

Calendar of Events

April 7
SWICMA Luncheon
Location TBD

April 12
**ICMA Code of Ethics
Feedback Session**
Virtual via Zoom

April 21
Metro Manager Luncheon
Hybrid - Zoom and
NIU Naperville

April 21
ILCMA Prof. Dev.
Hybrid – Zoom and
NIU Naperville

April 29
IAMMA Annual Conf.
NIU Naperville, IL

May 12
Metro Golf Outing
Glen Ellyn, IL

May 13
Legacy Project Conference
NIU Naperville

June 8 – 10
**ILCMA/WCMA Summer
Conference**
The Abbey, Fontana, WI

**To view all
upcoming
events
click here**

President's Column

Make Plans to Attend the ILCMA/WCMA Summer Conference!

By Randy Bukas, ILCMA President-Elect and Co-Chair, Summer Conference

My, how time flies. We just wrapped up a great Winter Conference and I'm here to tell you we have a fantastic Summer Conference planned. We will once again have a combined conference with our counterparts to the north, the Wisconsin City/County Management Association. The conference will be held on June 8-10, 2022, at the Abbey Resort in Fontana, WI.

Wednesday we are planning a golf outing and a pre-conference on mental health. That night we will have the traditional ILCMA Bar-B-Q Cookout on the lawn of the Abbey. We are also investigating the possibility of a Casino night inside.

Thursday starts with a keynote address by Neil Howe who wrote a book called "The Fourth Turning: An American Prophecy – What the Cycles Tell." This book is about crisis and our place in it. After his presentation, there will be time to purchase the book and have it signed. Also scheduled are four breakout sessions: County Administrators IDEA Exchange; The Legacy Project/Women's Leadership; Nuts "n" Bolts of Management; and, Managing and Building Relationships.

Heidi Voorhees and her staff will be presenting "Free Your Mind! Understanding and Advancing Diversity, Equity and Inclusion Through Improv." For Thursday afternoon, we again have four different breakout sessions to choose from. In the evening, we are planning a "Taste of Wisconsin" with local wine, beer, cheese, mocktails, root beer floats and s'mores along the water. (No boat rides this year!) There will not be

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Job Mart

**Click here to see
job listings**



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a separate kid's event.

On Friday morning, we are starting out with four breakout sessions: Dealing with Unity Partnership; Economic Development; Cybersecurity; and Resiliency in Engineering. Our keynote speaker for Friday morning will be Colette Carlson. Colette is a Human Behavior Expert who helps people connect.

Final plans are also being prepared for the ICMA Conference in Columbus, Ohio on September 17-21, 2022.

Hope to see you in Fontana on June 8th.

Who's Who Directory Update

Todd Thompson has been appointed as the new city manager for the city of Rock Island. He formerly held the same position in the city of Galesburg.

William Stefaniuk is the new city administrator for the city of Marengo. He was formerly the township manager for Ela Township. His new contact information is:

William Stefaniuk
City Administrator
City of Marengo
132 E. Prairie St.
Marengo, IL 60152
Phone: 815-568-7112
wstefaniuk@cityofmarengo.com

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:

Samantha Hanzel, Communications Manager,
Village of Glencoe

Gregory Jackson, Village Manager, Village of Long Grove

Justin Keenan, Assistant to the Director of Public Works
and Engineering, Village of Deerfield

Dante Sawyer, Village Manager, Village of Hazel Crest

Members:

Melissa Burlingham

Logan Gattari, Management Analyst, Village of Brookfield

Lisa Nusko, AVP, Investment Services, PMA Financial
Network, LLC

Karl Warwick

Natalie Zine, Community Development Deputy Director,
Village of Algonquin



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.

Metro Chicago Region Senior Advisor Position Open

ILCMA has an opening for a Metro Chicago ICMA/ILCMA Senior Advisor as Greg Bielawski has announced his retirement from the Program in June 2022. The ICMA/ILCMA Senior Advisor Program provides a valuable, volunteer service to our membership. It is interesting to note that in 2021 the five ICMA/ILCMA Senior Advisors combined clocked over 1600 hours and made over 3300 contacts. A contact can be a phone call, letter/fax/mail, meetings, or personal contacts. While travel during COVID was not as much as normal, they traveled over 1900 miles to provide their services.

The new Senior Advisor will join Robin Weaver in serving the Chicago Metro region. If you are a retired, or soon to be retired, manager and are interested in being considered for this position, please send a letter of interest and resume to Dawn Peters, ILCMA Secretariat by April 10, 2022. The current Senior Advisors will review the letters of interest and present a recommendation to the ILCMA Board. The Board will then act on their recommendation at the May board meeting. Interested parties can view information on the ICMA Senior Advisor program at Senior Advisors - ILCMA. You can also contact Dawn Peters at dpeters@niu.edu or 815-753-0923 or any of the existing ILCMA Senior Advisors with any questions about the program.



[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.



ILCMA
Illinois City/County Management Association

WICMA
WISCONSIN
CITY/COUNTY MANAGEMENT
ASSOCIATION

SAVE THE DATE

JOINT SUMMER CONFERENCE 2022

JUNE 8-10, 2022 | THE ABBEY RESORT



25th Annual Conference

**REIMAGINING
THE FUTURE
OF LOCAL
GOVERNMENT**

April 29, 2022



8:00 AM - 4:00 PM

**Northern Illinois University
Naperville Campus**

1120 E. Diehl Road
Naperville, IL 60563

FOR EVERYTHING
IAMMA, FOLLOW
US ON:



REGISTER HERE!

My ICMA Executive Board Experience

Clint Gridley, City Administrator Woodbury, MN

My, what a strange journey it has been since 2018 as I pursued and was elected to serve as a Midwest Region Vice President to the 21-member ICMA Executive Board. I left out the word “long” because it has all seemed so short and fast. As I reflect on my time as the Midwest representative that ended last fall, I want to provide a few thoughts considering my ICMA board journey. First and foremost, I am so grateful for the opportunity to serve a profession I love. I greatly enjoyed getting to know the broad dimensions of our professional association and engaging with city management professionals, despite half of my board service time impacted by COVID-19 gathering and connecting restrictions.

INCLUSION EVOLUTION

Over my term on the board beginning September 2018, the overarching issue was how to broaden our inclusion efforts. Actually, long before our world was overtaken by the recent events involving social injustice, the ICMA Executive Board had been focused on working with our membership on issues of equality, diversity, and inclusion. Greater membership inclusion was the principle behind the efforts that led to the 2020 proposed and broadly approved constitutional changes providing enhanced membership rights to affiliate members.

The second area of ICMA Executive Board inclusion activity relates to policing, racial equity and social justice that, unfortunately here in Minnesota, we have had a front row seat to. Our members have considerable involvement in providing leadership and guidance to police and sheriff’s offices. I am thankful for the heartfelt discussions the Executive Board had in this area and our June 2020 unified statement and action steps that in essence said our highest purpose is the preservation of human life. The ICMA is continuing to strive to assist our membership in achieving high service standards to provide for safe and healthy livable communities, equitable access and services, and protection of life and property for all.

The third area of inclusion to highlight is our international work in creating a comprehensive strategy and roadmap to advance ICMA’s global future “I” in ICMA. I had the good fortune of being on the inaugural Global Visioning Committee and the hiring of Managing Director, Global Engagement Alexandre Bouche to better cultivate the seeds of a more expansive international direction that will

hopefully open the ICMA more to the world, and the world to more ICMA. This will change us in ways we still cannot imagine, but is a process I fully commend to you.

In between all this, the board also submitted to members a ballot measure revision to Tenets 5 and 6 of the ICMA Code of Ethics. Our Code of Ethics is the cornerstone to our profession, and keeping the document living and relevant is critical to our membership. These changes were also well supported.

WHAT IS AHEAD

While allowing greater participation within the ICMA family is a good thing and was broadly supported by the membership, it does have consequential impacts in the value-proposition of full membership compared to the affiliate membership and its very affordable price. Therefore, examining the dues structure after this constitutional change is now necessary to assure the right balance of the value-to-cost between affiliate and full member rates are achieved, and that members perceive a fair correlation of their dues to the membership level service and opportunities.

A challenging project the Executive Board is also working on is redrawing ICMA’s U.S. Regional boundaries to hopefully achieve a better-balanced composition of members – particularly in the Southeast region as our largest membership region. In the post pandemic world of new ways of communicating, connecting and learning, the Transformation 2030 initiative will be important to focus on improving and developing knowledge resources, training, peer engagements, events, and technical assistance. And as always, the ICMA Code of Ethics is a living document that will continue to be reviewed and kept current with our changing world.

EXECUTIVE BOARD SERVICE

Serving on the ICMA Executive Board does provide a wonderful opportunity to support the local government profession and see first-hand the many collaborative partnerships of the ICMA with diverse organizations and affiliates in service to local government. The ICMA is a unique organization with a strong and rich history of support of the council-manager form of local government and serves as a liaison representing the interests of our local members in support of ICMA initiatives while providing members with valuable products and services.

In my time serving on this board, I have found that our membership shares a very strong passion and commitment to local government. We take pride in being innovative and in preparing the next generation, enhancing talent and many other initiatives. Thank you for allowing me to bring your voice in support of advancing and growing our profession.



ILCMA AWARDS PROGRAM



NOMINATE A COLLEAGUE TODAY!

NOMINATIONS DUE BY

April 30, 2022

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

Robert B. Morris Lifetime Achievement Award

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

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

Qualifications

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

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

The award recognizes a manager whose service has been judged by peers as strong or exceptional, and who has made major contributions beyond direct service to local government (e.g., through

service to the associations and the profession). An ILCMA Lifetime membership is awarded to the recipient.

Special Service Awards

Service to the Association

Gregory J. Bielawski Service to the Profession

Leslie T. Allen Service to the Community

Qualifications

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

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

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



FEEDBACK MEETING ON DIVERSITY, EQUITY, AND INCLUSION IN THE ICMA CODE OF ETHICS

BE A PART OF THE CONVERSATION

Join your colleagues in a conversation on the ICMA Code of Ethics review focused on better integrating the local government management profession's commitment to equity and social justice and the ethical responsibility of members to serve the best interests of everyone living in their communities.

The Illinois City/County Management Association and Wisconsin City/County Management Association will host a facilitated dialogue for members to share their feedback on this effort to review the Code.

The virtual meeting will be held on **Tuesday, April 12 from 12-1pm Central**. A calendar invite has been sent. Simply accept the invite to join the session.

Please contact ICMA's ethics advisor, Jessica Cowles, at Jcowles@ICMA.org or 202-962-3513 with any questions.

Resources

The ICMA Code of Ethics, more detailed information on this current review, and a history of revisions to the Code are available on ICMA's website:

<https://icma.org/ethics>



**METRO MANAGER'S PRESENT
A HYBRID APRIL LUNCHEON:**

YES



**Evolving Your Practices, Policies
and Organizational Culture to Meet
Changing Employee Expectations**

Many of our communities are dealing with changing workforce expectations and finding it harder to compete to retain and attract talent. We are being constantly challenged to rethink our approach to staffing and recruitment. This interactive session will explore ways to get to "YES" with your employees and your elected officials as you consider how to update policies, pivot strategies and adapt organizational culture in this dynamic environment.

Presenters: Sharon Tanner, Assistant Village Manager, Glencoe, Illinois; and Jason Stroud, Assistant City Administrator, River Falls, Wisconsin

In Person:

*Networking & Registration 11:30 AM
Lunch at Noon, Program 12:30 PM*
\$35 In-person registration
\$20 Student
\$75 to attend both ILCMA Prof Dev and Metro Luncheon
Members in Transition-Complimentary

Virtual:

Seminar begins at 12:30PM
\$15 per person
\$10 student
Members in Transition-Complimentary

NIU NAPERVILLE
-OR-
via ZOOM

APRIL
21ST

To register visit the ILCMA website at:

WWW.ILCMA.ORG/EVENTS/APR21

Preparing the Next Generation and we need YOU!



ILCMA invites seasoned managers/administrators and assistants to become an ILCMA mentor.

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

Why be a Mentor?

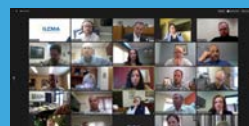
Volunteering as a Mentor can be mutually rewarding: mentees gain encouragement and guidance for their careers, and mentors gain deeper insights into their own careers and the satisfaction of helping others.

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

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 ILCMAConnect, which is the current ILCMA listserv platform. ILCMAConnect brings the power of data and search to help mentees find mentors that match their needs. To sign up to be a mentor, all you need to do is go to your ILCMA Connect page and sign up to be a mentor: <https://connect.ilcma.org/home> If you any issues logging in to ILCMA Connect contact Alex Galindo at agalindo@niu.edu.



**VIEW ENROLLMENT
INSTRUCTION VIDEO**



**VIEW MENTOR
DISCUSSION VIDEO**

ILCMA PROFESSIONAL DEVELOPMENT
COMMITTEE PRESENTS

The Center Can Hold

Understanding and Maintaining Our Mental Health in a Pandemic

HYBRID Professional Development Session offered in person and virtually on April 21

The past several years have taken a toll on our mental health, including at work. Employees across the globe are reporting having experienced a mental health decline since the start of the pandemic, making it increasingly difficult to lead them. In addition to the pandemic, tribalism is eviscerating the political center and partisanship has inserted itself into all public discourse both national and local.

This session will cover the current state of mental health in the public sector workplace and the stressors presently challenging municipal managers. Participants will have an opportunity to reflect upon the factors negatively impacting their own mental health and the overall mood within their organization.

Learn how to stay calm in the midst of chaos with strategies to cope with workplace stress. Explore how managers who are being pulled in opposite directions by external forces and increasing polarization can weather the storm by holding onto the middle ground. Walk away with tools and action steps to manage divisive situations when public and workplace emotions are running high.

- Understand the current state of mental health in the municipal workplace and the stressors presently challenging managers.
- Evaluate the challenges impacting your own mental health and workforce as they compare with those of industry peers.
- Discover techniques to increase relaxation and minimize distress.
- Learn about strategies for managing from the middle to navigate polarization within your community and organization through a politically neutral lens and protect the political center.

Presenter: Daven Morrison, M.D., Morrison Associates. Ltd.

Speakers: Mark Franz, City Manager, City of Glen Ellyn

Scott Niehaus, Village Manager, Village of Lombard

Addresses ICMA Practice Area 5 (personal Resiliency and Development)

Thursday
APRIL
21st

In-Person | Virtual

NIU Naperville registration at 9 AM	via Zoom, session begins at 9:30 AM
\$45 registration	\$20 registration
\$75 to attend both ILCMA Professional Development & Metro Luncheon	\$35 for both ILCMA Professional Development & Metro Luncheon
\$35 student	\$10 Student
MIT's are complimentary	MIT's are complimentary

REGISTER TODAY AT
WWW.ILCMA.ORG/EVENTS/APR21



Senior Advisor Monthly Column

By John Phillips, ILCMA/ICMA Senior Advisor

City Managers, City and County Administrators follow varied career paths before serving local governments in these positions. Some may decide on this occupation in college and pursue a Master's in Public Administration degree. They may gain valuable experience as an Assistant before their appointment as an administrator or manager. Others may earn a different degree and serve in local government as head of a city department before their appointment. Many administrators have served as police chiefs, public works directors, community development directors, and parks and recreation directors. Still others are appointed who may have little local government experience and little educational background in public policy and administration.

All paths can help prepare people for these challenging positions, but no path can thoroughly prepare them!

Complex community problems, elected officials, budgets, natural disasters, media, angry citizens and personnel problems are some of the routine challenges. While education and prior work experience helps prepare people for these positions, ongoing education, training and networking are crucial for success.

The International City/County Management Association (ICMA) and the Illinois City/County Management Association (ILCMA) offer a wealth of resources for members. Conferences, seminars, mentorships, coaching and podcasts are available. They offer a forum for interacting with other administrators. Building these professional relationships provides a valuable source of help when members face challenges in their communities.

If the path has been from the human resource area or the police profession, there may already be a valued and established network for a new administrator. It may be worthwhile to maintain this network. However, it is also important to interact with other managers and administrators in ICMA and ILCMA and build a new network of contacts that can help in this different role.



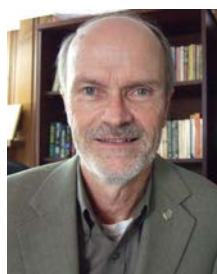
Greg Bielawski



Steve Carter



Bob Kuntz



John Phillips



Robin Weaver

ICMA and ILCMA welcome all who obtain these positions no matter their path to obtain them.

One example of a valuable training opportunity offered by ILCMA is the Leadership Institute for first-time administrators and managers. It is held every two years and is open to members and non-members. It covers topics on elected board relations, work/life balance, staff relations, community relations and leadership, ethics and values. This free, one-day session offers the chance to build relationships with other first-time managers and administrators as well as Senior Advisors. This session will be held on April 22, 2022 in the Normal Municipal Building in Normal, Illinois and on May 5th in Elk Grove Village in the Village Hall. If you are a first-time administrator or manager, please consider this great opportunity.

ICMA and ILCMA value professional and ethical local government management. These associations support all of those who find themselves in the challenging positions of administrator or manager regardless of the path taken to obtain them.

**ILCMA NOMINATING COMMITTEE
REPORT & RECOMMENDATION TO THE MEMBERSHIP
March 18, 2022
12:30 pm Virtual Zoom Meeting**

The 2022 ILCMA Nominating Committee consisted of the ILCMA Past President, **Drew Irvin**, as Chair and included the following members: **Kevin Barr**, President's Appointment representing membership at large; **Kathy Thake**, President of Legacy; **Brian Southey**, President of IAMMA; and **Bridget Wachtel**, President, Metropolitan Management Association.

The Nomination Committee reviewed the credentials of candidates for the officer positions as well as considered one candidate for the opening on the Board of Directors. The candidates had been nominated to serve on the ILCMA Board of Directors by their peers and, after a thorough review, the Nominating Committee is recommending the following candidates to serve on the 2022-23 ILCMA Board of Directors:

- **Randy Bukas**, City Manager, Freeport will become the **President** of ILCMA after serving as President-Elect last year.
- **Peggy Halik**, Assistant Village Administrator, Woodridge and current Vice President will move up to the position of **President-Elect**.
- **Philip A. Kiraly**, Village Manager, Glencoe will move up to the position of **Vice President** after serving as the Secretary/Treasurer last year.
- **Paula Schumacher**, Village Administrator, Bartlett will take on the role of **Secretary/Treasurer** after serving on the Legacy Project Board.
- **Joan Walls**, Deputy City Manager, Champaign was reviewed for an open seat on the Board of Directors. The Committee found Ms. Walls to have considerable experience in the ILCMA, having served on multiple committees and undertaking multiple assignments on behalf of the membership of ILCMA. Overall, Joan will bring substantial municipal experience, a clear dedication to the profession and the association's mission, a foundational connection to our organization's DEI vision, and exceptional communications skillset to the ILCMA Board and provide strong ethical leadership as a voice of ILCMA.
- **Dorothy Ann David**, City Manager, Champaign will become the Immediate Past President of ILCMA after serving as President last year.

As outlined in the Association's Bylaws (<https://www.ilcma.org/about-ilcma/bylaws/>), any corporate member wishing to add their name in nomination may do so by submitting a petition bearing the genuine signatures of at least ten (10) corporate members of the Association who are in good standing. The petition must be submitted by May 1, 2022.

Submittals can be sent to my attention, Drew Irvin, Village Administrator, Village of Lake Bluff, 40 East Center Avenue, Lake Bluff, Illinois 60044 or dirvin@lakebluff.org.

On behalf of the Nominating Committee, it has been our pleasure serving the membership. We are grateful for the opportunity and look forward to amazing outcomes from the 2021-22 ILCMA Board of Directors. Congratulations to all of the slated candidates.

Respectfully Submitted,

Drew Irvin, Village Administrator, Lake Bluff, Illinois
ILCMA Immediate Past President/Chair of the Nominating Committee



**Advancing Civic Leadership
Navigating the Future**

Apr. 8, 2022 — Virtual Webinar

**Leveraging Federal Funding to Solve the Digital Divide –
A Step-by-Step Guide**

PRESENTERS: Ed Barrett, B.A., Practice Leader - Fiber & Broadband Services; Ken Demlow, B.A., Senior Project Manager – People Manager; Ken Price, M.S., Municipal Services Manager; and Dave Zelenok, PE, Manager Local Governmental Services, HR Green, Inc.

PANELISTS: Matt Schmit, Chairman Illinois Broadband Council, State of Illinois; Peter Austin, County Administrator, McHenry County, IL; Trevor Minyard, Director of Strategic Services, City of McKinney TX

Apr. 19, 2022 — Virtual Webinar

Achieving an Inclusive Workplace Starts with Us

Presented by Rose M. J. Henton, M.S., Director of Prevention Education and Outreach, Department of Academic Diversity, Equity, and Inclusion, Northern Illinois University

Apr. 21, 2022 — NIU Naperville

Government Communications 101: From Traditional Communications Tools to Popular Social Media Techniques

Presented by Ann Tennes, MPA, Director of Marketing and Communications, Village of Skokie, Allison Albrecht, M.S., Director of Communications & Outreach, Village of Schaumburg, and Avis Meade, B.A., Communications and Outreach Coordinator, Village of Arlington Heights

May 18, 2022 — Virtual Webinar

The Virtual City Hall

Presented by Tim Jonasson, PE, Assistant Practice Leader; Dave Zelenok, PE, Manager Local Governmental Services; Ken Demlow, B.A., Senior Project Manager – People Manager; Tim Hartnett, B.S., Vice President/Practice Leader - Governmental Services; and George Wentz, M.P.A., Vice President & Principal, HR Green, Inc.; and practitioner panelists

(In partnership with ILCMA.)



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



Interested in Becoming a Credentialed Manager?

The Application Deadlines and Fees are:

- January 3
- July 7
- April 3
- 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.

Need Additional Help?

**Do you have Special Projects for which you need
Additional Help? Has your Staff been Cut Back, but
your Workload Increased or Stayed the Same?**

If so, ILCMA has a solution to your problem. Have you ever considered utilizing one of ILCMA's programs to help fill temporary job assignments or conduct a special project? ILCMA has two programs that may meet your needs:

- 1) Member in Transition Program (MIT) – ILCMA keeps a list of Illinois managers and assistants in transition. These members are willing and able to fill positions, do special projects, and provide expert service to you and your community.
- 2) Professional Resource Program (PRS) – The PRS program consists of retired, semi-retired, and MIT's who are again able to do special projects, fill positions, and provide expert professional services to your local government. For information please visit the ILCMA website at <https://www.ilcma.org/programs-and-services/ilcma-professional-resource-service/>. The ILCMA Senior Advisors have the most current list of Members in Transition and Professional Resource Program participants. Please do not hesitate to contact either Dawn Peters at ILCMA or one of the Senior Advisors.

Members in Transition Who Agreed to Publicize their Information: *(Visit the Members Only section of the ILCMA website to view resumes of those who have submitted them.)*

Brad Myers	bmyers0001@gmail.com	719-314-7510
Rich Keehner	rkeehnerjr@gmail.com	630-824-8369
Darin Girdler	dgirdler@gmail.com	618-971-8276



11TH ANNUAL LEGACY PROJECT CONFERENCE

PREPARING FOR THE POSSIBILITIES TOGETHER

Conference at a Glance

8:00 AM Registration & Continental Breakfast

9:00 AM Welcome, Introductions and Keynote by Anne Kritzmire

10:30 AM Breakout Sessions

- Impact of Technology & the Future of Work -Panel
- The DEI Movement: What it is and What it is not
- Ready, Set, Lead! How do Women Prepare for Leadership

11:45 AM Lunch, Awards & Business Meeting

1:45 PM Breakout Sessions

- Elected Officials Perspective
- Diversity and Inclusion How to Effectuate **Real** Change

3:00 PM Closing Keynote Burnout 9-1-1 Joana Ardelean

4:15 PM After Conference Networking Event

FRIDAY MAY 13

NIU Naperville
1120 Diehl Road
Naperville, IL

Registration and
Breakfast begin at
8AM and the program
begins at 9AM

Lunch is included in
your registration

After conference
networking event at
Pour House, 1703
Freedom Dr Naperville



2022 Women's Legacy Conference **Sponsorship Opportunities**

Gold Level Sponsorship - \$1000

- Logo in Program
- Recognized at lunch
- Sign at the door
- Includes conference registration for two

Silver Level Sponsorship - \$500

- Logo in the program
- Recognized at lunch
- Includes conference registration for one

Bronze Sponsorship - \$300

- Logo in the program
- Recognized at lunch

*Sponsors
make the
Annual
Women's
Legacy
Conference
possible!*

There is still time to sponsor the 2022 Women's Legacy Conference.
Please contact Dawn Peters at dpeters@niu.edu or 815-753-0923.



11TH ANNUAL WOMEN'S LEGACY CONFERENCE

FRIDAY MAY 13, 2022 8AM-4PM

NIU NAPERVILLE, 1120 DIEHL ROAD, NAPERVILLE, IL

REGISTRATION FORM

Attendee Contact Information

Name: _____

First Name for Badge: _____

Title: _____

Organization: _____

Address: _____ City/State/Zip: _____

Email: _____ Phone: _____

Conference Registration

- ☐ \$120.00 Conference Registration-Legacy Project Member Rate
- ☐ \$175.00 Conference Registration-Non-member Rate
- ☐ \$35.00 Conference Registration-Student/Intern Rate
- ☐ \$10.00 I'd like to have the photographer take a professional headshot picture
- ☐ I plan to attend the post-conference networking event at the Pour House
- ☐ I have special dietary needs. Please list: _____

Join or Renew Legacy Project 2022-23 Membership

- ☐ \$40 Member
- ☐ \$10 Student/Intern Membership

Register by May 6th! For a full refund, you must cancel your registration by May 6th. Cancellations made after May 6th incur a \$50 fee.

Questions about the conference? Contact: LegacyProject@niu.edu or 815-753-5424

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



Three easy ways to register:

ON-LINE: www.legacyprojectnow.org/2022-annual-conference

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

If registering by Mail with check make check payable to Legacy Project

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



Share Your Stories with ILCMA

How to Use #ILCMAproud in Social Media

Social Media Hashtag

What is a hashtag?

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

How do I use a hashtag?

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

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

Facebook

Find ILCMA on Facebook: www.facebook.com/ILCMA1953

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

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

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

Twitter

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

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

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

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

IML Manager Committee Column



Illinois Municipal League (IML) Legislative Update

IML Compiles Local Government Distributive Fund (LGDF) Resources

One of IML's top legislative priorities is the restoration of LGDF funding to units of local government. With only days left until the General Assembly's scheduled adjournment on April 8, legislators are developing the State Fiscal Year (SFY) 2023 budget and its accompanying budget implementation (BIMP) bill. It is critical that an increase in LGDF be part of those discussions. [IML's fact sheet on LGDF is available via this link.](#)

IML is asking that state legislators not only preserve LGDF in the SFY 2023 budget, but also incrementally increase the LGDF rate from the current 6.06% of income tax collections to 8%. In furtherance of that goal, [IML is supporting HB 4169 \(Rep. DeLuca, D-Chicago Heights\).](#)

[IML's position paper on HB 4169 is available via this link.](#)

For an increase in LGDF to be part of the SFY 2023 budget, IML is asking that when municipal officials call their State Representative (HB 4169 is currently in the House), to please ask them to do the following:

1. Actively **support HB 4169** and an increase to LGDF from 6.06% to 8%
2. Sign-on as a **co-sponsor** of HB 4169
3. Agree to stand firm with other legislators and **not vote for a SFY 2023 budget unless it includes an increase to LGDF** as proposed in HB 4169.

As a resource to our members and to state legislators, IML has compiled LGDF information, including a fact sheet, historical rate information, press releases and more, on a dedicated webpage available at iml.org/lgdf.

IML Letter Regarding Statement of Economic Interests Forms

On March 4, [IML Executive Director Brad Cole sent a letter \(available via this link\)](#) to the four legislative caucus leaders requesting that the General Assembly revisit and modify the changes that were made in 2021 to the Statement of Economic Interests form that many municipal officials are required to complete.

IML has heard from hundreds of municipal officials expressing serious concerns about how to accurately and adequately complete the new form. As a resource to our members, IML has developed a fact sheet to assist municipal officials in the completion of the Statement of Economic Interests form ([available via this link](#)).

IML Manager Committee Column, cont.

Lift Assist Fees

As part of IML's 2022 State Legislative Agenda, IML is supporting [HB 5317 \(Rep. Hurley, D-Chicago\)](#) [available via this link](#), to allow non-home rule municipalities to implement lift assist fees on congregate care facilities. Municipalities across the state have seen increased calls to emergency services from these facilities for lift assistance. These calls transfer the liability for injuries from these facilities to municipal personnel and local taxpayers.

IML's recently published fact sheet on lift assist fees [\(available via this link\)](#).

While IML is working to advance this proposal through the legislative process, municipalities should be aware of the Illinois Department of Public Health's existing rules on adequate staffing levels to meet the care needs of residents in these facilities. These rules allow a municipality to file a Healthcare Facilities Complaint if they feel a facility is not properly providing care to residents.

Upcoming Election Deadlines for Referenda

Municipalities that intend to submit referenda to be voted on at the June 28, 2022, General Primary Election must meet the following deadlines:

- Monday, April 11, is the last day to adopt a resolution or ordinance for binding or advisory public questions, including for municipal councils or boards to adopt specifically authorized advisory public questions.
- Thursday, April 21, is the last day for the circuit clerk and the local election official to certify any binding public question or advisory referenda to the election authority having jurisdiction over the political subdivision.

The Illinois State Board of Elections' 2022 Election & Campaign Finance Calendar is [available via this link](#).

2022 Educational Topic Submissions

IML is planning to host numerous educational opportunities including the IML Annual Conference, online seminars and in-person workshops throughout the year for our members. We are eager to partner with subject-matter experts who can translate their knowledge and experience into solutions that help municipal officials better serve their communities.

If you know a speaker whose area of expertise aligns with a possible IML educational event or who would like to present, please consider submitting a topic proposal or speaker recommendation to iml.org/topics [\(available via this link\)](#).

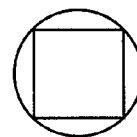
Topic recommendations for the IML Annual Conference (September 15-17, 2022) will be accepted until April 1, 2022.

Topics of Interest include, but are not limited to, the following:

- Current Legislative Issues
- Economic Development
- Finance and Revenue
- Legal and Regulatory Issues
- Public Safety
- Trending and Current Events
- Zoning and Land Use

The submission process will remain open throughout the year to benefit from your suggestions for other or future possible educational events.

Metro Managers



Annual **GOLF OUTING**

Thursday, May 12th, 2022

DEADLINE FOR REGISTRATION: Monday, May 2nd



VILLAGE LINKS
GLEN ELLYN

Village Links Golf Club

**485 Winchell Way
Glen Ellyn, IL 60137**

10:00am | Check-in
(Free Range Balls Included)

11:00am | Shotgun Start

LUNCH INCLUDED AT THE TURN

5:30pm | 19th Hole Reception
(Appetizers and Drinks)

Contests throughout the Course:

Longest Drive (Men's and Women's)	Hole #13
Closest to the Pin (Men's and Women's)	Hole #8
Longest Putt (Men's and Women's)	Hole #18

Contest Winners & Raffle at 19th Hole

Please contact Megan Applegate with any questions at
815.462.6427 or mapplegate@newlenox.net





Annual GOLF OUTING

Thursday, May 12th, 2022

Name: _____
 Address: _____
 Business Name: _____
 Phone: _____ E-Mail: _____

Golf Sponsorship

Individuals or companies interested in sponsoring a golf hole, lunch, the 19th Hole Reception, and/or donating a raffle prize, can do so by completing this form. Raffle prizes could include golf items, sporting event tickets, dinner gift certificates, etc.

- _____ **Hole-in-One Sponsor** **\$1000**
 Sponsorship includes recognition on event signage as 19th Hole Reception Sponsor/Hole Sponsor, and includes a foursome.
- _____ **19th Hole Reception Sponsor** **\$350**
 Sponsorship includes business logo on event signage, including menu during the 19th Hole Reception.
- _____ **Lunch Sponsor** **\$250**
 Sponsorship Includes business logo on event signage at the turn, including lunch menu and beverage cart.
- _____ **Hole(s) Sponsor** _____ x **\$150 = \$** _____
 Sponsorship includes business logo at one of the course's holes.
- _____ **Cash Donation** **\$** _____
- _____ **Raffle Item Donation (Please keep item value under \$75) Item Description:** _____

Golf Registration

- # _____ I/WE will participate in the entire outing # _____ x \$85.00 = \$ _____
 # _____ Number of participants staying for reception
 # _____ Number of participants NOT staying for reception
 # _____ Number of participants NOT golfing, attending reception only
 # _____ x \$40.00 = \$ _____

Total enclosed: \$ _____

Return this form by May 2nd to:

NIU Center for Governmental Studies
ATTN: Dawn Peters
148 N. 3rd Street
Dekalb, IL 60115

Please list your foursome:

1) Name: _____
 Business: _____
 Phone: _____

☐ Payment Enclosed ☐ Separate Payment

3) Name: _____
 Business: _____
 Phone: _____

☐ Payment Enclosed ☐ Separate Payment

2) Name: _____
 Business: _____
 Phone: _____

☐ Payment Enclosed ☐ Separate Payment

4) Name: _____
 Business: _____
 Phone: _____

☐ Payment Enclosed ☐ Separate Payment

The ICMA logo is displayed in white text on a dark blue rectangular background.A photograph of two women in a professional setting. One woman, with dark hair and wearing a maroon blazer, is speaking and gesturing with her hand. The other woman, seen from the back, has dark hair in a ponytail and is looking towards the first woman. A laptop is visible on the table.

2022 COACHING PROGRAM

THRIVE IN LOCAL GOVERNMENT

UPCOMING FREE WEBINARS – Register at icma.org/coachingwebinars

THURSDAY, APRIL 14

Community Engagement:
The Art of Doing it Well

WEDNESDAY, MAY 18

Managing Council/Staff Relationships
in an Election Year

THURSDAY, JUNE 16

The Generational Workforce: Why It's
Important to Know the Work/Lifestyles
of Your Teammates

THURSDAY, SEPTEMBER 8

Organizational Culture: Use the Return to
Work to Attract and Retain Talent

WEDNESDAY, OCTOBER 20

Alternatives to Silo – Leadership at Every Level

THURSDAY, NOVEMBER 17

Everyone Has Personal Challenges: How
to Balance Personal Requirements and
Organizational Demands

All Webinars start at 1:30pm eastern time.

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 SIX 2022 WEBINARS AT ONCE!
bit.ly/3r5k4nm

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

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

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

Learn more at icma.org/coaching

ILCMA Welcome Reception

There were 40 first-time attendees at the conference



Thank you to our host community representatives Pam Reece and Eric Hanson, pictured here with Jon Kindseth from Decatur



ILCMA Winter Conference Chair, Peggy Halik, pictured with ILCMA Board Member, Kevin Barr



Conference attendees enjoyed a variety of keynote and breakout sessions

More ILCMA Snapshots



ICMA Midwest Vice-President, Molly Mehner, and ICMA Midwest Regional Director, Cheryl Hilvert, led an ICMA feedback session



Brad Cole provided his annual IL Legislative Update on Thursday morning



Dinner at Destihl was enjoyed by all!

ILCMA thanks the "Friends of ILCMA" Corporate Partners for continued support



Spotlight on: 457 Consulting

457(b) & 401(a) Plan ‘Value Engineering’

What is retirement plan “value engineering”?

The idea of retirement plan “value engineering” is likely a foreign concept to local government administrators in Illinois. However, in Florida the practice has led to vast improvements in the quality and prudence of deferred compensation plans in the public sector across the state.

Retirement plan “value engineering” is the process of hiring an independent fiduciary retirement plan consultant to assist in managing the fiduciary functions of a plan administrator, helping to lower fees, identify better investment options, and enhanced benefits for employees – without necessarily changing your current plan provider. The term was originated as an analogy for local government administrators to grasp the concept, using a term that they have familiarity with.

Value engineers are not hired to come in and replace a product or system. Rather, they are hired to come in to an existing system to reduce costs and increase functionality to improve the system’s overall value. A ‘457(b) Retirement Plan Value Engineer’ helps do the same. They analyze your existing plan and suggest ways to manage costs, improve investment options, enhance the benefits, and improve the experience overall for your administration and employees.

What ‘value engineering’ processes would help an administrator improve their plan?

- A plan should be benchmarked regularly to ensure the fees are reasonable.
- A plan should be taken to RFP/RFI every 3 to 5 years, regardless of the intent to keep the current provider. This process will force your current provider to their basement pricing.
- Annual investment structure reviews.
- Quarterly investment option reviews.
- Preparation assistance of an Investment Policy Statement with an annual review of that document.
- Annual review of the plan documents.
- Annual plan provider and plan statistic review.

What is the role of a retirement plan consultant in the ‘value engineering’ process?

All of the processes above are vital to the health of your plan and your ability to confidently say that you acted as a fiduciary when managing your plan. ‘457 Plan Value Engineering’ may seem like a daunting task, but an independent fiduciary consultant can help to streamline the process. Having a



Justin Pisellini
President
630-808-0761
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- Fee Negotiations
- Fund Management
- RFP Guidance

www.457consulting.com

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seasoned professional to hold your hands and walk you through all of these functions can help to ensure that they are being performed appropriately. Not only can a plan consultant guide you through all of the functions above but also help to determine what kind of asset classes should be included in the plan, identify fees, clarify the share class that results in the lowest fee for your employees, evaluate the funds to include in your plan, draft and evaluate an RFP, act as a liaison with your provider, and be an independent watch dog over your provider and the plan overall.

Why is it important to focus on improving retirement plans? Not only is there a fiduciary obligation to do so, it is the right thing to do. The ‘American Dream’ is realized at the local community level. There is no ‘American Dream’ if the places that we live and work are not safe and operational. These employees keeping this dream alive deserve to have the most prudent retirement plan available to them.

For Plan Sponsor Use Only – Not for Use with Participants or the General Public. This information was developed as a general guide to educate plan sponsors, but is not intended as authoritative guidance or tax or legal advice. Each plan has unique requirements, and you should consult your attorney or tax advisor for guidance on your specific situation. In no way does advisor assure that, by using the information provided, plan sponsor will be in compliance with ERISA regulations. Securities and advisory services offered through LPL Financial, a registered investment advisor, member FINRA/SIPC.

Spotlight on: Cordogan Clark

Covid-19's Impact on Construction

Bob Rundgren, Business Development Manager

COVID takes hold. Our economy has been challenged in many ways due to the Covid pandemic and the construction industry is no exception. At the beginning of the pandemic, lockdowns created labor shortages which in turn created supply chain issues. The supply chain issues in turn led to material shortages and increased costs. Early in the pandemic, large companies such as Amazon and Google, using their vast financial resources, compounded the issue by buying large quantities of materials as they continued to build large warehouses. As the pandemic took hold, Amazon bought out the available supply of large doors in the United States to ensure their warehouse projects would be completed.

Financial impact on costs. How much of an impact has the pandemic had on material costs? According to the Federal Producer Price Index year over year for the month of January, hot & cold steel bars, plates & structural shapes increased 59.2%, asphalt 46.7%, aluminum sheet & strip used in HVAC 34.6%, gypsum 23.9% and copper wire & cable 17.5%. What indicated how rare of time this was to Alex Carrick, Chief Economist for ConstructConnect, was cement. "Cement prices, which in the last 10 years has increased a consistent 2% per year, increased 8.9% in 2021", said Carrick. No trade has been unimpacted in terms of price or supply. The cost of labor has increased as well. Lockdowns & Covid restrictions have contributed to labor shortages that have caused rates for production employees in the construction industry to increase 4.8% year over year for the month of December measured for weekly rates.

Impact on supply. Materials are costing more if you can get them. Material wait times are still significant particularly for steel & roofing insulation. Labor shortages have hampered domestic steel production while the lack of dock workers has left imports on ships waiting to be unloaded. Once imports are unloaded, truck driver shortages have made it difficult to get materials delivered. Insulation for roofing currently may take 6 to 10 months to be delivered. Roofing companies have no choice but to take delivery of materials or lose their place in line which is driving up costs. Roofers must pay to have materials shipped, stored then shipped again to the job site driving up costs. Joist & decking for roofs currently can take 8 to 9 months for delivery. Currently, anything with metal has the potential to have significant delays. This scenario is not unique to roofers, contractors in many trades are experiencing the same issues.



How to manage current conditions. What advice are industry professionals who are on the ground giving to owners? The consensus is clear, get projects approved quickly and work with architects & engineers on design and numbers to avoid delays in bidding and rebids so materials can be ordered as quickly as possible. The faster you can say yes, the faster materials can be ordered. John Devine of John Devine Consulting Company, an estimating consulting firm, says to review numbers carefully. "Touch numbers 2 or 3 times to avoid rebids and delays." John adds, "Check supplies and if you can, bid steel and other trades out separately so they can be bid earlier and ordered." Troy Wormley of WBR Roofing in Wauconda, IL concurs. "Work with your architect to have everything laid out and give numbers a second look so material can be ordered early, and you can avoid change orders."

What the future holds. What does the future hold? Carrick believes that supply chain issues should be worked out as early as this summer as the pandemic wanes and restrictions are eased. Carrick also believes it will be a more expensive economy post-pandemic. "World trade will pick up, there is still high demand and people have money." Carrick says keeping demand high. The good news is some commodity prices are beginning to level off and with restrictions beginning to ease there is an end in sight to the supply chain issues. The better news is we are beginning to put the pandemic behind us.

Spotlight on: Municipal GIS Partners

Leadership Depends on Data, and Vice Versa

It may not always feel like it, but I think local government has come a long way when it comes to technology. When I started my public service career in 1994 at the City of Highland Park, we did not own a single personal computer, presentations were on transparencies and overhead projectors, information sharing occurred through interoffice envelopes, and printed Council packets were dropped off at each elected official's residence. We have come a long way, yet many of us still fall short of unifying our data so we can be good stewards of our communities.

Have you and your team bought into the notion that local government is easy? It is not, particularly when it comes to information systems. Most communities consist of 6-12 departments like Administration; Dispatch; Emergency Management; Engineering; Finance; Fire; Technology; Parks & Recreation; Police; Public Works; Community & Economic Development. Each serving different purposes and requiring specialized skills, processes, and information systems. Bringing that quantity of divergent information systems together can be challenging. Yet that is exactly what we need to do to meet the expectations of the residents and businesses we serve in a modern on-demand culture.

Contributing to this challenge is a software industry that lives primarily at the transaction level within individual departments. These systems, as standalone solutions, bring value to those individual departments, but often at the expense of enterprise integration. These systems often create application silos that further segregate our most important asset (data). One might think that large investments in technology would produce integrated information, but there is only one party motivated to integrate your solutions, and that is you.

In my experience there is no phrase that has gotten more use and less attention than 'data-silos'. Data silos are more significant than ever because of the abundance of software we buy in local government. To be clear, the problem is not software, it is the lack of discipline and attention we put on our data. Organizations that get the most out of their systems have formalized data strategies and proactively pursue those plans.

Extracting value from our data and systems begins with leadership. As a leader, you get what you emphasize, and we need to reinforce what we want from our data management systems. Without that clarity, our teams will do the best they can (like buy more software) and will not get where you want



to go. They are simply doing the best they can, with only a vague idea of what you want.

One of the most important parts of this clarity-first approach is having a leadership team that is completely cohesive and aligned with the clarity you are creating. Any crack in that armor will result in departments heading off in their own direction away from your vision. In addition, what you are going for, needs to be built-in to all your business systems. It needs to be part of recruitment, performance management, tactical and strategic structures, documentation, and organizational portals. You cannot overcommunicate what you want too much.

Some leaders might be reading this article thinking, "How can I do this? I am not an expert in technology." That is an advantage. Keep reinforcing what you want high-level (the outcome), and when the technocrats drag you into the weeds, gently remind them that your job is to create clarity, and their job is to figure out how to do it. Ask them what is not clear about the outcome; make it clearer when you can. Most importantly, be consistent in your reinforcements.

If you feel your organization could do more to unify your enterprise data, it starts with leadership. Create clear goals, unify your teams, overcommunicate, reinforce in every organizational system and structure, and regularly check-in on progress and alignment. Data depends on leadership, and vice versa.



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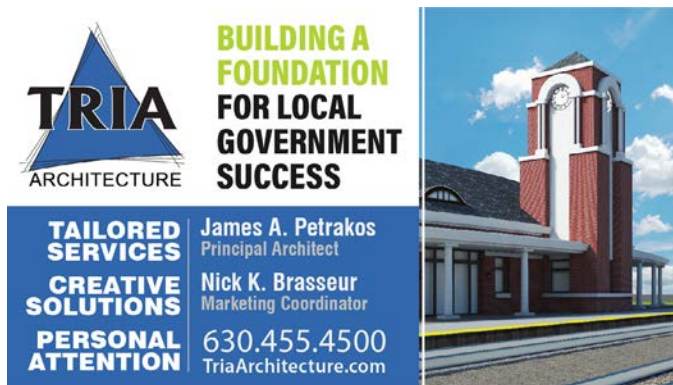
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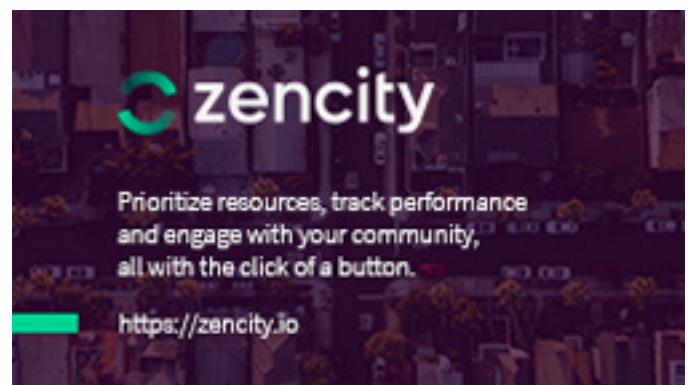
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