Boone County Healthy Work Initiative

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Executive Summary
The Boone County Healthy Work Initiative started as a collaboration between four separate organizations providing services in Boone County with the goal to achieve healthy work in Boone County and the region. The Boone County Board, the Boone County Health Department, Growth Dimensions and The Workforce Connection applied to attend the University of Illinois at Chicago’s (UIC) Center for Healthy Work “Healthy Work Collaborative to Map Action for Social Change”. UIC’s Center for Healthy Work hosted six, four-hour sessions. During that time, these four organizations formed cross-sector partnerships and began to look more closely at work as an important contributing factor of health status. The sessions gave the Boone County Healthy Work Initiative an opportunity to understand work as it relates to health and how to begin moving the community towards healthier work for those that live and work throughout the county.

Throughout the many activities completed during the UIC info sessions, the Boone County Healthy Work Initiative was able to compile ideas and resources to produce and embrace their definition of healthy work. Healthy work is defined as inclusive, safe, and sustainable employment that provides a living wage, benefits, and opportunities for advancement while fostering inclusion. This term was developed to define the project and was adapted to the needs of the community. In addition, during the writing process, steps were taken to align the initiative with the County Comprehensive plan’s goals, strategies, and objectives.

Precarious employment is a complex issue that impacts an increasing number of workers in all economic sectors, resulting in adverse worker, family, and community health outcomes. As a county with a significant low wage workforce, the Boone County Healthy Work Initiative recognizes the importance of the creation of a workforce needs assessment, a resource center to empower and educate workers and the necessity of establishing a united effort among all governmental entities in the county.

The Collaboration plans to develop a workforce needs assessment with the help of UIC researchers. Moreover, the Boone County Healthy Work Initiative is seeking potential funding through grants being offered by UIC to implement the initiative. The next steps include conversations with stakeholders, integration of elected officials into the process of and the creation and disbursement of a survey.

As a team, the Boone County Healthy Work Initiative has developed this plan with the information learned from UIC’s Center for Healthy Work Collaborative, their prior knowledge of Boone County and most importantly with the community’s needs and strengths in mind.
Background
The Boone County Health Department (BCHD) embarked on a mission to gain a comprehensive understanding of their surrounding workforce and to facilitate a path towards creating healthier work environments through participation in the “Healthy Work Collaborative to Map Action for Social Change”, a project facilitated by the University of Illinois at Chicago (UIC). Partnering with the County Board, The Boone County Health Department, Growth Dimensions, and The Workforce Connection (please see page 9 for a more complete description of these partner organizations), the Boone County Healthy Work Initiative strives for a community-wide effort towards healthy work.

UIC’s Healthy Work Collaborative to Map Action for Social Change
UIC’s Center for Healthy Work is one of six research centers supported by the National Institute for Occupational Safety and Health. With the goal to “develop and support policy, systems, and environmental change initiatives that improve the health outcomes for workers employed in precarious jobs” the Center for Healthy Work created the pilot program “Healthy Work Collaborative to Map Action for Social Change” or the “Healthy Work Collaborative”. The Healthy Work Collaborative included the following goals:

- Further explore the root causes of precarious work and the pathways to healthy work
- Enhance the relationships of public health, healthcare, and social service organizations with worker centers, labor unions, and other worker advocacy organizations
- Define actionable next steps to address the drivers of precarious work across systems levels

UIC’s Center for Healthy Work invited teams to apply to a summer 2018 initiative which included six session series to develop networking and utilize Technical Assistance to explore the concept of healthy work and the short and long-term health impacts to a community. Inviting public health, healthcare, and social service entities to collaborate with labor unions, worker advocacy organizations, and worker centers, created an opportunity for all partners to better understand the link between health and work, specifically precarious work, and pathways to healthier work. Technical assistance providers shared skills, strategies, and initiatives that address health as it relates to work (University of Illinois at Chicago, 2018).

Defining Precarious Work
Across the country, millions of workers engage in precarious employment. Precarious employment is a complex issue that impacts an increasing number of workers in all economic sectors, resulting in adverse worker, family, and community health outcomes. UIC’s Healthy Work Collaborative characterizes precarious works by “low wages, high hazards, and a lack of benefits, permanency, or opportunities for advancement”. Work is one of the most important social determinants of health and interacts with health on multiple levels. Workers in precarious positions are disproportionately women, immigrants, and people of color and are generally more
likely to experience absenteeism (missing work for being sick), presenteeism (working while sick), and to not have the resources or support to adopt health promoting behaviors such as eating right, exercising, or seeking preventative care (Benach et al., 2014). Those in precarious work situations often are trapped in this type of work, and often struggle with poverty, poor living conditions, and meeting their own health needs, which can lead to unmanaged chronic disease and mental health issues, lower life expectancies, and a plethora of other issues associated with financial insecurity (including inability to afford basic living expenses like childcare, transportation costs, and a greater reliance on public assistance). Because of this, low income workers live on average 7-8 years less than middle and high-income workers (UIC, 2018).

The Boone County Healthy Work Initiative aims to foster community and systems-based actions towards healthy work, and thereby reducing the incidence of the above-mentioned adverse outcomes. By embracing UIC’s goal to “develop and support policy, systems, and environmental change initiatives that improve the health outcomes for workers employed in precarious jobs” and reframing precarious work as working to achieve healthy work in Boone County, this collaboration will benefit individuals and their families for the long term.

**Embracing Healthy Work**

For its purposes, The Boone county Healthy Work Initiative has defined healthy work as inclusive, safe, and sustainable employment that provides a living wage, benefits, and opportunities for advancement while fostering inclusion. This term was developed to define the project and adapted to the needs of the community. The Boone County Healthy Work Initiative worked throughout the six sessions to better understand the concept of precarious work and determine what language they wanted to use to define this important concept in Boone County. The Boone County team determined that reframing the language to create a positive and “glass half full” definition would be the most productive way to not only support workers in our community but also engage local leadership and local business to create a county wide systemic change beneficial for all.
Boone County Healthy Work Initiative

Workforce Demographics
Boone County’s workforce demographics are key indicators of the types of employment available. Boone County’s total population is 53,851 (U.S. Census Bureau, 2017). Figure 1.1 illustrates the racial and ethnic background in Boone County. The region is becoming increasingly more diverse; within the community there is a large and growing Hispanic/Latino immigrant population, a percentage of whom are undocumented. Out of the 23,555 workers that live in Boone County 67% work outside of Boone County (U.S. Census Bureau, 2013). Because education has a substantial impact on employment prospects, it was important that Figure 1.2, Key Economic Indicators, included Boone County and Illinois’s educational attainment rates for comparison. Many Boone residents join the manufacturing, retail trade or agricultural industry, thus impacting industries that reside in the region.

<table>
<thead>
<tr>
<th>Key Economic Indicators Fig 1.2</th>
<th>Boone County</th>
<th>Illinois</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unemployment Rate</td>
<td>4.0%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Per Capita Income</td>
<td>$27,825</td>
<td>$31,500</td>
</tr>
<tr>
<td>Poverty Rate</td>
<td>11%</td>
<td>14%</td>
</tr>
<tr>
<td>Population Age 25-44</td>
<td>24%</td>
<td>27%</td>
</tr>
<tr>
<td>Percent of Population 25 and Over without a High School Diploma</td>
<td>19.24%</td>
<td>12.7%</td>
</tr>
<tr>
<td>High School Graduate or Higher</td>
<td>86%</td>
<td>88%</td>
</tr>
<tr>
<td>Bachelor’s Degree or Higher</td>
<td>22%</td>
<td>33%</td>
</tr>
</tbody>
</table>

(County Comprehensive Plan 2028, 2018)

Living Wage Data
Working towards achieving community wide healthy work includes having workers attain a livable wage. The Living Wage Table Figure 1.3 (which can be found in page 16 of the appendix) displays the hourly rates necessary to achieve a livable wage in Boone County. It is a market-based approach that draws upon geographically adjusted expenditure data related to a family’s minimum budget for food, child care, health insurance, housing, transportation, and other necessities (e.g. clothing, personal care items, etc.) The living wage draws on these cost elements and the rough effects of income and payroll taxes to determine the minimum
employment earnings required to meet a family’s basic needs while also maintaining self-sufficiency. The data indicates the estimates for a variety of family sizes by county for Boone County.

For example, the average family size in Boone County is three, assuming that means two adults (one working full-time) plus one child or one adult working full-time plus two children, the first adult would have to make $21.10 an hour and the second $27.85. The poverty wage for both families would be $9.00 an hour (Massachusetts Institute of Technology, 2018).

**Major Employers**

Boone County has several large manufacturing companies in the community that employ significant segments of the population both in Boone County and across the region. Boone County has a total of 7,562 jobs in manufacturing which is noted in Figure 1.4, illustrating the top ten industry sectors in 2016. As our largest employer, Fiat Chrysler Automotive employs close to 5,100 (County Comprehensive Plan 2028, 2018).

**Mission and Vision**

The mission, vision, strategic themes, and definition of healthy work were created with the assistance of UIUC’s technical assistance providers. The Boone County Healthy Work Initiative intends to inspire, motivate and carry out these concepts throughout the initiative. Below are the results of the collaboration.

<table>
<thead>
<tr>
<th>Top 10 Industry Sectors</th>
<th>2016 Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>7,562</td>
</tr>
<tr>
<td>Government</td>
<td>2,217</td>
</tr>
<tr>
<td>Construction</td>
<td>1,434</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>1,342</td>
</tr>
<tr>
<td>Transportation, Warehousing, and Wholesale Trade</td>
<td>1,411</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>939</td>
</tr>
<tr>
<td>Health Care and Social Services</td>
<td>891</td>
</tr>
<tr>
<td>Other Services</td>
<td>797</td>
</tr>
<tr>
<td>Agriculture, Forestry, Fishing and Hunting</td>
<td>631</td>
</tr>
<tr>
<td>Administrative and Support and Waste Management and Remediation Services</td>
<td>488</td>
</tr>
</tbody>
</table>
**Mission & Vision**

*Mission:* To establish a unified effort affecting all entities serving the county by creating a comprehensive approach to healthy work.

*Vision:* To achieve a healthy workforce and ensure a safe and healthy work environment.

**Core Values:** Our values encompass the following:

- Respect and Dignity: to maintain positive work environments community wide that recognize the dignity of every worker, and that fosters tolerance, sensitivity, understanding, and mutual respect
- Inclusivity: to promote diversity, create a positive culture of work and appreciate our community’s uniqueness across all demographics
- Collaboration: to effectively reach shared goals while sharing ideas and actively listening to the needs and interests of our community
- Empowerment: to inspire individuals and businesses to take action and contribute to a healthy work environment
- Transparency: to embody honesty and openness between all to achieve successful trusting relationships

**Theory of Change**

*Theory of Change:* Mobilizing a significant representation of perspectives across the county to establish a collaborative effort that ensures a safe and healthy work environment for people working in Boone County.

**Strategic Themes**

*Strategic Themes:* The Boone County Healthy Work Initiative defines and explores the concept of healthy work by incorporating five strategic themes which are to:

1. Recognize the needs of the farming community as a significant contributor to the labor force in Boone County.
2. Support our county-wide economic growth and development.
3. Enhance outreach and support to our growing Hispanic/Latino Community who represent large segments of our low wage workforce.
4. Advocate and provide support for our individuals to ensure they are in employed in healthy work.
5. Identify and educate businesses who are willing to help pursue and promote a healthy work environment.

**Definition of Healthy Work**

Healthy work is defined as inclusive, safe, and sustainable employment that provides a living wage, benefits, and opportunities for advancement while fostering inclusion.
Organizations Involved
A representative from four separate entities in Boone County attended the Healthy Work Collaborative: Amanda Mehl, Public Health Administrator at the Boone County Health Department; Emily Morales Reyes, student intern at the Boone County Health Department; Cira Bennett, Business Services Representative at The Workforce Connection; Pamela Lopez-Fettes, Executive Director at Growth Dimensions; Sherry Giesecke, member of the Boone County Board.

Before this collaborative the organizations involved were not engaged in a policy, program, or practice to build a culture of healthy work. The concept of looking at workforce conditions as a precursor to health was new and intriguing. One of the greatest resources to a smaller county like Boone is the many partnerships with agencies and community organizations that have been established and through this collaborative several cross-sector partnerships were formed.

Boone County Government
The Boone County Board is comprised of 12 elected members - four members from each of the three districts in Boone County. Their terms are two or four years. Both the Chairman and Vice Chair are elected by the members of the board.

As a legislative body responsible for policy decisions related to operating County government, the Boone County Board contains seven standing committees. Those committees are:

- Administrative & Legislative Committee
- City-County Coordinating Committee
- Finance, Taxation & Salaries Committee
- Health & Human Services Committee
- Planning, Zoning, & Building Committee
- Public Safety Committee
- Roads & Capital Improvements Committee

The Boone County Board is the legislative body responsible for policy decisions related to operating County government (Boone County, 2010).

Boone County Health Department
The Boone County Health Department (BCHD) focuses on the protection and promotion of health in Boone County. The vision of the Boone County Health Department is to guide the community to enjoy a high quality of life by:

- Redefining the role of public health delivery
- Creating a culture of health
- Advancing health equity
- Building strong community engagement & collaboration
Boone County Healthy Work Initiative

- Attaining national Public Health Accreditation

In addition to core services, the health department provides more than 20 programs including environmental health services, maternal/child health programs, infectious and communicable disease screenings, health education and outreach. Most of the staff is bilingual to accommodate a growing segment of Boone County’s population (Boone County Health Department, 2010).

Board of Health
The Board of Health governs the health department’s operational issues such as the annual budget and the development of policies and procedures. Volunteers make up the 11-member positions and are appointed by the county board chairman and approved by the county board. Volunteers serve three-year terms and represent the community at large. Illinois state statute requires the board include: two physicians, a dentist, a county board representative, and interested community members. Board members meet at least four times a year and work cooperatively with the administrator to address issues within the community and department (Boone County Health Department, 2010).

Student Mentorship Initiative
The Student Mentorship Initiative, the internship program at the Boone County Health Department, provides interested students an unparalleled opportunity for professional growth and development as a public health practitioner. The program prepares students to become an ambassador for the mission of local public health in his/her professional discipline, work setting, education, or community. Through this initiative as a teaching health department the BCHD creates greater outreach and is, therefore, better positioned to educate the community about public health and the department’s role.

The involvement and utilization of an intern has been essential to the progress of the Boone County Healthy Work Initiative. Summer intern Emily Morales Reyes was an active participant throughout the process. Attending UIC’s Healthy Work Collaborative sessions and facilitating the creation of deliverables including the strategic plan gave Reyes the opportunity to develop professionally. Becoming involved in strategic planning, economic and workforce development, and policy, has helped support Reyes’s progress toward a career in public health (Boone County Health Department, 2010).

Growth Dimensions
Established in 1979, Growth Dimensions provides a progressive and cooperative environment that improves the quality of life by fostering economic opportunity and personal growth. With economic development partners throughout Boone County, Growth Dimensions is advancing a coordinated economic development strategy to create jobs, promote community assets and stimulate capital investment through business retention and attraction efforts.

Growth Dimensions, focused on promoting the Boone County region for new economic growth and development, provides a variety of resources and services to new and existing investors.
Boone County Healthy Work Initiative

Some examples of economic development efforts and the impact Growth Dimensions brings to a community include:

- Marketing the area effectively to potential investors and advocating cooperative efforts to address common concerns of the communities within the region.
- Enhancing Belvidere and Boone County Economic Development opportunities by strengthening its infrastructure for future growth.
- Target and focus efforts to attract investments from emerging industries that help diversify our economic base.
- Reducing the tax burden on citizens and business by expanding its tax base.
- Maintaining a competitive climate for primary employers in Boone County.
- Improving regional recognition and support of Boone County’s strategic initiatives.

The organization has proven to be a regional partner and is the primary entity representing Belvidere and Boone County when it comes to showcasing economic assets in the region (Growth Dimensions, 2018).

The Workforce Connection

The Workforce Connection is a partnership of state and federally funded employment and training programs and educational entities, is committed to providing a workforce that meets the needs of the business community. The vision of The Workforce Connection is to coordinate a workforce pipeline that responds to employer needs, gives opportunities to all residents for traditional employment and support for self-employment and entrepreneurship, and provides talent for key industries to lead the way in regional economic growth. The Workforce Connection has three locations: Rockford, Belvidere, and Freeport. Offering a vast array of services to community members, The Workforce Connection is a wealth of resources and services (The Workforce Connection, 2018). Examples of services offered are:

- Computer and Internet access
- Job Search and Resume assistance
- Local and national job listings
- Help with on-line job applications
- Career information
- Assistance for veterans and workers with disabilities
- Assistive Technology—services available to individuals with disabilities
- Refugee and immigrant services
- Workshops and basic skills classes
- Workforce dollars available for employers to recruit, hire and train employees
Methodology
As mentioned in the background of this document, through six, four-hour sessions at UIC’s Healthy Work Collaboration participants came together to explore initiatives that address health in the context of precarious employment. UIC’s Technical Assistance Providers (TA Providers) served as advisors and shared current and past organizational activities, resources and strategies. During sessions unique group activities were completed making the learning process engaging, encouraging critical-thinking and improving understanding through additional discussion and explanation. Throughout these sessions participants prepared deliverables and detailed work plans for their organizations/communities.

The UIC Collaborative pooled together expertise, knowledge and skills which facilitated the Boone County Healthy Work Initiative participant’s understanding and ability to create healthy work. The Boone County Healthy Work Initiative concluded with a plan to create several documents including a survey to assess the needs of the community, a strategic plan and the use of an abundance of resources. Located in the appendix on page 17 are some of the activities explored during the six-week sessions that helped the group achieve this.

Workforce Needs Assessment
To achieve healthy work a greater understanding of the community’s needs is required. With the assistance of researchers at UIC and the Technical Assistance providers, a survey will be developed for Boone County residents. An initial community needs assessment and a follow-up survey will be used to measure the success of the efforts of the Boone County Healthy Work Initiative.

Resource Center
The Collaboration would like to establish a location that provides workers information about their rights, resources to help remedy employment-related issues and advocates for healthy communities. A resource center would be created in hopes to empower the labor community, increase civic engagement and improve working conditions. Currently, the Collaboration is considering reaching out to The Workforce Connection as a potential location for the resource center. Their current career center is focused on helping job-seekers find meaningful employment that provides self-sufficient wages. A career planner is available to help direct, provide training, supportive services, and more in a job-seeker’s employment journey. Since The Workforce Connection career center is already place where people go to for help, it may be beneficial to add a resource component for employment-related issues as well.
Goals and Recommendations

By the end of UIC’s six sessions, the Boone County Healthy Work Initiative established goals and recommendations to work towards healthy work. To achieve healthy work in the region several steps should be taken for the short and long-term.

The first short-term goal for the initiative was the completion of this strategic plan and link it to the health department’s Illinois Plan for Local Area Needs (IPLAN), the county comprehensive and city strategic plan. This strategic plan will be presented to local elected and appointed officials in both city and county government in order to gain support and buy in for the championing and implementation of this initiative. Creating a workforce needs assessment for the community, discussions with stakeholders and integration of elected officials into the implementation process are additional goals.

Long-term goals include creating a follow up survey, a resource center for workers to receive assistance and have a safe place to address issues in the workplace and establish a united effort among all governmental entities in the county.

The Boone County Healthy Work Initiative recommends supporting educational efforts about worker’s rights—worker empowerment begins with knowledge about workers’ rights. Identifying community champions and involving our agricultural and Hispanic/Latino community members is also a necessity. Specific information on the timeline and goals can be found on the Current and Future State document located in the appendices.

Presently, the Boone County Healthy Work Initiative has scheduled a meeting to present their efforts and the work ahead. The objective of this initial meeting is to receive the commitment and support of those attending and identify a community champion. The Collaborative would like to request the assistance of existing committees to develop an action plan together. The Boone County Healthy Work Initiative is seeking potential funding through grants being offered by UIC in order to help implement and sustain the initiative. An initial community needs assessment and a follow-up survey will be used to measure success. As a county full of potential, the Boone County Healthy Work Initiative looks forwards to the path ahead and the possibility for positive change.
Boone County Healthy Work Initiative

References


Appendix
Race and Hispanic Origin – Figure 1.1

U.S. Census Bureau, 2017
Living Wage Figure 1.3

<table>
<thead>
<tr>
<th>Hourly Wages</th>
<th>1 Adult</th>
<th>1 Adult 1 Child</th>
<th>1 Adult 2 Children</th>
<th>1 Adult 3 Children</th>
<th>2 Adults (1 Working) 1 Child</th>
<th>2 Adults (1 Working) 2 Children</th>
<th>2 Adults (1 Working) 3 Children</th>
<th>2 Adults (1 Working Part time) 1 Child*</th>
<th>2 Adults</th>
<th>2 Adults 1 Child</th>
<th>2 Adults 2 Children</th>
<th>2 Adults 3 Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>Living Wage</td>
<td>$10.69</td>
<td>$23.93</td>
<td>$27.85</td>
<td>$34.94</td>
<td>$17.89</td>
<td>$21.10</td>
<td>$24.12</td>
<td>$26.45</td>
<td>$16.61</td>
<td>$8.95</td>
<td>$12.84</td>
<td>$15.49</td>
</tr>
<tr>
<td>Poverty Wage</td>
<td>$5.00</td>
<td>$7.00</td>
<td>$9.00</td>
<td>$11.00</td>
<td>$7.00</td>
<td>$9.00</td>
<td>$11.00</td>
<td>$13.00</td>
<td>$3.00</td>
<td>$4.00</td>
<td>$5.00</td>
<td>$6.00</td>
</tr>
</tbody>
</table>
**ORID: Team Reflections**

ORID is a facilitation framework that enables a focused conversation and involves asking four levels of questioning with each level building on previous levels. The progression of questions enables participants to collectively make decisions on what works, what does not and how things can be changed.

O stands for objective – the facts that the group knows

R stands for reflective – how people felt about the topic being evaluated

I stands for interpretive – What were the issues or challenge

D stands for decisional – What is the decision or response

This tool helped participants become aware of what has been done and what is needed to make further progress. The ORID document can be found on the next page.

**Theory of Change**

A theory of Change is a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur. Creating a theory of change helped put perspective on the project and clearly outline long-term goals.

Theory of Change: Mobilizing a significant representation of perspectives across the county to establish a collaborative effort that ensures a safe and healthy work environment for people working in Boone County.

**Current and Future State Deliverable**

Throughout UIC’s Healthy Work sessions, the Current and Future State deliverable was one in which all participants continued to refer to. This document which can be found on the next pages of the appendices, helped guide the direction of the initiative. This was where brainstorming of short and long-term goals happened. With times frames in mind this deliverable helped the Boone County Healthy Work Initiative promptly meet those goals.
Since the launch (inclusive of the webinar & session I), what have you learned in general?

Have you connected with others? --at the Collaborative or internal/external to your organization

Did you speak with others about this topic? What was shared and what was learned?

Did what you learn resonated with what you knew before?

What new connections did you make?

What new ideas do you have from the information that you gained? --through conversations, through presentations, through additional resources
How does what you’ve learned thus far impact your project goals?

Who are the stakeholders and constituents that you have reached out to, or would like to connect with?

Given what you have learned thus far, what are you thinking of doing next?

What information do you still need?

What will you do to find this?
<table>
<thead>
<tr>
<th>CURRENT STATE</th>
<th>SHORT – TERM FUTURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>In terms of your project, where are you now?</td>
<td>What needs to happen between now and the end of these 6 meetings?</td>
</tr>
<tr>
<td>Currently, we are gaining a better understanding of precarious work and its complexities. Creating a survey to assess the needs of the community along with a strategic plan are our first steps to take. We have found some potential places to distribute the surveys which are:</td>
<td>• Identify community leaders, including within the Hispanic/Latino community</td>
</tr>
<tr>
<td>• Boone County Food Pantry</td>
<td>• Establish our definition for precarious work that aligns with the community workforce needs</td>
</tr>
<tr>
<td>• Heritage Days</td>
<td>• Begin creating a workforce needs assessment</td>
</tr>
<tr>
<td>• Wired Wednesdays</td>
<td>• Start discussions with stakeholders such as staffing agencies and some of our larger employers such as Chrysler or General Mills</td>
</tr>
<tr>
<td>• Apollo Theatre</td>
<td></td>
</tr>
<tr>
<td>• County Building</td>
<td></td>
</tr>
<tr>
<td>• City Hall, Townships</td>
<td></td>
</tr>
<tr>
<td>• Poplar Grove City Hall</td>
<td></td>
</tr>
<tr>
<td>• Capron village Office</td>
<td></td>
</tr>
<tr>
<td>• Boone County Fair</td>
<td></td>
</tr>
<tr>
<td>• Boone County Summer Food Program sites</td>
<td></td>
</tr>
<tr>
<td>• Fall Diddly</td>
<td></td>
</tr>
<tr>
<td>We have identified our agricultural workers and Hispanic populations as key groups to be continually mindful of throughout the project.</td>
<td></td>
</tr>
<tr>
<td>MEDIUM-TERM FUTURE</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>What needs to happen between now and 1 year from now?</strong></td>
<td></td>
</tr>
<tr>
<td>• Identify if precarious work may be causing individuals to “sit on the sidelines” while jobs are available</td>
<td></td>
</tr>
<tr>
<td>• Include/invite small businesses for discussions and/or put an ad in the Shopper soliciting volunteers.</td>
<td></td>
</tr>
<tr>
<td>• The County Comprehensive Plan and the City’s Strategic Plan will be available for us to compare to our own</td>
<td></td>
</tr>
<tr>
<td>• Establish a united effort among all governmental entities in the county...municipalities, townships, commissions, committees, etc.</td>
<td></td>
</tr>
<tr>
<td>• Integrate our elected officials into the process and obtain their commitment</td>
<td></td>
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<tr>
<td>• Identify businesses in need of employees and those individuals willing to work</td>
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<tr>
<td><strong>Where do you want to be in 1 year?</strong></td>
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<tr>
<td>• Identify a champion of this work plan</td>
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<tr>
<td>• Completion of our plan that will tie into the county and city strategic plan</td>
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<tr>
<td>• Clearer understanding about precarious work in our community</td>
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<tr>
<td>• We have to affirm the relationships with community/civic leaders to solidify their continued support for these efforts</td>
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<tr>
<td>• Briefing of the County Board and City Council and involvement of the Belvidere Chamber of Commerce</td>
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<tr>
<td>WHAT NEEDS TO HAPPEN BETWEEN NOW AND THE NEXT 2 TO 3 YEARS</td>
<td>LONG TERM: WHERE DO YOU WANT TO BE IN 2 TO 3 YEARS</td>
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<tr>
<td>• Develop rapport with small business owners to help them</td>
<td>• Completion of a resource locations/center for workers</td>
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<td>grow their business and employ more staff while being</td>
<td>• Completion of a follow-up survey to assess the success of</td>
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<tr>
<td>well educated on workers’ rights</td>
<td>the project</td>
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<tr>
<td>• Creation of a resource location/center for workers to get</td>
<td>• Revaluate goals and the strategic plan after receiving</td>
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<tr>
<td>assistance and have a safe place to address issues in the</td>
<td>results of follow-up survey</td>
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<tr>
<td>workplace</td>
<td>• Create sustainable measures for the initiative</td>
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<tr>
<td>• Utilization of existing County committees</td>
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<tr>
<td>• Create a follow-up survey to measure results</td>
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</tbody>
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