



May 2020

Illinois City/County Management Association

ILCMA news

Volume 15 No. 9

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/>



Dear ILCMA Members:

As I sit at my kitchen table (now office) at the end of April I'm having a hard time envisioning this type of existence for another month, and I know many of you are feeling the same way. I'm craving the friendly faces of my office colleagues (and how I took for granted that they were in their office on a given day, but I didn't stop by to say "hi"). I'm missing my ILCMA colleagues. I'm missing the endless trips to and from my home to the suburbs or downstate meetings that ironically did come to an end for the time being. I'm missing the fun and networking that was going to take place at the joint ILCMA/WCMA Summer Conference!

But all is not lost! I'm excited to announce that many of the ILCMA/WCMA Summer Conference presenters have agreed to provide their sessions as webinars. We have pulled together a Summer Lunch & Learn Webinar Series that will take place every other Thursday starting May 27 (yes, this is a Wednesday and had to be changed to accommodate the first speaker) through the end of August from 11:30 a.m. – 1:00 p.m. There will be NO COST for members to participate, but registration will be required for us to provide a secure Zoom platform. Sessions will be recorded and posted on the ILCMA website for future viewing if a particular date/time doesn't work for you.

The first two webinars will be focused on mental health and emotional well-being. The May 27 seminar will be "To Stress or not to Stress" and will be focused on self-care of the manager/administrator/assistant. It will be presented by Lesley Levin, Clinical Social Worker, and spouse of a former Illinois village manager, Mark Levin. She knows the profession well and comes highly recommended by Greg Bielawski, ILCMA/ICMA Senior Advisor!

The second part of the mental health webinar series will be on June 11 and will focus on the community. Many managers are seeing an increase in mental

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health concerns in the community. This webinar will cover how to navigate this issue during these difficult times. It will also address how to keep employees motivated to do more with less.

Subsequent webinars will be:

- June 25 – Impact of COVID-19 and the Presidential Elections on Local Government
 - July 9 – Development and Implementation of a Course of Action in Uncertain Times
 - July 23* – Remaining Visible in a Digital Age
 - August 6 – Economic & Industry Perspectives Rick Mattoon, Senior Economist, Chicago Federal Reserve
 - August 20* – Local Responses to Recreational Cannabis
- *Topic set, but date offered could change

ILCMA has our sponsors to thank for the ability to move forward with these webinars. Please be sure to let our sponsors know how much we value them! I know we don't always do the best job of visiting their exhibit tables during the conference, but they do value US, the profession, and the interaction that comes with being at the conferences. ILCMA is creating an alternative benefit for our sponsors to help make up for the lost opportunity of the in-person networking at the summer conference.

In closing, I'm again reflecting on my own missed opportunity to connect in-person with many of you. As Ryan Englestad, L.C.S.W. said about the current state, "People are realizing how much value their interpersonal (and in-person) interactions have." Boy, do I resonate with that quote right now.

Mary Schmich is a columnist for the Chicago Tribune and I think her newly coined term is a good way to close:

Coronaclock - On the coronaclock, it's hard to tell what time it is. Time is standing still. Time is racing past. You can't see what's next. You remember how things were, but even that's fading. There is today, only today. And in the quiet moments — when the running, cooking, cleaning and craving stop — we know that's always been true.

I look forward to our "new normal" and know that in the end, we will be stronger than ever before! ILCMA remains a strong association and we will get through this together!

Be well!!

Dawn S. Peters, Executive Director, ILCMA

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

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>



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Welcome New Members

Alli Hoebing, Graduate Assistant, Northern Illinois University-Center for Governmental Studies



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.

[CLICK HERE FOR INFO](#)

Who's Who Directory Update

Lowell Crow has been appointed as the new City Manager in Centralia. His new contact information is:

Lowell D Crow
City Manager Centralia IL
101 S Locust St
Centralia, Illinois
E-mail: lcrow@cityofcentralia.org
Work Phone: 618-533-7665
Cell: 618-367-3022



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An advertisement for GovHR USA and GovTEMPS USA. It features a photograph of three people (two men and one woman) standing in front of a building. The logo for GovHR USA and GovTEMPS USA is in the top left. A semi-transparent box on the right lists services: Executive Recruiting, Interim Staffing, Human Resource Consulting, Management Consulting, and Professional Development. At the bottom, there are three contact options: info@govhrusa.com, GovHRusa.com, and info@govtempsusa.com.

An advertisement for ABM Building Value. It features a photograph of a person's hands working on a laptop. The text reads: "Improve Community Infrastructure without Upfront Costs". Below this is a list of services: Critical Preventive Maintenance, Energy-Efficient Lighting Upgrades, Healthier Air Quality, and Guaranteed Energy Savings. At the bottom, it says "Find out how at ABM.com/Energy or call 866.624.1520". The ABM logo and "Building Value" tagline are in the bottom right corner.

Call for ILCMA Committee Volunteers

Have you wanted to get more involved with ILCMA, but just haven't gotten around to it? Well, now's your chance as the following 2020-2021 Committees need members:

ILCMA Conference Committee

Co-Chair – Pres Elect – Dorothy David, Champaign
Co-Chair – Vice President – Randy Bukas, Freeport
The Conference Committee shall plan and organize the summer and winter conferences. The Conference Committee shall be divided into two subcommittees in order to divide the labor of planning the conferences. The Committee make-up shall be as follows: two representatives from each affiliate (one to serve on the Summer Conference Subcommittee and one to serve on the Winter Conference Subcommittee) and a representative from the host cities for the summer and winter conference when appropriate. There should also be geographic representation on each of the Subcommittees.

Summer Conference Committee

Eagle Ridge, June 9 - 11, 2021
2020-21 Conference Chair – Dorothy David, City Manager, Champaign
The Summer Conference Subcommittee shall plan and organize the principal annual Association conference held in June, which includes the Annual Business Meeting.

Winter Conference Committee

Marriott, Normal, IL on Feb. 3 - 5, 2021
2020-21 Chair – Randy Bukas, Interim City Manager, Freeport
The Winter Conference Subcommittee shall plan and organize the Association conference held in February.

Professional Development Committee

2020-22 Chair – Maggie Jablonski, Assistant Village Manager, Elk Grove Village
The Professional Development and Education Committee shall provide information and guidelines to further the continuing education of its members. In addition, the committee assists ILCMA members in achieving continuing education goals for their respective organizations and in periodically reassessing the professional development and continuing education goals of the ILCMA membership. There shall be a commitment to the ICMA credentialing program so members are able to achieve professional development goals. The committee is in need of representation from all affiliates as well as the general membership.

Membership Services Committee

2019-21 Chair – Rich Keehner, Village Manager, Villa Park
The Membership Services Committee shall evaluate current services and provide recommendations on additional member services. The committee shall be responsible for

facilitating a survey of the membership every two years. Over the past few years the committee has also focused on diversity initiatives, membership development, and recruitment.

Communications Committee

2020-22 Chair – Mike Strong, Assistant City Manager, Lake Forest
The Communications Committee shall coordinate activities to promote the local government management profession to cities, villages, counties, and townships throughout the state. The committee shall also coordinate activities and provide information about the profession to educational institutions.

Committee on Professional Conduct (based on vacancy per term requirements and regional representation)
2019-2021 Chair – Mark Franz, Village Manager, Village of Glen Ellyn

The Committee on Professional Conduct is responsible for:

- Serving as a fact-finding committee to review ICMA ethics complaints or questions involving Illinois members
- Developing and carrying out education and training activities to promote the highest ethical standards of conduct
- Serving as the primary liaison with the ICMA Committee on Professional Conduct

If you are interested in serving on any of the above committees, please contact Dawn S. Peters by June 18, 2020 at dpeters@niu.edu or call her at 815-753-0923.



ILCMA Member Receive ICMA Credentialed Manager Designation:

Congratulation to Rudy Espiritu, Village Administrator, Berkeley who earned the ICMA Credentialed Manager distinction.

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.



**SUMMER CONFERENCE LUNCH & LEARN
WEBINAR SERIES**

TO STRESS OR NOT TO STRESS

Managing cities and counties in the time of a pandemic creates many stressors that we have not had to deal with before. Everything from how to keep citizens safe and healthy to trying to help local businesses stay afloat challenge our coping skills. The good news is that we can choose to be stressed or not to be stressed. As a result of this workshop participants will be able to:

- list and describe common stressors.
- recognize the physiological and psychological signs that they are experiencing stress.
- select and utilize appropriate strategies for managing the stress that they experience.

Presenter: Lesley Levin, Clinical Social Worker and former President/CEO, Behavioral Health Response

Addresses ICMA Practice Area 5 (Personal Resiliency & Development)

WEDNESDAY, MAY 27, 2020

11:30 AM - 1:00 PM

THE LUNCH & LEARN SERIES IS FREE

CLICK HERE TO REGISTER

ILCMA WEBINAR

ILCMA COVID-19 LUNCH AND LEARN FRIDAY, MAY 15, 2020 11:30 AM – 1:00 PM

As with many aspects of the COVID-19 environment, the topic of reopening municipal facilities to the public probably generates more questions than answers.

When will we open?

What services will we provide?

What will be different?

How will the community respond?

How will employees feel?

Join your ILCMA colleagues for a conversation and idea exchange – you will learn how some communities are planning to reopen. Share your ideas and questions. We're all in this together.

Addresses ICMA Practice Areas: 4 (Staff Effectiveness); 6 (Strategic Leadership); 8 (Policy Facilitation and Implementation); 9 (Community and Resident Service); and 10 (Service Delivery); 13 (Human Resources Management and Workforce Engagement); 14 (Communication and Information Sharing)

ILCMA's Professional Development Committee presents this complimentary webinar Friday, May 15 from 11:30 AM to 1:00 PM

[Click here to register](#)



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.

Take Control of Local Revenues Beyond Coronavirus

By Scott Shamberg, Azavar

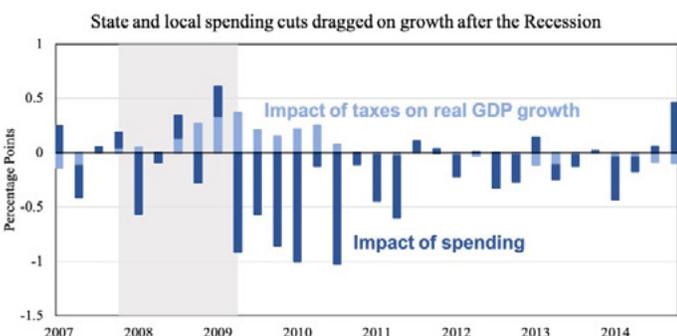
To say governments across Illinois, across the country – even around the world – are under historic pressure now is the largest of understatements.

Before mid-March, the pressure on local revenues was real and growing. Local governments like yours are asked to cut local taxes but not at the expense of better roads, flowing water and sewer systems, timely snow removal and much more.

But after the worldwide coronavirus outbreak, everything has changed for the worse. Businesses shutdown for weeks. Record unemployment rates. People ordered to stay home – killing the local sales and other business taxes that support your critical services and programs. According to a survey conducted by the National League of Cities (NLC) and U.S. Conference of Mayors (USCM), 88% of municipalities are anticipating a revenue shortfall.

What do you do to just stay afloat?

There is no one perfect answer, and the reality is it will take time to recover. Some will demand spending cuts and according to the same survey, 52% of respondents indicated that they are preparing to cut public services and reduce employment through either employee layoff or furloughs. However, based on experiences from the Great Recession, that will drag growth according to data from the Brookings Institute (see chart below). Multi-trillion dollar nationwide rescue packages (which are available to local governments) from Congress help. State lawmakers will need to do their part. But these local problems also demand local solutions.



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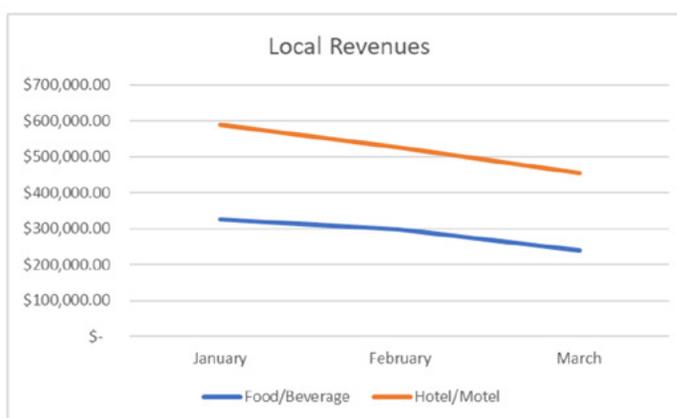
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Think Local: Partner with Your Businesses for Recovery

If there's one lesson for local governments' budgeting and financial management from the coronavirus crisis, it's this: diversify your tax base.

Communities with a heavy concentration of restaurants, bars, shopping centers and other destination retailers are hurting the most right now. Sales, gas and gaming taxes are bottoming out with no one there to shop, eat and play. Some retailers like grocery stores have seen spikes in interest, but none would tell you these uncertain times are the way to sustain a business. A data sampling from communities using our innovative LocalGov software illustrates the depth of the revenues problem below.



Sales and property taxes, of course, will always carry a heavy burden. But what happens when your businesses close and people move away?

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3 Quick Tips for Community Engagement

By Jeremy Shackett, Engagement Manager, Bang the Table

Across the country, local governments are turning to community engagement as a way to build trust with residents and improve the decision-making process.

Here are three quick tips for better engaging your community online:

1. Break down silos.

Online community engagement tools and approaches often vary by department. For example, multiple departments might have their own social media pages, the comprehensive plan might engage on a project-specific website, and the strategic plan might take comments through an embedded form. This siloed approach confuses your residents.

The Town of Parker, CO., increased engagement by 1,500% after switching from embedded comment forms on their website to Bang the Table's EngagementHQ platform. The main reason was because they hosted their community engagement projects from all departments on one central space, letstalkparker.org, rather than on hard-to-reach corners of their municipal website.

2. Focus on two-way dialogue.

Most local governments have robust tools for informing the public. Some have tools for listening to the public. Those who don't put themselves at risk by believing that merely informing the public is sufficient.

If you don't engage your residents, they will engage with each other, behind your back.

I once met with a city manager of a community of 15,000, who showed me an informal "[city name] Community Page" on Facebook that had over 8,000 followers. People in this group spread a (completely false!) rumor that the new City Hall being constructed was behind schedule and over budget. Because there was no dedicated space for two-way engagement, the city manager had no way of getting in front of the rumor without exposing himself to the angry mob on Facebook.



Policies that are developed in response to public engagement can be more aligned with on-the-ground conditions. Community engagement can shield your organization from costly lawsuits or project delays. Policies can be vulnerable to advocacy or interest groups that seek to advance their agenda or disrupt the process. Engagement can help hostile groups compromise and reach consensus, or eliminate potential issues before they grow into legal challenges.

3. Build a community database.

The best way to ruin a well-planned community engagement project is to have nobody to share it with. Local governments that prioritize building a database of participants are rewarded over the long-term. Put them in the database once, then re-engage them over and over again. Make this your goal. Avoid the temptation of short-term goals.

The Maple Ridge School District used Bang the Table's EngagementHQ platform to coordinate resources and childcare for families of essential workers during the COVID-19 outbreak, reaching 4,000 residents in five days. This stunning overnight success actually stems from their commitment to building a database of stakeholders, long before the COVID-19 outbreak. They built relationships before the crisis, so when the crisis did hit, they were prepared.

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Leading Through Crisis

By Dr. Shannon Sohl, Center for Governmental Studies and Beth Thomas, Change 4 Growth

States and local governments are supporting the public through great acts of heroism and strong leadership to maintain community stability and order as we deal with the Coronavirus pandemic and economic shutdown. Soon they will be transitioning from crisis management mode to change management (CM) mode once we return to "business not as usual". CM is a valuable approach to creating an atmosphere of greater partnership and peace in knowing how to proceed - preparing leaders and their organizations for necessary next steps.

While some resist change, others embrace the "new way" and thrive. The Coronavirus pandemic has forced us to abruptly change and adopt a new way of life as parents stay at home full-time with their little ones or, converted their dining room to a home office or classroom with a fully equipped kitchen. We've relied on Alexa for DJ'ing our playlists and providing any information we didn't want to Google ourselves; we depended on social media and technology to stay connected to loved ones, binged on Netflix and ordered food online or got local carryout as a routine rather than a luxury.

But seriously, those of us who have studied organizational change and change management understand that even though this new way seemed temporary, more lasting and even permanent changes will make their way into our work as we move forward. Other than bathing in Purell or quarantining with a box of donuts in your office, what are some helpful ways to adjust to your return to work, maximize productivity, and prepare for what might be an enduring change to business life? Here are a few tips:

1. Be Happy. First, be a bright light for others. Don't waste time discussing the negative aspects of the quarantine with co-workers. There are loads of tips on how to be fit and stay happy from my (Beth) book, *Powered by Happy*[1]. One of my favorite tips are "Hang with a gang that gets it". Surround yourself with positive people during negative times, they will lift you up when you are feeling down. It is critical that we support and encourage one another through this time. I have heard from numerous colleagues and friends who said they have read more of it in the last 3 weeks than since they bought it and how helpful it has been. TIP: Tell a funny story of your time away. Here's one from me (Shannon): My hubby asked if he should grab anything in particular at the grocery store for the house and of course I had 56 items for him (who doesn't love a good scavenger hunt?) with one of the items being veggies. Guess what

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he brought home? A bunch of packs of vegetable seeds. I guess we will have fresh veggies sometime this summer. I could have gotten angry with his little joke, but instead, now we have a fun outdoor activity and can look forward to home grown produce!

2. Encourage and Care for your Team. Not all team members will be ready to jump right in the game. Some deal with depression and were wounded by isolation. Some had to or still are caring for sick loved ones, and some may have been ill themselves or had other tragic life issues that took place during the quarantine. Be compassionate, encouraging and ask how you can help. Be sure to follow up where you are able or assist them in finding help when you cannot help. No matter what, people are the companies' number one asset and should be a priority.

3. Capture Creativity. Incite "competitive creativity?" That's right! Americans are scrappy and enjoy a good challenge. Tell others how you were creative and resourceful with one of your projects and how it will save your organization lots of money. We bet they will start thinking along those same lines. In fact, host a brown bag session and share ideas for increased efficiency, enhanced quality, cost savings or whatever challenges you were facing before the pandemic.

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Make Your Facility More Energy-Efficient

By Giulian Ferruggio, Sr. Marketing Analyst, ComEd

Energy-efficiency. It's probably not the first thing that municipal and county managers think about during the workday. As we all adjust to operating in these uncertain times, it's likely that other issues require immediate attention to accomplish the common goal of strengthening local government in Illinois. You're probably being asked to do more with less. How can you stretch your budget to accomplish your goals?

Let's put this another way. Energy efficiency can help you save money on building operating expenses, which will allow you to redirect savings to other projects and keep your priorities moving forward for the benefit of your constituents. Now that sounds a little more interesting, right?

That's exactly what the ComEd Energy Efficiency Program is designed to do – save you money and energy, so you can focus on making a difference in the communities you serve. Let's look at the kind of offerings that are available for ComEd's municipal and county customers.

- Facility Assessments – Often the first step on the path to energy-efficiency, ComEd offers free facility assessments to help identify energy-saving opportunities, from lighting and occupancy sensors to HVAC systems, chillers and motors. As a precautionary measure, in-person visits have been suspended temporarily, but you can still receive a virtual assessment over the phone, or we'll contact you to reschedule an in-person assessment at a later date.
- Lighting Upgrades – Newer LED lights use about 75% less energy and last 15 times longer on average than incandescent bulbs. ComEd offers instant discounts on commercial-grade LED lighting and exit sign products. Installation and replacement can be scheduled for off-hours and some lighting kits can be self-installed.
- Heating and Cooling Upgrades – Simple enhancements to your heating and cooling systems can improve comfort while reducing energy costs. We offer financial incentives and technical assistance to tune-up or replace inefficient HVAC units. Our goal is to have your system use less energy while controlling temperature changes more effectively.



- IT Closets – Keeping your critical IT infrastructure running at peak performance is a 24/7 requirement. We offer financial incentives and technical assistance whether you have a full-fledged data center or a small server closet. We can help you reduce energy use without sacrificing reliability or processing power.
- Building Optimization – Over time, public buildings can become less energy-efficient. As equipment ages, schedules change, and routine maintenance becomes less routine, energy gets wasted. We can identify no- and low-cost recommendations to improve the performance and reduce the energy use of your facility's systems and equipment.
- LED Streetlights – ComEd offers incentives for replacing streetlights with energy-efficient LED fixtures. LED streetlights deliver reduced operating costs, longer fixture life, and enhanced light control over legacy mercury vapor (MV) and high-pressure sodium (HPS) streetlights.

For more information on these and other offerings, visit ComEd.com/PublicSector, or send an email to: PublicSectorEE@ComEd.com. You can also call 1-855-433-2700 during normal business hours to speak with a ComEd Energy Efficiency Program representative.

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Corporate Partner Spotlight

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Healthcare Market Overview: The COVID-19 Impact

By: Mike Wojcik, Senior Vice President, The Horton Group

As we navigate through the COVID-19 (Coronavirus) pandemic, healthcare and health insurance (including reinsurance) finds itself in uncharted waters, focusing all attention on the nation's immediate needs and the care for millions to help them through these unprecedented times.

While the initial focus was to help individuals gain and afford access to screenings for COVID-19, fully-insured carriers and self-funded plans eliminated all barriers to care by covering the screening, including the site of screening, and ultimately the treatment for COVID-19; not subject to copays, deductibles, or coinsurance (self-funded employers' had to opt-in for treatment). This also applied to High Deductible Health Plans (HDHPs) with a Health Savings Account (HSA) without impacting the tax benefits of such plans. This was approved by the IRS on March 11, Notice 2020-15 (PDF). The main goal: eliminate barriers to identify, isolate, and treat infected members, to ultimately avoid the spread of the virus.

In the process, HSA plans beginning on or before December 31, 2021, were approved to include Telehealth and other remote services not subject to the deductible, courtesy of the CARES Act signed by the President on March 27, 2020. In addition, without an expiration date, HSAs were allowed to reimburse Over-the-Counter (OTC) medications without a prescription or doctor's note, and added menstrual care products.

The cost and future delivery model of healthcare is currently unstable as a result of COVID-19. Due to the contagion and overwhelmed hospital resources, many private practice primary care and specialty groups are distressed as they are prevented from performing their specialty for elective and primary care unless there is an extreme need. As a result, chronic care needs are now being serviced through Telehealth, Close to half of doctors are now using telehealth to treat patients compared to 18% just two years ago. This may become the new norm after we push through the pandemic. Healthcare delivery will change as we know it!

In the near term, our health plans show a slowing of claim spend unless the area develops into a hot spot for COVID-19 or other serious conditions requiring immediate care. Treatment for the most extreme cases of COVID-19 are approaching six figures, while moderate cases are in the \$30k to \$40k range. Of the extreme cases, most have been in the age 65+ category and will most likely be covered by Medicare.

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Rx has remained constant throughout, with some spikes from those taking advantage of 90 day fills for convenience and peace of mind. However, as the stress from the pandemic grows and takes its toll on our economy, financially impacting individuals, we see behavioral health claims including meds, on the rise. Express Scripts PBM noted a 34% increase in prescriptions filled for anti-anxiety and anti-insomnia medications in the month of March. Employee Assistance Programs (EAPs) and Telehealth services are also on the rise.

What's next? As we move from shelter-in-place (which at time of this writing was just extended with moderations through May in Illinois.), we will see a pent-up demand for surgeries and elective services return; putting surgeons, specialists and hospitals back in business while primary care in its traditional format could remain fractured for a while. Look for additional expense to come from return-to-work testing when developed. The Impact? Experts say there is not enough data to know the full impact of COVID-19 on Medical trend at this time, which may be true, but we know the cost will ultimately be absorbed somewhere.

The traditional drivers of healthcare costs still exist, but the spotlight has shifted for now. The discussion will continue after the COVID-19 pandemic settles, especially with this being an election year.

The Horton Group, a proud corporate sponsor of the ILCMA, would like to take this opportunity to say thank you to all first responders and to the entities who remain committed to the health and safety of our communities, especially during the Coronavirus pandemic.

Horton supports COVID-19 prevention best practices: social distancing, wash hands often and clean surfaces. For more information and resources, please contact Mike Wojcik @ 708-845-3126 or mike.wojcik@thehortogroup.com or visit Horton's COVID-19 Employer Resource Center: <https://www.thehortongroup.com/covid-19-employer-resource-center>.

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The Hidden Asset

By Brian Dieker

When you consider the assets that municipalities manage, some of the things that come to mind might include utilities, vehicle fleets, the people who work there, or even access to transportation networks and natural resources. There is one asset that is often overlooked, though. It is an underlying part of every major decision and has vast implications for public safety, revenue generation, and infrastructure maintenance – your data.

Why make data a priority?

When a local government's data is maintained with high quality across the organization, it creates new opportunities. Communities in the GIS Consortium, a group of local governments partnering in GIS and data management, were able to complete numerous high impact projects in the last year because of their high-quality data including:

- Recover revenue through comparison analysis of a master address database and vehicle sticker database
- Recover revenue by combining all fees owed to the municipality by address into a single, searchable view
- Lower insurance premiums through analysis and mapping for Public Works accreditation, Fire ISO ratings, and FEMA Community Rating System (CRS)
- Improve public safety through NG9-1-1 data creation and dispatch integration
- Increase visibility and confidence in infrastructure maintenance projects by using dashboards for things like hydrant flushing or catch basin cleaning

Because of the opportunities high quality data provides to municipalities to positively affect their organizations and residents, few would argue that it isn't important. The question is how do you do it well?

How can you make data a priority?

The most important thing a leader can do to make data a priority is to enroll key influencers in the vision and why it is so important. Those will include not only Department Heads and Supervisors, but also thought leaders at all levels who can help to shift the culture of the organization to achieve this. You can implement numerous strategies to improve data quality, but success will be short-lived if your entire team does not embrace the vision of data quality and its role in achieving and maintaining it.



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For example, an organization contracts a third party to survey all street signs in the community for location, type, and condition, and the contractor delivers a high-quality dataset. Without changes to their team's maintenance processes moving forward, the street sign data will immediately begin to degrade in quality just like it did before they hired the contractor to improve it.

What are the practical steps to turn this trend around? Here are a few to get you started.

- Set clear expectations with your leaders.
- Communicate consistently about the vision, why it is important, and how it will benefit everyone.
- Check in with your Department Heads about how they are cascading the expectations and vision to their teams.
- Engage your thought leaders to build a culture of data quality throughout the organization.
- Adapt your management systems so that they are aligned with the expectations including policies, job descriptions, performance review forms, and business processes.
- Reward and recognize teams who are taking the actions that will achieve the vision.

You have the power to make data an asset!

Your data is as vital an asset as the utilities you manage. If your organization struggles with building and maintaining high quality data, it can be difficult to see a path forward – but by committing to the goal of high quality data and taking those first steps, your team, residents, elected officials, and all the other stakeholders you serve will greatly benefit from the cascading effects.



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IML Managers Monthly Column

By: Walter Denton, City Administrator, City of O'Fallon

IML Managers Committee Report: Survival Tips for the Post-COVID World

We thought we knew how the year was going to go. Then COVID-19 happened. From now on, we will be talking about how the world was pre-COVID and how we do things post-COVID. We are still sorting through what that reality will look like, but it is certain that things will never be the same.

It is truly extraordinary how the world and the economy ground to a complete stop in a period of two weeks. Our budgets, capital projects, and developments suddenly thrown into chaos with no guidance on how to proceed. Revenue projections are dire. We have been thrust into teleworking and virtual meetings much faster than anyone expected and terms such as “social distancing,” “shelter in place,” and “flattening the curve” have dominated conversations.

Unfortunately, I have some experience in quarantines. I was diagnosed with cancer in 2013 and was forced to quarantine at various times during my treatments, including more than 100 days in the hospital, chemotherapy treatments, surgical procedures, multiple infections and a stem cell transplant. During that time, my family developed our own survival techniques and I hope they might help you as our world is faced with the COVID-19 pandemic.

Manage your expectations

Living through a cancer diagnosis and treatments can be like a roller coaster: good news then bad news then uncertain news. Your health and future are only as certain your next CT scan or blood test. When will the journey end?

It is easier to cope if you manage expectations so that you will not be disappointed and demoralized with each setback. We were always convinced that we would get through this horrible experience, but it would not likely be tomorrow, next week, or next month. We understood early on my cancer diagnosis was a marathon, not a sprint. For those of you who have read “Good to Great” by Jim Collins, this is known as the Stockdale Paradox.

You are not alone

Being isolated does not mean being alone. Enrich yourself and your relationships through intentional outreach to your family, friends, and environment. During my stem cell transplant, I was scheduled to live in a hospital room 30 days. That is the ultimate “shelter in place” in that my life was reduced to a 10 x 10 room and I had to wear a mask just to walk on the hospital floor. I understood early on that I needed to build structure into my days: I did yoga every



morning (no matter how rotten I felt), read a devotional book, stayed current with local and national news, and stayed in touch with family and friends (by phone, email, and FaceTime) to strengthen my relationships and reinforce that I am not in this alone.

Listen to the experts

There was a point in my treatment where there was no road map for what to do next. My doctors said that they had never treated anyone in my situation (sarcoma, stem cell transplant, sarcoma recurrence). So we looked at the possibilities, weighed the probabilities, and went with the option that had the greatest chance for success. I wasn't sure what I was getting into, but I am grateful for my doctor's candor, courage and determination. We also must rely on experts to navigate this COVID-19 crisis and must use their guidance to plan for our communities' recovery.

Acknowledge the heroes

I would not be alive without the efforts of countless people behind the scenes. First of all, I had incredible doctors and nurses who led me through my various surgeries, tests, and treatments. I also benefited from doctors who sponsored clinical trials that I participated in. I received blood and platelet transfusions from generous donors who are never recognized for their anonymous gifts. We were blessed with friends who helped with carpools and meals. Most importantly, I am alive because of the stem cells that were donated for my stem cell transplant. I will forever be indebted to my “brother from another mother” who shared his bone marrow when mine failed. I am living with his stem cells and immune system, and I am grateful for him and all of the other heroes.

As you know, there are numerous heroes amid this crisis. The most visible are the health care professionals and first responders who are risking their lives every day. But there are also the grocery store workers, small business owners, delivery shoppers, and supply chain workers who allow us to shelter in place.

continued on the next page

Give yourself something to look forward to

Even while we were in the middle of my treatments, we planned for what we would do when it was over. We arranged for a trip to visit my sister in Hawaii, we celebrated the end of each round of treatment, and we visited my stem cell donor in Wisconsin.

Similarly, we need to begin planning now for how we will reopen our communities and recover from this trauma. How will we provide safety and security in our public spaces and businesses when we come out of our shelters? Communities that prepare for the next phase will have a competitive advantage in the new reality.

Joy is contagious – use your situation to provide hope to others

While I would not want to go through this again (or wish it on others), we have tried to use our experience to help others. I don't feel like a hero, but people have expressed to me that they are inspired by my story. I have tried to pay it forward in numerous ways by volunteering for cancer organizations, raising money for cancer research (such as Swim Across America and Be the Match), and speaking to groups about my experience.

Our residents are counting on us for hope in this crisis. Local government is one of the most essential operations and reopening and recovery will be accomplished at the local level first.

You will be changed after this experience

The things you think are important before a cancer diagnosis are not the same things that are important after a cancer diagnosis. The thought of dying from cancer clearly refines your priorities. While my job was (and is) important, it is not more important than my family and the relationships I have cultivated over my lifetime. Suddenly, I wondered if I would see my children graduate from high school and college? Would I see them get married? Would I meet my grandchildren? Would I be able to retire and travel the world with my wife? These questions immediately generated much more gravity than before.

My family often references our lives as “Before Cancer” and “After Cancer,” as our family profoundly changed. We live differently and perceive ourselves and the world differently through the lens of cancer. In the same way, all of us will see the world differently through the lens of pre-COVID and post-COVID. Our positions as local government managers have thrust us into an opportunity to be leaders in our post-COVID communities.

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- 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!

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- 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).

Senior Advisor Column

Meet Your ILCMA/ICMA Senior Advisor Robin Weaver

Career in local government:

Q: What was your title(s)?

A: I have been a management analyst, assistant village administrator, village administrator, director of public works, interim finance director, interim community development director, interim fire chief.



Q: How long years do you have in the profession, before and after retirement?

A: 34 years up until retirement, then consulting with the Senior Advisor program and local government for the last six years (total of 40 years).

Q: Biggest challenges?

A: The two major issues that were challenging were budget cutbacks and personnel issues. Difficult employee issues that have political impacts and ramifications for other people in the organization.

Q: What advice would you give to an emerging leader or someone new to the profession (intern or analyst)?

A: Consider all your opportunities and apply yourself in lots of different ways and network. All these things will help you to learn more about what you want to do and which direction you want to go, because what you want to do may change over time.

Q: What advice would you give to current managers/administrators?

A: Make sure you're operating in accordance with the ICMA's Code of Ethics, read it at least once a year. Also, be committed to continuing education for you and your team. Realize your value to democracy and your organization. Sometimes people don't look up to see that they're really good at what they do and they're actually adding value. Take a minute once in a while to admire your work.

Q: One thing you wish you could've done differently?

A: Most people don't know that I was a MIT (Member In Transition). I wish I had seen some signs sooner in terms of that situation and been able to take more corrective action.

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Q: The most rewarding experience you had in your career?

A: I like to mentor and enjoy facilitating growth. Seeing other team members become better at what they do and develop and move up in their careers is very rewarding.

Q: What has your time as a public administrator taught you about people?

A: There's a variety of ideas and ways of thinking and that's useful. It's important to get the perspective of people who think differently and who have had different experiences than you to make the community better, which is everybody's goal.

Q: What has your time as a public administrator taught you about government and policy?

A: There is not a hard line between policy and administration. We certainly make recommendations based on policies or submit policy options for council to consider, they are not two separate things. Every manager has a different style too.

Q: Senior Advisors - Who are they? What can they do for you?

A: Senior Advisors are retired managers that volunteer to support members in the profession. We're less about technical know-how, and more about being a sounding board. We're very good at putting people together with resources. Sometimes resources are a webinar or article or an e-book from ICMA and sometimes they're other people.

We are good listeners, we can help clarify, direct you to resources, help with ethics queries or just thinking through things. Sometimes you just need to talk out loud with someone that understands what you're talking about, since we have vast experience. We try not to give advice but we're there to support and encourage our members and link them with resources.

A lot of people don't realize we're supported by our state board and ICMA. We're reimbursed for going to conferences or regional meetings. The state pays half and ICMA pays half. Our expenses are also reimbursed through member dues and sponsorships.

Personal interests:

Q: Where were you raised?

A: I grew up in an unincorporated area in the suburbs near Glen Ellyn, IL.

Q: What universities did you attend?

A: I went to NIU for my bachelor's degree in political science and my master's in public administration. I also teach an online Ethics course at Northern.

Q: Marital and family information? How many children? What do they do? What does your spouse do?

A: My husband's name is Jim, who is a retired high school special education teacher. I have three grown children and three grandchildren all under the age of three.

Q: What are your hobbies?

A: I have a passion for good local government, which is where the Senior Advising comes in. I also enjoy traveling and reading. I have traveled to about 25 countries, some of those with the profession because I've done work with ICMA and I'm on the International Committee with ICMA.

Q: What do you like to read?

A: Mysteries, although I joined a book club this year so I'm reading more of a variety of things. I just finished reading Where the Crawdads Sing by Delia Owens.

Q: Little known fact about you?

A: When I was 18, I was third in the nation in Judo.



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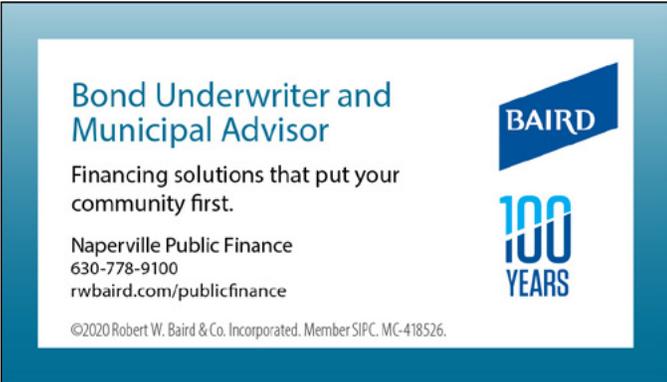
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Helping local government professionals navigate a complex world in a time of disruptive change

The following article is being published with the consent of the Midwest Leadership Institute. The Midwest Leadership Institute’s mission is “to present an educational experience with intellectual depth and substance that focuses on the individual as leader and the person as a whole to encourage participants to connect interpersonally and emotionally to better lead themselves and others.” The article below is a summary of a recent quarterly call that was open to past participants to provide continuing education.

COVID 19 and its Effects on our Emotions

April 1, 2020

The MLI Presentation Team of Dr. David Morrison, Dr. Daven Morrison, David Limardi, Bob Kiely, and Dawn Peters held a call-in event with past MLI participants to discuss the effect of COVID 19 on our emotions. The purpose of this paper is to summarize the concepts shared during the call as well as expand on some of the concepts discussed.

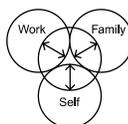
Some Context

You may have previously heard at a MLI seminar the old Chinese curse that says, “May you live in interesting times”. The quote has never been more apropos. What makes these “interesting times” different is we have become removed from our usual rhythms.

A fundamental truth about local government organizational leadership is its foundational goal to bring **order** and **predictability** to a politically based work environment that cannot be scripted or choreographed and is often subject to constantly changing perspectives based upon who is speaking and who is listening. The blessing and the curse of the work is that on any given day “anything can happen” and there is a need to embrace the unknown while continuing to bring order and predictability. This work can be emotionally, physically and spiritually exhausting, particularly in the midst of the most severe “interesting times” upon us now.

It is very important that we find ways to care for ourselves and our families in a very overt and disciplined manner. How we share and hopefully relieve the burden we feel is fundamental to our concentration and good judgment in the midst of this crisis.

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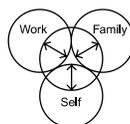
Four Basic Actions

There are four basic actions that should be considered during a crisis that is causing high anxiety and a severe lack of clarity in you, those you lead and the various constituencies you encounter. **First**, be in touch with reality even it makes you uncomfortable or causes negative emotions. The stress we are feeling as a result of the high anxiety around us and the lack of clarity around outcomes can diminish our effectiveness to deal with problems unless we can be in touch with reality, recognize the situation for what it is and be clear about what we can realistically accomplish as a leader. Schedule periodic reality checks with trusted advisors and also use as data the information you are getting about others you rely on to get the work done and their grasp of reality. **Second**, maintain structure. Structure is support, it is like eyeglasses for the mind. Try to maintain routines and rhythms around simple things like sleep, meals, meetings, exercise. Use structure to limit the amount of unrelenting stimulation which is causing negative emotions, anxiety and lack of focus. Those you lead need a tent pole to help keep them engaged and capable of performing the important tasks. You can provide that by maintaining structure and celebrating even the smallest of successes. This can help build the resiliency of the team or group. **Third**, have a specific plan for tending to yourself and your emotions. Feel your feelings and develop a plan for suppressing the desire to immediately act on them, particularly the negative emotions like anger, fear and disgust. Use your emotions as data and name it to tame it. Find a mind calming methodology like meditation, yoga, mindfulness, listening to your favorite music as a prescription. If you have a secret garden, either in reality or virtually, go there often to reset. Remember that humor can be a very healthy coping device but take care to do so in a way that is additive and not easily misunderstood. **Fourth**, communicate regularly with those you lead and stay connected with those who can help you manage your burden. Use technology to assist with the isolation we feel by seeing the people behind the voices and the soothing benefit of personal contact, even if it is on a screen.

Problem Solving and Control

Leaders are problem solvers by nature. The more difficult, chaotic and conflictual the situation, the more we feel the pressing need to solve the problem(s). Accept the frustration and guilt that you may feel but avoid the desire to over promise or provide false hope. Politics lends itself to such responses so remember that our role is to bring order and predictability to chaotic

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situations. You can only control what you can control. Be compassionate and empathetic but recognize that you are not responsible for the current condition. You cannot fix COVID 19 and all the resulting problems.

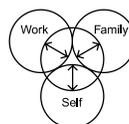
Lessons Learned from Leading during a Crisis

David Limardi and Bob Kiely experienced numerous crisis both personally and professionally, from small to the most severe. Based upon those experiences, you may want to consider the following observations from a personal and professional leadership standpoint. As Harry Kraemer, former CEO of Baxter International has noted, you have to lead yourself in order to be able to lead others. Many of the points build from the Four Basic Actions noted above.

Personal Leadership – 1. Do what is necessary to maintain your connection to reality. Schedule regular reality checks and use those you trust to assist you. Also, schedule time for self-reflection to assess your performance, assess the quality of your decisions and maintain self-awareness. Journaling can be therapeutic. Communicate with those who you know have a different point of view than you so you can see the situation with all its various facets and from all the different angles. Maintain a healthy fear of being wrong; 2. Maintain routine rhythms as noted above and use your secret garden to reset and recover; 3. Be true to yourself and your values. Remember that physical and mental depletion can cause individuals to abandon their values; 4. Use your emotions as data and develop your own personal plan for managing the internal chaos that your feelings can cause. A time of crisis tends to be a time of magnified shame. Take care to manage your own shame and consider the consequences when you see it manifesting in others. Consider the old Italian adage that “the calm is the virtue of the strong”.

Organizational Leadership – 1. Communication and context are crucial for those you lead. Set regular times to communicate with as much transparency as the situation allows. Reinforce the organizational culture, lead by example and find unique ways to keep energy levels up; 2. Consider that this is a Type Three Leadership Situation that Ronald Heifetz describes in the book “Leadership Without Easy Answers”. The current situation requires both intellectual and emotional challenges and changes, which means that you will have to help facilitate the required change. It is not the type of leadership situation that you can solve. The intensity of the emotions may cause the use of primitive coping mechanisms which must be anticipated. To exhibit some type of control, people make break well established rules or norms; 3. Consider

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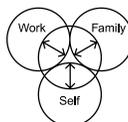
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that the inherent tension between the order and predictability that is sought in an efficient organization and the realities of politics will be intensified during crisis. Know that time is a thug over which you have little control as the immediacy of the politics may cause decisions that defy logic. Be prepared to deal with the resulting emotions: 4. Maintain your role. There will be a strong pull to get in the weeds in order to experience some positive feedback. You will likely see this in other decisionmakers, and you should be prepared for the consequences; 5. Control your transitions from one situation to the next. If you are feeling negative emotions from a certain situation, take the necessary time to shed those emotions before entering the next situation. You do not want to bring negative emotions to a completely new situation with a different audience; 6. Document lessons learned both during and after the crisis. Take time to plan for the new environment that will result from the crisis. As the Navy Seals say, “Develop the ability to see around the corner”. Consider principles that can be used in the next crisis; 7. Embrace new opportunities and ways of doing business that will manifest themselves as a result of this life-changing event. This pandemic is going to change us in ways we cannot currently imagine (like 9/11) and make bring about opportunities to do things differently than in the past. Virtual meetings may become the norm. Less face-to-face contact with the public may grow, making our interactions even more transactional. Think about it proactively and strategically and be ready for it so it does not overwhelm you and those you lead.

The MLI Presentation Team very much appreciates the opportunity to be of assistance in this difficult time. We have the utmost respect for the efforts of all the local government professionals as they navigate this crisis. We wish you all the very best and we are here to assist as needed. Please visit our website at midwestleadershipinstitute.org for information about future Midwest Leadership Institute dates.

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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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If you haven't already, consider other local taxes like expanding hotel-motel to cover short-term rental services, or ridesharing taxes, or even food and beverage taxes. More importantly, shift your mindset from tax collector to revenue manager. With the right support, some of these local taxes can be collected and administered easily electronically with detailed tracking reports providing the ultimate in transparency and accountability to ensure you're getting every needed dollar.

When Jason Ashmore, mayor of Sesser in southern Illinois, started using our system Localgov to collect food and beverage taxes, he noticed one local restaurant was lagging in sales. He visited with them, helped identify the problem, and quickly got them back on track. That wouldn't have been possible if Sesser wasn't collecting food and beverage taxes and using them to help support, not punish, the local businesses.

These will be difficult months ahead for many of your businesses' and your communities' budgets. We will be working closely with our clients to help them maintain their local revenues, identify the missing revenues and find the best path forward.

The best kind of solution to a local revenue problem is a local revenue solution. When you decide today to forge new partnerships with your local businesses to weather this most difficult storm, there are experts ready to help connect the dots as you rebuild and set on a new path to protect you for the next time disaster strikes.

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4. Determine New Demand. Assess the status of your projects or services and determine how you will adjust to meet new demands or unmet needs (increased, decreased, temporary, or permanent).

5. Strategize and Collaborate. Think strategically and collaboratively now more than ever. Reach out to surrounding organizations and seek ways to share resources to serve the public.

6. Evaluate Budgets. Know what resources you have to work with. What were the impacts on your budget? What does your new forecast look like? Where might new resources be needed? Where might resources be shifted from? Odds are you will need to make some major adjustments to your budgets.

7. Evaluate Availability of IT. Assess your information technology as it was able or not able to support those working remotely. Was it enough? Was it sufficient but training was lacking? What kinds of feedback did you receive from your teams as the remote situation unfolded? It may be necessary to re-evaluate your current IT and communication tools and look at emerging trends in connectivity and collaboration.

8. Evaluate Use of IT. Evaluate your employees' access to information. It's one thing to be able to log into systems remotely, but it's another thing to have the information in an electronic format as opposed to being locked up in file cabinets back at the office. Did employees utilize the communication technologies and platforms available to them effectively? Consider a quick survey to evaluate what worked and what didn't and be sure to crowd source creative solutions that might have arisen organically as people got scrappy.

9. Critique Internal Communications. Determine how isolated from work employees felt. It's not enough to have access to data and systems; people still have an innate need to feel connected and part of the team. Was communication an issue? If so, what can you do differently next time or going forward when telecommuting is required to make sure people are getting the right messages at the right times?

10. Identify Benefits Impacts. Evaluate the adequacy of employee benefits. Were benefits sufficient to meet the needs of your employees? If not, what alternatives, if any, are there to sustain your employees? Even if your current budget doesn't allow for adjustments, consider phasing in future enhancements if necessary.

11. Consider Making Temporary Changes Permanent. Have new ways been identified to serve the public? If so, do your existing people, policies, processes, systems and pocketbook support an alternative approach? If not, consider an updated strategic plan and a thorough organizational assessment before sinking resources into practices that were recently replaced with new practices or operating models.

There is a lot we can learn from how we manage a crisis, lead through change, and guide our companies through troubled waters. Let's make this a learning experience and be better prepared as people and as leaders, to practice what we preach and walk the walk next time we encounter a crisis.

[1] Thomas, B. (2010). Powered by Happy: How to Get and Stay Happy at Work (Boost Performance, Increase Success, and Transform Your Workday), Sourcebooks.

Originally posted at <https://www.change4growth.com/ideas-4-growth/2020/4/3/leading-through-crisis-part3>

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.

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	timothyridder@hotmail.com	309-236-0929
Darin Girdler	dgirdler@gmail.com	618-971-8276
Thomas Thomas	thomasedwinthomas@yahoo.com	
Heather Kokodynsky	hkodynsky@aol.com	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
phillipsjohn99@gmail.com

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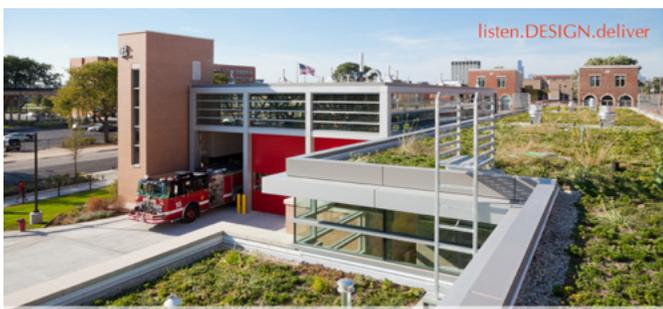
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Executive Director/Editor
Dawn S. Peters
Phone: 815-753-0923
Fax: 815-753-7278
dpeters@niu.edu

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Contact information for Senior Advisors:

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

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

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

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

