

April 2020

Illinois City/County Management Association

# ILCMA news

Volume 15 No. 8

Strengthening the quality of local governance through professional management

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## Calendar of Events

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

June 24 – 26

### ILCMA/WCMA Summer Conference

Lake Geneva, WI

**CANCELLED** (see top of the next page)



### Dear ILCMA Members:

First, BREATHE...three deep breaths...we are in this for the duration! I admire all of you who are doing great work in your communities during this incredible and unprecedented time in our lives. While they say, "this too shall pass" I feel like I am experiencing Ground Hog Day over and over and over again. I just want to wake up one day and it will have magically disappeared, and everything will be normal again – whatever that "new normal" will be. I can only imagine what you are dealing with!

I wanted to let ILCMA members know, the NIU Center for Governmental Studies continues to be in remote work mode at least through April 30. I want to assure you that Alex and I are fully operational from the comfort and safety of our respective homes. We take turns going into the office about once a week to process financial transactions and check mail. The best way to communicate during this time is via email. I can still schedule conference calls for any committees that need to meet or other business that may need to be done during this time. If you have a job to post, please email the ad to [agalindo@niu.edu](mailto:agalindo@niu.edu) and/or [dpeters@niu.edu](mailto:dpeters@niu.edu). We are both online and can get it posted.

All ILCMA corporate (voting) members have access to the **ILCMA Connect** listserv. There has been great exchanges over the past month about how everyone is handling different aspects of this pandemic. Please continue to utilize this great tool to maintain communication (ask questions, share best practices, or just vent and get support) as it is a great resource during this time!

Please note that ILCMA has postponed or **canceled** several events including the **April 16 Professional Development Event and Metro Manager Luncheon**. Some of the topics/sessions we hope to re-schedule, so watch for

*continued on next page*



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those notices. Additionally, **IAMMA has canceled its April 10 conference and The Legacy Project has canceled its May 15 conference.**

***I'm extremely saddened to announce that the ILCMA Executive Committee, WCMA Executive Committee, and the two Conference Co-chairs have decided to cancel the ILCMA/WCMA Summer Conference that was to be held June 24 – 26 at The Abbey on Lake Geneva.*** The two boards and co-chairs felt that to move forward with registration was too much of a risk given a number of factors, including the fiscal impact of this pandemic on member communities which has caused travel and professional development registrations to be curtailed for the foreseeable future and the unknown nature of COVID-19 and how long we will be in this current mode of operation. I will be doing a survey of sponsors to see how ILCMA can provide them with another benefit that will help replace the marketing opportunity that comes with the conference. Sponsors provide a huge benefit to ILCMA that helps the Association provide high quality professional development events and conferences. We are grateful for the support they provide and DO NOT take them for granted! Sponsors, please look for an email and survey link from me soon for ideas. Additionally, ILCMA will be looking for ways to provide online professional development seminars that are accessible to members. We need to re-group and move forward in our “new normal” for now!

I want to leave you with a passage that I read the other day in ILCMAConnect from Napoleon Haney, Assistant City Manager, Homewood:

*Hello Pandemic Crisis Managers: First, a different professional perspective on this pandemic. I remember that as Marines we were always excited when a new war or conflict appeared on the horizon. We knew (1) we were well trained and would be the first to be deployed (smile); (2) every conflict was an “opportunity for leadership” (a chance to prove ourselves in real-time battle conditions); (3) that NOTHING lasts forever and this too would pass; (4) once the conflict was over, we would be even more prepared for the next one.*

If there is ANYTHING ILCMA can do for you, please do not hesitate to reach out!

We are all in this together and we will get through this together! Your ILCMA community is strong!

## **Stay healthy!**

Sincerely, Dawn S. Peters, Executive Director

## **P.S.**

### **Below I've compiled a few links on COVID-19 Resources for Local Governments:**

COVID-19: A Frontline Guide for Local Decision-Makers:

<https://covidlocal.org/>

International City/County Management Association (ICMA):

<https://icma.org/coronavirus-crisis-response-resources-your-community>

ICMA Teleconference on COVID-19:

[https://icma.org/articles/article/icma-teleconferences-covid-19?\\_zs=iUdsb1&\\_zl=Fd7d6](https://icma.org/articles/article/icma-teleconferences-covid-19?_zs=iUdsb1&_zl=Fd7d6)

Illinois Municipal League:

<https://www.iml.org/page.cfm?key=23546&cell=5>

Illinois State Association of Counties:

<https://www.isacoil.org/health-resource-center>



## Welcome New Members

Greg Anderson, Administrative Services Coordinator,  
City of O'Fallon  
Andrew Johansson, Senior Project Manager, Antero Group  
Kari Speir, Assistant City Manager, City of Mascoutah



ILCMA is proud to announce the launch of ILCMA Connect on March 4. ILCMA Connect is an enhanced member benefit that is a powerful network to connect colleagues from across the state of Illinois to exchange knowledge and share solutions.

ILCMA Connect, which automatically enrolls all ILCMA voting members, students, and cooperating members, is a cloud-based, private online community. ILCMA has started off with one general community for launch, which includes an open forum for general discussion. The potential exists for affiliate associations to have their own specialty community, so look for this new feature soon.

ILCMA members will receive an email with a subscription notification. In addition to being able to chat with colleagues, members will be able to participate in discussions; access a library of resources specific to communities; and post images, videos and documents to share with others.

ILCMA Connect access is tied to ILCMA corporate membership. Members will be able to join communities, update individual profiles and manage the frequency of community notifications. To learn more and join the discussion, please visit the ILCMA Connect website.

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## FORECAST<sup>5</sup> ANALYTICS

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office 630.955.7915  
[smanikas@Forecast5Analytics.com](mailto:smanikas@Forecast5Analytics.com)  
2135 CityGate Lane, Suite 420, Naperville, IL 60563  
[www.Forecast5Analytics.com](http://www.Forecast5Analytics.com)

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## A Message From Cheryl Hilvert, ICMA Midwest Regional Director



INTERNATIONAL CITY/COUNTY  
MANAGEMENT ASSOCIATION



*Good Afternoon State  
Association Presidents  
and Secretariats/Executive  
Directors,*

COVID-19 has arrived with little warning and we are all adjusting to this strange and challenging new "normal." I wanted to let you know that ICMA wants to be your trusted partner in this

stressful time and advise you of many tools and resources that we are making available to members and non-members alike.

Since the start of this pandemic, ICMA has been posting and sharing valuable resources for local government managers. From planning your response to navigating the world of working from home to toolkits for submitting reimbursements to FEMA to emotional support for yourself and your front line staff, there are a wide variety of resources available to you and your members at this link. And, please note that these resources are available to ICMA members and non-members alike, so please feel free to share these resources widely with your entire state association membership.

In addition to web-based resources, ICMA is also currently hosting a free live teleconference each week on various Coronavirus topics. This week's teleconference on the important topic of "Dealing with Your Own Stress: Coping Strategies in the COVID-19 World." I encourage you and your members to take advantage of these teleconferences as well as other webinars that will be offered in the coming weeks to help local government managers with useful tools and advice for this stressful time.

ICMA has also recently relaunched ICMA Connect, an online community of local government professionals designed to bring ICMA members together to connect, network and engage around issues central to advancing our communities and the profession. There is no better time than now for managers to be sharing information and supporting one another as we navigate this COVID-19 storm. I encourage you and your members to check it out as it is another tool in your essential toolbox.

Both ICMA and I are regularly tweeting key links and words of encouragement to local governments via our Twitter accounts at @ICMA and @CherylHilvert. If you are not following us, I encourage you to do so as these are great

sources of information for everyone and make it easy to share with your association membership.

Finally, if there is something that you or your members need, but cannot find in these many resources, please let me know. I will coordinate with the Coronavirus task force in place at ICMA and we will try to locate and/or develop a resource for you. Thank you for the good work you are doing and to the many local government managers out there who are always on the front lines for their communities.

Cheryl A. Hilvert  
Midwest Regional Director  
202-962-3620 (Office)  
513-442-9233 (Cell)  
[icma.org](http://icma.org)



### **ICMA Member Receive ICMA Credentialed Manager Designation:**

#### ***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.

## 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.*

### Smart grid lessons for Illinois water utilities

Here in Illinois, the name Exelon is often associated with our electric utility ComEd, which provides service to 4.2 million customers across the northern part of the state. ComEd was one of the early leaders of the 'smart grid' revolution that helped digitize and modernize utility infrastructure. By connecting "smart" sensors to buried, underground utility assets and applying analytics and utility operations expertise, ComEd's smart grid initiative led to unprecedented levels of reliability, resilience, and customer satisfaction.

There are many analogies and lessons from the electric smart grid journey that can be applied to help our public water utilities here in Illinois. Before smart grid, electric utilities were reactive -they didn't know when there were outages until customers called them in and they didn't know where or why they occurred until after the fact. Similarly, today residents alert the water utility to inform them of a leak and even the best-run water utilities don't know when leaks begin or why. These lessons are needed now, more than ever due to the increasing age and vulnerability of the water infrastructure that runs under our cities. Each year there are more than 240,000 main breaks across the country and the frequency is increasing. According to a study by Utah State University, main breaks have increased 27% in the last 6 years due to pipes outlasting their intended lifespan. These leaks lead to 2.1 trillion gallons of water lost, costing our cities \$2 billion.

### Smart technologies enable data-driven decision-making

Today, "smart grid" technologies exist that give municipalities unprecedented visibility into their systems to prevent main breaks and reduce water loss. By connecting smart sensors that measure flow and pressure with existing SCADA data and machine learning analytics software, utilities can now achieve continuous system condition assessment. These technologies learn from historic patterns to develop a prediction of what flow and pressure should be which, when compared to real time data, can show when leaks occur. And since most leaks don't surface, small leaks can run for months or years undetected costing thousands and thousands of dollars. Small leaks also lead to large, disruptive and costly main breaks so catching them while they're small can prevent unnecessary safety risk, traffic disruptions, negative headlines, and boil orders. Gaining this new insight enables utility staff to reduce their non-



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revenue water (NRW), shift repair work from overtime to planned work, and achieve sustainability goals by using less water and reducing electric use and greenhouse gas (GHG) emissions.

### Unfortunately, technology alone is not the answer

The solutions described above are in practice in larger water utilities all around the world but are not widely deployed in the U.S. There are many factors that account for this including the lack of human, financial and operational resources that are needed to take advantage of the technologies. Selecting and procuring hardware, configuring and integrating software and ensuring end-to-end cybersecurity across networks takes time and expertise. And, most importantly, monitoring the data and making use of the analytics requires trained staff. Big data without the right people can lead to big headaches.

### New shared services models

But new shared services business models are emerging that make these technologies accessible and affordable to municipalities of all sizes across Illinois. One example is Aquify, which leverages Exelon's resources to deliver a comprehensive water monitoring and analytics service. The Aquify service includes sensors, AI software, a cybersecure network and a professionally staffed control room that provides 24/7 monitoring and analytics support. And, because Aquify is a turnkey professional service there is no capital, added staff or IT infrastructure required. If you're interested in learning more, contact Carlo Cavallaro at [Carlo.Cavallaro@exeloncorp.com](mailto:Carlo.Cavallaro@exeloncorp.com) or visit [www.ExelonAquify.com](http://www.ExelonAquify.com)

## 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.

### Building resiliency through operational reviews

By Caitlin Humrickhouse, Baker Tilly

Local government professionals know better than anyone that nothing remains the same for long. Each day brings changes in citizen needs, challenges in meeting those needs and opportunities to create a difference in the communities served. Public sector entities, which most effectively meet these day-to-day challenges, have methodically prepared for anticipated issues and woven resiliency into their organizations to weather unforeseen events.

Regularly conducting operational reviews can help highlight areas of resiliency, pinpoint weaknesses, categorize and clarify risks, and identify new opportunities for improvement. Regular, proactive operational reviews are the best way to ensure your organization optimizes operations and builds resiliency.

Below are telltale signs that it might be the right time for an operational review.

1. Operations are not aligned with strategic priorities  
Does your organization have established strategic goals but it's not certain how to implement changes to achieve those goals? Or perhaps your entity has difficulty understanding strategic direction and this creates frustration with day-to-day processes and manual workarounds? A key element of operational excellence is establishing and defining a method to achieve strategic goals.

Understanding the link between day-to-day operations and your organization's strategic goals is critical to:

- Make tough and transparent budgetary decisions
- Increase employee engagement and sense of purpose
- Identify obstacles to achieving strategic goals

To help more clearly establish the link, take these actions:

- Develop two to four initiatives which are clearly linked to high-level strategic goals
- Define action steps for achieving those initiatives
- Assign accountability for each initiatives to one or more roles within your organization
- Define how progress will be measured
- Regularly report on and celebrate progress



2. The organization is scrambling to prepare for retirements  
Does your organization have a handle on when retirements may occur? Have you made progress on plans to institutionalize knowledge and limit the negative impact of turnover in critical positions? An aging workforce has left many public sector organizations trying to identify what is next and how to continue growth despite losing talent in the workforce. If organizations are not ready for this transition, they could face the risk of permanently losing decades of expertise, ultimately affecting their ability to provide critical services to citizens and customers.

It's critical to use data to identify when a wave of retirements may happen and leverage the proper tools to:

- Pinpoint new talent and fill the workforce gap
- Preserve organizational knowledge and expertise through knowledge transfer processes
- Avoid major disruption to the organization through intentional change management

3. Lack of consistency around defining and measuring operational success

Does your organizational leadership have a clear understanding of what success looks like for your entity? Has this trickled down to your front-line staff so they clearly understand their impact on the organization's mission? It can be tough for any industry to measure operational performance; however, the public sector may find it particularly challenging if the necessary technology and processes are not in place.

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## Corporate Partner Spotlight

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### Using Websites to Communicate about Public Improvement Projects

By Christopher B. Burke Engineering, Ltd. (CBBEL)

When undergoing a major public improvement project, we at Christopher B. Burke Engineering, Ltd. (CBBEL) encourage our municipal partners across Illinois to proactively communicate with impacted residents, businesses and members of the media. Ensuring these stakeholders are kept informed before, during and after the project provides a level of transparency about the timelines and expectations, while also giving the municipality an opportunity to proactively define the project.

One of the easiest and most effective ways to communicate with a wide audience is by creating and maintaining a project-specific website that hosts all the relevant information about the project. CBBEL has built several project websites for our municipal clients, including DuPage River Trail at EBDRT.com and the Village of Wilmette at WSNP.com, each of which has several benefits to the municipality and impacted stakeholders.

#### Define the Project

When beginning any major project, the first step should be defining a message that supports the project. At the very least, your message should answer the questions, "What is being done?" and "Why is it being done?" This message is significant because it is your chance to define the narrative for the entire project, set expectations and explain the investment that is being made. Once you develop this message, you will want to spread it far and wide.

A website devoted solely to the project is the ideal place to house this messaging that defines your project, including the project benefits, an estimated timeline for project completion and realistic expectations for the impacts of the project.

#### Resource Center for Stakeholders

Project-specific websites can host all sorts of resources about the project that can shed light on the type of work being done. Resources like maps, timelines and construction update documents give more detailed information that provides important context to the overall flow of an improvement project. Furthermore, municipal employees will be able to direct residents with questions to a single location with the most updated information.

These types of resources are useful not only for residents, but for the impacted business community and members of the media who may be interested in learning more in-depth information, including timelines and potential impacts.



Websites are also one of the easiest ways to share up-to-date information with the public in real-time, as opposed to slower modes of communication like letters via water bills.

#### Gather Information

Project websites not only make it easy for you to share information about a project but give you the ability to gather information from residents. Adding an email sign-up form, for example, allows you to capture residents' email addresses and share project updates or urgent information with them in real time.

Further, adding contact forms on the websites gives residents an easy outlet to submit questions, feedback or suggestions about the project or any issues they may be experiencing.

#### Launching a Website

Included below are several simple tips to consider when launching a project-specific website:

- Launch It Early: Consider making your website live well in advance of the start of construction. The earlier you can start sharing information about the project, the more informed and involved people will feel.
- Keep It Simple: When choosing a domain name and address, keep it short and easy to remember. A long address, like NewFloodingProjectForTheEastSideofTown.com, may be descriptive but ultimately it will be more difficult for residents to find.
- Share Proactively: Once you've chosen an address and launched your site, think of opportunities to share the domain name, including collateral materials, social media and any existing websites.
- Piece of the Puzzle: Remember that a project-specific website is not the be-all and end-all for your project communication. Websites are best used in conjunction with other traditional communications tools, like mail, email and social media.



## Corporate Partner Spotlight

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### Ask the Right Questions to Make Better Financial Decisions

By: Keith Pekau, Fahrenheit Consulting Group

As a professional local government administrator, you are facing an unprecedented assault on your budget. Aging infrastructure, reductions in state and federal funds, burgeoning pension costs and rapid changes in economic conditions conspire against you. You face many complex decisions in the areas of TIF districts, union negotiations, land purchases, lease versus buy decisions and outsourcing (e.g., water system operations).

Given resource and time constraints, officials often turn to providers of services to complete critical cost/benefit analyses. Since these organizations often benefit from the decision going one way, the interests of these providers are not always aligned with the interests of a municipality. You need an unbiased fact base, critical analysis and recommendations that are "agnostic" with a balanced perspective of the implications. We recommend this be a third party without a conflict of interest.

Municipal governments can benefit from best in class commercial decision-making, with a clear commitment to the community as the customer, by answering some basic questions:

What does your management team think? Management teams, particularly in government settings, are often more comfortable sharing concerns with "outside" advisors. In addition to leveraging the team's experience, these interviews clarify key assumptions and hypotheses, identify potential obstacles, and inform the communication strategy.

What internal information is available and what external information is needed to make a good decision? Scoping project deliverables and the details of required analysis clarifies information needs. Focusing on priorities, rather than chasing peripheral information or "boiling the ocean," keeps the decision-making process on track and avoids delays.

What is happening in the external market? In many cases, the private sector has already tackled and adapted to issues facing the public sector. Understanding the outcomes of similar decisions others made increases your odds of success. There is no need to recreate the wheel!



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What are the implications of alternatives for stakeholders? The implications of a decision can be primarily financial (like a fleet lease versus buy decision) or more complex like deciding whether to continue running the water and sewer system. Annual operating costs and capital investment implications are just part of the story. Municipalities need to consider factors such as citizen sentiment, regulations, employee experience and the public good. Even ideas that generate short-term cost savings and reduce capital expenditures must be considered in light of the impact on a municipality's core responsibilities.

What are the capabilities of potential providers? A third party can conduct customer reference interviews, complete due diligence on potential vendor's capabilities and insure alignment with your municipality's interests.

What implementation hurdles and risks will you face? Clarify what your team needs to do and to what the vendor is committing. Clear outcome performance metrics and milestones are essential to a smooth roll-out.

What is the communication strategy? Clear communication with key stakeholders is vital. It is critical to present the facts in a way that creates buy-in from residents, elected officials and employees. Most people resist change, so you should plan on a continuous, multi-pronged communication approach to create buy-in.

Outsourcing, leasing, and funding big capital projects have the potential to offer your municipality the flexibility it needs to serve your community in a challenging budgetary environment. Consider supplementing your management team with expert advisors who will help you make better decisions tailored to your community's needs and increase the odds of flawless execution through effective change management and communication strategies.



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To improve transparency for how success is measured, identify key performance indicators (KPIs) using these tips:

- Establish KPIs aligned with the organization's purpose, priorities and strategic goals
- Develop a target for each KPI (i.e., Reduce >30 day utility billing receivables by 25 percent)
- Build accountability into the process by regularly reporting KPI data and linking it back to strategic goal attainment

Conducting an operational review can enable your organization to better serve citizens by identifying and implementing process improvements, reducing costs, enhancing revenue, mitigating risk and aligning with organizational strategy. Take this assessment to find out if your organization would benefit from an operational review.



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# Corporate Partner Spotlight

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## 2020 Election: For Investors, Does It Matter Who Wins?

Contributed by Spiro C Hountalas & Michelle Binns, PFM Asset Management

Regardless of which candidate wins the 2020 election, the incoming president will likely be confronted with a litany of pressing economic and geopolitical challenges, including slowing corporate earnings growth, lingering trade frictions with China, issues of national security, continued political infighting between the two major parties, an increasing national debt, budget deficits and the potential of further rate cuts by the Federal Reserve (Fed). Each of the challenges is likely to have some impact on the future performance of major U.S. capital market indices.

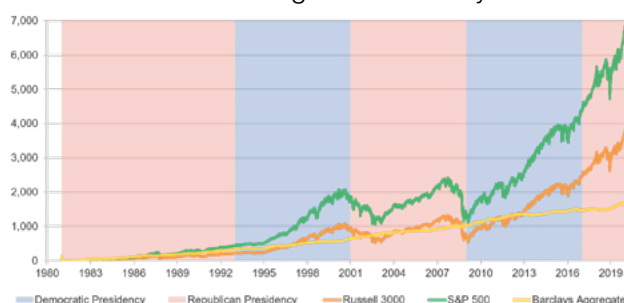
And, because many of these issues are contentious, there is likely to be a spirited debate as to whether a Democrat or a Republican administration will be better for the financial markets, aside from the issue of which party controls Congress.

### Giving Credit Where Credit Is Due Is Not So Easy

While the economy is always a focal point in the election cycle, demographic and economic trends (e.g., population growth, productivity and inflation) tend to drive markets over the long run. That being said, the domestic economy has grown markedly over the past forty years, creating a positive wealth effect due to positive stock market returns, which has occurred during the terms of presidents from both major political parties. During this period, presidents have worked to implement their policies through congressional delegations that were friend, foe and split, so crediting one party or another for the economy or market performance in any one, or small group of years, is not that simple. However, there remains an ongoing debate as to which party was responsible for creating the conditions which led to each period of prosperity or crisis.

To better visualize how the market performed over time, during both Democratic and Republican administrations, consider the chart below:

Market Performance During Presidential Cycles



Source: Bloomberg. Past performance is not indicative of future results.



## Investment services for Illinois local government entities

Michelle Binns | [binnsmpfm.com](mailto:binnsmpfm.com) | 312.523.2428

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Since World War II, when assessing the relationship between market performance and which party holds the White House, there has been only a minimal difference in stock returns when looking at a one year lagged return<sup>1</sup>. The one year lagged return for the S&P 500 during a Democratic administration shows a 12.8% return, whereas during Republican presidencies it has been 12.3%.

However, reading too deeply into this small discrepancy returns might be a fool's errand. Again, this is because the question remains as to which party is responsible for creating economic conditions that lead to a return (positive or negative) in any one or group of years.

### Election Year Risk?

It is also worth mentioning that one of the biggest myths is that election years carry more risk than other years. To address this and dig deeper into the numbers, we created the table below, which highlights election years and the corresponding equity and sample portfolio returns.

Annual Total Return		
Year	S&P 500	60% Equity/40% Fixed Income <sup>2</sup>
1980	32.50%	11.36%
1984	6.27%	5.61%
1988	16.61%	13.90%
1992	7.62%	2.77%
1996	22.91%	11.38%
2000	-9.10%	-1.35%
2004	10.88%	10.90%
2008	-37.00%	-21.95%
2012	15.99%	11.75%
2016	11.95%	7.09%

Source: Bloomberg.

<sup>2</sup> Consists of 39% Russell 3000 Index, 21% MSCI ACWI ex. USA, and 40% Bloomberg Barclays U.S. Aggregate Bond Index. The data for the MSCI ACWI ex. U.S. begins in 1988.

continued on the next page

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## The Result

Over a 20-year period, the only time the S&P 500 experienced a truly extreme return in an election year was in 2008, during the height of the Global Financial Crisis (GFC). In short, based upon the above examples and data, we can confidently state that it is incredibly difficult to assign credit to any one political party for economic conditions, particularly since some fiscal policy and legislative (e.g., tax increases or cuts) decisions may take several years to fully impact GDP, or other economic measures of our nation's health. In short, our view is that making portfolio decisions purely on the basis of politics has the potential to result in poor portfolio performance, since both the election result and the impact on the economy and markets are unknowable in advance.

## Conclusion

This report is meant to offer a snapshot of how presidential elections impact capital market performance. What we can see from the charts and tables above is that election years do not seem any more extreme (with perhaps the exception of 2008), nor do they seem to carry more risk than post-election years.

Because the political rhetoric and debate around which candidate is better for the overall economy (and financial markets) is likely to heat up in the coming months, we will be monitoring the candidates and their policy proposals. While we will analyze what we think the potential impact that their policies might have on the financial markets and broader domestic economy, we will leave much of the hand-wringing and politically charged rhetoric to others.

At PFM, our approach is to continue to focus on the big picture – economic fundamentals and long-term strategic asset allocation – which are the most important decisions driving investor's portfolio performance. Please consult your PFM representative for any further questions or concerns.

<sup>1</sup> Clearnomics, Standard & Poor's 2019.

## Alliance for Innovation – Transforming Local Government 2020 Conference Rescheduled

It is during times like this when our communities rely on their local government teams for so much, and the team at the Alliance is tremendously proud to work alongside you and support your efforts. We know there are significant demands on your teams right now, and pivots you are making in your own organizations to keep operations running. And of course, the health and well-being of you and your teammates are our top priority.

To ensure your safety, and be mindful of the shifting priorities, AFI has been able to move the TLG 2020 conference dates to Sept. 1-4. These four days of fiery positive energy will be a welcome inspiration and a coming together of passionate local government professionals – just what we all will need to reboot and reenergize!

Anyone who has already registered for the conference under the original dates will have their registrations automatically transferred (while the some hotel blocks will be available, hotel reservations will need to be re-booked).

If you haven't registered, registration is still open at [transformgov.org/tlg2020](https://transformgov.org/tlg2020). And as a reminder, because of AFI's partnership with the association, members can register now with discount code ILCMA to save \$50 off the registration cost. Follow along on Twitter at #TLG2020 to keep in touch with the latest conference updates, or reach out to our team at [conferences@transformgov.org](mailto:conferences@transformgov.org) with any questions.



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**ILCMA NOMINATING COMMITTEE  
REPORT & RECOMMENDATION  
TO THE MEMBERSHIP  
March 23, 2020**

Dear ILCMA Members:

It is with great enthusiasm that the ILCMA Nominating Committee recommends the following slate of candidates for the 2020-21 Association Board:

President-Elect (1-Year Term)

Dorothy David

City Manager

City of Champaign

At-Large Board of Director (3-Year Term)

Philip Kiraly

Village Manager

Village of Glencoe

Vice-President (1-Year Term)

Randy Bukas

Village Administrator

Interim City Manager

City of Freeport

At-Large Board of Director (3-Year Term)

Kimberly Richardson

Assistant City Manager

City of Evanston

Secretary/Treasurer (1-Year Term)

Peggy Halik

Assistant Village Manager

Village of Woodridge

Drew Irvin, current President Elect and Village Administrator, Lake Bluff, will become President on July 1, 2020. As outlined in the Association's Bylaws (<https://www.ilcma.org/about-ilcma/bylaws/>), any corporate member wishing to add their name in nomination may do so by submitting a petition bearing the genuine signatures of at least ten (10) corporate members of the Association who are in good standing. The petition must be submitted by May 1, 2020. Submittals can be sent to my attention, Mike Cassady at the Village of Mt. Prospect, 50 South Emerson, Mt. Prospect, IL 60056 or [mcassady@mountprospect.org](mailto:mcassady@mountprospect.org).

The quality and number of applicants made this year's selection process particularly challenging. I appreciate the thoughtful work and consideration exercised by the following ILCMA Nominating Committee Members who participated, which includes the following members:

Kevin Barr (ILCMA President's Designee)

Scott Hartman (IACA)

Hadley Skeffington-Vos (IAMMA)

Brad Burke (METRO)

Respectfully Submitted,

Mike Cassady, Village Manager, Mt. Prospect, IL

ILCMA Past President / Chairman of the Nominating Committee



# Share Your Stories with ILCMA

## How to Use #ILCMAproud in Social Media

### Social Media Hashtag

*What is a hashtag?*

- This: #
- It's a keyword that relates to what you're writing. It's #searchable #clickable.
- Use it to draw attention, organize, promote.

*How do I use a hashtag?*

- Put a # in front of a word or phrase
- No spaces, no punctuation, no special characters
- Capitalization only matters for readability ( #KnowWhatIMean vs #knowwhatimean )
- Hashtags can be used on Twitter & Facebook. NOT LinkedIn.

Include **#ILCMAproud** in your tweets and other social media posts about ILCMA or your community awards and other recognitions – good news stories!

### Facebook

Find ILCMA on Facebook: [www.facebook.com/ILCMA1953](http://www.facebook.com/ILCMA1953)

- Like and Follow ILCMA's Facebook page for periodic updates
- Friend conference attendees
- Share photos

*How to create a simple Facebook post (you must have a Facebook account):*

- Open Facebook on your computer or device.
- At the top of the screen, you'll see "What's on your mind?" Tap or click there and type away! Add hashtags like **#ILCMAproud** to your text.

### Twitter

Find ILCMA on Twitter: <http://twitter.com/ILCMA>

- Share good news stories **#ILCMAproud**
- Share photos
- At conferences, follow conference speakers and fellow attendees

*How to create a simple Tweet (you must have a Twitter account):*

- Open Twitter on your computer or device.
- On a computer: click on the Home button. At the top of the screen you'll see "What's happening?" Click there and start typing (don't forget the hashtags).
- On a mobile device: click on the square with feather icon in the upper right corner. A screen that says "What's happening?" should pop-up. Touch there and start typing (don't forget the hashtags).



## ILCMA AWARDS PROGRAM



**NOMINATE A COLLEAGUE TODAY!**  
**NOMINATIONS DUE BY APRIL 30, 2020**

ILCMA started the awards program in 1994 in order to honor those in the association who have exemplified excellent public service. There are two major award categories: The Robert B. Morris Lifetime Achievement Award and the Special Service Award. There are three categories within the Special Service Award: Service to the Profession, Service to the Association, and Service to the Community. The award criterion for each award is described in detail below.

### **Robert B. Morris Lifetime Achievement Award**

The ILCMA Lifetime Achievement Award was renamed the Robert B. Morris Lifetime Achievement Award in 2004 in honor of Robert B. Morris. Mr. Morris was hired in 1951 as the Village Manager (VM) in Glencoe and was the first VM in Illinois not trained as an engineer. Bob went on to serve in the village of Glencoe for over 30 years. His distinguished career and ILCMA legacy is highlighted by many professional contributions and accomplishments including the following:

- In 1964 ILCMA hosted the ICMA 50<sup>th</sup> Anniversary Conference in Chicago, IL. Bob Morris served as the chair of the conference committee.
- Also in 1964 Bob Morris was elected ICMA Regional Vice-President.
- From 1982–1991 Bob served as Midwest Manager and Director of Training and Development, ICMA Retirement Corporation, Evanston, IL
- ILCMA joined the ICMA Range Rider program and Bob Morris became one of the first Illinois Range Riders. Les Allen, long time manager of Decatur, was his counterpart. Bob went on to serve as a Range Rider until 2006.

### **Qualifications**

The Robert B. Morris Lifetime Achievement Award is presented to a retired individual who has served no less than 20 years in local government, at least eight of those in Illinois. Selection for the Robert B. Morris Lifetime Achievement award is based on the following criteria:

- 1) The nominee's professional contributions to the communities in which he/she has served;
- 2) The nominee's personal contributions to the communities in which he/she has served;
- 3) The nominee's contributions to the advancement of the local government management profession through leadership, advocacy, and the development of other professionals;
- 4) The nominee's exemplary service to the Illinois City/County Management Association;
- 5) A clear indication that the nominee has, throughout his/her career, dedicated himself/herself to public service above and beyond the organizations in which he/she served.

The award recognizes a manager whose service has been judged by peers as strong or exceptional, and who has made major contributions beyond direct service to local government (e.g., through service to the associations and the profession). An ILCMA Lifetime membership is awarded to the recipient.



## Special Service Awards

Service to the Association

Service to the Profession

Leslie T. “Les” Allen Service to the Community

### Qualifications

The Special Service Award is presented to individuals who have notable association or affiliate activity and significant professional accomplishments in the following areas:

- 1) Service to the Association: The nominee has actively served the Illinois City/County Management Association through exemplary service to an ILCMA committee, the executive board, or has made other significant contributions to ILCMA.
- 2) Service to the Profession: The nominee has demonstrated concern for the support, well-being, and growth of other professionals and those aspiring to a career in local government management, or the nominee has actively promoted the profession to the community at large including, but not limited to, university programs, Illinois Municipal League, and regional councils of government.
- 3) Leslie T. “Les” Allen Service to the Community: The nominee has demonstrated exemplary service within one’s organization by being an above average professional manager and having displayed the characteristics of integrity and leadership in order to provide exceptional service to one’s community in order to get project(s) completed. This award can also honor a nominee who has served a cause that is beyond that of the municipality or county through volunteerism in national, state, regional, and local organizations. This award can encompass private interests, family interests, acts of heroism, charitable acts, or social accomplishments.

Don’t forget to nominate a member anytime throughout the year for the ILCMA Lifesaver Award! This award is for members who go above and beyond for a member in transition.

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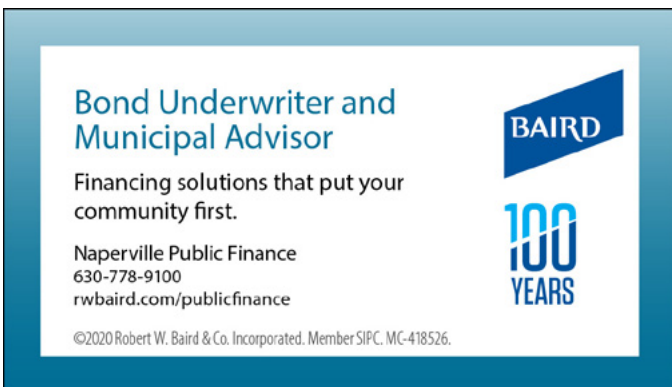
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**Wednesday, June 10**

**Leadership Development**

Lessons in Value-Based Leadership: Leading with Principle

**Wednesday, September 9**

**Community Outreach**

Managing Hostility in Public Discourse: Living in an Age of Anger

**Thursday, October 22**

**Career Development**

Charting Your Future: Developing Your Personal Strategic Plan

**Thursday, November 12**

**Workplace Development**

Talent Management in the 21st Century: Growing, Attracting, and Retaining Your Best

All webinars are 90 minutes, and will be held at the same time of day:

- 10:30am Pacific
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## IML Managers Monthly Column

*By Scot Wrighton, IML Manager Committee Member and City Manager, Decatur*

The Chinese Coronavirus Pandemic, or COVID-19, is an emergency like few local managers have dealt with before; but in many respects ILCMA members have been training and preparing for such a public crisis throughout their careers because local government management forces us to be flexible; adapt to constantly changing circumstances; operate in ambiguous or sometimes chaotic environments; and make important decisions without some of the key variables or the time usually available to analyze normal problems.

Local governments provide essential services that cannot be paused during a pandemic; and the majority of municipal employees cannot work-from-home. As a consequence, we have had to find ways of ensuring continuity of government services while still implementing the spirit and principles of the Governor's stay-at-home order—not because it was legally required, but because we had to protect employees and their families while simultaneously meeting our obligations to citizens.

Based on plans enacted by a few suburban communities, Decatur used a 'compartmentalization and team isolation' strategy. We divided every department into smaller cells and work teams that had no (or extremely limited) in-person contact with other teams and cells. Team members were appointed in such a way that they could back-up other teams and assure service redundancy in the event one of the cells became infected and went into quarantine. If a city employee was exposed or tested positive for COVID-19, we wanted to limit the possible spread of infection to the sub-group or cell and not allow it to spread to the entire department, or city, before employees became symptomatic. This is challenging for our first responders and it has not always been watertight, but it has significantly reduced in-person contacts between employees and others. Implementation of this plan has fostered creative solutions to staff safety, communications, ways we perform our work and advance personal protection—some of which may remain in place after the COVID-19 threat has passed.

Like many other communities in Illinois, Decatur city leaders quickly became part of daily briefings and conference calls with other local governments, healthcare providers and social service agencies where the exchange of new information, plans and strategies were shared. This enabled everyone involved to be more effective as leaders and to better coordinate the work of their organizations. Like many other communities in Illinois, Decatur created videos several



times a week featuring local leaders giving out as much information to citizens as possible (just like the Governor's Office and the White House did, but without the partisan carping), that could be posted to websites and Facebook pages for maximum distribution.

The collaborative environment fostered by the emergency, and the unique circumstances of the pandemic, have forced service providers in every local discipline to be creative, share their successes and failures, and it has improved (rather than strained) our inter-organizational and inter-governmental working relationships.

Many of our local governments will never be the same in the post-COVID-19 world—and in many cases that will be a good thing. It is not too soon for all of us to start thinking about how to use remote conferencing technology more, distance learning more effectively, deploy outcomes-based supervision methods, and learn about how we can strengthen our supply-chain logistics—all in ways that lead to improvement of local government service delivery and policymaking whenever the 'New Normal' arrives and the current emergency is over.

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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:

Mark Rooney, Former Village Manager, Carpentersville  
Kathleen Gargano, Village Manager, Hinsdale  
Jim Arndt, Former City Administrator, Effingham  
Matt Fritz, City Administrator, Coal City  
Jim Grabowski, City Manager, Elmhurst  
Cara Pavlicek, City Manager, Oak Park

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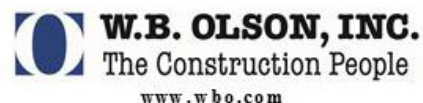
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## ILCMA Memberhip Responsibilities For Members In Transition

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 bi-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.

**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.)**

Tim Ridder  
Darin Girdler  
Thomas Thomas  
Heather Kokodynsky

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dgirdler@gmail.com  
thomasedwinthomas@yahoo.com  
hkokodynsky@aol.com

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618-971-8276  
708-670-4440

## 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.



## Senior Advisor Column

### A Message from your ILCMA/ICMA Senior Advisors:

In these uncertain and difficult times, you are called on even more for your leadership and management acumen. We know it can be lonely as you make and implement decisions both in your work and personal life. We can be a sounding board, a confidant and a listener. Here are some tips. Check in with your colleagues. Call a mental health professional if you are feeling distressed. Practice self-care such as exercise, good nutrition and breathing deeply. Don't forget your family members. Please feel free to contact any one of us:

Greg Bielawski 630-462-1876  
g\_bielawski@hotmail.com

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

John Phillips 309-428-5495  
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**June 15, 2020 - 9:00 a.m. - 1:00 p.m.**  
*Executive Director 101 - Nuts & Bolts*

**June 18, 2020 - 9:00 a.m. - 1:00 p.m.**  
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Executive Director/Editor  
Dawn S. Peters  
Phone: 815-753-0923  
Fax: 815-753-7278  
dpeters@niu.edu

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

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

