

Part 1: Scope/Term

1. Scope of Services and Responsibilities. CMAP and the GOVERNMENTAL BODY agree as specified in Part 3.

2. Term of MOU. The term of this MOU shall be three (3) years from the date of execution unless terminated earlier as provided for in Paragraph 6 "Termination" herein.

3. Amendments. All changes to this MOU must be mutually agreed upon by CMAP and the GOVERNMENTAL BODY and be incorporated by written amendment, signed by the parties.

Part 2: General Conditions

The following are general conditions of approval, procedural guidelines, and specific terms of MOU to which all projects are subject. Signatories of this MOU certify that these general conditions will be adhered to unless amended in writing.

1. Complete MOU. This MOU including all exhibits and other documents incorporated or referenced in the MOU, constitutes the complete and exclusive statement of the terms and conditions of the MOU between CMAP and the GOVERNMENTAL BODY and it supersedes all prior representations, understandings and communications regarding this PROJECT. The validity in whole or in part of any term or condition of this MOU shall not affect the validity of other terms or conditions of this MOU

- a) Either Party's failure to insist in any one or more instances upon the performance of any terms or conditions of this MOU shall not be construed as a waiver or relinquishment of said Party's right to such performance by the other Party or to future performance of such terms or conditions and the other Party's obligation in respect thereto shall continue in full force and effect. The GOVERNMENTAL BODY shall be responsible for having taken steps reasonably necessary to ascertain the nature and location of the work, and the general and local conditions that can affect the work or the cost thereof. Any failure by the GOVERNMENTAL BODY to do so will not relieve it from responsibility for successfully performing the work without additional expense to CMAP.
- b) CMAP and the GOVERNMENTAL BODY assume no responsibility for any understanding or representations made by any of its officers, employees or agents prior to the execution of this MOU, unless such understanding or representations by both parties are expressly stated in this MOU.
- c) Changes: CMAP and the GOVERNMENTAL BODY may from time to time order work suspension or make any change in the general scope of this MOU including, but not limited to changes, as applicable, in the drawings, specifications, delivery schedules or any other particular of the description, statement of work or provisions of this MOU. If any such change causes an increase or decrease in the cost or time required for performance of any part of the work under this MOU, CMAP shall promptly notify the GOVERNMENTAL BODY and a written amendment will be prepared for MOU between CMAP and the GOVERNMENTAL BODY for changes in scope, time and/or costs. No amendments are effective until there is a written MOU that has been signed by both parties.
- d) Changes to any portion of this MOU shall not be binding upon CMAP and the GOVERNMENTAL BODY except when specifically confirmed in writing by an authorized representative of CMAP and an authorized representative of the GOVERNMENTAL BODY.

- e) For its convenience, CMAP reserves the right to extend the Term of this MOU. Any changes to the Term of this MOU shall not be binding until specifically confirmed in writing by authorized representatives of both parties.

2. Compliance/Governing Law. The terms of this MOU shall be construed in accordance with the laws of the State of Illinois. Any obligations and services performed under this MOU shall be performed in compliance with all applicable state and federal laws.

3. Availability of Appropriation (30 ILCS 500/20-60). This MOU is contingent upon and subject to the availability of funds. CMAP, at its sole option, may terminate or suspend this MOU, in whole or in part, without penalty, if the Illinois General Assembly, the state funding source, or the federal funding source fails to make an appropriation sufficient to pay such obligation, or if funds needed are insufficient for any reason. The GOVERNMENTAL BODY will be notified in writing of the failure of appropriation or of a reduction or decrease in appropriation.

4. Allowable Charges. No expenditures or charges shall be included in the cost of the PROJECT that are: (i) contrary to provisions of this MOU or the latest budget approved by a duly-authorized official of CMAP and the GOVERNMENTAL BODY; (ii) not directly for carrying out the PROJECT; (iii) of a regular and continuing nature, except that of salaries and wages of appointed principal executives of CMAP who have not been appointed specifically for the purposes of directing the PROJECT, who devote official time directly to the PROJECT under specific assignments, and respecting whom adequate records of the time devoted to and services performed for the PROJECT are maintained by CMAP may be considered as proper costs of the PROJECT to the extent of the time thus devoted and recorded if they are otherwise in accordance with the provisions hereof; or (iv) incurred without the consent of CMAP after written notice of the suspension or termination of any or all of CMAP's obligations under this MOU.

5. Suspension. If the GOVERNMENTAL BODY fails to comply with the special conditions and/or the general terms and conditions of this MOU, CMAP may, after written notice to the GOVERNMENTAL BODY, suspend the MOU, pending corrective action by the GOVERNMENTAL BODY. If corrective action has not been completed within sixty (60) calendar days after service of written notice of suspension, CMAP shall notify the GOVERNMENTAL BODY in writing that the MOU has been terminated by reason of default in accordance with Paragraph 6 "Termination" herein.

6. Termination.

- a) This MOU may be terminated in whole or in part in writing by CMAP or the GOVERNMENTAL BODY for its convenience (hereinafter termed "Termination for Convenience"), provided that the terminating party provides not less than fourteen (14) calendar days written notice (delivered by certified mail, return receipt requested) of intent to terminate to the respective address set forth on the signature page of this MOU.
- b) Upon notice of termination by either party, CMAP shall (i) promptly discontinue all services affected (unless the notice directs otherwise) and (ii) deliver or otherwise make available to the GOVERNMENTAL BODY all data, drawings, specifications, reports, estimates, summaries and such other information and materials as may have been accumulated by CMAP in performing this MOU, whether completed or in process.
- c) No Further Liability. Each party agrees that the rights of termination hereunder are absolute and it has no right to a continued relationship with the other after termination (except as expressly stated herein). Neither party shall incur any liability whatsoever for any damage, loss or expense of any kind suffered or incurred by the other (or for any compensation to the other) arising from or incident to any termination of this MOU by such party that complies with the terms of the MOU whether or not such party is aware of any such damage, loss or expense.

7. Publication. CMAP and the GOVERNMENTAL BODY shall have royalty-free, nonexclusive and irrevocable license to reproduce, publish, disclose, distribute, and otherwise use, in whole or in part, any reports, data or other materials specifically prepared under this Agreement, and to authorize other material to do so. The GOVERNMENTAL BODY and CMAP shall include provisions appropriate to effectuate the purpose of this clause in all contracts for work under this Agreement.

8. Confidentiality Clause. Except as required pursuant to a validly issued subpoena, lawful request by a governmental entity or any applicable laws, including without limitation any Federal or State Freedom of Information Acts, any documents, data, records, or other information given to or prepared by the GOVERNMENTAL BODY or CMAP pursuant to this Agreement shall not be made available to any individual or organization without prior written approval by CMAP or the GOVERNMENTAL BODY. All information secured in connection with the performance of services pursuant to this Agreement shall be kept confidential unless disclosure of such information is approved in writing by CMAP or the GOVERNMENTAL BODY. Nothing in these restrictions interfere with the lawful obligation to respond to FOIA requests.

9. Reporting/Consultation. The GOVERNMENTAL BODY shall consult with and keep CMAP fully informed as to the progress of all matters covered by this Agreement. CMAP shall consult with and keep the GOVERNMENTAL BODY fully informed as to the progress of all matters covered by this Agreement.

10. Identification of Documents. All reports, maps, and other documents completed as part of this Agreement, other than documents exclusively for internal use within CMAP or the GOVERNMENTAL BODY offices, shall carry the following notation on the front cover or a title page or, in the case of maps, in the same area which contains the name of the GOVERNMENTAL BODY. "This material was prepared in consultation with CMAP, the Chicago Metropolitan Agency for Planning, (<http://www.cmap.illinois.gov>)."

Part 3: Responsibilities

The GOVERNMENTAL BODY shall perform and carry out in a satisfactory and proper manner, as determined by CMAP, the following:

1. Project Charter. The PROJECT and all work performed by CMAP will be consistent with the Project Charter included herein as "ATTACHMENT 1". Changes to the project charter must be jointly agreed to by CMAP and the GOVERNMENTAL BODY.

2. Scope of Work. Following enacting this MOU, CMAP and GOVERNMENTAL BODY will jointly determine and document the PROJECT scope of work, timelines, public engagement schedules, commitment of non-staff resources by either CMAP or the GOVERNMENTAL BODY, and other elements prior to beginning the work outlined in the scope of work. CMAP may also request GOVERNMENTAL BODY assistance to establish expectations and performance goals for the PROJECT and process. Said scope of work shall be finalized and mutually agreed to by both parties prior to beginning work.

a) CMAP and GOVERNMENTAL BODY shall jointly agree to changes to PROJECT scope or timelines; CMAP may discontinue the PROJECT if major deviations, changes, or expansions of scope or schedule occur.

• All work performed by TA staff must be related to the scope of work.

3. Roles and Relationship. CMAP and the GOVERNMENTAL BODY shall perform and carry out in a satisfactory and proper manner, as determined by CMAP the following:

a) CMAP shall assign staff to work with local governments and the community as part of the Technical Assistance program.

- b) GOVERNMENTAL BODY shall assign a lead person to be the main point of contact for TA staff.
- c) CMAP staff will report on the overall scope of work and day-to-day activities to the GOVERNMENTAL BODY.
- d) Assigned staff are CMAP employees and CMAP is responsible for evaluating their performance.
- e) CMAP management, in addition to the CMAP staff assigned to the PROJECT, may periodically check-in (frequency to be determined based on need) with GOVERNMENTAL BODY.
- f) CMAP is responsible for assigning relevant TA staff to work on the PROJECT (based on availability, skills, familiarity with the area, and subject matter expertise).
- g) GOVERNMENTAL BODY understands that CMAP assistance is provided as a means of advancing the implementation of ON TO 2050 the long-range regional comprehensive plan for the seven-county Chicago region, encompassing Cook, DuPage, Kane, Kendall, Lake, McHenry and Will counties.

4. Access to resources. TA staff will have full access to CMAP data and other resources, including specialized CMAP staff (for advanced mapping, data, outreach, communications, or topic-specific expertise). The GOVERNMENTAL BODY will provide CMAP access to data as follows:

- a) The GOVERNMENTAL BODY will provide access to relevant staff who will need to be involved in the PROJECT, and will ensure that they allocate sufficient time to the PROJECT.
- b) The GOVERNMENTAL BODY will provide access to all relevant internal data, reports, and other information necessary to successfully complete the PROJECT.
- c) The GOVERNMENTAL BODY's leadership (key staff, planning commissioners, board members, other elected officials, other decision-makers) commits to participate in the PROJECT and allocate sufficient time at meetings (Plan Commission meetings, GOVERNMENTAL BODY meetings, etc.) to ensure due consideration so the PROJECT is successful.

5. Demonstration of local support. GOVERNMENTAL BODY agrees to provide an inclusive, open, safe and welcoming environment in which to conduct meetings and outreach events.

- a) The GOVERNMENTAL BODY shall be responsible for working with CMAP to identify members for a steering committee or similar oversight group.
- b) If public outreach is a component of the PROJECT, the GOVERNMENTAL BODY agrees to participate in public outreach and engagement efforts; including assisting in dissemination of PROJECT and meeting information, attending and assisting at public meetings, and providing key stakeholder contact information.

6. Project management and review. CMAP will have lead responsibility for project management. CMAP shall in all reasonable ways coordinate and work with the GOVERNMENTAL BODY staff as the PROJECT proceeds. The GOVERNMENTAL BODY in all reasonable ways shall cooperate with CMAP and the consultant, if any. CMAP shall require the consultant, if any, to provide the GOVERNMENTAL BODY with all of the consultants'

deliverables, if any; at the same time they are delivered to CMAP. CMAP and GOVERNMENTAL BODY shall notify the other of all scheduled PROJECT related meetings with the consultant, if any, to enable the other to attend the meetings if desired.

- a) Allocation of CMAP staff to the PROJECT will vary over time based on project timeline and work needs.
 - b) In order to maintain PROJECT progress and momentum, the GOVERNMENTAL BODY agrees to review and provide feedback on PROJECT deliverables in a timely manner, in accordance with the agreed upon timelines.
- GOVERNMENTAL BODY agrees to make best faith effort to adopt and implement the completed plan within agreed upon timelines.



SCOPE STATEMENT

WORK PLAN NO.	PROJECT TITLE	DATE
2025.021	McHenry County Housing Ready Action Plan	12/9/2024

Module 1: Project charter

Module 2: Outputs and resources

Module 3: Work breakdown structure

Module 4: Project phasing and timeline

MODULE 1: PROJECT CHARTER

WORK PLAN NO.	PROJECT TITLE	DATE
2025.021	McHenry County Housing Ready Action Plan	12/9/2024

The Project Charter provides a high-level overview to establish a shared understanding of the project to facilitate the formal authorization to begin detailed scoping.

General Information

Program area	Housing Ready Action Plan
Project type	Staff project
Community Partner	McHenry County

1. Project Description

CMAP will work with McHenry County on a Housing Ready Action Plan to help individual communities build the skills to access and administer housing funding provided by IHDA, the county, and other community development programs. As part of this plan, CMAP will conduct a market/housing analysis to assess the feasibility and potential benefits of new residential development types across the county. This analysis will also evaluate the county's land use and zoning as a whole and address obstacles that come with current land use and zoning ordinances, floating zones (such as redevelopment, workforce housing, or live/work zones in high-opportunity areas), incentive zoning, transit-oriented development zones, or ordinances to encourage housing development or preservation. The housing ready action plans will also develop zoning and land use policies to simplify, streamline, or change overlays that create barriers to housing.

The Infrastructure Investment and Jobs Act (IIJA) allows MPOs to develop a housing coordination plan that includes projects and strategies that may be considered in the metropolitan planning organization's metropolitan transportation plan. The final deliverable will include a housing checklist to help communities within McHenry County be housing ready. CMAP will explore the role such a plan could play for the agency and the region.

2. Assumptions and responsibilities

Identifying assumptions and the responsible parties that support them is critical to successfully completing a project by providing a better understanding of whether the project is realistic and achievable.

NO.	ASSUMPTION / RESPONSIBILITY
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1	The County Partner will assign a local coordinator to serve as the main point of contact for the project, with access to officials and staff. The anticipated commitment for this individual is between 100-120 staff hours over the life of the project. CMAP will assign a project manager to the project, and that individual will be the primary point of contact for this project.
2	The County Partner will provide access to relevant staff and/or volunteers who will need to be involved in the project and will ensure that they allocate sufficient time to the project. CMAP will also provide contact information for key persons and/or organizations to engage as part of the steering committee and in-person interviews.
3	CMAP will be provided data and local strategy maps for inclusion in the plan and will be utilized to inform land use, transportation, and other infrastructure recommendations. The County Partner will provide access to all relevant internal data, reports, past plans, and other information necessary to complete the project successfully.
4	The County Partner agrees to participate in public outreach and engagement efforts identified by CMAP, including leveraging existing community events to increase community empowerment and equitable engagement. The County Partner will support the goals and approaches outlined in this document and use this opportunity to engage diverse stakeholders throughout the county.

3. Constraints and exclusions

Awareness and planning for the organizational, technical, and resource constraints that limit the project's scope will allow for problem areas to be identified and addressed to reach the project goals quickly.

NO.	CONSTRAINT / EXCLUSIONS
1	The County Partner will be responsible for the implementation of the plan, including seeking available funding, but the county would be eligible for future implementation support from CMAP .
2	The project must be completed within the limited timeframe identified below.
3	Engineering work is not included in the project scope. Engineering services or work are not eligible uses of UWP funds.

4. ON TO 2050 Implementation Topics

The project activities will seek to advance the recommendations of ON TO 2050, the region’s comprehensive plan, by exploring and addressing the implementation of the following:

TOPIC	PROJECT IMPLEMENTATION
Match regional and local housing supply with the types that residents want to promote reinvestment in vibrant communities.	
Create accessible housing that meets the region's current and future demographics (C01.G02.R04.S013)	Broaden diversity in housing choices by developing a housing vision informed by current and planned housing land uses, demographics and consumer preferences, and transportation impacts of various housing types. Recommendations will include approaches to increase the number of accessible and affordable units for older people and people with disabilities. There is a need for housing planning, which will allow communities to be housing-ready and overcome obstacles preventing new housing stock.
Invest in disinvested areas for strategic and sustainable development.	

Target assistance in rapidly changing areas to preserve affordability, quality of life, and community character (C01.G01.R02.S006)	Retain existing community character with recommendations on policies and regulatory strategies to preserve affordability, quality of life, and community character. Recommendations could include Equitable transit-oriented development (eTOD) principles (that people of all incomes experience the benefits of dense, mixed-use, pedestrian-oriented development near transit hubs) and historic preservation approaches (redevelopment, retrofits, and adaptive reuse of buildings and property).
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5. Local Contribution and Timetable

The required local contribution, if any, and anticipated project schedule.

Contribution amount:	N/A	Due Date:	N/A
Anticipated kick-off:	Q2-FY2025	Anticipated Duration:	18 to 24 months

MODULE 2: OUTPUTS AND RESOURCES

WORK PLAN NO.	PROJECT TITLE	DATE
2025.021	McHenry County Housing Ready Action Plan	12/9/2024

Deliverables and needs

The outputs and resources module identifies the project deliverables, staffing, and funding resources required to complete the project.

1. Deliverables

All deliverables produced must use ADA-compliant accessibility formats, use accessible language, be a language that includes everyone and is easy to understand, and may require materials to be translated into the region or area's most spoken languages.

NO.	DELIVERABLE	DESCRIPTION
1	Interim deliverable: Project Communications and Outreach Strategy (COS)	A strategy that outlines the approaches and tools to solicit and consider feedback from a broad audience of stakeholders. The strategy should also address methods of incorporating the feedback into the subsequent deliverables. Focus should be given to disadvantaged/underrepresented population groups. The strategy should include different engagement methods to solicit input on problems, solutions, and recommendations. The strategy shall also include mechanisms necessary to keep the project on track and external project messaging organized and consistent. The strategy should stipulate that all documents will be translated into commonly used languages in the community, and outreach events will be designed and organized to allow participation in one's preferred language. This interim deliverable will provide the approach to project engagement and must be completed for the team to build the primary deliverable.
2	Interim deliverable: Housing Market Analysis Existing Conditions Report (ECR)	A report that provides an overview of existing housing, zoning, and land use conditions in the community and summarizes key factors influencing plan recommendations. The report will include supporting charts, maps, and other graphics. This interim deliverable will provide valuable insight and must be completed for the team to build the primary deliverable.
3	Interim deliverable: Housing Ready Action Plan	An action plan that identifies draft recommendations and briefly discusses why these recommendations are being considered. The action plan will contain preliminary ideas, an outline of the primary recommendations likely to be included in the checklist, and potential strategies for implementation. This interim deliverable will provide valuable insight and must be completed for the team to build the primary deliverable. This interim deliverable will include supporting text, charts, maps, and other graphics explaining how these recommendations were developed and

		why they are important for the future. The action plan will also include language concerning implementation, including descriptions of actions that should be taken within the next two years to advance recommendations.
4	Primary deliverable: Housing Ready Checklist	The final deliverable will be the housing ready checklist to help communities within McHenry County become housing ready. CMAP will explore the role such a checklist could play for the agency and the region.

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2. Staffing needs

Project roles and subject matter experts are required to produce and complete the project deliverables.

CMAP			
ROLE	MIN. HRS.	MIN. NO.	ROLE DESCRIPTION
Executive Sponsor	20	1 person	Oversees and checks in regularly with the Program Manager on project progression. Is responsible for final sign-off on project initiation, deliverables, budget, and other project characteristics, working in conjunction with the executive team.
Program Manager	40	1 person	Oversees and checks in on a regular basis with the Project Manager on project progression, budget, and deliverables. Review all Final project deliverables for content and quality control.
Project Manager	150	1 person	Oversees and checks in on a regular basis with the Project Team on project progression. Manages the project mobilization tasks, timeline, expenditures, and budget, oversees the work of the team and any external contractors, and ensures timely delivery of quality deliverables and outcomes. Reviews all project deliverables for content and quality control.
Content / Subject Matter Expert(s)			
Planning Generalist	300	1 person	Produces the majority of the work for the project, responsible for the timely production of quality deliverables. For CMAP staff-led projects, typically the same individual as the Project Manager.
Planning Generalist	150	1 person	Produces the majority of the work for the communications and engagement portions of the project, responsible for the timely production of quality deliverables.
Planning Generalist	175	1 person	Produces the majority of the work for the market analysis portions of the project, responsible for the timely production of quality deliverables.
Planning Generalist	100	1 person	Advisor to the market analysis portions of the project, responsible for supporting the timely production of quality deliverables.
GIS Specialist	25	1 person	Creating maps for the project and working with regional and local datasets as necessary to complete the scope.
TOTAL	1,500		
COMMUNITY PARTNER			
ROLE			DESCRIPTION
Local Coordinator		1 person	Serves as the main point of contact for the project, with access to municipal officials and staff.

Other expenses plan project

EXPENSE	DESCRIPTION	ALLOCATION
Travel	Site visits and fieldwork (transportation and per diem)	\$250
Printing and Publishing	Postcards, flyers, mailers, design, and other publication costs	\$250
Translations	Translation of surveys, flyers, and other materials as necessary	\$250

4. Funding

All work must be conducted in accordance with the following funding source requirements.

Funding Source	Amount and description
Title 23USC and UWP Regulations Citations	<p>Studies relating to management, planning, operations, capital requirements, economic feasibility, performance-based planning, safety, and transit asset management [FTA C 8100.1D (2)(b)(1)];</p> <p>Work elements and related activities for planning multimodal transportation access to transit facilities. This includes planning for improved pedestrian and bicycle access, including transit-supportive land use plans [FTA C 8100.1D (2)(b)(5)];</p> <p>Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency [USC Title 23 Section 134(3)(h)(A)];</p> <p>Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight [USC Title 23 Section 134(3)(h)(F)];</p> <p>Environmental justice principles apply to planning and programming activities, and early planning activities are a critical means to avoid disproportionately high and adverse effects in future programs, policies, and activities. IDOT Order 5610.2(a)(5)(1)</p> <p>Steps shall be taken to provide the public, including members of marginalized populations and low-income populations, access to public information concerning the human health or environmental impacts of programs, policies, and activities, including information that will address the concerns of marginalized and low-income populations regarding the health and environmental impacts of the proposed action. IDOT Order 5610.2(a)(5)(2)</p>

MODULE 3: WORK BREAKDOWN STRUCTURE

WORK PLAN NO.	PROJECT TITLE	DATE
2025.021	McHenry County Housing Ready Action Plan	12/9/2024

Activities and Responsibilities

The work breakdown structure (WBS) module identifies, describes, and organizes the project components and defines the total scope of the project. The WBS includes activities related to project mobilization, project management, engagement, data collection and analysis, deliverable reviews and approvals, and implementation.

1. Mobilization activities

The project preparation activities that occur prior to project kick-off.

WB S NO.	ACTIVITY	DESCRIPTION
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1.0 1	Executed agreement and project charter	CMAP will make a brief presentation to the County Partner Board summarizing project goals, outlining the project scope, and discussing expectations of CMAP and County Partner . Community Partner will adopt a resolution, and CMAP and Community Partner will sign the IGA.
1.0 2	Scope statement development	CMAP will develop the project scope and obtain necessary approvals. Any modifications to the scope statement will require an amendment process.

2. Project management activities

On-going project management activities will occur for the duration of the project.

Other projects – CMAP Staff

WB S NO.	ACTIVITY	DESCRIPTION
2.0 3	Project coordination	The Project Manager will hold regular coordination meetings with the Project Team to guide the project. Said meetings shall include A) biweekly virtual project update meetings over the duration of the project, B) one (1) in-person project kickoff meeting, and C) at least 1 virtual or in-person deliverable review meeting throughout the process. Said meetings shall continue over the duration of the project, and the Project Manager will develop meeting agendas and take meeting minutes. The in-person project kick-off meeting shall be held at the beginning of the project, including the entire Project Team and other key personnel, to review the scope.
2.0 4	Project monitoring	Project Manager will monitor the progress of the project to ensure the project is completed on time and budget with the highest quality deliverables.

3. Engagement activities

The project will include public outreach to ensure a complete understanding of local issues outlined in the final key topics section. Steps will be taken to provide the public, including members of minority and low-income populations, access to public information and develop plan recommendations. The engagement process will create a foundation and a framework for future outreach to avoid disproportionately high and adverse effects in future transportation and other programs, policies, and activities.

Technical Assistance – General

WB S NO.	ACTIVITY	DESCRIPTION
3.0 1	Engage with the CMAP Project Webpage	CMAP will create an “Engage with CMAP” webpage that will serve as the project site and an online engagement tool to receive feedback from project stakeholders and the public. CMAP will add content to the “Engage with CMAP” project webpage, which will serve as the foundation for the project’s digital presence and should be updated regularly with project deliverables, links to surveys, articles related to the project, presentation slides, and meeting information.
3.0 2	Form Steering Committee	CMAP will work with the County Partner to identify and collect contact information for relevant community stakeholders and will also explore past participation efforts and identify priority audiences.

		<p>CMAP, with assistance from the County Partner, will form and facilitate a steering committee to help guide the project and conduct at least one meeting for each deliverable.</p> <p>The steering committee will provide project direction, review key draft deliverables, assist with outreach, and attend project meetings.</p>
3.0 3	In-person interviews and Focus Groups	<p>CMAP will conduct at least 25 in-person interviews to gain insight into the current housing conditions and vision for the community. The list of individuals is to be finalized with CMAP and the County Partner.</p>
3.0 4	Engagement surveys	<p>CMAP will conduct surveys to receive feedback from project stakeholders and the public. The survey will be made available in multiple formats, including online and hard copy, with consideration for participants with limited English and English as a second language, along with people with disabilities. CMAP anonymizes and compiles feedback into a summary report, which will be included in the applicable deliverable.</p> <p>The survey will include:</p> <p>A) <u>Municipal Survey</u> to collect information from municipal leaders and staff regarding existing conditions and housing ready barriers; and</p> <p>B) <u>Community Survey</u> to collect housing information from the public to identify gaps in barrier removal and prioritize barrier removal.</p>
3.0 5	Public engagement events	<p>CMAP will conduct at least 2 to 3 public engagement events to receive feedback from project stakeholders and the public. CMAP will anonymize and compile feedback into a summary report, which will be included in the applicable deliverable.</p> <p>Events will include:</p> <p>A) <u>Kick-off</u> to provide an overview of the project to the public, highlighting specific ways for residents and others to contribute to the plan’s development and stay up to date on its progress, and facilitate an interactive exercise designed to engage and gather existing conditions information,</p> <p>B) <u>Focus Groups and stakeholder interviews</u>: The purpose is to allow the participants to dive deeper into actionable strategies of the planning process. Gather feedback from stakeholders to highlight existing assets and identify desired housing and investment needs.</p> <p>C) <u>Visioning workshop</u> to present an overview of key findings from the ECR, explain the next steps in the planning process, and facilitate an interactive exercise designed to engage and gather ideas from the community on their vision for the future; and</p> <p>C) <u>Open house</u> provides an overview of the draft plan. This will be the primary opportunity for stakeholders to provide in-person feedback on the plan’s recommendations.</p>
3.0 6	Municipal meetings	<p>CMAP will present at applicable municipal meetings and public hearings to gain approval of the plan. This shall include a minimum of one (1) public hearing and one (1) presentation to the elected board.</p> <p>CMAP will present at a public hearing with the County Partner and will be responsible for collecting any comments and suggestions and consolidating them into action items for revision or response.</p>
3.0 7	Other	<p>CMAP will participate in other conversation meetings and develop mechanisms necessary to keep the project on track and external project messaging organized and consistent.</p>
3.0 8	Developer and Expert Panel	<p>CMAP, via its partner, will conduct one (1) expert discussion panel event to examine the findings, housing recommendations, and feasibility in the study area. Typical ½ day discussions, a conversation with a panel of experts, and an informal presentation on key recommendations and action items by the panel.</p>

Market Study

WB S NO.	ACTIVITY	DESCRIPTION
CONSULTANT		
3.0 1	Key person interviews and focus groups	<p>CMAP will contact individuals or parties that can provide additional qualitative information relating to local economic and industrial conditions, emphasizing existing tenants/legacy residents. This will include a minimum of 25 interviews and a minimum of 2 to 3 focus groups.</p> <p>Such individuals could include planners in neighboring communities within the submarket, brokers, property owners, tenants, property managers, developers, land banks, and the local Chambers of Commerce and/or economic development organization. The list of individuals to be finalized with CMAP.</p>
3.0 2	Presentation and feedback	<p>CMAP will present the market report to the community partner, project Steering Committee, and other relevant partners and individuals to receive feedback. This will include one (1) presentation to this group with the list of attendees to be finalized with the County Partner.</p>

4. Data collection and analysis activities

The activities that will be used to inform and provide a foundation to develop recommendations and produce project deliverables. A summary of the research will be included, and the information will inform the development of the project deliverables.

Technical Assistance

WBS NO.	ACTIVITY	DESCRIPTION
4.01	Existing planning documents	CMAP will conduct a comprehensive review of existing planning documents, including review reports, plans, and ordinances relevant to the planning process.
4.02	Community conditions	CMAP will conduct extensive research exploring socioeconomics and demographics, as well as economic, environmental, land use, and transportation conditions in the community.
4.03	Outreach and engagement analysis	CMAP will identify and collect contact information for relevant stakeholders and will also explore past participation efforts and identify priority audiences.
4.04	Site visits	CMAP will take at least one (1) driving tour around the study area as well as visit specific locations of interest, as highlighted by stakeholders in the key person interviews.
4.05	Housing Market Analysis Existing Conditions Report (ECR)	<p>CMAP will identify datasets and analyses necessary to support a thorough housing and economic assessment of the study area.</p> <p>CMAP will conduct research exploring conditions in the area with a special emphasis on creating context-sensitive and equity-minded recommendations for long-term, sustained economic growth that identifies, embraces, enhances, and leverages existing socioeconomic and sociocultural assets.</p>

5. Deliverable review and approval activities

Approval process activities for all project deliverables.

WB S NO.	ACTIVITY	DESCRIPTION
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5.0 1	Draft deliverables	CMAP will develop a draft of each deliverable described in the Deliverables section. CMAP will seek input on the deliverable draft and incorporate one set of consensus revisions from the County Partner prior to the presentation to the deliverable review meeting.
5.0 2	Deliverable review meetings	CMAP will hold a project coordination meeting with County Partner to review deliverables and revisions prior to the presentation to the Steering Committee.
5.0 3	Steering committee deliverable review meetings	CMAP will hold a steering committee meeting to provide an opportunity for the committee to discuss draft deliverables. Materials will be sent to the members of the steering committee prior to the meeting. At the meeting, CMAP will provide a brief overview of the draft deliverable’s content, and members will have the opportunity to comment, ask questions, raise concerns, and suggest edits.
5.0 4	Finalize interim deliverables	CMAP will finalize the deliverable by incorporating one set of revisions based on the Steering Committee review and then one set of consensus revisions from the County Partner . CMAP shall incorporate said revisions prior to moving on to the next phase and posting the finalized interim deliverable on the project website.
5.0 5	Approval of primary deliverable	CMAP will pre-finalize the primary deliverable by incorporating one set of revisions based on the Steering Committee review and then one set of consensus revisions from the County Partner . CMAP shall incorporate said revisions prior to moving on to the next phase. CMAP will then revise the pre-finalized primary deliverable by incorporating one set of revisions based on a Public Open House. CMAP shall incorporate said revisions prior to moving on to the next phase. CMAP will then present the primary deliverable at an adoption meeting with the County Partner elected board and will be responsible for collecting any comments and suggestions and consolidating them into action items for revision or response. CMAP will finalize the final primary deliverable by incorporating the action items for revision or response from the public hearing and the adoption meeting. The final project deliverable shall incorporate said revisions prior to posting the document on the project website.

6. Implementation activities

Ongoing implementation activities following the approval of the primary deliverable.

WB S NO.	ACTIVITY	DESCRIPTION
6.0 1	Implementation kickoff	CMAP , with County Partner support, will identify 3 – 4 recommendations for potential ongoing CMAP implementation support. This task will focus on working with steering committee members, staff, elected officials, and other stakeholders to develop implementation priorities for the plan. Implementation may include the following eligible activities: <ul style="list-style-type: none"> •Establishing incentive programs or flexibilities to enable and promote the adaptive reuse of vacant or underutilized properties for housing or mixed-use development. •Developing proposals to streamline and modernize local permit processing, such as by enabling one-stop or parallel-process permitting. •Financing the construction or rehabilitation of affordable housing.

		<ul style="list-style-type: none"> •Acquisition or disposition of land or real property for the development of affordable housing. •Facilitating the conversion of commercial or other properties to new housing. • Establish or assist a community development financial institution (CDFI) to carry out financing strategies. •Providing large-scale technical assistance to affordable or non-profit developers, community land trusts, or other entities, which leads to the development of affordable housing. •Acquisition or subsidization of at-risk housing for the purpose of preserving affordability. •Establishing loan or grant programs with affordability requirements or other mechanisms for the rehabilitation of existing affordable housing units. •Incentivizing replacement of affordable units for new construction •Capacity building for non-profit entities seeking to pool resources, engage landlords regionally, work more cooperatively, undertake joint housing rehabilitation programs, or merge operations. •Establishing an affordable housing preservation seed fund. •Adaptive reuse of commercial properties with minimum affordable housing requirements/set-asides. •Providing technical assistance to community land trusts or other entities, which leads to the preservation of affordable housing. •Preserving affordable housing in segregated, high-poverty neighborhoods as part of a larger revitalization plan that improves conditions and eliminates disparities in access to opportunity between residents.
6.0 2	Ongoing support and assistance	<p>CMAP, following the completion of the planning process, will work with the County Partner for ongoing support and assistance with the identified recommendations. This may include occasional visits to implementation meetings, providing guidance on funding opportunities, conducting targeted workshops or training, and answering general questions related to the plan and its recommendations. County Partner may have the opportunity to apply for further implementation technical assistance through CMAP in the future, such as through the NEXT program.</p>

MODULE 4: PROJECT TIMELINE

WORK PLAN NO.	PROJECT TITLE	DATE
2025.021	McHenry County Housing Ready Action Plan	12/9/2024

Phasing and milestones

The project timeline module outlines key milestones and phases of the project, including activity sequencing and start and completion dates.

Project kick-off	Q2 FY25
Project completion	Q3 FY26

1. Deliverable completion dates

The target completion date of each deliverable by fiscal year quarters.

Housing Ready Action Plan

NO	DELIVERABLE	COMPLETION
1	Project Communications and Outreach Strategy (COS)	Q3 – FY2025

2	Interim deliverable: Housing Market Analysis Existing Conditions Report (ECR)	Q4 – FY2025
3	Interim deliverable: Housing Ready Action Plan	Q2 – FY2026
4	Primary deliverable: Housing Ready Checklist	Q3 – FY2026

2. Phasing

The sequential phases and timing of the WBS project activities.

Technical Assistance - general

PHASE 1: GETTING TO KNOW THE COMMUNITY			
WBS * NO.	ACTIVITIES	START Q2-FY2025	COMPLETION Q4-FY2025
2.01	Project kickoff meeting		
3.01	“Engage with CMAP” Project Webpage		
4.01	Data collection and analysis 1: Housing analysis		
5.01	Draft Interim Deliverable 1: Communications and outreach strategy (COS)		
5.02	Review meeting Draft Interim Deliverable 1: Communications and outreach strategy.		
3.02	Form a steering committee. The Steering Committee will constitute County level staff and partners.		
5.03	Steering Committee review meeting Draft Interim Deliverable 1: Communications and outreach strategy		
5.04	Finalize Interim Deliverable 1: Communications and Outreach Strategy		
3.04	Municipal engagement survey: Existing conditions		
3.04	Public Engagement Survey: Community perspective		
3.05	Public engagement event: Kick-off		
3.03	In-person interviews		
5.01	Draft Interim Deliverable 2: Housing Market Analysis Existing Conditions Report (ECR)		
5.02	Review meeting Draft Interim Deliverable 2: Housing Market Analysis Existing Conditions Report (ECR)		
5.03	Steering Committee review meeting Draft Interim Deliverable 2: Housing Market Analysis Existing Conditions Report (ECR)		
5.04	Finalize Interim Deliverable 2: Housing Market Analysis Existing Conditions Report (ECR)		
PHASE 2: VISIONING			
WBS * NO.	ACTIVITIES	START Q1-FY2026	COMPLETION Q2-FY2026
3.05	Public engagement event: Visioning workshop		
5.01	Draft Interim Deliverable 3: Housing Ready Action Plan		

5.02	Review meeting Draft Interim Deliverable 3: Housing Ready Action Plan		
5.03	Steering Committee review meeting Draft Interim Deliverable 3: Housing Ready Action Plan		
5.04	Finalize Interim Deliverable 3: Housing Ready Action Plan		
PHASE 3: PLAN DEVELOPMENT AND APPROVAL			
WBS* NO.	ACTIVITIES	START Q2-FY2026	COMPLETION Q3-FY2026
5.01	Draft Primary Deliverable 4: Housing Ready Checklist		
5.02	Review meeting Draft Primary Deliverable 4: Housing Ready Checklist		
5.03	Steering Committee review meeting Draft Primary Deliverable 4: Housing Ready Checklist		
5.05	<u>Pre-Final</u> Primary Deliverable 4: Housing Ready Checklist		
3.05	Public engagement event: Open House		
5.05	Approval of Primary Deliverable 4: Housing Ready Checklist		
PHASE 4: IMPLEMENTATION			
WBS* NO.	ACTIVITY	START TBD	COMPLETION TBD
7.1	Implementation kickoff		
7.2	Ongoing support and assistance		

PROJECT SCOPE STATEMENT APPROVAL

Project Manager:	Lee Skuby
Program Manager:	Enrique Castillo
<i>Signature and date:</i>	<i>Enrique Castillo</i> 1/21/2025