

Calendar of Events

June 7
Legacy Lunch before the
ILCMA Conference
Peoria, IL

June 7 - 9
Summer Conference
Peoria, IL

August 2
Legacy Project
Strategic Workforce Planning
Oak Brook, IL

August 2
Legacy Project Social
Event
Oak Brook, IL

October 1 - 4
ICMA Annual Conference
Austin, TX

Reminder!
There is no newsletter
in July.

**To view all
upcoming
events
click here**

President's Column

As I end my tenure as ILCMA President and prepare for my retirement after serving in local government for 46 years, 20 of them in Illinois, I have to reflect back on citizens' involvement in local government. Since I served in four states, in both metro and non-metro areas, these thoughts reflect what was happening in my community and the surrounding area.

In the 1970's there were few "activists" around after the Vietnam War ended. People came to City Council meetings to address their concerns about potholes, garbage collection and saving the environment. All issues everyone could agree upon.

The 1980's saw a decline in citizen participation as we were in a recession and people were more worried about their own pocket books. The 1990's saw more diversity in our councils and boards. The "diversity" was focused more on women participation and involvement. In the 2020's people started to get active again. Although the financial collapse of the housing industry decreased property values, people could talk over issues, disagree, and move on. The 2010's saw people getting bitter. Bitter about everything. Citizens looked to local government to

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CORRECTION

Last month's President's Letter incorrectly noted a decrease in Illinois' population in the 2020 census. While this decrease was initially reported by the U.S. Census Bureau, updated figures released in May of 2022 indicated that Illinois in fact gained 250,000 residents between 2010 and 2020.

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Job Mart

**Click here to see
job listings**



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solve state and national issues. Disagreement now became personal. More legislation was based on politics (how can I stick it to the next guy) than on the community good.

Now the 2020's are here and civility is lost. Respect for any government and its elected and appointed leaders is lost. Distrust for government grows as remarks by politicians fuel the flame. We need to bring CIVILITY BACK TO OUR COMMUNITIES. Transparency, DEI are just words people use to justify their actions. We need to talk to our neighbors and listen. I am sorry to say that the more "open" and "transparent" we become, the more people are claiming they don't know what's going on, and/or "you are hiding something." They won't read the monthly newsletter sent to them in the utility bill or email or take the time to check out the city's website for accurate information. But they will go to Facebook for the latest "Town Crier" news. I have faith that we are turning things around and can act for the common good.

On a brighter note, I am happy to report, with your help, that several of the goals I had for this year were met. The Association membership hit a record high of 803 members. This is a 3.1% increase over last year and breaks the record of 802 members in 2019-2020. Corporate membership (Manager and Assistants) also hit a record high of 464 members. We also have seen an increase in our conference attendance and workshops. Our finances are as strong as ever. Thank you to all our members and committees for making ILCMA a stronger organization.

I have enjoyed the past 46 years in local government. It's a career I am happy I chose. It had its ups and downs, but mostly ups. There are good people in our profession doing good things for their communities. I encourage you to stay in the profession. You won't get rich, but you will receive other rewards that money can't buy. Through your career, don't neglect your family. They are and should be your number one priority.

I hope to see you in Peoria for the Summer Conference. If you would like to talk about civility or any other topic, see me during the conference. Otherwise, I encourage you to write a letter to the ILCMA newsletter or drop me a line at my personal email address: rjbukas@yahoo.com

Best regards,

Randy Bukas,
ILCMA President



[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.



ILCMA and affiliates' membership year, runs from July 1 to June 30th. Before the Summer starts to get away from you, please take a moment to renew your membership. Your first reminders will be sent electronically. After July 15, any members who have not renewed will receive a mailed renewal notice. **Thank you for your support and the opportunity to serve you!**

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:

James Claeyssen, Village Administrator, Village of Cherry Valley
 Jordan Ellena, Development Service Manager,
 City of Des Plaines
 Kristin Vana, Assistant Township Administrator,
 Hanover Township

Members:

Jason Brookins, Interdev
 Kent Floros, Partner, Chapman and Cutler LLP
 Heather Galan, Director of Public Works, Village of Gurnee
 Donna Guerin, Permit Technician, Village of Willowbrook



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.

Who's Who Directory Update

Sharon Peterson has been appointed as the new village administrator in the village of Lake Barrington. She was previously assistant city administrator/deputy city clerk in the city of Countryside. Her new contact information is:

Sharon Peterson
 Village Administrator
 Village of Lake Barrington
 23860 Old Barrington Rd.
 Lake Barrington, IL 60010
 Email: speterson@lakebarrington.org
 Phone: 847-842-6080

Zach Creer, Assistant Village Manager, Clarendon Hills, has been appointed as the new Village Manager in Clarendon Hills.

Denise Joseph is the new finance director in the village of Libertyville. She was previously the finance director in Lincolnwood. Her new contact information is:

Denise Joseph
 Finance Director
 Village of Libertyville
 118 West Cook Ave.
 Libertyville, IL 60048
 Email: djoseph@libertyville.com
 Phone: 847-918-2102



[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.

Finding your Greatness!

ILCMA 2023 SUMMER CONFERENCE

SCHEDULE

WEDNESDAY, JUNE 7

10:00 A.M. – 5:00 P.M.

Registration Open **Lower Level Foyer**

9:15 A.M.

9-Hole Golf **Weaver Ridge**

10:00 A.M.

18-Hole Scramble & Conventional Golf **Weaver Ridge**

1:00 P.M. – 5:00 P.M.

Exhibitor Set-up **Madison Room**

3:00 P.M. – 5:00 P.M.

Pre-conference Workshop **Friedan Room**
Mental Health in the Workplace

6:00 P.M. – 9:00 P.M.

Dinner **Gone Axe Throwing**

THURSDAY, JUNE 8

7:00 A.M. – 7:45 A.M.

Legacy Walk **Hotel Lobby**

7:45 A.M. – 8:45 A.M.

Registration and Breakfast
Lower Level Foyer

8:45 A.M. – 10:00 A.M.

Welcome, Intros & Keynote
Palace/Varsity Rooms

Terry Savage Talks Money: The Economy and the Market

10:00 A.M. – 10:30 A.M.

Break in Exhibit Hall **Madison Room**

10:00 A.M. – 4:30 P.M.

Career Counseling **Bradley Room**

10:30 A.M. – 11:45 A.M.

Concurrent Sessions

Session 1: Rapid Fire Sessions: How to Fund Sustainability Projects and Broadband Access in Your Community **Varsity Room**

Session 2: Unsilo Your Organization Through United Communication **Palace Room**

11:45 A.M. – 12:45 P.M.

Lunch, Business Meeting and ICMA Updates
Rialto Room

12:45 A.M. – 1:45 P.M.

Luncheon Keynote **Rialto Room**

Talent Attraction: Generational Changes and Trends in the Workplace by Terra Fletcher

1:45 P.M. – 2:15 P.M.

Dessert in Exhibit Hall **Madison Room**

2:15 P.M. – 3:30 P.M.

Concurrent Sessions

Session 1: Building a Culture that Thrives – Future of Work **Varsity Room**

Session 2: What's Next for Retail: 2023 and Beyond
Palace Room

3:30 P.M. – 3:40 P.M.

Break in Exhibit Hall

3:45 P.M. – 5:00 P.M.

Concurrent Sessions

Session 1: Leaning into Chaos: Lessons on How to Work Through Uncertainty **Palace Room**

Session 2: Empowering and Engaging Leadership through the HPO Model **Varsity Room**

6:00 P.M. – 8:00 P.M.

Reception, Dinner & ILCMA Awards
Rialto Room

8:00 P.M. – 11:30 P.M.

ILCMA Social Event: An Evening at the River Station **Peoria Riverfront**

FRIDAY, JUNE 9

8:00 A.M. – 9:00 A.M.

Breakfast **Rialto Room**

9:00 A.M. – 10:15 A.M.

Morning Keynote **Palace/Varsity Rooms**
A Lifetime of Learning Bias by Marc Perry

10:15 A.M. – 10:30 A.M.

Break

10:30 A.M. – 11:30 A.M.

Closing Keynote **Palace/Varsity Rooms**
Finding Your Greatness by Jarrett Payton

ILCMA 2023 SUMMER CONFERENCE

CAREER COUNSELING APPOINTMENTS

The ILCMA Membership Services Committee is pleased to offer to conference attendees one-half hour career counseling appointments that can include mock interview and resume review services. These services will be offered by Heidi Voorhees, GovHR USA. Appointments are available on June 8 (10:30 a.m. – 5:00 p.m.). Please contact Dawn Peters at dpeters@niu.edu or call her at 815-753-0923 to schedule your appointment.

SOCIAL EVENT INFORMATION

Wednesday, June 7

Weaver Ridge Golf Club
5100 N. Weaverridge Blvd., Peoria, IL

9:15 A.M. NINE HOLE GOLF AT WEAVER RIDGE

If you plan to participate in the pre-conference ICMA University Workshop and would also like to squeeze in a little golf, sign up for the Weaver Ridge nine-hole golf. Tee off begins at 9:15 a.m. If you are planning to attend the workshop, you will be placed in an early tee time. The charge for nine holes of golf at the Weaver Ridge will be \$42 (includes golf and cart) and is payable at the time of registration.

[SIGN UP](#)

10 A.M. 18 HOLE GOLF AT WEAVER RIDGE

The scramble tournament is \$70 (includes golf, cart, and prizes) and is payable at the time of conference registration. Shotgun start is at 10:00 a.m.

[SIGN UP](#)

6:00 P.M. – 9:00 P.M. JOIN US IN THE WAREHOUSE DISTRICT AT GONE AXE THROWING

Gone Axe Throwing is Peoria's first and only indoor axe throwing venue and bar that makes you feel right at home in their cozy lodge-like space right in the heart of the Warehouse District. After dinner is served you can join your colleagues in one of the escape rooms or a rage room where you can smash things and blow off some steam. If you're feeling nostalgic there are pinball games too! And of course, there's axe throwing plus wall climbing. Shuttle service from the Sheraton Hotel to Gone Axe Throwing will begin at 6:00 p.m. and the last shuttle will leave Gone Axe Throwing at 9:15 p.m.

Thursday, June 8

6:00 P.M. – 8:00 P.M. DINNER AND ILCMA AWARDS PROGRAM AT FOUR POINTS SHERATON

8:00 P.M. – 11:30 P.M. EVENING AT THE RIVER STATION

The River Station was constructed in 1899 by the Chicago, Rock Island & Pacific Railroad as a railroad station & freight house and sits directly beside the Illinois River. River Station has three restaurants and covered outdoor seating with views of the river. Each attendee will be provided with two tickets to be used on a beverage of choice at the River Station establishments. Cash bars are available after you have used your tickets. We will begin the evening in the private Creve Coeur Club for hors d'oeuvres, drinks and music. Shuttle service from the Sheraton Hotel to the River Station will begin at 8:00 p.m. and the last shuttle will leave River Station at 11:45 p.m.

ILCMA 2023 SUMMER CONFERENCE

ACCOMMODATIONS

FOUR POINTS SHERATON

500 HAMILTON BLVD. PEORIA, IL 61602 Phone: 309-306-3424 by Sunday, May 7th, 2023

Room Rates: \$115 plus taxes & fees

Be sure to mention the ILCMA room block. Room block will be released on May 7, 2023. After this date, reservations will be accepted on a space available basis only.

[CLICK HERE!](#)

THREE EASY WAYS TO REGISTER

ONLINE

ilcma.org/conferences

FAX

815-753-6900

MAIL

Send completed registration form and payment to:

Outreach Services Registration Office

Northern Illinois University

DeKalb, IL 60115

Phone: 800-345-9472

REGISTRATION DEADLINE

REGISTER BY JUNE 2, 2023

For a full refund, you must cancel your registration by June 2, 2023. There is a \$50 cancellation fee after this date.

REGISTRATION RATES

ILCMA Member (includes all meals): \$250

First time attendee* (includes all meals): \$175

Student (includes all meals): \$50

Student Scholarships are available!

Non-ILCMA Member (includes all meals): \$425

Pre-Conference Workshop: \$35

Dress: Business casual

How to Save on Costs:

Carpool with your colleagues from a neighboring community. Share a room (especially nice to invite an MIT to be your guest).

*First 10 online registrations for NEW corporate (voting) members who are first time summer conference attendees are free. There will be 5 waivers for managers/administrators and 5 waivers for assistants/assistant to/management analyst. Fees are waived for "in transition" managers and spouses/partners.

PARKING: \$25 for Tuesday 1/2 day, Wednesday – all, Thursday – all, Friday 1/2 day with in and out privileges.

This is a negotiated discount, and you **MUST PAY AT TIME OF REGISTRATION TO RECEIVE THIS RATE!**

Normal rate is \$17/day.

Riverview Parking, 118 NE Madison St., Peoria, IL

CONFERENCE COMMITTEE

Peggy Halik, Assistant Village Administrator, Woodridge

Glen Cole, Assistant City Manager, Rolling Meadows

Jennifer Huson, County Administrator, Jackson County

Jeff Fiegenschuh, City Manager, Rochelle

Kurt Carroll, Village Administrator, New Lenox

Cory Plasch, CP2 Consulting, Inc.

Katy Rush, GovHR

Regan Stockstell, Village Manager, Richton Park

Jigar Desai, Rusin Law

Chris Strom, Senior Consultant, Public Sector Advisory, Baker Tilly

Margo Ely, Executive Director, IRMA

Michael Hall, City Manager, Sycamore

Scott Eisenhauer, Village Administrator, Rantoul

Ben Roesler, Assistant Village Manager, Lincolnshire

Jenny Jones, Executive Director, Bedford Park Clearing

Industrial Association

Roger Nulton, Equitable

Joel Clousing, 457 Consulting Group

Mary Otto, Management Analyst, Deerfield

Danielle Melone, Veregy

Joe Carey, Assistant Village Manager, Carol Stream

Cassandra Hiller, Assistant County Administrator, Lake County

Scott Coker, City Administrator, Macomb

John Harris, as Branding & Digital

Dawn S. Peters, Executive Director, ILCMA

Special thank you to our hosts in Peoria:

Kimberly Richardson, Assistant City Manager, Peoria

Debbie Van Sickle, Economic Development Manager, Peoria

Patrick Urich, City Manager, Peoria

Call for ILCMA Committee Volunteers

Have you wanted to get more involved with ILCMA, but just haven't gotten around to it? If so, now's your chance to make an impact on ILCMA programs and services. With the Zoom platform, most committee meetings will be held virtually which means that members from all regions of Illinois can be active participants in ILCMA committees! It is the goal of ILCMA to have broad representation in terms of race, gender, and geographic representation on these committees. The following 2023-2024 Committees are in need of members:

ILCMA Conference Committee

Co-Chair – President Elect – Phil Kiraly, Glencoe

Co-Chair – Vice President – Paula Schumacher, Bartlett

The Conference Committee shall plan and organize the summer and winter conferences. The Conference Committee shall be divided into two subcommittees in order to divide the labor of planning the conferences. The Committee make-up shall be as follows: two representatives from each affiliate (one to serve on the Summer Conference Subcommittee and one to serve on the Winter Conference Subcommittee) and a representative from the host cities for the summer and winter conferences when appropriate. There should also be diverse representation on each of the Subcommittees.

Summer Conference Committee – June 5 – 7, 2024 at Eagle Ridge, Galena, IL

2023-24 Chair – Phil Kiraly

The Summer Conference Subcommittee shall plan and organize the principal annual Association conference held in June, which includes the Annual Business Meeting.

Winter Conference Committee – Marriott, Normal, IL on Feb. 7 - 9, 2024

2023-24 Chair – Paula Schumacher

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

Professional Development Committee

2022-24 Chair – Melanie Marcordes, Assistant to the Village Manager, Barrington

The Professional Development and Education Committee shall provide information and guidelines to further the continuing education of its members. In addition, the committee assists ILCMA members in achieving continuing education goals for their respective organizations and in periodically reassessing the professional development and continuing education goals of the ILCMA membership. There shall be a commitment to the ICMA credentialing program so members are able to achieve professional development goals. The committee needs representation from all affiliates as well as the general membership.

Membership Services Committee

2023-25 Chair – Scott Coren, Village Administrator, Highwood

The Membership Services Committee shall evaluate current services and provide recommendations on additional member services. The committee shall be responsible for facilitating a survey of the membership every two years. Over the past few years, the committee has also focused on diversity initiatives, membership development, and recruitment.

Communications Committee

2022-24 Chair – Ben McCready, Assistant City Administrator, Geneva

The Communications Committee shall coordinate activities to promote the local government management profession to cities, villages, counties, and townships throughout the state. The committee shall also coordinate activities and provide information about the profession to educational institutions.

Diversity, Equity, and Inclusion Committee

2023-2025 Co-Chairs – TBD

ILCMA is committed to promoting the values of inclusion and equity. The purpose of this Committee is to lead the Association's efforts to address issues identified with input from the Executive Board, membership, and member organizations to implement action plans that progress the Association's goal to create, sustain and promote an active diverse and inclusive community/culture that provides a welcoming and enriching environment for all. The committee shall be led by two co-chairs. There shall be a co-chair that is a member of the ILCMA Board, and a co-chair selected from the at-large membership of the committee. The committee shall be made up of a representative from each affiliate association and four at-large members. The term of the committee members and co-chairs shall be two years. A member may serve more than one term.

Committee on Professional Conduct

2022–2024 Chair Mark Franz, Village Manager, Glen Ellyn

The Committee on Professional Conduct shall serve as a fact-finding committee to review ICMA ethics complaints or questions involving Illinois members, develops and carries out education and training activities to promote the highest ethical standards of conduct and serves as the primary liaison with the ICMA Committee on Professional Conduct. The term of the chair and members shall be two years. Members may serve multiple terms. There are limited openings on this committee.

If you are interested in serving on any of the above committees, please contact Dawn S. Peters by June 18, 2022 at dpeters@niu.edu or call her at 815-753-0923.

Creating a Welcoming Environment in ILCMA

By the ILCMA Diversity, Equity, and Inclusion Committee

For many looking to make inroads in a new profession, conferences and professional meetings like ILCMA conferences can be a daunting experience. Not long ago, recent graduates were spending nearly every waking hour surrounded by those similar in thought, perspective, and age. Now, they're thrust into a new world where seemingly everyone knows each other, except them.

Now imagine being at your first conference as a person of color, or as a member of an underrepresented group or as a new professional with few contacts. Being part of a group that is not well represented in the space could make it more difficult to capture the moment, enjoy the time, and make meaningful connections along the way.

The ILCMA June conference is quickly approaching and it is the hope of ILCMA's DEI Committee that everyone who can attend will attend. What an opportunity to connect, engage and be professionally tooled to be better leaders in our respective areas. It is a time to reconnect with friends and colleagues, but also an exciting opportunity to meet the leaders of tomorrow.

Creating a welcoming environment is not solely an organizational and culture aspiration, but a personal choice. In a professional social setting, the efforts you make to welcome someone new goes far beyond short-term pleasantries. Making new contacts and engaging with those we are not yet familiar with requires effort and intentionality. Your interest in the success of new, young and diverse professionals in the field creates an opportunity for mentorship, collaboration and enlightenment. Remember that the personal welcoming environment you create may have a positive and expansive impact on a person's perspective, thus benefiting thousands of residents being served by the person in their community.

The ILCMA DEI Committee challenges every leader, professional, manager, assistant, vendor and attendee to make that extra effort to sincerely get to know someone outside of your social/professional circle during the upcoming ILCMA June conference. You may have to be the social leader and initiate a conversation with someone unfamiliar, or you may intentionally choose to sit next to and engage someone that looks totally different from you. The point is, as people, we are all inherently connected. Sometimes we just need to dig a little deeper to find the connection. You never know, you may be awesomely surprised by how much you will have in common.



Interested in joining a Committee?

IAMMA is always looking for new volunteers to serve on our Committees.



Membership Committee

This committee looks to build IAMMA's legacy for current and future members. This committee coordinates college/university visits, membership surveys, and informal events. The Membership Committee focuses especially on new member recruitment, member retention, and facilitating committee participation.



Events and Education Committee

This committee oversees all events and educational programming. This committee coordinates luncheons, webinars, and the IAMMA event at the ILCMA Winter Conference. The Events and Education Committee also plans our holiday giving program, socials, and the IAMMA Annual Conference.

Engagement Committee

This committee focuses on communications and public relations. This committee also builds relationships with other organizations, coordinates DEI initiatives, and develops corporate partnerships. The Engagement Committee is responsible for all of IAMMA's social media and the IAMMA Mentor Match program.

[Click here](#) to submit your interest form.

Legacy Project Presents:

STRATEGIC WORKFORCE PLANNING

Strategic workforce planning takes a holistic look across the organization, from entry-level positions through top leadership, to identify the positions that are critical to fulfill the organization's business priorities and goals. A workforce plan identifies necessary employee skills and qualifications, existing skill gaps, potential skill gaps when vacancies occur, and if leaders need to develop or recruit external talent.

By attending this event, participants will learn how to:

- *Analyze vacancy and retirement data and conduct department leadership interviews to develop a list of critical positions*
- *Learn how to use industry-standard core competencies paired with individual employee evaluations to identify internal talent pools organization-wide skill gaps, and coaching tactics*
- *Walk away with tools to operationalize workforce planning throughout the organization*



WEDNESDAY, AUGUST 2, 2023



3:00 PM - 4:30 PM



BAKER TILLY

1301 22ND ST OAKBROOK, IL



NETWORKING TO FOLLOW:

**BLANCO COCHINA & CANTINA
OAKBROOK, IL**

REGISTER NOW

www.legacyprojectnow.org



Megan Miles
Baker-Tilly

200+ Attend Legacy Project's 12th Annual Conference

A strong sense of authenticity, energy, connection, and purpose filled the Naperville NIU Campus on May 19th as nearly 200 women came together for the 12th Annual Legacy Project conference –focused on bringing your most authentic self to your challenges.

Legacy's most well attended conference to date featured speakers that inspired attendees to tackle the seemingly impossible. In fact, that was the takeaway from keynote speaker, Marianne Renner, a transformative leadership coach and author. She shared her story of moving through difficult circumstances and how she was able to overcome fear and self-doubt to achieve her goals and dreams. How? "(When we) change our thoughts, we'll see our stories change," said Renner.

Renner posted this message to social media after the event, "People say if you work hard, you can achieve your dreams. That's partly true. What really takes you to the finish line is what my good friend Kent Julian calls "sticktuitiveness." I thought about this today after I had the honor of speaking to 200 women leaders in government. Kent was right. Don't give up on your dreams. You have important work to do."

Indeed we do.

Thank you to all of the speakers, along with the Legacy Project Board, committees, members and non-members who attended and congratulations to the Legacy Project award winners announced at the conference, including:

Emerging Professional Leaders

Ana Elizarraga, Housing and Economic Development Analyst, City of Evanston
Samantha Adams, Benefits Coordinator, City of St. Charles

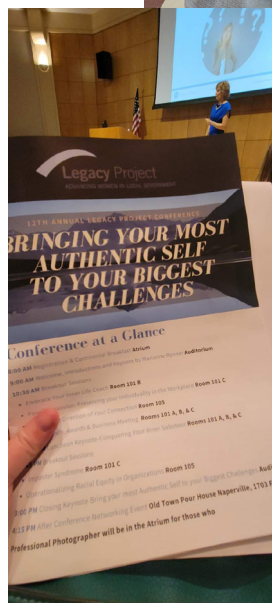
Sponsorship

Clark, Baird, and Smith, accepted by Kelly Coyle, Partner

Outstanding Member

Cristina White, City Manager, City of Warrenville

Legacy Project is a forum committed to advancing women in local government; a supportive space for learning, connecting, and promoting the knowledge that supports the collective legacy of women in local government management. Save the date for next year's conference , which is May 17, 2024!



More photos on the next page!

The Legacy Project Annual Conference Photos



THANK YOU TO THE LEGACY CONFERENCE SPONSORS:

Gold Sponsors:

Clark Hill
Clark Baird Smith
Gallagher Benefit Services, Inc.
GovHR USA
ILCMA
MGP

Silver Sponsors:

Cannon Chochran Management Services
Engineering Enterprises, Inc.
IRMA
Klein Thorpe and Jenkins, Ltd.
NIU Department of Public Administration

Bronze Sponsors:

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Engagedly
Great Cities Institute/UIC
HR Green
Kluber Architects + Engineers
League of Women in Government
Baird
Sikich
Wintrust

Metro Managers Hold Annual Golf Outing

The Metro Managers held their annual golf outing on Wednesday, May 10 at the White Pines Golf Club in Bensenville! It was a beautiful day with a great turnout!



ICMA

2023 COACHING PROGRAM

THRIVE IN LOCAL GOVERNMENT

UPCOMING FREE WEBINARS

THURSDAY, APRIL 20

Innovative Ideas to Solve
Everyday Problems

THURSDAY, MAY 18

Fostering Civil Discourse: How Do We
Talk About Issues That Matter

THURSDAY, JUNE 15

Creating Livable Communities:
The Path to Community Prosperity

THURSDAY, SEPTEMBER 7

High Performance Local Government:
Creating a Culture of Higher
Organizational Performance

THURSDAY, OCTOBER 19

Career Pathways to Move Up the
Local Government Ladder

THURSDAY, NOVEMBER 16

What to Do When Everything is
Falling Apart: How to Reset

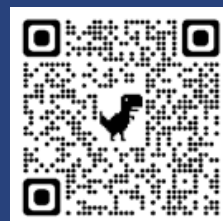
All Webinars start at 1:30pm Eastern time.

Can't make it to the live webinar?

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

**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



INTERESTED IN THE LOCAL GOVERNMENT HISPANIC NETWORK? JOIN THE ILLINOIS CHAPTER!



BENEFITS OF REGIONAL CHAPTER MEMBERSHIP

- Low annual dues and unlimited number of members. We keep dues low to encourage more members to join and grow professionally to take on leadership positions in the future.
- Access to LGHN webinars and events and participation on LGHN committees.
- Unlimited no-cost job postings on the LGHN job board (a value of \$100 per 30-day posting).
- Chapters may use LGHN's exempt status and assistance to seek sponsors to support chapter events.
- LGHN assistance with planning chapter/regional events.
- Access to programming and networking through connections with other LGHN chapters.

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- \$50 for Associate Members - Not-for-profit (individual)
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ILCMA Announces Resignation of Bob Kuntz as an ILCMA/ICMA Senior Advisor

Bob Kuntz has announced his resignation as an ILCMA/ICMA Senior Advisor. Bob served the Southern Illinois and Southwest Illinois region from 2016 – June 2023. Bob was a great resource to ILCMA and its members. Bob is returning to his home state of Missouri to be a senior advisor on the other side of the great Mississippi River.

ILCMA Welcomes John Marquart as a New Senior Advisor

The ILCMA Board of Directors and ICMA have approved John Marquart as a new ILCMA/ICMA Senior Advisor for the Southern Illinois and Southwest Illinois region. John has almost forty years of experience in professional local government management. He is a long tenured member of ILCMA and ICMA and most recently served as a city administrator in the city of Trenton. ILCMA welcomes John to the Senior Advisor ranks.

Knowing When to Say When

By Bob Kuntz, ICMA/ILCMA Senior Advisor



As a 42-year veteran in this profession, it took me awhile to come to terms with the fact that it was finally time to call it quits. I was one of the lucky ones who had never been fired or unemployed. On the other hand, at age 67, I realized that I was not keeping abreast of social media expectations or technology. I had my health, and finances were in good shape. Not sure how I would adjust, but I had the unique opportunity to go out standing and on my own terms.

Becoming a Senior Advisor provided me with a bridge to apply my experience by mentoring other City Managers/Administrators in various stages of their careers. Perhaps the most rewarding aspect of the Senior Advisor program is the ability to offer encouragement and support to those who find themselves facing employment difficulties. We may not have all the answers, but each of us have extensive field experience and we can be good listeners.

That said, I feel strongly that relevance is critical for effectiveness. I have never managed in Illinois and I have found it increasingly difficult to relate to the issues and challenges that you are currently facing. Additionally, I have recently marked a milestone birthday of 75, so I have decided that the time has come to "say when" and retire as a Senior Advisor.

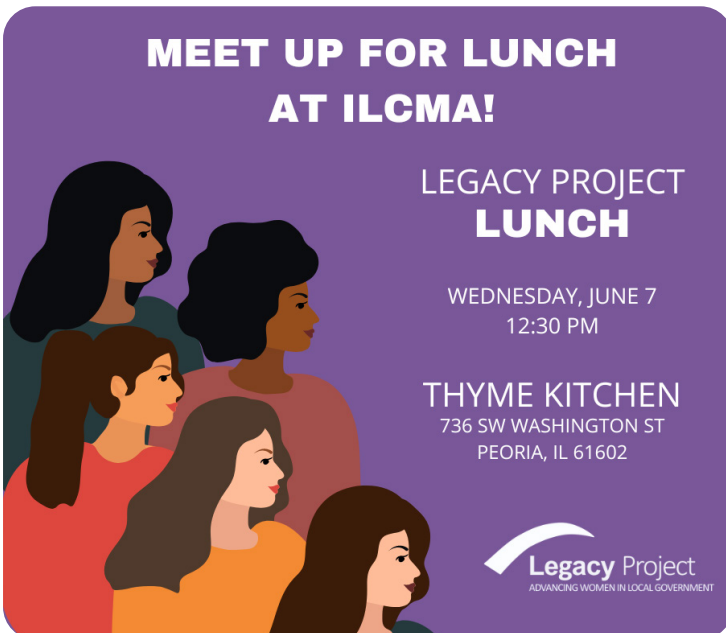
Best regards,
Bob Kuntz

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12:30 PM

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Preparing the Next Generation and we need YOU!



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

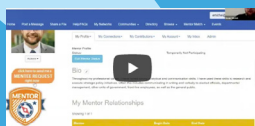
The ILCMA Mentor Match program reflects ILCMA's commitment to developing the next generation of local government management professionals. Mentor Match is the latest addition to an expanding line-up of our services to support members' professional development needs. It is an online tool – including a 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?

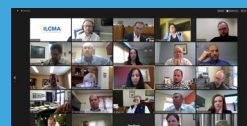
Volunteering as a Mentor can be mutually rewarding: mentees gain encouragement and guidance for their careers, and mentors gain deeper insights into their own careers and the satisfaction of helping others.

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.



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INSTRUCTION VIDEO**



**VIEW MENTOR
DISCUSSION VIDEO**



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IML Manager Committee Column

Civility Pledge for Municipal Officials

The Illinois Municipal League (IML) Board of Directors recently approved the Civility Pledge at its spring meeting. The Civility Pledge seeks to restore civility in local governments by ensuring that communication between local elected and appointed officials remains open, honest and transparent in order to cultivate trust and build relationships.

IML has developed a model resolution, an individual civility pledge and a civility pledge that can be signed by an entire council or board. All of these resources can be found on a dedicated IML webpage, iml.org/civility and in an article in the May edition of the Review magazine.

Newly Elected Officials Resources

As a resource for municipal officials, IML has published A Comprehensive Guide for Newly Elected Officials (available via this link), which briefly introduces newly elected officials to a variety of responsibilities and explains many areas of law that regulate the conduct of a municipal corporation. For returning officials, this guide can serve as a refresher on the basics.

IML will soon be publishing an updated Handbook for Newly Elected Officials. Preorders for a hard copy may be made online through the IML website. This publication is now available for download at no charge on the IML Handbooks and Manuals webpage.

Safe Streets for All Funding Announcement

DOT opened the process for municipalities, counties, Tribal governments and metropolitan planning organizations to apply for the Safe Streets for All (SS4A) Grant Program. SS4A was established through IJA to help communities plan and carry out projects that will reduce the number of deaths and serious injuries on highways, streets and roads. Eligible applicants include municipalities and other units of local government. Applicants may apply individually or join with other communities under a single application. The deadline to apply is Monday, July 10, at 4:00 p.m. CT.

Cybersecurity Awareness Training

Public Act (P.A.) 102-0753, which became effective January 1, 2023, requires every employee of a county or municipality to annually complete a cybersecurity training program. All elected and appointed officials should also complete the training. The training must include, but is not limited to, detecting phishing scams, preventing spyware infections and identity theft and preventing and responding to data breaches. The Illinois Department of Innovation and



Technology has created a cybersecurity awareness training document that satisfies the requirements of the Act. The training document can be accessed on the IML along with other cybersecurity resources available at iml.org/cybersecurity.

Push Tax Lawsuit Update

On December 1, 2022, the Circuit Court of Cook County ruled in favor of the Village of Oak Lawn (Village) and dismissed, with prejudice, a complaint filed by the Illinois Gaming Machine Operators Association and other video gaming entities. The case involved challenges to two Village video gaming taxes, one imposing a penny-per-play tax (also called a "push tax") on individual users of video gaming terminals and the other imposing a separate penny-per-play tax on video gaming terminal operators. Both taxes were upheld by the court. The Illinois Gaming Machine Operators Association filed an appeal in the Illinois Appellate Court for the First District (Appellate Court) on January 17, 2023. No briefs have yet been filed in the case.

On May 18, 2022, in a similar case, the Circuit Court of Lake County entered judgment in favor of the City of Waukegan (City), finding that the City's push tax ordinance on individual users of video gaming terminals is a valid exercise of the City's home rule authority. The Illinois Gaming Machine Operators Association appealed the decision in the Illinois Appellate Court for the Second District (Appellate Court). The Appellant's Brief was filed on December 14, 2022. The Appellee's Brief was filed on March 30, 2023. The filing deadline for the Reply Brief was May 18, 2023.

2023 Governor's Hometown Awards

The Serve Illinois Commission on Volunteerism and Community Service (Serve Illinois) is accepting applications for the Governor's Hometown Awards program. The program gives formal recognition to those who contributed to projects that improved their community's quality of life. Interested municipalities, counties and townships can apply for projects that occurred and utilized volunteers in their communities for calendar year 2022. The deadline to apply is Friday, June 16. More information on the program, including the application, can be found on the Serve Illinois website, serve.illinois.gov.



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).



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- MARKETING/ATTRACTION
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- WORKFORCE DEVELOPMENT

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How the Village of Oak Park is Helping Their Community Through E-Waste Recycling

By Loren Williams, PC's for People

The Village of Oak Park is a community committed to the values of sustainability and equity. So when their retired computers and other e-waste started to pile up, they asked, "How can we make sure these devices don't end up in a landfill?" Enter PCs for People: a national nonprofit organization that refurbishes computers and provides them at a low cost to families and individuals in need. When the Village of Oak Park learned that PCs for People shared their core values of sustainability and equity, forming a partnership was natural.

They scheduled a pickup with the PCs for People team and in one day, PCs for People picked up over 4,700 pounds of retired technology equipment from two village facilities. Usable computers were refurbished and distributed to customers with low income to help bridge the digital divide. All other items were responsibly recycled according to the PCs for People "zero landfill" policy.

Government Computer Donation Can Support Digital Inclusion and the Environment

Government agencies, including local governments like the Village of Oak Park, are at the forefront of sustainable practices that save our environment. To reduce their carbon footprint, government agencies can donate retired electronic devices to organizations that refurbish and recycle this equipment for reuse by low-income households and nonprofits. Donating decommissioned computers to mission-driven IT asset disposition (ITAD) providers ensures more people have access to the digital tools they need to succeed and help bridge the digital divide. When choosing the right recycling partner, there are many factors to consider, including how the data will be destroyed and ensuring any e-waste does not end up in landfills.

Choosing the Best ITAD Provider

Retired computers, especially those from government agencies, may contain sensitive information that could affect millions of lives. It is vital to select an ITAD provider with strict data deletion procedures; preferably one who follows NAID AAA processes, the highest standard for data destruction. PCs for People follows NAID AAA processes and refurbishes

used computers for low-income communities. As the need for computer and internet access grows in our increasingly digital world, PCs for People is dedicated to providing high-quality refurbished technology at an affordable price. By using them as an ITAD provider, government agencies can trust their data will be destroyed securely, any unusable materials will be sustainably recycled, and refurbished computers will benefit digital inclusion in their community.

Recycle and Reuse

Any computers that can be reused are refurbished, cleaned, and brought back to like-new quality. Customers who meet eligibility criteria based on income (200% federal poverty level or below, or 60% area median income or below) can purchase these computers at a highly discounted price (starting at \$30 for desktops and \$50 for laptops in-store). Computers beyond repair are physically destroyed in specialized settings. Computer components are recycled to extract useful metals like palladium, copper, and nickel. The metals can be reused in manufacturing other tech equipment. Recovering these resources saves manufacturing companies time and money spent on the extraction of metals. The metals are also reused instead of ending up in landfills, which helps the environment. Your County or Municipality Can Be Part of the Solution for Managing E-Waste in Landfills

Your government agency can contribute to managing and reducing e-waste in landfills by using PCs for People as your trusted ITAD provider. As part of the larger government effort for greener business practices, your agency can stand at the forefront of an environmentally friendly computer disposal system. With PCs for People, your used technology will also benefit the community through reuse and supports digital inclusion. PCs for People offers no-cost, white-glove pickup service when recycling 15 usable computers or more. Additionally, we offer certified data sanitization services and impact reports.

To learn more about PCs for People's e-recycling services and digital inclusion efforts, please visit www.pcsforpeople.org/recycle. To get started, please email recycle@pcsforpeople.org.

NEWSLETTER ENTRY

Opportunity to Help Shape Illinois' Broadband Future

The Illinois Office of Broadband and the Illinois Broadband Lab are hosting a series of virtual and in-person listening sessions and launching a statewide survey to collect input for the Connect Illinois Broadband and Digital Equity Planning Initiatives. The survey results will be used to ensure that upcoming historic federal funding is directed to the state's most urgent barriers and needs.

You can help accelerate work to bring affordable access to high-speed internet to all Illinoisans by filling out the survey link below. Select the "Government Entity" option to provide input about your city or county's needs and priorities. You can also help by encouraging organizations and residents in your community to complete the survey.

[Visit this link](#) to see the full list of virtual listening sessions and register. [Take the survey here](#) (or scan the QR Code with your phone to access):



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This survey does not request or seek to collect any personal identifying information, and we ask that you not provide any in any of the open responses.

Questions? Email us: IllinoisBroadbandLab@uillinois.edu or visit us at <https://broadband.uillinois.edu/>

Spotlight on: Baird

2023 Muni Market Outlook: A Conversation with Baird's Underwriter, Bryan Derdenger

By: Dalena Welkome, Director and Stephan Roberts, Director

With municipal market volatility and interest rate swings, many municipalities are unsure whether the current market is favorable for issuing municipal bonds. Baird asked its Illinois underwriter to provide his views on the market, interest rate trends and how Federal policy impacts interest rates. The following has been edited and condensed for clarity.

There has been a lot of press on the debt ceiling. Where do you see this going?

If there ever was a time that we careen into a default it would be now. The present political disfunction and intransigence on both sides of the equation, provides us with a very high possibility that we stumble into a crisis. On the one hand, I believe the Speaker of the House is limited in the concessions he can offer if he wants to remain Speaker and on the other, the President has indicated that he will not negotiate on the debt ceiling. To add to this, tax receipts came in lower than expected which has pushed up the date that the government runs out of money. The House did pass the Limit, Save, Grow Act of 2023 which raises the debt limit by \$1.5 trillion or until March of 2024, but it contains provisions that the administration finds unacceptable. I will note that the debt ceiling has been increased 78 times since 1960 and 20 since 2001. Hopefully there can be a face-saving compromise that will avoid the carnage of a default. To say the least this will be interesting because Washington usually waits until the last moment to compromise.

What are some of the negative ramifications of a default?

There are almost too many to list but some of them are increased inflation, unemployment, and interest rates. In addition, it would lead to weakened trust in the US government and its currency. A default would be catastrophic to the US and its interests.

Going forward what are your expectations for the Fed?

Currently, we are seeing "sticky" inflation combined with slower growth, moving ever closer to the definition of stagflation. The Fed is between a rock and a hard place right now. We are seeing general weakness in the banking sector. In fact, the bank failures this year add up to more than all of the failures in 2008. Also, the data could be pointing to a recession later this year. The Fed could choose to raise interest rates more and stall the economy or pause and possibly see inflation remain high or go higher. As I see it, it is a choice between inflation and economic growth.

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For sure the Fed has more wood to chop, but they are going to have to thread the needle a bit here. On May 3rd, they announced a quarter point increase which is the 10th straight increase. I don't believe, as the market seems to, that the Fed will be reducing rates later this year. I am guessing that we are going to continue to see hawkish commentary with a pause in the increases. This will allow them to collect more economic data on the direction of the economy and inflation.

Where do you see municipal interest rates going in the medium and long-term?

That is really hard to say right now for a lot of reasons. In 2022, we saw a general trend of increasing interest rates and that continued into the beginning of 2023. With the bank failures, we saw interest rates trend downward. Municipal supply has been relatively low along with ratios of tax-exempt municipals to US Treasuries. There are countervailing forces impacting our market. Not to mention, geopolitical considerations that could lead to a flight to the safety of government securities.

What we need to keep in mind is that interest rates are currently relatively low when compared to historic averages. The recent increase in interest rates have skewed people's perspective. But this is not the 1970s right now and interest rates are still at attractive levels.

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

Spotlight on: Gewalt Hamilton

Trends in Water and Sewer Service Operations

By Michael Warner, PE, CFM, Principal, Gewalt Hamilton Associates, Inc.

Many civil engineering firms are expanding capabilities into public works water and wastewater operations to provide an alternative for local governments with short- or long-term employee shortages. These firms provide experienced guidance and hands-on operational support needed to ensure the delivery of essential services and continuity of operations.

As the private sector has been able to rebound more quickly from pandemic-era labor shortages, local governments have struggled to regain staff expertise for several reasons, including; pay range flexibility, remote work capabilities, and longer and constrained budget cycles. As a result, fewer public works staff have expertise or are developing into leadership roles. Also, during this period, many staff who carry the crucial public works responsibilities have retired, leaving the community and these services vulnerable. The situation is putting additional stress on village, city, and county services. Current projections from the U.S. Bureau of Labor Statistics show a 6.1% decrease in personnel employed in this sector between 2021 and 2031.

Firms' building capabilities for water and wastewater operations have recognized this growing gap and made efforts to assist the local government sector in continuing these essential services. Many firms have hired retired public works operators and managers to fill these roles providing this emerging service sector with decades of experience in public works operations. As part of the State issued certification continuing education requirements, these personnel train on new technologies to advance treatment plant efficiency and infrastructure management. Both water and wastewater services are heavily regulated industries. The IEPA requires certified operators for many water and sewer services in accordance with the Public Water Supply Operations Act (PWSO Act) and the Illinois Pollution Control Board's public water supplies regulations. For example, under the PWSO Act, community water suppliers must employ on their operational staff at least one person certified as a Responsible Operator in Charge (ROINC), and all portions of the water supply system must be under the supervision of a ROINC. The duties of a ROINC include submitting monthly operating reports to the IEPA within 30 days following the last day of the month. IEPA's Bureau of Water/Division of Public Water Supplies conducts periodic records reviews to ensure conformance to this regulation.

Aside from the operational aspects, the supply and treatment systems are heavily invested in capital infrastructure. In-depth knowledge of capital facilities and capital improvement programs is crucial in long-range budgeting. Many Federal and State funding programs are available or emerging that can significantly help a community meet its capital infrastructure needs, including the Infrastructure Investment and Jobs Act (IIJA).

The range of services that firms can provide varies but can cover the following:

Filling staffing gaps with Water/Waste Operators

- IEPA Required - Responsible Operator In-Charge (ROINC) for water systems
- Full or assist in daily responsibilities for wells, reservoirs, lift stations, water, sewer
- Short-term contractual work for retirements/hiring delays
- Seasonal Increased workload
- Operator management
- Oversight of Sewer Collection Systems
- Closed Circuit Inspection/Cleaning programs
- Manhole scanning and condition assessment
- Evaluation and recommendations for water distribution and sewage collection systems
- Management of crew-based or contractor repairs
- Lift station oversight, daily readings, and emergency response

Hydrant Flushing and Maintenance Programs

- Inspection
- Flushing/Maintenance
- Flow/pressure testing

Water Valve Exercising and Maintenance Programs

- Inspection
- Exercising
- Maintenance

Water and Sewer Meter Replacement Projects

- Replacement programs
- Meter reading
- Trouble calls with residents

Guidance with Capital Improvement Programs and Budgeting Assistance Planning

- Assistance with long-term village goals on assets
- Recommendation on budget planning for water and sewer systems
- Capital Improvement Planning
- Annual & Long-Term Preventative Maintenance Programs
- Development of annual, long-term, and 10-year preventive maintenance programs
- Review and enhancement of existing plans

Spotlight on: Municipal GIS Partners

A Strategy for What's Next

By: Ralph Nikischer, Municipal GIS Partners

A 2022 staff survey of 40+ communities in Illinois indicated that only 22% of respondents were confident they could return all information related to a specific address – a foundational dataset! Data is vital to local government service delivery, strategic planning, and innovation. Local government has been putting data to work for decades, and we now have access to more tools and data from which to derive insights than ever. However, poor data quality is widespread. It inhibits our ability to take advantage of innovative tools that could transform the industry. As a leader, knowing how to prepare for this transformation can be overwhelming, but there are tools that can help.

Data Strategy

Creating a data strategy allows your team to focus on the information that is most important. It's not about collecting more. A data strategy is a plan that outlines what data is needed and how it will serve your community. With it, communities can put data to use in processes like strategic planning, budgeting, purchasing, risk management, advanced analysis, decision-making, and customer service. Creating a data strategy is necessary for modern government and can be done in three parts:

1. Identify data needs
2. Create a data culture
3. Implement the systems

Identify Data Needs

The first step in creating a data strategy is to enroll your team to generate the key questions that your community needs to answer based on its strategic plan. For example, key questions about revenue diversification, a common community strategic priority, might include:

- o What are our current sources of revenue?
- o What is our revenue distribution?
- o What is our target revenue distribution?

Once key questions are generated, identify all data required to confidently answer them. In the key question examples above, you will need revenue data to respond with confidence. With key questions and data requirements identified, leaders need to begin communicating from a data-driven perspective.

Create a Data Culture

When shifting culture to become more data driven, community leaders must agree to this approach and then champion data use. Employees replicate the behavior their leaders model, which



is why it is critical for directors and managers to demonstrate examples of data-driven decision-making. The example below cites the data used to arrive at an important decision:

We decided to defer this capital improvement project because our projected revenue for this fiscal year is down 3%. Deferring this project will close that revenue gap. Our engineering inspections indicate this asset can withstand 18 months of deferral. Based on these factors we are rescheduling this project for next fiscal year.

That message is rooted in data and will be passed through the organization. Over time, communication like this will encourage others to embrace and use data to make and communicate about decisions. Creating a culture that embraces data takes time and will rely on sustainable systems.

Implement the Systems

Creating and implementing data systems should come after identifying your data needs. This order will allow your team to design systems that are efficient and outcome based. Communities often lead with purchasing a software system to solve what is truly a data problem. The result is spending money and not yielding the desired result. Implementing a data system is more than simply purchasing software. It requires data governance, documentation, management, and security. These elements are necessary for any system or software to sustainably function. Data systems are also dependent on cultures that embrace data. If teams are not supportive of being data driven, they will not invest the effort required to build and maintain data systems.

Data is a strategic asset and will continue gaining value and importance. Current and future tools heavily rely on quality data. A strategy for your data will help your community prepare for what's next. Creating and implementing the strategy is an organization-wide goal and relies on your leadership to make it a priority.



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