

# CITY OF WEST CHICAGO

WHERE HISTORY & PROGRESS MEET

## NOTICE

### PUBLIC AFFAIRS COMMITTEE

**Monday, February 22, 2021  
7:00 P.M. – Council Chambers**

### AGENDA

1. Call to Order, Roll Call, and Establishment of a Quorum
2. Approval of Minutes
  - A. Public Affairs Committee of November 23, 2020
3. Public Participation / Presentations
4. Items for Consent
5. Items for Discussion
  - A. West Chicago City Museum Interpretive Signage
  - B. 2021 Special Events (no staff report)
6. Unfinished Business
7. New Business
8. Reports from Staff
  - A. West Chicago Police Department Monthly Reports
  - B. Healthy West Chicago Strategic Plan (to be discussed at a later meeting)
  - C. Phalen Consulting FY2020 Report
  - D. People Made Visible FY2020 Report
9. Adjournment

## **MINUTES**

### **PUBLIC AFFAIRS COMMITTEE**

**Monday November 23, 2020 7:00 P.M.**

**1. Call to Order, Roll Call, and Establishment of a Quorum.**

Chairman Chassee called the meeting to order at 7:00pm. Roll Call found Alderman Brown, Hallett, Birch Ferguson, Swiatek, Short and Jakabcsin.

**2. Approval of Minutes.**

A. Public Affairs Committee Minutes of October 26, 2020. Alderman Swiatek made a motion, seconded by Alderman Hallett to approve the minutes of the Public Affairs Committee meeting. Voting Aye: Chairman Chassee, Alderman Brown, Hallett, Birch Ferguson, Swiatek, Short and Jakabcsin. Voting Nay: 0. Motion carried.

**3. Public Participation / Presentations.**

**4. Items for Consent.**

A. Resolution No. 20-R-0069 – A Resolution approving an Intergovernmental Agreement with the Board of Education of Community High School District No. 94 - Alderman Swiatek made a motion, seconded by Alderman Birch Ferguson to direct this item to Finance Committee for approval. Voting Aye: Chairman Chassee, Alderman Brown, Hallett, Birch Ferguson, Swiatek, Short and Jakabcsin. Voting Nay: 0. Motion carried.

**5. Items for Discussion.**

A. Mexican Independence Day Final Report – The report was accepted by the Committee with \$9,438.38 refunded to the City. It was the consensus of the Committee to move this approved item to City Council.

B. Artist-in Residency Program/Downtown Art Installations People Made Visible/West Chicago Museum - It was the consensus of the Committee to move this approved item to City Council.

C. West Chicago Railroad Days 2020 Final Report and Proposed Addendum – Staff approved the final report. The Addendum will be discussed at the next Public Affairs Committee meeting.

6. **Unfinished Business.**

7. **New Business.**

8. **Reports from Staff.**

A. West Chicago Police Department Monthly Report.

9. **Adjournment.** Alderman Hallett made a motion to adjourn, seconded by Alderman Birch Ferguson. The motion was approved by voice vote, and the meeting adjourned at approximately 7:16pm.

Respectfully submitted,

*Yahaira Bautista*

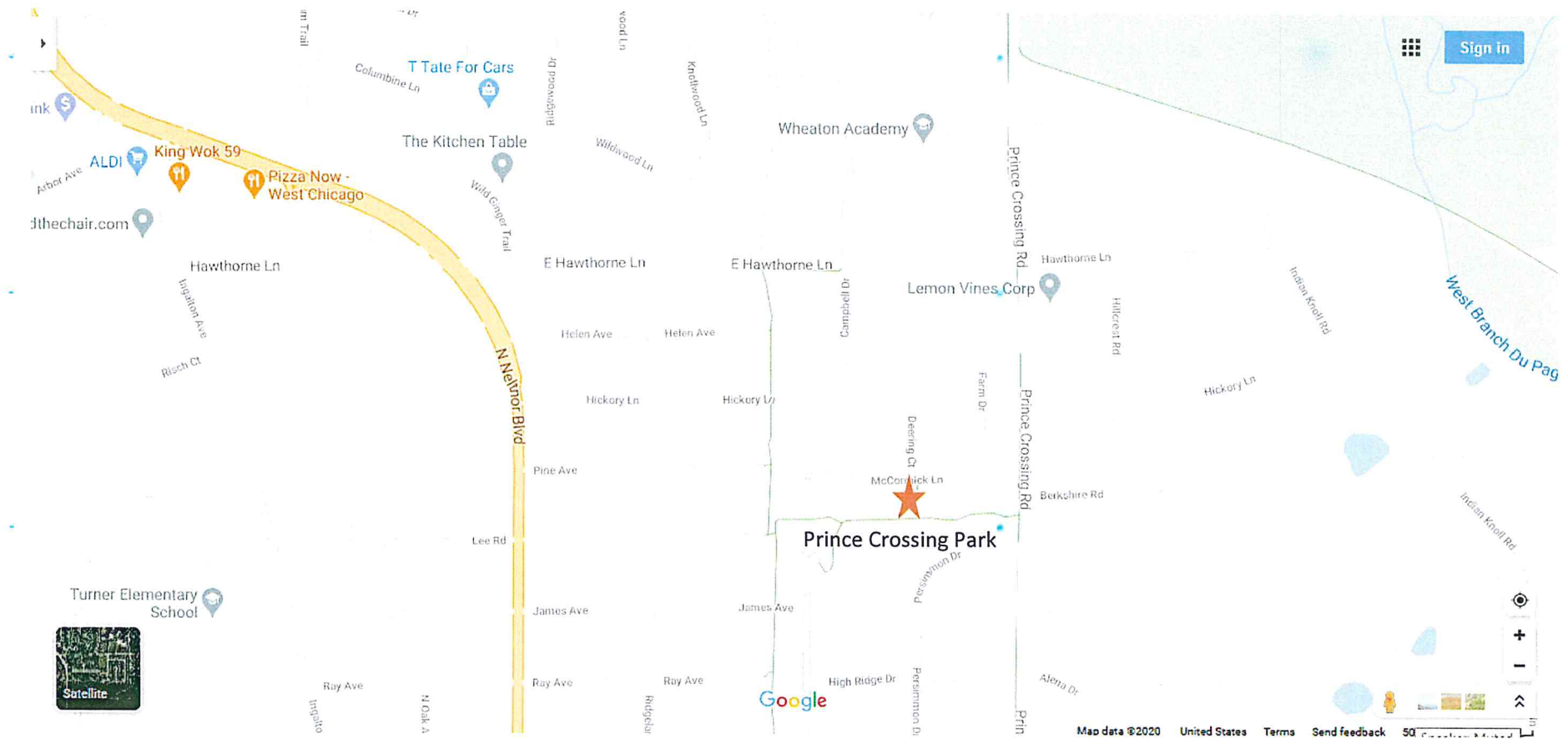
Administrative Assistant to Chief of Police  
West Chicago Police Department

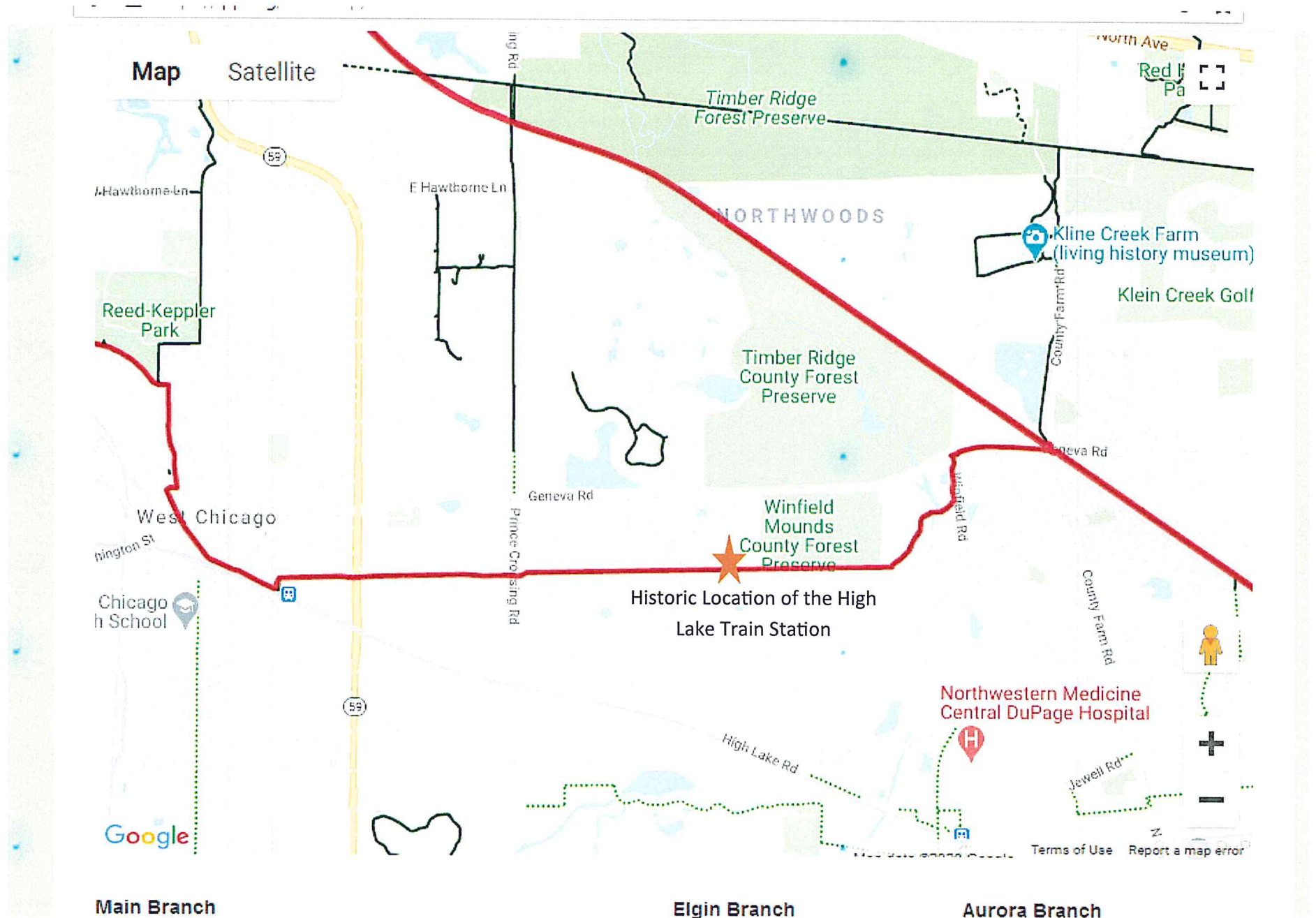
## West Chicago City Museum Interpretive Signage, November Public Affairs Committee

The West Chicago City Museum is seeking to place interpretive signage on two locations not owned by the City (see attached maps) similar to signs being placed at City owned locations as approved by the Public Affairs Committee at their July meeting.

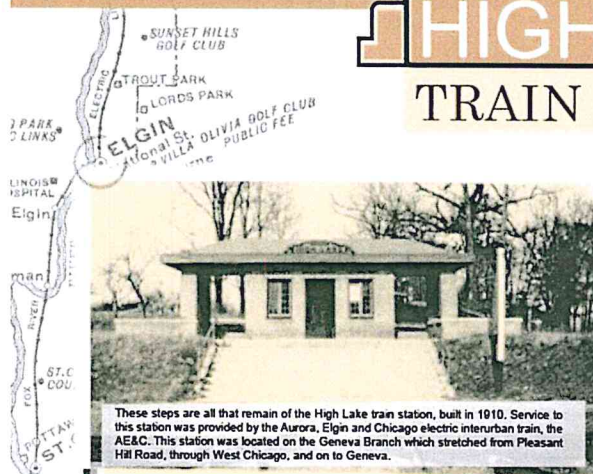
As these additional interpretive signs will be on property not controlled by the City Museum or the City of West Chicago, the City Museum is seeking direction from this committee on the following questions:

1. As detailed in the attached draft Agreement, would this Committee approve the placing of interpretive signage on property of the West Chicago Park District and the DuPage County Forest Preserve, which the City Museum would be responsible for the costs of out of its existing budget and supplemented by fundraising done through the Friends of the West Chicago City Museum?
2. Would this Committee approve the City Museum retaining ownership for said interpretive signage for the duration of its existence?





# HIGH LAKE TRAIN STATION



These steps are all that remain of the High Lake train station, built in 1910. Service to this station was provided by the Aurora, Elgin and Chicago electric interurban train, the AE&C. This station was located on the Geneva Branch which stretched from Pleasant Hill Road, through West Chicago, and on to Geneva.

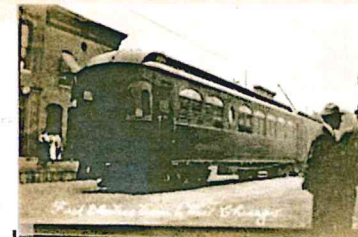


The High Lake stop was a flag station stop, meaning the conductor would stop to board passengers if a flag, or semaphore, was raised. The semaphore pole can be seen on the right side of the picture above. Passengers would pull a chain to lift the semaphore, then pull the chain again to drop the semaphore before boarding the train.

## "September 21 First Electric Passenger Car 2:00 PM"

Anna Steffes, pictured right, made the above entry into her journal after watching the first electric passenger train cross her family farm and head west to West Chicago. She may have stood on the rise just ahead. The Steffes farm and the adjacent David Ward farm, approximately 200 acres, were purchased by Chicago real estate developer, E.A. Cummings, and developed into the residential community of High Lake, which celebrated a formal opening on June 3, 1911.

When the passenger train reached West Chicago, population 3,500, it was greeted by 200 residents and dignitaries. The train was comprised of the Hicks 310 car, powered by four GE motors, and the parlor-buffet car, Carolyn, one of the few named cars in the CA&E system.



PICTURE

**1937 End of Service on the Geneva Branch**  
Electric train service to High Lake and West Chicago was discontinued in 1937. The tracks were removed and the train station was torn down.

**1957 End of the CA&E Electric Interurban**  
Service on the lines to Elgin and Aurora were discontinued at 12:13pm on July 3, 1957. The last car back to Wheaton Station was the Hicks 310, the same car that pulled the first train through High Lake nearly 50 years earlier.

**The Illinois Prairie Path**  
In 1990, the abandoned Geneva Branch was improved and added to the Illinois Prairie Path. The routes to Aurora and Elgin, thanks to the work of May Watts and others, became the Illinois Prairie Path in the 1990s.

Draft signage for High Lake Station Location

**WEST CHICAGO CITY MUSEUM/WEST CHICAGO PARK DISTRICT  
AGREEMENT – INTERPRETIVE SIGNAGE AT PRINCE CROSSING PARK**

This Agreement ("Agreement") is made and effective this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_ by and between the West Chicago City Museum ("WCCM") and the West Chicago Park District ("WCPD") and collectively referred to as the "Parties".

WHEREAS, the WCPD is the owner of land and improvements identified by the common address of 890 McCormick Lane, West Chicago, Illinois, commonly known as Prince Crossing Park ("Premises") and

WHEREAS, the WCCM desires to place historic interpretive signage ("Signage") at the Premises in accordance with the provisions herein set forth; and

THEREFORE, in consideration of the mutual promises herein, contained and other good and valuable consideration, it is agreed as follows:

**1. Term**

The WCPD hereby agrees to allow the WCCM to place Signage at the Premises on an agreed upon date during the month of April 2021 (or other date as mutually agreed upon). Signage will remain in place at the Premises until termination of the Agreement. The Agreement may be terminated (i) mutually by WCPD and WCCM upon 30 calendar days' written notice or (ii) individually by either WCPD or WCCM, as the case may be, upon written notification of a Default of this Agreement with immediate effect, subject to any cure periods.

**2. Rights and Responsibilities**

- a. Design and placement of Signage will be mutually agreed upon in writing by the Parties.
- b. The WCCM shall be responsible for all costs associated with the purchase and installation of the signage. The WCCM will contract with a licensed and insured installation company. The WCCM shall be responsible for acquiring all applicable permits and ensure compliance with all applicable local ordinances.
- c. The WCCM shall retain ownership of Signage and be responsible for maintenance and regular upkeep of Signage.
- d. If Signage is damaged due to vandalism or forces of nature, WCCM will be responsible for removal or repair. If Signage is damaged due to the actions of WCPD staff or contractors, WCPD shall be responsible for repair or replacement.
- e. This Agreement in no way makes WCCM responsible for any care and maintenance of the Premises outside of Signage. WCPD will remain responsible for normal and regular upkeep of the Premises.

- f. Upon termination under Section 1(ii) above, WCPD shall provide WCCM access to Premises for removal of Signage and any other owned property of WCCM at Premises, within 30 calendar days of such parties' receipt of such written notice of termination. If Signage is not removed within such time period, WCPD shall be permitted to remove Signage and return to WCCM at its designated address included in Section 4.

### **3. Default**

If default shall at any time be made by either Party to considerations as herein provided, and if said default shall continue for thirty (30) days after written notice thereof have been given to the Party in default, either Party may declare the term of this Agreement ended.

### **4. Notice**

Any notice required or permitted under this Agreement shall be deemed sufficiently given or served if personally delivered or if sent by United States certified mail, return receipt requested, addressed as follows:

#### **If to the WCCM to:**

West Chicago City Museum  
132 Main Street,  
West Chicago, IL 60185  
Attn: Director

#### **If to WCPD to:**

West Chicago Park District  
201 W. National Street  
West Chicago, IL 60185  
Attn: Executive Director

The Parties shall each have the right from time to time to change the place notice is to be given under this paragraph by written notice thereof to the other Party.

### **5. Headings**

The headings used in this Agreement are for convenience of the Parties only and shall not be considered in interpreting the meaning of any provision of this Agreement.

### **6. Successors**

The provisions of this Agreement shall extend to and be binding upon the WCCM and the WCPD and their respective legal representatives, successors and assigns, as provided for herein.

**7. Final Agreement**

This Agreement supersedes all prior understandings or agreements on the subject matter hereof. This Agreement may be modified only by a further writing that is duly executed by the Parties.

**8. Severability**

If any clause, phrase, provision or portion of this Agreement or the application thereof to any person or circumstance shall be invalid, or unenforceable under applicable law, such event shall not affect, impair or render invalid or unenforceable the remainder of this Agreement nor shall it affect the application of any phrase, provision or portion thereof to other persons or circumstances.

**9. Governing Law/Venue**

This Agreement shall be governed, construed and interpreted by, through and under the Laws of the State of Illinois. Any litigation which commenced to enforce the terms of the Agreement shall be commenced in the Eighteenth Judicial Circuit Court, DuPage County, Illinois.

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the day and year first above written.

**West Chicago City Museum**

By: \_\_\_\_\_  
Sara Phalen  
Its: Director

**West Chicago Park District**

By: \_\_\_\_\_  
Gary Major  
Its: Executive Director

# **WEST CHICAGO POLICE DEPARTMENT MONTHLY REPORT**



**NOVEMBER 2020**  
Michael Uplegger, Chief of Police

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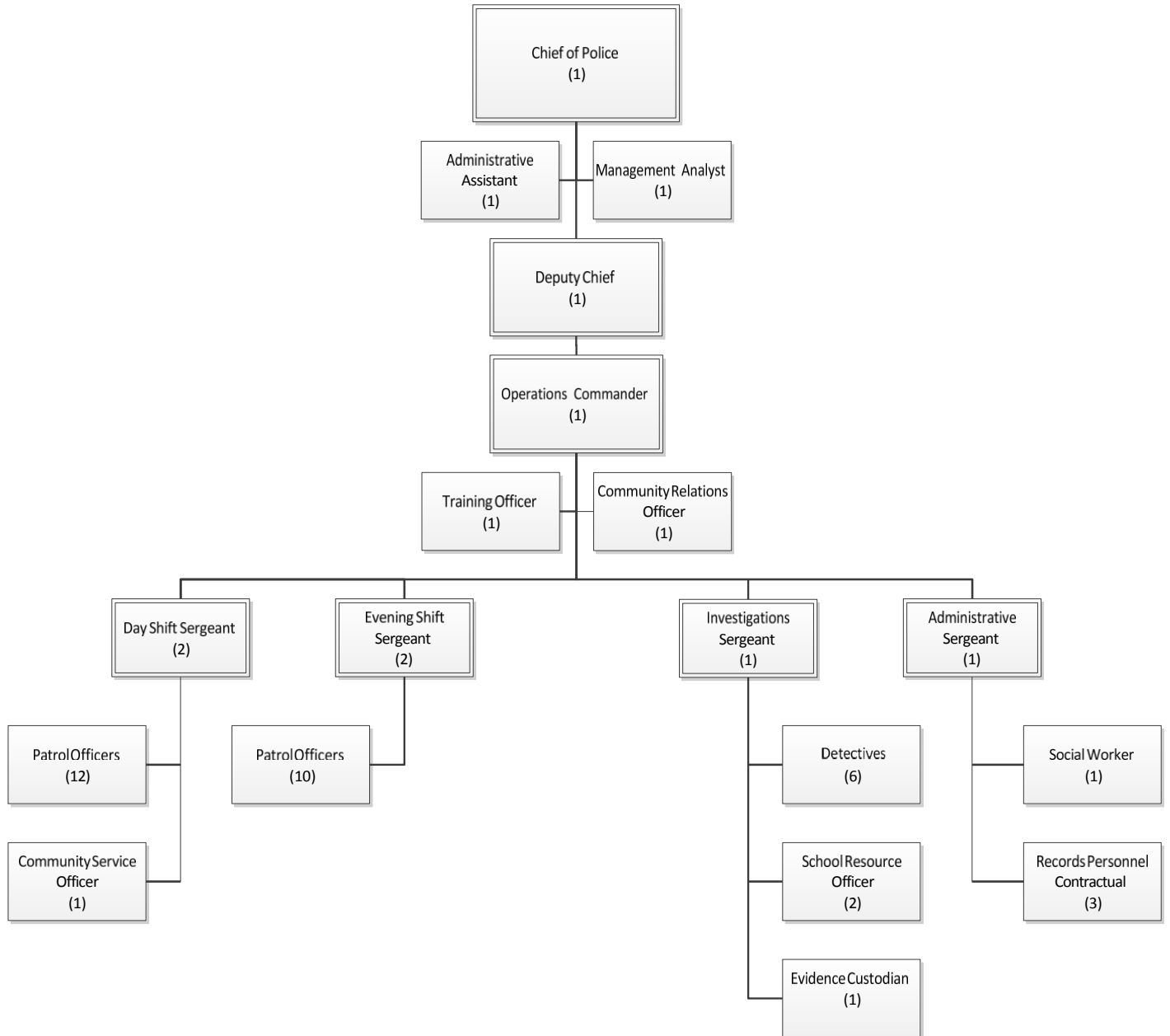
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## Organizational Chart

# West Chicago Police Department

November 2020



## Department Overview

The Mission of the West Chicago Police Department is to Protect Life and Liberty, Provide Quality Police Services, and Forge Community Partnerships with Integrity and Professionalism.

There are three units in the Police Department: Office of the Chief of Police, Support Services Unit and Operations Unit.

The Office of the Chief of Police's primary responsibility is to provide general management direction and control for the Department. The Office of the Chief of Police consists of the Management Analyst, and the Administrative Assistant.

The Support Services Unit consists of Vehicle and Building Maintenance, Records and Social Services. The Operations Unit consists of Uniformed Patrol, Training Officer, Community Relations, Investigations, School Resource Officers, Evidence/Property and Community Service Officers.

## Personnel

Veteran's Day was observed on November 11<sup>th</sup>. The holiday was first commemorated in 1919 to honor those who served and died in the military. The Department wishes to acknowledge those members who have honorably served our country in the Armed Forces: Sergeants John Zurick, Joe Gaztambide and Antonio Reyes and Officers Mike Zepeda, Don Landbo, Andrew Alaniz, Robert Winton, Michael Cummings, Jacob Fuller, Christopher Richards, Blake Bertany, Derek Mielke, Ryan Moore, Nathan Hunt and Richard Dominguez.

During November, the Citizens Police Academy met three times. Topics covered were use of force, firearms and rapid response to active shooter situations. Instructors for these sessions included Officers O'Neil, Jones, Bertany and Mielke.



## **Criminal Activities**

### **Criminal Damage to Property:**

Person(s) unknown damaged a vehicle in the 1000 block of Allen Ave. A landscape brick was used to break the rear window.

Person(s) unknown damaged a vehicle in the 600 block of W. Forest Ave. Both tires on the driver's side of the car had been flattened.

Person(s) unknown damaged a vehicle in the 500 block of Yale St. A driver's side window had been broken by unknown means.

### **Burglary from Motor Vehicle:**

Person(s) unknown entered a vehicle in the 1000 block of Allen Ave. and removed a leaf blower and fan. It is unknown if the vehicle had been secured. Investigation is ongoing.

Person(s) unknown entered an unsecured vehicle in the area of Kenwood Ave. and Ann St. and removed a backpack. The backpack contained the victim's wallet, \$40.00, headphones, a cell phone charger and a State-issued identification card.

Person(s) unknown entered an unsecured vehicle in the 300 block of Hemlock Ln., gaining access to a garage door opener. The suspect(s) opened the overhead garage door and entered the attached garage. Once inside the garage, the suspect(s) entered an unsecured vehicle, removing an unknown amount of change.

Person(s) unknown entered a vehicle in the 200 block of Red Oak Ct. Approximately \$25.00 was missing from the vehicle. It is unknown if the vehicle had been secured.

Person(s) unknown entered a vehicle in the 200 block of Red Oak Ct. The owner determined \$100.00 had been taken from the center console. It is unknown if the vehicle had been secured.

Person(s) unknown entered a vehicle in the 200 block of Laurel Ln. Taken from the vehicle were a key, a garage door opener and an unknown amount of change. It is unknown if the vehicle had been secured. Investigation ongoing.

Person(s) unknown entered an unsecured vehicle in the 300 block of Laurel Ln. and removed a computer monitor valued at \$108.00. Investigation is ongoing.

Person(s) unknown entered an unsecured vehicle in the 1000 block of S. Oak St and removed an LG television valued at \$1,000.00. Investigation is ongoing.

### **Criminal Trespass to Motor Vehicle:**

Person(s) unknown entered an unsecured vehicle in the 500 block of E. Brown St. and rummaged through various compartments. Nothing was taken from the vehicle.

Person(s) unknown entered two unsecured vehicles in the 1000 block of S. Oak. St. The vehicles had been rummaged through; the owner determined nothing was missing.

**Theft Under \$500.00:**

Person(s) unknown and without authorization withdrew \$183.00 from the victim's bank account at a CVS store in Wheaton. The victim, who lives in the 200 block of Long Oak Dr., was still in possession of her bank card. She believes her card information may have been compromised when she used it at a store in Bartlett. Investigation is ongoing.

Person(s) unknown removed aviation-grade spark plugs from a business in the 1100 block of Commerce Dr. Loss is estimated at \$1,000.00.

**Theft Over \$500.00:**

An unknown person returned a snow blower in a box to Menards, located at 220 W. North Ave. The suspect advised the unit was purchased at the store and claimed parts to the snow blower were missing. The unit was exchanged for a new snow blower valued at \$809.99. After the suspect left the store, it was discovered that an old, non-functioning unit was in the box instead of a new unit.

A known person is alleged to have removed \$2,500.00 from a closet in the victim's apartment in the 700 block of W. Forest Ave. Investigation is ongoing.

Person(s) unknown agreed to sell the victim a Play Station 5 (PS5) after communicating via text. The victim, who lives in the 1400 block of White Oak Ln., traveled to a residence in Bensenville to complete the sale. Citing COVID concerns, the victim was instructed to remain in his vehicle and transfer \$600.00 through the Zelle app. After completing the transaction, no one came out of the residence with the PS5. The victim made contact with the homeowner, who advised that other victims had been directed to his address reference the sale of a PS5. No one at that address was selling a PS5. Investigation is ongoing.

**Theft of License Plates:**

Person(s) unknown removed the front and rear license plates from a vehicle in the 900 block of E. Gary's Mill Rd.

Person(s) unknown removed the rear license plate from a vehicle in the 300 block of E. Lester St.

**Criminal Damage to Property/Disorderly Conduct:**

Person(s) unknown broke a window and displayed what appeared to be a handgun in the 800 block of Burr Oaks Dr. Two vehicles approached the victims while they were walking in the parking lot. One suspect exited a silver pickup truck and threw an object that broke a glass door at the front entrance of an apartment building. A second suspect in a black Jeep waved what appeared to be a handgun out of the window. Investigation is ongoing.

**Credit Card Fraud:**

Person(s) unknown made unauthorized charges to the victim's Home Depot credit card. The victim, who lives in the 400 block of W. Stimmel St., noted \$5,116.06 in charges he did not make or authorize. The charges were made in Michigan.

**Fraud:**

A known person issued a check to Menards, located at 220 W. North Ave., in the amount of \$81.06. The check was returned due to insufficient funds in the account. The suspect has stopped answering calls from Menards staff. Investigation is ongoing.

Person(s) unknown emailed the victim with a job offer. The victim, who lives in the 800 block of Lincoln Ave., expressed interest in the job and received a check for \$4,985.00. He was instructed to deposit the check into his bank account, keep \$985.00 and send the rest via money orders and Cash app transactions to an individual in Texas. The victim did as instructed; he was then was advised by his bank that the \$4,985.00 check bounced. The victim was able to cancel the money orders and all but one \$500.00 Cash app transaction. Investigation is ongoing.

Person(s) unknown contacted the victim at a business located in the 100 block of W. Roosevelt Rd. The caller claimed to be with the Health Department and that the victim needed to immediately pay for an important package on behalf of her employer. The victim was instructed to wire \$952.99 to the suspect. The victim wired the money from her personal account using Western Union. The victim then contacted her employer and learned she had been scammed.

Person(s) unknown applied for a loan in the victim's name. The victim, who lives in the 1400 block of Prairie Crossing Ln., received a notice from a collection agency advising of a debt of \$2,549.87 resulting from an unpaid Maxlend Loan.

Person(s) unknown applied for and received a \$150,000.00 loan from the U.S. Small Business Administration (SBA) on behalf of a business, located in the 1100 block of Commerce Dr. The business learned about the loan, for which they had not applied, when they received notice that a \$731.00 payment was due. The SBA opened an investigation.

## Monthly Performance

| Activities           | Aug<br>2020 | Sep<br>2020 | Oct<br>2020 | Nov<br>2020 | YTD<br>2020 | YTD<br>2019 | Total<br>2019 |
|----------------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------|
| Traffic<br>Stops     | 520         | 426         | 569         | 481         | 4,072       | 7,156       | 7,565         |
| Traffic<br>Citations | 224         | 196         | 217         | 186         | 1,657       | 4,339       | 4,545         |
| Traffic<br>Warnings  | 273         | 203         | 277         | 240         | 2,219       | 3,837       | 4,091         |
| Parking<br>Citations | 114         | 106         | 82          | 145         | 1,169       | 2,140       | 2,301         |
| Traffic<br>Crashes   | 57          | 60          | 74          | 46          | 614         | 831         | 905           |
| Incident<br>Reports  | 212         | 265         | 265         | 229         | 2,444       | 2,843       | 3,058         |

## Officer Activities

On August 3, 2019, Officers Rigler and Mielke responded to a call of an intoxicated person at the Laundry King Laundromat, located at 285 E. Roosevelt Rd. The subject was located, and ultimately found to be in possession of ten small baggies containing a white powdery substance, suspected to be illicit narcotics. The subject was released from custody pending the result of analysis of the substance by the DuPage County Crime Lab. Those results were received in early August 2020; the substance was identified as Fentanyl. The DuPage County State's Attorney's Office approved a charge of Possession of a Controlled Substance and an arrest warrant was obtained. On November 2, 2020, Officers Rigler, Mielke, Eversole and Richards and Detectives Calabrese and Flanigan were in the 800 block of Burr Oaks Dr. attempting to locate an individual when they encountered the suspect from this case. He was arrested, transported to the Station, fingerprinted, photographed and transported to the DuPage County Jail.

On November 2<sup>nd</sup>, Officers Cummings and Alaniz responded to a residence in the 300 block of E. Pomeroy St. for a reported overdose. The subject was described as being unconscious, but breathing. Upon arrival, the individual was administered three doses of Narcan and regained consciousness. West Chicago Fire Protection District medics arrived and transported the subject to Northwestern Medicine Central DuPage Hospital for treatment.

On November 2<sup>nd</sup>, a victim in the 1200 block of Bishop St. reported that her Ring doorbell camera system had captured her ex-boyfriend standing on her front porch looking inside the residence through a window. A check of the ex-boyfriend's name in a statewide law enforcement database revealed he had several outstanding warrants for his arrest. Officers Rigler, Mielke, Eversole and Richards and Detectives Calabrese and Flanigan went to the 800 block of Burr Oaks Dr. in an attempt to locate the suspect. He was found and taken into custody on the warrants. A search of his person incident to the arrest revealed a small baggie containing a white powdery substance, suspected to be heroin. The subject was transported to the Station, where the white powder tested positive for the presence of Fentanyl/Heroin. The DuPage County State's Attorney's Office approved a charge of Possession of a Controlled Substance. The offender was fingerprinted, photographed and transported to the DuPage County Jail.

On November 6<sup>th</sup>, Officers Schoonhoven and Richards and Detectives Flanigan and Calabrese responded to a residence in the 400 block of E. Brown St. for a report of a juvenile runaway who was likely in possession of a stolen handgun. The complainant advised her son had left home without permission; she also discovered a handgun she kept locked in the home was missing. The juvenile's girlfriend confirmed she had seen him in possession of the handgun after he had left home. The juvenile returned home on his own accord on November 7<sup>th</sup>. Officers Schoonhoven and Mielke followed up and confirmed the juvenile was home and returned the handgun to his mother. The juvenile advised he took the handgun for protection. The juvenile was taken into custody. The DuPage County State's Attorney's Office approved a charge of Possession of a Stolen Firearm. The offender was transported to the Kane County Juvenile Detention Center.

On September 26<sup>th</sup>, Officer Perry and Sergeant Reyes responded to Pioneer School, located at 130 E. Forest Ave., for a robbery. The victim stated three suspects punched him and took his cell phone and wallet containing \$1,469.00 before leaving the area. Security cameras in the area captured the crime. Detective Herbert and School Resource Officer Fuller were able to develop suspect information through interviews with witnesses and searches of social media posts. On November 18<sup>th</sup>, Detective Herbert contacted the DuPage County State's Attorney's Office, who approved a single count of Robbery against two of the three juvenile offenders.

## Monthly Report

On May 19, 2019, Officer Perry responded to Gloria's Jewelry, located at 178 W. Washington St., for a burglary report. The suspect had broken out a window to gain access to the store. Sergeant Zurick performed evidence technician duties for this case and recovered blood from the window frame surrounding the broken window. The blood was sent to the DuPage County Crime Lab. Detective Peterson received a response from the crime lab that the blood collected at the burglary was a potential match to an individual with a profile currently in the national DNA database. The DNA was confirmed to be a match after a sample was taken from the suspect (pursuant to a search warrant) while he was in the custody of the Cook County Jail on a matter unrelated to this burglary. Detective Peterson contacted the DuPage County State's Attorney's Office, who approved a charge of Burglary against the offender. An arrest warrant was obtained and on November 2<sup>nd</sup>, the suspect was served with a copy at the Vandalia Correctional Center, where he is serving a prison sentence unrelated to this case.

# **WEST CHICAGO POLICE DEPARTMENT MONTHLY REPORT**



**DECEMBER 2020**

Michael Uplegger, Chief of Police

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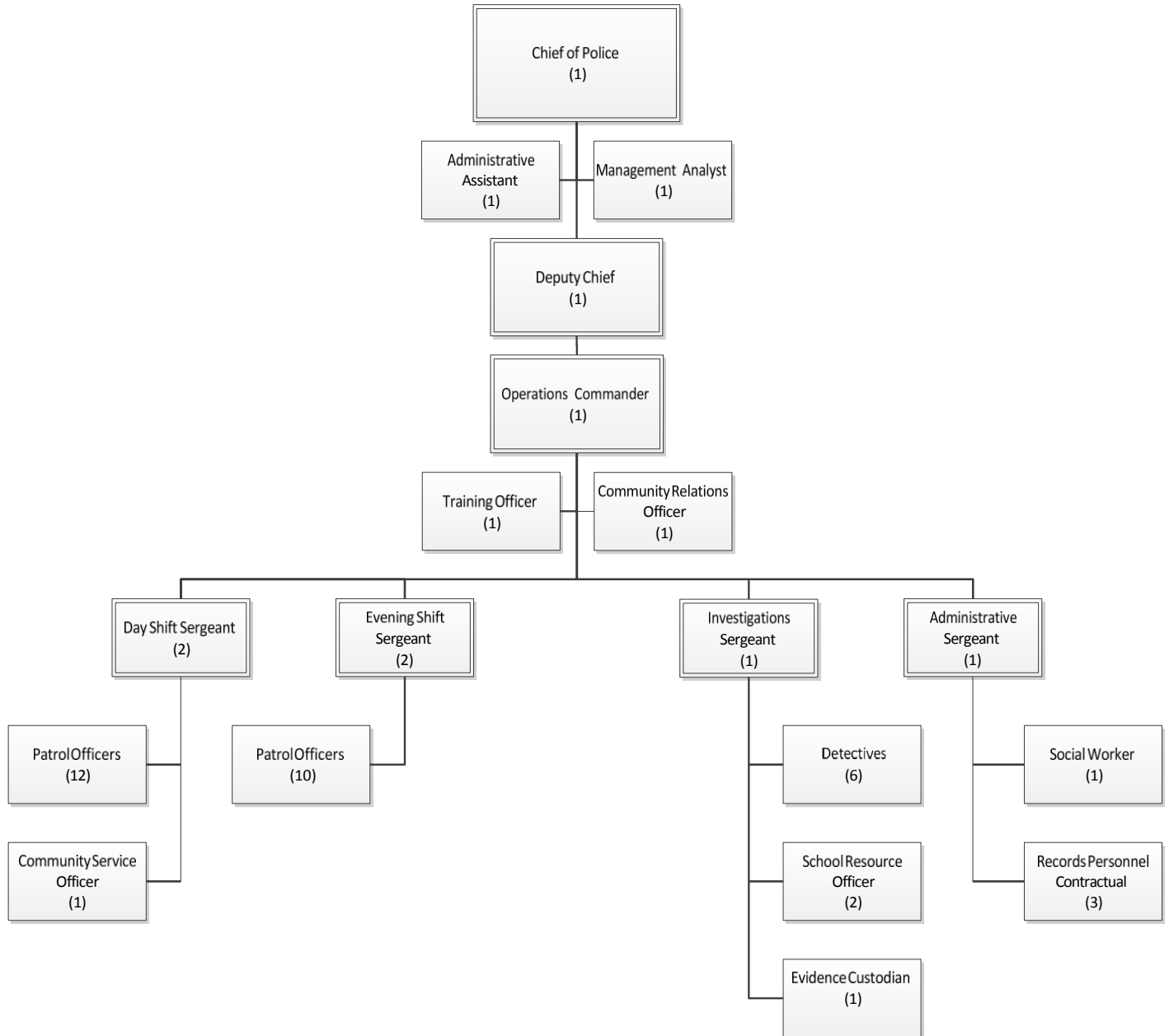
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## Organizational Chart

# West Chicago Police Department

December 2020



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The Support Services Unit consists of Vehicle and Building Maintenance, Records and Social Services. The Operations Unit consists of Uniformed Patrol, Training Officer, Community Relations, Investigations, School Resource Officers, Evidence/Property and Community Service Officers.

## Personnel

In what has become an annual tradition, the West Chicago Police Department participated in the Marine Corps' Toys for Tots Program. Beginning in early November through December 13<sup>th</sup>, Citizens were encouraged to drop off an unwrapped toy at the Police Station. In 2020, the DuPage County Toys for Tots Team was able to distribute 54,279 toys to over 26,656 local children. Special thanks to Officer Zepeda (Marine Corp Veteran) for coordinating our participation with this event.

The participants enrolled in the Fall 2020 Citizens Police Academy successfully completed the program and were presented with their certificates.



## **Criminal Activities**

### **Criminal Damage to Property:**

Person(s) unknown damaged a business in the 800 block of W. Hawthorne Ln. A window on the south side of the building was broken by unknown means.

Person(s) unknown damaged a vehicle in the 200 block of E. Brown St. Sugar was poured in the gas tank of the car.

Person(s) unknown damaged a vehicle in the 500 block of Carriage Dr. Three tires on the car were punctured.

A known person damaged a vehicle in the 400 block of Church St. The suspect approached the victim as she was sitting in her vehicle. The victim locked her car door and ignored the suspect, prompting the suspect to punch the side window several times with his fist. The suspect left the scene prior to the arrival of police. While the glass did not break, the window and surrounding weather-stripping was damaged and needed to be repaired. An arrest warrant for the offender was obtained and remains outstanding.

Person(s) unknown damaged a vehicle in the 700 block of Joliet St. The paint on the passenger side of the car was scratched with an unknown object.

### **Criminal Defacement:**

Person(s) unknown spray-painted gang-related graffiti on a fence adjacent to a residence in the 100 block of E. York Ave.

Persons(s) unknown used a marker to write gang-related graffiti in a common hallway in an apartment building in the 1200 block of Kings Cir.

### **Burglary from Motor Vehicle:**

Person(s) unknown entered two vehicles parked at a residence in the 400 block of W. Washington St. An unknown amount of change and costume jewelry were missing. It is unknown if the vehicles were secured.

Person(s) unknown entered a vehicle in the 100 block of Center St. and removed \$50.00 in change and an electronic device. The victim was adamant he had secured the car and there was no evidence of forced entry.

Person(s) unknown entered an unsecured vehicle in the 1000 block of Hahn Place. A backpack containing textbooks and \$600.00 was removed from the vehicle.

Person(s) unknown entered an unsecured vehicle in the 200 block of E. Wilson St. A coat and wallet were taken from the vehicle. The wallet was later found in the yard of a neighbor; an unknown amount of cash and several gift cards had been removed from the wallet.

Person(s) unknown entered an unsecured vehicle in the 100 block of Whispering Oaks Dr. A purse containing a vehicle key, a watch, a driver's license and several debit and credit cards were taken.

Person(s) unknown entered an unsecured vehicle in the 100 block of Whispering Oaks Dr. and removed a tool box.

**Criminal Trespass to Motor Vehicle:**

Person(s) unknown entered a vehicle in the 300 block of Harrison St. Compartments within the vehicle had been rummaged through, but nothing taken. It is unknown if the vehicle had been secured.

Person(s) unknown entered an unsecured vehicle in the 1600 block of Orchard Ct. Compartments within the vehicle had been rummaged through, but nothing taken.

Person(s) unknown entered an unsecured vehicle in the 1600 block of Whispering Oaks Dr. Compartments within the vehicle had been rummaged through, but nothing taken.

**Theft Over \$500.00:**

Person(s) unknown removed a snow plow from a truck parked in a lot in the 200 block of E. Roosevelt Rd. Loss is estimated at \$3,200.00.

**Theft Under \$500.00:**

Person(s) unknown removed a package from a mailbox in the 200 block of Turner Ct. The package contained a ring and necklace valued at a combined total of \$96.00.

Person(s) unknown removed a package that had been delivered to the lobby of an apartment building in the 500 block of Carriage Dr. Loss is estimated at \$40.00.

**Retail Theft:**

An unknown person entered the Citgo, located at 250 S. Neltnor Blvd., and asked for two packs of cigarettes. The clerk placed the cigarettes on the counter; the suspect placed the items in his pocket and ran from the store. Loss is estimated at \$19.54.

**Theft of Lost/Mislaid Property:**

An unknown person took the victim's wallet at the Jewel-Osco, located at 177 E. Roosevelt Rd., after he had lost it in the store. The wallet contained \$1,500.00, a driver's license, two debit cards and a credit card.

Person(s) unknown removed the victim's unattended purse from a shopping cart at Jewel-Osco, located at 177 E. Roosevelt Rd. The victim returned her shopping cart to a cart corral in the parking lot, forgetting to take her purse. An unknown person later located the purse along the side of Joliet St. Using identifying information contained in the purse, the unknown person returned the purse to the victim's residence. The victim advised \$430.00 and her driver's license were missing.

**Motor Vehicle Theft:**

An unknown person stole a vehicle from the 500 block of Main St. The owner left the vehicle unattended, running and unlocked while he entered a store. When he returned the vehicle was gone. The vehicle was later recovered unoccupied and undamaged in unincorporated DuPage County.

Person(s) unknown stole a vehicle from the 2800 block of Camden Dr. The vehicle had been left unsecured with the keys inside. The car was recovered unoccupied and undamaged by the St. Charles Police Department.

**Attempted Robbery:**

An unknown person attempted to rob the victim in the 900 block of Apple Tree Ln. The victim returned home and fell asleep in his car, which was parked in his garage with the overhead door open. The victim was awakened by the suspect demanding money. The victim stated he had no money and the suspect left. A K-9 unit from the Elmhurst Police Department tracked the suspect's trail to a nearby residence in the jurisdiction of the DuPage County Sheriff's Office. A vehicle at that location had been entered by the suspect without the owner's consent; unknown if anything had been taken. The K-9 lost the suspect's scent just beyond the property line of the second residence.

**Fraud:**

A known person repaid the victim for a loan with five counterfeit \$20.00 bills at a residence in the 100 block of E. Stimmel St. Investigation is ongoing.

Person(s) unknown and without authorization opened three credit card accounts in the victim's name. The victim, who lives in the 400 block of Highland Ave., also learned an unknown person obtained a California driver's license in his name. Investigation is ongoing.

Person(s) unknown phoned the victim, who lives in the 900 block of Gary's Mill Rd., and offered to sell her an iPhone 12 for \$399.00. The victim paid as instructed and a week later received a phone; however it was not an iPhone 12. In the course of arranging for the proper phone, the victim sent the suspect another \$415.00. After sending the second payment, the victim learned the entire transaction was a scam.

Person(s) unknown emailed the victim, who lives in the 1100 block of Blakeley St., and offered a job as a personal assistant conducting financial transactions. The victim agreed to accept payments into his personal checking account and then transfer all except for \$200.00 to various accounts via Bitcoin, Zelle, Cash app or PayPal. After receiving a deposit of \$1,298.03 and transferring the money via Bitcoin to an account specified by the suspect, Chase Bank put a hold on the victim's account due to the suspicious nature of the transactions. Investigation is ongoing.

During the month of December 2020, the Department received 39 complaints of Identity Theft via fraudulent claims for unemployment benefits through the Illinois Department of Employment Security.

**Burglary:**

Persons unknown forced entry to a business located in the 1200 block of W. Roosevelt Rd. The glass in the front door to the business had been shattered with a hammer. Once inside, the suspects broke into numerous jewelry display cases. A number of items were removed; however, an exact accounting of the items stolen was not known at the time of the initial report. Investigation is ongoing.

Persons unknown forced entry to a gas station located in the 1400 block of W. Roosevelt Rd. The glass in the front entry door of the business had been shattered with a crow bar, allowing entry. The suspects accessed the cash registers, removing an unknown amount of cash. The offenders left the scene westbound on Roosevelt Rd. in a white box truck. The owner advised the building had been secured, but the alarm did not properly activate. Investigation is ongoing.

**Criminal Damage to Property/Theft of Motor Vehicle:**

Persons unknown arrived at an apartment in the 1200 block of Kings Cir., flashed gang signs and threw a rock through an apartment window. The suspects entered two separate vehicles and fled the area. The victims got into their car and followed the two vehicles. The driver of one of the suspect cars intentionally crashed into the victim's vehicle. In the process, the suspect's vehicle became disabled. The occupants abandoned the vehicle, fled on foot and were not located. Further investigation revealed the disabled vehicle had been stolen from the apartment complex shortly before the window had been broken. The owner of the stolen car reported she had left the car running, unoccupied and unsecured while she was inside her apartment. Investigation is ongoing.

**Criminal Sexual Abuse:**

An unknown person on an unknown date in August 2020 approached the victim in the 100 block of E. Forest Ave. and placed his hand down her pants. The suspect fled the area on foot. The incident was reported to police in December 2020. Investigation is ongoing.

**Criminal Sexual Assault:**

The victim alleged a known person sexually assaulted him "too many times to count" at his residence in the 1300 block of Snowberry Ln. The complainant alleged the assaults were witnessed by Kanye West and other celebrities. The victim was transported to Northwestern Medicine Central DuPage Hospital for a psychiatric evaluation. Investigation is ongoing.

## Monthly Report

### Monthly Performance

| Activities           | Sep<br>2020 | Oct<br>2020 | Nov<br>2020 | Dec<br>2020 | YTD<br>2020 | YTD<br>2019 | Total<br>2019 |
|----------------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------|
| Traffic<br>Stops     | 426         | 569         | 481         | 574         | 4,646       | 7,565       | 7,565         |
| Traffic<br>Citations | 196         | 217         | 186         | 283         | 1,849       | 4,545       | 4,545         |
| Traffic<br>Warnings  | 203         | 277         | 240         | 297         | 2,516       | 4,091       | 4,091         |
| Parking<br>Citations | 106         | 82          | 145         | 124         | 1,293       | 2,301       | 2,301         |
| Traffic<br>Crashes   | 60          | 74          | 63          | 57          | 688         | 903         | 905           |
| Incident<br>Reports  | 265         | 265         | 229         | 208         | 2,652       | 3,058       | 3,058         |

## Officer Activities

On November 7<sup>th</sup>, officers were dispatched to the 100 block of W. Hazel Street for a report of shots fired. Officers discovered two houses and one vehicle had been struck by bullets. No people were injured. The investigation revealed two vehicles were involved in the incident and that two occupants in one of those vehicles fired the shots. Over the course of the next few weeks Detectives followed up on the case and identified persons of interest. Detectives learned gang members from West Chicago and Rockford, IL were involved in the shooting. In late November 2020 a joint operation involving members of the West Chicago Police Department and the Rockford Police Department commenced, aimed at locating the suspects. Between late November and early December 2020 four suspects (two from West Chicago, two from Rockford) were located and ultimately charged with numerous felonies in connection with the shooting. Those charges include Aggravated Discharge of a Firearm within 1000 Feet of a School, Unlawful Possession of a Firearm by a Felon and Unlawful Possession of a Weapon by a Street Gang Member in a Vehicle.

On December 25<sup>th</sup>, Officers Mielke, Richards, Rigler and Moore were dispatched to an apartment in the 500 block of Carriage Dr. for a call of a subject pounding on the windows to an apartment. Upon arrival officers observed a male dragging a female from the common hallway into an apartment. Officers intervened and after a physical struggle with the male, took him into custody. The investigation revealed the male was the ex-boyfriend of the female. He had arrived at the victim's apartment uninvited and insisted on speaking with her. When she refused, the male entered her first floor apartment via an unlocked window. Two of the officers involved in this incident received minor injuries as a result of the suspect actively resisting arrest. The DuPage County State's Attorney's Office approved charges of felony Criminal Trespass to Residence, Aggravated Resisting a Peace Officer and Domestic Battery against the offender. The offender was transported to the DuPage County Jail to await a bond hearing.

# **WEST CHICAGO POLICE DEPARTMENT MONTHLY REPORT**



**JANUARY 2021**

Michael Uplegger, Chief of Police

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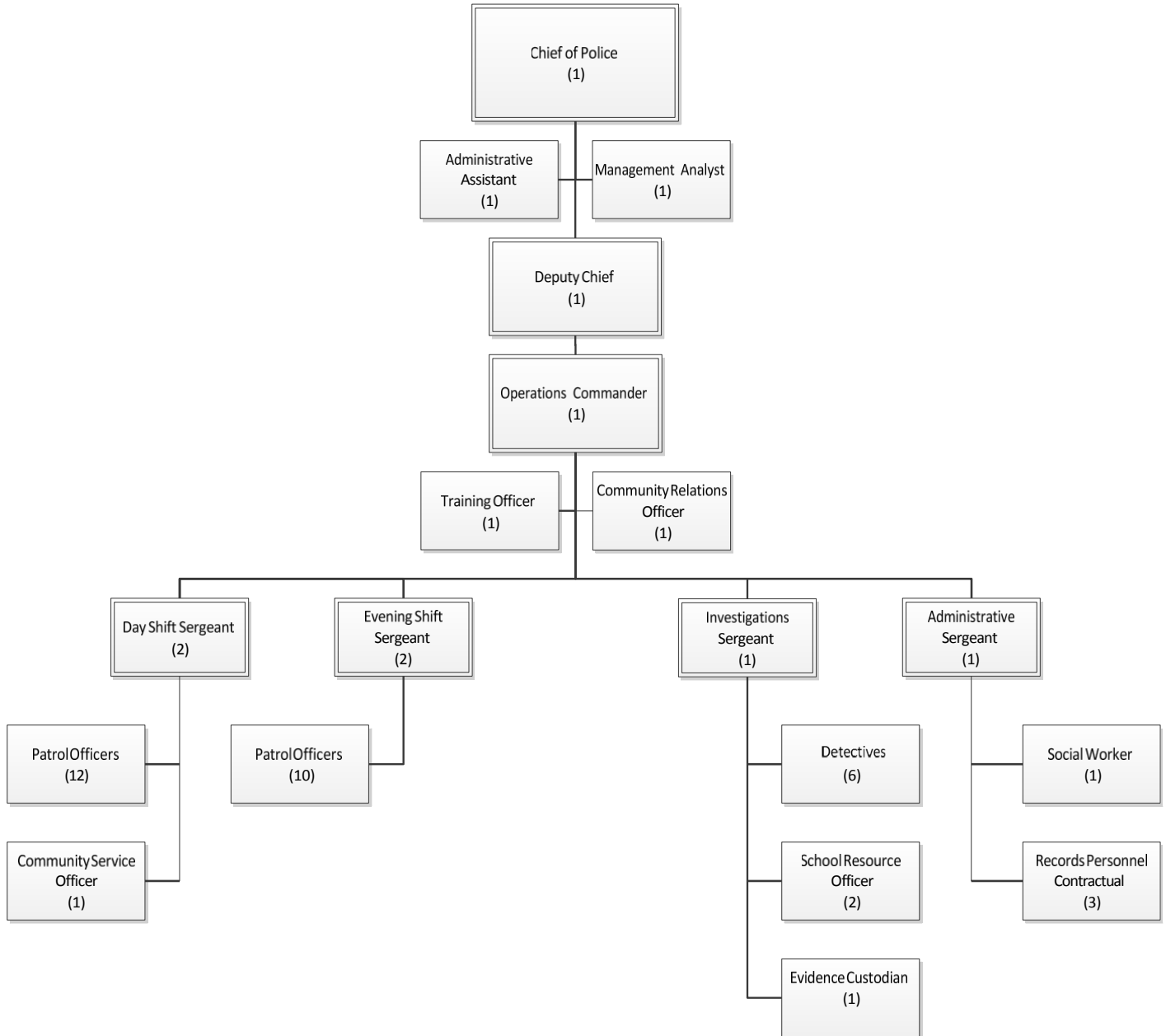
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## Organizational Chart

# West Chicago Police Department

January 2021



## Department Overview

The Mission of the West Chicago Police Department is to Protect Life and Liberty, Provide Quality Police Services, and Forge Community Partnerships with Integrity and Professionalism.

There are three units in the Police Department: Office of the Chief of Police, Support Services Unit and Operations Unit.

The Office of the Chief of Police's primary responsibility is to provide general management direction and control for the Department. The Office of the Chief of Police consists of the Management Analyst, and the Administrative Assistant.

The Support Services Unit consists of Vehicle and Building Maintenance, Records and Social Services. The Operations Unit consists of Uniformed Patrol, Training Officer, Community Relations, Investigations, School Resource Officers, Evidence/Property and Community Service Officers.

## Personnel

Effective January 31<sup>st</sup>, Chief Uplegger retired from the Police Department. We thank the Chief for his 28 years of service to the City of West Chicago and wish him well in his future endeavors.



## **Criminal Activities**

### **Criminal Damage to Property:**

Person(s) unknown damaged a vehicle in the 400 block of St. Andrews Ct. A tire had been flattened, multiple windows were broken out, the interior and exterior of the car had been spray-painted and other exterior parts had been damaged. Investigation is ongoing.

A known person arrived at a residence in the 200 block of Joliet St. and demanded entry. The homeowner denied the request and the suspect began pounding on the door. The victim stated they were calling 911, prompting the suspect to leave. The victim discovered the screen door had been damaged and a pane of glass in the entry door was broken. Investigation is ongoing.

An unknown person damaged a business in the 200 block of S. Neltnor Blvd. Officers responded to an alarm activation and found the front window broken. No one was found inside the store. Security camera footage showed a suspect throw a rock through the window, look into the business and then flee northbound on foot. Investigation is ongoing.

### **Criminal Defacement:**

Person(s) unknown spray painted gang-related graffiti on a Street sign in the 100 block of W. Grand Lake Blvd.

Person(s) unknown spray painted gang-related graffiti on a garage in the 600 block of Joliet St.

Person(s) unknown spray painted gang-related graffiti on the first floor hallway wall of an apartment building in the 1200 block of Kings Cir.

### **Theft Over \$500.00:**

Person(s) unknown ordered \$14,000.00 worth of caulk using a company account. The caulk was never delivered to any of the company's job sites. The owner believes that the caulk was purchased without authorization by an employee and will be resold. Investigation is ongoing.

### **Theft Under \$500.00:**

Person(s) unknown stole a package delivered by Amazon to a common area of an apartment building in the 200 block of N. Neltnor Blvd. The package contained a pair of shoes.

Person(s) unknown entered the victim's unsecured gym locker at Wheaton Academy, located at 900 Prince Crossing Rd. A pair of Apple AirPods was taken and \$120.00 was removed from the victim's wallet.

### **Retail Theft:**

An unknown person removed two bottles of whiskey valued at \$70.00 without paying from Jewel Osco, located at 177 E. Roosevelt Rd.

Person(s) unknown removed a drill and driver combination without paying from Menards, located at 220 W. North Ave. Two suspects entered the store and one placed the items in his jacket. Both exited the store and left the area in an unknown make/model of vehicle.

**Theft of Motor Vehicle Parts and/or Accessories:**

On two separate occasions during the month, person(s) unknown removed catalytic converters from two vehicles in the 1200 block of Kings Cir.

Person(s) unknown removed two batteries from a truck parked in the 900 block of E. Roosevelt Road. The truck had been in the lot for 6 to 12 months without being started.

Person(s) unknown removed a catalytic converter from a vehicle in the 200 block of N. Neltnor Blvd.

**Fraud:**

Person(s) unknown telephoned the victim at his residence in the 500 block of N. Oak St. The victim was told police and a prosecutor in China were investigating him for possible financial crimes. The victim was convinced to provide a \$30,000.00 "pledge" to stay out of legal troubles. The victim transferred the money to an account in China. Investigation is ongoing.

**Burglary:**

Unknown persons forced entry to a business in the 900 block of N. Neltnor Blvd. by prying the back door open. A case of frozen chicken wings was taken. Investigation is ongoing.

Unknown persons forced entry to a business in the 900 block of N. Neltnor Blvd. by prying the back door open. Nail polish, nail care equipment and \$300.00 were taken. Investigation is ongoing.

Unknown persons forced entry to a business in the 900 block of N. Neltnor Blvd. by prying the back door open. Removed was an ATM machine, an iPhone 6, a PlayStation and \$250.00. Investigation is ongoing.

Unknown persons forced entry to a business in the 900 block of N. Neltnor Blvd. by prying the back door open. At the time of the initial report, nothing is believed to have been taken from the business. Investigation is ongoing.

Person(s) unknown forced entry to the rear entrance of a business in the 100 block of N. Neltnor Blvd. Once inside the suspect(s) forced open a safe, removing \$909.00. Investigation is ongoing.

Person(s) unknown entered the BP, located at 219 S. Neltnor Blvd, by unknown means. An ATM and cash register were pried open and cash removed from both devices. Numerous cartons of cigarettes (approximately 120) were taken. Investigation is ongoing.

Person(s) unknown entered a residence in the 1000 block of Bishop St. The owner had been out of town for over a month; entry was made by prying open a basement window. Drawers in bedrooms had been emptied out; at the time of the initial report, it is unknown what may be missing. Investigation is ongoing.

**(Attempt) First Degree Murder:**

An unknown person shot the victim while he was sitting in his car in the parking lot of a business in the 500 block of Industrial Dr. The victim suffered severe wounds to the face and was transported to Good Samaritan Hospital. Investigation is ongoing.

## Monthly Report

### Monthly Performance

| Activities           | Oct<br>2020 | Nov<br>2020 | Dec<br>2020 | Jan<br>2021 | YTD<br>2021 | YTD<br>2020 | Total<br>2020 |
|----------------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------|
| Traffic<br>Stops     | 569         | 481         | 574         | 508         | 508         | 385         | 4,646         |
| Traffic<br>Citations | 217         | 186         | 283         | 121         | 121         | 126         | 1,849         |
| Traffic<br>Warnings  | 277         | 240         | 297         | 217         | 217         | 269         | 2,516         |
| Parking<br>Citations | 82          | 145         | 124         | 343         | 343         | 190         | 1,293         |
| Traffic<br>Crashes   | 74          | 63          | 69          | 42          | 42          | 58          | 700           |
| Incident<br>Reports  | 265         | 229         | 208         | 192         | 192         | 192         | 2,652         |

## Officer Activities

On January 3<sup>rd</sup>, Officer Gelsomino met with the victim of a vehicle theft. The victim reported he had agreed to sell a vehicle to the suspect, allowing the suspect to take possession of the car and provide payment a few days later. After a week, the suspect had not paid for the car. The suspect agreed to return the car, which he did, along with the keys. The victim subsequently the same day left the car legally parked on the street; when he returned he discovered the car was gone. Police were notified and a stolen motor vehicle investigation was initiated. On January 5<sup>th</sup>, Officer Kowalik observed the vehicle driving in the area of Main St. and Chicago Ave. Officer Kowalik and Jones conducted a traffic stop with the vehicle on Washington St. They discovered the steering column was damaged. The driver, found to be the same individual who had considered buying the car, was determined to be driving with a suspended driver's license and had an outstanding arrest warrant. The suspect was placed under arrest and transported to the Station and interviewed. The suspect admitted that after bringing the car back to the owner, he returned, broke open the steering column and "hot-wired" the car. The DuPage County State's Attorney's Office approved a charge of Possession of a Stolen Motor Vehicle. The offender was also issued traffic citations for Driving While License Suspended and Operating an Uninsured Motor Vehicle. He was transported to the DuPage County Jail to await a bond hearing.

On January 26<sup>th</sup>, Officers O'Neil and Perry and Sergeant Reyes were dispatched to a medical facility located in the 200 block of W. Roosevelt Rd. for a domestic-related incident. Officers were advised one of the parties involved in the situation was on scene and known to carry a gun on his person. That individual was located and found to have a loaded .22 caliber pistol in his waistband. He was arrested for illegal possession of the firearm and transported to the Station. The DuPage County State's Attorney's Office ultimately approved a charge of Aggravated Unlawful Use of a Weapon against the suspect. The arrestee was transported to the DuPage County Jail to await a bond hearing. Meanwhile, the individual determined to be the victim of the original domestic-related incident advised the suspect had been physically and verbally abusive to her. Additionally, the victim alleged she had been prevented by the offender from leaving their residence or using her phone. The victim was placed in contact with the Department's social worker for assistance with pursuing an Order of Protection.



# Healthy West Chicago Strategic Plan

Impact, Sustainability & Fundraising

Prepared For:  
Healthy West Chicago

Prepared By:



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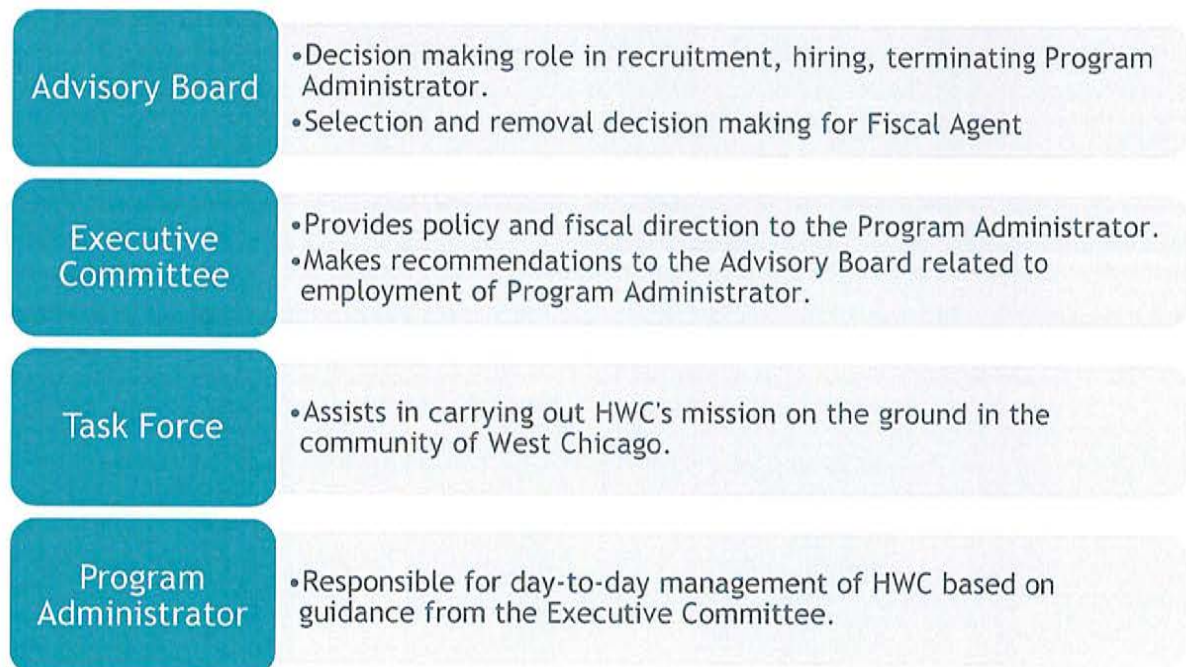
# History & Background

## Introduction

Healthy West Chicago (HWC), in partnership with Planning, Implementation & Evaluation (PIE), worked collaboratively from October 2020 – January 2021 to create a Strategic Plan for 2021-2023. The purpose of this Strategic Plan is to identify the needs and opportunities to expand and sustain HWC's impact, and create a specific set of action steps to address them over the next three years.

## History & Need

HWC has served the West Chicago community for over six years, with a mission to “to ensure that all residents of West Chicago will have access to an optimal state of health and wellness.” HWC is a collaboration between 44 partners from West Chicago, DuPage County and the Chicago Metropolitan area. Partners include government entities, nonprofit organizations, local businesses, and faith institutions (see full list in Appendix A). HWC is guided by an Executive Committee and governed by an Advisory Board, as well as a dedicated staff member, Carly Smitherman, who as the Program Administrator for HWC, supports its day-to-day programming and operations.



HWC has seen programmatic and collaborative successes since its founding in 2014, but there is ample opportunity for it to expand its reach, diversify its funding, and sustain its impact in West Chicago.

A core aspect of HWC is the involvement of partners. Currently, HWC implements community programming through collaboration with several partners. Core program areas focus on healthy eating/nutrition and physical activity. For example, HWC activities in 2019-20 included healthy eating cooking classes and clubs in schools and for community members, community workout sessions and yoga, grocery store tours for seniors to identify cost effective ways to shop, community gardens, emergency food distribution and grocery gift cards, and flu shot clinics for residents without insurance. The Move with the Mayor (MWTM) campaign has been a visible initiative to engage community members in physical activity, which is supplemented by other HWC physical activity opportunities, such as 5k races and the Heka Heart Walking Challenge. In 2020, programming also included food security as a response to the COVID-19 pandemic. A stated purpose across all programming is to provide opportunities for diverse members of the West Chicago community to come together and interact in new ways.

HWC's successful history allows for meaningful opportunities to expand its reach and impact in the community. However, key issues need to be addressed in order for HWC to maximize and sustain its impact over time, including the role and inclusion of partners in planning and strategy. It is critical that partners be a part of the process to determine and define partner roles, both for the Advisory Board and Task Force as a whole, as well as for individual partner entities. This will be an ongoing process throughout 2021.

# Strategic Planning Scope, Process & Values

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## Introduction

This section outlines the specific scope of the Strategic Plan—including the key areas of emphasis and action items to accomplish them—as well as the process used to complete this work and values that guided it.

## Scope of Work

The scope of this work was created collaboratively with HWC's Executive Committee, based on its priorities and needs. The Strategic Plan has two major foci—sustainability and structure—as well as key action items needed to achieve these results.

### Sustainability

Review HWC budget, fundraising and programming to understand how to facilitate **sustainability** and what should be sustained or grown over time.

- SWOT analysis
- Review programming and impact to identify strengths and challenges
- Review current and historical budgets, funders and revenue streams
- Define and set growth goals, including role expansion and revenue needs
- Planning and identification of specific foundations and grant opportunities
- Co-create guiding framework for grants and fundraising

### Structure

Understand key issues in the **structure** and model of HWC to provide recommendations for an improved structural model that will maximize program participation, impact and sustainability.

- Interview current HWC partners to discuss current benefits and challenges to structure
- Conduct relevant scan of similar models
- Interview key stakeholders from identified models to understand benefits and challenges of structures
- Review literature on best-fit structures

## Process

PIE met with HWC's Executive Committee to begin the strategic planning process; PIE and HWC met weekly for an hour throughout October and November, with individual meetings scheduled, as needed, to ensure timely deliverables. These meetings explored the history, assets, concerns, and needs of HWC, such that a specific strategic process could be implemented to address all concerns in a timely, logical, and efficient manner. They also revealed key HWC needs that provided important context to this process, such as:

- HWC would like to not just sustain its work, but grow its impact and budget.
- To have the desired impact and pivots, HWC will need to leverage HWC's structures including partners, and consider roles of partner volunteers, Board members, contractors and/or staff members to support the work.
- HWC would like to expand from its programming focus toward becoming a convener of collaborative healthy eating and physical activity policy, programs, and organizations throughout West Chicago.
- Partners are a core component of HWC's bylaws, 2015 Action Plan, and mission, but the role of the Advisory Group and Task Force is unclear for many partners. In order for HWC to achieve the buy-in and active engagement needed to carry out its mission and vision, its structure needs to articulate the mutual benefits of partnering with HWC and facilitate more buy-in and active engagement of partner organizations and community members.

To address these issues, as well as the core concerns of HWC, a three-step process was developed that would address not only the original scope of work, but also the needs and opportunities identified in the initial strategic planning conversations. See the figure below, which outlines this process.

### Impact Plan

If we can identify our desired reach and impact in West Chicago....

### Sustainability Plan

...then we know the structure, programming, budget, and staffing needs to reach this impact...

### Fundraising Plan

...and we can create a specific fundraising plan that will help HWC reach its desired impact in the community.

Throughout discussions, the Executive Committee identified partners as an important part of the strategic planning process. PIE Org interviewed a diverse sample of Task Force and Advisory Board partners to provide input for the strategic plan. In addition, PIE Org facilitated two meetings with the

Task Force and Advisory Board to which all partners were invited to identify potential roles and collaboration opportunities for HWC and partners.

## Guiding Values

A core set of values guides the work that PIE does and guided this strategic planning process, outlined below.

- **Collaboration.** All that we do is community and stakeholder centered. We support a collaborative, open process that engages all stakeholders and raises their voices. To this end, we encourage open and honest feedback at all points in this work to ensure usability of the deliverables and trust in the process.
- **Transparency.** We are dedicated to an open, transparent process that is fully articulated to all stakeholders and open to change from stakeholders. A collaborative, transparent process builds trust in the final product, which ultimately supports meaningful use of the deliverables.
- **Equity.** We are dedicated to engaging diverse voices and difficult conversations to ensure that this process and product ensure equitable outcomes for all community members.
- **Ease of Implementation.** We seek to find the best-fit solutions to an organization's issues. We want strategic plans to be actionable; not sitting on a shelf, collecting dust. Thus, we focus all recommendations and plan around ease of implementation and how readily a plan can be enacted given current assets, capacities, resources, and personnel.
- **Responsiveness.** We pride ourselves on a quick-turn around and timely responsiveness to all inquiries and emails. To this end, we seek to act like internal partners, just down the hall, such that all questions and concerns are quickly and efficiently addressed to ensure the timeliness of deliverables and trustworthiness of the process.

These values were foundational to the process and informed all work that follows in this document.

# Partners, Task Force & Advisory Board

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## Partner Interviews

As part of the strategic planning process, PIE Org conducted interviews with fifteen HWC community partners. Partners included a diverse range of agencies including government entities, nonprofits working in West Chicago, DuPage County or the greater Chicagoland area, medical institutions, faith institutions, and West Chicago for-profit companies. The following are key findings and recommendations from those interviews. See Appendix B for full report summarizing partner interviews.

### *Key Findings and Recommendations*

Overall, there was diverging feedback and perspectives on HWC current work and recommendations for moving forward. Broad themes emerged around communication and partnerships, programmatic work, policy/systems work.

- *Partnerships, communication, and marketing:*
  - A majority of partners (n=11) spoke positively about relationships among HWC, partners, and the community; however, most partners (n=11) also saw opportunities to further develop such relationships or noted gaps or criticisms of how HWC engages.
  - Several partners (n=6) reported that HWC's vision and/or strategy was unclear or recommended more direct communication relevant to that. Relatedly, five partners reported a lack of clarity on the role of partners and/or called for more engagement of partners.
- *Educational programming and policy/systems work:*
  - Health education was the most commonly identified area of HWC's current work (n=9).
  - Policy and systems work is not perceived as a core component of HWC work, although there are examples of past successes (n=2).
  - There are disparate opinions on strategies HWC should employ moving forward. A continuation of health education programming (n=5), an increased focus on policy and systems (n=5) and addressing pandemic related needs (n=5) emerged as three themes for future work.

The following are recommendations based on analysis of the interviews:

- *Partnerships, communication, and marketing:*
  - Develop transparent and systematic processes for directly incorporating partner input into HWC planning and accountability, e.g., annual planning and identify clear roles for partners within the Advisory Board and Task Force.
  - Directly and consistently communicate HWC vision and goals with partners.
  - Develop targeted strategies for consistent and timely *communication with partners* to maintain deep relationships, and spur collaboration between HWC and partners and/or among partners.

- Further identify strategies for effectively *marketing and communicating with community members* about HWC events and activities. Build on and strengthen existing strategies, (e.g., sharing information with partners to promote, use of social media), and explore new avenues for getting the word out, (e.g., email, or posting at physical community information hubs such as where people shop).
- Programming:
  - Continue with successful programming such as nutrition and healthy eating education and move beyond current programming to better leverage partnerships and community resources.
  - Collaborate with partners in targeted ways on mutually beneficial programming or activities. Draw on activities and events that partners are doing as well as HWC activities and find ways to build from common themes. For example, incorporate healthy eating and physical activity messaging within health curricula in schools.
  - Identify ways to incorporate policy and systems work. For example, work with individual institutions, e.g., school district, and/or focus on a single community level issue that partners would collectively support, such as biking lanes/trails.
  - Use the COVID-19 context to address relevant needs, building on existing HWC work, such as addressing nutrition and healthy eating for families accessing food pantries for the first time, or pushing into new areas or work.

## Task Force and Advisory Board Strategic Discussions

In January, 2021, Task Force members and Advisory Board members actively participated in separate virtual meetings to do the following:

- Articulate how partners think of their own roles within HWC
- Define collaboration for HWC
- Identify potential roles for HWC Task Force and Advisory Board
- Identify next steps

Some partners sit on both the Task Force and Advisory Board, and attended both. The discussions were deliberately structured to be distinct and focus on different aspects of HWC partnerships and sustainability. See Appendix C for a list of participants for each meeting.

**Task Force Partners Role** focused on opportunities for HWC to work together based on a small set of shared goals through coordination and collaboration.

**Collaboration and Data** themes identified or reiterated in the Task Force meeting included the following. These were also themes identified in the partner interviews.

- Shared or aligned vision
- Goals that fit individual partners and align with internal priorities or organizational mission/vision
- Complementary ways of working together to address needs
- Data is key to supporting a shared vision and mission

Additional components identified in the task force meeting related to collaboration were as follows: communication; sharing successes and needs; compromising; equal voices in decision making; accountability; relationships that are transparent, trusting and strong; equitable funding schemes; key decision makers present; partner organizations and the individuals at the table are invested in the work.

The **Advisory Board** meeting focused more specifically on its role, including its role as related to HWC sustainability. Given the structure of HWC that is comprised nearly completely of community partners, the Advisory Board is important to the strategy, planning, and sustainability of HWC. This is distinct from the Task Force which may focus on collaboration or coordination without playing a central role to HWC governance or strategic or operational decision making.

**Next Steps** were identified for both the Task Force and Advisory Board.

Task Force:

- Identify through a participatory process 1-3 key impact goals.
  - It is important to find core goals and impact areas that everyone is working toward and understand how each partner agency can help one another.

- The HWC initial 5-Year Action Plan identified a set of core goals that were used as part of the Executive Committee discussions. These goals should be revisited as part of this process.
- Develop a communications plan that includes:
  - Partner activities or work in the community, particularly those aspects that HWC can emphasize as happening within the community
  - How HWC and partners can support each other
  - A clear plan for how to involve partners and community members

Advisory Board:

- Develop a plan for utilizing partners, including identifying gaps, recognizing funding as a key component and challenge.
  - Subcommittees as a potential strategy
  - Revisiting who is on the Advisory Board

Throughout all of the work going forward, a key question is how partners and HWC can collaboratively achieve impact. Currently, HWC focuses significant staff time on programming. Based on the meetings, it is important HWC shifts its approach to consider service provision broadly across partners, identify gaps among existing programming and be a catalyst for stronger collaboration and coordination within West Chicago.

# Impact

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## Introduction

To understand what HWC wants to sustain and grow over time, it must identify and prioritize its outcomes and impact areas. HWC's annual reports, budget, and five-year plan were reviewed and incorporated into this section, along with Executive Committee discussions and partner interviews.

This section first discusses a review of HWC's historical impact, followed by an analysis of assets, opportunities, and risks related to HWC impact. Healthy Eating/Nutrition and Physical Activity Plans lay out key themes for action. Finally, an action plan for 2021-2023 to maximize impact based on Executive Committee discussions, partner interviews, and Task Force/Advisory Board meetings is presented.

## Historical Impact and Document Review

As noted elsewhere within the strategic plan, it is important for the role of HWC partners within programming to be clearly articulated in conversation with partners in 2021. Currently, HWC organizes community walks (e.g., 5K walks), participates in community events organized by the City or partners, and runs healthy eating cooking classes through partners and external contractors. This section focuses on work that HWC staff are directly coordinating or facilitating and will be adjusted for future years as the role of partners is defined more clearly. From the partner interviews, educational programming is the most commonly identified aspect of HWC work. Policy and systems work was not identified as a current area of HWC work, but some partners recommended it be a greater part of efforts moving forward. Finally, a handful of partners talked about opportunities for HWC to address community needs during the pandemic, such as by addressing food insecurity, physical or mental health needs.

A review of documents, as well as ongoing discussions with the HWC Executive Committee, showed that there were two major impact areas for HWC—healthy eating and physical activity. Furthermore, HWC's five-year Action Plan<sup>1</sup> identified specific objectives for each of these impact areas. The Executive Committee identified five objectives on which to focus for 2020-2023. The following were identified as building on current work being implemented, feasible objectives over the next three years given current partners and initiatives, and/or prioritized intended impact. The five objectives for 2020-2023 are as follows:

### Healthy Eating

- A. Improve availability of locally grown foods.

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<sup>1</sup> See HWC website for the Healthy West Chicago Community Action Plan:  
<https://www.healthywestchicago.org/action-plan>

- B. Increase the availability of nutritious and tasty food in institutions (schools, childcare, hospitals, etc.) and limit access to unhealthy food in institutions.
- C. Increase knowledge of residents on nutrition and cooking healthy meals/snacks.

#### Physical Activity

- A. Increase the availability of opportunities for physical activity that are affordable and accessible throughout the community.
- B. Increase the knowledge of residents about the availability and importance of physical activity opportunities.

Given the central role of partners within the structure and mission of HWC, and in order to strengthen the roles of partners within HWC, it is recommended that a participatory process that includes HWC partners be conducted in 2021 to review and identify or confirm priority objectives moving forward.

#### Assets, Opportunities & Risks

The review and dialogue revealed the following assets:

- HWC has had a growing impact on the community as demonstrated through 2019-20 data:
  - In 2019-20, HWC's Healthy Eating work hosted 37 separate events, supported approximately 1,200 individuals<sup>2</sup> through educational programming or events, and supported 480 individuals experiencing food insecurity through food distribution and gift cards. This translated into 86% of participants reporting access to healthy food 3x/week, 79% motivated to eat healthy and informed of healthy choices, and 89% making the healthy choice 3x/week.<sup>3</sup>
  - In 2019-20, HWC's Physical Activity work supported 72 separate events and supported 786 community residents<sup>4</sup> by offering or participating in workouts, walks, and similar activities. This translated into 81% of participants engaging in physical activity 3x/week and 70% were motivated to exercise regularly.<sup>5</sup>
- HWC has a well-documented set of healthy eating and physical activity programming to guide its work in the future.
- Partner expertise and programming can be tapped to expand HWC's impact over time.

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<sup>2</sup> These include duplicate counts, e.g., individuals that attended multiple events or activities were counted multiple times.

<sup>3</sup> Based on a survey sent to 2019-20 program participants with contact information.

<sup>4</sup> Included duplicated counts.

<sup>5</sup> Based on survey results.

As well as the following **opportunities**:

- Current expansion of healthy eating events is not cost effective; however, there are multiple opportunities for HWC to support partner organizations' own healthy eating and physical activity events/work. HWC can also implement cost-effective train-the-trainer models.
- There are opportunities to grow the physical activity work of HWC—adding more participants to these events is not cost prohibitive.
- Partners reported that there are opportunities for HWC to address community needs related to the pandemic, such as addressing nutrition and healthy living for families experiencing food insecurity for the first time, or more directly addressing food insecurity among families impacted by the pandemic.
- A collective impact, shared measurement model across HWC partners that identifies specific, community-wide metrics could better gauge impact of HWC across the community as initially envisioned.
- HWC has not focused much time and effort on policy work; this is an opportunity to have a greater impact on the community and collaborate with its partners via a shared cause. This broadly includes HWC and partner efforts to influence West Chicago public policy, internal policies and procedures of individual partners such as school district policy on school snacks provided to students, or community member mobilization efforts.
- HWC's reach can be expanded to other geographic areas of the community, i.e., other areas of the City of West Chicago.
- HWC's work and theory of change lend itself well to return-on-investment analyses that can promote how HWC's work to change knowledge, attitudes, behavior, and policy can positively affect future City and community expenditures.

The following were identified as current **weaknesses and risks**:

- Organizations see HWC as its own entity rather than shepherding the work across the community.
- Core partners are not all located in the community.
- There are different perspectives on appropriate actions or messaging related to healthy living vs. longstanding traditions, such as coffee hour after church that includes sugar-based or unhealthy foods.
- Partners may be unwilling to contribute to HWC's plan for expanded impact.
- Partners have shown reluctance to share data in the past, expressing mistrust of how HWC would use the data.
- Time intensive logistical tasks for current HWC staff overtake capacity to focus on the big picture.
- HWC currently does not have the staff to follow-up with programmatic successes to more fully expand programming.

- Partners have expressed an interest in HWC policy work, but there is a risk only a few organizations would engage in policy related work themselves and/or would be able to engage in only a very limited manner.

The analysis shows that HWC has successfully expanded its work through direct programming with several partners. It also shows that for HWC to significantly expand impact across the community, it will need to play a larger role across the collaborative as a whole, such as through convening/connecting partners and the community, facilitating data sharing and use across the community, and facilitating an inclusive process to develop shared goals across partners.

## Healthy Eating and Physical Activity Plan

In addition to the five main healthy eating and physical activity objectives noted above, HWC identified specific targets for its work in 2020-21 through 2022-23. These are based on program data from the 2019-20 programmatic year and discussions with the Executive Committee. The goal is to maintain and grow the reach and impact of HWC through the expansion of current activities, via targeted collaboration with HWC partners. See Appendix D for complete set of indicators with 2019-20 data and 2020-2023 targets.

In addition to specific programmatic targets, HWC will improve data collection processes to capture counts of unique individuals and demographic data to better measure reach and impact of its work. Existing community collaboratives, such as WeGo Together for Kids, should be considered to identify ways HWC could build from existing collective measurement efforts. This may include better aligning with or contributing to such efforts.

## Program & Policy Plan

HWC was originally envisioned as an entity to achieve community impact through community-wide efforts that incorporated multiple stakeholders and partners. Over time, HWC has directly implemented programming to address gaps or facilitate the implementation of activities through partners. It currently implements programs through partners and contracted staff and has linked partners with community members to access partner programming. To expand the reach and impact of the health and wellness initiative moving forward, the strategic plan focuses on the following goals for 2021-2023.

- HWC as a core connector and collaborator of West Chicago healthy eating and physical activity work. For example, promoting partner events, supporting events and activities with volunteers, and advocating for shared policy goals across HWC's community network.
- Expanding coordination and implementation of activities with individual partners.

These goals and action steps relate to the goals and actions steps on HWC sustainability and structure and may shift, based on related partner discussions in 2021.

## Impact Action Plan

Based on Executive Committee discussions, and the interviews and meetings with partners, HWC impact is closely linked with partners. Goals and Action Steps in this section focused on HWC as a connector, developing shared goals, and expanding its reach throughout the community.

| Goal 1:       | Develop HWC capacity as a community connector to communicate and facilitate partner-community connections, coordination and collaboration among partners aligned with HWC mission and objectives for healthy eating and physical activity within the community.                                                                                                                                                                                                                                                       |                                                                                                                                                                                |                                                                                                                                                        |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
|               | 2021                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2022                                                                                                                                                                           | 2023                                                                                                                                                   |
| Action Steps: | 1.21.a. In discussion with partners, determine how HWC can play a role as a community connector that includes identifying service provision and gaps.                                                                                                                                                                                                                                                                                                                                                                 | 1.22.a. Create an annual survey with partners about programming and policy efforts to identify areas of overlapping support.                                                   | 1.23.a. Based on pilot strategy lessons learned in 2022, create and implement new marketing strategy with specific goals and data collected over time. |
|               | 1.21.b. Hold consistent Task Force meetings incorporating the following: <ul style="list-style-type: none"> <li>• partners are provided a forum to share about their work and opportunities for community engagement.</li> <li>• practical steps and action items during meetings for moving discussions forward to action.</li> <li>• Partners are invited to take on roles during meetings, such as leading particular discussions.</li> <li>• Partner feedback on meetings (usefulness, effectiveness).</li> </ul> | 1.22.b. Create strategy for external marketing of HWC and partner programs and policy goals. Pilot strategy and review results, comparing attendance and other data over time. | 1.23.b. Continue to provide a forum for partners to share about their work and opportunities for engagement.                                           |
|               | 1.21.c. Develop a communication plan that articulates how HWC and partners will mutually support each other; that outlines how to involve partner and community members in HWC impact; and includes partner activities or work in the community, particularly those aspects that HWC can emphasize as happening within the community.                                                                                                                                                                                 | 1.22.c. Identify and test strategies for increasing a volunteer base and support for HWC opportunities and partner opportunities.                                              |                                                                                                                                                        |

|  |                                                                                                                                                                        |  |  |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
|  | 1.21.d. Promote partner activities, events, and policy advocacy with HWC structure and, where possible, the community.                                                 |  |  |
|  | 1.21.e. Collaborate with City of West Chicago agencies/entities and City Council to further promote HWC messages and activities, including MWTM initiatives.           |  |  |
|  | 1.21.f. Promote health and nutrition through social media, including HWC events, key messaging, and partner events. Consider ways to use social media collaboratively. |  |  |

|               |                                                                                                                                                              |                                                                                                            |                                                                                                                                                                |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Goal 2:       | HWC partners work collaboratively toward 1-3 impact goals identified through a participatory process involving HWC Task Force and Advisory Board partners.   |                                                                                                            |                                                                                                                                                                |
|               | 2021                                                                                                                                                         | 2022                                                                                                       | 2023                                                                                                                                                           |
| Action Steps: | 2.21.a. Hold targeted individual and group discussions with Task Force and Advisory Board Partners to identify potential impact goals for HWC for 2021-2025. | 2.22.a. Develop and conduct annual partner survey to collect data related to the agreed upon impact goals. | 2.23.a. Review annually the impact goals with partners, alignment with organizational missions and relevancy to West Chicago populations, strengths and needs. |
|               | 2.21.b. Through an inclusive and transparent process (e.g., online survey), partners decide on 1-3 impact goals to work collectively toward.                 | 2.22.b. Incorporate discussions of impact goals into Task Force and Advisory Board meetings.               | 2.23.b. Conduct annual survey to collect data related to the impact goals.                                                                                     |
|               | 2.21.c. Communicate to all partners on a consistent basis the agreed upon common impact goals for HWC.                                                       | 2.22.c. Identify systems or policy related strategies for HWC to collectively address impact goals.        |                                                                                                                                                                |

| Goal 3:       | HWC expands reach and programming to fill gaps in services in the community.                                                                                                                                            |                                                                                                                     |                                                                                                                                            |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
|               | 2021                                                                                                                                                                                                                    | 2022                                                                                                                | 2023                                                                                                                                       |
| Action Steps: | 3.21.a. HWC builds partnerships to expand existing activities through new entities.                                                                                                                                     | 3.22.a. HWC continues to build partnerships to expand existing activities through 1-2 new entities. <sup>6</sup>    | 3.23.a. HWC continues to build partnerships to expand existing activities through 2 new entities.                                          |
|               | 3.21.b. HWC identifies existing activities with opportunities for expanded reach without requiring additional resources and develops targeted plans to grow reach (e.g., targeted marketing for walking challenge app). | 3.22.b. HWC implements targeted plan to grow reach in existing activities that do not require additional resources. | 3.23.b. HWC continues to refine and implement targeted plan to grow reach in existing activities that do not require additional resources. |
|               | 3.21.c. HWC identifies means to implement train-the-trainer programming from existing activities (e.g., codify healthy eating curricula through an intern).                                                             | 3.22.c. HWC codifies necessary materials to implement train-the-trainer programming.                                | 2.23.c. HWC pilots train-the-trainer programming with selected partners.                                                                   |

<sup>6</sup> See Appendix D for 2021-2023 targets for expanded activity offerings through partnerships.

# Structure and Sustainability

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## Introduction

With its impact areas and outcomes identified, HWC began the process of identifying the structure, staffing, budget, and programming it needs to reach those goals. This is the core work of the strategic planning process—with an end destination mapped, HWC engaged in ongoing dialogue to ascertain the best ways to navigate toward that destination as efficiently and effectively as possible.

This section first identifies key discussion points from partner interviews and the Executive Committee meetings relevant to HWC structure and sustainability. Then an analysis maps assets, opportunities, and risks. Next, the structure and sustainability plan outline budget, staffing, and Advisory Board/Task Force considerations, followed by a structured action plan that provides detailed steps that HWC can follow to tighten its structure and strengthen its sustainability.

## Partner Interviews & Executive Committee Discussions

A clear strategy identified through partner interviews to strengthen HWC work was in articulating and communicating its vision and partner roles.

Central to Executive Committee discussions were the role of partners. HWC was established in 2015 through a participatory process. Multiple stakeholders in the process included City and DuPage County entities, medical centers/hospitals, and nonprofits and faith institutions based in or working in West Chicago. From the outset, HWC was envisioned as a collaborative effort to achieve a single mission around health and wellness within West Chicago. However, from partner interviews, several partners are unsure of HWC goals or objectives, and/or their own role within HWC.

During the Advisory Board meeting as part of the strategic planning process, a multi-stakeholder coalition model was identified by those present as the coalition model HWC should strive for<sup>7</sup>. In this model, multiple agencies accommodate a variety of partner goals, data informs decision making, and the lead agency or backbone organization acts as a facilitator that provides technical and communication support among the groups. While the lead agency is itself a connector or convener, the partners feel responsible for sustaining communication and self-organizing efforts toward achieving collective goals. It is critical that HWC more clearly **identify and communicate in 2021:**

- 1) The role of partners within the Advisory Board and Task Force,
- 2) HWC Goals and objectives.

It is strongly recommended that these two points are determined through a participatory process with partners. It is then recommended that partner entities individually decide to remain part of HWC and

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<sup>7</sup> Based on the Community Systems Solution Framework described here:

Wang, R., Cooper, K., Shumate, M. (2020). The community systems solutions framework. Stanford.

individuals that represent their organization within HWC are committed to the shared goals of HWC and are able to carry out their role.

Articulating the partner role has implications for HWC's overall structure and sustainability and by extension—how it will achieve impact and raise funds. This section addresses HWC sustainability based on discussions with the Executive Committee and informed by partner interviews. It lays the foundation for more fully incorporating partners into strategic planning moving forward into 2021 and beyond. As such, this is considered a living plan and document that may be amended based on 2021 partner meetings and discussions.

## Assets, Opportunities & Risks

The review and dialogue revealed the following **assets**:

- HWC has a dedicated Executive Committee and Program Administrator that have strong links to the community and can guide its expansion over the next three years.
- Programming is impactful and already implemented on a small budget.
- HWC has a few reliable volunteers that it can consistently rely on and the volunteer pool can be expanded over time.
- HWC has strong ties to the City government, local hospitals, and public health departments, and other collective impact initiatives in West Chicago.

As well as the following **opportunities**:

- The expertise and support that HWC needs lives within the community and its partner organizations; these resources, personnel, and capacities just need to be identified and tapped. For example, there are multiple opportunities to involve partners in fundraising and collective impact work at the policy and program levels.
- One partner spoke directly with HWC about potential funding related to policy work.

The following are **weaknesses and risks**:

- While policy work was identified by several partners as an opportunity for HWC to achieve impact on the community level, there were only a few examples of how partners were currently involved with relevant policy work.
- Although there may be funding opportunities for policy work, known opportunities are few. Furthermore, policy work to date has not been a core area of HWC staff work and would require specific skills and staffing resources not currently in place.
- HWC has struggled with empowering a broad group of partners and organizations who are not deeply engaged and/or do not see a clear role within the current structure/functioning of HWC.
- Partners tend to see HWC as its own entity rather than shepherding the work across the community.
- HWC currently does not have the bandwidth to follow-up with successes or initial intentions of the collaborative entity.

The analysis demonstrated that HWC has strong links within the community and a core team of dedicated individuals on the Executive Committee. However, its small staffing structure necessitates that partners across the coalition see themselves as a core part of the work with key roles in broadening the impact and sustainability of HWC.

## Structure Plan

Budget and staffing are two basic components related to the sustainability of HWC and are briefly discussed below. Then the Advisory Board and Task Force are discussed as a core aspect of HWC. These components were considered when identifying action items in the action plan that follows this section.

### Budget

HWC has a 2020 budget of \$74,368 (actual expenses), which was determined to cover the minimum resources needed for maintaining current operations and programming. HWC has set the 3-year budget at the following levels:

- 2021: \$90,817
- 2022: \$95,842
- 2023: \$105,242

See Appendix E for complete budget.

### *Staffing*

These budgetary goals are directly linked to staffing goals. Because HWC's current Program Administrator is maxed out with responsibilities, members from the Executive Committee & Advisory Board can be leveraged to support fundraising, marketing, and promotional efforts in West Chicago, while drafting a job description for another part-time staff member.

### *Advisory Board and Task Force*

One of the key issues identified by both the HWC Executive Committee and partners interviewed was the lack of consensus or understanding about the purpose, engagement, and responsibilities of HWC's Advisory Board and Task Force partners. The plan below reiterates the need to identify and articulate the role of partners through the Advisory Board and Task Force. This repeats themes from the Program & Policy Plan above, but adds more details specific to partner engagement and expectations.

Based on the current HWC structure, Executive Committee and Advisory Board members are not tasked with individual responsibilities related to fundraising, marketing, and promotional efforts. As noted in the staffing section above, partners are core to the current structure and original vision for HWC but their strengths are not being leveraged to achieve impact or contribute to the sustainability

of health and wellness within West Chicago. This group can be fully leveraged through individual volunteers or through the formation of sub-committees or task groups. This is not fully addressed in the current strategic plan but it is recommended that strategies for involving Committee and Board members be directly addressed through follow-up work beginning in the end of 2020 into 2021 (e.g., through the formation of sub-committees or task groups).

## Structure and Sustainability Action Plan

Based on Executive Committee discussions, and the interviews and meetings with partners, HWC developed the following focus on developing partner roles through an inclusive process, and expand HWC human resources.

| Goal 4:         | Develop and implement a plan for maximizing the impact and expertise of the Advisory Board and Task Force                                                                                                                                                                                |                                                                                                                                                  |                                                                                 |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
|                 | 2021                                                                                                                                                                                                                                                                                     | 2022                                                                                                                                             |                                                                                 |
| Action Step(s): | 4.21.a. Use findings from partner interviews in 2020 to identify potential and specific roles for members on the Advisory Board and Task Force building from a mutually beneficial approach to partnerships. This may include subcommittees as a strategy.                               | 4.22.a. Document through HWC governance processes changes to Advisory Board and Task Force roles (e.g., in the by-laws).                         | 4.23.a. Review and structure Advisory Board feedback successfully new structure |
|                 | 4.21.b. Facilitate partner discussions to identify and agree through consensus on more targeted roles for Advisory Board and Task Force members around communication, collaboration, engagement, and sustainability. Incorporate findings from partner interviews to inform discussions. | 4.22.b. Put in place HWC structures to implement partner roles as articulated in by-laws or other relevant documentation (e.g., sub-committees). | 4.23.b. Assess impact of new structure on the community                         |
|                 | 4.21.c. Come to consensus with partners about how organizations will identify staff to sit on the Advisory Board and Task Force. <sup>8</sup>                                                                                                                                            | 4.22.c. Continue to implement feedback system for partners. Use feedback to adjust partner meetings and collaboration efforts.                   | 4.23.c. Collect feedback and collaborate                                        |
|                 | 4.21.d. Build in a system to collect feedback from partners, e.g. feedback survey after each meeting on the timeliness, organization, effectiveness, and                                                                                                                                 |                                                                                                                                                  |                                                                                 |

<sup>8</sup> The Executive Committee identified the following as important for Advisory Board members: individuals have dedicated staff participation in HWC; decision makers as Advisory Board members; the work is aligned with individuals' organizational roles/ a desire to be part of HWC.

|  |                                                       |  |  |
|--|-------------------------------------------------------|--|--|
|  | usefulness of Advisory Board and Task Force meetings. |  |  |
|--|-------------------------------------------------------|--|--|

Implementation of Goal 5 is predicated on discussions with the Advisory Board related to the role of partners, structure, and collective goals for HWC. As such, Goal 5 was drafted based on Executive Committee discussions but may be revised based on ongoing progress related to Goal 4.

| Goal 5:         | Identify and fill HR needs through contractors, hired staff and/or volunteers. <sup>9</sup>                                                                                                                   |                                                                                                                                          |                                                                                                                    |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
|                 | 2021                                                                                                                                                                                                          | 2022                                                                                                                                     | 2023                                                                                                               |
| Action Step(s): | 5.21.a. Identify specific tasks needed in 2021 to support program and policy plans, likely fundraising, marketing, and/or program support.                                                                    | 5.22.a. Hire part-time HWC staff member(s), on one-year contract(s), aligned to job description and outline specific tasks/needs of HWC. | 5.23.a. Hire part-time HWC staff member(s), aligned to job description and outline of specific tasks/needs of HWC. |
|                 | 5.21.b. Survey partners for potential volunteers and contractors to support work.                                                                                                                             | 5.22.b. Conduct performance review of staff member(s) at 90 days and end of year.                                                        | 5.23.b. Conduct performance review of staff member(s) at 90 days and end of year.                                  |
|                 | 5.21.c. Leverage contractors and volunteers for specific marketing or promotional work at the program or policy level. For example, identify community volunteers that can represent HWC at community events. | 5.22.c. Assess needs and impact of part time staff member in 2022. Create and circulate job description for staff member hire in 2023.   |                                                                                                                    |
|                 | 5.21.d. Clarify role of Advisory Board within hiring decision making                                                                                                                                          |                                                                                                                                          |                                                                                                                    |
|                 | 5.21.e. Create & circulate job description for part-time HWC staff member(s) for 2022.                                                                                                                        |                                                                                                                                          |                                                                                                                    |

<sup>9</sup> Volunteers broadly includes current participants/ participant families, community members that have expressed interest in HWC mission and programming, graduate interns, etc.

# Fundraising

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## Introduction

The issue of fundraising is central to any organization's sustained longevity; identification of HWC's assets, issues, risks, and goals for fundraising were central to this strategic planning process.

In this section, a review of HWC's historical funding is detailed, followed by an overview of HWC fundraising assets, opportunities, and risks, and its prioritization of future fundraising. Finally, a specific action plan, aligned to fundraising needs and priorities, is outlined for 2021-2023.

## Revenue & History

Reviews of the budget and early meetings with HWC revealed that sustainability planning was not just about maintaining its current budget, but instead growing it over the next three years and creating a system for fundraising and grant writing that would, as one Executive Committee member articulated, "create a sustained stream of revenue that would allow HWC to not worry about funding from year to year". As noted in the "Sustainability" section, specific budget projections were as follows:

Revenue for 2021 has been identified within the budget and includes a fundraising and grant goal of \$11,100. The expenditure budgets for 2022 and 2023 have been developed but revenue budgets are still in development.

Historically, HWC resources have included funding from the City of West Chicago and the United Way of Metro Chicago. They have also received individual program grants for educational activities such as student and community cooking classes, and funding or materials for specific events from community or local family foundations. HWC has raised modest funds through registration fees for community walks (e.g., the HWC 5K Walk), although these defray the costs of specific events rather than contribute to HWC revenue more generally. In 2020, HWC staff and Executive Committee members compiled a list of potential foundations to approach for support and started approaching community family foundations about possible support. There was some interest from those initial conversations that could be a basis for further relationship building and targeted asks for resources.

## Assets, Opportunities & Risks

To understand the history of HWC's fundraising and evidence-based best practices around it, a review of HWC's budget, as well as a literature review on collective impact and network fundraising best practices were conducted and reviewed with the Executive Committee. The review and dialogue revealed the following **assets**:

- HWC has a well-documented impact on the community.
- There are multiple fundraising professionals and grant writers within HWC partner organizations and community that can be tapped for expertise and support.

As well as the following **opportunities**:

- HWC does not have diversified funding; a majority of its funding comes from the City of West Chicago or project-based grants. There are, however, many potential corporate sponsors in the community and multiple health-based foundations that support healthy eating, physical activity, and community network initiatives.
- Previous conversations with funders revealed that they will not fund general operations, but will focus on policy and programming, with a preference for long-term policy work, which created longer-lasting change within communities.
- There are new funding opportunities for organizations focusing on food security during the pandemic, particularly related to food donations, distribution, etc. There are opportunities for HWC to think innovatively or to work collaboratively with partners to access such funding opportunities.

The following are **weaknesses and risks**:

- HWC does not have a Board of Directors in which members are part of implementation, fundraising, and development. The Advisory Board currently has governance components as part of its role, but is limited (e.g., approving the annual budget).
- Operating costs are a significant part of HWC expenditures and resources needed, but there is a lack of funding for general operations. Grant opportunities focus on programming and administration. General operations related work falls to volunteers, such as partners.
- HWC has not been able to leverage corporations within West Chicago for funding.
- Without sustained funding for operations, HWC will not be able to expand its impact beyond current programming, nor better leverage partners to better coordinate or facilitate collaboration across the community as initially envisioned.
- With the current COVID-19 pandemic, funders are moving away from funding the type of nutrition education work that HWC has done and moving toward funding for food donation centers or similar efforts.

## Fundraising Priorities

Based on a literature review of collective impact fundraising best practices and previous Executive Committee fundraising discussions, the Executive Committee discussed and prioritized a list of possible fundraising strategies. The Executive Committee considered the following prioritization criteria: feasibility, critical to HWC sustainability, likely effective. The following graphic shows the key strategies and level of prioritization. High priority areas are the focus for 2021.



High Priority areas were seen by multiple Executive Committee members as critical to HWC sustainability and are the focus of 2021.

- **Fundraising & Sustainability Processes** focus on underlying structures or processes that are important to have in place for fundraising, such as the capability to collect donations online (i.e., software, banking requirements), organization tools to track potential and actual donors, etc. These processes and structures are important to create and put in place to streamline fundraising in the medium to long-term.
- **Government Support** refers to funding or other resources provided by government entities, either grant based or ongoing support. For HWC government support would likely focus on the City of West Chicago, but also included local municipalities and DuPage County. Such support was identified through Executive Committee discussions and partner interviews as a key aspect of HWC sustainability.

Medium Priority areas are strategies to pursue in the medium term, 2022-2023 although HWC can take steps in 2021 to lay the groundwork or ensure existing relationships are maintained.

- **Corporate Donors** includes for-profit-organizations in the West Chicago community or that serve West Chicago. Discussions focused on mid-size individual companies based in West Chicago, but also include corporate giving from larger corporations that serve West Chicago among many other communities, which may overlap with grant opportunities listed below. This is seen as an untapped resource within the community, although work has not yet been done to initiate relationships with such companies.
- **Grants** refer to funding opportunities for fixed periods of time, such as 1-year program grants. HWC currently has grant funding for activities and will continue to apply for relevant grants in 2021-2023 as available. However, this is not seen as a core component to HWC long-term sustainability.
- **Community & Individual Donor Base** refers to individual givers and small family foundations outside of grant specific funding. This was seen as a likely effective strategy, but less feasible to foster in the short term.

**Low Priority** areas were identified as those strategies outside of the core focus for the fundraising work 2021-2023.

- **Partners** as a part of fundraising includes addressing how partners could play a role within fundraising for the impact of HWC across the community. This was not seen as critical or likely effective within the current strategic plan. Work with partners as part of the strategic plan more broadly centers on strengthening partnerships, collaboration and identifying partner roles without a specific focus on fundraising in the short term.

The Executive Committee then identified key action items for 2021-2023, which were synthesized into the main goals and action items in the fundraising plan below.

## Fundraising Action Plan

Based on Executive Committee discussions and prioritization of fundraising strategies as described above, fundraising goals were developed and focus on overall processes, public/government funding, and grants.

Goal 6 Action Steps for 2021 are predicated on continued discussions with the Task Force and Advisory Board planned for 2021. As such, the action items or timeline may be adjusted.

| Goal 6:       | Develop core fundraising and sustainability structures (relationships with key stakeholder groups, processes for communicating and encouraging donations). |                                                                                                                                                                                                                                                                              |                                                                                                                                                          |
|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
|               | 2021                                                                                                                                                       | 2022                                                                                                                                                                                                                                                                         | 2023                                                                                                                                                     |
| Action Steps: | 6.21.a. Build and strengthen relationships with other members of government aligned with HWC vision, mission, and impacts to date.                         | 6.22.a. Ask targeted partners for introductions to health professionals, food manufacturers/distributors and other relevant business owners/corporate entities.                                                                                                              | 6.23.a. Develop means to solicit contributions from the public, such as through Giving Tuesday, regularly outlining giving opportunities on HWC website. |
|               | 6.21.b. Reconnect task force members to HWC and its mission and goals.                                                                                     | 6.22.b. Identify and target 5 likely or high-volume donors among West Chicago health professionals, food manufacturers/distributors and fitness center owners with whom to develop relationships for an annual giving campaign.                                              | 6.23.b. Raise targeted funding based on funding targets set in 2021 (6.21.d).                                                                            |
|               | 6.21.c. Share HWC funding and budget with Task Force.                                                                                                      | 6.22.c. Develop a means to advertise/market to donors (in-house or through a consultant). Include data, impacts, and stories from community members that have participated in programming. Review key communications strategies including a means of recognition for donors. |                                                                                                                                                          |
|               | 6.21.d. Set specific funding targets (dollar amount) for 2022 and 2023.                                                                                    |                                                                                                                                                                                                                                                                              |                                                                                                                                                          |

| Goal 7:       | Develop targeted ways to build sustained government resources for HWC support.                                                                         |                                                                                                                                                |                                                                                      |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
|               | 2021                                                                                                                                                   | 2022                                                                                                                                           | 2023                                                                                 |
| Action Steps: | 7.21.a. Create presentations for municipal government and other government entities that provide updates on programming and accomplishments.           | 7.22.a. Present annually to the boards of units of government who contribute to HWC, focusing on impact of the funds and return on investment. | 7.23.a. Present annually to the boards of units of government who contribute to HWC. |
|               | 7.21.b. Meet with high priority government entities about collaboration.                                                                               | 7.22.b. Develop means for recognition for the units of government who contribute to HWC.                                                       | 7.23.b. Recognize at least annually units of government that contribute to HWC.      |
|               | 7.21.c. Meet with government entities asking for funds, focusing on those most likely to contribute first.                                             | 7.22.c. Raise targeted funding based on funding targets set in 2021 (7.21.e).                                                                  | 7.23.c. Raise targeted funding based on funding targets set in 2021 (7.21.e).        |
|               | 7.21.d. Map potential assets relevant for HWC sustainability available among partners and within the community to inform fundraising planning.         |                                                                                                                                                |                                                                                      |
|               | 7.21.e. Set specific funding targets (dollar amount and percentage of total budget that is in sustained funding) for 2022 and 2023 based on 7.21.a.-c. |                                                                                                                                                |                                                                                      |

| Goal 8:       | Continue identifying and applying for grant opportunities aligned with HWC mission.                                         |                                                                                 |                                                                                 |
|---------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
|               | 2021                                                                                                                        | 2022                                                                            | 2023                                                                            |
| Action Steps: | 8.21.a. Ask targeted partners to send grant opportunities aligned with mission.                                             | 8.22.a. Ask targeted partners to send grant opportunities aligned with mission. | 8.22.a. Ask targeted partners to send grant opportunities aligned with mission. |
|               | 8.21.b. Sign up for listservs from relevant foundations, government entities, collectives, etc.                             | 8.22.b. Apply for relevant grants as available.                                 | 8.23.b. Apply for relevant grants as available.                                 |
|               | 8.21.c. Develop a basic system for aligning grant applications with key partners, specifically with WeGo Together for Kids. | 8.22.c. Raise targeted funding based on funding targets set in 2021 (8.21.e).   | 8.23.c. Raise targeted funding based on funding targets set in 2021 (8.21.e).   |
|               | 8.21.d. Apply for relevant grants as available.                                                                             |                                                                                 |                                                                                 |
|               | 8.21.e. Set specific funding targets (dollar amount) for 2022 and 2023.                                                     |                                                                                 |                                                                                 |

## Conclusion & Implementation

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The Action Plans for HWC Impact, Structure & Sustainability, and Fundraising lay out steps to strengthen HWC impact and sustainability. Central to the success of HWC is its partners as part of the Advisory Board and Task Force.

The draft plan will be shared with the Advisory Board for review and will also be shared with the West Chicago City Council. HWC Executive Committee will continue to work with the Advisory Board and Task force to further articulate shared goals and partner roles, which may result in adjustments to the Action Plans within this document.

The Executive Committee and Program Administrator are responsible for the implementation of the HWC Strategic Plan. As part of the implementation process, the Executive Committee will determine who will be responsible for specific goals and action items. Those individuals will be responsible for ensuring progress on Action Steps, including their work with other committee members or partners to complete relevant work.

## Appendix A: HWC Partners

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HWC engages with community partners through the Advisory Board, Executive Committee, and Task Force.

The Advisory Board and Executive Committee governs HWC and is made up of individuals and institutions invested in improving nutrition and physical fitness for people who live and/or work in the City of West Chicago. The Advisory Board, Task Force, and Executive Committee were developed through the Healthy West Chicago Community Action Plan process and subsequent processes between 2014 and 2017. The Advisory Board meets quarterly and is a governance body that participates in and/or makes decisions on HWC by-laws, the recruitment and termination processes for HWC Executive Director, and the fiscal agent selection and removal. The Executive Committee meets monthly and manages the affairs of the HWC initiative, provides policy and fiscal direction to the Executive Director, makes recommendations to the Advisory Board on matters related to the employment of the Executive Director, and conducts a semi-annual performance of the Executive Director. See HWC By-Laws for a complete description of the Advisory Board and Executive Committee roles and responsibilities.

The Advisory Board consists of representatives from the following agencies/groups:

- Northwestern Medicine
- City of West Chicago
- United Way of Metro Chicago
- WeGo Together for Kids
- West Chicago Elementary School District 33
- DuPage County Health Department
- West Chicago Park District
- People Made Visible
- Mexican Cultural Center
- American Heart Association
- West Chicago Community High School District 94
- Western DuPage Chamber of Commerce
- Community Member at Large

The Executive Committee consists of representatives from the following agencies/groups:

- City of West Chicago
- WeGo Together for Kids
- West Chicago Elementary School District 33
- DuPage County Health Department
- People Made Visible
- Community Member at Large (must live in West Chicago)

The Task Force is focused on achieving healthy community goals and ensuring a high quality of life for all community residents and stakeholders. The mission of the Task Force is to serve as an implementation team on the ground in the West Chicago community to advance the HWC Action Plan developed in 2015. The Task Force includes representatives from the following institutions:

|                                                 |                                           |
|-------------------------------------------------|-------------------------------------------|
| Active Transportation Alliance                  | Midwest Strength and Performance Gym      |
| American Cancer Society                         | Northern Illinois Food Bank               |
| American Heart Association                      | Northwestern Medicine                     |
| Aramark Food Service (Dist. 33 contractor)      | People Made Visible, Inc.                 |
| Benedictine University                          | People's Resource Center                  |
| Benjamin School District 25                     | Puente del Pueblo                         |
| Bluestem Communications                         | Quest, Food Service (Dist. 94 contractor) |
| City of West Chicago                            | Real Life Church                          |
| Common Threads: Cooking for Life                | SCARCE                                    |
| Community Churches                              | The Conservation Foundation               |
| Community Residents                             | The GardenWorks Project                   |
| District 33-West Chicago Elementary Schools     | The Kitchen Table                         |
| District 94-West Chicago Community High School  | United Way of Metropolitan Chicago        |
| DuPage Health Coalition                         | University of Illinois Extension          |
| DuPage County Health                            | Wayne Township/WAYS                       |
| Department/FORWARD                              | WeGo Together for Kids                    |
| DuPage County Forest Preserve District          | West Chicago City Museum                  |
| First United Methodist Church (Green Disciples) | West Chicago Park District                |
| Glen Arbor Church                               | West Chicago Public Library               |
| Metropolitan Mayors Caucus                      | Western DuPage Chamber of Commerce        |
| Mexican Cultural Center DuPage                  | Wheaton Academy                           |
|                                                 | Wheaton Bible Church                      |
|                                                 | Winfield Township                         |
|                                                 | Zellmer Childhood Disease Foundation      |

## Appendix B: Partner Interview Summary Report

### Introduction

In November and December 2020, Planning, Implementation and Evaluation Org (PIE) conducted interviews with Healthy West Chicago (HWC) community partners to gather input for a strategic planning process. HWC partners include a diverse range of agencies including government entities, nonprofits working in West Chicago, DuPage County or the greater Chicagoland area, medical institutions, faith institutions, and West Chicago for profit companies. First, an overview of partner interviews, as well as key findings and recommendations are provided, followed by a nuanced exploration of key themes from the interviews.

### Interviews

A total of 15 individuals were interviewed from the following entities:

*Table 1: List of community partners interviewed*

| Type              | Coverage area                      | Entity                                               |
|-------------------|------------------------------------|------------------------------------------------------|
| Nonprofit         | DuPage County                      | Access DuPage                                        |
|                   |                                    | Educare Western DuPage                               |
|                   |                                    | People's Resource Center                             |
|                   |                                    | University of Illinois Extension *                   |
|                   | Northern Illinois Chicagoland area | Northern Illinois Food Bank                          |
|                   |                                    | The American Heart Association ** (1)<br>GardenWorks |
| Funding agency    | Chicagoland area                   | United Way of Metropolitan Chicago + (1)             |
| Faith institution | West Chicago                       | St. Andrew Lutheran Church                           |
| Medical center    | Chicagoland area                   | Northwestern Medicine (1)                            |
| Government        | West Chicago                       | District 94 High School (1)                          |
|                   |                                    | West Chicago Park District (1)                       |
|                   |                                    | West Chicago Public Library                          |
|                   |                                    | The Kitchen Table                                    |
| Businesses        | West Chicago                       | Republic Bank ^ (1)                                  |

(1) Denotes member of the HWC Advisory Board

\* U of I Extension is part of the Illinois State university system but operates practically as a nonprofit.

\*\* AHA is a national organization, but the individual interviewed focuses on the Chicagoland area.

+ United Way of Metropolitan Chicago is a nonprofit organization, but is listed as a funding agency because it functions primarily as a funder within the West Chicago community.

^ Republic Bank operates throughout the Chicagoland area, but the individual interviewed works at the West Chicago branch. This individual is also a member of the HWC Executive Committee and the Advisory Board as a community member representative.

Interviews averaged 25-30 minutes and focused on the following topics<sup>10</sup>:

- Organizations' experiences with HWC (i.e., benefits, ways to improve, collaboration)
- HWC impact in the community
- Key resources for HWC to maximize its impact and the impact of partners

First, key findings and recommendations from these interviews are shared, followed by an in-depth thematic analysis of HWC's current work, future opportunities.

## Key Findings and Recommendations

Overall, there was diverging feedback and perspectives on HWC current work and recommendations for moving forward. Broad themes emerged around communication and partnerships, programmatic work, policy/systems work.

- *Partnerships, communication, and marketing:*
  - A majority of partners (n=11) spoke positively about relationships among HWC, partners and the community; however, most partners (n=11) also saw opportunities to further develop such relationships or noted gaps or criticisms of how HWC engages.
- *Educational programming and policy/systems work:*
  - Health education was the most commonly identified area of HWC's current work (n=9).
  - Policy and systems work is not perceived as a core component of HWC work, although there are examples of past successes (n=2).
  - There are disparate opinions on strategies HWC should employ moving forward. A continuation of health education programming (n=5), an increased focus on policy and systems (n=5) and addressing pandemic related needs (n=5) emerged as three themes for future work.

The following are recommendations based on analysis of the interviews:

- *Partnerships, communication, and marketing:*
  - Develop transparent and systematic processes for directly incorporating partner input into HWC planning and accountability, e.g., annual planning.
  - Develop targeted strategies for consistent and timely *communication with partners* to maintain deep relationships, and spur collaboration between HWC and partners and/or among partners.
  - Further identify strategies for effectively *marketing and communicating with community members* about HWC events and activities. Build on and strengthen existing strategies,

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<sup>10</sup> Interviews were confidential to ensure partners felt comfortable sharing their thoughts and recommendations for moving forward. Identifying information of specific comments or feedback was not shared externally from PIE. In some cases, quotes were included in this report, but care was taken to ensure such quotes were general enough so that individual organizations or people could not be identified. A few partners were told their direct quotes would not be shared, which was honored.

- (e.g., sharing information with partners to promote, use of social media), and explore new avenues for getting the word out, (e.g., email, or posting at physical community information hubs such as where people shop).
- Programming:
    - Continue with successful programming such as nutrition and healthy eating education and move beyond current programming to better leverage partnerships and community resources.
    - Collaborate with partners in targeted ways on mutually beneficial programming or activities. Draw on activities and events that partners are doing as well as HWC activities and find ways to build from common themes. For example, incorporate healthy eating and physical activity messaging within health curricula in schools.
    - Identify ways to incorporate policy and systems work. For example, work with individual institutions, e.g., school district, and/or focus on a single community level issue that partners would collectively support, such as biking lanes/trails.
    - Use the COVID-19 context to address relevant needs, building on existing HWC work, such as addressing nutrition and healthy eating for families accessing food pantries for the first time, or pushing into new areas of work.

## Findings: Partnerships, Communication, and Vision

Much of the interviews revolved around HWC partnerships, including current strengths, critiques, and opportunities for moving forward. There were diverging perspectives in this area. Some partners spoke about HWC's success in bringing partners together and establishing relationships, but others talked about missed opportunities for communication and collaboration. Based on thematic analysis, communication, partnerships, and marketing should be a key focus of HWC strategy moving forward.

### Partnerships

A central theme that emerged from interviews was HWC work with various stakeholders, particularly partners and community members.

**Establishing and maintaining relationships.** Nearly all respondents (n=14) commented on relationships among HWC, partners, and the community. Eleven of these partners spoke positively of such relationships, while eleven partners spoke about opportunities to further develop relationships or noted critiques of this aspect of HWC representing a diverse range of perspectives. This theme included creating and maintaining relationships as well as facilitating connections among stakeholders. Strengths included the following:

- Linking partners and community members (n=6), such as by using HWC's relationship with the community to assist partners in connecting with community members.
- Bringing stakeholders together and/or partner networking (n=4), in particular bringing a diverse group of stakeholders to the table that includes Latino leadership.

Two partners talked about the importance for continuing to engage partners or that there is always room for continued growth and relationship building as seen in the following quote:

*I think it is having some of the big players in the healthcare space on their side... it's staying engaged with them...who are those big players that are at those tables? If there are major issues in the community that need to be addressed overriding the wellness health lines, I don't know who all those would help, but they are the players. I think it's keeping a strong presence in that space. - Community partner 13*

Partners also acted as connectors, linking HWC to community members (n=2) and to partners (n=1), demonstrating the potential for mutually benefitting relationships.

There were no strong themes consistent across partners related to criticisms or opportunities about HWC and relationship development specifically, although several individual recommendations.

The recommendations that are most actionable for HWC are as follows:

- Further connect partners with community members (n=6). For example, use HWC position within the community to link community members with partner programming.
- Hold regular partner meetings, e.g., quarterly (n=1), via Zoom or another platform where partners can see each other and know who is on the call (n=1).

**Community leadership.** Four partners talked about the role of the City of West Chicago and HWC, including the Mayor. Two partners talked about the value of the Mayor promoting health across the community, while another partner noted the program has a political element to it, and two expressed uncertainty about the real or perceived distinction between the City and HWC.<sup>11</sup>

- It is recommended that HWC continue its relationship with the city, explicitly acknowledge government ties but establish itself as its own, independent entity.

**Working together.** Establishing and maintaining relationships are key to partnerships as discussed above, but respondents talked more deeply about what partnership meant among HWC stakeholders.

- Five partners talked about co-promoting HWC-partner programming, either as past examples or ongoing opportunities to do so. Related to this topic was the importance of getting information to partners earlier and more consistently, so partners can more effectively spread the word through their own already established channels (n=2).
- Seven partners talked about various strategies related to coordination of efforts and/or avoiding duplication either related to HWC activities or more broadly across partners and the city. This included two partners that talked about a potential role for HWC as a hub for information and resources within the community.
- Ten partners talked about finding ways to collaborate.

Generally, there was a sense that HWC is its own entity separate from other organizations or community partners. This is noted to distinguish another model where HWC would be perceived as a collective made up of community partners. One partner talked about deliberately aligning goals and plans in the early years of HWC, but partners did not specifically note that happening currently. Ten partners talked about points that related to having their own programming, funding, or priorities, or finding ways to complement each other's work, implying by extension internal structures guiding planning and programming structures within those organizations. For example, some of the phrases people used in talking about opportunities for engagement and partner collaboration included the following:

- *...bringing everybody's strengths to the table to enhance efforts on supporting health and nutrition...*
- *...I would never want any kind of partnership to be just a one-way street.*
- *I think we definitely complement each other, so I think it's just a matter of making time to figure out what this means.*

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<sup>11</sup> One partner positively noted the role of the Mayor while also expressing doubt as to whether community members saw certain activities as HWC.

- *I wouldn't say that we get directly involved in the programming that they're providing because we have our own programming that we provide and it's from a different grant.*
- *Of course we have to work around our own programming...*

The above phrases were couched in comments about collaboration or partner engagement more generally, demonstrating a desire for partner engagement and collaboration, but recognizing it will need to align with the partners' own goals, programming and priorities.

- It is recommended HWC consider approaches to collaboration that allow partners to fit and build their own programming into common goals.

## Communication & Marketing

A key theme identified from partner interviews (n=10) related to marketing and/or getting the word out about HWC programming and activities within the community. Partners differed on how well HWC has marketed itself: three partners reported HWC has strong community trust and/or has successfully marketed its activities. However, five partners saw opportunities for or a need to strengthen its marketing and promotion of its activities. Across these responses was a sense that it is important for HWC to be recognized. For example, one partner noted the following:

*I would like Healthy West Chicago to be a household word. I think they've made some great strides with our Latino populations in helping to know what healthy choices are in the American culture and how to also take what they do right now and make it a little healthier in their meal prep...I'd like to see it be [a] household word and that people always put at the forefront how to make their lives healthier. It's not only for our community but it's absolutely for themselves first. - Community partner 12*

Seven partners talked about communication with HWC and five of those partners noted ways to improve, including:

- More timely communication about upcoming events or volunteer opportunities to ensure organizations have time to distribute via their existing communication structures (e.g., through a monthly newsletter) (n=3)
- Calls or meetings with individual partners outside of Advisory Group/Task Force meetings (n=2)

It is recommended that HWC:

- Further identify strategies for effectively *marketing and communicating with community members* about HWC events and activities. Build on and strengthen existing strategies, (e.g., sharing information with partners to promote, use of social media), and explore new avenues for getting the word out, (e.g., email, or posting at physical community information hubs such as where people shop).

- Develop targeted strategies for ongoing individual communication between HWC and partners to maintain deep relationships and spur collaboration between HWC and partners and/or among partners.

## Vision & Structure

Another clear strategy identified for HWC to strengthen its work is in articulating and communicating its vision and partner roles. Seven partners commented in some way on HWC vision and/or partner roles.

Six partners reported that HWC vision and/or strategy was unclear or recommended more direct communication relevant to that. Relatedly, five people reported a lack of clarity on the role of partners and/or called for more engagement of partners. In particular, one partner noted that some partners reported they are not being used effectively or know what their purpose is, and another partner said there would be more clear avenues for engagement if they knew more about the goals for the year.

Three partners talked about other collaboratives in West Chicago, such WeGo Together for Kids and localized obesity/health and wellness collectives in the region when HWC was initially started. It is recommended HWC look at how to align and build from the collaborations and collaborative work happening within the community to further strengthen its own network and work.

**It is recommended that HWC:**

- Directly and consistently communicate its vision and goals with partners.
- Identify clear roles for partners within the Advisory Board and Task Force.
- Develop transparent and systematic processes for directly incorporating partner input into HWC planning and accountability, e.g., annual planning.

## Findings: HWC Programming

Part of the interviews focused on current or recent work, resources, and opportunities moving forward. Overall, there was more positive than negative feedback about HWC work and partnerships. Key opportunities identified by partners related to the current COVID-19 pandemic and policy and systems work.

### Current Activities and Visible HWC Work

Several respondents spoke about specific activities that HWC is currently doing or that they have done in the past; these points highlight what is most visible to partners about HWC activities. Health education was the most commonly identified aspect of HWC work.

Nine organizations talked about health education as a component of HWC work and how this has occurred through collaboration between HWC and their own organizations. These have been either specific education sessions or the casual passing along of information to community members. Generally, respondents have talked about these as positive aspects of HWC's work. At the same time, there was not consensus about the extent to which health education should be a core component of HWC work in the future as illustrated in the following quote.

*Everything is so different. It would be interesting to see...focusing on those direct education experiences like wellness classes and physical activity opportunities, they have different events they hold throughout the year. It would be interesting to see something like that on the policy level. I'm sure they've done things on the policy and system level, I just don't have much knowledge of it...I think they do a really good job of highlighting all that. I call it direct education anytime the client or the population of focus is receiving a nutrition class or school activity class...I think they do a really good job of highlighting that so I'm well aware of that going on. I'm not as aware of the policy or system changes and if there is any of that so it would be nice to know or get a clearer picture. - Community partner 4*

Partners specifically noted cooking classes or cooking demos (n=3), the Rethink Your Drink campaign (n=2), teaching people to shop healthy (grocery tours and gift cards) (n=1), and messaging around healthy eating and choosing the right foods (n=1) positively.

However, there was a range of activities that partners talked about and no single activity or type of activity dominated across all partners. Besides health education, policy or systems work and event coordination were both identified by a limited number of partners as part of current or previous work. For example, District 94 has made policy and procedural advances in continuing physical education for all high school levels while other districts have cut it, and worked closely with vendors to include healthy options in student vending machines.

## Opportunities for HWC

Much of the discussions with partners focused on opportunities and strategies for moving forward. Opportunities include a) addressing community needs brought on or exacerbated by the pandemic, b) research and data use, c) continued educational programming, and d) policy and systems work. Possible HWC roles include identifying needs for partners to address, and engaging stakeholders in addressing those needs, as well as offering relevant, affordable, and culturally relevant programming.

**Address pandemic related needs within the community.** A key opportunity identified by partners was for HWC to address needs augmented by or due to the pandemic, five partners spoke directly about this. One respondent emphasized that the pandemic is a health crisis and sees a role for Healthy West Chicago in addressing the crisis, and other partners saw food security and nutrition as particularly relevant to many families impacted at this time.

Specific pandemic needs or contextual factors identified as relevant for HWC to address include:

- Food insecurity for children or other community members (n=5)
  - This included a lack of dietary knowledge or healthy cooking given new food insecurity context for those individuals or families (n=1)
- Flu shots (n=2)
- Mental and behavioral health (n=1)
- Changes in eating habits (e.g., more people eating at home) (n=1)
- Need to get people out and physically active due to decreases in physical activity (n=1)
- Changes in health habits (e.g., people avoiding health care visits for chronic disease out of fear of COVID-19 exposure) (n=1)
- COVID testing (n=1)

An example of key questions partners and the community are facing as relevant to the impact of the pandemic on healthy eating and health more generally is seen in the following quote:

*I wonder with the pandemic, more people eating at home...what is the bigger impact, how are they going to approach health with the changes around health issues. I wonder about chronic disease and again I haven't dived into like what data is telling us, what if people with chronic issues aren't going to the hospital due to their fear of COVID exposure or whatnot and maybe aren't getting treatment that they need. In addition, if there's food insecurity, lack of dietary knowledge and healthy cooking - then what is HWC doing to address that? I would like to see us reignite those partnerships on the County level and then the local level. -*

Community partner 13

**Research, data, or evaluation.** Four partners commented on opportunities to incorporate community-wide data, research or evaluation, or leverage partners with access to data to understand the needs of the community, track program, and align programming and policy to current trends. Examples

include partners that self-identified or identified other entities that can provide data or research (e.g., Northwestern Medicine, DuPage County Health Department).

**Continue educational programming.** Five partners saw educational programming as a continuing opportunity area for HWC, although these partners did not say that should be the sole component of the work. This included educational activities through partnership, as part of school curricula (e.g., health curriculum for freshman students to incorporate the reasoning behind being healthy and healthy eating) or to continue communicating key information about nutrition and healthy eating.

**Policy and Systems Work.** Five partners talked about the inclusion of policy or systems work into HWC broadly moving forward. This included District 94 that sees additional opportunities to further expand this policy and systems work in schools, such as staff wellness policy work or school snack policy. Three partners talked about bike lanes or trails, which would be policy related. One partner talked about reducing tobacco use for young people through policy initiatives.

**It is recommended that HWC:**

- Use the COVID-19 context to address relevant needs, building on existing HWC work, such as addressing nutrition and healthy eating for families accessing food pantries for the first time, or pushing into new areas of work.
- Continue with successful programming such as nutrition and healthy eating education.
- Identify ways to incorporate policy and systems work. For example, work with individual institutions, e.g., school district, and/or focus on a single community level issue that partners would collectively support, such as biking lanes/trails.

## Resources

Resources are key to successful programming and collaborations, and partners talked about resources in various ways. Nine respondents talked about resources in one form or another, eight respondents as they related to Healthy West Chicago resources. A current HWC resource identified was having a staff member focused on the community. Identified needed resources included new or sustained funding (n=4), additional staff (n=2), regular funding from the City (n=1), and resources to ensure strong participation in virtual programming (n=1).

Two individuals talked about partner resources, namely resources for food distribution but lack of staff and examples of funding partners raised for HWC initiatives (Community Market food pantry) (n=1). Another partner talked about capabilities and systems already in place that could integrate with HWC.

Four partners talked about community resources. These included existing parks, trails or other natural spaces for physical activity (n=2), fitness center (n=1), schools as seen as a resource by community members due to resources available through the school such as the food pantry (n=1), and the extension of bike paths through the county (n=1). The specific need for additional trails and/or bike paths were also listed (n=1).

- It is recommended HWC leverage partnerships and community resources in ways that can move HWC beyond its current programming.

## Appendix C: Advisory Board & Task Force Meeting Participants

In January 2021, Advisory Board members and Task Force partners attended meetings as part of the strategic planning process. The following is a list of attendees for each meeting.

| Participants                                                            | Task Force Meeting,<br>Jan. 5, 2021 | Advisory Board Meeting,<br>Jan. 7, 2021 |
|-------------------------------------------------------------------------|-------------------------------------|-----------------------------------------|
| Task Force Members                                                      |                                     |                                         |
| Tonia Batogowski, Forward DuPage                                        | X                                   |                                         |
| Kelly Brasseur, DuPage Food Bank                                        | X                                   |                                         |
| Brianne Carol, DuPage Recreation Association                            | X                                   |                                         |
| Rachael Charboneau, U of I Extension                                    | X                                   |                                         |
| Karen Doyle, DuPage Health Coalition                                    | X                                   |                                         |
| Jeannie Iseman, GardenWorks Project                                     | X                                   |                                         |
| Christina LePage, People's Resource Center                              | X                                   |                                         |
| Ruben Pineda, Mayor of West Chicago                                     | X                                   |                                         |
| Ruby Rodriguez, Educare West DuPage                                     | X                                   |                                         |
| Nayaab Sattar, U of I Extension                                         | X                                   |                                         |
| Advisory Board Members *                                                |                                     |                                         |
| Laura Beard, United Way                                                 | X                                   | X                                       |
| Fil Guipoco, American Heart Association                                 | X                                   | X                                       |
| Ann Marie Bianchi, Northwestern Medicine                                | X                                   | X                                       |
| Gary Major, West Chicago Park District                                  | X                                   | X                                       |
| David Sabathne, Western DuPage Chamber of Commerce                      | X                                   | X                                       |
| Executive Committee Members                                             |                                     |                                         |
| Joie Frankovich, WeGo Together for Kids and District 33 School District | X                                   | X                                       |
| Adela Gonzalez, Community Resident, Republic Bank of Chicago            | X                                   |                                         |
| Michael Guttman, City Administrator                                     | X                                   | X                                       |
| Sara Phalen, People Made Visible, Mexican Cultural Center               | X                                   | X                                       |
| Staff                                                                   |                                     |                                         |
| Carly Smitherman, HWC Program Administrator                             | X                                   | X                                       |
| PIE Org                                                                 |                                     |                                         |
| Beth Frank, Evaluation Coach                                            | X                                   | X                                       |
| Jay Wade, Executive Director                                            | X                                   | X                                       |

\* Advisory Board members are also considered task force members.

## Appendix D: HWC Impact Target 2020-2023

The following describes the objectives and specific targets for HWC coordinated programming for 2020-21 and 2022-23. Included in the tables below are 2019-20 results, where available, which were used to develop targets for future years.

### Healthy Eating and Nutrition

#### Objectives

- Increase the knowledge of residents on nutrition and cooking healthy meals/snacks.
- Improve the availability of locally grown foods.<sup>12</sup>
- Increase the availability of nutritious and tasty food in institutions (schools, daycare, hospitals, etc.), limiting access to unhealthy food.<sup>13</sup>

#### Outputs

The following table lists target outputs for 2020-2023. Data for 2019-20 was based on 15 months of data (July 2019-September 2020), but targets for 2020-2023 are based on 12 months (July-June). Targets were set to ensure high quality of programming over quantity of activities. Shifts in programming also made due to the COVID-19 pandemic.

| Indicators            | 2019-20<br>(15 months)<br>actual | 2020-21 target                                                                                                                                         | 2021-22 target                                                                                                | 2022-23 target                                                                                                                                                            |
|-----------------------|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| # Events & activities | 84                               | 65 Touch points (28 classes in D33 <sup>14</sup> , 3 summer D33 classes, 24 community classes, 4 virtual videos recorded, 6 kids cooking class videos) | 67 touch points (expand through 1 additional partner) (may need to be adjusted based on ongoing COVID impact) | 70 touch points (expand through 2 additional partners, 2-3 per partner) (assume in person and virtual offerings, may need to be adjusted based on long-term COVID impact) |
| # Total participants  | 1,204<br>(duplicated)            | 900 duplicated/675 unduplicated                                                                                                                        | 925 duplicated/ 700 unduplicated (assume 10-15 new)                                                           | 950 duplicated/ 725 unduplicated (assume 10-15 new unduplicated)                                                                                                          |

<sup>12</sup> Includes policy

<sup>13</sup> Includes policy and work through HWC partners

<sup>14</sup> 4 times per year at each of 7 sites (total 28)

|                                                                                                                                           |     |                            | unduplicated individual per new opportunity) | individual per new opportunity)                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----|----------------------------|----------------------------------------------|------------------------------------------------------------------|
| # students                                                                                                                                | 562 | 500 (undup)                | 500 (undup)                                  | 500 (undup)                                                      |
| # community members                                                                                                                       | 642 | 400 (dup)<br>175 (undup)   | 425 (dup)<br>200 (undup)                     | 450 (dup)<br>225 (undup)                                         |
| # high dosage participants                                                                                                                | 367 | N/A                        | TBD                                          | TBD                                                              |
| # served through HWC food security/ food bank work                                                                                        | 480 | 500 (dup)                  | TBD                                          | TBD                                                              |
| # feasible procedural items identified with partners to institute among community partner(s) and/or a community institution <sup>15</sup> | N/A | N/A                        | N/A                                          | ≥1 procedural item/<br>institutional policy item                 |
| # Community gardens in place (# total plots)                                                                                              | 1   | 3 (25 plots) <sup>16</sup> | 3 (25 plots)                                 | 3 (new and existing) community gardens in place (31 total plots) |
| # New community gardens established                                                                                                       | 15  | 15                         | 15                                           | 15                                                               |
|                                                                                                                                           |     |                            |                                              |                                                                  |

<sup>15</sup> Such procedural or institutional policy may be formal or informal, for example, instituting messaging included with food drives requesting healthy options.

<sup>16</sup> 2 community gardens and an additional 1 community garden open to all

## Impact: Healthy Eating & Nutrition

| Indicators                                                                                                                                                                                     | 2019-20<br>actual | 2020-21<br>target | 2021-22<br>target | 2022-23 target                                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|------------------------------------------------|
| % with access to healthy and affordable food $\geq 5x/week$ <sup>17</sup>                                                                                                                      | N/A               | 40%               | 40%               | 40%                                            |
| % with <b>improved</b> access to healthy and affordable food                                                                                                                                   | 48%               | 48%               | 48%               | 48%                                            |
| % that are motivated to eat healthy                                                                                                                                                            | 79%               | 79%               | 79%               | 79%                                            |
| % that have <b>improved</b> motivated to eat healthy                                                                                                                                           | 54%               | 54%               | 54%               | 54%                                            |
| % that are informed about making healthy eating choices                                                                                                                                        | 79%               | 79%               | 79%               | 79%                                            |
| % that are <b>improved</b> their knowledge about making healthy eating choices                                                                                                                 | 46%               | 46%               | 46%               | 46%                                            |
| % that are making healthy food choices $\geq 5x/week$                                                                                                                                          | N/A               | 30%               | 30%               | 30%                                            |
| % that have <b>increased</b> healthy food choices (frequency)                                                                                                                                  | 34%               | 34%               | 34%               | 34%                                            |
| In collaboration with partners, at least one procedural item is instituted at one or more partners or institutions (e.g., nutritious offerings specifically requested in food donation drives) | N/A               | N/A               | N/A               | $\geq 1$ procedure/<br>institutional<br>policy |

<sup>17</sup> A program participant survey conducted in the summer of 2020 asked questions about access to affordable food, motivation, and knowledge about eating healthy, and making healthy food choices. Response rates were used to develop targets for 2020-21 and 2022-23. The survey frequency scales included “3-5 times per week” and “6-7 times per week”. Moving forward, “at least 5 times per week” was identified as the program target. As such, data for 2019-20 was not available but targets based on survey results for “3-5 times per week” and “6-7 times per week”.

## Physical Activity

### Objectives

- Increase the availability of opportunities for physical activity that are affordable and accessible throughout the community.<sup>18</sup>
- Increase the knowledge of residents about the availability and importance of physical activity opportunities.
- Increased physical activity.<sup>19</sup>

### Outputs

The following table lists target outputs for 2020-2023. Data for 2019-20 was based on 15 months of data (July 2019-September 2020), but targets for 2020-2023 are based on 12 months (July-June).

Targets were set to ensure high quality of programming over quantity of activities. Shifts in programming also made due to the COVID-19 pandemic.

| Indicators                       | 2019-20<br>(15 months)<br>actual | 2020-21 target                                                                                                                                                         | 2021-22 target                                                                                                  | 2022-23 target                                                                                                                                                            |
|----------------------------------|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| # Events & activities            | 72 touch points                  | 62 touch points (12 months WC App, HWC 5k, Frosty 5k, 6-8 virtual workouts, 4 virtual yoga, 4 in-person Yoga on the lawn, 4 MWTM scavenger hunt, 4 weeks Power Boxing) | 65 touch points (expand through 1 additional partner) (may need to be adjusted based on long-term COVID impact) | 68 touch points (expand through 2 additional partners, 2-3 per partner) (assume in person and virtual offerings, may need to be adjusted based on long-term COVID impact) |
| # Total participants (community) | 786 (duplicated)                 | 800 total<br>564 (dup)/236 (undup)                                                                                                                                     |                                                                                                                 | 880 total<br>620 (dup)/ 260 (undup)                                                                                                                                       |

<sup>18</sup> Includes school policy

<sup>19</sup> Includes increased individuals involved in physical activity, and increased physical activity for individuals (e.g., increased 3 times per week to 5 times per week)

### Impact: Physical Activity

| Indicators                                                                 | 2019-20<br>actual | 2020-21<br>target | 2021-22<br>target | 2022-23<br>target |
|----------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|
| % with opportunities for physical activity<br>≥5x/week <sup>20</sup>       | N/A               | 40%               | 40%               | 40%               |
| % with improved opportunities for physical activity                        | 35%               | 35%               | 35%               | 35%               |
| % that are motivated to exercise                                           | 70%               | 70%               | 70%               | 70%               |
| % that have improved their motivation to exercise                          | 54%               | 54%               | 54%               | 54%               |
| % that participated in physical activity<br>≥5x/week                       | N/A               | 35%               | 35%               | 35%               |
| % that have increased their participation in physical activity (frequency) | 41%               | 41%               | 41%               | 41%               |

<sup>20</sup> A program participant survey conducted in the summer of 2020 asked questions about opportunities for physical activity, motivation to exercise, and participation in physical activity. Response rates were used to develop targets for 2020-21 and 2022-23. The survey frequency scales included “3-5 times per week” and “6-7 times per week”. Moving forward, “at least 5 times per week” was identified as the program target. As such, data for 2019-20 was not available but targets based on survey results for “3-5 times per week” and “6-7 times per week”.

## Appendix E: HWC Budget

The following outlines the planned budgets for 2021-2023. These may be adjusted based on further review and discussion with Advisory Board members or shifting contextual and budgetary factors.

### 2021 Budget - Virtual Programming

| Infrastructure                     | Estimated Expense   | Estimated Revenue  | Revenue Source   |
|------------------------------------|---------------------|--------------------|------------------|
| Program Administrator Salary       | \$ 45,000.00        | \$ 45,000.00       | City Cares       |
| Program Administrator Taxes        | \$ 4,950.00         | \$ 4,950.00        | City Cares       |
| Part-Time Staff                    | \$ 2,000.00         | \$ 2,000.00        | City             |
| Program Admin Communications Tools | \$ 1,100.00         | \$ 1,100.00        | City             |
| Program Admin Hardware             | \$ 3,000.00         | \$ 3,000.00        | City             |
| Office Supplies                    | \$ 300.00           | \$ 300.00          | City             |
| Prog Admin Liability Insurance     | \$ 142.00           | \$ 142.00          | City             |
| Training                           | \$ 200.00           | \$ 200.00          | City             |
| Marketing Materials                | \$ 1,000.00         | \$ 1,000.00        | Fundraising Goal |
| Website                            | \$ 616.00           | \$ 616.00          | City             |
| Fiscal Agent/operating expenses    | \$ 7,000.00         | \$ 7,000.00        | City             |
| <b>Total</b>                       | <b>\$ 65,308.00</b> | <b>\$65,308.00</b> |                  |

| Movement Initiative                          | Estimated Expense  | Estimated Revenue | Revenue Source   |
|----------------------------------------------|--------------------|-------------------|------------------|
| Walking Challenge                            | \$ 4,305.00        | \$ 4,305.00       | WeGo Budget      |
| 5K Run/Walk                                  | \$ 1,950.00        | \$ 1,950.00       | WeGo Budget      |
| Path Signage                                 | \$ 1,000.00        | \$ 1,000.00       | AHA              |
| In-person yoga 8-week series: \$50 per class | \$ 400.00          | \$ 400.00         | Fundraising Goal |
| MWTM (Virtual challenge-Virtual workouts)    | \$ 1,040.00        | \$ 1,040.00       | City             |
| <b>Total</b>                                 | <b>\$ 8,695.00</b> | <b>\$8,695.00</b> |                  |



## 2022 Budget – In Person Programming

| Infrastructure                     | Estimated Expense   | Estimated Revenue | Revenue Source |
|------------------------------------|---------------------|-------------------|----------------|
| Program Administrator Salary       | \$ 47,000.00        |                   |                |
| Program Administrator Taxes        | \$ 5,100.00         |                   |                |
| Program Admin Communications Tools | \$ 1,100.00         |                   |                |
| Support Staff (10hr/week @\$15hr)  | \$ 7,800.00         |                   |                |
| Office Supplies                    | \$ 300.00           |                   |                |
| Prog Admin Liability Insurance     | \$ 142.00           |                   |                |
| Training & Conference              | \$ 750.00           |                   |                |
| Marketing Materials                | \$ 1,000.00         |                   |                |
| Website                            | \$ 616.00           |                   |                |
| Fiscal Agent/operating expenses    | \$ 7,000.00         |                   |                |
| <b>Total</b>                       | <b>\$ 70,808.00</b> | <b>\$ -</b>       |                |

| Movement Initiative                          | Estimated Expense  | Estimated Revenue | Revenue Source |
|----------------------------------------------|--------------------|-------------------|----------------|
| Wellness Challenge (Heka Health)             | \$ 3,500.00        |                   |                |
| 5K Run/Walk                                  | \$ 3,500.00        |                   |                |
| In-person yoga 8-week series: \$50 per class | \$ 400.00          |                   |                |
| MWTM                                         | \$ 2,500.00        |                   |                |
| <b>Total</b>                                 | <b>\$ 9,900.00</b> | <b>\$ -</b>       |                |

| Nutrition Initiative                                       | Estimated Expense  | Estimated Revenue | Revenue Source   |
|------------------------------------------------------------|--------------------|-------------------|------------------|
| Cooking Classes:                                           |                    |                   |                  |
| Cooking Series: Instructor Pay: \$118 x 6 (4-week classes) | \$ 2,832.00        |                   |                  |
| Cooking Series: Food Cost \$60 x 6 (4-week classes)        | \$ 1,440.00        |                   |                  |
| Cooking Demos : \$160 x 4                                  | \$ 640.00          |                   |                  |
| Support Staff (Translator, admin, etc.)                    | \$ 1,000.00        |                   |                  |
| Incentives                                                 | \$ 1,000.00        |                   |                  |
| Cooking Equipment/supplies                                 | \$ 1,200.00        |                   |                  |
| Healthy Living Grocery Store Tours- \$118 X 4              | \$ 472.00          |                   |                  |
| Afterschool Cooking Clubs (9- four-week clubs)             | \$ 4,000.00        |                   | 2022 Com Schools |
| Garden Initiative:                                         |                    |                   |                  |
| Seeds and Soil (\$50 each bed x 25)                        | \$ 1,250.00        |                   |                  |
| <b>Total</b>                                               | <b>\$13,834.00</b> |                   |                  |

| Additional Wellness Efforts                       | Estimated Expense  | Estimated Revenue | Revenue Source |
|---------------------------------------------------|--------------------|-------------------|----------------|
| Flu Clinics                                       | \$ 300.00          |                   |                |
| City events (Frosty 5K, Food Fest, Blooming Fest) | \$ 1,000.00        |                   |                |
| <b>Total</b>                                      | <b>\$ 1,300.00</b> | <b>\$0.00</b>     |                |

**Grand Total** **\$ 95,842.00**

## 2023 Budget – In Person Programming

| Infrastructure                     | Estimated Expense   | Estimated Revenue | Revenue Source |
|------------------------------------|---------------------|-------------------|----------------|
| Program Administrator Salary       | \$ 48,500.00        |                   |                |
| Program Administrator Taxes        | \$ 5,200.00         |                   |                |
| Support Staff (15hr/week @\$15hr)  | \$ 11,700.00        |                   |                |
| Program Admin Communications Tools | \$ 1,100.00         |                   |                |
| Program Admin Hardware             | \$ 3,000.00         |                   |                |
| Office Supplies                    | \$ 300.00           |                   |                |
| Prog Admin Liability Insurance     | \$ 142.00           |                   |                |
| Training & Conference              | \$ 1,000.00         |                   |                |
| Marketing Materials                | \$ 1,000.00         |                   |                |
| Website                            | \$ 616.00           |                   |                |
| Fiscal Agent/operating expenses    | \$ 7,000.00         |                   |                |
| <b>Total</b>                       | <b>\$ 79,558.00</b> | <b>\$0.00</b>     |                |

| Movement Initiative                          | Estimated Expense  | Estimated Revenue | Revenue Source |
|----------------------------------------------|--------------------|-------------------|----------------|
| Wellness Challenge (Heka Health)             | \$ 3,500.00        |                   |                |
| 5K Run/Walk                                  | \$ 3,500.00        |                   |                |
| In-person yoga 8-week series: \$50 per class | \$ 400.00          |                   |                |
| MWTM                                         | \$ 2,500.00        |                   |                |
| <b>Total</b>                                 | <b>\$ 9,900.00</b> | <b>\$0.00</b>     |                |

| Nutrition Initiative                                       | Estimated Expense  | Estimated Revenue | Revenue Source    |
|------------------------------------------------------------|--------------------|-------------------|-------------------|
| Cooking Classes:                                           |                    |                   |                   |
| Cooking Series: Instructor Pay: \$118 x 6 (4-week classes) | \$ 2,832.00        |                   |                   |
| Cooking Series: Food Cost \$60 x 6 (4-week classes)        | \$ 1,440.00        |                   |                   |
| Cooking Demos : \$160 x 4                                  | \$ 640.00          |                   |                   |
| Support Staff (Translator, admin, etc.)                    | \$ 1,000.00        |                   |                   |
| Incentives                                                 | \$ 1,000.00        |                   |                   |
| Cooking Equipment/supplies                                 | \$ 1,600.00        |                   |                   |
| Healthy Living Grocery Store Tours- \$118 X 4              | \$ 472.00          |                   |                   |
| Afterschool Cooking Clubs (9- four-week clubs)             | \$ 4,000.00        |                   | 2023 Comm Schools |
| Garden Initiative:                                         |                    |                   |                   |
| Seeds and Soil (\$50 each bed x 30)                        | \$ 1,500.00        |                   |                   |
| <b>Total</b>                                               | <b>\$14,484.00</b> |                   |                   |

| Additional Wellness Efforts                       | Estimated Expense  | Estimated Revenue | Revenue Source |
|---------------------------------------------------|--------------------|-------------------|----------------|
| Flu Clinics                                       | \$ 300.00          |                   |                |
| City events (Frosty 5K, Food Fest, Blooming Fest) | \$ 1,000.00        |                   |                |
| <b>Total</b>                                      | <b>\$ 1,300.00</b> | <b>\$0.00</b>     |                |

**Grand Total** **\$105,242.00**



**Phalen Consulting, Inc.,**

**FY2020 Report for the Management and Operation of the West Chicago City Museum**

**Staff Time: 2,663.5** (average of 51.2 hours a week; FY19 average of 61.4 a week)

**Main Projects:**

- Staffing Museum open hours
- Collections: processing temporary receipts, accessioning artifacts, database entry, digitization of collection, inventory of collection, research files, newspaper collection, online digitization plan, special collection processing, Historical Preservation Commission files, artifact storage, new online collection platform accessible to the public-CatalogIt, backlog processing
- Communications: email, mail, reports, social media, website updates
  - \*During COVID-19 closure extensive social media and online presence boosted to better reach the community during physical closure
- Community outreach projects: Burlington Route Historical Society collaboration, Fire Department book, record sharing with Methodist Church, DuPage Foundation-Arts DuPage, WeGO Together for Kids, Healthy West Chicago, Spanish, Cultural Arts Commission-Public Art, new community care cards campaign, Friends of the Museum holiday ornament.
- Conferences/Professional Development: Kane DuPage Regional Museum Association COVID-19 area check in, DEAI meetings, planning meetings, teen programming; Illinois Association of Museums COVID-19 & DEAI meetings, MASS Action-museum accountability, Tulsa Indigenous Day, Field Museum land acknowledgement zoom, Chicago Museum Exhibitors Group meetings, Art Equity trainings, Muze-X museums moving forward sessions, CUSEUM programs, Art of Gathering, Arts Administrators of Color Conference, Museum Computer Network Conference, TXHC zooms, Sites of Conscious rethinking Migration Exhibits, AAMG Kress webinars, American Alliance of Museums conference.
- Educational: Digital mini-kits; online resources on wegohistory.com; Library reading program collaboratives for adults and kids
  - During COVID-19 closure new virtual programs and educational highlights and spotlights on social media and History at Home Craft Kits
- Events: walking tours, Tales Tombstones Tell
- Exhibits: CB&Q interior exhibit; outdoor interpretive signage for the CB&Q Depot, High Lake and Sesqui Park displays; HOME exhibit May 2019-April 2021; Women of West Chicago exhibit May 2021- April 2022; virtual online mini exhibits
- Grants: National Council for the Arts grant work; Illinois Humanities COVID resiliency grant
- Operations: bookkeeping, staffing, planning
- Programs: History Pin, Mobile Walking Tour, Historiography reading history book groups, Voices of DuPage, Town Hall Shares; Artist in Residency Chris Lucero Calaveras of West Chicago, Rail Trail, KDRMA Passport to Adventure/GeoCatching; Tales Tombstones Tell; Strolls Through History-Social Distance Friendly walking tours
- Research: organizing research files, working with researchers and processing research requests
- Volunteer management

### Collection:

#### Accession Total:

- Collection total: 34,221 objects
- Collection processed into PastPerfect database: 15,691
- New donations YTD: Railroad materials, local church materials, local business items, COVID related materials
- \*\*New CatalogIt online database: 386 artifacts entered

**Research Inquiries: 118** (average 9.8 a month) (house history, local business history, family history, cemetery history, local school history, local historic buildings)

#### Visitation:

- Overview

| Metric                      | 2020  | 2019  | 2018  |
|-----------------------------|-------|-------|-------|
| Open hours                  | 126*  | 752   | 743   |
| Museum Guests               | 213*  | 3,306 | 3,127 |
| External Program Attendance | 352*  | 1,879 | 923   |
| Virtual Program Attendance  | 552   |       |       |
| Website Unique Visits       | 2,404 | 2,859 | 2,257 |
| Facebook Followers          | 935   | 665   | 552   |
| Twitter Followers           | 441   | 433   | 408   |
| Instagram Followers         | 356   | 186   | 186   |

\*Museum closed March 14-July 5; open by appointment only July 5-November 18 due to COVID pandemic

- o Breakout

| Category                                                                                     | Date(s)                      | Guests |
|----------------------------------------------------------------------------------------------|------------------------------|--------|
| • <b>Walk-in</b> Museum visitors during regular open hours (Th 10am-6pm; Fri & Sat 10am-2pm) | Jan-March 13, 2020           | 26     |
| Museum <b>specific</b> visitors (researcher, museum related question)                        | Jan-March 13, 2020           | 128    |
| <b>Museum visitors</b> By appointment                                                        | July 5-Dec 31, 2020          | 59     |
| <b>Program</b> Historiography Non-Fiction Book Club                                          | Third Thursday of each month | 59     |
| <b>Program</b> Timeless Tales (Youth-once a month)                                           | Jan-March 2020               | 34     |
| <b>Program</b> Afterschool History Art Program                                               | Jan-Feb 2020                 | 90     |
| <b>Program</b> Late Night at the City Museum/Drawing on History Final Friday                 | Feb 28, 2020                 | 5      |
| <b>Presentation</b> West Chicago Local History for We Go Together for Kids                   | March 5, 2020                | 40     |

|                                                                             |                   |                    |
|-----------------------------------------------------------------------------|-------------------|--------------------|
| <b>Collaborative</b>                                                        |                   |                    |
| <b>Education:</b> Ebook curriculum                                          | April-Dec 2020    | 118 users          |
| <b>Education:</b> Digital Local History Lessons                             | April-Dec 2020    | 65 classrooms used |
| <b>Program:</b> Community Cares Card Drive & Disbursement to Shut-ins       | May-June 2020     | 34                 |
| <b>Program:</b> Late Night with the City Museum/WeGo Virtual Trivia Night   | May 21, 2020      | 6                  |
| <b>Tour:</b> Stroll Through History: Small walking tour of Oakwood Cemetery | June 16, 2020     | 8                  |
| <b>Tour:</b> Stroll Through History: small walking tour on Railroad History | June 30, 2020     | 6                  |
| <b>Program:</b> Late Night with the City Museum/WeGo Virtual Trivia Night   | July 31, 2020     | 8                  |
| <b>Event</b> Art Supply giveaway with Cantigny                              | August 1, 2020    | 375 kits           |
| <b>Event</b> CB&Q Depot Train Craft Kits Giveaway                           | September 2, 2020 | 130 kits           |
| <b>Program:</b> Tales Tombstones Tell                                       | October 4, 2020   | 384                |
| <b>Education:</b> History at Home Craft Kits                                | November 21, 2020 | 48                 |
| <b>Education:</b> History at Home Craft Kits                                | December 20, 2020 | 34                 |

\*museum was open by appointment only during the COVID-19 outbreak

**Volunteer hours: 194 (FY2019: 450)** (docent hours, Voices of DuPage, file organizing, event staffing, newspaper collection, genealogy, research requests, model building and repair, virtual programs)

## Goal Achievement per statements made in Attachment B

- Education: Annual Goal of 6 total programs during school year including 4 in museum group tours; unmet as of December 31, 2020; YTD 2 program in school; 0\* in museum; 65 virtual classroom programs.
- Summer Passport Program goal of attracting 75 additional visitors through program, the majority of which from out of town; unmet as of December 31, 2020; (YTD 0\* passport visitors)
- Exhibits/Displays: Annual Goal of at least one new large exhibit unmet as of December 31, 2020\*
- Outreach Exhibits: Expand current Depot Days open public hours from four Saturdays a year to twelve Saturdays a year: unmet as of December 31, 2020\*
- Exhibits/Displays: Accessibility goal of maintaining at least 12 hours a week during winter months and 16 hours a week during spring/summer/fall months unmet as of December 31, 2020\*
- Volunteers: monthly goal of utilizing volunteers for 30 hours a month met as of December 31, 2020
- Collection: annual goal of accessioning 50% of the backlog of artifacts met as of December 31, 2020
- Collection: annual goal of accessioning 75% of 2020 donations met as of December 31, 2020
- Collection: digitizing 10% of the collection during inventory process met as of December 31, 2020
- Research library: monthly goal of serving 10 researchers a month met as of December 31, 2020
- Programs: annual goal of 8 programs open to the public met as of December 31, 2020

\*museum was open by appointment only during the COVID- 19 outbreak

## Financial Overview

For the fiscal year of 2020 under the seventh year of the executed contract with the City of West Chicago for management of the City Museum, Phalen Consulting, Inc. had total cash inflows of \$88,485.21 and total cash outflows of \$88,485.21. Per the February 4, 2019 Agreement between the City of West Chicago and Phalen Consulting for the Operation of the West Chicago City Museum, City Resolution No. 19-R-0008 \$88,200 of cash inflows came from the City.

Funds were taken from the Museum's Trust Fund, administered by the Friends of the West Chicago City Museum, to cover additional costs in the 2020 calendar/fiscal year, not covered by other inflows, totaling \$285.21.

| Category                     | Amount budgeted | YTD (Dec. 31, 2020) |
|------------------------------|-----------------|---------------------|
| Staff                        | \$60,000        | \$58,086.63         |
| Training and Tuition         | \$1,000         | \$1,359.87          |
| Membership dues/subscription | \$1,500         | \$1,945.96          |

|                                    |                 |                    |
|------------------------------------|-----------------|--------------------|
| <b>Printing and binding</b>        | \$1,100         | \$100.00           |
| <b>Advertising and promotions</b>  | \$800           | \$2,913.15         |
| <b>Other contractual services</b>  | \$2,000         | \$3,400.00         |
| <b>Computer/office supplies</b>    | \$1,000         | \$6,585.89         |
| <b>Tools &amp; equipment</b>       | \$800           | \$2,193.38         |
| <b>Educational exhibitions</b>     | \$11,600        | \$1,968.16         |
| <b>Educational programming</b>     | \$4,200         | \$7,625.30         |
| <b>Miscellaneous</b>               | \$1,000         | \$0.00             |
| <b>Collection maintenance</b>      | \$2,000         | \$615.38           |
| <b>Additional arts programming</b> | \$1,000         | \$1,500.00         |
| <b>Other</b>                       | \$200           | \$191.49           |
| <b>Total</b>                       | <b>\$88,200</b> | <b>\$88,485.21</b> |

For the fiscal year of 2020 the West Chicago City Museum's Trust Fund had total cash inflows of \$224.95 and total cash outflows of \$285.21, for a net deficit of \$60.26.

- Inflows
  - \$221.00 donations made by museum visitors
  - \$3.95 from interest revenue on account
- Outflows
  - \$285.21 to cover Phalen Consulting FY2020 deficit

#### **FY2021 Preview**

- Expand digital offerings and integrate into in-person events once safe
- Events and museum programs that partner with other community entities to help rebuild a sense of community negatively impacted during COVID
- Expanded small outdoor events (walking tours, cemetery tours, educational programs)
- Continue to strengthen relationships with schools and increase community collaborations
- Continue to address collections backlog and storage issues
- Plan for digital asset maintenance
- Launch online collections database

## **People Made Visible, Inc. End of Year Report for Fiscal Year 2020**

For the fiscal year of 2020 under the seventh year of the executed contract with the City of West Chicago for the operation of Gallery 200, People Made Visible had total cash inflows of \$7,100.00 and total cash outflows of \$5,827.27, for a net surplus of \$1,272.73. It is anticipated that the net surplus will be added to the Gallery 200/200 Main Projects Fund for continued projects and enhancements to the Gallery 200 which is anticipated to be spent in the FY2021.

Financial highlights from the fiscal year 2019 include:

➤ **Inflows: \$7,100**

- Cash receipts of \$6,000.00 from the City of West Chicago per the contractual agreement between the City and People Made Visible, Inc.
- Cash receipts of \$820.00 from the Gallery artist fees
- Cash receipts of \$280.00 from donations from the public for the Gallery 200/200 Main Projects Fund

➤ **Outflows: \$5,827.27**

- Supplies & Event expenses: \$655.40
- Cleaning: \$780
- Insurance & Registration fees costs totaled \$629
- Phone & Internet: \$1,659.57
- Staff: \$1,178.32
- Tech & Communication Tools: \$280.28
- New website with online store: \$432
- Shipping: \$82.70
- Advertising: \$130

### **Events at 103 W. Washington:**

January 2020:

- Celebration of Art Community Art Exhibit by guest artists, Opening Reception, January 17, 2020
- Community Classroom space provided to We Go Together for Kids Spanish/English Conversation Group “Hablamos” on Wednesday evenings January 22, January 29, 2020
- GardenWorks Project Seed Starting 101, season kickoff event, January 28, 2020

February 2020:

- Extending the Natural World Exhibit by visiting artist Joanne Barsanti, Opening Reception, January 31, 2020
- Community Classroom space provided to We Go Together for Kids Spanish/English Conversation Group “Hablamos” on Wednesday evenings February 5, 12, 19, 2020

March 2020:

- Art is the HeART of the City District 33 Elementary School Group Show, March Show Opening Reception, March 5, 2020
- Community Classroom space provided to We Go Together for Kids Spanish/English Conversation Group “Hablamos” on Wednesday evenings March 4, 11, 2020 Monthly Artist Open Studio hours

April 2020:

- None due to the COVID-19 pandemic

May 2020:

- PMV Popup Food Pantry in collaboration with WeGo Together for Kids, May 12 & 19,

2020

June 2020:

- PMV Popup Food Pantry in collaboration with WeGo Together for Kids, June 16 & 30, 2020

July 2020:

- Gallery reopened after COVID closure, July 10<sup>th</sup> for 8 hours a week
- Decorated Art Butterfly Window Display

August 2020:

- PMV Partner with the West Chicago City Museum and Cantigny's McCormick Mansion for Art Supply distribution, August 1<sup>st</sup> -375 art kits were given out in a drive-thru setup
- Decorated Art Butterfly Window Display
- Host District 33 ESL/English/Spanish Conversation group

September 2020:

- Mexican Independence Day Window Art Display
- Host District 33 ESL/English/Spanish Conversation group

October 2020:

- Mexican Independence Day Window Art Display
- Host District 33 ESL/English/Spanish Conversation group

November 2020:

- Decorated Art Butterfly Window Display
- Host District 33 ESL/English/Spanish Conversation group
- \*Gallery 200 closed on November 18 due to increased State of Illinois COVID restriction

December 2020:

- Holiday Window Display
- Virtual Shop Small event, December 17<sup>th</sup>
- Gallery 200 closed due to increased State of Illinois COVID restriction

January-March 13, July 10-November 18: (other times closed due to COVID restrictions)

Open Studio hours

Art Meet-up: Fiber Artists Meet-up held monthly

Mexican Cultural Center DuPage Monthly Meetings

GardenWorks Monthly Meetings

Healthy West Chicago Meetings

District 33 Ballet and Mariachi groups

**Visitation at 200 Main:**

|               | <b>FY20</b> | <b>FY19</b> | <b>FY18</b> | <b>FY17</b> |
|---------------|-------------|-------------|-------------|-------------|
| <b>Guests</b> | 1,387       | 3,650       | 3,126       | 2,859       |

- Breakout: Walk-in Gallery visitors during regular open hours (Thurs noon-6pm, Fri noon-8pm, Sat 10am-4pm, Sun noon-4pm)
- \*limited hours due to COVID restrictions

| <b>Category</b>       | <b>Date(s)</b> | <b>Guests</b> |
|-----------------------|----------------|---------------|
| <b>Total Visitors</b> | January 2020   | 202           |
| <b>Total Visitors</b> | February 2020  | 139           |
| <b>Total Visitors</b> | March 2020     | 630*          |
| <b>Total Visitors</b> | April 2020     | 0*            |
| <b>Total Visitors</b> | May 2020       | 39*           |
| <b>Total Visitors</b> | June 2020      | 43*           |
| <b>Total Visitors</b> | July 2020      | 26*           |
| <b>Total Visitors</b> | August 2020    | 82*           |
| <b>Total Visitors</b> | September 2020 | 88*           |
| <b>Total Visitors</b> | October 2020   | 86*           |
| <b>Total Visitors</b> | November 2020  | 44*           |
| <b>Total Visitors</b> | December 2020  | 8*            |

## Gallery 200 Artist Sales

|                    | <b>FY20</b>  | <b>FY19</b> | <b>FY18</b> | <b>FY17</b> |
|--------------------|--------------|-------------|-------------|-------------|
| <b>Total Sales</b> | \$ 4,774.50* | \$16,086.95 | \$8,153.25  | \$13,223.25 |

\*sales limited due to COVID

- Breakout

| <b>Category</b>    | <b>Date(s)</b> | <b>Guests</b> |
|--------------------|----------------|---------------|
| <b>Total Sales</b> | January 2020   | \$1,232.00    |
| <b>Total Sales</b> | February 2020  | \$297.00      |
| <b>Total Sales</b> | March 2020     | \$145.50*     |
| <b>Total Sales</b> | April 2020     | \$0*          |
| <b>Total Sales</b> | May 2020       | \$118.50*     |
| <b>Total Sales</b> | June 2020      | \$32.00*      |
| <b>Total Sales</b> | July 2020      | \$10.00       |
| <b>Total Sales</b> | August 2020    | \$100.00      |
| <b>Total Sales</b> | September 2020 | \$345.00      |
| <b>Total Sales</b> | October 2020   | \$170.50      |
| <b>Total Sales</b> | November 2020  | \$674.50      |
| <b>Total Sales</b> | December 2020  | \$1,649.50    |

### Program towards Goals for 2019

- Work with community partners to increase foot traffic in downtown West Chicago, including reformatting First Fridays to Final Friday events in collaboration with City Museum & Kindred Coffee-postponed until post COVID operations reopen
- Continue to expand classes offered at Gallery 200: new virtual classes/activities and small outdoor classes in the works due to pandemic
- Work with artists to bring additional interactive art into 103 W. Washington:
- Continue fundraising campaign to contribute to 200 Main Street Renovation Project

### Goals for 2021

- Increase visibility of Gallery 200 and downtown West Chicago cultural activities
- Promote West Chicago artist community and offerings through state and national organizations
- Market West Chicago as a destination for artists and a place to purchase affordable art
- Continue to expand classes offered at Gallery 200, including virtual offerings
- Continue fundraising campaign to contribute to 200 Main Street Renovation Project