

### Calendar of Events

**October 1 - 4**

ICMA Annual Conference  
Austin, TX

**October 2**

ILCMA/WCMA Reception  
ICMA Conference  
Austin, TX

**October 4**

Legacy Professional  
Development  
Rosemont, IL

**October 6**

SWICMA Meeting  
Sparta, IL

**October 11**

ILCMA Professional Dev.  
NIU Naperville

**October 11**

Metro Manager  
Luncheon  
NIU Naperville

**October 12**

Leadership Institute for Newly Appointed  
City/County Managers/Administrators  
Decatur, IL

**October 13**

Downstate Meeting  
Decatur, IL

**October 19**

IAMMA Professional Development  
Lombard, IL

**October 19**

IAMMA Mixer  
Chicago, IL

**To view all  
upcoming  
events  
click here**

### In this issue

- President's Column.....1
- Lifesaver Award .....2
- ILCMA Connect .....2
- Welcome New Members.....3
- Who's Who.....3
- IAMMA Workshop .....4
- Downstate Fall Meeting .....5
- Advancing Your Leadership.....8
- ICMA Reception.....9
- ICMA Coaching Program.....10
- Local Gov. Hispanic Network.....11
- IML Column.....12
- IML Thank You!.....13
- Share Your Stories .....14
- Economic Development Course.....15
- IAMMA New Member Mixer .....16
- Midwest Leadership Institute.....17
- Energy Leadership.....18
- Metro Managers.....19
- Professional Dev Event.....20
- Corporate Partner Spotlights .....21

### President's Column

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

Each year, the ILCMA Professional Development 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. It is the mission of this committee to find opportunities to learn from others in similar situations, develop new skill sets, share experiences, and develop new ideas and perspectives. 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. A few of the topics to be discussed include:

- Shaping Future Leaders: This discussion will delve into the ever evolving realm of internships within local governments, examining how these programs have transformed over time and the vital role coaching and a learner mindset play in their overall effectiveness.

*continued on next page*



**Job Mart**  
**Click here to see  
 job listings**



*continued from page one*

- Building Confident Leaders: Moving from anxiety to confidence helps build more successful leaders. Building confidence in leaders and motivating leadership can transform organizations.
- Change Management: Growth and improvement require change – and change can be scary. Effective leaders are critical to influencing a team’s heads and hearts to effectively accomplish needed changes.

The Professional Development Committee will once again offer hybrid seminars at NIU Naperville on the same dates as the Metro Manager Luncheons. The October event is available now for registration – you can attend in-person or virtually on the topic of Shaping Future Leaders: Coaching, Learning, and the Evolution of Local Government Internships. 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, March 8, 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.



[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.



[Apply Here](#)

### **Congrats to Joan Walls, Deputy City Manager, Champaign, IL**

*Latest recipient of the ILCMA Lifesaver Award*

#### **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.



#### **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.

## 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:

Maggie Bosley, Deputy Village Manager, Village of Glenview  
Mera Johnson, Assistant Village Manager/HR Director,  
Village of Clarendon Hills

### Members:

Erin Rauscher, Public Health Supervisor, Kane County  
Steve Summers, County Executive, Champaign County

## Who's Who Directory Update

**Christina Burns** is the new county administrator for Kendall County. She was previously the deputy village administrator in Oswego.

**Andrew Ferrini** has been appointed as the Village Manager in Pingree Grove. He was previously the Indian Head Park Assistant Administrator.

Congratulations to **Joe Breinig** who announced his retirement as the deputy director of the DuPage Mayors and Managers Conference effective Friday, September 15.



*Advancing Civic Leadership  
Navigating the Future*

**Oct. 12, 2023 — NIU Naperville**

### **Learning to Listen in an Age of Distraction**

*Presented by Professor Judy Santacaterina, M.A., Director, Bachelor of General Studies Baccalaureate Degree Program and Director of Individual Events, NIU Forensics, College of Liberal Arts and Sciences at Northern Illinois University*

**Oct. 26, 2023 — Hybrid (In-person at NIU Naperville or Online)**

### **From City Hall to the Heart of the Community: The Art of Stellar Government Communications** **NEW**

*Presented by Melanie Santostefano, B.A., Founder and President of Vicarious Multimedia*

**Nov. 3, 2023 — Online Webinar - FREE**

### **Sustainability at NIU: The Institute for the Study of the Environment, Sustainability, and Energy** **NEW**

*Presented by Tom Skuzinski, Ph.D., Associate Professor and Director, Institute for the Study of the Environment, Sustainability and Energy, Northern Illinois University*

**Nov. 9, 2023 — NIU Naperville**

### **Recruitment and Retention Strategies** **NEW**

*Presented by Janelle Crowley, Ph.D., Chief of Staff, Governors State University*

**Nov. 17, 2023 — NIU Naperville**

### **C3 De-escalation® Essentials** **NEW**

*Presented by Patti Treibel-Leeds, LBSW, MS, C3 De-Escalation Master Trainer*



CLA Courses Qualify for ICMA's  
Voluntary Credentialing Program

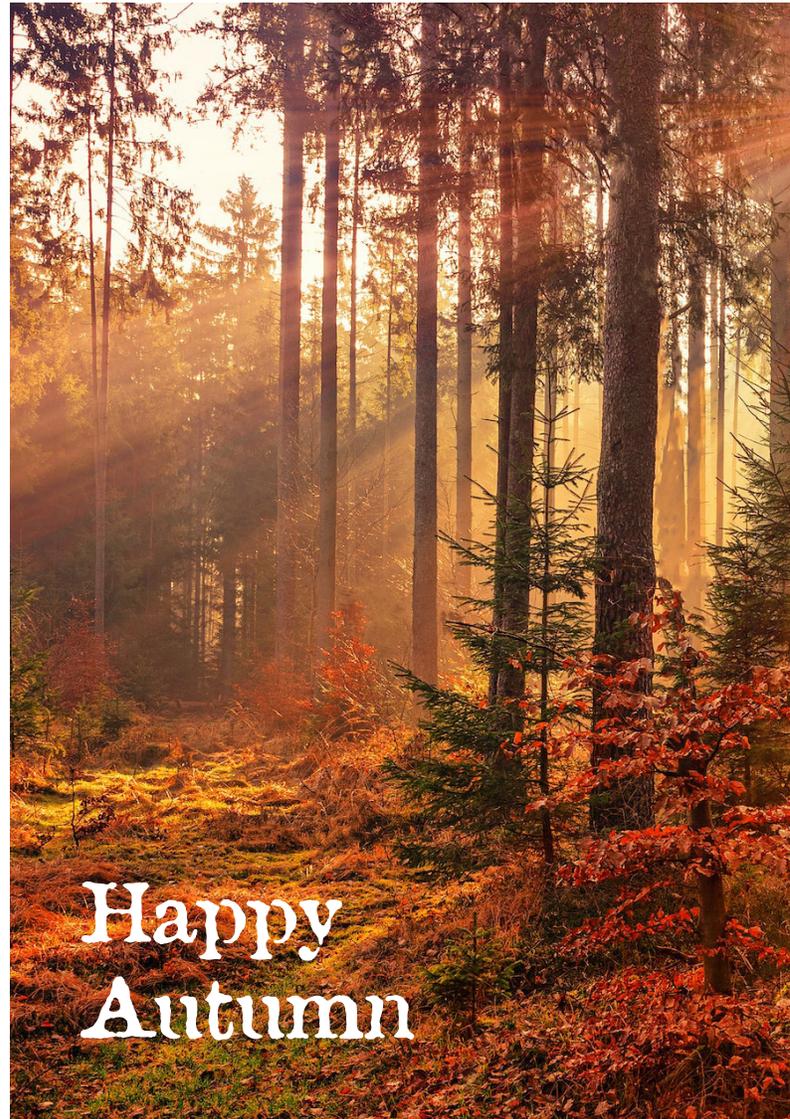
[go.niu.edu/cla](http://go.niu.edu/cla)



NORTHERN ILLINOIS UNIVERSITY

**Center for  
Governmental Studies**

*Outreach, Engagement and Regional Development*





**Thursday,  
October 19, 2023  
12:00-3:30 p.m.**

This session is built for everyone from students to those in leadership roles.

## Constructing Success: Navigating Building Departments and Empowering your Team

Register on [Eventbrite](#)

**Location:** Village of Lombard, 255 E Wilson Ave, Lombard IL 60148

**Registration Fee:** \$30/Member \$35/Non-Member \$10/Student

**A presentation & Q&A** coordinated in partnership with  
**Lakeside Consultants**

**Panel discussions and Q&A with:**

Steve Touloumis– Building Commissioner– Bolingbrook  
Sonya Abt– Community Development Director– Montgomery  
Emily Rodman– Community Development Director &  
Assist. Village Manager– Glen Ellyn

Get the 4-1-1 on modern building department operations through a quick “classroom 101”. When you feel like calling “9-1-1” for help with lingo, problem projects, or staffing shortages, you will have the background knowledge necessary to get through challenging issues.



**Downstate City/County Management Association Fall Meeting****October 12 & 13, 2023****Decatur, Illinois****Thursday, October 12, 2023**

4:00 p.m. **Macon County Law Enforcement Training Center** (1095 Rotary Way, Decatur, IL). Tour the state-of-art law enforcement training facility and take part in law enforcement simulator training (VirTra). The facility was built & donated by the Howard G. Buffett Foundation and is a must-see!

6:00 p.m. **Networking Reception and Dinner** at GK9 Wine & Spirits (225 Water St., Decatur, IL)  
Join colleagues after the tour for wine and spirits at the newly opened wine shop (there is a full offering of spirits, beers, wines, and mixers as well). Dinner from various Downtown Decatur Restaurants will be catered in beginning at 7:30pm.

**Friday, October 13, 2023 - Decatur Conference Center (4191 US Highway 26 West, Decatur, IL 62522)**

8:00 a.m. **Breakfast** at the Hotel

8:30 - 9:15 a.m. **Welcome and Overview of What is Driving Decatur's Rebound**  
The City of Decatur is experiencing unprecedented commercial and industrial economic development, which is changing our real estate market. Since COVID, Decatur has seen over \$3 Billion in new developments, that will add thousands of new constructions jobs and nearly 1000 new jobs. Affordable water and Carbon Sequestration are two of the leading causes. Learn how Decatur is addressing these growing pains.

Speakers: Scot Wrighton - Decatur City Manager & Jon Kindseth, Decatur Deputy City Manager

9:15 - 10:30 a.m. **Changing the T.I.F. Dialogue**  
Tax increment financing remains one of the most effective economic development tools available to Illinois local governments. Too often managers encounter opposition based on public misunderstanding regarding how TIF works, resistance from other local taxing bodies about what they may be giving up, and a general failure to see how TIF can be utilized to made broad changes to the urban landscape. The result is missed opportunities and small single-project TIF districts. This session will provide insights on how to stay ahead of negative narratives about TIF, and how to use TIF in ways intended by the law.

Speaker: Scot Wrighton - Decatur City Manager

10:45 - Noon

**Harnessing the Power of Existing Data in Community Development**

A look at how mapping and tracking neighborhood trends can be a guide not only for realtors, but for Community Development Departments and local governments in general. The City of Decatur maps much of the data that we have to inform staff on where to focus attention, whether it is code enforcement, rehabilitation, or property acquisition. Come learn how the City is investing our local, state and federal dollars strategically based on data.

Panel: Cordaryl "Pat" Patrick - Decatur Community Development Director  
Seth Stark - Decatur Chief Data Officer  
Jon Kindseth - Decatur Deputy City Manager

Noon

**Lunch and Business Meeting**

**ACCOMODATIONS:**

**Decatur Conference Center, 4191 US Highway 36 West, Decatur, IL 62522**

A block of rooms has been reserved under "ILCMA" at the rate of ***\$85/night*** plus tax. ***Call 217-422-8800 to make your reservation today! The room block release date is Oct. 1!***

**Downstate City/County Management Association**

**October 12 & 13, 2023**

**Fall Meeting**

**Decatur, IL**

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Jurisdiction: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

**Registration Fee: \$50 – Includes buffet breakfast & lunch on Friday.** Please have registrations in by Friday, October 6, 2023.

**Dinner Reservations:** Please indicate if you are planning to arrive in time for dinner. Drinks for social hour are “on you.” The venue does not take cash, only plastic (debit or credit).

Yes, I will attend the Fall Meeting in Decatur, IL on October 12 & 13.

Yes, I will attend Macon County Law Enforcement Training Center tour & demonstration.

Yes, I will attend the social hour & dinner on Thursday evening at 6:00 pm.

Yes, my spouse or partner will attend dinner on Thursday evening.

**Registration Deadline:** Friday, October 6, 2023

**Make check payable to:** Downstate City/County Management Association  
Center for Governmental Studies  
N.I.U.  
DeKalb, IL 60115  
Fax: 815-753-7278                      Questions: 815-753-5424

**OR**

**Register Online:** <https://www.ilcma.org/events/downstate-meeting-fall-2023/> **No credit card required.**

Cancellations: To receive a full refund, cancellations must be received by Friday, October 6, 2023. Registrants, who do not attend the meeting but have not canceled, are responsible for the entire fee. Registrants who have not paid will be billed.

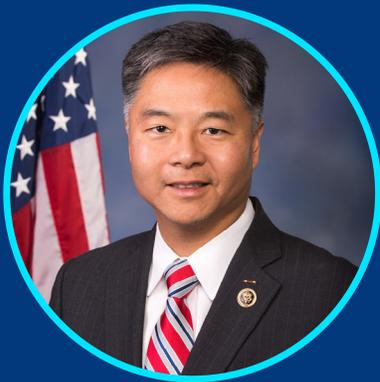


**Friday  
October 20, 2023**

**SAVE THE DATE**

**2023 VIRTUAL  
I-NAPA SYMPOSIUM**

# ADVANCING YOUR LEADERSHIP



## KEYNOTE SPEAKER

**U.S. Congressman  
Ted W. Lieu (CA-36)**

Topics and Panel Discussion include:

- Skill Building for a public service career
- Practical Interview and networking skills
- Challenges in public service

Questions? Email: [intlnapa@gmail.com](mailto:intlnapa@gmail.com)

Subject line: I-NAPA Symposium

**REGISTRATION WILL OPEN SOON**

virtual  
I-NAPA Symposium  
**OCTOBER | 20<sup>th</sup> | 2023**  
**8AM - 2PM (PST)**

PSHRA recertification credit

[www.i-napa.org](http://www.i-napa.org)



## **ILCMA Reception at the ICMA Annual Conference**



**Monday, October 2 | 8 PM to 10 PM  
Cooper's Old Time Pit Bar-B-Que  
217 Congress Avenue, Austin, TX**

JOIN YOUR ILCMA AND WCMA COLLEAGUES FOR  
AN EVENING OF NETWORKING AND FUN AT THE  
ICMA ANNUAL CONFERENCE  
SPONSORED BY:





**ICMA**



# 2023 COACHING PROGRAM

## THRIVE IN LOCAL GOVERNMENT

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

**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](https://icma.org/coachingwebinars)

**SIGN UP NOW!**  
[bit.ly/3WLRlHf](https://bit.ly/3WLRlHf)

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

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

Join our list for coaching program updates and more: email [coaching@icma.org](mailto:coaching@icma.org).

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



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.

## MEMBERSHIP RATES

- \$550 per jurisdiction for smaller jurisdictions (fewer than 999 employees)
- \$1,050 for larger jurisdictions (1,000 or more employees).
- \$50 for Associate Members - Not-for-profit (individual)
- \$100 for Associate Members - Individual
- **Students are FREE!**

## CONTACT

Ana Elizarraga  
ILGHN Chair  
illinois@lghn.org

Follow ILGHN on  
Social Media



Scan Me

## IML Managers Column

By Scott Niehaus, IML Managers Committee and Village Manager, Lombard



## Fall Veto Session Update

The 2023 Fall Veto Session of the Illinois General Assembly is scheduled to commence on October 24. Due to the limited number of days in session as well as the reduced volume of bills introduced, IML typically focuses their efforts on 2 to 3 key pieces of legislation to support each fall. A quick summary of the specific bills that IML is prioritizing this year is as follows:

**ELECTRONIC PUBLICATION OF NOTICES SB 61 (SEN. CASTRO, D-ELGIN) AND HB 3154 (REP. FORD, D-CHICAGO) SB 61/HB 3154** - would allow municipalities to fulfill any statutorily-mandated newspaper posting requirement by providing notice on the municipality's website and on a publicly-available, searchable online database operated independently from the municipality.

**OPEN MEETINGS ACT – AUTHORITY TO CONDUCT REMOTE MEETINGS SB 103 (SEN. CASTRO, D-ELGIN) AND HB 1408 (REP. YANG ROHR, D-NAPERVILLE) SB 103/HB 1408** - would permit public officials to conduct a remote meeting without the issuance of a gubernatorial or Illinois Department of Public Health (IDPH) disaster declaration. Specifically, this proposal would allow the chief elected or appointed officials of a public body to determine if an in-person meeting would pose a risk to the health or safety of members of the public or the public body, or that conducting a remote meeting is in the best interest of the public or the public body. There is currently no statewide disaster declaration, so fully remote meetings are no longer allowed.

**REAMORTIZATION OF DOWNSTATE PUBLIC SAFETY PENSION FUNDS HB 1185 (REP. VELLA, D-ROCKFORD) HB 1185-** would extend the amortization date for downstate public safety pension funds from the end of Municipal Fiscal Year (MFY) 2040 to MFY 2050 or later, and provide immediate financial relief to affected communities.

All members are encouraged to contact their local legislators to educate them on the above referenced legislation and ask them to support them during the veto session. More information on each of these items as well as all other legislation being tracked by IML and be found on the website at [IML.org](http://IML.org).

### IML Managers Committee Update

Starting in January of this year, the IML Managers Committee began working on a TIF Presentation for use by member communities. This effort was in response to annual legislation being proposed that sought to drastically reduce local government authority in the creation and implementation of TIF districts. In addition, it was noted that the General Assembly had over 30 new elected officials who may not have any experience or understanding of how TIF districts work to the benefit of municipalities and all other taxing districts. The final work product of the IML Managers Committee was submitted to IML for approval and is now available on the IML website. Copies of the presentation can be found here:

<https://www.iml.org/page.cfm?key=29942>

As prepared, the presentation can be used in your local municipality to educate citizens, other taxing bodies and General Assembly representatives. Furthermore, all members of the committee are available to assist managers/administrators in providing this presentation if needed. The 10 member committee has wide representation across the State and can provide regional support as needed.

### ILCMA Members Present Sessions at Annual IML Conference

ILCMA members were very active at the IML Conference held September 20 through 22 in Chicago. Members of the IML Managers Committee participated as moderators or panelists in the following sessions:

The Role of the Professional Administrator – Bob Barber, Beecher, Reid Otteson, Palatine, Regan Stockstell, Richton Park all participated as panelists

Managers Roundtable – Julia Cedillo, LaGrange Park participated as a moderator  
Land Use Planning for the 15 Minute City – Walter Denton, O'Fallon participated as a panelist

Tax Increment Financing & Your Community – Scott Niehaus, Lombard, participated as a panelist



## Thank you!

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

- Jim Grabowski, City Manager, Elmhurst
- Dan DiSanto, Village Administrator, Oswego
- Walter Denton, City Administrator, O'Fallon
- Teri Raney, Village Administrator, Calumet Park
- Aimee Ingalls, Village Administrator, Peotone
- Bob Barber, Village Administrator, Beecher
- Sue McLaughlin, City Manager, Farmer City
- Patrick Urich, City Manager, Peoria
- Scott Niehaus, Village Manager, Lombard
- Reid Ottesen, Village Manager, Palatine
- Sonya Hoppes, City Administrator, South Beloit
- Moses Amidei, MICT

### **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:**

- The IL Open Meetings Act and an Introduction to FOIA, Patrick Urich, City Manager, Peoria served as moderator.
- Leading in Crisis - Highland Park's Response to a Mass Shooting, Ghida Neukirch, City Manager, Highland Park was a presenter.
- TIF & Your Community, Scott Neighaus, Village Manager, Lombard was a presenter.
- Role of the Professional Administrator, Reid Ottesen, Village Manager, Palatine, Bob Barber, Village Administrator, Beecher, and Regan Stockstell, Village Manager Richton Park were presenters.
- Land Use Planning for the 15-Minute City, Walter Denton, City Administrator, O'Fallon was a presenter.



Over 40 managers and administrators participated in the Manager Roundtable session at the IML conference. Julia Cedillo, Village Manager, La Grange Park served as the moderator.



# Share Your Stories with ILCMA

## How to Use #ILCMAproud in Social Media

### Social Media Hashtag

*What is a hashtag?*

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

*How do I use a hashtag?*

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

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

### Facebook

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

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

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

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

### Twitter

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

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

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

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



# ILLINOIS

## BASIC ECONOMIC DEVELOPMENT COURSE

**REGISTER TODAY!**

**OCTOBER 16 - 19, 2023**

**ILLINOIS ECONOMIC DEVELOPMENT ASSOCIATION (IEDA)**

**FEES: EARLY BIRD FEE \$500; AFTER AUGUST 1ST \$595**

**LOCATION: NICOR GAS HEADQUARTERS IN NAPERVILLE, ILLINOIS**

**THE BASIC ECONOMIC DEVELOPMENT COURSE (BEDC) IS A COMPREHENSIVE TRAINING COURSE IN WHICH THE BEST OF ILLINOIS' PRACTITIONERS EDUCATE PARTICIPANTS ON THE FUNDAMENTALS OF ECONOMIC DEVELOPMENT IN THE FOLLOWING AREAS. TWO HOURS OF TRAINING ON THESE SESSIONS IS PROVIDED PER THE REQUIREMENT OF THE IEDC:**

- BUSINESS RETENTION AND EXPANSION
- COMMUNITY/NEIGHBORHOOD DEVELOPMENT
- ECONOMIC DEVELOPMENT ETHICS
- ECONOMIC DEVELOPMENT FINANCE
- MANAGING AN ECONOMIC DEVELOPMENT ORGANIZATION
- MARKETING/ATTRACTION
- REAL ESTATE DEVELOPMENT AND REUSE
- SMALL BUSINESS AND ENTREPRENEURSHIP DEVELOPMENT
- STRATEGIC PLANNING
- WORKFORCE DEVELOPMENT

**TO REGISTER:  
CLICK THE LINK IN THE CAPTION**

**REGISTER TODAY**



**IF YOU HAVE QUESTIONS REGARDING REGISTRATION,  
PLEASE CONTACT CINDY COBETTO, (CGORSAG@SIUE.EDU), 618-650-2164**



**October 19th,  
6:30-8:30 PM**



Only 22 Spots  
Available for the  
ceramic glazing,  
so RSVP today!

**NEW MEMBER MIXER:  
CERAMIC GLAZING  
FOLLOWED BY HAPPY HOUR**

All are Welcome  
to Join the  
Happy Hour!

RSVP at  
[amitchell@tinleypark.org](mailto:amitchell@tinleypark.org)

at **Freestyle Ceramics & Tufting**  
2927 S. Archer Ave,  
Chicago, IL 60608



**Midwest Leadership Institute**

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

**Mission**

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

**Values**

- Education
- Scientific Objectivity
- Developmental Growth
- Health
- Discipline
- Ethical Behavior

**More Information**

To learn more about the Midwest Leadership Institute, takeaways, videos, and more, visit [midwestleadershipinstitute.org](http://midwestleadershipinstitute.org) or contact:

David Limardi  
**P: 847.533.0402**  
**E: dlimardi@gmail.com**

Robert Kiely  
**P: 847.703.3585**  
**E: rркиely@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

**NEW**

**AJIL®**  
**Assessing Judgment and Insight in Leadership**

Spring Seminar participants will have the opportunity to learn about their leadership skills through the **AJIL®** assessment and receive one-to-one coaching.

**Instructors**

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

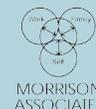
- David E. Morrison, M.D.
- Daven Morrison, M.D.
- David M. Limardi, Limardi Consulting LLC, MPA, ICMA-CM
- Robert Kiely, MPA, ICMA-CM
- Dawn S. Peters, MPA

**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 \$2850 which includes course materials, daily continental breakfast and lunch for four days. Organizations that send 4-8 participants are eligible for tuition discounts (\$2650/participant). We ask that no more than 8 people per organization attend the same Institute.

The Institute will be held **April 22 – 26, 2024** at Northern Illinois University's Naperville campus, 1120 East Diehl Road, Naperville, IL.

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Wednesday, Oct. 4  
1-4 p.m.

Riverway Auditorium  
6133 N. River Road, Rosemont

Cost: \$50

## Sarah Schillerstrom

With a local government career spanning nearly two decades, Sarah has served in a variety of positions, including Human Resources Director and Deputy Village Manager. Sarah is passionate about creating positive, healthy work cultures in local government by helping leaders reach their full potential. She founded SRSD Consulting, LLC, which partners with GovHR USA to promote coaching within local government. Sarah is a certified professional coach.



Connect with Sarah:  
[linkedin.com/in/schillerstrom](https://www.linkedin.com/in/schillerstrom)

Seminar: 1-4 p.m. | Networking to follow

METRO MANAGERS OCTOBER LUNCHEON

# Public Administration Predicament: What's the Vision for the Future?



Please join us in a discussion on the health of our profession. Representatives from three of the area's prominent Universities will join us to share how their PA programs are faring.

**This is a call to action!** It will take **ALL** of us to attract and engage the next generation of managers/administrators to fill the void created by the many retiring managers.

This meeting will serve as the annual business meeting, where we will be reviewing the bylaw changes that were recommended/voted on; introduce the new Board, review annual financials, and the annual meeting schedule.

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in-person  
-or-  
virtually

\$35 Registration

\$25 Student  
Registration

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Professional  
Development Event

Wednesday  
**October 11**

11:30 am Registration &  
Networking  
12:00 pm Luncheon  
12:30 pm program begins for  
In-person & Virtual

In person attendance is at  
NIU Naperville  
1120 E. Diehl Rd,  
Naperville, IL

**Speakers:**

**Jeanna Ballard**

Assistant to the Chair, NIU  
Department of Public Administration

**Deborah Carroll**

Department Head, Department of  
Public Policy, University of Illinois  
Chicago

**Hannes Zacharias (virtual)**

Professor of Practice, Kansas  
University

To Register Visit: [www.ILCMA.org/?p=19984](http://www.ILCMA.org/?p=19984)



## ILCMA OCTOBER PROFESSIONAL DEVELOPMENT HYBRID EVENT

### SHAPING FUTURE LEADERS: COACHING, LEARNING, AND THE EVOLUTION OF LOCAL GOVERNMENT INTERNSHIPS



**October 11, 9:30 AM**  
Attend in-person at  
NIU Naperville or  
Virtually

This discussion will delve into the ever-evolving realm of internships within local governments, examining how these programs have transformed over time and the vital role coaching and a learner mindset play in their overall effectiveness. The speakers will emphasize the importance of adopting a coaching approach by leaders and explore how a learner mindset can enhance internship effectiveness. Additionally, the discussion will address the challenges of internship programs and possible solutions.

This discussion aims to offer a holistic perspective on the dynamic evolution of internships within local governments, with a strong emphasis on the role of coaching and a learner mindset in crafting meaningful and effective experiences. By intertwining these principles, local governments can navigate challenges and ensure that internships serve as incubators for leadership and innovation.

Moderator: **Sarah Schillerstrom**, SRSD Consulting; Speakers: **Dan O'Malley**, Deputy Village Manager, Hoffman Estates, **Cecilia Anderson**, Intern, SWANCC, **Jack Cascone**, Management Analyst II, Arlington Heights

*Addresses ICMA Practice areas 4 Staff Effectiveness; 6 Strategic Leadership ;13 Human Resources Management and Workforce Engagement*

Attend in-person at NIU Naperville or virtually via Zoom. Zoom presentation begins at 9:30 AM. Registration fee is the same for in-person and virtual attendance \$35. Register for Metro Luncheon "Public Administration Predicament" as well for \$65. Student Rate \$20 or \$45 for both events. MIT's are free.

In-person registration/networking/continental breakfast begins at 9AM at NIU Naperville 1120 E. Diehl Road, Naperville

**To register visit: [www.ILCMA.org/?p=19984](http://www.ILCMA.org/?p=19984)**

**Spotlight on: BKV Group**

**A Better Fire Station: The “Clean Bay” Concept**

*By Craig Carter, Mark Manetti, and Brandon Adams  
BKV Group*

Firefighters are exposed to a variety of toxic and cancer-causing chemicals because of their job. Modern turnout gear, or personal protective equipment, does a good job of keeping those toxins out of firefighters’ lungs and off their skin. However, there are gaps in the protection where pieces of the PPE come together, including the neck, wrists, waist, and ankles. Manufacturers are constantly testing new ways to close these gaps, with each improvement aiming to save lives from cancer.

Unfortunately, exposures to toxins and carcinogens are not limited to the fireground. The danger continues through overhaul and any gross decontamination that happens on the fire scene as well as the drive back to the fire station. Every piece of equipment that was in reasonable proximity to the event is likely contaminated by soot, ashes, and smoke residue. Typically, all of the department’s equipment is brought back inside the apparatus bags and systematically cleaned.

This cleaning process includes using garden hoses or pressure washers to remove fire residues from the apparatus, hoses, ladders, axes, pike poles, etc. Some significant portion becomes aerosolized, and then contaminates the floors, walls, and air within the apparatus bays, gradually settling out onto every surface. Any porous substance will continue off-gassing toxins and carcinogens even after washing. While this decontamination process is an important step to prepare the equipment for the next call, the firefighters are basically just shifting the harmful contaminants from the surfaces of the apparatus to the surfaces of the bays.

What is apparent, but not adequately addressed in most existing stations, is the imperative to effectively clean the apparatus bays to properly expunge harmful materials.

Apparatus manufacturers are now offering a “clean cab concept,” sacrificing comfort and stylistic detailing for cab space that is easily accessed and cleanable with hard, durable, non-porous surfaces and fewer nooks and crannies. Because biological contaminants are also a problem in cabs, new design concepts allow for hose stream and steam cleaning within the cabs; Apparatus Bays should be designed with similar principles!

Many bays integrate porous materials that harbor carcinogens. Materials like natural wood and suspended acoustical ceiling tiles should be avoided in vehicle bays. Vehicle bay doors should be resilient and able to withstand regular cleaning. The transitions between floor and wall should be durable and resilient excluding materials such as rubber base which peels



and delaminates from repeated direct cleaning. Exposed ductwork, sprinkler systems, and steel columns/roof joists provide countless ledges for contaminants to rest out of reach of easy cleaning. Wall mounted conduits and piping trap contaminants in small gaps against the wall. Worst of all, inadequate space elsewhere in the building results in storage, laundry, breathing air, cleaning supplies, and all manner of other items arrayed along the walls, gathering contaminants and inhibiting cleaning.

The “Clean Bay Concept” advocates for eliminating crevasses and horizontal surfaces for dust to collect while using materials that are durable enough to clean with a power washer. CMU or concrete with epoxy paint works well, as well as ceramic tile. HVAC, power, data, and plumbing should be concealed behind walls. Roof structure should be precast concrete T’s or concealed above an epoxy-painted gypsum ceiling (but still maintaining enough volume to dilute airborne contaminants in a large air volume). Natural light should be abundant so dirty areas are easily identified. Facilities for washing the bays should be easily accessible and separate from any cleaning facility/ equipment for the living quarters. Fire departments should have a goal of storing nothing along the walls of the bays, both to avoid contamination of those items and to make cleaning easier. All the walls below 8’ are subject to being hit by water splashing off contaminated apparatus, so this zone needs more frequent cleaning with a direct hose stream regardless of conformity with the remainder of the Clean Bay principles.

Using these strategies of the “Clean Bay” Concept, fire departments will be able to help reduce job-related cancers occurring in first responders.

## Spotlight on: Interdev

### Security is a Team Sport

By Jesse Cail, Interdev

This year marks the 20th anniversary of cybersecurity awareness month, and when compared to other industries, cybersecurity is still young. Unfortunately, it has garnered a reputation as the neighborhood curmudgeon shouting "Get off my lawn" from a darkened window to passersby who stray a bit too far from the sidewalk. It's an industry rife with buzzwords, gadgetry, and tools, all making promises that are too good to be true. There are cybersecurity degrees, certifications, conferences, events, compliance requirements, and a thousand checklists. All of which create a cacophony of noise that leaders must try and filter to find the buried melody. A good cybersecurity program requires the entire organization to embrace it as part of their culture, each playing their part to achieve a common goal.

A good cybersecurity program requires leaders at every level to do exactly that - lead. From the executive leadership down to departmental and team level, leadership must share, communicate, support, and enforce a cohesive cybersecurity and information technology strategy.

Every organization needs a cybersecurity champion, a leader in the company that can develop a measurable cybersecurity strategy that balances security with operational needs and risk tolerance. This role effectively communicates that strategy both up and down the chain. This person maintains great relationships with all staff, is well versed in the technologies that support your organization, is an educator and encourager.

Your staff is simultaneously your front and last line of defense. They are likely to be the ones who first report some type of anomaly. Today's workforce relies on, and uses, truly amazing and complex technologies that we easily take for granted. Leadership's responsibility is to ensure that they are equipped, enabled, and educated to be effective at performing their job duties and as an integral component in monitoring and reporting potential security incidents. Encourage them to engage with your IT & security teams and vice versa. Praise and reward those who do so and encourage your IT & security teams to do the same - thank them for reporting that spam email and tell them the positive impact that it has for overall security.

Under the leadership of your Security Champion, and in cooperation with your security team, your IT team is the true engine of your cybersecurity program. It isn't all the tools that make you secure - those have their place, but the deliberate



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and quality engineering, configuration management and ongoing maintenance from your IT teams that create the foundation for a good program. Configuration standards, access control policies, data and network segmentation, patching, naming conventions, documentation, inventory, etc. - all these things, and more, create the baseline that allows your security teams to work from.

Cybersecurity teams are the eyes and ears of your environment, and to be effective, they rely on the baseline that IT teams establish to differentiate between what is and is not normal. This allows them to quickly act using the tools you've provided them to protect the environment. Security is the audit function for IT, spotting and reporting on unpatched systems, misconfigured systems, old software, unsafe network communications, etc. This relationship can and should be cooperative (ahem... leaders). Security teams are your educators on all things cybersecurity - put them on project teams, do lunch & learns, have them present findings and incidents to your staff. This is the team that demonstrates the why behind security.

In every organization, we all need each other to be successful, especially when working to establish an effective cybersecurity program - a program that must fend off everything from low level spammers and website defacers to nation-state targeted attacks. Organizations need all the different groups to function as a single cybersecurity unit. To achieve that, your teams must be accustomed to working and training together, building trusted relationships along the way. As a cohesive entity, you will build a program that can be effective now and adapt to the challenges ahead.

**Spotlight on: SB Friedman**

**Planning for the Post-Pandemic Suburban Office Campus**

*By Caitlin Johnson, AICP, Vice President, SB Friedman Development Advisors*

Real estate markets are driven by demographic and economic trends, technological change, and attitudes of different population groups. As a result of the pandemic, communities across the Chicago region have been experiencing meaningful shifts in how and where we work – impacting both people and places. With growth in remote work and the flight to higher-quality office buildings, many Chicago suburbs are facing record high office vacancies. Building owners are facing the reality that many companies are not returning to offices in sufficient numbers, leading them to consider alternative uses.

While some owners are considering the conversion of obsolete office space to multifamily uses, floorplate and space requirements are making such conversion challenging. In some cases, it is more feasible to demise space to attract smaller office tenants or to demolish or repurpose office space into other uses depending on evolving demographics and market demand.

For example, some communities are experiencing a trend of younger families moving into the community for the first time, introducing a desire for walkability, mix of uses, and a suburban environment that is distinctly different than the subdivisions and office parks of the 1980s. These communities may experience a push to transition outdated office campuses to mixed-use destinations. One example of innovative redevelopment in the Chicago metro region is the renovation of the 150-acre former AT&T headquarter campus in Hoffman Estates into Bell Works Chicagoland – a “metroburbs” anchored by a mixed-use building that incorporates office, residential, retail and dining into a single destination. Another visionary example is the redevelopment of the 200-acre former Motorola Solutions campus in Schaumburg into Veridian – a mixed-use district with apartment, townhome, office and entertainment components.

With growth in e-commerce spurred by the pandemic, other communities are embracing the transition of outdated office campuses to industrial uses to facilitate last-mile distribution connections. These distribution facilities are replacing surplus office supply and helping retailers and logistics companies locate closer to consumers. The redevelopment of Allstate’s former 232-acre corporate headquarter campus in Glenview into a modern logistics park is a prime example of office-to-



industrial conversion in the region. With a key location adjacent to I-294, as well as proximity to higher-density communities, this redevelopment capitalizes on pandemic-related land use shifts; it is now more financially feasible to overhaul vacant offices into industrial space because of rising demand and pricing for industrial property.

While many communities are concerned about the loss of employment opportunities with increasing office vacancies, they can potentially unlock significant economic and social benefits by planning for the transformation of the obsolete office space. To do this, local governments can:

- Conduct a market study to assess the performance and health of their office assets in the regional and national context, evaluate opportunities to transition to alternative uses, and identify market-feasible uses for the future;
- Engage residents to garner input and feedback on future development;
- Identify key elements that create a sense of place in suburban contexts and that have the potential to make the community more competitive;
- Work with planning, zoning, public works and other departments to address zoning, traffic and other challenges associated with large-scale redevelopment;
- Craft an implementable development plan for the area; and
- Consider public-private partnerships to assist with extraordinary development costs associated with complex redevelopment projects.

## Spotlight on: Stifel

### Tax-Exempt Bonds and the Arbitrage Rebate Rules

*By Tom Reedy, Managing Director, Stifel, Nicolaus & Company, Incorporated*

The Federal Reserve sets monetary policy in response to what's happening in the economy. The Fed's primary tool is the federal funds rate, an overnight lending rate for reserve balances held at the Federal Reserve. At a high level, elevated inflation will result in the Fed raising rates, and high unemployment will result in the Fed lowering rates. Since the Fed's 2007-2008 rate cuts in response to the housing market crash and great recession, rates were held between 0% and 2.5% through March of 2022, when it began hiking towards the current target range of 5.25%-5.5% in response to persistently high inflation.

For municipal bonds issuers, Fed policy obviously impacts borrowing costs, especially shorter-term rates. Fed policy also impacts the investment of bond proceeds prior to spend down, particularly in the current market environment with short-term rates being higher than long-term rates. This can result in something called arbitrage that, while not a new concept, may require a refresher.

***Please note that the following includes high level explanations of complex federal tax law. We encourage you to talk with your legal counsel about your particular circumstances.***

Typically, municipal bonds are issued at tax-exempt interest rates that are lower than the taxable interest rates found in the corporate bond market. Most capital projects are financed on a tax-exempt basis because of this interest rate benefit.

One consideration when issuing tax-exempt bonds is called arbitrage: interest earnings on bond proceeds above the interest rate on the bonds. Proceeds of bonds issued at an interest rate of 4.5% and invested at 3.0% would not result in arbitrage, but those same proceeds invested at 5.0% (or greater) would produce arbitrage. The "arbitrage rebate rules" within federal tax law require issuers to rebate any arbitrage earnings to the federal government, with two common exceptions that are described below.

We should note that the "interest rate restriction rules" generally state that tax-exempt issuers must not generate arbitrage. But the "three-year temporary period" exception allows issuers to invest proceeds unrestricted for three years if it reasonably expects to pass three tests: (1) 85% of proceeds will be spent within three years; (2) substantial binding commitments to spend 5% of proceeds are made within 6 months; and (3) project completion will proceed with due diligence.

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If tax-exempt bond proceeds remain unspent after three years, then the investment of remaining proceeds becomes "yield restricted." The three-year period exception may be extended to up to five years if certain conditions arise that could not have been reasonably expected.

The "small issuer exception" to the arbitrage rebate rules is applicable, and arbitrage earnings will not have to be rebated, if an issuer does not reasonably expect to issue more than \$5 million of bonds in a calendar year.

The three "spend-down exceptions" allow issuers to avoid rebating arbitrage earnings based on actual facts once proceeds are spent down. The 6-month exception stipulates that if all proceeds are spent within 6 months, arbitrage earnings don't have to be rebated. The 18-month and 2-year exceptions set forth three and four spend-down targets, respectively, that each have to be achieved to become applicable.

Federal law requires retention of tax compliance records for three years after a bond issue matures. The IRS has the ability, after an audit, to punish non-compliance by declaring bonds taxable or removing federal subsidies, requiring additional arbitrage payments, or charging penalties. A post-issuance tax compliance policy will be helpful for your organization, particularly in the case of an audit, as elected officials and staff will likely change during the time that your bonds are outstanding.

In closing, we again remind you that this article contains high-level summaries of very complex topics, and we encourage you to seek guidance from your legal counsel about your particular circumstances.

**Spotlight on: Tyler Technologies**

**Solving the “Sunday Scaries” With the Right ERP Solution**

Just like that, the hustle and bustle of the summer months are behind us. The pool days, BBQs, and warm weather have wrapped up for the year, but your day-to-day tasks are still there to greet you first thing Monday morning. Paper-heavy billing processes, manual reporting procedures, and even printed timesheets need your attention. You work hard, and these tasks shouldn't leave you reaching for the weekend as your light at the end of the tunnel. With the right ERP solution, your day-to-day doesn't have to give you the “Sunday scaries.” Streamlined processes could help you keep that summertime feeling alive 365 days a year.

**MANY HATS, LITTLE TIME**

Sourcing a new ERP system can be daunting and time-consuming, especially in small government offices where employees wear many hats. How will you find time to make the switch? How can you ensure the provider is the best fit for your municipality? These questions stress the importance of doing sufficient research to choose the right ERP solution for both your employees and your community.

**IMPLEMENTATION YOU CAN COUNT ON**

Although making a significant change can be intimidating, a reliable partner will support you throughout implementation, and once your new ERP software is up and running, the possibilities are endless. From financial management for simplified accounting operations, to human resources solutions that connect you with the right talent, and revenue tools that boost community engagement, streamlined processes will launch your local government into the modern age. With decades of experience and thousands of successful implementations, Tyler Technologies has consistently ensured outcomes that exceed our clients' expectations.

**FINANCIAL MANAGEMENT THAT FITS**

How can automated financial processes help your municipality? First, centralizing your government's financial management will help transform complex tasks and processes into a centralized workflow, allowing for increased productivity and accuracy without sacrificing data integrity. In addition, local governments are increasingly expected to provide high-value information to help the community understand how their tax dollars are collected and spent. With financial data organized in an easily consumable, interactive, and transparent way, community members become more involved and engaged in local government finances.



**EMPOWERING HUMAN RESOURCES SOLUTIONS**

Human resources management tools provide end-to-end solutions for tracking employee data and producing regulatory reports. Users can maintain comprehensive employee records, track and ensure compliance with required certification/training, manage accident/injury claims, and the list goes on. With these capabilities, you can empower your employees while reducing their workload.

**REVENUE TOOLS THAT CONNECT YOU**

Lastly, a revenue management tool provides convenient billing and payment services while demonstrating the efficiency and efficacy of a municipality's revenue solution. Residents and businesses can submit requests, complete licensing and permitting applications, pay bills, find community information, communicate with city hall, and more. These tools allow your residents to be better connected and play a more active role in your community.

**SOFTWARE THAT GROWS WITH YOU**

Tyler Technologies' ERP solutions for financial, human resources, and revenue management not only offer the primary benefits listed above but can also grow with you. In addition to core ERP functionalities, more than 50 integrated modules are available to suit the needs of our clients. Our software packages are built from the ground up to meet the unique needs of the communities we serve today and for years to come.

**SAY GOODBYE TO THE SUNDAY SCARIES**

Tyler Technologies has more than 2,000 ERP-focused employees, serving populations from 100 up to 44.7 million people. Our solutions are used by nearly 6,000 public sector organizations across the United States, with more than one out of ten local governments using Tyler's industry-leading ERP solutions. For municipalities in need of an ERP partner that can help conquer the “Sunday scaries”, we're committed to building solutions tailored to every community.



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Area Vice President  
Gallagher Benefits Services  
P: 630.606.8888  
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Executive Director/Editor  
Dawn S. Peters  
Phone: 815-753-0923  
Fax: 815-753-7278  
dpeters@niu.edu

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217-359-1338  
stevenccarter@sbcglobal.net

Brad Townsend  
Phone: 630-390-8800  
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John Marquart  
618-530-0666  
jmarquart6@charter.net

Robin Weaver  
630-835-6417  
rweaver3333@gmail.com

John Phillips  
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