

Calendar of Events

- May 11
ILCMA Idea Exchange
Zoom Meeting
- May 13 & 14
Legacy Project Conference
Zoom Webinar
- May 20
Metro Golf Outing
Glen Ellyn, IL
- June 2
ILCMA Annual Meeting
Zoom Meeting

- June 2
Living Our Code of Conduct
Zoom Meeting
- Sept. 8 – 10
ILCMA Summer Conference
Eagle Ridge

[all events
click here](#)

President's Column

by Dorothy David, Chair, ILCMA Summer Conference Committee and City Manager, Champaign, IL

The events of the past year have thrust us into a whole new world, accelerating and exacerbating issues faced by our communities, and requiring rapid innovation. 2020 arrived with urgency, demanding that we adapt quickly and teaching us that we cannot prepare for everything that the future might bring.

Using this as our backdrop, the 2021 Summer Conference Committee has planned a conference that responds to today's needs while preparing us for emerging issues and trends. Our first big decision: the 2021 Summer Conference will be an in-person learning opportunity. We are united in believing that one of our greatest needs now is reconnecting to one another. Our ILCMA peers are an essential resource that we draw upon, and we need to nurture those partnerships.

The conference program will address current interests but also include topics that will shape the future of local government leadership. Our kick-off keynote speaker will be Michael Kimmel presenting on why we are all stakeholders in advancing organizational equity and how greater inclusion benefits everyone's working experience. Session topics will include: Building smarter, safer, resilient cities; understanding urban outmigration and its impact on development; using

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Job Mart

**Click here to see
job listings**



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data to advance equity and inclusion in your community and workforce; long-range financial forecasting and capital planning; leading transformative community projects; talent management and succession planning; the latest developments in PSEBA; and the next steps in criminal justice reform. Our closing keynote, Heather Younger, will send us off with a message on how to build personal and professional resiliency so we leave invigorated for the work ahead.

Our conference theme, “Unmasking the Future” captures our goal to move beyond the pressures of the here-and-now and restore the long-term visioning that is the foundation of effective local government management. Please join us at Eagle Ridge on September 8-10 as we build a better future together.



Dues notices coming soon!

Watch your email for ILCMA and affiliate membership renewals! The membership year runs July 1 – June 30! Renewals will be emailed out in mid-May!

Also Important!

Notice of Annual Meeting on June 2, 2021 prior to the Ethics Webinar

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 – Randy Bukas, Freeport

Co-Chair – Vice President – Peggy Halik, Woodridge

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 – JOINT with WCMA at The Abbey, June 8 - 10, 2022

2021-22 Conference Chair – Randy Bukas

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. 2 - 4, 2022

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

2021-23 Chair – Rudy Espiritu, Village Administrator, Berkeley
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.

Diversity, Equity, and Inclusion Committee

2021-2023 Co-Chairs – TBD

ILCMA is committed to promoting the values of inclusion and equity. The purpose of this Committee is to lead the Association's efforts to address issues identified with input from the Executive Board, membership, and member organizations to implement action plans that progress the Association's goal to create, sustain and promote an active diverse and inclusive community/culture that provides a welcoming and enriching environment for all.

The committee shall be led by two co-chairs. There shall be a co-chair that is a member of the ILCMA Board, and a co-chair selected from the at-large membership of the committee. The committee shall be made up of a representative from each affiliate association and four at-large members. The term of the committee members and co-chairs shall be two years. A member may serve more than one term.

If you are interested in serving on any of the above committees, please contact Dawn S. Peters by June 18, 2021 at dpeters@niu.edu or call her at 815-753-0923.

Welcome New Members

New applications for Full (voting) membership are listed below and will be effective 30 days from the date of this publication unless a written objection is received by ILCMA. Objections should be addressed to the executive director.

Full Members:

Terence Acquah, Assistant Director of Public Works,
Village of Olympia Fields Public Works
Cathy Dreyer, Assistant County Administrator,
McLean County
Kelley Gandurski, Deputy City Manager, City of Evanston
Peter Krumins, Community Development Director,
Village of Winfield
Cassy Taylor, Assistant County Administrator,
McLean County

Members:

James McGreal, Deputy Chief of Police,
Village of Downers

Who's Who Directory Update

Congratulations to St. Charles City Administrator **Mark Koenen** who is set to retire at the end of his current contract, May 15, 2021. He was appointed City Administrator Aug. 31, 2013, after serving as Director of Public Works for 23 years.

Congratulations to **David Kilbane**, City Administrator, Round Lake Beach who retired after 27+ years at the end of April.

Congratulations to **Jeff O'Dell**, Village Administrator, Village of Roselle, who will retire the first week in May after 21 years at the Village of Roselle. He was first hired as Assistant Village Administrator in Roselle in June 2000 and transitioned into the Village Administrator role in June 2006.

In Need of Additional Help? Contact an ILCMA MIT or Use the PRS Program!

Do you have special projects for 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:

1) 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).

2) 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.

Visit the Members Only section of the ILCMA website to view resumes of those who have submitted them.

Members in Transition Who Agreed to Publicize their Information:

Tim Ridder
timothyridder@hotmail.com
309-236-0929

Thomas Thomas
thomasedwinthomas@yahoo.com



[CLICK HERE FOR INFO](#)

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.

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 **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 info to the Membership Services Committee for review.

[Apply Here](#)

Senior Advisor Monthly Column

By Steve Carter, ILCMA/ICMA Senior Advisor

Challenge: How Well Do You Know Downstate Communities?

There are many wonderful downstate communities with city managers or city administrators. Each is unique with interesting special features. Below is a list of some of these “special features” followed by a list of communities that tout them. Let’s test your knowledge of Illinois downstate communities by matching the communities to their “special features.” Just put the letter of the community in the space next to the matching special feature. The first person to send me (stevenccarter@sbcglobal.net) their 100% correct answers will get a \$25 gift card to Starbucks. (Internet research is fine, but no peeking at the answers.) Good luck!

1. ___ Route 66 Museum, full of artifacts and memorabilia
2. ___ Statues of a giant Yellow Macaroni Noodle, Red Grange and Dick Butkus
3. ___ City christened by future president splitting a watermelon and then taking on his name
4. ___ Heart of America, stomach too at the Firefly Restaurant
5. ___ Little Theater on the Square
6. ___ Historic site of Saukenuk village and statue of Chief Black Hawk
7. ___ The Gateway Geyser, the 2nd tallest fountain in the world
8. ___ New state of the art manufacturing plant for all-electric trucks and SUVs
9. ___ Annual Broom Corn Festival, featuring broom making and the Lawn Rangers
10. ___ Incorporated as the Illinois state capitol in 1819
11. ___ New 60 acre sports complex with 8 ball fields, 8 multi-purpose fields and 2 little league fields
12. ___ French settlement along a river in 1691, later named after Native American tribe
13. ___ Doorway to the 22,000 acre Shawnee National Forest
14. ___ Farm Progress Show, the nation’s largest showing of the latest ag products and technology
15. ___ Birthplace of the great American poet and author of a 2-volume biography of Abraham Lincoln
16. ___ The “Good Neighbor” company home office
17. ___ Marigold capital of the world
18. ___ City boundaries include a 440 acre lake with 10 miles of trails
19. ___ Location of a planned city of 20-50,000 population in 1150 AD, now a world heritage site
20. ___ Doorway to Allerton Park, originally Chicago banker Sam Allerton’s son’s country estate



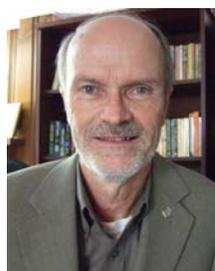
Greg Bielawski



Steve Carter



Bob Kuntz



John Phillips



Robin Weaver

- A. Arcola (Bill Wagoner)
- B. Bloomington (Tim Gleason)
- C. Carbondale (Gary Williams)
- D. Champaign (Dorothy David)
- E. Charleston (Scott Smith)
- F. Collinsville (Mitch Bair)
- G. Decatur (Scot Wrighton)
- H. East St. Louis (Brooke Smith)
- I. Effingham (Steve Miller)
- J. Galesburg (Todd Thompson)
- K. Lincoln (Elizabeth Kavelman)
- L. Monticello (Terry Summers)
- M. Normal (Pam Reece)
- N. Pekin (Mark Rothert)
- O. Peoria (Patrick Ulrich)
- P. Pontiac (Bob Karls)
- Q. Rantoul (Scott Eisenhauer)
- R. Rock Island (Randy Tweet)
- S. Sullivan (Dan Flannel)
- T. Vandalia (Latisha Paslay)

Answers may be found on page 25.



Illinois City/County Management Association

**Annual Association Meeting
Via Zoom**

Agenda June 2, 2021 11:30 a.m.

Call to Order	Drew Irvin, President, ILCMA
President's Report	Drew Irvin, President, ILCMA
ILCMA Nominating Committee Report	Ray Rummel, Chair, ILCMA Nominating Committee
Adjournment	



Advancing Civic Leadership Navigating the Future

May 12, 2021 — Virtual Webinar

The Performance Measure Puzzle: Part 1.
Performance Measurement versus Performance Management

May 18, 2021 — Virtual Webinar

The Lost Art of Listening

May 19, 2021 — Virtual Webinar

Smart Cities and Data Maturity: The Importance of Data Collection, Use, and Connectivity for Economic, Business, and Government Success

May 26, 2021 — Virtual Webinar

The Performance Measure Puzzle: Part 2.
How to Appropriately Construct and Use Performance Measures

May 27, 2021 — Virtual Webinar

Alternative Service Delivery: What's new? What works? What doesn't work so well?

June 2, 2021 — Virtual Webinar

What Does Environmentally Friendly Engineering Really Mean?

June 3, 2021 — Virtual Webinar

Executive Director Training - Part 1

June 10, 2021 — Virtual Webinar

Executive Director Training - Part 2

*CLA Courses Qualify for ICMA's
Voluntary Credentialing Program*



Save the Date

ILCMA Summer Conference
September 8-10, 2021
at Eagle Ridge Resort



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.

Enroll in the

ILCMA Mentor

Match Program



ILCMA invites members to be a part of ILCMA's Mentor Match Program.

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.

Why be a Mentee?

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.

The future of the profession depends on the mentorship for the next generation of managers. ILCMA invites you to use the new mentor/mentee matching service through ILCMA Connect, which is the current ILCMA listserv platform. ILCMA Connect brings the power of data and search to help mentees find mentors that match their needs. To sign up to be a mentor or mentee, all you need to do is go to your ILCMA Connect page and sign up to be a mentor: <https://connect.ilcma.org/home>. If you any issues logging in to ILCMA Connect contact Alex Galindo at agalindo@niu.edu.



VIEW MENTOR ENROLLMENT INSTRUCTION VIDEO



VIEW MENTEE ENROLLMENT INSTRUCTION VIDEO

**10TH ANNUAL
WOMEN'S LEGACY
[VIRTUAL]
CONFERENCE**

MAY 13-14, 2021



**You Got This!
Moving Forward in 2021**



Rebecca Ryan

Rebecca Ryan captains the ship. She is known as transformative, impressive, phenomenal, and inspirational. Trained as a futurist and an economist, Rebecca helps clients see what's coming - as a keynote speaker, a Futures Lab facilitator, an author of books, blogs and articles, a client advisor, and the founder of Futurist Camp.



Lelia Gowland

Speaker, coach, author, and optimist, Gowland leads communities of women who want to increase their impact and create more fulfilling person and professional lives. With a Master's in Public Policy and a BA in Sociology, she applies her understanding of political, professional, and cultural systems to support professional women.

A Local Government Conference Designed for Women by Women

View full agenda and Register Online @ LegacyProjectNow.org

IML Managers Monthly Column

By Pam Reece, IML Managers Committee and City Manager, Normal

The past 14 months have been a near-daily exercise of resilience and resourcefulness. The coronavirus pandemic forced municipalities around the world to reconsider what services are provided, how they are provided and how we can best ensure a sustainable future for our communities. I've found that the challenges of a worldwide pandemic have revealed a level of creativity and ingenuity among staff and community partners that may otherwise have gone unrecognized. Because of changing circumstances, our communities have adapted when revenues were interrupted, services modified, policies changed and former "knowns" suddenly became "unknowns." Heading into May 2021, a time when we all hoped to be preparing for more typical summer activities and a new normal (or Normal, in my case), we are still working through countless issues.

The financial impact of the pandemic is one of the biggest issues facing our communities, the state and nation. The preservation of municipal revenues is imperative to a successful future. The Illinois Municipal League has led efforts to protect the local share of the Local Government Distributive Fund (LGDF) and our attention and support is essential. Governor Pritzker's FY2022 proposed budget recommended a reduction in the LGDF by 10%, which results in a \$152 million reduction for municipalities and counties statewide compared to FY2021. Thus, our communities will receive a 90% share of LGDF revenues under the Governor's plan. IML's position to restore LDGF to the original full share of all income tax collections is greatly appreciated. As municipal leaders, our communities must relay to our state legislators the impact reduced LDGF share would have on our budgets.

Additionally, as we prepare to lead municipalities in a post-pandemic era, we must be poised to take advantage of funding opportunities presented through various federal and state actions. The American Rescue Plan, Community Project Funding program and a prospective federal infrastructure package will require significant time and attention. Preparing for capital and programmatic investments will position your municipality for success in securing funding. In conversations



with Town elected officials, we are on the same page relative to capital planning and investing state, local and federal funds in support of economic development and workforce development. Of course, effective workforce development is highly reliant on supporting residents' pandemic recovery. To this end, my community, like many others, has utilized Community Development Block Grant funds for living assistance. In support of small businesses, the Town was successful in securing a State Coronavirus Urgent Remediation Emergency (CURE) Economic Support grant that funded operating expenses, digital and marketing needs and business modifications for 53 local businesses. What we are now finding is that today's challenges for some small businesses pertain to recruiting and retaining staff as operations begin to bounce back post-pandemic. This demonstrates one of the many reasons why workforce development must be a high priority, along with economic development. As we look to best position our community for ARP, CPF, infrastructure funding and any other state and federal assistance on the horizon, we will continue to look to IML as a resource and advocate. Keep in contact with IML and your network of colleagues as well as your state and federal delegations to best ensure a successful and sustainable future for your community. It has taken camaraderie, respect and strong partnerships to withstand the unprecedented challenges of the pandemic. I appreciate the guidance received from my professional network and am grateful for the leadership and diligence of our IML partners to assist our municipalities toward a sustainable future.

Let's continue to demonstrate our resilience and resourcefulness!



ILCMA AWARDS PROGRAM



**NOMINATE A COLLEAGUE TODAY!
NOMINATIONS DUE BY JUNE 30, 2021**

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

Robert B. Morris Lifetime Achievement Award

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

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

Qualifications

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

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

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

Special Service Awards

Service to the Association
Service to the Profession
Leslie T. “Les” Allen Service to the Community

Qualifications

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

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

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



ILCMA Awards Nomination Form



Name of Nominee _____

Current or Most Recent Position _____

Address _____

Please indicate the award for which you are nominating this individual.

Robert B. Morris Lifetime Achievement Award

Special Service Award – **place an “x” in one area below**

Service to the association

Service to the profession

Leslie T. “Les” Allen Service to the community

In the space below, indicate the reasons the above individual is worthy of the award for which she\he is being nominated (may attach separate sheet if necessary). Please **DO NOT** submit multiple letters of support. Nominations must be **received by June 30**. Send a pdf form of the nomination to: Dawn Peters at dpeters@niu.edu. Please put ILCMA Award Nomination in the subject line.

Name of Nominator _____

Signature of Nominator _____



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).



CONFERENCE AGENDA

10th Annual Women's Legacy Conference
Thursday, May 13 and Friday, May 14, 2021

THURSDAY, MAY 13

- 11:30a** Welcome and Business Meeting
- 12:00p** Keynote - Future by Women with Rebecca Ryan
- 1:00p** Break
- 1:15p** Zen and Leadership by Rebecca Ryan
- 2:15p** Content is King
- Jennie Vana, Director of Media Services, City of Des Plaines
- 3:15p** Running in Heels
- Carol Sente, Former IL Representative
 - Cathy Adduci, Village President, River Forest
 - Elizabeth Davis, Village Trustee, Grayslake

FRIDAY, MAY 14

- 8:30a** Coffee and Chat - Social Hour
- 9:00a** Ins and Outs of Data
- Cory Poris-Plasch - POLCO
 - Michael Kumbara, Assistant Village Manager, Village of Algonquin
- 10:00a** Succession Planning
- Johanna Leonard, AICP, Community Development Director, City of Evanston
- 11:00a** Closing Keynote - "You Got This" by Lelia Gowland

Register Online @ [Legacyprojectnow.org](https://legacyprojectnow.org)

continued on the next page

KEYNOTE BY REBECCA RYAN FUTURE X WOMEN



In this opening keynote, we'll take a long view of where the current women's movement is going and talk about the value of slowing down for greatest impact. Futurist, economist, and Buddhist Rebecca Ryan will share observations about what to expect as we navigate the sometimes-charged and changing dynamics around gender in the workplace, in politics, and in the economy. She'll share why we're at a tipping point for gender equality at work, the future of the #MeToo movement, and why women should run for public office. Bonus: a moment of mindfulness.

Addresses ICMA Practice Areas 3 (Equity and Inclusion) and 5 (Personal Resiliency and Development)

Zen & Leadership

Session Description Many organizations host mindfulness programs for employees to improve employee well-being, decrease stress, and improve morale. But what can Zen and meditation do for those of us in the bosses' chair?

Rebecca Ryan is an ordained Zen priest, meditation instructor, and Zen Leadership instructor.

This workshop is for participants who get so caught up in the past or future that they are not fully experiencing the present. You will learn a different way to relate to the world, with greater awareness.

- Learning Objectives**
- Learn how to sit zazen: what do you do with your body, your hands, your breath... and your always-moving mind!
 - Practice two short, silent meditations
 - Learn two invisible Zen "flips" that will help you in difficult leadership situations

Speaker Rebecca Ryan

Address ICMA Practice Areas (4) Staff Effectiveness; (5) Personal Resiliency and Development; (6) Strategic Leadership, Initiative, Risk-Taking, Vision, Creativity, Innovation and Continuous Improvement Presentation Skills

continued on the next page

THURSDAY SESSIONS

Content is (still) king! How to catch and hold your audience's attention in the sea of competing content

Session Description What makes for a great presentation, social media post, video, podcast or blog? It's the content! Think about what makes your thumb stop scrolling on your social media feed - it's a cool picture, video or infographic. Now think about what pulls you in - it's a personal story, useful information or a call to action. Great content grabs the audience's attention and holds it. Drawing on her two decades of communications experience, Jennie Vana, will share specific strategies—humor, relevance, authenticity, digestibility to name a few—for creating compelling content that informs and engages audiences.

Learning Objectives

- Learn specific strategies to create engaging content that reaches and resonates with your audience
- See examples of compelling content from savvy local governments and borrow/steal and adapt for your organization.

Speaker Jennie Vana Director of Media Services, City of Des Plaines

Moderator Tammy W., Metro Strategies

Addresses ICMA Practice Area (14) Communication and Information Sharing

Running in Heels - How Women Lead in Elected Office

Session Description In this session we will hear from women who have served in elected positions. They will share their experience, challenges and wisdom about leadership from their unique perspective. Join us to hear powerful stories of successful women in public service.

Learning Objectives

- How to better manage and survive in a male dominated organization.
- Tips for navigating and thriving in a political environment.
- Learn what it takes to run and hold public office.

Panel Speakers Former Illinois Representative Carol Sente, Village President, Village of River Forest, Cathy Adduci Village Trustee, Village of Grayslake, Elizabeth Davis

Moderator Mysi Hall, GovHR USA

Addresses Practice Areas: (5) Personal Resiliency and Development, (6) Strategic Leadership, Initiative, Risk-Taking, Vision, Creativity, Innovation and Continuous Improvement.

FRIDAY SESSIONS

Succession Planning and Re-evaluating Positions - Being Nimble with Employee Expectations

Session Description Succession planning is a critical issue for all organizations. Even though women in our departments want to grow and continue to move up the ladder, it can be difficult to convince employees to make that leap. But, often the difficulty in convincing employees stems from our lack of creativity and (perhaps) stubbornness in keeping positions and expectations the same as they've always been. In this session, we'll talk about how to encourage women to take on leadership roles by re-evaluating our positions and accurately identifying what is truly important about the work. By being nimble and more imaginative on how work gets done, we can give our employees greater opportunities to move up in our organizations and solidify our organizations' future success. As employees, how can we better manage supervisor and management's expectations to facilitate advancement that fits our career and personal goals.

Learning Objectives

- Explore ways to encourage women to take on leadership roles in your organization.
- Learn to reevaluate positions to maximize opportunity for employee growth.
- Learn how to self-advocate for new ways to advance in an organization.

Speaker Johanna Leonard, AICP, Community Development Director of Evanston Illinois

Addresses ICMA Practice Areas (4) Staff Effectiveness, Diversity, Human Resource Management

The Ins and Outs of Using Data

Session Description The public sector has been moving toward making data driven decisions. We collect data in every department and for every program, but how do we use that data to improve internal operations and engage with our residents?

Learning Objectives

- Learn how village officials have used data to improve internal operations in key departments.
- Learn about how you can use data to engage your residents and get input from the broader community, not just the vocal few.

Speakers Michael Kumbera, Assistant Village Manager, Village of Algonquin
Cory Poris-Plasch, POLCO/NRC

Addresses ICMA Practice Areas (2) Community Engagement; (10) Service Delivery; and (11) Technological Literacy.

KEYNOTE BY LELIA GOWLAND



You Got This: How to Get Ahead with Grace and Authenticity

How do you want to feel about your career? Whether you're looking to get that next promotion or to feel more fulfilled in your current gig, Lelia offers tangible strategies to make the shift. Part planning session, part group therapy, you'll leave with personally applicable tools you can implement right away.

Addresses ICMA Practice Area 5 (Personal Resiliency and Development)

What does ILCMA membership provide?



Strengthening the Quality of Local Governance through Professional Management

ILCMA fosters and encourages the personal and professional development of its members in order that they may better serve their communities and to promote, encourage, and preserve high ethical standards for municipal and county government administrators.

What ILCMA Offers to Its Members

- Adherence to the ICMA Code of Ethics which provides members a framework for professional conduct.
- Professional Development Seminars/Webinars that are offered throughout the year and provide in-depth training and educational opportunities.
- Networking opportunities enable members to speak with other managers and colleagues who are facing similar issues and challenges.
- Regional and Targeted Networking Opportunities through ILCMA Affiliate Organizations
 - -Metropolitan Managers Association (Chicago Suburbs) (METRO)
 - -Illinois Association of Municipal Management Assistants (IAMMA)
 - -Downstate City/County Management Association (DOWNSTATE)
 - -Southwest Illinois City Management Association (SWICMA)
 - -Illinois Association of County Administrators (IACA)
 - -The Legacy Project-Advancing Women in Local Government

What ILCMA Offers to Its Members

- Professional Conferences provide sessions that feature current best practices and innovations in local government management. They serve as a training session to develop managerial skills. Conferences also offer ICMA Credentialed Manager Credit. Scholarship opportunities available to first-time attendees at ILCMA and ICMA conferences.
 - Winter Conference
 - Summer Conference
- Member-in-Transition Program is a program that provides career assistance and support and is open only to ILCMA members.
- Senior Advisors provide support to help address the personal and professional needs of individual members.
- ILCMA Connect is an exclusive web portal that is used for knowledge and information sharing.
- ILCMA Mentor Match Program allows seasoned managers to sign up to Mentor, and those at the beginning stages of their career can sign up to be mentored.
- ILCMA Monthly Newsletter that serves as a vehicle for information exchange on topics of general interest. It also serves as a forum for advertising available positions and informs members of upcoming events.
- ICMA Coaching Program provides ILCMA members with access to webinars and one-on-one coaching which aims to prepare talented early and mid-career professionals to take their places in senior management roles.

ILCMA – Illinois City/County Management Association
Center for Governmental Studies
Northern Illinois University
DeKalb, IL 60115
Phone: 815-753-5424 | Fax: 815-753-7278
www.ilcma.org

Metro Managers Association Annual Golf Outing

Thursday, May 20, 2021

Village Links Golf Club
485 Winchell Way
Glen Ellyn, IL 60137
(630) 469-8180



11:00AM Shotgun Start (Lunch on the course during play - Hot Dog or Brat, Chips and Drink)
4:00PM Golf contest winners, raffle prizes, appetizers and 19th hole refreshments

\$75.00 per person – due by May 7th, 2021 (checks payable to **Metro Managers**)
Also, payable online through NIU at <https://www.ilcma.org/events/metrogolf2021/>

Name (PLEASE PRINT): _____

Village/Company: _____

Phone: _____

Email: _____

Others in foursome:

Name Company Phone Email

Name Company Phone Email

Name Company Phone Email

LIMITED AVAILABILITY – MAXIMUM OF 80 GOLFERS, ON A FIRST-COME, FIRST-SERVE BASIS.



Please send completed form and payment by May 7th to: (checks payable to **Metro Managers**)

Megan Applegate
Village of New Lenox
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New Lenox, IL 60451
mapplegate@newlenox.net



INTERACTIVE ETHICS SESSION

Living Our Code of Conduct

June 2nd | 12PM-1PM | Via Zoom

Join **Martha Perego**, ICMA Director of Member Services and Ethics, for this interactive Nuts n’ Bolts Ethics Session. Submit your ethics questions anonymously before the session at this link <https://www.surveymonkey.com/r/37MSR9N>

ZOOM MEETING LINK:
[HTTPS://US02WEB.ZOOM.US/J/83708138064?](https://us02web.zoom.us/j/83708138064?pwd=NENPVE5EATBIAKDDBGXREWX1ENLKZZ09)
PWD=NENPVE5EATBIAKDDBGXREWX1ENLKZZ09

MEETING ID: 837 0813 8064
PASSCODE: 963715

CLICK HERE TO VIEW ICMA CODE OF ETHICS

This session is presented by ILCMA's Committee of Professional Conduct and addresses ICMA Practice Area: 1 Personal and Professional Integrity





Presented by the ILCMA
Communications Committee

IDEA EXCHANGE

May 11 | 11:30AM-1PM | via Zoom

About the Idea Exchange

The ILCMA Idea Exchange will be a quarterly opportunity for professionals at all stages of their career to network, exchange ideas and learn from your peer's successes and mistakes. These hour-long sessions are designed to be informal, but each event in the series will start with a seasonal topic relevant to the profession.

On May 11, 2021, we are pleased to present **ILCMA Idea Exchange: American Rescue Plan Act of 2021**. This session will include a presentation by Tim Gavin of Lauterbach & Amen LLP, followed by a breakout into small groups to discuss use of funds, and a return to share ideas with the larger group.

Discussion Items:

- 1) What are the terms of distribution?
- 2) What are the restrictions and eligible categories of spending?
- 3) What are the compliance areas – how do you track expenses, report back, and deal with compliant audit?



To register visit:
www.ilcma.org/events/ARP



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2021 COACHING PROGRAM

THRIVE IN LOCAL GOVERNMENT

UPCOMING FREE WEBINARS – Register at icma.org/coachingwebinars

WEDNESDAY, MARCH 17

Response to Emergencies That Impact All Citizens: Rights of the Individual vs Health and Welfare of Community

WEDNESDAY, APRIL 21

Best Practices to Manage Public Spaces

WEDNESDAY, MAY 19

Leading from the Middle

WEDNESDAY, SEPTEMBER 15

Leading Your Community in an Era of Anxiety: How Do You Make Sure You Hear Them and They Hear You

WEDNESDAY, OCTOBER 20

The Future of Work: Strategies for Adapting to a New Reality

WEDNESDAY, NOVEMBER 17

Growing Your Career: Tips for Redefining Yourself in the Minds of Others

Can't make it to the live webinar?

Register and get an automatic email notice when the recording is available.
icma.org/coachingwebinars

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Additional free coaching resources at ICMA's Career Center (icma.org/careers):

- Digital archives
- Career Compass monthly advice column
- CoachConnect for one-to-one coach matching
- Live speed coaching events, talent development resources, and more.

Join our list for coaching program updates and more: email coaching@icma.org.

Learn more at icma.org/coaching



FY20-21 YEAR IN REVIEW: BY THE NUMBERS

During the 2020 pandemic year, IAMMA continued to foster and encourage the personal and professional development of its members.



- IAMMA hosted 4 events
- 87 people registered: April '21 IAMMA Conference
- 40 people participated in the mug exchange
- Social media played a large role in engagement:



RENEW OR JOIN IAMMA TODAY!

Renew Today!

IAMMA utilized the resiliency, adaptability, and resolve from our members and communities to continue to deliver high-quality programs, charity work, and even some virtual socials events during this unprecedented year. IAMMA owes this success to the hard-working IAMMA committees and their chairs, volunteers, and, of course, our membership. Thank you for making this an unforgettable year! We can't wait to see you soon.

To join or renew your membership, visit:

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

DOWNSTATE CHALLENGE ANSWERS

1. P
2. D
3. K
4. I
5. S
6. R
7. H
8. M
9. A
10. T
11. Q
12. O
13. C
14. G
15. J
16. B
17. N
18. E
19. F
20. L

**Midwest Leadership Institute**

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

Mission

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.

Values

Education

Scientific Objectivity

Developmental Growth

Health

Discipline

Ethical Behavior

More Information

To learn more about the Midwest Leadership Institute, takeaways, videos, and more, visit midwestleadershipinstitute.org or contact:

David Limardi

P: 847.533.0402

E: dlimardi@gmail.com

Robert Kiely

P: 847.703.3585

E: rrkiely@comcast.net

Dawn S. Peters

P: 815.753.0923

E: dpeters@niu.edu

Midwest Leadership Institute

Approach

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

Who Should Attend

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

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

Join a network of organizational leaders who have participated in the Midwest Leadership Institute and who continue to assist one another with workplace and personal challenges and celebrate successes. Participants also receive ongoing educational materials through the "members only" section of the MLI website and receive invitations to participant only events.

Curriculum

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

The Institute is an intensive 4.5-day program with both an internal self-focus and an external organizational focus. The Institute consists of nine learning pods including lectures, exercises, team discussions and team presentations. The most recent schedule and the events of the day can be found on the Midwest Leadership Institute website.

Presentation Team

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

- David E. Morrison, M.D., Morrison Associates
- Daven Morrison, M.D., Morrison Associates
- David M. Limardi, Limardi Consulting LLC, MPA, ICMA-CM
- Robert Kiely, MPA, ICMA-CM
- Dawn S. Peters, MPA

Logistics

Each program is limited to 40 participants to ensure time for one-on-one individualized coaching as well as small group and all-participant events. Tuition for the entire 4.5-day Institute is \$2299 and includes course materials, continental breakfast daily and lunch for four days. Organizations that send multiple participants are eligible for tuition discounts.

The Institute will be held **August 23 - 27, 2021** at Northern Illinois University's Naperville campus, 1120 East Diehl Road, Naperville, IL.

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Center for Governmental Studies
Outreach, Engagement, and Regional Development

Spotlight on: DACRA

Using a Collection Agency Makes Sense, NOW More Than Ever!

In recent years, more and more tools for the collection of fines for local citations have been removed from municipalities' means of enforcement.

- Fines for violations are no longer allowed to be reported to credit bureaus
- Driver's license suspension is no longer an option
- And the Illinois Office of the Comptroller's (IOC) Local Debt Recovery Program is no longer accepting fines for red light camera violations

The removal of these programs' resources increases the likelihood of more numerous and egregious violations while also reducing the revenue municipalities count on for funding. Most municipalities are already stretched thin with staff who do not have the time or expertise to locate violators and convince them to make payment. Collection agencies' have trained experts who can focus on locating debtors and assist them in resolving the problem while increasing returns and revenue for the municipality. Working with a collection agency, especially one that focuses on the collection of municipal/government debt, removes this time-consuming task from municipal staff's workload.

Many people with violations that have reached the collection stage remain unaware of their outstanding obligations. This can be due to simple oversight, a false belief that they are not obligated to pay the fine, or they have moved and failed to update their vehicle information with the Secretary of State. Likewise, approximately 50% of people that allow a violation to reach the collection eligibility stage have more than one violation in the collection stage. Collection agencies work with debtors to explain the nature of the obligation and when necessary, provide proof of the violation. This is a time and resource intensive task best handled by people trained and focused exclusively on that task.

Collection agencies and their staff are qualified and well-informed regarding the various federal and state regulations regarding the collection of outstanding debts and fines. This skillset allows for the most effective communication, in turn maximizing returns.

Working with the right government focused collection agency, means the knowledge agents possess regarding federal and state collection laws will support better recovery. In addition to federal and state statutes, the right collection agency will be knowledgeable regarding the processes a debt has gone through at the municipal level, prior to being turned over for collection. For example, if your municipality locally adjudicates



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various violations, the collection agency working to recover unpaid fines will be fully informed and understand the adjudication process and how that process affects the debt, including number of hearings or fine escalation schedules.

Debtors have questions. Working with an agency focused on municipal debt, one that provides additional training beyond traditional debt collection laws, allows those questions to be answered quickly and efficiently. Knowledgeable phone agents recover funds at a higher rate. Less phone calls and a quicker response to inquiries enhances the return for your municipality.

Using a collection agency makes sense, now more than ever. Finding the right assistance for municipal debt recovery can be a challenge. At Municipal Collection Services, a municipal collection agency, we want you to feel comfortable and confident knowing that you are choosing experts who work exclusively in the field of municipal and government collections. We are no ordinary collection agency.

Author Frank Regan has over 15 years of experience in the accounts receivable industry and has been the Chief Operating/Collections Officer of Municipal Collection Services (MCS), LLC (formerly Municipal Collections Services, Inc.) since 2011. As a former CPA, as well as a Systems Architect for a Fortune 500 company, he brings a unique skillset in delivering the robust platform and maximum returns generated at MCS. Municipal Collection Services has been helping cities, villages, and counties with municipal debt collection for over 20 years. We work to recover a variety of delinquent debt ranging from red light violations and parking tickets to past due utility bills. Municipal debt collection is our specialty. For more information and collections solutions reach out to Frank at: Fregan@mcscollections.com

Spotlight on: RoadBotics

Understanding Freight Transportation’s Effect on Roads

By: Alison McGee, Marketing Associate, RoadBotics

Freight transportation is vital to Illinois’ economy. Each year, approximately 1.2 billion tons, valued at \$2.9 trillion dollars, of freight are moved through the Prairie State. Trucks carry over half of the state’s total freight over its roads, which make up the fourth-largest highway system in the United States.

Freight transportation’s economic benefits come at a negative cost to the condition of roadways. Many of these roads were not intended nor built to withstand the enormous weight of increased truck loading. This weight causes them to deteriorate faster, and understanding how it happens is helpful in finding a solution to the problem.

The Effect of Multiple Axles

When constructing a road, engineers and contractors estimate the vehicle loading expected over an approximate 30-year lifespan, including a count of the current normal and heavy vehicles plus the estimated traffic growth rate over time. This information determines the adequate pavement design and mixture required to withstand the traffic expected.

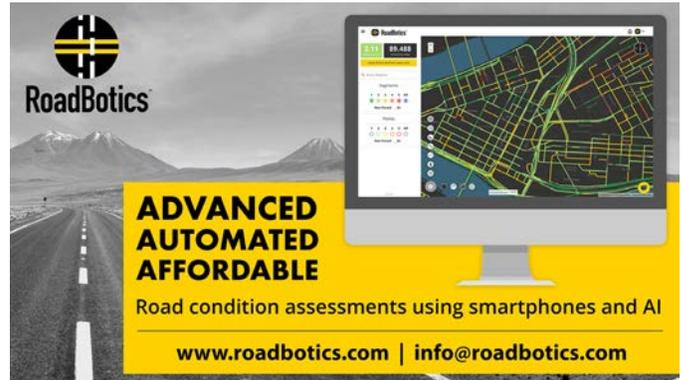
The U.S. General Accounting Office found that road damage does not increase linearly with weight, but exponentially by the power of four. For a vehicle that carries twice as much weight per axle as a lighter vehicle, the damage to the road is not twice as much, but 2⁴ or 16 times the damage as the lighter vehicle! This means that one 18-wheeler at the U.S. maximum weight of 80,000 pounds traveling unilaterally causes the equivalent damage of 9,600 passenger vehicles weighing 4,000 pounds traveling in the same direction.

Because of this exponential effect, roads with heavy truck traffic are subject to more distressing- including potholes, cracking, rutting, and pavement distortions.

The Future of Freight

In a nationwide study, national transportation research nonprofit TRIP predicts that freight transportation will increase 44% by 2046, with trucks carrying 41% of the increased tonnage. Specifically in Illinois, TRIP estimates trucks will play a more significant role in freight, predicting a 40% overall increase in that time frame with 70% carried by trucks.

While the increase in freight transportation helps the economy thrive, this truck loading will deteriorate already compromised networks. According to TRIP, almost half of Illinois’ roads and highways are in fair or worse condition, with a whopping 36% in poor or mediocre condition.



The impact of increased freight transportation on aging infrastructure places a burden on governments to effectively manage and maintain roads amidst resource constraints.

At the local level, county engineers are struggling to keep up with road maintenance using the budgets they’re given. According to the Illinois Association of County Engineers, 47% of county roads will have maintenance delayed or suspended due to budget shortfalls.

Knowing these predictions and potential shortfalls, what can state and local governments do to mitigate the effects of trucks on road networks?

A Proactive Solution

The best place to start is by taking stock of roads to better understand their condition.

Condition assessments create the ideal foundation for progress by revealing the location, scope, and severity of pavement distresses.

Recent technological advancements, including the application of artificial intelligence, sensors, and drones, offer a budget-friendly, efficient, and objective alternative to traditional assessment methods. These automated approaches are transforming the way infrastructure is assessed and managed by creating a digitized version of assets with real-time and cloud-based data.

State and local governments can use condition data to determine which areas are in need of repair now and develop preventative maintenance strategies to mitigate the effects of freight transportation in the future. Armed with this knowledge, they can make well-informed and data-driven decisions about their road networks.

Spotlight on: ZenCity

Stimulus Funding For Maximum Impact: 3 Ways Community Engagement Can Help Local Governments In Their Federal Funding Investment Strategies

The historic ARPA provides \$350 billion in relief funding to state and local governments. Local governments that have a robust community engagement strategy in place will be better positioned to spend funding equitably and effectively. Here are three ways community input garnered through good civic engagement can help you allocate your relief funding for maximum short and long-term impact.

With community engagement:

1. Directly incorporate community input into allocation decisions

Ensuring that all corners of the community are heard from when it comes to allocating resources is impossible without a comprehensive civic engagement strategy and broad-reaching resident feedback data .

Good civic engagement provides civic leaders with both organic resident feedback and proactive, solicited feedback through direct engagement for a holistic and granular view into all community members’ most pressing needs. Understanding directly from residents what they need enables local governments to drill down accurately on how and where to invest resources so that stimulus funding can be distributed equitable, to address the different needs of different community members.

A great example of proactive engagement for nuanced investment comes from the City of Decatur, IL, which built a well-informed business-relief grant program for CARES Act funding through resident surveys. The City then received 57% positive feedback on its federal spending decision-making when it announced its strategy based on expressed needs of residents.

Get residents and council on board with medium- and long-term growth funding strategies

Local governments have already begun making funding allocation decisions to invest in medium and long-term growth that don’t seem to align with residents’ immediate needs. Examples might be an investment in infrastructure projects, data tools, plugging budget holes, or improving basic services. No matter how an agency prioritizes stimulus funding, it must still be able to effectively communicate both the what and the why. Tracking organic resident discourse, measuring resident satisfaction levels, and understanding why residents are pushing back as local governments begin disbursing funds will help leadership better respond to community members and get them on board with allocations.



Civic engagement helps leaders adjust messaging and provides a continuous feedback loop to increase transparency as well as confidence in leadership. For example, when finalizing FY2022 Budget strategy, Chattanooga, TN, leveraged organic feedback and surveys to make budgeting decisions. They again leveraged the feedback when communicating these decisions with residents, much to their satisfaction.

With residents aligned, getting council on board with investment recommendations will also be easier. Resident input data can be a powerful tool in aligning council with policy and budgeting recommendations because council members often hear from a smaller, non-representative slice of the community. Using broader community input can play a pivotal role in helping council members see the bigger picture.

2. Measure the impact of funding decisions with good performance management

Impactful and equitable stimulus allocations require oversight metrics and good performance management should also include resident sentiment. A continuous resident feedback loop can help local governments measure the effectiveness of programs and measuring resident satisfaction is a good indicator of how confident community members are in the prospects of the community and what’s to come.

Ultimately, for resident sentiment to be useful for performance management, it must be timely and there must be a consistent way to measure it. Local governments that can continuously track resident sentiment levels and adapt to results through comprehensive civic engagement will be more impactful and be better positioned to stretch limited budgets effectively.

In Conclusion

How local governments decide to invest in their communities is dependent on a few factors, but one of the turnkeys to effective funding allocation is their ability to continuously understand their community members’ needs, as expressed by residents, both broadly and immediately.

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- Pharmacy benefits
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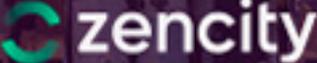


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