

Calendar of Events

October 5 Metro Manager Meeting NIU Naperville/Hybrid	Legacy Project Hybrid Leadership Seminar Rosemont, IL
October 5 ILCMA Professional Development NIU Naperville/Hybrid	November 4 SWICMA Luncheon O'Fallon, IL
October 6 IAMMA Webinar: What's Next Virtual	November 9 ILCMA Professional Development NIU Naperville/Hybrid
October 7 SWICMA Meeting Freeburg, IL	November 9 Metro Manager Luncheon NIU Naperville/Hybrid
October 12, 2022 IAMMA Event TBD	November 16 IAMMA: What's Next: Economic Development TBD
October 19	

To view all
upcoming
events
[click here](#)

In this issue

President's Column.....	1
Lifesaver Award	2
ILCMA Connect	2
Welcome New Members.....	3
Directory Update	3
ILCMA Members Honored	4
Professional Dev. Event.....	5
Mentor Match.....	6
Team Leadership Training.....	7
Metro Managers Luncheon.....	8
IML Column.....	9
IML Photos	10
Share Your Stories	11
Hispanic Heritage Month.....	12
ICMA Coaching Program.....	13
Members in Transition	14
Understanding Motivation.....	15
Midwest Leadership Institute.....	16
Corporate Partner Spotlights	17

President's Column

by Melanie Marcordes, Chair, ILCMA Professional Development Committee and Assistant to the Village Manager, Barrington

Finding opportunities to learn from others in similar situations, develop new skill sets, share experiences, and develop new ideas and perspectives are all objectives of the ILCMA Professional Development Committee. Each year this committee plans a series of monthly professional development seminars. The goal is to provide programming that is relevant, current, and consequential to local government and the work that our members provide in service to our communities. In addition, the primary responsibilities of the Professional Development Committee are to further the continuing education of ILCMA members and to assist members in achieving continuing education goals for their organizations. We hope that this year's lineup accomplishes these goals. Some of the topics to be discussed include:

- Getting the Best out of Potential Candidates: How many times have you missed out on an amazing team member? This October session offers interviewing approaches that will help you understand both the head and the heart of your

continued on next page



Job Mart
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job listings**



continued from page one

candidates to discern who may be the best fit, and make your hiring process less stressful and more rewarding.

- **Policing Best Practices:** Several sessions will address best practices in police hiring, in addition to a presentation relative to the NACCP/Illinois Police Chiefs 10 Shared Principles. These principles advocate for smarter, results-based criminal justice policies to keep communities safe.
- **Diversity Equity & Inclusion:** A panel of communities will join the Metro Mayors Caucus to address a new pilot program to help municipalities operationalize diversity, equity, and inclusion. This 6-month program will provide ongoing training, coaching, and peer support to an inaugural cohort of 10 municipalities.

The Professional Development Committee will once again offer hybrid seminars at NIU Naperville on the same dates as the Metro Manager Luncheons. Please note that we are moving the seminars from the third Thursday to the second Wednesday of the months of November, December, March and April. We moved the October seminar due to IML and ICMA conferences, so that will be held on October 5. You can find the flyer in this newsletter – be sure to register ASAP! ILCMA is once again partnering with NIU Center for Governmental Studies, and IGFOA to offer the IL Financial Forecast Forum. This will be hybrid at NIU Naperville on Friday, Jan. 20, 2023. Mark your calendars!

I invite you to attend as many of this year's seminars as possible and hope that you find them informative, relevant, and stimulating.



[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.



[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.

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:

Sarah Gianni, Management Analyst HR/Risk,
City of Des Plaines
Dawn Grivetti, Executive Assistant / Deputy City Clerk,
City of Warrenville
Wilvert Ibares, Director of Administrative Services,
City of Wood Dale
James Moran, Communications Specialist, Village of Antioch

Members:

Tim Drury, Risk Manager, City of Champaign
Sean Jacobs, In Transition, Experienced Professional Local
Government Management Professional
Randy Kowalski, Chief Operating Officer, Illinois Smart City
and Region Association
Jarell Blakey, Management Analyst, Village of Tinley Park
Lauren Ewan, Management Analyst, Village of Elk Grove
Ashton Stipp, Intern, Village of Roselle
Max Weiss, Student, University of Illinois at Chicago

Who's Who Directory Update

Mike Strong, assistant city manager in Lake Forest, has been appointed as the village administrator in Lake Villa. His new contact information is:

Mike Strong
Village Administrator
Village of Lake Villa
65 Cedar Avenue
Lake Villa, IL
Email: mstrong@lake-villa.org
Phone: 847-356-6100 x 2

Cristina White is the new city administrator for the city of Warrenville. She was previously the assistant city administrator in Warrenville.

Jessica Spencer is the new assistant village manager in Oak Brook. She was previously the administrative services director for Itasca. Her new contact information is:

Jessica Spencer
Assistant Village Manager
Village of Oak Brook
Email: jspencer@oak-brook.org
Phone: 630-368-5022



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.

ILCMA Members Honored at Recent ICMA Conference



Greg Bielawski was honored for his service as the coordinator of the ICMA Senior Advisor for the past seventeen years. He also served as a senior advisor for ILCMA for over twenty years.



Anne Marie Gaura honored as Trailblazer Winner at ICMA Conference

The League of Women in Government announced the 2022 Leadership Trailblazer Winner, Anne Marie Gaura, Lincolnwood, Illinois Village Manager. The award was presented to Ms. Gaura at the #SheLeadsGov women's luncheon held in conjunction with the ICMA annual conference in Columbus.



The City of Lake Forest was the recipient of the Community Sustainability Award for their Rethink Recycling Campaign. Jason Wicha, city manager and Mike Strong, formerly the assistant city manager, accepted the award at the conference. They will be featured as part of the program at the upcoming IAMMA/Metro Holiday Luncheon on December 14 at Harry Caray's in Lombard. Mark your calendars!

The 2022 Leadership Trailblazer Finalists included three women from ILCMA: Anne Marie Gaura, Paula Schumacher, and Ghida Neukirch (not pictured). Kimberly Richardson, Assistant City Manager, Peoria, is the current president of the League of Women in Government. The Leadership Trailblazer Award recognizes an accomplished woman in local government who has demonstrated excellence in leadership and has mentored and championed other women within the profession. Congratulations to Anne Marie, Paula, and Ghida!



Congratulations to Randy Bukas, city manager, Freeport and current ILCMA President on receiving the 45-year service award!

ILCMA HYBRID PROFESSIONAL DEVELOPMENT EVENT



Interviewing Approaches that Help You Get to the Heart of the Matter

How many times have you missed out on an amazing team member? How much turnover do you face these days? How can you ensure you find the best fit for your team? How can you, the hiring manager, encourage good, open and authentic dialogue, even for the most nervous job candidate?

There is extensive material available for job seekers looking for guidance on what to do to land a job – but there's not much for how you, the person interviewing, can make the most of this very important process. And let's be real; sometimes people are just not good interviewers. They may be the ideal candidate, but their ability to promote their genuine accomplishments– whether through a written resume, or verbal interviewing skills, is truly lacking. And, doing so in front of you - their potential new boss – well that can be a recipe for disaster for the shy, more introverted potential new hire. Conversely, others may be better at selling than at performing the job.

This session offers interviewing approaches that will help you understand both the head and the heart of your candidates to discern who may be the best fit, and make your hiring process less stressful and more rewarding.

- Examine how you show up to for the interview to set the stage to make the interview as effective and efficient as it can be.
- Learn how to read the candidate and ask insightful questions to create greater, more authentic dialogue. Uncover the true potential of each candidate.
- Learn best practices to ensure you interview with compassion and intention. Tap into both heart and head of yourself and your candidate.

Presenter: Cheryl Red, Principal, Communications Coach, Your True Note

October 5, 2022 9 AM-continental breakfast & registration
9:30 presentation and zoom session begin

Attend in-person at NIU Naperville or virtually through Zoom. Registration rate is the same for in-person and virtual attendance \$35. Register for Metro Luncheon "Inflation: How can city managers ride the wave?" as well for \$65. Student Rate \$20 or \$45 for both events.

To register visit ilcma.org/events/oct2022

*Addresses ICMA Practice Areas: 6 – Strategic Leadership; 13 – Human Resources
Management and Workforce Engagement; 14 - Communication and Information Sharing*

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?

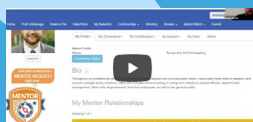
Volunteering as a Mentor can be mutually rewarding: mentees gain encouragement and guidance for their careers, and mentors gain deeper insights into their own careers and the satisfaction of helping others.

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**

**The Legacy Project and
Women in Public Finance - Chicago Chapter
Present:**

Team Leadership Training and Engaging Hybrid Workspaces with Dr. Suzy Francis Best

Session Provided by:  **Lake Forest**
Center for Leadership
Lake Forest Graduate School of Management



Description:

This course is designed to empower leaders at any level with the real-time knowledge, insight, and critical skillset they need to navigate uncharted conversations. From knowing how to effectively accommodate varying environmental circumstances to addressing and balancing both team members and organizational needs, participants will leave this course with new insights and a starting point to create and communicate their own team leadership plan and learn about hybrid workspaces.

Outcomes:

- Define the qualities of a high-performing team
- Analyze the role of psychological safety in team trust and belonging
- Determine how to develop trust for your team in a hybrid environment
- Explore ways to provide clarity for team members
- Develop recommendations for communication practices and transparency
- Share your team leadership plan with your organization

Including real-world examples by fellow practitioners!

Speaker Bio - Dr. Suzy Francis Best

Dr. Susy founded Thrive Group International, LLC in 2014, with the mission to empower individuals and companies with the ability to flourish optimally. Dr. Susy provides tools through speaking, coaching, and consulting. Her passion is to equip leaders to THRIVE at every level. She also serves as a consultant to organizations nationally and internationally in a variety of fields and works at Allstate Insurance Company as a Diversity and Inclusion and Employee Resource Group Consultant.

ALL ARE WELCOME!

WEDNESDAY OCTOBER 19TH

**REGISTRATION AND BREAKFAST
8:00 AM
SESSION STARTS 8:30 AM
TILL 12:30 PM**

**RIVERWAY AUDITORIUM
6133 N RIVER RD
ROSEMONT, IL 60018
HOSTED BY:
CLARK BAIRD & SMITH**

**REGISTRATION
LINK**



INFLATION

HOW CAN CITY MANAGERS RIDE THE WAVE?

Metro Luncheon & Hybrid Presentation



TOPIC:

The annual inflation rate in the United States hit a 40-year high of 9.1% in June. This is something we've never seen! Join your Metro Manager Colleagues on October 5 to learn:

- What is happening now
- What to expect
- How inflation influences the cost of municipal services

Practical examples that managers can use to address the impacts of inflation in their communities will be shared.

PRESENTERS:

Jason Turner, Chief Investment Strategist-Head of Multi-Asset Strategy with Great Lakes Advisors, LLC, a Wintrust Wealth Management company, will talk about inflation - what it is, what causes it, how it is measured, and what the current situation is.

Dr. Norman Walzer or **Andy Blanke** from the Center for Governmental Studies at Northern Illinois University will talk about the Municipal Price Index (MPI), how it has been influenced by inflation in the past, and what is expected to happen as a result of current inflation trends.

This session will be educational for all senior leaders in your organization. Bring your assistant or finance director! Attend in-person at NIU Naperville or virtually.

WEDNESDAY, OCTOBER 5

NETWORKING BEGINS AT 11:30 AM | LUNCHEON BEGINS AT 12:00 PM AT NIU NAPERVILLE
VIRTUAL PRESENTATION BEGINS AT 12:30 PM VIA ZOOM

Attend in-person at NIU Naperville or virtually through Zoom. Registration rate is the same for in-person and virtual attendance \$35. Register for ILCMA Professional Development Session "Interviewing approaches that get to the heart of the matter" as well for \$65. Student Luncheon Rate: \$25; Student Rate for Luncheon and ILCMA Professional Development: \$45

To register visit ilcma.org/events/oct2022

IML Manager Committee Column

Property Tax Exemption Analysis Published

Kenneth Kriz, Ph.D., a Distinguished Professor of Public Administration and the Director of the Institute for Illinois Public Finance at the University of Illinois Springfield (UIS), recently published a white paper entitled Property Tax Exemptions in Illinois: A Spatial Analysis.

Property tax is a source of constant discussion and policy debate in Illinois. Various analyses show that the state has one of the nation's highest average property tax rates (Tax Foundation, 2022). Part of that is likely due to the state's high reliance on local revenues to fund the state's K-12 education system.

Another concern is with the state's granting of property tax exemptions. The state has been generous in granting exemptions from property tax to achieve various policy goals. The white paper reviews the largest property tax exemption programs and examines the effects of the exemptions on governments across the state. Using data from the Illinois Department of Revenue (IDOR), this paper examines the spatial distribution of property tax exemptions across the state and shows that the distribution of exemptions is uneven, especially for the Veterans Property Tax exemption program. Communities in some areas bear a much higher relative burden of this state policy than others.

The topic for the white paper was suggested by the Illinois Municipal League (IML) and we appreciate the analysis provided by Dr. Kriz.

For additional information, IML's factsheet on property tax exemptions is available via this link.



Thank you to the following ILCMA Members for staffing the ILCMA table at the IML Conference:

Joe Breinig, Deputy Executive Director, DuPage Mayors and Managers Conference

Jim Grabowski, City Manager, Elmhurst

Dan DiSanto, Village Administrator, Oswego

Scott Eisenhauer, Village Administrator, Rantoul

Teri Raney, Village Administrator, Calumet Park

Eric Hanson, Assistant City Manager, Normal

Denise Burchard, Village Administrator, Campton Hills

Bob Barber, Village Administrator, Beecher

Sue McLaughlin, City Manager, Farmer City

Mary Ellen Bechtel, City Manager, Mt. Vernon

Roy Witherow, Assistant Village Administrator, Lake Zurich

Sharon Tanner, Assistant Village Manager, Glenco

Toni Ashmore, Assistant Village Manager, Hazel Crest

Scot Wrighton, City Manager, Decatur

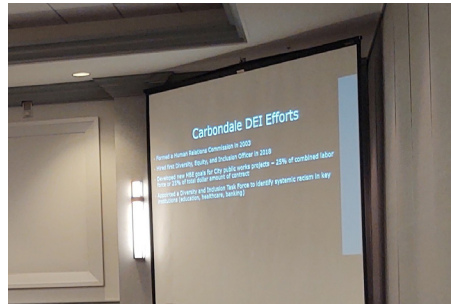
Jason Bielawski, Village Administrator, Roselle



ILCMA Members Present Sessions at IML Conference

ILCMA members were very active at the IML conference in mid-September. Members of the IML Managers Committee moderated several sessions and ILCMA members participated as panelists in the following sessions:

- Funding for Rural Communities, JoAnn Hollenkamp, City Manager, Greenville served as moderator.
- Lessons Learned in DEI Efforts, Julia Cedillo, Village Manager, La Grange Park, moderator with Patrick Urich, City Manager, Peoria, and Gary Williams City Manager, Carbondale as presenters.
- Invigorating Downtowns, Walter Denton, City Administrator, O'Fallon, moderator with Pamela Reece, City Manager, Normal as a presenter.
- The Great Resignation is Real – Sharon Tanner, Assistant Village Manager, Glencoe served as a presenter with Heidi Voorhees, GovHR.
- Federal Funding Opportunities for Municipal Roads and Streets with Dan DiSanto, Village Administrator, Oswego serving as moderator.
- Leveraging Federal Funding to Solve the Digital Divide with Russ Loebe, HR Green as moderator and Peter Auston, County Administrator, McHenry County as a panelist.
- Inclusive Leadership with Dante Sawyer, Village Manager, Hazel Crest as moderator.
- The Future of Home Rule with Scot Wrighton, City Manager, Decatur as moderator and Evan Walter, Village Administrator, Burr Ridge as a panelist.



The Manager/Administrator Roundtable was moderated by Bob Barber, Village Administrator, Beecher and Dawn Peters, Executive Director, ILCMA.



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).



*Join the newly founded
Illinois Local Government Hispanic Network
in Celebrating*

SEPTEMBER 15 - OCTOBER 15



The ICMA logo is displayed in white text on a dark blue rectangular background.A woman with short dark hair, wearing a black sleeveless top, is gesturing with her hands while speaking to a man whose back is to the camera. They are in an office setting.

2022 COACHING PROGRAM

THRIVE IN LOCAL GOVERNMENT

UPCOMING FREE WEBINARS – Register at icma.org/coachingwebinars

WEDNESDAY, OCTOBER 20

Alternatives to Silos – 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 BOTH 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



*Advancing Civic Leadership
Navigating the Future*

The new lineup for 2022-23 will begin in October. Course information will be posted at go.niu.edu/cla late August/early September.

There are over 20 classes and 8 are new. The new classes are:

- Local Government Crisis Communications: Prepare, Practice, Prioritize
- How to Conduct a Focus Group
- Preparing for and Responding to Emergencies
- Planning for an Age-Friendly Community
- C3 De-escalation® – Part 1: Theory
- C3 De-escalation® – Part 2: Applying Concepts
- Branding and Community Engagement
- Public Art: What Is It and How to Plan for It

To receive timely announcements, subscribe to our CLA e-blast list at go.niu.edu/cla.

Enjoy the end of summer and look forward to seeing you in one of our classes.

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



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

www.cgs.niu.edu

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.)

Rich Keehner

rkeehnerjr@gmail.com
630-824-8369

Darin Girdler

dgirdler@gmail.com
618-971-8276

Chasity Wells-Armstrong

chasity.wellsarmstrong@gmail.com
331-757-5999



Midwest Leadership Institute

Understanding Motivation

"The reason or reasons one has for acting or behaving in a certain way"

MOTIVATION

LOADING...

The MLI Presentation team will explore the following topics critical to understanding motivation

1. The sources, aspects and traps of motivation
2. The three fundamental motivators
3. The difference between intrinsic and extrinsic motivators
4. Motivation and emotions
5. Motivation and power
6. Motivation and planning for execution

**THE MIDWEST LEADERSHIP INSTITUTE FALL SEMINAR WILL BE HELD
ON OCTOBER 13 & 14, 2022 AT THE NIU NAPERVILLE CAMPUS**

REGISTRATION FEE: \$950 FOR 1-2 PEOPLE / \$855 FOR 3-5 PEOPLE / \$770 FOR 6 OR MORE

VISIT WWW.MIDWESTLEADERSHIPINSTITUTE.ORG TO REGISTER BY SEPTEMBER 23

Registration open until Oct. 7



Midwest Leadership Institute

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

Mission

To present an educational experience with intellectual depth and substance that focuses on the individual as leader and the person as a whole to encourage participants to connect interpersonally and emotionally to better lead themselves and others.

Values

Education

Scientific Objectivity

Developmental Growth

Health

Discipline

Ethical Behavior

More Information

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

David Limardi

P: 847.533.0402

E: dlimardi@gmail.com

Robert Kiely

P: 847.703.3585

E: rrkiely@comcast.net

Dawn S. Peters

P: 815.753.0923

E: dpeters@niu.edu

Midwest Leadership Institute

Approach

The Midwest Leadership Institute strives to be a peak performance institute for local government organizational leaders. Successful outcomes in local government require a deep understanding of interpersonal leadership. The ability to understand individual and organizational behavior and the ability to diagnose why people act the way they do is crucial. The courage and discipline to admit when you do not know what you do not know, which requires you to know yourself and your emotions, is important for an organizational leader.

Who Should Attend

Local government organizational leaders including chief administrative officers, assistants, department heads and others who are interested in leadership education focused on the theoretical and practical.

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

Curriculum

The Institute is an intensive 4.5-day program with both an internal self-focus and an external organizational focus. The Institute consists of ten learning pods including lectures, exercises, and team discussions. The ten learning pods are as follows:

1. The State of Today and the Effect on the State of Tomorrow
2. Fundamental Concepts for Leading People
3. Judgment – The Foundation of Successful Leadership
4. Emotions – When Working with People Gets Tough
5. Power, Authority, Motivation, and Influence
6. Change: Resistance, Motivation, and Performance
7. The Relentless Pursuit of an Ethical Culture
8. Aligning Goals, Tasks, and Relationships
9. The Role of Self-Awareness in Leadership
10. Balancing Work, Family and Self

Instructors

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

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

Logistics

Each program is limited to 40 participants to ensure time for one-on-one individualized coaching as well as small group and all-participant events. Tuition for the entire 4.5-day Institute is \$2700 and includes course materials, continental breakfast daily and lunch for four days. Organizations that send multiple participants are eligible for tuition discounts.

The Institute will be held **April 24 - 28, 2023** at Northern Illinois University's Naperville campus, 1120 East Diehl Road, Naperville, IL.

Limardi Consulting, LLC



MORRISON ASSOCIATES

Management Services Provided By:



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

Spotlight on: Baecore

How Geographic Information System (GIS) Is Best Used In Local Government

Many organizations have a GIS Program. They understand its capabilities and have staff to run it. But how do they know if they are getting value from the Program and ensure they get the highest return on investment? Think of a GIS Program as a recipe, where specific processes and steps (ingredients) are followed in an orderly fashion. Not following the recipe will lead to a less mature GIS Program. If you follow the steps though, a glorious result can unfold, starting with 3 key elements, followed by a 5-Step GIS Program process.

KEY ELEMENTS FOR A SUCCESSFUL GIS PROGRAM:

- **Executive Leadership Support.** A GIS Program needs executive leadership for long-term sustainability. Without support from leadership endorsing the GIS Program it will lose vision and ultimately fail.
- **Assess Enterprise-Wide Business Needs.** Critical to setting up the GIS Program and its' system architecture, is identifying the end-user business needs. This is accomplished through a Discovery Needs Assessment. The Assessment identifies existing and desired business processes aimed to help the organization. Following an enterprise-wide approach the GIS becomes a primary way to meet business needs across departments.
- **Develop GIS Work Program Documentation.** GIS Programs need implementable Work Programs identified during the Assessment and defining Department specific GIS technology tasks. The Work Program is a flexible, living document able to adjust priorities based on changing needs.

SETTING UP THE ENTERPRISE GIS

After the top 3 key elements are identified, one can architect the enterprise GIS using the 5-Step GIS Program.

1. **Enterprise Data.** Enterprise data is the heart of everything in the GIS. It's where the authoritative data is stored. Enterprise GIS data is best utilized within a data governance framework, where data itself is treated as an asset and an entire lifecycle data process is defined describing all aspects of the data including data owners, data users, data usability, data quality, update cycle, etc.

2. **End-User Solutions.** The software solutions designed can include mobile field applications and web maps to display and identify geospatial data. Keeping the needs of end-users in mind is important when it comes to the software solutions. Users hold the key to determining the application's functional requirements. Additionally, be sure to work closely with your Information Technology group to ensure that hardware and GIS software specifications are coordinated.

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3. **Insights & Analytics.** Insights & Analytics are the benefits of peering into geospatial data and seeing what tells the user. This assists with their business decisions, analysis, and reporting requirements. Insights & Analytics are tools that can be used for data visualization through interfaces like interactive mapping including dashboards.

4. **System Preservation.** Maintenance and upkeep of the systems is critical in an ever-changing and dynamic environment. For example, Program administrators make sure users are using the latest Esri GIS software desktop and Esri ArcGIS Enterprise version updates.

5. **Observe & Optimize.** Iterative improvements are best made when working with the Authoritative data. Monitoring feedback from end-users and improving the system to right-fit business needs is an iterative process allowing return on investment to be calculated. Saving staff or consultant time is worth the effort. The Enterprise GIS database management approach allows all users to, make edits, and view the same data. Organizations frequently save a ½ to a full FTE based on improved Enterprise-wide configurations. Getting a GIS Program optimized is not an overnight process. With proper planning, GIS has nearly infinite possibilities to support organizations.

Success Story – City of Rochelle, IL

"Prior to working with Baecore's Cultivate Geospatial Solutions (CGS), the City of Rochelle had existing GIS information and needs in place but did not have a coordinated focus on how to best utilize that information across multiple departments. CGS built a customized professional services GIS Program based upon our needs, has helped support our growing GIS Department, and has expanded the services we provide for both City Employees and residents. We look forward to the continued partnership with CGS and are excited to partner with them for years to come." - Pat Brust, Director of Advanced Communications, City of Rochelle, IL

Spotlight on: Center for Governmental Studies, NIU

Champions of Community Success

By Melissa Henriksen, Assistant Director, Strategic Planning, Policy and Community Development, NIU-CGS and Mim Evans, Senior Research Associate, Strategic Planning, Policy and Community Development, NIU-CGS

I asked an active community member “What makes you a community champion?” She replied, “I’m no champion, I just care about my community!” That answer stuck with me. At Northern Illinois University’s Center for Governmental Studies (NIU-CGS), we work with communities and organizations throughout Illinois and beyond. After decades helping to build capacity in communities, it’s time to acknowledge these “champions.”

While the term community champion is not new, it gained traction for our team during a DeKalb County-wide economic development planning effort involving DeKalb County Government, the DeKalb County Economic Development Corporation, the DeKalb County Community Foundation (DCCF), the DeKalb County Farm Bureau, and NIU. After a yearlong input gathering process from its 14 municipalities and other partners, the County developed a comprehensive, action-oriented plan for its economic future.

As an outgrowth of this successful process, DCCF then offered community level economic development planning and implementation grants to each municipality. From these initiatives, CGS staff found there was often a deciding factor in the success or failure of the planning efforts and subsequent projects: a community champion or champions.

What is a Community Champion? A champion can be either a noun or a verb. As a noun, a champion is:

- One who shows marked superiority
- An advocate or defender

As a verb, a champion is:

- To advocate or defend
- To protect or fight as a champion

A community champion embodies the noun as a leader with a track record of accomplishments. Community champions embody the verb as advocates for the community and causes that benefit the community. In essence, a community champion is outstanding in their pursuit of their community’s interests and a proven leader, even if they are not serving in a traditional or overtly visible leadership role (as an elected official, for example).

Through our work with communities, champions have been residents, business owners, nonprofit workers, volunteers, and others. The best situation is when a mix of people come together to pursue project (s) that benefit the community. What do champions do? Champions convene stakeholders, share information, speak up, make connections between



groups, and invest their own time, expertise, and money in community projects. Not every champion does all these things, but most have multiple roles.

Champions naturally arise in some communities. In others, deliberate efforts can develop them. One such effort is a leadership training program. These programs gather promising individuals to learn about involvement opportunities, provide information on how the municipality works, share best practices, and establish comradery among the participants, hopefully resulting in each participant gaining knowledge, inspiration, and contacts to become a community champion.

A second method is gathering existing champions to form a group to take on a variety of projects over many years. The goal is not to create champions, but rather to facilitate their continued success and, ideally, spark collaboration within and across municipalities. DeKalb County Community Champions fits this description and was an outcome of the planning process.

“Champions embody the best that communities can be, often with a unique role as the ‘heart and soul’ of a local community’s efforts to enhance its economic development and quality of life. They cannot achieve success alone. But without them, groups can fizzle out quickly,” said Dan Templin, DCCF Executive Director and Co-Chair of the DeKalb County Community Champions Committee.

Communities can support their champions by providing a workspace, administrative assistance, access to information, recognition, and financial or policy support. In communities with limited professional staff, champions are even more critical to achieving desired outcomes.

Consider your existing champions and support them. Identify potential champions and develop them. Perhaps the ideal situation is a pipeline leadership program and a well-supported ongoing champions group. With both in place, a community can look forward to success.

Spotlight on: SB Friedman

Creating a More Prosperous and Resilient Economy

Caren Kay, AICP, SB Friedman

The term “economic development” is multifaceted and quite broad. The pursuit of economic development can be used to justify infrastructure improvements, public assistance packages to private developers, public acquisition and disposition of land, and more. The Economic Development Administration (EDA), which provides regular funding for economic development initiatives, targets local efforts which “build, improve, or better leverage economic assets that allow for businesses to succeed and regional economies to prosper and become more resilient.” To capitalize on EDA grant programs, the question then becomes, which efforts are most likely to result in a prosperous and resilient economy?

Taking an Economic Cluster Approach

Thoughtful economic strategic planning begins to address this core question through analysis and identification of target economic clusters. Economic clusters are collections of businesses in related industries located in close proximity to one another. As economic clusters grow within a region, synergies develop which tend to spur additional growth and innovation across the economy. Economic clusters are categorized as either “traded” or “local.” Traded clusters are those which serve markets beyond the region in which they are located. Industries within traded clusters may choose their location of operation and therefore can be highly concentrated (e.g., auto manufacturers near a major intermodal and a research university). These traded businesses should be the focus of economic development initiatives, as they are often the most competitive segments of the economy, having the freedom to choose amongst multiple expansion locations. Proper identification of target clusters within a region helps municipalities understand where to focus economic development energy as it reveals which businesses are most inclined to locate locally.

Identifying Regional Economic Clusters

Economic development strategic plans should focus a region's or municipality's efforts on a shortlist of high-impact traded economic clusters. Identification of target clusters requires analysis of performance indicators (existing local employees, local growth trends, national growth trends, location quotient, etc.) along with a robust qualitative assessment of existing industries and assets. The rapid return to low unemployment after the pandemic has also reinforced the need to prioritize economic clusters that are most attractive to employees – those with higher



wages, pathways for growth over time, and relatively lower educational requirements. A final major factor in cluster identification is real estate availability. Particularly in built out communities, availability of development-ready land or buildings to accommodate growth becomes critically important in attracting businesses.

Crafting an Impactful Strategy

Identification of target clusters is the starting point for economic development strategic planning, not the end. Preparing impactful strategies requires intensive stakeholder engagement to identify the existing gaps within a region that compromise economic competitiveness and brainstorm creative solutions to address those gaps. Strategic plans should include a combination of entirely new strategies, recommendations for improving coordination between existing economic development entities, and strategies which enhance existing niche programs.

Implementing a cluster-based strategy can optimize economic development by making efficient use of government resources and focusing on business development – both expansion and attraction – for the most competitive segments of the economy. Growth within clusters has a multiplier impact on the economy, resulting in knowledge spillovers, job and wage growth across all sectors, additional private investment, and tax growth. Creating an environment where specific economic clusters can thrive not only benefits that cluster but also results in a more prosperous and resilient economy as a whole.



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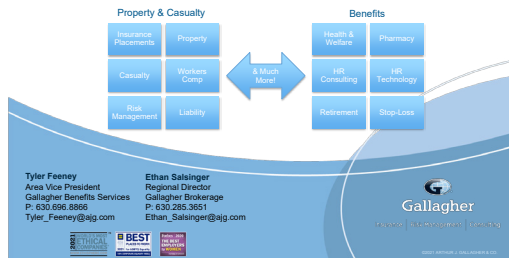


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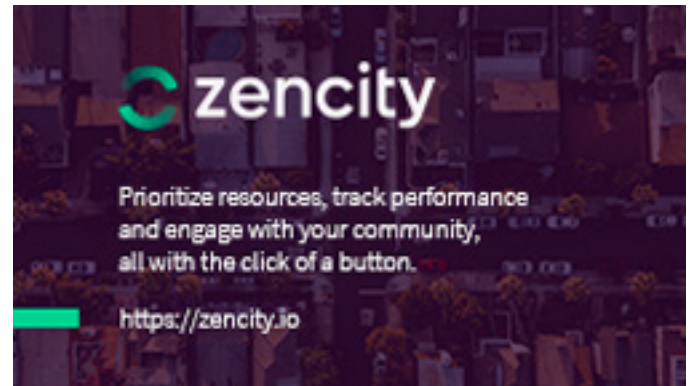
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