



**Economic Development Corporation**



# **OGLE COUNTY ECONOMIC DEVELOPMENT CORPORATION**

## **BUSINESS PLAN**

**September 2023**

CONFIDENTIAL



## Table of Contents

---

<i>Introduction .....</i>	<i>3</i>
<i>1. Executive Summary.....</i>	<i>5</i>
<i>2. Company Overview.....</i>	<i>6</i>
<i>3. Business Description .....</i>	<i>7</i>
<i>4. Market Analysis.....</i>	<i>9</i>
<i>5. Operating Plan .....</i>	<i>14</i>
<i>6. Marketing and Sales Plan.....</i>	<i>16</i>
<i>7. Financial Plan.....</i>	<i>18</i>
<i>8. APPENDIX.....</i>	<i>21</i>

## INTRODUCTION

---

The Ogle County Economic Development Corporation, a not-for-profit corporation with 501(c)(3) status applied for, was the brainchild of former Ogle County Board member Gregory Sparrow in 2017. As the chair of the County Finance Committee, he set \$50,000 aside in the county budget with the vision of creating a countywide economic development public-private partnership, similar to existing P3's in DeKalb and other neighboring counties.

The first meeting of this ad hoc committee met August 10, 2017. Four communities, Mt. Morris, Oregon, Polo, and Stillman Valley, formally agreed to participate. All Ogle County communities have been invited to participate. (The meeting notes appear in the Appendix.) Greg Sparrow provided background information about this economic development public-private partnership initiative, along with Roger Hopkins and Chris Manheim of Manheim Solutions, Inc., hired to provide both staff support and guidance for the formation of the OCEDC.

The impetus for this initiative began through meetings with Carrie Zethmayr of the Illinois Department of Commerce & Economic Opportunity, the Northern Stateline Region Manager, to ask the county and its communities to participate in the state's LOIS and the Synchronist Business Information System. Thinking long-term, the next step would be to develop a county or regional organization like that Sparrow experienced in DeKalb County. The proposed PPP would include utilities and financial institutions as financial contributors for up to 18 months.

Key points discussed in this meeting, including next steps. These steps included:

- Each community establishing a point of contact.
- The initiative would leverage the resources of existing state, regional and local programs for building & sites, business retention & expansion, workforce development and other Illinois economic development programs.
- Payment Structure: Each participating community and private participant will pay its pledge to the county. An invoicing system will be established.
- Communities are asked to ask each of its financial institutions to make a one-time contribution for the coming calendar year.
- In the long-term, a formal organization with a dues structure will be established.

By the end of 2018 and productive bi-monthly or quarterly meetings, the community members decided to hold off from formalizing their relationship. Rochelle, Stillman Valley, and Davis Junction had joined the ad hoc committee. Regular guests included the Lee-County Enterprise Zone, the utility economic development representatives and workforce agencies.

With the coming of COVID-19 in 2020 - 2021, the county realized it did not have a mechanism or the staff to respond to requests from employers in unincorporated Ogle County for assistance offered through state and federal programs. The City of Oregon, Rochelle and other small Ogle County communities, were attempting to meet these demands within their boundaries, also with very limited resources. The county had no choice but to find funds to hire a consultant to aid its employers.

## Services

### *Business Plan*

For the CY 2022, Finance Chairman Gregory Sparrow and his Finance Committee reinitiated the earlier effort to establish a county economic development partnership by setting aside \$500,000 of county ARPA funds. Half of the funding was earmarked to assist businesses and community organizations. The other half went toward hiring part-time staff to once again establish the P3.

This time, the Ogle County communities were ready to move forward with formally organizing the Ogle County Economic Development Corporation (OCEDC). Bylaws were adopted June 15, 2023. The OCEDC was incorporated as an Illinois corporation on June 21, 2023. The IRS EIN was assigned July 5, 2023, and officers elected July 20, 2023.

Other actions leading to the development of this business plan include the county's conducting an economic development strategic plan through a grant from the State of Illinois Department of Commerce and Economic Opportunity in April 2023. On September 2, 2023, a contract was signed with The Next Move Group, LLC to conduct an executive search for a president/ceo.

## 1. EXECUTIVE SUMMARY

---

The OCEDC is a **public-private partnership** to coordinate economic development policies, programs and services for Ogle County, its communities, employers, and residents.

- **Opportunity:** The OCEDC fills the market niche of coordinating economic development efforts across Ogle County. These efforts will initially focus on the core members of the OCEDC: City of Byron, Village of Mt. Morris, City of Oregon, and City of Polo. Other communities that are not financially invested currently, may still be members of the OCEDC. The OCEDC will be a 'one-stop shop' for private sector stakeholders, such as the utilities, state, and regional partners.
- **Mission:** The OCEDC provides specific products and services that the individual communities are not able to supply because of lack of staffing and expertise. These include, but not limited to, maintaining databases for community profiles, buildings, and sites. The OCEDC also develop and provide products and services for target industry marketing, business retention | expansion efforts and stakeholder relations.
- **Solution:** The OCEDC brings together the resources of the communities and stakeholders, providing a 'one-stop shop for state and regional partners, and to its target markets.
- **Market focus:** The OCEDC's primary markets are tourism, agribusiness and related industries servicing those markets. As an economic development partnership, the OCEDC key service is to retain and expand these markets by addressing infrastructure and demographic challenges, such as job creation, expanding broadband to rural areas, affordable housing to attract workforce, the needs of agribusiness, and developing shovel-ready sites for key industries.
- **Competitive Advantage:** Ogle County and the OCEDC recognize that they cannot make development occur unilaterally and that the pace of development will ultimately be determined by market forces not within the control of the municipalities within Ogle County. Ogle County and its municipalities, however, can proactively respond to these market forces.
- **Ownership:** Initially, the principal stakeholders are the core communities of City of Byron, Village of Mt. Morris, City of Oregon, and City of Polo with the County and utility companies. Over the next five years, area businesses, other entities and private citizens will make up 50 percent of the owners.
- **Expected returns:** The retention and expansion of existing businesses, particularly manufacturing; growth of competitively priced housing inventory to attract families and grow workforce; expand internet broadband infrastructure to rural areas, thus improving communication for agribusiness, families, and entrepreneurs. Expansion of tourism and main streets. Attraction of better healthcare facilities.

## 2. COMPANY OVERVIEW

---

- **Company summary:** The OCEDC is a public-private partnership to coordinate economic development policies, programs and services for Ogle County, its communities, employers, and residents.
- **Mission statement:** “Provide leadership, advocacy, and economic opportunities through the collaboration with private and public resources while promoting our existing high quality of life.”
- **Company history:** The OCEDC is a startup. Bylaws were adopted June 15, 2023. The OCEDC was incorporated as an Illinois corporation on June 21, 2023. The IRS EIN was assigned July 5, 2023, and officers elected July 20, 2023. (See the **Introduction** for a history leading up to the OCEDC’s founding.)
- **Markets and services:** Ogle County has two principal markets: the I-39 / I-88 corridor serves the markets of industrial, warehousing, distribution companies with intermodal facilities. To the west of this corridor, the primary markets are tourism, agribusiness and related industries servicing those markets. As an economic development partnership, the OCEDC key service is to retain and expand these markets by addressing infrastructure and demographic challenges, such as job creation, expanding broadband to rural areas, affordable housing to attract workforce, the needs of agribusiness, and developing shovel-ready sites for key industries.
- **Operational structure:** To make the OCEDC run, a professional economic development staff must be put into place, under the guidance of the corporate officers and board of directors. This staff will initially consist of a CEO/president and administrative staff person. Office, equipment and other requirements for daily operations are to be provided by Ogle County. The OCEDC is coordinating its efforts with the existing community / economic development staff of Ogle County communities, regional economic development and workforce organizations, educational institutions, and other agencies.
- **Financial goals:** Currently, interim part-time staffing and resources for CY 2023 are provided by Ogle County. For CY 2024, the OCEDC’s first full year of operations, the budget projects revenues of \$325,000 with total expenses of \$258,000. (See Section 7. Financial Plan.)

### 3. BUSINESS DESCRIPTION

---

- **Opportunity:** The OCEDC fills the market niche of coordinating economic development efforts across Ogle County. These efforts will initially focus on the core members of the OCEDC: City of Byron, Village of Mt. Morris, City of Oregon, and City of Polo. Other communities that are not financially invested currently, may still be members of the OCEDC, particularly the City of Rochelle and the Village of Stillman Valley. Further, the OCEDC will be a ‘one-stop shop’ for private sector stakeholders, such as the utilities, state, and regional partners (e.g., DCEO, Intersect Illinois, Lee-Ogle Enterprise Zone, and the I-39 Logistics Corridor). More details on the market will be provided in the next section of the plan.
- **Product overview:** In addition to coordinating the countywide economic development effort, the OCEDC will be providing specific products and services that the individual communities are not able to supply because of lack of staffing and expertise. These include, but not limited to, maintaining databases for community profiles, buildings, and sites – all a part of LOIS (Location One, used by DCEO) and the Intersect Illinois databases; labor and workforce data (in conjunction with workforce partners, such as BEST, Inc.), Ogle County GIS Department, and other data gathered and disseminated by economic development agencies. The OCEDC also develop and provide products and services for target industry marketing, business retention | expansion efforts and stakeholder relations.
- **Key participants:** There are two major groups of strategic partners for the OCEDC to succeed: *Internal stakeholders and external partners*. Internal stakeholders include the core Ogle County communities and private sector investors that are investors. Included among the internal stakeholders are the utility companies, financial institutions, small and large businesses, as well as individuals. The external partners are often referred to as *ad hoc* members of an economic development partnership. These organizations and agencies typically are not financial contributors, but do provide valuable assistance: subject matter expertise, networks, and other tools essential for success. Already included as OCEDC partners are DCEO “Team Red” Office of Regional Economic Development (State of Illinois economic development services, grant programs), Intersect Illinois (prospect leads), Blackhawk Hills Regional Council (administers the U. S. Economic Development Administration’s CEDS plan – Comprehensive Economic Development Study – for the regional), BEST, Inc. (Workforce information, labor studies), community colleges (Small Business Development Center, customized training, apprenticeship programs), University of Illinois Extension (rural economic development expertise, broadband development), and others.
- **Pricing:** Economic development agencies do not have a pricing structure, per se. Stakeholders will invest in the OCEDC based upon *Return on Investment (ROI) metrics*. As one banker puts it, “If my investment helps my bank secure more home loans, then that’s my return on investment.” Another example from a recent business retention call, a major employer asks for assistance in attracting an urgent health care facility in the county. Several other businesses are seeking a larger skilled labor pool.

# Services

## Business Plan

**Oregon, IL**  
County: Ogle

**OVERVIEW**

The City of Oregon is situated at the crossroads of Illinois Routes 2 and the heart of the downtown commercial district. These arteries provide 39 and 188. Oregon is the seat of Ogle County government, and host to Etnyre & Co., Woods Equipment Co., and many others. Oregon is recognized for the famous Black Hawk statue depicted in the City logo, and has thriving The Rock River and area forest preserves provide year-round recreation [www.developoregon.com](http://www.developoregon.com).

**Population**  
Population By Age 2023

**Population Overview**

Population 2023:	3,538
Population 2028:	3,479
Female Population 2023:	1,822
Male Population 2023:	1,716
Diversity Index:	23.5

**Population By Race**

White:	91%
--------	-----

**Population By Age 2023**

65 & Older:	24%
19 & Under:	20%
20-34:	19%
35-44:	11%
45-64:	27%

Three examples of LOIS reports: Community Profile, Building Listing, and the Home Page Dashboard.

**1410 Pines Road**  
1410 Pines Road | Oregon, IL | Ogle County  
Available SF: 12,500 | Lease Terms: Negotiable

**Property and Area Description**

The Village of Progress is a nonprofit company serving adults with developmental disabilities. Many years ago our foundation bought the warehouse, which sits across the parking lot from our agency. The foundation rents sections of the warehouse to various local businesses. The rental income helps the foundation grow. The interior measurements for this half of the building are 100' wide (East-West) and 200' deep (North-South). Ceilings are 11'6" high near the side walls rising to 15' at the center (measured to the bottom of the beams). The five truck docks are on the north end of the building. Of the 20,000 sq ft, about 7,500 is already rented out. This leaves about 12,500 sq ft of usable space at the north end. We'd be happy to give a tour if there's an interest.

**Building Details:**

- Building Type: Warehouse & Distribution
- Available SF: 12,500
- Total SF: 20,000
- Number of Stories: 1
- Ceiling Peak: 15 Ft.
- Ceiling Eaves: 11.6 Ft.
- Expandable: Unknown
- Zoning: Commercial
- Site Size: 5.19 Acres
- Former Use: Warehouse
- Specialty Features: TF District
- Can Subdivide: Yes
- Within City Limits: Yes
- Construction Type: Metal or Steel
- Floor Type: Concrete-Reinforced
- Lease Terms: Negotiable
- Last Updated: Mar 9, 2021

**Population**

0-4	20,171	94,094	431,867
0-4 Mile Radius	20 Mile Radius	20 Mile Radius	20 Mile Radius

**Households**

0-4	8,464	36,909	172,593
0-4 Mile Radius	20 Mile Radius	20 Mile Radius	20 Mile Radius

**Transportation**

- Rail Served: Unknown
- Rail Accessible: Unknown
- Rail Infrastructure in Place: Unknown

**Economic Development Contact**  
Eric Williams

**LOIS** | DASHBOARD | BUILDINGS | SITES | AREAS

## Dashboard

Welcome, Chris

**Buildings**

48

48 Buildings On the Market  
108 Buildings Off the Market

**Sites**

30

30 Sites On the Market  
23 Sites Off the Market



#### 4. MARKET ANALYSIS

---

The following market analysis is taken primarily from two sources: The November 17, 2023, economic development retreat with participants including Ogle County officials, representatives from Byron, Mt. Morris, Oregon, Polo, Rochelle and Stillman Valley; utility representatives from Nicor Gas, ComEd; regional and state agencies. The retreat was moderated by Michael J. Delany, Educator, Community and Economic Development at the University of Illinois Extension. An overview of organizing a regional economic development public private partnership was given by J. J. Ament, President and CEO of the Denver Metro Chamber of Commerce, and Raymond H. Gonzales, Executive Vice President of the Metro Chamber and President of the Metro Denver EDC.

The second source is from the draft market and economic analysis and economic development strategic plan, nearing completion by Gruen Gruen + Associates. The study's *Principal Findings and Conclusions* are used for this market analysis. GG+A has a 53-year history of addressing the priorities of local communities with custom-designed research and analytical strategies. This study is funded by a grant from DCEO. GG+A utilized recent studies and plans from local and regional agencies and communities in addition to original research, interviews with businesses, real estate, community leaders and other primary sources.

The following sections summarize the results of the market analysis:

- **Activities of the EDC:** The retreat outlined the following activities - Coordinate resources to communities, central point of contact, promotion of the region, relationship development with state and federal agencies, local agencies, other community and economic development organizations, such as BHRC, Lee-Ogle Enterprise Zone, Blackhawk Waterways CVB and local chambers. Additionally, develop relationships and site selectors, and actively collaborate with educational and other institutions.
- **Target Markets:** From the GG+A study, the ultimate goal of the formation and operation of an economic development program for Ogle County is to promote growth including targeting residential and commercial and industrial development to mutually reinforce and enhance each other. GG+A recommends the following potential target businesses:
  - **Manufacturing firms**, especially those with relatively intensive processing and assembling functions and which benefit from rail service;
  - **Agricultural activities** ranging from grain exporting as the result of rail, truck, and transloading facilities to the production and distribution of fresh produce; and
  - **Distribution of commodities** including agricultural products, cold storage food products, and lumber.
  - **Agricultural Tourism** - An opportunity may include further capitalizing on the heritage and location within a scenic rural area for regional tourism by increasing the county's image as a pleasant day trip location for tourists from within the Chicago metropolitan area. Continue to arrange and expand joint promotional activities such as farm tours,

## Services

### Business Plan

tree and corn mazes, and farmer markets and promote the availability of extensive bike trails in Ogle County to attract visitation from within the broader region. Connect through promotion of events, way-faring signage, and physical linkages wherever practical access natural and recreational amenities to the downtowns of the communities within Ogle County.

- **Maker or Incubator Space** - Ogle County communities include people who work in manufacturing and service industries, while also farming and include entrepreneurs who own their businesses and wish to locate their businesses near where they live in relatively low-cost building space. This suggests the potential for encouraging the development of maker space or an incubator geared to the smaller space user and co-working space for residents whose employers are located outside of Ogle County. Explore the potential for partnering with Sauk Valley Community College and Kishwaukee Community College to evaluate, program, fund, and operate a maker or incubator space.
- **Competition:** Ogle County and Ogle County Economic Development Corporation recognize that they cannot make development occur unilaterally and that the pace of development will ultimately be determined by market forces not within the control of the municipalities within Ogle County. Ogle County and its municipalities, however, can proactively respond to these market forces.
- **SWOT analysis:** Maximizing opportunities and minimizing threats. The following SWOT chart highlights the key strengths, weaknesses, opportunities, and threats identified by the retreat participants and GG+A in its study. The principal challenges to Ogle County include an aging and declining population, lower than average household incomes that make housing unaffordable. These population characteristics also make the region less desirable to maintain and attract certain retail, commercial and some industrial businesses.
  - **Comparative advantages** for Ogle County are relatively low land prices, comparatively low building costs, an ample supply of land for development, and an affordable mix of housing and supply of land for potentially competitively priced housing. This is a means to retain and attract a trained workforce. Other advantages include:
    - Relatively low municipal and county property taxes;
    - For certain agricultural related businesses proximity to sources of grains and soybeans and logistical infrastructure including rail service;
    - Social capital and community support for enhancing economic opportunities, downtown revitalization, and quality of life in the communities of Ogle County (local governments have a positive attitude toward business and the communities are warm and welcoming with active volunteerism);
    - The presence of state parks including Lowden State Park, White Pines State Park and Castle Rock State Park help generate visitation; and

- Rochelle has good accessibility to area highways, including Interstate 88 and Interstate 39 and a viable location from which to access regional and national markets with significant roadway and rail as well as municipal owned utility infrastructure with attractive rates for power and water. Rochelle derives a significant advantage from having shovel-ready sites already annexed, appropriately zoned, and served by water, sewer, gas and electric power, and fiber optics including rail already extended to sites or very near the sites with mainline switches in place along with truck routes established to the highways.
- **Constraints on Economic Development** – The results of GG+A’s data analysis, interviews, and field research suggest that the constraints on economic development are the following:
  - Particularly for locations other than Rochelle, Ogle County is perceived as being “too far out”, especially for major employers serving the greater Chicago metropolitan area;
  - Ogle County locations apart from Rochelle do not yet have a critical mass of industrial space users (and no speculative corporate office uses), and a large inventory of available contemporary high-quality industrial and office space and set of support services and amenities preferred by some larger-scaled firms that export their services outside the region.
  - With the exception of Rochelle a limited supply of “shovel ready”, “ready-to-go” industrial development sites and lots in modern business and industrials park settings; and
  - A lack of population growth to augment demand for commercial goods and supply labor.
- **Opportunities – Continue to encourage the enhancement of Ogle County communities as places to live, shop, play, and work to maintain and diversify the economic base.**
  - The preservation and enhancement of the locational image or desirability of Ogle County communities as residential locations and for nonresidential building space users will occur by encouraging the type of housing, local shopping, restaurants, schools, parks and other community services and amenities that appeal to educated and skilled households upon which innovative companies depend. More important, the type of community that appeals to and attracts additional households seeking a high quality of life or economic opportunities will also encourage locally based entrepreneurs to expand their enterprises within Ogle County as well as attract new firms.
  - The availability of broadband, healthcare, and childcare support businesses and the workforce and efforts have been made to attract healthcare services to

## Services

### Business Plan

Oregon and Mt. Morris. To attract an urgent care facility that might also offer occupational care services or “primary care lite” services to augment revenue may require financial support if not enough visits are garnered to cover costs. If federal or state programs become available to support enhanced healthcare services in rural areas, they should be evaluated to determine if any may be obtainable to bridge financial feasibility gaps of opening health service facilities. The most effective way to monitor these programs and build on the recent outreach to service providers is to check in with them annually to ascertain whether any become interested in opening facilities and what assistance within the control of Ogle County and its municipalities may be needed to attract and sustain additional services.

- Access to natural amenities including state parks, extensive bike trails, safe and secure environments, and strong broadband infrastructure also contribute to the quality of life of existing Ogle County residents and could help attract “remote workers”.
- **Other Opportunities** recommended by GG+A include various affordable housing strategies used nationwide that also use the support of existing employers. Another is to identify any property owned by the county or its municipalities with adequate infrastructure that could be used for housing, if not needed for other public uses.
- **Business Retention & Expansion.** BR|E is a major role of most all economic development organizations. Regular holding business retention meetings to identify or monitor concerns and recurring issues, including labor and real estate requirements with existing Ogle County businesses. The retention program can be subsequently expanded to a recruitment program that will focus on businesses within the broader market, which may have interest in concluding facilities or opening branch facilities in Ogle County.
- A business retention and expansion program to enhance the local job base and business climate should be organized to accomplish the following primary objectives:
- Encourage firms to stay rooted in Ogle County rather than relocate outside of Ogle County.
- Facilitate firms expanding within Ogle County.
- Facilitate the private, non-profit, and public sectors adapting to change and to be successful; and
- Address issues of recurring concern to improve the overall business climate.
- An effective retention and expansion program will also tend to help with the execution of a business recruitment program because of the creation of “good will ambassadors” from

## Services

### Business Plan

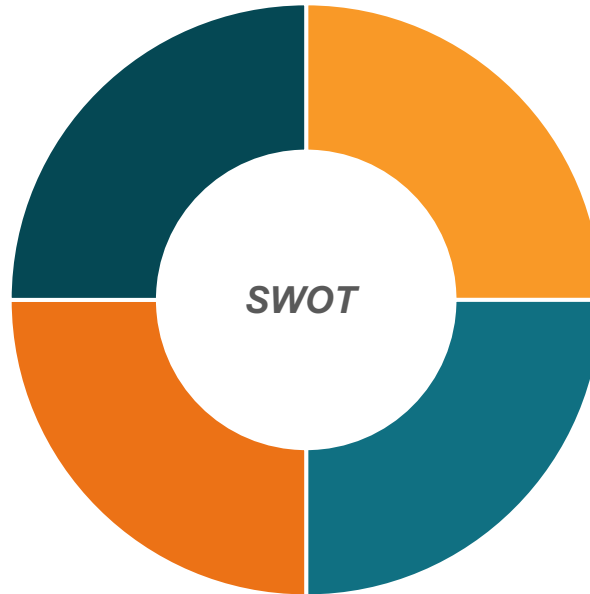
existing businesses and the reputation of the community as a positive business environment.

#### STRENGTHS

- Relatively lower priced land
- Comparatively lower building costs
- Ample supply of land for variety of uses
- Competitively priced housing
- Relatively lower property taxes

#### OPPORTUNITIES

- Expand existing businesses
- Create local job opportunities
- Enhance Income opportunities
- Proximity to rail service
- Expand tourism
- Quality of life



#### WEAKNESSES

- Lack of broadband in rural areas
- Perceived as “too far out” from metro area
- Limited supply of “shovel ready sites”
- Lack of population growth
- Healthcare

#### THREATS

- Declining and aging population
- Low affordable housing inventory
- Lack of municipal and county staffing
- Recurring concerns of businesses

Figure 4 - SWOT Analysis Diagram

## 5. OPERATING PLAN

---

The daily operation of an economic development organization is unlike that of most businesses, chambers of commerce, other types of not-for-profits, and government agencies. Unlike businesses, there is no fiscal bottom-line, *per se*. But stakeholders still expect to have a return on investment. An EDO is unlike a government planning agency: it is not enforcing codes or zoning ordinances. But like a regional planning council, an EDO is laying out a blueprint for the economic future of a region.

Here is a rundown of the key functions of an EDO:

- **Order fulfillment:** The OCEDC is a professional services company and is delivering services to its customers. In the case of the OCEDC, its order fulfillment is disseminating information to requests. These requests are typically from local businesses, as one example, for labor data, a list of available buildings or sites, available studies, and other similar requests. Likewise, these 'orders' may come from external businesses, such as site selectors seeking local information not available to them from their own information sources. Similar requests will come from state, regional and utility partners, usually for completing requests for information, an RFI.
- **Financial Support:** The OCEDC receives its support from stakeholders: local governments, businesses, or private citizens. The OCEDC, as a not-for-profit, will also apply for grants and solicit memberships from utility companies, key economic development partners. Within three to five years, the goal is to receive at least 50 percent of the OCEDC's support from nongovernmental stakeholders. (A separate note: some EDO's, if they are setup as an authority (e.g., airport, industrial park developer), will have a cashflow from leases and fees. A local example is the Greater Rochelle Economic Development Corporation.)
- **Technology:** Technology is critical to the OCEDC. It must communicate daily with state, region, and local agencies. It must also maintain its internal recordkeeping. For recordkeeping, the OEDC requires accounting and human resources software, as used by a small professional services business. Customer service software, such as Constant Contact, is also required.

Externally, the OCEDC requires office equipment and fast business quality connectivity to communicate and exchange information with other economic development and government agencies and site selection consultants. Because the OCEDC is housed within the Ogle County offices, it has access to the county's GIS and Planning Department and IT Department services. Building and sites databases, such as LOIS and GIS Planning, are licensed by the State of Illinois and Intersect Illinois and are currently used by the county and its municipalities.

- **Key customers:** The OCEDC has two customer bases: *internal and external*. The internal customers are its *stakeholders* who are members of the organization. *External customers* are typically area businesses, other service agencies, regional and state economic development agencies, and site selection consultants.

## Services

### *Business Plan*

- **Key employees and organization:** EDO's are small and efficient. For the OCEDC only two employees are initially required: A President / CEO and administrative assistant with a volunteer Board of Directors.
- **Facilities:** Ogle County is providing office space, phone system, internet and possibly office equipment .

## 6. MARKETING AND SALES PLAN

---

These are the general marketing and sales strategies used by EDOs. They aren't much different from what most small business use. Typically, once the strategic plan is adopted, a marketing firm is hired to refine messaging.

- **Key messages:** "Ogle County, Illinois: An economic destination for growth and prosperity"
- **Marketing activities:**
  - Media advertising (newspaper, magazine, television, radio)
  - Direct mail
  - Telephone solicitation
  - Seminars or business conferences
  - Joint advertising with other companies
  - Word of mouth or fixed signage
  - Digital marketing such as social media, email marketing, SEO, or blogging
  - Provide limited free consultations (such as free job pricing for Contractors, free landscaping consultation for landscapers, or free pricing opinions for real estate agents)
  - Sponsor local sports teams or other community events
  - Give free informational talks either at the business offices or for local businesses offering complementary services (such as a real estate agent providing seminars about preparing a home to bring to market)
  - Do free work for local non-profits (such as an ad agency designing a local farmer's market's website for free)
- **Sales strategy:** Based on the recommendations of a marketing firm, a sales strategy will be put into place. In many cases, a marketing firm is retained to conduct an attraction campaign. The plan will likely include an integrated website and social media. There are several such firms that work nationally with EDOs of all sizes and budgets. In the short-term, the OCEDC can continue using the Ogle County website as a landing page for economic development. Other inexpensive sales and marketing can be through establishing its own social media pages.

It should be noted that the OCEDC can leverage its business attraction efforts through membership in the I-39 Logistics Corridor and maintaining good relations with DCEO and Intersect Illinois, such as maintaining the LOIS and other building / sites databases. ComEd and Nicor also work hand in hand with local EDOs to be sure there are resources to maintain the databases and respond to RFIs.



## Services

### *Business Plan*

For the OCEDC, the initial strategy will build around a business retention and expansion program. A BR|E program is typically implemented by staff. The GG+A study will provide a step-by-step BR|E program, including an interview guide, agenda for site visits, how to prepare for site visits, and how to evaluate and monitor the results of the program.

**Other Marketing Activities** will encourage the ongoing development of broadband internet infrastructure and improve the alignment between resident workforce skills and the needs of local employers. Again, these are activities conducted by OCEDC staff in conjunction with the appropriate agencies. A broadband consortium is already in place, as well as a grant writer hired by Ogle County. Relationships between the OCEDC and workforce agencies are long-standing and in place. (Best, Inc., the community colleges.) These networks are also the focus of the OCEDC staff and the Board of Directors.

## 7. FINANCIAL PLAN

---

The initial financial plan for the OCEDC is below. It was developed from researching the budgets of nearby economic development public-private partnerships. This budget outline also fits the outline provided in 2022 by Denver Metro.

We expect that once the GG+A strategic plan is completed and the president/CEO is hired, the startup budget will be further refined.

# Services

## Business Plan

Ogle County Economic Development Corporation			Projected	Projected
	2023 budget	YTD	2024 budget	2025 budget.
<b>Revenue</b>				
Public Investors	\$ 270,000.00	\$ 57,261.00	\$ 220,000.00	\$ 220,000.00
Private Investors	\$ 30,000.00	\$ -	\$ 30,000.00	\$ 60,000.00
Events/Fund Raising	\$ -	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ 75,000.00	\$ 75,000.00
<b>Total Revenue</b>	<b>\$ 300,000.00</b>	<b>\$ 57,261.00</b>	<b>\$ 325,000.00</b>	<b>\$ 355,000.00</b>
<b>Expenditures</b>				
<b>Personnel</b>				
Salaries and Wages	\$ 11,000.00	\$ -	\$ 123,200.00	\$ 128,128.00
Payroll Taxes	\$ 990.00	\$ -	\$ 11,088.00	\$ 11,531.52
Mileage Reimbursement	\$ -	\$ -	\$ 1,000.00	\$ 1,000.00
Meals and Entertainment	\$ 250.00		\$ 1,000.00	\$ 1,000.00
Benefits ( IRA, Health Insurance Allowance)	\$ 2,650.00	\$ -	\$ 31,773.00	\$ 32,726.00
Workers Compensation Insurance	\$ 150.00	\$ -	\$ 1,600.00	\$ 1,600.00
Contractual Services (Attorney, Accountant)	\$ 2,000.00	\$ -	\$ 10,000.00	\$ 10,000.00
Professional Development/Conferences	\$ -	\$ -	\$ 5,000.00	\$ 5,000.00
<b>Sub Total Personnel</b>	<b>\$ 17,040.00</b>	<b>\$ -</b>	<b>\$ 184,661.00</b>	<b>\$ 190,985.52</b>
<b>Administration</b>				
Rent/Utilities	\$ 300.00	\$ -	\$ 1,200.00	\$ 1,200.00
Equipment purchase, lease, Maintenance	\$ -	\$ -	\$ 2,000.00	\$ 2,000.00
Office Supplies	\$ 100.00	\$ -	\$ 1,000.00	\$ 1,000.00
Telecommunications	\$ -	\$ -	\$ 2,800.00	\$ 2,000.00
Licenses and Fees	\$ -		\$ 3,000.00	\$ 3,000.00
Financial Software/Banking fees	\$ 250.00	\$ -	\$ 1,200.00	\$ 1,200.00
Membership Dues			\$ 5,000.00	\$ 5,000.00
Insurance	\$ -	\$ -	\$ 2,000.00	\$ 2,000.00
<b>Sub Total Administration</b>	<b>\$ 650.00</b>	<b>\$ -</b>	<b>\$ 18,200.00</b>	<b>\$ 17,400.00</b>
<b>Information Technology</b>				

## Services

### Business Plan

Website Development	\$	-	\$	-	\$	20,000.00	\$	10,000.00
Website Maintenance and fees	\$	-	\$	-	\$	2,500.00	\$	2,500.00
<b>Sub Total Website</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>22,500.00</b>	<b>\$</b>	<b>12,500.00</b>
<b>Marketing</b>								
Memberships and Subscriptions	\$	-	\$	-	\$	2,700.00	\$	2,700.00
Advertising	\$	-	\$	-	\$	4,000.00	\$	4,000.00
Printing	\$	-	\$	-	\$	1,000.00	\$	1,000.00
Constant Contact	\$	-	\$	-	\$	1,200.00	\$	1,200.00
<b>Sub Total Marketing</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>8,900.00</b>	<b>\$</b>	<b>8,900.00</b>
<b>Grants</b>								
Grant Administration	\$	-	\$	-	\$	10,000.00	\$	10,000.00
Grant Consultant					\$	65,000.00	\$	-
<b>Sub Total Grants</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>75,000.00</b>	<b>\$</b>	<b>10,000.00</b>
<b>Events/Fundraising</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>
Annual Dinner	\$	-	\$	-	\$	-	\$	-
<b>Sub Total Fund Raising Expenses</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>
<b>Total Expenses</b>	<b>\$</b>	<b>17,690.00</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>309,261.00</b>	<b>\$</b>	<b>239,785.52</b>
<b>Balance</b>	<b>\$</b>	<b>282,310.00</b>	<b>\$</b>	<b>57,261.00</b>	<b>\$</b>	<b>15,739.00</b>	<b>\$</b>	<b>115,214.48</b>

### 8. **APPENDIX**

---

- November 17, 2022, Retreat Notes
- Bylaws Adopted June 15, 2023
- State of Illinois Secretary of State Incorporation Letter
- IRS EIN Letter
- OCEDC Executive Search RFP

## MEMORANDUM

11/30/22

TO: Ad Hoc Economic Group  
FROM: Chris Manheim; Mike Delany (Extension facilitator)  
RE: Flipchart Notes from November 17, 2022, Economic Development Retreat  
Copy: Ad Hoc Committee and participants

**Following are the notes from our November 17, 2022, Economic Development Retreat:**

### **VISION STATEMENT**

- Key words from group:
  - Innovation
  - Prosperity
  - Diversity
  - Equity
  - Economic Growth
  - Sustainability
  - Population Growth
  - Co-op-etition
- Reminder of goal of what you're doing
- Collaboration of economic resources

### **What is Our Vision for Ogle County?**

- " Ogle County will be a thriving, driven, diverse, synergistic, economic engine that creates growth for the residents of the region."
- Ogle County driven to prosperity, growth & economic development
- "90 miles for 9 million people"

## Services

### *Business Plan*

- **Vision Statement:** “Ogle County, Illinois: An economic destination for growth and prosperity”

### **MISSION STATEMENT**

- Infrastructure
- Education
- Recreational opportunities
- Natural resources
- Small town lifestyle
- Quality of Life
- **Mission Statement:** “Provide leadership, advocacy, and economic opportunities through the collaboration with private and public resources while promoting our existing high quality of life.”

### **AGENDA ITEM #1 – CATALOG OF ACTIVITIES PROVIDED BY PROPOSED COUNTY EDO**

#### Activities of the EDC:

- Coordinate resources to communities
- Central point of contact
- Promotion of the region
- Relationship development:
  - State and federal agencies
  - Local agencies
  - Other community and economic development organizations, such as BHRC, Lee-Ogle EZ, Blackhawk Waterways CVB, local chambers
- Positive forward thinking
- Relationship building with site selectors
- Actively collaborate with educational institutions

### **AGENDA ITEM #2 – STRUCTURE (Review the nature of Private-Public EDO’s)**

Okay, as discussed in materials distributed at previous meetings.

## Services

### Business Plan

#### **AGENDA ITEM #3 – FINANCIAL STRUCTURE (Membership fees, sponsorships, grants, etc.)**

- Tiered funding model
  - Public sector members by population
  - Private sector (To be decided)
- Potential private sector members:
  - Chambers
  - Agricultural organizations
  - Local businesses
  - Financial institutions
  - Utilities
  - Real estate

#### **AGENDA ITEM #4 – CONDUCT OF AN ECONOMIC DEVELOPMENT STRATEGIC PLAN (DCEO RISE GRANT OF \$75,000)**

- Plan first, then setup EDO
- Easier to recruit members

#### **AGENDA ITEM #5 – EXPANSION POSSIBILITY (E.G., INCLUSION OF LEE COUNTY) – PRECONDITIONS, TIMING**

- Geographic Scope of EDO
  - Additions not precluded
  - Start with Ogle County and its communities
  - Consider multi-county regional EDO from the start, with Lee County
  - Key-timing issue for conversation with Lee County
  - Craft bylaws to allow additional counties, members
- Start with the EDO, but proceed with
- Conversations with potential additions

#### **AGENDA ITEM #6 – GUIDANCE FOR STAFFING PLAN (STAFF SIZE, HIRING TIMELINE, INSIDER VS. OUTSIDER, OPERATING COSTS)**

- Ad hoc committee for bylaws
- Annual budget of \$250,000 to \$350,000, estimate based on national ‘Best Practices’
- But start with \$150,000 while transitioning from part-time county program to full-time EDO in 1 to 2 years
- “What’s the ask?”
- “Get the organization started”



## Services

### *Business Plan*

- “Got money to start” (Note: ARPA funds from both county and communities)
- “Get organization up and running in 6 months”
- Setup three subcommittees:
  - Bylaws
  - Membership
  - Staffing
  - Initial meeting, December 8, 2022

### **NEXT STEPS**

- Reconvene Ad hoc Committee Mid-December
- Complete RISE Grant paperwork
- Final collection of Letters of Support
- Incorporation (Ogle Team)
- Reconnect with private entities
- Begin dialogue with Lee County

**OGLE COUNTY ECONOMIC DEVELOPMENT CORPORATION**

**BY-LAWS: June 15, 2023**

|

**Table of Contents**

**I. NAME OF ORGANIZATION ..... 3**

**II. PURPOSE - VISION ..... 3**

**III. MEMBERSHIP and DIRECTORS..... 3**

**IV. MEETINGS ..... 5**

**V. VOTING ..... 6**

**VI. OFFICERS..... 7**

**VII. ELECTION OF OFFICERS..... 8**

**VIII. FISCAL YEAR ..... 9**

**IX. AMENDMENTS ..... 9**

**X. ROBERTS RULES OF ORDER ..... 9**

**XI. EFFECTIVE DATE ..... 9**

**XII. DURATION ..... 9**

**XIII. INDEMNIFICATION ..... 10**

**XIV. CONTRACTS, CHECKS, DEPOSITS and FUNDS ..... 11**

**XV. BOOKS and RECORDS ..... 11**

**XVI. DIRECTOR CONFLICT of INTEREST ..... 12**

**XVII. EQUAL OPPORTUNITY/AFFIRMATIVE ACTION STATEMENT OF POLICY ..... 15**

### I. NAME OF ORGANIZATION

The organization shall be known as the OGLE COUNTY ECONOMIC DEVELOPMENT CORPORATION (OCEDC), hereinafter referred to as the "Corporation," a general not-for-profit corporation of Illinois.

### II. PURPOSE - VISION

Section 1. The Vision Statement for the Corporation is "Ogle County, Illinois: An Economic Destination for Growth and Prosperity."

Section 2. The Corporation (OCEDC), an Illinois Not-For-Profit Corporation, is organized and chartered for the purpose of lessening the burden of unemployment, community deterioration, and reliance on government support through a program of economic development for the County of Ogle, State of Illinois, and its environs, and promoting and assisting the growth and development of business enterprises including small business concerns in said area. The primary objective of this corporation shall be to benefit the county as measured by increased employment, payroll, business volume, and diversification and expansion of the tax base.

Section 3. The Corporation is to operate as a not-for-profit corporation eligible to receive grants and private contributions for the development, continuance, and administration of programs to combat unemployment, and from any other lawful source, and as a charitable organization within the meaning of eligible for exemption from taxation under Section 501(c)(3) of the Internal Revenue Code.

Section 4. Upon dissolution of the organization, assets shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not disposed of shall be disposed of by a Court of competent jurisdiction in the county in which the principal office of the organization is located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

### III. MEMBERSHIP and DIRECTORS

Section 1. Membership: Membership in the Corporation is comprised of a minimum of fifteen (15) members who: 1) reside in, or 2) own property in, or 3) are a principal of a business entity doing business in or 4) are a unit of

government, institution or business entity located in or doing business in Ogle County.

Section 2. Application for Membership: Application for membership shall be submitted to, reviewed by, and approved by the Board of Directors. Any member-contributes financially or through in-kind services shall become a voting member of the Corporation. Businesses, institutions, and agencies who become members shall designate a representative to attend meetings and vote for the Board of Directors. The Board of Directors may approve an applicant for membership who does not contribute financially or through in-kind services as a non-voting member.

Section 3. Termination of Members: Members may be terminated from membership by a super-majority vote of the Board of Directors at which meeting the member shall be afforded the opportunity to be heard.

Section 4. Management of the Affairs of the Corporation: The business and property of the Corporation shall be managed by its Board of Directors.

Section 5. Number of Directors: The Board of Directors shall consist of a minimum of eleven (11) and a maximum of fifteen (15) persons. There shall be two (2) perpetual members from the Ogle County Board, and four (4) perpetual members representing Ogle County villages and cities (Byron, Davis Junction, Forrester, Leaf River, Monroe Center, Mount Morris, Oregon, Polo, Rochelle, Stillman Valley), provided such village or city is a voting Member. The Board of Directors will be elected selected from the general membership representing the following professional categories: Financial Institutions, Industry, Utilities, Manufacturers, Commercial, Retail, Agriculture, Education, Health Care and Labor being as broadly representative of these categories and the County as possible. The number and type of membership may be changed, from time to time, at the majority discretion of the Board of Directors. If there are more than 4 eligible cities/villages, then the four perpetual Directors shall rotate between those cities/villages, as selected by the Nominating Committee. A city/village may continue to serve as a director if there are 4 or less eligible cities/villages or an eligible city/village chooses not to serve as a director.

Section 6. Terms of Office of Directors: Each member who is not a member of the County Board or a Village/City shall serve for a term of three (3) years or until their successors are duly appointed and shall be eligible for re-election. The terms of one-third of the Directors shall expire each year.

Section 7. Vacancy in the Board of Directors: In case of any vacancy in the Board of Directors, the remaining members of the Board may elect a successor Director or Directors to fulfill the unexpired term(s).

Section 8. Committees: The Board of Directors may establish such standing or ad hoc committees as they from time to time deem necessary. The number of members serving on each committee shall be set by the Directors and the members thereof shall be appointed by the President of the Corporation. All committees shall report directly to the Board of Directors and shall meet from time to time, as each committee deems necessary.

Section 9. Executive Committee: There shall be an Executive Committee, which shall perform the management responsibilities of the Board of Directors between meetings of the Board in accordance with the duties and limitations herein specified. The Executive Committee shall have all the powers of the Board of Directors, unless otherwise provided by the Constitution or By-Laws of the Corporation. The Executive Committee shall not have the power to encumber or convey the real property of the Corporation otherwise than by lease and that this Committee shall not have such powers as are expressly held from it by the Constitution and By-Laws of the Corporation, unless expressly authorized by the Board of Directors of the Corporation. The Executive Committee shall prepare a budget and program for the succeeding year to be approved by the Board of Directors at its 4<sup>th</sup> Quarterly meeting.

The Executive Committee shall consist of up to seven (7) members including the officers of the Corporation, the immediate Past President (for a minimum term of one year). The remaining members of the Executive Committee shall be selected in an attempt to balance (within one member) the representation between public sector and private sector of the Executive Committee as a whole.

Section 10. Proxy Attendance Policy: Directors unable to attend a meeting may choose another person (a proxy) to attend the meeting. The Director shall furnish a letter to the President identifying the proxy, prior to the meeting. The proxy shall be entitled to vote and participate in Board matters for that meeting, and a proxy vote shall count with regular Directors.

Section 11. Nominating Committee. There shall be a Nominating Committee consisting of 5 members of the Board of Directors whose role will be to prepare a slate of candidate Directors and Officers to be presented to the Members for election at the Annual Meeting. Upon formation of the Corporation, the initial Nominating Committee shall consist of those members forming the Corporation. After the election of the initial Board of Directors and the election of Officers, the President of the Corporation shall appoint the members of the Nominating Committee.

## IV. MEETINGS

Section 1. Annual Meeting: An annual meeting of the membership will be held at a date, time, and place within the confines of Ogle County as selected by the President.

Section 2. Regular Meetings of the Board of Directors: There shall be not less than one (1) meeting of the Directors during each quarter of the fiscal year, at a time and place to be communicated to the Directors in advance of the meeting date.

Section 3. Special Meetings of the Board of Directors: Special meetings may be called by the President upon written notice signed by not less than five (5) Directors. Upon receipt of such written notice for a special meeting, the President shall set the time and place for the meeting which shall be held within two (2) weeks of the date of receipt of the written notice by the President.

Section 4. Notice of Meetings: The President shall cause written notice to be sent to the Directors informing them of the time and place for all regular and special meetings of the Board of Directors.

Section 5. Quorum: A quorum at all regular and special meetings of the Board of Directors and committee meetings shall be a minimum of 51% of the current Directors.

Section 6. For the purpose of this Article, written notice shall include electronic mail. A written notice will be considered signed if sent from a member's electronic mail account.'

Section 7. Meeting attendance. Members may attend any regular or special meetings of the Board of Directors or a committee meeting via electronic means (such as telephone, video or internet connection), with an opportunity for simultaneous interaction by video and voice.

## V. VOTING

### A. Annual Meeting

Section 1. Number of Votes: Each member of the Corporation shall have one (1) vote.

Section 2. Majority Vote Necessary: Decisions shall be reached by a majority vote of voting members present at any given meeting. A quorum at an Annual Meeting shall be a minimum of 35% of the current voting members.

Section 3. Roll Call Votes: Roll call votes may be called for by the President at times as determined necessary.

#### B. Board of Directors

Section 1. Number of Votes: Each Director of the Corporation shall have one (1) vote.

Section 2. Majority Vote Necessary: Decisions shall be reached by a majority vote of Directors present at any given meeting.

Section 3. Roll Call Votes: Roll call votes may be called for by any Director. Roll call votes shall be required on all matters if any member is participating via electronic means.

#### C. Committees

Section 1. Number of Votes: Each member of a committee shall have one (1) vote.

Section 2. Majority Vote Necessary: Decisions shall be reached by a majority vote of members present at any given meeting.

Section 3. Roll Call Votes: Roll call votes may be called for by any Director. Roll call votes shall be required on all matters if any member is participating via electronic means.

## VI. OFFICERS

Section 1. The membership will elect, by majority vote, the Board of Directors. The Board of Directors will elect, by majority vote, a President, Vice President for Development, and Secretary/Treasurer.

Section 2. The responsibilities of each officer are as follows:

**President:** The President shall preside over all Board (regular, special, and Executive Committee) meetings, prepare all agendas for such meetings, and appoint all committees.

**Vice President for Development:** The Vice President for Development shall act in the absence or disability of the President. The Vice President for Development shall also coordinate the organization's annual fundraising efforts.



Secretary/Treasurer: The Secretary/Treasurer shall report at each regular meeting all receipts, disbursements, and total for the Corporation's account(s). The Secretary/Treasurer shall also be responsible for executing tax and other legal documents from time to time as needed.

Vacancies in the offices of Vice President for Development and Secretary/Treasurer shall be filled by appointment, made by the President, and approved by the Board of Directors, until the next regular election.

### **VII. ELECTION OF OFFICERS**

- A. All officers shall be elected from the private sector members of the Board of Directors as recommended by the Nominating Committee.
- B. These officers shall be elected at the annual meeting for the following year. The President and Vice President for Development shall serve in their posts for up to two (2) years. The Secretary/Treasurer may serve up to six (6) consecutive years. Each officer shall serve until the successor is appointed.

### VIII. FISCAL YEAR

The fiscal year of the Corporation shall be from January 1 to December 31.

### IX. AMENDMENTS

Any Director may propose an amendment to these By-Laws in accordance with the following procedures:

1. The proposed amendment shall be submitted in writing to the President.
2. The proposed amendment shall be mailed to all Directors of the Corporation prior to the next meeting.
3. The proposed amendment shall be read at the next meeting, discussed, and voted upon. It shall require a two-thirds majority of all Directors in order to approve the amendment.
4. Alternate procedure: The proposed amendment may be prepared on a form and mailed by post or electronically to all the Directors of the Corporation. Each Director will be asked to mark the amendment for approval or disapproval and return it to the Corporation. Upon receipt of an approval returned by two-thirds of all Directors by mail within two weeks of circulating the amendment, the amendment shall be approved and incorporated into the By-Laws.

### X. ROBERTS RULES OF ORDER

The current edition of Roberts Rules of Order shall prevail in the conducting of all meetings of the Corporation.

### XI. EFFECTIVE DATE

These By-Laws, as amended, become effective June 22, 2023.

### XII. DURATION

This Corporation is to have perpetual existence.

### XIII. INDEMNIFICATION

#### Section 1.

- A. The Corporation shall indemnify any person who serves the Corporation without compensation, who was or is a party or is threatened to be made a party to or witness in any threatened, pending or completed action, suit or proceeding, whether civil or criminal, administrative or investigative, by reason of the fact that he or she is or was a member, director or officer of the Corporation, or is serving at the request of the Corporation without compensation as a member, director or officer of another corporation, against expenses (including attorneys' fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit or proceeding to the fullest extent and in the manner set in and permitted by the Illinois General Not for Profit Corporation Act and any other applicable law, as may from time to time be in effect. Neither payment of indemnification nor reimbursement of expenses shall be deemed compensation. There shall be no obligation to indemnify if the person seeking indemnification is adjudged in such action, suit or proceeding to be guilty of or liable for gross negligence or willful misconduct in the performance of duty and to such matters as shall be settled by agreement predicated on the existence of such liability.
- B. Such right of indemnification shall not be deemed exclusive of any other rights to which such member, director or officer of the Corporation may be entitled. The foregoing provisions of this Article shall be deemed to be a contract between the Corporation and each member, director or officer who serves in such capacity at any time while this Article and the relevant portions of the Illinois General Not For Profit Corporation Act and other applicable law, if any, are in effect, and any repeal or modification thereof shall not affect any right or obligations then existing with respect to any state of facts then or theretofore existing, or any action, suit, or proceeding theretofore or thereafter brought or threatened based in whole or in part upon any such state of facts.

Section 2. Expenses actually and reasonably incurred in defending a civil or criminal action, suit or proceeding shall be paid by the Corporation in advance of the final disposition of such action suit or proceeding, upon receipt of an undertaking by or on behalf of the member, director or officer to repay such amount, if it shall ultimately be determined that such person is not entitled to be indemnified by the Corporation.

Section 3. Any right of indemnification shall continue as to a person who has ceased to be such a member, director or officer of the Corporation and shall inure to the benefit of the heirs and personal representatives of such person.

Section 4. Any employee may be indemnified by the Corporation pursuant to action of the Board of Directors.

#### **XIV. CONTRACTS, CHECKS, DEPOSITS and FUNDS**

Section 1. Contracts: The Board of Directors may authorize any officer or officers, or agent or agents of the Corporation, in addition to the officers so authorized by these By-Laws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation. Such authority may be general or confined to specific instances.

Section 2. Checks, Drafts, etc.: All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation shall be signed by such officer or officers, or agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, such instruments shall be signed by the Treasurer and countersigned by the President or Vice President of Development of the Corporation.

Section 3. Gifts: The Board of Directors may accept on behalf of the Corporation any contribution, gift, bequest or device for the general purposes or for any special purpose of the Corporation.

Section 4. Membership Dues/Fees: The Board of Directors may assess and accept membership dues or fees from time to time in such a manner as determined by mutual agreement with the member.

#### **XV. BOOKS and RECORDS**

The Corporation shall keep correct and complete books and records of accounts and shall also keep minutes of the proceedings of its members, Board of Directors, and committees having any of the authority of the Board of Directors and shall keep at the registered or principal office a record giving the names and addresses of members entitled to vote. All books and records of the Corporation may be inspected by any member, or his or her agent or attorney, for any proper purpose at any reasonable time.

### **XVI. DIRECTOR CONFLICT of INTEREST**

Section 1. Purpose: The purpose of the conflict of interest policy is to protect this tax-exempt Corporation's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Corporation or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Section 2. Definitions:

- A. Interested Person. Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.
- B. Financial Interest. A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
- i. An ownership or investment interest in any entity with which the Corporation has a transaction or arrangement,
  - ii. A compensation arrangement with the Corporation or with any entity or individual with which the Corporation has a transaction or arrangement, or
  - iii. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Corporation is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. A financial interest is not necessarily a conflict of interest. Under Section 3.B. a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

Section 3. Procedures:

- A. Duty to Disclose. In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

B. Determining Whether a Conflict of Interest Exists. After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

C. Procedures for Addressing the Conflict of Interest.

- i. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- ii. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- iii. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- iv. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Corporation's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

D. Violations of the Conflicts of Interest Policy

- i. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- ii. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

#### Section 4. Records of Proceedings:

The minutes of the governing board and all committees with board delegated powers shall contain:

- A. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.
- B. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

#### Section 5. Compensation:

- A. A voting member of the governing board who receives compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to that member's compensation.
- B. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to that member's compensation.
- C. No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Corporation, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

#### Section 6. Annual Statements:

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- A. Has received a copy of the conflicts of interest policy,
- B. Has read and understands the policy,
- C. Has agreed to comply with the policy, and

- D. Understands the Corporation is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

#### Section 7. Periodic Reviews:

To ensure the Corporation operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- A. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- B. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Corporation's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

#### Section 8. Use of Outside Experts:

When conducting the periodic reviews as provided for in Section 7, the Corporation may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

### **XVII. EQUAL OPPORTUNITY/AFFIRMATIVE ACTION STATEMENT OF POLICY**

It is the policy of the Corporation, its board, committees, and staff, that there shall be no discrimination in employment practices and provision of the services and activities on the basis of race, color, creed, sex, age, religion, handicap, or matriculation.

The Corporation will work affirmatively with groups or persons to address economic development programs and policies that reduce discrimination and open opportunities to minorities, women, handicapped, older workers, and others.





OFFICE OF THE SECRETARY OF STATE

ALEXI GIANNOULIAS-Secretary of State

7422-320-6  
JUNE 21, 2023

M THOMAS SUITS  
114 W MASON ST  
POLO, IL 61064-1502

RE OGLE COUNTY ECONOMIC DEVELOPMENT CORPORATION

DEAR SIR OR MADAM:

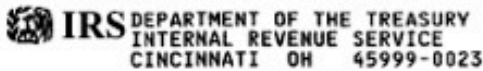
ENCLOSED YOU WILL FIND THE ARTICLES OF AMENDMENT FOR THE ABOVE NAMED CORPORATION.

FEES IN THIS CONNECTION HAVE BEEN RECEIVED AND CREDITED.

SINCERELY,

ALEXI GIANNOULIAS  
SECRETARY OF STATE  
DEPARTMENT OF BUSINESS SERVICES  
CORPORATION DIVISION  
TELEPHONE (217) 782-6961

RECEIVED JUN 29 2023



007154.337889.279835.26519 1 MB 0.531 916  
[Barcode]



OGLE COUNTY ECONOMIC DEVELOPMENT CORPORATION  
105 S 5TH ST STE 321  
OREGON IL 61061

007154

Date of this notice: 07-05-2023

Employer Identification Number:  
35-2811297

Form: SS-4

Number of this notice: CP 575 A

For assistance you may call us at:  
1-800-829-4933

IF YOU WRITE, ATTACH THE  
STUB OF THIS NOTICE.

**WE ASSIGNED YOU AN EMPLOYER IDENTIFICATION NUMBER**

Thank you for applying for an Employer Identification Number (EIN). We assigned you EIN 35-2811297. This EIN will identify your entity, accounts, tax returns, and documents, even if you have no employees. Please keep this notice in your permanent records.

Taxpayers request an EIN for their business. Some taxpayers receive CP575 notices when another person has stolen their identity and are opening a business using their information. If you did not apply for this EIN, please visit, [www.irs.gov/einnotrequested](http://www.irs.gov/einnotrequested).

When filing tax documents, making payments, or replying to any related correspondence, it is very important that you use your EIN and complete name and address exactly as shown above. Any variation may cause a delay in processing, result in incorrect information in your account, or even cause you to be assigned more than one EIN. If the information is not correct as shown above, please make the correction using the attached tear-off stub and return it to us.

Based on the information received from you or your representative, you must file the following forms by the dates shown.

Form 941	07/31/2023
Form 940	01/31/2024

If you have questions about the forms or the due dates shown, you can call us at the phone number or write to us at the address shown at the top of this notice. If you need help in determining your annual accounting period (tax year), see Publication 538, Accounting Periods and Methods.

We assigned you a tax classification (corporation, partnership, etc.) based on information obtained from you or your representative. It is not a legal determination of your tax classification and is not binding of the IRS. If you want a legal determination of your tax classification, you may request a private letter ruling from the IRS under the guidelines in Revenue Procedure 2020-1, 2020-1 I.R.B. 1 (or superseding Revenue Procedure for the year at issue). Note: Certain tax classification elections can be requested by filing Form 8832, Entity Classification Election. See Form 8832 and its instructions for additional information.

**OGLE COUNTY ECONOMIC DEVELOPMENT CORPORATION**

**REQUEST FOR PROPOSALS  
FOR  
EXECUTIVE SEARCH SERVICES**

115 North 3<sup>rd</sup> Street  
Oregon, IL 61061

<b>RFP Schedule</b>	
Issuance of RFP:	05/26/2023
Submission of Questions about the RFP:	06/16/2023
Proposal Due:	06/30/2023
Anticipated Contract Award:	08/01/2023

**Contents**

INTRODUCTION ..... 2

SCOPE OF WORK ..... 2

SCHEDULE AND SUBMITTAL..... 3

GENERAL INSTRUCTIONS..... 5

PROPOSAL FORMAT AND CONTENT ..... 6

ATTACHMENTS..... 8

## INTRODUCTION

### A. PURPOSE

The purpose of this Request for Proposals (RFP) is to solicit offers from qualified executive search firms to assist the Ogle County Economic Development Corporation (ECEDC) in recruiting its first executive director.

### B. BACKGROUND

The Ogle County Economic Development Corporation is a newly formed economic development organization centered around economic development initiatives throughout Ogle County. The Ogle County Economic Development Corporation is a Public/Private 501 C 3. Public membership includes Ogle County as well as the following municipalities: Byron, Polo, Stillman Valley, Oregon, Mt. [Morris](#) and Rochelle. Private membership include: Nicor, ComEd

Staff will include the Executive Director and at least one support staff position. Ogle County's population is just over 51,000.

#### **About the Position**

The executive director is ECEDC's chief executive officer, who serves at the pleasure of the Board.

#### **About the Search**

The Board began the search process with a facilitated discussion about its goals for the recruitment and the desired qualifications and qualities for its next executive. A five-member Executive Committee will serve as the search committee (SC) charged with identifying one or more finalist for interview by the full member board.

General parameters for the search process have been established. The preferred candidate will be required to have a background in economic development concepts and practices and an in-depth understanding of city and county governments. There is a preference for a search firm with a record of presenting candidates who currently work in these sectors.

## SCOPE OF WORK

The successful vendor shall provide executive recruitment services with the objective of providing qualified candidates for the executive director position. Duties will include, but not be limited to, the following:

1. Work closely with the ECEDC and other parties identified by it to identify expected qualifications, traits, and management style of the next executive director.
2. Refinement of a draft candidate profile.

## Services

### Business Plan

3. Production and dissemination of a recruitment brochure.
4. Guidance to the ECEDC in developing a recruitment plan.
5. Coordinating with the ECEDC a schedule for recruitment, review, and selection.
6. Conducting a state and national recruitment effort utilizing a variety of diverse resources, including targeted, personal recruitment of potential candidates.
7. Development of potential candidates, including initial screening and evaluation.
8. Gather additional information to assist the SC in its evaluation of the candidates.
9. Define/brief the ECEDC/Board on the format of the interview process, the development of interview questions and other techniques to evaluate candidates.
10. Conduct background/reference checks on candidates selected for interview.
11. Coordinate the interview process with candidates and ECEDC/Board.
12. Attend/participate in candidate interviews.
13. Assist with finalist offer negotiations.

The selected firm will act as an ambassador and representative of ECEDC. It is expected that the successful firm will report its progress to the ECEDC chair weekly and will meet in-person at least twice with the entire search committee and at least once with the Board.

## SCHEDULE AND SUBMITTAL

### A. RFP AND EVALUATION SCHEDULE

Issuance of RFP:	05/26/2023
Deadline to Submit Written Questions about the RFP:	06/16/2023
Proposal Due Date:	06/30/2023
Evaluation of Proposals, Finalist Selected:	07/06/2023
Finalist Interviews (if needed)	(TBD)
Anticipated Contract Award:	08/01/2023

### B. ECEDC SEARCH COMMITTEE CONTACT PERSON

Darin DeHaan  
City Manager  
ddehaan@cityoforegon.org  
815-732-6321