

Calendar of Events

September 8 – 10
ILCMA Summer Conference
Eagle Ridge in Galena, IL

September 28
Legacy Project Lunch
Virtual

October 3 – 6
ICMA Conference
Portland, OR

October 21
ILCMA Professional Development
Hybrid at NIU Naperville

October 21
Metro Manager Luncheon
Hybrid at NIU Naperville

To view all upcoming events click here

President’s Column

New Challenge: Combat Tribalism with Friendly and Courteous Service (ICMA Tenet #9)

By Mark Franz, Chair, Committee on Professional Conduct, City Manager, Glen Ellyn

“Tribalism is destroying what truly makes America exceptional,” states Thomas Koenig in NationalReview.com. He quotes Alexander Hamilton in the first Federalist Paper in 1787 that we should govern ourselves through “reflection and choice” rather than by “accident and force.” He further opines that “partisanship is inevitable, but brutal tribalism requires something more: unquestioning devotion to an in-group—Us and visceral distrust and loathing of—Them.” The belief that if you aren’t on my side, you are on the wrong side has trickled down to our own boardrooms and communities. How to combat this behavior? Focusing on Tenet #9 of the ICMA Code of Ethics is a jumping off spot, which reads:

#9: Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.

City, Village, and County employees are increasingly being treated with more disrespect by elected officials and community members. This erosion of respect often includes questioning whose side our employees are on which impacts the important work we do. As leaders, we need to address the negativism that permeates our workplace as well as support the employees caught in the firing lines and try not to allow these attitudes to erode public trust. Protecting the quality and image of public service has become much more difficult in the age of tribalism. Kathy Hodgson, City Manager in Lakewood Colorado wrote eloquently on this topic in an April Public Management issue. “The role of the leader used to resemble a

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Job Mart

Click here to see job listings



daily race to the finish line, dealing with the incessant cascade of work, putting in endless hours, negotiating solutions, and resolving conflicts day after day. But now, in this new era, the demands are different. The problems are transforming, and the solutions less obvious... (and) our organizations need something entirely different.” “Specifically, (organizations) need leadership that is willing to openly acknowledge the difficult atmosphere and to work from a human perspective to address conflicts and identify solutions, while continuing to support productive operations.” She recommends a lesson from our childhood: stop, look, and listen:

1. Stop: Resist the urge to “plow through” your work for the sake of accomplishment
2. Look: Discipline yourself to separate all emotional elements from the issue
3. Listen: Drop the ego and seek to broaden your perspective and consider the voices that are unrepresented.

City Managers are again being asked to adapt to the challenges of the day and recalling ICMA’s Tenet #9 will help center us on building and protecting the relationships within our communities. It is essential for leaders to encourage respectful communication between citizens and government officials and emphasize friendly and courteous service to the public, even during emotional issues. City Managers cannot control public debates, but reemphasizing a human approach and a focus on kindness and courteous service, is a great place to start. Doing so effectively, will hopefully lower the “temperature” in our communities and bring a level of respect and kindness back to our public conversations.

As Thomas Koenig concludes, “the failure of Democrats and Republicans to rise above and debate each other rationally and with some basic respect is deeply corrosive and dangerous to democracy. (He asks,) are we up to the task of self-government? America is at a crossroads.”

I know we are up for this challenge; City and County Managers thrive on adapting and kindness is still king!

Programming Note: As a reminder, ILCMA’s Committee on Professional Conduct (CPC) provides oversight to ILCMA membership and is embarking on a review of the process for managing potential ethics violations. The Committee will be recommending some modifications to the rules to align with improvements recently made to the process at the ICMA level. We hope to discuss this with the ILCMA Board this fall and will keep the membership informed.

Ethics Resources:

<https://icma.org/ethics>

<https://icma.org/ethics-issues-and-advice>

Martha Perego, ICMA Ethics Director: mperego@icma.org

Mark Franz, Chair Committee on Professional Conduct (CPC): mfranz@glenellyn.org



[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.

A graphic of a white sticky note with an orange tab at the top right, pinned to a light blue background. The text on the note is as follows:

- **Membership Dues Notices!**
- For those of you who have not yet renewed, membership dues notices were mailed to you last month.
- The Secretariat’s office hopes to have new directories published 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

Trevor Bosack is the new assistant to the village manager in Hinsdale. He was previously the assistant to the village administrator in Woodridge. His new contact information is:

Trevor Bosack
 Assistant to the Village Manager
 Village of Hinsdale
 19 E. Chicago Ave.
 Hinsdale, IL 60521
 tbosack@villageofhinsdale.org
 Cell: 630-272-1304
 Work: 630-789-7005

Congratulations to **Ingrid Velkme** who announced her retirement as of Sept. 17, 2021. Ingrid joined Western Springs in 1987 as an intern and then again in 2000; capping her esteemed career as Western Springs Village Manager in 2017.



[Apply Here](#)

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.

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:

Joseph Hackney, Village Administrator, Village of St. Joseph
 Stephanie Hansen, Budget & Finance Officer,
 City of Belvidere
 Jason Miller, Assistant to the Village Manager,
 Village of Park Forest
 Emma Carter, Intergovernmental Affairs Coordinator,
 City of Evanston
 Lori Charles, Village Clerk, Village of Willow Springs
 Molly Hall, Administrative Assistant, Village of Lakemoor
 Lukasz Stykowski, Management Analyst, Village of Algonquin
 Nick Gottwalt, Director of Community & Administrative
 Services, Village of Carbon Cliff

Members:

Abidemi Adebamiwa, Student, Claremont
 Graduate University
 Niko Dubovsky, Simplicity Tech
 Mark Essinfeld, Trusted Capital Group
 Sue Koulianos, Enterprise Fleet Management
 Alex McGhee, Schneider Electric
 Benjamin Polony, Administrative Intern, City of Lake Forest
 Martin Ragan, Simplicity Tech
 David Rodriguez, Trusted Capital Group
 Ethan Salsinger, Great Lakes Regional Director-Public
 Sector, Gallagher
 Bob Spring, Sr. VP – Public Entity Practice, Insurance
 Program Managers Group
 Jeff Weber, Insurance Program Managers Group

Senior Advisor Monthly Column

Help is Nearby

By Steve Carter, ILCMA/ICMA Senior Advisor

We could not imagine what the last 18 months were going to be like. It was a challenge unlike any other: life-threatening, all-encompassing and ever-changing. And, COVID is still lingering with all its uncertainties. No one knows better than managers and their staffs.

But, here is what I saw. I saw communities coming together to address the challenges with COVID. Cities and towns, counties, health districts, school districts, colleges and others were working together to try to keep their communities safe. Some were the usual partners and some perhaps not. Many used their emergency response systems which were developed primarily for weather events, but were applied to this new emergency. Where they could come together on goals, roles and tasks, they could be more effective. In communities where agreement was not easily achieved, the work required more effort.

I saw managers and their staffs sharing questions and information with other managers. With their environment changing day-by-day and sometimes hour-by-hour, just keeping up with important information and how to respond to it in your community and your organization was overwhelming. Whether through telephone calls or Zoom meeting with other managers, information was shared about how to provide your services, who was an essential employee, how to handle council meetings, whether to close your facilities, how to communicate with your citizens, what the latest Federal or State requirements meant, what changes were needed in your personnel policies or labor agreements, how to address budget issues with major revenue losses anticipated, how to make application for grant funding, what documentation is really required, and more. Questions were asked and information readily shared.



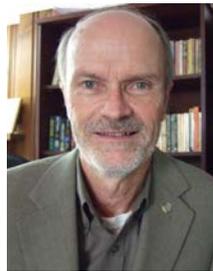
Greg Bielawski



Steve Carter



Bob Kuntz



John Phillips



Robin Weaver

And, I saw managers showing concern for their peers. How are you doing? How is your family? Sometimes they were expressing personal frustration or exhaustion from being bombarded with issues, questions and concerns. Sometimes they were finding humor in some specific circumstance, where tension was relaxed if only for a short time. They could relax their “public face” for just a few minutes because they knew that their peers understood.

So, this is what we learned, that help is nearby, as near as the closest manager. It is what professional managers do. We provide support to each other, whether organizational or personal. And, that is what professional associations do. ILCMA provides opportunities for managers to get-together virtually or in-person and share ideas and provide help. Yes, help is nearby, to make us more effective and our communities more successful.

**Enroll in the
ILCMA Mentor
Match Program**



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

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

Why be a Mentor?

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

Why be a Mentee?

Mentees gain encouragement and guidance for their careers, and mentors gain deeper insights into their own careers and the satisfaction of helping others.

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

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



**VIEW MENTOR ENROLLMENT
INSTRUCTION VIDEO**



**VIEW MENTEE ENROLLMENT
INSTRUCTION VIDEO**



SUMMER CONFERENCE 2021

ILCMA 2021 Summer Conference registration is now open! We are excited to back in person this September 8th-10th at Eagle Ridge Resort. The ILCMA Conference Committee put together a great conference with informative sessions, great keynotes, and fun social events and networking opportunities! Visit the ILCMA Conference page for conference brochure and registration details: www.ilcma.org/conferences



Opening Keynote:
Michael Kimmel
The Gender and Race Equality Advantage



Closing Keynote:
Heather Younger
Seize the Opportunity: Reimagining a better Workplace in a Challenging World

Sessions include:

- Smarter, Safer, Resilient Cities – In a Post-Pandemic World
- Financing, Feasibility and Site Selection for Transformative Community Projects
- The Power of Data: Reaching Your Community by Understanding Equity and Inclusion
- PSEBA
- The Great Migration
- Succession Planning – How to do it right
- Criminal Justice Reform - What Happens Next?
- Best Practices in Long Range financial Planning
- Plus much more! See the Brochure for descriptions of all sessions

Plus:

The Professional Development Committee has put together a great Pre-Conference session: "Creating the Organizational 'Win-Win' in DEI Learning and Education: Mastering the Art of Transformation"



SEPTEMBER 8-10, 2021

**VISIT
WWW.ILCMA.ORG/CONFERENCES
FOR FULL DETAILS**

ILCMA SUMMER CONFERENCE 2021

ATTENDEE REGISTRATION FORM

Attendee Contact Information

Name: _____

First Name for Badge: _____

Title: _____

Organization: _____

Address: _____ City/State/Zip: _____

Email: _____ Phone _____

Partner/Spouse Name (if registering) _____

Conference Registration

- ILCMA Member Full Conference \$250
- First-time Attendee*(members only) \$175
- Student \$50
- Non-Member \$425
- Member-in-Transition No Fee
- Pre Conference Session \$59

Creating the Organizational "Win-Win" in DEI Learning and Education: Mastering the Art of Transformation

Golf

- Golf 18 holes at the North Course \$100
___ Conventional ___ Scramble
- Golf-9 holes \$65

Social Events

- Wednesday Evening BBQ No Fee
- Legacy Project Thurs AM Walk No Fee
- Downtown Galena Night Life Tour No Fee
- ___ Attending Thursday Dinner? Yes or No No Fee

Guest Meals

- Spouse/Partner Meal package \$100
includes two breakfasts (Thu/Fri) and two dinners (Wed/Thu)
- ___ Kids aged 5-12 meal package \$38
- Spouse/Partner Thursday Dinner \$57
- ___ Kids aged 5-12 Thursday dinner \$16
- Spouse/Partner Breakfast
- ___ Thursday \$22 ___ Friday \$22
- ___ Kids Thurs Breakfast \$11 ___ Kids Fri Breakfast \$11

Registration Total \$ _____

Duty of Care - Please note that by registering, you agree to adhere to the precautions and policies contained herein and acknowledge and understand that you are knowingly and freely assuming all risks related to illness and infectious diseases, such as COVID-19, by attending this event. Further, you understand that refusal to adhere to these policies and abide by these precautions may result in immediate removal from the event and cancellation of the registration, without receiving a refund.

To pay separately for golf or guest meals, mail a separate check payment, fax a separate form with credit card information to 815-753-6900 or email OutreachRegistration@niu.edu. Upon receiving your email an Outreach Registration representative will contact you to process a credit card payment.

Three easy ways to register: **EVENT#18054**

ON-LINE: <https://www.ilcma.org/conferences>

PHONE: 800-345-9472

FAX: 815-753-6900

MAIL completed registration form and payment to:

Outreach Services Registration Office

Northern Illinois University

DeKalb, IL 60115

Register by September 1st! For a full refund, you must cancel your registration by September 1st. Cancellations made after Sept 1st incur a \$50 fee. Room reservations under the ILCMA room block can be made by contacting Eagle Ridge Resort at 800-892-2269 by **August 9**, let them know you are with ILCMA or use RES ID#6960L0

Questions about the conference? Contact Alex Galindo at agalindo@niu.edu or 815-753-5424

Questions about registration? Contact the registration office OutreachRegistration@niu.edu or 800-345-9472

If registering by Mail/Fax with Credit Card:

circle one: Visa, Mastercard, Discover, American Express

Card Number: _____

Expiration Date: _____

Name on Card: _____

Address: _____

City/State/Zip: _____

Signature _____

cardholder's name and address must be exactly the way it appears on their credit card statement

If registering by Mail with check send completed form with check payable to ILCMA and mail to:

Outreach Services Registration Office

Northern Illinois University

DeKalb, IL 60115





Illinois City/County Management Association 815-753-5424 ■ Fax 815-753-7278

ILCMA will once again be participating as an exhibitor at the Illinois Municipal League Conference and is seeking volunteers to staff the booth. Please sign up for a time slot using the form below!

IML Conference Booth Sign-up for Booth # 416

Count me in! I have indicated three (3) time slots that I can work

Name:

Title:

Address:

Phone:

E-mail:

Please indicate your choices by putting a 1 by your first choice, a 2 by your second choice and a 3 by your third choice:

Thursday, September 23

Friday, September 24

_____ 2:00 pm – 3:30 pm

_____ 10:30 am - 12:00 pm

_____ 3:30 pm - 5:00 pm

_____ 12:00 pm – 1:30 pm

_____ 1:30 pm – 3:00 pm

_____ 3:00 pm – 5:00 pm

Teardown begins at 5 p.m. on Friday.

_____ YES, my mayor is willing to staff the booth with me!

Please respond by September 9th to:

Dawn S. Peters
ILCMA Executive Director
Center for Governmental Studies
NIU
DeKalb, IL 60115

You can also fax or e-mail your response to:

Fax: 815-753-7278

Email: dpeters@niu.edu

ICMA Service Awards

The following ILCMA members have received an ICMA Service Award and will be recognized at the upcoming ICMA Conference in Portland, Oregon

40 Year Service Award

Mr. Michael G. Bartholomew, LEED AP
Mr. Willie Norfleet, Jr.

35 Year Service Award

Mr. Robert O. Barber
Mr. Joseph A. Cavallaro
Mr. Riccardo F. Ginex, ICMA-CM
Mr. Daniel P. O'Malley

30 Year Service Award

Mr. Tim Gleason, ICMA-CM, IPMA-CP, MPA
Mr. David A. Hulseberg, CEO, CET
Mr. Jim Marino, MPA
Mr. Christopher A. Martin, MPA
Mr. Douglas K. Maxeiner, ICMA-CM, MPA
Mr. Reid T. Ottesen
Ms. Cara L. Pavlicek, ICMA-CM
Ms. Andrianna M. Peterson
Ms. Lisa K. Shelley
Mr. Regan Stockstell
Mr. Timothy C. Wiberg
Mr. Jeff Zoepfel

25 Year Service Award

Ms. Amy Ahner, AICP, MPA
Mr. Curtis J. Barrett
Mr. Brian E. Bursiek, JD, MPA
Mr. Christopher D. Clark
Ms. Stephanie K. Dawkins, ICMA-CM, JD
Ms. Robin Ellis, AICP, ICMA-CM
Mr. Scott E. Hartman
Mr. John T. Lockerby
Mr. Mark A. Lynch, MPA
Mr. Steven C. Vinezeano, ICMA-CM

20 Year Service Award

Mr. Scott D Anderson
Mr. Patrick M. Brennan
John M Duguay 2
Mr. Rodolfo D. Espiritu, ICMA-CM, MPA
Ms. Pamela O. Newton, MS
Mr. Tim J. Schloneger
Mr. Albert L. Stonitsch, MS
Mr. J. R. Wynsma

10 Year Service Award

Ms. Denise L. Bulat
Ms. Christina C. Burns
Mr. Derek Soderholm
Mr. Evan K. Summers, MBA
Mr. Matthew A. Supert
Gary Williams, MPA

ILCMA Offers Scholarship to ICMA Conference

To encourage attendance at the ICMA annual conference, ILCMA and ICMA are pleased to announce they will provide financial assistance to ILCMA members, who are also members of ICMA, wishing to attend their first ICMA conference. ICMA will waive conference registration fees to the annual conference for two ILCMA members. ILCMA will in turn match the dollar amount, which is up to \$720, of those fees to help defray transportation and housing fees. This is an excellent opportunity, particularly for members from communities that do not have the resources to allow their staff to travel to national conferences.

To qualify, applicants must be a full (corporate/voting) member of ILCMA and be attending their first ICMA conference. If you are not an ICMA member, ICMA is offering a "Join, Go, Save 50%" 1st year's dues discount to those who have never belonged to ICMA and is a state scholarship recipient. Individuals can join ICMA using the following code CONF21 if they join online and then register for the 2021 Annual conference- either the live event in Portland or the digital event.

To apply, send a brief letter explaining how you and your community would benefit from receiving this award. Along with the letter, please enclose an up-to-date resume. Applications are due in the Secretariat office no later than Sept. 1. The ILCMA Awards and Scholarship Committee will make a final decision on award recipients around the first week of July. ILCMA will notify ICMA of the names of award recipients indicating they are entitled to a waiver of the conference registration fee.



**Advancing Civic Leadership
Navigating the Future**

**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



ILCMA Member Receive ICMA Credentialed Manager Designation:

Congratulations to **Christina Burns**, Oswego, IL 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.



REGISTER HERE

Legacy Project Presents

GIVING A HAND UP



VIRTUAL LUNCH

SEPTEMBER 28, 2021
11:30 AM - 12:30 PM

Paula Schumacher, Village Admin
Village of Bartlett
Legacy Project, Past President

The ICMA logo is displayed in white, bold, sans-serif capital letters on a dark blue rectangular background.A photograph of two women sitting at a desk in an office with a brick wall background. The woman on the left has short blonde hair and is wearing a patterned blouse. The woman on the right has long dark hair and is wearing a dark blazer. They are both looking at a tablet computer. The text '2021 COACHING PROGRAM THRIVE IN LOCAL GOVERNMENT' is overlaid in large white letters on the bottom half of the image.

2021 COACHING PROGRAM THRIVE IN LOCAL GOVERNMENT

UPCOMING FREE WEBINARS – Register at icma.org/coachingwebinars

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

SAVE TIME! SIGN UP FOR ALL THREE WEBINARS AT ONCE! bit.ly/ALLSIX

More Free Coaching Resources at ICMA's Career Center (icma.org/careers)

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

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

Learn more at icma.org/coaching

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

Tim Gleason

Outside of the pandemic, what issues are you and your organization facing or what is keeping you up at night?

Is there anything outside of the pandemic!

The tremendous growth in our region (Bloomington/Normal/McLean County) are driving decisions at my level that are generational decisions and build upon one another. Workforce challenges for major employers like Ferrero Candy, Rivian EV Automaker, Brandt Manufacturing, two growing hospitals/healthcare systems, headquarters for State Farm and Country Companies are tremendous challenges that we are facing. How do we accommodate today and position ourselves for future expansion and trailing opportunities is the daily question before me. As an example, having the housing market to keep up with employee relocation demand is a byproduct of the growth in our region. I need to make sure our internal practices and policies are streamlined to encourage and accommodate the needs of developers interested in investing in my community. All great problems to have but to use a baseball analogy I do not want to just hit a single when I could have hit a home run for my elected and community.

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 have learned?

Knowing that we are all in this together and hearing similar challenges of all communities allows me to persevere.

The pandemic is similar in many ways to the Washington, IL tornado in 2013 where I served as City Manager. I learned quickly that you must protect your resources and #1 are your employees. This also includes yourself. Your mental and physical well-being tie directly to how well you lead and your decision-making capabilities when your elected and community are arguably depending on you the most.



Also, it has been the resilience of my community and the strength of my employees. No one asked for this but there are so many positives that if you allow yourself to see them, it makes you stronger individually, as a team and a community. Dare I say it is fun to be a part of this and definitely an honor.

What have you been doing to maintain your wellness/balance during the COVID Pandemic?

I have taken my advice to take care of myself! Twenty-five years of unhealthy habits as a police officer and nearly 10 years of the stressors related to serving as a City Manager take a toll on you. Over the course of 7 months, I have lost 50 lbs. Basically, a Keto diet of high protein, low carbs with smaller meals (5x a day) and exercising. I am truly in the best shape that I have been in for quite some time. While the physical is obvious, I feel more focused and intentional (which has become a theme for me). I would have never thought this was an issue to begin with, but I know it to be true. The greatest reward is being an example to employees and those in the community that see me or hear me on the radio programs that reach out for advice.

What book are you reading?

Most anything about diet, exercise, and the philosophy of "servant leadership". SL is a leadership philosophy that I have introduced to the organization a couple years ago and hear how much it has helped the individual and organization getting through the pandemic. It is a mindset and approach to leading where the focus is much larger than the task at hand. Government can get caught up in checking the box and moving onto the next crisis and miss opportunities for growth in each task.

IML Managers Monthly Column



Update on Small Wireless Facilities Deployment Act

By Julia Cedillo, IML Managers Committee and Village Manager, La Grange Park

The Small Wireless Facilities Deployment Act (50 ILCS 840/1) enacted in 2018, was due to sunset in June 2021, but after much deliberation during this year's spring session, was renewed and signed into law by the Governor on June 3, 2021. The renewal expands the authority for local governments over the previous legislation. This column provides for key reminders about the Act, what additional requirements local governments may now impose, and a reminder of the inconsistencies between the Act and FCC regulations which are still at play.

The 2018 ACT

In passing the 2018 Act, the Legislature noted that small wireless facilities are critical for delivering wireless access to advanced technology, broadband, and 9-1-1 services to homes, businesses, and schools in Illinois. In passing the Act, the State limited a local government's ability to regulate the placement and installation of small wireless facilities on any local government right-of-way. Specifically, the Act addressed the installation, collocation, maintenance, modification, operation, or replacement of small wireless facilities on any support structure or utility poles in a local government authority's right-of-way. Small wireless facilities are no more than six cubic feet in volume and collocated on top of an existing utility or light pole or a new support structure. In short, local governments cannot regulate the installation or placement of small wireless facilities in its right-of-way that do not exceed 10 feet in additional height on an existing pole or that do not exceed 45 feet in height for any new structure. As such, small wireless facilities are permitted uses and not subject to zoning review or approval if they are collocated in the right-of-way in any zoning district or outside of the right-of-way on property zoned exclusively for commercial or industrial use. Further, a local government cannot limit the number of wireless carriers installing small wireless facilities in its jurisdiction.

The Act does allow a local government to require a permit application and fee for the installation of the facilities and permits are to be issued for a five-year period. However, a local government cannot collect any permit fees without first adopting either an ordinance or fee schedule. The application can require submission of certain information for each facility, including siting and mounting information (with a photograph), specifications and drawings, along with structural integrity analysis, prepared by a structural engineer, and an installation schedule. Importantly, a local government can propose alternate placements to help ensure the integrity of the public right-of-way. However, the Act provides a specific application review period, and if a local government authority does not respond to an application within 30 days after the complete application is submitted, the application is deemed complete. Permits for installation or existing structures must be approved or denied within 90 days. Applications for installations on new poles must be approved or denied within 120 days.

Local governments may impose design standards for decorative utility poles or other reasonable stealth, concealment, or aesthetic requirements, which may be desirable in areas in a community where appearance is important. Any ground-mounted equipment associated with the small wireless facility that is not attached to the pole can also be required to comply with the local government's undergrounding requirements or right-of-way permitting requirements. Additionally, local governments can remove abandoned facilities that have not been operational for a 12-month period. These additional provisions must also be adopted through an ordinance in order to be enforceable.

Once the 2018 Act was enacted, carriers began submitting applications in communities and in some cases, for multiple locations within a jurisdiction. In response, local governments were challenged to align resources to review permits while constituents became increasingly concerned about the aesthetic impact in residential neighborhoods as well as the safety of the equipment. In the spring 2021 legislative session, the Illinois Municipal League (IML) was aware of municipal officials' concerns, advocated the expansion of

continued on the next page

local control, resulting in new amendments to the ACT. The sunset provision was extended to December 2024.

The amended 2021 Act allows local governments to:

- Require certification by a radio engineer that a new or modified small wireless facility operates within all applicable FCC standards (the FCC sets the standards for the safety of radiofrequency (RF) and microwave emissions from transmitters and facilities regulated by the FCC, preempting state and local authority)
- Require compliance with acoustic regulations limiting noise emissions
- Propose the collocation of facilities on alternate utility poles up to 200 feet from a requested pole location (up from the previous 100 feet in the 2018 Act)
- Require all utilities to accommodate the collocation of the small wireless facilities on utility poles at prescribed rates.

FCC Regulations

In permitting small wireless facilities, local government authorities are subject to both the State Act and FCC Regulations, and there are a number of inconsistencies between the requirements. The IML reminds us that in general, FCC regulations preempt state law. With regard to permit review time limits, the FCC's are shorter, but if exceeded, approval must be pursued in court. If the State Act's timeline for review is not met by the local government, the permit is deemed approved, provided that the applicant provides notice to the municipality of their intent to exercise their right to remedy. To view the full list of differences in the regulations, please reference IML's Fact Sheet on Small Wireless Facilities Deployment Act at IML.org.

The IML provides a number of resources to assist communities with the implementation of the Act.

- Small Wireless Frequently Asked Questions
- Revised Model Small Wireless Facilities Deployment Ordinance
- Revised Small Wireless Facilities Deployment Ordinance Drafters' Notes
- Revised Master Pole Attachment Agreement
- Revised Model Small Wireless Facilities Permit Application

Don't miss the IML's Fact Sheet on Lead Service Line Replacement, released on August 30, 2021



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ILLINOIS' ECONOMIC DEVELOPMENT BASIC COURSE

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SEPTEMBER 28TH, OCTOBER 7TH, OCTOBER 14TH,
OCTOBER 21ST, OCTOBER 28TH



continued on the next page

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Tentative Agenda



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Attendance Policy

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For more information about the program and a tentative agenda, visit <https://www.bedcillinois.com>.





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How do I use a hashtag?

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- 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).

Spotlight on: Baker Tilly

In a World Competing for Hard-to-Find Talent, Skill-Based Pay can be your Secret Weapon

Steve Miner, Managing Director and Jada Kent, Manager, Public Sector Human Capital Services, Baker Tilly

Is your traditional job-based pay (JBP) system working for you? If not, consider an approach to pay that builds teamwork and strengthens organizational effectiveness by enhancing overall skill levels across units in which it is implemented. Skill-based pay (SBP) is not a new or radical concept, having been implemented in the private sector as early as the late 1960s. Since then, while its use has grown in private sector businesses, SBP has not been as broadly implemented in the public sector. And, while SBP is not a one-size-fits-all solution, many local governments are increasingly looking at it as an important part of their overall compensation and management strategy.

The Society for Human Resource Management (SHRM) defines SBP as, "... a compensation system that rewards employees with additional pay in exchange for formal certification of the employee's mastery of skills, knowledge and/or competencies." Conceptually, SBP is the polar-opposite of traditional JBP. In JBP practices, jobs are designed using a set of minimum requirements established for each position. Pay is based on market data taken from matching jobs that perform the same set of duties. SBP turns that on its head and pays employees based on the documentable skills they have that the organization needs. Workers having more of the specified skills earn more pay, while those with fewer skills earn less.

Skills are often based on national or international certifications. However, certifications may also be based on the organization's internal processes and work needs. Common examples are industry-wide certifications used in computer and data processing jobs, project management or lean and similar quality programs, as well as internal certifications developed and used by individual organizations.

You may ask how this differs from pay supplements or career ladder programs commonly offered by organizations today. In some circumstances, they can look similar. However, SBP usually has several advantages:

- Maximization of employee's potential (and organizational value): Often JBP limits personal growth, while SBP encourages it. Done properly, SBP provides incentives for motivated employees to self-improve their skills as well as their value to the organization.



- Enhanced worker camaraderie and engagement: Unlike standard JBP supplements or career ladders, where added certifications give access to slots that only a few can occupy, SBP offers higher level pay for all employees engaged in a department or group where those skills are applicable. For this reason, in organizations using SBP, it is not uncommon to see workers helping train co-workers, or at least encouraging them to enhance their skillset. In this sense, SBP is not a zero-sum process, as existing workers benefit from co-workers' growth instead of being threatened by it or needing to compete against each other for opportunities.
- Enabling teamwork: By getting away from strict hierarchical position classifications and replacing them with SBP, organizations often find that teams are more efficient. The added skills allow for simpler cross-training and group work effort, as teams find it easier to get jobs done when they can vary the workforce to the job at hand, rather than the more highly delineated job descriptions that come with JBP.
- The sum is often greater than the parts: Enhanced skills across the workforce can serve as the basis for substantial knowledge gains inside the organization, where the added skills often benefit in unexpected ways, including enhanced morale and engagement.
- New work arrangements offer opportunities: As COVID-19 brought on additional work-from-home arrangements, the industry has seen an uptick in SBP, some of it contracted. Identifying needed skills lends itself well to the notion that help can come from many places and may be secured using nontraditional arrangements.

There is some downside. Adding skills can be more expensive, so employers should move carefully to ensure that gains and benefits exceed costs. However, for organizations proactively looking for ways to encourage and enhance performance, developing your existing workforce is often the best and least expensive way to achieve that.

Spotlight on: Gallagher

Managing COVID-19's Unexpected Consequences for Healthcare Benefits

By Tom Belmont, Jr., U.S. Health & Benefits Practice Leader
 Chris Nadeau, Executive Vice President, Atlantic Region
 Mark Rosenberg, Area President, Healthcare Analytics

Emerging data underscores the relationship between the pandemic's prolonged disruption of daily life, and its profound impact on mental and physical health. Americans have dealt with COVID-19-related stressors at home and at work for over a year, and the cumulative effects are far-reaching.

Changes in healthcare utilization

Patterns of healthcare consumption have been drastically altered by the pandemic. Employers are seeing significant and unexpected changes in healthcare use and spend. Over the past 12 months, more employees have received counseling and substance abuse treatments, driven by a sharp rise in stress combined with healthcare providers' ability to adapt service for easier access.² The immediacy and privacy of telemedicine works especially well for mental health counseling, and adoption has been widespread.

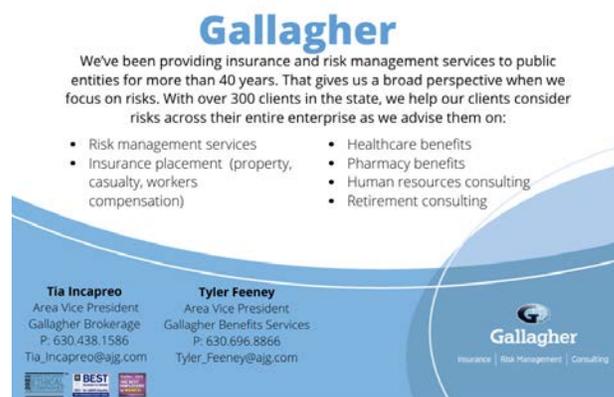
The cost trajectory of change

Organizations braced themselves for an overall jump in healthcare cost trends at the outset of the pandemic due to the anticipated expense of treating COVID cases. Instead, to the surprise of many, a different financial scenario unfolded. Patients postponed or skipped routine and elective medical services over the course of 2020. Delayed dental checkups and treatments are an extreme example, netting a monthly spend reduction in this category of up to 80%. To a lesser extent there's been a decline in elective surgery.

The total net impact on employer healthcare spending is lower costs in 2020 compared to 2019.² While some of the volume has bounced back, it hasn't returned to pre-pandemic levels. Prescription drug use is a different story, with COVID-19 causing a modest increase in overall spend.² When the CARES Act passed in March 2020, it mandated that Medicare plans allow for broad use of 90-day scripts during the state of emergency, up from the standard 30 days for branded medications.³ Commercial healthcare plans largely permitted this change as well, netting an increase in per-patient drug utilization.²

Reconciling telemedicine's pros and potential cons

The growth of telemedicine is one of the most dramatic changes to healthcare seen during the pandemic. Telemedicine visits work very efficiently for situations where the doctor's physical presence is not essential. Yet there's a general tendency toward prescribing more medications



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during a telemedicine session versus an in-person visit. Another concern is the reliance on a camera to evaluate patients, which creates the potential for subtle issues to be missed or misinterpreted.

Timing the introduction of health benefit changes

New and planned health initiatives were frequently put on hold in 2020. With the world in flux, employers quickly recognized the difficulty of implementing these strategies would only be further complicated by the challenges of measuring their success. Many are now watching and waiting for the optimal time to introduce change.

The timing for a return to something that resembles normalcy still involves guesswork, even with vaccinations. So employers sidelined many new initiatives in 2020 until they could regain their faith in an adequate level of stability.

Applying social factors to support employee needs more precisely

Companies are becoming more actively engaged in managing their populations' health by leveraging data that falls outside of traditional healthcare tracking. Broadly speaking, this approach comes under the umbrella of social determinants of health.

It focuses on understanding disparate lifestyle and behavioral traits, which enable employers to offer targeted resources towards specific health risks. Examples of this include credit scores, shopping history and education level.

The lingering uncertainties of the pandemic have escalated the importance of finding efficiencies when investing in employees' health. New and flexible options are part of a successful transition, and socially appropriate benefits that more closely and broadly match individual needs show exciting promise.

¹Gallagher, "Workforce Trends Pulse Survey," February 2021

²Gallagher, Healthcare Analytics data, January 2021

³Medicare Watch, "The CARES Act Provides Economic Stimulus and Health Care Changes," April 2020

Spotlight on: IML Risk Management Association

Cybersecurity

By IML Risk Management Association

Ransomware is a type of malicious software that takes files from computers or mobile devices and holds them hostage. It allows hackers to request a ransom payment in exchange for decrypting and returning access to your original files. One of the value added coverages the Illinois Municipal League Risk Management Association (RMA) provides is cyber liability coverage. Ransomware attacks have disrupted public and private organizations around the world. Threats are serious and they are increasing. No municipality is safe from becoming a target for ransomware, which is why cyber liability coverage is critical.

According to the U.S. Department of Homeland Security, roughly \$350 million in ransom was paid to malicious cyberattackers in 2020, a more than 300% increase from the previous year. Ransomware attacks continue to be on the rise in 2021, with the average overall loss exceeding \$1 million per case. Cybercrimes are a growing national security threat.

Municipalities should review their ransomware exposures and the following cybersecurity measures:

- Implement multifactor authentication on all workplace technology;
- Use endpoint detection and response tools to identify suspicious activity;
- Encrypt sensitive data for less accessibility to criminals; and,
- Develop a cybersecurity team to keep security infrastructure up to date.

Damages caused by data breaches can affect a municipality's daily routine and cost a substantial amount to repair the harm, restore information and defend the municipality against possible legal action. To prevent a cyberattack, municipalities should conduct frequent data backups. Keeping current backup files in a secure location away from workplace technology is an important and beneficial practice to remain operational in the event of a ransomware attack.



One of the easiest ways to protect from ransomware threats is to make sure that all electronic devices have up to date security software. Install antivirus and antispyware software on every computer, provide security for Internet connections and secure wireless access points and networks. Software must be regularly updated to ensure full coverage and effectiveness.

Employees should be trained in basic cybersecurity principles such as using sensitive municipal information properly. Networks should be kept separate by only allowing employees access to the information they need to complete their job. Access to each network should be restricted by user in order to stop hackers from gaining access to information.

Time is crucial after an attack has been discovered. A cyber-incident response plan should offer steps for minimizing damages and protocols on how to handle the situation. Reviewing cybersecurity protocols with employees will ensure that they know what to do if there has been a cyberattack.

Following these basic principles could save your municipality from losing valuable information and taxpayer dollars. Just like you protect your physical property from possible dangers, being aware of data security and cyber threats is important to all local governments.

Spotlight on: PFM Solutions

Removing Uncertainty with Long Range Planning

By Keon Massey, PFM Solutions

Trying to predict future revenues and expenditures may seem like a fool's errand – with so much volatility and uncertainty in the economy, who knows what the numbers are going to look like in 3 to 5 years? Elected officials can only consider one budget at a time and the entire economic and political landscape may be completely different in the future. Any type of prediction is likely going to be wrong.

This is all true; but it is also why long-range planning can be useful in helping Illinois cities and counties try to remove the operating uncertainty that comes with answering those questions.

Just like risk, uncertainty is dual-sided. There can be negative uncertainty about deteriorating economic conditions and related financial fallout, with the beginning of the Pandemic perhaps serving as a prime example. There can also be positive uncertainty about optimism for the future and the ability to regain financial stability, which is where hopefully many Illinois cities and counties find themselves currently. Regardless, uncertainty creates challenges for local governments who must operate on a forward-looking basis. Long-range planning can be one of the most direct and effective methods to demonstrate the potential future fiscal impacts of current uncertainty.

For negative uncertainty – how far can primary revenues fall before the fiscal situation becomes untenable? Is there enough fund balance to provide payroll for mission critical services?

For positive uncertainty – will increasing revenues create new recurring expenses that may not be financially feasible without a surging economy? Can certain one-time projects now be completed that would have otherwise gone unfunded?

It's difficult to address those questions reactively in the heat of the moment. Instead, a proactive approach with long-range planning answers those impossible questions ahead of time. Decision-making is difficult in a stressful environment and clarity is the best remedy to indecision. Long-range planning provides the clarity to remove the fog of uncertainty that exists



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when facing challenges in stressful environments. The goal is to make sure revenue uncertainty does not turn into operating uncertainty, which is the inability for a local government to provide the public services that taxpayers expect.

Utilizing a car analogy, local governments need to know where the guardrails are to make sure they do not crash off the road into financial distress. Long-range planning provides the map of where those guardrails are. By understanding the financial impacts of not just the current baseline status quo, but potential alternative scenarios such as a best/worst/likely case, allows local governments to see what's ahead of them and maintain their course towards financial stability.

Long-range planning can also serve as the navigation system warning of an accident ahead. Without it, you'd keep driving and ultimately be stuck in the resulting traffic jam. You're not crashing into the guardrails of financial distress, but you're otherwise delayed from achieving your objective in the time that you had originally intended. With an early warning system, you can take appropriate corrective actions and divert your path around the issue to accomplish those goals with minimal impact on the timing of achieving your objective. Long-range planning helps you identify those roadblocks ahead not only to avoid financial distress, but to achieve financial success sooner and within your established timeline.

Spotlight on: Prescient Solutions

Ransomware Prevention Strategies. How to Survive a Ransomware Attack?

By Jerry N Irvine, CIO, Partner

MS Cyber Security - George Washington University, CISSP, HCSSP, CeH, CISM, CISA, GICSP, CBCP, CGEIT, CRISC, CASP, CIPT, ITIL, MCP, MCSE, CNE, CCNA, CODA, CCNP, CCDP

Last month, the White House asked local governments to examine their Cybersecurity postures due to the increased threats and risks of Ransomware (Gatlan, S., 2021). Although some Ransomware attacks are targeted to specific organizations, most are automated, attacking everyone. Their goal is to find systems with weak Cybersecurity, and “Local governments seem to have the weakest systems.” (Elwood, K. 2021). Experts agree that this is due to several different reasons: outdated systems, unqualified IT professionals, and a lack of understanding the extent of damage a cyber-attack could cause.

American local, state, and federal governments are the most targeted category of Ransomware attacks at over 15 percent of all known Ransomware attacks (Cohen, J., 2020).

Ransomware protection strategies today have proven insufficient. The number one recommendation by Cybersecurity experts is Employee Awareness Training because over 90 percent of Ransomware is transmitted via email targeted to employees. Nevertheless, even after training few employees take the threat seriously, only “one in three employees believed they were more likely to be struck by lightning than have their work data compromised.” (Turak, 2018). Surveys within the public sector show “Only 13 percent of government employees take personal responsibility for cybersecurity” (Turak, N. 2018). The most effective methods of Ransomware protection are Multi-Form-Factor Authentication (MFA) and Access Controls. Ransomware depends on accessibility to data, systems, and the network to proliferate. Since users are typically logged into their workstations and the organizations network, when they open a Ransomware object, the Ransomware can access everything they are connected too. This includes all data and applications on their individual workstation, as well as servers (local or cloud-based) that they have access to. Once the Ransomware infects the users’ systems, it begins infecting other users.

To mitigate the potential of infection, organizations should implement access controls. Using the Principle of Least Privilege, users should not have Administrator access to their workstations or enterprise data. This limits Ransomware from accessing the organizations’ data. Still, users must have the



ability to create and modify data. Anything they have access to is at risk.

MFA increases the security of applications and data. MFA requires a secondary authentication method to access everything, limiting Ransomware access to organizations’ data. However, some MFA implementations remember users’ secondary authentication entries to limit multiple entries for users to access their data through other resources. This places systems at risk should a user open a Ransomware object.

In short, nothing is 100 percent effective against Ransomware, or any malware. Multiple layers of security can reduce the potential for infection, still it’s not a matter of if you’ll be infected, but when! While it is important to protect against Ransomware, it is more important to be prepared for it when it happens. The best preparation for infection is reliable and secure Backup.

Reliably backing up systems and keeping it secure is a major challenge. Many organizations use Cloud- based Systems Replication. Replication is a fast and convenient method to duplicate systems. However, replicating data is useless in protection against Ransomware. If an organization is infected by Ransomware, replication will simply copy the encrypted data to the cloud making the data unusable.

Some organizations use disk Backup solutions. These typically allow read and write access to all backups. These backups are at risk as well since Ransomware can access them and encrypt them. Organizations should implement an Immutable Backup solution. Immutable backup solutions are read- only. Once a backup is created it cannot be altered. Legacy Tape Backup solutions are one example of an immutable backup, however, disk and cloud-based solutions can be immutable as well.

Ransomware prevention is important but should not be trusted to protect an organizations’ environment. Immutable Backups are the only way to ensure the organizations data will be available at the time of infection.



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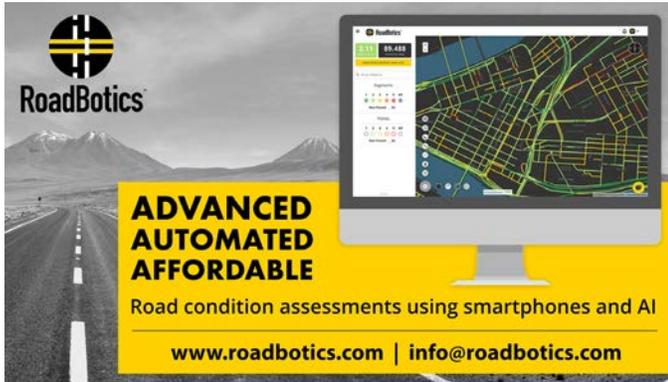
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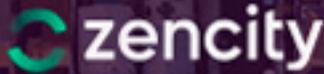


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A publication of: Illinois City/County Management Association, Illinois Association of Municipal Management Assistants, Metropolitan Managers Association, Downstate City/County Management Association, Southwest Illinois City Management Association,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

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