Third Principal Meridian, bounded and described as follows, to wit: Beginning at the Southeast corner of said Section 36; thence West to the Cherry Valley Township line; thence Northerly along said Township line to the centerline of the Kishwaukee River; thence Northwesterly along said centerline to the centerline on I-39; thence North along said centerline to the centerline of Blackhawk Road; thence Westerly along said centerline to the centerline of 35th Street; thence North along said centerline to the South line of the Northwest Quarter of said Section 17; thence East along said South Line to the East line of 35th Street; thence North along said East line to the South line of Samuelson Road; thence East along said South line to the East line said Section 17; thence South along said East line to the Northwest corner said Section 21; thence East along the North line said Section 21 and the North line said Section 22 to the centerline of the Kishwaukee River; thence Northerly and Northeasterly along said centerline and along the North Branch Kishwaukee River to Railroad Right of Way in said Section 11; thence Southeasterly along said Right of Way to the East line of said Section 13; thence South along the East lines of said Section 13, 24, 25 and 36 to the Point of Beginning.

The new election precinct designated as ***Cherry Valley Township Precinct 9*** will consist of all property within the following metes and bounds description:

Part of Sections 19 and 20 in Township 43 North, Range 2 East of the Third Principal Meridian, bounded and described as follows, to wit: Beginning at the Northwest corner of said Section 19; thence East along the North line said Sections 19 and 20 to the centerline of I-39; thence Southerly along said centerline to the centerline of the Kishwaukee River; thence Westerly along said centerline to the West line of said Section 19; thence North along said West line to the Point of Beginning.

The election precinct currently designated as **Harlem Township Precinct 19**, shall be divided to form two election precincts known as **Harlem Township Precinct 4** and **Harlem Township Precinct 19**.

The new election precinct designated as **Harlem Township Precinct 4** will consist of all property within the following metes and bounds description:

Part of the Sections 7 and 18 in Township 45 North, Range 2 East of the Third Principal Meridian, bounded and described as follows, to wit: Beginning at the intersection of the East line of said Section 7 and the centerline of the Rock River; thence South along said East line Section 7 to the Southeast corner said Section; thence continuing South along the East line said Section 18 to the Southeast corner of the Northeast Quarter of said Section; thence West along South line of the North half said Section 18 to the centerline of the Rock River; thence Northerly and Easterly along said centerline to the Point of Beginning.

The new election precinct designated as **Harlem Township Precinct 19** will consist of all property within the following metes and bounds description:

Part of the Sections 18 and 19 in Township 45 North, Range 2 East of the Third Principal Meridian, bounded and described as follows, to wit: Beginning at the intersection of the North line of the South half said Section 18 and the centerline of the Rock River; thence East along said North line to the East line of said Section 18; thence South along said East line to the Southeast corner said Section 18; thence continuing South along the East line said Section 19 to the centerline of Ralston Road; thence Westerly along said centerline to the centerline of the Rock River; thence Northerly along said centerline to the Point of Beginning.

The election precinct currently designated as **Harlem Township Precinct 16**, shall be divided to form two election precincts known as **Harlem Township Precinct 16** and **Harlem Township Precinct 18**.

The new election precinct designated as **Harlem Township Precinct 16** will consist of all property within the following metes and bounds description:

Part of the Sections 32 and 33 in Township 45 North, Range 2 East of the Third Principal Meridian, bounded and described as follows, to wit: Beginning at the Southeast corner of said Section 33; thence West along said South line Section 33 and along South line said Section 32 to the centerline of Forest Hills Road; thence Northeasterly along said centerline to the centerline of Nimtz Road; thence Easterly and Southerly along said centerline to the centerline of Mulford Road; thence South along said centerline to the Point of Beginning.

The new election precinct designated as **Harlem Township Precinct 18** will consist of all property within the following metes and bounds description:

Part of the Section 34 in Township 45 North, Range 2 East of the Third Principal Meridian, bounded and described as follows, to wit: Beginning at the intersection of the South line of said Section 34 and the centerline of Perryville Road; thence Northwesterly along said centerline to

the centerline of Mulford Road; thence South along said centerline to the Southwest corner said Section 34; thence East along South line and said Section 34 to the Point of Beginning.

BE IT FURTHER RESOLVED, that the County Clerk shall publish and post notice of in the changes in election precincts.

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

BE IT FURTHER RESOLVED, that the Clerk of the County Board is hereby directed to prepare and deliver a certified copy of the Resolution to the State Board of Elections.

Respectfully submitted,
**OPERATIONS & ADMINISTRATIVE
COMMITTEE**

AGREE

DISAGREE

Keith McDonald, Chairman

Keith McDonald, Chairman

Paul Arena

Paul Arena

John Butitta

John Butitta

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 _____, 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

PERSONNEL AND POLICIES COMMITTEE AGENDA

Called By: Chairman, David Fiduccia

Members: Dave Boomer, Jim Webster,
Joe Hoffman, Angie Goral, Dorothy Redd,
Dave Kelley

DATE: THURSDAY, JUNE 6, 2019

TIME: IMMEDIATELY FOLLOWING THE
FINANCE COMMITTEE MEETING
AT 5:30 PM & THE OPERATIONS &
ADMINISTRATIVE COMMITTEE
MEETING IMMEDIATELY
FOLLOWING

LOCATION: ROOM 303
COUNTY ADMINISTRATION BLDG
404 ELM STREET
ROCKFORD, IL 61101

AGENDA:

- A. Call to Order
- B. Roll Call
- C. Public Comment – This is the time we invite the public to address the Personnel and Policies Committee with issues and concerns. We ask you to limit your comments to three minutes. Personal attacks or inappropriate language of any sort will not be tolerated. We will allow a maximum of five speakers on a first come basis with sign up at the meeting. Speakers may not address zoning matters which are pending before the ZBA, the Zoning Committee or the County Board. Personnel matters or pending or threatened litigation may not be addressed in open session. An individual may speak a maximum of three times per calendar year on the same topic. This prohibition shall include the repetition of the same topic in a statement on what is purported to be a different topic. After acknowledgement by the chair, please stand and state your name. Thank you.
- D. Ordinance Creating Sections of Chapter 2, Article III, Division 7 (Chief Human Resources Officer) of the County Code of Ordinances
- E. Other Matters
- F. Adjournment

Sponsored by: David Fiduccia, Chairman

COUNTY BOARD MEETING
June 13, 2019

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

Submitted by: Personnel and Policies Committee

2019 CR

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

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

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

ARTICLE III

DIVISION 7. - CHIEF HUMAN RESOURCES OFFICER

Sec. 2-xxx. - Establishment.

The office of chief human resources officer is hereby established.

Sec. 2-xxx. - Qualifications.

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

Sec. 2-xxx. - Appointment/dismissal.

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

Sec. 2-xxx - Duties.

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

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

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

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

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

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

Respectfully Submitted,
PERSONNEL AND POLICIES COMMITTEE

AGREE

DISAGREE

DAVE FIDUCCIA, CHAIRMAN

DAVE FIDUCCIA, CHAIRMAN

DAVE BOOMER

DAVE BOOMER

ANGIE GORAL

ANGIE GORAL

JOE HOFFMAN

JOE HOFFMAN

DAVE KELLEY

DAVE KELLEY

DOROTHY REDD

DOROTHY REDD

JIM WEBSTER

JIM WEBSTER

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

FRANK HANEY

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

ATTESTED BY:

LORI GUMMOW

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

Winnebago County 2018 Strategic Planning and Goal Development



WINNEBAGO COUNTY

— ILLINOIS —

Prepared by

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

Jeanna Ballard, MPA
Research Associate

Melissa Henriksen, MPP
Senior Research Associate

NIU CGS

OCTOBER 2018



NORTHERN ILLINOIS UNIVERSITY

Center for
Governmental Studies

Outreach, Engagement, and Regional Development

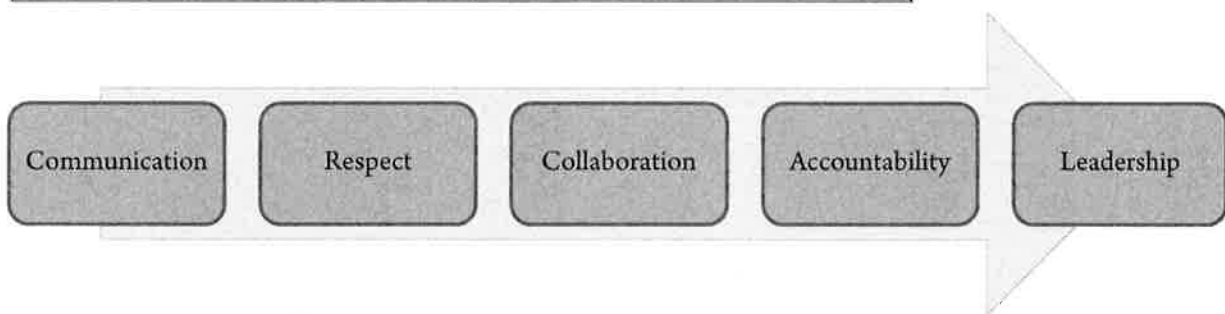
EXECUTIVE SUMMARY

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

ORGANIZATIONAL VALUES

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

Going Forward: Top Organizational Values for Winnebago County



STRATEGIC PRIORITY AREAS

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



STRATEGIC GOALS

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

Goal Snapshot: Highest Ranked Goals within each Time and Complexity Quadrant

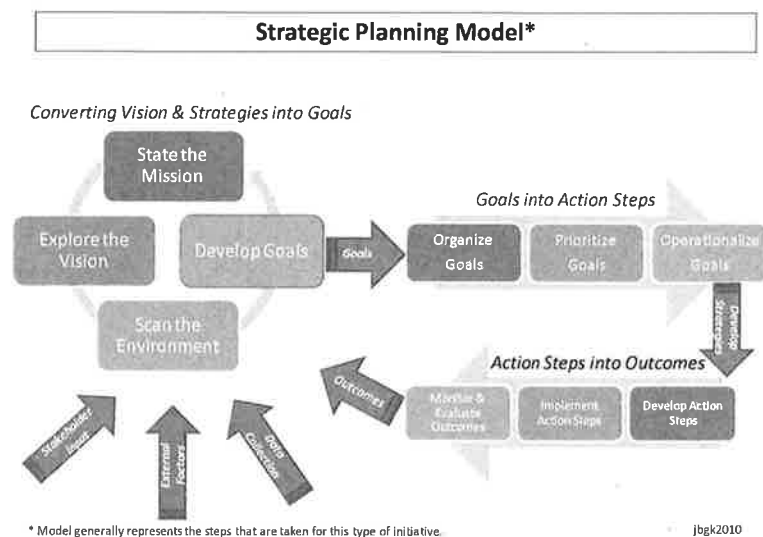
SHORT-TERM ROUTINE	<ul style="list-style-type: none"> • Promote fiscal soundness and take steps to create and maintain a balanced budget for the County Government • Analyze and review the short- and long-term operations of the County's nursing home at River Bluff • Evaluate County public safety facilities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

INTRODUCTION

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

The County Board gathered in early 2018 to explore and discuss the future, share a vision for the community, and establish new goals for Winnebago County. The 2018 workshop sessions provided a positive atmosphere to methodically and *strategically* determine where it is the County wants to go as an organization. As was shared with Board members at the conclusion of the workshop, the County should resist the temptation to rearrange priorities as the fiscal year moves along. It is important to adhere to the results of the Board's efforts throughout the County's strategic planning and budgeting processes; do not pull a seemingly easy goal from the bottom of the list of priorities just because it seems easy. This kind of shifting can create a confusing tone in the organization.

Figure 1. Strategic Planning Model



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

Pre-Workshop Environmental Scanning - Stakeholder Focus Groups

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

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

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

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

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

Outline of Leadership Exercises and Discussion Sessions

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

Workshop Session I. Introduction Exercise – Important Topics and Visioning

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

A. Opening Exercise: Important Topic to be Discussed

(*) Denotes the answer was given by multiple participants

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

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

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

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

Visions of the Future:

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

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

Workshop Session II. Surrender or Lead

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

Group #1

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

Group #2

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

Group #3

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

Group #4

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

Surrender or Lead Themes

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

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

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

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

INTERNAL

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



EXTERNAL

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

Workshop Session IV. Nominal Group Goal Identification

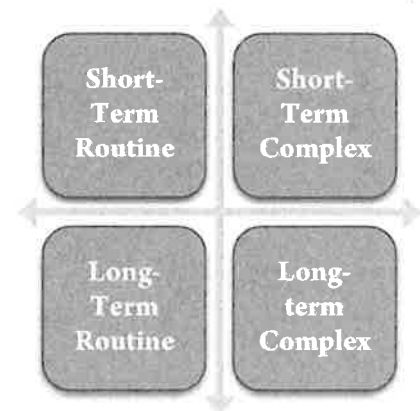
This extensive discussion session provided the forum for the collaborative establishment of strategic goals and objectives necessary to achieve the future vision of the County. With the preceding sessions serving as a sound foundation for goal setting, the final session was a healthy group discussion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

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

Classification

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

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



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

Open Group Discussion and Consolidation of Goals

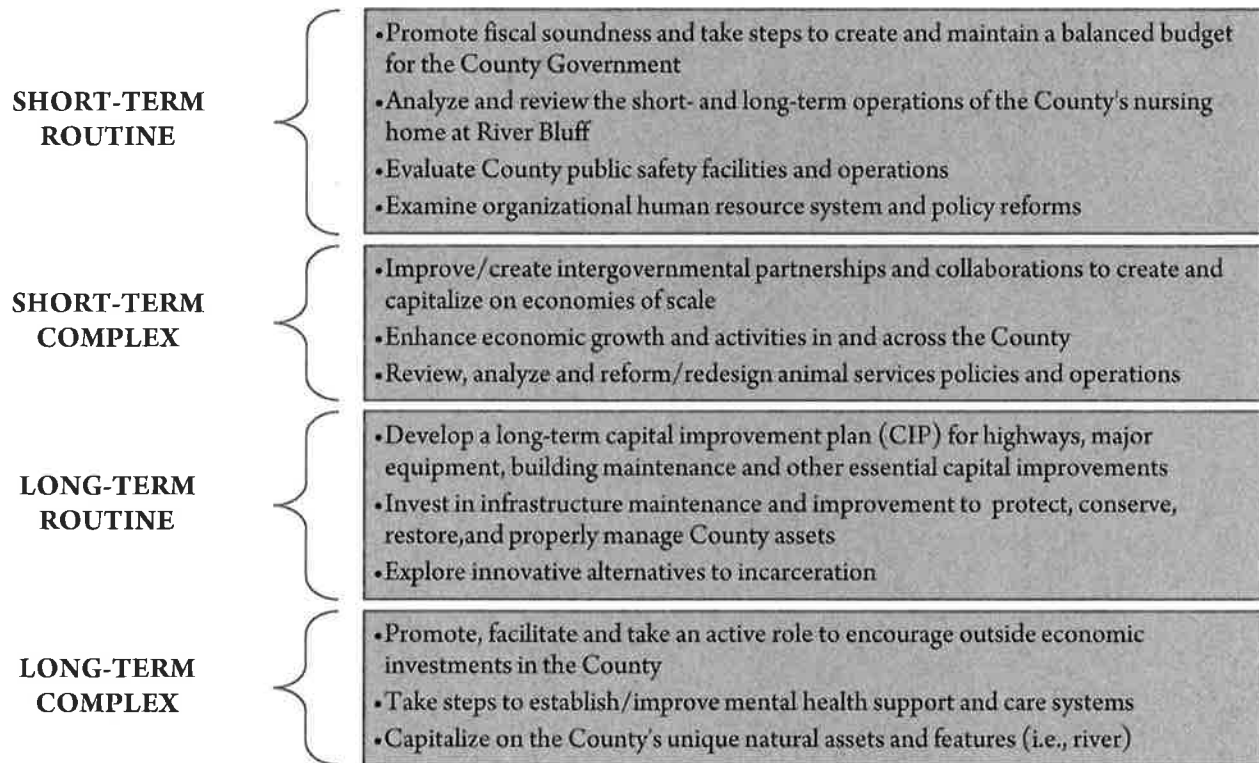
This final phase of the discussion served as the forum for the County Board members and senior staff to discuss, evaluate, and debate the ideas and goals offered by each participant in the previous sessions. Participants were asked to give their opinions, evaluations, and judgments of the worthiness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

Prioritization of Goals

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

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

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

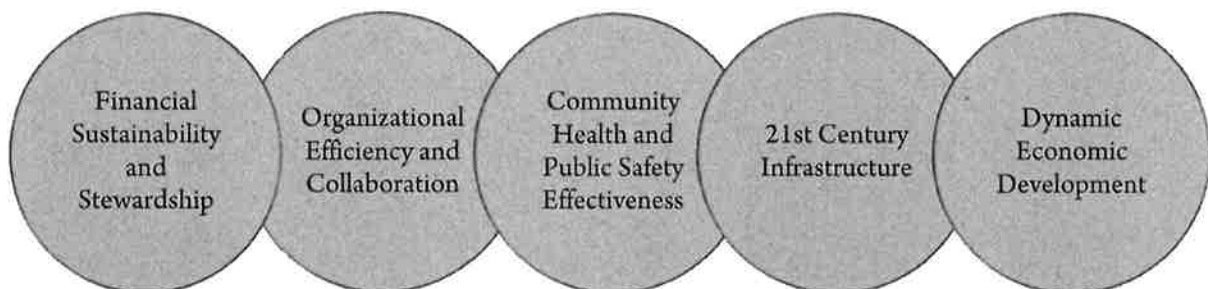


* For a full review and presentation of all of the strategic goals developed during the Board's Leadership Workshop, please see [Appendix B](#).

STRATEGIC PRIORITY AREAS

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

Figure 4. Strategic Priority Areas



Conclusion

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

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

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

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

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



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

APPENDIX A:

Winnebago County Organizational Values Report

APPENDIX A: Winnebago County Organizational Values Report



WINNEBAGO COUNTY

— ILLINOIS —

Organizational Values Report

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

"The values guide the perspective of the organization as well as its actions....They form an ethical foundation for the organization"¹

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

Survey Development

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

By Type

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

By Location

- 24 Winnebago County
- 5 Illinois
- 8 United States

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

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

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



Survey Distribution

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

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

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

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

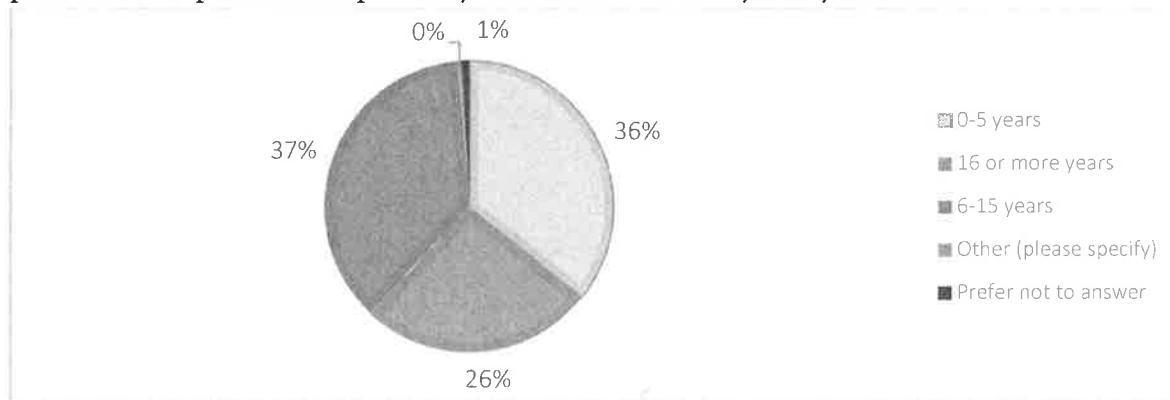
Survey Results

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

47% of respondents ranked respect as a top five value to emphasize going forward.

45% of respondents ranked collaboration/teamwork as a top five value to emphasize going forward.

43% of respondents ranked accountability/responsibility as a top five value to emphasize going forward.

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

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

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

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

<u>The Organization Now</u>	<u>Frequency Q3</u>	<u>% Q3</u>	<u>Your Department Now</u>	<u>Frequency Q4</u>	<u>% Q4</u>	<u>Together Going Forward</u>	<u>Frequency Q5</u>	<u>% Q5</u>
Service	147	11.036%	Collaboration / Teamwork	140	9.715%	Communication	194	11.8%
Diversity	99	7.432%	Service	139	9.646%	Respect	153	9.3%
Safety	96	7.207%	Accountability / Responsibility	120	8.324%	Collaboration / Teamwork	148	9.0%
Accountability / Responsibility	90	6.757%	Respect	94	6.523%	Accountability / Responsibility	141	8.6%
Collaboration / Teamwork	90	6.757%	Safety	89	6.176%	Leadership	109	6.6%
Community Engagement	79	5.931%	Integrity	86	5.968%	Employee Engagement	106	6.4%
Continuous Improvement / Innovation	74	5.556%	Continuous Improvement / Innovation	86	5.968%	Continuous Improvement / Innovation	102	6.2%
Fiscal Responsibility	69	5.180%	Fiscal Responsibility	83	5.760%	Integrity	97	5.9%
Results-Driven	64	4.805%	Leadership	76	5.274%	Safety	88	5.3%
Respect	64	4.805%	Communication	72	4.997%	Quality / Excellence	86	5.2%
Civility	62	4.655%	Results-Driven	72	4.997%	Fiscal Responsibility	72	4.4%
Communication	58	4.354%	Quality / Excellence	59	4.094%	Transparency	70	4.3%
Leadership	55	4.129%	Diversity	59	4.094%	Service	53	3.2%
Integrity	54	4.054%	Employee Engagement	54	3.747%	Diversity	47	2.9%
Employee Engagement	48	3.604%	Community Engagement	48	3.331%	Community Engagement	39	2.4%
Other	41	3.078%	Civility	39	2.706%	Results-Driven	36	2.3%
Quality / Excellence	35	2.628%	Transparency	32	2.219%	Sustainability	32	1.9%
Sustainability	33	2.477%	Sustainability	27	1.874%	Civility	30	1.8%
Celebration	28	2.102%	Agility	24	1.666%	Celebration	24	1.5%
Transparency	26	1.952%	Celebration	22	1.527%	Other	13	0.8%
Agility	20	1.502%	Other	20	1.388%	Agility	5	0.3%
Total:	1332	100%	Total:	1441	100%	Total:	1647	100%
Mean # of selections	4.11		Mean # of selections	4.45		Mean # of selections	5.08	

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

Next Steps

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

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

Appendix A-I: survey statistics

Appendix A-II: survey respondent comments

Appendix A-I: Survey Statistics

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

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

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

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

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

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

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

Average # Values per Agency – 6.4

Median # Values - 6

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

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

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

UPS	5
Woodward	4
YMCA of Rock River Valley	5
Grand Total	237

Agency Values

Amazon

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

Build-A-Bear

Achieve
 Celebrate
 Collaborate
 Embrace
 Give
 Learn

Champaign County, Illinois

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

City of Loves Park, Illinois

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

Coca-Cola

Accountability

Collaboration
Diversity
Integrity
Leadership
Passion
Quality

Disney

Community
Decency
Innovation
Optimism
Quality
Story telling

Dupage County, Illinois

Accountability
Consolidation/Efficiency
Leadership
Quality
Transparency

Facebook

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

Goodwill of Northern Illinois

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

Kane County, Illinois

Good Stewardship
Inclusive to Diversity
Involve Residents
Promote Safety
Strategic Leadership

Kellogg's

Accountability
Focus on Success
Humility
Integrity
Passion

Simplicity

Kraft/Heinz

Consumer first

Innovation

Integrity

Ownership

Quality

Lake County, Illinois

Environmental Stewardship

Excellence

Exceptional Service

Fiscal Responsibility

Leadership

Polk County, Iowa

Collaboration

Continuous Improvement

Diversity

Employee Empowerment

Mission-Oriented

Planning

Results-Driven

Technological Advancement

Rock Valley College

Collaboration

Diversity

Excellence

Innovation

Learner-Centered Community

Mutual Respect

Public Trust

Rockford Area Economic Development Council

Align

Inspire Action

Seed

Serve

Trailblaze

Rockford Chamber of Commerce

Accountable

Advocacy

Communication

Diversity

Excellence



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Improvement
Integrity
Leadership
Professional
Service
Teamwork

Rockford Park District

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

Rockford Public Schools

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

Rockton Fire Department

Honesty
Loyalty
People
Pride
Quality
Respect
Safety
Tradition

Squarespace

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

Starbucks

Accountable
Courageous
Performance Driven
Present
Welcoming

The Rock River Valley Blood Center

Alliances
Continuous Improvement
Customer Service
Efficiency
Quality

Transform Rockford

Caring
Ideation
Inclusion
Interconnectedness
Respect
Responsibility
Transparency
Trustworthiness
Unity

United Technologies

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

UTC Aerospace Systems

Ideas
Integrity
People
Performance

Village of Cherry Valley Police

Commitment
Excellence in Training
Honor

Lowe's

Integrity
Ownership
Respect
Teamwork
Customer-Focused
Passion for Execution

Mondelez International

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

Southwest Airlines

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

UPS

Innovation
Safety
Service
Quality and Efficiency
Sustainability

Grand Total

Appendix A-II: Survey Respondent Comments

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

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

Responses to "Other (please specify):

Suggestions, Positive, or Neutral

cant think of anything

consistency

Creativity in creating County Revenue

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

Unsure - only see my department

Negative

Cutting budgets without regard for consequences

downsizing

I do not see any of these now.

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

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

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

lack of respect by county board

Low Morale

N/A

Needs improvement on above values

Non apply

None of the above

none

None

None

none

none

none

none above

None in this area

None of above

None of the above

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

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

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

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

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

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

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

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

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

WITH THE CURRENT ADMINISTRATION CAN ONLY PICK 1 ITEM

Working together while short staffed

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

Responses to "Comments"

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

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

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

Responses to "Other (please specify):"

Suggestions, Positive, or Neutral

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

consistency

My dept. fulfills all of the above.

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

tenacity

Negative

Cutting staff

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

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

lack of employee engagement, diminishing employee moral

Need improvement

Non apply

None of the above

none

None

None

none

None

none

None of the above

We need overall improvement

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

Responses to "Comments"

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

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

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

Responses to "Other (please specify):"

Suggestions, Positive, or Neutral



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

Negative

a livable wage
cross training
EVERYONE treated the same
High priority: Employee raises
I think the board should have more respect for the staff of the county.
Low morale
Needs improvement
Pay equality
proper staffing levels
recognize that the amount of work placed on us is unhealthy and improper, and that the county is setting itself up for lawsuits
Staffing. Hire people.

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

Responses to "Comments"

Hire more minorities. Leadership always goes unnoticed. Elected offices need to take a class on how to provide quality service to taxpayers. Elected offices are quick to transfer a phone call from a taxpayer before finding out what they actually need. We need real cameras in the Admin building, panic buttons, emergency drills, parking in ramp for employees; we risk our lives crossing the street to get to work. The Chairman/County Board need to be transparent not just when they want.
Respect from departments & leaders for the work being done. Safety is a very large issue. There needs to be real cameras in all offices. The employees are constantly at risk when walking to the parking lots they are assigned - County ^ City need to make accommodations for employees to park in the ramp.
When your employees are treated well - taxpayers will be also. Respect and trust are earned. All employees should be allowed to park in garage! Transparency not only when they want us to see it.

APPENDIX B: PRIORITIZED STRATEGIC GOALS

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

SHORT-TERM ROUTINE		
GROUP AVG	GOAL ID #	GOAL
1.1	STR - 1	<p>Promote fiscal soundness and take steps to create and maintain a balanced budget for the County Government.</p> <ul style="list-style-type: none"> -Continue taking steps to accomplish ongoing budget balancing and undertake process improvement reviews in County operations and activities. -Explore budgeting frameworks that would establish guidelines and disadvantages for elected officers not staying within the allocated budget
2.6	STR - 2	<p>Analyze and review the short- and long-term operations of the County's nursing home at River Bluff</p> <ul style="list-style-type: none"> -Evaluate the climate of short- and long-term nursing care trends and needs -Assess the gap between revenue and costs at the County nursing home
2.9	STR - 3	<p>Evaluate County detention facilities and operations</p> <ul style="list-style-type: none"> -Explore detention reform options such as low level misdemeanor reform alternatives and eliminating overnight jail stays in certain conditions
3.5	STR - 4	<p>Examine organizational human resource system and policy reforms</p> <ul style="list-style-type: none"> -Evaluate and assess possible consolidations of human resource functions within the County organization where it would be most efficient and effective



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



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

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

APPENDIX C:

Summary of Focus Group Data



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APPENDIX C: Summary of Focus Group Data

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

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

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

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

Overall Themes

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

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

- Frequent Themes or Phrases

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



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

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

- Frequent Themes or Phrases

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

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

- Frequent Themes or Phrases

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

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

- Frequent Themes or Phrases

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

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

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

- Frequent Themes or Phrases

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

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

- Frequent Themes or Phrases

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



COMBINED MEETING of the OPERATIONS & ADMINISTRATIVE COMMITTEE and PUBLIC SAFETY COMMITTEE AGENDA

Called by: Chairman, Keith McDonald
Chairman, Aaron Booker

Members: Jean Crosby, John Butitta,
Joe Hoffman, Dorothy Redd, Jaime
Salgado, Paul Arena, Fred Wescott,
Angie Goral, Dan Fellars

DATE: THURSDAY, JUNE 6, 2019

TIME: IMMEDIATELY FOLLOWING THE
FINANCE COMMITTEE MEETING
AT 5:30 PM, OPERATIONS &
ADMINISTRATIVE AND
PERSONNEL & POLICIES
COMMITTEE MEETINGS
FOLLOWING

LOCATION: ROOM 303
COUNTY ADMINISTRATION BLDG
404 ELM STREET
ROCKFORD, IL 61101

AGENDA:

- A. Call to Order
- B. Roll Call
- C. Public Comment – This is the time we invite the public to address the Combined Meeting of the Operations and Administrative Committee and Public Safety Committee with issues and concerns. We ask you to limit your comments to three minutes. Personal attacks or inappropriate language of any sort will not be tolerated. We will allow a maximum of five speakers on a first come basis with sign up at the meeting. Speakers may not address zoning matters which are pending before the ZBA, the Zoning Committee or the County Board. Personnel matters or pending or threatened litigation may not be addressed in open session. An individual may speak a maximum of three times per calendar year on the same topic. This prohibition shall include the repetition of the same topic in a statement on what is purported to be a different topic. After acknowledgement by the chair, please stand and state your name. Thank you.
- D. Ordinance Amending Section 30-32 of the Winnebago County Code to Authorize the Winnebago County Sheriff to Appoint a Coordinator for ESDA
- E. Resolution Approving an Intergovernmental Agreement Between the County of Winnebago and City of Rockford to Provide Services of a Coordinator for the Winnebago County Emergency Services and Disaster Agency
- F. Adjournment

Sponsored by: Keith McDonald, Chairman
Aaron Booker, Chairman

COUNTY BOARD MEETING
June 13, 2019

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

Submitted by: Operations and Administrative Committee
Public Safety Committee

2019 CO ____

**ORDINANCE AMENDING SECTION 30-32 OF THE WINNEBAGO
COUNTY CODE TO AUTHORIZE THE WINNEBAGO
COUNTY SHERIFF TO APPOINT A COORDINATOR FOR ESDA**

WHEREAS, Chapter 30, Article II, Section 30-32 of the Winnebago County Code of Ordinances appoints the Winnebago County Sheriff to act as the director and as the coordinator of the emergency services and disaster agency ("ESDA") of the County of Winnebago; and

WHEREAS, the Sheriff desires to be able to appoint a coordinator to be responsible for the organization, administration, training, and operation of the Winnebago County ESDA; and

WHEREAS, the County Board has determined that it is in the best interests of the County of Winnebago to authorize the Sheriff to appoint a coordinator with the approval of the County Board Chairman.

NOW, THEREFORE, BE IT ORDAINED, by the County Board of the County of Winnebago, Illinois, that Chapter 30, Article II, Section 30-32 of the Winnebago County Code of Ordinances is hereby amended to read as follows:

Sec. 30.32. – Director – Sheriff.

The sheriff of the county shall act as the director of the emergency services and disaster agency of the county and shall appoint, with the approval of the county board chairman, a coordinator of the emergency services and disaster agency, who will have direct responsibility for the organization, administration, training, and operations of the emergency services and disaster agency.

BE IT FURTHER ORDAINED, that this Ordinance shall be in full force and effect immediately.

BE IT FURTHER ORDAINED, that the Clerk of the County Board is hereby directed to prepare and deliver a copy of this Ordinance to the County Sheriff and County Administrator.

Respectfully submitted,
**OPERATIONS & ADMINISTRATIVE
COMMITTEE**

AGREE

Keith McDonald, Chairman

Paul Arena

John Butitta

Jean Crosby

Joe Hoffman

Dorothy Redd

Jaime Salgado

DISAGREE

Keith McDonald, Chairman

Paul Arena

John Butitta

Jean Crosby

Joe Hoffman

Dorothy Redd

Jaime Salgado

Respectfully submitted,
PUBLIC SAFETY COMMITTEE

AGREE

Aaron Booker, Chairman

Fred Wescott

John Butitta

Paul Arena

Angie Goral

Dorothy Redd

Dan Fellars

DISAGREE

Aaron Booker, Chairman

Fred Wescott

John Butitta

Paul Arena

Angie Goral

Dorothy Redd

Dan Fellars

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

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

Attested by:

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

Sponsored by: Keith McDonald, Chairman
Aaron Booker, Chairman

COUNTY BOARD MEETING
June 13, 2019

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

Submitted by: Operations and Administrative Committee
Public Safety Committee

2019 CR _____

**RESOLUTION APPROVING AN INTERGOVERNMENTAL
AGREEMENT BETWEEN THE COUNTY OF WINNEBAGO AND CITY
OF ROCKFORD TO PROVIDE SERVICES OF A COORDINATOR
FOR THE WINNEBAGO COUNTY EMERGENCY SERVICES
AND DISASTER AGENCY**

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

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

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

WHEREAS, the purpose of this Intergovernmental Agreement is to establish the terms and conditions under which the City agrees to provide an employee to act as the ESDA Coordinator and the County agrees to fund the position of ESDA Coordinator.

NOW, THEREFORE BE IT RESOLVED, by the County Board of the County of Winnebago, Illinois that Frank Haney, the Winnebago County Board Chairman, is authorized and directed to, on behalf of the County of Winnebago, enter into an intergovernmental agreement with the City of Rockford, attached hereto as Exhibit A.

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

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

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

Respectfully submitted,
**OPERATIONS & ADMINISTRATIVE
COMMITTEE**

AGREE

DISAGREE

Keith McDonald, Chairman

Keith McDonald, Chairman

Paul Arena

Paul Arena

John Butitta

John Butitta

Jean Crosby

Jean Crosby

Joe Hoffman

Joe Hoffman

Dorothy Redd

Dorothy Redd

Jaime Salgado

Jaime Salgado

Respectfully submitted,
PUBLIC SAFETY COMMITTEE

AGREE

Aaron Booker, Chairman

Fred Wescott

John Butitta

Paul Arena

Angie Goral

Dorothy Redd

Dan Fellars

DISAGREE

Aaron Booker, Chairman

Fred Wescott

John Butitta

Paul Arena

Angie Goral

Dorothy Redd

Dan Fellars

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

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

ATTEST:

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

INTERGOVERNMENTAL AGREEMENT BETWEEN THE CITY OF ROCKFORD AND
THE COUNTY OF WINNEBAGO TO PROVIDE SERVICES OF COORDINATOR FOR THE
WINNEBAGO COUNTY EMERGENCY SERVICES AND DISASTER
AGENCY (ESDA)

THIS AGREEMENT is entered this ____ day of _____, 2019, by and between the County of Winnebago, Illinois (hereinafter referred to as "County") and the City of Rockford, Illinois (hereinafter referred to as "City") for the services of a Deputy Coordinator in the Winnebago County Emergency Services and Disaster Agency ("ESDA").

WHEREAS, Article VII, Section 10(a) of the 1970 Illinois Constitution provides that units of local government may jointly contract or otherwise associate to obtain or share services and to exercise, combine or transfer any power or function in any manner not prohibited by law or by ordinance; and

WHEREAS, Article VII, Section 10(a) of the 1970 Illinois Constitution further provides that units of local government may use their credit, revenues, and other resources to pay costs and to service debt related to intergovernmental activities; and

WHEREAS, the Intergovernmental Cooperation Act, 5 ILCS 220/1 *et seq.*, provides that any powers, functions or authority exercised or which may be exercised by a public agency of the State of Illinois may be exercised, combined, transferred, and enjoyed jointly with any other public agency of the State and jointly with any public agency of any other state or of the United States to the extent that laws or such other state or of the United States do not prohibit joint exercise or enjoyment and except where specifically and expressly prohibited by law; and

WHEREAS, the parties are entering into this Agreement pursuant to and in accordance with the aforementioned Constitutional and statutory authorities; and

WHEREAS, the County operates the Winnebago County ESDA established pursuant to the Illinois Emergency Management Agency Act (20 ILCS 3305/1, *et seq.*) and the Winnebago County Sheriff acts as the Director of the Winnebago County ESDA pursuant to Section 30-32 of the Winnebago County Code of Ordinances; and

WHEREAS, Section 30-32 of the Winnebago County Code authorizes the Sheriff to appoint, with the approval of the County Board Chairman, a coordinator of the ESDA to have direct responsibility for the organization, administration, training, and operation of the ESDA; and

WHEREAS, the parties desire that the Coordinator be an employee of the City; and

WHEREAS, the County and City's cooperation in the operation of the ESDA will ensure compliance with the requirements of the Illinois Emergency Management Agency (IEMA) Act and of Part 301 of the Illinois Administrative Code, including, but not limited to, the Emergency Operations Plan (EOP) and exercise requirements; and

WHEREAS, the County intends to provide funding for the Coordinator position in the ESDA.

NOW THEREFORE, in consideration of the covenants and mutual agreements contained herein, the parties agree as follows:

I. Purpose

The purpose of this Agreement is to set forth the parties' understanding with respect to the Coordinator position in ESDA. The County agrees to fund the position of Coordinator, which will be filled by an employee of the City. The contribution from the County shall be a minimum of \$122,480 as the budgeted allocation to the City for the Coordinator position.

II. Term

The term of this Agreement shall be three (3) years. The parties may extend this Agreement for up to five (5) additional one-year extensions after the initial term by written agreement of the parties. The Agreement may be terminated by either party, with or without cause, by providing the other party with 180 days' written notice of intent to terminate. In such case, the Agreement shall terminate at 12:00 a.m. on the 181st day following delivery of the notice. This Agreement may be terminated by either party upon 30 days' written notice if the other party fails to meet its obligations as set forth in this Agreement.

III. Responsibilities of Winnebago County

- A. The County shall make an annual appropriation of funds of at least \$122,480 to provide funding for the Coordinator position in the ESDA. A minimum amount of \$122,480 shall be distributed to the City of Rockford no later than October 1, 2019, and October 1 of each subsequent year thereafter during the term of this Agreement. The minimum funding amount of \$122,480 shall not include any funds contributed by the County for equipment, maintenance, or building expenses related to the ESDA or the Emergency Operations Center (EOC). The Coordinator will be an employee of the City of Rockford. The total contribution for the Coordinator position will be agreed upon by the parties annually and approved by the County based on actual costs that will be calculated at the end of the year. Any adjustments to amounts paid will be added or deducted from subsequent payments.
- B. The County shall provide the Coordinator and/or designee and authorized City of Rockford personnel with badging and unlimited access to the EOC located in the basement of the Criminal Justice Center, 650 W. State Street, all rooms adjacent to the EOC, and the square footage/areas currently designated for ESDA use. In the event of an EOC activation, EOC staff as designated by the ESDA Coordinator and/or Emergency Operations Plan shall have unrestricted access to the EOC. Additionally, the Coordinator shall be permitted to use all ESDA office furnishings paid for by grant funds located in the EOC and adjacent areas.

- C. The County agrees to provide access to training rooms located in the basement of the Criminal Justice Center for the ESDA Coordinator and/or designee in non-emergency situations. In emergency situations, the County shall provide access for the ESDA Coordinator and/or designee and EOC Staff as designated by the ESDA Coordinator and/or the Emergency Operations Plan.
- D. The County shall provide the Coordinator with a fully operational vehicle appropriate for use in his/her position as Coordinator. Additionally, the County will be responsible for fuel and repairs for the vehicle and will provide designated indoor parking for the vehicle with access to the EOC.
- E. The County shall maintain all computers, electronics, and radio communications equipment in use at the EOC. Additionally, the County shall replace all such computers, electronics, and radio communications equipment, as needed.
- F. The County shall comply with all applicable statutes and regulations governing Emergency Services and Disaster Agencies which include, but are not limited to: 20 ILCS 3305/10; 29 Ill. Adm. Code §301.170; 29 Ill. Adm. Code §301.210; 29 Ill. Adm. Code §301.310; 29 Ill. Adm. Code §301.430; 29 Ill. Adm. Code §301.510;
- G. The County shall maintain accreditation of the ESDA serving Winnebago County in accordance with 29 Ill. Adm. Code §301.510.

IV. Responsibilities of the City

- A. The Coordinator shall be responsible for the organization, administration, training, and operation of the ESDA and will manage the day-to-day operations of the ESDA.
- B. The Coordinator will commit at least 50% of his/her full-time work week to emergency management duties under this Agreement in order to meet accreditation requirements under 29 Ill. Adm. Code §301.510.
- C. The Coordinator shall assist the County and the Sheriff with ensuring the ESDA meets all Program Requirements as set forth in 29 Ill. Adm. Code §301.170 and with maintaining ESDA accreditation in accordance with 29 Ill. Adm. Code §301.510.
- D. The Coordinator shall collaborate and cooperate with appropriate emergency management, public safety, and public health agencies at the municipal, County, state, and federal levels.
- E. The City shall provide the County and the Sheriff with a quarterly report documenting updates on activation of the EOC, the Emergency Operations Plan,

any upcoming emergency management training, and any past or upcoming exercises.

V. Direction and Communication

- A. In the event of an EOC activation, the incident coordination will be maintained by the ESDA Coordinator or his/her designee.
- B. The Coordinator shall report to the City of Rockford Fire Chief regarding day-to-day operations.
- C. In the event of a disaster declaration by the ESDA, the County will determine to whom the ESDA Coordinator shall report.

VI. Training

City and County shall encourage their elected officials and Department Heads to use their best effort to attend a minimum of four hours of emergency management-related training annually, and to participate in at least one emergency management-related exercise every two years.

VII Not Joint Employers

The County shall not be considered a joint employer of the Deputy Coordinator position in ESDA. The position shall be solely an employee of the City of Rockford.

VIII. Notices

Notices as provided for in this Agreement shall be addressed to:

Fire Department Chief
City of Rockford
204 S. First Street
Rockford, IL 61104

Legal Director
City of Rockford
425 E. State Street
Rockford, IL 61104

County Administrator
Winnebago County
404 Elm Street, Room 533
Rockford, IL 61101

County Sheriff
650 West State Street
Rockford, IL 61102

IX. Hold Harmless

Except as specifically provided herein, each party of this Agreement shall indemnify and hold harmless and defend the other party against all losses and damages, or expenses, and including reasonable attorneys' fees arising out of or resulting from claims or actions for bodily injury, death, property damage, or other injury or damage caused by any negligent act or omission of such party, its officials, officers, employees or agents in the execution or performance of this Agreement (except to the extent caused by the negligent act or omission of the other party, its employees, or agents).

X. Dispute Resolution

The parties agree to use their reasonable best efforts to resolve any dispute hereunder through good faith negotiations. If a dispute arises out of or relates to this Agreement, or the alleged breach thereof, and if the dispute is not settled through negotiation, the parties first to try in good faith to settle the dispute by mediation with a local mediator before resorting to litigation. The cost of mediation shall be divided equally between the parties.

XI. Authority

The City and County each warrant to the other that they have the authority to enter into this Agreement and that the person or persons executing this Agreement on their behalf has been duly authorized to act as the representative or officer of each respective party in affixing their signatures to the Agreement. The City and County hereto agree to sign such documents, enact such ordinances or resolutions, or perform such further obligations as may be necessary to effectuate the purposes of this Agreement.

CITY OF ROCKFORD

Dated:

By: _____

ATTESTED:

By: _____

WINNEBAGO COUNTY

Dated:

By: _____

Its: _____

ATTESTED:

By: _____

Its: _____