

## Calendar of Events

June 2

### **ILCMA Annual Meeting & Living the Code**

Via Zoom

[all events  
click here](#)

June 24

### **The Legacy Project Seminar**

Via Zoom

Sept. 8 – 10

### **ILCMA Summer Conference**

Eagle Ridge

## Important Notice! No Newsletter in July

*City/County Management in Illinois will not be published in July. August 1 is the next publication date.*

## President's Column

Dear treasured ILCMA Members and valued Partners:

This time of year seems overflowing with countless new beginnings and endings. One such example that is very close to my heart which quickly comes to mind involves my son who has just completed his last day of school and will graduate high school this weekend; while he is enthusiastically looking forward to the next chapter of his life in college, I can report that his parents nervously (and with great trepidation) await that day when our home is one step closer to being one that is eligible to be called an “empty nest.” Another example of beginnings and endings: just a few weeks ago the Village of Lake Bluff saw a new Village President sworn-in along with the seating of four new Village Trustees and a newly elected Village Clerk – all eager to accept the challenges and opportunities awaiting them; on that same evening, three long-tenured elected officials said goodbye and wished those volunteers taking their place at the dais all the best. Similarly, my term as President of the ILCMA ends June 30th and City of Champaign City Manager Dorothy David will begin her Presidency on July 1st. I must confess that as I began my term at the height of the COVID-19 pandemic and my expectations were extremely low. Why? Given the plentiful competing stressors facing all of us professionally and personally, I thought that our Association would be lucky to “simply” complete a new Strategic Plan over the next 12 months – draw the blueprint for us build in the coming years. Ironically, we did not complete the Strategic Plan but, thanks to the fortitude of the Board, advisory bodies, Corporate Partners, and membership, we were able to achieve so much together while getting a great start on the Strategic Plan. Please allow me to highlight the Association’s accomplishments of the past 12 months:

*continued on the next page*

June 2021

Illinois City/County  
Management Association

## In this issue

President's Column.....	1
Board Update.....	2
Welcome New Members .....	3
Directory Update .....	3
Senior Advisor Monthly Column .....	4
Member Spotlight: New! .....	5
ILCMA Connect .....	7
Thank You Volunteers! .....	8
IML Column.....	10
Call for Volunteers.....	11
Metro Managers Golf Outing.....	13
Share Your Stories.....	14
Legacy Project Conference.....	15
Leading in a Virutal World .....	17
Living Our Code of Conduct .....	20
What Does Membership Provide ..	19
Living our Code of Conduct.....	20
ICMA Coaching Program.....	21
Midwest Leadership Institute .....	22
Corporate Partner Spotlights .....	23



## Job Mart

**Click here to see  
job listings**



*continued from previous page*

1. Updated the ILCMA By-Laws. As you know, the Bylaws for the ILCMA set forth the rules which govern the operation of our association; they describe the methods for selection of directors, the creation and purpose of committees, the relationship of our affiliate agencies, and the conduct of our meetings. The COVID pandemic showed us that we needed to have more flexibility regarding setting our elections under any circumstances (what if a pandemic made the ILCMA cancel its Summer Conference?). While necessary, this update was not as significant as the Association's vote to elevate the Diversity, Equity, and Inclusion Task Force to a Standing Committee of the ILCMA. Most simply put, DEI has been this Board's theme and mission. I am immensely proud of our work in this regard, but we have much more to accomplish. As we endeavor to fulfill the ILCMA's mission, I have faith that we will make the most of this new beginning.

2. Took a Few Risks. Undoubtedly, the pandemic forced all of us to try new ways to complete our organizational goals and objectives. Difficult and uncertain times can force folks to stretch and take risks that ordinarily are too daunting to consider in normal times. This year the ILCMA joined ranks with thirty-three partners, seven of which were other state ICMA affiliates, to provide new and unique educational opportunities by partnering with the Alliance for Innovation to be part of the "SXSW of Local Government" – Govapalooza. The Association also started a new Mentor Match program with the goal of coaching the next generation of managers/

*continued on page 6*

## ILCMA Board Update:

As the Bob Dylan song goes, "times they are a-changin'"! That we know after a year of pandemic living. As many of us have done for over a year now, we have adapted to remote everything, like it or not. Since March 2020, ILCMA did the ultimate pivot to online professional development. What ILCMA learned throughout this past year is that virtual is not all bad! It has provided ILCMA with the ability to offer professional development via Zoom to ALL members of ILCMA regardless of their location in the state. For colleagues from Freeport and Galena to O'Fallon to Carbondale, we had record member engagement in professional development events and great participation in the virtual winter conference. What ILCMA has learned is that virtual is here to stay and hybrid may be the path forward for future events.

COVID forced ILCMA to review many programs and services and the Board listened to the members who responded to the 2020 Member Survey. Members were asked if ILCMA should consider moving to one conference per year. Out of 359 who responded, 62% (222) indicated "Yes" for ILCMA to consider moving to one conference per year. For those who indicated "Yes" for ILCMA to consider moving to one conference per year, they were asked to indicate what month they preferred to see a yearly conference held. They were asked to keep in mind that ICMA and the Illinois Municipal League both hold conferences in the fall, typically in September and sometimes in October. Out of 217 who responded, the preferred month selected was June at 33% (71). As a result, at the May 7 ILCMA Board meeting, the Board voted to hold the winter conference virtually starting in 2023 and the summer conference in -person with 2023 and 2024 being held at the Normal Marriott. The virtual winter conference was a great success and often we run into inclement weather which means people leave early or have a treacherous drive home. Additionally, ILCMA has outgrown the space at Eagle Ridge. This is a big change, but ILCMA is changing with the times. Additionally, ILCMA is moving forward with more virtual professional development events with some being offered as hybrid events.

### Membership Dues Notices!

For those of you who have not yet renewed, membership dues notices will be arriving in your mailboxes in the near future. The Secretariat's office hopes to have new directories out to members by mid-September. Your timely response in returning your dues is much appreciated and will facilitate us meeting this goal. **Thank you for your support and the opportunity to serve you!**

## Who's Who Directory Update

**Kevin Timony**, who worked as Wauconda village manager since 2017, was selected to be the Vernon Hills village manager as of July 6.

**David Strohl** has been appointed as the new City Administrator in Palos Heights. He was formerly the Village Administrator in Forsyth.

Congratulations to **Mark Masciola** who recently retired from the Village Administrator position in Forest View. ILCMA has donated \$100 to the ICMA fund for the Profession in his honor. Best of luck in your retirement!

**Moses Amidei** has been appointed as the new Village Administrator for the village of Forest Park. His new contact information is:

Moses E. Amidei, ICMA-CM  
Village Administrator  
Village of Forest Park, Cook County, Illinois  
517 Des Plaines Avenue  
Forest Park, Illinois 60130  
Phone: 708-366-2323  
Mobile: 708-821-6711  
Email: mamidei@forestpark.net  
Web: www.forestpark.net

**Jack Linehan** has been promoted from Assistant to the Village Administrator to Assistant Village Administrator in the village of Gurnee.

**Laura Linehan** was promoted to Assistant Village Administrator / Director of Human Resources in the village of Fox Lake. She was previously the Assistant to the Village Administrator.

## 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:

Andrez Beltran, Management Analyst, Village of Burr Ridge  
Christopher Conrad, City Manager, City of Highland  
Tia Messino, Assistant to the Village Manager,  
Village of Carol Stream  
Penny Mullen, Assistant Village Administrator,  
Village of Coal Valley

### Members:

Elijah Bebora, Administrative Intern, Village of Glen Ellyn  
Philip Greco, Prescient Solutions  
Matt Szeghy, Prescient Solutions  
Hannah Weyant, Graduate Student, Northern Illinois University

## 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 Greg Bielawski, ILCMA/ICMA Senior Advisor

### Do The Due Redux And More

There are currently 21 manager/administrator openings in Illinois with 16 being in the Chicago Metro area. (Numbers may be different at publication.) There likely will be more during the next 12 months. For many of our members these are opportunities for advancement, a change of scenery or a return to service after a period of being in transition. I feel a redux of a portion of my "Do the Due" article of four years ago is worthwhile.

"Due Diligence" is asking the right questions and obtaining sufficient and accurate information to allow one to make informed and educated decisions.

Here are some basic actions to take, questions to ask and information to get when exploring job opportunities.

- Carefully read the position ad/profile; note buzzwords and lack of clarity/detail.
- Review the municipal code and/or organizational documents that authorize and describe the position.
- Explore the community's website; read minutes and watch videos of council meetings.
- Google the community and dig; if feasible, visit the community especially if residency is required.
- Contact a Senior Advisor or a colleague in a neighboring community to see what he/she may know; contact the person you will be succeeding.
- If the position reports directly to the CAO check him/her out.
- For a CAO position, learn what you can about the governing body and, if selected for an interview and especially as a finalist, get face time with all governing body members and the clerk.
- Carefully read the community's current budget and most recent audited financial statement.
- Obtain a copy of current collective bargaining agreements and read the management rights section carefully to determine who really runs the department.
- If a CAO position is being sought, determine if an employment agreement is offered. If the previous CAO had one see if you can get a copy.
- Request to meet the organization/departmental staff, ask probing questions and be alert to what is said

Here are some additional suggestions. First, refresh your resume and cover letter in a contemporary format. I had reviewed a member's resume and he also had a resume service do the same. The rearrangement of the same information in a new format popped. It may have been a coincidence, but he got job he applied for.



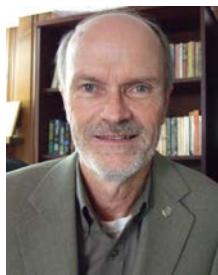
**Greg Bielawski**



**Steve Carter**



**Bob Kuntz**



**John Phillips**



**Robin Weaver**

Second, if you have not interviewed in a while be prepared for behavioral and situational questions. Google both for examples. Practice with a spouse, partner, or friend. And here is what Heidi Voorhees has told me to tell members (paraphrased)-the job interview is not a budget hearing; be you, be enthusiastic and let your personality show.

Third, spend some time developing your virtual presence and image. As we all have learned over the last year or so there is a big difference between a virtual interaction and one that is face-to-face. Virtual interviews are common for initial screenings and more frequent for the determination of finalists and finalist interviews. They can make or break your hopes.

Fourth, make sure your social media presence is what you want it to be. If not already on LinkedIn do so.

Fifth, make a connection with executive search firms so they know you.

Finally, to those in transition, those who are anxious to get that first administrator job and those who have been waiting for a chance to move up, be especially diligent and avoid hastily jumping at an opportunity. The wrong decision can be costly and frustrating. If the position turns out not to be what you thought it was and things are not working out, every day in the office could seem like an eternity.

## New Feature!

**Member Spotlight** is a new feature in the ILCMA newsletter. In each issue ILCMA will highlight a member so you can get to know each other a little better.

### ILCMA Member Spotlight

Featuring Paula Schumacher, Village Administrator, Bartlett

**1) Outside of the pandemic, what issues are you and your organization facing or what's keeping you up at night?**

AGE. Age of our employees and age of our infrastructure. Bartlett was established in 1891, but had a population boom in the 1990's. That resulted in a mini boom of hiring police officers and other staff who are now reaching retirement age. So succession planning and making sure we are identifying employees and building skills and preserving institutional knowledge keep me awake. The other issue that keeps my eyes open at 2a.m. is the "coming of age" of our streets and sewers and bridges. While we have dedicated resources to extending their life, at some point they need replacing. Along those lines, we are getting ready to rebuild our wastewater treatment plant. While this is exciting that we can modernize the plant and save operating costs, it is an expensive and complex project.

**2) What advice have you received that has helped you persevere in your role over the last year? What advice do you have for colleagues? What has been the biggest lesson you've learned?**

"Take care of yourself, we need you." That was how a friend ended a note to me. For the last several months I've been signing off with "Take Care" or "Stay Well". But this message had a kind of urgency and appreciation I was not ready to take in. We need you. We are all needed, we just don't usually take the time to think about it. We are needed by our families, or our friends, we are needed by our co-workers, our church and club groups, we are needed by our neighbors and community. We are valued, we are loved, we are important. It is because of this that we need to do the first part, "take care". What does that mean? In 2019 that meant take care of yourself, stop eating Doritos or smoking, get some sleep or go on a needed vacation. In 2020 and 2021 it means so much more. We still need to take care of ourselves, but we also need to take care of each other. How do we do that? We wear a mask, we wash our hands, we keep our distance. We say no to invitations, we make hard decisions, and we meet over zoom and hope it won't last much longer.



The other lesson that I have learned this year is that the urgency of reacting to the pandemic broke down the resistance to change. So often we have a hard time changing practices or procedures, but we had a big push last year and basically rethought every interaction. The way we implemented public meetings on zoom or remote work policies for example resulted in acceptance of positive changes much faster. It made me see that change does not have to be the barrier I once thought it was.

**3) What book are you reading? Netflix show are you bingeing?**

If there is a cooking/travel show on Netflix I have binged it with my family. Travel Man, Somebody Feed Phil, The Chef Show, Chef's Table and of course the Great British Baking Show. The shows have been the inspiration for some fun discussions about where we would like to go (and eat) on vacation when travel is a thing again.

**4) Have you taken on any new hobbies or talents since the pandemic?**

I've been doing a creative writing project with my sister and another friend. We started it the week of the pandemic lockdown, and just kept it going. It has been a great way to focus on something other than the pandemic and work. Writing has been total escapism and we are having so much fun thinking up characters and plot twists.

*continued from page 2*

administrators. If you are a seasoned manager and have not yet signed up to be a mentor OR if you are in search of a mentor, please go to Mentor Match FAQs - Illinois City/County Management Association ([ilcma.org](http://ilcma.org)) for information about the program.

3. Found Ways to Connect with our Corporate Partners. Our corporate partners play an important role in the success of our association. They help us coach our members by providing exceptional educational content and help support our activities. The pandemic placed roadblocks in front of our historic connection points, so we convened an ILCMA Corporate Partner Ad Hoc Task Force to help us create value for our Corporate Partners. Two new initiatives that came out of the Task Force included e-blasts about partner programs and services to members and asynchronous webinars that will be 30 – 90-minute educational seminars that must cover at least one ICMA Practice Area and feature a case study from a member community. These will be posted on a Partner resource page on the ILCMA website. These webinars can be viewed at a place and time that is convenient for members.

4. Pivoted to a Virtual Format that Increased Participation, Membership and Association Revenue. Like all of you, the ILCMA had to adjust how we conducted business during the pandemic. Fortunately, switching to a virtual format allowed the Association to reach more members and eliminate most all operational costs. As a result of the virtual platform, member engagement at the virtual conference and professional development events was up and our fund balance continues to be healthy. With these successes, Dawn and the Conference Committees are rightly advocating to maintain our virtual connection subscription to continue to reach as many members as possible. It's safe to say a hybrid meeting environment will be part of our member engagement strategies during the foreseeable future.

5. Executed Communication Strategies. Truth to tell, some of these communication pieces were years in the making and have involved so many members that have graciously given their time and expertise through their service on the Communications Committee that the current Board members had the good fortune to roll them out. I call your attention to the ILCMA Explore Local Government Careers video that was premiered at the beginning of the Winter Conference; this professionally produced video includes many of ILCMA's finest starring as themselves, describing how we can make a positive impact on communities for multiple generations is an inspiring and realistic look into the lives we lead; I think you will agree this video truly relays the value of professional local government management. In addition to messaging, we also did a lot of listening throughout this past year. The Communications Committee also started an Idea Exchange

around hot topics, which have been extremely successful. This has allowed ILCMA members to engage with each other via Zoom throughout the pandemic. With several nudges from Dawn, we were fortunate to have the highest member response rate in past decade for our Membership Survey (62%). Key takeaways from the survey included that our membership continues to enjoy high satisfaction with member services, wants to learn more about DEI, and thinks our Secretariat (Dawn Peters) is exceptional -- good indicators of alignment between the Board and its members in my eyes.

6. Started the Ethics Violation Process Update. On average, the Professional Conduct Committee hears 3-5 issues a year. This year was no different in volume, but certain matters did present themselves in a manner that exposed that the ILCMA's ethics process should more closely follow ICMA's process. The collective thought is, given the sensitive nature of this matters, the fewer the persons involved the better. While this update is just beginning, it should not take long to complete.

7. Nominating Committee Hit a Home Run. Like many of you, I am keenly aware of the necessary commitment to serve on professional development and other volunteer boards. It's not easy at times and it can be very time consuming; but it truly pays dividends on many levels. While serving you, I have met so many fantastic local government professionals, learned a lot about myself and our organization, made many new friends and with that newfound knowledge must share that I could not be more excited about where we are headed. With wise counsel and support from Secretariat Dawn, your incoming ILCMA Board has the capacity to take this organization so far.

Just as I began my service, I will end it by telling you again what an honor and how humbling it's been to serve as the ILCMA President for the past year. I could not have asked for a better Executive Board to serve with that included President-Elect Dorothy David, Vice-President Randy Bukas, Secretary/Treasurer Peggy Halik, and our Immediate Past President Ray Rummel. Thank you all for the privilege and honor to serve such a phenomenal organization.

Keep up the great work and let's make the most of our opportunities!

Best regards,  
Drew

**Thank you to all the 2020-21 CLA participants.**

**Look forward to the 2021-22 lineup coming in the fall.**

CLA Courses Qualify for ICMA's Voluntary Credentialing Program

NORTHERN ILLINOIS UNIVERSITY  
Center for Governmental Studies  
*Outreach, Engagement and Regional Development*

[go.niu.edu/cla](http://go.niu.edu/cla)



[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.



## 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.

**Thank You ILCMA Committee Volunteers For A Great Year!**

ILCMA Volunteers are the heart of the association – it's where the work gets done! This year, and every year, over 100 ILCMA members volunteered to assist ILCMA with its programs, services, and conferences. We could not have done it without you!

**Scholarship & Awards Committee, Chair - Drew Irvin**

Drew Irvin, Village Manager, Lake Bluff  
Ray Rummel, Village Manager, Elk Grove Village  
Camille Rodriguez, County Administrator, McLean County  
Doug Brimm, City Administrator, Columbia  
Kelsey Lock, Deputy City Administrator, Effingham  
Jack Linehan, Assistant Village Administrator, Gurnee  
Julia Cedillo, Village Manager, La Grange Park  
Paula Schumacher, Village Administrator, Bartlett

Rob Sabo, Assistant City Manager, Highland Park

Trevor Bosack, Assistant to the Village Administrator,  
Woodridge

Joe Carey, Assistant Village Manager, Carol Stream

Evan Walter, Interim Village Administrator, Burr Ridge

Sean Halloran, Assistant to the Village Manager, Glenview

Matt Roeschley, Deputy City Manager, Champaign

**Nominating Committee, Chair - Ray Rummel**

Ray Rummel, Village Manager, Elk Grove Village  
Lisa Shelley, Deputy City Administrator, Oak Park  
Camille Rodriguez, County Administrator, McLean County  
Doug Brimm, City Administrator, Columbia  
Kelsey Lock, Deputy City Administrator, Effingham  
Jack Linehan, Assistant Village Administrator, Gurnee  
Julia Cedillo, Village Manager, La Grange Park  
Paula Schumacher, Village Administrator, Bartlett

Patrick Urich, City Manager, Peoria

Pam Reece, City Manager, Normal

Bob Barber, Village Administrator, Beecher

Scott Niehaus, Village Manager, Lombard

Scot Wrighton, City Manager, Streator

JoAnn Hollenkamp, City Administrator, Geneseo

Walter Denton, City Administrator, O'Fallon

Reid Ottesen, Village Manager, Palatine

Gary Williams, City Manager, Carbondale

Julia Cedillo, Village Manager, LaGrange Park

**Committee on Professional Conduct – Chair - Mark Franz**

Mark Franz, City Manager, Glen Ellyn  
Phil Modaff, Director of Public Works, Carol Stream  
Walter Denton, City Administrator, O'Fallon  
Stephanie Dawkins, City Administrator, Geneva  
Pamela Reece, Asst. City Manager, Normal  
David VanVooren, Executive Director, Solid Waste  
Agency of Northern Cook County  
Joe Carey, Assistant Village Manager, Carol Stream  
Jeff Cook, Assistant Village Administrator, Frankfort  
Ray Keller, Village Manager, Lake Zurich  
Aimee Ingalls, Village Administrator, Peotone  
Bryon Vana, City Administrator, Darien

**Communications Committee/Promote the Profession Committee – Chair - Mike Strong**

Mike Strong, Deputy City Manager, Lake Forest

Kelly Amidei, Village Administrator, Libertyville

Joan Walls, Deputy City Manager, Champaign

Jason Bielawski, Interim Administrator, Roselle

Jennifer Jones, Parking Restrictions Coordinator, Oak Park

Robin Weaver, Senior Advisor, ILCMA

Sam Barghi, Management Analyst, Bartlett

Brad Burke, Village Manager, Lincolnshire

Mike Earl, GovHR USA

Heidi Voorhees, GovHR USA

Paula Hewson, Assistant Village Manager, Schaumburg

Sean Halloran, Assistant to the Village Manager, Glenview

Karie Friling, Village Manager, Homer Glen

Paula Freeze, ILCMA

Adam Simon, Ancel Glink

Mike Shurhay, Planning Technician, Romeoville

**Professional Development Committee – Chair - Maggie Jablonski**

Maggie Jablonski, Assistant Village Manager, Elk Grove Village  
Clay Johnson, Village Administrator, Lindenhurst  
Rein Baynes, MPA Student, DePaul  
Jack Knight, Assistant Village Manager, Lisle  
Patrick Brennan, Village Manager, Kenilworth  
Melanie Marcordes, Assistant to the Village Manager, Barrington

*continued on the next page*

*continued from previous page*

### **Member Services Committee – Chair - Rich Keehner**

Rich Keehner, Village Manager, Villa Park  
 Rudy Espiritu, Village Administrator, Berkeley  
 Matt Havlik, Assistant to the Village Manager, Lisle  
 Roy Witherow, Assistant Village Manager, Lake Zurich  
 Anne Marie Gaura, Village Manager, Lincolnwood  
 Julia Cedillo, Village Manager, LaGrange Park  
 Joyce Janu, Arthur J Gallagher  
 Evan Michel, Assistant to the Village Manager, Buffalo Grove  
 Scott Coren, City Manager, Highwood  
 Mike Baker, Deputy Village Manager, Downers Grove  
 Roger Nulton, Equitable  
 Sharon Tanner, Assistant Village Manager, Glencoe

### **Summer Conference – Chair - Dorothy David**

Dorothy David, City Manager, Champaign  
 Jim Grabowski, City Manager, Elmhurst  
 Jack Linehan, Assistant to the Village Manager, Gurnee  
 Scott Eisenhauer, Village Administrator, Rantoul  
 Dalena Weldomer, Baird  
 Kathy Thake, Assistant to the Village Manager, Niles  
 John Doria, CBB Engineering  
 Jeff Fiegenschuh, City Manager, Rochelle  
 Dave Cook, Executive Director, IPBC  
 Spiro Hountalas, PFM  
 Tim Wiberg, Village Manager, Brookfield  
 Gabrail Harding, Enterprise Fleet Management  
 Ben Roesler, Assistant Village Manager, Lincolnshire  
 Karen Daulton Lange, Village Administrator, Lake Barrington  
 Roger Nulton, Equitable  
 Scott Anderson, Village Manager, Barrington  
 Jacqueline Neal, Cordogan Clark  
 Cory Plasch, POLCO  
 Brian Townsend, Village Manager, Schaumburg

### **Winter Conference - Randy Bukas, Chair,**

Randy Bukas, City Manager, Freeport (Now Retired)  
 Spiro Hountalas, PFM  
 Lowell Crow, City Manager, Centralia  
 Denise Burchard, Assistant to the Director, NIU MPA  
 John DuRocher, Village Administrator, Indian Head Park  
 John Nevenhoven, Village Administrator, Elburn  
 Brian Southey, Superintendent of Administration/Public

Works, Elk Grove Village  
 Mysi Hall, GovHR USA  
 Kathy Thomas, Ice Miller  
 Eric Hanson, Assistant City Manager, Normal  
 Stephan Roberts, Director, Public Finance Dept., Baird  
 Phil Kiraly, Village Manager, Glencoe  
 Arica Finney, CORE Construction  
 Jeff Fiegenschuh, City Manager, Rochelle  
 Rob Sabo, Assistant City Manager, Highland Park  
 Sofia Anastopoulos, IMET  
 Maria Muceito, MGP Inc.  
 Scott Skrycki, Assistant Village Manager, Bartlett  
 Alexander Bertolucci, Assistant to the Village Manager, Mt. Prospect  
 Chris Korte, IML Risk Management

### **Diversity and Inclusion Ad Hoc Task Force**

Napoleon Haney, Assistant Village Manager, Homewood  
 Joan Walls, Deputy City Manager, Champaign  
 Kimberly Richardson, Deputy City Manager, Evanston  
 Evan Michel, Assistant to the Village Manager, Buffalo Grove  
 Heather Kuykendall, Comptroller, Charleston  
 Sharon Schallhorn, Administrator, Bureau County  
 Steve Vinezeano, Village Manager, Niles (Now Retired)  
 Dorothy David, City Manager, Champaign  
 Billy Tyus, Deputy City Manager, Bloomington  
 Evangeline Alpogianis, Admin/HR Generalist, Niles  
 Sharon Tanner, Assistant Village Manager, Glencoe



## IML Managers Monthly Column

### American Rescue Plan Act (ARP)

By JoAnn Hollenkamp, IML Managers Committee and City Administrator, Geneseo

For most of us there are defining moments in life: marriage, birth of a child, death of a parent and other moments that unite us as a nation such as the day Kennedy died, September 11, 2001, and for many city administrators and managers THE YEAR OF COVID. If someone had told me that our country would be gripped in a national crisis impacting healthcare, jobs, municipal services, the economy, and stock market, just to mention a few, I would have dismissed that as a conspiracy theory and relegated it to a crazy "what if" box. But as we all know, it happened and is still happening. Many programs have been put in place to help stem the flow of lost revenue and jobs, but perhaps nothing as monumental as the American Rescue Plan (ARP) Act of 2021.

On Thursday, March 11, 2021, President Joseph R. Biden Jr. signed the Act into law. This was almost exactly one year after our nation began lockdowns due to the COVID epidemic. The ARP Act of 2021 is a \$1.9 trillion economic stimulus bill with \$350 billion designated for states, municipalities, counties, tribes, and territories, including \$130 billion for local governments split between municipalities and counties.

#### **According to treasury.gov:**

\$45.57 billion will be allocated to metropolitan (also known as entitlement) municipalities, which either are the central city of the metropolitan area or have a population above 50,000. \$19.53 billion will be allocated to municipalities with populations of generally fewer than 50,000 in states and territories, with allocations capped at 75% of the locality's most recent budget as of January 27, 2020. Funds will be sent to the state to distribute to the local community based on population within 30 days of receipt unless an extension is granted. Even if granted an extension, States must distribute the funds to the local community not later than 120 days after they receive this funding for distribution or face monetary penalty, and cannot change the allocations or impose additional requirements. Funding will be distributed by Treasury in two tranches – one within 60 days of enactment to the extent practicable, and the second one year after the disbursement of the first tranche.

It is critical that each municipality use this money in the best way possible. This is our one shot at creating long term benefits for our cities. Thought should be given to creating an advisory group which might include aldermen, community



leaders, and financial staff to develop a plan for implementing ARP. To determine how much your city will receive click on this link: Estimated Local Allocations in the American Rescue Plan - National League of Cities ([nlc.org](http://nlc.org)). Please note these are estimates for allocations from the House Committee on Oversight, not final allocations. Logically our next question is how can the funds be distributed? To date, the following are allowable uses:

1. Response to public health emergency caused by COVID-19;
2. Assistance to households, small businesses, and nonprofits;
3. Aid to industries such as tourism, travel, and hospitality;
4. Hazard pay up to \$13/hour to essential workers employed by local government;
5. Grants to private employers for hazard pay to essential workers;
6. Continuation of government services interrupted by reduction in revenue; or
7. Necessary investments in water, sewer, or broadband infrastructure

So, what cannot be funded through ARP? Per the bill, "...A State or territory shall not use the funds provided under this section or transferred pursuant to section 603(3)(4) to either directly or indirectly offset a reduction in the net tax revenue of such State or territory resulting from a change in law, regulation, or administrative interpretation during the covered period that reduces any tax (by providing for a reduction in a rate, a rebate, a deduction, a credit, or others) or delays the imposition of any tax or tax increase. In addition, no State or territory may use funds made available under this section for deposit into any pension fund."

On May 13, the Illinois Municipal League (IML) published an ARP Resource Guide (available via [this link](#)), to highlight the guidance and what steps municipalities should take to ensure they effectively use these funds in line with the federal rules.

The Treasury Department's press release announcing the guidelines is available via [this link](#).

*continued on the next page*

*continued from previous page*

The Treasury Department's guidance providing additional information regarding eligible uses of the funding is available via this link.

The Treasury Department's Frequently Asked Questions regarding the use of ARP funding is available via this link.

It should be noted that these guidelines only apply to funding from ARP, not prior funding from the federal CARES Act that a municipality may have received through their county or the state's Local CURE program.

The allocations for metropolitan (CDBG) municipalities in Illinois are available via this link.

More information regarding the allocations for non-metropolitan (non-CDBG) municipalities in Illinois will be available via this link. The U.S. Treasury Department plans to provide further guidance on distributions to non-metropolitan communities in the coming days.

Linked here are the most recent allocation estimates for non-metropolitan municipalities as of March 8; this information is likely to change, as the final Treasury Department allocations have not yet been provided at this time.

IML is posting all of this information and more on its COVID-19 resources page available at [iml.org/covid](http://iml.org/covid).

It is important to remember that there will be significant reporting requirements, so do not guess, ask someone if you are questioning a program. There will certainly be many webinars in the upcoming weeks. I encourage everyone to reach out to ILCMA if they have any questions.

## Call for ILCMA Committee Volunteers

Have you wanted to get more involved with ILCMA, but just haven't gotten around to it? If so, now's your chance to make an impact on ILCMA programs and services. With the Zoom platform, most committee meetings will be held virtually which means that members from all regions of Illinois can be active participants in ILCMA committees! It is the goal of ILCMA to have broad representation in terms of race, gender, and geographic representation on these committees. The following 2021-2022 Committees are in need members:

### **ILCMA Conference Committee**

Co-Chair – Pres Elect – Randy Bukas, City Manager, Freeport

Co-Chair – Vice President – Peggy Halik, Assistant Village Administrator, 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 diverse 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 – Peggy Halik

The Winter Conference Subcommittee shall plan and organize the Association conference held in February.

*continued on page 15*

**Nicole Lance**

CEO of Lance Strategies

**The Legacy Project Presents:****Imposter Syndrome and  
Insidious Nature of Doubt**

Nicole Lance is the CEO of Lance Strategies and known as a "Possibility Expert". Having spent almost 13 years in the trenches of local government including stints in Finance and Budget and serving as Parks & Recreation Director and Public Works Director before wrapping up her career as an Assistant City Manager, Nicole now spends her time speaking, training, and doing executive coaching. She is a co-founder of Arizona Women Leading Government and a mentor with ICMA.

Impostor syndrome is rooted in doubt. Doubt says "I don't know if I can do this." Fear says "I don't know if I should do this." It's important to know the difference because you'll deploy different tactics to battle doubt than you will to battle fear. Impostor Syndrome is the thing that makes you worry that some day, the jig will be up. EVERYONE will realize just how unworthy you really are of that position you hold or thing for which you are responsible. Impostor Syndrome makes us question our own capabilities, and it can overinflate the importance of criticism we receive -- or imagine we are receiving -- from others. This fast-moving workshop will explore tactics for hopping off the bullet train of doubt, effectively confronting (and even collaborating with!) your own impostor syndrome, and cultivating an environment of success for yourself and those around you. You'll walk away feeling affirmed, empowered, and ready to stand fully in your own right space.

**JUNE 24 • 12:00 PM TO 1:00 PM**

## Metro Managers Hold Golf Outing!

Eighty-eight golfers signed up to play at the Metro Managers Golf Outing held on May 20 at the Village Links Golf Club in Glen Ellyn. After a year hiatus due to COVID, it was great to see so many friends and colleagues together for the first official in-person event in over a year!

Congratulations to the scramble winning foursome of Jake Stefan, Jim Petrakos, Bryan Welch, and Ben Benson.

Contest winners were:

Longest Drive:	Men's - Pat Graves	Women's - Ali Kries
Closest to the Pin	Men's – Adam Boeche	Women's – Ali Kries
Longest Putt	Men's – Warren Suess	Women's – Emily Wagner

In addition to the day's activities, Metro honored Julia Cedillo, outgoing Metro President for her service to the Metropolitan Management Association this past year.



Thank you to Kurt Carroll, Village Administrator, Village of New Lenox, Megan Applegate, Administrative Assistant to the Mayor & Village Administrator, and Dane Bragg, Village Manager, Buffalo Grove, for organizing this year's event.

### THANK YOU TO OUR SPONSORS!

Ancel Glink  
Artistic Holiday Designs  
BKV Group  
CORE Construction  
FGM Architects  
Kluber Architects & Engineers  
Municipal GIS Partners  
ProChamps  
Schneider Electric  
TRIA

Aqua Illinois  
Asset Management  
Christopher B. Burke Engineering  
CTS Group  
HR Green  
Leopardo Companies  
Paramedic Services  
P4 Security  
Speer Financial

Aquify, an Exelon Company  
Assurance  
Comcast  
Equitable Advisors  
IRMA  
Matthew O'Shea Consulting  
Prescient Solutions  
RW Baird  
The Horton Group





# Share Your Stories with ILCMA

How to Use #ILCMAProud in Social Media

## Social Media Hashtag

*What is a hashtag?*

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

*How do I use a hashtag?*

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

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

## Facebook

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

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

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

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

## Twitter

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

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

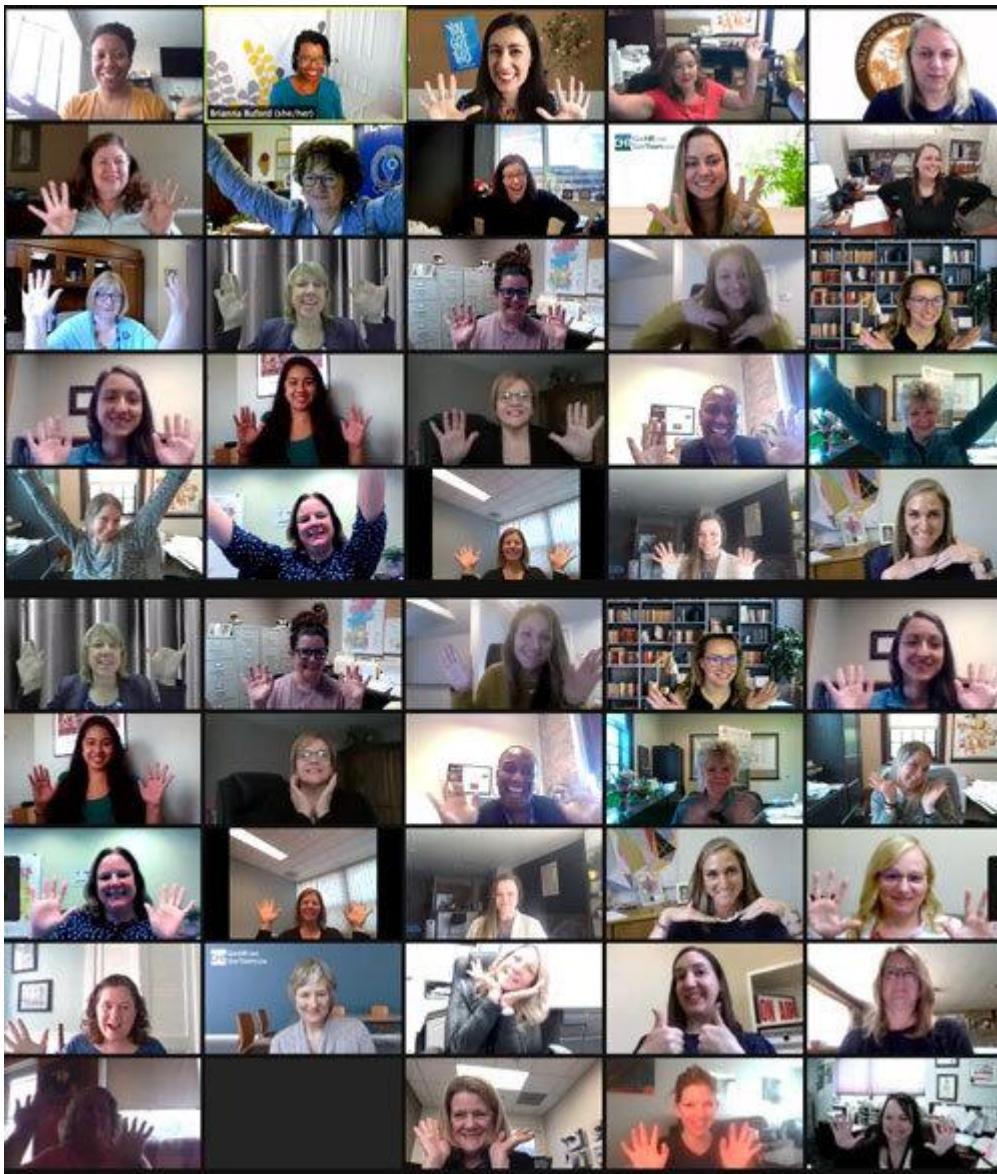
*How to create a simple Tweet (you must have a Twitter account):*

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



### The Legacy Project 10<sup>th</sup> Annual (Virtual) Conference a Great Success!

The Legacy Project recently held its 10<sup>th</sup> annual conference as a virtual event over two days, May 14 and 15, and had over 145 people register to participate! We look forward to seeing all your faces in person next year! **Save the date: May 13<sup>th</sup>, 2022 at NIU Naperville**



*continued on the next page*

*continued from previous page*

**A special thank you to conference sponsors whose support helped make this event possible:**



*continued from page 11*

### **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 needs 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.



# Legacy Project

ADVANCING WOMEN IN LOCAL GOVERNMENT

## Leading in a Virtual World: Moving to a Hybrid Model

By Janine Sergay, Senior Instructor for The Carroll-Keller Group

When lockdowns occurred in 2020, it became easy to determine in the towns or cities within which you work, which of the departments needed to remain in-person as essential services and which departments, or parts of departments, would adhere to the lockdown, forcing many of your employees to work from home. There was a scramble, to be sure, to get these home offices operational, and to have systems in place to ensure communications occurred, performance was delivered, and collaboration still ensued.

Now comes the equally difficult task of adjusting to a hybrid world of work. This is a world where your communities will be mixed in their response of wanting to be seen in person or continue to be serviced from a distance and your own employees will be mixed between those who can't wait to get back to their offices, those who need or want to remain working remotely, and those who want an option to have a mix between working from the office and from home.

There are three key preparatory steps that are required.

1. Establish which roles within the organization have to be executed in-person for service delivery to be successful, which can be conducted virtually with no negative impacts, and which roles could be handled by a mix of working in-person and virtually. Be sure to make this list transparent to all current and potential employees, coupled with the reasons why.

2. Determine the needs of your employees. A survey can be used for this purpose. Find out which employees want to work in-person, remotely, or with a mix and why. The why will assist you in communicating with, and managing, them. Find out what your people need in order to feel safe returning to work. Find out about what their stressors are for working in a hybrid world

## Keep Focus on Your Customer: The Community

### Connect

- Create a strong sense of identity
- Ensure equal chance to participate
- Provide cross-exposure between co-locating and remote worlds
- Work for inclusion, belonging, and equitable access to opportunities

### Coach

- Hold 1:1 conversations
- Orientate for job transitions
- Strategically plan for future competency needs
- Handle issues or conflicts early
- Train on virtual interaction skills
- Provide development opportunities

### Collaborate

- Decide appropriate synchronous and asynchronous mix
- Facilitate interactive virtual meetings
- Focus on building trust
- Provide integrated systems
- Counteract feelings of isolation
- Adjust procedures and policies where needed

### Clarify

- Share the vision and purpose
- Define all expectations clearly
- Specify hours to be available
- Establish acceptable response times
- Denote decision making authority
- Determine accountabilities and metrics

### Communicate

- Give decisions and why
- Share about changes
- Explore community needs and the impact made
- Establish virtual meeting norms
- Update on progress and results
- Provide resource allocations

### Care

- Establish points of engagement
- Identify team member needs
- Mutually plan to address
- Assist with home office set up
- Develop team agility and resilience
- Execute safety protocols for when co-locating

## Be Intentional, Empathic, and Engaged!

Copyright © 2021 The Sergay Group, Ltd. • All Rights Reserved. • For The Carroll-Keller Group • [www.c-kg.com](http://www.c-kg.com)

of work. Be sure to use this information to help inform some of your decisions moving forward and provide employees with feedback on how their inputs have been transformed into actions.

3. Ascertain the systems, technology, and security required to operate effectively using a hybrid model and ensure they are in place. It is a good time now to reflect on how efficient and effective your mandatory virtual teams have been over the 2020 period. Where have cost and time savings, productivity and quality improvements, and staff satisfaction increased? This specific information will help determine your next steps. Be sure to institute in-person workplace safety procedures for those returning to work in your buildings. Communication, including signage, of the methods used will help people feel more comfortable coming back onsite.

Working remotely with our teams has brought into sharp relief that out of sight should not mean out of mind, that out of sight does not mean lowered expectations of performance or productivity levels, and out of sight should not break down a sense of belonging to a team that has purpose.

*continued on the next page*

*continued from previous page*

Reflect on what you, as a leadership team, have done well during mandatory virtual operations. Many of the positive actions you took could be continued even when you manage a hybrid workforce; a team that consists of some people working onsite, while others remain working virtually.

Leading in a virtual world has provided us with invaluable lessons to apply when leading hybrid teams.

#### Lesson 1: Be Purpose-Driven

When an organization has a strong purpose and it is clearly communicated to everyone, such that department, team, and individual roles can see the alignment between their purpose and the overarching purpose of the organization, the buy-in is likely to be higher and people are more likely to ask themselves, "If I make this decision or take this action, will it assist in achieving our purpose?". It will help anchor everyone, no matter where they are sitting, and give them direction. Set clear priorities to help everyone focus on what is most important.

#### Lesson 2: Set and Clarify Expectations

It goes without saying that individual performance goals and deliverables need to be established. The metrics by which successful completion can be measured also needs to be clarified. It would prove so useful to have an internal system where action plans and results can reside, be updated in real-time, and progress tracked accordingly. This will keep all stakeholders informed without unnecessary extra status reports having to be generated or status meetings being held. It would also feed into performance reviews. Accountabilities and decision-making authority need to be clear to avoid roadblocks.

How the hybrid team will work together needs to be established in a Team Working Agreement.

This should adhere to the organization's policies. The other criteria to base decisions on for the parameters of the agreement are: nature of the work, customer interface needs, projects involved in, organization system constraints, interdependency of the work being done, and established priorities. Clarify definite hours when to be available online and specify required response times on all media channels used. Meetings, connecting, and performance management expectations all need to be clarified in this agreement. Sometimes virtual workers need help with knowing when to stop working.

#### Lesson 3: Work for Inclusion and Engagement

Be sure there is equity in participation processes, as well as opportunities for development and career advancement. Create communication and engagement strategies to help eradicate feelings of isolation from your virtual workers and to ensure that an us vs. them culture does not emerge. Find out from your hybrid team members how they want to work together and let their ideas help inform your decisions. Catch issues early and adapt quickly when dealing with a hybrid workforce. Hold one-on-one weekly conversations with all team members. This, more than anything else, will help you and your team stay connected and in sync. Reach out and let your employees tell you how they are feeling. No matter where they are working from, they may be experiencing stress from all the transitions they have encountered. They need to know you are committed to improving the situation and making it safe for everyone. By offering support and empathy, you will show you care and that goes a long way to making you a more effective leader. It is in both your words and your actions that the difference will be felt. It could prove prudent to include practices to counterbalance any proximity bias that may start to creep into decisions. Don't forget to bring in some fun and sense of community. This will take a more deliberate effort to achieve than when an entire group operates onsite and a spirit of belonging can emerge organically.

#### Lesson 4: Foster Collaboration

Figure out when it will be best to have synchronous vs. asynchronous collaboration. When everyone has to work together in real-time, then ensure everyone does so from their own computers so that you even the playing field or, alternatively, get everyone to come into the office to collaborate. Group dynamics work differently when physically in-person vs. online and a hybrid version of collaboration will not always prove effective. Those who are participating virtually will lose out by missing what is said by whom in the physical room, the person facilitating will likely miss cues from having to split attention between different media, smaller breakout working groups are harder to manage, virtual participants are often ignored, and disengagement is more likely from both groups when the cadence of the session falters. Increase everyone's competence with the interactive tools on the virtual platform used. Be sure to also include relevant virtual team members in process improvement, problem solving, and creativity sessions. Don't forget to include opportunities to foster team spirit.

*continued on the next page*

*continued from previous page*

#### Lesson 5: Build and Maintain a Desired Culture

Take the time to define the culture that will help realize your strategy and position you within your community. Find ways to integrate your messaging into all your processes and your communications. It starts with how you choose to onboard new employees within the hybrid world. Helping people to make connections, forge relationships, and feel a part of the team is central to this. People differ in their personal preferences for either more structure or more flexibility in their work. You may become the arbiter to balance out these differing needs. Be sure to foster equity and transparency when doing so. Don't forget to manage performance – have conversations. Coordination of effort needs to be in place to ensure effectiveness. Create opportunities for people to connect across teams too. Be intentional about the desired culture you want to build and maintain and take action to make it a reality.

These lessons hold true no matter what organization or team set up you lead, but never more so when you are applying a hybrid model.

For many towns and cities, operating in this hybrid mix will present a new challenge. Neither your Board of Trustees or your employees will expect you to have all the answers. Creating integrated strategies, communicating intent, and building resilience among employees will go a long way to bringing your employees along with you. If something isn't working, find out fast and change fast.

Virtual workers and teams are here to stay as part of the fabric of the work world. What form they take, how they function, and how you manage them though is up to you as a leader of your village, town, or city. There is a wonderful opportunity now to find new flexible ways of working.

Remember to be agile and adapt systemically as the need arises in this new world of work.



## 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?  
PWD=NENPVE5EATBIKDDBGXREWX1ENLKZZ09](https://us02web.zoom.us/j/83708138064?pwd=NENPVE5EATBIKDDBGXREWX1ENLKZZ09)

**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*



# 2021 COACHING PROGRAM THRIVE IN LOCAL GOVERNMENT

**UPCOMING FREE WEBINARS – Register at [icma.org/coachingwebinars](https://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](https://icma.org/coachingwebinars)

**SAVE TIME! SIGN UP FOR ALL SIX 2021 WEBINARS AT ONCE!**

[bit.ly/ALLSIX](https://bit.ly/ALLSIX)

**Additional free coaching resources at ICMA's Career Center ([icma.org/careers](https://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](mailto:coaching@icma.org).

**Learn more at [icma.org/coaching](https://icma.org/coaching)**



**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](http://midwestleadershipinstitute.org) or contact:

**David Limardi**  
**P:** 847.533.0402  
**E:** [dlimardi@gmail.com](mailto:dlimardi@gmail.com)

**Robert Kiely**  
**P:** 847.703.3585  
**E:** [rkiely@comcast.net](mailto:rkiely@comcast.net)

**Dawn S. Peters**  
**P:** 815.753.0923  
**E:** [dpeters@niu.edu](mailto: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

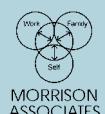
- David E. Morrison, M.D., Morrison Associates
- Daven Morrison, M.D., Morrison Associates
- David M. Limardi, Limardi Consulting LLC, MPA, ICMA-CM
- Robert Kiely, MPA, ICMA-CM
- Dawn S. Peters, MPA

## 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.

**Limardi Consulting, LLC**



*Management Services Provided By:*  
**NORTHERN ILLINOIS UNIVERSITY**  
**Center for Governmental Studies**  
*Outreach, Engagement, and Regional Development*

## Spotlight on: Ancel Glick

### Lake County Amends Its Tax Sale Process to Benefit Communities

By: Adam Simon

In communities where there exists a growing number of vacant and abandoned homes, the cost for property maintenance and nuisance abatement can become burdensome. Between grass cutting, litter removal, pest control and demolition costs, a municipality can invest thousands of dollars annually in maintaining vacant or abandoned real estate to protect neighborhood property values. However, if those same properties are sold for delinquent taxes, the municipality risks losing its investment in the property upon the issuance of a tax deed, which wipes out all prior liens. Fortunately, Lake County has provided an example for how the tax system can be operated under current State law to protect municipal investments of taxpayer funds for the purpose of preserving property values.

Real estate investors can acquire property through the delinquent tax process in two principal ways. The first method, which I'll call the Direct Method, requires the investor pay the delinquent taxes directly at the annual tax sale. In this process, the investor can perfect an interest in the property and eventually acquire a tax deed once the owner's redemption rights expire. Under the Property Tax Code, a tax purchaser should not be able to acquire a tax deed through the Direct Method without first paying all municipal liens. If this works as intended, the host municipality is protected.

The other means for an investor to acquire tax delinquent property, which I'll call the Trustee Method, is from the County. Anytime the taxes for a property are not sold at the annual tax sale, the County acquires the tax certificate, as the trustee on behalf of taxing districts, without paying any taxes. Once the County acquires the tax certificate, it can either sell the certificate or obtain a tax deed and later sell the property. Importantly, a tax deed acquired through the Trustee Process is exempt from the requirement to retire municipal liens, creating the 'municipal lien loophole' in the Property Tax Code, which causes a substantial risk that a municipality will forfeit its lien and lose its investment. This is a special concern because of the correlation between the need for municipal property maintenance and tax delinquency at abandoned properties.

In March, Lake County set an example for other counties by adopting amendments to its Code of Ordinances to (a) address the municipal lien loophole, and (b) grant conditional preferences to municipalities looking to acquire abandoned,

Ancel  
Glink | DIAMOND BUSH  
DiCLANNI  
& KRAFTHEFER

Representing local governments and public officials.  
Contact Stewart Diamond or Adam Simon.

312-782-7606 | ANCELGLINK.COM

FOR LOCAL GOVERNMENT LAW, THINK ANCER GLINK

tax-delinquent property. Importantly, no change in State law was required for the County's solution. The amendments benefit communities in a number of ways. First, it allows the County to sell a tax certificate or real property to a municipality for less than the tax lien and grant a credit against the purchase price equal to the value of property maintenance liens. Not only does this give a town another means to recover its investment, but it can grant the host municipality greater control over how a property (or group of properties) is returned to the tax rolls to help ensure it matches the local housing and land use plan. The County and some towns have used this as a means to promote affordable housing.

Second, the County may include the value of municipal liens when it publishes the list of tax delinquent properties and add the value of the lien to the purchase price for the tax certificate (or property). In other words, the County has agreed to help close the municipal lien loophole. This aligns the operation of the property tax system with community property maintenance goals and helps eliminate the risk that municipal costs will not be reimbursed. For communities in Lake County, this adds new emphasis to the practice of tracking municipal property maintenance costs and perfecting lien rights. If you are unfamiliar with this power, you should consult with an attorney for assistance.

For more detail about Lake County's amended tax sale procedures, you can find the ordinance here: [https://codelibrary.amlegal.com/codes/lakecountyil/latest/lakecounty\\_il/0-0-0-36776](https://codelibrary.amlegal.com/codes/lakecountyil/latest/lakecounty_il/0-0-0-36776). We hope other collar counties will follow this example and partner with municipalities to protect the investment of taxpayer dollars in nuisance abatement and property maintenance.

## Spotlight on: Baird

### What is an Advance Refunding of Prior Debt?

The “advance refunding” was created to allow municipalities the ability to refinance debt prior to the redemption date, also known as a call date, which is typically eight to ten years after the original issuance date. An advance refunding is when prior debt is refunded more than 90 days before the early redemption date and is most often utilized to take advantage of lower interest rates and capture debt service savings. Proceeds of that advance refunding issue are deposited into a dedicated escrow where it is held until the prior debt’s redemption date. Over the last 40 years, the ability to advance refund prior debt at tax-exempt rates has changed with alterations in Federal tax law.

### Tax Reform Act of 1986

Prior to 1986, there was no limitation on the number of times a municipality could advance refund outstanding debt at tax-exempt interest rates. However, beginning in 1986, through the Tax Reform Act of 1986, Congress limited tax-exempt advance refundings to once in the lifetime of a bond to minimize the potential Federal tax revenue loss. For the next 30+ years, municipal issuers used tax-exempt advance refundings as an effective debt management tool to lower debt service costs and/or restructure debt.

### Tax Cut and Jobs Act of 2017

The Tax Cut and Jobs Act of 2017 eliminated local governments’ ability to advance refund outstanding debt at tax-exempt rates. As a result, since 2018 governments have had to use alternative financing methods to unlock potential debt service savings. These strategies include current tax-exempt refunding (within 90 days of redemption date), taxable advance refunding (greater than 90 days from redemption date), current tax-exempt refunding with forward delivery, and cinderella bonds which are all summarized in the table below.

Alternative Refunding Strategies

Strategy	Definition
Current Tax-Exempt Refunding	Refunding where tax-exempt bond proceeds are set aside to redeem outstanding bonds within 90 days or less from the call date.
Taxable Advance Refunding	Refunding of tax-exempt bonds with taxable interest rates if greater than 90 days from the call date.
Tax-Exempt Forward Delivery	Refunding bonds priced on a set date with a fixed tax-exempt interest rate but settled at an extended date in the future which is within 90 days from the call date.
Cinderella Bonds	Refunding initially issued on a taxable basis that will convert to a tax-exempt status upon the occurrence of a specified condition (e.g. call date on bonds refunded). Taxable and tax-exempt interest rates are established at the time the bonds are issued or converted.

### Bond Underwriter and Municipal Advisor

Financing solutions that put your community first.

Naperville Public Finance  
630-778-9100  
[rwbaird.com/publicfinance](http://rwbaird.com/publicfinance)



©2020 Robert W. Baird & Co. Incorporated. Member SIPC. MC-418526.

### Potential Reinstatement of Tax-Exempt Advance Refundings

In January 2021 during the confirmation hearing by the Secretary of the Department of Transportation, Pete Buttigieg, voiced his support for restoring tax-exempt advance refunding bonds as part of the Federal infrastructure package. In February, Senator Roger Wicker, along with eight Senate Republicans and seven Democratic cosponsors (led by Senator Stabenow of Michigan) reintroduced the Lifting our Communities through Advance Liquidity for Infrastructure Act of 2021 (“LOCAL Act”). In March, members of the House of Representatives joined the Senate in reintroducing the LOCAL Act. The LOCAL Act could be included in the President’s infrastructure bill which is expected to be approved in 3rd or 4th quarter of 2021.

### What Can You Do to Help Facilitate the Reinstatement of Tax-Exempt Advance Refundings?

As a local decision maker, you can do two things. First, contact your Congressional representatives to voice your support for the reinstatement of tax-exempt advance refundings. Second, contact your underwriter or municipal advisor to identify any refunding opportunities that may exist for your community if reinstated. If potential refunding opportunities exist, you may establish a debt service savings threshold and a plan of action should the legislation pass.

There is room for optimism as Congress crafts an infrastructure bill to aid local governments. Approval of tax-exempt advance refundings could restore an effective debt management tool for local governments and ultimately provide resources to stimulate additional investment in your community.

This is not a complete analysis of every material fact regarding any company, industry or security. The opinions expressed here reflect our judgment at this date and are subject to change. The information has been obtained from sources we consider to be reliable, but we cannot guarantee the accuracy.

## Spotlight on: FGM Architects

### Adaptive Reuse & Community Vitality

Louise Kowalczyk, AIA and Maggie Krieger, AIA

In need of a new police headquarters? A new fire station or village hall? Are there buildings in your community sitting empty because they've outlived their original purpose? Adaptive reuse is a strategy that turns liabilities or underutilized structures into assets.

Adaptive reuse projects redevelop an existing structure for a new use, maximizing available resources, and ensuring that the structure is purposefully redeveloped to meet present and future community needs.

Every community has empty, unused, even derelict buildings - schools, retail, warehouses, factories – that can be reimaged for municipal use. The economic and environmental benefits of adaptive reuse can be considerable, and often results in enhanced civic pride.

#### Planning for a New Purpose

Adaptive reuse offers a wealth of design opportunities to reprogram a building. The expansive footprint of an abandoned warehouse or retail building offers the opportunity for an efficient one-story structure that may not have been otherwise possible given land or budget constraints. Large volume spaces can be programmed for a multitude of municipal purposes, such as training, vehicle storage and maintenance. Even a historic structure can be reimaged for new municipal purpose.

#### Civic Pride

The built environment plays a major role in civic pride and reflects the values and priorities of a community. Abandoned buildings are eyesores that can become magnets for illicit activity. Adaptive reuse can turn a blighted property into a source of civic pride.

The aesthetic of an existing building envelope can be adapted with expansive glazing to allow for natural light. New materials and forms can be introduced to transform the identity or brand of the building to enhance civic presence.

Adaptive reuse can also honor community heritage. A historic community icon, such as an old school building, can be brought back to life and reimaged as a neighborhood-based facility, including an administrative facility, police station or community center.

#### An Economic Spur

Economic benefits can be realized in both initial project costs and long-term municipal budgeting and revenue. Adaptive reuse projects can also support larger community priorities such as economic development, crime reduction and neighborhood revitalization.



Adapting a building is often more cost-effective than constructing an entirely new facility. Project cost savings are most notable with the existing shell and structure generally remaining intact. The construction timeline can also be reduced, which leads to considerable cost savings.

Facility location can play a role in long term municipal revenue considerations. If an outdated municipal facility has an opportunity to move from a prime location - freeing the property for commercial development and putting the prime property on the tax roll – a new municipal facility could be planned in an area targeted for economic redevelopment where underutilized buildings are available.

#### Sustainable Impacts

Adaptive reuse projects have a positive impact on the environment. Transforming an existing structure, reusing major components of the building, can reduce the carbon footprint compared to new construction. Fewer resources and materials are needed to redevelop an existing structure, and by reusing instead of demolishing, the amount of waste taken to a landfill is significantly reduced.

Existing structures can be re-imagined with a new building envelope including increased insulation to improve thermal performance. New energy efficient systems, including HVAC, plumbing and electrical infrastructure are designed to reduce energy costs.

#### Project Considerations

Adaptive reuse is not a “one-size-fits-all” strategy and numerous factors should be considered to determine whether it is the right approach for your community. Starting with a feasibility study can help inform the decision to pursue an adaptive reuse project. A study can determine if an existing structure is appropriate for a particular use. Important factors to consider are program requirements, site and location, building configuration, existing building condition, and structural systems.

In the right context, adaptive reuse is a win-win approach that demonstrates responsible stewardship, entrepreneurship, and a readiness to adapt for the future.

## Spotlight on: Center for Governmental Studies

### WHAT IF? ...

Greg Kuhn, PhD

Interim Director, NIU Center for Governmental Studies

What if? A simple question representing the fundamental beauty of wondering, imagining, contemplating, and creating. For most leaders, ‘what if’ is a phrase that’s not often uttered out loud, but on some days (or nights) is perpetually circling in their minds. The simple phrase represents not only wondering, but also embodies one of any leader’s fundamental responsibilities, anticipating. Looking out to the horizon, over the next hill, around the next curve are essential components of leadership.

The natural question that arises is can this perpetual loop of imagining/anticipating be more than a conversation with oneself? The answer is yes, but how? By making it an intentional habit to engage in strategic thinking. Almost every city manager or administrator, and assistant manager or administrator, are familiar with the power of strategic planning processes; the creation of visions of the future and consensus goals. But what about those times between strategic planning initiatives? Are leaders asked to ‘turn off’ their radar? Not exactly. It’s arguable that the periods of time between strategic planning processes, or during implementation phases, are equally important episodes for leaders and leadership teams. Leaders are asked to keep their radars on, their perspectives focused and their natural instincts for anticipation and wondering sharp. How can you as a manager or assistant keep your strategic readiness accessible and well-tuned? Through strategic thinking. Consider the strategic issues that are swirling around your community and organization:

- Pandemic related changes,
- Reimagined development patterns,
- Service changes and methods,
- Changing demographics,
- Stressed economics and budgets,
- Emerging housing challenges,
- Technology,
- Aging infrastructure,
- Information flow and social media
- A changing workplace and changing workforce dynamics.

Ok—things are changing, but how can we use strategy to address the dynamics of change? How do we make strategy work? By making strategic thinking part of leadership’s regular repertoire and spreading it around the organization. Lisa Lai, in her 2017 Harvard Business Review article, put it this way, “the reality is that strategy succeeds or fails based on how well leaders, at every level of an organization, integrate strategic thinking into day-to-day operations” (Lai 2017). Lai advocates that leaders get in the habit of asking a series of questions that feed the perpetual loop in their mind of ‘what if’. In her

Northern Illinois University  
Center for Governmental Studies  
Experienced. Unbiased. Grounded Innovation.  
**To learn more about CGS visit [cgs.niu.edu](http://cgs.niu.edu).**

article, Lai asks leaders to put the following five questions to work regularly:

1. What are we doing today?
2. Why are you doing the work you’re doing? Why today?
3. How does what you’re doing today align with the bigger picture?
4. What does success look like for the team?
5. What else could we do to achieve more, better, faster? (Lai 2017)

If you made it this far into the piece, you might say to yourself, “I know a lot of this, and it is reassuring to some extent, but nothing new”. OK, that’s fair. Hopefully it can serve as a good refresher. But consider the next few sentences before you move to your next email, Zoom meeting, or phone call.

Rich Horwath, CEO of the Strategic Thinking Institute, found in his research that when asked about strategic thinking, respondents said “...I’m spending all my time managing trivial and tactical problems, and I don’t have time to get to the big-picture stuff” (Horwath in Carucci 2016).

- 44% of managers responded that they spent most of their time firefighting in cultures that rewarded reactivity and discouraged thoughtfulness.
- Nearly all leaders (96%) claimed they lacked time for strategic thinking, because they were too busy putting out fires (Horwath in Carucci 2016).

Pause for a minute and think about the statistics and observations above. What are some of the fundamental roles we ask of a leader? Envisioning the future, anticipating change, defining direction, and creating energy to get there. If, as Horwath found, 96% of leaders lack time for strategic thinking, who then, is doing it? Or, is it being done at all? Look at your own organizational culture, what’s valued and encouraged? Reactivity and putting out management fires have their place and importance for sure, but don’t thoughtfulness, imagination and anticipation deserve equal footing? What if...? What if our organizations put equal value on those qualities...what would they look like, what could they accomplish as we emerge from the greatest public health crisis and economic challenge in 100 years?

Horwath in Carucci, Ron. 2016. “Make Strategic Thinking Part of Your Job.” Harvard Business Review, October 26.  
Lai, Lisa. 2017. Lai, Lisa. “Being a Strategic Leader Is About Asking the Right Questions.” Harvard Business Review, January 18.

# ILCMA partners



DIAMOND BUSH  
DiCIANNI  
& KRAFTHEFER

Representing local governments and public officials.  
Contact Stewart Diamond or Adam Simon.

312-782-7606 | [ANCELGLINK.COM](http://ANCELGLINK.COM)

FOR LOCAL GOVERNMENT LAW, THINK ANCEL GLINK

## Get Every Penny Your Community is Due

Maximize Your Revenues and Streamline Your Processes

AZAVARGOVERNMENT.COM  
[LOCALGOV.ORG](http://LOCALGOV.ORG)



An Exelon Company

Aquify is your complete water distribution network intelligence solution.

Save water and lower costs | An extension of your staff  
Shared service model | Protect your investment

Carlo F. Cavallaro, Director, Business Development  
Mobile: 630-669-3068 | [Carlo.Cavallaro@exeloncorp.com](mailto:Carlo.Cavallaro@exeloncorp.com)

## Get Every Penny Your Community is Due

Maximize Your Revenues and Streamline Your Processes

AZAVARGOVERNMENT.COM  
[LOCALGOV.ORG](http://LOCALGOV.ORG)



## Bond Underwriter and Municipal Advisor

Financing solutions that put your community first.

Naperville Public Finance  
630-778-9100  
[rwbaird.com/publicfinance](http://rwbaird.com/publicfinance)



©2020 Robert W. Baird & Co. Incorporated. Member SIPC. MC-418526.



Providing advisory and assurance services to Illinois governments for 90 years

Connect with us: [caitlin.humrickhouse@bakertilly.com](mailto:caitlin.humrickhouse@bakertilly.com)

Baker Tilly US, LLP, trading as Baker Tilly, is a member of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities.  
© 2021 Baker Tilly US, LLP.

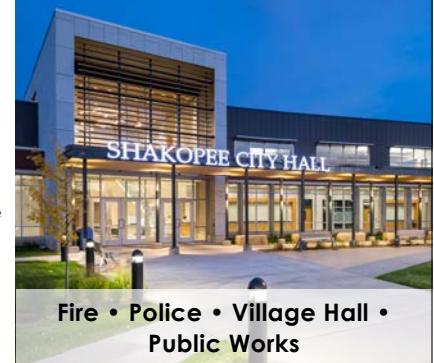


Architecture  
Engineering  
Interior Design  
Landscape Architecture

Henry Pittner, AIA

p: 312.525.3367

[www.bkvgroup.com](http://www.bkvgroup.com)



## Experience the Difference



Local Government ERP  
Financial Management  
Community Development  
Public Works  
Personnel Management



Kevin Schafer | [kschafer@bsasoftware.com](mailto:kschafer@bsasoftware.com)  
(855) BSA-SOFT | [www.bsasoftware.com](http://www.bsasoftware.com)



CHRISTOPHER B. BURKE ENGINEERING, LTD.  
9575 W. HIGGINS ROAD | SUITE 600 | ROSEMONT, IL 60018  
847.823.0500 | [CBBEL.COM](http://CBBEL.COM) | FOLLOW US ON TWITTER @BURKENGINEERING

# ILCMA partners



Northern Illinois University  
Center for  
Governmental  
Studies  
*Experienced.  
Unbiased.  
Grounded Innovation.*  
To learn more about CGS visit [cgs.niu.edu](http://cgs.niu.edu).

Serving Illinois cities and counties for over 50 years.



CIVIL/ENVIRONMENTAL  
MECHANICAL & ELECTRICAL  
STRUCTURAL  
TRANSPORTATION  
ClarkDietz  
Engineering Quality of Life®  
CHAMPAIGN / CHICAGO / OAKBROOK TERRACE / CLARKDIETZ.COM



**CORDOGANCLARK**  
ARCHITECTS • ENGINEERS • CONSTRUCTION

BRIAN KRONEWITTER [bkronewitter@cordoganclark.com](mailto:bkronewitter@cordoganclark.com)



**CORE**



PROUD MIDWEST CONTRACTOR SINCE 1937. | 1937  
601 SW Water St., #101 Peoria, IL 61602 | [www.coreconstruction.com](http://www.coreconstruction.com)



**CTS**  
GROUP  
A VEREGY COMPANY

**Building Optimizations,  
Delivered**

Specializing in Design/Build  
Performance Based Facility and  
System Improvements

[www.ctsgroup.com](http://www.ctsgroup.com)



The Enforcement Behind Thriving Communities

Software that Works as the Central Gear to Your Municipality

Unified e-Ticketing  
Tow Management  
Fine Enforcement

Hearing Management  
Citizen Portal  
Record Management

[DACRATech.com](http://DACRATech.com) Learn More About DACRA Today! **847.490.8440**

# ILCMA partners

 **EQUITABLE**

**Committed to helping public sector employees**

You spend your time making our communities better every day. We want to help you make your retirement better, too, with a strategy tailor-made for public service professionals.

For more information about how to supplement your pension with a 457(b), schedule an appointment today.

Roger Nulton, Financial Consultant, Equitable Advisors, LLC  
(630) 990-3091 | [roger.nulton@equitable.com](mailto:roger.nulton@equitable.com)

Securities offered through Equitable Advisors, LLC (NY (212) 314-4600), member FINRA, SIPC (Equitable Financial Advisors in MI & TN), Annuity and insurance products offered through Equitable Network, LLC. Equitable Network conducts business in CA as Equitable Network Insurance Agency of California, LLC; in UT as Equitable Network Insurance Agency of Utah, LLC; in PR as Equitable Network of Puerto Rico, Inc.

Equitable is the brand name of the retirement products and securities of Equitable Holdings, Inc., including Equitable Financial Life Insurance Company, NY, NY; Equitable First Life Insurance Company of America, an AZ state company with administrative headquarters in Jersey City, NJ; and Equitable

Distributors, LLC. Equitable Advisors is the brand name of Equitable Advisors, LLC (member FINRA, SIPC) (Equitable Financial Advisors in MI & TN).

© 2020 Equitable Holdings, Inc. All rights reserved. GE-3238914 (9/20) (Exp. 9/22) | G0105182

**Analyze your financial data, develop your utility rate analysis, create multiyear financial projections, and more!**

**FORECAST<sup>5</sup>  
ANALYTICS**

**5 Cast**    **5 Cast Plus**

**Susie Manikas** Senior Account Executive  
**630.955.7915** | [smanikas@forecast5analytics.com](mailto:smanikas@forecast5analytics.com)  
**FORECAST5ANALYTICS.COM**

©2020 Forecast5 Analytics. All Rights Reserved.



[GovHRusa.com](http://GovHRusa.com)  
847-380-3240

[info@govhrusa.com](mailto:info@govhrusa.com)  
[info@govtempsusa.com](mailto:info@govtempsusa.com)

Leading clients to a **higher level of performance.**

**Mike Wojcik** MBA, CLU, CFP®  
Senior Vice President / Employee Benefits  
[mike.wojcik@thehortongroup.com](mailto:mike.wojcik@thehortongroup.com)  
(708) 845-3126

**Les Peach**  
Vice President / Business Insurance  
[les.peach@thehortongroup.com](mailto:les.peach@thehortongroup.com)  
(708) 845-3656

Insurance / Risk Advisory / Employee Benefits

**HORTON**

FGM exists to enhance communities by creating quality environments.  
Since 1945

Oak Brook 630.574.8300 Chicago 312.942.8461 [fgmarchitects.com](http://fgmarchitects.com) O'Fallon 618.624.3361

**FGM ARCHITECTS**

## Gallagher

We've been providing insurance and risk management services to public entities for more than 40 years. That gives us a broad perspective when we focus on risks. With over 300 clients in the state, we help our clients consider risks across their entire enterprise as we advise them on:

- Risk management services
- Insurance placement (property, casualty, workers compensation)
- Healthcare benefits
- Pharmacy benefits
- Human resources consulting
- Retirement consulting

**Tia Incapreo**

Area Vice President  
Gallagher Brokerage  
P: 630.438.1586  
[Tia\\_Incapreo@aig.com](mailto:Tia_Incapreo@aig.com)

**Tyler Feeney**

Area Vice President  
Gallagher Benefits Services  
P: 630.696.8866  
[Tyler\\_Feeney@aig.com](mailto:Tyler_Feeney@aig.com)

  
**Gallagher**  
Insurance | Risk Management | Consulting

No one can predict **when service lines will fail.**

**NLC Service Line Warranty Program**

by



Contact Mike Chambers:

[Mike.Chambers@homeserveusa.com](mailto:Mike.Chambers@homeserveusa.com)  
724.678.6075 • [www.NLC.org/serviceline](http://www.NLC.org/serviceline)

  
**Building Communities. Improving Lives.**

Aurora | Evanston | McHenry | New Lenox  
[HRGREEN.COM](http://HRGREEN.COM)

TRANSPORTATION + WATER + GOVERNMENTAL SERVICES  
LAND DEVELOPMENT + ENVIRONMENTAL + CONSTRUCTION

# ILCMA partners

Different by **CHOICE**  
& leading the way in Risk Management

Illinois Municipal League  
**RMA** Risk Management Association

Contact us for a quote at  
217-525-1220 or online at  
[www.imlrma.org](http://www.imlrma.org)



## Illinois Metropolitan Investment Fund

Sofia Anastopoulos, CFA  
Executive Director  
[sofia.ana@investIMET.com](mailto:sofia.ana@investIMET.com)  
630-576-9140

Emlyn Bertsche  
Public Funds Marketing Associate  
[Emlyn.Bertsche@investIMET.com](mailto:Emlyn.Bertsche@investIMET.com)  
630-576-9141

Investing together for  
our communities

[www.investIMET.com](http://www.investIMET.com)

**Kluber**  
Architects + Engineers



GOVERNMENT EDUCATION  
HEALTH CARE COMMERCIAL

[WWW.KLUBERINC.COM](http://WWW.KLUBERINC.COM)

AURORA | CHICAGO | BLOOMINGTON



## Intergovernmental Risk Management Agency

Municipal Risk Management Partners since 1979  
For 40 years, IRMA has provided municipalities with:

- Comprehensive Insurance Coverage
- Professional Public-Entity Specialized Claims Administration
- Litigation Management
- Risk Management Consultation
- Loss Prevention and Training Programs

### Member benefits:

- Broad customized coverage
- Stable, transparent contributions
- Grant Opportunities
- Financial Incentives

To learn more, visit [chooseIRMA.org](http://chooseIRMA.org) or contact us:  
Margo Ely – Executive Director  
(708) 236-6333  
[margoe@irmarisk.org](mailto:margoe@irmarisk.org)

## Searching for Water and Energy Savings?

Saving water also means saving energy.  
Our engineering audit will uncover improvements, and the savings will be used to offset the costs. Let us help you find the answers.



**Johnson Controls**

A collage of three images: a gym interior with exercise equipment, a modern glass-fronted building at night, and a close-up of a building facade with a star emblem.

**Leopardo**  
[leopardo.com](http://leopardo.com)



Municipal GIS Partners, Incorporated

thomas a. thomey  
[tthomey@mgpinc.com](mailto:tthomey@mgpinc.com)  
847-656-5698 Ext. 704  
mobile: 847-336-6235  
[www.mgpinc.com](http://www.mgpinc.com)

## Data Management and Visualization

Proud service provider for:  
**GIS Consortium**

# ILCMA partners

**PARAMEDIC  
SERVICES**  
of Illinois, Inc.

A LEADING PROVIDER OF  
CONTRACTURAL PARAMEDIC  
&  
AMBULANCE BILLING SERVICES

  
35  
YEARS OF SERVICE

9815 W. LAWRENCE AVE.  
SCHILLER PARK, IL 60176  
PHONE: (847) 678-4900  
FAX: (847) 678-2854

[www.paramedicservices.com](http://www.paramedicservices.com)



Investment services for  
Illinois local government entities

Michelle Binns | [binnsm@pfm.com](mailto:binnsm@pfm.com) | 312.523.2428  
Spiro C. Hountalas | [hountalass@pfm.com](mailto:hountalass@pfm.com) | 312.523.2440  
[pfm.com](http://pfm.com)

For important disclosure information please go to [pfm.com/disclosures](http://pfm.com/disclosures)

What if you knew **exactly** what citizens thought about key issues?

**POLCO.us**

Advanced Authenticated Policy Polling & Civic Analytics  
(by district, by demographic, time trends, leading indicators, influencers)

Save Staff Time      Broader Support      Spend Wiser



**Prescient  
Solutions**

**25 YEARS STRONG**



**PROCHAMPS**

Stan Urban  
Illinois Relationship Manager  
Community Champions

321.405.CODE  
630-442-4243  
[www.ProChamps.com](http://www.ProChamps.com)  
[surban@prochamps.com](mailto:surban@prochamps.com)

A Community Champion





**RoadBotics**



**ADVANCED  
AUTOMATED  
AFFORDABLE**

Road condition assessments using smartphones and AI

[www.roadbotics.com](http://www.roadbotics.com) | [info@roadbotics.com](mailto:info@roadbotics.com)

**HELPING CREATE THRIVING,  
VIBRANT COMMUNITIES**

✓ Planning and Zoning  
✓ Plan Review and Inspections  
✓ Code Enforcement  
✓ Automated Solutions

**CONNECT WITH US:**

**Steve Nero**  
Regional Business Development Manager  
[snero@safebuilt.com](mailto:snero@safebuilt.com)  
312.339.0436

**SAFEbuilt.**

Learn more at [SAFEbuilt.com](http://SAFEbuilt.com)



**SBFRIEDMAN**

MARKET ANALYSIS AND  
REAL ESTATE ECONOMICS

DEVELOPMENT STRATEGY  
AND PLANNING

PUBLIC-PRIVATE PARTNERSHIPS  
AND IMPLEMENTATION

**SBFRIEDMAN.COM**

# ILCMA partners

CONNECTED COMMUNITIES  
ARE DATA-DRIVEN COMMUNITIES



Get the tools  
you need to make informed decisions that benefit your Illinois community.

 tyler technologies



Marketing Communications & Public Relations  
Serving Chicagoland Area Local Government

*Melanie Santostefano, President*  
224-633-3120  
[Melanie@VicariousMM.com](mailto:Melanie@VicariousMM.com)  
[VicariousMM.com](http://VicariousMM.com)

Public Relations/Crisis Communications- Newsletters - Graphic Design  
Video - Websites - Social Media - Communication Audits & Consulting



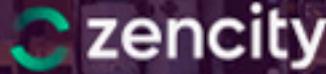
 **W.B. OLSON, INC.**  
The Construction People  
[www.wbo.com](http://www.wbo.com)



 **WILLIAMS**  
ARCHITECTS

500 Park Blvd. | Suite 800  
Itasca, IL 60143  
p 630 221 1212  
[www.williams-architects.com](http://www.williams-architects.com)

ARCHITECTURE | PLANNING | INTERIORS



Prioritize resources, track performance and engage with your community, all with the click of a button.

<https://zencity.io>

# ILCMA sponsors



**bang the table.** 

Build your community with our digital engagement platform and expert-led support.

Learn More | [BangtheTable.com](http://BangtheTable.com)



**BAXTER & WOODMAN**  
Consulting Engineers



Specializing in the following services:

- Water
- Wastewater
- Transportation
- Stormwater
- Construction
- Municipal
- Technology
- GIS

815.459.1260 • [baxterwoodman.com](http://baxterwoodman.com)

## ENHANCE YOUR VEHICLES. FREE UP YOUR BUDGET.

YOUR VEHICLES ARE A MESSAGE TO YOUR COMMUNITY AND A PROMISE TO YOUR EMPLOYEES.

FREE Fleet Cost Analysis for ILCMA Members

Gabby Harding  
[Gabrall.Harding@efleets.com](mailto:Gabrall.Harding@efleets.com) | 765-585-9258

**EFLEETS.COM** |  **Enterprise**  
FLEET MANAGEMENT



**GRP|WEGMAN** is a full service mechanical and electrical contracting company specializing in design-build, performance based energy savings projects.

Call us to set up your **FREE** facilities needs assessment.  
(618) 258-9206



**GRP|WEGMAN**  
INNOVATION FROM CONCEPT TO COMPLETION



**IPRF**  
**ILLINOIS PUBLIC RISK FUND**  
Cost Control Through Cooperation Since 1965

IPRF is the premier and preferred provider of Workers' Compensation Insurance in Illinois. We lead by example and set our standards high for others to follow.

For more information, please visit [www.iprf.com](http://www.iprf.com)

# ILCMA sponsors

**K T J**  
KLEIN, THORPE & JENKINS, LTD.  
Attorneys at Law  
A Tradition of Experience, Expertise, &  
Efficiency Since 1935  
Chicago | Orland Park | Streator  
[www.ktjlaw.com](http://www.ktjlaw.com)

**INTERDEV**  
IT | Security | GIS  
A provider of information technology, security and  
geographic information systems (GIS) services.  
[www.interdev.com](http://www.interdev.com)

**Online Master of Public Administration**  
Advance your career in local government  
 Northern Illinois University [Start Now >](#)

**Life Is On** | **Schneider**  
Electric  
HELPING YOU MAINTAIN A HEALTHY  
COMMUNITY AND BUDGET  
**TY MILLER**  
(800) 747-6702 | [TY.MILLER@SE.COM](mailto:TY.MILLER@SE.COM) | [SE.COM/US/ENABLE](http://SE.COM/US/ENABLE)

**SIEMENS**  
Becky Werra, LEED® AP  
Energy and Environmental Solutions  
[Becky.Werra@Siemens.com](mailto:Becky.Werra@Siemens.com) · (847) 493-7764  
Siemens Industry, Inc. · Building Technologies Division  
[usa.siemens.com/buildingtechnologies](http://usa.siemens.com/buildingtechnologies)

**TRIA**  
ARCHITECTURE  
**BUILDING A FOUNDATION FOR LOCAL GOVERNMENT SUCCESS**  
**TAILORED SERVICES** James A. Petrakos  
**CREATIVE SOLUTIONS** Principal Architect  
**PERSONAL ATTENTION** Nick K. Brasseur  
Marketing Coordinator  
630.455.4500  
[TriaArchitecture.com](http://TriaArchitecture.com)

# ILCMA benefactors

a5 Branding & Digital

**Strong brands.  
Healthy, sustainable  
communities.**

[a5inc.com](http://a5inc.com)



AQUA is a trusted PARTNER with COMMUNITIES across the nation

- Provide drinking water to 3 million people
- Own and operate 1494 public water systems
- Provide wastewater service to 250,000 people
- Own and operate 188 wastewater treatment plants & collection systems

Contact Jim Bilotta  
[JPBilotta@aquaamerica.com](mailto:JPBilotta@aquaamerica.com)  
815.614.2042

[www.waterbyaqua.com](http://www.waterbyaqua.com)

## Guiding your Projects to Success

Public Sector Solutions  
**Baecore Group™**

Mary Smith, *Managing Partner*

office: 847 585 1486  
cell: 847 909 8636  
smith@baecore.com  
[baecore.com](http://baecore.com)

- Project Management
- Software Selection (RFP)
- Organizational Strategy
- Process Improvement
- Business Intelligence
- System Integrations
- Automated Workflow
- ERP Implementation

## Engineering Enterprises, Inc.



Water  
Wastewater  
Stormwater  
Transportation  
Municipal Consulting  
Construction Management  
Surveying  
GIS / Mapping

52 Wheeler Road, Sugar Grove, IL 60554 ~ (630) 466-6700 tel ~ (630) 466-6701 fax

# SIKICH®

ACCOUNTING TECHNOLOGY ADVISORY

**630.566.8400**

**SIKICH.COM**

## Speer Financial, Inc.

INDEPENDENT MUNICIPAL ADVISORS

ONE NORTH LASALLE STREET, SUITE 4100  
CHICAGO, ILLINOIS 60602  
Telephone: (312) 346-3700  
Facsimile: (312) 346-8833  
[www.speerfinancial.com](http://www.speerfinancial.com)

A publication of: Illinois City/County Management Association, Illinois Association of Municipal Management Assistants, Metropolitan Managers Association, Downstate City/County Management Association, Southwest Illinois City Management Association, The Legacy Project

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

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

**[www.ilcma.org](http://www.ilcma.org)**

## ICMA Senior Advisors in Illinois

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

Greg Bielawski  
630-462-1876  
[g\\_bielawski@hotmail.com](mailto:g_bielawski@hotmail.com)

John Phillips  
309-428-5495  
[phillipsjohn99@gmail.com](mailto:phillipsjohn99@gmail.com)

Steven Carter  
217-359-1338  
[stevenccarter@sbcglobal.net](mailto:stevenccarter@sbcglobal.net)

Robin Weaver  
630-835-6417  
[rweaver3333@gmail.com](mailto:rweaver3333@gmail.com)

Bob Kuntz  
Phone 636-527-9068  
[kuntzb@charter.net](mailto:kuntzb@charter.net)