



October 2020

Illinois City/County Management Association

ILCMA news

Volume 16 No. 3

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/>



Oct. 9
IAMMA New Member Mixer
Virtual via Zoom

Oct. 14
ILCMA Professional Development Webinar Emerging Business & Economic Development Trends: A Multi-Industry Perspective

Oct. 15
Metro Manager Webinar Pension Consolidation Update by Brad Cole

Oct. 28
ILCMA Professional Development Webinar

President's Column

ILCMA Professional Development Committee Update

By Maggie Jablonski, Chair, ILCMA Professional Development Committee and Assistant Village Manager/Director of Communications, Elk Grove Village

Urgency was the prevalent feeling at the ILCMA Professional Development Committee meeting in July. The Committee meets every summer to select upcoming topics for professional development, and this year every topic seemed to speak to an immediate challenge facing our communities. How do we keep our communities connected when the pandemic limits in-person contact? What can we do to support businesses facing unprecedented challenges in an unpredictable economy? How can our communities respond to protests across the nation calling for social justice and police reform?

During times of adversity, members of our profession are called on to advise, to plan, and to lead our communities. Professional development is one of the tools that helps us do so effectively. And therein lies another challenge for 2020-2021 programming. It's not feasible to hold in-person sessions, but virtual participation is simply not the same experience (as those of us with kids in school are well aware of by now).

continued on next page

Instead of the usual format of monthly professional development sessions, this year the Committee is planning to host 60 minute webinars, with a typical start time of 11:30 a.m. and a registration cost of \$15. The shorter time is intended to allow attendees to remain focused while participating from the office, where there are so many other demands for attention. With numerous pressing topics, we're also taking the opportunity to offer a few additional sessions, and we're looking to learn best practices from other organizations to make remote participation effective and engaging.

On behalf of the Professional Development Committee, I invite you to find new ways to engage members of your organizations in these topics. For just \$15, you can host an entire group of employees for a seminar at your own facility. With sessions limited to an hour, why not ask the group to stay an extra 30 minutes? You can have an internal discussion/planning session right after the webinar, while the ideas and possibilities are still fresh.

This will not be a typical year for any of us, in any aspect of our lives. But in service to our communities, and to our membership, we can continue to be effective by focusing on what is possible.

ILCMA Board Needs Membership Input for Three-Year Strategic Plan Development!

The ILCMA Board has enlisted the help of the ILCMA Membership Services Committee to develop a survey that gathers member input regarding ILCMA programs and services. This survey is distributed to our membership once every three years; your time and participation will be very much appreciated. Your feedback will assist the ILCMA Board and the Secretariat plan programs and services. It will also help the Board create our organization's strategic plan in early 2021. Please complete the electronic survey by going to:

<https://www.surveymonkey.com/r/WTQFJJZ>
deadline: Oct. 28, 2020

THANK YOU FOR YOUR FEEDBACK AND PARTICIPATION!

Local Government Survey: Public Libraries' Role in Building Smart Communities

The Center for Technology in Government (CTG UAlbany), which is part of the University at Albany, State University of New York is conducting a survey titled in "Local Government Survey: Public Libraries' Role in Building Smart Communities". The survey was distributed via email to a sample of local government IT professionals, administrators, clerks, etc. throughout the United States.

This survey is part of CTG's Institute of Museum and Library Services (IMLS) funded project titled "Enabling Smart, Inclusive, and Connected Communities: The Role of Public Libraries". The outcome of the project is designed to benefit public libraries, local governments, and their communities by:

- Increasing and sustaining relationships and collaborations between public libraries, local governments, and community organizations.
- Designing and developing new and replicable resources to guide libraries as community anchors in smart communities, and
- Providing libraries with numerous resources and ideas for new programs and services contextualized to the specific issues and interests of their own communities.

Local government responses to the survey will help better understand that in the perspective of local government, what role public libraries play in smart city/community initiatives. If you have received the survey invitation, please complete it by Oct 30, 2020.

If you have any questions or concerns, please contact the project's research assistant, Xiaoyi Zhao-Yerden at xzhao6@albany.edu. If you would like to know more about the project, please visit: <https://www.ctg.albany.edu/projects/imls2017/>.

Welcome New Members

Anthony Cervini, CPA, CFE, Partner, Sikich LLP
Sean Flynn, Undergraduate Student, UIC
Cheyanne Pincsak, Management Intern, Northern Illinois
University Department of Public Administration
Jhanee Selvie, UIC, Student
Isaac Work, Graduate Student, University of Illinois
at Chicago

Who's Who Directory Update

Christopher Walton was appointed as the new village administrator for the village of Savoy. He previously worked as the Assistant to the City Manager for the City of Champaign.



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](#)



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.

Fostering Resilience as Employees Return to the Workplace

by Mitch Gold, Ph.D.; Gallagher Managing Director and Senior Advisor — Engagement Surveys; Human Resources & Compensation Consulting

The survival of an organization during a crisis is dependent on resilience of its team members, as well as its leadership. Resilience is simply the ability to regulate to a state of normality. Organizations exhibit resilience by learning to adjust to adversity and, in the process, strengthen the capacity to overcome future challenges.

What does resilience look like for employees? Gallagher research characterizes resilience as:

- The ability to gain the support needed when work becomes overwhelming
- The ability to utilize established effective ways of managing stressful situations
- Feeling supported by colleagues when stressful situations occur

Now more than ever, cultivating genuine social support and interpersonal connection is critical. Recently, research showed important links between resilience and its impact on burnout and engagement. Engaging your employees is the end state goal.

When employees are engaged, they are in a pronounced state of effort, pride and passion, which fosters a mutually committed relationship between employees and organizations. It's widely known that remarkable things happen for organizations when more of their employees are engaged. Outcomes such as heightened performance, improved customer experience, better sales, or simply having more employees "present" in their jobs every day as opposed to emotionally checking out or leaving the organization.

As organizations ready their workforces to return to the workplace, measuring and understanding how to positively influence engagement is essential.

As positive as that sounds, our research shows that when employees start to feel burned out, this feeling of engagement starts to erode, as do positive business outcomes.

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To learn more, contact:

Shawn Hamilton
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Client Development Specialist
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tyler_feeney@ajg.com



What is burnout? Simply put, when employees feel burnout, they feel:

- Emotionally or physically exhausted
- Cynical toward the organization or leadership
- Depersonalized from the organization's mission
- Lack of self-efficacy or control over the work they perform

Burnout is about the work, and can truly have a detrimental effect on an organization's workforce. The good news is that resilience has a dampening effect on burnout. Can it totally eliminate the burnout employees feel? No; however, resilience can significantly reduce burnout's negative effects on employees and help preserve their engagement.

More than ever, resilience is imperative for the wellbeing of employees and their organizations. Think of the potential burnout risk via exhaustion and loss of control that front-line healthcare workers likely feel in a time of pandemic.

So the question becomes, what can be done to help build resilience and a greater sense of wellbeing among employees, especially as many gear up to return to the workplace? While some of an individual's ability to cope and bounce back is certainly inherent, there are other levers that help drive resilience.

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Corporate Partner Spotlight

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Building Maintenance in Uncertain Times

By Kelsey Skager, Marketing Coordinator, Kluber Architects + Engineers

Nothing flips a plan on its head like a global pandemic. Just when states and municipalities thought they had a solid approach for planning their deferred maintenance projects, everything changed in an instant. But that doesn't mean all hope is lost. In fact, it may be more important than ever to have a detailed building assessment, or a K-4 plan, completed for your properties.



What is a K-4 Plan?

A K-4 plan is an assessment of an existing building that adopts a model of continual improvement while assessing its current state. The plan provides a prioritized list of what to fix or replace, in addition to recommendations for adopting new technologies in a measured state. Maintaining status quo does not allow for new technologies or addressing obsolete buildings.

These evaluations are key when it comes to planning the future of a local community. Properties are what makes up cities, villages, and towns. Providing realistic expectations about the lifecycles of these buildings is a crucial component to a fiscally-responsible maintenance schedule.

The Benefits of Investing In a K-4 Plan

K-4 plans should be completed in advance of a project so proper budgeting can occur and stakeholders can provide input.

Some other reasons to conduct a K-4 plan includes:

1. Budget Planning
2. Prioritizing Repairs and New Technologies
3. Understanding Safety Necessities
4. Managing Expectations of Community Members

Budget Planning

When a building is assessed, experts evaluate the state of its existing structures. This includes not only the exterior of a building, but also other systems like plumbing, electrical, and fire protection.



As part of your building assessment, you will also be provided with a cost estimate for recommended repairs. These cost estimates are an absolute necessity when it comes to having city or county budget planning meetings. The information arms board members with the information they need to make informed decisions with taxpayer dollars.

Prioritizing Repairs and New Technologies

Aging buildings can seem like a huge undertaking when there are multiple repairs needed. Trusted experts will be able to evaluate each area of your building and prioritize its repairs on level of urgency or importance.

For example, some repairs may need to be completed within one year of the assessment, such as roof repairs or Americans with Disabilities Act (ADA) requirements. General renovations like painting might be rated a lower priority because of the lower level of impact on safety.

Understanding Safety and Security Necessities

Not all repairs are for aesthetics. A trusted team of experts will be able to help you determine which repairs have safety implications and require repair sooner rather than later. Something that seems as benign as a crack in a walkway can pose significant safety hazards.

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Corporate Partner Spotlight

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Retail Metamorphosis: Planning for Retail Space in a Post-Pandemic Era

By Caitlin Johnson, AICP, Project Manager, SB Friedman Development Advisors

While many Illinois retail tenants were experiencing declining sales even prior to COVID-19, the global pandemic and associated stay-at-home orders have accelerated the shift to e-commerce. Many households that had been reluctant to embrace e-commerce are now taking advantage of technological advances and new ways to consume while reducing their risk of COVID-19 exposure. Preliminary national quarterly retail sales data from the Census Bureau indicates that e-commerce as a percent of total sales has grown significantly from 10% to 13% during the first six months of 2020 compared to the same period in 2019, representing an increase of 30% in year-over-year e-commerce sales. This surge in e-commerce is anticipated to alter the retail landscape and impact the demand for brick-and-mortar retail space in the years to come.

As the future of retail post-pandemic is uncertain, it is expected that many shopping centers throughout Illinois could struggle. Although convenience-oriented and entertainment retailers may see a resurgence post-recovery, larger traditional shopping centers and malls could experience a rise in vacancies due to the ongoing pandemic, e-commerce pressures and reduced brick-and-mortar retail demand. As retailers right-size their footprints, vacant shopping centers may struggle to attract tenants resulting in dark boxes with no viable retail tenant.

Downcycling is a natural response to vacancy. However, depending on local market conditions and physical constraints, some space may shift to non-retail tenants, like industrial and medical uses. The following uses are seeing growth due to COVID-19:

- **Industrial.** The rise in e-commerce has disrupted industrial warehousing and transformed the space requirements of the transportation, distribution and logistics industries. While gateway and multi-market distribution facilities tend to be newer, larger and located at key transportation hubs, there is a growing need for city and last-mile distribution facilities that are small to mid-sized. In some markets, there is opportunity to convert vacant retail boxes to fulfillment centers. Although not all retail boxes are appropriate for industrial use, many freestanding big-box stores located near population centers offer high ceilings, large parking lots and loading docks that can be retrofitted to meet warehouse needs.



- **Healthcare.** While traditional hospital and medical office space will still be needed in the future, many healthcare networks are moving to a hub-and-spoke model to offer more services in non-hospital settings to lower their costs. This shift, along with technological advances and altered consumer preferences due to the pandemic are impacting the location and format of real estate for healthcare. These "medtail" users typically desire easily accessible multi-tenant buildings in close proximity to population clusters, making many multi-tenant retail centers prime locations for certain low-acuity healthcare services. Depending on the services provided, space requirements could vary from 2,000 square feet to mid-size box.

While many communities are concerned about diminishing sales taxes, there is an opportunity to unlock significant economic and social benefits by planning for the transformation of retail space that would otherwise sit vacant. Although not all vacant retail spaces are candidates for adaptive reuse, understanding which spaces are more attractive for industrial and/or medical use can help communities support thoughtful use conversion. To plan for these changes, local governments can:

- Conduct a market study that assesses the performance and health of their retail assets in the broader regional and national context, estimates local consumer spending patterns and potential, and identifies market-feasible uses for the future;
- Work with planning, zoning, public works and other departments to address zoning, traffic and other challenges associated with adaptive reuse; and
- Consider public-private partnerships to support extraordinary costs associated with retrofitting space.

continued from page 4

Fostering Resilience

Gallagher's recent research in a number of large organizations across multiple industries reveals the following cultural elements have a positive impact on resilience:

- Trusting people with whom one works
- Maintaining reasonable workloads
- Understanding what one needs to do to be successful in one's job
- Feeling comfortable reporting safety issues

Considering the potential anxiety employees might have about returning to the workplace, it is easy to see how each of these drivers could play a critical part in simultaneously enhancing resilience and reducing anxiety.

The impetus for success in creating a more resilient workforce rests with leaders and managers. They have both the challenge and opportunity to build a more resilient climate as organizations ready themselves to return to the workplace. Addressing distribution of work, clarity of role expectations, mechanisms for reporting safety concerns, and fostering environments of trust and accountability are strong pillars for the resilient climate employees will need as they eventually return to the workplace.

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Building Maintenance

Other areas of maintenance recommendations may include technology-based suggestions like enhancing a building's keyless entry security system or installing security cameras. You can never be too careful!

Community Member Expectation Management

After a K-4 plan is completed, community and board members are brought up to speed about the current state of facilities and what level of investment is needed to improve them. This high level of clarity can do wonders in managing community expectations. When taxpayers see that funds are being directed toward a repair, they can always reference the K-4 plan as a source for their decision-making.

Making Your Building Better

At its core, the K-4 assessment is focused on making your building better. Whether it's enhancing energy efficiency through LED lighting or preventing future repairs through weather-proofing, K-4 plan recommendations make the difference between a solid, usable space and a neglected one.



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IAMMA New Member Mixer

Friday, Oct. 9th, 7 pm
Zoom

(you will receive meeting details upon registration)

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UPCOMING FREE WEBINARS

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Charting Your Future: Developing Your Personal Strategic Plan

Thursday, November 12

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Center for Governmental Studies

Outreach, Engagement and Regional Development

NIU Center For Governmental Studies Helps Rural Illinois Communities Adapt, Respond and Carry On

The Northern Illinois University Center for Governmental Studies (CGS) recently released three policy profiles that will help civic leaders better understand and shape the future of localities in Illinois. These profiles all respond to significant demographic and economic realities that are shaping the present and future of Illinois: rural areas in the state are seeing a decline in the overall number of residents, a variety of communities are seeing a shift towards older populations, and communities are facing a number of fiscal management and economic challenges which also come with opportunities. The policy profiles are available in full at go.niu.edu/policyprofiles.

While current population shifts are concerning for community leaders, particularly in relation to worker shortages and tax revenue, CGS researchers also see many ways for communities to respond creatively to adapt and succeed in the face of these challenges.

The first policy profile, a case study of Dixon, Illinois, explores the major challenges facing rural communities in the 21st century, especially the loss of manufacturing jobs and the aging of the rural population. Dixon serves as a model for medium-sized rural communities because this active regional hub, home to about 15,000 residents, has employed a successful planning and development model focused on enhancing quality of life to retain and attract residents, especially young families and retirees.

According to the profile's authors, Norman Walzer and Danny Langloss, the experience of Dixon "offers other rural Illinois communities both a reason to be positive about their future and useful insights into a process of change to make that future possible." In particular, Dixon has quickly shifted its focus from job creation to quality-of-life enhancements, which are attractive to workers increasingly willing to work at home, telecommute or commute longer distances.

The second policy profile focuses on helping local governments understand the growth in their senior populations. The profile's authors, Norman Walzer, Mim Evans and Andy Blanke, write that, "By 2029, residents

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*Advancing Civic Leadership.
Navigating the Future.*

October 1, 2020 — Online

Non-profit Compensation: How to create a plan that impacts (NEW)

October 8, 2020 — Online

HR Management: Strategies for Handling Difficult Conversations (NEW)

October 14, 2020 — Online

Conflict Essentials for Stressful Times

November 18, 2020 — Online

Smart City Managing Your 5-G Future

December 8, 2020 — Online

New Civics and the Impact of Globalization

CLA Courses Qualify for ICMA's Voluntary Credentialing Program



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HORTON

65 years and older could represent 25% or more of the population in as many as 23 rural Illinois counties — a substantial increase from only five counties in 2019.”

While an aging population can create challenges, the profile’s authors nonetheless see potential for rural areas to “accommodate growth in elderly populations and provide opportunities for them to help stimulate local economies.” The profile notes that the same elements that make a community most attractive to older residents are also appealing to all age groups: “Safe neighborhoods, walkable environments, access to recreation and entertainment, affordable housing, and educational opportunities are desired by many residents, regardless of age.”

The third policy profile focuses on the changing fiscal landscape. It offers strategies municipalities can consider to effectively fund local services in the face of shifting demographics and thus a changing tax base. By examining property tax structures in Illinois and other states, the profile’s authors offer some creative approaches communities might use to fund local services while relieving pressure on local property taxes.

The NIU Center for Governmental Studies serves local governments in an advisory role and is available to help municipalities and counties respond, recover and even prosper during challenging times.

“Our teams at CGS have been objective and knowledgeable partners with communities and state agencies across Illinois. We collaborate with them to analyze the past and present, and build on their strengths and capabilities to continue to serve and succeed,” says CGS interim director Greg Kuhn.

These three policy profiles are an outgrowth of the center’s 50th year anniversary celebration conference, which occurred this past fall. They are available at go.niu.edu/policyprofiles. Learn more at cgs.niu.edu.

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The ILCMA Professional
Development Committees Presents:

Emerging Business & Economic Development Trends: A Multi-Industry Perspective

A Zoom Webinar | October 14, 2020 | 11:30 AM-12:30 PM

What's next in this ever-changing business environment? A panel of economic development and business professionals will walk through emerging retail and commercial trends, potential impacts to projects, and investor requirements. Ideas will be presented on what communities can do to understand and address new trends and changes.

Addresses ICMA Practice Areas 6 (Strategic Leadership) and 10 (Service Delivery)

Panelists will include:

John Melaniphy, Director of Economic Development,
Village of Niles

Jennifer Tammen, Senior Manager, Ernst & Young

Jeff Taylor, Crafts Technology

Registration \$15

Student members and

MIT's are free

Register at www.ilcma.org/events/1014

by October 13th

RESILIENCE

By Steve Carter, ILCMA/ICMA
Senior Advisor

“Psychologists define resilience as the process of adapting well in the face of adversity, trauma, tragedy, threats, or significant sources of stress — such as family and relationship problems, serious health problems, or workplace and financial stressors. As much as resilience involves ‘bouncing back’ from these difficult experiences, it can also involve profound personal growth.”

– American Psychological Association (APA)



OK, let's admit that we are stressed. But we are not alone. Our family is stressed. Our workplace is stressed. Our community is stressed. Our nation is stressed. Face it: our entire world is stressed due to the pandemic.

Since March you have been faced with thousands of decisions. What can be done as more citizens are infected by COVID-19? Are the indicators getting better or worse? What about the local economy as businesses close? What about the citizens who lost their job and source of income and now face hunger and even the loss of their home? What about schools? What about your employees and your ability to continue to provide basic services? What about new guidelines, programs and regulations that seem to change every day? What about your city council, who want to do something to make everything better? And, what about the longer term challenges? What about you, working long hours to address the challenges that every new day brings, and how to keep your family safe? It stresses me just to think about all you have been dealing with.

“If you are going through hell, keep going.” Winston Churchill

Sure we are living in unprecedented times. But, humans have this wonderful ability to adapt, to be resilient. Think of your parents and grandparents and what they lived through—the Great Depression, World War II, the Korean War, the polio epidemic, urban riots, the Vietnam War. They adapted and you can too.

Resilience is underappreciated. Resilience is a key part of being a local government manager. Issues and problems are a regular part of your work. Today it may be a problem a council member brought to your attention, expecting that you get it resolved. Tomorrow, it may be a complicated personnel issue or collective bargaining issue. Next may be a neighborhood issue or a customer service problem. And, of course, there always seems to be an impending budget problem. You deal with these on a regular basis, working through issues as they develop, and moving on. Not so much dwelling on past problems as refocusing your energy on the next challenge. It is all part of your job, making your community better, helping our form of government be effective.

Life in the pandemic has been a bigger challenge with more uncertainty about when and how it will end.

For that reason, it is important for you to continue to rebuild or re-energize your resiliency. The APA suggests 4 actions:

1. Build your connections. Reach out to empathetic, positive people that you know who understand your situation and can provide support, such as family, friends, peers and senior advisors.
2. Foster wellness. Take good care of yourself with a positive lifestyle, including good nutrition, adequate sleep, hydration, and regular exercise. Prayer and meditation may help also.
3. Find purpose. Set some realistic goals and be proactive.
4. Embrace healthy thoughts. Be realistic and accept that things have changed, but most importantly, stay positive and be optimistic about the future.

As you demonstrate resiliency, it provides hope and direction for those with whom you work, the city council and the entire city organization. This is why your leadership has been and continues to be so important to your community. You can do it!

“We are not a product of what has happened to us in our past. We have the power of choice.” Stephen Covey

Congratulations to the following ILCMA members who received an ICMA Service Award at the ICMA Annual Conference:

10 Year Service Award

Brian Bourdeau, Village Administrator, Gilberts
Wendy Ferrill, County Administrator, Tazewell County
Clay Johnson, Village Administrator, Lindenhurst
Andrew Lichterman, Assistant Village Manager, Deerfield
Charles Meyer, Assistant Village Manager, Lincolnwood
Brian Mitchell, Village Administrator, Glenwood
Rob Sabo, Assistant City Manager, Highland Park
Hadley Skeffington-Vos, Deputy Village Manager, Niles
Jeannine Smith, Chief Administrative Officer, Lakewood
Nicholas Wyatt, Assistant Village Manager, Skokie



20 Year Service Award

Barry Dykhuizen, City Administrator, Morrison
Matthew Formica, Village Manager, Glenview
Richard Keehner, Jr., Village Manager, Village Park
Jim Keim, Village Administrator, Antioch
Michael Marzal,
Gavin Morgan, Township Manager, Oak Park Township
John Nevenhoven, Village Administrator, Elburn
Matthew Roan, Deputy Village Manager, Elk Grove Village
Peter Vadopalas, Assistant Village Administrator, Mundelein
Joan Walls, Deputy City Manager, Champaign

25 Year Service Award

Richard Boehm, Village Manager, Palos Park
Walter Denton, City Administrator, O'Fallon
Karie Friling, Village Manager, Homer Glen
Kathleen Gargano, Village Manager, Hinsdale
Carl Goldsmith, Director of Public Works, Lombard
Paula Hewson, Assistant Village Manager, Schaumburg
Michael Jacobs, Deputy Village Manager, Palatine
Thomas Mick, Village Manager, Park Forest
Jeffrey O'Dell, Village Administrator, Roselle
Donald Owen, Deputy Village Manager, Glenview
Roy Witherow, Assistant Village Administrator, Lake Zurich

30 Year Service Award

Michael Cassady, Village Manager, Mt. Prospect
Anne Marie Gaura, Village Manager, Lincolnwood
Margaret Halik, Assistant Village Administrator, Woodridge
Pamela Reece, City Manager, Normal
Ingrid Velkme, Village Manager, Western Springs

35 Year Service Award

John Coakley, City Administrator, Warrenville
John Lobaito, Retired
Richard Nahrstadt, Village Manager, Northbrook

40 Year Service Award

Conrad Kiebles, Village Administrator, Orland Hills
Mark Masciola, Village Administrator, Forest View
Alan Zordan, Director of Community & Economic Development, Mokena

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IML Managers Monthly Column

by Patrick Ulrich, IML Managers Committee Chair, City Manager, Peoria

The Illinois Municipal League (IML) held its Board of Director's Meeting and Annual Business Meeting at the Hyatt Regency Chicago on 26 (the first in-person meetings at the Hyatt since the pandemic started in March). On September 26, IML members from across the state unanimously voted to adopt 15 resolutions, which address important municipal issues, during the IML Annual Business Meeting.

These resolutions will help guide IML's advocacy both at the state and federal level. The titles of each resolution are:

- Congratulating IML President Leon Rockingham, Jr. for his Leadership of the Illinois Municipal League in 2019 and 2020
- Urging the General Assembly and Governor to Oppose Cuts to Shared Revenue Sources and Restore Full and Consistent Funding of all Local Revenues
- Urging the General Assembly and Governor to Reamortize Downstate Public Safety Pension Funds
- Urging the Illinois Congressional Delegation and the U.S. Congress to Pass COVID-19 Relief Legislation with Direct Unrestricted Aid to Local Governments
- Urging the General Assembly and Governor to Pass a Reasonable Lead Service Line Replacement Law that Includes Capital for Implementation
- Urging the General Assembly and Governor to Include Municipal Representation in any Legislative Efforts to Address Policing Reforms
- Urging the General Assembly and Governor to Protect Municipal Interests in any Proposed Changes to the Small Wireless Facilities Deployment Act
- Urging the General Assembly and Governor to Extend Liability Immunity to Municipalities in the Event of a Cyberattack
- Encouraging the Illinois Congressional Delegation and the U.S. Congress to Preserve Qualified Immunity
- Urging the General Assembly and Governor to Protect Municipal Interests in any Legislative Efforts to Provide Property Tax Relief
- Urging the Illinois Congressional Delegation and the U.S. Congress to Pass a Capital Infrastructure Program
- Supporting the Protection of Local Authority
- Urging the Federal Government to Empower Municipal Decision Making
- Directing IML Staff to Monitor the Activities of Influential Policy Organizations
- Urging the Illinois Commerce Commission and Federal Railroad Administration to Address Railway Infrastructure



IML Plans for Veto Session

The General Assembly's Veto Session is scheduled from November 17 through November 19 and from December 1 through December 3. IML will be focusing on 3 specific legislative initiatives when the Illinois General Assembly convenes for the fall Veto Session: reamortizing public safety pension funds; exempting local pass-through revenues from GATA; and policing reform.

Public Safety Pension Fund Reamortization

HB 5799 (Rep. Spain, R-Peoria)/SB 4000 (Sen. Castro, D-Elgin)

The Illinois Municipal League (IML) requests the reamortization of the downstate public safety pension funds. Article 3 and Article 4 of the Illinois Pension Code, governing downstate police and firefighters' pension funds, respectively, require that the annual municipal employer contribution to a public safety pension fund includes an amount sufficient to bring the total assets of the pension fund up to 90% of the total actuarial liabilities of the fund by the end of municipal fiscal year (MFY) 2040. This represents the shortest amortization schedule when compared to other statewide, state-administered and Chicago-based funds, despite having better funding ratios (excluding Illinois Municipal Retirement Fund). Reamortization of these funds will statutorily place them in line with other funds and provide immediate financial relief to affected communities.

Exempt Local Pass-Through Revenues from GATA

HB 4215 (Rep. Smith, D-Chicago)/SB 2284 (Sen. Manar, D-Bunker Hill)

IML requests exempting Motor Fuel Tax and other local pass-through revenues distributed by formula from provisions of the Grant Accountability and Transparency Act (GATA), specifically also exempting all COVID-19 federal and state funding distributions. The onerous administrative

continued on page 18



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

- 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).

continued from page 16

burdens and audit requirements placed on municipalities by provisions of GATA will only slow communities' use of critical revenues and infrastructure funding during this challenging time.

Law Enforcement Officials Licensing and Certification

Amidst the national push for policing reform, IML affirmed its support for principles jointly outlined in 2018 by the Illinois Association of Chiefs of Police and the Illinois NAACP State Conference that seek to improve the relationships between law enforcement and residents of minority communities throughout Illinois. During the fall Veto Session, IML commits to review, study and offer municipal insight on legislative efforts addressing policing reforms, including efforts to consider licensing and certification for police officers based upon recommendations provided by municipal leaders.

IML Begins Development of State Legislative Agenda

Every year, IML coordinates meetings with its six policy committees to discuss issues of importance to municipalities throughout Illinois and propose potential solutions to those issues that could be included in future IML legislative agendas. Nearly all meetings of the policy committees are held via conference call. The six IML Policy Committees are: 1) General Governance; 2) Land Use; 3) Personnel and Pensions; 4) Public Health and Safety; 5) Public Works and Transportation; 6) Revenue and Taxation.

Proposals from the policy committees are reviewed for approval by the IML Board of Directors and become part of IML's legislative agenda for the upcoming year. If you are interested in serving on one or more of the IML Policy Committees, or if you have a legislative proposal you would like IML to consider, submit it to IML no later than October 19, 2020, by fax at (217) 525-7438, by email at mremmert@iml.org or by mail at P.O. Box 5180, Springfield, IL 62705.



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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.



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Preparing the Next Generation and we need YOU!



ILCMA invites you to participate in a Zoom meeting to find out how to become an ILCMA mentor.

The ILCMA Mentor Match program reflects ILCMA's commitment to developing the next generation of local government management professionals. Mentor Match is the latest addition to an expanding line-up of our services to support members' professional development needs. It is an online tool – including a searchable database – that facilitates the establishment of mentoring relationships. It is user-driven, allowing registered Mentees to search among registered Mentors using specified criteria to find individuals whose experience and expertise match areas in which they wish to be mentored. Likewise, registered Mentors can search for and identify potential Mentees.

Why be a Mentor?

Volunteering as a Mentor can be mutually rewarding: mentees gain encouragement and guidance for their careers, and mentors gain deeper insights into their own careers and the satisfaction of helping others.

Mentoring offers value for people at any career stage, and everyone can benefit from mentors who help them see their situation and opportunities from a fresh perspective; even successful executives seek out mentoring. Mentors are encouraged to share expertise, insight, and experiences from their life's work to help others negotiate their own career paths, overcome obstacles, reinvigorate their passion, and plan next steps.

Addresses ICMA Practice areas: 5 Personal Resiliency and Development and 13 Human Resources Management and Workforce Engagement

**VIA ZOOM OCTOBER 21
11:00 AM TO 12:00 PM**

**REGISTER AT
WWW.ILCMA.ORG/EVENTS/1021**

The future of the profession depends on the mentorship for the next generation of managers. If you desire to become a mentor immediately, ILCMA invites you to use the new mentor/mentee matching service through ILCMAConnect, which is the current ILCMA listserv platform. ILCMAConnect brings the power of data and search to help mentees find mentors that match their needs. To sign up to be a mentor, all you need to do is go to your ILCMA Connect page and sign up to be a mentor: <https://connect.ilcma.org/home>.

Make it STOP!

From COVID to Recession to protests to the Election - How does the Public Manager Cope?

2020 has presented several complex and unexpected challenges, from the pandemic and polarized politics to fiscal uncertainty and waning employee morale, each adding new layers to the Public Manager's already weighty responsibilities. All of this makes the experience and expertise of Organizational Psychiatrists **Drs. David and Daven Morrison** more critical than ever. Please join them to hear how the Public Manager can navigate the many trials of the moment, as they share lessons from past crises, insights from private industry, and best practices from their work with municipalities and city managers/administrators for many decades!

Addresses ICMA Practice Area: 5 Personal Resiliency and Development

Presented via Zoom by the ILCMA Professional Development Committee



October 28, 2020
11:30AM - 12:30PM

Registration fee is \$15

Free for MIT's

Register at www.ILCMA.org/events/1028



Pension Consolidation Update

Governor JB Pritzker and the Illinois Legislature approved two pension consolidation measures for police and fire departments in 2019 that will consolidate the assets of the state's more than 650 public safety pension funds, which is expected to improve investment returns, eliminate unnecessary/redundant administrative costs, ensure more money is available to fund pension benefits, and reduce the burden on local taxpayers.

During this engaging session, Brad Cole, of the Illinois Municipal League, will present an update on the efforts of the two pension consolidation Transition Boards (and what municipalities can expect moving forward).

Speaker: Brad Cole, Executive Director, Illinois Municipal League

Date: Thursday, October 15, 2020

Time: 12:00 PM Presentation

Location: Zoom Meeting

Cost: Zoom Registration – no cost for Oct. presentation; however, future Zoom-only registrations will be \$15.

By Oct. 14th: **Online Registration:** <https://www.ilcma.org/?p=11882>
Email registration to Alex Galindo at agalindo@niu.edu
Phone in Registration 815-753-5424

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Session 1 | October 7, 2020
9:30 am-11:00 AM Central

Session 2 | November 4, 2020
9:30 am-11:00 AM Central

Session 3 | December 2, 2020
9:30 am-11:00 AM Central

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beginning August 10

Seminar Fees:

Individual Session \$75;
Two Sessions \$135;
All Three Session \$195



Midwest Leadership Institute

PRESENTATION TOPICS

Session 1 | October 7 | Anger & Communities

Anger is one of the densest forms of communication and extremely detrimental to trust. How do you recognize weaponized anger? What are the causes and the underlying issues for leaders? What are the possible cures?

Session 2 | November 4 | Shame

If shame is truly “the learning affect”, why does it feel so hurtful and why has it become the weapon of choice by elected officials, residents and other disenfranchised individuals? What does shame look like and feel like and what are it’s causes? How are shame and anger related and how do they contribute to conflict and poor communications?

The internet and social media have made it effortless to revisit one’s past actions or indiscretions to provoke shame, just consider “the cancel culture”.

What role does shame play in today’s polarized politics, Black Lives Matter Movement, wealth inequity and the provision of public services?

Session 3 | December 2 | Integrating Pandemic, Budget Impact & Human Toll

Navigating the financial and budgetary implications of the pandemic and the technical and human toll.



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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.

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ILCMA Memberhip Responsibilites 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

Darin Girdler

Thomas Thomas

timothyridder@hotmail.com

dgirdler@gmail.com

thomasedwinthomas@yahoo.com

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 Advisors

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

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Advancing Civic Leadership

CLA Courses Qualify for ICMA's Voluntary Credentialing Program

CLA will be utilizing a webinar format for its 2020-21 series. This will be our 16th year and we will continue to offer important topics for government leaders at all levels of your organization. Should public health conditions change over the course of our 2020-21 season, we will notify our participants and partners when in-person seminars can resume.

We want to thank all of our training participants, partners and presenters for joining us in May and June of this year for a very successful series of webinars to conclude the 2019-20 CLA schedule.

NIU's Center for Governmental Studies and the CLA team are grateful for everyone's support and flexibility during these unusual and challenging times. Watch for course announcements in late August for the 2020-21 season of sessions.

Be well and stay safe!

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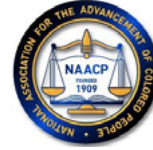
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ILCMA Board Endorses the NAACP Illinois State Conference and the Illinois Association of Chiefs of Police 10 Shared Principles at Recent ILCMA Board Meeting



Endorsement of Shared Principles by Illinois City/Council Management Association August 28, 2020

WHEREAS, on March 22, 2018, the NAACP Illinois State Conference and the Illinois Association of Chiefs of Police agreed to 10 Shared Principles designed to build trust between law enforcement and communities of color, and

WHEREAS, the two statewide associations vowed "by mutual affirmation to work together and stand together in our communities and at the state level to implement these values and principles, and to replace mistrust with mutual trust wherever, whenever, and however we can."

NOW BE IT THEREFORE RESOLVED that the Illinois City/Council Management Association endorses these same Ten Shared Principles, and thereby adds its name to the historic agreement between the Illinois NAACP and the ILACP. These are the Ten Shared Principles:

1. We value the life of every person and consider life to be the highest value.
2. All persons should be treated with dignity and respect. This is another foundational value.
3. We reject discrimination toward any person that is based on race, ethnicity, religion, color, nationality, immigrant status, sexual orientation, gender, disability, or familial status.
4. We endorse the six pillars in the report of the President's Task Force on 21st Century Policing. The first pillar is to build and rebuild trust through procedural justice, transparency, accountability, and honest recognition of past and present obstacles.
5. We endorse the four pillars of procedural justice, which are fairness, voice (i.e., an opportunity for citizens and police to believe they are heard), transparency, and impartiality.
6. We endorse the values inherent in community policing, which includes community partnerships involving law enforcement, engagement of police officers with residents outside of interaction specific to enforcement of laws, and problem-solving that is collaborative, not one-sided.
7. We believe that developing strong ongoing relationships between law enforcement and communities of color at the leadership level and street level will be the keys to diminishing and eliminating racial tension.
8. We believe that law enforcement and community leaders have a mutual responsibility to encourage all citizens to gain a better understanding and knowledge of the law to assist them in their interactions with law enforcement officers.
9. We support diversity in police departments and in the law enforcement profession. Law enforcement and communities have a mutual responsibility and should work together to make a concerted effort to recruit diverse police departments.
10. We believe de-escalation training should be required to ensure the safety of community members and officers. We endorse using de-escalation tactics to reduce the potential for confrontations that endanger law enforcement officers and community members; and the principle that human life should be taken only as a last resort.

August 28, 2020

Date

A handwritten signature in black ink, appearing to read "R. Drew Irvin".

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