

City/County Management IN ILLINOIS

Volume 14 No. 1

Strengthening the quality
of local governance through
professional management

AUGUST
2018



Calendar of Events

For complete details on events please visit the ILCMA calendar at <https://www.ilcma.org/events/>

August 1
Legacy 3rd Quarter Luncheon
Elk Grove Village, IL

August 2
SWICMA Luncheon Meeting
O'Fallon, IL

August 9 – 10
Downstate Summer Meeting
Arcola, IL

September 5
Legacy 3rd Quarter Luncheon
Naperville, IL

September 20 – 22
IML Conference
Chicago, IL

September 24
ILCMA Reception at ICMA Conference
Baltimore, MD

September 23 – 26
ICMA Conference
Baltimore, MD

Illinois Department of Revenue Hosts Regional Workshops

The Illinois Department of Revenue will be holding informational workshops in calendar year 2018 to discuss items related to the allocation and distribution of taxes to local governments including updates on changes that have happened due to legislation. Some of the topics that will be covered will include: Annexations, Business District Taxes, sales tax, telecommunications tax, Personal Property Replacement Tax, changes in the reciprocal agreements for exchange of confidential information, the Annual Taxpayer Location Address List, and how to access the information available on our website. We will also discuss ways your local government can ensure your taxpayers are registered to report sales for your jurisdiction.

We encourage municipal officials, county officials and their staff members to attend the workshops. Clerks, treasurers, fiscal officers, and staff who are responsible for reviewing taxpayer listings or are directly involved in the financial operations of the local government would benefit from these workshops. There are no fees associated with the workshops and no limit on the number of people from each local government who may attend. Please visit our website to register for one of the workshops dates at <http://tax.illinois.gov/LocalGovernment/Workshops/localgovworkshop.htm>. Please provide the following information for each person attending the workshop when you register: Name, Title, Local government name, E-mail address, Address, Telephone number, Workshop date and location

Questions? Call: 217 785-6518 or Fax: 217 524-0526 or
E-mail: rev.localtax@illinois.gov

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President's Column

I hope you are having a great summer!

I would like to thank all of the 230 ILCMA members and corporate sponsors who participated in the Summer Conference in Collinsville, IL. The content from an academic, practical and networking perspective was worth the scenic drive. A survey completed at the end of the conference shows that 92 percent rated the conference as excellent or good. From an academic perspective, we had an excellent interactive keynote from Dr. Michael Gillette on the nuance and calculus of ethics in local government. More practically, we heard a very powerful presentation from John Shaw and Pam Hylton, the former Manager and Assistant Manager of Ferguson Missouri on the events that unfolded in their community following the shooting death of Michael Brown in August 2014. Thanks to our engaged and generous corporate sponsors, we were able to enjoy many social and athletic events and catch up with old friends and make some new ones. I am grateful for the outstanding efforts of the Summer Conference Committee as well as ILCMA Executive Director Dawn Peters, Program Assistant Alexandra Galindo and the team at the Center for Governmental Studies at NIU, who were instrumental in developing a highly successful conference experience. Mark your calendars for June 5-7 when the Summer Conference returns to the Eagle Ridge resort.

This year we will work to implement several of the initiatives prioritized in our 2017-2020 Strategic Plan. We are developing a new Communications Committee to proactively message the benefits and innovations of professional city management. You can help by either joining our Committee or sending your examples of innovation or best practices so we can get the word out. Please email me or Dawn if you would be willing to serve on this new Committee or any other ILCMA committee.

Cheers to a safe and happy summer!

Mike Cassady
ILCMA President
Village Manager, Mt. Prospect

Who's Who Directory Update

Jim Snider has been appointed as the new county administrator in Rock Island County. He was formerly the county administrator in Stephenson County. His new contact information is:

James W. Snider
County Administrator
Rock Island County
1504 Third Avenue
Rock Island, IL 61201
Office: 309.558.3615
Cell: 309.235.0647
Email: jsnider@co.rock-island.il.us

Benjamin McCready, assistant to the city manager, Normal, IL, since 2016, has been appointed assistant city administrator/director of administrative services of Geneva, IL.

Kimberly Richardson has been appointed as the deputy city manager in the city of Evanston. She was previously the assistant to the city manager.

Welcome New Members

Matthew Bajor, Management Intern,
Village of Algonquin
Robert Bjorklund, Student, DePaul
Steven Brown, Village Administrator, Village of Cambridge
Deb Busey, Interim County Administrator,
Champaign County
Shantel Franklin, Public Management Fellow, Lake County
Matt Fulton, POLCO
Matthew Galloway, Administrative Intern,
Village of Hoffman Estates
Kathryn Golbach, Management Analyst,
Village of Carpentersville
Anthony Isom, Administrative Assistant to the
City Administrator, City of Batavia
Angela Johnson, County Administrator,
Union County Government
Kendra Johnson, Student, DePaul
Robert Kane, POLCO
Hannah Lipman, Management Analyst, Village of Tinley Park
Cynthia Saenz, Village Administrator,
Village of Olympia Fields
Conor Schultz, Management Fellow, Lake County

ILCMA Annual Report July 1, 2018

Strengthening the Quality of Local Governance through Professional Management

The following represent notable accomplishments from June 2017 to June 2018:

- Achieved a total membership of 794 as of April 20, 2018, which is consistent with 2017. Corporate membership of 448 dropped slightly from its peak of 457 in 2015.
 - Received contributions of \$156,250 from 60 corporate partners, up 1% from 2016-17
 - Adopted a new 3-year strategic plan.
 - Maintained fund balance of \$292,286 234,770 as of fiscal year end on April 30, 2018; balance is within established policies and increased by 20% over the 2017 fund balance.
 - Actively supported the ICMA Coaching program (approx. 528 members listened to live coaching webinars)
 - Held Winter Conference on February 7-9 in Peoria with 276 attendees, which was a record (Bob O'Neill & Randy Fox were the keynotes).
 - Held Summer Conference on June 13-15 Collinsville, IL with 232 attendees (Dr. John Nalbandian & Jan Hargraves were keynotes).
 - Held five prof. dev. sessions (Oct. 5, Nov. 16, Dec. 13, Mar. 15 & April 19; 284 total registrants)
 - Partnered with NIU CGS to sponsor 8th annual Illinois Financial Forecast Forum on Jan. 19 (227 registrants)
 - The Membership Services Committee began to work on several initiatives as a result of the new strategic plan. They include:
 - o A program and service review that will benchmark against other state affiliate associations.
 - o A review of the questions asked on the manager/administrator salary survey with the goal of streamlining the survey for great response rates.
 - o A new member/first time attendee speed intro session prior to the welcome reception at the winter conference.
 - o A review of the ILCMA Community listserv is in process.
 - The Promote the Profession Committee was and continues to be in a transition. Because of the newly adopted strategic plan, the Promote the Profession Committee will transition to the Communications Committee. This will require a bylaw change and an Ad Hoc Bylaw Review Committee has been formed.
 - Actively and effectively coordinated with the Illinois Municipal League through the IML Managers Committee and provided four sessions at the IML conference in 2017.
 - Continued use of Ombudsman Program - outreach to new members to welcome, answer questions/inform
 - Performed outreach to managers and administrators in IML database who are not ILCMA members
 - Communicated with non-renewing members and understood reasons for decision to not renew membership
 - Prepared two resources documents to more effectively support Managers in transition (MIT)
 - Awarded 6 MIT Lifesaver Awards to recognize members who have provided support to MIT's. MIT Lifesavers in 2017-18 were Kathleen Gargano, Jim Arndt, Scott Coren, Matt Fritz, Cara Pavlicek, and Jim Grabowski.
 - Maintained strong Senior Advisor Program - Senior Advisors during the year were Greg Bielawski, John Phillips, Steve Carter, Robin Weaver, and Bob Kuntz, who made a combined 3460 contacts in 2016
 - Supported events and activities of ILCMA affiliates: Legacy Project, IAMMA, Metro, IACA, Downstate, SWICMA
 - Renewed contract with NIU Center for Governmental Studies (CGS) to provide Secretariat Services for ILCMA
 - Evaluated performance of ILCMA Executive Director, which was rated as exceptional by the ILCMA Board
 - Maintained a strong ICMA presence with ILCMA members serving on several committees and task forces; worked in close coordination with ICMA Regional Director Dave Limardi.
 - Maintained a strong partnership with the Alliance for Innovation to enhance member benefits for both agencies
 - Awarded Robert B. Morris Lifetime Achievement Awards to Mark Peterson.
 - Awarded ILCMA Service Award for Service to the Community to Brian Murphy.
 - Awarded ILCMA Service Award for Service to the Association to Mike Baker.
 - Awarded the James M. Banovetz Fellowship Award to John Bannon from WIU and Kirsten Hinds from the NIU MPA Program
 - Contributed \$200 (\$100 per indiv) to the ICMA Fund for Professional Management in honor of retiring members: Mark Peterson and Dwaine Van Meenen.
 - Contributed \$150 (\$50 per individual) to the ICMA Fund for Professional Management in memory of the fathers of Barry Burton and Michael Cassidy and former member Bill Morefield.
- Thank you for great honor of allowing me to serve as President, and heartfelt thanks to the many members and supporters of ILCMA who are responsible for accomplishments of 2017-18, specifically Board Members, Committee Chairs/Members, Senior Advisors, Corporate Partners, Affiliates, ICMA, and members of ILCMA across the state.
- Respectfully Submitted, Barry Burton, President

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MIT Lifesaver Award

Do you know someone who has provided assistance to a member in transition (MIT)? If so, consider nominating them for recognition through the new MIT Lifesaver Award!

Anybody who has been an MIT knows it is a very difficult time and any assistance provided by their fellow ILCMA members is greatly appreciated. The Membership Services Committee has been working to develop a simple, inexpensive, durable, and easily identifiable form of recognition, in a manner that encourages and promotes such assistance to ILCMA members who assist MITs. A lifesaver-ring lapel pin will be awarded to members who provide significant, tangible assistance to an ILCMA MIT. Significant, tangible assistance may include sharing a room at an ILCMA or ICMA conference, adding an MIT to an interview process, hiring an MIT part-time, full-time, or for a special project, or inviting an MIT to a regional managers' lunch. Applications are available on the ILCMA website and may be submitted to the Secretariat who will provide the information to the Membership Services Committee for review.

Apply Here

ILCMA Members who have been awarded the ILCMA Lifesaver Award:

Matt Fritz, City Administrator, Coal City
Jim Grabowski, City Manager, Elmhurst
Cara Pavlicek, City Manager, Oak Park

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Corporate Partner Spotlight

As part of the "Friends of ILCMA" Corporate Partnership Program, partners at the highest level get the opportunity to submit a one-page written educational piece in the ILCMA newsletter.

How Does Your Community Measure Up?

Maureen Barry, CIPMA, Senior Municipal Advisor/Vice President, Ehlers

We've all heard the adage: Knowledge is power. None of us can make smart decisions without good information. And some of the most impactful decisions a community makes are those that affect its finances – setting tax rates, adopting budgets, maintaining reserves, and initiating large capital projects. Making sure policymakers and staff have the financial information they need to make such decisions leads to financially strong communities. The information should be in a "bite size" digestible format that allows policymakers to know if they are staying on track, i.e., a few easy metrics. In addition, transparency and confidence in informed decisions leads to satisfied taxpayers.

What are the key factors that affect financial sustainability? What measuring sticks should a community use to see how it stacks up?

There are two key areas that communities can measure: reserves and debt.

Financial Reserves

Cash in the bank is needed to cover your community's expenses between tax collection cycles, prepare for the unexpected, reduce reliance on debt, and ward off financial crises. As Standard & Poor's noted in 2018, "While fiscal crisis may arise from many factors, we have observed that the quickest route is through a liquidity deficiency." Newly elected officials and taxpayers often question the amount of reserves on the balance sheet. How much is enough?

Reserves are often measured by looking at available cash balances as a percent of annual operating expenses. A minimum target is to retain reserves in excess of 30% of expenditures. Standard & Poor's gives additional credit for maintaining reserves in excess of 75% of expenditures. Depending on the timing of your revenue collection, your community may wish to target 50% of expenditures as a safe harbor for your reserves. In addition, achieving positive net revenues in the general fund each year will ensure long-term structural balance in your budgets. Finally, communities should ensure ongoing capital project funding is sufficient to meet their needs and replenish existing cash balances if needed.

Debt

A community must make its annual debt payments prior to more discretionary, but perhaps more visible, expenditures. Managing debt levels gives a community more options.



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When is your debt burden considered too high? Debt is often measured by Debt to Value ratios. Moody's rating agency, for example, measures Net Direct Debt as a percent of the tax base's Full Valuation. Net Direct Debt is defined as total outstanding principal less the amount supported by pledged revenues from essential purpose enterprise funds, such as water and sewer utilities. A ratio of 0.75% to 3% is deemed adequate.

Debt to Value Ratio

$$\frac{\text{Net Direct Debt}}{\text{Full Valuation}} \leq .75\% \text{ to } 3\%$$

Another common measure of debt is the amount of your annual debt service as a percent of "governmental" expenditures. This ratio should be at or below 25%.

Debt to Expenditures Ratio

$$\frac{\text{Annual Debt Service}}{\text{Annual Expenditures}} \leq 25\%$$

Growing communities will be more reliant on debt, and will generally have higher ratios than fully developed communities with established tax base and operating costs.

A final measure of debt is the rating agencies' measurement of Net Direct Debt as a percent of annual operating revenue. Moody's deems outstanding debt up to 3 times annual revenues as adequate, while Standard & Poor's takes a more stringent view and looks for total outstanding debt to be no more than 1.8 times annual revenues.

Leverage Metric	Moody's	S&P
Net Direct Debt Annual Operating Revenues	Up to 300% (or 3.0x)	Up to 180% (or 1.8x)

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The Key to Risk Management: Be Proactive

Truly proactive risk management is a challenge for many municipalities whose core functions are public services with limited budgets, strong union workforces and demanding residents. Of course, the workers' compensation and litigation costs in Illinois further exacerbate the risks. Illinois continues to be one of the highest cost states in the country for workers' compensation cases, since the law provides no limits on the duration of time that workers can be off work for injuries. In addition, attorneys represent workers more frequently in Illinois compared to most other states, increasing costs and causing delays. In fact, workers' compensation cases are automatically continued for 3 years. On the liability side, Illinois was recently ranked 48 by the U.S. Chamber Institute for Legal Reform. For all of these reasons, avoiding lawsuits is the best option; and risk management is the key to litigation avoidance.

The importance of risk management is one reason that many municipalities are increasingly looking to join intergovernmental risk pools, where expert risk management staff review your claims and trends, provide proactive training aimed at reducing losses and investigate technologies that can keep your employees safe. For example, driving is a frequent function in all operating departments. There are many technologies available to reduce the risk of accidents, such as crash avoidance technology, electronic stability controls and other smart technologies. Your risk management consultant should be recommending and helping to pay for these technologies, which can reduce your losses, enhance safety and provide additional revenue for alternative expenditures.

You won't find grant programs, targeted trainings and predictive analytics with private commercial insurance companies. However, joining an intergovernmental risk pool frequently brings all of these benefits to municipalities, and at a lower overall cost. Predicting analytics helps to identify workers' compensation claims at just day 3 as "jumper" claims – which might appear to be an insignificant injury at this early stage, but will end up being costly in the future. This proactive tool allows municipalities to partner with their risk management consultants/claims adjusters to monitor these claims closely, assuring unnecessary costs are avoided.

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The partnership that risk pools have with their members is also unique. Insurance companies view many cases as simply business decisions. If it will cost less to settle a case than to defend it, the case is going to be settled. The insurance company is not interested in hearing about the importance of protecting a police officer's integrity when he has been accused of civil rights violations. Similarly, a private for-profit insurance company is not going to spend money defending a case against a plaintiff that has a criminal record and has been a threat to the public, if the case can be settled for less. Intergovernmental risk pools are owned by municipalities, so their decisions take these issues into consideration; they specialize in municipal issues.

Many times, the defense of a case can be bolstered if, at the time of the incident, evidence is being collected and preserved appropriately. An early intervention program, where a municipality reports an incident at the time it occurs, allows just this type of proactive partnership. This is often a service provided by risk pools. The municipality calls the risk pool at the moment the accident occurs or the incident happens. Risk management consultants, attorneys and others (a rapid response team) can be on site assisting with interviews of witnesses, assuring evidence is preserved and even helping to make sure OSHA is notified, when necessary.

Bottom line, the price for insurance is not all there is when considering options for municipalities. The additional benefits of risk pools will reduce the insurance costs through trainings and expert assistance. Consider the best option for your municipality: an intergovernmental risk pool.

Corporate Partner Spotlight

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Using Lifecycle Cost Analysis to Make Value-based Decisions

By Craig Carter AIA, LEED AP BD+C

A government building represents a significant investment by the community, and citizens expect them to be well-maintained. This requires consistent diligence – buildings are constantly jostled around by winds, frozen and baked by the weather, zapped with radiation from the sun, drenched in water during rainstorms, pried apart by water turning into ice, picked and eaten by insects, bumped into by plants and animals, and physically abused by occupants. It's no wonder that buildings degrade over time and need to be repaired or replaced.

At a recent Open House where we were explaining the results of a Property Condition Assessment, we answered difficult questions from constituents upset with our report, which was recommending complete replacement of the exterior cladding. They admitted that the building around them was in poor condition, but wondered "why didn't it last longer," "how was it allowed to deteriorate so much," and, "are taxes going up so we can fix this?" Residents weren't contesting the need for repairs, but they were upset that the building needed work to begin with - it was only 20 years old. They perceived that the public servants were responsible for letting the building fall into disrepair and felt that working in a failing building was a fair recompense for their negligence. In reality, the cladding just wasn't a long-lasting product and it had reached the end of its useful life.

A little follow up with these upset citizens and a little informal polling leads us to the conclusion that most people assume that buildings last around 50 years. Architects have always designed public facilities for longevity, but as the cost of construction continues to rise steeply against general inflation, the economic pressures facing local governments have become extreme. This leads decision makers to look for low-cost options for their buildings. First-cost is an essential consideration when considering a construction project, but it's equally important to look at the long-term. We recommend a Life Cycle Analysis (LCA) to allow decision makers to properly understand the implications of "value engineering" decisions.

Each material or building system has an expected lifespan. That can be 100 years for a standing seam metal roof or 10 years for vinyl windows. An LCA looks at the initial construction cost as well as the replacement costs of materials every 100 years or every 10 years as appropriate. It also factors in impacts to expected utility costs, expected maintenance costs, and the costs of financing. With some Present Value financial calculations, the value of multiple

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options can be easily compared. Does it make sense to install windows that will need to be replaced in 10 years? The first-costs of aluminum windows is higher but their longevity makes up the difference over time.

On a recent site visit to a 24-year old building, BKV Group identified cracking in the through-wall flashing in a brick wall. This kind of flashing is installed above windows and at the bottom of the wall to direct any water that gets behind the brick back out to the exterior. The through-wall flashing in question was made of an asphalt-impregnated plastic material. It is a common construction material that is simple to install and inexpensive. However, the plastic has proven to be susceptible to temperature fluctuation, and repeated hot-cold cycles eventually leads to cracks. Once the material cracks, any water that gets behind the bricks can get to the interior of the building, causing deterioration to flooring, drywall damage, and potential for mold growth. The plastic flashing has an expected life of 15 – 20 years, which is appropriate if the cladding material has an expected life of 15-20 years. In this case, it is hidden behind bricks that could last for 100 years. The flashing cannot be replaced without removing the bricks, which will impact operations and incur tremendous expense. A metal flashing should have been used instead. A Life Cycle Analysis would have identified that the cost to replace the flashing after 15 years was large enough to overwhelm the admittedly significant savings garnered from using the cheaper material initially. By selecting an inferior flashing material without considering the long-term value of the decision, the building's planners did a serious disservice to the citizens of today, who will have to pay for replacement.

Fiscal responsibility does not equate to spending fewer dollars – it equates to spending the dollars that are in the community's best interests. If you use an LCA to evaluate options, you will have the data to make value-based decisions, and you won't have to shock the taxpayers with expensive repairs to a building they assume is in perfectly good condition.

Corporate Partner Spotlight

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Bridging the Transparency Gap

Transparency, FOIA, civic engagement...Is your head spinning yet? I know mine is. In today's political climate, citizens are more skeptical than ever about government. With mistrust growing at the Federal level and consistent media attention, it is more important than ever to be proactive and open about what is going on in your government.

The public's expectations around access to information has drastically changed. They expect information to be accessible at their fingertips with the click of a button. Nearly 95% of Americans have a small computer right in their pocket at any given moment and are constantly connected via social platforms. You have to be in control of your story and your data to ensure everyone is on the same page.

Many local governments have started taking major leaps in working toward a more transparent and open government in terms of their processes and financials. Several states have taken that a step further and pushed through legislation mandating certain data be accessible to the public. In a local government leadership position, you're held to a higher standard and put under a microscope at all times. This information on your municipality is out there and available to the public. By proactively being in control of your story and conveying the right message, you can help gain public support and participation for local issues through greater understanding.

Being transparent is often misconstrued as being accessible. Making data accessible online can technically check the box for transparency, but it doesn't necessarily achieve the real goal. The goal is to increase citizen awareness and engagement, generate understanding, and to drive trust and support from the community. Only 7% of Americans surveyed said that they felt their local government was effective in sharing information with them. There is a major gap between the information that is put out there, and what the general public understands. The only way to bridge that gap is through context.

There are many factors that affect the funding you receive, the spending decisions you have to make, and even debt you make have to take on to accomplish a project. While you may understand that whole process and the reasons behind it, the general population likely does not. Let's face it, budget documents and Annual Financial Reports (AFRs)



are complex. Numbers alone can't tell the whole story. Creating a narrative around these numbers is critical to increasing public trust and generating support behind the decisions you're making on their behalf.

So how do you accomplish this in a reasonable way? Adding a narrative around your numbers and simplifying them in your documentation can dramatically help the general public understand. Commentary around each budget category can help people get a better idea of what each one means and how it fits into the overall budget. Show your numbers compared to other relevant localities to give even more context. Talk about the drivers behind the spending decisions and how their valuable tax dollars are helping the community. Explain your budget process and what goes into it. Become a storyteller and get your citizens on the same page. Assign a point person internally or a couple of people who can help in the process.

Creating this narrative and providing access to financial data can also help decrease the number of FOIA requests you get. You may not be spending a lot of time answering questions from your citizens yet, but just because they aren't asking does not mean there aren't questions. Be proactive in getting your community engaged and communicate with them in a forum that is appropriate. Find a method that works well with your community's demographics.

While this may seem like a daunting task with an ever-growing list of priorities in your day-to-day, it doesn't have to be. There are affordable third party softwares out there that allow you to share this information in a more readable way. Many communities across Illinois both big and small have successfully implemented programs like these. Look to your neighbors for recommendations and do your own research on all of your options. Third parties can also provide an objective view of the data, which can aid in fostering public trust. Choose a software that is easy to implement and won't take a lot of time to manage. Something that you can publish directly on your website or share to your local government's social profiles can be very effective. Whatever the platform, be proactive and show your community that you're dedicated to providing an open forum for them. Your citizens will thank you.



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ILCMA Presents Annual Awards

At its annual conference held June 13-15, 2018, the Illinois City/County Management Association (ILCMA) honored **Mark Peterson** with the **Robert B. Morris Lifetime Achievement Award**.

The Robert B. Morris Lifetime Achievement Award is presented to a retired individual who has had an exemplary career in local government management and has served no less than 20 years in local government, at least eight of those in Illinois. The award is named after Robert B. Morris, the first village manager in Glencoe who was also the first manager in Illinois that was not trained as an engineer. Mr. Morris received his Master of Arts in Public Administration from the University of Minnesota and served the village of Glencoe for over thirty-three years, thirty-one of those as village manager. He not only provided mentorship to future professional managers, he also served ILCMA as president, and was involved in serving his community in several voluntary roles. Recipients of this award must have made significant contributions beyond their own communities, including service to the association and the profession.

Mark Peterson retired from professional local government management holding the title of city manager in Normal, IL, in March 2018. Mark Peterson joined the Town of Normal in February 1988 to serve as Assistant City Manager, after earning both Bachelor of Arts and Master of Arts degrees from the University of Iowa and then serving as Assistant City Manager in the communities of Ankeny, IA and Liberty, MO. After serving for ten years as Assistant City Manager, Mark was appointed as the second City Manager of Normal in June 1998 and served in that capacity for twenty years, leading the organization and the community through unprecedented times of capital investment and program expansion. Mark oversaw and contributed to this period of tremendous growth in the Town of Normal, while ensuring that the Town maintained fiscal health and stability as demonstrated by an award-winning budget process and product, and a Triple A bond rating. Under Mark's leadership, the Town's investment of time, energy and financial resources in Uptown development cultivated more than \$140 million in private investment.

Mark not only served the profession but was very involved in the community and in ILCMA. Mark has served on governing boards for a variety of public and community organizations including the MetCom Emergency Communications Center, the BloomingtonNormal Economic Development Council, the Central Illinois Regional Broadband Network, the McLean County Regional Planning Commission Executive Committee, the Community Development Corporation, the BN Advantage Leadership Council, Connect Transit, and others. In 2009, he successfully chaired the annual fundraising campaign of the United Way



Mark Peterson received the Robert B. Morris Lifetime Achievement Award and is pictured with ILCMA President, Barry Burton.

of McLean County. Always willing to “put himself out” for a good cause, community members often saw his familiar face raising funds in lipsync competitions, comedy night programs, and a variety of fundraisers for organizations like MakeaWish, the Challenger Learning Center, and others. Mark's aggregate impact on the personal lives of individuals in our community is incalculable.

Mark also served on the ILCMA board for many years and was president from 2001-2002. He was also active on many committees including the winter conference committee and the Illinois Municipal League Manager's Committee.

In addition to the Robert B. Morris Lifetime Achievement Award, two individuals received recognition for special service. The first **Special Service Award** was awarded to **Brian Murphy**, Village Administrator, Plainfield, IL for Service to the Community. According to Village President, Michael P. Collins, “Brian created The Big Serve, a weekend celebration of community service, in response to calls from volunteer groups looking for community service projects and ways to give back to the community.” The project has grown over the past five years. Initially there were 200 volunteers representing one church and now there are over 1,000 volunteers representing six churches and seven community organizations. In addition to The Big Serve, Brian also worked with The Community Foundation of Will County to create the Plainfield Legacy Fund: “The Plainfield Legacy Fund was created to provide the community with a place to pool resources – large and small – so that the community can accomplish more together.” The Legacy Fund helps to support The Big Serve.

Mike Baker, Deputy Village Manager, Downers Grove, IL received the **Special Service Award** for Service to the Association. Mike Baker has served ILCMA in numerous capacities over the past ten years. He started service to the Association by representing IAMMA on the ILCMA Board in 2004-05. Mike then became an ICMA Midwest Vice President and was the ILCMA/ICMA Board liaison from 2007 – 2010. In that capacity he represented the interests of ILCMA at the International level. He attended ILCMA conferences and board meetings and provided an important link between the two associations. In 2012, Mike applied to be on the ILCMA Board. He was nominated to serve his first term in 2012-13 as a Director-at-large. In 2013-14, Mike was nominated to serve as Secretary/Treasurer and from there ascended to the President position. He is coming off his service to ILCMA this year as his Past-President term comes to an end in June 2018.

While on the ILCMA Board, Mike attended every board meeting and even extended the hospitality of the Downers Grove Public Works facility for board meetings and strategic planning sessions throughout his service. He was instrumental in the development of two ILCMA strategic plans and the implementation of those plans. He was always enthusiastic in volunteering to do whatever was needed to ensure the success of various goals and objectives. Mike is a tireless volunteer and ILCMA is a better association because of his service.



Award Winners Baker Burton Murphy caption: ILCMA Service Award winners Mike Baker (left) and Brian Murphy (right) pictured with Barry Burton.



Cheryl Hilvert, ICMA Midwest Regional Director, and Randy Bukas, Freeport Deputy City Manager reconnect at the ILCMA summer conference. They knew each other when both were administrators in Ohio.



John Bannon (WIU MBA) and Kirsten Hinds (NIU MPA) were co-recipients of the ILCMA Banovetz Fellowship.



From left to right - Steve Carter, Robin Weaver, Pam Reece, and Teri Legner were part of Mark Peterson's (center) nomination team.



Matt Fritz received an ILCMA Lifesaver Award for hiring MITs to assist Coal City as the community rebuilt after the 2015 tornado.

ILCMA Summer Conference a Success In Collinsville!



The ILCMA Summer Conference was a great success and was rated by 93% of attendees as either excellent or good, with 60% saying it was an excellent conference.



John Shaw, Dr. John Nalbandian, Pam Hylton, and Daffney Moore talk before the Ferguson Rush to Judgement session.



Attendees enjoyed a great networking event at the Cardinals game on the Coca Cola Patio. It was a hot evening, but that didn't stop ILCMA from having a lot of fun at the ball park!



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Mr. John Q. Knight, Assistant Village Manager, Village of Lisle
Mr. Mark A. Lynch, ICMA-CM,MPA,
Ms. Jennifer Maltas, MPA, Deputy Village Manager,
Village of Buffalo Grove
Mr. James Morani, City Administrator, City of Columbia
Ms. Pamela O. Newton, MS, Chief Operating Officer,
Village of Hawthorn Woods
Mr. Scott A. Skrycki, Assistant Village Administrator,
Village of Bartlett
Ms. Erika M. Storlie, Assistant City Manager, City of Evanston
Mr. Dwaine Van Meenen

20 Years

Mr. Brian E. Bursiek, JD,MPA, Assistant Village Manager,
Village of Schiller Park
Mr. Anthony J. Carson, Jr., ICMA-CM, City Manager,
City of Pekin
Jim Culotta, ICMA-CM, City Administrator, City of Washington
Mr. Austin H. Edmondson, Jr., Interim County Administrator,
Stephenson County
Mrs. Robin Ellis, Assistant Village Administrator/ Community
Development Director, Village of New Lenox
Mr. Eric T. Helm, Deputy City Manager, City of Crystal Lake
Mr. Robert Drew Irvin, Village Administrator, Village of Lake Bluff
Mr. Raymond B. Keller, AICP,ICMA-CM, Village Manager,
Village of Lake Zurich
Mr. Michael S. Mertens, MBA, Village Manager,
Village of Homer Glen
Ms. Sharon L. Peterson, Assistant City Administrator,
City of Countryside
Mr. Randall R. Recklaus, Village Manager, Village of Arlington
Heights
Mr. Pietro Scalera, ICMA-CM, Village Administrator,
Village of Bloomingdale
Ms. Julia M Scott-Valdez, SHRM-SCP, Assistant Village
Manager/Human Resources Director, Village of Oak Park
Mr. Sam Trakas, Village Administrator, Village of Inverness
Mr. Steven C. Vinezeano, ICMA-CM, Village Manager,
Village of Niles

25 Years

Ms. Kelly A. Amidei, Village Administrator, Village of Libertyville
Mr. Bradly J. Burke, Village Manager, Village of Lincolnshire
Mr. Kurt T. Carroll, Village Administrator, Village of New Lenox
Mr. Michael A. Crotty, MPA, Assistant Village Manager,
Village of Wheeling
Mr. Paul Fetherston, JD, Assistant County Manager,
County of Lake
Ms. Margaret R. Halik, MPA, Assistant Village Administrator,
Village of Woodridge
Mr. David J. Kilbane, ICMA-CM, Village Administrator,
Village of Round Lake Beach
Ms. Lisa A. Kotter, City Administrator, City of Geneseo

Ms. Donna L. Lobaito, Chief Administrative Officer,
Village of Hawthorn Woods
Mr. Tim D. Long, MPA, City Administrator, City of Riverdale
Mr. Douglas K. Maxeiner, ICMA-CM,MPA, City Administrator,
City of Moline
Mr. Brian P. Murphy, Village Administrator, Village of Plainfield
Ms. Ghida S. Neukirch, ICMA-CM, City Manager,
City of Highland Park
Mr. Scott R. Niehaus, Village Manager, Village of Lombard
Mr. Timothy L. Savage, Village Administrator,
Village of Machesney Park
Mr. David A. Strohl, ICMA-CM, Village Administrator,
Village of Forsyth
Mr. Michael D. Thomas, Director of Public Works,
City of Lake Forest
Mr. Brian A Townsend, Village Manager, Village of Schaumburg
Mr. F. Patrick Ulrich, City Manager, City of Peoria
Mr. Kirk A. Zoellner, Assistant Village Administrator,
Village of Mokena
Mr. Jeff Zoephel, Village Administrator, Village of Montgomery

30 Years

Mr. Kevin S. Barr, Village Manager, Village of Clarendon Hills
Mr. Martin J. Bourke
Mr. James F. Bowden, Village Administrator,
Village of Glen Carbon
Mr. Barry A. Burton, County Administrator, County of Lake
Mr. David A. Clark, CPFO
Mr. John J. DuRocher, Jr., MPA, Village Administrator,
Village of Indian Head Park
Mr. George E. Gray, ICMA-CM, County Administrator,
County of Grundy
Mr. David A. Hales, City Manager, City of Joliet
Mr. John M. Kalmar
Mr. R. Scott Smith, CPRP, City Manager, City of Charleston
Mr. Bryon D. Vana

35 Years

Mr. Joseph E. Breinig, Village Manager, Village of Carol Stream
Mr. Michael G. Dzugan, City Manager, City of Wheaton
Mr. John D. Marquart, Village Administrator, Village of Shiloh
Mr. David J. Niemeyer, Village Manager, Village of Tinley Park
Ms. Kathleen F. Rush
Mr. Joseph Wade, City Administrator, City of Prospect Heights

continued from page 5

One way that debt can be misunderstood is by how it is sometimes represented in Capital Improvement Plans. Ehlers often sees “bond proceeds” listed as the funding source for projects without the source for repaying the debt identified. But bonds put a claim on future revenues, and the repayment source needs to be clearly understood and committed to when making capital spending decisions. By looking at the debt ratios, your community can see when reliance on debt may be compromising future options, and you can directly compare yourself to other communities. In addition, your municipal advisor can assess the impact of new debt on your bond rating prior to issuance.

Another critical area to measure is the level at which communities fund their pension obligations. This is a topic in and of itself, however, and will have to wait for the next newsletter!

Following a financial management plan and using these key metrics for financial reserves and debt can help you know if your financial policies and processes are effective. Keeping within best practices can ensure your community remains financially sustainable, vibrant, and attractive.

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Rural Illinois Can Expect Population Declines in Next Five Years

By Norman Walzer and Brian Harger

Many rural counties, especially in southern and western Illinois, have declined in population for many years. Projections by the Illinois Department of Public Health indicate that these trends will continue into the next decade. A combination of low birth rates, an aging population, and outmigration by both young adults and middle-age households will threaten the economic viability of some counties. The projections show declines in working age populations but substantial growth in elderly age groups.

These trends are analyzed in a recent issue of Policy Profiles written by Norman Walzer and Brian Harger of the NIU Center for Governmental Studies (CGS). Their findings suggest that rural leaders should examine the trends and design programs with incentives to attract and retain young families as has been done in other states. "Rural areas, especially those with high speed internet access, have much to offer young families and retirees looking for a lower cost place to live," according to Norman Walzer, Senior Research Scholar in CGS. "Demographic trends will significantly impact rural areas forced to provide more elderly services and compete for young families to offset retiring workforce members."

Not only will the demand for public services change, smaller populations in many counties will require adjustments in arrangements for delivering services with greater use of technology and more collaboration among governmental units.



Illinois ties with New Jersey for the highest property taxes. These taxes are increasingly cited by families as a reason for migrating to surrounding states. Sometimes, they even continue to work in Illinois while living in a bordering state. The CGS Policy Profile discusses several state and local policy initiatives that could help improve the future for rural counties. Policies to retain populations are high on the list and involve maintaining a high quality of life. Succession plans for retiring small business owners to bring local young adults is a positive move. Programs enabling residents to continue working after traditional retirement age can maintain an experienced workforce for incoming businesses. Providing high quality learning experiences for youth such as internships are key to keeping them in the area. Investments by residents in essential businesses such as grocery stores, restaurants, or meeting places contribute to a higher quality of life making rural areas more attractive as places to live.

Rural areas are facing significant demographic adjustments but can prosper if they work with state and other local groups to be attractive to businesses and people looking for places to relocate. But, according to the CGS authors, they need to start soon. A complete copy of the Policy Profile is available at: http://www.cgs.niu.edu/Policy_Profiles/policy-profile-vol-18-no-1.pdf

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An advertisement for CTS Group. On the left is the CTS logo, which includes a stylized green and blue 'C' and 'T' followed by 'S' in blue, and 'GROUP' in green below it. Below the logo is the tagline 'Green by design.' and the website 'ctsgroup.com' with the phone number '636.230.0843'. On the right, the text reads 'Turn-key Solutions for Energy Efficiency' followed by a list of benefits: 'Engineered solutions improve energy & operational savings', 'Maximize economic and environmental impact', 'Provide safe, comfortable and productive environments', and 'Guaranteed price, savings and performance'.

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ILCMA Memberhip Responsibilities For Members In Transition

ILCMA members are encouraged to contact fellow members that are in transition. ILCMA members can help members in transition in the following ways:

- Hire members in transition for interim work and special projects.
- Provide office space and equipment for members in transition.
- When going to ICMA or ILCMA conferences, invite a member in transition to share your room at no cost.
- Invite them to an ILCMA, Downstate, Metro, IACA, SWICMA, Legacy Project, or IAMMA meeting as your guest.
- Monitor the environment. As one hears about a member that may be in trouble, members are encouraged to contact either the ILCMA Executive Director or one of the Senior Advisors.

ILCMA members are asked to help identify ILCMA members as soon as it appears that they are leaving a management position and do not have a new position identified. In addition to monitoring local papers, members should also frequently advise their regional counterparts to notify them of members who may be in transition. Once a member in transition (MIT) is identified, the member should advise the ILCMA Secretariat so that ILCMA support can be offered. ILCMA members are encouraged to personally contact the MIT to provide support. A Board liaison will be assigned to maintain regular (weekly or hi-weekly) contact with the MIT, encourage others to contact the MIT, and will keep the ILCMA Secretariat aware of the MIT's status. The Board liaison will coordinate closely with the Senior Advisors and between the two entities should provide the MIT with the support services available through the ILCMA and the ICMA.

Do you have Special Projects for which you need Additional Help? Has your Staff been Cut Back, but your Workload Increased or Stayed the Same?

If so, ILCMA has a solution to your problem. Have you ever considered utilizing one of ILCMA's programs to help fill temporary job assignments or conduct a special project? ILCMA has two programs that may meet your needs:

Member in Transition Program (MIT) – ILCMA keeps a list of Illinois managers and assistants in transition. These members are willing and able to fill positions, do special projects, and provide expert service to you and your community (list of MIT's below).

Professional Resource Program (PRS) – The PRS program consists of retired, semi-retired, and MIT's who are again able to do special projects, fill positions, and provide expert professional services to your local government. For information please visit the ILCMA website at <https://www.ilcma.org/programs-and-services/ilcma-professional-resource-service/>

The ILCMA Senior Advisors have the most current list of Members in Transition and Professional Resource Program participants. Please do not hesitate to contact either Dawn Peters at ILCMA or one of the Senior Advisors.

Also, don't forget about recent MPA graduates. This is a tough job market and many of them are searching desperately for a position. They may be willing to provide services on contract for short-term projects. This will help them gain additional experience while searching for their first full-time position. Contact any of the graduate schools in your area to identify students who may be willing to do this type of work.

Members in Transition Who Agreed to Publicize their Information: (Visit the Members Only section of the ILCMA website to view resumes of those who have submitted them.)

John Kolata	jdkolata@hotmail.com	309-525-2359
Janet Matthys	janetmatthys@gmail.com	708-698-1523
David Nord	dave3441@yahoo.com	815-520-9757
Tim Ridder	timothyridder@hotmail.com	309-236-0929
Mike Mertens	michaelsmertens@yahoo.com	708-297-7126

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Social Media, Public Speech and the First Amendment

On May 23rd, Rebecca Buckwalter-Poza, a writer and legal analyst, tweeted “I sued the President, and I won” after a Court ruled that President Donald Trump violated her First Amendment rights by blocking her on twitter. The District Court had found that the Constitution applies to social media platforms of public officials and that the president’s twitter feed is a public forum.

Join Attorney Yordana Wysocki to discuss what this means as government officials and employees, when a private social media account is considered “public” and how this intersects with employee relationships and discipline.

Ms. Wysocki has represented and defended local governments and their employees for the last ten years with Hervas, Condon & Bersani, P.C. in Itasca, Illinois.

3rd Quarter Luncheons Brown Bag (bring your own)

Wednesday, August 1

Elk Grove Village Hall
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[RSVP for Elk Grove](#)

Wednesday, September 5

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ILCMA Members Become ICMA Credentialed Managers

Troy Ishler, City Administrator, Oak Forest

Michael Kumbera, Assistant Village Manager, Algonquin

ICMA Credentialed Manager Candidates

Joseph Carey, Assistant Village Manager, Vernon Hills

Interested in Becoming a Credentialed Manager?

The Application Deadlines and Fees are:

- January 3
- April 3
- July 7
- October 2

In addition to the \$75 cost of the Applied Knowledge Assessment, the online application fee is \$50. Paper applications are no longer available.



ILCMA Announces 2018-2019 Board

At the Illinois City/County Management Association (ILCMA) Annual Meeting on June 14, 2018, held in conjunction with the ILCMA's Summer Conference, the election results for new officers and directors were announced. Serving the association during 2018-2019 will be:

President

Mike Cassidy, Village Manager, Mt. Prospect

President-Elect

Ray Rummel, Village Manager, Elk Grove Village

Vice-President

Ken Terrinoni, County Administrator, Boone County

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Drew Irvin, Village Manager, Lake Bluff

Immediate Past-President

Barry Burton, County Administrator, Lake County

Board Members

Nancy Hill – Director at large
Community Development Director, Itasca

Tim Gleason – Director at large
City Manager, Decatur

Dorothy David – Director at large
City Manager, Champaign

Randy Bukas – Director at large
Deputy City Manager/Finance Director, Freeport

R. Scott Smith – Downstate
City Manager, Charleston

Kevin Barr - Metro
Village Manager, Clarendon Hills

Andrew Lichterman - IAMMA
Assistant Village Manager, Deerfield

Grant Litteken - SWICMA
Assistant City Administrator, O'Fallon

Scott Hartman - IACA
Deputy County Administrator, McHenry County

Robin Ellis – Legacy Project
Assistant Village Administrator, New Lenox

ILCMA Affiliate Boards Announce 2018-19 Board Members

2018-19 Metropolitan Management Association Board:

President: Kevin Barr, Village Manager, Clarendon Hills
First Vice-President: Brad Burke, Village Manager, Lincolnshire
Second Vice-President: Julia Cedillo, Village Manager, LaGrange Park
Secretary/Treasurer: Bridget Wachtel, Village Manager, Flossmoor
Past President: Jim Grabowski, City Manager, Elmhurst
Board Member: Tom Mick, Village Manager, Park Forest
Board Member: Juliana Maller, Village Manager, Hanover Park
Board Member: Scott Niehaus, Village Manager, Lombard
Board Member: Kurt Carroll, Village Administrator, New Lenox
Board Member: Dane Bragg, Village Manager, Buffalo Grove
Board Member: Brian Murphy, Village Administrator, Plainfield
Board Member: Steve Vinezeano, Village Manager, Niles

2018-2020 Southwest Illinois City Management Association Board:

President: Grant Litteken, Assistant City Administrator,
O'Fallon, Illinois
Vice-President: Jo Ann Hollenkamp, City Administrator,
Carlyle, Illinois
Secretary/treasurer: Jimmy Morani, City Manager,
Columbia, Illinois
Past-President: Doug Brimm, City Manager, Trenton, Illinois



Downstate City/County Management Association Meeting August 9 & 10, 2018 Arcola, Illinois

Thursday, August 9, 2018

- 4:00 p.m. Tour of Aikman Wildlife Park
- 5:00 p.m. Reception & Dinner at Reclaimed Food and Spirits
(Dinner to follow at 6 p.m. and is not included in registration fee)
125 N CR 425 E, Arcola, IL

Friday, August 10 2018 - Best Western Plus, Green Mill Village, 917 Green Mill Road

- 8:00 a.m. Breakfast at the Best Western Plus, Green Mill Village
- 8:30 a.m. **Douglas County CEO - Lessons learned from a First Year Youth Entrepreneurship Program**
Speakers: Stepheny McMahon, Class Facilitator, CEO & Students TBD
Many lessons were learned after guiding the first year of a youth entrepreneurship program in Douglas County. Learn how 12 students from four different high schools came together to build networks, start businesses, discover industry in their own communities, and teach their facilitator how to let them ask the questions.
- 9:30-9:45 a.m. Break
- 9:45 a.m. **Monticello Bootcamp -Growing Small Business Everywhere**
*Speakers: Callie Jo McFarland, Monticello Director of Community Development
Kerry Redshaw, Former Director Monticello Main Street*
The Monticello Bootcamp Program was created in fall of 2015, with the intention of filling vacant spaces in downtown through a grant-rewarded business plan competition. After 6 rounds completed, and over 130 individuals participating, the result has been an unexpected blessing, creating a strong networking climate for entrepreneurs of all types to feed off each other. The program is adaptable in any setting, and a great way to build and strengthen your business community.
- 10:45-11:00 a.m. Break
- 11:00 a.m. **Are Demographics Destiny? Creating Entrepreneurial Communities in Downstate Illinois.**
Speaker: Chris Merrett, Illinois Institute for Rural Affairs
An examination of population trends in downstate Illinois for the past two decades shows population stagnation or decline. These demographic trends negatively affect local community and economic development conditions. However, there are concrete strategies communities can take to address population decline and promote grassroots community and economic development. This presentation examines several strategies including strategic visioning programs, and local investments in entrepreneurship and community foundations.
- Noon Lunch and Business Meeting

Downstate City/County Management Association

**August 9 & 10, 2018
Summer Meeting
Best Western Plus in Arcola, IL**

Name: _____

Title: _____

Jurisdiction: _____

Address: _____

Phone: _____

E-mail: _____

Registration Fee: \$50 – Includes buffet breakfast & lunch on Friday. Please have registrations in by Friday, August 3, 2018.

Hotel Accommodations: Best Western Plus, Green Mill Village, 917 Green Mill Road, Arcola, IL. Please call 217-268-5000 to reserve your room by **August 1, 2018!** The rate is \$75.00 plus tax per night. The group name is under "Downstate City Managers."

Dinner Reservations: Please indicate if you are planning to arrive in time for dinner at the Reclaimed Food & Spirits. Dinner is "on your own."

Aikman Wildlife Park: The Aikman family would like to welcome you to explore the newest tourist attraction in central Illinois—Aikman Wildlife Adventure. Located between Arthur and Arcola, less than 6 miles west from Interstate 57 exit 203, this is a wildlife drive-through park where you can get up close and personal with animals you've only seen behind fencing at a zoo or on television. You'll have the opportunity to see and take pictures of animals right out of your vehicle while you drive the 1-mile long path through our Drive-thru. Once you have driven through the Drive-thru, you can experience our Walk-thru Adventure, where you'll see kangaroos, cavies, wallabies, lemurs and much more including our large Petting Zoo area.

___ Yes, I will attend the Spring Meeting at in Arcola, IL on August 9 & 10.

___ Yes, I will attend the social hour & dinner on Thursday evening at Reclaimed Food & Spirits Restaurant.

___ Yes, my spouse or partner will attend dinner on Thursday evening.

___ Yes, I will participate in the tour of Aikman Wildlife Park on Thursday.

Registration Deadline: Friday, August 3, 2018

Make check payable to: Downstate City/County Management Association
Center for Governmental Studies
N.I.U.
DeKalb, IL 60115
Fax: 815-753-7278

Questions: 815-753-5424

Cancellations: To receive a full refund, cancellations must be received by Friday, August 3, 2018. Registrants, who do not attend the meeting but have not canceled, are responsible for the entire fee. Registrants who have not paid will be billed.



2018 Seminar

Thursday, October 11

8:15 a.m. to 9:15 a.m.:

Registration, breakfast & book distribution.

9:15 a.m.: Session Begins

11:30 a.m.: Book signing & meet the authors.

Location:

Maggiano's Little Italy
1901 E Woodfield Road
Schaumburg, IL 60173

Registration Fee:

\$60 Members

\$85 Non-Members

\$95 Membership Dues &
Registration

\$20 Intern/Student

[Register Online](#)

A copy of Andrea Kramer and Alton Harris's *Breaking Through Bias* is included with registration.

Breaking Through Bias

Communication Techniques for Women to Succeed in the Work

As the topic of our most recent Legacy Book Club discussions the book, *Breaking Through Bias*, by Andrea Kramer and Alton Harris, was very much enjoyed. So we are now thrilled to announce that Ms. Kramer and Mr. Harris will be our presenters for the Legacy



Project's 2018 Seminar. The seminar will be an interactive session that includes identifying and overcoming the discriminatory effects of gender bias. In addition, Andie and Al will lead an important discussion of realistic career situations and decisions that could be affected by gender bias – and how to minimize the likelihood of this happening.

Attendees will gain:

- ⇒ An understanding of the operation of gender stereotypes and workplace bias;
- ⇒ A recognition of the bottom line value of truly diverse leadership teams;
- ⇒ Techniques to use to show how to be effective, and skillful leaders, without triggering stereotype backlash;
- ⇒ An appreciation of the role men and organizations can play in assuring that women can advance as fast and as far as the men while minimizing the gender bias negatively influencing career-affecting decisions.

Register early to reserve your spot! Registrations received before May 5th, will be able to pick up their book at the Legacy Conference on May 18th.

To learn more about the Legacy Project, please visit our website:

www.legacyprojectnow.org

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**For More Information, and
Registration:**

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UPCOMING FREE WEBINARS

- **RECOGNIZE AND ELIMINATE BIAS: KEYS TO BEING A BETTER LEADER AND TEAM PLAYER**
Wednesday, September 19 | 1:00 – 2:30 p.m. ET
- **TAKING SMART RISKS AND REBOUNDING FROM SETBACKS**
Thursday, October 25 | 1:30 – 3:00 p.m. ET
- **GAINING PROJECT SUPPORT FROM YOUR TEAM, ELECTED OFFICIALS, AND THE PUBLIC**
Wednesday, November 14 | 2:00 – 3:30 p.m. ET

Register now at:
icma.org/coachingwebinars



ILCMA Reception at the ICMA Annual Conference in Baltimore

Once again, ICMA is setting aside an evening at the annual conference for affiliate receptions and alumni dinners. The ILCMA reception will take place at **laScala Ristorante Italiano** after the NIU MPA Alumni and Friends dinner. WCMA & ILCMA are planning an after-dinner cocktail reception at **laScala**, which is just blocks from the convention center.

Location: La Scala Ristorante Italiano
1012 Eastern Avenue
Baltimore, MD 21202

Date: Monday, September 24, 2018

Time: 8:30 p.m. – 10:30 p.m.

Please join ILCMA for an evening of networking and fun!

We hope to see you at the ICMA 104th Annual Conference in
Baltimore, MD in September!





Illinois City/County Management Association 815-753-5424 ■ Fax 815-753-7278

ILCMA will once again be participating as an exhibitor at the Illinois Municipal League Conference and is seeking volunteers to staff the booth. Please sign up for a time slot using the form below!

IML Conference Booth Sign-up for Booth #415

Count me in! I have indicated three (3) time slots that I can work

Name: _____

Title: _____

Address _____

Phone _____ Fax _____ e-mail _____

Please indicate your choices by putting a 1 by your first choice, a 2 by your second choice and a 3 by your third choice:

Thursday, September 20

_____ 2:00 pm – 3:30 pm

_____ 3:30 pm - 5:00 pm

Friday, September 21

_____ 10:00 am - 11:30 am

_____ 11:30 am – 1:00 pm

_____ 1:00 pm – 2:30 pm

_____ 2:30 pm – 4:00 pm

_____ 4:00 pm – 5:30 pm*

*The Dessert Reception will be held from 4:30 - 5:00 p.m. Teardown begins at 5 p.m. on Friday.

_____ YES, my mayor is willing to staff the booth with me!

Please respond by September 8th to:

Dawn S. Peters
ILCMA Executive Director
Center for Governmental Studies
NIU
DeKalb, IL 60115

You can also fax or e-mail your response to:

Fax: 815-753-7278
Email: dpeters@niu.edu

Secretariat ■ Center for Governmental Studies ■ Northern Illinois University ■ DeKalb, Illinois
60115-2854
www.ilcma.org



Midwest Leadership Institute

Helping local government navigate a complex world in a time of disruptive change

Approach

A basic premise of the Midwest Leadership Institute is that successful outcomes in local government require a deep understanding of interpersonal leadership. The ability to understand individual and organizational behavior and the ability to diagnose why people act the way they do is crucial. The courage and discipline to admit when you do not know what you do not know, which requires you to know yourself and your emotions, is also a focus of the Institute.

Who Should Attend

Local government professionals including chief administrative officers, assistants, and department heads interested in advancing their career who would like to:

- Thrive in an increasingly complex world with multiple personalities, competing self-interests, questionable ethics and the prominence of the information age.
- Function in a complex world with challenges facing local government professionals that can make leaders feel like the healthiest person in the emergency room.
- Implement sound judgment, an important concept of the Institute, which will help guard against blind pathology and acting without the proper analysis.

The Institute customizes learning to the needs of the participants. Learning in teams focusing on real world local government scenarios is a critical component of the Institute.

The Institute is an intensive 4.5 day program with both an internal self-focus and an external organizational focus. The Institute consists of nine learning pods including lectures, exercises, team discussions and team presentations.

Curriculum

The nine learning pods are as follows:

1. Leadership in the New Order of Things and Fundamental Concept for Leading People
2. Judgment – The Foundation to Successful Leadership
3. Emotions – The Ultimate Motivator
4. Self-Awareness – Overlook at your Own Risk
5. Resistance, Motivation and Performance
6. The Unique Challenges of Public Sector Ethics
7. Groups Committing to Reality
8. Aligning Goals, Tasks and Relationships
9. Balancing the Competing Needs of Work, Family and Self

If you are an **ICMA Credentialed Manager**, the Institute includes practice areas 1, 4, 5, 6, 8, 13, & 14.

A cross-disciplinary team of leading local government practitioners and experts in executive coaching and leadership development presents the program

Instructors

- David E. Morrison, M.D.
- Daven Morrison, M.D.
- David M. Limardi, Midwest Regional Director, ICMA, MPA, ICMA-CM
- Robert Kiely, City Manager, Lake Forest, MPA, ICMA-CM

Logistics

Each program is limited to 40 participants to ensure time for one-on-one individualized coaching as well as small group and all-participant events. Tuition for the entire 4.5-day Institute is \$2000 for ICMA members or \$2200 for non-ICMA members and includes course materials, continental breakfast daily and lunch four days. Organizations that send multiple participants are eligible for tuition discounts. Please see below for contact information.

The Institute will be held **April 29 – May 3, 2019** at Northern Illinois University's Naperville campus, 1120 East Diehl Road, Naperville, IL.

Visit www.cgs.niu.edu/midwest_leadership_institute for more program details and area lodging options. Please contact Dawn Peters at dpeters@niu.edu or call her at 815-753-0923 with questions.

Register Today



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The APA-IL Planning Officials Development Committee with the Chaddick Institute for Metropolitan Development at DePaul University provides training opportunities to planning officials around Illinois.

**Join us at the 2018 APA-IL State Conference in Springfield!
Training held on Sept 27th. Special rates for commissioners!**

"...Overall, the training session was a great opportunity for my Commissioners to be on the same page. Moving forward, I plan on designing additional training sessions that will be on topics specifically related to our community..."

Kimberly Clarke – City of Countryside



American Planning Association
Illinois Chapter

Making Great Communities Happen

For more information about training opportunities, visit ilapa.org/planning-officials

Photo: David Silverman, AICP leads 2017 APA-IL State Conference Plan Commissioner Training in Naperville, IL

Job Mart

Click here to see job listings

<https://www.ilcma.org/jobs/>



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This newsletter is published ten times a year by the Secretariat. The deadline for ads or article submission in the newsletter is the 10th of the month prior to each month's issue.

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www.ilcma.org

ICMA Senior Advisors in Illinois

Ready to serve you in times of need.
Contact information for Senior Advisors:

Greg Bielawski
630-462-1876
g_bielawski@hotmail.com

Steven Carter
217-359-1338
stevenccarter@sbcglobal.net

Bob Kuntz
636-527-9068
kuntzb@charter.net

John Phillips
309-428-5495
phillipsjohn99@gmail.com

Robin Weaver
630-835-6417
rweaver3333@gmail.com

ILGNet is now ILCMA Community Resource Network



The communication tool for ILCMA and IAMMA has been updated. If you already subscribe to ILGNet you don't need to do anything to continue utilizing this tool. If you haven't joined you should know that this system is the web portal for knowledge and communication sharing for ILCMA and IAMMA members. ILCMA Community Resource Network provides the following features:

- Displays the most current 10 questions asked
- Enables you to search question and answer history
- Allows you to build your own profile so that it is personalized to your interests
- Ability to opt in/out of categories and tailor options for receiving information
- Ability to capture, store, sort and view all current and archived information
- See the latest questions from both associations – as well as your topics of interest
- Ability to respond to a posted question as well as an emailed question

To join please go to www.netqa.org/ILGNET/_cs/GNSplash.aspx or www.ilcma.org. and follow the instructions.